

File No. 160474

Committee Item No. 7  
Board Item No. 14

**COMMITTEE/BOARD OF SUPERVISORS**  
AGENDA PACKET CONTENTS LIST

Committee: Budget & Finance Committee

Date May 18, 2016

Board of Supervisors Meeting

Date July 19, 2016

**Cmte Board**

- Motion
- Resolution
- Ordinance
- Legislative Digest
- Budget and Legislative Analyst Report
- Youth Commission Report
- Introduction Form
- Department/Agency Cover Letter and/or Report
- MOU
- Grant Information Form
- Grant Budget
- Subcontract Budget
- Contract/Agreement
- Form 126 – Ethics Commission
- Award Letter
- Application
- Public Correspondence

**OTHER** (Use back side if additional space is needed)

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Completed by: Linda Wong Date May 13, 2016  
Completed by: Linda Wong Date May 18, 2016

1 [Proposition J Contract Certification Specified Contracted-Out Services Previously Approved]

2  
3 **Resolution concurring with the Controller's certification that services previously**  
4 **approved can be performed by private contractor for a lower cost than similar work**  
5 **performed by City and County employees for the following services: information**  
6 **booths, security, parking operations, and shuttle bus (Airport); citations processing,**  
7 **towing, paratransit, parking meter, security, and transit shelter (Municipal**  
8 **Transportation Agency); security and janitorial (Port); and security (Public Utilities**  
9 **Commission).**

10  
11 WHEREAS, The Electorate of the City and County of San Francisco passed  
12 Proposition J in November 1976, allowing City and County Departments to contract with  
13 private companies for specific services which can be performed for a lower cost than similar  
14 work by City and County employees (Charter Section 10.104.15); and

15 WHEREAS, The City has previously approved outside contracts for the services listed  
16 below; and

17 WHEREAS, The Controller has determined that a Purchaser's award of a contract for  
18 the services listed below to a private contractor will continue to achieve substantial cost  
19 savings for the City; and

20 WHEREAS, The City and County of San Francisco must reconcile a projected \$85.5  
21 million budget deficit for FY2016-2017 and a projected \$160.9 million budget deficit for  
22 FY2017-2018 with a Charter obligation to enact a balanced budget each fiscal year; and

23 WHEREAS, The Mayor has determined that the state of the City's budget for  
24 FYs 2016-2017 and 2017-2018 as indicated herein has created an emergency situation  
25 justifying a Purchaser's award of a contract for the following services: information booth,

1 security, parking, and shuttle bus services (Airport); citations processing, towing, paratransit,  
 2 parking meter, security, and transit shelter services (MTA); security and janitorial services  
 3 (Port); security services (PUC); and

4 WHEREAS, The Controller's certification, which confirms that said services can be  
 5 performed at lower costs to the City and County by private contractor than by employees of  
 6 the City and County, is on file with the Clerk of the Board of Supervisors in File No. 160474,  
 7 which is hereby declared to be part of this resolution as if set forth fully herein; now, therefore,  
 8 be it

9 RESOLVED, That the Board of Supervisors hereby concurs with the Controller's  
 10 certification, and the Mayor's determination of an emergency situation, and approves the  
 11 Proposition J Resolution concerning the Purchaser's award of a contract to a private  
 12 contractor for the services listed below for the period of July 1, 2016 through June 30, 2017.

14		City Cost	Contract Cost		
15	Department/Function	(High)	(High)	SAVINGS	FTEs
16	Airport (AIR)				
17	Info Booths	15,457,625	7,855,047	7,602,578	127.4
18	Security Services	2,815,530	1,990,612	824,918	31.0
19	Parking Operations	28,820,672	20,527,025	8,293,647	237.0
20	Shuttle Bus	13,156,096	10,487,305	2,668,792	98.0
21	Municipal Transportation Agency (MTA)				
22	Citations Processing	9,170,622	8,527,099	643,522	48.0
23	Towing Services	15,463,465	12,367,174	3,096,291	112.0
24	Paratransit Services	44,661,624	24,350,932	20,310,692	378.0

Department/Function	City Cost (High)	Contract Cost (High)	SAVINGS	FTEs
Parking Meter Services	4,540,529	3,108,539	1,431,990	35.3
Security Services	8,253,480	6,126,160	2,091,320	88.0
Transit Shelter Services	480,611	392,149	88,462	3.0
Port (PRT)				
Security Services	1,557,961	766,516	791,445	15.0
Janitorial Services	588,157	301,936	286,221	6.0
Public Utilities Commission (PUC)				
Security Services	706,764	334,410	372,354	7.3

RESOLVED, That the Board of Supervisors hereby concurs with the Mayor's determination that the state of the City's budget for fiscal year 2017-18 as indicated herein has created an emergency situation and concurs with the Controller's certification and approves the Proposition J Resolution concerning the Purchaser's award of a contract to a private contractor for the services listed below for the period of July 1, 2017 through June 30, 2018.

Department/Function	City Cost (High)	Contract Cost (High)	SAVINGS	FTEs
Airport (AIR)				
Info Booths	14,842,871	7,708,845	7,134,026	127.4
Security Services	2,923,052	1,991,215	931,837	31.0
Parking Operations	30,120,824	21,127,485	8,993,340	237.0

	City Cost	Contract Cost		
Department/Function	(High)	(High)	SAVINGS	FTEs
Shuttle Bus	13,156,096	10,487,305	2,668,792	98.0
Municipal Transportation Agency (MTA)				
Citations Processing	9,402,179	8,783,747	618,431	48.0
Towing Services	16,029,461	12,738,791	3,290,791	112.0
Paratransit Services	46,394,118	25,227,019	21,167,098	378
Parking Meter Services	4,821,906	3,110,325	1,711,581	35.3
Security Services	8,639,088	6,162,680	2,476,408	88.0
Transit Shelter Services	497,459	396,515	100,944	3.0
Port (PRT)				
Security Services	1,625,026	787,067	837,959	15.0
Janitorial Services	613,415	307,989	305,426	6.0
Public Utilities Commission (PUC)				
Security Services	1,016,170	436,236	579,933	10.3



**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**

**Todd Rydstrom**  
**Deputy Controller**

April 27, 2016

John L. Martin  
Airport Director  
San Francisco International Airport  
International Terminal, 5<sup>th</sup> Floor  
P.O. Box 8097  
San Francisco, CA 94128

Attention: Kaitlyn Connors, Budget Director  
San Francisco International Airport  
Finance Office  
P.O. Box 8097  
San Francisco, CA 94128

RE: Airport Information Booth – FY 2016-17 and FY 2017-18

The cost information and supplemental data provided by your office on the proposed contract for Airport Information Booth services have been reviewed by my staff.


If these services are provided at the proposed contract price, it appears they can be performed at a lower cost than if the work were performed by City employees.

The requirements of Charter Section 10.104.15 relative to the Controller's findings that "work or services can be practically performed under private contract at a lesser cost than similar work performed by employees of the City and County of San Francisco" have been satisfied. Attached is a statement of projected cost and estimated savings for Fiscal Year (FY) 2016-17 and FY 2017-18 and the informational items provided by the department pursuant to San Francisco Administrative Code Section 2.15.

Your department does not need to take further action for Board of Supervisors' approval because this determination will become part of the FY 2016-17 budget approval process. Following that legislative approval, we will notify your department and the Purchaser that this Charter requirement has been met.

Please contact Theresa Kao at 415-554-5253 if you have any questions regarding this determination.

Sincerely,



Ben Rosenfield,  
Controller

Enclosures

cc: Board of Supervisors' Budget Analyst  
Human Resources, Employee Relations

AIRPORT COMMISSION  
 SAN FRANCISCO INTERNATIONAL AIRPORT  
 AIRPORT INFORMATION AND GUEST ASSISTANCE SERVICES CONTRACT (1)  
 FISCAL YEAR 2017-18

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
Senior Operational Manger	9143	3.0	\$ 169,373	\$ 64,292	\$ 700,995.43	\$ 574,816
Sr. Management Assistant	1844	2.9	\$ 100,280	\$ 43,384	\$ 414,417	\$ 339,822
Training Officer	1232	0.5	\$ 100,005	\$ 43,557	\$ 71,781	\$ 58,861
Management Assistant	1842	8.0	\$ 87,480	\$ 39,666	\$ 1,017,172	\$ 834,081
Principal Account Clerk	1634	18.0	\$ 82,498	\$ 38,219	\$ 2,172,904	\$ 1,781,781
Senior Account Clerk	1632	92.0	\$ 73,056	\$ 35,476	\$ 9,989,172	\$ 8,191,121
Account Clerk	1630	1.0	\$ 63,092	\$ 32,582	\$ 95,673	\$ 78,452
Accountant I	1650	2.0	\$ 79,553	\$ 37,624	\$ 234,354	\$ 192,170
Holiday Pay (if applicable)					315,409	\$ 258,635
Night / Shift Differential (if applicable)					282,438	\$ 231,599
Overtime Pay (if applicable)					0	0
Other Pay (if applicable)					0	0
<b>Total Personnel Costs</b>			<b>127.4</b>		<b>15,294,315</b>	<b>12,541,338</b>

**ADDITIONAL CITY COSTS (if applicable)**

Computers and supplies for Lost and Found Office	6,000	6,000
Communications	7,500	7,500
Offic/booth supplies - (DBE)	15,000	15,000
Reward & Recognition	10,000	10,000
Uniforms	80,000	80,000
Uniforming	3,000	3,000
POS System maintenance support	1,500	1,500
POS Webportal Maintenance	4,110	4,110
Technical support consultant	3,000	3,000
ADM Customer Support Supplies	5,000	5,000
Monthly payment to Traveler's Aid	1,200	1,200
Dry Cleaning - (DBE)	5,000	5,000
Fringe Reimbursement	5,000	5,000
Lost & Found Software	5,000	5,000
Shipping	6,000	6,000
Contingency for supplies/services as needed.	6,000	6,000
<b>Total Capital &amp; Operating</b>	<b>163,310</b>	<b>163,310</b>

**ESTIMATED TOTAL CITY COST**

**15,457,625 12,704,648**

**LESS: ESTIMATED TOTAL CONTRACT COST**

**\$ (7,855,047) \$ (7,852,185)**

**ESTIMATED SAVINGS**

**\$ 7,602,578 \$ 4,852,463**

**% of Savings to City Cost**

**49% 38%**

Comments/Assumptions:

1. FY 1990 would be/was the first year these services are/were contracted out.
2. Salary levels reflect proposed salary rates effective July 1, 2016. Costs are represented as annual 12 month costs.
3. Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term disability, where applicable.
4. Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
5. The Estimated Contract Cost includes 0.10 FTE for contract monitoring.

SAN FRANCISCO INTERNATIONAL AIRPOR.  
 AIRPORT INFORMATION AND GUEST ASSISTANCE SERVICES CONTRACT (1)  
 FISCAL YEAR 2016-17

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
Senior Operational Manger	9143	3.0	\$ 165,813	\$ 58,413	\$ 672,675.42	\$ 551,594
Sr. Management Assistant	1844	2.9	\$ 98,172	\$ 39,631	\$ 397,511	\$ 325,959
Training Officer	1232	0.5	\$ 97,903	\$ 39,800	\$ 68,851	\$ 56,458
Management Assistant	1842	8.0	\$ 85,642	\$ 36,306	\$ 975,577	\$ 799,973
Principal Account Clerk	1634	18.0	\$ 80,764	\$ 35,011	\$ 2,083,950	\$ 1,708,839
Senior Account Clerk	1632	92.0	\$ 71,521	\$ 32,558	\$ 9,579,234	\$ 7,854,972
Account Clerk	1630	1.0	\$ 61,765	\$ 29,969	\$ 91,734	\$ 75,222
Accountant I	1650	2.0	\$ 77,880	\$ 34,494	\$ 224,748	\$ 184,294
Holiday Pay (if applicable)					308,779	\$ 253,199
Night / Shift Differential (if applicable)					276,501	\$ 226,731
Overtime Pay (if applicable)					0	0
Other Pay (if applicable)					0	0
<b>Total Personnel Costs</b>		<b>127.4</b>			<b>14,679,561</b>	<b>12,037,240</b>

ADDITIONAL CITY COSTS (if applicable)

Computers and supplies for Lost and Found Office	6,000	6,000
Communications	7,500	7,500
Offic/booth supplies - (DBE)	15,000	15,000
Reward & Recognition	10,000	10,000
Uniforms	80,000	80,000
Printing	3,000	3,000
POS System maintenance support	1,500	1,500
POS Webportal Maintenance	4,110	4,110
Technical support consultant	3,000	3,000
ADM Customer Support Supplies	5,000	5,000
Monthly payment to Traveler's Aid	1,200	1,200
Dry Cleaning - (DBE)	5,000	5,000
Fringe Reinbursement	5,000	5,000
Lost & Found Software	5,000	5,000
Shipping	6,000	6,000
Contingency for supplies/services as needed.	6,000	6,000
<b>Total Capital &amp; Operating</b>	<b>163,310</b>	<b>163,310</b>

**ESTIMATED TOTAL CITY COST**

**14,842,871 12,200,550**

**LESS: ESTIMATED TOTAL CONTRACT COST**

**\$ (7,708,845) \$ (7,706,100)**

**ESTIMATED SAVINGS**

**\$ 7,134,026 \$ 4,494,450**

**% of Savings to City Cost**

**48% 37%**

Comments/Assumptions:

1. FY 1990 would be/was the first year these services are/were contracted out.
2. Salary levels reflect proposed salary rates effective July 1, 2016. Costs are represented as annual 12 month costs.
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4. Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
5. The Estimated Contract Cost includes 0.10 FTE for contract monitoring.





