

# Sustainability and Social Equity Plan:

SFO's Green and Blueprint to Achieve a Sustainable Future

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# ABOUT SFO

## Airport Commission

The Airport Commission, established in the City Charter in 1970, consists of five members appointed to four-year terms by the Mayor. The Airport Commission establishes policies by which the airport operates and plays a direct role in shaping and implementing the SFO Sustainability Strategy.

### LARRY MAZZOLA

President, Airport Commission

### LINDA S. CRAYTON

Vice President, Airport Commission

### ELEANOR JOHNS

Member, Airport Commission

### RICHARD GUGGENHIME

Member, Airport Commission

### PETER STERN

Member, Airport Commission

## SFO Executive Staff

San Francisco International Airport (SFO) is a department of the City and County of San Francisco dedicated to serving the local community and millions of travelers each year. We invite public input into the way we do business through the actions detailed in this strategy.

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Chief External Affairs Officer

### IAN LAW

Chief Information Officer

### GEOFF NEUMAYR

Chief Development Officer

### BLAKE SUMMERS

Director & Chief Curator, SFO Museum

### LEROY SISNEROS

Director of Facilities

### CORINA MONZÓN

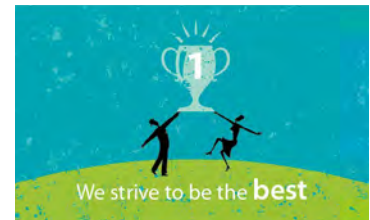
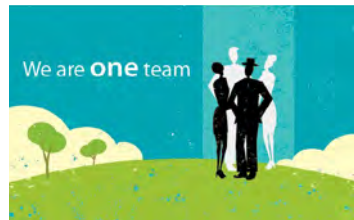
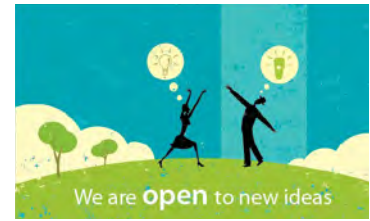
Commission Secretary



## SFO's Mission and Core Values

SFO's Sustainability Strategy is part of SFO's mission to provide an outstanding airport in service to our communities.

SFO's core values reflect our mission to provide an exceptional experience for SFO's customers and employees. These values are embedded in each action included in SFO's Sustainability Strategy to better serve our community and achieve our service goals.



## Director's Message



The world's climate and human systems are changing in new and unprecedented ways. We can view this as a threat, or we can welcome the opportunity to launch new programs and pilot new technologies that shift markets, create new economic and workforce opportunities, and yield positive results for our shared environment.

SFO's 5-Year Strategic Plan, adopted in 2016, reflects our commitment to addressing these changes proactively. It tasks SFO with building a world-class dream team (Goal #5) to revolutionize the passenger experience (Goal #1) and achieve zero waste (Goal #2) – all while remaining an industry leader in safety and security (Goal #3), delivering exceptional business performance (Goal #6) and caring for and protecting our airport and communities (Goal #7). The triple bottom-line fundamentals of sustainability were codified in the strategic plan, and now we are putting them into action with a timeline and execution plan in SFO's Sustainability Strategy.

In the pages that follow, SFO will define the key strategies that will enable us to truly safeguard the health of its natural resources, as well as the social and economic well-being of the airport's communities. SFO's Sustainability Strategy articulates how we will create a sustainable campus in a way that strengthens our value and helps achieve our mission to provide an exceptional airport in service to our communities.

At SFO, we are deliberate and strategic about the way we design, construct and operate our world-class facilities, knowing they are part of a dynamic and interconnected system that can work to the benefit our shared environment, our workforce of 43,000 and our 55 million annual passengers. SFO is a constantly evolving place, with the number of passengers climbing by nearly five percent per year, and our employee service base and terminal infrastructure expanding to meet this elevated demand. The delivery of our largest capital plan in history is deliberately timed with the development of the airport's first Sustainability Strategy, which dovetails with the recently released People Strategy, to serve as our next-generation blueprint for a truly sustainable campus.

Each of us has a role to play in taking meaningful action on the front lines to create an airport that reflects the spirit of sustainability in the global community we serve. These roles were brought forth by the nearly 100 of us at SFO that helped lay out this vision to create a vibrant airport community through a step-based approach, with a focus on three key areas: Governance, Engagement and Performance. This effort serves to engage and safeguard the well-being of every member of our community and, ultimately, the health of the human and natural systems that are uniquely and increasingly part of the SFO experience.

The journey to sustainability starts today to achieve the future we want tomorrow, together.

A handwritten signature in black ink, appearing to read 'Ivar C. Satero'. The signature is stylized and fluid.

Ivar C. Satero  
Airport Director

## Overview of SFO's Sustainability Strategy

The SFO Sustainability Strategy is designed to unify our 13 million square-foot campus around a holistic vision to accomplish SFO's strategic plan goals through a framework of clear, step-wise actions focused on three fundamental areas: Governance, Engagement and Performance. To achieve this vision, this strategy was shaped to help establish long-term values and drive sustainable performance by deepening the airport's engagement with stakeholders and building relationships based on transparency, trust and credibility.

Nearly 100 staff members drafted this strategy to guide how the airport can achieve 13 key actions that tie in directly with the goals set in the airport's strategic plan – particularly, Goal #2: "Achieve Zero," and Goal #7: "Care for and Protect our Airport and Communities" – and to dovetail with the recently-released SFO People Strategy.

As we engineer our airport for its next phase of growth, we will re-tool our organization to pilot and implement sustainability solutions by using the airport as a living laboratory to tackle real-world challenges.

*Julian Potter, Chief Administrative & Policy Officer*



## Sustainability Strategy Team

### Sustainability Leadership

Erin Cooke,  
*Sustainability &  
Environmental Policy  
Director*

Emylene Aspilla,  
*Social Responsibility &  
Community Sustainability  
Director*

### Sustainability Plan

#### Core Team

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# INTRODUCTION

SFO is an internationally-recognized sustainability leader in the aviation industry for its history of climate action, environmental policy, sustainability reporting, alternative transportation, and socially and economically progressive infrastructure. With the airport’s responsibility to the communities it serves, SFO pursues projects, programs and policies that maximize social and economic benefits for all.

As a major job center and economic engine, SFO works to build connections and partner with its communities to collectively spur innovation and strengthen its business operations, which enables the airport’s staff to better respond to the needs of its passengers.

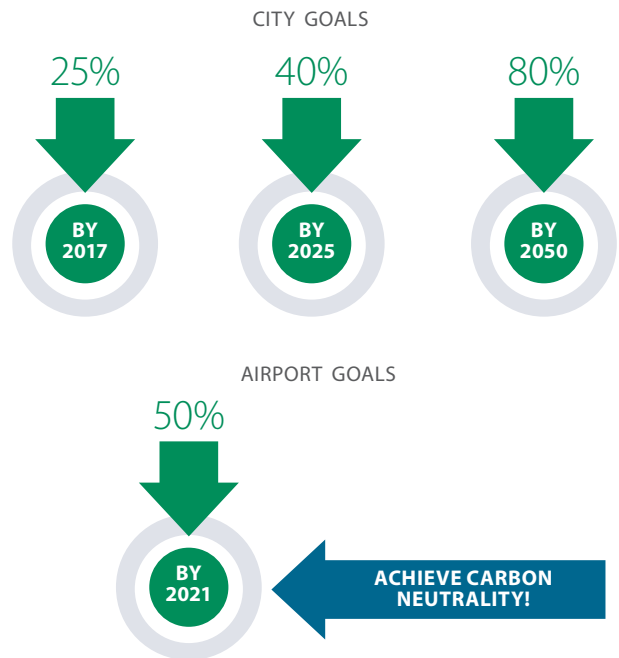
## A 360° View of Sustainability

SFO has adopted the airport-specific definition of sustainability created by the Airports Council International (ACI) – North America. This definition is known as EONS: “A holistic approach to managing an airport so as to ensure the integrity of the Economic viability, Operational efficiency, Natural Resource conservation, and Social responsibility of the airport.” This template was applied to the present and historic social and environmental outcomes of SFO’s programs and projects through the release of four Sustainability Reports\*.

## An Ambitious Stance on Climate Action

The Airport Commission has vigorously supported the city’s climate change directives, including Ordinance No. 81-08 Climate Change Goals and Action Plan, which mandates the achievement of the following reductions in greenhouse gases for each city department:

### BELOW 1990 EMISSIONS GOALS



\* SUSTAINABILITY REPORTS & DOCUMENTS AVAILABLE AT: [HTTPS://WWW.FLYSFO.COM/ENVIRONMENT/SUSTAINABILITY-FACTS-FIGURES](https://www.flysfo.com/environment/sustainability-facts-figures)

## KEY HIGHLIGHTS OF SFO’S SUSTAINABILITY PROGRESS SINCE 2014



# SFO'S SUSTAINABILITY JOURNEY

## Most airports go for gold – SFO is going for ZERO.

ZERO CARBON



ZERO WASTE



ZERO ENERGY



San Francisco International Airport's (SFO) mission is to provide an exceptional airport in service to our communities. SFO's first Sustainability Strategy was created as a roadmap to accomplish that mission across all of our connected systems – socially, economically and ecologically. We see sustainability as a common agenda that serves all interests, and this strategy introduces measures to bind us together as a community, strive for holistic sustainability and adapt as our social, political and operational environments change.

SFO's core values include striving to be the best, being innovative and taking pride in our accomplishments. These goals influence everything we do, including our approach to sustainability. In this strategy, we've worked to embed these values into each action to recognize that our values ground us in our pursuit of sustainability as individuals, an organization and a community.

As a department of an environmentally progressive city government, and as a gateway to the technology capital of the world, SFO is a hub for sustainability innovation. Despite being one of the fastest-growing airports in the world, SFO has made extraordinary strides to reduce our environmental impact while delivering unparalleled economic and social benefits to the San Francisco Bay Area and beyond.

The bold charge set in our 5-Year Strategic Plan is to make SFO the first airport in the world to achieve three "zero" environmental goals: zero carbon, zero waste to landfill, and zero net energy. Combined with our strategic socially-focused goals of caring for and protecting our communities, and of being a world-class dream team, these directives will enable us to lead the industry with triple bottom-line sustainability.





## Toward Carbon Neutrality

In Fiscal Year 2008, SFO developed the Departmental Climate Action Plan as a blueprint to meet the climate objectives set in Ordinance 81-08 and achieve total mitigation of the carbon footprint created by SFO-controlled operations. In March 2016, SFO was awarded Level 3 (Optimization) certification under the Airport Carbon Accreditation program administered by the Airports Council International's European chapter. SFO is one of only seven North American airports to have achieved this level of accreditation.

This advanced certification recognizes SFO's achievement in reducing airport-controlled greenhouse gas (GHG) emissions by 33% from the levels of 1990, as well as our collaborative efforts to help airport stakeholders to reduce their impacts as they travel through the airport.

A sampling of SFO's environmental achievements, in addition to its Carbon Accreditation, include:

- **Green Buildings** - Designing and operating the world's first LEED Gold Terminal and LEED Master Site Campus, including nearly 30 unique LEED Gold-Certified facilities; and
- **Zero Net Energy Readiness** - Reducing energy consumption by 10,938 megawatt hours per year and generating 1.7MW megawatt hours of renewable energy

per year, including operating the first Zero Net Energy Airport and City/County Facility to be certified in 2019; and

- **Zero Waste** – Drafting the industry's first Zero Waste Plan, redesigning SFO's three-bin materials collection system for ease of customer and custodial use; onboarding tenants to the program through SFO's Green Business Program; and streamlining vendor and prioritizing color-coding foodware; and
- **Carbon Neutrality** – Signing a landmark agreement with nine airlines and fuel producers to accelerate the use of Sustainable Aviation Fuels at SFO and completing a Feasibility Study to explore the logistics, supply chain and infrastructure requirements to ready the Airport campus to receive these fuels; and
- **Natural Resource Stewardship & Resilience** - Planting more than 2,000 trees, eliminating 120 tons of CO<sup>2</sup> per year and Improving 558 acres of wetlands throughout the Bay Area.

SFO's past accomplishments serve as the launching point for our airport to make significant strides towards our net-zero objectives by 2021, the end of our 5-Year Strategic Plan cycle. They will also inform our next-generation initiatives that will enable the airport to address future climate changes and benefit the communities the airport serves.



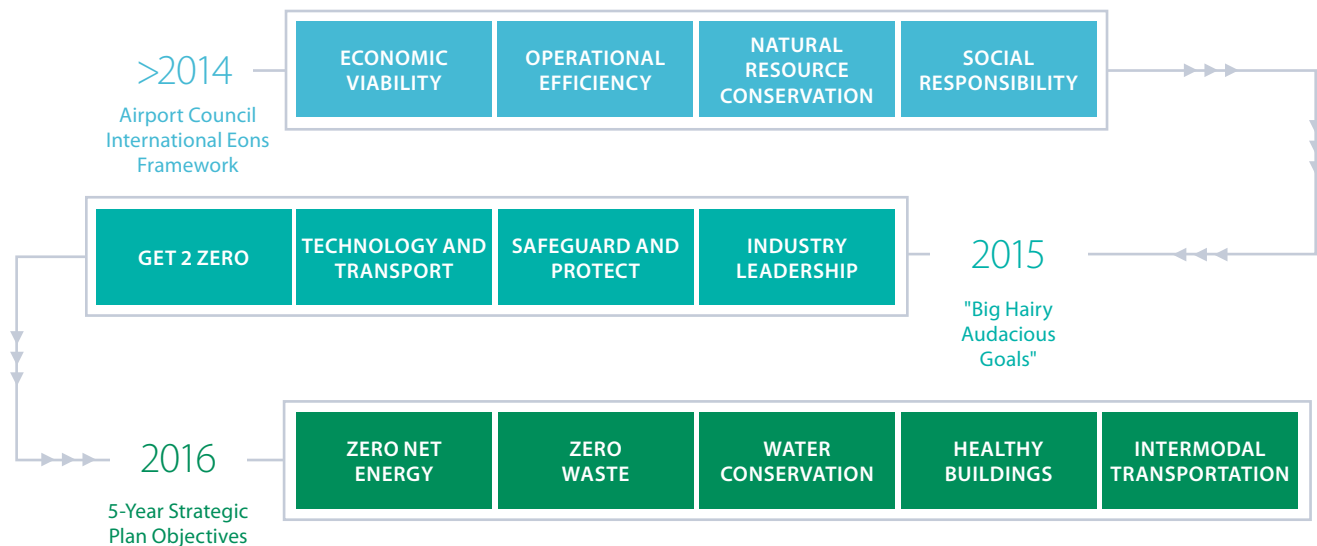
## SFO's Eco-Centric Strategy

The Airport's 5-Year Strategic Plan seeks to accomplish the following by 2021:

- Achieve a zero net energy campus by constructing and retrofitting to zero net energy and high performance buildings standards; and
- Reach zero waste by rethinking our materials collection system, rethinking disposables, empowering passengers, and partnering with tenants to minimize waste at the source; and
- Operate a carbon neutral campus by electrifying all energy sources, while embracing SFO's role as an intermodal transportation hub, encouraging alternative, shared and decarbonized connections between planes, trains, buses, and other sustainable transit modes; and
- Champion health and wellness for employees and passengers in its facilities and operations; and
- Minimize fresh water consumption and maximize onsite water reuse by adopting treated wastewater for non-potable water demands (i.e. reaching towards a "water balanced" campus); and
- Work proactively to engage, educate, and influence others, including employees, tenants, airlines, passengers and neighbors about getting to zero.



