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PSC Requests Scheduled for Hearing - 6/15/2026

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
DHRPSC0006335 - v0.01	MTA	New	\$750,000.00	\$750,000.00	<p>The contractor will provide:</p> <p>A. Policy & Fiscal Functions</p> <p>Translate parcel tax ordinance into operational rules</p> <p>Validate parcel tax classifications, exemptions, and calculations</p> <p>Conduct revenue forecasting and fiscal modeling</p> <p>B. Technical / Systems Functions</p> <p>Build parcel-level database (~212,000 parcels)</p> <p>Integrate Assessor, Tax Collector, and external datasets</p> <p>Develop data resources and automated Quality Assurance/Quality Control systems</p> <p>Generate sample and final tax rolls</p> <p>C. Analytical / Modeling Functions</p> <p>Estimate missing square footage (~20,000 parcels)</p> <p>Apply statistical and GIS-based modeling</p> <p>Develop defensible methodologies for appeals and audits</p> <p>D. Operational / Administrative Functions</p>	60	60	2026-06-15 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>Coordinate across departments</p> <p>Track reviews, exemptions, and reporting</p> <p>Maintain records and data to support assessment/adjustment process and/or calculation review</p>				
DHRPSC0005757 - v0.01	MTA	New	\$1,000,000.00	\$1,000,000.00	<p>The San Francisco Municipal Transportation Agency (SFMTA or Agency) requires knowledgeable, skilled and experienced consultants to develop and deliver customized training programs and materials that strengthen employee and customer engagement in the following areas: Customer Service Skills, De-Escalation Techniques, Managing Implicit Bias, Racial Equity, and Organizational Support for a Diverse Workplace. The consultant shall also provide executive coaching services for senior leaders and executives within the Agency.</p> <p>Since 2019, the SFMTA has partnered with specialized consultants to design and implement equity-centered training and executive coaching programs. Building upon this foundational work, the selected Contractor shall deliver a comprehensive suite of services that includes:</p> <ul style="list-style-type: none"> Continued delivery of racial equity and bias awareness training, equipping participants with the tools to recognize and mitigate bias, understand racial inequities and microaggressions, and foster inclusive practices in service to the public and internal teams. Workforce development assessments and targeted skill-building programs that identify current and future organizational needs, assess team and leadership competencies, and offer training pathways to help employees grow into new roles, take on greater responsibilities, and align with the Agency's long-term strategic goals. Confidential executive and management coaching services for senior leaders and executives to 	36	36	2026-06-15 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>enhance leadership capacity, support professional development, and improve organizational decision-making.</p> <p>The Contractor shall partner with the Agency teams to ensure that training and development offerings are aligned with department goals, responsive to feedback, and accessible across various shifts and workgroups. Programs must be scalable, measurable, and responsive to the evolving needs of SFMTA's workforce and the communities it serves.</p> <p>Together, these training, coaching, and workforce development services will contribute to a high-performing, equitable, and adaptable organization ready to meet today's operational challenges and tomorrow's opportunities.</p>				
DHRPSC0006346 - v0.01	PUC	New	\$4,000,000.00	\$4,000,000.00	<p>SFPUC will be upgrading its existing onsite non-potable water treatment system (ONWS) at its headquarters in San Francisco (525 Golden Gate Avenue) to meet the new regulatory standards set by the State Water Resources Control Board (SWRCB) Department of Drinking Water (DDW) regulations for Onsite Treatment and Reuse of Non-potable Water adopted on November 18th , 2025. In addition to the new regulations by DDW the upgrade of the ONWS must also meet the requirements set by the San Francisco Health Code Article 12C. Article 12C also requires that buildings/developments greater than 100,000 sq ft install and operate on-site water reuse systems. Through this project the SFPUC will replace the existing Living Machine treatment system (which treated the building's wastewater to provide non-potable water for toilet flushing) with a new treatment system that meets the new State and Local requirements (including the proposed pathogen log reduction targets) for non-potable reuse. The system will include membrane biological reactor, reverse osmosis, biological activated carbon, ozone and ultraviolet light/advanced oxidation disinfection. The project will provide up to 8,000 gallons per day of recycled water for toilet flushing in the building, saving potable water for higher uses. The project also includes a side stream treatment system that will</p>	48	48	2026-06-15 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
					produce purified water (treated to potable water standards) as an opportunity for SFPUC to use this system for public outreach and education on advanced wastewater treatment with tours and tastings. The treatment system will be installed in the basement level of the SFPUC headquarters at 525 Golden Gate Avenue. The DB-142 contract is a collaborative delivery contract employing the progressive design-build approach, and will provide the design services for this new treatment system, the construction of the system (including modifications to existing building systems as required), the start-up testing and commissioning of the system, including all testing and reporting required by State and Local laws to demonstrate that the system meets the regulatory standards, and training of City staff on the operation of the new system.				
TOTALS:			\$5,750,000.00	\$5,750,000.00					

Department Summary

Department	New Count	Amendment Count	Total New Amount	Total Cumulative Amount
MTA	2	0	\$1,750,000.00	\$1,750,000.00
PUC	1	0	\$4,000,000.00	\$4,000,000.00
Column Total	3	0	\$5,750,000.00	\$5,750,000.00

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PSC Requests Scheduled for Hearing - 6/15/2026

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
DHRPSC0002623 - v1.01	DPH	Amendment	\$3,978,412.00	\$9,978,412.00	<p>Previous scope of work:</p> <p>Original coordinator's email: kelly.hiramoto@sfdph.org.</p> <p>The contractor will provide patient safety services, implementing a new security model designed to address racial disparities in patient safety and patient experience to support a welcoming and healing environment while maintaining safety for patients and staff. Client safety services are part of the Department's delivery of patient-centered services. Staff providing the services will be specifically trained in providing patient safety services following this model, including client greeting, navigation, and de-escalation. Safety Service staff must have both lived experience and good training and support, which are essential to successfully providing services to our patients (e.g., lived experience with substance use disorders, housing instability, mental illness, and/or incarceration), and come from the patients' communities. In moving from traditional security services to this new safety services model and to focus on providing effective patient safety services with minimal law-enforcement personnel, DPH will work with the Sheriff's Department to reassign the current 5.2 FTE (inclusive of backfill) of Sheriff's Deputies (job classification 8304) from their present assignments in DPH community clinics to work in the community off-site, with availability to respond to clinic needs when called by clinic staff, based on clear protocols. The services provided by 5.2 FTE of Sheriff's Deputies will be provided by 4.4 FTE of community safety officers who will be stationed at the following DPH community clinic sites: Tom Waddell Urgent Care (to become Maria X Martinez Health Service Center), Tom Waddell Urban Health</p>	0	45	2026-06-15 14:00:00	Reanna Albert

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
					<p>Clinic, Mission Mental Health Clinic, and Behavioral Health Services at 1380 Howard Street. DPH Director of Security Basil Price has been in ongoing communication with Sheriff Paul Miyamoto to plan for this transfer of service provision. Once the RFP is awarded and a contract executed, a transition plan will be developed with sufficient time to ensure continuity of service. Please see the attached current Letter of Agreement (LOA) between the Department of Public Health (DPH) and the Sheriff's Department for additional detail.</p> <p>New scope of work:</p> <p>The contractor will provide patient safety services, implementing a new security model designed to address racial disparities in patient safety and patient experience to support a welcoming and healing environment while maintaining safety for patients and staff. Client safety services are part of the Department's delivery of patient-centered services. Staff providing the services will be specifically trained in providing patient safety services following this model, including client greeting, navigation, and verbal and physical de-escalation. Safety Service staff must have both lived experience and good training and support which are essential to successfully providing services to our patients (e.g., lived experience with substance use disorders, housing instability, mental illness, and/or incarceration), and come from the patients' communities. In moving from a traditional security services to this new safety services model and to focus on providing effective patient safety services with minimal law enforcement personnel. At each owned, occupied, or non-traditional care environment, DPH will prioritize patients, clients, staff, visitors, and DPH physical assets, standardized and integrated safeguards that are person-centered that align with organizational priorities and regulatory requirements. Additional</p>				