**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**  
**Todd Rydstrom**  
**Deputy Controller**

April 27, 2016

John L. Martin  
Airport Director  
San Francisco International Airport  
International Terminal, 5<sup>th</sup> Floor  
P.O. Box 8097  
San Francisco, CA 94128

Attention: Kaitlyn Connors, Budget Director  
San Francisco International Airport  
Finance Office  
P.O. Box 8097  
San Francisco, CA 94128

RE: Airport Parking – FY 2016-17 and FY 2017-18

The cost information and supplemental data provided by your office on the proposed contract for Airport Parking services have been reviewed by my staff.

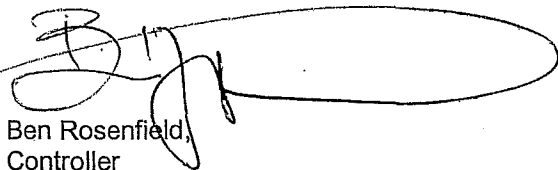
If these services are provided at the proposed contract price, it appears they can be performed at a lower cost than if the work were performed by City employees.

The requirements of Charter Section 10.104.15 relative to the Controller's findings that "work or services can be practically performed under private contract at a lesser cost than similar work performed by employees of the City and County of San Francisco" have been satisfied. Attached is a statement of projected cost and estimated savings for Fiscal Year (FY) 2016-17 and FY 2017-18 and the informational items provided by the department pursuant to San Francisco Administrative Code Section 2.15.

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Please contact Theresa Kao at 415-554-5253 if you have any questions regarding this determination.

Sincerely,



Ben Rosenfield,  
Controller

Enclosures

cc: Board of Supervisors' Budget Analyst  
Human Resources, Employee Relations

AIRPORT COMMISSION  
PARKING OPERATIONS  
COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
FISCAL YEAR 2016-17

ESTIMATED CITY COSTS:

PROJECTED PERSONNEL COSTS

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
Manager IV	0932	1.0	\$ 135,226	\$ 53,502	\$ 188,728.07	\$ 148,206
Manager II	0923	2.0	\$ 135,226	\$ 53,502	\$ 377,456	\$ 273,082
Manager I	0922	2.0	\$ 125,902	\$ 51,615	\$ 355,034	\$ 256,990
Accountant IV	1657	1.0	\$ 120,836	\$ 46,082	\$ 166,918	\$ 130,946
Sr. Management Assistant	1844	1.0	\$ 98,172	\$ 40,388	\$ 138,561	\$ 113,990
Sr. Payroll & Personnel Clerk	1222	1.0	\$ 80,764	\$ 35,634	\$ 116,398	\$ 91,334
Clerk	1404	1.0	\$ 57,535	\$ 29,290	\$ 86,824	\$ 68,085
Sr. Clerk	1406	6.0	\$ 59,690	\$ 29,879	\$ 537,413	\$ 421,853
Principal Clerk	1408	1.0	\$ 78,851	\$ 35,111	\$ 113,962	\$ 89,389
Management Assistant	1842	1.0	\$ 85,642	\$ 36,966	\$ 122,608	\$ 96,154
Accountant II	1652	1.0	\$ 86,207	\$ 37,365	\$ 123,573	\$ 96,952
Collection Supervisor	4366	1.0	\$ 85,884	\$ 37,032	\$ 122,916	\$ 96,373
Investigator	4334	2.0	\$ 95,855	\$ 39,755	\$ 271,221	\$ 237,017
Customer Service Agent Supervisor	1326	21.0	\$ 88,794	\$ 37,827	\$ 2,659,055	\$ 2,086,245
Customer Service Agent	1324	3.0	\$ 78,419	\$ 34,994	\$ 340,239	\$ 267,077
Cashier III	4322	72.5	\$ 71,844	\$ 33,198	\$ 7,615,535	\$ 5,977,188
Electronic Maintenance Technician	7318	1.0	\$ 114,746	\$ 46,761	\$ 161,507	\$ 126,697
Stationary Engineer	7334	2.0	\$ 90,411	\$ 39,441	\$ 259,704	\$ 203,943
Chief Stationary Engr	7205	1.0	\$ 114,692	\$ 45,519	\$ 160,211	\$ 160,211
Institutional Police Lieutenant	8209	1.0	\$ 145,130	\$ 51,959	\$ 197,090	\$ 142,768
Institutional Police Sergeant	8205	2.0	\$ 126,630	\$ 48,215	\$ 349,690	\$ 274,145
Bldg & Grounds Patrol Officer	8207	68.5	\$ 67,101	\$ 31,902	\$ 6,781,749	\$ 5,577,920
Custodial Supervisor	2718	1.0	\$ 72,922	\$ 33,492	\$ 106,414	\$ 83,468
Custodial Assistant Supervisor	2716	3.0	\$ 66,131	\$ 31,638	\$ 293,306	\$ 230,112
Custodian	2708	40.0	\$ 60,095	\$ 29,989	\$ 3,603,341	\$ 2,827,690
Holiday Pay (if applicable)					546,524	448,150
Night / Shift Differential (if applicable)					489,395	401,304
Overtime Pay (if applicable)					0	0
Other Pay (if applicable)					0	0
<b>Total Personnel Costs</b>		<b>237.0</b>			<b>26,285,370</b>	<b>20,927,290</b>

ADDITIONAL CITY COSTS (if applicable)

Operating Expenses	752,887	730,957
Credit Card Processing Fees	1,782,415	1,730,500
<b>Total Capital &amp; Operating</b>	<b>2,535,302</b>	<b>2,461,457</b>

ESTIMATED TOTAL CITY COST

**28,820,672**      **23,388,747**

LESS: ESTIMATED TOTAL CONTRACT COST

**\$ (20,527,025)**      **\$ (19,892,614)**

ESTIMATED SAVINGS

**\$ 8,293,647**      **\$ 3,496,133**

% of Savings to City Cost

**29%**      **15%**

Comments/Assumptions:

- 1971 would be/were the first year these services are/were contracted out.
- Salary levels reflect proposed salary rates effective July 1, 2014. Costs are represented as annual 12 month costs.
- Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term disability, where applicable.
- Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
- Operating costs include operating expenses & credit card fees. FTEs are based on Contractor FTEs.

AIRPORT COMMISSION  
 PARKING OPERATIONS  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 FISCAL YEAR 2017-18

ESTIMATED CITY COSTS:

PROJECTED PERSONNEL COSTS

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
Manager IV	0932	1.0	\$ 159,904	\$ 61,287	\$ 221,191	\$ 173,699
Manager II	0923	2.0	\$ 138,130	\$ 56,628	\$ 389,516	\$ 281,807
Manager I	0922	2.0	\$ 128,606	\$ 54,590	\$ 366,392	\$ 265,211
Accountant IV	1657	1.0	\$ 123,430	\$ 48,738	\$ 172,169	\$ 135,065
Sr. Management Assistant	1844	1.0	\$ 100,280	\$ 42,804	\$ 143,085	\$ 117,712
Sr. Payroll & Personnel Clerk	1222	1.0	\$ 82,498	\$ 37,742	\$ 120,240	\$ 94,349
Clerk	1404	1.0	\$ 58,770	\$ 30,987	\$ 89,756	\$ 70,384
Sr. Clerk	1406	6.0	\$ 60,972	\$ 31,613	\$ 555,513	\$ 436,061
Principal Clerk	1408	1.0	\$ 80,544	\$ 37,185	\$ 117,729	\$ 92,344
Management Assistant	1842	1.0	\$ 87,480	\$ 39,160	\$ 126,640	\$ 99,316
Accountant II	1652	1.0	\$ 88,058	\$ 39,583	\$ 127,641	\$ 100,144
Collection Supervisor	4366	1.0	\$ 87,728	\$ 39,231	\$ 126,959	\$ 99,542
Investigator	4334	2.0	\$ 97,913	\$ 42,130	\$ 280,086	\$ 244,765
Customer Service Agent Supervisor	1326	21.0	\$ 90,701	\$ 40,077	\$ 2,746,338	\$ 2,154,726
Customer Service Agent	1324	3.0	\$ 80,103	\$ 37,060	\$ 351,489	\$ 275,908
Cashier III	4322	72.5	\$ 73,387	\$ 35,148	\$ 7,868,743	\$ 6,175,923
Electronic Maintenance Technician	7318	1.0	\$ 117,209	\$ 49,578	\$ 166,787	\$ 130,840
Stationary Engineer	7334	2.0	\$ 92,353	\$ 41,778	\$ 268,260	\$ 210,662
Chief Stationary Engr	7205	1.0	\$ 117,154	\$ 48,274	\$ 165,428	\$ 165,428
Institutional Police Lieutenant	8209	1.0	\$ 148,246	\$ 55,069	\$ 203,315	\$ 147,278
Institutional Police Sergeant	8205	2.0	\$ 129,349	\$ 51,025	\$ 360,748	\$ 281,383
Bldg & Grounds Patrol Officer	8207	68.5	\$ 68,542	\$ 33,769	\$ 7,008,263	\$ 5,764,226
Custodial Supervisor	2718	1.0	\$ 74,488	\$ 35,461	\$ 109,949	\$ 86,240
Custodial Assistant Supervisor	2716	3.0	\$ 67,551	\$ 33,486	\$ 303,112	\$ 237,806
Custodian	2708	40.0	\$ 61,385	\$ 31,731	\$ 3,724,636	\$ 2,922,875
Holiday Pay (if applicable)					656,324	\$ 505,369
Night / Shift Differential (if applicable)					739,156	\$ 569,150
Overtime Pay (if applicable)					0	0
Other Pay (if applicable)					0	0
<b>Total Personnel Costs</b>		<b>237.0</b>			<b>27,509,465</b>	<b>21,838,214</b>

ADDITIONAL CITY COSTS (if applicable)

Operating Expenses	775,471	752,887
Credit Card Processing Fees	1,835,888	1,782,415
<b>Total Capital &amp; Operating</b>	<b>2,611,359</b>	<b>2,535,302</b>

ESTIMATED TOTAL CITY COST

**30,120,824**      **24,373,516**

LESS: ESTIMATED TOTAL CONTRACT COST

**\$ (21,127,485)**      **\$ (20,504,732)**

ESTIMATED SAVINGS

**\$ 8,993,340**      **\$ 3,868,784**

% of Savings to City Cost

**30%**      **16%**

Comments/Assumptions:

- 1971 would be/was the first year these services are/were contracted out.  
Salary levels reflect proposed salary rates effective July 1, 2014. Costs are represented as annual 12 month costs.
- Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term disability, where applicable.
- Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
- Operating costs include operating expenses & credit card fees. FTEs are based on Contractor FTEs.



**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**  
**Todd Rydstrom**  
**Deputy Controller**

April 27, 2016

John L. Martin  
Airport Director  
San Francisco International Airport  
International Terminal, 5<sup>th</sup> Floor  
P.O. Box 8097  
San Francisco, CA 94128

Attention: Kaitlyn Connors, Budget Director  
San Francisco International Airport  
Finance Office  
P.O. Box 8097  
San Francisco, CA 94128

RE: Airport Security Service – FY2016-17 and FY2017-18

The cost information and supplemental data provided by your office on the proposed contract for Airport Security services have been reviewed by my staff.


If these services are provided at the proposed contract price, it appears they can be performed at a lower cost than if the work were performed by City employees.

The requirements of Charter Section 10.104.15 relative to the Controller's findings that "work or services can be practically performed under private contract at a lesser cost than similar work performed by employees of the City and County of San Francisco" have been satisfied. Attached is a statement of projected cost and estimated savings for Fiscal Year (FY) 2016-17 and FY2017-18 and the informational items provided by the department pursuant to San Francisco Administrative Code Section 2.15.

Your department does not need to take further action for Board of Supervisors' approval because this determination will become part of the FY2016-17 and FY2017-18 budget approval process. Following that legislative approval, we will notify your department and the Purchaser that this Charter requirement has been met.

Please contact Theresa Kao at 415-554-5253 if you have any questions regarding this determination.

Sincerely,



Ben Rosenfield,  
Controller

Enclosures

cc: Board of Supervisors' Budget Analyst  
Human Resources, Employee Relations

AIRPORT COMMISSION  
GENERAL AIRPORT SECURITY SERVICES  
COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
FISCAL YEAR 2016-17

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
Security Guard	8202	26.0	\$ 55,190	\$ 29,981	\$ 2,214,437	\$ 1,738,977
Building and Ground Patrol Officer	8207	5.0	67,101	31,902	\$ 495,018	\$ 388,733
Holiday Pay (if applicable)					55,962	44,210
Night / Shift Differential (if applicable)					50,112	39,589
Overtime Pay (if applicable)					0	0
Other Pay (if applicable)					0	0
<b>Total Personnel Costs</b>		<b>31</b>			<b>2,815,530</b>	<b>2,211,509</b>

**ESTIMATED TOTAL CITY COST**

**2,815,530      2,211,509**

**LESS: ESTIMATED TOTAL CONTRACT COST**

**\$ (1,990,612)    \$ (1,987,781)**

**ESTIMATED SAVINGS**

**\$ 824,918    \$ 223,728**

**% of Savings to City Cost**

**29%      10%**

Comments/Assumptions:

1. FY 2007 would be/was the first year these services are/were contracted out.
2. Salary levels reflect proposed salary rates effective July 1, 2016. Costs are represented as annual 12 month costs.
3. Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term disability, where applicable.
4. Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.