### FROM VISION TO ACTION



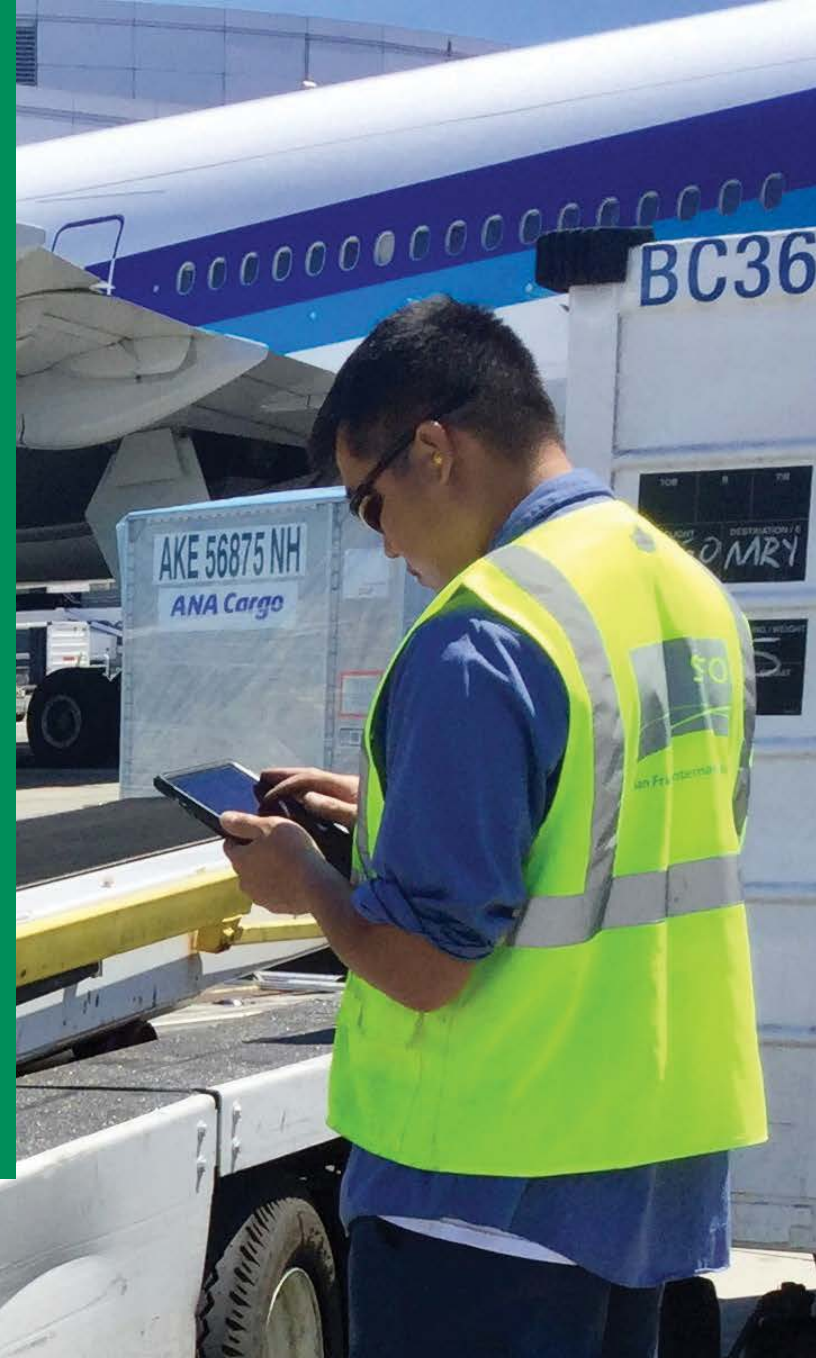


# IN SERVICE TO OUR COMMUNITIES

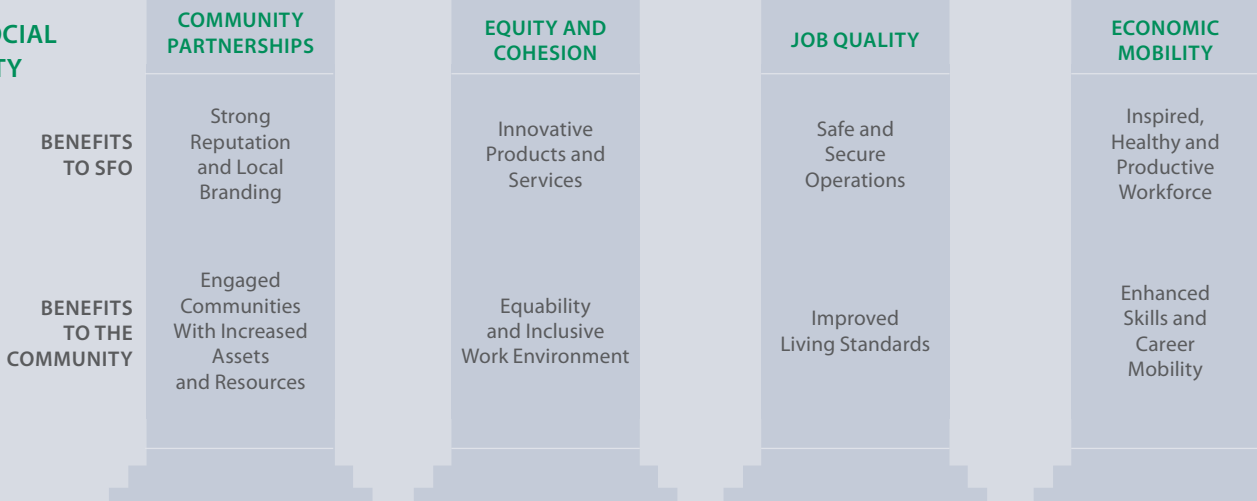
Providing an exceptional airport in service to our communities is SFO's mission. This means building meaningful relationships to connect SFO's business values with its social responsibilities.

For years, the airport has cultivated outreach to diverse job seekers and local small businesses and worked to establish and maintain premium job quality in all aspects of our operations. SFO was the first airport to improve its worker retention rate by implementing a formal policy to ensure Airport staff in safety and security roles were paid a competitive minimum wage and received a variety of other benefits, including health care, paid time off, and sick leave. SFO also follows the San Francisco Minimum Compensation Ordinance, which is one of the most competitive minimum compensation requirements in the US. We have a long history of supporting numerous community initiatives and in inspiring employees to engage in volunteer efforts.

SFO delivers its social sustainability framework through four priority pillars, focused on operationalizing SERVICE (Social-Economic Responsibility, Values, Investment and Community Engagement) to our communities.



## SFO'S FOUR PILLARS OF SOCIAL SUSTAINABILITY



## Community Partnerships

We engage in regular, open dialogue with our communities so we can ensure positive impacts result from our Airport operations. We strive to develop and sustain our communities by building trusted partnerships and investing resources in responsive and proactive initiatives. As SFO is often a passenger's first and last impression of the San Francisco Bay Area, we want our business and brand to reflect the vibrant connections surrounding us leaving a lasting sense of community with our traveling guests.

## Equity and Cohesion

SFO's commitment to equity and community cohesion is essential to the success of our business: from our talented team, to our passengers, to the tenants and contractors that are integral to the success of the Airport.

SFO minimizes barriers across its business areas and we ensure that our programs, policies, and activities have no adverse effects on our communities, particularly vulnerable populations.

## Job Quality

SFO uses a variety of best practices to improve job quality. Living wages and a safe, positive working environment result in employees being more engaged and inspired, improved job performance and profits. Safety and security are SFO's first priorities, and we integrate them into programs and systems to minimize risks to all of our employees and partners.

## Economic Mobility

SFO's team of over 43,000 dedicated, widely skilled employees is essential to its success and growth. SFO has long held a commitment to connecting its staff with

the tools, training, and career opportunities they need to thrive with meaningful roles, support themselves and their families, and help build more sustainable communities.

## Global Responsibility & Citizenship

Foundational to SFO's S.E.R.V.I.C.E framework are carefully crafted policies and initiatives designed to achieve interconnected social, economic, and environmental results that can benefit and engage our communities locally and globally. As an integrated member of the international aviation community, SFO also draws sustainability guidance from the United Nations (U.N.), including various environmental performances and protection efforts of its International Civil Aviation Organization (ICAO) and broader economic aspirations outlined by its new millennium Sustainable Development Goals (SDGs).

The U.N.'s Sustainable Development Goals, or "Global Goals", are a set of internationally adopted actions to embed environmental sustainability, economic mobility, diplomacy, and equality across the world. These Goals serve as inspiration for a number of SFO's own strategic priorities. For example, our ZERO carbon, ZERO waste to landfill, and ZERO net energy, are drawn from the SDGs of Climate Action, Responsible Consumption and Production, and Affordable and Clean Energy. They also extend further and directly to our S.E.R.V.I.C.E framework to prioritize poverty alleviation, economic growth, and a strong institutional organization. This Plan reflects specific UN Goals by indicating their SDG symbols in the corresponding pages of this report. These measures will be tracked through annual reporting internal to the airport or shared through the Controllers Annual Performance Report. They also appear as icons throughout the Strategy where actions focus specifically on these areas.

### THE UNITED NATIONS GLOBAL GOALS FOR SUSTAINABLE DEVELOPMENT





# CROWDSOURCING SFO'S FIRST INTEGRATED SUSTAINABILITY STRATEGY

As the global gateway to San Francisco and Silicon Valley, SFO believes in the power of using crowdsourcing to achieve goals. We know that leveraging our team's ideas is essential to meeting the challenges they face, which is why this Sustainability Strategy was developed with input from staff across all of the airport's divisions to identify the best solutions to meet our goals.

Select staff members were recommended by supervisors to lead the effort to share ideas on behalf of their division. Participants included a range of staff, from entry- to executive-level, from the following divisions:

- Administration & Policy
- Business and Finance
- External Affairs
- Facilities
- Human Resources
- Information, Technology & Telecommunications
- Museum
- Operations and Security
- Planning, Design and Construction

The outcome of this collaborative process was a practical framework to engineer SFO's operations more effectively. This approach was inspired by global sustainability trends in aviation and other industries, and is grounded in the fundamental goals ingenuity, creativity, and inclusivity. With deeper engagement with stakeholders, broader oversight, and direction from senior staff, SFO can leverage these insights to incorporate innovative new business practices, products and services, as well as build new partnerships. An effective sustainability strategy will require direction that's both clear and adaptable to changing needs. The framework for these key Governance, Engagement, and Performance strategies is shared in the graphic below, which can serve as a guide to navigate SFO's roadmap to deepen its campus-wide environmental and people-centric sustainability outcomes.

## SUSTAINABILITY KEY PERFORMANCE INDICATORS (KPIs)

To maximize the impacts of SFO's sustainability efforts, our cross-functional planning team has developed a holistic approach that measures a spectrum of key performance indicators (KPIs), including but not limited to, environmental and social sustainability. Find these corresponding SFO's Sustainability & Social Equity KPIs throughout this Strategy for reference on how it is being, or will be implemented.



# OUR PATH TO NET POSITIVE

SFO's ultimate goal to become the world's first net positive airport means that the Airport, through all of its decisions and actions, must strive to do business in a way that puts back more into society, the environment and the global economy than it takes out. This Strategy was written to serve as a guide to support and accelerate SFO's transition to this next generation sustainability goal.

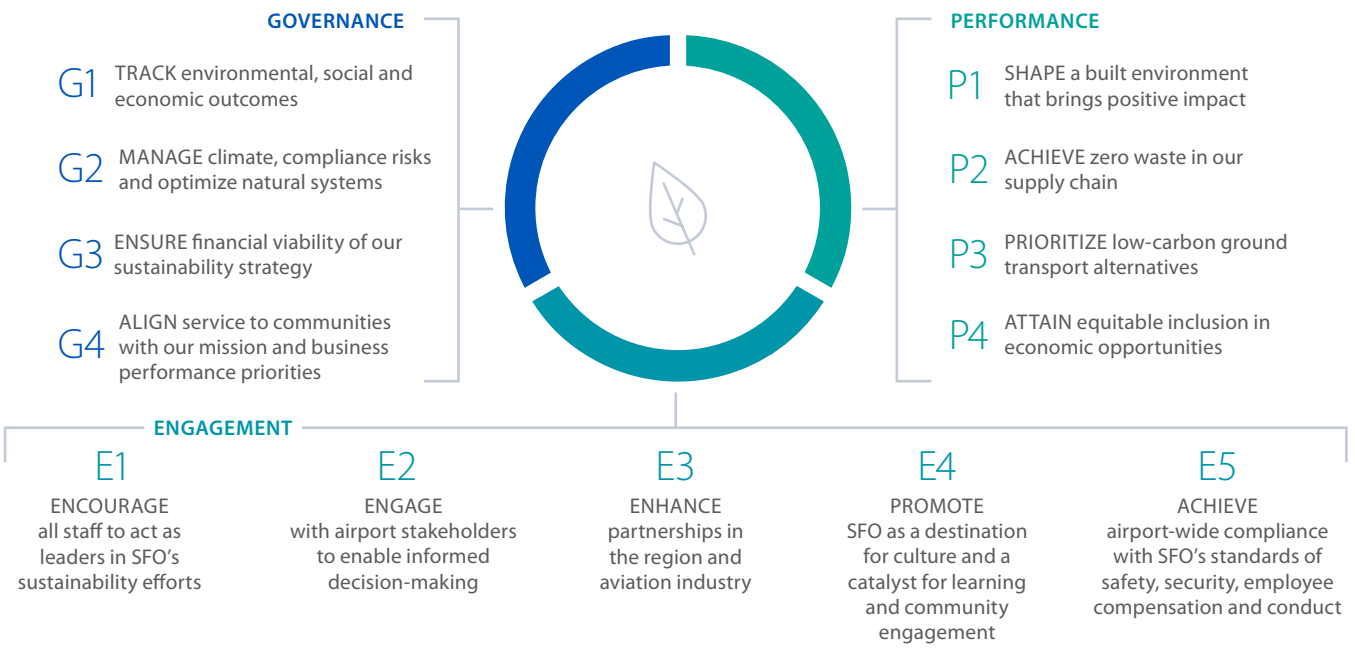
Through a collaborative planning process, SFO's Sustainability Strategy was crafted around an organizational framework common to other industries of: **Governance, Engagement, and Performance**. Within these three areas, are key themes to work towards to achieve SFO's sustainability goals.

These actions are complemented by a suite of immediate, near- and long-term initiatives outlined by this strategy. Most of the initiatives are related to one or more of the key performance indicators listed below, so these associated icons are noted accordingly. Some initiatives were identified to already have a clear implementation approach, visualized as:



In sum, the following pages detail SFO's key strategies for building accountability for, and a holistic commitment to sustainability across all levels of the Airport. The strategy intentionally focuses first on organizational oversight and staff-level responsibilities (**Governance**), in strategic and day-to-day decision making as its sustainability scaffolding. Next, it details the collaboration mechanisms to gather and integrate all voices of SFO (**Engagement**) to define the solutions that can advance the Airport's sustainability performance. The Strategy concludes with an action plan to achieve measurable outcomes that chart SFO closer to zero and its other social and economic strategic plan objectives (**Performance**).

## SFO'S SUSTAINABILITY & SOCIAL EQUITY STRATEGY





GOVERNANCE ACTIONS

TRACK  
MANAGE  
ENSURE  
ALIGN



# GOVERNANCE ACTIONS

## Background

As one of SFO's core values states, "We are one team" and so each of us has a role to serve in enhancing the prosperity and viability of our organization. Whether providing organizational oversight, managing teams or projects, or simply performing duties as assigned, every decision we make and action we take has an impact on the sustainability of our campus. Governance serves as the guidebook to help structure the process for making and implementing these decisions. As a department of the City and County we have an obligation to follow standardized governance practices, such as consultation policies, meeting procedures, service quality protocols, rules of conduct, etc. Good governance extends this beyond what is required to ensure accountability, transparency, and responsiveness in implementing decisions and following processes that are equitable and inclusive, effective and efficient and participatory.

SFO works to align this definition of good governance with its vision for a sustainable airport using a strategic, long-term approach to minimize environmental impacts, maximize community benefits and adapt to changing needs. By expanding beyond traditional "vertical" models of business and managing across the airport's various functions, SFO works to elevate engagement and accountability for its sustainability efforts across its organization.

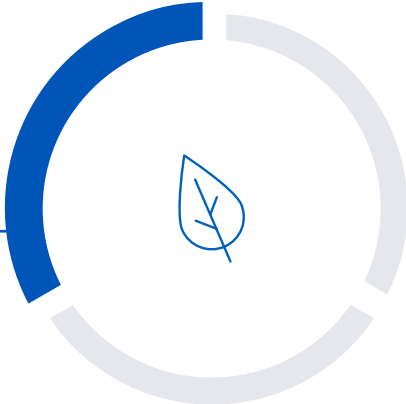
In 2014, SFO took a key organizational step towards its social, economic, and environmental sustainability goals by establishing two units: the Sustainability & Environmental Policy Unit and Social Responsibility and Community Sustainability (SRCS) Unit.

