



INSPIRING THE EXTRAORDINARY

San Francisco International Airport
Strategic Plan 2023-2028

On November 7, 2023, by Resolution Number 23-0263,
the Airport Commission approved the
Five-Year Strategic Plan.

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The Honorable London N. Breed

San Francisco Mayor

SFO's post-pandemic recovery is extraordinary, demonstrating the powerful economic benefit the Airport brings not only to our City, but our region as a whole. I thank the Airport for their exceptional leadership, and wish them success in their 5-Year Strategic Plan.



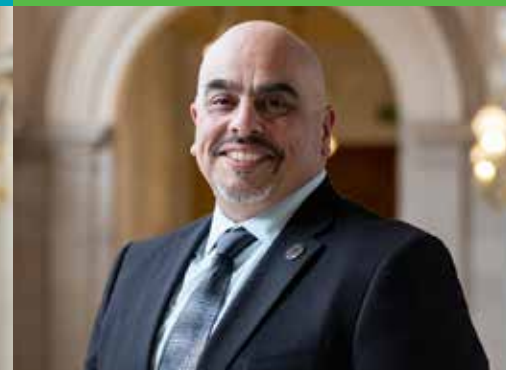
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Airport Director Ivar C. Satero has served at SFO for nearly 30 years, previously as Chief of Design & Construction and Chief Operating Officer. Director Satero is a professional engineer and holds a private pilot's license.

From Our Director

“Inspiring the Extraordinary,” the San Francisco International Airport’s (SFO) new five-year strategic plan is a testament to our resilience, renewed sense of purpose, and aspirations for the future. At the heart of our strategic plan lies our new mission and vision statements, developed through an inclusive and collaborative engagement process that involved staff at every level of the organization.

Our mission, “Delivering an airport experience where people and our planet come first,” focuses on people and planet because at the core of everything we do lies a deep commitment to the well-being of our guests, employees, tenants, and the communities we serve. Likewise, environmental stewardship is our compass, guiding our everyday decisions across our operations and projects.

Our vision, “Inspiring the Extraordinary,” builds on our purpose by planning for a future where SFO sets new standards and achieves bold new heights. As an organization we are intrinsically motivated by striving for excellence. To SFO, extraordinary means innovating not only for our benefit but to inspire change within our industry and to better our world.

The flight plan to extraordinary includes six strategic goals that direct our resources and investments toward a brighter and more sustainable future for our airport, the economic vibrancy of the San Francisco Bay Area, and the people we serve.

Inspired by our community and powered by our exceptional team, I look forward to achieving the extraordinary over the next five years and beyond.

A handwritten signature in black ink, appearing to read 'Ivar C. Satero', with a large, stylized initial 'I' and a long horizontal stroke extending to the right.

Ivar C. Satero
Airport Director



Terminal 2 re-opened in 2011 to wide acclaim for its world-class design, which includes innovative sustainability features. Terminal 2 was the first major airport terminal in the world to earn LEED® Gold.

VISION

Inspiring the Extraordinary

MISSION

Delivering an airport experience where people and our planet come first.

CORE VALUES



SAFETY & SECURITY

Safety & Security is our first priority.



TEAMWORK

We are one team.



EXCELLENCE

Being your personal best makes our airport exceptional.



CARE

Promoting the well-being of our guests, our tenants, our community, and each other.



EQUITY

We are anti-racist, inclusive, and respectful (AIR); committed to equitable outcomes for all.

GOALS + OBJECTIVES

1

Empower a Culture of Safety and Security Excellence

Objective 1.1 Cultivate a collective sense of pride, ownership, and advocacy for safety and security by prioritizing education, training, and facilitating open and accessible communication.

Objective 1.2 Enhance SFO's security posture through strategic investment in assets, infrastructure, and technology.

Objective 1.3 Advance safety systems and implement comprehensive measures that prioritize the airport community.

Objective 1.4 Create a comprehensive, research-driven framework to foster a healthy, thriving environment for our workforce and guests.

2

Provide an Outstanding Guest Experience

Objective 2.1 Achieve Airport Council International's (ACI) highest level of customer (guest) experience accreditation.

Objective 2.2 Deliver the best-in-class facilities, programs, and services to attain global distinction and prominent recognition in the aviation, arts and culture, and hospitality industries.

Objective 2.3 Safeguard the health and well-being of all who travel through and work at SFO by improving our built environment.

Objective 2.4 Establish the Airport Integrated Operations Center (AIOC) as the North American benchmark for delivering a seamless guest journey.

Objective 2.5 Empower guests through innovative technologies to enable stress-free travel.

3

Elevate SFO Pride with an Exceptional Employee Experience

Objective 3.1 Strengthen workplace inclusion and belonging so that every employee feels respected, valued, and engaged to bring their personal best.

Objective 3.2 Invest in all employees by providing industry-leading career development resources and programs.

Objective 3.3 Provide equitable access to timely and open communication, build community, and deepen engagement by creating internal communication workflows.

Objective 3.4 Make SFO the best place to work by increasing options and access to employee well-being programs.

4

Take Bold Climate Action

Objective 4.1 Adopt a resilience capital plan and program to respond and rebound from geologic, climatic, and human-caused hazards, shocks, and stressors.

Objective 4.2 Inspire the public and industry partners to take bold climate actions.

Objective 4.3 Achieve net zero carbon for airport-controlled emissions by 2030 and establish a stakeholder emission reduction target and implementation plan by 2024.

Objective 4.4 Reach net zero energy by 2030 by accelerating distributed energy resources and electrical grid modernization and optimizing the performance of assets across their life cycle.

Objective 4.5 Become a zero-waste campus for airport-controlled municipal solid waste (MSW) and construction waste.

Objective 4.6 Be a net zero water campus by achieving balance between water consumption and measures that conserve, replenish, and recycle water by 2030.

5

Ignite Business Innovation

Objective 5.1 Establish enterprise frameworks to enable innovations and stimulate new business opportunities.

Objective 5.2 Increase Non-Aeronautical Revenue.

Objective 5.3 Acquire off-airport property investments and partnerships to diversify revenue and promote growth.

Objective 5.4 Increase the inclusion of historically underutilized businesses in construction, professional services, purchasing, and concessions.

6

Achieve Social Impact Through Partnerships

Objective 6.1 Expand workforce pipeline and development programs and educational partnerships to foster an inclusive approach in addressing the Airport's evolving talent needs.

Objective 6.2 Partner with tenant employers to annually increase recruitment and retention of workers from underserved communities through equitable workforce development.

Objective 6.3 Establish SFO as the leading U.S. airport for cultural exchange.

How We Got Here

The development of SFO's Strategic Plan has been an extraordinary journey to chart the course for the next five years. The process began with the Senior Leadership team, who set the blueprint for an inclusive and collaborative endeavor. Guided by our core values, we engaged staff at every level of the organization to create a plan that will propel SFO forward with a shared mission and vision.

