The background of the slide is a photograph of the San Francisco International Airport terminal building at dusk. The building features a large, curved, white metal roof structure supported by a network of white steel trusses. The facade is composed of glass panels, some of which reflect the sky. The text "SAN FRANCISCO INTERNATIONAL" is visible on the glass. The sky is a deep blue, and the building's interior lights are visible through the glass.

SFO FY24-34 CIP Update FY25 & FY26 Capital Budget

Capital Planning Committee

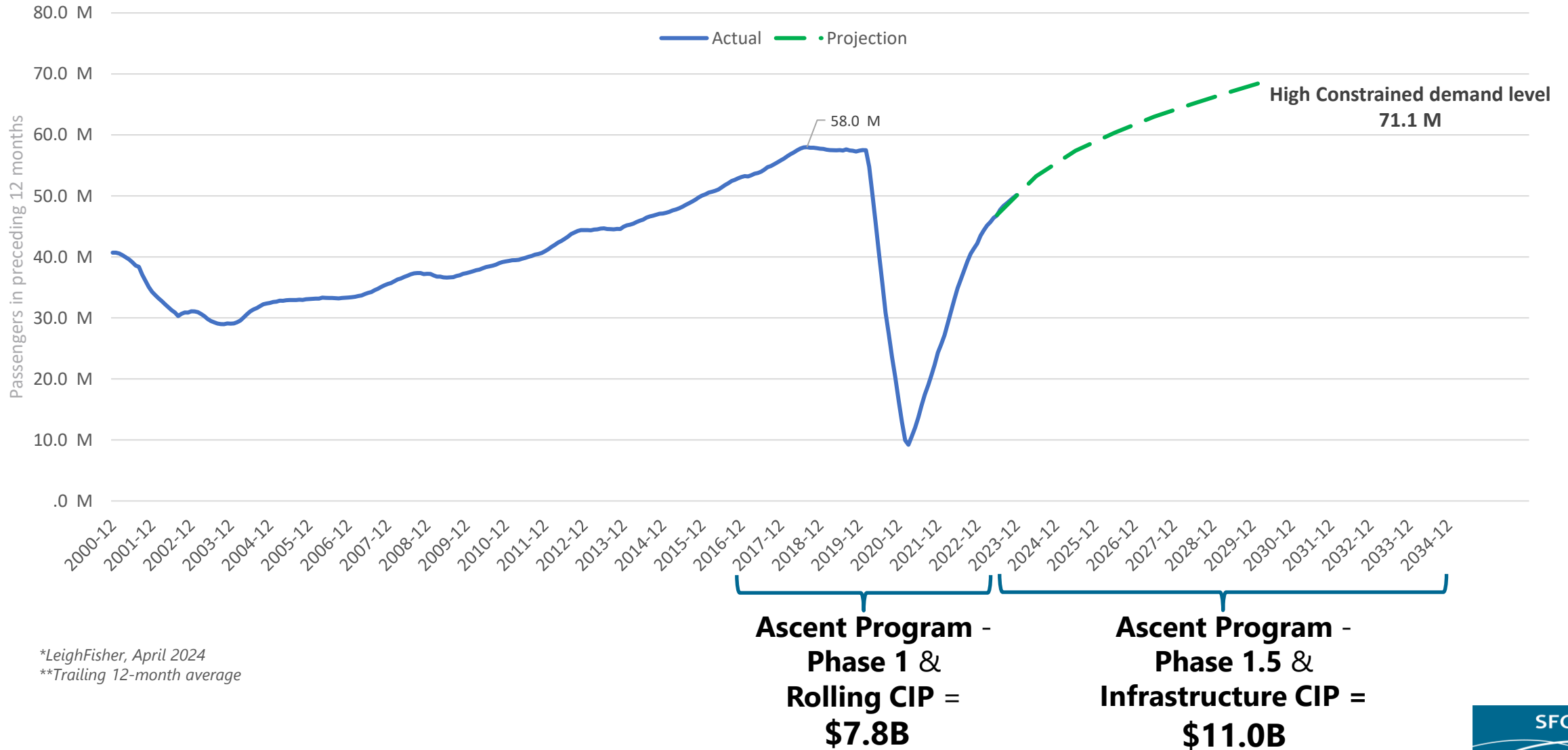
April 22, 2024

Capital Program Objectives

- To meet SFO's long-term passenger forecasts including:
 - Reaching the High Constrained **71.1 Million Annual Passenger (MAP)** level by the early 2030s
 - **Accommodate** peak hour demand by adding additional gates.
- To facilitate a **seamless** travel experience
- To increase **resilience** by renewing utility infrastructure
- To advance **bold** sustainability initiatives
- To **enhance** assets to meet capacity demands, as part of the **Airport Development Plan (ADP)** with projects currently undergoing environmental review

