

THE PORT AUTHORITY OF NY & NJ



**ALL IN
A DAY'S
WORK**

*Kennedy • Newark Liberty
LaGuardia • Stewart • Teterboro*

WORKING THE NUMBERS

101,871,580 TOTAL PASSENGERS PER YEAR | **32.5**
AIRPORT | **8,350,910** PASSENGERS PER MONTH |
CARGO JOBS | **68,310,218** DOMESTIC PASSENGERS
1,225,237 FLIGHTS PER YEAR | **191,359** TONS OF
TAKE A TAXI TO THE AIRPORT | **98,689** FLIGHTS PER
A YEAR | **625,576** AIR TRAIN RIDERS A MONTH |

2009

AVIATION
DEPARTMENT
HIGHLIGHTS

CONTENTS

6 WORKING FOR
OUR CUSTOMERS.

*We're on the job,
working to perfect the
flying experiences of
our valued customers.*

8 WORKING FOR
A SOLUTION.

*We're working around-
the-clock for safe,
on-time flights, secure
airports, and reduced
airspace congestion.*

10 WORKING FOR
THE FUTURE.

*We're a work in
progress ensuring
our competitive edge
in the global market
today and beyond.*

12 WORKING FOR
THE COMMUNITY.

*We're at work in our
communities creating
jobs, educational
opportunities, and
beneficial partnerships.*

PERCENT TAKE A PRIVATE CAR TO THE
38.8 AVERAGE PASSENGER AGE | 76,600
| 6,363,653 AIR TRAIN RIDERS PER YEAR
FREIGHT PER MONTH | 20.9 PERCENT
MONTH | 1,931,361 TONS OF FREIGHT
485,670 JOBS



LEADERSHIP

GOVERNORS

The Honorable
David A. Paterson
GOVERNOR, NEW YORK

The Honorable
Chris Christie
GOVERNOR, NEW JERSEY

BOARD OF COMMISSIONERS

Anthony R. Coscia
CHAIRMAN

Henry R. Silverman
VICE CHAIRMAN

Virginia S. Bauer
Michael J. Chasanoff
Stanley E. Grayson
H. Sidney Holmes III
Jeffrey A. Moerdler
Raymond M. Pocino
Anthony J. Sartor
David S. Steiner

EXECUTIVE DIRECTOR

Christopher O. Ward

DEPUTY

EXECUTIVE DIRECTOR
Bill Baroni

CHIEF

OPERATING OFFICER
Ernesto L. Butcher

AVIATION SENIOR STAFF

Susan M. Baer
DIRECTOR

David Kagan
ASSISTANT DIRECTOR
PROPERTIES AND COMMERCIAL
DEVELOPMENT

William Radinson
ASSISTANT DIRECTOR
CAPITAL PROGRAM

ALL IN A DAY'S WORK

**TALENT. EXPERTISE. PASSION. THOSE ARE THE FORCES THAT DRIVE THE
PORT AUTHORITY OF NEW YORK AND NEW JERSEY'S DEPARTMENT OF
AVIATION EACH AND EVERY DAY – AND ALL OF THE MINUTES IN BETWEEN.**

A MESSAGE FROM THE DIRECTOR

Ours is an industry that never stops. It's in constant motion, moving people and goods around the globe. And, as one of the largest aviation systems in the world, so is The Port Authority of New York and New Jersey. We're at work for our aviation partners and passengers. Sharpening our operations. Planning for the future. Maximizing our resources to make our aviation system the best in the world.

Each day, our employees at five airports in New York and New Jersey are on the job, working with our industry partners to fine tune the flying experiences of almost 102 million passengers annually who come to one of our airports. Set to work, our teams arrive on the job and make their unique contribution to our department-wide goal of building and maintaining world-class facilities, ensuring the safety of our customers, and achieving a high level of service excellence.

Many of our successes of the last year can be attributed to the late William R. DeCota, our former director who passed away last year. Under his leadership, the Aviation Department led the nation on key issues of our day and improved our operations in a significant and lasting way.

