



City and County
of San Francisco



San Francisco's Ambassadors: A Comprehensive Report on Ambassador Services in San Francisco

Prepared by the Department of Emergency Management

ACKNOWLEDGMENTS

Many City agencies, governmental agencies, community organizations, community benefit districts, neighborhood associations, and others participated in compiling this report. They also play a great role in the work to come. We want to acknowledge and thank them for their partnership and support.

- The Office of Mayor London Breed
- The Board of Supervisors
- The Office of Economic and Workforce Development (OEWD)
- San Francisco Department of Public Health
- Office of Civic Engagement and Immigrant Affairs (OCEIA)
- San Francisco Public Works
- San Francisco Police Department
- The Department of Homelessness and Supportive Housing (HSH)
- San Francisco Human Services Agency (HSA)
- San Francisco Municipal Transportation Agency
- San Francisco Recreation and Park Department
- San Francisco Public Library
- Bay Area Rapid Transit (BART)
- California Department of Public Health
- Urban Alchemy
- Urban Place Consulting, Inc.
- Code Tenderloin
- Five Keys Schools and Programs
- San Francisco Benefit District Alliance
- Mid-Market Business Association and Mid-Market Foundation
- San Francisco Public Health Foundation
- Castro Community Benefit District
- Civic Center Community Benefit District
- Discover Polk Community Benefit District
- Downtown Community Benefit District
- The East Cut Community Benefit District
- Fisherman’s Wharf Community Benefit District
- Japantown Community Benefit District
- Lower Polk Community Benefit District
- Mid Market Community Benefit District
- Moscone Expansion District
- Noe Valley Community Benefit District
- Ocean Avenue Community Benefit District
- SoMa West Community Benefit District
- North of Market/Tenderloin Community Benefit District
- Tourism Improvement District
- Union Square Business Improvement District (DBA: Union Square Alliance)
- Yerba Buena Community Benefit District
- San Francisco Safe
- San Francisco Tourism Improvement District
- San Francisco Travel
- Block by Block California
- Civic Connect
- Next Street
- Streetplus
- Curb Appeal

For more information on this report and San Francisco’s Street Ambassadors, please visit: <https://sf.gov/coordinated-street-response-program>

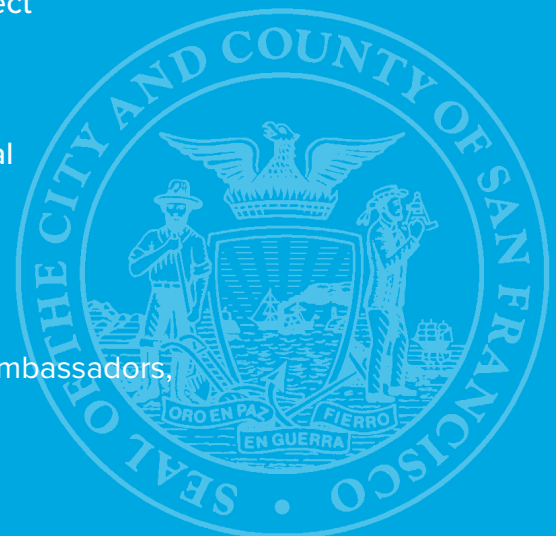


TABLE OF CONTENTS

INTRODUCTION **4**

SECTION 1 **24**

City and County Staffed Ambassador Programs

SECTION 2 **32**

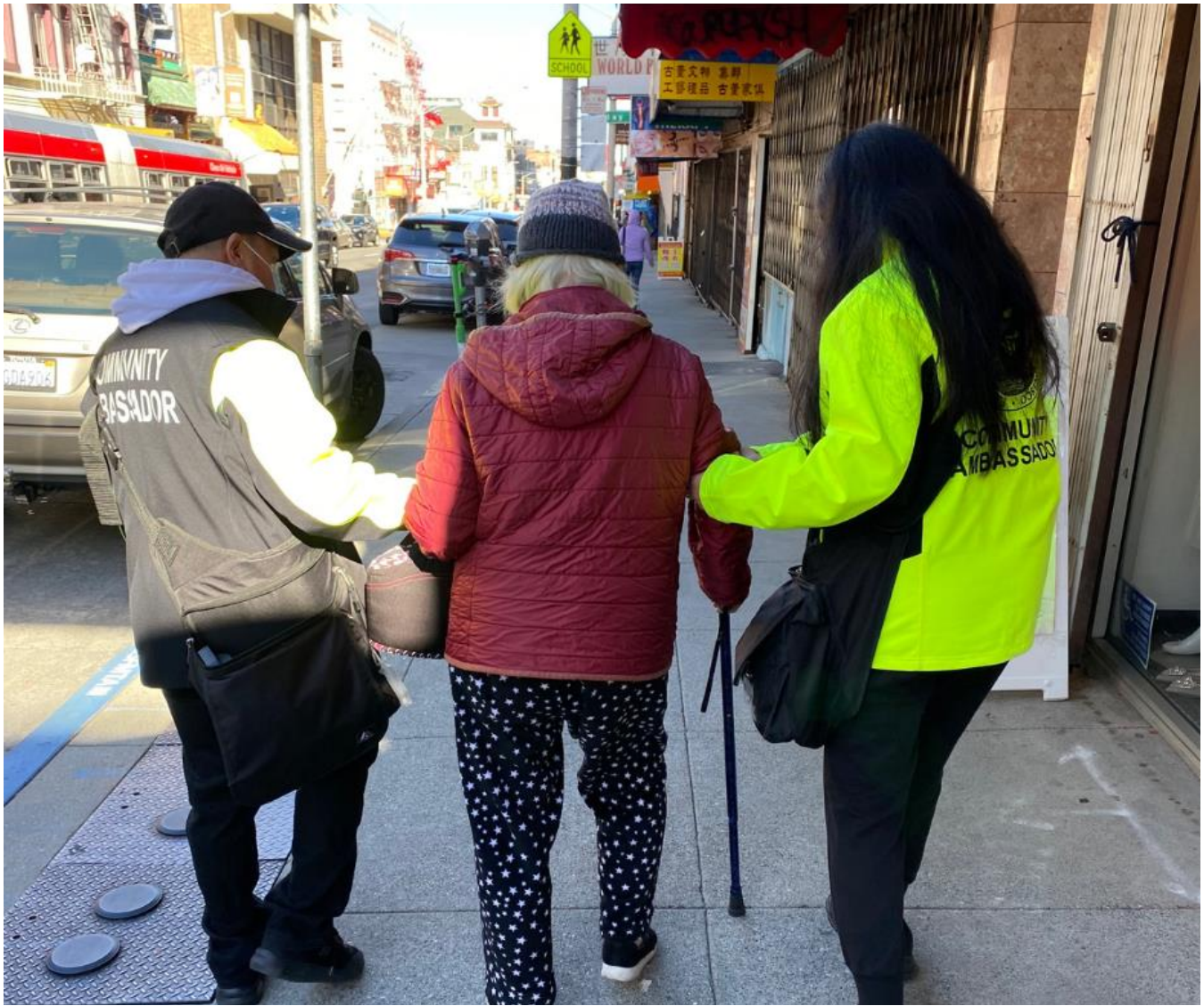
Government Grant Programs

SECTION 3 **54**

Community Benefit District Programs



INTRODUCTION



The City worked with civic and private-sector partners to assemble this comprehensive audit and inventory of the public or quasi-public ambassador programs actively deployed throughout San Francisco’s public spaces. The report aims to provide a comprehensive overview of ambassador programs in San Francisco. It examines their structures, management, interactions with communities, funding sources and provides recommendations for coordinating and aligning these programs.

KEY OBSERVATIONS

Across San Francisco, there are many, diverse ambassador programs serving the city's public spaces and the people that enjoy these spaces. Ambassadors provide safety, wellness, cleaning, and hospitality services in public spaces. They fill gaps in public services and respond to specific challenges like crime, cleanliness, economic recovery, and public health.

There are at least 34 ambassador programs in San Francisco, varying in deployment, budget, coverage hours and personnel. They are managed by a variety of entities. Three (3) government agencies manage ambassadors, twelve (12) government agencies award grants to at least seven (7) different nonprofits or companies to deploy ambassador services, and there are fifteen (15) Community Benefit Districts that offer some form of ambassador function and contract with several different nonprofits and companies to deploy ambassador services.

After surveying, taking inventory and analyzing the data to see how these programs are structured and managed, how they interact with the communities that they serve and how they are funded. There are some main similarities and differences to the programs.

Similarities:

- All programs consistently interact with the general public
- All programs trained on several similar skills including:
 - De-escalation
 - NARCAN
 - General guidance around interaction with the public



Differences:

- All the programs are guided by different management entities (both public and private sector)
- Different budgets
- Different overall directives
- Different data collection practices

COORDINATION AND ALIGNMENT

The main takeaway from the report’s findings is that the city’s public realm would benefit from coordination and alignment of the ambassador programs. Our recommendation is that the Department of Emergency Management convene the entities that manage the ambassador programs to share challenges, opportunities and solutions for the public realm. Given the diversity of ambassador services, coordination and alignment of these programs could begin with regular, monthly convenings hosted by the Department of Emergency Management that are organized by (1) geography and (2) function of the ambassador program: cleaning, hospitality, safety, or wellness. Through these convenings, the Department of Emergency Management will be able to understand the specific and universal challenges and opportunities each ambassador program and San Francisco neighborhoods face, and simultaneously, create opportunities for ambassador programs in similar areas and/or tackling similar services to learn from each other.

Convenings could initially be coordinated at the neighborhood-level (or block level, depending on the concentration of ambassador programs), and depending on the concentration of ambassador programs in a specific area, the convenings may also be organized around the function of the ambassador program. There are neighborhoods where multiple ambassador programs function, convening the groups that manage the programs may provide the Department of Emergency Management a better understanding of the needs of the neighborhood as well as allow the programs to address challenges, share information and align efforts.

For instance, the Tenderloin neighborhood is host to a large volume of ambassador programs. The services provided by these programs include safety, hospitality, cleanliness, and wellness. A convening model for the Tenderloin could include several meetings that align around the services and/or more specific geographies, such as blocks, or “micro-hoods.” Lessons learned from these convenings would inform how larger-scale, citywide efforts for coordination and alignment could take form. Examples of possible future coordination and alignment include streamlining protocols for addressing specific public space challenges, implementing universal training standards, and aligning data collection practices. Again, lessons learned from convenings should inform citywide coordination and alignment. These areas of citywide coordination and alignment are ambitious, and without evidence that they would be impactful and lead to improved operations, could be superfluous.

Many of the CBDs have funded and managed their ambassador programs since the beginning of their formation and have dedicated staff that oversee the programs. These staff members could provide valuable information and feedback to the Department of Emergency Management during meetings that the Department convenes. As noted later in this report, the jurisdiction of the City does not extend to the operation of CBD ambassador programs. As such, convenings, and future coordination and alignment efforts, must consider models of collaboration, not top-down directives.

TRIAGE CHALLENGES AND COORDINATE SOLUTIONS

Certain, unique phenomena in a neighborhood may impact multiple ambassador groups. Creating a place for these groups to triage challenging spaces may improve ambassador services and prevent redundancy in outreach or resources utilized to address a challenge. For example, there are sections of the Tenderloin neighborhood where there are more than two ambassador programs present simultaneously. If there is a specific challenge or dynamic all ambassadors are facing along a certain block, regular meetings may allow ambassadors to work together to find suitable solutions.

Regular meetings can help the programs collaborate on tackling common challenges, thereby improving services to the community, and preventing redundancy. Additionally, coordination can support standardizing safety protocol to better support ambassadors as well as approaches to program accountability and addressing public complaints. Department of Emergency Management-led convenings that are consistent, well-structured, well-attended and accessible to ambassador programs (e.g., convenient time of day, location) are a pragmatic first step for coordinating and aligning ambassador programs around challenges and needs in a neighborhood, and in general. Inviting the various entities and programs to convenings, in lieu of any efforts to mandate certain practices or training, sets the stage for iterative, strategic coordination around challenges and needs in San Francisco neighborhoods.

FUNDING VARIABILITY AND BUDGET STRUCTURE

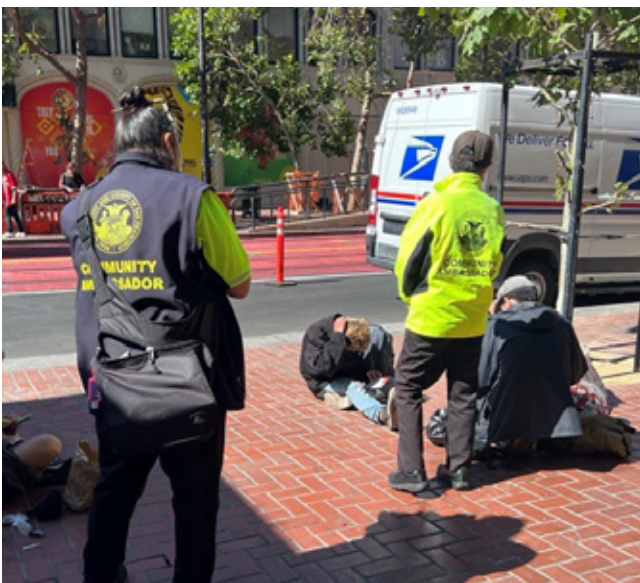
Budget creation differs based on funding sources, agency decision-making and CBD management plans. Funding for ambassador programs come from city departments, grants, special assessments (CBD) and other revenues. Available funding for implementing ambassador programs can vary year to year and even quarter to quarter. Program functions, including goals, number of staff, and areas of focus can change based on funding. (See each program's information page for specific information on funding sources.) Regular convenings by the Department of Emergency Management could keep programs updated on funding changes and shifting needs of the neighborhood.

STAFFING AND DEPLOYMENT

Ambassador staffing and deployment involves complex configurations, including days of the week, hours per day, and modes of deployment (such as posts, roving, bike, walking, etc.) The Department of Emergency Management could work with groups to ensure effective coverage and alignment.

Overall, this report highlights the diversity of ambassador programs in San Francisco and underscores the need for coordination, alignment and collaboration among various programs and entities to enhance public spaces.





AMBASSADOR AND AMBASSADOR PROGRAMS DEFINITIONS

The definition of an ambassador (also can be called stewards, practitioners, etc.) and ambassador program for the purpose of this report is as follows:

Ambassadors are individuals deployed in public spaces to provide services including safety, wellness, cleaning, and hospitality. Ambassador programs may be formed and operated by government agencies, Community Benefit Districts/Business Improvement Districts (CBDs/BIDs), nonprofit entities, or other companies contracted for service. These programs provide a strategic presence in specific geographic areas determined by the City and County or CBDs. Each ambassador program has unique training to ensure that their ambassador staff can be successful in their services.

