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Sustainability Message from the President/CEO

I hope you enjoy reading our 2018 Sustainability Report. It is only a small demonstration of the Reno-Tahoe Airport Authority’s (RTAA) dedicated and continuing efforts to integrate sustainability principles and practices into all aspects of airport management and operations at both Reno-Tahoe International Airport (RNO) and Reno-Stead Airport (RTS).

Throughout 2018, the RNO has experienced consistent growth due to a diversifying regional economy. This continued business development in the catchment area present on-going challenges as well as opportunities. The RTAA will remain proactive and committed in meeting our responsibilities to sustainably plan and operate the airports that serve our customers of today and tomorrow.

As a service organization, the RTAA’s success relies on its positive internal culture and highly engaged workforce. With the recent completion of the 2018 RNO Master Plan and the adoption of the FY 2019-2023 Strategic Plan, the RTAA team has the guidelines to steer us through the next five years of growth. Like our Mission Statement proudly proclaims, We Move You! We Bring the World to Reno-Tahoe and Reno-Tahoe to the World.

This year’s sustainability report marks our third annual summary of select sustainability initiatives and programs. As always, I would like to thank our dedicated RTAA staff on their efforts to integrate sustainability principles and practices into all aspects of airport management and operations.

Sincerely,

Marily M. Mora, A.A.E.
President/CEO
Sustainability Approach (EONS)

Employing the Airports Council International’s EONS approach to help guide our sustainability policies and practices, the RTAA focuses our sustainability program on four connected areas: Economic Viability, Operational Efficiency, Natural Resource Conservation, and Social Responsibility (EONS). These focus areas act as buckets, gathering up their associated initiatives (i.e. programs or actions). Some sustainability initiatives fall into more than one bucket – the best, into all four.

**Economic Viability**

A balanced checkbook (i.e. the revenues and expenditures of the RTAA) ensures the future operations and continued viability of our two airports. The RTAA’s economic viability is the fundamental operational requirement underlying all aspects of sustainability. We strive to enhance economic viability by increasing revenue generation, decreasing costs, and investing in long-term projects with a return on capital investment.

**Operational Efficiency**

Operational efficiency, in its simplest terms, is doing more with less as a result of effective management. The RTAA operates under the traditional expectation that well-run facilities cost less to operate and maintain. Less, in this case, refers to any number of items, from staff hours to vehicle fuel to heating and cooling costs.

**Natural Resource Conservation**

Conserving and protecting our natural resources is the most easily identifiable sustainability focus area. The RTAA has long been committed to promoting environmental policies that endeavor to use less of our natural resources, to protect our resources from contamination, to reuse whenever possible, and to recycle.

**Social Responsibility**

Airports function in a social setting. Our customers include passengers, pilots, tenants, and employees, in addition to the residents and businesses in the surrounding community. Our social responsibility lies in enhancing the customer experience, while fostering understanding of the value that airports provide to the community.
Sustainability Initiatives

The RTAA’s sustainability initiatives include many beneficial programs, actions, and technologies that have been incorporated into our business practices. Each initiative has a lasting impact to one or more of the sustainability focus areas. The following pages highlight some of our 2018 sustainability initiatives.
Initiative: Reconstruct Runway 8-26 at Reno-Stead Airport.

Target: Reconstruct the primary runway at Reno-Stead Airport, utilized by over 80 percent of all operations, while continuing to facilitate safe and efficient aircraft operations and support the annual National Championship Air Races (NCAR).

Achievement: Reconstruction of Runway 8-26 was successfully completed within the 230-day requirement, in time for the annual NCAR, and under budget, due to efficient construction methods including short haul routes and on-site water.

In Practice: The Reno-Stead Airport team worked closely with the construction team and airport tenants to keep aircraft flying and pilots informed while over 128,000 square yards of deteriorated runway pavement was fully replaced.
Initiative: Adopt a new five-year Strategic Plan that builds upon the previous FY 2014-2018 Strategic Plan.

Target: Develop a modern, comprehensive five-year strategic plan for the RTAA and its airports that builds upon the FY 2014-2018 Strategic Plan.

Achievement: Developed an innovative and comprehensive five-year guide (FY 2019-2023 Strategic Plan), adopted by the RTAA Board of Trustees in June 2018.

In Practice: The FY 2019-2023 Strategic Plan provides the framework for the strategic direction of the RTAA over the next five years and includes, for the first time, Sustainability as one of eight Primary Goals.
**Initiative:** Reduce the amount of high-energy use lighting fixtures.