As you read this report, you will learn that despite the current recession and a weakened economy, the Port Authority got down to work. We completed many significant projects in 2009 and laid the groundwork for 2010 and beyond.

We realize that the work of one of the world's largest aviation systems is never done. That's the nature of our industry, and frankly, that is what energizes us each and every day. We come to work to modify and improve, expand and secure, refine and innovate. That's what we do – all in a day's work.



SUSAN M. BAER
DIRECTOR
AVIATION DEPARTMENT

Lysa Scully
ASSISTANT DIRECTOR
OF CUSTOMER CARE,
CONCESSIONS, AND
AIRPORT SERVICES

Ralph Tragale
ASSISTANT DIRECTOR
PUBLIC AFFAIRS

Tom Bock
GENERAL MANAGER
AIRSPACE MODERNIZATION,
TECHNOLOGY, AND OPERATIONAL
ENHANCEMENT

Maria Bordas
GENERAL MANAGER
STRATEGIC PLANNING,
POLICY, AND EMPLOYEE
MANAGEMENT

Jeanne Olivier
GENERAL MANAGER
AVIATION SECURITY AND
TECHNOLOGY

Cheryl Yetka
GENERAL MANAGER
AVIATION FINANCIAL SERVICES

Patty Clark
SENIOR ADVISOR
FOR EXTERNAL AFFAIRS

AIRPORT MANAGEMENT

Jerry Spampanato
GENERAL MANAGER
JOHN F. KENNEDY
INTERNATIONAL AIRPORT

John Jacoby
GENERAL MANAGER
NEW JERSEY AIRPORTS
(NEWARK LIBERTY INTERNATIONAL,
TETERBORO)

Warren Kroeppel
GENERAL MANAGER
LAGUARDIA AIRPORT

Diannae Ehler
GENERAL MANAGER
STEWART INTERNATIONAL AIRPORT

Richard Heslin
MANAGER
TETERBORO AIRPORT

WORKING FOR OUR CUSTOMERS



**WE'RE ON THE JOB,
WORKING TO
PERFECT THE FLYING
EXPERIENCES OF OUR
VALUED CUSTOMERS.**

The Port Authority's airports host about 102 million customers each year. That's an important job and one we take seriously. Our Customer Care representatives are hard at work each day in our airports, terminals, ticket counters, doorways, AirTrain stations, and federal inspection facilities.

The opening of new Welcome Centers accelerated in 2009. We completed Welcome Centers at JFK's Terminal 4 and 5, Newark Liberty's Terminal B, LaGuardia's Central Terminal Building's east and west ends, and AirTrain JFK's Jamaica Station. Construction and approvals are under way for Welcome Centers at Newark Liberty's Terminals A and C; JFK's Terminals 1, 7, and 8; LaGuardia's US Airways and Delta Terminals; and AirTrain JFK's Howard Beach Station. These centers give passengers a place to make arrangements for authorized ground transportation, to book hotel accommodations and car rentals, check flight information, and pick up New York City and New Jersey tourism brochures.

Another component of customer service is parking. In order to make parking at our airports safer and more hassle-free, we completed the installation of new parking revenue control equipment, including license plate recognition technology, and enhanced fiber-optic networks and plaza infrastructure at JFK, Newark Liberty, and LaGuardia airports.

Just in time for the 2009 holiday travel season, we received word that JetBlue's beautiful new Terminal 5 at JFK International Airport was named the Richard A. Griesbach Award of Excellence winner in the 2009 Airport

Concession Contest. The award, given by Airports Council International-North America, recognized Terminal 5's overall concession program for its tenant mix, quality, brands, sales performance, and categories of food service, news and gifts, specialty retail, and customer service. MUJI to GO, a Japanese housewares and apparel retailer, won second prize for the Best New Retail Concept. JFK is MUJI to GO's first airport location in the United States.