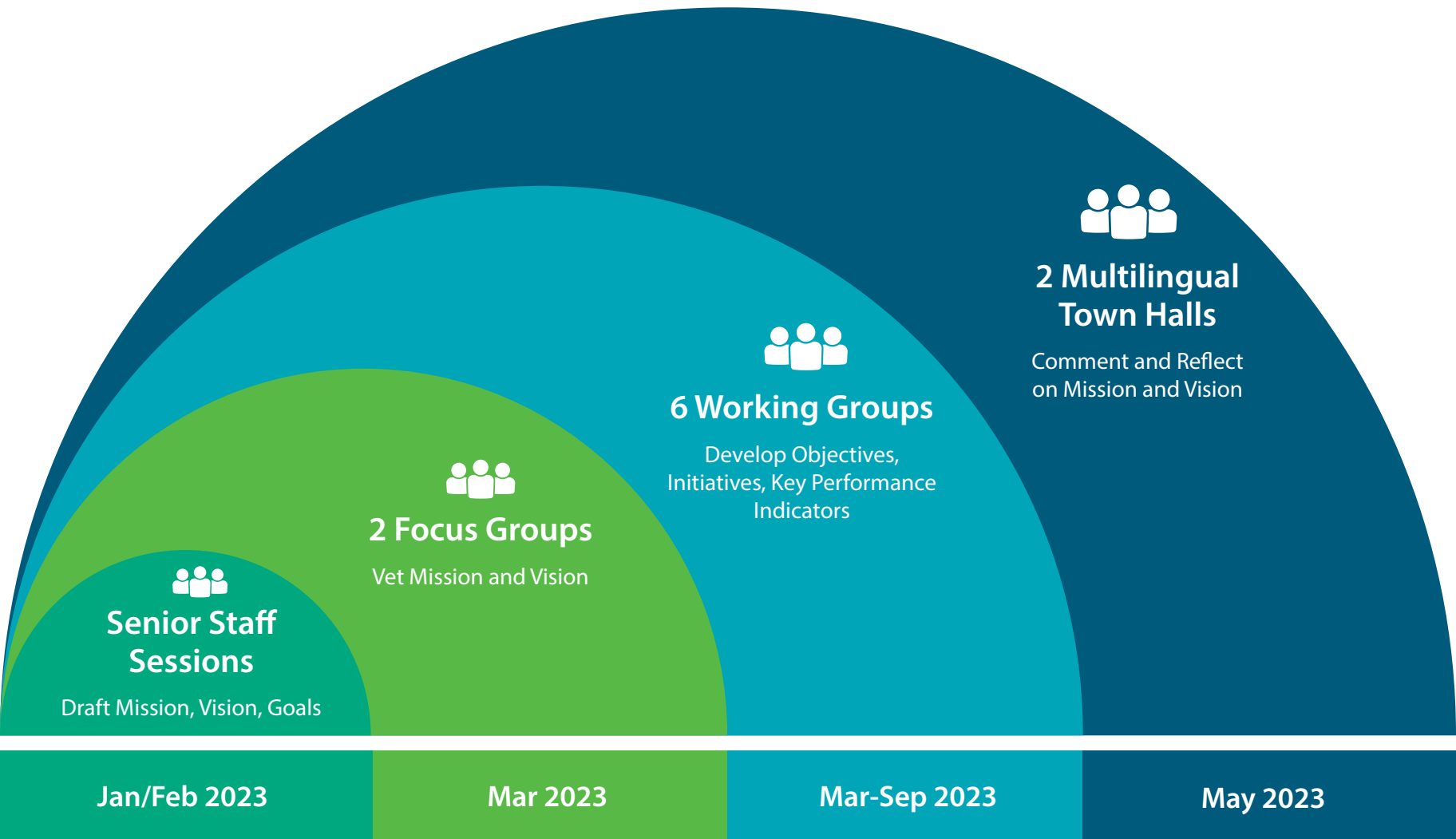
To achieve this, team members from every section and level of the organization took part in developing the plan. The first significant step was holding focus groups to vet newly drafted mission and vision statements. Thought leaders from existing SFO groups, including the Racial Equity Committee, Employee Resource Groups, and Reaching for Number 1 Working Groups

supplied candid feedback. Their instrumental insights helped fine-tune the mission and vision statements in a way that resonates with the entire SFO community.

In parallel, working groups were formed, each led by members of the Senior Leadership team, to more fully define the strategic plan goals. These groups reflected the diversity of backgrounds and perspectives present within SFO. Staff members volunteered their expertise to develop the strategic goal that aligned with their interests, resulting in over 100 engaged participants.

Throughout the process, the working groups developed objectives, initiatives, and key performance indicators for their respective goals.

Staff Engagement Process

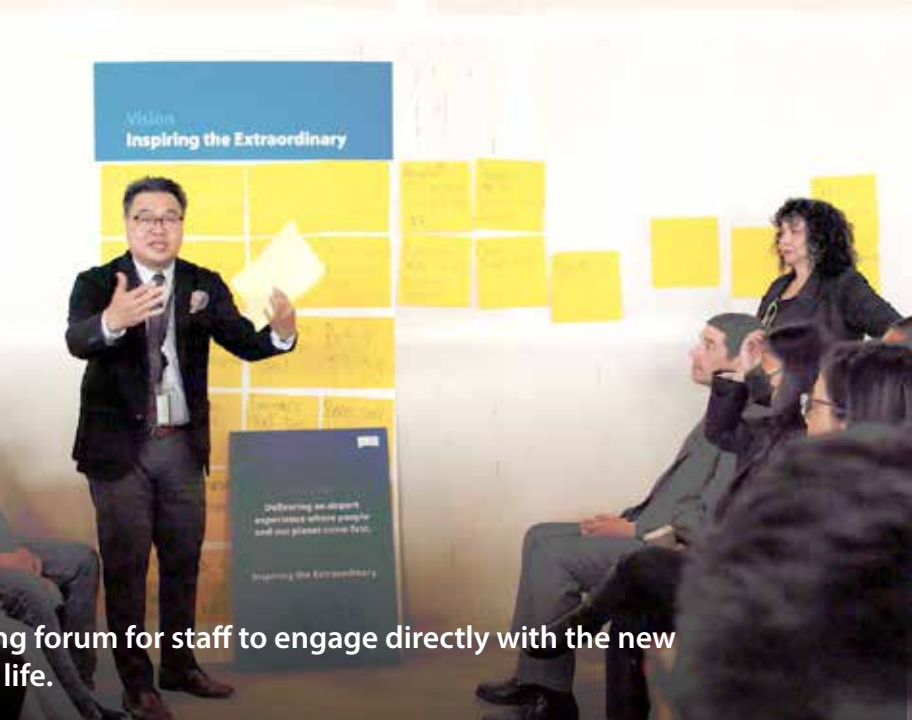


Jan/Feb 2023

Mar 2023

Mar-Sep 2023

May 2023



SFO's first-ever multilingual town halls provided a welcoming forum for staff to engage directly with the new Mission and Vision statements and bring their own ideas to life.

This inclusive approach not only ensured the delivery of a comprehensive plan, but also fostered a sense of ownership among staff members, sparking a shared commitment to the plan's future successes.

The strategic planning process reached a momentous milestone with SFO's first-ever multilingual town halls. Recognizing the importance of making these events accessible for all staff, we held one during the day and a second at night to accommodate different shifts. The town halls provided a welcoming forum for all staff to bring their ideas to life while engaging directly with the new mission and vision statements.

To further enhance inclusivity, the event offered simultaneous interpretation services in Cantonese, Spanish, and Filipino, languages commonly spoken by SFO staff. Small, in-language break-out groups enabled deeper discussions, breaking down language barriers that might otherwise impede meaningful participation.

The town hall offered a glimpse into ways we already inspire the extraordinary; during the day shift, 28% of all staff participated in the town hall, and during the night shift, 14% of all staff took part. While welcoming diverse perspectives, the multilingual format reinforced the commitment to a plan that truly represents SFO.

"How We Got Here" is a testament to the power of collaboration and inclusivity. SFO is stronger than ever, united by a shared mission and vision and determined to realize our collective goals.

