



SAN DIEGO
INTERNATIONAL
AIRPORT

Annual Sustainability Report

Fiscal Year 2013 (July 1, 2012 - June 30, 2013)



Mastering the Art of Airports

Table of Contents

i.

■	Message From Our President/CEO	1
■	Message From Our Board Chair	3
■	Our Sustainability Story	4
	Organizational Profile	6
■	Our Performance	8
	Business Performance	8
	Environmental Performance	10
	Social Performance	15
	Our Employees	15
	Our Customers	17
	Our Community	19
■	Our Reporting	23
	GRI Index	24
	Charts & Tables	30
■	Our Awards	38

Message From Our President/CEO

1



This third annual sustainability report for San Diego International Airport covers fiscal year 2013 (July 1, 2012 to June 30, 2013) and is again presented as an interactive digital portal (at <http://sustain.san.org>). The data are based on Global Reporting Initiative (GRI) guidelines.

Last year, my letter was about “Building on Success,” and that has been a good beacon to follow. The Airport Authority remains committed to the aspects of sustainability covered in this report: environmental, economic and social. The report tracks our progress against several GRI criteria and indicates where we can make improvements.

SDIA has tremendous opportunities ahead. As we pursue new projects, such as the rental car center now under construction on the north side of the airfield, our commitment to sustainability requires us to enhance the region’s quality of life as we continue to improve its vital air transportation infrastructure.

It is a team effort to operate and enhance San Diego International Airport in a way that best serves the air transportation needs of the region, best protects the environment, and helps position our region well for the benefit of future generations.

We rely on, and owe credit to, our numerous stakeholders and regional partners in carrying out this commitment, including passengers, tenants (airlines, concessions and ground transportation providers), the business community and partner agencies at the local, state and federal level.

We were the first major airport in the United States to issue a sustainability report based on GRI guidelines. This report is a testament to the progress we can make by working together, and it points the way to how we can best build on that progress for even greater sustainability in the years ahead.

A handwritten signature in blue ink that reads "Thella F. Bowens". The signature is fluid and cursive, with the first name being the most prominent.

Thella F. Bowens
President/CEO

Message From Our Board Chair

3



Welcome to our third annual sustainability report, covering fiscal year 2013. I'm pleased to report that the cumulative effect of many individual efforts in the areas of social, environmental and financial sustainability is profound.

The fiscal year was dominated by construction activity related to The Green Build Terminal 2 expansion project, the largest construction project in the history of San Diego International Airport. As The Green Build neared completion, it rose as a powerful symbol of the Airport Authority's commitment to sustainability. On the environmental front, it was designed from start to finish to achieve LEED (Leadership in Energy and Environmental Design) certification of at least the silver level.

The Airport Authority used The Green Build to enhance social and economic sustainability in the region, with a strong focus on involving local and small businesses in the project. At peak construction, the project generated 1,000 jobs on site. And out of \$467.5 million in Green Build construction opportunities, \$415.2 million (88.8%) went to local businesses, while \$117.6 million went to small businesses and \$57.5 million went to historically unrepresented businesses.

On the financial front, in FY 2013 we made progress in keeping The Green Build on schedule and under budget. In fact, at completion the project came in on time and \$45 million under budget. Also in FY 2013, the second bond sale for The Green Build obtained a favorable 3.92% interest rate, which is expected to bring big savings over the 30-year life of the bonds.

This fiscal prudence had ripple effects, including maximizing the Airport Authority's financial reserves, reducing borrowing costs, and allowing us to proceed with this important project even in a down economy—creating jobs and economic benefit when the region needed those most.

The self-sufficient nature of airport finances contributes to the financial sustainability of the Airport Authority. With no direct taxing authority and diminishing funding from Federal sources such as the FAA, our revenues instead come from money earned at the airport – from fees paid by our tenants (airlines, concessions, ground transportation providers) and travelers. These earnings are then reinvested at SDIA for ongoing airport improvements. In other words, we don't make a profit – we make a better airport.

Our commitment to sustainability is evident in all we do at the Airport Authority. In 2012, we became the first airport in the country to issue an annual sustainability report based on Global Reporting Initiative standards, and with this year's report we are proud to once again track our performance against those standards. As stated in our mission statement, we must – and will – continue to operate *in a manner that promotes the region's prosperity and protects its quality of life*.

A handwritten signature in blue ink, appearing to read 'R. Gleason', written in a cursive, flowing style.

Robert H. Gleason
Board Chair

Our Sustainability Story

4

Sustainability to us is a straightforward directive: operate San Diego International Airport (SDIA) in a way that serves the needs of our customers and region both today and in the future.

Spend some time at SDIA and what comes into view is a bustling facility and a team of professionals guided by a deep commitment to sustainability across all our operations.



In 2012, we became the first major airport in the United States to publish an annual sustainability report based on the guidelines of the Global Reporting Initiative (GRI). Our fiscal year 2011 report, published on June 26, 2012 and covering July 1, 2010–June 30, 2011, made a commitment to continue reporting and furthering sustainability efforts at SDIA. We are building on that commitment in what is now our third report covering fiscal year 2013 (July 1, 2012–June 30, 2013).

We have again focused the report on three categories of precious resources central to the GRI process:

- *Economic resources we depend on to stay in business*
- *Environmental resources we depend on to live*
- *Social resources we depend on to thrive, including:*
 - Employee resources we depend on to function
 - Community resources we depend on for mutual benefit
 - Customer resources we depend on to support us as we serve them

The Airport Authority works to sustain these fundamental resources through the pursuit of five organizational strategies:

- Enhance the financial position of the Airport Authority
- Operate our airport in a safe, secure, environmentally sound, effective and efficient manner
- Achieve the highest level of internal and external customer satisfaction
- Be a trusted and highly responsive regional agency
- Ensure the highest level of employee satisfaction

In this and future sustainability reports, you will see how we are addressing each of these areas and moving toward a more sustainable future for SDIA.

In times past, many organizations used precious resources without a sense of limits, without keen knowledge that those resources could be jeopardized or even lost. It's a new world today, a closer, more interconnected world with an acute sense of limits and strains on many of our resources. Doing business today is not about depleting resources, or even minimizing the rate at which they are depleted. Doing business today is about sustaining resources.

In several areas, we have made great progress. In others, there is room to do more.

Airports help make our world smaller—more interconnected. In doing so, it is our belief that airports also have a great responsibility to respect precious resources...and to be increasingly more sustainable.

Spotlight On: Sustainability Policy

The Airport Authority adopted one of the first sustainability policies for a major airport in the U.S. This formalized the Airport Authority's commitment to an environmentally sustainable future for the airport and the region. The policy in full:

Adopted by Resolution No. 2008-0013 dated February 7, 2008

Sustainability has emerged as a global environmental theme and a major business imperative for the 21st Century, dramatically influencing regional thinking and policy making. It is essential for the Airport Authority to become a known benchmark and respected role model for best sustainable practices in the San Diego region and the aviation industry. Sustainability is consistent with and vigorously reinforces the Airport Authority's Mission Statement: to operate San Diego's air transportation gateways in a manner that promotes the region's prosperity and protects its quality of life.

The Board recognizes the need for the Airport Authority to be a sustainable organization and endorses the four sustainability elements of Economic Viability (E), Operational Excellence (O), Natural Resource Conservation (N) and Social Responsibility (S) (EONS) to guide and implement the Airport Authority's sustainable practices. These four elements have been put forth within the aviation industry as the core precepts for a holistic approach to airport sustainability. Incorporating the EONS elements into the Airport Authority's business practices, policies and programs will ensure sustainability is fully deployed across the Airport Authority's operational and business functions.

By setting forth this policy, the Board commits the Airport Authority to these sustainable practices:

- (1) Affirm commitment to regulatory compliance, pollution prevention, continuous improvement and transparency in environmental performance
- (2) Actively participate in local and regional sustainability partnerships and strongly encourage and promote sustainable practices both in the aviation industry and the region
- (3) Review and evaluate all new programs and projects in terms of addressing all four Sustainability Elements (EONS), in a balanced, holistic and measurable approach
- (4) Analyze the life cycle operating costs and impacts of our facilities, operations and services, using a Total Cost of Ownership approach to determine project feasibility and economic sustainability
- (5) Adopt the standards set forth by the United States Green Building Council (USGBC); Leadership in Energy and Environmental Design (LEED) as guiding criteria for achieving sustainable design in the development and remodeling of airport facilities
- (6) Apply EONS and LEED criteria as a significant factor when reviewing tenant development/redevelopment projects and provide incentives to encourage sustainable design features
- (7) Develop language within all new leases, agreements and contracts that supports the Airport Authority's sustainability initiatives
- (8) Require the Airport Authority's lessees and contractors to comply with the terms and conditions of their agreements pertaining to sustainability
- (9) Establish a work environment that maximizes our employee assets and stimulates an atmosphere of innovation, productivity, pride, and a personal commitment to sustainability
- (10) Take a leadership role in sustainability initiatives that strengthen the social well-being and community relationships with visitors, airport stakeholders and the public we serve.



Organizational Profile

About San Diego County Regional Airport Authority

The San Diego County Regional Airport Authority was created on January 1, 2003, as an independent agency to manage the day-to-day operations of San Diego International Airport and address the region's long-term air transportation needs.

The legislation that created the Airport Authority mandates three main responsibilities:

- Operate San Diego International Airport
- Plan for the future air transportation needs of the region
- 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 Airport Authority is governed by an appointed Board of nine voting members (eight male members and one female member in FY 2013) with three additional non-voting members serving ex-officio (two male members and one female member in FY 2013) who represent all areas of San Diego County. Three members serve as the Executive Committee. The Board regularly convenes on matters connected to

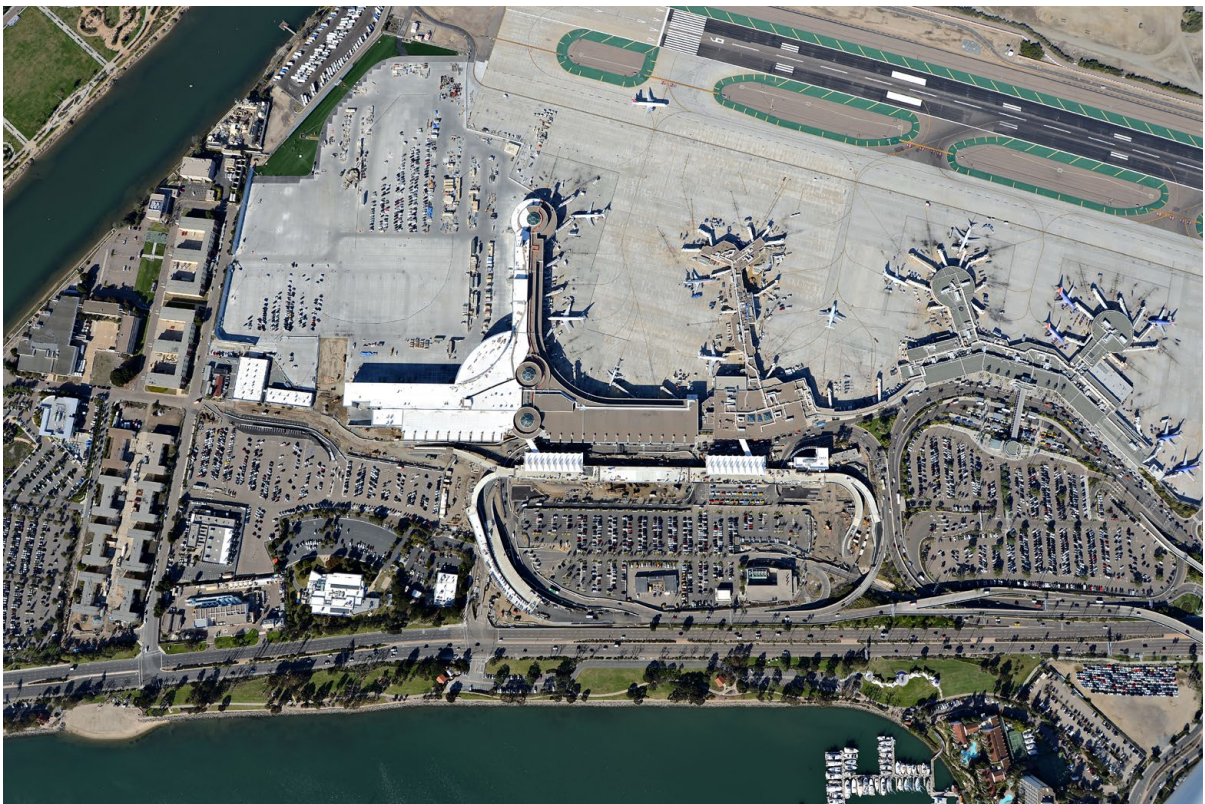
its state-mandated mission to effectively manage and operate San Diego International Airport and address the region's long-term air transportation needs.