PSC Number	Department	Approval Type	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration	Hearing Date	Dept. PSC Coordinator
					client safety services will be assigned to new DPH locations or the redeployment of existing client safety services to support workplace safety. Once the RFP is awarded and a contract executed, a transition plan will be developed with sufficient time to ensure continuity of service.				
TOTALS:			\$3,978,412.00	\$9,978,412.00					

Department Summary

Department	New Count	Amendment Count	Total New Amount	Total Cumulative Amount
DPH	0	1	\$3,978,412.00	\$9,978,412.00
Column Total	0	1	\$3,978,412.00	\$9,978,412.00

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Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: MTA

Submitted By: Kathleen Sakelaris

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

Project Manager: Catherine Du

ServiceNow Number: DHRPSC0006335

Version: 0.01

Version Type: New

Brief description of proposed work: San Francisco Municipal Transportation Agency (SFMTA) seeks Civil Service Commission approval for an as-needed 5-year services contract (up to \$750,000.00) to contract out Economic Consulting Work including a combination of highly specialized professional services to design, develop, implement, monitor and support a comprehensive parcel tax database and program, including:
Data engineering and system architecture specific to establishing a parcel tax program;
Parcel-level modeling and estimation;
Tax roll generation and validation; and,
Audit, reviews, and record keeping, as needed.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$750,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 60

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: The contractor will provide:
A. Policy & Fiscal Functions
Translate parcel tax ordinance into operational rules

Validate parcel tax classifications, exemptions, and calculations
Conduct revenue forecasting and fiscal modeling

B. Technical / Systems Functions

Build parcel-level database (~212,000 parcels)
Integrate Assessor, Tax Collector, and external datasets
Develop data resources and automated Quality Assurance/Quality Control systems
Generate sample and final tax rolls

C. Analytical / Modeling Functions

Estimate missing square footage (~20,000 parcels)
Apply statistical and GIS-based modeling
Develop defensible methodologies for appeals and audits

D. Operational / Administrative Functions

Coordinate across departments
Track reviews, exemptions, and reporting
Maintain records and data to support assessment/adjustment process and/or calculation review

Why are these services required and what are the consequences of denial?: These services are required for establishing a compliant parcel tax program. Failure to contract for these services presents significant risks:

1. Financial Risk

Revenue miscalculation
Loss of public trust and funding stability
Costly retroactive corrections

2. Operational Risk

Inability to produce timely tax roll
Fragmented data across departments
Manual processes that could lead to errors and delays

3. Strategic Risk

Failure to implement voter-approved tax measure effectively
Reputational harm to San Francisco Municipal Transportation Agency and the City
Inability to scale or sustain system

4. Staffing Risk

Attempting to internalize would require:
Creating new classifications
Hiring multiple specialized roles
Multi-year ramp-up not aligned with deadlines

5. SFMTA would lack operational infrastructure to facilitate tax collection by adoption date

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

Board and Commission Approvals

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

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

Justification

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

No

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

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

Q4 - Does City lacks necessary facilities/equipment?: Yes

Q4a) What facilities or equipment does the City lack that contractor possesses?: Proprietary software used to execute this work.

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

Explain why: This is a one-time program. SFMTA does not routinely develop and create parcel tax programs.

Additional information to support your request (Optional): Once planning and development are complete, the SFMTA will administer the program. Under CSC Policy on PSCs (Section III), this request meets multiple approval criteria:

1. Specialized and Unique Services

The work requires a highly specialized integration of parcel tax policy, engineering, and statistical modeling not found in any City classification.

2. Resources: the SFMTA lacks the unique combination of highly specialized skills required to plan, develop, correct and build a parcel tax database based on square footage to assess and collect the appropriate tax on each parcel and tasks and work flows.

The SFMTA does not possess:

A parcel tax system

Integrated data pipelines

Automated audit validation systems

3. Short-Term / Project-Based Work

This is a system design and implementation project, not ongoing staffing.

4. Non-Repetitive / Intermittent Need

Core work (system and process build) is one-time, with limited long-term maintenance needs.

5. Independent Review / Conflict Avoidance

External validation strengthens defensibility in:

Initial assessment, adjustment process and/or calculation review

Union Notifications

Job Class(es): 1842 - Management Assistant, 1823 - Senior Administrative Analyst, 1052 - IS Business Analyst, 1062 - IS Programmer Analyst, 1652 - Accountant II, 1822 - Administrative Analyst, 1840 - Junior Management Assistant, 1070 - IS Project Director, 1825 - Prnpl Admin Analyst II, 1054 - IS Business Analyst-Principal, 1657 - Accountant IV, 1824 - Pr Administrative Analyst, 1063 - IS Programmer Analyst-Senior, 1053 - IS Business Analyst-Senior, 1654 - Accountant III

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

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

Union Review Sent On: 5/5/2026

Union Review End Date: 5/15/2026

Union Review Duration Met On: 5/15/2026

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: MTA

Submitted By: Andrea Contreras

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

Project Manager: Andrea Contreras

ServiceNow Number: DHRPSC0005757

Version: 0.01

Version Type: New

Brief description of proposed work: The San Francisco Municipal Transportation Agency (SFMTA or Agency) requires specialized, non-routine professional services from knowledgeable, skilled, and experienced consultants to design, customize, and deliver equity-centered training programs that address complex, public-facing operational challenges specific to transit and transportation operations. These services focus on subject areas that require specialized expertise not maintained in-house on an intermittent, as-needed basis, including advanced customer service strategies, trauma-informed de-escalation techniques, managing implicit bias, racial equity, and organizational support for a diverse workplace.

In addition, the consultants shall provide confidential, independent executive coaching services for senior leaders and executives within the Agency. These services require professional neutrality, discretion, and established trust, and are therefore not practicable for delivery by internal staff. City staff will retain full responsibility for program governance, curriculum approval, scheduling authorization, compliance tracking, documentation, and contract performance oversight. Contractor services are limited to facilitation, specialized curriculum support, and executive coaching on an as-needed basis.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$1,000,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 36

Funding

Funding Source: City Funds

Post Union Notification

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: The San Francisco Municipal Transportation Agency (SFMTA or Agency) requires knowledgeable, skilled and experienced consultants to develop and deliver customized training programs and materials that strengthen employee and customer engagement in the following areas: Customer Service Skills, De-Escalation Techniques, Managing Implicit Bias, Racial Equity, and Organizational Support for a Diverse Workplace. The consultant shall also provide executive coaching services for senior leaders and executives within the Agency.