So that travelers can navigate Stewart International with ease, we launched a new interactive map on the Port Authority web site that opens from a passenger's home. An easy-to-follow format lists the terminal's gate areas, amenities, and facilities, and guides them to airport parking. The map covers a multi-county region encompassing much of the lower and mid-Hudson Valley and also features links to regional attractions.

New technology stations are in the works for JFK International so that more flyers will be able to access the Internet and charge their cell phones while waiting for their flights. Another JFK technological innovation, at JetBlue's Terminal 5, enables flyers to order meals online before they get to the airport and have them delivered to them at the terminal.

AirTrain JFK and AirTrain Newark continued to attract passengers who enjoyed the ease of arriving and departing the airports in our "green" ground transportation vehicles. In 2009, a record 6.3 million passengers used AirTrain JFK and AirTrain Newark. AirTrain JFK connects the airport's terminals to New York mass transit systems. AirTrain Newark links Newark Liberty to NJ Transit's Northeast Corridor rail line. Both systems also serve tens of thousands of daily riders who use the rail systems for free to travel between passenger terminals and to connect to parking lots and rental car areas.

WORKING FOR A SOLUTION



**WE'RE WORKING
AROUND THE CLOCK
FOR SAFE AND
SECURE AIRPORTS,
ON-TIME FLIGHTS,
AND REDUCED
AIRSPACE
CONGESTION.**

Each day and at virtually every level, Port Authority teams come to work with no higher priority than the safety and security of our passengers, staff, and the employees of the airlines, concessions, and other businesses that keep our airports running.

In 2009, we completed the bid for maintenance of our computerized security access control systems at our five airports and revised Security Identification Display Area privilege applications for JFK, LaGuardia, and Newark Liberty to incorporate new federal requirements. We also completed protective bollard installations at Newark's Terminal B and LaGuardia's Marine Air Terminal. All of our five airports completed Federal Aviation Administration (FAA) 139 certification. New FAA Hudson River airspace guidelines were put into place to improve aviation safety over the Hudson River and in the New York metropolitan area.

Reducing flight delays at our airports remains a top priority for the Port Authority and our business partners. In 2008, the Port Authority dedicated \$150 million to technical and customer-service initiatives identified by the Flight Delay Task Force. In 2009, the Port Authority Board of Commissioners approved a \$376.3 million investment to implement the second phase of our JFK Flight Delay Reduction Program. Planning for delay reduction programs at Newark Liberty and LaGuardia advanced significantly in 2009 as more than 20 airside improvement programs were identified for future capital plans.

Last year, we commenced one of our biggest projects to reduce flight delays at JFK: reconstruction of the airport's Bay Runway. Three major elements of the project were finished in 2009 – the extension of Taxiway K and the additions of Taxiways FB and YA. The entire project will be completed by 2011 and will enable more planes to move through the airport in less time. The Port Authority is investing \$292.4 million in this project, with \$83.9 million being provided by the FAA. We also implemented the Sensis Aerobahn Surveillance System at JFK to address flight delays.

In 2009, we spearheaded the creation of the National Alliance to Advance NextGen, a state-of-the-art air traffic control system that utilizes satellite technology to help air traffic controllers move more aircraft more efficiently and safely in the skies. We joined with 600 National Alliance members in all 50 states calling for an FAA Re-Authorization Bill that includes billions of dollars necessary to advance, install, and operate NextGen satellite technology as quickly as possible at our airports. On the East Coast, Newark Liberty will be the first major hub in the United States to test NextGen technology.

Throughout 2009, we strengthened our aggressive wildlife hazard management program using technology and old-fashioned ingenuity. We hired a second staff wildlife biologist, initiated contracts with the U.S. Department of Agriculture (USDA) to provide on-site wildlife biologists at LaGuardia and Newark Liberty, and partnered with the City of New York and the USDA to round up geese on public properties near JFK and LaGuardia airports. As a result of these efforts, bird strikes at our airports are down 300 percent from 1989.