Several standing committees of the Board have been formed to better address key policy areas and develop items for consideration by the full Board. They also hold regular public meetings and include:

- Executive Committee
- Executive Personnel and Compensation Committee
- Finance Committee
- Audit Committee
- Capital Improvement Program Oversight Committee

In FY 2013, President/CEO Thella F. Bowens was responsible for management oversight of the Airport Authority, the annual budget and a staff of approximately 346 aviation professionals. The Airport Authority Board Chair does not serve as an executive officer within the organization's management.

During the reporting period there have been no significant changes regarding the size, structure or ownership of San Diego County Regional Airport Authority or San Diego International Airport.



About San Diego International Airport

For more than 80 years, San Diego International Airport has served the air transportation needs of the San Diego region. The airport's total operation sits on 661 acres just two miles northwest of San Diego's thriving downtown. Its ocean-close location on Harbor Drive is roughly bounded by Interstate 5 to the east, Liberty Station to the west, Marine Corps Recruit Depot to the north and San Diego Bay to the south. The airport has a single primary runway, which is 9,401 feet long. On average, 40,000–50,000 passengers a day pass through the airport, which accommodates more than 500 daily arrivals and departures, the vast majority of which are for passenger service.

In fiscal year 2013, 20 passenger carriers and three cargo carriers served the airport, which had 41 gates for jet aircraft in Terminals 1 and 2 and four gates for regional planes in the Commuter Terminal.

Southwest Airlines, the largest carrier, accounted for approximately 37 percent of the passenger volume in fiscal year 2013.



Our Business Performance

8

***Our Goal:** Enhance the Financial Position of the Airport Authority*

Many San Diegans are unaware of what it takes to keep SDIA serving the region as an economic powerhouse, generating jobs and billions of dollars in annual economic benefit. Like all commercial airports in the U.S., SDIA is different than most transportation infrastructure, where the majority of investments are funded by taxpayer dollars.

Significant Financial Assistance Received from Government*

Type	FY2012	FY 2013
Voluntary Airport Low Emissions Program (VALE)**	\$2.0 million	\$1.5 million
Airfield Improvements**	\$8.4 million	\$10.4 million
Quieter Home Program**	\$9.0 million	\$13.2 million
Law Enforcement Officer (LEO) Reimbursement***	\$197,000	\$292,000
Baggage Handling System***	\$7.8 million	\$3.8 million
Build America Bonds Rebate***	\$5.0 million	\$4.8 million
Total	\$32.4 million	\$34 million

*Not reported in FY 2011.

**FAA Airport Improvement Program

***Transportation Security Administration

Rather, America's airports are largely self-sustaining and do not drain precious local tax dollars away from other important government services. SDIA is largely funded by those who use it. The vast majority of its revenues come from:

- Fees paid by passengers using SDIA, including Passenger Facility Charges paid when passengers buy airline tickets
- Landing fees, space rental fees and security charges paid by the airlines serving SDIA
- Parking charges
- Sales of food, goods and services (such as shoe shine and currency exchange) at the airport

Like all commercial airports in the U.S., SDIA also receives some revenues from the following sources:

- Federal funding – In the form of grants that help pay for airport construction and others projects.



- Bond financing – Major improvement projects at SDIA are funded with bonds repaid from user fees listed above. For example, The Green Build improvements at SDIA were financed through two bond offerings. Fortunately, due to prudent financial management by the Airport Authority and market conditions, these bond offerings garnered exceptionally low interest rates, saving tens of millions of dollars. In 2010, the largest bond sale in SDIA's history —\$572.6 million—secured an interest rate of 4.38 percent. Such a favorable interest rate is projected to save more than \$40 million dollars over the 30-year term of the bonds.

***Spotlight On:** Evolving Models of Airport Funding*

In these recent years of economic uncertainty, budgets have tightened at all levels of government and the airline industry has continued to struggle toward profitability. This means traditional funding sources for SDIA have become more unpredictable. Prudent financial management, therefore, requires the Airport Authority to be on the lookout for new and enhanced ways to generate revenue and reinforce the airport's self-sufficiency.



That includes more revenue from expanded parking facilities and more concessions, as well as new air service. It also includes innovative development and management approaches like funding by third-party developers. This allows construction of essential

facilities without relying on SDIA's bonding capacity or financial reserves.

There will likely be other innovations identified to generate the revenues SDIA needs. But as airport funding models evolve, one thing will remain unchanged: the Airport Authority's commitment to enhancing SDIA's role as a largely self-sufficient economic powerhouse for the region.

Spotlight On: Major Bond Sale Receives Significantly Low Borrowing Cost

In fiscal year 2013, San Diego County Regional Airport Authority completed a major bond sale for San Diego International Airport, issuing \$379.6 million in Senior Airport Revenue Bonds. Proceeds provided the remaining debt funding necessary to complete The Green Build Terminal 2 expansion program and a variety of projects in the FY 2013 – FY 2017 Capital Improvement Program (CIP) for the airport.

The Airport Authority was able to secure a significantly low all-in borrowing cost of 3.92% for the bonds, which is a lower long-term rate than any other airport in the nation in the same rating class.

It is estimated that accessing the market at such a favorable interest rate will save the Airport Authority more than \$71 million in reduced debt service cost over the 30-year term of the bonds, compared to forecast. The bond sale proved very popular, with strong demand from both retail and institutional investors; \$58 million of the bonds were sold to retail investors, and 69 different institutional investors participated in the sale.

"Such favorable terms for this bond sale was good news for the Airport Authority and the region, and it's the result of strong financial policies and management strategies," said Thella F. Bowens, President and CEO of the Airport Authority. "Completion of bond funding strengthened our financial plan for The Green Build and our CIP, which benefit the entire region through jobs and economic investment."

The bond sale's favorable circumstances were due to several factors, including the Airport Authority's careful timing of market entry for the sale, pricing during a time when rates were more attractive, and strong credit ratings for Airport Authority bonds from the nation's top three ratings agencies: Fitch Ratings, Moody's Investor Services and Standard & Poor's.

Direct Economic Value Generated (Revenues) and Distributed (Expenses)

Revenues	FY 2011	FY 2012 Restated***	FY 2013
Operating Revenues	\$144,006,851	\$153,549,960	\$177,497,814
Interest Income	\$6,408,130	\$5,491,516	\$4,140,068
Total Revenues	\$150,414,981	\$159,041,476	\$181,637,882
Expenses			
Operating Costs	\$128,712,874	\$126,464,767	\$130,327,564
Employee Wages and Benefits	\$38,266,477	\$37,236,513	\$38,092,464
Interest Expense	\$4,392,903	\$2,026,692	\$16,530,425
Tax Payments to Government	\$0	\$0	\$0
Community Investments*	\$0	\$0	\$0
Total Expenses	\$171,372,254	\$165,727,972	\$184,950,453
Economic Value Retained*	(\$20,957,273)	(\$6,686,496)	(\$3,312,571)
Economic Value Retained (with other revenue sources and expenses**)	\$46,894,748	\$58,633,211	\$66,174,802

*Federal regulations require Federal Aviation Administration and Department of Transportation funds to airports to be used only for capital and operating costs of the airport, the local airport system and/or other facilities owned and operated by the airport that are directly related to the air transportation of passengers or cargo. However, the Airport Authority does support the community in several significant ways, including sponsorships for a variety of community organizations, an annual United Way employee fundraising drive and youth education programs, among other initiatives.

**Other revenues include passenger facility charges, customer facility charges, Quieter Home Program grant revenue and capital grant contributions. Other expenses include Quieter Home Program expenses.

***Restated during the year ended June 30, 2013, the Airport Authority implemented GASB Statement No. 65 early. As a result, the cumulative effect on beginning net position and the change in net position, as well as certain asset accounts and operating accounts, have been restated from previously issued financial statements to reflect the Airport Authority's write-off of unamortized debt insurance costs.

Our Environmental Performance

10

***Our Goal:** Operate Our Airport in a Safe, Secure, Environmentally Sound, Effective and Efficient Manner*

The Airport Authority is committed to building and operating sustainably, and strives to protect the wide variety of natural resources that exist at the airport's unique location on the shores of San Diego Bay. Here we look at our efforts in several important areas concerning our natural environment:

- *Waste reduction and recycling*
- *Water conservation*
- *Energy conservation*
- *Air quality*
- *Sustainable building methods*
- *Noise considerations*

Waste Reduction and Recycling

Each day, we're making strides to reduce the amount of waste generated at the airport, while increasing what is recycled. The airport implemented a single-stream recycling program in 2002. This directly contributed to an increase in recycled waste from 107 tons in 2002 to more than 1,052 tons in fiscal year 2013.

Waste by Type

All values listed in standard tons

	FY 2011	FY 2012	FY 2013
Non-Hazardous	10,379	32,598	6,337
Hazardous*	80.2	173	213
Total	10,819.2	32,771	6,550

*All hazardous waste is handled by a certified hazardous waste contractor and disposed of in accordance with pertinent regulations.

Waste by Disposal Method

All values listed in standard tons

Method	FY 2011	FY 2012	FY 2013
Construction and Demolition Debris Recycling	5,150	27,276	1,199
Recycling	687	677	1,052
Landfill	4,902	4,645	4,086
Certified Hazardous Waste Disposal	80.2	173	213
Total Waste	10,819.2	32,771	6,550



Reducing waste has also become part of our regular business operations. For instance:

- Recycled paper is used throughout the Airport Authority offices.
- Internal newsletters and most external newsletters—previously printed and mailed by the thousands—are now produced and distributed electronically.
- Annual reports are produced electronically.

The Airport Authority was named Recycler of the Year for the ninth time by the City of San Diego at the 21st Annual Waste Reduction and Recycling Awards in fiscal year 2013.

Water Conservation

Water is a precious resource, especially in arid Southern California. We've taken important steps to reduce the airport's water usage through measures including:

- **Satellite water-tracking system** – This state-of-the-art system collects and analyzes data from more than 18,000 weather stations to determine the airport's watering needs. This saves approximately nine million gallons of water each year.
- **Xeriscaping** – Environmentally friendly landscaping is being used at the airport, including a variety of indigenous and drought-tolerant plants, shrubs and ground cover.
- **Low-flow fixtures** – Replacement of 1.5-gallon-per-flush urinals with 0.125-gallon-per-flush units saves approximately 15 million gallons of water annually.



