

a day
at

San Diego International Airport
2009 Annual Report



5:30 am

As dawn breaks over
San Diego International Airport,
employees and passengers
begin to arrive with
luggage and briefcases.
They travel in by car,
bus and taxi.
Employees hustle to
offices, terminal
shops, gates,
checkpoints, ticket
areas, curbside
assistance areas and
the runway—all ready to
serve the many passengers
that flow through the airport,
departing and arriving by plane for
business or for pleasure. As day moves
into night, the airport never sleeps; under
the stars at curbside a family embraces
and two friends reunite.



6:45 am



6:00 am



7:00 am



6:20 am



7:30 am



Contents

1	Message from the Chairman & President/CEO
2 – 3	1,440 Minutes in a Day: Daily Operations
4 – 7	A New Day Breaks: Standards of Service
8 – 11	A Moment for Reflection: Airport Art
12 – 15	Now Is the Time: The Green Build
16 – 19	Around-the-clock Care: Environmental Stewardship
20 – 23	Working Day and Night: Air Service Development
24 – 25	The City Never Sleeps: Civic Partnerships
26 – 27	A Time to Shine: 2009 Business Highlights
28	2009 Board



Message from the Chairman and President/CEO

The upside of a tough year economically is the opportunity to evaluate the present, take stock of our assets and inform our future. In this process, we are reassured by the strength and resilience of the thousands of people who contribute to the seamless daily operations of our airport. It is the collaborative talents of our employees, our vendors, our carriers, our concessionaires and our community partners who ensure our success in meeting the region's air transportation needs.

Amid a continued economic downturn, we endeavor to position San Diego International Airport as a regional engine for economic recovery and job generation. Building air transportation infrastructure that allows San Diego to effectively engage in the world marketplace is instrumental to the region's future. The efficient transfer of goods, people and ideas inspires cooperation, enhances service possibilities and improves the experience of travelers from near and far.

The formal approval of The Green Build, the largest expansion in our airport's 81-year history, heralds a series of immediate improvements. In combination with longer-term planning initiatives, these programs strive to maintain our airport's relevance for years to come.

Much-needed airport enhancements also improve San Diego's access to emerging industries such as technology, life sciences and tourism. At the intersection of land, sea and sky, we have the opportunity to serve a diverse community of business and leisure travelers who are drawn to our singular location.

We are grateful to our partners, stakeholders and staff for your many positive contributions to our collective future. We look forward to your continued input and ongoing support.


Bob Watkins
Chairman


Thella F. Bowens
President/CEO





Jamie McDonald

Biotech traveler,
SoluLink

"I find San Diego's airport terrific for business travel. I engage in a lot of travel to biotech hubs at domestic and international locations. The airport is great because it's business friendly with free Wi-Fi, and is very close to downtown for meeting with people before or after a flight."



David Borcalli

Air Traffic Controller,
San Diego
International Airport

"The air traffic controllers work closely with the Airport Authority to ensure safety in the fastest possible way."



1,440 Minutes in a Day: Daily Operations

The San Diego County Regional Airport Authority was created in 2003 as an independent agency to oversee the daily operations of San Diego International Airport and address the region's long-term air transportation needs. The Airport Authority is governed by an appointed board of nine members with three ex-officio members.

The Airport Authority has three main responsibilities:

- Operate San Diego International Airport
- Plan for the region's future air transportation requirements
- Serve as the region's Airport Land Use Commission and ensure the adoption of land use plans that protect public health and safety surrounding all 16 of the county's airports

THE NATION'S BUSIEST SINGLE-RUNWAY AIRPORT

The construction worker. The architect. The jet mechanic. The artist. The airport traffic officer. The barista. The fire chief. The baggage handler. These are the people who keep you safe, enliven your day, brew your morning coffee and get you where you're going. These are the people who make San Diego International Airport one of the world's finest.

San Diego International Airport is alive with activity around the clock. Airport employees together with concessionaires, carriers and vendors each play an important role in the travel experience. Their collaborative efforts are dedicated to dependable daily operations that ensure the safe arrival and departure of the traveling public.



6:30am



Carol Davis
Service Dog Program Director,
Paws'itive Teams

"I am impressed with the level of customer service at the San Diego County Regional Airport Authority. They listen to the needs of travelers with disabilities. The Airport Authority also educates the airport community on the importance of animal relief areas for those traveling with dogs."

A New Day Breaks: Standards of Service

WORLD-CLASS CUSTOMER SERVICE

For 81 years San Diego International Airport has proudly served the air transportation requirements of the region. With 300 daily flights to 54 markets in the United States, Mexico and Canada, passengers regularly rank the airport among the best globally for customer satisfaction.

