

NOTIFICATIONS

Virginia Harmon – Deputy Director II, SFMTA

[REDACTED]
[REDACTED]
[REDACTED]
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Kimberly W. Ackerman – Chief People Officer, SFMTA Human Resources

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Romika Williams – Chief of Staff, SFMTA Human Resources

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Shana Dines – Senior Employee & Labor Relations Manager, SFMTA Human Resource

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David Garcia - Employee & Labor Relations Manager, SFMTA Human Resource

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NOTIFICATIONS

Carol Isen – Human Resources Director, SFHRD

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Ardis Graham – Employee Relations Division Director, SFHRD

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Mike Cotter – Deputy Director of Finance Administration, SFHRD

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Mark Weirick, Executive Director, IFPTE Local 21

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Emily Wallace, Representative/Organizer, IFPTE Local 21

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Jessica Nuti, Representative, IFPTE Local 21

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Daniel Lurie, Mayor

Janet Tarlov, Chair
Stephanie Cajina, Vice Chair
Mike Chen, Director
Alfonso Felder, Director

Steve Heminger, Director
Dominica Henderson, Director
Fiona Hinze, Director

Julie Kirschbaum, Director of Transportation

MEMORANDUM

Date: February 2, 2026

To: The Civil Service Commission

Through: Carol Isen, Human Resources Director, City and County of San Francisco
Kimberly Ackerman, Chief People Officer, SFMTA
Shana Dines, Sr. Employee and Labor Relations Manager, SFMTA

From: David Garcia, Employee & Labor Relations Manager, SFMTA

Subject: San Francisco Municipal Transportation Agency (SFMTA) Personal Services
Contract Request No. 00005828 (As-Needed Specialized Engineering Services)

SUMMARY

SFMTA requests Civil Service Commission approval of PSC Request No. 00005828 for a [REDACTED], as-needed personal services contract not to exceed [REDACTED] for specialized engineering services. SFMTA acknowledges the Factfinder's December 24, 2025, findings and recommendations and, in response, has incorporated targeted modifications to improve specificity, documentation, and oversight while preserving operational continuity. As described below and reflected in the attached Category A and Category B tables, SFMTA is strengthening its task order procedures to ensure that contracting occurs only after documented project-level evaluation of in-house capability, capacity, and feasibility. Based on the enhanced record, staff finds the request satisfies Sections III(A) and III(B) of the December 2023 PSC Policy, preserves the civil service merit system, and includes enforceable safeguards governing task order issuance.

BACKGROUND

On October 21, 2025, SFMTA submitted PSC Request No. 00005828 to the Department of Human Resources seeking approval of an as-needed contract for specialized engineering services. The requested contract term is [REDACTED] with a not-to-exceed amount of [REDACTED].

The City and County of San Francisco and the International Federation of Professional and Technical Engineers, Local 21 (IFPTE Local 21) negotiated and adopted a Citywide PSC Pilot Program effective July 1, 2024. The Pilot Program established a standardized, time-limited, front-end review process prior to Commission submission. The parties designed the Pilot Program to promote completeness,



transparency, predictable timelines, and early issue identification, while preserving management authority to plan and organize work and the Commission's exclusive authority to approve PSCs. The intended program aligns with program management's authority to plan and organize work while still incorporating a transparent process.

SFMTA provided notice of PSC Request No. 00005828 to IFPTE Local 21, responded to information requests, and held the required Pilot Program meeting on November 6, 2025. Local 21 initiated factfinding on November 10, 2025. The factfinding was held on December 19, 2025, and the Factfinder issued a recommendation on December 24, 2025.

AUTHORITY

1. Civil Service Commission Policy Concerning Personal Services Contracts (December 2023)
2. San Francisco City Charter, Article 8A (Municipal Transportation Agency)
3. Memorandum of Understanding between the City and County of San Francisco and the International Federation of Professional and Technical Engineers, Local 21

ISSUES

Does SFMTA's decision to seek an as-needed engineering services contract conform with the December 2023 Civil Service Policy at Section III (A) and (B)?

Is SFMTA's task order process a sufficient level of documentation under Section III(A) and (B) to determine whether a compelling operational reason exists to contract out?

STAFF'S FINDINGS

1. The requested services include planning and programming; specialized studies; design, construction, and construction management support; special inspection and materials testing; commissioning; and project closeout.
2. SFMTA responded substantively to information requests within the Pilot Program timelines.
3. Between October 30 and November 12, 2025, IFPTE Local 21 submitted written information requests concerning PSC Request No. 00005828, and SFMTA provided written responses addressing scope, staffing considerations, cost methodology, and task-order controls.
4. On December 19, 2025, the parties participated in a factfinding proceeding at which both sides presented evidence regarding PSC Request No. 00005828.



5. The Factfinder issued a recommendation on December 24, 2025, in which the Factfinder concluded that PSC 5828, as originally framed, lacked sufficient specificity and documentation to demonstrate a compelling basis for contracting under Sections III(A) and (B) of the PSC Policy.
6. The Factfinder recommended that SFMTA (1) distinguish between specialized and supplemental services; (2) identify with specificity which services City staff lack the expertise, certifications, equipment, or prerequisites to perform; (3) explain why training, additional hiring, or creation of a new classification would be infeasible or impracticable; (4) condition supplemental services on demonstrated, immediate need; and (5) subject as-needed contracting to enhanced oversight.
7. Post-factfinding, the SFMTA provided a breakdown of specialized and supplemental services included in the PSC scope of work, summarized here in Attachments 1 & 2.
8. Following the factfinding process, SFMTA evaluated the recommendations and submitted additional documentation demonstrating that some of the identified concerns are already addressed. Specifically, SFMTA has implemented enhanced task order documentation, conducts classification-level capability reviews by resource managers, and requires signatory approval by resource managers prior to the issuance of any consultant scope of work.
9. Post-factfinding, SFMTA evaluated additional modifications to the task order process that would improve specificity and oversight while preserving operational continuity. The SFMTA met with Local 21 on January 14, 2026, to reiterate its commitment to enforce safeguards through its task order procedure and that it could continue to monitor and update the Commission on reasonable intervals throughout the contract duration about these safeguards.

DISCUSSION AND ANALYSIS

I. Compliance with CSC Policy Section III (A) and (B)

Section III (A) and (B) of the Commission's December 2023 policy requires departments to provide sufficient information for the Commission to determine whether a compelling operational reason exists to contract out services that may overlap with civil service classifications, or whether the work cannot be performed by any existing class. The Factfinder found that SFMTA's original submission did not sufficiently document how those determinations were made.

SFMTA acknowledges this finding and has identified targeted, operationally grounded enhancements to address the identified gaps. Specifically, SFMTA has restructured PSC Request No. 00005828 by dividing the scope of work into two service categories—Category A (services that could be performed by existing classes but requiring contracting due to compelling



operational reasons) and Category B (services that cannot be performed by any existing class). Summaries of these categories are included in this report, and detailed documentation is provided in tables in Attachments 1 & 2.

At the task order phase, SFMTA completes a bounded, classification-level capability review limited to the classifications identified in the PSC request. Using reasonably available City records and targeted verification where necessary, SFMTA assesses certifications, specialized experience, and access to equipment relevant to any proposed task orders arising under an approved contract. This approach directly addresses the Factfinder's concern that SFMTA "did not undertake a thorough review of whether City employees could perform the specific services for which it identified a need," while remaining proportionate and operationally feasible.

II. Category A Services – Compelling Operational Need

Category A services include work that could be performed by existing classifications but, due to the timing (e.g., immediate and unanticipated) or duration (e.g., short term, as-needed, intermittent, or periodic), presents a compelling operational reason to contract out. As summarized in the Category A table (Attachment 1), the services in PSC 5828 that fall within this category are characterized by intermittent demand, project workload-specific peaks, and specialized prerequisites not required on a continuous basis.

Consistent with the Factfinder's recommendations, SFMTA will document for each Category A task order if SFMTA could fill the need using City employees, if not then why not, and the consequence of delay. The task order process functions as the enforcement mechanism for these requirements. Task orders will be issued only after project-level review by resource managers to confirm that the work cannot be performed internally without material risk to safety, service continuity, or project delivery.

In general, hiring would not be feasible or practicable for work in Category A because of the lengthy time to hire, which includes obtaining approval to fill a job requisition, posting the job, completing a competitive recruitment process, application review, pre-employment processing, and completing post-selection processes such as extensive background checks. The hiring process can take up to 6 months or more, even for temporary hiring, which is not feasible for unanticipated, short-term, nor as-needed or intermittent tasks.

III. Category B Services – Work That Cannot Be Performed by an Existing Class

Category B services consist of work that cannot be performed by any existing civil service classification and for which establishing a new class would not be advisable or feasible. As detailed in the Category B table (Attachment 2), these services are highly specialized, non-routine, dependent on resources the City lacks, and often triggered by regulatory requirements.



SFMTA will document, at the task order stage, that no existing classification can do the work and/or that the SFMTA lacks the necessary equipment or facilities, and why it would be infeasible or impracticable to train employees to perform the work, or to obtain such equipment or facilities. These findings respond directly to the Factfinder’s recommendation that SFMTA explain why “services are so specialized, non-repetitive, or resource-dependent that a new class is not advisable.”

In general, creating a new classification would not be feasible or practicable for work in Category B because of the length of time and staff resources it requires to do so. The process includes consulting Subject Matter Experts to develop all aspects of the classification, conducting a bargaining unit analysis, conducting a salary analysis, posting the new job, fielding protests or appeals to this Commission and potential requests to meet and confer by impacted labor unions, and negotiating salary with the impacted labor union. This process alone can take over 6 months, before then initiating the hiring process described above, which can take another 6 months, or a total of a year or more to create a new job classification and hire into the class.

IV. Task Order Oversight and Resolution of Identified Deficiencies

The Factfinder expressed concern that prior task order safeguards did not sufficiently address what occurred after PSC approval. In response, SFMTA has reviewed its task order issuance procedures and is further enhancing the existing procedure requiring documentation and approval project-specific findings before work is assigned to a vendor.

As reflected in the attached tables, SFMTA will continue to evaluate and better document the following prior to issuing any task order under PSC 5828:

- Whether the work reflects a short-term or intermittent peak rather than ongoing demand;
- Whether the work arose from unanticipated or time-sensitive conditions requiring immediate action; and
- Whether City staff possess the specialized expertise, certifications, and equipment required at the time of need;
- Whether in-house performance was evaluated and ruled out based on documented criteria.

These measures directly address the Factfinder’s findings regarding lack of specificity, documentation, and oversight and create an enforceable administrative record supporting Commission review.



A. Cost Methodology

The proposed not-to-exceed amount of [REDACTED] was developed by identifying existing and anticipated capital projects, estimating potential task-order costs across defined scope categories, and allocating those estimates across multiple as-needed contracts. In other words, there is no single project that will expend the entire amount, rather the contract will be available to roughly 30 separate projects to utilize as needed.

