

MINUTES Regular Meeting March 4, 2024

2:00 p.m.
Room 400, CITY HALL
1 Dr. Carlton B. Goodlett Place

This meeting will be held in person at the location listed above. Members of the public may attend the meeting to observe and provide public comment at the physical meeting location listed above or by calling (415) 655-0001 and entering meeting id #2661 420 8840. Instructions for providing remote public comment are below.

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LONDON N. BREED, MAYOR

COMMISSIONERS

JACQUELINE MINOR
President
KATE FAVETTI
Vice President
F.X. CROWLEY
VITUS LEUNG
ELIZABETH SALVESON

SANDRA ENG Executive Officer

The public is encouraged to submit comments in advance of the meeting by email at civilservice@sfgov.org, or by voicemail message at the CSC Office main line at 628-652-1100. Comments submitted by 5:00 pm the Friday before the meeting will be included in the record. During commission meeting use the Civil Service Commission's dedicated public comment line 1-415-655-0001, Access Code #2661 420 8840.

CALL TO ORDER

2:01 p.m.

ROLL CALL

President Jacqueline P. Minor	Present
Vice President Kate Favetti	Present
Commissioner F. X. Crowley	Present
Commissioner Vitus Leung	Present
Commissioner Elizabeth Salveson	Present

President Jacqueline P. Minor presided.

REQUEST TO SPEAK ON ANY MATTER WITHIN THE JURISDICTION OF THE CIVIL SERVICE COMMISSION BUT NOT APPEARING ON TODAY'S AGENDA (Item No. 2)

Steve Zeltzer, expressed his concerns of the City outsourcing work, Department of Human Resources not overseeing the work outsourced, City employees can do the work; and corruption of non-profit agencies.

APPROVAL OF MINUTES (Item No. 3)

Special Meeting of January 30, 2024 – 1:00 p.m.

February 5, 2024: Postponed to the meeting of March 4, 2024.

Action: Adopted the Minutes. (Vote of 5 to 0)

Regular Meeting of February 5, 2024 – 2:00 p.m.

Action: Adopted the Minutes as corrected. (Vote of 5 to 0)

ANNOUNCEMENTS (Item No. 4)

Item #18 Appeal by Juliana Petani postpone to the meeting of May 20, 2024.

HUMAN RESOURCES DIRECTOR'S REPORT (Item No. 5)

Reported on the Secondary Criteria proposed rule amendment, met with San Francisco Police and San Francisco Fire Departments; they do not have any objection to the changes.

EXECUTIVE OFFICER'S REPORT (Item No. 6)

Provided information about upcoming training classes and also providing training to the Racial and Equity Leaders.

0035-24-8 Review of Request for Approval of Proposed Personal Services Contracts. (Item No. 7)