AIRPORT COMMISSION  
GENERAL AIRPORT SECURITY SERVICES  
COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
FISCAL YEAR 2017-18

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
Security Guard	8202	26.0	\$ 56,375	\$ 32,208	\$ 2,303,147	\$ 1,808,640
Building and Ground Patrol Officer	8207	5.0	68,542	33,769	\$ 511,552	\$ 401,149
Holiday Pay (if applicable)					57,164	45,160
Night / Shift Differential (if applicable)					51,188	40,439
Overtime Pay (if applicable)					0	0
Other Pay (if applicable)					0	0
<b>Total Personnel Costs</b>		<b>31</b>			<b>2,923,052</b>	<b>2,295,387</b>

<b>ESTIMATED TOTAL CITY COST</b>	<b>2,923,052</b>	<b>2,295,387</b>
<b>LESS: ESTIMATED TOTAL CONTRACT COST</b>	<b>\$ (1,991,215)</b>	<b>\$ (1,988,293)</b>
<b>ESTIMATED SAVINGS</b>	<b>\$ 931,837</b>	<b>\$ 307,094</b>
<b>% of Savings to City Cost</b>	<b>32%</b>	<b>13%</b>

Comments/Assumptions:

1. FY 2007 would be/was the first year these services are/were contracted out.
2. Salary levels reflect proposed salary rates effective July 1, 2016. Costs are represented as annual 12 month costs.
3. Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term disability, where applicable.
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**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**  
**Todd Rydstrom**  
**Deputy Controller**

April 27, 2016

John L. Martin  
Airport Director  
San Francisco International Airport  
International Terminal, 5<sup>th</sup> Floor  
P.O. Box 8097  
San Francisco, CA 94128

Attention: Kaitlyn Connors, Budget Director  
San Francisco International Airport  
Finance Office  
P.O. Box 8097  
San Francisco, CA 94128

RE: Airport Shuttle Bus Service – FY2016-17 and FY 2017-18

The cost information and supplemental data provided by your office on the proposed contract for airport shuttle bus services have been reviewed by my staff.

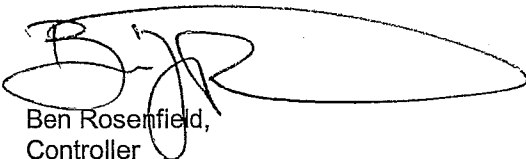
If these services are provided at the proposed contract price, it appears they can be performed at a lower cost than if the work were performed by City employees.

The requirements of Charter Section 10.104.15 relative to the Controller's findings that "work or services can be practically performed under private contract at a lesser cost than similar work performed by employees of the City and County of San Francisco" have been satisfied. Attached is a statement of projected cost and estimated savings for Fiscal Year (FY) 2016-17 and FY2017-18 and the informational items provided by the department pursuant to San Francisco Administrative Code Section 2.15.

Your department does not need to take further action for Board of Supervisors' approval because this determination will become part of the FY2016-17 and FY2017-18 budget approval process. Following that legislative approval, we will notify your department and the Purchaser that this Charter requirement has been met.

Please contact Theresa Kao at 415-554-5253 if you have any questions regarding this determination.

Sincerely,



Ben Rosenfield,  
Controller

Enclosures

cc: Board of Supervisors' Budget Analyst  
Human Resources, Employee Relations

AIRPORT COMMISSION  
 AIRPORT SHUTTLE BUS SERVICE  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 FISCAL YEAR 2016-17

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
Transit Operators	9163	84.0	\$ 66,373	\$ 31,724	\$ 8,240,188	\$ 6,427,347
Transit Supervisor	9139	5.0	96,933	40,850	688,914	540,658
Transit Manager II	9141	1.0	129,325	48,152	177,476	139,221
Transit Manager I	9140	1.0	114,422	44,940	159,362	125,008
Automotive Mechanic	7381	4.0	86,315	38,356	498,685	498,685
Transit Car Cleaner	9102	2.0	66,778	31,299	196,154	153,805
Manager IV, MTA	9174	1.0	145,736	54,504	200,241	156,188
Holiday Pay (if applicable)					413,375	338,968
Night / Shift Differential (if applicable)					185,082	151,767
Overtime Pay (if applicable)					0	0
Other Pay (if applicable)					0	0
<b>Total Personnel Costs</b>		<b>98.0</b>			<b>10,759,478</b>	<b>8,531,647</b>

ADDITIONAL CITY COSTS (if applicable)

Fuel, Lubricants and Utilities (same as contractor)	844,603	844,6
Bus Maintenance (same as contractor)	891,800	891,800
Liability Insurance (same as contractor)	184,405	184,405
Property Insurance (same as contractor)	6,040	6,040
Unanticipated Operational Expenses (same as contractor)	260,100	260,100
Emergency Contingency (same as contractor)	209,670	209,670
<b>Total Capital &amp; Operating</b>	<b>2,396,618</b>	<b>2,396,618</b>

**ESTIMATED TOTAL CITY COST**

**13,156,096      10,928,265**

**LESS: ESTIMATED TOTAL CONTRACT COST**

**\$(10,487,305)    \$(10,555,292)**

**ESTIMATED SAVINGS**

**\$ 2,668,792    \$ 372,973**

**% of Savings to City Cost**

**20%                      3%**

Comments/Assumptions:

1. This service has been contracted out since 1975
2. Salary levels reflect proposed salary rates effective July 1, 2016. Costs are represented as annual 12 month costs.
3. Variable fringe benefits consist of Social Security, Medicare, employer retirement.
4. Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
5. Estimated City capital and operating costs are included in the estimated total contract cost.
6. The Estimated Contract Cost for annual service is based upon contractor's bid for services and contract monitoring costs.
7. Shuttle bus contract to be renewed July 1, 2016.



AIRPORT COMMISSION  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 AIRPORT SHUTTLE BUS SERVICE  
 FISCAL YEAR 2017-18

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
Transit Operators	9163	84.0	\$ 68,033	\$ 34,582	\$ 8,619,710	\$ 6,723,374
Transit Supervisor	9139	5.0	99,014	44,641	\$ 718,278	\$ 563,703
Transit Manager II	9141	1.0	132,101	52,772	184,874	\$ 145,024
Transit Manager I	9140	1.0	116,879	49,267	166,146	\$ 130,329
Automotive Mechanic	7381	4.0	88,169	41,841	520,038	\$ 520,099
Transit Car Cleaner	9102	2.0	68,212	34,069	204,561	\$ 160,397
Manager IV, MTA	9174	1.0	145,178	40,850	186,028	\$ 145,102
Holiday Pay (if applicable)					423,497	347,267
Night / Shift Differential (if applicable)					189,614	155,483
Overtime Pay (if applicable)					0	0
Other Pay (if applicable)					0	0
<b>Total Personnel Costs</b>		<b>98.0</b>			<b>11,212,745</b>	<b>8,890,778</b>

**ADDITIONAL CITY COSTS (if applicable)**

Fuel, Lubricants and Utilities (same as contractor)	861,495	861,495
Bus Maintenance (same as contractor)	909,636	909,636
Liability Insurance (same as contractor)	188,093	188,093
Property Insurance (same as contractor)	6,161	6,161
Unanticipated Operational Expenses (same as contractor)	265,302	265,302
Emergency Contingency (same as contractor)	316,877	316,877
<b>Total Capital &amp; Operating</b>	<b>2,547,564</b>	<b>2,547,564</b>

**ESTIMATED TOTAL CITY COST**

**13,760,309      11,438,341**

**LESS: ESTIMATED TOTAL CONTRACT COST**

**\$(10,849,663)    \$(10,845,524)**

**ESTIMATED SAVINGS**

**\$ 2,910,646    \$ 592,818**

**% of Savings to City Cost**

**21%                      5%**

Comments/Assumptions:

1. This service has been contracted out since 1975
2. Salary levels reflect proposed salary rates effective July 1, 2017. Costs are represented as annual 12 month costs.
3. Variable fringe benefits consist of Social Security, Medicare, employer retirement.
4. Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
5. Estimated City capital and operating costs are included in the estimated total contract cost.
6. The Estimated Contract Cost for annual service is based upon contractor's bid for services and contract monitoring costs.
7. Shuttle bus contract to be renewed July 1, 2016.



**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**  
**Todd Rydstrom**  
**Deputy Controller**

March 25, 2016

Ed Reiskin, Director of Transportation  
Municipal Transportation Agency  
One South Van Ness Avenue, 7<sup>th</sup> Floor  
San Francisco, CA 94102-4645

Attn: Sonali Bose, Chief Financial Officer, Municipal Transportation Agency

RE: Contracting for SFMTA Citation Processing Services – FY 2016-17 and FY 2017-18

The cost information and supplemental data provided by your office on the proposed contract referenced above have been reviewed by my staff.

If these services are provided at the proposed contract price, it appears they can be performed at a lower cost than if the work were performed by City employees.

The requirements of Charter Section 10.104.15 relative to the Controller's findings that work or services can be practically performed under private contract at a lesser cost than similar work performed by employees of the City and County of San Francisco have been satisfied. Attached is a statement of projected cost and estimated savings for Fiscal Years 2016-17 and 2017-18 and the informational items provided by the department pursuant to San Francisco Administrative Code Section 2.15.

Following the approval of the Board of Supervisors, we will notify your department and the Purchaser that this Charter requirement has been met.

Please contact Theresa Kao at 415-554-5253 if you have any questions regarding this determination.

Sincerely,

A handwritten signature in black ink, appearing to read "Ben Rosenfield", written over a large, light-colored oval shape.

Ben Rosenfield,  
Controller

Enclosures

cc: Board of Supervisors' Budget Analyst  
Human Resources, Employee Relations

SFMTA-FINANCE AND INFORMATION TECHNOLOGY  
 CITATION PROCESSING CONTRACT  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 FISCAL YEAR 2016-17

ESTIMATED CITY COSTS:

PROJECTED PERSONNEL COSTS

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
<b>INTERSTATE &amp; SPECIAL COLLECTIONS:</b>						
IS Business Analyst	1052	2.0	103,077	41,966	\$ 290,086	\$ 246,573
Senior Administrative Analyst	1823	1.0	108,548	43,458	152,005	129,205
<b>OPERATING SYSTEM &amp; APPLICATION SOFTWARE MAINTENANCE:</b>						
IS Administrator III	1094	1.0	113,344	44,220	157,564	133,929
IS Engineer - Senior	1043	1.0	141,532	50,343	191,875	163,094
IS Engineer - Principal	1044	1.0	152,285	52,557	204,842	174,115
IS Programmer Analyst	1062	1.0	89,010	38,130	127,140	108,069
IS Programmer Analyst - Senior	1063	1.0	108,224	43,370	151,594	128,855
IS Programmer Analyst - Principal	1064	1.0	125,929	47,131	173,060	147,101
IS Project Director	1070	1.0	152,285	52,557	204,842	174,115
<b>CITATION PROCESSING &amp; COLLECTION:</b>						
Clerk	1404	1.0	57,535	29,290	86,824	73,801
Principal Clerk	1408	1.0	78,851	35,111	113,962	96,868
Account Clerk	1630	3.0	61,765	30,445	276,632	235,137
Principal Account Clerk	1634	1.0	80,764	35,634	116,398	98,938
Senior Management Assistant	1844	1.0	98,172	40,388	138,561	117,777
Cashier II	4321	27.0	64,056	31,071	2,568,424	2,183,161
Cashier III	4322	3.0	71,844	33,198	315,126	267,857
Manager III	9177	1.0	135,226	53,502	188,728	160,419
Holiday Pay (if applicable)						
Night / Shift Differential (if applicable)						
Overtime Pay (if applicable)						
Other Pay (if applicable)						
<b>Total Personnel Costs</b>		<b>48.0</b>			<b>5,457,662</b>	<b>4,639,013</b>

ADDITIONAL CITY COSTS (if applicable)

Software/Data Conversion					574,000	574,000
Capital Costs					2,161,229	2,161,229
SFMTA Overhead					977,731	977,731
<b>Total Capital &amp; Operating</b>					<b>3,712,960</b>	<b>3,712,960</b>

ESTIMATED TOTAL CITY COST

LESS: ESTIMATED TOTAL CONTRACT COST

ESTIMATED SAVINGS

% of Savings to City Cost

	<b>9,170,622</b>	<b>8,351,972</b>
	<b>(8,527,099)</b>	<b>(8,506,156)</b>
<b>\$</b>	<b>643,522</b>	<b>\$(154,184)</b>
	<b>7%</b>	<b>-2%</b>

Comments/Assumptions:

1. FY 1998 was the first year these services are/were contracted out.
2. Salary rates as posted in DHR website at June 30, 2016 x 1.0325, salary rate increase per MOUs
3. Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term disability, where
4. Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.

On classes and FTEs identified.:

For the SFMTA to provide this service utilizing city staff it will require the utilization of a broad range of IT classes. These classes would have distinct roles that will need to be provided. The rapid advancement of technology and cost saving opportunities that are associated with those advancements necessitates a dedicated technology team to this effort.

The shown 1823 and 1052 Analysts will be needed to map the business requirements to process design and software requirements for the development team. This is an iterative process that continues for the life of the system.

The shown 109x System administrators and 104x System Engineers would be required to perform the maintenance and oversee operation the citations system. The number of staff is representative for the critical business function this system provides to the SFMTA.