In addition to water conservation, the airport has committed to preventing and reducing the discharge of polluted storm water into the surrounding environment, especially given its location on the shore of San Diego Bay. The airport's Storm Water Management Plan provides a roadmap for our efforts.

Total Water Withdrawal

Water drawn from the municipal water supply.



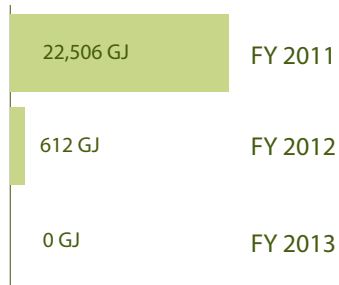
Energy Conservation

The airport is open 365 days a year, 24 hours a day, creating unique challenges as we seek to minimize the airport's energy needs. Energy efficiency efforts include:

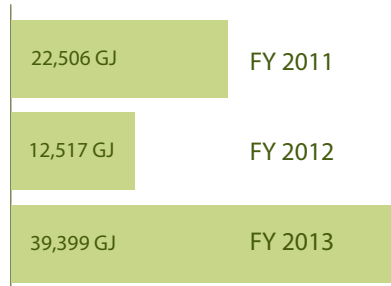
- Energy-efficient lighting has been installed in all operational areas of the airport, resulting in annual energy savings in excess of 2.3 million kWh, enough to power 300 homes for one year.
- Heating, ventilation and air conditioning (HVAC) systems in the terminals have been upgraded to reduce energy consumption.
- Escalators have been modernized to provide energy savings.

- Motion detector sensors have been installed in Airport Authority offices, so lights go off automatically.

Reductions in Energy Requirements Due to Initiatives to Provide Energy-Efficient or Renewable Energy Based Products and Services

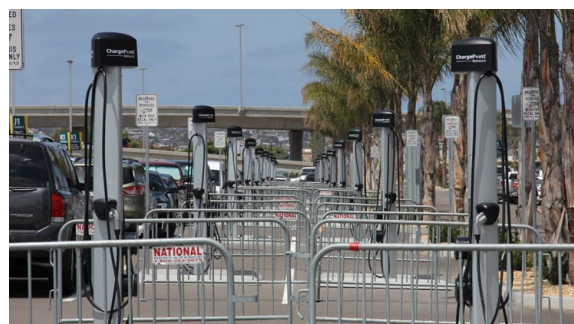


Energy Saved Due to Conservation and Efficiency Improvements



Spotlight On: Energy Champion Recognition by San Diego Gas & Electric

The Airport Authority was honored by San Diego Gas & Electric (SDG&E) as an Energy Champion for its outstanding results in energy efficiency and conservation at the 8th Annual San Diego SDG&E Energy Showcase event. The Airport Authority worked with SDG&E to achieve savings of nearly 3.5 million kilowatts of power in calendar year 2012.



Various sustainability initiatives at SDIA were highlighted for contributing to the energy savings, including:

- Nearly \$1 billion Green Build terminal expansion program, which sought a minimum of LEED® Silver certification from the United States Green Building Council
- 20 electric vehicle charging stations at SDIA
- First LEED® Gold-certified airport Receiving & Distribution Center in the world
- Energy-saving LED airfield lights at the airport
- Alternative-fuel Airport Authority vehicle fleet
- Participation in SDG&E Retrocommissioning (RCx) program to update older terminals and central plant at SDIA to enable performance on par with newly constructed Green Build facilities.

“We’re proud of the remarkable energy savings by our customers who have been recognized as Energy Champions this year,” said Caroline Winn, vice president of customer services for SDG&E. “The Airport Authority has set an excellent example that all SDG&E business customers can learn from to find new ways to save energy and money.”

Air Quality

The Airport Authority formally committed to reducing greenhouse gas emissions at the airport in May 2008, entering into a landmark Memorandum of Understanding with the California Attorney General. Since that time, the Airport Authority has developed an Air Quality Management Plan, working closely with the Air Pollution Control District, County of San Diego, the California Air Resources Board and other local agencies to address air emissions. Some of the elements include:

- **Fleet Conversions** – Conversion to the use of zero or low emission fuels in all airport equipment, with the goal of complete conversion of all airside ground support equipment to alternative and cleaner fuels, including bio-diesel, compressed natural gas and electric, by 2015.
- **Alternative-Fuel Vehicles Program** – Conversion of Airport Authority fleet to alternative fuel by 2015. As of the end of fiscal year 2013, slightly more than one-third of the Airport Authority fleet was comprised of alternative fuel vehicles, including hybrid, electric, compressed natural gas and dual-fuel vehicles. A new parking shuttle fleet, introduced in 2010, cut greenhouse gas emissions by 10 percent in fiscal year 2013.
- **Ground Transportation Management Plan** – Incentivizing conversion of all airport taxicabs and shuttles to electric, alternative fuel, hybrid or other non-polluting vehicles by 2017.

Spotlight On: Air Pollution Control Award for Green Taxi Initiative

San Diego International Airport’s “Green Taxi” initiative, made possible through a public-private partnership involving San Diego County Regional Airport Authority, the California Center for Sustainable Energy, Mossy Toyota, taxi operators and San Diego Metropolitan Transit System, won an Environmental Excellence Award from the Industrial Environmental Association (IEA).



Recognized in the category of “Air (Convention Pollutant Control),” the Green Taxi program launched in 2011 in an effort to bring hybrid vehicles to the taxi fleet serving the airport. The award was presented at IEA’s Annual Statewide Environmental Summit in San Diego.

In just one year, the Green Taxi program transitioned more than 30 percent of the airport’s taxi fleet to hybrids – 102 hybrids cabs out of approximately 300. The hybrid cabs represent a 64 percent reduction in greenhouse gas emissions over a Ford Crown Victoria, the typical taxi model. This initiative also represents a total savings of \$1.3 million in fuel costs each year, or an impressive \$12,000/year for each hybrid taxi driver.

The partnership creates an incentive package to encourage adoption of more fuel-efficient taxis through a combination of vehicle rebates, reduced taxi permit fees and a special financing and maintenance package.

“We’ve had an overwhelmingly positive response to the program in just one year,” said Heather Shepard, program manager for California Center Sustainable Energy’s Airport Vehicle Rebate Program. “We anticipate that the program will continue to expand and bring more environmental benefits to the region.”

The California Center for Sustainable Energy obtained funding for the program from the state's Reformulated Gasoline Settlement Fund to establish the rebate program to offset the higher purchase costs of hybrids.

Sustainable Building Methods

Sustainability is at the heart of all new and planned construction at the airport.

In fiscal year 2013, the Airport Authority was in the final phase of the largest improvement program in the airport's history—The Green Build—named in part for its sustainable features. The project was designed to achieve a minimum Leadership in Energy and Environmental Design (LEED) Silver certification, with the potential for Platinum, from the U.S. Green Building Council.

Through the end of fiscal year 2013, the construction team reused/recycled more than 54,000 tons of construction waste – more than 95 percent – diverting it from landfills. Design and construction incorporate “green” design principles, such as use of alternative energy sources, recycled materials and renewable resources, leading to decreased water usage and reduced energy consumption. Ninety-nine percent of construction material waste from the project is being recycled and reused on site.

The Airport Authority intends for all new construction at the airport to be LEED-certified and includes that requirement in all relevant construction bid opportunities.

Spotlight On: LEED Gold for Receiving and Distribution Center – a World First

The Receiving and Distribution Center (RDC) at San Diego International Airport received LEED Gold certification from the United States Green Building Council (USGBC) for its wide range of sustainability features and benefits.

The RDC is the first newly built facility at SDIA to meet this level of environmental distinction and is the first LEED Gold-certified receiving and distribution facility in the world.

The RDC is a 23,000 square foot facility located on the north side of the airfield. Opened in December 2012, it is yet another example of the airport's commitment to sustainability. The RDC helps reduce greenhouse gas emissions and water and energy consumption through a number of innovative measures.

Some of the RDC's sustainable elements include:

- Reducing delivery truck traffic on Harbor Drive by 50-75 trips per day
- Trucks delivering to the terminals are powered by biodiesel created from recycled cooking oil from SDIA food & beverage operators
- Recycled construction waste – more than 95% of construction waste produced by the project was diverted from landfills via recycling or salvaging efforts
- Solar hot water system
- Water-efficient plumbing utilizing 40% less potable water



“This was a signature achievement for the RDC developer and the Airport Authority,” said Thella F. Bowens, President/CEO of the Airport Authority. “We’re committed to incorporating significant sustainable features into each new construction project at SDIA and to working with airport partners to achieve the same level of commitment to sustainable building and operating practices. Recognition such as this helps raise awareness about the importance of utilizing green building principles.”

Funding for the RDC was made possible through a public-private partnership. This innovative model allowed the Airport Authority to acquire essential facilities without using its bonding capacity, as well as build the project more quickly than would have been possible using a traditional public works construction model. This was the first construction project in the airport's history to utilize a public-private partnership. Project costs for the RDC were approximately \$9.8 million.

Noise Considerations

Airports create noise, and the airport has a department dedicated to reducing the impact of aircraft noise on the surrounding community. We do this through careful monitoring for compliance with local, state and federal regulations and through mitigation programs such as the Quieter Home Program, which sound-attenuates qualified homes in noise-impacted areas around the airport.

The airport has a curfew in place that restricts airplane departures between the hours of 11:30 p.m. and 6:30 a.m. When a curfew violation occurs, the airport takes it seriously. Operators are required to appear before the Curfew Violation Review Panel, which decides whether or not the operator should be fined for the violation. Administrative fines range from \$2,000 for the first violation to \$10,000 for the third violation in a six-month compliance period. Fines are multiplied by the number of violations during the previous six-month period, so the fines can escalate quickly for repeat violators.

In fiscal year 2013, 695 residents were living in areas affected by noise, a decrease of 19 percent over the prior year.

People Residing in Areas Affected by Noise*

	FY 2012	FY 2013
People	855	695
Decrease	11%	19%

*Not reported in FY 2011.

Spotlight On: Airport Noise Advisory Committee

The Airport Authority recognizes that neighborhoods surrounding the airport are affected by noise from aircraft operations. An Airport Noise Advisory

Committee, consisting of individuals from various organizations, residential areas and professional associations, was formed in 1981 under the San Diego Unified Port District, the previous operator of San Diego International Airport.

The committee—composed of 14 voting members—provides a forum for collaborative discussion of airport noise issues and other related matters. Committee members represent the following agencies, industries or interested groups:

- Commercial airline pilot
- Military
- Federal Aviation Administration
- Greater Golden Hill Planning Board
- Midway/Pacific Highway Corridor Community Planning Group
- Ocean Beach Planning Board
- Peninsula Community Planning Board
- Uptown Planners
- City of San Diego
- County of San Diego
- At-large community member
- Air carrier representative

Additionally, elected officials from the City, County and U.S. Congress (or their appointees) serve as ex-officio (nonvoting) members of the committee, along with a representative of the Mission Beach Precise Planning Board.



Our Social Performance

15

We measure our social performance as an organization in terms of three fundamental groups:

- *Our employees*
- *Our customers*
- *Our community*

Our Employees

Our Goal: Ensure the Highest Level of Employee Satisfaction

Our employees are another precious resource with which we are entrusted; the airport wouldn't exist without them. We always keep that top of mind, and constantly strive to maintain a positive work environment that fosters personal growth and makes us an employer of choice.