Funds are not certified at the umbrella contract level. Each task order is independently certified at the time of issuance based on confirmed project funding availability. Historical utilization data reflects that prior as-needed engineering contracts totaling [REDACTED] resulted in approximately [REDACTED] in issued task orders, demonstrating that consultant use has functioned as a controlled, project-driven supplement rather than a substitute for permanent staffing. These utilization patterns, together with the enhanced task-order safeguards described above, support Commission review under Sections III(A) and III(B).

B. Merit System Considerations

SFMTA will continue to evaluate internal capacity and qualifications before assigning work to a contractor and will retain work within the civil service whenever the required skills and availability exist. The task orders will be used only on a temporary, project-specific basis where in-house performance is not feasible and will not replace or displace City employees. The documentation and oversight requirements will control task-order scope, rationale, and duration provide appropriate safeguards to preserve the civil service merit system while allowing SFMTA to meet specialized or time-sensitive operational needs.

C. Factfinder Recommendations

The Factfinder identified areas where additional specificity, documentation, and oversight would strengthen the Commission's review of PSC 5828. SFMTA has evaluated those recommendations and adopted targeted enhancements reflected in this report. These include clearer segmentation of service categories, as laid out in Attachments 1 & 2, plus a process for documented capability review limited to relevant classifications, and defined task-order protocols that limit when and how work is assigned to a vendor.

These changes are designed to directly address the Factfinder's concerns while maintaining the operational purpose of an as-needed contract for specialized, immediate, and/or intermittent services.



D. Pilot Program Compliance

The record reflects that SFMTA complied with the procedural requirements of the Citywide PSC Pilot Program, including notice, information exchange, and participation in required meetings within established timelines. The Pilot Program review informed refinement of the submission prior to Commission consideration and does not alter the substantive findings described above.

CONCLUSION

Based on the record, the proposed PSC modifications contained in Attachments 1 & 2, and the enhanced task-order documentation and oversight measures described, SFMTA Employee & Labor Relations finds that PSC Request No. 00005828, as revised, is appropriate for Commission consideration and approval. The revised structure and administration of the PSC provide the Commission with sufficient information to evaluate compliance with Sections III (A) and III (B) of the December 2023 PSC Policy and include enforceable safeguards to preserve the civil service merit system while allowing SFMTA to meet specialized and time-sensitive capital project needs.

RECOMMENDATION

Accept the report, modify PSC request number 00005828 as outlined in Attachments 1 & 2, and approve the SFMTA's PSC request number 00005828.

Attachments:

- 1: List of Supplemental Services under CSC Policy Section III.A.
- 2: List of Specialized Services under CSC Policy Section III.B.

Attachment 1:

Scope of work within Category A of the Civil Service Policy:
Services That Could Be Performed by an Existing Class but for Which there is a Compelling
Reason to Contract Out

A. Planning

1. Preparing and reviewing alternative analyses and developing overall design approaches.
2. Identifying and coordinating with utility providers to obtain existing utility information, assessing potential conflicts, facilitating relocations or design adjustments, and coordinating with utility owners to resolve utility conflicts with proposed improvements by relocating conflicting utilities.
3. Developing project management plans in accordance with FTA requirements.
4. Providing various FTA reports, as requested, including risk registers and financial updates.

B. Design

1. Providing engineering design documents (drawings, specifications, calculations) as the Designer of Record for transit optimization, facilities, fixed guideway, and major corridor projects, including but not limited to the following disciplines:
 - a. Architectural & Civil – architecture, landscape architecture, civil, structural, geotechnical;
 - b. Mechanical, Electrical & Plumbing (MEP) – mechanical, electrical, plumbing;
 - c. Rail Systems & Transit Infrastructure – track, signal, overhead contact system.
2. Preparing or reviewing design and construction schedules, construction sequencing plans, and cost estimates (including bid items and descriptions), and performing schedule and phasing analyses to recommend project timelines and phasing strategies.
3. Performing or reviewing site investigations and functional analyses.
4. Identifying construction issues and constraints. Preparing and reviewing design packages (plans and specifications), including integration of all technical and contractual sections into one set of plans and specifications.

5. Providing technical administrative support (e.g., file drawings, meeting minutes, and document control) using the SFMTA's existing document control system.
6. Incorporating the SFMTA's Quality Assurance/Quality Control (QA/QC) program into the design and construction packages.
7. Identifying special testing requirements, preparation testing, and start-up plans.
8. Providing engineering drafting support using AutoCAD Civil 3D, such as design and as-built drawings for various projects.
9. Updating and standardizing project specifications to align with CSI Master Format standards to ensure consistency across all city departments.

C. Contracting

1. Assist in preparing procurement contracts for track, mechanical and electrical components, operating equipment, and long-lead items. The task may include performing product research, specifying products, and performing alternative analyses.
2. Conducting bid analyses by reviewing and evaluating project bids and/or proposals for completeness, compliance with project specifications, and cost reasonableness. This process will result in recommendations for contract award.

D. Construction

1. Providing design support during construction as supplementary staff to the Designer of Record or as the Designer of Record.
2. Providing engineering support during construction, including submittal and RFI review and response; preparing, reviewing, and negotiating change orders and proposed change orders; analyzing cost proposals and preparing cost estimates; evaluating schedules, recovery schedules, and fragments; and providing other technical support.
3. Providing construction field engineering support (documentation and resolution of engineering issues including field investigations and evaluation of field conditions).
4. Providing construction management staff, such as a Resident Engineer (RE) and Assistant Resident Engineer (ARE) to oversee construction activities, ensure contract compliance, and manage day-to-day field operations. Staff will assist with documentation, inspections, and coordination among project stakeholders.
5. Providing day and night construction inspection support, including weekends.
6. Providing construction management support (e.g. claims analysis and negotiation plans, risk analysis, time impact analysis, and dispute review meeting documentation, such as position papers and backup documentation). Consultant

is not expected to directly participate in claims negotiations for projects in construction that are primarily managed by the SFMTA.

7. Performing cost and schedule analyses of contracts, change orders, task orders, and contract modifications per FTA requirements; change order estimating and negotiation; schedule and delay analysis; constructability review; forensic cost and accounting analyses; and dispute analysis and review.
 8. Coordinating with contractors to select Dispute Review Board and administering resolution processes.
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Attachment 2:

Scope of Work within Category B of the Civil Service Policy:
Services That Cannot Be Performed by an Existing Class

A. Planning

1. Performing field surveys using licensed surveyors, including but not limited to topographic/control mapping, track/rail survey (inside and outside of tunnels), monument referencing, utility surveys, LiDAR, and ground penetrating radar (GPR).
2. Performing underground utility locating and potholing to identify as-built utilities, producing utility composite drawings, redesigning conflicts, acquiring additional real estate, and/or work-around.
3. Providing quality assurance oversight, audits, plans, training, and assistance per FTA requirements.

B. Design

1. Providing engineering design documents (drawings, specifications, calculations) as the Designer of Record for transit optimization, facilities, fixed guideway, and major corridor projects, including but not limited to the following disciplines:
 - a. Architectural & Civil – tunnel;
 - b. Mechanical, Electrical & Plumbing (MEP) – fire protection, photometrics;
 - c. Rail Systems & Transit Infrastructure – special track, electrification and power simulation studies.
2. Performing geotechnical investigations and reports, including soil borings, sampling, coring, geophysical survey, laboratory testing, and recommendations on shallow and deep foundation design, seismic design criteria, total and differential settlement estimates, liquefaction evaluation, earthwork and site grading recommendations, and flexible and rigid pavement design criteria.
3. Conducting peer review to evaluate and address critical safety, technical, constructability, and operational issues, including assumptions, conclusions, and recommendations that are made by SFMTA staff or other consultants. Preparing peer review reports that summarize findings, conclusions, and recommendations.

4. Performing preliminary and system hazard analyses, failure modes and effects analyses, single-point-of-failure analyses, hazard level classification, and safety certification of systems.
5. Providing systems engineering, including central control and communications system analysis, strategic analysis of the SFMTA's human and automated systems, systems integration, safety processes, configuration management, and related work.

C. Construction

1. Performing special inspections as required by the City, including welding inspection with non-destructive testing (NDT), such as ultrasonic, magnetic particle, dye penetration, radiographic, and hardness testing, structural steel and high strength bolt (HSB) inspection, concrete inspection, grout inspection, soil testing, and fireproofing review. Testing work shall be conducted by certified inspectors and/or labs.
2. Performing laboratory material testing as required by the SFMTA, including soil, aggregate, steel, HSB, concrete cylinder and beams, grout cubes, hot mix asphalt, and fireproofing testing.
3. Providing Stormwater Pollution Prevention Plan (SWPPP) oversight, including regular inspections, reporting, and coordination with the contractor. This oversight work shall be conducted by a Qualified SWPPP Practitioner (QSP)/Qualified SWPPP Developer (QSD) certified staff. Frequency of inspection/reporting will be provided on a task order basis.
4. Performing system start-up and commissioning, including integration and pre-revenue "dry-run" testing, developing testing procedures, instrumenting vehicles and equipment, conducting tests, and providing test reports and analyses. Performing this work may require coordination with SFMTA Operations Maintenance teams.
5. Providing construction safety consulting services, including:
 - a. Reviewing contractor's safety record, providing recommendations on the quality of the Contractor's safety documents, and recommending scores of Occupational Safety and Health Administration (OSHA) serious, repeat, and willful violation citations.
 - b. Evaluating contractor-submitted site-specific Health and Safety Plans (HASP) and Job Hazard Analysis (JHA) forms for SFMTA projects.
 - c. Performing general safety services, such as conducting site monitoring field visits, preparing inspection reports, and documenting inspection findings.

D. Track/Rail

1. Predicting, analyzing, preventing, and mitigating noise and vibration from transit operations and equipment, and designing and monitoring mitigation measures.
2. Performing annual ultrasonic rail testing per SFMTA's Standard Operating Procedure (SOP) entitled "Track Inspection and Maintenance" (see Appendix H) to identify internal rail defects.
3. Performing tunnel inspections per SFMTA's SOP entitled "Tunnel Structural Inspection Procedures" (see Appendix I), including reporting findings and recommending tunnel repairs and issue mitigation strategies.
4. Providing safety certification oversight and required documentation to obtain System Safety and Security Program per CPUC General Order (GO) 164-D, which requires transit agencies who are building and operating rail fixed guideway systems to establish a System Safety and Security Program. The scope of work may include the following:
 - a. Researching and drafting safety standards.
 - b. Reviewing the contractor's system safety programs and hazard analysis.
 - c. Developing Safety and Security Certification Plans.
 - d. Leading or participating in the Safety and Security Certification Review Committee (SSCRC).
 - e. Maintaining the Audit Conformance Checklists.
 - f. Reviewing the contractor's safety requirements.
 - g. Auditing implementation of safety requirements and hazard resolution.