Providing world-class standards of service to its 18 million annual passengers is a hallmark of San Diego International Airport. Customer satisfaction surveys administered by the airport show that scores have reached a five-year high.

Additionally, for the fourth year in a row, readers of *Condé Nast Traveler* magazine ranked San Diego International Airport among the top 10 nationwide. The publication's annual survey of business travelers gave the airport high marks in areas such as location, design and safety.

AIRPORT AMENITIES

Numerous passenger facilities, from free Wi-Fi and valet parking to cell phone lot and pet relief areas, enhance the visitor experience and lighten the load of domestic and international travelers. Additional conveniences include:

Computer-friendly seats with individual electrical outlets for passengers looking to charge their laptops and electronics.

Free flu shots. In 2009 a collaborative effort between the airport and Community Health Improvement Partners, benefited more than 600 passengers, employees, tenants and local residents.

New dining options such as a Jamba Juice in Terminal 2 West and Organic To Go and Baja Fresh Express in Terminal 1 offer healthful, organic or custom cuisine.

Complimentary gift-wrapping provided to passengers in December eased the burden of travel during the hectic holiday season.





Ginna James
 Volunteer Airport Ambassador,
 San Diego International Airport

"Everyone wants to help at the airport. It's nice to have support—people who'll listen and help the Volunteer Airport Ambassadors take care of problems."

VOLUNTEER AMBASSADORS

From six o'clock in the morning until 11 in the evening, more than 300 highly trained volunteers serve as the airport's in-person information source for business and leisure travelers. Dubbed Volunteer Airport Ambassadors, the team of experts staffs information booths at baggage claim areas in Terminals 1 and 2 to disburse information and way-finding assistance. Volunteer Airport Ambassadors—one of the largest volunteer airport assistance programs in the country—is administered by Travelers Aid Society of San Diego in partnership with the Airport Authority.



SOCIAL NETWORKING

San Diego International Airport has accelerated its public outreach with the introduction of two social media tools, Facebook and Twitter. Conversing with constituents, from travelers to vendors, through these popular new media sites enhances the Airport Authority's ability to distribute information and dialogue with new audiences. As a leader in the social media space with the launch of its employee blog, ambassablog.com in 2008, the airport is exploring this next generation of online communications. San Diego International Airport will continue to integrate social media tools with the agency's website, news releases and other communications devices to expedite information sharing and exchange.





Brian Manschien

Commissioner of Plan to End Chronic Homelessness, United Way

"The Airport Authority really stepped up and is making a difference in the community. I've been very impressed with their commitment. There are some really great people who work for the Airport Authority to make the community a great place."



Wardell Brown

Artist, "Quint's Quest"

"Comic-Con is so big to San Diego, and the airport appreciates its unique position to celebrate public art and open people up to the fun of the city. San Diego's airport is in a fortunate location to be able to commemorate Comic-Con's public art and is a great way to welcome visitors of Comic-Con and San Diego."



A Moment for Reflection: Airport Art

The San Diego International Airport Art Program presents brush strokes of inspiration to its 50,000 daily passengers. Groundbreaking in the depth and breadth of art brought to the airport setting, the program consists of cultural exhibits, permanent artwork and a performance series.

TEMPORARY AND ROTATING EXHIBITS

Reflective of San Diego's cultural diversity, temporary exhibits provide an opportunity for organizations and individual artists to demonstrate collections of original artwork at the airport.

"Invisible People": A striking cultural exhibition at the airport in collaboration with the United Way, "Invisible People" by Neil Shigley consists of 10 large woodblock prints of the chronic homeless in downtown San Diego. The print portraits convey the strength and vulnerability of the homeless in an effort to raise social awareness.