In 2016, SFO's achievements in reducing its carbon footprint were recognized by the Airports Council International's Airport Carbon Accreditation program, through which SFO must disclose its greenhouse gas emissions on an annual basis. SFO has also launched its first Environmental Management System and, between 2014 and 2016, completed climate action plans and greenhouse gas emissions inventories that comply with the standards of the Global Reporting Initiative.

The SRCS Unit is developing a suite of resources to support employees' economic mobility and wellbeing throughout the airport. The unit is also expanding engagement efforts with small businesses at SFO to increase participation in certification programs, educate them on their rights and responsibilities as airport tenants, and remove other barriers to access and success.

### KEY ACTIONS: GOVERNANCE

- G1 TRACK environmental, social and economic outcomes
- G2 MANAGE climate, compliance risks and optimize natural systems
- G3 ENSURE financial viability of our sustainability strategy
- G4 ALIGN service to communities with our mission and business performance priorities





# G1 TRACK

## Track environmental, social and economic outcomes

SFO's efforts to incorporate sustainability into its operations, outreach and infrastructure have earned the airport recognition as a leader in the industry. And SFO continues to set aggressive goals to become the first airport to achieve zero emissions, zero waste to landfill and zero net energy. Additionally, the airport maintains a steadfast commitment to ensuring that the economic benefits of its work are shared equitably throughout the region.

As we work to meet our ambitious goals, measuring and reporting on SFO's progress will be key to meeting the challenges that arise and seeing its initiatives through to success. **We are each responsible for the Airport's success**, and it is critical that we keep in mind SFO's core values of communicating fully and helping one another, taking pride in our accomplishments, and striving to be the best.

### Actions

Through the following actions, SFO will track the environmental, social, and economic outcomes of its efforts to meet its sustainability commitments in support of the communities it serves.

- **Now (FY18-19)**
  - Benchmark SFO's sustainability performance in relation to other leaders in the industry
  - Develop interdepartmental performance metrics and data tracking mechanisms
- **Near (by FY20-21)**
  - Evaluate the impact of our sustainability programs
  - Issue an annual sustainability report highlighting SFO's priorities, strategies, progress, and community impact



UNITED NATIONS GLOBAL GOALS TARGETED



## Now



### Benchmark SFO's sustainability performance in relation to other leaders in the industry

- Benchmark and monitor performance towards goals by **establishing and tracking the appropriate indicator** for each target.
- Use data and key performance indicators to **tell the story of our sustainability progress** effectively.
- Invest in the appropriate **data management systems and training** to effectively evaluate our progress on key performance indicators.
- Continue to **monitor our progress in relation to other leaders in the industry**.
- Share data with other industry leaders to make benchmarking easier.



### Develop interdepartmental performance metrics and data tracking mechanisms

- Use tools that provide **better visualization of data over time** to bolster our commitment to tracking key performance indicators.
- **Develop a sustainability dashboard** to dynamically capture, visualize and share data on key performance indicators for relevant departments.
- Enable a more granular method to **evaluate the impacts of our specific sustainability initiatives** and provide a more transparent view of each department's progress.
- Continue to use data management software to **track the outcomes of our sustainable design and construction efforts** as part of our Terminal 1 redevelopment projects, which can serve as a model to bring to the rest of the airport.
- Provide **real-time quantitative and qualitative reporting on our sustainability achievements** to internal and external stakeholders by providing access to information, monitoring progress and documenting it.
- Use the sustainability dashboard and real-time reporting system to **enhance transparency into our sustainability progress** for all of SFO's major activities.
- Procure infrastructure to enable **big data analytics**, including metering infrastructure or Internet of Things (IoT) technology to capture metrics that are manually gathered.

## Near



### Evaluate the impact of our sustainability programs

- Identify established methods to **estimate and quantify the success of sustainability strategies** before implementation.
- Measure and **verify outcomes** of our sustainability strategies, then **compare them to forecasted outcomes**.
- Assess data sources for creating **airport-wide utility dashboards** and dynamic reporting.
- Develop **protocols for managing sustainability data** that identify the data source, collection tool and cadence, and quality control standards.



### Issue an annual sustainability report highlighting SFO's priorities, strategies, progress, and community impacts

- Issue an **annual sustainability report** detailing SFO's priorities, strategies, and community impacts; create a more focused **community outreach strategy**.
- Develop an **integrated reporting framework** for all areas of SFO's sustainability performance across the airport and the region.
- Conduct **bi-annual reviews of SFO's Sustainability Strategy** to ensure it enables the airport to effectively measure, understand and communicate its performance in all associated areas, as well as adapt to changes and achieve new goals.
- Ensure SFO's Sustainability Strategy and **future reports comply with industry standards** including: Global Reporting Initiative Sustainability Reporting Standards, Organization for Economic Co-operation and Development Guidelines for Multinational Enterprises, United Nations Global Compact, and the International Organization for Standardization's guidelines on social responsibility.

# G2 MANAGE

## Manage climate and compliance risks and optimize natural systems

Through past and present projects steered by the Airport's Sustainable Planning Design and Construction Guidelines, Delivering Exceptional Projects, and Revenue Enhancement and Customer Hospitality (R.E.A.C.H), SFO has committed to making the smallest possible impact on our planet's natural resources and to serve as a model for positive customer and employee behavior.

As the airport grows, it will need to be resilient and adapt to climate change, dwindling resources, and earthquakes, and other changes to ensure continued **safety and security** – SFO's **first priority**.

### Actions

Through the following actions, SFO will manage climate and environmental compliance risks and optimize natural systems.

#### ● Now (FY18-19)

- Systematically manage our environmental compliance obligations
- Continue to focus on and respond to burgeoning regulatory issues

#### ○ Near (by FY20-21)

- Continue to prioritize management of wildlife hazards and habitat resources
- Implement strategies to support San Francisco's 2017 resolution on biodiversity
- Use the best available science, partners and practitioners to inform plans for flood protection, sea level rise and climate resilience



UNITED NATIONS GLOBAL GOALS TARGETED





## Now



### Systematically manage our environmental compliance obligations

- Benchmark relevant **environmental compliance requirements, licenses and permits** for the airport and its tenants.
- **Survey best practices and tools for environmental management** among comparable airports and other industries.
- Audit SFO's current **requirements for compliance documentation** and tracking tools.
- Prepare a **gap analysis and risk assessment** to determine future needs for software and service to capture environmental data, establish a defined management system and reporting protocols.
- Designate a **coordinator to prepare annual reports on the airport's environmental compliance**, collect all data and assure quality.
- Assign staff to **oversee the portfolio of compliance requirements** and manage agency contacts and reporting.
- Develop biennial **Environmental Management System (EMS) trainings** and evaluations to ensure tools and data protocols are current.
- Consider an **EMS certification program** to elevate rigor, accountability and transparency in compliance.
- Support **EMS-related coordinator training and professional development programs for staff** (e.g. environmental management certificates).



### Continue to focus on and respond to burgeoning regulatory issues

- Develop **tracking mechanisms, relationships and consulting capacity** to stay aware of **burgeoning regulations** and opportunities to engage when and where the airport is impacted.
- Prepare airport policy positions on relevant issues.
- Engage airport stakeholders to support **San Francisco's 2017 resolution on biodiversity**, present a memo to the Airport Commission detailing efforts SFO work scope.

## Near



### Continue to prioritize management of wildlife hazards and habitat resources

- Ensure **compliance with the Airport's Wildlife Hazard Management Plan** and continue to reduce impacts on wildlife using new methods and technologies.
- Manage West-of-Bayshore property to **ensure a high-quality habitat and stabilize wildlife populations**.
- Explore opportunities for rigorous scientific studies to support the **endangered San Francisco garter snake population** at the West-of-Bayshore property.
- Seek **opportunities to mitigate impacts on habitats** and maximize benefits for local species and the environment.



### Implement strategies to support San Francisco's 2017 resolution on biodiversity

- Assign key staff to complete **biodiversity training** provided by the city.
- Restore and maintain **biologically rich ecosystems** along the bay shore and West-of-Bayshore areas and avoid attracting hazardous wildlife.
- Ensure all employees, visitors and neighbors have **convenient access to nature** by completing the **Bay Trail**, maintaining **Bayfront Park**, and incorporating natural features and green spaces into SFO's work spaces and terminal areas.
- Help **restore nature** in each neighboring community by continuing **partnerships with local elementary schools** to plant gardens as well as supporting municipal restoration projects.
- Thoughtfully incorporate greenery in all SFO developments, bringing nature indoors and, where possible, **planting native plants that provide habitats for non-hazardous wildlife**.
- Study existing and potential **ecosystem services** that may be leveraged to build **resilience to climate change and sea level rise, sequester carbon, conserve water, manage pests and improve air quality**.

 Use the best available science, partners and practitioners to inform plans for flood protection, sea level rise and climate resilience

- Build knowledge on climate resilience: Document gaps in knowledge and fill them by growing relationships with **community organizations, research institutions, and other coastal airports** to help answer questions.
- Conduct climate **vulnerability assessments and scenario forecasts** for the region and the airport's assets that account for variables such as sea level and temperature rise, storm surges and extreme precipitation.
- Identify **climate change preparedness gaps and set clear goals to meet them.**
- Create a **capital planning guide** to help secure funding for hazard-appropriate adaptation enhancements needed on campus, and provide support for adjacent communities to do the same.
- Incorporate a **shoreline protection plan** and the necessary improvements into the capital planning guide.



Continue to prioritize management of wildlife hazards and habitat

# G3 ENSURE

## Ensure financial viability of our sustainability strategy

SFO's sustainability strategy is only actionable if it's financially sustainable. The financial viability of these efforts – both short- and long-term – must be evaluated and communicated.

As an Airport that aligns with the Bay Area environmental ethos, **we are innovative** and always strive to create exciting, memorable, unique and mission-aligned experiences for our passengers and tenants that, in turn, provide both revenue growth for SFO and more jobs within

our community. Further, we take this economic focus inward by working to stabilize customer and partner costs by investing in sustainable facilities that can reduce the lifecycle cost of our operations and maintenance services, provide stability and, optimally, utility savings for our organization.

### Actions

Economic focus requires the airport's sustainability stewards to engage in its investment decisions through the following actions.

#### ● Now (FY18-19)

- Integrate sustainability metrics in investment decisions
- Leverage grants and incentives to enable sustainability investments

#### ○ Near (by FY20-21)

- Examine the development of financial incentives to promote meaningful reductions in carbon emissions
- Advance a framework for capital planning and budgeting that elevates sustainability as a priority
- Collaborate with stakeholders in the airport industry to promote funding for sustainable aviation

#### ○ Next (by FY24-25)

- Identify viable financing mechanisms for future sustainability initiatives



UNITED NATIONS GLOBAL  
GOALS TARGETED





## Now



### Integrate sustainability metrics in investment decisions

- Select capital projects with a focus on lifecycle costs, total costs of ownership and sustainable return on investment.
- Explore asset management programs to make analyses accessible to all.
- Ensure that sustainability-related projects are informed by metrics on economic impacts to better understand and communicate their financial benefits to the airport's stakeholders.
- Expand mechanisms to evaluate the sustainability impacts of all projects.
- In scoring and ranking capital projects, bolster the consideration of social, environmental, and economic sustainability criteria by working with the Capital Improvement Program Working Group.
- Ensure the use of tools to enable decision-makers to evaluate all projects and programs based on total costs of ownership and sustainable return on investment by working with the Information Technology and Design and Construction teams.



### Leverage grants and incentives to enable sustainability investments

- Explore funding opportunities to enable SFO to implement, fast-track or expand its Sustainability Strategy initiatives by creating an inventory of government agencies and philanthropic organizations with related grant programs.
- Catalog and categorize timelines for funding opportunities and strategically identify those most impactful and viable for the airport.
- Collect, summarize and prioritize new grant opportunities to support sustainability initiatives.
- Identify clear roles and responsibilities for each division to manage sustainability grant applications and administration and ensure effective delivery of grant projects.
- Team with other airports and industry groups to explore joint grant opportunities that would make applications more competitive and increase the environmental impact of projects.

## Near



### Examine the development of financial incentives to promote meaningful reductions in carbon emissions

- Research how institutions have worked to factor the costs of carbon into their financial decision-making.
- Create a task force with all airport stakeholders, including airlines and tenants, to explore financial incentives to reduce carbon emissions.
- Explore, model and expand incentives that reduce airport carbon emissions within and into other sectors (such as the various ground transportation modes) by teaming with other airports leading in this space.



### Advance a framework for capital planning and budgeting that elevates sustainability as a priority

- Create sustainability metrics to leverage in financial decision-making and expand access to new capital (e.g. Climate Bonds).
- Make financial constraints visible in our sustainability strategy.
- Identify ways to safeguard sustainability measures included in projects when budget and schedule issues arise by working with senior managers and project managers.
- Ensure all capital project budgets specify sustainability investments to operationalize SFO's Strategic Plan Goals.



### Collaborate with stakeholders in the airport industry to promote funding for sustainable aviation initiatives

- Address the funding considerations that SFO and other airports should work on together to ensure implementation of multi-airport sustainability initiatives.
- Coordinate with other airports to advocate for federal and state financial assistance to accelerate the development of projects to reduce airport-related emissions, such as building capacity for sustainable aviation fuel, infrastructure to reduce engine idling, and carbon offset credit programs, such as the International Civil Aviation Organization's Carbon Offsetting and Reduction Scheme for International Aviation, Airports Council International Airport Carbon Accreditation Program.

## Next



### Identify viable financing mechanisms for future sustainability initiatives

- Evaluate long-term potential and implications of creating a **sustainability revolving fund** within the constraints of the airport's Lease and Use Agreement.
- Track progress of the **Airports Cooperative Research Program study** on revolving loans funds, apply any viable findings.
- Explore **capital financing instruments (current and emerging) available for sustainability projects** (e.g. Green Bonds, Climate Bonds), clarify eligibility criteria and reporting protocols.
- Identify opportunities to access markets for SFO's assets and projects, and what new standards must be met to enable this.



Ensure all capital project specify & quantify sustainability investments to operationalize SFO's Strategic Plan Goals

# G4 ALIGN

## Align service to communities with our mission and business performance priorities

SFO is an international airport based in one of the most culturally diverse regions of the country, with non-stop flights to more than 50 international cities, and 85 cities in the U.S. SFO strives to strengthen the communities we serve and operate in, not only by leveraging our economic opportunities, but also by promoting mission-based volunteerism and community fundraising, all while ensuring a safe, seamless, and positive travel experience for all of our passengers.

At SFO, we are committed to SFO being a great place to work for all employees, with the shared goal of a safe, pleasant, and unique passenger experience. SFO's Delivering Exceptional Projects document identifies a value

proposition to create a local sense of place within all of the facilities it designs. This is further noted in the Airport's People Strategy, to create a place that invests not just in its facilities but in the health, well-being and prosperity of its employees.

Strengthening our communities creates social and economic value. Vibrant communities help businesses grow, which creates additional opportunities for our communities to benefit. Fostering an inclusive and cohesive community brings to light the diversity of the people who comprise it and allows us to better address everyone's needs.

### Actions

Through the following actions, SFO will expand initiatives to serve local communities.

- **Now (FY18-19)**
  - Foster volunteering opportunities that inspire and engage employees, make them feel connected to SFO's mission, and allow them to use and build on their skills
  - Explore opportunities to recognize employees for community giving
- **Near (by FY20-21)**
  - Support new initiatives that promote giving back to the communities we serve
  - Connect volunteer efforts at SFO to broader campaigns such as National Volunteer Week, when applicable



UNITED NATIONS GLOBAL  
GOAL TARGETED





## Now



**Foster volunteer opportunities that inspire and engage employees, make them feel connected to SFO's mission, and allow them to use and build on their skills**

- Develop meaningful and relevant volunteering opportunities that promote **SFO's mission, showcase and develop** employee skill sets, address community needs, and advance both social and business benefits.
- Initiate Airport-wide mission-driven community service/ service-learning events in partnership with community-based organizations that result in **demonstrable social impact and deeper community connections with SFO.**
- Increase staff participation in **community engagement initiatives.**



**Explore opportunities to recognize employees for community giving**

- Recognize employees Airport-wide for their **community service and philanthropy** by creating forums for employees to share their experiences and motivate others to volunteer.
- Continue the Airport's **"One of a Kind" Program to recognize and celebrate** exceptional Airport staff (within the Airport Commission and beyond) who demonstrate dedication to providing a welcoming experience for guests.

