



SAN DIEGO
INTERNATIONAL
AIRPORT

Annual Sustainability Report

FISCAL YEAR 2012 (July 1, 2011 - June 30, 2012)



Mastering the Art of Airports

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Message From Our President/CEO

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This second annual sustainability report from the San Diego County Regional Airport Authority focuses on “Building on Success,” with an emphasis on **building** ... sustainable building.

Sustainable building at San Diego International Airport (SDIA) is highly visible, as we are in the midst of The Green Build, the largest expansion project ever at the airport; launching several additional construction projects; and initiating a master plan for the next 30 years. But sustainability is also more subtle, for example, as we determine how to maintain a world-class workforce with a large number of baby boomer retirements coming. Obvious or subtle, sustainability drives much of what we do and how we do it every day.

This report covers fiscal year 2012 (July 1, 2011 to June 30, 2012) and is again presented as an interactive digital portal (at <http://sustain.san.org/>). The data are based on Global Reporting Initiative (GRI) guidelines.

I am pleased to report that sustainability is even more a part of our DNA than when we issued our first-ever sustainability report covering fiscal year 2011. This year we are reporting in more categories and providing more metrics to showcase our successes as we strive toward higher levels of accountability.

What do I mean by “Building on Success?” In 2013, we will open the expansion of Terminal 2, culminating the largest improvement project in the airport’s 85-year history. Called The Green Build in part because of its environmental aspects, the Authority is targeting LEED (Leadership in Energy and Environmental Design) Silver designation for the project.

The recently completed Facilities Management building received LEED Gold certification in the retrofit category. And the Authority’s goal is every new or renovated building at SDIA will be LEED Silver-certified.

Amazingly, we are building on success, even in a challenging economic climate. Recovery from the great recession is slow and poses one of our greatest challenges. Airlines struggle to regain profitability, federal funding is increasingly limited and air travel has not fully returned to pre-recession levels.

An aspect of economic sustainability that I touched on in the last report was diversifying revenue sources. This is a necessary pivot in light of the macro-economic challenges listed above. Here, too, we are building on success.

Our concession development program is a complete overhaul of all shopping and dining options at SDIA. When fully implemented, the new program will provide more and better choices to air travelers, and more business opportunities for small and local businesses.

In the future, we will seek other additional new sources of non-aviation revenue. As a primarily self-supporting operation, SDIA will find ways to finance the continued improvement of one of the most highly rated airports of its size.

Our sustainability efforts necessarily extend beyond the airport’s perimeter. Our Quieter Home Program, funded through FAA grants, has sound-insulated nearly 2,500 homes that are affected by airport operations. This program exemplifies commitment to social sustainability.

Sustainability in one area often overlaps into other areas. For example:

- Our employees are a key social resource, but when they engage in volunteer roles, they benefit our community.
- Providing excellent customer service is part of social, as well as economic, sustainability. Satisfied air travelers will return, helping airport businesses thrive.
- Providing new air service to meet air traveler needs enhances our financial position.
- And fleet changes, such as the introduction of the Boeing 787 Dreamliner, have environmental benefits—new craft use less fuel and have reduced environmental impacts.

While I am upbeat, we clearly face some headwinds. The economy continues to impact our operations and our partners' operations. And the trend towards global interconnectedness means economic conditions in any part of the world can impact us locally.

At SDIA, the sustainability story is strong ... and growing stronger. This second sustainability report highlights our progress and our opportunities for improvement. It is another chapter in our ongoing sustainability story. I hope you will see in this report that we are, indeed, "Building on Success."



Thella F. Bowens
President/CEO

Message From Our Board Chair

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Our definition of sustainability that opened last year's report bears repeating: *Operate our airport today in a way that cares for, and provides for, the future.*

Simple words, simple concept, but a complex undertaking.

San Diego International Airport (SDIA) is a major player in the nation's aviation network, in the regional economy and in the natural bayside environment that is its home. This makes it imperative that we set an example when it comes to sustainability.

In the broad area of sustainability, we balance fiscal responsibility with innovation. Our Board recognizes that sometimes we have to pay more to take the more sustainable route. Airport Authority staff participated in the development of four pillars for airport sustainability—economic viability, operational excellence, natural resource conservation and social responsibility (EONS)—and we abide by the lesson they provide. Being effective and efficient is not only about being financially prudent.

In each area of sustainability—economic, environmental and social—the Airport Authority is striving to do all we can. There are efforts we *control* directly. There are efforts we can *influence*. And there are efforts we can undertake in *collaboration* with other organizations. Here are a few examples.