The specific services an ambassador program may offer include:

SAFETY

- Presence to prevent or deescalate threatening / potentially threatening situations and provide a presence in sometimes challenging environments (this does not include active SFPD officers or private security guards)

WELLNESS

- Proactive presence to check on the physical and mental health of people in the public right of way, with referral to services at time (this does not include direct service social workers)

CLEANING

- Sweeping, power washing, and other forms of waste removal that supplements the work of sanitation staff at the Department of Public Works (certain programs report their ambassador services to 311 directly)

HOSPITALITY

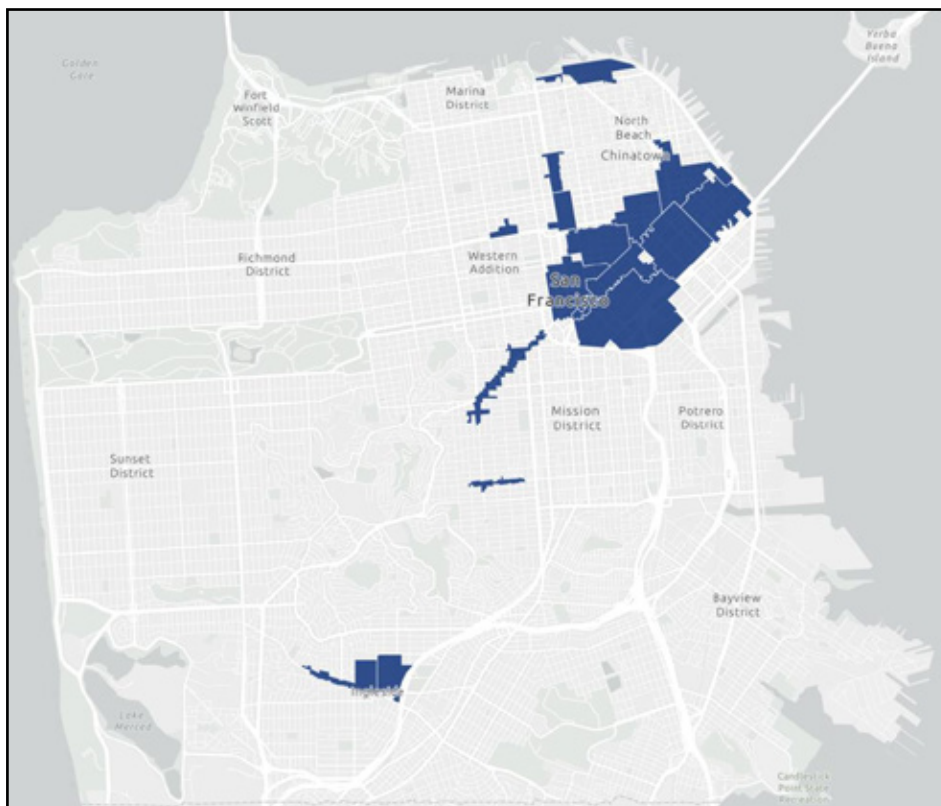
- Wayfinding, greeting the public, providing a friendly face in sometimes challenging environments, or other forms of public space stewardship (e.g., event support, staffing a point of interest, staffing a playground or art installation)

WHAT IS A COMMUNITY BENEFIT DISTRICT?

The **Office of Economic and Workforce Development's (OEWD)** Community Benefit District program oversees Property Business Improvement Districts (PBIDs), which are referred to as Community Benefit Districts (CBDs) or Business Improvement Districts (BIDs). These districts are geographic areas where properties within the district pay a special assessment to receive services for the area, including supplemental cleaning, neighborhood marketing, programming, and more via ambassador programs.

A non-profit organization (i.e., Owner's Association) governs and provides service to this district. The funding for these non-profits is primarily the special assessment revenue and can also include other revenue such as grant funding from the City and County of San Francisco or other sources. The Owner's Association implements supplemental services, improvements, and activities in accordance with their district management plan, a plan that is voted in by CBD ratepayers and approved by the Board of Supervisors.

Any of the CBDs' day-to-day operations or programmatic decisions that are funded by special assessment revenue or other, non-City sources cannot be directed by OEWD or any other city agency. However, there are several CBDs that receive grant funding from OEWD and other city agencies. When a CBD accepts funding from the City to implement services or programs, such as ambassador programs, the City is able to shape the implementation of these funds via a grant agreement and ongoing evaluation process.



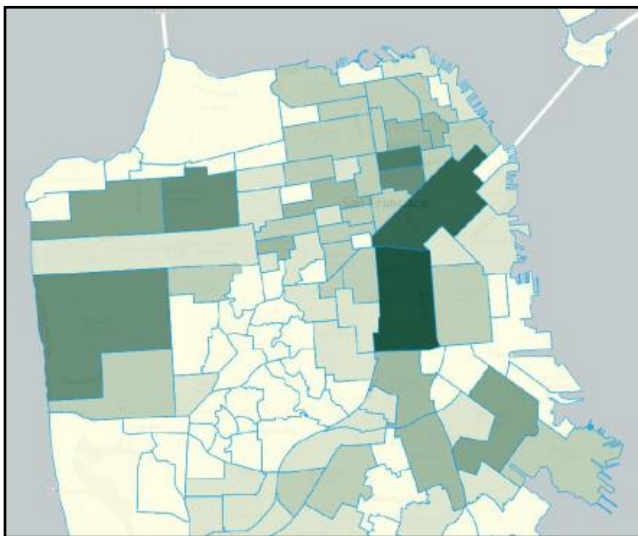
Map of San Francisco's Community Benefit Districts

WHY DOES SAN FRANCISCO NEED AMBASSADORS?

Ambassador programs in San Francisco have been formed for a variety of reasons. Fundamentally, these programs provide supplemental services to the public realm that the City is not already providing. When the City and County of San Francisco, BART, or a CBD creates an ambassador program, the decision as to where and how to fund these programs is based on an area's need for these extra service areas – safety, wellness, cleaning, and/or hospitality. These needs may also include unique crises or circumstances, such as

ambassador functions that support economic recovery or public health outreach due to the COVID-19 pandemic.

Need may be assessed any number of ways. For example, need may be determined by assessing the perceived or real volume of pedestrian presence in public spaces, community feedback, and/or available civic data. Civic data may inform ambassador programs launched by the City and County and CBDs, including but not limited to 311 calls for sidewalk cleaning services or SFPD-documented incidents.

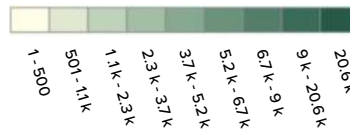


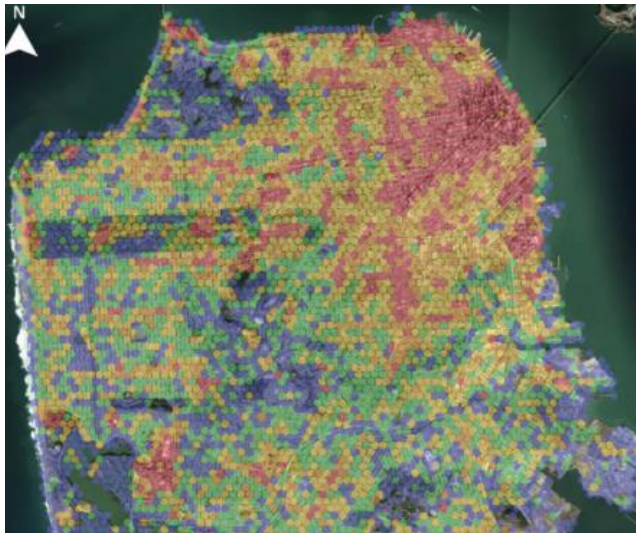
311 Service Request for Street and Sidewalk Cleaning

December 1, 2022 - May 30, 2023

Source: Data SF

SERVICE REQUESTS COUNT v
Service Request count per shape





San Francisco Visitor Activity

May 1, 2022 - April 30, 2023

Source: Placer.ai



Specific scenarios that prompted the creation of an ambassador program include:

- Exceptionally dirty or underutilized sidewalks, public plazas, or other civic amenity
- An increase in crime stats in a neighborhood which has impacted the perceived and real risk of safety
- Busy commercial district, special event or attraction that needs “eyes and ears” and could be a source of information for pedestrians

CBD-created ambassador programs are a typical core function of the nonprofit organizations that manage these districts. Often, the primary goal of the stakeholders that create a CBD is a vibrant neighborhood with a prosperous business economy. Ensuring the neighborhood is clean and safe for people to live, work, and play supports this vision. This is why when a CBD is formed, their Management Plan allocates assessment revenue towards ambassador programs that ensure a clean and safe downtown and/or commercial corridor.



OVERVIEW OF THE CURRENT AMBASSADOR PROGRAMS

Overall, there are at least 34 known, public or quasi-public (i.e., Community Benefit Districts) ambassador programs operating in the public right-of-way in San Francisco. Each program varies in terms of the number of ambassadors deployed per hour and day, budget size, hours of coverage, and number of people employed. These ambassador programs do not include privately-funded ambassador programs that provide services in public spaces, such as programs operated by museums or food halls.

CBD programs may include several unique services. For example, one CBD may have an ambassador program that provides cleaning, hospitality, and safety services.

This section offers greater detail around the difference between government staffed or funded ambassador programs and CBD programs, training, budget structure, and staffing configurations, which refers to the number of ambassadors vs. full-time equivalents (FTEs) employed. Following this section are individual profiles for each unique ambassador program.

*The FTE figure includes 141 staffing positions with Pit Stop; these may not be FTE equivalent figures or may be the minimum FTE equivalent. Further investigation into these positions is recommended.

Total Programs Known: 34

Total FTE Equivalents: 1122.33*

Hours: Every program has different coverage hours; programs that operate daily or on weekdays typically operate between 8 hours a day to 14 hours a day to cover early mornings and the evening.

Daily Presence: 31 of the 34 programs provide coverage daily or during the weekdays.

Supervisor District Coverage: All Supervisor Districts have ambassador presence in their districts. This data is accurate as of May 31, 2023, and may vary after this date due to changes in hiring and funding.

GOVERNMENT-STAFFED PROGRAMS AND GOVERNMENT-FUNDED PROGRAMS

To date, there are currently 19 ambassador programs staffed or funded by the City and County and BART. Ambassadors are either hired directly by the agency managing the ambassador program, or the government agency creates a system (i.e., request for proposals or a request for qualifications) that allows them to award grants to a nonprofit organization that is able to provide and coordinate ambassador services. Funding for a single ambassador program may consist of funds from one agency or multiple government agencies.

The agencies that directly hire and operate and ambassador program include:

- [Office of Civic Engagement and Immigrant Affairs](#)
- [San Francisco Police Department](#)
- [San Francisco Public Works](#)

The agencies that create and award grants to ambassador service providers include:

- [BART](#)
- [Department of Homelessness and Supportive Housing](#)
- [Department of Public Health](#)
- [Human Services Agency](#)
- [Office of Economic and Workforce Development](#)
- [Recreation and Parks Department](#)
- [San Francisco Municipal Transportation Agency](#)
- [San Francisco Public Library](#)

These programs are all unique and created to accomplish different goals, including:

- [Public health information distribution](#)
- [Hospitality and wayfinding](#)
- [Supplementary neighborhood cleanliness](#)
- [Community based safety and de-escalation in public spaces](#)
- [Transit access](#)
- [Restroom access](#)
- [Library/education center access](#)



COMMUNITY BENEFIT DISTRICTS

There are currently 15 CBDs in San Francisco, and each district deploys ambassadors of varying types. These ambassadors are hired either (1) directly by the CBD or (2) via a contract with a service provider. Funding for these programs is mostly provided by Special Assessment revenue. In some cases, these programs are funded by grant dollars, including funds from the City and County of San Francisco.

CBD Ambassador programs are not able to be shaped or directed by the City and County of San Francisco per CBD management plan agreements. The only exception is when City and County grants are supporting an ambassador program which applies to several CBD programs.

CBD Ambassador programs typically provide these services, which are tailored to neighborhood need and guided by requirements detailed in their respective Management Plans:

- [Hospitality and wayfinding](#)
- [Supplementary neighborhood cleanliness](#)
- [Community-based safety and de-escalation in public spaces](#)

TRAINING

All Ambassador programs have different training programs as each program is managed by a different entity: city agency, government-contracted nonprofit, or CBD. In the individual ambassador program profiles section of this report, the training protocol for city agency programs that employ city employees are included. For nonprofits (which are employed via government grants or contracts) and contracted companies (which are employed via contracts with CBDs), example training programs are outlined in this section.

Consistent requirements across the varied ambassador programs—city agency, contracted nonprofit or company, or CBD—include:

- De-escalation training
- NARCAN / health crisis training
- Public engagement / communication guidelines and training

Example Training: National Business with 30+ Years Experience

- De-escalation tactics and training
- Engaging street population
- Mental health and first aid training
- Public engagement
- Hospitality training
- Local information (about district, neighborhood, city, attractions)
- Ops procedures (cleaning ambassadors -equipment training; safety ambassadors -bike training, radio training, report writing)
- Active shooter training
- How to interact with businesses
- Crossing the street safety
- Cold/Hot weather preparedness
- Cultural diversity and sensitivity training
- Eye and Face protection
- Report writing and how to give a good description
- How to give good directions
- Radio communications
- Special events, protests, demonstrations
- Emergency and disaster preparedness
- Sexual harassment
- 911 and 311 reporting
- Learning about local attractions and businesses

EXAMPLE TRAINING: San Francisco-Based Non-profit

Example Organization #1

- Training begins with classroom instruction in the areas of emotional intelligence, trauma informed care, motivational interviewing, effective communication, de-escalation, advanced de-escalation, harm reduction, self-care and wellness, safety, CPR, first aid, and use of naloxone.
- Training on policies and procedures, including an understanding of how to connect people to social services.
- 40 hours of on-the-job training where they are monitored, guided, and provided feedback in real time.

Example Organization #2

- De-escalation Training
- Conflict Resolution training
- Active Listening
- Motivational Interviewing emphasizing self-awareness and environmental awareness
- Self-Care
- Understanding Harm Reduction
- Narcan training
- Transformative Language Building

Given the varying contracts and entities that oversee ambassadors in San Francisco, streamlining training across all ambassador programs would be challenging. However, based on the consistent requirements observed across the varied programs, there could likely be at least one or several expectations of training. These expectations could include the existing consistencies—de-escalation training, NARCAN training, communication guidelines—or new training, such as a handbook or manual that has information about key points of contact for city agencies for different types of public realm situations (e.g., when to call public works, when to report something to 311).

BUDGET STRUCTURE

Budget creation varies between city agencies, contracted nonprofit or company, or CBD. Budgets depend on the revenue source and the decision-making body(s) behind creating an ambassador program and directing their services. Some programs are created to address short term issues (e.g., COVID-19 vaccine outreach) and other programs are designed to be long-term (e.g., Public Works Block Sweepers Program).

A City department or agency-operated or department or agency-funded program may be beholden to their agency's Commissions, annual budget process, and if applicable, any additional funds made available by the Mayor's Office or Board of Supervisors. CBDs are bound to a defined budget per their organization's Management Plan and, if applicable, grant opportunities made available by the city. In order to understand the exact budget process for each program, further information would need to be obtained from the programs.

STAFFING AND DEPLOYMENT

In order to understand where, when, and how ambassador programs are operating, understanding how staffing and deployment is defined and managed is critical. Ambassador programs typically refer to their service coverage in the following way: "We have [#] ambassadors patrolling [name of area/s] [#] hours a day, [#] days a week." In other words, operational days, operational times, and staffing. Explaining the presence in that way doesn't accurately capture how many staff will be working in one day, at any given time of the day, and/or at any given location.

In order to make sense of how many people are required to achieve these ambassador staffing and deployment expectations, this report looks at the reported number of full-time employees (FTEs) shared by programs as well as how budgets are utilized. Examples are provided in the next sections for clarity.

Days of the Week



With programs that have ambassador presence more than five days a week, there are likely different staff taking on weekday shifts than on the weekend. For example, if a program has four ambassadors in an area seven days a week, the same four people are not likely working seven days in a row. In the case of this example, there may be six people that work for this ambassador program—four individuals are employed to cover weekdays, and two different individuals may cover weekends. This is important to understand when considering the overall deployment commitment of an ambassador program versus the number of staff required to achieve that commitment.

