

# Personal Service Contract Summary (PSC Form 1)

## PSC Basic Information

**Submitting Department:** DPH

**Submitted By:** Reanna Albert

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

**Project Manager:** Emily Raganold

**ServiceNow Number:** DHRPSC0005091

**Version:** 0.01

**Version Type:** New

**Brief description of proposed work:** Night Navigation and Case Management Services

## Review Type and Reason

**CSC Review Required:** Yes

**CSC Review Reason(s):**

- Requires CSC Approval by Amount

## Amount

**PSC Amount:** \$6,500,000

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

## Duration

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

**PSC Duration (Months):** 60

## Funding

**Funding Source:** City Funds

**Special circumstances related to funding:** No

## Scope of Work

**Clearly describe scope and detail the services to be performed:** Contractor will provide services for the Recovery Engagement to Start Treatment for Overdose Response Equity (RESTORE) Program, which is part of the Department of Public Health's (DPH) Whole Person Integrated Care (WPIC) section. This program offers short-term shelter for People Experiencing Homelessness (PEH) with Substance Use Disorder (SUD) so they can they stabilize on Medications for Opioid Use Disorder (MOUD). The goal of the program is to reduce fatal drug overdoses in San Francisco by connecting PEH with essential services such as transportation, ongoing substance use disorder treatment, shelter or housing, and inpatient treatment for substance use disorders.

Contractor will also provide ADA-compliant transportation services, using personal vehicles, taxi vouchers, or rideshare options to transport clients between priority neighborhoods, RESTORE sites, and MOUD sites to access services such as shelter, housing, and substance use treatments. Contractor will deploy night navigators in high-priority neighborhoods to navigate clients toward substance use treatment, including assisting them in accessing telehealth services for MOUD treatment. Navigation also includes assisting clients in accessing telehealth medications for MOUD treatment. Contractor will also provide daytime case management for clients enrolled in the RESTORE program to coordinate access to care and ensure clients are connected to the services they need for stabilization.

**Why are these services required and what are the consequences of denial?:** Services are required to address critical gaps in care for PEH with SUD, particularly during nighttime hours when outreach is limited. Denial of services would worsen the gaps in nighttime outreach, which would leave many individuals without access to resources like MOUD, shelter, and treatment. This missed opportunity increases the risk of fatal overdoses and continued 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:** 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?:** No

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

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

Expertise in engaging People Experiencing Homelessness (PEH) with Substance Use Disorder (SUD), particularly at night when there are gaps in outreach.

Navigating clients to substance use treatment, including assisting them in accessing telehealth Medications for Opioid Use Disorder (MOUD) treatment.

Experience providing ADA-compliant transportation, coordinating access to care, and ensuring connections to shelter, housing, and inpatient treatment services.

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

**Q5c1) Identify the classifications:** 2587 - Health Worker 3, 2586 - Health Worker 2, 2585 - Health Worker 1, 2588 - Health Worker 4

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

**Q5c3) Why are they not able to perform the services?:** These services must be provided at night, and civil service employees are not available to work during these hours.

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

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

**Q5e1) Explain why training of City employees is not required:** Training is not a component of this contract.

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

**Q5f1) Explain why the work will not be transitioned back to the City:** It is not feasible for the City to provide nighttime services, as existing Health Worker classifications are not available to work during these hours. Additionally, individuals that are encountered during nighttime outreach are rarely, if ever, encountered during daytime services, which means the City would miss a critical opportunity to engage and connect them with essential care.

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

**Union Notifications**

**Job Class(es):** 2587 - Health Worker 3, 2586 - Health Worker 2, 2585 - Health Worker 1, 2588 - Health Worker 4

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

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

**Union Review Sent On:** 2/5/2025

**Union Review End Date:** 4/6/2025

**Union Review Duration Met On:** 4/6/2025



City and County of San Francisco  
Daniel Lurie, Mayor

## San Francisco Department of Public Health

Daniel Tsai  
Director of Health

DATE: April 9, 2025

TO: Suzanne Choi, Citywide PSC Coordinator, DHR

FROM: Reanna Albert, PSC Coordinator, Department of Public Health

RE: Request for Calendaring for May 5, 2025 Civil Service Commission Meeting:  
DHRPSC0005091 Night Navigation and Case Management Services

This is to respectfully request that the above PSC be included for the Civil Service Commission meeting on May 5, 2025. The PSC was submitted on February 5, 2025 and SEIU Local 1021 was notified. The department has since had two meetings with the union regarding their objection to the PSC and has responded to a written Request for Information. While we have not yet received waiver of their objection, the department remains open to further discussion and is committed to addressing any outstanding concerns.

