



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

Greg Wagner  
Controller  
ChiaYu Ma  
Deputy Controller

April 24, 2026

Mike Nakornkhet, Airport Director  
San Francisco International Airport  
International Terminal, 5th Floor  
P.O. Box 8097  
San Francisco, CA 94128

Attention: Denise Payton, Director of Budget & Capital Planning

RE: Contracting for Airport Shuttle Bus Services – FY 2026-27 & FY 2027-28

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 Year 2026-27 and Fiscal Year 2027-28 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 Devin Macaulay at [Devin.Macaulay@sfgov.org](mailto:Devin.Macaulay@sfgov.org) if you have any questions regarding this determination.

Sincerely,

/s/ Greg Wagner  
Greg Wagner,  
Controller

Enclosures

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

AIR - Airport Commission

Airport Shuttle Bus Services (24154)

COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES

FISCAL YEAR 2026-27

**PROJECTED PERSONNEL COSTS**

Job Class Title	Job Class	FTE	FY 2026-27 Personnel Cost Low	FY 2026-27 Personnel Cost High
Automotive Mechanic	7381_C	8.00	\$ 1,427,954	\$ 1,427,954
Holiday Pay - Miscellaneous			\$ 401,885	\$ 482,455
Premium Pay - Miscellaneous			\$ 605,563	\$ 726,967
Sum:		8.00	\$ 2,435,402	\$ 2,637,376

**ADDITIONAL CITY COSTS**

Item Description	Nbr of Units	Notes / Unit Measure	FY 2026-27 Low Estimate	FY 2026-27 High Estimate
9163 Transit Operator	124	FTEs	\$ 14,755,159	\$ 17,713,276
9139 Transit Supervisor	9	FTEs	\$ 1,484,339	\$ 1,781,919
9141 Transit Manager II	1	FTE	\$ 192,079	\$ 230,587
9140 Transit Manager I	2	FTEs	\$ 380,394	\$ 456,656
9102 Transit Car Cleaner	2	FTEs	\$ 235,366	\$ 282,552
Other direct operating costs	0		\$ 4,654,288	\$ 4,654,288
Overhead	0		\$ 464,832	\$ 464,832
Total Non-Personnel Costs:			\$ 22,166,457	\$ 25,584,110

**ESTIMATED TOTAL CITY COST \$ 24,601,859 \$ 28,221,486**

**COST COMPARISON SUMMARY**

ESTIMATED TOTAL CITY COST	\$ 24,601,859	\$ 28,221,486
LESS: ESTIMATED TOTAL CONTRACT COST	\$ 22,874,935	\$ 22,879,113
ESTIMATED SAVINGS	\$ 1,726,924	\$ 5,342,373
% of Savings to City Cost	7.02%	18.93%

AIR - Airport Commission

Airport Shuttle Bus Services (24154)

COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES

FISCAL YEAR 2027-28

**PROJECTED PERSONNEL COSTS**

Job Class Title	Job Class	FTE	FY 2027-28 Personnel Cost Low	FY 2027-28 Personnel Cost High
Automotive Mechanic	7381_C	8.00	\$ 1,505,337	\$ 1,505,337
Holiday Pay - Miscellaneous			\$ 401,885	\$ 482,456
Premium Pay - Miscellaneous			\$ 605,564	\$ 726,969
<b>Sum:</b>		<b>8.00</b>	<b>\$ 2,512,786</b>	<b>\$ 2,714,762</b>

**ADDITIONAL CITY COSTS**

Item Description	Nbr of Units	Notes / Unit Measure	FY 2027-28 Low Estimate	FY 2027-28 High Estimate
9163 Transit Operator	124	FTEs	\$ 15,052,640	\$ 18,070,396
9139 Transit Supervisor	9	FTEs	\$ 1,602,296	\$ 1,923,525
9141 Transit Manager II	1	FTE	\$ 197,841	\$ 237,504
9140 Transit Manager I	2	FTEs	\$ 410,576	\$ 492,888
9102 Transit Car Cleaner	2	FTEs	\$ 254,127	\$ 305,074
Other direct operating costs	0		\$ 4,793,917	\$ 4,793,917
Overhead	0		\$ 464,832	\$ 464,832
<b>Total Non-Personnel Costs:</b>			<b>\$ 22,776,229</b>	<b>\$ 26,288,136</b>

**ESTIMATED TOTAL CITY COST \$ 25,289,015 \$ 29,002,898**

**COST COMPARISON SUMMARY**

ESTIMATED TOTAL CITY COST	\$ 25,289,015	\$ 29,002,898
LESS: ESTIMATED TOTAL CONTRACT COST	\$ 23,745,022	\$ 23,749,391
ESTIMATED SAVINGS	\$ 1,543,993	\$ 5,253,507
% of Savings to City Cost	6.11%	18.11%