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PSC Requests Scheduled for 5/19/2025

PSC	Department	Type of Approval	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration
DHRPSC0005268 v 0.01	ADM	New	\$250,000	\$250,000	The Permit Center requires sophisticated document management software that allows all Permit Center related departments (DBI, Planning, SFPW, PUC, DPH, Fire) to work collaboratively to review, monitor and track PDF design drawings and documents submitted for permit review.	60	60
DHRPSC0005187 v 0.01	AIR	New	\$60,000,000	\$60,000,000	Operation, Maintenance, and Repair of Airport Baggage Handling Systems (BHS) with Bi-Directional Tote System Technology	60	60
DHRPSC0005252 v 0.01	DPH	New	\$540,000	\$540,000	As-Needed Community Outreach and Media Services	60	60
DHRPSC0005291 v 0.01	DPH	New	\$500,000	\$500,000	Leverage specialized expertise from marketing professionals and companies that focus on sourcing behavioral health clinicians to enhance outreach, engagement, and recruitment of qualified candidates for behavioral health positions at the Department of Public Health. This effort will support the City's accelerated response to Core initiatives, including services for individuals experiencing homelessness, drug overdoses, substance use disorders, mental health needs, and integrated health services.	24	24
DHRPSC0005230 v 0.01	DPW	New	\$2,500,000	\$2,500,000	San Francisco Municipal Transportation Agency (SFMTA) Garages Assessment	1825	1825

PSC Requests Scheduled for 5/19/2025

PSC	Department	Type of Approval	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration
DHRPSC0005169 v 0.01	MTA	New	\$1,050,000	\$1,050,000	Services for the mitigation of pest activity in Light Rail Vehicles and Coaches	36	36
DHRPSC0005365 v 0.01	MTA	New	\$1,500,000	\$1,500,000	To provide a mobile on-site facility to collect random, follow-up, reasonable suspicion, and post-accident drug and alcohol collection in compliance with Department of Transportation/Federal transit Administration (DOT/FTA) Drug and Alcohol Testing Regulations.	60	60
DHRPSC0005244 v 0.01	MYR	New	\$7,000,000	\$7,000,000	Using Agile development processes, the contractor shall partner with a City Digital Services team, which includes a product manager, web app engineer, and web app ui/ux designer to support the continued design, build, and maintenance of our cloud-hosted web product which enables users to search and apply for all MOHCD affordable housing programs online. The vendor, in partnership with the City Digital Services team will support continued development of web applications, with appropriate serving infrastructure, that makes use of a Salesforce database accessible via APIs.	108	108
DHRPSC0002386 v 1.01	AIR	Amendment	\$8,600,000	\$17,600,000	Marketing and Communications Services	18	66
DHRPSC0001962 v 1.01	ASR	Amendment	\$5,000,000	\$34,000,000	Property Assessment Solution Professional Services	8	164
DHRPSC0002878 v 1.01	ENV	Amendment	\$1,500,000	\$4,500,000	Zero Waste Technical Consulting	36	108
DHRPSC0001885 v 1.01	HOM	Amendment	\$3,000,000	\$4,681,567	Professional Services	31	60

PSC Requests Scheduled for 5/19/2025

PSC	Department	Type of Approval	New Amount	Cumulative Amount	Description	New Duration	Cumulative Duration
DHRPSC0004314 v 2.01	HRD	Amendment	\$200,000	\$400,000	Administer a 24 hour a day, 7 days per week, as-needed drug and alcohol testing programs for both employees who meet the Department of Transportation (DOT) Feder Motor Carrier Safety Administration criteria and non-safety sensitive employees who pre-employment requirement, reasonable suspicion, and/or the post-Accident criteria established by the City, pursuant to all applicable Memorandum of Understanding (MOU) with the City's labor unions, and Airport Commission Employees as indicated in the supplemental agreement to the SEIU Miscellaneous collective bargaining agreement.	12	60
		Total	\$91,640,000	\$134,521,567			

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: Mori Wallner

ServiceNow Number: DHRPSC0005268

Version: 0.01

Version Type: New

Brief description of proposed work: The Permit Center requires sophisticated document management software that allows all Permit Center related departments (DBI, Planning, SFPW, PUC, DPH, Fire) to work collaboratively to review, monitor and track PDF design drawings and documents submitted for permit review.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$250,000

Does contract include items other than services?: Yes

- Cloud-Based Software Licenses and Support (without Professional Services): \$2,250,000

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 60

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: The Permit Center requires sophisticated document management software that allows all Permit Center related departments (DBI, Planning, SFPW, PUC, DPH, Fire) to work collaboratively to review, monitor and track PDF design drawings and documents submitted for permit review. This primarily a purchase for software and license use with a professional service component for custom integrations with existing systems and databases. These integrations will allow plan review data to transfer between workflow engines, databases, and other data systems to improve reporting and

seamless record keeping during the plan review process, creating a more streamlined and efficient review allowing for faster permit processing. One example of this would be the transfer between the digital forms and the creation of electronic plan sets to be automatically uploaded and cataloged/ indexed in the Bluebeam platform.

Why are these services required and what are the consequences of denial?: Consequences of denial would include a slower and more inefficient permit review process: more manual work to transfer files, double entry of data, manual and inaccurate tracking of project status.

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?: 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):

Union Notifications

Job Class(es): 1052 - IS Business Analyst, 1070 - IS Project Director

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

Labor Union Email Addresses: L21pscreview@ifpte21.org

Union Review Sent On: 3/17/2025

Union Review End Date: 4/16/2025

Union Review Duration Met On: 4/16/2025

December 20, 2024
City of San Francisco

Re: Sole Source Inquiry

City of San Francisco:

In response to the City of San Francisco's recent inquiry as to the ownership and manufacture of Bluebeam software and related products. Bluebeam, Inc. is the manufacturer and sole owner of all Revu and related Bluebeam software. It sells this software direct and through its designated partners.

Sincerely,



R. Gerard Larmeu

Corporate Counsel

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: AIR

Submitted By: Sung Kim

Department Coordinator: Cynthia Avakian,
cynthia.avakian@flysfo.com

Project Manager: Gerry Alley

ServiceNow Number: DHRPSC0005187

Version: 0.01

Version Type: New

Brief description of proposed work: Operation, Maintenance, and Repair of Airport Baggage Handling Systems (BHS) with Bi-Directional Tote System Technology

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$60,000,000

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 shall operate, maintain, and repair the Baggage Handling Systems (BHS) at the San Francisco International Airport (Airport or SFO) that use bi-directional tote system technology. Bi-directional tote systems are not commonly used in Airports in the United States, and require the use of proprietary technology to operate. Operational work includes; system monitoring and balancing, the configuration of user interface, the development and implementation of operational plans, assigning resources, reporting and record-keeping. 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 to ensure reliable transport of

passengers' baggage from the check-in process to airline loading. The contractor will operate, maintain, and repair the BHS 24 hours a day, 365 days a year

Why are these services required and what are the consequences of denial?: This service is necessary in order to sustain the continued operations of the BHS. Denial of these services would prevent passengers' baggage from being processed and available for loading on passenger flights or retrieval of baggage after flights. Passenger, staff and facility safety would be compromised due to failures of the security related components. Any interruption in service would cause flight delays, losses to the airlines and financial exposure to 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 of the classes included the combined knowledge, skills and experience required to operate, maintain, and repair BHSs that use ICS technology.

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 in excess of 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?: 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?: 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 bi-directional tote technology BHS's covered by this PSC request can only be operated and maintained using proprietary software. Repair services, while not proprietary, can only be performed by the equipment provider in order to preserve the warranty.

Union Notifications

Job Class(es): 7318 - Electronic Maintenance Tech, 7334 - Stationary Engineer, 7514 - General Laborer, 1052 - IS Business Analyst, 1093 - IT Operations Support Admn III, 9232 - Airport Mechanical Maintenance Supervisor, 7344 - Carpenter, 7335 - Senior Stationary Engineer

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

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

Union Review Sent On: 2/28/2025

Union Review End Date: 3/30/2025

Union Review Duration Met On: 3/30/2025

Instructions:

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:	AIR
Dept Name:	Airport Commission
PSC Coordinator Name:	Cynthia Avakian
PSC Coordinator Email:	Cynthia.Avakian@flysto.com
PSC ServiceNow Record Number:	DHRPSC0005187 v 0.01

[illegible]

Via Email

San Francisco International Airport
P.O. Box 8097
San Francisco, CA 94128

Attn: Gerry D Alley

February 12, 2025

Ref: Revised Proprietary SW & Tools for ICE Operations & Maintenance

Good Afternoon Gerry

The redevelopment of the Terminal 1 building made the San Francisco Airport (SFO) the first U.S. airport to install a terminal-wide independent carrier system (ICS) for baggage handling. This Crisbag 5 ICS system is the first to be approved by the Transportation Security Administration (TSA) for in tote screening and will also streamline the security screening process and ensure 100 per cent track and traceability of each bag throughout the baggage handling process. This ICS system has been expanded within the SFO terminal area. It is now presently installed in the ITB connector and even though T3 is still evolving it is planned that CBIS CBRA will have ICS as well.

The not only is the mechanical and electrical design of the Crisbag 5 system propriety, many aspects of the system control architecture also are. Crisbag™ system architecture is divided into 2 distinct areas:

- 1) High Level Control, which is PC/ Server based applications, handling all SCADA, planning, allocation, sorting, routing and diagnostic functions.
- 2) Low Level Control, which is PLC applications handling all real time control, machine control and safety functions. This will also include future sensors that are embedded into ICS system to track and predict maintenance requirements.

The Propriety software systems to be used to operate, run and maintain these systems are as follows:

- High Level Control
 - o Sort Allocation Control system (SAC), interfacing the airport scheduling system to the Crisbag System controllers.
 - o Crisbag Supervisory Control And Data Acquisition system (SCADA) is used for the gathering and analyzing real time data for the monitoring and control of the Crisbag system.
 - o Crisplant System Controller (CSC), provides user interface for Crisbag system operation and control, including routing and all upper level interfaces and diagnostics.
 - o Crisplant Information System (CIS) which will provide advanced statistical analysis of baggage-handling efficiency and system operation.
 - o BEUMER Insight system, which tracks, logs and analyzes data being generated by the systems themselves, and is utilized for predictive maintenance actions.

- Low level Control
 - o Crisplant Machine Controller (CMC), is a Siemens Simatic S7-1500 PLC system networked together for the monitoring and operation of all electrical, mechanical component level operation, interface and control in the Crisbag System.
 - o Crisplant Safety controller is a PLC system responsible for the monitoring of all safety elements within a Crisbag system.
 - o Crisplant Configuration system – is utilized for the commissioning, maintenance and control of the setup and monitoring of the Crisbag Element configuration.

There also remains numerous connected systems that are utilized and available to a BEUMER Group organization for the maintenance and operation of Crisbag systems.

- Customized Kibana dashboards providing visualization capabilities of large volumes of data and also is used for the generation of a "digital twin" of the actual system in operation.
- 3-d graphical visuals of system operations can be implemented to enhance issues sourcing.
- Maximo CMMS Configuration files customer designed for the Crisbag 5 system.

In addition BEUMER employee's also have access to BEUMER specific trouble shooting systems, Original Equipment Developers as well as internal simulators to insure the success of SFO.

These propriety software systems that are developed by BEUMER to run, operate, and maintain these systems at their 99.95 % availability are only available to BEUMER group employee's that are specifically trained in the service and support of these systems.

Please review and advise me of any comments and or questions you may have.

Best Regards



Mark J Sibley
President
BEUMER Life Cycle Management
Direct: 732-893-2901
E-Mail: Mark.Sibley@Beumergroup.com
Internet: www.beumergroup.com

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: DPH

Submitted By: My Lan Do Nguyen

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

Project Manager: Nikole Trainor

ServiceNow Number: DHRPSC0005252

Version: 0.01

Version Type: New

Brief description of proposed work: As-Needed Community Outreach and Media Services

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$540,000

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, Federal Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: The scope of services includes comprehensive As-Needed Community Outreach and Media Services, encompassing electronic outreach, print and promotional material development, on-the-ground community engagement, media relations, and focus group facilitation. Services also cover the creation of 30-second public health commercials, graphic design, and photography. Additionally, behavioral change research—including ethnographic studies—will be conducted, alongside extensive evaluation and needs assessment activities to inform and enhance outreach efforts.

Why are these services required and what are the consequences of denial?: These As-Needed Community Outreach and Media Services are essential for effectively delivering public

health messages and fostering positive behavioral change within the community. Without these services, critical health information may not reach the intended audiences, reducing awareness and engagement with public health initiatives. This lack of outreach would significantly compromise the effectiveness of health campaigns, leading to poor health outcomes, including increased chronic illness and early deaths.

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's public health campaign efforts are intermittent, time-limited, and dependent on available funding. Creating permanent Civil Service positions for this work would not be feasible, as the need for these specialized services fluctuates and does not justify full-time staffing.

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 lack necessary facilities/equipment?: Yes

Q4a) What facilities or equipment does the City lack that contractor possesses?: Tools to conduct ethnographic and digital ethnographic research, TV/Commercial production equipment, photography equipment, graphic design software and applications, etc.

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

Explain why: We do not plan to acquire the facilities/equipment as they are required on an as-needed basis.

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 1312 - Public Information Officer, 9252 - Communications Specialist

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

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

Union Review Sent On: 3/19/2025

Union Review End Date: 4/18/2025

Post Union Notification

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

Instructions:

Step 1: Download and save this template to your desktop.

Step 2: Complete the fields below.

Step 3: Upload a copy of the completed file to your PSC record under the "Required Documentation" tab.

Document Content:

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

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

Dept Acronym:	DPH
Dept Name:	Public Health
PSC Coordinator Name:	Reanna Albert
PSC Coordinator Email:	reanna.albert@sfdph.org
PSC ServiceNow Record No.:	DHRPSC0005252

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
1000009844	4/1/2018	6/30/2025	\$ 4,047,436	2006-07/08	Provided program administration and support services to ensure compliance with the City and County of San Francisco and CDC fund management policies. Assisted with multiple social marketing campaigns addressing anti-HIV stigma, substance use, cannabis, and educational video content.

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: DPH

Submitted By: Kelly Hiramoto

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

Project Manager: Luenna Kim

ServiceNow Number: DHRPSC0005291

Version: 0.01

Version Type: New

Brief description of proposed work: Leverage specialized expertise from marketing professionals and companies that focus on sourcing behavioral health clinicians to enhance outreach, engagement, and recruitment of qualified candidates for behavioral health positions at the Department of Public Health. This effort will support the City's accelerated response to Core initiatives, including services for individuals experiencing homelessness, drug overdoses, substance use disorders, mental health needs, and integrated health services.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$500,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 24

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: The Contractor will expand the Department of Public Health in expanding its search, marketing, and recruitment efforts to attract highly qualified behavioral health professionals. This initiative aims to strengthen the City's accelerated response to core public health priorities, including services for individuals experiencing homelessness, drug overdoses, substance use disorders, mental health challenges, and integrated health needs. By supplementing recruitment efforts, the Contractor will help

ensure a skilled workforce capable of addressing these critical community health concerns.

Why are these services required and what are the consequences of denial?: These services are required to bolster the Department's internal hiring efforts to quickly fill behavioral health positions at the Department of Public Health. Ensuring these roles are staffed promptly is critical to maintaining the quality and continuity of care for vulnerable individuals who rely on these services.

Denial of these services would result in delays in providing necessary care, potentially worsening health outcomes for those in need. Additionally, it would negatively impact the Department's overall efficiency, leading to disruptions in daily operations and long-term service delivery. The inability to fill these positions in a timely manner could also increase the burden on existing staff, reducing the overall quality of care provided.

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?: The need to fill these positions as quickly as possible is essential to maintaining continuity and preventing disruptions in critical services. These services are transitional and short-term because they will only be required until enough qualified candidates are hired. Given the specialized nature of these roles, a professional firm with expertise in social services, behavioral health, and public sector hiring is necessary to assist Human Resources and program staff in identifying and securing the most qualified candidates for these unique positions. Additionally, targeted marketing and outreach efforts are crucial to attracting top talent, ensuring that the Department reaches a diverse and highly skilled pool of applicants for these unique positions.

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

DPH is committed to building a sustainable workforce by supporting student placements and internships to develop a pipeline of future candidates in the field. Additionally, ongoing retention

efforts focus on creating a stable workforce, reducing the need for continued external hiring support. These proactive strategies will help ensure that once this PSC request ends, the Department will have a sufficient pool of qualified staff to meet the needs without relying on external services.

Q5d) Describe the required skills and expertise needed to perform the services: The specialized skills and expertise required for these services include advanced recruitment strategies, industry-specific knowledge, and extensive candidate networks that go beyond the reach of DPH Human Resources staff. Professional recruitment firms have access to exclusive databases, targeted marketing tools, and established connections within the behavioral health and social services sectors. Their expertise in sourcing, screening, and attracting highly qualified candidates—especially for hard-to-fill positions—ensures a more efficient and effective hiring process. These specialized capabilities are essential for identifying top talent quickly and securing professionals who meet the unique demands of these critical roles.

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: These services are needed to expand and support current Civil Service hiring efforts. A professional search firm brings specialized expertise in recruitment and marketing, utilizing targeted advertising, data-driven outreach, and strategic branding to attract top talent. Unlike traditional hiring methods, these firms leverage social media platforms, digital marketing campaigns, and industry-specific networks to connect with job seekers where they are most active. This level of specialized marketing and outreach is not readily available to DPH Human Resources staff. In today's competitive job market, where candidates rely heavily on online platforms, these advanced strategies are essential to efficiently filling critical behavioral health positions and ensuring continuity of services.

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

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 1246 - Prin Human Resources Analyst, 1250 - Recruiter, 1314 - Public Relations Officer

Labor Unions: 021 - Prof & Tech Eng, Local 21, 022 - Prof & Tech Eng, Local 21

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

Union Review Sent On: 3/20/2025

Union Review End Date: 4/19/2025

Union Review Duration Met On: 4/19/2025

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: DPW

Submitted By: Belle Macaranas

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

Project Manager: Simon Chu

ServiceNow Number: DHRPSC0005230

Version: 0.01

Version Type: New

Brief description of proposed work: San Francisco Municipal Transportation Agency (SFMTA) Garages Assessment

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$2,500,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 1825

Funding

Funding Source: City Funds

Special circumstances related to funding: Yes

Explain the special circumstances: SFMTA initially planned to assess up to 19 garages with a \$2.5M budget. Currently, funding allows for work on 5 garages.

Additional garages may be assessed as more funding becomes available.

Scope of Work

Clearly describe scope and detail the services to be performed: Public Works is seeking a qualified Architectural and Engineering (A/E) team led by an executive architect to provide property assessment services in assisting the City with the San Francisco Municipal Transportation Agency (SFMTA) located at 1 South Van Ness Street, San Francisco, CA. This project will generate an assessment report on current property conditions of selected garages operated by SFMTA and Park & Rec. Consultant Team is to be integrated with the City Team to deliver a property assessment report which provide current condition of the facilities, a

Post Union Notification

recommended repair list and their respective cost estimate.

Why are these services required and what are the consequences of denial?: This project involves many construction trades and is expected to last over a year and a half. Currently, the Public Works Bureaus and IDC Mechanical, Electrical, Plumbing (MEP) engineering disciplines do not have the capacity to take on this project. These services are necessary where information obtained from the assessment report will be used to support future program funding at MTA. Denial of this PSC would mean that essential aspects of projects such as facility maintenance or upkeep could not be planned and budgeted ahead for the garages.

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: Commission approval required for contracts equal to or exceeds \$230,000 (Minimum competitive amount).

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

Justification

Q1 - Are there any regulatory or legal requirements supporting outsourcing of this work?:
No

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

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

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

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

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

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

MTA has 19 garages that are scheduled for property assessment. However, current funding allow assessment of only 5. It is MTA's intension to complete the balance of garages when funding is available.

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

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

Require licensed professional engineers and architects with expertise in specialized engineering services. The consultant disciplines for this projet must include, but are not limited to: Building systems (mechanical, plumbing, electrical, fire sprinkler); Waterproofing ;Low voltage systems (security access, security cameras, IT audiovisual, fire alarm) ;Specialty fixtures and equipment. These specialized disciplines are essential for the consultant team to effectively prepare the assessment report. Knowledge and experience in property assessment reporting process is crucial in the success of this project. It improves project efficiency by minimize repeat site visits for data

collection, organizes document for easy date retrieval and identifies without overlooking current and future building issues.

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

Q5c1) Identify the classifications: 5211 - Eng/Arch/Landscape Arch Sr, 5268 - Architect, 5215 - Fire Protection Engineer, 5207 - Assoc Engineer

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

Q5c3) Why are they not able to perform the services?: Due to schedule conflicts, city departments has declined the project

Q5d) Will contractor directly supervise City employees?: No

Q5e) Will contractor train City employees?: No

Q5e1) Explain why training of City employees is not required: No, training is not included in the contract. This work requires specialized engineering services by highly qualified, licensed professionals. Due to the technical nature of the work and liability considerations, the required engineering assessment will be conducted by licensed experts without a training component for City and County employees.

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: PW engineers have the first right to consider this project if additional property assessment funding becomes available. Outside vendor will be consider only if PW engineers decline the project.

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 5211 - Eng/Arch/Landscape Arch Sr, 5268 - Architect, 5215 - Fire Protection Engineer, 5207 - Assoc Engineer

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

Labor Union Email Addresses: L21pscreview@ifpte21.org

Union Review Sent On: 3/18/2025

Union Review End Date: 4/17/2025

Union Review Duration Met On: 4/17/2025

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: GENERAL SERVICES AGENCY - PUBLIC WORKS -- DPWDept. Code: DPWType of Request: ☒ Initial ☐ Modification of an existing PSC (PSC # _____)Type of Approval: ☐ Expedited ☒ Regular ☐ Annual ☐ Continuing ☐ (Omit Posting)Type of Service: Municipal Transport Agency Garages AssessmentFunding Source: Local Operating FundsPSC Amount: \$3,500,000PSC Est. Start Date: 09/11/2023PSC Est. End Date 09/10/2028**1. Description of Work****A. Scope of Work/Services to be Contracted Out:**

Public Works is seeking a qualified Architectural and Engineering (A/E) team led by an executive architect to provide property assessment services in assisting the City with the San Francisco Municipal Transportation Agency (SFMTA) located at 1 South Van Ness Street, San Francisco, CA. This project will generate an assessment report on current property conditions of twenty selected garages operated by SFMTA and Park & Recreation. The Selected Consultant Team is to be integrated with the City Team to deliver a property assessment report which provide current condition of the facilities, a recommended repair list and their respective cost estimate.

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

This project involves many construction trades and is expected to last over a year and a half. Currently, the Public Works Bureaus and IDC Mechanical, Electrical, Plumbing (MEP) engineering disciplines do not have the capacity to take on this project. These services are necessary where information obtained from the assessment report will be used to support future program funding at MTA. Denial of this PSC would mean that essential aspects of the project such as facility maintenance or upkeep could not be planned and budgeted ahead for the garages.

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.

Similar services requiring the support of an A&E team have been approved under PSC# 43809-14/15 for Fire Station 35 approved on 7/06/2015 and PSC 42622-16/17 on 9/9/2016 for the Emergency Medical Services Facility.

D. Will the contract(s) be renewed?

No

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.

The anticipated contract term is under five years.

2. Reason(s) for the Request**A. Indicate all that apply (be specific and attach any relevant supporting documents):**

☒ Short-term or capital projects requiring diverse skills, expertise and/or knowledge.

B. Explain the qualifying circumstances:

This assessment exercise is estimated to cost two million dollars and for duration of a year and a half. Current as-needed architectural contracts do not have the capacity to take on this project.

3. Description of Required Skills/Expertise

A. Specify required skills and/or expertise: Consultant disciplines required for this RFQ may include, but not be limited to: building mechanical, plumbing, fire sprinkler, electrical, waterproofing, low voltage (security

access and security cameras, IT audio visual, fire alarm) fixtures & equipment. These are specialty disciplines which the consultant team will be required to prepare the assessment report.

