



**CIVIL SERVICE COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

**DANIEL LURIE
MAYOR**

Sent via Electronic Mail

October 24, 2025

NOTICE OF CIVIL SERVICE COMMISSION MEETING

SUBJECT: ADDITIONAL INFORMATION AS REQUESTED BY THE CIVIL SERVICE COMMISSION FOR PERSONAL SERVICES CONTRACT (PSC) #DHRPSC0005223 FOR PROJECT DELIVERY PARTNERS AND DESIGN-BUILD SERVICES FOR THE BOARDING AREA F REFRESH PROJECT.

The above matter will be considered by the Civil Service Commission at a hybrid meeting (in-person and virtual) in Room 400, City Hall, 1 Dr. Goodlett Place, San Francisco, California 94102 and through Cisco Webex to be held on **November 3, 2025, at 2:00 p.m.**

This item will appear on the Consent Agenda. Please refer to the attached notice for procedural and other information about Commission hearings.

Attendance by you or an authorized representative is recommended. Should you or your representative not attend, the Commission will rule on the information previously submitted and testimony provided at its meeting. All calendared items will be heard and resolved at this time unless good reasons are presented for a continuance.

CIVIL SERVICE COMMISSION

LAVENA HOLMES
Deputy Director

Attachment

Cc: Victor Madrigal, Jr., Airport
Commission File
Commissioners' Binder
Chron

NOTICE OF COMMISSION HEARING POLICIES AND PROCEDURES

A. Commission Office

The Civil Service Commission office is located at, 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102. The telephone number is (628) 652-1100. The fax number is (628) 652-1109. The email address is civilservice@sfgov.org and the web address is www.sfgov.org/civilservice/. Office hours are from 8:00 a.m. to 5:00 p.m., Monday through Friday.

B. Policy Requiring Written Reports

It is the policy of the Civil Service Commission that except for appeals filed under Civil Service Commission Rule 111A Position-Based Testing, all items appearing on its agenda be supported by a written report prepared by Commission or departmental staff. All documents referred to in any Agenda Document are posted adjacent to the Agenda, or if more than one (1) page in length, available for public inspection and copying at the Civil Service Commission office. Reports from City and County personnel supporting agenda items are submitted in accordance with the procedures established by the Executive Officer. Reports not submitted according to procedures, in the format and quantity required, and by the deadline, will not be calendared.

C. Policy on Written Submissions by Appellants

All written material submitted by appellants to be considered by the Commission in support of an agenda item shall be submitted to the Commission office, no later than 5:00 p.m. on the fourth (4th) business day preceding the Commission meeting for which the item is calendared (ordinarily, on Tuesday). An original copy on 8 1/2-inch X 11 inch paper, three-hole punched on left margin, and page numbered in the bottom center margin, shall be provided. Written material submitted for the Commission's review becomes part of a public record and shall be open for public inspection.

D. Policy on Materials being Considered by the Commission

Copies of all staff reports and materials being considered by the Civil Service Commission are available for public view 72 hours prior to the Civil Service Commission meeting on the Civil Service Commission's website at <https://sf.gov/civilservice> and in its office located at 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102. If any materials related to an item on this agenda have been distributed to the Civil Service Commission after distribution of the agenda packet, those materials will be available for public inspection at the Civil Service Commission's during normal office hours (8:00 a.m. to 5:00 p.m. Monday through Friday).

E. Policy and Procedure for Hearings to be Scheduled after 5:00 p.m. and Requests for Postponement

A request to hear an item after 5:00 p.m. should be directed to the Executive Officer as soon as possible following the receipt of notification of an upcoming hearing. Requests may be made by telephone at (628) 652-1100 and confirmed in writing or by fax at (628) 652-1109.

A request for a postponement (continuance) to delay an item to another meeting may be directed to the Commission Executive Officer by telephone or in writing. Before acting, the Executive Officer may refer certain requests to another City official for recommendation. Telephone requests must be confirmed in writing prior to the meeting. Immediately following the "Announcement of Changes" portion of the agenda at the beginning of the meeting, the Commission will consider a request for a postponement that has been previously denied. Appeals filed under Civil Service Commission Rule 111A Position-Based Testing shall be considered on the date it is calendared for hearing except under extraordinary circumstances and upon mutual agreement between the appellant and the Department of Human Resources.