Hours Per Day



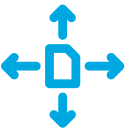
Relatedly, how programs commit to ambassador deployment that lasts over eight hours per day likely involves overlapping full-time shifts or other forms of creative staffing configurations with part-time shifts. For example, if a program commits to one ambassador in the area, twelve hours per day, only one individual is not likely responsible for that shift. Instead, there may be two individuals that work eight hours per day, and for part of the day, their shifts overlap. Overlapping ambassadors prevents any gaps in coverage while allowing individuals to be employed a reasonable number of hours. Or there may be one individual with an eight-hour shift, and then there may be a second individual with a four hour shift. This may mean that the ambassador program is committed to some full-time employment opportunities as well as part-time opportunities.

Retention



Learning more about how a program offers full-time, part-time, or both types of job opportunities—or how scheduling is handled when a program is expected to be able to staff extra individuals for special events—may illuminate issues around employee retention. Part-time positions and fluctuating schedules may not be as attractive or sustainable for people seeking employment as ambassadors. Depending on the program, this may result in high turnover or ongoing position vacancies.

Mode of Deployment



Related to staffing configuration is the mode of deployment for an ambassador. This refers to how an ambassador is expected to be present in public space—roving or posted (both types of positions that may address hospitality, cleaning, safety, or wellness goals). For example, a program may state that they have ten ambassadors deployed in a neighborhood. However, there may be two individuals responsible for standing at the entrance of a public amenity, such as a park or a public restroom, and the other eight individuals may be responsible for walking a particular route within a designated area. This information is covered in the individual profiles for the ambassador programs, however, these modes of deployments are likely to change quite regularly per program.

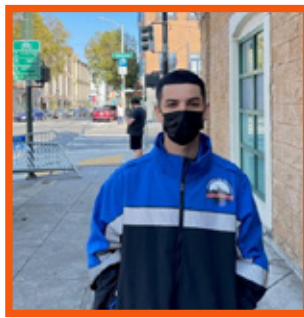
SAN FRANCISCO AMBASSADOR PROGRAM PROFILES

The following profiles include specific information about all 34 ambassador programs deployed in San Francisco as of October 2023. This information includes:

- Program Type
- Funding and/or Staffing Agency
- Contracted/Grantee (if applicable)
- About the Program
- Annual Program Costs / Rates
- Full-time Equivalent (FTE)
- Compensation
- Data Collected
- Training
- Responsibilities
- Deployment Maps and Reasoning
- Uniform (photo)



SF WELCOME AMBASSADORS



SFPD COMMUNITY AMBASSADORS



MMBA URBAN ALCHEMY PRACTITIONERS
www.midmarketbusinessassociation.com



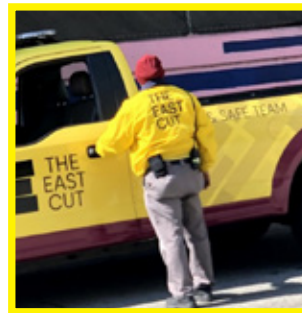
OCEIA COMMUNITY AMBASSADORS
<https://sfgov.org/ccsfgsa/oceia/community-ambassadors-program>



FISHERMANS WHARF CBD AMBASSADORS
<https://www.fishermanswharf.org/>



DOWNTOWN CBD AMBASSADORS
<https://www.downtownsf.org/>



EAST CUT CBD AMBASSADORS
<https://www.theeastcut.org/>



UNION SQUARE ALLIANCE AMBASSADORS
<https://www.visitunionsquarest.com/about-bid>



SECTION 1

City and County Staffed Ambassador Programs

1. Office of Civic Engagement
and Immigrant Affairs
Community Ambassadors
Program (CAP)
2. San Francisco Police
Department Ambassadors
3. San Francisco Public Works
Block Sweepers Program

OFFICE OF CIVIC ENGAGEMENT AND IMMIGRANT AFFAIRS COMMUNITY AMBASSADORS PROGRAM (CAP)

Type: City and County Staffed

Staffing Agency: Office of Civic Engagement and Immigrant Affairs (OCEIA)

Contracted/Grantee: n/a

About: The Community Ambassadors Program (CAP) is a community safety and neighborhood engagement program. CAP is a program of the Office of Civic Engagement and Immigrant Affairs (OCEIA). CAP started in 2010 in the Bayview and Visitacion Valley neighborhoods in response to cultural and linguistic tensions, increased violence, and the need for better community safety options. OCEIA Ambassadors engage, inform and assist community members in San Francisco. CAP also provides a visible, non-law enforcement safety presence in several neighborhoods. This focus on community safety helps us build trust, calm tensions, and prevent violence.



Annual Program Cost / Rates: \$1,133,362

Full-time equivalents (FTE): 21

Compensation: \$22 / hour

Days / Hours:

Monday-Friday' Chinatown: 8am-5pm / 10am-7pm

(second shift Wed-Fri, Mar-Jun for Generation Chinatown) District 5: 9am-6pm

District 10 Southeast: 9am-6pm Mid-Market/Tenderloin: 9am-6pm / 10am-7pm

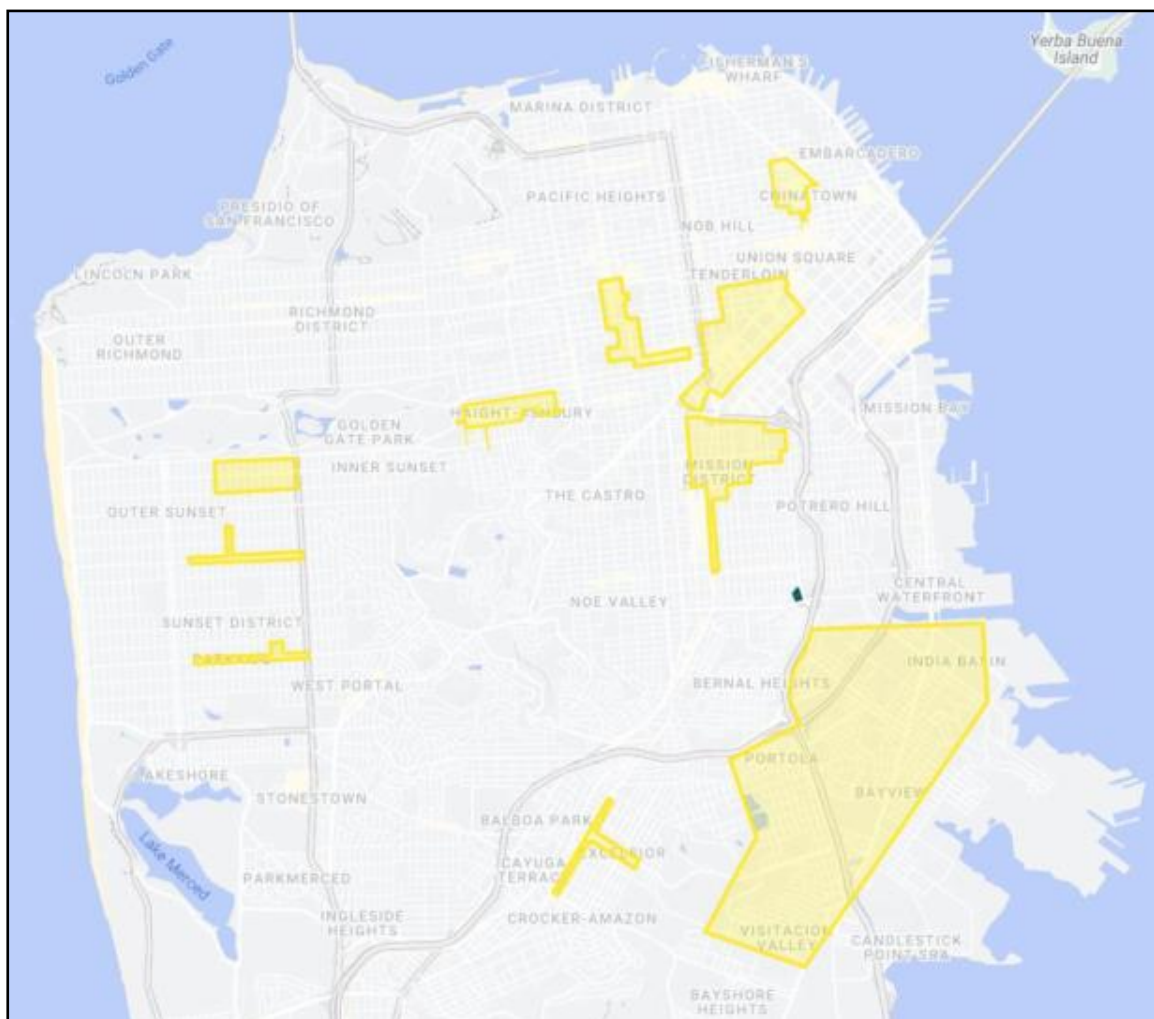
(second shift Tue-Thu Feb-May for Oasis for Girls) Mission: 8am-5pm Outer Sunset: 9am-6pm

Training: Various program-wide trainings throughout the year, including but not limited to Alive & Free, Guard Card Certification, CPR & First Aid, De-escalation Training, DOPE Project NARCAN Training, and Stop the Bleed Personalized Training/Professional development: 2 hours per week per Community Ambassador of individualized training and development.

Responsibilities: Provide safety escorts: Residents can request a safety escort in neighborhoods where OCEIA Ambassadors work; Report emergencies: OCEIA Ambassadors contact medical and emergency services for community members in crisis; Report hazards: OCEIA Ambassadors call SF 311 and City departments about safety hazards, street cleanliness, graffiti and other issues; Conduct wellness checks: OCEIA Ambassadors

check on individuals in public spaces; Provide referrals: OCEIA Ambassadors link community members to available social services; Conduct outreach: OCEIA Ambassadors educate and inform the public about City services and programs.

Deployment Area and Reasoning: OCEIA Ambassadors work in diverse neighborhoods to promote safety and connect people to services. They help San Franciscans that are low-income, experiencing homelessness, speak a language other than English, older adults, and more. Currently, the program operates in the following neighborhoods: Bayview/Visitacion Valley/Portola Chinatown Haight-Ashbury/Lower Haight/Hayes Valley/ Fillmore Mid-Market/Tenderloin Mission Outer Sunset.



SAN FRANCISCO POLICE DEPARTMENT AMBASSADORS

Type: City and County Staffed

Staffing Agency: San Francisco Police Department (SFPD)

Contracted/Grantee: n/a

About: Community Ambassadors are civilian, retired, sworn members who serve to supplement foot beat patrol presence in business and commercial corridors. Goal is to bridge the gap between SFPD and the community through partnerships with the Community Benefit and Business Improvement Districts to provide increased visibility to reduce crime.

Annual Program Cost / Rates: Unknown

Full-time equivalents (FTE): 37

Compensation: Unknown

Days / Hours:

Each ambassador works a 10-hour day (1000-2000 hours) and up to 20 hours/week.

Training:

- First Aid / CPR / Automated External Defibrillator
- Crisis Intervention / De-Escalation Techniques
- Healthy Streets Operation Center (HSOC)
- Managing Implicit Bias and Procedural Justice
- Principled Policing
- The President's Task Force on 21st Century Policing with a focus on Pillar Two: Building Trust and Legitimacy and Pillar Four: Community Policing and Crime Reduction

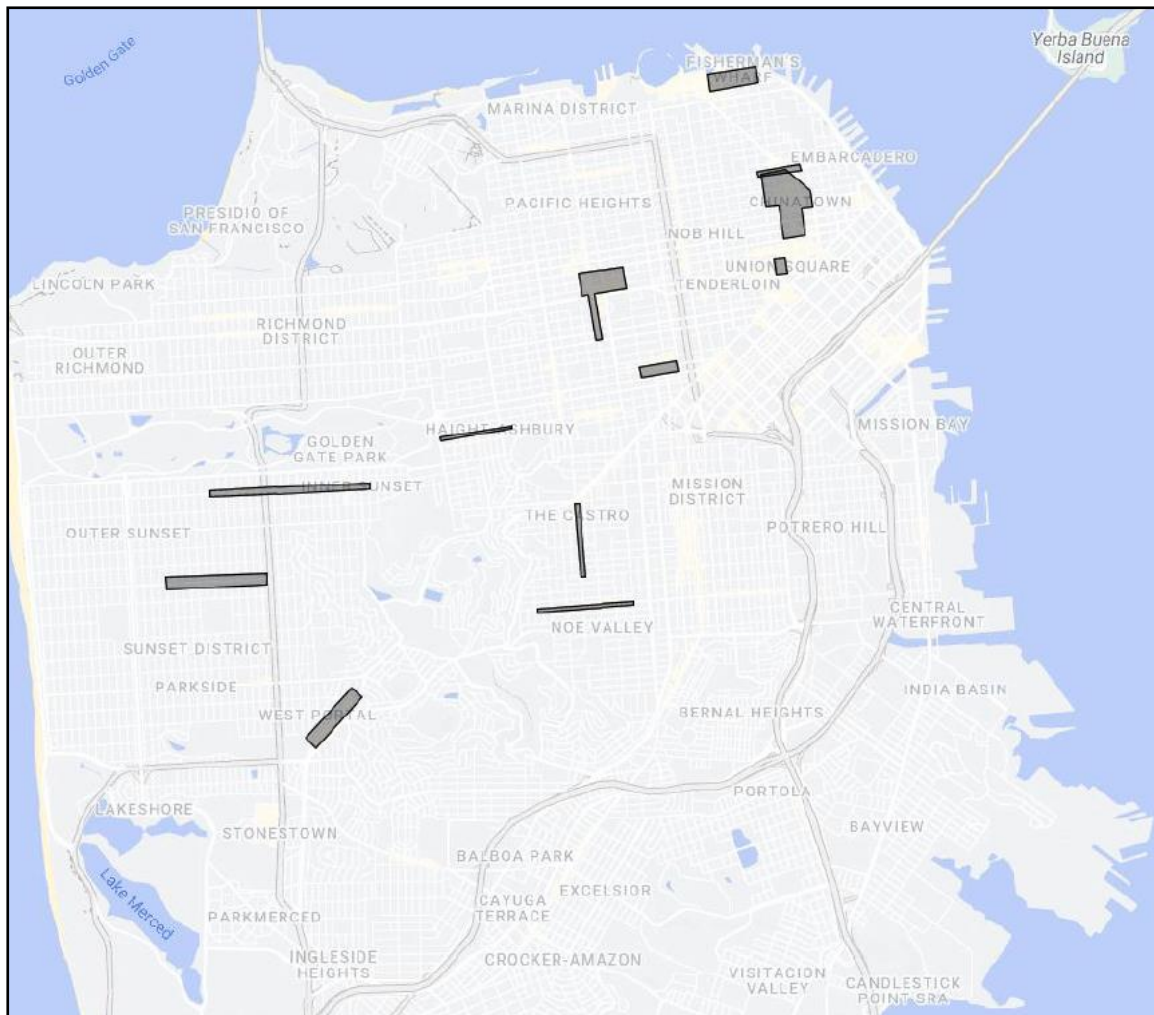
Responsibilities:

- Report and coordinate the response of SFPD personnel for any crime in progress or enforcement action utilizing PD Radio, BID Radio, 911, or non-emergency
- Assist with quality of life issues
- Collaborate with community partners in community policing efforts and demonstrating a guardian mindset
- Build a relationship with merchants and various businesses
- Distribute SFPD safety and



Deployment Area and Reasoning: There are currently 74 part-time ambassadors spread out over nine different assignment locations as determined by SFPD. The current areas of coverage include:

- Chinatown, 7 days a week, 2 ambassadors
- Union Square, 7 days a week, 4 ambassadors
- Haight St, 5 days a week, 2 ambassadors
- Castro/Noe Valley, 5 days a week, 2 ambassadors
- West Portal, 5 days a week, 2 ambassadors
- Fisherman’s Wharf, 5 days a week, 2 ambassadors
- Fillmore/Japantown, 5 days a week, 2 ambassadors
- Irving-Noriega, 5 days a week, 2 ambassadors
- Hayes Valley, 5 days a week, 2 ambassadors



SAN FRANCISCO PUBLIC WORKS BLOCK SWEEPERS PROGRAM

Type: City and County Staffed

Staffing Agency: San Francisco Public Works

Contracted/Grantee: n/a

About: Public Works block-sweeping program was started in 2006 by Mayor Newsom, with 20 workers. The model of the program is a three-year workforce development program, made possible by a partnership with the San Francisco Human Services Agency. This program provides a pathway for apprenticeships in the trades.