PSC	Department	Amount	Type of Service	Type of Approval	Duration
46165-23/24	Municipal Transportation Agency	\$984.762	This request is for technical services required for monitoring and repair services to San Francisco Municipal Transportation Agency's (SFMTA's) transit signal priority (TSP) system, Licensed Software updates, and services to ensure that the TSP system and its individual components, Equipment and Licensed Software operate efficiently and to its maximum capacity. A further purpose of this agreement is to provide SFMTA staff with the training and information necessary for the SFMTA to adequately and efficiently install TSP equipment at new intersections, as well as training for SFMTA staff to be up-to-date with the vendor's Opticom On-Site Software and Opticom Central Management Software (CMS). This agreement will ensure that SFMTA will continue to have the most up-to-date technology available, along with the warranty and technical support needed from the vendor. Attached is the detailed Proposed Scope of Work.	Regular	02/28/2027
41652-23/24	Police	\$125,000	The San Francisco Police Department (SFPD) requires a contractor to calibrate instruments for the SFPD Crime Lab Forensic Biology, Firearms and Alcohol Unit. The scope of work requires a firm accredited with ISO 17025 to specifically calibrate barrel length standards, firearm trigger pull gauges, centifuges, balances (in the weight range required), temperature probes and thermometers	Regular	Any approval will be conditioned on a status report to the Commission in year 4 of the PSC.
43175-23/24	Port	\$200,000	This service is for obtaining necessary parts, labor and technical support for the continued operation and maintenance of a standby generator for the FMT passenger gangway at Pier 27. This generator is fully capable of running the gangway during a power outage to the Pier 27 location.	Regular	09/30/2027
41625-23/24	Public Health	\$13,000,000	Contractor(s) will provide support to San Francisco residents, age 18 years and older, with serious mental health illness and difficulty appropriately managing their income to provide for food and shelter. The goal is to provide representative payee and money management services for registered clients located in the Downtown, South of Market and Tenderloin neighborhoods. Services must be culturally congruent and provided in appropriate languages (English, Cantonese, Russian, Spanish, Tagalog, and Vietnamese).	Regular	12/31/2028
41988-23/24	Public Health	\$5,000,000	The electronic Contract Management System (eCMS) is an electronic application that serves as the primary contract monitoring system to standardized and centralize all contract activities supporting the whole department. The services will include one standardized repository for all contracts, request form development, streamline contracting flows, processes prior to contract certification, entry into the Citywide systems, database development and report building, and implementation, and training. This contract will provide eCMS maintenance and support services related to daily application and data backup, application hosting and connectivity, project management, user support, security, implementation and monitoring, database creation, data repository, data integration, reporting, software bug fixes, minor additions to data collection, browser compatibility testing, general code optimization, and ongoing customizations.	Regular	12/31/2029
43428-23/24	Public Health	\$26,650,000	The selected contractors will have clinicians who will provide street based behavioral health services to vulnerable populations. Clinicians will staff the clinical teams to provide short to medium term care coordination for vulnerable populations with the goal of stabilizing and improving these individuals' health. Currently it is anticipated that there will be three teams of clinicians that focus on the following practice areas. Team 1: Clinicians will staff the City's Mobile Behavioral Health Team; Team 2: Clinicians will staff the City's BEST Neighborhoods Clinical Team; Team 3: Clinicians will staff the City's Post Overdose Engagement Team (POET).	Regular	Any approval will be conditioned on a status report to the Commission in year 4 of the PSC.

PSC	Department	Amount	Type of Service	Type of Approval	Duration
46436-23/24	Public Library	\$190,000	SFPL is requesting proposals from qualified suppliers for the relocation of fragile, historical collections to the 750 Brannan Street location. The primary task involves moving approximately 4,000 boxes of varying sizes and 2,039 ledgers, along with their 46 shelving units, from four sites: 190 9th Street, and Brooks Hall, M43, and L65 storage rooms at the Main Library. These items must be methodically arranged in numbered order on high-density compact shelving at the destination. Additionally, a secondary move, scheduled within two months of the primary move, requires transferring part of the collection from Brooks Hall to M43 and L65 storage rooms within the library. This includes approximately 600 regular-sized cartons, 40 oversized cartons, and 1,000 ledgers. These items, containing fragile and irreplaceable historical materials, must be carefully handled and placed in the correct numerical order in their new locations.	Regular	02/01/2025
43783-23/24	Public Utilities Commission	\$3,000,000	Assist San Francisco Public Utilities Commission (SFPUC) personnel in providing corrosion control engineering support which includes: performing corrosion investigations and testing; write studies and reports; prepare corrosion control performance criteria; design plans, specifications, cost estimates; corrosion condition assessment surveys of pipelines; cathodic protection interference mitigation; leak investigations; coating inspections; construction support; and other corrosion engineering tasks. Structures needing corrosion control engineering services include pipeline segments, tanks and storage vessels within the various facilities operated by the Water Supply and Treatment Division (WSTD), City Distribution Divison (CDD) and the Wastewater Enterprise (WWE).	Regular	12/01/2029
45858-23/24	Public Utilities Commission	\$888,000	CleanPowerSF (CPSF) currently has contracts with two large battery storage systems as part of its renewable energy compliance requirements. The contract amount for this contract will go towards software licensing and overhead costs. The batteries are operated by two different vendors and charge during solar energy producing hours so they can provide energy when solar is not available. The California Independent System Operator (CAISO) mandates a certain amount of energy be available from entities such as CPSF to ensure the reliability of California electric grid and entities are fined if energy is not available as required. In order to comply with availability requirements, CPSF must procure a battery optimization tool for both projects and other future battery installations.	Regular	04/01/2028
46566-23/24	Public Utilities Commission	\$350,000	SFPUC Power intends to investigate affordability of rates for San Franciscans. A definition of affordability does not currently exist. If this service is denied, Power rates may be out of reach for many residential customers served, leading to increased account arrearages and ultimately electric service shutoffs of some of the City's most vulnerable populations. The work includes an overview of electricity utility low income assistance models, what the SFPUC offers as compared to peers, and leading practices from peers. This effort requires specific expertise in State- and Nation-wide affordability efforts	Regular	04/30/2029
44881-23/24	Public Works	\$35,000,000	Mission Cultural Center for Latino Arts ("MCCLA") - Scope I: Structural strengthening for Seismic Hazard Rating ("SHR" 4), lobby renovation, theater cooling, and mechanical exhaust from select spaces. Scope II: new structural diaphragm (SHR 4) including new roof and new skylights, full building cooling. African American Arts Culture Complex ("AAACC") - Scope I: Voluntary structural strengthening, code required upgrades - mechanical, electrical, fire systems, and ADA access. Scope II: Select repair/replacement of deteriorated and worn finishes, doors, and equipment. Repair rusted windows, repair walls and replace roof.	Regular	03/01/2027