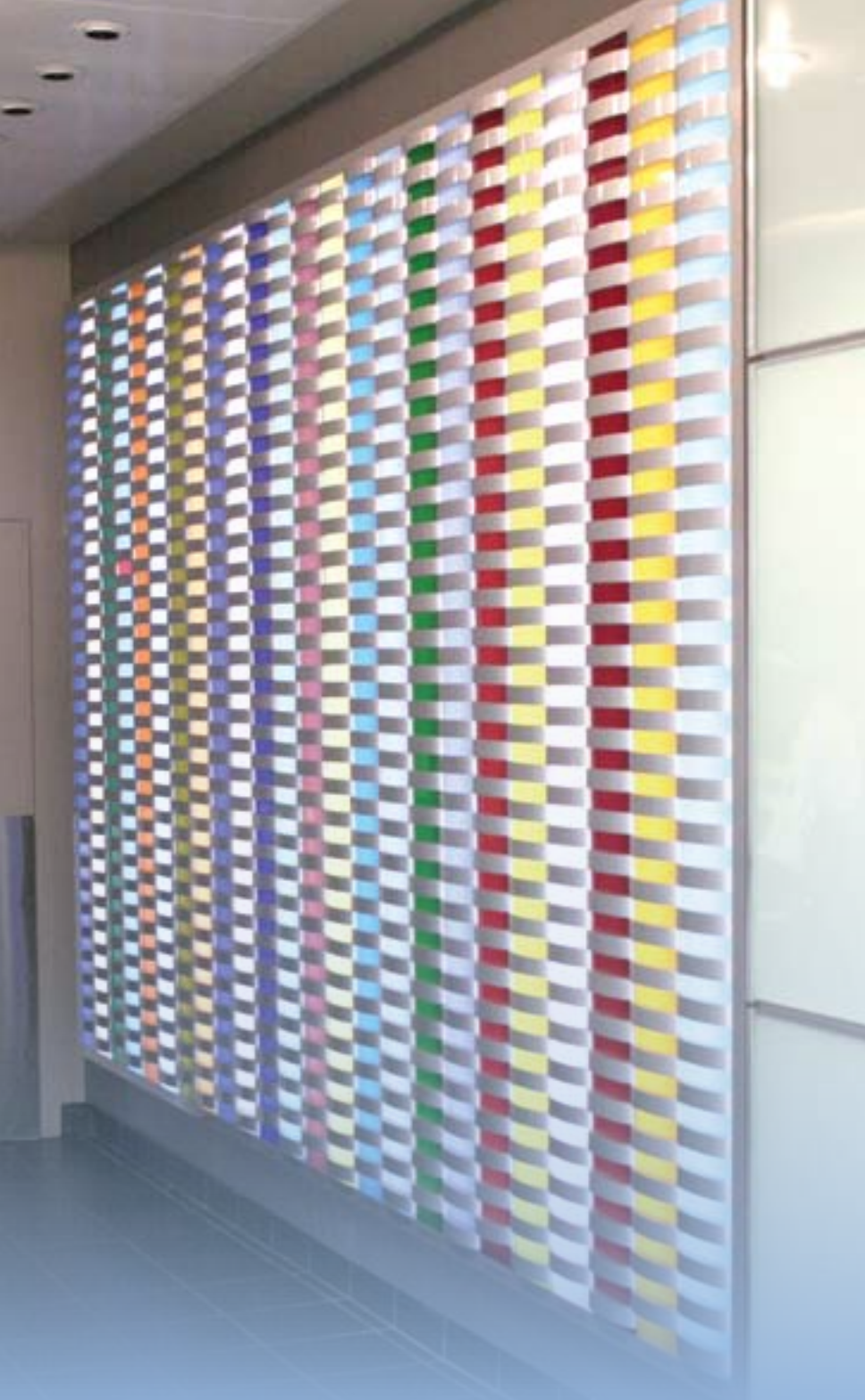
The WestEnd Gallery: In 2009, the Airport Authority launched the WestEnd Gallery, a milestone achievement for airport arts. The only dedicated gallery space within the airport, the WestEnd Gallery's inaugural exhibit celebrated the annual ArtWalk event held in Little Italy by highlighting original artwork from ArtWalk's Mexican artists.

"Quint's Quest": San Diego International Airport showcased its first cartoonist with the colorful and urban "Quint's Quest." Originally established to welcome visitors attending the popular Comic-Con convention, "Quint's Quest" by San Diegan Wardell Brown was inspired by medieval stories of dragon slayings. The retro cartoons are first drawn by hand with pencil and paper and then scanned into a computer, with each frame of the comic inked and colored.



Youth Art Wall: A 36-foot display wall is committed to young visual artists. In one of its rotating exhibits, the Youth Art Wall commemorated the 2009 Regional Youth Aviation Art Competition. The contest challenged young artists to envision a futuristic flying machine powered by alternative energy sources. Sponsored by the Airport Authority and San Diego Air & Space Museum, the annual competition fosters students' interest in aviation. Leonardo da Vinci's 15th-century concepts of man- and wind-powered flying machines served as inspiration to this year's entrants, ages 5 to 17.





PERMANENT ART

The San Diego International Airport Art Program seeks to develop a broad collection of permanent artwork that engages and educates travelers. From the large and dramatic to the small and subtle, installations serve to animate and enliven airport passersby.

Public Art Master Plan

Integral to The Green Build, the Airport Authority has developed a Public Art Master Plan to guide a collection of artwork that blends seamlessly with building design and infrastructure. The plan, which supports the Airport Authority's commitment to sustainability and the environment, will improve the travel experience for residents and visitors.

In August, the Airport Authority unveiled the first permanent art installation under the Airport Authority Art Master Plan. "Time Interwoven," located in the elevator lobby of the Commuter Terminal, is a metaphor for time and travel. Constructed by local artist Christie Beniston, the permanent exhibit is divided into 24 color panels representing the 24 longitudinal zones of the world.

