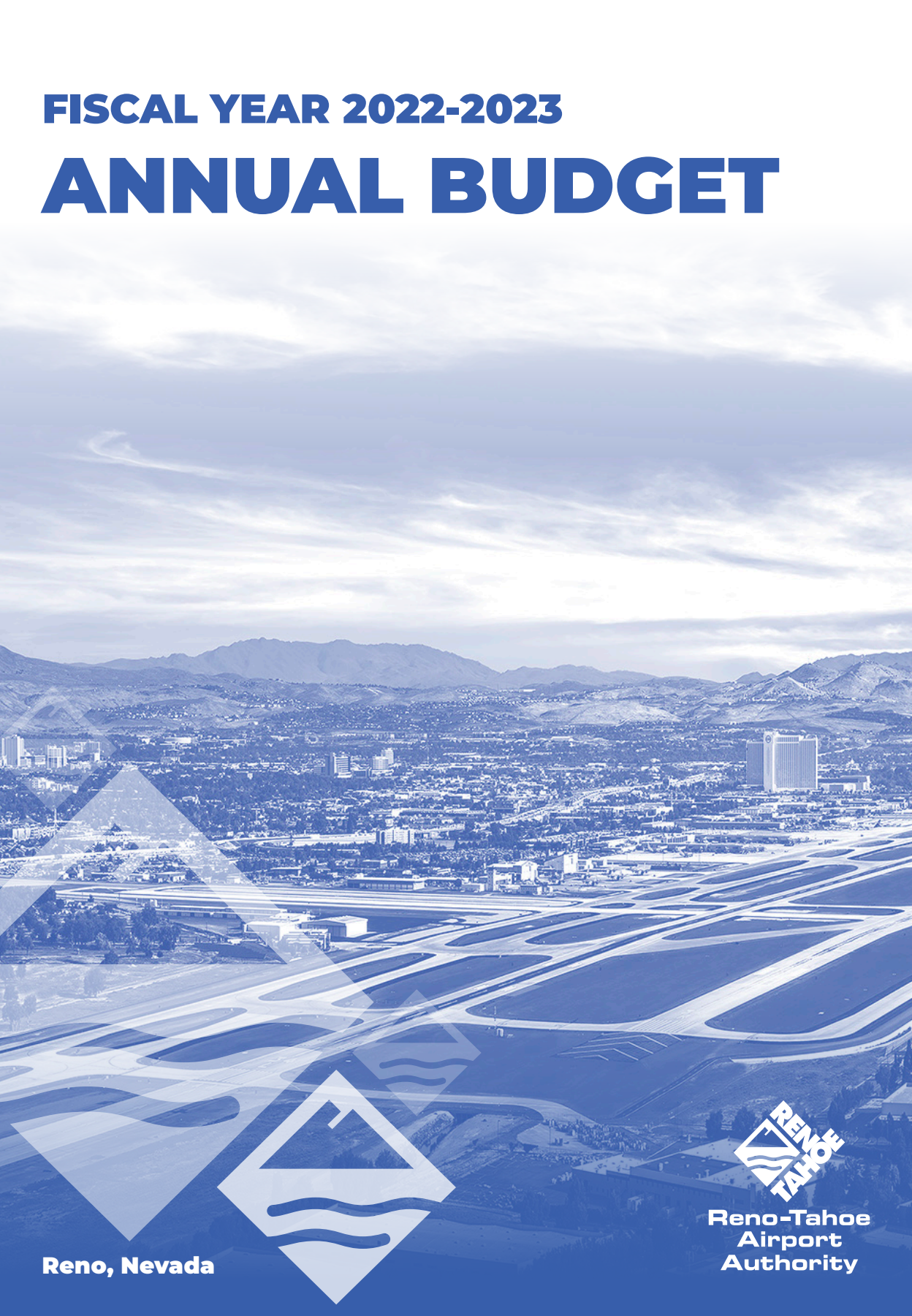


**FISCAL YEAR 2022-2023**

# **ANNUAL BUDGET**



**Reno, Nevada**



**Reno-Tahoe  
Airport  
Authority**

**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
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# **Section 1 – Introduction and Summary**

**Reno-Tahoe Airport Authority  
FY 2022-23 Annual Budget  
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**Board of Trustees  
Reno, Nevada**

Accompanying this introduction is the Reno-Tahoe Airport Authority’s (RTAA) annual budget for Fiscal Year (FY) 2022-23 as approved by the Board of Trustees on May 19, 2022.

This budget represents the fiscal plan for revenues, expenses, and capital improvements to operate the Reno-Tahoe International Airport (RNO) and Reno-Stead (RTS) general aviation airport for FY 2022-23. The approved budget is balanced; meaning revenues and other resources equal or exceed expenditures and other uses. A balanced budget is an integral part of maintaining RTAA’s financial sustainability. The overall objective from the budget is to provide essential resources for operating, maintaining, and developing safe, convenient, and customer-focused facilities.

The budget is structured consistent with conventions and standards as an enterprise fund. As such, RTAA’s day-to-day operating and maintenance expenses are funded almost exclusively from revenues generated through cost recovery from the airlines, rents and concession fees paid by airport tenants, and customers of public parking facilities. No state or local property or sales tax dollars are used to meet RTAA’s obligations. RTAA is solely responsible to ensure its financial stability and viability. Despite the potential for a financial recession, the airline industry’s volatility, and the lingering effects of the COVID-19 pandemic, RTAA continues its commitment to financial stability, maintaining liquidity and positioning the organization with flexibility to strategically respond to challenges and opportunities. One of the major opportunities at RNO is the recently unveiled MoreRNO capital improvement program estimated at a cost of \$1 billion and composed of passenger facing construction projects: expansion of the current ticketing hall, reconstruction of the terminal loop road, construction of a new consolidated rental car facility (ConRAC), new RTAA headquarters and public safety center, reconstruction of the existing concourses, landside projects, and remodeling the terminal mezzanine. The projects will be funded from a variety of funding sources, including RTAA cash, federal grants, airport revenue bonds, Passenger Facility Charges (PFC), Customer Facility Charges (CFC), and airline rates and charges.

In December 2021 RTAA paid off its outstanding revenue bond balance and as of July 1, 2022, the beginning of the 2022-23 fiscal year is debt free. The bonds were issued originally in 1996 to build the public parking garage and pedestrian walkway. On July 14, 2022, the Board approved a \$50 million short-term borrowing facility (subordinate lien revenue bonds) to fund some of the MoreRNO and other capital projects, especially the ticketing hall expansion construction. RTAA intends to issue revenue bonds in the future to fund the concourse reconstruction project.

On April 18, 2022, the Transportation Security Administration (TSA) announced that it will no longer enforce its Security Directives and Emergency Amendment requiring mask use on public transportation and transportation hubs. CDC continued to recommend that people get vaccinated and wear masks in indoor public transportation settings.

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After a few years of business closures and travel restrictions, on May 19, 2022, Governor Sisolak signed a proclamation ending the Declaration of Emergency related to the COVID-19 pandemic. The Declaration has been in place since March 2020 and has allowed the State of Nevada to respond to challenges created by the pandemic.

**Background**

The discussion of the preliminary FY 2022-23 budget and outlook was conducted during the Board’s annual strategic retreat combined with the budget workshop on April 29, 2022. The retreat provided a general assessment of current operational and fiscal conditions, proposed capital improvement program, and a budget outlook of the upcoming fiscal year. The Board also heard a presentation from the Mead & Hunt and Landrum & Brown consultant teams on the programing study for the proposed RNO concourse redevelopment.

The FY 2022-23 budget outlook was cautiously optimistic, envisioned the continuation of airline traffic recovery after the severe disruption caused by the COVID-19 pandemic. Vacation destination markets such as the Reno-Tahoe region have seen faster recovery of passenger traffic compared to other domestic markets. The preliminary budget proposed increased funding to address priorities in our operating departments, needed improvements in our facilities, equipment and vehicle purchases, and staff’s professional development. Inflationary pressures also impacted the budget request as we faced a multitude of cost increases for fuel, materials and supplies, equipment purchases, and construction projects.

The FY 2022-23 preliminary budget included total revenues of \$101.963 million to fund operating expenses, equipment purchases, and the capital improvement program at both RNO and RTS. Of total revenues, \$67.931 million were operating revenues derived from airline and non-airline revenue sources. Operating revenues were forecasted to increase \$19.849 million or 41.3% from the prior year budget. The revenue forecast assumed 2.4 million annual enplaned passengers, a 40% increase from the FY 2021-22 budget, and 12% increase from the updated traffic forecast. The operations and maintenance (O&M) preliminary budget request were \$58.044 million, an increase of \$8.113 million, or 16.3% from the prior year budget.

A key element in sustaining airport operations, and recovery from the pandemic while maintaining the reasonably low-cost structure for airlines operating at RNO is the federal stimulus funding allocated to airports through the Coronavirus Aid, Relief and Economic Security (CARES) Act, Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), and American Rescue Plan Act (ARPA). The three acts combined provided approximately \$20 billion of relief for airport sponsors, including allocations of \$56 million for RNO and \$112,000 for RTS. The adopted FY 2022-23 budget anticipates utilizing approximately \$13.530 million of federal stimulus to fund RTAA payroll and other operating expenses, and capital projects at both airports. A combined \$20.270 million federal stimulus funds were used in the prior three fiscal years (FY



**Reno-Tahoe Airport Authority**  
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2019-20, FY 2020-21, and FY 2021-22) by RTAA to maintain signatory airline rates and charges flat – no increase from the pre-pandemic FY 2019-20 adopted budget.

On May 19, 2022, the Board heard and adopted the FY 2022-23 proposed budget. In addition to the preliminary budget presented on April 29, the final budget includes additional funding for salary increases for all three represented bargaining units: International Brotherhood of Teamsters (Teamsters), Reno Airport Fire Fighters Association (RAFFA), and the Airport Authority Police Officers' Protective Association (AAPOPA). Great news came from our insurance broker, Arthur J. Gallagher reducing the cost of workers comp premiums for the upcoming fiscal year. Marketing of the RTAA's liability and property insurance coverage continued in May, and the approved budget reflects some additional insurance premium cost compared to the preliminary budget. Additional budget was allocated for security log monitoring and training. A detailed description of these changes can be found in Section 7 – Expenditures. Funding of additional video storage and firewall replacement were also added to the budget.

**Our Structure and Business Model**

RTAA is a quasi-municipal corporation that was created by the Nevada State Legislature in 1977 and began operation on July 1, 1978. The nine-member Board of Trustees that governs RTAA is appointed by the City of Reno (Four Trustees), City of Sparks (Two Trustees), Washoe County (Two Trustees) and the Reno Sparks Convention and Visitors Authority (One Trustee). RTAA is an independent entity that is not part of any other unit of any state or local government and does not use property or sales tax revenue to fund its operation. The geographical area served by RNO (the Catchment Area) primarily encompasses the seven Nevada counties of Churchill, Douglas, Humboldt, Lyon, Pershing, Storey, and Washoe, and the major cities of Reno, Sparks, and Carson City (the capital of the State of Nevada). The total catchment area for RNO also includes the Lake Tahoe area and several communities in northeastern California. This combined area represents a population of over 1.5 million.

RTAA is the owner and operator of RNO and RTS. According to the Federal Aviation Administration (FAA), RNO is the 63<sup>rd</sup> busiest airport in the nation based on the number of enplaned passengers in calendar year 2021. As defined by the FAA, RNO is a medium hub airport which served 1.8 million enplaned passengers in calendar year 2021. RNO was considered a small hub through 2019. The disproportionately faster recovery of passenger traffic has pushed RNO to the medium hub category based on 2020 reported passenger numbers.

The strong recovery continues at RNO with commercial airline service provided now by 13 airlines: aha!, Alaska Airlines, Allegiant, American Airlines, Delta Air Lines, Frontier Airlines, JetBlue, JSX, Southwest Airlines, Spirit Airlines, Sun Country, United Airlines, and Volaris. The FY 2022-23 traffic forecast estimated at 2.4 million enplaned passengers exceeds the pre-pandemic levels of FY 2018-19. Commercial cargo carriers include FedEx, United Parcel Service (UPS) and

**Reno-Tahoe Airport Authority**  
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DHL. Located north of Reno, RTS is a general aviation facility that is home to approximately 200 based aircraft and the famous Reno National Championship Air Races.

Airport business models are typically based on terms established within an airline-airport lease and use agreement between airlines and the airport operator. Such agreements establish the rights, privileges, and obligation of each party. On June 26, 2020, the Board approved an amendment to RTAA’s existing airline-airport agreement and extended the original 5-year agreement term by an additional three years through June 30, 2023. This agreement also establishes the methodology for airline rates and charges, and terms associated with the approval by airlines of certain capital investments at RNO. The extension term of the amended agreement covers the planned timeframe to design and construct the RNO ticketing hall improvement project. The RTAA team is currently working on a new Airline-Airport Use and Lease Agreement (AULA) expected to be in effect July 1, 2023. For more information on RTAA’s AULA, see Section 5 – Financial and Budgetary Policies.

**RTAA Strategic Plan**

On June 14, 2018, the Board of Trustees approved a Strategic Plan for the fiscal years 2018-19 through 2022-23, as amended on December 12, 2019. The Strategic Plan reflects extensive input from the Board, RTAA employees, the public and interested stakeholders. The purpose and desired outcomes of the updated plan include the following:

- **Shared Vision:** A strategic vision for the organization that is shared by staff and the Board of Trustees.
- **Strategic Direction:** Core strategies that will help guide RTAA over the next five years.
- **Roadmap:** A high-level plan to guide priority setting and serve as a helpful road map for staff and the Board of Trustees.
- **Planning Structure:** Long-term goals and performance measures that support the strategic priorities and provide a planning structure for objectives setting and annual action plans.
- **Agility/Flexibility:** A living plan that provides direction but is also flexible and broad enough to incorporate constant change in the aviation industry.

The Strategic Plan consists of the following components, beginning with the broadest, long-term elements to the more specific, short-range, and tactical activities: (1) Vision Statement; (2) Mission Statement; (3) Strategic Priorities and Support Strategies; (4) Long-Term Goals; (5) Key Performance Indicators; and (6) Short-Term/Annual Objectives. The Vision Statement aims to provide modern, safe, convenient facilities and deliver customer satisfaction that is a source of community pride and serves as a significant contributor to regional economic health.

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Our Mission Statement of *We Move You! We Bring the World to Reno-Tahoe and Reno-Tahoe to the World* is directed by the following eight (8) adopted Strategic Priorities:

1. Air Service and Cargo: Enhance air service by retaining and increasing passenger and air cargo service.
2. Safety and Security: Safety and security of all is our priority 24/7, 365.
3. General Aviation: Foster an atmosphere to encourage general aviation growth at both airports.
4. Customer Experience: Enhance services and provide a positive and convenient environment for all.
5. People: With our employees being the current and future strength of our organization, our focus is on development, succession planning and making RTAA the employer of choice.
6. Financial Diversification and Growth: Grow and diversify non-airline revenues at both Airports.
7. Facilities for the Future: Optimize infrastructure to address market demand.
8. Sustainability: Operate and manage with a holistic approach reflecting sustainability and environmental stewardship.

On December 12, 2019, the Board approved an update to the Strategic Plan to incorporate input from the Board and RTAA staff and adjust direction of Facilities for the Future from “substantively” to “transformative” to accommodate the increasing demands and dynamics of the airport and customer experience. A second adjustment in this update elevated Safety & Security from “sustain” to “transformative” to address interests in upgrading public safety and security for all airport stakeholders.

**Budget Process**

RTAA, as a quasi-municipal corporation, complies with the Local Government Budget Act, Nevada Revised Statute (NRS) 354 as stipulated in the enabling legislation that created RTAA (Chapter 474, Statutes of Nevada, 1977, as amended (the "Authority Act"). The Act defines RTAA’s fiscal year as July 1 through June 30. The Act also requires a tentative budget to be filled with Nevada Department of Taxation by the 15<sup>th</sup> day of April and a final budget as adopted by the Board (following a noticed public hearing on the budget) on the Thursday following the third Monday each May. The final budget is filled with the Department no later than June 1. The budget becomes effective on July 1. RTAA has complied with all budget statutory requirements.

**Reno-Tahoe Airport Authority  
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**FY 2022-23 Budget Calendar**

<b>Date</b>	<b>Action/Description</b>
April 29, 2022	Board Retreat/Board Budget Workshop – The Board reviewed and discussed the preliminary RTAA budget for FY 2022-23.
April 15, 2022	RTAA filed a tentative budget with the Nevada Department of Taxation
May 10, 2022	Notice of Budget Public Hearing was published calling for public comment on the proposed RTAA budget for FY 2022-23.
May 19, 2022	Board of Trustees - Following a noticed public hearing to receive public comment, the Board of Trustees voted to approve the RTAA budget for FY 2022-23.
July 1, 2022	The Budget became effective for the Fiscal Year 2022-23.

The RTAA budget is prepared consistent with the reporting standards established by the Government Finance Officers Association of the United States and Canada (GFOA). Each year RTAA submits for consideration of the GFOA’s Distinguished Budget Presentation Award and has received this important designation each year beginning in 1997. In order to receive this award, a public agency or quasi-municipal organization must prepare a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. RTAA staff is dedicated to building on the long tradition of excellence in budget reporting and believes the FY 2022-23 annual budget also conforms to the GFOA standards pending their approval.

The budget was prepared with the assistance of a broad group of RTAA employees actively engaged in analyzing the budget, assessing fiscal conditions, and prioritizing requirements for the upcoming fiscal year. The budget utilizes a zero-based budget process in which each expenditure line item is evaluated on its merit each year. The Director of Finance provides the budget calendar, forms, and general direction for the budget submittal and review process. Individual department budgets were analyzed and considered for review by the President/CEO, and the Executive Team.

The budget sections to follow contain the executive summary, financial overview, and more details on specific allocations of resources to the Board established strategic initiatives. The document then provides a section-by-section discussion on revenues, airline rates and charges, operation and maintenance budgets, personnel, equipment, capital program, and debt service requirements.

**Economic Outlook**

The U.S. economy has faced some recent challenges brought on by high inflation, gas prices, and labor force shortages. After a strong rebound of stock markets last year, 2022 has been a year of high volatility. The Dow Jones Industrial average hit 36,800 on January 4, 2022, a new record, and 29,900 on June 16, 2022. S&P 500 recorded 4,800 and 3,700 on the same days.

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The Bureau of Labor Statistics' July report mentions the average unemployment rate of 3.5%, the lowest level since February 2020, pre-pandemic. Total nonfarm payroll employment rose by 528,000 in July, larger than the average monthly gain over the prior four months. The labor force participation rate of 62.1% has declined in recent months but exceeds the 61.7% recorded in July 2021.

According to the Congressional Budget Office's (CBO) projections in July 2022, the current and future economic impact of the COVID-19 pandemic can be summarized as follows:

- The federal budget deficit is expected to reach \$1 trillion in 2022, \$1.8 trillion less than 2021. At 3.9% of gross domestic product (GDP), the projected deficit in 2022 is much smaller than those recorded in 2020 and 2021, as federal spending in response to the coronavirus pandemic has tempered and revenues have risen sharply. Based on CBO's projections, federal deficits over the 2022–2052 period will average 7.3% of GDP, more than double the average over the past half-century. This is primarily due to the increase in interest cost.
- Federal spending in 2022 is expected to represent 23.5% of GDP, a reduction from 2021 and continuing on a declining trend in 2023 and 2024 as federal spending in response to the COVID-19 pandemic diminishes.
- Federal debt held by the public is projected to reach 98% of GDP. According to the CBO debt begins to rise in 2024, surpasses its historical high in 2031 (107%), and continues to climb thereafter, rising to 185% of GDP in 2052.
- Real, inflation adjusted GDP is expected to grow by 3.1% in 2022. After 2022, economic growth is expected to slow and inflationary pressures ease.

The greater Reno area's economic picture has become far more diversified and the growth in recent years has been significant. The Reno-Tahoe regional area economy is no longer relying solely on tourism and gaming, as it was at the time of the 2008 great recession. Northern Nevada's business friendly environment, proximity to customers, availability of skilled workforce and logistics continues to attract a diverse group of businesses to the area. Companies like Tesla, Panasonic, Switch, Microsoft, Apple, Rackspace, Amazon, Zulily, Patagonia, Urban Outfitters, Thrive Market, and Petco all call Northern Nevada home for critical business functions.

The diversity of industry in Northern Nevada is expected to provide a solid foundation for recovery and long-term growth following the COVID-19 pandemic. It will also help soften the effects of a potential recession. Nevada's June unemployment rate dropped to 4.7% compared to the 29.5% reached at the height of the pandemic in April 2020 according to the Nevada Department of Employment, Training and Rehabilitation (DETR). Of the three Metropolitan Statistical Areas (MSA) in Nevada, Reno's unemployment rate was the lowest at 3.3%, while the Las Vegas area was at 5.7% and Carson at 3.7% in June 2022.

Reno MSA industry trends for the month of June, as published by Ekay Consulting:

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- Business Activity Index – provides historical and current trends for business activity in the Reno MSA region. It includes data on employment, gaming revenue, taxable sales, and airline activity at RNO (passengers and cargo). The Index shows a 3.19% increase between May and June 2022, and a 2.22% decline from the same period last year (June 2021).
- Construction Index – provides historical and current trends for the construction industry in the Reno MSA region. It includes data on construction employment, commercial permits, commercial permit valuation, residential permit units, and residential permit valuation. The index shows a decrease of 7.53% between May and June 2022, and 26.52% compared to the same month in the previous year (June 2022). Construction employment has increased both month over month and year over year. Commercial and residential permit values, and the number of commercial and residential permits have declined compared to the previous month and the previous year when adjusted for inflation and seasonality.
- Housing Affordability Index – based on a ratio of median family income to qualifying family income, or the income necessary to purchase a median priced home in Washoe County. Includes data on median price of new and existing homes in Washoe County, median family income, US 30-year fixed mortgage rate. A ratio of 100 indicates that median family income is sufficient to purchase a median-priced home. The second quarter (2Q) 2022 index of 61.83 indicates median family income is 38.17% below the income necessary to qualify for median priced home. The index declined by 14.51% between 2Q 2022 and 1Q 2022, making homes in the region less affordable.

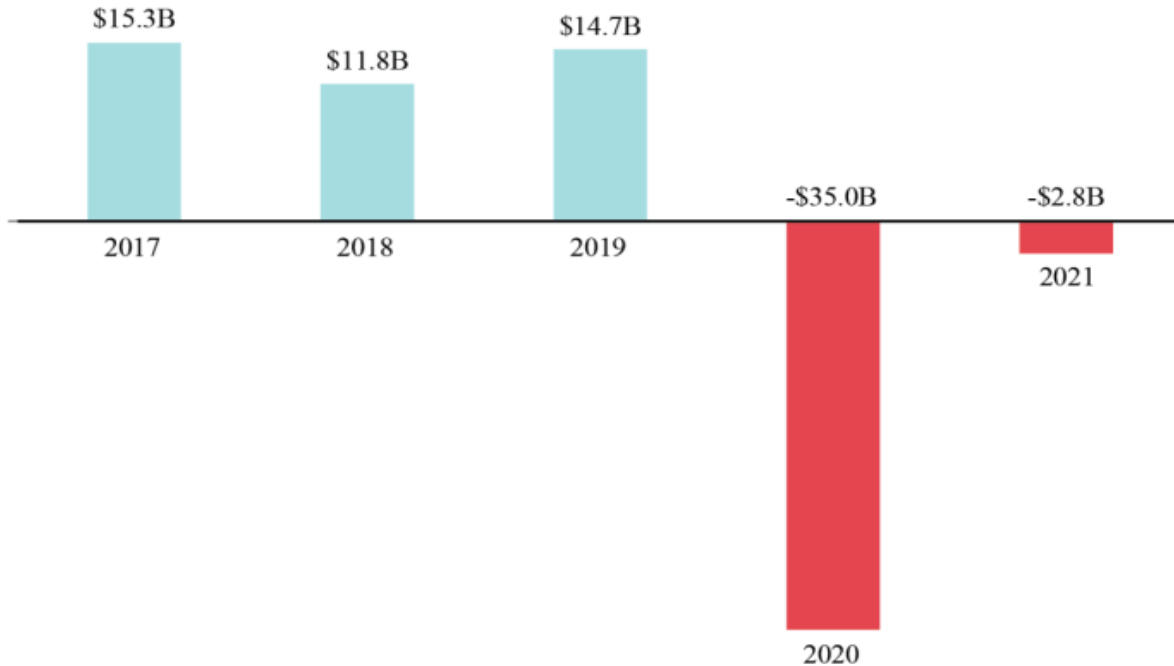
**Air Service Market Update**

U.S. scheduled passenger airlines reported a 2021 after-tax net loss of \$2.8 billion, declining for the second straight year after seven consecutive annual after-tax profits and a pre-tax operating loss of \$17.3 billion, declining for the second straight year after 11 consecutive annual pre-tax profit. In 2020, the airlines reported after-tax net loss of \$35.0 billion.

The airlines reported a \$17.3 billion pre-tax operating loss in 2021, improved results when compared to the \$46.5 billion loss in 2020. Total 2021 operating revenue was \$130.0 billion. The airlines collected \$86.7 billion from fares, 66.7% of total operating revenue, \$5.3 billion from baggage fees, 4.1% of total operating revenues. Reservation change fees were \$698 million, or 0.5% of total operating revenues. Reservation change fees as a percentage of total operating revenues have declined, while the other categories improved over the prior year. Total operating expenses in 2021 were \$147.3 billion, of which fuel costs accounted for \$23.0 billion, or 15.6% of total expenses, and labor costs accounted for \$52.6 billion, or 35.7%. In 2020, the operating expense share for fuel was 9.8%, and labor was 39.7%.

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**Annual Net Income 2017-2021, Systemwide U.S. Scheduled Passenger Airlines  
Billions of Dollars (\$)**



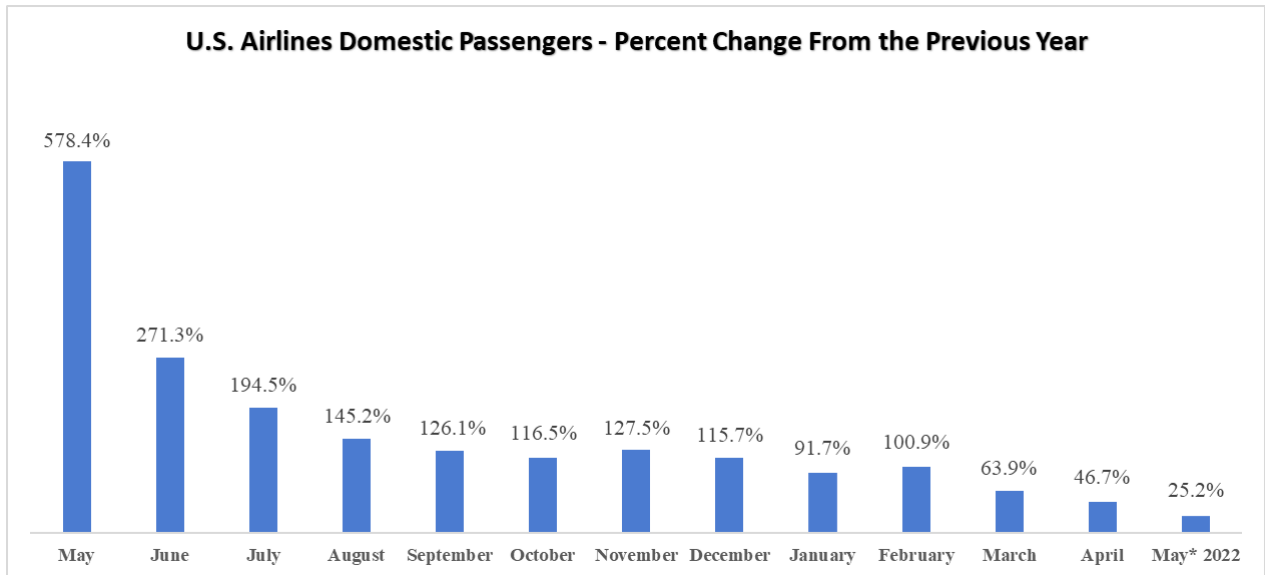
Source: Bureau of Transportation Statistics

**Passenger Activity**

Since its emergence as a global pandemic in February of 2020, COVID-19 has been an unprecedented shock to the airline and travel industries. As vaccines were made available to all willing to be vaccinated and domestic travel restrictions were lifted, pent-up demand for travel brought back strong passenger numbers especially at domestic, destination airports such as RNO. International and business travel recovery is still lagging behind the domestic leisure market.

U.S. airlines carried 62.8 million domestic passengers, 25.2% more scheduled service passengers in May 2022 than in May 2021, and 0.7% fewer than April 2022, according to data filed with the Bureau of Transportation Statistics (BTS). International passengers reported by U.S. airlines was 8.3 million in May 2022, 79.1% increase from the same period last year. System wide load factor was 82.3% in May 2022, a 13.4% increase from May 2021 and 2.3% decrease from the 84.3% registered in April 2022. The April passenger and load factor results were the highest monthly values recorded since February 2020.

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**RNO Passengers**

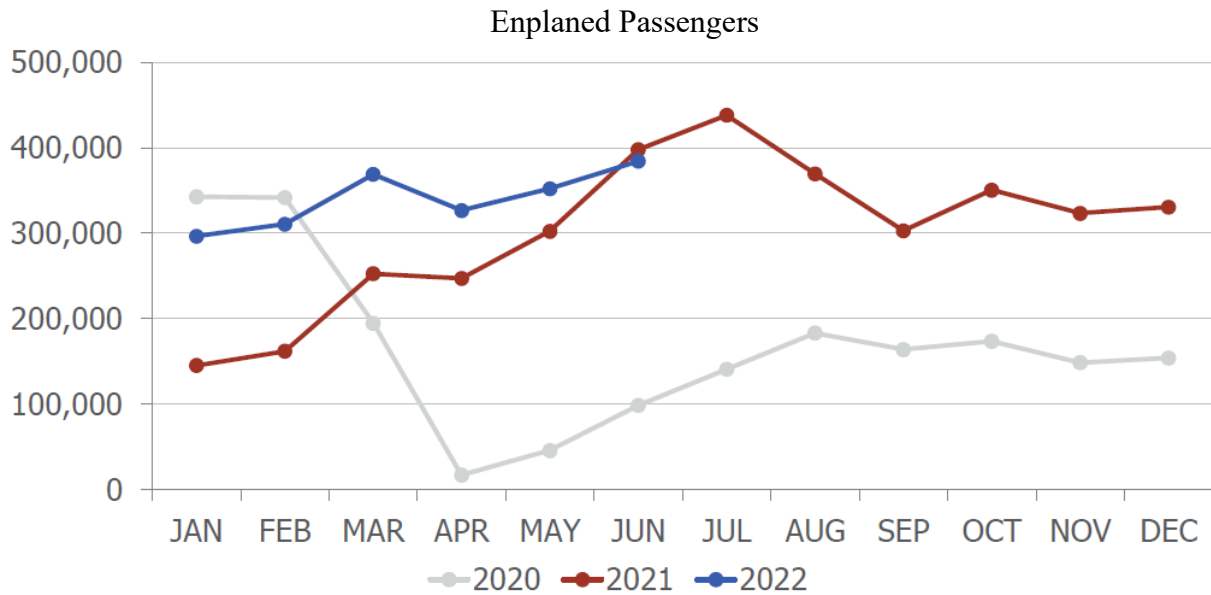
RNO served a total of 384,429 passengers in June 2022, a decrease of 3.4% from June 2021. The local market was served by 11 airlines to 30 non-stop destinations. The total seat capacity decreased 10.5% and flights decreased 14.8% when compared to June 2021. The average enplaned load factor was 85.7% in June, an increase of 6.6% from the prior year. RNO served 4,155,405 total passengers during FY 2021-22, a 68.0% increase when compared to FY 2020-21.

aha! was the latest addition to the current signatory airlines at RNO in October 2021. The airline is based in Reno and started nonstop service to destinations in California, Oregon, and Washington.

On August 10, 2022, Spirit Airlines, RNO’s newest airline started service to Harry Reid International Airport (LAS) in Las Vegas, Nevada.



