



Table of Contents  
PSC Submissions

**New**

DHRPSC0006214 v 0.01	City Administrator	1
DHRPSC0006098 v 0.01	Airport Commission	5
DHRPSC0006093 v 0.01	Controller	87
DHRPSC0006173 v 0.01	Public Health	91
DHRPSC0006072 v 0.01	Human Service Agency	95
DHRPSC0006130 v 0.01	Human Service Agency	102
DHRPSC0006190 v 0.01	Human Service Agency	109
DHRPSC0006137 v 0.01	Public Utilities Commission	116
DHRPSC0006039 v 0.01	Public Utilities Commission	119

**Amendment**

DHRPSC0003251 v 1.01	Municipal Transportation Agency	123
DHRPSC0003229 v 1.01	Municipal Transportation Agency	129
DHRPSC0001656 v 1.01	Public Utilities Commission	135

## PSC Requests Scheduled for Hearing - 4/20/2026

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
DHRPSC0006214 - v0.01	ADM	New	\$1,800,000.00	\$1,800,000.00	<p>The Department of Real Estate (RED) requires appraisal reports, studies, and surveys. All appraisal reports must comply with the standards for a Self-Contained Narrative Report as established by the Appraisal Institute and the Uniform Standards of Professional Appraisal Practice ("USPAP"). Appraisal reports must also satisfy federally-funded and Caltrans-monitored project appraisal guidelines, as described in the Code of Federal Regulations – 49 C.F.R. Part 24 and the State of California Department of Transportation (Caltrans) ROW Manual.</p> <p>The Contractors may be asked to review the appraisals of others and reconcile two or more appraisals to develop a single value for a property. Any review appraisal shall be conducted in accordance with the review appraisal guidelines described in the Caltrans ROW Manual Sections 7.01.15.00 through 7.01.16.00; applicable USPAP appraisal. The appraiser must also provide expert witness testimony in condemnation trials or other proceedings. The appraiser should be prepared to prepare appraisals that will be admissible in evidence in eminent domain actions in the California courts, to testify in depositions and trial and in other proceedings, if necessary, and to cooperate with counsel for the City to prepare eminent domain actions for trial. An appraiser must provide an appraisal meeting the definition of an appraisal found at 49 CFR 24.2(a)(3). They must afford the property owner or the owner's designated representative the opportunity to accompany the appraiser on the inspection of the property.</p> <p>Appraisers must perform an inspection of the subject property. The inspection should be appropriate for the appraisal problem, and the scope of work should address: The extent of the inspection and description of the neighborhood and proposed</p>	60	60	2026-04-20 14:00:00	Amanda Wentworth

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
					<p>project area, The extent of the subject property inspection, including interior and exterior areas, The level of detail of the description of the physical characteristics of the property being appraised (and, in the case of a partial acquisition, the remaining property). In the appraisal report, include an adequate description of the physical characteristics of the property being appraised (i.e., sketch of the property and provide the location and dimensions of any improvements) and a description of comparable sales. Describe appraised with a focus on their competitive strengths and weaknesses. The appraisal report should also include adequate photographs of the subject property and comparable sales, and provide location maps of the property and comparable sales. In the appraisal report, identify the highest and best use.</p> <p>If highest and best use is in question or different from the existing use, provide an appropriate analysis identifying the market-based highest and best use. Inspect subject properties and comparable market data. Verify public information relating to the subject properties' assessment, zoning, and utilities. Present and analyze relevant market information. Specific requirements for market information should be included in the agency's appraisal procedural manual and should include research, analysis, and verification of comparable sales. Inspection of the comparable sales should also be specified.</p> <p>Perform valuation processes including a description of the region, with particular attention given to the underlying economic factors impacting the supply and demand for the appraised properties. In developing and reporting the appraisal, disregard any decrease or increase in the fair market value of the real property caused by the project for which the property is to be acquired, or by the likelihood that the property would be acquired for the project. (If necessary, the appraiser may cite the Jurisdictional Exception or Supplemental Standards Rules under USPAP to ensure compliance with USPAP while following this and other Uniform Act requirements.)</p>				

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
DHRPSC0006098 - v0.01	AIR	New	\$45,000,000.00	\$45,000,000.00	Contractor will operate, maintain, and repair various Baggage Handling Systems (BHS) and passenger boarding bridges (PBB) at the Airport. Operational duties include monitoring, system alarm reporting, assisting Transportation Security Administration (TSA) with baggage screening system startup and operation, implementing normal and irregular operations plans, managing spare parts inventory, maintaining system records and reporting, assigning resources, and providing continuous 24/7/365 support. Maintenance and repair work includes preventative and corrective maintenance, repair, update and replacement of equipment and parts, restoring system operations after faults, blockages or jams, resetting and adjusting equipment, troubleshooting and inspecting components.	60	60	2026-04-20 14:00:00	Sung Kim
DHRPSC0006093 - v0.01	CON	New	\$1,500,000.00	\$1,500,000.00	Proposed work is actuarial valuation and advisory services related to Government Accounting Standards Board (GASB) 73, 74 and 75. Proposers must have experience providing actuarial and consulting services to large, complex public sector clients. The requested Actuarial and Consulting services are highly specialized. Actuary firms providing these services must be familiar with Governmental Accounting Standards Board Statement Number 73, Accounting and Financial Reporting for Pensions and Related Assets that are not within the scope of GASB Statement 68, and Amendments to Certain Provisions of GASB 67 and 68; and Governmental Accounting Standards Board Statement Number 74, Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans; and Governmental Accounting Standards Board Statement Number 75, Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions. Proposers must be experienced handling large, multi-plan and multi-tier employers such as the City and County of San Francisco and have access to specialty expertise and complex information analysis tools.  Governmental Accounting Standards Board	112	112	2026-04-20 14:00:00	Joyce Kimotsuki

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
					<p>(GASB) Statement Number 73, Accounting and Financial Reporting for Pensions and Related Assets that are not within the scope of GASB Statement 68, and Amendments to Certain Provisions of GASB 67 and 68, and Governmental Accounting Standards Board (GASB) Statement Number 74/75 (Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions) states in general that governments should account for and report the annual cost of other postemployment benefits (OPEB) and the outstanding obligations and commitments related to OPEB in the same manner as they currently do for pensions. These amounts should be produced by actuarial valuations performed in accordance with parameters established by the GASB Actuarial valuations generally should follow accepted actuarial practices as set forth by the Actuarial Standards Board.</p> <p>Contractor shall provide the City final formal GASB 73 and GASB 74/75 reports and information, including but not limited to:</p> <ul style="list-style-type: none"> <li>• The necessary material for the Comprehensive Annual Financial Report to comply with GASB 73 and GASB 74/75 OPEB reporting and disclosure requirements, including for GASB 74/75 the Total OPEB Liability, service cost, Annual OPEB Expense, Deferred Inflows and Outflows of Resources related to OPEB, projected benefit payments, and actuarial gains and losses;</li> <li>• Summary of current plan provisions and information;</li> <li>• Summary of all assumptions used in calculations;</li> <li>• Description of methods;</li> <li>• Summary of census data used for valuation; and</li> <li>• Prepare and Report full Crossover Tests.</li> </ul>				

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
DHRPSC0006173 - v0.01	DPH	New	\$3,435,456.00	\$3,435,456.00	The contractor will provide program administration services for a two-year pilot designed to address placement needs for adults with cognitive impairment, dementia, and complex behavioral and medical needs whose circumstances exceed what permanent supportive housing can safely provide. Core services include: administering and stewarding flexible philanthropic placement funds; executing DPH/UCSF directed single-case service agreements and non-standard care arrangements with facilities, providers, and community partners; maintaining all contracts in good standing with DPH/UCSF oversight and ensuring fiscal accountability and appropriate approvals; and providing the administrative infrastructure necessary for the clinical pilot team to act quickly and effectively on individual cases. The contractor will not perform direct clinical services but will serve as the administrative backbone enabling the clinical team to deploy individualized solutions such as one-on-one behavioral coaching, private room accommodations, in-home care supports, and temporary surrogate decision-making arrangements.	24	24	2026-04-20 14:00:00	Reanna Albert
DHRPSC0006072 - v0.01	HSA	New	\$7,402,745.00	\$7,402,745.00	All services should be grounded in the Integrated Core Practice Model (ICPM), which promotes cross-system collaboration among child welfare, behavioral health, probation, and education partners to ensure holistic, family-centered support <a href="https://www.cdss.ca.gov/inforesources/the-integrated-core-practice-model/about-icpm">https://www.cdss.ca.gov/inforesources/the-integrated-core-practice-model/about-icpm</a> and focused on the four (4) pillars of education, employment, permanency, and independent living. All services are voluntary, trauma-informed, and culturally and socio-economically responsive.  Contractor will use team-based and evidence-informed intervention strategies that support individualized and customized one-on-one engagement, including:  Comprehensive initial and bi-annual psychosocial	48	48	2026-04-20 14:00:00	Elizabeth Leone

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
					<p>needs assessment</p> <p>Youth-directed goal setting</p> <p>Experiential and distance learning opportunities</p> <p>Bi-annual action planning</p> <p>Resource and referral coordination</p> <p>Service and team coordination</p> <p>Advocacy for youth needs and goals</p> <p>ILSP services must align with the National Youth in Transition Database (NYTD) <a href="https://acf.gov/cb/fact-sheet/about-nytd">https://acf.gov/cb/fact-sheet/about-nytd</a> and meet all applicable federal and state requirements. At a minimum, services shall include:</p> <p>Independent Living Needs Assessment</p> <p>Individualized assessment to identify strengths, needs, and goals.</p> <p>Education Support</p>				

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
					<p>Academic assistance for secondary education completion.</p> <p>Post-secondary education support, including college or vocational training guidance.</p> <p>Financial aid navigation for scholarships, grants, and loans.</p> <p>Career Preparation &amp; Employment Services</p> <p>Career exploration and job readiness training.</p> <p>Employment programs and vocational training opportunities.</p> <p>Financial Literacy &amp; Resource Management</p> <p>Budgeting and money management skills.</p> <p>Consumer education and financial planning.</p> <p>Housing &amp; Home Management</p>				

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
					<p>Housing education and referral services.</p> <p>Training in home management and daily living skills.</p> <p>Room and board financial assistance, as applicable.</p> <p>Health Education &amp; Risk Prevention</p> <p>Education on physical and mental health, wellness, and safety.</p> <p>Life Skills Development</p> <p>Time management and organizational skills.</p> <p>Social skills and interpersonal communication.</p> <p>Parenting skills and family support education.</p> <p>Healthy relationships and marriage education.</p> <p>Mentoring &amp; Supportive Services</p> <p>Structured mentoring programs.</p>				

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
					<p>Supervised independent living arrangements, where appropriate.</p> <p>Transportation Assistance</p> <p>Support for access to education, employment, and essential services.</p> <p>Financial Assistance Administration</p> <p>Provide and track financial assistance for education, room and board, and other approved supports in compliance with program requirements.</p>				
DHRPSC0006130 - v0.01	HSA	New	\$3,000,000.00	\$3,000,000.00	<p>Providing supportive services for related and non-related caregiver families of children and youth who have been in the San Francisco Child Welfare Dependency System. The purpose for this program is to stabilize and support relative caregiver families caring for youth who have been in the San Francisco Child Welfare Dependency System.</p> <p>Relative caregiver families often need support in areas such:</p> <ul style="list-style-type: none"> <li>a. income and resource access</li> <li>b. housing stability</li> <li>c. substance abuse recovery</li> <li>d. domestic violence intervention</li> <li>e. stress management</li> <li>f. household safety</li> </ul>	48	48	2026-04-20 14:00:00	Elizabeth Leone

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
					g. Understanding of how trauma affects child's mental health and behavior				
DHRPSC0006190 - v0.01	HSA	New	\$4,000,000.00	\$4,000,000.00	<p>Adoptions and Concurrent Planning</p> <p>Increase the pool of adoptive parents by conducting outreach to recruit prospective adoptive parents and engaging with substitute caregivers to support their ability to become adoptive parents. Prepare and support resource families for concurrent planning for children who may either be reunified or become eligible for adoption, ensuring readiness for children in need of permanent homes, with a priority for children from San Francisco.</p> <p>Permanency Services</p> <p>Provide case management for youth who did not reunify, focusing on lifelong family connections using a kin-first approach. Activities include family finding, engagement, connectedness mapping, and ongoing support to sustain permanent relationships, as well as coaching to FCS staff to strengthen their skills around permanency planning.</p> <p>Family Evaluations and Training</p> <p>Complete Resource Family Approval (RFA) evaluations within required timelines and provide individualized pre-approval training for families unable to attend group sessions, following CDSS directives.</p>	48	48	2026-04-20 14:00:00	Tara Alvarez
DHRPSC0006137 - v0.01	PUC	New	\$5,700,000.00	\$5,700,000.00	The existing FM is a 48-inch diameter prestressed concrete cylinder pipe (PCCP) located along the Great Highway, connecting the Westside Pump Station to the Oceanside Water Pollution Control Plant. It was built in the 1990s and is approximately 2,800 feet long. The condition of the existing system is unknown, and a new system is necessary to provide reliable conveyance between	72	72	2026-04-20 14:00:00	Olga Mejia-Rocha

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
					<p>the two facilities. The new force main system will consist of new valves, manholes, vaults, instrumentation and control units, and associated piping.</p> <p>Under the direction of the SFPUC, the selected Consultant will provide specialized engineering design and construction support for a new force main system and its associated appurtenances. The Consultant is expected to be knowledgeable of the SFPUC Procedures for engineering planning and design services. To address sea level rise and high seismic standards, the Consultant shall perform specialized modeling and technical analyses to support the design. Required analyses shall include, but are not limited to, the following:</p> <ul style="list-style-type: none"> <li>- Hydraulic transient (surge) modeling to evaluate pressure fluctuations associated with pump operations, power outages, and valve actions, and to support surge protection design.</li> <li>- Seismic analysis to evaluate pipeline and structural performance under seismic loading, including consideration of permanent ground deformation, liquefaction potential, and soil-structure interaction (SSI) in accordance with SFPUC's seismic design criteria.</li> <li>- Buoyancy and uplift analysis to assess flotation risk under high groundwater, flooding, and future sea level rise conditions, and to inform pipe material selection, burial depth, and anchorage requirements.</li> <li>- Sea level rise and climate resilience analysis to evaluate projected long-term impacts on pipeline hydraulics, groundwater levels, structural performance, and operability over the design life of the facility.</li> </ul>				

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
					<p>The Consultant shall integrate the results of these analyses into the pipeline alignment, material selection, structural design, and construction details to ensure long-term reliability and resilience.</p> <p>It is anticipated that the design phase will take approximately 24 months and the construction phase will take approximately 48 months based on the project schedule.</p>				
DHRPSC0006039 - v0.01	PUC	New	\$1,200,000.00	\$1,200,000.00	Operates under an agreement with the City of South San Francisco to collect, remove, transport, recycle, compost, and dispose of all solid waste generated at the Millbrae Yard.	120	120	2026-04-20 14:00:00	Olga Mejia-Rocha
<b>TOTALS:</b>			<b>\$73,038,201.00</b>	<b>\$73,038,201.00</b>					

## Department Summary

Department	New Count	Amendment Count	Total New Amount	Total Cumulative Amount
ADM	1	0	\$1,800,000.00	\$1,800,000.00
AIR	1	0	\$45,000,000.00	\$45,000,000.00
CON	1	0	\$1,500,000.00	\$1,500,000.00
DPH	1	0	\$3,435,456.00	\$3,435,456.00
HSA	3	0	\$14,402,745.00	\$14,402,745.00
PUC	2	0	\$6,900,000.00	\$6,900,000.00
<b>Column Total</b>	<b>9</b>	<b>0</b>	<b>\$73,038,201.00</b>	<b>\$73,038,201.00</b>

## PSC Requests Scheduled for Hearing - 4/20/2026

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
DHRPSC0003251 - v1.01	MTA	Amendment	\$224,670.00	\$360,070.00	<p>Original coordinator's email: amy.nuque@sfmta.com.</p> <p>The San Francisco African American Arts &amp; Cultural District (SFAAACD) was approved as part of our application to the California Air Resources Board (CARB) to provide work as part of the state funded Bayview Community Shuttle Project.</p> <p>The scope of work for SFAAACD include:</p> <ul style="list-style-type: none"> <li>• Serve on Project committees</li> <li>• Submit regular reports to SFMTA and CARB</li> <li>• Review and comment on Project plans and materials for accuracy and cultural competence</li> <li>• Organize, promote, and host engagement and marketing events with an emphasis on the African American community</li> <li>• Evaluate outreach events through surveys, focus groups and other methods</li> <li>• Plan, develop, and lead a community youth intern program that focuses on highlighting community history using the Bayview Shuttle</li> <li>• Prepare for, oversee, and facilitate the Bayview Shuttle Community Congress meeting</li> </ul>	15	59	2026-04-20 14:00:00	Amy Nuque
DHRPSC0003229 - v1.01	MTA	Amendment	\$249,300.00	\$663,300.00	The Community Youth Center of San Francisco (CYC) was approved as part of our application to the California Air Resources Board (CARB) to provide work as part of the state funded Bayview Community Shuttle Project.	16	60	2026-04-20 14:00:00	Amy Nuque

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
					<p>The scope of work for CYC include:</p> <ul style="list-style-type: none"> <li>Review and comment on project public outreach plans and public engagement activities</li> <li>Review and translate project materials into Chinese for accuracy and cultural competence</li> <li>Organize, promote, and host engagement events with emphasis on the Chinese-language community</li> <li>Hire, train and provide staffing for the Transportation Resource Center (TRC), a community resource for transportation information and services.</li> <li>Promote TRC through marketing and outreach activities within the project area through ad-buys, mailers, street teams, posters, doorknockers or flyers</li> </ul>				
DHRPSC0001656 - v1.01	PUC	Amendment	\$1,437,000.00	\$7,061,527.00	<p>Original coordinator's email: tmoayed@sfgwater.org. The San Francisco Public Utilities Commission (SFPUC) provides retail water and sewer services to San Francisco, wholesale water to three Bay Area Counties, and power to customers in San Francisco. SFPUC's Power Enterprise currently services approximately 3,500 electric customers throughout San Francisco and Moccasin, as well 270 water, wastewater and gas customers located at Treasure Island using Able-Soft Utility Star Enterprise. On 5/28/2018, SFPUC issued a Request for Proposal (RFP PUC.PRO.0113) to replace SFPUC Power Enterprise's current electric billing system with a turn-key billing system. The selected proposer was Enterprise Solutions Consulting LLC (ESC), who will design, code, and implement a new hosted electric billing system. The Project will consist of five major phases, summarized below.</p> <p>Phase 1 – Project Initiation and Planning</p> <p>During this phase, ESC will ensure guidelines, tasks, and activities are defined and completed before involving the full resources of the teams of ESC and SFPUC. Preparation will also involves the development of the project management plan.</p>	29	120	2026-04-20 14:00:00	Olga Mejia-Rocha

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
					<p>Phase 2 – Analysis and Design  During this phase, each current business process will be analyzed and processed through design sessions commonly known as "Fit/Gap". Based on the "Fit" and "Gap" results, a series of actions will be performed (i.e., configuration, business process change, design development etc.). The tasks identified in this phase are the joint responsibilities of the members of the ESC and SFPUC teams who will need to provide access to their staff with support from various Subject Matter Experts (SMEs). The tasks for this phase include: Configuration; Business Process Documentation; Master Development List Preparation; and Data Conversion and IT Environment Strategizing.</p> <p>Phase 3 – Build Development and Testing  This phase represents the most extensive time and effort port</p>				
<b>TOTALS:</b>			<b>\$1,910,970.00</b>	<b>\$8,084,897.00</b>					

## Department Summary

Department	New Count	Amendment Count	Total New Amount	Total Cumulative Amount
MTA	0	2	\$473,970.00	\$1,023,370.00
PUC	0	1	\$1,437,000.00	\$7,061,527.00
<b>Column Total</b>	<b>0</b>	<b>3</b>	<b>\$1,910,970.00</b>	<b>\$8,084,897.00</b>

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# Personal Service Contract Summary (PSC Form 1)

## PSC Basic Information

**Submitting Department:** ADM

**Submitted By:** Amanda Wentworth

**Department Coordinator:** Amanda Wentworth,  
Amanda.Wentworth@sfgov.org

**Project Manager:** Matthew Gagin

**ServiceNow Number:** DHRPSC0006214

**Version:** 0.01

**Version Type:** New

**Brief description of proposed work:** The Department of Real Estate (RED) requires appraisal reports, studies, and surveys. The City intends to use the appraisal reports in connection with existing or future real estate negotiations. Appraisal assignments must comply with highly regulated industry and government standards which define an appraisal as an independent, impartial opinion of value prepared by a qualified appraiser based on detailed analysis of market data, property conditions, and highest and best use. Appraisers are regulated and require formal certification from the State of California to provide Appraisal Report Services.

## Review Type and Reason

**CSC Review Required:** Yes

**CSC Review Reason(s):**

- Requires CSC Approval by Amount

## Amount

**PSC Amount:** \$1,800,000

**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:** The Department of Real Estate (RED) requires appraisal reports, studies, and surveys. All appraisal reports must comply with the standards for a Self-Contained Narrative Report as established by the Appraisal Institute and the Uniform Standards of Professional Appraisal Practice ("USPAP"). Appraisal reports must also satisfy federally-funded and Caltrans-monitored project appraisal guidelines, as described in

the Code of Federal Regulations – 49 C.F.R. Part 24 and the State of California Department of Transportation (Caltrans) ROW Manual.

The Contractors may be asked to review the appraisals of others and reconcile two or more appraisals to develop a single value for a property. Any review appraisal shall be conducted in accordance with the review appraisal guidelines described in the Caltrans ROW Manual Sections 7.01.15.00 through 7.01.16.00; applicable USPAP appraisal. The appraiser must also provide expert witness testimony in condemnation trials or other proceedings. The appraiser should be prepared to prepare appraisals that will be admissible in evidence in eminent domain actions in the California courts, to testify in depositions and trial and in other proceedings, if necessary, and to cooperate with counsel for the City to prepare eminent domain actions for trial. An appraiser must provide an appraisal meeting the definition of an appraisal found at 49 CFR 24.2(a)(3). They must afford the property owner or the owner's designated representative the opportunity to accompany the appraiser on the inspection of the property.

Appraisers must perform an inspection of the subject property. The inspection should be appropriate for the appraisal problem, and the scope of work should address: The extent of the inspection and description of the neighborhood and proposed project area, The extent of the subject property inspection, including interior and exterior areas, The level of detail of the description of the physical characteristics of the property being appraised (and, in the case of a partial acquisition, the remaining property). In the appraisal report, include an adequate description of the physical characteristics of the property being appraised (i.e., sketch of the property and provide the location and dimensions of any improvements) and a description of comparable sales. Describe appraised with a focus on their competitive strengths and weaknesses. The appraisal report should also include adequate photographs of the subject property and comparable sales, and provide location maps of the property and comparable sales. In the appraisal report, identify the highest and best use.

If highest and best use is in question or different from the existing use, provide an appropriate analysis identifying the market-based highest and best use. Inspect subject properties and comparable market data. Verify public information relating to the subject properties' assessment, zoning, and utilities. Present and analyze relevant market information. Specific requirements for market information should be included in the agency's appraisal procedural manual and should include research, analysis, and verification of comparable sales. Inspection of the comparable sales should also be specified.

Perform valuation processes including a description of the region, with particular attention given to the underlying economic factors impacting the supply and demand for the appraised properties. In developing and reporting the appraisal, disregard any decrease or increase in the fair market value of the real property caused by the project for which the property is to be acquired, or by the likelihood that the property would be acquired for the project. (If necessary, the appraiser may cite the Jurisdictional Exception or Supplemental Standards Rules under USPAP to ensure compliance with USPAP while following this and other Uniform Act requirements.)

**Why are these services required and what are the consequences of denial?:** The City intends to use appraisal reports in connection with existing or future real estate negotiations. Appraisal

reports must reflect the neutral appraiser's own professional judgment without compromising the integrity of their opinion regarding the sale. The consequences of a denial would create issues for financing, owning, purchasing, selling, leasing, and/or bond marketing. The City would not be able to obtain acceptable appraisals to perform the required processes for property transactions.

**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:** 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?:** 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?:**

Services are only required when the City is working on the purchase or sale of property, to aid in the negotiations and financing. This work is therefore only needed on an intermittent basis and on an irregular schedule.

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

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

To prepare that Appraisal Report, the Appraiser undertakes a comprehensive review of the economic factors affecting the properties of the City, including a comparison to nearby areas and an in-depth description of all of the properties in the vicinity. The Appraiser must also make a determination of the "highest and best use" of every property, which further informs the estimated market value of those properties. The highest and best use of properties can be affected by legal factors, current economic feasibility, and physical aspects of the properties. Then with these various factors determined, the Appraiser can identify comparable properties and make an educated estimate of the current market value for each of the properties under review. Appraisers are regulated and require formal certification from the State of California in order to provide Appraisal Report 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:** Appraisal work must be performed

independently by a licensed appraiser. Under CDIAAC guidelines and USPAP standards, an appraisal is an independent, impartial opinion of value prepared by a qualified appraiser based on detailed analysis of market data, property conditions, and highest and best use. Appraisal assignments must comply with USPAP, the Appraisal Institute's professional standards, and CDIAAC Appraisal Standards, all of which reinforce that the appraiser alone is responsible for the final opinion of value. City employees do not qualify as a neutral party that may provide professional judgment and impartial opinions in property transactions involving property owned, leased, sold, or purchased by the City. In short, a City employee's judgment and opinions regarding City property transactions would not be considered impartial.

**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:** These services must be performed independently from any undue influence by the City. City employees will not be performing the 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:** These services must be performed independently from any undue influence by the City. Additionally, it would not be fiscally responsible to hire appraisers due to the irregularity of need for these services.

**Additional information to support your request (Optional):**

**Union Notifications**

**Job Class(es):** 4265 - Senior Real Property Appraiser

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

**Labor Union Email Addresses:** L21pscreview@ifpte21.org

**Union Review Sent On:** 3/20/2026

**Union Review End Date:** 3/30/2026

**Union Review Duration Met On:** 3/30/2026

# Personal Service Contract Summary (PSC Form 1)

## PSC Basic Information

**Submitting Department:** AIR

**Submitted By:** Alfy Wong

**Department Coordinator:** Sung Kim,  
Sung.Kim@flysfso.com

**Project Manager:** Enrique Guadamos

**ServiceNow Number:** DHRPSC0006098

**Version:** 0.01

**Version Type:** New

**Brief description of proposed work:** Operation, Maintenance, Repair and On-Call Services of Baggage Handling Systems and Passenger Boarding Bridges at Domestic Terminals of San Francisco International Airport (Airport or SFO).

## Review Type and Reason

**CSC Review Required:** Yes

**CSC Review Reason(s):**

- Requires CSC Approval by Amount

## Amount

**PSC Amount:** \$45,000,000

**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:** Contractor will operate, maintain, and repair various Baggage Handling Systems (BHS) and passenger boarding bridges (PBB) at the Airport. Operational duties include monitoring, system alarm reporting, assisting Transportation Security Administration (TSA) with baggage screening system startup and operation, implementing normal and irregular operations plans, managing spare parts inventory, maintaining system records and reporting, assigning resources, and providing continuous 24/7/365 support. Maintenance and repair work includes preventative and corrective maintenance, repair, update and replacement of equipment and parts, restoring system operations after faults, blockages or jams, resetting and adjusting equipment, troubleshooting

and inspecting components.

**Why are these services required and what are the consequences of denial?:** These services are required to ensure uninterrupted operation of the PBB and BHS, both of which are essential to the Airport's 24/7 operation. Without them, baggage cannot be processed, loaded, or retrieved, and failures in security related components would compromise the safety of passengers, staff, and facilities. Any disruption to PBB or BHS would result in flight delays, operational shutdowns, financial losses for airlines, and significant liability exposure for the Airport.

**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?:** Civil Service classifications were reviewed, and none include the specialized combination of knowledge, skills, and experience required to operate, maintain, and repair the PBB and BHS.

### 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:** Yes

**Provide details related to contracts for which BOS approval will be required?:** Yes, the resulting contract is anticipated to exceed ten million dollars.

### 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 that integrates system controls, programming, conveyor

systems, and electrical work specific to the PBB and BHS. These functions include the combined duties of Control Room Operators, Baggage Jammer/Encoders, Maintenance Technicians, and Lead Technicians.

**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:** On April 21, 2025, the Civil Service Commission adopted the follow up report for PSC DHRPSC0002287, which reviewed the classification study and determined that creating a new City job classification is not feasible.

Creating a new job class would require incorporating elements of work across several City employees, across several trades (e.g., electrical, mechanical, sheet metal, carpentry, etc.). City classification specifications indicate relevant baggage handling system maintenance job functions would be performed, in part, by various City job classifications, across multiple employee organizations (e.g., Local 6, Local 22, Local 39, Local 104, Local 261, and MEA).