<u>PSC</u>	<u>Union Notification End Date</u>	<u>Summary</u>
DHRPSC0005091	April 6, 2025	<ul style="list-style-type: none"><li>February 5, 2025: PSC was submitted and unions were notified.</li><li>February 6, 2025: SEIU Local 1021 objected to the PSC.</li><li>February 24, 2025: DPH had an initial meeting with the union.</li><li>March 17, 2025: DPH submitted response to the union's written Request for Information.</li><li>March 18, 2025: DPH had a follow-up meeting with the union.</li></ul>

We appreciate your time and consideration. Please let us know if you need further information.  
I can be reached at [reanna.albert@sfdph.org](mailto:reanna.albert@sfdph.org).



City and County of San Francisco  
**Daniel Lurie, Mayor**

## San Francisco Department of Public Health

Daniel Tsai  
Director of Health

DATE: April 8, 2025

TO: Suzanne Choi, Citywide PSC Coordinator, DHR

FROM: Reanna Albert, PSC Coordinator, Department of Public Health

RE: DHRPSC0005091 Night Navigation and Case Management Services

### Summary of Union Objection:

On February 24, 2025, and March 18, 2025, the department met with SEIU Local 1021 to discuss this PSC. The union's primary objection was focused on whether City employees could perform the work and particularly questioned the need to contract out services occurring after normal business hours. DPH staff explained that existing infrastructure does not support nighttime shifts. Safety concerns for staff were also discussed regarding late night street-based work. Although the union has not waived its objection, the department has continued communication over email and remains open to further discussion.

We appreciate your time and consideration. Please let us know if you need further information.  
I can be reached at [reanna.albert@sfdph.org](mailto:reanna.albert@sfdph.org).

**SEIU/DPH Meeting**

**DHRPSC0005091**

Night Navigation and Case Management Services

February 24, 2025, 3:00pm – 3:19pm

<b>NAME: Carey Dall</b>	
<b>POSITION TITLE: SEIU 1021 Representative</b>	
<b>ORGANIZATION: SEIU 1021</b>	<b>PHONE NO.:</b>
	<b>EMAIL: carey.dall@seiu1021.org</b>
<b>NAME: Emily Raganold</b>	
<b>POSITION TITLE: Director of Community Substance Use Programs</b>	<b>PHONE NO:</b>
<b>ORGANIZATION: Office of Overdose Prevention, DPH</b>	<b>EMAIL: emily.raganold@sfdph.org</b>
<b>NAME: My Lan Do Nguyen</b>	
<b>POSITION TITLE: Manager of Contractual Pre-Award, Compliance and Training Services</b>	<b>PHONE NO.:</b>
<b>ORGANIZATION: DPH Business Office</b>	<b>EMAIL: mylando.nguyen@sfdph.org</b>
<b>NAME: Brittany Maksimovic</b>	
<b>POSITION TITLE: RESTORE Program Manager</b>	<b>PHONE NO.:</b>
<b>ORGANIZATION: Whole Person Integrated Care, DPH</b>	<b>EMAIL. brittany.maksimovic@fdph.org</b>
<b>NAME: Reanna Albert</b>	
<b>POSITION TITLE: PSC Coordinator</b>	<b>PHONE NO.:</b>
<b>ORGANIZATION: DPH Business Office</b>	<b>EMAIL. reanna.albert@sfdph.org</b>
<b>NAME: Forrest Kreiss</b>	
<b>POSITION TITLE: SEIU 1021 Representative</b>	<b>PHONE NO.:</b>
<b>ORGANIZATION: SEIU 1021</b>	<b>EMAIL: forrest.kreiss@seiu1021.org</b>

NOTES:

Q: Can you explain the answer to Question Q5c3 “why are city classifications not able to perform the services?”

A: The service hours are late during the evening and employees don’t work at night. Whole Person Integrated Care (WPIC) operates under normal business hours, which is Monday-Friday 9am to 5pm. Night navigation services are from 7pm to 3am, seven days a week. Health workers do not have shifts that extend into these hours and there is no existing infrastructure to support nighttime hours within the department.

