

## AIR Position Justifications

### A. Position Substitutions

1. AIR-22 Information Technology, 0922 Manager I to 0941 Manager VI  
With total Airport FTEs held flat, reclassification to align positions with actual scope and complexity of work is the only available mechanism to ensure operational effectiveness and protect technology infrastructure. This job class is needed for digital revenue generation while ensuring federal compliance oversight. This position is directly responsible for TSA cybersecurity requirements, FAA technology mandates, DHS critical infrastructure protection standards, and federal grant compliance for technology investments. As the Airport pursues monetization in the digital realm, there are critical regulatory obligations that require Director-level coordination, not section-level program management.
2. AIR-25 Facilities, 7381 Automotive Mechanic to 0931 Manager III  
The core responsibilities of this position center on managing complex maintenance contracts for specialized Airport assets and fleets requiring technical expertise, certifications, or vendor relationships not available within in-house trades. The role ensures contractor compliance with performance standards, validates labor and material charges, monitors asset performance, and oversees the full lifecycle of specialized equipment/asset repairs and preventative maintenance. It also manages to ensure timely diagnosis and repair of critical systems across the Airport campus—functions that align with the analytical, contractual, and managerial competencies defined in the 0931 classification. Without this position, skilled trades staff—who lack the necessary training, authority, and classification—are routinely required to perform out-of-class duties such as vendor oversight, invoice validation, contract enforcement, and entire fleet cycle analyses and recommendations on replacement. This creates operational inefficiencies, potential labor issues, and increased risk to critical infrastructure. Reclassifying the role to 0931 Manager III ensures compliance with City classification standards and supports effective, accountable management of essential Airport systems.
3. AIR-28 People Performance & Development, 0953 Deputy Director III to 0942 Manager VII  
With total Airport FTEs held flat, reclassification to align positions with actual scope and complexity of work is the only available mechanism to ensure operational effectiveness of over 2k employees. The Airport is requesting

because the existing classification is insufficient for the enterprise-wide strategic workforce leadership required. The executive direction of Airport-wide workforce strategy across the enterprise, labor negotiations authority with required executive level decision making authority, complex regulatory framework coordination at federal level on-site, organizational transformation leadership such as Airport Integrated Operations Center (AIOC), succession planning for specialized technical roles in aircraft, airfield, federal certification levels. This is critical to managing not just a program but an enterprise setting that requires executive, managing director, decision-making authority.

4. AIR-31 Revenue Development Management, 0931 Manager III to 0932 Manager IV

With total Airport FTEs held flat, reclassification to align positions with actual scope and complexity of work is the only available mechanism to ensure operational effectiveness and grow revenue generation. This position directly oversees development of new non-aeronautical revenue. This position does not manage "a functional area" in the traditional sense—it operates at an enterprise strategic level that transcends departmental boundaries and requires coordination across the entire Airport organization. The 0932 Manager IV classification reflects a fundamental shift in organizational need to drive revenue generation in new streams; is specifically designed for positions with "responsibility for organization-wide programs of critical importance" and "major impact on policy development affecting the entire department." Revenue Development and Management at SFO is precisely this, an enterprise-wide function with direct impact on the Airport's financial sustainability, competitive positioning, and ability to grow non-aeronautical revenue.

## **B. Position Deletions**

1. AIR-15 Design & Construction, 6318 Construction Inspector

Design & Construction has determined that filling five of the six vacant Construction Inspector positions is operationally necessary to support delivery of the Airport's Capital Improvement Program (CIP), maintain construction oversight, ensure projects remain on schedule, compliant, and safely executed. Construction Inspectors provide critical field oversight that directly supports contractor accountability, quality assurance, regulatory compliance, and operational continuity across active airport projects. Eliminating this position would reduce the Airport's inspection capacity during a period of sustained capital activity. We anticipate filling these positions as part of the

phased staffing plan aligned with CIP project demand in October and November 2026.