**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 City classifications can perform the combined scope of work required.

**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 City classifications can perform this work.

### **Additional information to support your request (Optional):**

#### **Union Notifications**

**Job Class(es):** 7263 - Maintenance Manager, 7318 - Electronic Maintenance Tech, 7334 - Stationary Engineer, 7514 - General Laborer, 1052 - IS Business Analyst, 9240 - Airport Electrician, 1093 - IT Operations Support Admn III, 9232 - Airport Mechanical Maintenance Supervisor, 7345 - Electrician, 7329 - Electr Maint Tech Asst Sprv, 7344 - Carpenter, 9242 - Head Airport Electrician, 7335 - Senior Stationary Engineer, 0922 - Manager I, 7238 - Electrician Supervisor 1

**Labor Unions:** 021 - Prof & Tech Eng, Local 21, 006 - Electrical Workers, Local 6, 236 - Carpenters, Local 22, 351 - Municipal Exec Assoc-Misc, 261 - Laborers Int, Local 261, 039 - Stationary Engineers, Local 39

**Labor Union Email Addresses:** L21pscreview@ifpte21.org, ibew6@ibew6.org, oashworth@ibew6.org, local22publicsector@nccrc.org, staff@sfmea.com, laborers261@gmail.com, cpark@local39.org

**Union Review Sent On:** 2/23/2026

**Union Review End Date:** 3/25/2026

**Union Review Duration Met On:** 3/25/2026



The Airport's classification review report as requested by the Civil Service Commission (CSC) for DHRPSC0002287 (formerly PSC 48746-20/21) Operations and Maintenance of Terminal 2 Baggage Handling Systems (BHS) and domestic terminals Passenger Boarding Bridges (PBB).

**Background:**

This background section provides an overview of the timeline and events related to the CSC's approval of PSC 48746-20/21 for Operations and Maintenance of Terminal 2 BHS and domestic terminals PBB, and covers the following related PSCs:

<b>Legacy PSC Number</b>	<b>Submission Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Approved by CSC</b>
PSC 47087-15/16	2/4/2016	04/01/15	12/31/21	05/16/16
PSC 47087-15/16 Mod 1	5/21/2021	10/01/21	09/30/22	06/21/21
PSC 44057-19/20	2/7/2020	04/06/20	04/05/28	N/A
PSC 48746-20/21	2/5/2021	09/01/21	12/31/29	07/19/21

On May 16, 2016, the CSC approved PSC 47087-15/16 for Operations and Maintenance of Terminal 2 BHS and domestic terminals PBB. Airport awarded Contract 50030.01 for these services under PSC 47087-15/16.

On February 2, 2020, with Contract 50030.01 set to expire, Airport submitted PSC 44057-19/20 intended to be used for a new Request of Proposals (RFP) for these services. International Union of Operating Engineers, Local 39 (Local 39) appealed the PSC on the basis that 7334 Stationary Engineers and 7335 Senior Stationary Engineers can perform this work.

The Airport had follow-up discussions with Local 39 in which: 1) Airport prepared and presented a scope of work/job classification analysis detailing that the scope of work cannot be broken down or performed by the classifications proposed by Local 39; and 2) Local 39 did not agree with Airport's analysis and re-stated that the scope of work in this PSC can be performed by Local 39 represented City employees. Airport and Local 39 were not able to reach an agreement on the issue.

Due to the ongoing discussions, Airport extended the existing contract under the existing PSC 47087-15/16 to allow time to resolve Local 39 concerns. PSC 44057-19/20 was never approved, and Airport was advised by Department of Human Resources (DHR) to submit a new PSC.

On February 5, 2021, Airport submitted PSC 48746-20/21. Local 39 appealed this PSC on the basis that this work can be performed by Stationary Engineers 7333, 7334, 7335, 7205 and other Local 39 City employees. During March and April of 2021, two conference calls, an Airport equipment tour, and multiple email communications followed between the Airport and Local 39 to try and arrive at an agreement.

On May 21, 2021, Airport submitted PSC 47087-15/16 Modification 1 to allow time to resolve issues with Local 39. Local 39 appealed the modification request on the same basis as PSC 48746-20/21. On May 28, 2021, Airport responded to Local 39 stating that without an extension to PSC 47087-15/16, Airport will be unable to maintain its highly critical equipment which would have detrimental consequences to the airlines and significant impacts to stakeholders. Airport also discussed the need for PSC 48746-20/21 to procure a new contract for continued maintenance services beyond Contract 50030.01 as there cannot be a gap in the maintenance of this critical equipment.

On June 21, 2021, CSC approved PSC 47087-15/16 Modification 1 and advised the Airport and Local 39 to continue to work to resolve their differences and to return to the July 19, 2021 CSC meeting for PSC 48746-20/21.

On July 19, 2021, the Airport and Local 39 returned to the CSC after additional discussion, still unable to reach an agreement. CSC approved PSC 48746-20/21, and requested the Airport conduct a classification review. Additionally, CSC requested the Airport provide an annual report on the status of the classification review and discussions with Local 39.

On March 4, 2023, Airport staff provided its first annual report to the CSC, noting that the Airport Human Resources office had started work on the classification study, but that progress had been delayed due to lack of staffing. Airport staff noted at the time that it would meet with subject matter experts and review comparable industry positions by November 2023 to determine if there was sufficient justification to create new classification(s).

On August 5, 2024, Airport staff provided its second annual report, and the CSC requested additional information on the Airport's progress, including a timeline of remaining steps for the Airport to complete its review.

On September 16, 2024, in response to the CSC's request, Airport staff provided a supplementary report with a timeline that identified remaining steps to recommend a proposed course of action regarding Terminal 2 baggage handling system job functions. Airport staff noted that the results of the classification study and the Airport's recommendation will be presented to the CSC at the March 3, 2025 CSC meeting. However due to the amount of additional information that was required to review, Airport staff were unable to finalize the report in time, resulting in a later submittal than anticipated. Airport staff sincerely apologize to the CSC for the delay.

**Progress:**

This is the Airport's third report regarding PSC 48746-20/21. Airport staff have performed the following tasks that were identified to the CSC in the Airport's second report:

1. Completed a review of job descriptions of the Airport's current BHS/PBB contractor.
2. Met with additional subject matter experts and performed additional job observations.

3. Consulted with similar transportation organizations and reviewed comparable industry positions.
4. Met with internal stakeholders to review findings from the analysis and develop a recommended course of action.

### **Additional Background on the Airport's Baggage Handling System (BHS):**

The Airport's BHS is a critical and essential component of its successful operation. Its primary responsibility is transporting passengers' luggage, facilitating required inspections, and ensuring it reaches its intended destination in a timely manner (e.g., airplane, baggage claim area, etc.).

For your reference, here is a link to a [SFO Terminal 2 - Baggage Handling System](#) video that shows a behind-the-scenes view of how the Airport's baggage handling system transports passengers' luggage.

### **Job Description Review:**

Currently, the Airport's baggage handling system in Terminal 2 is maintained by a contractor, Professional Business Provider Inc. (PBP). PBP has employees in the following roles:

- Control Room Operator (**attachment 1**)
- Baggage Jammer/Encoder (**attachment 2**)
- Maintenance Technician (**attachment 3**)
- Lead Maintenance Technician (**attachment 4**)

Airport Human Resources staff reviewed the following City and County of San Francisco (City) job classifications:

1. 7334 Stationary Engineer – Stationary Engineers, Local 39 (**attachment 5**)
2. 7335 Senior Stationary Engineer – Stationary Engineers, Local 39 (**attachment 6**)
3. 7205 Chief Stationary Engineer – Stationary Engineers, Local 39 (**attachment 7**)
4. 7262 Maintenance Planner – Stationary Engineers, Local 39 (**attachment 8**)
5. 7376 Sheet Metal Worker – Sheet Metal Workers, Local 104 (**attachment 9**)
6. 7247 Sheet Metal Worker Supervisor II – Sheet Metal Workers, Local 104 (**attachment 10**)
7. 7345 Electrician – Electrical Workers, Local 6 (**attachment 11**)
8. 7238 Electrician Supervisor I – Electrical Workers, Local 6 (**attachment 12**)
9. 7318 Electronic Maintenance Technician – Electrical Workers, Local 6 (**attachment 13**)
10. 7329 Electronic Maintenance Technician Assistant Supervisor – Electrical Workers, Local 6 (**attachment 14**)
11. 9240 Airport Electrician – Electrical Workers, Local 6 (**attachment 15**)
12. 9242 Head Airport Electrician – Electrical Workers, Local 6 (**attachment 16**)
13. 9232 Airport Mechanical Maintenance Supervisor – Stationary Engineers, Local 39 (**attachment 17**)
14. 9345 Sheet Metal Supervisor I – Sheet Metal Workers, Local 104 (**attachment 18**)

15. 7263 Maintenance Manager – Municipal Executives’ Association (MEA) (**attachment 19**)
16. 0922 Manager I – MEA (**attachment 20**)
17. 0923 Manager II – MEA (**attachment 21**)
18. 7514 General Laborer – Laborers, Local 261 (**attachment 22**)
19. 7344 Carpenter – Carpenters, Local 22 (**attachment 23**)

In addition to reviewing job descriptions for PBP’s Control Room Operator, Baggage Jammer/Encoder, Maintenance Technician, and Lead Maintenance Technician roles, Airport Human Resources staff analyzed the above-mentioned City classification specifications for comparable duties. This analysis included a thorough review and comparison of required job functions. (**attachment 24**)

**Subject Matter Experts -Site Visits/Job Observations/Interviews:**

Airport Human Resources staff met with Subject Matter Experts and reviewed areas of the baggage handling system which included: visiting areas related to the Airport’s baggage handling system, performing onsite job observations, and speaking with contract employees from Professional Business Providers Inc. (PBP) about baggage handling system maintenance job functions in Terminal 2.

Specifically, Airport Human Resources staff observed its baggage handling system in the Make Up Unit, Manual Encode Station, Baggage Inspection Room, and Inbound Baggage System including takeaway belts and Baggage Claim Units. Additionally, Airport Human Resources staff visited the Control Room where baggage conveyance is routinely monitored and reported on to relevant Airport stakeholders.

- **Make Up Unit** – The area or device where checked baggage destined for the same flight is sorted and assembled together, ready to be loaded onto the aircraft, essentially acting as a final sorting point before the bags are transported to the airplane. (**attachment 25**)
- **Manual Encode Station** – A station where a contract employee (e.g., Baggage Jammer/Encoder, etc.), manually enters the destination information (like flight number and barcode) onto a passenger’s luggage tag that was unable to be read by the scanning system, typically using a dedicated device, before the bag is placed onto the automated conveyor system for sorting and transport. (**attachment 26**)
- **Baggage Inspection Room** – An area where luggage that has been flagged is inspected by Transportation Security Administration (TSA) personnel. After the inspection is completed, the baggage handling system transports passengers’ luggage to its intended destination. PBP’s contract employees exclusively manage the baggage handling system in this area and have no role in the inspection process. Through its sophisticated scanning system, the Airport is aware of passengers’ luggage location at all times, as it is tracked throughout the entire baggage handling system, even when rerouted to TSA for an inspection.

- **Inbound Baggage Belt System** – The Inbound Baggage Belt System consists of take away inbound belts and Baggage Claim Units. The takeaway belts transport bags to the Baggage Claim Unit where passengers collect their checked luggage. (**attachment 27**)
- **Control Room** – The area where the baggage handling system is routinely monitored, by computer, to ensure the system is operational and passengers' luggage is being transported as expected. System malfunctions are immediately dispatched to the appropriate contract employee to troubleshoot and repair the issue (e.g., Baggage Jammer/Encoder or Lead/Maintenance Technician). Airport stakeholders are routinely advised of the status of the baggage handling system (e.g., functioning appropriately, temporary baggage jams, temporary system failure, etc.).

PBP's Baggage Jammer/Encoder Subject Matter Expert advised that he primarily works in the Airport's Manual Encode Station where luggage that is not read by the Airport's electronic scanners is automatically rerouted. He said he is responsible for manually scanning this rerouted luggage and ensuring that it is transported by the baggage handling system to the appropriate Airline in a timely manner. He explained that he is also responsible for troubleshooting and unjamming the baggage handling equipment. He said if a baggage handling system obstruction is identified early enough, he can reroute it on a different path to the Airline destination. He also said if the baggage handling system is temporarily inoperable, it creates an overflow of stagnant passengers' luggage. In this extreme circumstance, he and others are responsible for ensuring that passengers' luggage is manually transported to appropriate Airlines in a timely manner, to minimize the likelihood of flight delays.

PBP's Control Room Operator Subject Matter Expert advised that she exclusively works in the Airport's Control Room where via computer monitors, she confirms the baggage handling system is operating as expected (i.e., color code green). She explained that when the path of the baggage handling system is color coded pink, it means it has either slowed down or stopped. She said if the temporary obstruction is identified early enough, she can remotely divert the luggage on a different path to reach its final destination. However, if she is unable to reroute the luggage, she immediately dispatches relevant contract employees to troubleshoot and resolve the issue (e.g., Baggage Jammer/Encoder or Lead/Maintenance Technician).

The PBP Control Room Operator Subject Matter Expert also explained that she routinely shares the status of the baggage handling system with Airport stakeholders (e.g., Airport Duty Manager, Airport Integrated Operations Center, Airlines, etc.). She said these routine stakeholder updates include confirming, via phone or email, that the baggage handling system is operating as expected, when there are delays, the location of the service disruption, when the system is temporarily offline, and when it is back online. Essentially, she updates stakeholders of any system malfunction that will impact Airline and Airport operations. She also routinely maintains logs of her activities.

For reference, this is an example of an Airport-wide notification of a baggage handling system outage that is shared with Airlines, Airport Commission staff, and other stakeholders who may be required to respond to the Airport Emergency Operations Center to assist with mitigation efforts. (**attachment 28**)

PBP's Lead Maintenance Technician Subject Matter Expert advised that he is responsible for assigning and monitoring the work for all roles. He said primary duties of Maintenance Technicians require knowledge and abilities in areas including, but not limited to mechanical, electrical, welding and fabrication. While it is not their primary job function, he said they must also know how to perform all roles (i.e., Control Room Operator and Baggage Jammer/Encoder). He said he and his Maintenance Technicians routinely perform audits of the health of the baggage handling system, using their technical, electrical, and mechanical experience to make repairs, as necessary.

PBP's Lead Maintenance Technician Subject Matter Expert explained that due to the age of the Terminal 2 baggage handling system and manufacturer order delays for replacement parts, the Maintenance Technicians may fabricate replacement parts for the baggage handling system, either as a temporary or permanent measure. Although they are not primary duties, he said they also paint equipment, perform carpentry of panels and floors, replace hoses and faucets for the City's potable water cabinets, and perform sheet metal building and welding.

Finally, PBP's Lead Maintenance Technician Subject Matter Expert said Maintenance Technicians are responsible for monitoring the Airport's programmable login control panel (i.e., "the brains of the baggage handling system"), but if there is a network issue or if there are error messages, they contact another company, Brock Solutions, a separate SFO Contractor in charge of the baggage handling system logic/software, to coordinate required software operations repairs.

### **Consultation with Other Airports:**

Airport Human Resources staff contacted the following Airports to learn how their baggage handling maintenance job functions are performed (i.e., internal vs. external/contract):

1. Dallas Fort Worth International Airport (DFW)
2. Denver International Airport (DEN)
3. Detroit Metropolitan Airport (DTW)
4. Hartsfield - Jackson Atlanta International Airport (ATL)
5. Indianapolis International Airport (IND)
6. Los Angeles International Airport (LAX)
7. Minneapolis-Saint Paul International Airport (MSP)
8. Nashville International Airport (BNA)
9. Pensacola International Airport (PNS)

Of the nine (9) Airports contacted: (**attachment 29**)

- Three (3) responded that maintenance of their baggage handling system is performed by external contract employees
- Zero (0) responded that they maintain their baggage handling system with internal Airport employees.
- One (1) responded that they maintain their baggage handling system with both external contract and internal Airport employees, but they clarified that 90% of the work is contracted externally and rarely, on a case-by-case basis, some work may be performed internally.
- Although attempts were made to contact the remaining five (5) Airports, they were not successful.

An external contractor that is responsible for maintenance of the baggage handling system at LAX shared a list of an additional 16 Airports in the United States for which they are also contracted to perform baggage handling system maintenance.

### **Internal Airport Stakeholders:**

Airport Human Resources staff met with internal stakeholders including, but not limited to Enrique Guadamos, Director of Terminal System/Wayfinding, Eva Cheong, Managing Director of Airport Services, and Leroy Sisneros, Director of Facilities.

Currently, the Airport uses PBP contract employees for maintenance of its baggage handling system, a conveyor system for efficient transportation of passengers' luggage to designated areas.

An internal Airport stakeholder advised that when the Airport uses contracts and contract employees to maintain its conveyor systems, the contractor owes certain indemnity obligations to the Airport, for example, regarding accidents or safety issues that occur on the equipment the contractor maintains. If City employees partially perform the contracted work, the Airport's liability may increase because contractors could claim any damages, accident, or injury is due to the fault of the City employees.

Internal Airport stakeholders advise the Airport cannot afford to delay the rapid response that the PBP contract affords to get the baggage handling system back online. They said baggage handling system malfunctions can result in significant delays for both Airlines and passengers. They advise that if the Airport is unable to get its baggage handling system back online quickly, it has a strong potential to reflect poorly on the City with unfavorable media coverage of the event, unhappy passengers, and Airlines.

Currently, the bags are tracked throughout the baggage handling system and if there is an issue with a passenger's luggage (e.g., loss, theft, etc.), by design, there are a limited number of contract baggage handling system and Airline employees involved. Subject Matter Experts explain that introducing City employees can create a chain of custody issue. They said to ensure secure and reliable operations, it is important to restrict the number of people with access to passengers' luggage.

Finally, an internal Airport stakeholder advised that the Airport has a ten (10) year Lease and Use Agreement with the Airlines that stipulates if the Airport does not or cannot effectively manage the baggage handling system function, they could rescind our ability to do so and move the function in-house (i.e., with the Airline).

A potential baggage system handling system scenario where members' work crosses multiple trades/employee organizations has the potential to be disruptive and problematic for efficient Airport operations, with the possibility of multiple employee organizations attempting to claim the same work for their members. Additionally, the Airport would not be able to effectively manage its baggage handling system in this piecemeal manner. Coordination of repairs in this manner would delay timely restoration of baggage handling services. For example, the Airport's Employee/Labor Relations Team recently administered a dispute between two (2) separate employee organizations who claimed the same work for their members. Ultimately, this issue was resolved, but it took time and could have been even more challenging if the work of multiple employee organizations were involved.

After carefully considering the information presented, the Airport's internal stakeholders advised that to ensure continuity, efficiency, and secure, cost-effective Airport operations, BHS maintenance should continue to be performed by contract. Failure to maintain the Airport's baggage handling systems efficiently and appropriately can lead to prolonged outages, service disruptions, and missed baggage, which will degrade public and Airline tenant confidence in our services and damage our reputation for providing excellent service to our communities and visitors. The Airport cannot have a baggage handling system that is inoperable for extended durations.

### **Conclusion:**

The Airport conducted a thorough review of City classifications and job descriptions for Professional Business Providers Inc. (PBP) roles responsible for baggage handling system maintenance. Additionally, the Airport engaged in job observations and interviews of PBP employees and conducted a survey of other airports regarding maintenance of their baggage handling systems. Airport Human Resources staff consulted with multiple internal Airport stakeholders and Subject Matter Experts and determined there is not a suitable City classification to perform the work required to maintain the complex baggage handling systems nor is it feasible to create a new classification because portions of the duties already exist within City bargaining work.

Duties that are currently performed by one contractor role would require several City employees, across several trades (e.g., electrical, mechanical, sheet metal, carpentry, etc.). City classification specifications indicate relevant baggage handling system maintenance job functions would be performed, in part, by various City job classifications, across multiple employee organizations (e.g., Local 6, Local 22, Local 39, Local 104, Local 261, and MEA).

The Airport greatly appreciates the efforts of City employees and has taken care to ensure they perform appropriate work for their current roles. However, comparison of the City's classification specifications against PBP job descriptions indicate that while some routine duties align, the work crosses multiple trades/employee organizations, and the duties do not align with the core scope of work for maintaining the Airport's baggage handling system. Therefore, the Airport respectfully recommends that its baggage handling system maintenance job functions continue to be managed by contract.

# ATTACHMENT 1

## **Control Room Operator**

This position involves overseeing the operational status of the BHS system from the Control Room and handling incoming calls and requests, including those related to PBB operations, at all times.

### **Responsibilities:**

The responsibilities of this role include, but are not limited to:

- Answering incoming phone calls and direct to, or dispatch, the appropriate personnel.
- Data Entry.
- Write basic letters, memos, and correspondence.
- Notifying maintenance staff via radio communication about system faults or failures and dispatching them to the appropriate locations.
- Recording system faults and maintenance needs in a log.
- Monitoring system balance.
- Keeping track of statistical reports.
- Coordinating daily with required parties to maintain system functionality.
- Analyzing faults in the BHS and PBB systems, developing corrective action plans, and submitting reports to the O&M Manager detailing the root causes of system issues.
- Making operational decisions for the BHS and PBB systems, including initiating and implementing backup or fallback procedures as necessary to ensure continued operations (e.g., rerouting using divertible conveyors, deploying fallback tags, coordinating with airlines, etc.).
- Ensuring smooth daily operations by reviewing start-up procedures and checklists.

### **Preferred Education and Experience Requirements:**

- High School Diploma or GED equivalency.
- Must possess strong organizational skills along with excellent verbal and written communication abilities.
- Proficient with computers and software packages such as MS.
- Ability to multi-task and problem solve.

# ATTACHMENT 2

## **Baggage Jammers/Encoders**

The Baggage Jammers/Encoders will support the Maintenance team by resolving baggage jams, resetting security routing errors, addressing minor faults within the baggage handling system, and addressing housekeeping tasks. This role also includes manually entering bag information for items that cannot be processed by automatic tag readers. Additional responsibilities include maintaining cleanliness in the baggage room, such as replacing trash can liners and removing debris from the maintenance pad and surrounding areas near manual encoding stations. The Baggage Jammer/Encoder will report directly to the Lead Maintenance Technician.

### **Responsibilities:**

The responsibilities of this role include, but are not limited to:

- Monitoring and addressing maintenance or operational issues by either resolving them or reporting them to the Technicians.
- Ensuring work areas and the spaces around conveyor equipment are regularly cleaned to prevent the accumulation of trash, dirt, and debris.
- Manually handling baggage during system outages or fallback situations.
- Following safety protocols and guidelines
- Gaining a full understanding of the Baggage Sort System Control functions as they pertain to manual baggage handling system (BHS) operations.
- Accurately interpreting airline baggage tags and manually entering data into the encode console to ensure proper routing of luggage.
- Assisting in training new team members.

### **Preferred Education and Experience Requirements**

- High School Diploma or GED equivalency.
- Must possess strong organizational skills along with excellent verbal and written communication abilities.
- Ability to routinely lift 50+ pounds.

# ATTACHMENT 3

## **Maintenance Technician**

Maintenance Technicians must have full competency and proficiency in operating and maintaining all BHS equipment and related systems. Ideal candidates will demonstrate strong skills in maintenance, troubleshooting, and problem-solving. They are expected to provide maintenance services for all equipment and systems, covering everything from the main equipment disconnect to the end device. Individuals in this role should possess the following qualifications and skill sets: electrical expertise, mechanical proficiency, welding and fabrication capabilities, and general mechanical and electrical troubleshooting/problem-solving skills. Additionally, Maintenance Technicians must be capable of performing any tasks associated with Control Room Operations, Baggage Jamming, and Manual Encoder positions.

### **Responsibilities:**

The responsibilities of this role include, but are not limited to:

- Overseeing daily operations and reviewing BHS statistics to identify problem areas.
- Diagnosing and repairing mechanical faults within the BHS.
- Analyzing data from the BHS to identify issues and trends that could lead to future problems.
- Communicating with relevant parties regarding completed work and the current status of specialized systems.
- Read and understand blue prints, mechanical drawings, electrical and hydraulic schematics.
- Using various tools and instruments, responsibilities include lubrication, adjustments, tracking, troubleshooting, and repairs for all mechanical components. These include but are not limited to conveyor belts, end rolls, drive rolls, snub rolls, take-up rolls, conveyor drive assemblies (e.g., motors, gearboxes, drive belts, V-belts), conveyor supports (e.g., ceiling hangers, leg supports), make-up and claim devices (e.g., flat plate and sloped pallet plate), pushers, diverters, and related equipment that manage baggage flow.
- Read, interpret, and alter PLC Rung Ladder Diagrams and Upload/Download PLC programs and Human Machine Interface (HMI) configurations.
- Install and program Variable Frequency Drives (VFD) as well as other devices common in an industrial automation environment.
- Maintain and repair Automatic Tag Readers (ATR) and related bar code reading equipment.
- 480 3 Phase Motor Controls
- Following safety protocols and guidelines
- Ensuring general cleanup of work areas and surrounding conveyor equipment to keep units free of trash, dirt, and debris at a necessary frequency.
- Utilizing basic electrical knowledge to perform troubleshooting and repairs to restore the BHS to operational status.
- Assisting in the training and development of team members.

### **Preferred Education and Experience Requirements**

- A high school diploma and/or equivalent technical degree is required.
- At least three (3) years of industry experience.
- Proficiency in oral and written communication.
- Ability to use CMMS software.

# ATTACHMENT 4

## **Lead Maintenance Technician**

The Lead Maintenance Technician role entails supervising and assigning maintenance tasks and personnel during the assigned shift, reporting directly to the O&M Manager. Candidates for this position must possess comprehensive knowledge and expertise in the operation and maintenance of all BHS equipment and related systems. Strong leadership, troubleshooting, and problem-solving abilities are essential. This role includes responsibility for maintaining all equipment and systems, from the primary equipment disconnect to the end device. The candidate should possess a strong mechanical aptitude and a strong understanding of modern industrial electrical control systems and Programmable Logic Controllers (PLC). Responsibilities include the servicing, troubleshooting, and repair of all electrical, mechanical, and control devices associated with the airports Baggage Handling Systems and Passenger Boarding Bridges.

### **Responsibilities:**

The responsibilities of this role include, but are not limited to:

- Clearly communicate operational philosophy, goals, and expectations to the technical team.
- Read and understand blue prints, mechanical drawings, electrical and hydraulic schematics.
- Read, interpret, and alter PLC Rung Ladder Diagrams and Upload/Download PLC programs and Human Machine Interface (HMI) configurations.
- Install and program Variable Frequency Drives (VFD) as well as other devices common in an industrial automation environment.
- Maintain and repair Automatic Tag Readers (ATR) and related bar code reading equipment.
- 480 3 Phase Motor Controls
- Troubleshoot and maintain other hydraulic, pneumatic, hydronic, and plumbing subsystems and components.
- Procure materials, equipment, tools, and supplies necessary for task completion.
- Following safety protocols and guidelines
- Oversee staff management, including manpower scheduling.
- Complete and maintain all required documentation and forms.
- Conduct Quality Assurance/Quality Control checks on preventive maintenance (PM) and repair work.
- Utilize the CMMS software to promptly report job completion.
- Review all shift work orders and ensure accurate, complete entries in the CMMS system.
- Support the training and development of team members.

### **Preferred Education and Experience Requirements**

- High school diploma or vocational school graduate with courses in electrical, mechanical, and refrigeration.
- At least seven (7) years of hands-on mechanical and electrical experience with basic BHS systems, including a minimum of three (3) years leading and managing BHS operational and mechanical teams.
- Strong organizational abilities, effective communication skills (verbal and written), and a collaborative management style.

# ATTACHMENT 5

CITY AND COUNTY OF SAN FRANCISCO

DEPARTMENT OF HUMAN RESOURCES

Job Title: Stationary Engineer

Job Code: 7334

## INTRODUCTION

Under general supervision, operates, maintains, troubleshoots, and repairs a wide variety of pumping, heating, ventilating, air conditioning, refrigeration and auxiliary plant machinery and equipment in a large complex or multi-faceted facility. Ensures that all equipment, machinery and systems are functioning normally and safely, and complies with all applicable safety rules and regulations.

## DISTINGUISHING FEATURES

The Stationary Engineer is the journey level class of the series. This class is distinguished from the 7335 Senior Stationary Engineer in that the latter performs more complex and difficult duties and/or supervises subordinate stationary engineers. The Stationary Engineer is distinguished from the 7333 Apprentice Stationary Engineer in that the latter works under the immediate supervision of a journey level stationary engineer while completing apprenticeship requirements.

## SUPERVISION EXERCISED

May oversee the activities of apprentices and/or serve as lead worker to a small number of co-workers.

