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Sustainability Message from the President/CEO

I am excited to present to you our 2017 Sustainability Report, which continues our commitment to sharing and promoting the RTAA's dedicated 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).

In 2017, RNO served just over 4.0 million passengers, a number we have not seen since 2008. While enjoying the benefits of this growth, we are beginning to face unique challenges and opportunities for the future development of our two airports. To address these challenges, staff is nearing completion of a 20-year comprehensive airport master plan update for the Reno-Tahoe International Airport. Additionally, to help guide the RTAA over the next five-years, staff is focusing on the development of preliminary work plans to begin implementing the FY 2019-2024 Strategic Plan.

With these endeavors, we must always remain proactive and steadfast in meeting our responsibilities to sustainably plan and operate the airports that serve our customers of today and tomorrow.

This year’s sustainability report follows the inaugural RTAA Annual Sustainability Report – 2016 and again provides a summary of select sustainability initiatives and programs from calendar year 2017. 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

With a holistic focus across the entire organization, the RTAA strives to maintain its reputation for sustainable aviation practices. Our sustainability approach is to ensure the economic viability, operational efficiency, natural resource conservation, and social responsibility of our two airports.
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 2017 sustainability initiatives.
**Initiative:** Strengthen the existing positive environment for employees to allow for more leadership opportunities at all levels of the organization.

Expands and diversifies employee leadership

Promotes a positive work environment and greater employee engagement

**Target:** Enhance the RTAA Culture Club to provide opportunities for employees to gain greater exposure to senior management while growing their competencies.

**Achievement:** Received improved results from the Employee Engagement survey and recognized as top finalist in Northern Nevada’s Best Places to Work campaign. Twenty employees were able to advance within the organization due to broadened leadership skills.

**In Practice:** Human Resources defines the framework for goals and responsibilities for each of the Culture Club Committees as well as a structure of expectations for the Chairs and Vice Chairs.
Initiative: Improve the inventory issuance process.

Target: Implement and maintain bar-coding of all inventory stocked in the RTAA warehouse.

Achievement: Fully implemented the bar-coding system, which includes five data fields for each item in the inventory.

In Practice: Materials Management quickly and more accurately locates, picks, and pulls inventory. Fewer errors are made in inventory reconciliations, because data fields are fixed in the bar-coding system and then transferred to the financial system of record.
**Initiative:** Improve safety and security communications for all passengers.

**Target:** Provide tools and training to allow for improved communications with passengers who are hearing impaired.

**Achievement:** Delivered basic sign language words and alphabet training to Security Specialists in 2017.

**In Practice:** Security Specialists interact daily with all passengers. Learning basic sign skills helps bridge potential communication gaps.
Initiative: Increase the solid waste recycling and waste diversion rate of the RNO terminal recycling program.

Target: Achieve a minimum 15% diversion rate.

Achievement: Reached 15.6% diversion rate.

In Practice: Facilities & Maintenance manages the collection of recyclables inside and outside the terminal.

Recyclables (Tons) Collected Calendar Year 2017

*Includes paper, cardboard, plastic, and aluminum cans
Initiative: Develop and improve platforms to educate the public about airport travel.

- Provides passengers with added value and quality as they travel
- Provides airport operational awareness and improves the overall travel experience
- Provides greater access to information, increases transparency, and reduces speculation

Target: Increase awareness about airport events and activities.

Achievement: Online and broadcast news generated more than $20 million in ad value equivalency in 2017.

In Practice: Marketing & Public Affairs host public events and media opportunities to spread awareness of airport operations, new airlines and/or non-stop destinations, regional conferences, and VIP welcomes. Marketing & Public Affairs leverages this value-added advertising to create brand and image awareness for the airports as gateways to the region.
**Initiative:** Maintain a strong and stable financial condition.

