



FY 2025/26 CIP Update FY 2026/27 & 2027/28 Capital Budget

Capital Planning Committee
May 18, 2026

Capital Program Objectives

To meet SFO's **long-term passenger forecasts** including:



Reaching *78.5 Million Annual Passenger* level by 2050s

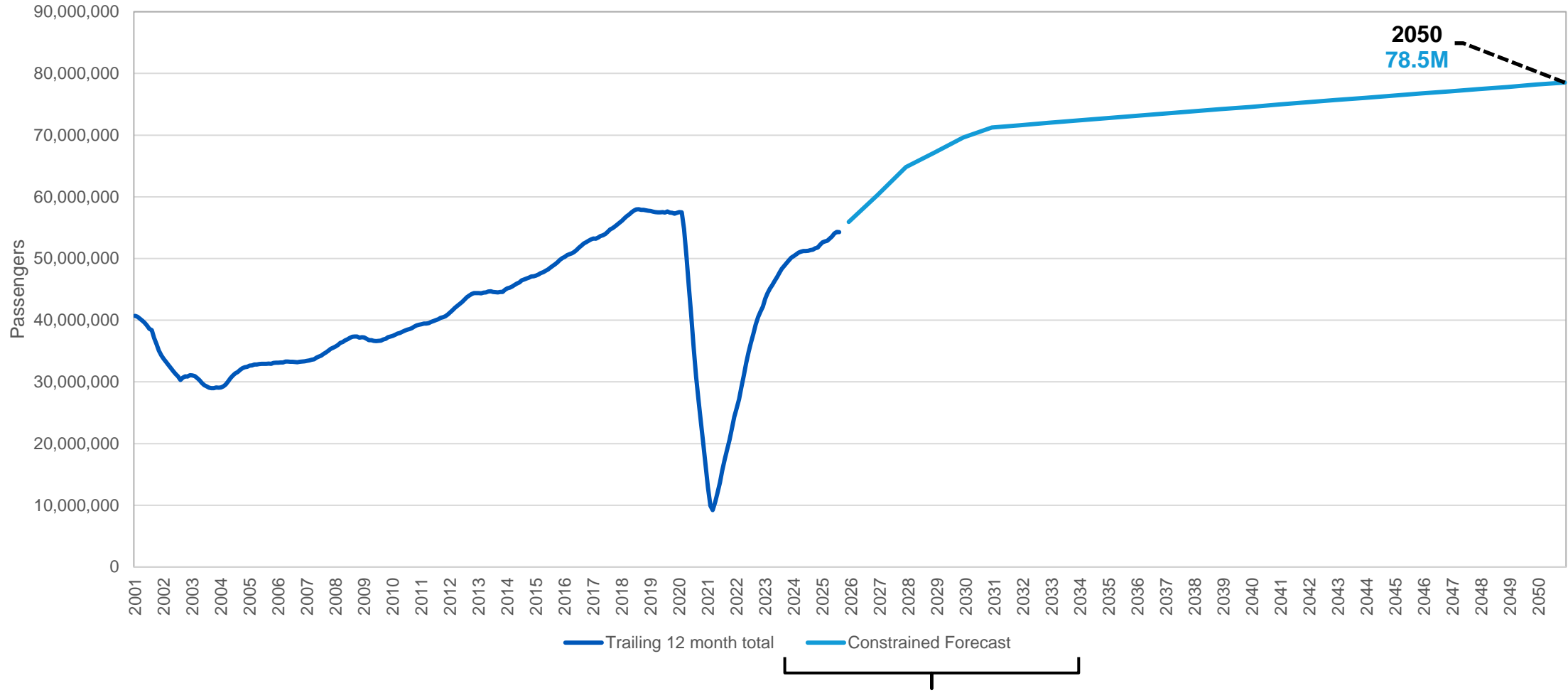


Accommodating peak hour demand, e.g., *additional gates, electrical capacity, alleviate roadway congestion*

- To facilitate a *seamless* world-class travel experience
- To increase *resilience* by renewing utility infrastructure
- To advance *sustainability* initiatives

SFO Passenger Growth & CIP

FY 25/26 CIP that continues to address long-term, demand-driven facility needs to accommodate future growth



