



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

CIVIL SERVICE COMMISSION REPORT TRANSMITTAL (FORM 22)

Refer to Civil Service Commission Procedure for Staff - Submission of
Written Reports for Instructions on Completing and Processing this Form

1. Civil Service Commission Register Number: _____ - _____ -
2. For Civil Service Commission Meeting of:
3. Check One: Ratification Agenda
 Consent Agenda
 Regular Agenda
 Human Resources Director's Report
4. Subject: Additional Information as Requested by the Civil Service Commission for Personal Service Contract (PSC) DHRPSC0006029 for Project Delivery Partners and design services for the Airport's Terminal Electrical Upgrade Project.
5. Recommendation: Adopt the report.
6. Report prepared by: Victor M. Madrigal Jr. Telephone number: 650-821-5324
7. Notifications: **(Attach a list of the person(s) to be notified in the format described in IV. Commission Report Format -A).**
8. Reviewed and approved for Civil Service Commission Agenda:

 Human Resources Director:

 Date:
9. Submit the original time-stamped copy of this form and person(s) to be notified (see Item 7 above) along with the required copies of the report to:

**Executive Officer
Civil Service Commission
25 Van Ness Avenue, Suite 720
San Francisco, CA 94102**

10. Receipt-stamp this form in the ACSC RECEIPT STAMP box to the right using the time-stamp in the CSC Office.

Attachment

CSC RECEIPT STAMP

July 17, 2026

Ms. Sandra Eng
Executive Director
Civil Service Commission
25 Van Ness Avenue, Suite 720
San Francisco, CA 94102

SUBJECT: DHRPSC0006029 Terminal Electrical Upgrade Project

Dear Ms. Eng:

The subject PSC covers Project Delivery Partners and design-build services for the Airport's Terminal Electrical Upgrade Project (Project). We are submitting this supplemental information in response to questions and requests for additional information from commissioners at the March 2, 2026, meeting.

The Airport is continuing to recruit for the Local 21 classifications identified in PSC Form 1, including 5203 Assistant Engineer, 5207 Associate Engineer, and 5502 Project Manager I, through the City's civil service process. As these positions are filled, City staff will continue taking on the non-specialized work throughout the life of the contract.

Feel free to contact me at (650) 821-5324 if you would like to discuss or have any further questions.

Sincerely,



Victor M. Madrigal Jr.
Design & Construction,
San Francisco International Airport

Attachments

Attachment A: Supplemental Report
Attachment B: Timeline of PSC Review
Attachment C: Notice of Intent (January 8, 2026)

Cc: Judi Mosqueda, Chief Development Officer, SFO Design & Construction Division
Claudia Luquin, Director of Project Management, SFO Design & Construction
Rick Thall, Program Manager, SFO Design & Construction

Attachment A- SUPPLEMENTAL REPORT

Project Background

The Terminal Electrical Upgrade Project (Project) is a capital improvement project intended to upgrade terminal electrical infrastructure to support future kitchen electrification and airside electric Ground Support Equipment (eGSE) charging needs. The Project will improve electrical capacity, reliability, and readiness for terminal operations, tenant transitions, and the Airport's sustainability goals.

The Project includes electrical infrastructure improvements to support all-electric kitchen equipment in tenant spaces and replacement of inoperable eGSE chargers on the airside. The scope may include electrical distribution upgrades, panels, feeders, conduit, charger replacement, monitoring coordination, testing, commissioning, and related work.

To ensure the continued operation of active terminal and airside areas, coordination and phasing will be key for the Project team. The work will require close coordination with Airport Operations, Revenue Development Management, Sustainability, Airport IT, Engineering, tenants, airlines, and other stakeholders to minimize impacts to ongoing Airport operations.

To manage this level of technical complexity and maintain continuous operations, the Airport will deliver this Project using a Progressive Design-Build (PDB) method. The PDB method integrates programming, design, construction, commissioning, and activation under a single contract. This approach requires continuous collaboration among specialists in design, operations, cost estimating, scheduling, commissioning, and airport special systems. Unlike traditional design-bid-build delivery, where work elements can be separated, the PDB model requires all components to be designed and executed in tandem as one interdependent scope.

The effective implementation of the PDB model relies on a comprehensive stakeholder engagement process (SEP) that involves close collaboration among City staff, airport stakeholders, and consultants throughout all project phases. The City staff are involved from the beginning and play a key role in ensuring regulatory compliance and supporting operational success. Project teams must secure buy-ins from both stakeholders and City staff to move forward effectively.

Staffing Plan

The Airport is committed to providing and developing in-house staff to support ongoing capital improvements. Design & Construction division currently employs approximately 172 personnel, which include architects, engineers, planners, construction managers and inspectors, contracts staff, project managers, and project controls specialists. The division's current budget includes approximately 63 vacancies, with an estimated 33 positions currently in the process of being filled.

