

**THIS PRINT COVERS CALENDAR ITEM NO.: 10.2**

**SAN FRANCISCO  
MUNICIPAL TRANSPORTATION AGENCY**

**DIVISION:** Communications

**BRIEF DESCRIPTION:**

Authorizing the San Francisco Municipal Transportation Agency (SFMTA), through its Director of Transportation (or their designee), to enter into an agreement with ZS Associates to accept a gift of pro bono professional services to develop a journey map of the Public Outreach and Engagement Team Strategy (POETS) program’s public engagement feedback loop, key performance metrics for each program milestone, and provide recommendations on how to approach measuring performance over time to inform iterative development of the program; the equivalent cost of the professional services is estimated at \$79,200.

**SUMMARY:**

- Civic Bridge is a citywide program led by the Mayor’s Office of Innovation (MOI), which connects City departments with skilled volunteer teams from the private sector to tackle critical civic challenges.
- Through its participation in Civic Bridge, ZS Associates has offered the SFMTA pro bono professional services to assist the SFMTA POETS program with improvements for its public engagement feedback loop.
- The equivalent cost of the professional services is estimated at \$79,200, which the SFMTA can accept as a gift without Board of Supervisors approval.
- The City Attorney has drafted an agreement between the SFMTA and ZS Associates (Agreement), which describes the gift from ZS Associates and covers indemnity, work quality assurance, and other legal issues.
- The services are set to commence on March 19, 2025. Staff expect the professional services to be completed by June 27, 2025.

**ENCLOSURES:**

1. SFMTAB Resolution
2. Agreement

**APPROVALS:**

DIRECTOR           *Kamini Lall*            
SECRETARY           *[Signature]*          

**DATE**

March 12, 2025

March 12, 2025

**ASSIGNED SFMTAB CALENDAR DATE:** March 18, 2025

## **PURPOSE**

Authorizing the San Francisco Municipal Transportation Agency (SFMTA), through its Director of Transportation (or their designee), to enter into an agreement with ZS Associates to accept a gift of pro bono professional to develop a journey map of the Public Outreach and Engagement Team Strategy (POETS) program's public engagement feedback loop, key performance metrics for each program milestone, and provide recommendations on how to approach measuring performance over time to inform iterative development of the program; the equivalent cost of the professional services is estimated at \$79,200.

## **STRATEGIC PLAN GOALS AND TRANSIT FIRST POLICY PRINCIPLES**

SFMTA has Strategic Plan Metrics surrounding trust and transparency – clear communications with the public about the agency data, performance, and decision-making processes. The Communications Division, which oversees the POETS program for the entire agency, needs to develop metrics and formulas and identify data sources that can help measure outreach efforts to report back to the public. Customer feedback on feeling informed about SFMTA projects aligns with SFMTA commitment towards improving customer service, outreach and engagement. Establishing and adopting a systematized feedback loop for projects will help build trust with the public.

## **DESCRIPTION**

Civic Bridge is a citywide program led by the Mayor's Office of Innovation (MOI). Civic Bridge matches private sector professionals and local government staff to collaboratively design solutions to critical city issues. Through the program, private sector volunteers contribute 20% of their time over a 12 – 16 week period working alongside City department staff. The Civic Bridge management team identifies unique challenges and matches volunteers with City departments to create project teams and generate new solutions.

The Mayor's Office of Innovation (MOI) solicits applications from City departments to participate in the Civic Bridge program. The applications are reviewed by a cross-departmental selection committee that includes staff from the Committee on Information Technology, San Francisco Digital Services, DataSF, the Mayor's Budget Office, and the Department of Technology. Finalists are shared with a roster of private-sector partners who identify the top three projects they are most interested in. MOI determines the match based on their interest level and appropriate skill sets. Both the City department and the private-sector company approve the match before finalizing the partnership.

In December 2024, the SFMTA applied to the Civic Bridge program for support in quantifying and assessing POETS program outreach effectiveness across hundreds of diverse projects of varying scope and sizes. During the pandemic, though the outreach and engagement work continued and adapted, the overall POETS program's impact and evaluation deliverables were paused due to resource constraints.

The SFMTA Communications Division leads agency-wide outreach to engage the public,

stakeholders and communities about transportation services and projects. POETS is a part of the Communications Division. Since its launch in 2018, the POETS program has standardized community engagement across all SFMTA projects, providing training, templates, and resources for project managers to facilitate effective public involvement. POETS employs multilingual, culturally relevant, and multichannel strategies, prioritizing engagement with marginalized communities to ensure inclusivity. The Civic Bridge project deliverables will assist SFMTA in better communicating its work and building public trust.