Employee Health and Safety

The health and safety of airport employees is important to us. Healthy employees miss fewer days of work and have been shown to work more efficiently, contributing to the effectiveness of our organization.

The airport's Wellness Program tries to make being healthy fun for employees. The program puts its focus on the top three chronic lifestyle issues: lack of exercise, poor diet and smoking.

In order to motivate employees to get involved, an incentive program awards points for every 30 minutes of continuous physical activity, completion of an annual physical and dental check-ups and volunteering in the community. Employees can then redeem their points for prizes. To make exercise convenient, we built an on-site fitness center where employees can engage in cardiovascular and strength training activities during their workday.

Up to 25 percent of our workforce is represented on a formal Employee Safety Committee serving the entire Airport Authority (operating at the company level). The committee helps monitor and advise on occupational health and safety programs.

In addition, the Airport Authority provides the following benefits to full-time employees:

- Life insurance
- Health care
- Disability/invalidity coverage
- Maternity/paternity leave
- Retirement provision
- Family and medical leave

Training and Development

Employee training and development are critical to maintaining our position as a preferred employer and setting the stage for our talent to have long, successful careers at the Airport Authority.



Our career management program gives employees the opportunity to interview fellow employees who are currently in roles to which they aspire, so they can start to chart their path to success. The Airport Authority also hosts workshops throughout the year on topics such as how to update a resume and how to present oneself in an interview, so employees can pursue internal job openings and be competitive with outside applicants.

Following is a list of skills management and lifelong learning courses offered by the Airport Authority in fiscal year 2013.

1. Our Customer Story Strategic Engagement Learning Maps Sessions
2. Leading at all Level Leadership Training Program
 - Accountability
 - Fierce Conversations
 - Change Management
 - Innovation
 - Influencing Strategies
 - Managing Your Career
 - Political Acumen

3. SMART Goals Workshop
4. Successful Program and Project Leadership Forum
5. Office 2010 Training
6. Beginning and Intermediate Spanish
7. Career Management – Job Shadowing
8. Project Management Training
9. Lync Training
10. Japan Airlines Training
11. Mistake-Free Grammar & Proofreading Training
12. WingSpan Journal Training – Performance Management System
13. Strategic Engagement Learning Maps Sessions

Diversity

The Airport Authority is committed to diversity in the workforce, and we view diversity as an integral part of our success.

We intermittently celebrate the diversity of our team with activities that honor and celebrate the cultural diversity of our employees. This is an ongoing focus area for the Airport Authority as we look toward the future.

Employee Engagement

Employee engagement can make a big impact on the

effectiveness of an organization. Engagement refers to showing up for work not only physically but mentally, and bringing a commitment level to the job, generating ideas and caring about the future direction of the business.

Mechanisms for employees to provide recommendations or direction to the executive team and Airport Authority Board include annual employee performance reviews, monthly staff meetings, employee committee meetings and an ethics hotline and formal ethics reporting system.

Spotlight on: Airport Employees Pay it Forward

At the airport, we talk a lot about the importance of excellent customer service. But there are some stories that show just how seriously we take that commitment.

Take Mario Bagnasco. As an Airport Traffic Officer (ATO), Mario's job is to facilitate the flow of traffic at the airport's curb front, enforce parking codes and provide customer assistance. But he took that to the next level when a traveler arriving from India couldn't get his debit card to work at an ATM.

Employees Receiving Regular Performance and Career Development Reviews*

	FY 2011	FY 2012
Male	100%	100%
Female	100%	100%

*Includes only full-time employees.

Average Hours of Employee Training*

	FY 2012	FY 2013
Hours**	8.69	8.25

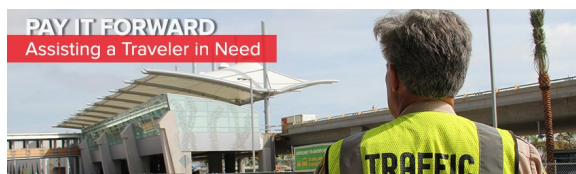
*Not reported in FY 2011. Employee category N/A.

**Does not include individual department trainings, conferences, online classes, seminars or any departmental training not run through the Authority's Learning Management System.

Total Workforce by Employment and Contract Type*

		FY 2011			FY 2012			FY 2013		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Airport Authority Employees	Full Time Permanent (indefinite)	207	145	352	208	154	362	197	149	346
	Part-time permanent (indefinite)	0	0	0	0	0	0	0	0	0
Contract Workers	Full-time temporary (fixed-term)	277	84	321	1,479	43	1,522	3,564	43	3,607
	Part-time temporary (fixed-term)	0	0	0	0	0	0	0	0	0
Total		444	229	673	1,687	197	1,884	3,761	192	3,953

*Increase in full-time temporary contract workers due to increase in contract staff related to The Green Build terminal development project.



17

Mario let the passenger use his personal cell phone to call his bank, and when the passenger learned he couldn't access his funds until the next day, Mario withdrew \$100 from his own bank account and offered it to the passenger. This is just one reason why Mario was nominated to receive Employee of the Quarter. And as might have been expected, upon accepting the award, Mario turned around and donated his award check to the United Way.

A different ATO stepped in to help Kyle, a young passenger who arrived at the airport to discover he had mistakenly booked his flight on the wrong day. He had no credit card, no cell phone and no cash, and his trip was three days away! When she learned of Kyle's situation, the ATO gave him enough cash to cover a night's hotel, dinner and shuttle to the hotel and back.

Kyle was safely reunited with his family the next day. They contacted the ATO, who would not accept reimbursement – she simply asked that Kyle and his mother pay it forward by assisting someone else in a time of need.

Now that's taking customer service above and beyond the norm. Hats off to the airport's caring and committed team!

Our Customers

Our Goal: Achieve the Highest Level of Internal and External Customer Satisfaction

Without customers, a business simply ceases to exist, and most airports are self-sustaining business enterprises. Our customers are air travelers, airlines and those who serve them. They, too, are precious resources that, if unhappy, will take their business elsewhere. San Diego International Airport enjoys exceptional customer satisfaction and mutually supportive relationships with the airlines. Those sustain us!

Passenger Satisfaction

The airport takes customer satisfaction seriously, and we survey passengers in the terminals each quarter to see how we're measuring up. Between 2008-2012,

we saw at least an 86 percent customer satisfaction rate, of which we're extremely proud. But we're always trying to improve! Even in the midst of all of the construction activity for The Green Build that potentially impacted travelers, our customer satisfaction rating only dipped slightly and was still much higher than most airports in the U.S.

Customer Satisfaction Scores*

	FY 2011	FY 2012	FY 2013
Total	86%	86%	79%
Q1 (Jul.-Sep.)	87%	88%	79%
Q2 (Oct.-Dec.)	83%	87%	79%
Q3 (Jan.-Mar.)	85%	83%	77%
Q4 (Apr.-Jun.)	89%	86%	85%

*The benchmark surveys were conducted quarterly by Phoenix Marketing International to assess customer satisfaction levels. A five-point scale was used where 1 is "very dissatisfied" and 5 is "very satisfied." The following additional practices were also used to assess customer satisfaction:

- Airport Service Quality Survey was conducted monthly in 200 airports across 50 countries. The customer satisfaction scores compare other airports similar in size and scope
- Feedback from the Volunteer Airport Ambassadors program

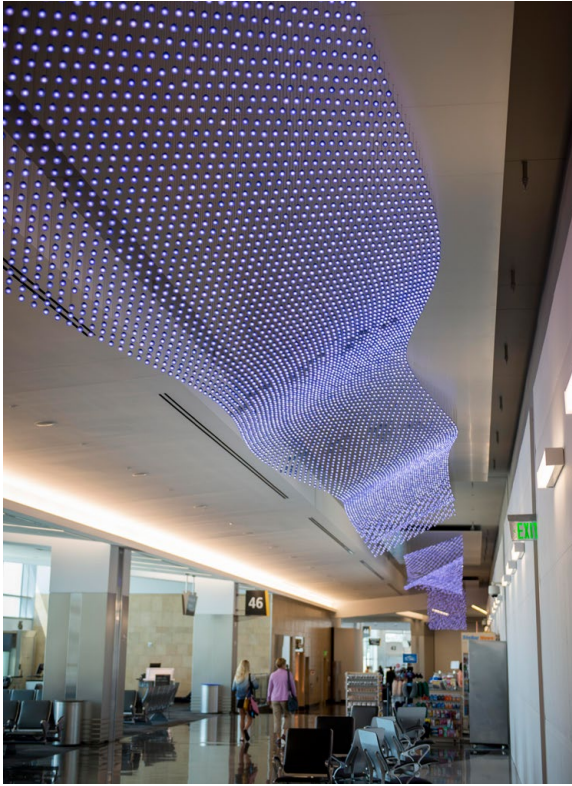
Passenger Amenities

Traveling can be stressful, but we want to make a passenger's trip through the airport as easy and comfortable as possible. We strive to do that through a wide variety of customer amenities ranging from flu shots to free Wi-Fi to rocking chairs to help soothe a weary traveler's soul.



Spotlight On: Airport Ambassadors

Lost? Confused? Frazzled? Just look for a friendly face in a green polo shirt with "Airport Information" emblazoned on the back. The airport's Volunteer Airport Ambassadors—there are more than 350 of them—are trained to help passengers find their way at the airport. They can also provide courtesy cart service to the gates for passengers who need mobility assistance.



Airport Art

San Diego County Regional Airport Authority recognizes the unique physical, social and economic contribution of the arts and culture. It is committed to the presentation and advancement of a wide variety of high quality art and culture programming that has artistic merit, cultural interest and educational value; that positions the airport as a creative industry driver; and that promotes regional prosperity and quality of life. As such, the Authority Art Program policy earmarks for Board approval two percent of the amount of construction costs of eligible projects in the Authority's annual Capital Program and Airport Master Plan budgets to fund the Public Art Program.

The public art program is comprised of three components: temporary and rotating exhibits, public (permanent) art and a performance series, called "à brève."

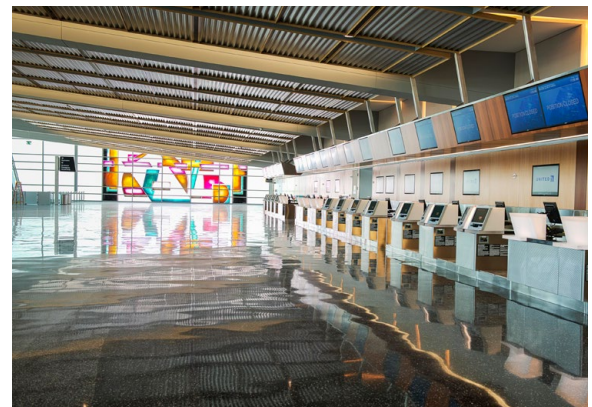
Spotlight On: The Green Build Public Art

San Diego International Airport's Green Build provides many amenities to passengers, but the airport is more than just a place to catch a plane. It's the first thing people see when they land, or their last glimpse of the region as they leave. To that end, the Airport Authority has worked to ensure there is a positive atmosphere, and integrated vibrant artworks into the new expansion. During fiscal year 2013, the new art installations were well under way.

The Green Build public art budget was \$6 million for new art commissions and \$250,000 for a contingency that was used to move and store pieces from the Authority's Legacy Collection during construction that were brought back and reinstalled (e.g., Sunlight Juxtaposed in the new ticket lobby).