Annual Program Cost / Rates: \$4,410,472

Full-time equivalents (FTE): 125

Compensation: \$19.04 / hour (per class-9916) Days / Hours: Tues-Sat or Sun-Thurs

Training: An instructional video and in-person session provides training to Block Sweepers at their onboarding, and additional training is provided as-needed.

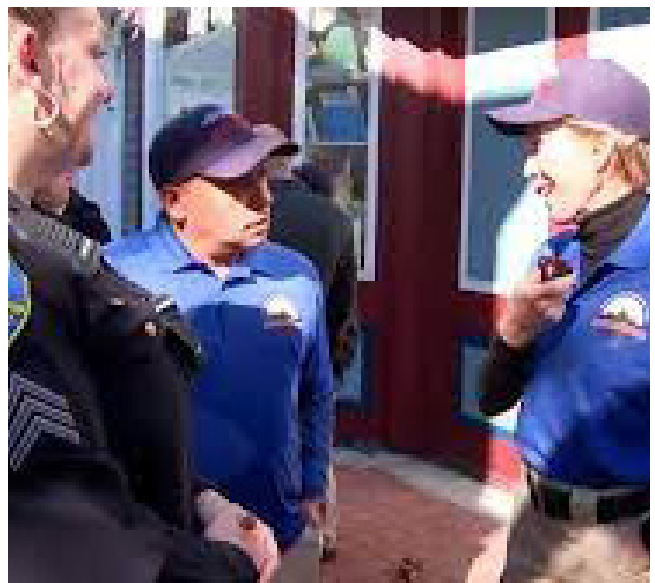


Responsibilities: Block Sweepers perform litter pickup, light graffiti abatement, and escalate higher-level issues to their supervisors. They are focused solely on neighborhood cleaning.

Deployment Area and Reasoning:

Block Sweepers are deployed in areas where additional litter removal is needed, per assessment of San Francisco Public Works. Today, the program covers 145 routes citywide.





SECTION 2

Government Grant Programs

1. Alvord Lake Ambassador Program
2. BART Community Engagement and Outreach Program
3. BART Elevator Ambassador Program
4. Community Ambassador at City Hope
5. Excelsior Ambassador Program
6. Five Keys Ambassadors
7. Heart SF Street Response Team
8. HSA Ambassador Program
9. Mid-Market / Tenderloin Community Safety Program
10. Mission Community Connectors
11. San Francisco Public Works Pit Stops
12. SF Travel Welcome Ambassadors
13. SFMTA Ambassador
14. SFPL Ambassador Program
15. Vaccination Outreach Ambassador - Glide
16. Vaccination Outreach Ambassador - Sierra Health

ALVORD LAKE AMBASSADORS PROGRAM

Type: Government Grant

Funding Agency: Department of Recreation and Parks

Contracted/Grantee: Urban Alchemy

About: The Exploratorium’s Studio for Public Spaces partnered with San Francisco’s Recreation and Parks department to create inquiry-based experiences around Alvard Lake in Golden Gate Park. The installation aims to reveal, enhance, and celebrate the park’s ever-changing natural and social landscapes. Open in April 2020, eight original interactive exhibits animate Alvard Lake’s fascinating natural, built, and social environment. Visitors of all ages will have the opportunity to share moments of connection while exploring this dynamic spot at the eastern end of the park. Ambassadors presence at the park allows visitors to safely access the installation.



Annual Program Cost / Rates: \$85,000

Full-time equivalents (FTE): 1

Compensation: \$32/hour

Days / Hours: 5 days a week; 8am to 4:30pm

Data Collected: Interactions

Training: Practitioners’ training begins with classroom instruction in the areas of emotional intelligence, trauma informed care, motivational interviewing, effective communication, de-escalation, advanced de-escalation, harm reduction, self-care and wellness, safety, CPR, first aid, and use of naloxone. Practitioners are also trained on Urban Alchemy’s policies and procedures, including an understanding of how to connect people to social services. Practitioners then receive 40 hours of on-the-job training where they are monitored, guided, and provided feedback in real time.

Responsibilities: Community Engagement, space activation, Positive engagements, social norm interventions, de-escalations, and Exploratorium installation facilitation.

Deployment Area and Reasoning: Alvard Lake Park near Golden Gate Park; located at installation for peak accessibility.

BART ELEVATOR AMBASSADORS

Type: Government Grant

Funding Agency: BART

Contracted/Grantee: Urban Alchemy

About: To improve the experience for BART riders that need access to the station elevators, BART funds a program to staff elevators at the most-trafficked stations in San Francisco: Civic Center, Powell, Montgomery, and Embarcadero.

Annual Program Cost / Rates:
\$3,235,747.19

Full-time equivalents (FTE): 41

Compensation: \$17.50/hour

Days / Hours: 7 days a week; 5am to 1am

Data Collected: Interactions

Training: Practitioners' training begins with classroom instruction in the areas of emotional intelligence, trauma informed care, motivational interviewing, effective communication, de-escalation, advanced de-escalation, harm reduction, self-care and wellness, safety, CPR, first aid, and use of naloxone. Practitioners are also trained on Urban Alchemy's policies and procedures, including an understanding of how to connect people to social services. Practitioners then receive 40 hours of on-the-job training where they are monitored, guided, and provided feedback in real time.

Responsibilities: Support the BART Elevators by sitting in elevators at all times helping patrons get up and down and deter loitering in the elevators.

Deployment Area and Reasoning: One individual in elevators at the four named stations.



COMMUNITY AMBASSADORS AT CITY HOPE

Type: Government Grant

Funding Agency: Department of Public Health

Contracted/Grantee: Code Tenderloin

About: This Ambassador program was created to address the following:

- Lack of connections to basic services after hours and on weekends, including Shelter, Youth, and TAY Services
Transport individual to these services
- The distribution of Narcan and other Substance Use Safety Supplies
- Peer to Peer Crisis Support in the streets
- Doing warm handoffs of clients to CBO's and resource locations with more client background
- Connecting these identified hustlers to the Fathers To Founders Programs
- Arranging for future follow-up appointments and services which may be on site at the Code Tenderloin office



Annual Program Cost / Rates: \$199,331.00

Full-time equivalents (FTE): 9.55

Compensation: \$22-\$27/hour

Days / Hours:

Daytime Ambassadors M-F 9-5p

Night Ambassadors: Th-Su; 7p-3:30am

Training:

- De-escalation Training
- Conflict Resolution training
- Active Listening
- Motivational Interviewing emphasizing self-awareness and environmental awareness
- Self-Care

- Understanding Harm Reduction
- Narcan training
- Transformative Language Building

Responsibilities: Ambassadors will be expected to provide a variety of service that can include:

- Food preparation, and serving
- Guest check-in/check-out
- Bathroom and Laundry monitoring
- Cleaning
- Programmatic outreach to increase program awareness and attendance
- Harm reduction supply distribution and tracking of inventory
- Supportive counseling to guests, when needed
- Education on community resources, when needed
- Linkage and Navigation to essential resources, and appointments
- Working collaboratively with SFCHC and Glide Staff
- The Navigators will deliver on-the-ground support to help mitigate the effects of an unprecedented public health crisis

Deployment Area and Reasoning: The Tenderloin neighborhood, where clients are residing / spend their time (31 blocks)

EXCELSIOR AMBASSADOR PROGRAM

Type: Government Grant

Funding Agency: Office of Economic and Workforce Development

Contracted/Grantee: Urban Alchemy

About: This is a weekday, daily program to provide additional ambassador presence along the Mission Street corridor in the Excelsior neighborhood.

Annual Program Cost / Rates: \$400,000

Full-time equivalents (FTE): 4

Compensation: \$21/hour

Days / Hours:

5 days a week; 8am to 4:30pm

Data Collected: Interactions

Training: Practitioners' training begins with classroom instruction in the areas of emotional intelligence, trauma informed care, motivational interviewing, effective communication, de-escalation, advanced de-escalation, harm reduction, self-care and wellness, safety, CPR, first aid, and use of naloxone. Practitioners are also trained on Urban Alchemy's policies and procedures, including an understanding of how to connect people to social services. Practitioners then receive 40 hours of on-the-job training where they are monitored, guided, and provided feedback in real time.

Responsibilities: The Team is roaming on foot and in vehicles conducting general outreach to People Experiencing Homelessness and Community Stakeholders. Team also cleans up consistently along the corridor. Positive engagements, social norm interventions, de-escalations. Deployment Area and Reasoning: In D11 Excelsior District along Mission Street from Silver to Geneva.



HUMAN SERVICE AGENCY AMBASSADOR PROGRAM

Type: Government Grant

Funding Agency: Human Service Agency (HSA)

Contracted/Grantee: Urban Alchemy

About: The team connects with folks to ensure safe passage along the sidewalk and safety to staff parking lots and entrances; able to provide escorts to BART upon requests.

Annual Program Cost / Rates: \$944,731

Full-time equivalents (FTE): 9

Compensation: \$26/hour

Days / Hours: Monday-Friday; 7am-6pm

Data Collected: Interactions

Training: Practitioners' training begins with classroom instruction in the areas of emotional intelligence, trauma informed care, motivational interviewing, effective communication, de-escalation, advanced de-escalation, harm reduction, self-care and wellness, safety, CPR, first aid, and use of naloxone. Practitioners are also trained on Urban Alchemy's policies and procedures, including an understanding of how to connect people to social services. Practitioners then receive 40 hours of on-the-job training where they are monitored, guided, and provided feedback in real time.

Responsibilities: Positive engagements, social norm interventions, de-escalations, Community, Engagement, and Outreach along Mission Street in front of HSA Office.

Deployment Area and Reasoning: 8th / Mission, 1235 Mission Street HSA Office



HOMELESSNESS AND SUPPORTIVE HOUSING AMBASSADOR PROGRAM

Type: Government Grant

Funding Agency: Department of Homelessness and Supportive Housing (HSH)

Contracted/Grantee: Five Keys Schools and Programs

About: HSH contracts Five Keys Schools and Programs for Street Ambassador services through a grant agreement. Street Ambassador services are funded by HSH to provide services to identified geographic areas with high concentration of HSH programs and services to mitigate impact on the community.

Annual Program Cost / Rates: \$1,133,362

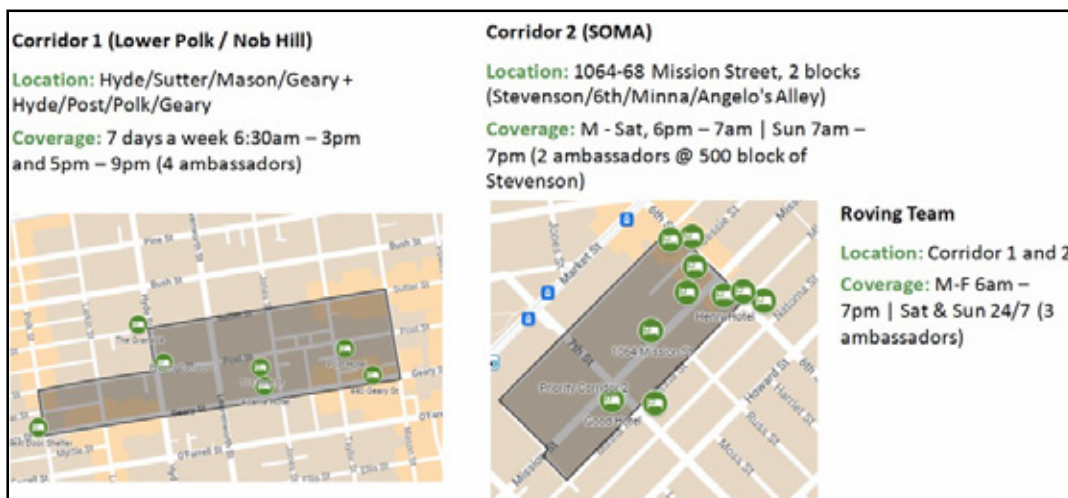
Full-time equivalents (FTE): 21

Days / hours: See map.

Compensation: \$22 / hour

Training: Under the grant agreement, Five Keys is required to train Street Ambassadors in: conflict resolution /de-escalation, CPR, harm reduction, overdose prevention and use of naloxone, and how to summon partner services including SFHOT, HSOC, DPW, etc.

Responsibilities: Street Ambassadors are responsive to neighborhood concerns regarding street safety and cleanliness, and to help promote community acceptance of HSH programs. Deployment Area and Reasoning: Areas where there is a high concentration of HSH programs.



MID-MARKET / TENDERLOIN COMMUNITY SAFETY PROGRAM

Type: Government Grant

Funding Agency: Office of Economic and Workforce Development

Contracted/Grantee: Mid-Market Foundation and Urban Alchemy

About: The Community Based Safety Program calls for the presence of ambassadors throughout a contiguous area in the Mid-Market and Tenderloin. The Office of Economic and Workforce Development funds this program and awarded the Mid-Market Foundation a grant to operate this program. The Foundation partners with Urban Alchemy in delivering this program.



Annual Program Cost / Rates: \$20,000,000

Full-time equivalents (FTE): 250

Compensation: \$21-26 / hour (depending on position)

Days / Hours: 7 days a week; 7am to 7pm, except UC Hastings with coverage up until 11:30pm

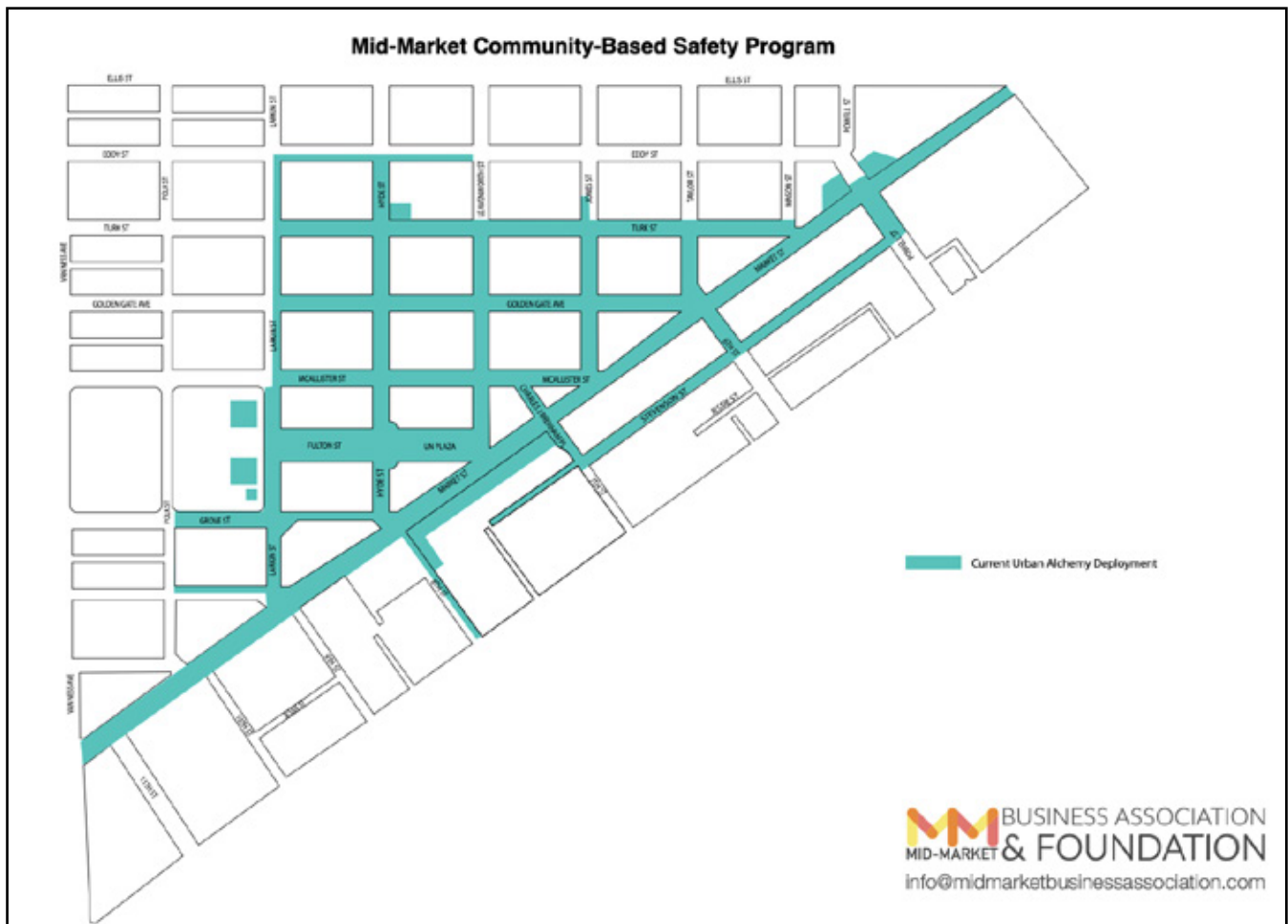
Data collection: Interactions

Training: Practitioners' training begins with classroom instruction in the areas of emotional intelligence, trauma informed care, motivational interviewing, effective communication, de-escalation, advanced de-escalation, harm reduction, self-care and wellness, safety, CPR, first aid, and use of naloxone. Practitioners are also trained on Urban Alchemy's policies and procedures, including an understanding of how to connect people to social services. Practitioners then receive 40 hours of on-the-job training where they are monitored, guided, and provided feedback in real time.