E. Environmental

1. Assisting in the preparation of California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) documentation, including technical studies, environmental assessments, and public outreach.
2. Conducting environmental sampling and material testing, such as asbestos or lead paint, and preparing testing reports.
3. Conducting environmental borings for subsurface soil and groundwater samples, including permitting, drilling, sample collection, logging, and borehole closure.
4. Assisting in preparing and submitting Maher Ordinance documentation and related testing.
5. Preparing Phase 1 and, if necessary, Phase 2 Environmental Site Assessments (ESAs), including site inspections, historical research, sampling, laboratory analysis, and reports that document the findings and recommendations.

F. Project Management

1. Providing advice to the SFMTA on alternative delivery projects as an Owner-Advisor or Owner Representative. Work may include:
 - a. Validating project scope, budget, and schedule through independent analysis and stakeholder coordination to ensure alignment with SFMTA's project goals and performance requirements.
 - b. Providing ongoing oversight of design and construction activities, including cost and schedule monitoring, change management, and construction observation to ensure projects remain on track and meet quality standards.
 - c. Supporting final inspections, system commissioning, staff training, and document turnover to ensure smooth transition to operations and project readiness for use.
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**SFMTA transmittal to the Civil Service Commission regarding additional information in Support of the
SFMTA Staff Report (Feb 2, 2026) regarding: DHRPSC00005828**

(Transmitted by the SFMTA on January 29, 2026)

1. Factfinding Report by Gina Roccanova, December 24, 2025
2. PSC Request No. 00005828
3. Chronology of Parties Meetings and Discussion Post Factfinding
 - a. SFMTA initiated contact with Local 21 on January 7, 2026, to resolve the factfinding recommendations.
 - b. On January 9, 2026, the parties confirmed their commitment to meet on January 14, 2026.
 - c. The parties met on January 14, 2026, and discussed actions the SFMTA took to incorporate the fact-finding recommendations. The SFMTA explained it would submit a report to the Commission and that it could share a copy of its report.
 - d. On January 22, 2026, Local 21 requested to discuss the matter further and made additional information requests. The SFMTA scheduled a meeting for January 29, 2026.
 - e. On January 22, 2026, the SFMTA filed its staff report with the Civil Service Commission.
 - f. On January 27, 2026, the SFMTA set a meeting (Jan 29, 2026 – 9:30 AM) for the parties to discuss the matter and provided Local a February 2025-filled position report, a February 2025 Org Chart, and a January 2026-filled position report.
 - g. On January 29, 2026, Local 21 could not attend the meeting with the SFMTA.
 - h. On January 29, 2026, the SFMTA offered to meet on January 30, 2026.
 - i. As of today's transmittal (date and time), parties are tentative for a meeting to discuss the matter on Friday, January 30, 2026.

David Garcia

January 29, 2026

David D. Garcia, SFMTA
Employee & Labor Relations
Manager

In the Matter of a Personal Services Contract
Factfinding between

SAN FRANCISCO MUNICIPAL
TRANSPORTATION AGENCY,

Employer

-and-

INTERNATIONAL FEDERATION OF
PROFESSIONAL AND TECHNICAL
ENGINEERS LOCAL 21,

Union

**FINDINGS AND
RECOMMENDATIONS
REGARDING PSC 00005828**

BEFORE GINA M. ROCCANOVA, FACTFINDER

APPEARANCES

For the Employer

David Garcia, Labor Relations manager
SFMTA

For the Union

Jessica Nuti, Lead San Francisco Office Representative
IFPTE LOCAL 21

INTRODUCTION

The City and County of San Francisco (“City”) and IFPTE Local 21 (“Local 21” or “Union”) are parties to an agreement on the terms of a Pilot Program for resolving disputes over Personal Services Contracts (“PSCs”). The terms of that agreement are contained in sections 115-119 of the Memorandum of Understanding between the parties (“MOU”) and a separate document entitled “Agreement Regarding Personal Services Contract Pilot Program Procedure” (“Pilot Program Agreement”). [MTA 6; UX 15]. Those agreements provide an avenue for the Union to seek information, meet with City representatives, and submit to a factfinding process disputes over proposed PSCs for work customarily performed by bargaining unit employees. This matter arises under those agreements.

The parties agree that the procedural prerequisites have been met and that the matter is properly before the Factfinder for a determination of relevant facts and recommendations. An in-person hearing took place on December 19, 2025. The parties were represented by advocates and had an opportunity to examine and cross-examine witnesses, introduce exhibits, and present argument.

ISSUES

The parties stipulated to have the Factfinder address the following issues:

1. Whether SFMTA's decision to contract out work under PSC 00005828 conforms with the Civil Service Commission Policy at Section III (A) and (B);
2. Whether PSC 5828 is temporary, supplemental, and narrowly tailored, and whether issuance of the PSC would or would not displace work currently performed by bargaining unit employees;
3. Whether PSC 5828, as a ceiling contract requiring task-order verification of funding and need, comports with Pilot Program requirements concerning the structure and administration of as-needed contracts; and
4. Whether PSC 5828 should be affirmed, modified, or rejected under the standards established by the December 2023 CSC Policy Concerning Personal Service Contracts, the PSC Pilot Program, and applicable MOU provisions.

PERTINENT SECTIONS OF APPLICABLE AGREEMENTS AND POLICIES

The relevant portions of the MOU, the Pilot Program Agreement, and the Civil Service Commission's December 2023 Policy on Personal Service Contracts are contained in the attached Appendix A.

PROCEDURAL BACKGROUND

On October 21, 2025, the San Francisco Municipal Transportation Agency ("SFMTA" or "Agency") submitted a proposal for PSC DHRPSC0005828, which would permit SFMTA to spend up to \$15 million over 60 months for "a broad range of engineering services" in support of its project delivery division. [Union 1; MTA 5]. In its

submission, SFMTA identified seven Local 21-represented classifications that perform at least some part of the services sought under the PSC:

- 5201 Junior Engineer
- 5203 Assistant Engineer
- 5207 Associate Engineer
- 5241 Engineer
- 6317 Assistant Construction Inspector
- 6318 Construction Inspector
- 6319 Senior Construction Inspector

[MTA 5].

The Union responded the same day and requested a meeting. [Union 2]. On October 30, 2025, the Union submitted a request for information, which SFMTA answered on November 4. [Union 2, 4]. The parties met on November 6 but did not reach a resolution. SFMTA subsequently provided responses to additional requests for information from the Union. [Union 2].

On November 10, 2025, the Union initiated the factfinding process. [Union 3]. SFMTA responded on November 14, and on November 16 the Factfinder issued an initial determination that the hearing should go forward. [Union 9, 20].

EVIDENCE PRESENTED

Both parties submitted exhibits and introduced testimony from witnesses. The full record of evidence and argument has been carefully reviewed and considered, as well as the parties' objections to the admission of certain evidence. Only those matters necessary to the findings and recommendations are discussed herein.

In its submission supporting its PSC request, SFMTA identified several classifications represented by Local 21 as having the skills and expertise to perform the work, but listed two justifications for contracting out the work: (1) it needed the services only on an as-needed, intermittent, or periodic basis; and (2) some of the services required specialized expertise, knowledge, or experience. [Union 1]. In its RFI responses, SFMTA made it clear that the intended purpose of the PSC is to obtain services requiring "specialized expertise and equipment not available in-house" as well

as ordinary bargaining unit work “when City staff cannot take on additional work.” [MTA 3].

Christian Kalinowski, a 5504 Project Manager II who manages facilities and tunnel projects for SFMTA, prepared the estimates on which the PSC amount and timelines were based. He testified that PSC 5828 would provide contracted engineering services on an as-needed basis across multiple capital projects. He calculated the amount to be requested by surveying the project managers, construction managers, and department and section leads on a group of approximately 30 capital projects in a variety of different stages regarding their estimated need for engineering services in seven specified areas: planning, design, contracting, construction, track/rail, environmental, and project management. Mr. Kalinowski explained that the list of projects and the scope of work could be fluid - for example, a large electrification project at the Kirkland bus yard was dramatically scaled down, and a \$30 million grant to renovate the Woods and Islais Creek facilities was cancelled. At any given time, however, there are various repair, upgrade, and other capital projects in the pipeline that require engineering support. The as-needed PSC could be used for any of these projects.

Upon approval of its PSC request, SFMTA intends to put out requests for proposals with vendors for three as-needed contracts for up to \$5 million each. Once the contracts are in place, SFMTA would identify and encumber funds related to specific projects and use task orders to secure specific services at the time they are needed. SFMTA has followed this same process previously. Prior to the current PSC submission, SFMTA had another group of as-needed contracts totalling \$15 million for engineering services. Those contracts are set to expire on June 20, 2026. Of the \$15 million approved as a “not to exceed” amount on those contracts, SFMTA had spent just under \$9 million as of mid-November 2025. [MTA 1]. Mr. Kalinowski testified that he looked to this and other prior contracts for engineering services in creating estimates for PSC 5828.

SFMTA acknowledges that it did not undertake a formal study to determine whether it would be feasible to have City employees perform the work that would be covered by PSC 5828. [MTA 3]. Rather, Mr. Kalinowski drew on the expertise of managers and leads as well as past experience to determine what specialized

engineering functions could not be performed in-house at all and the likelihood and frequency of the need to supplement current staff with contractors due to a lack of capacity. He identified several specialty areas that SFMTA employees could not perform: ultrasonic rail testing, hazardous material testing, environmental borings, LiDAR scanning, ground penetrating radar, special track/curved track design, tunnel structural inspection and reporting, and alternative delivery advisory services. Mr. Kalinowski testified that many of the specialized skills were not needed “every day,” and some, like certain hazardous materials work, required access to laboratory facilities that SFMTA lacks. With respect to ultrasonic rail testing, he testified that another department does possess the specialized equipment needed for such work, but “they are usually using it.”

As for the non-specialized, supplemental aspect of the work to be performed under PSC 5828, Mr. Kalinowski offered one example of a situation in which such a need could arise: a request to the electrical engineering team to develop design drawings for plug-in bus chargers which they could not take on because the team was busy with another project. In the past, SFMTA has made these determinations at the task order stage, after the PSC was approved and as-needed contracts were in place.

Mr. Kalinowski testified that SFMTA’s goal in contracting work on these projects is not to replace employees. He stated that in the past, most task orders lasted approximately three months, with nine months as the longest he could recall. He also cited SFMTA’s practice of offering the work to its own employees before resorting to use of an as-needed contract.