Under our direct *control*, construction is perhaps the most visible. Sustainable building practices being designed into The Green Build terminal expansion project include solar panels on the roof of Terminal 2 West and “solar trees” in the parking lot. Beyond The Green Build, a big idea for the future is looking at making SDIA energy-independent, perhaps through a combination of solar power and a cogeneration facility.

We can *influence* the sustainability efforts of others by, for example, making recycling easier for passengers and employees and by providing aircraft with power and air at the gates so they can shut off their engines while parked, reducing energy usage and eliminating emissions from parked aircraft.

We can *collaborate* with others in sustainability, such as when we entered into a unique public/private partnership to bring environmentally friendly hybrid taxis to the airport. Our partners in that endeavor included the California Center for Sustainable Energy, Mossy Toyota in San Diego, taxi operators and the San Diego Metropolitan Transit System. The results of this partnership have been not only environmental, but economic and social as well, saving taxi drivers tens of thousands of dollars in fuel costs and making the airport taxi model more sustainable.

This is not to say we don't face challenges on the road to greater sustainability. Public agencies must lead, but also be sensitive to private-sector needs and realities.

In the end, sustainability is about paying attention to the big picture—the long view—while also carrying out the smaller efforts that add up and have a big impact. Thinking big yet being realistic is the proper role for a visionary, yet socially and fiscally responsible, public agency.

A handwritten signature in blue ink, appearing to read "R. Gleason". The signature is fluid and stylized, with a large initial "R" and a long, sweeping underline.

Robert H. Gleason
Board Chair

Our Sustainability Story

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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.



Last year, 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 June 30, 2010–July 1, 2011, made a commitment to continue reporting and furthering sustainability efforts at SDIA. We are building on that commitment in this report covering fiscal year 2012 (July 1, 2011–June 30, 2012).

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 fiscal year 2012, we built on the efforts reported in our inaugural sustainability report by providing data on an increased number of indicators. 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.

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 (nine male members; no female members in FY 2012) with three additional non-voting members serving ex-officio (two male members; one female member in FY 2012) 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.

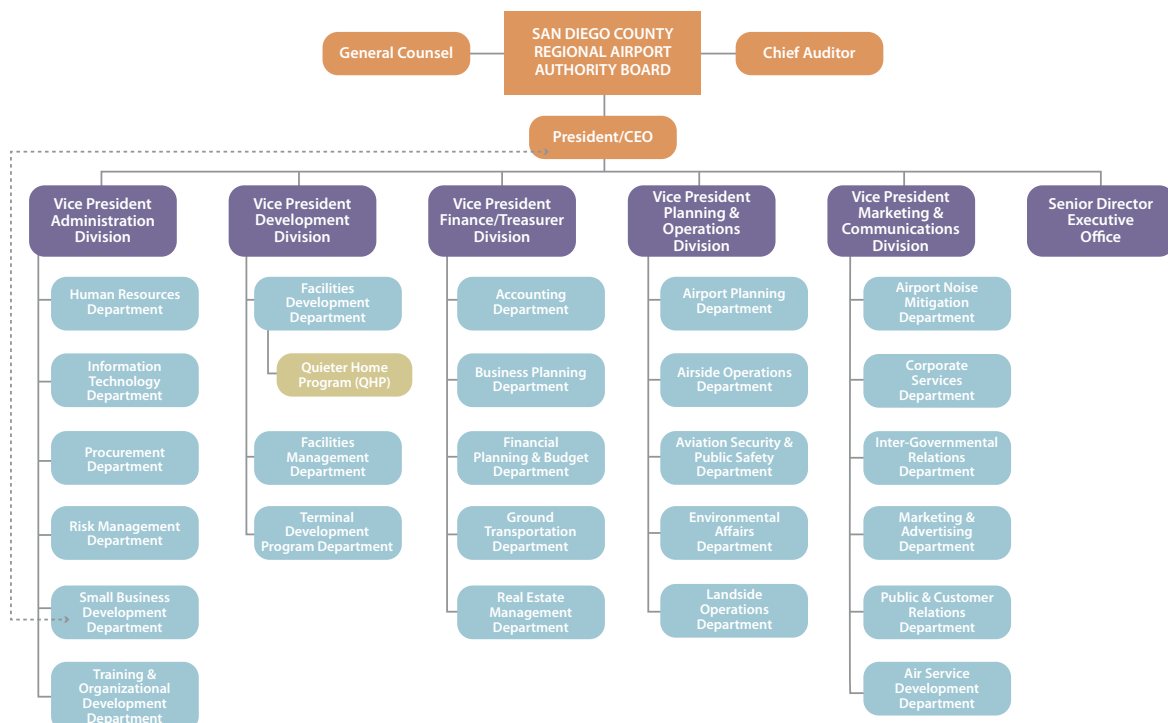
Several standing committees of the Board have been formed to better address key policy areas and develop items for consideration by the full Board. They also hold regular public meetings and include:

- Executive Committee
- Executive Personnel and Compensation Committee
- Finance Committee
- Audit Committee
- Terminal Development Program Committee

President/CEO Thella F. Bowens is responsible for management oversight of the Airport Authority, the annual budget and a staff of approximately 362 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.

Spotlight On: Our Structure



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 2012, 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 2012.



Our Business Performance

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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	Amount
Voluntary Airport Low Emissions Program (VALE)**	\$2.0 million
Airfield Improvements**	\$8.4 million
Quieter Home Program**	\$9.0 million
Law Enforcement Officer (LEO) Reimbursement***	\$197,000
Baggage Handling System***	\$7.8 million
Build America Bonds Rebate***	\$5.0 million
Total	\$32.4 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. In fact, commercial airports receive almost no taxpayer-funded support from state or local sources. 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 and space rental fees 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 currently under way at SDIA are 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, projected to save more than \$40 million dollars over the 30-year term.

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 like the recently added nonstop flights to London, Mexico and Japan. 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. In fiscal year 2012, the Airport Authority pursued this approach in its plans for a new Receiving and Distribution Center at SDIA, as well as for a new fixed-base operator facility.

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.



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

Revenues	FY 2011	FY 2012
Operating Revenues	\$144,006,851	\$153,549,960
Interest Income	\$6,408,130	\$5,491,516
Total Revenues	\$150,414,981	\$159,041,476
Expenses		
Operating Costs	\$128,712,874	\$126,464,767
Employee Wages and Benefits	\$38,266,477	\$37,236,513
Interest Expense	\$4,392,903	\$2,369,718
Tax Payments to Government	\$0	\$0
Community Investments*	\$0	\$0
Total Expenses	\$171,372,254	\$166,070,998
Economic Value Retained*	(\$20,957,273)	(\$7,029,522)
Economic Value Retained (with other revenue sources and expenses**)	\$46,894,748	\$58,290,185

*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.

Our Environmental Performance

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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

The airport is a proud recycling champion and a nine-time winner of the City of San Diego's "Recycler of the Year" award. Each day, we're making strides to reduce the amount of waste at the airport, while increasing what is recycled.

Waste by Type

All values listed in standard tons

	FY 2011	FY 2012
Non-Hazardous	10,379	32,598
Hazardous*	80.2	173
Total	10,819.2	32,771

*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
Construction and Demolition Debris Recycling	5,150	27,276
Recycling	687	677
Landfill	4,902	4,645
Certified Hazardous Waste Disposal	80.2	173
Total Waste	10,819.2	32,771

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 some 677 tons in fiscal year 2012. Our Universal Waste Program collected close to 19,000 pounds of fluorescent light bulbs, batteries and other materials in fiscal year 2012.



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.

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:

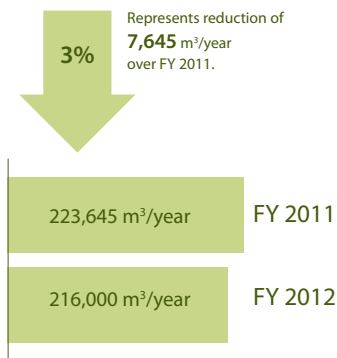
- Satellite water-tracking system – This state-of-the-art system collects and analyzes data from more than 18,000 weather stations to determine the airport's watering needs. This saves approximately nine million gallons of water each year.
- Xeriscaping – Environmentally friendly landscaping is being 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.