The shown 106x Programmer analysts would be needed to implement a software solution to meet the needs of the SFMTA citation unit. The number of developers is potentially understated for the initial ramp up of getting a base application in place for this business need. The 1070 Is Project Director would manage and direct this team.

The shown Citations & Processing class would be needed to perform operational tasks of citations issuance, mailing, late notices (various: late fees, tow, collections activity, etc.), account assignments, payments receipt, payment processing, payment application, research, responding to inquiries, manual input and tracking of manual citations, and account audit.

Given the complexity of this contract, determining the equivalent city cost is extremely difficult. After interviewing the MTA IT department, and the Department of Technology, it appears that the City does not have sufficient programming expertise to develop a system comparable to the one provided by the contractor. Given best estimates, if these services are provided at the proposed contract price, it appears they can be performed at a lower cost than if the work were performed by City employees. This is based on an analysis of the best available cost estimates, should the City perform the services instead of a contractor.

SFMTA-FINANCE AND INFORMATION TECHNOLOGY  
 CITATION PROCESSING CONTRACT  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 FISCAL YEAR 2017-18

ESTIMATED CITY COSTS:

PROJECTED PERSONNEL COSTS

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
<b>INTERSTATE &amp; SPECIAL COLLECTIONS:</b>						
IS Business Analyst	1052	2.0	105,290	45,091	\$ 300,762	\$ 255,647
Senior Administrative Analyst	1823	1.0	110,878	46,711	157,590	133,951
<b>OPERATING SYSTEM &amp; APPLICATION SOFTWARE MAINTENANCE:</b>						
IS Administrator III	1094	1.0	115,778	47,575	163,353	138,850
IS Engineer - Senior	1043	1.0	144,571	54,172	198,743	168,931
IS Engineer - Principal	1044	1.0	155,554	56,624	212,178	180,351
IS Programmer Analyst	1062	1.0	90,921	40,922	131,844	112,067
IS Programmer Analyst - Senior	1063	1.0	110,548	46,616	157,164	133,589
IS Programmer Analyst - Principal	1064	1.0	128,633	50,613	179,246	152,359
IS Project Director	1070	1.0	155,554	56,624	212,178	180,351
<b>CITATION PROCESSING &amp; COLLECTION:</b>						
Clerk	1404	1.0	58,770	31,326	90,096	76,582
Principal Clerk	1408	1.0	80,544	37,651	118,195	100,466
Account Clerk	1630	3.0	63,092	32,582	287,020	243,967
Principal Account Clerk	1634	1.0	82,498	38,219	120,717	102,609
Senior Management Assistant	1844	1.0	100,280	43,384	143,665	122,115
Cashier II	4321	27.0	65,431	33,261	2,664,705	2,265,000
Cashier III	4322	3.0	73,387	35,572	326,877	277,845
Manager III	9177	1.0	138,130	57,427	195,557	166,223
Holiday Pay (if applicable)						
Night / Shift Differential (if applicable)						
Overtime Pay (if applicable)						
Other Pay (if applicable)						
<b>Total Personnel Costs</b>			<b>48.0</b>		<b>5,659,887</b>	<b>4,810,904</b>

ADDITIONAL CITY COSTS (if applicable)

Software/Data Conversion					574,000	574,000
Capital Costs					2,161,229	2,161,229
SFMTA Overhead					1,007,062	1,007,062
<b>Total Capital &amp; Operating</b>					<b>3,742,291</b>	<b>3,742,291</b>

ESTIMATED TOTAL CITY COST

**9,402,179**      **8,553,196**

LESS: ESTIMATED TOTAL CONTRACT COST

**(8,783,747)**      **(8,762,051)**

ESTIMATED SAVINGS

**\$ 618,431**      **\$ (208,855)**

**% of Savings to City Cost**

**7%**      **-2%**

Comments/Assumptions:

1. FY 1998 was the first year these services are/were contracted out.
2. Salary rates as posted in DHR website at June 30, 2016 x 1.0325, salary rate increase per MOUs
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On classes and FTEs identified:

For the SFMTA to provide this service utilizing city staff it will require the utilization of a broad range of IT classes. These classes would have distinct roles that will need to be provided. The rapid advancement of technology and cost saving opportunities that are associated with those advancements necessitates a dedicated technology team to this effort.

The shown 1823 and 1052 Analysts will be needed to map the business requirements to process design and software requirements for the development team. This is an iterative process that continues for the life of the system.

The shown 109x System administrators and 104x System Engineers would be required to perform the maintenance and oversee operation the citations system. The number of staff is representative for the critical business function this system provides to the SFMTA.

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The shown Citations & Processing class would be needed to perform operational tasks of citations issuance, mailing, late notices (various: late fees, tow, collections activity, etc.), account assignments, payments receipt, payment processing, payment application, research, responding to inquiries, manual input and tracking of manual citations, and account audit.

Given the complexity of this contract, determining the equivalent city cost is extremely difficult. After interviewing the MTA IT department, and the Department of Technology, it appears that the City does not have sufficient programming expertise to develop a system comparable to the one provided by the contractor. Given best estimates, if these services are provided at the proposed contract price, it appears they can be performed at a lower cost than if the work were performed by City employees. This is based on an analysis of the best available cost estimates, should the City perform the services instead of a contractor.



**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**  
**Todd Rydstrom**  
**Deputy Controller**

March 25, 2016

Ed Reiskin, Director of Transportation  
Municipal Transportation Agency  
One South Van Ness Avenue, 7<sup>th</sup> Floor  
San Francisco, CA 94102-4645

Attn: Sonali Bose, Chief Financial Officer, Municipal Transportation Agency

RE: Contracting for SFMTA Parking Meter Payment Collection Services – FY 2016-17 and FY 2017-18

The cost information and supplemental data provided by your office on the proposed contract referenced above have been reviewed by my staff.

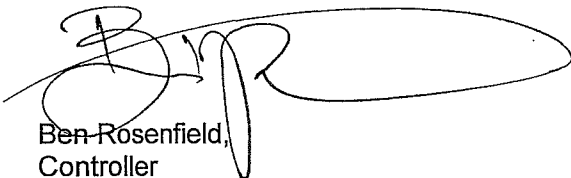
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Please contact Theresa Kao at 415-554-5253 if you have any questions regarding this determination.

Sincerely,



Ben Rosenfield,  
Controller

Enclosures

cc: Board of Supervisors' Budget Analyst  
Human Resources, Employee Relations

SFMTA - Finance & Information Technology  
 Parking Meter Coin Collection, Counting and Date Management Services  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1) (2)  
 FISCAL YEAR 2016-17

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (3)	Benefit Cost (4) (5)	Total Cost High	Total Cost Low
<b>Collections</b>						
Manager IV, SFMTA	9174	0.3	145,736	54,504	\$ 50,060	\$ 42,551
Manager III, SFMTA	9177	1.0	135,226	52,458	\$ 187,685	\$ 159,532
Analyst	1824	1.0	125,633	46,100	\$ 171,733	\$ 145,973
Transit Revenue Supervisor	9118	4.0	101,110	40,411	\$ 566,083	\$ 481,170
Principal Fare Collections Receiver	9117	2.0	97,229	39,381	\$ 273,221	\$ 232,237
Senior Fare Collections Receiver	9116	10.0	77,288	34,088	\$ 1,113,761	\$ 946,696
Fare Collections Receiver	9110	13.0	66,778	31,299	\$ 1,275,000	\$ 1,083,750
<b>Counting</b>						
Senior Fare Collections Receiver	9116	1.0	77,288	34,088	\$ 111,376	\$ 94,670
Fare Collections Receiver	9110	3.0	66,778	31,299	\$ 294,231	\$ 250,096
Holiday Pay (if applicable) (6)					\$ 96,964	\$ 82,419
Night / Shift Differential (if applicable) (7)					\$ 86,828	\$ 73,804
Overtime Pay (if applicable)					\$ -	\$ -
<b>Total Personnel Costs</b>		<b>35.3</b>			<b>\$ 4,226,941</b>	<b>\$ 3,592,900</b>

**ADDITIONAL CITY COSTS (if applicable) (8)**

Rent	86,520	86,520
Utilites	24,720	24,720
Uniform	41,200	41,200
Vehicles	108,000	108,000
Radios	18,540	18,540
Gas	34,608	34,608
<b>Total Capital &amp; Operating</b>	<b>313,588</b>	<b>313,588</b>

**ESTIMATED TOTAL CITY COST**

**4,540,529      3,906,488**

**LESS: ESTIMATED TOTAL CONTRACT COST**

**(3,108,539)      (3,102,099)**

**ESTIMATED SAVINGS**

**\$ 1,431,990      \$ 804,388**

**% of Savings to City Cost**

**32%      21%**

Comments/Assumptions:

- (1) Position salaries and fringe costs, plus non-labor costs if performed inhouse.
- (2) FY 1978 was the first year these services were contracted out. Contract costs are based on FY16 contract plus contract
- (3) Salary rates are per DHR website on June 30, 2016 with 3.25% salary increase in FY17 per MOUs.
- (4) Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and and long term disability, when applicable.
- (5) Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
- (6) Holiday pay calculated at time and half for 11 holidays for 50% of the Fare collections staff.
- (7) Premium pay calculated at 8.5% of salary at 1/3 of Fare Collection staff qualifying.
- (8) Additional City Costs
  - Rent \$12,000/month with 3% CPI
  - Utilites \$2,000/month with 3% CPI
  - Uniform \$800/staff for 50 staff with 3% CPI
  - Vehicles \$12 vehicles at \$45,000 /5 years
  - Radios
  - Gas

SFMTA - Finance & Information Technology  
 Parking Meter Coin Collection, Counting and Date Management Services  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1) (2)  
 FISCAL YEAR 2017-18

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (3)	Benefit Cost (4) (5)	Total Cost High	Total Cost Low
<b>Collections</b>						
Manager IV, SFMTA	9174	0.3	148,865	59,786	\$ 52,163	\$ 44,338
Manager III, SFMTA	9177	1.0	138,130	57,427	\$ 195,557	\$ 166,223
Analyst	1824	1.0	128,330	50,546	\$ 178,876	\$ 152,045
Transit Revenue Supervisor	9118	4.0	103,281	44,256	\$ 590,146	\$ 501,624
Principal Fare Collections Receiver	9117	2.0	99,317	43,104	\$ 284,842	\$ 242,116
Senior Fare Collections Receiver	9116	10.0	78,947	37,187	\$ 1,161,344	\$ 987,143
Fare Collections Receiver	9110	13.0	68,212	34,069	\$ 1,329,648	\$ 1,130,201
<b>Counting</b>						
Senior Fare Collections Receiver	9116	1.0	78,947	37,187	\$ 116,134	\$ 98,714
Fare Collections Receiver	9110	3.0	68,212	34,069	\$ 306,842	\$ 260,816
Holiday Pay (if applicable) (6)					\$ 202,224	\$ 171,890
Night / Shift Differential (if applicable) (7)					\$ 90,542	\$ 76,961
Overtime Pay (if applicable)					\$ -	\$ -
<b>Total Personnel Costs</b>		<b>35.3</b>			<b>\$ 4,508,318</b>	<b>\$ 3,832,070</b>

**ADDITIONAL CITY COSTS (if applicable) (8)**

Rent	86,520	86,520
Utilities	24,720	24,720
Uniform	41,200	41,200
Vehicles	108,000	108,000
Radios	18,540	18,540
Gas	34,608	34,608
<b>Total Capital &amp; Operating</b>	<b>313,588</b>	<b>313,588</b>

**ESTIMATED TOTAL CITY COST**

**4,821,906      4,145,658**

**LESS: ESTIMATED TOTAL CONTRACT COST**

**(3,110,325)      (3,103,617)**

**ESTIMATED SAVINGS**

**\$ 1,711,581      \$ 1,042,041**

**% of Savings to City Cost**

**35%      25%**

Comments/Assumptions:

- (1) Position salaries and fringe costs, plus non-labor costs if performed inhouse.
- (2) FY 1978 was the first year these services were contracted out. Contract costs are based on FY16 contract plus contract
- (3) Salary rates are per DHR website on June 30, 2016 with 3.25% salary increase in FY 17 per MOUs.
- (4) Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long term disability, when applicable.
- (5) Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
- (6) Holiday pay calculated at time and half for 11 holidays for 50% of the Fare collections staff.
- (7) Premium pay calculated at 8.5% of salary at 1/3 of Fare Collection staff qualifying.
- (8) Additional City Costs
  - Rent \$12,000/month with 3% CPI
  - Utilities \$2,000/month with 3% CPI
  - Uniform \$800/staff for 50 staff with 3% CPI
  - Vehicles \$12 vehicles at \$45,000 /5 years



**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**  
**Todd Rydstrom**  
**Deputy Controller**

March 25, 2016

Ed Reiskin, Director of Transportation  
Municipal Transportation Agency  
One South Van Ness Avenue, 7<sup>th</sup> Floor  
San Francisco, CA 94102-4645

Attn: Sonali Bose, Chief Financial Officer, Municipal Transportation Agency

RE: Contracting for SFMTA Paratransit Services – FY 2016-17 and FY 2017-18

The cost information and supplemental data provided by your office on the proposed contract referenced above have been reviewed by my staff.

If these services are provided at the proposed contract price, it appears they can be performed at a lower cost than if the work were performed by City employees.

