



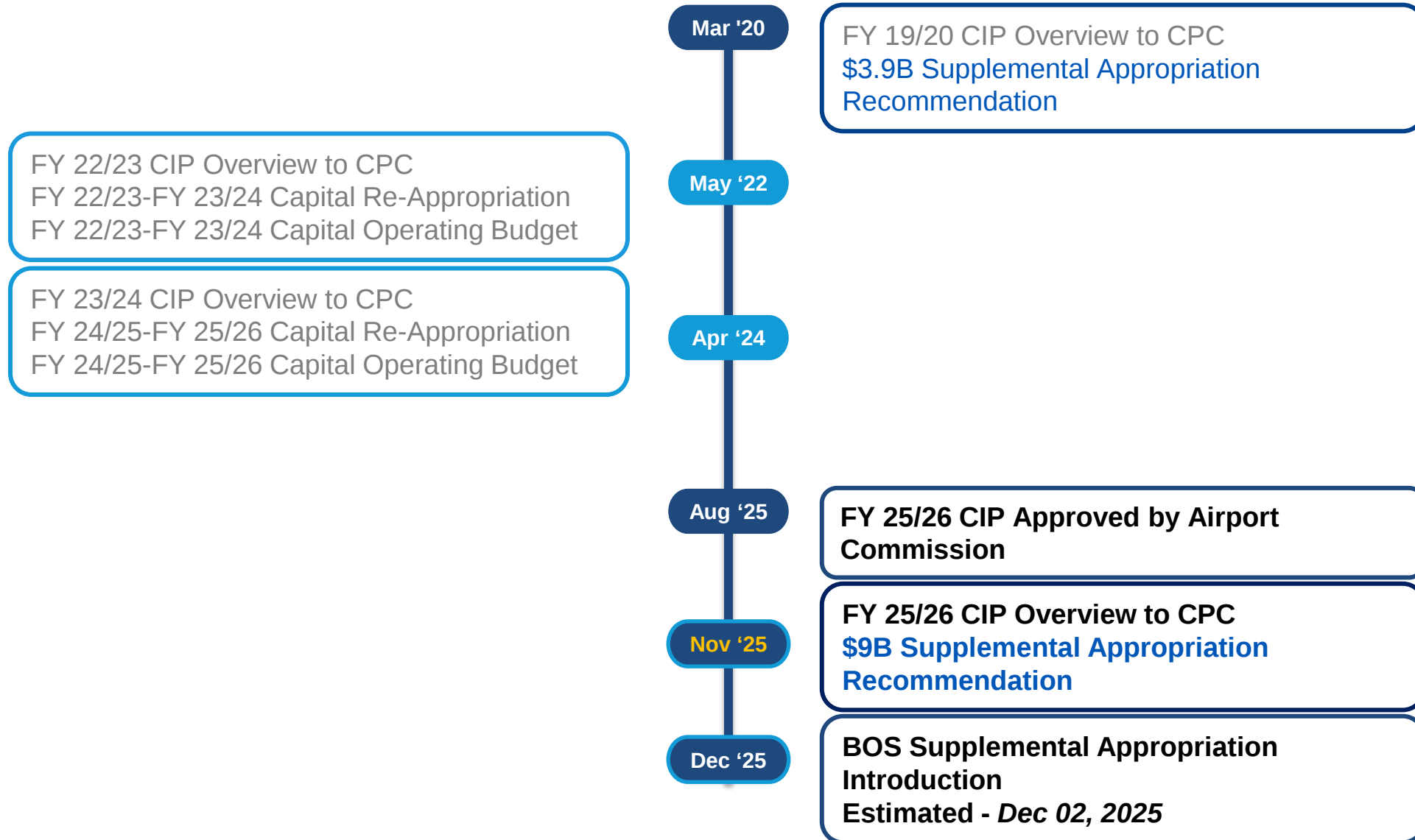
SFO FY 2025/26 – FY 2034/35 CIP Update

Capital Planning Committee

November 17, 2025

Capital Program Appropriation Recap

FY 19/20 \$3.9B met the moment — FY 25/26 \$9B enables meeting the demand

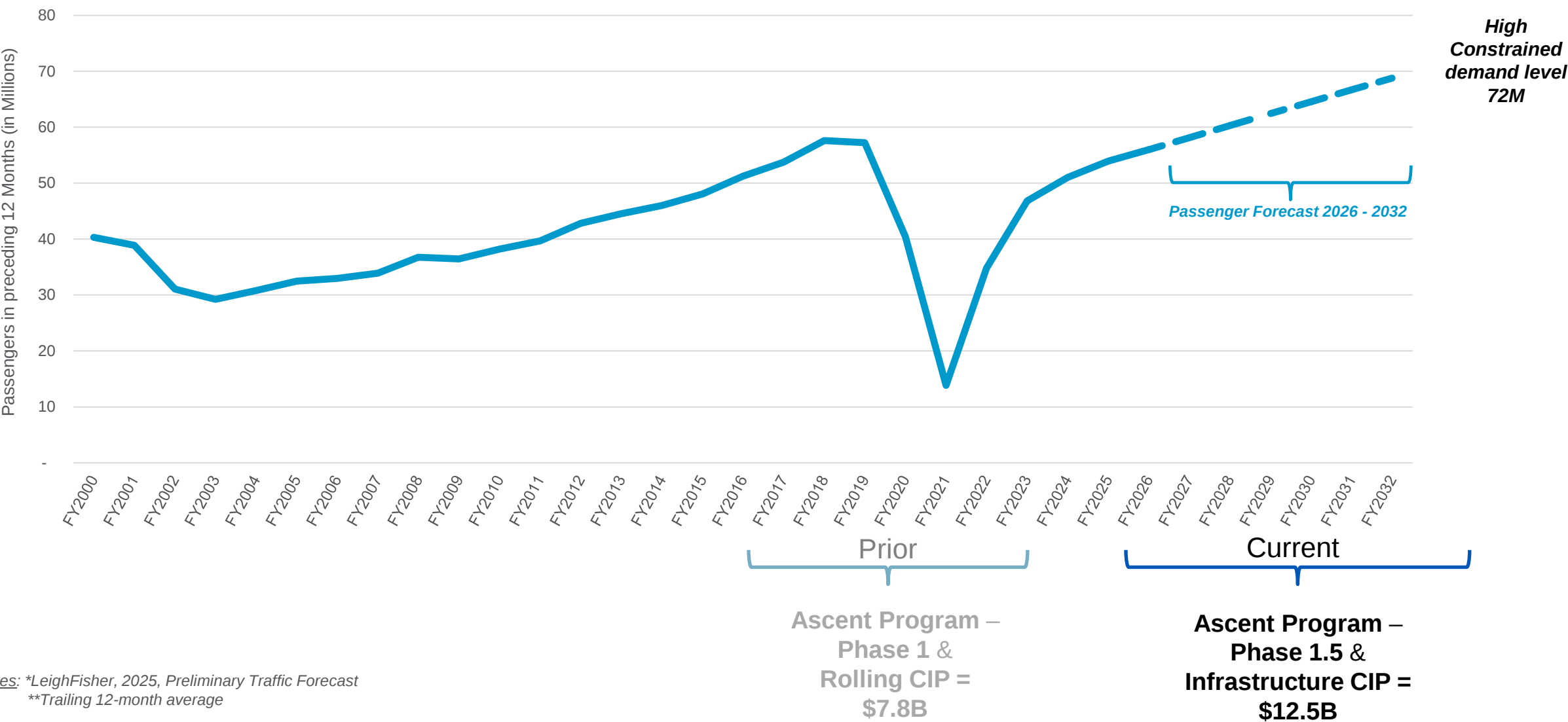


Capital Program Objectives

- To meet SFO's **long-term passenger forecasts** including:
 - Reaching *72 Million Annual Passenger* level by mid 2030s
 - Accommodate peak hour demand, e.g., *additional gates, electrical capacity, alleviate roadway congestion*
- To facilitate a *seamless* travel experience
- To increase *resilience* by renewing utility infrastructure
- To advance *sustainability* initiatives

SFO Passenger Growth & CIP

New CIP that continues to address long-term, demand-driven facility needs to accommodate future growth



FY 25/26 – FY 34/35 CIP Budget Change Summary

Infrastructure Projects Plan portion is updated approximately every two years

(\$ in Millions)

	FY 23/24 – FY 32/33 CIP Budget	Change Amount	FY 25/26 – FY 34/35 CIP Budget
Ascent Program - Phase 1.5 (Fixed)	\$ 8,035	\$ -	\$ 8,035
Infrastructure Projects Plan (Dynamic)	2,987	1,430	4,417
FY 25/26 – FY 34/35 CIP Grand Total	\$ 11,022	\$ 1,430	\$ 12,452

Notes:

Totals may not add due to rounding

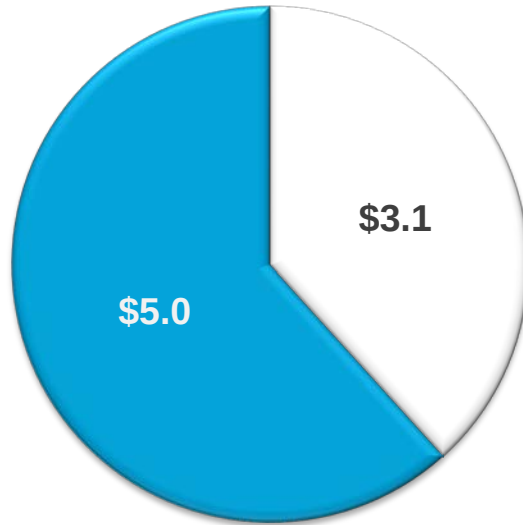
Ascent Phase 1.5 (AP1.5): Fixed program; terminal facilities, airport support facilities, select priority projects

Infrastructure Projects Plan (IPP): Dynamic program, includes end-of-life utility and infrastructure replacement

FY 25/26 – FY 34/35 CIP Overview

Ascent Program - Phase 1.5

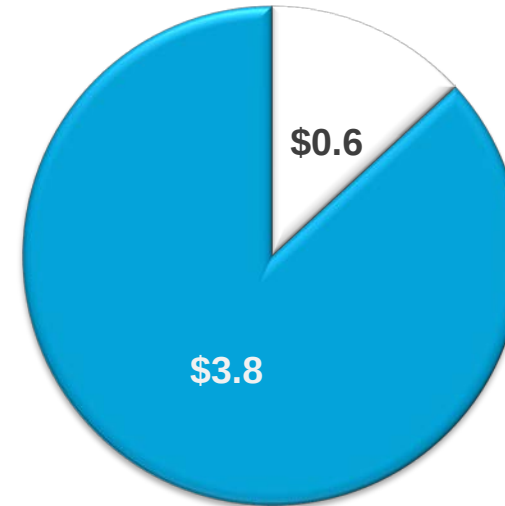
Total Budget: \$8.0 Billion



☐ Funded ☒ Unfunded
 (\$ In Billions)

Infrastructure Projects Plan

Total Budget: \$4.4 Billion



☐ Funded ☒ Unfunded
 (\$ In Billions)

CIP Program* (\$ in Billions)	Budget	Funded	Unfunded	% Total Unfunded
Ascent Phase 1.5	\$ 8.0	\$ 3.1	\$ 5.0	62%
Infrastructure Projects Plan	4.4	0.6	3.8	87%
TOTALS**	\$12.5	\$ 3.7	\$ 8.8	71%

*Notes: *Amounts based on FY 25/26 CIP Infrastructure Projects Plan approved by Airport Commission 8/19/25*

***Totals may not add due to rounding*

Supplemental Appropriation for CPC Review

Funded with Airport Revenue Bonds and secured by Airport revenues



No impact to City's debt limit – Airport bonds are supported solely by Airport revenues



No impact to Annual Service Payment (ASP) to General Fund – ASP is based on non-airline revenues

