

Table of Contents
PSC Submissions

New

DHRPSC0005759 v 0.01	City Administrator	1
DHRPSC0005966 v 0.01	Airport Commission	5
DHRPSC0005952 v 0.01	Airport Commission	12
DHRPSC0005978 v 0.01	Airport Commission	21
DHRPSC0006029 v 0.01	Airport Commission	33
DHRPSC0006057 v 0.01	Public Health	45
DHRPSC0006030 v 0.01	Public Health	48
DHRPSC0005946 v 0.01	Public Health	52
DHRPSC0006038 v 0.01	Public Works	57
DHRPSC0006053 v 0.01	Homelessness and Supportive Housing	61
DHRPSC0006041 v 0.01	Human Service Agency	83
DHRPSC0006036 v 0.01	Municipal Transportation Agency	170
DHRPSC0006040 v 0.01	Municipal Transportation Agency	175
DHRPSC0006043 v 0.01	Municipal Transportation Agency	178
DHRPSC0006063 v 0.01	Police	181
DHRPSC0005903 v 0.01	Public Utilities Commission	186

Amendment

DHRPSC0002793 v 1.01	Emergency Management	189
DHRPSC0003377 v 1.01	Mayor	194
DHRPSC0003434 v 1.01	Police	202
DHRPSC0003972 v 2.01	Sheriff	216

PSC Requests Scheduled for Hearing - 3/2/2026

SC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
DHRPSC0005759 - v0.01	ADM	New	\$6,800,000.00	\$6,800,000.00	<p>Contractor shall provide facilities for the City to dump truckloads of various abandoned materials from the public right of way and inerts for reuse, recycling, and composting. Material includes but is not limited to:</p> <ul style="list-style-type: none"> Abandoned materials from public parkways, public rights-of-way, and trackway systems. Debris materials from screening sewage treatment plants, catch-basin cleaning, and/or main sewer cleaning. This contract will not include bulky items, construction & demolition materials, green waste materials, prohibited waste, and refuse materials within city collection locations. 	60	60	2026-03-02 14:00:00	Lynn Khaw
DHRPSC0005966 - v0.01	AIR	New	\$3,500,000.00	\$3,500,000.00	<p>The Contractor will provide as-needed support services for aviation security systems projects, as well as compliance and risk assessment consulting related to aviation security regulatory mandates. The services include system assessment, industry best-practice guidance, design and development support, testing and implementation assistance, ongoing maintenance support, regulatory and Transportation Security Administration (TSA) compliance consulting, and risk vulnerability assessment to drive continuous improvement.</p>	60	60	2026-03-02 14:00:00	Sung Kim
DHRPSC0005952 - v0.01	AIR	New	\$6,000,000.00	\$6,000,000.00	<p>The PARCS Replacement Project requires end-to-end support to replace the Airport's revenue-critical parking system, which now serves over 23,000 spaces and must remain fully operational during implementation. This adds significant complexity to planning, phasing, and commissioning.</p>	50	50	2026-03-02 14:00:00	Victor Madrigal

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
DHRPSC0005978 - v0.01	AIR	New	\$50,000,000.00	\$50,000,000.00	<p>Services include:</p> <ul style="list-style-type: none"> - Program & Project Management: Planning, scheduling, budgeting, risk management, and multi-phase coordination. - Stakeholder & Design Management: Integrating technology, electrical, and low-voltage system designs; coordinating with Airport operations to avoid service disruptions. - Design Services: Design of the coordination and construction for the infrastructure needs for Parking Access, and Revenue Control Systems. - Construction Management: Overseeing installation, system integration, field testing, and operational continuity. - Project Controls & Contract Administration: Managing cost, schedule, reporting, procurement support, contract compliance, and change management. - Cost Estimating: Preparing independent estimates for equipment, software, and infrastructure upgrades. - Commissioning & Activation: Executing commissioning of airport special systems—security, power, and low-voltage—and developing test plans, inspections, and software/hardware activation for all parking facilities. <p>This scope requires specialized airport systems expertise and seamless coordination to ensure uninterrupted revenue collection and reliable parking throughout the system replacement.</p> <p>The Airport seeks professional and design services to support the Airport Tenant Relocations (ATR) Project, which includes selective renovation of interior office and operational spaces in the Dianne Feinstein International</p>	60	60	2026-03-02 14:00:00	Victor Madrigal

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
					<p>Terminal (DFIT) and Courtyard 4 Connector (C4C) Building, and the relocation of existing Airport tenants and Commission staff to create revenue-generating spaces and to enable future capital development.</p> <p>Services include:</p> <ul style="list-style-type: none"> - Program & Project Management: Program development, planning, scheduling, budgeting, risk management, and multi-phase construction coordination. - Stakeholder & Design Management: Coordinating with multiple stakeholders (airport, tenants, airlines, federal agencies) and other construction projects to avoid disruptions to tenant and Airport operations. - Design Services: Design of architectural, MEP, electrical, and low-voltage systems, investigation and documentation of existing conditions, and analysis of the existing building systems within the limits of work, which may require upgrades to current building codes. - Construction Management & Scheduling: Overseeing construction of tenant improvement work, which requires close coordination with multiple tenant groups, enabling work and multi-phase construction scheduling to minimize disruptions to adjacent tenants and Airport operations. - Project Controls & Contract Administration: Managing cost, schedule, reporting, procurement support, contract compliance, and change management. - Cost Estimating: Preparing independent estimates for trade packages and equipment to support tenant improvement build-outs and early enabling work. 				

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
DHRPSC0006029 - v0.01	AIR	New	\$6,000,000.00	\$6,000,000.00	<p>- Commissioning & Activation: Commissioning and activation of MEP and special systems to meet Airport and federal design standards, as applicable.</p> <p>Terminal Kitchen Electrical Upgrade - Assess multiple terminal kitchen spaces in Terminals 2 and 3 to evaluate existing electrical capacity and identify required upgrades for tenant kitchen spaces with lease end dates of October 31, 2027. The purpose is to support the transition from natural gas to fully electric operations in order to meet city-required all-electric standards. The work focuses on the building electrical backbone, including evaluation of existing systems, identification of necessary upgrades, and preparation of each kitchen space to support full electrification.</p> <p>eGSE Charging Infrastructure upgrade- Replace inoperable eGSE charging units and components that prevent the units from fully functioning, and support the integration of basic monitoring capabilities where required. The goal is to maintain a reliable charging network that supports daily airside operations.</p> <p>Services include:</p> <ul style="list-style-type: none"> - Program & Project Management: Planning, scheduling, budgeting, risk management, and multi-phase coordination. - Stakeholder & Design Management: Integrating technology, electrical, and low-voltage system designs; coordinating with Airport operations to avoid service disruptions. - Design Services: Design of the coordination and construction for the infrastructure needs for Parking Access, and Revenue Control Systems. - Construction Management: Overseeing 	60	60	2026-03-02 14:00:00	Victor Madrigal

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
					<p>installation, system integration, field testing, and operational continuity.</p> <p>- Project Controls & Contract Administration: Managing cost, schedule, reporting, procurement support, contract compliance, and change management.</p> <p>- Cost Estimating: Preparing independent estimates for equipment, software, and infrastructure upgrades.</p> <p>- Commissioning & Activation: Executing commissioning of airport special systems—security, power, and low-voltage—and developing test plans, inspections, and software/hardware activation for all parking facilities</p>				
DHRPSC0006057 - v0.01	DPH	New	\$1,000,000.00	\$1,000,000.00	<p>DPH is acquiring a personal duress devices solution for 400+ field-based staff. Personal duress device solutions operate in similar ways to alarm monitoring services for home security systems. Alarm monitoring services are a critical component to field-based duress alarm systems because they receive alerts from end-users that have activated a duress alarm through their mobile device. The alarm monitoring service operates 24/7/365 and can take immediate actions on those alerts, including communicating with the person in distress as well as ensuring that the alert and accompanying location data is immediately routed to law enforcement or emergency medical services for response. The systems in use at the alarm monitoring company will also provide data that DPH will depend on to monitor the performance of the contract (e.g., timeliness of response) as well as understand the disposition of various kinds of incidents staff encounter in the field, including verbal threats, stalking, aggressive behavior, attempted physical assault, weapons present, unsafe environments/conditions.</p>	60	60	2026-03-02 14:00:00	Reanna Albert
DHRPSC0006030 - v0.01	DPH	New	\$1,153,600.00	\$1,153,600.00	<p>The purpose of this grant project is to create and expand capacity at the local level to educate, prevent, and provide linkages to treatment</p>	60	60	2026-03-02 14:00:00	Reanna Albert

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
DHRPSC0005946 - v0.01	DPH	New	\$2,500,000.00	\$2,500,000.00	<p>programs, including dental disease caused by using cigarettes and other tobacco products. The contractor will provide program and fiscal administration services, including the hiring and management of short-term contracted employees. They will also manage and disburse funds, such as consultant payments and volunteer stipends, as directed by the DPH System of Care. These disbursements will be made in accordance with the specific project requirements and the California Department of Public Health (CDPH)-approved grant budget. The contractor must have the capacity to make payments by check, credit card, or other electronic payment mechanisms. Additionally, the contractor will manage travel arrangements for short-term contracted employees to attend grant-required convenings or to report on programs at local or national conferences, ensuring adherence to applicable City and County policies and procedures. The contractor will also oversee professional consultants and manage subcontract agreements, ensuring compliance with relevant City and County policies.</p> <p>Contractor will support the continuation and preservation of public health services through program administration support and program staffing services, with an emphasis on services supporting San Francisco's current and future strategies related to "Getting to Zero" (GTZ) and "Ending the HIV/STI/HCV Epidemic" Initiatives. Program administration services include support for as-needed and continuing public health research and programs including financial management and reporting, performance and quality management, and management of subcontract agreements. Program staffing services include, but are not limited to, as-needed recruitment, onboarding, and human resource management of public health positions allowed under Human Resources management directive (currently limited to research staff).</p>	60	60	2026-03-02 14:00:00	Reanna Albert

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
DHRPSC0006038 - v0.01	DPW	New	\$7,500,000.00	\$7,500,000.00	<p>As Needed Historical Preservation Specialty Services:</p> <p>Provide as-needed historic preservation services to support Public Works' design teams and ensure compliance with the Public Resources Code (PRC) 5024 and 5024.5, the California Environmental Quality Act (CEQA), the National Environmental Policy Act (NEPA), and Section 106 of the National Historic Preservation Act (NHPA) for campuses, buildings, and structures owned and operated by the City and County of San Francisco. Services may include cultural resource inventories, historical evaluations, impact assessments and studies, management documents, and preparation of construction documents and specifications.</p>	84	84	2026-03-02 14:00:00	Belle Macaranas
DHRPSC0006053 - v0.01	HOM	New	\$30,000,000.00	\$30,000,000.00	<p>Non-profit service providers will provide integrated, culturally competent emergency shelter services and operations 24/7 at City-owned shelter sites, including emergency shelters, congregate and non-congregate shelters, navigation centers, and transitional or interim housing sites. The programs serve adults, transitional age youth, and families experiencing homelessness.</p> <p>Guest support services include, but are not limited to, guest intake, assessment and creation of an individualized housing-focused service plan; case management, including ongoing counseling services to establish goals and track progress towards those goals; wellness checks and connection to care for anyone demonstrating symptoms of physical or behavioral health needs; referrals and coordination of services to support guests' application for and maintaining various local benefits, community resources and social services; housing search and placement support to</p>	60	60	2026-03-02 14:00:00	Monique Colon

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
DHRPSC0006041 - v0.01	HSA	New	\$6,500,000.00	\$6,500,000.00	<p>assist clients with finding and securing permanent housing by problem solving and helping to navigate the application process; referral and linkage to mental health services or connections to external therapists; coordination of support groups and organized activities for peer support, including age-appropriate activities and enrichment programming for youth under the age of 18; and document readiness to support guests with housing options and placement.</p> <p>Safety and de-escalation services to ensure the safety of the served population, staff and visitors, including conducting search of persons and property for potentially dangerous items prior to entering sites, patrol of the site and surrounding area, and assistance with conflict de-escalation and crisis management in trauma-informed approach.</p> <p>Emergency shelter and operations management services including reservation and waitlist management; storage services; access to and maintenance of shower and restroom facilities; janitorial services to keep facilities safe, sanitary and pest free; general maintenance and access to meals.</p> <p>Collaborate with FCS, Department of Public Health (DPH), and other local agencies.</p> <ul style="list-style-type: none"> DPH clinician assess FCS clients via the Substance Use Disorder (SUD) Assessment to determine whether the client requires inpatient or outpatient treatment services. Upon determination that the client meets criteria for outpatient services and has an open child welfare case, the contracted vendor will promptly outreach the client to offer services. 	48	48	2026-03-02 14:00:00	Tara Alvarez

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
					<p>o Contracting vendor provides intensive case management services, community outreach, and supportive services for families served by FCS annually. The goal of intensive case management is to provide individualized, collaborative, coordinated and supportive services that will assist the client in their family reunification, stabilization, or prevention of FCS involvement. Case management will be based on a formal assessment, and will be family-centered, strength-based, needs-driven, solution-oriented, and community-based. Intensive case management will work to support families in strengthening the Five Protective Factors:</p> <ul style="list-style-type: none"> a. Family functioning/resiliency b. Social support c. Concrete support d. Nurturing and attachment e. Knowledge of parenting/child development 				
DHRPSC0006036 - v0.01	MTA	New	\$850,731.11	\$850,731.11	<p>AFC equipment consists of Ticket Vending Machine (TVM), Reversible Fare Gates, Station Agent Gates, and Station Operations Control Unit. Hardware maintenance must include maintenance strategy; corrective maintenance; preventive maintenance; configuration monitoring to comply and communicate with NextFare software; spares inventory; systems monitoring; and Maintenance Help Desk (METRIX) implementation and management. Contractor will also be required to submit weekly maintenance reports as outlined by SFMTA. Contractor, per the agreed schedule and timeline, is responsible to train SFMTA personnel for First Line Maintenance tasks of TVM's and Fare Gates, work that was previously done by Cubic personnel under contract with the Metropolitan Transportation Commission.</p>	24	24	2026-03-02 14:00:00	Maggie Chan

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
DHRPSC0006040 - v0.01	MTA	New	\$3,600,000.00	\$3,600,000.00	Design, furnish and install a wheel profile measuring system and a pantograph automated measuring system at the Muni Metro East (MME) Facility. These systems will be integrated into SFMTA's rail vehicle maintenance operations.	18	18	2026-03-02 14:00:00	Amy Nuque
DHRPSC0006043 - v0.01	MTA	New	\$440,000.00	\$440,000.00	SFMTA requires engineering support to manage interfaces between the Advanced Train Control System (ATCS) and the Train Control Upgrade Project (TCUP). Train Control Upgrade Project involves extensive coordination with the existing Advanced Train Control System and will ultimately replace it with a modern Communication-Based Train Control (CBTC) system. This engineering support includes support during design reviews, technical review of supplier deliverable documents, visits to the work site in San Francisco, inspections of site installations, site test witnessing and reporting, and hosting training workshops for staff.	12	12	2026-03-02 14:00:00	Amy Nuque
DHRPSC0006063 - v0.01	POL	New	\$375,000.00	\$375,000.00	The San Francisco Police Department (SFPD) Mounted Unit requires as-needed farrier services (horseshoeing) for a herd of approximately 20 horses. The services will include (1) trimming and shoeing hooves, (2) responding to same day emergency calls for missing shoes or making shoe adjustments, (3) evaluating horses for SFPD procurement and (4) providing specialized tools and equipment to perform services.	60	60	2026-03-02 14:00:00	Vincent Lee
DHRPSC0005903 - v0.01	PUC	New	\$2,000,000.00	\$2,000,000.00	Due to the remote nature of the Alameda Creek Watershed Center (ACWC) as well as its proximity to Alameda Creek, traditional sewer systems such as municipal sewer access or on-site septic systems are unavailable to this facility. In response to this, the ACWC has been designed to collect all sewer waste within a below-grade holding tank until full, at which time it must be pumped into a mobile sewer transport truck and taken off-site for appropriate disposal. The services to be performed through this PSC are limited to the pumping out of collected sewer waste and transported to a nearby sewer treatment plant for proper treatment and disposal.	60	60	2026-03-02 14:00:00	Shawndrea Hale
TOTALS:			\$128,219,331.11	\$128,219,331.11					

Department Summary

Department	New Count	Amendment Count	Total New Amount	Total Cumulative Amount
ADM	1	0	\$6,800,000.00	\$6,800,000.00
AIR	4	0	\$65,500,000.00	\$65,500,000.00
DPH	3	0	\$4,653,600.00	\$4,653,600.00
DPW	1	0	\$7,500,000.00	\$7,500,000.00
HOM	1	0	\$30,000,000.00	\$30,000,000.00
HSA	1	0	\$6,500,000.00	\$6,500,000.00
MTA	3	0	\$4,890,731.11	\$4,890,731.11
POL	1	0	\$375,000.00	\$375,000.00
PUC	1	0	\$2,000,000.00	\$2,000,000.00
Column Total	16	0	\$128,219,331.11	\$128,219,331.11

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PSC Requests Scheduled for Hearing - 3/2/2026

SC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
DHRPSC0002793 - v1.01	DEM	Amendment	\$9,000,000.00	\$15,000,000.00	Original coordinator's email: william.lee@sfgov.org. Contractor will provide software, maintenance, support, and services to the eight urban areas collectively known as 'California Urban Area Subscribers' under a statewide risk management program. The program leverages local and regional risk management, critical infrastructure assessments, and cybersecurity services to create a common threat awareness picture for the State of California. Contractor will provide a variety of services to support this effort, including: Maintenance of a cloud-based Protected Critical Infrastructure Information (PCI) configured critical infrastructure database; vulnerability assessment and real-time incident management tools; provision of training to support platforms; consultant services for annual threat and hazard analysis and capability assessments; and cybersecurity services to increase cyber readiness within the region.	72	120	2026-03-02 14:00:00	Thomas Chen
DHRPSC0003377 - v1.01	MYR	Amendment	\$0.00	\$2,500,000.00	The Mayor's Office of Housing and Community Development (MOHCD) is seeking to establish a pool of qualified consultants and financial advisors to advise the City on all pertinent issues relating to particular financings, to ensure that the City's transactions meet all applicable standards of competence and fiscal prudence, to structure and update existing programs, assist in advocacy and application for funds and other resources, all while adhering to program requirements and affordable housing objectives. The consultants and financial advisors will; provide advisory services to competitive sales, negotiated sales, private placements, and management of housing assets and/or bond types (tax bond, revenue bonds, etc.), provide financial advisory services to structuring the City's affordable housing programs; provide advisory services for structuring of particularly complex development proposal; provide advisory	36	84	2026-03-02 14:00:00	Karen Henderson

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
DHRPSC0003434 - v1.01	POL	Amendment	\$550,000.00	\$950,000.00	Original coordinator's email: Genie.Wong@sfgov.org. The Veterinarian will provide routine and emergency medical care for upto twenty horses assigned to the San Francisco Police Department's (SFPD) Mounted Unit. Services will include, but not be limited to, approximately 15 visits per year and pre-purchase horse examinations.	36	84	2026-03-02 14:00:00	Vincent Lee
DHRPSC0003972 - v2.01	SHF	Amendment	\$56,000.00	\$456,000.00	Contractor will examine and monitor the Incarcerated Person Communication Services ("IPCS") at the San Francisco Sheriff's Office ("SFSO") Facilities to assess the accuracy of SFSO's records and to provide a basis for evaluating service quality to meet the requirements of the SFSO under existing contracts with vendors. Contractor will work with the SFSO's contracted IPCS provider to ensure that all contractually required updates to hardware and software are completed. Contractor will continuously monitor and validate IPCS hardware and software against industry standards to ensure the the SFSO and incarcerated population is receiving the best performance from the system and the best support from the contracted IPCS providers. In addition, the Contractor will assist SFSO in creating technical requirements for all incarcerated communication services solicitations, such as, telephones, video visitation system, and tablets. Contractor will work as the SFSO's liaison to resolve service calls and incarcerated grievances.	12	60	2026-03-02 14:00:00	Henry Gong
TOTALS:				\$9,606,000.00	\$18,906,000.00				

Department Summary

Department	New Count	Amendment Count	Total New Amount	Total Cumulative Amount
DEM	0	1	\$9,000,000.00	\$15,000,000.00
MYR	0	1	\$0.00	\$2,500,000.00
POL	0	1	\$550,000.00	\$950,000.00
SHF	0	1	\$56,000.00	\$456,000.00
Column Total	0	4	\$9,606,000.00	\$18,906,000.00

Generated on: 2/13/2026, 10:36:28 AM by Suzanne Choi

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: ADM

Submitted By: Gloria Yuen

Department Coordinator: Lynn Khaw,
lynn.khaw@sfgov.org

Project Manager: Andrea Clayton

ServiceNow Number: DHRPSC0005759

Version: 0.01

Version Type: New

Brief description of proposed work: Contractor shall provide facilities for the City to dump truckloads of various abandoned materials from the public right of way and inerts for reuse, recycling, and composting.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$6,800,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 60

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: Contractor shall provide facilities for the City to dump truckloads of various abandoned materials from the public right of way and inerts for reuse, recycling, and composting. Material includes but is not limited to:

- Abandoned materials from public parkways, public rights-of-way, and trackway systems.
- Debris materials from screening sewage treatment plants, catch-basin cleaning, and/or main sewer cleaning.
- This contract will not include bulky items, construction & demolition materials, green waste materials, prohibited waste, and refuse materials within city collection locations.

Why are these services required and what are the consequences of denial?: The City's contract for refuse collection under the expired contract, which included "self-disposal" facilities and subsequent disposal of landfill waste materials, has recently expired on December 31, 2024. The facilities for "self-disposal" of landfill waste materials that the City collected and transports to a refuse facility is no longer part of the City's new Refuse Collection and Disposal Services contract. Therefore, a new contract to provide such facilities and services at competitive pricing is needed. Various City departments collect abandoned materials from public parkways, public rights-of-way, & trackway systems, and debris materials from screening sewage treatment plants, catch-basin cleaning, and/or main sewer cleaning, which requires proper disposal at an authorized facility.

Denial of these services would prevent the City from properly and promptly dispose of materials, which would result in significant negative health and environmental impacts on the City, employees, and the public.

Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 1

Why have you not hired City employees to perform the services?: The City has not hired employees to perform the work because (1) the City does not have a facility for the disposal, recycling or landfill of abandoned materials from the public right of way and inerts and (2) services involved are intermittent in nature and only on an as needed basis.

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?:

Yes

Q1a) Clearly describe & site the regulatory/legal requirements to support outsourcing:

Since the City does not own a transfer station or facility to collect and process materials, the selected facility should adhere to all state, local policies and regulations, including:

- San Francisco Local Requirements Solid Waste Facility Permit: Required for any facility handling, processing, or disposing of solid waste.
- California State-Level Requirements Facilities that accept landfill waste in California must comply with regulations primarily governed by CalRecycle and the California Code of Regulations (CCR), Title 27. Key requirements include:

(1) Full Solid Waste Facility Permit: Required for all active or proposed landfill sites, unless

exempted by the Local Enforcement Agency (LEA).

(2) Organic Waste Regulations: Under SB 1383, landfills must implement organic waste recovery activities and submit an Organic Disposal Reduction Status Impact Report.

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?: Yes

Q4a) What facilities or equipment does the City lack that contractor possesses?: The City does not own a transfer station, or facility or equipment that handles the material break down, recycling or reuse of landfill waste material, and disposal.

Does the dept plan to acquire the facilities/equipment to perform the services?: No

Explain why: The City does not have a facility suitable for landfill waste processing and disposal. In addition, these services are on an intermittent and as needed basis. It is not feasible for the City to expend the necessary capital to obtain such equipment and facilities.

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 7355 - Truck Driver, 2738 - Porter Assistant Supervisor, 7514 - General Laborer, 2736 - Porter, 2720 - Janitorial Services Supervisor, 2708 - Custodian, 2740 - Porter Supervisor 1, 2719 - Janitorial Svcs Asst Sprv

Labor Unions: 250 - SEIU 1021, 261 - Laborers Int, Local 261, 790 - SEIU, Local 1021, Misc, 216 - Teamsters, Local 853

Labor Union Email Addresses: PSCreview@seiu1021.org, laborers261@gmail.com, PSCreview@seiu1021.org, mhenneberry@teamsters853.org

Union Review Sent On: 12/10/2025

Union Review End Date: 1/9/2026

Union Review Duration Met On: 1/9/2026

List of Previously Approved Contracts for Similar Services (Measured 3 years from the PSC Submission Date)

Instructions:

- Step 1: Download and save this template to your desktop.
- Step 2: Complete the fields below.
- Step 3: Upload a copy of the completed file to your PSC record under the "Required Documentation" tab.

Document Content:

Do not use this document to list contracts let under this PSC record; those will be tracked separately in the PSC record itself at the end of each fiscal year. Rather, use this template to identify other contracts executed by your department for the services now being requested with this PSC submission. The list of contracts should be limited to those executed within the last three years, measured from the date of the PSC submission. The Commission will use this information to determine if there is a pattern of contracting this or similar work out, regardless of which PSC record is associated with those other contracts.

Dept Acronym:	OCA
Dept Name:	Office of Contract Administration
PSC Coordinator Name:	Lynn Khaw
PSC Coordinator Email:	lynn.khaw@sfgov.org
PSC ServiceNow Record No:	DHRPSC0005759

PS Contract ID	Contract Start Date	Contract End Date	Contract Not to Exceed Amount	PSC ServiceNow Record Number (if PSC approval was obtained)	Brief Description of Services Rendered
1000020021	12/1/2020	12/31/2024	\$ 45,300,000	DHRPSC0002177	Refuse Collection Services

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: AIR

Submitted By: Alfy Wong

Department Coordinator: Sung Kim,
Sung.Kim@flysfo.com

Project Manager: Rob Forester

ServiceNow Number: DHRPSC0005966

Version: 0.01

Version Type: New

Brief description of proposed work: As-Needed Aviation Security Systems Project Support and Consulting Services

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$3,500,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 60

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: The Contractor will provide as-needed support services for aviation security systems projects, as well as compliance and risk assessment consulting related to aviation security regulatory mandates. The services include system assessment, industry best-practice guidance, design and development support, testing and implementation assistance, ongoing maintenance support, regulatory and Transportation Security Administration (TSA) compliance consulting, and risk vulnerability assessment to drive continuous improvement.

Why are these services required and what are the consequences of denial?: These services are essential to maintaining aviation security and enabling the Airport to quickly adapt to

evolving technologies and emerging threats. They ensure compliance with TSA requirements, alignment with the Airport Security Program (ASP), and the continued development of a strong security culture grounded in industry best practices and subject-matter expertise. Without these services, the Airport risks delays in security system integrations, upgrades, and assessments, which can lead to increased security exposure, regulatory non-compliance, and operational disruptions that affect performance, revenue, and customer experience.

Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 1

Why have you not hired City employees to perform the services?: The services are provided on an as-needed basis. The Contractor also brings continuously evolving best practices from other major airports and the broader aviation industry.

Board and Commission Approvals

Will any contracts under this PSC require department Commission approval: Yes

Provide details related to contracts for which dept comm approval required: All Airport contracts at or above the Minimum Competitive Amount require Airport Commission approval.

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?:

Aviation security situations and regulatory requirements may change frequently, and services are therefore required on an as-needed, intermittent basis.

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

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

Contractor must have skills and expertise across a wide range of specialized airport security systems operating within a highly regulated, multi-layered secured environment. In addition, the Contractor should have knowledge of airport-industry best practices and leading security technologies to provide informed analysis and sound recommendations to SFO.

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

Q5c1) Identify the classifications: 0931 - Manager III, 1054 - IS Business Analyst-Principal, 1824 - Pr Administrative Analyst

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

Q5c3) Why are they not able to perform the services?: Existing classifications do not have evolving best practices and perspectives from other major airports and the broader aviation industry.

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: No training will be provided as City employees cannot perform this work.

Q5f) Is there a plan to transition this work back to the City?: No

Q5f1) Explain why the work will not be transitioned back to the City: The specialized knowledge and expertise related to these services are intermittent in nature, and to be provided on an as-needed basis.

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 0931 - Manager III, 1054 - IS Business Analyst-Principal, 1824 - Pr Administrative Analyst

Labor Unions: 021 - Prof & Tech Eng, Local 21, 351 - Municipal Exec Assoc-Misc

Labor Union Email Addresses: L21pscreview@ifpte21.org, staff@sfmea.com

Union Review Sent On: 1/9/2026

Union Review End Date: 2/8/2026

Union Review Duration Met On: 2/8/2026

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: AIRPORT COMMISSION -- AIR

Dept. Code: AIR

Type of Request: Initial Modification of an existing PSC (PSC # _____)

Type of Approval: Expedited Regular Annual Continuing (Omit Posting)

Type of Service: Aviation Security Consulting Services

Funding Source: Airport Operating Funds

PSC Amount: \$3,800,000

PSC Est. Start Date: 12/01/2018

PSC Est. End Date: 12/31/2026

1. Description of Work

A. Scope of Work/Services to be Contracted Out:

Contractor will provide Aviation Security Consulting services to improve overall security at the Airport, minimize security vulnerabilities and ensure compliance with Transportation Security Administration (TSA) mandates and the Airport Security Program (ASP). Contractor will provide a level of knowledge and expertise that will ensure the proper selection of highly specialized technologies and their integration with legacy systems presently used within the Airport's Security Operations Center (SOC). Services may include, but are not limited to, providing independent assessment and recommendation of key security systems and programs, surveying other airport and/or industry security systems, evaluating existing security technologies and protocols, and providing guidance necessary to enhance security layers that protect the Airport from acts of terrorism and other threats. Projects may include, but are not limited to, Perimeter Intrusion Detection System (PIDS); Regulatory Advocacy Services to the Airport on mandates from Customs and Border Protection (CBP), TSA and the Department of Homeland Security; Security Sensitive Information (SSI) Control and Review; License Plate Recognition; Critical Asset Protection; Public Space Security; and Blast Analysis.

B. Explain why this service is necessary and the consequence of denial:

Services are essential to ensure the Airport obtains and implements state-of-the-art security systems and technology capable of integrating with existing systems at the Airport. If these services are not provided, Airport staff will be ill-prepared to make timely, accurate and cost effective decisions related to the selection, purchasing, and implementation of security system technologies. Failure to provide these services may result in a decline in the Airport's security posture, and possible Airport Security Program (ASP) and Transportation Security Regulations violations.

C. Has this service been provided in the past? If so, how? If the service was provided under a previous PSC, attach copy of the most recently approved PSC.

This service was approved by the Civil Service Commission under PSC 4109-12/13.

D. Will the contract(s) be renewed?

Yes, if the services are needed in the future.

E. If this is a request for a new PSC in excess of five years, or if your request is to extend (modify) an existing PSC by another five years, please explain why.

This PSC term is to align with the anticipated contract of a five-year term.

2. Reason(s) for the Request

A. Indicate all that apply (be specific and attach any relevant supporting documents):

Services required on an as-needed, intermittent, or periodic basis (e.g., peaks in workload).

B. Explain the qualifying circumstances:

Security consulting services changes frequently in the aviation industry, and services are required on an as-needed an intermittent basis.

3. Description of Required Skills/Expertise

A. Specify required skills and/or expertise: The contractor will be required to have skills and expertise relating to the selection and implementation of specialized Airport security systems, existing within a highly-regulated secured area with multiple security layers. Contractor must also have specific knowledge of Airport-industry best practices and leading technologies in security services so as to provide appropriate analysis and recommendations to Airport staff.

B. Which, if any, civil service class(es) normally perform(s) this work? 1054, IS Business Analyst-Principal; 1824, Pr Administrative Analyst; 0931, Manager III; 0933, Manager V; 0943, Manager VIII;

C. Will contractor provide facilities and/or equipment not currently possessed by the City? If so, explain: No.

4. If applicable, what efforts has the department made to obtain these services through available resources within the City?

None. No combination of civil service classes normally performs this work. Contractor will work closely with Airport Aviation Security staff who will oversee the projects.

5. Why Civil Service Employees Cannot Perform the Services to be Contracted Out

A. Explain why civil service classes are not applicable.

No existing classes perform this type of work. Existing classifications do not have the skills or expertise in aviation security to perform this service.

B. If there is no civil service class that could perform the work, would it be practical and/or feasible to adopt a new civil service class to perform this work? Explain. No, as security consulting services changes frequently in the aviation industry, and services are required on an as-needed an intermittent basis.

6. Additional Information

A. Will the contractor directly supervise City and County employee? If so, please include an explanation.
No.

B. Will the contractor train City and County employees and/or is there a transfer of knowledge component that will be included in the contact? If so, please explain what that will entail; if not, explain why not.

No. No training will be provided as security consulting services changes frequently in the aviation industry, and services are required on an as-needed an intermittent basis.

C. Are there legal mandates requiring the use of contractual services?

No.

D. Are there federal or state grant requirements regarding the use of contractual services? If so, please explain and include an excerpt or copy of any such applicable requirement.

No.

E. Has a board or commission determined that contracting is the most effective way to provide this service? If so, please explain and include a copy of the board or commission action.

No.

F. Will the proposed work be completed by a contractor that has a current PSC contract with your department? If so, please explain.

No.

7. Union Notification: On 10/03/2018, the Department notified the following employee organizations of this PSC/RFP request:

Municipal Executive Association; Prof & Tech Eng, Local 21

I CERTIFY ON BEHALF OF THE DEPARTMENT THAT THE INFORMATION CONTAINED IN AND ATTACHED TO THIS FORM IS COMPLETE AND ACCURATE:

Name: Cynthia Avakian Phone: 650-821-2014 Email: cynthia.avakian@flysfo.com

Address: P.O. Box 8097 San Francisco, CA 94128

FOR DEPARTMENT OF HUMAN RESOURCES USE

PSC# 43954 - 18/19

DHR Analysis/Recommendation:

action date: 12/03/2018

Commission Approval Required

Approved by Civil Service Commission

12/03/2018 DHR Approved for 12/03/2018

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: AIR

Submitted By: Victor Madrigal

Department Coordinator: Victor Madrigal,
Victor.Madrigal@flysfo.com

Project Manager: Linda Huie

ServiceNow Number: DHRPSC0005952

Version: 0.01

Version Type: New

Brief description of proposed work: The PARCS Replacement Project requires end-to-end support to replace the Airport's revenue-critical parking system, which now serves over 23,000 spaces and must remain fully operational during implementation. This adds significant complexity to planning, phasing, and commissioning.

Services include:

- Program & Project Management: Planning, scheduling, budgeting, risk management, and multi-phase coordination.
- Stakeholder & Design Management: Integrating technology, electrical, and low-voltage system designs; coordinating with Airport operations to avoid service disruptions.
- Design Services: Design of the coordination and construction for the infrastructure needs for Parking Access, and Revenue Control Systems.
- Construction Management: Overseeing installation, system integration, field testing, and operational continuity.
- Project Controls & Contract Administration: Managing cost, schedule, reporting, procurement support, contract compliance, and change management.
- Cost Estimating: Preparing independent estimates for equipment, software, and infrastructure upgrades.
- Commissioning & Activation: Executing commissioning of airport special systems—security, power, and low-voltage—and developing test plans, inspections, and software/hardware activation for all parking facilities.

This scope requires specialized airport systems expertise and seamless coordination to ensure uninterrupted revenue collection and reliable parking throughout the system replacement.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$6,000,000

Post Union Notification

Does contract include items other than services?: Yes

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 50

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: The PARCS Replacement Project requires end-to-end support to replace the Airport's revenue-critical parking system, which now serves over 23,000 spaces and must remain fully operational during implementation. This adds significant complexity to planning, phasing, and commissioning.

Services include:

- Program & Project Management: Planning, scheduling, budgeting, risk management, and multi-phase coordination.
- Stakeholder & Design Management: Integrating technology, electrical, and low-voltage system designs; coordinating with Airport operations to avoid service disruptions.
- Design Services: Design of the coordination and construction for the infrastructure needs for Parking Access, and Revenue Control Systems.
- Construction Management: Overseeing installation, system integration, field testing, and operational continuity.
- Project Controls & Contract Administration: Managing cost, schedule, reporting, procurement support, contract compliance, and change management.
- Cost Estimating: Preparing independent estimates for equipment, software, and infrastructure upgrades.
- Commissioning & Activation: Executing commissioning of airport special systems—security, power, and low-voltage—and developing test plans, inspections, and software/hardware activation for all parking facilities.

This scope requires specialized airport systems expertise and seamless coordination to ensure uninterrupted revenue collection and reliable parking throughout the system replacement.

Why are these services required and what are the consequences of denial?: The existing PARCS has reached the end of its useful life and requires consistent maintenance support to remain functional while the Airport seeks a replacement solution. When the initial PARCS was installed in 1986, Airport had a total capacity of approximately 9,000 parking spaces. Currently that capacity has now grown to over 23,000 parking spaces. If PARCS Replacement is not

approved, the PARCS will continue to jeopardize revenue flow and the ability for Airport to provide efficient and reliable parking for both Employee and Passenger experiences.

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: Yes

Provide details related to contracts for which dept comm approval required: These formal contracts require Airport Commission approval.

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?: Yes, these services are required only throughout the design and construction of the project. Once the equipment has been installed and commissioned, the services will no longer be needed.

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

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

Extensive knowledge of airport technologies and systems, with specialized expertise in commissioning airport special systems, including security, power, and low-voltage infrastructure, and in developing integrated system test plans for these systems. Proven experience delivering software and hardware commissioning, activation services, inspections, and engineering support for the Parking Access and Revenue Control System (PARCS) at the Airport's parking facilities.

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

Q5c1) Identify the classifications: 5366 - Engineering Associate 2, 5504 - Project Manager 2, 5502 - Project Manager 1

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

Q5c3) Why are they not able to perform the services?: The Airport currently does not have adequate staffing to support this Project and other projects in the Airport's capital improvement program. Additionally, the work entails specialized skills, expertise, and knowledge that staff currently do not have.

Q5d) Will contractor directly supervise City employees?: No

Q5e) Will contractor train City employees?: Yes

Q5e1) Clearly describe and detail the training activities: Training employees to maintain and manage the new system procured as part of the project.

Q5f) Is there a plan to transition this work back to the City?: No

Q5f1) Explain why the work will not be transitioned back to the City: Not an on-going service need. Specifically throughout the duration of the project only.

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 5366 - Engineering Associate 2, 5504 - Project Manager 2, 5502 - Project Manager 1

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

Labor Union Email Addresses: L21pscreview@ifpte21.org

Union Review Sent On: 12/2/2025

Union Review End Date: 12/12/2025

Union Review Duration Met On: 12/12/2025

January 28, 2026

Ms. Sandra Eng
Executive Director
Civil Service Commission
25 Van Ness Avenue, Suite 720
San Francisco, CA 94102

**SUBJECT: DHRPSC0005952 Parking Access and Revenue Control Replacement Project -
Response to information requested by the Civil Service Commission**

Dear Ms. Eng:

The subject PSC covers Project Delivery Partners and design-build services for the Airport's Parking Access and Revenue Control Replacement Project (Project). We are submitting this supplemental information in response to questions and requests for additional information from prior Airport Projects.

Feel free to contact me at (650) 821-5324 if you would like to discuss or have any further questions.

Sincerely,

Victor M. Madrigal Jr.
Design & Construction,
San Francisco International Airport

Attachments

Attachment A: Supplemental Report
Attachment B: Timeline of PSC Review
Attachment C: Notice of Intent (October 31, 2025)

Cc: Judi Mosqueda, Chief Development Officer, SFO Design & Construction Division
Claudia Luquin, Director of Project Management, SFO Design & Construction
Kristin Allen, Program Manager, SFO Design & Construction

Attachment A- SUPPLEMENTAL REPORT

Project Background

The Parking Access and Revenue Controls Systems (PARCS) Replacement Project (Project) is a capital improvement project intended to replace the existing, outdated, and failing PARCS across the Airport, including multiple parking garages and surface lots. The Project will improve the parking experience for all users and increase revenue generation through current technology, including License Plate Readers (LPRs), parking guidance, and permitting system improvements. To ensure the continued functionality for all users, coordination and phasing will be key for the project team.

The current PARCS serves over 23,000 public parking spaces and must remain fully operational during implementation. To do so, the Project will require end-to-end support through carefully phased construction aligned with peak traffic and maintenance schedules, minimizing impacts on the public and Airport revenue. The Project scope enabling work will include improvements to infrastructure, safety, and traffic design of the parking garages and surface lots. The infrastructure scope may include expanding Special Systems Rooms, civil improvements, road restriping, and electrical improvements.

To manage this level of technical complexity and maintain continuous operations, the Airport will deliver this Project using a Progressive Design-Build (PDB) method. The PDB method integrates programming, design, construction, commissioning, and activation under a single contract. This approach requires continuous collaboration among specialists in design, operations, cost estimating, scheduling, commissioning, and airport special systems. Unlike traditional design-bid-build delivery, where work elements can be separated, the PDB model requires all components to be designed and executed in tandem as one interdependent scope.

The effective implementation of the PDB model relies on a comprehensive stakeholder engagement process (SEP) that involves close collaboration among City staff, airport stakeholders, and consultants throughout all project phases. The City staff are involved from the beginning and play a key role in ensuring regulatory compliance and supporting operational success. Project teams must secure buy-ins from both stakeholders and City staff to move forward effectively.

Staffing Plan

The Airport is committed to providing and developing in-house staff to support ongoing capital improvements. Design & Construction division currently employs approximately 159 personnel, which include architects, engineers, planners, construction managers and inspectors, contracts staff, project managers, and project controls specialists. The division's current budget includes approximately 78 vacancies, with an estimated 35 positions currently in the process of being filled.

The Airport's staffing approach combines a strong City staff-led effort with integrated consultant support. Airport architects, engineers, and project managers retain full management control, set

priorities, review deliverables, and engage with the Airport's stakeholders, including Building Inspection and Code Enforcement, the City Attorney's office, and others, to ensure compliance with City and Federal regulations, Airport standards, and strategic objectives. Our staff guides project needs and compliance from day 1 of programming through commissioning and final acceptance.