## Near



**Support new initiatives that promote giving back to the communities we serve**

- Sponsor initiatives focused on **improving quality of life, community building, and economic self-sufficiency and mobility.**
- Leverage existing partnerships and resources to make an **impact on vulnerable populations** (for example, the SFO Food Donation Program).
- Connect employees with volunteer opportunities (within SFO and beyond) that **help meet community needs** and bring lasting benefits.



**Connect volunteer efforts at SFO to broader campaigns such as National Volunteer Week, when applicable**

- Continue to **serve as a resource to other Airports and stakeholders** on Human Trafficking Awareness Campaigns.
- Continue to hold the annual Ready, Set, Fly (a simulated travel experience for individuals with autism and developmental disabilities) event and use this model to **launch new initiatives**, including an event that focuses specifically on older adults.





ENGAGEMENT ACTIONS

ENCOURAGE

ENGAGE

ENHANCE

PROMOTE

ACHIEVE





# ENGAGEMENT ACTIONS

## Background

Meaningful engagement with a diverse range of stakeholders is foundational to the success of SFO's sustainability initiatives.

The means of achieving the goals outlined in this strategy apply to all of the airport's staff and services, and that message is promoted through programs designed to encourage employees to lead by example.

SFO's "Reaching for Number 1" program, for example, plays a major role in helping the airport lead, grow and adapt to change well into the future. The program provides a forum for SFO staff to collectively examine issues faced by the airport, find ways to improve and ensure that we continually work toward our mission: providing an exceptional airport in service to our communities.

This year, SFO's leaders selected nearly 100 employees to participate in Reaching for Number 1 committees on these areas: Sustainability, Net Zero Energy, Zero Carbon/Transit First, Healthy Buildings, Water Conservation, Zero Waste, Social Responsibility, and Wellness. Each committee was tasked with creating a set of goals and a work plan to accomplish them within the year. These plans are reviewed by SFO's executive staff, who receive progress updates on them at the middle and end of each year.

The portfolio of ways SFO engages with its employees on sustainability efforts also extends to the airport's process for developing its capital projects, which each include a stakeholder engagement program focused on sustainability. All capital projects must also be aligned

with the sustainability goals set in SFO's guidelines for "Delivering Exceptional Projects" and "Revenue Enhancement and Customer Hospitality" (R.E.A.C.H.). SFO capital projects must also be reviewed by its Design Review Committee and approved by its Net Zero Energy Project Review committees to ensure the airport works towards its goal of producing "net-zero" energy.

These initiatives were all launched by SFO's executive leaders to ensure the objectives set in the airport's five-year Strategic Plan are met. All SFO staff are required to report on their contributions towards these objectives as part of their biannual Performance Plan and Appraisal reports.

SFO's leaders recognize the need to continue to increase and broaden its engagement with all of the airport's stakeholders to attain its strategic plan goals effectively. It is key to establishing credibility and building support for the airport's sustainability initiatives so that decisions made in the process can be well-informed by those most impacted by them.

Through the initiatives outlined in this section, SFO will engage in a more regular and substantial way to reach all of its stakeholders – even those who may feel disenfranchised from or unaware of the airport's social and environmental commitments.

Doing so will help empower those involved with the airport's operations to develop a sense of ownership and investment in shaping sustainability policies and delivering projects.



### KEY ACTIONS: ENGAGEMENT

- E1 ENCOURAGE all staff to act as leaders in SFO's sustainability efforts
- E2 ENGAGE with airport stakeholders to enable informed decision-making
- E3 ENHANCE partnerships in the region and aviation industry
- E4 PROMOTE SFO as a destination for culture and a catalyst for learning and community engagement
- E5 ACHIEVE airport-wide compliance with our SFO's standards of safety, security, employee compensation and conduct



# E1 ENCOURAGE

## Encourage all staff to act as leaders in SFO's sustainability efforts

As a team, SFO has worked decisively to be a responsible steward of the environment by incorporating sustainability into the DNA of our operations and new construction. These actions have led us to be recognized as an industry leader in sustainable practices, and we continue to set ambitious goals to be the very first Airport to achieve zero emissions, zero waste to landfill and zero net energy.

We can't do this unless we communicate fully and help one another roadmap our strategies, trouble-shoot challenges, and cheer our accomplishments in this new era of moonshots. The next five years will be challenging, with even greater challenges ahead that are not yet envisioned within our current strategic plan.

### Actions

Building teams and talent to advance our ambitious goals is central to our sustainability plan, as outlined in the initiatives below.

- **Now (FY18-19)**
  - Assess SFO staff's needs for sustainability knowledge and development
- **Near (by FY20-21)**
  - Provide staff tools to promote collaboration on sustainability efforts, communication and well-being
  - Expand sustainability training and awareness programs for staff
  - Launch programs to embed sustainability into SFO's institutional culture
  - Expand team-building and recognition efforts to promote a stronger workplace culture



UNITED NATIONS GLOBAL  
GOAL TARGETED



## Now



### Assess SFO staff's needs for sustainability knowledge and development

- Gain a stronger understanding of SFO staff **competencies and knowledge** to enable team members to work towards sustainability goals more effectively.
- Develop a biennial **sustainability survey and gap analysis for staff and tenants** to benchmark their awareness of and involvement in SFO's environmental and engagement programs, awareness campaigns and events. Use the findings to inform **sustainability training and education programs**.
- Create a sustainability-focused **human capital plan** and **protocols for staff recruitment** to better match talent with SFO's technical and operational needs.

## Near



### Provide staff tools to promote collaboration on sustainability efforts, communication and well-being


- Provide more opportunities for **two-way feedback** so staff can communicate more effectively about SFO's collective and individual progress on its sustainability goals.

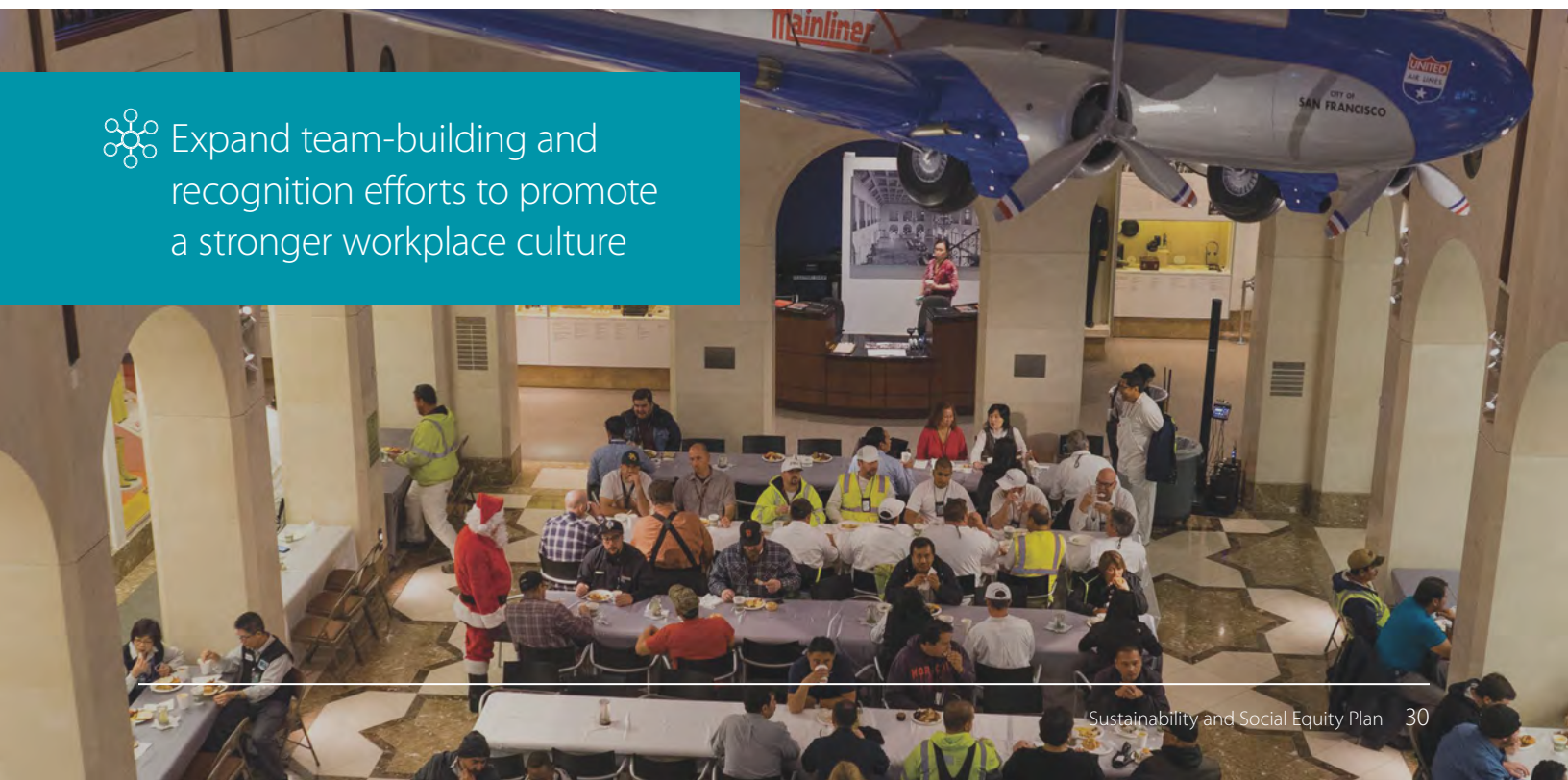
- Launch a **Sustainable SFO dashboard** to provide staff access to sustainability-related data on the airport, building and work station levels.
- Launch an electronic platform to collect, catalog, and respond to **staff feedback and suggestions**.
- Launch a **sustainability reporting hotline or help desk** where staff can get information from designated subject experts.
- Explore opportunities to use **peer coaching and technology solutions** to promote sustainability and well-being among staff.



### Expand sustainability training and awareness programs for staff

- Use SFO Academy, the airport's central employee training program, to **deliver a sustainability curriculum to all SFO divisions**.
- Create **sustainability "micro-trainings"** to build staff expertise on a broad range of subjects (e.g. drought awareness) through SFO Academy.
- Create a **sustainability outreach suite** that includes a campaign to promote actionable tips, staff recognition and other news via FlySFO.com, SFO Connect, smartphone "push" notifications and flyers by working with Reaching for Number 1 committees.

 Expand team-building and recognition efforts to promote a stronger workplace culture





## E1 ENGAGEMENT ACTIONS ENCOURAGE

- Create **professional development opportunities** to help staff build knowledge in key technical areas (e.g. Leadership in Energy and Environmental Design certification for building design and construction) and other trainings for facilities, and tenant managers.
- Host **experiential education events** such as “Lunch and Learn” sessions, guest presentations, and visits to sites (such as SFO’s waste hauler facility) by collaborating with key teams in safety, health and wellness, and trades.
- Create sustainability-related **workforce development pathways** for a diverse audience with **local organizations** (e.g. Green For All, the Ella Baker Center).
- Create a **mentorship program** that showcases opportunities within SFO and other agency partners to personalize the sustainability story.

### Launch programs to embed sustainability into SFO’s institutional culture

- Launch a **sustainability champions or ambassadors program** to shepherd campaigns to change behaviors throughout all functions of SFO’s organization or add sustainability to other established recognition programs like One of a Kind.
- Create **employee engagement programs** to promote “boots on the ground” activities to promote sustainability and corporate responsibility, such as volunteering, service work, tour guidance, and experiential learning for diverse audiences.

- Promote the development of **personal sustainability projects** to expand impacts beyond the workplace (also through employee engagement programs).
- Create opportunities to **track and report on wellness activities**, such as including **health and fitness as part of performance goals**, and by creating **sustainability challenges** to promote employee well-being as a top priority.
- Create staff competitions such as “**cash for trash**” or “**pay as you throw**” programs to reward waste reduction in partnership with custodial staff.

### Expand team-building and recognition efforts to promote a stronger workplace culture

- Launch a **Sustainable SFO Recognition Event** to show appreciation for staff who take on voluntary sustainability efforts.
- Launch **off-site social events for staff** and **provide amenities for employees’ wellness and relationship development** (e.g. ergonomic work stations, and break rooms that promote play) to demonstrate SFO’s gratitude towards its hard-working staff.



Assess SFO staff’s needs for sustainability knowledge and development



# E2 ENGAGE

## Engage with airport stakeholders to enable informed decision-making

Successful implementation of SFO's Sustainability Strategy will require participation from the airport's entire team, and not just City staff but our tenants too.

This strategy was created through the work of SFO's Sustainability & Environmental Policy Division to convene employees from all divisions to guide the airport's environmental and broader efforts. Foundational to

this is SFO's core value of "we are one team". Everyone individually, and the airport team collective, has a role to serve to elevate our campus to achieve sustainability and social equity. Accomplishing SFO's moonshot goals will require radical ideas, dynamic skills and interdisciplinary support.

### Actions

There's much work to be done – our first steps to engage with a broader network of stakeholders and change-makers begins with the initiatives outlined here.

- **Now (FY18-19)**
  - Use new tools to boost engagement and communication with stakeholders
  - Get tenant staff engaged in SFO's sustainability training and programs
  - Encourage airlines to adopt sustainability initiatives
  - Grow public awareness of SFO's sustainability leadership
  - Re-launch and expand SFO's Green Business Program
  - Implement sustainability policies for all tenants and ground transportation providers
- **Near (by FY20-21)**
  - Create interactive educational tools in SFO's terminals that use tangible, technologically enticing ways to increase awareness of SFO's sustainability efforts.



UNITED NATIONS GLOBAL  
GOAL TARGETED



## Now



### Use new tools to boost engagement and communication with stakeholders

- Benchmark and measure **perceptions of (and interactions with) the airport's sustainability efforts among tenants, airlines and staff** and create a matrix to track sustainability programs and policies for regular updates.
- Launch dashboards on SFO Connect and FlySFO.com to help **display performance metrics and regularly communicate about SFO's sustainability goals and outcomes**.
- Use **dashboards** to introduce the airport community to sustainability measures and metrics.
- Conduct a **sustainability needs assessment for airport stakeholders** and use the findings to conduct trainings for staff during onboarding and orientation, through appreciation activities, and for tenant and airline staff, on an annual basis.
- Create a **strategy for sustainability communications, engagement and branding** to outline key messages, themes, target audiences and outcomes, as well as communication tools available (e.g. a suggestion box, annual recognition event, signage, the web, e-tenant sustainability guide, fact sheets).



### Get tenant staff engaged in SFO's sustainability training and programs

- Encourage **sustainability training** as a component of badge issuance or new employee orientation (for the Airport Commission or other airport employers).
- **Promote transport programs and incentives** to encourage tenants' staff to commute by means other than driving alone.
- Decrease **solo driving to the airport by travelers and staff**, and focus on outreach to tenant staff.
- Increase **participation in the Employee Commute Options program** to 10% of Airport Commission employees and 10% within each department.



### Encourage airlines to adopt sustainability initiatives

- Create a working group to **engage with sustainability-related airline and tenant staff** to address questions, share data and findings, and discuss new technologies.



### Grow public awareness of SFO's sustainability leadership

- Utilize the West-of-Bayshore property for **educational opportunities for local schools**.
- Reach out to local community organizations and schools to **promote education about airport sustainability and science**.
- Partner with non-profit organizations to create educational **internships and fellowships** through aviation-related college capstone projects and other ways.
- Expand the staff-focused Sustainable SFO dashboard to provide **passenger-related sustainability data on demand**.
- Partner with organizations like the Exploratorium and local colleges through capstone projects to create **permanent or rotating exhibits** at SFO.