Since 2019, the SFMTA has partnered with specialized consultants to design and implement equity-centered training and executive coaching programs. Building upon this foundational work, the selected Contractor shall deliver a comprehensive suite of services that includes:

- Continued delivery of racial equity and bias awareness training, equipping participants with the tools to recognize and mitigate bias, understand racial inequities and microaggressions, and foster inclusive practices in service to the public and internal teams.
- Workforce development assessments and targeted skill-building programs that identify current and future organizational needs, assess team and leadership competencies, and offer training pathways to help employees grow into new roles, take on greater responsibilities, and align with the Agency's long-term strategic goals.
- Confidential executive and management coaching services for senior leaders and executives to enhance leadership capacity, support professional development, and improve organizational decision-making.

The Contractor shall partner with the Agency teams to ensure that training and development offerings are aligned with department goals, responsive to feedback, and accessible across various shifts and workgroups. Programs must be scalable, measurable, and responsive to the evolving needs of SFMTA's workforce and the communities it serves.

Together, these training, coaching, and workforce development services will contribute to a high-performing, equitable, and adaptable organization ready to meet today's operational challenges and tomorrow's opportunities.

Why are these services required and what are the consequences of denial?: Since 2019, the SFMTA has partnered with specialized consultants to design and implement equity-centered training and executive coaching programs. These programs have led to measurable improvements in team cohesion, customer service delivery, and the overall effectiveness of public-facing employee engagement. Building on this foundation, the Agency seeks to ensure continued access to these services and to expand their reach to better support employee growth and organizational capacity. In addition to sustaining existing training and coaching initiatives, the SFMTA aims to incorporate workforce development assessments and related training

programs that will help the Agency proactively adapt and grow to meet the evolving needs of its employees and the communities it serves.

A substantial portion of the Agency's workforce serves in high-pressure, public-facing roles that require frequent interaction with members of the public in complex and sometimes volatile environments, including but not limited to:

- 9163-Transit Operator class operating public transit vehicles in congested corridors,
- 8214-Parking Control Officer issuing parking citations,
- 9132-Transit Fare Inspector conducting fare inspections, and
- 9131-Station Agent engaging with the public in Muni Metro subway stations.

The services to be authorized under this PSC are necessary to provide specialized, equity-centered training program design and delivery that supplements existing Agency efforts and supports employees who regularly interact with the public. These services focus on advanced communication strategies, trauma-informed de-escalation techniques, emotional intelligence, and sound judgment in high-stress situations; areas that require specialized expertise and programmatic consistency to be effective at scale. City staff will continue to oversee and coordinate training efforts; however, the development of customized transportation industry focused curricula and delivery of these specialized programs require external expertise not maintained in-house on an intermittent, as-needed basis.

Training delivery occurs through structured programs including Annual Operators Training (AOT) and agency-wide Equity Lab and Leadership Lab sessions.

During FY24–25, the Agency delivered:

- Approximately 250 AOT sessions (90 minutes each), and
- Approximately 52 Equity/Leadership sessions (2 hours each).

This equals 479 direct facilitation hours annually. Applying a conservative 2.0 multiplier to account for preparation, coordination, documentation, and evaluation yields approximately 958 total workload hours annually, or approximately 0.46 FTE when annualized.

While the annualized figure appears fractional, the workload is not distributed evenly throughout the year. AOT sessions occur during defined operator training cycles, typically averaging five sessions per week during active periods. Equity and Leadership sessions occur in concentrated compliance and workforce planning windows. During peak weeks, total facilitation demand may reach six to seven sessions per week, equating to approximately 22–28 total workload hours in a single week when preparation and documentation are included.

The operational constraint is therefore the concentration of work during peak delivery periods, not total annual volume.

Denial of this PSC would impair the Agency's ability to maintain the quality of required training, respond to evolving workforce safety concerns, and meet MOU obligations. Without access to specialized external resources, the Agency would face increased risk of training gaps, inconsistent program delivery, increased exposure to employee injury and grievance claims, and reduced effectiveness in preparing employees for public-facing interactions.

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 SFMTA reviewed available internal resources, including staff classifications that support training coordination and delivery, to assess whether the services required under this PSC could be reasonably performed in-house. The SFMTA also contacted the City's Human Resources Department to determine if the required training services can be offered by DHR. While City staff possess experience delivering general or standard training and play an important role in overseeing and integrating training programs, the Agency determined that existing internal resources do not maintain the specialized transportation industry, equity-centered expertise required to design, customize, and deliver advanced customer engagement, trauma-informed de-escalation, implicit bias, non-discrimination training, and confidential executive coaching at the scale and complexity required.

In particular, the Agency's assessment considered the need to deliver consistent, high-quality programs to a 24-hour, public-facing workforce of approximately 6,000 employees across multiple classifications and shifts, as well as the requirement for professional independence, discretion, and confidentiality associated with executive-level coaching. The intermittent and demand-driven nature of these services, combined with the scale of delivery and the need for specialized subject-matter expertise, makes it impracticable to rely solely on existing City staff without disruption to core operations or dilution of program effectiveness.

To maximize the use of internal resources and support long-term sustainability, the RFP requires the consultants to anticipate and develop methods to integrate internal Agency trainers into training delivery, including through train-the-trainer approaches and refresher training models. This structure allows City staff to reinforce and sustain training over time while ensuring that initial program design, specialized instruction, and complex subject-matter content are delivered by qualified external professionals.

This review also included comparison of class functions and practical staffing capacity against documented training volume and delivery structure.

In FY24–25, the Agency delivered approximately 250 AOT sessions (90 minutes each) and 52 Equity Lab/Leadership Lab sessions (2 hours each). This equals 479 direct facilitation hours annually. Applying a conservative multiplier of 2.0 to account for preparation, scheduling, documentation, coordination, and evaluation yields approximately 958 total workload hours annually, equivalent to approximately 0.46 FTE on an annualized basis.

However, this work is not evenly distributed. AOT sessions are delivered during structured training cycles with limited scheduling flexibility, and Equity/Leadership sessions are delivered in concentrated windows aligned to workforce compliance planning and operational needs. During peak windows, the Agency requires delivery capacity that exceeds available internal instructional

staffing.

The Agency previously anticipated internal instructional support through a 1232 Training Officer position; that position was not filled and remains vacant. Existing OREB staff are fully allocated to governance, compliance tracking, reporting, and cross-divisional implementation responsibilities. Redirecting OREB staff to recurring facilitation during peak windows would materially impact core program governance and compliance functions.

Accordingly, the Agency determined that engaging specialized external consultants on an as-needed, supplemental basis, with City staff retaining oversight and coordination responsibilities, is necessary to meet operational needs, workforce safety objectives, and labor agreement requirements.

Board and Commission Approvals

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

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

Justification

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

No

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

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

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

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

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

Q5a1) Why are the services required on an as-needed, intermittent and periodic basis?: The services requested under this PSC are required on a custom, as-needed, and intermittent basis to respond to unforeseen or time-sensitive circumstances, including incidents affecting public-facing employees, changes in operational conditions, and evolving workforce safety and customer-engagement needs associated with delivery of equity-centered training across a workforce of over 6,000 employees. In addition, the Agency experiences periodic peaks in training demand, during which large numbers of employees must be trained within compressed timeframes to meet operational requirements and labor agreement obligations. AOT is one component of this training structure and requires delivery to over 2,000 Transit Operators within operationally constrained scheduling windows. Equity Lab and Leadership Lab sessions serve supervisory and non-operator classifications and occur in concentrated delivery windows aligned with compliance planning and operational needs.