Delivering a project of this complexity within a short timeframe under a PDB method requires a depth of multidisciplinary expertise and real-time coordination that is not available within the current City workforce. Consultants will provide short-term technical expertise and capacity for this highly integrated effort. They provide specialized expertise that is not feasible to maintain permanently within the City's workforce, given the temporary and cyclical nature of capital projects.

The following table illustrates how the Airport's staffing approach combines City staff participation with targeted consultant expertise to meet the specialized needs of this complex project:

Task	Lead (SFO Staff Lead)	Consultant Support (PDP Support)
Programming Phase - Process Vision and Coordination	Lead	Support
Programming Phase - Stakeholder Engagement Management	Support	Lead
Programming Phase - Cost Model and Schedule Development	Support	Lead
Programming Phase - Basis of Implementation Development	Support	Lead
Design Phase - Design Vision and Coordination	Lead	Support
Design Phase - Design and Stakeholder Management	Support	Lead
Design Phase - Procurement Coordination and Management	Support	Lead
Design Phase - Permit Management	Support	Lead
Construction Phase - Construction Planning and Coordination	Lead	Support
Construction Phase - Cost and Schedule Management	Support	Lead
Construction Phase - Construction Management	Support	Lead
Construction Phase - Logistics and Safety Management	Support	Lead
Commissioning, Activation and Simulation (CAS) Phase - Strategy Mgmt	Lead	Support
CAS Phase - Planning Management	Support	Lead
CAS Phase - Stakeholder Coordination	Support	Lead
Closeout Phase - Closeout Coordination and Management	Lead	Support
Closeout Phase - Punchlist, As-Built & Warranty Management	Support	Lead
Closeout Phase - Closeout Binder and Final Documentation	Support	Lead
Closeout Phase - Final Reporting and Lessons Learned	Support	Lead

Consultant services are temporary and limited to the duration of the capital project. When construction and commissioning are complete, all documentation, models, and training will be transferred to the Airport's operations and maintenance staff to ensure long-term ownership and

continuity. Airport stakeholders are engaged throughout the project to ensure a smooth turnover at completion.

Attachment B – TIMELINE OF PSC REVIEW

The following list outlines the sequence of events related to the review of DHRPSC0005952 Parking Access Revenue Control Systems Replacement Project for Project Delivery Partners and Design-Build services:

- **January 28, 2026:** No objection was received from the Union.
- **December 2, 2025:** The Airport submitted PSC Form 1.
- **November 21, 2025:** No responses were received to the Notice of Intent (NOI).
- **October 31, 2025:** The Airport issued a Notice of Intent (NOI) to all City Departments, notifying them of its intent to procure services for Project Delivery Partners and inviting expressions of interest or availability to perform any or all of the work (see Attachment C).

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: AIR

Submitted By: Victor Madrigal

Department Coordinator: Victor Madrigal,
Victor.Madrigal@flysfo.com

Project Manager: Lisa Gallego

ServiceNow Number: DHRPSC0005978

Version: 0.01

Version Type: New

Brief description of proposed work: The Airport seeks professional and design services for the Airport Tenant Relocations (ATR) Project, which involves selective renovation of interior office and operational spaces in the Dianne Feinstein International Terminal (DFIT) and Courtyard 4 Connector (C4C) Building, and the relocation of Airport tenants and Commission staff to create revenue-generating spaces and support future capital development.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$50,000,000

Does contract include items other than services?: Yes

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 60

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: The Airport seeks professional and design services to support the Airport Tenant Relocations (ATR) Project, which includes selective renovation of interior office and operational spaces in the Dianne Feinstein International Terminal (DFIT) and Courtyard 4 Connector (C4C) Building, and the relocation of existing Airport tenants and Commission staff to create revenue-generating spaces and to enable future capital development.

Services include:

- Program & Project Management: Program development, planning, scheduling, budgeting, risk management, and multi-phase construction coordination.
- Stakeholder & Design Management: Coordinating with multiple stakeholders (airport, tenants, airlines, federal agencies) and other construction projects to avoid disruptions to tenant and Airport operations.
- Design Services: Design of architectural, MEP, electrical, and low-voltage systems, investigation and documentation of existing conditions, and analysis of the existing building systems within the limits of work, which may require upgrades to current building codes.
- Construction Management & Scheduling: Overseeing construction of tenant improvement work, which requires close coordination with multiple tenant groups, enabling work and multi-phase construction scheduling to minimize disruptions to adjacent tenants and Airport operations.
- Project Controls & Contract Administration: Managing cost, schedule, reporting, procurement support, contract compliance, and change management.
- Cost Estimating: Preparing independent estimates for trade packages and equipment to support tenant improvement build-outs and early enabling work.
- Commissioning & Activation: Commissioning and activation of MEP and special systems to meet Airport and federal design standards, as applicable.

Why are these services required and what are the consequences of denial?: These services are necessary to support revenue and operations at the Airport. If denied, airline amenities and customer services would be affected, resulting in negative impacts such as loss of revenue, potential loss of airline tenants, and decreased concession and airline revenue opportunities in both the DFIT and C4C buildings. In addition, the Airport would lose the opportunity to utilize available office and tenant spaces to support future capital projects on the Airport campus, further impacting cash flow.

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: Yes

Provide details related to contracts for which dept comm approval required: These formal contracts will require Airport Commission approval.

Will any contracts under this PSC require Board of Supervisors approval: Yes

Provide details related to contracts for which BOS approval will be required?: The Airport will seek BOS approval if the contract reaches \$10M in accordance with Charter Section 9.118(b).

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?:

These services are required on a limited term for the duration of the project to support relocations of existing Airport tenants and Commission staff, and once completed, services will no longer be required.

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

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

Project requires personnel with skills and expertise in Airport tenant relocations, design guidelines for federal agencies, and airport interior spaces. The work also requires project management expertise in scheduling, cost estimating, planning, project controls, and construction management.

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

Q5c1) Identify the classifications: 5203 - Assistant Engineer, 5366 - Engineering Associate 2, 5266 - Architectural Associate 2, 5504 - Project Manager 2, 5502 - Project Manager 1

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

Q5c3) Why are they not able to perform the services?: The Airport currently does not have adequate staffing to support this Project and other projects in the Airport's capital improvement program. Additionally, the work entails specialized skills, expertise, and knowledge that staff currently do not have.

Q5d) Will contractor directly supervise City employees?: No

Q5e) Will contractor train City employees?: Yes

Q5e1) Clearly describe and detail the training activities: Training for operating and maintaining systems will be implemented.

Q5f) Is there a plan to transition this work back to the City?: No

Q5f1) Explain why the work will not be transitioned back to the City: The services required are limited term, and will not continue beyond the design and construction of the Project

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 5203 - Assistant Engineer, 5366 - Engineering Associate 2, 5266 - Architectural Associate 2, 5504 - Project Manager 2, 5502 - Project Manager 1

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

Labor Union Email Addresses: L21pscreview@ifpte21.org

Union Review Sent On: 12/15/2025

Union Review End Date: 12/25/2025
Union Review Duration Met On: 12/25/2025

January 29, 2026

Ms. Sandra Eng
Executive Director
Civil Service Commission
25 Van Ness Avenue, Suite 720
San Francisco, CA 94102

SUBJECT: DHRPSC0005978 Airport Tenant Relocations Project - Response to information requested by the Civil Service Commission

Dear Ms. Eng:

The subject PSC covers Project Delivery Partners and design services as part of the Design-Build contract for the Airport Tenant Relocations Project (Project). We are submitting this supplemental information in response to questions and requests for additional information from prior Airport Projects.

Feel free to contact me at (650) 821-5324 should you wish to discuss or have any further questions.

Sincerely,

Victor M. Madrigal Jr.
Design & Construction,
San Francisco International Airport

Attachments

Attachment A: Supplemental Report
Attachment B: Timeline of PSC Review
Attachment C: Notice of Intent (September 19, 2025)

Cc: Judi Mosqueda, Chief Development Officer, SFO Design & Construction Division
Claudia Luquin, Director of Project Management, SFO Design & Construction

Attachment A- SUPPLEMENTAL REPORT

Project Background

The Airport Tenant Relocations Project (Project) is a capital improvement project that will selectively renovate and repurpose interior office and operational spaces in the Dianne Feinstein International Terminal (DFIT) and build out the interiors of the Courtyard 4 Connector (C4C) Building to relocate existing Airport tenants and Commission staff, create revenue-generating spaces, and enable future capital development.

The Project will include renovations in DFIT and the build-out of the interiors of the C4C Building to enable the relocation of Commission staff and tenants to locations better suited to their business functions, create new revenue opportunities, and enable future capital development. The Project scope will include the design and construction of approximately 80,000 square feet of interior space to accommodate Commission staff offices, tenant lease areas, passenger amenities, lounges, and other tenant-serving functions. The Project will also include relocating tenants and Commission staff into the affected spaces. Work may extend to other Airport-wide facilities as needed to support relocations.

To manage this level of technical complexity and maintain continuous operations, the Airport will deliver this Project using a Progressive Design-Build (PDB) method. The PDB method integrates programming, design, construction, commissioning, and activation under a single contract. This approach requires continuous collaboration among specialists in design, operations, cost estimating, scheduling, commissioning, and airport special systems. Unlike traditional design-bid-build delivery, where work elements can be separated, the PDB model requires all components to be designed and executed in tandem as one interdependent scope.

The effective implementation of the PDB model relies on a comprehensive stakeholder engagement process (SEP) that involves close collaboration among City staff, airport stakeholders, and consultants throughout all project phases. The City staff are involved from the beginning and play a key role in ensuring regulatory compliance and supporting operational success. Project teams must secure buy-ins from both stakeholders and City staff to move forward effectively.

Staffing Plan

The Airport is committed to providing and developing in-house staff to support ongoing capital improvements. The Design & Construction division currently employs approximately 157 personnel, including architects, engineers, planners, construction managers and inspectors, contract staff, project managers, and project controls specialists. The division's current budget includes approximately 78 vacancies, with an estimated 35 positions currently in the process of being filled.

The Airport's staffing approach combines a strong City staff-led effort with integrated consultant support. Airport architects, engineers, and project managers retain full management control, set priorities, review deliverables, and engage with the Airport's stakeholders, including Building Inspection and Code Enforcement, the City Attorney's office, and others, to ensure compliance with City and Federal regulations, Airport standards, and strategic objectives. Our staff is

engaged in guiding the project needs and compliance from day 1 of programming through commissioning and final acceptance.

Delivering a project of this complexity within a short timeframe under a PDB method requires a depth of multidisciplinary expertise and real-time coordination that is not available within the current City workforce. Consultants will provide short-term technical expertise and capacity for this highly integrated effort. They provide specialized expertise that is not feasible to maintain permanently within the City's workforce, given the temporary and cyclical nature of capital projects.

The following table illustrates how the Airport's staffing approach combines City staff participation with targeted consultant expertise to meet the specialized needs of this complex project:

Task	Airport	Consultant
Programming Phase - Process Vision and Coordination	Lead	Support
Programming Phase - Stakeholder Engagement Management	Support	Lead
Programming Phase - Design and Review	Support	Lead
Programming Phase - Cost Model and Schedule Development	Support	Lead
Programming Phase - Basis of Implementation Development	Support	Lead
Design Phase - Design Vision and Coordination	Lead	Support
Design Phase - Design and Stakeholder Management	Support	Lead
Design Phase - Design Review	Lead	Support
Design Phase - Procurement Coordination and Management	Support	Lead
Design Phase - Permit Management	Support	Lead
Construction Phase - Construction Planning and Coordination	Lead	Support
Construction Phase - Cost and Schedule Management	Support	Lead
Construction Phase - Construction Administration & Review	Lead	Support
Construction Phase - Construction Management	Support	Lead
Construction Phase - Logistics and Safety Management	Support	Lead
Commissioning, Activation and Simulation (CAS) Phase - Strategy Mgmt	Lead	Support
CAS Phase - Support & Review	Support	Lead
CAS Phase - Planning Management	Support	Lead
CAS Phase - Stakeholder Coordination	Support	Lead
Closeout Phase - Closeout Coordination and Management	Lead	Support
Closeout Phase - Punchlist, As-Built & Warranty Management	Support	Lead
Closeout Phase - Review & Acceptance	Lead	Support
Closeout Phase - Closeout Binder and Final Documentation	Support	Lead
Closeout Phase - Final Reporting and Lessons Learned	Support	Lead

Consultant services are temporary and limited to the duration of the capital project. When construction and commissioning are complete, all documentation, models, and training will be transferred to the Airport's operations and maintenance staff to ensure long-term ownership and

continuity. Airport stakeholders are engaged throughout the project to ensure a smooth turnover at completion.

Attachment B – TIMELINE OF PSC REVIEW

The following list outlines the sequence of events related to the review of DHRPSC0005978 Airport Tenant Relocations Project for Project Delivery Partners and Design Services:

- **January 29, 2026:** No objection was received from the Union.
- **October 9, 2025:** A virtual meeting was held between the Airport's Project Managers and the San Francisco Public Works Director of Project Management. After clarification on the services to be provided for this Project, the San Francisco Public Works Director of Project Management notified the Airport that they are not interested in providing those services.
- **October 1, 2025:** One response was received for the Notice of Intent (NOI) from San Francisco Public Works, Bureau of Project Management.
- **September 19, 2025:** A NOI was sent to all City Departments, notifying them of the Airport's intent to procure services for Project Delivery Partners and Design Services and inviting expressions of interest or availability to perform any or all of the work. See Attachment C.

NOTICE OF INTENT

DATE: September 19, 2025

TO: Port of San Francisco, San Francisco Municipal Transportation Agency, San Francisco Public Utilities Commission, San Francisco Public Works

SUBJECT: **NOTICE OF INTENT FOR: Contract Nos. 12023.41 and 12023.66 – Airport Tenant Relocations Project at the San Francisco International Airport**

REQUESTED RESPONSE DATE IS CLOSE OF BUSINESS DAY: **October 10, 2025**

The San Francisco International Airport's (Airport) Design & Construction Division is seeking project management support and design-build services for the **Airport Tenant Relocations Project** as indicated below.

PROJECT BACKGROUND:

The Airport Tenant Relocations Project (Project) would selectively renovate and repurpose interior office and operational spaces in the Dianne Feinstein International Terminal and build out the interiors of the Courtyard 4 Connector Building to relocate existing Airport tenants and Airport Commission staff, create revenue-generating spaces, and enable future capital development.

The Project scope would include the design and construction of approximately 80,000 square feet of interior space to accommodate Commission staff offices, tenant lease areas, passenger amenities, lounges, and other tenant-serving functions. The Project would also include the relocation of tenants and Airport Commission staff into the affected spaces. Work may extend to other Airport-wide facilities as needed to support relocations.

SUMMARY OF SERVICES REQUESTED:

The contractors will provide project management support and design-build services that include overall management expertise and oversight of the Project, design management and construction management services, project controls, contract administration, cost estimating services, and field inspection.

Estimated duration of the Project Delivery Partners contract: May 2026 - July 2029

Estimated duration of the Design-Build contract: July 2026 - July 2029

Please complete the Notice of Intent Response Form on the following page. Check one of the applicable boxes, sign, date, and email back by the requested response date noted above. If the

NOTICE OF INTENT for 12023.41 and 12023.66 – Airport Tenant Relocations Project
September 19, 2025
Page 2 of 3

Airport does not receive a response from your department by the requested response date, it shall be assumed that your staff is not available to perform these services, and the Airport will procure a contract for completion of these services.

Questions regarding this request should be directed to the Airport Contract Administrator, Kat Lam at Katarina.Lam@flysfo.com or at (650) 821-5326.

Thank you in advance for your consideration.

Sincerely,



Lisa Gallego
Airport Project Manager
Design & Construction Division
San Francisco International Airport

cc: Julia Katz, Terminal 3 West Modernization Program Manager
SFO Procurement and Contracts Section

**SAN FRANCISCO INTERNATIONAL AIRPORT
DESIGN & CONSTRUCTION DIVISION**

NOTICE OF INTENT RESPONSE FORM

Please check one of the applicable boxes below, sign, date, and email back by the requested response date. If the Airport does not receive a response from your department by the requested response date, it shall be assumed that your staff is not available to perform these services, and the Airport will procure a contract for completion of these services.

Our department is interested.

If your department is interested in providing these services, the Airport Contract Administrator will contact you for further discussions.

Our department is not interested in or available to provide these services.

NAME: _____

DEPARTMENT: _____

SIGNATURE: _____

DATE: _____

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: AIR

Submitted By: Victor Madrigal

Department Coordinator: Victor Madrigal,
Victor.Madrigal@flysfo.com

Project Manager: Gaea Calma

ServiceNow Number: DHRPSC0006029

Version: 0.01

Version Type: New

Brief description of proposed work: Terminal Kitchen Electrical Upgrade - Assess multiple terminal kitchen spaces in Terminals 2 and 3 to evaluate existing electrical capacity and identify required upgrades for tenant kitchen spaces with lease end dates of October 31, 2027. The purpose is to support the transition from natural gas to fully electric operations in order to meet city-required all-electric standards. The work focuses on the building electrical backbone, including evaluation of existing systems, identification of necessary upgrades, and preparation of each kitchen space to support full electrification.

eGSE Charging Infrastructure upgrade- Replace inoperable eGSE charging units and components that prevent the units from fully functioning, and support the integration of basic monitoring capabilities where required. The goal is to maintain a reliable charging network that supports daily airside operations.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$6,000,000

Does contract include items other than services?: Yes

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 60

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: Terminal Kitchen Electrical

Upgrade - Assess multiple terminal kitchen spaces in Terminals 2 and 3 to evaluate existing electrical capacity and identify required upgrades for tenant kitchen spaces with lease end dates of October 31, 2027. The purpose is to support the transition from natural gas to fully electric operations in order to meet city-required all-electric standards. The work focuses on the building electrical backbone, including evaluation of existing systems, identification of necessary upgrades, and preparation of each kitchen space to support full electrification.

eGSE Charging Infrastructure upgrade- Replace inoperable eGSE charging units and components that prevent the units from fully functioning, and support the integration of basic monitoring capabilities where required. The goal is to maintain a reliable charging network that supports daily airside operations.

Services include:

- Program & Project Management: Planning, scheduling, budgeting, risk management, and multi-phase coordination.
- Stakeholder & Design Management: Integrating technology, electrical, and low-voltage system designs; coordinating with Airport operations to avoid service disruptions.
- Design Services: Design of the coordination and construction for the infrastructure needs for Parking Access, and Revenue Control Systems.
- Construction Management: Overseeing installation, system integration, field testing, and operational continuity.
- Project Controls & Contract Administration: Managing cost, schedule, reporting, procurement support, contract compliance, and change management.
- Cost Estimating: Preparing independent estimates for equipment, software, and infrastructure upgrades.
- Commissioning & Activation: Executing commissioning of airport special systems—security, power, and low-voltage—and developing test plans, inspections, and software/hardware activation for all parking facilities

Why are these services required and what are the consequences of denial?: Terminal Kitchen Electrical Upgrade - If the Terminal Kitchen Electrical Upgrade is denied, the primary consequence is that affected tenant spaces would not be able to meet current and upcoming electrical and safety requirements. As a result, those lease spaces would not be eligible for renewal. This would limit the Airport's ability to retain existing tenants in those locations and could lead to vacant or underutilized kitchen spaces until the necessary infrastructure upgrades are completed.

eGSE Charging Infrastructure upgrade- If the eGSE Charging Infrastructure Upgrade is denied, inoperable charging units and deficient components would remain unaddressed, resulting in an unreliable charging network. This would directly impact daily airside operations by limiting the availability and performance of eGSE charging, increasing operational disruptions and workarounds, and creating safety and efficiency risks for ground operations.

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: Yes

Provide details related to contracts for which dept comm approval required: These formal contracts will require Airport Commission approval.

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?: Yes, these services are required only during the project's design and construction. Once the equipment has been installed and commissioned, the services will no longer be needed.

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

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

Extensive knowledge of airport electrical infrastructure and operational systems, with experience supporting the assessment, coordination, and implementation of electrical upgrades related to tenant kitchen electrification and electric ground support equipment charging infrastructure. Experience includes supporting testing, coordination, and activation of electrical and monitoring components to ensure systems function as intended and align with airport operational requirements.

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

Q5c1) Identify the classifications: 5203 - Assistant Engineer, 5207 - Assoc Engineer, 5502 - Project Manager 1

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

Q5c3) Why are they not able to perform the services?: The Airport currently does not have adequate staffing to support this Project and other projects in the Airport's capital improvement program. Additionally, the work entails specialized skills, expertise, and knowledge that staff currently do not have.

Q5d) Will contractor directly supervise City employees?: No

Q5e) Will contractor train City employees?: Yes

Q5e1) Clearly describe and detail the training activities: Training of employees on how to maintain and manage the new system procured as part of the project.

Q5f) Is there a plan to transition this work back to the City?: No

Q5f1) Explain why the work will not be transitioned back to the City: Not an on-going service need. Specifically throughout the duration of the project only.

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 5203 - Assistant Engineer, 5207 - Assoc Engineer, 5502 - Project Manager 1

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

Labor Union Email Addresses: L21pscreview@ifpte21.org

Union Review Sent On: 1/29/2026

Union Review End Date: 2/8/2026

Union Review Duration Met On: 2/8/2026

February 12, 2026

Ms. Sandra Eng
Executive Director
Civil Service Commission
25 Van Ness Avenue, Suite 720
San Francisco, CA 94102

SUBJECT: DHRPSC0006029 (Terminal Electrical Upgrade Project)- Response to information requested by the Civil Service Commission

Dear Ms. Eng:

The subject PSC covers Project Delivery Partners and design services as part of the Design-Build contract for the Terminal Electrical Upgrade Project (Project). We are submitting this supplemental information in response to questions and requests for additional information from prior Airport Projects.

Feel free to contact me at (650) 821-5324 should you wish to discuss or have any further questions.

Sincerely,

Victor M. Madrigal Jr.
Design & Construction,
San Francisco International Airport

Attachments

Attachment A: Supplemental Report
Attachment B: Timeline of PSC Review
Attachment C: Notice of Intent (January 8, 2026)

Cc: Judi Mosqueda, Chief Development Officer, SFO Design & Construction Division
Claudia Luquin, Director of Project Management, SFO Design & Construction

Attachment A- SUPPLEMENTAL REPORT

Project Background

The Terminal Electrical Upgrade Project (Project) brings together a coordinated effort to modernize electrical systems that support the transition of tenant kitchens from natural gas to all-electric operations, alongside targeted upgrades to airside infrastructure used for charging electric ground equipment (eGSE).

The work focuses on understanding existing electrical conditions, identifying system constraints, and delivering terminal electrical upgrades and airside eGSE charging improvements needed to support safe, reliable operations across both environments.

To manage the technical complexity of upgrading electrical systems within an active airport environment, the Airport will deliver this Project using a Design-Build (DB) method. The DB approach integrates design, procurement, construction, commissioning, and activation under a single contract, allowing early coordination of long-lead electrical equipment, phased construction planning, and real-time collaboration among design, construction, operations, and commissioning teams. This delivery method supports schedule certainty, risk management, and alignment with the Airport's broader electrification and resilience objectives.

Successful implementation of the Project will require a structured stakeholder engagement process involving Airport staff, airline tenants, maintenance teams, regulatory authorities, and utility partners. Continuous coordination will be necessary to maintain operations, manage outages, and ensure compliance with applicable codes and airport standards, while delivering a reliable, future-ready electrical system.

Staffing Plan

The Airport is committed to providing and developing in-house staff to support ongoing capital improvements. The Design & Construction division currently employs approximately 157 personnel, including architects, engineers, planners, construction managers and inspectors, contract staff, project managers, and project controls specialists. The division's current budget includes approximately 78 vacancies, with an estimated 35 positions currently in the process of being filled.

The Airport's staffing approach combines a strong City staff-led effort with integrated consultant support. Airport architects, engineers, and project managers retain full management control, set priorities, review deliverables, and engage with the Airport's stakeholders, including Building Inspection and Code Enforcement, the City Attorney's office, and others, to ensure compliance with City and Federal regulations, Airport standards, and strategic objectives. Our staff is engaged in guiding the project needs and compliance from day 1 of programming through commissioning and final acceptance.

Delivering a project of this complexity within a short timeframe under a PDB method requires a depth of multidisciplinary expertise and real-time coordination that is not available within the current City workforce. Consultants will provide short-term technical expertise and capacity for this highly integrated effort. They provide specialized expertise that is not feasible to maintain

permanently within the City's workforce, given the temporary and cyclical nature of capital projects.

The following table illustrates how the Airport's staffing approach combines City staff participation with targeted consultant expertise to meet the specialized needs of this complex project:

Task	Airport	Consultant
Programming Phase - Process Vision and Coordination	Lead	Support
Programming Phase - Stakeholder Engagement Management	Support	Lead
Programming Phase - Design and Review	Support	Lead
Programming Phase - Cost Model and Schedule Development	Support	Lead
Programming Phase - Basis of Implementation Development	Support	Lead
Design Phase - Design Vision and Coordination	Lead	Support
Design Phase - Design and Stakeholder Management	Support	Lead
Design Phase - Design Review	Lead	Support
Design Phase - Procurement Coordination and Management	Support	Lead
Design Phase - Permit Management	Support	Lead
Construction Phase - Construction Planning and Coordination	Lead	Support
Construction Phase - Cost and Schedule Management	Support	Lead
Construction Phase - Construction Administration & Review	Lead	Support
Construction Phase - Construction Management	Support	Lead
Construction Phase - Logistics and Safety Management	Support	Lead
Commissioning, Activation and Simulation (CAS) Phase - Strategy Mgmt	Lead	Support
CAS Phase - Support & Review	Support	Lead
CAS Phase - Planning Management	Support	Lead
CAS Phase - Stakeholder Coordination	Support	Lead
Closeout Phase - Closeout Coordination and Management	Lead	Support
Closeout Phase - Punchlist, As-Built & Warranty Management	Support	Lead
Closeout Phase - Review & Acceptance	Lead	Support
Closeout Phase - Closeout Binder and Final Documentation	Support	Lead
Closeout Phase - Final Reporting and Lessons Learned	Support	Lead

Consultant services are temporary and limited to the duration of the capital project. When construction and commissioning are complete, all documentation, models, and training will be transferred to the Airport's operations and maintenance staff to ensure long-term ownership and continuity. Airport stakeholders are engaged throughout the project to ensure a smooth turnover at completion.

Attachment B – TIMELINE OF PSC REVIEW

The following list outlines the sequence of events related to the review of DHRPSC0006029 Terminal Electrical Upgrade Project for Project Delivery Partners and Design Services:

- **February 12, 2026:** No objection was received from the Union.
- **January 22, 2026:** No response was received for the Notice of Intent (NOI) that was sent to all City Departments
- **January 7, 2026:** A NOI was sent to all City Departments, notifying them of the Airport's intent to procure services for Project Delivery Partners and Design Services and inviting expressions of interest or availability to perform any or all of the work. See Attachment C.

NOTICE OF INTENT

DATE: January 7, 2026

TO: Port of San Francisco, San Francisco Municipal Transportation Agency, San Francisco Public Utilities Commission, San Francisco Public Works

SUBJECT: **NOTICE OF INTENT FOR: Contract No. 12261 –Terminal Electric Upgrade Project at the San Francisco International Airport**

REQUESTED RESPONSE DATE IS CLOSE OF BUSINESS DAY: **January 22, 2026**
The San Francisco International Airport's (Airport) Design & Construction Division is seeking Project Delivery Partner (PDP) and design-build services for the Terminal Electrical Upgrade Project as indicated below.

PROJECT BACKGROUND:

The Terminal Electrical Upgrade ("Project") will involve project management, design, and construction to upgrade electrical infrastructure supporting the Airport's transition to all-electric operations. The Project brings together terminal electrical improvements for tenant kitchen electrification and upgrades to airside electric ground support equipment (eGSE) charging infrastructure under a coordinated delivery approach.

The Project will encompass the assessment of existing conditions, design, construction, procurement, management, and integration of electrical infrastructure, equipment, and systems necessary to support reliable terminal and airside operations across the Airport campus. Work will be performed within active operational environments and will require careful coordination, phasing, and stakeholder engagement.

The Airport's objective is to enhance system reliability, support electrification goals, and position the infrastructure for future expansion while maintaining passenger service levels and airfield operations. This Project is intended to advance the Airport's sustainability initiatives and long-term operational resilience.

SUMMARY OF SERVICES REQUESTED:

The Contractor shall provide project management support and Design-Build services that include overall management expertise and oversight of the Project. Services will include design management and construction management for terminal electrical upgrades and airside eGSE charging infrastructure, project controls, contract administration, cost estimating, procurement support, field coordination and inspection, testing and commissioning services, and stakeholder coordination necessary to deliver work within active terminal and airside environments.

Estimated duration of the PDP contract: September 2026 - December 2028

Estimated duration of the design-build contract: September 2026 - December 2028

Please complete the Notice of Intent Response Form on the last page. Check one of the applicable boxes, sign, date, and email back by the requested response date noted above. If the Airport does not receive a response from your department by the requested response date, it shall be assumed that your staff is not available to perform these services, and the Airport will procure a contract for completion of these services.

Questions regarding this request should be directed to the Airport Project Manager, Gaea Calma, at Gaea.Calma@flysfo.com or at (650) 455-1406.

Thank you in advance for your consideration.
Sincerely,

Gaea Calma
Airport Project Manager
Design & Construction Division
San Francisco International Airport

cc: Ryan Louie
SFO Infrastructure Program Manager

Erron Alvey
SFO Procurement and Contracts Section

**SAN FRANCISCO INTERNATIONAL AIRPORT
DESIGN & CONSTRUCTION DIVISION
NOTICE OF INTENT RESPONSE FORM**

Please check one of the applicable boxes below, sign, date, and email back by the requested response date. If the Airport does not receive a response from your department by the requested response date, it shall be assumed that your staff is not available to perform these services, and the Airport will procure a contract for completion of these services.

Our department is interested.

If your department is interested in providing these services, the Airport Project Manager will contact you for further discussions.

Our department is not interested in or available to provide these services.

NAME:

DEPARTMENT:

SIGNATURE:

DATE:

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: DPH

Submitted By: Letania Ferreira

Department Coordinator: Reanna Albert,
reanna.albert@sfdph.org

Project Manager: Eric Raffin

ServiceNow Number: DHRPSC0006057

Version: 0.01

Version Type: New

Brief description of proposed work: The San Francisco Department of Public Health (DPH) is taking steps to improve staff safety. The goal of the work proposed is to improve safety for hundreds of DPH employees that work in the field. DPH will procure and implement a comprehensive personal duress device solution enabling field-based staff to escalate emergencies, transmit location, and trigger rapid response to designated contacts and/or law enforcement/911, with enterprise monitoring and audit trails. As part of this solution, DPH expects to acquire alarm monitoring services that are offered by the personal duress alarm vendor.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$1,000,000

Does contract include items other than services?: Yes

- Commodities & Equipment: \$75,000

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 60

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: DPH is acquiring a personal duress devices solution for 400+ field-based staff. Personal duress device solutions operate in similar ways to alarm monitoring services for home security systems. Alarm monitoring services

are a critical component to field-based duress alarm systems because they receive alerts from end-users that have activated a duress alarm through their mobile device. The alarm monitoring service operates 24/7/365 and can take immediate actions on those alerts, including communicating with the person in distress as well as ensuring that the alert and accompanying location data is immediately routed to law enforcement or emergency medical services for response. The systems in use at the alarm monitoring company will also provide data that DPH will depend on to monitor the performance of the contract (e.g., timeliness of response) as well as understand the disposition of various kinds of incidents staff encounter in the field, including verbal threats, stalking, aggressive behavior, attempted physical assault, weapons present, unsafe environments/conditions.

Why are these services required and what are the consequences of denial?: Alarm monitoring services are an integral component of a personal duress solution. If the services were denied, DPH's 400+ field-based staff would not have a means to obtain immediate response to unsafe conditions and avoidable safety incidents could occur. Contracting out these services transfers regulatory, technical, and operational activities to a certified provider with established infrastructure and trained personnel, reducing risk, liability, and overhead while ensuring reliability and compliance at scale.

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: Yes

Provide details related to contracts for which dept comm approval required: Health Commission approval will be required

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?: Yes

Q4a) What facilities or equipment does the City lack that contractor possesses?: The City lacks a personal duress device system or alarm monitoring center as well as the associated systems necessary to receive and respond to duress alerts. The contractor possesses these systems, including the technology required to integrate personal duress devices with continuous alarm monitoring services.

Does the dept plan to acquire the facilities/equipment to perform the services?: No

Explain why: The Department does not possess the personnel, knowledge, or equipment

required to create an alarm monitoring center or the required mobile application software integration.

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 9976 - Technology Expert I, 1044 - IS Engineer-Principal

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

Labor Union Email Addresses: L21pscreview@ifpte21.org

Union Review Sent On: 1/15/2026

Union Review End Date: 1/25/2026

Union Review Duration Met On: 1/25/2026

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: DPH

Submitted By: Reanna Albert

Department Coordinator: Reanna Albert,
reanna.albert@sfdph.org

Project Manager: Helen Yu

ServiceNow Number: DHRPSC0006030

Version: 0.01

Version Type: New

Brief description of proposed work: Contractor will provide Program and Fiscal Administration Services to support program deliverables of the California Department of Health Services (CA DHS) Local Oral Health Programs (LOHP) funding, while providing administrative support for an initiative or program at the Department of Public Health (DPH).

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$1,153,600

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 60

Funding

Funding Source: State Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: The purpose of this grant project is to create and expand capacity at the local level to educate, prevent, and provide linkages to treatment programs, including dental disease caused by using cigarettes and other tobacco products. The contractor will provide program and fiscal administration services, including the hiring and management of short-term contracted employees. They will also manage and disburse funds, such as consultant payments and volunteer stipends, as directed by the DPH System of Care. These disbursements will be made in accordance with the specific project requirements and the California Department of Public Health (CDPH)-approved grant

budget. The contractor must have the capacity to make payments by check, credit card, or other electronic payment mechanisms. Additionally, the contractor will manage travel arrangements for short-term contracted employees to attend grant-required convenings or to report on programs at local or national conferences, ensuring adherence to applicable City and County policies and procedures. The contractor will also oversee professional consultants and manage subcontract agreements, ensuring compliance with relevant City and County policies.

Why are these services required and what are the consequences of denial?: If the program cannot secure a fiscal intermediary, it will be unable to ensure continuity of services and will not meet the CDPH grant requirements.

Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 1

Why have you not hired City employees to perform the services?: The nature of this grant funding is short term and released in 4-5 year grant cycles. Due to the temporary nature of the funding, it is not feasible to hire city employees for these services.

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?: Temporary Basis

Q5a) Explain the Temporary basis of the services: Services needed to address a transitional or short-term situation

Q5b) Why do you believe this to be a transitional or short-term situation?: The services are required on a temporary basis due to limited term grant funding.

Q5c) How will you ensure the services aren't needed once this PSC request has ended?: To ensure the services are no longer needed once the PSC ends, DPH will monitor progress and outcomes throughout the grant period. Services are dependent on the grant funding, grant requirements, and continuity of funding.

Q5d) Describe the required skills and expertise needed to perform the services: Knowledge

of, and sensitivity to, or lived experience of diverse racial/ethnic communities, particularly communities of color.

High level of proficiency with MS Outlook, Word, PowerPoint and Excel - on both Google Drive and Desktop.

Ability to prioritize work and manage multiple projects and tasks, and interest in jumping in to help on new projects.

Strong organizational skills and attention to detail.

Excellent interpersonal communication, writing, and editing skills.

Ability to work independently, and on a team in a fast-paced environment.

Experience creating and editing websites on WordPress or similar platforms.

Q5e) Does the Department have employees with the required skills and expertise?: Yes

Q5f) Explain why the employees are not able to perform these services: While the department has employees with the required skills and expertise, due to the limited duration of the grant funding, hiring in-house is not feasible since maintaining the position beyond the grant period would not be sustainable without additional funding.

Q5g) Will the services terminate upon resolution of the situation?: Yes

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 9910 - Public Service Trainee

Labor Unions: 790 - SEIU, Local 1021, Misc

Labor Union Email Addresses: PSCreview@seiu1021.org

Union Review Sent On: 1/7/2026

Union Review End Date: 1/17/2026

Union Review Duration Met On: 1/17/2026

List of Previously Approved Contracts for Similar Services (Measured 3 years from the PSC Submission Date)

Instructions:

- Step 1: Download and save this template to your desktop.
- Step 2: Complete the fields below.
- Step 3: Upload a copy of the completed file to your PSC record under the "Required Documentation" tab.

Document Content:

Do not use this document to list contracts let under this PSC record; those will be tracked separately in the PSC record itself at the end of each fiscal year. Rather, use this template to identify other contracts executed by your department for the services now being requested with this PSC submission. The list of contracts should be limited to those executed within the last three years, measured from the date of the PSC submission. The Commission will use this information to determine if there is a pattern of contracting this or similar work out, regardless of which PSC record is associated with those other contracts.

Other than completing the blank fields below and adding row at the bottom, do not change or alter this template.

Dept Acronym:	DPH
Dept Name:	Department of Public Health
PSC Coordinator Name:	Reanna Albert
PSC Coordinator Email:	reanna.albert@sfdph.org
PSC ServiceNow Record No.:	DHRPSC0006030

PS Contract ID	Contract Start Date	Contract End Date	Contract Not to Exceed Amount	PSC ServiceNow Record Number (if PSC approval was obtained)	Brief Description of Services Rendered
1000013197	7/1/2018	6/30/2026	\$ 2,603,327	45859-17/18	As-needed project based support services - Category I program administration and support services.

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: DPH

Submitted By: Reanna Albert

Department Coordinator: Reanna Albert,
reanna.albert@sfdph.org

Project Manager: Anthony Taylor

ServiceNow Number: DHRPSC0005946

Version: 0.01

Version Type: New

Brief description of proposed work: Contractor will provide Program Administration Services to ensure ongoing project delivery for populations disproportionately affected by sexually transmitted infections (STI), human Immunodeficiency virus (HIV), and Hepatitis C (HCV) in San Francisco. The scope of services will include program administration and/or staffing support for one or more of the following STI/HIV Branch program areas: City Clinic (Patient Care, Research, and Clinical Teaching); LINC (Linkage, Integration, Navigation, and Comprehensive Services); and RADR (Reserve for Accelerated Disease Response).

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$2,500,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 60

Funding

Funding Source: City Funds, State Funds, Federal Funds

Special circumstances related to funding: Yes

Explain the special circumstances: The California Department of Public Health (CDPH) and Centers for Disease Control and Prevention (CDC), which are state and federal funders, respectively, require contracting/subcontracting with community-based organizations (CBOs). Per California's Health and Safety Code Section 120511(a)(2), CDPH mandates that "no less than 50 percent of the funds allocated to local health jurisdictions shall be provided to, or used to support activities in partnership with, community-based organizations or nonprofit health care providers, provided that there are CBOs or nonprofit health care providers in the jurisdiction that

can conduct the activities and provide these services..."

Additionally, the CDC requires that local health jurisdictions receiving grant funds to Support and Scale Up of HIV Prevention Services in Sexual Health Clinics (SHIPS grant) must use funds "to foster action-oriented and strategic partnerships with community providers, community-based organizations...and other entities... to maximize the impact of ending the epidemic implementation and improve equitable access to HIV and sexual health services," which could include funding partner organizations (CDC-RFA-PS-24-0024; Jan 2024; Pgs. 14-15).

Scope of Work

Clearly describe scope and detail the services to be performed: Contractor will support the continuation and preservation of public health services through program administration support and program staffing services, with an emphasis on services supporting San Francisco's current and future strategies related to "Getting to Zero" (GTZ) and "Ending the HIV/STI/HCV Epidemic" Initiatives. Program administration services include support for as-needed and continuing public health research and programs including financial management and reporting, performance and quality management, and management of subcontract agreements. Program staffing services include, but are not limited to, as-needed recruitment, onboarding, and human resource management of public health positions allowed under Human Resources management directive (currently limited to research staff).

Why are these services required and what are the consequences of denial?: Services are required to help ensure grant requirements in the following ways: 1) Expanding funding access for grassroots organizations through subcontracting, as some federal and state grants require a significant portion of funding be allocated to contracting with community-based organizations (CBOs) that serve priority populations to address health disparities 2) Providing essential fiscal and operational support in response to community needs and emerging and urgent clinical issues and public health threats, including the procurement of services and resources 3) As-needed recruitment, onboarding and human resources management of research staff, including Clinical Research Coordinator (CRC) and Research Associate (RA) positions. In addition, research grants are typically short-term and require rapid onboarding of staff to achieve time-sensitive research grant deliverables.

Denial of services will significantly disrupt critical public health programs and research as the STI/HIV Branch would be unable to meet grant-funded requirements, leading to continued elevated incidences of STI/HIV/HCV acquisitions and related stigmas in communities and populations that bear a disproportionate burden of sexual and substance-use-related health disparities. Being unable to meet grant-funded requirements would also put federal, state and research funding in jeopardy. This could result in a loss of revenue for DPH as these grants also support FTEs of civil service staff (e.g. the principal investigator). Denial of services could also lead to the end of a long-standing, impactful research program that has advanced STI/HIV prevention and promoted equitable implementation of innovations in public health.

Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 3

Why have you not hired City employees to perform the services?: Recruitment, onboarding and human resources management of research staff, including Clinical Research Coordinator (CRC) and Research Associate (RA) positions, are required as there are no existing equivalent civil service positions with the minimum qualifications or role and responsibilities of a CRC or RA. In addition, research grants are typically short-term and require rapid onboarding of staff to achieve grant deliverables. The work also requires specialized cultural competencies and responsiveness, and established community relationships that are uniquely held by CBOs and individuals with lived experience in the priority populations. Additionally, federal and state grant requirements mandate that a significant portion of funding be allocated to CBOs.