- Partner with San Mateo County and the City and County of San Francisco to **educate more public-sector employees about SFO’s sustainability efforts.**

 **Re-launch and expand SFO’s Green Business Program**

- Convene an **Airport Tenant Sustainability Working Group**, re-launch SFO’s **Green Business Program** and promote enrollment to tenants.
- Coordinate Green Business Program initiatives with **energy, water and waste working groups.**
- Revise the **airport sustainability utilities policy** from the Terminal 2 development and extend to other terminals aligned with sustainability goals.
- Explore the use of **tiered energy rates** for tenants to **promote energy efficiency.**
- Create an **SFO tenant sustainability curriculum** to offer green trainings for tenants.
- Form a sustainability working group subcommittee to create an **SFO sustainability certification program** that motivates all airport stakeholders to participate.
- Perform **energy audits on all lease spaces** to identify energy and carbon saving opportunities.
- Track **tenant-produced waste** using card readers or pin codes to monitor individual waste volume and diversion.
- Implement **energy requirements for lease agreements** with tenants, vendors and advertisers.



**Implement sustainability policies for all tenants and ground transportation providers**

- Include **sustainability standards in requests for proposals and qualifications.**
- Explore electric vehicle incentives and infrastructure for **transportation network companies** and all ground transportation operators.
- Eliminate **unnecessary taxi idling.**
- Get all ground transportation providers involved in setting goals for reducing greenhouse gases.
- Revise and **extend the airport’s sustainability food and beverage policy** to all terminals.
- Create a consensus-based policy to **eliminate tenant waste created by single-use products** (e.g. condiment packets, water bottles).
- Create **“green”-level training** for all tenants to receive prior to certification of occupancy.

**Near**



**Create interactive educational tools in SFO’s terminals that use tangible, technologically enticing ways to increase awareness of SFO’s sustainability efforts.**



**Re-launch and expand SFO’s Green Business Program**



# E3 ENHANCE

## Enhance partnerships in the region and aviation industry

As an intermodal transportation hub, connection is at the core of SFO's business. The airport's work serves the mutual interests of its passengers, staff and local communities.

Providing and improving services like SFO's AirTrain and our certified green terminals, and implementing

high-impact policies such as SFO's Clean Vehicle Policy, require the airport to work across geographic boundaries and board rooms to ensure all partners are present and invested in achieving mutually-beneficial outcomes.

### Actions

SFO's partnerships enable our airport to achieve lasting results for everyone we do business with. Through the actions outlined in this section, SFO will continue to strengthen them.

#### ● Now (FY18-19)

- Promote collaboration with airlines and tenants on sustainability efforts
- Use a Customer Relationship Management tool to use sustainability-related partnerships more effectively
- Support collaborative efforts to advance sustainable aviation technologies
- Enhance partnerships between SFO departments and with regional agencies to advance sustainability efforts

#### ○ Near (by FY20-21)

- Deepen partnerships with community-based organizations to advance sustainability efforts



UNITED NATIONS GLOBAL GOALS TARGETED



## Now



### Promote collaboration with airlines and tenants on sustainability efforts

- Create customized versions of existing **employee and tenant engagement tools** (online suggestion box, sustainability outreach suite) for airlines and other tenants made available via FlySFO and SFOConnect.
- Work with BART and “Reaching for Number 1” committee on zero carbon transportation to improve **signage location in BART stations** to encourage transit use by airline and tenant employees.
- Promote the use of **Leadership in Energy and Environmental Design (LEED) guidelines for operations and maintenance** by tenant staff and custodians.



### Use a Customer Relationship Management tool to use sustainability-related partnerships more effectively

- Use a Customer Relationship Management (CRM) tool to help manage **communications and services for stakeholders**.
- Standardize use of the CRM tool as an overall organizational strategy.
- Create a working group to identify the best ways to **leverage the airport’s contacts to help achieve sustainability goals**.
- Use the CRM tool to establish **new relationships with organizations** that can help achieve sustainability goals.



### Support collaborative efforts to advance sustainable aviation technologies

- Collaborate with other airports to advocate for federal/state financial assistance to develop **sustainable aviation fuel technology**.
- **Address concerns about noise impacts associated with the Federal Aviation Administration’s NextGen program** by partnering with the FAA, SFO Community Roundtable Committee and others.
- **Support the dialogue with the FAA concerning the process for metroplex airspace redesign** by supporting members of the SFO Community Roundtable and form a committee on South Bay arrivals with data and training.



### Enhance partnerships between SFO departments and with regional agencies to advance sustainability efforts

- Create a **database of SFO’s sustainability-related partnerships** that includes details like SFO’s role, its lead staff member, meeting schedules, and a library of meeting resources (e.g. agency committees, aviation trade associations) to enable expanded access to “matrix” staff.
- Create a **strategy to use sustainability-related partnerships to expand SFO’s capacity** to achieve its goals and advance a next-generation agenda (with agencies like the SF Department of Environment, SF Public Utilities Commission, Peninsula Clean Energy and San Mateo County).
- Convene sustainability managers of the airport’s capital projects to share **challenges, best practices, resources and other guidance**. Catalog and share findings with relevant stakeholders.
- Create a **plan for sea level rise and resilience** and integrate it into the airport’s development plan, guidelines for planning, design and construction, and its master plans by working with the Planning, Design and Construction divisions.

## Near



### Deepen partnerships with community-based organizations to advance sustainability efforts

- Catalogue relevant **organizations in the aviation industry, non-profits, private- and public-sector organizations** that could help SFO reach its sustainability goals.
- **Expand workforce development partnerships with non-profits and local businesses** (e.g. via local food sourcing) to deepen connection to SFO’s community and social responsibilities.
- Deepen engagement with **regional adaptation and resilience groups** to inform SFO’s shoreline protection program and create a framework for SFO policies and programs aligned with the airport’s sea level rise action plan.

- Establish and catalogue **university sustainability partnerships** to support SFO's sustainability efforts (with programs like the UC Berkeley Airport Design Studio, Sustainable Transportation Program, Green Building Research Center, Center for the Built Environment, Center For Environmental Design Research, Stanford and University of SF).
- Explore business, policy and data science programs for useful sustainability ideas, possibly through a **"hackathon" or outreach through student-oriented conferences**.
- Access or create airport or **relevant industry buyers alliances** to drive market transformation and elevate environmental outcomes and climate mitigation and adaptation portfolio where most impactful.
- Partner with **sustainability-friendly vendors** when hosting social events like Employee Appreciation Day.
- Explore opportunities to **sell waste water to nearby users**, potentially by partnering with the SF Public Utilities Commission.
- Deepen relationship with **SF Public Utilities Commission** to evaluate a future portfolio of mutually beneficial projects and involve other **city departments** to leverage expertise and **economies of scale**.
- Improve **public transit connections** to SFO by continuing work and enhancing relations with BART, SamTrans, Caltrain and other transit agencies.
- Collaborate with the **clean energy industry** to obtain the latest knowledge.



Support collaborative efforts  
to advance sustainable aviation  
technologies





# E4 PROMOTE

## Promote SFO as a destination for culture and a catalyst for learning and community engagement

SFO's employees are its most valuable resource, as they are crucial members of our community tasked with safeguarding our facilities and serving as ambassadors to our passengers. As outlined in the SFO People Plan, the airport will invest significant resources to expand training opportunities via the new SFO Academy to ensure a rewarding professional journey for all staff. SFO works to provide the professional development resources needed to maintain and enhance an effective and competent workforce of employees who reflect the airport's mission and are committed to helping SFO achieve its goals in sustainability and other areas. We are open to new ideas

and to cultivate the technical talent and leadership needed to support the airport in the decades to come, SFO will broaden opportunities for the airport's employees and maximize the social and economic benefits for them.

Culture is also highly valued by the City and County of San Francisco and its Airport, which strives to strengthen resources for arts and culture throughout its campus. A permanent collection of world-class art along with a rotating schedule of exhibitions on a diverse range of subjects provides an educational and cultural experience for more than 50 million passengers each year.

### Actions

Through the actions outlined here, SFO will work to promote itself as a catalyst for learning and community engagement.

#### ● Now (FY18-19)

- Introduce extraordinary passenger amenities to make SFO's customer focus more visible
- Provide SFO Museum exhibitions and educational programs in the terminals
- Promote aviation culture and history at SFO's Aviation Museum and Library

#### ○ Near (by FY20-21)

- Implement new, imaginative ways to communicate with passengers
- Make the airport a richer destination for learning and community engagement
- Increase hands-on learning opportunities for students and others



UNITED NATIONS GLOBAL  
GOAL TARGETED



## Now



### Introduce extraordinary passenger amenities to make SFO's customer focus more visible

- Evaluate the feasibility for SFO's Concessions Program to introduce **new, innovative amenities for passengers** such as:
  - A quiet space for guests in each terminal
  - Additional healthy grab & go food and beverage options
  - Food order and delivery service to gates
  - Sleeping pods
  - A pet hotel
  - Complimentary shower facilities with warm towels
  - A fitness center for passengers
  - A movie theater
  - Flexible concessions hours
  - Greater variety of prices
  - A digital "lost and found" system
- Implement a **strategic plan for marketing and communications** to engage with stakeholders, including customers, on SFO's **construction projects**.
- Implement an **on-site signage program** that educates passengers and staff about the new concessions program and changes in the International Terminal.



### Provide SFO Museum exhibitions and educational programs in the terminals

- Provide unique **exhibitions of local and global culture, art, science, and history** throughout the terminals.
- Provide a **video arts gallery** in the International Terminal with rotating programs.
- Create three annual **educational programs** for exhibitions within the **International Terminal**.
- Provide **self-guided tours and educational opportunities** for SFO Museum exhibitions and the public fine arts collection throughout all terminals.
- Promote aviation-inspired after-school programs focused on **Science, Technology, Engineering, Arts, and Math, Innovation and Entrepreneurship (STEAMIE)** for local students on site, in the community and virtually.
- Conduct **tours** for airport staff on select exhibitions.
- Add **kiosks for passengers** with current information on exhibitions, locations and wayfinding.
- Use technology and social media to promote the **SFO Museum's programs** and public services.



### Promote aviation culture and history at SFO's Aviation Museum and Library

- Become a leading repository for **scholarship on aviation culture and history** and a recognized center for the study of commercial air transport.
- Produce an **ongoing series of exhibitions** about subjects within aviation.
- Support **collection development and public research services**.
- Host two annual series of lectures, symposia or seminars that emphasize the **relationship of commercial aviation to culture and industry**.
- Create an **aviation film archive and museum annex** with **touch screens for on-demand content**.



### Explore, develop, and implement new and innovative physical access and navigational systems for the Airport

- Create **indoor navigational capability for disabled travelers** that encompasses the entire Airport beyond the pilot T2 terminal, including the AirTrain and the Rental Car Center with the appropriate Airport divisions; expanding to languages beyond English.
- As part of the **SFO mobile application development** and implementation, outreach and **coordinate with disabled communities**, as well as **ensure all prominent language** are incorporated into the mobile application.

## Near



### Implement new, imaginative ways to communicate with passengers

- Explore the feasibility of implementing a **silent airport policy**.
- Explore **personalized interactive technology** on sustainability for passengers at various locations.
- Enhance customers' **digital and mobile experiences** by providing cutting-edge features and functionality, including a new **SFO mobile application**.
- Expand uses of SFO's **media room** by adding hardware and software for audio and visual presentations, press conferences and video production.
- Enhance the **Terminal 2 partnering room** with additional, upgraded microphones.
- Install **multi-functional internet phone kiosks** in each terminal.



### Make the airport a richer destination for learning and community engagement

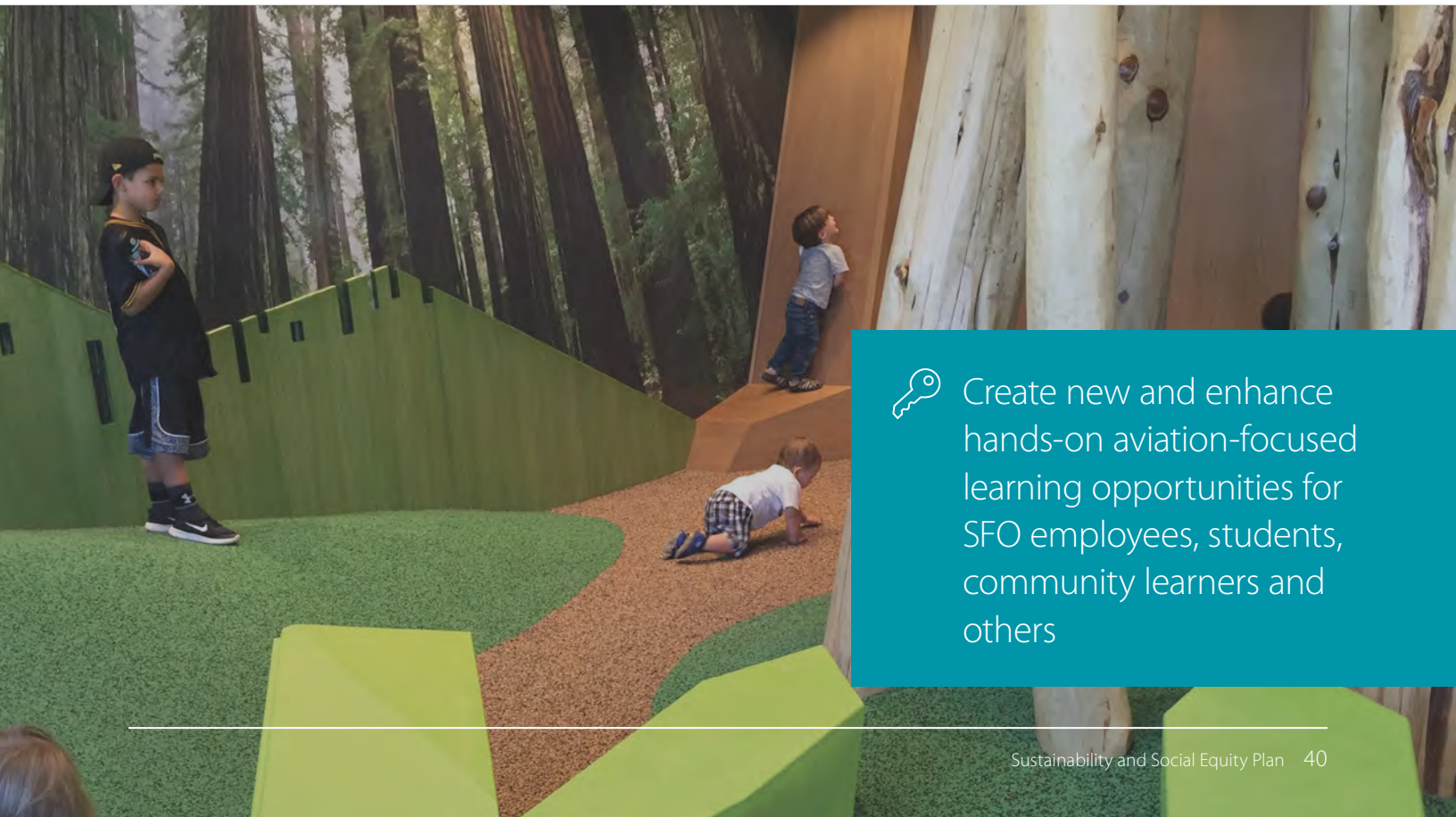
- Develop an SFO **Sustainability Volunteer and Docent Program** to better engage with passengers, deploy informational campaigns and implement sustainability initiatives.
- Enhance the airport as a **civic space** by conducting travel talks and art walks, creating gardens, expanding fitness facilities, creating Science Fridays and pop-ups at the Exploratorium, and conducting do-it-yourself sustainability workshops.
- Provide **teaching moments for passengers** to teach them about sustainable materials used within the terminal.
- Provide information about **materials used in the airport's design and construction** to creatively inspire passengers to use sustainable materials at home.
- Embrace our interaction with the public to **educate about sustainability**.
- Create a comprehensive, timely and flexible **repository of information on construction and capital plans** on FlySFO.com, SFO Connect and Widen (SFO's DAM system).

- Curate **virtual reality, panoramic, time-lapse or 3D content** for upcoming capital projects.
- Create an **SFO blog about sustainability**.