Q: What is the Health Worker vacancy rate?

A:

Job Code and Title	Vacancy Rate %
2585 - Health Worker 1	26.62%
2586 - Health Worker 2	25.66%
2587 - Health Worker 3	23.15%
2588 - Health Worker 4	18.56%

Q: Has there been conversations about turning WPIC into a 24/7 operation?

A: We are not aware of any conversations about this. We would have to consult with WPIC leadership to determine whether an expansion can be considered and what it would require.

Q: Do we have a contractor in mind?

A: Yes. A contractor has been providing these services for the past two years. We recently solicited for these services and a contractor has been identified – San Francisco Community Health Center.

Q: Has San Francisco Community Health Center been reporting in a timely fashion?

A: Yes.

Q: Has WPIC ever had nighttime services?

A: WPIC has operated evening clinics and outreach for medical services, but these have ended at 7pm.

Q: Are there other programs in DPH where Health Workers do the work after hours?

A: We are not aware of any other DPH programs where Health Workers are assigned to work after hours.

Next Steps:

- SEIU will follow up with a formal written Request for Information to obtain further details.
- SEIU has requested a follow-up meeting in March to discuss any additional information.

As noted by:

*Reanna Albert*  
*PSC Coordinator*



## SEIU/DPH Meeting

**DHRPSC0005091**

Night Navigation and Case Management Services

March 18, 2025, 12:00pm – 12:23pm

<b>NAME: Carey Dall</b>	
<b>POSITION TITLE: SEIU 1021 Representative</b>	
<b>ORGANIZATION: SEIU 1021</b>	<b>PHONE NO.:</b>
	<b>EMAIL: carey.dall@seiu1021.org</b>
<b>NAME: Emily Raganold</b>	
<b>POSITION TITLE: Director of Community Substance Use Programs</b>	<b>PHONE NO:</b>
<b>ORGANIZATION: Office of Overdose Prevention, DPH</b>	<b>EMAIL: emily.raganold@sfdph.org</b>
<b>NAME: My Lan Do Nguyen</b>	
<b>POSITION TITLE: Manager of Contractual Pre-Award, Compliance and Training Services</b>	<b>PHONE NO.:</b>
<b>ORGANIZATION: DPH Business Office</b>	<b>EMAIL: mylando.nguyen@sfdph.org</b>
<b>NAME: Brittany Maksimovic</b>	
<b>POSITION TITLE: RESTORE Program Manager</b>	<b>PHONE NO.:</b>
<b>ORGANIZATION: Whole Person Integrated Care, DPH</b>	<b>EMAIL. brittany.maksimovic@fdph.org</b>
<b>NAME: Reanna Albert</b>	
<b>POSITION TITLE: PSC Coordinator</b>	<b>PHONE NO.:</b>
<b>ORGANIZATION: DPH Business Office</b>	<b>EMAIL. reanna.albert@sfdph.org</b>
<b>NAME: Dara Papo</b>	
<b>POSITION TITLE: Director of Whole Person Integrated Care</b>	<b>PHONE NO.:</b>
<b>ORGANIZATION: DPH</b>	<b>EMAIL: dara.papo@sfdph.org</b>

NOTES:

Q: Are there city employees available to work these nighttime hours?

A: This is uncertain because these are outside normal business hours. If we were to have Health Workers at night working until 3am, we have to consider how we can address safety concerns for them working in neighborhoods such as the Tenderloin or Mission, which are hot spot areas. We have to think about how we can partner together. We're concerned about safety issues with having staff working on the street during nighttime hours without security measures in place.

Q: If DPH cannot staff these positions, why can SF Community Health Center?

A: Some external agencies have the infrastructure and resources to support these staff for late-night work.

Q: Does WPIC have supervisors available to support staff working until 3am?

A: No, WPIC does not have a full complement of supervisory personnel to support Health Workers until 3am. The existing 24/7 staff in the department are nurses that work in clinics/facilities, not doing street-based work.

Q: How has the contractor been functioning/performing? What is the quality of the contractor's reporting?

A: The PSC request is about contracting out these services, rather than evaluation of a specific contractor's performance or reporting quality. Information on performance and reporting would need to be addressed through a separate process outside of this PSC request.