Board and Commission Approvals

Will any contracts under this PSC require department Commission approval: Yes

Provide details related to contracts for which dept comm approval required: Health Commission approval will be required.

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?: Yes

Q1a) Clearly describe & site the regulatory/legal requirements to support outsourcing:

California's Health and Safety Code Section 120511(a)(2) mandates that "no less than 50 percent of the California Department of Public Health grant funds allocated to local health jurisdictions shall be provided to, or used to support activities in partnership with, community-based organizations or nonprofit health care providers, provided that there are community-based organizations or nonprofit health care providers in the jurisdiction that can conduct the activities and provide these services consistent with this section."

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?: No

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

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

intermediary services, including administrative infrastructure support, human resource management, and coordination of subcontractors, consultants, and staff for various Systems of Care at DPH.

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

Q5c1) Identify the classifications: 1842 - Management Assistant, 1823 - Senior Administrative Analyst, 1652 - Accountant II, 1241 - Human Resources Analyst, 1654 - Accountant III

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

Q5c3) Why are they not able to perform the services?: California's Health and Safety Code Section 120511(a)(2) mandates that "no less than 50 percent of the funds" shall be provided to partner organizations. Additionally, the SHIPS grant requires fostering strategic partnerships, which may include funding partner organizations (CDC-RFA-PS-24-0024; Jan 2024; Pgs. 14-15).

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: Training is not a component of this contract.

Q5f) Is there a plan to transition this work back to the City?: No

Q5f1) Explain why the work will not be transitioned back to the City: This work will not be transitioned back to the City because federal and state funders mandate a portion of funding be allocated to CBOs. Transitioning this work to the City would fall outside of funder requirements.

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 1842 - Management Assistant, 1823 - Senior Administrative Analyst, 1652 - Accountant II, 1241 - Human Resources Analyst, 1654 - Accountant III

Labor Unions: 021 - Prof & Tech Eng, Local 21, 790 - SEIU, Local 1021, Misc, 022 - Prof & Tech Eng, Local 21

Labor Union Email Addresses: L21pscreview@ifpte21.org, PSCreview@seiu1021.org, L21pscreview@ifpte21.org

Union Review Sent On: 1/12/2026

Union Review End Date: 1/22/2026

Union Review Duration Met On: 1/22/2026

List of Previously Approved Contracts for Similar Services (Measured 3 years from the PSC Submission Date)

Instructions:

- Step 1: Download and save this template to your desktop.
- Step 2: Complete the fields below.
- Step 3: Upload a copy of the completed file to your PSC record under the "Required Documentation" tab.

Document Content:

Do not use this document to list contracts let under this PSC record; those will be tracked separately in the PSC record itself at the end of each fiscal year. Rather, use this template to identify other contracts executed by your department for the services now being requested with this PSC submission. The list of contracts should be limited to those executed within the last three years, measured from the date of the PSC submission. The Commission will use this information to determine if there is a pattern of contracting this or similar work out, regardless of which PSC record is associated with those other contracts.

Other than completing the blank fields below and adding row at the bottom, do not change or alter this template.

Dept Acronym:	DPH
Dept Name:	Department of Public Health
PSC Coordinator Name:	Reanna Albert
PSC Coordinator Email:	reanna.albert@sfdph.org
PSC ServiceNow Record No.:	DHRPSC0005946

PS Contract ID	Contract Start Date	Contract End Date	Contract Not to Exceed Amount	PSC ServiceNow Record Number (if PSC approval was obtained)	Brief Description of Services Rendered
1000010711	4/2/2018	6/30/2026	\$2,956,187.00	02006/07/08	Provide program administration services and program staffing services.
1000016120	9/30/2019	9/29/2027	\$677,378.00	02007-07/08	Provide program administration services to address gaps in existing case-based STI surveillance and inform the development of novel and efficient prevention interventions.
1000016119	12/1/2019	12/31/2026	\$6,287,182.00	02007-07/08	Provide program administration and support services for the Population Health Division - Strengthening STD Prevention and Control for Health Departments (PCHD).

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: DPW

Submitted By: Don Sy

Department Coordinator: Belle Macaranas,
belle.macaranas@sfdpw.org

Project Manager: Jacky Ng

ServiceNow Number: DHRPSC0006038

Version: 0.01

Version Type: New

Brief description of proposed work: As Needed Historical Preservation Specialty Services

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$7,500,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 84

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: As Needed Historical Preservation Specialty Services:

Provide as-needed historic preservation services to support Public Works' design teams and ensure compliance with the Public Resources Code (PRC) 5024 and 5024.5, the California Environmental Quality Act (CEQA), the National Environmental Policy Act (NEPA), and Section 106 of the National Historic Preservation Act (NHPA) for campuses, buildings, and structures owned and operated by the City and County of San Francisco. Services may include cultural resource inventories, historical evaluations, impact assessments and studies, management documents, and preparation of construction documents and specifications.

Why are these services required and what are the consequences of denial?: Historic Preservation consultation is a specialized professional service that is out of Public Work's Project Design & Development (PDD) area of expertise. Historic Preservation consultants would have a strong working knowledge on researching historic buildings and providing the reports necessary for the design team. Many of our projects involve renovation of historic structures which trigger assessments and reports required for entitlements to be performed by a Historic Preservation consultant. Design and Construction phases of historic structures also require technical input from the Historic Preservation consultant to inform and assist the design architect.

This service is necessary for Public Works to ensure effective program delivery, organizational efficiency, and identify cost saving methodologies and technologies to support current and future programs and operations. Denial of these services can negatively impact both the day-to-day operations and long-term mission/goals of the Department. Impacts may include delays to project timeline during the entitlement phase, inability to provide comprehensive documentation of existing historic City resources prior to construction and alteration and may result in incomplete project deliverables.

Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 3

Why have you not hired City employees to perform the services?: The field of historic preservation consulting is a highly specialized field and entails regulations, standards and knowledge of historic design and construction methodologies that are unique to historic buildings and structures that fall outside of our architects' area of expertise. There is currently no ongoing demand that justifies the hiring of permanent City staff with the necessary expertise.

Board and Commission Approvals

Will any contracts under this PSC require department Commission approval: Yes

Provide details related to contracts for which dept comm approval required: Commission approval required for contracts equal to or exceeds \$230,000 (Minimum competitive amount).

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?: The services are only going to be utilized on an as-needed basis. There is currently no ongoing demand that justifies the hiring of permanent City staff with the necessary expertise.

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

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

Consultants must be experts in their fields. Knowledge and expertise in preserving Historic Buildings, and extensive experience in working with San Francisco Planning Department, San Francisco Historic Preservation Commission, California Office of Historic Preservation, and other related entities.

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

Q5c1) Identify the classifications: 5268 - Architect

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

Q5c3) Why are they not able to perform the services?: The field of historic preservation consulting is a highly specialized field within the architectural field and none of our architectural classifications have the expertise or training for this field and there is not enough projects/work of this type that would utilize them full time.

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 services are only going to be utilized on an as-needed basis and there is not enough of this specialized work for a full time staff. There is no ongoing need to train City staff.

Q5f) Is there a plan to transition this work back to the City?: No

Q5f1) Explain why the work will not be transitioned back to the City: The services are only going to be utilized on an as-needed basis. There is currently no ongoing demand that justifies the hiring of permanent City staff with the necessary expertise.

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 5268 - Architect

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

Labor Union Email Addresses: L21pscreview@ifpte21.org

Union Review Sent On: 1/9/2026

Union Review End Date: 1/19/2026

Union Review Duration Met On: 1/19/2026

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: HOM

Submitted By: Monique Colon

Department Coordinator: Monique Colon,
monique.colon@sfgov.org

Project Manager: Lisa Rachowicz

ServiceNow Number: DHRPSC0006053

Version: 0.01

Version Type: New

Brief description of proposed work: Non-profit service providers will provide integrated, culturally competent services at City-owned shelter sites, including emergency shelters, congregate and non-congregate shelters, navigation centers, and transitional housing. Services include support services such as case management, housing placement support, wellness checks and benefits navigation; and general services such as maintenance and janitorial to keep facilities clean, safe, and sanitary, and security for safety and de-escalation to ensure safety of all guests. The programs serve adults, transitional age youth, and families experiencing homelessness. The City-owned properties provide 800 shelter beds a night across the City. Nonprofit community-based organizations operate these sites 24 hours a day/7 days a week.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$30,000,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 60

Funding

Funding Source: State Funds, City Funds

Special circumstances related to funding: Yes

Explain the special circumstances: The state requires HSH to spend down funding by June 30, 2027 for certain shelter sites.

Scope of Work

Clearly describe scope and detail the services to be performed: Non-profit service providers

will provide integrated, culturally competent emergency shelter services and operations 24/7 at City-owned shelter sites, including emergency shelters, congregate and non-congregate shelters, navigation centers, and transitional or interim housing sites. The programs serve adults, transitional age youth, and families experiencing homelessness.

Guest support services include, but are not limited to, guest intake, assessment and creation of an individualized housing-focused service plan; case management, including ongoing counseling services to establish goals and track progress towards those goals; wellness checks and connection to care for anyone demonstrating symptoms of physical or behavioral health needs; referrals and coordination of services to support guests' application for and maintaining various local benefits, community resources and social services; housing search and placement support to assist clients with finding and securing permanent housing by problem solving and helping to navigate the application process; referral and linkage to mental health services or connections to external therapists; coordination of support groups and organized activities for peer support, including age-appropriate activities and enrichment programming for youth under the age of 18; and document readiness to support guests with housing options and placement.

Safety and de-escalation services to ensure the safety of the served population, staff and visitors, including conducting search of persons and property for potentially dangerous items prior to entering sites, patrol of the site and surrounding area, and assistance with conflict de-escalation and crisis management in trauma-informed approach.

Emergency shelter and operations management services including reservation and waitlist management; storage services; access to and maintenance of shower and restroom facilities; janitorial services to keep facilities safe, sanitary and pest free; general maintenance and access to meals.

Why are these services required and what are the consequences of denial?: On any given night, there are approximately 8,323 people experiencing homelessness in San Francisco. As of the last point in time (PIT) count, 4,355 of these individuals were unsheltered, including 823 unsheltered youth under the age of 24. HSH has committed to strengthening the City's response to unsheltered homelessness by increasing shelter bed capacity by adding 1,075 new shelter beds; expanding services and resources in outreach, crisis interventions, shelters, and transitional housing; addressing health, behavioral health, and service needs of unsheltered people; connecting unsheltered people directly to housing; and with other City departments, addressing community impacts and neighborhood concerns. The City-owned shelter sites included in this PSC request support these action areas and HSH's goal to decrease homelessness and unsheltered homelessness.

These sites have been opened and operating for many years under grant agreements with nonprofit providers. Denying this approval would risk closing emergency shelter beds for adults, families and children sleeping outdoors or in vehicles.

Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 4

Why have you not hired City employees to perform the services?: There are not City classifications with the specialized knowledge and training in addressing the priorities of unhoused clients with physical and behavioral needs while providing support services, regular safety patrols, and facilities operations services in a 24-hour 7 day a week emergency shelter setting.

It would not be practical to hire City employees because a portion of the work is funded by state grant dollars. Annual renewal of such dollars is uncertain.

Board and Commission Approvals

Will any contracts under this PSC require department Commission approval: Yes

Provide details related to contracts for which dept comm approval required: All agreements requiring Board of Supervisors approval also require approval by the Homelessness Oversight Commission.

Will any contracts under this PSC require Board of Supervisors approval: Yes

Provide details related to contracts for which BOS approval will be required?: All agreements requiring anticipated expenditures of ten million dollars or more, or the modification or amendments to such contract or agreement having an impact of more than \$500,000 shall be subject to approval of the Board of Supervisors by resolution.

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?: A portion of the work is funded by state grant dollars. Annual renewal of such dollars is uncertain.

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

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

Specialized knowledge and training in addressing the priorities of unhoused clients with physical

and behavioral needs while providing support services, regular safety patrols, and facilities operations services in a 24-hour 7 day a week emergency shelter setting.

Q5c) Does City have classifications with the required specialized skills or expertise?: No

Q5c1) Should City develop a classification to perform these services?: No

Q5c2) Explain why new a job classification is not feasible: It would not be practical to create a new job classification because a significant portion of the work is funded by state grant dollars. Annual renewal of such dollars is uncertain.

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 selected providers will use their own staff in operating these sites and providing services.

Q5f) Is there a plan to transition this work back to the City?: No

Q5f1) Explain why the work will not be transitioned back to the City: A significant portion of this work is funded by state grant dollars. Annual renewal of such dollars is uncertain.

Additional information to support your request (Optional): These services were historically contracted through grant agreements with non-profit community-based service providers under the authority of Administrative Code Chapter 21B. HSH is transitioning these agreements from grants to operate shelter on City-owned sites to professional services contracts at the guidance of the City Attorney's Office.

Union Notifications

Job Class(es): 2587 - Health Worker 3, 8202 - Security Guard, 2708 - Custodian, 7524 - Institution Utility Worker

Labor Unions: 250 - SEIU 1021, 790 - SEIU, Local 1021, Misc

Labor Union Email Addresses: PSCreview@seiu1021.org, PSCreview@seiu1021.org

Union Review Sent On: 1/14/2026

Union Review End Date: 1/24/2026

Union Review Duration Met On: 1/24/2026



Shireen McSpadden, Executive Director

Daniel Lurie, Mayor

To: Suzanne Choi, PSC Coordinator, Department of Human Resources

From: Gigi Whitley, Chief of Finance and Administration, Department of Homelessness and Supportive Housing

Date: February 4, 2026

Subject: Summary of SEIU Local 1021 Request for Information for PSC# DHRPSC0006053

Enclosed please find a summary of the Department of Homelessness and Supportive Housing's (HSH) discussions with SEIU Local 1021 regarding the union's request for information for PSC# DHRPSC0006053.

Services Background

Historically, the City has contracted for emergency shelter operations with non-profit, community-based service providers through grant agreements. Under the authority of Administrative Code Chapter 21G, grant agreements are exempted from Commission review. At the guidance of the City Attorney's Office, HSH is transitioning current agreements for shelter operations to professional services contracts under the authority of Chapter 21 for sites owned by the City. Services on City-owned sites included in this PSC request include established shelters that have been operating for several years under grant agreements with nonprofit providers.

Union Review

SEIU submitted a request to "meet and confer" immediately following HSH's submission of the PSC on January 14, 2026.

In preparation for the meeting HSH provided responses to several questions presented by SEIU (see attached correspondence).

On January 23, 2026, HSH and the SEIU representative met to discuss the union's questions pertaining to state grant funding requirements, the 24 hour, 7 days a week and integrated nature of the work at shelter sites, and whether HSH identified classifications that can perform the work with City employees.

HSH asserted that the service delivery model is client-centered and very integrated. To support this integrated service model, staff are often required to perform a host of services to support clients and shelter operations to keep shelters clean, safe, and sanitary. City positions are not conducive to this 24/7 integrated service model.

HSH also asserted that the department hires City unionized employees to perform facilities and routine maintenance and programmatic staff to support shelter operations for these City-owned sites whenever possible. Additionally, City shelters are supported by the Department of Public Health employees to provide medical services on site.

SEIU submitted additional questions as a follow up to the meeting, which HSH responded to accordingly.

SEIU’s deadline to submit the PSC for fact-finding review lapsed on January 28, 2026. No additional questions or meeting requests were submitted by SEIU.

Timeline of Discussions with SEIU

Date	Description
1/14/26	HSH submitted the PSC for union review.
1/14/26	SEIU submitted a request to “meet and confer” with HSH.
1/16/26	HSH provided responses to SEIU’s initial set of questions.
1/16/26	SEIU submitted additional questions in advance of the meeting.
1/21/26	HSH provided responses to SEIU’s second set of questions.
1/23/26	HSH and SEIU met via Teams.
1/23/26	SEIU submitted follow up questions to the meeting.
1/27/26	HSH provided responses to SEIU’s third set of questions.
1/28/26	SEIU’s window to submit the PSC for Fact-Finder review expired.
2/4/26	HSH submitted the PSC for DHR review.

Summary

To ensure the continuity of services at these City-owned sites, HSH respectfully requests that PSC# DHRPSC0006053 be calendared for the March 16, 2026 meeting for Civil Service Commission consideration.



From: [Colon, Monique \(HOM\)](#)
To: ["XiuMin Li"](#); [Najuawanda Daniels](#); [Oumar Fall](#)
Cc: [Rachowicz, Lisa \(HOM\)](#); [DHR-Personal Services Contracts](#); [Whitley, Gigi \(HOM\)](#); [Velasquez, Edilyn \(HOM\)](#); [Romoslawski, Adam \(HOM\)](#); [Mehta, Radha \(HOM\)](#)
Subject: RE: HOM [DHRPSC0006053] submitted for Union Review
Date: Tuesday, January 27, 2026 2:43:00 PM
Attachments: [DHRPSC0006053 - SEIU RFI Response #3.docx](#)
[image002.png](#)
[image003.png](#)

Hi Xiu,

Please see attached for HSH's response to SEIU's questions.

Thanks,
Monique

From: XiuMin Li <XiuMin.Li@seiu1021.org>
Sent: Friday, January 23, 2026 12:34 PM
To: Colon, Monique (HOM) <monique.colon@sfgov.org>; Najuawanda Daniels <najuawanda.daniels@seiu1021.org>; Forrest Kreiss <Forrest.Kreiss@seiu1021.org>; Oumar Fall <oumar.fall@seiu1021.org>
Cc: Rachowicz, Lisa (HOM) <lisa.rachowicz@sfgov.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Whitley, Gigi (HOM) <gigi.whitley@sfgov.org>; Velasquez, Edilyn (HOM) <edilyn.velasquez@sfgov.org>; Romoslawski, Adam (HOM) <adam.romoslawski@sfgov.org>; Mehta, Radha (HOM) <radha.mehta@sfgov.org>
Subject: Re: HOM [DHRPSC0006053] submitted for Union Review

Hello Monique et al,

Thank you for the information and for the meeting today. Please provide these additional info below:

1. Dollar amount and percentage of state vs city funding for this PSC and the overall shelter management services for all sites.
2. At the meeting, HOM explained that whenever possible, HOM does utilize city employees to provide these services including the use of Laborer and SEIU bargaining unit members, can you provide a list of sites where city employees have been utilized and what criteria is being used to determine the feasibility in those instances?

Please let me know by Tuesday COB.

Thank you!

XiuMin “Xiu” Li (She, Her)
Field Supervisor

Stop Airbnb Greed, Save Public Services!
<https://www.boycott-airbnb.org/pledge>

Direct #: 415 848 3686
Member Resources Center: 1-877-687-1021

Sign up to become a Union Member! Together We Rise Up!
<http://join1021.org?LUID=Xli>

Check out other SEIU Member Benefits: <https://www.seiumb.com/>

Sign up for text updates from the union. <https://www.seiu1021.org/text-me>

Work or intern with SEIU 1021 and help build a strong union!

<https://www.seiu1021.org/jobs>

<https://www.seiu1021.org/member-internship-program>

From: Colon, Monique (HOM) <monique.colon@sfgov.org>
Sent: Wednesday, January 21, 2026 5:07 PM
To: XiuMin Li <XiuMin.Li@seiu1021.org>; Najuawanda Daniels <Najuawanda.Daniels@seiu1021.org>; Forrest Kreiss <Forrest.Kreiss@seiu1021.org>; Oumar Fall <Oumar.Fall@SEIU1021.ORG>
Cc: Rachowicz, Lisa (HOM) <lisa.rachowicz@sfgov.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Whitley, Gigi (HOM) <gigi.whitley@sfgov.org>; Velasquez, Edilyn (HOM) <edilyn.velasquez@sfgov.org>; Romoslawski, Adam (HOM) <adam.romoslawski@sfgov.org>; Mehta, Radha (HOM) <radha.mehta@sfgov.org>
Subject: RE: HOM [DHRPSC0006053] submitted for Union Review

CAUTION: This email originated from outside of the organization. Do not click links or open

attachments unless you recognize the sender and know the content is safe.

Hi Xiu,

Please see attached for HSH's response to your questions. We look forward to discussing further Friday morning.

Thanks,
Monique

From: XiuMin Li <XiuMin.Li@seiu1021.org>

Sent: Friday, January 16, 2026 3:14 PM

To: Colon, Monique (HOM) <monique.colon@sfgov.org>; Najuawanda Daniels <najuawanda.daniels@seiu1021.org>; Forrest Kreiss <Forrest.Kreiss@seiu1021.org>; Oumar Fall <oumar.fall@seiu1021.org>

Cc: Rachowicz, Lisa (HOM) <lisa.rachowicz@sfgov.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Whitley, Gigi (HOM) <gigi.whitley@sfgov.org>; Velasquez, Edilyn (HOM) <edilyn.velasquez@sfgov.org>; Romoslawski, Adam (HOM) <adam.romoslawski@sfgov.org>; Mehta, Radha (HOM) <radha.mehta@sfgov.org>

Subject: Re: HOM [DHRPSC0006053] submitted for Union Review

Hi Monique,

I am not available during those times. I can potentially do Friday 11am to noon.

XiuMin "Xiu" Li (She, Her)
Field Supervisor

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<https://www.seiu1021.org/member-internship-program>

From: Colon, Monique (HOM) <monique.colon@sfgov.org>
Sent: Friday, January 16, 2026 3:12 PM
To: XiuMin Li <XiuMin.Li@seiu1021.org>; Najuawanda Daniels <Najuawanda.Daniels@seiu1021.org>; Forrest Kreiss <Forrest.Kreiss@seiu1021.org>; Oumar Fall <Oumar.Fall@SEIU1021.ORG>
Cc: Rachowicz, Lisa (HOM) <lisa.rachowicz@sfgov.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Whitley, Gigi (HOM) <gigi.whitley@sfgov.org>; Velasquez, Edilyn (HOM) <edilyn.velasquez@sfgov.org>; Romoslawski, Adam (HOM) <adam.romoslawski@sfgov.org>; Mehta, Radha (HOM) <radha.mehta@sfgov.org>
Subject: RE: HOM [DHRPSC0006053] submitted for Union Review

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Hi Xiu,

We'll review your questions in preparation for next week's meeting. We're unable to meet during the time you requested. Are you available during these times?

1. Tuesday, 1/20: 2-2:30pm
2. Wednesday, 1/21: 11-11:30am or 11:30am – 12pm
3. Friday, 1/23: 11-12pm

Thanks,
Monique

From: XiuMin Li <XiuMin.Li@seiu1021.org>
Sent: Friday, January 16, 2026 3:08 PM
To: Colon, Monique (HOM) <monique.colon@sfgov.org>; Najuawanda Daniels <najuawanda.daniels@seiu1021.org>; Forrest Kreiss <Forrest.Kreiss@seiu1021.org>; Oumar Fall <oumar.fall@seiu1021.org>
Cc: Rachowicz, Lisa (HOM) <lisa.rachowicz@sfgov.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Whitley, Gigi (HOM) <gigi.whitley@sfgov.org>; Velasquez, Edilyn (HOM) <edilyn.velasquez@sfgov.org>; Romoslawski, Adam (HOM) <adam.romoslawski@sfgov.org>; Mehta, Radha (HOM) <radha.mehta@sfgov.org>
Subject: Re: HOM [DHRPSC0006053] submitted for Union Review

Hi Monique,

Thank you. I am going to take this going forward as Naj is busy with other assignment and Forrest is out this week.

The union is available the following dates/times:

- Thursday, January 22 at 10:30am or 4 to 5pm

Please let me know what works. In regards to the RFI:

1. **In the PSC it listed this Special Funding Circumstances:** The state requires HSH to spend down funding by June 30, 2027 for certain shelter sites. Can you clarify what that means? Why did the state make such a requirement and how were those sites chosen as sites where funding needs to be spent down?
2. **Under PSC Justification(s), the following are listed.**

=====

Services required on an as-needed, intermittent, or periodic basis

Services requiring specialized expertise, knowledge experience

However, since these shelters are operating 24/7, why is the PSC listed as used on an "as-needed, intermittent and period basis"?

3. What specific "specialized expertise and knowledge experience" are missing from 2587 - Health Worker 3, 2708 - Custodian, 7524 - Institution Utility Worker, 8202 - Security Guard that prevent them from providing the services and what efforts have been made to provide training and knowledge transfers to these employees to help obtain the ability to provide the services?
4. List of current or prospective contractors/vendors/operators running these sites
5. What specific positions are utilized by these operators to provide these services. Please provide the job description for these positions also.
6. A copy of all the contracts and draft contracts associated with this PSC.
7. If a previous PSC authority was used for the contracting out of these services, please provide the PSC number, names of contractors, and a copy of those contracts as well.

Please provide the aforementioned information by Wednesday, 1/21 COB.

Thank you,

XiuMin “Xiu” Li (She, Her)
Field Supervisor

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<https://www.seiu1021.org/jobs>

<https://www.seiu1021.org/member-internship-program>

From: Colon, Monique (HOM) <monique.colon@sfgov.org>

Sent: Friday, January 16, 2026 2:47 PM

To: Najuawanda Daniels <Najuawanda.Daniels@seiu1021.org>; Forrest Kreiss <Forrest.Kreiss@seiu1021.org>; PSCreview <PSCreview@seiu1021.org>

Cc: Rachowicz, Lisa (HOM) <lisa.rachowicz@sfgov.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Whitley, Gigi (HOM) <gigi.whitley@sfgov.org>; Velasquez, Edilyn (HOM) <edilyn.velasquez@sfgov.org>; Romoslowski, Adam (HOM) <adam.romoslowski@sfgov.org>; Mehta, Radha (HOM) <radha.mehta@sfgov.org>

Subject: RE: HOM [DHRPSC0006053] submitted for Union Review

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Hi Naj and Forrest,

The Department of Homelessness and Supporting Housing (City) is in receipt of the SEIU 1021 (Union) request to meet regarding the proposed Personal Services Contract (PSC) number DHRPSC0006053 dated January 14, 2026. The City is available to meet on the dates and times listed below:

1. Tuesday, 1/20: 2-2:30pm
2. Wednesday, 1/21: 11-11:30am or 11:30am – 12pm
3. Friday, 1/23: 11-12pm

Please contact me by no later than Wednesday January 21 to schedule a meeting. However, if we do not receive your response by that date, the City will treat this matter as closed.

Please see HSH's responses to your initial list of questions:

1. How are the funds decided to be spent down on contracting out work of city employees?

Please clarify the question so HSH can provide a thorough and accurate response.

2. Which sites are affected by this PSC?
 - TAY Navigation Center (888 Post)
 - Multi-Service Center South (525 5th Street)
 - 260 Golden Gate Family Shelter (260 Golden Gate)

Thank you,

Monique



Monique Colón (she/her)

Contracts Manager

San Francisco Department of Homelessness and Supportive Housing

monique.colon@sfgov.org | O: 628.652.7767

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From: Najuwanda Daniels <Najuawanda.Daniels@seiu1021.org>

Sent: Wednesday, January 14, 2026 12:35 PM

To: DT Service Now (TIS) <ccsfdt@service-now.com>; Rachowicz, Lisa (HOM) <lisa.rachowicz@sfgov.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Colon, Monique (HOM) <monique.colon@sfgov.org>; PSCreview <PSCreview@seiu1021.org>; Forrest Kreiss <Forrest.Kreiss@seiu1021.org>

Subject: Re: HOM [DHRPSC0006053] submitted for Union Review

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Hi Monique,

SEIU is requesting to meet and confer about the necessity of this PSC.

How are the funds decided to be spent down on contracting out work of city employees?

Which sites are affected by this PSC?

Please provide us with a date and include Forrest Kriess the rep for HSH.

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From: CCSF IT Service Desk <ccsfdt@service-now.com>
Sent: Wednesday, January 14, 2026 12:10:34 PM
To: lisa.rachowicz@sfgov.org <lisa.rachowicz@sfgov.org>; DHR-PersonalServicesContracts@sfgov.org <DHR-PersonalServicesContracts@sfgov.org>; monique.colon@sfgov.org <monique.colon@sfgov.org>; PSCreview <PSCreview@seiu1021.org>
Subject: HOM [DHRPSC0006053] submitted for Union Review

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello union representatives,

HOM is requesting your review of PSC [DHRPSC0006053]. Please see relevant details of this request below and in the attached document(s). **Should you have any questions or objections, please state them by replying all to this email by 2026-01-24. If you would like to request a factfinder review for this PSC, please submit the [PSC factfinder review request form](#) within 5 days of your initial meeting with the department.**

PSC Summary

Record Number: DHRPSC0006053 v 0.01

Description of Proposed Work: Non-profit service providers will provide integrated, culturally competent services at City-owned shelter sites, including emergency shelters, congregate and non-congregate shelters, navigation centers, and transitional housing. Services include support services such as case management, housing placement support, wellness checks and benefits navigation; and general services such as maintenance and janitorial to keep facilities clean, safe, and sanitary, and security for safety and de-escalation to ensure safety of all guests. The programs serve adults, transitional age youth, and families experiencing homelessness. The City-owned properties provide 800 shelter beds a night across the City. Nonprofit community-based organizations operate these sites 24 hours a day/7 days a week.

Request Type: New

Approval Type: CSC Approval

CSC Review Reason(s):

CSC Approval by Amount

Submitting Department: HOM

Dept PSC Coordinator: Monique Colon

Dept PSC Coordinator Email: monique.colon@sfgov.org

PSC Amount: \$30,000,000.00

PSC Duration (months): 60

Funding Source(s): State Funds, City Funds

Special Funding Circumstances: The state requires HSH to spend down funding by June 30, 2027 for certain shelter sites.

Scope of Work: Non-profit service providers will provide integrated, culturally competent emergency shelter services and operations 24/7 at City-owned shelter sites, including emergency shelters, congregate and non-congregate shelters, navigation centers, and transitional or interim housing sites. The programs serve adults, transitional age youth, and families experiencing homelessness. Guest support services include, but are not limited to, guest intake, assessment and creation of an individualized housing-focused service plan; case management, including ongoing counseling services to establish goals and track progress towards those goals; wellness checks and connection to care for anyone demonstrating symptoms of physical or behavioral health needs; referrals and coordination of services to support guests' application for and maintaining various local benefits, community resources and social services; housing search and placement support to assist clients with finding and securing permanent housing by problem solving and helping to navigate the application process; referral and linkage to mental health services or connections to external therapists; coordination of support groups and organized activities for peer support, including age-appropriate activities and enrichment programming for youth under the age of 18; and document readiness to support guests with housing options and placement. Safety and de-escalation services to ensure the safety of the served population, staff and visitors, including conducting search of persons and property for potentially dangerous items prior to entering sites, patrol of the site and surrounding area, and assistance with conflict de-escalation and crisis management in trauma-informed approach. Emergency shelter and operations management services including reservation and waitlist management; storage services; access to and maintenance of shower and restroom facilities; janitorial services to keep facilities safe, sanitary and pest free; general maintenance and access to meals.

Job Class(es): 2587 - Health Worker 3, 2708 - Custodian, 7524 - Institution Utility Worker, 8202 - Security Guard

Labor Unions: 790 - SEIU, Local 1021, Misc, 250 - SEIU 1021

PSC Justification(s)

- ✓ Services required on an as-needed, intermittent, or periodic basis
- ✓ Services requiring specialized expertise, knowledge experience

Ref:TIS6388040_FKJeapRqqsLtven0pTN

**DHRPSC0006053 PSC for City-owned Shelter Sites
HSH Response to SEIU RFI #2**

- 1. In the PSC it listed this Special Funding Circumstances: The state requires HSH to spend down funding by June 30, 2027 for certain shelter sites. Can you clarify what that means? Why did the state make such a requirement and how were those sites chosen as sites where funding needs to be spent down?**

It is common for state and federal funders to require grant funds to be spent by a specific deadline and to require recipients to demonstrate progress of spend-down throughout the term of the grant. Funds unspent by the pre-determined deadline may be subject to forfeiture.

HSH considers several factors on an annual basis when determining which programs to allocate certain funding sources to, including but not limited to the following:

- The funding source's eligibility and scope requirements
- Whether the funding source gives preference or requests certain program models within the grant
- Whether program(s) have/need an ongoing funding source
- A program's ability to spend down funding by pre-determined deadlines

- 2. Under PSC Justification(s), the following are listed.**

- **Services required on an as-needed, intermittent, or periodic basis**
- **Services requiring specialized expertise, knowledge experience**

However, since these shelters are operating 24/7, why is the PSC listed as used on an "as-needed, intermittent and period basis"?

As indicated in the PSC request, a portion of the work is funded by state grant dollars. Annual renewal of such dollars is uncertain. HSH is indicating that shelter services may be reduced and/or subject to closure if state funding is not renewed.

Further, the process to obtain new position authority and City hiring process timelines would preclude HSH from meeting state-imposed funding spend-down deadlines.

- 3. What specific "specialized expertise and knowledge experience" are missing from 2587 - Health Worker 3, 2708 - Custodian, 7524 - Institution Utility Worker, 8202 - Security Guard that prevent them from providing the services and what efforts have been made to provide training and knowledge transfers to these employees to help obtain the ability to provide the services?**

**DHRPSC0006053 PSC for City-owned Shelter Sites
HSH Response to SEIU RFI #2**

There are no City classifications with specialized knowledge and training in addressing the priorities of unhoused clients with physical and behavioral needs while providing support services, regular safety patrols, and facilities operations services in a 24-hour 7 day a week emergency shelter setting. The service delivery model at shelter sites is client-centered and very integrated. To support this integrated service model, staff are often required to perform a host of services, from case management support to facilities support to keep shelters clean, safe, and sanitary, to direct client intervention crisis management and deescalation. City positions are not conducive to this service model. The work described cannot be parsed out.

Further, this is the preferred service model chosen by the City. No efforts to train and perform knowledge transfer have been made.

4. List of current or prospective contractors/vendors/operators running these sites

- 3rd Street Youth Center and Clinic - TAY Navigation Center (888 Post)
- St. Vincent de Paul Society of San Francisco - Multi-Service Center South (525 5th Street)
- Hamilton Families - 260 Golden Gate Family Shelter (260 Golden Gate)

5. What specific positions are utilized by these operators to provide these services. Please provide the job description for these positions also.

See attached for the Appendix B, Budget for each site listed above. The budget lists the salary positions and includes a budget narrative describing work performed. HSH does not keep operator job descriptions on file.

6. A copy of all the contracts and draft contracts associated with this PSC.

See attached for current grant agreements. The new contracts authorized by the PSC have yet to be drafted but will utilize the P-600 contract template and will be funded at current funding levels.

7. If a previous PSC authority was used for the contracting out of these services, please provide the PSC number, names of contractors, and a copy of those contracts as well.

**DHRPSC0006053 PSC for City-owned Shelter Sites
HSH Response to SEIU RFI #2**

This is the first PSC HSH has submitted for City-owned shelter site services. HSH obtained PSC approval for City-leased shelter site services through PSC #DHRPSC0004938. Copies of contracts authorized through PSC #DHRPSC0004938 were provided to SEIU during the informational meeting in FY24-25. Copies of said contracts are re-attached here.

DHRPSC0006053 PSC for City-owned Shelter Sites
HSH Response to SEIU RFI #3
Requested: January 23, 2026
Submitted: January 27, 2026

1. Dollar amount and percentage of state vs city funding for this PSC and the overall shelter management services for all sites.

This PSC breakdown: State 29% (\$5,193,822); Local 71% (\$12,420,238)

2. At the meeting, HOM explained that whenever possible, HOM does utilize city employees to provide these services including the use of Laborer and SEIU bargaining unit members, can you provide a list of sites where city employees have been utilized and what criteria is being used to determine the feasibility in those instances?

HSH Facilities staff provide preventative maintenance services at all City-leased and City-owned shelter sites. In addition, these sites are supported by SEIU Utility Workers (Local 1021) and Local 29 Stationary Engineers. There is an additional 1 FTE utility worker position approved in HSH's adopted FY25-27 budget to continue to support this work, starting in July 2026 which HSH plans to fill.

List of shelter sites covered by HSH Facilities staff:

- Bayshore Navigation Center – 125 Bayshore Boulevard
- Bayview SAFE Navigation Center – 1925 Evans Avenue
- Central Waterfront Navigation Center – 600 25th Street
- Division Circle Navigation Center – 224 South Van Ness Avenue
- Embarcadero SAFE Navigation Center – 555 Beale Street
- Gough Cabins – 33 Gough Street
- Hamilton Families – 260 Golden Gate Avenue*
- Jelani House – 1601 Quesada Avenue
- Jerrold Commons – 2177 Jerrold Avenue
- Mission Cabins – 1979 Mission Street
- MSC-South – 525 5th Street*
- Next Door – 1001 Polk Street
- Taimon Booton Navigation Center – 680 Bryant Street
- TAY Navigation Center – 888 Post Street / 700 Hyde Street
- TAY Health & Wellness Center – 888 Post Street*

*Site is included in this PSC request.

HSH Programs staff (SEIU classifications 2917, 2913, 1823, 1822, 2591) provide programmatic support for all shelter sites, including those that the City funds but does not lease or own. These HSH staff support the programs through various activities, including programmatic policy development, oversight and monitoring of contract requirements and

DHRPSC0006053 PSC for City-owned Shelter Sites
HSH Response to SEIU RFI #3
Requested: January 23, 2026
Submitted: January 27, 2026

objectives, budget oversight, staff training, technical assistance, site inspections, and screening and facilitation of guest referrals.

In addition, HSH funds a work order with the Department of Public Health for clinical support. DPH nurses, health workers, and behavioral health clinicians provide clinical support and treatment to shelter guests on-site at shelter programs. DPH clinics have been embedded in all adult shelters and one family shelter, including the programs in this PSC request.

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: HSA

Submitted By: Elizabeth Leone

Department Coordinator: Tara Alvarez,
tara.alvarez@sfgov.org

Project Manager: Vladlena Gulchin

ServiceNow Number: DHRPSC0006041

Version: 0.01

Version Type: New

Brief description of proposed work: FCS Substance Abuse Services will provide linkages and engage parents who are involved with Family Child Services (FCS) or at risk of FCS involvement to substance use assessment and treatment services, and provide substance use disorder-related case management services.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$6,500,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 48

Funding

Funding Source: Federal Funds, City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: Collaborate with FCS, Department of Public Health (DPH), and other local agencies.

- DPH clinician assess FCS clients via the Substance Use Disorder (SUD) Assessment to determine whether the client requires inpatient or outpatient treatment services.
- Upon determination that the client meets criteria for outpatient services and has an open child welfare case, the contracted vendor will promptly outreach the client to offer services.
- o Contracting vendor provides intensive case management services, community outreach, and

supportive services for families served by FCS annually. The goal of intensive case management is to provide individualized, collaborative, coordinated and supportive services that will assist the client in their family reunification, stabilization, or prevention of FCS involvement. Case management will be based on a formal assessment, and will be family-centered, strength-based, needs-driven, solution-oriented, and community-based. Intensive case management will work to support families in strengthening the Five Protective Factors:

- a. Family functioning/resiliency
- b. Social support
- c. Concrete support
- d. Nurturing and attachment
- e. Knowledge of parenting/child development

Why are these services required and what are the consequences of denial?: These services are required. In accordance with Assembly Bill No. 153 (Chapter 86, Statutes of 2021), California has formally opted into the Title IV-E prevention services program under the federal Family First Prevention Services Act (FFPSA). To qualify for federal funding, counties must provide comprehensive services—including substance abuse prevention and treatment, in-home parent skill-based programs, and targeted support for children identified as candidates for foster care. These child welfare services may encompass case management, counseling, parent training, and specialized permanency services. Compliance with these requirements is essential to securing federal Title IV-E funds and advancing California's commitment to reducing foster care entries, improving family outcomes, and promoting equity across the child welfare system.

Per Welfare and Institutions (WIC) §16501:

(a)(1)(C) Preventing the unnecessary separation of children from their families by identifying family problems, assisting families in resolving their problems, and preventing breakup of the family where the prevention of child removal is desirable and possible.

(a)(2) "Child welfare services" also means services provided on behalf of children alleged to be the victims of child abuse, neglect, or exploitation. The child welfare services provided on behalf of each child represent a continuum of services, including emergency response services, family preservation services, family maintenance services, family reunification services, and permanent placement services, including supportive transition services. The individual child's case plan is the guiding principle in the provision of these services. The case plan shall be developed within a maximum of 60 days of the initial removal of the child or of the in-person response required under subdivision (f) if the child has not been removed from their home, or by the date of the dispositional hearing pursuant to Section 358, whichever comes first.

(a)(6) Child welfare services may include, but are not limited to, a range of service-funded activities, including case management, counseling, emergency shelter care, emergency in-home caretakers, temporary in-home caretakers, respite care, therapeutic day services, teaching and demonstrating homemakers, parenting training, substance abuse testing, transportation, and specialized permanency services. These service-funded activities shall be available to children and their families in all phases of the child welfare program in accordance with the child's case plan

and departmental regulations. Funding for services is limited to the amount appropriated in the annual Budget Act and other available county funds.

(a)(7) Service-funded activities to be provided may be determined by each county, based upon individual child and family needs as reflected in the service plan.

Failure to provide these services will result in our county being ineligible for Title IV-E funding from both federal and state sources. This loss of funding would have severe consequences, including a significant reduction in financial resources for child welfare programs, diminished capacity to support vulnerable children and families, and potential non-compliance with federal and state mandates. Ultimately, this would jeopardize our ability to maintain essential services, increase strain on local resources, and negatively impact outcomes for children in care.

Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 1

Why have you not hired City employees to perform the services?: The current 2940 classification is unable to deliver intensive trauma-informed case management services to address child welfare involvement, high risk pregnancies, substance use disorders, complex housing issues and family violence due to the high volume of existing client caseloads, which significantly limits their capacity to perform these specialized duties. Child Welfare Workers are primarily responsible for coordinating and connecting clients to a range of services in alignment with case plans, rather than focusing on the direct provision of any single service. Our infrastructure is designed to facilitate comprehensive service coordination, not to specialized in individual service delivery.