The Union offered evidence that at least some of the specialized engineering work could be performed by SFMTA employees. Peter Chin worked as an engineer for SFMTA for a total of twelve years, most recently as a 5241 Engineer. He was laid off for lack of work effective December 1, 2025. Mr. Chin testified that he holds a Hazardous Materials certification and has personally performed tunnel inspections. None of the Local 21 witnesses who testified at the hearing personally perform seismic testing, LiDAR or ground penetrating radar surveys, or ultrasonic rail testing, but Mr. Chin testified that engineers employed by SFMTA have, to his knowledge, conducted LiDAR testing, ultrasonic rail testing, tunnel inspections, and hazardous materials work.

Wallis Lee, a 5211 Senior Engineer who has worked for the City since 1992 and spent approximately six years at SFMTA, testified that he has personally prepared PSC requests for projects in other City departments, albeit none of which were for as-needed contracts. He acknowledged that there are occasions in which the City needs to contract for specialized skills but criticized the SFMTA's submission as being too vague and open-ended.

A November 4, 2025 Vacancy Snapshot provided by SFMTA shows a total of 57 vacancies in the affected classifications. Of those, only six have an active requisition and another four are vacant due to the incumbent's leave of absence. [MTA 4]. The Union introduced evidence that a 5241 Engineer was recently laid off for lack of work and that SFMTA had work-ordered eight employees in affected classifications to other departments for three-year periods beginning in April, May, and June 2025. [Union 21].

POSITIONS OF THE PARTIES

The Union argues that SFMTA should not contract out work that bargaining unit members are capable of performing. It criticizes the Agency for failing to perform a feasibility analysis to determine what skills and abilities exist in the bargaining unit for specialized work. It also points to a recent layoff and work-orders of several bargaining unit members to other departments as contradicting SFMTA's claim that it needs to contract for ordinary bargaining unit work due to lack of capacity. In addition, Local 21 criticizes SFMTA for the amount of the PSC in light of the Agency's budget deficit, the fact that it did not fully utilize a previous \$15 million contract, and the likelihood that projects will be cancelled or put on hold due to the fiscal climate.

SFMTA maintains that it needs the PSC as a contingency plan to ensure continuity of service, timely delivery of capital projects, and access to specialized services that its own workforce cannot perform. It insists that there is no evidence that its use of outside consultants has led or will lead to displacement of bargaining unit members. Rather, SFMTA has a system in place at the task-order level to ensure that routine bargaining work will not be outsourced.

ANALYSIS

Under the CSC Policy, contracting out of work customarily performed by bargaining unit members is permissible when there is a “compelling reason” to do so. Departments requesting approval of PSCs have the burden of demonstrating that it is impracticable, infeasible, or economically imprudent to have City employees perform the work. SFMTA has offered two justifications for the services it seeks to contract out under PSC 5828: (1) specialized services that City employees lack the expertise, qualifications, certifications, or equipment to perform; and (2) the likely need for short-term supplementation of ordinary engineering work in times of peak demand. SFMTA has not adequately demonstrated that the circumstances underlying these justifications exist.

The Union acknowledges the possibility that there are some specialized services that require expertise, equipment, or other prerequisites that City employees do not possess. However, SFMTA did not undertake a thorough review of whether City employees could perform the specific services for which it has identified a need. It based its request in significant part on its past use of as-needed PSCs, the approvals of which pre-date the Civil Service Commission’s 2023 policy. Although Mr. Kalinowski testified that he surveyed project managers, construction managers, and leads to develop estimates for PSC 5828, SFMTA offered no documentation of how it assessed the ability of City staff to perform the specialized services, the specific equipment, certifications, or experience that it lacks, or the frequency and duration of the need for these specialized services.

Similarly, SFMTA offered no analysis or documentation of past instances where urgent needs required contracting out ordinary bargaining unit work due to lack of capacity. It also did not adequately explain why it needs a contract for supplemental services while at the same time laying off and work-ordering employees in the identified classifications to other departments. On this point, SFMTA points out that PSC 5828 would secure engineering services only for capital projects, and that it is thus unrelated to layoff decisions driven by the Agency’s operating budget.

It is true that the nature of capital projects, which are funded under separate budgets and are temporary in nature, often does not justify adding positions to a department’s operating budget. However, in this instance the evidence indicates that at

any given time there is a pipeline of capital projects that require the same or similar ranges of services. Thus, the nature of the programs and the fact that they are funded by grants or other time-limited revenue streams do not by themselves end the inquiry. The distinction between capital and operating budgets does not explain why positions with needed skills could not be included in capital project budgets, nor does it excuse SFMTA from assessing the skills and capabilities of all employees in the relevant classifications before seeking approval for a PSC.

SFMTA argues that a degree of open-endedness is inherent and necessary to an as-needed PSC. Given the ongoing projects and the consequences of failing to address emergency situations, it argues, an as-needed PSC for a broad range of engineering services is a necessary contingency plan. The CSC Policy does not prohibit as-needed contracts. But the scope and breadth of PSC 5828, without more specific justification, would not permit effective oversight by the Civil Service Commission. Moreover, as-needed contracts still need to adhere to the requirement that a compelling interest in contracting for the services be shown. SFMTA may be better able to demonstrate such interest by issuing PSCs on a project-by-project basis rather than seeking approval for an omnibus as-needed PSC. SFMTA's stated reason for not doing so - *i.e.*, the administrative burden of the extra paperwork - does not outweigh the need to adhere to the CSC's policy.

SFMTA also argues that the task-order process and its practice of offering the work to bargaining unit members before using an approved PSC provide sufficient safeguards against contracting out work that should be done in-house. This right of first refusal commitment, while commendable, does not fully address the concerns raised by the Union. In addition, this process is not set up to address or enforce promises made about what happens after a PSC is approved. If the parties had agreed to resolve their differences on those terms, then their agreement would be enforceable through the grievance process or as otherwise agreed upon by the parties. But the parties did not make that agreement, and this process has no means of addressing what takes place at the task-order stage after a PSC is approved.

MTA further argues that the Union's challenge to the PSC should be rejected because Local 21 failed to present "possible alternatives to contracting or subcontracting" at the parties' initial meeting, which MTA characterizes as a

requirement of the process. However, neither the MOU nor the Pilot Program require that the Union present alternatives at that meeting. Pilot Program Agreement section 2.c. provides that “[t]he initial meeting *may* cover topics such as ... [p]ossible alternatives to contracting or subcontracting.” [MTA 6, emphasis added]. By its nature, that language is permissive and does not provide a basis for denying review. The MOU states that the initial discussion *shall* include a discussion of alternatives, but there is no indication that the parties intended a failure on the part of the Union to propose alternatives to result in default.

CONCLUSIONS AND RECOMMENDATIONS

With respect to the specific issues enumerated by the parties:

1. SFMTA’s decision to contract out work under PSC 00005828 does not conform with the Civil Service Commission Policy at Section III (A) and (B) because it did not demonstrate a compelling basis to contract out those services.
2. PSC 5828, as the request is currently framed, is not limited to temporary, supplemental, and narrowly tailored services. The record does not indicate an intention on the part of SFMTA to directly displace employees by means of the PSC, but having a pre-approved \$15 million contract readily available would create disincentives to fill vacancies, train existing employees, and develop the workforce.
3. PSC 5828, comports with the procedural requirements of the Pilot Program. To the extent SFMTA alleges that the requested services are short-term and non-repetitive, it has not addressed the issue of whether it would be advisable and feasible to establish a new class.
4. PSC 5828 should be rejected in its current form. Recommendations for modification are below.
5. As to the Union’s request that its laid-off member be reinstated, such relief is beyond the purview of this process.

The recommendations are as follows:

1. PSC Request 5828 should be rejected in its current form.
2. The PSC request(s) should be modified to distinguish between (a) specialized services that City employees lack the expertise, certifications, equipment, or other prerequisites to perform and (b) services that could be performed by City employees but, due to exigent or other unforeseeable circumstances, require supplementation with contracted labor to avoid service interruptions, address emergencies, or avoid material delays in project delivery.
3. With respect to the specialized services, the PSC should identify with specificity which services City staff lack the expertise, certifications, or other prerequisites to perform. Such determination should be based on reviews of City records and if necessary, surveys of incumbents, regarding certifications, experience, and other pertinent information related to the services needed. The request should also address the following:
 - a. Why it would be infeasible or impracticable to train City employees to perform the work;
 - b. Why it would be infeasible or impracticable to create a new classification;
 - c. To the extent the contract includes facilities or equipment that the City lacks, why it would be infeasible or impracticable for the City to obtain such facilities or equipment.
4. Approval of a PSC request for supplemental services should be based on a demonstrated, immediate need (for example, an employee with highly specialized skills who has been approved for a leave of absence). The request should address the following:
 - a. Why SFMTA could not fill the need using City employees;
 - b. The consequences of delay in obtaining the needed services;
 - c. Why additional hiring (including on a temporary basis) would not be feasible or practicable
5. Approval of an as-needed contract for services ordinarily performed by bargaining unit members should be closely monitored by the Civil Service

Commission and approved for no more than one year, subject to extension if continued need can be demonstrated.

DATED: December 24, 2025
San Francisco, California

GINA M. ROCCANOVA
Factfinder

APPENDIX A
PERTINENT SECTIONS OF THE MOU, PILOT PROGRAM AGREEMENT,
AND CSC POLICY ON PSCS

A. *Excerpts from the MOU*

PILOT PERSONAL SERVICES CONTRACT REVIEW PROCESS

115. The Union and City agree to a pilot PSC notification and review program as described in this paragraph 115 beginning no sooner than January 1, 2025 but no later than July 1, 2025. This pilot program shall expire on June 30, 2027, unless the Parties mutually agree to extend it. Prior to implementation of this new process, the process for review of personal services contracts shall continue as set forth in the July 1, 2022 -June 30, 2024 MOUs between the City and IFPTE, Local 21 (paragraphs 107-113).

a. Prior to submission of a personal service contract request to the Department of Human Resources and/or Civil Service Commission or at the time the City issues a solicitation for work customarily performed by bargaining unit employees, whichever occurs first, the City shall provide notice to the Union with the following information:

- i. The anticipated duration of the contract;
- ii. The scope of work under the contract;
- iii. The final solicitation, if published or if no solicitation exists or will be used, any other information that would normally be included in a solicitation; and
- iv. The reason, as set forth in the Civil Service Commission's Policy on Personal Service Contracts as amended from time to time or others, that the City is relying on as justification for its contracting decision.

b. The Union shall have ten (10) calendar days to request to meet with the City over the proposed contract after receiving the notice required by paragraph 115.a. Discussions shall include, but not be limited to, possible alternatives to contracting or subcontracting, whether the department staff has the expertise and/or facilities to perform the work, and steps the City has taken to address job vacancies. Upon request by the Union, the City shall make available for inspection any and all pertinent background and/or documentation relating to the service contemplated to be contracted out. The Union and City shall conduct such meeting no later than ten (10) calendar days from the date the Union

requested to meet. If the City is unable to meet within ten (10) calendar days, the timeline for the Union to commence the Fact-Finding Review set forth in paragraph 115.c.ii will be tolled by another ten (10) calendar days.