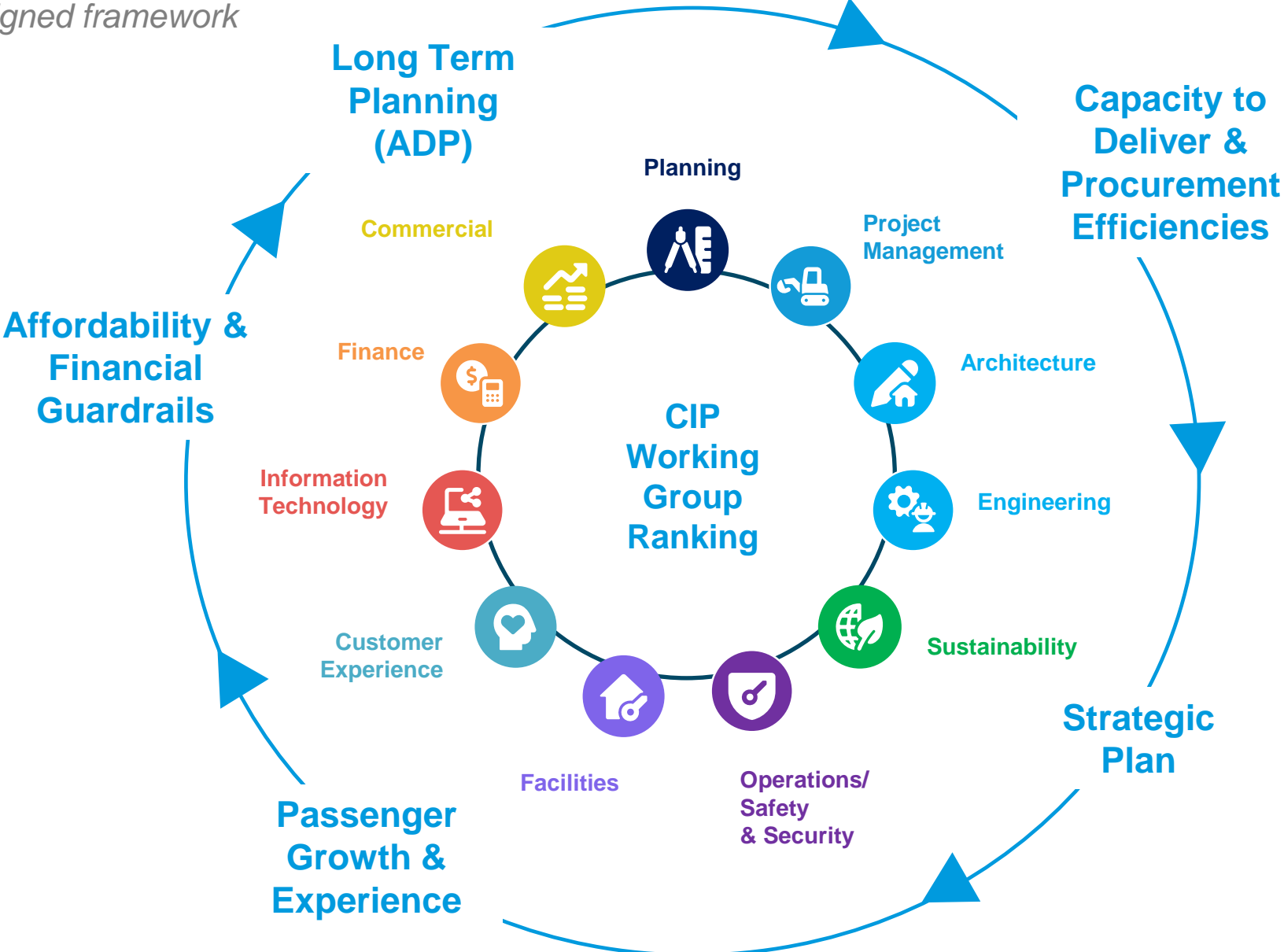
Ascent Program – Phase 1.5 & Infrastructure CIP = \$12.5B