Our Mission

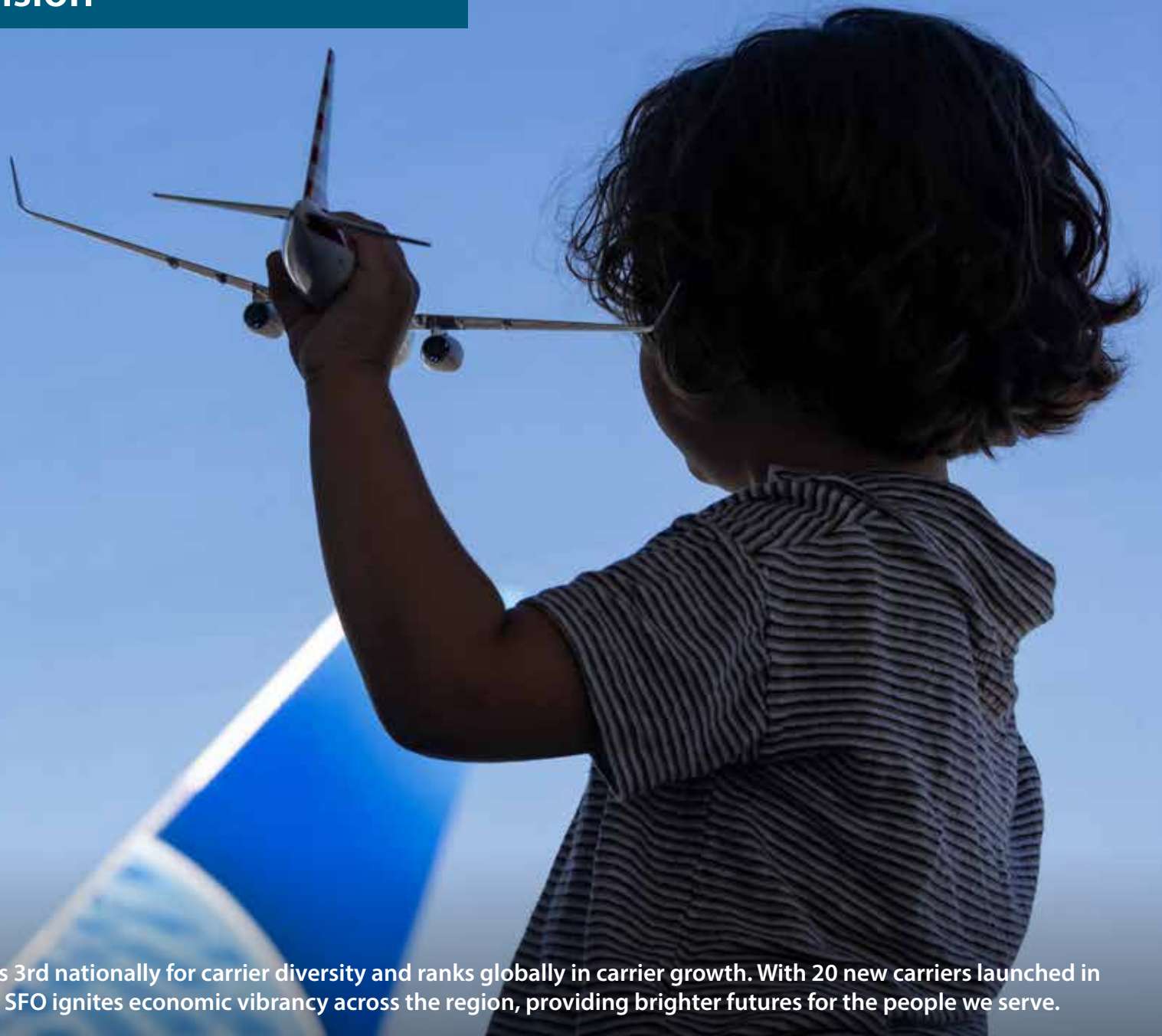


Harvey Milk Terminal 1 revolutionizes the guest experience with its state-of-the-art design, thoughtful amenities, and dozens of custom art pieces, becoming the first airport in the world to receive Fitwel and Platinum LEED® certifications.



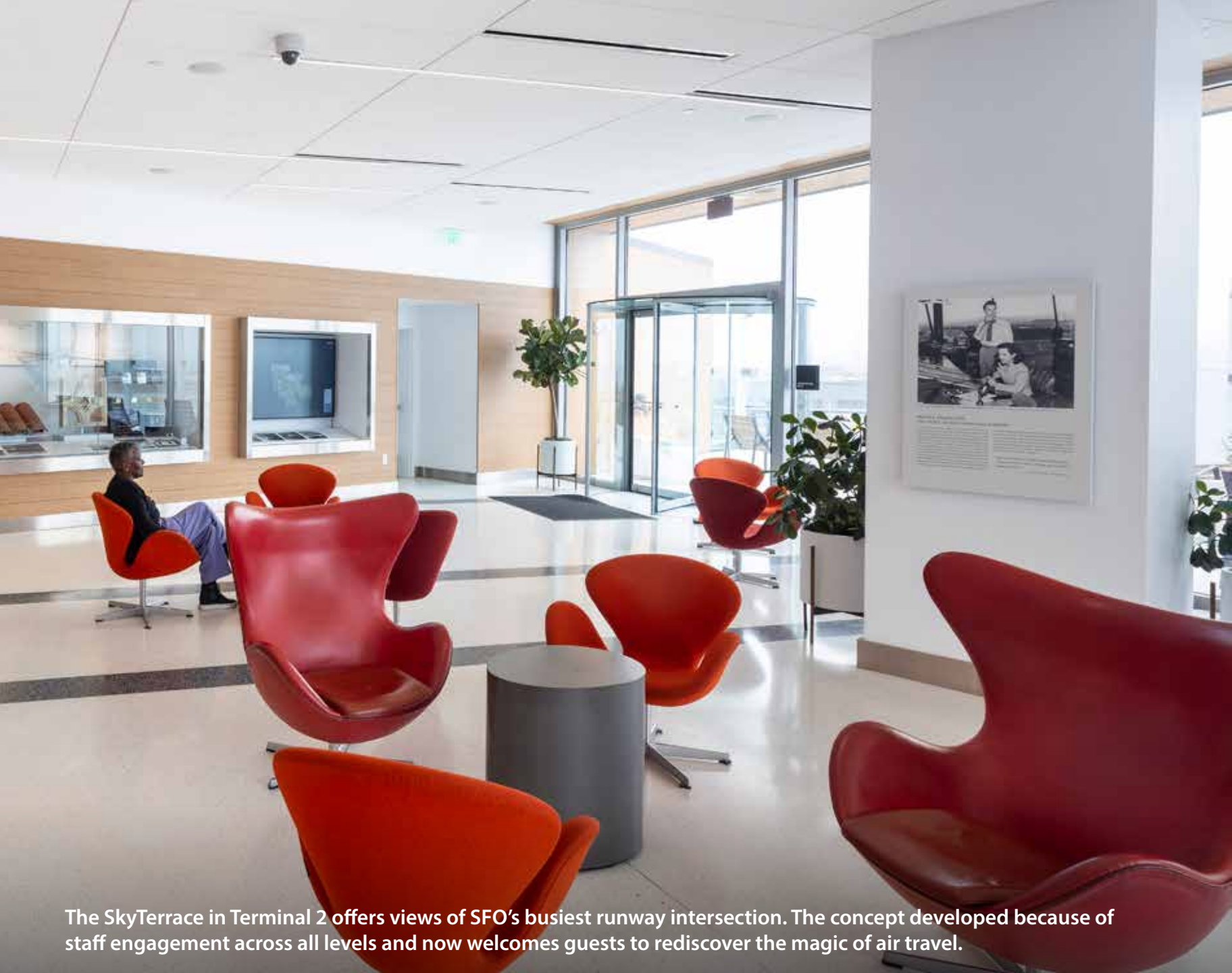
**Delivering an airport experience
where people and our planet
come first.**

Our Vision



SFO places 3rd nationally for carrier diversity and ranks globally in carrier growth. With 20 new carriers launched in five years, SFO ignites economic vibrancy across the region, providing brighter futures for the people we serve.