As aforementioned, FY24–25 delivery data reflects approximately 250 AOT sessions (90 minutes

each) and 52 Equity/Leadership Lab sessions (2 hours each), totaling 479 direct facilitation hours. Applying a conservative 2.0 multiplier yields approximately 958 total workload hours (0.46 FTE annualized). While annualized workload is fractional, delivery occurs in compressed peak cycles requiring short-term surge capacity.

Category A: Facilitation support during AOT cycles and other compressed delivery windows to meet peak scheduling requirements without disrupting core civil service functions.

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

Q5b1) Describe the specialized skills and expertise required to perform the services: The consultants must possess demonstrated, specialized expertise in developing equity-centered training programs, delivering training and coaching for services for employees in the transportation industry, including public-facing employees. At a minimum, the consultants shall have five (5) years of professional experience developing and implementing training and coaching programs that address customer engagement, trauma-informed de-escalation, managing implicit bias, racial equity, and non-discrimination in high-pressure, public-facing operational environments.

In addition, the consultants must have at least five (5) years of experience providing executive-level coaching and leadership development services that require professional independence, discretion, and confidentiality, and that support behavioral development, decision-making, and organizational effectiveness.

The consultants must also demonstrate experience working with transportation or similarly complex, 24-hour, public-facing operations, including delivery of training and coaching to frontline employees, supervisors, and senior leadership across multiple classifications and shifts. This experience must include the ability to deliver consistent, scalable, and measurable programs tailored to operational realities such as safety risks, customer conflict, and workforce diversity.

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

Q5c1) Identify the classifications: 1842 - Management Assistant, 9172 - Manager II, MTA, 9706 - Employment & Training Spec 5, 1232 - Training Officer, 1840 - Junior Management Assistant, 9705 - Emp & Training Spec 4, 9136 - Transit Training Specialist, 9177 - Manager III, MTA, 9704 - Employment & Training Spec 3, 9174 - Manager IV, MTA, 9708 - Employment & Training Spec 6

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

Q5c3) Why are they not able to perform the services?: While these classifications may support the coordination or delivery of standard training programs, they do not customarily perform the specialized, equity-centered program design, trauma-informed de-escalation instruction, or confidential executive coaching services contemplated under this PSC. In particular, these classifications do not routinely develop or deliver customized training curricula at scale for a 24-hour, public-facing transit workforce, nor do they provide independent, confidential executive-level coaching, which requires professional neutrality, discretion, and subject-matter expertise not maintained in-house on an as-needed basis.

The Agency's classification review found that 1232 Training Officer is the closest comparator for instructional delivery; however, the 1232 position anticipated to support facilitation remains vacant. Even if filled, a single 1232 would be expected to balance facilitation with curriculum

development, evaluation, and administration, and would not provide sufficient surge capacity during peak delivery windows.

The 9136 Transit Training Specialist classification performs classroom and on-road training related to safe vehicle operations and transit regulatory compliance. This classification does not customarily perform agency-wide equity-centered curriculum design and facilitation across multiple classifications, nor executive coaching.

The 9708 Employment & Training Specialist VI classification performs workforce development and employment program administration and supervision of training services within employment contexts. While it may coordinate or oversee training programs, it does not customarily provide recurring, high-volume equity-centered facilitation integrated into AOT cycles or confidential executive coaching requiring professional neutrality.

Accordingly, while certain classifications may support elements of coordination, the specialized facilitation and confidential coaching contemplated under this PSC are not customarily performed by existing civil service classifications at the required scale and peak-cycle cadence.

OREB staff classifications (e.g., 9174, 5290, 5408, 1842, 1840) are structured for program governance, compliance oversight, policy coordination, stakeholder engagement, and administrative management, rather than recurring instructional facilitation at the frequency required during peak training cycles. City staff in these classifications will continue to provide oversight, coordination, and integration of training efforts. The use of external consultants under this PSC is intended to supplement internal capacity and address specialized, non-routine needs, and is not intended to displace bargaining-unit work.

Q5d) Will contractor directly supervise City employees?: No

Q5e) Will contractor train City employees?: Yes

Q5e1) Clearly describe and detail the training activities: The contractor will provide training in the following areas:

- Racial equity and bias awareness training, equipping participants with the tools to recognize and mitigate bias, understand racial inequities and microaggressions, and foster inclusive practices in service to the public and internal teams.
- Workforce development assessments and targeted skill-building programs that identify current and future organizational needs, assess team and leadership competencies, and offer training pathways to help employees grow into new roles, take on greater responsibilities, and align with the Agency's long-term strategic goals.
- Confidential executive and management coaching services for senior leaders and executives to enhance leadership capacity, support professional development, and improve organizational decision-making.

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: While some elements of some trainings can be taught to City and County employees in using a "train the trainer" model, there are two challenges to fully transitioning this work to the City:

- 1) Custom, as-needed content needs to be developed quickly in response to unforeseen circumstances, and certain skills may not be in possession by a City and County employee when needed; and
- 2) It may not be practical to hire the number of trainers needed to train a 24/7 workforce of 6,000 employees spread across the city.

Additional information to support your request (Optional): The RFP includes services to "train the trainer" on certain types of content, wherein the consultant will train designated SFMTA staff in providing instruction and disseminating information in certain topics to agency employees. However, as stated above, SFMTA does not have the number of trainers needed to train a workforce of over 6,000 employees. In addition, the City and County does not offer individual coaching services.

Union Notifications

Job Class(es): 1842 - Management Assistant, 9172 - Manager II, MTA, 9706 - Employment & Training Spec 5, 1232 - Training Officer, 1840 - Junior Management Assistant, 9705 - Emp & Training Spec 4, 9136 - Transit Training Specialist, 9177 - Manager III, MTA, 9704 - Employment & Training Spec 3, 9174 - Manager IV, MTA, 9708 - Employment & Training Spec 6

Labor Unions: 021 - Prof & Tech Eng, Local 21, 200 - TWU Local 200, 351 - Municipal Exec Assoc-Misc, 535 - SEIU 1021, 790 - SEIU, Local 1021, Misc

Labor Union Email Addresses: L21pscreview@ifpte21.org, local200twu@sbcglobal.net, staff@sfmea.com, PSCreview@seiu1021.org, PSCreview@seiu1021.org

Union Review Sent On: 3/31/2026

Union Review End Date: 4/30/2026

Union Review Duration Met On: 4/30/2026

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

Instructions:

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

Document Content:

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

Other than completing the blank fields below, do not change or alter this template.

Dept Acronym:	SFMTA
Dept Name:	HR-ELR
PSC Coordinator Name:	Amy Nuque
PSC Coordinator Email:	amy.nuque@sfmta.com
PSC ServiceNow Record Number:	DHRPSC0005757

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
PSC 441347 17/18	7/1/2018	6/30/2024	\$ 9,900,000	DHRPSC0001616	The SFMTA (Agency) requires a knowledgeable, skilled and experienced consultant to train SFMTA employees in

Nuque, Amy

From: Baruah, Ishani (HRD) <ishani.baruah@sfgov.org>
Sent: Tuesday, March 31, 2026 3:33 PM
To: Contreras, Andrea
Cc: Nuque, Amy
Subject: RE: Question about DHR training development for SFMTA

Andrea,
No problem – let us know if we can help with anything else.

Thanks,
Ishani.

From: Contreras, Andrea <Andrea.Contreras@sfmta.com>
Sent: Tuesday, March 31, 2026 3:27 PM
To: Baruah, Ishani (HRD) <ishani.baruah@sfgov.org>
Cc: Nuque, Amy (MTA) <Amy.Nuque@sfmta.com>
Subject: Re: Question about DHR training development for SFMTA

Hi Ishani,

Apologies for the delay in closing the loop with you.