Source: San Francisco Airport Planning as of February 2026



FY 25/26 CIP Projects Determination

CIP projects selected through multi-criteria evaluation process that ensures strong project understanding and a holistic, leadership-aligned framework



Capital Improvement Plan (CIP) Overview

\$12.5B investment focused on capacity and infrastructure renewal for the next 10 years

- **Ascent Program – Phase 1.5:** A fixed set of major projects
- **Infrastructure Projects Plan (IPP):** Projects can be updated every two years

FY 2025/26 Approved CIP (FY25/26 - FY34/35)		
CIP Program	Project Total (in Millions)	Percentage funded as of 4/27/26
Ascent Program – Phase 1.5	\$ 8,036	45%
Infrastructure Projects Plan	4,417	19%
Total CIP	\$ 12,453	36%

Select Ascent Program – Phase 1.5 & IPP Completed Projects:



Harvey Milk Terminal 1 Center Renovation - \$1.6 billion

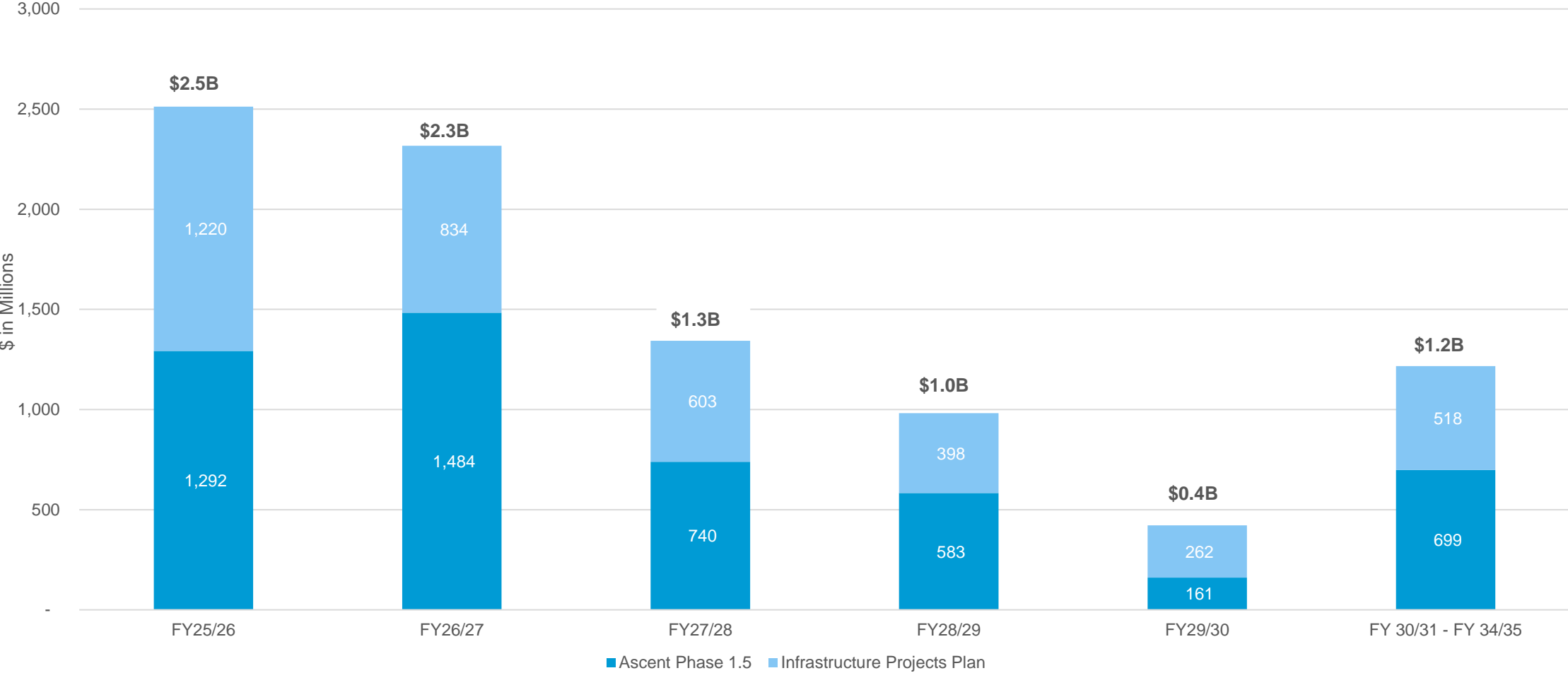


Bus Maintenance Facility - \$36.4 million



Taxiway Z Rehabilitation - \$37.0 million

FY 25/26 – 34/35 Capital Improvement Plan (CIP)