Furthermore, other classifications, such as 2918 and 2916, are assigned to distinct functions and responsibilities, leaving a critical gap in the provision of intensive case management. This gap affects the ability to address interconnected needs such as substance use disorder, mental health challenges, and parenting support.

This is a comprehensive service to address substance use disorder, mental health and challenges of parenthood. This structural limitation underscores the need for targeted staffing solutions to ensure compliance with service requirements and improve outcomes for vulnerable populations.

Board and Commission Approvals

Will any contracts under this PSC require department Commission approval: Yes

Provide details related to contracts for which dept comm approval required: The resulting contract will be submitted for approval to the Human Services Commission.

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?: No

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

Q5b1) Describe the specialized skills and expertise required to perform the services: The services require specialized expertise, knowledge, and experience. This program addresses complex and interrelated issues such as child welfare, family treatment court processes, substance use disorders, high-risk pregnancies, mental health challenges, and parenting. Delivering these services effectively demands professionals with advanced understanding of these domains and the ability to integrate them into a comprehensive approach. The program offers a coordinated approach that combines mental health interventions and parenting support to mitigate stress, overcome systemic and personal barriers, build resilience, and foster community connections. Such outcomes can only be achieved through specialized skills and experience, ensuring that families receive tailored, high-quality care that promotes stability and long-term well-being.

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

Q5c1) Identify the classifications: 2940 - Protective Services Worker

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

Q5c3) Why are they not able to perform the services?: • While the 2940 Protective Services Worker classification can perform core child welfare case management functions, it does not encompass the specialized clinical, perinatal, and substance use disorder competencies required for this comprehensive program.

• Delivering the full scope would require creating a new unit composed of multiple classifications, including 2940/2944 Protective Services Workers, 2920 Medical Social Workers, and 2930 Behavioral Health Clinicians. This would involve new hiring, training, and infrastructure, which is not feasible within the contract timeline.

• The Department of Public Health currently provides substance use assessments through 2930 clinicians, which further underscores the need for specialized roles beyond our existing capacity.

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: Due to high caseloads and multiple responsibilities assigned to classifications such as 2940, 2916, and 2918, City employees cannot deliver the depth, intensity, and specialized expertise required for these families. Transitioning this work to existing staff without additional resources and structural changes

would compromise service quality and client outcomes. To meet statutory requirements and ensure effective service delivery, this specialized program must remain outside the current City staffing structure. As services will be provided through external, qualified providers, additional training for City employees is neither necessary nor an effective use of resources.

Q5f) Is there a plan to transition this work back to the City?: No

Q5f1) Explain why the work will not be transitioned back to the City: At this time, there is no viable plan to transition this work back to the City. The clients served by this program present with high needs and complex challenges, including trauma, substance use disorders, mental health issues, and involvement in child welfare and family treatment court systems. Providing comprehensive, intensive, trauma-informed case management requires specialized expertise and a level of engagement that exceeds the current capacity of Child Welfare and City staff.

Due to high caseloads and multiple responsibilities assigned to classifications such as 2940s, 2916s, and 2918s, City employees are unable to deliver the depth and intensity of services required for these families. Transitioning this work without additional resources and structural changes would compromise service quality and client outcomes. Therefore, maintaining this specialized program outside of existing City staffing structures is essential to meet the needs of this vulnerable population effectively.

Additional information to support your request (Optional): Given the complexity of services, the lack of existing infrastructure, and the risk of losing Title IV-E funding, we recommend proceeding with contracting out these services as planned.

Union Notifications

Job Class(es): 2940 - Protective Services Worker

Labor Unions: 535 - SEIU 1021

Labor Union Email Addresses: PSCreview@seiu1021.org

Union Review Sent On: 1/9/2026

Union Review End Date: 1/19/2026

Union Review Duration Met On: 1/19/2026



MEMO

DATE: February 12, 2026

TO: Civil Service Commission

FROM: Elizabeth Leone, PSC Coordinator for HSA Office of Contract Management

RE: DHRPSC0006041 – Substance Abuse Services, Union Objections

The Human Services Agency (HSA) Office of Contract Management (OCM) is requesting approval of DHRPSC0006041 for substance abuse services. This PSC was submitted for union notification on January 9th, 2026. On Friday, January 16th, OCM received a notice from SEIU 1021 staff to meet and confer “in order to identify alternatives to the contracting out of these services.” This notice also contained a list of twelve questions for HSA to answer.

On Friday, February 6th, OCM submitted responses to these questions to SEIU 1021 and on Wednesday, February 11th, SEIU 1021 representatives met with HSA Contracts, Program, and Labor Relations staff to discuss any objections. At this time, SEIU 1021 representatives stated they no longer had any objections to the contracting out of these services.

Please see attached email communication between SEIU 1021 and HSA, including HSA responses to the Union’s questions.

From: [Najuawanda Daniels](#)
To: [Leone, Elizabeth \(HSA\)](#); [Elizabeth Travelslight](#); [PSCreview](#); [DT Service Now \(TIS\)](#); [Oumar Fall](#)
Cc: [Daniela Gonzalez](#); [Genevieve Vigil](#); [Gulchin, Vladlena \(HSA\)](#); [Wong, Elena \(HSA\)](#); [Alvarez, Tara \(HSA\)](#); [Gatam, Margarita \(HSA\)](#); [De Leon, Andrea \(HSA\)](#); [Varela, Daniel \(HSA\)](#); [Palma, Mirna \(HSA\)](#); [Aguirre, Alan \(HSA\)](#); [DHR- Personal Services Contracts](#)
Subject: RE: HSA [DHRPSC0006041] submitted for Union Review
Date: Thursday, February 12, 2026 11:02:58 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)

Hi Elizabeth,

SEIU does not object to this PSC. Thank you for our meeting yesterday, and supporting the wonderful work of Homeless Prenatal Program.

In Solidarity,

Naj Daniels

SF Field Supervisor

Member Resource Center (MRC): 1-877-687-1021

Desk: 415-848-3645

SF Main Office: 415-848-3611

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Sign up for text alerts for updates from the union. <https://www.seiu1021.org/text-me>



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From: Leone, Elizabeth (HSA) <elizabeth.leone@sfgov.org>
Sent: Thursday, February 12, 2026 8:40 AM
To: Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>; PSCreview <PSCreview@seiu1021.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Oumar Fall <Oumar.Fall@SEIU1021.ORG>; Najuawanda Daniels <Najuawanda.Daniels@seiu1021.org>
Cc: Daniela Gonzalez <Daniela.Gonzalez@seiu1021.org>; Genevieve Vigil <Genevieve.Vigil@seiu1021.org>; Gulchin, Vladlena (HSA) <vladlena.gulchin@sfgov.org>; Wong, Elena (HSA) <elena.wong@sfgov.org>; Alvarez, Tara (HSA) <tara.alvarez@sfgov.org>; Gatam, Margarita (HSA) <margarita.gatam@sfgov.org>; De Leon, Andrea (HSA) <andrea.deleon@sfgov.org>; Varela, Daniel (HSA) <daniel.varela@sfgov.org>; Palma, Mirna (HSA) <mirna.palma@sfgov.org>; Aguirre, Alan (HSA) <alan.aguirre@sfgov.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>
Subject: RE: HSA [DHRPSC0006041] submitted for Union Review
Importance: High

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Folks,

Thank you for meeting with us yesterday!

Can you please confirm that you no longer have any objections to this PSC? We would like to move forward with the approval process as soon as we can.

Thanks
Elizabeth

Elizabeth Léone, JD

Principal Contracts Manager
Office of Contract Management

Office Address:

1650 Mission Street, Suite 500
San Francisco, CA 94103

www.SFHSA.org



From: Leone, Elizabeth (HSA)

Sent: Friday, February 6, 2026 8:46 AM

To: 'Elizabeth Travelslight' <Elizabeth.Travelslight@seiu1021.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; PSCreview <PSCreview@seiu1021.org>; DT Service Now (TIS) <ccsfdt@service-now.com>

Cc: Najuawanda Daniels <najuawanda.daniels@seiu1021.org>; Daniela Gonzalez <Daniela.Gonzalez@seiu1021.org>; Genevieve Vigil <Genevieve.Vigil@seiu1021.org>; Gulchin, Vladlena (HSA) <vladlena.gulchin@sfgov.org>; Wong, Elena (HSA) <elena.wong@sfgov.org>; Alvarez, Tara (HSA) <tara.alvarez@sfgov.org>; Gatam, Margarita (HSA) <margarita.gatam@sfgov.org>; De Leon, Andrea (HSA) <andrea.deleon@sfgov.org>; Varela, Daniel (HSA) <daniel.varela@sfgov.org>; Palma, Mirna (HSA) <mirna.palma@sfgov.org>; Aguirre, Alan (HSA) <alan.aguirre@sfgov.org>

Subject: RE: HSA [DHRPSC0006041] submitted for Union Review

Importance: High

Good morning,

Attached are the responses to the Union's questions, plus associated documents.

We look forward to discussing these services with you next Wednesday afternoon.

Thank you!

Elizabeth

Elizabeth Leone, JD

Principal Contracts Manager
Office of Contract Management

Office Address:

1650 Mission Street, Suite 500
San Francisco, CA 94103

www.SFHSA.org



**SAN FRANCISCO
HUMAN SERVICES AGENCY**



From: Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>

Sent: Friday, January 16, 2026 9:46 AM

To: Leone, Elizabeth (HSA) <elizabeth.leone@sfgov.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Wong, Elena (HSA) <elena.wong@sfgov.org>; Alvarez, Tara

(HSA) <tara.alvarez@sfgov.org>; PSCreview <PSCreview@seiu1021.org>; Gulchin, Vladlena (HSA) <vladlena.gulchin@sfgov.org>; DT Service Now (TIS) <ccsfdt@service-now.com>

Cc: Najuawanda Daniels <najuawanda.daniels@seiu1021.org>; Daniela Gonzalez <Daniela.Gonzalez@seiu1021.org>; Genevieve Vigil <Genevieve.Vigil@seiu1021.org>

Subject: Re: HSA [DHRPSC0006041] submitted for Union Review

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Good afternoon,

The Union objects to this PSC and demands to meet and confer in order to identify alternatives to the contracting out of these services. Please send your availability.

In addition, please provide the following information which is both necessary and relevant to the Union's role as collective bargaining representative for our members employed by the City and County of San Francisco. Please provide the information requested in electronic format:

1. What is the plan to transition this work to City employees?
2. What are the specific duties required to be performed under this contract that cannot be performed by existing classifications?
3. All invoices and DPH performance evaluations for services rendered by vendors to whom these services were contracted out.
4. The city classifications, departments or entities that performed these services in the past or perform them in a different context.
5. Any department documents including strategic plans, department policies and procedures, legal and funding requirements, audits, etc that led to the decision to contract out these services.
6. A list of department decision makers who determined the need to contract out these services.
7. Any feasibility studies and department assessments done to confirm that these services cannot be performed by civil service employees in the past, present or future.
8. Staffing report (Budgeted FTEs, Actual FTEs, Vacancies) for all SEIU classifications that may perform this work or may perform this work along with the contractor selected.
9. Evaluation metrics and impact analysis conducted to assess the contractors'

performance and service deliverables for all past or current contracts, including turnover and vacancy rates.

10. The specific programs or systems of care that will be supported by the vendor.
11. The total number of staff the vendor will be employing under this PSC.
12. The status of contract negotiations with the chosen vendors.

All best,
Elizabeth

*** ** *

Elizabeth Travelslight (she/her)

Field Representative, SEIU Local 1021

Mobile: 510-612-1029

MRC: 1-877-687-1021

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From: CCSF IT Service Desk <ccsfdt@service-now.com>

Sent: Friday, January 9, 2026 11:08 AM

To: elizabeth.leone@sfgov.org <elizabeth.leone@sfgov.org>; DHR-PersonalServicesContracts@sfgov.org <DHR-PersonalServicesContracts@sfgov.org>; elena.wong@sfgov.org <elena.wong@sfgov.org>; tara.alvarez@sfgov.org <tara.alvarez@sfgov.org>; PSCreview@seiu1021.org <PSCreview@seiu1021.org>; vladlena.gulchin@sfgov.org <vladlena.gulchin@sfgov.org>

Subject: HSA [DHRPSC0006041] submitted for Union Review

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello union representatives,

HSA is requesting your review of PSC [DHRPSC0006041]. Please see relevant details of this request below and in the attached document(s). **Should you have any questions or objections, please state them by replying all to this email by 2026-01-19. If you would like to request a factfinder review for this PSC, please submit the [PSC factfinder review request form](#) within 5 days of your initial meeting with the department.**

PSC Summary

=====

Record Number: DHRPSC0006041 v 0.01

Description of Proposed Work: FCS Substance Abuse Services will provide linkages and engage parents who are involved with Family Child Services (FCS) or at risk of FCS involvement to substance use assessment and treatment services, and provide substance use disorder-related case management services.

Request Type: New

Approval Type: CSC Approval

CSC Review Reason(s):

✔ CSC Approval by Amount

Submitting Department: HSA

Dept PSC Coordinator: Tara Alvarez

Dept PSC Coordinator Email: tara.alvarez@sfgov.org

Dept PSC Coordinator Phone: +1 (628) 271-2195

PSC Amount: \$6,500,000.00

PSC Duration (months): 48

Funding Source(s): Federal Funds, City Funds

Scope of Work: Collaborate with FCS, Department of Public Health (DPH), and other local agencies. • DPH clinician assess FCS clients via the Substance Use Disorder (SUD) Assessment to determine whether the client requires inpatient or outpatient treatment services. • Upon determination that the client meets criteria for outpatient services and has an open child welfare case, the contracted vendor will promptly outreach the client to offer services. o Contracting vendor provides intensive case management services, community outreach, and supportive services for families served by FCS annually. The goal of intensive case management is to provide individualized, collaborative, coordinated and supportive services that will assist the client in their family reunification, stabilization, or prevention of FCS involvement. Case management will be based on a formal assessment, and will be family-centered, strength-based, needs-driven, solution-oriented, and community-based. Intensive case management will work to support families in strengthening the Five Protective Factors: a. Family functioning/resiliency b. Social support c. Concrete support d. Nurturing and attachment e. Knowledge of parenting/child development

Job Class(es): 2940 - Protective Services Worker

Labor Unions: 535 - SEIU 1021

PSC Justification(s)

=====

- ✔ Services requiring specialized expertise, knowledge experience

Ref:TIS6377721_jQygkQjs7h1LH90gtB8Q

CCSF-HSA - All outbound HSA email is automatically scanned for PII and PHI by Zix Email Encryption

DHRPSC0006041 Substance Abuse Services – HSA Response to Union Questions

1. What is the plan to transition this work to City employees?

At this time, there is no plan to transition this work to City employees.

Please also see the attached PSC Form 1, shared with the Union on January 9, 2026 in the contract notification.

2. What are the specific duties required to be performed under this contract that cannot be performed by existing classifications?

As stated in the attached PSC Form 1:

The current 2940 classification is unable to deliver intensive trauma-informed case management services to address child welfare involvement, high risk pregnancies, substance use disorders, complex housing issues and family violence due to the high volume of existing client caseloads, which significantly limits their capacity to perform these specialized duties.

Child Welfare Workers are primarily responsible for coordinating and connecting clients to arrange of services in alignment with case plans, rather than focusing on the direct provision of any single service. Our infrastructure is designed to facilitate comprehensive service coordination, not to specialized in individual service delivery.

Furthermore, other classifications, such as 2918 and 2916, are assigned to distinct functions and responsibilities, leaving a critical gap in the provision of intensive case management. This gap affects the ability to address interconnected needs such as substance use disorder, mental health challenges, and parenting support.

This is a comprehensive service to address substance use disorder, mental health and challenges of parenthood. This structural limitation underscores the need for targeted staffing solutions to ensure compliance with service requirements and improve outcomes for vulnerable populations.

Below is a more detailed list of duties performed:

The client completes a Risk Assessment Questionnaire to determine eligibility for Intensive Case Management Services from vendor. If applicable, client completes Adults Needs and Strength Assessment (ANSA) to develop an Individualized Action Plan.

New Beginnings (NB) Case Management:

A specialized case management program designed to support clients experiencing high-risk pregnancies involved with Child welfare. To promote positive birth outcomes through comprehensive, client-centered services.

Conduct Individualized Action Plan based on Assessment:

- Assess parental strength and challenges around child development:
 - responsibilities of role
 - discipline
- Services:
 - provide psychotherapy to clients to address challenges of parenthood focusing on family functioning, protective factors, addressing trauma such as domestic violence, substance use, address mental health: anxiety, depression, help parents manage stress
 - provide parenting classes especially fatherhood groups and children's playgroups to foster social connection among other parents. To help promote positive parenting and building a supportive community network.
 - provide domestic violence groups to provide support for survivors of intimate partner violence.
 - provide one-on-one, step by step housing guidance which include housing search and placement, financial assistance with move-in cost, budget counseling, short-term rental subsidies and advocacy to support clients in securing safe, stable and permanent housing.
 - provide individualized One on One Counseling and skill building on: parenting, monitoring holistic health and response to environmental pressures
 - provide financial coaching and employment services such as 16 month paid apprenticeship job training program that prepares former clients and women from the community for careers in community health
- Coordination of Services: provide community connection and support through intentional integration into the client's community context to reinforce parenting skills.
 - Case managers conduct home visits to address any parenting concerns, provide guidance on child wellness and positive child development.
 - attending court hearings and Child Family Team (CFT) meetings to advocate on behalf of the client, highlighting the significant progress and positive changes they have made toward achieving family reunification.
 - attend doctor appointments to advocate and address child development concerns
- Wellness/Parenting Group Participation:
 - Offer and encourage clients to participate in wellness groups
 - Offer and encourage clients to participate in parenting groups

Keeping Families Together (KFT) Case Management:

A specialized case management program designed to provide comprehensive support to families involved with, or at risk of involvement with, the Child Welfare system.

The program focuses on addressing:

- providing crisis intervention and individualized counseling to address substance use disorders, supporting clients in overcoming barriers and promoting successful family reunification.
- Remove barriers such as housing instability by providing housing search and place and placement, financial assistance with move-in cost, budget counseling, short-term rental subsidies and advocacy to support clients in securing safe, stable and permanent housing.
- Address other social, mental and behavioral health needs by providing psychotherapy and individualized counseling on trauma related to intimate partner violence, anxiety, depression.
- promotes family stability by offering parenting groups and wellness groups, individualized counseling on parenting to achieve family reunification
- resource coordination
- advocacy, ensuring families have access to the services necessary to remain safely together.

Family Treatment Court (FTC) Intensive Case Management:

Collaboration with FTC, substance use treatment providers and other community-based organizations on how to help the client address substance use disorder.

- Collaborative court-monitored team approach where participants interact with the Judge on a weekly, bi-weekly, or monthly basis
- Comprehensive progress reports and/or updates to FCS and Attorneys every time parents appear at court
- Evidence-based incentive program where parents are rewarded for continued positive progress and behavioral change

3. All invoices and DPH performance evaluations for services rendered by vendors to whom these services were contracted out.

Please see attached invoices for each year of the current grant period (July 2022 – July 2026).

Please note SFHSA is not in possession of DPH performance evaluations.

4. The city classifications, departments or entities that performed these services in the past or perform them in a different context.

No city classifications have performed the specified services. Homeless Prenatal Program (HPP) has provided services for HSA since its inception in 2012, maintaining continuous operations for the past 14 years.

5. Any department documents including strategic plans, department policies and procedures, legal and funding requirements, audits, etc that led to the decision to contract out these services.

The Child Abuse Prevention Treatment Act (CAPTA enacted in 1974 and amended 2010 and 2019) is the foundational federal legislation in the United States providing funding and guidance to states for the prevention, assessment, investigation, and treatment of child abuse and neglect. The Act mandates that states have procedures in place to address the needs of infants born with prenatal drug exposure, including implementing "plans of safe care". CAPTA supports both state child welfare services and community-based, preventative services aimed at keeping families together when safe. It aims to reduce the risk of harm to children through prevention programs and better, more consistent, system-wide responses to maltreatment.

Child and Family Services Improvement and Innovation Act of 2011: "Authorizes a state to elect to establish a program to: (1) permit part E foster care maintenance payments to a long-term therapeutic family treatment center on behalf of a child residing in the center, or (2) identify and address domestic violence that endangers children and results in the placement of children in foster care.

Defines a long-term therapeutic family treatment center as a state-licensed or -certified program that: (1) enables parents and their children to live together in a safe environment for at least six months; and (2) provides substance abuse treatment services, children's early intervention services, family counseling, medical care, and related services."

These services are required. In accordance with Assembly Bill No. 153 (Chapter 86, Statutes of 2021), California has formally opted into the Title IV-E prevention services program under the federal Family First Prevention Services Act (FFPSA). To qualify for federal funding, counties must provide comprehensive services—including substance abuse prevention and treatment, in-home parent skill-based programs, and targeted support for children identified as candidates for foster care. These child welfare services may encompass case management, counseling, parent training, and specialized permanency services. Compliance with these requirements is essential to securing federal Title IV-E funds and advancing California's commitment to reducing foster care entries, improving family outcomes, and promoting equity across the child welfare system.

Per Welfare and Institutions (WIC) §16501:

(a)(1)(C) Preventing the unnecessary separation of children from their families by identifying family problems, assisting families in resolving their problems, and preventing breakup of the family where the prevention of child removal is desirable and possible.

(a)(2) “Child welfare services” also means services provided on behalf of children alleged to be the victims of child abuse, neglect, or exploitation. The child welfare services provided on behalf of each child represent a continuum of services, including emergency response services, family preservation services, family maintenance services, family reunification services, and permanent placement services, including supportive transition services. The individual child’s case plan is the guiding principle in the provision of these services. The case plan shall be developed within a maximum of 60 days of the initial removal of the child or of the in-person response required under subdivision (f) if the child has not been removed from their home, or by the date of the dispositional hearing pursuant to Section 358, whichever comes first.

(a)(6) Child welfare services may include, but are not limited to, a range of service-funded activities, including case management, counseling, emergency shelter care, emergency in-home caretakers, temporary in-home caretakers, respite care, therapeutic day services, teaching and demonstrating homemakers, parenting training, substance abuse testing, transportation, and specialized permanency services. These service-funded activities shall be available to children and their families in all phases of the child welfare program in accordance with the child’s case plan and departmental regulations. Funding for services is limited to the amount appropriated in the annual Budget Act and other available county funds.

(a)(7) Service-funded activities to be provided may be determined by each county, based upon individual child and family needs as reflected in the service plan.

Failure to provide these services will result in our county being ineligible for Title IV-E funding from both federal and state sources. This loss of funding would have severe consequences, including a significant reduction in financial resources for child welfare programs, diminished capacity to support vulnerable children and families, and potential non-compliance with federal and state mandates. Ultimately, this would jeopardize our ability to maintain essential services, increase strain on local resources, and negatively impact outcomes for children in care. FCS does not have the infrastructure to provide these services.

6. A list of department decision makers who determined the need to contract out these services.

Trent Rhorer, Dan Kaplan, Joan Miller and designees.

7. Any feasibility studies and department assessments done to confirm that these services cannot be performed by civil service employees in the past, present or future.

Information responsive to this request does not exist.

8. Staffing report (Budgeted FTEs, Actual FTEs, Vacancies) for all SEIU classifications that may perform this work or may perform this work along with the contractor selected.

Information responsive to the request does not exist. Please also see the Agency's response to item #2.

9. Evaluation metrics and impact analysis conducted to assess the contractors' performance and service deliverables for all past or current contracts, including turnover and vacancy rates.

Please see attached the Annual Program Monitoring Reports for each year of the current grant period (July 2022 – July 2026). Contractors' performance was also evaluated via site visits and exit surveys by clients.

10. The specific programs or systems of care that will be supported by the vendor.

Collaboration with FCS, Department of Public Health (DPH), and other local agencies to provide intensive case management services, and support for families involved in Child Welfare. The goal of intensive case management is to provide individualized, collaborative, coordinated and supportive services that will assist the client in their family reunification, stabilization, or prevention of FCS involvement. Case management will be based on a formal assessment, and will be family-centered, strength-based, needs-driven, solution-oriented, and community-based.

New Beginnings (NB) Case Management: A specialized case management program designed to support clients experiencing high-risk pregnancies. The goal is to promote positive birth outcomes through comprehensive, client-centered services. NB Case Management addresses complex challenges such as substance use, homelessness, incarceration, mental health issues, and other social or health-related risk factors. Services promote ongoing advocacy to ensure clients receive the resources and interventions needed for a safe and healthy pregnancy and postpartum period.

Keeping Families Together (KFT) Case Management: A specialized case management program designed to provide comprehensive support to families involved with, or at risk of involvement with, the Child Welfare system. The program focuses on addressing critical challenges such as substance use disorders, housing instability, and other social or behavioral health needs. KFT Case Management promotes family stability and long-

term reunification through individualized care planning, resource coordination, and advocacy, ensuring families have access to the services necessary to remain safely together.

Family Treatment Court (FTC) Case Management: collaboration between DPH, FTC, FCS and the current provider to deliver highly coordinated assessments, treatment planning and recovery maintenance support for families involved in juvenile dependency system due to parental substance use.

11. The total number of staff the vendor will be employing under this PSC.

Our current vendor (HPP) employs the following staff:

- 6 for New Beginnings (NB)
- 9 Keeping Families Together (KFT) Family Treatment Court (FTC)

At this time, we do not know yet the staffing structure that our future vendor will propose

12. The status of contract negotiations with the chosen vendors.

The Substance Abuse Services RFP was released on January 14, 2026 and responses are due February 11, 2026.

For qualifying contracts, this invoice may be submitted now as a JUNE ESTIMATE. Please . As of July 1, 2021, June estimates will no longer be accepted. Invoices submitted on July 1, 2021 or later will be considered actual.

TEMPORARY VENDOR UNLOCK

Submission/Approval Chain

Vendor	Fiscal Biller	Program Manager	Contract Manager	Sup. Contract Manager	Fiscal Biller Final
Submitted	Approved	Approved	Approved	Approved	Paid
Status Log					
Person	Status	Date/Time			
Fiscal Biller	Marked as Paid	08/11/23 at 5:05 PM			
Supervising Contract Manager	Approved	07/26/23 at 10:56 PM			
Contract Manager	Approved	07/26/23 at 1:34 PM			
Program Manager	Approved by Program Manager	07/24/23 at 2:17 PM			
Fiscal Biller	Approved	07/19/23 at 5:42 PM			
Vendor	Submitted	07/12/23 at 4:10 PM			

New Beginnings and Family Treatment Court

PO NUMBER

0000651215

Vendor's Invoice Number

HPP-FCS NB&FTC.2023.06

Summary

	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Salaries & Benefits	\$357,602.00	\$43,758.15	\$43,758.15	\$43,758.15	\$360,582.29	101%	-\$2,980.29
Operating Expense	\$81,546.00	\$5,308.02	\$5,308.02	\$5,308.02	\$78,565.71	96%	\$2,980.29
Subtotal	\$439,148.00	\$49,066.17	\$49,066.17	\$49,066.17	\$439,148.00	100%	\$0.00

Indirect Percentage (%)	15%	15%	15%	15%	15%	15%
Indirect Cost	\$65,872.00	\$7,362.00	\$7,362.00	7362.00	\$65,872.00	\$0.00
Capital and Other Expenditures	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Direct Client Pass-through	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenditures	\$505,020.00	\$56,428.17	\$56,428.17	\$56,428.17	\$505,020.00	\$0.00
Revenues - Deductions Adjustment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenditures minus Other Revenues - Deductions	\$505,020.00	\$56,428.17	\$56,428.17	\$56,428.17	\$505,020.00	\$0.00

Salary Detail

Position Title	Annual Full Time Salary for FTE	Tot FTE	% FTE Funded by HSA	Adj FTE	Budgeted Salary	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
New Beg Program Manager	\$80,600.00	1.00	100.00%	1.00	\$80,600.00	\$11,141.23	\$11,141.23	11141.23	\$85,175.98	106%	-\$4,575.98
						Person Name for above title					
								\$6716.75;	\$4424.48		
New Beg Asst Program Manager	\$67,500.00	1.00	55.00%	0.55	\$37,125.00	\$3,364.00	\$3,364.00	3364.00	\$40,489.00	109%	-\$3,364.00
						Person Name for above title					
New Beginnings Case Manager	\$59,008.00	1.00	100.00%	1.00	\$59,008.00	\$6,825.00	\$6,825.00	6825.00	\$59,352.44	101%	-\$344.44
						Person Name for above title					
New Beg Case Managers	\$59,165.00	1.00	100.00%	1.00	\$59,165.00	\$6,808.59	\$6,808.59	6808.59	\$59,205.10	100%	-\$40.10
						Person Name for above title					
Director of Programs	\$125,600.00	0	2.86%	0.03	\$3,595.00	\$367.93	\$367.93	367.93	\$3,595.00	100%	\$0.00
						Person Name for above title					
New Beg Case Manager	\$59,008.00	1.00	90.00%	0.90	\$53,107.00	\$7,361.34	\$7,361.34	7361.34	\$47,742.50	90%	\$5,364.50

Subcontractor/Capital Expenditure Detail									
	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance		
Equipment/Remodeling									
Computer/Monitor	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		
Total Equipment Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		
Subcontractors									
Total Remodeling Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		
Other									
Total Other Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		
Total Capital Expenditure (Equipment, Remodeling and Other Cost)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		
Direct Client Pass-through									
Total Direct Client Pass-through	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		
Program Funding									
HSA Revenues	Budget								
Total Revenues	\$0.00								
Other Revenues	Budget								
Total Revenues	\$0.00								
Total Program Funding	\$0.00								
Other Revenues - Deductions									
Total Revenues - Deductions	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		
Notes - Vendor									

Supporting Documentation
[FCS NB&FTC_Support for Clients 2023 06.pdf](#)

Uploaded on: 07/12/2023 at 3:26pm

Supporting Documentation
[FCS NB&FTC Personnel 2023 06.pdf](#)

Uploaded on: 07/12/2023 at 4:07pm

Supporting Documentation
[FCS NB&FTC Personnel 2023 06-accrual.pdf](#)

Uploaded on: 07/12/2023 at 4:09pm

I certify to the best of my knowledge and belief that the information provided herein is true, complete, and accurate. I am aware that the provision of false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil, or administrative consequences including, but not limited to, violations of U.S. Code Title 18, Sections 2, 1001, 1343 and Title 31, Sections 3729-3730 and 3801-3812. The amount requested for reimbursement is in accordance with the budget approval for the contract cited for services provided under the provision of that contract. Full justification and backup records for those claims are maintained in our office at the address indicated.

- Notes - HSA Fiscal Biller
- Notes - HSA Program Manager
- Notes - HSA Contract Manager
- Notes - HSA Supervising Contract Manager
- Notes - HSA Fiscal Biller - Payment

Submitted by [REDACTED] on 07/12/2023 at 4:10:32 PM.

Fiscal Biller Approval by [REDACTED], on 07/19/2023 at 5:42:52 PM.

Program Manager Approval by [REDACTED] on 07/24/2023 at 2:17:38 PM.

Contract Manager Approval by [REDACTED] on 07/26/2023 at 1:34:20 PM.

Supervising Contract Manager Approval by [REDACTED] on 07/26/2023 at 10:56:18 PM.

Fiscal Biller Final Approval by [REDACTED] on 08/11/2023 at 5:05:55 PM.

For qualifying contracts, this invoice may be submitted now as a JUNE ESTIMATE. Please . As of July 1, 2021, June estimates will no longer be accepted. Invoices submitted on July 1, 2021 or later will be considered actual.

TEMPORARY VENDOR UNLOCK

Submission/Approval Chain

Vendor	Fiscal Biller	Program Manager	Contract Manager	Sup. Contract Manager	Fiscal Biller Final
Submitted	Approved	Approved	Approved	Approved	Paid
Status Log					
Person	Status	Date/Time			
Fiscal Biller	Marked as Paid	08/15/24 at 4:29 PM			
Supervising Contract Manager	Approved	08/12/24 at 1:01 PM			
Contract Manager	Approved	08/09/24 at 10:30 AM			
Program Manager	Approved by Program Manager	08/09/24 at 10:16 AM			
Fiscal Biller	Approved	07/26/24 at 5:17 PM			
Vendor	Submitted	07/12/24 at 8:42 PM			

New Beginnings and Family Treatment Court

PO NUMBER

0000769080

Vendor's Invoice Number

HPP-FCS NB&FTC.2024.06

Summary

	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Salaries & Benefits	\$404,452.00	\$26,581.38	\$26,581.38	\$26,581.38	\$405,354.81	100%	-\$902.81
Operating Expense	\$60,430.00	\$4,850.07	\$4,850.07	\$4,850.07	\$59,527.19	99%	\$902.81
Subtotal	\$464,882.00	\$31,431.45	\$31,431.45	\$31,431.45	\$464,882.00	100%	\$0.00

Indirect Percentage (%)	15%	18%	18%	18%	15%
Indirect Cost	\$69,732.00	\$5,776.00	\$5,776.00	5776.00	\$69,732.00
Capital and Other Expenditures	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Direct Client Pass-through	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenditures	\$534,614.00	\$37,207.45	\$37,207.45	\$37,207.45	\$534,614.00
Revenues - Deductions Adjustment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenditures minus Other Revenues - Deductions	\$534,614.00	\$37,207.45	\$37,207.45	\$37,207.45	\$534,614.00

Salary Detail											
Position Title	Annual Full Time Salary for FTE	Tot FTE	% FTE Funded by HSA	Adj FTE	Budgeted Salary	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
New Beg Program Manager	\$92,517.00	1.00	91.14%	0.91	\$84,317.00	\$9,337.80	\$9,337.80	9337.80	\$82,161.17	97%	\$2,155.83
New Beg Asst Program Manager	\$78,542.00	1.00	80.00%	0.80	\$62,834.00	\$0.00	\$0.00	0.00	\$65,892.64	105%	-\$3,058.64
New Beginnings Case Manager	\$65,393.00	1.00	100.00%	1.00	\$65,393.00	\$7,262.28	\$7,262.28	7262.28	\$65,393.00	100%	\$0.00
New Beg Case Managers	\$67,666.00	1.00	95.45%	0.95	\$64,586.00	\$4,590.31	\$4,590.31	4590.31	\$64,586.00	100%	\$0.00
Director of Programs	\$148,814.00	1.00	4.22%	0.04	\$6,280.00	\$760.14	\$760.14	760.14	\$6,280.00	100%	\$0.00
New Beg Case Manager	\$68,725.00	1.00	70.00%	0.70	\$48,108.00	\$0.00	\$0.00	0.00	\$48,108.00	100%	\$0.00
Totals	\$521,657.00				\$331,518.00	\$21,950.53	\$21,950.53	\$21,950.53	\$332,420.81	100%	-\$902.81

Fringe Benefit Rate	22%	21%	21%	21%	21%	22%		
Employee Fringe Benefits	72934.00	\$4,630.85	\$4,630.85	4630.85	4630.85	\$72,934.00	100%	\$0.00
Total Salaries & Benefits	\$404,452.00	\$26,581.38	\$26,581.38	\$26,581.38	\$26,581.38	\$405,354.81	100%	-\$902.81

Operating Detail								
	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance	
Rental of Property		\$0.00	\$0.00		\$0.00	n/a	\$0.00	
Utilities (Elec, Water, Gas, Phone, Scavenger)	\$3,825.00	\$0.00	\$0.00		\$3,825.00	100%	\$0.00	
Office Supplies, Postage	\$0.00	\$0.00	\$0.00		\$0.00	n/a	\$0.00	
Building Maintenance Supplies and Repair	\$2,166.00	\$0.00	\$0.00		\$2,166.00	100%	\$0.00	
Printing and Reproduction	\$0.00	\$0.00	\$0.00		\$0.00	n/a	\$0.00	
Insurance	\$0.00	\$0.00	\$0.00		\$0.00	n/a	\$0.00	
Staff Training	\$1,000.00	\$22.74	\$22.74	22.74	\$1,100.00	110%	-\$100.00	
Staff Travel-(Local and Out of Town)	\$0.00	\$0.00	\$0.00		\$0.00	n/a	\$0.00	
Rental of Equipment	\$0.00	\$0.00	\$0.00		\$0.00	n/a	\$0.00	

Consultants/Subcontractors								
	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance	
Consultants/Subcontractors		\$0.00	\$0.00		\$0.00	n/a	\$0.00	
Other								
Support for Clients	\$53,439.00	\$4,827.33	\$4,827.33	4827.33	\$52,436.19	98%	\$1,002.81	
Total Operating Expense	\$60,430.00	\$4,850.07	\$4,850.07	\$4,850.07	\$59,527.19	99%	\$902.81	

Subcontractor/Capital Expenditure Detail								
	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance	
Equipment/Remodeling								
Computer/Monitor	\$0.00	\$0.00	\$0.00		\$0.00	n/a	\$0.00	
Total Equipment Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00	
Subcontractors								
Subcontractors		\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00	
Total Remodeling Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00	

Other	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Total Other Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Total Capital Expenditure (Equipment, Remodeling and Other Cost)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Direct Client Pass-through							
Total Direct Client Pass-through	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Program Funding							
HSA Revenues	Budget						
Total Revenues	\$0.00						
Other Revenues	Budget						
Total Revenues	\$0.00						
Total Program Funding	\$0.00						
Other Revenues - Deductions							
Total Revenues - Deductions	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00

Notes - Vendor

We had three payrolls charged in June invoice, paycheck dated July 5th is for payroll period 6/17-6/30.

Supporting Documentation

[FCS NB&FTC Personnel 2024 06.pdf](#)

Uploaded on: 07/12/2024 at 8:19pm

Supporting Documentation

[FCS NB&FTC Support for Clients 2024 06.pdf](#)

Uploaded on: 07/12/2024 at 8:19pm

I certify to the best of my knowledge and belief that the information provided herein is true, complete, and accurate. I am aware that the provision of false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil, or administrative consequences including, but not limited to, violations of U.S. Code Title 18, Sections 2, 1001, 1343 and Title 31, Sections 3729-3730 and 3801-3812. The amount requested for reimbursement is in accordance with the budget approval for the contract cited for services provided under the provision of that contract. Full justification and backup records for those claims are maintained in our office at the address indicated.

Notes - HSA Fiscal Biller

Notes - HSA Program Manager

Notes - HSA Contract Manager

Notes - HSA Supervising Contract Manager

Notes - HSA Fiscal Biller - Payment

Submitted by [REDACTED], on 07/12/2024 at 8:42:48 PM.

Fiscal Biller Approval by [REDACTED], on 07/26/2024 at 5:17:42 PM.

Program Manager Approval by [REDACTED], on 08/09/2024 at 10:16:23 AM.

Contract Manager Approval by [REDACTED], on 08/09/2024 at 10:30:06 AM.

Supervising Contract Manager Approval by [REDACTED], on 08/12/2024 at 1:01:49 PM.

Fiscal Biller Final Approval by [REDACTED], on 08/15/2024 at 4:29:13 PM.

For qualifying contracts, this invoice may be submitted now as a JUNE ESTIMATE. Please . As of July 1, 2021, June estimates will no longer be accepted. Invoices submitted on July 1, 2021 or later will be considered actual.