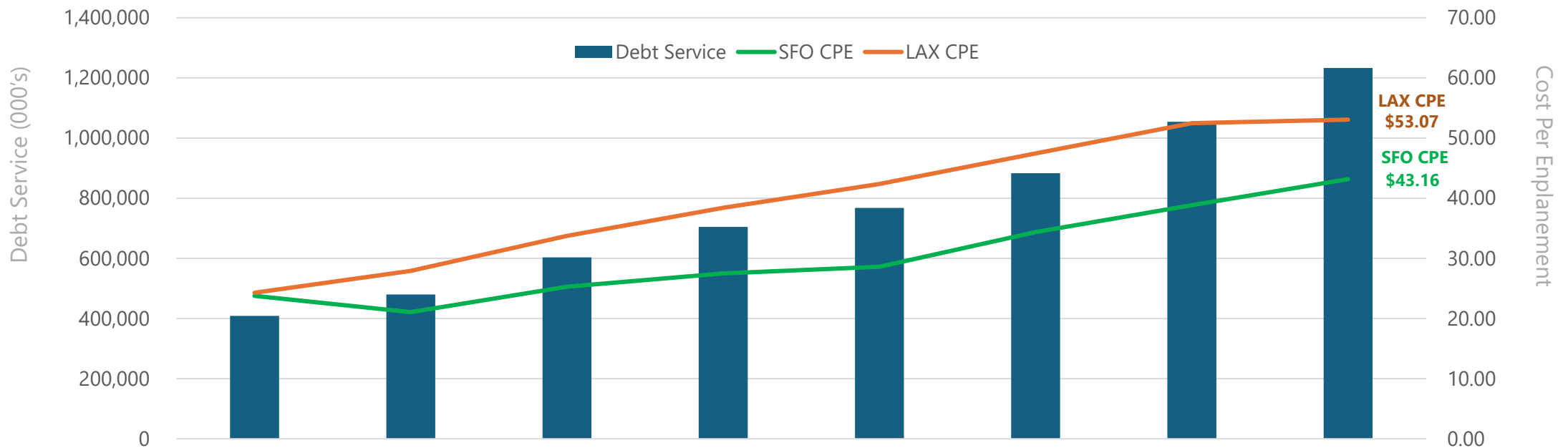
SFO Passenger Growth & CIP

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



Annual Debt Service & Cost Per Enplanement (CPE)

Balance Airport priorities and demands while remaining competitive with other west coast international gateway airports



Fiscal Year	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Debt Service	\$ 408,661	\$480,054	\$603,425	\$704,467	\$767,753	\$883,208	\$1,053,902	\$1,232,911
CPE	24.10	22.11	24.67	26.53	29.82	33.80	38.48	43.16
CPE Change	-11.65	-2.71	4.23	2.21	1.10	5.77	4.48	4.31