- B. Which, if any, civil service class(es) normally perform(s) this work? 5207, Assoc Engineer; 5211, Eng/Arch/Landscape Arch Sr; 5215, Fire Protection Engineer; 5268, Architect;
- C. Will contractor provide facilities and/or equipment not currently possessed by the City? If so, explain: No

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

Public Works Bureau of Project Management has confirmed with architectural and engineering disciplines that they do not have the available resources to provide the services required to deliver this project to the client.

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

- A. Explain why civil service classes are not applicable.
Public Works currently lacks the internal capacity to provide the services required for this project.
- 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, it would not be practical or feasible to adopt a new civil service class to perform this one-time work. Attempting to create a new civil service class would require significant time and resources to recruit, train, and develop employees with the required skills, which would likely be impractical and cause delays in the project. Therefore, it is more efficient and effective to contract out the work to a qualified external firm.

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 contract? If so, please explain what that will entail; if not, explain why not.
No. There is no request for training. Through an RFQ solicitation process we are seeking qualified licensed professionals who can provide specialized engineering services. For liability reasons, we request engineering services from licensed experts in their field who are best suited to perform the required engineering assessment.
- 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 06/15/2023, the Department notified the following employee organizations of this PSC/RFP request:
Architect & Engineers, Local 21; Prof & Tech Eng, Local 21; Professional & Tech Engrs, Local 21

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

Name: Alexander Burns Phone: 415-554-6411 Email: alexander.burns@sfdpw.org

Address: 49 South Van Ness Ave, Suite 1600 San Francisco, CA 94103

FOR DEPARTMENT OF HUMAN RESOURCES USE

PSC# 45762 - 22/23

DHR Analysis/Recommendation:
Commission Approval Required
08/21/2023 DHR Approved for 08/21/2023

action date: 08/21/2023
Approved by Civil Service Commission

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: MTA

Submitted By: Salvador Tandoc

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

Project Manager: Salvador Tandoc

ServiceNow Number: DHRPSC0005169

Version: 0.01

Version Type: New

Brief description of proposed work: Services for the mitigation of pest activity in Light Rail Vehicles and Coaches

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$1,050,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 36

Funding

Funding Source: Federal Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: Perform Integrated Pest Management (IPM) to manage pests by combining biological, cultural, physical, and chemical tools in a way that minimizes economic, health and environmental risks.

Objectives of this IPM plan include:

- Elimination of significant threats caused by pests to the health and safety of staff and the public.
- Prevention of loss or damage to buses and light rail vehicles.
- Protection of environmental quality inside buses and light rail vehicles.

Why are these services required and what are the consequences of denial?: To preserve the

duration of our Light Rail Vehicles and Coaches. Without these services our Light Rail Vehicles and Coaches would be pulled from service more often and unavailable for public use. We would also need to replace the Light Rail Vehicles and Coaches more frequently.

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

Board and Commission Approvals

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

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

Justification

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

No

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

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

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

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

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

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

These services are needed to perform Integrated Pest Management services/pesticide application each month at 8 San Francisco Municipal Transportation Agency (SFMTA) facilities across San Francisco

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

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

Specialized, with at least five years of experience providing Integrated Pest Management service, and licensed in the application of pesticides and other pest control 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: The work is specialized and only needed on a monthly basis.

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 is a specialized type of service. No equipment and present skills to take on this work. It is more cost-effective to get it done by an expert in the field.

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 specialized type of service. No equipment and present skills to take on this work. It is more cost-effective to get it done by an expert in the field.

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 3425 - Senior Integrated Pest Mgmt Sp, 3424 - Integrated Pest Mgmt Specialst

Labor Unions: 261 - Laborers Int, Local 261

Labor Union Email Addresses: laborers261@gmail.com

Union Review Sent On: 3/7/2025

Union Review End Date: 4/6/2025

Union Review Duration Met On: 4/6/2025

Nuque, Amy

From: Tandoc, Salvador
Sent: Monday, April 21, 2025 10:19 AM
To: Liunita, Gracia; Fisher, Judson; Nuque, Amy; Peza, Carlos
Cc: Nguyen, Trinh; Henry, Michael; Chung, Shook-Fun; Engo, Sam; Enriquez, Emmanuel; Van Tholl, Otmar; Stenger, Austin L
Subject: RE: IFB No. SFMTA-2025-13-LOC: Integrated Pest Management (IPM) Services for SFMTA Light Rail Vehicles and Buses

Gracia,

I was out last week due to covid but I am back. We have made progress as follows prior to being out:

SFO Has responding and will NOT be able to perform the pest management control for SFMTA.
DPW Has also responded and will NOT be able to perform the pest management control for SFMTA.
PUC Calls and email sent but NO response.

Amy,
Page 26

We should proceed with the union contract review and proceed with letting out this contract out.

Thank you.

Best,
Sal Tandoc
Manager, Materials Management
Maintenance Division

“practice what you preach and resolve with dignity & compassion”



Office 415-646-2536

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: MTA

Submitted By: Connie Yan

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

Project Manager: Beverly Tilson

ServiceNow Number: DHRPSC0005365

Version: 0.01

Version Type: New

Brief description of proposed work: To provide a mobile on-site facility to collect random, follow-up, reasonable suspicion, and post-accident drug and alcohol collection in compliance with Department of Transportation/Federal transit Administration (DOT/FTA) Drug and Alcohol Testing Regulations.

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): 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: To provide a mobile on-site facility to collect random, follow-up, reasonable suspicion, and post-accident breath and urine collection in compliance with Department of Transportation/Federal transit Administration (DOT/FTA) Drug and Alcohol Testing Regulations.

Why are these services required and what are the consequences of denial?: On-site drug and alcohol is a mandatory service under the Department of Transportation/Federal Transit Administration (DOT/FTA) Rules. Denial of this service will jeopardize continued transit agency

Post Union Notification

Federal funding assistance.

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 classes are not applicable because the knowledge and experience required for this type of work require knowledge, experience, and training related to the collection of drug and alcohol samples as specified by 49 CFR Part 40, Subpart C, D, E, J, K, L, M, and N.

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?:

Drug and Alcohol collection is a mandatory service under the Department of Transportation/Federal Transit Administration (DOT/FTA) Rules.

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

Q5b1) Describe the specialized skills and expertise required to perform the services: The collection personnel must be trained in procedures designed to comply with 49 Code of Federal Regulations (CFR) Part 40, Subparts C and J, and shall demonstrate proficiency in comply with these procedures. Collection procedures for drug collection should be designed to comply with 49 CFR Subparts C, D, and E. The collection of alcohol samples must be designed to comply with 49 CFR Part 40, Subparts J, K, L, M, and N.

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: Civil service classes are not applicable because the knowledge and experience required for this type of work require knowledge, experience, and training related to the collection of drug and alcohol as specified by 49 CFR Part 40, Subpart C, D, E, J, K, L, M, and N.

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 is a continuation of services being provided by a contractor.

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 continuation of services being provided by a contractor.

Additional information to support your request (Optional):

Union Notifications

Job Class(es): -None- - None Selected

Labor Unions: No Union Selected -

Labor Union Email Addresses: pmendeziamaw@comcast.net, dvickers@iam1414.org, mfinnegan@ibt856.org, administration@sffdlocal798.org, larryjr@ualocal38.org, president@twusf.org, WOrellana@opcmialocal300.org, L21pscreview@ifpte21.org, PSCreview@seiu1021.org, President@sanfranciscodsa.com, ibew6@ibew6.org, staff@sfmea.com, mleach@ibt856.org, laborers261@gmail.com, president@twusf.org, jb@local16.org, local22publicsector@nccrc.org, john.lenny@sfgov.org, sfcwupresidentjmleonard@yahoo.com, local200twu@sbcglobal.net, staff@sfmea.com, tracym@sfpoa.org, joshv@smw104.org, administration@sffdlocal798.org, PSCreview@seiu1021.org, anthony@dc16.us, charlie@local377.com, mbeauchamp@oe3.org, ccarr@oe3.org, pking@uapd.com, pfinn@ibt856.org, mleach@ibt856.org, plangrooferslocal40@gmail.com, laborers261@gmail.com, nick@dc16.us, PSCreview@seiu1021.org, epeterson@cirseiu.org, abush@cirseiu.org, snaranjo@cirseiu.org, emathurin@cirseiu.org, lvega@nccrc.org, president@twusf.org, PSCreview@seiu1021.org, PSCreview@seiu1021.org, pking@uapd.com, mleach@ibt856.org, cpark@local39.org, sfdpoa@icloud.com, b.rod07@yahoo.com, PSCreview@seiu1021.org, L21pscreview@ifpte21.org, president@twusf.org, president@sfsheriffmsa.org, cjohnson@bac3-ca.org, mhenneberry@teamsters853.org, staff@sfmea.com, mleach@ibt856.org

Union Review Sent On: 4/18/2025

Union Review End Date: 4/25/2025

Union Review Duration Met On: 4/25/2025

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 Nuke
PSC Coordinator Email:	amy.nuke@sfmta.com
PSC ServiceNow Record Number:	PSC ManagementDHRPSC0005365

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
1000021432	4/30/2021	4/30/2026	\$ 1,500,000	47595 19-20	To provide a mobile on-site facility to collect random, follow-up, reasonable suspicion, and post-accident specimen collection in compliance with the Department of Transportation/Federal Transit Administration (DOT/FTA) Drug and Alcohol Testing Regulations.

MEMORANDUM

PSC Record DHRPSC0005365 v 0.01



TO: Suzanne Choi
Citywide PSC Coordinator

FROM: Beverly Tilson
Substance Abuse Program Manager *Beverly Tilson*

DATE: April 30, 2025


SUBJECT: PSC Record DHRPSC0005365 v 0.01

PSC Record DHRPSC0005365 v 0.01 provides a mobile on-site facility to collect Random, Follow-Up, Reasonable Suspicion, and Post-Accident Drug and Alcohol Collection in compliance with Department of Transportation/Federal Transit Administration (DOT/FTA) Drug and Alcohol Testing Regulations.

The contractual services will include all necessary facilities and or equipment for the collection of Drug and Alcohol samples and collection sites must comply with all requirements specified in 49 Code of Federal Regulations Part 40.

Civil Service Classes are Not Applicable because the knowledge and experience required for this type of work require knowledge, experience, and training related to the collection of drug and alcohol samples as specified by 49 Code of Federal Regulations Part 40.

It would not be practical to adopt a new civil service class because adopting a new civil service class may result in a recruitment and retention problem and consequently affect the required services under DOT/FTA Rules. There are legal mandates (49 CFR Part 40) requiring contractors to meet specific standards and adhere to specific procedures. Contracting is the most effective way to provide this service.

 Displaying title 49, up to date as of 4/16/2025. Title 49 was last amended 3/20/2025. 

Title 49 –Transportation
Subtitle A –Office of the Secretary of Transportation

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PART 40—PROCEDURES FOR TRANSPORTATION WORKPLACE DRUG AND ALCOHOL TESTING PROGRAMS

Authority: 49 U.S.C. 102, 301, 322, 5331, 20140, 31306, and 54101 *et seq.*

Source: 65 FR 79526, Dec. 19, 2000, unless otherwise noted.

EDITORIAL NOTE

Editorial Note: Nomenclature changes to part 40 appear at 73 FR 33329, June 12, 2008.



Subpart A—Administrative Provisions



§ 40.1 Who does this regulation cover?

- (a) This part tells all parties who conduct drug and alcohol tests required by Department of Transportation (DOT) agency regulations how to conduct these tests and what procedures to use.
- (b) This part concerns the activities of transportation employers, safety-sensitive transportation employees (including self-employed individuals, contractors and volunteers as covered by DOT agency regulations), and service agents.
- (c) Nothing in this part is intended to supersede or conflict with the implementation of the Federal Railroad Administration's post-accident testing program (see 49 CFR 219.200).

§ 40.3 What do the terms used in this part mean?

In this part, the terms listed in this section have the following meanings:

- Adulterated specimen.** A specimen that has been altered, as evidenced by test results showing either a substance that is not a normal constituent for that type of specimen or showing an abnormal concentration of an endogenous substance.
- Affiliate.** Persons are affiliates of one another if, directly or indirectly, one controls or has the power to control the other, or a third party controls or has the power to control both. Indicators of control include, but are not limited to: interlocking management or ownership; shared interest among family members; shared facilities or equipment; or common use of employees. Following the issuance of a public interest exclusion, an organization having the same or similar management, ownership, or principal employees as the service agent concerning whom a public interest exclusion is in effect is regarded as an affiliate. This definition is used in connection with the public interest exclusion procedures of Subpart R of this part.
- Air blank.** In evidential breath testing devices (EBTs) using gas chromatography technology, a reading of the device's internal standard. In all other EBTs, a reading of ambient air containing no alcohol.
- Alcohol.** The intoxicating agent in beverage alcohol, ethyl alcohol or other low molecular weight alcohols, including methyl or isopropyl alcohol.
- Alcohol concentration.** The alcohol in a volume of breath expressed in terms of grams of alcohol per 210 liters of breath as indicated by a breath test under this part.
- Alcohol confirmation test.** A subsequent test using an EBT, following a screening test with a result of 0.02 or greater, that provides quantitative data about the alcohol concentration.
- Alcohol screening device (ASD).** A breath or saliva device, other than an EBT, that is approved by the National Highway Traffic Safety Administration (NHTSA) and appears on ODAPC's Web page for "Approved Screening Devices to Measure Alcohol in Bodily Fluids" because it conforms to the model specifications from NHTSA.
- Alcohol screening test.** An analytic procedure to determine whether an employee may have a prohibited concentration of alcohol in a breath or saliva specimen.
- Alcohol testing site.** A place selected by the employer where employees present themselves for the purpose of providing breath or saliva for an alcohol test.
- Alcohol use.** The drinking or swallowing of any beverage, liquid mixture or preparation (including any medication), containing alcohol.
- Aliquot.** A fractional part of a specimen used for testing. It is taken as a sample representing the whole specimen.
- Alternate specimen.** An authorized specimen, other than the type of specimen previously collected or attempted to be collected.
- Breath Alcohol Technician (BAT).** A person who instructs and assists employees in the alcohol testing process and operates an evidential breath testing device.
- Cancelled test.** A drug or alcohol test that has a problem identified that cannot be or has not been corrected, or which this part otherwise requires to be cancelled. A cancelled test is neither a positive nor a negative test.
- Chain of custody.** The procedure used to document the handling of the urine specimen from the time the employee gives the specimen to the collector until the specimen is destroyed. This procedure uses the Federal Drug Testing Custody and Control Form (CCF) as approved by the Office of Management and Budget.
- Collection container.** A container used to collect a specimen.
- Collection site.** A place selected by the employer where employees present themselves for the purpose of providing a specimen for a drug test.
- Collector.** A person who instructs and assists employees at a collection site, who receives and makes an initial inspection of the specimen provided by those employees, and who initiates and completes the CCF.
- Commercial Driver's License Drug and Alcohol Clearinghouse (Clearinghouse).** A database, administered by the Federal Motor Carrier Safety Administration, containing records of commercial motor vehicle drivers' violations of controlled substances and alcohol testing program requirements, as set forth in part 382 of this title, as well as their return-to-duty status.
- Confirmatory drug test.** A second analytical procedure performed on a different aliquot of the original specimen to identify and quantify a specific drug or drug metabolite.
- Confirmatory validity test.** A second test performed on a different aliquot of the original urine specimen to further support a validity test result.
- Confirmed drug test.** A confirmation test result received by an MRO from a laboratory.
- Consortium/Third-party administrator (C/TPA).** A service agent that provides or coordinates the provision of a variety of drug and alcohol testing services to employers. C/TPAs typically perform administrative tasks concerning the operation of the employers' drug and alcohol testing programs. This term includes, but is not limited to, groups of employers who join together to administer, as a single entity, the DOT drug and alcohol testing programs of its members. C/TPAs are not "employers" for purposes of this part.
- Continuing education.** Training for substance abuse professionals (SAPs) who have completed qualification training and are performing SAP functions, designed to keep SAPs current on changes and developments in the DOT drug and alcohol testing program.
- Cutoff.** The analytical value (e.g., drug or drug metabolite concentration) used as the decision point to determine a result (e.g., negative, positive, adulterated, invalid, or substituted) or the need for further testing.
- Designated employer representative (DER).** An employee authorized by the employer to take immediate action(s) to remove employees from safety-sensitive duties, or cause employees to be removed from these covered duties, and to make required decisions in the testing and evaluation processes. The DER also receives test results and other communications for the employer, consistent with the requirements of this part. Service agents cannot act as DERs.
- Dilute specimen.** A urine specimen with creatinine and specific gravity values that are lower than expected for human urine.
- DOT, The Department, DOT Agency.** These terms encompass all DOT agencies, including, but not limited to, the Federal Aviation Administration (FAA), the Federal Railroad Administration (FRA), the Federal Motor Carrier Safety Administration (FMCSA), the Federal Transit Administration (FTA), the National Highway Traffic Safety Administration (NHTSA), the Pipeline and Hazardous Materials Safety Administration (PHMSA), and the Office of the Secretary (OST). For purposes of this part, the United States Coast Guard (USCG), in the Department of Homeland Security, is considered to be a DOT agency for drug testing purposes only since the USCG regulation does not incorporate Part 40 for its alcohol testing program. These terms include any designee of a DOT agency.

Drugs. The drugs for which tests are required under this part and DOT agency regulations are marijuana, cocaine, amphetamines, phencyclidine (PCP), and opioids.

Employee. Any person who is designated in a DOT agency regulation as subject to drug testing and/or alcohol testing. The term includes individuals currently performing safety-sensitive functions designated in DOT agency regulations and applicants for employment subject to pre-employment testing. For purposes of drug testing under this part, the term employee has the same meaning as the term "donor" as found on CCF and related guidance materials produced by the Department of Health and Human Services.

Employer. A person or entity employing one or more employees (including an individual who is self-employed) subject to DOT agency regulations requiring compliance with this part. The term includes an employer's officers, representatives, and management personnel. Service agents are not employers for the purposes of this part.

Error Correction Training. Training provided to BATs, collectors, and screening test technicians (STTs) following an error that resulted in the cancellation of a drug or alcohol test. Error correction training must be provided in person or by a means that provides real-time observation and interaction between the instructor and trainee.

Evidential Breath Testing Device (EBT). A device that is approved by the National Highway Traffic Safety Administration (NHTSA) for the evidential testing of breath at the .02 and .04 alcohol concentrations, and appears on ODAPC's Web page for "Approved Evidential Breath Measurement Devices" because it conforms with the model specifications available from NHTSA.

HHS. The Department of Health and Human Services or any designee of the Secretary, Department of Health and Human Services.

Initial drug test. The first test used to differentiate a negative specimen from one that requires further testing for drugs or drug metabolites.

Initial specimen validity test. The first test used to determine if a specimen is adulterated, diluted, substituted, or invalid.

Invalid result. The result reported by an HHS-certified in accordance with the criteria established by HHS when a positive, negative, adulterated, or substituted result cannot be established for a specific drug or specimen validity test.

Laboratory. Any U.S. laboratory certified by HHS under the National Laboratory Certification Program as meeting the minimum standards set by HHS; or, in the case of foreign laboratories, a laboratory approved for participation by DOT under this part.

Limit of Detection (LOD). The lowest concentration at which the analyte (e.g., drug or drug metabolite) can be identified.

Limit of Quantitation (LOQ). For quantitative assays, the lowest concentration at which the identity and concentration of the analyte (e.g., drug or drug metabolite) can be accurately established.

Medical Review Officer (MRO). A person who is a licensed physician and who is responsible for receiving and reviewing laboratory results generated by an employer's drug testing program and evaluating medical explanations for certain drug test results.

Negative result. The result reported by an HHS-certified laboratory to an MRO when a specimen contains no drug or the concentration of the drug is less than the cutoff concentration for the drug or drug class and the specimen is a valid specimen.

Non-negative specimen. A specimen that is reported as adulterated, substituted, positive (for drug(s) or drug metabolite(s)), or invalid.

Office of Drug and Alcohol Policy and Compliance (ODAPC). The office in the Office of the Secretary, DOT, that is responsible for coordinating drug and alcohol testing program matters within the Department and providing information concerning the implementation of this part.

Oral fluid specimen. A specimen that is collected from an employee's oral cavity and is a combination of physiological fluids produced primarily by the salivary glands. An oral fluid specimen is considered to be a direct observation collection for all purposes of this part.

Oxidizing adulterant. A substance that acts alone or in combination with other substances to oxidize drugs or drug metabolites to prevent the detection of the drug or drug metabolites, or affects the reagents in either the initial or confirmatory drug test.

Primary specimen. In drug testing, the specimen bottle that is opened and tested by a first laboratory to determine whether the employee has a drug or drug metabolite in his or her system; and for the purpose of specimen validity testing. The primary specimen is the portion of the donor's subdivided specimen designated as the primary ("A") specimen by the collector to distinguish it from the split ("B") specimen, as defined in this section.

Positive result. The result reported by an HHS-certified laboratory when a specimen contains a drug or drug metabolite equal to or greater than the cutoff concentrations.

Qualification Training. The training required in order for a collector, BAT, MRO, SAP, or STT to be qualified to perform their functions in the DOT drug and alcohol testing program. Qualification training may be provided by any appropriate means (e.g., classroom instruction, internet application, CD-ROM, video).

Reconfirmed. The result reported for a split (Bottle B) specimen when the second HHS-certified laboratory corroborates the original result reported for the primary (Bottle A) specimen.

Refresher Training. The training required periodically for qualified collectors, BATs, and STTs to review basic requirements and provide instruction concerning changes in technology (e.g., new testing methods that may be authorized) and amendments, interpretations, guidance, and issues concerning this part and DOT agency drug and alcohol testing regulations. Refresher training can be provided by any appropriate means (e.g., classroom instruction, internet application, CD-ROM, video).

Rejected for testing. The result reported by an HHS-certified laboratory when no tests are performed for a specimen because of a fatal flaw or a correctable flaw that is not corrected.

Screening Test Technician (STT). A person who instructs and assists employees in the alcohol testing process and operates an ASD.

Secretary. The Secretary of Transportation or the Secretary's designee.

Service agent. Any person or entity, other than an employee of the employer, who provides services to employers and/or employees in connection with DOT drug and alcohol testing requirements. This includes, but is not limited to, collectors, BATs and STTs, laboratories, MROs, substance abuse professionals, and C/TPAs. To act as service agents, persons and organizations must meet DOT qualifications, if applicable. Service agents are not employers for purposes of this part.

Shipping container. A container that is used for transporting and protecting specimen bottles and associated documents from the collection site to the laboratory.

Specimen. Fluid, breath, or other material collected from an employee at the collection site for the purpose of a drug or alcohol test.

Specimen bottle. The bottle that, after being sealed and labeled according to the procedures in this part, is used to hold a primary ("A") or split ("B") specimen during transportation to the laboratory. In the context of oral fluid testing, it may be referred to as a "vial," "tube," or "bottle."

Split specimen. In drug testing, the specimen that is sent to a first laboratory and stored with its original seal intact, and which is transported to a second laboratory for retesting at the employee's request following MRO verification of the primary specimen as positive, adulterated or substituted.

Split specimen collection. A collection in which the single specimen collected is divided into two separate specimen bottles, the primary specimen (Bottle A) and the split specimen (Bottle B).

SSN or Employee ID No. This number serves as a unique identifier that must be used on the Federal Drug Testing Custody and Control Form (CCF) or Alcohol Testing Form (ATF) for a donor, on the MRO's reports, on SAP reports, or on other documents that are required under this part. For all purposes of this part, this term means: only the Commercial Driver's License (CDL) Number and State of issuance for drivers tested under the authority of the Federal Motor Carrier Safety Administration (FMCSA); and, for all drivers and other safety-sensitive employees tested under the authority of the other DOT agencies, this can be the individual's actual Social Security Number, a unique identifier issued by the employer, a State-issued identification card number, a State-issued driver's license number (including a CDL number) or any other State-issued or federally-issued identification number.