I've spoken with our Workforce Development team, and we have a \$150,000 work order with DHR. Funds have already been allocated to Managing Implicit Bias, 24+, and Emerging City Leaders trainings. Unfortunately, that amount and content do not cover our training and coaching needs/requirements.

In addition, we need to be able to change training content quickly in an ever-evolving equity field to be responsive to our needs as a transportation agency.

Best,
Andrea

Andrea M. Contreras
(she/her/hers)

Acting Chief Equity Officer
SFMTA Office of Civil Rights



Direct: (415) 646-2422
San Francisco Municipal Transportation Agency
1 South Van Ness Avenue
San Francisco, CA 94103

From: Baruah, Ishani (HRD) <ishani.baruah@sfgov.org>
Sent: Wednesday, December 17, 2025 4:09 PM
To: Contreras, Andrea <Andrea.Contreras@sfmta.com>
Cc: Nuque, Amy <Amy.Nuque@sfmta.com>
Subject: RE: Question about DHR training development for SFMTA

Hi Andrea

DHR is a work order department which basically means that the Mayor and Budget office awards departments training money to spend on DHR training. MTA has a work order fund to pay for trainings that MTA employees take with DHR. These work orders help us run the training programs.

Amme Alvior, Manager of the Workforce Development team approves the work order funds for spending. She will be able to help you secure funds for training.

Individual employees can also access the city’s union negotiated tuition funds to pay for courses.

Hope this helps!
 Ishani.

From: Contreras, Andrea <Andrea.Contreras@sfmta.com>
Sent: Wednesday, December 17, 2025 3:35 PM
To: Baruah, Ishani (HRD) <ishani.baruah@sfgov.org>
Cc: Nuque, Amy (MTA) <Amy.Nuque@sfmta.com>
Subject: Re: Question about DHR training development for SFMTA

Hi Ishani,

Thank you for your email. I looked at the links you sent, and it appears these are the costs for DHR providing the trainings for SFMTA staff. Could you confirm this is correct?

Category	Training Name	Duration	Cost per person	Cost
Customer Service Skills	Customer-Focused Communication in the Public Sector Workshop	4 Hours	\$2,500 per session up to 20 per session (\$125 per person)	\$750 each session has 2 people 300 Total Sessions
De-Escalation Techniques	Successful Conflict Conversations - Conflict Management Workshop	4 Hours	\$2,500 per session up to 20 per session (\$125 per person)	\$750 each session has 2 people

				300 T Sess
Managing Implicit Bias	Managing Implicit Bias Workshop	4 Hours	\$2,500 per session up to 20 per session (\$125 per person)	\$750 each sess has 2 peop 300 T Sess
Racial Equity	Fostering a Positive Workplace	4 Hours	\$2,500 per session up to 20 per session (\$125 per person)	\$750 each sess has 2 peop 300 T Sess
Organizational Support for a Diverse Workplace	*See note below <ul style="list-style-type: none"> Managing Implicit Bias Communicating Across Cultures Respect in the Workplace Managing with an Equity Mindset (For managers & supervisors only) 	<ul style="list-style-type: none"> 4 hours each 12 hours total 16 hours total for managers & supervisors 	<ul style="list-style-type: none"> \$2,500 per session up to 20 per session (\$125 per person) \$7,500 for three sessions \$10,000 for four supervisor/manager sessions 	Work woul pres on a by-c basis

*These sessions are part of a “Sequenced Workshop” listed under the Diversity, Equity, and Inclusion section of [DHR’s WFD Organizational Development page](#).

You had mentioned it would take time to roll out the trainings to all employees. If we looked at just one training, for example Racial Equity, how long would it take to hold 300 sessions (20 people per session, 6,000 employees total)?

Thanks,
Andrea

Andrea M. Contreras

(she/her/hers)

Acting Chief Equity Officer
SFMTA Office of Civil Rights



Direct: (415) 646-2422
San Francisco Municipal Transportation Agency
1 South Van Ness Avenue
San Francisco, CA 94103

From: Baruah, Ishani (HRD) <ishani.baruah@sfgov.org>
Sent: Monday, December 1, 2025 2:24 PM
To: Contreras, Andrea <Andrea.Contreras@sfmta.com>
Cc: Nuque, Amy <Amy.Nuque@sfmta.com>
Subject: RE: Question about DHR training development for SFMTA

Hi Andrea,

The costs of all of our workshops is listed in the hyperlinks in my email below:

- [Customer Service Skills](#)
- [De-Escalation Techniques](#) – our class is called Successful Conflict Conversations
- [Managing Implicit Bias](#)
- [Racial Equity](#)
- [DEIB workshop series for Organizations.](#)

To roll out a training at scale to all 6000 employees, we can look at an online module that we can co-create with you. The module will live for free in SF Learning and we can make it a requirement for all SFMTA employees. The costs will be associated with designing and uploading the module online. That way you can have all 6000 employees take the module by the end of the year etc.

For our workshops, the max enrollment is 20 participants, so it will take a bit of time to cover all 6000 employees.

Perhaps we schedule a call to discuss these options further?

Thanks,
Ishani.

From: Contreras, Andrea <Andrea.Contreras@sfmta.com>
Sent: Monday, December 1, 2025 2:10 PM
To: Baruah, Ishani (HRD) <ishani.baruah@sfgov.org>
Cc: Nuque, Amy (MTA) <Amy.Nuque@sfmta.com>
Subject: Re: Question about DHR training development for SFMTA

Hi Ishani,

I was able to check internally and have some follow up questions. Given the information below:

1. What would be the cost per person for these trainings?
2. How long would it take to train our workforce of 6,000+ employees in racial equity at a minimum?

Thank you,
Andrea

Andrea M. Contreras
(she/her/hers)

Acting Chief Equity Officer
SFMTA Office of Civil Rights



Direct: (415) 646-2422
San Francisco Municipal Transportation Agency
1 South Van Ness Avenue
San Francisco, CA 94103

From: Baruah, Ishani (HRD) <ishani.baruah@sfgov.org>
Sent: Friday, September 26, 2025 2:50 PM
To: Contreras, Andrea <Andrea.Contreras@sfmta.com>
Cc: Nuque, Amy <Amy.Nuque@sfmta.com>
Subject: RE: Question about DHR training development for SFMTA

Thank you, Christina, (moving you to bcc),

Andrea,

Nice to meet you. I would love to set up a meeting to discuss the training programs. In the meantime, here are some [responses](#):

What would be the cost per person of delivering these types of trainings to SFMTA employees?

We offer workshops on the following topics for groups of 20 participants at a time and these workshops are ½ day sessions. The departmental group session costs are \$2500 per session for up to 20 participants. But since your request is for 6000 employees, we will need to customize the length and look at offering it to more participants at a time. (Please see more on this below...)

I have linked the workshop pages here for the specific topics (please note that the pages have individual participant costs listed, but that is for our open enrollment sessions). We will work on specific dates and time that works for you for these classes:

- [Customer Service Skills](#)
- [De-Escalation Techniques](#): we offer a workshop call successful conflict conversations and customer focused communication also offers some verbale de-escalation techniques. But if you are looking for crisis intervention, we do not offer a workshop on the topic, but can refer you to the Crisis Prevention Institute that DPH uses as a supplier.
- [Managing Implicit Bias](#)
- [Racial Equity](#)
- Organizational Support for a Diverse Workplace: I would love to know what kind of Org Support you are looking for to point you to the right workshop, but we do offer strategic planning workshops and [DEIB workshop series for Organizations](#).