Ascent Program – Phase 1.5: Status of Major Projects

Terminals

- Modernization of Terminal 3 West
- Renovation of Terminal 1 Center
- Courtyard 3 Connector
- International Terminal – Phase 2 Project

Airport Support

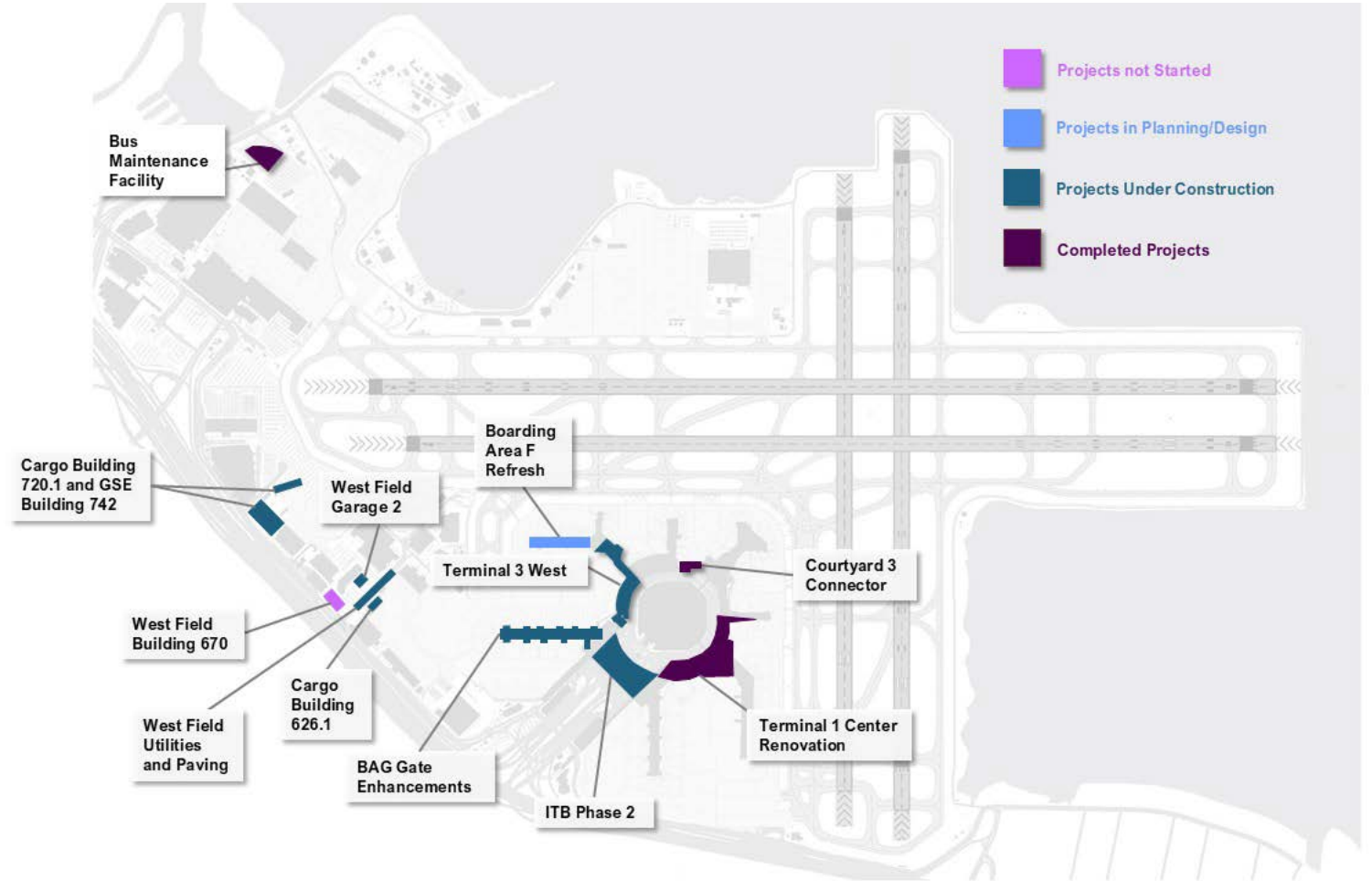
- West Field Area Cargo and Hangar Improvements
- Consolidated Administration Campus Phase 2
- Parking & Garage Improvements
- Wayfinding Projects