Responsibilities:

- **Positive Engagements:** Urban Alchemy practitioners shall consistently engage with guests/ neighbors, residents, and businesses to build positive relationships and serve as a community connector by providing guests, residents, small businesses, and neighbors with resource information and service connections.
- **Social Norm Interventions:** Urban Alchemy practitioners shall invite guests, residents, small businesses, and neighbors to participate in creating safe and inviting spaces for ALL. Urban Alchemy practitioners shall make a good faith effort to interrupt negative behavior in the Service Area including but not limited to public urination/defecation, littering, and general noise disturbances. Urban Alchemy staff shall contact the local authorities for activities that may endanger the UA staff and general public.
- **De-Escalation Interventions:** Urban Alchemy practitioners 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 Urban Alchemy practitioners. Solutions may include referring to appropriate service personnel like EMTs, outreach workers for unhoused populations, or the police.

Deployment Area and Reasoning: The program provides approximately 100 daily, 12-hour ambassador posts in parks, plazas, and other public spaces in the Mid-Market and Tenderloin from approximately 7am to 7pm.



MISSION COMMUNITY CONNECTORS

Type: Government Grant

Funding Agency: Office of Economic and Workforce Development

Contracted/Grantee: SF SAFE and Latino Task Force ambassadors, BACR job training retention and workforce development, Calle 24 SF provides the public space activations

About: Ambassadors deployed to provide a positive presence in the neighborhood by connecting residents and merchants to City services as a way to maintain cleaner, safer streets.

Annual Program Cost / Rates: \$2,000,000

Full-time equivalents (FTE): 16

Compensation: \$26 / hour
(depending on position)

Days / Hours: 7 days / week; 10am - 8pm

Training: Trained in de-escalation techniques, first aid, and interacting with people going through a mental health crisis.

Responsibilities:

- Engaging compassionately and respectfully with individuals who may need support for a variety of health and safety reasons
- Clearing pathways in public spaces for residents, workers, and visitors, and provide wayfinding to local small businesses and other amenities
- Creating 311 reports for non-emergencies and calling 911 for emergencies
- Making situationally appropriate referrals to other entities such as the Street Crisis Response Team, other City agencies, or nonprofit organizations

Deployment Area and Reasoning: Mission Street from 14th-Cesar Chavez/Army St (includes critical alleys). Activation Partners for the Plazas: Calle 24 three times a month (BART Plazas: 16th and 24th)



SAN FRANCISCO PIT STOP AMBASSADORS

Type: Government Grant

Funding Agency: San Francisco Public Works

Contracted/Grantee: Civic Connect and Urban Alchemy

About: The program began in San Francisco's Tenderloin in 2014 at three sites, sparked by a plea from neighborhood middle schoolers who were fed up with having to carefully navigate around human waste on their walk to school. Today, the Pit Stop operates at 33 sites in 13 neighborhoods. Street-cleaning data drives the locations of the Pit Stops, putting them where they're needed most. Public Works manages the Pit Stop program. Nonprofit grantees staff them.



The result: People can take care of their bathroom needs with dignity, neighborhoods are made more livable, and complaints about human waste in public spaces around the Pit Stop locations have gone down, which allows Public Works public cleaning crews to focus more attention on other hotspots.

Annual Program Cost / Rates: \$10,798,533

Full-time equivalents (FTE): Unknown FTE equivalent; available data: Hunters Point Family 76 Staff; Civic 65 staff

Compensation: \$21-26 / hour (depending on position)

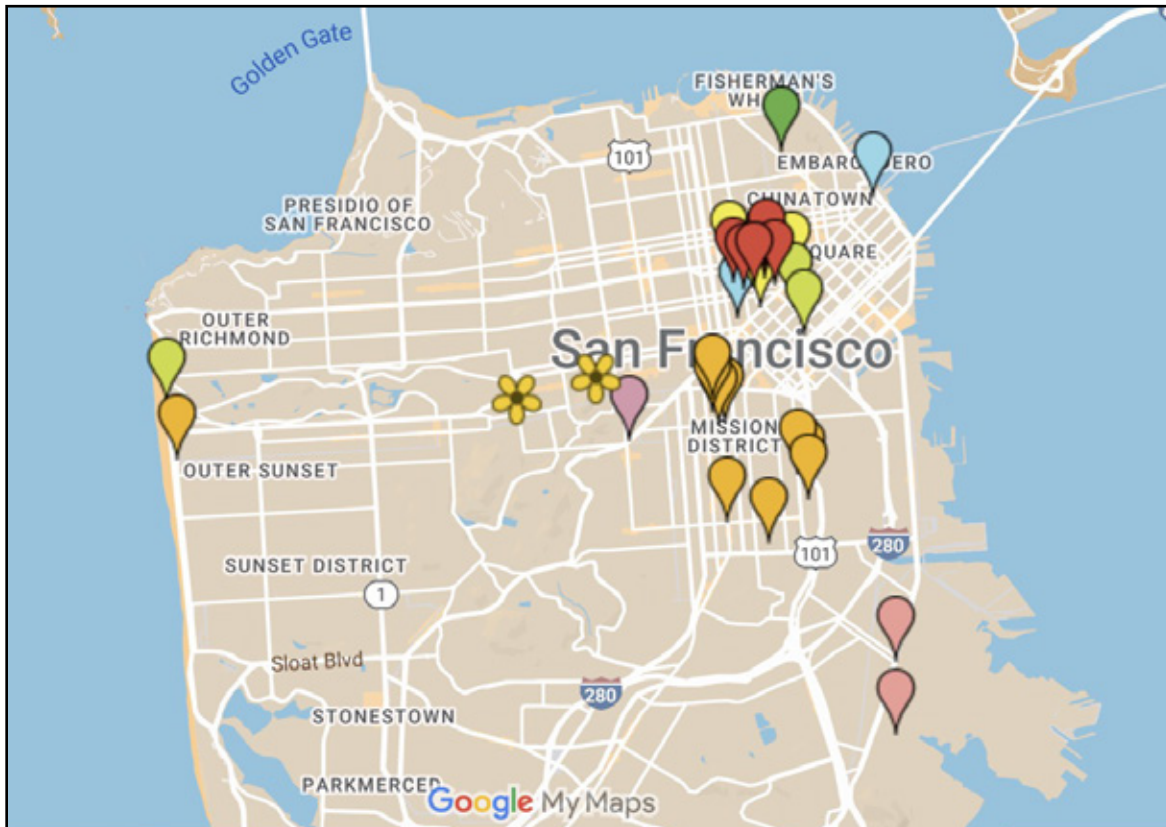
Days / Hours: See Deployment

Data Collected: Restroom uses

Training: Practitioners' training begins with classroom instruction in the areas of emotional intelligence, trauma informed care, motivational interviewing, effective communication, de-escalation, advanced de-escalation, harm reduction, self-care and wellness, safety, CPR, first aid, and use of naloxone. Practitioners are also trained on Urban Alchemy's policies and procedures, including an understanding of how to connect people to social services. Practitioners then receive 40 hours of on-the-job training where they are monitored, guided, and provided feedback in real time.

Responsibilities: Attendants keep Pit Stop units and surrounding area clean, record daily uses, and report higher-level issues to Public Works Pit Stop management.

Deployment Area and Reasoning: Program currently includes 31 sites, 9 of which are 24-hour locations. Locations are determined based on need and available funding.



Bayview-Hunters Point

- Mendell Plaza – Open 24 hours
- 2500 Jennings St. – Open 24 hours

Castro

- Market and Castro streets (JCDecaux) – Daily – 7am to 7pm

Civic Center

- Grove and Larkin streets (JCDecaux) - Daily – 7am to 7pm

The Embarcadero

- Embarcadero Plaza (JCDecaux) - Daily – 9am to 5pm

Haight

- Stanyan and Waller streets (JCDecaux) – Daily – 7am to 7pm
- Buena Vista Ave. and Haight St. – Mon-Fri – 10:30am to 6:30pm

Lower Polk

- Myrtle and Larkin streets (JCDecaux) – Daily – 8am to 8pm

Mid-Market

- Hallidie Plaza (JCDecaux) – Daily – 7am to 7pm
- U.N. Plaza (JCDecaux) – Open 24 hours

Mission

- 16th and Capp - Daily – 11 a.m. to 6 p.m.
- 16th and Mission streets (JCDecaux) – Open 24 hours
- 24th and Mission streets (JCDecaux) – 7am to 7pm
- 344 14th St. – Daily – 7am to 7pm
- 3100 26th St. – Daily – 7am to 7pm
- SFGH, near SE corner of Building 25 – Daily – 6am to 8pm
- SFGH, near SE corner of Building 80/90 – Daily – 6am to 8pm
- 885 Potrero Ave. – Mon-Fri – 6:30am - 2:30pm
- 15th and Julian – Daily – 7am to 7pm

North Beach

- Washington Square at Union St. (JCDecaux) – Daily – 9am to 5pm

Ocean Beach

- Great Highway near Beach Chalet – Mon-Fri – 12pm to 7pm

Outer Sunset

- Judah and La Playa streets (Rec Park) – Daily – 8am to 8pm

SoMa

- 6th and Natoma streets – Daily – 7am to 7pm
- Victoria Manalo Draves Park (Rec Park) – Daily – 9am to 5pm

Tenderloin

- Turk and Hyde streets – Open 24 hours
- Turk and Taylor streets – Open 24 hours
- Eddy and Jones streets (JCDecaux) – Daily – 7am to 7pm
- 388 Ellis St. – Open 24 hours
- Eddy and Larkin streets – Open 24 hours
- 474 O'Farrell St. – Open 24 hours
- 200 Leavenworth St. Daily – 7am to 7pm



SF TRAVEL WELCOME AMBASSADORS

Type: Government Grant

Funding Agency: Office of Economic Workforce and Development

Contracted/Grantee: SF Travel and Block by Block

About: San Francisco's Welcome Ambassadors help improve visitor experiences by:

- Providing directions to popular visitor attractions
- Helping visitors find restaurants
- Taking photos for tourists
- Greeting residents, workers, and tourists at transit hubs
- Offer multi-lingual services for anyone in need of assistance



Annual Program Cost / Rates: 22/23 was \$6.6MM; TBA 23/24

Full-time equivalents (FTE): 69

Compensation: Welcome Ambassador \$25 Team Lead \$29, Special Response \$27

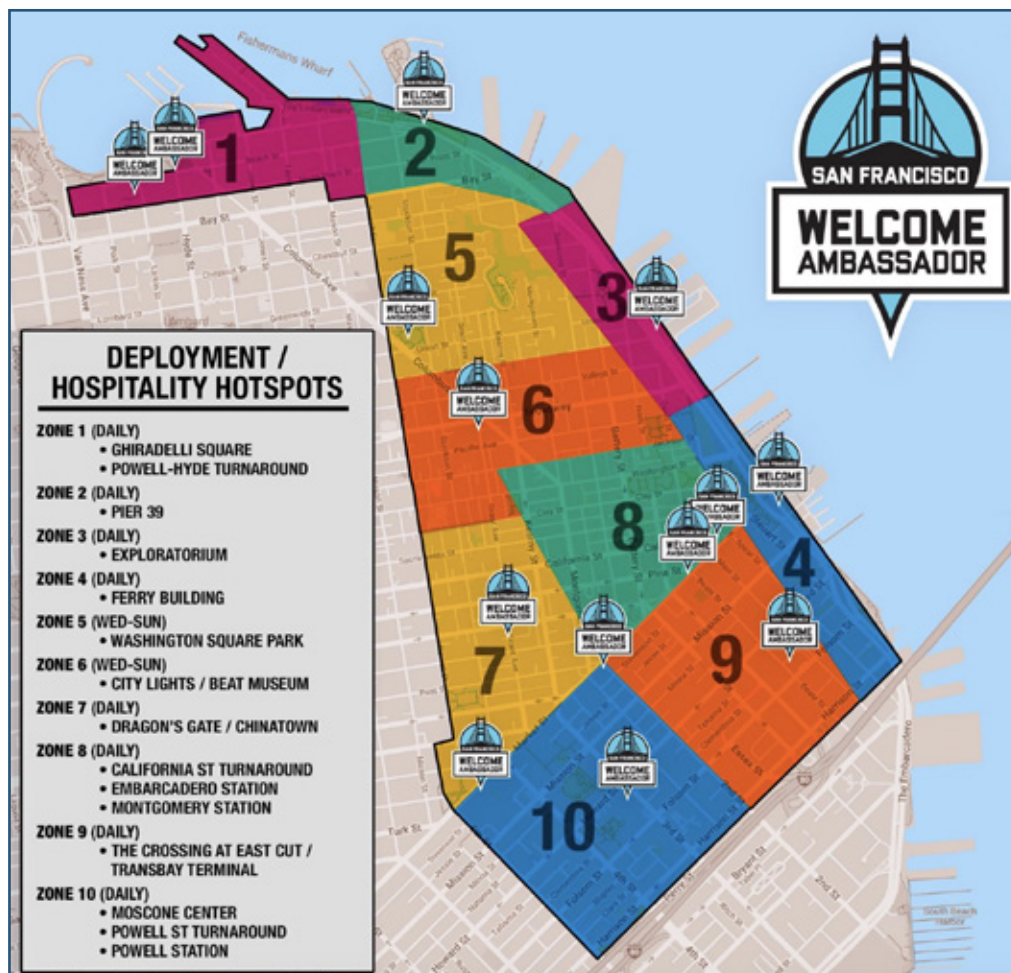
Days / Hours: 7 days a week; 8am-8pm (and varied hours for special events)

Data Collected: Interactions

Training: New Hire Training-CBD intro, Ambassador Expectations, Public perceptions, Customer Service into, public greetings, identifying & fulfilling needs, Attention to details, Field Scenarios, Street Encounters, protests, Safety and Awareness, Traumatic Situations, Mental Health Training, Narcan dosage, de-escalating crisis situations, SMART system including reporting. Hospitality training includes MYSF, introduction to SF Travel, Public Transportation, SF Attractions, Museums, Neighborhoods. Ongoing monthly training includes field trips to neighborhoods, museums, attractions, safety, active shooter response, etc.