How fast could DHR create these trainings geared toward transportation professionals?

Since we have existing workshops on the various topics, it will be mainly customizing the discussions to gear them toward transportation professionals. We can look at offering the workshops in Q3 onwards (Jan 2026 onwards)

Would DHR be able to deliver the trainings to our workforce of over 6,000 employees with day and night shifts, and spread out across the city?

We have offered workshops for day and swing shifts. Night shifts are hardest and if there is a way for them to attend an early morning session, we can look at it. This is where I want to have more conversations. If your goals is to mandate all 6000 employees to attend a session, we should probably look at shorter sessions with more than 20 people attending and we will need to customize the workshops and pricing based on your needs.

In addition, is DHR able to provide executive coaching services for senior leaders and executives within our Agency?

Yes, we have started offering Executive Coaching. Please see attached documents that explains our process. Again, we are open to customizing our approach to meet your needs.

Thanks,

Ishani.

From: Brusaca, Christina <christina.brusaca@sfgov.org>
Sent: Friday, September 26, 2025 11:23 AM
To: Contreras, Andrea (MTA) <Andrea.Contreras@sfmta.com>; Baruah, Ishani (HRD) <ishani.baruah@sfgov.org>
Cc: Nuque, Amy (MTA) <Amy.Nuque@sfmta.com>
Subject: RE: Question about DHR training development for SFMTA

Hi Andrea,

Let me introduce you to my colleague Ishani 😊

[@Baruah, Ishani \(HRD\)](#)-Can you assist Andrea?

Christina



Christina Brusaca
Senior Finance and Procurement Manager
Department of Human Resources
1455 Market Street, 12th Floor
San Francisco, CA 94103
Website: <https://sf.gov/dhr>

From: Contreras, Andrea <Andrea.Contreras@sfmta.com>
Sent: Tuesday, September 23, 2025 4:27 PM
To: Brusaca, Christina <christina.brusaca@sfgov.org>
Cc: Nuque, Amy (MTA) <Amy.Nuque@sfmta.com>
Subject: Question about DHR training development for SFMTA

Hi Christina,

Amy Nuque referred me to you. I believe you are in charge of training development with DHR. I am reaching out because we need special training for our workforce of transportation professionals including, but not limited to, the following classifications:

- 9163-Transit Operator class operating public transit vehicles in congested corridors,
- 8214-Parking Control Officer issuing parking citations,
- 9132-Transit Fare Inspector conducting fare inspections, and
- 9131-Station Agent engaging with the public in Muni Metro subway stations.

What would be the cost per person of delivering these types of trainings to SFMTA employees?

- Customer Service Skills
- De-Escalation Techniques
- Managing Implicit Bias
- Racial Equity
- Organizational Support for a Diverse Workplace

How fast could DHR create these trainings geared toward transportation professionals?

Would DHR be able to deliver the trainings to our workforce of over 6,000 employees with day and night shifts, and spread out across the city?

In addition, is DHR able to provide executive coaching services for senior leaders and executives within our Agency?

Please let me know if you have any questions. Thank you for your time!

Best,

Andrea

Andrea M. Contreras

(she/her/hers)

Acting Chief Equity Officer

SFMTA Office of Civil Rights



Direct: (415) 646-2422

San Francisco Municipal Transportation Agency

1 South Van Ness Avenue

San Francisco, CA 94103

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: PUC

Submitted By: Barbara Palacios

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

Project Manager: Barbara Palacios

ServiceNow Number: DHRPSC0006346

Version: 0.01

Version Type: New

Brief description of proposed work: DB-142 525 Golden Gate On-Site Non-Potable Water System

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?: Yes

- Commodities & Equipment: \$6,800,000

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: SFPUC will be upgrading its existing onsite non-potable water treatment system (ONWS) at its headquarters in San Francisco (525 Golden Gate Avenue) to meet the new regulatory standards set by the State Water Resources Control Board (SWRCB) Department of Drinking Water (DDW) regulations for Onsite Treatment and Reuse of Non-potable Water adopted on November 18th, 2025. In addition to the new regulations by DDW the upgrade of the ONWS must also meet the requirements set by the San Francisco Health Code Article 12C. Article 12C also requires that buildings/developments greater than 100,000 sq ft install and operate on-site water reuse systems. Through this project the SFPUC will replace the existing Living Machine treatment

system (which treated the building's wastewater to provide non-potable water for toilet flushing) with a new treatment system that meets the new State and Local requirements (including the proposed pathogen log reduction targets) for non-potable reuse. The system will include membrane biological reactor, reverse osmosis, biological activated carbon, ozone and ultraviolet light/advanced oxidation disinfection. The project will provide up to 8,000 gallons per day of recycled water for toilet flushing in the building, saving potable water for higher uses. The project also includes a side stream treatment system that will produce purified water (treated to potable water standards) as an opportunity for SFPUC to use this system for public outreach and education on advanced wastewater treatment with tours and tastings. The treatment system will be installed in the basement level of the SFPUC headquarters at 525 Golden Gate Avenue. The DB-142 contract is a collaborative delivery contract employing the progressive design-build approach, and will provide the design services for this new treatment system, the construction of the system (including modifications to existing building systems as required), the start-up testing and commissioning of the system, including all testing and reporting required by State and Local laws to demonstrate that the system meets the regulatory standards, and training of City staff on the operation of the new system.

Why are these services required and what are the consequences of denial?: This project is needed to comply with both local and State of California laws regarding on-site treatment of wastewater for non-potable uses. The existing Living Machine does not produce water that meets the new regulatory standards, and is also non-functional due to issues with the technology itself. If denied, and the project cannot move forward, and the SFPUC will be in violation of San Francisco Health Code Article 12C.

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: SFPUC Commission approval is required to award the base contract, and subsequent construction trade packages (design-build).

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: This project is needed for the SFPUC to upgrade its existing onsite non-potable water treatment system to meet the new regulatory standards set by the State Water Resources Control Board (SWRCB) Department of Drinking Water (DDW) regulations for Onsite Treatment and Reuse of

Non-potable Water and the requirements set by the San Francisco Health Code Article 12C. Article 12C also requires that buildings/developments greater than 100,000 sq ft install and operate on-site water reuse systems. The new treatment system incorporates technologies that City staff do not have the design and regulatory compliance expertise to implement.

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:

Expertise in design of: membrane biological reactor, reverse osmosis, ultraviolet light disinfection, advanced oxidation, ozone, biological activated carbon, system integration, and expertise in regulatory compliance and reporting.

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

Q5c1) Identify the classifications: 5241 - Engineer, 5212 - Engineer/Architect Principal, 5211 - Eng/Arch/Landscape Arch Sr

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

Q5c3) Why are they not able to perform the services?: Staff does not have the design expertise in the specific treatment components of the proposed system.

Q5d) Will contractor directly supervise City employees?: No

Q5e) Will contractor train City employees?: Yes

Q5e1) Clearly describe and detail the training activities: The design-builder will train City staff on the operation of the new treatment system - both manufacturer training on individual components, and training on the overall system.

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

Q5f1) Explain why the work will not be transitioned back to the City: This is a one-time project to design and construct a new treatment system.