The requirements of Charter Section 10.104.15 relative to the Controller's findings that work or services can be practically performed under private contract at a lesser cost than similar work performed by employees of the City and County of San Francisco have been satisfied. Attached is a statement of projected cost and estimated savings for Fiscal Years 2016-17 and 2017-18 and the informational items provided by the department pursuant to San Francisco Administrative Code Section 2.15.

Following the approval of the Board of Supervisors, we will notify your department and the Purchaser that this Charter requirement has been met.

Please contact Theresa Kao at 415-554-5253 if you have any questions regarding this determination.

Sincerely,

A handwritten signature in black ink, appearing to read "Ben Rosenfield", written over a large, horizontal, oval-shaped scribble.

Ben Rosenfield,  
Controller

Enclosures

cc: Board of Supervisors' Budget Analyst  
Human Resources, Employee Relations



Municipal Transportation Agency, Accessible Services  
 Paratransit Services  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 FISCAL YEAR 2016-17

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
Transit Operators	9163	148.0	\$ 66,373	\$ 31,724	\$ 14,518,427	\$ 12,340,663
Chauffeur (5)	7312	131.0	\$ 53,099	\$ 25,379	\$ 10,280,616	\$ 8,738,524
Auto Mechanic Assistant Supervisor	7382	2.0	\$ 103,993	\$ 42,979	\$ 293,944	\$ 249,852
Auto Mechanic	7381	12.0	\$ 86,315	\$ 38,356	\$ 1,496,056	\$ 1,271,648
Auto Service Worker	7410	8.0	\$ 69,958	\$ 32,493	\$ 819,603	\$ 696,663
Senior Parts Storekeeper	1931	1.0	\$ 76,937	\$ 33,995	\$ 110,933	\$ 94,293
Transit Car Cleaner	9102	7.0	\$ 66,778	\$ 31,299	\$ 686,539	\$ 583,558
Transit Supervisor	9139	12.0	\$ 96,933	\$ 40,850	\$ 1,653,394	\$ 1,405,385
Manager III	9177	2.0	\$ 135,226	\$ 52,458	\$ 375,370	\$ 319,064
Transit Manager I	9140	4.0	\$ 114,422	\$ 44,940	\$ 637,448	\$ 541,831
Transportation Safety Specialist	9520	1.0	\$ 120,486	\$ 46,397	\$ 166,882	\$ 141,850
Communications Dispatcher II	1705	28.0	\$ 70,443	\$ 32,272	\$ 2,876,009	\$ 2,444,607
Executive Secretary I	1450	2.0	\$ 78,851	\$ 34,503	\$ 226,708	\$ 192,702
Senior Transit Information Clerk	9124	5.0	\$ 76,183	\$ 33,795	\$ 549,890	\$ 467,406
Senior Payroll and Personnel Clerk	1222	2.0	\$ 80,764	\$ 35,011	\$ 231,550	\$ 196,817
Accountant VI	1657	1.0	\$ 120,836	\$ 45,150	\$ 165,986	\$ 141,088
Accountant II	1652	2.0	\$ 86,207	\$ 36,700	\$ 245,816	\$ 208,943
Senior Clerk	1406	7.0	\$ 59,690	\$ 29,418	\$ 623,760	\$ 530,196
Senior Account Clerk	1632	3.0	\$ 71,521	\$ 32,558	\$ 312,236	\$ 265,400
Holiday Pay (if applicable)					\$ 778,877	\$ 662,045
Night / Shift Differential (if applicable)					\$ 703,226	\$ 597,742
Overtime Pay (if applicable)					\$ -	\$ -
Other Pay: 9163 (Uniform \$300/person/year Shoes \$250/year)					\$ 81,400	\$ 81,400
Other Pay: 7312 (Uniform \$300/person/year Shoes \$250/year)					\$ 72,050	\$ 72,050
Other Pay: 7410 (Shoes \$250/person/year)					\$ 2,000	\$ 2,000
Other Pay: 7381 and 7382 (Tool \$600/person/year)					\$ 8,400	\$ 8,400
Other Pay: 9140 (Shoes \$150/person/year)					\$ 600	\$ 600
Other Pay: 9139 (Shoes \$150/person/year)					\$ 1,800	\$ 1,800
<b>Total Personnel Costs</b>		<b>378.0</b>			<b>\$ 37,919,518</b>	<b>\$ 32,256,528</b>

**ADDITIONAL CITY COSTS (if applicable)**

	Quantity	Unit Cost		
Sedan, 4 door midsize	200	\$28,000	5,600,000	5,600,000
Van, Type A, life equipped	49	\$56,000	2,744,000	2,744,000
Van, Type B, lift equipped	64	\$60,000	3,840,000	3,840,000
Minivans, ramp equipped	25	\$45,000	1,125,000	1,125,000
2 way radios	338	\$50	16,900	16,900
Mobile Data Computers	200	\$1,900	380,000	380,000
Straight line depreciation over 4 years			(10,279,425)	(10,279,425)
<b>Sub-Total Capital</b>			<b>3,426,475</b>	<b>3,426,475</b>
Fuel: (Est mpg is 6.61 at \$3.58/ gal)			1,358,394	1,358,394
Parts (Est at \$2,467 per vehicle) (6)			858,861	858,861
Claims (Est at 3.9% of salaries and capital cost: 2.5% payout/.9% City Attorney/.5% added exposure in paratransit)			1,098,376	953,665
<b>Sub-Total Operating</b>			<b>3,315,631</b>	<b>3,170,920</b>
<b>Total Capital &amp; Operating</b>			<b>6,742,106</b>	<b>6,597,395</b>
<b>ESTIMATED TOTAL CITY COST</b>			<b>44,661,624</b>	<b>38,853,922</b>
<b>LESS: ESTIMATED TOTAL CONTRACT COST</b>			<b>(24,350,932)</b>	<b>(24,323,724)</b>
<b>ESTIMATED SAVINGS</b>			<b>\$ 20,310,692</b>	<b>\$ 14,530,198</b>
<b>% of Savings to City Cost</b>			<b>45%</b>	<b>37%</b>

Comments/Assumptions:

1. FY 1984 was the first year these services were contracted out.
2. Salary rates as posted in DHR website at June 30,2016 with 3.25% salary rate increase per MOUs
3. Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term disability, where
4. Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
5. Classification has been abolished; this analysis assumes the class would be reestablished with a compensation rate equivalent to related classes, estimated to be at 80% of the Transit Operator class.
6. Assumed 3% CPI adjustment for FY16-17 automotive parts
7. Estimated trips per year: approximately 860,000 trips

Municipal Transportation Agency, Accessible Services  
 Paratransit Services  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 FISCAL YEAR 2017-18

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
Transit Operators	9163	148.0	\$ 68,033	\$ 34,582	\$ 15,187,109	\$ 12,909,042
Chauffeur (5)	7312	131.0	\$ 54,427	\$ 27,666	\$ 10,754,115	\$ 9,140,998
Auto Mechanic Assistant Supervisor	7382	2.0	\$ 106,226	\$ 47,016	\$ 306,484	\$ 260,511
Auto Mechanic	7381	12.0	\$ 88,169	\$ 41,841	\$ 1,560,114	\$ 1,326,097
Auto Service Worker	7410	8.0	\$ 71,460	\$ 35,380	\$ 854,715	\$ 726,508
Senior Parts Storekeeper	1931	1.0	\$ 78,589	\$ 37,083	\$ 115,673	\$ 98,322
Transit Car Cleaner	9102	7.0	\$ 68,212	\$ 34,069	\$ 715,964	\$ 608,570
Transit Supervisor	9139	12.0	\$ 99,014	\$ 44,641	\$ 1,723,867	\$ 1,465,287
Manager III	9177	2.0	\$ 138,130	\$ 57,427	\$ 391,114	\$ 332,446
Transit Manager I	9140	4.0	\$ 116,879	\$ 49,267	\$ 664,585	\$ 564,897
Transportation Safety Specialist	9520	1.0	\$ 123,073	\$ 50,753	\$ 173,825	\$ 147,752
Communications Dispatcher II	1705	28.0	\$ 71,955	\$ 35,156	\$ 2,999,127	\$ 2,549,258
Executive Secretary I	1450	2.0	\$ 80,544	\$ 37,651	\$ 236,390	\$ 200,931
Senior Transit Information Clerk	9124	5.0	\$ 77,818	\$ 36,860	\$ 573,390	\$ 487,382
Senior Payroll and Personnel Clerk	1222	2.0	\$ 82,498	\$ 38,219	\$ 241,434	\$ 205,219
Accountant VI	1657	1.0	\$ 123,430	\$ 49,452	\$ 172,882	\$ 146,950
Accountant II	1652	2.0	\$ 88,058	\$ 40,092	\$ 256,301	\$ 217,855
Senior Clerk	1406	7.0	\$ 60,972	\$ 31,966	\$ 650,567	\$ 552,982
Senior Account Clerk	1632	3.0	\$ 73,056	\$ 35,476	\$ 325,598	\$ 276,758
Holiday Pay (if applicable)					\$ 797,616	\$ 677,973
Night / Shift Differential (if applicable)					\$ 720,129	\$ 612,110
Overtime Pay (if applicable)					\$ -	\$ -
Other Pay: 9163 (Uniform \$300/person/year Shoes \$250/year)					\$ 81,400	\$ 81,400
Other Pay: 7312 (Uniform \$300/person/year Shoes \$250/year)					\$ 72,050	\$ 72,050
Other Pay: 7410 (Shoes \$250/person/year)					\$ 2,000	\$ 2,000
Other Pay: 7381 and 7382 (Tool \$600/person/year)					\$ 8,400	\$ 8,400
Other Pay: 9140 (Shoes \$150/person/year)					\$ 600	\$ 600
Other Pay: 9139 (Shoes \$150/person/year)					\$ 1,800	\$ 1,800
<b>Total Personnel Costs</b>		<b>378.0</b>			<b>\$ 39,587,246</b>	<b>\$ 33,674,096</b>

ADDITIONAL CITY COSTS (if applicable)

	Quantity	Unit Cost		
Sedan, 4 door midsize	200	\$28,000	5,600,000	5,600,000
Van, Type A, life equipped	49	\$56,000	2,744,000	2,744,000
Van, Type B, lift equipped	64	\$60,000	3,840,000	3,840,000
Minivans, ramp equipped	25	\$45,000	1,125,000	1,125,000
2 way radios	338	\$50	16,900	16,900
Mobile Data Computers	200	\$1,900	380,000	380,000
Straight line depreciation over 4 years			(10,279,425)	(10,279,425)
<b>Sub-Total Capital</b>			<b>3,426,475</b>	<b>3,426,475</b>
Fuel: (Est mpg is 6.61 at \$3.69/ gal)			1,400,132	1,400,132
Parts (Est at \$2,467 per vehicle) (6)			858,861	858,861
Claims (Est at 3.9% of salaries and capital cost: 2.5% payout/.9% City Attorney/.5% added exposure in paratransit)			1,121,403	973,238
<b>Sub-Total Operating</b>			<b>3,380,397</b>	<b>3,232,231</b>
<b>Total Capital &amp; Operating</b>			<b>6,806,872</b>	<b>6,658,706</b>
<b>ESTIMATED TOTAL CITY COST</b>			<b>46,394,118</b>	<b>40,332,803</b>
<b>LESS: ESTIMATED TOTAL CONTRACT COST</b>			<b>(25,227,019)</b>	<b>(25,198,677)</b>
<b>ESTIMATED SAVINGS</b>			<b>\$ 21,167,098</b>	<b>\$ 15,134,125</b>
<b>% of Savings to City Cost</b>			<b>46%</b>	<b>38%</b>

Comments/Assumptions:

1. FY 1984 was the first year these services were contracted out.
2. Salary rates as posted in DHR website at June 30,2016 x 1.0325, salary rate increase per MOUs
3. Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term disability, where
4. Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
5. Classification has been abolished; this analysis assumes the class would be reestablished with a compensation rate equivalent to related classes, estimated to be at 80% of the Transit Operator class.
6. Assumed 3% CPI adjustment for FY16-17 automotive parts
7. Estimated trips per year: approximately 860,000 trips



**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**  
**Todd Rydstrom**  
**Deputy Controller**

March 25, 2016

Ed Reiskin, Director of Transportation  
Municipal Transportation Agency  
One South Van Ness Avenue, 7<sup>th</sup> Floor  
San Francisco, CA 94102-4645

Attn: Sonali Bose, Chief Financial Officer, Municipal Transportation Agency

RE: Contracting for SFMTA Security Services – FY 2016-17 and FY 2017-18

The cost information and supplemental data provided by your office on the proposed contract referenced above have been reviewed by my staff.

If these services are provided at the proposed contract price, it appears they can be performed at a lower cost than if the work were performed by City employees.

The requirements of Charter Section 10.104.15 relative to the Controller's findings that work or services can be practically performed under private contract at a lesser cost than similar work performed by employees of the City and County of San Francisco have been satisfied. Attached is a statement of projected cost and estimated savings for Fiscal Years 2016-17 and 2017-18 and the informational items provided by the department pursuant to San Francisco Administrative Code Section 2.15.

Following the approval of the Board of Supervisors, we will notify your department and the Purchaser that this Charter requirement has been met.

Please contact Theresa Kao at 415-554-5253 if you have any questions regarding this determination.

Sincerely,

A handwritten signature in black ink, appearing to be "BR", enclosed within a large, loopy oval shape.