Utilities

- Energy Management Control System
- Electrical Capacity Upgrade

Groundside

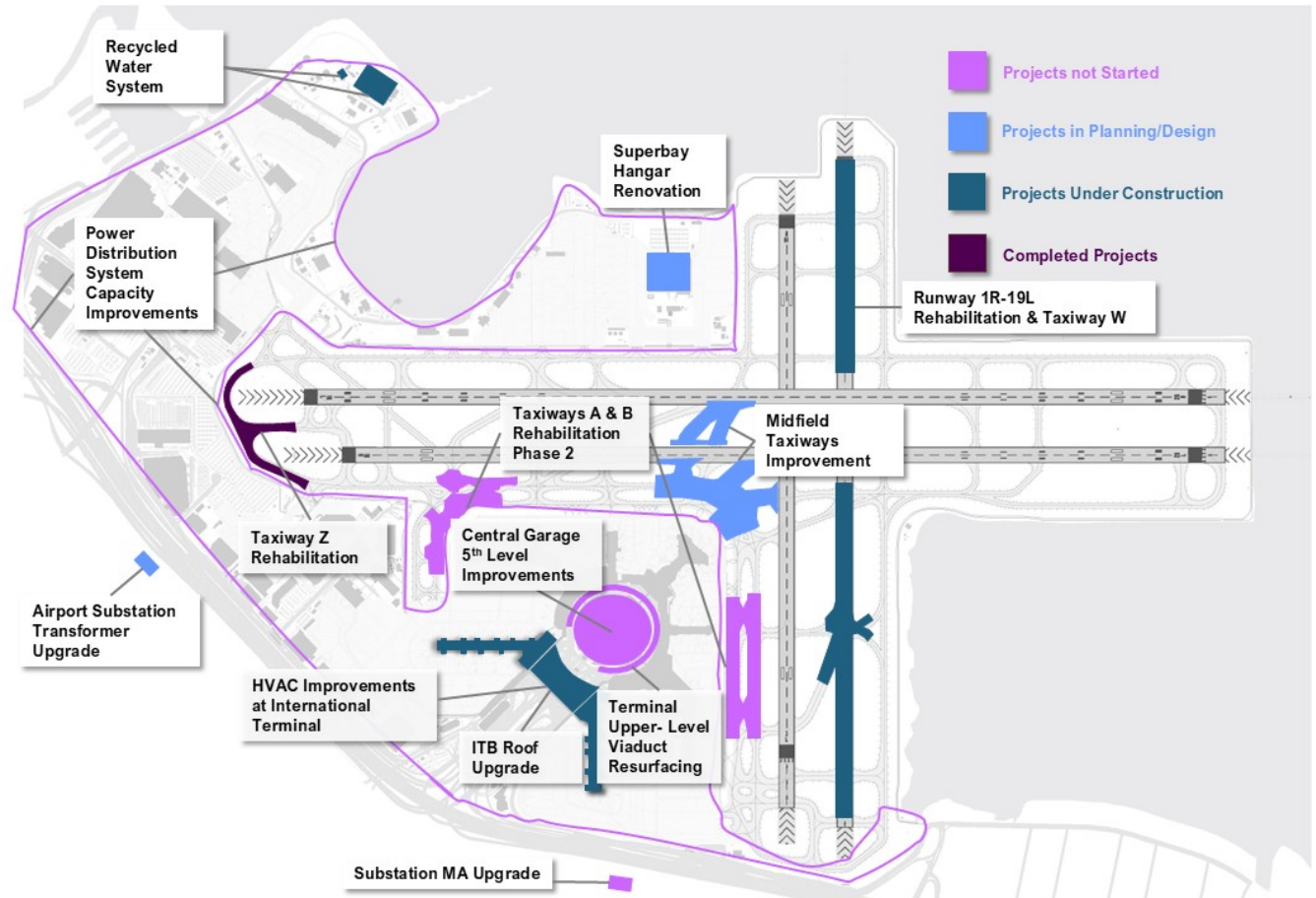
- Ground Transportation and Parking Improvements