Inspiring the Extraordinary



The SkyTerrace in Terminal 2 offers views of SFO's busiest runway intersection. The concept developed because of staff engagement across all levels and now welcomes guests to rediscover the magic of air travel.

SFO's Strategic Plan consists of six goals, 26 objectives, and 90 initiatives. Each initiative has division champions, as denoted by the respective acronym in parenthesis following the initiative description on the subsequent pages. However, in alignment with our core values, teams will collaborate cross-divisionally to ensure successful implementation. This approach fosters synergy among our diverse talents and resources, allowing us to collectively achieve our goals and our vision of "Inspiring the Extraordinary."

DIVISION NAME	ACRONYM
Design & Construction	D&C
External Affairs	EXT
Finance & Commercial	FINCOM
Information Technology and Telecommunications	ITT
Operations	OPS
Resiliency & Sustainability	R&S

Goal No.

1



The extraordinary dedication of our Airside Team, in partnership with Facilities, makes SFO a leader and model for the industry. Our teams take ownership to meet and exceed safety and security standards every day.

Empower a Culture of Safety and Security Excellence

The goal “Empower a Culture of Safety and Security Excellence” amplifies SFO’s safety and security core value throughout the airport community. The safety and security of our valued guests, dedicated employees, and trusted tenants is our first priority. Operating an airport of the size, significance, and complexity of SFO carries a profound responsibility to safeguard every individual who enters our facility, uses our runways, and engages with our technology systems.

With a focus on culture, our aim is to cultivate accountability and ownership for safety and security across all airport operations. As we envision the next five years, we aspire for each member of our community to assume a pivotal role in protecting one other and upholding a collective sense of care.

SFO will bolster our culture through transparent communication about incidents, staff trainings,

and awareness campaigns focused on a safe, secure, and healthy work environment. The implementation of a robust Security Management System and cyber defense strategy are strategic approaches to enhancing security. SFO will implement measures to be an industry leader in injury and illness prevention, expand planning and design reviews to eliminate runway incursions, and invest in campus-side safety programs.

The insights gained during the pandemic will be captured in an actionable business continuity plan and accessible resource repository. We will also engage our tenant community to co-create innovative solutions in health and safety.

By nurturing a culture of safety and security, we aim to create a healthy and thriving environment where everyone goes home safe.

Objectives / Initiatives

Objective 1.1 Cultivate a collective sense of pride, ownership, and advocacy for safety and security by prioritizing education, training, and facilitating open and accessible communication.

1.1.1 Elevate SFO preparedness by implementing communication platforms, organized safety drills, training, and reporting systems to ensure prompt communications. (EXT/OPS)

1.1.2 Reinvigorate awareness campaigns focused on creating a safe, secure, and healthy work environment for the SFO community. (EXT/OPS)

1.1.3 Launch an interdisciplinary investigative team to respond to major incidents, identify corrective actions, and facilitate the implementation of recommendations. (OPS)

1.1.4 Lead legislative advocacy efforts that promote safety and security across the aviation industry. (EXT)

Objective 1.2 Enhance SFO's security posture through strategic investment in assets, infrastructure, and technology.

1.2.1 Implement a Security Management System (SeMS) that evaluates, identifies, and mitigates vulnerabilities. (OPS)

1.2.2 Strengthen the Cyber Security Office by enhancing and implementing the cyber defense strategy. (ITT)

1.2.3 Enhance the Airport's video monitoring to ensure comprehensive coverage and capabilities by 2027. (D&C/OPS)

1.2.4 Budget and incorporate safety, security, and health standards throughout the project life cycle. (D&C/OPS)

Objective 1.3: Advance safety systems and implement comprehensive measures that prioritize the airport community.

1.3.1 Achieve industry-leading injury and illness prevention outcomes; everyone goes home safe. (OPS)

1.3.2 Expand planning and design reviews to mitigate risks and eliminate runway incursions. (D&C/OPS)

1.3.3 Invest in campus-wide airport safety programs that include parking lot lights, emergency call boxes, and other safety best practices. (OPS)

1.3.4 Expand the Safety Management System (SMS) to include the Facilities Division and San Francisco Fire Department. (OPS)

Objective 1.4 Create a comprehensive, research-driven framework to foster a healthy, thriving environment for our workforce and guests.

1.4.1 Transform the Business Continuity Plan into an actionable playbook that is responsive to major health threats. (OPS/FINCOM)

1.4.2 Develop an accessible repository that captures lessons learned from impactful events such as the COVID-19 pandemic. (R&S/ITT)

1.4.3 Co create innovative health and safety solutions with our tenant community. (OPS)

Goal No.

2



SFO aspires to empower our guests and provide delightful journey moments through streamlined processes, enhanced wayfinding, and increased access.

Provide an Outstanding Guest Experience

SFO's unwavering commitment to "Provide an Outstanding Guest Experience" aims to raise the airport experience to unprecedented heights. This goal stems from the idea that all who journey through SFO are valued guests, elevating the quality of our interactions and infusing hospitality into the airport-guest relationship.

The initiatives reflect our core values of excellence and care through the creation of new service standards and a guest-centric focus throughout the airport community. SFO endeavors to offer best-in-class facilities and exceptional services that will achieve recognition from the aviation sector as well as the arts, culture, and hospitality industries. Key initiatives over the next five years include the completion of the Terminal 3 West Modernization Program, advancing SFO's distinctive concession program that captures the essence of the San Francisco Bay Area, and elevating the ground

transportation journey moments to parallel the SFO terminal experience.

Operating healthier buildings is inextricably linked to an outstanding airport experience. SFO aims to implement an advanced indoor air quality management program to ensure the health and well-being of everyone who travels through and works at the Airport. Safety and security remain our top priority, driving the establishment of an Airport Integrated Operations Center that will revolutionize the management of airport operations to create a seamless guest journey.

Finally, SFO aspires to empower our guests through: innovative technologies that streamline processes; intuitive wayfinding; access to real-time information; and enhanced accessibility. With dedication to these initiatives, SFO will deliver on its goal to provide an outstanding guest experience.

Objectives / Initiatives

Objective 2.1 Achieve Airport Council International's (ACI) highest level of customer (guest) experience accreditation.

2.1.1 Create guest service standards and incentives for leases, permits, and contracts. (OPS/FINCOM)

2.1.2 Establish the SFO guest experience culture throughout the airport community. (OPS)

2.1.3 Analyze potential benefits of in-sourcing impactful airport services. (OPS)

Objective 2.2 Deliver the best-in-class facilities, programs, and services to attain global distinction and prominent recognition in the aviation, arts and culture, and hospitality industries.

2.2.1 Redefine the Revenue Enhancement and Customer Hospitality (REACH) principles to be more inclusive of the diverse needs of our guests. (OPS/D&C)

2.2.2 Establish design guidelines for the customs hall experience to be kinder and more hospitable. (D&C)

2.2.3 Deliver a superior guest experience in the Terminal 3 West Modernization Program. (D&C)

2.2.4 Advance a concessions program that delights guests with unique and unexpected offerings while supporting small businesses that capture the essence of the San Francisco Bay Area. (FINCOM/OPS)

2.2.5 Assess and enhance ground transportation journey moments to deliver an extraordinary guest experience. (OPS/D&C)

Objective 2.3: Safeguard the health and well-being of all who travel through and work at SFO by improving our built environment.