Ben Rosenfield,  
Controller

Enclosures

cc: Board of Supervisors' Budget Analyst  
Human Resources, Employee Relations

SFMTA - Finance & Information Technology  
 SECURITY SERVICES & ASSOCIATED ADMINISTRATION  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 FISCAL YEAR 2016-17

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (3)	Benefit Cost (6) (7)	Total Cost High	Total Cost Low
Client Manager	9172	1.0	\$ 125,902	\$ 50,643	\$ 176,546	\$ 150,064
ADA Observer (2)	8202	3.0	\$ 55,190	\$ 29,555	\$ 254,234	\$ 216,099
Badging Clerk	1406	1.0	\$ 59,690	\$ 29,418	\$ 89,109	\$ 75,742
Administrative Support	1408	1.0	\$ 78,851	\$ 34,503	\$ 113,354	\$ 96,351
Video Surveillance Supervisor	1410	1.0	\$ 90,357	\$ 37,557	\$ 127,915	\$ 108,727
Video Surveillance Assistants	1408	13.0	\$ 78,851	\$ 34,503	\$ 1,473,600	\$ 1,252,560
Security Operations Coordinator	8202	1.0	\$ 55,190	\$ 29,555	\$ 84,745	\$ 72,033
Field Supervisor	8202	5.0	\$ 55,190	\$ 29,555	\$ 423,723	\$ 360,164
Armed Security Guards	8202	15.0	\$ 55,190	\$ 29,555	\$ 1,271,169	\$ 1,080,493
Unarmed Security Guards	8202	47.0	\$ 55,190	\$ 29,555	\$ 3,982,995	\$ 3,385,546
Holiday Pay (if applicable) (4)					\$ 110,708	\$ 94,102
Night / Shift Differential (if applicable) (5)					\$ 145,384	\$ 123,576
Overtime Pay (if applicable)					\$ -	\$ -
<b>Total Personnel Costs</b>		<b>88.0</b>			<b>\$ 8,253,480</b>	<b>\$ 7,015,458</b>

ADDITIONAL CITY COSTS (if applicable)

Total Capital & Operating	0	0
	0	0

**ESTIMATED TOTAL CITY COST**

**8,253,480      7,015,458**

**LESS: ESTIMATED TOTAL CONTRACT COST**

(6,162,160)      (6,160,331)

**ESTIMATED SAVINGS**

**\$ 2,091,320      \$ 855,127**

**% of Savings to City Cost**

**25%      12%**

Comments/Assumptions:

1. FY 2008 was the first year these services were contracted out.
2. In order to better reflect the function and wage of Cypress Security contractors, we included 8202 Class outside of SFMTA
3. Salary rates as posted in DHR website at June 30,2016 x 1.0325, salary rate increase per MOUs
4. Holiday pay is calculated based on the following assumption: 11 days of holiday pay at a rate of time and a half for eight hours, for applicable class.
5. Night /Shift Differential is calculated the same as previous years: the sum of personnel costs times 2.7%. This is to account for the fact that not all employees would be obtaining this rate differential.
6. Variable fringe benefits consist of Social Security and Medicare (7.7%), employer retirement (24%), unemployment (.25%), and long-term disability (.39%) for a total of 32.3%. Employee retirement pick-up is not applicable.
7. Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage for a total of 14.7%.
8. The estimated cost does not include materials, weapons, services, vehicle and capital.

SFMTA - Finance & Information Technology  
 SECURITY SERVICES & ASSOCIATED ADMINISTRATION  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 FISCAL YEAR 2017-18

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (3)	Benefit Cost (6) (7)	Total Cost High	Total Cost Low
Client Manager	9172	1.0	\$ 128,606	\$ 55,334	\$ 183,940	\$ 156,349
ADA Observer (2)	8202	3.0	\$ 56,375	\$ 32,534	\$ 266,727	\$ 226,718
Badging Clerk	1406	1.0	\$ 60,972	\$ 31,966	\$ 92,938	\$ 78,997
Administrative Support	1408	1.0	\$ 80,544	\$ 37,651	\$ 118,195	\$ 100,466
Video Surveillance Supervisor	1410	1.0	\$ 92,298	\$ 41,065	\$ 133,363	\$ 113,358
Video Surveillance Assistants	1408	13.0	\$ 80,544	\$ 37,651	\$ 1,536,532	\$ 1,306,052
Security Operations Coordinator	8202	1.0	\$ 56,375	\$ 32,534	\$ 88,909	\$ 75,573
Field Supervisor	8202	5.0	\$ 56,375	\$ 32,534	\$ 444,544	\$ 377,863
Armed Security Guards	8202	15.0	\$ 56,375	\$ 32,534	\$ 1,333,633	\$ 1,133,588
Unarmed Security Guards	8202	47.0	\$ 56,375	\$ 32,534	\$ 4,178,717	\$ 3,551,910
Holiday Pay (if applicable) (4)					\$ 113,085	\$ 96,122
Night / Shift Differential (if applicable) (5)					\$ 148,505	\$ 126,230
Overtime Pay (if applicable)					\$ -	\$ -
Total Personnel Costs		88.0			\$ 8,639,088	\$ 7,343,225

ADDITIONAL CITY COSTS (if applicable)

Total Capital & Operating	0	0
	0	0

**ESTIMATED TOTAL CITY COST**

**8,639,088      7,343,225**

**LESS: ESTIMATED TOTAL CONTRACT COST**

(6,162,680)      (6,160,772)

**ESTIMATED SAVINGS**

**\$ 2,476,408      \$ 1,182,452**

**% of Savings to City Cost                      29%                      16%**

Comments/Assumptions:

1. FY 2008 was the first year these services were contracted out.
2. In order to better reflect the function and wage of Cypress Security contractors, we included 8202 Class outside of SFMTA
3. Salary rates as posted in DHR website at June 30,2016 x 1.0325, salary rate increase per MOUs and 3.5% increase in FY18.
4. Holiday pay is calculated based on the following assumption: 11 days of holiday pay at a rate of time and a half for eight hours, for applicable class.
5. Night /Shift Differential is calculated the same as previous years: the sum of personnel costs times 2.7%. This is to account for the fact that not all employees would be obtaining this rate differential.
6. Variable fringe benefits consist of Social Security and Medicare (7.7%), employer retirement (24%), unemployment (.25%), and long-term disability (.39%) for a total of 32.3%. Employee retirement pick-up is not applicable.
7. Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage for a total of 14.7%.
8. The estimated cost does not include materials, weapons, services, vehicle and capital.



**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**  
**Todd Rydstrom**  
**Deputy Controller**

March 25, 2016

Ed Reiskin, Director of Transportation  
Municipal Transportation Agency  
One South Van Ness Avenue, 7<sup>th</sup> Floor  
San Francisco, CA 94102-4645

Attn: Sonali Bose, Chief Financial Officer, Municipal Transportation Agency

RE: Contracting for SFMTA Towing Services – FY 2016-17 and FY 2017-18

The cost information and supplemental data provided by your office on the proposed contract referenced above have been reviewed by my staff.

If these services are provided at the proposed contract price, it appears they can be performed at a lower cost than if the work were performed by City employees.

The requirements of Charter Section 10.104.15 relative to the Controller's findings that work or services can be practically performed under private contract at a lesser cost than similar work performed by employees of the City and County of San Francisco have been satisfied. Attached is a statement of projected cost and estimated savings for Fiscal Years 2016-17 and 2017-18 and the informational items provided by the department pursuant to San Francisco Administrative Code Section 2.15.

Following the approval of the Board of Supervisors, we will notify your department and the Purchaser that this Charter requirement has been met.

Please contact Theresa Kao at 415-554-5253 if you have any questions regarding this determination.

Sincerely,

A handwritten signature in black ink, appearing to read "BR", written over a large, horizontal, oval-shaped scribble.

Ben Rosenfield,  
Controller

Enclosures

cc: Board of Supervisors' Budget Analyst  
Human Resources, Employee Relations

SFMTA - Finance & Information Technology  
TOWING SERVICES  
COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
FISCAL YEAR 2016-17

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
<b>Management &amp; Administration</b>						
MIS Administrator III	1023	1.0	\$ 113,344	\$ 43,345	\$ 156,690	\$ 133,186
Senior Payroll & Personnel Clerk	1222	1.0	\$ 80,764	\$ 35,011	\$ 115,775	\$ 98,409
Accountant IV	1657	1.0	\$ 120,836	\$ 45,150	\$ 165,986	\$ 141,088
Senior Administrative Analyst	1823	1.0	\$ 108,548	\$ 42,621	\$ 151,168	\$ 128,493
<b>Dispatch &amp; Customer Processing</b>						
Clerk	1404	3.0	\$ 57,535	\$ 28,846	\$ 259,142	\$ 220,270
Account Clerk	1630	3.0	\$ 61,765	\$ 29,969	\$ 275,203	\$ 233,922
Principal Account Clerk	1634	1.0	\$ 80,764	\$ 35,011	\$ 115,775	\$ 98,409
Senior Accountant	1652	1.0	\$ 86,207	\$ 36,700	\$ 122,908	\$ 104,472
Communications Dispatcher I	1704	7.0	\$ 63,598	\$ 30,455	\$ 658,372	\$ 559,616
Communications Dispatcher II	1705	1.0	\$ 70,443	\$ 32,272	\$ 102,715	\$ 87,307
Senior Management Assistant	1844	1.0	\$ 98,172	\$ 39,631	\$ 137,804	\$ 117,133
Cashier II	4321	7.0	\$ 64,056	\$ 30,577	\$ 662,430	\$ 563,065
Cashier III	4322	3.0	\$ 71,844	\$ 32,644	\$ 313,463	\$ 266,444
Collection Supervisor	4366	3.0	\$ 85,884	\$ 36,370	\$ 366,762	\$ 311,748
<b>Vehicle Storage &amp; Disposal</b>						
Sr Materials & Supplies Supervisor	1926	2.0	\$ 64,864	\$ 30,791	\$ 191,312	\$ 162,615
Storekeeper	1934	10.0	\$ 62,978	\$ 30,291	\$ 932,688	\$ 792,785
Senior Storekeeper	1936	3.0	\$ 67,101	\$ 31,385	\$ 295,458	\$ 251,140
Assistant Materials Coordinator	1942	1.0	\$ 105,934	\$ 40,029	\$ 145,962	\$ 124,068
Purchaser	1952	2.0	\$ 91,516	\$ 38,107	\$ 259,247	\$ 220,360
Security Guard	8202	4.0	\$ 55,190	\$ 29,555	\$ 338,978	\$ 288,132
<b>Towing Services</b>						
Truck Driver	7355	50.0	\$ 87,151	\$ 38,635	\$ 6,289,280	\$ 5,345,888
Automobile Mechanic-Asst Supvrs	7382	1.0	\$ 103,993	\$ 42,979	\$ 146,972	\$ 124,926
Automobile Mechanic	7381	5.0	\$ 86,315	\$ 38,356	\$ 623,357	\$ 529,853
Holiday Pay (if applicable)					\$ -	\$ -
Night / Shift Differential (if applicable)					\$ 31,986	\$ 27,188
Overtime Pay (if applicable)					\$ -	\$ -
<b>Total Personnel Costs</b>		<b>112.0</b>			<b>\$ 12,859,432</b>	<b>\$ 10,930,517</b>

**ADDITIONAL CITY COSTS (if applicable)**

Postage+supplies+uniforms					66,172	66,172
Credit card and check processing					325,249	325,249
Specialized Software					368,168	368,168
Vehicles-Trucks (66 *\$75,000/5 years)					990,000	990,000
Fuel (125 miles/day/truck, assume 10mi/gal at \$3.58.gallon)					797,445	797,445
Communications (handheld devices)					15,000	15,000
Utilities					42,000	42,000
<b>Total Capital &amp; Operating</b>					<b>2,604,033</b>	<b>2,604,033</b>

**ESTIMATED TOTAL CITY COST**

**15,463,465      13,534,550**

**LESS: ESTIMATED TOTAL CONTRACT COST**

**(12,367,174)      (12,359,665)**

**ESTIMATED SAVINGS**

**\$ 3,096,291      \$ 1,174,885**

**% of Savings to City Cost**

**20%      9%**

Comments/Assumptions:

1. FY 2005 was the first year these services were contracted out.
2. Salary rates as posted in DHR website at June 30,2016 x 1.0325, salary rate increase per MOUs
3. Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term disability, where applicable.
4. Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.