Examples of Ascent Program – Phase 1 Close-out

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

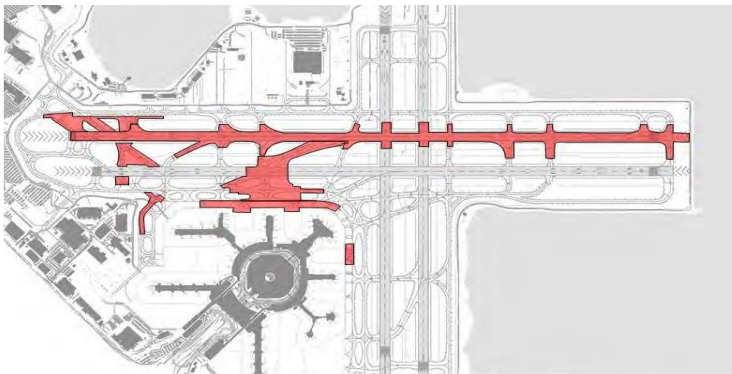


Upcoming Project Completion



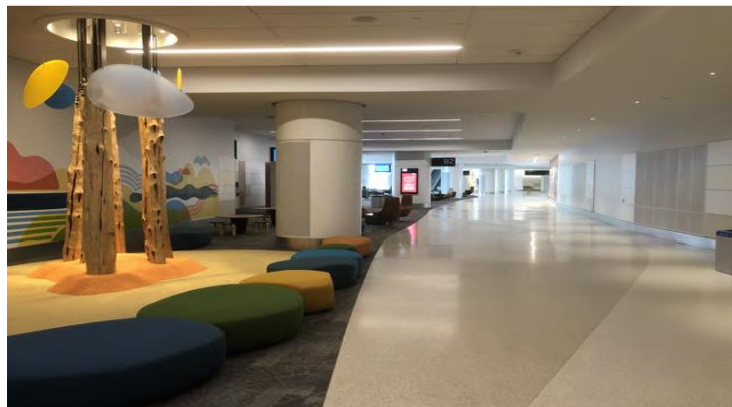
Sanitary Waste Treatment Plant

- Scheduled completion Spring 2024
- Improve the treatment of sanitary waste
- Construct a new headworks system to improve solids screening and grit removal
- Project Budget: \$31.4 million



Airfield Improvement Program

- Scheduled completion Summer 2024
- Runway 10L/28R construction
- Taxiways A&B
- Fuel Vault Relocation
- Taxiways D&T
- Project Budget: \$302.1 million



Harvey Milk Terminal 1 Center Renovation

- Final phase scheduled to open Summer 2024
- Construction of a new architectural building envelope, electrical, HVAC, new baggage handling and screening systems, check-in facilities and passenger screening checkpoint
- Project Budget: \$1.64 billion

Upcoming Project Completion



Bus Maintenance Facility

- Scheduled completion Summer 2025
- Construct a new Bus Maintenance Facility
- Existing facility is at the end of its useful life

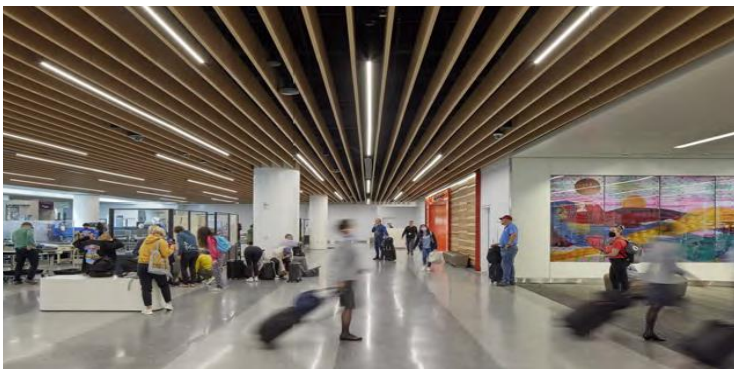
- Project Budget: \$30.0 million



Courtyard 3 Connector

- Scheduled opening Summer 2025
- 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

- Project Budget: \$401.0 million



International Terminal Building (ITB) Phase 2

- Scheduled opening Winter 2025
- Upgrade of Arrivals level, consolidation of Customs and Border Protection facilities to ease congestion, wayfinding enhancements

- Project Budget: \$289.5 million

FY 2023-24 Approved CIP (\$ in millions)		
CIP Program	Project Total	Percent Complete <i>as of 2/28/24</i>
Ascent Program – Phase 1.5	\$ 8,035	29%
FY 2023-24 Infrastructure CIP	2,986	15%
Total CIP	\$ 11,022	25%