WORKING FOR THE FUTURE



WE'RE A WORK

IN PROGRESS

TO ENSURE OUR

COMPETITIVE EDGE

TODAY AND BEYOND.

In the works at the Port Authority airports are more than 75 aviation projects, with a value of \$370 million, which progressed through award. An additional 56 projects are currently being managed through final design in anticipation of a \$175 million awards plan for 2010. Nearly \$300 million worth of construction was put into place in 2009. The dollar value of our Aviation Department capital projects that were in the final design stage or under construction was \$1.3 billion.

The \$325 million modernization of Newark Liberty's Terminal B advanced with the completion of the lower level and the building's inline baggage screening system. We also completed Phase I planning for Terminal A's redevelopment and advanced two phases of concession redevelopment at Terminals A and B, which will add more than 30 new or redeveloped concession spaces.

The U.S. Bureau of Transportation reported JFK International as the world's leading airport for international travel. In 2009, we continued work on the renovation of JFK's historic TWA Flight Center; entered new clean-air hybrid buses into service; added more than 1,100 new luggage carts; and completed functional concepts in preparation for the redevelopment of Terminals 2, 3, and 4. We implemented an electrical night crew to address outages and to support the Bay Runway project. We forged a partnership with Capital Airports Holding Company of China to collaborate on projects that will improve international air travel at JFK and Capital Airports' premier airport, Beijing Capital International.

In 2009 we marked the 70th anniversary of LaGuardia and the addition of Southwest Airlines, the airport's first new airline in five years. Throughout 2009, we implemented a number of improvements at the Central Terminal Building (CTB), including a consolidated Flight Information Display System. We refined our vision for the modernization of the CTB and received authorization from the Board of Commissioners for a Police Crisis Command Center and Aircraft Rescue and Firefighting Facility, with a project cost of \$74.3 million and scheduled completion in 2010.

Over the last several years, the Port Authority invested nearly \$100 million in safety improvement programs at Teterboro Airport, including new taxiways, lighting improvements, and a new Engineered Materials Arresting System. In 2009, the rehabilitation of Runway 6-24 progressed. We also worked closely with the Teterboro Airport Industry Working Group. At year's end, we received the exciting news that the FAA approved the construction of a new air traffic control tower to replace the existing 35-year-old tower.

At Stewart International, we are collaborating with the business community to promote the airport. In the first two years since assuming Stewart's lease, we have invested \$40 million in far-reaching improvements. Future improvements include a new customs station and a new cargo transfer station.

AirTrain JFK enjoyed a number of upgrades, including new digital signage; expanded closed-circuit television; track, switch, and third-rail heaters to improve reliability in cold weather; and a digital audio recording system for monitoring critical communications in real time. AirTrain Newark completed a mid-life vehicle overhaul and began a mid-life overhaul of the train control and communication system for the Northeast Corridor extension.

WORKING FOR THE COMMUNITY



**WE'RE AT WORK IN
OUR COMMUNITIES
CREATING JOBS,
EDUCATIONAL
OPPORTUNITIES,
AND BENEFICIAL
PARTNERSHIPS.**

Our Port Authority airports and the people who operate them do not exist in a vacuum. Instead, part of our work philosophy is to be part of a robust community of people, businesses, schools, and organizations. Together, JFK International, LaGuardia, Newark Liberty International, Teterboro, and Stewart International airports generate tens of thousands of jobs; educate future aviation industry leaders; support their communities' public services; safeguard schools; and protect the delicate environmental balance of people and nature in the areas in which our airports are located.

Our Port Authority airport system's regional economic benefit results in half a million jobs in a 26-county, 8,300-square-mile area, paying more than \$20 billion in annual wages and generating \$60 billion in annual economic activity. In 2009, Aviation Department capital projects that were in the final design stage or under construction generated about 3,500 direct construction-related jobs, paying wages of about \$229 million. With a projected investment of \$40 million in capital improvements at our newest airport, Stewart International in the Hudson Valley, we awarded 16 contracts over the past two years.