**Reno-Tahoe Airport Authority  
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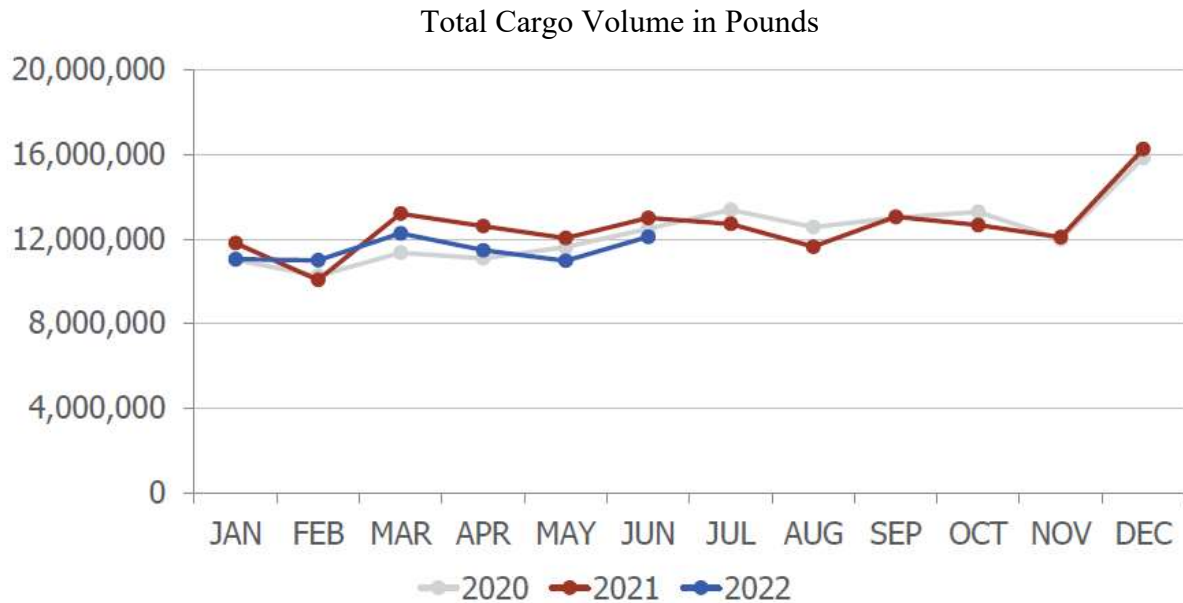


**Cargo Airlines**

Nevada has become a major west coast distribution hub due to its strategic location with the Reno/Sparks area providing next-day ground service to almost every major U.S. city in the western United States. This sector of the region’s economy includes the presence of major warehousing, pharmaceutical, e-commerce and distribution facilities including such companies as Amazon, Walmart, Petco, Urban Outfitters, eBay, Zulily and 1-800-Flowers.com. This sector of the economy, along with growth in industrial development areas such as the Tahoe-Reno Industrial Center, has played a key role in cargo growth at RNO in recent years.

RNO handled 12,105,721 pounds of air cargo in June 2022, a decrease of 6.9% when compared to June 2021. RNO handled 147,276,696 pounds of air cargo in Fiscal Year 2021-22, a decrease of 3.6% when compared to Fiscal Year 2020-21.

**Reno-Tahoe Airport Authority  
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**Conclusion**

Faced with the many challenges brought on by the COVID-19 pandemic and economic uncertainty, RTAA proved its resiliency, and is in a strong financial position entering FY 2022-23. The global and regional economy is rebounding, and RNO is experiencing above pre-pandemic level summer traffic volumes unlike many other similar size airports. As we now focus on recovery efforts, we remain committed to ensuring the wellbeing of our employees, the sustainability of business partnerships and meeting our critical operational responsibilities with safety being our first and foremost responsibility.

The FY 2022-23 Board approved budget is balanced, includes increased funding for mission critical airport operations, higher revenues, and the usage of federal funding to maintain reasonable signatory airline rates and charges. As the recovery progresses, we continue to closely monitor airline traffic, revenues, and expenses and are prepared to make necessary adjustments if the current forecast does not materialize or are faced with an economic recession.

Respectfully submitted,

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Reno-Tahoe International Airport  
Nevada**

For the Fiscal Year Beginning

**July 01, 2021**

*Christopher P. Morill*

Executive Director

## **Section 2 – Executive Summary**

**Reno-Tahoe Airport Authority**  
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To help guide the future of the Reno-Tahoe Airport Authority (RTAA), the Board of Trustees (Trustees) in June 2018 approved a completely updated and revised Strategic Plan for FY 2018-19 through FY 2022-23. This five-year plan serves as a guide to staff as it faces an ever-changing aviation industry and economic cycles. The plan was created through a public process that invited participation from airport committees, user groups, Trustees, staff, and the public.

The FY 2022-23 Budget summarized below is focused on the achievement of the following strategic initiatives:

1. AIR SERVICE AND CARGO: Expand air service and cargo development.
2. SAFETY & SECURITY: Safety and security of all is our priority 24/7, 365.
3. GENERAL AVIATION: Foster an atmosphere to encourage general aviation growth at both airports.
4. CUSTOMER EXPERIENCE: Enhance services and provide a positive and convenient environment for all.
5. PEOPLE: Our employees are the current and future strength of our organization.
6. FINANCIAL DIVERSIFICATION AND GROWTH: Grow and diversify non-airline revenues at both Airports.
7. FACILITIES FOR FUTURE: Optimize infrastructure to address market demand.
8. SUSTAINABILITY: Operate and manage with a holistic approach reflecting sustainability and environmental stewardship.

A detailed discussion of the Strategic Plan is provided in Section 3 – Strategic Initiatives

The budget also considers requirements of various contractual agreements including the Airline-Airport Use and Lease Agreement (AULA), and the RTAA's obligations under state and federal law. In addition, some of the new MoreRNO capital improvement program projects, equipment and vehicle purchases were included in the adopted budget.

The following summary provides a financial overview of the RTAA's budget for the 2022-23 fiscal year, which begins on July 1, 2022, and ends June 30, 2023.

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**Airline Activity Forecast**

Developing the Reno-Tahoe International Airport’s (RNO) airline activity forecast continues to be a challenging process for FY 2022-23. The COVID-19 pandemic has had devastating effects on the airline industry the past couple of years, with full passenger traffic recovery anticipated to take place this upcoming fiscal year at RNO. RNO has seen very encouraging signs of recovery with passenger numbers surpassing pre-pandemic levels in July 2021 and November 2021.

Staff started developing the FY 2022-23 Budget in January 2022. RTAA based its passenger traffic forecast on actual results for the first half of FY 2021-22, and published schedules for the second part of the year. A base schedule was developed for passenger airlines, then adjusted for seasonality, and anticipated service modifications. With the advancement of resources to help prevent and treat COVID-19, discontinued travel restrictions, and pent-up travel demand, RNO is anticipating exceeding pre-pandemic passenger levels in FY 2022-23. Passenger airline scheduling is still clouded by uncertainty as airlines work through significant staff shortages and inflationary challenges. Alternatively, cargo airlines did not see a similar negative impact as online commerce continued to boom during the pandemic.

In April 2022, RTAA staff in collaboration with our airline partners finalized the FY 2022-23 passenger airline traffic forecast of 2.367 million passenger enplanements (passengers boarding an aircraft), a 56.9% increase from the FY 2021-22 adopted budget and 92.2% increase as compared to the actual results in FY 2020-21. The approved forecast is 13.8% higher than the actual results reported for FY 2021-22.

The following table compares the enplaned passenger traffic used to develop the FY 2022-23 Budget as compared to FY 2020-21 and FY 2021-22 actual results.

**RNO Enplaned Passenger Forecast**

FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Adopted Budget	Actual to Budget	
			\$ Change	% Change
1,231,616	2,079,807	2,367,203	287,396	13.8%

The cargo airline traffic forecast was developed based on actual results recorded in the prior twelve months. There are no published traffic schedules available for cargo airlines. RTAA staff did solicit input from signatory cargo airlines (FedEx and United Parcel Service (UPS)) during the April budget discussion.

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**Aircraft Landed Weight Forecast**

RTAA recovers almost 100% of its costs of operating the Airfield through the landing fees paid by commercial airlines operating at RNO. Landing fees are charged to passenger and cargo carriers for each aircraft landing based on the Maximum Gross Landed Weight established by the Federal Aviation Administration (FAA) for each aircraft. Therefore, the higher the overall landed weight at RNO, the lower the unit cost for each aircraft landing.

The FY 2022-23 landed weight forecast of 3.515 million thousand pounds is a 30.1% increase from the FY 2021-22 Budget and a 46.2% increase from the FY 2021-22 actual results. The increase as compared to prior year budget reflects the anticipated recovery of air traffic at RNO, with increases in landed weight forecasted for all scheduled passenger carriers. As discussed earlier, cargo airlines were not as impacted by the COVID-19 pandemic as were the passenger airlines. The increase in cargo landed weight forecast compared to last year's budget is 8.2%.

The table and graph below outlines RNO actual passenger and cargo aircraft landed weight, in thousand pounds, along with the forecast incorporated into the FY 2022-23 Budget:

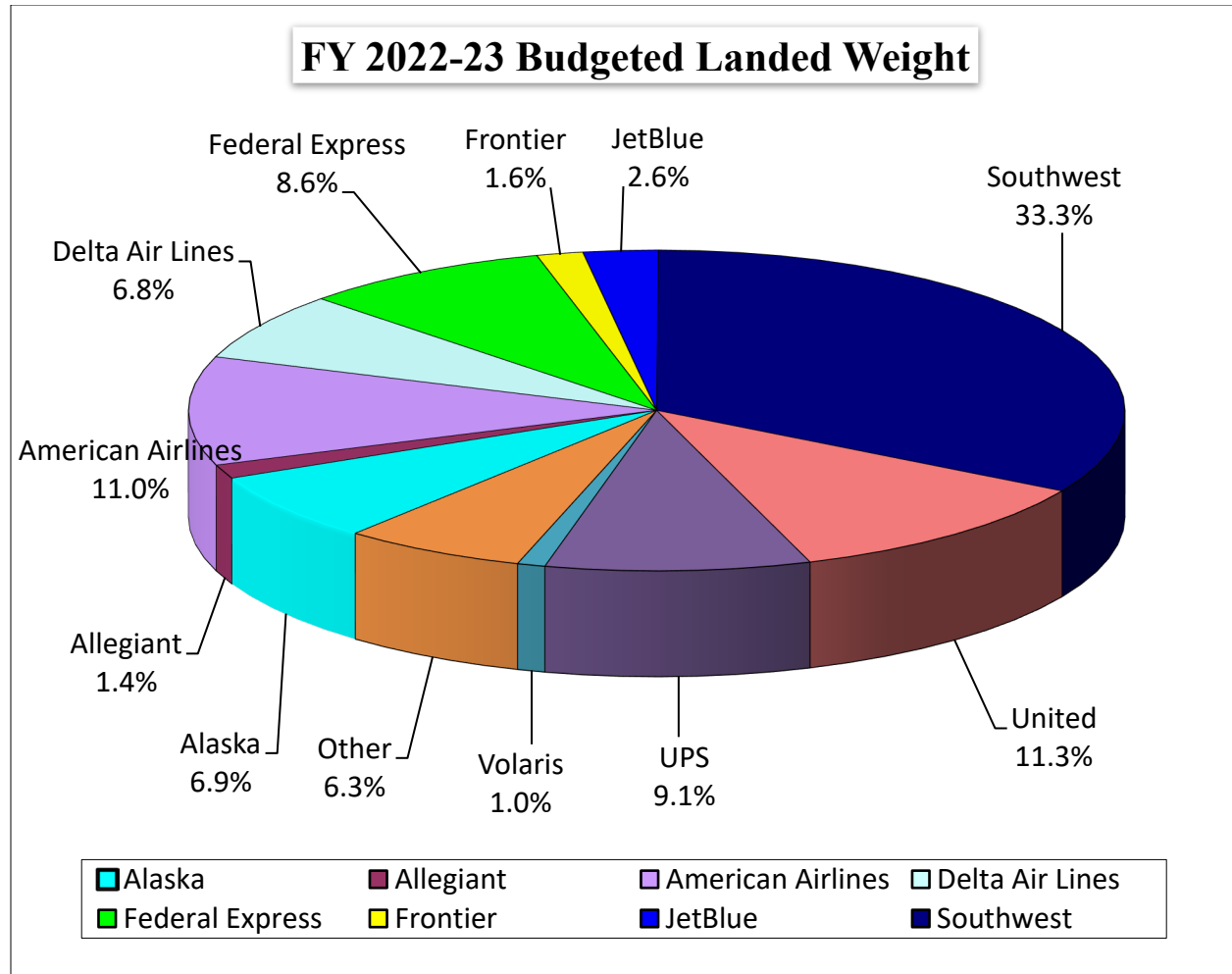
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**LANDED WEIGHT BY CARRIER (000 Lbs. Units)**

Landed Weight by Airline	FY 2020-21 Actual	FY 2021-22 Actual	Variance	FY2022-23 Budget	Variance from FY 2021-22 Actual
<b>Signatory Airlines</b>					
aha!	-	33,872	33,872	66,300	32,428
Alaska	171,489	226,813	55,324	244,230	17,417
American	334,152	413,665	79,513	385,108	(28,557)
Delta	241,266	252,886	11,620	240,394	(12,492)
Southwest	626,539	936,362	309,823	1,170,960	234,598
United	241,228	336,502	95,274	397,983	61,481
Other	-	-	-	-	-
	<b>1,614,674</b>	<b>2,200,100</b>	<b>585,426</b>	<b>2,504,975</b>	<b>304,875</b>
Federal Express	284,219	305,799	21,580	302,952	(2,847)
UPS	313,617	314,538	921	321,070	6,532
Other Cargo	42,846	20,144	(22,702)	47,084	26,940
	<b>640,682</b>	<b>640,481</b>	<b>(201)</b>	<b>671,106</b>	<b>30,625</b>
	<b>2,255,356</b>	<b>2,840,581</b>	<b>585,225</b>	<b>3,176,081</b>	<b>335,500</b>
<b>Non-Signatory Carrier</b>					
Allegiant	45,311	41,859	(3,452)	49,085	7,226
Frontier	30,273	34,922	4,649	56,309	21,387
Jet Blue	33,396	80,321	46,925	91,007	10,686
Volaris	22,392	30,993	8,601	33,844	2,851
Other	17,091	48,659	31,568	108,619	59,960
	<b>148,463</b>	<b>236,754</b>	<b>88,291</b>	<b>338,864</b>	<b>102,110</b>
	<b>2,403,819</b>	<b>3,077,335</b>	<b>673,516</b>	<b>3,514,945</b>	<b>437,610</b>
Percent Change			28.0%		14.2%



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**Financial Summary**

The FY 2022-23 Budget forecasts \$10.719 million in net revenue or discretionary funding to the RTAA generated by the airport system, an increase of \$3.069 million or 40.1% as compared to the prior year budget.

The table below provides a summary level comparison of the FY 2020-21 actual results, the FY 2021-22 Budget, and the FY 2022-23 Budget.

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Budget Category	FY 2020-21	FY 2021-22	FY 2022-23	Budget to Budget	
	Actual	Budget	Budget	\$ Change	% Change
<b>Operating Budget:</b>					
Revenues	\$ 43,662,916	\$ 48,081,224	\$ 68,196,310	\$ 20,115,086	41.8%
Expenses	(42,612,297)	(49,931,626)	(57,931,967)	(8,000,341)	16.0%
Revenues over Expenses	1,050,619	(1,850,403)	10,264,343	12,114,745	654.7%
<b>Other Sources (Uses):</b>					
Property, Plant and Equipment	(48,887)	(1,006,041)	(1,393,416)	(387,375)	38.5%
Debt Service	(2,247,975)	(2,250,450)	(406,800)	1,843,650	-81.9%
Capital Projects (Federal Stimulus)	-	-	(12,530,300)	(12,530,300)	-
Federal Stimulus Funds	7,114,061	11,745,950	13,650,300	1,904,350	16.2%
Interest Income	(48,887)	797,700	878,600	80,900	10.1%
Other Non-Operating Revenue	190,688	213,700	256,700	43,000	20.1%
Total Other Sources (Uses)	4,959,000	9,500,859	455,084	(9,045,775)	-95.2%
<b>Net Sources over Uses</b>	6,009,619	7,650,456	10,719,427	3,068,970	40.1%
<b>Other Revenues:</b>					
Passenger Facility Charges	4,514,399	5,564,200	8,879,500	3,315,300	59.6%
Customer Facility Charges	4,954,128	5,693,000	10,588,500	4,895,500	86.0%
Total Other Sources	9,468,527	11,257,200	19,468,000	8,210,800	72.9%
<b>Capital Budget</b>	8,538,142	8,455,573	24,152,427	15,696,854	185.6%

Description	FY 2020-21	FY 2021-22	FY 2022-23	Budget to Budget	
	Actual	Budget	Budget	\$ Change	% Change
Enplaned Passengers	1,231,616	1,508,886	2,367,203	858,317	56.9%
Cost Per Enplanement	\$ 9.74	\$ 9.57	\$ 7.47	\$ (2.10)	-21.9%
Landed Weights (000's)	2,403,819	2,701,967	3,514,945	812,978	30.1%
Landing Fees	\$ 3.23	\$ 3.23	\$ 3.50	\$ 0.27	8.4%
Terminal Rental Rate (avg)	\$ 45.74	\$ 55.31	\$ 54.40	\$ (0.91)	-1.6%
Debt Service Coverage	5.32	6.18	-	-	-
CARES/CRRSA	\$ 7,114,061.00	\$ 11,745,950	\$ 13,650,300	\$ 1,904,350	16.2%
Workforce (FTEs)	266.5	275.5	289	13.5	4.9%

A key element in sustaining airport operations, and recovery from the pandemic while maintaining the reasonably low-cost structure for airlines operating at RNO is the federal funding allocated to airports through the Coronavirus Aid, Relief and Economic Security (CARES) Act, Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), and American Rescue Plan Act (ARPA). The three acts combined provided approximately \$20 billion of relief for airport sponsors, including allocations of \$56 million for RNO and \$112,000 for RTS. The adopted FY 2022-23 Budget anticipates utilizing approximately \$13.650 million of federal stimulus to fund RTAA payroll and other operating expenses, and capital projects at both airports. A combined \$20.270 million federal stimulus funds were used in the prior three fiscal years (FY 2019-20, FY 2020-21, and FY 2021-22) by RTAA to maintain signatory airline rates and charges flat – no increase from the pre-pandemic FY 2019-20 adopted budget.

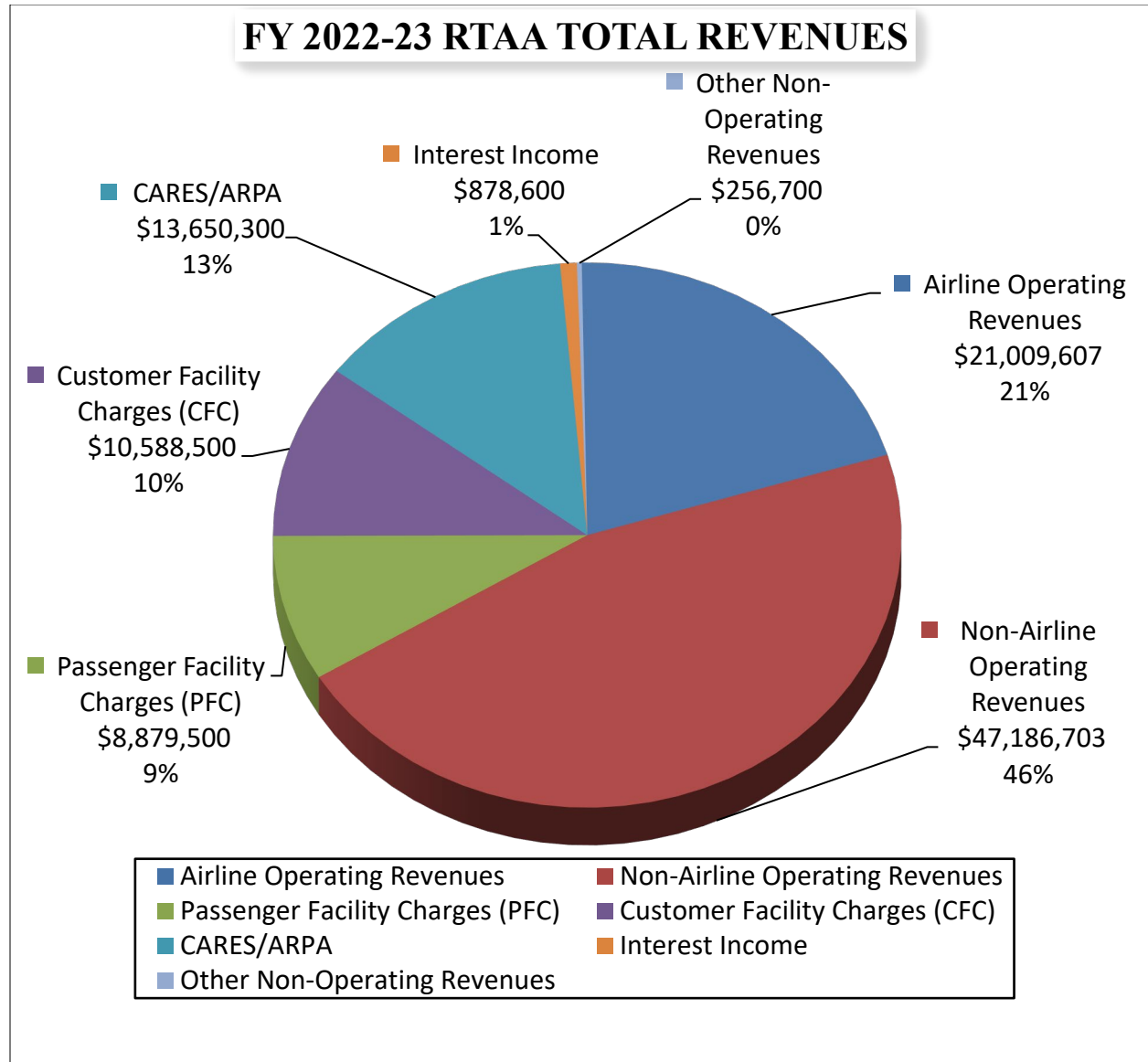
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**Revenue Forecast**

Total Revenues are composed of Operating Revenues (Airline and Non-Airline Revenues), and Non-Operating Revenues. In the FY 2022-23 Budget, Total Revenues are forecasted to be \$102.450 million, an increase of \$30.354 million or 42.1% from the FY 2021-22 Budget. The table below provides a comparison of the FY 2020-21 actual results, the FY 2021-22 Budget, and the FY 2022-23 adopted Budget:

Budget Category	FY 2020-21	FY 2021-22	FY 2022-23	Budget to Budget	
	Actual	Budget	Budget	\$ Change	% Change
Operating Revenues:					
Airline Revenues	\$ 14,988,902	\$ 16,978,753	\$ 21,009,607	\$ 4,030,854	23.7%
Non-Airline Revenues	28,674,013	31,102,471	47,186,703	16,084,232	51.7%
Total Operating Revenues	43,662,916	48,081,224	68,196,310	20,115,086	41.8%
Non-Operating Revenues:					
Passenger Facility Charges	\$ 4,514,399	\$ 5,564,200	\$ 8,879,500	\$ 3,315,300	59.6%
Customer Facility Charges	4,954,128	5,693,000	10,588,500	4,895,500	86.0%
CARES/CRRSA	7,114,061	11,745,950	13,650,300	1,904,350	16.2%
Interest Income	(48,887)	797,700	878,600	80,900	10.1%
Other Non-Operating	190,688	213,700	256,700	43,000	20.1%
Total Non-Operating Revenues	16,724,389	24,014,550	34,253,600	10,239,050	42.6%
Total Revenues	60,387,305	72,095,774	102,449,910	30,354,136	42.1%

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The Total Operating Revenue budget for FY 2022-23 is \$68.196 million. This represents an \$20.115 million or 41.8% increase from the FY 2021-22 Budget. Operating Revenues are summarized in two major categories:

- Airline related revenues, which for FY 2022-23, are anticipated to be \$21.010 million or approximately 31.0% of the Total Operating Revenues. Revenues attributed to the passenger and cargo airlines are in the form of landing fees and terminal building rents. The passenger airline derived revenue per enplaned passenger is forecasted to decrease from \$9.57 in the FY 2021-22 Budget to \$7.47 in the FY 2022-23 Budget.

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- Non-Airline Revenues represent \$47.187 million or approximately 69.0% of the FY 2022-23 Total Operating Revenues. The major non-airline revenue sources are the following: (1) Terminal Concessions including Car Rental, Gaming, News and Gift, and Food and Beverage; (2) Public Parking and Ground Transportation Revenues; (3) various Building, Hangar, and Land rents; (4) Reimbursed Services associated with cost recovery of maintenance of the Baggage Handling System (BHS), and (5) other non-airline revenues.

The table below provides a comparison of operating revenues between the FY 2020-21 actual results, the FY 2021-22 Budget, and the FY 2022-23 adopted Budget:

Budget Category	FY 2020-21	FY 2021-22	FY 2022-23	Budget to Budget	
	Actual	Budget	Budget	\$ Change	% Change
<b>Airline Revenues:</b>					
Landing Fees	\$ 7,663,481	\$ 8,527,353	\$ 12,102,307	\$ 3,574,954	41.9%
Terminal Building Rents	7,398,018	8,451,400	8,907,300	455,900	5.4%
<b>Total Airline Revenues</b>	<b>15,061,499</b>	<b>16,978,753</b>	<b>21,009,607</b>	<b>4,030,854</b>	<b>23.7%</b>
<b>Non-Airline Revenues:</b>					
Concession Fees	\$ 9,628,196	\$ 10,592,343	\$ 17,161,806	\$ 6,569,463	62.0%
Parking/Ground Transport	7,361,177	8,853,300	17,150,500	8,297,200	93.7%
Building, Hangar and Land	6,151,066	6,540,846	6,781,127	240,281	3.7%
Reimbursed Services	1,818,482	2,194,932	2,972,759	777,827	35.4%
Other Revenues	3,256,769	2,921,050	3,120,511	199,461	6.8%
<b>Total Non-Airline Revenues</b>	<b>28,215,690</b>	<b>31,102,471</b>	<b>47,186,703</b>	<b>16,084,232</b>	<b>51.7%</b>
<b>Total Operating Revenues</b>	<b>43,277,189</b>	<b>48,081,224</b>	<b>68,196,310</b>	<b>20,115,086</b>	<b>41.8%</b>

**Airline Revenues**

The airline agreement, discussed in further detail in Section 5 - Financial and Budgetary Policies, sets forth the rate setting formula by which airlines pay for the facilities and services they use. RTAA is currently operating under a three (3) year airline agreement as an extension of the five (5) year airline agreement and business arrangement that went into effect July 1, 2015. The current agreement ends on June 30, 2023. The FY 2022-23 annual budget was developed based on the business arrangement specified under this agreement.

The total FY 2022-23 Airline Revenues are forecasted to be \$21.010 million, an increase of \$4.031 million or 23.7% from the FY 2021-22 Budget. This reflects higher cost recovery in the airline cost centers due to operating budget and fixed asset increases.

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Landing Fee

Pursuant to the airline agreement, landing fees are determined by the cost recovery requirements in the Airfield Cost Center. Landing fees are charged to passenger and cargo carriers for each aircraft landing based on the Maximum Gross Landed Weight of each aircraft. Landing Fee revenues of \$12.102 million budgeted for FY 2022-23 represent an increase of approximately \$3.575 million or 41.9% as compared to the FY 2021-22 Budget.

The landing fee rate of \$3.50 per thousand pounds of landed weight budgeted for FY 2022-23. With the anticipated increase in the cost of operating the airfield, the fee is projected to have a small increase. However, RTAA allocated \$1.120 million towards the landing fee rate to minimize the increase, which is \$0.27 higher than the FY 2021-22 Budget.

The following are factors impacting the requirement in the Airfield Cost Center and the calculation of the landing fee in the FY 2022-23 Budget:

- Landed weight forecasted at RNO for FY 2022-23, is 3.515 million thousand-pound units, an increase of 30.1% from the FY 2021-22 Budget. The significant increase as compared to the prior year budget reflects the 36.2% higher landed weights forecasted for the passenger airlines operating at RNO. Cargo airlines are forecasting a combined increase of 8.2%.
- The operation and maintenance costs allocated to the Airfield are estimated to increase by \$1.859 million or 15.9% above the prior year budget. This increase is due to both the overall increase in direct costs and the allocation of indirect operating budget assigned to the Airfield Cost Center. RTAA implemented budget cuts during the COVID-19 pandemic to limit cost increases to its airline partners, and to maintain cash reserves. Budget cuts were restored in FY 2022-23 due to the airport's operating and maintenance needs while passenger air traffic is expected to exceed pre-pandemic levels.
- Fixed assets and capital project cost recovery of \$690,500 represents a decrease of a combined \$44,500 from the FY 2021-22 Budget and \$83,100 below the current year updated forecast. The FY 2022-23 Budget primarily reflects an investment in purchasing a compact sweeper, tools, and equipment, and one defibrillator. A detailed presentation of the FY 2022-23 fixed assets and capital program is in Section 8 – Capital Budget.
- Federal stimulus (CARES/ARPA) funds of \$1.120 million are applied to reduce the airline landing fee in FY 2022-23.

Indirect or administrative cost allocations are assigned under the airline agreement based on actual or budgeted costs identified to the six direct cost centers (Airfield, Terminal, Baggage Handling System (BHS), Ground Transportation, Other, and Reno-Stead Airport).

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The detailed landing fee rate calculation and variance analysis appears in Section 6 – Revenues.

Terminal Rental Rate

Terminal rentals reflect cost recovery of terminal costs allocated to airline occupied facilities (compensatory basis) with total facility costs divided by rentable terminal square footage. The average terminal rental rate is calculated as the difference between the Total Requirement, composed of operation and maintenance expenses, debt service requirements, and capital expenditures, the airline reimbursements and the airlines' portion of the revenue sharing, divided by rentable terminal space.

The Revenue Sharing Credit is calculated as 50% of the gross revenues less allocated expenses, debt service requirements, bond ordinance reserve requirements, repayment of loans to the capital account, special fund, and amortization requirements. The remaining 50% of the airport system net revenues is transferred to the RTAA's general purpose fund.

Rentable Terminal Space is the total area of the terminal building available for lease and dedicated to the sole use of the airlines, rental car companies, concessions, aviation service providers, various government agencies, and the RTAA for purposes of generating revenue and supporting operations. This rentable terminal space square footage is divided into the net terminal cost to calculate the rental rate in the airline agreement.

Total airline (signatory and non-signatory) terminal space rental revenue is estimated to be \$8.907 million in FY 2022-23, an increase of \$455,900 or 5.4% from the FY 2021-22 Budget. The average terminal building rental rate is set pursuant to the airline agreement, based on the requirements of the Terminal Building Cost Center. The following are significant factors impacting the requirements in the Terminal Building Cost Center and the calculation of the terminal rental rate in the FY 2022-23 Budget:

- The operating and maintenance budget allocated to the Terminal Building is increasing by \$2.733 million, or 13.1% above the FY 2021-22 Budget. With the return to pre-pandemic air traffic, RTAA has resumed normal spending, intends to fill vacant positions, and added some additional full-time employees needed to maintain the terminal building (two custodians and one jet bridge mechanic).
- Fixed asset and capital project expenditures of \$993,800 represent an increase of a combined \$129,400 or 15.0% above the FY 2021-22 Budget and \$131,200 or 15.2% above the updated forecast. A detailed presentation of the FY 2022-23 fixed assets and capital program is in Section 8 – Capital Budget.

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- The estimated signatory airlines’ portion of net revenue sharing for FY 2022-23 is \$5.245 million, an increase of \$2.338 million or 80.4% above the prior year budget.
- No federal stimulus is directly applied to the Terminal Cost Center in FY 2022-23.
- Debt Service of \$406,800 is introduced in FY 2022-23 associated with the Ticketing Hall Expansion Project. Funding of the projects through RTAA cash and short-term financing facility.