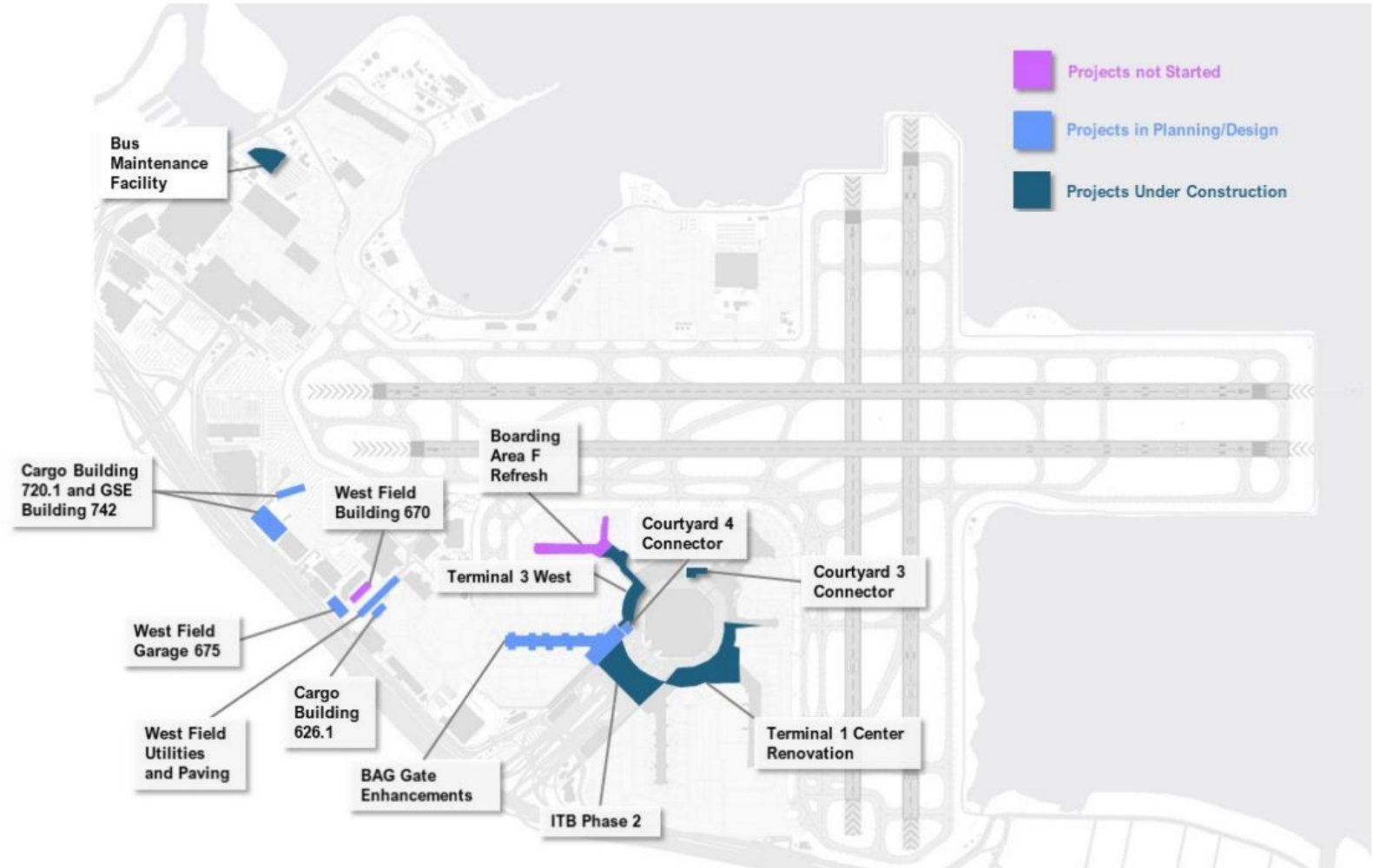
Ascent Program – Phase 1.5, \$8.0 billion

■ Terminals

- Modernization of Terminal 3 West
- Renovation of Terminal 1 Center
- Courtyard 3 Connector
- International Terminal – Phase 2 Project
- Courtyard 4 Connector