We are "greening" our airports with a number of initiatives. In 2009, we expanded our recycling program at Newark Liberty and LaGuardia by installing recycling cans and instituting a public information campaign at Terminal B and the Central Terminal Building. AirTrain Newark and AirTrain JFK offered attractive ground transportation alternatives to driving for more than 6 million riders in 2009.

We have also undertaken major steps to become carbon-neutral in 2010, including using hybrid buses at the airports, building the world's first geothermal-powered building at an airport at JFK, investing \$40 million to buy and preserve environmentally sensitive land for public use, installing thermal windows at our terminals, and committing to making Stewart International the nation's first carbon-negative airport.

We also join with our communities to educate and celebrate. In 2009, we lit up JFK's air traffic control tower in blue to honor the New York Yankees' World Series Championship, and we lit it pink to build awareness of breast cancer. We continued to offer educational and scholarship opportunities in 2009, including airport tours, visits by schoolchildren to the Aviation Hall of Fame and Museum of New Jersey at Teterboro Airport, and scholarships and internships for those pursuing careers in aviation-related industries.

Noise abatement is an ongoing mission of the Port Authority. Along with federal and local agencies and organizations, we have committed nearly \$400 million to soundproof 77 schools in our surrounding communities. Over the past several years, we helped the Teterboro Airport Industry Working Group distribute thousands of letters to encourage participation in the group's Pledge to the Community program to reduce aircraft noise in Teterboro's surrounding communities.

Today and every day, the people of the Port Authority airports are working for quality customer service and for solutions to create safe and secure airports. We're working for the future by building world-class facilities and for our communities through important partnerships. On the frontlines or behind the scenes, we're working 24/7 to create one of the world's greatest aviation systems for our industry and its passengers.

< *At work in our communities to provide educational opportunities for children through the Aviation Hall of Fame and Museum of New Jersey, scholarship programs, and more.*

2009
STATISTICAL
SUMMARY

TOP 10 PASSENGER CARRIERS

REGION

CONTINENTAL	19,115,685
JETBLUE AIRWAYS	13,637,285
DELTA	11,869,654
AMERICAN	11,513,556
CONTINENTAL EXPRESS/EXP. JET	3,437,364
US AIRWAYS	3,185,361
UNITED	3,145,887
COMAIR, INC.	2,987,383
NORTHWEST	2,670,804
CONTINENTAL EXPRESS/COLGAN AIR	1,532,959

JFK

JETBLUE AIRWAYS	11,738,127
DELTA	8,295,520
AMERICAN	6,424,746
COMAIR, INC.	2,106,949
BRITISH AIRWAYS	1,117,695
AIR FRANCE	918,919
VIRGIN AMERICA	906,709
UNITED	875,500
AMERICAN EAGLE	716,748
VIRGIN ATLANTIC	553,694

EWR

CONTINENTAL	18,375,453
CONTINENTAL EXPRESS/EXP. JET	3,373,933
CONTINENTAL:EXP:COLGAN AIR	1,532,959
AMERICAN	1,158,804
DELTA	1,032,505
JETBLUE AIRWAYS	994,596
UNITED	890,339
US AIRWAYS	858,691
LUFTHANSA	490,420
NORTHWEST	398,936

LGA

AMERICAN	3,930,006
DELTA	2,541,629
US AIRWAYS	1,910,172
NORTHWEST	1,765,055
UNITED	1,380,048
AIRTRAN AIRWAYS	1,049,937
SPIRIT AIRLINES	983,060
US AIR EXP: AIR WISCONSIN	903,760
AMERICAN EAGLE	810,988
COMAIR, INC.	791,615

SWF

JETBLUE AIRWAYS	180,154
US AIR EXP: AIR WISCONSIN	76,649
NW AIRLINK: PINNACLE	76,466
DELTA: ASA	43,290
US AIR EXP: PIEDMONT	9,088
US AIR EXP: CHAUTAUQUA	4,418