The Airport's staffing approach combines a strong City staff-led effort with integrated consultant support. Airport architects, engineers, and project managers retain full management control, set priorities, review deliverables, and engage with the Airport's stakeholders, including Building Inspection and Code Enforcement, the City Attorney's office, and others, to ensure compliance with City and Federal regulations, Airport standards, and strategic objectives. Our staff guides

project needs and compliance from day 1 of programming through commissioning and final acceptance.

Delivering a project of this complexity within a short timeframe under a PDB method requires a depth of multidisciplinary expertise and real-time coordination that is not available within the current City workforce. Consultants will provide short-term technical expertise and capacity for this highly integrated effort. They provide specialized expertise that is not feasible to maintain permanently within the City's workforce, given the temporary and cyclical nature of capital projects.

The following table illustrates how the Airport's staffing approach combines City staff participation with targeted consultant expertise to meet the specialized needs of this complex project:

Consultant services are temporary and limited to the duration of the capital project. When construction and commissioning are complete, all documentation, models, and training will be transferred to the Airport's operations and maintenance staff to ensure long-term ownership and continuity. Airport stakeholders are engaged throughout the project to ensure a smooth turnover at completion.

Task	Specialized vs. Non-Specialized	Lead (SFO Staff Lead)	Consultant Support (PDP Support)	Local 21 Job Class	Classification / Notes
Programming Phase - Process Vision and Coordination	Non-Specialized / City-led	Lead	Support	5502 - Project Manager 1; 5207 - Assoc Engineer; 5203 - Assistant Engineer	Standard project leadership, process vision, and coordination led by SFO staff.
Programming Phase - Stakeholder Engagement Management	Non-Specialized with Specialized Support	Support	Lead Support	5502 - Project Manager 1	City-led stakeholder direction with consultant support for facilitation, tracking, and documentation.
Programming Phase - Cost Model and Schedule Development	Specialized	Support	Lead Support	5502 - Project Manager 1; 5207 - Assoc Engineer	Requires technical cost modeling, schedule development, and PDB delivery expertise.
Programming Phase - Basis of Implementation Development	Specialized	Support	Lead Support	5207 - Assoc Engineer; 5203 - Assistant Engineer; 5502 - Project Manager 1	Requires multidisciplinary technical input to define implementation approach.
Design Phase - Design Vision and Coordination	Non-Specialized / City-led	Lead	Support	5207 - Assoc Engineer; 5203 - Assistant Engineer; 5502 - Project Manager 1	SFO staff retains design direction, prioritizes, and coordination authority.
Design Phase - Design and Stakeholder Management	Non-Specialized with Specialized Support	Support	Lead Support	5502 - Project Manager 1; 5207 - Assoc Engineer; 5203 - Assistant Engineer	City staff manages requirements and decisions; consultant supports design coordination and stakeholder tracking.
Design Phase - Procurement Coordination and Management	Non-Specialized with Specialized Support	Support	Lead Support	5502 - Project Manager 1	Procurement coordination is a standard City function with consultant support for PDB-specific procurement tasks.
Design Phase - Permit Management	Non-Specialized with Specialized Support	Support	Lead Support	5207 - Assoc Engineer; 5203 - Assistant Engineer; 5502 - Project Manager 1	City staff coordinates authority and approvals; consultant supports technical permit tracking and packages.
Construction Phase - Construction Planning and Coordination	Non-Specialized / City-led	Lead	Support	5502 - Project Manager 1; 5207 - Assoc Engineer; 5203 - Assistant Engineer	SFO staff leads construction planning direction and coordination with Airport stakeholders.
Construction Phase - Cost and Schedule Management	Specialized	Support	Lead Support	5502 - Project Manager 1; 5207 - Assoc Engineer	Requires detailed project controls, forecasting, schedule analysis, and construction cost management.
Construction Phase - Construction Management	Non-Specialized with Specialized Support	Support	Lead Support	5502 - Project Manager 1; 5207 - Assoc Engineer; 5203 - Assistant Engineer	General CM is a City function; consultant provides field capacity and specialized technical support.
Construction Phase - Logistics and Safety Management	Specialized	Support	Lead Support	5502 - Project Manager 1; 5207 - Assoc Engineer	Requires airport terminal phasing, access, logistics, and safety coordination expertise.
Commissioning, Activation and Simulation (CAS) Phase - Strategy Mgmt	Specialized / City-directed	Lead	Support	5502 - Project Manager 1; 5207 - Assoc Engineer; 5203 - Assistant Engineer	SFO staff leads activation strategy; consultant supports technical CAS planning.
CAS Phase - Planning Management	Specialized	Support	Lead Support	5502 - Project Manager 1; 5207 - Assoc Engineer	Requires specialized commissioning, activation, cutover, and operational readiness planning.
CAS Phase - Stakeholder Coordination	Non-Specialized with Specialized Support	Support	Lead Support	5502 - Project Manager 1	City staff retains stakeholder authority; consultant supports CAS coordination and documentation.
Closeout Phase - Closeout Coordination and Management	Non-Specialized / City-led	Lead	Support	5502 - Project Manager 1; 5207 - Assoc Engineer; 5203 - Assistant Engineer	SFO staff leads closeout direction, acceptance, and final coordination.
Closeout Phase - Punchlist, As-Built & Warranty Management	Non-Specialized with Specialized Support	Support	Lead Support	5502 - Project Manager 1; 5207 - Assoc Engineer; 5203 - Assistant Engineer	City staff oversees acceptance; consultant supports punchlist, as-built, warranty, and technical closeout tracking.
Closeout Phase - Closeout Binder and Final Documentation	Non-Specialized	Support	Lead Support	5502 - Project Manager 1	Document control and closeout tracking are standard functions supported by consultant capacity.
Closeout Phase - Final Reporting and Lessons Learned	Non-Specialized	Support	Lead Support	5502 - Project Manager 1	Standard project reporting and lessons learned with consultant support for documentation.