Based on the SFMTA's application, MOI matched the SFMTA with ZS Associates. ZS Associates, a global professional services firm, will work with the SFMTA to develop a journey map of the Public Outreach and Engagement Team Strategy (POETS) program's public engagement feedback loop to understand key public engagement milestones, establish key performance metrics for each milestone, and provide recommendations on how to approach measuring performance over time to inform iterative development of the program.

The Agreement will allow the City to accept the gift of pro bono services from ZS Associates. The estimated value of the professional services ZS Associates is providing under the Agreement is \$79,200, which the SFMTA can accept as a gift without approval by the Board of Supervisors.

### **STAKEHOLDER ENGAGEMENT**

No outreach was conducted for this Agreement. Staff intends to engage with key stakeholders including SFMTA staff, community partners, and other cities/counties.

### **ALTERNATIVES CONSIDERED**

Alternatives to accepting this gift of professional services from ZS Associates include SFMTA staff performing the work, hiring consultants to perform the work, or not moving forward with the project at this time. SFMTA staff with the expertise to conduct this work do not have the capacity to undertake this work during this timeframe. Given current budget priorities, hiring consultants was discarded as an option. A final alternative would be to not develop these process improvements. This would not be desirable as staff would lack an important tool to efficiently and effectively measure and evaluate SFMTA's Strategic Plan public engagement goals.

### **FUNDING IMPACT**

The value of the gift is approximately \$79,200. The SFMTA anticipates a minimal amount of budgeted staff time to support this Agreement.

### **ENVIRONMENTAL REVIEW**

On March 10, 2025, the SFMTA, under authority delegated by the Planning Department, determined that Acceptance of Pro Bono Services from ZS Associates is not a "project" under

the California Environmental Quality Act (CEQA) pursuant to Title 14 of the California Code of Regulations Sections 15060(c) and 15378(b).

A copy of the CEQA determination is on file with the Secretary to the SFMTA Board of Directors and is incorporated herein by reference.

**OTHER APPROVALS RECEIVED OR STILL REQUIRED**

None required.

The City Attorney has reviewed this report.

**RECOMMENDATION**

That the San Francisco Municipal Transportation Agency Board of Directors authorizes the San Francisco Municipal Transportation Agency (SFMTA), through its Director of Transportation (or their designee), to enter into an agreement with ZS Associates to accept a gift of pro bono professional services to improve SFMTA POETS program's public feedback loop process to support SFMTA's efforts to meet its Strategic Plan public engagement goals of inclusivity, trust, and transparency; the equivalent cost of the professional services is estimated at \$79,200.

SAN FRANCISCO  
MUNICIPAL TRANSPORTATION AGENCY  
BOARD OF DIRECTORS

RESOLUTION No. \_\_\_\_\_

WHEREAS, The Mayor’s Office of Innovation (MOI) matches pro bono private sector talent with departments of the City and County of San Francisco (City) to address specific policy or operational challenges facing those departments; and,

WHEREAS, Under MOI’s Civic Bridge program, departments identify service needs that could benefit from innovative solutions and private companies, non-profit organizations, and individuals offer to donate consulting services to help departments with these needs; and,

WHEREAS, In December 2024, the San Francisco Municipal Transportation Agency (SFMTA) applied to the Civic Bridge program for support in quantifying and assessing POETS program outreach effectiveness; and,

WHEREAS, For the Civic Bridge program’s 2025 cohort, the program sought projects for the SFMTA, among other City departments; and,

WHEREAS, Based on the SFMTA’s application, MOI matched the SFMTA with ZS Associates, a global professional services firm; and,

WHEREAS, The SFMTA will receive from ZS Associates a journey map of the Public Outreach and Engagement Team Strategy (POETS) program’s public engagement feedback loop, key performance metrics for each program milestone, and recommendations on how to approach measuring performance over time to inform iterative development of the program as part of the Civic Bridge project free of charge as an in-kind gift to the SFMTA; and,

WHEREAS, The City Attorney’s Office has drafted an agreement between the SFMTA and ZS Associates (Agreement), which describes this gift from ZS Associates and covers indemnity, work quality assurance, and other legal issues; and,

WHEREAS, this Agreement has an indemnification provision that provides for mutual indemnification with the exception of acts and omissions arising from the sole negligence of the City or ZS Associates, which indemnification provision is based on similar donor agreements executed under the Civic Bridge program; and,