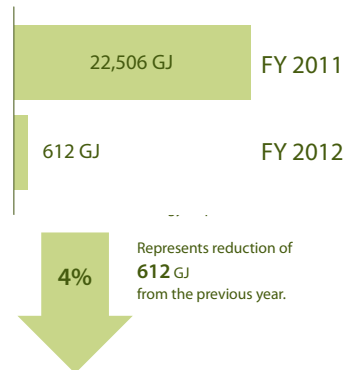


Energy Conservation

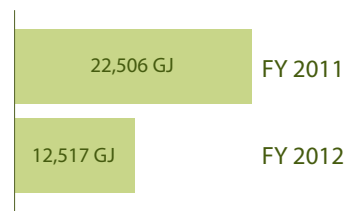
The airport is open 365 days a year, 24 hours a day, creating unique challenges as we seek to minimize the airport's energy needs. Energy efficiency efforts include:

- 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: Federal Support for More Sustainable Airline Operations at SDIA

In October 2011, the Federal Aviation Administration announced a \$2 million Voluntary Airport Low Emissions (VALE) grant to San Diego International Airport. The grant provided federal funds for infrastructure to supply power and preconditioned air for aircraft at the new Green Build gates. This eliminates the need for the planes to use their engines while at the gate, which lowers emissions, reduces fuel usage

and improves air quality around the airport. Specifically, the grant money was targeted to help fund installation of 400Hz power and preconditioned air units at each of the 10 gates being installed as part of The Green Build terminal expansion. This project also helps The Green Build achieve Leadership in Energy and Environmental Design (LEED) Certification by the U.S. Green Building Council.

At a news conference announcing the grant, U.S. Representative Susan Davis commented, “Our entire region should feel proud that the FAA has recognized Lindbergh Field as being at the forefront of responsible energy use. As a member of the Congressional Sustainable Energy and Environment Coalition, I’m proud to have an airport in my district that is committed to reducing emissions and improving public health. This is further evidence that San Diego is an innovative leader when it comes to sustainable energy and environmental protection.”

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 biodiesel in airport ground service equipment, with the goal of complete conversion of airside ground service equipment to alternative and cleaner fuels, including biodiesel, 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 2012, 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, has cut fuel costs by about 80 percent.
- **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: Green Taxis Arrive at the Airport



Nationwide, the taxi industry is in transition as owners and drivers look for alternatives to driving gas-guzzling cars, mostly Ford Crown Victoria sedans that average 15 miles per gallon. In an effort to decrease emissions, the Airport Authority entered into a unique public-private partnership with the California Center for Sustainable Energy (CCSE), Mossy Toyota, taxi operators and the San Diego Metropolitan Transit System (MTS) to bring the first green taxis to San Diego International Airport. This collaboration clearly enhances the Airport Authority’s sustainability efforts.

The program launched in fall 2011 with more than 30 hybrid vehicles. In fiscal year 2012, there were 323 cabs operating at the airport, and 76 were hybrid vehicles.

The public-private partnership provides incentives to overcome barriers to switching to cleaner, more fuel-efficient taxis through a combination of vehicle rebates, reduced taxi permit fees and a special financing and maintenance package. The CCSE estimates that taxi operators switching to hybrid cabs save \$1,000 to \$1,500 per month, depending on the number of miles driven. Hybrid cars average 40 or more miles per gallon.



The Airport Authority worked with the CCSE to obtain funding from the State of California's Reformulated Gasoline Settlement Fund to establish the rebate program to offset the higher purchase costs of alternative fuel vehicles. CCSE received \$750,000 for rebates to ground transportation providers at the airport, including more than \$200,000 earmarked for green taxis. Rebates range from \$1,000 to \$7,500 and eligible vehicles range from electric plug-ins to compressed natural gas (CNG) fueled.

Even with the rebate funds, there were hurdles to overcome. Taxi owners and drivers needed to be convinced to weigh the benefits of hybrid vehicles against maintenance costs, financing and a lack of understanding about hybrid technology. To overcome these challenges, Mossy Toyota and the Airport Authority developed an incentive package including low-cost financing, discounted maintenance during off hours and other benefits.

This public-private partnership serves as a highly visible demonstration of San Diego County's commitment to sustainable transportation.

Sustainable Building Methods

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

In fiscal year 2012, the Airport Authority was in the midst of the largest improvement program in the airport's history—The Green Build—named in part for its sustainable features. The project is designed to achieve Leadership in Energy and Environmental Design (LEED) Silver certification from the U.S. Green Building Council.



Through the end of fiscal year 2012, the construction team reused/recycled more than 53,000 tons of construction waste, 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.

In addition to The Green Build, the Airport Authority's Facilities Management Building is the first LEED-certified building at the airport, achieving a Gold rating. The building is also Energy Star Certified by the U.S. Environmental Protection Agency. In order to obtain this certification, a building must be more energy-efficient than 70 percent of all office buildings in the U.S.

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: Airport Authority Achieves First LEED Gold Certification



In January 2012, the United States Green Building Council awarded the San Diego County Regional Airport Authority a Leadership in Energy and Environmental Design (LEED) Gold rating.

The rating was given to the Airport Authority's Facilities Management Building, located east of the Commuter Terminal at SDIA. The stand-alone building was built in 1977; renovations took place in 2008.

The remodel cost approximately \$2.6 million. The project was awarded 69 out of 70 eligible points and received the Gold rating in the LEED for Existing Buildings; Operations and Maintenance (LEED EB) designation. The maintenance facility is also the airport's first Energy-Star-rated building.

This was the first LEED certification for the Airport Authority. As part of the Airport Authority's sustainability policy and commitment to sustainable practices, it will seek at least LEED Silver certification on all future construction projects. The Green Build, the largest construction project in the airport's history, is also being built to achieve at least LEED Silver certification.

The rigorous LEED scoring system was developed to define and measure "green" buildings and is considered the industry standard. LEED for Existing Buildings addresses whole-building cleaning and maintenance issues (including chemical use), recycling programs, exterior maintenance programs and systems upgrades.

Noise Considerations

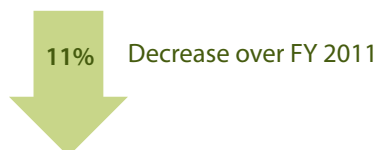
Airports create noise, and the airport has a department dedicated to reducing the impact of aircraft noise on the surrounding community. We do this through careful monitoring for compliance with local, state and federal regulations and through mitigation programs such as the Quieter Home Program, which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

In fiscal year 2012, 855 residents were living in areas affected by noise, a decrease of 11% over the prior year.

People Residing in Areas Affected by Noise*

	FY 2012
People	855



*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
- Acoustician
- Military
- Federal Aviation Administration
- Greater Golden Hill Planning Board
- Little Italy Association
- Midway Community Plan Advisory Committee
- 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

The United States Congress, 53rd District Representative, or appointee; County of San Diego, District One Supervisor, or appointee; and City of San Diego, District Two Council Member, or appointee serve as ex-officio (nonvoting) members of the committee. Additionally, a representative of the Mission Beach Precise Planning Board serves in an ex-officio capacity.

Our Social Performance

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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 2012.

1. "Project Runway" Management Training Program
 - a. Prioritization
 - b. Project Management



2. Supervisory and Leadership Skills Workshop
 - a. Succeeding as a Supervisor
 - b. Effective Communication Skills
 - c. Coaching and Motivating Staff
 - d. Managing Conflict
 - e. Leading Teams
3. The Perfect Approach – KRISP Standards (Customer Service Workshop)
4. Minute-Taking Workshop
5. Situational Leadership
6. SMART Goals Workshop
7. Beginning and Intermediate Spanish
8. Strategic Engagement Learning Maps Sessions
9. Successful Program and Project Leadership Forum
10. Adobe Acrobat X
11. Active Shooter Training

Diversity

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

Each year, we celebrate the rich diversity of our team with activities organized by the “DiversiTeam,” a group of employees that meets regularly to plan ways to 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.

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
Hours**	8.69

*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				
	Airport Authority Employees		Contract Workers		Total	Airport Authority Employees		Contract Workers		Total
	Full Time Permanent (indefinite)	Part-time permanent (indefinite)	Full-time temporary (fixed-term)	Part-time temporary (fixed-term)		Full Time Permanent (indefinite)	Part-time permanent (indefinite)	Full-time temporary (fixed-term)	Part-time temporary (fixed-term)	
Male	207	0	237	0	444	208	0	1,479	0	1,687
Female	145	0	84	0	229	154	0	43	0	197
Total	352	0	321	0	673	362	0	1,522	0	1,884

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

**Numbers as of December 2012.

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. Since 2008, we've seen at least an 86 percent customer satisfaction rate, of which we're extremely proud. But we're always trying to improve!

Customer Satisfaction Scores*

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

*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

In 2006, SDIA established a formal public art program. Since that time, the program has brought a variety of exhibits and performances to the terminals for passengers to enjoy—ranging from a display of birthstones from the Gemological Institute of America to a flash mob dance performance in the baggage carousel area to local artists. The program creates an ambiance unique to San Diego, welcoming people to the airport and to the region.

The public art program is comprised of three components: temporary and rotating exhibits, public (permanent) art and a performance series, called "à brève." Airport Authority policy states that two percent of the cost of all eligible capital improvement projects be allocated to public art.



Spotlight On: International Acclaim for SDIA's Art Program



In December 2011, the international magazine Passenger Terminal World named San Diego International Airport one of the Most Noteworthy Airports in its annual Showcase Edition. Singled out for its art program, SDIA was recognized by the magazine for

its “impressive” program that has “transformed the visual and passenger experience in the terminals.”

Passenger Terminal World's Showcase Edition highlights the world's major airports in categories as diverse as architecture and disaster recovery. SDIA was one of only three U.S. airports to make the list.

Airlines

San Diego International Airport serves approximately 17 million passengers each year, with nonstop flights to 55 destinations as of the end of fiscal year 2012.

Connecting travelers to more nonstop destinations is one of our top priorities. In fiscal year 2012, the airport introduced new flights to Mexico, Las Vegas, Mammoth, Monterey, Washington, DC (Reagan) and Fresno.

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
2. Guadalajara, Mexico
3. London-Heathrow, England
4. Mexico City, Mexico
5. Puerto Vallarta, Mexico
6. Toronto, Canada
7. Vancouver, Canada

Domestic

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

The Quieter Home Program is a unique initiative that demonstrates the airport's commitment to the surrounding community. The program provides noise mitigation improvements (such as the replacement of single-paned windows with double-paned windows) for residents in designated noise-impacted areas.

The program aims to achieve the Federal Aviation Administration's goal to reduce interior noise levels for San Diego residents by at least five decibels. Eligibility for the program is based on the level of aircraft noise impacting a home.



As of the end of fiscal year 2012, the Airport Authority has helped to reduce aircraft noise for more than 2,500 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: YMCA Camp Takes Off at SDIA

Each summer, a group of lucky youngsters from the Mission Valley YMCA in San Diego heads to the airport for a week of fun and learning about aviation. Learn more in our Youth Events photoset on Flickr.



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."

Spotlight On: Green Build Discovery Center at San Diego International Airport

In February 2012, the Airport Authority opened a Green Build Discovery Center at San Diego International Airport. The Center gives travelers an opportunity to learn about the ongoing Green Build construction project and its sustainable features. It uses informational panels, color renderings and video to tell the story of The Green Build. In keeping with the Authority's sustainable initiatives, the Center's exhibits were comprised of special inks, biodegradable materials and recycled paper products.



An innovative approach was chosen to attract visitors to the center. Reflecting the sustainability features of The Green Build, an electric bicycle from Ivan Stewart's Electric Bike Center in Little Italy, San Diego, was purchased and placed on display in the Center. Visitors entered an opportunity drawing for the bicycle using a QR code displayed next to the bicycle. The opening of the Green Build Discovery Center was covered by local media.

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.



Airport Authority Advisory Committee Members

Category	Members
Airport Management	1
Business Sector	2
California Department of Transportation	1
General Aviation	1
Local Government	1
Members-At-Large	4
Natural Environment	1
Passenger and Freight Air Transportation Operations and Economics	1
Public Transit Authorities	2
Regional Economic Development	2
San Diego Campuses of University of California & California State University	1
United States Department of Defense	1
Total of 12 Categories	Total of 18 Members

Spotlight On: Local Businesses Win Contracts for The Green Build

In fiscal year 2012, local businesses were awarded \$113.9 million in contracts as part of The Green Build, a \$1 billion improvement project.

The Airport Authority sized and tailored bid packages to facilitate small business participation, and conducted extensive outreach to encourage participation.

The Authority Board made a firm commitment to local and small business contracting—not only for The Green Build, but for all contracts awarded by the Authority.

In October 2011, the Airport Authority reported that small businesses had been awarded 90 percent of the contracts for which they were eligible—some \$89 million dollars. Local businesses won a total of \$340 million in contracts.

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



Our Reporting

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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
Operating Revenues	\$144,006,851	\$153,549,960
Interest Income	\$6,408,130	\$5,491,516
Total Revenues	\$150,414,981	\$159,041,476
Expenses		
Operating Costs	\$128,712,874	\$126,464,767
Employee Wages and Benefits	\$38,266,477	\$37,236,513
Interest Expense	\$4,392,903	\$2,369,718
Tax Payments to Government	\$0	\$0
Community Investments*	\$0	\$0
Total Expenses	\$171,372,254	\$166,070,998
Economic Value Retained*	(\$20,957,273)	(\$7,029,522)
Economic Value Retained (with other revenue sources and expenses**)	\$46,894,748	\$58,290,185

*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.

Significant Financial Assistance Received from Government*

Type	Amount
Voluntary Airport Low Emissions Program (VALE)**	\$2.0 million
Airfield Improvements**	\$8.4 million
Quieter Home Program**	\$9.0 million
Law Enforcement Officer (LEO) Reimbursement***	\$197,000
Baggage Handling System***	\$7.8 million
Build America Bonds Rebate***	\$5.0 million
Total	\$32.4 million

*Not reported in FY 2011.

**FAA Airport Improvement Program

***Transportation Security Administration

Passengers by Origin & Destination/Transfer*

	FY 2011	FY 2012
Origin & Destination	16,023,558	16,161,485
Transfer	868,630	976,928
Total	16,892,188	17,138,413

* Arriving, departing and transit passengers not tracked.

Passengers by International/Domestic

	Domestic		International		Total	
	FY 2011	FY 2012	FY 2011	FY 2012	FY 2011	FY 2012
Arriving	8,237,311	8,296,206	212,265	266,732	8,449,576	8,562,938
Departing	8,247,416	8,323,734	195,196	251,741	8,442,612	8,575,475
Total	16,484,727	16,619,940	407,461	518,473	16,892,188	17,138,413

Annual Aircraft Movements*

Flight Category	Day		Night		Total	
	FY 2011	FY 2012	FY 2011	FY 2012	FY 2011	FY 2012
Passenger	157,818	158,299	1,132	1,135	158,950	159,434
Cargo	5,408	5,378	1,044	1,038	6,452	6,416
General Aviation	19,038	10,119	**	**	19,038	10,119
Military	702	657	**	**	702	657
Total	182,966	174,453	2,176	2,173	185,142	176,626

*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.

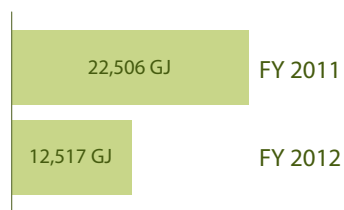
Cargo Tonnage

All values listed in metric tons

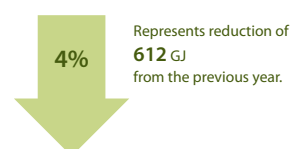
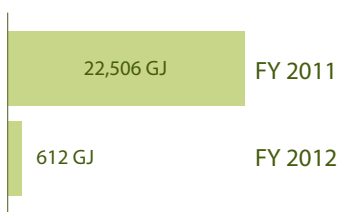
	Domestic		International		Total	
	FY 2011	FY 2012	FY 2011	FY 2012	FY 2011	FY 2012
Cargo	101,377	121,692	2,195	4,413	103,572	126,105
Mail	15,109	15,722	N/A	N/A	15,109	15,722
Total	116,486	137,415	2,195	4,413	118,681	141,828

Environmental Performance

Energy Saved Due to Conservation and Efficiency Improvements

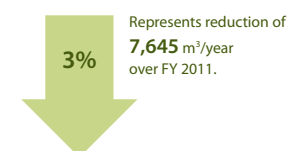


Reductions in Energy Requirements Due to Initiatives to Provide Energy-Efficient or Renewable Energy Based Products and Services



Total Water Withdrawal

Water drawn from the municipal water supply.



Habitats Protected or Restored

Values listed in hectares*

Habitat	FY 2011	FY 2012
Protected	8.19	8.19
Restored	0	0

* Hectare = 2.47 acres

Waste by Type

All values listed in standard tons

	FY 2011	FY 2012
Non-Hazardous	10,379	32,598
Hazardous*	80.2	173
Total	10,819.2	32,771

*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
Construction and Demolition Debris Recycling	5,150	27,276
Recycling	687	677
Landfill	4,902	4,645
Certified Hazardous Waste Disposal	80.2	173
Total Waste	10,819.2	32,771

Significant Spills*

	FY 2011	FY 2012
Number	68	36
Volume	<47 gallons	<66 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.

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

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

*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 2011	FY 2012	FY 2011	FY 2012
Ammonia-N (mg/L)	20	2.14	1.20	1.98	2	9	10	45
BOD (mg/L)	20	30	1.20	21.6	0	7	0	35
COD (mg/L)	20	120	26.9	88	0	8	0	40
Specific Conductivity (µmhos/cm)	20	900	96.5	185.5	0	0	0	0
Oil & Grease (mg/L)	20	15	1	1.0	0	0	0	0
pH (pH unit)	20	6.0-9.0	7.19	6.77	0	0	0	0
TSS (mg/L)	20	100	6.5	9.5	0	0	0	0
Aluminum, Total (µg/L)	20	750	255	420	4	7	20	35
Copper, Total (µ/L)	20	14	49.5	155	20	20	100	100
Copper, Dissolved (µg/L)	20	14	21.5	120	13	18	65	90
Iron, Total (µg/L)	20	1,000	430	175	2	1	10	5
Lead, Total (µg/L)	20	82	2.15	3.95	0	0	0	0
Zinc, Total (µg/L)	20	120	78	330	6	16	30	80
Zinc, Dissolved (µg/L)	20	120	49.5	270	3	16	15	80
Ethylene Glycol (mg/L)	20	100	5	5	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

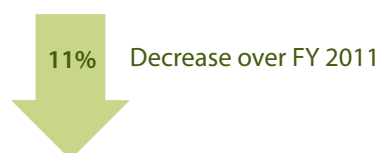
	Fluid Type	Quantity Used (cubic meters)*	Percentage Captured	Percentage Discharged**
FY 2011	Type- I	2.74	90%	10%
	Type-IV	0	N/A	N/A
FY 2012	Type- I	3.07	90%	10%
	Type-IV	0	N/A	N/A

*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

People Residing in Areas Affected by Noise*

	FY 2012
People	855



*Not reported in FY 2011.

Social Performance: Labor Practices and Decent Work

Total Workforce by Employment and Contract Type*

	FY 2011					FY 2012				
	Airport Authority Employees		Contract Workers		Total	Airport Authority Employees		Contract Workers		Total
	Full Time Permanent (indefinite)	Part-time perma- nent (indefinite)	Full-time temporary (fixed- term)	Part-time temporary (fixed- term)		Full Time Permanent (indefinite)	Part-time perma- nent (indefinite)	Full-time temporary (fixed- term)	Part-time temporary (fixed- term)	
Male	207	0	237	0	444	208	0	1,479	0	1,687
Female	145	0	84	0	229	154	0	43	0	197
Total	352	0	321	0	673	362	0	1,522	0	1,884

*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—San Diego

	FY 2011	FY 2012
Male	444	1,687
Female	229	197
Total	673	1,884

Employees Covered by Collective Bargaining Agreements

	FY 2011	FY 2012
Percentage	29%	27%

Employee Turnover by Age*

Age	Number	Rate
<30	2	10%
30-50	8	4.2%
>50	8	4.6%

*Not reported in FY 2011.

Employee Turnover by Gender*

	Number	Rate
Male	12	5%
Female	6	4%

*Not reported in FY 2011.

Employee Turnover by Region*

	Number	Rate
San Diego	18	4.7%

*Not reported in FY 2011.

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

	FY 2011		FY 2012	
	Male	Female	Male	Female
Injury Rate	2.105	2.631	1.578	2.104
Occupational Disease Rate	0	0	0	0
Lost Day Rate	0	.789	0	0
Absentee Rate	N/A	N/A	N/A	N/A
Work-Related Fatalities	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
Male	100%	100%
Female	100%	100%

*Includes only full-time employees.

Average Hours of Employee Training*

	FY 2012
Hours**	8.69

*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*

	Male		Female		Ratio
	Number	Average Salary	Number	Average Salary	
Employee	164	\$66,404.82	137	\$60,998.44	1.09
Manager	21	\$105,951.16	9	\$93,394.85	1.13
Director	17	\$135,023.20	6	\$142,107.93	0.95
VP	6	\$195,305.49	2	\$232,849.75	0.84
Total	208		154		

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

Social Performance: Human Rights

Security Personnel Receiving Human Rights Training*

	FY 2012
Percentage	22%

*Not reported in FY 2011.

Actions Taken in Response to Incidents of Corruption

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

Social Performance: Society

Employees Trained in Organization's Anticorruption Policies and Procedures*

	FY 2012
Percentage	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. Not reported in FY 2011.

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

	FY 2012
Value	\$0

*Not reported in FY 2011.

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

	FY 2012
Legal Actions	0
Outcome	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
Monetary Value of Fines	\$0
Number of Nonmonetary Sanctions	0

*Not reported in FY 2011.

Social Performance: Product Responsibility

Customer Satisfaction Scores*

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

*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

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

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

*Not reported in FY 2011.

Persons Physically or Economically Displaced by Airport Operator*

	FY 2012
Number	0
Compensation Provided	N/A

*Not reported in FY 2011.

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

	FY 2012
Number of Incidents	0
Outcome	N/A

*Not reported in FY 2011.

Wildlife Strikes

	FY 2011	FY 2012
Strikes*	0.08	1.23

*Annually, per 10,000 aircraft movements.

Our Awards

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During fiscal year 2012, the Airport Authority received a number of awards and recognition related to its sustainability efforts.

Our Business

- 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

- 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 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 underrepresented 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



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