2. AIR-16 Design & Construction, 5283 Planner V

Design & Construction has an employee currently acting in this role to support ongoing operational needs until the position can be permanently filled. The request to initiate recruitment was submitted to the Airport Budget Office on April 24, 2026, and we anticipate filling the position by October 2026. This position provides critical planning, coordination, and program support necessary to advance complex airport development initiatives and maintain continuity across the Airport. If this position was eliminated, the acting assignment would also be discontinued and the associated work would cease, resulting in reduced project coordination capacity, slower decision-making, potential schedule impacts to CIP initiatives, and increased operational strain on existing staff resources.

3. AIR-21 Information Technology, 0932 Manager IV

The vacancy since June 2025 is not evidence the position is unnecessary, it reflects metered hiring due to successive waves of citywide hiring freezes and budget constraints that have created a backlog affecting the entire Airport organization. The Airport had to make difficult choices while position approvals are held, and prioritized front-line recruitment over managerial. However, operations can no longer be without this position. Deleting this position would increase cybersecurity risk at critical infrastructure facility during period of escalating ransomware threats; create federal compliance vulnerability with TSA and FAA technology mandates; compromise capital program delivery of over \$6B in active projects with technology components; eliminate innovation capacity to complete and improve operational efficiency.

4. AIR-23 Information Technology, 0941 Manager VI

The vacancy since November 2025 is not evidence the position is unnecessary — it reflects metered hiring due to successive waves of citywide hiring freezes and budget constraints that have created a backlog affecting the entire Airport organization. This 0941 Manager VI provides tactical management of day-to-day IT operations including network infrastructure, server/storage systems, help desk services, and vendor contract administration—functions that cannot be absorbed by remaining staff without compromising service levels and security protocols. The position manages critical vendor relationships exceeding \$50M annually in technology contracts; eliminating dedicated oversight increases cost control risk, performance

management gaps, and compliance vulnerabilities. Front line, technical staff are at full capacity with day-to-day cybersecurity, infrastructure, applications and operational work to ensure security and federal compliance. This role is critical for supervision and accountability for system reliability, vendor performance degradation monitoring, forecasting and preventative initiatives that impact passenger-facing and operator-dependent systems.

5. AIR-24 Terminal Systems, 0933 Manager V

The vacancy since September 2025 reflects metered hiring due to successive waves of citywide hiring freezes and budget constraints, not lack of operational need—Terminal Systems work has been absorbed by remaining staff operating above their capacity in a 24/7/365 environment serving 50+ million passengers annually. This position provides critical operational oversight of terminal facilities, passenger processing systems, airline coordination, and customer service functions across five terminals; deleting it would eliminate management capacity needed to maintain service levels, respond to operational disruptions, coordinate with 40+ airline partners, and oversee terminal maintenance and custodial operations affecting direct passenger experience. Terminal Systems is passenger-facing operations requiring continuous management presence—unlike strategic or administrative positions, this role directly coordinates frontline tenants (various baggage handling, ground crew, airside systems, customer service, operations coordinators) and responds to real-time operational challenges including flight delays, equipment failures, security incidents, and passenger emergencies.

6. AIR-26 Facilities Custodial, 0922 Manager I

The vacancy since April 2025 reflects metered hiring due to successive waves of citywide hiring freezes and budget constraints, not lack of operational need —custodial management work has been absorbed by remaining supervisors creating unsustainable oversight and accountability across 24/7/365 terminal operations serving 50+ million passengers annually. This 0922 Manager I provides oversight of Custodial supervisors and support for frontline custodial staff maintaining cleanliness standards across the terminals. Although a managerial position, this is the exact "frontline service" accountability role that's critical to operations. This position directly manages supervisors and workers who clean restrooms, gate areas, baggage claim, and public spaces affecting immediate passenger experience and public health compliance. They also have oversight of non-terminal, rental space areas to airlines, maintenance operations, cargo areas, cargo offices, which

are revenue generating spaces that require oversight since AIR serves as the "landlord".