### Increase hands-on learning opportunities for students and others

- Promote after-school programs focused on **Science, Technology, Engineering and Math (STEM)** for **local schools** and STEM groups for youth.
- Offer **STEM programs to local students on airport properties** such as the water treatment plant and facilities for mechanical maintenance, design and construction, and information technology.
- Create an **internship program for student design trainees** by partnering with STEM-focused community-based organizations.
- Increase **internship opportunities for diverse populations** and expand program opportunities for seniors, veterans and people with disabilities.
- Continue to investigate new ways each year to **maximize opportunities** for success and replicability to **serve the airport community effectively**.



Create new and enhance hands-on aviation-focused learning opportunities for SFO employees, students, community learners and others



# E5 ACHIEVE

## Achieve airport-wide compliance with SFO's standards of safety, security, employee compensation and conduct

SFO's core values include **treating everyone with respect** and providing a great place to work.

To inspire all staff within the airport to launch initiatives consistent with those values, we will build on SFO's Core Values workshops. SFO will also work to ensure that the airport's landmark Quality Standards Program (QSP) continues to promote a fair and engaging workplace that

balances the priorities and well-being of our employees with SFO's business needs.

Independent studies have shown that SFO's QSP standards – especially its wage requirements – make the airport a stronger, safer and more secure place to work, with less turnover and more job satisfaction.

### Actions

Through the actions outlined here, we aim to help communities thrive by encouraging excellence in all areas, promoting our standards, and creating a work climate that supports staff's wellness and financial stability, motivates performance, and fosters shared ownership and accountability.

#### ● Now (FY18-19)

- Continue to improve the quality and stability of all jobs at SFO
- Train all staff within the airport on SFO's standards and core values

#### ○ Near (by FY20-21)

- Provide employers with scorecards to measure and improve compliance with SFO's policies
- Implement a Safety Management System that integrates and enculturates all functions and aspects of safety across all airport stakeholders
- Enhance ground support equipment programs for safety inspections, screenings and certification

#### ○ Next (by FY24-25)

- Create a 5-year strategic safety plan



UNITED NATIONS GLOBAL  
GOAL TARGETED



## Now



### Continue to improve the quality and stability of all jobs at SFO

- Provide **formal recognition** of employees who participate in SFO's **Employee Commute Options program** and employers who offer expanded **commuter benefits programs**.
- Encourage employers to provide **sufficient wages for staff to cover basic living expenses and a stable income**.
- Promote employee offerings and incentives that create a fair and engaging workplace, including **predictable work schedules**.
- Support the adoption of **benefits packages** that promote a healthy, stable life for employees even during unexpected events.
- Establish a **financial security program** that provides employees tools and support to increase their economic mobility and decrease financial stress.
- Provide recognition for employees' **sustainability-related activities** through **performance evaluations** and other processes.



### Train all staff within the airport on SFO's standards and core values

- Promote a **work environment that supports staff's wellness**, motivates **performance**, and fosters shared **ownership** and **accountability**.
- Ensure compliance with all applicable federal and state Occupational Safety and Health (OSHA) Standards by implementing an **injury and illness prevention program** and promptly addressing any recommendations or citations from OSHA inspections related to the airport's operations.
- Implement a **training program for Emergency Operations Center participants** that includes Incident Command Structure modules 100 and 200, National Incident Management Structure modules 700 and 800, a Section Chief module and business continuity.
- Expand trainings and materials that promote **SFO's core values to all airport staff**.
- Continue to **recognize and celebrate airport staff** who demonstrate exceptional dedication to SFO's standards.

- Launch a **"Tenant Boot Camp"** training for contractors and lessees that covers SFO's standards and expectations of job quality and compliance, as well as resources available from the Airport Commission.
- Inform ongoing improvements to staff training by **soliciting feedback and ideas** from stakeholders across the airport including employers, employees and passengers.
- Create standards for **healthy work environments** for employees (airport and other), including criteria for sufficient break spaces.

## Near



### Provide employers with scorecards to measure and improve compliance with SFO's policies

- Implement a **scorecard** to assess and document employers' compliance with airport rules, regulations, and policies.
- Use the scorecards to **create baselines for compliance targets** and inform additional needs for training.
- Make scorecard indicators available to key stakeholders for oversight and **action planning** purposes.
- Provide employers with a **"self-assessment" scorecard** to help them track their compliance performance.



### Implement a Safety Management System that integrates and enculturates all functions and aspects of safety across all airport stakeholders

- Strengthen **Safety Management System** on the airfield and integrate all aspects of safety and functional areas into Safety Management System.
- Make **Safety Management System key performance indicators electronically available** to stakeholders.
- Provide support for **Safety Promotion**.
- Incorporate **new training** for all Airport employees **specific to safety**.
- Expand **Safety Recognition Program**.
- Regularly update the **safety campaign marketing strategy**.
- Implement a **new mobile Airfield Incident Reporting System**.
- Launch **Emergency Operations Training 201** and continue to enhance Emergency Operations Training 101.



**Enhance ground support equipment programs for safety inspections, screenings and certification**

- Implement a comprehensive dashboard for **ground support equipment Safety Inspection Program**.
- Monitor **safety screening or certification program** for Airline Ground Service Providers.
- Track **ground support equipment pre-qualifications and certification criteria** via defined metrics and procedures and ensure framework is compliant with Rules and Regulations, Quality Service Program and the Permitting process.
- Enhance **ground support equipment Safety Inspection Program Solution implementation** to support ground support equipment Inspection Program.
- **Administer safety and security related fines and penalties via the new automated system.**
- Partner with ground handling tenants to develop and implement the **leading edge equipment**, such as rolling stock scanners and Radio Frequency Identification (RFID) sensors, to **accurately track tenant ground support equipment.**

- Continue to conduct **regular audits on 100% of ground support equipment** and increase ground support equipment safety awareness and reduce equipment and property damage caused by defective ground support equipment.

**Next**



**Create a 5-year strategic safety plan**

- Create an **airport risk profile** that identifies levels of risk and ways to mitigate them.
- Provide a **plan and training to manage stress from crisis interventions** for the airport's emergency operations staff.
- Set key objectives in a **5-year strategic safety plan.**



Implement a safety management system that integrates all functions and aspects of safety



PERFORMANCE ACTIONS

SHAPE  
ACHIEVE  
PRIORITIZE  
ATTAIN








# PERFORMANCE ACTIONS

## Background

SFO has implemented a series of proactive and innovative initiatives to reduce the Airport's carbon and ecological footprint and to achieve environmental gains within our campus and across our communities served. Perhaps what's most impressive about our success is that we've been able to make significant strides in lessening our environmental footprint, despite being one of the fastest growing airports in the United States. In 2016 our greenhouse gas emissions were 33% less than in 1990, which exceeded the City's goal of achieving a 25% reduction by 2017. In partnership with a number SFO tenants, we've also reduced energy consumed by 34 gigawatt hours and water consumed by 103 million gallons since 2013, and source separated nearly 60% of the total waste generated on campus for recycling.

SFO strives to be a model of sustainability, SFO stands as a model to other airports and large public facilities around the world. SFO is committed to prudent environmental stewardship, and we expect our partners to carefully consider this value in every decision taken in conjunction with Airport activities. SFO's vision of sustainability and resilience is to establish and achieve industry-leading standards for social inclusion, environmental stewardship, and economical responsibility. Our flight path to sustainability doesn't end on our campus: we hope to inspire our industry as a whole. Our ambitious performance targets include the following:

KEY PERFORMANCE INDICATOR	2021 GOAL
 Greenhouse Gas Emissions	Carbon neutrality by 2021
 Energy	Achieve a net zero energy campus by 2021
 Water Use	Achieve 15% reduction per passenger per year
 Waste	Divert 90% of all Materials from landfill
 Transport	Achieve an all zero emission light-duty fleet and electrify all eligible ground support equipment

Despite our investments in the Airport's campus across our building, design and operational portfolio, SFO has aging infrastructure and limited accounting of assets that are critical to serving the Airport's strategic plan objectives. These barriers to entry to the Airport's "net zero" goals are prioritized through varied capital, master planning, and policy initiatives prioritized year one under this sphere. Other critical path work is scheduled to be accomplished to root out waste and deliver savings, deepen organizational and partner connectivity, and reduce utility consumption and carbon emissions. This will serve to benefit not only Commission-controlled operations, but the entire value chain so that all Airport stakeholders, including our passengers, can reduce their own impact through the proposed new products and services.



### KEY ACTIONS: PERFORMANCE

- P1** SHAPE a built environment that brings positive impact
- P2** ACHIEVE zero waste in our supply chain
- P3** PRIORITIZE low-carbon ground transport alternatives
- P4** ATTAIN equitable inclusion in economic opportunities



# P1 SHAPE

## Shape a built environment that brings positive impact

SFO is implementing a \$7.4 billion capital plan to improve the airport's facilities to meet our world-class standards for customers, meet the high demand for air travel by increasing capacity in terminals and gates, and to make them deeply efficient and sustainable.

These projects must also meet the standards of the San Francisco Green Building Code, which mandates that all municipal projects bigger than 10,000 square feet meet the Leadership in Energy and Environmental Design (LEED) Gold standard, as well as those of SFO's Sustainable Planning, Design and Construction Guidelines. SFO also sets an expectation of "exceptional project outcomes," which requires ongoing reports on progress towards sustainability goals and estimates of the Sustainability Return on Investment provided by its projects.

SFO committed to specific Energy Use Intensities for our projects, based upon industry benchmarks, energy modeling and commissioning requirements, and use of LEED v4, in advance of City and industry-wide adoption. This was enabled through, the first Airport LEED Master Site Certification, prepared by the Terminal 1 Program, that allows other projects to leverage these overarching credit categories, and has helped elevate SFO's certified LEED portfolio to include 25 unique projects.

### Actions

Through the actions outlined in this section, SFO will continue its efforts to shape a built environment that brings positive impacts.

- **Now (FY18-19)**
  - Make utility consumption visible using data analytics
  - Create a policy and project management framework to promote energy conservation
  - Eliminate energy waste using state-of-the-art technology
  - Continue to switch to more renewable and resilient energy sources
- **Near (by FY20-21)**
  - Complete and expand SFO's water recycling and conservation projects
  - Create indoor environments that promote health and well-being
- **Next (by FY24-25)**
  - Redefine sustainability for airports and make SFO the world's first "living campus"



UNITED NATIONS GLOBAL GOALS TARGETED





## Now



### Make utility consumption visible using data analytics

- Continuously improve the **utility efficiency of the campus** through data analytics, ongoing building and systems **commissioning** and long-term **utility management**.
- **Locate all utility meters** and catalog information into the geographic information system database to enable future utility reporting, benchmarking and to prioritize efficiency measures. Information should include square footage, occupancy type, age, number of people and operating hours.
- Establish a **complete baseline of consumption for all building-level utilities**. Use this and building information to determine each building's utility consumption and costs by use, intensity and water usage.
- Complete **energy use benchmarking for all campus buildings** to determine their EnergyStar and Zero Energy Performance Index scores, then utilize these scores to prioritize portfolio-wide measures for energy efficiency measures and audits to be completed as part of the Zero Net Energy Plan.
- Create a **dynamic map** to display all **utility consumption data by building and use**. Share this map with all relevant airport stakeholders as part of a comprehensive strategy for behavioral engagement.
- **Integrate utility study findings into the Airport Development Plan, the Capital Improvement Plan and the Virtual Design and Construction Program** to inform SFO's sustainability plans, including the Zero Net Energy Plan, Zero Waste Plan and Recycled Water Plan.
- Create a database of energy efficiency projects to **estimate implementation costs and savings** within buildings. Use this information to report on overall impacts of these projects via a sustainability dashboard.



### Create a policy and project management framework to promote energy conservation

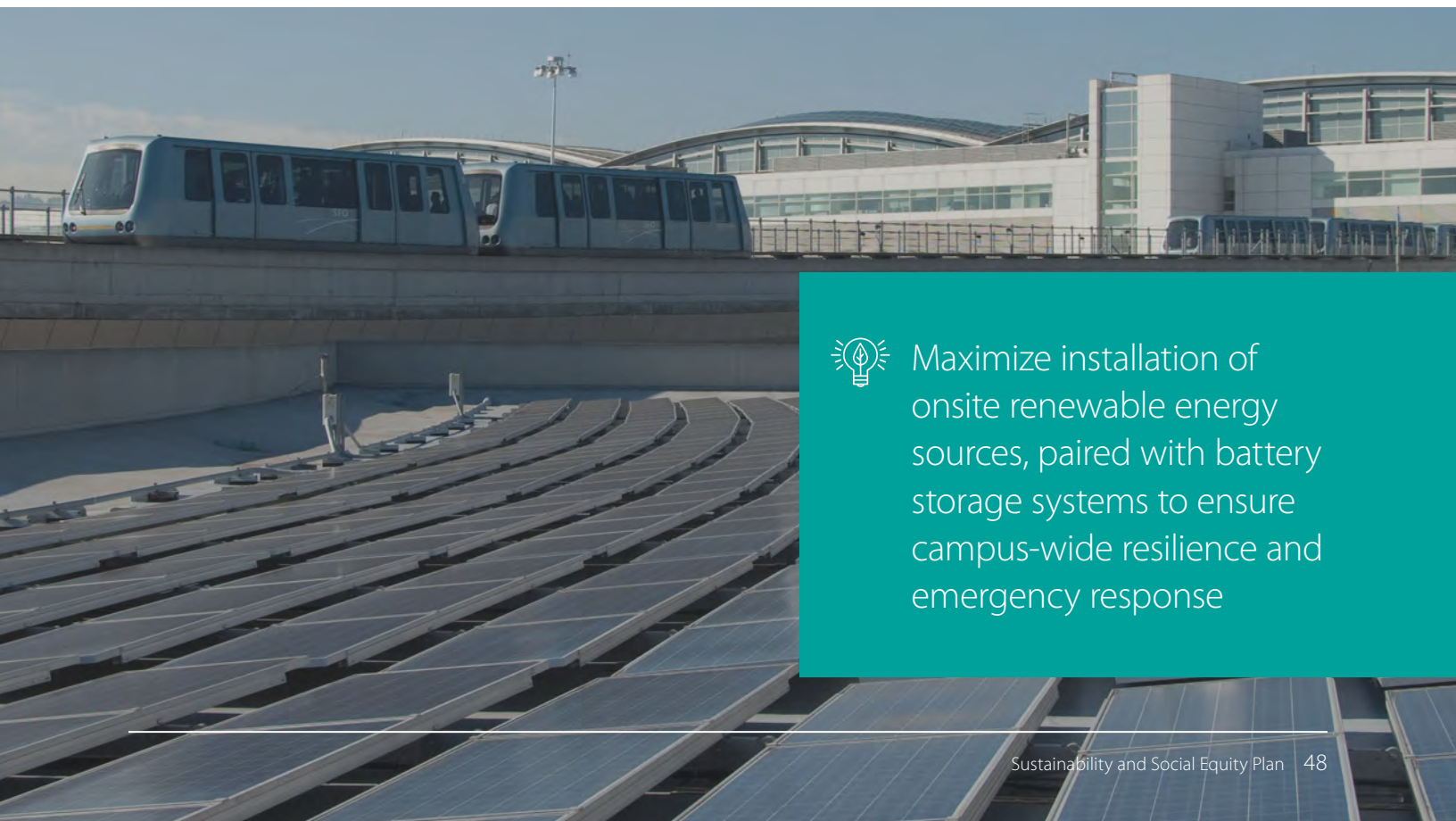
- Publish a **"triple zero" technical memo** to provide guidance on critical sustainability projects, such as smart meter deployment, a zero net energy master plan and to prohibit the use of natural gas in heating, ventilation and air conditioning (HVAC).
- Create a comprehensive **zero net energy master plan** that combines the energy efficiency work of current capital projects, the Solar Feasibility Study, the Electric Vehicle Readiness Study and the Airport Development Plan. This will provide guidance for targeted deep energy retrofits on existing buildings, deploying renewable energy systems in strategic locations, inform the design of the future Heat Recovery Chiller Plant and create outcome-based performance contracts to ensure all capital projects work towards the airport's zero net energy goal.
- Finalize **Zero Net Energy Specifications and sustainability documentation requirements** for all projects and ensure all projects are reviewed by the ZERO (Zero Energy Resilient Outcomes) Committee to ensure that all energy efficiency measures are documented, energy models are submitted, LEED and CALGreen checklists are collected and that use of natural gas is prohibited.
- Incorporate the **most recent building codes into designs** as updates become available to reduce utility consumption and carbon footprint.
- Ensure team delivery of cost-effective zero net energy projects by **raising the importance of the airport's zero net energy goals** with project teams early in the design process and utilizing the stakeholder engagement process.
- Create a **master project management** spreadsheet to display all relevant projects from the Planning, Design and Construction divisions and Information Technology and Telecommunications (ITT) Division to **identify sustainability decision points** and data needs.
- Expand **sustainability and environmental project requirements** to include guidance on exceptional project outcomes as envisioned in REACH. Incorporate these into the capital planning process as follows: sea level rise considerations; require net zero "readiness" projects including future Advanced Water Treatment Plant Capital Improvement projects, the proposed new central plant, and an energy management control system.
- Work with the Facilities and ITT divisions to adopt an **energy management policy** to guide the development of workstation plug load specifications, accessibility (or smart solutions) for remote occupant access controls, and specifications for procurement of electronic office equipment.