- Reduces energy costs and improves resiliency against rising energy costs
- Endorses environmental awareness and sustainability
- Reduces consumption of natural resources and reduces greenhouse gas emissions
- Manages energy usage more efficiently

**Target:** Retrofit and replace high-energy use lighting fixtures with low-energy use light-emitting diode (LED) lighting fixtures.

**Achievement:** To date, the light retrofit efforts have reduced lighting energy usage by approximately 37 percent or approximately 389,578 kilowatt hours annually.

**In Practice:** Facilities & Maintenance continually demonstrates its commitment to energy conservation and energy efficiency, not only to reduce energy costs but also to endorse environmental awareness and sustainability.
**Initiative:** Upgrade building control systems for increased energy efficiency, climate control, and energy cost reduction.

**Target:** Automate and integrate building control systems for improved comfort and greater energy efficiency.

**Achievement:** Upgraded and installed Delta Controls® building control systems, resulting in an energy reduction of approximately 15 percent or approximately 145,000-kilowatt hours annually. Additional benefits included a significant decrease in climate control complaints.

**In Practice:** Facilities & Maintenance continually demonstrates its commitment to energy conservation and energy efficiency, not only to reduce energy costs but also to provide healthy and comfortable interior spaces for passengers and airport employees.
Initiative: Optimize the rental car ready-return area to accommodate growth and improve customer service.

Target: Optimize rental car operations within the existing facility footprint, while also enhancing customer service.

Achievement: Redesigned the on-airport rental car ready-return area, which enhanced overall operational efficiency and customer service.

In Practice: Landside Operations strives to continually improve the customer experience, while maximizing non-airline revenue sources.
**Initiative:** Establish a formal job-shadowing program to support RTAA’s succession planning and career development goals.

Promotes economic efficiency and employee retention

Fosters teamwork and relationships between employees and departments

More efficient approach to employee training and career development

**Target:** Develop a comprehensive program that allows interested employees to apply for a formal Job Shadow opportunity and participate in activities that support career development and/or succession planning efforts.

**Achievement:** The formal Job Shadow program was announced in June 2018 and rolled out to all employees.

**In Practice:** Human Resources developed a program to provide opportunities to current employees to work alongside an individual in another role for personal career development or succession planning.
**Initiative:** Enhance customer convenience and refresh the travel experience through the Concessions Program.

**Target:** Introduce new amenities and options into the Concessions Program and ensure relevance and performance of existing concessions.

**Achievement:** Paradies Lagardère fully refurbished the Adventure News (pre-security) that was renamed Silver State Marketplace and their post-security travel essential stores renamed Summit Travel (B-Concourse) and Plane Provisions (C-Concourse). Select Service Partners (SSP) remodeled the pre-security Peet’s Coffee. Additionally, Vino Volo and the Verdi Market joined the Concessions Program at RNO with a focus on showcasing local vendors and products.

**In Practice:** Airport Economic Development partners with existing and potential concessionaires to meet the needs of our customers with modernized facilities and upgraded amenities.
**Initiative:** Advance the succession planning program by formalizing the competencies, skills, and experiences needed to fill an identified leadership position.

**Target:** Develop talent profiles and specific goals for a minimum of 20 percent of the RTAA employees currently listed on succession slates.

**Achievement:** Initiated in late 2018, completed more than the 20 percent goal to develop talent profiles and specific activities necessary for leadership development in a given succession plan.

**In Practice:** The succession planning program proactively identifies and develops internal employees with the potential to fill key business leadership positions in the organization, as those positions are vacated through retirements or for other reasons.
**Initiative:** Maintain a strong and stable financial condition.

Reasonable cost per enplaned passenger is an important factor in air service decisions.

Sufficient cash and liquidity cushions against periods of volatility.

Low debt and sustained infrastructure = low and historically stable operating cost.

**FY 2017-18 Fiscal Year**

**Target:**
- Cost per enplaned passenger: $7.23
- Days cash on hand: 457 days
- Debt to enplaned passenger: $9.09

**Achievement:**
- Cost per enplaned passenger: $5.63
- Days cash on hand: 537 days
- Debt to enplaned passenger: $8.58

**In Practice:** Accounting and Finance strive to maintain RNO & RTS as cost competitive airports, while ensuring adequate and flexible funding to retain and expand air service, invest in capital improvements, and cover the day-to-day operational expenses.

**FY 2017-18 PLEDGED REVENUES**

- **Non-Airline Operating**
  - $36,556,689
  - 72%

- **Airline Operating**
  - $11,210,277
  - 22%

- **Other Non-Operating**
  - $2,171,745
  - 4%

- **Investment Interest**
  - $835,781
  - 2%
Initiative: Enhance and improve the air service incentive program for competitiveness and sustainability.