TEMPORARY VENDOR UNLOCK

Submission/Approval Chain

Vendor	Fiscal Biller	Program Manager	Contract Manager	Sup. Contract Manager	Fiscal Biller Final
Submitted	Approved	Approved	Approved	Approved	Paid
Status Log					
Person	Status	Date/Time			
Fiscal Biller	Marked as Paid	08/11/25 at 11:02 AM			
Supervising Contract Manager	Approved	08/07/25 at 2:01 PM			
Contract Manager	Approved	08/07/25 at 1:00 PM			
Program Manager	Approved by Program Manager	08/05/25 at 1:50 PM			
Fiscal Biller	Approved	08/05/25 at 12:38 PM			
Vendor	Submitted	07/25/25 at 10:13 AM			
	Rejected Invoice to Vendor	07/24/25 at 11:02 AM			
Vendor	Submitted	07/15/25 at 1:05 PM			

New Beginnings and Family Treatment Court

PO NUMBER

0000881559

Vendor's Invoice Number

HPP-HSA25JUN-881559

Summary

	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Salaries & Benefits	\$414,496.00	\$53,529.39	\$53,529.39	\$53,529.39	\$413,434.58	100%	\$1,061.42
Operating Expense	\$60,430.00	\$7,453.55	\$7,453.55	\$7,453.55	\$60,430.00	100%	-\$0.00

Subtotal	\$474,926.00	\$60,982.94	\$60,982.94	\$60,982.94	\$473,864.58	100%	\$1,061.42
Indirect Percentage (%)	15%	15%	15%	15%	15%		
Indirect Cost	\$71,239.00	\$9,147.44	\$9,147.44	9147.44	\$71,079.68	100%	\$159.32
Capital and Other Expenditures	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Direct Client Pass-through	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Total Expenditures	\$546,165.00	\$70,130.38	\$70,130.38	\$70,130.38	\$544,944.26	100%	\$1,220.74
Revenues - Deductions Adjustment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Total Expenditures minus Other Revenues - Deductions	\$546,165.00	\$70,130.38	\$70,130.38	\$70,130.38	\$544,944.26	100%	\$1,220.74

Salary Detail

Position Title	Annual Full Time Salary for FTE	Tot FTE	% FTE Funded by HSA	Adj FTE	Budgeted Salary	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
New Beg Program Manager	\$84,317.00	1.00	100.00%	1.00	\$84,317.00	\$10,324.44	\$10,324.44	10324.44	\$86,098.34	102%	-\$1,781.34
						Person Name for above title					
New Beg Asst Program Manager	\$66,334.00	1.00	100.00%	1.00	\$66,334.00	\$9,290.61	\$9,290.61	9290.61	\$79,809.89	120%	-\$13,475.89
						Person Name for above title					
New Beginnings Case Manager	\$66,493.00	1.00	100.00%	1.00	\$66,493.00	\$6,020.55	\$6,020.55	6020.55	\$55,669.18	84%	\$10,823.82
						Person Name for above title					
New Beg Case Managers	\$65,686.00	1.00	100.00%	1.00	\$65,686.00	\$7,452.24	\$7,452.24	7452.24	\$67,087.25	102%	-\$1,401.25
						Person Name for above title					
Director of Programs	\$125,600.00	1.00	5.69%	0.06	\$7,151.00	\$1,045.77	\$1,045.77	1045.77	\$7,632.70	107%	-\$481.70

	Person Name for above title		Person Name for above title								
New Beg Case Manager	\$56,075.00	1.00	88.76%	0.89	\$49,770.00	\$9,742.94	\$9,742.94	9742.94	\$42,583.43	86%	\$7,186.57
Totals	\$464,505.00				\$339,751.00	\$43,876.55	\$43,876.55	\$43,876.55	\$338,880.79	100%	\$870.21
Fringe Benefit Rate			22%	22%							
Employee Fringe Benefits					74745.00	\$9,652.84	\$9,652.84	9652.84	\$74,553.79	100%	\$191.21
Total Salaries & Benefits					\$414,496.00	\$53,529.39	\$53,529.39	\$53,529.39	\$413,434.58	100%	\$1,061.42

Operating Detail											
	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance				
Rental of Property	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00				
Utilities (Elec, Water, Gas, Phone, Scavenger)	\$3,825.00	\$0.00	\$0.00	0.00	\$3,825.00	100%	\$0.00				
Office Supplies, Postage	\$0.00	\$0.00	\$0.00		\$0.00	n/a	\$0.00				
Building Maintenance Supplies and Repair	\$2,166.00	\$0.00	\$0.00	0.00	\$2,190.37	101%	-\$24.37				
Printing and Reproduction	\$0.00	\$0.00	\$0.00		\$0.00	n/a	\$0.00				
Insurance	\$0.00	\$0.00	\$0.00		\$0.00	n/a	\$0.00				
Staff Training	\$1,000.00	\$0.00	\$0.00		\$1,100.00	110%	-\$100.00				
Staff Travel-(Local and Out of Town)	\$0.00	\$0.00	\$0.00		\$0.00	n/a	\$0.00				
Rental of Equipment	\$0.00	\$0.00	\$0.00		\$0.00	n/a	\$0.00				

Consultants/Subcontractors											
	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance				
Support for Clients	\$53,439.00	\$7,453.55	\$7,453.55	7453.55	\$53,314.63	100%	\$124.37				
Support Group Nutrition and Activities	\$0.00	\$0.00	\$0.00		\$0.00	n/a	\$0.00				
Total Operating Expense	\$60,430.00	\$7,453.55	\$7,453.55	\$7,453.55	\$60,430.00	100%	-\$0.00				

Subcontractor/Capital Expenditure Detail									
	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance		
Equipment/Remodeling									
Computer/Monitor	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		
Total Equipment Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		
Subcontractors									
Total Remodeling Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		
Other									
Total Other Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		
Total Capital Expenditure (Equipment, Remodeling and Other Cost)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		
Direct Client Pass-through									
Total Direct Client Pass-through	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		
Program Funding									
HSA Revenues	Budget								
Total Revenues	\$0.00								
Other Revenues	Budget								
Total Revenues	\$0.00								
Total Program Funding	\$0.00								
Other Revenues - Deductions									
Total Revenues - Deductions	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		
Notes - Vendor									

Supporting Documentation

[FCS - NB Payroll 2025 06.pdf](#)

Uploaded on: 07/15/2025 at 12:43pm

Supporting Documentation

[FCS - NB Support for Clients 2025 06.pdf](#)

Uploaded on: 07/15/2025 at 12:43pm

Supporting Documentation

[Supporting.doc for New Beg Asst Program Manager.pdf](#)

Pre-approval to exceed the limit for New Beg Asst Program Manager budget line

Uploaded on: 07/25/2025 at 10:06am

I certify to the best of my knowledge and belief that the information provided herein is true, complete, and accurate. I am aware that the provision of false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil, or administrative consequences including, but not limited to, violations of U.S. Code Title 18, Sections 2, 1001, 1343 and Title 31, Sections 3729–3730 and 3801–3812. The amount requested for reimbursement is in accordance with the budget approval for the contract cited for services provided under the provision of that contract. Full justification and backup records for those claims are maintained in our office at the address indicated.

Notes - HSA Fiscal Biller

CM, [REDACTED] approves of 120% overage for "New Beg Asst Program Manager ", [REDACTED], per email on 08/05/25. bl

Notes - HSA Program Manager

Notes - HSA Contract Manager

Notes - HSA Supervising Contract Manager

Notes - HSA Fiscal Biller - Payment

Submitted by [REDACTED] on 07/25/2025 at 10:13:04 AM.

Fiscal Biller Approval by [REDACTED] on 08/05/2025 at 12:38:50 PM.

Program Manager Approval by [REDACTED], on 08/05/2025 at 1:50:02 PM.

Contract Manager Approval by [REDACTED], on 08/07/2025 at 1:00:38 PM.

Supervising Contract Manager Approval by [REDACTED] on 08/07/2025 at 2:01:20 PM.

Fiscal Biller Final Approval by [REDACTED] on 08/11/2025 at 11:02:27 AM.

For qualifying contracts, this invoice may be submitted now as a JUNE ESTIMATE. Please . As of July 1, 2021, June estimates will no longer be accepted. Invoices submitted on July 1, 2021 or later will be considered actual.

TEMPORARY VENDOR UNLOCK

Submission/Approval Chain

Vendor	Fiscal Biller	Program Manager	Contract Manager	Sup. Contract Manager	Fiscal Biller Final
Submitted	Approved	Approved	Approved	Approved	Paid
Status Log					
Person	Status	Date/Time			
Fiscal Biller	Marked as Paid	08/11/23 at 5:03 PM			
Supervising Contract Manager	Approved	07/26/23 at 10:55 PM			
Contract Manager	Approved	07/26/23 at 1:29 PM			
Program Manager	Approved by Program Manager	07/24/23 at 2:16 PM			
Fiscal Biller	Approved	07/19/23 at 5:32 PM			
Vendor	Submitted	07/12/23 at 11:32 AM			

Keeping Families Together

PO NUMBER

0000651214

Vendor's Invoice Number

HPP-FCS.2023.06

Summary

	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Salaries & Benefits	\$494,018.00	\$48,492.13	\$48,492.13	\$48,492.13	\$497,687.20	101%	-\$3,669.20
Operating Expense	\$97,819.00	\$5,240.71	\$5,240.71	\$5,240.71	\$94,149.80	96%	\$3,669.20
Subtotal	\$591,837.00	\$53,732.84	\$53,732.84	\$53,732.84	\$591,837.00	100%	\$0.00

Indirect Percentage (%)	15%	15%	15%	15%	15%
Indirect Cost	\$88,770.00	\$8,055.00	\$8,055.00	8055.00	\$88,770.00
Capital and Other Expenditures	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Direct Client Pass-through	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenditures	\$680,607.00	\$61,787.84	\$61,787.84	\$61,787.84	\$680,607.00
Revenues - Deductions Adjustment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenditures minus Other Revenues - Deductions	\$680,607.00	\$61,787.84	\$61,787.84	\$61,787.84	\$680,607.00

Salary Detail											
Position Title	Annual Full Time Salary for FTE	Tot FTE	% FTE Funded by HSA	Adj FTE	Budgeted Salary	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Program Manager	\$90,000.00	1.00	85.83%	0.86	\$77,250.00	\$9,857.72	\$9,857.72	9857.72	\$77,556.46	100%	-\$306.46
						Person Name for above title					
Asst. Program Manager	\$68,420.00	1.00	79.42%	0.79	\$54,336.00	\$6,494.46	\$6,494.46	6494.46	\$54,754.48	101%	-\$418.48
						Person Name for above title					
Case Manager	\$59,008.00	1.00	39.31%	0.39	\$23,194.00	\$0.00	\$0.00	\$0.00	\$19,479.21	84%	\$3,714.79
Director of Programs	\$125,600.00	1.00	2.86%	0.03	\$3,595.00	\$96.37	\$96.37	96.37	\$3,595.00	100%	\$0.00
						Person Name for above title					
Case Manager	\$59,008.00	1.00	100.00%	1.00	\$59,008.00	\$6,808.65	\$6,808.65	6808.65	\$59,201.85	100%	-\$193.85
						Person Name for above title					
Case Manager	\$62,000.00	1.00	100.00%	1.00	\$62,000.00	\$7,153.38	\$7,153.38	7153.38	\$62,205.23	100%	-\$205.23
						Person Name for above title					

Case Manager	\$66,272.00	1.00	100.00%	1.00	\$66,272.00	\$7,704.48	\$7,704.48	7704.48	\$67,000.91	101%	-\$728.91
						Person Name for above title					
Case Manager	\$59,008.00	1.00	100.00%	1.00	\$59,008.00	\$1,632.59	\$1,632.59	1632.59	\$64,147.19	109%	-\$5,139.19
						Person Name for above title					
Totals	\$589,316.00				\$404,663.00	\$39,747.65	\$39,747.65	\$39,747.65	\$407,940.33	101%	-\$3,277.33
Fringe Benefit Rate					22%	22%	22%	22%	22%		
Employee Fringe Benefits					89355.00	\$8,744.48	\$8,744.48	8744.48	\$89,746.87	100%	-\$391.87
Total Salaries & Benefits					\$494,018.00	\$48,492.13	\$48,492.13	\$48,492.13	\$497,687.20	101%	-\$3,669.20

Operating Detail

	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Rental of Property	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Utilities (Elec, Water, Gas, Phone, Scavenger)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Office Supplies, Postage	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Building Maintenance Supplies and Repair	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Printing and Reproduction	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Staff Training	\$6,692.00	\$0.00	\$0.00	\$0.00	\$635.00	9%	\$6,057.00
Staff Travel-(Local and Out of Town)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Rental of Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00

Consultants/Subcontractors

	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Intake Coordinator	\$38,230.00	\$4,005.00	\$4,005.00	4005.00	\$42,053.00	110%	-\$3,823.00
		\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00

Other

	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Support for Clients	\$34,377.00	\$0.00	\$0.00	0.00	\$34,626.52	101%	-\$249.52
Support Group Nutrition & Activities	\$10,020.00	\$1,235.71	\$1,235.71	1235.71	\$8,335.28	83%	\$1,684.72
Fatherhood Parent Training Nutrition and Activities	\$8,500.00	\$0.00	\$0.00	\$0.00	\$8,500.00	100%	\$0.00

Total Operating Expense \$97,819.00 \$5,240.71 \$5,240.71 \$5,240.71 \$5,240.71 \$94,149.80 96% \$3,669.20

Subcontractor/Capital Expenditure Detail

	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Equipment/Remodeling							
Total Equipment Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Subcontractors							
Total Remodeling Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Other							
Total Other Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Total Capital Expenditure (Equipment, Remodeling and Other Cost)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Direct Client Pass-through							
Total Direct Client Pass-through	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00

Program Funding

	Budget
HSA Revenues	
Federal - CSBG-HR	\$621,759.00
General Fund	\$0.00
Total Revenues	\$621,759.00
Other Revenues	
Total Revenues	\$0.00
Total Program Funding	\$621,759.00

Other Revenues - Deductions

Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00

Total Revenues - Deductions

Notes - Vendor

Supporting Documentation

[FCS_Intake Coordinator 2023_06.pdf](#)

Uploaded on: 07/12/2023 at 11:30am

Supporting Documentation

[FCS Personnel 2023_06.pdf](#)

Uploaded on: 07/12/2023 at 11:30am

Supporting Documentation

[FCS Personnel 2023_06-accrual.pdf](#)

Uploaded on: 07/12/2023 at 11:30am

I certify to the best of my knowledge and belief that the information provided herein is true, complete, and accurate. I am aware that the provision of false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil, or administrative consequences including, but not limited to, violations of U.S. Code Title 18, Sections 2, 1001, 1343 and Title 31, Sections 3729-3730 and 3801-3812. The amount requested for reimbursement is in accordance with the budget approval for the contract cited for services provided under the provision of that contract. Full justification and backup records for those claims are maintained in our office at the address indicated.

Notes - HSA Fiscal Biller

Notes - HSA Program Manager

Notes - HSA Contract Manager

Notes - HSA Supervising Contract Manager

Notes - HSA Fiscal Biller - Payment

Submitted by [REDACTED] on 07/12/2023 at 11:32:54 AM.

Fiscal Biller Approval by [REDACTED] on 07/19/2023 at 5:32:28 PM.

Program Manager Approval by [REDACTED], on 07/24/2023 at 2:16:50 PM.

Contract Manager Approval by [REDACTED] on 07/26/2023 at 1:29:20 PM.

Supervising Contract Manager Approval by [REDACTED] on 07/26/2023 at 10:55:48 PM.

Fiscal Biller Final Approval by [REDACTED], on 08/11/2023 at 5:03:36 PM.

For qualifying contracts, this invoice may be submitted now as a JUNE ESTIMATE. Please . As of July 1, 2021, June estimates will no longer be accepted. Invoices submitted on July 1, 2021 or later will be considered actual.

TEMPORARY VENDOR UNLOCK

Submission/Approval Chain

Vendor	Fiscal Biller	Program Manager	Contract Manager	Sup. Contract Manager	Fiscal Biller Final
Submitted	Approved	Approved	Approved	Approved	Paid
Status Log					
Person	Status	Date/Time			
Fiscal Biller	Marked as Paid	08/15/24 at 4:27 PM			
Supervising Contract Manager	Approved	08/12/24 at 1:01 PM			
Contract Manager	Approved	08/09/24 at 10:27 AM			
Program Manager	Approved by Program Manager	08/09/24 at 10:11 AM			
Fiscal Biller	Approved	07/26/24 at 5:00 PM			
Vendor	Submitted	07/12/24 at 8:59 PM			

Keeping Families Together

PO NUMBER

0000767523

Vendor's Invoice Number

HPP-FCS.2024.06

Summary

	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Salaries & Benefits	\$615,484.00	\$14,183.78	\$14,183.78	\$14,183.78	\$620,422.78	101%	-\$4,938.78
Operating Expense	\$67,536.00	\$2,901.23	\$2,901.23	\$2,901.23	\$62,597.22	93%	\$4,938.78
Subtotal	\$683,020.00	\$17,085.01	\$17,085.01	\$17,085.01	\$683,020.00	100%	\$0.00

Indirect Percentage (%)	15%	50%	50%	15%
Indirect Cost	\$102,453.00	\$8,572.00	\$8,572.00	\$102,453.00
Capital and Other Expenditures	\$0.00	\$0.00	\$0.00	\$0.00
Direct Client Pass-through	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenditures	\$785,473.00	\$25,657.01	\$25,657.01	\$785,473.00
Revenues - Deductions Adjustment	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenditures minus Other Revenues - Deductions	\$785,473.00	\$25,657.01	\$25,657.01	\$785,473.00

Salary Detail

Position Title	Annual Full Time Salary for FTE	Tot FTE	% FTE Funded by HSA	Adj FTE	Budgeted Salary	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Senior Program Manager	\$110,823.00	1.00	68.49%	0.68	\$75,905.00	\$0.00	\$0.00	\$0.00	\$75,905.00	100%	\$0.00
Program Manager	\$94,687.00	1.00	57.38%	0.57	\$54,336.00	\$0.00	\$0.00	\$0.00	\$54,336.00	100%	\$0.00
Case Manager	\$66,167.00	4.40	100.00%	4.40	\$291,135.00	\$1,682.33	\$1,682.33	1682.33	\$294,921.59	101%	-\$3,786.59
Director of Case Management Services	\$148,814.00	1.00	7.32%	0.07	\$10,900.00	\$1,522.92	\$1,522.92	1522.92	\$10,900.00	100%	\$0.00
Intake Coordinagor	\$72,219.00	1.00	100.00%	1.00	\$72,219.00	\$8,437.14	\$8,437.14	8437.14	\$72,496.92	100%	-\$277.92
Totals	\$492,710.00				\$504,495.00	\$11,642.39	\$11,642.39	\$11,642.39	\$508,559.51	101%	-\$4,064.51
Fringe Benefit Rate					22%	22%	22%	22%	22%	22%	22%

Employee Fringe Benefits	110989.00	\$2,541.39	\$2,541.39	2541.39	\$111,863.27	101%	-\$874.27
Total Salaries & Benefits	\$615,484.00	\$14,183.78	\$14,183.78	\$14,183.78	\$620,422.78	101%	-\$4,938.78

Operating Detail							
	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Rental of Property	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Utilities (Elec, Water, Gas, Phone, Scavenger)	\$6,704.00	\$718.37	\$718.37	718.37	\$6,704.00	100%	\$0.00
Office Supplies, Postage	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Building Maintenance Supplies and Repair	\$3,797.00	\$0.00	\$0.00	\$0.00	\$4,169.09	110%	-\$372.09
Printing and Reproduction	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Staff Training	\$4,000.00	\$368.60	\$368.60	368.60	\$2,151.85	54%	\$1,848.15
Staff Travel-(Local and Out of Town)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Rental of Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00

Consultants/Subcontractors							
	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Other							
Support for Clients	\$33,701.00	\$487.03	\$487.03	487.03	\$37,034.27	110%	-\$3,333.27
Support Group Nutrition & Activities	\$10,834.00	\$142.41	\$142.41	142.41	\$6,905.84	64%	\$3,928.16
Family Reunification Event	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Fatherhood Parent Training Nutrition and Activities	\$8,500.00	\$1,184.82	\$1,184.82	1184.82	\$5,632.17	66%	\$2,867.83
Total Operating Expense	\$67,536.00	\$2,901.23	\$2,901.23	\$2,901.23	\$62,597.22	93%	\$4,938.78

Subcontractor/Capital Expenditure Detail							
	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Equipment/Remodeling	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Total Equipment Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00

Subcontractors	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Total Remodeling Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Other	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Total Other Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Total Capital Expenditure (Equipment, Remodeling and Other Cost)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Direct Client Pass-through							
Total Direct Client Pass-through	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00

Program Funding	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
HSA Revenues	Budget						
Federal - CSBG-HR	\$621,759.00						
General Fund	\$0.00						
Total Revenues	\$621,759.00						
Other Revenues	Budget						
Total Revenues	\$0.00						
Total Program Funding	\$621,759.00						

Other Revenues - Deductions	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Total Revenues - Deductions	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Notes - Vendor							

Supporting Documentation
[FCS Personnel 2024.06.pdf](#)

Uploaded on: 07/12/2024 at 8:53pm

Supporting Documentation

[FCS_Client_Emergency_Needs_2024_06.pdf](#)

Uploaded on: 07/12/2024 at 8:53pm

I certify to the best of my knowledge and belief that the information provided herein is true, complete, and accurate. I am aware that the provision of false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil, or administrative consequences including, but not limited to, violations of U.S. Code Title 18, Sections 2, 1001, 1343 and Title 31, Sections 3729-3730 and 3801-3812. The amount requested for reimbursement is in accordance with the budget approval for the contract cited for services provided under the provision of that contract. Full justification and backup records for those claims are maintained in our office at the address indicated.



Notes - HSA Fiscal Biller

"Indirect Percentage (%)" is 50%, higher than the budgeted rate at 15%. bl

Notes - HSA Program Manager

Notes - HSA Contract Manager

Notes - HSA Supervising Contract Manager

Notes - HSA Fiscal Biller - Payment

Submitted by [REDACTED] on 07/12/2024 at 8:59:04 PM.

Fiscal Biller Approval by [REDACTED] on 07/26/2024 at 5:00:27 PM.

Program Manager Approval by [REDACTED], on 08/09/2024 at 10:11:42 AM.

Contract Manager Approval by [REDACTED] on 08/09/2024 at 10:27:32 AM.

Supervising Contract Manager Approval by [REDACTED] on 08/12/2024 at 1:01:49 PM.

Fiscal Biller Final Approval by [REDACTED] on 08/15/2024 at 4:27:47 PM.

For qualifying contracts, this invoice may be submitted now as a JUNE ESTIMATE. Please . As of July 1, 2021, June estimates will no longer be accepted. Invoices submitted on July 1, 2021 or later will be considered actual.

TEMPORARY VENDOR UNLOCK

Submission/Approval Chain

Vendor	Fiscal Biller	Program Manager	Contract Manager	Sup. Contract Manager	Fiscal Biller Final
Submitted	Approved	Approved	Approved	Approved	Paid
Status Log					
Person	Status	Date/Time			
Fiscal Biller	Marked as Paid	07/23/25 at 10:59 AM			
Supervising Contract Manager	Approved	07/22/25 at 11:37 AM			
Contract Manager	Approved	07/22/25 at 9:50 AM			
Program Manager	Approved by Program Manager	07/18/25 at 9:23 AM			
Fiscal Biller	Approved	07/17/25 at 6:36 PM			
Vendor	Submitted	07/11/25 at 3:32 PM			

Keeping Families Together

PO NUMBER

0000881553

Vendor's Invoice Number

HPP-HSA25JUNE-881553

Summary

	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Salaries & Benefits	\$633,469.00	\$56,897.32	\$56,897.32	\$56,897.32	\$639,137.67	101%	-\$5,668.67
Operating Expense	\$68,204.00	\$7,975.57	\$7,975.57	\$7,975.57	\$62,535.33	92%	\$5,668.67
Subtotal	\$701,673.00	\$64,872.89	\$64,872.89	\$64,872.89	\$701,673.00	100%	-\$0.00

Indirect Percentage (%)	15%	15%	15%	15%	15%	15%
Indirect Cost	\$105,251.00	\$9,730.98	\$9,730.98	9730.98	\$105,251.00	\$0.00
Capital and Other Expenditures	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Direct Client Pass-through	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenditures	\$806,924.00	\$74,603.87	\$74,603.87	\$74,603.87	\$806,924.00	-\$0.00
Revenues - Deductions Adjustment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenditures minus Other Revenues - Deductions	\$806,924.00	\$74,603.87	\$74,603.87	\$74,603.87	\$806,924.00	-\$0.00

Salary Detail

Position Title	Annual Full Time Salary for FTE	Tot FTE	% FTE Funded by HSA	Adj FTE	Budgeted Salary	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Program Manager	\$88,778.00	1.00	85.50%	0.85	\$75,905.00	\$1,386.98	\$1,386.98	1386.98	\$75,554.02	100%	\$350.98
						Person Name for above title					
Asst. Program Manager	\$67,920.00	1.00	87.36%	0.87	\$59,336.00	\$6,465.08	\$6,465.08	6465.08	\$55,901.02	94%	\$3,434.98
						Person Name for above title					
Case Manager	\$63,312.00	6.00	97.56%	5.85	\$370,596.00	\$37,343.11	\$37,343.11	37343.11	\$379,671.85	102%	-\$9,075.85
						Person Name for above title					
Director of Programs	\$125,600.00	1.00	10.67%	0.11	\$13,400.00	\$1,441.98	\$1,441.98	1441.98	\$12,756.45	95%	\$643.55
						Person Name for above title					
Mental Health Specialist	\$70,870.00	0.77	0.00%	0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
						Alicia McCrary					

Data and Evaluation	\$81,862.00	1.00	0.00%	0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Totals	\$498,342.00				\$519,237.00	\$46,637.15	\$46,637.15	\$523,883.34		101%	-\$4,646.34
Fringe Benefit Rate				22%	22%	22%	22%	22%			
Employee Fringe Benefits				114232.00	\$10,260.17	\$10,260.17	10260.17	\$115,254.33		101%	-\$1,022.33
Total Salaries & Benefits				\$633,469.00	\$56,897.32	\$56,897.32	\$56,897.32	\$639,137.67		101%	-\$5,668.67
Operating Detail											
Rental of Property					\$0.00	\$0.00		\$0.00		n/a	\$0.00
Utilities (Elec, Water, Gas, Phone, Scavenger)				\$7,072.00	\$687.06	\$687.06	687.06	\$7,759.06		110%	-\$687.06
Office Supplies, Postage				\$0.00	\$0.00	\$0.00		\$0.00		n/a	\$0.00
Building Maintenance Supplies and Repair				\$4,097.00	\$309.91	\$309.91	309.91	\$4,485.33		109%	-\$388.33
Printing and Reproduction				\$0.00	\$0.00	\$0.00		\$0.00		n/a	\$0.00
Insurance				\$0.00	\$0.00	\$0.00		\$0.00		n/a	\$0.00
Staff Training				\$4,000.00	\$2,282.07	\$2,282.07	2282.07	\$3,277.07		82%	\$722.93
Staff Travel-(Local and Out of Town)				\$0.00	\$0.00	\$0.00		\$0.00		n/a	\$0.00
Rental of Equipment				\$0.00	\$0.00	\$0.00		\$0.00		n/a	\$0.00
Consultants/Subcontractors											
				\$0.00	\$0.00	\$0.00		\$0.00		n/a	\$0.00
Other											
Support for Clients				\$33,701.00	\$1,566.36	\$1,566.36	1566.36	\$37,191.79		110%	-\$3,490.79
Support Group Nutrition & Activities				\$10,834.00	\$1,394.29	\$1,394.29	1394.29	\$3,629.59		34%	\$7,204.41
Family Reunification Event				\$0.00	\$0.00	\$0.00		\$0.00		n/a	\$0.00
Fatherhood Parent Training Nutrition and Activities				\$8,500.00	\$1,735.88	\$1,735.88	1735.88	\$6,192.49		73%	\$2,307.51
Total Operating Expense				\$68,204.00	\$7,975.57	\$7,975.57	\$7,975.57	\$62,535.33		92%	\$5,668.67

Subcontractor/Capital Expenditure Detail									
	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance		
Equipment/Remodeling									
Total Equipment Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		\$0.00
	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		\$0.00
Subcontractors									
Total Remodeling Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		\$0.00
	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		\$0.00
Other									
Total Other Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		\$0.00
Total Capital Expenditure (Equipment, Remodeling and Other Cost)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		\$0.00
Direct Client Pass-through									
Total Direct Client Pass-through	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00		\$0.00
Program Funding									
HSA Revenues									
Federal - CSBG-HR	\$621,759.00								
General Fund	\$0.00								
Total Revenues	\$621,759.00								
Other Revenues									
Total Revenues	\$0.00								
Total Program Funding	\$621,759.00								

Other Revenues - Deductions

	Budget	Vendor Inv.	FB Inv.	CM Inv.	Invoice YTD	% of Bdgt	Balance
Total Revenues - Deductions	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	\$0.00
Notes - Vendor							\$0.00

Personnel: We are on a biweekly payroll schedule. the May invoice captured two payrolls, while the June invoice includes three, two for June and one dated July 3rd that was accrued to June. The fiscal year cut off led to increased payroll expenses in June and a corresponding reduction in July.

Supporting Documentation

[FCS-KFT Invoice Detail 2025 06.xlsx](#)

Uploaded on: 07/11/2025 at 3:30pm

Supporting Documentation

[FCS-KFT Personnel 2025 06.pdf](#)

Uploaded on: 07/11/2025 at 2:20pm

I certify to the best of my knowledge and belief that the information provided herein is true, complete, and accurate. I am aware that the provision of false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil, or administrative consequences including, but not limited to, violations of U.S. Code Title 18, Sections 2, 1001, 1343 and Title 31, Sections 3729-3730 and 3801-3812. The amount requested for reimbursement is in accordance with the budget approval for the contract cited for services provided under the provision of that contract. Full justification and backup records for those claims are maintained in our office at the address indicated.

Notes - HSA Fiscal Biller

Notes - HSA Program Manager

Notes - HSA Contract Manager

Notes - HSA Supervising Contract Manager

Notes - HSA Fiscal Biller - Payment

Submitted by [REDACTED]

on 07/11/2025 at 3:32:20 PM.

Fiscal Biller Approval by [REDACTED]

on 07/17/2025 at 6:36:34 PM.

Program Manager Approval by [REDACTED], on 07/18/2025 at 9:23:09 AM.

Contract Manager Approval by [REDACTED] on 07/22/2025 at 9:50:22 AM.

Supervising Contract Manager Approval by [REDACTED] 415-557-5727 on 07/22/2025 at 11:37:02 AM.

Fiscal Biller Final Approval by [REDACTED] on 07/23/2025 at 10:59:40 AM.



**SAN FRANCISCO
HUMAN SERVICES AGENCY**

Department of Benefits
and Family Support

7/19/2023

Department of Disability
and Aging Services

Shellena Eskridge
Executive Director
Homeless Prenatal Programs
2500 18th St.
San Francisco, CA 94110

Office of Early Care
and Education

P.O. Box 7988
San Francisco, CA
94120-7988
www.SFHSA.org

Subject: Fiscal Year 2022-23 Annual Program Monitoring for Homeless Prenatal Program (Substance Abuse Support Services contract)

Dear Shellena Eskridge,

This letter conveys the results of our FY2022-23 program monitoring for Homeless Prenatal Program’s Substance Abuse Support Services contract with the San Francisco Human Services Agency (HSA). I would like to thank you and your staff for the assistance provided during the monitoring process.

The following summarizes our findings for FY 2022-23, consistent with the attached monitoring report.

Summary of Findings

Program monitoring is an opportunity to determine consistency of program implementation with the contracted scope of services, and compliance with HSA requirements. This includes a review of documentation reporting on the service and outcome objectives for the contract.

A review of program services and outcome objectives for services provided during the fiscal year demonstrated that performance overall met expectations.

Expenditures for FY2022-23 were consistent with the budget throughout the program year.

All in all, the results of the monitoring process suggest that the program is being effectively delivered consistent with the contracted scope of services and in compliance with HSA requirements.

Required or Recommended Actions: None

Performance Monitoring Rating for FY2021-22: Met Expectations.



London Breed
Mayor

Trent Rhorer
Executive Director



SAN FRANCISCO
HUMAN SERVICES AGENCY

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San Francisco, CA
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No response to this letter is required at this time. We thank you for your work in serving the San Francisco community and look forward to our continuing partnership.

If you have any questions, please do not hesitate to contact me at geoffrey.nagaye@sfgov.org

Sincerely,

Geoffrey Nagaye
FCS Program Support Analyst

Encl: Program Monitoring Report

cc: Johanna Gendelman, Senior Administrative Analyst, Contracts, HSA
Pamela Connie, Program Manager, FCS, HSA
Raena Sebay, Acting Program Support Analyst, FCS, HSA



FCS Program Monitoring Report

Contractor:	Homeless Prenatal Program
Monitoring Period:	FY 2022-2023
Contract Amount:	KFT: \$680,607, NB: \$505,020 Total: \$1,185,627 (\$4,742,504 over 4 years)
Primary Services:	Substance Abuse Support Services – Family Treatment Court/New Beginnings/Keeping Families Together
Program Manager Conducting Visit:	Geoffrey Nagaye, Acting Program Manager Raena Sebay, Acting Program Support Analyst
Monitoring Visit Date:	7/12/2023
Monitoring Results:	Objectives Met

Description of Services:

Homeless Prenatal Program (HPP) provides intensive case management services to families that are involved or at risk of being involved with Family and Children’s Services (FCS) due to substance use issues. Families are supported through three FCS-funded programs: Keeping Families Together (KFT), Family Treatment Court (FTC), and New Beginnings (NB), which form a continuum of services. HPP provides outreach, counseling, case management, and other supportive services to clients, and also collaborates with the Department of Public Health (DPH) to complete Substance Use Disorder (SUD) Level of Care (LOC) assessments for clients and facilitate their access to recommended treatment.

Monitoring Summary:

HPP staff provided substantial program documentation for desk monitoring. The FCS Program Analyst reviewed program documentation, which included quarterly and annual reports, monthly invoices, the annual budget, program policies, resumes/job descriptions, client service materials (flyers, brochures), and client files/vignettes.

Overall Recommendation (*Objectives Met; Exceeded; Needs Improvement*): HPP has met objectives for fiscal year 2022-2023.

- Check to indicate Client Vignette / Stories and CBO COVID Pivot Narrative Attached.

I. Monitoring Findings & Recommendations:

Monitoring Area	Observations	Recommendations / Actions Required/Taken
Budget / Invoicing / Expenditures	<p>HPP submitted invoices in a timely manner and expenditures were consistent with the budget throughout the year.</p> <ul style="list-style-type: none"> • HPP utilized all of the funds budgeted (\$1,185,627) for this fiscal year: <ul style="list-style-type: none"> ○ KFT: 100% (\$680,607) of budget expended ○ NB/FTC: 100% (505,020) of budget expended 	<p>Recommended Actions: None</p> <p>Required Actions: None</p>
Organization Documents Review <ul style="list-style-type: none"> • Policies and Procedures • Organizational Chart • Staffing pattern and job descriptions 	<p>Program documentation provided by HPP - including job descriptions, resumes of existing staff, and a detailed description of the program approach under this contract – is very thorough and demonstrate that the program is organized and well-established.</p>	<p>Required Actions: None</p> <p>Recommendations: None</p>
Client / Program File Review <ul style="list-style-type: none"> • ROIs/Consents • Current and complete case notes • Service Plan w/ updates • Description of services provided • Client workshop, activities, training records 	<p>HPP utilizes an on line data base case management system HENRI for client/program records. HENRI also generates program reports that informs CQI efforts.</p> <p>HPP allows contract manger to review client/program information upon request.</p>	<p>Required Actions: None</p> <p>Recommendations: None</p>

<p>Service and Outcome Objectives</p> <ul style="list-style-type: none"> Quarterly Reporting (Q1-Q4) and annual reporting 	<p>Overview:</p> <p>Through their Q4 and annual reports, HPP has demonstrated overall performance mostly exceeding expectations, including the following:</p> <ul style="list-style-type: none"> 324 unduplicated clients served (109% of goal of 295 clients) 74 unduplicated families attended a peer support group (123% of goal of 60 families) 82% of open cases received a completed biopsychosocial assessment (102% of goal of 80%) 	<p>Required Actions: None</p> <p>Recommendations: None</p>
<p>Services Objectives</p> <ul style="list-style-type: none"> Serve a minimum of 295 unduplicated parents across New Beginnings, Keeping Families Together, and Family Treatment Court 	<p>Total of 324 unduplicated clients served for the fiscal year:</p> <ul style="list-style-type: none"> 132 NB parents served (105% of goal of 125) 99 FTC parents served (198% of goal of 50) 93 KFT parents served (77% of goal of 120) <ul style="list-style-type: none"> HPP attributes this to the rate of attrition of clients from KFT in lieu of enrollment into FTC, where they receive intensive court-monitored wraparound support. 	<p>Required Actions: None</p> <p>Recommendations: None</p>
<ul style="list-style-type: none"> Contact 100% of FCS referrals 	<p>During the fiscal year 2022-2023, 100% (221/221) of referrals received were contacted.</p>	<p>Required Actions: None</p> <p>Recommendations: None</p>
<ul style="list-style-type: none"> Provide weekly peer support groups for 60 unduplicated families 	<p>During the fiscal year 2022-2023, 74 unduplicated families attended peer support groups.</p>	<p>Required Actions: None</p> <p>Recommendations: None</p>

<ul style="list-style-type: none"> • Complete a minimum of 80% biopsychosocial assessments on all open KFT, FTC, and NB cases where HPP is able to engage the family. 	<p>During the fiscal year 2022-2023, 93% (141/152) of biopsychosocial assessments on all open KFT, FTC and NB cases were completed.</p>	<p>Required Actions: None</p> <p>Recommendations: None</p>
<ul style="list-style-type: none"> • Provide two trainings to FCS staff on SUD and its impact on families. 	<p>During the fiscal year 2022-2023, 3 trainings were held.</p>	<p>Required Actions: None</p> <p>Recommendations: None</p>
<p>Outcome Objectives</p> <ul style="list-style-type: none"> • At reassessment, at least 60% of KFT parents participating in the program will demonstrate a decreased level of substance use • At reassessment, at least 65% of FTC parents participating in the program will demonstrate a decreased level of substance use • At reassessment, at least 50% of KFT parents participating in the program with a documented need related to family functioning will demonstrate improvement • At reassessment, at least 65% of FTC parents participating in the program with a documented need related to family functioning will demonstrate improvement 	<p>During the fiscal year 2022-2023:</p> <ul style="list-style-type: none"> • 45% (15/33) of reassessed KFT participants demonstrated a decreased level of substance use. <ul style="list-style-type: none"> ○ HPP attributes this to the rate of attrition of clients from KFT in lieu of enrollment into FTC, where they receive intensive court-monitored wraparound support. • 69% (33/48) of reassessed FTC participants demonstrated decreased level of substance use. • 71% (24/34) of KFT participants demonstrated improved family functioning. • 76% (41/55) of FTC participants demonstrated improved family functioning. 	<p>Required Actions: None</p> <p>Recommendations: Grantee and HSA should take a closer look at Outcome Objective 1 (At reassessment, at least 60% of KFT parents participating in the program will demonstrate a decreased level of substance use). As stated, grantee attributes this number to the rate of attrition of clients from KFT in lieu of enrollment to FTC.</p>

<ul style="list-style-type: none"> • At reassessment, at least 65% of New Beginnings parents participating in the program will demonstrate improved family functioning • At least 70% of NB participants (with known birth outcomes) will give birth to a baby with a healthy birth weight • At least 85% of NB participants' babies (with known birth outcomes) will have a negative toxicology screening result at birth 	<ul style="list-style-type: none"> • 71% (27/38) of NB participants demonstrated improved family functioning. • 86% (50/58) of NB participants gave birth to a baby with a healthy birth weight. • 95% (39/41) of NB participants had a negative toxicology screening at birth. 	
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**II. FCS Program Analyst Narrative:
SUMMARY OF PROGRAM IMPLEMENTATION; QUALITY ASSURANCE; CONTINUOUS QUALITY IMPROVEMENT ACTIVITIES:**

As contract manager, I participate in Family Treatment Court workshop meetings. Participants in these meetings include the FTC project manager, HPP program manager, Foster Care Mental Health, DPH's Treatment Access Program, and community providers of SUD services. These workshop meetings are focused on the day-to-day work of Family Treatment Court, and ensuring clients' access to community treatment programs.

I also participate in the FTC Steering Committee meetings, which occur every other month. Participants in these meetings include an FCS Program Director, FTC judge, FTC project manager, and DPH. The Steering Committee meetings focus on higher-level issues of policy and practice related to FTC, and give me further insight into the work that HPP does supporting FTC.

I am also involved in the process of coordinating Substance Use Disorder Level of Care assessments of FCS parents. With the support of our Program Support Specialist, we partner with HPP and the Treatment Access Program at DPH to facilitate the process of Protective Services Workers (PSWs) referring clients for assessments, and distribute completed assessment reports to PSWs. This role gives me further oversight of HPP's work related to Substance Use Disorder services.

Lastly, I am in regular communication with the HPP program managers who oversee this contract. We work together to troubleshoot any issues that come up in their work, which helps ensure consistent and quality services to families.

III. Opportunities and Challenges (provided by HPP)

- Keeping Families Together/Family Treatment Court

Challenges:

Throughout this fiscal year, the primary challenges for our program were the upward trending influx of increasingly acute referrals, combined with the staffing issues of unexpected turnover in a job market climate that has made for unprecedented lengths of unfilled openings. For the first time in over a decade, our team that has historically had multiple bilingual Spanish/English case managers, was left without one. The support of bilingual case managers from New Beginnings helped to delay what became the inevitable temporary halting of Spanish speaking referrals and waitlisting of 2 Spanish-speaking clients whose referrals had been processed for ICM.

Opportunities:

Based on the data demonstrating the upward trending influx of referrals, a presentation was made to FCS and the proposal for funding to add a critical FTE position of Intake Coordinator was successful. A promotion was offered to the Team's Clinical Case Manager, Arel Gonzales, based on his incredible track record at HPP. Arel has accepted and will be a great fit for the new permanent position. Although the concurrent proposal by HPP to FCS to increase funding for liveable wage salaries was not able to be fulfilled, HPP did subsequently meet it's compensation structure goals agency-wide, in part by restructuring KFTC's role hierarchy. The salary increases are sure to mean a higher talent retention rate and are likely also responsible for a marked increase in resume submissions for the open CM position left by Arel's role shift. The Bilingual Case Manager position was also filled in May, and our CHW Intern (an FTC graduate) was offered and accepted the Peer Parent Mentor role, which had been vacant since September.

- New Beginnings

Challenges:

Capacity and Resources are a consistent challenge for NB. The number of referrals continue to flow into New Beginnings with case managers consistently at capacity and families waiting on our waitlist. With the influx of referrals, the cases are increasingly challenging with families that have more acute needs. Internally, we do our best to equip our staff to support these families but we are limited in ability to support families with acute mental health needs, and other things that are more in the scope of a mental health professional or housing resources beyond our ability to support financially. With this, it has been difficult to find trainings for staff that serve our population, pregnant mothers experiencing homelessness, SUD, acute mental health needs, Etc.

Opportunities:

As trainings have been difficult to find for our staff that are specific to our population, we have increased conversations amongst the team to reflect on the experience of case managers working with clients with acute needs, supportive spaces for staff to share tips and experience, and overall prevent burnout.

Due to the demand for case management for pregnant moms, we piloted a Short Term Case Manager role that would provide urgent support to families on our waitlist as they waited to be assigned to a case manager with capacity.

As a team, we have also moved toward defining a healthy pregnancy beyond contract objectives to ensure that we are supporting the pregnancy holistically and mothers can get the best care and pregnancy outcomes as possible.

IV. Client Vignettes (provided by HPP)

- Vignette #1 New Beginnings:

The Client moved back to California because she was fleeing a DV relationship. The Client was homeless with her Newborn and 13-year-old and struggled to find temporary shelter and navigate the San Francisco shelter system. New Beginning supported the Client with a temporary Hotel stay, while CM advocated for the Client with the access point. This, in turn, helped the Client to obtain temporary shelter At Hamiton Families. Cm continued to support the Family in finding long-term housing, and recently, the Client received a permanent supportive house voucher, and she and the Family were able to move into their apartment in May.

- Vignette #2: KFT/FTC:

After over three years of providing case management services for families who find support through the Homeless Prenatal Program, I continue to be honored as I bear witness to families transforming tragic circumstances into periods of growth and healing.