The Green Build was a design/build project, so the Airport Authority brought artists onto the team at the beginning of the design/build process. This afforded a unique opportunity for the artists and architects to collaborate on building and design that would maximize the reflection of the art installations.

Although the selected artists hail from around the world, much of the art at the airport focuses on the ideas of home and the San Diego environment. Those qualities in turn make the art unique to San Diego, and provide an atmosphere you won't get anywhere else.



Airlines

San Diego International Airport serves approximately 17-18 million passengers each year, with nonstop flights to 63 destinations as of the end of fiscal year 2013.

Connecting travelers to more nonstop destinations is one of our top priorities. In fiscal year 2013, the airport introduced new flights to Japan, Mexico, Hawaii, Miami, Orlando, Boston, Portland, Colorado Springs, Boise, El Centro/Imperial, CA, Mammoth, CA, and Washington, DC.

New air service is critical to the region because of the economic benefit it brings. For instance, \$2.3 billion is spent each year by visitors who arrive by air to San Diego. The estimated economic impact of our daily nonstop flight to London is \$156 million annually. These flights mean real dollars to local businesses, and we are committed to expanding our air service.



Spotlight On: Nonstop Destinations

International

- | | |
|-----------------------------|----------------------------|
| 1. Calgary, Canada | 6. Puerto Vallarta, Mexico |
| 2. Guadalajara, Mexico | 7. Tokyo, Japan |
| 3. London-Heathrow, England | 8. Toronto, Canada |
| 4. Los Cabos, Mexico | 9. Vancouver, Canada |
| 5. Mexico City, Mexico | |

Domestic

- | | |
|----------------------------------|------------------------------|
| 1. Albuquerque, NM | 27. Los Angeles, CA |
| 2. Atlanta, GA | 28. Mammoth Lakes, CA |
| 3. Austin, TX | 29. Miami, FL |
| 4. Baltimore, MD | 30. Milwaukee, WI |
| 5. Bellingham, WA | 31. Minneapolis/St. Paul, MN |
| 6. Boise, ID | 32. Monterey, CA |
| 7. Boston, MA | 33. Nashville, TN |
| 8. Charlotte-Douglas, NC | 34. New York-JFK, NY |
| 9. Chicago-Midway, IL | 35. Newark, NJ |
| 10. Chicago-O'Hare, IL | 36. Oakland, CA |
| 11. Cincinnati, OH/Covington, KY | 37. Omaha, NE |
| 12. Cleveland, OH | 38. Orlando, FL |
| 13. Colorado Springs, CO | 39. Philadelphia, PA |
| 14. Dallas/Fort Worth, TX | 40. Phoenix, AZ |
| 15. Denver, CO | 41. Portland, OR |
| 16. Detroit, MI | 42. Reno, NV |
| 17. El Centro/Imperial, CA | 43. Sacramento, CA |
| 18. El Paso, TX | 44. Salt Lake City, UT |
| 19. Fresno, CA | 45. San Antonio, TX |
| 20. Honolulu/Oahu, HI | 46. San Francisco, CA |
| 21. Houston-Hobby, TX | 47. San Jose Cabo, MX |
| 22. Houston-Intercontinental, TX | 48. San Jose, CA |
| 23. Kahului/Maui, HI | 49. Santa Rosa, CA |
| 24. Kansas City, MO | 50. Seattle/Tacoma, WA |
| 25. Kauai, HI | 51. St. Louis, MO |
| 26. Las Vegas, NV | 52. Tucson, AZ |
| | 53. Washington-Dulles, VA |
| | 54. Washington-Reagan |

Our Community

Our Goal: Be a Trusted and Highly Responsive Regional Agency

Every business needs to recognize that it is a community citizen and act accordingly. We know that community goodwill is a precious resource...it is easily squandered and difficult to restore. We foster a strong relationship with the community that benefits from us through economic impact; that trusts us to provide safe access to the world; and whose support benefits us in so many ways.

Spotlight On: Airport's Quieter Home Program Completes 2,000th Home

The San Diego County Regional Airport Authority and its Quieter Home Program (QHP) celebrated a major milestone in fiscal year 2013 with the renovation of their 2,000th home. The Quieter Home Program offers free sound attenuation for homes under the airport's flight path, helping reduce the effects of airplane noise. QHP began its work in 2001 and is the largest single acoustic insulation program in the United States.

As of the end of fiscal year 2013, the Airport Authority has helped to reduce aircraft noise for 2,849 homeowners as a result of this program. All funding is provided by the FAA and the Airport Authority.

Community Involvement

The airport is an integral part of the community, and we are involved in a wide range of community programs, groups and activities. Our employees are members of community and business organizations, and serve on local boards of directors and committees for various nonprofits.



One of our passions is aviation education and helping children and young adults learn about the airport and how it works. We host a number of children's tours throughout the year.

Spotlight On: Aviation Career Day

The San Diego County Regional Airport Authority hosted Project LIFT in fiscal year 2013, an Aviation Career Day at San Diego International Airport. Project LIFT—Leaders Inspiring Future Talent—was part of the Airport Minority Advisory Council (AMAC) 29th Annual Business Diversity Conference, which took place in San Diego June 8–11, 2013.



Project LIFT exposes high school and college students to aviation-related professionals, who compete for airport contracts, and design, build and operate the nation's airports. Students heard details of San Diego International Airport's Green Build expansion, and what it takes to excel in the airport and aviation industries.

Speakers included AMAC board members and executive staff, Airport Authority personnel, concessionaires, architects and local business owners. This event is part of AMAC's Educational and Scholarship Program, designed to encourage minority and female students to explore careers in airport contracting and aviation.

The Airport Authority partnered with AMAC and the Center for Applied Competitive Technology at San Diego City College to host students at the airport, the San Diego Air & Space Technology Center's low-speed wind tunnel and Miramar College's Aviation Program. The forums, mentoring sessions and tours are designed to diversify and strengthen the future workforce in that national pool of aviation professionals.

Students from the following local high schools and colleges attended the event:

- Chula Vista High School
- Eastlake High School
- El Cajon Valley High School
- Gompers Preparatory Academy
- Grossmont Community College
- Grossmont Union High School
- High Tech High School
- La Jolla High School
- Mount Miguel High School
- Patrick Henry High School
- Poway High School Monte
- San Diego Early Middle College
- San Diego State University
- University of California, San Diego
- Vista High School

Public Outreach

Communication with the public is an important aspect of what we do at the airport, and we take this responsibility seriously. From traditional tools such as news releases and media conferences to extensive use of social media, our public outreach programs are award-winning and have been shown to raise awareness about what is happening at the airport.

The Authority established and adheres to a published set of guidelines when working with the media. In addition, the Marketing and Public Relations Department ensures ethical standards in the communications field are followed by its consultants with the following verbiage in Requests for Proposals: "Contractor agrees to assign only competent personnel to perform Services according to the reasonable and customary standards of training and experience in the relevant field."

Stakeholder Engagement

The airport's stakeholders are diverse and varied, ranging from residents to local government to other transportation agencies to business leaders. We engage with these stakeholders in many different ways. Airport Authority Board Members and staff regularly confer and collaborate with a wide range of stakeholders, selected on the basis of our experience and understanding of which stakeholders are most affected by our operation:

Public

- General public
- Traveling public
- Passengers
- Other airport users
- Airport-adjacent residents



Organizational

- Airport Authority Board
- Airport Authority executive management
- Airport Authority staff
- Airport employees
- Labor Unions
- Volunteer Airport Ambassadors

Public Participation Committees

- Airport Authority Advisory Committee
- Art Advisory Committee
- Airport Land Use Compatibility Plan Technical Advisory Group
- Airport Noise Advisory Committee

Tenants

- Airlines
- Other airport tenants
- Concessions
- Fixed-base operator
- Fuel farm operator
- USO
- Rental car operators

Community-Based Groups

- Peninsula Community Planning Board
- Mission Hills Town Council
- Little Italy Association
- Friends of Downtown
- San Diego County Hotel-Motel Association
- P3 People for Progress
- USS Midway Museum
- Catfish Club

Businesses

- Local/regional chambers of commerce
- Small business community
- Business partners
- Business community
- World Trade Center San Diego
- Tourism community
- Research and development community
- Airport-adjacent businesses

Environmental Interest Groups

- Nonprofit environmental groups
- Grassroots citizen groups
- Local and regional groups

Government: Local/Regional

- City of San Diego
- Other San Diego County cities
- San Diego Metropolitan Transit System
- Port of San Diego
- Harbor Police
- San Diego Association of Governments
- San Diego Regional Economic Development Corporation
- County of San Diego
- North County Transit District
- Local/regional elected officials

Government: State

- State of California
- California Coastal Commission
- California Department of Transportation
- Other state regulatory agencies
- State elected officials

Government: Federal

- Federal Aviation Administration
- Transportation Security Administration
- Other federal agencies
- Federal legislative bodies
- U.S. Military
- U.S. Marine Corps
- U.S. Navy
- Military families
- Federal elected officials

Stakeholder Input

Stakeholders and other members of the public are welcome to address the Airport Authority Board during the public comment period at any of its public meetings. All Board, Board Committee and Advisory Committee meetings are open to the public, with public comment periods. Airport Authority Board member contact information is also available on the website at www.san.org.

For all major development projects, the Airport Authority follows state and federal Environmental Impact Report and Environmental Impact Statement guidelines, which include extensive public comment and public participation requirements.

Spotlight On: Airport Authority Advisory Committee

The San Diego County Regional Airport Authority Act calls for the Airport Authority to form a citizen's advisory committee to assist the Airport Authority Board in its responsibilities specific to the planning and development of airport facilities at San Diego International Airport.

The purpose of the Authority Advisory Committee is to serve as a sounding board and catalyst for the development of recommendations to the Airport Authority Board on issues for which the Airport Authority is responsible.

Other opportunities for stakeholders to provide recommendations to the Airport Authority are through public tours, which allow the public the opportunity to interact with staff, and social media (i.e., Facebook and Twitter), which enable comments from the public and dialogue between the Airport Authority and the public.

Small Business Development

Sustainability at the airport is about more than just us. It's also about the community and creating ways to support the growth of the San Diego region. The airport's Small Business Development Department was created to ensure that local, small, historically underutilized, disabled veteran and emerging businesses have every opportunity to do business with the airport.

In doing that, our aim has been to create an ongoing cycle of sustainability. By providing small and local businesses with opportunities to win contracts at the airport, we sustain them through payment for their work, and they in turn provide us with needed services to operate and sustain our business. Both parties provide jobs for local employees, who then purchase goods to support other local businesses. The cycle is ongoing.

Spotlight On: National Award for Work with Disadvantaged Business Enterprises

The San Diego County Regional Airport Authority was awarded the Airport Architectural, Engineering and Construction Award for The Green Build at the Airport Minority Advisory Council Awards during the council's annual Airport Business Diversity Conference in fiscal year 2013.



The Airport Architectural, Engineering and Construction Award honors airports that have heavily involved Disadvantaged Business Enterprises for two or more years in an architectural, engineering or construction project.

"The Airport Authority Board is a big proponent of supporting the region's small, local and underrepresented businesses, and has made this commitment a priority throughout The Green Build," said Thella F. Bowens, President/CEO of the San Diego County Regional Airport Authority. "The Airport Authority has worked closely with its contractors to successfully enable participation of historically underrepresented businesses, and we're extremely proud of the results."

The Green Build created a role for 7,000 workers, including local, small, disadvantaged and minority-owned businesses. A positive outcome of the Airport Authority's aggressive small business outreach program was that more than \$415 million in contracts were awarded to local businesses, with \$118 million going to small businesses.