PSC	Department	Amount	Type of Service	Type of Approval	Duration
44921-23/24	Sheriff	\$4,000,000	Services are needed for pre-sentenced individuals as released by the Court and ordered to Electronic Monitoring as a measure of supervision. The Contractor will install and activate an electronic monitoring device that communicate via Global Positioning System (GPS) to a centralized system. The centralized system will monitor the participants' movements to ensure attendance of community programs and adherence to the Court release order. The services will include adjunct case management to monitor participants in scheduled outpatient services, counseling, substance support services, school attendance, and work.	Regular	07/31/2029
48513-22/23	City Administrator	Current Approved Amount \$8,000 Increase Amount Requested \$2,400,000 New Total Amount Requested \$3,200,000	The City and County of San Francisco City Administrator's Office – Real Estate Division (RED) has approximately 38 emergency generators located at its critical facilities. Repair, maintenance, and testing of emergency generators is an integral part of maintaining optimal operational readiness in the event of an emergency. When these generators are inoperable due to mechanical issues or need repairs and basic maintenance, the City's mission to provide Emergency Operations Centers and continue supplying City services is compromised by any failure of this equipment.	Modification	06/29/2028
43081-21/22	Juvenile Probation	Current Approved Amount \$320,000 Increase Amount Requested \$220,000 New Total Amount Requested \$540,000	The Ombudsperson is responsible for resolving grievances submitted by detained youth at Juvenile Probation Department (JPD) detention facilities. Contractor will serve as a neutral and independent agent who is a liaison between detainees, their parents/guardians and Department staff. When a youth files a grievance, contractor shall investigate and resolve through appropriate means including mediation between the youth and the Department and where appropriate shall recommend procedural changes as part of the recommended resolution of a grievance. The contractor will also meet with the Juvenile Hall Director or his/her designee at least quarterly to provide feedback regarding client service issues and to make policy recommendations. They will compile program data for monthly reports summarizing the number, source, and outcome of complaints handled and reporting hours of service provided. The contractor will also develop and maintain individual case files for every complaint and issue a letter outlining the complaint, findings, and recommendations to the complainant, as appropriate.	Modification	06/30/2027
41279-13/14	Public Health	Current Approved Amount \$99,400,000 Increase Amount Requested \$9,650,000 New Total Amount Requested \$109,050,000	The purpose of this service is to provide fiscal administration for administrative infrastructure, including service delivery in support of programming for Department of Public Health (DPH) clients. This supports services, such as administrative services, and behavioral health treatment services, e.g. foster care mental health programming, substance abuse drug court, anchor programming and related other behavioral health services.	Modification	03/31/2025
49302-18/19	Public Health	Current Approved Amount \$560,000 Increase Amount Requested \$440,000 New Total Amount Requested \$1,000,000	The contract will provide Health Information Management (HIM) coding auditing and protocol development for medical coding upon which City and Department reimbursement is based, in order to assure compliance with Centers for Medicare and Medicaid Services (CMS), regulatory requirements related to billing, and as part of fraud prevention requirements. The contractor will validate coding done by civil service staff based on applicable coding guidelines, use of International Statistical Classification of Diseases and Related Health Problems, Tenth Revision, Clinical Modification (ICD-10 CM), Procedure Coding System (PCS) codes, Current Procedural Terminology (CPT Codes), PCS Root Operation, and Diagnosis-Related Group (DRG)/All Patients Refined Diagnosis Related Groups (APR DRG) assignments, and will validate Clinical Documentation Integrity (CDI) process for documentation clarification.	Modification	12/31/2028