A father came onto my caseload January 2023 and he found his 5-year-old son suddenly placed with him after his son's mother passed away. Confused, fearful, and overwhelmed, this father initially did not understand the nature of his FCS case or the amount of work it would take for him to begin engaging in his services. Not only did the father need to quickly adjust to being a full-time single parent, he also needed to engage in his case plan services, maintain his household, and take care of his own aging parent.

This father, though still very confused about his case, decided to trust me and let me know what his basic needs were at that time. He expressed deep concern for lack of funding and confusion around how he was supposed to earn an income to support his family's essential needs if he could not get regular employment since his case plan services took up too much time, especially since he could only travel by bus or BART. He began to regularly pick up groceries at HPP and my supervisor approved of me taking this father and his son shopping so that his son could have basic clothing during the cold and rainy season. This father also would proactively and persistently visit the CalWORKS and Survivor's Benefits offices in an attempt to get some temporary financial relief for his family when he was not engaging in his services or taking care of his son. These attempts to secure financial support did not yield any positive outcomes and for 4-5 months this father dealt with staff miscommunication, clerical errors, and outright denial of benefits.

This father also accepted the help of Family Treatment Court, a system that was able to, in consistent and positive ways, encourage this father to engage in outpatient treatment. With my assistance, this father was able to complete an intake and begin outpatient treatment. However, when I checked in with his provider, the substance use treatment counselor said that this father's attendance was inconsistent and he would arrive late and return from breaks late as well.

I also later learned that my client's father had fallen and injured himself so my client had to deal with emergency room visits and follow up care as well. My client talked about experiencing overwhelming amounts of stress and worry. In the meantime, at an FTC appearance, this father talked about how he found his son in his bedroom, sheet pulled over his head, crying and holding a picture of his deceased mother. The father said he did not know what to do at that time but cry with his son. By that time this client had already been consistently participating in HPP's Fatherhood Group and was also working regularly with an individual therapist. Things did not seem to improve too much for a time but I did what I could to support him and help him engage in his services.

Then, within the span of a few months or so, I started receiving reports of the father being very consistently engaged in his outpatient substance use treatment. Attendance problems were zeroed out. The client talked about how the classes helped him to stay on track

and focused. He also talked about how well supported he felt by the Fatherhood Group and his individual therapist. He also connected with a case manager at CalWORKS who helped him to refile for his CalWORKS benefits and explained that the paperwork was not filled out correctly, which yielded a denial of benefits initially. The father said that he is also working with the CalWORKS case manager to develop an educational and employment plan for himself, which includes the father getting into a trade school to secure future employment opportunities. The client also recently received financial support from the Latino Task Force, which I was able to connect him with. This father began to respond with optimism and hope to all the adversity and setbacks connected to his case and family life. HPP also helped to pay for half the cost of his son's martial arts classes, through which the client hoped his son would find a structured and supportive way to deal with his anger and grief. The father said his son loves those classes. The client said he is also considering family therapy so that he can support his son and so that they can learn to deal with their grief in better ways.

I asked my client what changed for him, what motivated him to do better and he simply replied: "My son."

I understand that a lot of these systems and programs are designed to temporarily help families through difficult circumstances but unfortunately, due to whatever combination of factors, not all families are able to yield the full benefit of what these systems have to offer. In this way, programs like Keeping Families Together and Family Treatment Court at HPP become essential linkages to systemic support, especially when families have a limited time to achieve certain measurements of success. Our programs help to remove barriers and obstacles to services while creating supportive, authentic bonds with case managers so that clients can focus on what is truly important to them--their families.



**SAN FRANCISCO
HUMAN SERVICES AGENCY**

Department of Benefits
and Family Support

8/13/2024

Department of Disability
and Aging Services

Shellena Eskridge
Executive Director
Homeless Prenatal Programs

Office of Early Care
and Education

2500 18th St.
San Francisco, CA 94110

P.O. Box 7988
San Francisco, CA
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Subject: Fiscal Year 2023-24 Annual Program Monitoring for Homeless Prenatal Program (Substance Abuse Support Services contract)

Dear Shellena Eskridge,

This letter conveys the results of our FY2023-24 program monitoring for Homeless Prenatal Program’s Substance Abuse Support Services contract with the San Francisco Human Services Agency (HSA). I would like to thank you and your staff for the assistance provided during the monitoring process.

The following summarizes our findings for FY 2023-24, consistent with the attached monitoring report.

Summary of Findings

Program monitoring is an opportunity to determine consistency of program implementation with the contracted scope of services, and compliance with HSA requirements. This includes a review of documentation reporting on the service and outcome objectives for the contract.

A review of program services and outcome objectives for services provided during the fiscal year demonstrated that performance overall met expectations.

Expenditures for FY2023-24 were consistent with the budget throughout the program year.

All in all, the results of the monitoring process suggest that the program is being effectively delivered consistent with the contracted scope of services and in compliance with HSA requirements.

Required or Recommended Actions: None

Performance Monitoring Rating for FY2023-24: Met Expectations.



London Breed
Mayor

Trent Rhorer
Executive Director



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HUMAN SERVICES AGENCY

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No response to this letter is required at this time. We thank you for your work in serving the San Francisco community and look forward to our continuing partnership.

If you have any questions, please do not hesitate to contact me at geoffrey.nagaye@sfgov.org

Sincerely,

Geoffrey Nagaye
FCS Acting Program Manager

Encl: Program Monitoring Report

cc: Elizabeth Leone, Senior Administrative Analyst, Contracts, HSA
Elena Wong, Acting Program Support Analyst, FCS, HSA



FCS Program Monitoring Report

Contractor:	Homeless Prenatal Program
Monitoring Period:	FY 2023-2024
Contract Amount:	KFT: \$785,973, NB: \$534,614 Total: \$1,320,087 (\$5,145,887 over 4 years)
Primary Services:	Substance Abuse Support Services – Family Treatment Court/New Beginnings/Keeping Families Together
Program Manager Conducting Visit:	Geoffrey Nagaye, Acting Program Manager
Monitoring Visit Date:	5/14/2024
Monitoring Results:	Objectives met

Description of Services:

Homeless Prenatal Program (HPP) provides intensive case management services to families that are involved or at risk of being involved with Family and Children’s Services (FCS) due to substance use issues. Families are supported through three FCS-funded programs: Keeping Families Together (KFT), Family Treatment Court (FTC), and New Beginnings (NB), which form a continuum of services. HPP provides outreach, counseling, case management, and other supportive services to clients, and also collaborates with the Department of Public Health (DPH) to complete Substance Use Disorder (SUD) Level of Care (LOC) assessments for clients and facilitate their access to recommended treatment.

Monitoring Summary:

HPP staff provided substantial program documentation for desk monitoring. The FCS Program Analyst reviewed program documentation, which included quarterly and annual reports, monthly invoices, the annual budget, program policies, resumes/job descriptions, client service materials (flyers, brochures), and client files/vignettes.

Overall Recommendation (*Objectives Met; Exceeded; Needs Improvement*): HPP has met objectives for fiscal year 2023-2024.

I. Monitoring Findings & Recommendations:

Monitoring Area	Observations	Recommendations / Actions Required/Taken
Budget / Invoicing / Expenditures	<p>HPP submitted invoices in a timely manner and expenditures were consistent with the budget throughout the year.</p> <ul style="list-style-type: none"> • HPP utilized all of the funds budgeted (\$1,320,087) for this fiscal year: <ul style="list-style-type: none"> ○ KFT: 100% (\$785,473) of budget expended ○ NB/FTC: 100% (\$534,614) of budget expended 	<p>Recommended Actions: None</p> <p>Required Actions: None</p>
Organization Documents Review <ul style="list-style-type: none"> • Policies and Procedures • Organizational Chart • Staffing pattern and job descriptions 	<p>Program documentation provided by HPP - including job descriptions, resumes of existing staff, and a detailed description of the program approach under this contract – is very thorough and demonstrate that the program is organized and well-established.</p>	<p>Required Actions: None</p> <p>Recommendations: None</p>
Client / Program File Review <ul style="list-style-type: none"> • ROIs/Consents • Current and complete case notes • Service Plan w/ updates • Description of services provided • Client workshop, activities, training records 	<p>HPP utilizes an on line data base case management system called HENRI for client/program records. HPP works with SalesForce in development and maintenance of the system. HENRI also generates program reports that informs CQI efforts.</p> <p>Case workers primarily access HENRI while onsite, although they are able to access the system when remote. HPP requires two-factor authentication twice before a worker can login to HENRI; once when logging into their computer and a second time when logging in to HENRI. Additionally, when accessing off site, employees utilize a VPN.</p> <p>HPP allows contract manager to review client/program information upon request.</p>	<p>Required Actions: None</p> <p>Recommendations: None</p>

<p>Service and Outcome Objectives</p> <ul style="list-style-type: none"> Quarterly Reporting and annual reporting 	<p>Overview: HPP has demonstrated overall performance meeting or exceeding expectations, including the following:</p> <ul style="list-style-type: none"> 269 unduplicated clients served (91% of goal of 295 clients thru 3 quarters) 67 unduplicated families attended a peer support group (111% of goal of 60 families thru 3 quarters) 97% of open cases received a completed biopsychosocial assessment (Exceeding goal of 80% thru 3 quarters). 	<p>Required Actions: None</p> <p>Recommendations: None</p>
<p>Services Objectives</p> <ul style="list-style-type: none"> Serve a minimum of 295 unduplicated parents across New Beginnings, Keeping Families Together, and Family Treatment Court 	<p>Total of 269 unduplicated clients served for thru the first 3 quarters of the fiscal year:</p> <ul style="list-style-type: none"> 103 NB parents served (82% of goal of 125) 105 FTC parents served (210% of goal of 50) 58 KFT parents served (48% of goal of 120) <p>There has been a shift where more families than expected have enrolled in FTC, while the numbers of families participating in KFT have fallen. Grantee and contract manager noted this shift last year. HPP attributes this to the attrition rate of clients from KFT in lieu of enrollment into FTC, where they receive intensive court-monitored wraparound support. This may be a reflection of clients with higher needs referred to the programs via FCS.</p> <p>This shift also impacted the programs ability to accept and enroll FCS referrals for FTC. There was a sustained increase in referrals for FTC during the fall of 2023 that resulted in the grantee freezing referrals and new enrollments for 4 months while they cleared the building waitlist for FTC. This action was a first for the grantee and pointed towards a need to reassess staffing to accommodate demand for the program.</p>	<p>Required Actions: None</p> <p>Recommendations: Grantee and FCS will meet to review the program's scope of work Service Objectives to address this objective.</p>

<ul style="list-style-type: none"> Contact 100% of FCS referrals 	<p>Grantee contacted 100% of FCS referrals during the fiscal year (221/221).</p>	<p>Required Actions: None Recommendations: None</p>
<ul style="list-style-type: none"> Provide weekly peer support groups for 60 unduplicated families 	<p>Grantee provided peer support groups to 67 families during the fiscal year, exceeding their target of 60.</p>	<p>Required Actions: None Recommendations: None</p>
<ul style="list-style-type: none"> Complete a minimum of 80% biopsychosocial assessments on all open KFT, FTC, and NB cases where HPP is able to engage the family. 	<p>97% of participants completed a biopsychosocial assessment, exceeding their target of 80%.</p>	<p>Required Actions: None Recommendations: None</p>
<ul style="list-style-type: none"> Provide two trainings to FCS staff on SUD and its impact on families. 	<p>The grantee provided three trainings to FCS staff on SUD and its impact on families during the fiscal year.</p>	<p>Required Actions: None Recommendations: None</p>
<p>Outcome Objectives</p> <ol style="list-style-type: none"> At reassessment, at least 60% of KFT parents participating in the program will demonstrate a decreased level of substance use At reassessment, at least 65% of FTC parents participating in the program will demonstrate a decreased level of substance use 	<p>During the fiscal year 2023-2024:</p> <ol style="list-style-type: none"> 68% (26/38) of KFT participants demonstrated a decrease level of substance use 78% (50/64) FTC participants demonstrated a decreased level of substance use 68% (27/40) of KFT participants demonstrated an improvement in family functioning 82% (54/66) of FTC parents demonstrated an improvement to family functioning 57% (12/21) of NB participant demonstrated an improvement in family functioning 	<p>Required Actions: None Recommendations: Contract Manager and program manager for New Beginnings have agreed to meet and discuss the target for Outcome Objective 5.</p>

<p>3. At reassessment, at least 50% of KFT parents participating in the program with a documented need related to family functioning will demonstrate improvement</p> <p>4. At reassessment, at least 65% of FTC parents participating in the program with a documented need related to family functioning will demonstrate improvement</p> <p>5. At reassessment, at least 65% of New Beginnings parents participating in the program will demonstrate improved family functioning</p> <p>6. At least 70% of NB participants (with known birth outcomes) will give birth to a baby with a healthy birth weight</p> <p>7. At least 85% of NB participants' babies (with known birth outcomes) will have a negative toxicology screening result at birth</p>	<p>6. 82% (54/66) of NB participants (with known birth outcomes) gave birth to a baby with health birth weight</p> <p>7. 100% (38/38) of NB participants' babies (with known birth outcomes) had negative toxicology screening results at birth</p> <p>The grantee met or exceeded all but one of the outcome objectives outlined in their scope of work.</p> <p>The sole objective where the grantee did not meet their objective is in the percentage of New Beginnings parents participating in program who in the program will demonstrate improved family functioning. The goal for this objective is 65% while only 50% of families are demonstrating improvement. This may be reflective of the assessment tool used. Grantee utilizes the Adult Needs and Strengths Assessment tool (ANSA). The ANSA asks participants to rate their needs on a scale of 0-3. A "0" indicates that a participant reports no needs while a "3" indicates a dangerous or acute needs requiring intervention. New Beginnings participants often enter the program reporting and experiencing low rates of needs for family functioning, so there are fewer cases where an improvement is measurable with the ANSA.</p>
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**II. FCS Program Analyst Narrative:
SUMMARY OF PROGRAM IMPLEMENTATION; QUALITY ASSURANCE; CONTINUOUS QUALITY IMPROVEMENT ACTIVITIES:**

As contract manager, I participate in Family Treatment Court workgroup meetings. Participants in these meetings include the FTC project manager, HPP program manager, Foster Care Mental Health, DPH's Treatment Access Program, and community providers of SUD services. These workgroup meetings are focused on the day-to-day work of Family Treatment Court, and ensuring clients' access to community treatment programs.

I also participate in the FTC Steering Committee meetings, which occur every other month. Participants in these meetings include an FCS Program Director, FTC Judge, FTC project manager, and DPH. The Steering Committee meetings focus on higher-level issues of policy and practice related to FTC, and give me further insight into the work that HPP does supporting FTC. A work group was spun off from the Steering Committee to look into and address inequities found in referral and enrollment data for FTC, which I also participate in.

I am also involved in the process of coordinating Substance Use Disorder Level of Care assessments of FCS parents. With the support of our Program Support Specialist, we partner with HPP and the Treatment Access Program at DPH to facilitate the process of Protective Services Workers (PSWs) referring clients for assessments, and distribute completed assessment reports to PSWs. This role gives me further oversight of HPP's work related to Substance Use Disorder services.

Lastly, I am in regular communication with the HPP program managers who oversee this contract. We work together to troubleshoot any issues that come up in their work, which helps ensure consistent and quality services to families.

III. Opportunities and Challenges (provided by HPP as part of documents review)

- *Keeping Families Together/Family Treatment Court*

Challenges:

KFT/FTC Program has made a number of pivots to meet challenges this fiscal year. In Quarter1 the Program Manager confirmed via data that referrals to the program had more than doubled from the numbers in that quarter just 2 years earlier. The impact on caseload capacity led to the unprecedented decision to halt referrals for Intensive Case Management, while continuing to outreach and connect parents to DPH for Substance Use Assessment and maintaining a waitlist for those who expressed interest in ICM. HPP advocated for additional FTE for KFT/FTC and there was acknowledgement of the need, though in the County's current budgetary climate, funding for this solution could not be found.

This year the rising cost of living and number of client families who presented in significant need of concrete support over prolonged periods of stabilization meant it was necessary to utilize budget modification periods to adjust from initial projections to fiscal reality. These learnings have informed 24-25 allocation projections.

FCS seemed to be particularly impacted this year by turnover. This in turn presented challenges for FTC for KFT/FTC in maintaining collaborative communication with PSWs and Court Officer who were either transitory or whose caseloads were significantly impacted. This factor also affected transportation and supervision availability for visitation, which complicated KFT/FTC case managers' work for supporting parents.

Opportunities:

Working within the constraints of the above mentioned challenges, the KFT/FTC program has been able to make necessary adjustments and produce results for our client community. The first-ever-of-its-kind waitlist for Intensive Case Management was well organized by the Intake Coordinator, who reached back out to the clients once caseload capacity opened up. In this way, the waitlist was methodically moved through and successfully closed out in under 3 months. Assisting with this process was the reimplementation of an in-person Intake Group, which the Team Lead and CHW Intern supported the Intake Coordinator in facilitating. In this same vein, both the Peer Parent Support Group and the Fatherhood Group returned to in-person delivery on-site at HPP this fiscal year (PPSG July 2023 and Fatherhood in December 2023) after years of virtual delivery in the COVID pandemic era. Triple P classes at HPP also launched this April (a collaboration between KFT/FTC, New Beginnings and Wellness). An HSA Open House on 4/18/2024 was very well attended by HPP Leaders and other Staff who were able to connect in-person with FSU PSWs and Supervisors, further strengthening collaborative relationships.

- *New Beginnings*

Challenges:

Over the last year, what we have continued to see as a major challenge is affordable housing for families, shelter access for families, mental health acuity, and food insecurity. As the last year has progressed, we have had to allocate more funds for emergency hotel stays as the shelter system continues to be at capacity with hundreds of families on waitlists. An added layer to this difficulty is that families have nowhere to transition to after shelter, as PSH is limited and only accessible determined by eligibility, RRH subsidies are also waitlisted, families are staying longer in shelter pausing the flow of families who can access it. Given the lack of housing, it is increasingly difficult for families to gain enough stability to have healthy pregnancies, manage their stress, and have a quality of life that is suitable for overall health and pregnancy.

We have also continued to see clients who come in with a need for higher levels of care than what can be offered within the scope of case management due to their mental health needs. We have experienced more acute cases of MH whether it be diagnosed or not, to which we often involve the HPP mental health team for consultation and do our best to connect clients to other supportive services that can help and hold the MH piece. Our case managers are challenged with learning more clinical skills that we may not have capacity for or training for this specific population for case managers to build on their clinical skills in a formal training. A role for a Clinical Case Manager on NB would be extremely helpful, it would also support team capacity overall as we are consistently at capacity.

Opportunities:

Overall, NB has expanded our services over this last year by partnering with our colleagues on the KFTC, Wellness, and Mental Health teams to facilitate groups for our clients. 3 groups that we have supported in facilitating are Mothers and Babies, Attachment Vitamins, and Triple P. All are geared towards improving the stress management and ability to parent well for our families.

We have also continued to expand on our partnership with ZSFGH and a few staff have trained in Enhanced Case Management to further enhance our care coordination for our families. We continue to look at the quality of case management and improve on that, whether that be smaller team discussions to address barriers that come up in this work while navigating larger systems as well as general ICM trainings like Suicide Risk for example. As we see the needs around MH increasing, we are working to equip our staff as

best we can to manage the stressors and address the skills required to provide quality care. The addition of the Intake Coordinator this last year has been a helpful way to streamline referrals and has made our referral process much smoother for case managers who have lots of helpful information upfront when receiving a referral.

IV. Client Vignettes (provided by HPP as part of documents review)

- Vignette #1 New Beginnings:

The Client is a 35-year-old AA female Mother of 5. The Client has a hx of SUD previous Child Welfare involvement, and 4 of her children were removed from her care. The Client received services through the ZSFGH Team Lily program during her pregnancy. Her care team put a safety plan in place after the Client gave birth to her 5th child because of concerns about potential substance use due to the Client disclosing that she relapsed during her pregnancy and her previous Child Welfare involvement. The ZSFGH team Lily program referred the Client to HPP to receive support around her recovery, navigating housing, and postpartum support.

Upon starting services with HPP, the Client received support to maintain her safety plan. The Case manager consistently communicated with her PHN from Team Lily and supported the Client with Uber rides to ZSFGH so that she could maintain her newborn's doctor's appointments. The Client has been reluctant to discuss her recovery with her Case Manager. The Client has been maintaining her recovery on her own and doesn't feel she needs providers' support. However, the Client was motivated to find employment. She wanted to work in security and needed to obtain her Guard Card. The Case Manager advocated on the Client's behalf, and HPP paid her fees to take the training to get a Guard Card.

The Client didn't maintain the safety plan agreement, and because of this, there was concern about potential substance use; therefore, a Child Welfare report was made. The Client was distraught about being reported to Child Welfare and concerned that her child would be removed from her care. The case manager supported the Client by advocating for the Client with the PSW and helping the Client navigate the Child Welfare system. The Case Manager also worked to explain the efforts around her care so that the client can make the most informed decisions regarding her case.

Unfortunately, the Client disengaged from services for a month, and her NB case was closed. However, soon after her case closed, she returned to HPP, wanting to reinstate services. The Client's NB case was reopened, and the Client was assigned a new Case Manager. The Client no longer had Child Welfare involvement upon restarting services, and she and her family were in a shelter. Since reopening her case, the Client has started participating in the HPP Mothers and Babies Group for black-identified moms, a safe space for Black mothers to learn techniques to manage stress. The Client is engaged in services and is working with her Case Manager to find stable housing and employment and get her partner connected to supportive services. Clients goals are to find employment, housing stability, and the transfer of financial benefits to SF County. Case Manager is also working with dad to connect him to his own services per his request for persons who have been incarcerated recently.

- Vignette #2: KFT/FTC:

Client identifies as a 31-year old Pacific Islander – Samoan mother of 5 children, three daughters and two sons.

Client was originally referred to HPP in September of 2022 and entered into residential treatment as Casa Aviva. Client completed treatment and shortly after disengaged in Case Management Service due to relapse.

Client reengaged in case management a month later and got into Epiphany Residential on 3/20/2023. She re-enrolled in Family Treatment Court, and started working with a new Case Manager. During this time the department was looking to terminate services for the two girls ages 4 & 5. Client was not getting visits with her two older children of 10 and 11 as they were placed with family but then a situation arose and they were removed from their aunt and placed in Foster Care. Despite visits sometimes being cancelled and/or the uncertainty of what was going to happen, the client remained fully engaged in all services. Client stayed engaged in therapy services through Compass, DV services through La Casa De Las Madres, and case management services at HPP. On 6/20/2023, the client successfully completed the Epiphany program.

The client's aftercare plan was very concrete and she then connected to Stonewall outpatient treatment and was participating 3 days a week until she completed that program as well. The aftercare plan also included consistent UA testing, consistent visits, Therapy, Recovery meetings, meeting with sponsor and attending the Peer Parent Support Group at HPP.

In January 2024, the client successfully reunified with all 5 of her children and is patiently waiting for a transfer to a bigger unit as they are currently in a 2 bedroom.



**SAN FRANCISCO
HUMAN SERVICES AGENCY**

Department of Benefits
and Family Support

6/16/2025

Department of Disability
and Aging Services

Shellena Eskridge
Executive Director
Homeless Prenatal Programs

Office of Early Care
and Education

2500 18th St.
San Francisco, CA 94110

P.O. Box 7988
San Francisco, CA
94120-7988
www.SFHSA.org

Subject: Fiscal Year 2024-25 Annual Program Monitoring for Homeless Prenatal Program (Substance Abuse Support Services contract)

Dear Shellena Eskridge,

This letter conveys the results of our FY2024-25 program monitoring for Homeless Prenatal Program’s Substance Abuse Support Services contract with the San Francisco Human Services Agency (HSA). I would like to thank your staff for the warm welcome and for the assistance provided during the monitoring process.

The following summarizes our findings for FY 2024-25, consistent with the attached monitoring report.

Summary of Findings

Program monitoring is an opportunity to determine consistency of program implementation with the contracted scope of services, and compliance with HSA requirements. This includes a review of documentation reporting on the service and outcome objectives for the contract.

A review of program services and outcome objectives for services provided during the fiscal year demonstrated that performance overall met expectations.

Expenditures for FY2024-25 were consistent with the budget throughout the program year.

All in all, the results of the monitoring process suggest that the program is being effectively delivered consistent with the contracted scope of services and in compliance with HSA requirements.

Required or Recommended Actions: There are no required actions. Please see the attached monitoring report for recommended actions.



London Breed
Mayor

Trent Rhorer
Executive Director



SAN FRANCISCO
HUMAN SERVICES AGENCY

P.O. Box 7988
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Performance Monitoring Rating for FY2024-25: Met Expectations.

No response to this letter is required at this time. We thank you for your work in serving the San Francisco community and look forward to our continuing partnership.

If you have any questions, please do not hesitate to contact me at elena.wong@sfgov.org

Sincerely,

Elena Wong
FCS Acting Program Analyst

Encl: Program Monitoring Report

cc: Krystal Rogers, Senior Administrative Analyst, Contracts, HSA
Geoffrey Nagaye, Acting Program Manager, FCS, HSA

FCS Program Monitoring Report

Contractor:	Homeless Prenatal Program
Monitoring Period:	FY 2024-2025
Contract Amount:	KFT: \$672,654, NB: \$427,557 Total: \$1,320,087 (\$5,145,887 over 4 years)
Primary Services:	Substance Abuse Support Services – Family Treatment Court/New Beginnings/Keeping Families Together
Program Manager Conducting Visit:	Elena Wong, Acting Program Support Analyst
Monitoring Visit Date:	5/30/2025
Monitoring Results:	Objectives met

Description of Services:

Homeless Prenatal Program (HPP) provides intensive case management services to families that are involved or at risk of being involved with Family and Children’s Services (FCS) due to substance use issues. Families are supported through three FCS-funded programs: Keeping Families Together (KFT), Family Treatment Court (FTC), and New Beginnings (NB), which form a continuum of services. HPP provides outreach, counseling, case management, and other supportive services to clients, and collaborates with the Department of Public Health (DPH) to complete Substance Use Disorder (SUD) Level of Care (LOC) assessments for clients and facilitate their access to recommended treatment.

Monitoring Summary:

The FCS Program Analyst reviewed program documentation to support the monitoring process. Reviewed program documentation included quarterly and annual reports, monthly invoices, the annual budget, program policies, resumes, job descriptions, client service materials (flyers, brochures), and client files/vignettes. The materials and the 5/30/25 site visit supported the monitoring process.

Overall Recommendation: HPP has met objectives for fiscal year 2024-2025. One recommended action is for the program to submit invoices in a timely manner.

I. Monitoring Findings & Recommendations:

Monitoring Area	Observations	Recommendations / Actions Required/Taken
Budget / Invoicing / Expenditures	<p>HPP expended 81% of their budget for the year (\$1,100,211.09 of \$1,353,089) with two remaining months until the end of the fiscal year. They are expected to expend 97% of their budget for the fiscal year.</p> <ul style="list-style-type: none"> ○ KFT: 100% (\$672,654.09) of budget expended ○ NB/FTC: 100% (\$427,557) of budget expended <p>Invoices were submitted consistently; however, submissions were sometimes delayed due to invoice rejections, as there was uncertainty about which line items required corrections.</p>	<p>Recommended Actions: Submit invoices in a timely manner</p> <p>Required Actions: None</p>
Organization Documents Review <ul style="list-style-type: none"> • Policies and Procedures • Organizational Chart • Staffing pattern, job descriptions and training records • Grievance Process 	<p>HPP complied with program documentation request, providing all required material in their initial request or during the site visit. A review of documents provided by HPP which included Policies and Procedures, the organizational chart, job descriptions, resumes of existing staff, staff training information, grievance process and a detailed description of the program approach provided under this contract. The documentation demonstrated that the program is thorough, well-established and effectively managed.</p>	<p>Required Actions: None</p> <p>Recommendations: None</p>
Client / Program File Review <ul style="list-style-type: none"> • ROIs/Consents • Current and complete case notes • Service Plan w/ updates • Description of services provided • Client workshop, activities, training records 	<p>HPP utilizes an online database case management system called HENRI to maintain client and program records. HENRI also generates program reports that support CQI efforts.</p> <p>HPP enforces robust access control protocols to ensure data security. Workers are required to complete two-factor authentication (2FA) twice prior to accessing the HENRI system. Initial 2FA when logging into their workstation. Second 2FA is</p>	<p>Required Actions: None</p> <p>Recommendations: None</p>

	<p>required when accessing the HENRI system. For off-site access, employees must also connect through secure Virtual Private Network (VPN), adding an additional layer of protection for remote connectivity.</p> <p>HPP demonstrated transparency by allowing the contract manager to review client and program information upon request. During the site visit, a client file review was conducted, which included 10 randomly selected files viewed via HENRI. This supports oversight and ensures compliance with program requirements.</p>	
<p>Service and Outcome Objectives</p> <ul style="list-style-type: none"> • Quarterly Reporting and annual reporting 	<p>Overview: HPP has demonstrated overall performance meeting or exceeding expectations, including the following:</p> <ul style="list-style-type: none"> • 214 unduplicated clients served (73% of goal of 295 clients thru 3 quarters) • 54 unduplicated families attended a peer support group (90% of goal of 60 families thru 3 quarters) • 94% of open cases received a completed biopsychosocial assessment (met goal of 94% thru 3 quarters) 	<p>Required Actions: None</p> <p>Recommendations: None</p>
<p>Services Objectives</p> <ul style="list-style-type: none"> • Serve a minimum of 295 unduplicated parents across New Beginnings (NB), Keeping Families Together (KFT), and Family Treatment Court (FTC) <ul style="list-style-type: none"> a. Serve minimum 125 families through NB program b. Serve minimum 170 unduplicated through either KFT or FTC 	<p>Total of 295 unduplicated clients served for thru the first 3 quarters of the fiscal year:</p> <ul style="list-style-type: none"> • 96 NB parents served (77% of goal of 125 thru 3 quarters) • 106 FTC parents served • 24 KFT parents served (76% [130 FTC+KFT] of goal of 170 thru 3 quarters) <p>HPP is on pace to meet nearly every objective for the contract for three quarters</p>	<p>Required Actions: None</p> <p>Recommendations:</p>

<ul style="list-style-type: none"> Contact 100% of FCS referrals 	<p>Grantee contacted 100% of FCS referrals during the fiscal year (220/220).</p>	<p>Required Actions: None Recommendations: None</p>
<ul style="list-style-type: none"> Provide weekly peer support groups for 60 unduplicated families 	<p>Grantee provided peer support groups to 54 families during the fiscal year, exceeding their target of 60.</p>	<p>Required Actions: None Recommendations: None</p>
<ul style="list-style-type: none"> Complete a minimum of 80% biopsychosocial assessments on all open KFT, FTC, and NB cases where HPP is able to engage the family. 	<p>94% of participants completed a biopsychosocial assessment, exceeding their target of 80%.</p>	<p>Required Actions: None Recommendations: None</p>
<ul style="list-style-type: none"> Provide two trainings to FCS staff on SUD and its impact on families. 	<p>The grantee provided two trainings to FCS staff on SUD and its impact on families during the fiscal year.</p>	<p>Required Actions: None Recommendations: None</p>
<p>Outcome Objectives</p> <ol style="list-style-type: none"> At reassessment, at least 60% of KFT parents participating in the program will demonstrate a decreased level of substance use At reassessment, at least 65% of FTC parents participating in the program will demonstrate a 	<p>During the fiscal year 2024-2025:</p> <ol style="list-style-type: none"> 82% (9/11) of KFT participants demonstrated a decrease level of substance use 93% (52/56) FTC participants demonstrated a decreased level of substance use 	<p>Required Actions: None Recommendations: Contract Manager is currently reviewing Outcome Objective 7 (At least 85% of NB participants' babies will have a negative toxicology screening result at birth). Consideration is being given to modifying or replacing this</p>

<p>decreased level of substance use</p> <p>3. At reassessment, at least 50% of KFT parents participating in the program with a documented need related to family functioning will demonstrate improvement</p> <p>4. At reassessment, at least 65% of FTC parents participating in the program with a documented need related to family functioning will demonstrate improvement</p> <p>5. At reassessment, at least 50% of New Beginnings parents participating in the program will demonstrate improved family functioning</p> <p>6. At least 70% of NB participants (with known birth outcomes) will give birth to a baby with a healthy birth weight</p> <p>7. At least 85% of NB participants' babies (with known birth outcomes) will have a negative toxicology screening result at birth</p>	<p>3. 83% (10/12) of KFT participants demonstrated an improvement in family functioning</p> <p>4. 84% (48/57) of FTC parents demonstrated an improvement to family functioning</p> <p>5. 53% (18/34) of NB participant demonstrated an improvement in family functioning</p> <p>6. 80% (36/45) of NB participants (with known birth outcomes) gave birth to a baby with health birth weight</p> <p>7. 100% (35/35) of NB participants' babies (with known birth outcomes) had negative toxicology screening results at birth</p> <p>HPP is on pace to meet or exceed all outcome objectives outlined in their scope of work.</p>	<p>measure to better reflect program goals and outcomes.</p>
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**II. FCS Program Analyst Narrative:
SUMMARY OF PROGRAM IMPLEMENTATION; QUALITY ASSURANCE; CONTINUOUS QUALITY IMPROVEMENT ACTIVITIES:**

As contract manager, I participate in Family Treatment Court workgroup meetings. Participants in these meetings include the FTC project manager, HPP program manager, Foster Care Mental Health, DPH's Treatment Access Program, and community providers of SUD services. These workgroup meetings are focused on the day-to-day work of Family Treatment Court and ensuring clients' access to community treatment programs.

Throughout the fiscal year, FCS and HPP met quarterly to review program implementation and make necessary adjustments. I maintained regular communication with the HPP program managers responsible for overseeing this contract. Together, we collaborated to troubleshoot any challenges that arose, which contributed to maintaining consistent and quality services to families.

III. Opportunities and Challenges (provided by HPP as part of documents review)

- *Keeping Families Together/Family Treatment Court*

Challenges:

Several challenges from the previous fiscal year have persisted into Q1 of the current fiscal year, continuing to impact families both on an individual and systemic level. These include: Ongoing confusion around urinalysis (UA) testing for parents in recovery from chronic fentanyl use, leading to inconsistent expectations and outcomes across cases. Administrative hurdles in accessing financial resources for parents whose children are transitioning back home from foster care placements, creating delays and added stress during reunification. Barriers within the Coordinated Entry system that limit access to affordable housing, particularly for fathers—when both parents are working separately toward reunification.

A common theme across these challenges is the lack of consistent, cross-systems coordination, which continues to contribute to disparities in service access and outcomes.

Opportunities:

Amid ongoing uncertainty and frustration experienced by both families and providers due to the challenges outlined above, a significant opportunity has emerged in the form of enhanced cross-sector collaboration. Providers—including PSWs, Substance Use Treatment Professionals, Mental Health Teams, Public Health Nurses, Physicians, Peer Specialists, CASAs, Attorneys, and others—have increasingly shown a strong willingness to support HPP Case Managers through coordinated, meaningful advocacy on behalf of families. It is a point of pride for the program that KFT/FTC Case Managers are continuing to strengthen their skills in relationship-building, leveraging interdisciplinary partnerships to drive immediate, tangible outcomes for individual families. At the same time, they are effectively communicating systemic challenges to leadership, helping to elevate frontline insights to those with the capacity to influence policy change.

- *New Beginnings*

Challenges:

The New Beginnings team encountered several significant challenges, primarily stemming from capacity limitations and increased demand for support services. A significant concern was the high volume of families needing assistance, which outpaced the team's available case management resources. This imbalance impacted the timely delivery of services, creating pressure on staff and reducing the team's ability to fully meet families' needs.

Housing instability continued to be a persistent issue, particularly for larger families. These families often struggled to find shelter placements that could accommodate their size, and many shelters lacked the capacity to serve pregnant or postpartum mothers adequately. These gaps in housing access placed vulnerable families at increased risk and complicated efforts to stabilize their situations.

A new and increasingly pronounced challenge this quarter involved single mothers parenting multiple children, many of whom have special needs, while coping with past or ongoing trauma. These mothers frequently require additional support—not only in case management but also in navigating daily responsibilities, especially during postpartum recovery. The need for childcare and respite services is especially urgent, yet access to consistent, reliable respite care remains limited. Without sufficient support, these mothers often experience extreme stress, which negatively impacts both their mental health and the overall well-being of their families. Additionally, the current political climate has contributed to an atmosphere of fear and uncertainty among clients. Many have expressed concerns to their case managers, who themselves are navigating the emotional toll of these broader societal challenges. In response, the agency has initiated internal conversations and trainings aimed at preparing staff to address these difficulties with empathy and resilience.

These challenges collectively underscore the urgent need for additional staffing, increased access to trauma-informed services, and expanded support systems, especially for single-parent households managing complex family dynamics.

Opportunities:

The New Beginnings program made notable progress in addressing key challenges and expanding support for families in need. The following key successes reflect the program's adaptability, advocacy, and commitment to equity:

- Improved Access to Emergency Shelter: The program effectively utilized an emergency hotel stay budget to provide immediate shelter for families at risk of homelessness. This proactive measure prevented families from sleeping on the streets and offered critical stability during periods of acute housing insecurity.
- Effective Advocacy with Coordinated Entry: Case managers demonstrated strong advocacy skills by engaging with Coordinated Entry staff on behalf of families who initially faced barriers to shelter access. Through persistent efforts, they secured placements for clients who were previously denied services. This intervention not only resolved individual cases but also contributed to improving the overall shelter access process for NB clients.
- Strengthening Services for Fathers: Quarter 3 prompted a meaningful reflection on how the program supports fathers involved in case management. Recognizing the need for more inclusive services, the program increased its focus on connecting fathers with

community-based referrals and resources. This shift reinforces the agency's commitment to equitable service delivery and the importance of fathers' roles in family stability and reunification.

Ongoing Commitment to Anti-Racism and Equity: The team continued to engage in regular discussions and reflections centered on anti-racism and equity. These conversations support the integration of anti-racist practices into program operations and ensure that all families—regardless of race, ethnicity, or background—have fair and meaningful access to services and support.

These achievements reflect the NB Program's ongoing efforts to adapt responsively to client needs, advocate effectively across systems, and promote inclusive, trauma-informed practices.

IV. Client Vignettes (provided by HPP as part of documents review)

- *Vignette #1 New Beginnings:*

The client is a 34-year-old African American female and the mother of three children, ages 4, 3, and 7 months. She began receiving services one month postpartum and presented with a complex history of domestic violence involving the father of her children, who is currently incarcerated. At intake, the client had no reliable support network. Her eldest child has been diagnosed with Autism Spectrum Disorder (ASD), and there are emerging concerns that her younger child may also be on the spectrum. A recent child welfare referral was made due to concerns about the children's safety, but the case has since been closed.

Despite these challenges, the client has shown a strong commitment to achieving her goals and actively participating in services that support both her and her children. The case manager has connected her to several supportive resources; educational resources and a supportive parenting community tailored to families with children on the autism spectrum. Referrals to the Golden Gate Regional Center (GGRC) to ensure her children receive appropriate developmental and therapeutic services. Ongoing case management sessions focusing on positive parenting strategies, child development education, affirmations, and emotional encouragement. Therapy services at HPP to support the client's mental and emotional well-being.

However, the client continues to face significant barriers to consistent engagement in services, primarily due to ongoing mental health challenges and the absence of a support system. She is the sole caregiver for her children, all of whom have intensive needs, and reports experiencing high levels of stress, sleep deprivation, and limited capacity to attend to her own well-being.

Multiple safety concerns have arisen during the course of services. In one incident, her child ingested motor oil stored in an accessible cabinet. The client responded appropriately by taking the child to the emergency department and collaborated with the case manager to develop a home safety plan. In another instance, her older children were found outside unsupervised during the night. Law enforcement returned them home and found the client asleep. Following this event, the case manager consulted with Child Welfare, and it was determined that law enforcement would file a report if needed. A home visit was conducted to address safety risks, and the client was provided with safety items, including locks for doors, cabinets, and the stove. The client continues to struggle with maintaining a consistent routine due to the challenges of caring for an infant and her neurodivergent child, whose sleep patterns are irregular. In response, the case manager has collaborated with the client to develop a sleep and routine plan. Coordinated with Support for Families to arrange respite care services, which will provide temporary in-home care for the children, allowing the client time to rest and manage essential tasks. The case manager remains actively engaged in supporting the client and continues to facilitate

access to GGRC services and other community-based support to promote the safety, stability, and well-being of the client and her children.

- Vignette #2: KFT/FTC:

The client is a 32-year-old heterosexual female of African descent who became involved with the child welfare system due to concerns of neglect. Initially, the case was a family maintenance case with both children remaining in the home. Following an incident involving controlled substances, the client was hospitalized and subsequently informed of pending criminal charges. During this period, the children were placed in the care of a close family member.

While the client was incarcerated, hospital staff reported to Family Children Services (FCS) that substances were detected in the client's blood/urine, and statements made by the client suggested a suicide attempt. The client has a documented history of suicidal ideation. A Protective Services Worker (PSW) from the San Francisco Human Services Agency conducted a home visit and found that the caregivers responsible for the children had left them unattended on multiple occasions, establishing grounds for neglect. Upon release, the client attempted to regain custody but was informed that entry into residential treatment was required due to mental health concerns. In August 2024, the client entered the Ashbury House Dual Residential Treatment Program, where she remained for three months. Pregnant during this time, she later transitioned to Women's Hope, a facility more suited to her needs.