2.3.1 Establish a dedicated team that implements an airport wide air quality sensor standard to manage indoor air quality to support guest and employee health. (D&C)

2.3.2 Improve outdoor work environments by implementing a smart surface design strategy to reduce heat, improve air quality, reduce energy costs, and manage stormwater runoff. (R&S)

Objective 2.4 Establish the Airport Integrated Operations Center (AIOC) as the North American benchmark for delivering a seamless guest journey.

2.4.1 Define and develop benchmarks focused on guest service, safety, and security by 2026. (OPS/ITT)

2.4.2 Utilize SFO data to measure, track, and improve safety, security, and the guest experience. (ITT/OPS)

Objective 2.5 Empower guests through innovative technologies to enable stress-free travel.

2.5.1 Design and implement innovative technologies that streamline passenger processes, reduce wait times, enhance wayfinding and navigation, and deliver real-time information to our guests. (OPS/D&C)

2.5.2 Develop and deploy a comprehensive accessibility program that utilizes technologies for guests with disabilities and language access needs. (OPS/ITT)

Goal No.

3



GO>SFO Shuttle launched in 2022, connecting employees to a stress-free commute alternative. GO>SFO Shuttle is an employee benefit that demonstrates SFO's commitment to enhancing employee well-being.

Elevate SFO Pride with an Exceptional Employee Experience

SFO's excellence is derived from the dedication, ingenuity, and creativity of our employees. The goal to "Elevate SFO Pride with an Exceptional Employee Experience" reflects an unwavering commitment to empower the team with an environment that is inclusive, resources that enable success, and opportunities that foster growth.

SFO will strengthen workplace inclusion and belonging through initiatives that further SFO's journey towards becoming a fully antiracist organization.

A pivotal aspect of the goal centers on investing in all employees with industry-leading career development resources and programs to facilitate upward mobility and leadership develop-

ment. Furthermore, we are resolute in providing equitable access to timely and open communication. By creating internal communication workflows and leveraging technology, we will deepen employee engagement.

SFO is committed to enhancing employee well-being by increasing options and access to a comprehensive range of programs. Through the pursuit of these objectives and initiatives, SFO will elevate SFO pride, inspiring everyone to bring their personal best to the workplace every day. Together, we will build an even stronger, more connected, and thriving SFO team that is dedicated to delivering extraordinary service and cementing SFO's reputation of excellence.

Objectives / Initiatives

Objective 3.1 Strengthen workplace inclusion and belonging so that every employee feels respected, valued, and engaged to bring their personal best.

3.1.1 Develop the next phase of the Racial Equity Action Plan to further SFO's journey towards becoming a fully inclusive antiracist organization and assert its influence to address systemic racism. (OPS)

3.1.2 Identify barriers to reporting unwelcome conduct and discrimination and address root causes of unwelcome behavior. (OPS)

3.1.3 Create systems to report and address microaggressions within the Airport community. (OPS)

3.1.4 Assess feelings of inclusion and belonging by surveying new hires within the first three months of start date. (OPS)

Objective 3.2 Invest in all employees by providing industry-leading career development resources and programs.

3.2.1 Address barriers that impede career advancement by providing resources and information to employees to empower upward mobility (e.g., career lattices and pathways), career planning, and career assessment. (OPS)

3.2.2 Design a structured leadership development program, embedding a success roadmap and mentorship, to support succession planning. (OPS)

3.2.3 Enhance intentionality by training managers and supervisors on how to engage in enriching career conversations and utilize performance reviews and check ins. (OPS)

Objective 3.3 Provide equitable access to timely and open communication, build community, and deepen engagement by creating internal communication workflows.

3.3.1 Conduct comprehensive surveys and interviews with employees, first-line supervisors, and managers to understand preferences, barriers, and challenges in communication. (EXT/OPS)

3.3.2 Develop communication workflows, incorporating a multi-modal approach and language accessibility to increase engagement and retention of information and leverage communication tools, including SFO Connect, and the SFO CoPilot app, to provide timely access to information. (EXT)

3.3.3 Provide technology platforms for all Commission employees to have equitable access to information, promoting the use of new technologies with clear expectations and support for non-office staff. (ITT)

Objective 3.4 Make SFO the best place to work by increasing options and access to employee well-being programs.

3.4.1 Expand well-being offerings, including affordable, healthy, and 24/7 accessible food options, affordable childcare, flexible schedules, electric vehicle chargers, and schedules serving all shifts. (OPS/D&C)


3.4.2 Create a concierge service for employees to connect to well-being services. (OPS)

3.4.3 Design and enhance the comfortability of rest and recharge spaces throughout the campus. (D&C)

3.4.4 Create a well-being policy and support employees so that they can participate during their regular work schedules. (OPS)

Goal No.

4

A photograph of an airport tarmac with a large airplane in the background and various drought-tolerant plants in the foreground. The plants include several tall, spiky aloe vera-like plants and several succulent plants with thick, rounded leaves, some of which are reddish-pink. The background shows a large airport terminal building and a clear blue sky.

SFO has an estimated 35 acres of irrigated landscape. To address the acute and prolonged risks of water scarcity, SFO utilizes drought-smart landscape management practices throughout the airport campus.

Take Bold Climate Action

SFO's longstanding leadership in environmental sustainability is embodied by its commitment to Zero by 2030 – net zero carbon, net zero energy, and zero waste. While SFO's 2030 target is already accelerated beyond the airline industry's net zero carbon by 2050, the urgency of the climate crisis compels SFO to push even further. The goal "Take Bold Climate Action," raises our aspirations with objectives and initiatives that challenge SFO and demonstrate to the industry that restorative actions are possible today.

To be bold we must address embodied carbon in our materials, develop a carbon sequestration framework for residual airport emissions, and address overproduction by minimizing construction waste. Additionally, we will implement standardized financial models that incorporate the total cost of ownership, co-benefits,

and resource constraints in the decision-making process.

SFO must connect with our guests, suppliers, and neighbors to inspire their own climate advocacy regarding their consumer choices for healthy, lowest-carbon-impact food, retail, and aviation options. Moreover, SFO must prepare and adapt to an uncertain climate future by ensuring the resilience of our assets and services, enabling us to respond and recover from various hazards and stresses, whether natural, climatic, or human-induced.

Over the next five years, our objectives are to solidify our path to Zero and initiate strategies and investments that contribute to the restoration of environmental balance. The time for action is now, and by taking bold steps, SFO will lead the way towards a sustainable and resilient future.

Objectives / Initiatives

Objective 4.1 Adopt a resilience capital plan and program to respond and rebound from geologic, climatic, and human-caused hazards, shocks, and stressors.

4.1.1 Identify vulnerabilities of new and existing infrastructure to be resilient. (R&S)

4.1.2 Allocate staffing and financial resources to enable infrastructure and operations to be resilient. (R&S)

4.1.3 Create design criteria for new programs and projects to be resilient. (R&S)

Objective 4.2 Inspire the public and industry partners to take bold climate actions.

4.2.1 Elevate storytelling and inspire advocacy by increasing public awareness and encourage behavior changes through social media and the overall SFO brand. (EXT)

4.2.2 Leverage communications channels to drive consumer action toward the healthiest and lowest carbon impact food, retail, and aviation choices. (EXT/FINCOM)

4.2.3 Establish a living laboratory with expert partners to develop and test innovative strategies that improve SFO's built environment and human health. (R&S)

Objective 4.3 Achieve net zero carbon for airport-controlled emissions by 2030 and establish a stakeholder emission reduction target and implementation plan by 2024.