PERFORMING ART

à brève

San Diego International Airport's complimentary performing arts program, à brève, provides cultural richness and healthy distraction to airport travelers, greeters and local residents.

Center Stage

Live theater, dance, literary arts and other special performances are presented at Center Stage throughout the year in celebration of the cultural texture and talent of the San Diego region. "Rolling Luggage," a unique improvisation by the San Diego Dance Theater in Terminal 2 West baggage claim, depicted eight travelers who, after claiming their luggage, begin to spin, swivel and revel in the music in the air. Presented

to airport audiences in August, "Rolling Luggage" is a creation of acclaimed choreographer Jean Issacs, who is known for using mass transit to introduce site-specific choreography to the public.

Performing Arts Series

In the spirit of à brève, airport visitors are regularly invited to enjoy a musical respite and brief moment of live performance. Every fourth Friday, an intimate musical experience is presented at the Lounge in Terminal 2 West from 7:00 to 9:15 p.m. Larger musical ensembles perform during that same time slot each second Friday as part of a dedicated Concert Series.



San Diego International Airport



Martin Calderon
Small business contractor

"Doing work for the airport is a wonderful opportunity. It is a fair and due process. It is obtainable to all legitimate and responsible businesses, and has allowed me to grow and expand my business potential."

Now Is the Time: The Green Build

THE GREEN BUILD

By 2030, approximately 30 million passengers a year will rely on San Diego International Airport for business and leisure travel. To accommodate this increased demand, the Airport Authority has spearheaded needed, immediate improvements at the airport. Dubbed "The Green Build" because of the Airport Authority's commitment to environmental sustainability, these improvements include:

- 10 new jet gates at Terminal 2 West
- A dual-level roadway at Terminal 2
- Additional parking for remain-over-night aircraft
- Taxiway improvements to enhance traffic flow
- New, expanded dining and shopping options
- More comfortable holding areas at the gates
- More and improved security checkpoints