For the FY 2022-23 Budget, the average signatory budgeted rental rate is \$54.40 per square foot per annum, a decrease of \$0.91 or 1.6% compared with the FY 2021-22 Budget. This is due to the higher revenue sharing credit applied to signatory airlines as a reduction to their average terminal rental rate requirement. Non-signatory airlines typically pay higher rental rates, as they do not have a long-term commitment with the airport.

The detailed terminal building rental rate calculation and variance analysis appears in Section 6 – Revenues.

**Non-Airline Revenues**

Total Non-Airline Operating Revenues are forecasted to be \$44.323 million in FY 2022-23 Budget. This represents an increase of \$13.220 million or approximately 42.5% from the FY 2021-22 Budget.

The significant increase in non-airline revenue is primarily due to the fast recovery reflected in the FY 2022-23 passenger traffic forecast, which is expected to exceed pre-pandemic levels. As passengers’ appetite for leisure travel increases due to pent-up demand and ending travel restrictions, RNO’s passenger traffic has seen strong signs of recovery.

Concession revenues of \$17.162 million forecasted for FY 2022-23 are increasing \$6.569 million or 62.0% from the FY 2021-22 Budget, and \$3.386 million or 24.6% above the updated forecast. Concession revenues represent 38.7% of total non-airline operating revenues, and consist of gaming, food and beverage, specialty retail/travel essentials, advertising, rental cars, and other concession revenues. A significant increase in Concession revenue is the increasing trend of gross rental car revenues per enplaned passenger observed in the last fiscal year, expected to continue in FY 2022-23.

Auto parking and ground transportation revenues of \$17.151 million are forecasted to increase by \$8.297 million or 93.7% from the FY 2021-22 Budget. Auto parking and ground transportation represent 38.7% of the FY 2022-23 non-airline operating revenue budget. The



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projected increase in Auto parking and ground transportation revenues are from the recovery of passenger traffic and the increase in vehicle parking fees starting in FY 2022-23.

A detailed breakdown of the FY 2022-23 Non-Airline Revenues appears in the Section 6 – Revenues.

**Non-Operating Revenues**

The FY 2022-23 revenue budget also includes non-operating revenues of \$34.254 million, an increase of \$10.239 million or 42.6% from the FY 2021-22 Budget. This category primarily consists of Passenger Facility Charge (PFC) revenues, Customer Facility Charge (CFC) revenues, aviation fuel taxes and interest earnings on funds RTAA has available for investment. In addition, this category includes federal stimulus funds in the form of grant reimbursements from the Coronavirus Aid, Relief, and Economic Security Act (CARES), Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), and American Rescue Plan Act (ARPA).

A detailed breakdown of Non-Operating Revenues appears in Section 6 – Revenues.

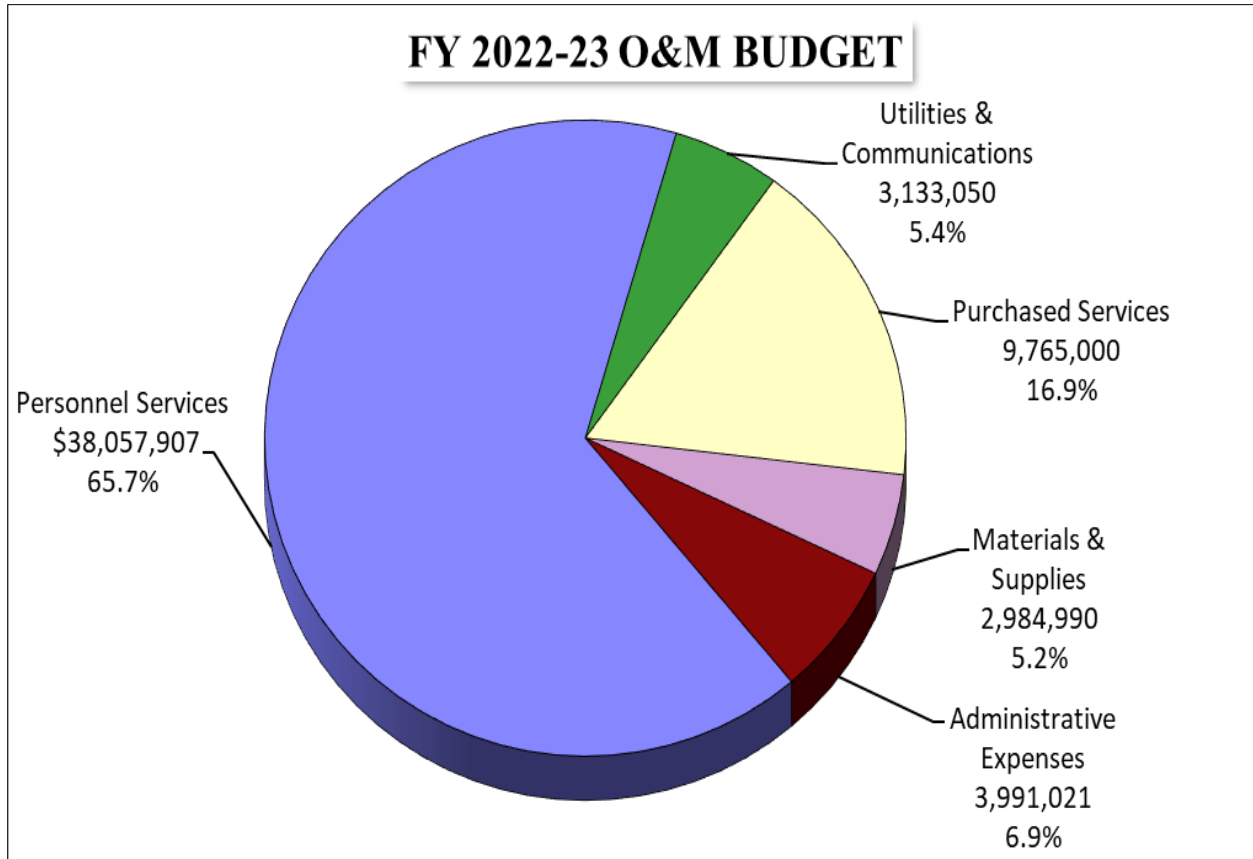
**Operation and Maintenance (O&M) Budget**

The FY 2022-23 adopted O&M budget of \$57.932 million is increasing \$8.0 million or 16.0% from the prior fiscal year as the organization returns to normal operations after a couple years of significant budget cuts. The budgets allocated to all major expense categories are increasing in FY 2022-23.

The following table provides an overview of the FY 2022-23 adopted budget as compared to the FY 2020-21 actual results, and FY 2021-22 Budget:

Budget Category	FY 2020-21	FY 2021-22	FY 2022-23	Budget to Budget	
	Actual	Budget	Budget	\$ Change	% Change
Operating Expenses:					
Personnel Services	\$ 30,923,994	\$ 32,947,635	\$ 38,057,907	\$ 5,110,272	15.5%
Utilities and Communications	2,454,099	2,848,730	3,133,050	284,320	10.0%
Purchased Services	4,887,352	7,699,265	9,765,000	2,065,734	26.8%
Materials and Supplies	2,259,926	2,657,659	2,984,990	327,331	12.3%
Administrative Expenses	2,086,926	3,778,337	3,991,021	212,684	5.6%
Total Expenses	42,612,297	49,931,626	57,931,967	8,000,341	16.0%

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The following are key drivers and significant changes incorporated into the FY 2022-23 O&M Budget:

Personnel Services

The Personnel Services budget of \$38.058 million includes the cost of salaries, wages, and benefits for RTAA’s employees. The approved budget includes funding for 289 full time equivalent (FTE) positions. In comparison to the prior fiscal year budget, expenses for personnel services are approximately \$5.1 million or 15.5% higher.

The budget allocated to salaries and wages increased by approximately \$3.638 million or 17.8% compared to the prior fiscal year. RTAA implemented a new bargaining agreement with The International Brotherhood of Teamsters (Teamsters) effective July 1, 2021, through June 30, 2026. Wage increases are budgeted to conform with the existing bargaining agreement. Additionally, The Board approved a new bargaining agreement with Airport Authority Police Officers’ Protective Association (AAPOPA) on June 09, 2022, and Airport Fire on June 30, 2022. Both bargaining agreements are effective July 1, 2022, through June 30, 2025. The

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approved budget for salaries and benefits for Airport Fire and AAPOPA increased approximately \$156,000 above the adopted budget of \$257,400 for FY 2022-23, for a combined total of \$413,400.

Overtime budget has increased by approximately \$115,000 or 8.3% compared to prior fiscal year primarily due to Airport Fire department overtime to address higher training and operational requirements.

Employee benefits, comprised primarily of health, dental, vision insurance and workers' compensation but excluding retirement contributions, are projected to increase by \$202,400 or 4.3% compared to the prior fiscal year due primarily to the higher number of positions funded in FY 2022-23.

Retirement contributions are projected to increase by \$1.163 million compared to the prior fiscal year. The increase is due to higher salaries and wages, as the contribution rates remain unchanged in FY 2022-23. The contribution rates effective July 1, 2022 are: 29.8% for regular employees and 44% for Police and Fire. These rates are set by the Public Employees' Retirement System (PERS) based on an actuarial valuation report adopted by the Retirement Board and formally established by the Nevada Legislature during its biennial session that occurs during odd number years.

Utilities and Communication

The Utilities and Communications budget includes the RTAA's electricity, water, and natural gas. The cost of telephone and data communication services is also budgeted in this section. The FY 2022-23 Budget allocated \$3.133 million to this expense category, an increase of \$284,320 or 10.0% compared to the FY 2021-22 Budget. The increase is primarily due to higher expenses anticipated in communications, electricity, and trash disposal.

Purchased Services

The Purchased Services expense category accounts for professional or specialized service contracts necessary to meet the support needs of RTAA, as well as maintenance and repair services for specialized systems/equipment, and related equipment rental. The FY 2022-23 Budget is \$9.765 million, an increase of approximately \$1.754 million or 21.9% from the FY 2021-22 Budget. The increase is primarily from Contracted Services and Other Professional Services, which accounts for \$1.206 million of the increase. Approximately \$711,100 of the funding for this category is from CFCs collected from rental car customers in support of property management and repair and maintenance costs of rental car facilities owned by RTAA.

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Materials and Supplies

Materials and Supplies are used primarily for the items needed by the Facilities and Maintenance staff to maintain both airports, as well as the office supplies used by administrative staff. The FY 2022-23 Budget estimates a total funding need of \$2.985 million for this category, an increase of \$327,300, or 12.3% above the prior year budget. Notable increases are in small tools and minor equipment, operating supplies, repair and maintenance supplies, and office supplies as the RTAA continues the path of recovery after the COVID-19 expense reduction efforts.

Administrative Expenses

Administrative Expenses are used for staff training, conference sponsorship and registration fees, travel, air service development and route maintenance, airport economic development, conference sponsorship and airport community relations. Also in this section are property and liability insurance premiums and credit card processing fees. Airport Insurance premiums are increasing for airport liability, vehicle liability, and public safety liability. Additionally, credit card processing fees are anticipated to increase because of parking and ground transportation usage and the increase in associated fees. The FY 2022-23 Budget for Administrative Expenses is \$3.991 million, which increased by \$212,700 or 5.6% from the prior year budget.

A detailed analysis of the FY 2022-23 Operating and Maintenance Expense budget can be found in Section 7 – Expenditures.

Personnel Complement

RTAA's total approved and funded personnel complement for FY 2022-23 reflects 289 full time equivalent (FTE) positions, a net increase of 13.5 from the positions approved in the prior budget year. The actual year over year increase in funded positions is 23.5 FTEs. The FY 2021-22 personnel complement included ten frozen (unfunded) positions. These were eliminated in FY 2022-23 and RTAA will no longer carry unfunded positions in the personnel complement. The Finance and Administration Division has undergone a reorganization resulting in a new Finance Department by consolidating the Accounting, Finance and Budget, and Internal Audit departments. The new structure is reflected in the updated organization chart. The general counsel function is planned to transition from a professional services agreement to two full time employees.

A complete explanation of personnel complement is provided under Section 4 – Organization Guide.

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**Debt Service**

As of July 1, 2022, RTAA was debt free. On December 1<sup>st</sup>, 2021, RTAA had approximately \$10.4 million of outstanding airport revenue bonds issued in 2015 with a fixed interest rate of 2.75%. The bonds were originally issued in 1996 to finance the construction of the parking garage, and pedestrian skyway. On December 9, 2021, the Board of Trustees approved the prepayment of the 2015 Bonds in the amount of \$10.778 million, which included the balance of principal, interest, and a prepayment fee. RTAA has received federal stimulus (CARES, CRRSA, ARPA) funds as reimbursement of the debt payoff amount in January 2022.

To provide a short-term financing facility for its capital program, as an interim bond financing plan, on July 14, 2022, RTAA Board approved a non-revolving credit agreement with Wells Fargo Bank for the issuance of airport system subordinate revenue bonds Series 2022 including Subseries A (AMT), Subseries B (Non-AMT), and Subseries C (Taxable) in the maximum aggregate principal amount of \$50 million. Drawdown amounts in each subseries will depend on the tax treatment of the capital projects it will fund. Funds can be drawn in any amount as needed and the loan can be repaid at any time before the expiration of the three-year term of the contract.

A complete explanation of debt service is provided under Section 9 – Debt.

**Property, Plant and Equipment (PP&E)**

A PP&E item is an asset with a useful life exceeding one year and a cost greater than \$5,000. Any equipment purchase greater than \$300,000 is reported as a Capital Project and amortized in the airline rates and charges over its estimated useful life.

The total PP&E budget for FY 2022-23 is \$1.393 million, an increase of \$387,400, or 38.5% from the FY 2021-22 Budget. With forecasted airline traffic exceeding pre-pandemic passenger levels and the reduced spending during the pandemic years, RTAA is planning on increasing investments in PP&E for FY 2022-23. The approved FY 2022-23 budget consists largely of equipment for a total of \$572,000, followed by vehicle purchases with of \$471,000.

The specific items approved in the FY 2022-23 Budget are presented in Section 8 – Capital Budget.

**Capital Projects**

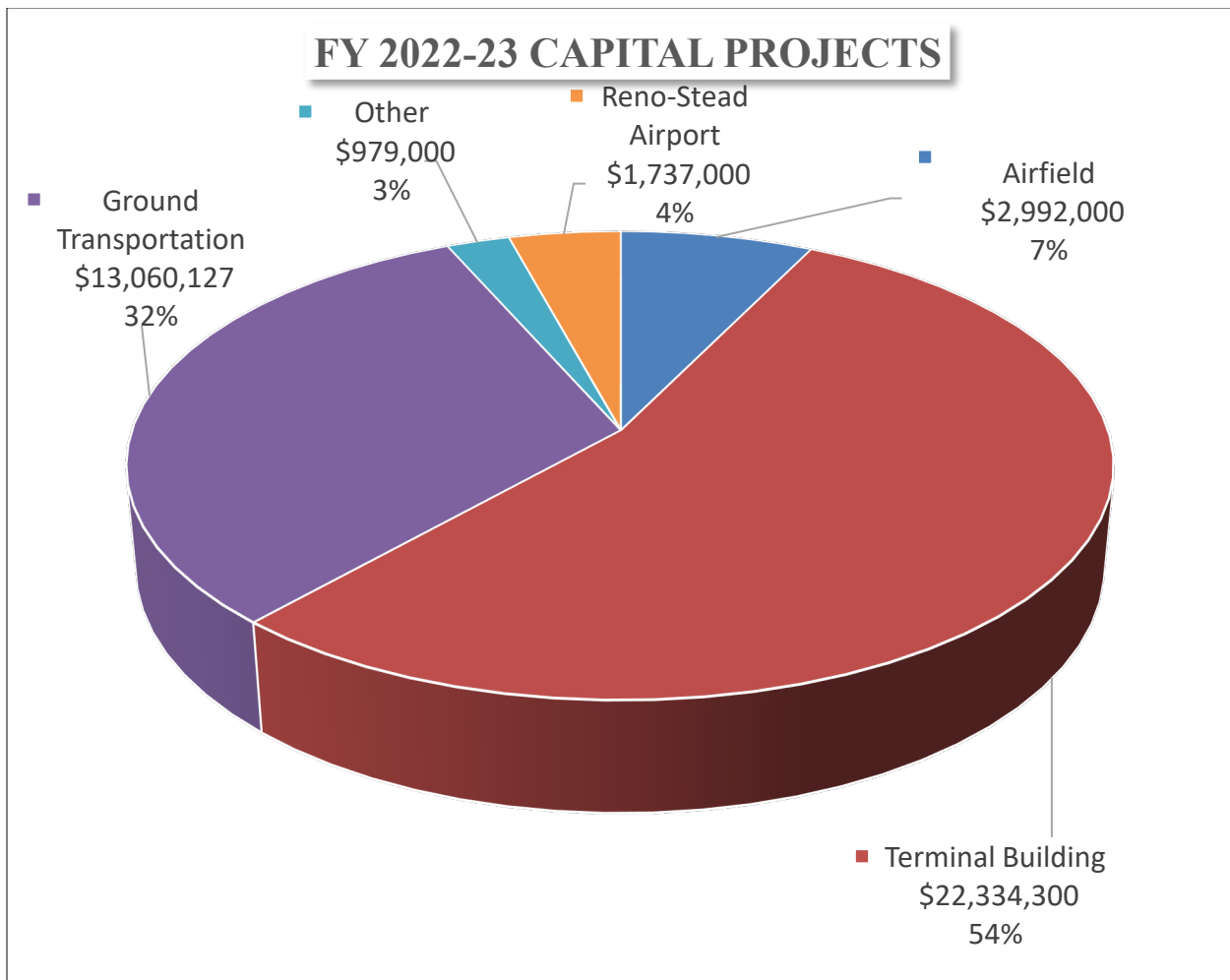
Capital Projects for RNO and RTS in FY 2022-23 funded from RTAA internally generated revenues, and other local funds (primarily the general purpose account, the special account, and the CFC account), and short-term borrowing, are estimated to be \$41.102 million. This budget represents an increase of \$32.647 million above the FY 2021-22 Budget.

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During the budget process all capital projects were prioritized and evaluated based on the following three criteria:

1. High Priority – Life safety, security or regulatory requirement;
2. Moderate Priority – Preventative maintenance and customer service enhancement;
3. Low Priority – Not Urgent; could be deferred to a future budget year.

The following chart shows the classification by cost center of the FY 2022-23 capital projects using RTAA funding:



A detailed list and discussion of the capital projects is provided under the Section 8 – Capital Budget.

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**Revenue Sharing Credit**

All revenues are assigned to a cost center (Airfield, Terminal, BHS, Ground Transportation, Other, and Reno-Stead Airport) with expenses netted against revenues for the cost center. In the airline agreement, 50% of net revenues (pledged revenues less operating expenses, debt service, and other requirements) for the fiscal year are applied to reduce signatory airlines' terminal rental rate in the current fiscal year. The remaining 50% of the RTAA's net revenues for the year are transferred to the General Purpose Fund.

Prior to calculation of the net revenue sharing credit, 35% of gaming revenues in each fiscal year are retained by the RTAA to fund capital projects at RTS and are not available to be used as part of the reduction for the signatory airline terminal rental rate.

Total net revenues in FY 2022-23 are estimated to be \$10.490 million as compared to \$5.814 million in the FY 2021-22 Budget, an increase of approximately \$4.676 million, or 80.4%. The increase in FY 2022-23 reflects approximately \$20.115 million or 41.8% in higher operating revenues. Operating expenses are also forecasted to increase by \$8.0 million, or 16.0%. Due to the significant increase in operating expenses forecasted for FY 2022-23, there is a \$1.168 million O&M reserve requirement charged to airlines in the revenue sharing calculation. In addition, \$1.684 million in cost recovery associated with fixed assets and capital projects reduced net revenues in the FY 2022-23 Budget. RTAA has allocated up to \$1.120 million of federal stimulus funds (CARES /ARPA) to help mitigate the effects of the COVID-19 pandemic on the airlines operating at RNO and maintain reasonably low airline rates and charges.

A detailed breakdown of the calculation is included in Section 5 – Financial and Budgetary Policies.

## **Section 3 – Strategic Initiatives and Budget Goals**



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The Reno-Tahoe Airport Authority (RTAA) operates two of the most important economic catalysts for our region – the Reno-Tahoe International Airport (RNO) and the Reno-Stead Airport (RTS). Together, these airports generate over \$3 billion in annual economic benefit for the region.

RTAA’s airports bring travelers to and from our businesses, distribution centers, manufacturing facilities, casinos, ski resorts, and families. In addition, RTAA provides facilities and services critical to air cargo transportation and provides a base of operations for the Nevada Air National Guard, general aviation, and the National Championship Air Races. RTAA is committed to providing the region with the highest level of services and facilities, while positioning the airports to be a catalyst for further economic growth.

To help guide the future of RTAA, on June 14, 2018, the Board of Trustees approved an updated Strategic Plan for FY 2018-19 through FY 2022-23. With significant improvement in the regional economy and an ever-changing aviation industry, the updated plan reflects input from the public and user groups as part of the current Master Plan update and direct input from airport committees, the Board, and staff.

The RTAA strategic planning process took place in 2018, and it can be reviewed on the RTAA website at [www.renoairport.com](http://www.renoairport.com) or by clicking [RTAA Strategic Plan](#).

The purpose and desired outcomes of the adopted RTAA FY 2019-23 Strategic Plan are the following:

- **Shared Vision** – A strategic vision for the organization that is shared by staff and the Board of Trustees.
- **Strategic Direction** – Core strategies that help guide RTAA over the next 5 years.
- **Roadmap** – A high-level plan to guide priority setting and serve as a helpful road map for staff and the Board of Trustees.
- **Planning Structure** – Long-term goals and performance measures that support the strategic priorities and provide a planning structure for setting objectives and annual action plans.
- **Agility/Flexibility** – A living, breathing plan that provides direction, but is also flexible and broad enough to incorporate constant changes in the aviation industry.

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**Strategic Plan Methodology**

The RTAA Strategic Plan consists of the following components, beginning with the broadest, long-term elements to the more specific, short-range, and tactical activities:

- **Vision Statement** – A short, concise, vivid statement of RTAA’s future, answering the question: “what will RTAA look like in 10-20 years?”
- **Mission Statement** – An overarching, timeless expression of RTAA’s purpose and aspiration, addressing both what RTAA seeks to accomplish and the manner in which to accomplish it. A mission statement is a declaration of an organization’s core purpose that answers the question, “why do we exist?”
- **Strategic Priorities and Support Strategies** – These items represent the long-term, continuous strategic focus areas that move the organization closer to achieving the vision. Strategic Priorities serve a five-year or more time horizon.
- **Long-Term Goals** – Explain how RTAA will accomplish the strategic priorities over the life of the plan with clear results associated with the objectives.
- **Key Performance Measures** – These are quantifiable measures that show evidence of movement toward the RTAA’s Strategic Priorities, and ultimately to achieving the Vision. Key Performance Measures are the most important performance measure for a strategic priority/goal (based on a strategy or major initiative).
- **Short-Term/Annual Objectives** – These objectives explain what RTAA will do in the short-term to accomplish long-term goals. Short-term objectives are developed by staff and included in department operating budgets with supporting action plans and resource needs.

The update to the Strategic Plan and the FY 2022-23 Budget focused on the following key questions:

- Why do we exist? (**Mission**)
- How will we behave? (**Values**)
- What do we do? (**Business Description**)
- What does success look like? (**Vision**)
- How will we succeed? (**Strategic Priorities & Long-Term Goals**)
- What is most important right “now”? (**FY 2023 Objectives**)
- How will we measure success? (**KPIs and Performance Measures**)
- Who must do what? (**Initiatives/Actions Items**)

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**Mission Statement – “Why do we exist?”**

*We Move You! We Bring the World to Reno-Tahoe and Reno-Tahoe to the World.*

**People** – We not only move individuals from place-to-place, but we MOVE them by providing a memorable, positive travel experience. This speaks to customer service, as well as the cleanliness, safety, and efficiency of our facilities. We Move You!

**Businesses** – We help businesses meet their objectives by affording them efficient, cost- effective and convenient travel routes. We also offer facilities for tenants and vendors. We also bring customers to them. This speaks to our marketing and business development functions. We Move You Forward!

**Air Transportation Industry** – We help our industry advance by actively participating in development of new equipment, processes, and technology such as Unmanned Aircraft System (UAS) development. We provide facilities for UAS testing. We Move You Upward!

**Communities** – We provide and stimulate economic opportunity and growth for the communities in our catchment area. We serve the community by bringing goods and resources into the region. We are the community’s gateway to the rest of the world. In direct and indirect ways, we improve life and living in the Reno-Sparks-Tahoe community. We Move Together!

**Employees** – We invest in our employees, and we treat them with respect. Through career development, wages and benefits, health programs and benefits, team building activities and employee assistance programs, we help our employees achieve their goals and to live healthy and happy lives. We Move as One!

**Values – “How do we behave?”**

With the concept initiated and developed by staff, RTAA has adopted the acronym of “THRIVE” to represent the organization’s values- (1) Teamwork for Results; (2) Honesty and Integrity; (3) Respect and Recognition; (4) Inspire and Innovate; (5) Versatility; and (6) Enthusiasm for Excellence. These values as outlined below represent the guiding principles to answer the question of how we behave:

**Teamwork for Results**

Teamwork is the foundation of any successful organization. In the working world, teamwork means staff needs to be able to trust one another in order to perform at the highest level and achieve the greatest results – regardless of what we are working on. This means that everyone on the team is empowered to do their best work, knowing that support is there when needed and that they have

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the autonomy to use their best judgment in any given situation. Working hard and having fun can be achieved simultaneously.

**Honesty & Integrity**

Honesty and Integrity are the first cousins of Trust. When staff operates from a position of honesty and integrity, all our interactions are more effective because we are working on an even playing field. Each employee trusts that other's words and actions are spoken and performed with good intentions for the individual as well as the organization. When all employees do the right things for the right reasons, everyone benefits. All employees are enabled to communicate their opinions and ideas honestly and directly.

**Respect & Recognition**

Respect and Recognition are both given and received. In a respectful environment, communication is open and courteous regardless of the subject matter or circumstance because every person who works here is of critical importance to the mission. The RTAA team will recognize and celebrate the good things employees do, both individually and as a team. Staff seeks to understand other viewpoints before arriving at decisions.

**Inspire & Innovate**

All RTAA employees have the capacity to Inspire and Innovate. With our respective talents and passions, every time we interact with another person, everyone can start the ripple effect that moves through the organization, igniting each of us with the remembrance that each of us does important work and impacts the lives of our co-workers and the community on a daily basis. With this in mind, RTAA recognizes that each employee actively participates in the success of the organization and contributes by freely sharing great ideas. With innovation and good intentions, the occasional outcome is failure. RTAA and its employees will use failures to learn.

**Versatility**

Versatility and agility, in an organization our size, is key to adapting to an ever-changing work environment. While clear direction is important, so too is the ability to be flexible in the way staff approach tasks, challenges, and opportunities. There is rarely only one way to do something, and each of us may need to explore various options in order to achieve the greatest success. Versatility provides the flexibility for all employees to support and assist each other during operational necessity and/or emergency situations.

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**Enthusiasm for Excellence**

A positive attitude can really take you places. By choosing to bring an enthusiasm for excellence to every task staff undertakes, RTAA recognizes the value of each employee’s work and a spirit of continuous improvement. In a collaborative environment, where each person’s contribution matters, a spirit of continuous improvement is achieved, and our best efforts lie in the next opportunity. This value aspires to create standards that others in the airport industry want to duplicate.

**Business Description – “What do we do?”**

RTAA provides/maintains air transportation facilities and delivers safe customer support services for the benefit of the region, while being financially self-sustaining.

**Vision Statement – “What does success look like?”**

By 2036, RTAA will provide modern, safe, convenient facilities and deliver customer satisfaction that is a source of community pride and serves as a significant contributor to the region’s economic health.

- **Nationally respected** because RTAA staff are innovative and adaptive, positioning the organization to embrace and pivot to changes through adapting to new technology, consumer trends and regional needs.
- **Modern, safe, and convenient facilities** because the facilities are customer focused, adhere to the highest safety and security standards, and are environmentally sustainable.
- **Customer satisfaction** because RTAA staff provides “real value” to customers and enable tenants to prosper.
- **Community’s pride** because the organization is the best place to work that demonstrates forward thinking, employee-focused values with a highly skilled, engaged workforce.
- **Significant contributor** because RTAA is a valued community partner and highly respected as the hub of the community, with RNO being easily accessible, meeting the community’s needs of convenience and ease of travel.

**Strategic Priorities and Long-Term Goals – “How will we succeed”?**

The RTAA Board of Trustees and staff, through the Strategic Plan process, established a vision for the future with an emphasis on eight (8) Strategic Priorities. The Priorities focus on elements

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the Board and staff deem critically important to the long-term viability of RTAA with maintaining existing and adding new air services. In addition, RTAA intends to further develop air cargo, optimize general aviation services, and expand and diversify non-airline revenue sources. This focus on business development, however, is impossible without a fundamental focus on customer service and creating a positive airport experience for our customers, tenants, and employees.

1. AIR SERVICE AND CARGO: Expand air service and cargo development.
2. SAFETY & SECURITY: Safety and security of all is our priority 24/7, 365.
3. GENERAL AVIATION: Foster an atmosphere to encourage general aviation growth at both airports.
4. CUSTOMER EXPERIENCE: Enhance services and provide a positive and convenient environment for all.
5. PEOPLE: Our employees are the current and future strength of our organization.
6. FINANCIAL DIVERSIFICATION AND GROWTH: Grow and diversify non-airline revenues at both Airports.
7. FACILITIES FOR FUTURE: Optimize infrastructure to address market demand.
8. SUSTAINABILITY: Operate and manage with a holistic approach reflecting sustainability and environmental stewardship.

**Strategic Priorities – Detailed View**

The eight strategic priorities provide the framework for the strategic direction of RTAA over the next several years. With a holistic focus across the whole organization, the strategic priority explanations below further clarify the intent of how RTAA will achieve its vision:



**1. Air Service and Cargo - *Retain and increase air service and cargo.***

Retaining and increasing commercial air service and cargo activities at RNO are essential to the region's economic growth and RTAA's long-term success. Growth in commercial air service

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greatly depends on three pillars - Air Carriers (supply), the Airport (infrastructure and facilities), and the Tourism and Business Communities (demand) - to stimulate demand and *sustain* it. RTAA needs to support and nurture these pillars throughout RNO’s catchment area, which extends to Lake Tahoe, Susanville, Gardnerville, and Elko.

The supporting strategies to retain and increase air service and cargo activities over the next five years are as follows:

**Retain and expand existing Air Service.** The airline industry expansion and consolidation will continue to be uncertain and volatile. To mitigate volatility risk and market changes, RNO will make every effort to retain current routes and existing carriers, which represent over 90% of the total U.S. domestic market share. Going forward, the strategic intent is to sustain the current diversification of airlines with a balance of ultra-low-cost, low-cost and legacy carriers. With existing air service, RNO offers one-stop options to virtually anywhere in the United States. There is also a presence of all three global alliances at RNO that provide numerous one-stop opportunities for international destinations. RTAA will continue to work with incumbent airline partners, regional partners, and other stakeholders to retain and expand (capacity in served markets) current air service.

**Pursue NEW opportunities that are operationally viable.** RNO has several domestic “bubble markets,” or markets that are on the cusp of warranting non-stop service. RNO must continue to work with airlines (incumbent and potential new) and regional partners to attract new air service. At RNO, high-density altitude and terrain will continue to put some constraints on long-haul opportunities. The current U.S. Customs and Border Protection rules and regulations, and facility constraints limit RNO’s international targets (airlines and destinations). A new Customs and Border Protection Facility is part of an updated terminal building under the 20-year RNO Master Plan, which would increase the ease of processing international passengers. There is an interim possibility to upgrade the current facility to accommodate 400 passengers an hour that will be explored (see Strategic Priority: Facilities for the Future). An upgrade could expedite travel and attract new international carriers. RNO will continue to pursue narrow body aircraft flights from Mexico/Central America and target pre-cleared non-stop flights from Canada.