c. Fact-Finder Review: For disputes that cannot be resolved through the meeting contemplated in paragraph 115.b, the Union may utilize the Fact-Finder Review outlined in this paragraph 115.c five (5) times per year. The number of times the Union may utilize the Fact-Finder Review may be increased by mutual agreement of the parties.

i. If, following the meeting contemplated in paragraph 115.b, a dispute exists between the Parties about whether the City may contract out work customarily performed by bargaining unit employees, the Union may submit the matter to Fact-Finding Review.

ii. To commence the Fact-Finding Review, within five (5) calendar days following the meeting contemplated in paragraph 115.b, the Union must make a written objection to the Human Resources Director, containing specific and detailed factual information to support its opposition to the proposed personal service contract, and documentary evidence or declarations in support of the Union's position.

iii. A standing factfinder or factfinder(s) will be appointed to address disputes submitted under this Paragraph 115.c, and the Parties will preschedule at least two (2) days per month for such hearings. The Parties will mutually agree on a list of factfinder(s) prior to the commencement of the Fact-Finding Review process. The Parties agree to split the factfinders' fees.

iv. Within five (5) calendar days of the Union's request for a Fact-Finding Review, the factfinder shall review the evidence submitted by the Union under subparagraph (c.ii) and determine whether sufficient evidence exists to warrant a hearing on the dispute. The factfinder shall make a determination based on the evidence provided by the parties. If the factfinder determines that the Union has not submitted sufficient evidence, the factfinder shall dismiss the Union's request for a hearing.

v. If the factfinder determines that the Union has submitted sufficient evidence to warrant a hearing, the factfinding hearing will occur on the next prescheduled hearing date. This hearing shall follow the generally

accepted rules and structure of expedited hearings, however, the parties agree that either party may be represented by legal counsel.

vi. The factfinder(s) will address whether the circumstances described by the City as the basis for contracting out exist. The factfinder(s) shall recommend whether the contracting out proposal shall be approved, denied or modified. The factfinder may also recommend the adoption of any proposals the union presents as an alternative to contracting out. The factfinder's recommendation may also outline timelines and intermediate steps for remedying the disputed matter.

vii. The factfinder must provide any recommendations to the Parties within five (5) calendar days of hearing the dispute; however, the factfinder may extend the time for providing recommendations up to fourteen (14) calendar days. The Parties will make the factfinder's recommendation a part of the record before the Civil Service Commission prior to the Commission's hearing on the disputed personal service contract or to the Human Resources Director in accordance with Civil Service Commission's December 19, 2023 Policy on Personal Service Contracts, as may be amended.

viii. Best efforts shall be made to complete the Fact-Finding Review within sixty (60) calendar days after the Union makes its written objection under subparagraph 115.c.

ix. The City shall not be required to engage in the Fact-Finding Review outlined in Paragraph 115.c should the Union fail to comply with the deadlines outlined in Paragraphs 115.b and 115.c.

x. Submission of a dispute to a factfinder under this pilot program does not alter the Civil Service Commission's authority to consider and decide whether to approve personal service contracts or to amend its Policy on Personal Services Contracts.

[...]

119. This article shall be interpreted consistent with and shall not conflict with the Charter.

B. Excerpts from the Pilot Program Agreement

PSC Fact-Finder Review Process

1) PSC submittal. The City department notifies the Union of a PSC request using the tracking system. When the Union is notified, the 7-day public posting period also begins and information on the PSC becomes open to public inspection. As part of this request, the City department includes all information required in the application, including, but not limited to:

a) The anticipated duration of the contract(s).

b) The scope of work under the contract(s).

c) The final solicitation, if published. If no solicitation is yet published or will be used, the City shall provide the special skills or expertise being sought from a contractor. However, detailed information such as minimum qualifications, selection criteria, and other confidential information may not be included in the PSC request prior to the issuance of a solicitation.

d) Which factors were used to justify the department's contracting decision as provided in the CSC's PSC Policy, paragraph 114 of the IFPTE Local 21 MOU, or paragraph 112 of the SEIU Local 1021 CBA.

2) Union review & initial meeting. Within 10 calendar days of receiving the PSC notice, the Union may request to meet with the City over the proposed contract(s).

[...]

c) This initial meeting may cover topics such as:

i) The department's PSC request and justification,

ii) Possible alternatives to contracting or subcontracting,

iii) Whether the department staff has the expertise and/or facilities to perform the work, and

i) Steps the City has taken to address job vacancies.

v) Whether the department has adhered to paragraph 114 of the IFPTE Local 21 MOU or paragraph 112 of the SEIU Local 1021 CBA.

[...]

3) Fact-finder review. If the Union and City department cannot come to an agreement under step 2, the Union may utilize the fact-finder review process. The Union may use this fact-finder review process for any PSC request regardless of amount.

[...]

e) Fact-finder hearing.

i) The purpose of the hearing is to determine whether the circumstances described by the City as the basis for contracting out exist.

ii) The hearing must follow the generally accepted rules and structure of expedited hearings between the City and Union(s).

iii) The Union(s) and City department must attend the fact-finder hearing.

1) If no Union representative attends, the fact-finder review process is deemed complete and the process moves forward to step 4. In these cases, the factfinder shall not provide a recommendation to the CSC.

iv) For each PSC request, the factfinder may allow the Union(s) and City departments to make opening statements. They may then ask each party questions about the PSC request and/or any evidence or documentation submitted to support or object to the PSC request.

v) If a party (the Union(s) or City department) presents information not previously furnished in the original PSC request, Union submission, or City rebuttal (if one was submitted), the other party may object to the factfinder considering the new information. If a party objects, the factfinder must determine whether to allow the information to be considered in the hearing using evidentiary standards typically applied at expedited arbitrations between the Union(s) and the City.

vi) The PSC fact-finder hearing must be completed on the scheduled hearing date. The factfinder may not continue the item to the next meeting to request additional information from the Union or City department.

vii) The Union may choose to be represented by legal counsel at the hearing.

f) Fact-finder report to CSC.

i) Following the hearing, the factfinder prepares a recommendation documenting their findings and recommendations to the CSC. This includes but is not limited to:

1) Whether the factfinder agrees that the circumstances described by the City as the basis for contracting out exist and comply with the provisions of the relevant MOU or CBA.

2) Whether the factfinder recommends the contracting out proposal should be approved, denied, or modified by the CSC.

3) Whether any proposals the Union presents as an alternative to contracting out are recommended to be adopted.

4) Any recommended timelines or intermediate steps.

ii) The factfinder provides the written report within 5 calendar days after the hearing; however, the factfinder may extend this time to 14 days if needed. If the factfinder extends this timeline to 14 days, they notify the PSC fact-finder review process coordinator, the City department, the Union, and the CSC's Executive Director or designee.

iii) The factfinder emails their report to the PSC fact-finder review process coordinator, who then provides copies to the City department, the Union, and the CSC's Executive Director or designee.

C. Excerpts from the Policy of the Civil Service Commission on Personal Service Contracts

II. Role of the Civil Service Commission in Approving PSCs

[...]

If an existing civil service class of employees could perform the work a department proposes to contract out, the Commission may approve a request if the department demonstrates an exception is warranted. For example, the Commission may approve contracting out of services if there is only a short-term or intermittent need for the work. This memorandum sets out the criteria the Commission will consider to determine if the scope of services is appropriate for contracting out.

If there is no existing civil service class of employees that could perform the scope of work a department proposes to contract out, the Commission's role is to determine whether a new classification should be established to perform that type of work. If it is not presently feasible to do so, the Commission may grant continuing approval to contract out the work until or unless a new classification is established.

Where a department must contract out work to comply with legal mandates and where it is therefore not possible for a classification of City employees to perform the work or for a new class to be established, there is no requirement that the Commission review or approve the scope of work. This Policy aligns with current law and practice and this memorandum seeks to clarify examples of these types of contract to enable departments to clearly identify when Commission approval is required and when it is not.

III. Types of Personal Services That May Be Contracted Out

A. Services That Could Be Performed by an Existing Class but for Which There is a Compelling Reason to Contract Out

With some exceptions noted below, the Commission is responsible for reviewing the scope of services departments seek to contract out. If there is an existing civil service class that can perform the type of work required, departments must seek approval from the Commission. Departments seeking such approval must demonstrate a compelling basis to contract out. Examples of compelling factors that may be considered appropriate for contracting out include:

1. Immediately needed services to address unanticipated or transitional situations, or services needed to address urgent situations that do not rise to the level of an “emergency”;
2. Short-term or capital projects requiring diverse skills, expertise, and/or knowledge;
3. Services required on an as-needed, intermittent, or periodic basis (e.g., peaks in workload); or B.
4. Circumstances where there is a demonstrable potential conflict of interest (e.g., independent appraisals, audits, inspections, third party reviews and evaluations).

This is a non-exhaustive list of potential reasons a department may seek Commission approval to contract out services that might otherwise be performed by a current class of civil service employees. Departments should endeavor to provide the Commission with any relevant information to allow it to determine whether a compelling reason exists that warrants contracting out. In particular, departments should consider whether it is possible to hire additional City employees to perform the needed work or should explain why additional hiring is not feasible or possible.

B. Services That Cannot Be Performed by an Existing Class

Where there is no current class of civil service employees with the duties and responsibilities needed to perform the work a department is seeking to contract out, the Commission’s responsibility is to determine whether it is both advisable and feasible to establish a new class. Factors the Commission may consider in determining whether to establish a new class include, but are not limited to:

1. Whether the services are short-term, non-repetitive, or so specialized and unique that they could not be appropriately performed by City personnel;
2. Whether the services require resources the City lacks, such as facilities or equipment that must be run by a specially trained operator;
3. Whether regulatory or legal requirements preclude the use of an existing classification of City employees to perform the work; or
4. Whether future funding is so uncertain that creating a new class to complete the necessary work is not advisable.

In cases where the Commission determines it is not currently advisable to establish a new classification of City employees to perform the needed work, the Commission may grant continuing approval (described in more detail below).

[...]

When submitting a PSC request, departments should keep in mind the purpose of the Commission's review. Background material and information must be included to clearly and sufficiently describe the specific personal service to be provided. It is crucial to clearly and adequately explain why City employees cannot perform the services being requested in the PSC. Departments should also remember that, in the interest of transparency, the description of the scope of work to be performed should be clear and specific so that a member of the public can understand what service will be contracted out.

[...]

