

SFO Capital Improvement Plan Update

Presentation to the Capital Planning Committee
May 16, 2022

A stylized graphic on the right side of the slide, consisting of two dark blue, curved, upward-pointing shapes that resemble a pair of wings or a stylized 'S' shape, with a lighter blue vertical bar in the center.

SFO

Capital Improvement Plan (CIP) Overview

	22/23 Approved CIP (\$ in millions)		
	Prior Funding	Future Funding	Total
Ascent Program – Phase I <i>(previously reviewed by CPC in FY 2017/18)</i>	\$5,289	\$1,980	\$7,269
Rolling CIP <i>(previously referred to as the Infrastructure Projects Plan)</i>	218	274	492
Total CIP	\$5,506	\$2,254	\$7,761

Status of Major Projects in the Ascent Program

Majority of Ascent Projects are completed; while COVID-19 affected ability to complete all projects, we anticipate another milestone with Harvey Milk Terminal 1 Center in Spring 2024.

Major Projects	Completion/Expected Completion					
	2018	2019	2020	2021	2022	2023/24
Consolidated Admin Campus – Phase 1	✓					
Ground Transportation Unit Relocation	✓					
Second Long Term Parking Garage		✓				
REACH ITB		✓				
SFO Grand Hyatt Hotel		✓				
Security Infrastructure Program		✓				
AirTrain Extension & Improvements		✓				
Plot 2 Aircraft Parking & South McDonnell Road			✓			
Terminal 2 Office Tower			✓			
Industrial Wastewater Treatment Plant			✓			
Boarding Area A Gate Enhancements			✓			
Harvey Milk Terminal 1 Boarding Area B Reconstruction – (25 gates total)				✓		
Courtyard 3 Connector with the T2-T3 post-security connector (Partially Suspended)					April	
International Terminal Building – Phase 1 & 2 (Partially Suspended)					May	
Harvey Milk Terminal 1 Center Renovation – Final Phase						Spring 2024
Terminal 3 West Modernization (Suspended)						

Highlights of the Rolling CIP

The updated Rolling CIP prioritizes Airport's current emerging needs and aging infrastructure. Grants will fund approximately \$80M (16%), while revenue bonds will fund approximately \$412M (84%).

Projects	Total (\$ in Millions)
Runway 10L/28R Rehabilitation (in closeout phase with FAA)	\$166
Power and Lighting Improvements <ul style="list-style-type: none"> Generator building and electrical system replacement at Field Lighting Building #1; 12kV power distribution replacement; 400Hz ground power unit replacement; Elec. Power Capacity upgrade study 	56
Waste Water System Improvements <ul style="list-style-type: none"> Construct a new headworks system, electrical room, and replace systems and equipment at the Sanitary Waste Treatment Plant; replace pump stations 	35
Noise Insulation projects <ul style="list-style-type: none"> Installation of acoustic treatment in qualifying homes 	34
Miscellaneous Terminal Improvements <ul style="list-style-type: none"> Re-roofing, revolving door replacement 	29
Elevator, Escalators, & Moving Walk Modernization	25
Rolling CIP Director's Reserve	23
Miscellaneous Airfield Improvements	21
Utility Improvements	19
All Other Projects	82
Rolling CIP Total	\$492M

SFO is committed to enhancing racial equity in all aspects of our operations and services

The Office of Diversity, Equity & Inclusion (DEI) developed the Airport's first Racial Equity Action Plan (REAP)

The CIP update includes projects to support SFO's REAP goals:

Human Resources Service Delivery

- Improve employee processing, tracking, management, and dashboards to inform the Racial Equity Recruitment Committee and further transparency in the recruitment process

Contract Management Compliance System (CMCS) – Phase 2 Project

- CMCS was implemented in 2017
- The System captures the lifecycle of contracts
- Phase 2 includes a new module to capture baseline information on existing contractors and inform efforts to advance equity at SFO
- With the ability to harvest data, SFO hopes to understand:
 - The racial makeup of the firms
 - Inform approaches to procurement, contracting, and delivery of Airport services



SFO FY 2022/23 & FY 2023/24 Operating Budget

Item (in \$ millions)	FY 22/23	FY 23/24	Total
Small Capital Outlay	\$5.2	\$5.4	\$10.6
Facilities Maintenance	15.0	15.0	30.0
Federal & State Grants	85.0	47.0	132.0
Total	\$105.2	\$67.4	\$172.6

SFO FY 2022/23 & FY 2023/24 Capital Re-Appropriation

Cost Center (in \$ millions)	FY 22/23	FY 23/24	Total
Airfield Improvements	\$125.0	\$0	\$125.0
Airport Support Improvements	(125.0)	0	(125.0)
Groundside Improvements	0	0	0
Terminal Improvements	0	0	0
Utility Improvements	0	0	0
Total	\$0	\$0	\$0



Terminal 1 Center Renovation

- Scheduled to open Summer 2022
- Construction of a new architectural building envelope, electrical, HVAC, special systems, check-in facilities and passenger screening checkpoint
- Project Budget: \$1.5 billion



Terminal 3 Courtyard Connector

- Scheduled opening April 2022
- New secure connector between Terminal 2 and Terminal 3 and 100,000 square feet of building above
- Project Budget: \$252 million



International Terminal Building (ITB) Phase 2

- Scheduled opening May 2022
- Completion of departures and arrivals level screening checkpoints
- Project Budget: \$45 million

Upcoming Project Completions



Ground Based Augmentation System (GBAS)

- Scheduled completion Spring 2022
- GBAS is a navigation system that utilizes the satellite positioning aircraft landing approaches
- Project Budget: \$11.5 million



Noise Insulation Program 2019-2023 Phase

- Scheduled completion Spring 2022
- Provide new acoustical treatments (windows, door, and ventilation) to eligible properties within the FAA noise contour map
- Project Budget: \$10.2 million



Sanitary Waste Treatment Plant

- Scheduled completion Summer 2023
- Improve the treatment of sanitary waste
- Construct a new headworks system to improve solids screening and grit removal
- Project Budget: \$30 million

Thank You