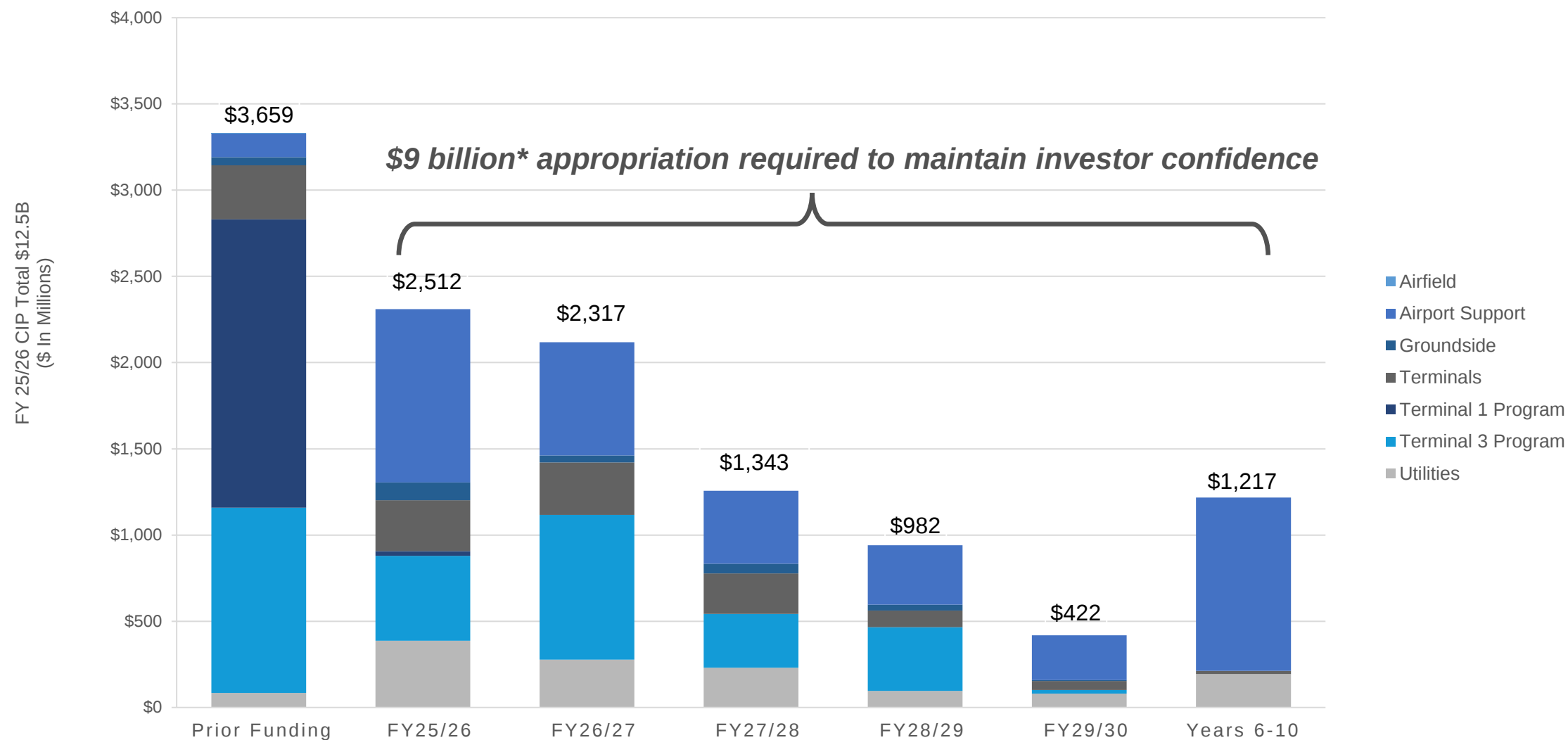
(\$ In Millions)

CIP and Supplemental Breakdown	Amount
FY 25/26 – FY 34/35 CIP Project Total	\$ 12,452
Less Previous Funding	(3,659)
Total CIP Funding Needed	\$ 8,793
Less Existing Project Appropriations	(783)
Supplemental Appropriation Project Total	\$ 8,011
Added Estimated Costs of Issuance	1,005
CIP Supplemental Appropriation Grand Total	\$ 9,016

Appropriation Overview Summary

FY 25/26 Capital Plan Supplemental	Appropriation Amount (\$ In Billions)
FY 25/26 CIP Project Funding Needed	\$ 8.8
Less Remaining Project Appropriation	(0.8)
Estimated Financing Costs Needed	1.0
Total Supplemental Appropriation	\$ 9.0
Appropriation Uses	
Airfield Improvements	\$ 0.5
Airport Support Improvements	3.4
Groundside Improvements	0.2
Terminal Improvements	0.8
Terminal 3 Program	2.0
Utility Improvements	1.1
Capital Project Uses Subtotal	8.0
Estimated Financing Cost Uses Subtotal	1.0
Total Appropriation Uses	\$ 9.0

Projected Funding Needs by Cost Center



Note: *Includes additional cost of issuance



Status of Major Projects in the CIP

Select projects in progress

Major Projects	Completion / Expected Completion							Years 6-10
	2024	2025	2026	2027	2028	2029	2030	
Bus Maintenance Facility		✓						
Sanitary Waste Treatment Plant Improvements		✓						
Terminal 1 Center Renovation	✓							
Courtyard 3 Connector		✓						
Terminal 3 West Renovation							✓	
Taxiways D&T Reconstruction	✓							
Taxiways A&B - Phase 1	✓							
Taxiways A&B - Phase 2					✓			
Taxiway Z Rehabilitation		✓						
Runway 1R-19L Rehabilitation			✓					
Int'l Terminal Building (ITB) - Phase 2			✓					
ITB Roof Upgrade			✓					
HAVC Improvements at ITB Central				✓				
Building Energy & Electrification Program - Phase 1				✓				
Power Distribution System Capacity Improvements						✓		
Airport Substation Transformer Upgrade						✓		
West Field Garage 675 & Area Improvements				✓				
Cargo Building 626.1				✓				
West Field Utilities & Paving				✓				
Boarding Area G Gate Enhancements (25 gates total)				✓				
Cargo Building 720.1 & GSE Building 742				✓				
Wayfinding - Phase 2							✓	
Recycle Water System					✓			
West Field Cargo Expansion								✓
Substation MA Upgrade								✓
West Field Building 670								✓