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: MTA

Submitted By: Christian Kalinowski

Department Coordinator: Amy Nuque,
Amy.Nuque@sfmta.com

Project Manager: Christian Kalinowski

ServiceNow Number: DHRPSC0005828

Version: 0.01

Version Type: New

Brief description of proposed work: As-needed specialized engineering services in a broad range of technical disciplines to supplement the SFMTA staff in the implementation of various federally funded projects. The intent is to enable the SFMTA to obtain technical support from the selected consultants on short notice and on an as-needed basis.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$15,000,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 60

Funding

Funding Source: Federal Funds, State Funds, City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: The consultants will provide a broad range of engineering services for the San Francisco Municipal Transportation Agency's (SFMTA) Planning and Project Delivery Division either by direct assignment of its own personnel or through subconsultants including planning, programming, specialized studies, design support, construction support, construction management, special inspection, material testing, start-up and commissioning, and project closeout. These services will be used to support the SFMTA's project delivery division, which manages facilities, transit optimization, fixed trackway, and major corridor projects. The work may be categorized into the following: planning, design, contracting,

construction, track/rail, environmental, and project management.

Why are these services required and what are the consequences of denial?: To keep the Muni and related facility systems running as efficiently as possible, several capital improvement projects and emergency work projects need engineering and construction support. These as-needed consultant support services would complement the design and construction staff when there is peak workload that needs additional help to successfully deliver the projects. If denied, it will adversely impact and delay projects, which will in turn have a negative impact on providing safe public transportation to the City and will carry the potential of losing sensitive federal and state funds.

Has your department contracted out these services in the last three years?: No

Board and Commission Approvals

Will any contracts under this PSC require department Commission approval: No

Will any contracts under this PSC require Board of Supervisors approval: No

Justification

Q1 - Are there any regulatory or legal requirements supporting outsourcing of this work?:

No

Q2 - Does performing these services cause a conflict of interest?: No

Q3 - Are these proprietary services City is not authorized to do?: No

Q4 - Does City lacks necessary facilities/equipment?: No

Q5 - Are the services required on a temporary basis or on a long-term basis?: Long-term Basis

Q5a) Are the services required on an as-needed, intermittent, or periodic basis?: Yes

Q5a1) Why are the services required on an as-needed, intermittent and periodic basis?:

Consultant services would be used on an as-needed basis to supplement City staff when staff are unavailable to meet peak workload needs. Additionally, some of the services we may use are specialized tasks, such as material testing and specialized structural inspection, that do not have classifications to perform the work.

Q5b) Do the services require specialized expertise, knowledge experience?: Yes

Q5b1) Describe the specialized skills and expertise required to perform the services:

The scope of work includes specialized skills, such as LiDAR scanning and ground penetrating radar, special track and curved track design, ultrasonic rail testing, hazardous materials sampling and testing, tunnel structural inspection and reporting, and alternative delivery advisory services. The SFMTA currently does not have these skills or necessary resources, such as testing equipment, to conduct this work. However, the as-needed work does include general duties that will only be used when SFMTA staff are unavailable to support the projects.

Q5c) Does City have classifications with the required specialized skills or expertise?: Yes

Q5c1) Identify the classifications: 5241 - Engineer, 5203 - Assistant Engineer, 6317 - Assistant

Const Inspector, 5201 - Junior Engineer, 6319 - Senior Const Inspector, 5207 - Assoc Engineer, 6318 - Construction Inspector

Q5c2) Does the Department have employees in these classifications?: Yes

Q5c3) Why are they not able to perform the services?: This contract is for work on an as-needed basis that is meant to supplement SFMTA employees during peak workload periods when the current staff does not have the capacity to do the work. Additionally, this contract also includes specialized services that the SFMTA is not equipped to do in-house.

Q5d) Will contractor directly supervise City employees?: No

Q5e) Will contractor train City employees?: No

Q5e1) Explain why training of City employees is not required: The as-needed contract is meant to be used to supplement staff when the existing staff does not have the capacity to do this work. City employees will typically already have the expertise to perform the work. However, in some cases, the as-needed contracts may be used for specialized engineering or technical services that require specialized training and equipment that is inaccessible by the SFMTA.

Q5f) Is there a plan to transition this work back to the City?: Yes

Q5f1) Describe the transition plan, including the anticipated timeline: Whenever any staff in the affected classifications are available to do the work, the division will utilize them before seeking to use the consultant as-needed contract.

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 5241 - Engineer, 5203 - Assistant Engineer, 6317 - Assistant Const Inspector, 5201 - Junior Engineer, 6319 - Senior Const Inspector, 5207 - Assoc Engineer, 6318 - Construction Inspector

Labor Unions: 021 - Prof & Tech Eng, Local 21

Labor Union Email Addresses: L21pscreview@ifpte21.org

From: [Garcia, David](#)
To: [Jessica Nuti](#); [Lee, Wallis \(DPW\)](#); [Sum, Jeanne \(PUC\)](#); [Abulencia, Simon](#); [Maleki, Parand](#); [Kalinowski, Christian](#); [Mark Weirick](#); [Stalfa, Gregory \(HRD\)](#)
Subject: Meet for resolution of the factfinding report
Start: Wednesday, January 14, 2026 4:00:00 PM
End: Wednesday, January 14, 2026 5:00:00 PM
Location: Civic Center Conference Room (1SVN 3074) (1SVN 3074)

Dear Local 21:

We request to meet promptly to continue discussion following the factfinding decision from Gina Roccanova. We can meet with you at 4:00 pm for an in-person meet at 1 South Van Ness, 3rd Floor, in the Civic Center Conference Room.

If you cannot attend on Wednesday, January 14th, 2026, we offer the following additional dates and times for you to consider. While we disagree with many parts of the factfinding decision, we look forward to discussing what's possible and hopefully we can reach a resolution.

We can meet at the alternative dates and times:

Monday, January 19, 2026, at 12:00 p.m.

Tuesday, January 20, 2026, at 8:00 a.m.

Thursday, January 22, 2026, at 8:00 a.m.

If you are not available at these dates and times, please provide a few additional dates you can meet with us.

Sincerely,

David Garcia
Employee & Labor Relations Manager
SFMTA

Microsoft Teams Need help? <<https://aka.ms/JoinTeamsMeeting?omkt=en-US>>

Join the meeting now <https://teams.microsoft.com/l/meetup-join/19%3ameeting_YWUyMTczNjAtOTewNi00ZThkLTg4ZmEtMGZhNGQ4ZWY4ODcw%40thread.v2/0?context=%7b%22Tid%22%3a%221111985c-bc53-46b8-8eb1-8893001ed980%22%2c%22Oid%22%3a%22ab96e7d8-1277-41d2-af23-0c0f3b390807%22%7d%7d>
Meeting ID: 248 916 633 777 71
Passcode: dY6ZW3kp

Dial in by phone

+1 415-523-2709, 721383074# <tel:+14155232709,721383074#> United States, San Francisco

Find a local number <<https://dialin.teams.microsoft.com/b95ca0ad-d0a4-4d37-84dd-9c5628c59434?id=721383074>>

Phone conference ID: 721 383 074#

For organizers: Meeting options <https://teams.microsoft.com/meetingOptions/?organizerId=ab96e7d8-1277-41d2-af23-0c0f3b390807&tenantId=1111985c-bc53-46b8-8eb1-8893001ed980&threadId=19_meeting_YWUyMTczNjAtOTewNi00ZThkLTg4ZmEtMGZhNGQ4ZWY4ODcw@thread.v2&messageId=0&language=en-US>

US> | Reset dial-in PIN <<https://dialin.teams.microsoft.com/usp/pstnconferencing>>

From: [Garcia, David](#)
To: [Jessica Nuti](#); [Lee, Wallis \(DPW\)](#); [Sum, Jeanne \(PUC\)](#); [Abulencia, Simon](#); [Maleki, Parand](#); [Kalinowski, Christian](#); [Mark Weirick](#); [Stalfa, Gregory \(HRD\)](#); [Chu, Amanda \(HRD\)](#)
Cc: [Nuque, Amy](#); [Dines, Shana](#)
Subject: RE: Meet for resolution of the factfinding report
Date: Friday, January 9, 2026 12:43:55 PM
Attachments: [image001.png](#)

Thanks so much! Looks like our appointment is on the calendar. We look forward to meeting in person even though there is a Team's link. We hope that participants will only use that link and attend virtually based on exigent circumstances because it's sometimes difficult to manage hybrid meetings.

Thanks all!

From: Jessica Nuti <jnuti@ifpte21.org>
Sent: Friday, January 9, 2026 10:47 AM
To: Garcia, David <David.Garcia@sfmta.com>; Lee, Wallis (DPW) <wallis.lee@sfdpw.org>; Sum, Jeanne (PUC) <JSum@sflower.org>; Abulencia, Simon <Simon.Abulencia@sfmta.com>; Maleki, Parand <Parand.Maleki@sfmta.com>; Kalinowski, Christian <Christian.Kalinowski@sfmta.com>; Mark Weirick <mweirick@ifpte21.org>; Stalfa, Gregory (HRD) <gregory.stalfa@sfgov.org>; Chu, Amanda (HRD) <amanda.l.chu@sfgov.org>
Cc: Nuque, Amy <Amy.Nuque@sfmta.com>; Dines, Shana <Shana.Dines@sfmta.com>
Subject: Re: Meet for resolution of the factfinding report

EXT

Hi David,

Thank you for reaching out. We're available to meet on Wednesday.

Hi Amanda,

Can you please provide release time for Jeanne Sum (PUC) and Wallis Lee (DPW) to attend the meeting on Wednesday, 1/14 at 4PM? Thank you so much!

All the best,



Jessica Nuti (she/her)

Organizer, IFPTE Local 21

Main: (415) 864-2100

Direct: (415) 914-7367

Join Us: www.ifpte21.org/join/

From: Garcia, David

Sent: Wednesday, January 7, 2026 7:36 PM

To: Garcia, David <David.Garcia@sfmta.com>; Jessica Nuti <jnuti@ifpte21.org>; Lee, Wallis (DPW) <wallis.lee@sfdpw.org>; Sum, Jeanne (PUC) <JSum@sfgov.org>; Abulencia, Simon <Simon.Abulencia@sfmta.com>; Maleki, Parand <Parand.Maleki@sfmta.com>; Kalinowski, Christian <Christian.Kalinowski@sfmta.com>; Mark Weirick <mweirick@ifpte21.org>; Stalfa, Gregory (HRD) <gregory.stalfa@sfgov.org>

Cc: Nuque, Amy <Amy.Nuque@sfmta.com>; Dines, Shana <Shana.Dines@sfmta.com>

Subject: Meet for resolution of the factfinding report

When: Wednesday, January 14, 2026 4:00 PM-5:00 PM.

Where: Civic Center Conference Room (1SVN 3074) (1SVN 3074)

Dear Local 21:

We request to meet promptly (**In-person**) to continue discussion following the factfinding decision from Gina Roccanova. We can meet with you at 4:00 pm for an in-person meet at 1 South Van Ness, 3rd Floor, in the Civic Center Conference Room.

If you cannot attend on Wednesday, January 14th, 2026, we offer the following additional dates and times for you to consider. While we disagree with many parts of the factfinding decision, we look forward to discussing what's possible and hopefully we can reach a resolution.