2009
STATISTICAL
SUMMARY

TOP 10 FREIGHT CARRIERS

REGION

FEDERAL EXPRESS	512,788
UNITED PARCEL	169,143
AMERICAN	114,921
CONTINENTAL	111,458
BRITISH AIRWAYS	68,900
DELTA	64,782
KOREAN	61,912
CHINA AIRLINES (CAL)	55,682
ASIANA	51,283
LUFTHANSA CARGO	49,745

JFK

AMERICAN	113,624
FEDERAL EXPRESS	108,538
KOREAN	61,912
DELTA	59,140
CHINA AIRLINES (CAL)	55,682
BRITISH AIRWAYS	53,516
ASIANA	51,283
LUFTHANSA CARGO	49,745
CATHAY PACIFIC	41,120
UNITED PARCEL	35,287

EWR

FEDERAL EXPRESS	396,587
UNITED PARCEL	130,822
CONTINENTAL	110,929
KALITTA AIR LLC	18,025
BRITISH AIRWAYS	15,384
LUFTHANSA	11,396
VIRGIN ATLANTIC	11,282
SAS	7,822
ABX AIR INC.	7,461
AIR TRANSPORT INT'L (BAX INC.)	7,367

LGA

DELTA	2,657
UNITED	1,044
CONTINENTAL	529
US AIRWAYS	483
SOUTHWEST AIRLINE	453
NORTHWEST	443
FRONTIER AIRLINES	257
JETBLUE AIRWAYS	215
AIR CANADA	184
AMERICAN EAGLE	145

SWF

FEDERAL EXPRESS	7,663
UNITED PARCEL	3,033
AIR TRANSPORT INT'L	52
NW AIRLINK: PINNACLE	2
US AIR EXP: AIR WISCONSIN	2
JETBLUE AIRWAYS	2

John F. Kennedy International (JFK), Newark Liberty International (EWR), LaGuardia (LGA), and Stewart International (SWF) Airports are aviation facilities operated by The Port Authority of New York and New Jersey, which also operates a general aviation airport, Teterboro Airport (TEB). The Port Authority also operates port facilities, bridges, tunnels, terminals, rail facilities, and it may also engage in general economic development activities within a region designated as the "Port District," an area encompassing a roughly 25-mile radius from the Statue of Liberty.

The Port Authority, which has no access to taxes or state and federal government guarantees, raises the necessary funds for the improvements, construction, and

acquisition of these facilities on the basis of its own credit and revenues derived principally from the tolls, fares, landing and dockage fees, rentals, and other charges for the use of these facilities. Since the Port Authority is a self-supporting government agency, the Port Authority bond covenants require that the results of its operations be consolidated so that the revenues of one facility may be used to support development and operations of another.

The Port Authority of New York and New Jersey's Comprehensive Annual Financial Report contains specific and detailed financial information on accounting practices, operating position, capital asset financing, and significant financial policies.

The pricing policies and approach to financial management employed at the Port Authority's airports have been established in consultation, negotiation, and agreement with the airlines serving the New York regional airports. JFK, EWR, and LGA airports follow the compensatory approach to pricing of airside facilities. Pricing at Stewart Airport is controlled by the terms of the lease with the State of New York. All users of airport facilities and services pay only the actual costs or value of the facilities and services they use and do not bear the burden of any that do not benefit them.

The schedules contained herein depict information on Port Authority operations and capital expenditures including detailed results for aviation facilities.