Promotes increased revenue potential and stabilizes operating costs

Supports and connects the community to new destinations not currently served

Competitively enhances airport operational efficiency and capacity

Target: Update the Passenger Airline and Air Cargo Carrier financial incentive program to provide a competitive structure to financial incentives for new airlines, new destinations, and/or new cargo carriers.

Achievement: Updated the Passenger and Cargo Service incentive program, which promotes long-term and sustainable financial support to new airlines and new routes, approved by the RTAA Board of Trustees in February 2018 and revised in October 2018.

In Practice: The Air Service team oversees promotional and marketing incentives to promote the expansion or addition of scheduled service at the Reno-Tahoe International Airport in conformance with Federal Aviation Administration rules and regulations.
**Initiative:** Update the Airport Master Plan for Reno-Tahoe International Airport with significant community engagement.

**Supports and maintains high, stable levels of economic growth**

**Promotes community engagement and relations**

**Promotes sustainable development and reduced environmental impacts**

**Maximizes existing assets and plans for future demand**

**Target:** Complete a comprehensive update of the Reno-Tahoe International Airport Master Plan to address socioeconomic changes in the region and an evolving aviation industry & regulatory environment with opportunities for community input.

**Achievement:** Adopted by the RTAA Board of Trustees and accepted by the Federal Aviation Administration, the 2018 RNO Airport Master Plan identifies the 20-year development plan for the airport and included over 128 formal opportunities for stakeholder input during its development.

**In Practice:** Planning and Environmental Services managed the Airport Master Plan Update to be a flexible, living document that addresses improvements to preserve the vitality of air transportation for the community for years to come.
Initiative: Reuse or recycle asphalt pavement during the Rental Car Facility Asphalt Pavement Rehabilitation Project.

Target: Integrate sustainability and recycling approaches, such as reusing asphalt pavement as stabilizing course or aggregate base, either onsite or offsite in airport construction projects.

Achievement: The RNO Rental Car Facilities Asphalt Rehabilitation project repurposed approximately 30,000 tons of asphalt pavement grindings intended for the landfill.

In Practice: Engineering & Construction encourage reuse and recycling of “removed” asphalt and concrete, leading to a reduction of final construction costs and the need for raw materials.
**Initiative:** Develop a positive and more efficient recruitment screening process.

**Target:** Identify and implement a live video interview platform that replaces traditional methods of pre-screening.

**Achievement:** Implemented the VidCruiter® live video platform, which effectively reduced screen times and travel costs while helping to make more informed and confident hiring decisions.

**In Practice:** Human Resources uses new technologies to make the interview process more convenient and efficient for both recruiters and applicants, thereby reducing the time, effort, and cost needed for a successful recruitment.
**Initiative:** Measure and improve the travel experience of Reno-Tahoe International Airport passengers.

**Target:** Gather air traveler input on 30 air travel attributes, including eight categories of the travel experience at RNO, air service “wants,” and key demographics.

**Achievement:** Conducted a survey of more than 700 adult air transportation travelers over a seven-week period in 2018 (March 23 - May 4) which showed overall satisfaction increasing since 2015.

**In Practice:** Marketing and Public Affairs endeavors to create a positive travel experience for all passengers 365 days a year and tracks satisfaction via satisfaction surveys, identifying areas for improvement, and developing plans to address improvement areas.

**Key Survey Results:**

- Overall Satisfaction 6.45, up from 6.29 in 2015.
- Feeling of Safety/Security and Friendliness 6.57, tied for highest score.
- 60% of respondents gave highest rating possible of 7 out of 7.
- Recommendations include enhancement of electronic amenities and new opportunities for more healthy “grab & go” food options.
**Initiative:** Quantify the value of the Reno-Tahoe International Airport (RNO) as part of the regional economy.

Estimates employment and income that is connected to airport operations

Identifies social connectivity and accessibility

Measures the region’s business efficiency and productivity

**Target:** Demonstrate and illustrate the Reno-Tahoe International Airport’s economic impact on the region.

**Achievement:** Identified the direct and measurable economic impact of Reno-Tahoe Airport Authority on the region.

**Key Results:** RNO provides essential infrastructure to support regional economic stability. The total economic impact of airport operations, related industries, and visitors is estimated at $3.1 billion annually.*

Airport connected and supported jobs are estimated at 24,700. Of these, 4,127 are direct jobs located at RNO and Reno-Stead Airport.