Q: What do we do about the vacancy rates for Health Workers? The union doesn't want interruption to this work, but wants assurance that vacancy rates will go down.

A: Vacancy rates would need to be addressed through a separate process outside of this PSC request.

As noted by:

*Reanna Albert*  
*PSC Coordinator*

SEIU Request for Information - PSC 5091

Night Navigation and Case Management Services

- 1. Data on Vacancy Rates, Hiring, and Turnover for all classifications that SEIU1021 represents at DPH that will be affected by this contract (Health Worker I-IV). Specifically, provide this data for all of DPH as well as for WPIC, with a comparative analysis reaching back 5 years.**

Health Worker I to IVs will not be affected as the proposed contract is not replacing any civil service positions. We are not requesting this PSC because we can't hire our civil service position classifications. However, please find requested vacancy rates below.

DPH vacancy rates:

Job Code and Title	Vacancy Rate %
2585 - Health Worker 1	26.62%
2586 - Health Worker 2	25.66%
2587 - Health Worker 3	23.15%
2588 - Health Worker 4	18.56%

WPIC vacancy rates:

Job Code and Title	Vacancy Rate %
2585 - Health Worker 1	14%
2586 - Health Worker 2	35%
2587 - Health Worker 3	30%
2588 - Health Worker 4	25%

- 2. A history of night time work (between 5pm and 8am) done by DPH Health Workers, reaching back at least 20 years, with any explanation for where and why it has stopped. Include locations, programs, budgets, and numbers of FTEs associated with this work as well as any contracting out. Before the San Francisco Community Health Center was awarded the Sole Service contract 2 years ago, how did DPH accomplish this work?**

The requested 20 year history of nighttime work across DPH is outside the scope of this PSC. This contract specifically addresses current service gaps in nighttime outreach for people experiencing homelessness with substance use disorder. If SEIU has concerns about historical staffing, those should be appropriately addressed through a separate data request. Prior to San Francisco Community Health Center, nighttime navigation to Medications for Opioid Use Disorder (MOUD) was not provided by the Department.

**3. All documentation regarding the award of the Sole Service contract to the San Francisco Community Health Center for this work.**

There is no contract in place yet with San Francisco Community Health Center. DPH solicited for the services and API Wellness Center (dba San Francisco Community Health Center) is the selected vendor. Attached please find the Request for Proposal (RFP).

**4. All reporting documentation by the San Francisco Community Health Center in keeping with contractor requirements, and the DPH analysis of any of this contractor's reporting going back 5 years.**

For this PSC request, there is no reporting documentation currently available, as the contract with San Francisco Community Health Center is not yet in place.

**5. The vacancy and turnover rates of the San Francisco Community Health Center.**

This request is outside the scope of the PSC. This PSC is about the scope of work to be provided and not San Francisco Community Health Center.

**6. Surveys or reports detailing client satisfaction/performance with the San Francisco Community Health Center.**

For this PSC request, there is no client satisfaction/performance data available because the contract is not yet in place.

**7. The physical location of the RESTORE (Recovery Engagement to Start Treatment for Overdose Response Equity) program.**

610 Geary Street, San Francisco, CA 94102

**8. A list of all WPIC programs, including any that have been shuttered in the past 5 years, as well as any that are in the pipeline for commencement in the next 2 fiscal years.**

- Street Medicine Enhanced Care Management - active
- POET- active, POET has merged with Street Health
- RESTORE - active
- PHACS – active

- PSH Nursing - active
- Managed Alcohol Program – active but no longer in a dedicated stand-alone building
- Alcohol Sobering Center (includes SCOPE) - active
- Medical Respite - active
- MXM Urgent Care - active
- Street Medicine Outreach - active
- Shelter Health - active

**9. A detailed understanding as to why contracting out these services is needed on a long-term basis, given the Department is clear in its PSC Summary that the City neither lacks the necessary facilities, equipment, or expertise to accomplish this work.**

While the City has the necessary facilities, equipment and expertise, WPIC staff are not available to provide these services during nighttime hours, which is when there is a critical need for them. Night navigation services are from 7pm to 3am, seven days a week. Given WPIC staff do not work these hours, contracting is necessary to ensure these essential services are provided.

**10. The final solicitation for this PSC.**

Please see attached solicitation (SFGOV-000010009).