PSC	Department	Amount	Type of Service	Type of Approval	Duration
34799-21/22	Technology	Current Approved Amount \$100,000 Increase Amount Requested \$400,000 New Total Amount Requested \$500,000	Supplier's Standard Implementation includes the following configuration, onboarding, and standardized training services: -Kickoff and planning to help you meet the 100-day implementation timeline -Review of existing documentation to determine process design requirements -Sharing of best practices and recommended approaches based on experience -Creation of custom forms, fields, and conditional rules -Creation of workflow routing and mapping -Creation of custom email notifications -Configuration of basic reports -Setup of user access controls and security to align with your organization - Initial user account creation -Access for Primary Users to the LogicGate Power User Certification program that has a variety of courses that are constantly being updated and built upon to provide ongoing training -One (1) live admin training session provided via web conference and recorded -Single sign-on implementation support (if applicable) -API guidance and best practices (if applicable) - Guidance on data import format and in-app import tool (if applicable) - Go-live recommended best practices -Standard Success Plan: Includes access to the LogicGate Help Center (help.logicgate.com); in-app chat support; access to shared Customer Success Analysts; notifications announcing a new product features; and updates to LogicGate Standards and Regulations Content made available via Comma-Separated Values (CSV) file within 60 days of a major release published by the authoritative source. (80hrs per request @\$20k) of access to the Risk Cloud Consultant Team at LogicGate. These hours can be used for additional configuration, system administration, content update, or Governance, Risk, and Compliance (GRC) process design and enablement support; and support with applying updates to existing control mappings for Risk Cloud Standards and Regulations Content. As needed basis for configuration of the software. Not to exceed \$100,000. Scope Change: The Scope has not changed, just more implementation has been required as the Department of Techno	Modification	03/17/2028

Speakers:

Reanna Albert, Thomas Williams, and Kelly Hiramoto from the Department of Public Health spoke on PSC #41625-23/24

Reanna Albert and Michelle Ruggels from the Department of Public Health spoke on PSC #41988-23/24

Reanna Albert, Kelly Hiramoto, Robin Candler, and Dara Papo from the Department of Public Health spoke on PSC #43428-23/24

Michelle Ruggles from the Department of Public Health spoke on PSC #41279-13/14

Reanna Albert from the Department of Public Health spoke on PSC #49302-18/19

Continued

Action:

- 1) Approved PSC #41625-23/24 from the Department of Public Health with the condition to provide a sample template of MOU and staff ratios. (Vote of 5 to 0)
- 2) Approved PSC #41988-23/24 from the Department of Public Health. (Vote of 5 to 0)
- 3) Continued PSC #43428-23/24 from the Department of Public Health to the meeting of April 1, 2024. (Vote of 5 to 0)
- 4) Approved PSC #41279-13/14 from the Department of Public Health. (Vote of 5 to 0)
- 5) Adopted the report. Approved the remaining requests for proposed Personal Services Contract: Notify the office of the Controller and the office of Contract Administration. (Vote of 5 to 0)

Public Comment:

Brenda Barros Cheryl Thornton Steve Zeltzer

Jesse Stanton Steve Zeltzer Kristin Hardy

0031-22-7 Request for Hearing by Deborah L. Aragon General Laborer (7514) Department of Public Works on Their Future Employment Restrictions. (Item No. 8)

February 5, 2024: Accept the report and approved the second request from the Depart-

ment of Public Works to postpone this item to the meeting of March

4, 2024.

Speakers: None.

Action: Postponed to the meeting of April 1, 2024, at the request of the ap-

pellant. (Vote of 5 to 0)

0037-24-1 Report on MTA Service-Critical Appointments Exempt from Civil Service under Charter Sections 10.104-16 through 10.104-18. (Item No. 9)

Speakers: William Miles II, Municipal Transportation Agency

Action: Adopted the report. (Vote of 5 to 0)

0014-24-1 Follow-Up Report on Registered Nurse Hiring from Department of Public Health. (Item No. 10)

January 30, 2024: Postponed to the meeting of March 4, 2024, at the request of the De-

partment of Public Health. (Vote of 5 to 0)

Speakers: None.