## MAJOR, IMPORTANT, AND ESSENTIAL DUTIES

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

1. Operates, maintains and repairs a wide variety of pumping, heating, ventilating, air conditioning, refrigeration, and power generating equipment in a large complex or multi-faceted facility to ensure the safe, correct and efficient functioning of the facility and equipment may be required to operate computerized building management systems, preventative or predictive maintenance computer systems or Computerized Data Gathering System (SCADA).
2. Inspects and tests: machinery and equipment for safe, efficient and proper operation by visual and audio inspection during walk-throughs and by standard monitoring; fire prevention equipment to ensure safe and proper functionality; water storage and multiple distribution systems, high pressure zones, wood and steel storage tanks, pumps and relief valves, and samples of water.
3. Makes entries and keeps records on shift operation by taking and entering gauge readings and accurate water laboratory analysis readings and temperatures on operating log sheets or into a

# ATTACHMENT 5

computer data system to ensure preventative maintenance and equipment history; and changes charts and recordings accordingly.

4. Receives, records and stores large amounts of treatment chemicals and may handle hazardous chemicals in confined or enclosed areas; must be capable of safely and properly handling chemical spills; may also include handling and treatment of industrial or hazardous waste.

5. Contacts, communicates and is required to deal with contractors, building tenants and/or the general public in order to be able to discharge assigned duties.

6. Maintains keys, communications equipment, and security (in the absence of Security Personnel), in order to ensure the security of a plant and buildings and grounds, including public safety. As part of an emergency response team, recognizes, evaluates, and responds to potentially hazardous situations.

7. Performs control tests on water samples to determine chlorine and fluoride residual, pH, alkalinity, turbidity, color, saturation index and flocculation factors; under supervision, conducts water analysis and regulates treatment chemical dosages to maintain water quality in filtration plant, distribution system, or other large complex facility may also be required to perform water analysis on water/wastewater as required by the State of California; performs boiler water and cooling tower chemical tests, including pH, alkalinity TDS, etc., to monitor and control growth of organisms in water.

## IMPORTANT AND ESSENTIAL KNOWLEDGES, SKILLS, AND ABILITIES

Knowledge of: Methods, techniques, and procedures necessary for the safe and efficient operation, maintenance and repair of mechanical and electrical plant machines, tools and equipment including a wide variety of pumping, heating, ventilating, air conditioning and process machinery, refrigeration systems, pumps, compressors, valves and equipment control devices; applicable shop practices and safety regulations.

Ability and Skill to: Interact with the public and customers in a professional manner; maintain plant operating records; use hand tools; operate motor vehicles with both automatic and manual automobile transmissions as required; read and comprehend procedures, policies, blueprints (mechanical and electrical), technical manuals, gauges, meters, records and logs.

## MINIMUM QUALIFICATIONS

These minimum qualifications establish the education, training, experience, special skills and/or license(s) which are required for employment in the classification. Please note, additional qualifications (i.e., special conditions) may apply to a particular position and will be stated on the exam/job announcement.

Education:

Experience: Four (4) years of verified journey-level stationary engineer experience in the maintenance, repair and operation of a variety of mechanical and electrical pumping, heating, air conditioning, ventilating and related plant machinery used in a government establishment, hospital, industrial, production or commercial building

# ATTACHMENT 5

## License and Certification:

Possession of a valid California Driver's License

Possession at time of hire a Universal Chlorofluorocarbon (CFC) certificate issued by the Federal Environmental Protection Agency.

## Substitution:

Any of the following may be substituted for the required experience:

- Completion of a recognized four-year Stationary Engineer apprenticeship program
- Graduation from a recognized four-year Maritime Academy with a degree in engineering or technology
- Possession of at least a 3rd Assistant Marine Engineer's License of any (unrestricted) horsepower

## SUPPLEMENTAL INFORMATION

Experience as an oiler or firefighter will not be accepted as qualifying experience.

Essential Functions require: considerable physical effort in the repair and upkeep of machinery and equipment; and ability to lift heavy objects.

Work environment may require: exposure to working conditions where minor abrasions, bruises and burns may be encountered; occasional disagreeable work inside close and dirty spaces.

Upon appointment to employment, and then on annual basis, employees may be required to pass a State mandated respirator Medical Examination and be clean shaven for respirator and self-contained breathing apparatus fittings. Employees must pass CPR training annually and First Aid every three (3) years.

## PROMOTIVE LINES

To: 7335 Senior Stationary Engineer

From: 7333 Apprentice Stationary Engineer II

ORIGINATION DATE: 03/09/1961

AMENDED DATE: 03/01/1971; 03/03/1975; 07/28/1999; 03/14/03; 07/13/10; 08/12/16

REASON FOR AMENDMENT To accurately reflect the current tasks, knowledge, skills & abilities, and minimum qualifications.

BUSINESS UNIT(S): COMMN SFMTA SFCCD SFUSD

# ATTACHMENT 6

CITY AND COUNTY OF SAN FRANCISCO

DEPARTMENT OF HUMAN RESOURCES

TITLE: SENIOR STATIONARY ENGINEER

JOB CODE: 7335

## INTRODUCTION

Under general direction, supervises the operation, maintenance and repair activities of a wide variety of pumping, heating, ventilating, air conditioning, refrigeration, and process machinery and equipment in a large complex facility or in a multi-faceted facility.

## DISTINGUISHING FEATURES

The Senior Stationary Engineer supervises the work of subordinate staff and performs more complex and difficult duties. It is distinguished from the next lower class 7334 Stationary Engineer in that the latter is the journey level class of the series. Class 7335 Senior Stationary Engineer is distinguished from the next higher class 7205 Chief Stationary Engineer in that the incumbents in the latter class are responsible for the development, interpretation, coordination and enforcement of methods and procedures relative to the operation and maintenance of large physical plant installations.

## SUPERVISION EXERCISED

Supervision includes local administrative control and work assignments of craft personnel on extended or temporary assignments. Craft general foremen will supervise their respective workmen in those matters pertaining to craft or trade techniques or methods.

## MAJOR, IMPORTANT, AND ESSENTIAL DUTIES

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

1. Supervises subordinate staff and personally participates in the operation, maintenance and repair of pumping, ventilating and heating equipment, including fans, pumps, air-conditioners and auxiliary equipment; maintains and repairs elevators and specialized kitchen, laboratory and laundry equipment and facilities.

2. Operates and maintains high pressure boilers, fans, pumps, refrigeration equipment, electrical generators, air compressors and various other mechanical and electrical plant machines and equipment; makes periodic inspections and tests of machinery and equipment to assure proper operation and determine the necessity for repair or maintenance; cleans, paints and lubricates plant machinery and equipment, as required; checks and repairs automatic temperature and humidity controls and replaces parts, as necessary; repairs and replaces switches and relays on control panels.

# ATTACHMENT 6

3. Supervises the operation of automatic and manually controlled purification and water treatment equipment, including pumps, motors, chemical feeders and filters to control the quality and regulate the flow of water through a treatment plant; conducts water analysis under general supervision to maintain water quality and proper chemical dosage in filtration plant.

4. Prepares shift schedules and work assignments for subordinate personnel; orders supplies, parts and equipment necessary for operation and maintenance activities; takes, records and computes various meter readings reflecting plant operations; answers emergency calls from various locations or departments in connection with heating and ventilating machinery and equipment breakdowns or malfunctions; makes emergency repairs or alterations in such cases; instructs other operating personnel in the proper operation of boilers, fans, heating equipment and boiler feed water treatment.

## IMPORTANT AND ESSENTIAL KNOWLEDGES, SKILLS, AND ABILITIES

Knowledge of: the methods and procedures necessary to the safe and efficient operation, maintenance and repair of mechanical and electrical plant machines, tools and equipment; a wide variety of pumping, heating, ventilating, air conditioning and process machinery; applicable shop practices and safety regulations.

Ability and Skill to: promote, establish and maintain effective working relationships with subordinate personnel, supervisors and management, and with members of the public, various suppliers, Regulatory Agencies and other City departments; prioritize, plan, assign, direct and inspect the activities of subordinate stationary engineers and craft personnel; operate motor vehicles with both automatic and manual automobile transmissions; clearly and effectively communicate orders and information; read, write and understand reports, memorandum, log information, manuals, blueprints and other written communications regarding plant activities; maintain plant operating records and prepare related reports; operate, repair and maintain a variety of pumping, heating, ventilating and similar type plant machinery and equipment.

## MINIMUM QUALIFICATIONS

These minimum qualifications establish the education, training, experience, special skills and/or license(s) which are required for employment in the classification. Please note, additional qualifications (i.e., special conditions) may apply to a particular position and will be stated on the exam/job announcement.

### Education:

Completion of a recognized four (4) -year Stationary Engineer Apprenticeship program.

### Experience:

One (1) year experience as a journey-level stationary engineer.

### License and Certification:

# ATTACHMENT 6

Possession of a current Driver License

Universal Chlorofluorocarbon (CFC) certificate issued by the Federal Environmental Protection Agency for working with heating and ventilating equipment (HVAC) or other refrigeration equipment using CFCs and HCFCs.

Substitution:

Any of the following may substitute for the required education and experience:

Five (5) years verifiable experience as a journey-level stationary engineer.

Graduation from recognized four-year Maritime Academy plus one year verifiable experience as a journey-level stationary engineer.

Possession of at least a 3rd Assistant Marine Engineer's License of any horsepower plus one year verifiable experience as an unrestricted licensed Marine Engineer for merchant vessels or one year verifiable experience shore side as a journey-level stationary engineer.

## SUPPLEMENTAL INFORMATION

Special Requirement: Essential Functions require: considerable physical effort in the maintenance, repair and operation of plant machinery and equipment; the ability to lift heavy objects. Work environment may require: exposure to working conditions where minor abrasions, bruises and burns may be encountered; occasional disagreeable work inside close and dirty spaces.

## PROMOTIVE LINES

To: 7205 Chief Stationary Engineer

From: 7334 Stationary Engineer

ORINATION DATE: 03/09/1961

AMENDED DATE: 03/01/1971; 03/03/1975; 07/28/1999; 03/06/00; 3/02/2017

REASON FOR AMENDMENT To accurately reflect the current tasks, knowledge, skills & abilities, and minimum qualifications.

BUSINESS UNIT(S): COMMN SFMTA SFCCD SFUSD

# ATTACHMENT 7

CITY & COUNTY OF SAN FRANCISCO

DEPARTMENT OF HUMAN RESOURCES

TITLE: CHIEF STATIONARY ENGINEER

JOB CODE: 7205

## INTRODUCTION

Under general direction, is responsible for the operation and maintenance of pumping, heating and ventilating plant machinery and equipment in a large complex installation; directs the operation of a large and complex water filtration plant; plans, assigns and directs the activities of subordinate personnel engaged in plant maintenance and operation activities; and performs related duties as required.

Requires responsibility for: The development, interpretation, coordination and enforcement of methods and procedures relative to the operation and maintenance of large physical plant installations; making regular contacts with other departmental personnel, outside organizations and the general public in connection with plant maintenance and operation activities; preparing, checking and reviewing important and detailed operational records and reports. Supervision includes local administrative control and work assignments of craft personnel on extended or temporary assignments. Craft general foremen will supervise their respective workmen in those matters pertaining to craft or trade techniques or methods.

## DISTINGUISHING FEATURES

The 7205 Chief Stationary Engineer is distinguished from the 7335 Senior Stationary Engineer in that the latter is a first-level supervisor, whereas the former is the second-level supervisor and is responsible for the development, interpretation, coordination and enforcement of methods and procedures relative to the operation and maintenance of large physical plant installations.

## SUPERVISION EXERCISED

Supervises subordinate staff.

## MAJOR, IMPORTANT, AND ESSENTIAL DUTIES

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

1. Develops, directs and reviews preventative maintenance programs for all plant mechanical, electrical and auxiliary machinery and equipment; supervises the operation, maintenance and repair of large high pressure pumping systems, steam plants and similar in-pool appurtenances, such as chlorinating, filtering, purification and heating equipment.

# ATTACHMENT 7

2. Prepares work schedules and assigns duties to subordinate personnel; inspects and reviews maintenance and operation activities to assure conformance with instructions and existing standards.
3. Requisitions supplies, materials and parts necessary to maintenance and operation activities and assures that sufficient supplies are readily available; prepares specifications and estimates for equipment, supplies and the installation and repair of machinery and equipment.
4. May exercise work direction of various skilled craftsmen assigned to certain maintenance and repair activities in and about plants; prepares and supervises the preparation of plant operating reports and records.
5. Assists in the development and advancement of subordinates through training and effective use of employee development program,

## IMPORTANT AND ESSENTIAL KNOWLEDGES, SKILLS, AND ABILITIES

Knowledge of: The operation and maintenance requirements of a wide variety of pumping, heating, ventilating, air conditioning and related plant machinery and equipment and the tools, equipment, methods and techniques necessary to their proper care and operation; applicable safety codes and regulations.

Ability and Skill to: Plan, assign and direct the operation and maintenance activities of subordinate personnel; review, analyze and make recommendations relative to the betterment of plant operating and maintenance methods and procedures; deal tactfully and effectively with subordinate personnel, the general public and outside organizations; prepare and review plant operating records and prepare related reports.

## MINIMUM QUALIFICATIONS

These minimum qualifications establish the education, training, experience, special skills and/or license(s) which are required for employment in the classification. Please note, additional qualifications (i.e., special conditions) may apply to a particular position and will be stated on the exam/job announcement.

Education:

Experience:

Six (6) years of journey level Stationary Engineer experience in the maintenance repair and operation of a wide variety of mechanical and electrical pumping, heating, air conditioning, ventilating and related plant machinery and equipment found in a government establishment, water treatment plant, hospital, or industrial, production or commercial building, of which two (2) years of must have been in a supervisory capacity.

License and Certification:

A driver's license issued by the State of California Department of Motor Vehicles.

# ATTACHMENT 7

Possession of a Universal Chlorofluorocarbon (CFC) Certificate issued by the Federal Environmental Protection Agency for working with heating and ventilating equipment or other refrigeration equipment using CFCs and HCFCs.

SUPPLEMENTAL INFORMATION

PROMOTIVE LINES

To: 7120 Buildings and Grounds Maintenance Superintendent

From: 7335 Senior Stationary Engineer

ORIGINATION DATE:

AMENDED DATE: 10/21/68; 3/3/75; 03/02/17

REASON FOR AMENDMENT To accurately reflect the current tasks, knowledge, skills & abilities, and minimum qualifications.

BUSINESS UNIT(S): COMM SFMTA SFCCD SFUSD

# ATTACHMENT 8

SAN FRANCISCO CIVIL SERVICE COMMISSION

CLASS TITLE: MAINTENANCE PLANNER

JOB CODE: 7262

## INTRODUCTION

Under direction, plans and coordinates general grounds maintenance and maintenance and repair activities on various public buildings, industrial facilities and public rights of way to achieve optimum efficiency of manpower, time, equipment and material; performs related duties as required.

## DISTINGUISHING FEATURES

7262 Maintenance Planner is the journey level classification that has the responsibility for evaluating and scheduling facility and infrastructure maintenance and repair projects. This class is distinguished from the 7219 Maintenance Scheduler in that the latter is the entry level class responsible for performing routine maintenance scheduling duties. This class is distinguished from the 7263 Maintenance Manager in that the latter is the supervisory class and performs more complex and difficult duties related to maintenance planning operations for multiple large buildings and grounds.

## SUPERVISION EXERCISED

Class 7262 may serve as a lead worker or first level supervisor over subordinate schedulers or clerical staff.

## MAJOR, IMPORTANT, AND ESSENTIAL DUTIES

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

1. Investigate and evaluate departmental requests for various types of maintenance and repair. This may include on-site inspections of machinery and structures.
2. Prepare cost estimates for maintenance and repair activities and develop and maintains a list of materials and labor costs for recurring maintenance jobs.
3. Plan maintenance and repair schedules for routine and preventive maintenance to ensure uninterrupted operation of systems; Develop new preventive maintenance procedures as required to adjust to changes in system operations, use patterns and new developments in maintenance and materials technologies.
4. Report difficult maintenance situations to the supervisor and recommend a course of action.

# ATTACHMENT 8

5. Prepare statistical reports on all maintenance and repair activities.
6. May supervise the work of subordinate personnel such as estimators, schedulers and clerical staff by planning, assigning, coordinating and directing work assignments.
7. Maintain and evaluate systems maintenance history records to ensure accurate and timely assessment of equipment and system performance with respect to work performed, frequency of failure and labor and materials costs.

## IMPORTANT AND ESSENTIAL KNOWLEDGES, SKILLS, AND ABILITIES

Knowledge of: general building, industrial facility and public right of way construction and maintenance; grounds maintenance procedures; building materials; planning, estimating and scheduling techniques and procedures related to building, industrial facility, grounds and public right of way construction; and CMMS (Computerized Maintenance Management System).

Ability to: exercise good judgment in planning and detailing maintenance work; apply Operating Manual procedures to current and best practices; write comprehensive reports and prepare records using software applications; analyze and summarize items such as forms, schedules, work progress reports, instruction checklists, preventive maintenance/job plans, management reports, Key Performance Indicator (KPI), and asset history reports; maintain and update asset records and PM schedules; accomplish work assignments while dealing effectively, tactfully and courteously with co-workers, craft workers and supervisors, the public, tenants, regulatory agencies and management personnel; establish and maintain effective and cooperative working relationships; and use a personal computer.

Skill to: communicate effectively, clearly and courteously with staff, craft workers, supervisory personnel, senior management, tenants, regulatory agencies and the general public orally and in writing.

## MINIMUM QUALIFICATIONS

These minimum qualifications establish the education, training, experience, special skills and/or license(s) which are required for employment in the classification. Please note, additional qualifications (i.e., special conditions) may apply to a particular position and will be stated on the exam/job announcement.

1. Three (3) years of verifiable experience in one of the following areas:
  - a) as a maintenance estimator and/or scheduler or equivalent in facilities (building utilities, related structures and equipment) maintenance;
  - b) as a maintenance planner for construction or facilities/equipment maintenance;
  - c) as a supervisor of journey level workers in a construction or facilities/equipment maintenance related field; OR
2. Four (4) years of verifiable journey level experience in a construction or facilities/equipment maintenance related field; OR

# ATTACHMENT 8

3. Completion of a minimum four (4) year Building and Trades certified apprenticeship program AND two (2) years journey level of experience in a construction or facilities/equipment maintenance (a copy of apprenticeship certificate must be submitted with application)

Minimum Qualifications Notes:

For minimum qualifications #1, #2 and #3 listed above, the experience must include one (1) year using a Computerized Maintenance Management System (CMMS) program.

## LICENSE AND CERTIFICATION

Possession of a valid California driver's license.

## PROMOTIVE LINES

To: 7263 Maintenance Manager

ORINATION DATE: 4/29/1982

AMENDED DATE: 6/7/1982 (retitled); 10/14/14

REASON FOR AMENDMENT: To accurately reflect the current tasks, knowledge, skills and abilities defined in the most recent job analysis conducted for this job code.

# ATTACHMENT 9

SAN FRANCISCO CIVIL SERVICE COMMISSION

CLASS TITLE: SHEET METAL WORKER

JOB CODE: 7376

## INTRODUCTION

Under general supervision, cuts, forms, fabricates and installs various gauge sheet metal fixtures, systems, reinforcements and structures, and repairs and/or replaces damaged sheet metal fittings or structures; and performs related duties as required. Nature of work requires: physical effort and dexterity in the use of the fingers, limbs and body; exposure to working conditions where moderately serious injuries may occur.

## DISTINGUISHING FEATURES

None

## SUPERVISION EXERCISED

None

## MAJOR, IMPORTANT, AND ESSENTIAL DUTIES

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

1. Determines, from work orders or blueprints, work to be done and -the type, cut and material needed; obtains metal from stock or on requisition and measures and marks it for cutting and forming.
2. Cuts out sheet metal parts using hand or power tools, bends and forms pieces and fastens parts together with joining equipment.
3. Erects scaffolds for work to be done in high locations.
4. Lifts and sets sheet metal parts and objects in place and connects with other units.
5. Uses solder to join sheet metal parts and products.
6. Uses arc and/or acetylene or spot welding equipment to join metal parts and pieces through various type of welding.
7. Fabricates and installs HVAC systems and all sheet metal parts and/or appurtenances of every description associated with it and related equipment.
8. Fabricates and installs architectural sheet metal parts and products such as skylights, gutters, downspouts and louvers.

# ATTACHMENT 9

## IMPORTANT AND ESSENTIAL KNOWLEDGES, SKILLS, AND ABILITIES

Knowledge of: the methods, practices, materials, equipment and tools of the sheet metal trade: the hazards and safety precautions of the work.

Ability and Skill to: fabricate, repair and install a wide variety of items made from sheet metal; follow oral and written instructions and work from instructions, sketches and blueprints to close tolerances.

Requires considerable skill in the use of -the -tools and equipment of the trade.

## MINIMUM QUALIFICATIONS:

These minimum qualifications establish the education, training, experience, special skills and/or license(s) which are required for employment in the classification. Please note, additional qualifications (i.e., special conditions) may apply to a particular position and will be stated on the exam/job announcement.

### Education:

Requires completion of a recognized sheet metal worker's apprenticeship program (in the Building Trades); and

### Experience:

Three (3) years of journeyman level sheet metal working experience.

### License and Certification:

Possession of a valid California driver license.

### Substitution:

Additional qualifying journeyman-level sheet metal working experience may be substituted for the required sheet metal worker's apprenticeship program on a year-for-year basis.

## PROMOTIVE LIKES:

9345 Sheet Metal Worker Supervisor I

## ORIGINATION DATE:

AMENDED DATE: 10/12/15; 12/10/15

REASON FOR AMENDMENT: To accurately reflect the current tasks, knowledge, skills and abilities defined in the most recent job analysis conducted for this job code.

BUSINESS UNIT(S): COMMN SFMTA SFUSD

# ATTACHMENT 10

CITY AND COUNTY OF SAN FRANCISCO

DEPARTMENT OF HUMAN RESOURCES

JOB CODE TITLE: SHEET METAL WORKER SUPERVISOR II

JOB CODE: 7247

Business Unit: COMMN

## DEFINITION:

Under direction, the Sheet Metal Worker Supervisor II supervises, plans, coordinates and assigns the shop and field activities of a large group of up to 25 crafts personnel engaged in the fabrication, installation, modification, repair and replacement of a wide variety of sheet metal fixtures, articles and equipment. Interprets, enforces and coordinates existing methods and procedures relating to sheet metal work installation, maintenance and repair operations. Performs related duties as required.

**DISTINGUISHING FEATURES:** Class 7247 Sheet Metal Worker Supervisor II is distinguished from the lower level Class 9345 Sheet Metal Supervisor I by the increased responsibility in the management and supervision of the sheet metal shop and multiple crews of sheet metal workers.

**SUPERVISION EXERCISED:** The Sheet Metal Worker Supervisor II's supervise, through subordinate supervisors, the shop and field activities of a group of up to 25 crafts personnel.

## EXAMPLES OF IMPORTANT AND ESSENTIAL DUTIES:

According to Civil Service Commission Rule 9, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

1. Plans, assigns and directs the work of sheet metal worker staff engaged in operational activities out in the field and within the sheet metal shop.
2. Estimates the labor and material costs of a variety of jobs requiring sheet metal work.
3. Requisitions necessary tools and materials for various projects and monitors the delivery of supplies.
4. Supervises and oversees the sheet metal shop, ensuring that supplies and equipment are placed, stored and maintained in a clean, safe and secure environment.
5. Inspects work in progress and completed work to assure compliance with instructional guidelines and established practices and procedures.
6. Maintains time records of sheet metal staff employees and generates required reports.
7. Coordinates work schedules, logistics and project planning with other craft supervisors and workers involved at the same work site or on the same project.
8. Utilizes computer hardware and software to interface with sheet metal work in order to increase efficiency and productivity in the workplace.

# ATTACHMENT 10

9. Participates in the development and advancement of subordinates through training sessions and regular safety meetings.

JOB CODE TITLE: SHEET METAL WORKER SUPERVISOR II

JOB CODE: 7247

Business Unit: COMMN

10. Promotes safety in the workplace and at the work site through regular training and safety meetings.

11. Actively supports and promotes the Department's Affirmative Action Policy.

12. Drives a vehicle to construction areas to estimate and inspect all phases of construction work. This includes driving to emergency situations.

13. Performs related duties and responsibilities as assigned.

## JOB RELATED AND ESSENTIAL QUALIFICATIONS:

Knowledge of: the methods, materials, tools and equipment used in sheet metal work; techniques of sheet metal layout and development, including cost estimation; applicable safety practices and procedures, including all OSHA regulations.

Ability and Skill to: budget, plan, direct, and inspect the work of subordinate and supervisory personnel engaged in sheet metal work; communicate clearly and effectively with subordinates, departmental and other City departmental personnel and the general public; compose and/or review clear, concise and accurate operating records; and reports; interact effectively and courteously with subordinates, contractors, other departmental personnel and the general public; read and understand construction drawings; utilize computer software and hardware; and drive a vehicle up to 150 miles roundtrip to and from job sites.

## EXPERIENCE AND TRAINING GUIDELINES:

Two (2) years of experience planning, organizing, directing and controlling the work of a crew of subordinate workers engaged in sheet metal fabrication, modification, repair, and/or installation equivalent to the scope and level of a Class 9345 Sheet Metal Supervisor I; AND

Ten (10) years experience as a journey-level sheet metal worker, or a combination of training and experience in the trade totaling ten (10) years. Five (5) of the ten years must be experience gained at journey-level; AND

Possession of a valid Class C or III driver's license.

EFFECTIVE DATE: 07/13/1961

AMENDED AND RETITLED: 07/01/1977

AMENDED DATE: 07/28/2000

REASON FOR AMENDMENT: to accurately reflect the current tasks, knowledge, skills, abilities and experience and training guidelines defined in the most recent job analysis conducted for this job code.

# ATTACHMENT 11

CITY & COUNTY OF SAN FRANCISCO

DEPARTMENT OF HUMAN RESOURCES

TITLE: ELECTRICIAN

JOB CODE: 7345

## INTRODUCTION

Under general supervision performs skilled electrical work in connection with the installation, maintenance, repair and alteration of electrical systems under 600 volts, machinery and equipment; may exercise work direction over craftsmen involved in such work; and performs related duties as required.

Requires responsibility for: print reading, installing, maintaining, testing and repairing electrical equipment; inspecting and repairing generating equipment; cutting, bending and installing rigid conduit, electrical metallic tubing (EMT) and pulling conductors; setting up and using ladders, staging, aerial lift trucks and light towers, and use of personal protective equipment (PPE). May involve work with high voltage (277 Volt - 480 Volt) equipment and installation, maintenance, testing and repair of traffic signal equipment.. Nature of work involves physical effort and dexterity in the use of fingers, limbs and body; exposure to hazardous environments where injuries may be encountered.

## DISTINGUISHING FEATURES

## SUPERVISION EXERCISED

## MAJOR, IMPORTANT, AND ESSENTIAL DUTIES

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

1. Installs, maintains, tests and repairs electrical distribution systems and devices such as lighting, power circuits, fixtures, transformers, programmable logical controls (PLC), motors, motor controls, process controls, auxiliary lighting systems, life safety systems, electronic controls, relays, regulators, branch circuit breakers, main distribution circuit breakers, irrigation control systems, and other related electrical equipment which may be in confined spaces.
2. Inspects and repairs generating equipment and UPS (uninterrupted power supply) and its auxiliary accessories.
3. Cuts, bends and installs rigid conduit, electrical metallic tubing (EMT) and pulls current carrying conductors.
4. Erects and uses ladders, scaffolds, staging, aerial lift trucks and light towers.

# ATTACHMENT 11

5. Communicates via two-way radios and telephones.
6. May install, maintain, test and repair traffic signal equipment.
7. Prepares and submits reports for time, and material used reports on work accomplished.

## IMPORTANT AND ESSENTIAL KNOWLEDGES, SKILLS, AND ABILITIES

Knowledge of: various types of electrical equipment and methods of installation and of the tools, materials and equipment necessary to the maintenance and repair of such installations; of electrical codes in the National Electrical Code, San Francisco Electrical Code, local codes, General Order 95 and California state electrical safety orders; of existing safety codes, ordinances and regulations.

Ability and Skill to: read drawings, ladder diagrams, schematics, sketches and blueprints; inspect equipment, perform routine maintenance and identify, correct and report electrical problems; oral and written communication skills; mathematical skills to do simple arithmetic computations and basic algebra. Requires considerable skill in the use and handling of electrical equipment and tools used in the electrical trade.

## MINIMUM QUALIFICATIONS

These minimum qualifications establish the education, training, experience, special skills and/or license(s) which are required for employment in the classification. Please note, additional qualifications (i.e., special conditions) may apply to a particular position and will be stated on the exam/job announcement.

### Education:

Completion of a recognized Apprenticeship program (Inside Wireman Apprenticeship).

### Experience:

One (1) year of journey level electrician experience.

### License and Certification:

Possession of a valid California (Class C) driver license.

### Substitution:

Additional experience as a journey level electrician may be substituted for the required electrician apprenticeship on a year-for-year basis.