The Airport Authority maintains a website to make it easy for local and small businesses to register for upcoming contracting opportunities.

Our Reporting

23

San Diego County Regional Airport Authority has consulted the Global Reporting Initiative's (GRI) G3 guidelines in the production of this report. The index lists the economic, environmental and social criteria that the GRI guidelines suggest, as well as certain specific criteria from the GRI Airport Operators Sector Supplement. The data contained in this report meets requirements for a GRI Level C rating. There are no changes or re-statements from previous reports.

Our Boundaries

The Airport Authority's boundaries for the purposes of this sustainability report encompass the organization's geographic jurisdiction (San Diego County) as determined by state law, as well as entities over which the Airport Authority exercises control or significant influence, both in and through its relationships with various entities. A summary of these boundaries follows.

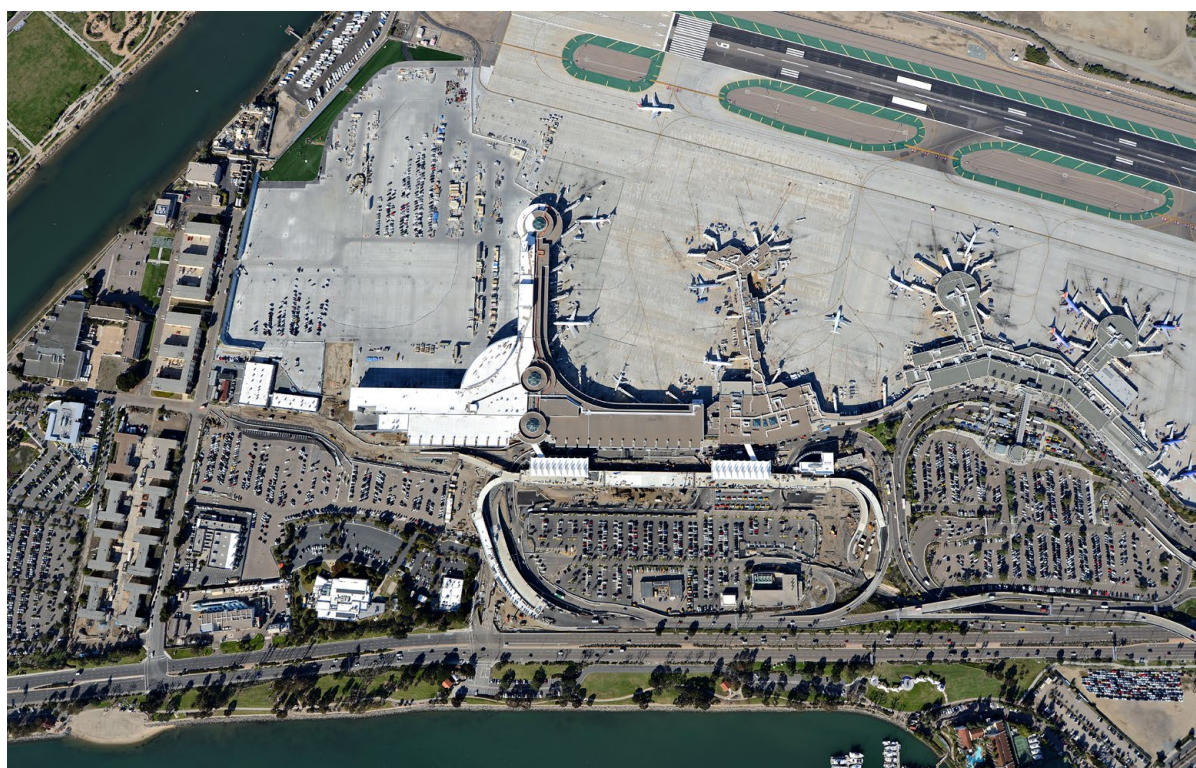
Control

The San Diego County Regional Airport Authority exercises control over the Airport Authority and San Diego International Airport.

Significant Influence

The Airport Authority has significant influence over:

- Authority collective bargaining unit (union)
- Airport retail tenants
- Airport airline tenants
- Airport cargo carrier tenants
- Parking management service
- Airport ground transportation service providers
- Harbor Police Department
- Aircraft rescue and firefighting/San Diego Fire-Rescue Department
- On-site services (e.g., janitorial, security)
- Contractor and consultant services (e.g., construction, engineering, environmental, maintenance)



GRI Index

KEY: ☒ Yes ☐ No

24

Strategy and Analysis





Profile Disclosure	Description	Reported	Page
1.1	Statement from the most senior decision-maker of the organization	<input checked="" type="checkbox"/>	1-2

Organizational Profile







Profile Disclosure	Description	Reported	Page
2.1	Name of the organization	<input checked="" type="checkbox"/>	6-7
2.2	Primary brands, products, and/or services	<input checked="" type="checkbox"/>	6-7
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures	<input checked="" type="checkbox"/>	6-7
2.4	Location of organization's headquarters	<input checked="" type="checkbox"/>	40
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	<input checked="" type="checkbox"/>	40
2.6	Nature of ownership and legal form	<input checked="" type="checkbox"/>	6-7
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	<input checked="" type="checkbox"/>	18, 20
2.8	Scale of the reporting organization	<input checked="" type="checkbox"/>	6-9, 18
2.9	Significant changes during the reporting period regarding size, structure, or ownership	<input checked="" type="checkbox"/>	6
2.10	Awards received in the reporting period	<input checked="" type="checkbox"/>	38-39

Report Parameters









Profile Disclosure	Description	Reported	Page
3.1	Reporting period (e.g., fiscal/calendar year) for information provided	<input checked="" type="checkbox"/>	1
3.2	Date of most recent previous report (if any)	<input checked="" type="checkbox"/>	4
3.3	Reporting cycle (annual, biennial, etc.)	<input checked="" type="checkbox"/>	1
3.4	Contact point for questions regarding the report or its contents	<input checked="" type="checkbox"/>	40
3.5	Process for defining report content	<input checked="" type="checkbox"/>	23
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	<input checked="" type="checkbox"/>	23
3.7	State any specific limitations on the scope or boundary of the report	<input checked="" type="checkbox"/>	23

3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations		23
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)		23
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report		23
3.12	Table identifying the location of the Standard Disclosures in the report		24-25

Governance, Commitments, and Engagement

Profile Disclosure	Description	Reported	Page
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight		6
4.2	Indicate whether the Chair of the highest governance body is also an executive officer		6
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members		6
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body		15-21
4.14	List of stakeholder groups engaged by the organization		20-21
4.15	Basis for identification and selection of stakeholders with whom to engage		20-21














Economic Performance

Performance Indicator	Description	Reported	Page
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments		9, 30
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change		
EC3	Coverage of the organization's defined benefit plan obligations		
EC4	Significant financial assistance received from government		8, 30
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation		
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation		
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation		
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement		








EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	<input type="checkbox"/>	
AO1	Total number of passengers annually, broken down by passengers on international and domestic flights and broken down by origin-and-destination and transfer, including transit passengers	<input checked="" type="checkbox"/>	30-31
AO2	Annual total number of aircraft movements by day and by night, broken down by commercial passenger, commercial cargo, general aviation and state aviation flights	<input checked="" type="checkbox"/>	31
AO3	Total amount of cargo tonnage	<input checked="" type="checkbox"/>	31

Environmental Performance

Performance Indicator	Description	Reported	Page
EN1	Materials used by weight or volume	<input type="checkbox"/>	
EN2	Percentage of materials used that are recycled input materials	<input type="checkbox"/>	
EN3	Direct energy consumption by primary energy source	<input type="checkbox"/>	
EN4	Indirect energy consumption by primary source	<input type="checkbox"/>	
EN5	Energy saved due to conservation and efficiency improvements	<input checked="" type="checkbox"/>	11, 32
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	<input checked="" type="checkbox"/>	11, 32
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	<input type="checkbox"/>	
EN8	Total water withdrawal by source	<input checked="" type="checkbox"/>	11, 32
EN9	Water sources significantly affected by withdrawal of water	<input type="checkbox"/>	
EN10	Percentage and total volume of water recycled and reused	<input type="checkbox"/>	
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<input type="checkbox"/>	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	<input type="checkbox"/>	
EN13	Habitats protected or restored	<input checked="" type="checkbox"/>	32
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	<input type="checkbox"/>	
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	<input type="checkbox"/>	
EN16	Total direct and indirect greenhouse gas emissions by weight	<input type="checkbox"/>	
EN17	Other relevant indirect greenhouse gas emissions by weight	<input type="checkbox"/>	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	<input type="checkbox"/>	
EN19	Emissions of ozone-depleting substances by weight	<input type="checkbox"/>	
EN20	NO _x , SO _x , and other significant air emissions by type and weight	<input type="checkbox"/>	
EN21	Total water discharge by quality and destination	<input type="checkbox"/>	

EN22	Total weight of waste by type and disposal method		10, 32
EN23	Total number and volume of significant spills		32
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally		
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation		
EN27	Percentage of products sold and their packaging materials that are reclaimed by category		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations		33
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce		
EN30	Total environmental protection expenditures and investments by type		
AO4	Quality of storm water by applicable regulatory standards		33
AO5	Ambient air quality levels according to pollutant concentrations in microgram per cubic meter ($\mu\text{g}/\text{m}^3$) or parts per million (ppm) by regulatory regime		
AO6	Aircraft and pavement de-icing/anti-icing fluid used and treated by m^3 and/or metric tonnes		34
AO7	Number and percentage change of people residing in areas affected by noise		14, 34

Social Performance

Performance Indicator	Description	Reported	Page
LA1	Total workforce by employment type, employment contract, and region, broken down by gender		16, 34
LA2	Total number and rate of employee turnover by age group, gender, and region		35
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations		15
LA4	Percentage of employees covered by collective bargaining agreements		35
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements		
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs		15
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender		35

LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	<input type="checkbox"/>	
LA9	Health and safety topics covered in formal agreements with trade unions	<input type="checkbox"/>	
LA10	Average hours of training per year per employee by employee category	<input checked="" type="checkbox"/>	16, 36
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	<input checked="" type="checkbox"/>	15-16
LA12	Percentage of employees receiving regular performance and career development reviews, by gender	<input checked="" type="checkbox"/>	16, 36
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	<input type="checkbox"/>	
LA14	Ratio of basic salary of women to men by employee category	<input checked="" type="checkbox"/>	36
LA15	Return to work and retention rates after parental leave, by gender	<input type="checkbox"/>	
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening	<input type="checkbox"/>	
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken	<input type="checkbox"/>	
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	<input type="checkbox"/>	
HR4	Total number of incidents of discrimination and actions taken	<input type="checkbox"/>	
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	<input type="checkbox"/>	
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	<input type="checkbox"/>	
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	<input type="checkbox"/>	
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations	<input checked="" type="checkbox"/>	36
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	<input type="checkbox"/>	
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	<input type="checkbox"/>	
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	<input type="checkbox"/>	
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	<input type="checkbox"/>	

SO2	Percentage and total number of business units analyzed for risks related to corruption		
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures		36
SO4	Actions taken in response to incidents of corruption		36
SO5	Public policy positions and participation in public policy development and lobbying		
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country		36
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes		37
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations		37
SO9	Operations with significant potential or actual negative impacts on local communities		
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures		N/A
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes		N/A
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements		N/A
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes		N/A
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction		17, 37
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship		19
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes		37
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data		
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services		
AO8	Number of persons physically or economically displaced, either voluntarily or involuntarily, by the airport operator or on its behalf by a governmental or other entity, and compensation provided		37
AO9	Total annual number of wildlife strikes per 10,000 aircraft movements		37

Charts and Tables

30

Economic Performance

Direct Economic Value Generated (Revenues) and Distributed (Expenses)

Revenues	FY 2011	FY 2012***	FY 2013
Operating Revenues	\$144,006,851	\$153,549,960	\$177,497,814
Interest Income	\$6,408,130	\$5,491,516	\$4,140,068
Total Revenues	\$150,414,981	\$159,041,476	\$181,637,882
Expenses			
Operating Costs	\$128,712,874	\$126,464,767	\$130,327,564
Employee Wages and Benefits	\$38,266,477	\$37,236,513	\$38,092,464
Interest Expense	\$4,392,903	\$2,026,692	\$16,530,425
Tax Payments to Government	\$0	\$0	\$0
Community Investments*	\$0	\$0	\$0
Total Expenses	\$171,372,254	\$165,727,972	\$184,950,453
Economic Value Retained*	(\$20,957,273)	(\$6,686,496)	(\$3,312,571)
Economic Value Retained (with other revenue sources and expenses**)	\$46,894,748	\$58,633,211	\$66,174,802

*Federal regulations require Federal Aviation Administration and Department of Transportation funds to airports to be used only for capital and operating costs of the airport, the local airport system and/or other facilities owned and operated by the airport that are directly related to the air transportation of passengers or cargo. However, the Airport Authority does support the community in several significant ways, including sponsorships for a variety of community organizations, an annual United Way employee fundraising drive and youth education programs, among other initiatives.