Responsibilities: Proactively engage as many people as possible whether locals, commuters or visitors. Offer assistance whether obviously needed or not. Welcome Ambassadors are expected to assist with directions, recommendations, escorts, using translation tools as often as needed. They are a friendly and welcoming presence to all who see them. They are additional eyes and ears for police and local CBD programs who cannot be in all places at once. We conduct welfare checks and offer resources to unhoused people. They are trained in de-escalation and are able to handle many mental health or other situations without the need for it to be escalated. Most are trained in the use of and carry Narcan and this has been used to save lives on multiple occasions. Many of the team are also trained in CPR and have performed CPR on multiple occasions while waiting for emergency services to respond. The team is deployed to assist with meetings, conventions, site visits and special events. They receive a description of each group and their individual needs and concerns. They may need to answer questions regarding location of registration or specific meetings or accompany attendees if they do not wish to walk alone. We also receive requests to staff hospitality desks for some groups, specifically to assist with restaurant recommendations and reservations or sightseeing recommendations. Live phones/radios are used to report specific situations to local CBDs, 211, 311 or 911 or call for other resources depending on the situation. Through positive engagement the Welcome Ambassador draws attention away from many things that could lead to negative perceptions of the city. Being able to offset these perceptions is a very important factor that is not always easy to make tangible.

Deployment Area and Reasoning: Areas of San Francisco with high volume of tourists.



SAN FRANCISCO MUNICIPAL TRANSPORTATION AUTHORITY AMBASSADOR

Type: Government Grant

Funding Agency: San Francisco Municipal Transportation Authority (SFMTA)

Contracted/Grantee: Code Tenderloin

About: See responsibilities.

Annual Program Cost / Rates: \$204,000

Full-time equivalents (FTE): 6

Compensation: \$22-\$25/hour

Days / Hours: Monday-Friday; 7:00am-3:30p

Training:

- De-escalation Training
- Conflict Resolution training
- Active Listening
- Motivational Interviewing emphasizing self-awareness and environmental awareness
- Self-Care
- Understanding Harm Reduction
- Narcan training
- Transformative Language Building

Responsibilities: The Contractor will utilize a local Tenderloin or Downtown community-based organization (CBO) as a sub-consultant to provide community ambassadors on-site on an as-needed basis to provide the services listed below. The SFMTA can be directly involved with subconsultant management for guidance and direction as needed.

- **Positive, Culturally Competent Engagements:** The sub-consultant shall consistently engage with neighbors to build positive relationships and serve as a community connector by using their extensive knowledge of local needs and conditions to deliver relevant information to the community about the projects while providing human service resources.
- **Ongoing Feedback to SFMTA Project Team:** The sub-consultant shall remain in regular communication with the SFMTA Project Team regarding community needs and concerns heard during outreach, including but not limited to requests for materials in-language, impacts of the project and suggestions for mitigation, and upcoming community and corridor events within the project extents.





- **Welcoming Space Interventions:** The sub-consultant shall invite neighbors to participate in creating a safe and inviting sidewalk for ALL by maintaining a sidewalk path clear of debris for pedestrians as well as access to buildings and businesses. Sub-consultant staff shall make a good faith effort to interrupt negative behavior in the Service Area including but not limited to public urination/defecation, littering, and general noise disturbances. Sub-consultant staff will work with the Public Works contracted construction team to create a safe and healthy working environment. Sub-consultant staff shall contact the local authorities for activities that may endanger the staff and general public.
- **De-Escalation Interventions:** Sub-consultant staff will assist with relational and other interventions to help contain a mental health episode, to prevent or interrupt street violence, or to prevent crime so long as it does not endanger sub-consultant staff. Solutions may include referring to appropriate service personnel like EMTs, HOT, or the police.
- **Custodial & Sanitation Services:** Sub-consultant staff shall assist with light trash pick-up, which includes needle pickup and disposal. Sub-consultant staff shall refer to SFPW, MMCBD dispatch, TLCBD Clean Team, or 311 for more significant custodial or sanitation needs.
- **Deployment Area and Reasoning:** Mid-Market / Tenderloin area.

SAN FRANCISCO PUBLIC LIBRARY AMBASSADOR PROGRAM

Type: City and County Grant

Funding Agency: San Francisco Public Library (SFPL)

Contracted/Grantee: Urban Alchemy

About: Ambassador presence at the Main Public Library branch to assist with access to library facilities and managing individuals experiencing crises.

Annual Program Cost / Rates: \$622,048

Full-time equivalents (FTE): 9

Compensation: \$17.50/hour

Days / Hours: 7 days a week; hours vary

Data Collected: Interactions

Training: Practitioners' training begins with classroom instruction in the areas of emotional intelligence, trauma informed care, motivational interviewing, effective communication, de-escalation, advanced de-escalation, harm reduction, self-care and wellness, safety, CPR, first aid, and use of naloxone. Practitioners are also trained on Urban Alchemy's policies and procedures, including an understanding of how to connect people to social services. Practitioners then receive 40 hours of on-the-job training where they are monitored, guided, and provided feedback in real time.

Responsibilities:

- Support Monitoring service areas and conducting wellness checks
- Positive engagements, social norm interventions, de-escalations
- Coordinating with SFPL Security to ensure safety of patrons

Deployment Area and Reasoning: Ambassadors are deployed in areas of need, including the Main Library 1st Floor Restrooms, Basement Restroom, Childrens Floor, and Hyde Street Employee Entrance



VACCINATION OUTREACH AMBASSADOR - GLIDE

Type: Government Grant

Funding Agency: Department of Public Health

Contracted/Grantee: Code Tenderloin

About: See responsibilities.

Annual Program Cost / Rates: \$116,360

Full-time equivalents (FTE): 3.5

Compensation: \$22-\$25/hour

Days / Hours:

Monday-Saturday; 8a-5p

Special shifts - Th 12-5; Sa 10a-4p



Training:

- De-escalation Training
- Conflict Resolution training
- Active Listening
- Motivational Interviewing emphasizing self-awareness and environmental awareness
- Self-Care
- Understanding Harm Reduction
- Narcan training
- Transformative Language Building

Responsibilities: Contractor agrees to perform Covid-19 testing, harm reduction street outreach and education, and community safety services as needed (the “Services”). Code Tenderloin will fund a program coordinator and roving team of ambassadors who will provide Covid-19 testing, harm reduction street outreach and education, and safety services in the Tenderloin.

Ambassadors will provide outreach to community members, disseminate Covid Test 2 Treat flyers, refer community contacts to the Hub to get tested, and to obtain Paxlovid if needed. As needed, Code Tenderloin will serve as a resource for daily safety and support for the GLIDE community at 330 Ellis Street. Safety Monitors will aim to effectively connect persons to information, care, and support services, including GLIDE harm reduction and COVID-19 Test 2 Treat services.

Deployment Area and Reasoning: Area around Glide; Thursday through Saturday, routes are decided the day before going out due to crowds moving or a need to go to a certain single-room occupancy building in the Tenderloin / SOMA / Mid-Market.

VACCINATION OUTREACH AMBASSADOR - SIERRA HEALTH

Type: Government Grant

Funding Agency: Department of Public Health

Contracted/Grantee: Code Tenderloin

About: See responsibilities.

Annual Program Cost / Rates: \$249,999

Full-time equivalents (FTE): 6.5

Compensation: \$22-\$25/hour

Days / Hours:

Thursday and Saturday; 8:00am-5:00pm

Training:

- De-escalation Training
- Conflict Resolution training
- Active Listening
- Motivational Interviewing emphasizing self-awareness and environmental awareness
- Self-Care
- Understanding Harm Reduction
- Narcan training
- Transformative Language Building

Responsibilities: Provide vaccinations to people who are unhoused in the Tenderloin and Mid-Market areas of San Francisco via vaccination crews, which include peer health ambassadors and UCSF medical professionals.

Deployment Area and Reasoning: Tenderloin and all areas of San Francisco as needed



SECTION 3

Community Benefit District Programs

1. Castro Cares Ambassadors
2. Civic Center CBD Ambassadors
3. Discover Polk CBD Ambassadors
4. Downtown CBD Ambassadors
5. East Cut CBD Ambassadors
6. Fisherman's Wharf CBD Ambassadors
7. Japantown CBD Cleaning Ambassadors
8. Lower Polk CBD Ambassadors
9. Mid-Market CBD Ambassadors
10. Noe Valley CBD Cleaner
11. Ocean Ave Ambassadors
12. SOMA West Ambassadors
13. Tenderloin CBD Ambassadors
14. Union Square Alliance Ambassadors
15. Yerba Buena CBD Ambassadors

CASTRO CBD AMBASSADORS

Type: CBD

Funding Agency: Castro CBD, Office of Economic & Workforce Development

Contracted/Grantee: Block by Block

About: The Castro CBD has two ambassador functions: Castro Cares Ambassadors and the Castro Clean Team. The Castro Cares Ambassadors are wellness ambassadors that serve the entire Castro CBD area, and the Clean Team provides cleaning services throughout the CBD area.

As of summer 2023, the Castro CBD also launched a new ambassador function focused on hospitality. Data was not available at the time of data collection for this report.



Annual Program Cost / Rates:

Castro Cares Ambassadors

\$415,000 (via Office of Economic and Workforce Development)

Castro Clean Team

\$619,500 (via CBD Assessments)

Full-time equivalents (FTE):

Castro Cares Ambassadors - 4

Castro Clean Team - 13



Compensation:

Castro Cares Ambassadors - \$22.91/hour

Castro Clean Team - \$21.13/hour

Days / Hours:

All programs: 7 days/week;

7 a.m. - 7:30 p.m.

Data Collected:

Castro Cares Ambassadors - Interactions

Castro Clean Team - Services provided

Training: See page 13 for relevant examples of training.

Responsibilities:

Castro Cares: Ambassadors provide social service outreach, wayfinding, hospitality, and an extra pair of eyes and ears on the street. Ambassadors check in with merchants daily, ask if they need anything, how are things going, Community Ambassadors respond to a dedicated CBD dispatch number. Merchants and others call the dispatch number with a variety of concerns from people who are unresponsive, to people trespassing and sleeping in doorways, to threatening behavior and people on sidewalks and inside business establishments threatening employees and/or customers. Call 311 on issues they cannot resolve and if issues are urgent with unhoused, call city contact to conduct outreach and wellness checks.

Clean Team: Cleaning (sweeping and picking up large items) sidewalks and gutters daily. There are 3 zones in the CBD footprint. Each zone gets a different level of service. Zone 1 (heart of Castro) gets the highest level of service and property owners are charged the highest assessment rate. Zone one is provided sweeping twice a day and power washing sidewalks twice a month. All parcels are able to call CBD dispatch numbers for hot spot cleaning and also extra power washing depending on need and issues. All zones have access to the following: graffiti abatement, access to dedicated CBD dispatch number, daily sweeping, removing trash from overflowing trash cans, weeding tree wells, watering CBD landscaping. Cleaning ambassadors also call-in issues that are beyond their capacity.

Deployment Area and Reasoning: Castro CBD District

District Overview



Size in Sq. Mi. _____ **0.17**

Assessed Parcels/Blocks _____ **586 parcels on
28 full or partial
blocks**

CIVIC CENTER CBD AMBASSADORS

Type: CBD

Funding Agency: Civic Center CBD

Contracted/Grantee: Block by Block

About: The Civic Center CBD has two ambassador functions: Civic Center Community Ambassadors and the Civic Center Clean Team. The Civic Center Community Ambassadors are wellness and safety ambassadors that serve the entire Civic Center CBD area, and the Clean Team provides cleaning services throughout the CBD area.

Annual Program Cost / Rates:

Unknown specific costs; CBD budget for Clean & Safe Services: \$2,500,855.86 or 75.31% of overall assessment revenue (see Civic Center CBD management plan)

Full-time equivalents (FTE):

Civic Center Community Ambassadors - 13

Civic Center Cleaning Ambassadors - 8

(6 Cleaners 2 Pressure Washers)

Compensation: Unknown

Days / Hours: 7 days/week; 7am to 7pm except special events

Data Collected:

Civic Center Community Ambassadors - Interactions

Civic Center Cleaning Ambassadors - Cleaning actions (e.g., litter removed)

Training: See page 13 for relevant examples of training.



Responsibilities:

Civic Center Community Ambassadors:

- Check-in with merchants
- Well-being checks and outreach with the most vulnerable on our street
- Enforcement of MPC No-Trespassing
- Deter negative street behavior
- Collaboration with city departments to resolve street-level issues and concerns
- Hospitality services to visitors
- Respond to calls for service
- Collaboration with Civic Center CBD Clean Team

Civic Center Clean Team: Provide cleaning services to the CBD area; six people clean and two people are responsible for pressure washing.

Deployment Area and Reasoning:

Zone 1: 4 daytime ambassadors, 7am-7pm daily; 4 evening ambassadors, Until 11:30pm M-F

Zone 2: 3 CBD ambassadors 7am-7pm; 1 elevator Greeter at Civic Center Plaza;

11 Urban Alchemy Practitioners in UN Plaza, 7am-7pm daily

District Overview



Size in Sq. Mi. _____ **0.33**

Assessed Parcels/Blocks _____ **722 parcels on 43 whole or partial blocks**

DISCOVER POLK CBD AMBASSADORS

Type: CBD

Funding Agency: Discover Polk CBD

Contracted/Grantee: Streetplus

About: The Discover Polk CBD has one ambassador program. These ambassadors perform a variety of duties, including clean and safe services.

Annual Program Cost / Rates: Unknown specific costs; CBD budget for Clean & Safe Services: \$360,000 (see Discover Polk CBD management plan)

Full-time equivalents (FTE): 1

Compensation: Unknown

Days / Hours: 7 days/week; 7am to 3pm

Data Collected: Safety interactions, merchant interactions, cleaning actions (e.g., litter removed, graffiti abatement)

Training: See page 13 for relevant examples of training.

Responsibilities:

- Litter removal
- Merchant checks
- Graffiti removal
- Non-emergency calls
- Morning wake-ups (of unhoused individuals)
- Doorway removals (of unhoused individuals)
- Power washing
- Community interactions

Deployment Area and Reasoning: Entire CBD District.



DOWNTOWN CBD AMBASSADORS

Type: CBD

Funding Agency: Downtown CBD

Contracted/Grantee: Streetplus

About: The Downtown CBD has two ambassador functions: Downtown Community Ambassadors and the Downtown Clean Team. The Downtown Community Ambassadors are safety ambassadors that serve the entire Downtown CBD area, and the Clean Team provides cleaning services throughout the CBD area.

Annual Program Cost / Rates:

Downtown Clean Team - \$1,156,579

Downtown Community Ambassadors - \$683,820

Full-time equivalents (FTE):

Downtown Clean Team - 20

Downtown Community Ambassadors - 10

Compensation:

Downtown Clean Team - \$24/hour

Downtown Community Ambassadors - \$27/hour

Days / Hours: 7 days/week; 6:00am to 8:00pm

Data Collected: Safety interactions, merchant interactions, cleaning actions (e.g., litter removed, graffiti abatement)

Training: See page 13 for relevant examples of training; Community Ambassadors also required to obtain a Guard Card.

Responsibilities:

Downtown Clean Team - Pan and broom sweeps, spot cleaning, power washing, graffiti removal, hazardous waste removal, etc.