**Anticipate market shifts/demands through data-based decision making.** RNO utilizes several data sources to monitor flight schedules, market demand/shifts, airline route health, airline strategies, etc. In addition to traditional air service sources, RNO partners with local stakeholders to identify leisure and business market demand for the Reno-Tahoe region.

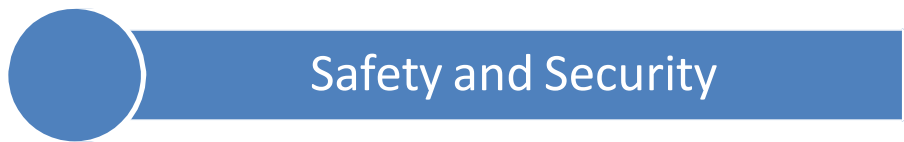
**Strengthen community awareness and support.** An increase in passenger and cargo services is dependent upon ongoing partnerships, communication, and marketing to the entire catchment area. RTAA will continue to add new partnerships and strengthen current relationships with the regional conventions and visitors’ authorities, the Economic Development Authority of Western Nevada (EDAWN) and Nevada Commission on Tourism (Travel Nevada) to grow and sustain

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air service. RNO will continue the community awareness program that includes air service educational sessions, local presentations/meetings, etc. RNO will find opportunities to inform the community on which target markets are operationally viable to pursue, given the high-density altitude, terrain, and other constraints. RNO will continue to work very closely with the Regional Air Service Corporation and assist the leadership to increase membership, which benefits air service development. RNO will continue to promote air service to the general public in the Reno-Tahoe catchment area by creating and executing an annual “Marketing Campaign.” Unlike the tourism industry, this “Marketing Campaign” is focused on Reno originating traffic.

**Increase airline regional awareness.** It is very important for airlines to understand the true potential of markets they serve or are interested in serving. Airlines look at several sets of assumptions and forecasts consistent with the emerging trends taking place within the aviation industry. Most importantly, they look at the local demand and economic environment of the market they’re interested in serving. RNO will focus on bringing airline representatives to the Reno-Tahoe region as guests to showcase the area using private invitations, in participation with community air service educational sessions, special event attendance and more, in order to assist airlines to understand the true RNO market potential.

**Retain and expand air cargo.** In addition to dedicated cargo carriers, such as FedEx and UPS, certain passenger airlines carry belly freight, which offers an opportunity for increased revenue. Cargo demand drivers need to be better understood to ensure current weight and volumes are sustained. Cargo expansion may be drastically altered with a fourth cargo carrier entering the market. RNO has airfield capacity and land available in the RNO’s southwest quadrant to support cargo expansion and regional distribution needs.



## Safety and Security

**2. Safety and Security - *Maintain high levels of safety and security for everyone who utilizes our airports.***

RTAA has a very successful record of managing and implementing RNO safety and security measures required of a commercial airport as well as those required of a 24/7 facilities operation (e.g., worker and customer safety) without negatively impacting RNO’s customer experience priority. RTAA will strive to continually improve methods and systems to respond to, and improve the effectiveness of, programs related to safety and security for the well-being of all employees and the traveling public.



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The strategic approach is to increase safety and security as follows:

**Extend RNO security and safety plans, training, etc. beyond what is legally required.** As safety and security risks evolve and expand beyond the traditional response to an aircraft accident, it is imperative RNO be prepared. This plan includes not only an appropriate response to the initial emergency, but also continuity of operations for situations that can have a longer lasting impact.

**Be inclusive.** Since a catastrophic event can quickly exhaust the available resources of RTAA, we must continue to train in emergency preparedness with our RNO tenants and other community partners to enhance the effectiveness of our response.

**Consider design and technology as opportunities.** New technologies are continually being developed to increase safety and security and to provide positive customer experience and continuity of operations during an emergency. As such, RTAA should evaluate the benefits of those new tools and incorporate them as appropriate.

**Continue to maintain security at RTS.** In compliance with GA airport requirements, RTAA will evaluate opportunities to enhance or improve airport operations and facilities safety and security.



**General Aviation**

**3. General Aviation - Foster an atmosphere to encourage general aviation growth at both airports.**

General Aviation (GA) includes all civil and military aviation operations other than scheduled passenger and cargo airline operations. GA flights are conducted for pleasure, private business and public service that need more flexible transportation than scheduled commercial airlines offer. General Aviation is a key contributor to regional economic growth; it supports business growth not only from this region but also to this region (through jet services/MRO's, FBO's, etc.)

To continue to foster an atmosphere to encourage GA services, facilities and operations growth, the strategic approach is as follows:

**Maintain existing facilities at both RNO and RTS and support third-party private investment.** RTAA has a significant investment in existing airfield infrastructure at both Airports. To optimize and extend the useful life of these assets, staff will continue its ongoing program of preventive maintenance and major rehabilitation programs. In addition, RTAA has several lands, GA services, hangar, and industrial development opportunities that are “market- driven” and

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dependent upon private party investment. RTAA will provide support and assistance to facilitate this investment in facilities at both Airports.

**Balance all user needs at Reno-Stead Airport:** RTAA will promote the quiet enjoyment of GA at the RTS, leveraging the value of the terminal and encouraging private investment in facilities and businesses that meet changing demands. RTAA supports and recognizes the important balance between the GA community, development of vacant land into a business park and the National Championship Air Races at the RTS - all of which have local economic impact.

**Proactively engage with GA Community:** RTAA is in a position to promote and support GA changes with RNO and RTS tenants, visiting users, industry groups, and neighbors, including UAS, and accommodating user needs and preferences. RTAA will work with tenants and users to promote common rules and business policies that contribute to a strong, safe GA community and sustainable airport facilities.



Customer Experience

**4. Customer Experience - *Provide a positive environment and experience for all.***

Both Airports makes the ultimate first and last impression when people come and go from our region. RTAA’s goal is to provide a welcoming environment that inspires a positive, lasting impression. First-class customer service is part of RTAA’s DNA, and it is a goal to continue an environment reflective of the service-oriented culture. RTAA views everyone at the Airports as RTAA’s customer, including airlines, tenants, concessionaires, general aviation, the military, our regional business community, and anyone doing business with our family of tenants. This strategic priority focuses on enhancing the holistic customer experience for all stakeholders by:

**Maintain RNO’s ease of access:** The central location of RNO is a competitive advantage to the airport itself and the region overall. Under the current 20-year RNO Master Plan, the RNO’s location will be maintained in the center of the Reno-Sparks region. Strategies and collaboration with community partners will be leveraged to increase the ease of access from the I-580 interchange. Ease of access also includes customer flow. Surveys highlight customer appreciation for the convenient facilities that make travel quick and easy. Proximity of the parking garage to rental cars, ticket lobby, checkpoint, and bag claim must be maintained, in accordance with the Master Plan, to continue to meet and exceed customer expectations.

**Empower RNO passengers to control their travel experience.** Technology enhancements and connectivity will continue to empower passengers to control and influence their own experience. Technology enhancements, especially common use facilities, must be considered to reduce passenger anxiety while making current processes more efficient.

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**Provide amenities that delight customers.** Consistently measure and monitor the changing needs and preferences of customers to enhance facilities and services targeted at delighting and invigorating a wide range of customers. Partner with stakeholders and tenants to utilize customer data to help guide future decisions on enhancements.

**Strengthen RTAA’s community leadership & branding.** We Move You and We Move You Safely. Create a multifaceted marketing campaign to raise the community’s awareness of RTAA’s value to the community and the services we offer. Broaden RTAA’s government relations engagement with regional, state, and federal partners to maintain and enhance the RTAA brand. Strengthen community leadership through robust community outreach.

**Continue to provide memorable positive travel experiences at RNO.** RTAA is known throughout the industry as a leader for being creative, innovative, and spontaneous. We have award-winning customer service programs and innovative event planning. We will continue to adopt proactive innovations to create a travel experience that delights passengers with above-and-beyond welcomes to our community, engaging social media posts, and creative media events.



**People**

**5. People - *Our employees are the current and future strength of our organization.***

RTAA staff recognizes that the organizational team is the foundation of maintaining a world-class airport. In order to stay proactive in a changing industry, it is critical to invest in people while enhancing the respectful organizational environment. This effort will focus on training and innovation to strengthen the professional development, skills, and abilities of RTAA staff and the Board of Trustees, maintaining and enhancing the positive RTAA environment and organizational values, and fostering a collaborative and supportive working relationship between staff as well as the Board of Trustees.

The strategic approach to achieve this priority will focus on:

**Continue to build a strong culture.** RTAA will continue its focus on fueling our vibrant workplace by continuing to engage and value our employees, enhance their employment experience, and perpetuate the passion for our THRIVE values.

**Encourage and invest in leadership development.** RTAA is committed to developing dynamic leaders who pursue constant growth, consider the needs of the organization before self or division, champion accountability, have a willingness to be self-critical and provide intentional mentorship.

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**Enhance workforce planning.** RTAA will nurture a forward-focused framework to ensure that the workforce is appropriately aligned to efficiently and effectively support the present and future needs of the organization.



**Financial Diversification and Growth**

**6. Financial Diversification and Growth – *Grow and Diversify Non-Airline Revenues at both airports.***

RTAA is an independent entity that is not part of any other state or local government and does not use property or sales tax revenue to fund its operations. RTAA must be financially self-sufficient, with revenues generated at both Airports paying operating expenses, debt service, and various capital asset needs. The long-term focus on revenue diversification and growth is a foundational priority. Standard approaches to revenue generation, such as parking and rental cars, may shift over the next five to ten years.

Therefore, the strategic approach to optimizing long-term diversification is:

**Continue competitive airline cost-per-enplanement focus to retain and attract air service.**

Due to the nature of the airport’s financial structure and financial partnership with the airlines, revenue derived from the airlines are based on a cost recovery methodology outlined in the use and lease agreement. One important factor in the ability of RTAA to attract air service is keeping a competitive cost structure, which requires prudent cost management. In addition, passenger airline costs to operate at RNO are reduced through a revenue sharing credit that is directly impacted by the growth and diversification of non-airline revenue sources. Any deterioration of obtaining fair market value rents from tenants will have a negative impact on affordability and financial viability for the airlines to retain existing or provide new air serve.

**Encourage and foster new services and product offerings to address evolving market segments and customer expectations.**

Non-airline operating revenues comprised of public parking fees, rents collected from airport tenants, rental car and terminal concessions, and hangar and land leases generate 65% of total RTAA operating revenues. The net revenues allow RTAA to reinvest back into facilities at both Airports in equipment that serve our customers and fund the other initiatives in the Strategic Plan. As the “baby boomers” enter retirement and “millennials” move into their working years and begin household formation, each generation will be looking for targeted services and facilities to enhance their travel experience. RTAA has an opportunity to offer new services to meet changing consumer needs and preferences, which in turn can generate additional non-airline revenue.

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**Evaluate public parking/rental car services as demand may decline due to competing businesses and emerging technologies.** Public Parking and Rental Car Concession and Facility leases are the main source of non-airline revenue. With the introduction of transportation network companies (Uber, Lyft, etc.) and the potential future for autonomous vehicles, the uses of public parking/rental car services may decrease these key non-airline revenue sources. In this new emerging environment, RTAA will need to evaluate market segmentation and other dynamic parking/price options, as well as establishing strategies to best repurpose existing facilities, if needed.

**Enhance the revenues generated at Reno-Stead Airport (RTS) through land development.** Through the existing Master Developer Agreement, RTS has the potential to become an industrial hub for aviation and non-aviation related businesses, including unmanned aircraft, manufacturing, logistics and other businesses that prefer to be at a general aviation airport or located within Washoe County. With the intent to create a business park campus and employment center, RTS is 37% or 2,400 acres of the total vacant industrial land in Washoe County and 60% of the City of Reno land zoned for industrial or mixed use. Land leases offer the opportunity to be a significant solution to diversifying revenue sources from traditional non-airline revenue sources. To ensure alignment with the General Aviation Strategic Priority, RTS development is currently restricted to approximately 1,700 non-contiguous acres to ensure its ability to host the Reno Air Races.

**Develop and implement strategies to expand customer base to more than airline passengers.** One current trend is for commercial airports to be a regional destination for residents, beyond air travel. Some airports are enhancing services to create an attractive destination for local residents. The RNO Gateway offers an opportunity to attract additional revenue from the local community through a development partner that plans to construct a new hotel, restaurant, and office facilities. In addition, RNO pre-security terminal services offer an opportunity to attract local residents to shop and take advantage of business services not solely focused on passenger needs and preferences. With the relocation of rental car operations, public parking availability will increase and its convenient proximity to the terminal facilities will support the local destination concept, which can be integrated into the planning and design features of the concourse replacement program. See Strategic Priority #3 - Facilities of the Future.

**Engage RNO Land Development Opportunities.** Through industry participation and developer relationships, continue to actively engage with prospective tenants, developers, and capital investors.



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**7. Facilities for the Future** – *Optimize existing facilities and construct new infrastructure at both Airports to address market demand and implement the RNO Master Plan.*

As an integral element to all Strategic Priorities, RTAA must not only support but also proactively respond to market demands. Infrastructure needs outlined in the RNO Master Plan provides a proactive response to the projected growth of passenger traffic at RNO by nearly 60% from 2017 to 2036, which is on top of a 10% increase from 2016.

The RTAA’s master plan can be viewed on the RTAA website at [www.renoairport.com](http://www.renoairport.com) or by clicking [RTAA Master Plan](#).

The strategic approach to create facilities for the future is:

**Relieve congestion in RNO public parking and rental car facilities.** RNO’s growth over the last five years has resulted in congestion in the public parking facilities requiring RTAA to implement overflow procedures more frequently during peak periods. Additionally, the Short-Term Parking area on the first floor of the garage fills to capacity during peak periods multiple times per week due to constraints caused by sharing the space with the rental car companies. Moreover, the rental car companies are requesting additional ready/return space to meet their growth in demand. To address these issues, RTAA needs to fund and construct a new Consolidated Rental Car Facility (CONRAC) to move rental cars out of the public parking structure, which will increase parking capacity and improve customer service.

**Replace RNO terminal concourses and provide a new Customs and Border Protection facility.** With the existing concourses being 40 years old, RTAA needs to replace RNO terminal concourses with new and larger concourses to address existing constraints, such as limited space for new amenities and concessions, and allow for future growth and expansion for both domestic and international travel. This effort will focus on development of the first phase of the following recommendations:

- Provide 24 gates, with a clear path of future expansion to achieve a total of at least 27 gates;
- Provide taxi-lanes sized to accommodate aircraft similar in size to the Boeing 757 (B757);
- Provide a new Customs and Border Protection (CBP) facility sized to process 400 passengers per hour and provide an improved passenger experience;
- Provide administrative office space sized and located to meet current and future needs;
- Provide expanded spaces for amenities, concessions and hold rooms.

**Modernize the RNO Terminal Building to accommodate future technologies and enhance customer experience and wayfinding.** The terminal building consists of the functional areas in the non-sterile zone, including the ticketing hall, main lobby, security-screening checkpoint (SSCP) and baggage claim areas. The facility requirements analysis in the RNO Master Plan

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shows these areas are sufficient in size through the projected 2036 planning period. However, RNO currently experiences congestion, queuing, and wayfinding issues. This effort will focus on the following areas:

- **Ticketing Hall** – Expand circulation by relocating the existing entry outside of the existing terminal building envelope into the curbside public space to improve queuing and circulation and build new restrooms near the ticket hall area.
- **Arriving Passengers** – Currently, arriving passengers move from the level 2 concourses to level 1 of the terminal building at the northwest corner of the SSCP area. This point of arrival at level 1 happens to coincide with the formal entry to the SSCP area causing potential confusion and congestion during regular operations, but even more so when SSCP queuing overflows. RTAA will evaluate new terminal concourses and consider the option of a new arriving passenger experience at the north end of the existing baggage claim area.
- **Intuitive Wayfinding** – The basic layout at RNO allows for intuitive passenger wayfinding. However, the current organization of concessions, art, gaming, and other amenities has relied heavily on signs to communicate wayfinding. The execution of this signage diminishes the intuitive nature of the airport layout. RTAA will focus on enhancing clarity through a number of improvements.

**Modify the RNO Airfield to FAA Compliance.** The runway and taxiway system are in good condition and meets FAA standards, except for some non-standard geometry that should be addressed as new airfield projects are implemented. The following are identified airfield improvements:

- **Runway 16R CAT II Approach:** Site the location of an additional Runway Visual Range (RVR) on Runway 16R to enhance instrument approach capabilities.
- **Deicing Aprons:** Examine dedicated deicing or anti-icing areas at ends of Runways 16R/L and 34L/R to help facilitate operations during winter storms.
- **Address taxiway hot spots and intersections:** The FAA has designated three areas on the airfield as being areas of high potential for incursion and improvements to these areas need to be evaluated to enhance safety.
- **Develop airfield geometry improvements to address non-standard taxiway geometry and intersections that do not comply with FAA taxiway design guidance.**

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- Consider moving aircraft hold short positions to 294 feet from runway centerlines. RTAA will coordinate with FAA Airport District Office to clarify the need for compliance with new standards.
- Run-Up Aprons: Evaluate areas to locate pavement where propeller aircraft can perform system checks prior to departure.

**Develop a Plan of Finance and Negotiate Business Agreements.** In order to provide funding for RNO Master Plan facility improvements, RTAA staff, in conjunction with a complete Financing Team, will review each project to identify funding sources and eligibility. The funding sources that do not affect airline rates and charges are Customer Facility Charges (CFC) from rental car customers, Airport Improvement Program (AIP) Grants from the FAA and Passenger Facility Charges (PFC) collected on each airline customer’s ticket. Subject to providing funding for critical asset preservation and ongoing equipment replacement needs, these funding sources can be used on either a “pay-as-you-go” basis or CFCs and PFCs can be leveraged to support debt issuance. In addition, RTAA will explore options for public-private partnerships (P3) and tenant financing associated with terminal development and landside concession opportunities where appropriate.

RTAA also has internal funds derived from operations and the ability of RTAA to issue airport system revenue bonds. RTAA is currently in a strong liquidity position and has a very low debt to enplaned passenger ratio as compared to other small and medium hub airports. Subject to airline approval, RTAA has bonding capacity available to help meet this strategic priority.

For each capital project, a plan of finance will be developed based on a detailed programmatic study, design, and cost estimate. Each key stakeholder impacted by the project will be integrated in the design process. If a tenant is obligated to lease space in the facility and be impacted by fees and rents collected by RTAA, a business agreement will be negotiated and executed prior to notice to proceed with construction.

**Maintain existing facilities at both RNO and RTS and support third-party private investment.** RTAA has a significant investment in existing infrastructure at both Airports. To optimize and extend the useful life of these assets, staff will continue its ongoing program of preventive maintenance and major rehabilitation programs. RTAA will also provide support and facilitate third-party private investment in facilities at both Airports.





## Sustainability

**8. Sustainability** – *Operate and manage both airports with a holistic approach reflecting sustainability policies and practices along with environmental stewardship.*

Sustainability is a state of existing that can be supported and maintained at a specific level, indefinitely. It all boils down to living within our limits and making decisions with a long-term perspective to ensure the continued viability and future of the organization and the community we serve. RTAA employs the Airport Council International’s EONS approach to help guide sustainability policies and practices. Airport Sustainability is a holistic approach to managing an airport to ensure the integrity of the Economic Viability, Operational Efficiency, Natural Resource Conservation and Social Responsibility (EONS). Aviation industry research and sources validate that the environmental and energy-based sustainability initiatives, already being implemented and practiced at RTAA, are in line with industry standards, expectations or any mandates required by regulatory agencies.

The RTAA’s annual sustainability report can be viewed on the RTAA website at [www.renoairport.com](http://www.renoairport.com) or by clicking [RTAA Sustainability Plan](#).

The strategic approach to sustainability and environmental responsibility is as follows:

**Maintain a healthy balance between economic viability and environmental responsibility.** Economic health ensures the future operations and continued viability of our airports. RTAA staff strives to enhance economic viability by increasing revenue generation, decreasing costs, and investing in long-term projects with a return on capital investment. RTAA’s economic viability is the fundamental operational requirement underlying all aspects of sustainability.

**Prioritize operational efficiency to do more with less as a first place to start.** Operational efficiency, in its simplest terms, is doing more with less because of effective management and creative ideas. RTAA operates under the 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.

**Conserve natural resources through policies, technology, recycling, and reuse.** Conserving and protecting our natural resources is the most easily identifiable sustainability focus area. 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. RTAA will strive to expand on this philosophy and incorporate new technologies, as appropriate.

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**Be exceptional community stewards and leaders in 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 an understanding of the value that airports provide to the community.

**Key Performance Indicators (KPIs) and Performance Measures – “How do we measure success?”**

The following long-term goals and performance measures were established in the adopted in FY 2019-23 Strategic Plan:

**FY 2019-23 Long-Term Goals and Performance Measures**

<b>Strategic Priority</b>	<b>Long-Term Goals</b>	<b>Performance Measures</b>
<b>AIR SERVICE AND CARGO</b>	Maintenance of Existing Air Service Routes	Number of average daily seats Total number of airlines Total number of airline meetings
	Domestic Destination Growth	Number of non-stop domestic destinations Attend RASC Marketing Committee and Board meetings
	International Destination Growth	Number of non-stop international destinations
	Community Awareness	Number of educational sessions in the community Number of airline visits to the Reno-Tahoe region Number of and scope of community outreach/marketing program (Weekly RNO Explorer)
	Air Cargo Growth	Number of meetings with airlines Total pounds carried (dedicated cargo flights and belly cargo on commercial passenger flights)

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	<b>Long-Term Goals</b>	<b>Performance Measures</b>
<b>SAFETY AND SECURITY</b>	FAA Part 139 Compliance	Pass FAA Part 139 Annual Certification with less than “x” number of discrepancies Thermoplastic airfield marking program - % of annual program completion
	TSA Part 1542 Compliance	Pass TSA Annual Inspection with less than “x” number of discrepancies
	Risk Management and Business Continuity	Risk Assessment and Prioritization Business Continuity Matrix Development
	Emergency-Response Preparedness	Plan Development - Annual rehearsal drills for RTAA staff and tenants Number of emergency drills Number of participants in emergency drills
	Safety/Security System Compliance/ Enhancements	Determine system needs, System Implementation Cyber Security Plan Implementation Payment Card Industry (PCI) Compliance Data Loss Prevention System Implementation
<b>GENERAL AVIATION</b>	GA Community Relationships	GA Community attends, participates, and partners in meetings and events GA Community engages in Airport projects and informs project goals and other users GA Community sentiment via survey/canvassing
	RNO and RTS GA Providers and Private-Sector Capital Investment	RFP for 2nd FBO, MRO and/or hangar development on the east side of RNO RFP for FBO, MRO and other market-driven GA facilities at RTS
	GA User Needs and Market Demand	RNO GA facilities at % occupancy RTS GA facilities at % occupancy Annually assess facility conditions and budget at both Airports RTS % accommodation of requests for airfield use
	Military Community Relationships	Military community attends, participates and partners in meetings and events Military community engages in Airport projects and informs project goals and other users

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<b>Strategic Priority</b>	<b>Long-Term Goals</b>	<b>Performance Measures</b>
<b>CUSTOMER EXPERIENCE</b>	Ease of access to RNO facilities	Adopt Master Plan initiatives for RNO Parking/Rental Cars Number of presentations to public entities about RNO facilities and air service
	Passenger Empowerment	Airline terminal common use study Social Media followers
	Passenger Empathy	Number of hours P4P (dog teams) volunteer Number of Kindness Takes Flight activities Number of annual Ask the Airport, social media responses
	RTAA Brand & Community Leadership	Dollar value of media Number of government presentations Number of civic group presentations New lobbyists Number of Community Outreach Committee meetings
	Positive Travel Experience	Customer satisfaction score
	Landside Operational Improvements	Programmatic Study of Landside Improvements
<b>PEOPLE</b>	Employee Satisfaction	Implementation of improvement opportunities based on items identified in the Employee Engagement Survey
	Employee Engagement	Maximize the effectiveness of our teams through annual departmental moral building activities
	THRIVE Organizational Values are Active	Provide ongoing support of THRIVE values through relevant activities
	RTAA Leadership Program	Facilitate targeted feedback of performance measures Demonstrate a more united leadership team to RTAA staff
	Employer of Choice	Conduct salary surveys, establish employment branding, highlight employee stories, maintain competitive benefits
	Succession Planning	% Completion of Talent Profiles % Of employees being promoted Specific development goals identified on performance reviews Development of an internship program; number of internships
	Workforce Diversity	Development of a Diversity Program Progress towards approximating measures for local demographics as outlined in the RTAA Diversity Plan

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<b>Strategic Priority</b>	<b>Long-Term Goals</b>	<b>Performance Measures</b>
<b>FINANCIAL DIVERSIFICATION AND GROWTH</b>	Competitive Airline Cost per Enplaned Passenger	Prior to implementation of Phase 1 of the Master Plan: Airline cost per enplaned passenger (CPE) below the median U.S. airport average After implementation of Phase 1 of the Master Plan improvements: CPE competitive with SMF, OAK and SJC
	Land Development at both Airports	RFP for RNO new private-sector capital investment in a 2nd Fixed Based Operator (FBO) and/or Hangar Development Number of meetings with prospective tenants, developers, and capital investors Opening of new Hotel and execution of a ground lease for Office and/or other RNO Gateway site development
	Public Parking/ Rental Car and Ground Transportation Revenues  (New Competing Business Models/Technologies)	Baseline of Revenue Ratios by Business Unit Number of new Product/Pricing Options
<b>FACILITIES FOR THE FUTURE</b>	Plan of Finance and Business/ Intergovernmental Agreements	Prepare RFPs and select firms to serve on the Finance Team Complete Plan of Finance and execute agreements by project prior to NTP of construction Prepare RFP/RFQ solicitation and select governmental lobbyists
	Facility Infrastructure Enhancements	Increase Customer Facility Charge Funding Consolidated Rental Car Facility (CONRAC) design Terminal Concourse replacement, Phase 1
	Facility Attractiveness and Functionality Advancement	Upgrade of Facility Asset Management System (FAMS)
	Technology Integration	Integrate Part 139 tracking software, FAMS, and Geographical Information Systems Total cost of ownership of major systems analysis
<b>SUSTAINABILITY</b>	Environmental Responsibility and Awareness	Additional water bottle refill stations Number of outside tenants, GA participating in Recycling Program Number of tenant meetings promoting recycling Environmental practices into facility design standards Terminal Building Recycling as a percent of total waste
	Natural Resource Conservation	Implement LED lighting projects funded in the RTAA Capital Improvement Budget Reassess current lighting control system Implement Water Audit Recommendations Construction project recycling as a percentage
	Operational Efficiency	Upgrade of the HR/Payroll and Financial Systems

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**FY 2022-23 Objectives – “What is most important right now?” and “Who must do what?”**

Each of the department initiatives and work plans are linked to the Strategic Priorities outlined in this section. The department initiatives are the specific work plans and key steps RTAA staff are undertaking to achieve the strategic priorities adopted by the Board of Trustees.

In Section 7 - Expenditures, each department within RTAA is discussed in detail, including its mission statement, key responsibilities, a progress report on initiatives outlined in the adopted FY 2021-22 Budget and new FY 2022-23 Budget initiatives.

**Accountability Structure**

The following accountability structure indicates who owns the outcome of each component of the strategic plan, as well as the planning period for each.

<b><u>Accountability Structure</u></b>	<b><u>Strategic Plan Structure</u></b>	<b><u>Planning Time Frame</u></b>
<b>Board of Trustees</b>	<b>Mission, Vision</b>	<b>Every 5 Years Reviewed annually</b>
	<b>Strategic Priorities</b>	<b>Every 5 Years Reviewed annually</b>
	<b>Long-Term Goals &amp; Performance Measures</b>	<b>Every 3-5 Years Reviewed annually</b>
<b>President/CEO &amp; Executive Team</b>	<b>Short-Term Objectives, Core Values</b>	<b>Every 1-3 Years Established annually</b>
<b>Individual Contributors</b>	<b>Supporting Action Plans w/ Milestones</b>	<b>Annually</b>

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**Strategic Plan Integration**

The Strategic Management Process is fully integrated as a key management system within the organization. Importantly, the Strategic Plan and the Annual Budget process are tightly aligned. On an annual basis, the planning and budgeting process flows as follows and specifically guides decision making for staff priorities & resource allocation:

- All budget initiatives and President/CEO Goals are tied to the Strategic Plan.
- The Strategic Plan and its integration with the Annual Budget are extensively outlined in the annual Budget Book.
- The annual funding of each Strategic Plan priority is outlined in the Annual Budget Book.
- Staff reports quarterly progress to the Board of Trustees.
- All employees have performance measures tied to the Strategic Plan incorporated into evaluations.
- Each Board Memo includes a specific tie to how the action supports the Strategic Plan.

**FY 2022-23 Budget – Resource Identification**



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In order to achieve the goals of the Board directed Strategic Initiatives, staff identified resources needed to implement the work plans as outlined. This included the engagement of consultants with subject matter expertise in the areas of transportation, airports, law, general aviation, airlines, and tourism.

In addition, consultants may be needed with expertise in economic analysis and planning, marketing, and strategic advocacy. In many cases, the resources identified crossed several different departments and functional operational areas within the RTAA.