Action: Postponed to the meeting of March 18, 2024, at the request of the

Department of Public Health. (Vote of 5 to 0)

0039-24-8 Review of Request for Approval of Proposed Personal Services Contract Number 49137-23/24 from the Department of Public Health. (Item No. 11)

PSC	Department	Amount	Type of Service	Type of Approval	Duration
49137-14/15	Public Health	Current Approved Amount \$169,748,074 Increase Amount Requested \$100,000,000 New Total Amount Requested \$269,748,074	Contractors will provide San Francisco General Hospital (SFGH) and Laguna Honda Hospital (LHH) a continuous, reliable source of intermittent, supplemental, and travel nursing personnel during high patient census, high acuity, unexpected staff illnesses and/or vacations, and to meet State nurse-to-patient staffing ratio requirements. In addition, SFGH is scheduled to transition to a new acute care facility in December of 2015. In order for that transition to be successful, the current staff will require training on the new equipment, technology, patient flow and workflow processes. Supplemental contract nurses and ancillary personnel will be necessary to provide surge capacity in order to backfill SFGH staff while they attend training sessions and scheduled "day-in-the-life" training simulations.	Modification	10/31/2027

January 30, 2024: Continued PSC #49137-14/15 from the Department of Public Health

to the meeting of March 4, 2024.

Speakers: None.

Action: Continued PSC #49137-14/15 from the Department of Public Health

to the meeting of March 18, 2024, at the request of the department.

(Vote of 5 to 0)

0234-23-4 Appeal of Rejection of Application by Mailei Maloa for 7253 Electrical Transit Mechanic Supervisor I (CBT-7253-T00083). (Item No. 12)

February 5, 2024: Continued to the meeting of March 4, 2024.

Speakers: None.

Action: Postponed this item to a future meeting. (Vote of 5 to 0)

0040-24-8 Review of Request for Approval of Proposed Personal Services Contract Number 41315-23/24 from the Department of Public Health. (Item No. 13)

PSC	Department	Amount	Type of Service	Type of Ap- proval	Duration
41315-23/24	Public Health	\$72,000,000	These services will be provided by contractors responding to a new RFP to create Expanded Harm Drop-in Centers, which tests a new paradigm for the organized delivery and linkage of health care services for people who use drugs. Its purpose is to demonstrate how such a system will reduce overdose, reduce overdose disparities, reduce adverse health and social consequences, and promote recovery and wellness. Critical elements include: Providing hospitality services in order to ensure that all services are rendered in a warm, welcoming environment that treats clients with compassion and respect and encourages future engagement; Providing linkage services in order to ensure the ability to integrate harm reduction with other forms of care provided at the Sites to ensure that the "whole person" needs of clients are met; Providing onsite rapid HIV and HCV testing by licensed medical staff, trained staff, or trained peers (DPH HIV HCV Test Counselor training) and follow-up testing at DPH Health Laboratory and follow-up linkage to treatment; Providing on-site drug checking on a regularly scheduled basis with the use of infrared spectrometer, or other equivalent technology, that identifies different compounds in a given sample; Providing distribution and disposal of harm reduction supplies and education; Providing culturally responsive community outreach and engagement to the Priority Population to encourage people disproportionately impacted by substance use to use the program. This can include outreach to other providers, training, and/or street-based outreach.	Regular	12/31/2028

February 5, 2024: Continued PSC #41315-23/24 from the Department of Public

Health to the meeting of March 4, 2024.

Speakers: None.

Action: Accepted the request from the Department of Public Health to with-

draw PSC #41315-23/24. (Vote of 5 to 0)

O245-23-4 Appeal by Christopher Dugan of the Denial to Accept his Late Application for the H030 Captain Examination. (Item No. 14)

January 30, Postponed to the meeting of March 4, 2024, at the request of the ap-

2024: pellant.

Speakers: Jennifer Lo, Department of Human Resources

Christopher Dugan, Appellant

Jesusa Bushong, San Francisco Fire Department

Action: Adopted the report and denied the appeal by Christopher Dugan.

(Vote of 4 to 1; Commissioner Vitus Leung dissented)

Public Comment on all matters pertaining to Items 16, 17, 18 and 19 (Item No. 15)

None.