Downtown Community Ambassadors - Serve as the eyes and ears of the district. Their roles are to observe, advise, and report quality of life issues.

Deployment Area and Reasoning: **Downtown Clean Team** - 8 Zones for Cleaning; Community Ambassadors - Entire CBD District.



EAST CUT CBD AMBASSADORS

Type: CBD

Funding Agency: East Cut CBD

Contracted/Grantee: Block by Block

About: The East Cut CBD has three ambassador functions: East Cut Clean Team, East Cut Community Guides, and Safety Patrol. The CBD also has private security, but those roles are not analyzed as part of this report.

Annual Program Cost / Rates:
\$1,787,149.00

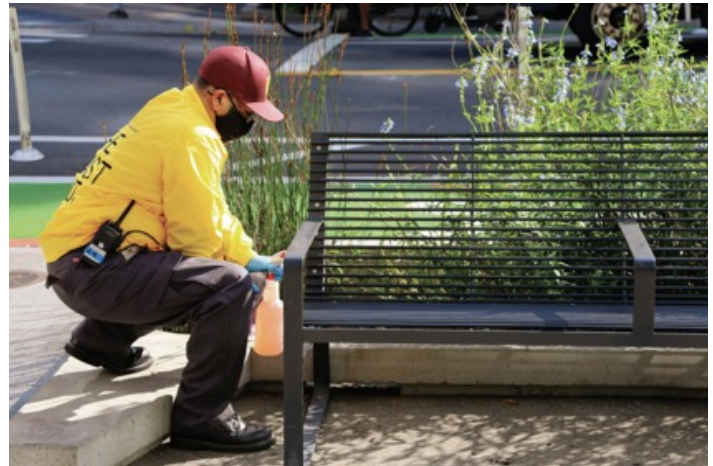
Full-time equivalents (FTE): 20

Compensation: Between \$23-52

Days / Hours: 7 days/week; 5:30am to 10:00pm
(except safety patrol - 24/7)

Data Collected: Cleaning actions
(e.g., litter removed, graffiti abatement)

Training: BBB standard internal staff is IDA educational programs and conventions (see page 13 for example training); depending on position; driver's licenses, or guard cards are required.



Responsibilities:

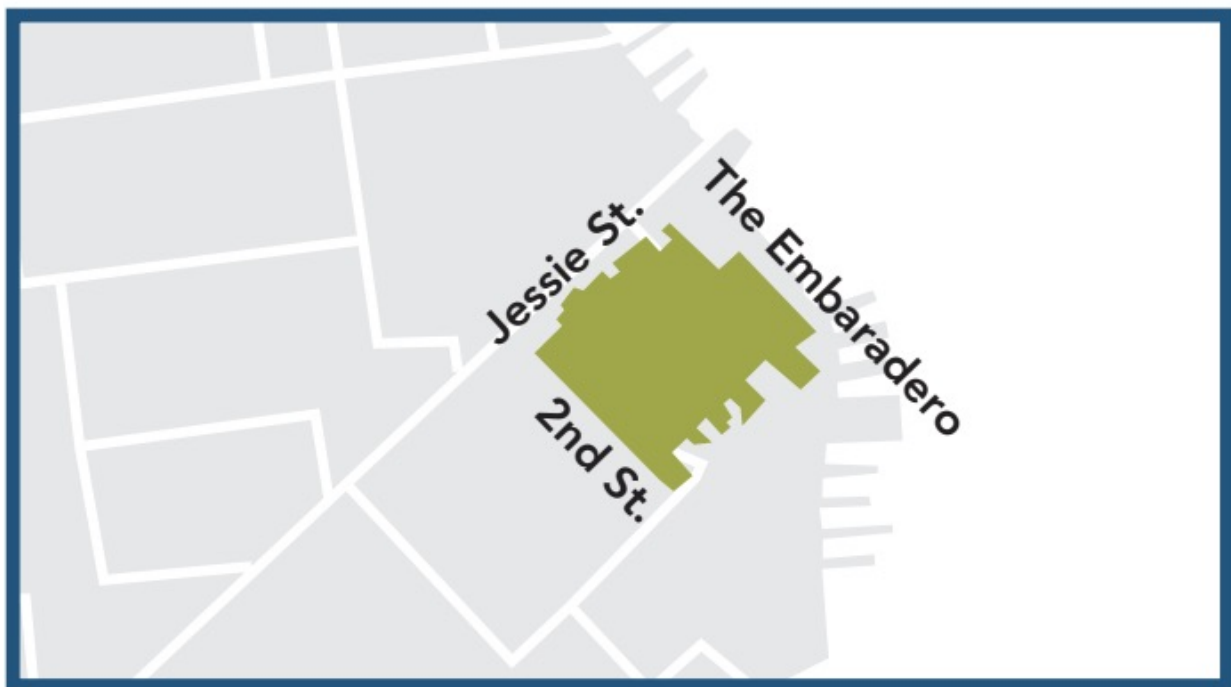
Clean Team: The CBD’s street services crew provides daily cleaning and beautification: sidewalk sweeping, power washing, graffiti abatement, topping off City trash cans, weeding tree basins and sidewalk cracks, and spot-cleaning health hazards. Cleaning services are provided every day from 5:30am to 10:00pm.

Community Guides: Along with our Clean and Safe Teams, the CBD fields community guides who offer assistance and directions to locals and visitors. Operating as the “eyes and ears” of The East Cut from 5:30am to 10:00pm, our guides connect individuals with services, respond compassionately to calls for homeless outreach, and ensure that the district operates smoothly.

Safety Patrol: More than 100,000 residents, employees, and visitors move through The East Cut every day. To ensure a safe environment, we were the first district in the City to offer 24/7 neighborhoodsafety services. Our patrol teams cover the entire CBD to deter crime and communicate with private building security personnel and SFPD for effective, coordinated action.

Deployment Area and Reasoning: Entire CBD District; East/west boundaries are generally defined as the east side of 2nd Street to The Embarcadero, and the north side of Mission to Harrison streets. The boundaries are determined by parcels that pay the annual East Cut CBD special assessment.

District Overview



Size in Sq. Mi. _____ 0.36

Assessed Parcels/Blocks _____ 57 whole or partial blocks

FISHERMAN'S WHARF CBD AMBASSADORS

Type: CBD

Funding Agency: Fisherman's Wharf CBD

Contracted/Grantee: Block by Block

About: The Fisherman's Wharf CBD has one ambassador function: Fisherman's Wharf Clean Team. The CBD also has private security, but those roles are not analyzed as part of this report.



Annual Program Cost /

Rates:

\$400,000

Full-time equivalents (FTE): 4.5

Compensation: Ops manager (usually in field) \$64K per year, ambassadors make from \$20.50 to \$23.00/hr

Days / Hours: 7 days/week; 8:00am to 8:00pm

Data Collected: Cleaning actions (e.g., litter removed, graffiti abatement)

Training: BBB standard internal staff is IDA educational programs and conventions (see page 13 for example training)

Responsibilities: The FWCBD Ambassadors help keep Fisherman's Wharf clean by sweeping the streets and power. They also have a hospitality role and engage with people experiencing homelessness to see if they need connection to services. washing; removing graffiti and stickers; and collecting trash.

Deployment Area and Reasoning: Entire CBD District



District Overview



Size in Sq. Mi. _____ 0.18

Assessed Parcels/Blocks _____ 718 parcels

JAPANTOWN CBD AMBASSADORS

Type: CBD

Funding Agency: Japantown CBD

Contracted/Grantee: Next Street

About: The Japantown Polk CBD has one ambassador program that provides two types of ambassador services: hospitality and clean services.

Annual Program Cost / Rates:

\$393,000.00

Full-time equivalents (FTE): 2

Compensation: \$30/hr - Operation Supervisor/Ambassador and \$20 for Ambassador



Days / Hours: 7 days/week; 8 hours a day

Data Collected: 311 Requests; Answered Hotline; Auto Glass Clean Up; Biohazard Clean Up; Business Contact/Check In; Cigarette Butts; Hospitality Assistance; Request for Police/Fire/EMS; Sharps (Needle) Clean Up; Stickers/Graffiti Removed; Trash (lbs); Trash Bags Collected; Weed Abatement (block faces)

Training: See page 13 for relevant examples of training.

Responsibilities:

- **Sidewalk Maintenance:** Uniformed, radio-equipped personnel sweep litter, debris, and refuse from sidewalks, and gutters, as well as public spaces. of the District, and clean all sidewalk hardscape such as trash receptacles, benches, and parking meters.
- **Trash Collection:** Collector truck personnel collect trash from sidewalk trash receptacles as needed. They are also dispatched to collect stolen shopping carts and large bulky items illegally dumped in the District.
- **Graffiti Removal:** The Clean Team can remove graffiti using solvent and pressure washing. The District will maintain a zero-tolerance graffiti policy. All tags will aim to be removed within 48 hours of notification.
- **Sidewalk Pressure Washing:** Pressure wash all sidewalks and public spaces on an as needed basis with areas of high pedestrian traffic receiving the highest concentration. However, during drought years pressure washing may not be permitted.
- **Landscape Maintenance:** Public landscape areas including tree wells and planters to be maintained and kept free of litter and weeds.

Deployment Area and Reasoning: CBD District.

District Overview



Size in Sq. Mi. _____ **0.04**

Assessed Parcels/Blocks _____ **67 parcels on 7 whole blocks**

LOWER POLK CBD AMBASSADORS

Type: CBD

Funding Agency: Lower Polk CBD for Cleaning; OEWD for Community Ambassadors

Contracted/Grantee: Next Street

About: The Lower Polk CBD has two ambassador programs. The two types of services provided include: hospitality and clean services.

Annual Program Cost / Rates:

Lower Polk CBD Cleaning Ambassadors:
\$550,000

Lower Polk CBD Community Ambassadors:

Unconfirmed Full-time equivalents (FTE):



Lower Polk CBD Cleaning Ambassadors: 4

Lower Polk CBD Community Ambassadors: 2

Compensation:

Lower Polk CBD Cleaning Ambassadors:
\$22.5 starting for ambassador/\$28 supervisor/ \$24 graffiti

Lower Polk CBD Community Ambassadors: \$25

Days / Hours: 7 days/week

Lower Polk CBD Cleaning Ambassadors: TBD shifts per day but general schedule 4 employees 7am-3:30pm M-F and 3 employees Sat/Sun

Lower Polk CBD Community Ambassadors: M-F 8am to 4:30pm. M-F 12:30pm-9pm. Th-Sat 10am to 6:30pm. Sun 9am to 5:30pm. Planning to expand Fri/Sat to Midnight in near future.

Data Collected: Clean and hospitality interactions

Training: See page 13 for relevant examples of training.

Uniform:

Lower Polk CBD Cleaning Ambassadors: Blue LPCBD "Cleaning Ambassador" branded shirts and jackets

Lower Polk CBD Community Ambassadors: Yellow LPCBD "Community Ambassador" branded shirts and jackets

Responsibilities:

Cleaning, Maintenance:

- Removal of litter, debris and cigarette butts on sidewalks from the building line to 18” into the street gutter
- Damp wiping and straightening of public fixtures (such as trash can lids and news racks)
- Power Washing of sidewalks and alleys (spot cleaning of most heavily trafficked areas/spills/stains)
- Removal of graffiti on private property with property owner consent
- Removal of graffiti from public infrastructure
- Removal of isolated weeds (larger concentrations of weeds removed by cutting)
- Special Projects: Defined as painting of public infrastructure, cleaning of tree wells, or other similar actions

Corridor Safety Ambassadors

- Daily Foot patrol – all areas to serve as a reassuring presence and a visible deterrent
- Continually engage members of the public to provide directions, recommendations and other information as necessary
- Interact with merchants to share safety related information or learn about merchants’ concern’s related to street level activity
- Report any observed illegal behaviors to the police and document behavior

Deployment Area and Reasoning: CBD District.

District Overview



Size in Sq. Mi. _____ **0.12**

Assessed Parcels/Blocks _____ **307 on 22 whole or partial blocks**

MID-MARKET CBD AMBASSADORS

Type: CBD

Funding Agency: Mid-Market CBD

Contracted/Grantee: Streetplus

About: The Mid-Market CBD has two ambassador programs. The two types of services provided include: hospitality and clean services.

Annual Program Cost / Rates: 28.7% of assessment revenue for cleaning and maintenance

Full-time equivalents (FTE):

Mid-Market CBD Cleaning Ambassadors: 10

Mid-Market CBD Community Ambassadors: 3

Compensation: Chose to not provide

Days / Hours: 7 days/week; 7am to 7pm

Data Collected: Clean and hospitality interactions

Training: See page 13 for relevant examples of training.

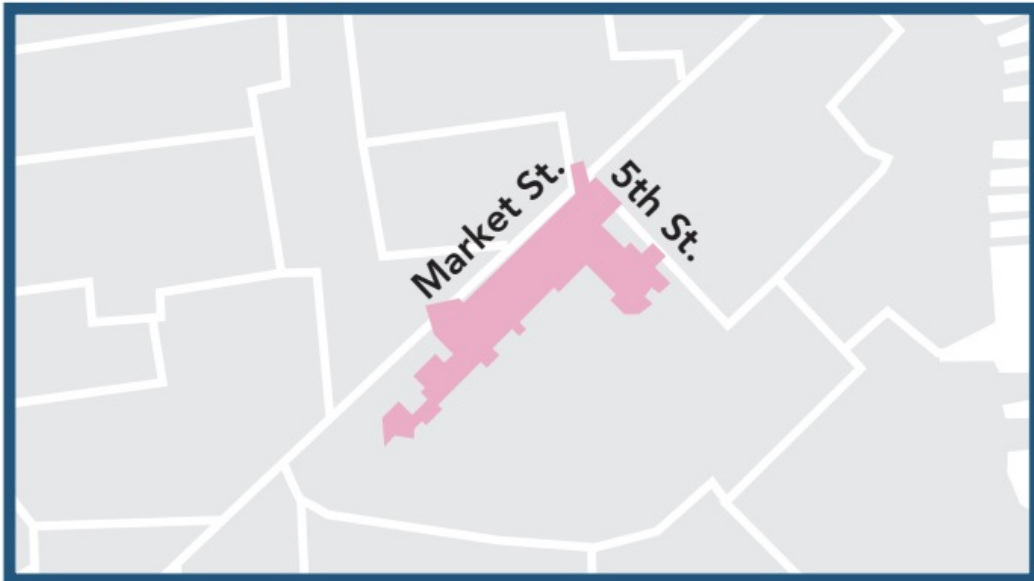
Responsibilities: Cleaning, Maintenance including graffiti removal and power washing; foot patrol and engagement with members of the community .

Deployment Area and Reasoning: CBD District.





District Overview



Size in Sq. Mi. _____ 0.25

Assessed Parcels/Blocks _____ 1088 parcels

NOE VALLEY PORTER

Type: CBD

Funding Agency: Noe Valley CBD

Contracted/Grantee: Curb Appeal

About: The Noe Valley CBD has a cleaner referred to as a porter that services the district.

Annual Program Cost / Rates: \$123,500

Full-time equivalents (FTE): 1

Compensation: Unknown

Days / Hours: 7 days/week; 7am to 3pm

Data Collected: Litter removed

Uniform: Not provided

Training: See page 13 for relevant examples of training.