- Create a **technology demonstration policy**, contracting and funding process for Bay Area companies to demonstrate proof of emerging technologies.
- To gain recognition from the airport industry and make the project delivery process fully systematic, consider pursuing **relevant certifications** such as LEED for Operations and Maintenance, EnergyStar, Envision, and ISO-14001 and 50001.
- Implement an **integrated smart building management** and reporting system, including an energy management and control system plan for terminal buildings. Implement technologies to monitor the airport ecosystem.
- Create technical specifications to integrate and standardize **central control systems** for lighting, HVAC and power distribution.



**Eliminate energy waste using state-of-the-art technology**

- Measure reductions in the airport’s utility usage by comparing it to a 2013 baseline.
- Create a **data center efficiency initiative** to analyze the power use of data centers and server rooms. Research methods to reduce energy consumption, including practices related to the OMB Data Center Optimization Initiative.
- Create a plan to purchase **voluntary, certified carbon offsets** for remaining emissions from Airport operations (Scope 1) in time to meet the airport’s goal of zero carbon consumption by 2021.
- Create a **catalog of HVAC assets** and refrigerant gases in use or storage and capture data from waste water treatment processes and associated emissions by assisting SFO’s mechanical maintenance team using environmental, health, safety and sustainability software.
- Evaluate the costs, benefits and risks of **transitioning to next-generation, more sustainable refrigerant gases** for chillers and package air conditioning units.
- Create a **policy for HVAC thermostat settings and usage schedules** to reduce energy usage, based on building types and work schedules.
- Implement energy efficiency measures including **comprehensive lighting audits and retrofits** for all buildings, as well as **ITT energy management** of computer systems and plug loads in offices.



Maximize installation of onsite renewable energy sources, paired with battery storage systems to ensure campus-wide resilience and emergency response

- Construct a new **Heat Recovery Chiller Plant** to help reduce energy consumption by nearly 10% and eliminate natural gas consumption.
- Deploy **technologies to reduce energy use in buildings** such as radiant floors, displacement ventilation, dynamic glass, power over ethernet devices and phase change materials.



#### Continue to switch to more renewable and resilient energy sources

- Complete the **Solar Feasibility Study** to assess the capacity of available airport property to generate solar energy and identify ways for SFO to partner with other agencies to purchase renewable energy offsets for remaining energy usage by 2021.
- Complete a **microgrid with on-site renewable energy generation, backup generators and battery storage** to make the airport more resilient.
- **Evaluate the suitability of using renewable diesel** in stationary generators by working with facilities and tenant staff.

## Near



#### Complete and expand SFO's water recycling and conservation projects

- Create a **recycled water plan** to inform the design of the proposed **Advanced Recycled Water Treatment Plant**, plan for the most effective scenarios for recycled water distribution and factor predicted climate risks into planning scenarios.
- Ensure that all **future capital projects will be dual-piped** to make full use of the Advanced Recycled Water Treatment Plant.
- Continue to prioritize on-time completion of the **Advanced Recycled Water Treatment Plant** and pipeline projects for recycled water distribution.
- Explore the viability of a **water context evaluation** and reporting framework to strengthen the airport's efforts to build a resilient water system.
- Continue to implement **water conservation strategies** through partnerships, education, and new procedures, organization, personnel, resources and technology to reduce water use by 10% per year and by **15% on a per passenger basis** from a 2013 baseline level.

- Continue to prioritize the installation of **smart water meters, a leak detection system** and the creation of a **water system modernization program**.
- Ensure that the energy and water savings are evaluated together as projects are developed.
- Explore the feasibility of **on-site rainwater capture and reuse** to reduce runoff and minimize demand for energy-intensive water recycling.



#### Create indoor environments that promote health and well-being

- Promote SFO's "**wellness**" movement and reinforce the belief that smart design decisions can dramatically improve **user health and happiness**.
- Ensure that the Consolidated Administrative Campus and other spaces for staff and customers provide **access to clean air, affordable and healthy food, natural light, minimal noise, ergonomic working conditions, and options for exercise and outdoor enjoyment**.
- Adopt best practices for **routine deep cleaning** to ensure that high-occupancy spaces are maintained to promote optimal health (e.g. Green Seal Green Clean Program Certification GS-42, or a voluntary checklist).
- Comply with **indoor air quality** standards (e.g. Title 24, ASHRAE 62.1) for all occupied spaces.
- Evaluate common practices at SFO that **contribute to healthy indoor environments** and provide a year-end report with detailed findings and recommendations. This report will look at practices in building construction and maintenance that impact air, water, noise, lighting, ergonomics, temperature, chemical residue, biological constituents and include outdoor public areas near buildings.
- Improve **indoor lighting quality** by recording baseline metrics, estimating the health benefits of better lighting for staff, and exploring the use of light bulbs with daylight spectrums, improving access to natural daylight, installing skylights and reducing the impact of glare.
- **Reduce indoor noise** through the use of "living walls" and other measures that adhere to the standards of OSHA and other regulatory agencies.
- Identify **harmful chemicals and toxins** typically found in **furniture** and building products, and set parameters to ensure SFO specifies healthy materials.



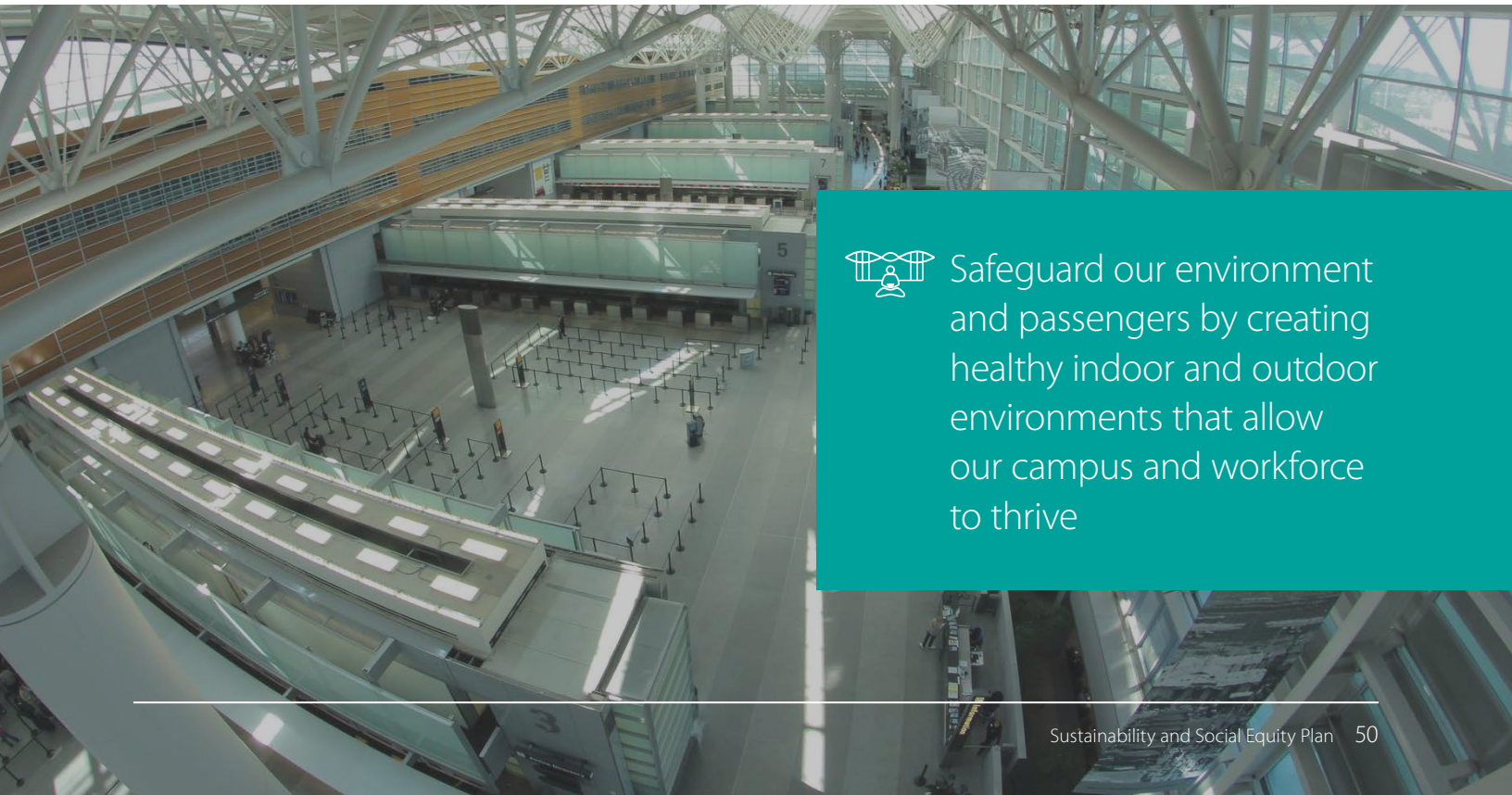
- Implement **acoustic performance requirements** to reduce noise from heating, ventilation and air conditioning (HVAC) by addressing background noise and reverberation time, as well as sound isolation, reinforcement and masking (per LEED v4 Indoor Environmental Quality standards).
- Evaluate levels of **asbestos and lead paint in SFO workplaces** and work with the Safety, Health and Wellness team to identify how such contaminants can impact work performance.
- **Eliminate on-site use of toxic chemicals** wherever viable and implement a sustainable chemicals policy for purchasing new chemicals and products.
- Study the environmental and health impacts of **electrical and radio waves** that staff are exposed to in the workplace.
- Explore conducting **ergonomic evaluations** for new employees by partnering with the Safety, Health and Wellness team.
- Explore ways to improve **work area configurations** for staff.

## Next



### Redefine sustainability for airports and make SFO the world's first "living campus"

- Make SFO the world's first "**living airport campus**" with positive impacts on energy and water, contributing zero waste to landfills, no use of substances harmful to health or the environment, exclusive use of locally-sourced and sustainable materials, and direct access to fresh air and sunlight for people in its buildings.
- Create the airport's first **healthy building standards** for managing indoor air and water quality, building operations and facilities maintenance, developed through an interdisciplinary group.
- Create standard technical specifications for **designing and purchasing building materials that are safe for the environment**.



Safeguard our environment and passengers by creating healthy indoor and outdoor environments that allow our campus and workforce to thrive

# P2 ACHIEVE

## Achieve zero waste in our supply chain

SFO is actively working to attain status as the world's first zero waste airport by 2021, under our current Strategic Plan. To achieve this goal, SFO is evaluating the siting of an onsite solid waste sorting facility, developing its first Zero Waste Plan, partnering with food and beverage vendors to donate perishable goods to those in need, and looking to eliminate the sale of plastic water bottles and shopping bags onsite.

Waste represents an inefficiency, and SFO wants to reduce, reuse, or reclaim waste for our campus and our tenants. Recycling organic, metal, plastic, glass or alternate materials at a dedicated facility reduces greenhouse gas emissions associated with the extraction, manufacture or transportation of that product during its useful life and the decomposition of that product in a landfill at its end of life. We want to eliminate that completely by making smarter purchasing decisions and developing better systems of recapture on campus with our waste hauler.

### Actions

#### ● Now (FY18-19)

- Develop and conduct zero waste marketing and awareness strategy
- Develop and implement a zero waste strategy for SFO employee and tenant communities
- Enhance recycling and composting programs to support zero waste
- Examine purchasing and contracting policies and processes to support zero waste
- Conduct research and studies to support increasing effectiveness of zero waste at SFO

#### ○ Near (by FY20-21)

- Evaluate the benefit of additional staffing to support zero waste

#### ○ Next (by FY24-25)

- Explore longer-term initiatives and best available technologies



UNITED NATIONS GLOBAL  
GOAL TARGETED



## Now



### Develop and conduct zero waste marketing and awareness strategy for SFO employee and tenant communities

- Determine needed outcomes of **zero waste marketing strategy** and include increased awareness of supply chain, including cargo growth and data, airport-wide.
- Introduce the **zero waste concept** at **SFO sponsored events**.
- Launch an **awareness campaign** in conjunction with the deployment of **new waste receptacles** at Employee Appreciation Day.
- Survey **department level waste reduction opportunities** (procurement of office supplies, proper battery disposal, eco-friendly social events like potlucks and all-hands meetings).
- Review, approve, and implement **Zero Waste Event policy** (draft in process).
- Institute **zero waste presentations** by guest speakers (e.g. on digital trash cans).
- Include **zero waste staff education** and learning development through tours to waste hauler, recycling and compost facilities.
- Ensure zero waste team is aware of **best available technologies**.
- Develop a **digital signage campaign** using visual paging, explaining how to separate trash, and where to place each type of waste.
- Plan and implement a **clean sweep service** twice per year.
- Prepare and deliver **materials management training** to all Airport staff including Commission, tenants and airline personnel.



### Develop and implement a zero waste strategy

- Conduct review to ensure that **policies needed to support zero waste** at SFO are in place and complete a **gap analysis**.
- Promote **reduced bottled water usage** among employees.
- Develop a **closed loop system** where all consumables are able to feed back in as usable products, and foster creative reuse strategies.

- Consider application of City of SF **plastic bag policy** at SFO.
- Reduce use of **plastic liners for recycling and trash**.
- Increase **tablet usage** to reduce use of paper.
- Conduct zero waste program review and convene **tenant zero waste working group** to develop pilot initiatives focused on eliminating water bottle sales, single-use packaging, and paper use.
- Explore partnerships with airlines and concessions for **donating surplus foods** and to reduce the use of **single-use containers**.
- Examine **how foods are stored on-site** and for opportunities to reduce what becomes waste, in collaboration with maintenance staff.



### Enhance recycling and composting programs to support zero waste

- Determine **gaps in understanding** about SFO's **waste hauler facility** and how it processes and recovers SFO materials.
- Review and update **e-waste program and policies**.
- Review and update **composting program and procedures**.
- Finalize **materials management signage** for terminals and deploy Airport-wide in tandem with receptacle asset inventory.
- Prepare and finalize **signage** for the **material recovery areas, access corridors, back-of-house tenant spaces, and public facing terminal spaces**.
- Work with MVP to capture **SFO Unites Against Hunger** landfill diversion gains through food donations.
- Encourage the **repurposing of tech equipment** or extending the life-cycle of electronics by partnering with community organizations (if lifetime use has been exceeded), and encouraging educational opportunities, as allowable within regulatory limitations.




### Examine purchasing and contracting policies and processes to support zero waste

- Via the central receiving and distribution center, work with vendors and their suppliers to **reduce waste in packaging**. Make a standard operating procedure and build into leasing agreements.
- Work with OCA to find ways to **reduce incoming materials and waste**.



- Create an SFO **purchasing stakeholder inventory** to define key buyers, strategic roles and tactical responsibilities.
- Work with SF Department of Environment (SFE) to develop a **user guide** or quick reference guide for all buyers.
- Prepare a **purchasing benchmark report** in partnership with SFE and develop an annual monitoring report template.

 **Conduct research and studies to support increasing effectiveness of zero waste at SFO**

- Complete **water bottle refilling station cost effectiveness study** (number of installations, manufacturers, costs) to support promotion of renewables.
- Evaluate SFO's potential **expanded role in the circular economy**.
- Collaborate with Business and Finance to develop **certified carbon offset purchasing plan** for balance of Scope 1 emissions.