Airport operations, related industries, and visitors are estimated to generate more than $51.2 million in revenues annually for governments in Nevada.

* per independent analysis by EKAY Economic Consultants and the University of Nevada, Reno Center for Regional Studies
Initiative: Enhance new employee engagement and development from “Day One.”

Target: Enhance the employee welcome and engagement program to ensure the continuing success of the organization.

Achievement: Fully implemented an 8-month comprehensive on-boarding program to help ensure new employee success and increase employee retention.

In Practice: Employees are the current and future strength of our organization. Human Resources strives to continually improve the employee experience to ensure that new employees are provided with the passion, knowledge, skills, and tools for a successful career.
Initiative: Develop and improve airport travel education platforms.

Target: Improve the air travel experience for individuals with social situational challenges to ensure a positive experience while traveling.

Achievement: Working with the Arc organization, hosted Wings for All Program to provide an air travel “practice run” for individuals with intellectual and developmental disabilities. In 2018, more than 30 family members participated with assistance from Southwest Airlines, Transportation Security Administration, and Paws 4 Passengers.

In Practice: Marketing and Public Affairs coordinates with agencies, such as The Arc, and airport partners to alleviate some of the stress that some families and individuals experience when traveling by air.
**Initiative:** Implement an Engine Oil Analysis Testing Program for fleet vehicles.

**Target:** Implement a testing program to extend fleet equipment engine oil life and lower oil consumption, reduce waste oil generation, avoid catastrophic engine and component failure, and decrease operating costs.

**Achievement:** Cashman Fluid Analysis® was employed as a predictive maintenance tool and to help insure the reliability of equipment fleet engine systems.

**In Practice:** Airfield Maintenance uses a fleet equipment oil analysis program as an effective way to prolong the life of capital investments, while maintaining maximum protection of equipment and preventing potential interruption of airport operations.

- Decreases maintenance time and cost and extends equipment life
- Helps avoid interruption of airport operations and traveler inconvenience
- Conserves nonrenewable resources and reduces waste generation
- Provides advance warning of engine and/or component failure

Conserves nonrenewable resources and reduces waste generation
Initiative: Implement recommendations from the water audit to decrease water usage.

Target: Promote the reduction of single-use plastic water bottles. Additionally, based on the findings presented in the RTAA’s 2017-2018 Water Audit Report, meet or exceed the Federal National Efficiency Standards for water usage.

Achievement: Installed three water bottle refilling stations at RNO with the goal of reducing the usage of single-use plastic water bottles. Furthermore, replaced 30 fixtures that exceeded the Federal National Water Efficiency Standards.

In Practice: Facilities and Maintenance works to conserve water as well as lower utility expenses. All water fixtures at RTAA facilities meet or exceed the Federal National Water Efficiency Standards.
**Initiative:** Enrich curbside customer service with improved communications tools.

**Target:** Procure tools and equipment for improved communications and response to airport passengers.

**Achievement:** Acquired and trained curbside employees on the use of the UbiDuo® Communication Device for the hearing impaired and added Quitekat® battery powered mobile vehicles for quicker curbside customer response.

**In Practice:** The Security team interacts daily with thousands of airport patrons, and specialized tools and equipment help bridge potential gaps and provide better customer service.
## Economic Viability

<table>
<thead>
<tr>
<th>FINANCIAL</th>
<th>UNIT</th>
<th>COMMENT</th>
<th>FY 14/15</th>
<th>FY 15/16</th>
<th>FY 16/17</th>
<th>FY 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
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<td>Airline</td>
<td>Dollar</td>
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<td>Dollar</td>
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<td>Total</td>
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<td>43,988,524</td>
<td>45,513,916</td>
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<td>50,637,564</td>
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<tr>
<td>Personnel Services</td>
<td>Dollar</td>
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<td>24,638,525</td>
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<td>Utilities and Communications</td>
<td>Dollar</td>
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<td>2,757,835</td>
<td>2,540,504</td>
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<td>Purchased Services</td>
<td>Dollar</td>
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<td>4,763,544</td>
<td>4,803,679</td>
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<td>Materials and Supplies</td>
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<td>Administrative Expenses</td>
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<td>Total</td>
<td>Dollar</td>
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<td><strong>Financial Benchmarks</strong></td>
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<td>Enplaned Passengers</td>
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<td>Airline Cost Per Enplaned Passenger</td>
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<td>7.21</td>
<td>6.56</td>
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<td>Debt Service Coverage Ratio</td>
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<td>2.61</td>
<td>3.09</td>
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<td>Days Cash on Hand</td>
<td>Days</td>
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<td>381</td>
<td>449</td>
<td>483</td>
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<td>Tenant Improvement Applications</td>
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# Operational Efficiency