Six years of inside wireman experience equivalent to journey-level as defined by the International Brotherhood of Electrical Workers may be substituted for the required experience.

## SUPPLEMENTAL INFORMATION

## PROMOTIVE LINES

# ATTACHMENT 11

TO: 7238 Electrician Supervisor I

ORINATION DATE: 7/1/1977

AMENDED DATE: 04/15/16

REASON FOR AMENDMENT To accurately reflect the current tasks, knowledge, skills and abilities defined in the most recent job analysis conducted for this job code.

BUSINESS UNIT(S): COMMN SFMTA SFCCD SFUSD

# ATTACHMENT 12

CITY AND COUNTY OF SAN FRANCISCO

DEPARTMENT OF HUMAN RESOURCES

JOB CODE TITLE: ELECTRICIAN SUPERVISOR I

JOB CODE: 7238

Business Unit: COMMN

## DEFINITION:

Under general supervision, the Electrician Supervisor I assists in coordinating, delegating, directing and reviewing the installation, maintenance and repair of a variety of both high and low voltage industrial and institutional electrical systems and their components, including the maintenance of closed circuit television and Access Control systems. Positions at the Department of Parking and Traffic assist in the coordinating and directing of the overall installation, servicing and repair of a large and complicated City-wide traffic signal system.

## DISTINGUISHING FEATURES:

This is a first level supervisory class that has responsibility for interpreting and enforcing methods and procedures related to electrical installation, maintenance, and repair activities. This class is distinguished from the 7276 Electrician Supervisor II in that the latter is a second level supervisory position that performs more complex and difficult electrical and supervisory duties.

## SUPERVISION EXERCISED:

Incumbents in this job code supervise and instruct subordinate personnel including the 7345 Electrician classification which is responsible for performing skilled electrical work.

## EXAMPLES OF IMPORTANT AND ESSENTIAL DUTIES:

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code and are not intended to be an inclusive list.

1. Supervises subordinate personnel by coordinating, delegating, directing and reviewing work assignments; instructing crew in routine and emergency repair of a variety of electrical systems and their components. This includes the maintenance of closed circuit television system (CCTV) used for security and the maintenance of an Access Control System.
2. Estimates costs, time and materials required to install and/or repair a variety of industrial and institutional electrical systems.
3. Schedules the maintenance and installation activities of subordinates.
4. Attends and holds meetings interdepartmentally as well as with personnel from other City departments. This includes design review and safety meetings.

# ATTACHMENT 12

5. Writes and maintains a variety of records and reports such as daily, weekly and monthly assignments, injury and accident reports and inventory material reports.
6. Makes regular contacts with City departments as well as members of the public to resolve electrical problems.
7. Purchases material required for inventory and the installation and repair of electrical systems.
8. Plans and directs the overall servicing and installation of the City's traffic signal and Airport traffic signal systems.
9. Oversees the installation and maintenance of fiber optic cabling used in all systems.
10. Maintains and services life safety systems.
11. Performs other related duties as required.

JOB CODE TITLE: ELECTRICIAN SUPERVISOR I

JOB CODE: 7238

Business Unit: COMMN

## JOB RELATED AND ESSENTIAL QUALIFICATIONS:

Knowledge of: Industrial and institutional electrical systems; and safety rules and regulations.

Ability to: Plan and direct the work of others and evaluate their performances objectively; work cooperatively with subordinate employees, stimulate and motivate, and delegate responsibility; work cooperatively with other departmental staff and customers; understand and interpret schematic drawings, blueprints and layout work; exchange spoken information in a clear, concise, organized and relevant manner; communicate clearly and effectively in writing with departmental personnel and the general public; read and comprehend written materials related to electrical and supervisory work; prepare written procedures, reports, and memos; and utilize applicable computer software.

## Experience and Training Guidelines:

Completion of a recognized Electricians' apprenticeship program and two years verifiable experience installing, servicing and repairing both high and low voltage electrical systems of up to 600 volts, devices, and related components including Programmable Logic Controllers (PLC) and typical solenoid motor controllers as a journey-level Electrician; OR

A combination of training and verifiable work experience installing, servicing and repairing both high and low voltage electrical systems of up to 600 volts, devices, and related components including Programmable Logic Controllers (PLC) and typical solenoid motor controllers as a journey-level Electrician totaling six years; AND

Possession of a current valid driver license; AND

Possession of computer application skills necessary to perform the duties of an Electrician Supervisor I.

# ATTACHMENT 12

Effective Date: 4/13/61

Amended Date: 7/1/77; 2/19/04

Reason for Amendment: To accurately reflect the current tasks, knowledge, skills and abilities defined in the most recent job analysis conducted for this class.

# ATTACHMENT 13

CITY AND COUNTY OF SAN FRANCISCO

DEPARTMENT OF HUMAN RESOURCES

Title: ELECTRONIC MAINTENANCE TECHNICIAN

Job Code: 7318

## INTRODUCTION

Under general supervision, the Electronic Maintenance Technician performs a wide variety of highly skilled technical work including, but not limited to, the trouble-shooting, maintenance, testing, repair, calibration, fabrication, installation and modification of transit electronic equipment and a wide variety of other types of electronic equipment and related control system components; and performs other duties as required.

## DISTINGUISHING FEATURES

This journey-level job class is characterized by its responsibility for maintenance and repair work on various types of electronic equipment. Assignments may involve responsibility for the circuits, components, and related equipment used in connection with the operation of electronically controlled light rail and trolley vehicles. Other assignments may involve responsibility for maintaining electronic communication systems, telemetering, remote control equipment and power house equipment. It is distinguished from 7336 Electronic Instrumentation Technician, Water Pollution Control, in that the latter is responsible for the maintenance and repair of electronic systems, instruments and equipment at the City's sewage treatment plant and pumping stations. This class is distinguished from the 7329 Electronic Maintenance Technician Assistant Supervisor, which is the advanced journey level in this series, and the latter is assigned to perform the more difficult and complex work and will supervise staff.

## SUPERVISION EXERCISED

## MAJOR, IMPORTANT, AND ESSENTIAL DUTIES

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

1. Performs corrective and preventive maintenance, non-routine repair, modification, and troubleshooting, calibration, removal and installation of complex electronic systems, equipment and transit vehicles.
2. Tests and calibrates electronic equipment using established test procedures; operates Diagnostic Test Equipment, function generators, oscilloscopes, transmission measuring test sets, meters, and other devices required to maintain electronic systems and equipment; utilizes various schematics, blueprints, wire lists, equipment manuals, and other resources.

# ATTACHMENT 13

3. Inspects newly installed equipment including circuits and systems to evaluate performance under operating conditions; may assist in the design fabrication, testing, and evaluation of prototypes.
4. Maintains records of work performed; develops documentation for the maintenance installation, removal and modification of electronic systems and equipment.
5. Instructs other personnel in system maintenance procedures and operations; may advise and assist management personnel and others on operating problems involving electronic transit equipment.
6. Operates special hand and power tools, such as soldering equipment, drill press grinder, crimper, saws, wire-rap tools, and other related equipment.
7. Inspects, maintains and repairs network communication systems, supervisory control, remote signal and remote control equipment, instrumentation and control systems, and flow, pressure and level sensor calibrations.
8. Inspects, maintains and repairs radio, fire alarm and security systems, video equipment, digital electronic equipment, telemetering, communication, protective relays, meters and other electronic and auxiliary apparatus.
9. Inspects, maintains and repair various miscellaneous electrical equipment in powerhouse, switch yard and sub-station; may act as an emergency operator at an unattended powerhouse station.
10. Operates a motor vehicle to respond to service requests at various locations

## IMPORTANT AND ESSENTIAL KNOWLEDGES, SKILLS, AND ABILITIES

Knowledge of: electronics and electrical principles and theory, including digital and analog circuits

Ability to: evaluate electronic systems, circuits and components; troubleshoot signal, data and radio communications, power and signal equipment; work from schematics, drawings and blueprints; operate a motor vehicle and maintain insurability standards; use a computer and software applications.

Skill to: Instruct and advise other personnel on maintenance procedures; compose work records, documentation for maintenance; apply safety procedures in the course of work

## MINIMUM QUALIFICATIONS

These minimum qualifications establish the education, training, experience, special skills and/or license(s) which are required for employment in the classification. Please note, additional qualifications (i.e., special conditions) may apply to a particular position and will be stated on the exam/job announcement.

1. Completion of a two (2) year or equivalent program in electronics from a recognized academic, trade or technical institution; or completion of a military training program in electronics

AND

# ATTACHMENT 13

2. Three (3) years of verifiable journey-level industrial or institutional electronic experience performing installation, instrumentation calibration, maintenance, troubleshooting, repair and modification of electronic systems and related electrical components and electronic sub-systems to the electronic component level; ; AND

3. Possession of a valid California driver's license

LICENSE AND CERTIFICATION

PROMOTIVE LINES

TO: 7329 Electronic Maintenance Technician Assistant Supervisor

FROM: 7430 Assistant Electronic Maintenance Technician

ORINATION DATE: May 17, 1977

AMENDED DATE: April 28, 2000, March 3, 2014

REASON FOR AMENDMENT To accurately reflect the current tasks, knowledge, skills and abilities defined in the most recent job analysis conducted for this job code.

BUSINESS UNIT(S): COMMN SFMTA

# ATTACHMENT 14

CITY AND COUNTY OF SAN FRANCISCO

DEPARTMENT OF HUMAN RESOURCES

Title: 7329

Job Code: ELECTRONIC MAINTENANCE TECHNICIAN ASSISTANT SUPERVISOR

## INTRODUCTION

Under general supervision, the Electronic Maintenance Technician Assistant Supervisor performs a wide variety of highly skilled electronic system trouble shooting, maintenance, testing, and repairs; exercises work direction over a small group of subordinate skilled and semi-skilled staff engaged in such work; and performs related duties as required.

## DISTINGUISHING FEATURES

This class is the lead worker or working supervisor in the Electronic Maintenance Technician series. It is distinguished from the higher level Supervising Electronic Maintenance Technician by the smaller size of crew and more limited scope of activities supervised. It is distinguished from the lower level 7318 Electronic Maintenance Technician by the complexity of work assigned and responsibility for exercising work direction over other technical personnel.

## SUPERVISION EXERCISED

### MAJOR, IMPORTANT, AND ESSENTIAL DUTIES

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

1. Supervises by planning, assigning and reviewing the work of a small group of skilled, semi-skilled and support staff performing trouble-shooting, maintenance, repair, calibration, fabrication, installation, design, modification and development of a wide variety of electronic systems.
2. Performs quality assurance tests; assists in developing and modifying maintenance and repair policies and procedures.
3. Performs a variety of complex, non-routine electronic maintenance tasks including corrective and preventive maintenance, repair, trouble shooting, calibration, removal, installation, and system design and modification.
4. Advises staff in solving difficult problems, assists in training and interpreting policy; enforces safety procedures; analyzes equipment failures, personnel or operational problems and reports to supervisor.
5. Maintains records of maintenance activities including vehicle work orders, time and materials usage, equipment test results, vehicle modifications, and others as directed.

# ATTACHMENT 14

6. Analyzes chronic equipment failure, design system improvements, estimate project time and costs, or prepare specialized reports of program activities.

7. Tests and calibrates electronic equipment using established test procedures; operates Diagnostic Test Equipment , function generators, oscilloscopes, transmission measuring test sets, meters, locators, and other devices required to maintain electric/electronic systems and equipment; utilizes various schematics, blueprints, wire lists, equipment manuals, and other resources.

8. Performs corrective and preventive maintenance, non-routine repair, modification, troubleshooting, calibration, removal and installation of complex electronic systems, equipment and transit vehicles

9. Inspects existing and newly installed equipment including motor/generator control circuits and systems to evaluate performance under operating conditions; may assist in the design fabrication, testing, and evaluation of prototypes.

10. Instructs other personnel in system maintenance procedures and operations; may advise and assist management personnel and others on operating problems involving electronic transit equipment.

11. Operate special hand and power tools, such as soldering equipment, drill press grinder, crimper, saws, wire-rap tools, and other related equipment.

12. Inspects, maintains and repairs network communication systems, supervisory control, remote signal and remote control equipment, instrumentation and control systems, and flow, pressure and level sensor calibrations.

13. Inspects, maintains and repairs radio, fire alarm and security systems, video equipment, digital electronic equipment, telemetering, communication, protective relays, meters and other electronic and auxiliary apparatus.

14. Inspects, maintains and repairs various miscellaneous electrical equipment in powerhouse, switch yard and sub-station; may act as an emergency operator at an unattended powerhouse station.

15. Maintains detailed files and record-keeping system to assure accurate and complete documentation of payroll/personnel

16. Operates a motor vehicle to respond to service requests at various locations

## IMPORTANT AND ESSENTIAL KNOWLEDGES, SKILLS, AND ABILITIES

Knowledge of: electronics and electrical principles and theory, including digital and analog circuits; functional use of complex electronic test equipment; relay logic and electronic power, data processing and communications equipment; principles and methods of electronics systems maintenance and repair; and safety procedures.

# ATTACHMENT 14

Ability to: Trouble-shoot signal, data and radio communications, power and signal equipment; work from drawings and blueprints; plan, assign, and supervise subordinate staff;; Operate a motor vehicle and maintain insurability standards; use a computer and software applications

Skill to: Instruct and advise other personnel on maintenance procedures; compose work records, documentation for maintenance; apply safety procedures in the course of work

## MINIMUM QUALIFICATIONS

These minimum qualifications establish the education, training, experience, special skills and/or license(s) which are required for employment in the classification. Please note, additional qualifications (i.e., special conditions) may apply to a particular position and will be stated on the exam/job announcement.

1. Completion of a two (2) year course or equivalent program in electronics from a recognized academic, trade, or technical institution; or completion of a military training program in electronics; AND
2. Five (5) years of industrial or institutional electronics experience performing installation, instrumentation calibration, maintenance, trouble-shooting, repair and modification of electronic control systems and related electrical components and electronic sub-systems to the electronic component level; AND
3. Possession of a valid California driver's license

## LICENSE AND CERTIFICATION

## PROMOTIVE LINES

TO: 7287 Supervising Electronic Maintenance Technician

FROM: 7318 Electronic Maintenance Technician

ORINATION DATE: October 2, 1979

AMENDED DATE: March 3, 2014

REASON FOR AMENDMENT To accurately reflect the current tasks, knowledge, skills and abilities defined in the most recent job analysis conducted for this job code.

BUSINESS UNIT(S): COMMN SFMTA

# ATTACHMENT 15

CLASS TITLE: AIRPORT ELECTRICIAN

JOB CODE: 9240

## INTRODUCTION

Under direction, performs skilled electrician duties at the journeyman level in maintaining electrical facilities at the San Francisco International Airport, including a high and low-voltage electrical distribution system; collects data for electrical expansion projects; and performs related duties as required.

Requires responsibility for carrying out and explaining policy procedures, rules and regulations governing the operation and maintenance of electrical facilities at San Francisco International Airport; applying technical skill in analyzing and testing high voltage equipment and circuits to assure efficient and continual operation; making frequent contacts with tenants, contractors and others to advise them as to the availability and location of electrical equipment; preparing and maintaining ordinary operational records. Nature of the work requires occasional exposure to working conditions where serious injuries might occur.

## DISTINGUISHING FEATURES

The 9240 Airport Electrician is distinguished from the 7345 Electrician by the maintenance and repair activities of high voltage (above 600 volts) power distribution systems.

## SUPERVISION EXERCISED

None

## MAJOR, IMPORTANT, AND ESSENTIAL DUTIES

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

1. Maintains, operates and adjusts electrical primary power substations ranging from 2,300 to 12,000 voltage, including circuit breakers, relays, batteries and controls.
2. Maintains high voltage power lines; locates and isolates faulty sections and removes, installs and makes connections where necessary.
3. Installs watt-hour meter systems, connects potential transformers, current transformers, phase shifting transformers, test switches, reactive meters, demand meters and watt-hour meters.
4. Maintains, operates and repairs the airfield runway lighting system, including taxiways, guidance sign system, airways code beacon, rotating beacon and hazard lights.
5. Maintains, operates and repairs electric motors and control apparatus used in pumping drainage water and sewage.
6. Maintains, operates and repairs a high voltage light system.

# ATTACHMENT 15

7. Maintains, operates and adjusts standby engine generators used for emergency power; checks electrical failures for airport, tenants in the absence of tenant personnel in cases of emergency.
8. Collects data for engineer's planned expansion projects and meets with tenants and contractors and advises on availability of facilities for future expansion projects.
9. Inspects completed work for compliance with airport standards and requirements.
10. Performs related duties as assigned.

## IMPORTANT AND ESSENTIAL KNOWLEDGES, SKILLS, AND ABILITIES

Must have technical knowledge of: electrical terms to understand the functions and workings of electrically controlled equipment.

Ability to: locate and correct any electrical trouble in the least possible time; handle and operate high voltage testing equipment and high voltage switchgear and transformers; ability to deal courteously, effectively and tactfully with representatives of other agencies and airport tenants.

## MINIMUM QUALIFICATIONS

These minimum qualifications establish the education, training, experience, special skills and/or license(s) which are required for employment in the classification. Please note, additional qualifications (i.e., special conditions) may apply to a particular position and will be stated on the exam/job announcement.

### Education:

Requires completion of a recognized electrician's (Line worker or Inside Wireman) apprenticeship program.

### Experience:

Requires two (2) years of verifiable journey-level electrician experience in the installation, maintenance, and operation of high voltage (above 600 volts) – industrial power transmission and distribution systems.

### License and Certification:

Requires possession of a valid California driver's license.

### Substitution:

Additional experience as a journey level electrician, performing installation, servicing, and repair to electrical systems, devices, and related components can be substituted for the five (5) year apprenticeship program, on a year for year basis.

## SUPPLEMENTAL INFORMATION

## PROMOTIVE LINES

# ATTACHMENT 15

To: 9241 Airport Electrician Supervisor, 9242 Head Airport Electrician

From: Entrance Examination

ORINATION DATE: 1/12/1961

AMENDED DATE: 7/02/2015

REASON FOR AMENDMENT To accurately reflect the current tasks, knowledge, skills and abilities defined in the most recent job analysis conducted for this job code.

BUSINESS UNIT(S): COMMN

# ATTACHMENT 16

JOB TITLE: HEAD AIRPORT ELECTRICIAN

JOB CODE: 9242

## INTRODUCTION

Under general direction, manages electrical work concerned with the operation, maintenance and repair of electrical facilities at San Francisco International Airport; prepares budgets, requisitions, and reports related to the electric shop; manages supervisors who oversee and direct electrical functions including high and low-voltage electrical systems; confers with management and representatives of other agencies on technical electrical problems and airport electrical expansion projects and prepares reports thereon; and performs related duties as required.

Requires responsibility for: carrying out, interpreting and enforcing policy, procedures, rules and regulations governing the operation and maintenance of electrical facilities at San Francisco International Airport; applying considerable knowledge to complex electrical problems to assure efficient and continual operation of extensive electrical facilities; making regular contacts with representatives of other outside organizations and agencies to explain electrical services and activities; assembling and preparing data or information on important operational and technical reports or supervises the preparation thereof. Nature of the work requires occasional exposure to working conditions where serious injuries might occur.

## DISTINGUISHING FEATURES

The 9242 Head Airport Electrician is distinguished from the 9241 Airport Electrician Supervisor by the administrative management of assignments related to electrical installation, maintenance, and repair activities. This class is further distinguished from the 9241 Airport Electrician Supervisor as the 9241 has the expertise to interpret and apply policy, procedures, rules and regulations as they pertain to the operation and maintenance of high voltage electrical systems.

## SUPERVISION EXERCISED

Supervision includes local administrative management of personnel engaged in electrical work. The 9242 Head Airport Electrician supervises the following three classes: 7238 Electrician Supervisor I, 7287 Supervising Electronic Maintenance Technician, and 9241 Airport Electrician Supervisor. The 7238 Electrician Supervisor I will supervise their respective subordinates in those matters pertaining to electrical installation, maintenance, and repair. The 7287 Supervising Electronic Maintenance Technician will supervise their respective subordinates in those matters pertaining to electronic control systems. The 9241 Airport Electrician Supervisor will supervise their respective subordinates in those matters pertaining to high voltage electrical systems or equipment (over 600 volts).

## MAJOR, IMPORTANT, AND ESSENTIAL DUTIES

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

# ATTACHMENT 16

1. Manages the operations of the Airport electric shop and subordinate staff by interpreting and enforcing policy, procedures, rules, and regulations governing the operation and maintenance of electrical facilities.
2. Supervises and assigns subordinate classes to the maintenance of electric power substations, feeders, transformers, circuit breakers, relays, batteries and controls.
- 3 Prepares annual budget estimates by conferring with supervisor on requirements for electric shop personnel, materials, supplies, and equipment.
4. Manages the electric shop expenditures of operational materials and supplies to ensure expenses are within budgetary allocations.
5. Supervises and assigns subordinate classes to the maintenance of airport building lighting and power equipment, including ballasts, switches, receptacles, meters, electrical and electronic components of heating, ventilating and air conditioning systems, mechanical doors, and security and Closed-Circuit Television (CCTV) systems.
6. Supervises and assigns subordinate classes to the maintenance of airport runway lighting system, including a taxiway sign system, hazard lights, power feeders, standby engine generators, and street lighting system
7. Oversees applications for electric energy service reports and keeps files of such applications and reports.
8. Prepares requisitions for the purchase of lamps, repair parts, wire, cable, watt-hour meters, and other essential items.
9. Collects data for engineer's planned expansion projects such as size and availability of underground ducts, connected loads and load factors, and cable dimensions.
10. Supervises staff that meets with tenants and contractors on alterations or repair matters where electrical circuits are contemplated and identifies circuits, conduits, panels, meter sockets, and others.
11. Supervises staff that checks completed work for compliance with instructions and prior to approval by airport maintenance engineer.
12. Supervises the investigation of probable causes that may lead to failure of electrical equipment.
13. Provides feedback to managers on electric shop staff to recognize performance and course correct as needed.
14. Performs related duties as assigned.

## IMPORTANT AND ESSENTIAL KNOWLEDGES, SKILLS, AND ABILITIES

Must have a comprehensive knowledge of: electrical terminology to understand the functions and workings of electrically controlled equipment; electric theory and its application to a modern air terminal; electrical facilities and all aspects of their construction and operation in order to reinstall power in case of failure.

# ATTACHMENT 16

Ability to: manage, plan, and track the work of subordinate and personnel engaged in electrical work; ability to budget and prepare cost estimates for the electric shop; ability to utilize computer software and hardware; ability to communicate effectively in oral and written forms; ability to interact effectively and courteously with subordinates, contractors, other departmental personnel, and the general public.

## MINIMUM QUALIFICATIONS

These minimum qualifications establish the education, training, experience, special skills and/or license(s) which are required for employment in the classification. Please note, additional qualifications (i.e., special conditions) may apply to a particular position and will be stated on the exam/job announcement.

### Education:

Requires completion of a recognized electrician's (Lineworker or Inside Wireman) apprenticeship program.

### Experience:

Requires six (6) years of verifiable journey-level electrician experience performing installation servicing and repair to electrical systems, devices, and related components above or below 600 volts; two (2) years of which must have been as a supervisor of a crew of three (3) or more journey-level electricians.

### License and Certification:

Requires possession of a valid California driver's license.

### Substitution:

Additional experience as a journey level electrician, performing installation, servicing, and repair to electrical systems, devices, and related components can be substituted for the five (5) year apprenticeship program, on a year for year basis.

## SUPPLEMENTAL INFORMATION

### PROMOTIVE LINES

To: No normal line of promotion

From: 7345 Electrician, 7238 Electrician Supervisor I, 9240 Airport Electrician, 9241 Airport Electrician Supervisor

ORIGINATION DATE: 1/12/61

AMENDED DATE: 7/2/2015

# ATTACHMENT 16

REASON FOR AMENDMENT To accurately reflect the current tasks, knowledge, skills and abilities defined in the most recent job analysis conducted for this job code.

BUSINESS UNIT(S): COMMN

# ATTACHMENT 17

CITY AND COUNTY OF SAN FRANCISCO

DEPARTMENT OF HUMAN RESOURCES

Title: Airport Mechanical Maintenance Supervisor

Job Code: 9232

## DEFINITION

Under general direction: performs supervisory duties in maintaining, operating and repairing airport mechanical machinery and equipment; and performs related duties.

Requires responsibility for: interpreting, coordinating and enforcing the policy, methods and procedures related to the maintenance and repair of large and varied stationary mechanical machinery and equipment at the San Francisco International Airport; effecting considerable economies by supervising the proper operation, maintenance and servicing of mechanical equipment of high value; preparing and checking and reviewing inventory, repair and ordinary operating records and reports. Nature of work requires the application of a wide range of technical skill and procedures to determine proper action to be taken in maintaining and repairing large and varied mechanical machinery and equipment.

## DISTINGUISHING FEATURES

## SUPERVISION EXERCISED

## EXAMPLES OF IMPORTANT AND ESSENTIAL DUTIES

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

1. Supervises the operation and maintenance of stationary mechanical machinery and equipment at the San Francisco International Airport; assigns duties and work to operating engineers and others, and is responsible for completion of work; checks and approves time sheets.
2. Arranges schedules for routine servicing of plant equipment such as lubrication of machinery, washing down sewage pumping station sumps, cleaning filtration air ducts and filters, and tests of emergency equipment,
3. Maintains a machinery history of the mechanical equipment showing make, model, serial numbers, local dealers' name and address, repair data and cost of repairs.
4. Makes periodic personnel inspection of mechanical equipment, to determine its operating condition; personally participates in major repair work as required, and give final approval.
5. Compiles specifications and requisitions for repair work to be done on mechanical equipment by outside contractors.

# ATTACHMENT 17

6. Confers with construction engineers, inspectors and contractors engaged in the construction of new mechanical equipment, to become familiar with the new installation.

7. Prepares or countersigns all requisitions for materials or services submitted by the mechanical maintenance section; maintains a record of expenditures incurred by the section; assist in the preparation of budget estimates for the mechanical maintenance section.

## KNOWLEDGE, SKILLS, AND ABILITIES

Knowledge of: Considerable knowledge of stationary mechanical machinery operation maintenance and repair; good mechanical aptitude.

Ability or Skill to: organize and direct the work of subordinates; deal effectively and courteously with airport tenants and representatives of various outside organizations.

## MINIMUM QUALIFICATIONS

These minimum qualifications establish the education, training, experience, special skills and/or license(s) which are required for employment in the classification. Please note, additional qualifications (i.e., special conditions) may apply to a particular position and will be stated on the exam/job announcement.

### Education:

Requires completion of high school plus technical training in mechanical machinery and equipment.

### Experience:

Four years as a chief engineer on a ship or in a large industrial plant including some experience with steam operating and heating and ventilating equipment, or an equivalent combination of training and experience.

### License and Certification:

A valid State motor vehicle driver's license; a certificate as a chief engineer of an ocean going vessel desirable.

### Substitution:

## SUPPLEMENTAL INFORMATION

## PROMOTIVE LINES

To: Airport Maintenance Superintendent

Superintendent of Buildings and Grounds

From: Operating Engineer

# ATTACHMENT 17

ORINATION DATE:

05/29/24

AMENDED DATE:

REASON FOR AMENDMENT:

To accurately reflect the current tasks, knowledge, skills & abilities, and minimum qualifications.

BUSINESS UNIT(S):

COMMN

# ATTACHMENT 18

CITY AND COUNTY OF SAN FRANCISCO

DEPARTMENT OF HUMAN RESOURCES

JOB CODE TITLE: SHEET METAL SUPERVISOR I

JOB CODE: 9345

Business Unit: COMMN

## Definition:

Under direction, the Sheet Metal Supervisor I supervises the work of Sheet Metal Workers. The essential functions of the Sheet Metal Supervisor I include: planning, organizing, directing and controlling the work of a crew of subordinate workers engaged in sheet metal fabrication, modification, repair, and/or installation; participating in the actual work of the trade, when needed; maintaining time records, work requisitions and material supply logs; estimating labor and material costs; recommending the selection and purchase of sheet metal tools and materials; supervising the storage, care and maintenance of various tools and materials; providing instruction on safety methods and procedures; and explaining details of projects to prospective customers or tenants. Performs related duties as required.

## Distinguishing Features:

This is a first line supervisory position responsible for direct supervision of sheet metal workers. It is distinguished from the Sheet Metal Worker Supervisor II by its responsibility for immediate supervision of a Sheet Metal Worker crew while the latter is responsible for indirect supervision of one or more crews. It is distinguished from the Sheet Metal Worker job code in that it has supervisory responsibility.

## Supervision Exercised:

Positions in this class supervise Sheet Metal Workers.

## Examples of Important and Essential Duties:

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code and are not intended to be an inclusive list.

1. Plans, organizes, directs, and controls the work of sheet metal workers and others engaged in various aspects of the trade.
2. Maintains time records, work requisitions, and material supply logs for the purpose of tracking workflow.
3. Estimates the labor and material costs of sheet metal fabrication, modification, repair, and/or installation for the purpose of maximizing efficiency and minimizing costs.
4. Recommends the selection and purchase of various sheet metal tools and materials.
5. Requisitions tools and materials for various sheet metal work assignments.