Vote on whether to hold Items 17, 18, and 19 in closed session. (Action Item) (Item No. 16)

The Commission voted to go into closed session. (Vote of 5 to 0)

Appeal by Larrell Dean of Their Disqualification and Removal from the Eligible List for 8216 Senior Parking Control Officer (CBT-8216-T00015).

PERSONNEL EXCEPTION – San Francisco Administrative Code Section 67.10(b) and California Government Code Section 54957 (b)(1). (Item No. 17)

The Commission went into close session at 4:02 p.m. and the following were present:

President Jacqueline P. Minor

Vice President Kate Favetti

Commissioner F.X. Crowley

Commissioner Vitus Leung

Commissioner Elizabeth Salveson

David Garcia, Municipal Transportation Agency

William Miles II, Municipal Transportation Agency

Dennis Wong, SEIU Local 1021

Trevor Adams, SEIU Local 1021

Larrell Dean, Appellant

Kate Kimberlin, City Attorney's Office

Sandra Eng, Civil Service Commission

Shamika Gordon, Civil Service Commission

Lizzette Henríquez, Civil Service Commission

Shawn Sherburne, Department of Human Resources

Suzanne Wong, Municipal Transportation Agency

Action: Adopted the report and denied the appeal by Dean. (Vote of 5 to 0)

Closed Session for this item ended at 6:08 p.m.

Appeal by Juliana Petani of the Human Resources Director's determination to administratively close her complaint of harassment. PERSONNEL EXCEPTION – San Francisco Administrative Code Section 67.10(b) and California Government Code Section 54957 (b)(1). (Item No. 18)

Speakers: None.

Action: Postponed to the meeting of May 20, 2024, at the request of the ap-

pellant. (Vote of 5 to 0)

0212-23-7 Request for a Hearing by Ellen Mendelson on Behalf of Stephen Wong former Community Police Services Aide (9209), San Francisco Police Department on their Future Employment Restrictions against all City Departments. PERSONNEL EXCEPTION – San Francisco Administrative Code Section 67.10(b) and California Government Code Section 54957 (b)(1). (Item No. 19)

February 5, 2024: Postponed this appeal to the Civil Service Commission Meeting of March 4, 2024, at the request of the appellant's attorney.

The Commission went into close session at 6:11 p.m. and the following were present:

President Jacqueline P. Minor Vice President Kate Favetti Commissioner F.X. Crowley Commissioner Vitus Leung Commissioner Elizabeth Salveson Nicole Pantaleo, San Francisco Police Department Ashley Worsham, San Francisco Police Department Ben Houston, San Francisco Police Department Orla Petirs, San Francisco Police Department Stephen Wong, Appellant Ellen Mendelson, Appellant's Attorney Kate Kimberlin, City Attorney's Office Sandra Eng, Civil Service Commission Shamika Gordon, Civil Service Commission Lizzette Henríquez, Civil Service Commission Shawn Sherburne, Department of Human Resources Sgt. Barbara Dullea, Witness Walter Lee, Witness Sheila Heinbaugh, Witness

Closed Session ended at 7:46 p.m.

The Commission reconvened in open session at 7:50 p.m.

Action:

The Civil Service Commission adopted the report and denied the appeal by Ellen Mendelson on behalf of Stephen Wong. Stephen Wong has a citywide permanent ban from future employment with the City and County of San Francisco. After ten (10) years of verifiable work experience outside the City and County of San Francisco, the request for reconsideration of the future employment restrictions is subject to review by the Civil Service Commission with a recommendation report from the Human Resources Director. (Vote of 3 to 2; Commissioners Crowley and Leung dissented)

Reconvened in Open Session. Vote to elect whether to disclose any or all discussions on Items 17, 18 and 19 in closed session (S.F. Admin. Code §67.12 (a)). (Item No. 20)

Action: The commission voted not to disclose any discussions held in closed

session. (Vote of 5 to 0)

COMMISSIONERS' ANNOUNCEMENTS/REQUESTS (Item No. 21)

Commissioner F.X. Crowley requested the Municipal Transportation Agency report back on the Training and Apprenticeship programs. Also asked that the Department of Public Health be in-person at City Hall when presenting personal service contracts before the Commission.

ADJOURNMENT (Item No. 22)

7:56 p.m.