■ Airport Support

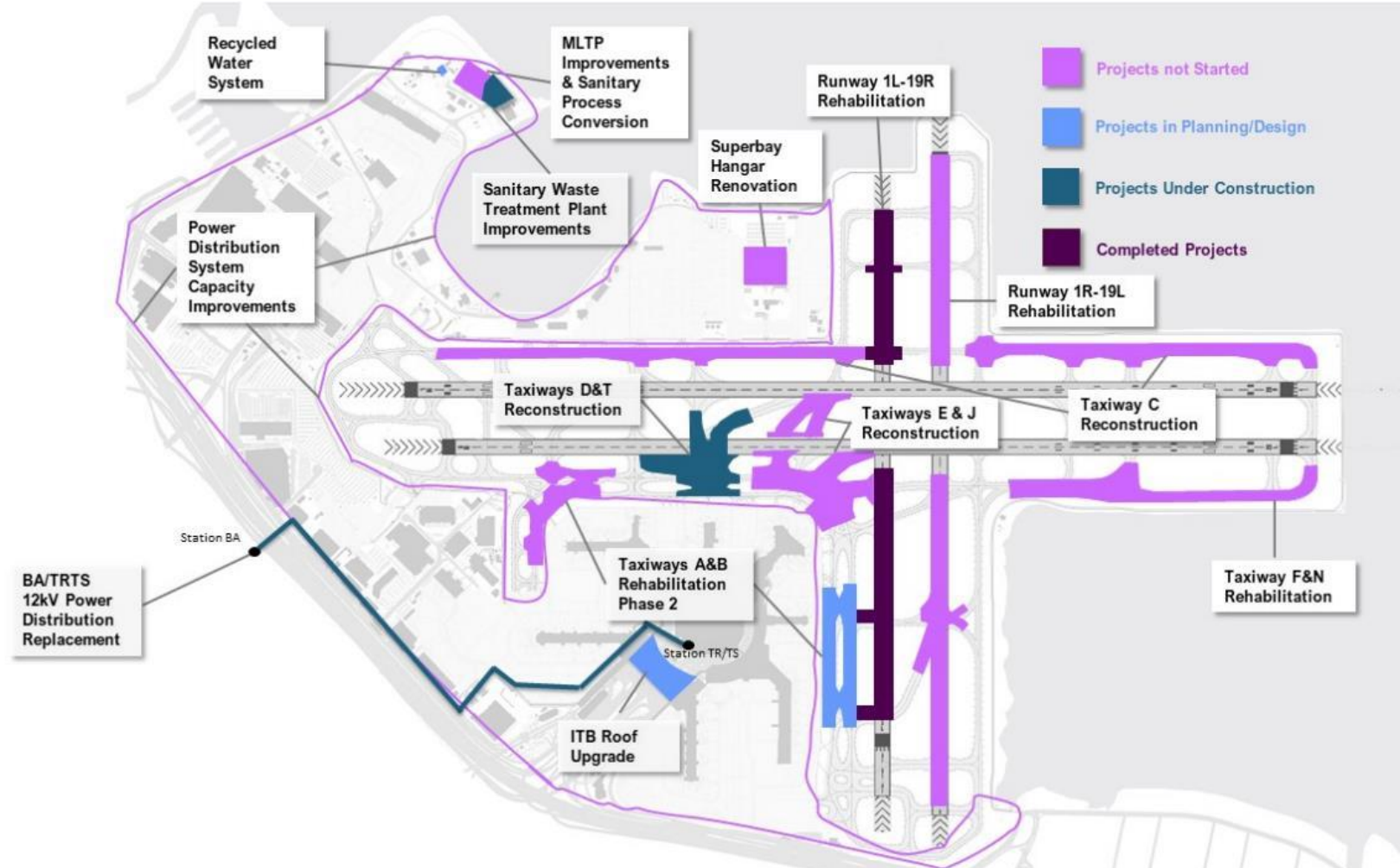
- West Field Area Cargo and Hangar Improvements
- Consolidated Administration Campus Phase 2
- Parking & Garage Improvements



FY 2023-24 Infrastructure CIP, \$3.0 billion

■ Infrastructure

- Taxiway Improvements
- Runway Improvements
- Power & Lighting Improvements
- International Terminal Improvements
- Wastewater System Improvements



FY 2024-25 & FY 2025-26 Capital Re-Appropriation

Cost Center (in \$ millions)	FY 2024-25	FY 2025-26	Total
Airfield Improvements	\$ 0	\$ 0	\$ 0
Airport Support Improvements	(50.0)	0	(50.0)
Groundside Improvements	0	0	0
Terminal Improvements	100.0	0	100.0
Terminal 1 Program	(50.0)	0	(50.0)
Terminal 3 Program	0	0	0
Utility Improvements	0	0	0
Total	\$ 0	\$ 0	\$ 0

FY 2024-25 & FY 2025-26 Capital Operating Budget

Item (in \$ millions)	FY 2024-25	FY 2025-26	Total
Small Capital Outlay	\$ 5.8	\$ 6.0	\$ 11.8
Facilities Maintenance	15.8	15.8	31.6
Total	\$ 21.6	\$ 21.8	\$ 43.4

Thank You