# ATTACHMENT 18

6. Supervises the storage, care and maintenance of various tools and materials.
7. Provides instruction on safety methods and procedures for the purpose of creating and maintaining a safe work environment.
8. Participates in actual work of the trade when needed.
9. Meets with prospective customers to explain details of projects.
10. Drives city vehicles to various work sites to oversee work of Sheet Metal Workers.

## Job Related and Essential Qualifications:

Knowledge of: journey-level sheet metal practices and procedures, tools and materials used in the trade, cost estimation practices; safety practices and procedures including CAL-OSHA regulations and applicable sections of the City's Safety Rule Book.

Ability to: perform supervisory responsibilities; communicate verbally and in written format; prepare and maintain accurate records and reports; establish and maintain good working relationships; and drive city vehicles.

JOB CODE TITLE: SHEET METAL SUPERVISOR I

JOB CODE: 9345

Business Unit: COMMN

## Experience and Training Guidelines:

Ten years experience as a journey-level sheet metal worker OR

Five years experience as a journey-level sheet metal worker AND

Completion of a recognized sheet metal worker's apprenticeship program (in the Building Trades or Shipyard Sheet Metal Apprentice Programs)

License: California driver's license

## Special Requirements:

Nature of work requires working out in the field at a variety of job sites and under potentially hazardous conditions, such as in and around raw sewage, at great heights, in all weather conditions, in cramped or enclosed areas, lifting heavy equipment and materials. Work shifts may vary and may include weekend and night work.

Effective Date: 6-16-80

Amended Date: 12/6/02

## Reason for Amendment:

To accurately reflect the current tasks, knowledge, skills and abilities defined in the most recent job analysis for this job code.

# ATTACHMENT 19

SAN FRANCISCO CIVIL SERVICE COMMISSION

CLASS TITLE: MAINTENANCE MANAGER      CODE: 7263

## CHARACTERISTICS OF THE CLASS:

Under general direction, supervises a staff of subordinate personnel engaged in maintenance and repair planning or craft activities for multiple large buildings and grounds; assists in developing policies and procedures relating to maintenance and construction planning and operations; assists with budget preparations and performs related duties as required.

## DISTINGUISHING FEATURES:

This class is distinguished from other supervisory craft classes by its responsibility for the operations of multiple large buildings and grounds. The employee in this class develops, implements and enforces policies and procedures relating to maintenance planning and operations; oversees a variety of craft workers engaged in maintenance and repair tasks OR oversees maintenance planners engaged in evaluating and scheduling maintenance requests.

## EXAMPLES OF DUTIES:

1. Assists in the preparation of maintenance and repair objectives, policies and procedures.
2. Ensures that maintenance, repair and operations are performed in accordance with approved policies and practices; confers with craft supervisors and maintenance planners regarding technical problems; reviews and prepares various control reports regarding project status, work projections, maintenance procedures and material use; visits work sites to ensure efficient and effective use of time, material and equipment.
3. Assists in developing, implementing and revising an on-going deferred maintenance program; assists in compiling information for the annual division budget.
4. Supervises personnel engaged in emergency maintenance dispatch and the preparation of labor, materials, and equipment estimates; assigns and reviews work; ensures subordinates development and advancement through effective use of training and employee development programs.
5. Coordinates the completion of maintenance and repair projects, and investigates, resolves and responds to complaints; confers with site administrators, division heads, craft supervisors, vendors, and contractors; prepares correspondence regarding complaints.
6. Develops and enforces work standards and guidelines to be applied in maintenance planning; researches and analyzes existing documentation and newly developed techniques, prepares formal standards and procedures manuals.

# ATTACHMENT 19

7. Directs the work of subordinate craft supervisors and workers engaged in maintenance and repair activities; assigns, reviews and approves work; evaluates the performance of subordinates; resolves craft jurisdictional disputes.

8. Investigates improved maintenance methods, materials, supplies and tools; makes recommendations regarding changes to improve work productivity.

CLASS TITLE: MAINTENANCE MANAGER      CODE: 7263

Job Related and Essential Qualifications:

Knowledge of: Maintenance procedures and planning techniques; building materials, their uses and limitations; applicable codes, laws and ordinances; working knowledge of engineering principles and their application to repair and alteration work in a variety of structures; current labor costs of building maintenance and alterations.

Ability to: plan, organize, coordinate, and direct a variety of crafts in performing maintenance and repair activities; plan, organize and direct repair and maintenance activities; analyze and prepare plans and specifications; conduct investigations and prepare comprehensive reports; develop solutions to maintenance and repair problems utilizing new materials, methods, and equipment.

EXPERIENCE AND TRAINING GUIDELINES: Any combination of training and experience that could likely provide the required knowledge and abilities may be qualifying. A typical way to obtain this would be:

Experience: Four years experience supervising skilled craft workers engaged in maintenance and repair of buildings and grounds.

License: Possession of a valid driver license.

ADOPTED: 4/29/82

RETITLED AND AMENDED: 6/9/95

# ATTACHMENT 20

CITY AND COUNTY OF SAN FRANCISCO

DEPARTMENT OF HUMAN RESOURCES

JOB CODE TITLE: MANAGER I

JOB CODE: 0922

Business Unit: COMMN

## Definition:

Under administrative direction, incumbents in this class provide mid-level management functions in an operating department with responsibility for a section, program or defined functional area and may assume responsibility for one or more section(s) or operational area(s) or operationally-related services.

Incumbents in these positions make decisions which impact the daily operations and implementation of established procedures and policies of the related units/sections and solve problems requiring analyses of issues that may result in deviations from routine processes, new technology and/or additional resources. These Managers typically contact and/or establish working relationships with others at similar levels within the organization and coordinate budget preparation, monitoring of expenditures and financial reporting for the assigned section; and perform related duties as required.

## Distinguishing Features:

Distinctions between class levels in the management series are based on the program's complexity, sensitivity and/or size, organizational impact, the nature and number of functions/programs managed, decision-making responsibility, level of supervision exercised, nature of positions supervised, and the nature and scope of duties assumed such as hand-on work versus planning and policy development activities.

Incumbents in this class assume responsibility for multiple sections providing complex, related functions or services. Inappropriate decisions at this level would impact the economic vitality, health, or welfare of a segment of the City's population.

Incumbents make decisions which require discretion in applying general goal and policy statements and in resolving organizational and service delivery problems. At this level, inappropriate decisions may compromise the effective functioning of the section and result in a negative impact on the health or welfare of a segment of the City's population. Managers in this class typically manage supervisors of clerical, maintenance and/or technical employees.

Manager I is distinguished from the Manager II class by the latter's responsibility for one or more large section(s) or functional areas, Manager I is further distinguished from Manager II by the latter's responsibility for providing complex, diverse programs or services.

## Supervision Exercised:

# ATTACHMENT 20

Managers in this class typically manage supervisors of clerical, maintenance and/or technical employees.

Examples of Important and Essential Duties:

1. Manages programs, operational activities, or projects of assigned section or program area; supervises, trains and evaluates the activities of personnel and/or coordinates and monitors the work of consultants and contractors working for the department; works with other managers and staff to evaluate and implement goals, responsibilities, policies and procedures of the division.
2. Monitors the work of and coaches subordinates to improve performance.
3. Evaluates procedures, identifies and analyzes problems and issues and may implement and document new procedures of the assigned section/program.
4. Participates in budget development by providing detailed justification and persuasive arguments for proposals or initiatives.
5. Coordinates budget preparation, monitors expenditures and financial reporting for assigned section; prepares reports, memoranda, and correspondence; and maintains statistical records. Implements and closely monitors budget expenditures; provides executive management with an early warning and practical options to potential cost overruns.
6. Directs the allocation of resources to achieve timely outcomes and measurable goals within budget; adjusts plans and programs to meet emerging or new programs, while continuing to address major departmental priorities.
7. Assists in developing and implementing operational policies to ensure the efficient operation of section or program.

Job Related and Essential Qualifications:

Knowledge of: management and administrative techniques applicable to operations in the area assigned; State and Federal regulations appropriate to unit; budget development and administration; and personnel administration.

Ability to: manage, administer and/or coordinate a complex operational section; plan, coordinate and direct work of subordinates and consultants/contractors; analyze and report upon operating conditions and problems; recommend appropriate solutions; deal tactfully and effectively with personnel at all levels and the general public; conduct analysis of operations and development plans as required; prepare and present comprehensive reports.

Special Requirements:

Special Qualifications including specialized knowledge, abilities, education, experience, or license may be established for individual positions.

Effective Date: 6/19/01

# ATTACHMENT 20

Retitled & Amended Date: 6/7/02

Reason for Amendment: To reflect the tasks, knowledge, skills and abilities defined in the most recent job analysis conducted for this class.

# ATTACHMENT 21

CITY AND COUNTY OF SAN FRANCISCO

DEPARTMENT OF HUMAN RESOURCES

JOB CODE TITLE: MANAGER I

JOB CODE: 0923

Business Unit: COMMN

## Definition:

Under administrative direction, incumbents in this class provide mid-level management functions in an operating department with responsibility for a section, program or defined functional area and may assume responsibility for one or more section(s) or operational area(s) or operationally-related services.

Incumbents in these positions make decisions which impact the daily operations and implementation of established procedures and policies of the related units/sections and solve problems requiring analyses of issues that may result in deviations from routine processes, new technology and/or additional resources. These Managers typically contact and/or establish working relationships with others at similar levels within the organization and coordinate budget preparation, monitoring of expenditures and financial reporting for the assigned section.

## Distinguishing Features:

Distinctions between class levels in the management series are based on the program's complexity, sensitivity and/or size, organizational impact, the nature and number of functions/programs managed, decision-making responsibility, level of supervision exercised, nature of positions supervised, and the nature and scope of duties assumed such as hand-on work versus planning and policy development activities.

Incumbents in this class assume responsibility for one or more large section(s) or functional areas and this class is distinguished from Manager I by responsibility for providing complex, diverse programs or services.

Manager II is distinguished from Manager I by the latter's responsibility for multiple sections providing complex, related functions or services. Inappropriate decisions at this level would impact the economic vitality, health, or welfare of a segment of the City's population.

Manager II is further distinguished from Manager III by the latter's responsibility for divisions which provide routine programs and services within a broad functional area. Incumbents in these positions make decisions which typically involve program planning and directing, as well as, organizing new and future resource needs. These decisions directly impact the effective functioning of the division and incumbents develop policies and/or procedures affecting the City infrastructure or the provision and delivery of public services. Inappropriate decisions would negatively affect the health and welfare of a segment of the population or the economic vitality of a segment of City government.

# ATTACHMENT 21

## Supervision Exercised:

Managers in this class typically manage supervisors of clerical, maintenance and/or technical employees.

## Examples of Important and Essential Duties:

1. Manages programs, operational activities, or projects of assigned section or program area; supervises, trains and evaluates the activities of personnel and/or coordinates and monitors the work of consultants and contractors working for the department; works with other managers and staff to evaluate and implement goals, responsibilities, policies and procedures of the division.
2. Monitors the work of and coaches subordinates to improve performance.
3. Evaluates procedures, identifies and analyzes problems and issues and may implement and document new procedures of the assigned section/program.
4. Participates in budget development by providing detailed justification and persuasive arguments for proposals or initiatives.
5. Coordinates budget preparation, monitors expenditures and financial reporting for assigned section; prepares reports, memoranda, and correspondence; and maintains statistical records. Implements and closely monitors budget expenditures; provides executive management with an early warning and practical options to potential cost overruns.
6. Directs the allocation of resources to achieve timely outcomes and measurable goals within budget; adjusts plans and programs to meet emerging or new programs, while continuing to address major departmental priorities.
7. Assists in developing and implementing operational policies to ensure the efficient operation of section or program.

## Job Related and Essential Qualifications:

Knowledge of: management and administrative techniques applicable to operations in the area assigned; State and Federal regulations appropriate to unit; budget development and administration; and personnel administration.

Ability to: manage, administer and/or coordinate a complex operational section; plan, coordinate and direct work of subordinates and consultants/contractors; analyze and report upon operating conditions and problems; recommend appropriate solutions; deal tactfully and effectively with personnel at all levels and the general public; conduct analysis of operations and development plans as required; prepare and present comprehensive reports.

## Special Requirements:

Special Qualifications including specialized knowledge, abilities, education, experience, or license may be established for individual positions.

# ATTACHMENT 21

Effective Date: 6/19/01

Retitled & Amended Date: 6/7/02

Reason for Amendment: To reflect the tasks, knowledge, skills and abilities defined in the most recent job analysis conducted for this class.

# ATTACHMENT 22

CITY AND COUNTY OF SAN FRANCISCO

DEPARTMENT OF HUMAN RESOURCES

JOB CODE TITLE: GENERAL LABORER

JOB CODE: 7514

## INTRODUCTION

Under general supervision, performs a variety of manual labor tasks such as removing debris from construction, maintenance, wrecking, or repair work; loading and unloading materials, supplies, furniture, and equipment; may work as part of a crew with other crafts; and operating various types of equipment and machinery including pneumatic and hand tools associated with general construction.

## DISTINGUISHING FEATURES

This class is the entry-level class in the laborer series. Positions involve sustained physical effort and exposure to a variety of disagreeable working conditions and inclement weather.

## SUPERVISION EXERCISED

None

## MAJOR, IMPORTANT, AND ESSENTIAL DUTIES

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

1. Excavates trenches (using various pneumatic and hand tools, including 90-pound jackhammers) for water and sewer lines, underground utility repair, or electrical conduits; backfills and compacts excavations; and potholes transmission mains and service piping.
2. Clears culverts, stakes fabric to prevent erosion of work sites, and cements and rip-raps upstream and downstream of culverts.
3. Stabilizes embankments by building wetwalls and drywalls alongside roadways and waterways.
4. Clears obstacles prior to machine mowing.
5. Serves as flag operator and sets up traffic barricades and lights or other barriers around work sites (on streets or in other locations).
6. Clears and chips vegetation, brush, limbs; clears firebreaks, watershed roadways, v-ditches, jogging and foot paths, pipeline rights-of-way, around structures, buildings, risers, vaults, and valve lots; cuts access routes to watershed domestic utility lines and springs; removes small trees and grinds stumps.

# ATTACHMENT 22

7. Installs and maintains chain link, barbed wire and hogwire fencing; cements watershed gate posts and chain link fence posts.
8. Loads and unloads materials, supplies, furniture, and/or equipment by hand or with booms, power tailgate, forklift, and other moving equipment for moving to and from worksites (examples: jackhammers, sandbags, cement bags, debris bags, railroad ties, whackers, vibratory plates).
9. Removes and cleans up debris resulting from construction, maintenance, wrecking, or repair work around grounds and building areas using hands, broom, shovel, wheel barrow, etc.
10. Works in confined spaces to assist in cleaning and flushing catch basins, septic tanks, or sewage treatment plants with shovels, hoses, and pumps to ensure proper drainage of the sewer system.
11. Operates and maintains pneumatic, electrical, mechanical, and hand tools including air compressors, jack hammers, tie tampers, sand blasters, steam cleaners, hoists, drills, chain saws, cement mixers, chipping guns, weed whackers, spaders, stump grinders, fence stretchers, aerial lift buckets, and other hand tools to assist craft workers in getting their jobs done.
12. Mixes and prepares concrete.
13. Assists in the application of concrete and asphalt to repair roads and sidewalks.
14. Sweeps streets and sidewalks
15. Applies disinfectants, de-greasers, and herbicides to streets and sidewalks.
16. Scrubs streets, sidewalks, and plazas with a broom or high-pressure water hose.
17. Picks up litter and puts debris into bags.
18. Cleans up illegal dumping sites, spills on city streets, and sites of accidents.
19. Removes litter and signs from poles and benches.
20. Operates motorized sidewalk sweepers to clean sidewalks.
21. Uses radio communication system or other communication devices.
22. Manages a tool room, distributing tools and tracking inventory.
23. Completes forms such as work orders, daily work or field reports, and/or accident report forms.
24. Drives a truck and/or car to work sites and follows route or other maps.
25. Prepare surfaces for painting; removes graffiti from public/private property using a computerized color matching program, soda blaster, and/or steam cleaner.

IMPORTANT AND ESSENTIAL KNOWLEDGES, SKILLS, AND ABILITIES

# ATTACHMENT 22

Knowledge of: safe work practices, and safety equipment.

Ability and Skill to: perform basic general labor procedures such as shoveling, trenching, grading, cribbing, lifting and carrying heavy materials; load and unload trucks, wheel barrows, etc.; break up pavement and concrete and assist in mixing and putting in sidewalks, streets, and pathways; take care of tools and equipment; wear appropriate forms of respiratory protection equipment; read, write, and follow oral and written instructions and complete simple reports; interact with co-workers, supervisors and the public in a polite and friendly manner; drive a car or truck to work sites and follow route or other maps; use pneumatic and hand tools such as air compressors, jack hammers, sand blasters, tampers, concrete saws, chipping guns, chainsaws, concrete mixers, water pumps, air hoses, shovels, pipe and crescent wrenches, pliers, screwdrivers, hammers, crowbars, scoops, and hacksaws, etc.

## MINIMUM QUALIFICATIONS

These minimum qualifications establish the education, training, experience, special skills and/or license(s) which are required for employment in the classification. Please note, additional qualifications (i.e., special conditions) may apply to a particular position and will be stated on the exam/job announcement.

Education:

Experience:

Three (3) years (6000 hours) of journey-level experience as a general laborer in the construction field.

License and Certification:

Possession of a valid Class C California driver license (must be maintained during employment).

Substitution:

Completion of a California Division of Apprenticeship Standards (DAS) or United States Department of Labor (DOL) approved apprentice construction laborer program may be substituted for the required experience.

## SUPPLEMENTAL INFORMATION

Special Requirements: Physical strength, endurance, and dexterity to perform tasks such as lifting and/or handling materials and objects weighing up to 90 pounds, carrying such materials at least 50 feet, balancing 10-foot long pieces of lumber; sustained physical effort, frequently under adverse weather conditions and/or disagreeable working conditions, such as working on roads or streets in traffic or in cold or rain or being exposed to feces and urine, raw sewage, used syringes, toxic and hazardous materials, poison oak, poisonous snakes, and insects; and confined space entry.

## PROMOTIVE LINES

# ATTACHMENT 22

To: 7215 General Laborer Supervisor

ORINATION DATE: 01/26/1987

AMENDED DATE: 11/21/02; 06/03/16

REASON FOR AMENDMENT To accurately reflect the current tasks, knowledge, skills & abilities, and minimum qualifications.

BUSINESS UNIT(S): COMMN SFMTA SFCCD SFUSD

# ATTACHMENT 23

SAN FRANCISCO CIVIL SERVICE COMMISSION

CLASS TITLE: CARPENTER

JOB CODE: 7344

## INTRODUCTION

Under general supervision, performs skilled carpentry work in connection with the maintenance and repair of city structures, installations and facilities; and performs related duties as required.

Requires responsibility for: explaining and carrying out existing methods and Procedures relative to maintenance and repair activities; making occasional contacts with other departmental personnel and outside organizations in connection with carpentry activities; preparing routine records and reports of time worked and materials used.

## DISTINGUISHING FEATURES

### SUPERVISION EXERCISED

### MAJOR, IMPORTANT, AND ESSENTIAL DUTIES

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

1. Performs carpentry duties in connection with a wide variety of building alterations, maintenance and repair projects and other appurtenant and miscellaneous structures; builds and erects stairs, partitions, barricades, sheds, concrete forms, bleachers, scaffolding, fences and other items.
2. Lays and renews wood/wood composite/laminate: floors, baseboards, and moulding in offices, shops or transit equipment.
3. Repairs desk, tables, chairs, sashes, doors, roofs, stairs and handrails.
4. Installs doors and some related hardware.
5. Operates power driven shop woodworking machinery and equipment.
6. Reads blueprints and work orders and follows other written or verbal instructions on the kind and extent of carpentry work to be done.
7. Plans work program and sequences; assembles lumber and tools needed for an assigned project.
8. May measure and prepare estimates for carpentry repairs.
9. Prepares routine work records.

# ATTACHMENT 23

## IMPORTANT AND ESSENTIAL KNOWLEDGES, SKILLS, AND ABILITIES

Knowledge of: Requires good knowledge of: general carpentry work in maintenance and repair projects; the use of carpentry tools, power driven woodworking machinery and equipment.

Ability and Skill to: Requires ability to: read blueprints and work from drawings and sketches; work well with others; keep simple records.

Requires considerable skill in the use of tools and materials of the trade.

## MINIMUM QUALIFICATIONS

These minimum qualifications establish the education, training, experience, special skills and/or license(s) which are required for employment in the classification. Please note, additional qualifications (i.e., special conditions) may apply to a particular position and will be stated on the exam/job announcement.

Education: Completion of a four year recognized carpenter apprenticeship program; AND

Experience: Three years of experience as a journey-level carpenter (experience, as a carpenter's helper is NOT qualifying).

License and Certification: Possession of a valid California driver license.

Substitution: Additional qualifying journey-level carpenter experience may be substituted for the required carpentry apprenticeship program on a year-for-year basis.

## SUPPLEMENTAL INFORMATION

## PROMOTIVE LINES

TO: 7226 CARPENTER SUPERVISOR I

FROM: ORIGINAL ENTRANCE EXAMINATION

ORIGINATION DATE: 7/1/77

AMENDED DATE: 1/13/16

REASON FOR AMENDMENT To accurately reflect the current tasks, knowledge, skills and abilities defined in the most recent job analysis conducted for this job code.

BUSINESS UNIT(S): COMMN SFMTA SFCCD SFUSD

# ATTACHMENT 24

Professional Business Providers Inc. (Contractor)		City Job Classifications																			
		7334 L39	7335 L39	7205 L39	7262 L39	9232 L39	7376 L104	7247 L104	9345 L104	7345 L6	7238 L6	7318 L6	7329 L6	9240 L6	9242 L6	7263 MEA	0922 MEA	0923 MEA	7514 L261	7344 L22	
Control Room Operator																					
Answering incoming phone calls and direct to, or dispatch, the appropriate personnel.		X				X	X	X													
Data Entry.		X	X	X	X	X			X	X	X	X	X	X							
Write basic letters, memos, and correspondence.			X	X	X	X			X	X	X	X	X	X			X	X			
Notifying maintenance staff via radio communication about system faults or failures and dispatching them to the appropriate locations.		X				X	X	X													X
Recording system faults and maintenance needs in a log.		X				X	X	X			X	X	X	X							X
Monitoring system balance.		X	X																		
Keeping track of statistical reports.			X	X	X	X			X	X	X	X	X	X			X	X			
Coordinating daily with required parties to maintain system functionality.		X	X	X																	X
Analyzing faults in the BHS and PBB systems, developing corrective action plans, and submitting reports to the O&M Manager detailing the root causes of system issues.																					
Making operational decisions for the BHS and PBB systems, including initiating and implementing backup or fallback procedures as necessary to ensure continued operations (e.g., rerouting using divertible conveyors, deploying fallback tags, coordinating with airlines, etc.).																					
Ensuring smooth daily operations by reviewing start-up procedures and checklists.		X	X						X												

PBP Baggage Jammer-Encoder

## ATTACHMENT 24

Professional Business Providers Inc. (Contractor)	City Job Classifications																		
	7334 L39	7335 L39	7205 L39	7262 L39	9232 L39	7376 L104	7247 L104	9345 L104	7345 L6	7238 L6	7318 L6	7329 L6	9240 L6	7263 MEA	0922 MEA	0923 MEA	7514 L261	7344 L22	
<b>Baggage Jammer/Encoder</b>																			
Resolving baggage jams, resetting security routing errors, addressing minor faults within the baggage handling system, and addressing housekeeping tasks.																			
Manually entering bag information for items that cannot be processed by automatic tag readers.																			
Maintaining cleanliness in the baggage room, such as replacing trash can liners and removing debris from the maintenance pad and surrounding areas near manual encoding stations.				X															
Monitoring and addressing maintenance or operational issues by either resolving them or reporting them to the Technicians	X	X			X														X
Ensuring work areas and the spaces around conveyor equipment are regularly cleaned to prevent the accumulation of trash, dirt, and debris.																			
Manually handling baggage during system outages or fallback situations.					X														
Following safety protocols and guidelines.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Gaining a full understanding of the Baggage Sort System Control functions as they pertain to manual baggage handling system (BHS) operations.					X														
Accurately interpreting airline baggage tags and manually entering data into the encode console to ensure proper routing of luggage.																			
Assisting in training new team members.		X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

# ATTACHMENT 24

Professional Business Providers Inc. (Contractor)	City Job Classifications																			
	7334 L39	7335 L39	7205 L39	7262 L39	9232 L39	7376 L104	7247 L104	9345 L104	7345 L6	7238 L6	7318 L6	7329 L6	9240 L6	9242 L6	7263 MEA	0922 MEA	0923 MEA	7514 L261	7344 L22	
<b>Maintenance Technician</b>																				
Provide maintenance services for all equipment and systems, covering everything from the main equipment disconnect to the end device.	X	X	X			X	X	X												
Overseeing daily operations and reviewing Baggage Handling System (BHS) statistics to identify problem areas.																				
Diagnosing and repairing mechanical faults within the BHS.																				
Analyzing data from the BHS to identify issues and trends that could lead to future problems.																				
Communicating with relevant parties regarding completed work and the current status of specialized systems.	X	X	X		X	X	X	X	X	X	X	X	X	X				X	X	
Read and understand blueprints, mechanical drawings, electrical and hydraulic schematics.										X	X	X								
Using various tools and instruments, responsibilities include lubrication, adjustments, tracking, troubleshooting, and repairs for all mechanical components. These include but are not limited to conveyor belts, end rolls, drive rolls, snub rolls, take-up rolls, conveyor drive assemblies (e.g., motors, gearboxes, drive belts, V-belts), conveyor supports (e.g., ceiling hangers, leg supports), make-up and claim devices (e.g., flat plate and sloped pallet plate), pushers, diverters, and related equipment that manage baggage flow.																				
Read, interpret, and alter PLC Rung Ladder Diagrams and Upload/Download PLC programs and Human Machine Interface (HMI) configurations.	X	X			X															
Install and program Variable Frequency Drives (VFD) as well as other devices common in an industrial automation environment.	X	X			X															

PBP Maintenance Technician

## ATTACHMENT 24

Professional Business Providers Inc. (Contractor)	City Job Classifications																		
	7334 L39	7335 L39	7205 L39	7262 L39	9232 L39	7376 L104	7247 L104	9345 L104	7345 L6	7238 L6	7318 L6	7329 L6	9240 L6	9242 L6	7263 MEA	0922 MEA	0923 MEA	7514 L261	7344 L22
Maintain and repair Automatic Tag Readers (ATR) and related bar code reading equipment.											X	X							
480 3 Phase Motor Controls.					X				X	X			X	X					
Following safety protocols and guidelines.	X	X	X	X	X	X	X	X	X	X	X	X	X	X				X	X
Ensuring general cleanup of work areas and surrounding conveyor equipment to keep units free of trash, dirt, and debris at a necessary frequency.									X	X	X	X	X						X
Utilizing basic electrical knowledge to perform troubleshooting and repairs to restore the BHS to operational status.									X				X	X					
Assisting in the training and development of team members.	X	X	X		X		X	X	X	X	X	X	X	X	X	X	X		