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<th>FY 15/16</th>
<th>FY 16/17</th>
<th>FY 17/18</th>
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<td><strong>Operations and Public Safety Training</strong></td>
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<td>Exercises and Inspections</td>
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<td><strong>Ground Transportation</strong></td>
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<td>Auto Parking Transactions</td>
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<td>ARFF/Police Responses</td>
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<td><strong>Annual Work Orders</strong></td>
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<td>Preventative Maintenance</td>
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<td>PM Costs Compared To Total Maintenance Costs</td>
<td>Percent</td>
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<td>64.00</td>
<td>62.73</td>
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<td>Planned Development Reviews</td>
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<td>656</td>
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Data Source: RTAA 2018

¹ Annual Aircraft Operations provided are calendar year totals 2015, 16, 17, 18 (January 1 through December 31).

² FAA Part 139 Deficiencies were immediately corrected.
## Natural Resource Conservation

<table>
<thead>
<tr>
<th>ENVIRONMENTAL</th>
<th>UNIT</th>
<th>COMMENT</th>
<th>FY 14/15</th>
<th>FY 15/16</th>
<th>FY 16/17</th>
<th>FY 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Airport Utilities</strong></td>
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<tr>
<td>Electric</td>
<td>kWh</td>
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<td>Natural gas</td>
<td>Therms</td>
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<td>Water</td>
<td>Gallons</td>
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<td>29,658,000</td>
<td>32,535,000</td>
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<td><strong>De-icing Operations</strong></td>
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<tr>
<td>Aircraft De-icing</td>
<td>Gallons</td>
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<td>146,312</td>
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<td>Aircraft De-icer Collected/Treated</td>
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<td>10,865</td>
<td>7,411</td>
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<td>Aircraft De-icer Recovered</td>
<td>Percent</td>
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<td>22.1</td>
<td>7.0</td>
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<td><strong>Waste Management</strong></td>
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<td>Waste To Landfill</td>
<td>Tons</td>
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<td>689</td>
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<td>Terminal Recycling</td>
<td>Tons</td>
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<td>63</td>
<td>83</td>
<td>119</td>
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<tr>
<td>Diversion Rate</td>
<td>Percent</td>
<td></td>
<td>8.2</td>
<td>12.0</td>
<td>14.4</td>
<td>15.33</td>
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<tr>
<td><strong>Vehicle Fuel Usage</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Gasoline</td>
<td>Gallons</td>
<td></td>
<td>23,155</td>
<td>23,141</td>
<td>21,406</td>
<td>20,874</td>
</tr>
<tr>
<td>Diesel</td>
<td>Gallons</td>
<td></td>
<td>16,184</td>
<td>20,276</td>
<td>21,574</td>
<td>15,757</td>
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</tbody>
</table>

Data Source: RTAA 2018
### Social Responsibility

<table>
<thead>
<tr>
<th>COMMUNITY</th>
<th>UNIT</th>
<th>COMMENT</th>
<th>FY 14/15</th>
<th>FY 15/16</th>
<th>FY 16/17</th>
<th>FY 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction</td>
<td>Rating</td>
<td>7 Point Scale</td>
<td>6.29</td>
<td>6.49</td>
<td>6.55</td>
<td>6.45</td>
</tr>
<tr>
<td>Daily Departures</td>
<td>Number</td>
<td></td>
<td>51</td>
<td>51</td>
<td>56</td>
<td>59</td>
</tr>
<tr>
<td>Non-Stop Destinations</td>
<td>Number</td>
<td></td>
<td>17</td>
<td>20</td>
<td>23</td>
<td>23</td>
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<tr>
<td>Average Daily Seats</td>
<td>Number</td>
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<td>5,705</td>
<td>6,072</td>
<td>6,680</td>
<td>7,107</td>
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<tr>
<td>Total Annual Seats</td>
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<td>2,216,280</td>
<td>2,438,200</td>
<td>2,591,066</td>
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<tr>
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<td>1,778,611</td>
<td>1,909,787</td>
<td>2,064,968</td>
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<tr>
<td>Total Passengers</td>
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<td>3,563,818</td>
<td>3,819,911</td>
<td>4,128,476</td>
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<tr>
<td>Total Annual Aircraft Noise Complaints</td>
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<td>1,551</td>
<td>2,253</td>
<td>1,574</td>
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</table>

Data Source: RTAA 2018