Source Data: Design & Construction CIP MPR August 2025

Ascent Program – Phase 1.5: Status of Major Projects

■ Terminals

- Terminal 3 West Renovation
- Terminal 1 Center Renovation
- Courtyard 3 Connector
- International Terminal Building (ITB) - *Phase 2*

■ Airport Support

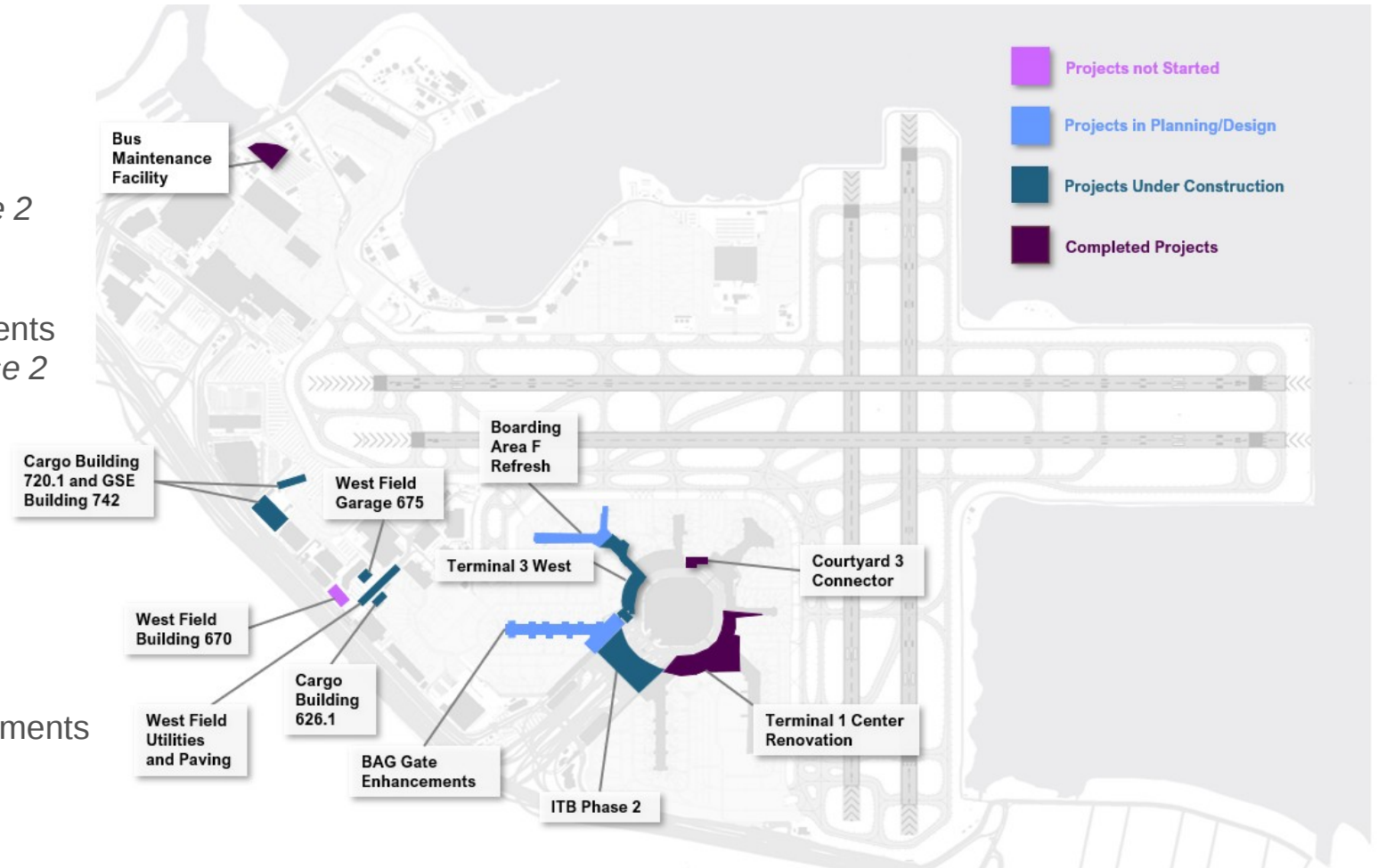
- West Field Area Cargo & Hangar Improvements
- Consolidated Administration Campus - *Phase 2*
- Parking & Garage Improvements
- Wayfinding Projects