We can meet at the alternative dates and times:

Monday, January 19, 2026, at 12:00 p.m.

Tuesday, January 20, 2026, at 8:00 a.m.

Thursday, January 22, 2026, at 8:00 a.m.

If you are not available at these dates and times, please provide a few additional dates you can meet with us.

A Teams Link is attached in the event someone cannot attend, and yet we request that all participants endeavor to meet in person.

Sincerely,

David Garcia
Employee & Labor Relations Manager
SFMTA

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 248 916 633 777 71

Passcode: dY6ZW3kp

Dial in by phone

[+1 415-523-2709,,721383074#](#) United States, San Francisco

[Find a local number](#)

Phone conference ID: 721 383 074#

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

This message is from outside of the SFMTA email system. Please review the email carefully before responding, clicking links, or opening attachments.

From: [Garcia, David](#)
To: [Jessica Nuti](#); [Mark Weirick](#); [Maleki, Parand](#); [Kalinowski, Christian](#)
Cc: [Dines, Shana](#); [Nhan, Leanne](#)
Subject: Check in Re PSC 5828
Start: Thursday, January 29, 2026 11:00:00 AM
End: Thursday, January 29, 2026 11:30:00 AM
Location: Microsoft Teams Meeting
Attachments: [image001.png](#)
Importance: High

Hi Jessica – We have time to connect tomorrow to hear what you have. Looks like we have 30 minutes available as a team, from 11:00am to 11:30am.

From: Jessica Nuti <jnuti@ifpte21.org>
Sent: Thursday, January 29, 2026 7:12 AM
To: Garcia, David <David.Garcia@sfmta.com>; Mark Weirick <mweirick@ifpte21.org>; Maleki, Parand <Parand.Maleki@sfmta.com>
Cc: Dines, Shana <Shana.Dines@sfmta.com>; Nhan, Leanne <Leanne.Nhan@sfmta.com>
Subject: Re: Check in Re PSC 5828

EXT

Hi David,

Thank you for reaching out. I'm sure you got my autoreply, but I've been out sick since last week. My goal is to catch up on this today. Do you have some availability tomorrow to connect once I've been able to review the items you sent over to me?

Thank you,

Jessica Nuti (she/her)

Lead Union Organizer, IFPTE Local 21

Main: (415) 864-2100

Direct: (415) 914-7367

Join Us: www.ifpte21.org/join/ <<http://www.ifpte21.org/join/>>

From: Garcia, David
Sent: Tuesday, January 27, 2026 3:11 PM
To: Garcia, David <David.Garcia@sfmta.com <mailto:David.Garcia@sfmta.com> >; Jessica Nuti <jnuti@ifpte21.org <mailto:jnuti@ifpte21.org> >; Mark Weirick <mweirick@ifpte21.org <mailto:mweirick@ifpte21.org> >; Maleki, Parand <Parand.Maleki@sfmta.com <mailto:Parand.Maleki@sfmta.com> >
Cc: Dines, Shana <Shana.Dines@sfmta.com <mailto:Shana.Dines@sfmta.com> >; Nhan, Leanne <Leanne.Nhan@sfmta.com <mailto:Leanne.Nhan@sfmta.com> >
Subject: Check in Re PSC 5828
When: Thursday, January 29, 2026 9:30 AM-10:00 AM.
Where: Microsoft Teams Meeting

Dear Local 21 –

From: [Garcia, David](#)
To: [Jessica Nuti](#); [Mark Weirick](#)
Cc: [Maleki, Parand](#); [Kalinowski, Christian](#); [Abulencia, Simon](#); [Dines, Shana](#)
Subject: FW: Info Request Response re: CP&C staffing Pre PSC Request No. 5828
Date: Tuesday, January 27, 2026 4:27:00 PM
Attachments: [Filled Positions_02122025.xlsx](#)
[image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[CP&C org chart 2.1.25 vac reference.pdf](#)
[Filled Positions_02122025_Corrected with Highlight of Loaned employees.xlsx](#)
[Copy of Filled Positions_01272026.xlsx](#)
Importance: High

Hi Jessica – My last transmittal of the Feb 2025 list did not highlight the employees who were loaned, and this communication includes that now.

In the attached, you can see which employees were loaned and to which department in the highlighted rows on the excel sheet titled, Fille Positions_02122025. I've also attached another copy of the January 2026 list here for your convenience. Please let me know if you have questions and please confirm whether we can meet on this Thursday morning 1/29.

Thank you,

David

From: Garcia, David
Sent: Tuesday, January 27, 2026 3:17 PM
To: Jessica Nuti <jnuti@ifpte21.org>
Cc: Mark Weirick <mweirick@ifpte21.org>; Abulencia, Simon <Simon.Abulencia@sfmta.com>; Maleki, Parand <Parand.Maleki@sfmta.com>; Kalinowski, Christian <Christian.Kalinowski@sfmta.com>; Dines, Shana <Shana.Dines@sfmta.com>
Subject: Info Request Response re: CP&C staffing Pre PSC Request No. 5828
Importance: High

Dear Jessica –

Shana let me know of your info request. Attached is an org chart for CP&C as of February 2025 as well as the L21 represented position – job incumbents as of February 2025 too.

Please let me know if you have questions or additional requests.

Thank you,

David Garcia (He/Him/His)
Employee & Labor Relations Manager



David.Garcia@sfmta.com

Office | 415-646-4841

1 South Van Ness Ave. 6th Floor #6133

San Francisco, CA 94103

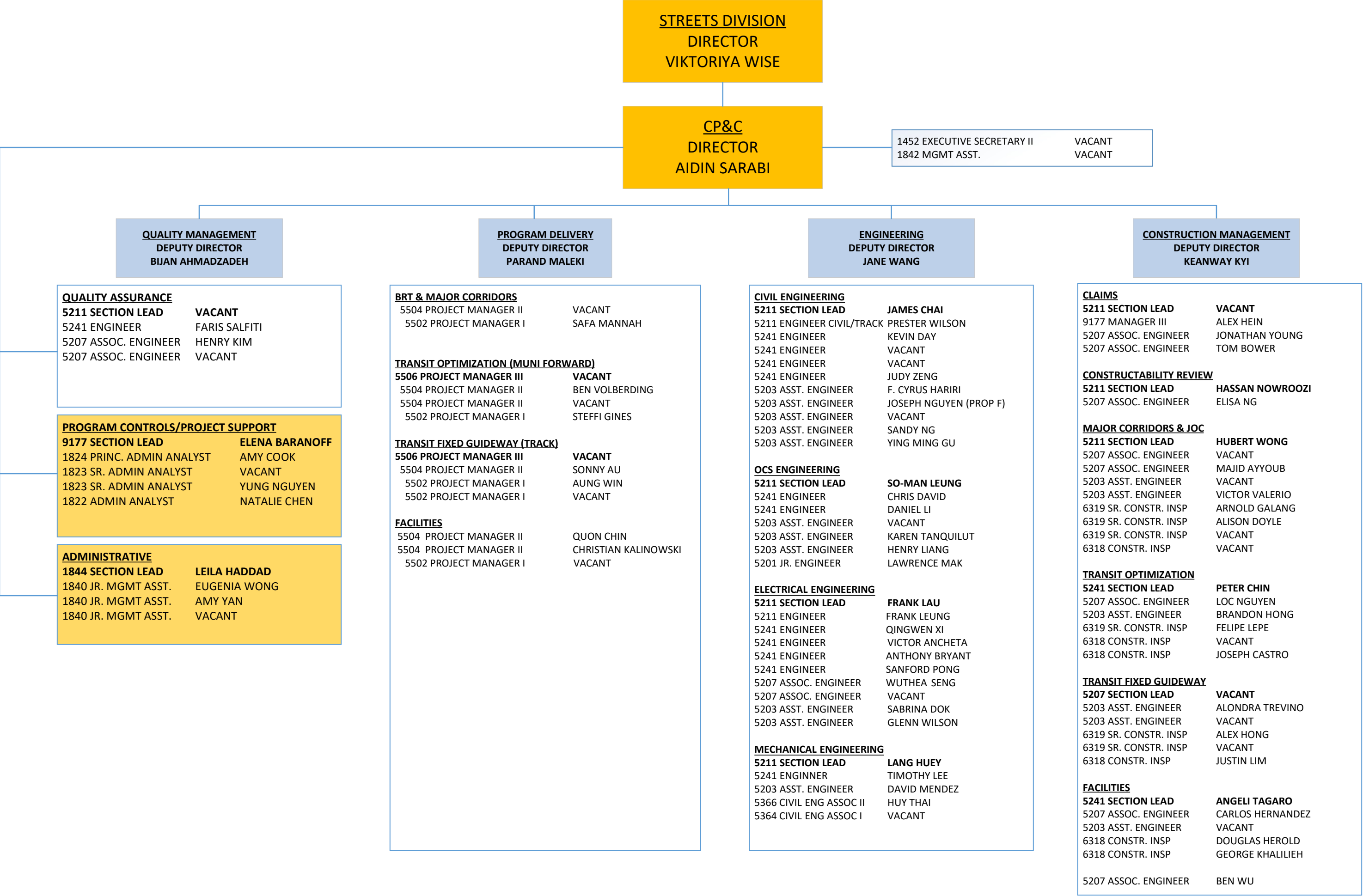
   [SFMTA.com](https://www.sfmta.com)