**Other revenues include passenger facility charges, customer facility charges, Quieter Home Program grant revenue and capital grant contributions. Other expenses include Quieter Home Program expenses.

***Restated during the year ended June 30, 2013, the Airport Authority implemented GASB Statement No. 65 early. As a result, the cumulative effect on beginning net position and the change in net position, as well as certain asset accounts and operating accounts, have been restated from previously issued financial statements to reflect the Airport Authority's write-off of unamortized debt insurance costs.

Significant Financial Assistance Received from Government*

Type	FY 2012	FY 2013
Voluntary Airport Low Emissions Program (VALE)**	\$2.0 million	\$1.5 million
Airfield Improvements**	\$8.4 million	\$10.4 million
Quieter Home Program**	\$9.0 million	\$13.2 million
Law Enforcement Officer (LEO) Reimbursement***	\$197,000	\$292,000
Baggage Handling System***	\$7.8 million	\$3.8 million
Build America Bonds Rebate***	\$5.0 million	\$4.8 million
Total	\$32.4 million	\$34.0 million

*Not reported in FY 2011.

**FAA Airport Improvement Program

***Transportation Security Administration

Passengers by Origin & Destination/Transfer*

	FY 2011	FY 2012	FY 2013
Origin & Destination	16,023,558	16,161,485	16,184,146
Transfer	868,630	976,928	1,119,174
Total	16,892,188	17,138,413	17,303,320

* Arriving, departing and transit passengers not tracked.

Passengers by International/Domestic

	Domestic			International			Total		
	FY 2011	FY 2012	FY 2013	FY 2011	FY 2012	FY 2013	FY 2011	FY 2012	FY 2013
Arriving	8,237,311	8,296,206	8,460,959	212,265	266,732	276,658	8,449,576	8,562,938	8,737,617
Departing	8,247,416	8,323,734	8,425,210	195,196	251,741	278,141	8,442,612	8,575,475	8,703,351
Total	16,484,727	16,619,940	16,886,169	407,461	518,473	554,799	16,892,188	17,138,413	17,440,968

Annual Aircraft Movements*

Flight Category	Day			Night			Total		
	FY 2011	FY 2012	FY 2013	FY 2011	FY 2012	FY 2013	FY 2011	FY 2012	FY 2013
Passenger	157,818	158,299	152,913	1,132	1,135	1,010	158,950	159,434	153,923
Cargo	5,408	5,378	22,361	1,044	1,038	911	6,452	6,416	23,272
General Aviation	19,038	10,119	9,560	**	**	**	19,038	10,119	9,560
Military	702	657	567	**	**	**	702	657	567
Total	182,966	174,453	185,401	2,176	2,173	1,921	185,142	176,626	187,322

*Day and night as defined by day = within departure curfew hours (6:30 a.m. – 11:30 p.m.) and night = outside departure curfew hours (11:30 p.m. – 6:30 a.m.)

**Only the total is shown. Day and night were not tracked.

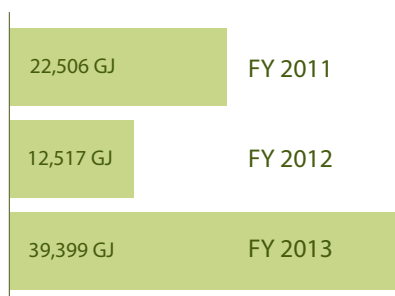
Cargo Tonnage

All values listed in metric tons

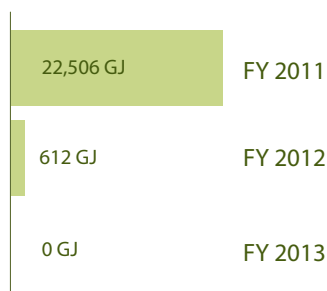
	Domestic			International			Total		
	FY 2011	FY 2012	FY 2013	FY 2011	FY 2012	FY 2013	FY 2011	FY 2012	FY 2013
Cargo	101,377	121,692	132,398	2,195	4,413	6,362	103,572	126,105	138,760
Mail	15,109	15,722	13,692	N/A	N/A	N/A	15,109	15,722	13,692
Total	116,486	137,415	146,090	2,195	4,413	6,362	118,681	141,828	152,452

Environmental Performance

Energy Saved Due to Conservation and Efficiency Improvements

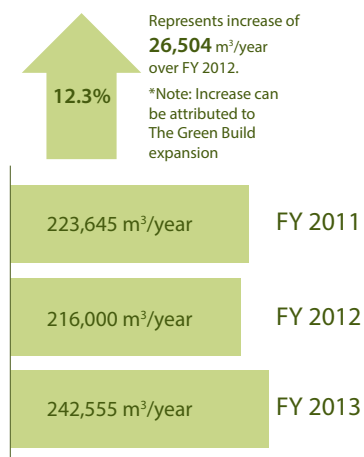


Reductions in Energy Requirements Due to Initiatives to Provide Energy-Efficient or Renewable Energy Based Products and Services



Total Water Withdrawal

Water drawn from the municipal water supply.



Habitats Protected or Restored

Values listed in hectares*

Habitat	FY 2011	FY 2012	FY 2013
Protected	8.19	8.19	8.19
Restored	0	0	0

* Hectare = 2.47 acres

Waste by Type

All values listed in standard tons

	FY 2011	FY 2012	FY 2013
Non-Hazardous	10,379	32,598	6,337
Hazardous*	80.2	173	213
Total	10,819.2	32,771	6,550

*All hazardous waste is handled by a certified hazardous waste contractor and disposed of in accordance with pertinent regulations.

Waste by Disposal Method

All values listed in standard tons

Method	FY 2011	FY 2012	FY 2013
Construction and Demolition Debris Recycling	5,150	27,276	1,199
Recycling	687	677	1,052
Landfill	4,902	4,645	4,086
Certified Hazardous Waste Disposal	80.2	173	213
Total Waste	10,819.2	32,771	6,550

Significant Spills*

	FY 2011	FY 2012	FY 2013
Number	68	36	63
Volume	<47 gallons	<66 gallons	<663 gallons**

*There have been some changes in the way the Airport Authority captures spill data. Numbers for FY 2012 are only for petroleum spills. In FY 2011, "trash" and other spills were included with petroleum. Going forward, petroleum spills are the types of "significant spills" which will be monitored.

**Two separate fuel spills of 300 and 304 gallons represent 604 gallons of the total volume.

Monetary Value of Significant Fines and Total Number of Non-monetary Sanctions for Noncompliance with Environmental Laws and Regulations*

	FY 2012	FY 2013
Monetary Value of Significant Fines	\$0	\$0
Number of Non-monetary Sanctions	0	0

*Not reported in FY 2011.

People Residing in Areas Affected by Noise*

	FY 2012	FY 2013
People	855	695
Decrease	11%	19%

*Not reported in FY 2011.

Quality of Storm Water by Applicable Regulatory Standards

Pollutant of Concern (units)	# Analy-ses	Bench-mark	Median Concentration*			# of Exceedances			Exceedance Frequency (%)		
			FY 2011	FY 2012	FY 2013	FY 2011	FY 2012	FY 2013	FY 2011	FY 2012	FY 2013
Ammonia-N (mg/L)	20	2.14	1.20	1.98	4.48	2	9	17	10	45	85
BOD (mg/L)	20	30	1.20	21.6	74	0	7	14	0	35	70
COD (mg/L)	20	120	26.9	88	254	0	8	16	0	40	80
Specific Conductivity (µmhos/cm)	20	900	96.5	185.5	386	0	0	1	0	0	5
Oil & Grease (mg/L)	20	15	1	1.0	2.01	0	0	0	0	0	0
pH (pH unit)	20	6.0-9.0	7.19	6.77	6.4	0	0	0	0	0	0
TSS (mg/L)	20	100	6.5	9.5	60	0	0	4	0	0	20
Aluminum, Total (µg/L)	20	750	255	420	465	4	7	4	20	35	20
Copper, Total (µ/L)	20	14	49.5	155	346	20	20	20	100	100	100
Copper, Dissolved (µg/L)	20	14	21.5	120	267	13	18	19	65	90	95
Iron, Total (µg/L)	20	1,000	430	175	862	2	1	7	10	5	35
Lead, Total (µg/L)	20	82	2.15	3.95	7.8	0	0	0	0	0	0
Zinc, Total (µg/L)	20	120	78	330	534	6	16	18	30	80	90
Zinc, Dissolved (µg/L)	20	120	49.5	270	445	3	16	15	15	80	75
Ethylene Glycol (mg/L)	20	100	5	5	5	0	0	0	0	0	0

* Half of the detection limit was used as the data point for statistical analysis of results that were not detected.

Aircraft and Pavement De-icing/Anti-icing Fluid Used and Treated

	FY 2011		FY 2012		FY 2013	
Fluid Type	Type- I	Type-IV	Type- I	Type-IV	Type- I	Type-IV
Quantity Used (cubic meters)*	2.74	0	3.07	0	1.21	0
Percentage Captured	90%	N/A	90%	N/A	90%	N/A
Percentage Discharged	10%	N/A	10%	N/A	10%**	N/A

*Cubic meter = 264.2 gallons

**This material, as applied, is estimated to evaporate in less than 36 minutes, based on Equation D-1, from Appendix D, Risk Management Program Guidance for Offsite Consequence Analysis, USEPA Office of Solid Waste and Emergency Response, 1999

Social Performance: Labor Practices and Decent Work

Total Workforce by Employment and Contract Type*

		FY 2011			FY 2012			FY 2013		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Airport Authority Employees	Full Time Permanent (indefinite)	207	145	352	208	154	362	197	149	346
	Part-time permanent (indefinite)	0	0	0	0	0	0	0	0	0
Contract Workers	Full-time temporary (fixed-term)	277	84	321	1,479	43	1,522	3,564	43	3,607
	Part-time temporary (fixed-term)	0	0	0	0	0	0	0	0	0
Total		444	229	673	1,687	197	1,884	3,761	192	3,953

*Increase in full-time temporary contract workers due to increase in contract staff related to The Green Build terminal development project.