WHEREAS, On March 10, 2025, the SFMTA, under authority delegated by the Planning Department, determined that Acceptance of Pro Bono Services from ZS Associates is not a “project” under the California Environmental Quality Act (CEQA) pursuant Title 14 of the California Code of Regulations Sections 15060(c) and 15378(b); and,

WHEREAS, A copy of the CEQA determination is on file with the Secretary to the SFMTA Board of Directors, and is incorporated herein by reference; now, therefore, be it

RESOLVED, That the San Francisco Municipal Transportation Agency Board of Directors authorizes the San Francisco Municipal Transportation Agency (SFMTA), through its Director of Transportation (or their designee), to enter into an agreement with ZS Associates to accept a gift of pro bono professional services to develop a journey map of the Public Outreach and Engagement Team Strategy (POETS) program's public engagement feedback loop, key performance metrics for each program milestone, and provide recommendations on how to approach measuring performance over time to inform iterative development of the program; the equivalent cost of the professional services is estimated at \$79,200.

I certify that the foregoing resolution was adopted by the San Francisco Municipal Transportation Agency Board of Directors at its meeting of March 18, 2025.

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Secretary to the Board of Directors  
San Francisco Municipal Transportation Agency

## CIVIC BRIDGE DONOR SERVICES AGREEMENT

between the City and County of San Francisco acting by and through its San Francisco  
Municipal Transportation Agency

and

ZS Associates, INC.

### RECITALS

WHEREAS, The Civic Bridge Program, an initiative of the San Francisco Mayor's Office of Innovation, matches pro bono private sector talent with certain departments of the City and County of San Francisco ("City") to address specific policy or operational challenges facing those departments. Under the Program, private companies and individuals may donate consulting services free of charge to the City to help City departments develop cutting-edge strategies and solutions to improve public sector service delivery and enhance internal process capability; and

WHEREAS, San Francisco Municipal Transportation Agency ("Department"), a department of the City, seeks volunteer consulting services to develop a set of key performance metrics to inform iterative development of SFMTA's public feedback process ("the Project"); and

WHEREAS, ZS Associates, Inc. ("Donor") proposes to donate to the Department consulting services for the Project free of charge as a gift-in-kind ("Donor Services"); and

WHEREAS, the Donor Services will be a team of 3 employees giving approximately 20% time to assist the Department with this work over the course of 15-weeks;

NOW, THEREFORE, in consideration of the foregoing recitals and the mutual promises set forth herein, the parties hereto agree as follows:

- 1. Description of Donor Services.** Donor will provide free consulting services on a volunteer basis to the Department for the Project over an approximately 15-week period expected to run between March 19, 2025 and June 27, 2025. The monetary value of the donation is \$79,200.

The Donor Services will be a team of 3 employees giving approximately 20% time to assist the department with this work over the course of 15-weeks. At the end of the Project, the Donor will provide the Department with a journey map of the Public Engagement Feedback Loop to understand key public engagement milestones, supporting key performance metrics for each milestone, and a recommendation on how to approach measuring the metrics over time to inform iterative development of the program. The parties acknowledge and agree this Agreement and all records related to its formation and Donor's performance of Donor Services are subject to applicable public disclosure laws, including but not limited to the City's Sunshine Ordinance and the California Public Records Act. Such records are subject to public inspection and copying unless exempt from disclosure under federal, state, or local law.

Unless specifically agreed upon in advance by Department, all work product and deliverables prepared and delivered to Department by Donor under this Agreement (excluding Donor Intellectual Capital) shall be the property of City. However, Donor may retain and use copies for reference and as documentation of the volunteer experience and capabilities. "Donor Intellectual Capital" shall mean all methodologies, procedures, management tools, workshops, manuals, software, macros, templates, data files, survey

ideas, inventions, know-how, and all intellectual property rights therein and other intellectual capital that Donor has used, developed, created or acquired (including the right to license third-party software to its clients) prior to or independent of performing the Donor Services under this Agreement or in the course of providing such Donor Services hereunder unless specifically agreed upon as a deliverable. Upon delivery of any deliverables hereunder, Donor hereby grants to Client a limited non-exclusive, non-transferable (except to affiliates or successors), royalty-free, perpetual, worldwide irrevocable license to use such Donor Intellectual Capital in connection with its use of the deliverables.

If, in connection with consulting services provided under this Agreement, Donor creates artwork, copy, posters, billboards, photographs, videotapes, audiotapes, systems designs, software, reports, diagrams, surveys, blueprints, source codes or any other original works of authorship, such works of authorship shall be works for hire as defined under Title 17 of the United States Code, and all copyrights in such works are the property of the City. If it is ever determined that any works created by Donor under this Agreement are not works for hire under U.S. law, Donor hereby assigns all copyrights to such works to the City, and agrees to provide any material and execute any documents necessary to effectuate such assignment. With the approval of the City, Donor may retain and use copies of such works for reference and as documentation of its experience and capabilities.