DIVCODE	PCN	Appt Class	TITLE	Appt Type	DSWID	LASTNAME	FIRSTNAME
CPC	18230029	1823	Senior Administrative An	PCS	180994	Nguyen	Yung
CPC	18240081	1824	Principal Admin Analyst	PCS	173316	Cook	Amy
CPC	52030002	5203	Assistant Engineer	PCS	47856	Hariri	Farrokh
CPC	52030008	5203	Assistant Engineer	PCS	223971	Liang	Hongen (He
CPC	52030009	5203	Assistant Engineer	PCS	63312	Trevino-Ortiz	Alondra
CPC	52030010	5203	Assistant Engineer	PCS	177096	Wilson	Glenn
CPC	52030019	5203	Assistant Engineer	PCS	60900	Mannah-Ayon	Safa
CPC	52030022	5203	Assistant Engineer	PCS	207864	Hong	Brandon
CPC	52030025	5203	Assistant Engineer	PCS	199608	Valerio	Victor
CPC	52030029	5203	Assistant Engineer	PCS	185268	Mendez-Garcia	David
CPC	52030031	5201	Junior Engineer	PCS	194241	Win	Aung
CPC	52030034	5203	Assistant Engineer	PCS	32839	Ng	Sandy
CPC	52030038	5203	Assistant Engineer	TE	18750	Nguyen	Joseph
CPC	52030040	5203	Assistant Engineer	PCS	177292	Dok	Sabrina
CPC	52030087	5203	Assistant Engineer	PCS	171429	Tanquilut	Karen
CPC	52030098	5201	Junior Engineer	PCS	144281	Mak	Lawrence
CPC	52030100	5203	Assistant Engineer	PCS	41242	Gu	Yingming
CPC	52070003	5207	Associate Engineer	PCS	19485	Bower	Thomas
CPC	52070004	5207	Associate Engineer	PCS	34245	Seng	Wuthea
CPC	52070012	5207	Associate Engineer	PCS	161156	Young	Jonathan
CPC	52070017	5207	Associate Engineer	PCS	49485	Wu	Ben
CPC	52070019	5207	Associate Engineer	PCS	28058	Ng	Elisa
CPC	52070022	5207	Associate Engineer	PCS	26241	Kim	Henry
CPC	52070028	5207	Associate Engineer	PCS	16932	Ayyoub	Majid
CPC	52070100	5207	Associate Engineer	PCS	154301	Nguyen	Loc
CPC	52070101	5207	Associate Engineer	PCS	170492	Gines	Steffi
CPC	52070104	5207	Associate Engineer	PCS	181434	Hernandez Garc	Carlos
CPC	52110001	5211	Senior Engineer	PCS	25230	Hoe	Albert
CPC	52110003	5211	Senior Engineer	PCS	19719	Huey	Lang
CPC	52110006	5211	Senior Engineer	PCS	26295	Lau	Frank
CPC	52110016	5211	Senior Engineer	PCS	46915	Orsburn	Paul
CPC	52110025	5211	Senior Engineer	PCS	230957	Chai	Jianzhong (J
CPC	52110032	5211	Senior Engineer	PCS	43172	Leung	So-Man
CPC	52110035	5211	Senior Engineer	PCS	27204	Wong	Hubert
CPC	52110036	5211	Senior Engineer	PCS	35450	Leung	Frank
CPC	52110038	5211	Senior Engineer	PCS	10006	Wilson	Prester
CPC	52110043	5211	Senior Engineer	PCS	19884	Nowroozi	Hassan
CPC	52120005	5212	Principal Engineer	PE	20874	Kyi	Keanway
CPC	52120011	5212	Principal Engineer	PCS	23054	Ahmadzadeh	Bijan
CPC	52120013	5212	Principal Engineer	PCS	20553	Wang	Jane
CPC	52410001	5241	Engineer	PCS	23043	Ancheta	Victor
CPC	52410003	5241	Engineer	PCS	39637	Chin	Peter
CPC	52410004	5241	Engineer	PCS	42194	Wong	Garland

CPC	52410005	5241	Engineer	PCS	46315	David	Chris
CPC	52410007	5241	Engineer	PCS	160730	Li	Daniel
CPC	52410012	5241	Engineer	PCS	46688	Szeto	Angeli Fatir
CPC	52410019	5241	Engineer	PCS	177894	Zeng	Cheng
CPC	52410031	5241	Engineer	PCS	22814	Pong	Sanford
CPC	52410032	5241	Engineer	PCS	43496	Xi	Qingwen
CPC	52410075	5241	Engineer	PCS	34011	Bryant	Anthony
CPC	52410076	5241	Engineer	PCS	47591	Lee	Timothy
CPC	52410077	5241	Engineer	PCS	18726	Day	Kevin
CPC	52410080	5241	Engineer	PCS	47445	Salfiti	Faris
CPC	53660009	5366	Engineering Associate 2	PCS	171009	Thai	Huy
CPC	55040010	5504	Project Manager II	PE	220136	Chin	Hoy Quon
CPC	55040015	5504	Project Manager II	PE	237900	Au	Sonny
CPC	55040020	5504	Project Manager II	PE	62325	Volberding	Benjamin
CPC	55040025	5504	Project Manager II	PE	175422	Kalinowski	Christian
CPC	55060013	5506	Project Manager III	PE	186037	Maleki	Parand
CPC	63180015	6318	Construction Inspector	PCS	164504	Khalilieh	George
CPC	63180016	6318	Construction Inspector	PCS	32052	Lim	Justin
CPC	63180017	6318	Construction Inspector	PCS	177781	Herold	Douglas
CPC	63190001	6319	Senior Construction Inspr	PCS	41137	Galang	Arnold
CPC	63190002	6319	Senior Construction Inspr	PCS	160414	Doyle	Alison
CPC	63190003	6319	Senior Construction Inspr	PCS	25748	Castro	Joseph
CPC	63190005	6319	Senior Construction Inspr	PCS	26947	Hong	Alex
CPC	63190007	6319	Senior Construction Inspr	PCS	68921	Lepe	Felipe

INIT	Start Work Date
T	5/27/2023
C	1/20/2024
C	10/16/2006
Henry)	11/26/2022
	5/29/2012
D	3/5/2022
J	1/26/2019
J	8/6/2022
J	9/3/2022
	10/14/2023
Z	8/24/2019
K	10/2/2000
N	7/20/2024
W	5/19/2018
L	6/17/2017
L	10/21/2017
	2/22/2020
A	9/16/2006
	12/27/2010
L	7/14/2018
M	4/6/2019
	12/31/2007
	10/6/2000
Y	10/6/2000
Q	4/23/2016
O	6/15/2019
E	11/12/2022
	6/10/2013
	12/9/2023
W	7/10/2010
M	9/8/2018
James)	9/2/2023
	2/24/2018
J	11/11/2023
W	7/28/2018
	9/23/2017
M	9/8/2018
	4/27/2024
	3/26/2016
M	6/10/2023
C	8/11/2008
	1/20/2024
T	12/16/2017

R	12/15/2018
	7/8/2023
T	11/18/2017
	12/15/2018
C	4/30/2012
	10/29/2001
	2/25/2017
C	1/27/2018
J	2/10/2018
D	8/14/2017
H	6/16/2018
	6/25/2022
W	4/27/2024
T	4/27/2024
G	8/6/2022
	12/23/2023
Y	1/9/2017
S	2/11/2017
C	2/11/2017
P	9/30/2023
	7/22/2023
D	7/22/2023
C	1/28/2017
	5/27/2023



PCN	Appt Class	TITLE	Appt Type	DSWID	LASTNAME	FIRSTNAME	INIT
18230029	1823	Senior Adm	PCS	180994	Nguyen	Yung	T
18240081	1824	Principal Ac	PCS	173316	Cook	Amy	C
52030002	5203	Assistant El	PCS	47856	Hariri	Farrokh	C
52030009	5203	Assistant El	PCS	63312	Trevino-Ort	Alondra	
52030010	5203	Assistant El	PCS	177096	Wilson	Glenn	D
52030019	5203	Assistant El	PCS	60900	Mannah-Ay	Safa	J
52030022	5203	Assistant El	PCS	207864	Hong	Brandon	J
52030025	5203	Assistant El	PCS	199608	Valerio	Victor	J
52030029	5203	Assistant El	PCS	185268	Mendez-Ga	David	
52030034	5203	Assistant El	PCS	32839	Ng	Sandy	K
52030038	5203	Assistant El EX-RETIREE		18750	Nguyen	Joseph	N
52030040	5203	Assistant El	PCS	177292	Dok	Sabrina	W
52030087	5203	Assistant El	PCS	171429	Tanquilut	Karen	L
52030098	5201	Junior Engir	PCS	144281	Mak	Lawrence	L
52070004	5207	Associate E	PCS	34245	Seng	Wuthea	
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52070017	5207	Associate E	PCS	49485	Wu	Ben	M
52070019	5207	Associate E	PCS	28058	Ng	Elisa	
52070022	5207	Associate E	PCS	26241	Kim	Henry	
52070028	5207	Associate E	PCS	16932	Ayyoub	Majid	Y
52070101	5207	Associate E	PCS	170492	Octaviano	Steffi	O
52070104	5207	Associate E	PCS	181434	Hernandez	Carlos	E
52110001	5211	Senior Engi	PCS	25230	Hoe	Albert	
52110003	5211	Senior Engi	PCS	19719	Huey	Lang	
52110006	5211	Senior Engi	PCS	26295	Lau	Frank	W
52110016	5211	Senior Engi	PCS	46915	Orsburn	Paul	M
52110025	5211	Senior Engi	PCS	230957	Chai	Jianzhong (James)	
52110032	5211	Senior Engi	PCS	43172	Leung	So-Man	
52110035	5211	Senior Engi	PCS	27204	Wong	Hubert	J
52110036	5211	Senior Engi	PCS	35450	Leung	Frank	W
52110043	5211	Senior Engi	PCS	19884	Nowroozi	Hassan	M
52120005	5212	Principal Er	PE	20874	Kyi	Keanway	
52120011	5212	Principal Er	PCS	23054	Ahmadzade	Bijan	
52120013	5212	Principal Er	PCS	20553	Wang	Jane	M
52410001	5241	Engineer	PCS	23043	Ancheta	Victor	C
52410004	5241	Engineer	PCS	42194	Wong	Garland	T
52410005	5241	Engineer	PCS	46315	David	Chris	R
52410007	5241	Engineer	PCS	160730	Li	Daniel	
52410019	5241	Engineer	PCS	177894	Zeng	Cheng	
52410031	5241	Engineer	PCS	22814	Pong	Sanford	C
52410032	5241	Engineer	PCS	43496	Xi	Qingwen	
52410075	5241	Engineer	PCS	34011	Bryant	Anthony	
52410076	5241	Engineer	PCS	47591	Lee	Timothy	C

52410077	5241	Engineer	PCS	18726	Day	Kevin	J
52410080	5241	Engineer	PCS	47445	Salfiti	Faris	D
53660009	5366	Engineering	PCS	171009	Thai	Huy	H
55040010	5504	Project Mar	PE	220136	Chin	Hoy Quon	
55040020	5504	Project Mar	PE	62325	Volberding	Benjamin	T
55040025	5504	Project Mar	PE	175422	Kalinowski	Christian	G
55060013	5506	Project Mar	PE	186037	Maleki	Parand	
63180015	6318	Constructic	PCS	164504	Khalilieh	George	Y
63180016	6318	Constructic	PCS	32052	Lim	Justin	S
63180017	6318	Constructic	PCS	177781	Herold	Douglas	C
63190002	6319	Senior Con:	PCS	160414	Doyle	Alison	
63190003	6319	Senior Con:	PCS	25748	Castro	Joseph	D
63190005	6319	Senior Con:	PCS	26947	Hong	Alex	C
63190007	6319	Senior Con:	PCS	68921	Lepe	Felipe	

Start Work Date

5/27/2023
1/20/2024
10/16/2006
5/29/2012
3/5/2022
1/26/2019
8/6/2022
9/3/2022
10/14/2023
10/2/2000
7/20/2024
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12/20/2025
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1/9/2017
2/11/2017
2/11/2017
7/22/2023
7/22/2023
1/28/2017
5/27/2023