7. AIR-27 People Performance & Development, 0922 Manager I

The Airport approached this budget cycle with a commitment to adding no new FTEs. As a result, divisions were required to strategically evaluate and repurpose existing positions to address evolving operational and regulatory needs within the increasingly complex airport environment. The Airport plans to repurpose this Manager I position from Talent Mobility and Career Pathway Programs to support critical EEO and Compliance Programs functions. We anticipate filling this position by September 2026.

This repurposed role is operationally necessary to strengthen the Airport's capacity to manage and oversee compliance obligations related to Title VI, Equal Employment Opportunity, and associated regulatory requirements. The increasing complexity, visibility, and reporting requirements tied to compliance programs require dedicated leadership and coordination to ensure the Airport remains proactive, responsive, and aligned with federal, state, and local requirements.

If the Airport is unable to move forward with filling this position, there would be significant impacts to the Airport's ability to effectively administer compliance programs, respond to regulatory inquiries and investigations, support timely reporting obligations, and implement proactive compliance monitoring and training efforts. Delays or gaps in these areas could increase organizational risk exposure, impact the Airport's ability to demonstrate compliance with Title VI requirements, and potentially affect eligibility for federally funded programs and initiatives. Since adopting our Title VI Plan in 2024, as mandated by the FAA, the Airport has not been able to fulfill the requirements stipulated in the Plan. This puts the Airport at risk, if and when, we are audited. Additionally, existing staff resources do not have the capacity to absorb these expanded responsibilities without negatively impacting other critical operational priorities.

8. AIR-29 Communications, 0923 Manager II

External Affairs work has been absorbed by remaining communications staff during a period of intense stakeholder engagement with FAA and other federal level agencies, Terminal construction community outreach, and daily operational communications with 40+ airline partners and 50M+ passengers. Communications management directly protects Airport operations and

revenue: inadequate crisis communications during operational disruptions damages reputation and airline confidence; insufficient community engagement jeopardizes environmental approvals for capital projects; weak investor communications affect credit ratings and borrowing costs; and poor airline stakeholder relations creates operational conflicts. Deleting this position would permanently eliminate management capacity for media relations, crisis response, community partnerships, airline communications, investor relations, and Commission support during a critical period with active bond programs, major construction impacts, and federal operational restrictions requiring continuous stakeholder coordination.

9. AIR-30 Aviation Management, Manager V

This position has never been filled because it was authorized October FY24 to establish and manage the Operating Revenue Capital Investment Fund (ORCIF)—a strategic financing mechanism enabling the Airport to operationalize investments into revenue-generating capital projects that diversify income sources. Filling this position was prioritized after the operational, safety & security, airside, hiring positions. This was driven by the metered hiring due to successive waves of citywide hiring freezes and budget constraints, and the Airport had to make difficult decisions of prioritizing as-is operations, before it could invest in new, revenue-generation positions. The Airport is now ready to fill (having brought its vacancy rate from 20% two years ago to now 10.7%). This position will explore new and additional commercial development, ground leases, parking facilities, advertising infrastructure, and other assets that generate incremental revenue. This is not administrative "overhead"—this position will directly generate new revenue by identifying, developing, and managing commercial investments. Without this position, the Airport is at risk of inability to implement ORCIF, revenue diversification strategy. Without this position there would be a continued over-reliance on airline revenue creating cost competitiveness challenges and missed commercial development opportunities.

10. AIR-32 Finance Manager VIII

This position has never been filled due to metered hiring and prioritization of core operations. With vacancy rate reduced from 20% to 10% and FTEs held flat, the Airport is shifting from recovery to expansion and proactive revenue generation. This requires executive-level leadership to build strategy, align IT/digital infrastructure, drive external negotiations, and lead revenue-generating organizational transformation across divisions through internal and external cross-functional coordination and airline, tenant negotiations.

Deleting this position eliminates the strategic leadership necessary to execute innovative revenue initiatives and infrastructure development essential to long-term financial sustainability beyond baseline operations.