

# SFO Capital Improvement Plan Update

Presentation to the Capital Planning Committee  
December 5, 2022

A stylized graphic on the right side of the slide, consisting of a central vertical light blue bar flanked by two dark blue curved shapes that taper towards the top, resembling a stylized 'S' or a pair of wings.

**SFO**

## Capital Improvement Plan (CIP) Overview

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

# 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								
	2019	2020	2021	2022	2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28
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)			✓						
Ground Based Augmentation System (GBAS)				✓					
Courtyard 3 Connector with T2-T3 post-security connector (Now unsuspending)						Spring 2025			
International Terminal Building – Phase 1 & 2 (Partially Suspended)					Winter 2023				
Harvey Milk Terminal 1 Center Renovation – Final Phase					Spring 2024				
Terminal 3 West Modernization (Now unsuspending)									FY 27/28

# 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)
<b>Runway 10L/28R Rehabilitation</b> (in closeout phase with FAA)	\$166
<b>Power and Lighting Improvements</b> Generator building and electrical system replacement at Field Lighting Building #1; 12kV power distribution replacement; 400Hz ground power unit replacement; Electrical Capacity Upgrade study	56
<b>Waste Water System Improvements</b> Construct a new headworks system, electrical room, and replace systems and equipment at the Sanitary Waste Treatment Plant; replace pump stations	35
<b>Noise Insulation projects</b> Installation of acoustic treatment in qualifying homes	34
<b>Miscellaneous Terminal Improvements</b> Re-roofing, revolving door replacement	29
<b>Elevator, Escalators, &amp; Moving Walk Modernization</b>	25
<b>Rolling CIP Director's Reserve</b>	23
<b>Miscellaneous Airfield Improvements</b>	21
<b>Utility Improvements</b>	19
<b>All Other Projects</b>	82
<b>Rolling CIP Total</b>	<b>\$492M</b>

*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 &amp; FY 2023/24 Capital Operating Budget

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

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

<b>Cost Center</b> (in \$ millions)	<b>FY 22/23</b>	<b>FY 23/24</b>	<b>Total</b>
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
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# Project Highlight

*In October 2022, Harvey Milk Terminal 1 achieved the world's first terminal full WELL Core Certification, Platinum level, for HMT1 Boarding Area B for enhancing human health and well-being.*







### Terminal 1 Center Renovation

- Scheduled to open Spring 2024
- Construction of a new architectural building envelope, electrical, HVAC, special systems, secure connector to Boarding Area C, check-in facilities and passenger screening checkpoint
- Project Budget: \$1.5 billion



### Terminal 3 Courtyard Connector

- Scheduled opening in Spring 2025
- New secure connector between Terminal 2 and Terminal 3 opened in Nov. 2021
- Buildout of 100,000 square feet including an Airport Integrated Operations Center (AIOC)
- Project Budget: \$249 million (*will be updated*)



### International Terminal Building (ITB) Phase 2

- Scheduled opening Winter 2023
- Completion of departures and arrivals level screening checkpoints
- Project Budget: \$60 million



### Ground Based Augmentation System (GBAS)

- Completed October 2022 (in closeout)
- GBAS is a navigation system that utilizes the satellite positioning aircraft landing approaches
- Project Budget: \$12 million



### Noise Insulation Program 2019-2023 Phase

- Three micro-phases
- Scheduled completion March 2023
- Provide new acoustical treatments to eligible properties within the FAA noise contour map
- Project Budget: \$10 million



### Sanitary Waste Treatment Plant

- Scheduled completion June 2023
- Improve the treatment of sanitary waste
- Construct a new headworks system to improve solids screening and grit removal
- Project Budget: \$31 million

# Thank You

