

2025

ACI-NA & ACI World Annual General Assembly, Conference and Exhibition

October 25 - 28, 2025

Toronto, ON



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2025

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Beyond the Limits: Strategies for Optimizing Airport Capacity

Candace McGraw
Chair
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Akihiko Tamura
Senior Executive Advisor
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Aviation

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President and CEO
San Diego County Regional Airport
Authority



SAN Strategies to Optimize Airport Capacity

Kim Becker, President/CEO

October 28, 2025



Agenda



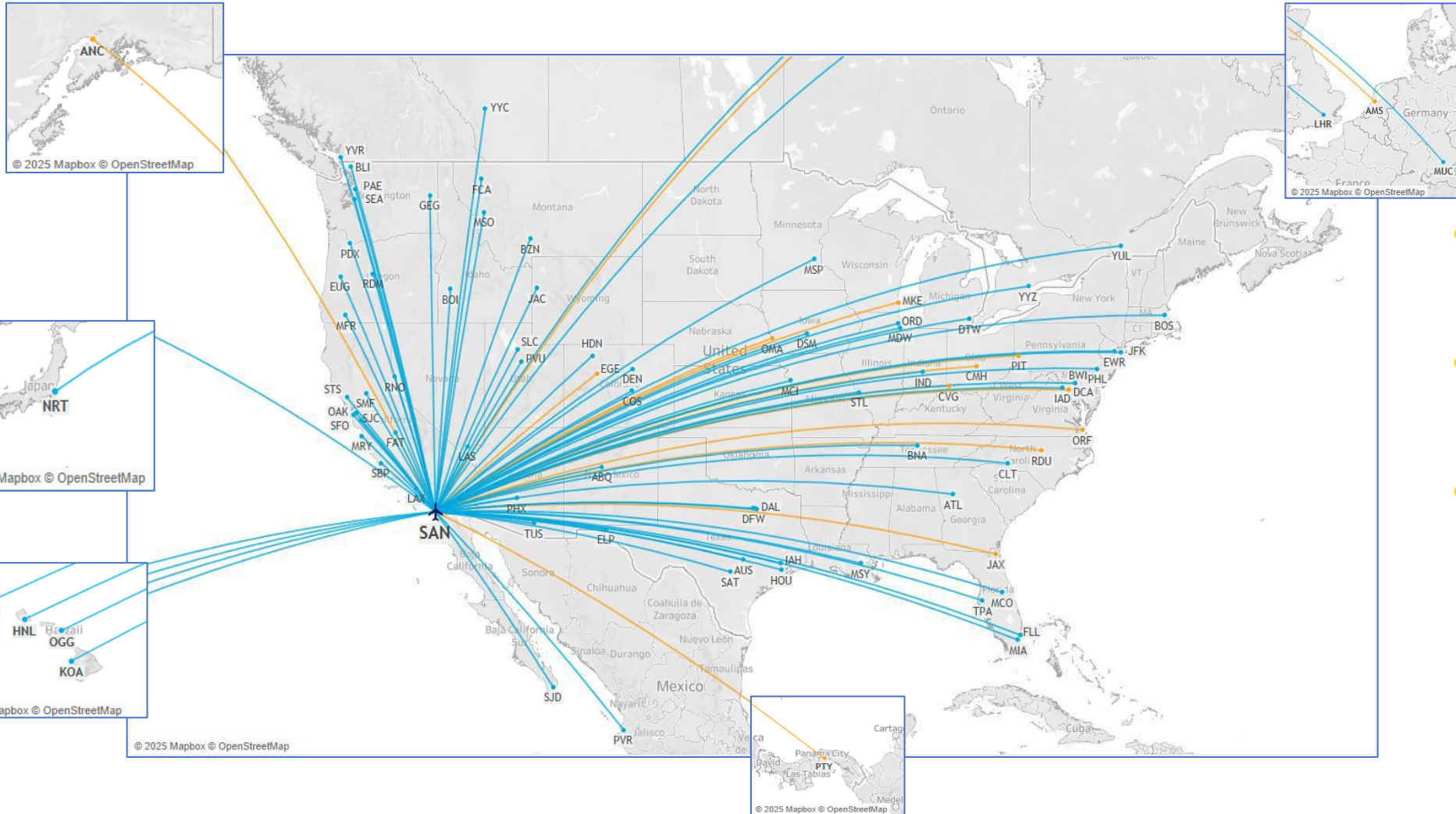
- Capacity of SAN
- Airline Demand versus Capacity
- Managing Demand Capacity
 - ✓ Gate Rules
 - ✓ Level 2 – Terminal
- Lessons Learned – So Far