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



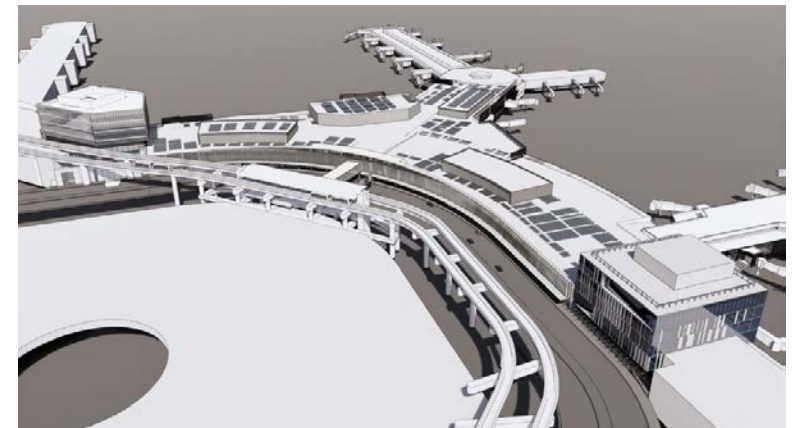
Active Projects Update – Terminal 3 Modernization

■ Program Budget: \$2.9 billion

- Ascent Program – Phase 1.5
- In Construction, 26% Complete
- Estimated Project Completion in 2030

■ 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: \$782 Million

- Ascent Program – Phase 1.5
- Currently in Programming and Construction
- Estimated Construction Completion in 2028

■ Project Descriptions:

- **Cargo Building 626.1 (\$304 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 (\$228 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

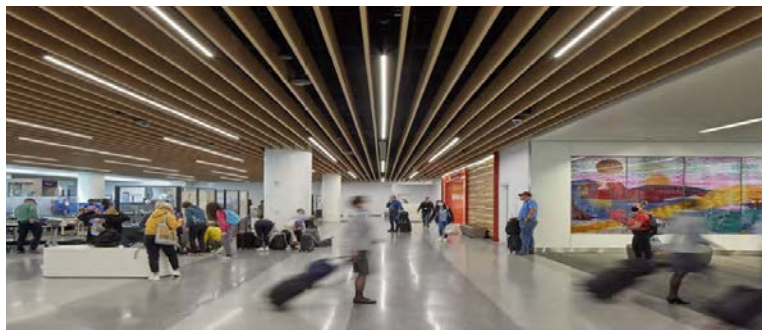


Active Projects Updates (Select Projects)



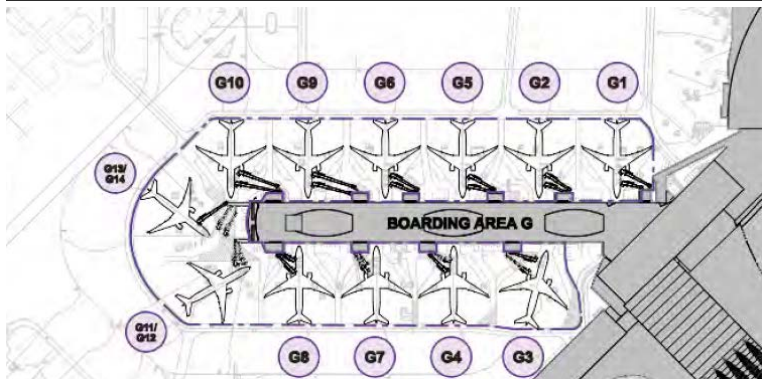
Courtyard 3 Connector

- Scheduled completion Fall 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 Phase 1.5 | Project Budget: \$414.0 million