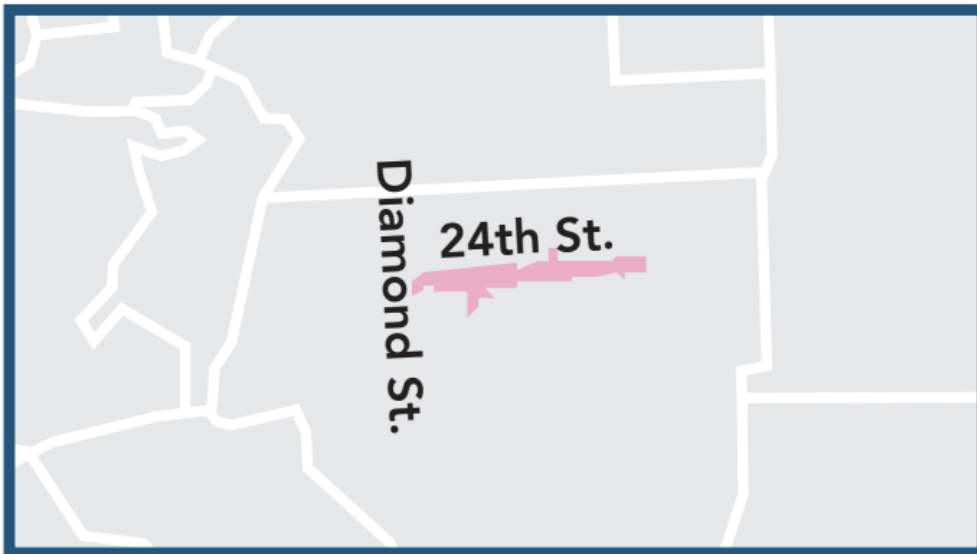
Responsibilities: Cleaning and area maintenance

Deployment Area and Reasoning: CBD District.





District Overview



Size in Sq. Mi. _____ 0.05

Assessed Parcels/Blocks _____ 218 parcels on 10 whole or partial blocks

OCEAN AVENUE CBD AMBASSADORS

Type: CBD

Funding Agency: Ocean Avenue CBD

Contracted/Grantee: Next Street

About: The Ocean Avenue CBD has one ambassador program that provides cleaning services to the area.

Annual Program Cost / Rates: \$154,950

Full-time equivalents (FTE): 3

Compensation: \$25/hour

Days / Hours: 7 days/week; 7am to 3pm

Data Collected: Litter removed and other cleaning actions

Uniform: OAA branded red top, all weather pieces, and black pants

Training: See page 13 for relevant examples of training.

Responsibilities: Sweeping, litter removal, graffiti, landscaping, pressure washing
Deployment Area and Reasoning: CBD District.





District Overview



Size in Sq. Mi. _____ 0.3

Assessed Parcels/Blocks _____ 148 parcels

SOMA WEST CBD AMBASSADORS

Type: CBD

Funding Agency: SOMA West CBD

Contracted/Grantee: n/a; staffed directly by the CBD

About: The SOMA West CBD has one ambassador program that provides cleaning services to the area. The CBD also employs social workers, but those services are not included in this report.

Annual Program Cost / Rates: \$3,170,800

Full-time equivalents (FTE): 17

Compensation: \$25/hour

Days / Hours: 7 days/week; 7am to 2am

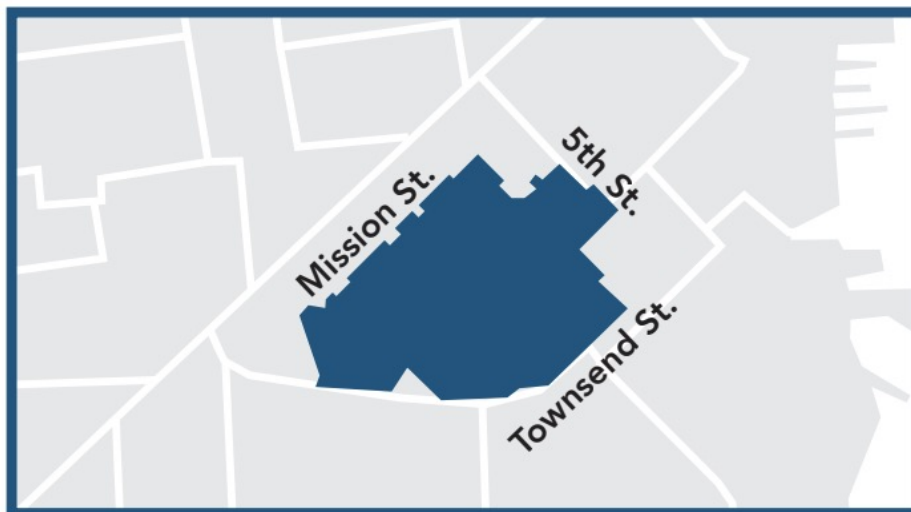
Data Collected: Litter removed and other cleaning actions

Training: See page 13 for relevant examples of training.

Responsibilities: sweep, remove feces, graffiti removal, landscaping, miscellaneous
Deployment Area and Reasoning: CBD District.



District Overview



Size in Sq. Mi. _____ **0.82**

Assessed Parcels/Blocks _____ **2,738 parcels on
100 whole or
partial blocks**

TENDERLOIN CBD AMBASSADORS

Type: CBD

Funding Agency:

Tenderloin CBD Clean Team: CBD Assessment Revenue and Private funding

Tenderloin CBD Park Steward: OEWD Funding

Tenderloin CBD Safe Passage Corner Captains: CBD Assessment Revenue and City grants (i.e., SFMTA, SF Planning) and private funding

Contracted/Grantee: n/a; staffed directly by the CBD

About: The Tenderloin CBD has three ambassador programs that provide cleaning services, park stewardship, and safe passage for youth and seniors to the area and its community.

Annual Program Cost / Rates:

Tenderloin CBD Clean Team:

\$2,000,000

Tenderloin CBD Park Steward:

\$1,000,000

Tenderloin CBD Safe Passage Corner Captains:

\$860,500

Full-time equivalents (FTE):

Tenderloin CBD Clean Team: 14.5

Tenderloin CBD Park Steward: 14.5

Tenderloin CBD Safe Passage

Corner Captains: 8.6

Compensation:

Tenderloin CBD Clean Team: \$20 - \$27 per hour depending on duties and seniority + 25% benefits

Tenderloin CBD Park Steward: \$22 - \$25 per hr + 25% for benefits if over 20 hours

Tenderloin CBD Safe Passage Corner Captains: \$19 per hr + 25% benefits if over 20 hours



Days / Hours:

Tenderloin CBD Clean Team: Daily; 7am to 3:40pm

Tenderloin CBD Park Steward: Daily; 8am-7pm

Tenderloin CBD Safe Passage Corner Captains: School Days; 4 hours daily

Data Collected:

Tenderloin CBD Clean Team: cleaning and maintenance actions

Tenderloin CBD Park Steward: interactions and street conditions

Tenderloin CBD Safe Passage Corner Captains: interactions and street conditions

Training: In-house training, full curriculum on awareness, communications, feedback, de-escalation, emergency response, program evaluation, etc. as well as Livescan Background Checks

Responsibilities:

Tenderloin CBD Clean Team: janitorial and street condition improvement includes, feces removal and sanitation, needle removal, big belly servicing and maintenance of receptacles, pan and broom sweeping, pressure washing, chemical pressure washing, graffiti removal and abatement, DPW coordination, SFPD coordination, HSOC & DPH coordination. Business and resident relations.

Tenderloin CBD Park Steward: Safety training in de-escalation, park maintenance duties, building positive relations with seniors, children and families, resident safety tactics and strategies, school admin coordination, provision of safety trainings through kid power, senior safety and outreach, youth safety and outreach, after-school care provider coordination. Data collection (including how to rank surrounding street conditions by severity) and data input into Safety Code system. Community event coordination and support.

Tenderloin CBD Safe Passage Corner Captains: Safety training in de-escalation, safe escort duties, building positive relations with children and families, pedestrian safety tactics and strategies, school admin coordination, provision of safety trainings through kid power, senior safety and outreach, youth safety and outreach, after-school care provider coordination. Data collection (including how to rank street conditions by severity) and data input into Safety Code system. Community event coordination and support.

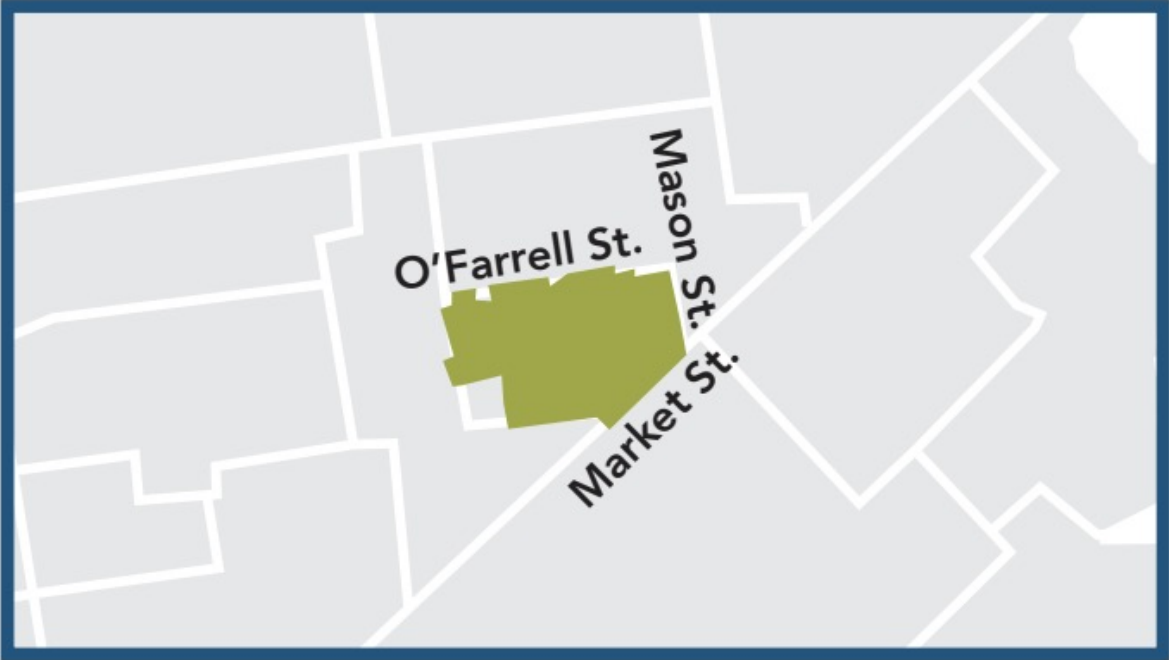
Deployment Area and Reasoning:

Tenderloin CBD Clean Team: Districtwide

Tenderloin CBD Park Steward: Please see schedule and routes for Parks & Safe on tab 3

Tenderloin CBD Safe Passage Corner Captains: Please see schedule and routes for Parks & Safe on tab 2

District Overview



Size in Sq. Mi. _____ **0.28**
Assessed Parcels/Blocks _____ **800 parcels on 41 whole or partial blocks**

UNION SQUARE ALLIANCE AMBASSADORS

Type: CBD

Funding Agency: Union Square Alliance

Contracted/Grantee: Block by Block

About: The Union Square Alliance has two ambassador programs with three types of services: Union Square Alliance Safety and Hospitality Ambassadors, Union Square Clean Team and Pressure Washing Services.

Annual Program Cost / Rates:

Union Square Alliance Safety and Hospitality Ambassadors: \$679,491

Union Square Clean Team: \$1,080,000

Union Square Pressure Washing Services: \$625,189

Full-time equivalents (FTE):

Union Square Alliance Safety and Hospitality Ambassadors: 8.6

Union Square Clean Team: 11

Union Square Pressure Washing Services: 6.7

Compensation:

Union Square Alliance Safety and Hospitality Ambassadors: \$24-\$28/hour

Union Square Clean Team: \$24.00/hour

Union Square Pressure Washing Services: \$26.50/hour

Days / Hours: 7 days/week

Union Square Alliance Safety and Hospitality Ambassadors:

Depending on the Zone, 2 to 4 visits a day. 12 hours daily dedicated to Union Square Park

Union Square Clean Team: 6am-10pm

Union Square Pressure Washing Services: 8pm-4am (mostly)

Data Collected: Cleaning and maintenance; interactions

Training: Ambassador University delivered via Cornerstone Learning Management System



Responsibilities:

Union Square Alliance Safety and Hospitality Ambassadors: Trash pickup, quality of life assistance, graffiti removal, biohazard, illegal dumping, reporting items to 311, referral to services.

Union Square Clean Team: Cleaning (sweeping), trash pickup, graffiti removal, biohazard removal, cleaning street furniture and fixtures.

Union Square Pressure Washing Services: Pressure washing, calling in safety matters and other cleaning needs.

Deployment Area and Reasoning: District area.

District Overview



Size in Sq. Mi. _____ 0.23

Assessed Parcels/Blocks _____ 620 parcels on 27 whole or partial blocks

YERBA BUENA CBD AMBASSADORS

Type: CBD

Funding Agency: Yerba Buena CBD

Contracted/Grantee: Block by Block

About: The Yerba Buena has three ambassador programs with four types of services: Yerba Buena CBD Clean Team and Power washing, Yerba Buena CBD Community Guides, and Yerba Buena CBD Social Service Specialist.

Annual Program Cost / Rates: \$4,875,000

Full-time equivalents (FTE):

- Yerba Buena CBD Clean Team:** 14
- Yerba Buena CBD Community Guides:** 4.2
- Yerba Buena CBD Power washing:** 3
- Yerba Buena CBD Social Service Specialist:** 1

Compensation:

- Yerba Buena CBD Clean Team:** \$20
- Yerba Buena CBD Community Guides:** \$20
- Yerba Buena CBD Power washing:** \$23
- Yerba Buena CBD Social Service Specialist:** \$29

Days / Hours: 7 days/week

- Yerba Buena CBD Clean Team:** Daily; 6am to 10pm
- Yerba Buena CBD Community Guides:** Daily; 6am to 10pm
- Yerba Buena CBD Power washing:** **Daily:** 10pm to 10am
- Yerba Buena CBD Social Service Specialist:** M-F; 7am-3pm

Data Collected: Cleaning and maintenance; interactions

Training: See page 13 for examples; up to 37 hours online. 40 hours in-field; CPR & First Aid - Up to 8 hours online or in-person training.



Responsibilities:

The YBCBD Clean Team provides cleaning services in the Yerba Buena District seven (7) days a week, from 6am to 10pm. On a daily basis, they sweep sidewalks and collect litter, abate graffiti, and remove hazardous items from the sidewalks such as needles or broken glass. On a monthly or bi-monthly basis, they pressure wash the district’s sidewalks. Special projects may include minor landscaping or weeding. The Clean Team have set routes, but they also respond to requests for service from the YBCBD's dispatch center.

YBCBD Community Guides serve as a safe and welcoming presence in the Yerba Buena District seven (7) days a week from 6am to 10pm. They provide directions and recommendations to visitors, check in with businesses and residential buildings to offer clean and safe services, and report cleaning and safety issues to the YBCBD dispatch center. Community Guides can perform wellness checks for people in need and provide information about social services. They can request people move from blocking doorways and sidewalks, but they are not able to enforce. Community Guides have set routes, but they also respond to requests for service from the YBCBD's dispatch center.

The YBCBD has one (1) Social Service Outreach Specialist who serves the Yerba Buena District Monday to Friday, 7am to 3pm. The Social Service Outreach Specialist works to build relationships with people living on neighborhood streets. They connect people to services provided by local non-profits and City agencies. Services may range from receiving a clean pair of socks to signing up for a shelter waiting list. The Social Services Outreach Specialist cannot compel a person into accepting any service. People must opt into service programs at their own will.

Deployment Area and Reasoning: District area.

District Overview



Size in Sq. Mi. _____ **0.43**

Assessed Parcels/Blocks _____ **17 whole or partial blocks**



**San Francisco's Ambassadors:
A Comprehensive Report
on Ambassador Services
in San Francisco**

Prepared by the Department of
Emergency Management