4.3.1 Transition 100% of airport owned light duty vehicles to electric or clean, alternative energy sources by 2030 and enable the decarbonization of landside and airside transit vehicles by providing sufficient infrastructure and incentives. (OPS/D&C)

4.3.2 Eliminate the use of fossil fuels for building energy by 2030 and set targets for both embodied carbon for select building materials by 2026 and for new whole building construction by 2028. (R&S)

4.3.3 Evaluate SFO sequestration potential and develop a carbon sequestration framework for residual SFO emissions by 2027 to achieve true net zero by 2030. (R&S)

Objective 4.4 Reach net zero energy by 2030 by accelerating distributed energy resources and electrical grid modernization and optimizing the performance of assets across their life cycle.

4.4.1 By 2028, install renewable energy and monitoring equipment to increase SFO's electricity generation by 10MW from 2022 levels and pilot storage assets that have the capability to isolate, shed, and/or locally energize specific loads. (FINCOM)

4.4.2 Improve the efficiency of energy use and system responsiveness via technology and predictive / optimization analytics. (D&C)

4.4.3 Develop and institutionalize a new total cost of ownership (TCO) financial decision-making model. (R&S/FINCOM)

4.4.4 Build, operate, optimize, and maintain the best-in-class facilities through workforce development and implementation of all the Zero Net Energy Plan's recommendations. (D&C/OPS/FINCOM)

Objective 4.5 Become a zero-waste campus for airport-controlled municipal solid waste (MSW) and construction waste.

4.5.1 From 2022 levels, reduce landfill-bound MSW generated per passenger by 70% by 2028. (R&S)

4.5.2 Achieve a 90% waste diversion rate by 2028. (R&S)

4.5.3 Achieve a consistent contamination rate less than 5% across all waste streams by 2028. (R&S)

Objective 4.6 Be a net zero water campus by achieving balance between water consumption and measures that conserve, replenish, and recycle water by 2030.

4.6.1 Reduce potable water demands, maximize onsite reuse and conservation through onsite infrastructure, and possibly serve adjacent communities, if sufficient capacity exists. (D&C)

4.6.2 Optimize the water distribution system through real-time measurement of water quality to sustain water health, improve system-wide operations, and detect issues and leaks. (OPS)

4.6.3 Recognize the life cycle impacts of water used to construct new facilities by calculating embodied water in select building products and establishing an embodied water use reduction target by 2030. (R&S)

Goal No.

5

SFO COPILOT

Stay in the loop

Flight status, parking metrics,
checkpoint wait times and more!

SFO harnesses in-house expertise and embraces next-gen technology to solve airport business needs. Complex analytics power SFO Copilot, a mobile app developed by SFO talent, directly benefiting staff across the Airport.

Ignite Business Innovation

“Ignite Business Innovation” is SFO’s endeavor to foster entrepreneurship, technological innovations, and economic inclusivity. We seek to elevate SFO services and amenities, bringing in new possibilities for guests and businesses alike. By igniting innovation, the Airport not only aims to increase revenue but also uplift the local and small businesses that embody the rich diversity of our communities.

To achieve this, we will establish a robust enterprise framework to enable technological advancements and new business opportunities. This entails optimizing our organizational and business processes and developing new cloud-based enterprise architecture. To support staff entrepreneurship, we will launch an innovation forum and fund, so that groundbreaking ideas will find the support and resources to flourish. We are also seeking to identify off-airport prop-

erty investments to support our growth and that of our partners. Additionally, we will engage key stakeholders in collaborative development and the creation of a regional intermodal hub to enhance workforce and environmental sustainability.

Inclusivity is key to innovation. We commit to breaking barriers and empowering historically underutilized businesses in construction, professional services, purchasing, and concessions and building partnerships for change. We know that by fostering diverse and inclusive participation in our airport’s economic opportunities, we will pave the way for unparalleled innovation and strategic growth. SFO will embark on this transformative journey of igniting business innovation, creating a thriving airport community that embraces progress, and empowering the ambitions of all who contribute to our shared success.

Objectives / Initiatives

Objective 5.1 Establish enterprise frameworks to enable innovations and stimulate new business opportunities.

5.1.1 Optimize organizational and business processes to improve efficiency and bolster strategic growth. (OPS/FINCOM/ITT)

5.1.2 Develop new cloud enterprise architecture by December 2025. (ITT/D&C/OPS)

5.1.3 Establish and Launch SFO Innovation forum and fund by December 2024. (ITT/FINCOM/D&C/OPS)

5.1.4 Create an innovation lab by partnering with start-up companies. (ITT/FINCOM/D&C/OPS)

5.1.5 Develop a roadmap for SFO to be an enterprise risk management centric organization. (FINCOM)

Objective 5.2 Increase non-aeronautical revenue.

5.2.1 Develop a revenue growth plan to guide increasing per passenger spending. (FINCOM)

5.2.2 Develop three new types of businesses serving passengers. (ITT)

5.2.3 Launch a single point of sale (POS) system by December 2026. (ITT/FINCOM)

Objective 5.3 Acquire off-airport property investments and partnerships to diversify revenue and promote growth.

5.3.1 Optimize the airport space and property portfolio to enable the growth of airlines and supporting businesses. (R&S/OPS/FINCOM)

5.3.2 Re-Launch the Regional Airport Planning Committee with key partners including the Metropolitan Transportation Commission, the Association of Bay Area Governments, Bay Conservation & Development Commission, High-Speed Rail, regional transportation agencies, community and business partners. (R&S)

5.3.3 Advocate for the development of a regional intermodal hub to improve workforce and environmental sustainability. (EXT/R&S)

Objective 5.4 Increase the inclusion of historically underutilized businesses in construction, professional services, purchasing, and concessions.

5.4.1 Conduct a comprehensive analysis to identify barriers and develop innovative programs to drive inclusive participation in SFO's economic opportunities. (OPS)

5.4.2 Develop and implement a capital resources toolkit for SFO's small and disadvantaged businesses to foster economic growth and empowerment. (OPS)

5.4.3 Exceed Disadvantaged Business Enterprise and Airport Concession Disadvantaged Business Enterprise annual goals by creating a healthy entrepreneurial ecosystem. (OPS)

5.4.4 Increase the participation of underutilized businesses, including micro and small businesses, within the Local Business Enterprise program. (OPS/ITT)

Goal No.

6



SFO has developed meaningful community partnerships to develop "SFO Celebrates," a popular experiential series that brings San Francisco's neighborhoods and cultural events directly to airport guests.

Achieve Social Impact through Partnerships

SFO's strategic goal, "Achieve Social Impact through Partnerships," embodies our equity core value and commitment to partner with our communities to create enduring and positive social impacts.

SFO will focus its efforts on educational opportunities, workforce pipeline and development programs, and cultural exchange. The initiatives involve creating partnerships to open new pathways for employment with SFO's business partners and establish a structured program to spark interests in aviation for K-8 students from underrepresented communities. Partnering with universities and industries will also be explored to promote fellowship pathways and advance aviation research, education, and innovation.

With equity as its focus, SFO will empower workers from underserved communities by pro-

viding greater investment in First Source Hiring, leveraging pre-apprenticeship and apprenticeship programs, and incubating new tenants through partnerships with community-based organizations.

Through vibrant cultural exchange initiatives, SFO will become a hub of cultural enrichment, showcasing local art and traditions. The initiatives involve creating public spaces for performing arts and events to showcase the San Francisco Bay Area, partnering with the San Francisco Arts Commission to offer customized, self-guided tours of SFO's Public Art program, hosting artists and filmmakers from SFO's collection, and organizing symposia on aviation subjects at the Aviation Museum and Library. Moreover, to build greater trust and engagement with our surrounding communities, SFO will host an annual event to share specific aspects of airport operations with the public.

Objectives / Initiatives

Objective 6.1 Expand workforce pipeline and development programs and educational partnerships to foster an inclusive approach in addressing the Airport's evolving talent needs.