SAN Capacity – Single Runway



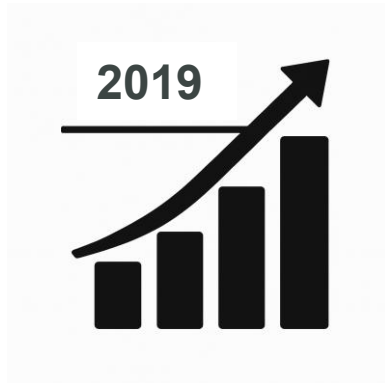
- Single runway (not # of gates) determines capacity
- 48 Ops an hour
- Departure Curfew
- 25 million passengers (2024)
- 227,594 operations (2024)

Airline Demand



- 80+ nonstop destinations
- 300+ daily Departures
- International markets such as Tokyo, Munich, and London

Factors at SAN that Led to Schedule Facilitation



Operations have exceeded peak 2019 levels, with airlines planning more growth.



New facilities will provide additional terminal space and processing capability, improving the level of service, but not capacity.



Additional airfield construction and impacts to terminal gates for the next several years.



Weather patterns have presented challenges in accommodating scheduled service due to reduced throughput capacity.

Action needs to be taken to prevent an imbalance between demand and capacity.

IROP Conditions

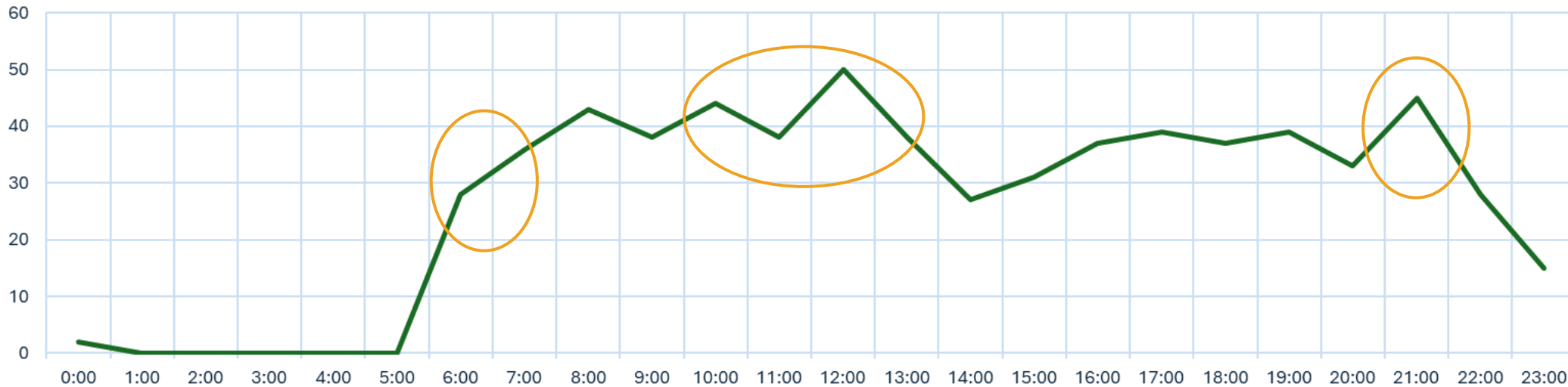


SAN Gate Congestion: Peak Flight Activity Hours



- This chart demonstrates the extreme peaking currently taking place at SAN airport.
- A core goal of SAN Level 2 – Terminal will be to de-peak.
- Main areas of schedule congestion will be early morning (06:00 hour), in the peak hours of 10:00-13:00 LT, and from 21:00–22:00.