The following table outlines the resources identified in the FY 2021-22 Budget, the updated FY 2021-22 Mid-Year Forecast, and the FY 2022-23 Budget specifically dedicated to the achievement of the Strategic Priorities:



## Air Service and Cargo

**Air Service and Cargo**

Air Service Conference Sponsorship  
 Air Service Data Base Information  
 Air Service Development- Community Education  
 Air Service Development Staff  
 Air Service Studies  
 Air Service Marketing/ Incentive Program - New Air Service  
 Community Air Service Outreach Program- "We Move you, Ready Jet Go"  
 Other Air Service Marketing  
 Other Advertising and Promotion  
 Air Service Promotion and Events  
 Regional Air Service Corporation  
 Staff Travel/ Airline Meetings and Conference Registration  
  
 Airline Incentive -Waiver of Airline Rates and Charges

	FY 2021-22 Adopted Budget	FY 2021-22 Mid-Year Analysis	FY 2022-23 Adopted Budget
	\$ 50,000	\$ 50,000	\$ -
	53,800	53,800	57,800
	10,000	10,000	10,000
	377,900	377,900	423,400
	250,000	250,000	160,000
	389,000	389,000	294,000
	280,000	280,000	102,400
	14,000	14,000	14,000
	28,000	28,000	43,000
	143,500	143,500	34,000
	50,000	50,000	50,000
	46,100	46,100	56,000
	400,000	400,000	400,000
	<b>\$ 2,092,300</b>	<b>\$ 2,092,300</b>	<b>\$ 1,644,600</b>



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**Safety and Security**

**Safety and Security**

Operations and Public Safety Administration  
 Airfield Operations  
 Airport Rescue and Fire  
 Airport Police  
 Airport Communications  
 Security

Plant Property and Equipment

Capital Project -RNO- Airport Rescue and Fire Administration Room Remodel  
 Capital Project -RTS- Stead Security System Upgrade  
 Capital Project -RNO- Part 139 Operational Database Replacement  
 Capital Project -RNO-IT Security Office Remodel  
 Capital Project -RNO-Automated Exit Lanes- Sterile Area manned by TSA Personnel  
 Capital Project -RNO-Public Safety Office

	FY 2021-22 Adopted Budget	FY 2021-22 Mid-Year Analysis	FY 2022-23 Adopted Budget
	\$ 444,800	\$ 444,800	\$ 879,100
	1,214,100	1,250,600	1,492,100
	4,462,600	4,555,300	5,100,600
	3,976,400	3,976,400	4,162,200
	1,406,200	1,406,200	1,578,200
	1,678,000	1,685,500	1,941,400
	523,300	983,300	240,600
	15,000	15,000	-
	60,000	60,000	-
	300,000	219,200	-
	-	57,000	-
	-	-	100,000
	-	-	204,000
	\$ 14,080,400	\$ 14,653,300	\$ 15,698,200

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General Aviation

**General Aviation**

GA Hangar/Asphalt Maintenance/Repairs - RNO  
 GA Marketing/Customer Service  
 National Championship Air Race Sponsorship  
 Reno Stead Airport (RTS) Operations and Maintenance  
  
 Plant Property and Equipment  
  
 Capital Project -RNO- T-Hangar Electrical Upgrade Phase II  
 Capital Project -RNO- GA East Box Hangar Siding Repair  
 Capital Project -RNO- GA East Concrete Repair  
 Capital Project -RNO- GA West Box Hangar Siding Repair  
 Capital Project -RNO- GA West Concrete Repair  
 Capital Project -RNO- Hangar 2 Demolish Mezzanines  
 Capital Project -RNO- GA West Hangar 9 Concrete Repair  
 Capital Project -RNO-GA HVAC Rooftop Replacement- Stellar Aviation  
 Capital Project -RNO-GA F- Row Hangar Roof Design  
 Capital Project -RNO-GA HVAC Rooftop Replacement- Hanagar 2 FBO Office  
 Capital Project -RNO-GA F Row Hangar Roof Replacement

	FY 2021-22 Adopted Budget	FY 2021-22 Mid-Year Analysis	FY 2022-23 Adopted Budget
	\$ 248,300	\$ 248,300	\$ 172,900
	1,000	1,000	1,100
	100,000	100,000	66,000
	1,095,700	1,095,700	1,162,600
	24,500	73,100	-
	18,900	18,900	-
	33,100	33,100	-
	54,000	54,000	-
	58,100	58,100	-
	59,200	59,200	-
	80,200	80,200	-
	397,800	397,800	-
	-	10,000	-
	-	35,000	-
	-	-	12,300
	-	-	425,000
	\$ 2,170,800	\$ 2,264,400	\$ 1,839,900

**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
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**Section 3 – Strategic Initiatives**



## Customer Experience

### Customer Experience

Art Program  
 Community Outreach  
 Customs and Border Protection - Customer Service Program  
 Customs and Border Protection - Additional Officer  
 MoreRNO Campaign  
 Marketing and Public Affairs Staff

Capital Project -RNO- Blue Employee PARCS Equipment  
 Capital Project -RNO- Front Reception Lobby Redesign

	FY 2021-22 Adopted Budget	FY 2021-22 Mid-Year Analysis	FY 2022-23 Adopted Budget
	\$ 5,000	\$ 5,000	\$ 50,000
	35,700	35,700	43,100
	46,000	46,000	45,000
	188,000	188,000	186,000
	-	-	250,000
	1,710,600	1,710,600	1,639,300
	58,900	58,900	-
	140,000	140,000	-
	\$ 2,184,200	\$ 2,184,200	\$ 2,213,400



## People

### People

Human Resources Staff  
 Internship Program  
 Airport Authority University (AAU) Scholarship Program  
 Incentive/Service Awards  
 Organizational Training /Tuition Reimbursement  
 Wellness Program

	FY 2021-22 Adopted Budget	FY 2021-22 Mid-Year Analysis	FY 2022-23 Adopted Budget
	\$ 814,200	\$ 889,200	\$ 973,800
	40,000	40,000	100,000
	25,000	25,000	25,000
	65,800	65,800	65,100
	184,600	184,600	320,300
	800	800	800
	\$ 1,130,400	\$ 1,205,400	\$ 1,485,000

**Reno-Tahoe Airport Authority**  
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## Financial Diversification and Growth

### Financial Diversification and Growth

Airport Economic Development/ Outside Properties  
 Landside Operations (Public Parking and Ground Transportation)  
 Investment Advisory Services

Capital Project -RNO- Flag Lot Parking Lot Development Design  
 Capital Project -RNO- Economy Lot Construction Project

	FY 2021-22 Adopted Budget	FY 2021-22 Mid-Year Analysis	FY 2022-23 Adopted Budget
	\$ 1,878,000	\$ 1,964,700	\$ 2,302,000
	1,833,300	2,339,900	2,920,400
	58,950	58,950	65,500
	-	380,000	-
	-	-	3,872,000
	\$ 3,770,250	\$ 4,743,550	\$ 9,159,900

**Reno-Tahoe Airport Authority**  
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Facilities for the Future

**Facilities for the Future**

	FY 2021-22 Adopted Budget	FY 2021-22 Mid-Year Analysis	FY 2022-23 Adopted Budget
Airfield Maintenance	\$ 3,719,900	\$ 3,738,000	\$ 4,108,500
Baggage Handling System	1,339,700	1,389,700	1,416,300
Building Maintenance	6,186,400	6,186,400	6,951,200
Engineering and Construction	1,236,500	1,358,600	1,730,400
Maintenance Administration	458,600	458,600	498,900
Planning	799,400	799,400	860,100
Plant, Property and Equipment	458,300	491,900	1,622,200
Airfield Pavement Management Program	800,000	800,000	500,000
Landside Pavement Management Program	600,000	600,000	600,000
Capital Project -RNO- Airfield Annex Shop Door Refurbishment	10,000	10,000	-
Capital Project -RNO- Clerestory Wall Repair	70,000	70,000	-
Capital Project -RNO- Airport Terminal Lift Station Controls Junction Boxes Relocation	253,400	253,400	-
Capital Project -RNO- Air Cargo Way Lift Station Replacement and Relocation	872,000	872,000	-
Capital Project -RNO- TSA/Blue Parking Lot Rehabilitation	1,340,900	1,340,900	-
Capital Project -RNO- RNO Ticketing Hall Expansion	2,740,000	2,740,000	-
Capital Project -RNO- IT Security Office Remodel	-	57,000	-
Capital Project -RNO- Vale PC Air & Ground Power Unit Design	-	120,000	-
Capital Project -RNO- Bridge to Common Use	-	190,000	-
Capital Project -RNO- RNO Ticketing Hall CMR HVAC Pre-Package	-	725,000	-
Capital Project -RTS- Taxiway A & Apron Phase IV Design	-	-	37,000
Capital Project -RNO- Taxiway B/M & North GA Runup Design	-	-	75,000
Capital Project -RNO- MZ3 HVAC Replacement- Design and Construction	-	-	350,000
Capital Project -RTS- Southeast Airfield Drainage Project	-	-	500,000
Capital Project -RNO- QTA Car Wash Bay Replacement	-	-	739,800
Capital Project -RTS- Pavement Preventative Maintenance Project	-	-	800,000
Capital Project -RNO- Ticketing Hall Roof Replacement Project	-	-	946,500
Capital Project -RNO- Airfield Maintenance/ Airport Operations Administrative Office Remodel	-	-	1,809,000
Capital Project -RNO- Share Use Phase I	-	-	2,535,000
Capital Project -RNO- CONRAC Phase II	-	-	7,848,300
	<b>\$ 20,885,100</b>	<b>\$ 22,200,900</b>	<b>\$ 33,928,200</b>

**Reno-Tahoe Airport Authority**  
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**Sustainability**

Environment  
 Noise Monitoring Equipment Maintenance and Upkeep

Capital Project -RNO- Firehouse Pole Lighting LED Retrofit  
 Capital Project -RNO- Long Term Parking Surface Lot Backup Power  
 Capital Project -RNO- South C Concourse HID Pole Lighting to LED Fixtures  
 Capital Project -RNO- Main Terminal Building Control Systems Upgrade- Phase V  
 Capital Project -RNO- North C Concourse & Cargo Ramp Lighting Retrofit  
 Capital Project -RNO-Enterprise Asset Management Modernization  
 Capital Project -RNO- Data Communications Network Infrastructure Replacement

	FY 2021-22 Adopted Budget	FY 2021-22 Mid-Year Analysis	FY 2022-23 Adopted Budget
	\$ 303,900	\$ 303,900	\$ 331,600
	138,800	138,800	158,300
	9,000	9,000	-
	60,000	60,000	-
	75,000	75,000	-
	250,000	250,000	-
	-	-	190,000
	-	-	200,000
	-	-	1,602,800
	\$ 836,700	\$ 836,700	\$ 2,482,700
<b>TOTAL STRATEGIC PRIORITIES FUNDING</b>	\$ 47,150,150	\$ 50,180,750	\$ 68,451,900

\$ 21,301,750

45.2%

The adopted FY 2022-23 Budget reflects the on-going commitment of RTAA resources of \$68.452 million to the accomplishment of the strategic priorities outlined above and as presented in Section 7 – Expenditures. This is a \$21.302 million, or 45.2% increase from the FY 2021-22 budget. As the RTAA rebounds from the devastating effects of the COVID-19 pandemic RTAA, is allocating increased resources in the 2022-23 fiscal year to fund strategic priorities. Airline traffic at RNO in FY 2021-22 has shown strong signs of recovery with some months exceeding FY 2018-19 activity levels, however, the airline industry continues to be volatile due to the labor shortage and possible recession in the upcoming fiscal year.

## **Section 4 – Organization Guide**

**Reno-Tahoe Airport Authority  
 FY 2022-23  
 ANNUAL BUDGET  
 Section 4 – Organization Guide**

The Reno-Tahoe Airport Authority (RTAA) is a quasi-municipal corporation that was created by the Nevada State Legislature in 1977 and began operation on July 1, 1978. The nine-member Board that governs the RTAA is appointed by the City of Reno, City of Sparks, Washoe County and the Reno Sparks Convention and Visitors Authority.

Listed below are the Board of Trustees and their appointing entities:



<u>Board of Trustees</u>	<u>Position</u>	<u>Term Expires</u>	<u>Represents</u>
Adam Kramer	Chair	June 2025	Washoe County
Richard Jay	Vice-Chair	June 2025	City of Reno
Lisa Gianoli	Treasurer	June 2023	Washoe County
Jenifer Rose	Secretary	June 2023	City of Reno
Shaun Carey	Trustee	June 2023	City of Sparks
Carol Chaplin	Trustee	June 2025	Reno-Sparks Convention & Visitors Authority
Jennifer Cunningham	Trustee	June 2025	City of Reno
Jessica Sferrazza	Trustee	June 2023	City of Reno
Art Sperber	Trustee	June 2025	City of Sparks

More information on the Board of Trustees can be viewed on the RTAA website at [www.renoairport.com](http://www.renoairport.com) or by clicking [RTAA Board of Trustees](#).

**FY 2022-23 PERSONNEL COMPLEMENT**

RTAA’s total approved and funded personnel complement for FY 2022-23 reflects 289 full time equivalent (FTE) positions, a net increase of 13.5 from the positions approved in the prior budget year. The actual year over year increase in funded positions is 23.5 FTEs. The FY 2021-22 personnel complement included ten frozen (unfunded) positions. These were eliminated in FY 2022-23 and RTAA will no longer carry unfunded positions in the personnel complement. The Finance and Administration Division has undergone a reorganization resulting in a new Finance Department by consolidating the Accounting, Finance and Budget, and Internal Audit departments. The new structure is reflected in the updated organization chart. The general counsel function is planned to transition from a professional services agreement to two full time employees.



**Reno-Tahoe Airport Authority**  
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**Section 4 – Organization Guide**

RTAA’s workforce is organized in six divisions led by chief officers reporting directly to the President/CEO (see organization chart):

- Chief Operations and Safety Officer
- Chief Infrastructure and Planning Officer
- Chief Finance and Administration Officer
- Chief Commercial Officer
- Chief Marketing and Public Affairs Officer
- Chief People, Culture and Equity Officer

The Operations and Public Safety division led by the Chief Operations and Safety Officer incorporates the following departments: Operations and Public Safety Administration, Airport Fire, Landside Operations, Airside Operations, Airport Communications, Airport Police, Airport Security, and Reno-Stead Airport.

The Infrastructure and Planning division led by the Chief Infrastructure and Planning Officer incorporates the following departments: Infrastructure and Planning Administration, Facilities and Maintenance Administration, Building Maintenance, Airfield Maintenance, Engineering and Construction, and Planning and Environmental.

The Finance and Administration division led by the Chief Finance and Administration Officer incorporates the following departments: Finance, Technology, and Information Systems, and Purchasing and Material Management.

The Commercial Business division led by the Chief Commercial Officer incorporates the following departments: Air Service Development, Airport Economic Development, and Outside Properties.

The Marketing and Public Affairs division led by the Chief Marketing and Public Affairs Officer includes the Marketing and Public Affairs department.

The People, Culture and Equity Division led by the Chief People, Culture, and Equity Officer includes the People, Culture and Equity department.

The personnel complement following this narrative shows the new organizational chart and total budgeted staff complement. Listed below are the approved changes to the complement during the budget process. The organization chart in this section also shows the departments, names of the department heads, and the number of employees in each of the departments.

**Reno-Tahoe Airport Authority  
FY 2022-23  
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Section 4 – Organization Guide**

**ADDITIONS, DELITIONS OR CHANGES**

The following section describes position changes made to reflect the duties and responsibilities of the position more accurately, and staff additions.

**PRESIDENT/CEO**

**Legal Department**

The Chief Legal Officer and Legal Secretary positions were added to the budget.

**MARKETING AND PUBLIC AFFAIRS**

**Marketing and Public Affairs**

A new Government Affairs Manager was added to lead the organizations lobbying effort, replacing the existing contracted services.

Public Relations Coordinator position has been reclassified to Manager of Community and Culture Engagement.

Graphic Designer position has been reclassified to Marketing Coordinator.

**COMMERCIAL BUSINESS**

**Airport Economic Development**

Property Specialist II position has been reclassified to Concession Manager.

Contract Specialist II position has been reclassified to Contract Manager.

Part-time Property Technician position frozen in prior years has been eliminated.

**PEOPLE, CULTURE AND EQUITY**

**People, Culture and Equity**

One People Business Partner position has been reclassified to Senior Business Partner.

One additional Business Partner position has been added. Funding was approved for the second half of the fiscal year.

**Reno-Tahoe Airport Authority  
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**FINANCE AND ADMINISTRATION**

**Finance**

Manager of Finance and Budget has been reclassified to Director of Finance.

Senior Internal Auditor position has been reclassified to Financial Analyst.

**Technology and Information Systems**

The department is growing by two (2) positions, Manager of IT Security and Systems Analyst.

**OPERATIONS AND PUBLIC SAFETY**

**Operations and Public Safety Administration**

The department is growing by two (2) positions, Director of Operations and Emergency Manager.

**Landside Operations**

The department is growing by eight new positions: one (1) Landside Supervisor, two (2) Parking Shift leaders, and five (5) Parking Lot Attendants.

**Airport Fire**

Three (3) Driver Operator positions have been reclassified to Captain.

Three (3) Firefighter positions have been reclassified to Driver Operator.

**INFRASTRUCTURE AND PLANNING**

**Infrastructure and Planning Administration**

The department is growing by one position, the Director of Program Manager.

**Reno-Tahoe Airport Authority  
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**Planning and Environmental Services**

Airport Planner I has been reclassified to Airport Planner II.

**Airfield Maintenance**

Two (2) Airfield Technician IV positions have been reclassified to Airfield Technician V.

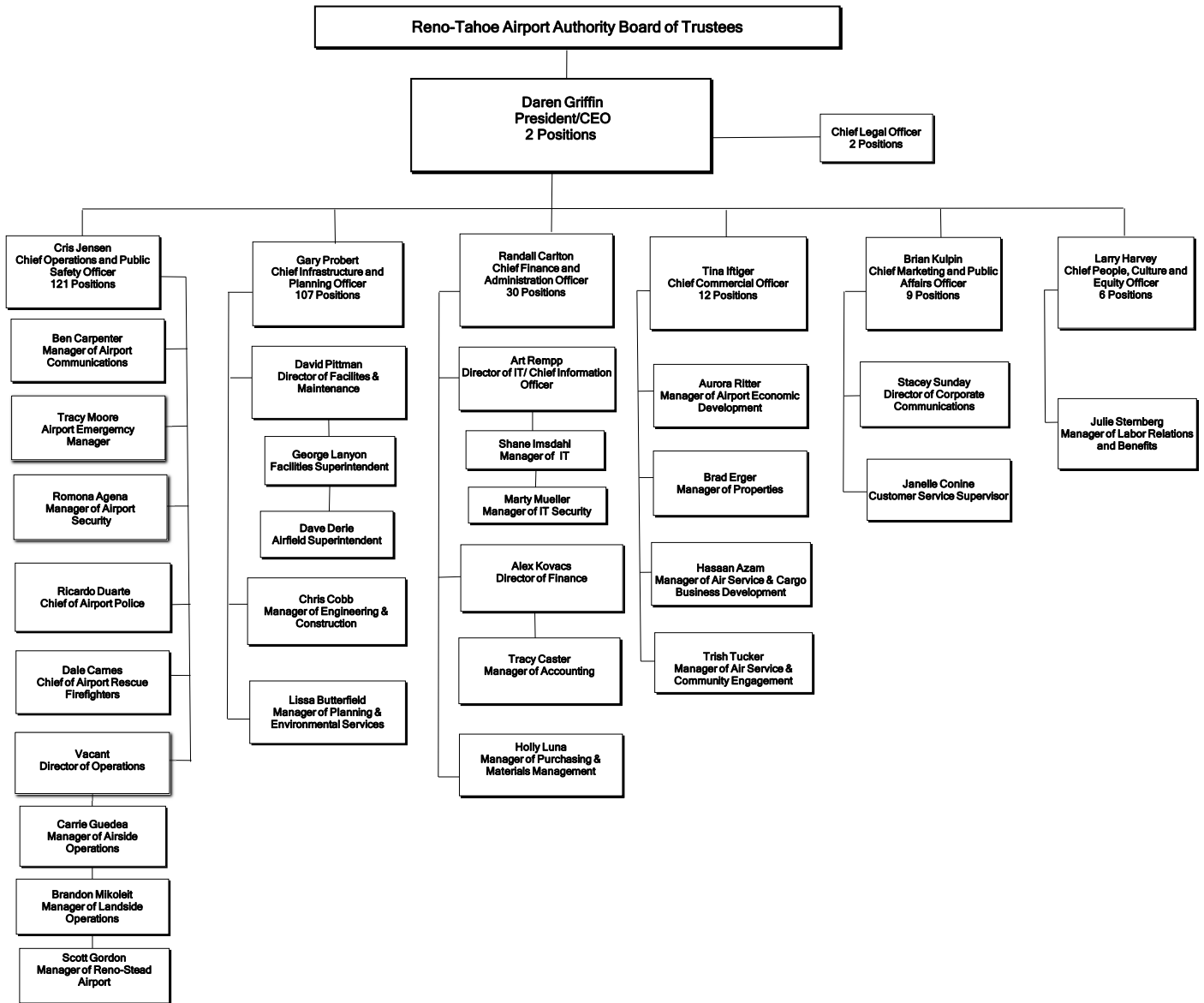
**Building Maintenance**

The department is growing by three (3) positions: one (1) Facilities Jet Bridge Technician IV and two (2) Custodians. All existing frozen positions have been eliminated.

**VACANT POSITIONS**

Ten (10) vacant positions shown as frozen in the prior fiscal year have been eliminated. The President/CEO may add or freeze various positions throughout the fiscal year depending on workload factors and/or the need to optimize the skill mix at RTAA as other positions become vacant or other budget savings present themselves.

# FY 2022-23



**Reno-Tahoe Airport Authority  
 FY 2022-23  
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	<u>Budgeted and/or Authorized FY 2020-21</u>	<u>Budgeted and/or Authorized FY 2021-22</u>	<u>Budgeted and/or Authorized FY 2022-23</u>
<b>Board of Trustees Division</b>	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>
<b>President/CEO Division</b>	<u>4.0</u>	<u>2.0</u>	<u>4.0</u>
<b>Marketing and Public Affairs Division</b>	<u>8.0</u>	<u>8.0</u>	<u>9.0</u>
<b>Commercial Business Division</b>	<u>13.5</u>	<u>12.5</u>	<u>12.0</u>
<b>People, Culture &amp; Equity Division</b>	<u>5.0</u>	<u>5.0</u>	<u>6.0</u>
<b>Finance &amp; Administration Division</b>	<u>26.0</u>	<u>28.0</u>	<u>30.0</u>
<b>Operations &amp; Public Safety Division</b>	<u>110.5</u>	<u>111.5</u>	<u>121.0</u>
<b>Infrastructure &amp; Planning Division</b>	<u>113.5</u>	<u>108.5</u>	<u>107.0</u>
<b>TOTAL AIRPORT (Does not include the appointed Board of Trustees)</b>	<u><u>280.5</u></u>	<u><u>275.5</u></u>	<u><u>289.0</u></u>

\* Appointed positions  
 Frozen / Unfunded positions included in position count  
 prior to FY 2022-23.

**Reno-Tahoe Airport Authority**  
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	Budgeted and/or Authorized FY 2020-21	Budgeted and/or Authorized FY 2021-22	Budgeted and/or Authorized FY 2022-23
<b>Board of Trustees Division</b>			
Board of Trustees *	9.0	9.0	9.0
<b>Total Board of Trustees Division *</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>
<b>President/CEO Division</b>			
<b>President/CEO Section</b>			
President/CEO	1.0	1.0	1.0
Executive Assistant/Board Assistant	1.0	1.0	1.0
<b>Total President/CEO</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>
<b>Legal Section</b>			
Chief Legal Officer	0.0	0.0	1.0
Legal Secretary	0.0	0.0	1.0
<b>Total Legal Section</b>	<b>0.0</b>	<b>0.0</b>	<b>2.0</b>
<b>Executive Vice President/COO Section</b>			
Executive Vice-President/COO	1.0	0.0	0.0
Executive/ Clerk of the Board	1.0	0.0	0.0
<b>Total Executive Vice President/COO</b>	<b>2.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total President/CEO Division</b>	<b>4.0</b>	<b>2.0</b>	<b>4.0</b>
<b>Marketing &amp; Public Affairs Division</b>			
Chief Marketing and Public Affairs Officer	0.0	1.0	1.0
Vice-President of Marketing and Public Affairs	1.0	0.0	0.0
Director of Corporate Communications	0.0	1.0	1.0
Manager of Marketing	1.0	0.0	0.0
Government Affairs Manager	0.0	0.0	1.0
Marketing Coordinator	1.0	1.0	2.0
Manager of Community and Culture Engagement	0.0	0.0	1.0
Public Relations Coordinator	1.0	1.0	0.0
Customer Service Supervisor	1.0	1.0	1.0
Graphic Designer	1.0	1.0	0.0
Administrative Assistant III	1.0	1.0	1.0
Receptionist	1.0	1.0	1.0
<b>Total Marketing and Public Affairs Section</b>	<b>8.0</b>	<b>8.0</b>	<b>9.0</b>
<b>Total Marketing &amp; Public Affairs Division</b>	<b>8.0</b>	<b>8.0</b>	<b>9.0</b>
<b>Commercial Business Division</b>			
<b>Air Service Business Development Section</b>			
Vice-President of Air Service Development	1.0	0.0	0.0
Manager of Air Service & Cargo Business Development	1.0	1.0	1.0
Manager of Air Service Development & Community Engagement	1.0	1.0	1.0
<b>Total Air Service Business Development Section</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>
<b>Airport Economic Development Section</b>			
Chief Commercial Officer	0.0	1.0	1.0
Vice-President of Airport Economic Development	1.0	0.0	0.0
Manager of Economic Development	1.0	1.0	1.0
Manager of Properties	1.0	1.0	1.0
Concessions Manager	0.0	0.0	1.0
Property Specialist II	3.0	3.0	2.0
Property Specialist I	1.0	1.0	1.0
Contract Manager	0.0	0.0	1.0
Contract Specialist II	1.0	1.0	0.0
Property Technician	2.5	2.5	2.0
<b>Total Economic Development Section</b>	<b>10.5</b>	<b>10.5</b>	<b>10.0</b>

**Reno-Tahoe Airport Authority**  
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	Budgeted and/or Authorized FY 2020-21	Budgeted and/or Authorized FY 2021-22	Budgeted and/or Authorized FY 2022-23
<b>Total Commercial Business Division</b>	<u>13.5</u>	<u>12.5</u>	<u>12.0</u>
<b>People, Culture &amp; Equity Division</b>			
Chief People, Culture & Equity Officer	0.0	1.0	1.0
Vice-President of Human Resources	1.0	0.0	0.0
Manager of Labor Relations & Benefits	0.0	1.0	1.0
Senior Benefits Specialist	1.0	0.0	0.0
Senior Human Resource Specialist	1.0	0.0	0.0
Organizational Development Specialist	1.0	0.0	0.0
Senior People Business Partner	0.0	0.0	1.0
People Business Partner	0.0	2.0	2.0
People Coordinator	0.0	1.0	1.0
Administrative Assistant III	1.0	0.0	0.0
Total People, Culture, & Equity Section	<u>5.0</u>	<u>5.0</u>	<u>6.0</u>
<b>Total People, Culture &amp; Equity Division</b>	<u>5.0</u>	<u>5.0</u>	<u>6.0</u>
<b>Finance &amp; Administration Division</b>			
<b>Technology and Information Systems Section</b>			
Director of IT/ Chief Information Officer	0.0	0.0	1.0
Chief Information Officer	1.0	1.0	0.0
Manager of Information Technology	1.0	1.0	1.0
Manager of IT Security	0.0	0.0	1.0
Project Manager	2.0	2.0	2.0
Security Systems Technician	1.0	1.0	1.0
Security Systems Administrator	1.0	1.0	1.0
Network Administrator II	2.0	2.0	2.0
Database Administrator	1.0	1.0	1.0
Systems Analyst	0.0	0.0	1.0
Network Administrator I	0.0	1.0	1.0
Total Technology and Information Systems Section	<u>9.0</u>	<u>10.0</u>	<u>12.0</u>
<b>Finance Section</b>			
Chief Finance & Administration Officer	0.0	1.0	1.0
Chief Financial Officer	1.0	0.0	0.0
Senior Internal Auditor	1.0	1.0	0.0
Internal Auditor	1.0	1.0	1.0
Director of Finance	0.0	0.0	1.0
Manager of Finance and Budgeting	1.0	1.0	0.0
Senior Financial Analyst	0.0	0.0	1.0
Financial Analyst	1.0	1.0	1.0
Manager of Accounting	1.0	1.0	1.0
Accountant	1.0	1.0	1.0
Payroll Administrator	1.0	1.0	1.0
Accounting Technician - AP	1.0	1.0	1.0
Accounting Technician - AR	1.0	2.0	2.0
Administrative Assistant III	1.0	1.0	1.0
Total Finance Section	<u>11.0</u>	<u>12.0</u>	<u>12.0</u>
<b>Purchasing &amp; Materials Management Section</b>			
Manager of Purchasing & Materials Management	1.0	1.0	1.0
Senior Buyer	1.0	1.0	1.0
Buyer	1.0	1.0	1.0
Materials Management Supervisor	1.0	1.0	1.0
Materials Control Technician	1.0	1.0	1.0
Warehouse Assistant/Driver	1.0	1.0	1.0
Total Purchasing & Materials Management Section	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>
<b>Total Finance &amp; Administration Officer Division</b>	<u>26.0</u>	<u>28.0</u>	<u>30.0</u>



**Reno-Tahoe Airport Authority**  
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	Budgeted and/or Authorized FY 2020-21	Budgeted and/or Authorized FY 2021-22	Budgeted and/or Authorized FY 2022-23
<b>Operations &amp; Public Safety Division</b>			
<b>Operations and Public Safety Administration Section</b>			
Chief Operations & Public Safety Officer	0.0	1.0	1.0
Vice-President of Operations and Public Safety	1.0	0.0	0.0
Director of Operations	0.0	0.0	1.0
Emergency Manager	0.0	0.0	1.0
Operations Specialist	1.0	1.0	1.0
Total Operations and Public Safety Administration	<u>2.0</u>	<u>2.0</u>	<u>4.0</u>
<b>Airside Operations Section</b>			
Manager of Airside Operations	1.0	1.0	1.0
Airport Duty Manager	7.0	7.0	7.0
Total Airside Operations Section	<u>8.0</u>	<u>8.0</u>	<u>8.0</u>
<b>Landside Operations Section</b>			
Manager of Landside Operations	1.0	1.0	1.0
Landside Supervisor	1.0	1.0	2.0
Administrative Assistant I/II	1.0	1.0	1.0
Parking Lot Attendant	9.0	8.0	13.0
Parking Shift Leader	4.0	4.0	6.0
Total Landside Operations Section	<u>16.0</u>	<u>15.0</u>	<u>23.0</u>
<b>Airport Fire Section</b>			
Chief of Airport Rescue Firefighters	1.0	1.0	1.0
Deputy Chief of Airport Firefighters	1.0	0.0	0.0
Battalion Chief	0.0	3.0	3.0
Fire Captain	3.0	3.0	6.0
Driver/Operator	9.0	9.0	9.0
Fire Fighter	6.0	6.0	3.0
Total Airport Fire Section	<u>20.0</u>	<u>22.0</u>	<u>22.0</u>
<b>Airport Police Section</b>			
Chief of Airport Police	1.0	1.0	1.0
Police Captain	1.0	1.0	1.0
Police Sergeant	4.0	4.0	4.0
Police Officer	18.0	18.0	18.0
Police Compliance Specialist	0.0	1.0	1.0
Administrative Assistant II	1.0	0.0	0.0
Total Airport Police Section	<u>25.0</u>	<u>25.0</u>	<u>25.0</u>
<b>Airport Communications Section</b>			
Manager of Airport Communications	1.0	1.0	1.0
Airport Communications Supervisor	1.0	1.0	1.0
Airport Communications Specialist	11.0	11.0	11.0
Total Airport Communications Section	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>
<b>Airport Security Section</b>			
Manager of Airport Security	1.0	1.0	1.0
Security Supervisor	1.0	1.0	1.0
Lead Security Specialist	4.0	4.0	4.0
Airport Security Specialist	12.0	11.5	11.0
Security Compliance Specialist II	1.0	1.0	1.0
Security Compliance Specialist I	0.5	1.0	1.0
Total Airport Security Section	<u>19.5</u>	<u>19.5</u>	<u>19.0</u>
<b>Reno-Stead Airport Section</b>			
Manager of Reno-Stead Airport	1.0	1.0	1.0
Administrative Assistant III	1.0	1.0	1.0
Stead Technician I/II/III	3.0	3.0	3.0

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	Budgeted and/or Authorized FY 2020-21	Budgeted and/or Authorized FY 2021-22	Budgeted and/or Authorized FY 2022-23
Stead Technician IV	1.0	1.0	1.0
Stead Technician V	1.0	1.0	1.0
Total Reno Stead Airport Section	7.0	7.0	7.0
<b>Total Operations &amp; Public Safety Division</b>	<b>110.5</b>	<b>111.5</b>	<b>121.0</b>
<b>Infrastructure &amp; Planning Division</b>			
<b>Infrastructure &amp; Planning Section</b>			
Chief Infrastructure & Planning Officer	0.0	1.0	1.0
Vice-President of Planning, and Engineering	1.0	0.0	0.0
Director of Program Manager	0.0	0.0	1.0
Administrative Assistant III	1.0	1.0	1.0
Total Infrastructure & Planning Section	2.0	2.0	3.0
<b>Planning and Environmental Services Section</b>			
Manager of Planning/Environmental Service	1.0	1.0	1.0
Environmental Program Manager	1.0	1.0	1.0
Airport Planner II	1.0	1.0	2.0
Airport Planner I	1.0	1.0	0.0
Airport Noise Analyst	1.0	1.0	1.0
Total Planning and Environmental Services Section	5.0	5.0	5.0
<b>Engineering and Construction Section</b>			
Manager of Engineering & Construction	1.0	1.0	1.0
Senior Airport Project Manager	2.0	2.0	2.0
Capital Improvements & Grant Coordinator	1.0	1.0	1.0
Senior Facilities Project Manager	0.0	1.0	1.0
Airport Project Manager II	2.0	2.0	2.0
Total Engineering and Construction	6.0	7.0	7.0
<b>Facilities and Maintenance Administration Section</b>			
Vice-President of Facilities and Maintenance	1.0	0.0	0.0
Director of Facilities and Maintenance	0.0	1.0	1.0
Senior Facilities Project Manager	1.0	0.0	0.0
Facilities Project Manager	1.0	1.0	1.0
Construction Manager	1.0	0.0	0.0
Facilities Projects Coordinator	1.0	0.0	0.0
Total Facilities and Maintenance Administration Section	5.0	2.0	2.0
<b>Airfield Maintenance Section</b>			
Airfield Maintenance Superintendent	1.0	1.0	1.0
Airfield Maintenance Supervisor	2.0	2.0	2.0
Airfield Technician V	3.0	3.0	5.0
Airfield Equipment Mechanic IV	3.0	3.0	3.0
Airfield Landscape Technician IV	1.0	1.0	1.0
Airfield Landscape Technician III	1.0	1.0	1.0
Airfield Electrician Technician IV	2.0	2.0	2.0
Airfield Technician I, II, III	11.0	10.0	11.0
Airfield Technician IV	2.0	2.0	0.0
Airfield Automotive Technician III	1.0	2.0	1.0
Administrative Assistant II	1.0	1.0	1.0
Total Airfield Maintenance Section	28.0	28.0	28.0
<b>Building Maintenance and Services Section</b>			
Facilities Superintendent	1.0	1.0	1.0
Assistant Facilities Superintendent	1.0	1.0	1.0
Facilities Supervisor	5.0	5.0	5.0
Facilities Maintenance Technician I, II, III	6.0	6.0	6.0
Facilities Jet Bridge Technician IV	1.0	1.0	2.0
Facilities Maintenance Technician IV	1.0	2.0	2.0

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Facilities Plumber Technician IV	1.0	1.0	1.0
Facilities Maintenance Technician V	3.0	2.0	3.0
Facilities HVAC Plant Operator V	1.0	1.0	1.0
Facilities HVAC Technician IV	4.0	4.0	2.0
Facilities Electrician Technician IV	3.0	3.0	3.0
Administrative Assistant	0.5	0.5	0.0
Maintenance Scheduler/Planner	1.0	1.0	1.0
Senior Airport Facilities Custodian	3.0	2.0	2.0
Airport Facilities Custodian	36.0	34.0	32.0
Total Building Maintenance and Services Section	67.5	64.5	62.0
<b>Total Infrastructure &amp; Planning Division</b>	<u>113.5</u>	<u>108.5</u>	<u>107.0</u>
<b>TOTAL AIRPORT (Does not include the appointed Board of Trustees)</b>	<u><u>280.5</u></u>	<u><u>275.5</u></u>	<u><u>289.0</u></u>

\* Appointed positions

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As a quasi-municipal corporation, the Reno-Tahoe Airport Authority (RTAA) was created by the Nevada Legislature in 1977 to acquire, operate, and finance the Reno-Tahoe International Airport (RNO) and the Reno-Stead Airport (RTS) and related facilities. RTAA operates financially as a proprietary enterprise fund, which means its method of accounting is similar to private business.