6.1.1 Develop strategic partnerships to establish pathways for employment by tenants, service providers, and concessionaires. (OPS)

6.1.2 Expand career pathways and opportunities to build a pipeline into careers at SFO. (OPS)

6.1.3 Formalize structure for visiting K-8 classes in nearby underrepresented communities to excite future generations about the aviation industry. (OPS)

6.1.4 Pilot partnerships with universities and industry to promote fellowship pathways. (OPS)

6.1.5 Advance aviation research, education, and innovation. (R&S/OPS)

Objective 6.2 Partner with tenant employers to annually increase recruitment and retention of workers from underserved communities through equitable workforce development.

6.2.1 Provide greater investments in the implementation of First Source Hiring. (OPS)

6.2.2 Leverage existing pre-apprenticeship and apprenticeship programs, including non-construction related services. (OPS)

6.2.3 Partner with community-based organizations to incubate new tenants. (OPS/FINCOM)

Objective 6.3 Establish SFO as the leading U.S. airport for cultural exchange.

6.3.1 Create public space for performing arts and events to showcase the city and the region. (OPS/D&C/EXT)

6.3.2 Partner with the San Francisco Arts Commission to generate customized, self-guided tours through the Airport's Public Art. (OPS)

6.3.3 Bring artists from the Airport's art collection and filmmakers from the Airport's Video Arts program to SFO each year to facilitate cultural exchange and enhance employee pride. (OPS)

6.3.4 Produce symposia on aviation subjects at Aviation Museum and Library. (OPS)

6.3.5 Host an annual event sharing a specific aspect of Airport operations with the public. (EXT)



The SFO Air Traffic Control Tower opened in October 2016. The elegant, torch-shaped building became instantly iconic while also complementing SFO's existing architecture.

The image shows the exterior of the Harvey Milk Terminal 1 at San Francisco International Airport during the "blue hour" of dusk. The terminal's facade is a large, curved wall of glass panels, through which the interior lights are visible. The text "Harvey Milk Terminal" is displayed in a large, dark, sans-serif font across the upper portion of the glass, with "Terminal 1" below it, where the number "1" is enclosed in a dark circle. Below the glass facade is a covered entrance area with a metal canopy and several glass doors. People with luggage are seen walking through the entrance. The sky above is a deep blue with some light clouds.

Harvey Milk Terminal

Terminal 1

Harvey Milk Terminal 1 is the world's first airport terminal named for an LGBTQ+ leader. As the first openly gay elected official in California's history, honoring his legacy at SFO invites travelers to learn more about his contributions.

Policies to Guide the Management and Operation of the Airport

The SFO Way is a set of principles that guide how we do business with our tenants, contractors, and stakeholders. Grounded by our core values, the policies align our actions around a people-and-planet-first airport experience, support collaboration and fairness, and ensure the Airport's control of its assets and resources. The policies are adopted by the Airport Commission and are periodically amended or expanded to maintain alignment with the strategic plan.

CULTIVATING A GUEST-CENTRIC CULTURE

SFO encourages guest well-being and satisfaction through values expressed in our facilities, programs, and amenities. The policy furthers SFO's commitment to deepen our understanding of our guests, remain aware of industry trends, and adjust culture programs to ensure the quality of the guest experience is maximized throughout the journey.

INSPIRING A PEOPLE-FIRST WORK ENVIRONMENT

SFO aspires to provide an environment that enables a world-class team. This policy builds on the capability and excellence of the Airport's workforce by supporting job quality strategies and a climate that supports wellness, transparent communication, and inclusion and belonging.

CLIMATE LEADERSHIP AND ACTION

SFO recognizes that the health of its business is tied to the health of the planet, so it must take bold and collective action now to address climate change. The policy supports actions for the Airport to be a model for the aviation and other industries to prepare its operations and facilities for a climate-uncertain future.

MAINTAINING A COMPETITIVE AIR SERVICE ENVIRONMENT

This policy underscores SFO's commitment to providing a level playing field for all air carriers to foster competitive air service choices and airfares for the traveling public.

CONTROL OF AVIATION MARKETING AND DEVELOPMENT

This policy recognizes SFO as the lead agency in all aviation marketing and development programs and will use its digital assets as essential marketing tools.

RESOURCE USE

This policy maximizes SFO's operational flexibility for managing systems, infrastructure, and services shared by multiple airline tenants, concessionaires, and other partners.

DATA AND DIGITAL ASSETS

This policy acknowledges the value of SFO data and digital assets and mandates that SFO retain ownership and control of its data, information, and digital assets and that they be used exclusively for the benefit and protection of SFO.

CONTROLLING, DEVELOPING, AND FINANCING OF AIRPORT ASSETS

This policy outlines limits on the use of public-private partnerships for the development of major capital improvements and prohibits partnerships that would convey financial equity interests in SFO's infrastructure investments to third parties.

WI-FI

SFO is committed to providing exceptional Wi-Fi services to guests, airlines, and concessionaires. This policy sets standards and controls for SFO's Wi-Fi system.

PRIORITY FOR SFO PROPERTY USE AND ACQUISITION

SFO acknowledges the need to acquire and develop locations away from the airfield and outside the current boundaries of the Airport to optimize operations, allowing it to allocate space more efficiently for priority aeronautical uses requiring airfield-adjacent access.

DELIVERING EXCEPTIONAL PROJECTS

This policy affirms "Delivering Exceptional Projects 2.0" as SFO's methodology for achieving exceptional project outcomes for the benefit of the Airport, its business partners, the community, and the environment.



The opening of the International Terminal in 2000 transformed SFO into the modern facility we know today. While air travel is constantly evolving, the terminal continues to be vital in connecting people to the extraordinary.

The Bay Area's Leading Airport

In May 1927, the City and County of San Francisco dedicated its municipal airport, initially known as the “Mills Field Municipal Airport of San Francisco.” SFO’s modest beginnings featured an Administration Building on a dirt airstrip in a cow pasture that cost less than \$9,000 and served 19 passengers in its first month. Now, nearly a century later, SFO is one of the nation’s most innovative and busiest airports serving more than 42 million passengers in 2022. The following section presents current-year statistics encompassing passenger traffic, operations, finances, and facilities, with pertinent comparisons to 2019 to offer insights into the pre-COVID-19 landscape.

Air Traffic Statistics

AIRLINE ACTIVITY	CALENDAR YEAR	
	2022	2019
Passenger Enplanements	21,047,572	28,665,071
Domestic	16,070,630	21,116,518
International	4,976,942	7,548,553
Passenger Deplanements	21,088,903	28,684,054
Domestic	16,127,758	20,992,472
International	4,961,145	7,691,582
Total Airport Passengers	42,136,475	57,349,125

AIR TRAFFIC CONTROL TOWER OPERATIONS COUNT	CALENDAR YEAR	
	2022	2019
Air Carrier	301,828	393,869
Air Taxi	41,217	50,917
Civil	9,033	10,999
Military	2,928	2,711
Total	355,006	458,496

INTERNATIONAL ENPLANEMENTS REGION	CALENDAR YEAR		CALENDAR YEAR	
	2022	2019	2022	2019
Asia	1,165,191	2,883,477	23.4%	38.2%
Europe	1,729,355	2,172,974	34.7%	28.8%
Canada	721,055	961,043	14.5%	12.7%
Latin America	789,057	826,513	15.9%	10.9%
Australia/ Oceania	272,371	444,999	5.5%	5.9%
Middle East	299,913	259,547	6.0%	3.4%
Total	4,976,942	7,548,553	100%	100%