**2025 Summer Season
Daily Peak Flight Activity Per Hour**



Why Declare Level 2 - Terminal



SAN has seen significant airline growth



Submitted schedules by airlines show increasing gate constraints at specific times of day



Current schedule submission window does not provide time to facilitate scheduling conflicts



Gives SAN a seat at the table with all other stakeholders (airports & airlines) involved in schedule facilitation

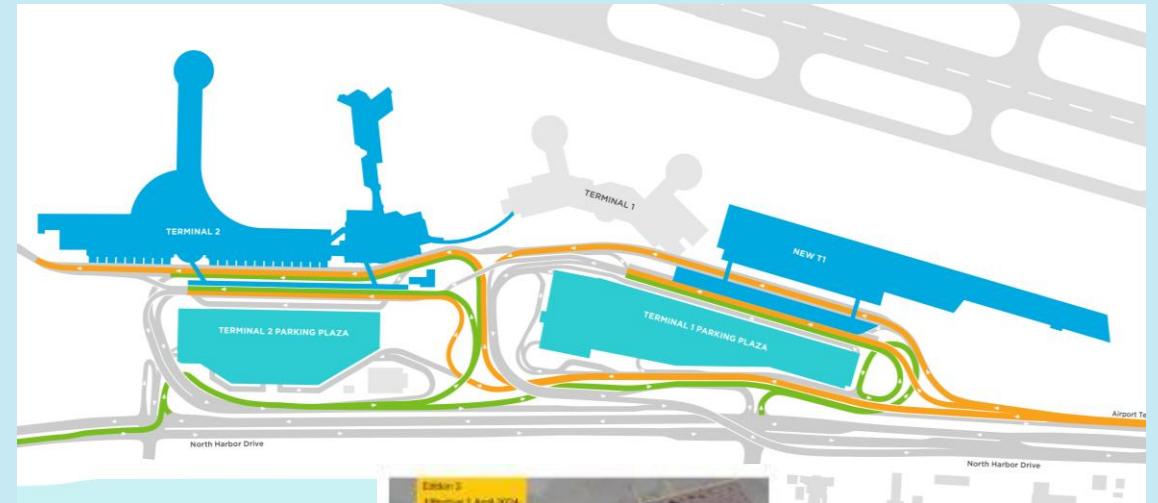


The Airport is taking a proactive approach to help alleviate any potential FAA concerns

Level 2 Terminal Processes



- Hired a consultant to facilitate the process
- Follow WASG best practices, including the Calendar of Coordination Activities
- Include all gates in both terminals
- Incorporate WASG into local Gate Rules



Managing Demand: Gate Rules



- Intended to maximize and facilitate the efficient use of resources while ensuring the equitable treatment of all air carriers operating or seeking to operate at SAN.
- Sets timeframes for schedule submission (60-days), plotting, and feedback.
- Defines standards used for the advance assignment of resources and daily gating.
- Includes the methodology for the allocation of remain overnight parking and ticket counter positions.
- Includes the periods of use and scheduling buffer periods for gates.

Lessons Learned...so far



- Contact ACI and get training!
- Do your research, contact other airports and consultants with experience
- Develop a cross-departmental “core team”
- Communicate with airlines on all levels
- Be open and transparent while following the WASG