## ATTACHMENT 24

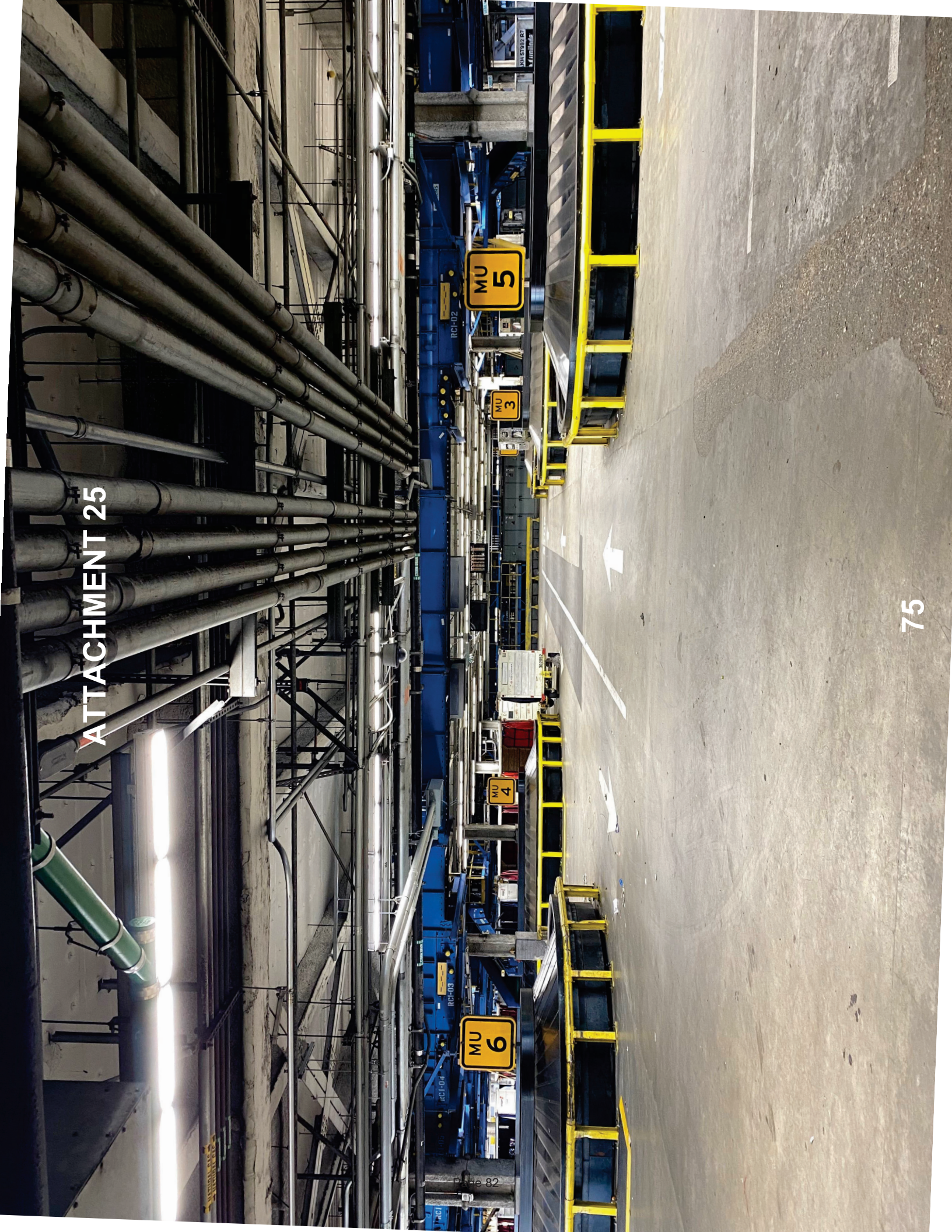
	City Job Classifications																			
	7334 L39	7335 L39	7205 L39	7262 L39	9232 L39	7376 L104	7247 L104	9345 L104	7345 L6	7238 L6	7318 L6	7329 L6	9240 L6	9242 L6	7263 MEA	0922 MEA	0923 MEA	7514 L261	7344 L22	
<b>Professional Business Providers Inc. (Contractor)</b>																				
<b>Lead Maintenance Technician</b>																				
Maintaining all equipment and systems, from the primary equipment disconnect to the end device	X	X	X			X	X													
Servicing, troubleshooting, and repair of all electrical, mechanical, and control devices associated with the airports Baggage Handling Systems and Passenger Boarding Bridges.																				
Clearly communicate operational philosophy, goals, and expectations to the technical team.	X	X		X		X	X	X	X	X	X	X	X	X	X	X	X			
Read and understand blue prints, mechanical drawings, electrical and hydraulic schematics.	X								X	X	X	X								
Read, interpret, and alter PLC Rung Ladder Diagrams and Upload/Download PLC programs and Human Machine Interface (HMI) configurations.																				
Install and program Variable Frequency Drives (VFD) as well as other devices common in an industrial automation environment.									X	X	X	X	X	X						
Maintain and repair Automatic Tag Readers (ATR) and related bar code reading equipment.									X		X		X							
480 3 Phase Motor Controls																				
Troubleshoot and maintain other hydraulic, pneumatic, hydronic, and plumbing subsystems and components.	X	X		X				X												
Procure materials, equipment, tools, and supplies necessary for task completion.																				
Following safety protocols and guidelines	X	X	X	X	X	X	X	X	X	X	X	X	X	X				X		X
Oversee staff management, including manpower scheduling.	X	X		X	X	X	X	X	X	X	X	X	X	X	X					
Complete and maintain all required documentation and forms.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			X
Conduct Quality Assurance/Quality Control checks on preventive maintenance (PM) and repair work.																				
Utilize the CMMS software to promptly report job completion.	X	X	X	X	X	X	X	X	X	X	X	X	X	X				X		X

PBP Lead Maintenance Technician

## ATTACHMENT 24

Professional Business Providers Inc. (Contractor)		City Job Classifications																		
		7334 L39	7335 L39	7205 L39	7262 L39	9232 L39	7376 L104	7247 L104	9345 L104	7345 L6	7238 L6	7318 L6	7329 L6	9240 L6	9242 L6	7263 MEA	0922 MEA	0923 MEA	7514 L261	7344 L22
Lead Maintenance Technician			X	X			X		X	X	X	X	X	X						
Review all shift work orders and ensure accurate, complete entries in the CMMS system.			X	X			X		X	X	X	X	X	X						
Support the training and development of team members.			X	X			X		X	X	X	X	X	X				X	X	

ATTACHMENT 25





Clipboard with document titled "PBB DAILY'S". The document contains a table with columns for "Date", "Time", "Personnel", and "Remarks". The table is mostly empty, with some faint markings.

SmartGate ME1-09

Flight	Carrier	Pass	Keyed Tag
...	...	...	...
...	...	...	...
...	...	...	...
...	...	...	...
...	...	...	...

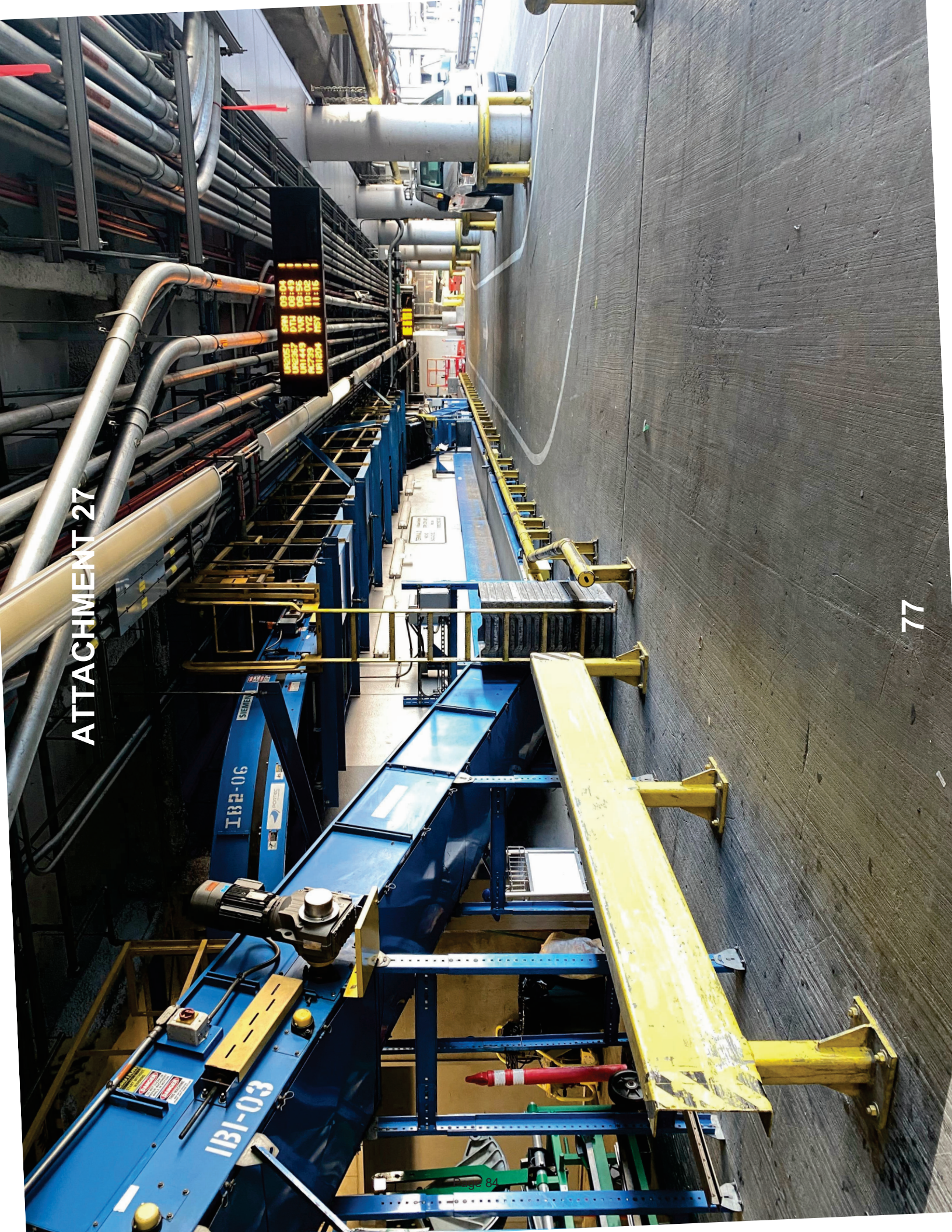
Virtual keyboard overlay on the screen with letters A-Z, numbers 0-9, and function keys.

SIEMENS

ALIBEX

ALIBEX

EMERGENCY STOP



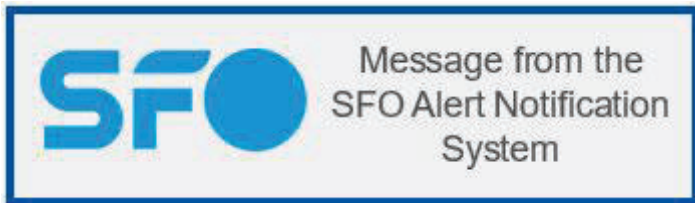
# ATTACHMENT 28

[REDACTED] (AIR)

---

**From:** SFO Alert [REDACTED]  
**Sent:** Monday, January 27, 2025 9:26 AM  
**To:** [REDACTED] (AIR)  
**Subject:** SFO EOC Activation: Level 3 (Monitoring)

**Importance:** High



[Please click here to acknowledge receipt of this message](#)

The SFO EOC has been activated to Level 3 (Monitoring).

Incident Detail: EOC Activated to Level 3 for HMT1 Baggage Handling System outage. MS Teams channel Power Failure has been activated for reference.

For questions, contact the SFO EOC at [REDACTED]

---

*SFO Alert is owned and operated by San Francisco International Airport. To change the way you receive SFO Alerts, contact [REDACTED].*

**SAN FRANCISCO INTERNATIONAL AIRPORT  
BAGGAGE HANDLING SYSTEM (BHS) SURVEY**

# ATTACHMENT 29

A	B	C	D	E	F
Airport Name	Internal BHS Maintenance	External BHS Maintenance	Both Internal & External	No Response	Comments
1 Dallas Fort Worth International Airport (DFW)				X	
3 Denver International Airport (DEN)			X		90% is contracted externally; rarely and on a case-by-case basis, some work may be performed internally
4 Detroit Metropolitan Airport (DTW)				X	no contact identified
5 Hartsfield - Jackson Atlanta International Airport (ATL)		X			Southwest Airlines
6 Indianapolis International Airport (IND)				X	no contact identified
7 Los Angeles International Airport (LAX)		X			external contractor shared a list of seventeen (17) Airports in the United States, including LAX, where they are responsible for maintenance baggage handling systems
8 Minneapolis-Saint Paul International Airport (MSP)				X	
9 Nashville International Airport (BNA)				X	
10 Pensacola International Airport (PNS)		X			

# Personal Service Contract Summary (PSC Form 1)

## PSC Basic Information

**Submitting Department:** CON

**Submitted By:** Austin Truong

**Department Coordinator:** Joyce Kimotsuki,  
Joyce.Kimotsuki@sfgov.org

**Project Manager:** Carmen LeFranc

**ServiceNow Number:** DHRPSC0006093

**Version:** 0.01

**Version Type:** New

**Brief description of proposed work:** Proposed work is actuarial valuation and advisory services related to Government Accounting Standards Board (GASB) 73, 74, 75 and related GASB existing and future pronouncements.

## Review Type and Reason

**CSC Review Required:** Yes

**CSC Review Reason(s):**

- Requires CSC Approval by Amount

## Amount

**PSC Amount:** \$1,500,000

**Does contract include items other than services?:** No

## Duration

**Is PSC by Duration or Continuing:** Duration

**PSC Duration (Months):** 112

## Funding

**Funding Source:** City Funds

**Special circumstances related to funding:** No

## Scope of Work

**Clearly describe scope and detail the services to be performed:** Proposed work is actuarial valuation and advisory services related to Government Accounting Standards Board (GASB) 73, 74 and 75. Proposers must have experience providing actuarial and consulting services to large, complex public sector clients. The requested Actuarial and Consulting services are highly specialized. Actuary firms providing these services must be familiar with Governmental Accounting Standards Board Statement Number 73, Accounting and Financial Reporting for Pensions and Related Assets that are not within the scope of GASB Statement 68, and Amendments to Certain Provisions of GASB 67 and 68; and Governmental Accounting Standards Board Statement Number 74, Financial Reporting for Postemployment Benefit Plans Other Than

Pension Plans; and Governmental Accounting Standards Board Statement Number 75, Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions. Proposers must be experienced handling large, multi-plan and multi-tier employers such as the City and County of San Francisco and have access to specialty expertise and complex information analysis tools.

Governmental Accounting Standards Board (GASB) Statement Number 73, Accounting and Financial Reporting for Pensions and Related Assets that are not within the scope of GASB Statement 68, and Amendments to Certain Provisions of GASB 67 and 68, and Governmental Accounting Standards Board (GASB) Statement Number 74/75 (Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions) states in general that governments should account for and report the annual cost of other postemployment benefits (OPEB) and the outstanding obligations and commitments related to OPEB in the same manner as they currently do for pensions. These amounts should be produced by actuarial valuations performed in accordance with parameters established by the GASB Actuarial valuations generally should follow accepted actuarial practices as set forth by the Actuarial Standards Board.

Contractor shall provide the City final formal GASB 73 and GASB 74/75 reports and information, including but not limited to:

- The necessary material for the Comprehensive Annual Financial Report to comply with GASB 73 and GASB 74/75 OPEB reporting and disclosure requirements, including for GASB 74/75 the Total OPEB Liability, service cost, Annual OPEB Expense, Deferred Inflows and Outflows of Resources related to OPEB, projected benefit payments, and actuarial gains and losses;
- Summary of current plan provisions and information;
- Summary of all assumptions used in calculations;
- Description of methods;
- Summary of census data used for valuation; and
- Prepare and Report full Crossover Tests.

**Why are these services required and what are the consequences of denial?:** Denial would prevent the City from complying with local and federal mandates.

**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 work requires the services of independent actuarial valuation consultants.

### 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:**

Because the actuarial valuation serves as the basis for financial statement disclosures that are audited by external auditors, independence is necessary to ensure the figures are not manipulated to favor the employer's (i.e., the City & County of San Francisco's) financial position. Actuarial reports that conform to Government Accounting Standards Board pronouncements state that signing actuaries are independent of the employer and plan administrators (i.e., the City and County of San Francisco).

**Q2 - Does performing these services cause a conflict of interest?:** Yes

**Clearly describe the circumstances and the conflict of interest:** Because the actuarial valuation serves as the basis for financial statement disclosures that are audited by external auditors, independence is necessary to ensure the figures are not manipulated to favor the employer's (i.e., the City & County of San Francisco's) financial position. Actuarial reports that conform to Government Accounting Standards Board pronouncements state that signing actuaries are independent of the employer and plan administrators (i.e., the City and County of San Francisco).

**Additional information to support your request (Optional):** Work must be performed by independent actuarial valuation consultants.

## Union Notifications

**Job Class(es):** 0932 - Manager IV, 0931 - Manager III, 0933 - Manager V

**Labor Unions:** 351 - Municipal Exec Assoc-Misc

**Labor Union Email Addresses:** staff@sfmea.com

**Union Review Sent On:** 2/20/2026

**Union Review End Date:** 3/22/2026

**Union Review Duration Met On:** 3/22/2026



# 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:** Todd Barrett

**ServiceNow Number:** DHRPSC0006173

**Version:** 0.01

**Version Type:** New

**Brief description of proposed work:** Contractor will provide program administration services for a two-year pilot addressing placement needs for adults whose medical and behavioral complexity exceeds what permanent supportive housing can safely provide and no placement options currently exist. The contractor will administer flexible pilot funds, execute single-case service agreements, and provide the fiscal and contracting infrastructure necessary to implement individualized care and placement solutions for approximately 20 high-acuity adults. Program administration services include, participating in DPH/UCSF directed non-standard care and placement agreements, and ensuring fiscal accountability and by receiving invoices, confirming with program staff that the activities occurred and writing checks directly to vendors. This pilot is funded through a one-time philanthropic investment and is time-limited in scope. The program is part of a city-wide initiative to improve system flow, reduce unnecessary hospital bed days, and build a scalable model for this high-acuity population.

## Review Type and Reason

**CSC Review Required:** Yes

**CSC Review Reason(s):**

- Requires CSC Approval by Amount

## Amount

**PSC Amount:** \$3,435,456

**Does contract include items other than services?:** No

## Duration

**Is PSC by Duration or Continuing:** Duration

**PSC Duration (Months):** 24

## Funding

**Funding Source:** Private Grant

**Special circumstances related to funding:** Yes

**Explain the special circumstances:** The funding is a one-time philanthropic grant. The grant is time-limited and non-renewable. Given it is a philanthropic grant, DPH will be required to go

through the accept and expend process to receive the funds.

## Scope of Work

**Clearly describe scope and detail the services to be performed:** The contractor will provide program administration services for a two-year pilot designed to address placement needs for adults with cognitive impairment, dementia, and complex behavioral and medical needs whose circumstances exceed what permanent supportive housing can safely provide. Core services include: administering and stewarding flexible philanthropic placement funds; executing DPH/UCSF directed single-case service agreements and non-standard care arrangements with facilities, providers, and community partners; maintaining all contracts in good standing with DPH/UCSF oversight and ensuring fiscal accountability and appropriate approvals; and providing the administrative infrastructure necessary for the clinical pilot team to act quickly and effectively on individual cases. The contractor will not perform direct clinical services but will serve as the administrative backbone enabling the clinical team to deploy individualized solutions such as one-on-one behavioral coaching, private room accommodations, in-home care supports, and temporary surrogate decision-making arrangements.

**Why are these services required and what are the consequences of denial?:** The proposed pilot is urgently needed to address a critical and currently unresolved gap in the City's housing and health system. A limited but highly consequential population of adults with dementia and behavioral complexity is cycling between permanent supportive housing, hospitals, shelters, and the street because no current funding, policy, or contracting structure can respond to their needs. In fiscal year 2024–2025 alone, over 41,000 inpatient bed days were consumed by patients with stays exceeding 30 days awaiting a lower level of care, at significant cost to the City. Without program administration services, the philanthropic funds already secured cannot be deployed to identified non-contracted facilities for expedited patient placements, single-case agreements cannot be executed in a timely manner, and the pilot cannot launch. Denial would leave this population without any system response, perpetuate unnecessary and costly hospital stays, and forfeit a time-limited philanthropic investment intended to build a scalable and durable solution.

**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?:** This is a time-limited, two-year pilot funded by a one-time philanthropic grant that is not renewable. The pilot is explicitly designed as a transitional investment to test innovations, build protocols, and develop a sustainable model. The volume of single-case agreements and flexible fund transactions required during the pilot period is inherently finite and tied to a defined cohort of approximately 20 individuals. Once the pilot concludes, the City's sustainability plan is to transition the most successful elements to ongoing DPH funding and health plan partnerships.

**Q5c) How will you ensure the services aren't needed once this PSC request has ended?:** Contractor will actively work with DPH and payers to build long-term sustainability. Specifically, contractor will

1. Work with DPH to fund the most successful elements of the pilot on an on-going basis with DPH funds.
2. Work with payers to identify savings for health plan members throughout the pilot and co-develop a strategy to support those elements through the health plan.

**Q5d) Describe the required skills and expertise needed to perform the services:** -Expertise in nonprofit program administration, including the stewardship of flexible funds, execution of single-case service agreements, and management of contracts with providers across the health, housing, and/or long-term care sectors.

-Experience administering patch funding or similar flexible care funds, particularly in coordination with City health and housing agencies.

-Fiscal controls, compliance infrastructure, and contract management capacity to ensure accountability for philanthropic funds and appropriate regulatory compliance.

**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:** The problem is not that the Department lacks the ability to perform similar functions as the program administrator. The problem is that the pilot would not work if it did not have the flexibility to place patients immediately following confirmation that the patient was accepted by a facility for these specialty support services which are currently unavailable in City operated hospitals and facilities. These are single-case agreements, i.e. for one patient at a time over the two-year period and if there were no flexibility to make immediate placements, and these placements could only occur after a contract was set-up, there would be no point to this pilot which is testing how this level of support works.

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

**Q5h) Explain why:** The initial contract term is time-limited to the two-year pilot period. However, if the pilot demonstrates strong outcomes, the program administration contract may be extended or a new PSC may be sought to support a continuation. There is also the possibility that with mutual agreement with the funders we extend spending for several months to support patients currently enrolled in the program who continue to need transitional support.

**Additional information to support your request (Optional):** While the program administration functions of setting up single-case agreements and payment to facilities receiving these placements, the rest of the pilot project and clinical care is all overseen by civil service staff. The clinical team creating the client care plans will be largely Department of Public Health (DPH), Department of Disability and Aging Services (DAS), and Homelessness and Supportive Housing (HSH) City staff who will also be working with City administrative employees for project management, data analysis, and patient/tenant utilization review, with key subject-matter and project expertise from UCSF and Housing Accelerator Funds (HAF)-affiliated project staff. Addressing this populations' needs will be of tremendous benefit to our City clinical teams who are currently without adequate options for this vulnerable population.

## Union Notifications

**Job Class(es):** 1652 - Accountant II, 1657 - Accountant IV, 1654 - Accountant III

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

**Labor Union Email Addresses:** L21pscreview@ifpte21.org

**Union Review Sent On:** 3/19/2026

**Union Review End Date:** 3/29/2026

**Union Review Duration Met On:** 3/29/2026

# Personal Service Contract Summary (PSC Form 1)

## PSC Basic Information

**Submitting Department:** HSA

**Submitted By:** Gary Hong

**Department Coordinator:** Elizabeth Leone,  
elizabeth.leone@sfgov.org

**Project Manager:** Amy Freer

**ServiceNow Number:** DHRPSC0006072

**Version:** 0.01

**Version Type:** New

**Brief description of proposed work:** Independent Living Skills Program (ILSP) provides outreach and individualized support to current and former foster youth ages 16–21 to help them transition successfully to adulthood. Services include educational guidance for high school and post-secondary goals, employment readiness, housing assistance, and financial literacy.

## Review Type and Reason

**CSC Review Required:** Yes

**CSC Review Reason(s):**

- Requires CSC Approval by Amount

## Amount

**PSC Amount:** \$7,402,745

**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:** All services should be grounded in the Integrated Core Practice Model (ICPM), which promotes cross-system collaboration among child welfare, behavioral health, probation, and education partners to ensure holistic, family-centered support <https://www.cdss.ca.gov/inforesources/the-integrated-core-practice-model/about-icpm> and focused on the four (4) pillars of education, employment, permanency, and independent living. All services are voluntary, trauma-informed, and culturally and socio-economically responsive.

Contractor will use team-based and evidence-informed intervention strategies that support individualized and customized one-on-one engagement, including:

Comprehensive initial and bi-annual psychosocial needs assessment

Youth-directed goal setting

Experiential and distance learning opportunities

Bi-annual action planning

Resource and referral coordination

Service and team coordination

Advocacy for youth needs and goals

ILSP services must align with the National Youth in Transition Database (NYTD)

<https://acf.gov/cb/fact-sheet/about-nytd> and meet all applicable federal and state requirements.

At a minimum, services shall include:

Independent Living Needs Assessment

Individualized assessment to identify strengths, needs, and goals.

Education Support

Academic assistance for secondary education completion.

Post-secondary education support, including college or vocational training guidance.

Financial aid navigation for scholarships, grants, and loans.

Career Preparation & Employment Services

Career exploration and job readiness training.

Employment programs and vocational training opportunities.

Financial Literacy & Resource Management

Budgeting and money management skills.

Consumer education and financial planning.

Housing & Home Management

Housing education and referral services.

Training in home management and daily living skills.

Room and board financial assistance, as applicable.

Health Education & Risk Prevention

Education on physical and mental health, wellness, and safety.

Life Skills Development

Time management and organizational skills.

Social skills and interpersonal communication.

Parenting skills and family support education.

Healthy relationships and marriage education.

Mentoring & Supportive Services

Structured mentoring programs.

Supervised independent living arrangements, where appropriate.

Transportation Assistance

Support for access to education, employment, and essential services.

Financial Assistance Administration

Provide and track financial assistance for education, room and board, and other approved supports in compliance with program requirements.

**Why are these services required and what are the consequences of denial?:** These services are required under the Foster Care Independence Act of 1999 (Public Law 106-169), which mandates support for current and former foster youth in their transition to adulthood. Youth leaving foster care often face significant challenges, including lack of stable housing, limited educational attainment, and minimal financial and social support. Without these services, many

are at high risk of homelessness, unemployment, poverty, and involvement with the criminal justice system. Denial of services would undermine federal and state objectives, reduce opportunities for youth to achieve self-sufficiency, and increase long-term social and economic costs to the community. Providing these supports is essential to promote positive outcomes and fulfill legal requirements for assisting vulnerable youth.

**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?:** ILSP services are mandated under the Foster Care Independence Act of 1999 (Public Law 106-169) and related state mandates, which obligate counties to provide comprehensive supports to foster youth transitioning to adulthood, but compliance alone isn't enough, these services have to be delivered in a way that actually works for youth. We also know from years of research that relationship based, integrated support leads to the best outcomes for transition age foster youth. Studies, including a 2011 MSW thesis focused on post emancipation experiences and a 2022 systematic review of programs nationwide, consistently show that young people do better when they have one stable, trusted provider who can support them across education, housing, employment, and the day-to-day challenges of adulthood. When services are spread across multiple departments or handled by rotating staff, that continuity is lost, and so is the trust needed to keep youth engaged.

It's also important to acknowledge that many youth who have been involved in child welfare need a break from working with people they perceive as part of "the system." City staff, even in supportive roles, are still seen as system representatives. Contracting ILSP services creates a buffer that helps youth reengage on their own terms while still receiving the support they are entitled to.

ILSP's service model also requires a level of flexibility that current HSA classifications can't realistically provide. City roles are built around clinical assessment, traditional schedules, and defined scopes of practice. ILSP, on the other hand, needs staff who can meet youth in the evenings and on weekends, provide support outside the county, and offer mentoring that goes well beyond standard case management. Child Welfare staff are already fully tapped, and taking on ILSP's specialized work would require building entirely new roles and infrastructure, something that isn't financially or operationally feasible right now.

For all these reasons, contracting with a specialized provider remains the most effective and realistic way to meet federal and state requirements, uphold NYTD responsibilities, and deliver services in a way that actually works for youth. A one stop, relationship based contracted model preserves the consistency, cultural responsiveness, and mobility that transition age youth need, and that are proven to help them move successfully into adulthood.

## 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:** This contract will be submitted for approval by 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?:** Yes

**Q4a) What facilities or equipment does the City lack that contractor possesses?:** Dedicated, youth-focused site in San Francisco with flexible hours

A permanent, easily accessible facility located near major public transportation, operating weekdays, evenings, and weekends, and open year-round (including school holidays and summer), so youth and caregivers can access services when they are available.

Multi-purpose space for large and small groups

Configured rooms to host workshops and events, plus private offices for one-to-one coaching and counseling, quiet study areas, and a reception/resource zone to support concurrent activities without disruption.

Technology-enabled resource center

High-speed internet; computers; printers, copiers, scanners, fax and phones; secure workstations for applications, resumes, financial aid, and housing searches; and scheduling/case-tracking systems to manage classes, drop-in hours, and individualized services.

Life-skills teaching amenities

On-site equipment such as a demonstration kitchen for budgeting and meal preparation classes; storage for supplies (interview clothing, school materials, hygiene kits); and space outfitted for mock interviews and employment-readiness workshops.

Accessibility and safety infrastructure

Americans with Disabilities Act compliant entrances, restrooms, and paths of travel; trauma-informed furnishings and design; controlled entry, cameras, and clear safety protocols that support evening and weekend programming.

Mobile and remote outreach capacity

Vehicles or transportation access and portable equipment (laptops, tablets, hotspots) to reach youth placed outside the county and to provide remote emergency support when the center is closed.

Language access tools and materials

On-site and remote interpretation capacity and multilingual materials to deliver programming in English, Spanish, Chinese, Russian, Tagalog, and Vietnamese.

Rapid emergency aid mechanisms

Systems and processes to quickly disburse limited direct aid for immediate needs (housing, food, clothing, transportation, basic supplies) with appropriate tracking and accountability.