**Near**

 **Evaluate the benefit of additional staffing to support zero waste**

- Create a **zero waste-to-landfill roadmap**, including staffing, resources and infrastructure to evaluate needed support.
- Identify the most effective way to share **Zero Solid Waste Management Task Reports** (currently through SFO connect and FLYSFO).

**Next**

 **Explore longer-term initiatives and best available technologies**

- Develop a **centralized supply distribution plan** to guide employees, concessionaires and airlines when procuring business supplies. Include in the distribution plan supporting policies for increased packaging reduction and zero waste Strategy objectives.
- Evaluate the idea of developing a **biofuel power plant** to run on our own waste.

 Develop and implement a zero waste strategy

**COMPOST**



**RECYCLE**



**LANDFILL**



# P3 PRIORITIZE

## Prioritize low-carbon ground transport alternatives

SFO is a Transit First Airport, meaning we promote travel options to and from the airport to reduce carbon. Both our transit partner BART and the AirTrain are powered by greenhouse gas emissions-free hydropower. SFO's Clean Vehicle Policy also guides on-airport shuttle buses, hotel and off-airport parking courtesy shuttles, shared-ride vans, and San Francisco city taxis towards alternative fuels, which yields healthier local air quality that benefits people and the environment. Over the last fiscal cycle,

SFO has doubled the number of electric vehicle charging stations at the airport, while pursuing the electrification of the airport's bus fleet and light-duty vehicle fleets. **We take pride in SFO and in our accomplishments** to drive the decarbonization of our transit infrastructure and equipment, and will implement these plan-level actions to meet a rapidly growing passenger base and equally transformative transportation modes.

### Actions

#### ● Now (FY18-19)

- Decrease single-occupancy vehicle commutes to and from the Airport by Airport Commission employees
- Develop programs and incentives to promote low emission vehicle use
- Implement effective wayfinding and communication upgrades that connect passengers to transit throughout the Airport and online

#### ○ Near (by FY20-21)

- Decrease single-occupancy vehicle use to and from the Airport by tenant employees and travelers
- Implement greater employee benefits and resources to enhance non-single occupancy vehicle commutes
- Support additional, more efficient transit and carpool services
- Plan and market for increased electric vehicle use
- Partner with transit agencies to increase awareness and jointly develop marketing opportunities
- Implement research and studies to analyze transportation data

#### ○ Next (by FY24-25)

- Develop optimal and seamless transit connections with future transportation modes, including California High-Speed Rail
- Develop bike hub opportunity to promote bicycle use to and from the Airport by employees, including secure parking, bike maintenance, and connections to bike lanes and trails
- Promote SFO's role on a regional scale as an Intermodal Transit Hub



UNITED NATIONS GLOBAL  
GOAL TARGETED



## Now



### Decrease single-occupancy vehicle commutes to and from the airport by Airport Commission employees

- Support **policy development related to commuter benefits**, flexible work schedules, and telecommuting with data, campaigns, trainings, etc. This may require managerial training to understand the benefits and policies available.
- Increase membership of the airport's **Employee Commute Options program** to 10% of Commission employee base or 10% per department to promote alternative commute modes.
- Enhance **Airport Car Share program** for work use, allowing for greater flexibility in rental periods and more efficient placement of cars at high use locations.
- Proceed with identified approach towards having an **SFO employee commute carpool ride matching app**, and work closely with existing promotions and initiatives throughout the Peninsula.



### Develop programs and incentives to promote low emission vehicle use

- Partner with **transportation network companies** to identify their **low-emission vehicles** and work to jointly increase **full-car rides** and decrease deadheading.
- Develop and implement a **ground support equipment fleet emission reduction program** and ensure eligible ground support equipment fleet vehicles are electric through updated policy and enforcement.



### Implement effective wayfinding and communication upgrades to promote transit throughout the Airport and online

- Collaborate with signage and wayfinding team to work closely with stakeholders and outside entities to **provide a seamless transit experience** both within and to and from the airport.
- Partner with marketing team to **promote transit options** on Wi-Fi login screen.
- Work to enhance FlySFO and SFOConnect with **more visibility** for available **transit options**.
- Provide **real-time next train and bus arrivals information**.

## Near



### Decrease single-occupancy vehicle use to and from the Airport by tenant employees and travelers

- Partner with **tenants** to promote **transport programs and incentives to decrease SOV use**.
- Enhance tenant auditing to confirm they are all meeting tenant requirements to **provide employees with commuter options**.
- Further enhance all ground transportation partnerships to **expand incentives for travelers to choose ride matching**.
- Investigate mechanisms such as **tolling of private motorist vehicles using terminal curbsides** to encourage behavioral change.
- Support studies to capture **full cost and externalities of all vehicles operating on SFO property** (e.g. carbon and congestion pricing).



### Implement greater employee benefits and resources to enhance non-single occupancy vehicle commutes

- Explore the provision of a **“green shuttle”** that connects lunch time activity areas (Bayfront Park, downtown San Bruno and Millbrae, Costco, etc.) for those without private vehicles at work.
- Provide a **commuter circulator shuttle between Millbrae Caltrain station, Oyster Point Ferry Terminal and major employment buildings** on the airport campus, timed with Caltrain peak hour services.
- Provide incentives to sign up for **bike share, car share, and carpool apps** to compensate for not having personal vehicles at work.
- Provide greater options and incentives for **healthy eating** at the airport, encouraging employees to **stay on campus for lunch**.
- Explore **partnerships with private care share programs** to provide easier access to vehicles for midday and evening errands.



### Support additional, more efficient transit and carpool services

- Continue to work with and further enhance **partnerships with all transit agencies** to provide more **efficient services and expansion of services** to and from the Airport.



- Work toward filling in existing **gaps in transit**, such as long distance buses from the Altamont Corridor or reestablishing direct rail services at all times between Millbrae and SFO.
- Explore expanded partnerships with transit providers to provide **off-peak alternatives** to all Airport employees.
- Partner with **Clipper Card for better more efficient use** of Clipper by leisure travelers at the Airport.
- Partner with BART to investigate **off-peak, group pricing, and daily or weekly passes** with roundtrip Airport discounts to incentivize BART use.
- Work to establish a **regional overnight express bus service** connecting SFO nonstop with key BART and Caltrain stations, including in the East Bay, every 30 minutes – potentially with Airport financial support.
- Explore partnerships with carpool providers, shared ride vans and/or transportation network companies operators to provide **low-cost, door-to-door carpool service** for non-traditional work shifts.



**Plan and market for increased electric vehicle use**

- Fleet Management to evaluate **light-duty fleet vehicle replacement** with market-available electric vehicles.
- Look into Mobi electric vehicle chargers and other opportunities for **remote charging**, for both employee lots and long-term and valet parking lots.
- Develop accurate, detailed estimate of **emissions from different source categories** (e.g. ground support equipment, rental car fuel consumption).
- Secure annual **fuel consumption data from ground support equipment owners** at the Airport and track fuel and electricity use for ground support equipment fleets on an annual basis.
- Continue to seek funding to build our **electric bus fleet** for on Airport use for both shuttles and AirTrain backup.
- Promote use of **electric vehicles in rental car fleets**, as previously offered for hybrids.



**Partner with transit agencies to increase awareness and jointly develop marketing opportunities**

- Provide enhanced **marketing of BART system** tied in with the launch of their **new train car fleet and system expansions**.
- Support BART plan to require **fare proof of payment** and help enhance **BART police presence at SFO** and other stations.

- Partner with and promote **first-mile and last-mile initiatives** to and from Caltrain.
- Provide **marketing opportunities for transit agencies at the Airport**.
- Increase **SamTrans awareness** for travelers and employees.
- Increase **long distance coach service awareness** for travelers and employees.



**Implement research and studies to analyze transportation data**

- Review and provide comments on **Ground Transportation Master Plan** and Ground Transportation Management Systems.
- Align with **SFO Zero Objectives** to inform **Scope 3 emissions**.
- Connect with SF Environment and SF Administration Fleet Office to gain deeper support, guidance documents (policies, bid specs), and tools (telematics) to establish **sustainable fleet procurement and management** (including “rightsizing” of vehicles and fleet).
- Establish a 5-year **vehicle replacement schedule**.
- Create TAS spreadsheet to **benchmark, level, and evaluate all available transportation services**, likely users, the cost of use, point of sale, technologies, used, incentives offered at SFO and lessons learned from historical successes and failures (e.g. BikeShare, CarShare).
- Track **autonomous vehicle use** around the Bay Area, and how it might impact our roadways.
- Investigate **autonomous vehicle shuttle uses** on and off Airport property.
- Understand **electric vehicle load requirements** for SFO fleets, passenger vehicles, ground support equipment to inform **Net Zero Energy Master Plan**.
- Conduct engineering and load study, of selected terminal gate area to model current **electric infrastructure and equipment needed for ground support equipment modernization program**, and establish strategy to ensure electrical infrastructure needs are met to implement ground support equipment Fleet Emission Reduction Program.
- Identify partnership opportunities to assist in research and development for **hydrogen fuel cell fleet vehicles** and equipment units.

## Next



### Develop optimal and seamless transit connections with future transportation modes, including California High-Speed Rail

- Partner with local and regional agencies to provide **seamless transfers** modeled after best practices found both domestically and abroad.
- Work with the City of Millbrae to provide an **intermodal High-Speed Rail-focused hub** that is an integrated airport experience.



### Develop bike hub opportunity to promote bicycle use to and from the Airport by employees, including secure parking, bike maintenance, and connections to bike lanes and trails

- Enhance **bicycle infrastructure within and to and from the Airport**; partner with local jurisdictions and the Association of Bay Area Governments to integrate the Bay Trail and other cycling initiatives around the Airport.

- Provide a new **Bike Hub** at a location ideal for commuter cyclists to safely store their bikes, and are provided with general maintenance and other bike assistance.
- Provide **shuttle or AirTrain service from Bike Hub** to office locations across campus.



### Promote SFO's role on a regional scale as an Intermodal Transit Hub

- Work to establish SFO as an **intermodal hub** that ties into all the region's infrastructure, and a leader and integral part of the Bay Area and Northern California's mobility.



Advance SFO as a Transit First Airport, promoting low/no carbon alternative commutes first and fuel switching and electrification across all landside and airside modes



# P4 ATTAIN

## Attain equitable inclusion in economic opportunities

As a major job center in the region, SFO hosts a breadth of diverse employment and business opportunities, from airlines and their ground handlers, to construction, retail, food, and beverage concessions, and much more. SFO is uniquely positioned to provide a solid point of entry for workers of all skills levels and opportunities for career advancement and economic mobility. SFO also hosts businesses of all sizes, from small and local businesses, to large International businesses, some visible and some behind-the-scenes, to provide our passengers with the very best in amenities and services.

The Airport has a role to play in supporting workers and small businesses to become increasingly successful. **We strive to be the best** and to treat everyone with respect. Many small and local businesses that got their start at SFO have grown to become large businesses operating around the world. Our approach goes beyond the baseline of compliance so that we can maximize benefits for both our communities and our business operations. While SFO promotes the skill building and the economic mobility of new and incumbent workers and businesses, the Airport is also strengthening the talented pool of workers and businesses upon which SFO relies to succeed.

### Actions

- **Now (FY18-19)**
  - Implement education, outreach, and recruitment strategies that demonstrate and promote the positive and successful engagement of employees and businesses at SFO that represent the diversity of the Bay Area
  - Continue to implement program, policies, and activities that minimize barriers and level the playing field so that diverse communities are able to access, thrive, and advance in economic opportunities, including jobs, contracts, and leases
  - Explore, develop, and implement new and innovative physical access and navigational systems for the Airport
- **Near (by FY20-21)**
  - Increase diversity of Airport's workforce and implement equal employment opportunity improvements for increased functionality and compliance
  - Grow and nurture SFO's talent pool of both workers and small businesses through continuous training, leadership development, and advancement opportunities



UNITED NATIONS GLOBAL GOALS TARGETED





## Now



**Implement education, outreach, and recruitment strategies that demonstrate and promote the positive and successful engagement of employees and businesses at SFO that represent the diversity of the Bay Area**

- Profile employee and business success stories to increase the **community's awareness of SFO's breadth of career pathways** and business opportunities.
- Maintain, publish, and regularly distribute comprehensive **forecasts of SFO's upcoming employment** and business opportunities.
- Host frequent, regular outreach events at SFO and in various communities to promote SFO workforce and business opportunities, including **small and large-scale events and sponsorships**.
- Collaborate with **educational institutions and community-based organizations** to bolster access and awareness of SFO's pathways, targeting community members who may be disconnected from economic prosperity.



**Continue to implement program, policies, and activities that minimize barriers and level the playing field so that diverse communities are able to access, thrive, and advance in economic opportunities, including jobs, contracts, and leases**

- Solicit **regular feedback from stakeholders** through surveys, small groups, town hall events, etc., to inform and shape the Airport's economic and community development strategies.
- Regularly **assess job and contract/lease qualifications and provisions** to ensure they maximize and encourage participation of diverse job seekers and businesses.
- Build out **onsite Business and Employment Center** as a capacity-building resource that links job seekers and business owners to social, economic, and financial supports, including access to capital for small businesses.
- Develop platforms to advance employee and **business matchmaking and mentor-protégé** opportunities.

## Near



**Increase diversity of Airport's workforce and implement equal employment opportunity improvements for increased functionality and compliance**

- Articulate and share SFO's **diversity and inclusion vision, strategic objectives, and accountability metrics**.
- Work with equal employment opportunity, organizational development and training staff to **conduct focus groups**.
- Issue an Airport Commission **diversity and inclusion pulse survey** and use results to establish **effective metrics** for the diversity and inclusion strategic plan.
- Collaborate with Communications and Marketing to establish an **annual calendar recognizing cultural diversity**.
- Leverage **Implicit Bias** online, video and in-person **training**.
- Collect **voluntary race, ethnicity, geographic residence information** for all contractors awarded contracts at SFO.
- Hold "Working at SFO" event for community based organizations to **learn about employment opportunities at SFO**.



**Grow and nurture SFO's talent pool of both workers and small businesses through continuous training, leadership development, and advancement opportunities**

- Coordinate and collaborate with educational institutions and industry groups to promote on-ramps into and across SFO's career pathways and **align training curricula and postsecondary credentials with employer needs**.
- Support the development and implementation of a wide variety of **skills-building curricula and programs** (with flexible and multiple levels of entry/exit) for current (incumbent) SFO employees, including "earn and learn" programs.
- Design and disseminate a variety of educational tools and resources (in-person and virtual), including worksheets and checklists, that provide businesses with specific tips and insights on how to do business with and at SFO.

- Collaborate with local, state, and Federal small business development agencies and their community partners to provide small businesses with individual and specialized support to formalize systems and increase growth.
- Expand on existing programs, to include new programs targeting specific trades, occupations, and population apprenticeships to help **level the playing field for populations with barriers to entry**, and meet the needs of the workforce of the future in Aviation and related industries.
- Explore coordinating with Department of Human Services and other City departments on a **Citywide apprenticeship program** and opportunities for students to gain academic credit for internships.



Increase diversity of Airport's workforce and implement equal employment opportunity improvements for increased functionality and compliance





## IN CLOSE – OUR PATH TO POSITIVE

SFO's first Sustainability & Social Equity Strategy earmarks key Governance, Engagement and Performance solutions to the emerging challenges we face in our sector. It is intentionally non-linear but exponentially focused on scaling across our business model, across all services offered and facilities operated within our 5,000-acre campus. It recognizes all stakeholders' roles in not just setting, but accomplishing, these ambitions among Airport leadership, all employees, our operators, and communities served. Performance improvements, open reporting, consistent and active engagement, and elevated accountability are commitments our Strategy documents and ensures adaptability to our ever-changing operational context. As our facilities, campus, employees and passengers served continue to grow over the coming years, this Strategy will ensure that our sustainability and social equity work will too.

Those interested in navigating, tracking, and encouraging our Sustainability & Social Equity work can visit <https://www.flysfo.com> where progress reports and key metrics will be shared with regularity. Thank you for reading, and for participating in our evolutionary sustainability journey now and in the coming years.