SFMTA - Finance & Information Technology  
TOWING SERVICES  
COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
FISCAL YEAR 2017-18

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
<b>Management &amp; Administration</b>						
MIS Administrator III	1023	1.0	\$ 115,778	\$ 47,575	\$ 163,353	\$ 138,850
Senior Payroll & Personnel Clerk	1222	1.0	\$ 82,498	\$ 38,219	\$ 120,717	\$ 102,609
Accountant IV	1657	1.0	\$ 123,430	\$ 49,452	\$ 172,882	\$ 146,950
Senior Administrative Analyst	1823	1.0	\$ 110,878	\$ 46,711	\$ 157,590	\$ 133,951
<b>Dispatch &amp; Customer Processing</b>						
Clerk	1404	3.0	\$ 58,770	\$ 31,326	\$ 270,289	\$ 229,746
Account Clerk	1630	3.0	\$ 63,092	\$ 32,582	\$ 287,020	\$ 243,967
Principal Account Clerk	1634	1.0	\$ 82,498	\$ 38,219	\$ 120,717	\$ 102,609
Senior Accountant	1652	1.0	\$ 88,058	\$ 40,092	\$ 128,150	\$ 108,928
Communications Dispatcher I	1704	7.0	\$ 64,963	\$ 33,126	\$ 686,622	\$ 583,629
Communications Dispatcher II	1705	1.0	\$ 71,955	\$ 35,156	\$ 107,112	\$ 91,045
Senior Management Assistant	1844	1.0	\$ 100,280	\$ 43,384	\$ 143,665	\$ 122,115
Cashier II	4321	7.0	\$ 65,431	\$ 33,261	\$ 690,850	\$ 587,222
Cashier III	4322	3.0	\$ 73,387	\$ 35,572	\$ 326,877	\$ 277,845
Collection Supervisor	4366	3.0	\$ 87,728	\$ 39,738	\$ 382,399	\$ 325,039
<b>Vehicle Storage &amp; Disposal</b>						
Sr Materials & Supplies Supervisor	1926	2.0	\$ 66,257	\$ 33,501	\$ 199,517	\$ 169,589
Storekeeper	1934	10.0	\$ 64,330	\$ 32,942	\$ 972,719	\$ 826,811
Senior Storekeeper	1936	3.0	\$ 68,542	\$ 34,165	\$ 308,121	\$ 261,902
Assistant Materials Coordinator	1942	1.0	\$ 108,208	\$ 43,942	\$ 152,150	\$ 129,327
Purchaser	1952	2.0	\$ 93,481	\$ 41,665	\$ 270,292	\$ 229,748
Security Guard	8202	4.0	\$ 56,375	\$ 32,534	\$ 355,636	\$ 302,290
<b>Towing Services</b>						
Truck Driver	7355	50.0	\$ 89,022	\$ 42,139	\$ 6,558,052	\$ 5,574,344
Automobile Mechanic-Asst Supvsr	7382	1.0	\$ 106,226	\$ 47,016	\$ 153,242	\$ 130,255
Automobile Mechanic	7381	5.0	\$ 88,169	\$ 41,841	\$ 650,047	\$ 552,540
Holiday Pay (if applicable)					\$ -	\$ -
Night / Shift Differential (if applicable)					\$ 32,672	\$ 27,772
Overtime Pay (if applicable)					\$ -	\$ -
<b>Total Personnel Costs</b>		<b>112.0</b>			<b>\$ 13,410,688</b>	<b>\$ 11,399,085</b>
<b>ADDITIONAL CITY COSTS (if applicable) (5)</b>						
Postage+supplies+uniforms					68,157	68,157
Credit card and check processing					325,249	325,249
Specialized Software					379,213	379,213
Vehicles-Trucks (66 *\$75,000/5 years)					990,000	990,000
Fuel (125 miles/day/truck, assume 10mi/gal at \$3.58.gallon)					797,445	797,445
Communications (handheld devices)					15,450	15,450
Utilities					43,260	43,260
<b>Total Capital &amp; Operating</b>					<b>2,618,773</b>	<b>2,618,773</b>
<b>ESTIMATED TOTAL CITY COST</b>					<b>16,029,461</b>	<b>14,017,858</b>
<b>LESS: ESTIMATED TOTAL CONTRACT COST</b>					<b>(12,738,791)</b>	<b>(12,730,966)</b>
<b>ESTIMATED SAVINGS</b>					<b>\$ 3,290,670</b>	<b>\$ 1,286,892</b>
<b>% of Savings to City Cost</b>					<b>21%</b>	<b>9%</b>

Comments/Assumptions:

1. FY 2005 was the first year these services were contracted out.
2. Salary rates as posted in DHR website at June 30,2016 x 1.0325, salary rate increase per MOUs for FY17 and 3.5% increase in FY18
3. Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term disability, where applicable.
4. Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
5. Applicable non-labor costs with 3% CPI increase for FY18





**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**  
**Todd Rydstrom**  
**Deputy Controller**

March 25, 2016

Ed Reiskin, Director of Transportation  
Municipal Transportation Agency  
One South Van Ness Avenue, 7<sup>th</sup> Floor  
San Francisco, CA. 94102-4645

Attn: Sonali Bose, Chief Financial Officer, Municipal Transportation Agency

RE: Contracting for SFMTA Transit Shelter Services – FY 2016-17 and FY 2017-18

The cost information and supplemental data provided by your office on the proposed contract referenced above have been reviewed by my staff.

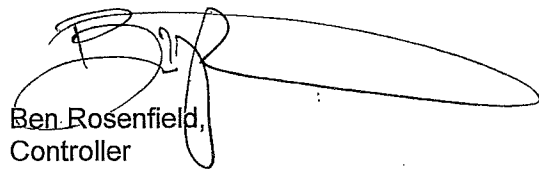
If these services are provided at the proposed contract price, it appears they can be performed at a lower cost than if the work were performed by City employees.

The requirements of Charter Section 10.104.15 relative to the Controller's findings that work or services can be practically performed under private contract at a lesser cost than similar work performed by employees of the City and County of San Francisco have been satisfied. Attached is a statement of projected cost and estimated savings for Fiscal Years 2016-17 and 2017-18 and the informational items provided by the department pursuant to San Francisco Administrative Code Section 2.15.

Following the approval of the Board of Supervisors, we will notify your department and the Purchaser that this Charter requirement has been met.

Please contact Theresa Kao at 415-554-5253 if you have any questions regarding this determination.

Sincerely,



Ben Rosenfield,  
Controller

Enclosures

cc: Board of Supervisors' Budget Analyst  
Human Resources, Employee Relations

SFMTA FINANCE & INFORMATION TECHNOLOGY  
 TRANSIT SHELTER MAINTENANCE & ADVERTISING SERVICES  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 FISCAL YEAR 2016-17

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
General Laborer	7514	1.5	\$ 67,937	\$ 32,053	\$ 149,984	\$ 127,487
Track Maintenance Worker	7540	1.5	69,284	32,421	152,557	129,674
Holiday Pay (if applicable)					19,126	16,257
Night / Shift Differential (if applicable)					8,563	7,279
Overtime Pay (if applicable)					0	0
Other Pay (if applicable)					0	0
<b>Total Personnel Costs</b>		<b>3.0</b>			<b>330,231</b>	<b>280,697</b>

ADDITIONAL CITY COSTS (if applicable)

Materials & Supplies (5)	144,200	144,200
Safety Equipment (6)	5,150	5,150
Vehicle Maintenance (7)	1,030	1,030
	0	0
<b>Total Capital &amp; Operating</b>	<b>150,380</b>	<b>150,380</b>

**ESTIMATED TOTAL CITY COST**

**480,611      431,077**

**LESS: ESTIMATED TOTAL CONTRACT COST (8)**

**(392,149)      (385,825)**

**ESTIMATED SAVINGS**

**\$ 88,462      \$ 45,251**

**% of Savings to City Cost**

**18%      10%**

Comments/Assumptions:

1. FY 2007-08 was the first year these services were contracted out.
2. Salary rates as posted in DHR website at June 30,2016 x 1.0325, salary rate increase per MOUs
3. Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term
4. Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
5. Materials and supplies would be the costs for the cleaning materials, glass, protective film for the glass, paint for railing, etc.. Assumes a 3% cost increase (CPI) from FY16
6. Safety equipment is personal protective gear for the workers. Assumes as 3% increase (CPI) from FY16.
7. Vehicle maintenance is the usual type of maintenance for City vehicles. Assumes as 3% increase (CPI) from FY16.
8. Total Contract Costs 1% increase in Contract Cost from FY16 (Controller's approved low at \$367,471 and high at \$371,167)

SFMTA FINANCE & INFORMATION TECHNOLOGY  
 TRANSIT SHELTER MAINTENANCE & ADVERTISING SERVICES  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 FISCAL YEAR 2017-18

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
General Laborer	7514	1.5	\$ 69,395	\$ 34,331	\$ 155,590	\$ 132,251
Track Maintenance Worker	7540	1.5	70,772	34,731	158,254	134,516
Holiday Pay (if applicable)					19,841	16,865
Night / Shift Differential (if applicable)					8,883	7,551
Overtime Pay (if applicable)					0	0
Other Pay (if applicable)					0	0
<b>Total Personnel Costs</b>		<b>3.0</b>			<b>342,568</b>	<b>291,183</b>

**ADDITIONAL CITY COSTS (if applicable)**

Materials & Supplies (5)	148,526	148,526
Safety Equipment (6)	5,305	5,305
Vehicle Maintenance (7)	1,061	1,061
<b>Total Capital &amp; Operating</b>	<b>154,891</b>	<b>154,891</b>

**ESTIMATED TOTAL CITY COST**

**497,459      446,074**

**LESS: ESTIMATED TOTAL CONTRACT COST (8)**

**(396,515)      (390,062)**

**ESTIMATED SAVINGS**

**\$ 100,944      \$ 56,012**

**% of Savings to City Cost**

**20%      13%**

Comments/Assumptions:

1. FY 2007-08 was the first year these services were contracted out.
2. Salary rates as posted in DHR website at June 30,2016 x 1.0325, salary rate increase per MOUs
3. Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term
4. Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
5. Materials and supplies would be the costs for the cleaning materials, glass, protective film for the glass, paint for railing, etc.. Assumes a 3% cost increase (CPI) from FY16
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7. Vehicle maintenance is the usual type of maintenance for City vehicles. Assumes as 3% increase (CPI) from FY16.
8. Total Contract Costs 1% increase in Contract Cost from FY16 (Controller's approved low at \$367,471 and high at \$371,167)



**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**  
**Todd Rydstrom**  
**Deputy Controller**

April 27, 2016

Elaine Forbes  
Interim Director  
Port of San Francisco  
Pier 1, The Embarcadero  
San Francisco, CA 94111

Attention: Meghan Wallace, Budget Manager  
Port of San Francisco  
Pier 1, The Embarcadero  
San Francisco, CA 94111

RE: Janitorial Services – FY 2016-17 & FY17-18

The cost information and supplemental data provided by your office on the proposed contract for Port janitorial services have been reviewed by my staff.

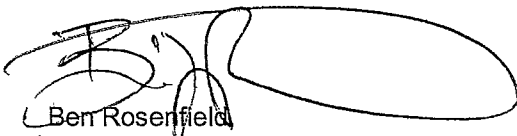
If these services are provided at the proposed contract price, it appears they can be performed at a lower cost than if the work were performed by City employees.

The requirements of Charter Section 10.104.15 relative to the Controller's findings that "work or services can be practically performed under private contract at a lesser cost than similar work performed by employees of the City and County of San Francisco" have been satisfied. Attached is a statement of projected cost and estimated savings for Fiscal Years 2016-17 and 2017-18 and the informational items provided by the department pursuant to San Francisco Administrative Code Section 2.15.

Your department does not need to take further action for Board of Supervisors' approval because this determination will become part of the FY 2016-17 and 2017-18 budget approval process. Following that legislative approval, we will notify your department and the Purchaser that this Charter requirement has been met.

Please contact Theresa Kao at 415-554-5253 if you have any questions regarding this determination.

Sincerely,



Ben Rosenfield  
Controller

Enclosures

cc: Board of Supervisors' Budget Analyst  
Human Resources, Employee Relations

PORT, REAL ESTATE DIVISION  
 JANITORIAL SERVICES  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 FISCAL YEAR 2016-17

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
Custodial Supervisor	2718	1.0	\$ 72,922	\$ 32,930	\$ 105,852	\$ 89,974
Custodian	2708	4.0	60,095	29,525	358,480	304,708
Porter	2736	1.0	60,095	30,420	90,515	76,937
Holiday Pay (if applicable)					17,606	14,965
Night / Shift Differential (if applicable)					15,705	13,349
Overtime Pay (if applicable)					0	0
Other Pay (if applicable)					0	0
<b>Total Personnel Costs</b>		<b>6.0</b>			<b>588,157</b>	<b>499,934</b>

<b>ESTIMATED TOTAL CITY COST</b>	<b>588,157</b>	<b>499,934</b>
<b>LESS: ESTIMATED TOTAL CONTRACT COST</b>	<b>(301,936)</b>	<b>(300,648)</b>
<b>ESTIMATED SAVINGS</b>	<b>\$ 286,221</b>	<b>\$ 199,286</b>
<b>% of Savings to City Cost</b>	<b>49%</b>	<b>40%</b>

Comments/Assumptions:

1. Services have been contracted out since 1997.
2. Salary levels reflect proposed salary rates effective June 30, 2014
3. Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term disability, where applicable.
4. Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
5. Estimated City cost does not include vehicles, equipment, materials and other supplies required to provide services. If included, these costs would even further increase the estimated savings to CCSF, as the external contract includes these costs.
6. The estimated contract cost for annual service is based upon the contract and includes 0.05 FTE for contract monitoring

PORT, REAL ESTATE DIVISION  
 JANITORIAL SERVICES  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 FISCAL YEAR 2017-18

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
Custodial Supervisor	2718	1.0	\$ 74,488	\$ 35,892	\$ 110,380	\$ 93,823
Custodian	2708	4.0	61,385	32,086	373,884	317,801
Porter	2736	1.0	61,385	33,025	94,410	80,249
Holiday Pay (if applicable)					18,362	15,608
Night / Shift Differential (if applicable)					16,379	13,922
Overtime Pay (if applicable)					0	0
Other Pay (if applicable)					0	0
<b>Total Personnel Costs</b>		<b>6.0</b>			<b>613,415</b>	<b>521,403</b>

<b>ESTIMATED TOTAL CITY COST</b>	<b>613,415</b>	<b>521,403</b>
<b>LESS: ESTIMATED TOTAL CONTRACT COST</b>	<b>(307,989)</b>	<b>(306,648)</b>
<b>ESTIMATED SAVINGS</b>	<b>\$ 305,426</b>	<b>\$ 214,755</b>
<b>% of Savings to City Cost</b>	<b>50%</b>	<b>41%</b>

Comments/Assumptions:

1. Services have been contracted out since 1997.
2. Salary levels reflect proposed salary rates effective June 30, 2014. Costs are represented as annual 12 month costs.
3. Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term disability, where applicable.
4. Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
5. Estimated City cost does not include vehicles, equipment; materials and other supplies required to provide services. If included; these costs would even further increase the estimated savings to CCSF, as the external contract includes these costs.
6. The estimated contract cost for annual service is based upon the contract and includes 0.05 FTE for contract monitoring



**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**  
**Todd Rydstrom**  
**Deputy Controller**

April 27, 2016

Elaine Forbes  
Interim Director  
Port of San Francisco  
Pier 1, The Embarcadero  
San Francisco, CA 94111

Attention: Meghan Wallace, Budget Manager  
Port of San Francisco  
Pier 1, The Embarcadero  
San Francisco, CA 94111

RE: Security Services – FY 2016-17 and FY2017-18

The cost information and supplemental data provided by your office on the proposed contract for Port security services have been reviewed by my staff.