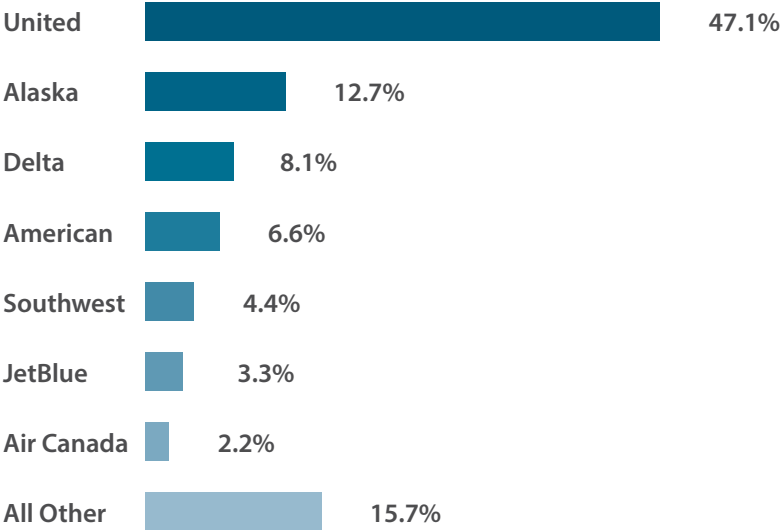
CARGO TONNAGE (METRIC TONS)	CALENDAR YEAR	
	2022	2019
Domestic	198,801	190,650
International	292,391	355,787
Total	491,192	546,437

Airline Data

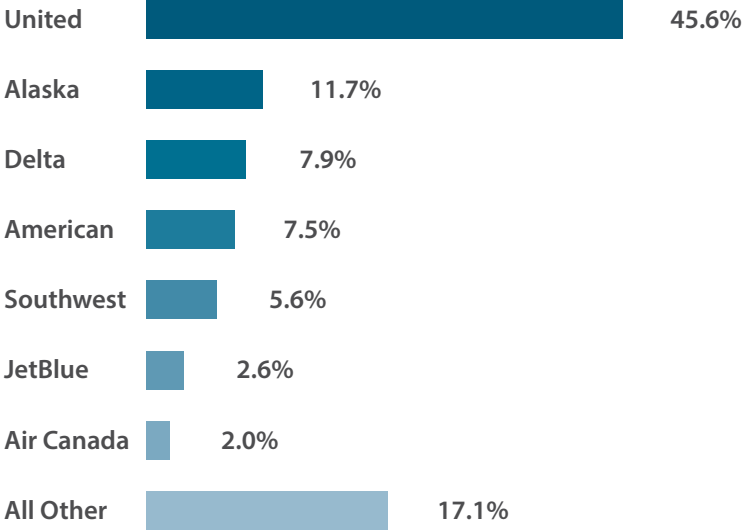
AIRLINES AT SFO	CALENDAR YEAR
	2022
Total Number of Airlines Operating at SFO	59
Domestic Passenger Carriers	10
International Foreign Flag Carriers	37
Commuter Air Carriers	6
Seasonal/Charter Air Carriers	0
Cargo Only Air Carriers	6

TOP FIVE DOMESTIC MARKETS (WEEKLY FLIGHTS)	CALENDAR YEAR
	2022
Los Angeles (BUR/LAX/LGB/ONT/SNA)	370
New York (EWR/JFK)	204
Seattle (SEA)	129
Las Vegas (LAS)	109
Hawaiian Islands (HNL/KOA/LIH/OGG)	108

**AIRLINE ENPLANEMENTS
MARKET SHARE CALENDAR YEAR 2022**



**AIRLINE ENPLANEMENTS
MARKET SHARE CALENDAR YEAR 2019**



Financials

AIRPORT FINANCES	FISCAL YEAR	
Passenger Enplanements	21,047,572	28,665,071
<hr/>		
SOURCES OF REVENUES (ACTUALS IN MILLIONS)	FY2021-22	FY2018-19
Terminal Rentals	\$298.55	\$293.62
Landing Fees	\$325.99	\$218.62
Concessions	\$115.76	\$161.89
Parking & Ground Transportation	\$132.25	\$165.52
Other Aviation Revenue	\$101.18	\$94.55
Other Sales & Services	\$70.37	\$83.35
Sales of Electricity	\$27.29	\$26.83
Interest Income	\$17.41	\$23.44
Designated PFC Revenues	\$0.00	\$63.26
Airlines Revenue (Surplus)	(\$256.86)	(\$43.16)
Federal Stimulus Funds	\$175.09	N/A
Total Revenues	\$1,007.02	\$1,087.92

AIRPORT FINANCES

FISCAL YEAR

AIRLINE RATES	FY2021-22	FY2018-19
Landing Fees (per 1,000 lbs)	\$11.40	\$5.54
Average Cost per Enplaned Passenger	\$35.90	\$17.90

FOOD/BEVERAGE/RETAIL SALES (ACTUALS IN MILLIONS)	FY2021-22	FY2018-19
Gross Sales (w/o duty free)	\$250.90	\$381.70
Food & Beverage Sales	\$181.00	\$274.70
Retail Sales (w/o duty free)	\$69.90	\$107.00
Duty Free Sales	\$47.40	\$119.80
Parking & Ground Transportation	\$132.25	\$165.52
Average Concession Spent Per Passenger	\$17.15	\$17.52

Financials

AIRPORT FINANCES	FISCAL YEAR		
	ACTUALS (IN MILLIONS)	FY2021-22	FY2018-19
Debt Service		\$375.01	\$475.76
Personnel Costs		\$250.28	\$236.31
Non-Personnel Services		\$137.30	\$126.95
Police & Fire Services		\$92.89	\$83.45
Annual Service Payment		\$37.91	\$49.11
Services of Other City Departments		\$27.83	\$30.94
Materials & Supplies		\$11.54	\$15.60
Other Transfers		\$70.98	\$68.69
Equipment		\$3.28	\$1.11
Total		\$1,007.02	\$1,087.92

AIRPORT FINANCES**FISCAL YEAR**

ASSETS (IN MILLIONS)	FY2021-22	FY2018-19
Current Assets \$	\$1,696.17	\$1,348.86
Total Net Position \$	(\$660.24)	\$124.18

AIRPORT FINANCES**FISCAL YEAR**

AIRPORT COMMISSION STAFFING	FY2021-22	FY2018-19
Budgeted Positions	1,930	1,903
Filled Positions	1,419	1,620

Airport & Airfield

AIRPORT & AIRFIELD	CALENDAR YEAR
	2023
Total Airport Property Size	5,100 acres
<i>Usable Land</i>	2,272 acres
<i>Unused Tideland</i>	2,828 acres
International Terminal	2,543,474 sq ft
Harvey Milk Terminal 1	1,289,726 sq ft
Terminal 2	898,284 sq ft
Terminal 3	1,324,969 sq ft
Total Number of Gates	106
Total Number of Domestic Gates	77
Runway Lengths - 28R/10L	11,870 ft
Runway Lengths - 28L/10R	11,381 ft
Runway Lengths - 01R/19L	8,650 ft
Runway Lengths - 01L/19R	7,650 ft
Runway Widths (all four)	200 ft

AirTrain

AIRTRAIN SYSTEM

Number of Stations	11
Total System Length (2 Independent Loops)	6 miles
Top Speed	30 mph
Total Number of Cars	41
Capacity (Passengers/Hour)	4,491

To Our SFO Team

Thank You

Your contributions ensured that the 5-year Strategic Plan reflects who we are.

The work on this plan involved participation at all levels of the Airport.

Your minds and hearts went into this plan, and it shows!

This is just the beginning.

Now, let's continue the work that **Inspires the Extraordinary.**



Scan the QR code
to view the Strategic
Plan web pages or
see more at
[flySFO.com](https://www.flysfo.com)



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