The Department hereby agrees to accept the Donor Services, and will use its discretion in deciding how to deploy or implement the Donor Services. The parties acknowledge and agree that the Donor Services are for the benefit and use of the City, without restriction.

Donor and Department acknowledge and agree that the Civic Bridge Program will not be used for the Department's general acquisition of goods and services otherwise subject to the requirements of the San Francisco Administrative Code. Nothing in this Agreement shall prohibit Donor from participating in a competitive solicitation or otherwise contracting with City or Department to provide City with goods or services if done in compliance with all applicable City procurement and solicitation rules, regulations, policies, and procedures and all applicable conflict-of-interest laws. If Donor is instrumental in developing the scope of work for a future procurement, then the Donor is prohibited from bidding on that future procurement. The Donor acknowledges and agrees that under certain laws, including California Government Code section 1090, involvement in preparing for a procurement may disqualify a Donor from participating in a later competitive bid process or from having any direct communication with or receiving any compensation or other benefit from a bidder, contractor, or vendor with respect to a resulting procurement.

- 2. No Employment Relationship.** Donor acknowledges and agrees that providing Donor Services for the City does not create any employment relationship or expectation of a future employment relationship between the Donor and the City or its Department. Donor acknowledges and agrees that the City may, in its sole discretion, provide Donor with access to certain City resources but that the provision of such access shall in no way be construed as creating, or giving rise to, any employment relationship. The City may reject Donor's services at any time without notice or hearing or cause.

The City or Department will not provide any compensation of any kind to the Donor for the Donor Services provided under this Agreement, and no expenses of any kind will be reimbursed. Donor shall not represent or hold him or herself out to be an employee of



the City at any time.

Prior to beginning the Donor Services, Donor shall execute an acknowledgement, in a form acceptable to the City, that he or she is not an employee of the City.

3. **Proprietary or Confidential Information of City.** If this Agreement requires City to disclose "Private Information" to Donor within the meaning of San Francisco Administrative Code Chapter 12M, Donor and Donor's employees shall use such information only in accordance with the restrictions stated in Chapter 12M and in this Agreement and only as necessary in performing the Donor Services. Donor is subject to the enforcement and penalty provisions in Chapter 12M.

In the performance of Donor Services, Donor may have access to City's proprietary or confidential information, the disclosure of which to third parties may damage City. If City discloses proprietary or confidential information to Donor, such information must be held by Donor in confidence and used only in performing the Agreement. Donor shall exercise the same standard of care to protect such information as a reasonably prudent business entity would use to protect its own proprietary or confidential information.

In the performance of Donor Services, the City or Department may have access to Donor's proprietary or confidential information, the disclosure of which to third parties may damage Donor. All confidential information received from Donor should be marked "confidential." Unless disclosure is required by applicable law or court order, if Donor discloses proprietary or confidential information to City or Department, such information must be held by City or Department in confidence and only used in performing the Agreement. City or Department shall exercise the same standard of care to protect such information as a reasonably prudent business entity would use to protect its own proprietary or confidential information.

The receiving party may make disclosures to the extent required by law or court order provided the receiving party promptly notifies the disclosing party in writing about such disclosure requirement.

The City or Department shall not make available to Donor access to City information system networks that are not available to the public without the consultation (and approval) of the City's Chief Information Security Officer.

The City or Department shall not make available to Donor Protected Health Information ("PHI"), which means any information, whether oral or recorded in any form or medium: (i) that relates to the past, present or future physical or mental condition of an individual; the provision of health care to an individual; and (ii) that identifies the individual or where there is a reasonable basis to believe the information can be used to identify the individual, and shall have the meaning given to such term under the Privacy Rule, including, but not limited to, 45 C.F.R. Section 164.501. Protected Health Information includes Electronic Protected Health Information (45 C.F.R. Sections 160.103, 164.501). If PHI is inadvertently produced to Donor, Donor shall immediately return the PHI and shall not use or disclose the PHI in any manner.

4. **Workers Compensation.** Donor acknowledges and agrees that the City is not obligated to and does not carry any insurance for Donor, and any condition, illness or injury that Donor suffers in the performance of the Donor Services shall be covered by the Donor's insurance.
5. **Use of City and County Property for Business Purposes Only.** All City equipment, devices, materials, supplies, furnishings (e.g., photocopiers, telephones, computers,

printers, vehicles, stationary, fax machines) must be used only to conduct City business. Use of City property for personal, political, or other non-City business is strictly prohibited and could lead to the City's rejection of further Donor Services from the Donor.