Stand-down. The practice of temporarily removing an employee from the performance of safety-sensitive functions based only on a report from a laboratory to the MRO of a confirmed positive test for a drug or drug metabolite, an adulterated test, or a substituted test, before the MRO has completed verification of the test result.

Substance Abuse Professional (SAP). A person who evaluates employees who have violated a DOT drug and alcohol regulation and makes recommendations concerning education, treatment, follow-up testing, and aftercare.

Substituted specimen. An employee's specimen not consistent with a normal human specimen, as determined by HHS (e.g., a urine specimen, with creatinine and specific gravity values that are so diminished, or so divergent that they are not consistent with normal human urine).

Undiluted (neat) oral fluid. An oral fluid specimen to which no other solid or liquid has been added. For example: A collection device that uses a diluent (or other component, process, or method that modifies the volume of the testable specimen) must collect at least 1 mL of undiluted (neat) oral fluid.

Urine specimen. Urine collected from an employee at the collection site for the purpose of a drug test.

Verified test. A drug test result or validity testing result from an HHS-certified laboratory that has undergone review and final determination by the MRO.

[65 FR 79526, Dec. 19, 2000, as amended at 66 FR 41950, Aug. 9, 2001; 71 FR 49384, Aug. 23, 2006; 71 FR 55347, Sept. 22, 2006; 73 FR 35969, June 25, 2008; 75 FR 49861, Aug. 16, 2010; 76 FR 59577, Sept. 27, 2011; 80 FR 19553, Apr. 13, 2015; 81 FR 52365, Aug. 8, 2016; 82 FR 52243, Nov. 13, 2017; 88 FR 27636, May 2, 2023]

◉ § 40.5 Who issues authoritative interpretations of this regulation?

ODAPC and the DOT Office of General Counsel (OGC) provide written interpretations of the provisions of this part. These written DOT interpretations are the only official and authoritative interpretations concerning the provisions of this part. DOT agencies may incorporate ODAPC/OGC interpretations in written guidance they issue concerning drug and alcohol testing matters. Only Part 40 interpretations issued after August 1, 2001, are considered valid.

◉ § 40.7 How can you get an exemption from a requirement in this regulation?

- (a) If you want an exemption from any provision of this part, you must request it in writing from the Office of the Secretary of Transportation, under the provisions and standards of 49 CFR part 5. You must send requests for an exemption to the following address: Department of Transportation, Deputy Assistant General Counsel for Regulation and Enforcement, 1200 New Jersey Avenue, SE., Washington, DC 20590.
- (b) Under the standards of 49 CFR part 5, we will grant the request only if the request documents special or exceptional circumstances, not likely to be generally applicable and not contemplated in connection with the rulemaking that established this part, that make your compliance with a specific provision of this part impracticable.
- (c) If we grant you an exemption, you must agree to take steps we specify to comply with the intent of the provision from which an exemption is granted.
- (d) We will issue written responses to all exemption requests.

◉ Subpart B—Employer Responsibilities

◉ § 40.11 What are the general responsibilities of employers under this regulation?

- (a) As an employer, you are responsible for meeting all applicable requirements and procedures of this part.
- (b) You are responsible for all actions of your officials, representatives, and agents (including service agents) in carrying out the requirements of the DOT agency regulations.
- (c) All agreements and arrangements, written or unwritten, between and among employers and service agents concerning the implementation of DOT drug and alcohol testing requirements are deemed, as a matter of law, to require compliance with all applicable provisions of this part and DOT agency drug and alcohol testing regulations. Compliance with these provisions is a material term of all such agreements and arrangements.

◉ § 40.13 How do DOT drug and alcohol tests relate to non-DOT tests?

- (a) DOT tests must be completely separate from non-DOT tests in all respects.
- (b) DOT tests must take priority and must be conducted and completed before a non-DOT test is begun. When conducting a urine DOT drug test, you must discard any excess urine left over from a DOT test and collect a separate urine void for the subsequent non-DOT test.
- (c) Except as provided in paragraph (d) of this section, you must not perform any tests on DOT specimens other than those tests specifically authorized by this part or DOT agency regulations. For example, you must not test a DOT specimen for additional drugs. In addition, a laboratory is prohibited from making a DOT specimen available for a DNA test or other types of specimen identity testing.
- (d) When a DOT urine drug test collection is conducted as part of a physical examination required by DOT agency regulations, it is permissible to conduct medical tests related to this physical examination (e.g., for glucose) on any specimen remaining in the collection container after the DOT portion has been sealed into the specimen bottles.
- (e) A non-DOT drug or alcohol test administered, as part of a physical examination, is not a DOT drug or alcohol test for purposes of this part and/or related DOT agency drug and alcohol testing rules, if that test was performed to determine if an employee is medically qualified for a license or certificate. Consequently, the results of such a test do not have consequences under this part.

- (f) No one is permitted to change or disregard the results of DOT tests based on the results of non-DOT tests. For example, as an employer you must not disregard a verified positive DOT drug test result because the employee presents a negative test result from a blood or urine specimen collected by the employee's physician or a DNA test result purporting to question the identity of the DOT specimen.
- (g) As an employer, you must not use the CCF or the ATF in your non-DOT drug and alcohol testing programs. This prohibition includes the use of the DOT forms with references to DOT programs and agencies crossed out. You also must always use the CCF and ATF for all your DOT-mandated drug and alcohol tests.
- (h) No one is permitted to conduct a DOT drug or alcohol test on an individual who is not a DOT-regulated employee, as defined by the DOT agency regulations.

[65 FR 79526, Dec. 19, 2000, as amended at 88 FR 27637, May 2, 2023]

◉ **§ 40.14 What collection information must employers provide to collectors?**

As an employer, or an employer's service agent—for example a C/TPA, you must ensure the collector has the following information when conducting a specimen collection for you:

- (a) Full name of the employee being tested.
- (b) SSN or Employee ID No.
- (c) Laboratory name and address (can be pre-printed on the CCF).
- (d) Employer name, address, phone number, and fax number (can be pre-printed on the CCF at Step 1-A).
- (e) DER information required at § 40.36.
- (f) MRO name, address, phone number, and fax number (can be pre-printed on the CCF at Step 1-B).
- (g) The DOT Agency which regulates the employee's safety-sensitive duties (the checkmark can pre-printed in the appropriate box on the CCF at Step 1-D).
- (h) Test reason, as appropriate: Pre-employment; Random; Reasonable Suspicion/Reasonable Cause; Post-Accident; Return-to-Duty; and Follow-up.
- (i) Whether the test is to be observed or not (see § 40.67 of this part).
- (j) (Optional) C/TPA name, address, phone, and fax number (can be pre-printed on the CCF).
- (k) Specimen type to be collected (*i.e.*, oral fluid or urine).

[75 FR 59107, Sept. 27, 2010, as amended at 88 FR 27637, May 2, 2023; 89 FR 51983, June 21, 2024]

◉ **§ 40.15 May an employer use a service agent to meet DOT drug and alcohol testing requirements?**

- (a) As an employer, you may use a service agent to perform the tasks needed to comply with this part and DOT agency drug and alcohol testing regulations, consistent with the requirements of Subpart Q and other applicable provisions of this part.
- (b) As an employer, you are responsible for ensuring that the service agents you use meet the qualifications set forth in this part (*e.g.*, § 40.121 for MROs). You may require service agents to show you documentation that they meet the requirements of this part (*e.g.*, documentation of MRO qualifications required by § 40.121(e)).
- (c) You remain responsible for compliance with all applicable requirements of this part and other DOT drug and alcohol testing regulations, even when you use a service agent. If you violate this part or other DOT drug and alcohol testing regulations because a service agent has not provided services as our rules require, a DOT agency can subject you to sanctions. Your good faith use of a service agent is not a defense in an enforcement action initiated by a DOT agency in which your alleged noncompliance with this part or a DOT agency drug and alcohol regulation may have resulted from the service agent's conduct.
- (d) As an employer, you must not permit a service agent to act as your DER.

◉ **§ 40.17 Is an employer responsible for obtaining information from its service agents?**

Yes, as an employer, you are responsible for obtaining information required by this part from your service agents. This is true whether or not you choose to use a C/TPA as an intermediary in transmitting information to you. For example, suppose an applicant for a safety-sensitive job takes a pre-employment drug test, but there is a significant delay in your receipt of the test result from an MRO or C/TPA. You must not assume that "no news is good news" and permit the applicant to perform safety-sensitive duties before receiving the result. This is a violation of the Department's regulations.

◉ **§ 40.19 [Reserved]**

◉ **§ 40.21 May an employer stand down an employee before the MRO has completed the verification process?**

- (a) As an employer, you are prohibited from standing employees down, except consistent with a waiver a DOT agency grants under this section.
- (b) You may make a request to the concerned DOT agency for a waiver from the prohibition of paragraph (a) of this section. Such a waiver, if granted, permits you to stand an employee down following the MRO's receipt of a laboratory report of a confirmed positive test for a drug or drug metabolite, an adulterated test, or a substituted test pertaining to the employee.
 - (1) For this purpose, the concerned DOT agency is the one whose drug and alcohol testing rules apply to the majority of the covered employees in your organization. The concerned DOT agency uses its applicable procedures for considering requests for waivers.
 - (2) Before taking action on a waiver request, the concerned DOT agency coordinates with other DOT agencies that regulate the employer's other covered employees.
 - (3) The concerned DOT agency provides a written response to each employer that petitions for a waiver, setting forth the reasons for the agency's decision on the waiver request.
- (c) Your request for a waiver must include, as a minimum, the following elements:
 - (1) Information about your organization:

- (i) Your determination that standing employees down is necessary for safety in your organization and a statement of your basis for it, including any data on safety problems or incidents that could have been prevented if a stand-down procedure had been in place;
 - (ii) Data showing the number of confirmed laboratory positive, adulterated, and substituted test results for your employees over the two calendar years preceding your waiver request, and the number and percentage of those test results that were verified positive, adulterated, or substituted by the MRO;
 - (iii) Information about the work situation of the employees subject to stand-down, including a description of the size and organization of the unit(s) in which the employees work, the process through which employees will be informed of the stand-down, whether there is an in-house MRO, and whether your organization has a medical disqualification or stand-down policy for employees in situations other than drug and alcohol testing; and
 - (iv) A statement of which DOT agencies regulate your employees.
- (2) Your proposed written company policy concerning stand-down, which must include the following elements:
- (i) Your assurance that you will distribute copies of your written policy to all employees that it covers;
 - (ii) Your means of ensuring that no information about the confirmed positive, adulterated, or substituted test result or the reason for the employee's temporary removal from performance of safety-sensitive functions becomes available, directly or indirectly, to anyone in your organization (or subsequently to another employer) other than the employee, the MRO and the DER;
 - (iii) Your means of ensuring that all covered employees in a particular job category in your organization are treated the same way with respect to stand-down;
 - (iv) Your means of ensuring that a covered employee will be subject to stand-down only with respect to the actual performance of safety-sensitive duties;
 - (v) Your means of ensuring that you will not take any action adversely affecting the employee's pay and benefits pending the completion of the MRO's verification process. This includes continuing to pay the employee during the period of the stand-down in the same way you would have paid him or her had he or she not been stood down;
 - (vi) Your means of ensuring that the verification process will commence no later than the time an employee is temporarily removed from the performance of safety-sensitive functions and that the period of stand-down for any employee will not exceed five days, unless you are informed in writing by the MRO that a longer period is needed to complete the verification process; and
 - (vii) Your means of ensuring that, in the event that the MRO verifies the test negative or cancels it—
 - (A) You return the employee immediately to the performance of safety-sensitive duties;
 - (B) The employee suffers no adverse personnel or financial consequences as a result;
 - (C) For a verified negative result, the employee will not be required to submit an alternate specimen for the same testing action. For a cancelled result, the employee could be required to submit an alternate specimen on a re-collection; and
 - (D) You maintain no individually identifiable record that the employee had a confirmed laboratory positive, adulterated, or substituted test result (*i.e.*, you maintain a record of the test only as a negative or cancelled test).
- (d) The Administrator of the concerned DOT agency, or his or her designee, may grant a waiver request only if he or she determines that, in the context of your organization, there is a high probability that the procedures you propose will effectively enhance safety and protect the interests of employees in fairness and confidentiality.
- (1) The Administrator, or his or her designee, may impose any conditions he or she deems appropriate on the grant of a waiver.
 - (2) The Administrator, or his or her designee, may immediately suspend or revoke the waiver if he or she determines that you have failed to protect effectively the interests of employees in fairness and confidentiality, that you have failed to comply with the requirements of this section, or that you have failed to comply with any other conditions the DOT agency has attached to the waiver.
- (e) You must not stand employees down in the absence of a waiver, or inconsistent with the terms of your waiver. If you do, you are in violation of this part and DOT agency drug testing regulations, and you are subject to enforcement action by the DOT agency just as you are for other violations of this part and DOT agency rules.

[65 FR 79526, Dec. 19, 2000, as amended at 88 FR 27637, May 2, 2023]

§ 40.23 What actions do employers take after receiving verified test results?

- (a) As an employer who receives a verified positive drug test result, you must immediately remove the employee involved from performing safety-sensitive functions. You must take this action upon receiving the initial report of the verified positive test result. Do not wait to receive the written report or the result of a split specimen test.
- (b) As an employer who receives a verified adulterated or substituted drug test result, you must consider this a refusal to test and immediately remove the employee involved from performing safety-sensitive functions. You must take this action on receiving the initial report of the verified adulterated or substituted test result. Do not wait to receive the written report or the result of a split specimen test.
- (c) As an employer who receives an alcohol test result of 0.04 or higher, you must immediately remove the employee involved from performing safety-sensitive functions. If you receive an alcohol test result of 0.02-0.039, you must temporarily remove the employee involved from performing safety-sensitive functions, as provided in applicable DOT agency regulations. Do not wait to receive the written report of the result of the test.
- (d) As an employer, when an employee has a verified positive, adulterated, or substituted test result, or has otherwise violated a DOT agency drug and alcohol regulation, you must not return the employee to the performance of safety-sensitive functions until or unless the employee successfully completes the return-to-duty process of Subpart O of this part.
- (e) As an employer who receives a drug test result indicating that the employee's specimen was dilute, take action as provided in § 40.197.
- (f) As an employer who receives a drug test result indicating that the employee's test was cancelled because it was invalid and that a second collection must take place under direct observation—
 - (1) You must immediately direct the employee to provide a new specimen under direct observation (either an oral fluid specimen or a urine specimen under direct observation).
 - (2) You must not attach consequences to the finding that the test was invalid other than collecting a new specimen under direct observation.
 - (3) You must not give any advance notice of this test requirement to the employee.

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: MYR

Submitted By: Karen Henderson

Department Coordinator: Karen Henderson,
karen.henderson@sfgov.org

Project Manager: Michael Solomon

ServiceNow Number: DHRPSC0005244

Version: 0.01

Version Type: New

Brief description of proposed work: Using Agile development processes, the contractor shall partner with a City Digital Services team, which includes a product manager, web app engineer, and web app ui/ux designer to support the continued design, build, and maintenance of our cloud-hosted web product which enables users to search and apply for all MOHCD affordable housing programs online. The vendor, in partnership with the City Digital Services team will support continued development of web applications, with appropriate serving infrastructure, that makes use of a Salesforce database accessible via APIs.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$7,000,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 108

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: Using Agile development processes, the contractor shall partner with a City Digital Services team, which includes a product manager, web app engineer, and web app ui/ux designer to support the continued design, build, and maintenance of our cloud-hosted web product which enables users to search and apply for all MOHCD affordable housing programs online. The vendor, in partnership with the City Digital

Post Union Notification

Services team will support continued development of web applications, with appropriate serving infrastructure, that makes use of a Salesforce database accessible via APIs.

Why are these services required and what are the consequences of denial?: This service is vital to the continued development and maintenance of the DAHLIA San Francisco Housing Portal as knowledge transfer between the contractor and our new in-house Digital Services team is still in its beginning stages. Further, to minimize risk to and maximize development of the very public facing system (used by tens of thousands of San Francisco residents), it is important the small Digital Service team have a support and development partner. Denial of these services would maximize risk of system issues, including bugs, failures, breaches, etc., as well as slow the pace of development to a crawl causing the City to miss important milestone deadlines and fail to provide much needed services directly related to helping address the housing crisis.

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?: A portion of this service has been provided to Mayor's Office of Housing and Community Development (MOHCD) in the past in through the Tech Marketplace and via formal solicitation. The main components of the work is performed by the City's Digital and Data Services staff.

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?: The services are meant to complement classified civil service providing support and collaboration with performing specialized work on intermittent and on needed basis. Further, the services are necessary for the handling of project tasks as a necessary additional resource to manage

workload in a timely and responsive manner.

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

Q5b1) Describe the specialized skills and expertise required to perform the services: Using the following tools and programming languages: Heroku, Heroku add-ons (Papertrail, Sentry, SSL, Heroku Postgres, SendGrid, New Relic, Rails Autoscale, Memcachier, Heroku Redis, Heroku Scheduler), Prerender.io, AWS S3, AWS Cloudfront, Semaphore, StatusCake, GitHub, EasyPost, Google Analytics, Heap Analytics, AngularJS, Ruby on Rails, PostgreSQL, Strict Agile Processes, Design UAT Best Practices, UI/UX UAT Best Practices, Pivotal Tracker, Slack, InVision, POEditor. Implementing multi-language websites .

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

Q5c1) Identify the classifications: 1052 - IS Business Analyst, 1042 - IS Engineer-Journey, 9976 - Technology Expert I, 1053 - IS Business Analyst-Senior, 1043 - IS Engineer-Senior

Q5c2) Does the Department have employees in these classifications?: No

Q5c3) Will you be hiring employees in these classifications?: No

Q5c4) Explain why you are not hiring in these classifications: Partnering with Digital and Design Services team which has staff.

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: Partnering with Digital and Design Services team which has staff to accommodate our needs.

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

Q5f1) Describe the transition plan, including the anticipated timeline: We anticipate the current large volume of work to subside within 5-9 years.

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 1052 - IS Business Analyst, 1042 - IS Engineer-Journey, 9976 - Technology Expert I, 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: 3/14/2025

Union Review End Date: 4/13/2025

Union Review Duration Met On: 4/13/2025

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.

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

Step 1: Download and save this template to your desktop.

Step 3: Upload a copy of the completed file to your PSC record under the "Required Documentation" tab.

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

Dept Acronym:	MYR/MOHCD
Dept Name:	Mayor's Office of Housing and Community Development
PSC Coordinator Name:	Karen Henderson
PSC Coordinator Email:	karen.henderson@sfgov.org
PSC ServiceNow Record No.:	DHRPSC0005244

[illegible]

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department:

Submitted By: Alfy Wong

Department Coordinator: Cynthia Avakian,
cynthia.avakian@flysfo.com

Project Manager: Charles Schuler

ServiceNow Number: DHRPSC0002386

Version: 1.01

Version Type: Amendment

Legacy PSC #: 45795-21/22

Brief description of proposed work: Marketing and Communications Services

Reason for the Request for Amendment: The Airport needs to increase the amount and duration to support marketing and communications services.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

Previously Approved Amount: \$9,000,000

Increase Amount: \$8,600,000

Why are you requesting the PSC amount to be increased?: The original contract term is expiring in June 2025, and the Airport (SFO) plans to exercise its option to extend the term by an additional two years. The increased PSC amount is required to cover the extended term, and also to cover additional marketing and communication efforts associated with new initiatives to support the Airport's 2023 strategic plan.

Total Amended Amount: \$17,600,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

Previously Approved Duration (months): 48

Duration Increase (months): 18

Why are you requesting the PSC duration to be increased: The extended duration aligns with the contract timeline.

Total Amended Duration (months): 66

First Contract Start Date: 7/1/2022

PSC Duration End Date: 12/31/2027

Funding

Funding Source: City Funds

Post Union Notification

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: cynthia.avakian@flysfo.com.

The San Francisco International Airport ("SFO" or "Airport") requires a Contractor to assist in the development and creation of SFO's strategic marketing communications plans to ensure marketing and communication efforts are leveraging the latest technologies and techniques including mobile web and app development, social media, and email and digital marketing. The Contractor will also work with SFO to promote new airlines, support new airline routes and revenue generating tenants/operations such as parking, retail, food, beverage, and SFO's Hyatt Hotel.

Why are these services required and what are the consequences of denial?: This service is necessary to ensure SFO is competitive with other airports. Marketing programs are needed to boost non-aviation revenues streams, which help reduce the cost for the airlines to do business at SFO, which makes SFO more attractive to new airlines. Having a strategic plan in place will ensure SFO is able to effectively use these new technologies and functionalities to our benefit. Denial will mean a lack of effective marketing communication efforts and a loss of competitive advantage to other airports.

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?: These services require specialized experience in strategic communications for international gateway airports, as well as marketing industry knowledge applicable to airports, which are not available through City resources.

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 professional services contracts in excess of \$200,000 are submitted to the Airport Commission for approval.

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?: No

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

Q5b1) Describe the specialized skills and expertise required to perform the services: The work involved requires a range of knowledge and expertise in creating and delivering strategic marketing

communications strategies, plans, and programs for international gateway airports.

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

Q5c1) Identify the classifications: 1767 - Media Programming Spec, 9251 - Public Relations Mgr, 1062 - IS Programmer Analyst, 1766 - Media Production Tech, 0931 - Manager III, 1310 - Public Relations Assistant, 5330 - Graphics Supervisor, 1770 - Photographer, 0923 - Manager II, 0941 - Manager VI, 1064 - IS Prg Analyst-Principal, 5322 - Graphic Artist, 1769 - Media Production Supv, 1063 - IS Programmer Analyst-Senior, 9252 - Communications Specialist, 5320 - Illustrator and Art Designer

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

Q5c3) Why are they not able to perform the services?: These services require specialized experience in strategic communications for international gateway airports, as well as marketing industry knowledge applicable to airports, which are not available through City 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: No training will be provided by the Contractor as the work requires creative marketing experts with knowledge of local and international airport markets.

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 require specialized experience in strategic communications for international gateway airports, as well as marketing industry knowledge applicable to airports, which are not available through City resources.

Additional information to support your request (Optional):

Union Notifications

Have the Job Classes/Labor Unions changed?:

Job Class(es): 1767 - Media Programming Spec, 9251 - Public Relations Mgr, 1062 - IS Programmer Analyst, 1766 - Media Production Tech, 0931 - Manager III, 1310 - Public Relations

Assistant, 5330 - Graphics Supervisor, 1770 - Photographer, 0923 - Manager II, 0941 - Manager VI, 1064 - IS Prg Analyst-Principal, 5322 - Graphic Artist, 1769 - Media Production Supv, 1063 - IS Programmer Analyst-Senior, 9252 - Communications Specialist, 5320 - Illustrator and Art Designer

Labor Unions: 021 - Prof & Tech Eng, Local 21, 016 - Theatrical Stage Emp, Local 16, 351 - Municipal Exec Assoc-Misc, 790 - SEIU, Local 1021, Misc

Labor Union Email Addresses: L21pscreview@ifpte21.org, jb@local16.org, staff@sfmea.com, PSCreview@seiu1021.org

Union Review Sent On: 2/11/2025

Union Review End Date: 4/12/2025

Union Review Duration Met On: 4/12/2025

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: AIRPORT COMMISSION -- AIR

Dept. Code: AIR

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

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

Type of Service: Marketing and Communications Services

Funding Source: Airport Operating Funds

PSC Amount: \$9,000,000

PSC Est. Start Date: 06/01/2022

PSC Est. End Date 05/31/2026

1. Description of Work

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

The San Francisco International Airport ("SFO" or "Airport") requires a Contractor to assist in the development and creation of SFO's strategic marketing communications plans to ensure marketing and communication efforts are leveraging the latest technologies and techniques including mobile web and app development, social media, and email and digital marketing. The Contractor will also work with SFO to promote new airlines, support new airline routes and revenue generating tenants/operations such as parking, retail, food, beverage, and SFO's Hyatt Hotel.

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

This service is necessary to ensure SFO is competitive with other airports. Marketing programs are needed to boost non-aviation revenues streams, which help reduce the cost for the airlines to do business at SFO, which makes SFO more attractive to new airlines. Having a strategic plan in place will ensure SFO is able to effectively use these new technologies and functionalities to our benefit. Denial will mean a lack of effective marketing communication efforts and a loss of competitive advantage to other airports.