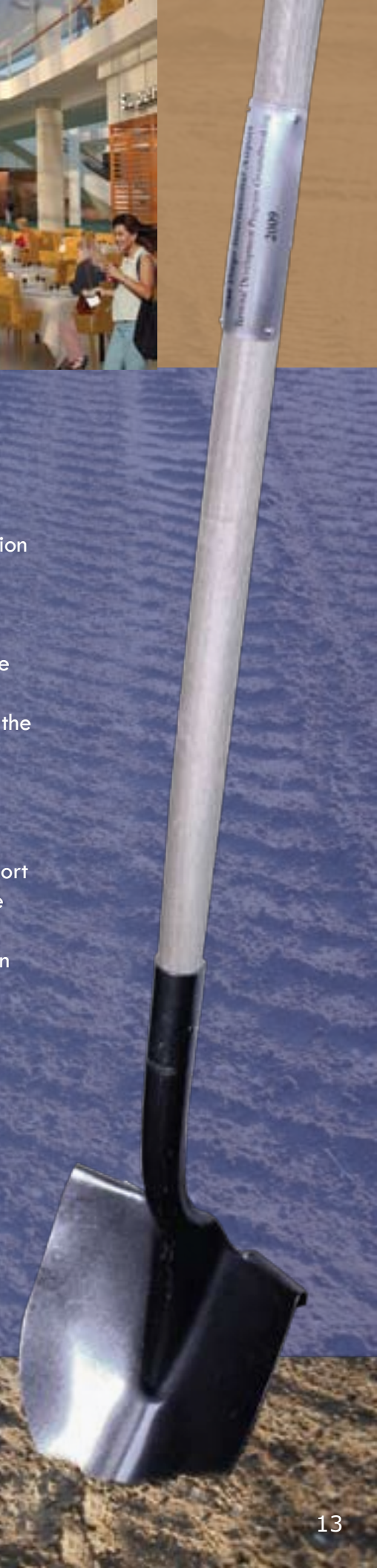
5:30pm

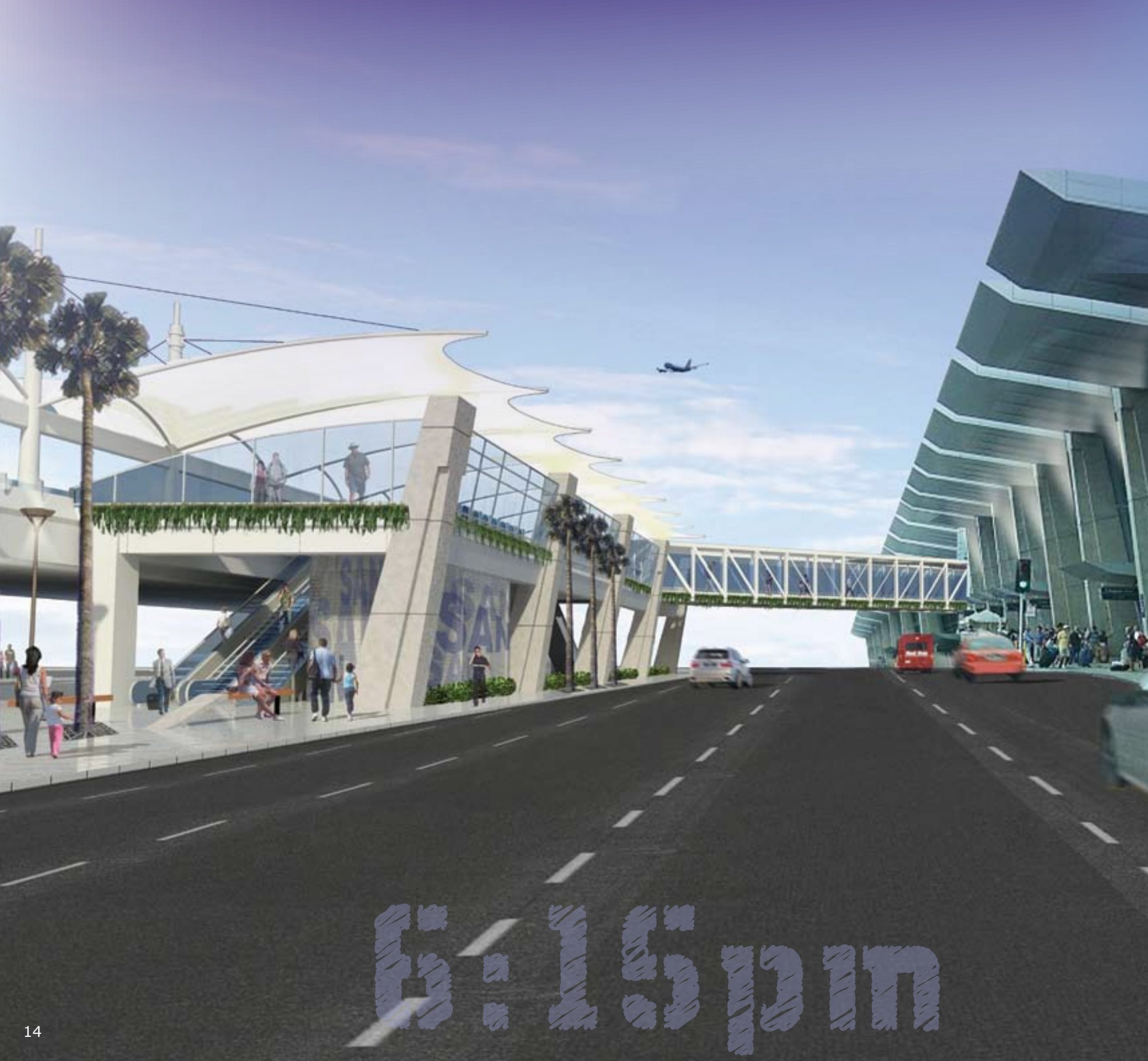


IMPLEMENTATION AND JOB CREATION

A groundbreaking ceremony in July kicked off construction of The Green Build. As Phase 1, the airport performed an innovative clean closure—under budget and on schedule—of a closed municipal waste landfill. The now-clean site, which resides on airport property, will be converted to additional parking for remain-over-night aircraft to eliminate the need for aircraft to taxi across the runway each morning from where they are parked.

At its peak, The Green Build is expected to provide approximately 1,000 new, construction-related jobs. Design and building contractors, in concert with the Airport Authority's Small Business Development Department, are actively promoting opportunities to support The Green Build, which constitutes the largest set of improvements in the airport's history.





5:15pm



Dan McGuckin
Project Director, Turner/PCL/
Flatiron Joint Venture

"I'm very impressed with the professionalism, commitment, and drive shown by The Green Build and Airport Authority staff."

In August, the Airport Authority hosted the first in a series of outreach events for small businesses. Approximately 600 attendees gathered at Liberty Station for the introductory event to learn more about construction-related jobs and business opportunities.

FUTURE PLANNING

While The Green Build consists of a series of short-term, immediate improvements to San Diego International Airport, Destination Lindbergh addressed the long-term plan for optimizing the airport and enhancing the regional transportation network. Phase I of Destination Lindbergh encompasses a consolidated rental car facility and Intermodal Transit Center on the north side of the airfield—both of which are now being more thoroughly planned by the Airport Authority and its partner agencies.