Thank you



SAN DIEGO
INTERNATIONAL AIRPORT



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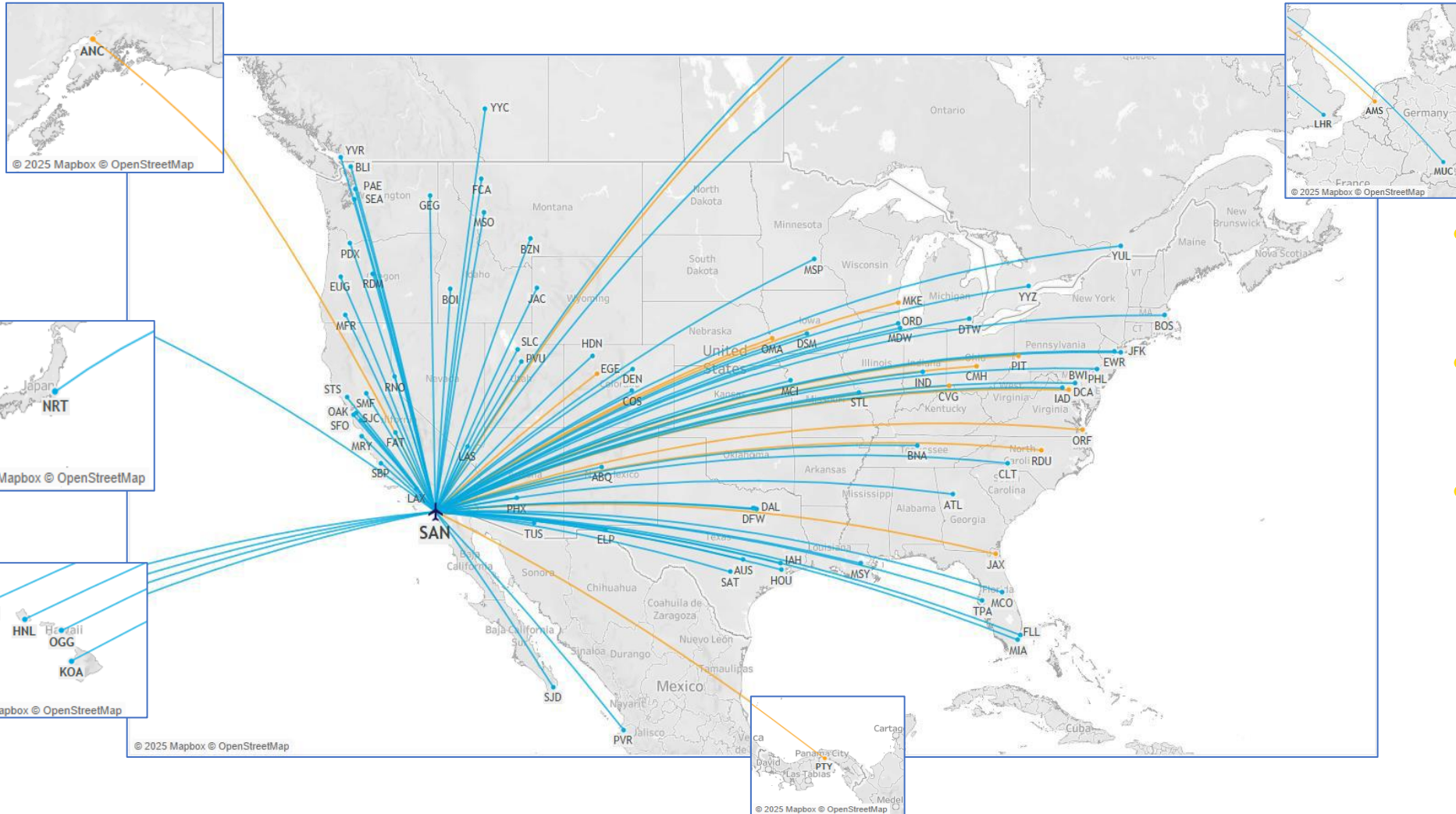
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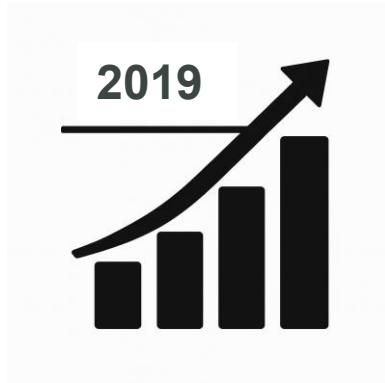
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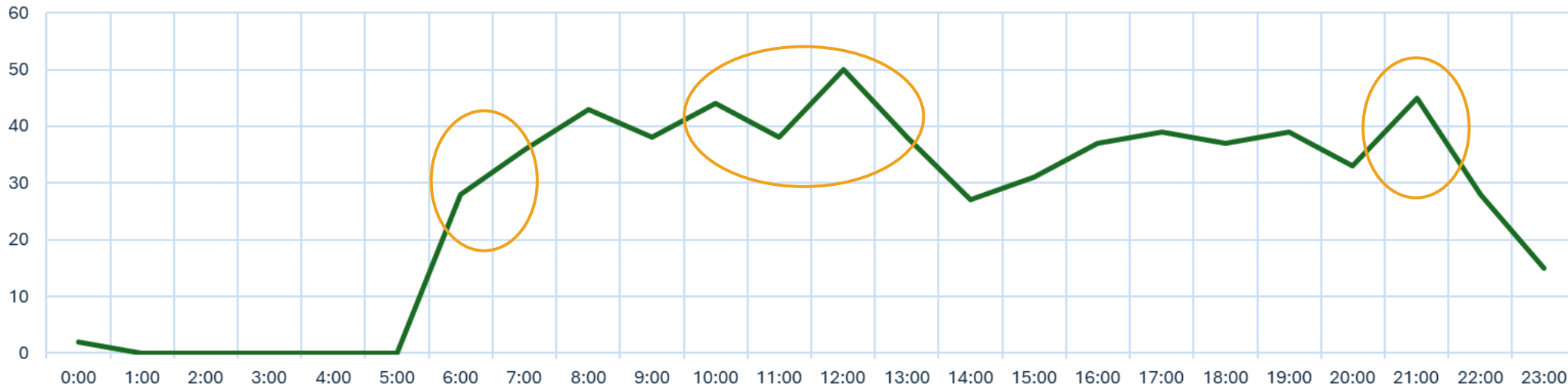