F. Policy and Procedure on Hearing Items Out of Order

Requests to hear items out of order are to be directed to the Commission President at the beginning of the agenda. The President will rule on each request. Such requests may be granted with mutual agreement among the affected parties.

G. Procedure for Commission Hearings

All Commission hearings on disputed matters shall conform to the following procedures: The Commission reserves the right to question each party during its presentation and, in its discretion, to modify any time allocations and requirements.

If a matter is severed from the *Consent Agenda* or the *Ratification Agenda*, presentation by the opponent will be for a maximum time limit of five (5) minutes and response by the departmental representative for a maximum time limit of five (5) minutes. Requests by the public to sever items from the [*Consent Agenda* or] *Ratification Agenda* must be provided with justification for the record.

For items on the *Regular Agenda*, presentation by the departmental representative for a maximum time of five (5) minutes and response by the opponent for a maximum time limit of five (5) minutes.

For items on the *Separations Agenda*, presentation by the department followed by the employee or employee's representative shall be for a maximum time limit of ten (10) minutes for each party unless extended by the Commission.

Each presentation shall conform to the following:

1. Opening summary of case (brief overview);
2. Discussion of evidence;
3. Corroborating witnesses, if necessary; and
4. Closing remarks.

The Commission may allocate five (5) minutes for each side to rebut evidence presented by the other side.

H. Policy on Audio Recording of Commission Meetings

As provided in the San Francisco Sunshine Ordinance, all Commission meetings are audio recorded in digital form. These audio recordings of open sessions are available starting on the day after the Commission meeting on the Civil Service Commission website at www.sfgov.org/civilservice/.

I. Speaking before the Civil Service Commission

Speaker cards are not required. The Commission will take in-person public comment on all items appearing on the agenda at the time the item is heard. The Commission will take public comment on matters not on the Agenda, but within the jurisdiction of the Commission during the "Requests to Speak" portion of the regular meeting. Maximum time will be three (3) minutes. A subsequent comment after the three (3) minute period is limited to one (1) minute. The timer shall be in operation during public comment. Upon any specific request by a Commissioner, time may be extended. People who have received an accommodation due to a disability (as described below) may provide their public comments remotely. The Commission will also allow public comment from members of the public who choose to participate remotely. It is possible that the Commission may experience technical challenges that interfere with the ability of members of the public to participate in the meeting remotely. If that happens, the Commission will attempt to correct the problem, but may continue the hearing so long as people attending in-person are able to observe and offer public comment.

J. Public Comment and Due Process

During general public comment, members of the public sometimes wish to address the Civil Service Commission regarding matters that may come before the Commission in its capacity as an adjudicative body. The Commission does not restrict this use of general public comment. To protect the due process rights of parties to its adjudicative proceedings, however, the Commission will not consider, in connection with any adjudicative proceeding, statements made during general public comment. If members of the public have information that they believe to be relevant to a matter that will come before the Commission in its adjudicative capacity, they may wish to address the Commission during the public comment portion of that adjudicative proceeding. The Commission will not consider public comment in connection with an adjudicative proceeding without providing the parties an opportunity to respond.

K. Policy on use of Cell Phones, Pagers and Similar Sound-Producing Electronic Devices at and During Public Meetings

The ringing and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing or use of a cell phone, pager, or other similar sound-producing electronic devices.

Information on Disability Access

*** Temporary Wheelchair-accessible entrances are located on Van Ness Avenue and Grove Street. Please note the wheelchair lift at the Goodlett Place/Polk Street is temporarily not available. After multiple repairs that were followed by additional breakdowns, the wheelchair lift at the Goodlett/Polk entrance is being replaced for improved operation and reliability.**

The Civil Service Commission normally meets in Room 400 (Fourth Floor) City Hall, 1 Dr. Carlton B. Goodlett Place. However, meetings not held in this room are conducted in the Civic Center area. City Hall is wheelchair accessible. The closest accessible BART station is the Civic Center, located 2 ½ blocks from City Hall. Accessible MUNI lines serving City Hall are 47 Van Ness Avenue, 9 San Bruno and 71 Haight/Noriega, as well as the METRO stations at Van Ness and Market and at Civic Center. For more information about MUNI accessible services, call (415) 923-6142. Accessible curbside parking has been designated at points in the vicinity of City Hall adjacent to Grove Street and Van Ness Avenue.