Elaine Rosenberger
Chair, San Diego
Regional Sustainability Partnership

"Tourists come into our city every day and I just applaud the airport employees for the efforts they put forth. They consider how the steps they take impact the environment and the community. They also make sure that whatever they do is done right for educational and sustainability purposes."



Around-the-clock Care: Environmental Stewardship

AN ESTEEMED SETTING

San Diego International Airport enjoys an ocean-close location on 661 acres just two miles northwest of an urban downtown. Reverence for this unique setting and a desire to protect the natural environment inform the airport's relationship with its surroundings.

A pillar of the airport's eco-minded programming is a commitment to recycling. Earning the "Recycler of the Year" award multiple years in a row by the City of San Diego, the Airport Authority endeavors to educate airport employees, tenants and concessionaires about social responsibility and the benefits of recycling. The airport's quarterly electronic waste recycling events are just one of the ways that the airport puts the education into practice.

Transit encouragement is another component of the airport's pledge to reduce its carbon footprint and safeguard the environment. An airport employee transit encouragement program introduced this year is a first step in accelerating public transit ridership over the coming decade.

ECO-FRIENDLY DESIGN

One of only a handful of airports with a formal sustainability policy, San Diego International Airport has declared eco-friendly design principles essential to airport improvements. The Green Build is incorporating sustainable design with the goal of meeting Leadership in Energy and Environmental Design (LEED) Silver Certification.

A number of opportunities for showcasing sustainable design include:

- Use of recycled materials
- Reduction of water usage through careful selection of plant material and specification of water-saving fixtures and equipment
- Use of exterior materials that promote natural light and views, and offer high levels of insulation
- Use of daylight rather than electric lighting when possible
- Use of energy-efficient light fixtures and controls



6:40 in



7:00 pm



Serge Dedina
Executive Director, WiLDCOAST

“Due to the support of the Airport Authority, WiLDCOAST is able to build the capacity of thousands of South County students to become stewards of San Diego Bay and help improve our coastal water quality.”



QUIETER HOMES

To improve quality of life for neighboring communities, San Diego International Airport administers an award-winning Quieter Home Program. Now in its 10th year, the voluntary sound insulation program is designed to reduce aircraft noise inside eligible homes by replacing windows, doors, insulation and, if needed, heating and cooling systems.



Expanding the program from its early focus on single-family and smaller multifamily homes, Quieter Home has kicked off insulation efforts for two condominium complexes. Park Point Loma and the Point Loma Tennis Club, consisting of 220 and 388 units respectively, make up the program's inaugural large-scale developments.





Diane Peterson
Senior Advisor, International Affairs
Airports Council International – North America

"Domestic and international air service provides the critical link for airports and their communities with the national and global economies. Air service facilitates and promotes business, tourism, trade and investment, all of which in turn create and support jobs, generate tax revenues and spur economic development and growth in U.S. communities and national economy. When airlines launch or expand service to a region, the economic benefits can be significant for the community."



Working Day and Night: Air Service Development

By moving people, goods and services, San Diego International Airport is a pivotal player in the region's economic growth. The airport brings \$10 billion a year to the region in total economic effect, supports approximately 115,000 jobs (one of every 16 jobs in the region) and hosts more than 18 million passengers.

CHANGING CAPACITY

An acute rise in oil and gas prices slowed air service development this year as it became prohibitively expensive for some airlines to continue business as usual. Counteracting this trend among air carriers was exponential growth in flight service between San Diego and Canada. Aside from the entry of Canadian carrier WestJet to the San Diego market, additional flights to Calgary improved the air service outlook.

Year-round service to Memphis and Monterey also increased route opportunities for San Diego passengers. And the restoration of seasonal flights to cities such as Atlanta, Boston and Milwaukee was helpful in accommodating travelers throughout the summer travel season.

7:45 pm





INITIATING INCENTIVES

To maintain its competitive posture in attracting new flights to San Diego International Airport, the Airport Authority launched a landmark landing fee rebate for new or expanded service to North American, Canadian and Mexican destinations. International air service is especially valuable to the local economy because of benefits to cooperative industries such as hospitality and tourism. The total visitor spending generated from one new international flight is projected at \$27 million, every flight, every year.

The air service team devotes significant resources to domestic and international carrier outreach, enhancing service opportunities for passengers, capitalizing on cross-border traffic and leveraging San Diego's north-south geography. In addition, the air service department proactively communicates with burgeoning carriers that may offer opportunities for initiating service to top markets from the standpoint of passenger demand.





Helen Ghio
Mother of Airport
Explorers participant

"My 7 year old son Vincent attended Airport Explorers camp through the Mission Valley YMCA this past summer and had the best week of his life! Thank you so much for providing our son and all the other YMCA kids with the opportunity of a lifetime to explore and enjoy the San Diego International Airport."