Additional information to support your request (Optional): This project is being implemented using progressive design-build collaborative delivery approach in which construction contractor involvement occurs early in design. The new facility is being constructed in the basement of an operational building; construction contractor input is essential as not only is the space and access confined, but work has to be designed and sequenced in a manner that does not disrupt building occupants and operation. Collaboration of designer, builder and owner are critical to the project success.

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: 5/13/2026

Union Review End Date: 5/23/2026

Union Review Duration Met On: 5/23/2026

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: DPH

Submitted By: Reanna Albert

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

Project Manager: Basil Price

ServiceNow Number: DHRPSC0002623

Version: 1.01

Version Type: Amendment

Legacy PSC #: 48385-23/24

Brief description of proposed work: Security Services at Public Health Clinics

Reason for the Request for Amendment: To increase the amount to continue to provide patient safety services that are designed to support a welcoming environment and address disparities in patient safety.

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: \$6,000,000

Increase Amount: \$3,978,412

Why are you requesting the PSC amount to be increased?: To continue to provide patient safety services that are designed to support a welcoming environment and address disparities in patient safety.

Total Amended Amount: \$9,978,412

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

Previously Approved Duration (months): 45

Duration Increase (months): 0

Total Amended Duration (months): 45

First Contract Start Date: 1/30/2024

PSC Duration End Date: 10/30/2027

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?: Yes

Clearly describe scope and detail the services to be performed: Previous scope of work:

Original coordinator's email: kelly.hiramoto@sfdph.org.

The contractor will provide patient safety services, implementing a new security model designed to address racial disparities in patient safety and patient experience to support a welcoming and healing environment while maintaining safety for patients and staff. Client safety services are part of the Department's delivery of patient-centered services. Staff providing the services will be specifically trained in providing patient safety services following this model, including client greeting, navigation, and de-escalation. Safety Service staff must have both lived experience and good training and support, which are essential to successfully providing services to our patients (e.g., lived experience with substance use disorders, housing instability, mental illness, and/or incarceration), and come from the patients' communities. In moving from traditional security services to this new safety services model and to focus on providing effective patient safety services with minimal law-enforcement personnel, DPH will work with the Sheriff's Department to reassign the current 5.2 FTE (inclusive of backfill) of Sheriff's Deputies (job classification 8304) from their present assignments in DPH community clinics to work in the community off-site, with availability to respond to clinic needs when called by clinic staff, based on clear protocols. The services provided by 5.2 FTE of Sheriff's Deputies will be provided by 4.4 FTE of community safety officers who will be stationed at the following DPH community clinic sites: Tom Waddell Urgent Care (to become Maria X Martinez Health Service Center), Tom Waddell Urban Health Clinic, Mission Mental Health Clinic, and Behavioral Health Services at 1380 Howard Street. DPH Director of Security Basil Price has been in ongoing communication with Sheriff Paul Miyamoto to plan for this transfer of service provision. Once the RFP is awarded and a contract executed, a transition plan will be developed with sufficient time to ensure continuity of service. Please see the attached current Letter of Agreement (LOA) between the Department of Public Health (DPH) and the Sheriff's Department for additional detail.

New scope of work:

The contractor will provide patient safety services, implementing a new security model designed to address racial disparities in patient safety and patient experience to support a welcoming and healing environment while maintaining safety for patients and staff. Client safety services are part of the Department's delivery of patient-centered services. Staff providing the services will be specifically trained in providing patient safety services following this model, including client greeting, navigation, and verbal and physical de-escalation. Safety Service staff must have both lived experience and good training and support which are essential to successfully providing services to our patients (e.g., lived experience with substance use disorders, housing instability, mental illness, and/or incarceration), and come from the patients' communities. In moving from a traditional security services to this new safety services model and to focus on providing effective

patient safety services with minimal law enforcement personnel. At each owned, occupied, or non-traditional care environment, DPH will prioritize patients, clients, staff, visitors, and DPH physical assets, standardized and integrated safeguards that are person-centered that align with organizational priorities and regulatory requirements. Additional client safety services will be assigned to new DPH locations or the redeployment of existing client safety services to support workplace safety. Once the RFP is awarded and a contract executed, a transition plan will be developed with sufficient time to ensure continuity of service.

Why are these services required and what are the consequences of denial?: DPH reviews its security policies and practices on an ongoing basis in order to ensure that services at all DPH facilities create and maintain a safe, welcoming and healing environment. Recent reviews of its current security policies—including a review of available data and conversations with staff, managers, and the community—has shown that throughout DPH, Black African American and Latinx patients are more likely to have negative experiences with the current security services model, with services provided by City law enforcement. In addition, staff have expressed that their safety would be improved by having appropriately trained professionals onsite that take an active role in defusing or preventing potential conflict. Correcting this service provision approach is critical to our DPH mission to prioritize delivering clinically appropriate responses to incidents, providing equitable incident response, building a welcoming and safe environment for patients and visitors, and responding swiftly and effectively to potentially dangerous incidents in a way that focuses on de-escalation and service recovery. Through its work with Community Based Organization (CBO)-operated contracted clinics in the community, the Department has seen the success of this safety services model with its focus on de-escalation and engagement. The strong positive results achieved have included a reduction in incidents (with some providers reporting experiencing zero incidents) and a reduction in the use of law enforcement for non-law enforcement purposes.

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?: DPH has not hired City employees for these roles because the new patient centered safety model requires specialized training and lived experience that City job classifications do not currently provide. Partnering with the vendor allows us to bring in staff who already have the required skills, community connections, and experience while DPH continues working with the Sheriff's Office on longer term staffing and transition planning.

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?: 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?:

Safety needs vary across DPH clinics, and there are no existing job classifications that can provide this model of patient safety services. Contracting allows the Department to deploy appropriately trained staff during clinic hours and at higher-risk sites as needs arise.

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

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

Training in patient-centered safety, trauma-informed de-escalation, and lived experience that aligns with the communities served.

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

Q5c1) Should City develop a classification to perform these services?: Yes

Q5c2) What steps have been taken to establish a new classification?: DPH has continued internal discussions regarding the development of this classification and has completed preliminary budget projections for implementing the Safety Ambassador role. Additional time is needed to further evaluate this staffing model and determine whether the necessary steps to create the new job classification are feasible.

Q5d) Will contractor directly supervise City employees?: No

Q5e) Will contractor train City employees?: No

Q5e1) Explain why training of City employees is not required: Training is not required.

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

Q5f1) Describe the transition plan, including the anticipated timeline: DPH is actively working with the Sheriff's Office on a planned transition, including reassigning deputies and establishing new response protocols in addition to issuing the new RFP. Services will terminate upon resolution of the situation. DPH will coordinate with the Sheriff's Office on recruitment and filling their vacant positions. When those roles are fully staffed, DPH will conclude this contract.