The following services are available on request 48 hours prior to the meeting; except for Monday meetings, for which the deadline shall be 4:00 p.m. of the last business day of the preceding week. For American Sign Language interpreters or the use of a reader during a meeting, a sound enhancement system, and/or alternative formats of the agenda and minutes, please contact the Commission office to make arrangements for the accommodation. Late requests will be honored, if possible.

Individuals with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities should call our ADA coordinator at (628) 652-1100 or email civilservice@sfgov.org to discuss meeting accessibility. In order to assist the City's efforts to accommodate such people, attendees at public meetings are reminded that other attendees may be sensitive to various chemical-based products. Please help the City to accommodate these individuals.

Know your Rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, or to obtain a free copy of the Sunshine Ordinance, contact Victor Young, Administrator of the Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102-4689 at (415) 554-7724, by fax: (415) 554-7854, by e-mail: sotf@sfgov.org, or on the City's website at www.sfgov.org/bdsupvrs/sunshine.

San Francisco Lobbyist Ordinance

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (San Francisco Campaign and Governmental Conduct Code Section 2.100) to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Ave., Suite 220, San Francisco, CA 94102, telephone (415) 252-3100, fax (415) 252-3112 and web site <https://sfethics.org/>.

CSC RECEIPT STAMP

October 23, 2025

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

SUBJECT: DHRPSC0005223 Boarding Area F Refresh Project - Response to information requested by the Civil Service Commission

Dear Ms. Eng:

The subject PSC covers Project Delivery Partners and design-build services for the Airport's Boarding Area F Refresh project (Project). At the Civil Service Commission (Commission) meeting on September 15, 2025, the Commission approved DHRPSC0005223 for the Project, subject to the Airport providing additional information to the Commission.

Attached is the Airport's supplemental report with the information requested by the Commission.

Feel free to contact me at (650) 821-5324 should you wish 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 (February 9, 2025)

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
Kris Opbroek, Project Manager, SFO Design & Construction
Abhishek Sharma, Project Manager, SFO Design & Construction

Attachment A- SUPPLEMENTAL REPORT

Project Background

The Boarding Area F Refresh Project (Project) is a capital improvement project within a fully operational terminal at the Airport. The Project will replace select passenger boarding bridges (PBB) that have reached the end of their useful life. Replacing the bridges will improve the passenger experience, safety, and energy efficiency. Additionally, the Project will upgrade the pre-conditioned air units, install automated guidance systems and related infrastructure feeding the boarding area's fuel system, and repair damaged pavement.

All these elements must be designed and built in coordination with underground utilities, passenger boarding bridge (PBB) foundations, and gate operations to maintain appropriate aircraft alignment and access. The work involves integrating new PBBs with advanced visual docking guidance systems (AVDGS), the aircraft fuel hydrant system, and associated special systems rooms (SSRs), which requires precise design, testing, and commissioning. These systems must comply with Federal Aviation Administration (FAA) safety and regulatory requirements governing aircraft operations, fueling, and passenger movement. Because the work will take place in an active terminal, construction must be carefully phased to align with flight schedules and gate use while maintaining full terminal operations and minimizing impacts to airline and Airport revenue.

To manage this level of technical complexity and maintain continuous operations, the Airport will deliver this Project through 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 airfield design and engineering, 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.

Effective implementation of the PDB model depends on its comprehensive stakeholder engagement process (SEP), which is a close collaboration between 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-in 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 157 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 78 vacancies, with an estimated 35 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 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 is engaged in guiding the project needs and compliance from day 1 of programming through commissioning and final acceptance.

Delivering a project of this complexity 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:

Task	Airport	Consultant
Programming Phase - Process Vision and Coordination	Lead	Support
Programming Phase - Stakeholder Engagement Management	Support	Lead
Programming Phase - Design and Review	Support	Lead
Programming Phase - Cost Model and Schedule Development	Support	Lead
Programming Phase - Basis of Implementation Development	Support	Lead
Design Phase - Design Vision and Coordination	Lead	Support
Design Phase - Design and Stakeholder Management	Support	Lead
Design Phase - Design Review	Lead	Support
Design Phase - Procurement Coordination and Management	Support	Lead
Design Phase - Permit Management	Support	Lead
Construction Phase - Construction Planning and Coordination	Lead	Support
Construction Phase - Cost and Schedule Management	Support	Lead
Construction Phase - Construction Administration & Review	Lead	Support
Construction Phase - Construction Management	Support	Lead
Construction Phase - Logistics and Safety Management	Support	Lead
Commissioning, Activation and Simulation (CAS) Phase - Strategy Mgmt	Lead	Support
CAS Phase - Support & Review	Support	Lead
CAS Phase - Planning Management	Support	Lead
CAS Phase - Stakeholder Coordination	Support	Lead
Closeout Phase - Closeout Coordination and Management	Lead	Support
Closeout Phase - Punchlist, As-Built & Warranty Management	Support	Lead
Closeout Phase - Review & Acceptance	Lead	Support
Closeout Phase - Closeout Binder and Final Documentation	Support	Lead
Closeout Phase - Final Reporting and Lessons Learned	Support	Lead

