



Department of Transportation

Henry B. Gutman, Commissioner

To: Henry B. Gutman
Commissioner

From: Eric Beaton
Deputy Commissioner
Division of Transportation, Planning and Management

Re: Post-Employment Retention of Navjodh Singh as Consultant to DOT
Conflicts of Interest Board Rule
Pursuant to Section 1-07(d)(1)

Date: February 11, 2021

I would like to formally request that you approve DOT's retention of Navjodh Singh, DOT's Director of Project Development for Research, Implementation and Safety (RIS) within the Division of Transportation, Planning and Management ("TPM") as a consultant to TPM after he leaves City service on January 22, 2021 to work for STRATA which is a technology company with a traditional engineering/consulting arm (STRATA Engineering P.C.) that implements the use of machine learning methodologies and a full-stack approach in the Architecture, Engineering, and Construction space for their clients in the Urban Planning/Transportation niche. Mr. Singh's role, as the founder and sole owner of STRATA will be to guide the company in developing processes, implementing technologies and formalizing intellectual property. He anticipates that his company will be retained as a sub-contractor for successful bidders on City procurements including DOT.

Under newly adopted COIB Rule 1-07(d)(1) a public servant may continue to serve as a compensated consultant to the agency he/she was formerly employed by and work on matters he/she was personally and substantially involved with at their former agency so long as the following conditions are met:

- (1) the consulting arrangement is made for the purpose of continuing or completing work left unfinished by the former public servant at the time their City service terminated, or for training their replacement, or for filling a vacancy until a replacement can be hired;
- (2) the duration of the consulting arrangement is no longer than reasonably necessary;
- (3) the former public servant has technical, professional, or other subject-matter expertise or skills not otherwise available among the agency's employees;

(4) the compensation is comparable to what the former public servant last earned at the agency; and

(5) within 30 days the written approval of the agency head is disclosed to the Conflicts of Interest Board, which approval will be posted on the Board's website.

It is noted that Mr. Singh will not be performing his consulting work for DOT as an employee of STRATA and he will not perform work for STRATA on DOT projects that he had substantial or personal involvement with in violation of Section 2604(d)(4) or communicate with DOT for a one year period following his departure from DOT on behalf of STRATA in violation of Section 2604(d)(2). Only communications with DOT by Mr. Singh within the otherwise forbidden one year period following his departure from DOT in his role as a consultant pursuant to COIB Rule 1-07(d)(1) and for the purposes intended by this rule shall be permitted. Communications within the otherwise prohibited one year period and beyond initiated by DOT to obtain information from Mr. Singh needed for the operations of the agency are also permitted.

For the reasons set forth below I believe that Mr. Singh's critical work for RIS plus DOT's current inability, given the City's current hiring and promotion limitations, to either hire a replacement for him or quickly find a replacement for him with current DOT personnel makes him an ideal candidate who fits the criteria for compliance with this new COIB Rule.

Mr. Singh's current duties in RIS (*Research, Implementation, and Safety*) as the Director of Project Development include leading a team of engineers and planners to analyze and recommend design solutions for in-house *Street Improvement Projects (SIPs)* and *Capital Projects*. In this role, Mr. Singh has developed technical processes that are used in RIS to achieve consensus with various units (*outside RIS*) before implementation of SIPs and capital projects that will be very difficult to replace in the short term. For many capital projects, his involvement has gone from an advisory role to preparing full traffic study documentation for the Design Approval Documents (DAD). In addition to developing those processes, he trained the Project Development team from the ground up to accommodate requests for analysis within RIS and additional requests from senior managers. Continued development of the Project Development team staff to incorporate analysis techniques and methodologies in the planning/design process is an important part of making the approval process smoother, where units are outside the project. Mr. Singh's skillsets that argue for his retention as a consultant until his replacement is found are:

- Mr. Singh is the only individual on the team with a Professional Engineering license in Transportation.
- His experience in conducting detailed analysis using mathematical models that rely on iterative methodologies that go beyond the static deterministic models commonly used to make better decisions for his team that other members of his current team do not possess.

- The use of large data sets by Mr. Singh at the project level is unique to his team. This lends to a detailed perspective on the data used for SIP and Capital projects, resulting in project successes

One of Mr. Singh's main goals will be to provide a smooth and expeditious transition for the RIS team from his current leadership role until his replacement is hired. Mr. Singh's consultant's role with the RIS team will enable it to handle the difficult and nuanced nature of solving issues for RIS projects as seamlessly as possible, without project interruptions which can be critical for project implementation. Another assignment for Mr. Singh as a consultant will be to assess candidates selected by DOT to replace him, train his successor and make sure that his replacement has the tools needed for the success of the program. He will help the Senior Director review resumes, shortlist candidates, and go through team processes once a candidate is selected to help lead the individual to success as determined by the Senior Director.

The duration of the micro-purchase is approximately 327 hours over a six month to one year period and if a candidate is selected within that time frame and trained sufficiently as per the Senior Director's discretion and direction, then the continuation of the micro-purchase will no longer be necessary.

At the present moment, the combination of skillsets that Navjodh Singh uses for his work is not readily available within the agency. It's a combination of technical experience, design knowledge, and understanding of regulatory requirements for project success.

Mr. Singh will be retained using micro-purchase method pursuant to Procurement Policy Board (PPB) Rule 3-08(c)(1)(ii). Navjodh Singh will remain at the current pay rate as a DOT employee (\$61.00 per hour; 111,021.19 per year) for the duration of the micro-purchase, which may not exceed \$20,000.00. That equates to approximately 327 hours as stated above.

With the existing demands and the complex nature of projects, the team operates leanly; and in conjunction with Mr. Singh's upcoming departure from the Project Development team, the capacity and ability for technical decision making which includes simulation modeling, application of large datasets, and geometric design for analysis will be compromised.

Without Mr. Singh's leadership as the current director, the existing team will not be able to manage the high level decisions nor have the negotiation skills needed to deliver high quality safety projects, such as those being delivered under Vision Zero. It is crucial that the current team have technical and high level guidance available to them without interruption until the position is filled with a skilled professional with leadership, management and technical expertise required for the role.

Henry B. Gutman
February 11, 2021
Page 4 of 4

For the reasons above I seek your approval for Mr. Singh to be retained as a consultant

Approved:



Henry Gutman
Commissioner

Date:

2/16/21

cc. M. Forgione, J. Jarrin, E. Beaton, S. Pondish, N. Carolan, L. Patsuria, A. Marie Doherty,
D. Fenichel. J Stead.



Department of Transportation

Henry B. Gutman, Commissioner

To: Henry Gutman
Commissioner

From: Cordell Schachter 
CTO
IT & Telecom

Re: Post-Employment Retention of Quadri Yusuff as Consultant to DOT
Conflicts of Interest Board Rule
Pursuant to Section 1-07(d)(1)

Date: August 25, 2021

I would like to formally request that you approve DOT's use of an M/WBE vendor to obtain the services of Quadri Yusuff, an Application Developer specializing in process automation within the Division of IT & Telecom (IT&T) as a consultant to IT&T after his resignation effective July 9, 2021. Mr. Yusuff left the City to work for Jet Propulsion Laboratory (JPL), which is a federally-funded research and development center managed by Caltech for NASA. Mr. Yusuff's role will at JPL will be as an Enterprise Applications Software Engineer III to guide the corporation in developing processes automation, implementing utilizing technologies such as SharePoint, Project, Azure, etc.

Under newly adopted COIB Rule 1-07(d)(1) a public servant may continue to serve as a compensated consultant to the agency he/she was formerly employed by and work on matters he/she was personally and substantially involved with at their former agency so long as the following conditions are met:

- (1) the consulting arrangement is made for the purpose of continuing or completing work left unfinished by the former public servant at the time their City service terminated, or for training their replacement, or for filling a vacancy until a replacement can be hired;
- (2) the duration of the consulting arrangement is no longer than reasonably necessary;
- (3) the former public servant has technical, professional, or other subject-matter expertise or skills not otherwise available among the agency's employees;
- (4) the compensation is comparable to what the former public servant last earned at the agency;
and

(5) within 30 days the written approval of the agency head is disclosed to the Conflicts of Interest Board, which approval will be posted on the Board's website.

It is noted that Mr. Yusuff will not be performing his consulting work for DOT as an employee of JPL and he will not perform work for JPL on DOT projects that he had substantial or personal involvement with in violation of Section 2604(d)(4) or communicate with DOT for a one year period following his departure from DOT on behalf of JPL in violation of Section 2604(d)(2). Only communications with DOT by Mr. Yusuff within the otherwise forbidden one year period following his departure from DOT in his role as a consultant pursuant to COIB Rule 1-07(d)(1) and for the purposes intended by this rule shall be permitted. Communications within the otherwise prohibited one year period and beyond initiated by DOT to obtain information from Mr. Yusuff needed for the operations of the agency are also permitted.

For the reasons set forth below I believe that Mr. Yusuff's critical work for IT&T plus DOT's current inability, given the City's current hiring and promotion limitations, to either hire a replacement for him or quickly find a replacement for him with current DOT personnel makes him an ideal candidate who fits the criteria for compliance with this new COIB Rule.

Mr. Yusuff's duties in IT&T included the development and implementation of process automation technology utilizing Microsoft products such as SharePoint, Project, Azure, etc. In this role, Mr. Yusuff has developed technical processes and workflows that are used in several divisions in DOT, such as Bridges, TPM, ACCO, PDAM, Commissioner's Office and IT & Telecom. These divisions rely heavily upon Mr. Yusuff in the continual development and maintenance of these technologies. Mr. Yusuff's continual involvement in the support and expansion of these projects has made him indispensable to these divisions in the progressive development of processes and workflows required within each unit. In addition to developing those processes, Mr. Yusuff has trained several teams on the use of these products to accommodate their own needs in an efficient manner. However, his expertise is key in maintenance of these processes as well as new developments which continue grow as other division take note of the benefits they bring. Mr. Yusuff's skillsets that argue for his retention as a consultant until his replacement is found are:

- Mr. Yusuff is the only individual on the team with the skills to maintain SharePoint and Project Server, build workflow forms in SharePoint Designer and PowerApps/Flow.
- His experience in conducting expert management of workflows, enterprise data, synchronization of SharePoint and Project Server, creation of website designs using SharePoint Framework SPFx, creation of web parts, lists/library, content types, site columns, master pages, search navigation, permissions, and data management make him unique, and the only person in IT&T who possesses these skills.

One of Mr. Yusuff's main goals will be to provide a smooth and expeditious transition for IT&T team from his current role until his replacement is hired. Mr. Yusuff's consultant's role with IT &T will enable us to handle the high demand for changes and new development in this highly beneficial technology to the Agency. Another assignment for Mr. Yusuff as a consultant will be to assess candidates selected by DOT to replace him, train his successor and make sure that his replacement has the tools and the skills needed to maintain the success of this technology. He will help to review resumes, shortlist candidates, and go through team processes once a candidate is selected to help lead the individual to success to the discretion of the Director of Hosting & Network Operations.

The contract value with a M/WBE vendor will be for a maximum of \$99,999 over a six month to one year period and if a candidate is selected within that time frame and trained sufficiently as per the Director of Hosting & Network Operations' discretion and direction, then the MWBE contract may be ended.

At the present moment, the combination of skillsets that Quadri Yusuff uses for his work is not readily available within the agency. It's a combination of technical experience, design knowledge, and understanding of requirements for project success.

Mr. Yusuff will be retained using a small-purchase method pursuant to Procurement Policy Board (PPB) Rule 3-08(c)(1)(iv). Quadri Yusuff will remain at the current pay rate as a DOT employee (\$66.81 per hour; \$121,591.00 per year) for the duration of the small-purchase, which may not exceed \$99,999.00. All solicitations will abide by the new Mayoral policy effective July 1, 2021 reaching out to Black American M/WBEs, Hispanic American M/WBEs, Native American M/WBEs and/or Asian American WBEs when soliciting quotes or responses.

Without Mr. Yusuff's skills in this area of IT, the existing team will not be able to manage the high demand nor have the skills needed to deliver the high quality service that Mr. Yusuff has delivered during his tenure at IT & Telecom. It is crucial that the IT&T team have technical expertise available to them without interruption until the position is filled with a skilled professional with the leadership and technical expertise required for this role.

For the reasons above I seek your approval for Mr. Yusuff to be retained as a consultant.

Approved:



Henry Gutman

Date:

9/8/21


cc. J. Jarrin, M. Forgione, C. Schachter, S. Pondish, M. Dean, D. Sanderoff, C. Bannister, J. Turetsky, J. Useche, D. Fenichel



Department of Transportation

Henry B. Gutman, Commissioner

To: Margaret Forgione
First Deputy Commissioner

From: Joseph H. Jarrin 
Executive Deputy Commissioner

Re: Post-Employment Retention of Frank Schiro as Consultant to DOT
Conflicts of Interest Board Rule
Pursuant to Section 1-07(d)(1)

Date: December 9th, 2021

I would like to formally request that you approve, on behalf of Commissioner Henry Gutman, DOT's retention of Frank Schiro, DOT's Quantitative Data Analyst for the Performance, Data and Asset Management Unit (PDAM) within the Office of the Executive Deputy Commissioner as a consultant to PDAM after he leaves City service on December 22, 2021 to work for General Dynamics Electric Boat (GDEB) which is a defense contracting company that makes submarines and other marine equipment. Mr. Schiro will be serving as Senior Quality Control Analyst in the Audit division of GDEB where he will be responsible for data analysis and business intelligence reporting.

Under newly adopted COIB Rule 1-07(d)(1) a public servant may continue to serve as a compensated consultant to the agency he/she was formerly employed by and work on matters he/she was personally and substantially involved with at their former agency so long as the following conditions are met:

- (1) the consulting arrangement is made for the purpose of continuing or completing work left unfinished by the former public servant at the time their City service terminated, or for training their replacement, or for filling a vacancy until a replacement can be hired;
- (2) the duration of the consulting arrangement is no longer than reasonably necessary;
- (3) the former public servant has technical, professional, or other subject-matter expertise or skills not otherwise available among the agency's employees;
- (4) the compensation is comparable to what the former public servant last earned at the agency;
and
- (5) within 30 days the written approval of the agency head is disclosed to the Conflicts of Interest Board, which approval will be posted on the Board's website.