- Strengthens resiliency and ensures stable enplaned passenger costs
- Protects passengers and tenants against periods of volatility
- Low debt and sustained infrastructure = low and historically stable operating cost

**FY 2016-17 Fiscal Year**

**Target:**
- Cost per enplaned passenger: $7.65
- Days cash on hand: 382
- Debt to enplaned passenger: $12.49

**Achievement:**
- Cost per enplaned passenger: $5.85
- Days cash on hand: 511
- Debt to enplaned passenger: $11.78

**In Practice:**
Finance & Accounting strives 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 2016-17 Pledged Revenues Pie Chart]

- **Non-Airline Operating**: $34,262,956, 68%
- **Airline Operating**: $13,526,033, 27%
- **Investment Interest**: $531,978, 1%
- **Other Non-Operating**: $1,827,827, 4%
**Initiative:** Facilitate and connect aviation to the Reno-Stead community.

- **Fosters and strengthens organizational resiliency**
- **Connects and supports the community**
- **Enhances airport awareness and organizational efficiency**

**Target:** Generate activities to coincide with Reno-Stead Airport’s 75th anniversary to promote awareness and reinforce community connections.

**Achievement:** Hosted a successful 10K Ruck March that benefited the Veterans Guest House and Northern Nevada Food Bank to coincide with the 75th anniversary.

**In Practice:** Reno-Stead Airport capitalizes on the airport’s military history to connect the community to the airport and strengthen ties with events tailored to bring the community into the airport.
**Initiative:** Develop and improve the travel experience of our customers.

**Target:** Enhance the impacts of therapy and emotional support animals at RNO to provide improved passenger experiences.

**Achievement:** Paws 4 Passengers (P4P) therapy dog teams completed 500 hours of service in the RNO terminal during high-traffic, high-stress travel periods and during special events.

**In Practice:** P4P volunteers welcome community VIPs, Reno-Tahoe conference attendees, military Honor Flight participants, and even Olympic medalists. But perhaps their most meaningful interactions are one-on-one encounters with passengers young and old who all seem to benefit greatly from positive moments spent with a therapy dog.
**Initiative:** Create a formal succession hierarchy within the maintenance divisions.

*Promotes economic efficiency and employee retention*  
*Provides organizational succession paths and employee advancement opportunities*  
*Creates learning opportunities internally, streamlining the recruitment process*

**Target:** Define a clear roadmap for employees within the maintenance divisions to allow for individual and organizational professional growth.

**Achievement:** Established a clear training framework for employees to progress into more advanced positions within the maintenance divisions at both RNO and RTS, resulting in greater employee satisfaction, stronger retention of top talent, and reduced time to fill for recruitment.

**In Practice:** In conjunction with the appropriate members of the Management team, Human Resources creates detailed sets of training/skills requirements for each position and a workforce matrix that identifies the number of Tech positions for each level. This framework is reviewed and refined over time to keep pace with organizational needs in an ever changing market.
Initiative: Develop a fair and equitable process for those who provide approved airfield services at the Reno-Stead Airport (RTS).

Target: Develop and implement General Aviation Commercial Minimum Standards (GAMS) at RTS.

Achievement: Resolution No. 534 to establish GAMS at RTS adopted by RTAA Board of Trustees on June 8, 2017.

In Practice: GAMS identifies the threshold entry requirements for those wanting to provide aeronautical services to the public and ensures that those who do provide commodities and services, as approved, are not exposed to unfair or unprofessional competition.
**Initiative:** Enhance the RTAA University to better support the Succession Planning Program.

**Target:** Expand the current RTAA University program offerings.

**Achievement:** Created two degree programs specific to Airport operations and leadership.

**In Practice:** Human Resources develops a greater connection between the career objectives of our employees and the position needs of the organization, resulting in a larger pool of qualified internal applicants and a higher percentage of internal promotions.
**Initiative:** Foster innovation throughout the RTAA.

- **Create opportunities for employees to identify more efficient and/or cost effective methods**
- **Increases employee engagement and collective problem solving**
- **Fosters innovations and operational improvements**

**Target:** Define a program where employees can bring their innovative ideas to conclusion and receive appropriate recognition.

**Achievement:** Awarded first Innovator of the Year Award in December 2017 for the creation of an electrically actuated paint stripper paint gun adjustment system to replace a manual adjustment system saving the airport over $5,000 in 2017.

**In Practice:** The iTTeam, formerly the Think Tank, uses a well-defined program and a streamlined process to move innovative ideas from theory into practice.
**Initiative:** Improve monthly reporting of departmental expenses and comparisons to budget.

- Reduces staff time and allows for better tracking of departmental expenses and budgets
- Reduces paper usage and waste
- Provides more efficient and direct access to accounting information

**Target:** Implement Master Accounting System (MAS) Intelligence, a report generator to enable department employees to view accounting reports on their desktop and on demand.

**Achievement:** MAS Intelligence’s Desk Top viewer is available on 58 staff desktop computers to request and view reports.

**In Practice:** Accounting and Finance helps managers and staff go beyond general ledger reporting, with powerful and easy-to-use graphical financial reporting directly on their desktop computers.
**Initiative:** Establish a baseline for water use at RTAA-owned facilities and landscaped areas.

- Recognizes water use value and stimulates potential reductions in utility expenses
- Increases organizational awareness of water use and utility cost
- Fosters innovations in water use management and conservation
- Promotes maximization of water use and minimization of water loss

**Target:** Complete a water use audit at both airports.

**Achievement:** Conducted a water use audit for both airports that describes how much water is being used, where water is being used, and how water is being used.

**In Practice:** Facilities and Maintenance works to identify potential opportunities for achieving a higher level of water resource conservation, as well as potential reductions in utility expenses.
**Initiative:** Provide additional payment options to RTAA T-hangar tenants at RNO.

- Increases payment efficiency and reduces staff time
- Improves customer service and provides a self-service payment option for tenants
- Reduces paper usage and waste
- Streamlines account payments and account reconciliations

**Target:** Provide a user-friendly, self-service online payment option.

**Achievement:** T-hangar tenants were transitioned from the Airport Business Manager (ABM) accounting system to the Centershift accounting system, which offers an online payment option.

**In Practice:** In an effort to provide alternative payment options to mailing invoices and rental payments, Airport Economic Development partners with Finance and Accounting to identify software and application options to provide preferred payment options.
**Initiative:** Annually reduce or limit parking garage lighting energy consumption.

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:** Continue to replace high energy use lighting fixtures with LED lighting in public parking facilities as part of phased replacement program.

**Achievement:** Reduced lighting energy usage by approximately 42 percent or approximately 716,000 kilowatt hours.

**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:** Reduce air service delays and flight cancellations during winter snow events.

**Target:** Improve snow removal activities on runways, taxiways, and terminal ramp areas.

**Achievement:** Purchased three (3) High-speed Self-Propelled Rotary Runway Broom Sweepers prior to 2017 winter season.

**In Practice:** Airfield Maintenance operates and maintains the primary response equipment and is key to removing snow to provide safe pavement surfaces for aircraft during snow events. Their overriding mission is to have the right resources, in the right place, at the right time, throughout the snow removal season.
**Initiative:** Develop a responsible management program for disposal of electronic equipment and devices (e-waste).

- Increases life cycle cost ratio and generates return on original investment
- Promotes positive social stewardship and responsibility
- Reduces hazardous chemicals and materials in landfills and the environment
- Simplifies management and disposal

**Target:** Implement e-waste recycling initiative.

**Achievement:** Recycled 268 pieces of electronic equipment including cell phones, tablets, laptops, and other electronic accessories and generated a $4,878 return on the original investment.

**In Practice:** Through reduction, reuse, and recycling of electronic equipment and devices, Technology and Information Services manage a program to reduce the fastest growing municipal waste stream in America.
Initiative: Improve upon the FAA-required Triennial Disaster Exercise.

Ensures timely coordinated response efforts and minimizes economic impacts

Promotes mutual aid agreements, communication, collaboration, and support among local agencies

Reduces environmental impacts through effective emergency response

Enhances readiness and situational training for potential airport-related incidents and accidents

Target: Coordinate and conduct the FAA-required Triennial Disaster Exercise, using a new scenario and involving more outside agencies.

Achievement: Coordinated a mass casualty exercise involving an arriving international aircraft fuel leak and explosion with the participation of fifty-three (53) local and regional agencies.

In Practice: Operations and Public Safety conduct regular exercises to better prepare the airport and the community for mass casualty events using different scenarios, outcomes, and participants.
**Initiative:** Expand usage of the PFC-funded Geographic Information System (GIS) throughout the RTAA.

- Well-organized geographic data increases economic viability
- Collaborative tool that helps ensure a more informed decision-making processes
- Maximizes the efficiency of environmental planning and impact assessment
- Efficiently integrates different technologies into single common operating system

**Target:** Develop and implement user-friendly applications that integrate with other RTAA systems and establish an employee training program.

**Achievement:** Developed six (6) new GIS web applications and conducted twelve (12) training sessions open to all employees.

**In Practice:** Planning and Environmental Services manage the GIS for use by all RTAA employees and develop applications, as needed, for information management, decision-making, and overall operations.
**Initiative:** Facilitate the efficient disposal of assets beyond their useful life.

**Target:** Conduct two annual disposal auctions.

**Achievement:** Conducted seasonal clean-up sessions in the maintenance yards and the warehouse to coincide with the spring and fall auctions and netted approximately $63,200 through disposal process.

**In Practice:** Purchasing & Materials Management disposes of older equipment that has outlived its useful life in a manner that either provides monetary returns or allows for recycling and reuse opportunities.
Sustainability Indicators
## Economic Viability

<table>
<thead>
<tr>
<th>FINANCIAL</th>
<th>UNIT</th>
<th>COMMENT</th>
<th>FY 13/14</th>
<th>FY 14/15</th>
<th>FY 15/16</th>
<th>FY 16/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenue</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Airline</td>
<td>Dollar</td>
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<td>Non-Airline</td>
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<td>Operating Expenses</td>
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<td>Personnel Services</td>
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<td>Utilities and Communications</td>
<td>Dollar</td>
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<td>2,774,328</td>
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<td>Purchased Services</td>
<td>Dollar</td>
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<td>4,770,478</td>
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<td>Materials and Supplies</td>
<td>Dollar</td>
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<td>1,582,278</td>
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<td>Total</td>
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<td>$36,158,687</td>
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<td>Financial Benchmarks</td>
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<td>Enplaned Passengers</td>
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<td>1,658,187</td>
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<td>Airline Cost Per Enplaned Passenger</td>
<td>Dollar</td>
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<td>$7.31</td>
<td>$7.21</td>
<td>$6.56</td>
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<td>Debt Service Coverage Ratio</td>
<td>Number</td>
<td></td>
<td>1.61</td>
<td>2.19</td>
<td>2.61</td>
<td>3.09</td>
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<tr>
<td>Days Cash on Hand</td>
<td>Days</td>
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<td>408.2</td>
<td>381.2</td>
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<td>Tenant Improvement Applications</td>
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Data Source: RTAA 2017
## Operational Efficiency

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<th>FY 14/15</th>
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<td><strong>Annual Aircraft Operations¹</strong></td>
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<td>Commercial/Cargo</td>
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<td><strong>Operations and Public Safety Training</strong></td>
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<td>Exercises and Inspections</td>
<td>Number</td>
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<td>53</td>
<td>67</td>
<td>71</td>
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<td><strong>FAA Part 139 Deficiencies</strong></td>
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<td>1³</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>341</td>
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<td><strong>Annual Work Orders</strong></td>
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<tr>
<td>Preventative Maintenance</td>
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<td>Corrective Maintenance</td>
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<td>PM Costs Compared To Total Maintenance Costs</td>
<td>Percent</td>
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<td>368</td>
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<td>741</td>
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*Data Source: RTAA 2017*

¹ Annual Aircraft Operations provided are calendar year totals 2014,15,16,17 (January 1 through December 31).

² Data not available.

³ FAA Part 139 Deficiencies were immediately corrected.
## Natural Resource Conservation

<table>
<thead>
<tr>
<th>ENVIRONMENTAL</th>
<th>UNIT</th>
<th>COMMENT</th>
<th>FY 13/14</th>
<th>FY 14/15</th>
<th>FY 15/16</th>
<th>FY 16/17</th>
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</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>16,964,713</td>
<td>18,098,445</td>
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<td>Natural gas</td>
<td>Therms</td>
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<td>493,541</td>
<td>436,031</td>
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<td>Water</td>
<td>Gallons</td>
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<td>32,994,000</td>
<td>29,658,000</td>
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<td>Aircraft De-icer Collected/Treated</td>
<td>Gallons</td>
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<td>15,235</td>
<td>10,405</td>
<td>10,865</td>
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<td>Aircraft De-icer Recovered</td>
<td>Percent</td>
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<td>22.7</td>
<td>22.1</td>
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<td><strong>Waste Management</strong></td>
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<td>Waste To Landfill</td>
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<td>Terminal Recycling</td>
<td>Tons</td>
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<td>63</td>
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<td>Diversion Rate</td>
<td>Percent</td>
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<td>9.5</td>
<td>8.2</td>
<td>12.0</td>
<td>14.4</td>
</tr>
<tr>
<td><strong>Vehicle Fuel Usage</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gasoline</td>
<td>Gallons</td>
<td></td>
<td>25,322</td>
<td>23,155</td>
<td>23,141</td>
<td>21,406</td>
</tr>
<tr>
<td>Diesel</td>
<td>Gallons</td>
<td></td>
<td>18,977</td>
<td>16,184</td>
<td>20,276</td>
<td>21,574</td>
</tr>
</tbody>
</table>

Data Source: RTAA 2017
## Social Responsibility

<table>
<thead>
<tr>
<th>COMMUNITY</th>
<th>UNIT</th>
<th>COMMENT</th>
<th>FY 13/14</th>
<th>FY 14/15</th>
<th>FY 15/16</th>
<th>FY 16/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction</td>
<td>Rating</td>
<td>7 Point Scale</td>
<td>6.38</td>
<td>6.29</td>
<td>6.49</td>
<td>6.55</td>
</tr>
<tr>
<td>Daily Departures</td>
<td>Number</td>
<td></td>
<td>51</td>
<td>51</td>
<td>51</td>
<td>56</td>
</tr>
<tr>
<td>Non-Stop Destinations</td>
<td>Number</td>
<td></td>
<td>17</td>
<td>17</td>
<td>20</td>
<td>23</td>
</tr>
<tr>
<td>Average Daily Seats</td>
<td>Number</td>
<td></td>
<td>5,807</td>
<td>5,705</td>
<td>6,072</td>
<td>6,680</td>
</tr>
<tr>
<td>Total Annual Seats</td>
<td>Number</td>
<td></td>
<td>2,119,555</td>
<td>2,082,325</td>
<td>2,216,280</td>
<td>2,438,200</td>
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<tr>
<td>Total Annual Enplaned Passengers</td>
<td>Number</td>
<td></td>
<td>1,658,187</td>
<td>1,656,293</td>
<td>1,778,611</td>
<td>1,909,787</td>
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<tr>
<td>Total Passengers</td>
<td>Number</td>
<td></td>
<td>3,303,126</td>
<td>3,303,817</td>
<td>3,563,818</td>
<td>3,819,911</td>
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<tr>
<td>Total Annual Aircraft Noise Complaints</td>
<td>Number</td>
<td></td>
<td>538</td>
<td>702</td>
<td>1,551</td>
<td>2,253</td>
</tr>
</tbody>
</table>

Data Source: RTAA 2017