**Basis of Accounting/Budgeting**

Under Generally Accepted Accounting Principles (GAAP), RTAA’s annual audited financial statement is prepared on the accrual basis of accounting. RTAA’s budget is also presented on the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

All transactions are accounted for in a single enterprise fund. Enterprise funds are used to account for activities (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Revenues from landing fees, rents, parking revenue and other miscellaneous sources are reported as operating revenues. Transactions, which are capital, financing or investing related, are reported as non-operating revenues. Revenues from Passenger Facility Charges (PFCs), Customer Facility Charges (CFCs), Coronavirus Aid, Relief, and Economic Security Act (CARES), Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA), and American Rescue Plan Act (ARPA) funds are reported as non-operating revenues. Expenses from employee wages and benefits, purchases of services, materials and supplies, and other miscellaneous expenses are reported as operating expenses. Interest expense and financing costs are reported as non-operating expenses.

**Legal Requirements**

The enabling legislation which created RTAA requires that the budget process complies with the Local Government Budget and Finance Act enacted by the Nevada State Legislature. The purpose of this Act is to establish standard methods and procedures for the preparation, presentation, adoption, and administration of budgets of all local governments.

Additionally, RTAA complies with the Local Government Purchasing Act also enacted by the Nevada State Legislature. This Act controls all government purchasing in Nevada and requires that purchases exceeding \$50,000 must be formally bid with notices published in local

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newspapers. The Act also defines certain exceptions to the required bidding process such as professional services, computer equipment, and insurance.

RTAA is also subject to the Local Government Securities Law, which defines the process required by local Nevada governments when issuing short-term and long-term debt. In addition to these state laws, other factors affecting RTAA's budget process are the Airline-Airport Use and Lease Agreement (AULA) and the Revenue Bond Resolutions. RTAA does not currently have any public debt and is not subject to a revenue bond resolution.

**Airline-Airport Use and Lease Agreement**

The AULA is the contract between the airport operator and its tenant airlines that establishes the rights, privileges, and obligations for each party and defines how RNO is to be used by the airlines. In addition, this Agreement also does the following:

- Establishes the business arrangement/rate-setting methodology with the airlines.
- Identifies the premises and facilities leased by the airlines and defines the degree of control by the lessee (e.g., exclusively leased, preferentially leased, leased in common, etc.).
- Defines the level of control over the expenses at the airport, if any (typically, capital improvement projects are those where the airlines may have some control through a majority-in-interest (MII) or similar type provision).
- Identifies general party responsibilities and obligations regarding indemnification, insurance, environmental issues, and other governmental inclusion; and
- Establishes six cost centers: Airfield, Terminal Building, Baggage Handling System (BHS), Parking and Ground Transportation, Other, and Reno-Stead Airport.

In addition to the above, an agreement symbolizes that the airport operator and airlines have worked together to arrive at a common business relationship.

The two-primary rate-setting approaches used in airport-airline business arrangements are the residual and compensatory approaches. A pure residual methodology is where the airlines bear the overall financial risk for the airport operation, and, in turn, receive significant control over financial decisions. In addition, the airlines receive non-aeronautical revenue as a credit or reduction in rates and charges paid to an airport.

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On the opposite end of the spectrum, a pure compensatory rate-making approach is where the airport operator assumes the overall financial risk for the airport operation. As such, the airport operator does not provide any non-aeronautical revenue credits towards the airline rate base and the airlines have limited financial decision-making power.

There is also a third approach, generally called a hybrid methodology, that is any mixture or combination of the prior two approaches and may include a “net revenue sharing” component of excess net revenues after debt service (airport system revenues less operating and maintenance costs less debt service) generated at the airport.

Federal law does not require any single approach to airline rate-setting; however, it does require that the methodology used is applied consistently to similar aeronautical users and conforms to the Department of Transportation’s Policy Regarding Airport Rates and Charges.

RTAA is currently operating under a three (3) year airline agreement as an extension of the five (5) year airline agreement and business arrangement that went into effect July 1, 2015. The current agreement ends on June 30, 2023. Staff is actively working on negotiating a new airline agreement in conjunction with the MoreRNO capital program.

The current agreement is a hybrid with net airfield costs and associated landing fees established on a cost center residual methodology in which the signatory airlines bear 100% of the financial risk for the airfield. The expenditures, which are primarily comprised of operating expenses, debt service and recovery of capital projects/ equipment with unit costs of less than \$300,000, in the Airfield cost center are divided by estimated aircraft landed weight resulting in a landing fee rate.

In contrast, the terminal building rental rates reflect a commercial compensatory rate setting formula that places the financial risk of funding terminal building costs with RTAA. The expenditures, which are primarily comprised of operating expenses, debt service and recovery of capital project/equipment expenditures with unit costs of less than \$300,000, in the Terminal Building cost center are divided by a “rentable” space divisor (total terminal space available that is revenue producing and available for lease). The result of this approach is that the airlines are only responsible for terminal building costs allocated to airline leased premises and any costs allocated to vacant, concession, or other rentable space is the financial responsibility of RTAA.

In addition, the current hybrid agreement provides that RTAA’s net available revenues after debt service are split equally (50%-50%) between the signatory airlines and RTAA through a revenue sharing formula. Revenue sharing is derived by taking the sum of RTAA’s total revenues less total expenses posted to all cost centers less debt service and other identified requirements. A credit estimate offsets airline terminal building rents collected during the year with a final airline rates and charges reconciliation and settlement based on audited year-end results.

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The agreement also provides for an airline review of the budget and allows airlines to vote to deny cost recovery in the airline rates for large capital projects in the airline cost centers. Through negotiations with the airlines, the current agreement provides that the first \$1 million of capital projects in the Airfield Cost Center, \$2 million in the Terminal Building Cost Center, and \$500,000 in the BHS Cost Center will not be subject to a denial vote. The airlines will review and vote on the projects over these thresholds. Capital projects over \$300,000 must be amortized over the useful life of the asset and cannot be included in its entirety in the year it is placed in service.

An annual meeting is held with the signatory airlines to review the budget and further explain the capital projects. The airlines have 30 days after this budget review meeting to deny a capital project. A Majority-In-Interest (MII) of the airlines must vote to deny a project as provided in the airline agreement.

The MII for an Airfield project is 60% of the number of signatory airlines that landed at least 50% of the signatory airline landed weight during the immediately preceding fiscal year or 50% of the number of signatory airlines that landed at least 60% of the signatory landed weight for the same period.

The MII for a Terminal Building project is 60% of the signatory airlines that paid at least 50% of the total terminal rents during the immediately preceding fiscal year or 50% of the signatory airlines that paid at least 60% of the total terminal rents for the same period. This type of formula is common in the airport industry to foster a democratic process for the large and small airlines that may have different capital project goals at the airports they serve.

It is difficult to compare landing fees and rental rates at airports because of the variations in rate setting mechanisms contained in airline agreements. One financial indicator used to compare airports is airline cost per enplaned passenger (CPE). This is the sum of the airline's costs to operate at RNO (landing fees and terminal rents) divided by the number of enplaned passengers.

RNO's budgeted signatory CPE for FY 2021-22 was \$9.57 and it is currently forecasted at \$6.16. This ratio compares to the 2020 average median for all U.S. Airports of \$12.47 as reported by Moody's Investors Service. With the continued recovery of passenger traffic forecasted for FY 2022-23, signatory CPE is budgeted to be \$7.47.

RTAA seeks to maintain a diversified revenue stream with the goal of keeping airline rates, fees, rentals, and charges as reasonable as possible. Airline CPE is equivalent to a municipal or county government's cost per capita as a means of comparing different governments' cost of operation.



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**Liquidity and Working Capital Policy**

The credit rating agencies primarily measure an airport enterprise’s ability to meet its on-going obligations and provide a buffer against unanticipated risks using Days Cash on Hand. This ratio is calculated by identifying the sum of all unrestricted cash and investments and restricted cash and investments in the Operation and Maintenance Reserve Account and the Renewal and Replacement Account divided by the daily operating and maintenance expenditure budget (annual operating and maintenance budget divided by 365 days). The annual operating and maintenance budget used in the denominator excludes RTAA’s annual depreciation expense due to the non-cash nature of the reduction in the value of an asset.

Airports primarily face the following two revenue risks: (1) Volume: Traffic Base and Carrier Diversity - This risk factor is an airport’s underlying market characteristics, such as the size of the enplanement base, origin and destination passenger mix, diversity of carriers and competition from other airports or modes of transportation; and (2) the Airline Contractual Framework for Cost Recovery - This risk factor largely focuses on the underlying use and rate-setting agreements between an airport and its airline carriers. See the “*Airline Agreement*” information previously outlined in this section.

Commercial agreements with other users, such as terminal concessionaires, rental car companies and air cargo carriers, may also be relevant if cost recovery is structurally dependent on cash flows covered by such agreements. Airports are typically in a stronger financial position if they possess the contractual ability to recover a large majority of operating costs through airline agreements. RTAA has cost center residual provisions in its airline agreement for the airfield and baggage handling system costs.

Based on an evaluation of these revenue risk factors and RTAA’s cash cycle, expense volatility, and operating and capital needs, RTAA has established its policy target to retain the equivalent of 365 days of cash on hand. RTAA has established a minimum ratio of no less than 300 days based on the likelihood that a decrease below this threshold may be the basis for a rating downgraded by the credit rating agencies. The 2020 median average, as compiled by Moody’s Investor Services, is 664 for all airports and 723 for medium hub airports. As of June 30, 2022, RTAA’s cash and liquidity position was 535 days of cash on hand.

In addition, RTAA also monitors working capital (i.e., current assets less current liabilities) with a focus on accounts receivable collections and the investment in inventory and prepaid assets reasonably expected to be realized in cash or consumed within a year. The RTAA’s established policy is to maintain a minimum net working capital of 270 days. This ratio is calculated by dividing current assets less current liabilities by the daily operating and maintenance expenditures (annual operating and maintenance expenses divided by 365 days and excluding depreciation). For fiscal years ending June 30, 2020, and 2021, the net working capital ratio was 695 and 801 days, respectively.

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**Reserve and Fund Balance Policy**

The term fund balance is used to describe the net position of the RTAA enterprise fund as calculated in accordance with GAAP. Most simply, fund balance or net position is the difference between total assets and deferred outflow of resources less liabilities and deferred inflow of resources. In other words, RTAA Statement of Net Position or balance sheet reports cash and financial resources (such as buildings and land) as assets and amounts owed to others as liabilities. The fund balance or net position is essentially what is left over after the fund’s assets have been used to meet its liabilities.

Fund balance is required to be reported in three components – net investment in capital assets, reserved and unreserved. The net investment in capital assets represents RTAA’s total capital assets less revenue bonds and other indebtedness uses to fund the acquisition or construction of those assets.

When an account balance is “reserved”, it either means that the resources are in a form that cannot be appropriated and spent or that the resources are legally limited (“restricted”) to being used for a particular purpose. As outlined above, RTAA restricted funds are the following:

1. The Bond Account or Debt Service, with its subaccounts of Interest and Principal, which is used to accumulate funds for the semi-annual interest payments and the annual principal payments on the revenue bonds.
2. The Operation and Maintenance Reserve Account, which is a deposit equal to two months of the annual operation and maintenance expense budget.
3. The Renewal and Replacement Account, which maintains funds set aside by management of \$780,000 for unexpected or emergency repairs.
4. The Passenger Facility Charge (PFC) Account, which represents PFC revenues authorized for collection by the FAA in excess of designated capital project expenditures. RTAA is required to segregate and report the use of PFC funds separately from the other funding and operating financial transactions.
5. Other Reserve Purposes Account, which represents an unreserved fund balance not legally limited to any specific purpose; however, RTAA has designated its intention to use available resources in a particular manner.

The following table provides RTAA’s fund balance or net position in millions as of June 30, 2021, and June 30, 2020:

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	2021	2020	Change	% Change
<b>Net Position (In Millions)</b>				
Invested in Capital Assets, net of debt	\$ 361.86	\$348.801	\$ 13.05	3.7%
<b>Restricted</b>				
Operating & Maintenance Reserve	7.724	7.716	0.008	0.1%
Renewal & Replacement Reserve	0.787	0.822	(0.035)	-4.3%
Passenger Facility Charge	15.517	18.023	(2.506)	-13.9%
Debt Service (Bond)	1.910	1.960	(0.050)	-2.6%
Other Reserve Purpose	0.043	0.078	(0.035)	-44.9%
<b>Total Restricted</b>	<b>25.981</b>	<b>28.599</b>	<b>(2.618)</b>	<b>-9.2%</b>
<b>Unrestricted</b>	<b>29.202</b>	<b>23.835</b>	<b>5.37</b>	<b>22.5%</b>
<b>Total Net Position</b>	<b>\$ 417.04</b>	<b>\$401.235</b>	<b>\$ 15.80</b>	<b>3.9%</b>

Note: In the table, the sum of individual amounts may not total due to rounding.

RTAA is responsible for meeting the air transportation needs of the Reno-Tahoe region. Therefore, RTAA must be prepared for unforeseen events or economic uncertainties that could result in additional expenditure requirements or loss of revenue by establishing and maintaining prudent levels of fund balance and reserves.

In addition to the reserve accounts described above, RTAA maintains a portion of the unrestricted balance as an Unrestricted Net Position Reserve that equals a minimum of four months of RTAA operating expenses (which is equivalent to 33.3% of RTAA’s Operating Expenses). This policy standard is conservative compared to the Government Finance Officers Association recommendation to maintain an unrestricted budgetary fund balance of no less than two months or 16.67% of operating expenditures.

With the adoption of GASB 67, 68 and 82 in FY 2014-15, RTAA was required to recognize net pension liability associated with its participation in the Public Employee Retirement System (PERS) of Nevada. RTAA’s annual contribution rates are established by Chapter 286 of Nevada Revised Statutes and only amended through legislation. This significant accounting change reduced the Unrestricted Net Position shown below by \$38.129 million in 2018 and \$37.835 million in 2019.

For purposes of this policy, however, RTAA has determined that the net pension liability beyond the current year pension contribution represents a future obligation that can be removed from the calculation of the Unrestricted Net Position Reserve. Based on the policy, the following calculations add back the net pension liability figures for the fiscal years ended June 30, 2021, and June 30, 2020:

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(In Millions)		2021	2020	Change	% Change
Net Position - Unrestricted		\$ 29.202	\$ 23.835	\$ 5.37	22.5%
Net Pension Liability		38.582	38.110	\$ 0.47	1.2%
Deferred Inflow of Resources - Pension Contribution after Measurement Date		(2.887)	(2.690)	\$ (0.20)	7.3%
Unrestricted Net Position (Adjusted)	A	\$ 64.897	\$ 59.225	\$ 5.67	9.6%
Total Operating Expenses		42.612	45.192	(2.58)	-5.7%
Percent Designated for Unrestricted		33.3%	33.3%		
Total of Unrestricted Account Reserve	B	14.190	\$ 15.049	(0.86)	-5.7%
Unrestricted Reserve (Adjusted) as % of Policy Requirement	A/B	457.3%	393.5%		

In conjunction with the Operating and Maintenance Reserve of two months, this designated reserve will provide six months of operating expenses in the case of unforeseen events. This policy will protect RTAA against expenditure and revenue volatility, natural disasters and other unforeseen emergencies, economic downturns, and other issues, which impact fiscal health and stability. In the event this reserve falls below established levels, the Chief Finance and Administration Officer shall present a plan to the President/CEO and, upon approval, the Board of Trustees for restoration of those targeted levels within one to three years.

As of the adoption of the FY 2022-23 Budget RTAA has not determined the Net Pension Liability and the associated Deferred Inflow of Resources as of June 30, 2022. However, based on the balances on June 30, 2022, and the forecasted operating results for both FY 2021-22 and FY 2022-23, RTAA does not anticipate the need to restore funds to meet the targeted levels in this policy.

**Investment Policy**

The investment policy of RTAA states that the primary objectives, in order of priority, shall be safety, liquidity, and yield. The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. The "prudent person" standard states the following: "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

Under authority delegated by the Board of Trustees of RTAA, in accordance with chapter 474, Statutes of Nevada, NRS 354.474 and 355.175, and Bond Resolution 526, the investment of

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RTAA funds is the responsibility of the President/CEO. All cash, including bond proceeds, received by RTAA will be invested by the Chief Finance and Administration Officer. The Chief Finance and Administration Officer will maintain a list of approved broker/dealers and financial institutions which are authorized to provide investment services to RTAA. Authorized broker/dealers will be limited to "primary" dealers or other dealers that qualify under SEC Rule 15C3-1, the Uniform Net Capital Rule. Securities purchased by RTAA shall be delivered against payment (delivery vs. payment) and held in a custodial safekeeping account with the trust department of a third-party bank insured by the Federal Deposit Insurance Corporation designated by the Chief Finance and Administration Officer for this purpose in accordance with NRS 355.172.

The Chief Finance and Administration Officer, in accordance with the provisions of Nevada Revised Statutes (NRS) 355.170, 355.180, the current bond resolutions, and this investment policy, is authorized to invest in the following: United States Treasury Bills, Notes, Bonds, and Debentures of the United States; United States Government Agency Securities Negotiable & Nonnegotiable Certificates of Deposit; Bankers' Acceptances, Commercial Paper, Money Market Mutual Funds, and the Local Government Investment Pool ("LGIP") as established by the Nevada State Treasurer under NRS 355.167. Effective July 1, 2019, the Nevada Legislature expanded the types of authorized investments adding options already used in some other states. On June 11, 2021, the Board approved expanding the list of authorized investments to include the following: Supranational Bonds, Corporate Bonds and Notes, Foreign Corporate and Government Securities, Collateralized Mortgage-Backed Securities, and Asset-Backed Securities.

The investment policy is reviewed every year by the President/CEO and changes, if any, are presented to the Finance and Business Development Committee of the Board of Trustees.

**Debt Management**

The debt policies of RTAA are reviewed in Section 9 – Debt. This policy is narrowly defined since RTAA has primarily used direct loans and revenue bond debt to finance airport capital projects. When issuing public debt, the debt limit is established by guidelines outlined in the revenue bond resolutions. They also establish various bond funds. The flow of revenues and expenses through these funds, and the maintenance of the balances in the funds, can affect the rate setting process and budget. RTAA does not currently have any public debt and as a result it does not have active bond resolutions. On December 9, 2021, the Board of Trustees approved the prepayment of the 2015 Bonds in the amount of \$10.778 million, which included the balance of principal, interest, and a prepayment fee.

When RTAA finances capital projects by issuing long term debt, it will pay back the bonds within a period not to exceed the estimated useful life of the project. RTAA will not use long

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term debt for current operations. RTAA will maintain good communications with its bond rating agency regarding its financial condition and will follow a policy of full disclosure in every financial report and offering prospectus.

RTAA regularly evaluates the cost effectiveness of additional refinancing opportunities to take advantage of lower interest rates. The Debt Policy establishes a minimum threshold of a 3% savings (total interest reduction on a net present value basis) to justify a refinancing bond issuance. RTAA's revenue bonds and associated debt service are discussed further in Section 9 - Debt.

To provide a short-term financing facility for its capital program, as an interim bond financing plan, on July 14, 2022, RTAA Board approved a non-revolving credit agreement with Wells Fargo Bank for the issuance of airport system subordinate revenue bonds Series 2022 including Subseries A (AMT), Subseries B (Non-AMT), and Subseries C (Taxable) in the maximum aggregate principal amount of \$50 million. Drawdown amounts in each subseries will depend on the tax treatment of the capital projects it will fund. Funds can be drawn in any amount as needed and the loan can be repaid at any time before the expiration of the three-year term of the contract.

With the issuance of the 2022 Subordinate Lien Revenue Bonds, a procedure for on-going compliance with Section 141 and 148 of the Internal Revenue Code regarding tax-exempt bonds was executed by RTAA. Specifically, the certificate requires compliance with the tax certificate and Form 8038-G by the Chief Finance and Administration Officer or another employee of RTAA designated by the Chief Finance and Administration Officer as the Compliance Officer. In addition, the Compliance Officer will conduct annual compliance checks of the current status of the proceeds of each issue of tax-exempt bonds and the current use of the facilities financed by tax-exempt bonds, notes or debentures.

**Budget Process**

RTAA's definition of a balanced budget is one in which revenues and other resources equal or exceed expenditures and other uses. A balanced budget is an integral part of maintaining RTAA's financial position and bond rating. Strategies employed to attain this balance include cost reductions, personnel, and service efficiencies, developing and diversifying non-airline revenues and increasing fees to match program expenditures.

RTAA Operating Budget is a major factor in establishing the level of airline landing fee and terminal rental rates. Non-airline revenues also affect airline rates through the revenue sharing process contained in the airline agreement. Increasing and diversifying non-airline revenues, such as new concession fees and the rents from the development of land and facilities, remains a strategic goal for RTAA's staff. Another component of airline rates is the debt service included in the airline landing fee and terminal rental rates. Operating Revenues less Operating Expenses

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or Net Revenues, as mentioned earlier, must equal, or exceed 125% of annual revenue bond debt service.

The President/CEO instructs the management staff to prepare departmental work plans to implement the Board of Trustees’ strategic plan as outlined in Section 3 – Strategic Initiatives. Specific department work plans in support of the strategic plan are outlined in Section 7 – Expenditures. Under the leadership of the President/CEO, staff strives to limit the increases in operating and maintenance expenses by focusing on “mission critical” areas and exploring every opportunity to reduce or maintain the current level of operating costs. The FY 2022-23 Operating Budget of \$57.932 million reflects an increase of \$8.000 million or 16.0% from the FY 2021-22 approved budget. After two years of significant budget cuts to offset declining revenues due to the COVID-19 pandemic, the FY 2022-23 Budget reflects the addition of necessary funding to operate the two airports (RNO and RTS).

During the budgeting process, each proposed new employee, property, plant, and equipment (PP&E), and capital project requires individual department justifications that are reviewed by RTAA Finance staff. The requests are forwarded to Human Resources, Purchasing, and Engineering, respectively, for cost estimates. The President/CEO and Executive Team then conduct a series of reviews with each department to analyze the budget requests and associated work plans to ensure alignment with the Strategic Initiatives.

The Finance Department then incorporates the budget requests along with other assumptions for passenger enplanements, landed weights, etc. into a model to calculate the landing fee, terminal rental rates, and baggage handling system fee. Assumptions for revenues are reviewed against historical trends and apply other factors, including RTAA’s economic outlook, changes in operations, new concession agreement terms and other factors that may have an impact on revenues. A public budget workshop is held with the Board of Trustees during the month of April to review the proposed budget and receive direction from the Board.

As required by the Airline Agreement, staff also meets with signatory airline representatives to review the proposed airline rates, fees and charges, and capital improvement projects. As provided for in the agreement, capital projects greater than established dollar thresholds are subject to the Majority-In-Interest (MII) provision. This provision establishes a process where a majority of the airlines may deny a proposed capital project. There were no capital projects in the FY 2022-23 Budget subject to the MII review process: The Ticketing Hall Expansion project already had approval from the signatory airlines.

**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
**ANNUAL BUDGET**  
**Section 5 – Financial and Budgetary Policies**

The following schedules are included at the end of this section:

- A revenue sharing schedule showing the allocation of revenues, operating expenditures and debt service by cost center resulting in net revenues that will be shared with the signatory airlines.
- Summary of Sources and Uses of Funds
- Days Cash on Hand
- Department O&M Funding Matrix
- Operating Forecast



**Reno Tahoe Airport Authority  
Revenue Sharing  
Budget Year 2022-2023**

**Cost Centers**

	<u>Airfield</u>	<u>Terminal</u>	<u>Baggage Sys</u>	<u>Landside</u>	<u>Other</u>	<u>Reno Stead</u>	<u>Total</u>
Airline Revenue (Before Revenue Sharing)	\$ 12,302,307	\$ 14,230,500	\$ -	\$ -	\$ -	\$ -	\$ 26,532,807
Non Airline Revenue	1,122,711	7,145,600	1,855,959	28,541,606	8,090,627	1,118,000	47,874,503
<b>Total Revenue</b>	<b>13,425,018</b>	<b>21,376,100</b>	<b>1,855,959</b>	<b>28,541,606</b>	<b>8,090,627</b>	<b>1,118,000</b>	<b>74,407,310</b>
O&M Expense	13,581,990	23,625,591	1,819,292.8	10,543,783	4,572,303	2,540,358	56,683,318
Debt Service	-	406,800	-	-	-	-	406,800
Pre Bond Loan	-	-	-	-	-	-	-
O&M Reserve	273,731	476,149	36,666	226,882	102,932	51,198	1,167,557
Fixed Asset	547,111	403,569	-	241,505	148,146	53,084	1,393,416
Capital Project	143,379	590,199	-	26,861	380,220	69,929	1,210,588
Amort of Capital Items	1,206,453	386,612	-	1,063,115	675,606	423,747	3,755,532
Special Fund	-	419,825	-	-	-	-	419,825
CARES ACT	(1,120,000)						(1,120,000)
<b>Total Requirement</b>	<b>\$ 14,632,664</b>	<b>\$ 26,308,744</b>	<b>\$ 1,855,959</b>	<b>\$ 12,102,146</b>	<b>\$ 5,879,207</b>	<b>\$ 3,138,316</b>	<b>\$ 63,917,036</b>
Net Revenues	\$ (1,207,647)	\$ (4,932,644)	\$ -	\$ 16,439,460	\$ 2,211,421	\$ (2,020,316)	\$ 10,490,274
Airport Share		50.00%					\$ 5,245,137
Airline Share		50.00%					\$ 5,245,137

**RENO - TAHOE AIRPORT AUTHORITY**  
**FY 2022-23**  
**ANNUAL BUDGET**  
**Summary of Sources and Uses of Funds**

	Actual 2020-21	Budget 2021-22	Budget 2022-23
<b>SOURCES OF FUNDS</b>			
<b>Revenue Fund</b>			
Landing and Aircraft Fees	\$ 8,794,643	\$ 9,553,953	\$ 13,283,318
Gaming Concession Fees	632,609	700,400	1,199,500
Food and Beverage Revenue	772,106	1,407,689	2,108,900
Merchandise Revenue	514,509	932,145	1,119,700
Auto Rental Concession Fees	6,486,437	6,496,400	11,208,806
Other Concession Fees	1,222,535	1,055,709	1,524,900
Auto Parking and Ground Transportation	7,361,177	8,853,300	17,150,500
Terminal Rents	7,398,018	8,451,400	8,907,300
Other Rents	8,090,901	8,341,396	8,611,927
Reimbursed Services & Miscellaneous	2,004,254	2,288,832	3,081,459
Other Non-Operating Pledged Revenue	812,216	588,300	687,800
<b>Total Revenue Fund</b>	<b>\$ 44,089,405</b>	<b>\$ 48,669,524</b>	<b>\$ 68,884,110</b>
<b>Non Rate Base Revenue</b>			
Non-Rate Base Interest	113,906	113,900	186,700
Fuel Tax Revenue	203,765	213,700	256,700
Fuel Tax Interest	2,366	5,800	4,100
CARES/CRRSA/ARPA	7,114,061	11,745,950	1,120,000
CFC Revenue	4,954,128	5,693,000	10,588,500
PFC Interest	264,522	89,700	150,200
PFC Revenue	4,249,877	5,564,200	8,729,300
Other Revenue	(935,537)	-	-
<b>Total Non Rate Base Revenue</b>	<b>15,967,089</b>	<b>23,426,250</b>	<b>21,035,500</b>
<b>TOTAL SOURCES OF FUNDS</b>	<b>\$ 60,056,493</b>	<b>\$ 72,095,774</b>	<b>\$ 89,919,610</b>
<b>USES OF FUNDS</b>			
<b>Operation and Maintenance Fund</b>			
Personnel Services	\$ 30,324,312	\$ 32,947,635	\$ 38,057,907
Utilities	2,454,099	2,848,730	3,133,050
Purchased Services	4,287,339	6,960,442	8,860,351
Materials and Supplies	2,259,926	2,657,659	2,984,990
Administrative Expenses	1,904,962	3,339,289	3,647,021
<b>Total Operation and Maintenance Fund</b>	<b>\$ 41,230,637</b>	<b>\$ 48,753,755</b>	<b>\$ 56,683,318</b>
<b>Bond Fund</b>			
Interest Account	337,975	285,450	406,800
Principal Account	1,910,000	1,965,000	-
<b>Total Bond Fund</b>	<b>\$ 2,247,975</b>	<b>\$ 2,250,450</b>	<b>\$ 406,800</b>
<b>Operation and Maintenance Reserve Fund</b>			
To maintain reserve level at 2 months of the annual budget of operation and maintenance expenses of the airport system	\$ -	\$ 643,649	\$ 1,167,557
<b>Property, Plant &amp; Equipment</b>	<b>\$ 708,181</b>	<b>\$ 1,006,041</b>	<b>\$ 1,393,416</b>
<b>Capital Projects</b>			
Current Year	1,501,142	1,704,893	1,210,588
Prior year project reimbursement	2,702,071	3,203,217	3,755,532
<b>Total Capital Projects</b>	<b>\$ 4,203,213</b>	<b>\$ 4,908,110</b>	<b>\$ 4,966,120</b>
<b>Special Fund</b>			
35 % of projected gaming revenue to Special Fund	\$ 221,413	\$ 245,140	\$ 419,825
<b>General Purpose Fund</b>			
Current Year Profit Sharing Total	5,142,063	5,814,068	10,490,211
Current Year Profit Sharing Airline Share	(2,571,021)	(2,907,040)	(5,245,137)
Air Service Incentive	(100,856)	(400,000)	(400,000)
<b>Total General Purpose Fund</b>	<b>\$ 2,470,186</b>	<b>\$ 2,507,028</b>	<b>\$ 4,845,074</b>
<b>Non-Rate Base Interest</b>	<b>113,906</b>	<b>113,900</b>	<b>186,700</b>
<b>Non Rate Base Expenditures</b>			
<b>Fuel Tax</b>	<b>206,131</b>	<b>219,500</b>	<b>260,800</b>
<b>CFC Funding</b>	<b>4,954,128</b>	<b>5,693,000</b>	<b>10,588,500</b>
<b>PFC Funding</b>	<b>4,514,399</b>	<b>5,653,900</b>	<b>8,879,500</b>
<b>CBP Staffing Funding</b>	<b>80,022</b>	<b>101,300</b>	<b>122,000</b>
<b>Other Revenue</b>	<b>(893,699)</b>	<b>-</b>	<b>-</b>
<b>Total Non Rate Base Expenditures</b>	<b>\$ 8,974,888</b>	<b>\$ 11,781,600</b>	<b>\$ 20,037,500</b>
<b>TOTAL USES OF FUNDS</b>	<b>\$ 60,056,493</b>	<b>\$ 72,095,774</b>	<b>\$ 89,919,610</b>

**RENO-TAHOE AIRPORT AUTHORITY**  
**PROJECTED BALANCE OF CASH AND INVESTMENT ACCOUNTS AND SUB-ACCOUNTS**  
**ESTABLISHED BY REVENUE BOND RESOLUTIONS**  
**FOR THE YEAR ENDING JUNE 30, 2023**

	Issuer Cash and Investment Accounts		Bond Fund		Trustee's Cash and Investment Accounts					Totals
	Special Account <sup>(a)</sup>	Operation & Maintenance Account	Interest Account 2015 <sup>(b)</sup>	Principal Account 2015 <sup>(b)</sup>	Operations & Maintenance Reserve Fund	Renewal & Replacement Account	General Purpose Account	PFC Account <sup>(c)</sup>	Revenue Account	
<b>Balance June 30, 2022 (Unaudited)</b>	\$ 4,837,640	\$ -	\$ -	\$ -	\$ 8,487,771	\$ 784,591	\$45,948,601	\$ 15,525,866	\$ 7,500,000	\$ 83,084,468
Receipts:										
Gross pledged revenues received:										-
Deposits from Airport revenues									68,453,010	68,453,010
Income received from investments pledged portion								150,200	691,900	842,100
PFC revenue								8,729,300		8,729,300
FAA Grants and Other Contributions									35,340,612	35,340,612
Transfer among funds:										
Gaming revenue	419,825								(419,825)	-
Operation and maintenance expenses		57,131,018							(57,131,018)	-
Debt service requirements									-	16,950,000
Maintain reserve requirement					1,167,557				(1,167,557)	-
Capital Improvement Projects	(1,220,658)						(6,917,474)	(9,881,480)	26,748,254	8,728,643
Property, Plant and Equipment		-	1,393,416						(1,393,416)	-
Net Cashflow from Operations							10,153,094		(10,153,094)	-
Disbursements:										
Operation and maintenance expenses		(57,131,018)								(57,131,018)
Property, Plant and Equipment		(1,393,416)								(1,393,416)
Payment of revenue bond interest and principal										-
Capital Improvement Projects									(77,918,867)	(77,918,867)
<b>Projected Balance at June 30, 2023</b>	<u>\$ 4,036,807</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 9,655,328</u>	<u>\$ 784,591</u>	<u>\$49,184,220</u>	<u>\$ 14,523,886</u>	<u>\$ 7,500,000</u>	<u>\$ 85,684,832</u>
	<u>\$ (800,833)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,167,557</u>	<u>\$ -</u>	<u>\$ 3,235,620</u>	<u>\$ (1,001,980)</u>	<u>\$ -</u>	<u>\$ 2,600,364</u>

**Fund Balance Changes**

(a) Capital Projects funded by the Special Account in FY 2022-23 include the RTAA local share of FAA grants to complete an airfield drainage project, purchase a cold air blower, and taxiway design.