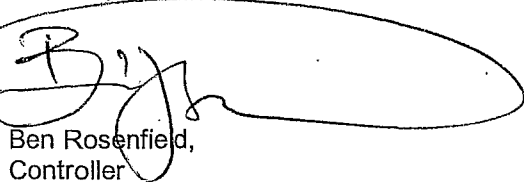
If these services are provided at the proposed contract price, it appears they can be performed at a lower cost than if the work were performed by City employees.

The requirements of Charter Section 10.104.15 relative to the Controller's findings that "work or services can be practically performed under private contract at a lesser cost than similar work performed by employees of the City and County of San Francisco" have been satisfied. Attached is a statement of projected cost and estimated savings for Fiscal Years 2016-17 and 2017-18 and the informational items provided by the department pursuant to San Francisco Administrative Code Section 2.15.

Your department does not need to take further action for Board of Supervisors' approval because this determination will become part of the FY 2016-17 and FY2017-18 budget approval process. Following that legislative approval, we will notify your department and the Purchaser that this Charter requirement has been met.

Please contact Theresa Kao at 415-554-5253 if you have any questions regarding this determination.

Sincerely,



Ben Rosenfield,  
Controller

Enclosures

cc: Board of Supervisors' Budget Analyst  
Human Resources, Employee Relations

PORT OF SAN FRANCISCO  
 EXECUTIVE DIVISION-HOMELAND SECURITY FOR SECURITY SERVICES  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 FISCAL YEAR 2016-17

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
Institutional Police Sergeant	8205	1.0	\$ 126,630	\$ 47,238	\$ 173,868	\$ 147,788
Institutional Police Officer	8204	2.0	78,204	34,332	225,071	191,310
Security Guard	8202	8.0	55,190	29,555	677,957	576,263
Buildings & Grounds Patrol Officer	8207	4.0	67,101	31,385	393,945	334,853
Holiday Pay (if applicable)					23,823	19,642
Night / Shift Differential (if applicable)					41,964	34,590
Overtime Pay (if applicable)					0	0
Other Pay (if applicable)					21,333	17,588
<b>Total Personnel Costs</b>		<b>15.0</b>			<b>1,557,961</b>	<b>1,322,034</b>

**ESTIMATED TOTAL CITY COST**

1,557,961      1,322,034

**LESS: ESTIMATED TOTAL CONTRACT COST**

(766,516)      (763,294)

**ESTIMATED SAVINGS**

\$ 791,445      \$ 558,741

**% of Savings to City Cost**

51%      42%

Comments/Assumptions:

- Services have been contracted out since 1976.
- Salary levels reflect proposed salary rates effective July 1, 2013. Costs are represented as annual 12 month costs.
- Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term disability, where applicable.
- Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
- The estimated City cost does not include vehicles, equipment, materials and other supplies required to provide services. If included, these costs would even further increase the estimated savings to CCSF, as the external contract includes these costs.
- The estimated contract cost for annual service is based upon the contract and includes 0.05 FTE for contract monitoring
- Contingency/Fire watch equal up to 20% of total hours and is used for unanticipated security needs that require 24-hour fixed post presence due to unanticipated situations.



PORT OF SAN FRANCISCO  
 EXECUTIVE DIVISION-HOMELAND SECURITY FOR SECURITY SERVICES  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 FISCAL YEAR 2017-18

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
Institutional Police Sergeant	8205	1.0	\$ 129,349	\$ 51,773	\$ 181,122	\$ 153,954
Institutional Police Officer	8204	2.0	79,883	37,459	234,684	199,482
Security Guard	8202	8.0	56,375	32,534	711,271	604,580
Buildings & Grounds Patrol Officer	8207	4.0	68,542	34,165	410,827	349,203
Holiday Pay (if applicable)					23,823	19,642
Night / Shift Differential (if applicable)					41,964	34,590
Overtime Pay (if applicable)					0	0
Other Pay (if applicable)					21,333	17,588
<b>Total Personnel Costs</b>		<b>15.0</b>			<b>1,625,026</b>	<b>1,379,039</b>

**ESTIMATED TOTAL CITY COST**

1,625,026      1,379,039

**LESS: ESTIMATED TOTAL CONTRACT COST**

(787,067)      (783,845)

**ESTIMATED SAVINGS**

\$ 837,959      \$ 595,195

**% of Savings to City Cost**

52%      43%

Comments/Assumptions:

- Services have been contracted out since 1976.
- Salary levels reflect proposed salary rates effective July 1, 2013: Costs are represented as annual 12 month costs.
- Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term disability, where applicable.
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- The estimated City cost does not include vehicles, equipment, materials and other supplies required to provide services. If included, these costs would even further increase the estimated savings to CCSF, as the external contract includes these costs.
- The estimated contract cost for annual service is based upon the contract and includes 0.05 FTE for contract monitoring
- Contingency/Fire watch equal up to 20% of total hours and is used for unanticipated security needs that require 24-hour fixed post presence due to unanticipated situations.



**CITY AND COUNTY OF SAN FRANCISCO**  
**OFFICE OF THE CONTROLLER**

**Ben Rosenfield**  
**Controller**  
**Todd Rydstrom**  
**Deputy Controller**

April 27, 2016

Eric Sandler, AGM Business Services & CFO  
San Francisco Public Utilities Commission  
525 Golden Gate Avenue  
San Francisco, CA 94102

Attention: Carlos Jacobo, Budget Director  
San Francisco Public Utilities Commission  
525 Golden Gate Avenue  
San Francisco, CA 94102

RE: Security Services – FY2016-17 and FY2017-18

The cost information and supplemental data provided by your office on the proposed contract for Public Utilities Commission security services have been reviewed by my staff.

If these services are provided at the proposed contract price, it appears they can be performed at a lower cost than if the work were performed by City employees.

The requirements of Charter Section 10.104.15 relative to the Controller's findings that "work or services can be practically performed under private contract at a lesser cost than similar work performed by employees of the City and County of San Francisco" have been satisfied. Attached is a statement of projected cost and estimated savings for FY2016-17 and 2017-18 and the informational items provided by the department pursuant to San Francisco Administrative Code Section 2.15.

Your department does not need to take further action for Board of Supervisors' approval because this determination will become part of the FY2016-17 and 2017-18 budget approval process. Following that legislative approval, we will notify your department and the Purchaser that this Charter requirement has been met.

Please contact Theresa Kao at 415-554-5253 if you have any questions regarding this determination.

Sincerely,

Ben Rosenfield,  
Controller

Enclosures

cc: Board of Supervisors' Budget Analyst  
Human Resources, Employee Relations

WASTERWATER ENTERPRISE  
 SECURITY SERVICES  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 FISCAL YEAR 2016-17

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
Security Guard	8202	7.2	\$ 55,190	\$ 29,555	\$ 610,161	\$ 518,637
Administrator/Manager	0931	0.1	145,736	54,504	20,024	17,020
Holiday Pay (if applicable)					39,839	33,863
Night / Shift Differential (if applicable)					17,837	15,162
Overtime Pay (if applicable)					0	0
Other Pay (if applicable)					0	0
<b>Total Personnel Costs</b>			<b>7.3</b>		<b>687,862</b>	<b>584,682</b>

ADDITIONAL CITY COSTS (if applicable)

Two-way radios (1 per shift/location) - Two (2) needed	2,502	2,502
Uniforms (2,500/year per person) - Eight (8) needed	6,400	6,400
Annual Certifications	10,000	10,000
	0	0
<b>Total Capital &amp; Operating</b>	<b>18,902</b>	<b>18,902</b>

**ESTIMATED TOTAL CITY COST**

**706,764      603,584**

**LESS: ESTIMATED TOTAL CONTRACT COST**

**(334,410)      (328,403)**

**ESTIMATED SAVINGS**

**\$ 372,354      \$ 275,181**

**% of Savings to City Cost**

**53%      46%**

Comments/Assumptions:

- a) FY2012 was the first year these services were contracted out.  
 b) SEP = Southeast Treatment Plant  
 c) SECF = Southeast Community Facility
- Salary levels reflect proposed salary rates effective July 1, 2016. Costs are represented as annual 12 month costs.
- Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term disability, where applicable.
- Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.

WASTERWATER ENTERPRISE  
 SECURITY SERVICES  
 COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES (1)  
 FISCAL YEAR 2017-18

**ESTIMATED CITY COSTS:**

**PROJECTED PERSONNEL COSTS**

Job Class Title	Class	# of Full Time Equivalent Positions	Salary Cost (2)	Benefit Cost (3) (4)	Total Cost High	Total Cost Low
Security Guard	8202	10.2	\$ 54,979	\$ 32,081	\$ 888,008	\$ 754,807
Administrator/Manager	0931	0.1	145,178	58,976	20,415	17,353
Holiday Pay (if applicable)					57,429	48,815
Night / Shift Differential (if applicable)					25,713	21,856
Overtime Pay (if applicable)					0	0
Other Pay (if applicable)					0	0
<b>Total Personnel Costs</b>		<b>10.3</b>			<b>991,566</b>	<b>842,831</b>

ADDITIONAL CITY COSTS (if applicable)

Two-way radios (1 per shift/location) - four (4) needed	5,004	5,004
Uniforms (2,500/year per person) - twelve (12) needed	9,600	9,600
Annual Certifications	10,000	10,000
	0	0
<b>Total Capital &amp; Operating</b>	<b>24,604</b>	<b>24,604</b>

**ESTIMATED TOTAL CITY COST**

**1,016,170**      **867,435**

**LESS: ESTIMATED TOTAL CONTRACT COST**

**(436,236)**      **(433,174)**

**ESTIMATED SAVINGS**

**\$ 579,933**      **\$ 434,261**

**% of Savings to City Cost**

**57%**      **50%**

Comments/Assumptions:

- a) FY2012 was the first year these services were contracted out.  
 b) SEP = Southeast Treatment Plant  
 c) SECF = Southeast Community Facility
- Salary levels reflect proposed salary rates effective July 1, 2014. Costs are represented as annual 12 month costs.
- Variable fringe benefits consist of Social Security, Medicare, employer retirement, employee retirement pick-up and long-term disability, where applicable.
- Fixed fringe benefits consist of health and dental rates plus an estimate of dependent coverage.
- An increase of 3 FTEs is for the additional coverage required at the Southeast Plant for start of major construction projects.

OFFICE OF THE MAYOR  
SAN FRANCISCO



EDWIN M. LEE  
MAYOR

May 2, 2016

Angela Calvillo, Clerk of the Board of Supervisors  
City Hall, 1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

Dear Ms. Calvillo:

Attached is the Mayor's proposed May 1 Budget comprised of the following 13 departments: Airport Commission, Board of Appeals, Child Support Services, Environment, Law Library, the Public Library, Municipal Transportation Agency, Port, Public Utilities Commission, Rent Board, Retirement System, and Office of County Education. Also attached are the following 11 pieces of legislation:

- One supplemental appropriation ordinance for the Two-Year Capital Budgets for the Municipal Transportation Authority (MTA)
- One resolution approving the issuance and sale of revenue bonds by the MTA
- One supplemental appropriation ordinance for Mission Bay Improvement Fund for Warrior Arena Improvement Capital Projects for the MTA
- One supplemental appropriation ordinance for surplus revenue and reappropriation for debt service payment for the Public Library
- Three supplemental appropriation ordinances for the Two-Year Capital Budgets of each of the Public Utilities Commission (PUC) Enterprises – Water, Wastewater, and Hetch Hetchy
- Three resolutions approving the issuance and sale of Power, Water, and Wastewater revenue bonds by the PUC
- One Proposition J Contract/Certification resolution of Specified Contracted-Out Services Previously Approved for Enterprise Departments (MTA, PUC, Airport, and Port)

Additionally, there are two letters attached; one memo from the Controller related to the MTA budget and a release of reserve request for the PUC. We request that all items be scheduled for the May 18, 2016 Budget and Finance meeting.

If you have any questions please feel free to contact me at 554-6253.

Sincerely,

A handwritten signature in black ink, appearing to read "Melissa Whitehouse".

Melissa Whitehouse  
Mayor's Budget Director, Acting

cc: Members of the Board of Supervisors  
Harvey Rose  
Controller

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2016 MAY -2 PM 1:30  
BY AK

