

**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.

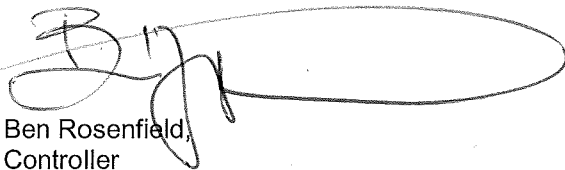
If these services are provided at the proposed contract price, it appears they can be performed at a lower cost than if the work were performed by City employees.

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.

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 COMMISSTION  
 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/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.

AIRPORT COMMISSSTION  
 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:

1. 1971 would be/was the first year these services are/were contracted out.
2. Salary levels reflect proposed salary rates effective July 1, 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.
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