Dianne Feinstein International Terminal (DFIT) Phase 2

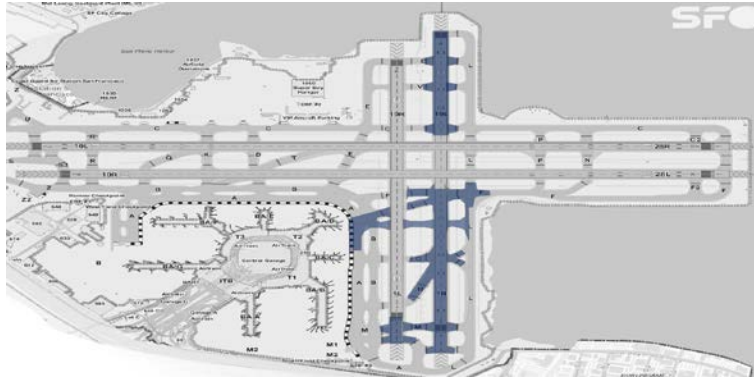
- Scheduled completion Summer 2026
- Upgrade of Arrivals level, consolidation of Customs and Border Protection facilities to ease congestion, wayfinding enhancements
- Ascent Phase 1.5 | Project Budget: \$296.4 million



Boarding Area G Gate Enhancements

- Scheduled completion Winter 2028
- 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
- Ascent Phase 1.5 | Project Budget: \$143.0 million (FAA Grant \$66.3M)

Active Projects Updates (Select Projects), continued



Runway 1R-19L Rehabilitation & Taxiway W Construction

- Scheduled completion Fall 2026
- Pavement rehabilitation, taxiway lighting and signage replacement, drainage improvements, restriping surface markings, realign Taxiway F1 and rename to Taxiway W replacement
- Infrastructure Projects Plan
- IPP | Project Budget: \$215 million (FAA Grant \$92.1M)



DFIT Roof Upgrade

- Scheduled completion Summer 2026
- Replace existing roof that is at the end of useful life, façade access system, and install solar panels on new roof
- Infrastructure Projects Plan
- IPP | Project Budget: \$108.3 million (FAA Grant \$31M)



Recycled Water System

- Scheduled completion Summer 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
- IPP | Project Budget: \$285.1 million

FY 2026-27 & FY 2027-28 Capital Operating Budget

Item (in \$ millions)	FY 2026-27 Proposed	FY 2027-28 Proposed	FY 2026-27 & FY 2027-28 Total
Small Capital Outlay	\$ 6.0	\$ 6.2	\$ 12.2
Facilities Maintenance	15.8	15.8	31.6
Total	\$ 21.8	\$ 22	\$ 43.8

FY 2026-27 & FY 2027-28 Capital Operating Budget Changes

Varying revenue sources driven by the Lease & Use Agreement, federal grants and customer facility charges

Item (\$ in Millions)	FY 2025-26 Adopted	FY 2026-27 Proposed ^a	FY 2027-28 Proposed ^a	FY 2026-27 & FY 2027-28 Total
Operating Revenue & Capital Improvement Fund (ORCIF) ^b	\$ 90	\$ 80	\$ 71	\$ 151
Federal Grants	82	25	30	55
Customer Facility Charges (CFCs)	13	20	17	37
Total	\$ 185	\$ 125	\$ 118	\$ 243

Notes: (a) Figures are rounded and subject to change.

(b) ORCIF is an annual deposit set forth by the 2023 Lease & Use Agreement with Airlines for any lawful purpose for which Airport Revenues may be used



FY 2026-27 & FY 2027-28 Capital Re-Appropriation

The Terminal 1 Program is now complete – re-aligning appropriation to meet anticipated Terminal 3 Program needs

Cost Center (\$ in Millions)	FY 2026-27 Proposed	FY 2027-28 Proposed
Airfield Improvements	\$ 0	\$ 0
Airport Support Improvements	0	0
Groundside Improvements	0	0
Terminal Improvements	0	0
Terminal 1 Program	-82	0
Terminal 3 Program	82	0
Utilities Improvements	0	0
Total	\$ 0	\$ 0





Thank You