6. **Indemnity.** Donor agrees to defend, indemnify and hold harmless the City, its officers, employees and agents, from any and all acts, claims, omissions, liabilities and losses by whomever asserted arising out of acts or omissions of Donor in the performance of the Donor Services to be provided under this Agreement, except those arising by reason of the negligence of the City, its officers, employees and agents.

Donor also agrees to defend, indemnify and hold harmless the City, its officers, employees and agents, from any and all suits or claims for infringement of the patent rights, copyright, trade secret, trade name, trademark, service mark, or any other proprietary right of any person or persons in consequence of the use by the City, or any of its boards, commissions, officers, or employees of articles or services to be supplied in the performance of Donor's services under this Agreement.

City agrees to defend, indemnify and hold harmless Donor from any and all acts, claims, omissions, liabilities and losses by whomever asserted arising out of acts or omissions of City in its obligations under this Agreement, except those arising by reason of the sole negligence of Donor.

In the event of concurrent negligence of City, its officers, employees and agents, and Donor, the liability for any and all claims for injuries or damages to persons and/or property shall be apportioned under the California theory of comparative negligence as presently established or as may hereafter be modified.

7. **Effective Date; Term; Termination.** The effective date of this Agreement shall be March 19, 2025. The term of this Agreement shall commence on the effective date, and shall end on June 27, 2025, provided that the City can reject all or any part of the Donor Services being provided under this Agreement at any time upon written notice. Either party may terminate this Agreement, at any time during the term hereof, for convenience and without cause, by giving the other party written notice of termination.
8. **Notices.** Unless otherwise indicated elsewhere in this Agreement, all written communications sent by the parties may be by U.S. mail, e-mail or by fax, and shall be addressed as follows:

To Department: Deanna Desedas, [Deanna.Desedas@sfmta.com](mailto:Deanna.Desedas@sfmta.com), 1 South Van Ness Avenue, 3rd floor, San Francisco, CA 94103

To Donor: Jordi Casanovas, [Jordi.casanovas@zs.com](mailto:Jordi.casanovas@zs.com), 611 Gateway Boulevard, Suite 1000, South San Francisco, California 94080 USA

Either party may change the address to which notice is to be sent by giving written notice thereof to the other party. If e-mail notification is used, the sender must specify a Receipt notice.

9. **Modification.** This Agreement may not be modified, nor may compliance with any of its terms be waived, except by written instrument executed and approved in the same manner as this Agreement.
10. **Governing Law; Venue.** The formation, interpretation and performance of this Agreement shall be governed by the laws of the State of California, without regard to its conflict of laws principles. Venue for all litigation relative to the formation, interpretation and performance of this Agreement shall be in San Francisco.

11. **Cooperation.** Donor, City, and Department acknowledge and agree that successful completion of services under the Agreement will require each party's full and mutual good faith cooperation. Any tasks to be performed by City or Department personnel shall be performed by such personnel. In addition, City and Department agree to provide such services, equipment, software and support as are City or Department's responsibility. City and Department are responsible for providing information that is complete, accurate and prompt, and City or Department's reviews of Donor work shall be timely and shall be performed by personnel fully familiar with the City's or Department's business and requirements. The decision to implement any or all of Donor's recommendations shall be the responsibility of the City or Department.
12. **Entire Agreement.** This Agreement sets forth the entire Agreement between the parties, and supersedes all other oral or written provisions.
13. **Limitation of Liability.** Except for Donor's obligations to defend, indemnify and hold harmless the City from claims related to infringement of any intellectual property right, as described above in paragraph 6, the parties' liability under this agreement shall be limited to the monetary value of the donation which is \$79,200.

*[Remainder of page intentionally left blank]*

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be duly executed as of the date first specified herein.

**CITY:** \_\_\_\_\_

SAN FRANCISCO MUNICIPAL  
TRANSPORTATION AGENCY

By: \_\_\_\_\_

Print  
Name: \_\_\_\_\_

Print  
Title: \_\_\_\_\_

**DONOR:** \_\_\_\_\_

ZS ASSOCIATES, INC.

By: \_\_\_\_\_

Print  
Name: \_\_\_\_\_

ZS Issue ID: 44115

**Approved as to Form:**

David Chiu  
City Attorney

By: \_\_\_\_\_

Annie Smiddy  
Deputy City Attorney