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

**Explain why:** No, the Department does not plan to acquire the facilities or equipment needed to perform these services. The Independent Living Skills Program requires a dedicated, youth-focused site with flexible hours, multi-purpose spaces for large and small groups, and specialized amenities such as technology-enabled resource centers, life-skills teaching areas, and trauma-informed design. Establishing and maintaining such facilities would require significant capital investment, ongoing operational costs, and staffing infrastructure that the Department does not currently have. Contracting with a provider that already possesses these facilities, and equipment ensures compliance with federal and state mandates, timely service delivery, and accessibility for youth and caregivers without creating additional financial and logistical burdens for the City.

### **Additional information to support your request (Optional):**

#### **Union Notifications**

**Job Class(es):** 2930 - Behavioral Health Clinician, 2918 - HSA Social Worker, 2913 - Program Specialist, 9705 - Emp & Training Spec 4, 2916 - Social Work Specialist, 9703 - HSA Emp & Training Spec II

**Labor Unions:** 535 - SEIU 1021, 790 - SEIU, Local 1021, Misc

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

**Union Review Sent On:** 3/20/2026

**Union Review End Date:** 3/30/2026

**Union Review Duration Met On:** 3/30/2026



# Personal Service Contract Summary (PSC Form 1)

## PSC Basic Information

**Submitting Department:** HSA

**Submitted By:** Gary Hom

**Department Coordinator:** Elizabeth Leone,  
elizabeth.leone@sfgov.org

**Project Manager:** Elena Wong

**ServiceNow Number:** DHRPSC0006130

**Version:** 0.01

**Version Type:** New

**Brief description of proposed work:** FCS Kinship Services will provide supportive services for relative caregiver families of children and youth who have been in the San Francisco Child Welfare Dependency System. The purpose for this program is to stabilize and support relative caregiver families caring for youth who have been in the San Francisco Child Welfare Dependency System.

## Review Type and Reason

**CSC Review Required:** Yes

**CSC Review Reason(s):**

- Requires CSC Approval by Amount

## Amount

**PSC Amount:** \$3,000,000

**Does contract include items other than services?:** No

## Duration

**Is PSC by Duration or Continuing:** Duration

**PSC Duration (Months):** 48

## Funding

**Funding Source:** City Funds

**Special circumstances related to funding:** No

## Scope of Work

**Clearly describe scope and detail the services to be performed:** Providing supportive services for related and non-related caregiver families of children and youth who have been in the San Francisco Child Welfare Dependency System. The purpose for this program is to stabilize and support relative caregiver families caring for youth who have been in the San Francisco Child Welfare Dependency System.

Relative caregiver families often need support in areas such:

a. income and resource access

- b. housing stability
- c. substance abuse recovery
- d. domestic violence intervention
- e. stress management
- f. household safety
- g. Understanding of how trauma affects child's mental health and behavior

**Why are these services required and what are the consequences of denial?:** These services are optional under federal guidelines; however, to receive 50% of the federal funding, under the Family First Prevention Service Act (FFPSA) and Title IV-E must establish evidence-based navigator programs to support and connect kin caregivers with vital services.

However, in California it is mandated to provide kinship services. In accordance with the 2025 California Code Welfare and Institutions Code (WIC Division 9 – Public Social Services part 4- Services for the Care of Children Chapter 1- Foster Care Placement section 16003.5:

(a) Any state funding allocated to counties for the purpose of recruiting, retaining, and supporting foster parents, relative caregivers, and resource families shall be used to increase the capacity and use of home-based family care and the provision of services and supports to such caregivers. Allowable expenditure of those funds shall include, but not be limited to, and shall be used to supplement and not supplant, resources used by a county for any of the following purposes:

- (1) Staffing to provide and improve direct services and supports to licensed foster family homes, approved resource families, and relative caregivers, and to remove any barriers in those areas defined as priorities in the county implementation plan and subsequent reports on outcomes.
- (2) Exceptional child needs are not covered by the caregiver-specific rate that would normalize the child's experience, stabilize the placement, or enhance the child's well-being.
- (3) Childcare for licensed foster parents, approved resource families, and relative caregivers.

(b) (1) The department shall provide available funding to counties based upon its approval of plans submitted by each county that requests funding described in subdivision (a). Each county plan shall be submitted by September 1 of any year in which funding is available. Each county plan shall include all of the following:

(A) A definition of the specific goal or goals related to increasing the capacity and use of home-based family care and the provision of services and supports to such caregivers that the county intends to achieve.

Failure to provide these services will result in our county being ineligible to receive federal funding under 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?:** This contract serves relatives or kin who finalized legal guardianship and non-related legal guardians who finalized guardianship.

When a case closes or when legal guardianship is finalized with relatives or kin, the dependency case with Child Welfare is closed and the case becomes inactive. Legal guardianship transfers permanent responsibility for both the care and supervision of the child from the child welfare system to the relative or kin guardian.

At that point, the relative caregiver receives support only through the Kinship Guardianship Assistance Program (Kin-GAP), administered through the Foster Care Eligibility Program. They no longer receive ongoing case management or supportive services from Child Welfare, as the dependency case is officially closed under the closure reason "Kin-GAP." Kin-GAP is designed to allow families to achieve permanent placement without continued involvement from foster care or case workers.

In contrast, when a non-relative finalizes legal guardianship, the Non-Related Legal Guardian (NRLG) continues to receive financial assistance and is assigned by 2918 Social Worker. This social worker provides ongoing support and case management every six months or twice a year to ensure the family's permanency plan is maintained by checking in on developmental, educational, psychological needs and any services and support the family needs. The 2918 Social Workers do not provide kinship services.

The current 2918 classification is not structured to deliver the robust, community-based services necessary to holistically support families. These services go beyond basic case coordination and include access to food pantries, caregiver support groups, parenting courses, parent-child interactive activities, case management, mental health treatment, visitation supervision, and community-building events such as family fun nights, summer field trips, and cultural celebrations. 2918s or Social Workers are primarily responsible for coordinating and connecting clients to services in alignment with case plans, rather than providing any single service directly. Our infrastructure is designed for comprehensive service coordination, not specialized service delivery.

These comprehensive services are essential to support both relative and non-relative caregivers in managing the challenges of parenthood, addressing the mental health and trauma of minors, and meeting the needs of children and caregivers alike. This structural limitation underscores the urgent need for targeted staffing solutions to ensure compliance with service requirements and

improve outcomes for caregivers and children.

## 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:** HSA 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:** These services require specialized expertise, knowledge, and experience. The program addresses complex trauma experienced by children and youth, as well as the interrelated challenges faced by caregivers. It provides enhanced case management to address mental health concerns, trauma recovery, educational support, and access to family therapy to strengthen the caregiver-child bond.

Delivering these services effectively demands professionals with advanced understanding of trauma-informed care, mental health interventions, and family systems, as well as the ability to integrate these domains into a comprehensive approach. The program offers a coordinated model that combines therapeutic interventions with 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:** 2918 - HSA Social Worker

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

**Q5c3) Why are they not able to perform the services?:** The current classifications cannot perform these services because their roles and case responsibilities do not align with the needs of kinship families. Social Workers in the 2918 classification are assigned to coordinate and connect Non-Related Legal Guardian (NRLG) clients to specialized services; however, their duties

are limited to referrals and linkage rather than providing comprehensive, community-based support. They engage in ongoing case management by providing referrals and linkages and lack holistic family assistance that kinship caregivers require to maintain stability.

Furthermore, for Kinship Legal Guardians, there is no classification designated to support these families once guardianship is established. These cases are considered "closed," and the only ongoing involvement is through Foster Care Eligibility for monthly payments. As a result, there is no staff responsible for addressing the complex needs of kinship families after legal permanency, leaving a significant gap in services for caregivers who need sustained support and resources.

**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:** Our agency does not provide services for closed relative or kinship legal guardianship cases. To ensure families receive the necessary support, we partner with community-based providers who specialize in these areas.

The contracted vendor delivers comprehensive, community-based services designed to holistically support families. These services go beyond basic case coordination and include access to food pantries, caregiver support groups, parenting courses, parent-child interactive activities, case management, mental health treatment, visitation supervision, and community-building events such as family fun nights, summer field trips, and cultural celebrations.

For Non-Related Legal Guardian (NRLG) cases, the 2918s Social Worker primarily focus on coordinating and connecting clients to these services in alignment with case plans, rather than providing any single service directly.

Transitioning this work to existing City staff is not feasible, as our agency does not support closed relative or kinship cases. To meet statutory requirements and maintain effective service delivery, this specialized program must remain outside the current City staffing structure. Because services will be provided through qualified external providers, additional training for City employees is neither necessary nor an efficient 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 have closed child welfare cases and receive Kinship Guardianship Assistance Payment (Kin-GAP) only. These payments are administered through the Foster Care Eligibility Program, meaning families no longer receive ongoing support or case management from Child Welfare.

For Non-Related Legal Guardian (NRLG) cases, 2918 Social Workers primarily focus on guardianship check-ins and stabilizing permanency—not providing comprehensive community-based services.

The contracted vendor delivers holistic, community-based services that go far beyond basic case coordination. These include access to food pantries, caregiver support groups, parenting courses, parent-child interactive activities, case management, mental health treatment, visitation supervision, and community-building events such as family nights, summer field trips, and cultural celebrations.

Transitioning this work to existing City staff is not feasible. Our agency does not support closed relative or kinship cases, and current classifications (2918) are limited to stabilizing permanency and referring clients to vendors. They cannot provide the breadth of community-based services required to build a supportive network for families.

To meet statutory requirements and maintain effective service delivery, this specialized program must remain outside the current City staffing structure and continue to be provided through qualified external providers.

**Additional information to support your request (Optional):**

**Union Notifications**

**Job Class(es):** 2918 - HSA Social Worker

**Labor Unions:** 535 - SEIU 1021

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

**Union Review Sent On:** 3/12/2026

**Union Review End Date:** 3/22/2026

**Union Review Duration Met On:** 3/22/2026



# 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:** Casey Schutte

**ServiceNow Number:** DHRPSC0006190

**Version:** 0.01

**Version Type:** New

**Brief description of proposed work:** Adoption & Permanency Services: provision of full-service permanency services (including individualized case management engagement, family finding, and child and family team meetings) to promote reunification, guardianship and adoption. Services will promote relational, physical and legal permanence for dependents in out-of-home placement.

## Review Type and Reason

**CSC Review Required:** Yes

**CSC Review Reason(s):**

- Requires CSC Approval by Amount

## Amount

**PSC Amount:** \$4,000,000

**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, State Funds, City Funds

**Special circumstances related to funding:** No

## Scope of Work

**Clearly describe scope and detail the services to be performed:** Adoptions and Concurrent Planning

Increase the pool of adoptive parents by conducting outreach to recruit prospective adoptive parents and engaging with substitute caregivers to support their ability to become adoptive parents. Prepare and support resource families for concurrent planning for children who may either be reunified or become eligible for adoption, ensuring readiness for children in need of permanent homes, with a priority for children from San Francisco.

### Permanency Services

Provide case management for youth who did not reunify, focusing on lifelong family connections using a kin-first approach. Activities include family finding, engagement, connectedness mapping, and ongoing support to sustain permanent relationships, as well as coaching to FCS staff to strengthen their skills around permanency planning.

### Family Evaluations and Training

Complete Resource Family Approval (RFA) evaluations within required timelines and provide individualized pre-approval training for families unable to attend group sessions, following CDSS directives.

**Why are these services required and what are the consequences of denial?:** Across all services, the consequences of denial could include the agency being out of compliance at the state and federal levels.

In addition, there are the following service-specific consequences:

### Adoptions and Concurrent Planning

Under Title IV-E of the Social Security Act, states must have a plan to recruit and retain foster and adoptive families that reflect the ethnic and racial diversity of children in care, as well as provide training and support to these families. The federal Adoption and Safe Families Act (ASFA) also emphasizes timely permanency, which includes active recruitment for adoptive families. Concurrent planning is also a federal mandate under ASFA.

Failure to provide these services will mean fewer available adoptive homes for San Francisco youth, which will in turn mean fewer San Francisco youth exiting the child welfare system to permanent homes.

### Permanency Services

ASFA established permanency as one of the core values in child welfare. The Federal Child and Family Services Review (CFSR) and California Child and Family Services Review (C-CFSR) are state- and federal-level accountability systems for child welfare programs, and both include a strong emphasis on permanency for children in care.

Failure to provide these services will mean fewer youth exiting the child welfare system to legal permanency in a timely manner, resulting in poorer outcomes for San Francisco youth as well as increased costs to the City and County of San Francisco due to children remaining in care for longer.

### Family Evaluations and Training

To be a foster parent in California, an applicant family is required to complete the Resource Family Approval (RFA) process. RFA started as a pilot in 2012 but became a requirement for all

counties in 2017, though ACL 15-58

(<https://www.cdss.ca.gov/lettersnotices/entres/getinfo/acl/2016/16-58.pdf>). Family Evaluations are required for the RFA process by the State of California. If the county were unable to complete family evaluations, it would be unable to screen and approve potential resource families.

Failure to provide these services will mean fewer available resource families who are approved to [WE2.1] provide care for San Francisco youth, which in turn will mean fewer [WE3.1] placement options for San Francisco children in family settings within San Francisco.

**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?:** Adoptions and Concurrent Planning [CS4.1][GV4.2][WE4.3]

Adoption and concurrent planning services provided under this contract are specialized and time-intensive. Adoption services include both recruitment of potential adoptive parents and support of parents to become potential adoptive caregivers.

Additionally, the Federal CFSR requires agencies to make concerted efforts in concurrent planning and permanency, including ongoing outreach to relatives, kin, family, friends, and tribes for placement. The Federal CSFR also recommends that agencies make concerted efforts to maintain the child's important connections such as neighborhood, community, faith, extended family, kin, tribe, school and friends.

Due to high caseloads and intensive case management demands, workers in the 2940 (Protective Services Worker) classification lack the capacity to provide these intensive adoption services or conduct the "concerted efforts" associated with concurrent planning, which require monthly follow-ups and dedicated attempts to locate and maintain each child's important connections. Without dedicated services to meet these federal mandates, we risk noncompliance, which could result in the loss of Title IV funding—a critical resource for supporting children and families.

#### Permanency Services

As with adoption services, the permanency services provided under this contract are specialized and time-intensive. These services involve all of the following: comprehensive review of records and relational histories to identify potential permanent connections; connectedness mapping and intentional engagement through in-person interviews, home visits, and family team meetings; and outreach to biological parents whose reunification services have previously been terminated to assess whether circumstances have changed and whether they may be willing and eligible to pursue renewed reunification-related services.

Our Protective Services Workers are unable to deliver these intensive permanency services. Our

infrastructure is designed to facilitate comprehensive service coordination, not to specialize in individual service delivery.

The need for permanency coaching services, which are provided through this contract to FCS social workers in the 2940 classification, also speaks to the specialized nature of the knowledge and skills involved in these permanency services.

### Family Evaluations and Training

The FCS RFA unit handles all aspects of the resource family approval process with the notable exception of Family Evaluations, which involve a psychosocial assessment. Psychosocial assessments can only be performed by social workers with a master's degree or higher level of education. Current RFA Social Workers do not have the required level of education and experience to complete Family Evaluations.

As noted above, the current 2940 classification is 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. Family evaluations are an intensive, time-consuming process that requires specialization.

## 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:** This contract will be submitted for approval by 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. Referrals for permanency services are only made when the situation requires a high level of expertise in identifying permanency options for youth; referred youth have typically been in care for an extended period of time and have few (if any) identified options for permanency. The contractor is expected to have specialized expertise and experience in these services, to the point that the contractor can

independently provide casework services to individual referred youth but also can more generally coach our Protective Services Workers on how to better facilitate permanency for the youth they work with.

Additionally, under this contract there is an expectation of expertise in both permanency services and adoption services; these two types of services are related but distinct. Delivering these services effectively demands professionals with advanced understanding of multiple domains of child welfare services and the ability to integrate them into a comprehensive approach. The program offers a coordinated approach that combines adoption and permanency services to meet the[WE6.1] specific needs of each child and promote permanency, one of the core areas of focus for the child welfare system. Such outcomes can only be achieved through specialized skills and experience, ensuring that youth and caregivers 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:** 2917 - Program Support Analyst, 2916 - Social Work Specialist

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

**Q5c3) Why are they not able to perform the services?:** The Family Finding Unit within FCS is a brand new unit staffed by two newly hired 2916 workers and one 2917 supervisor, but the current staffing level is not sufficient to manage the volume, complexity, and specialized nature of Family Finding work required to support our youth. At this time, the unit's focus is primarily on the front end of the process when a child is first removed—specifically relative notification and early family finding activities—while the contractor's work centers on individualized permanency services that occur later in the life of a child welfare case and require intensive, ongoing search efforts, relational and genogram mapping, use of specialized search tools, trauma informed engagement, coordination with extended networks and tribes, and compliance with ICWA requirements.

FCS currently has no approvals for additional positions, and obtaining such approvals may take several years, leaving the unit without the staffing, specialized infrastructure, and search capacity needed for comprehensive Family Finding. State and federal mandates require this work to be performed at a scale that ensures ongoing, repeated outreach for every youth and with timeliness that includes monthly documented follow ups to relatives, kin, and tribes. For these reasons, contracting remains essential to maintain continuity of services, meet mandated timelines, and support youth and families effectively.

**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:** This contract is not required to train FCS employees because its scope is focused on delivering mandated direct services—such as recruiting and preparing adoptive parents, providing permanency case management, conducting family-finding, and completing Resource Family Approval evaluations—rather than internal workforce training. These activities are required under state and federal laws including ASFA, Title IV E, and CDSS RFA directives, all of which specify services that must be provided to

youth, families, and caregivers. While limited coaching to staff occurs to support permanency practice, formal training for county employees is not part of the contract's purpose or deliverables. Including staff training would divert resources away from legally required services and could place the county at risk of noncompliance, reduced permanency outcomes, and fewer available resource families for San Francisco youth.

**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:** FCS currently has no approvals for additional positions, and obtaining such approvals may take several years, leaving the unit without the staffing, specialized infrastructure, and search capacity needed for comprehensive Family Finding. State and federal mandates require this work to be performed at a scale that ensures ongoing, repeated outreach for every youth and with timeliness that includes monthly documented follow ups to relatives, kin, and tribes. For these reasons, contracting remains essential to maintain continuity of services, meet mandated timelines, and support youth and families effectively.

**Additional information to support your request (Optional):**

**Union Notifications**

**Job Class(es):** 2917 - Program Support Analyst, 2916 - Social Work Specialist

**Labor Unions:** 535 - SEIU 1021

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

**Union Review Sent On:** 3/13/2026

**Union Review End Date:** 3/23/2026

**Union Review Duration Met On:** 3/23/2026



# Personal Service Contract Summary (PSC Form 1)

## PSC Basic Information

**Submitting Department:**

**Submitted By:** Genevie Fong

**Department Coordinator:** Olga Mejia-Rocha,  
OMejiaRocha@sfgwater.org

**Project Manager:** Tedman Lee

**ServiceNow Number:** DHRPSC0006137

**Version:** 0.01

**Version Type:** New

**Brief description of proposed work:** PRO.0368, Westside Force Main Reliability Project

This RFP is to design and provide construction support for a new Westside Force Main system connecting the Westside Pump Station to the Oceanside Water Pollution Control Plant. This new system is necessary to provide reliable conveyance between these two facilities and to mitigate the potential failure of the existing 48-inch diameter prestressed concrete cylinder pipe. The new force main consists of new valves, manholes, vaults, instrumentation and control units, and associated piping. To ensure long-term reliability, the force main pipeline design will incorporate measures to address projected sea level rise and meet SFPUC's Seismic Performance Class III design standards.

## Review Type and Reason

**CSC Review Required:** Yes

**CSC Review Reason(s):**

- Requires CSC Approval by Amount

## Amount

**PSC Amount:** \$5,700,000

**Does contract include items other than services?:** No

## Duration

**Is PSC by Duration or Continuing:** Duration

**PSC Duration (Months):** 72

## 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 existing FM is a 48-inch diameter prestressed concrete cylinder pipe (PCCP located along the Great Highway, connecting the Westside Pump Station to the Oceanside Water Pollution Control Plant. It was built in the

1990s and is approximately 2,800 feet long. The condition of the existing system is unknown, and a new system is necessary to provide reliable conveyance between the two facilities. The new force main system will consist of new valves, manholes, vaults, instrumentation and control units, and associated piping.

Under the direction of the SFPUC, the selected Consultant will provide specialized engineering design and construction support for a new force main system and its associated appurtenances. The Consultant is expected to be knowledgeable of the SFPUC Procedures for engineering planning and design services. To address sea level rise and high seismic standards, the Consultant shall perform specialized modeling and technical analyses to support the design. Required analyses shall include, but are not limited to, the following:

- Hydraulic transient (surge) modeling to evaluate pressure fluctuations associated with pump operations, power outages, and valve actions, and to support surge protection design.
- Seismic analysis to evaluate pipeline and structural performance under seismic loading, including consideration of permanent ground deformation, liquefaction potential, and soil–structure interaction (SSI) in accordance with SFPUC's seismic design criteria.
- Buoyancy and uplift analysis to assess flotation risk under high groundwater, flooding, and future sea level rise conditions, and to inform pipe material selection, burial depth, and anchorage requirements.
- Sea level rise and climate resilience analysis to evaluate projected long-term impacts on pipeline hydraulics, groundwater levels, structural performance, and operability over the design life of the facility.

The Consultant shall integrate the results of these analyses into the pipeline alignment, material selection, structural design, and construction details to ensure long-term reliability and resilience.

It is anticipated that the design phase will take approximately 24 months and the construction phase will take approximately 48 months based on the project schedule.

**Why are these services required and what are the consequences of denial?:** These services are required to meet the project's LOS by providing redundancy for the existing system and by providing an operable system following a major earthquake. Without these services, the SFPUC would not be able to provide a reliable conveyance system.

**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:** All contracts over \$1,170,000 require SFPUC 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?:** Yes

**Q4a) What facilities or equipment does the City lack that contractor possesses?:**

Geotechnical investigations require specialized field equipments and tools including drill rigs, sampling tools, and verified testing facilities. Aerial surveys are performed using manned aircraft equipped with high resolution cameras, precise data collection system, and data processing software. Advanced analytical software is required to perform soil-structure interaction, surge pressure, and computation fluid dynamics analyses.

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

**Explain why:** This equipment is required and involves highly specialized work requiring specialized expertise and professional licenses. The City does not maintain the in-house expertise or licensure necessary to operate this equipment.

**Additional information to support your request (Optional):** In addition to using specialty equipment, the consultant will be asked to provide specialized engineering services such as supplemental geotechnical information, survey and pothole, perform soil structure interaction analyses, perform surge and computational fluid dynamics analyses, and potential tunnelling design. Also, if City staff is unavailable to perform non-specialized design services (e.g.: pipeline, mechanical, electrical), SFPUC may request consultant to perform additional services.

## Union Notifications

**Job Class(es):** 5241 - Engineer, 5212 - Engineer/Architect Principal, 5211 - Eng/Arch/Landscape Arch Sr

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

**Labor Union Email Addresses:** L21pscreview@ifpte21.org

**Union Review Sent On:** 3/13/2026

**Union Review End Date:** 3/23/2026

**Union Review Duration Met On:** 3/23/2026

# Personal Service Contract Summary (PSC Form 1)

## PSC Basic Information

**Submitting Department:**

**Submitted By:** Jonathan Paredes

**Department Coordinator:** Olga Mejia-Rocha,  
OMejiaRocha@sfgwater.org

**Project Manager:** Ed Forner

**ServiceNow Number:** DHRPSC0006039

**Version:** 0.01

**Version Type:** New

**Brief description of proposed work:** General Services: Garbage Service for Millbrae Yard with South San Francisco Scavengers

## Review Type and Reason

**CSC Review Required:** Yes

**CSC Review Reason(s):**

- Requires CSC Approval by Amount

## Amount

**PSC Amount:** \$1,200,000

**Does contract include items other than services?:** No

## Duration

**Is PSC by Duration or Continuing:** Duration

**PSC Duration (Months):** 120

## Funding

**Funding Source:** City Funds

**Special circumstances related to funding:** No

## Scope of Work

**Clearly describe scope and detail the services to be performed:** Operates under an agreement with the City of South San Francisco to collect, remove, transport, recycle, compost, and dispose of all solid waste generated at the Millbrae Yard.

**Why are these services required and what are the consequences of denial?:** Disposal of garbage at Millbrae Yard is needed on a consistent basis.

**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?:** Millbrae Yard is not within the City of San Francisco and we are unable to get the city to work on this service for our site.

### 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:** Contract over Threshold 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?:** Yes. See attached letter from the manufacturer confirming these services must be performed by the manufacturer or an authorized reseller/distributor.

**Additional information to support your request (Optional):** The South San Francisco Scavenger Company operates under an exclusive franchise agreement with the City of South San Francisco, which dates back to August 1, 1990. This agreement grants the company the exclusive right to collect, remove, transport, recycle, compost, and dispose of all solid waste generated in the city.

### Union Notifications

**Job Class(es):** 7514 - General Laborer

**Labor Unions:** 261 - Laborers Int, Local 261

**Labor Union Email Addresses:** laborers261@gmail.com

**Union Review Sent On:** 2/17/2026

**Union Review End Date:** 3/19/2026

**Union Review Duration Met On:** 3/19/2026



**From:** [Repola, Linda \(ADM\)](#)  
**To:** [Baldini, Daniel P](#)  
**Cc:** [Forner, Ed](#); [Taing, Peter K](#); [Paredes, Jonathan C](#)  
**Subject:** RE: South San Francisco Scavenger contract 1000007743  
**Date:** Thursday, January 8, 2026 11:10:58 AM  
**Attachments:** [image001.png](#)

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[The South San Francisco Scavenger Company operates under an exclusive franchise agreement with the City of South San Francisco, which dates back to August 1, 1990. This agreement grants the company the exclusive right to collect, remove, transport, recycle, compost, and dispose of all solid waste generated in the city. The franchise agreement ensures competitive service rates and protects the company's ownership of solid waste, including recyclable materials, placed at the curbside or designated collection locations. The agreement also outlines the responsibilities of both the City and the Scavenger Company to protect the company's exclusive rights to collect all solid waste in accordance with the terms of the agreement.](#)

Lin Repola

Procurement Manager

Office of Contract Administration

City and County of San Francisco

628-652-1627 | Cell: 415-867-6469 | [linda.repola@sfgov.org](mailto:linda.repola@sfgov.org)

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**From:** Baldini, Daniel P <[DBaldini@sfwater.org](mailto:DBaldini@sfwater.org)>

**Sent:** Thursday, January 8, 2026 9:48 AM

**To:** Repola, Linda (ADM) <[linda.repola@sfgov.org](mailto:linda.repola@sfgov.org)>

**Cc:** Forner, Ed (PUC) <[eforner@sfwater.org](mailto:eforner@sfwater.org)>; Taing, Peter (PUC) <[PTaing@sfwater.org](mailto:PTaing@sfwater.org)>; Paredes, Jonathan (PUC) <[JParedes@sfwater.org](mailto:JParedes@sfwater.org)>

**Subject:** RE: South San Francisco Scavenger contract 1000007743

Hi Lin,

Please see current rates listed on their website. Thanks

# Personal Service Contract Summary (PSC Form 1)

## PSC Basic Information

**Submitting Department:** MTA

**Submitted By:** Amy Nuque

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

**Project Manager:** Javaun Garcia

**ServiceNow Number:** DHRPSC0003251

**Version:** 1.01

**Version Type:** Amendment

**Legacy PSC #:** 40365-22/23

**Brief description of proposed work:** Serve on Bayview Shuttle Proj Comm. & provide African American community engagement & outreach

**Reason for the Request for Amendment:** The extension of the grant allows for task elements to continue. The grant outlines the importance of community leadership and involvement in the project, which would put the grant at risk if elements were not project-led.

## Review Type and Reason

**CSC Review Required:** Yes

**CSC Review Reason(s):**

- Requires CSC Approval by Amount
- Requires CSC Approval by Scope

## Amount

**Previously Approved Amount:** \$135,400

**Increase Amount:** \$224,670

**Why are you requesting the PSC amount to be increased?:** Extension to the grant allows work to continue until 2028, 100% grant funded, and the contractor will take on other task requirements included in the grant

**Total Amended Amount:** \$360,070

**Does contract include items other than services?:** No

## Duration

**Is PSC by Duration or Continuing:** Duration

**Previously Approved Duration (months):** 44

**Duration Increase (months):** 15

**Why are you requesting the PSC duration to be increased:** Extension to the grant allows work to continue until 2028 100% grant funded

**Total Amended Duration (months):** 59

**First Contract Start Date:** 4/2/2023

**PSC Duration End Date:** 3/1/2028

## Funding

**Funding Source:** State Funds

**Special circumstances related to funding:** Yes

**Explain the special circumstances:** Grant outlines the importance of community partnerships and strong community involvement in the delivery of task elements

## Scope of Work

**Are you making substantive changes to the scope of work last approved?:** Yes

**Clearly describe scope and detail the services to be performed:** Original coordinator's email: amy.nuque@sfmta.com.

The San Francisco African American Arts & Cultural District (SFAAACD) was approved as part of our application to the California Air Resources Board (CARB) to provide work as part of the state funded Bayview Community Shuttle Project.