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 have been previously approved under PSC #4010-11/12 and 4011-11/12.

D. Will the contract(s) be renewed?

Yes, if there is continues to be a need for such services at the Airport.

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):

☒ Short-term or capital projects requiring diverse skills, expertise and/or knowledge.

B. Explain the qualifying circumstances:

The work involved requires a range of knowledge and expertise in creating and delivering strategic marketing communications strategies, plans, and programs for international gateway airports.

3. Description of Required Skills/Expertise

- A. Specify required skills and/or expertise: Experience and expertise in creating, producing, and running marketing and communication campaigns specifically for airports and joint marketing services with airlines and other airport tenants; developing strategies for using digital media, and purchasing and scheduling advertisements. Additionally expertise and skills are required in producing and executing internal and external communications programs, social media campaigns, and digital asset management specifically for international gateway airports that address all communities to ensure that communications are equitable and inclusive, and the functionality of social media in emergency communications.
- B. Which, if any, civil service class(es) normally perform(s) this work? 1062, IS Programmer Analyst; 1063, IS Programmer Analyst-Senior; 1064, IS Prg Analyst-Principal; 1310, Public Relations Assistant; 1766, Media Production Tech; 1767, Media Programming Spec; 1769, Media Production Supv; 1770, Photographer; 5320, Illustrator and Art Designer; 5322, Graphic Artist; 5330, Graphics Supervisor; 0923, Manager II; 9251, Public Relations Mgr; 0931, Manager III; 0941, Manager VI; 9252, Communications Specialist;
- C. Will contractor provide facilities and/or equipment not currently possessed by the City? If so, explain: No.

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

None, as these services require specialized experience in strategic communications for international gateway airports, as well as marketing industry knowledge applicable to airports, which are not available through City resources.

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

- A. Explain why civil service classes are not applicable.
Civil service classifications are not applicable as this work requires knowledge of strategic marketing and communications plans for international gateway airports on a project-specific basis. This work also requires personnel that is familiar with pricing, purchasing, valuation, and bartering ad space. The SFO Director of Marketing & Communications (0941) will oversee the Contractor with the assistance of the Marketing Manager (0923) and Capital Projects Marketing Manager (0931).
- B. If there is no civil service class that could perform the work, would it be practical and/or feasible to adopt a new civil service class to perform this work? Explain. No, as each project varies and requires a wide range of project-based expertise in running marketing and communications campaigns for airports and joint marketing services with airlines and other airport tenants.

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 contract? If so, please explain what that will entail; if not, explain why not.

No. No training will be provided by the Contractor as the work requires creative marketing experts with knowledge of local and international airport markets.

- 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 02/17/2022, the Department notified the following employee organizations of this PSC/RFP request:
Municipal Executive Association; Prof & Tech Eng, Local 21; SEIU 1021 Miscellaneous; Theatrical Stage Employees, L16

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

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

Address: P.O. Box 8049 San Francisco, CA 94128

FOR DEPARTMENT OF HUMAN RESOURCES USE

PSC# 45795 - 21/22

DHR Analysis/Recommendation:

action date: 05/16/2022

Commission Approval Required

Approved by Civil Service Commission

05/16/2022 DHR Approved for 05/16/2022

Instructions:

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:

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

Dept Acronym:	AIR
Dept Name:	Airport Commission
PSC Coordinator Name:	Cynthia Avakian
PSC Coordinator Email:	cynthia.avakian@flysfo.com
PSC ServiceNow Record Number:	DHRPSC0002386

[illegible]

1. 225 files in total file size of 242.8 MB were sent to SEIU 1021 on 3/28/25 as noted in the left margin in this email chain on page 8
2. 11 files were sent to SEIU 1021 on 3/21/25 as noted in the left margin in this email chain on page 13

From: [Alfy Wong \(AIR\)](#)
To: [Sean Brown](#); [XiuMin Li](#)
Cc: [Charles Schuler \(AIR\) \(he/him/his\)](#); [Sung Kim \(AIR\)](#); [Cynthia Avakian \(AIR\)](#); [DHR-PSCCoordinator, DHR \(HRD\)](#)
Subject: RE: AIR [DHRPSC0002386] submitted for Union Review
Date: Tuesday, April 22, 2025 4:10:00 PM

Hi Sean and Xiu,

Thank you for your review of the PSC extension submission and follow up messages. Please see below our responses in **bold in your original email** to your remaining concerns and our changes to the PSC form.

SFO will move forward by EOD Friday 4/25 with the PSC extension submission to the CSC and will continue to explore opportunities to transition some of the work to City employees during the next competitive solicitation process.

Thank you,

Alfy Wong
Tel 650-821-2023

From: Sean Brown <sean.brown@seiu1021.org>
Sent: Thursday, April 17, 2025 3:21 PM
To: Alfy Wong (AIR) <chitatalfy.wong@flysfo.com>; XiuMin Li <xiumin.li@seiu1021.org>
Cc: Sung Kim (AIR) <sung.kim@flysfo.com>; Charles Schuler (AIR) (he/him/his) <Charles.Schuler@flysfo.com>
Subject: Re: AIR [DHRPSC0002386] submitted for Union Review

Hi Alfy et al.,

Just sending this follow up message bring up a couple of remaining concerns regarding this PSC extension.

Seeing as the Airport's need for "*development and creation of SFO's strategic marketing communications plans to ensure marketing and communication efforts are leveraging the latest technologies and techniques including mobile web and app development, social media, and email and digital marketing*" will be an ongoing and permanent need for SFO, and that the associated duties can be covered across various existing classifications, continuing to contract this work out at significantly higher pay rates to external consultants ought to be curtailed as much as possible.

Furthermore, the cited justification for this contract repeatedly notes that "*These services require specialized experience in strategic communications for international*

gateway airports", however, neither Davis and Associates nor Civic Edge Consulting list any airports other than SFO as clients on their respective websites. It would appear that the expertise provided by those firms regarding international gateway airports is acquired and deployed ad hoc. As such, it would behoove the Airport to create permanent FTEs to develop and maintain such expertise internally, rather than routinely hiring out private consultants billing out their respective services at \$150-\$275 per hour. Additionally, despite the PSC form's claim that no items other than services will be included, much of the costs incurred through these contracts appear to be for digital media products purchased by the consultants and passed on to the client (SFO), so there is an opportunity there to purchase such products directly.

SFO response on 4/22:

- 1. Regarding your concern that the contractors may not have the required specialized experience in strategic communications for international gateway airports to perform the work, during the competitive solicitation, both firms have demonstrated their expertise in showcasing relevant experience in consumer, airline, construction, concessions, services and amenities, or business-to-business marketing campaigns targeting US audience for national or international destinations or products. For example, Davis and Associates (D&A) has successfully developed strategies for Palm Beach Airport and the Los Cabos Tourism Board. Civic Edge Consulting (CEC) and its subcontractors have led major U.S. marketing campaigns nationally in major cities such as in New York, Los Angeles, Miami, Nevada (a multilingual marketing campaign).**

These contractors target U.S. audiences, particularly Bay Area consumers/ travelers, through dynamic digital and social media campaigns. Their expertise ensures marketing strategies remain agile and effective. By engaging these contractors, SFO leverages external expertise that is adaptable, responsive, and aligned with industry-wide best practices. Given the competitive nature of the airport industry, their specialized skills help SFO stay flexible. While SFO collaborates closely with its contractors, this strategic partnership will continue rather than shift entirely in-house, allowing SFO to benefit from expert insights.

- 2. Regarding the possibility of purchasing digital advertising directly, utilizing external ad buying agencies offers specialized expertise, industry connections, and cost-effective placements. SFO develops its advertising strategy annually while maintaining flexibility in purchases to meet specific needs, often on an ad-hoc basis. Given the sporadic nature of these needs, ad buying is not a full-time role. Outsourcing ensures that SFO can respond quickly and efficiently whenever advertising opportunities arise.**

D&A and CEC use in-house staff and subcontractors to manage digital ad buying, deploying quickly when needed. They leverage tools to execute, track, and report across platforms like Google Ads and Meta.

Key advantages of external agencies include:

- Access to specialized industry knowledge and tools.
- Flexibility to adjust campaigns based on priorities.
- Streamlined operations, reducing the need for SFO to manage multiple ad platforms and contracts.

In the short term, it seems likely that extending this contract will be necessary to avoid a lapse in these services which SFO depends upon to remain competitive. That being said, we would note that we would like to continue to communicate and engage with your team to discuss in good faith the opportunities to bring some of this work into permanent represented positions at SFO in the long run.

To that end, would your team be willing to amend the PSC form to something along the lines of the following?

SFO response on 4/22:

Please see the changes to the PSC form submission.

Q5e) Will contractor train City employees?: **No**

Q5e1) Explain why training of City employees is not required: **No training is required to the listed SEIU classifications under this contract. The classifications are 1310 (Public Relations Assistant), 5322 (Graphic Artist), 1770 (Photographer). SFO currently have City employees performing this work when needed. For the work under 1310 (Public Relations Assistant), it is currently being done by a 1312 (Public Information Officer); for the work under 5322 (Graphic Artist), the work is done by the Reprographics team at the Airport; for the work under 1770 (Photographer), the work is done by 1842 (Management Assistant) and 1844 (Senior Management Assistant).**

Q5f) Is there a plan to transition this work back to the City?: **SFO will explore the opportunities to transition some of the work back to the City during the next competitive solicitation process. This work may include 1) Search Engine Optimization, 2) Language Translation Management, and 3) Digital Advertisement monitoring, analytics, and reporting. SFO will look to see which City classifications can perform the work. Some**

classifications may include 1842, 1844, 1312, 9254.

Q5f1) Explain why the work will not be transitioned back to the City: **Please see response on Q5f.**

Please let me know what you all think, and reach out to me directly with any questions or concerns.

Thank you,
Sean

From: Alfy Wong (AIR) <chitatalfy.wong@flysfo.com>
Sent: Thursday, April 10, 2025 3:56 PM
To: XiuMin Li <XiuMin.Li@seiu1021.org>; Sean Brown <sean.brown@seiu1021.org>
Cc: Sung Kim (AIR) <sung.kim@flysfo.com>; Charles Schuler (AIR) (he/him/his) <Charles.Schuler@flysfo.com>
Subject: RE: AIR [DHRPSC0002386] submitted for Union Review

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Hi Xiu, hi Sean,

I hope you're doing well. I wanted to follow up regarding the Union Review End Date for the PSC, currently set for April 12, 2025. To ensure you have ample time for review, we'd like to offer some additional flexibility.

If you have any further questions, please feel free to reach out by April 17, 2025, at 5:00 PM. If we don't hear back by then, we will proceed with the CSC approval process.

Thank you,

Alfy Wong
Tel 650-821-2023

From: Alfy Wong (AIR)
Sent: Wednesday, April 9, 2025 4:12 PM
To: XiuMin Li <XiuMin.Li@seiu1021.org>; Sean Brown <sean.brown@seiu1021.org>
Cc: Sung Kim (AIR) <sung.kim@flysfo.com>; Charles Schuler (AIR) (he/him/his) <charles.schuler@flysfo.com>
Subject: RE: AIR [DHRPSC0002386] submitted for Union Review

Hi Xiu, hi Sean,

I hope you're having a good week. I wanted to follow up to see if you have any questions or if there's anything you'd like to clarify.

Please feel free to share any thoughts or concerns, and we'd be happy to discuss further.
Looking forward to your response!

Thanks,

Alfy Wong

Tel 650-821-2023

From: Alfy Wong (AIR)

Sent: Friday, April 4, 2025 2:31 PM

To: XiuMin Li <XiuMin.Li@seiu1021.org>; Sean Brown <sean.brown@seiu1021.org>

Cc: Sung Kim (AIR) <sung.kim@flysfo.com>; Charles Schuler (AIR) (he/him/his) <charles.schuler@flysfo.com>

Subject: RE: AIR [DHRPSC0002386] submitted for Union Review

Hi Xiu,

Good to hear that you can obtain the files from Sean. Let us know if you want to have a discussion or if you have any additional questions, I can coordinate the call.

Have a good weekend.

Alfy Wong

Tel 650-821-2023

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

Sent: Thursday, April 3, 2025 8:36 AM

To: Sean Brown <sean.brown@seiu1021.org>

Cc: Alfy Wong (AIR) <chitatalfy.wong@flysfo.com>; Sung Kim (AIR) <sung.kim@flysfo.com>; Charles Schuler (AIR) (he/him/his) <Charles.Schuler@flysfo.com>

Subject: Re: AIR [DHRPSC0002386] submitted for Union Review

It didn't work for me still. I never got email code. It still keeps saying I need to open my Microsoft authentication app to find code but when i open it no code shows up. But it's ok. Sean will send me the files

Sent from my iPhone

On Apr 2, 2025, at 5:11 PM, Sean Brown <sean.brown@seiu1021.org> wrote:

That one worked for me after receiving the code by email .

-Sean

From: Alfy Wong (AIR) <chitatalfy.wong@flysfo.com>
Sent: Wednesday, April 2, 2025 5:03 PM
To: XiuMin Li <XiuMin.Li@seiu1021.org>; Sean Brown <sean.brown@seiu1021.org>
Cc: Sung Kim (AIR) <sung.kim@flysfo.com>; Charles Schuler (AIR) (he/him/his) <Charles.Schuler@flysfo.com>
Subject: RE: AIR [DHRPSC0002386] submitted for Union Review

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Hi Xiu –

Can you try again with this link?

<[image001.png](#)>
https://sfgov1-my.sharepoint.com/:f:/g/personal/chitatalfy_wong_flysfo_com/EknStGsQkq9FufyqgEupJmYB8KBClj_pMpRWpBt-254g0g

It would ask you to enter your email (XiuMin.Li@seiu1021.org) to receive the code.

Let me know if it still doesn't work.

Thanks,

Alfy Wong
Tel 650-821-2023

From: Alfy Wong (AIR)
Sent: Wednesday, April 2, 2025 4:53 PM
To: 'XiuMin Li' <XiuMin.Li@seiu1021.org>; Sean Brown <sean.brown@seiu1021.org>
Cc: Sung Kim (AIR) <sung.kim@flysfo.com>; Charles Schuler (AIR) (he/him/his) <charles.schuler@flysfo.com>
Subject: RE: AIR [DHRPSC0002386] submitted for Union Review

Hi Sean,

Are you able to access the link?

Alfy Wong

Tel 650-821-2023

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

Sent: Wednesday, April 2, 2025 3:55 PM

To: Alfy Wong (AIR) <chitatalfy.wong@flysfo.com>; Sean Brown
<sean.brown@seiu1021.org>

Cc: Sung Kim (AIR) <sung.kim@flysfo.com>; Charles Schuler (AIR) (he/him/his)
<Charles.Schuler@flysfo.com>

Subject: Re: AIR [DHRPSC0002386] submitted for Union Review

Hi All,

I am not able to access the link. It keeps asking me for code from my authenticator app but when I entered whatever I saw on my app, the code is not correct.

XiuMin “Xiu” Li (She, Her)

Field Supervisor

Direct #: 415 848 3686

Member Resources Center: 1-877-687-1021

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

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

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

From: Alfy Wong (AIR) <chitatalfy.wong@flysfo.com>

Sent: Friday, March 28, 2025 4:00 PM

To: XiuMin Li <XiuMin.Li@seiu1021.org>; Sean Brown <sean.brown@seiu1021.org>

Cc: Sung Kim (AIR) <sung.kim@flysfo.com>; Charles Schuler (AIR) (he/him/his) <Charles.Schuler@flysfo.com>

Subject: RE: AIR [DHRPSC0002386] submitted for Union Review

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Hi Xiu, hi Sean

As discussed, here is the remaining requested information. Due to the large volume of invoices and work orders (PAS), we've uploaded them to a Shared Drive folder. You now have read access—please let me know if you encounter any issues accessing the files.

<[image001.png](#)>

https://sfgov1-my.sharepoint.com/:f:/r/personal/chitatalfy_wong_flysfo_com/Documents/DHRPSC0002386%20-%20SEIU1021%20Info%20Request?csf=1&web=1&e=Bgx5Ap

To give additional context to the information:

1 Excel File

5. In the Feasibility Analysis regarding the roles of the three impacted classifications, we observed significant fluctuations in the workload for classifications 1310 and 5322. During certain months, activity surged by 87%, only to decline sharply by -77% immediately following these high-activity periods. [Marketing activity fluctuates, generally following airline and travel demand seasonality](#). This underscores the intermittent nature of the work, highlighting

how Contractors can offer the City essential flexibility, which City employees may be less equipped to provide. In contrast, for classification 1770 (Photographer), the analysis reveals insufficient workload to justify a full-time position.

In addition, we'd like to highlight that the Airport's Public Information Office is our main resource for tasks under the 1310 classification. We only rely on Contractors when specialized expertise is needed, like for media campaigns for international airline carriers, or when capacity is limited. Similarly, for the 5322 classification, the Airport's Reprographics team handles some of the internal graphic design tasks. We'd go to Contractors for specialized branding and rebranding graphic projects.

- **13 invoices for Civic Edge**
- **13 invoices for Davis & Assoc.**
- **Total file size of 182 MB**

6. Invoices & Invoices Report – The invoice report, detailing total spend from January 2024 to January 2025, reflects a similar pattern observed in the feasibility analysis. During high-activity months, spending surged by 64% or even 160%, only to drop sharply by -48% in subsequent months. This reinforces the intermittent and highly fluctuating demand driven by marketing needs. On top of the summary report in the Excel file, you shall see a folder with the monthly invoices from both Contractors.

- **100 files for Civic Edge**
- **98 files for Davis & Assoc.**
- **Total file size of 60.8 MB**

7. Performance monitoring mechanism – in the PAS folder you will see the Project Assignment Summary Sheets (PAS) - Each assignment is initiated and tracked individually using a (PAS) sheet. PAS outlines the agreed-upon scope of work, timeline, and deliverables, which are clearly communicated to the contractor. SFO leverages the PAS to monitor progress throughout the assignment and evaluate the contractor's performance upon completion. If deliverables are not met within the agreed timeline, SFO reserves the right to reject the work and withhold payments for the associated invoices.

Please review and let me know if you have any questions. We can again jump on a quick call to clarify.

Thank you and have a good weekend.

Alfy Wong
Tel 650-821-2023

From: XiuMin Li <XiuMin.Li@seiu1021.org>
Sent: Thursday, March 27, 2025 8:20 AM
To: Alfy Wong (AIR) <chitatalfy.wong@flysfo.com>
Cc: Sean Brown <sean.brown@seiu1021.org>; Sung Kim (AIR) <sung.kim@flysfo.com>; Charles Schuler (AIR) (he/him/his) <Charles.Schuler@flysfo.com>
Subject: Re: AIR [DHRPSC0002386] submitted for Union Review

Sorry we've been busy over here. How about today at 10:30?

Sent from my iPhone

On Mar 27, 2025, at 8:17 AM, Alfy Wong (AIR)
<chitatalfy.wong@flysfo.com> wrote:

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

Hi Xiu,

I hope this message finds you well. I wanted to follow up to check if you and Sean might have some availability for a quick call this week. I understand the original deadline for the requested items is today, but we would greatly appreciate the opportunity to discuss and clarify the remaining items (#5 & 6) to ensure everything is addressed appropriately.

Could you kindly let us know a suitable time in the coming days?

Thanks,

Alfy Wong
Tel 650-821-2023

From: Alfy Wong (AIR)
Sent: Tuesday, March 25, 2025 8:19 AM
To: XiuMin Li <XiuMin.Li@seiu1021.org>; Sean Brown <sean.brown@seiu1021.org>
Cc: Sung Kim (AIR) <sung.kim@flysfo.com>; Charles Schuler (AIR) (he/him/his) <charles.schuler@flysfo.com>
Subject: RE: AIR [DHRPSC0002386] submitted for Union Review

Hi Xiu,

Thanks for the confirmation. Can you please let me know your availabilities this week for a quick 20-30 mins call? We would like to clarify what's needed for item 5 & 6 below.

- 5) Feasibility studies done to determine if these work or portion of this work can be done by civil service employees, especially those in SEIU bargaining unit.
- 6) Copies of invoices and a report showing the billable workflow of each contract on a monthly and annual basis.

Best,

Alfy Wong
Tel 650-821-2023

From: XiuMin Li <XiuMin.Li@seiu1021.org>
Sent: Monday, March 24, 2025 9:37 AM
To: Alfy Wong (AIR) <chitatalfy.wong@flysfo.com>; Sean Brown <sean.brown@seiu1021.org>
Cc: Sung Kim (AIR) <sung.kim@flysfo.com>; Charles Schuler (AIR) (he/him/his) <Charles.Schuler@flysfo.com>
Subject: Re: AIR [DHRPSC0002386] submitted for Union Review

Hello ALfy,
I did receive an email with 11 attachments. Thank you for the quick response.

XiuMin “Xiu” Li (She, Her)

Field Supervisor

Direct #: 415 848 3686

Member Resources Center: 1-877-687-1021

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<https://www.seiu1021.org/text-me>

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

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

From: Alfy Wong (AIR) <chitatalfy.wong@flysfo.com>
Sent: Monday, March 24, 2025 9:01 AM
To: XiuMin Li <XiuMin.Li@seiu1021.org>; Sean Brown <sean.brown@seiu1021.org>
Cc: Sung Kim (AIR) <sung.kim@flysfo.com>; Charles Schuler (AIR) (he/him/his) <Charles.Schuler@flysfo.com>
Subject: RE: AIR [DHRPSC0002386] submitted for Union Review

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

Hi Xiu, hi Sean,

Could you please confirm if you received the email below along with the attachments for request items 1-4? I initially received a bounce-back notification for my first email (though not for the second one), but just to be safe, I'd like to verify that it successfully reached your mailbox.

Thanks,

Alfy Wong
Tel 650-821-2023

From: Alfy Wong (AIR)
Sent: Friday, March 21, 2025 1:02 PM
To: XiuMin Li <XiuMin.Li@seiu1021.org>; Sean Brown <sean.brown@seiu1021.org>

Cc: Sung Kim (AIR) <sung.kim@flysfo.com>; Charles Schuler (AIR) (he/him/his) <charles.schuler@flysfo.com>
Subject: RE: AIR [DHRPSC0002386] submitted for Union Review

Hi Xiu, Sean,

Resending this email since I got a bounce back, likely due to the zip file attachments.

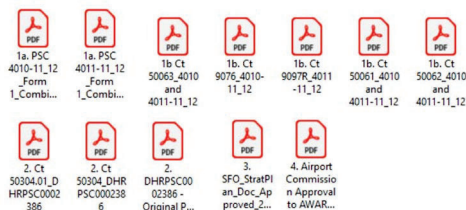
Please see requested info for 1 – 4. Can we have a brief call next week to clarify requests 5 & 6? Let me know a couple of your availabilities. I will schedule a quick 30 mins call.

1. See attached 1a and 1b folders. We got as far back as FY 2011 to 2012. Let us know if this suffices.
2. Current contracts awarded under the authority of DHRPSC0002386.
3. <https://www.flysfo.com/about/about-sfo/strategic-plan>
4. Please see Airport Commission's approval awarding the two contracts

Can you please confirm receipt of this email?

• 11
attachments

<image001.png>



Alfy Wong
Tel 650-821-2023

From: Alfy Wong (AIR)
Sent: Friday, March 21, 2025 12:11 PM
To: XiuMin Li <XiuMin.Li@seiu1021.org>; Sean Brown <sean.brown@seiu1021.org>
Cc: Sung Kim (AIR) <sung.kim@flysfo.com>; Charles Schuler (AIR) (he/him/his) <charles.schuler@flysfo.com>
Subject: RE: AIR [DHRPSC0002386] submitted for Union Review

Hi Xiu,

Please see requested info for 1 – 4. Can we have a brief call next week to clarify requests 5 & 6? Let me know a couple of your availabilities. I will schedule a quick 30 mins call.