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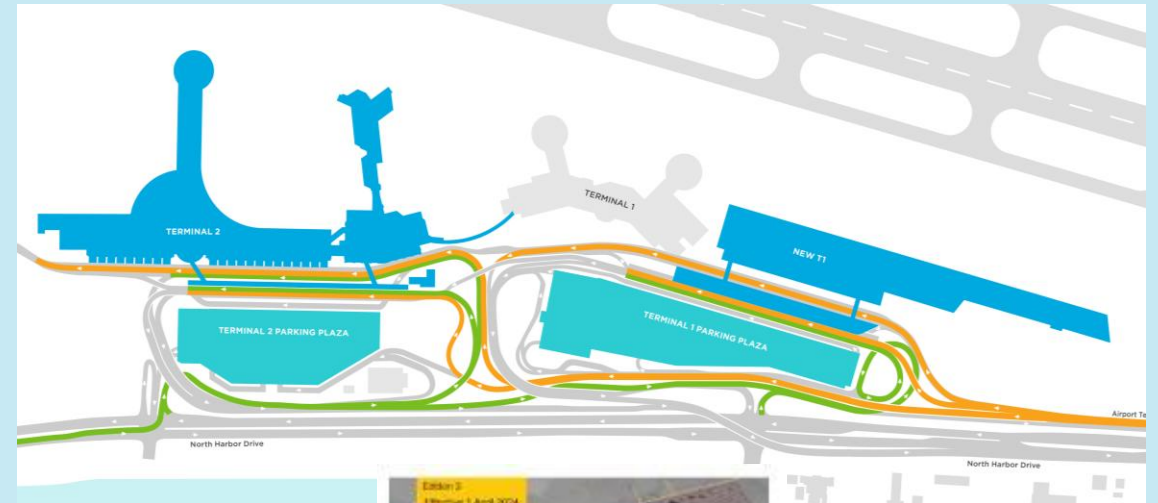


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