The scope of work for SFAAACD include:

- Serve on Project committees
- Submit regular reports to SFMTA and CARB
- Review and comment on Project plans and materials for accuracy and cultural competence
- Organize, promote, and host engagement and marketing events with an emphasis on the African American community
- Evaluate outreach events through surveys, focus groups and other methods
- Plan, develop, and lead a community youth intern program that focuses on highlighting community history using the Bayview Shuttle
- Prepare for, oversee, and facilitate the Bayview Shuttle Community Congress meeting

**Why are these services required and what are the consequences of denial?:** The grant extension is dependent on the approval of this contract amendment as evidence that a community partner will be able to support these project elements

**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?:** This is a pilot project with uncertain funding beyond the grant expiration date and therefore is it difficult to have employees perform the services that will not exist beyond the limited term grant period.

## 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?:** 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 task elements and services provided are funded using grant funds, which have a limited term.

**Q5c) How will you ensure the services aren't needed once this PSC request has ended?:**

Funding for these services will end when the grant expires.

**Q5d) Describe the required skills and expertise needed to perform the services:** Requires strong relationships and trust with the Bayview-Hunter's Point and the ability to personally highlight the cultural legacy of the community. Additionally, requires an organization that is deeply embedded and connected within the community's organizational network

**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

**Have the Job Classes/Labor Unions changed?:**

**Job Class(es):** 5290 - Transportation Planner IV, 1312 - Public Information Officer, 5289 - Transportation Planner III, 5277 - Planner 1, 5288 - Transportation Planner II, 1314 - Public Relations Officer

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

**Labor Union Email Addresses:** L21pscreview@ifpte21.org

**Union Review Sent On:** 3/18/2026

**Union Review End Date:** 3/28/2026

**Union Review Duration Met On:** 3/28/2026

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: MUNICIPAL TRANSPORTATION AGENCY -- MTA Dept. Code: MTA

Type of Request: [X] Initial [ ] Modification of an existing PSC (PSC # \_\_\_\_\_)

Type of Approval: [ ] Expedited [X] Regular [ ] Omit Posting

Type of Service: Serve on Bayview Shuttle Proj Comm. & provide African American community engagement & outre:

Funding Source: State Grants PSC Duration: 3 years 34 weeks
PSC Amount: \$135,400 PSC Est. Start Date: 11/01/2022 PSC Est. End Date: 06/30/2026

1. Description of Work

A. Scope of Work:

The San Francisco African American Arts & Cultural District (SFAAACD) was approved as part of our application to the California Air Resources Board (CARB) to provide work as part of the state funded Bayview Community Shuttle Project.

The scope of work for SFAAACD include:

- \* Serve on Project committee
\* Review and comment on Project plans and materials for accuracy and cultural competence
\* Organize, promote, and host engagement and marketing events with an emphasis on the African American community
\* Evaluate outreach events through surveys, focus groups and other methods

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

A large focus of the grant was to have collaborative relationships with community members and the grant sought to partner with local community-based organizations (CBO) to address community needs and to promote the Project as a way of improving mobility needs of the neighborhood.

If denied the listed work in concise description of proposed work for SFMTA staff will need to take on the work (will require consultation with the grantor as this may not meet the terms of the grant) which will be difficult as we do not have the established relationships that the contractor has due to their deep ties within the community. The contractor is trusted among community members to perform the listed work and community members prefer

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.
Not provided in the past.

D. Will the contract(s) be renewed? No

2. Union Notification: On 08/16/2022, the Department notified the following employee organizations of this PSC/RFP request: Prof & Tech Eng, Local 21; Professional & Tech Engrs, Local 21

\*\*\*\*\*

FOR DEPARTMENT OF HUMAN RESOURCES USE

PSC# 40365 - 22/23

DHR Analysis/Recommendation:

10/17/2022

Commission Approval Required

Approved by Civil Service Commission

DHR Approved for 10/17/2022

**3. Description of Required Skills/Expertise**

A. Specify required skills and/or expertise:  
 Understanding the needs of community residents and partners through established relationships and knowing how to address and adapt to the needs of the identified population

B. Which, if any, civil service class(es) normally perform(s) this work?  
 1312,1314,5277,5288,5289,5290,

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

**4. Why Classified Civil Service Cannot Perform**

A. Explain why civil service classes are not applicable:  
 SFAAACD is listed in the grant to provide these services.

B. Would it be practical to adopt a new civil service class to perform this work? Explain.  
 No, the grant identifies SFAAACD to provide this work

**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?<br>Only SFAAACD will be performing the work listed in concise description of  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| C. Are there legal mandates requiring the use of contractual services?<br>SFAAACD was listed in the grant to provide these services. | <input checked="" type="checkbox"/> | <input 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 09/16/2022 BY:

Name: Amy NUQUE Phone: 415-646-2802 Email: amy.nuque@sfmta.com

Address: 1 South Van Ness, 6th Floor San Francisco, CA 94103

**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:	<a href="mailto:amy.nuque@sfmta.com">amy.nuque@sfmta.com</a>
PSC ServiceNow Record Number:	DHRPSC0003251

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-2023-09	2/4/2023	3/1/2028	\$ 360,070	DHRPSC0003251	SFAAACD will support the Bayview Shuttle program by conducting outreach/engagement within Bayview-Hunter's Point, developing and leading a youth community tour program, and overseeing Community

# Personal Service Contract Summary (PSC Form 1)

## PSC Basic Information

**Submitting Department:** MTA

**Submitted By:** Amy Nuque

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

**Project Manager:** Javaun Garcia

**ServiceNow Number:** DHRPSC0003229

**Version:** 1.01

**Version Type:** Amendment

**Legacy PSC #:** 47092-22/23

**Brief description of proposed work:** Provide transportation resource drop-in center incl. Chinese lang. interpretation/translation

**Reason for the Request for Amendment:** Extended grant term allows for continuing service where Community Youth Center of San Francisco (CYC) will support the transportation resource drop-in center and Chinese language interpretation/translation

## Review Type and Reason

**CSC Review Required:** Yes

**CSC Review Reason(s):**

- Requires CSC Approval by Amount

## Amount

**Previously Approved Amount:** \$414,000

**Increase Amount:** \$249,300

**Why are you requesting the PSC amount to be increased?:** This contract is amended to add additional funds to align the scope to match the end of the California Air Resources Board (CARB) funded program (March 2028).

**Total Amended Amount:** \$663,300

**Does contract include items other than services?:** No

## Duration

**Is PSC by Duration or Continuing:** Duration

**Previously Approved Duration (months):** 44

**Duration Increase (months):** 16

**Why are you requesting the PSC duration to be increased:** To correspond with the grant amendment that is funding the project

**Total Amended Duration (months):** 60

**First Contract Start Date:** 2/23/2023

**PSC Duration End Date:** 2/23/2028

## Funding

**Funding Source:** State Funds

Post Union Notification

**Special circumstances related to funding:** Yes

**Explain the special circumstances:** Grant outlines the importance of community partnerships and strong community involvement in the delivery of task elements

## 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 Community Youth Center of San Francisco (CYC) was approved as part of our application to the California Air Resources Board (CARB) to provide work as part of the state funded Bayview Community Shuttle Project.

The scope of work for CYC include:

- Review and comment on project public outreach plans and public engagement activities
- Review and translate project materials into Chinese for accuracy and cultural competence
- Organize, promote, and host engagement events with emphasis on the Chinese-language community
- Hire, train and provide staffing for the Transportation Resource Center (TRC), a community resource for transportation information and services.
- Promote TRC through marketing and outreach activities within the project area through ad-buys, mailers, street teams, posters, doorknockers or flyers

**Why are these services required and what are the consequences of denial?:** The grant extension is dependent on the approval of this contract amendment as evidence that a community partner will be able to support these project elements

**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?:** This is a pilot project with uncertain funding beyond the grant expiration date and therefore is it difficult to have employees perform the services that will not exist beyond the limited term grant period.

## 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?:** 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 task elements and services provided are funded using grant funds, which have a limited term.

**Q5c) How will you ensure the services aren't needed once this PSC request has ended?:** Funding for these services will end when the grant expires.

**Q5d) Describe the required skills and expertise needed to perform the services:** Requires strong relationships and trust with the Bayview-Hunter's Point and the ability to provide Chinese language interpretation or translation services. Additionally, requires an organization that is deeply embedded and connected within the community's organizational network

**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

**Have the Job Classes/Labor Unions changed?:**

**Job Class(es):** 5290 - Transportation Planner IV, 1312 - Public Information Officer, 5289 - Transportation Planner III, 5288 - Transportation Planner II, 1314 - Public Relations Officer

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

**Labor Union Email Addresses:** L21pscreview@ifpte21.org

**Union Review Sent On:** 3/20/2026

**Union Review End Date:** 3/30/2026

**Union Review Duration Met On:** 3/30/2026

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: MUNICIPAL TRANSPORTATION AGENCY -- MTA Dept. Code: MTA

Type of Request: [X] Initial [ ] Modification of an existing PSC (PSC # \_\_\_\_\_)

Type of Approval: [ ] Expedited [X] Regular [ ] Omit Posting

Type of Service: Provide transportation resource drop-in center incl. Chinese lang. interpretation/translation

Funding Source: State Grants PSC Duration: 3 years 34 weeks
PSC Amount: \$414,000 PSC Est. Start Date: 11/01/2022 PSC Est. End Date: 06/30/2026

1. Description of Work

A. Scope of Work:

The Community Youth Center of San Francisco (CYC) was approved as part of our application to the California Air Resources Board (CARB) to provide work as part of the state funded Bayview Community Shuttle Project.

The scope of work for CYC include:

- \* Review and comment on project public outreach plans and public engagement activities
\* Review and translate project materials into Chinese for accuracy and cultural competence
\* Organize, promote, and host engagement events with emphasis on the Chinese-language community
\* Hire, train and provide staffing for the Transportation Resource Center (TRC), a community resource for transportation information and services.
\* Promote TRC through marketing and outreach activities within the project area through ad-buys, mailers, street teams, posters, doorknockers or flyers

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

A large focus of the grant was to have collaborative relationships with community members and the grant sought to partner with local community-based organizations (CBO) to address community needs and to promote the Project as a way of improving mobility needs of the neighborhood.

If denied the listed work in (A) San Francisco Municipal Transportation Agency (SFMTA) staff will need to take on the work (will require consultation with the grantor as this may not meet the terms of the grant) which will be difficult as we do not have the established relationships that the contractor has due to their deep ties within the community nor available resources to provide Chinese language interpretation and translation services. The

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.
Not provided in the past.

D. Will the contract(s) be renewed? No

2. Union Notification: On 08/16/2022, the Department notified the following employee organizations of this PSC/RFP request: Prof & Tech Eng, Local 21; Professional & Tech Engrs, Local 21

\*\*\*\*\*

FOR DEPARTMENT OF HUMAN RESOURCES USE

PSC# 47092 - 22/23

DHR Analysis/Recommendation:

10/17/2022

Commission Approval Required

Approved by Civil Service Commission

DHR Approved for 10/17/2022

**3. Description of Required Skills/Expertise**

A. Specify required skills and/or expertise:  
 Understanding the needs of community residents and partners through established relationships and knowing how to address and adapt to the needs of the identified population.

B. Which, if any, civil service class(es) normally perform(s) this work?  
 1312,1314,5277,5289,5290,

C. Will contractor provide facilities and/or equipment not currently possessed by the City? If yes, explain:  
 Yes, CYC will provide a space for the Transportation Resource Center, a drop-in center for residents to ask for transportation related services

**4. Why Classified Civil Service Cannot Perform**

A. Explain why civil service classes are not applicable:  
 CYC is listed in the grant to provide these services.

B. Would it be practical to adopt a new civil service class to perform this work? Explain.  
 No, the grant identifies CYC to provide this work

**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?<br>Only CYC will be performing the work listed in concise description of propo | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| C. Are there legal mandates requiring the use of contractual services?<br>CYC was listed in the grant to provide these services.      | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| D. Are there federal or state grant requirements regarding the use of<br>contractual services?  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| E. Has a board or commission determined that contracting is the most effective<br>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<br>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 09/16/2022 BY:

Name: Amy NUQUE Phone: 415-646-2802 Email: amy.nuque@sfmta.com

Address: 1 South Van Ness, 6th Floor San Francisco, CA 94103

**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:	<a href="mailto:amy.nuque@sfmta.com">amy.nuque@sfmta.com</a>
PSC ServiceNow Record Number:	DHRPSC0003229

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-2023-08	2/23/2023	3/1/2028	\$ 663,300	DHRPSC0003229	SFAAACD will support the Bayview Shuttle program by conducting outreach/engagement within Bayview-Hunter's Point, developing and leading a youth community tour program, and overseeing Community

# Personal Service Contract Summary (PSC Form 1)

## PSC Basic Information

**Submitting Department:**

**Submitted By:** Elliot Yu

**Department Coordinator:** Olga Mejia-Rocha,  
OMejiaRocha@sfgwater.org

**Project Manager:** Lawrence Chew

**ServiceNow Number:** DHRPSC0001656

**Version:** 1.01

**Version Type:** Amendment

**Legacy PSC #:** 41932-18/19

**Brief description of proposed work:** Hosted Billing Services for SFPUC Electric Customers

**Reason for the Request for Amendment:** We are requesting an increase in the PSC amount and an extension of the PSC duration because the current contract is low on funds and requires an extension of the contract term to continue to receive as-needed and managed technical services for the electric billing system used by the SFPUC Power Enterprise.

## 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:** \$5,624,527

**Increase Amount:** \$1,437,000

**Why are you requesting the PSC amount to be increased?:** We are requesting an increase in the PSC amount and an extension of the PSC duration because the current contract is low on funds and requires an extension of the contract term to continue to receive as-needed and managed technical services for the electric billing system used by the SFPUC Power Enterprise.

**Total Amended Amount:** \$7,061,527

**Does contract include items other than services?:** Yes

- Cloud-Based Software Licenses and Support (without Professional Services): \$2,612,000

## Duration

**Is PSC by Duration or Continuing:** Duration

**Previously Approved Duration (months):** 91

**Duration Increase (months):** 29

**Why are you requesting the PSC duration to be increased:** We are requesting an increase in the PSC amount and an extension of the PSC duration because the current contract is low on funds and requires an extension of the contract term to continue to receive as-needed and managed technical services for the electric billing system used by the SFPUC Power Enterprise.

**Total Amended Duration (months):** 120

**First Contract Start Date:** 1/1/2019  
**PSC Duration End Date:** 12/31/2028

## 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: tmoayed@sfgwater.org.

The San Francisco Public Utilities Commission (SFPUC) provides retail water and sewer services to San Francisco, wholesale water to three Bay Area Counties, and power to customers in San Francisco. SFPUC's Power Enterprise currently services approximately 3,500 electric customers throughout San Francisco and Moccasin, as well 270 water, wastewater and gas customers located at Treasure Island using Able-Soft Utility Star Enterprise. On 5/28/2018, SFPUC issued a Request for Proposal (RFP PUC.PRO.0113) to replace SFPUC Power Enterprise's current electric billing system with a turn-key billing system. The selected proposer was Enterprise Solutions Consulting LLC (ESC), who will design, code, and implement a new hosted electric billing system. The Project will consist of five major phases, summarized below.

### Phase 1 – Project Initiation and Planning

During this phase, ESC will ensure guidelines, tasks, and activities are defined and completed before involving the full resources of the teams of ESC and SFPUC. Preparation will also involve the development of the project management plan.

### Phase 2 – Analysis and Design

During this phase, each current business process will be analyzed and processed through design sessions commonly known as "Fit/Gap". Based on the "Fit" and "Gap" results, a series of actions will be performed (i.e., configuration, business process change, design development etc.). The tasks identified in this phase are the joint responsibilities of the members of the ESC and SFPUC teams who will need to provide access to their staff with support from various Subject Matter Experts (SMEs). The tasks for this phase include: Configuration; Business Process Documentation; Master Development List Preparation; and Data Conversion and IT Environment Strategizing.

### Phase 3 – Build Development and Testing

This phase represents the most extensive time and effort port

**Why are these services required and what are the consequences of denial?:** The SFPUC Hetch Hetchy Power Enterprise (HHP) has 3,500 electric customers, approximately 270 water, wastewater and gas customers located at Treasure Island, and approximately 100 electric customers in the Moccasin, CA area. The number of electric customer accounts may grow up to 25,000 within 10 years because the SFPUC will provide power to planned new developments at Candlestick Point, Hunters Point, Treasure Island and Yerba Buena Island. HHP also performs

pass-through billing for approximately 350 gas and 15 steam customers. HHP electric customer charges are based on various rate schedules, including rate schedules that mirror Pacific Gas and Electric Company's (PG&E's) commercial, residential, industrial, and flat rates, as well as additional commercial and residential rate schedules developed by HHP. As shown in the following table, electric meter data is received from a variety of sources. SFPUC estimates that customer growth will increase the number of meters and accounts to roughly 25,000 units by 2030. While the existing customer base is primarily municipal, the majority of account growth will occur in the residential sector. Currently, SFPUC's Customer Services Bureau (CSB) performs HHP's billing operations using Able-Soft Utility Star Enterprise (Utility Star), a browser-based Customer Information System (CIS) software application. The Utility Star CIS platform is a heavily-modified platform that does not have the core functionality essential to SFPUC for its billing and meter management operations. As a result, many billing operation tasks must be performed manually. Furthermore, the Utility Star system cannot be upgraded to either perform or automate these manual tasks without significant coding. Given these limitations of the Utility Star CIS system, it cannot support a significant increase in HHP's customer base and, for this reason, must be replaced with the new system to ensure HHP can continue to bill its customers. Continued as-needed services and an extension of the SaaS license itself are required to maintain, update, and ensure consistent uptime for this billing system in the interest of customers.

**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:** Requires the Public Utilities Commission's commission approval because it is above the Threshold Amount.

**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?:** 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 required on an as-needed and intermittent basis because the work primarily involves specialized technical support, system maintenance, and enhancements to the electric billing

system. The frequency and scope of work vary depending on operational needs such as system updates, configuration changes, integration with other utility systems, regulatory or business process changes, troubleshooting, and periodic system improvements.

Maintaining a full-time City staff dedicated to these specialized services would not be efficient because the workload fluctuates and requires expertise specific to the contractor's proprietary SaaS billing platform. As a result, services are requested only when necessary to maintain system functionality and support ongoing operations.

**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 in utility billing system configuration, SaaS application management, system integration, and enterprise utility software development. The contractor provides professionals such as solution architects, project managers, business analysts, developers, data conversion specialists, testers, and trainers with expertise in the contractor's proprietary electric billing system platform and related technologies.

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

**Q5c1) Identify the classifications:** 1042 - IS Engineer-Journey, 1044 - IS Engineer-Principal, 1054 - IS Business Analyst-Principal, 1063 - IS Programmer Analyst-Senior, 1053 - IS Business Analyst-Senior, 1043 - IS Engineer-Senior

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

**Q5c3) Why are they not able to perform the services?:** The need for technical services is limited primarily to the first 18-24 months of the project which pertains to system implementation services. Thereafter, Years 3-7 of the project pertain primarily to data hosting services for required licensing for up to 25,000 accounts, with on-going system support to keep the system operational. The services performed during the latter five years of this seven-year contract must be performed by ESC, the hosting system provider. In addition, we do not currently have employees with internal expertise with an electric billing system that can provide services.

**Q5d) Will contractor directly supervise City employees?:** No

**Q5e) Will contractor train City employees?:** Yes

**Q5e1) Clearly describe and detail the training activities:** Prior to cutover, ESC will develop a project closing summary that lists outstanding activities of both parties that must be completed to close the project component. This summary will include additional report development, performance tuning, and end-user training.

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

**Q5f1) Describe the transition plan, including the anticipated timeline:** Prior to cutover, ESC will develop a project closing summary that lists outstanding activities of both parties that must be completed to close the project component. This summary will include additional report development, performance tuning, and end-user training.

**Additional information to support your request (Optional):**

## Union Notifications

Post Union Notification

**Have the Job Classes/Labor Unions changed?:**

**Job Class(es):** 1042 - IS Engineer-Journey, 1044 - IS Engineer-Principal, 1054 - IS Business Analyst-Principal, 1063 - IS Programmer Analyst-Senior, 1053 - IS Business Analyst-Senior, 1043 - IS Engineer-Senior

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

**Labor Union Email Addresses:** L21pscreview@ifpte21.org

**Union Review Sent On:** 3/20/2026

**Union Review End Date:** 3/30/2026

**Union Review Duration Met On:** 3/30/2026

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: PUBLIC UTILITIES COMMISSION

Dept. Code: PUC

Type of Request:  Initial  Modification of an existing PSC (PSC # 41932 - 18/19)

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

Type of Service: Hosted Billing Services for SFPUC Electric Customers

Funding Source: Electric Load Meter Project Funds

PSC Original Approved Amount: \$4,374,527 PSC Original Approved Duration: 02/01/19 - 01/31/26 (7 years 1 day)

PSC Mod#1 Amount: \$1,250,000 PSC Mod#1 Duration: 11/14/22-06/30/26 (21 weeks 2 days)

PSC Mod#2 Amount: no amount added PSC Mod#2 Duration: 02/03/23-09/01/26 (9 weeks)

PSC Cumulative Amount Proposed: \$5,624,527 PSC Cumulative Duration Proposed: 7 years 30 weeks

**1. Description of Work**

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

The San Francisco Public Utilities Commission (SFPUC) provides retail water and sewer services to San Francisco, wholesale water to three Bay Area Counties, and power to customers in San Francisco. SFPUC's Power Enterprise currently services approximately 3,500 electric customers throughout San Francisco and Moccasin, as well 270 water, wastewater and gas customers located at Treasure Island using Able-Soft Utility Star Enterprise. On 5/28/2018, SFPUC issued a Request for Proposal (RFP PUC.PRO.0113) to replace SFPUC Power Enterprise's current electric billing system with a turn-key billing system. The selected proposer was Enterprise Solutions Consulting LLC (ESC), who will design, code, and implement a new hosted electric billing system. The Project will consist of five major phases, summarized below.

**Phase 1 – Project Initiation and Planning**

During this phase, ESC will ensure guidelines, tasks, and activities are defined and completed before involving the full resources of the teams of ESC and SFPUC. Preparation will also involve the development of the project management plan.

**Phase 2 – Analysis and Design**

During this phase, each current business process will be analyzed and processed through design sessions commonly known as

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

The SFPUC Hetch Hetchy Power Enterprise (HHP) has 3,500 electric customers, approximately 270 water, wastewater and gas customers located at Treasure Island, and approximately 100 electric customers in the Moccasin, CA area. The number of electric customer accounts may grow to up to 25,000 within 10 years because the SFPUC will provide power to planned new developments at Candlestick Point, Hunters Point, Treasure Island and Yerba Buena Island. HHP also performs pass-through billing for approximately 350 gas and 15 steam customers. HHP electric customer charges are based on various rate schedules, including rate schedules that mirror Pacific Gas and Electric Company's (PG&E's) commercial, residential, industrial, and flat rates, as well as additional commercial and residential rate schedules developed by HHP. As shown in the following table, electric meter data is received from a variety of sources. SFPUC estimates that customer growth will increase the number of meters and accounts to roughly 25,000 units by 2030. While the existing customer base is primarily municipal, the majority of account growth will occur in the residential sector. Currently, SFPUC's Customer Services Bureau (CSB) performs HHP's billing operations using Able-Soft Utility Star Enterprise (Utility Star), a browser-based Customer Information System (CIS) software application. The Utility Star CIS platform is a heavily-modified platform that does not have the core functionality essential to SFPUC for its billing and meter management operations. As a result, many billing operation tasks must be performed manually. Furthermore, the Utility Star system cannot be upgraded to either perform or automate these manual tasks without significant coding. Given these limitations of the Utility Star CIS system, it cannot support a

significant increase in HHP's customer base and, for this reason, must be replaced by this new system to ensure HHP can continue to bill its customers.

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.  
Services have been provided in the past through earlier PSC request. See 41932 - 18/19

D. Will the contract(s) be renewed?

If we determine that we must remain with the same system, we will extend those services rendered during the last five years of the contract related to data hosting, licenses and system support.

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 project is expected to take seven years. The first 18-24 months relate to implementation and integration of the new system at a cost of \$1,549,527. Thereafter, for the remaining five years of the project, Enterprise Solutions Consulting LLC will provide managed services with respect to the new system, which will include data hosting services, all required licensing for up to 25,000 accounts, and system support to keep the system operational. The cost associated with Years 3, 4, 5, 6 and 7 will range from \$1,575,000 to \$2,825,000. Given that an investment of \$1,549,527 must be made in the first two years of the project, it would cost prohibitive to make this kind of investment for a system that we cannot then use for at least five years. For this reason, the contract will exceed five years.

## 2. Reason(s) for the Request

A. Display all that apply

Short-term or capital projects requiring diverse skills, expertise and/or knowledge.

Explain the qualifying circumstances:

The need for technical services for this project is limited primarily to the first 12-18 months of the project which pertains to system implementation services. Thereafter, Years 3-7 of the project pertain primarily to data hosting, licensing and system support, all of which the hosted provider must provide to ensure continuity of operations. Further, we do not currently have internal expertise with an electric billing system by which to staff the software implementation portion of this project. In fact, the required Oracle Customer Care & Billing Application expertise required for this project is highly technical and very difficult to find. Even if we were able to find and develop such internal expertise, it would require significant time and delays to this project. In contrast, by allowing ESC to perform the implementation of this project, we will instead be able to hire and assign one to two 1044 IS Engineer-Principals to oversee the project, while also receiving training on use of the application for future application support.

B. Reason for the request for modification:

Increase the PSC to align with the contract.

## 3. Description of Required Skills/Expertise

A. Specify required skills and/or expertise: • Five years of demonstrated experience maintaining, upgrading and enhancing the proposed billing system at electric utilities similar to SFPUC Power Enterprise; • At least two currently active managed services agreements with utilities in North America that provide electric, gas, and/or water services with a minimum of 1,000 customer accounts. Entities must be of similar or greater size and complexity as SFPUC; • Five years of experience incorporating Simple, Complex, TOU, and NEM Electric rates into a billing system that utilizes the proposed billing system; • Five years of testing experience, preferably with testing tools that ensure bill accuracy for an Electric billing system that utilize the proposed billing system; and • Five years of experience performing data conversion for the proposed billing system.

B. Which, if any, civil service class(es) normally perform(s) this work? 1042, IS Engineer-Journey; 1043, IS Engineer-Senior; 1044, IS Engineer-Principal; 1053, IS Business Analyst-Senior; 1054, IS Business Analyst-Principal; 1063, IS Programmer Analyst-Senior;

- C. Will contractor provide facilities and/or equipment not currently possessed by the City? If so, explain: Yes. All services will be rendered on ESC's own premises, accessibly by SFPUC through the internet ("cloud").

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

Not Applicable

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

- A. Explain why civil service classes are not applicable.  
Civil service classes listed above are applicable. However, we are seeking these technical services for the reasons stated below. First, the need for technical services is limited primarily to the first 18-24 months of the project which pertains to system implementation services. Thereafter, Years 3-7 of the project pertain primarily to data hosting services, all required licensing for up 25,000 accounts, and on-going system support to keep the system operational. The services performed during the latter five years of this seven year contract must be performed by ESC, the hosting system provider. Further, hiring staff to cover the initial 18-24 month implementation period of this project is not cost-effective. Nor will it ensure we can even find staff with the necessary expertise to do such work. Second, we do not currently have internal expertise with an electric billing system by which to staff the software implementation portion of this project. In fact, the required Oracle Customer Care & Billing Application expertise required for this project is highly technical and very difficult to find. Even if we were able to find and develop such internal expertise, it would require significant time and delays to this project. In contrast, by allowing ESC to perform the implementation of this project, we will instead be able to hire and assign one to two 1044 IS Engineer-Principals to oversee the project, while also receiving training on use of the application for future application support.
- 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, existing Civil Service classes already exist. However, we are seeking these technical services for the reasons provided above.

**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.  
Prior to cutover, ESC will develop a project closing summary that lists outstanding activities of both parties that must be completed to close the project component. This summary will include additional report development, performance tuning, and end-user training.
- 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 02/03/23, the Department notified the following employee organizations of this PSC/RFP request:**

Architect & Engineers, Local 21;

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

Name: Shawndrea Hale Phone: (415) 551-4540 Email: shale@sfgwater.org

Address: 525 Golden Gate Avenue, 5th Floor, San Francisco, CA 94102

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**FOR DEPARTMENT OF HUMAN RESOURCES USE**

PSC# 41932 - 18/19

DHR Analysis/Recommendation:

Commission Approval Not Required

Approved by DHR on 02/16/2023