The client gave birth in December 2025; no risks or safety concerns were identified regarding the newborn, who was not included in the ongoing FCS case. The client completed four months of residential substance use treatment at Women's Hope, graduating in February 2025. She then moved to Jelani Step Down and began outpatient services at the Bayview Foundation, where she currently resides and continues to work towards long-term sobriety. Throughout her treatment, the client complied fully with case plan requirements, with all urine analyses testing negative for substances. While the client's treatment progressed smoothly, the FCS case experienced delays. She struggled to advance visitation with her children amid canceled visits due to SF HSA staffing shortages. The client advocated vigorously, utilizing support from HPP Clinical Case Management, Team Lilly Therapists, Public Health Nurses, Family Treatment Court, and her extensive family network distressed by limited visitation. Legal counsel was engaged to contest detainment, improve visitation access, and assert parental rights, particularly for her infant son's contact with siblings. A Child and Family Team (CFT) meeting in January 2025 created a plan to support transitioning visits from unsupervised to monitored. However, in February 2025, an incident occurred involving the client and a former partner, father of one child, who had been stalking and threatening her. This incident took place at a family member's home, where the client's infant son was present and safe. Consequently, the CFT meeting intended to progress visitation was repurposed to require a domestic violence (DV) safety plan from the client before visits could advance. The client's multidisciplinary team opposed placing responsibility on the victim and instead sought to ensure the client had legal protections such as restraining orders. Despite this, the County maintained that visitation could not progress until the DV plan was in place, which was discouraging for the client after her significant progress.

In March 2025, following a trial, a judge ordered monitored visitation. The client remains actively engaged in advocacy and focused on reunification with her children. This case underscores the critical need for consistent legal advocacy in child welfare cases complicated

by factors beyond standard case planning. It also highlights the necessity for systemic improvements addressing intimate partner violence (IPV) and adopting a holistic approach to family safety.

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: MTA

Submitted By: Frederik Schouten

Department Coordinator: Maggie Chan,
Maggie.Chan@sfmta.com

Project Manager: Frederik Schouten

ServiceNow Number: DHRPSC0006036

Version: 0.01

Version Type: New

Brief description of proposed work: The SFMTA seeks a contractor to provide maintenance and repair services for the Automated Fare Collection (AFC) equipment at its metro rail subway stations.

AFC equipment consists of Ticket Vending Machine (TVM), Reversible Fare Gates, Station Agent Gates, and Station Operations Control Unit. Hardware maintenance must include maintenance strategy; corrective maintenance; preventive maintenance; configuration monitoring to comply and communicate with NextFare software; spares inventory; systems monitoring; and Maintenance Help Desk (METRIX) implementation and management. Contractor will also be required to submit weekly maintenance reports as outlined by SFMTA. Contractor, per the agreed schedule and timeline, is responsible to train SFMTA personnel for First Line Maintenance tasks of TVM's and Fare Gates, work that was previously done by Cubic personnel under contract with the Metropolitan Transportation Commission.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$850,731

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 24

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: AFC equipment consists of Ticket Vending Machine (TVM), Reversible Fare Gates, Station Agent Gates, and Station Operations Control Unit. Hardware maintenance must include maintenance strategy; corrective maintenance; preventive maintenance; configuration monitoring to comply and communicate with NextFare software; spares inventory; systems monitoring; and Maintenance Help Desk (METRIX) implementation and management. Contractor will also be required to submit weekly maintenance reports as outlined by SFMTA. Contractor, per the agreed schedule and timeline, is responsible to train SFMTA personnel for First Line Maintenance tasks of TVM's and Fare Gates, work that was previously done by Cubic personnel under contract with the Metropolitan Transportation Commission.

Why are these services required and what are the consequences of denial?: This service is necessary for Muni customers to purchase fare tickets at TVM's to ride Muni subways and to enter rail stations through fare gates. The service also enables SFMTA to collect monies from TVM's and manage rail stations for fare collection through entry points.

In the absence of this service, customers who need Limited Use (LU) tickets or add value to Clipper will not be able to purchase fare tickets to ride subway. When faregates or any unit to control fare gates fail to let riders in and out of the stations, customers will face delays or try to force their entry/exit, further damaging equipment. Non-functioning TVM's and faregates cause inconvenience and detract from the reliable service SFMTA aims to provide to its transit riders.

Perception of unreliable service ultimately has the potential of driving away customers, thus reducing revenue for SFMTA to cover its operating costs. More importantly, it also takes away from the agency's strategic goals to "make transit and other sustainable modes of transportation the most attractive and preferred means of travel" and to "improve the quality of life and environment in San Francisco and the region."

Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 1

Why have you not hired City employees to perform the services?: The agency and the City do not have the capacity or the resources with technical knowledge to maintain and repair TVM's and Fare Gates, which are proprietary equipment and systems. In order to bring some functionalities in-house, this agreement will require Contractor to provide ongoing training to Senior Fare Collection Receivers for many First Line Maintenance functionalities that require basic technical skills and knowledge of current TVM's and Fare Gates.

Board and Commission Approvals

Will any contracts under this PSC require department Commission approval: Department does not have a Commission

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?: Yes

Q4a) What facilities or equipment does the City lack that contractor possesses?: Specialized tools and equipment to make repairs to parts

Does the dept plan to acquire the facilities/equipment to perform the services?: No

Explain why: the equipment is proprietary.

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 9117 - Pr Fare Collections Receiver, 9163 - Transit Operator, 7345 - Electrician, 9116 - Sr Fare Collections Receiver, 7410 - Automotive Service Worker, 8121 - Transit Fare Insp. Sup/Invst., 9110 - Fare Collections Receiver, 9132 - Transit Fare Inspector, 7332 - Maintenance Machinist, 7328 - Operating Engineer, Universal, 9174 - Manager IV, MTA

Labor Unions: 130 - Auto Machinist, Lodge 1414, 254 - TWU, Local 250-A, TranFare, 006 - Electrical Workers, Local 6, 253 - TWU, Local 250-A, TransitOpr, 200 - TWU Local 200, 351 - Municipal Exec Assoc-Misc, 003 - Operating Engineers, Local 3, 252 - TWU Local 250-A, AutoServWrkr, 790 - SEIU, Local 1021, Misc

Labor Union Email Addresses: pmendeziamaw@comcast.net, dvickers@iam1414.org, president@twusf.org, ibew6@ibew6.org, oashworth@ibew6.org, president@twusf.org, local200twu@sbcglobal.net, staff@sfmea.com, ccarr@oe3.org, president@twusf.org, PSCreview@seiu1021.org

Union Review Sent On: 1/8/2026

Union Review End Date: 2/7/2026

Union Review Duration Met On: 2/7/2026

List of Previously Approved Contracts for Similar Services (Measured 3 years from the PSC Submission Date)

Instructions:

- Step 1: Download and save this template to your desktop.
- Step 2: Complete the fields below.
- Step 3: Upload a copy of the completed file to your PSC record under the "Required Documentation" tab.

Document Content:

Do not use this document to list contracts let under this PSC record; those will be tracked separately in the PSC record itself at the end of each fiscal year. Rather, use this template to identify other contracts executed by your department for the services now being requested with this PSC submission. The list of contracts should be limited to those executed within the last three years, measured from the date of the PSC submission. The Commission will use this information to determine if there is a pattern of contracting this or similar work out, regardless of which PSC record is associated with those other contracts.

Other than completing the blank fields below, do not change or alter this template.

Dept Acronym:	SFMTA
Dept Name:	HR-ELR
PSC Coordinator Name:	Amy Nuque
PSC Coordinator Email:	amy.nuque@sfmta.com
PSC ServiceNow Record Number:	contracts for last 3 years similar to scope of work

PS Contract ID	Contract Start Date	Contract End Date	Contract Not to Exceed Amount	PSC ServiceNow Record Number (if PSC approval was obtained)	Brief Description of Services Rendered
SFMTA-2020-53	1/19/2020	1/19/2022	\$ 2,585,313	44950-19/20	Provide second and third line maintenance for Clipper Ticket Vending Machines and Faregates inside the SFMTA subway stations.
One year extension SFMTA-2020-53	2/1/2023	1/31/2024	Unk		Unfortunately I don't have a record of the one year extension, Carlos Peza may have this.
SFMTA-2024-13	2/12/2024	1/31/2026	\$ 1,940,286	47796-23/24	Provide second and third line maintenance for Clipper Ticket Vending Machines and Faregates inside the SFMTA subway stations.



11 February 2026
0487-2602-DD

Fred Schouten
San Francisco Municipal Transportation Agency
One South Van Ness Ave, 8th floor
San Francisco, CA 94103

Re: Proprietary Equipment and Software

Dear Mr. Schouten,

This letter serves to confirm that the equipment, spare parts, and software supplied to the San Francisco Municipal Transportation Agency (SFMTA) are proprietary to Cubic Transportation Systems (CTS). These components—each uniquely designed and developed by CTS—are essential to the operation of the Clipper system, which was created and is currently maintained by CTS on behalf of SFMTA.

If you have any questions, please contact me at Dennis.Dewan@cubic.com.

Sincerely yours,

Dennis Dewan

Dennis Dewan
Contracts Manager
Cubic Transportation Systems, Inc.

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: MTA

Submitted By: Kristine Low

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

Project Manager: Kristine Low

ServiceNow Number: DHRPSC0006040

Version: 0.01

Version Type: New

Brief description of proposed work: Design, furnish and install a wheel profile measuring system and a pantograph automated measuring system at the Muni Metro East (MME) Facility. These systems will be integrated into SFMTA's rail vehicle maintenance operations.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$3,600,000

Does contract include items other than services?: Yes

- Commodities & Equipment: \$2,500,000

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 18

Funding

Funding Source: State Funds, City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: Design, furnish and install a wheel profile measuring system and a pantograph automated measuring system at the Muni Metro East (MME) Facility. These systems will be integrated into SFMTA's rail vehicle maintenance operations.

Why are these services required and what are the consequences of denial?: San Francisco Municipal Transportation Agency is in the process of introducing more than 200 Siemens LRV4s that require regular inspection of components including wheel profiles and pantographs. Current

manual inspection of these components are labor intensive processes. This project will implement an automated measurement system that will provide detailed information to support the LRV maintenance program. This will reduce maintenance support effort and associated costs, provide documented component condition and measurement data to support trend analysis for scheduling the appropriate maintenance actions to ensure compliance with regulatory requirements. Without this project, San Francisco Municipal Transportation Agency will continue to rely on manual inspection that requires increased maintenance support and has higher costs.

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?: Yes

Q4a) What facilities or equipment does the City lack that contractor possesses?: Wheel profile and pantograph measurement system

Does the dept plan to acquire the facilities/equipment to perform the services?: Yes

Provide plan and timeline to secure what is required to perform the services: Within this contract, San Francisco Municipal Transportation Agency is requesting professional services to design and install this specialized equipment. After contract is awarded, it will be estimated 18 months to substantial completion.

Additional information to support your request (Optional):

Union Notifications

Job Class(es): -None- - None Selected

Labor Unions: No Union Selected -

Labor Union Email Addresses: anthony@dc16.us, charlie@local377.com, mbeauchamp@oe3.org, ccarr@oe3.org, pking@uapd.com, pfinn@ibt856.org, mleach@ibt856.org, plangrooferlocal40@gmail.com, laborers261@gmail.com, nick@dc16.us, PSCreview@seiu1021.org, lvega@nccrc.org, president@twusf.org, PSCreview@seiu1021.org, PSCreview@seiu1021.org, pking@uapd.com, mleach@ibt856.org, cpark@local39.org, jvarga@ibt856.org, PSCreview@seiu1021.org, L21pscreview@ifpte21.org, president@twusf.org, president@sfsherriffmsa.org, cjohnson@bac3-ca.org, mhenneberry@teamsters853.org, staff@sfmea.com, mleach@ibt856.org, laborers261@gmail.com, president@twusf.org,

Post Union Notification

jb@local16.org, local22publicsector@nccrc.org, john.lenny@sfgov.org,
sfcwupresidentjmleonard@yahoo.com, local200twu@sbcglobal.net, staff@sfmea.com,
Louis@sfpoa.org, joshv@smw104.org, administration@sffdlocal798.org,
PSCreview@seiu1021.org, pmendeziamaw@comcast.net, dvickers@iam1414.org,
administration@sffdlocal798.org, larryjr@ualocal38.org, president@twusf.org,
WOrellana@opcmialocal300.org, L21pscreview@ifpte21.org, PSCreview@seiu1021.org,
President@sanfranciscodsa.com, staff@sfmea.com, mleach@ibt856.org, ibew6@ibew6.org,
oashworth@ibew6.org, sfdpoa@yahoo.com

Union Review Sent On: 1/13/2026

Union Review End Date: 1/20/2026

Union Review Duration Met On: 1/20/2026

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: MTA

Submitted By: Eric Chan

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

Project Manager: Billy Holmberg

ServiceNow Number: DHRPSC0006043

Version: 0.01

Version Type: New

Brief description of proposed work: SFMTA seeks technical support for the ATCS Red/Red Anomaly software update, including vendor oversight, test coordination, and project management for design, testing, and implementation on Market Street Subway station controllers.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$440,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 12

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: SFMTA requires engineering support to manage interfaces between the Advanced Train Control System (ATCS) and the Train Control Upgrade Project (TCUP). Train Control Upgrade Project involves extensive coordination with the existing Advanced Train Control System and will ultimately replace it with a modern Communication-Based Train Control (CBTC) system. This engineering support includes support during design reviews, technical review of supplier deliverable documents, visits to the work site in San Francisco, inspections of site installations, site test witnessing and reporting, and hosting training workshops for staff.

Why are these services required and what are the consequences of denial?: SFMTA does not currently have the engineering staff with unique technical expertise in proprietary train control systems to support this initiative. Without this support SFMTA would have increase risk of significant project delays, rework, and low-quality documentation from the vendor.

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?: Temporary Basis

Q5a) Explain the Temporary basis of the services: Services needed to address a transitional or short-term situation

Q5b) Why do you believe this to be a transitional or short-term situation?: Scope is for this effort is to support a specific project which interfaces with the legacy train control system. Once the Train Control Upgrade Project scope has been completed the legacy train control system will be decommissioned and removed.

Q5c) How will you ensure the services aren't needed once this PSC request has ended?:

Scope is for this effort is to support a specific project which interfaces with the legacy train control system. Once the Train Control Upgrade Project scope has been completed the legacy train control system will be decommissioned and removed

Q5d) Describe the required skills and expertise needed to perform the services: Technical expertise in Communication Based Train Control systems including software functionality, testing requirements, and deployment strategies.

Q5e) Does the Department have employees with the required skills and expertise?: No

Q5f) not needed

Q5g) Will the services terminate upon resolution of the situation?: Yes

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 5207 - Assoc Engineer

Post Union Notification

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

Labor Union Email Addresses: L21pscreview@ifpte21.org

Union Review Sent On: 1/12/2026

Union Review End Date: 1/22/2026

Union Review Duration Met On: 1/22/2026

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: POL

Submitted By: Vincent Lee

Department Coordinator: Vincent Lee,
vincent.lee@sfgov.org

Project Manager: Carmen Batan

ServiceNow Number: DHRPSC0006063

Version: 0.01

Version Type: New

Brief description of proposed work: POL-Farrier services (horseshoeing) for horses in SFPD's Mounted Unit

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$375,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 60

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: The San Francisco Police Department (SFPD) Mounted Unit requires as-needed farrier services (horseshoeing) for a herd of approximately 20 horses. The services will include (1) trimming and shoeing hooves, (2) responding to same day emergency calls for missing shoes or making shoe adjustments, (3) evaluating horses for SFPD procurement and (4) providing specialized tools and equipment to perform services.

Why are these services required and what are the consequences of denial?: Services are required to trim hooves for horses. This is required as regular upkeep/maintenance for horses in SFPD's Mounted Unit.

Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 1

Why have you not hired City employees to perform the services?: There are no job classifications that can perform this as-needed service

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?:

Hoove trimming is only required as-needed. It is not a regular/routine service

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

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

experience working with horses and performing farrier services

Q5c) Does City have classifications with the required specialized skills or expertise?: No

Q5c1) Should City develop a classification to perform these services?: No

Q5c2) Explain why new a job classification is not feasible: as-needed services

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: as-needed services

Q5f) Is there a plan to transition this work back to the City?: No

Q5f1) Explain why the work will not be transitioned back to the City: these are as-needed services

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 3310 - Stable Attendant

Post Union Notification

Labor Unions: 790 - SEIU, Local 1021, Misc

Labor Union Email Addresses: PSCreview@seiu1021.org

Union Review Sent On: 1/20/2026

Union Review End Date: 1/30/2026

Union Review Duration Met On: 1/30/2026

From: [CCSF IT Service Desk](#)
To: [Wu, Kimmie \(POL\)](#); [SanGiacomo, Theresa \(POL\)](#); [Lee, Vincent \(POL\)](#)
Subject: POL [DHRPSC0001304] submitted for DHR Admin approval has been APPROVED
Date: Friday, May 16, 2025 9:23:42 AM
Attachments: [image](#)

Hello Vincent Lee,

POL PSC [DHRPSC0001304] was APPROVED by DHR on 2025-05-16. You may now proceed to use this PSC.

PSC Summary

Record Number: DHRPSC0001304 v 2.0

Description of Proposed Work: Farrier (horseshoeing) for San Francisco Police Department Mounted Unit Horses

Request Type: Amendment

Reason for the Request for Amendment: Extending duration of contract and increasig contract amount

Approval Type: DHR Approval

Submitting Department: POL

Dept PSC Coordinator: Vincent Lee

Dept PSC Coordinator Email: vincent.lee@sfgov.org

DHR Admin/Reviewer: Suzanne Choi

First Contract Start Date: 2019-07-01

Previously Approved Amount: \$300,000.00

Increase Amount: \$100,000.00

Total Amended Amount: \$400,000.00

Previously Approved Duration (Months): 72

Duration Increase (Months): 24

Total Amended Duration (Months): 96

Funding Source(s): City Funds

Scope of Work: Original coordinator's email: Genie.Wong@sfgov.org. The San Francisco Police Department (SFPD) Mounted Unit requires as-needed farrier services (horseshoeing) for a herd of approximately 20 horses. The services will include (1) trimming and shoeing hooves, (2) responding to same day emergency calls for missing shoes or making shoe adjustments, (3) evaluating horses for SFPD procurement and (4) providing specialized tools and equipment to perform services.

Job Class(es): 3310 - Stable Attendant

PSC Justification(s)

- ✔ Services required on an as-needed, intermittent, or periodic basis
- ✔ Services requiring specialized expertise, knowledge experience

[Take me to the PSC Record](#)

Ref:TIS5878699_tCr435g4n0FFMJeoc951

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: PUC

Submitted By: Kyle Randolph

Department Coordinator: Shawndrea Hale,
SHale@sfgwater.org

Project Manager: Kyle Randolph

ServiceNow Number: DHRPSC0005903

Version: 0.01

Version Type: New

Brief description of proposed work: Service charges associated with a 5-year contract to perform contracted waste pumpout services at the new Alameda Creek Watershed Center

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$2,000,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 60

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: Due to the remote nature of the Alameda Creek Watershed Center (ACWC) as well as its proximity to Alameda Creek, traditional sewer systems such as municipal sewer access or on-site septic systems are unavailable to this facility. In response to this, the ACWC has been designed to collect all sewer waste within a below-grade holding tank until full, at which time it must be pumped into a mobile sewer transport truck and taken off-site for appropriate disposal. The services to be performed through this PSC are limited to the pumping out of collected sewer waste and transported to a nearby sewer treatment plant for proper treatment and disposal.

Why are these services required and what are the consequences of denial?: Services include

the collection of stored sewer waste and transportation to an appropriate sewer treatment plant. Denial of these services would prevent the SFPUC from using the newly constructed Alameda Creek Watershed Center.

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?: Yes

Q4a) What facilities or equipment does the City lack that contractor possesses?: The Natural Resources and Lands Management Division lacks the specialized 2,000-3,000 gallon dedicated waste pumpout/transportation vehicle required to remove accumulated waste and transport to the appropriate sewer waste treatment plant. Although this equipment does exist within SFPUC inventories in very limited quantities, NRLM has been informed that current service demand for those resources exceeds resource availability for equipment and staff support, necessitating outsourcing of these services.

Does the dept plan to acquire the facilities/equipment to perform the services?: No

Explain why: The required services constitute approximately 15-20 hours per week of work, which would not support the procurement of a full-time classification and associated equipment. Additionally, FY27 and FY28 budget instructions stated that no new staff or equipment proposals were allowed. Should demand increase in the future to support a full-time position and associated equipment, and if budget constraints are lifted, NRLM will request that these resources be procured internally and any contract be cancelled.

Additional information to support your request (Optional): This is a new facility and has never been serviced in the past. The Natural Resources and Lands Management Division does not have staffing or equipment to perform the required service. Previous PSC #DHRPSC0005497 for these services was approved by the Civil Service Commission on 6/3/24, however delays in facility construction prevented use of the PSC by the 18-month initiation deadline. Costs for services have also risen. This request is to address the need for an increased funding level and a new PSC approval date. Although the urgent need of this service does not allow for internal procurement for the required resources, NRLM will continue to evaluate service need and budget availability in future budget years to determine if acquiring the staff and equipment required for this service is possible and appropriate.

Union Notifications

Job Class(es): 7355 - Truck Driver

Labor Unions: 216 - Teamsters, Local 853

Labor Union Email Addresses: mhenneberry@teamsters853.org

Union Review Sent On: 12/17/2025

Union Review End Date: 1/16/2026

Union Review Duration Met On: 1/16/2026

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: DEM

Submitted By: Tristan Levarado

Department Coordinator: Thomas Chen,
Thomas.Chen@sfgov.org

Project Manager: Mikyung Kim-Molina

ServiceNow Number: DHRPSC0002793

Version: 1.01

Version Type: Amendment

Legacy PSC #: 45913-23/24

Brief description of proposed work: Critical Infrastructure Assessment and Risk Management
Reason for the Request for Amendment: Request for Admin Approval to extend duration and increase the amount within allowed limits.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount
- Requires CSC Approval by Duration

Amount

Previously Approved Amount: \$6,000,000

Increase Amount: \$9,000,000

Why are you requesting the PSC amount to be increased?: Admin Approval for anticipated additional grant funding from CalOES to extend the current contract and increase the contract value.

Total Amended Amount: \$15,000,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

Previously Approved Duration (months): 48

Duration Increase (months): 72

Why are you requesting the PSC duration to be increased: continue current contracted services

Total Amended Duration (months): 120

First Contract Start Date: 4/1/2025

PSC Duration End Date: 4/1/2035

Funding

Funding Source: Federal Funds

Special circumstances related to funding: No

Scope of Work

Are you making substantive changes to the scope of work last approved?: No

Clearly describe scope and detail the services to be performed: Original coordinator's email: william.lee@sfgov.org.

Contractor will provide software, maintenance, support, and services to the eight urban areas collectively known as 'California Urban Area Subscribers' under a statewide risk management program. The program leverages local and regional risk management, critical infrastructure assessments, and cybersecurity services to create a common threat awareness picture for the State of California. Contractor will provide a variety of services to support this effort, including: Maintenance of a cloud-based Protected Critical Infrastructure Information (PCII) configured critical infrastructure database; vulnerability assessment and real-time incident management tools; provision of training to support platforms; consultant services for annual threat and hazard analysis and capability assessments; and cybersecurity services to increase cyber readiness within the region.

Why are these services required and what are the consequences of denial?: Discontinuance of contracted services shall compromise the information sharing capabilities and cyber readiness of California and increase threat and hazard risks of the state's in state's critical infrastructure.

Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 1

Why have you not hired City employees to perform the services?: City workforce does not have the unique capabilities required by the contracted platform.

Board and Commission Approvals

Will any contracts under this PSC require department Commission approval: Department does not have a Commission

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

Justification

Has your response to Q1 changed?: No

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?: Yes

Q4a) What facilities or equipment does the City lack that contractor possesses?: database platform that utilizes statewide information

Does the dept plan to acquire the facilities/equipment to perform the services?: No

Explain why: huge cost burden

Additional information to support your request (Optional):

Union Notifications

Have the Job Classes/Labor Unions changed?:

Job Class(es): 1071 - IS Manager, 0931 - Manager III, 1044 - IS Engineer-Principal, 1054 - IS Business Analyst-Principal

Labor Unions: 021 - Prof & Tech Eng, Local 21, 351 - Municipal Exec Assoc-Misc

Labor Union Email Addresses: L21pscreview@ifpte21.org, staff@sfmea.com

Union Review Sent On: 1/15/2026

Union Review End Date: 1/25/2026

Union Review Duration Met On: 1/25/2026

Civil Service: 45913 - 23/24 -- 01/02/2024

Posted February 21, 2024 - 08:59 by [suzanne.choi](#)

PSC Number (initial or modification): 45913 - 23/24

Modification Request Date and Number: not necessary to enter

Postponed: no

Continued: no

Commission Hearing Date: March 18, 2024

Action Taken: Approved by Civil Service Commission

Commission Action Date: March 18, 2024

<p>Conditions of CSC Approval:</p> <p>Date for report back to the commission:</p>

Service Type: Critical Infrastructure Assessment and Risk Management

Department: DEPARTMENT OF EMERGENCY MANAGEMENT -- ECD

Date Stamp Union Notification: 01/02/2024

Date Stamp Ready for DHR: 02/15/2024

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: MYR

Submitted By: Karen Henderson

Department Coordinator: Karen Henderson,
karen.henderson@sfgov.org

Project Manager: William Wilcox

ServiceNow Number: DHRPSC0003377

Version: 1.01

Version Type: Amendment

Legacy PSC #: 46236-22/23

Brief description of proposed work: Financial and Technical Consulting Services

Reason for the Request for Amendment: We are requesting the amendment only to extend the existing authorization.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Duration

Amount

Previously Approved Amount: \$2,500,000

Increase Amount: \$0

Why are you requesting the PSC amount to be increased?:

Total Amended Amount: \$2,500,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

Previously Approved Duration (months): 48

Duration Increase (months): 36

Why are you requesting the PSC duration to be increased: We are requesting the extension because we have found these services necessary in order to fund and develop affordable housing in the city. The current timing is running out on the existing authorization and we do not want this to disrupt our housing development operations.

Total Amended Duration (months): 84

First Contract Start Date: 3/1/2023

PSC Duration End Date: 2/28/2030

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Are you making substantive changes to the scope of work last approved?: No

Clearly describe scope and detail the services to be performed: The Mayor's Office of Housing and Community Development (MOHCD) is seeking to establish a pool of qualified consultants and financial advisors to advise the City on all pertinent issues relating to particular financings, to ensure that the City's transactions meet all applicable standards of competence and fiscal prudence, to structure and update existing programs, assist in advocacy and application for funds and other resources, all while adhering to program requirements and affordable housing objectives. The consultants and financial advisors will; provide advisory services to competitive sales, negotiated sales, private placements, and management of housing assets and/or bond types (tax bond, revenue bonds, etc.), provide financial advisory services to structuring the City's affordable housing programs; provide advisory services for structuring of particularly complex development proposal; provide advisory services for commercial space financing and asset management in affordable housing; assist in applications for state and federal resources; provide policy expertise on structuring new programs and updating existing programs; and to provide advice on advocacy and regulatory changes to housing programs.

Why are these services required and what are the consequences of denial?: These services are necessary in order to structure complex financial transactions and prepare the City to issue debt to finance acquisition, construction and/or rehabilitation of housing sites. Without proper guidance from an experienced consultant, the City would not be able to complete this task.

Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 4

Why have you not hired City employees to perform the services?: This work happens sporadically on different projects throughout the year and there is not enough consistency to justify hiring a permanent staff member – it is also not clear we could recruit such a highly specialized position.

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

Has your response to Q1 changed?: No

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

Yes

Q1a) Clearly describe & site the regulatory/legal requirements to support outsourcing: The financial advisors, which are one scope of work recruited under this, have a Municipal Securities Review Board licensure that City staff do not hold.

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?: The services are intermittent and not predictably so year over year because they are based on the schedule of project closings which is variable based on outside factors like state competitive state funding awards which occur a few times a year. Some services are as-needed technical assistance.

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

Q5b1) Describe the specialized skills and expertise required to perform the services: The skills are highly specialized and there are very few people in the state (or even nation) who possess some of the technical expertise to complete these tasks. The significant specialized experience of the consultants is extremely valuable.

Q5c) Does City have classifications with the required specialized skills or expertise?: No

Q5c1) Should City develop a classification to perform these services?: No

Q5c2) Explain why new a job classification is not feasible:

The skills are highly specialized and there are very few people in the state (or even nation) who possess some of the technical expertise to complete these tasks. The significant specialized experience of the consultants is extremely valuable. We have used consultants to do this type of specialized work in the past because of its sporadic and highly specialized nature.

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: Not generally but some contractors may be asked to provide some informational trainings on specific topics for staff. This will enrich staff's understanding of housing finance topics but not be enough to replace the functions of the consultants.

Q5f) Is there a plan to transition this work back to the City?: No

Q5f1) Explain why the work will not be transitioned back to the City: No, it is too specialized and the work too sporadic to full time replace this work with City staff.

Additional information to support your request (Optional): N/A

Union Notifications

Have the Job Classes/Labor Unions changed?:

Job Class(es): -None- - None Selected

Labor Unions: No Union Selected -

Labor Union Email Addresses: anthony@dc16.us, charlie@local377.com, mbeauchamp@oe3.org, ccarr@oe3.org, pking@uapd.com, pfinn@ibt856.org, mleach@ibt856.org, plangrooferslocal40@gmail.com, laborers261@gmail.com, nick@dc16.us, PSCreview@seiu1021.org, lvega@nccrc.org, president@twusf.org, PSCreview@seiu1021.org, PSCreview@seiu1021.org, pking@uapd.com, mleach@ibt856.org, cpark@local39.org, jvarga@ibt856.org, PSCreview@seiu1021.org, L21pscreview@ifpte21.org, president@twusf.org, president@sfsheriffmsa.org, cjohnson@bac3-ca.org, mhenneberry@teamsters853.org, staff@sfmea.com, mleach@ibt856.org, laborers261@gmail.com, president@twusf.org, jb@local16.org, local22publicsector@nccrc.org, john.lenny@sfgov.org, sfcwupresidentjmleonard@yahoo.com, local200twu@sbcglobal.net, staff@sfmea.com, Louis@sfpoa.org, joshv@smw104.org, administration@sffdlocal798.org, PSCreview@seiu1021.org, pmendeziamaw@comcast.net, dvickers@iam1414.org, administration@sffdlocal798.org, larryjr@ualocal38.org, president@twusf.org, WOrellana@opcmialocal300.org, L21pscreview@ifpte21.org, PSCreview@seiu1021.org, President@sanfranciscodsa.com, staff@sfmea.com, mleach@ibt856.org, ibew6@ibew6.org, oashworth@ibew6.org, sfdpoa@yahoo.com

Union Review Sent On: 1/28/2026

Union Review End Date: 2/4/2026

Union Review Duration Met On: 2/4/2026

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: MAYOR -- MYR

Dept. Code: MYR

Type of Request: Initial Modification of an existing PSC (PSC # _____)

Type of Approval: Expedited Regular Annual Continuing (Omit Posting)

Type of Service: Financial and Technical Consulting Services

Funding Source: General Funds, Grants, Special Revenue Fund PSC Duration: 4 years 1 day

PSC Amount: \$2,500,000

1. Description of Work

A. Scope of Work/Services to be Contracted Out:

The Mayor's Office of Housing and Community Development (MOHCD) is seeking to establish a pool of qualified consultants and financial advisors to advise the City on all pertinent issues relating to particular financings, to ensure that the City's transactions meet all applicable standards of competence and fiscal prudence, to structure and update existing programs, assist in advocacy and application for funds and other resources, all while adhering to program requirements and affordable housing objectives. The consultants and financial advisors will; provide advisory services to competitive sales, negotiated sales, private placements, and management of housing assets and/or bond types (tax bond, revenue bonds, etc.), provide financial advisory services to structuring the City's affordable housing programs; provide advisory services for structuring of particularly complex development proposal; provide advisory services for commercial space financing and asset management in affordable housing; assist in applications for state and federal resources; provide policy expertise on structuring new programs and updating existing programs; and to provide advice on advocacy and regulatory changes to housing programs.

B. Explain why this service is necessary and the consequence of denial:

These services are necessary in order to structure complex financial transactions and prepare the City to issue debt to finance acquisition, construction and/or rehabilitation of housing sites. Without proper guidance from an experienced consultant, the City would not be able to complete this task.

C. Has this service been provided in the past? If so, how? If the service was provided under a previous PSC, attach copy of the most recently approved PSC.

Comparable financial advisory services were provided in the past by California Housing Partnership Corp, Street Level Advisors, and Ross Financial under approved PSC 40634-15/16.

D. Will the contract(s) be renewed?

Contract renewal will be based on a system needs review during the final contract year.

**E. If this is a request for a new PSC in excess of five years, or if your request is to extend (modify) an existing PSC by another five years, please explain why.
not applicable**

2. Reason(s) for the Request

A. Indicate all that apply (be specific and attach any relevant supporting documents):

- Services required on an as-needed, intermittent, or periodic basis (e.g., peaks in workload).
- Services that require resources that the City lacks (e.g., office space, facilities or equipment with an operator).

B. Explain the qualifying circumstances:

They are that it is intermittently needed and that the work is highly specialized and employees with that specialization (including support from their organizations) is not a resource the City has

3. Description of Required Skills/Expertise

- A. Specify required skills and/or expertise: A qualified consultant must have, complex housing financing and/or management experience including the ability to evaluate the economic feasibility of proposed debt issuances, refunding, or restructuring; experience with housing assistance programs including the ability to assist the City in utilizing available City programs; development of new programs and to provide analytical services to particular financings; and the ability to structure complex multiple funding transactions. Alternatively, for policy and program consulting the consultant must have an in-depth knowledge of technical application processes for state and local programs as well as of the best practices for various types of housing programs.
- B. Which, if any, civil service class(es) normally perform(s) this work? none
- C. Will contractor provide facilities and/or equipment not currently possessed by the City? If so, explain: No

4. If applicable, what efforts has the department made to obtain these services through available resources within the City?

In order to perform these services, you will require a qualified consultant who must have, complex housing financing and/or management experience including the ability to evaluate the economic feasibility of proposed debt issuances, refunding, or restructuring; experience with housing assistance programs including the ability to assist the City in utilizing available City programs; development of new programs and to provide analytical services to particular financings; and the ability to structure complex multiple funding transactions. Alternatively, for policy and program consulting the consultant must have an in-depth knowledge of technical application processes for state and local programs as well as of the best practices for various types of housing programs.

5. Why Civil Service Employees Cannot Perform the Services to be Contracted Out

- A. Explain why civil service classes are not applicable.
The tasks are intermittent and subject to funding fluctuations. Additionally, some of the consults and financial advisors would be a project expense and as such would be paid through the budgets of individual projects.
- B. If there is no civil service class that could perform the work, would it be practical and/or feasible to adopt a new civil service class to perform this work? Explain. No, because of the intermittent nature of the task and the likelihood that there will be time periods when services from financial advisor are not needed.

6. Additional Information

- A. Will the contractor directly supervise City and County employee? If so, please include an explanation.
No.
- B. Will the contractor train City and County employees and/or is there a transfer of knowledge component that will be included in the contact? If so, please explain what that will entail; if not, explain why not.
No. No training will be provided to the department.
- C. Are there legal mandates requiring the use of contractual services?
No.
- D. Are there federal or state grant requirements regarding the use of contractual services? If so, please explain and include an excerpt or copy of any such applicable requirement.
No.
- E. Has a board or commission determined that contracting is the most effective way to provide this service? If so, please explain and include a copy of the board or commission action.
No.
- F. Will the proposed work be completed by a contractor that has a current PSC contract with your department? If so, please explain.
No.

7. **Union Notification:** On 08/23/2022, the Department notified the following employee organizations of this PSC/RFP request:
all unions were notified

I CERTIFY ON BEHALF OF THE DEPARTMENT THAT THE INFORMATION CONTAINED IN AND ATTACHED TO THIS FORM IS COMPLETE AND ACCURATE:

Name: Karen Henderson Phone: 701-5557 Email: karen.henderson@sfgov.org

Address: 1 South Van Ness Avenue, 5th floor San Francisco, CA 94103

FOR DEPARTMENT OF HUMAN RESOURCES USE

PSC# 46236 - 22/23

DHR Analysis/Recommendation:

Civil Service Commission Action:

Commission Approval Required

DHR Approved for 11/21/2022

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: POL

Submitted By: Vincent Lee

Department Coordinator: Vincent Lee,
vincent.lee@sfgov.org

Project Manager: Carmen Batan

ServiceNow Number: DHRPSC0003434

Version: 1.01

Version Type: Amendment

Legacy PSC #: 47158-21/22

Brief description of proposed work: Equine Veterinary

Reason for the Request for Amendment: Extend contract term and increase contract amount

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount
- Requires CSC Approval by Duration

Amount

Previously Approved Amount: \$400,000

Increase Amount: \$550,000

Why are you requesting the PSC amount to be increased?: contracts are being extended for 3 years

Total Amended Amount: \$950,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

Previously Approved Duration (months): 48

Duration Increase (months): 36

Why are you requesting the PSC duration to be increased: extending the contract term for equine veterinary services

Total Amended Duration (months): 84

First Contract Start Date: 7/1/2022

PSC Duration End Date: 6/30/2029

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Are you making substantive changes to the scope of work last approved?: No

Clearly describe scope and detail the services to be performed: Original coordinator's email: Genie.Wong@sfgov.org.

The Veterinarian will provide routine and emergency medical care for upto twenty horses assigned to the San Francisco Police Department's (SFPD) Mounted Unit. Services will include, but not be limited to, approximately 15 visits per year and pre-purchase horse examinations.

Why are these services required and what are the consequences of denial?: The service is necessary in order to keep SFPD horses healthy and ready to provide services to the citizens of San Francisco. If horses do not receive routine and emergency medical care, they are likely to become sick and/or lame. As a result, the SFPD Mounted Unit will not be able to carry out its required duties. Additional expenses will be incurred to replace unserviceable horses.

Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 2

Why have you not hired City employees to perform the services?: There are no veterinarian job classifications within the City.

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

Has your response to Q1 changed?: No

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?: Yes

Q4a) What facilities or equipment does the City lack that contractor possesses?: The contractor will provide specialized facilities and equipment to treat horses.

Does the dept plan to acquire the facilities/equipment to perform the services?: No

Explain why: SFPD is the only City Department requiring limited and as-needed equine veterinary services.

Additional information to support your request (Optional):

Union Notifications

Have the Job Classes/Labor Unions changed?:

Job Class(es): 2292 - Shelter Veterinarian

Labor Unions: 164 - Physician/Dentists 8-CC, UAPD

Labor Union Email Addresses: pking@uapd.com

Union Review Sent On: 1/7/2026

Union Review End Date: 1/14/2026

Union Review Duration Met On: 1/14/2026

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: POLICE -- POL Dept. Code: POL

Type of Request: [x] Initial [] Modification of an existing PSC (PSC # _____)

Type of Approval: [] Expedited [x] Regular ([] Omit Posting)

Type of Service: Equine Veterinary

Funding Source: General Fund PSC Duration: 4 years
PSC Amount: \$400,000 PSC Est. Start Date: 07/01/2022 PSC Est. End Date: 06/30/2026

1. Description of Work

A. Scope of Work:

The Veterinarian will provide routine and emergency medical care for upto twenty horses assigned to the San Francisco Police Department's (SFPD) Mounted Unit. Services will include, but not be limited to, approximately 15 visits per year and pre-purchase horse examinations.

B. Explain why this service is necessary and the consequence of denial:

The service is necessary in order to keep SFPD horses healthy and ready to provide services to the citizens of San Francisco. If horses do not receive routine and emergency medical care, they are likely to become sick and/or lame. As a result, the SFPD Mounted Unit will not be able to carry out its required duties. Additional expenses will be incurred to replace unserviceable horses.

C. Has this service been provided in the past. If so, how? If the service was provided via a PSC, provide the most recently approved PSC # and upload a copy of the PSC.
PSC 4090-11/12

D. Will the contract(s) be renewed? Unknown at this time.

2. Union Notification: On 07/22/2021, the Department notified the following employee organizations of this PSC/RFP request: Physicians and Dentists - 8CC

FOR DEPARTMENT OF HUMAN RESOURCES USE

PSC# 47158 - 21/22

DHR Analysis/Recommendation:

09/20/2021

Commission Approval Required

Approved by Civil Service Commission

DHR Approved for 09/20/2021

3. Description of Required Skills/Expertise

A. Specify required skills and/or expertise:
 Equine Veterinary Doctor licensed by California Board of Examiners in Veterinary Medicine

B. Which, if any, civil service class(es) normally perform(s) this work?
 2292,

C. Will contractor provide facilities and/or equipment not currently possessed by the City? If yes, explain:
 Yes. The contractor will provide specialized facilities and equipment to treat horses.

4. Why Classified Civil Service Cannot Perform

A. Explain why civil service classes are not applicable:
 SFPD is the only City Department requiring limited and as-needed equine veterinary services.

B. Would it be practical to adopt a new civil service class to perform this work? Explain.
 No. SFPD is the only City Department requiring limited and as-needed equine veterinary services.

5. Additional Information (if "yes", attach explanation)

YES NO

- | | | |
|---|--------------------------|-------------------------------------|
| A. Will the contractor directly supervise City and County employee? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| B. Will the contractor train City and County employee?
Training is not needed. | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| C. Are there legal mandates requiring the use of contractual services? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| D. Are there federal or state grant requirements regarding the use of
contractual services? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| E. Has a board or commission determined that contracting is the most effective
way to provide this service? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| F. Will the proposed work be completed by a contractor that has a current PSC
contract with your department? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

THE ABOVE INFORMATION IS SUBMITTED AS COMPLETE AND ACCURATE ON BEHALF OF THE DEPARTMENT HEAD
 ON 08/23/2021 BY:

Name: Genie Wong Phone: (415) 837-7208 Email: Genie.Wong@sfgov.org

Address: 1245 - 3rd Street, 6th Floor San Francisco, CA 94158

From: [Pierre King](#)
To: [Lee, Vincent \(POL\)](#)
Cc: [Batan, Carmen \(POL\)](#); [DHR-Personal Services Contracts](#); [Caracciolo, Eric \(POL\)](#); [Wu, Kimmie \(POL\)](#); [Delorio, Carol \(HRD\)](#); [Wright, Jonathan \(HRD\)](#); [Houston, Benjamin \(POL\)](#); [DT Service Now \(TIS\)](#)
Subject: Re: ERD? POL [DHRPSC0003434] submitted for Union ReviewDT Service Now (TIS) <ccsfedt@service-now.com>
Date: Wednesday, January 28, 2026 9:58:06 AM
Attachments: [image001.png](#)
[image002.png](#)

Confirmed. Thank you

Best regards,

Pierre King
Labor Representative/Organizer
Union of American Physicians and Dentists
pking@uapd.com
(707) 515-0574 cell

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On Wed, Jan 28, 2026 at 9:56 AM Lee, Vincent (POL) <vincent.lee@sfgov.org> wrote:

Good Morning Pierre,

Thank you for the phone call. Per our discussion, you have stated that UAPD members do not wish to pursue PSC # DHRPSC0003434 for equine veterinary services and you would like to withdraw your request to meet and confer.