1. See attached 1a and 1b folders. We got as far back as FY 2011 to 2012. Let us know if this suffices.
2. Current contracts awarded under the authority of DHRPSC0002386.
3. <https://www.flysfo.com/about/about-sfo/strategic-plan>
4. Please see Airport Commission's approval awarding the two contracts

Thank you,

Alfy Wong

Tel 650-821-2023

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

Sent: Thursday, March 20, 2025 11:34 AM

To: Alfy Wong (AIR) <chitatalfy.wong@flysfo.com>; Sean Brown <sean.brown@seiu1021.org>

Subject: RE: AIR [DHRPSC0002386] submitted for Union Review

Additionally, we would also like copies of invoices and a report showing the billable workflow of each contract on a monthly and annual basis. Thank you.

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

Direct #: 415 848 3686

Member Resources Center: 1-877-687-1021

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<https://www.seiu1021.org/text-me>

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

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

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

From: XiuMin Li

Sent: Thursday, March 20, 2025 10:54 AM

To: Alfy Wong (AIR) <chitatalfy.wong@flysfo.com>; Sean Brown <sean.brown@seiu1021.org>

Subject: RE: AIR [DHRPSC0002386] submitted for Union Review

Hi Alfy,

Please provide within 5 working days.

- 1) Any legacy PSC and contracts associated with and used to contract out these services.
- 2) Any current or proposed RFP/contracts associated with this PSC
- 3) The 2023 strategic plan referenced in the PSC
- 4) Any documents submitted to the Airport commission for approval on this PSC and the contracting of these services.
- 5) Feasibility studies done to determine if these work or portion of this work can be done by civil service employees, especially those in SEIU bargaining unit.

Thank you,

XiuMin “Xiu” Li (She, Her)

Field Supervisor

Direct #: 415 848 3686

Member Resources Center: 1-877-687-1021

Sign up to become a Union Member! Together We Rise Up!

<http://join1021.org?LUID=Xli>

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<https://www.seiu1021.org/text-me>

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

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

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

From: Alfy Wong (AIR) <chitatalfy.wong@flysfo.com>
Sent: Thursday, March 20, 2025 7:56 AM
To: Sean Brown <sean.brown@seiu1021.org>
Cc: XiuMin Li <XiuMin.Li@seiu1021.org>
Subject: RE: AIR [DHRPSC0002386] submitted for Union Review

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

Hi Sean, hi XiuMin

It was a pleasure meeting you earlier this week. As discussed during the call, could you please email us the information required for the PSC so that we can begin preparing the documents?

Thank you,

Alfy Wong
Tel 650-821-2023

From: Sean Brown <sean.brown@seiu1021.org>
Sent: Wednesday, March 5, 2025 10:53 AM
To: Alfy Wong (AIR) <chitatalfy.wong@flysfo.com>;
Cynthia Avakian (AIR) <cynthia.avakian@flysfo.com>;
XiuMin Li <xiumin.li@seiu1021.org>;

L21pscreview@ifpte21.org; staff@sfmea.com; Charles Schuler (AIR) (he/him/his) <Charles.Schuler@flysfo.com>; PSCreview <PSCreview@seiu1021.org>; jb@local16.org; Emily Wallace <ewallace@ifpte21.org>

Subject: Re: AIR [DHRPSC0002386] submitted for Union Review

Hi Alfy,

Xiu and I are available for the following times to meet virtually:

- **March 17:** 1:00–2:00 PM
- **March 18:** 3:00–4:00 PM

Please feel free to send an invite for whichever of those times works best for your team.

Thanks,
Sean

From: Alfy Wong (AIR) <chitatalfy.wong@flysfo.com>
Sent: Monday, March 3, 2025 8:32 AM
To: Sean Brown <sean.brown@seiu1021.org>; Cynthia Avakian (AIR) <cynthia.avakian@flysfo.com>; XiuMin Li <XiuMin.Li@seiu1021.org>; L21pscreview@ifpte21.org <L21pscreview@ifpte21.org>; staff@sfmea.com <staff@sfmea.com>; Charles Schuler (AIR) (he/him/his) <Charles.Schuler@flysfo.com>; PSCreview <PSCreview@seiu1021.org>; jb@local16.org <jb@local16.org>; Emily Wallace <ewallace@ifpte21.org>
Subject: RE: AIR [DHRPSC0002386] submitted for Union Review

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Hi Sean,

Please find our team's available time slots below. Let

me know which works best for you, and I will send the invitation.

Also, if possible, could you share any questions you have about the PSC case before our meeting? That would help us prepare accordingly.

- **March 11:** 9:30–10:30 AM
- **March 17:** 1:00–2:00 PM
- **March 18:** 3:00–4:00 PM or 4:00–5:00 PM
- **March 19:** 1:30–2:30 PM
-

Looking forward to your response.

Thank you,

<image002.jpg>

Alfy Wong

Principal Administrative Analyst | Contracts
San Francisco International Airport | P.O. Box 8097 |
San Francisco, CA 94128
Office: 650.821.2023 | flysfso.com
[Facebook](#) | [X](#) | [YouTube](#) | [Instagram](#) | [LinkedIn](#) |
[Threads](#)

From: Sean Brown <sean.brown@seiu1021.org>

Sent: Friday, February 28, 2025 4:16 PM

To: Alfy Wong (AIR) <chitatalfy.wong@flysfso.com>;
Cynthia Avakian (AIR) <cynthia.avakian@flysfso.com>;
XiuMin Li <xiumin.li@seiu1021.org>; Quoc Truong (AIR)
<quoc.truong@flysfso.com>; L21pscreview@ifpte21.org;
staff@sfmea.com; Charles Schuler (AIR) (he/him/his)
<Charles.Schuler@flysfso.com>; PSCreview
<PSCreview@seiu1021.org>; jb@local16.org; DT Service
Now (TIS) <ccsfdt@service-now.com>; Emily Wallace
<ewallace@ifpte21.org>

Subject: Re: AIR [DHRPSC0002386] submitted for Union Review

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

Hello Cynthia,

The Union would like to meet to discuss this proposed PSC. Please let me know your availability to meet over the next couple of weeks.

Thanks,
Sean Brown
415.244.5250

From: CCSF IT Service Desk <ccsfedt@service-now.com>
Sent: Tuesday, February 11, 2025 9:47 AM
To: chitatalfy.wong@flysfo.com
<chitatalfy.wong@flysfo.com>;
cynthia.avakian@flysfo.com
<cynthia.avakian@flysfo.com>; quoc.truong@flysfo.com
<quoc.truong@flysfo.com>; L21pscreview@ifpte21.org
<L21pscreview@ifpte21.org>; staff@sfmea.com
<staff@sfmea.com>; Charles.Schuler@flysfo.com
<Charles.Schuler@flysfo.com>; PSCreview
<PSCreview@seiu1021.org>; jb@local16.org
<jb@local16.org>
Subject: AIR [DHRPSC0002386] submitted for Union Review

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

Hello **021 - Prof & Tech Eng, Local 21, 790 - SEIU, Local 1021, Misc, 016 - Theatrical Stage Emp, Local 16, 351 - Municipal Exec Assoc-Misc** union representatives,

AIR is requesting your review of PSC [DHRPSC0002386]. Please see relevant details of this request below and in the attached document(s). **Should you have any questions or objections, please state them by replying all to this email by 2025-04-12.**

PSC Summary

=====

Record Number: DHRPSC0002386 v 1.01

Description of Proposed Work: Marketing and Communications

Services

Request Type: Amendment

Reason for the Request for Amendment: The Airport needs to increase the amount and duration to support marketing and communications services.

Approval Type: CSC Approval

CSC Review Reason(s):

<image003.png>

CSC Approval by Amount

Submitting Department: AIR

Dept PSC Coordinator: Cynthia Avakian

Dept PSC Coordinator Email: cynthia.avakian@flysfo.com

Dept PSC Coordinator Phone: +1 (650) 821-2014

First Contract Start Date: 2022-07-01

Previously Approved Amount: \$9,000,000.00

Increase Amount: \$8,600,000.00

Total Amended Amount: \$17,600,000.00

Previously Approved Duration (Months): 48

Duration Increase (Months): 18

Total Amended Duration (Months): 66

Funding Source(s): City Funds

Scope of Work: Original coordinator's email: cynthia.avakian@flysfo.com. The San Francisco International Airport ("SFO" or "Airport") requires a Contractor to assist in the development and creation of SFO's strategic marketing communications plans to ensure marketing and communication efforts are leveraging the latest technologies and techniques including mobile web and app development, social media, and email and digital marketing. The Contractor will also work with SFO to promote new airlines, support new airline routes and revenue generating tenants/operations such as parking, retail, food, beverage, and SFO's Hyatt Hotel.

Job Class(es): 1062 - IS Programmer Analyst, 1063 - IS Programmer Analyst-Senior, 1064 - IS Prg Analyst-Principal, 1310 - Public Relations Assistant, 1766 - Media Production Tech, 1767 - Media Programming Spec, 1769 - Media Production Supv, 1770 - Photographer, 5320 - Illustrator and Art Designer, 5322 - Graphic Artist, 5330 - Graphics Supervisor, 0923 - Manager II, 9251 - Public Relations Mgr, 0931 - Manager III, 0941 - Manager VI, 9252 - Communications Specialist

PSC Justification(s)

=====

<image003.png>

Services requiring specialized expertise, knowledge experience

Ref:TIS5661701_AVEIKbC9UnOQXBELpQOI

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: ASR

Submitted By: Eric Chan

Department Coordinator: Emily Alt,
emily.alt@sfgov.org

Project Manager: Simone Jacques

ServiceNow Number: DHRPSC0001962

Version: 1.01

Version Type: Amendment

Legacy PSC #: 47331-17/18

Brief description of proposed work: Property Assessment Solution Professional Services

Reason for the Request for Amendment: ASR is exercising the five-year extension option and increasing the not to exceed amount to cover the cost of maintenance and support of the system.

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: \$29,000,000

Increase Amount: \$5,000,000

Why are you requesting the PSC amount to be increased?: The original PSC amount covered implementation, data conversion and independent verification and validation for the property assessment and tax systems projects of the Assessor-Recorder, Controller and Treasurer/Tax Collector. Now that implementation is nearing completion, the PSC must be amended to add the additional cost of system support and maintenance.

Total Amended Amount: \$34,000,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

Previously Approved Duration (months): 156

Duration Increase (months): 8

Why are you requesting the PSC duration to be increased: The new duration extends the project until June 2032, two years beyond the approved PSC.

Total Amended Duration (months): 164

First Contract Start Date: 11/1/2018

PSC Duration End Date: 7/2/2032

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Are you making substantive changes to the scope of work last approved?: No

Clearly describe scope and detail the services to be performed: The project is a multi-phase, joint endeavor between the Office of the Assessor-Recorder (ASR), the Treasurer & Tax Collector (TTX), and Office of the Controller (CON) to secure and modernize the City's property tax functions by replacing legacy systems that enable the assessment and collection of approximately \$4.1 billion in annual property tax revenues.

Through the initial PSC, ASR procured the following professional service(s): implementation services, data conversion services, and independent verification and validation Services. This amendment to the PSC would allow ASR to continue necessary services for the maintenance and support of the new system after go-live.

Why are these services required and what are the consequences of denial?: ASR is seeking to extend its existing contract with the implementation vendor in order to maintain and support the system for five years after system go-live. ASR does not yet have job classes with the necessary skills to support the system in-house, though we intend to build our capacity over the next five years. Denial of these services will discontinue maintenance and support from the vendor who developed and implemented the system. This could lead to system failure and an inability to perform our core function impacting day-to-day operations as well as future property tax revenue to the City.

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: Yes

Provide details related to contracts for which BOS approval will be required?: Contract is over the \$10 million and 10 year thresholds.

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?: No

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

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

Salesforce architect with intimate knowledge of our complex property assessment system logic and build; Salesforce developer; apex programming knowledge; Scrum Master with knowledge of Atlassian tools including jira, confluence, selenium; Quality Assurance test management and validation of property assessment system requirements, test automation maintenance using Cats lite.

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

Q5c1) Identify the classifications: 1052 - IS Business Analyst, 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?: ASR has an internal IT team of 12 staff of whom 3 can provide level 1 support. ASR is not staffed to provide level 2 and level 3 support and will be reliant upon the vendor to implement bug fixes and future enhancements.

Q5d) Will contractor directly supervise City employees?: No

Q5e) Will contractor train City employees?: Yes

Q5e1) Clearly describe and detail the training activities: The Salesforce architect (contractor) will train city employees on current configuration of jobs, schedules, objects and related. The Apex developer (contractor) will train City employees on custom code developed while City employees also take classes in Apex. The Quality Assurance (contractor) will train City employees on development and management of test scripts and the tools used (including Cats lite) to create the scripts.

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

Q5f1) Describe the transition plan, including the anticipated timeline: ASR has an internal IT team of 12 staff of whom 3 can provide level 1 support. ASR is not staffed to provide level 2 and level 3 support and will be reliant upon the vendor to implement bug fixes and future enhancements. We have doubled the size of our IT team over the last ten years and will work to build our staff's capacity to take on some of the support work over the next five years by hiring a salesforce developer and sending our staff to salesforce training. We do not yet have the right positions or skillsets to completely assume the complex maintenance and support of the system. There may be a continued need for salesforce architect, developer and QA support if state or local legislative changes require adding new functionality to comply with state law or to manage complex enhancements that are beyond the skillset of our internal staff.

Additional information to support your request (Optional):

Union Notifications

Have the Job Classes/Labor Unions changed?:

Job Class(es): 1052 - IS Business Analyst, 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: 4/11/2025

Union Review End Date: 4/18/2025

Union Review Duration Met On: 4/18/2025

Note: DHRPSC0001962 v 1.01 has less job classes than the legacy PSCs due to the implementation phase of the project ending in the fall of 2025. The modified/amended PSC is for the maintenance and support of the system only.

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: ASSESSOR / RECORDER Dept. Code: ASRType of Request: ☐ Initial ☒ Modification of an existing PSC (PSC # 47331 - 17/18)Type of Approval: ☐ Expedited ☐ Regular (☐ Omit Posting)Type of Service: Property Assessment Solution Professional ServicesFunding Source: General FundPSC Original Approved Amount: \$20,000,000PSC Original Approved Duration: 01/01/18 - 12/25/22 (4 years 51 wPSC Mod#1 Amount: no amount addedPSC Mod#1 Duration: 12/26/22-12/25/27 (5 years 1 day)PSC Mod#2 Amount: \$9,000,000PSC Mod#2 Duration: 12/26/27-12/25/30 (3 years 1 day)PSC Cumulative Amount Proposed: \$29,000,000PSC Cumulative Duration Proposed: 12 years 51 weeks**1. Description of Work****A. Scope of Work:**

The project is a multi-phase, joint endeavor between the Office of the Assessor-Recorder (ASR), the Treasurer & Tax Collector (TTX), and Office of the Controller (CON) to secure and modernize the City's property tax functions by replacing legacy systems that enable the assessment and collection of approximately \$2.5 billion in annual property tax revenues. The departments currently maintain two separate legacy IT systems to perform these functions.

The ASR plans to procure the following professional service(s):

1. Implementation services
2. Data conversion services
3. Independent Verification and Validation Services.

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

The ASR's AS400 system tracks over \$200 billion in assessed real and personal property value and manages data on approximately 212,000 parcels.

The ASR technology platform is over 20 years old and is structured as COBOL based system. The system is increasingly difficult to maintain. The ASR's system is architected in a way that does not allow the department to easily adapt to business requirements to ensure data quality, data sharing, and auditability. The current COBOL-based system is expected to reach the end of its useful life within the next few years and lacks adequate programming support and system redundancy. Moreover, the system has become functionally obsolete in

- 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.
By contract. See attached.

- D. Will the contract(s) be renewed? The contract may be renewed to help with future enhancements but the s

2. Union Notification: On 10/12/18, the Department notified the following employee organizations of this PSC/RFP request: Professional & Tech Engrs, Local 21; Prof & Tech Eng, Local 21;

FOR DEPARTMENT OF HUMAN RESOURCES USEPSC# 47331 - 17/18

DHR Analysis/Recommendation:

Commission Approval Not Required

Approved by DHR on 11/05/2018

3. Description of Required Skills/Expertise

A. Specify required skills and/or expertise:

Providing property assessment solution implementation services and employee training/knowledge transfer, requires expert functional and technical knowledge of the property assessment solution suite of products. Functional and design specification writing, and extensive prior experience with teaching users how to work with the product is required.

B. Which, if any, civil service class(es) normally perform(s) this work?

1043,1052,1054,1062,1824,5504,

C. Will contractor provide facilities and/or equipment not currently possessed by the City? If yes, explain:

New facilities and/or equipment may depend on the best solution chosen.

4. Why Classified Civil Service Cannot Perform

A. Explain why civil service classes are not applicable:

This is a short-term, highly specialized service requiring expertise with property assessment solution implementation services. Civil service classes will manage the system once in production, and will manage the system when in production.

B. Would it be practical to adopt a new civil service class to perform this work? Explain.

No, the work is short-term and highly specialized in nature.

5. Additional Information (if "yes", attach explanation)

YES NO

A. Will the contractor directly supervise City and County employee?

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B. Will the contractor train City and County employee?

☒
☐

The training plan and number of hours will depend on the consultants and

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

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D. Are there federal or state grant requirements regarding the use of contractual services?

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☒

E. Has a board or commission determined that contracting is the most effective way to provide this service?

☐
☒

F. Will the proposed work be completed by a contractor that has a current PSC

☒
☐

contract with your department? The Assessor needs to assured of long term maintenance & support

☒ THE ABOVE INFORMATION IS SUBMITTED AS COMPLETE AND ACCURATE ON BEHALF OF THE DEPARTMENT HEAD
ON 10/12/18 BY:

Name: Joan Lubamersky Phone: 4155544859 Email: steve.kim@sfgov.org

Address: 1 Dr. Carlton D. Goodlet Place, City Hall, Rm San Francisco, CA 94102

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: ASSESSOR / RECORDERDept. Code: ASRType of Request: ☐ Initial ☒ Modification of an existing PSC (PSC # 47331 - 17/18)Type of Approval: ☐ Expedited ☒ Regular ☐ Annual ☐ Continuing ☐ (Omit Posting)Type of Service: Property Assessment Solution Professional ServicesFunding Source: General FundPSC Original Approved Amount: \$20,000,000PSC Original Approved Duration: 01/01/18 - 12/25/22 (4 years 51 weeks)PSC Mod#1 Amount: no amount addedPSC Mod#1 Duration: 12/26/22-12/25/27 (5 years 1 day)PSC Mod#2 Amount: \$9,000,000PSC Mod#2 Duration: 12/26/27-12/25/30 (3 years 1 day)PSC Cumulative Amount Proposed: \$29,000,000PSC Cumulative Duration Proposed: 12 years 51 weeks**1. Description of Work****A. Scope of Work/Services to be Contracted Out:**

The project is a multi-phase, joint endeavor between the Office of the Assessor-Recorder (ASR), the Treasurer & Tax Collector (TTX), and Office of the Controller (CON) to secure and modernize the City's property tax functions by replacing legacy systems that enable the assessment and collection of approximately \$2.5 billion in annual property tax revenues. The departments currently maintain two separate legacy IT systems to perform these functions.

The ASR plans to procure the following professional service(s):

1. Implementation services
2. Data conversion services
3. Independent Verification and Validation Services.

The replacement of the City's property assessment & tax system is one of the three major IT projects identified by the Information & Communication Technology (ICT) Plan for FY18-22.

Anticipated Outcomes are:

1. Increase Efficiency and Quality: Re-engineer assessment and tax business processes based on best practices and eliminate manual processes and workarounds.
2. Improve Revenue Collection: Increase turnaround time for assessments and provide timely tax billing, revenue collection and certification to reduce revenue at risk.
3. Build a Resilient IT Infrastructure: Secure \$2.5 billion in revenue through modern technology platforms that are secure and resilient.
4. Increase Access to Data: Improve information available to public and policymakers and enable better revenue forecasting and data analysis.
5. Improve Taxpayer Service and Transparency: Integrate property tax and assessment functions among the three departments for better customer service.

Scope Change

Scope is being clarified to specify that 'implementation services' includes ongoing custom support.

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

The ASR's AS400 system tracks over \$200 billion in assessed real and personal property value and manages data on approximately 212,000 parcels. The ASR technology platform is over 20 years old and is structured as COBOL based system. The system is increasingly difficult to maintain. The ASR's system is architected in a way that does not allow the department to easily adapt to business requirements to ensure data quality, data sharing, and auditability. The current COBOL-based system is expected to reach the end of its useful life within the next few years and lacks adequate programming support and system redundancy. Moreover, the system has become functionally obsolete in meeting the department's core business needs as well as changes in state and local laws. The system is incompatible with other department systems containing data for the assessment process and does not allow for agile decision criteria queries and reporting.

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.
By contract. See attached.

D. Will the contract(s) be renewed?

The contract may be renewed to help with future enhancements but the system in production will be managed and maintained by City employees.

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 is a very long term project to modernize and secure the City's property tax system.

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:

This is a short-term, highly specialized service requiring expertise with property assessment solution implementations. City employees will work alongside the selected vendor's staff during implementation to act as subject-matter-experts and to learn how to support the system after go-live. Once in production, City employees will manage and maintain the system.

B. Reason for the request for modification:

Additional work needs to be done.

3. Description of Required Skills/Expertise

- A. Specify required skills and/or expertise: Providing property assessment solution implementation services and employee training/knowledge transfer, requires expert functional and technical knowledge of the property assessment solution suite of products. Functional and design specification writing, and extensive prior experience with teaching users how to work with the product is required.
- B. Which, if any, civil service class(es) normally perform(s) this work? 1043, IS Engineer-Senior; 1052, IS Business Analyst; 1054, IS Business Analyst-Principal; 1062, IS Programmer Analyst; 1824, Pr Administrative Analyst; 5504, Project Manager 2;
- C. Will contractor provide facilities and/or equipment not currently possessed by the City? If so, explain: New facilities and/or equipment may depend on the best solution chosen.

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.
This is a short-term, highly specialized service requiring expertise with property assessment solution implementation services. Civil service classes will manage the system once in production, and will manage the system when in production.
- 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, the work is short-term and highly specialized in nature.

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 contract? If so, please explain what that will entail; if not, explain why not.

The training plan and number of hours will depend on the consultants and system that may be implemented. A training strategy and training plan will be deliverables on the project, in order to customize training for the City project team. There will also be a knowledge transfer component, as City employees will be working side-by-side with the consultants.

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.

The Assessor needs to assured of long term maintenance & support

7. Union Notification: On 10/12/18, the Department notified the following employee organizations of this PSC/RFP request:

Professional & Tech Engrs, Local 21; Prof & Tech Eng, Local 21;

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

Name: Joan Lubamersky Phone: 4155544859 Email: joan.lubamersky@sfgov.org

Address: 1 Dr. Carlton D. Goodlet Place, City Hall, Rm 190, San Francisco, CA 94102

FOR DEPARTMENT OF HUMAN RESOURCES USE

PSC# 47331 - 17/18

DHR Analysis/Recommendation:

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: ASSESSOR / RECORDER Dept. Code: ASRType of Request: ☐ Initial ☒ Modification of an existing PSC (PSC # 47331 - 17/18)Type of Approval: ☐ Expedited ☒ Regular (☐ Omit Posting)Type of Service: Property Assessment Solution Professional ServicesFunding Source: General FundPSC Original Approved Amount: \$20,000,000PSC Original Approved Duration: 01/01/18 - 12/25/22 (4 years 51 wPSC Mod#1 Amount: no amount addedPSC Mod#1 Duration: 12/26/22-12/25/27 (5 years 1 day)

PSC Mod#2 Amount: _____

PSC Mod#2 Duration: _____

PSC Cumulative Amount Proposed: \$20,000,000PSC Cumulative Duration Proposed: 9 years 51 weeks**1. Description of Work****A. Scope of Work:**

The project is a multi-phase, joint endeavor between the Office of the Assessor-Recorder (ASR), the Treasurer & Tax Collector (TTX), and Office of the Controller (CON) to secure and modernize the City's property tax functions by replacing legacy systems that enable the assessment and collection of approximately \$2.5 billion in annual property tax revenues. The departments currently maintain two separate legacy IT systems to perform these functions.