Attachment B – TIMELINE OF PSC REVIEW

The following list outlines the sequence of events related to the review of DHRPSC0006029 Terminal Electrical Upgrade Project for Project Delivery Partners and Design-Build services:

- **July 17, 2026:** The Airport submits additional requested information to the Commission to calendar the item for its August 3rd meeting (this document).
- **March 2, 2026:** Civil Service Commission Meeting: DHRPSC0006029 The Terminal Electrical Upgrade Project was approved, subject to additional information being provided.
- **January 29, 2026:** The Airport submitted PSC Form 1.
- **January 28, 2026:** No objection was received from the Union.
- **January 22, 2026:** No responses were received to the Notice of Intent (NOI).
- **January 7, 2026:** The Airport issued a Notice of Intent (NOI) to all City Departments, notifying them of its intent to procure services for Project Delivery Partners and inviting expressions of interest or availability to perform any or all of the work (see Attachment C).

NOTICE OF INTENT

DATE: January 7, 2026

TO: Port of San Francisco, San Francisco Municipal Transportation Agency, San Francisco Public Utilities Commission, San Francisco Public Works

SUBJECT: **NOTICE OF INTENT FOR: Contract No. 12261 –Terminal Electric Upgrade Project at the San Francisco International Airport**

REQUESTED RESPONSE DATE IS CLOSE OF BUSINESS DAY: **January 22, 2026**
The San Francisco International Airport's (Airport) Design & Construction Division is seeking Project Delivery Partner (PDP) and design-build services for the Terminal Electrical Upgrade Project as indicated below.

PROJECT BACKGROUND:

The Terminal Electrical Upgrade ("Project") will involve project management, design, and construction to upgrade electrical infrastructure supporting the Airport's transition to all-electric operations. The Project brings together terminal electrical improvements for tenant kitchen electrification and upgrades to airside electric ground support equipment (eGSE) charging infrastructure under a coordinated delivery approach.

The Project will encompass the assessment of existing conditions, design, construction, procurement, management, and integration of electrical infrastructure, equipment, and systems necessary to support reliable terminal and airside operations across the Airport campus. Work will be performed within active operational environments and will require careful coordination, phasing, and stakeholder engagement.

The Airport's objective is to enhance system reliability, support electrification goals, and position the infrastructure for future expansion while maintaining passenger service levels and airfield operations. This Project is intended to advance the Airport's sustainability initiatives and long-term operational resilience.

SUMMARY OF SERVICES REQUESTED:

The Contractor shall provide project management support and Design-Build services that include overall management expertise and oversight of the Project. Services will include design management and construction management for terminal electrical upgrades and airside eGSE charging infrastructure, project controls, contract administration, cost estimating, procurement support, field coordination and inspection, testing and commissioning services, and stakeholder coordination necessary to deliver work within active terminal and airside environments.

Estimated duration of the PDP contract: September 2026 - December 2028

Estimated duration of the design-build contract: September 2026 - December 2028

Please complete the Notice of Intent Response Form on the last page. Check one of the applicable boxes, sign, date, and email back by the requested response date noted above. If the Airport does not receive a response from your department by the requested response date, it shall be assumed that your staff is not available to perform these services, and the Airport will procure a contract for completion of these services.

Questions regarding this request should be directed to the Airport Project Manager, Gaea Calma, at Gaea.Calma@flysfo.com or at (650) 455-1406.

Thank you in advance for your consideration.
Sincerely,

Gaea Calma
Airport Project Manager
Design & Construction Division
San Francisco International Airport

cc: Ryan Louie
SFO Infrastructure Program Manager

Erron Alvey
SFO Procurement and Contracts Section

**SAN FRANCISCO INTERNATIONAL AIRPORT
DESIGN & CONSTRUCTION DIVISION
NOTICE OF INTENT RESPONSE FORM**

Please check one of the applicable boxes below, sign, date, and email back by the requested response date. If the Airport does not receive a response from your department by the requested response date, it shall be assumed that your staff is not available to perform these services, and the Airport will procure a contract for completion of these services.

☐

Our department is interested.

If your department is interested in providing these services, the Airport Project Manager will contact you for further discussions.

☐

Our department is not interested in or available to provide these services.

NAME: _____

DEPARTMENT: _____

SIGNATURE: _____

DATE: _____