Additional information to support your request (Optional):

Union Notifications

Have the Job Classes/Labor Unions changed?:

Job Class(es): 2587 - Health Worker 3, 8300 - Sheriff's Cadet, 8304 - Deputy Sheriff

Post Union Notification

Labor Unions: 498 - SF Deputy Sheriffs Assn, 790 - SEIU, Local 1021, Misc

Labor Union Email Addresses: President@sanfranciscodsa.com, PSCreview@seiu1021.org

Union Review Sent On: 5/14/2026

Union Review End Date: 5/24/2026

Union Review Duration Met On: 5/24/2026

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: PUBLIC HEALTH -- DPH

Dept. Code: DPH

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

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

Type of Service: Security Services at Public Health Clinics

Funding Source: General Fund

PSC Amount: \$6,000,000

PSC Est. Start Date: 10/01/2023

PSC Est. End Date 06/30/2027

1. Description of Work

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

The contractor will provide patient safety services, implementing a new security model designed to address racial disparities in patient safety and patient experience to support a welcoming and healing environment while maintaining safety for patients and staff. Client safety services are part of the Department's delivery of patient-centered services. Staff providing the services will be specifically trained in providing patient safety services following this model, including client greeting, navigation, and de-escalation. Safety Service staff must have both lived experience and good training and support which are essential to successfully providing services to our patients (e.g., lived experience with substance use disorders, housing instability, mental illness, and/or incarceration), and come from the patients' communities. In moving from a traditional security services to this new safety services model and to focus on providing effective patient safety services with minimal law enforcement personnel, DPH will work with the Sheriff's Department to re-assign the current 5.2 FTE (inclusive of backfill) of Sheriff Deputies (job classification 8304) from their present assignments in DPH community clinics to work in the community off-site, with availability to respond to clinic needs when called by clinic staff, which will be based on clear protocols. The services provided by 5.2 FTE of Sheriff Deputy will be provided by 4.4 FTE of community safety officers who would be stationed at the following DPH community clinic sites: Tom Waddell Urgent Care (to become Maria X Martinez Health Service Center), Tom Waddell Urban Health Clinic, Mission Mental Health Clinic and Behavioral Health Services at 1380 Howard Street. DPH Director of Security Basil Price has been in ongoing communication with Sheriff Paul Miyamoto to plan for this transfer of service provision. Once RFP is awarded and a contract executed a transition plan will be developed with sufficient time to ensure continuity of service. Please see attached current Letter Of Agreement (LOA) between the Department of Public Health (DPH) and the Sheriff's Department for additional detail.

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

DPH reviews its security policies and practices on an ongoing basis in order to ensure that services at all DPH facilities create and maintain a safe, welcoming and healing environment. Recent reviews of its current security policies--including a review of available data and conversations with staff, managers, and the community--has shown that throughout DPH, Black African American and Latinx patients are more likely to have negative experiences with the current security services model, with services provided by City law enforcement. In addition, staff has expressed that their safety would be improved by having appropriately trained professionals onsite to prevent and de-escalate potential conflict, rather than to react when an incident occurs. Correcting this service provision approach is critical to our DPH mission to prioritize delivering clinically appropriate responses to incidents, providing equitable incident response, building a welcoming and safe environment for patients and visitors, and responding swiftly and effectively to potentially dangerous incidents in a way that focuses on de-escalation and service recovery. Through its work with Community Based Organization (CBO)-operated contracted clinics in the community, the Department has seen the success of this safety services model with its focus on de-escalation and engagement in comparison to the law enforcement services now utilized at City-operated clinics. The strong positive results achieved have included a reduction in incidents (with some providers reporting experiencing zero incidents) and a reduction in the need for law enforcement involvement, in addition to positive staff responses and increased patient satisfaction.

- 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.
These services will be based on a new model of providing clinic security services. DPH has received approval from the Board of Supervisors to contract out for these services under San Francisco Charter Section 10.104.15 (“Prop. J”) and is developing a Request For Proposals (RFP) to solicit these services competitively.
- D. Will the contract(s) be renewed?
Yes, depending on program evaluation and available funding.
- E. If this is a request for a new PSC in excess of five years, or if your request is to extend (modify) an existing PSC by another five years, please explain why.
not applicable

2. Reason(s) for the Request

- A. Indicate all that apply (be specific and attach any relevant supporting documents):
 Services that require resources that the City lacks (e.g., office space, facilities or equipment with an operator).
- B. Explain the qualifying circumstances:
The City's hiring process does not factor in lived experience as qualifying experience. This makes it extraordinarily difficult to hire staff who reflect the communities served particularly with Black/African American and Latinx, people in recovery from substance use and people with histories of incarceration.

3. Description of Required Skills/Expertise

- A. Specify required skills and/or expertise: Understanding of Trauma Informed Care and service provision; training and skill in de-escalation techniques and working with people who are actively using substances and with mental health issues; significant lived experience to provide concordance with patient populations served in one or more of the following areas: communities of color (Latin/x, Black/African American), communities/individuals impacted by substance use, having experienced unstable housing or homelessness, incarceration or member of another community disproportionately impacted by violence at the hands of law enforcement.
- B. Which, if any, civil service class(es) normally perform(s) this work? 2587, Health Worker 3; 8300, Sheriff's Cadet; 8304, Deputy Sheriff;
- C. Will contractor provide facilities and/or equipment not currently possessed by the City? If so, explain:
Contract staff will be deployed to provide safety services at five higher-risk primary care and behavioral health clinics during regular clinic business hours. Workspaces/podiums already at these locations. Other equipment (cell phone, pager, uniform, etc.) to be provided by contractor).

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

There are no current appropriate job classes nor existing contracts within the CCSF to provide these services other than through the Sheriff's Department, who is currently providing similar services but without the emphasis on creating a welcoming healthcare environment, de-escalation and navigation.

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

A. Explain why civil service classes are not applicable.

DPH's review of its security policies, data, and discussion with staff show that Black/African American and Latinx patients are more likely to have negative experiences with the current security services model. Staff have expressed that their safety would be improved by having appropriately trained professionals onsite to prevent and de-escalate potential conflict. It is critical to correct the provision of security services in order to fulfill our mission to deliver clinically appropriate and equitable incident response, to have a welcoming and safe environment for patients and visitors, and to respond swiftly and effectively to potentially dangerous incidents while focusing on de-escalation and service recovery. There are no appropriate job classes to provide these services, as the hiring process does not factor in lived experience as qualifying experience. This makes it extraordinarily difficult to hire staff who reflect the communities served, particularly Black/African American and Latinx people, people in recovery from substance use and people with histories of incarceration.

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. While it may be possible to create and adopt a new civil service class, there are significant obstacles including the amount of time necessary and the current backlog in DPH Human Resources. There are also significant challenges and time to adapt the HR system to calibrate a new set of criteria to determine qualifications for this kind of service. There are a number of existing community providers that could apply to provide this service in a timely way.

6. Additional Information

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

B. Will the contractor train City and County employees and/or is there a transfer of knowledge component that will be included in the contact? If so, please explain what that will entail; if not, explain why not.
No. While there is no formal training of civil service staff under this PSC, there may be opportunities for knowledge transfer.

C. Are there legal mandates requiring the use of contractual services?
No.

D. Are there federal or state grant requirements regarding the use of contractual services? If so, please explain and include an excerpt or copy of any such applicable requirement.
No.

E. Has a board or commission determined that contracting is the most effective way to provide this service? If so, please explain and include a copy of the board or commission action.
No.

F. Will the proposed work be completed by a contractor that has a current PSC contract with your department? If so, please explain.
No.

7. Union Notification: On 08/31/2023, the Department notified the following employee organizations of this PSC/RFP request:
Deputy Sheriff's Association; SEIU 1021 Miscellaneous; SEIU Local 1021

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

Name: Kelly Hiramoto Phone: 415-255-3492 Email: kelly.hiramoto@sfdph.org

Address: 1380 Howard St, Room 419B San Francisco, CA

FOR DEPARTMENT OF HUMAN RESOURCES USE

PSC# 48385 - 23/24

DHR Analysis/Recommendation:

action date: 01/30/2024

Commission Approval Required

Approved by Civil Service Commission

01/30/2024 DHR Approved for 01/30/2024

