

# we move you, safely.



## RTAA Annual Sustainability Report 2020

### RNO: We Move You, Safely

Help Prevent the Spread of COVID-19

**DO NOT** enter the airport if you have a cough or fever.



**WEAR** a face covering at all times.



**MAINTAIN** a minimum 6-foot physical distance.



**AVOID** unnecessary physical contact.



**WASH** your hands often.



Thank you  
for doing  
your part.

wemoveyou

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## Sustainability Message from the President/CEO

Just prior to the start of my tenure as President/CEO of the Reno-Tahoe Airport Authority (RTAA), the Reno-Tahoe International Airport (RNO) had celebrated 57 straight months of passenger growth. On my first day at the RTAA in August 2020, the detrimental impact of the COVID pandemic on the air transportation industry was immediately apparent as passenger counts at RNO had dropped by 95% compared with year over year numbers.



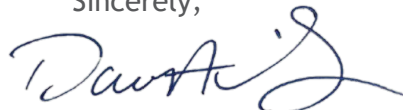
Despite the current crisis, I was encouraged by the RTAA's dedication to integrating sustainability principles and practices into all aspects of airport management and operations at both RNO and Reno-Stead (RTS) airports. The RTAA's sustainable foundation will help play an important part in our long-term recovery from these extraordinary circumstances, as we strive to enhance and strengthen our customer service and improve the value our two airports provide the communities they serve.

While acknowledging the overwhelming economic impacts of the COVID pandemic, it is crucial that we continue to employ a holistic approach for a prosperous and sustainable future. I believe the RTAA's sustainability principals of economic viability, operational efficiency, natural resource conservation, and social responsibility will continue to promote and sustain the region.

This year's sustainability report marks our fifth annual summary of select sustainability initiatives and programs. 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.

More importantly, I want to give a special thanks to our dedicated airport staff and partners in maintaining the highest standards for public health and safety. Through it all, the RTAA and airport partners play a vital role to the We Move You, Safely commitment.

Sincerely,



Daren Griffin, A.A.E.  
President/CEO

Even if the most sustainable solution is not attained, sustainability encourages creative thinking about other options.

Through this process, perspectives are enlightened, new opportunities are identified, and credibility for local sustainability efforts is achieved.

## 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 match) 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 2020 sustainability initiatives.



## Initiative: Initiate workforce management strategies for protection and resiliency during the COVID pandemic.



Decreases operational costs associated with personnel



Avoids workforce lay-offs



Strategically freezes positions vacated by normal attrition

**Target:** Strategically reduce the RTAA's largest expense category, personnel costs associated with salary and benefits, without adversely impacting airport operations.

**Achievement:** Reduced personnel costs by more than \$2.4 million by implementing a strategic hiring freeze for positions vacated by normal attrition, freezing wages for employees covered by the Civil Service Plan (CSP) and Management Guidelines (MG), and requiring temporary unpaid furloughs from CSP and MG employees.

**In Practice:** People Operations' proactive workforce management strategies have positioned the RTAA for a successful recovery post-pandemic by preserving and maintaining its talented workforce.



## Initiative: Develop an informative campaign to demonstrate RNO's commitment to cleanliness and sanitization amid the COVID pandemic.



Validates the cleanliness of the airport and safety of the travel experience



Demonstrates commitment to health, safety, and well-being of our passengers



High-tech and environmentally safe cleaning products reduce COVID virus transmission



Effectively communicates and educates COVID safety protocols

**Target:** Rebrand the annual marketing campaign and launch a revised all-digital ad campaign to promote passenger safety as RNO's #1 priority and showcase the enhanced sanitization standards.

**Achievement:** Launched *We Move You, Safely* campaign which helped RNO achieve a comparably modest annual decline in 2020 passenger traffic (54.9%) than the industry average (60.1%).

**In Practice:** People Operations and Marketing & Public Affairs reinforce our commitment to maintaining the highest standards of health, while connecting the traveling public with the people they love and the destinations they have missed.



## Initiative: Conduct an air Travel Sentiment Survey (TSS) to measure regional willingness to travel during the COVID pandemic.



Provides a more cost-effective and measurable result



Identifies common markets and increased business support for air service

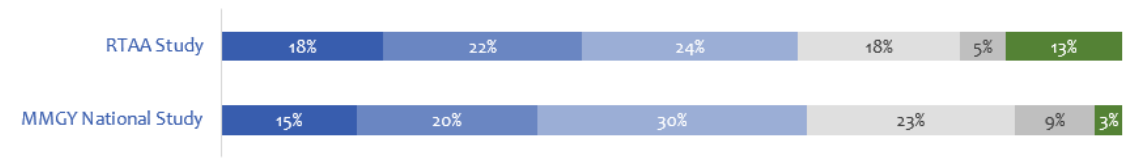


Continually validates air service strategy and adapts marketing objectives

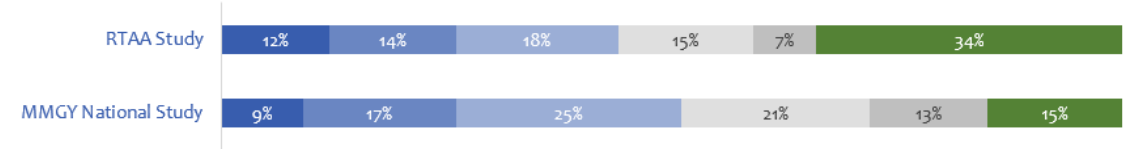
**Target:** Conduct at least one survey and compare regional & national willingness to travel to create a benchmark for future survey efforts.

**Achievement:** Consistent with the national average, RNO's results from a November 2020 survey indicate that air travelers remain cautious, but confidence is increasing.

### Leisure



### Business



■ Within the next 30 days     
 ■ Within the next 3 months     
 ■ Within the next 6 months  
■ Within the next 12 months     
 ■ More than 12 months from now     
 ■ Not Sure

Leisure n=873; Business n=353  
 Question: When do you anticipate taking your next airplane trip for...  
 Compared to: MMGY Travel Intentions Survey (Nov. wave, published Dec. 2020)

**In Practice:** Air Service Development employs a multitude of tools to track the changing travel sentiment of the Reno-Tahoe region and determine common market destinations for our business partners.



## 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

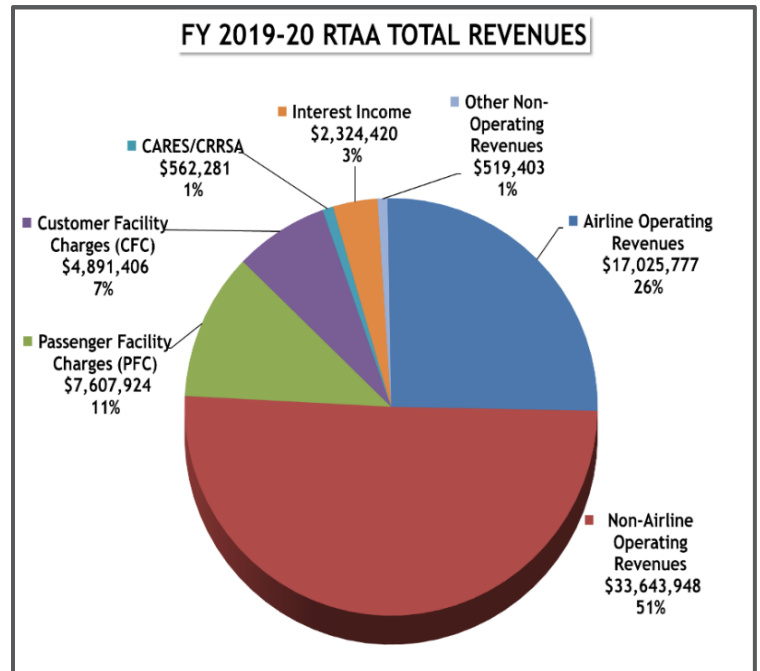


Low debt and sustained infrastructure = low and historically stable operating cost

### FY 2019-20 Fiscal Year

	Target	Achievement
Cost per enplaned passenger	≤\$7.01	\$8.56
Days cash on hand	>441 days	480 days
Debt to enplaned passenger	≤\$6.46	\$8.37

**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. Due to the COVID pandemic, enplaned passengers did not meet targets, impacting the ratios of cost per enplaned passenger and debt to enplaned passenger. However, days cash on hand exceeded its target.



## Initiative: Enhance RNO’s employee art show and customer experience amid COVID pandemic restrictions.



Leverages funding from the National Arts Program to cover all costs



Increases airport partner cohesion and promotes a team atmosphere



While more time-intensive for the coordinator, less time-intensive for general RTAA staff

**Target:** Continue a time-honored tradition, “*An Employee Art Show*” annual RNO exhibit, which includes recognizing winners, while accounting for COVID pandemic restrictions.

**Achievement:** Although postponed and significantly modified for health and safety, the annual RNO Employee Art Show was successfully accomplished. In lieu of a traditional public awards celebration, awarded and recognized artists were issued a pandemic safe mini-award and provided “Save the Celebration” awards boxes, including signs, party favors, certificates, and awards ribbons.

**In Practice:** Marketing & Public Affairs continually demonstrates their commitment to the Arts during a challenging time. “As the arts inspire creativity in each of us individually, they breathe life into our communities,” said John F. Kennedy.



## Initiative: Transition non-frontline employees to a remote work environment during the COVID pandemic to reduce the number of employees working on-airport.



Promotes continued productivity while reducing overhead and operating costs



Demonstrates commitment to employee and community health and welfare



Reduces natural resource consumption, improves air quality, and promotes sustainability



Provides flexibility and promotes a better work/life balance

**Target:** Establish remote work arrangements for eligible employees to meet social distancing recommendations and limit exposure and transmission of COVID-19. Reduce the number of employees reporting to the airport to further protect those employees must work on site.

**Achievement:** Provided and encouraged eligible employees to work remotely or work a hybrid work schedule. During the COVID pandemic, approximately 84% of eligible employees worked from home on a full-time or hybrid basis.

**In Practice:** People Operations and Technology and Information Services collaborated to facilitate remote telecommuting to reduce and minimize close quarter employee exposure to COVID-19.



## Initiative: Promote financial diversification and operational stability by maximizing non-airline revenue generation.



Promotes increased non-airline revenue and stabilizes operating revenue



Supports local businesses by providing retail space at a reasonable rate



Helps guide the long-term development, operation, and management of Outside Properties

**Target:** Establish an 85% minimum occupancy policy and planning objective for the development of Outside Properties to promote economic growth in non-airline revenue generation.

**Achievement:** Maintained an overall Outside Properties occupancy rate of 98.5%.

**In Practice:** The Outside Properties portfolio facilitates the needs of hundreds of local businesses by providing space to meet their operational requirements, while providing essential non-airline revenue generation.



## Initiative: Implement a new, more efficient Human Resources Information System (HRIS).



Decreases operational costs by combining several independent systems into one



Enhances employee engagement and increases customer service

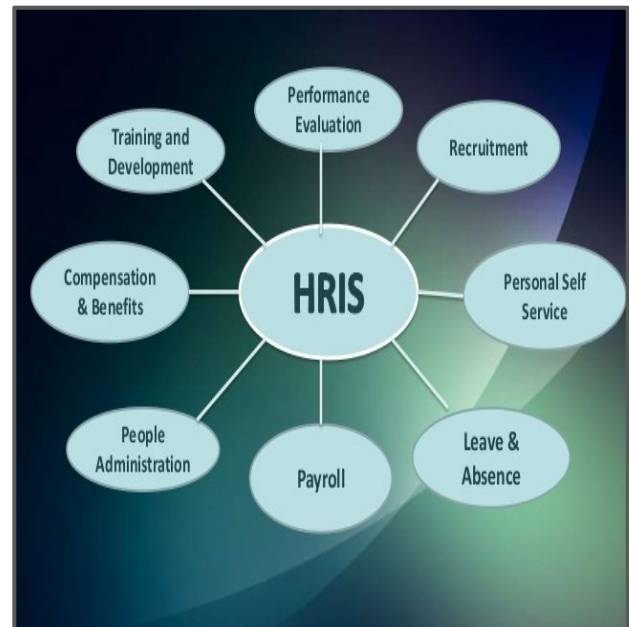


Increases productivity by providing self-service and on-demand HR information

**Target:** Implement a comprehensive electronic Human Resources Information System (HRIS) to replace the independent physical systems currently in place.

**Achievement:** Installed a new electronic HRIS system that offers expanded self-service HR functions including but not limited to training, payroll, recruitment, and benefit management to employees and managers.

**In Practice:** People Operations instituted an electronic HR system for supervisor and employee self-serve benefit management, knowledge development, and career growth and development.



## Initiative: Leverage available FAA Voluntary Airport Low Emissions (VALE) funding for an emissions reduction project.



Transform \$1.2 million in federal funding into electric vehicle charging stations for airline equipment



Promotes modern approach to carbon reduction and reduces dependence on petroleum resources



Reduces criteria pollutants to improve air quality



Promotes and enhances sustainable airport operations

**Target:** Secure FAA funding and airline participation to install, using FAA funding, 20 dual-part electric charging stations to support airline-owned electric-powered ground support equipment (eGSE) at RNO.

**Achievement:** In partnership with Southwest Airlines and United Airlines, the RTAA's VALE eGSE Charging Station's Project, provided the charging infrastructure to switch to e-vehicles. Annual emissions reductions will be reported in future annual reports.

**In Practice:** A national FAA program, VALE is designed to reduce sources of airport ground emissions and encourages airports to implement clean technology projects that improve air quality.



## Initiative: Enhance regional air service to short-haul destinations.



Grows regional air service and airport revenues



Provides increased conveniences compared to traditional thru-terminal travel



Responds to local demands for short-haul flights to and from RNO

**Target:** Amid the COVID pandemic, employ innovative air service strategies to retain, expand, and attract new carriers and new non-stop markets to RNO.

**Achievement:** Welcomed JetSuiteX (JSX) as a new public charter, adding to the mix of passenger carriers at RNO. JSX currently offers two (2) new non-stop routes: Burbank (BUR) and Orange County (SNA) and operates from the east side of the airfield through Stellar Aviation.

**In Practice:** Despite the COVID pandemic, the Air Service Development Department continues to remain nimble and flexible, and refocuses, re-strategizes, and rebuilds air service at RNO. JSX provides private aircraft service at commercial service prices.



## Initiative: Complete RNO Terminal Ticketing Hall Planning Study.



Enhances and develops air service and economic growth



Modernizes and provides additional amenities for RNO customers



Reduces consumption of natural resources and reduces greenhouse emissions

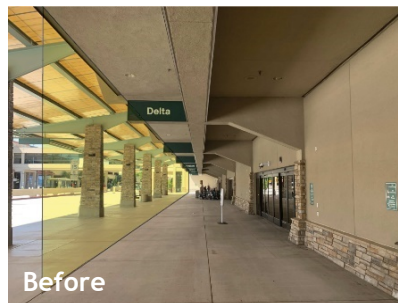


Increases efficiencies, capacities, and useful life

**Target:** Complete a detailed RNO Terminal Ticketing Hall Planning Study to address passenger operational, space, and level of service deficiencies and necessary building system replacements to increase the capacity, functionality, and useful life of the RNO Terminal Ticketing Hall.

**Achievement:** Completed the Planning Study in December 2020 and transitioned into the design effort the preferred alternate with the support of our airline partners.

**In Practice:** The RNO Terminal Ticketing Hall Planning Study was the precursor to design and construction of a Ticketing Hall expansion. The Planning Study evaluated and formalized the reconfiguration with conceptual design and cost estimates.



Before



After



Before



After



## Initiative: Develop virtual pre-construction bid meetings and walkthroughs to accommodate COVID pandemic restrictions, while still providing the necessary project site access for successful project bidding.



Creates a virtual construction tool that saves time and improves collaboration



Mitigates health and safety risks associated with in-person meetings and tours



Eliminates travel to site and reduces consumption of natural resources

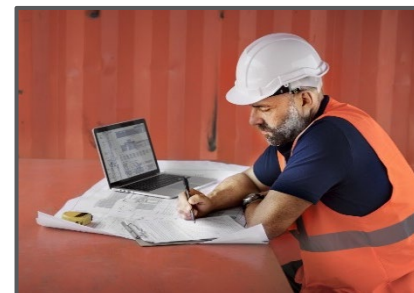
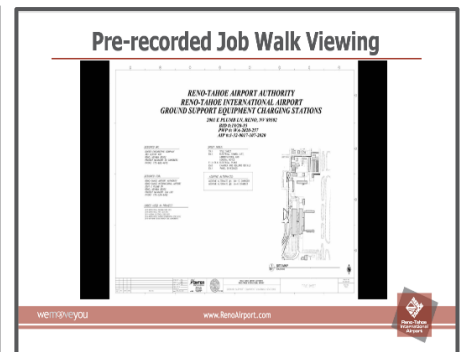


Makes bid process more efficient and eliminates project delays

**Target:** Develop a virtual media platform for pre-construction bid meetings and walkthroughs to meet bid process requirements.

**Achievement:** Developed a virtual media platform involving video conferencing, virtual pre-construction bid meetings, and videos walkthroughs that can continue to be used in the post-pandemic environment.

**In Practice:** Engineering and Construction's virtual video media platform provided an immediate response solution, to accommodate pre-construction bid meetings and project site walkthroughs due to COVID-19 restrictions.



## Initiative: Participate in the City of Reno's ReEnergize Reno initiative.



Invests in cost-effective building efficiency strategies and bolsters local economy



Promotes a healthy environment and creates skilled jobs within the community



Cleanest way to meet growth in demand for energy



Aligns airport operations with City of Reno's building efficiency strategies

**Target:** Participate in the ReEnergize Reno initiative to help reduce energy and water usage in large buildings and reduce climate pollution.

**Achievement:** Formally joined the ReEnergize Reno initiative and actively participated in the effort, signifying the RTAA's strategic commitment to improving building energy usage, water efficiency, reducing climate pollution.

**In Practice:** ReEnergize Reno is part of the U.S. Department of Energy's Better Buildings Challenge, designed to improve building energy and water efficiency 20% by 2025.



## Initiative: Work with community organizations to assist in the regional COVID pandemic response efforts.



Promotes the social and economic well-being of the community



Provides local support for needed social services and resources



Provides vital strategies and resolve to those impacted by the COVID pandemic

**Target:** Utilize RTS to help connect health and community resources to local area residents impacted by the COVID pandemic.

**Achievement:** RTS served as the host facility for multiple Northern Nevada Food Bank and Washoe County Health District events, providing access to food resources, healthcare resources, and education.

**In Practice:** The RTS plays a role well beyond its runways and taxiways. Innovative community outreach, membership in civic organizations, and public and private partnerships are all hallmarks of the RTS mission that help set the standard for organizational excellence.



## Initiative: Update RNO Wildlife Hazard Management Plan (WHMP).



Provides crucial management actions to minimize financial impacts



Raises awareness of aviation safety and sustainability



Promotes wildlife strike prevention and protection

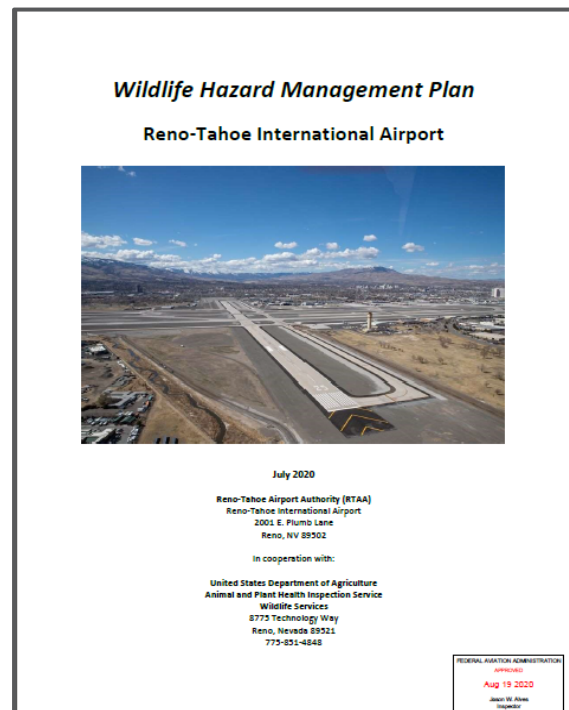


Provides wildlife strike risk assessment and management

**Target:** Update hazards and risks posed by wildlife to RNO aircraft operations under an FAA-approved Wildlife Hazard Management Plan (WHMP).

**Achievement:** Collaborative stakeholder effort effectively described current wildlife hazard conditions, outlined methods available to mitigate hazards, and identified the personnel with responsibility to implement the WHMP, approved by the FAA on August 2020.

**In Practice:** Operations and Public Safety continually works to detect and alleviate wildlife hazards that threaten human health and the safety of aircraft operations operating out of RNO. The updated WHMP includes specific actions to address wildlife hazards with aircraft through regulatory guidance, data collection, research, partnerships and outreach.



## Initiative: Facilitate opportunity to utilize existing General Aviation (GA) East Fuel Farm Facility.



Promotes increased non-airline revenue and stabilizes operating costs



Supports GA customers and service options



Refurbishes aging facility with new, more energy efficient facility



Modernizes facility and upgrades GA amenities

**Target:** Refurbish and utilize existing fuel farm facility infrastructure on the East side of the airfield, in lieu of building new fueling facility.

**Achievement:** Successfully negotiated and executed a Ground Lease with an existing tenant (Stellar Aviation of Reno-Tahoe, LLC) for the long-term lease of existing fueling infrastructure.

**In Practice:** The Commercial Development team worked closely with Stellar Aviation to identify a solution that would allow Stellar Aviation the long term use of the fuel facility while providing additional non-airline revenue to the RTAA.



## Initiative: Collaborate with community stakeholders to determine RTS Utility Corridor viability.



Promotes increased non-airline revenue and stabilizes operating costs



Provides solution to community-wide development issues

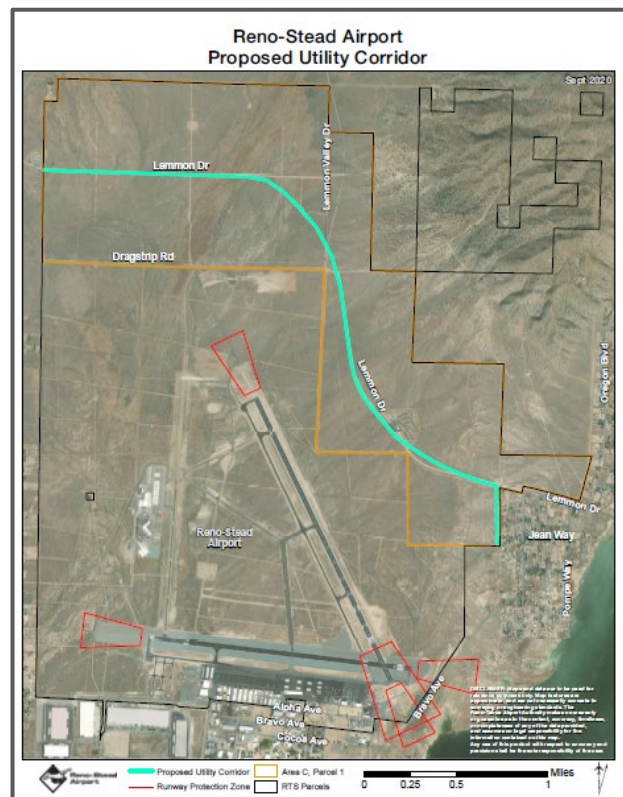


Provides needed infrastructure for future development needs

**Target:** Obtain FAA approval for proposed easement alignment. Negotiate and execute RTS utility easements with multiple agencies.

**Achievement:** Received FAA approval for proposed easement alignment and agreement to remove lengthy and onerous environmental review requirements. Drafted easement document for FAA review.

**In Practice:** The Commercial Development team collaborates with community partners to develop solutions impacting much needed development that will benefit the entire region.



## Initiative: Enhance the Paws 4 Passengers therapy dog program, during the COVID pandemic.



Fosters and strengthens air service and economic growth



Improves passenger satisfaction and relieves stress



Formalizes airport relationships and operational efficiency

**Target:** Effectively restore and enhance the Paws 4 Passengers therapy dog program to exceed the CDC Guidelines during the COVID pandemic, whereby both Paws 4 Passengers volunteers and passengers feel comfortable and safe.

**Achievement:** Successfully reinstated the Paws 4 Passengers program by creating a temporary COVID-19 pandemic directive agreed to by RTAA and Paws 4 Passengers.

**In Practice:** Paws 4 Passengers teams come to the airport several times a month following the new temporary directive state that all volunteers must: have limited volunteer hours, wipe their dog down with sanitizing wipes, stay at least 6 ft away from passengers, wear masks, and not initiate engagement.



# Sustainability Indicators

## Flights to/from Reno-Tahoe International Airport



Visit [www.renoairport.com](http://www.renoairport.com) for  
an online searchable flight tool.