2009 OPERATING RESULTS

	LGA	JFK	EWR	TEB	SWF	DMH (a)	TOTAL
Gross Operating Revenues	\$302,901	\$971,966	\$729,120	\$31,897	\$7,346	\$(139)	\$2,043,091
Operating Expenses	223,960	642,580	403,866	18,410	16,931	331	1,306,078
Amortization	32,859	135,794	110,699	9,770	-	-	289,122
Gross Operating Income (Loss)	46,082	193,592	214,555	3,717	(9,585)	(470)	447,891
Net Interest Expense (b)	1,838	24,240	37,881	(3,287)	(4,593)	-	56,079
Net Income	\$44,244	\$169,352	\$176,674	\$7,004	\$(4,992)	\$(470)	\$391,812

ASSET INFORMATION

	LGA	JFK	EWR	TEB	SWF	PFC Program	DMH (a)	Total
Facilities Net – Beginning of Year	\$735,543	\$2,522,345	\$2,007,809	\$177,253	\$9,353	\$1,690,008	\$0	\$7,142,311
Net Capital Expenditures (c)	118,907	190,038	101,022	28,191	19,969	200,165	0	658,292
Depreciation	32,859	135,794	110,699	9,770	0	72,408	0	361,530
Facilities Net – End of Year	\$821,591	\$2,576,589	\$1,998,131	\$195,674	\$29,322	\$1,817,765	\$0	\$7,439,073

The Federal Aviation Administration (FAA) on January 17, 2006, approved the Port Authority's application to fund a host of capacity-enhancement, safety, and security projects at the region's three major airports with \$800.6 million in charges, known as Passenger Facility Charges (PFCs). The FAA also authorized the PA to increase the PFC from \$3 to \$4.50 for each passenger departing the three airports, which is expected to yield an additional \$60 million a year.

Previously, the FAA granted applications for \$1.8 billion submitted by the Port Authority in connection with the imposition and use of the \$3 per enplaned passenger charge, in July 1992, July 1995, November 1996, and August 1999.

PFCs are collected by the airlines on behalf of the Port Authority and can be expended only for certain projects that are authorized by the FAA. Pursuant to federal law, the collection and expen-

diture of the PFC is restricted to PFC-eligible projects undertaken with the prior approval of the FAA. Future applications may be submitted by the Port Authority to the FAA for authority to continue the PFC at the airports and for approval of PFC-funded airport-related capital construction projects, as appropriate.

NET INVESTMENT IN FACILITIES (IN MILLIONS)

	Gross Operating Revenues	Income from Operations	Net Capital Expenditures	Net Investment in Facilities
2006	\$1,777	\$368	\$587	\$6,448
2007	1,918	440	686	6,836
2008	2,026	430	625	7,142
2009	\$2,043	\$448	\$658	\$7,439

< *Source: The Port Authority of New York and New Jersey Consolidated Financial Statements, December 31, 2009.*

(a) *Miscellaneous revenues and expenses related to the transfer of the facility to NYC.*

(b) *Amounts include net interest (interest expense less financial income) expense, Passenger Facility Charge revenues, grants, and gain or loss generated by the disposition of assets.*

(c) *Amounts include performance bonds and discount and premium adjustments.*



OUR MISSION

To achieve regional and agency prosperity through a unified system of airport facilities that offer unsurpassed capacity and quality, a safe and secure environment, an excellent customer experience, and environmentally sustainable and community friendly services delivered by an available, capable, and first-rate staff.

OUR VISION

The Aviation Department will serve the region as the unsurpassed regional, national, and global gateway for air passengers and cargo.

2009

AVIATION DEPARTMENT HIGHLIGHTS

John Olberding
MANAGING EDITOR

Kellyann West
PROJECT MANAGER
AND EDITOR

Tina Hansen
CONTRIBUTING EDITOR

Gerald Simpkins
FINANCE EDITOR

Jojo Quayson
TRAFFIC EDITOR



THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY
DEDICATES OUR 2009 AVIATION HIGHLIGHTS REPORT TO
WILLIAM R. DECOTA, FORMER DIRECTOR OF OUR AVIATION DEPARTMENT,
WHO DIED SUDDENLY AT THE AGE OF 51 ON SEPTEMBER 11, 2009.

THE PORT AUTHORITY OF NY & NJ

225 PARK AVENUE SOUTH • NEW YORK, NY 10003

212-435-7000 • panynj.info