The ASR plans to procure the following professional service(s):

1. Implementation services
2. Data conversion services
3. Independent Verification and Validation Services.

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

The ASR's AS400 system tracks over \$200 billion in assessed real and personal property value and manages data on approximately 212,000 parcels.

The ASR technology platform is over 20 years old and is structured as COBOL based system. The system is increasingly difficult to maintain. The ASR's system is architected in a way that does not allow the department to easily adapt to business requirements to ensure data quality, data sharing, and auditability. The current COBOL-based system is expected to reach the end of its useful life within the next few years and lacks adequate programming support and system redundancy. Moreover, the system has become functionally obsolete in

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.

By contract. PSC 47331 17.18

D. Will the contract(s) be renewed? The contract may be renewed to help with future enhancements but the s

2. Union Notification: On 05/16/18, the Department notified the following employee organizations of this PSC/RFP request: Professional & Tech Engrs, Local 21; Prof & Tech Eng, Local 21;

FOR DEPARTMENT OF HUMAN RESOURCES USEPSC# 47331 - 17/18

DHR Analysis/Recommendation:

06/18/2018

Commission Approval Required

Approved by Civil Service Commission

DHR Approved for 06/18/2018

Page 06 / 18/2018

July 2013

3. Description of Required Skills/Expertise

A. Specify required skills and/or expertise:

Providing property assessment solution implementation services and employee training/knowledge transfer, requires expert functional and technical knowledge of the property assessment solution suite of products. Functional and design specification writing, and extensive prior experience with teaching users how to work with the product is required.

B. Which, if any, civil service class(es) normally perform(s) this work?

1043,1052,1054,1062,1824,5504,

C. Will contractor provide facilities and/or equipment not currently possessed by the City? If yes, explain:

New facilities and/or equipment may depend on the best solution chosen.

4. Why Classified Civil Service Cannot Perform

A. Explain why civil service classes are not applicable:

This is a short-term, highly specialized service requiring expertise with property assessment solution implementation services. Civil service classes will manage the system once in production, and will manage the system when in production.

B. Would it be practical to adopt a new civil service class to perform this work? Explain.

No, the work is short-term and highly specialized in nature.

5. Additional Information (if "yes", attach explanation)

YES NO

A. Will the contractor directly supervise City and County employee?

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B. Will the contractor train City and County employee?

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☐

The training plan and number of hours will depend on the consultants and

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

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D. Are there federal or state grant requirements regarding the use of contractual services?

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E. Has a board or commission determined that contracting is the most effective way to provide this service?

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☒

F. Will the proposed work be completed by a contractor that has a current PSC

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☐

contract with your department? The Assessor needs to assured of long term maintenance & support

☒ THE ABOVE INFORMATION IS SUBMITTED AS COMPLETE AND ACCURATE ON BEHALF OF THE DEPARTMENT HEAD
ON 05/16/18 BY:

Name: Joan Lubamersky Phone: 4155544859 Email: steve.kim@sfgov.org

Address: 1 Dr. Carlton D. Goodlet Place, City Hall, Rm San Francisco, CA 94102

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: ENV

Submitted By: Sheila Layton

Department Coordinator: Sheila Layton,
sheila.layton@sfgov.org

Project Manager: Hilary Near

ServiceNow Number: DHRPSC0002878

Version: 1.01

Version Type: Amendment

Legacy PSC #: 47328-21/22

Brief description of proposed work: Zero Waste Technical Consulting

Reason for the Request for Amendment: Services need to be continued and extended past the current amount and term period.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Duration

Amount

Previously Approved Amount: \$3,000,000

Increase Amount: \$1,500,000

Why are you requesting the PSC amount to be increased?: Services need to be continued and extended past the current amount and term period.

Total Amended Amount: \$4,500,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

Previously Approved Duration (months): 72

Duration Increase (months): 36

Why are you requesting the PSC duration to be increased: Services need to be continued and extended past the current amount and term period.

Total Amended Duration (months): 108

First Contract Start Date: 7/1/2022

PSC Duration End Date: 7/1/2031

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Post Union Notification

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: david.kashani@sfgov.org.

Consultant will prepare and conduct periodic as-needed solid waste disposal, diversion and litter studies, audits, characterizations, analyses, rate calculations, reports, documentation, submittals, focus groups, user surveys, and other related tasks. Contractor will also conduct specialized as needed technical assistance for waste generators to develop and implement customized waste reduction, reuse, recycling and composting programs to meet the City's increasingly challenging zero waste goals. Technical assistance will include on-site waste audits and assessment, hands-on manager and staff/tenant multi-lingual training, logistics set-up and implementation assistance, follow-up monitoring, trouble-shooting, data collection and evaluation. This assistance will be provided as needed, potentially around the clock, and requiring teams of multiple individuals working in different languages at the same time.

Why are these services required and what are the consequences of denial?: The department has a continued need for Zero Waste consulting services. Denial will limit the department's efforts to divert of materials from landfill and meet state reporting requirements.

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

How many contracts?: 1

Why have you not hired City employees to perform the services?: No Civil Service position exists or possesses the breadth of expertise or skills to perform these duties. Due to the broad range of activities and complexities of the work to be performed under this contract, contractors must assemble a multi-disciplinary team to provide the necessary technical expertise for short and intensive periods of time. The contractor must provide a unique combination of experience, skills and expertise with specific San Francisco business types, to work at numerous locations simultaneously at all hours to meet the demands of program implementation. This work is very technical, short term, conducted at odd hours with specialized expertise, and skills that civil service classes lacks. Contractors are also able to collect necessary sensitive data from the private sector (that the later consider confidential and will not give directly to City employees) and provide it to the City in a usable form while maintaining confidentiality. As the needs of programs change so too will the expertise needed during the contract team.

Board and Commission Approvals

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

Provide details related to contracts for which dept comm approval required: Commission on the Environment will review the agreement.

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

Department expects that the need for as-needed consulting in waste disposal analysis and characterization; for

assistance to SF businesses in waste reduction programs; and the production of reports and documentation on San

Francisco waste programs will continue into the foreseeable future. It is critical that the Department have current, upto-

date technical assistance available to ensure the use of effective methodologies and informed.

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

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

Contractor must have experience in waste auditing and sampling, statistical, disposal and litter characterization, diversion quantification, analytical, AB 939 reporting and related solid waste.

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: These services are provided intermittently.

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 of City Staff is not a component of the services.

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

Q5f1) Explain why the work will not be transitioned back to the City: The services provided are used intermittently and are

highly specialized. It would not be productive for City employees to develop and maintain the degree of expertise required for only occasional use.

Additional information to support your request (Optional):

Union Notifications

Have the Job Classes/Labor Unions changed?:

Job Class(es): 5638 - Environmental Assistant, 5642 - Sr. Environmental Spec, 5640 - Environmental Spec

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

Labor Union Email Addresses: L21pscreview@ifpte21.org

Union Review Sent On: 4/16/2025

Union Review End Date: 4/23/2025

Union Review Duration Met On: 4/23/2025

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: ENVIRONMENT -- ENV

Dept. Code: ENV

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

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

Type of Service: Zero Waste Technical Consulting

Funding Source: Solid Waste Impound Account

PSC Duration: 6 years 1 day

PSC Amount: \$3,000,000

1. Description of Work

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

Consultant will prepare and conduct periodic as-needed solid waste disposal, diversion and litter studies, audits, characterizations, analyses, rate calculations, reports, documentation, submittals, focus groups, user surveys, and other related tasks. Contractor will also conduct specialized as needed technical assistance for waste generators to develop and implement customized waste reduction, reuse, recycling and composting programs to meet the City's increasingly challenging zero waste goals. Technical assistance will include on-site waste audits and assessment, hands-on manager and staff/tenant multi-lingual training, logistics set-up and implementation assistance, follow-up monitoring, troubleshooting, data collection and evaluation. This assistance will be provided as needed, potentially around the clock, and requiring teams of multiple individuals working in different languages at the same time.

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

This service is necessary because the Department of the Environment is charged with the responsibility to develop and implement programs to protect the health and safety of City residents, visitors, City workers, and the environment, including the City's pledge to reduce municipal solid waste generation by 15% by 2030 and reduce disposal to landfill and incineration by 50% by 2030. The requested as-needed professional services are critical in assisting the City in implementing and evaluating zero waste policies and programs. It is critical that these programs be based on the most up-to-date science and other information in order to ensure credibility with target audiences. These services are also necessary to document achievement of the State's 50% landfill diversion mandate, the City's goals of zero waste and other goals, and to plan programs to reach these goals. Not meeting the State mandate carries fines of \$10,000 per day. The breadth and depth of knowledge necessary to provide this service requires a contractor who can access resources and information as quickly as possible to provide effective assistance for the City. Due to the multi-disciplinary activities and complexities of the work to be performed under this contract, the contractor must be able to assemble a multi-

disciplinary team of experts to provide the necessary technical assistance. Denying this contract would leave the City exposed to accusations of uninformed or ill-advised decision making and to potentially ineffective methodologies for reducing risk to human health and the environment and meeting state mandates and inability to achieve the city's zero waste goal.

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 are provided currently under 43243 - 15/16 (expiring in June) and historically under PSC 4015-10/11 & 4001- 078/08.

D. Will the contract(s) be renewed?
Yes, up to a total of 9 years.

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.
The Department expects that the need for as-needed consulting in waste disposal analysis and characterization; for assistance to SF businesses in waste reduction programs; and the production of reports and documentation on San Francisco waste programs will continue into the foreseeable future. It is critical that the Department have current, up-to-date technical assistance available to ensure the use of effective methodologies and informed decision making in operating the programs that allow San Francisco to attain and maintain the goal of zero waste.

2. **Reason(s) for the Request**

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

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

B. Explain the qualifying circumstances:

The requested as-needed professional services will assist the City in implementing and evaluating zero waste policies and programs. SF Environment will contract with a multifaceted team that may consist of multiple firms including subcontractors to provide as-needed research, technical and policy analysis, program design, and implementation assistance. Work performed is project based in diverse, but highly specialized, areas of Zero Waste.

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

A. Specify required skills and/or expertise: Contractor must have experience in waste auditing and sampling, statistical, disposal and litter characterization, diversion quantification, analytical, AB 939 reporting and related solid waste

skills/expertise. Must also have experience in analyzing demographic and marketing data in order to improve performance of specific program offerings. Must have experience in the municipal, residential, and commercial sectors and have expertise and experience in stakeholder involvement and training for the staff/tenant/janitorial staff of private sector businesses. Experience and expertise in providing customized technical assistance of on-site waste audits and assessment, hands-on multi-lingual training, logistics set-up and implementation assistance, monitoring, trouble-shooting, data collection and analysis for implementing waste reduction, reuse, recycling and composting programs in targeted generator sectors on a team provider basis. Must have experience in providing assistance and training in multiple languages, at multiple locations, at all hours simultaneously as periodically needed requiring a team on call.

- B. Which, if any, civil service class(es) normally perform(s) this work? 5638, Environmental Assistant; 5640, Environmental Spec; 5642, Sr. Environmental Spec;
- C. Will contractor provide facilities and/or equipment not currently possessed by the City? If so, explain: No

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

Staff in the Environmental Specialist class in the Recycling specialty area may have the knowledge or expertise to perform some of the aspects of this work. The Department seeks to utilize existing staff in the above classes to their fullest ability to perform waste diversion assistance, but it is impractical to hire and train enough staff to meet all the expertise demands presented by multiple generator sectors and specialties on a periodic basis and of the specialized periodic studies required on an as-needed basis.

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

- A. Explain why civil service classes are not applicable.

No Civil Service position exists or possesses the breadth of expertise or skills to perform these duties. Due to the broad range of activities and complexities of the work to be performed under this contract, contractors must assemble a multi-disciplinary team to provide the necessary technical expertise for short and intensive periods of time. The contractor must provide a unique combination of experience, skills and expertise with specific San Francisco business types, to work at numerous locations simultaneously at all hours to meet the demands of program implementation. This work is very technical, short term, conducted at odd hours with specialized expertise, and skills that civil service classes lacks. Contractors are also able to collect necessary sensitive data from the private sector (that the latter consider confidential and will not give directly to City employees) and provide it to the City in a usable form while maintaining confidentiality. As the needs of programs change so too will the expertise needed during the contract team.

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, due to the broad nature of the skills needed to perform this work as well as the continued emergence of new products and procedures of concern to the environment, a flexible team of consultants is imperative to supply the City with the latest information in each new subject area.

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 contract? If so, please explain what that will entail; if not, explain why not.
No. Training of City Staff is not a component of the services. The services provided are used intermittently and are highly specialized. It would not be productive for City employees to develop and maintain the degree of expertise required for only occasional use.
- 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 03/07/2022, the Department notified the following employee organizations of this PSC/RFP request:
Prof & Tech Eng, Local 21; Professional & Tech Engrs, Local 21

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

Name: David Kashani Phone: 415-355-3704 Email: david.kashani@sfgov.org

Address: 1155 Market Street, 3rd Floor San Francisco, CA 94103

FOR DEPARTMENT OF HUMAN RESOURCES USE

PSC# 47328 - 21/22

DHR Analysis/Recommendation:

Commission Approval Required

05/02/2022 DHR Approved for 05/02/2022

action date: 05/02/2022

Approved by Civil Service Commission

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

Instructions:

Step 1: Download and save this template to your desktop.

Step 2: Complete the fields below.

Step 3: Upload a copy of the completed file to your PSC record under the "Required Documentation" tab.

Document Content:

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

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

Dept Acronym:	ENV
Dept Name:	Environment Department
PSC Coordinator Name:	Sheila Layton
PSC Coordinator Email:	Sheila.Layton@sfgov.org
PSC ServiceNow Record No.:	DHRPSC0002878

[illegible]

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: HOM

Submitted By: Monique Colon

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

Project Manager: Cheley Quiambao

ServiceNow Number: DHRPSC0001885

Version: 1.01

Version Type: Amendment

Legacy PSC #: 46100-22/23

Brief description of proposed work: Professional Services

Reason for the Request for Amendment: The PSC is being amended to extend the term through January 31, 2027 and to increase the PSC amount to continue acquisition services as new funding sources become available. Acquisition services support the Department of Homelessness and Supportive Housing's (HSH) work to expand the City's housing inventory. The purpose of the contract is to assist HSH with coordination of property acquisition due diligence and related activities for the purpose of acquiring permanent supportive housing and/or interim housing properties.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

Previously Approved Amount: \$1,681,567

Increase Amount: \$3,000,000

Why are you requesting the PSC amount to be increased?: The PSC is being amended to extend the term through January 31, 2027 and to increase the PSC amount to continue acquisition services as new funding sources become available. Acquisition services support the Department of Homelessness and Supportive Housing's (HSH) work to expand the City's housing inventory. The purpose of the contract is to assist HSH with coordination of property acquisition due diligence and related activities for the purpose of acquiring permanent supportive housing and/or interim housing properties.

Total Amended Amount: \$4,681,567

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

Previously Approved Duration (months): 29

Duration Increase (months): 31

Why are you requesting the PSC duration to be increased: HSH is requesting an additional 31

months to continue acquisition services as new funding sources become available. Acquisition services support the Department of Homelessness and Supportive Housing's (HSH) work to expand the City's housing inventory.

Total Amended Duration (months): 60

First Contract Start Date: 2/1/2022

PSC Duration End Date: 2/1/2027

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?: No

Clearly describe scope and detail the services to be performed: Original coordinator's email: monique.colon@sfgov.org.

This request pertains to HSH's COVID-19 response efforts to acquire properties to serve as Permanent Supportive Housing (PSH) options for guests exiting Shelter In Place (SIP) hotels and emergency COVID-19 shelter sites. Acquiring properties to house current SIP guests is a critical component of the City's SIP Rehousing Plan, and for vulnerable guests with comorbidities, successful rehousing could mean the difference between life and death.

The Contractor will assist with coordination of property acquisition due diligence and related activities, including but not limited to:

- Initial Feasibility Assessments as requested prior to the City entering into Letter of Intent (LOI) for acquisition, including site reports and preliminary physical needs assessments
- Closing Due Diligence and Financial Modeling, including due diligence reports and analysis and project management.

Why are these services required and what are the consequences of denial?: This contract supports HSH in acquiring properties to address homelessness. Denial would limit HSH's ability to expand City's housing inventory projects to address homelessness.

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 contract amendments with an annual amount over \$500,000 require approval by the Homelessness Oversight Commission.

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

Justification

Has your response to Q1 changed?: No

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

No

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

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

Q4 - Does City lacks necessary facilities/equipment?: 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: Responding to an urgent situation for which an emergency has not been declared

Q5c) How many days do you anticipate this situation to last?: 697

Q5d) Describe the required skills and expertise needed to perform the services: Experience with permanent supportive housing and interim shelter property acquisition activities and due diligence support, such as feasibility analysis, financial monitoring, and site/building assessment, as well as expertise in financial modeling and closing activities.

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?: unknown

Q5h) Explain why: This contract may continue to help HSH finalize existing property acquisition projects addressing homelessness.

Additional information to support your request (Optional):

Union Notifications

Have the Job Classes/Labor Unions changed?:

Job Class(es): -None- - None Selected

Labor Unions: No Union Selected -

Labor Union Email Addresses: pmendeziamaw@comcast.net, dvickers@iam1414.org, mfinnegan@ibt856.org, administration@sffdlocal798.org, larryjr@ualocal38.org, president@twusf.org, WOrellana@opcmialocal300.org, L21pscreview@ifpte21.org, PSCreview@seiu1021.org, President@sanfranciscodsa.com, ibew6@ibew6.org, staff@sfmea.com, mleach@ibt856.org, laborers261@gmail.com, president@twusf.org, jb@local16.org, local22publicsector@nccrc.org, john.lenny@sfgov.org, sfcwupresidentjmleonard@yahoo.com, local200twu@sbcglobal.net, staff@sfmea.com, tracym@sfpoa.org, joshv@smw104.org, administration@sffdlocal798.org, PSCreview@seiu1021.org, anthony@dc16.us, charlie@local377.com, mbeauchamp@oe3.org, ccarr@oe3.org, pking@uapd.com, pfinn@ibt856.org, mleach@ibt856.org, plangrooferslocal40@gmail.com, laborers261@gmail.com, nick@dc16.us, PSCreview@seiu1021.org, epeterson@cirseiu.org,

Post Union Notification

abush@cirseiu.org, snaranjo@cirseiu.org, emathurin@cirseiu.org, lvega@nccrc.org,
president@twusf.org, PSCreview@seiu1021.org, PSCreview@seiu1021.org, pking@uapd.com,
mleach@ibt856.org, cpark@local39.org, sfdpoa@icloud.com, b.rod07@yahoo.com,
PSCreview@seiu1021.org, L21pscreview@ifpte21.org, president@twusf.org,
president@sfsheriffmsa.org, cjohnson@bac3-ca.org, mhenneberry@teamsters853.org,
staff@sfmea.com, mleach@ibt856.org

Union Review Sent On: 3/10/2025

Union Review End Date: 3/17/2025

Union Review Duration Met On: 3/17/2025

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING -- Dept. Code: HOM
HOM

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

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

Type of Service: Professional Services

Funding Source: Prop C

PSC Amount: \$720,000

PSC Est. Start Date: 02/01/2023 PSC Est. End Date 01/31/2024

1. Description of Work

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

This request pertains to HSH's COVID-19 response efforts to acquire properties to serve as Permanent Supportive Housing (PSH) options for guests exiting Shelter In Place (SIP) hotels and emergency COVID-19 shelter sites. Acquiring properties to house current SIP guests is a critical component of the City's SIP Rehousing Plan, and for vulnerable guests with comorbidities, successful rehousing could mean the difference between life and death.

The Contractor will assist with coordination of property acquisition due diligence and related activities, including but not limited to:

- Initial Feasibility Assessments as requested prior to the City entering into Letter of Intent (LOI) for acquisition, including site reports and preliminary physical needs assessments
- Closing Due Diligence and Financial Modeling, including due diligence reports and analysis and project management.

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

Acquiring properties to house current SIP guests is a critical component of the City's SIP Rehousing Plan, and for vulnerable guests with comorbidities, successful rehousing could mean the difference between life and death.

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.

The consultant was awarded a contract by the Department of Emergency Management (DEM) in February 2022 and authorized by CSC via PSC #45020-21/22. The services will be transitioned to HSH and authorized via this PSC request.

D. Will the contract(s) be renewed?

The current contract with DEM expires January 21, 2023. HSH wishes to amend the contract to transition services to HSH and extend the contract term to January 31, 2024 to complete the SIP rehousing effort.

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.

n/a

2. Reason(s) for the Request

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

- ☒ Immediately needed services to address unanticipated or transitional situations, or services needed to address emergency situations.
- ☒ Short-term or capital projects requiring diverse skills, expertise and/or knowledge.

B. Explain the qualifying circumstances:

This request pertains to HSH's COVID-19 response efforts to acquire properties to serve as Permanent Supportive Housing (PSH) options for guests exiting Shelter In Place (SIP) hotels and emergency COVID-19 shelter sites. Acquiring properties to house current SIP guests is a critical component of the City's SIP Rehousing Plan, and for vulnerable guests with comorbidities, successful rehousing could mean the difference between life and death. There are no City staff with the specific and specialized knowledge necessary to provide immediate permanent supportive housing property acquisition expertise and due diligence support.

3. Description of Required Skills/Expertise

- A. Specify required skills and/or expertise: Experience with Permanent Supportive Housing property acquisition activities and due diligence support, such as feasibility analysis, financial modeling, and site/building assessment. Expertise in state financing for PSH.
- B. Which, if any, civil service class(es) normally perform(s) this work? none
- C. Will contractor provide facilities and/or equipment not currently possessed by the City? If so, explain: No.

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

None. There are no classifications that provide permanent supportive housing property acquisition expertise (including expertise in state PSH financing) and due diligence support. The City's SIP Rehousing Plan is short-term in nature and it would not be practical to create new City classifications to perform this work for an interim basis.

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

- A. Explain why civil service classes are not applicable.
There are no City staff with the specific and specialized knowledge necessary to provide immediate permanent supportive housing property acquisition expertise and due diligence support. The City's SIP Rehousing Plan is short-term in nature and it would not be practical to create new City classifications to perform this work for an interim basis.
- 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. The City's SIP Rehousing Plan is short-term in nature and it would not be practical to create new City classifications to perform this work for an interim basis.

6. Additional Information

- A. Will the contractor directly supervise City and County employee? If so, please include an explanation.
No.
- B. Will the contractor train City and County employees and/or is there a transfer of knowledge component that will be included in the contract? If so, please explain what that will entail; if not, explain why not.
No. No training required as the City's SIP Rehousing Plan is short-term in nature.
- 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.
Yes. The consultant was awarded a contract by the Department of Emergency Management (DEM) and authorized by CSC via PSC #45020-21/22. The services will be transitioned to HSH and authorized via this PSC request.