Follow us:



## Economic Viability

FINANCIAL	UNIT	COMMENT	FY 16/17	FY 17/18	FY 18/19	FY 19/20
<b>Operating Revenue</b>						
Airline	Dollar		13,526,032	14,080,875	14,690,647	17,025,777
Non-Airline	Dollar		34,262,956	36,556,689	37,859,089	33,643,948
Total	Dollar		47,788,989	50,637,564	52,549,736	50,669,725
<b>Operating Expenses</b>						
Personnel Services	Dollar		26,672,375	31,878,959	29,334,325	32,120,112
Utilities and Communications	Dollar		2,337,577	2,709,495	2,772,620	2,881,068
Purchased Services	Dollar		4,595,802	4,866,467	5,521,530	5,418,705
Materials and Supplies	Dollar		1,753,352	2,050,694	2,045,295	2,340,685
Administrative Expenses	Dollar		2,579,040	2,224,655	2,646,733	2,431,355
Total			37,938,146	43,730,270	42,320,503	45,191,925
<b>Financial Benchmarks</b>						
Enplaned Passengers	Number		1,909,787	2,064,968	2,149,759	1,690,171
Airline Cost Per Enplaned Passenger	Dollar		5.85	5.63	5.57	8.56
Debt Service Coverage Ratio	Number		3.09	7.63	7.09	5.08
Days Cash on Hand	Days		483	514	546	480
Tenant Improvement Applications	Number		102	104	83	86

Data Source: RTAA 2019/20

## Operational Efficiency

Operations	Unit	Comment	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Annual Aircraft Operations <sup>1</sup>						
Commercial/Cargo	Number		44,280	45,827	47,970	41,797
Military	Number		2,262	2,324	2,030	2,389
General Aviation	Number		38,097	45,642	48,818	47,329
Cargo Tonnage	Tons		79,034	74,431	74,020	71,992
Operations and Public Safety Training Exercises and Inspections	Number		71	47	123	90
FAA Part 139 Deficiencies <sup>2</sup>	Number		1	1	1	--*
Ground Transportation						
Auto Parking Transactions	Number		510,167	520,871	526,277	391,407
ARFF/Police Responses	Number		347	406	494	564
Annual Work Orders						
Preventative Maintenance	Number		14,545	14,547	14,445	14,690
Corrective Maintenance	Number		3,429	3,864	4,922	5,029
PM Costs Compared To Total Maintenance Costs	Percent		63.71	61.85	43.68	43.1
Planned Development Reviews (Airport Influence/Compatibility Area)	Number		706	656	768	621

\*FAA inspection not conducted due to COVID pandemic restrictions

Data Source: RTAA 2019/20

<sup>1</sup> Annual Aircraft Operations provided are calendar year totals 2016,17,18,19 (January 1 through December 31).

<sup>2</sup> FAA Part 139 Deficiencies were immediately corrected.

## Natural Resource Conservation

ENVIRONMENTAL	UNIT	COMMENT	FY 16/17	FY 17/18	FY 18/19	FY 19/20
<b>Airport Utilities</b>						
Electric	kWh		18,344,630	18,659,113	18,845,497	17,215,907
Natural gas	Therms		612,445	793,365	693,827	591,944
Water	Gallons		37,089,789	37,431,011	37,419,600	32,357,553
<b>De-icing Operations</b>						
Aircraft De-icing	Gallons		147,317	102,002	139,321	92,234
Aircraft De-icer Collected/Treated	Gallons		7,411	9,239	10,728	7,521
Aircraft De-icer Recovered	Percent		4.6	8.2	6.9	7.4
<b>Waste Management</b>						
Waste To Landfill	Tons		709	689	865	703
Terminal Recycling	Tons		119	125	111	78
Diversion Rate	Percent		14.4	15.33	11.36	10.0
<b>Vehicle Fuel Usage</b>						
Gasoline	Gallons		21,406	20,874	19,516	18,099
Diesel	Gallons		21,574	15,757	20,507	10,639

Data Source: RTAA 2019/20

## Social Responsibility

COMMUNITY	UNIT	COMMENT	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Customer Satisfaction	Rating	7 Point Scale	6.55	6.45	6.48	--*
Daily Departures	Number		56	59	63	53
Non-Stop Destinations	Number		23	23	24	22
Average Daily Seats	Number		6,680	7,107	7,369	6,495
Total Annual Seats	Number		2,438,200	2,591,066	2,689,831	2,370,606
Total Annual Enplaned Passengers	Number		1,909,787	2,064,968	2,149,759	1,690,171
Total Passengers	Number		3,819,911	4,128,476	4,298,555	3,378,405
Total Annual Aircraft Noise Complaints	Number		2,253	1,574	665	904

\*Customer Survey not conducted due to COVID pandemic restrictions  
Data Source: RTAA 2019/20