Rita Vandergaw
Director of Marketing,
Port of San Diego

"San Diego International Airport staff and facility is an integral part of the cruise industry in San Diego. Our cruise industry success has been in large part due to our close partnership. There isn't a more convenient airport-to-seaport experience in the world."

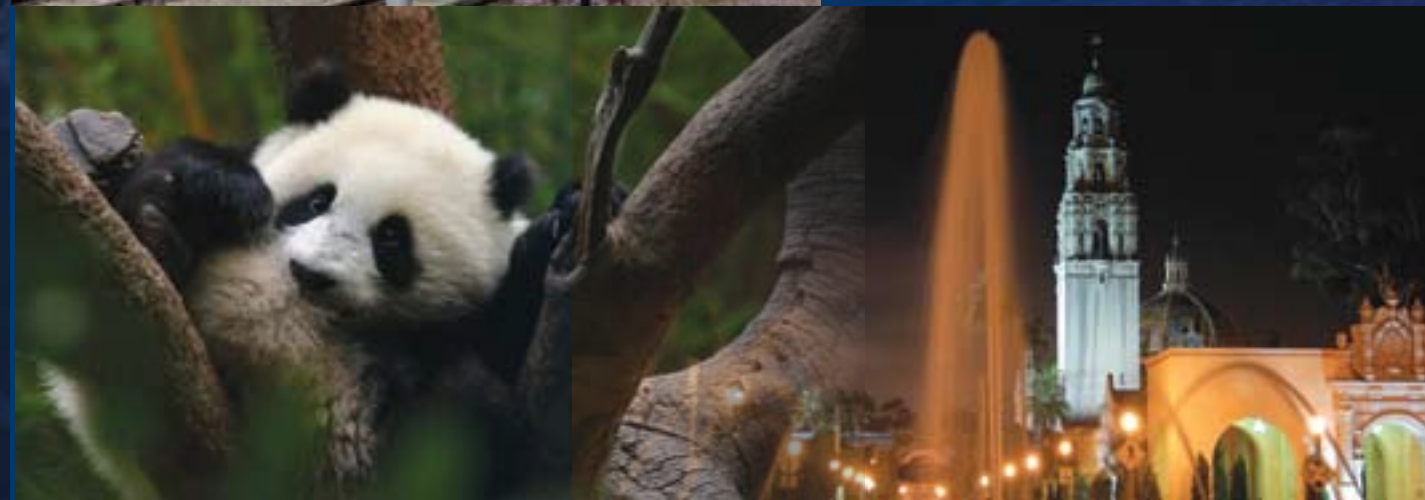
The City Never Sleeps: Civic Partnerships

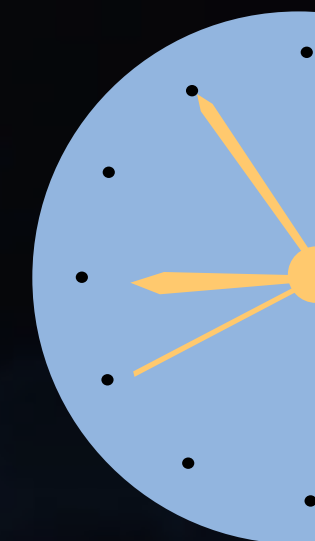
To support the economic resilience of the San Diego region, the airport works closely with a host of public and private organizations that promote transportation, trade, tourism, hospitality, cargo, cruise, aviation and related markets. From chambers of commerce and the World Trade Center to the U.S. Fish and Wildlife Service, the Airport Authority collaborates with a variety of agencies that share a common interest in the vitality of the region.

As the host city for this year's National Business Travelers Association annual conference, San Diego International Airport had the privilege of welcoming hundreds of travel-industry professionals to its stunning shores.

Through innovative partnerships, San Diego International Airport was also successful in showcasing its status as a world-class airport to the next generation of travel enthusiasts: area students. A sponsor of Junior Achievement's BizTown, the economics curriculum affords more than 8,000 5th and 6th graders the opportunity to run a mini-municipality for a day.

0:50 pm





A Time to Shine: 2009 Business Highlights

January 16, 2009: The Airport Authority and Community Health Improvement Partners offer free flu shots to travelers, visitors, employees and tenants for the second consecutive year.

January 29, 2009: San Diego International Airport celebrates the grand opening of new healthy dining option Jamba Juice in Terminal 2 West.

February 5, 2009: Former Coronado mayor Tom Smisek is sworn in as an Airport Authority Board Member.

February 28, 2009: The Airport Authority and San Diego Air & Space Museum present the awards for the 2009 Regional Youth Aviation Art Competition, which challenged young artists to envision a futuristic flying machine powered by alternative energy sources.

March 25, 2009: In partnership with United Way, the Airport Authority informs the traveling public about chronic homelessness through new cultural exhibit "Invisible People."