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**DHRPSC0005091**

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**From** Albert, Reanna (DPH) <reanna.albert@sfdph.org>

**Date** Mon 3/17/2025 4:58 PM

**To** carey.dall@seiu1021.org <Carey.Dall@seiu1021.org>

 3 attachments (990 KB)

5091 Response to SEIU Request for Information.pdf; 0000010009 Night Navigation and Daytime Case Management Services Amendment #1.pdf; 0000010009 Night Navigation and Daytime Case Management Services.pdf;

Hi Carey,

Please find attached responses to the Request for Information for PSC 5091 Night Navigation and Case Management Services.

Thanks,  
Reanna

**Reanna Albert (she/her)**

Pre-Award Unit Analyst | PSC Coordinator  
SFDPH Office of Contracts Management & Compliance  
1380 Howard Street, Room 419d  
San Francisco, CA 94103  
reanna.albert@sfdph.org  
628-271-6178



Outlook

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**RE: DPH [DHRPSC0005091] submitted for Union Review**

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**From** Carey Dall <Carey.Dall@seiu1021.org>**Date** Thu 2/6/2025 9:37 AM**To** DT Service Now (TIS) <ccsfdt@service-now.com>; Raganold, Emily (DPH) <emily.raganold@sfdph.org>; PSCreview <PSCreview@seiu1021.org>; Albert, Reanna (DPH) <reanna.albert@sfdph.org>

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

Hello -

SEIU 1021 objects to this PSC and requests Meet & Confer. Please let us know the dates you are available.

Thank you.

Regards,

Carey Dall (he/him)  
SEIU Local 1021  
Cell (415) 717-9604

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**From:** CCSF IT Service Desk <ccsfdt@service-now.com>**Sent:** Wednesday, February 5, 2025 6:18 PM**To:** emily.raganold@sfdph.org; PSCreview <PSCreview@seiu1021.org>; reanna.albert@sfdph.org**Subject:** DPH [DHRPSC0005091] 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 **790 - SEIU, Local 1021, Misc** union representatives,

DPH is requesting your review of PSC [DHRPSC0005091]. 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 2025-04-06.**

**PSC Summary**

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**Record Number:** DHRPSC0005091 v 0.01**Description of Proposed Work:** Night Navigation and Case Management Services**Request Type:** New

**Approval Type:** CSC Approval

**CSC Review Reason(s):**

✓ CSC Approval by Amount

**Submitting Department:** DPH

**Dept PSC Coordinator:** Reanna Albert

**Dept PSC Coordinator Email:** [reanna.albert@sfdph.org](mailto:reanna.albert@sfdph.org)

**Dept PSC Coordinator Phone:** +1 (415) 557-6693

**PSC Amount:** \$6,500,000.00

**PSC Duration (months):** 60

**Funding Source(s):** City Funds

**Scope of Work:** Contractor will provide services for the Recovery Engagement to Start Treatment for Overdose Response Equity (RESTORE) Program, which is part of the Department of Public Health's (DPH) Whole Person Integrated Care (WPIC) section. This program offers short-term shelter for People Experiencing Homelessness (PEH) with Substance Use Disorder (SUD) so they can they stabilize on Medications for Opioid Use Disorder (MOUD). The goal of the program is to reduce fatal drug overdoses in San Francisco by connecting PEH with essential services such as transportation, ongoing substance use disorder treatment, shelter or housing, and inpatient treatment for substance use disorders. Contractor will also provide ADA-compliant transportation services, using personal vehicles, taxi vouchers, or rideshare options to transport clients between priority neighborhoods, RESTORE sites, and MOUD sites to access services such as shelter, housing, and substance use treatments. Contractor will deploy night navigators in high-priority neighborhoods to navigate clients toward substance use treatment, including assisting them in accessing telehealth services for MOUD treatment. Navigation also includes assisting clients in accessing telehealth medications for MOUD treatment. Contractor will also provide daytime case management for clients enrolled in the RESTORE program to coordinate access to care and ensure clients are connected to the services they need for stabilization.

**Job Class(es):** 2585 - Health Worker 1, 2586 - Health Worker 2, 2587 - Health Worker 3, 2588 - Health Worker 4

**PSC Justification(s)**

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✓ Services requiring specialized expertise, knowledge experience

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