The San Francisco Police Department will move forward with this PSC and submit it to the Civil Service Commission for review so that these services can be contracted out.

Can you please review and confirm that these statement are accurate and no further action is necessary? Thank again for your time.

Regards,

Vince

Vincent Lee

Contracts Manager

San Francisco Police Dept

1245 3rd St

(415)837-7217 (email preferred)

From: Lee, Vincent (POL)

Sent: Thursday, January 22, 2026 10:57 AM

To: Pierre King - UAPD <pking@UAPD.com>

Cc: Batan, Carmen (POL) <carmen.a.batan@sfgov.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Caracciolo, Eric (POL) <eric.p.caracciolo@sfgov.org>; Wu, Kimmie (POL) <Kimmie.Wu@sfgov.org>; Delorio, Carol (HRD) <carol.delorio@sfgov.org>; Wright, Jonathan (HRD) <jonathan.wright@sfgov.org>; Houston, Benjamin (POL) <benjamin.houston@sfgov.org>; 'DT Service Now (TIS)' <ccsfdt@service-now.com>

Subject: RE: ERD? POL [DHRPSC0003434] submitted for Union ReviewDT Service Now (TIS) <ccsfdt@service-now.com>

Importance: High

Good Morning Pierre,

I just wanted to follow-up to see if you had an update from UAPD members? These are critical services for SFPD so we'd like to keep this moving along, where possible. Can you please confirm if you would still like ERD to facilitate a meeting with UAPD or would you like to withdraw your request with the additional information that was provided in my previous email below?

Thanks in advance for your attention to this matter. We look forward to hearing back from you so that we can discuss next steps.

Regards,

Vince

Vincent Lee

Contracts Manager

San Francisco Police Dept

1245 3rd St

(415)837-7217 (email preferred)

From: Lee, Vincent (POL)

Sent: Tuesday, January 20, 2026 1:33 PM

To: Pierre King - UAPD <pking@UAPD.com>

Cc: Batan, Carmen (POL) <carmen.a.batan@sfgov.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Caracciolo, Eric (POL) <eric.p.caracciolo@sfgov.org>; Wu, Kimmie (POL) <Kimmie.Wu@sfgov.org>; Delorio, Carol (HRD) <carol.delorio@sfgov.org>; Wright, Jonathan (HRD) <jonathan.wright@sfgov.org>; Houston, Benjamin (POL) <benjamin.houston@sfgov.org>; DT Service Now (TIS) <ccsfdt@service-now.com>

Subject: RE: ERD? POL [DHRPSC0003434] submitted for Union ReviewDT Service Now (TIS) <ccsfdt@service-now.com>

Good Afternoon Pierre,

Thank you for the phone call today. As I mentioned, PSC #DHRPSC0003434, that was submitted by SFPD is not for general veterinary services. The services being requested are equine veterinary services which are strictly for horses in SFPD's Mounted Unit. Equine veterinary services are highly specialized and are required on an as-needed basis. Veterinary services for horses will include but are not limited to: preventative exams, regular vaccinations, worming, x-rays, lab testing, dentistry, anesthesia, surgery, emergency response with immediate care (based on severity of injury or conditions) and training in Equine First Aid and basic veterinary procedures.

Per our discussion, we'll wait for you to check with your members to determine if these are services that they can provide and then we can discuss next steps as needed. Thanks again for your time.

Regards,

Vince

Vincent Lee

Contracts Manager

San Francisco Police Dept

1245 3rd St

(415)837-7217 (email preferred)

From: Wright, Jonathan (HRD) <jonathan.wright@sfgov.org>

Sent: Thursday, January 15, 2026 1:08 PM

To: Houston, Benjamin (POL) <Benjamin.Houston@sfgov.org>; Pierre King - UAPD <pking@UAPD.com>; DT Service Now (TIS) <ccsfdt@service-now.com>

Cc: Batan, Carmen (POL) <Carmen.A.Batan@sfgov.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Caracciolo, Eric (POL) <Eric.P.Caracciolo@sfgov.org>; Wu, Kimmie (POL) <Kimmie.Wu@sfgov.org>; Delorio, Carol (HRD) <carol.delorio@sfgov.org>; Lee, Vincent (POL) <vincent.lee@sfgov.org>

Subject: Re: ERD? POL [DHRPSC0003434] submitted for Union Review

Hi Pierre

ERD will coordinate a meeting to discuss this PSC. I need to discuss the matter with the Department and obtain availability of subject matter experts, and we'll reply shortly with dates to meet.

Thanks



Jonathan T. Wright
Assistant Employee Relations Director
Department of Human Resources
One South Van Ness Ave., 4th Floor
San Francisco, CA 94103
Website: www.sfdhr.org

From: Houston, Benjamin (POL) <Benjamin.Houston@sfgov.org>
Date: Thursday, January 15, 2026 at 10:22
To: Pierre King - UAPD <pking@UAPD.com>, DT Service Now (TIS) <ccsfdt@service-now.com>
Cc: Batan, Carmen (POL) <Carmen.A.Batan@sfgov.org>, DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>, Caracciolo, Eric (POL) <Eric.P.Caracciolo@sfgov.org>, Wu, Kimmie (POL) <Kimmie.Wu@sfgov.org>, Wright, Jonathan (HRD) <jonathan.wright@sfgov.org>, Delorio, Carol (HRD) <carol.delorio@sfgov.org>, Lee, Vincent (POL) <vincent.lee@sfgov.org>
Subject: ERD? POL [DHRPSC0003434] submitted for Union Review

Hi Pierre:

In response to the email trail below, I've cc'd DHR's ERD members in this email response for their visibility and input as Meet and Confer matters are coordinated by their team.

Hope this response is helpful + stay safe and healthy...

Ben

*Mr. Benjamin Houston, MS
Human Resources Manager
San Francisco Police Headquarters*

*1245 3rd Street - 5th Floor
San Francisco, CA 94158
(415) 837-7390*

(415) 837-7236 - fax

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From: Lee, Vincent (POL) <vincent.lee@sfgov.org>
Sent: Thursday, January 15, 2026 9:13 AM
To: Pierre King - UAPD <pking@UAPD.com>; DT Service Now (TIS) <ccsfdt@service-now.com>; Houston, Benjamin (POL) <Benjamin.Houston@sfgov.org>
Cc: Batan, Carmen (POL) <Carmen.A.Batan@sfgov.org>; DHR-Personal Services Contracts <[Page 212](mailto:DHR-</p></div><div data-bbox=)

PersonalServicesContracts@sfgov.org>; Caracciolo, Eric (POL) <Eric.P.Caracciolo@sfgov.org>; Wu, Kimmie (POL) <Kimmie.Wu@sfgov.org>

Subject: RE: POL [DHRPSC0003434] submitted for Union Review

Good Morning Pierre,

Thank you for the follow-up. Earlier this week I had forwarded this request to SFPD's Human Resource Manager, [@Houston, Benjamin \(POL\)](mailto:@Houston.Benjamin), who handles all inquiries regarding labor relations. He has advised that he will be engaging with DHR's Employee Relations Division (ERD) to coordinate a meet and confer with UAPD.

[@Houston, Benjamin \(POL\)](mailto:@Houston.Benjamin) can you please provide an update to Pierre at your earliest convenience?

Regards,

Vincent Lee
Contracts Manager
San Francisco Police Dept
1245 3rd St
(415)837-7217 (email preferred)

From: Pierre King <pking@uapd.com>
Sent: Thursday, January 15, 2026 7:49 AM
To: DT Service Now (TIS) <ccsfdt@service-now.com>
Cc: Batan, Carmen (POL) <Carmen.A.Batan@sfgov.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Lee, Vincent (POL) <vincent.lee@sfgov.org>; Caracciolo, Eric (POL) <Eric.P.Caracciolo@sfgov.org>
Subject: Re: POL [DHRPSC0003434] submitted for Union Review

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Good morning,

Following up on this notice.

In Solidarity,

Pierre King
Union Representative / Organizer
Union of American Physicians and Dentists; AFSCME Local 206; AFL-CIO
(707) 515-0574 cell (okay to text)
pking@uapd.com
<https://www.uapd.com>
<https://www.uapd.com/join/> <---Become a UAPD member today!

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On Thu, Jan 8, 2026, 9:09 AM Pierre King <pking@uapd.com> wrote:

The UAPD demands to meet and confer regarding the above notice. Please send dates.

Best regards,

Pierre King
Labor Representative/Organizer
Union of American Physicians and Dentists
pking@uapd.com
(707) 515-0574 cell

Confidentiality Notice: This e-mail message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact the sender by reply e-mail and destroy all copies of the original message.

On Wed, Jan 7, 2026 at 9:48 AM CCSF IT Service Desk <ccsfdt@service-now.com> wrote:

Hello union representatives,
POL is requesting your review of PSC [DHRPSC0003434]. Please see relevant details of this request below and in the attached document(s). **Should you have any questions or objections, please state them by replying all to this email by 2026-01-14.**

PSC Summary

Record Number: DHRPSC0003434 v 1.01

Description of Proposed Work: Equine Veterinary

Request Type: Amendment

Reason for the Request for Amendment: Extend contract term and increase contract amount

Approval Type: CSC Approval

CSC Review Reason(s):



CSC Approval by Amount



CSC Approval by Duration

Submitting Department: POL

Dept PSC Coordinator: Vincent Lee
Dept PSC Coordinator Email: vincent.lee@sfgov.org
First Contract Start Date: 2022-07-01
Previously Approved Amount: \$400,000.00
Increase Amount: \$550,000.00
Total Amended Amount: \$950,000.00
Previously Approved Duration (Months): 48
Duration Increase (Months): 36
Total Amended Duration (Months): 84
Funding Source(s): City Funds
Scope of Work: Original coordinator's email: Genie.Wong@sfgov.org. The Veterinarian will provide routine and emergency medical care for upto twenty horses assigned to the San Francisco Police Department's (SFPD) Mounted Unit. Services will include, but not be limited to, approximately 15 visits per year and pre-purchase horse examinations.
Job Class(es): 2292 - Shelter Veterinarian
Labor Unions: 164 - Physician/Dentists 8-CC, UAPD

PSC Justification(s)



Service for which City lacks the necessary facilities/equipment

Ref:TIS6372040_7s3UPhL1tdsrDKacXrtP

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: SHF

Submitted By: Henry Gong

Department Coordinator: Henry Gong,
henry.gong@sfgov.org

Project Manager: Jennifer Collins

ServiceNow Number: DHRPSC0003972

Version: 2.01

Version Type: Amendment - 2ND

Legacy PSC #: 41615-20/21

Brief description of proposed work: Incarcerated Person Communication Services Compliance Monitoring

Reason for the Request for Amendment: Exercise contract option to extend terms for 1 year to expire on 5/1/2027 and to increase contract amount

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

Previously Approved Amount: \$400,000

Increase Amount: \$56,000

Why are you requesting the PSC amount to be increased?: Exercise the contract option to extend terms for 1 additional year to expire on 5/1/2027; at a cost of \$93K.

Total Amended Amount: \$456,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

Previously Approved Duration (months): 48

Duration Increase (months): 12

Why are you requesting the PSC duration to be increased: Exercise the contract option to extend terms for 1 additional year to expire on 5/1/2027. The Scope of Work will remain unchanged.

Total Amended Duration (months): 60

First Contract Start Date: 5/1/2022

PSC Duration End Date: 5/1/2027

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Post Union Notification

Scope of Work

Are you making substantive changes to the scope of work last approved?: No

Clearly describe scope and detail the services to be performed:

Contractor will examine and monitor the Incarcerated Person Communication Services ("IPCS) at the San Francisco Sheriff's Office ("SFSO) Facilities to assess the accuracy of SFSO's records and to provide a basis for evaluating service quality to meet the requirements of the SFSO under existing contracts with vendors. Contractor will work with the SFSO's contracted IPCS provider to ensure that all contractually required updates to hardware and software are completed.

Contractor will continuously monitor and validate IPCS hardware and software against industry standards to ensure the the SFSO and incarcerated population is receiving the best performance from the system and the best support from the contracted IPCS providers. In addition, the Contractor will assist SFSO in creating technical requirements for all incarcerated communication services solicitations, such as, telephones, video visitation system, and tablets. Contractor will work as the SFSO's liaison to resolve service calls and incarcerated grievances.

Has your response to any of the following questions changed?: No

Why are these services required and what are the consequences of denial?: The service is necessary to effectively manage incarcerated person communication services. The Compliance Monitoring Service are subject matter experts in communication infrastructure in a correctional environment. They also closely monitor Federal Communications Commission regulations and policies to ensure the Sheriff's Office Jail Communication remains compliant. The current incarcerated communication system contract, solicited and negotiated with the guidance from an Incarcerated Person Communication System Compliance Monitor, provides telephone calls and tablet access for the entire incarcerated population in custody in the San Francisco County Jails at no costs to the incarcerated and their families. The contract will not generate any commission revenues from incarcerated telephone calls or tablet usage to continue to provide these services at no costs to the incarcerated.

Denying this service will greatly impact the Sheriff's Office implementation of new communication technology in the County Jails to expand the communication infrastructure for the incarcerated to increase their communication with family and friends. The Sheriff's Office intent to expand Video Visitations and efficiencies and resources to the incarcerated by integrating phones, video visitation and tablets into a comprehensive contract.

Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 1

Why have you not hired City employees to perform the services?: The Compliance Monitoring Service are subject matter experts in communication infrastructure in a correctional

environment. They also closely monitor Federal Communications Commission regulations and policies to ensure the Sheriff's Office Jail Communication remains compliant.

Board and Commission Approvals

Has your response to any of the following questions changed?: No

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

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

Justification

Has your response to Q1 changed?: No

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

No

Has your response to any of the following questions changed?: 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?: Yes

Q4a) What facilities or equipment does the City lack that contractor possesses?: The

contactor utilize a proprietary application to track and evaluate incarcerated phone rates, call duration, call volume by facility locations.

Does the dept plan to acquire the facilities/equipment to perform the services?: No

Explain why: The Sheriff's Office does not have the expertise or the resources to successfully provide the required service.

Additional information to support your request (Optional):

Union Notifications

Have the Job Classes/Labor Unions changed?: No

Job Class(es): -None- - None Selected

Labor Unions: No Union Selected -

Labor Union Email Addresses: anthony@dc16.us, charlie@local377.com, mbeauchamp@oe3.org, ccarr@oe3.org, pking@uapd.com, pfinn@ibt856.org, mleach@ibt856.org, plangrooferslocal40@gmail.com, laborers261@gmail.com, nick@dc16.us, PSCreview@seiu1021.org, lvega@nccrc.org, president@twusf.org, PSCreview@seiu1021.org, PSCreview@seiu1021.org, pking@uapd.com, mleach@ibt856.org, cpark@local39.org, jvarga@ibt856.org, PSCreview@seiu1021.org, L21pscreview@ifpte21.org, president@twusf.org, president@sfsherriffmsa.org, cjohnson@bac3-ca.org, mhenneberry@teamsters853.org, staff@sfmea.com, mleach@ibt856.org, laborers261@gmail.com, president@twusf.org, jb@local16.org, local22publicsector@nccrc.org, john.lenny@sfgov.org, sfcwupresidentjmleonard@yahoo.com, local200twu@sbcglobal.net, staff@sfmea.com,

Post Union Notification

Louis@sfpoa.org, joshv@smw104.org, administration@sffdlocal798.org,
PSCreview@seiu1021.org, pmendeziamaw@comcast.net, dvickers@iam1414.org,
administration@sffdlocal798.org, larryjr@ualocal38.org, president@twusf.org,
WOrellana@opcmialocal300.org, L21pscreview@ifpte21.org, PSCreview@seiu1021.org,
President@sanfranciscodsa.com, staff@sfmea.com, mleach@ibt856.org, ibew6@ibew6.org,
oashworth@ibew6.org, sfdpoa@yahoo.com

Union Review Sent On: 1/28/2026

Union Review End Date: 2/4/2026

Union Review Duration Met On: 2/4/2026

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: SHF

Submitted By: Henry Gong

Department Coordinator: Henry Gong,
henry.gong@sfgov.org

Project Manager: Jennifer Collins

ServiceNow Number: DHRPSC0003972

Version: 1.01

Version Type: Amendment

Legacy PSC #: 41615-20/21

Brief description of proposed work: Incarcerated Person Communication Services Compliance Monitoring

Reason for the Request for Amendment: Exercise the first of two options to extend terms for 1 year and to increase contract amount for the additional year.

Amount

Previously Approved Amount: \$300,000

Increase Amount: \$100,000

Why are you requesting the PSC amount to be increased?: Exercise the first of two options to extend terms for 1 year and to increase contract amount for the additional year.

Total Amended Amount: \$400,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

Previously Approved Duration (months): 36

Duration Increase (months): 12

Why are you requesting the PSC duration to be increased: The initial 3 years of the contract expires on 5/1/2025. The Sheriff's Office is exercising the first of two options to extend contract terms for 1 year.

Total Amended Duration (months): 48

First Contract Start Date: 5/1/2022

PSC Duration End Date: 5/1/2026

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Are you making substantive changes to the scope of work last approved?: No

Post Union Notification

Clearly describe scope and detail the services to be performed:

Contractor will examine and monitor the Incarcerated Person Communication Services ("IPCS) at the San Francisco Sheriff's Office ("SFSO) Facilities to assess the accuracy of SFSO's records and to provide a basis for evaluating service quality to meet the requirements of the SFSO under existing contracts with vendors. Contractor will work with the SFSO's contracted IPCS provider to ensure that all contractually required updates to hardware and software are completed.

Contractor will continuously monitor and validate IPCS hardware and software against industry standards to ensure the the SFSO and incarcerated population is receiving the best performance from the system and the best support from the contracted IPCS providers. In addition, the Contractor will assist SFSO in creating technical requirements for all incarcerated communication services solicitations, such as, telephones, video visitation system, and tablets. Contractor will work as the SFSO's liaison to resolve service calls and incarcerated grievances.

Why are these services required and what are the consequences of denial?: The service is necessary to effectively manage incarcerated person communication services. The Compliance Monitoring Service are subject matter experts in communication infrastructure in a correctional environment. They also closely monitor Federal Communications Commission regulations and policies to ensure the Sheriff's Office Jail Communication remains compliant. The current incarcerated communication system contract, solicited and negotiated with the guidance from an Incarcerated Person Communication System Compliance Monitor, provides telephone calls and tablet access for the entire incarcerated population in custody in the San Francisco County Jails at no costs to the incarcerated and their families. The contract will not generate any commission revenues from incarcerated telephone calls or tablet usage to continue to provide these services at no costs to the incarcerated.

Denying this service will greatly impact the Sheriff's Office implementation of new communication technology in the County Jails to expand the communication infrastructure for the incarcerated to increase their communication with family and friends. The Sheriff's Office intent to expand Video Visitations and efficiencies and resources to the incarcerated by integrating phones, video visitation and tablets into a comprehensive contract.

Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 1

Why have you not hired City employees to perform the services?: The Compliance Monitoring Service are subject matter experts in communication infrastructure in a correctional environment. They also closely monitor Federal Communications Commission regulations and policies to ensure the Sheriff's Office Jail Communication remains compliant.

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

Has your response to Q1 changed?: No

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?: Yes

Q4a) What facilities or equipment does the City lack that contractor possesses?: The contractor utilize a proprietary application to track and evaluate incarcerated phone rates, call duration, call volume by facility locations.

Does the dept plan to acquire the facilities/equipment to perform the services?: No

Explain why: The Sheriff's Office does not have the expertise or the resources to successfully provide the required service.

Additional information to support your request (Optional):

Union Notifications

Have the Job Classes/Labor Unions changed?:

Job Class(es): -None- - None Selected

Labor Unions: No Union Selected -

Labor Union Email Addresses: pmendeziamaw@comcast.net, dvickers@iam1414.org, mfinnegan@ibt856.org, administration@sffdlocal798.org, larryjr@ualocal38.org, president@twusf.org, WOrellana@opcmialocal300.org, L21pscreview@ifpte21.org, PSCreview@seiu1021.org, President@sanfranciscodsa.com, ibew6@ibew6.org, staff@sfmea.com, local22publicsector@nccrc.org, mleach@ibt856.org, laborers261@gmail.com, president@twusf.org, jb@local16.org, local22publicsector@nccrc.org, john.lenny@sfgov.org, sfcwupresidentjmleonard@yahoo.com, local200twu@sbcglobal.net, staff@sfmea.com, tracym@sfpoa.org, joshv@smw104.org, administration@sffdlocal798.org, PSCreview@seiu1021.org, anthony@dc16.us, charlie@local377.com, mbeauchamp@oe3.org, ccarr@oe3.org, pking@uapd.com, pfinn@ibt856.org, mleach@ibt856.org, plangrooferslocal40@gmail.com, laborers261@gmail.com, nick@dc16.us, PSCreview@seiu1021.org, epeterson@cirseiu.org, abush@cirseiu.org, snaranjo@cirseiu.org, emathurin@cirseiu.org, lvega@nccrc.org, president@twusf.org, PSCreview@seiu1021.org, PSCreview@seiu1021.org, pking@uapd.com, mleach@ibt856.org, cpark@local39.org, sfdpoa@icloud.com, b.rod07@yahoo.com, PSCreview@seiu1021.org, L21pscreview@ifpte21.org, president@twusf.org, president@sfsheriffmsa.org, cjohnson@bac3-ca.org, mhenneberry@teamsters853.org, staff@sfmea.com, local22publicsector@nccrc.org

Union Review Sent On: 3/6/2025

Union Review End Date: 3/13/2025

Post Union Notification

Union Review Duration Met On: 3/13/2025

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: SHF

Submitted By: Henry Gong

Department Coordinator: Henry Gong,
henry.gong@sfgov.org

Project Manager: Jennifer Collins

ServiceNow Number: DHRPSC0003972

Version: 1.01

Version Type: Amendment - 1ST

Legacy PSC #: 41615-20/21

Brief description of proposed work: Incarcerated Person Communication Services Compliance Monitoring

Reason for the Request for Amendment: Exercise the first of two options to extend terms for 1 year and to increase contract amount for the additional year.

Amount

Previously Approved Amount: \$300,000

Increase Amount: \$100,000

Why are you requesting the PSC amount to be increased?: Exercise the first of two options to extend terms for 1 year and to increase contract amount for the additional year.

Total Amended Amount: \$400,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

Previously Approved Duration (months): 36

Duration Increase (months): 12

Why are you requesting the PSC duration to be increased: The initial 3 years of the contract expires on 5/1/2025. The Sheriff's Office is exercising the first of two options to extend contract terms for 1 year.

Total Amended Duration (months): 48

First Contract Start Date: 5/1/2022

PSC Duration End Date: 5/1/2026

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Are you making substantive changes to the scope of work last approved?: No

Clearly describe scope and detail the services to be performed:

Contractor will examine and monitor the Incarcerated Person Communication Services ("IPCS) at the San Francisco Sheriff's Office ("SFSO) Facilities to assess the accuracy of SFSO's records and to provide a basis for evaluating service quality to meet the requirements of the SFSO under existing contracts with vendors. Contractor will work with the SFSO's contracted IPCS provider to ensure that all contractually required updates to hardware and software are completed.

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Why are these services required and what are the consequences of denial?: The service is necessary to effectively manage incarcerated person communication services. The Compliance Monitoring Service are subject matter experts in communication infrastructure in a correctional environment. They also closely monitor Federal Communications Commission regulations and policies to ensure the Sheriff's Office Jail Communication remains compliant. The current incarcerated communication system contract, solicited and negotiated with the guidance from an Incarcerated Person Communication System Compliance Monitor, provides telephone calls and tablet access for the entire incarcerated population in custody in the San Francisco County Jails at no costs to the incarcerated and their families. The contract will not generate any commission revenues from incarcerated telephone calls or tablet usage to continue to provide these services at no costs to the incarcerated.

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Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 1

Why have you not hired City employees to perform the services?: The Compliance Monitoring Service are subject matter experts in communication infrastructure in a correctional environment. They also closely monitor Federal Communications Commission regulations and policies to ensure the Sheriff's Office Jail Communication remains compliant.

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

Has your response to Q1 changed?: No

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?: Yes

Q4a) What facilities or equipment does the City lack that contractor possesses?: The contractor utilize a proprietary application to track and evaluate incarcerated phone rates, call duration, call volume by facility locations.

Does the dept plan to acquire the facilities/equipment to perform the services?: No

Explain why: The Sheriff's Office does not have the expertise or the resources to successfully provide the required service.

Additional information to support your request (Optional):

Union Notifications

Have the Job Classes/Labor Unions changed?:

Job Class(es): -None- - None Selected

Labor Unions: No Union Selected -

Labor Union Email Addresses: pmendeziamaw@comcast.net, dvickers@iam1414.org, mfinnegan@ibt856.org, administration@sffdlocal798.org, larryjr@ualocal38.org, president@twusf.org, WOrellana@opcmialocal300.org, L21pscreview@ifpte21.org, PSCreview@seiu1021.org, President@sanfranciscodsa.com, ibew6@ibew6.org, staff@sfmea.com, local22publicsector@nccrc.org, mleach@ibt856.org, laborers261@gmail.com, president@twusf.org, jb@local16.org, local22publicsector@nccrc.org, john.lenny@sfgov.org, sfcwupresidentjmleonard@yahoo.com, local200twu@sbcglobal.net, staff@sfmea.com, tracym@sfpoa.org, joshv@smw104.org, administration@sffdlocal798.org, PSCreview@seiu1021.org, anthony@dc16.us, charlie@local377.com, mbeauchamp@oe3.org, ccarr@oe3.org, pking@uapd.com, pfinn@ibt856.org, mleach@ibt856.org, plangrooferslocal40@gmail.com, laborers261@gmail.com, nick@dc16.us, PSCreview@seiu1021.org, epeterson@cirseiu.org, abush@cirseiu.org, snaranjo@cirseiu.org, emathurin@cirseiu.org, lvega@nccrc.org, president@twusf.org, PSCreview@seiu1021.org, PSCreview@seiu1021.org, pking@uapd.com, mleach@ibt856.org, cpark@local39.org, sfdpoa@icloud.com, b.rod07@yahoo.com, PSCreview@seiu1021.org, L21pscreview@ifpte21.org, president@twusf.org, president@sfsheriffmsa.org, cjohnson@bac3-ca.org, mhenneberry@teamsters853.org, staff@sfmea.com, local22publicsector@nccrc.org

Union Review Sent On: 3/6/2025

Union Review End Date: 3/13/2025

Post Union Notification

Union Review Duration Met On: 3/13/2025

Gong, Henry (SHF)

From: CCSF IT Service Desk <ccsfdt@service-now.com>
Sent: Wednesday, April 09, 2025 6:52 AM
To: Gong, Henry (SHF); Collins, Jennifer (SHF)
Subject: SHF [DHRPSC0003972] submitted for DHR Admin approval has been APPROVED

Hello Henry Gong,

SHF PSC [DHRPSC0003972] was APPROVED by DHR on 2025-04-09. You may now proceed to use this PSC.

PSC Summary

Record Number: DHRPSC0003972 v 2.0

Description of Proposed Work: Incarcerated Person Communication Services Compliance Monitoring

Request Type: Amendment

Reason for the Request for Amendment: Exercise the first of two options to extend terms for 1 year and to increase contract amount for the additional year.

Approval Type: DHR Approval

Submitting Department: SHF

Dept PSC Coordinator: Henry Gong

Dept PSC Coordinator Email: henry.gong@sfgov.org

Dept PSC Coordinator Phone: +1 (415) 554-7241

DHR Admin/Reviewer: Suzanne Choi

First Contract Start Date: 2022-05-01

Previously Approved Amount: \$300,000.00

Increase Amount: \$100,000.00

Total Amended Amount: \$400,000.00

Previously Approved Duration (Months): 36

Duration Increase (Months): 12

Total Amended Duration (Months): 48

Funding Source(s): City Funds

Scope of Work: Contractor will examine and monitor the Incarcerated Person Communication Services ("IPCS) at the San Francisco Sheriff's Office ("SFSO) Facilities to assess the accuracy of SFSO's records and to provide a basis for evaluating service quality to meet the requirements of the SFSO under existing contracts with vendors. Contractor will work with the SFSO's contracted IPCS provider to ensure that all contractually required updates to hardware and software are completed. Contractor will continuously monitor and validate IPCS hardware and software against industry standards to ensure the the SFSO and incarcerated population is receiving the best performance from the system and the best support from the contracted IPCS providers. In addition, the Contractor will assist SFSO in creating technical requirements for all incarcerated communication services solicitations, such as, telephones, video visitation system, and tablets. Contractor will work as the SFSO's liaison to resolve service calls and incarcerated grievances.

Job Class(es): -None- - None Selected

PSC Justification(s)

Service for which City lacks the necessary facilities/equipment

[Take me to the PSC Record](#)

Ref:TIS5799586_LkkgfDTzqPyhQZUufd1X



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

Sent Via Electronic Mail

August 19, 2021

NOTICE OF CIVIL SERVICE COMMISSION ACTION

SUBJECT: REVIEW OF REQUEST FOR APPROVAL OF PROPOSED PERSONAL SERVICES CONTRACTS 40737-20/21; 49843-20/21; 49656-20/21; 41615-20/21; 41997-20/21; 46457-20/21; 49953-20/21; 4095-12/13; 45087-14/15; 49836-20/21; AND 32252-17/18.

At its meeting on August 16, 2021, at 2:00 p.m., the Civil Service Commission had for its consideration the above matter.

The Civil Service Commission:

1. PSC #49656-20/21 was approved with the condition to report back to the Commission in four (4) years, by August 2025.
2. PSC #45087-14/15 was approved with the condition to provide a Budget Analysis breakdown for Fiscal Year 2022-2023 of where the money is being spent.
3. Adopted the report. Approved the remaining request for proposed Personal Services Contract; Notify the Office of the Controller and the Office of Contract Administration.

If this matter is subject to Code of Civil Procedure (CCP) Section 1094.5, the time within which judicial review must be sought is set forth in CCP Section 1094.

NOTE: It is important that a copy of this action be kept in the department files as you will need it in the future as proof of Civil Service Commission approval. Please share it with everyone responsible for follow-up.

CIVIL SERVICE COMMISSION

/s/

SANDRA ENG
Executive Officer

Attachments

Cc: Thomas Chen, Department of Emergency Management
Henry Gong, Sheriff
Shawndrea Hale, Public Utilities Commission
Daniel Kwon, Public Utilities Commission
Junko Laxamana, Board of Supervisors
Arlene Lee, Department of Public Health
William Lee, Department of Emergency Management
Genie Wong, Police Department
Kimmie Wu, Treasurer/Tax Collector
Commission File
Chron

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: SHERIFF -- SHF Dept. Code: SHF

Type of Request: Initial Modification of an existing PSC (PSC # _____)

Type of Approval: Expedited Regular (Omit Posting)

Type of Service: Incarcerated Person Communication Services Compliance Monitoring

Funding Source: General Fund PSC Duration: 3 years
PSC Amount: \$300,000 PSC Est. Start Date: 10/01/2021 PSC Est. End Date: 09/30/2024

1. Description of Work

A. Scope of Work:

Contractor will examine and monitor the Incarcerated Person Communication Services ("IPCS) at the San Francisco Sheriff's Office ("SFSO) Facilities to assess the accuracy of SFSO's records and to provide a basis for evaluating service quality to meet the requirements of the SFSO under existing contracts with vendors. Contractor will work with the SFSO's contracted IPCS provider to ensure that all contractually required updates to hardware and software are completed. Contractor will continuously monitor and validate IPCS hardware and software against industry standards to ensure the the SFSO and incarcerated population is receiving the best performance from the system and the best support from the contracted IPCS providers. In addition, the Contractor will assist SFSO in creating technical requirements for all incarcerated communication services solicitations, such as, telephones, video visitation system, and tablets. Contractor will work as the SFSO's liaison to resolve service calls and incarcerated grievances.

B. Explain why this service is necessary and the consequence of denial:

The service is necessary to effectively manage incarcerated person communication services. The current incarcerated communication services contract, solicited and negotiated with the guidance from an IPCS Compliance Monitor, provides free telephone calls for the entire incarcerated population in custody in the San Francisco County Jails and will not generate any commission revenues from incarcerated telephone calls. Denying this service will greatly impact the SFSO's implementation of new communication technology in the County Jails to expand the communication infrastructure for the incarcerated to increase their communication with family and friends. The SFSO intent to expand Video Visitations and efficiencies and resources to the incarcerated by implementing tablets

C. Has this service been provided in the past. If so, how? If the service was provided via a PSC, provide the most recently approved PSC # and upload a copy of the PSC.

The compliance monitoring services has been provided in the past approved by the Civil Service Commission under PSC 41209 13/14.

D. Will the contract(s) be renewed? Upon the completion of this contract, the SFSO intend to process a forma

2. Union Notification: On 06/09/2021, the Department notified the following employee organizations of this PSC/RFP request: all unions were notified

FOR DEPARTMENT OF HUMAN RESOURCES USE

PSC# 41615 - 20/21

DHR Analysis/Recommendation:

3. Description of Required Skills/Expertise

A. Specify required skills and/or expertise:

Knowledge of evolving federal, state, and local regulations for incarcerated telephone services, such as the Federal Communications Commissions. Knowledge of technical requirements for hardware, services, features, rates, and fees specific to incarcerated communication services. Knowledge of daily operation of an incarcerated communication services. Ability to statistically analyze incarcerated calling patterns, infrastructure requirements and limitations, cost by phone station, and call/billing types.

B. Which, if any, civil service class(es) normally perform(s) this work?
none,

C. Will contractor provide facilities and/or equipment not currently possessed by the City? If yes, explain:
The contractor will reconcile and analyze call and systems data with their proprietary software.

4. Why Classified Civil Service Cannot Perform

A. Explain why civil service classes are not applicable:

This work requires highly specialized knowledge of the technical requirements for hardware, services, features, rates, and fees related to the provision of incarcerated communication services and software that analyze incarcerated calling patterns, revenue by phone station, and call and billing types.

B. Would it be practical to adopt a new civil service class to perform this work? Explain.

No. This work requires highly specialized knowledge of the technical requirements for hardware, services, features, rates, and fees related to the provision of incarcerated communication services and software that analyze incarcerated calling patterns, revenue by phone station, and call and billing types.

5. Additional Information (if "yes", attach explanation)

YES NO

- A. Will the contractor directly supervise City and County employee?
- B. Will the contractor train City and County employee?
Training is not required for the compliance monitoring services.
- C. Are there legal mandates requiring the use of contractual services?
- D. Are there federal or state grant requirements regarding the use of contractual services?
- E. Has a board or commission determined that contracting is the most effective way to provide this service?
- F. Will the proposed work be completed by a contractor that has a current PSC contract with your department?

THE ABOVE INFORMATION IS SUBMITTED AS COMPLETE AND ACCURATE ON BEHALF OF THE DEPARTMENT HEAD ON _____ BY:

Name: Henry Gong Phone: 415-554-7241 Email: henry.gong@sfgov.org

Address: 1 Dr. Carlton B. Goodlett Place, Room 456 San Francisco, CA

POSTING FOR

August 16, 2021

PROPOSED PERSONAL SERVICES CONTRACTS – REGULAR

PSC No	Dept Designation	PSC Amount	Description of Work	PSC Estimated Start Date	PSC Estimated End Date	Type of Approval
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40737 - 20/21	BOARD OF SUPERVISORS	\$120,000.00	Board of Supervisors seeks to retain the services of a qualified consultant that has expertise in culturally and linguistically competent community outreach for the Redistricting Task Force. The community outreach includes informing and educating public of redistricting process, connecting with underserved communities and neighborhoods, and encouraging resident's participation in the redistricting process. Specifically, the consultant will produce contents in print and digital media, including but not limited to, newspaper advertisement, flyers, newsletters, email, website, and social media. Additionally, the outreach contents should be produced in multiple languages to disseminate information to the non-English speaking members of the public.	August 1, 2021	April 30, 2022	REGULAR
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49843 - 20/21	PUBLIC UTILITIES COMMISSION	\$300,000.00	The San Francisco Public Utilities Commission (SFPUC) is launching a Pilot Residential Green Infrastructure Grant Program and seeks to retain the services of a qualified Program Administrator to assist the SFPUC with the implementation of the Program. This new pilot Program will test new technologies on residential properties, encourage residential property owners to manage stormwater on-site, improve sewer collection system performance during wet weather, and educate San Franciscans on the collection system and stormwater management. This professional services contract will be used to fund a short-term, pilot-scale program to test a new grant administration structure and deliver a limited number of projects. The lessons learned from the results of this contract will contribute to future budgeting and staffing for the Residential Green Infrastructure Grant Program. The Program Administrator will be responsible for program administration, financial management, property owner outreach and coordination, project management, and reporting for the installation of green stormwater infrastructure facilities on residential properties in San Francisco. The Program Administrator will conduct outreach to interested homeowners and recruit them to participate in the Program through workshops, outreach collateral, and site visits. The Program Administrator will assess residential	January 1, 2022	December 31, 2023	REGULAR
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PSC No	Dept Designation	PSC Amount	Description of Work	PSC Estimated Start Date	PSC Estimated End Date	Type of Approval
			properties and support homeowners in developing applications for grant funding. The Program Administrator will issue payments to homeowners for the cost of design and construction services to build green stormwater infrastructure projects on their properties. The Program Administrator will also provide customer service, collect and manage data, and submit monthly reports on Program performance to the SFPUC.			

49656 - 20/21	PUBLIC UTILITIES COMMISSION	\$8,000,000.00	<p>The Emergency Firefighting Water System (EFWS), sometimes referred to as the Auxiliary Water Supply System (AWSS), is an independent high pressure water supply system dedicated to fire protection. It was installed in 1913 in response to the Great Earthquake and Fire of 1906 and consists of a 135mile pipeline network, a high elevation reservoir with two large capacity tanks, two pumping stations, three fireboats and underground water storage tanks (cisterns).</p> <p>The selected Consultant will work under the direction of the SFPUC to provide planning and engineering design services for the Emergency Firefighting Water System and City's Water Distribution System pipelines. Some assignments may require SFPUC engineering staff to be integrated into the consultant project team. The Consultant's work objective will be to perform planning and engineering design services applying all applicable codes and SFPUC Procedures and regulatory requirements/guidelines administered by the State Water Resources Control Board, Division of Drinking Water. Projects are expected to pertain to pipelines, pump stations, fireboat manifold systems.</p>	September 10, 2021	September 9, 2029	REGULAR
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41615 - 20/21	SHERIFF	\$300,000.00	<p>Contractor will examine and monitor the Incarcerated Person Communication Services ("IPCS) at the San Francisco Sheriff's Office ("SFSO) Facilities to assess the accuracy of SFSO's records and to provide a basis for evaluating service quality to meet the requirements of the SFSO under existing contracts with vendors. Contractor will work with the SFSO's contracted IPCS provider to ensure that all contractually required updates to hardware and software are completed. Contractor will continuously monitor and validate IPCS hardware and software against industry standards to ensure the the SFSO and incarcerated population is receiving the best</p>	October 1, 2021	September 30, 2024	REGULAR
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PSC No	Dept Designation	PSC Amount	Description of Work	PSC Estimated Start Date	PSC Estimated End Date	Type of Approval
			performance from the system and the best support from the contracted IPCS providers. In addition, the Contractor will assist SFSO in creating technical requirements for all incarcerated communication services solicitations, such as, telephones, video visitation system, and tablets. Contractor will work as the SFSO's liaison to resolve service calls and incarcerated grievances.			

41997 -	TREASURER/TAX COLLECTOR	\$1,000,000.00	<p>Branding analysis, design, and collateral and video production services, including:</p> <ul style="list-style-type: none"> Analyzing current collateral and creating brand communications design, brand strategy, and brand storytelling. Visual design including logo and brand development, campaign look & feel, illustrations, and animations. Developing creative communications and messaging, measurable cross-media campaigns with relevant calls-to-actions. Providing design services, graphic and production design for print and digital assets and brand collateral including infographics Creating digital experience design: campaign microsites, branded surveys, social media storytelling. Human-centered design including strategy development, research and development, prototyping, including recommending and deploying content strategies that target specific audience segments with measurable outcomes. Creating highly shareable compelling videos, including creating overall concept and script development, which may: provide overviews of programs and their accomplishments; highlight the experiences of people who have benefited certain programs; or explain how to take specific actions to utilize a program, Using insights from behavioral sciences to develop and improve applications, promotional materials, and enrollment processes to ensure they are accessible, easy to navigate, and reduce the administrative burden for individual applicants and departments. Examples of such processes include applications, enrollment processes, and promotional materials for low-income payment plans, and community service plans for low-income people, and application processes for various discounts provided by departments. Providing proficient multi-lingual collateral and videos, as well as accurate translation at minimum of English into Chinese, Spanish and Filipino. 	August 1, 2021	July 31, 2024	REGULAR
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46457 -	TREASURER/TAX COLLECTOR	\$1,000,000.00	<p>Provide communications campaign management services, which includes:</p> <ul style="list-style-type: none"> Identifying and refining target audiences, key goals, and calls to action. 	August 1, 2021	July 31, 2024	REGULAR
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