■ Utilities

- Energy Management Control System
- Electrical Capacity Upgrade

■ Groundside

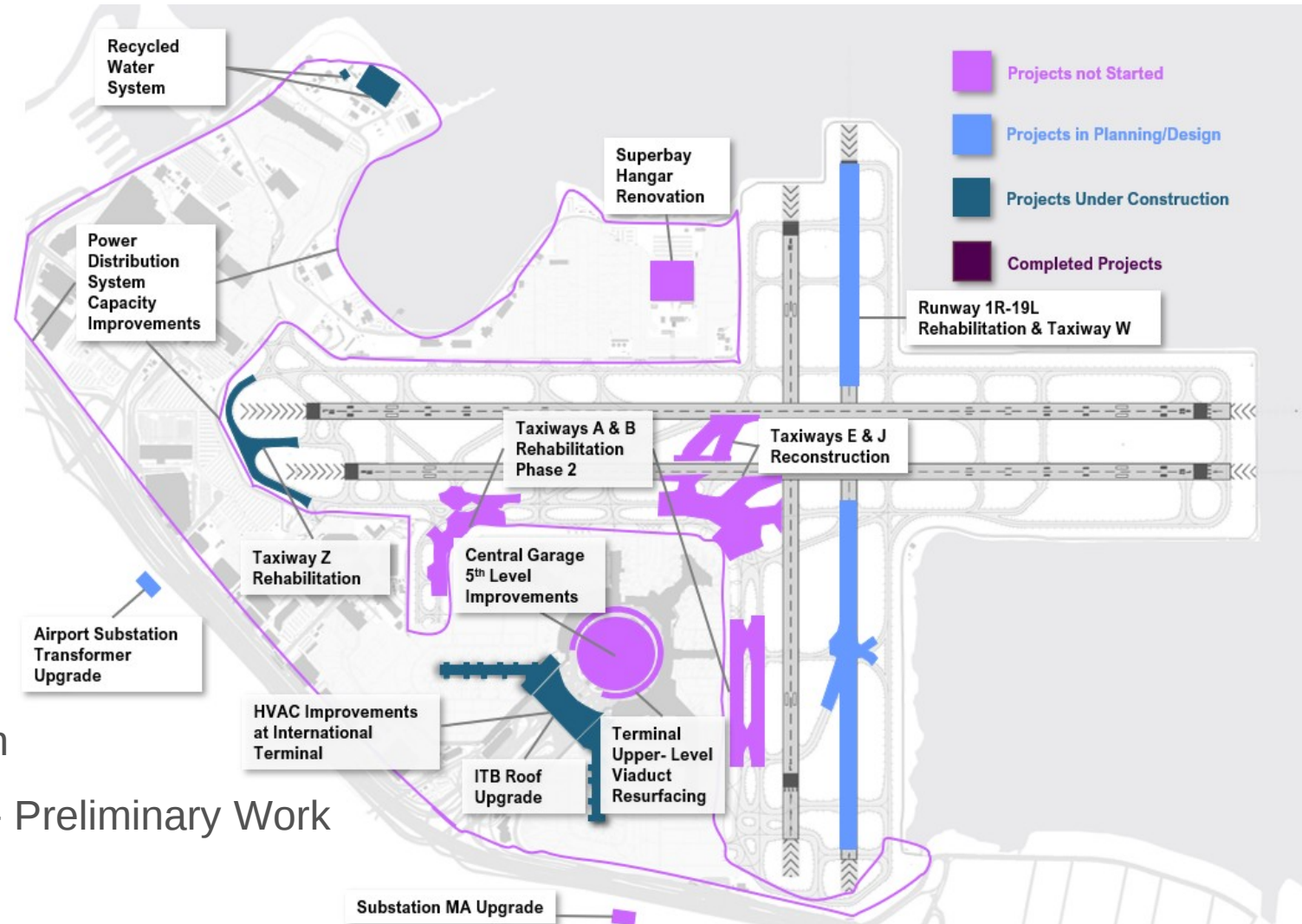
- Ground Transportation and Parking Improvements



Infrastructure Projects Plan: Status of Major Projects

■ Major Infrastructure Projects

- Taxiway Improvements
- Runway Improvements
- Power & Lighting Improvements
- Energy and Efficiency Improvements
- Technology Improvements
- International Terminal Improvements
- Wastewater System Improvements
- Water System Improvements
- Superbay Hangar Renovation
- South San Francisco Land Acquisition
- Airport Shoreline Protection Projects - Preliminary Work



Ascent Phase 1 – Project Completions (Select Projects)