Consultant services are temporary and limited to the capital project duration. 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 duration of the project to ensure a smooth turnover at completion.

Attachment B – TIMELINE OF PSC REVIEW

The following list outlines the sequence of events related to the review of DHRPSC0005223 Boarding Area F Refresh Project for Project Delivery Partners and Design-Build services:

- **October 23, 2025:** The Airport submits additional requested information to the Commission to calendar the item for its November 3rd meeting (this document).
- **September 15, 2025:** Civil Service Commission Meeting: DHRPSC0005223 Boarding Area F Refresh Project was approved, subject to additional information being provided.
- **August 27, 2025:** As a follow-up to the meeting with the IFPTE Local 21 (Union) on August 7, 2025, the Airport provided additional information as requested.
- **August 7, 2025:** A virtual meeting was held between the Airport's Chief Development Officer and Director of Project Management, and the Union to discuss objections and next steps.
- **July 29, 2025:** The Airport requested a meeting to respond to the questions and move forward to prevent further delays.
- **June 18, 2025:** Union submitted six additional questions.
- **April–July 2025:** Multiple reschedules requested by the Union, along with pre-meeting information demands, delayed PSC advancement.
- **May 27, 2025:** A meeting between the Union and the Airport was scheduled at the Airport. Union did not attend.
- **April 11, 2025:** Airport acknowledged and responded to the Union's objection.
- **March 20, 2025:** The Union objected to PSC DHRPSC0005223.
- **March 14, 2025:** The Airport submitted PSC DHRPSC0005223 to DHR and the Commission.
- **March 3, 2025:** No responses were received to the Notice of Intent (NOI).
- **February 9, 2025:** A NOI was sent to all City Departments, notifying them of the Airport's 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.



San Francisco International Airport

NOTICE OF INTENT

DATE: February 9, 2025

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(s). 11965.41 and 11965.66 – Boarding Area F Refresh Project at the San Francisco International Airport**

REQUESTED RESPONSE DATE IS CLOSE OF BUSINESS DAY: **March 3, 2025**

The San Francisco International Airport's (Airport) Design & Construction Division is seeking project management support and design-build services for the **Boarding Area F Refresh Project** as indicated below.

PROJECT BACKGROUND:

The Boarding Area F Refresh Project will program, design, construction, commission and activate the modernization of the interior of BAF to increase operational efficiencies in the gaterooms and enhance the passenger experience throughout the boarding area. The modernization may include the expansion and renovation of restrooms, improvements in support of the airlines, concessions and passenger amenities program, and general aesthetic upgrades.

The Project will also replace select passenger boarding bridges (PBB) at BAF that have reached the end of their useful life. Replacing the bridges will improve the passenger experience, safety, and energy efficiency. Additionally, the Project will upgrade the pre-conditioned air units, install automated guidance systems for inbound aircraft, related infrastructure feeding the boarding area's fuel system, and repair damaged pavement.

Project Location: Terminal 3, Boarding Area F

SUMMARY OF SERVICES REQUESTED:

The contractors will provide project management support and design-build services that include overall management expertise and oversight of the Project, design management and construction management services, project controls, contract administration, cost estimating services, and field inspection.

Estimated duration of the PMSS contract: October 2025 - September 2030

Estimated duration of the design-build contract: December 2025 – September 2030

Please complete the Notice of Intent Response Form on the following 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 Contract Administrator, Katarina Lam at Katarina.lam@flysfo.com or at (650) 821-5326.

Thank you in advance for your consideration.

Sincerely,



Kris Opbroek
Airport Project Manager
Design & Construction Division
San Francisco International Airport

cc: Julia Katz, Terminal 3 West Modernization Program Manager
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/Program/Contract Manager will contact you for further discussions.

☐

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

NAME:

DEPARTMENT:

SIGNATURE:

DATE:
