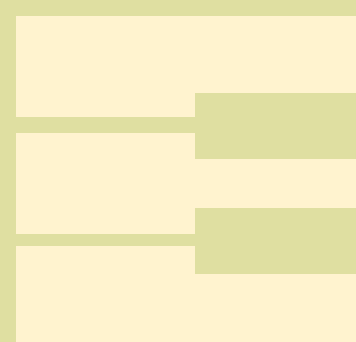
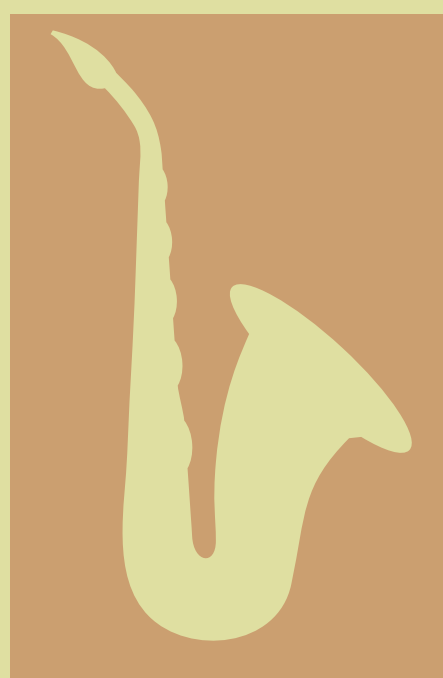


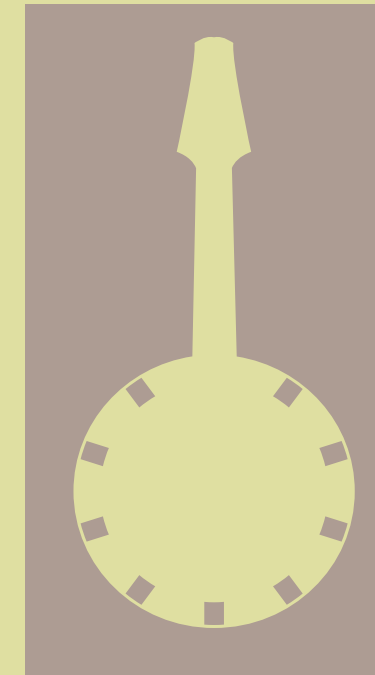
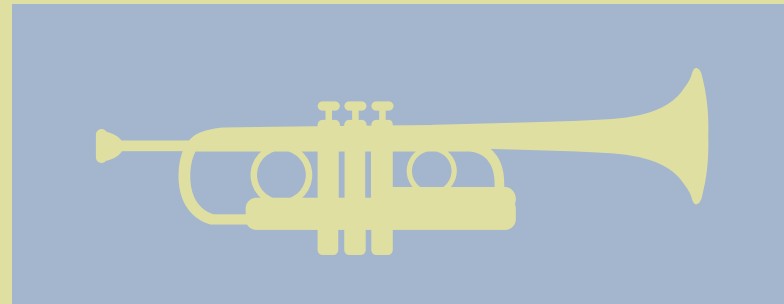
A Symphony in Flight

San Diego International Airport
2011 ANNUAL REPORT









The Performance

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The Overture: A Message from Our Board Chair & President/CEO

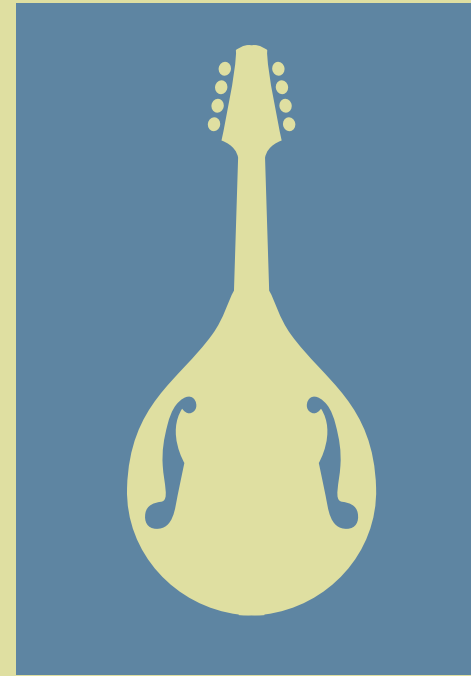
So much is involved in providing travelers a world-class experience at San Diego International Airport (SDIA). Passengers may not always notice, but to get to their destination a multitude of people and systems need to perform in a particular rhythm and in harmony with one another, at the right moment and in the right way. It's a daily choreography of events, with each stakeholder performing his or her part. When it's all said and done, our aim is to create a "symphony" of experiences as passengers travel through SDIA.

Like all great symphonies, ours tells a story: how San Diego International Airport is committed to its vision of Mastering the Art of Airports. This year the Airport Authority has implemented a strategic plan to help achieve our vision. By utilizing a specific set of values and focusing on five

important business strategies, we aim to make San Diego's airport a world-class gateway to America's Finest City. To do this, we work in harmony with Airport Authority partners, such as the airlines, the FAA and many others. Our partners are much like the percussion section of an orchestra, a part so crucial to a given musical piece. Taken all together, we create a masterpiece for the traveling public.

In the following pages you'll meet the different players who work together to create this symphony. The score has been written and the instruments have been tuned. All we have to do is play each part well, and we'll make you proud of our performance as we're *Mastering the Art of Airports*.

Robert H. Gleason, Board Chair
Thella F. Bowens, President/CEO

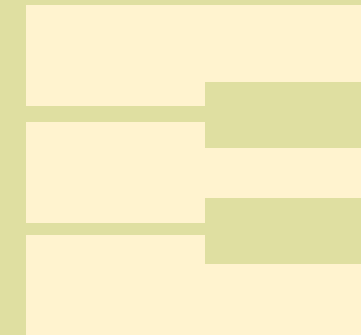
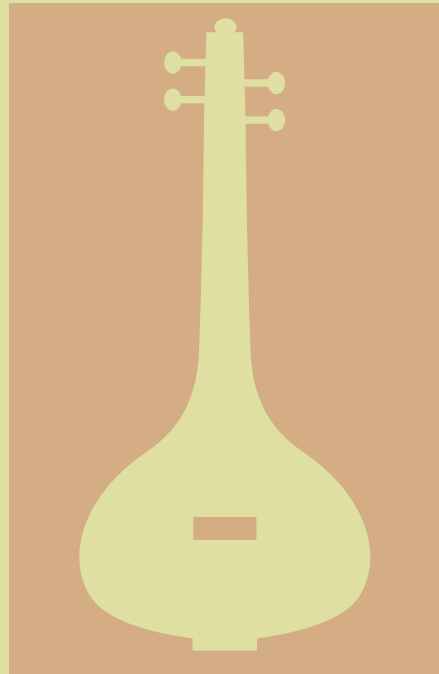


The Airport Authority: Conducting a Masterpiece

*T*he San Diego County Regional Airport Authority was formed in 2003 as an independent agency tasked with managing the airport's daily operations and addressing the region's long-term air transportation requirements. An appointed board comprised of nine members and three ex-officio members govern the Airport Authority.







The Airport Authority's three primary responsibilities are to:

1. Operate San Diego International Airport
2. Plan for the future air transportation needs of the region
3. Serve as the region's Airport Land Use Commission





The Brass Section: Public Safety

Just as no orchestra would be complete without the sounding of trumpets, San Diego International Airport wouldn't be complete without its own "brass"—the public safety officers who keep the airport secure.

The Airport Authority's primary responsibility is the safety and security of its passengers, and the onsite fire, police, paramedic and Air Traffic Officer crews go a long way to fulfilling that duty. The airport has its own fire station, staffed at all times with eight firefighters who can respond to an emergency. Harbor Police Department monitors the terminals 24 hours a day, ready to take action whenever duty calls. Defibrillators are strategically placed throughout the airport to help paramedics save lives, and Air Traffic Officers patrol the airport's curbs, ensuring passenger pick-up and drop-off is safe and efficient.

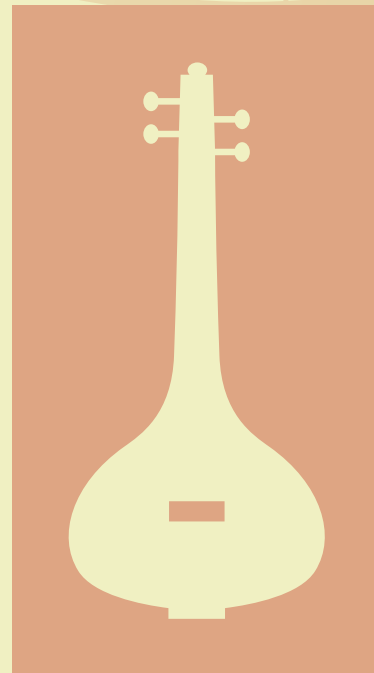




AIREX 2011

A firefighter tends to a volunteer during the mock disaster exercise.

Public safety officers constantly train to ensure the security of the airport, and that goes beyond establishing bomb-sniffing canine units and monthly fire truck inspections. The airport's public safety teams also participated in the airport's AirEx 2011: a biennial aircraft accident exercise designed to test critical first responders, mutual aid, coordination and recovery related to a catastrophic aircraft mishap near the airport. During the exercise, the airport's police and fire crews worked with more than a dozen agencies—including U.S. Coast Guard, American Red Cross, FAA, airline crews and Airport Authority staff—to ensure the proper procedures are in place should an accident occur. This year's AirEx was a great success—not that our brass would ever toot its own horn.

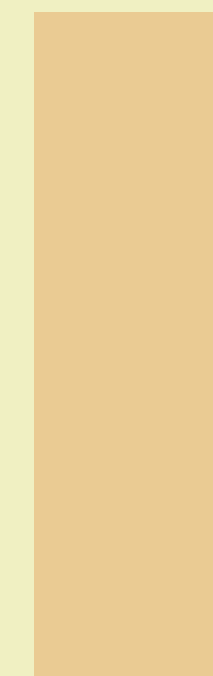


A Joyful Chorus: Volunteer Airport Ambassadors

There is a special chorus of people at San Diego International Airport: the Volunteer Airport Ambassadors (VAAs). From welcoming troops home from abroad to wrapping holiday gifts, these exceptional volunteers work closely with the Airport Authority to ensure airport travelers receive all the help they need.

Some 360 strong, the VAAs at SDIA make up one of the largest volunteer airport contingents in the nation. In any given year, San Diego's VAAs can provide 60,000 hours of service serving the needs of airport passengers.





Services the Volunteer Airport Ambassadors provide include:

- Wayfinding directions to a lost visitor
- Courtesy cart transport for those with disabilities or special needs
- Assistance for wounded soldiers through the airport process
- Or just smiling and asking, "May I help you?"

Airport Authority staff oversees the work of the VAAs, meets with them regularly to provide updates on important information to share with passengers and organizes and facilitates recognition events for these hard-working volunteers. Recognition events include years-of-service awards, National Volunteer Appreciation Week and the annual Presidential Service Awards ceremony. Now this is a chorus worth singing about!



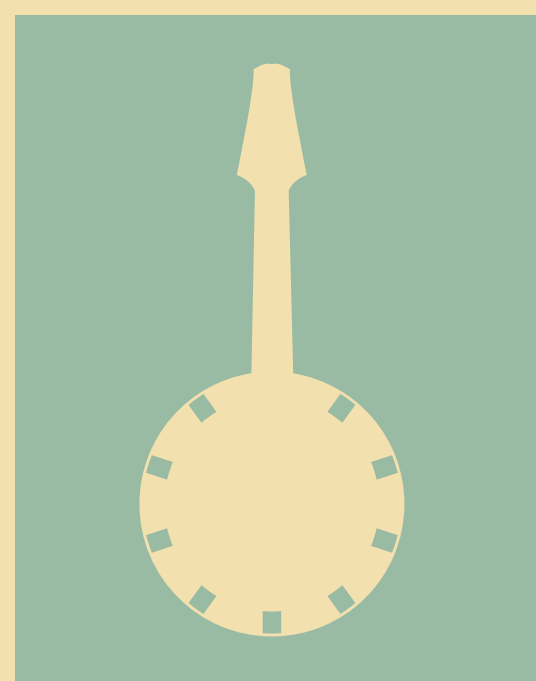


The String Section: The Transportation Security Administration

Just as the strings are a crucial part of any orchestra, the Transportation Security Administration (TSA) is essential to San Diego International Airport. The agency works closely with the Airport Authority to provide a secure airport for San Diegans and visitors alike.

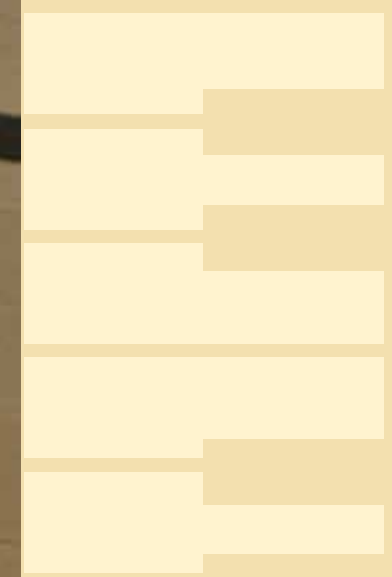
The TSA operates six checkpoints in the airport's three terminals, providing for the safe passageway of 40,000-50,000 air travelers each day. But the checkpoints aren't the only places the TSA interacts with the Authority: from planning meetings for The Green Build to TSA San Diego Honor Guard salutes for fallen military, the TSA's contributions to the symphony permeate the entire airport experience.



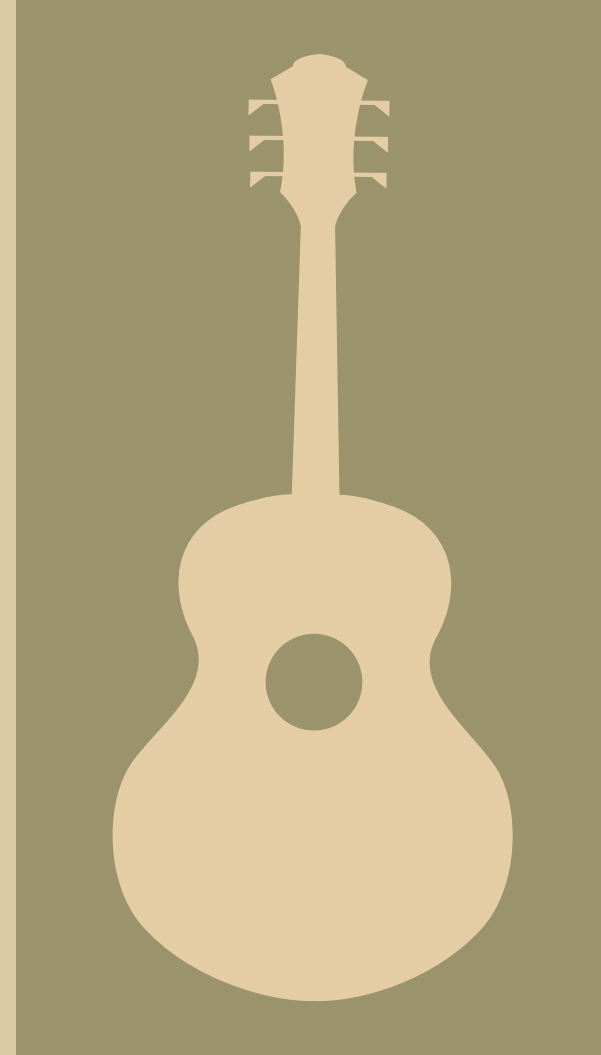


The dynamic between the TSA and the Airport Authority isn't just good, it's award-winning. In April 2011, the Airport Authority received the Partnership Award from the U.S. Department of Homeland Security. The Partnership Award recognizes TSA's industry partners whose accomplishments and excellence in performance benefit the interests of the United States and advance the mission of the TSA. The two agencies' partnership also resulted in TSA San Diego receiving the TSA Gold Award for Environmental Excellence in hazardous material and recycling management for 2011.

Another source of pride for the San Diego airport is that General Michael Aguilar, Federal Security Director (FSD) for San Diego International Airport, was named the 2011 FSD of the Year for the TSA. The award recognizes the FSD who makes significant contributions in providing operational direction for federal security, demonstrating integrity and innovation while adding value to other airports and agencies nationwide. General Aguilar proves that our airport partners aren't just good, they're virtuosos.



CONCEPTUAL RENDERINGS OF CONCESSIONS



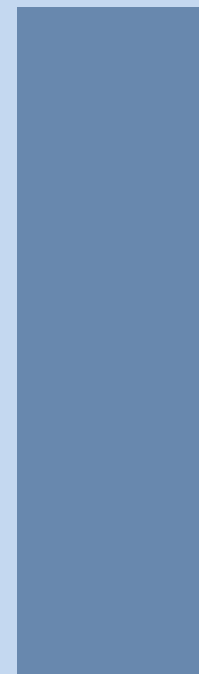
Perfect Pitch: Concessions Hit All the Right Notes



When it comes to pampering our passengers, San Diego International Airport's concessions hit all the right notes. The restaurants provide convenient meals to customers, and the retail outlets offer the perfect San Diego souvenir or the latest international newspaper. By providing passengers what they need while they're on the go, the airport's concessionaires help ensure that the traveling experience is smooth and pleasant.

And soon that traveling experience will be even sweeter: in 2011 the Airport Authority Board approved an entirely new Concession Development Program. Once complete, the airport will have more than 80 new shops and restaurants, many specifically designed to bring a San Diego flavor to the airport. From award-winning beers to local chocolatiers, San Diego bookstores to hand-crafted jewelry, San Diego International Airport will have the best of the region all in one spot—making it a truly *noteworthy* airport.



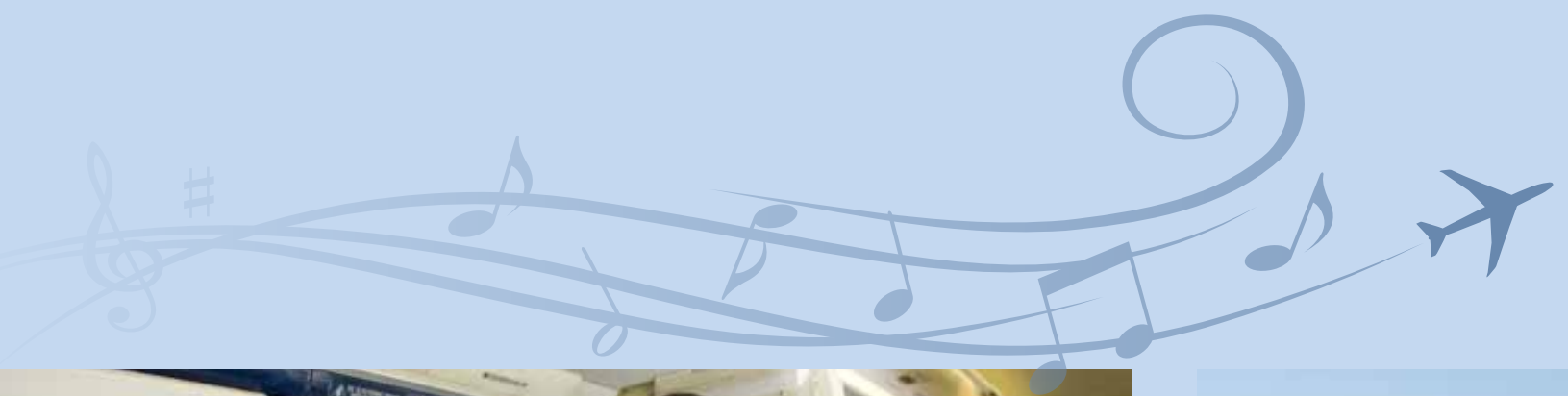


Playing the Melody: Our Airline Partners

Among the most important partners San Diego International Airport has are the airlines that serve its passengers. The airlines play the melody in SDIA's symphony, the most familiar part of our music.

Airport Authority staff constantly engage airlines, with the goal of enhancing current international and domestic air service and garnering new service both from existing and new airlines.





The partnership between the Airport Authority and its airlines generated several notable successes for the region in 2011, including:

- In June, the Airport Authority celebrated the commencement of highly anticipated British Airways nonstop daily service between San Diego and London.
- In July, SDIA welcomed popular Mexican airline Volaris with nonstop service connecting San Diego to both Mexico City and Guadalajara.
- In September, Spirit Airlines began service at SDIA with nonstop service between San Diego and Las Vegas.
- In November, Alaska Airlines expanded its service between San Diego and Hawaii with new daily nonstop flights to and from Honolulu.
- And in December, United Airlines began first-ever nonstop service (seasonal) between San Diego and Mammoth, California.

In all, 2011 saw the arrival of three new airlines and five new destinations—music to our ears.







Keeping Time: The Federal Aviation Administration

The Federal Aviation Administration (FAA) controls the rhythm of San Diego International Airport: it directs planes during take offs and landings, and drives the action at the gates. The air traffic control tower, from which the FAA operates, constantly guides aircraft and provides for their safety.

But that's not nearly all the FAA does at the airport.

Duty Managers in the Airport Authority's Airside Operations Department communicate with the tower daily while carrying out their thorough inspections of the airfield, which take place three times every 24 hours. These inspections identify anything on the airfield that may present an obstruction for planes landing at, taking off from or taxiing at SDIA.

The FAA also participates in construction or renovation decisions when a project may impact the movement area of the airfield—the runway and taxiways.

Finally, the FAA is an important source of grant funding for the airport. In 2011 the FAA awarded a \$2 million Voluntary Airport Low Emissions grant to SDIA, which will fund power and preconditioned air units for aircraft at the new Green Build gates, eliminating the need for planes to use their engines while at the gates, thus lowering emissions, reducing fuel usage and improving air quality.

From oversight to safety to funding, the FAA ensures all aspects of the airport stay on the same beat.





The Symphony's Next Movement: The Green Build

*T*he Airport Authority aims to achieve the highest levels of customer satisfaction and broke ground on The Green Build in 2009 to help reach its target. When complete in 2013, The Green Build will provide a dual-level roadway to reduce curbside traffic, twice the number of security lanes, larger and more comfortable gate areas and an enormous concessions core, filled with fresh, local foods and retail shopping options. This large undertaking is managed by two construction teams: Turner/PCL/Flatiron and Kiewit/Sundt.

These teams are working side by side with airport staff to complete the largest construction project in the airport's 83-year history. They aren't doing it alone, though: both construction teams have committed to the airport's imperative to include local, small and historically underrepresented businesses in The Green Build process. To date, more than \$340 million in project work has gone to local businesses.





As in all airport matters, sustainability is key: 99 percent of construction material waste from the project, such as concrete, is recycled and reused on site. The Green Build itself will boast several additional eco-friendly features, including use of alternative energy sources, decreased water usage and reduced energy consumption. It is being designed to achieve Leadership in Energy and Environmental Design (LEED) Silver Certification by the U.S. Green Building Council.

Large construction projects are never easy, and The Green Build is further complicated because the airport must remain open and operational during the entire construction process. Several public outreach methods have been put into place to make travelers aware of any changes before they get to the airport. From a text-messaging system and public meetings to a nighttime construction schedule, our contractors are working with the airport to ensure that the “next movement” of our symphony stays in harmony with current operations.





Encore! 2011 Business Highlights

January 20

The Airport Authority kicks off the public involvement process for San Diego International Airport's land use compatibility plan. The public workshop and other related events are designed to provide the Airport Authority with input from all interested stakeholders over the next several months.

February 14

A "flash mob" takes place at San Diego International Airport. University of California at San Diego choirs surprise travelers with an interactive song and dance performance, handing out flowers in honor of Valentine's Day.

February 16

In preparation for the Concession Development Program, the Airport Authority hosts a networking event to introduce potential concessionaires to national prime concessionaires and architectural/engineering firms with experience in the design of food service and retail concession facilities. The well-attended event is designed to assist local businesses in bringing a San Diego flavor to the airport's concession program.

March 3

The Airport Authority Board approves the final report of the Regional Aviation Strategic Plan. Findings identify potential opportunities to improve the performance of the regional airport system in San Diego County to ensure maximum efficiency and utilization.

March 14

Jeffrey Steorts installs his poetry and sculpture exhibit in the Terminal 2 connector corridor. "In the Heart of Time and Space" features a riveting assembly of found objects, gold-, copper- or silver-leafed wood and is combined with steel and brass fasteners and other hardware.

March 18

The Airport Authority wins national recognition for its public relations campaign for The Green Build public outreach. The Airport Authority was recognized in part because its Green Build outreach campaign exceeded all goals, while coming in nearly \$60,000 under budget.

April 8

The Government and Finance Officers Association of the United States and Canada (GFOA) presents the Airport Authority with the GFOA's Distinguished Budget Presentation Award for its budget. The award reflects the Airport Authority's commitment to meeting the highest principles of governmental budgeting, and is the seventh such award it has received.

April 14

The Airport Authority launches a mobile website to more easily assist travelers on their mobile devices. Featuring the most-visited pages of the traditional san.org site, the mobile website offers airport information at travelers' fingertips.

April 18

To continue construction of The Green Build's dual-level roadway and USO, parking in front of Terminal 2 is relocated to a new lot on Spruance Road.



April 28

Models walk a different “runway” at Art Meets Fashion, a unique fashion event held at San Diego International Airport.

May 2

For the seventh time, San Diego International Airport is named a “Recycler of the Year” by the City of San Diego.

May 17

Volaris Airlines announces it will launch nonstop service connecting San Diego to Mexico City and Guadalajara.

June 1

San Diego International Airport celebrates the inaugural flight of British Airways’ nonstop service between San Diego and London. The highly anticipated service gives San Diego a direct connection to Europe for the first time in three years.

June 8

The Green Build hits a major milestone as the steel framework for the terminal expansion is “topped out” in a ceremony attended by public officials, stakeholders and the media.

June 20

The Airport Authority announces it has received several awards: the 2010 Outstanding Civil Engineering Project Award in Sustainable Technology from the American Society of Civil Engineers San Diego Section; the Federal Aviation Administration’s 2011 Disadvantaged Business Enterprise Advocate and Partner Award; the Silver Anvil in the Community Relations (Government) category from the Public Relations Society of America; and a Golden Watchdog Award from the San Diego County Taxpayers’ Association for efficient use of tax dollars during its 2010 bond sale.

June 23

In a press conference complete with Las Vegas showgirl and Elvis impersonator, Spirit Airlines reveals it will fly nonstop between San Diego and Las Vegas.

July 19

Alaska Airlines announces daily service between Honolulu and San Diego.

July 21

The Airport Authority Board approves the selection of companies to both build and operate a Central Receiving and Distribution Center (CRDC) for San Diego International Airport. When complete, the CRDC will eliminate the need for box truck and semi-truck deliveries to the terminals, removing that traffic from Harbour Drive.

August 3

Travel + Leisure magazine names San Diego International Airport one of the nation’s safest airports. SDIA was the only California airport to make the list.

August 4

Several exciting new dining and shopping options are announced as the Airport Authority Board approves the first group of future concessionaires for San Diego International Airport.

August 31

The Airport Authority hosts a special ART LAB performance, featuring a live painting and dance experience by Silfredo La O. ART LAB performances were set up across San Diego over the course of several days in support of San Diego Arts Month.



September 14

The Gemological Institute of America unveils its first airport exhibit at San Diego International Airport, showcasing more than 250 gems, minerals and jewelry from around the world.

September 23

For the third year in a row, the Airport Authority offers flu shots and travel-related vaccines to employees, passengers and San Diego residents throughout the terminals.

October 4

The San Diego Hispanic Chamber of Commerce presents the Airport Authority with its 2011 Procurement Advocate of the Year Award, to recognize its work with Hispanic-owned businesses during its Concession Development Program.

October 16

The Airport Authority hosts the Airports Council International – North America's 20th annual conference, bringing together nearly 3,000 industry leaders for several days of meetings and seminars.

October 18

The FAA presents the Airport Authority with a \$2 million grant to install power and preconditioned air units at the future Green Build gates. These units will eliminate the need for planes to run their engines at the gates, reducing greenhouse gases and lowering emissions.

October 19

Airport Authority President/CEO Thella F. Bowens is named Chair of the Airports Council International – North America Board of Directors. Her role under the appointment is to advocate for the more than 300 member airports before government, industry and the public.

October 26

In conjunction with more than a dozen local agencies, the Airport Authority hosts a major emergency training exercise to test critical first responders, communication and mutual aid in a mass-casualty situation.

October 28

The Airport Authority announces its project-to-date small and local business participation numbers for The Green Build: \$89 million in contracts have gone to small businesses, and \$340 million to local businesses.

November 4

The Airport Authority's public relations team wins a first-place award for its Green Build public outreach efforts from the Public Relations Society of America San Diego/Imperial Counties chapter. The Authority's Director of Public and Customer Relations, Diana Lucero, is also named PR Professional of the Year.

November 21

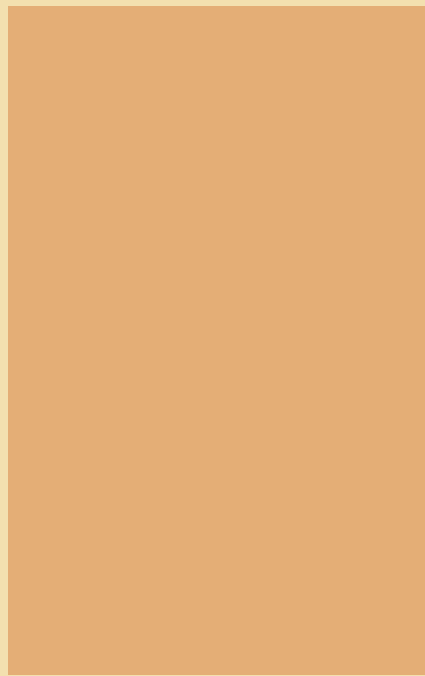
The first "green" taxis arrive at SDIA, providing travelers with transportation in new hybrid vehicles.

December 15

United Airlines launches first-ever nonstop service between San Diego and the snows of Mammoth Mountain.

December 21

For the fourth consecutive year, the Airport Authority offers free gift wrapping post-security as a holiday convenience for its passengers.



2011 Board and Executive Management

Executive Committee

Robert H. Gleason - Chair

Tom Smisek - Vice Chair

San Diego County Supervisor Greg Cox

General Members

Bruce R. Boland

City of San Marcos Mayor Jim Desmond

Lloyd B. Hubbs

Jim Panknin

Paul Robinson

San Diego City Council President Anthony Young

Ex-Officio Members

Laurie Berman

Colonel Frank A. Richie

Pedro Reyes

Executive Staff

Thella F. Bowens, President/CEO

Brent Buma, Vice President, Marketing & Communications

Bryan Enarson, Vice President, Development

Vernon D. Evans, Vice President, CFO/Treasurer, Finance

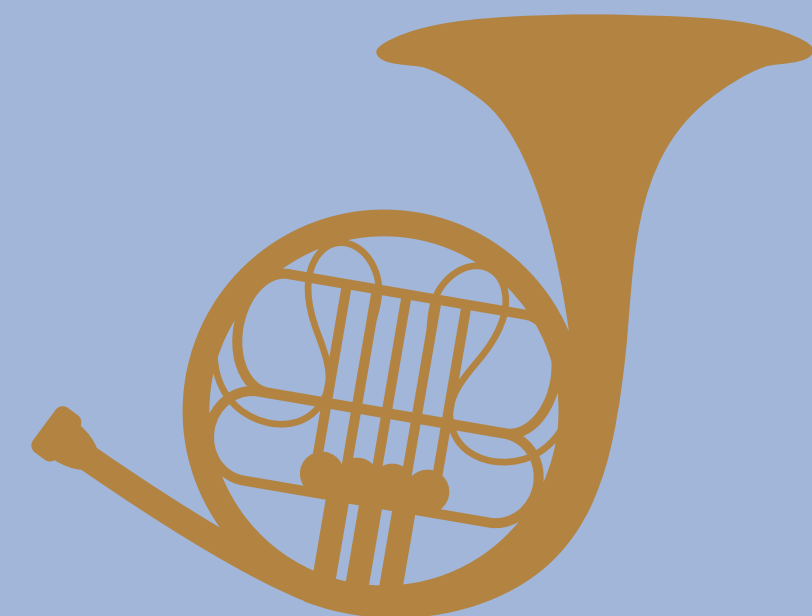
Matt Harris, Senior Director, Executive Office

Angela Shafer-Payne, Vice President, Planning and Operations

Jeffrey Woodson, Vice President, Administration

Mark Burchyett, Chief Auditor

Breton K. Lobner, General Counsel



Accolades

Please give a standing ovation to the partners and employees of San Diego International Airport for another harmonious year.

Special Thanks

San Diego Symphony, Copley Symphony Hall

Jahja Ling, Music Director

Douglas Hall, Horn, Featured Model

David Hartig

Symphony photography (pgs 1, 3 & Credits)

www.sandiegosymphony.com