*Second Long-Term Parking
Garage*



SFO Grand Hyatt Hotel



AirTrain Extension & Improvements



Industrial Wastewater Treatment Plant



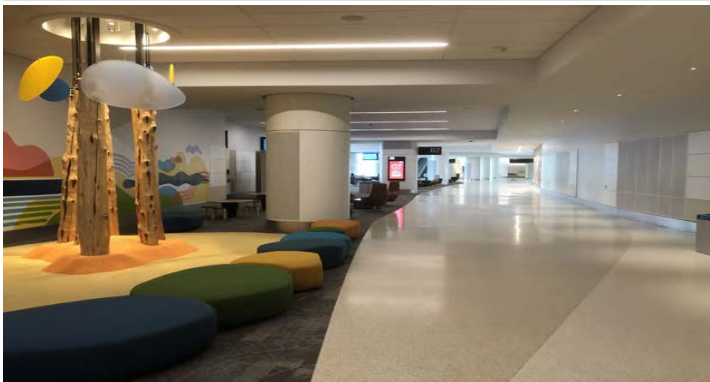
Boarding Area A Gate Enhancements



*Harvey Milk Terminal 1 Boarding Area B
Reconstruction*



Recent Project Completions



Harvey Milk Terminal 1 Center Renovation

- Final phase opened in June 2024 with LEED Platinum
- Construction of a new architectural building envelope, electrical, HVAC, new baggage handling and screening systems, check-in facilities and passenger screening checkpoint
- Ascent Program – Phase 1.5
- Project Budget: \$1.66 billion



Sanitary Waste Treatment Plant Improvements

- Completed Spring 2025
- Improve the treatment of sanitary waste
- Construct a new headworks system to improve solids screening and grit removal
- Infrastructure CIP
- Project Budget: \$35.9 million



Bus Maintenance Facility

- Completed Summer 2025
- Construct a new Bus Maintenance Facility
- Existing facility at end of its useful life
- Ascent Program – Phase 1.5
- Project Budget: \$35.4 million

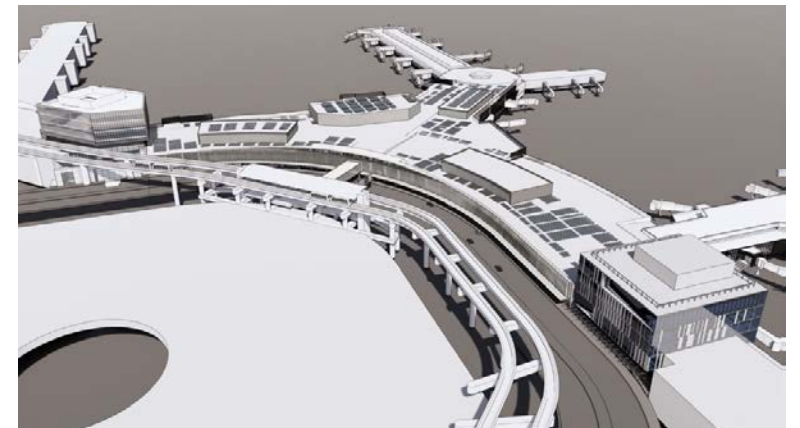
Active Projects Update – Terminal 3 Modernization

■ Program Budget: \$2.8 billion

- Part of Ascent Program – Phase 1.5
- In Construction, 16% Complete
- Estimated Project Completion in 2029

■ Program Description:

- Building expansion and renovation of western side of Terminal 3
- Seismic upgrade
- New international swing gates
- Federal Inspection Services (FIS) connector to International Terminal
- Consolidated Baggage Handling System (BHS)
- Replacement of building systems and new concessions program
- Courtyard 4 Connector



Active Projects Updates – West Field Cargo Improvements

■ Total Budget: \$747 Million

- Part of Ascent Program – Phase 1.5
- Currently in Programming and Design
- Estimated Program Completion in 2030s

■ Project Descriptions:

- **Cargo Building 626.1 (\$296 Million):** Development of a state-of-the-art, 280,000 SF, two-story cargo facility to facilitate the relocation of operations from Cargo Building 585
- **Cargo Bldg. 720.1 and GSE Bldg. 742 (\$201 Million):** Construct new cargo facilities for displaced tenants from Bldg. 606 and Bldg. 602
- **West Field Cargo Expansion (\$250 Million):** Construction of a new multi-level highly automated cargo building to meet future forecast demand of cargo services