Total Workforce by Region

	FY 2011	FY 2012	FY 2013
San Diego	673	1,884	3,039
Outside San Diego	0	0	914
Total	673	1,884	3,953

Employees Covered by Collective Bargaining Agreements

	FY 2011	FY 2012	FY 2013
Percentage	29%	27%	28%

Employee Turnover by Age*

	FY 2012		FY 2013	
Age	Number	Rate	Number	Rate
<30	2	10%	0	0%
30-50	8	4.2%	9	5%
>50	8	4.6%	8	5%

*Not reported in FY 2011.

Employee Turnover by Gender*

	FY 2012		FY 2013	
	Number	Rate	Number	Rate
Male	12	5%	13	6.2%
Female	6	4%	4	1.5%

*Not reported in FY 2011.

Employee Turnover by Region*

FY 2012		FY 2013	
Number	Rate	Number	Rate
18	4.7%	17	6.2%

*Not reported in FY 2011. All employees based in San Diego.

Rates of Injury, Occupational Diseases, Lost Days and Absenteeism, and Number of Work-Related Fatalities*

	FY 2011		FY 2012		FY 2013	
	Male	Female	Male	Female	Male	Female
Injury Rate	2.105	2.631	1.578	2.104	1.459	2.104
Occupational Disease Rate	0	0	0	0	0	0
Lost Day Rate	0	.789	0	0	0	1.167
Absentee Rate	N/A	N/A	N/A	N/A	N/A	N/A
Work-Related Fatalities	0	0	0	0	0	0

*Calculated based on 200,000 hours worked. All employees are based in San Diego.

Employees Receiving Regular Performance and Career Development Reviews*

	FY 2011	FY 2012	FY 2013
Male	100%	100%	100%
Female	100%	100%	100%

*Includes only full-time employees.

Average Hours of Employee Training*

	FY 2012	FY 2013
Hours**	8.69	8.25

*Not reported in FY 2011. Employee category N/A.

**Does not include individual department trainings, conferences, online classes, seminars or any departmental training not run through the Authority's Learning Management System.

Ratio of Basic Salary*

	FY 2012					FY 2013				
	Male		Female		Ratio	Male		Female		Ratio
	Number	Average Salary	Number	Average Salary		Number	Average Salary	Number	Average Salary	
Employee	164	\$66,404.82	137	\$60,998.44	1.09	158	\$68,504.42	133	\$62,215.18	1.10
Manager	21	\$105,951.16	9	\$93,394.85	1.13	19	\$107,382.36	8	\$94,840.46	1.13
Director	17	\$135,023.20	6	\$142,107.93	0.95	14	\$138,320.56	6	\$147,539.85	0.94
VP/CEO	6	\$195,305.49	2	\$232,849.75	0.84	6	\$184,609.69	2	\$243,685.50	0.76
Total	208		154			197		149		

*All employees are based in San Diego. Not reported in FY 2011. Excludes employees terminated in FY 2013

Social Performance: Human Rights

Security Personnel Receiving Human Rights Training*

	FY 2012	FY 2013
Percentage	22%	25%

*Not reported in FY 2011.

Actions Taken in Response to Incidents of Corruption*

Actions	FY 2012	FY 2013
Employees Dismissed or Disciplined for Corruption	0	0
Contracts with Business Partners Not Renewed Due to Violations Related to Corruption	0	0
Concluded Legal Cases Regarding Corrupt Practices Brought Against the Organization or Its Employees	0	0

*Not reported in FY 2011.

Social Performance: Society

Employees Trained in Organization's Anticorruption Policies and Procedures*

	FY 2012	FY 2013
Percentage	10%	10%

*Ethics training reached 100% of employees in FY 2011. FY 2012 ethics training was provided to new hires and the executive team, President/CEO, General Counsel, Chief Auditor and Board Members.

Financial and In-Kind Contributions to Political Parties, Politicians and Related Institutions*

	FY 2012	FY 2013
Value	\$0	\$0

*Not reported in FY 2011.

Legal Actions for Anti-Competitive Behavior, Anti-Trust and Monopoly Practices*

	FY 2012	FY 2013
Legal Actions	0	0
Outcome	N/A	N/A

*Not reported in FY 2011.

Monetary Value of Significant Fines and Number of Nonmonetary Sanctions for Non-Compliance with Laws and Regulations*

	FY 2012	FY 2013
Monetary Value of Fines	\$0	\$0
Number of Nonmonetary Sanctions	0	0

*Not reported in FY 2011.

Social Performance: Product Responsibility

Customer Satisfaction Scores*

	FY 2011	FY 2012	FY 2013
Total	86%	86%	81%
Q1 (Jul.-Sep.)	87%	88%	83%
Q2 (Oct.-Dec.)	83%	87%	86%
Q3 (Jan.-Mar.)	85%	83%	79%
Q4 (Apr.-Jun.)	89%	86%	75%

*The benchmark surveys were conducted quarterly by Phoenix Marketing International to assess customer satisfaction levels. A five-point scale was used where 1 is "very dissatisfied" and 5 is "very satisfied." The following additional practices were also used to assess customer satisfaction:

- Airport Service Quality Survey was conducted monthly in 200 airports across 50 countries. The customer satisfaction scores compare other airports similar in size and scope
- Feedback from the Volunteer Airport Ambassadors program

Persons Physically or Economically Displaced by Airport Operator*

	FY 2012	FY 2013
Number	0	0
Compensation Provided	N/A	N/A

*Not reported in FY 2011.

Wildlife Strikes

	FY 2011	FY 2012	FY 2013
Strikes*	0.08	1.23	1.75

*Annually, per 10,000 aircraft movements.

Incidents of Non-Compliance with Regulations and Voluntary Codes Concerning Marketing Communications*

	FY 2012	FY 2013
Number of Incidents	0	0
Outcome	N/A	N/A

*Not reported in FY 2011.

Our Awards

38

During fiscal year 2013, the Airport Authority received a number of awards and recognition related to its sustainability efforts. The following list includes those received over the past three fiscal years.

Our Business

- 2013 Routes Airport Marketing Awards Overall Winner for the Americas
- 2013 Economic Opportunity Award, San Diego County Regional Airport Authority Leadership, from LEAD San Diego
- 2013 Airport Architectural, Engineering and Construction Award for The Green Build from the Airport Minority Advisory Council
- 2012 Achievement of Excellence in Procurement from the National Procurement Institute
- 2011 Golden Watchdog Award from the San Diego County Taxpayers Association for efficient use of public funds for the bond sale for The Green Build
- 2011 Achievement of Excellence in Procurement from the National Purchasing Institute
- 2011 Procurement Advocate of the Year from the San Diego County Hispanic Chamber of Commerce
- 2011 Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States
- 2011 Certification of Excellence Debt Policy from the Association of Public Treasurers of the United States and Canada
- 2011 Disadvantaged Business Enterprise Advocate and Partner Award from the Federal Aviation Administration

Our Environment

- 2013 Recycler of the Year Award from the City of San Diego
- 2013 Leadership in Energy and Environmental Design (LEED) Gold Certification for the Receiving and Distribution Center from the United States Green Building Council (USGBC)
- 2012 Leadership in Energy and Environmental Design (LEED) Gold Certification for the redevelopment of the Facilities Management Building from the United States Green Building Council (USGBC)
- 2012 Environmental Excellence Award in the category of "Air (Convention Pollutant Control)" for the Green Taxi program from the Industrial

Environmental Association (IEA)

- 2012 Recycler of the Year Award from the City of San Diego
- 2011 Alonzo Award for Sustainable Business Practices from the Downtown San Diego Partnership for going above and beyond local, state and federal regulations in creating best practices in sustainability
- 2011 Recycler of the Year Award from the City of San Diego
- 2011 Outstanding Energy Project for "Install Airfield Signs, Taxiway Lights and Runway Guard Lights" from the American Society of Civil Engineers Region 9
- 2011 Airports Council International – North America Excellence in Airport Marketing and Communications Contest – 2nd Place for Creative Innovations/Technology – Least Tern Nest Counter on Website
- 2011 Outstanding Environmental Technical Report for the Ryan Aeronautical Historical American Buildings Survey and Interpretive Display/Website from the Association of Environmental Professionals San Diego Chapter

Our Team

- 2011 PR Professional of the Year, Diana Lucero, from the Public Relations Society of America San Diego/Imperial Counties Chapter
- 2011 San Diego Metro Mover, Robert Gleason, Board Chair
- 2011 San Diego Metro Mover, Bob Silvas, Director, Small Business Development

Our Community

- 2012 Gold SABRE Award in the Government Agencies category for "The Green Build Takes Flight at San Diego International Airport" from The Holmes Report
- 2012 Edward L. Bernays Silver Mark of Excellence Award in Creative Tactics for "Construction Gets Creative: The Green Build Topping Out at San Diego International Airport" from the Public Relations Society of America San Diego/Imperial Counties Chapter
- 2012 Edward L. Bernays Silver Mark of Excellence Award in Press Conference for "Press Conference Gets Creative: The Green Build Topping Out at

- San Diego International Airport” from the Public Relations Society of America San Diego/Imperial Counties Chapter
- 2012 Airports Council International – North America Excellence in Airport Marketing and Communications Contest – 1st place for Public Relations Campaigns – The Green Build Public Outreach
 - 2012 Airports Council International – North America Excellence in Airport Marketing and Communications Contest – 1st place for Creative Innovations-Promotional Items – Junior Achievement BizTown Mural
 - 2012 Airports Council International – North America Excellence in Airport Marketing and Communications Contest – 2nd place for Airport Aviation and Education Programs – Triple Play Web Game
 - 2011 Outstanding Public Owner from the Associated General Contractors San Diego Chapter
 - 2011 Award of the Organization from the Airport Minority Advisory Council for significant contributions toward the inclusion of historically under-represented businesses in contracting opportunities
 - 2011 Disadvantaged Business Enterprise Advocate and Partner Award from the Federal Aviation Administration
 - 2011 Airports Council International – North America Excellence in Airport Marketing and Communications Contest – 2nd Place for Creative Innovations/Promotional Materials – Jet’s Fun Pack
 - 2011 Silver Anvil from the Public Relations Society of America in the Community Relations – Government category for “The Green Build Takes Flight”
 - 2011 PRWeek Honorable Mention in Public Sector Campaign of the Year for “The Green Build Takes Flight”
 - 2011 PROTOS Award of Excellence in Community Relations/Institutional Programs for “The Green Build Takes Flight at San Diego International Airport” from the Public Relations Society of America Orange County Chapter
 - 2011 Edward L. Bernays Silver Mark of Excellence Award in Community Relations for “The Green Build Takes Flight” from the Public Relations Society of America San Diego/Imperial Counties Chapter
 - 2011 Airports Council International – North America Excellence in Airport Marketing and Communications Contest – 2nd Place for Aviation Education & Tour Programs – Junior Achievement BizTown Mural

Our Customers

- 2012 Award of Distinction in the Projects in Progress category from the Design Build Institute of America Western Pacific Region
- 2011 America’s Safest Airports by Travel + Leisure
- 2011 Aviation Project of the Year from the California Transportation Foundation for the Taxiway C Rehabilitation project



SAN DIEGO
INTERNATIONAL
AIRPORT

3225 North Harbor Drive
San Diego, CA 92101
United States

P.O. Box 82776
San Diego, CA 92138-2776
United States

Matt Harris
Senior Director, Assets & Alliances
Email: sustain@san.org
Phone: 619-400-2400