7. Union Notification: On 10/31/2022, the Department notified the following employee organizations of this PSC/RFP request:
all unions were notified

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

Name: Monique Colon Phone: 4153555230 Email: monique.colon@sfgov.org

Address: 440 Turk Street San Francisco, CA 94102

FOR DEPARTMENT OF HUMAN RESOURCES USE

PSC# 46100 - 22/23

DHR Analysis/Recommendation:

action date: 12/05/2022

Commission Approval Required

Approved by Civil Service Commission

12/05/2022 DHR Approved for 12/05/2022

Posting For January 30, 2024

Proposed Modifications to Personal Services Contracts

PSC Number	Department	Additional Amount	Cumulative Total	Description	Start Date	End Date	Approval Type
46100 - 22/23 - MODIFICATIONS	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING -- HOM	\$961,567	\$1,681,567	This request pertains to HSH's COVID-19 response efforts to acquire properties to serve as Permanent Supportive Housing (PSH) options for guests exiting Shelter In Place (SIP) hotels and emergency COVID-19 shelter sites. Acquiring properties to house current SIP guests is a critical component of the City's SIP Rehousing Plan, and for vulnerable guests with comorbidities, successful rehousing could mean the difference between life and death. The Contractor will assist with coordination of property acquisition due diligence and related activities, including but not limited to: •Initial Feasibility Assessments as requested prior to the City entering into Letter of Intent (LOI) for acquisition, including site reports and preliminary physical needs assessments •Closing Due Diligence and Financial Modeling, including due diligence reports and analysis and project management.	02/01/2024	06/30/2025	REGULAR
31270 - 22/23 - MODIFICATIONS	HUMAN RIGHTS COMMISSION -- HRC	\$460,000	\$500,000	The Public Relations (PR) Consultant shall provide public relations, writing and editing support to the Human Rights Commission's in-house staff. The scope of this work shall include: • Public relations support to the Human Rights Commission as needed to generate positive media attention surrounding the Human Rights Commission's programs, initiatives and	09/30/2022	06/30/2025	REGULAR



Shireen McSpadden, Executive Director

Daniel Lurie, Mayor

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

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

Date: April 21, 2025

Subject: Request to Schedule PSC# DHRPSC0001885 for Acquisition Services

Enclosed please find a request to schedule PSC# DHRPSC0001885 for the May 19, 2025 Civil Service Commission meeting, along with a summary of the Department of Homelessness and Supportive Housing's (HSH) discussions with Service Employees International Union, Local 1021 (SEIU) regarding the union's inquiry into the PSC.

Services Background

During the COVID-19 pandemic, the Department of Emergency Management contracted with the San Francisco Housing Accelerator Fund to provide services to support the acquisition of properties to serve as Permanent Supportive Housing (PSH) options for guests experiencing homelessness who are exiting Shelter In Place (SIP) hotels and emergency COVID-19 shelter sites. The contract was authorized using the Thirteenth Supplement to Mayoral Proclamation Declaring the Existence of a Local Emergency and was approved by the Civil Service Commission (CSC) via PSC 45020-21/22.

In February 2023, the services were transitioned to HSH through the first contract amendment, which allowed HSH to continue the SIP rehousing effort. The CSC authorized the contract through HSH PSC 46100-22/23, for \$720,000 from February 1, 2023 through January 31, 2024.

In January 2024, the CSC authorized a PSC modification to extend the term through June 30, 2025, and increase the PSC by \$961,567 for a total of \$1,681,567.

The contract and subsequent amendments supported HSH with the acquisition of 695 units at the following sites:

Address	Population Served	# Units
835 Turk	Adults	114
5630-5638 Mission	TAY	52
3051-3061 16th Street	TAY	25
333 12th Street	Families	200
1321 Mission Street	Adults and Families	160
1174 Folsom	TAY/ TGNCI	42
42 Otis	TAY	24
685 Ellis Street	Adults	78

HSH is returning to the CSC to request a second PSC modification to extend through February 2027 and increase the PSC amount by \$3,000,000 for a total of \$4,681,567 to allow HSH to continue with three acquisition projects in process:

- State HomeKey compliance & PSH conversion for two sites: 685 Ellis & 5630 Mission.
- State HomeKey applications for 835 Turk

These projects help to expand the City's housing inventory beyond the SIP rehousing effort. Costs per project vary based on the site and the support needed to transition a particular property to PSH. This modification also allows HSH the flexibility to explore acquisitions for other housing models in response to City initiatives, pending funding availability.

Future extension requests are solely dependent on availability and receipt of new funding for additional site acquisitions and/or potential initiatives mandated by City leadership requiring expansion of the City's supporting housing/shelter portfolio.

HSH is requesting this PSC be calendared for the May 19, 2025 Civil Service Commission meeting to avoid jeopardizing receipt of State funding and risk delaying the conversion of units to PSH.

Union Review

During the first modification process in 2024, SEIU inquired whether the service “deals with setting guidelines for housing operations.” HSH confirmed that setting guidelines for housing operations was beyond the scope of the PSC. No additional questions were submitted at that time.

On March 13, 2025, during the union review period for the subject modification request, SEIU submitted a request to meet with HSH to “discuss alternative plans to relying on this work to be contracted out” and “why the department feels this work cannot be done by any permanent civil service class.”

HSH asserted, as outlined in the PSC, the contractor is responsible for property acquisition, which includes, but is not limited to

- Conducting Initial Feasibility Assessments prior to the City entering into a Letter of Intent (LOI) for acquisition, including site reports and preliminary physical needs assessments.
- Performing Closing Due Diligence and Financial Modeling.

The department has determined that there are no classifications, SEIU or otherwise, with expertise in permanent supportive housing property acquisition and due diligence support, including knowledge of state PSH financing.

On March 24, 2025, representatives from HSH and Department of Human Resources (DHR) met with representatives of SEIU to discuss the PSC during the HSH Labor Management Committee meeting. See attached for the Post-Meeting Memorandum authored by DHR.

Following the meeting, SEIU submitted an information request to HSH. See attached questions and responses. HSH requested a response from SEIU by April 7, 2025, but did not receive a response or follow-up questions by the date of this memo.

Summary



To ensure the continuity of services, HSH respectfully requests that PSC# DHRPSC0001885 be calendared for the May 19, 2025 meeting for Civil Service Commission consideration. Thank you in advance for your attention to this matter.



From: [Colon, Monique \(HOM\)](#)
To: [Najuawanda Daniels](#); [PSCreview](#)
Cc: [Laman, Melanie \(HOM\)](#); [Whitley, Gigi \(HOM\)](#); [Garcia, Rachel \(HOM\)](#); [Velasquez, Edilyn \(HOM\)](#)
Subject: RE: HOM [DHRPSC0001885] submitted for Union Review
Date: Monday, March 31, 2025 11:18:00 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image005.png](#)
[image006.png](#)
[HSH Response to SEIU Questions DHRPSC0001885.docx](#)
[SFHAF - Acquisitions - P-600 - 2.22-1.23 - FINAL.pdf](#)

Hi Naj,

Please see attached for HSH responses to your questions. Please let us know by cob Monday 4/7 if you have any additional questions.

Thanks,
Monique

From: Najuawanda Daniels <Najuawanda.Daniels@seiu1021.org>
Sent: Monday, March 24, 2025 12:25 PM
To: Colon, Monique (HOM) <monique.colon@sfgov.org>; PSCreview <PSCreview@seiu1021.org>
Cc: Laman, Melanie (HOM) <melanie.laman@sfgov.org>; Whitley, Gigi (HOM) <gigi.whitley@sfgov.org>; Garcia, Rachel (HOM) <rachel.garcia@sfgov.org>; Velasquez, Edilyn (HOM) <edilyn.velasquez@sfgov.org>
Subject: RE: HOM [DHRPSC0001885] submitted for Union Review

Hi Monique,

SEIU is requesting the following information, please provide:

1. All documentation regarding the award of the contract for this work.
2. All reporting documentation relative to contractor requirements, and the analysis of this contractor's reporting going back 5 years.
3. A detailed understanding as to why contracting out these services is needed on a long-term basis, as well as how the knowledge is being transferred to City employees/department.
4. A copy of the City's SIP Rehousing plan

Please provide this information by the close of business on Monday, March 31, 2025.

In Solidarity,

Naj Daniels

Field Representative

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

Desk: 415-848-3645

SF Main Office: 415-848-3611

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

Sent: Tuesday, March 18, 2025 5:57 PM

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

Cc: Laman, Melanie (HOM) <melanie.laman@sfgov.org>; Whitley, Gigi (HOM) <gigi.whitley@sfgov.org>; Garcia, Rachel (HOM) <rachel.garcia@sfgov.org>; Velasquez, Edilyn (HOM) <edilyn.velasquez@sfgov.org>

Subject: RE: HOM [DHRPSC0001885] submitted for Union Review

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Hi Naj,

As outlined in the PSC, the contractor is responsible for property acquisition, which includes, but is not limited to

- Conducting Initial Feasibility Assessments prior to the City entering into a Letter of Intent (LOI) for acquisition, including site reports and preliminary physical needs assessments.
- Performing Closing Due Diligence and Financial Modeling.

The department has determined that there are no SEIU classifications with expertise in permanent supportive housing property acquisition and due diligence support, including knowledge of state PSH financing.

Melanie mentioned that you have an LMC scheduled on Monday at 9:10 AM. HSH can discuss SEIU's potential proposals during this meeting as the first agenda item.

Thanks,
Monique

From: Najuwanda Daniels <Najuawanda.Daniels@seiu1021.org>
Sent: Monday, March 17, 2025 6:22 PM
To: Colon, Monique (HOM) <monique.colon@sfgov.org>; PSCreview <PSCreview@seiu1021.org>
Cc: Laman, Melanie (HOM) <melanie.laman@sfgov.org>; Whitley, Gigi (HOM) <gigi.whitley@sfgov.org>; Garcia, Rachel (HOM) <rachel.garcia@sfgov.org>; Velasquez, Edilyn (HOM) <edilyn.velasquez@sfgov.org>
Subject: RE: HOM [DHRPSC0001885] submitted for Union Review

Hi Monique,

Actually, for our initial meeting, since HSH has the experts of this work, can you plan to share why the department feels this work cannot be done by any permanent civil service class.

Once we have clarification on that we can move to discuss possible alternatives to contracting out this service as our MOU provides.

In Solidarity,

Naj Daniels
 Field Representative
 Member Resource Center (MRC): 1-877-687-1021
 Desk: 415-848-3645
 SF Main Office: 415-848-3611

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From: Colon, Monique (HOM) <monique.colon@sfgov.org>
Sent: Monday, March 17, 2025 6:12 PM
To: Najuwanda Daniels <Najuawanda.Daniels@seiu1021.org>; PSCreview <PSCreview@seiu1021.org>
Cc: Laman, Melanie (HOM) <melanie.laman@sfgov.org>; Whitley, Gigi (HOM) <gigi.whitley@sfgov.org>; Garcia, Rachel (HOM) <rachel.garcia@sfgov.org>; Velasquez, Edilyn (HOM) <edilyn.velasquez@sfgov.org>
Subject: RE: HOM [DHRPSC0001885] submitted for Union Review

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Thanks for clarifying, Naj.

In preparation for the meeting, can you please send us the SEIU classifications that are impacted by this work and any leading questions?

I'm working on gathering meeting times for us. Please note that our goal is to be heard before the Commission in late April/early May in order to meet the City's year-end deadlines for contract renewal.

Thanks,
Monique

From: Najuwanda Daniels <Najuawanda.Daniels@seiu1021.org>
Sent: Friday, March 14, 2025 6:21 PM

To: Colon, Monique (HOM) <monique.colon@sfgov.org>; PSCreview <PSCreview@seiu1021.org>
Cc: Laman, Melanie (HOM) <melanie.laman@sfgov.org>; Whitley, Gigi (HOM) <gigi.whitley@sfgov.org>; Garcia, Rachel (HOM) <rachel.garcia@sfgov.org>; Velasquez, Edilyn (HOM) <edilyn.velasquez@sfgov.org>
Subject: RE: HOM [DHRPSC0001885] submitted for Union Review

Hi Monique,

Yes, we would like to discuss alternative plans to relying on this work to be contracted out. HSH will continue to have this need for acquisition of properties.

In Solidarity,

Naj Daniels

Field Representative

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

Desk: 415-848-3645

SF Main Office: 415-848-3611

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

Sent: Friday, March 14, 2025 5:40 PM

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

<PSCreview@seiu1021.org>

Cc: Laman, Melanie (HOM) <melanie.laman@sfgov.org>; Whitley, Gigi (HOM) <gigi.whitley@sfgov.org>; Garcia, Rachel (HOM) <rachel.garcia@sfgov.org>; Velasquez, Edilyn (HOM) <edilyn.velasquez@sfgov.org>

Subject: RE: HOM [DHRPSC0001885] submitted for Union Review

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Hi Naj,

I'm looking into our records for the PSC you would like to discuss – acquisition services support to expand the City's housing inventory. You inquired about this service during our 1st PSC modification in early 2024 (see attached email). We clarified that the scope supports activities related to property purchase and does not set guidelines for housing operations.

HSH indicated that there are no classifications with the skills and expertise that can support this work, which is why all unions were notified of the request.

Are there additional questions about the scope you would like to discuss or have questions about? It has not changed since the initial request. Please let me know if you would still like to meet.

Thanks,
Monique

From: Colon, Monique (HOM)

Sent: Thursday, March 13, 2025 3:33 PM

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

Cc: Laman, Melanie (HOM) <melanie.laman@sfgov.org>; Whitley, Gigi (HOM) <gigi.whitley@sfgov.org>; Garcia, Rachel (HOM) <rachel.garcia@sfgov.org>; Velasquez, Edilyn (HOM) <edilyn.velasquez@sfgov.org>

Subject: RE: HOM [DHRPSC0001885] submitted for Union Review

Hi Naj,

Confirming receipt. We'll gather dates and get back to you shortly.

Thanks,
Monique



Monique Colón (she/her)

Contracts Manager

San Francisco Department of Homelessness and Supportive Housing

monique.colon@sfgov.org | P: 628.652.7767

Learn: hsh.sfgov.org | Follow: [@SF_HSH](#) | Like: [@SanFranciscoHSH](#)

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

Sent: Thursday, March 13, 2025 2:40 PM

To: DT Service Now (TIS) <ccsfdt@service-now.com>; cpark@local39.org; mhenneberry@teamsters853.org; laborers261@gmail.com; WOrellana@opcmialocal300.org; Tracy McCray <tracym@sfpoa.org>; L21pscreview@ifpte21.org; ccarr@oe3.org; pmendeziamaw@comcast.net; larryjr@ualocal38.org; president@twusf.org; nick@dc16.us; dvickers@iam1414.org; snaranjo@cirseiu.org; Lenny, John (DAT) <john.lenny@sfgov.org>; pfinn@ibt856.org; emathurin@cirseiu.org; cjohnson@bac3-ca.org; Colon, Monique (HOM) <monique.colon@sfgov.org>; PSCreview <PSCreview@seiu1021.org>; Pierre King - UAPD <pking@UAPD.com>; Quiambao, Cheley (HOM) <chelette.quiambao@sfgov.org>; administration@sffdlocal798.org; anthony@dc16.us; charlie@local377.com; mfinnegan@ibt856.org; president@sfsheriffsmsa.org; mleach@ibt856.org; sfcwupresidentjmleonard@yahoo.com; plangrooferslocal40@gmail.com; President <president@sanfranciscodsa.com>; mbeauchamp@oe3.org; jb@local16.org; sfdpoa@icloud.com; abush@cirseiu.org; b.rod07@yahoo.com; ibew6@ibew6.org; local200twu@sbcglobal.net; epeterson@cirseiu.org; staff@sfmea.com; lvega@nccrc.org; joshv@smw104.org

Subject: RE: HOM [DHRPSC0001885] submitted for Union Review

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Hi Monique,

[@monique.colon@sfgov.org](mailto:monique.colon@sfgov.org)

SEIU is requesting to meet with the department about this contract.
Please provide dates.

In Solidarity,

Naj Daniels

Field Representative

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

Desk: 415-848-3645

SF Main Office: 415-848-3611

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

Sent: Monday, March 10, 2025 4:55 PM

To: cpark@local39.org; mhenneberry@teamsters853.org; laborers261@gmail.com; WOrellana@opcmialocal300.org; tracym@sfpoa.org; L21pscreview@ifpte21.org; ccarr@oe3.org; pmendeziawaw@comcast.net; larryjr@ualocal38.org; president@twusf.org; nick@dc16.us; dvickers@iam1414.org; snaranjo@cirseiu.org; john.lenny@sfgov.org; pfinn@ibt856.org; emathurin@cirseiu.org; cjohnson@bac3-ca.org; monique.colon@sfgov.org; PSCreview@seiu1021.org; pking@uapd.com; chelette.quiambao@sfgov.org; administration@sffdlocal798.org; anthony@dc16.us; charlie@local377.com; mfinnegan@ibt856.org; president@sfsheriffmsa.org; mleach@ibt856.org; sfcwupresidentjmlleonard@yahoo.com; plangrooferslocal40@gmail.com; President@sanfranciscodsa.com; mbeauchamp@oe3.org; jb@local16.org; sfdpoa@icloud.com; abush@cirseiu.org; b.rod07@yahoo.com; ibew6@ibew6.org; local200twu@sbcglobal.net; epeterson@cirseiu.org; staff@sfmea.com; lvega@nccrc.org; joshv@smw104.org

Subject: HOM [DHRPSC0001885] submitted for Union Review

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Hello union representatives,

HOM is requesting your review of PSC [DHRPSC0001885]. Please see relevant details of this request below and in the attached document(s). **Should you have any questions or objections, please state them by replying all to this email by 2025-03-17.**

PSC Summary

=====

Record Number: DHRPSC0001885 v 1.01

Description of Proposed Work: Professional Services

Request Type: Amendment

Reason for the Request for Amendment: The PSC is being amended to extend the term through January 31, 2027 and to increase the PSC amount to continue acquisition services as new funding sources become available. Acquisition services support the Department of Homelessness and Supportive Housing's (HSH) work to expand the City's housing inventory. The purpose of the contract is to assist HSH with coordination of property acquisition due diligence and related activities for the purpose of acquiring permanent supportive housing and/or interim housing properties.

Approval Type: CSC Approval

CSC Review Reason(s):

✔ CSC Approval by Amount

Submitting Department: HOM

Dept PSC Coordinator: Monique Colon

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

First Contract Start Date: 2022-02-01

Previously Approved Amount: \$1,681,567.00

Increase Amount: \$3,000,000.00

Total Amended Amount: \$4,681,567.00

Previously Approved Duration (Months): 29

Duration Increase (Months): 31

Total Amended Duration (Months): 60

Funding Source(s): City Funds

Scope of Work: Original coordinator's email: monique.colon@sfgov.org. This request pertains to HSH's COVID-19 response efforts to acquire properties to serve as Permanent Supportive Housing (PSH) options for guests exiting Shelter In Place (SIP) hotels and emergency COVID-19 shelter sites. Acquiring properties to house current SIP guests is a critical component of the City's SIP Rehousing Plan, and for vulnerable guests with comorbidities, successful rehousing could mean the difference between life and death. The Contractor will assist with coordination of property acquisition due diligence and related activities, including but not limited to: •Initial Feasibility Assessments as requested prior to the City entering into Letter of Intent (LOI) for acquisition, including site reports and preliminary physical needs assessments •Closing Due Diligence and Financial Modeling, including due diligence reports and analysis and project management.

Job Class(es): -None- - None Selected

PSC Justification(s)

=====

✔ Temporary services to respond to an urgent situation for which an emergency has not been declared

Ref:TIS5730265_GO9VOjlGqt92OeemyF97

HSH Response to SEIU Questions
PSC DHRPSC0001885 (Acquisition Services)
March 2025

1. All documentation regarding the award of the contract for this work.

The original contract between the Department of Emergency Management and the San Francisco Housing Accelerator Fund was executed during the COVID-19 pandemic using the Thirteenth Supplement to Mayoral Proclamation Declaring the Existence of a Local Emergency.

Please see original contract with DEM attached.

2. All reporting documentation relative to contractor requirements, and the analysis of this contractor's reporting going back 5 years.

There are no reporting requirements for this contract because it is deliverables based.

The deliverables in the Appendix A-1, Services to be Provided, which remain largely unchanged throughout the history of the agreement, are as follows:

Contractor shall provide the City:

1. Initial Feasibility Assessments as requested prior to the City entering into LOI for acquisition.
2. Due Diligence Reports for each property for which the City has a signed LOI.

Due diligence reports may include, but are not limited to:

- environmental assessment;
- American Land Title Association (ALTA) survey;
- building systems analysis;
- zoning analysis;
- physical needs assessment;
- estimate of probable costs;
- assessment of relocation requirements and subsequent relocation plans as may be required;
- analysis of potential leveraged sources; and/or
- capital and operating financial projections

San Francisco Housing Accelerator Fund did not meet the required thresholds for citywide nonprofit fiscal monitoring.

3. A detailed understanding as to why contracting out these services is needed on a long-term basis, as well as how the knowledge is being transferred to City employees/department.

The contract is not needed on a long-term basis. The PSC term request is through January 31, 2027. Any extensions are solely dependent on receipt of new funding for additional site acquisitions and/or potential initiatives mandated by City leadership requiring expansion of the City's supporting housing/shelter portfolio.

Current acquisition projects:

- State HomeKey compliance & PSH conversion for 2 City-owned sites: 685 Ellis & 5630 Mission.
- State HomeKey application for 835 Turk

There is not a plan to transition this work to City employees as projects are only identified when there is available funding.

HSH has a dedicated Real Estate team which consists of MEA & Local 21 members who perform asset management tasks, including providing ongoing technical assistance to non-profit providers operating existing sites, in addition to management of the department's asset portfolio.

4. A copy of the City's SIP Rehousing plan

The SIP Rehousing Plan has concluded. The projects listed above were acquired as part of the SIP Rehousing Plan and are currently in various stages of PSH conversion.



MEMORANDUM

Via Email

DATE: March 27, 2025

TO: Najuawanda Daniels, Field Representative, SEIU

FROM: Greg Stalfa, Employee Relations Representative

CC: Melanie Laman, Human Resources and Operations Director, HSH
Cheley Quiambao, Principal Administrative Analyst, HSH
Ardis Graham, Employee Relations Director
Jonathan T. Wright, Assistant Employee Relations Director

RE: **Post-Meeting Memorandum – HSH LMC - DHRPSC0001885 - SEIU Local 1021**

Dear Labor Partners,

On March 24, 2025 representatives from the City and County of San Francisco (City) Department of Homelessness and Supportive Housing (HSH) and Department of Human Resources (DHR) met with representatives of the Service Employees International Union, Local 1021 (SEIU) to discuss Personal Services Contract (PSC) ServiceNow number DHRPSC0001885 during the HSH Labor Management Committee meeting.

SEIU sought clarification as to which job classifications will be affected by this contract. HSH stated that no specific classes were listed on the summary form (PSC Form 1) due to the highly technical, complex, and wide-ranging nature of the work involved which requires coordination among a large group of individuals and therefore cannot be neatly categorized according to existing City job classifications. This includes financial modeling, assessment of due process requirements, and specialized knowledge of real estate funding sources, acquisition, and closing practices. In response, SEIU stated that they would follow up with additional questions.

If you have any questions or concerns, please contact Employee Relations Representative Greg Stalfa at gregory.stalfa@sfgov.org.

From: [Garcia, Rachel \(HOM\)](#)
To: [Najuawanda Daniels](#); [Colon, Monique \(HOM\)](#)
Cc: [Laman, Melanie \(HOM\)](#); [Eng, Sandra \(CSC\)](#)
Subject: RE: Receipt of Modification Request to PSC # 46100 - 22/23 - MODIFICATIONS
Date: Tuesday, January 30, 2024 1:42:27 PM
Attachments: [image001.png](#)

Hi Naj,

That is correct. This PSC does not deal with setting guidelines for housing operations.

Thanks,

Rachel Garcia



Rachel Garcia (she/her)

Procurement Supervisor

San Francisco Department of Homelessness and Supportive Housing

rachel.garcia@sfgov.org | P: 628.652.7929

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From: Najuawanda Daniels
Sent: Tuesday, January 30, 2024 1:41 PM
To: Colon, Monique (HOM)
Cc: Laman, Melanie (HOM) ; Garcia, Rachel (HOM) ; Eng, Sandra (CSC)
Subject: Re: Receipt of Modification Request to PSC # 46100 - 22/23 - MODIFICATIONS

Monique,

This PSC doesn't deal with setting guidelines for housing operations only the purchase of the property?

In Solidarity,

Naj Daniels, Field Rep

(Sent from iPhone pls excuse errors)

From: Colon, Monique (HOM) <monique.colon@sfgov.org>
Sent: Tuesday, January 30, 2024 11:28:13 AM
To: Najuawanda Daniels <Najuawanda.Daniels@seiu1021.org>
Cc: Laman, Melanie (HOM) <melanie.laman@sfgov.org>; Garcia, Rachel (HOM) <rachel.garcia@sfgov.org>; Eng, Sandra (CSC) <sandra.eng@sfgov.org>
Subject: RE: Receipt of Modification Request to PSC # 46100 - 22/23 - MODIFICATIONS
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Hi Naj,

Thanks for your email. Please note that this contract does not pertain to permanent supportive housing site operations or property management. The purpose of the contract is to assist HSH with coordination of property acquisition due diligence and related activities for the purpose of acquiring properties for permanent supportive housing. The PSC modification will allow HSH to complete the final two purchase transactions and the PSC is scheduled to expire on June 30, 2025. HSH does not intend on extending the PSC request.