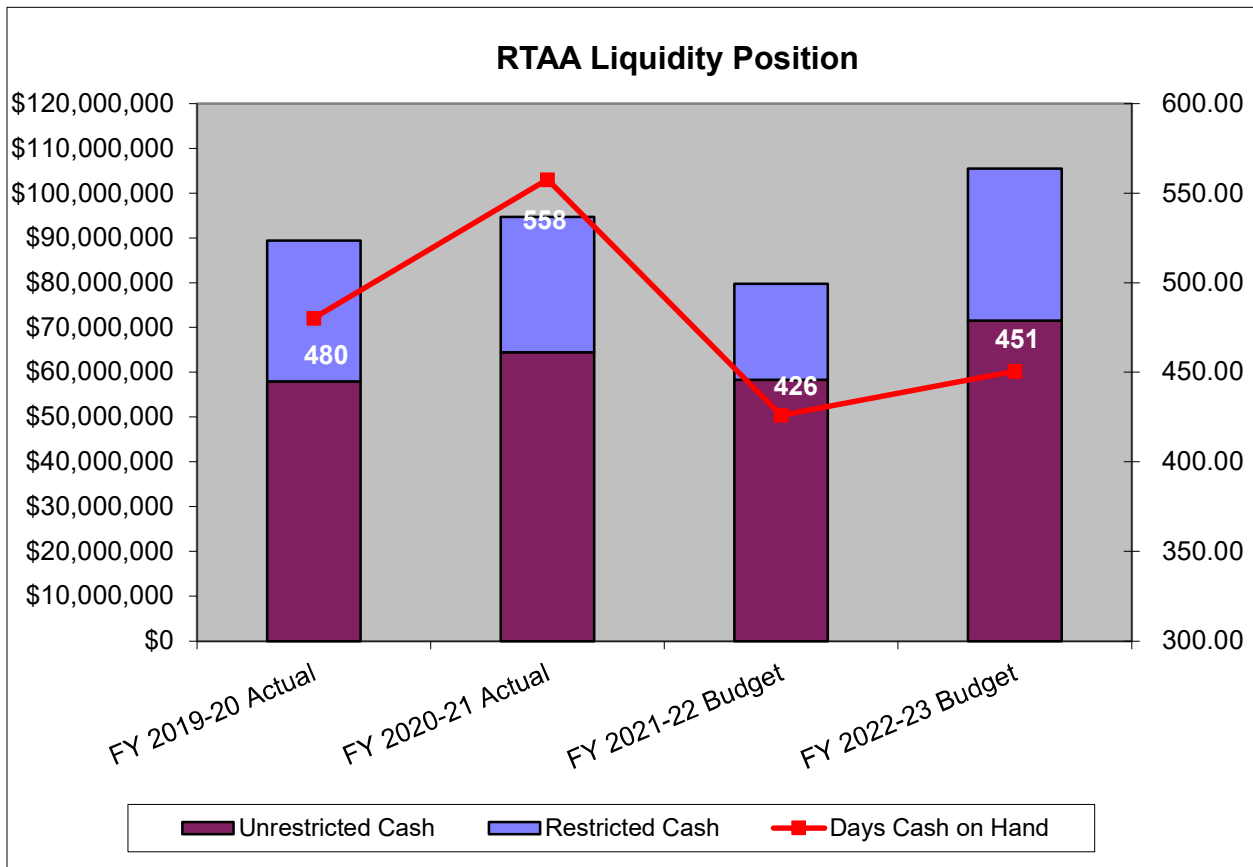
(b) The 2005 Bonds were refunded and replaced by the 2015 Bonds on September 30, 2015. The 2015 Bonds were paid off in FY2022.

(c) Capital Projects to be funded by Passenger Facility Charges in FY 2022-23 include the Concourse Design Project.

In addition, the RTAA local share of FAA grants for the RNO Master Plan, and to rehabilitate Runway 16R/34L, upgrade the east airfield lighting vault, and construct Taxiway Bravo and Mike.

PFC revenues are forecasted to increase from FY 2022-23 due to the forecasted recovery of passenger traffic.

Reno-Tahoe Airport Authority  
 FY 2022-23  
 ANNUAL BUDGET  
 Section 5 – Financial and Budgetary Policies



**Reno-Tahoe Airport Authority**  
**FY 2022-23 Budget**  
**Department O&M Funding Matrix**

Department	FY 2022-23 O&M Budget						Funding Source			
	Personnel Services	Utilities	Purchased Services	Materials & Supplies	Administrative Expenses	TOTAL O&M BUDGET	O&M Fund	CFC	Fuel Tax	Total Funds
Board of Trustees	\$ 120,420	\$ -	\$ 1,100	\$ 1,500	\$ 53,500	\$ 176,520	\$ 176,520	\$ -	\$ -	\$ 176,520
General Counsel	280,000	-	440,720	-	17,400	738,120	738,120	-	-	738,120
President/CEO	646,600	-	150	6,150	159,500	812,400	812,400	-	-	812,400
Air Service Business Development	423,400	-	221,505	16,250	114,225	775,380	775,380	-	-	775,380
Marketing and Public Affairs	1,313,400	-	198,116	54,240	640,188	2,205,944	2,205,944	-	-	2,205,944
Economic Development	1,302,700	55,700	377,150	9,220	83,245	1,828,015	1,828,015	-	-	1,828,015
Outside Properties Budget	177,700	171,850	287,698	5,020	16,900	659,168	(54,481)	713,649	-	659,168
People, Culture, and Equity	1,274,880	-	125,230	10,310	185,795	1,596,215	1,596,215	-	-	1,596,215
Information Systems	2,031,700	425,000	2,129,111	637,787	55,300	5,278,898	5,278,898	-	-	5,278,898
Reno Stead Airport	752,700	146,000	99,370	150,800	13,750	1,162,620	1,162,620	-	-	1,162,620
Accounting & Administration	1,795,600	-	291,300	13,200	50,600	2,150,700	2,150,700	-	-	2,150,700
Purchasing & Materials Management	713,200	-	9,300	12,255	18,680	753,435	753,435	-	-	753,435
Operations and Public Safety	767,300	-	65,050	5,950	40,810	879,110	879,110	-	-	879,110
Airside Operations	1,349,500	-	71,000	21,525	50,050	1,492,075	1,492,075	-	-	1,492,075
Landside Operations	1,952,232	-	494,500	92,185	381,516	2,920,433	2,920,433	-	-	2,920,433
Airport Fire	4,539,668	-	155,195	256,118	149,657	5,100,638	5,100,638	-	-	5,100,638
Airport Police	4,000,045	-	25,761	73,115	63,270	4,162,191	4,162,191	-	-	4,162,191
Airport Communications	1,364,300	-	157,621	32,800	23,450	1,578,171	1,578,171	-	-	1,578,171
Airport Security	1,820,800	-	42,200	62,750	15,600	1,941,350	1,941,350	-	-	1,941,350
Infrastructure and Planning	581,404	-	130,650	5,750	7,512	725,316	725,316	-	-	725,316
Planning & Env. Services	814,278	-	366,120	-	11,342	1,191,740	1,191,740	-	-	1,191,740
Engineering & Construction	1,108,900	-	590,900	1,500	29,136	1,730,436	1,730,436	-	-	1,730,436
Director of Facilities & Maint.	450,000	-	11,000	32,845	5,095	498,940	498,940	-	-	498,940
Airfield Maintenance	3,028,753	262,000	89,443	925,170	65,150	4,370,516	4,370,516	-	-	4,370,516
Building Maint. & Services	5,676,127	1,667,000	773,668	488,050	13,350	8,618,195	8,618,195	-	-	8,618,195
Baggage Handling System	72,300	403,000	1,273,493	70,500	-	1,819,293	1,819,293	-	-	1,819,293
Non Departmental	(300,000)	-	435,500	-	1,382,000	1,517,500	1,173,500	-	344,000	1,517,500
<b>TOTAL</b>	<b>\$ 38,057,907</b>	<b>\$ 3,130,550</b>	<b>\$ 8,862,851</b>	<b>\$ 2,984,990</b>	<b>\$ 3,647,021</b>	<b>\$ 56,683,318</b>	<b>\$ 55,625,669</b>	<b>\$ 713,649</b>	<b>\$ 344,000</b>	<b>\$ 56,683,318</b>

**Reno-Tahoe Airport Authority**  
**FY 2022-2023 Budget**  
**Operating Forecast**

<b>Budget Category</b>	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Budget</b>	<b>FY 2022-23 Budget</b>	<b>FY 2023-24 Forecast *</b>	<b>FY 2024-25 Forecast *</b>	<b>FY 2025-26 Forecast *</b>
Operating Revenues:						
Airline Revenues	\$ 14,988,902	\$ 16,978,753	\$ 21,009,607	\$ 23,406,602	\$ 24,632,276	\$ 25,232,879
Non-Airline Revenues	28,674,013	31,102,471	47,186,703	72,713,815	75,791,373	79,639,884
Total Operating Revenues	43,662,916	48,081,224	68,196,310	96,120,417	100,423,649	104,872,763
Operating Expenses	\$ (42,612,297)	\$ (49,931,626)	\$ (57,931,967)	\$ (60,369,904)	\$ (62,917,813)	\$ (65,580,872)
Revenues over Expenses	\$ 1,050,619	\$ (1,850,403)	\$ 10,264,343	\$ 35,750,513	\$ 37,505,836	\$ 39,291,890

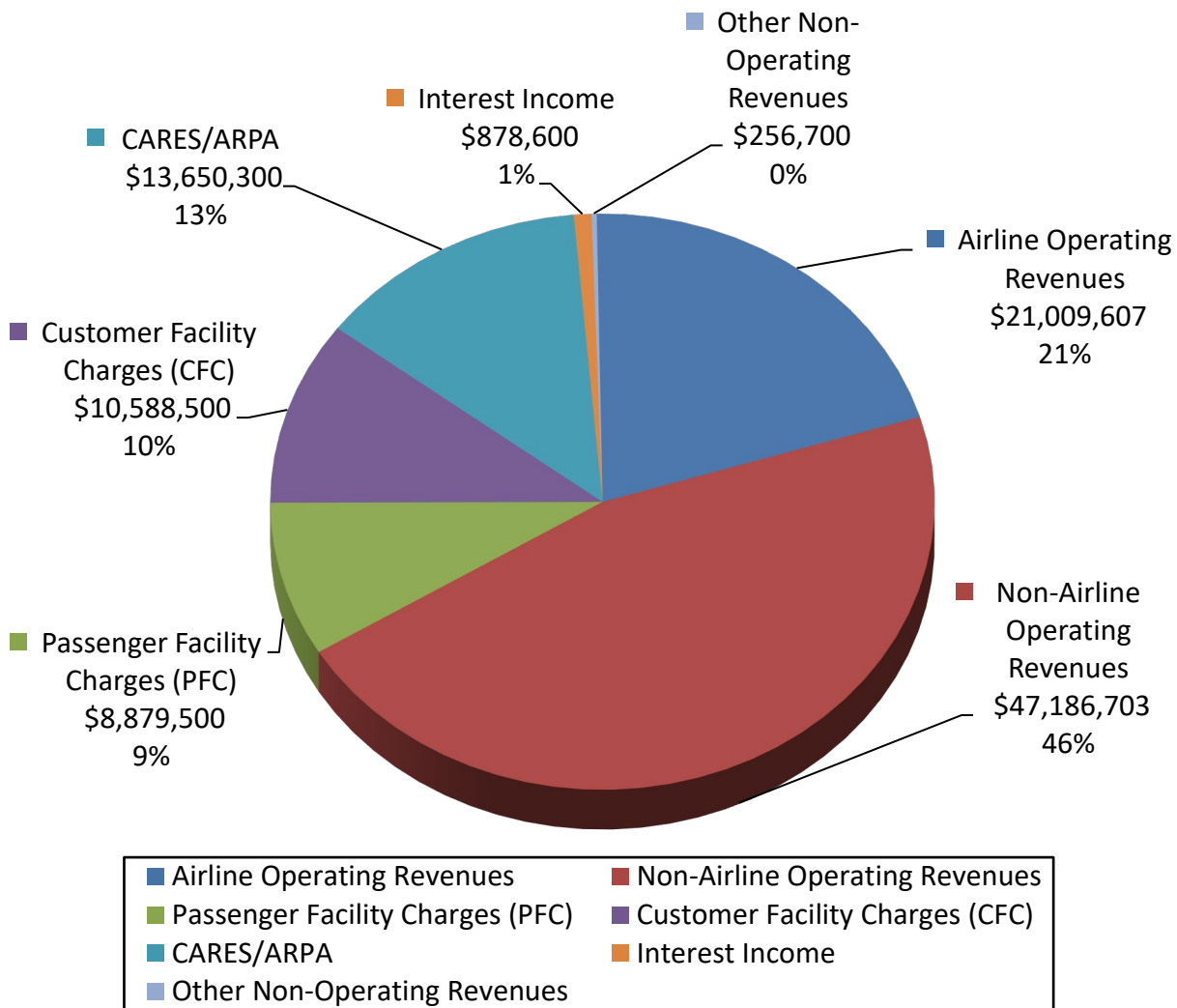
\* Forecasted operating revenues and expenses are based on current, and historic business conditions, and may change substantially due to the COVID -19 Pandemic and other unforeseen circumstances

## **Section 6 – Revenues**

**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
**ANNUAL BUDGET**  
**Section 6 – Revenues**

Reno-Tahoe Airport Authority (RTAA) total Revenue Budget for FY 2022-23 is \$102.450 million, a \$30.354 million or 42.1% increase from the FY 2021-22 adopted budget and is composed of Operating Revenues (Airline and Non-Airline Operating Revenues), and Non-Operating Revenues (Passenger Facility Charges (PFC), Customer Facility Charges (CFC), Interest Income and Other Non-Operating Revenues). Coronavirus Aid, Relief, and Economic Security (CARES) Act, and American Rescue Plan Act (ARPA) funding is also part of the Non-Operating Revenue category. Key inputs used in the revenue budget include the passenger and aircraft traffic forecast, revenue per passenger, and regional and national economic indicators.

**FY 2022-23 RTAA TOTAL REVENUES**





**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
**ANNUAL BUDGET**  
**Section 6 – Revenues**

**OPERATING REVENUES**

The total Operating Revenue budget for FY 2022-23 is \$68.196 million. This is a \$20.115 million or 41.8% increase from the FY 2021-22 Budget. Airline revenues are \$21.010 million or approximately 31% of total operating revenues. The total non-airline operating revenue budget is \$47.187 million or approximately 69% of the total operating revenue budget.

RTAA's revenues are fairly predictable under normal circumstances since they are based on long term agreements with airline and non-airline tenants. The COVID-19 pandemic impacted these agreements for the past three fiscal years as the federal government and RTAA Board implemented financial support measures. The advancement of resources to help prevent and treat COVID-19, no travel restrictions, and pent-up demand are some of the good reasons why Reno Tahoe International Airport (RNO) is anticipating exceeding pre-pandemic passenger levels. While the future looks promising for RNO, airlines and concessionaires have continued to struggle with staffing shortages. In particular, airline operations have been hit especially hard with ongoing shortages of pilots and flight crew, which has caused delays and cancellations of flights. Demand for air travel and staff retirements have outpaced airlines' capacity to ramp up hiring.

Terms such as "rate base" and "non-rate base" mentioned in this document refer to the applicability of a financial transaction impacting rates, fees, and charges assessed to airlines under the current use and lease agreement. RTAA receives no local property or sales tax revenue and is not affected by the fluctuations or limitations these revenue sources have on local governments.

The RTAA budget, within limits, is balanced each year through the airline rate setting and the revenue sharing mechanism of the airline agreement. The diversification of revenues, mentioned in this section, provides the revenue available for sharing that has allowed RTAA's signatory airline rates and charges to be very competitive with other airports. The airline agreement reflects an airfield residual approach to the landing fee calculation based on the Airfield cost center expenditures. The landing fee calculation is based on the authorized maximum landed weight of each aircraft as established by the Federal Aviation Administration (FAA). For the calculation of landing fees this is expressed in thousand-pound units. See Section 5 – Financial and Budgetary Policies tab for a more detailed description of the Airline Agreement.

The FY 2022-23 RNO enplaned passenger forecast is 2.367 million, a 56.9% increase as compared to the FY 2021-22 budget of 1.509 million enplaned passengers. As outlined in Section 1 – Introduction and Section 2 – Executive Summary, the significant increase in passenger traffic is due to the recovery of passenger air travel demand, especially leisure travel. The market continues to be relatively uncertain; passenger airlines are adjusting schedules often based on passenger demand and staffing challenges. Within the United States there is a disparity in recovery among airports based on regional location. Those in areas of high demand for leisure travel such as RNO have returned to and even exceeded pre-pandemic levels, while other airports are still recovering. International travel is

**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
**ANNUAL BUDGET**  
**Section 6 – Revenues**

lagging domestic travel, but the gap is closing and anticipated to return to pre-pandemic levels in 2024.

The total landed weight forecasted for FY 2022-23 is projected to increase by 813,000 (thousand-pound units) or 30.1% to 3.515 million (thousand-pound units) from the FY 2021-22 Budget. The significant increase in landed weight as compared to the prior year budget is primarily due to the traffic recovery forecasted for passenger airlines. In addition, many cargo airlines are thriving as a result of the continued increase in online commerce.

Revenue projections are, in many cases, calculated by reviewing historical and forecasted trends in revenue earned and transaction levels derived from estimated passenger traffic. This approach is primarily used to forecast terminal concessions, rental car concessions, and public parking revenue. In addition, existing fixed lease payments and minimum annual guarantees (MAG) are considered in estimating fiscal year revenue budgets by revenue source. All MAG contract provisions are reinstated for FY 2022-23. Construction projects or other external factors that might affect tenant revenues are also factored into the revenue's estimates. Many RTAA ground and building leases have rent adjustments based on changes in the Consumer Price Index (CPI). Due to the effects of the COVID-19 pandemic on airport tenants, the Board waived all rent increases based on CPI the prior two years. For FY 2022-23 RTAA has reinstated the increases based on March's CPI of 8.5%

Non-airline operating revenues are forecasted to be \$47.187 million in the FY 2022-23 Budget, an increase of \$16.084 million or 51.7% from last fiscal year. This significantly higher non-airline revenue budget is primarily due to the forecasted increase in passenger traffic as the airline industry is fast recovering from the debilitating effects of the COVID-19 pandemic, as well as the increase in parking fees. Public parking, concession revenues associated with the terminal building, and rental car activity are all positively impacted by the 56.9% increase in enplaned passenger volumes expected at RNO. In the recent years, RTAA has been successful in increasing land, building and hangar rental revenues at both RNO and RTS. These revenue sources were less impacted by the pandemic.

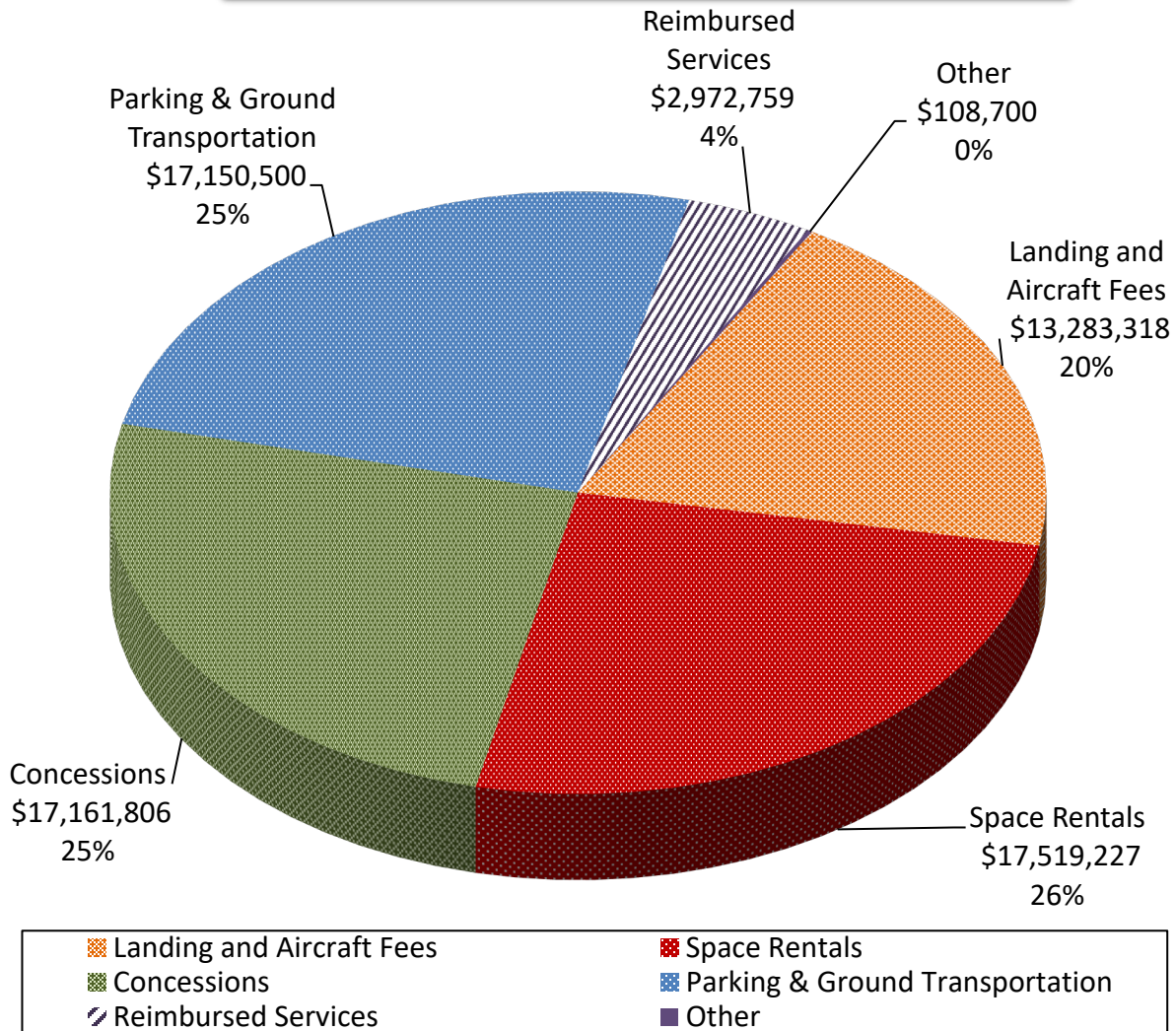
**OPERATING REVENUE SUMMARY BY TYPE**

There are six major sources of operating revenue received by RTAA:

1. Landing and aircraft fees
2. Space rentals (building, hangar, and land rents)
3. Concession revenue
4. Auto parking and ground transportation revenue
5. Reimbursed services
6. Other revenues

**Reno-Tahoe Airport Authority  
 FY 2022-23  
 ANNUAL BUDGET  
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**FY 2022-23 RTAA OPERATING REVENUES**



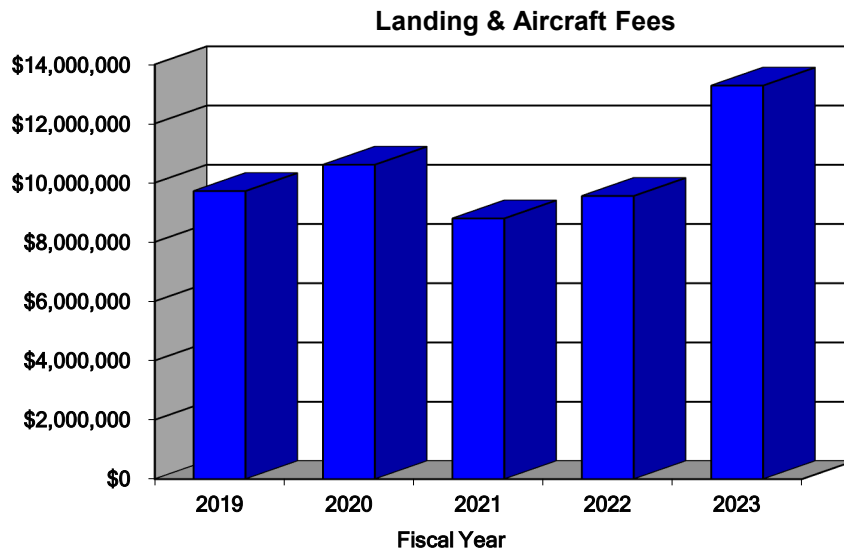
The following bar charts for each major operating revenue source presented in this section depict actual revenues for fiscal years 2018-19 through 2020-21 followed by budgeted revenues for fiscal years 2021-22 and 2022-23.

**LANDING AND AIRCRAFT FEES**

RTAA currently recovers almost 100% of its Airfield operating and maintenance costs through landing and aircraft fees. Total landing and aircraft fees are anticipated to increase by \$3.729 million or 39.0% from the FY 2021-22 Budget, to \$13.283 million in FY 2022-23. The significant increase is due to higher expenses anticipated in the Airfield cost center, recovered through landing fees, and

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the increase in air traffic activity forecasted at RNO for FY 2022-23. The total landed weight forecast is increasing 30.1% from the FY 2021-22 Budget. The higher airline net requirement in the Airfield cost center reflects the increase in O & M costs and Fixed Asset expenditures allocated to the Airfield in the FY 2022-23 Budget. RTAA pledged 1.120 million of CARES/ARPA funds to reduce the net requirement in the Airfield cost center for FY 2022-23.



Landing fees are charged to passenger and cargo carriers for each aircraft landing based on the aircraft’s Maximum Gross Landed Weight. The Landing Fee Rate is calculated by dividing (i) the total cost of the Airfield as a whole (operation and maintenance expenses, debt service, fixed asset and capital improvements expenditures, and other funding requirements of the Bond Ordinance) less Airfield non-airline revenues by (ii) the total landed weight of aircraft arrivals.

The budgeted FY 2022-23 landing fee rate is \$3.50 per thousand pounds of landed weight. This is 27 cents or 8.4% above the budgeted rates over the last three years. RTAA continues to use a portion of its federal stimulus allocation to limit the landing fee increases. In the current airline agreement, there is no premium charged for landing fees assessed to non-signatory airlines as compared to signatory airlines. Therefore, the \$3.50 rate will be charged to all airlines, signatory, or non-signatory. To illustrate the impact on landing fees, a 737-700 flown by Southwest Airlines, with a landed weight of 128,000 lbs., will cost \$448 per landing.

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CALCULATION OF FY 2022-23 LANDING FEE RATE

		FY 2021-22		FY 2022-23 Budget	
		FY 2020-21 Actual	Budget		Forecast
O&M Expenses		\$ 9,756,615	\$ 11,723,239	\$ 11,811,348	\$ 13,581,990
O&M Reserve		-	151,120	151,120	273,731
Fixed Assets		298,472	325,983	325,381	547,111
Capital Projects		459,882	409,000	448,210	143,379
<b>Total Requirement</b>		<b>\$ 10,514,969</b>	<b>\$ 12,609,342</b>	<b>\$ 12,736,058</b>	<b>\$ 14,546,212</b>
Other Airfield Revenues		(1,074,134)	(974,600)	(1,092,511)	(1,122,711)
CARES Act		(1,687,400)	(2,900,000)	(2,000,000)	(1,120,000)
<b>Total Net Requirement</b>	<b>A</b>	<b>\$ 7,753,436</b>	<b>\$ 8,734,742</b>	<b>\$ 9,643,548</b>	<b>\$ 12,303,501</b>
Total Landed Weight (000s)	<b>B</b>	<b>\$ 2,403,819</b>	<b>\$ 2,701,967</b>	<b>\$ 3,205,431</b>	<b>\$ 3,514,945</b>
Signatory Landing Fee Rate	<b>A/B = C</b>	<b>\$ 3.23</b>	<b>\$ 3.23</b>	<b>\$ 3.01</b>	<b>\$ 3.50</b>
Signatory Landed Weight (000s)	<b>D</b>	<b>2,212,510</b>	<b>2,435,861</b>	<b>2,936,328</b>	<b>3,128,997</b>
Signatory Landing Fee Revenue	<b>C * D</b>	<b>7,146,408</b>	<b>7,867,832</b>	<b>8,838,346</b>	<b>10,951,488</b>
Non-Signatory Premium		1.00	1.00	1.00	1.00
Non-Signatory Landing Fee Rate		<b>\$ 3.23</b>	<b>\$ 3.23</b>	<b>\$ 3.01</b>	<b>\$ 3.50</b>

Signatory landing fee revenues of \$10.951 million in the FY 2022-23 Budget represent an increase of approximately \$3.084 million or 39.2% as compared to the prior year budget.