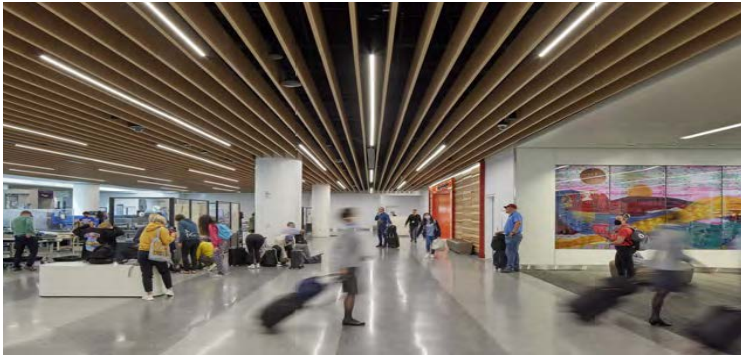


Active Projects Updates, continued (Select Projects)



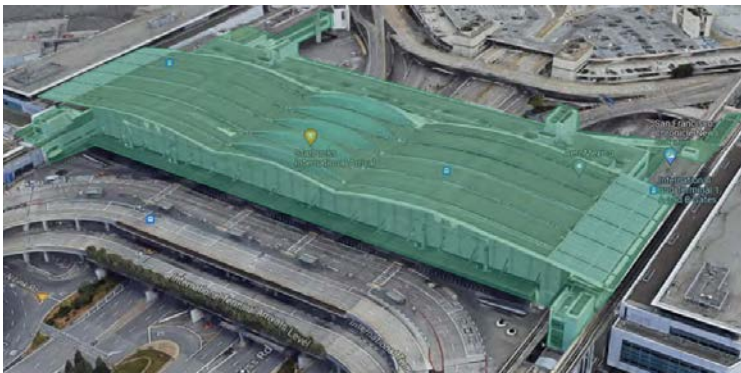
Courtyard 3 Connector

- Scheduled completion Early 2026
- Includes an Airport Integrated Operations Center (AIOC) with end-to-end visibility to support security and operations
- Includes a secure connector between Terminal 2 and Terminal 3, and 100,000 square feet of building office space above
- Ascent Program – Phase 1.5
- Project Budget: \$414.0 million



Diane Feinstein International Terminal (DFIT) Phase 2

- Scheduled completion Spring 2026
- Upgrade of Arrivals level, consolidation of Customs and Border Protection facilities to ease congestion, wayfinding enhancements
- Ascent Program – Phase 1.5
- Project Budget: \$296.4 million



DFIT Roof Upgrade

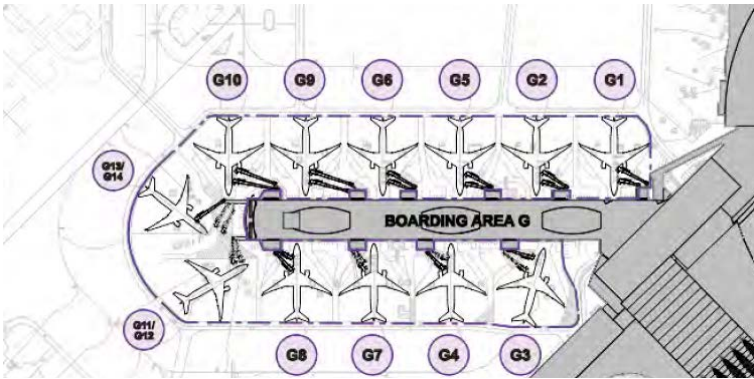
- Scheduled completion Summer 2026
- Replace existing roof, façade access system, and install solar panels on new roof
- Existing roof is at the end of its useful life
- Infrastructure Projects Plan
- Project Budget: \$108.3 million

Active Projects Updates, continued (Select Projects)



Taxiway Z Rehabilitation

- Scheduled completion Winter 2026
- 10 acres of asphalt concrete resurfacing and 4.5 acres of slurry seal treatment; replacement of lights, signage; refreshing of pavement markings, striping; electrical ductbank
- Infrastructure Projects Plan
- Project Budget: \$37.0 million



Boarding Area G Gate Enhancements

- Scheduled completion Winter 2027
- 25 new passenger boarding bridges, pile foundations and fixed bridges
- New point of use, preconditioned air units, advanced visual docking guidance system (AVDGS) at each gate, and ductbank
- Infrastructure Projects Plan
- Project Budget: \$143.0 million



Recycled Water System

- Scheduled completion Spring 2028
- Advanced water treatment facility in Mel Leong Treatment Plant (MLTP)
- Replace 50-year-old facilities to meet SF Bay regulations, remove PFAS from processed water and create up to one million gallons per day of recycled water
- Infrastructure Projects Plan
- Project Budget: \$285.1 million



Thank You