It is noted that Mr. Schiro will not be performing his consulting work for DOT as an employee of GDEB nor will he communicate with GDEB about his work for DOT and he will not perform work for GDEB on DOT projects that he had substantial or personal involvement with in violation of Section 2604(d)(4) or communicate with DOT for a one year period following his departure from DOT on behalf of GDEB in violation of Section 2604(d)(2). Only communications with DOT by Mr. Schiro within the otherwise forbidden one year period following his departure from DOT in his role as a consultant pursuant to COIB Rule 1-07(d)(1) and for the purposes intended by this rule shall be permitted. Communications within the otherwise prohibited one year period and beyond initiated by DOT to obtain information from Mr. Schiro needed for the operations of the agency are also permitted.

For the reasons set forth below I believe that Mr. Schiro's critical work for PDAM plus DOT's current inability, given the City's current hiring and promotion limitations, to either hire a replacement for him or quickly find a replacement for him with current DOT personnel makes him an ideal candidate who fits the criteria for compliance with this new COIB Rule.

Mr. Schiro's current duties in PDAM (Performance Data and Asset Management) as Quantitative Data Analyst include development, management, and hosting of eight (8) applications ranging from hiring and promotions data management, COVID-19 PPE management, contract analytics and performance metrics management. In this role, Mr. Schiro has developed advanced code-based processes and tools that are used in PDAM to facilitate many day-to-day operations of the Executive division. These operations include the data intensive, monthly submissions of "PARs" to OMB for approval, daily COVID-19 survey submissions to the Mayor's Office of Operations, management of Unvaccinated Staff via complex data models connecting Payroll Management Systems and Reasonable Accommodation tracking, as well as the supply of key Performance Indicators and Statistics which guide daily meetings and briefs.

Mr. Schiro's skillsets and responsibilities that argue for his retention as a consultant until his replacement is found and trained are:

- Mr. Schiro is the only individual on the team with advanced knowledge of R and PHP (both are coding languages), upon which the unit's Front-End applications are built.
- Mr. Schiro has single handedly built the analytics platform upon which the unit depends, and he is needed to transfer sufficient levels of knowledge to others in the group, as well as sophisticated massive amounts of code such that others can add to and maintain the unit's systems.
- Mr. Schiro's intricate contextual knowledge of DOT's Human Resources, Budgetary and Contracting data make him impossible to immediately replace.
- The systems that Mr. Schiro manages and maintains are used by executive level staff at the agency daily, and cannot experience malfunctions without major ramifications to daily operations.



Mr. Schiro's role as a consultant will have four main focuses:

- 1) Ensure PDAM's applications run without interruption during the 12 month transition period
- 2) Organize and sophisticate all existing code base so that the replacement candidate will be able to efficiently step in
- 3) Assist and advise in assessing backfill candidates for the role
- 4) Train the selected replacement in the following realms:
 - a. How the unit's applications are built, managed, and hosted
 - b. How to develop new applications and modules on the unit's platform
 - c. How the Unit's business intelligence reporting platform works and is managed
 - d. Understanding of relationship between IT&Telecom and PDAM

The duration of the micro-purchase is to be approximately 468 hours over a 12 month period.

Mr. Schiro will be retained using micro-purchase method pursuant to Procurement Policy Board (PPB) Rule 3-08(c)(1)(ii). Frank Schiro will remain at the current pay rate as a DOT employee (\$42.09 per hour; \$76,595 per year) for the duration of the micro-purchase, which may not exceed \$20,000.00. That equates to approximately 468 hours as stated above.

With the combination of ad-hoc data reporting demands in the age of COVID-19, as well as the large portfolio of existing operating applications, the PDAM team is working at capacity. Given the existing pressures on the team in terms of the large, technically advanced workload, coupled with the difficult hiring climate in the city, the team anticipates being stretched quite thin over the next year. The ability to retain Mr. Schiro at a mere 9 hours per week (468 hours over 12 months) will result in far less strain on existing staff, and ensure continuity of critical technical operations.

If we were not able to retain Mr. Schiro as described, the PDAM team will struggle to provide the technical services known to the Executive and Operational teams at DOT as we work to fill this void in our team.

For the reasons above I seek your approval for Mr. Schiro to be retained as a consultant.



Department of Transportation

Henry B. Gutman, Commissioner

Approved:



Margaret Forgione

Date:

12/9/21

cc. H. Gutman, M. Siegel, J. Turetsky, C. Bannister, L. Patsuria, A. Patel, F. Schiro, S. Pondish,
D. Fencihel