Thanks,
Monique

-----Original Message-----

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

Sent: Tuesday, January 30, 2024 8:52 AM

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

Cc: Laman, Melanie (HOM) <melanie.laman@sfgov.org>; Garcia, Rachel (HOM) <rachel.garcia@sfgov.org>

Subject: RE: Receipt of Modification Request to PSC # 46100 - 22/23 - MODIFICATIONS

Hi Monique,

SEIU is requesting the department pull this contract to further discuss our concern with how HSH is requiring in housing contracts certain safety measures as it pertains to clients/resident having and/or possessing weapons in these residential properties.

SEIU will also make this statement at the Commission meeting today requesting this contract be held until we meet.

Understanding the need to move this expeditiously, please provide dates and times we can meet to address the concern put forth above.

In Solidarity,

Naj Daniels
Field Representative
Member Resource Center (MRC): 1-877-687-1021
Desk: 415-848-3645
SF Main Office: 415-848-3611

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[mOTVkmTTo2OmQ1NjE6ODI2ODk3OGFwNTlhZGZIYTg4ZDM0OWE2YzA5YWU5OWFkOWU4YzM0NTE0MjY1YjFhMzIzYzVlMjJiMmlyNzEzNTpwOkY&data=05%7C02%7C%7Ca3169888b117402c2f4308dc21c9a76a%7Ce35c5b2684f74b9ba7c591278c732568%7C0%7C0%7C638422397214107763%7CUnknown%7CTWFpbGZsb3d8eyJWljojMC4wLjAwMDAiLCJQljojV2luMzliLCJBTiI6lk1haWwiLCJXVCi6Mn0%3D%7C0%7C%7C%7C&sdata=BAGVPFVs1jUqrW6TiYaRFcB1ERxMOVtrhx70DJfh9C8%3D&reserved=0](https://nam10.safelinks.protection.outlook.com/?url=https%3A%2F%2Furl.avanan.click%2Fv2%2F_https%3A%2F%2Fwww.seiu1021.org%2Ftext%3D%3D&reserved=0)

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-----Original Message-----

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

Sent: Friday, January 12, 2024 10:15 AM

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

Cc: Laman, Melanie (HOM) <melanie.laman@sfgov.org>; Garcia, Rachel (HOM) <rachel.garcia@sfgov.org>

Subject: RE: Receipt of Modification Request to PSC # 46100 - 22/23 - MODIFICATIONS

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

Hi Naj,

There are no anticipated impacts as this is a modification to a prior approved PSC. I'm reattaching the original PSC and modification for your review of the scope of work. Please feel free to reach out if you have specific questions.

Thanks,
Monique

Monique Colón (she/her)

Contracts Manager

San Francisco Department of Homelessness and Supportive Housing monique.colon@sfgov.org | P: 628.652.7767

Learn: hsh.sfgov.org | Follow: @SF_HSH | Like: @SanFranciscoHSH

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-----Original Message-----

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

Sent: Thursday, January 11, 2024 5:48 PM

To: Garcia, Rachel (HOM) <rachel.garcia@sfgov.org>

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

Subject: RE: Receipt of Modification Request to PSC # 46100 - 22/23 - MODIFICATIONS

Hi Rachel,

My first name is Naj. Can you share what the details and scope of work are within this PSC and anticipated imoacts to SEIU 1021.

In Solidarity,

Naj Daniels

Field Representative

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

Desk: 415-848-3645

SF Main Office: 415-848-3611

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-----Original Message-----

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

Sent: Wednesday, January 10, 2024 2:36 PM

To: Garcia, Rachel (HOM) <rachel.garcia@sfgov.org>

Subject: RE: Receipt of Modification Request to PSC # 46100 - 22/23 - MODIFICATIONS

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

Hi Rachel,

Can you share more information about this PSC, and what classes prompted the union notice. It isn't listed on the database.

In Solidarity,

Naj Daniels

Field Representative

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

Desk: 415-848-3645

SF Main Office: 415-848-3611

Sign up to become a Union Member! https://nam10.safelinks.protection.outlook.com/?url=https%3A%2F%2Furl.avanan.click%2Fv2%2F__http%3A%2F%2Fjoin1021.org%2F%3FLUID%3DNDaniels__YXAzOnNmZHQyOmE6bzpkY2ZiZTJmZmNjMzg1M2QyMzU1MWQxNjl4Y2E2YzU5MDo2OjE2YzA6MDg0NmUxYjg0OTU5ZDVjOGQzODE5ZjI2YjAwMGRIYTBkMTc1MjlmNTM4MjU0ZmNmMzhjMjFIN2ZhN2JhNWlzMTPwOIQ&data=05%7C02%7C%7Ca3169888b117402c2f4308dc21c9a76a%7Ce35c5b2684f74b9ba7c591278c732568%7C0%7C0%7C638422397214140491%7CUnknown%7CTWFPbGZsb3d8eyJWljojMC4wLjAwMDAiLCJQljojV2luMzliLCJBTiI6lk1haWwiLCJXVCi6Mn0%3D%7C0%7C%7C%7C&sdata=sHNUoo5l85A3CMFM6W7zhVvk3BppAAplUxa7dVjcqtg%3D&reserved=0

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-----Original Message-----

From: dhr-psccordinator@sfgov.org <dhr-psccordinator@sfgov.org> On Behalf Of rachel.garcia@sfgov.org

Sent: Friday, December 22, 2023 11:27 AM

To: rachel.garcia@sfgov.org; Jegy Sering <jegy.sering@seiu1021.org>; joshv@smw104.org; oumar.fall@seiu1021.org; oumar.fall@seiu1021.org; sportillo@ifpte21.org; sportillo@ifpte21.org; Matthew Torres <matthew.torres@seiu1021.org>; Matthew Torres <matthew.torres@seiu1021.org>; Cade Crowell <Cade.Crowell@seiu1021.org>; jduritz@uapd.com; kdavis@ifpte21.org; kdavis@ifpte21.org; jharding@ifpte21.org; mweirick@ifpte21.org; mweirick@ifpte21.org; agarza@ifpte21.org; dho@ifpte21.org; dho@ifpte21.org; dvickers@iam1414.org; DHR Info <SF-DHR-Info@seiu1021.org>; DHR Info <SF-DHR-Info@seiu1021.org>; sbalaria@cirseiu.org; andrea@sfmea.com; Camaguey@sfmea.com; Camaguey@sfmea.com; cpark@local39.org; cpark@local39.org; khughes@ibew6.org; ewallace@ifpte21.org; ewallace@ifpte21.org; plangrooferslocal40@gmail.com; rooferslocal40@gmail.com; seichenberger@local39.org; dtuttle@oe3.org; dtubble@oe3.org; pkim@ifpte21.org; Najuawanda Daniels <Najuawanda.Daniels@seiu1021.org>; pkim@uapd.com; president@sanfranciscodsa.com; max.porter@seiu1021.org; kennethlomba@gmail.com; snaranjo@cirseiu.org; mdennis@twusf.org; rmarenco@twusf.org; pwilson@twusf.org; cmoyer@nccrc.org; noah.frigault@sfgov.org; sfdpoa@icloud.com; Mjayne@iam1414.org; rachel.emmanuel@sfgov.org; laborers261@gmail.com; junko.laxamana@sfgov.org; jennifer.esteen@seiu1021.org; emathurin@cirseiu.org; abush@cirseiu.org; sbalaria@cirseiu.org; anthony@dc16.us; mlobre@sfpoa.org; @sfpoa.org; tracym@sfpoa.org; mleach@ibt856.org; rooferslocal40@gmail.com; sal@local16.org; Criss@sfmea.com; Julie Meyers <julie.meyers@sfgov.org>; seichenberger@local39.org; jason.klumb@seiu1021.org; Camaguey@sfmea.com; ablood@cirseiu.org; kcartermartinez@cirseiu.org; ecassidy@ifpte21.com; WendyWong26@yahoo.com; wendywong26@yahoo.com; Sarah Wilson <Sarah.Wilson@seiu1021.org>; kschumacher@ifpte21.org; kpage@ifpte21.org; tjenkins@uapd.com; eebach@ifpte21.org; tmathews@ifpte21.org; amakayan@ifpte21.org; jb@local16.org; Ricardo.lopez@sfgov.org; kbasconcillo@sfgwater.org; Sandeep.lal@seiu1021.me; pcamarillo_seiu@sbcglobal.net; MRainsford@local39.org; Wendy Frigillana <wendy.frigillana@seiu1021.org>; PSCreview <PSCreview@seiu1021.org>; pkim@ifpte21.org; agonzalez@iam1414.org; ted.zarzecki@seiu1021.net; leah.berlanga@seiu1021.org;

Subject: Receipt of Modification Request to PSC # 46100 - 22/23 - MODIFICATIONS

PSC RECEIPT of Modification notification sent to Unions and DHR

If SEIU is one of the unions that represents the classes you identified in the initial PSC and the cumulative amount of the request is over \$100,000, there is a 60 day review period for SEIU

<https://nam10.safelinks.protection.outlook.com/?url=https%3A%2F%2Furl.avanan.click%2Fv2%2Fhttp%3A%2F%2Fapps.sfgov.org%2Fdhrdrupa%2Fnode%2F21752...YXAzOnNmZHQyOmE6bzpkY2ZiZTJmZmNjMzg1M2QyMzU1MWQxNjI4Y2E2YzU5MD0j1ZGM6Y2EzNjg3YWFIMjJiNDEwYzFmODZkZGUyMzUwZDlyZjlmY2UwOTU5ZjliYTZyZGI3YTdmODU1MWE4YTlkYjU3ODpwOlQ&data=05%7C02%7C%7Ca3169888b117402c2f4308dc21c9a76a%7Ce35c5b2684f74b9ba7c591278c732568%7C0%7C0%7C638422397214149671%7CUnknown%7CTWFpbGZsb3d8eyJWljoiiMC4wLjAwMDAiLCQlQljoiiV2luMzliLCJBTiI6IkhWwiiLCJXVCi6Mn0%3D%7C0%7C%7C%7C&sdata=CK3LOX%2F2e1c14eJRYcUOOLOWAs0W7TmX5d0zGFxwucQ%3D&reserved=0>

Either you selected none or there is no email entered in the system by that particular union

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: HRD

Submitted By: Linda Rainaldi

Department Coordinator: Christina Brusaca,
christina.brusaca@sfgov.org

Project Manager: Mike Cotter

ServiceNow Number: DHRPSC0004314

Version: 2.01

Version Type: Amendment

Legacy PSC #: 35198-21/22

Brief description of proposed work: Administer a 24 hour a day, 7 days per week, as-needed drug and alcohol testing programs for both employees who meet the Department of Transportation (DOT) Feder Motor Carrier Safety Administration criteria and non-safety sensitive employees who pre-employment requirement, reasonable suspicion, and/or the post-Accident criteria established by the City, pursuant to all applicable Memorandum of Understanding (MOU) with the City's labor unions, and Airport Commission Employees as indicated in the supplemental agreement to the SEIU Miscellaneous collective bargaining agreement.

Reason for the Request for Amendment: Increase funds to complete scope of services.

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: \$200,000

Increase Amount: \$200,000

Why are you requesting the PSC amount to be increased?: Provide ongoing services, current contract balance is insufficient.

Total Amended Amount: \$400,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

Previously Approved Duration (months): 48

Duration Increase (months): 12

Why are you requesting the PSC duration to be increased: Complete remaining modification increase to duration.

Total Amended Duration (months): 60

First Contract Start Date: 1/1/2022

PSC Duration End Date: 1/1/2027

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?: No

Clearly describe scope and detail the services to be performed: The services will provide and administer a 24 hour a day, 7 days per week, as-needed drug and alcohol testing programs for both employees who meet the Department of Transportation (DOT) Feder Motor Carrier Safety Administration criteria and non-safety sensitive employees who pre-employment requirement, reasonable suspicion, and/or the post-Accident criteria established by the City, pursuant to all applicable Memorandum of Understanding (MOU) with the City's labor unions, and Airport Commission Employees as indicated in the supplemental agreement to the SEIU Miscellaneous collective bargaining agreement.

Has your response to any of the following questions changed?: No

Why are these services required and what are the consequences of denial?: These services are necessary to be complaint with DOT policies, the Substance Abuse Prevention Program policy (SAPP) and applicable memoranda of understanding with the City's labor unions. A third party administrator would preserve impartiality, maintain licensing requirement and minimize exposure to Health Insurance Portability and Accountability Act (HIPPA) violations. If denied, the City would not be in compliance with federal regulations for DOT testing servbices and could be fined \$10,000 per day per incident per employee. Additionally, the City would not be in compliance with applicable memoranda of understanding with the City's labor unions.

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?: DOT/FMCSA regulations require that drug and alcohol tests be conducted by laboratories certified by DHHS. City laboratories are not currently DHHS certified. In addition, the City and County of San Francisco prefers a third party administrator to perform the serv8ices to maintain impartiality, reduce liability and conflict of interest. Employees cannot perform the services because they could be tested.

Board and Commission Approvals

Has your response to any of the following questions changed?: No

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

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

Justification

Has your response to Q1 changed?: No

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

Yes

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

DOT/FMCSA regulations require that the drug & alcohol tests be conducted by laboratories certified by DHHS.

Has your response to any of the following questions changed?: No

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

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

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

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

DOT/FMCSA regulations require that the drug & alcohol tests be conducted by laboratories certified by DHHS. City laboratories are not DHHS certified.

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

Explain why: There is not current plan to acquire or perform services given the DHHS certification requirements.

Additional information to support your request (Optional):

Union Notifications

Have the Job Classes/Labor Unions changed?: No

Job Class(es): 2320 - Registered Nurse, 2403 - Forensic Laboratory Analyst, 2312 - Licensed Vocational Nurse, 2456 - Forensic Toxicologist, 2402 - Laboratory Technician I, 2595 - Sr Employee Asst Counselor, 2232 - Senior Physician Specialist, 2594 - Employee Assistance Counselor

Labor Unions: 021 - Prof & Tech Eng, Local 21, 250 - SEIU 1021, 164 - Physician/Dentists 8-CC, UAPD, 791 - SEIU 1021 Staff & Per Diem RNs

Labor Union Email Addresses: L21pscreview@ifpte21.org, PSCreview@seiu1021.org, pking@uapd.com, PSCreview@seiu1021.org, epeterson@cirseiu.org, abush@cirseiu.org, snaranjo@cirseiu.org, emathurin@cirseiu.org

Union Review Sent On: 2/24/2025

Union Review End Date: 4/25/2025

Union Review Duration Met On: 4/25/2025

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: HRD

Submitted By: Linda Rainaldi

Department Coordinator: Christina Brusaca,
christina.brusaca@sfgov.org

Project Manager: Mike Cotter

ServiceNow Number: DHRPSC0004314

Version: 1.01

Version Type: Amendment

Legacy PSC #: 35198-21/22

Brief description of proposed work: Administer a 24 hour a day, 7 days per week, as-needed drug and alcohol testing programs for both employees who meet the Department of Transportation (DOT) Feder Motor Carrier Safety Administration criteria and non-safety sensitive employees who pre-employment requirement, reasonable suspicion, and/or the post-Accident criteria established by the City, pursuant to all applicable Memorandum of Understanding (MOU) with the City's labor unions, and Airport Commission Employees as indicated in the supplemental agreement to the SEIU Miscellaneous collective bargaining agreement.

Reason for the Request for Amendment: The request to amend the PSC is to increase the contract cost. The funds remaining under the current PSC's approval will not allow for City-wide services to continue. The increase to the PSC funds will address the increases to service costs and services remaining for the duration of the current contract.

Amount

Previously Approved Amount: \$150,000

Increase Amount: \$50,000

Why are you requesting the PSC amount to be increased?: To providing ongoing services on a City-wide basis. Increased cost will address usage and increased service costs.

Total Amended Amount: \$200,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

Previously Approved Duration (months): 48

Duration Increase (months): 0

Total Amended Duration (months): 48

First Contract Start Date: 1/1/2022

PSC Duration End Date: 1/1/2026

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Post Union Notification

Scope of Work

Are you making substantive changes to the scope of work last approved?: No

Clearly describe scope and detail the services to be performed: The services will provide and administer a 24 hour a day, 7 days per week, as-needed drug and alcohol testing programs for both employees who meet the Department of Transportation (DOT) Feder Motor Carrier Safety Administration criteria and non-safety sensitive employees who pre-employment requirement, reasonable suspicion, and/or the post-Accident criteria established by the City, pursuant to all applicable Memorandum of Understanding (MOU) with the City's labor unions, and Airport Commission Employees as indicated in the supplemental agreement to the SEIU Miscellaneous collective bargaining agreement.

Why are these services required and what are the consequences of denial?: These services are necessary to be complaint with DOT policies, the Substance Abuse Prevention Program policy (SAPP) and applicable memoranda of understanding with the City's labor unions. A third party administrator would preserve impartiality, maintain licensing requirement and minimize exposure to Health Insurance Portability and Accountability Act (HIPPA) violations. If denied, the City would not be in compliance with federal regulations for DOT testing servbices and could be fined \$10,000 per day per incident per employee. Additionally, the City would not be in compliance with applicable memoranda of understanding with the City's labor unions.

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?: DOT/FMCSA regulations require that drug and alcohol tests be conducted by laboratories certified by DHHS. City laboratories are not currently DHHS certified. In addition, the City and County of San Francisco prefers a third party administrator to perform the serv8ices to maintain impartiality, reduce liability and conflict of interest. Employees cannot perform the services because they could be tested.

Board and Commission Approvals

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

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

Justification

Has your response to Q1 changed?: No

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

Yes

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

DOT/FMCSA regulations require that the drug & alcohol tests be conducted by laboratories certified by DHHS.

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?:

DOT/FMCSA regulations require that the drug & alcohol tests be conducted by laboratories certified by DHHS. City laboratories are not DHHS certified.

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

Explain why: There is not current plan to aquire or perform services given the DHHS certification requirements.

Additional information to support your request (Optional):

Union Notifications

Have the Job Classes/Labor Unions changed?:

Job Class(es): 2320 - Registered Nurse, 2403 - Forensic Laboratory Analyst, 2312 - Licensed Vocational Nurse, 2456 - Forensic Toxicologist, 2402 - Laboratory Technician I, 2595 - Sr Employee Asst Counselor, 2232 - Senior Physician Specialist, 2594 - Employee Assistance Counselor

Labor Unions: 021 - Prof & Tech Eng, Local 21, 250 - SEIU 1021, 164 - Physician/Dentists 8-CC, UAPD, 791 - SEIU 1021 Staff & Per Diem RNs

Labor Union Email Addresses: L21pscreview@ifpte21.org, PSCreview@seiu1021.org, pking@uapd.com, PSCreview@seiu1021.org, epeterson@cirseiu.org, abush@cirseiu.org, snaranjo@cirseiu.org, emathurin@cirseiu.org

Union Review Sent On: 8/30/2024

Union Review End Date: 10/29/2024

Union Review Duration Met On: 10/29/2024

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: HUMAN RESOURCES

Dept. Code: HRD

Type of Request: ☐ Initial ☒ Modification of an existing PSC (PSC # 35198 - 21/22)

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

Type of Service: Drug and Alcohol Testing and Related Services

Funding Source: General

PSC Original Approved Amount: \$100,000 PSC Original Approved Duration: 01/01/22 - 12/31/24 (3 years)

PSC Mod#1 Amount: \$50,000 PSC Mod#1 Duration: 01/01/22-12/31/25 (1 year)

PSC Cumulative Amount Proposed: \$150,000 PSC Cumulative Duration Proposed: 4 years

1. Description of Work

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

Administer a 24-hour, 7-day a week, as-needed drug and alcohol testing program for employees who meet Department of Transportation (DOT) Federal Motor Carrier Safety Administration (FMCSA) criteria, non-safety-sensitive employees who meet pre-employment, reasonable suspicion, or post-Accident criteria to be established by the City and pursuant to applicable memoranda of understanding with the City's labor unions, and Airport Commission Employees as indicated in the supplemental agreement to the SEIU Miscellaneous collective bargaining agreement.

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

The services are necessary to be compliant with DOT policies, the Substance Abuse Prevention Program policy (SAPP) and applicable memoranda of understanding with the City's labor unions. A third party administrator would preserve impartiality, maintain licensing requirements and minimize exposure to Health Insurance Portability and Accountability Act (HIPAA) violations. If denied, the City would not be in compliance with federal regulations for DOT testing services and could be fined \$10,000 per day per incident per employee. Additionally, the City would not be in compliance with applicable memoranda of understanding with the City's labor unions.

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 35198 - 21/22

D. Will the contract(s) be renewed?

If there is a need.

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:

2. Reason(s) for the Request

A. Display all that apply

☒ Services that require resources that the City lacks (e.g., office space, facilities or equipment with an operator).

Explain the qualifying circumstances:

Due to the nature of the service, Contractor will provide all facilities and equipment necessary to conduct specimen collection, specimen storage, breath alcohol testing equipment; DHHS certified laboratories;

customized database and random collection computer software.

- B. Reason for the request for modification:
To add funds.

3. Description of Required Skills/Expertise

- A. Specify required skills and/or expertise: Expertise in providing third party administration of handling, storing, testing, and disposing of specimens, disseminating results, and retaining specimens in accordance with U.S. Department of Health and Human Services (DHHS) standards; ability to provide reasonable suspicion training in a video format.
- B. Which, if any, civil service class(es) normally perform(s) this work? 2232, Senior Physician Specialist; 2312, Licensed Vocational Nurse; 2320, Registered Nurse; 2402, Laboratory Technician I; 2403, Forensic Laboratory Technician; 2456, Asst Forensic Toxicologist 1; 2594, Employee Assistance Counselor; 2595, Sr Employee Asst Counselor;
- C. Will contractor provide facilities and/or equipment not currently possessed by the City? If so, explain: Yes, the contractor will provide all facilities and equipment necessary to conduct specimen collection, specimen storage, breath alcohol testing equipment; DHHS certified laboratories; customized database and random collection computer software

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.
DOT/FMCSA regulations require that drug and alcohol tests be conducted by laboratories certified by DHHS. City laboratories are not currently DHHS certified. The City and County of San Francisco prefers a third party administrator to perform the services to maintain impartiality, reduce liability and conflict of interest. Employees cannot perform the services because they could be tested.
- 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: Not as this time.

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 contract? If so, please explain what that will entail; if not, explain why not.
Contractor will provide 60-minute training video to supervisory staff.
- 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 01/30/23, the Department notified the following employee organizations of this PSC/RFP request:
SEIU, Local 1021 (Staff Nurse & Per Diem Nurse); SEIU Local 1021; SEIU 1021 Miscellaneous; Professional & Tech Engrs, SFAPP; Professional & Tech Engrs, Local 21; Prof & Tech Eng, Local 21; Physicians and Dentists - 8CC; Physicians and Dentists - 11AA; 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: Mike Cotter Phone: 415-557-4912 Email: Mike.Cotter@sfgov.org

Address: 1 South Van Ness Ave., 4th Fl, San Francisco, CA 94103

FOR DEPARTMENT OF HUMAN RESOURCES USE

PSC# 35198 - 21/22

DHR Analysis/Recommendation:

Civil Service Commission Action:

Commission Approval Not Required

Approved by DHR on 02/06/2023

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

Dept Acronym:	DHR
Dept Name:	Department of Human Resources
PSC Coordinator Name:	Christina Brusaca
PSC Coordinator Email:	Christina.Brusaca@sfgov.org
PSC ServiceNow Record Number:	DHRPSC0004314

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
1000025242	1/1/2022	6/30/2025	\$193,860.00		Third Party Drug & Alcohol Testing