April 1, 2009: San Diego International Airport unveils WestEnd Gallery, a new gallery space in Terminal 2 West featuring original works from ArtWalk's Mexican artists.

April 3, 2009: Terminal 1 welcomes two new healthy dining options for airport passengers: Organic to Go and Baja Fresh Express.

April 17, 2009: In honor of Earth Day, the Airport Authority presented six all-electric airport vehicles, which consist of five Global Electric Motorcars and one Ford Think Neighbor vehicle.

April 22, 2009: For the third year in a row and for the fifth time, San Diego International Airport is named a Recycler of the Year by the City of San Diego.

May 3, 2009: Allegiant Air launches three times weekly nonstop service from San Diego to Monterey.

May 15, 2009: Air Canada expands its nonstop service options with the introduction of the only daily nonstop flight to Calgary, Alberta.

June 2009: San Diego International Airport is instrumental in the creation of the California Airports Council, an association of 30 major commercial airports in California focused on state and federal policy issues.

June 1, 2009: Underscoring the importance of Calgary as a hub to Western Canada and Alberta, WestJet Airlines introduces new seasonal service from San Diego to Calgary with four flights per week.

July 8, 2009: The Airport Authority kicks off The Green Build, a program designed to address needed immediate improvements at San Diego International Airport.

July 21, 2009: A new cultural arts exhibit at the airport, highlighting local cartoonist Wardell Brown, welcomes visitors en route to the popular Comic-Con convention.

July 30, 2009: Bob Watkins is named chairman of the Airport Authority Board by San Diego Mayor Jerry Sanders.

July 30, 2009: San Diego International Airport leverages social media tools Facebook and Twitter to connect with new audiences and enhance dialogue with the traveling public.

July 31, 2009: Robert H. Gleason is appointed to the Airport Authority board, taking over for former chairman, Alan Bersin, who was appointed "Border Czar" for the Obama administration.

August 5, 2009: Close to 600 local small businesses interested in airport construction jobs attend the The Green Build outreach event at Liberty Station, the first in a series of public outreach programs hosted by the Airport Authority.

August 13, 2009: "Time Interwoven," the first permanent art installation under the Airport Authority Art Master Plan and a metaphor for time and travel, is unveiled at the Commuter Terminal.

August 18, 2009: San Diego International Airport's Performing Arts program, *à brève*, presents a free, improvisational performance of "Rolling Luggage" by the San Diego Dance Theater in Terminal 2 West baggage claim.

October 1, 2009: *Condé Nast Traveler* readers, in the magazine's annual Business Travel Awards, placed San Diego International Airport among their favorite top 10 airports nationwide for the fourth consecutive year.

October 31, 2009: The Airport Authority launches a new version of its san.org website, making it even easier for the site's 2 million annual visitors to find the travel-related information they seek most often.

November 14, 2009: The Airport Authority teams up with the Surfrider Foundation for "Hold On To Your Butt Day," in an effort to raise awareness of, and reduce litter from, discarded cigarette butts.

December 2009: For the second year in a row, the airport provides complimentary gift wrapping for ticketed passengers.

December 9, 2009: The Airport Authority donates its latest book, "Laverne, the Runway Stowaway," to hundreds of San Diego schools and libraries.

9:00pm

2009 Board

Bob Watkins (Chair)
Appointed by Sheriff, County of San Diego

Ramona Finnila (Vice Chair)
Appointed by North Coastal area mayors

Laurie Berman
District 11 Director CEA, CALTRANS,
Ex-officio board member

Bruce R. Boland
Appointed by Mayor, City of San Diego

Jim Desmond
Mayor, City of San Marcos
Appointed by North Inland area mayors

Robert Gleason
Appointed by Mayor, City of San Diego

Jim Panknin
Appointed by East County area mayors

Colonel Frank A. Richie
U.S. Department of the Navy Representative
Ex-officio board member

Thomas Sheehy
Dept. of Finance representative on the
State Lands Commission
Ex-officio board member

Tom Smisek
Appointed by South County area mayors

Anthony Young
Councilmember, City of San Diego
Appointed by Mayor, City of San Diego

Executive Staff

Thella F. Bowens
President/CEO

Brent Buma
Vice President, Marketing & Communications

Bryan Enarson
Vice President, Development

Vernon D. Evans
Vice President/CFO Finance

Matt Harris
Senior Director/Executive Office

Angela Shafer-Payne
Vice President, Planning & Operations

Jeffrey Woodson
Vice President, Administration





8:30 pm



9:35 pm



10:45 am



8:50 pm



10:00 pm



9:20 pm



10:20 pm



11:00 pm





SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY
P.O. BOX 82776, SAN DIEGO, CA 92138-2776
619.400.2400
SAN.ORG