The main factors impacting the net requirement in the Airfield cost center and calculation of the landing fee in the FY 2022-23 Budget are as follows:

- The operation and maintenance costs allocated to the Airfield cost center are estimated to increase by \$1.859 million or 15.9% above the prior year budget. This increase is due to both the overall increase in direct costs and the allocation of indirect operating budget assigned to the Airfield cost center. RTAA implemented budget cuts during the COVID-19 Pandemic to limit cost increases to its airline partners, and to maintain cash reserves. Budget cuts were

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restored in FY 2022-23 due to the airport's operating and maintenance needs while passenger air traffic is expected to exceed pre-pandemic levels.

Direct Airfield costs reflect higher salaries and benefits for existing employees represented by Airport Authority Police Officers' Protective Association (AAPOPA), Airport Fire and Teamsters bargaining units, based on the new bargaining agreements that went into effect July 1, 2022. The FY 2022-23 Budget also reflects salary increases for Management and Civil Service plan employees.

Indirect or administrative cost allocations are assigned under the airline agreement based on actual or budgeted costs identified to the six direct cost centers (Airfield, Terminal, BHS, Ground Transportation, Other, and Reno-Stead Airport). The allocation of indirect and administrative costs to the Airfield cost center are slightly decreasing to 24.3% as compared to the FY 2021-22 Budget of 24.6%.

- Fixed assets and capital project cost recovery of \$690,500 represents a decrease of a combined \$44,500 from the FY 2021-22 Budget and \$83,100 below the current year updated forecast. The FY 2022-23 Budget primarily reflects an investment in purchasing a compact sweeper, tools, and equipment, and one defibrillator. A detailed presentation of the FY 2022-23 fixed assets and capital program is in Section 8 – Capital Budget.
- Federal stimulus (CARES/ARPA) funds of \$1.120 million are applied to reduce the airline landing fee in FY 2022-23.
- Landed weight forecasted at RNO for FY 2022-23, is 3.515 million thousand-pound units, an increase of 30.1% from the FY 2021-22 Budget. The significant increase as compared to the prior year budget reflects the 36.2% higher landed weights forecasted for the passenger airlines operating at RNO. Cargo airlines are forecasting a combined increase of 8.2%.

Due to the administrative challenge of identifying and charging a landing fee to private aircraft (general aviation) using the airports, Airfield revenues are collected from general aviation (GA) aircraft in the form of fuel flowage fees. The fuel flowage fee is collected by the Fixed Based Operator (FBO) at both RNO and RTS on a per-gallon of fuel purchased by GA aircraft basis. This fee is established annually by ordinance, and for FY 2022-23 the fee is unchanged at \$0.07 per gallon at RNO and \$0.05 per gallon at RTS. This ensures that general aviation aircraft pay a share of the expenses related to maintaining and developing the airfield. The revenue budget for RNO fuel flowage fees is \$279,000, an increase of 43% from to the FY 2021-22 Budget.

Fuel farm system revenue of \$639,300 is paid by a consortium of signatory airlines for the use of RTAA owned fueling facilities, equipment, and associated land. Revenue was established based on a determination of fair market value as established by independent appraisals in July 2011. At five-year

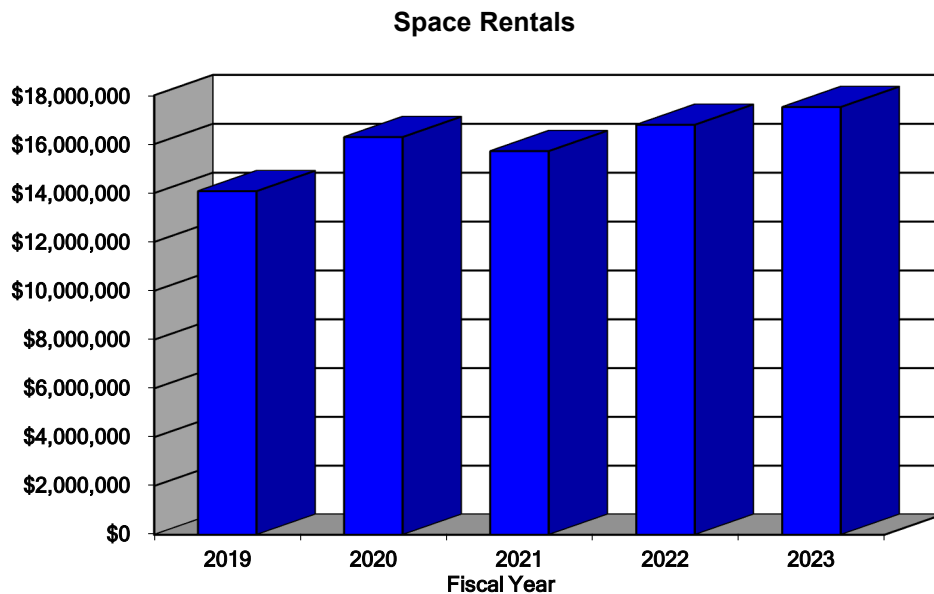
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intervals starting on July 1, 2016, the revenue will either be adjusted based on cumulative percentage of change in the Consumer Price Index for All Urban Consumers (CPI-U) or an updated fair market appraisal of the system. The revenue included in the FY 2022-23 Budget is a 1.4% decrease from the prior year budget and a 2.1% increase from the updated forecast.

Landing fees and fuel flowage fees of \$58,300 for RTS reflect landing fees assessed for use of airfield facilities by based firefighting aircraft and fuel flowage fees from fuel sales to GA aircraft.

**SPACE RENTALS**

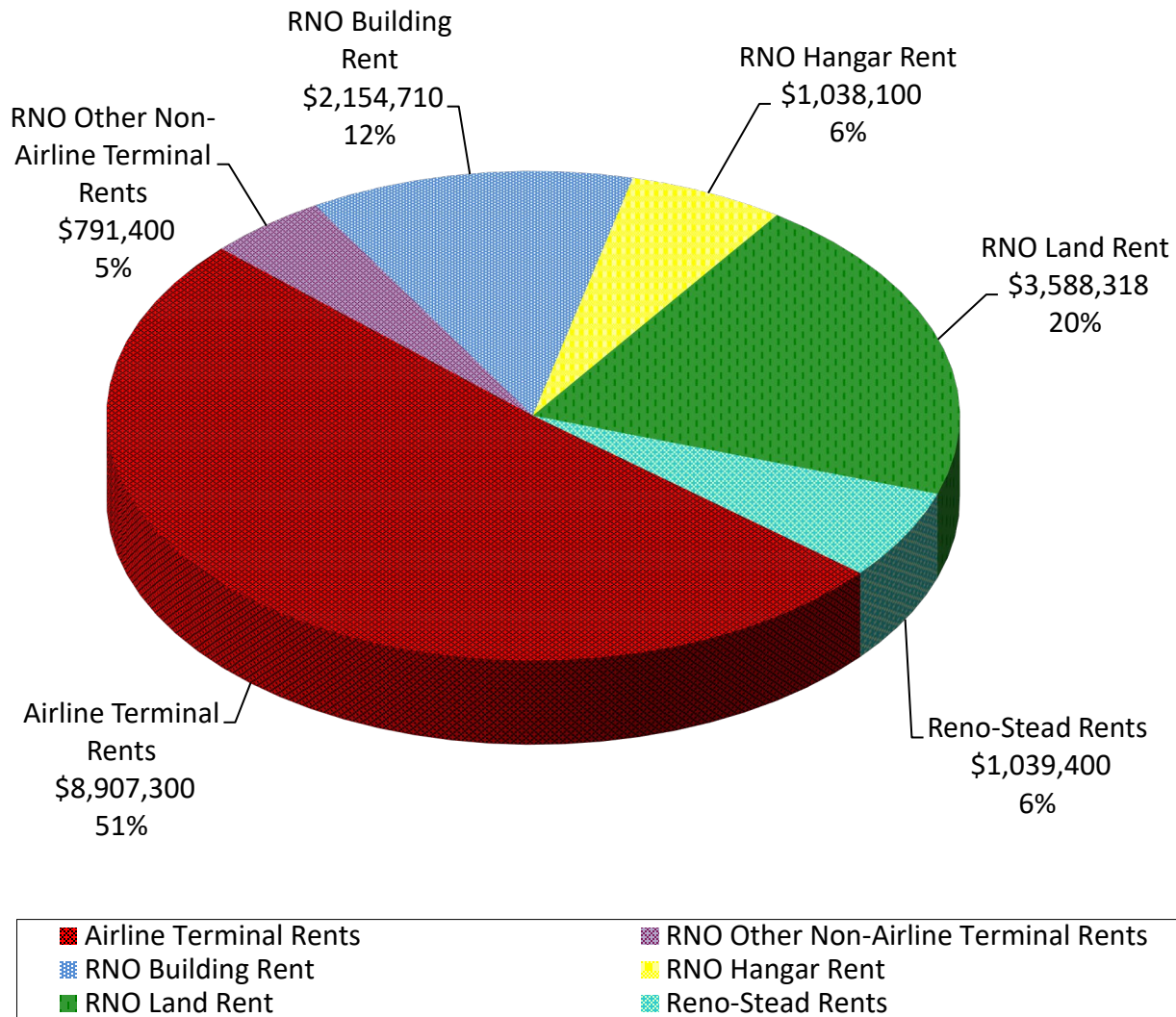
Space Rentals for FY 2022-23 are budgeted to reach \$17.519 million, an increase of \$726,400 or 4.3% as compared to the prior year adopted budget. This revenue category is comprised of airline terminal rents, other non-airline terminal rents, and other building, hangar, and land rents at both RNO and RTS.



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The following chart outlines the adopted FY 2022-23 Budget by category of Space Rents:

**FY 2022-23 RTAA SPACE RENTALS**



Airline terminal rentals reflects cost recovery of terminal costs allocated to airline occupied facilities (commercial compensatory basis) with total facility costs divided by rentable terminal square footage. The airlines pay on “for only what they use” basis and RTAA is at financial risk if vacant facilities exist. RNO has 262,114 rentable square feet of terminal rental space. Less than 1% of this space is vacant. Approximately 51% or \$8.907 million of total Space Rents are derived from the airlines.



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The Terminal Rental Rate is calculated by dividing (i) the total cost of the Terminal as a whole (operation and maintenance expenses, debt service, fixed asset and capital improvement expenditures, and other funding requirements of Bond Ordinance) less airline reimbursement for disposal fees and less the Revenue Sharing Credit by (ii) rentable terminal square footage. Rentable Terminal Space is the total area of the terminal building available for lease and dedicated to the sole use of the airlines, rental car companies, concessions, aviation service providers, various government agencies, and RTAA for purposes of generating revenue and supporting operations.

CALCULATION OF FY 2022-23 TERMINAL RENTAL RATE

GROSS TERMINAL RENTAL RATE	FY 2021-22			FY 2022-23 Budget
	FY 2020-21 Actual	Budget	Forecast	
O&M Expenses	\$ 18,229,046	\$ 20,892,578	\$ 20,852,014	\$ 23,625,591
Debt Service	-	-	-	406,800
O&M Reserve	-	269,318	269,318	476,149
Fixed Assets	253,742	360,975	359,080	403,569
Capital Projects	(111,511)	503,440	503,440	590,199
<b>Total Requirement</b>	<b>\$ 18,371,277</b>	<b>\$ 22,026,311</b>	<b>\$ 21,983,853</b>	<b>\$ 25,502,307</b>
Less: Airline Reimbursements (Disposal Fee)	(240,958)	(271,200)	(280,000)	(306,200)
CARES Act	(168,000)	(1,050,000)	(200,000)	-
<b>Total Net Requirement</b>	<b>\$ 17,962,319</b>	<b>\$ 20,705,111</b>	<b>\$ 21,503,853</b>	<b>\$ 25,196,107</b>
Square Footage	262,114	262,114	262,114	262,114
<b>Average Terminal Rental Rate (Gross)</b>	<b>\$ 68.53</b>	<b>\$ 78.99</b>	<b>\$ 82.04</b>	<b>\$ 96.13</b>
Signatory Airline Terminal Leased Space	122,756	122,756	125,678	125,678
Signatory Airline Share of Net Requirement	8,412,500	9,696,500	10,310,600	12,081,400
Less: Revenue Sharing (Current Year)	(2,571,000)	(2,907,000)	(4,126,000)	(5,245,100)
Revenue Sharing (Authority Contribution)	-	-	-	-
<b>Adjusted Signatory Airline Net Requirement</b>	<b>5,841,500</b>	<b>6,789,500</b>	<b>6,184,600</b>	<b>6,836,300</b>
Signatory Airline Terminal Leased Space	122,756	122,756	125,678	125,678
<b>Signatory Airline Average Rental Rate (Net)</b>	<b>\$ 47.59</b>	<b>\$ 55.31</b>	<b>\$ 49.21</b>	<b>\$ 54.40</b>

The revenue sharing credit, as shown in the Calculation of Terminal Rental Rate table, is calculated as 50% of the gross revenues less operation and maintenance expenses, debt service requirements,

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bond ordinance reserve requirements, and repayment of loans to the capital account. The Revenue Sharing Credit is applied to reduce Signatory Airlines' terminal rental rate in the current fiscal year, and the remaining 50% of the Airport System net revenues are transferred to RTAA's General Purpose Account.

For the FY 2022-23 Budget, the average signatory budgeted rental rate is \$54.40 per square foot per annum, a decrease of \$0.91 or 1.6% compared with the FY 2021-22 Budget. This is due to the higher revenue sharing credit applied to signatory airlines as a reduction to their average terminal rental rate requirement. Non-signatory airlines typically pay higher rental rates, as they do not have a long-term commitment with the airport. Due to the increase in operating, fixed asset, capital projects, and Debt Service budgets in FY 2022-23, the average non-signatory rental rate has increased by 21.7%.

Total airline (signatory and non-signatory) terminal space rental revenue is estimated to be \$8.907 million in FY 2022-23, an increase of \$455,900 or 5.4% from the FY 2021-22 Budget. The following are significant factors impacting the requirements in the Terminal Building cost center and the calculation of the FY 2022-23 terminal rental rates:

- The O & M budget allocated to the Terminal Building is increasing by \$2.733 million, or 13.1% above the FY 2021-22 Budget. With the return to pre-pandemic air traffic, RTAA has resumed normal spending, intends to fill vacant positions, and added some additional full-time employees needed to maintain the terminal building (two custodians and one jet bridge mechanic).

O & M costs allocated to the Terminal cost center reflect higher salaries and benefits for existing employees represented by Airport Authority Police Officers' Protective Association (AAPOPA), Airport Fire, and Teamsters bargaining units based on the new bargaining agreements that went into effect July 1, 2022. The FY 2022-23 Budget also reflects salary increases for Management and Civil Service plan employees.

Indirect or administrative cost allocations are assigned under the airline agreement based on actual or budgeted costs identified to the six direct cost centers (Airfield, Terminal, BHS, Ground Transportation, Other, and Reno-Stead Airport). The allocations of indirect and administrative costs to the Terminal Cost Center are lower at 42.5% as compared to the FY 2021-22 Budget of 43.9%.

- Debt Service of \$406,800 is introduced in FY 2022-23 associated with the Ticketing Hall Expansion Project. Funding of the project is through RTAA cash and a short-term financing facility.
- Fixed asset and capital project expenditures of \$993,800 represent an increase of a combined \$129,400 or 15.0% above the FY 2021-22 Budget and \$131,200 or 15.2% above the updated

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forecast. A detailed presentation of the FY 2022-23 fixed assets and capital program is in Section 8 – Capital Budget.

- No federal stimulus is directly applied to the Terminal Cost Center in FY 2022-23.
- The estimated signatory airlines' portion of net revenue sharing for FY 2022-23 is \$5.245 million, an increase of \$2.338 million or 80.4% above the prior year budget. As part of this calculation, 35% of gaming revenue in each fiscal year is retained by RTAA and not available as part of the revenue sharing credit used to reduce the Terminal Rental Rate.

RTAA also derives RNO space rents from airline leased space and on a per use basis. In addition, rents are collected on both terminal and non-terminal space leased to tenants other than the airlines. RTAA collects rents at RTS from aviation related tenants at the airport. These rental rates are set based on market or appraised values. Many of these rental agreements specify annual rate increases based on the annual CPI or periodic reappraisal.

RNO terminal rents from non-airline tenants and non-terminal rents (building, hangar, and ground rent) of \$7.573 million in FY 2022-23 are estimated to increase by \$155,800 or 2.1% above the FY 2021-22 Budget.

RTS hangar, land, and other facility rental revenues of \$1.039 million represent an increase of \$114,700 or 12.4% above last year's adopted budget. The increase in revenue is from hangar, land, and facility rental revenue rent increases.

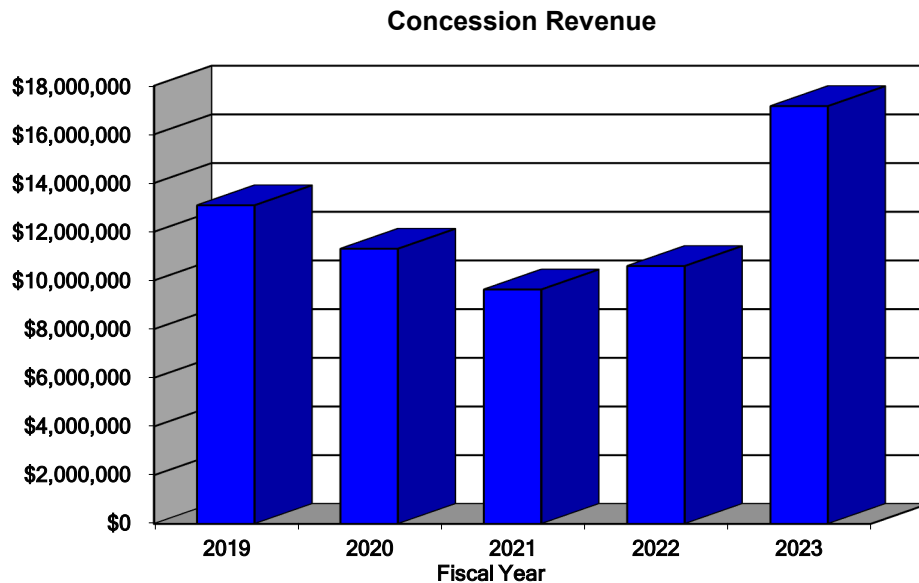
RTAA staff has been actively involved in marketing and developing both aviation and commercial development of airport property at both airports during the past year. With land development activity continuing its recovery from the economic recession, RTAA has several new projects working towards completion that will be positive revenue contributors going forward.

**CONCESSION REVENUE**

Concession revenues of \$17.162 million forecasted for FY 2022-23 are increasing \$6.569 million or 62.0% from the FY 2021-22 Budget, and \$3.386 million or 24.6% above the updated forecast. Concession revenues consist of gaming, food and beverage, specialty retail/travel essentials, advertising, car rental, and other concession revenues. The significant increase in concession revenue is primarily due to the fast recovery reflected in the FY 2022-23 passenger traffic forecast, which is forecasted to exceed pre-pandemic levels. As passengers' appetite for leisure travel increases due to pent-up demand from travel restrictions, RNO is poised to increase passenger traffic. Although passenger traffic has increased, the faster than anticipated recovery brought on some challenges for concessionaires, especially related to staffing. There is a workforce recruitment crisis in the Reno-Sparks-Tahoe area, with many employers competing for the same talent. This added some additional

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constraints on reopening stores, bars, and restaurants in the terminal building. Additionally, inflation has been impacting passengers and airlines, which has increased airline ticket prices, potentially leading to a decrease in passenger discretionary spending. This could negatively impact revenues per enplaned passenger. The graph below reflects actual results for the past three fiscal years and the budget forecasts for FY 2021-22 and FY 2022-23.

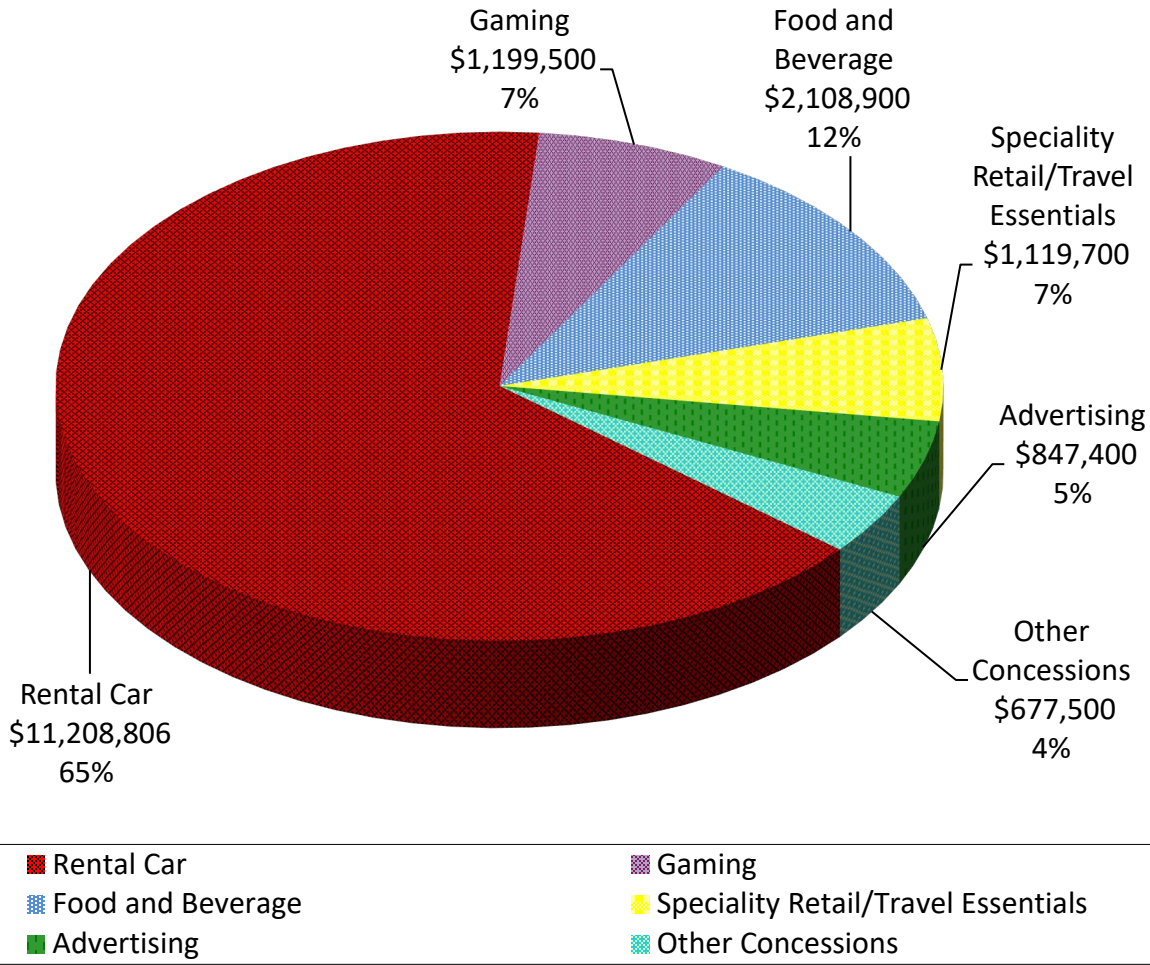


The largest contributors to concession revenues are the rental car companies operating at RNO. The concession agreements with these firms are responsible for \$11.209 million or more than 65% of total revenue from concessions at RNO. The next largest contributors are specialty retail/travel essentials, food and beverage, gaming, and advertising. Combined, these five categories represent approximately 96% of the forecasted concession revenues.

In addition, there are smaller concessions such as luggage carts, massage chairs, charging stations, self-service kiosks, and ground service providers that contribute a percentage of their gross revenues to RTAA. The concession agreements are usually based on the greater of a MAG or percentage of gross revenues being paid to RTAA.

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**FY 2022-23 RTAA CONCESSION REVENUE**



The following graphs and narrative provide additional information regarding the largest contributors to concession revenue. The graphs include actual results for the past three fiscal years and the budget forecasts for FY 2021-22 and FY 2022-23.

Car Rental - Revenues from rental car companies are budgeted at \$11.209 million for FY 2022-23, an increase of \$4.712 million or 72.5% from the FY 2021-22 Budget and \$978,400 or 9.6% higher than the updated revenue forecast. The increase in budgeted revenues is due to the significant increase of 56.9% in the enplaned passenger forecast. Also, there is an increasing trend of gross rental car revenues per enplaned passenger observed in the last fiscal year, expected to continue in FY 2022-23. This is mainly due to a significant shortage of cars available for rent nationwide, as car rental companies sold off large portions of rental stock at the onset of the pandemic. Auto manufacturers

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are still struggling to meet demand due to the global chip shortage, which has led to a reduced rental car fleet. Auto rental revenues represent approximately 23.8% of RTAA’s total budgeted non-airline operating revenues.

RTAA has five (5) on-airport car rental company agreements with eight (8) brands: (1) Avis/Budget Car Rental doing business as Avis, Budget, (2) DTG Operations doing business as Dollar and Thrifty, (3) Enterprise, (4) Hertz, and (5) Vanguard Car Rental doing business as Alamo and National. All of these brands have check-in counters located within the Terminal Building.

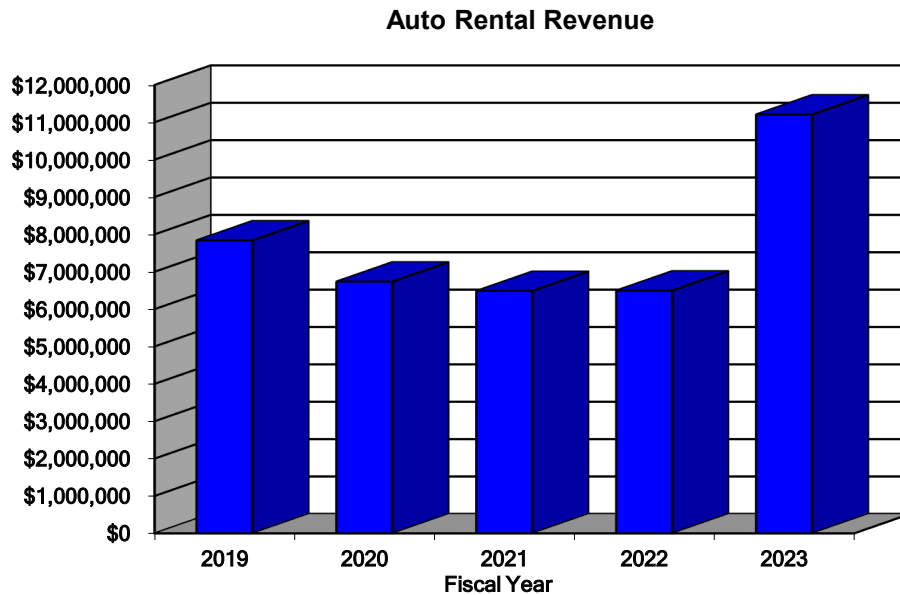
On-airport rental car companies qualify to lease the following: (1) ready/return parking, (2) a lane in the quick turnaround (“QTA”) building and associated parking; and (3) a service facility and associated vehicle storage located away from the terminal on airport property. Payless, as an off-airport operator, provides limited service on the airport with only a check-in counter; however, all other facilities are located “off-airport” with their customers required to take other transportation for the rental and return of vehicles.

The ready/return parking spaces (“Ready/Return Premises”) are conveniently located in the Parking Structure, across from the Terminal; the QTA building and associated vehicle parking, which provides efficient fueling and car wash services, are located immediately north of the Parking structure; and the Service/ Storage Facilities are located south of the Terminal Building, as further described herein under a separate Ground Lease. RTAA is currently pursuing the option to build a new Consolidated Rental Car Facility (CONRAC) that will accommodate the current and future needs of the car rental companies operating at RNO and alleviate some of the public parking shortage by relocating the car rental companies out of the first floor of the public parking garage.

The current auto rental agreements, which began on July 1, 2010, were extended for an additional three years through June 30, 2018. RTAA and the Rental Car Companies agreed to amend and restate the agreement for an additional five (5) year term or upon the opening of a new CONRAC facility at RNO, whichever occurs earlier. This extension is under the same terms and conditions as the original agreement. Rental car revenue estimates are based on the concession agreement terms establishing the payment of either 10% of gross receipts or a MAG whichever is greater. MAG increases based on the prior year actual results, waived for FY 2021-22 have been reinstated for FY 2022-23.

RTAA has two off-airport rental agreements with Reno-Tahoe Rental Car and Go Rentals, however, these companies do not have any airport ready/return, quick-turn-around or service/storage facilities on RTAA property. The terms of these agreements are one year, beginning July 1, 2022, concessionaires have agreed to pay 10% of gross revenues and are not subject to a MAG.

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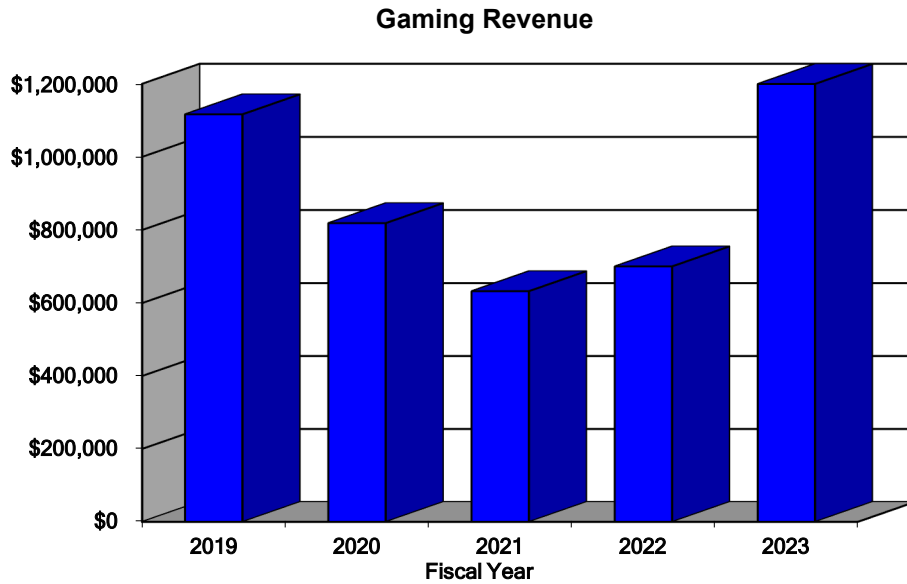


Gaming – This revenue source is unique and almost exclusively earned by Nevada airports. The gaming concession was awarded to International Game Technology (IGT) effective December 1, 2015, under a new five-year agreement, which expires on November 30, 2020. On March 12, 2020, the Board approved an extension of the agreement to November 30, 2024.

Under this agreement, RTAA receives 30% of Net Win under \$125,000 per month, 43% of Net Win between \$125,001 and \$300,000 per month, and 75% of Net Win greater than \$300,001 per month. The weighted average percentage that IGT pays to RTAA is forecasted to be 35% of gross sales with no minimum annual guarantee.

The gaming concession is forecasted to generate \$1.200 million of non-airline revenue in FY 2022-23, an increase of \$499,100 or 71.3% from the prior year adopted budget, and \$391,300 or 48.4% from the updated revenue forecast for FY 2021-22. The significant increase is primarily due to the increase in passenger traffic forecasted for FY 2022-23 and higher revenue per enplaned passenger experienced in the prior fiscal year.

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Food and Beverage - Creative Host Services, Inc. (CHS) was awarded a non-exclusive food and beverage concessions effective October 2001. Effective June 19, 2008, Creative Host Services, Inc. changed its name to SSP America, Inc. (SSP). The concession agreement calls for SSP to pay RTAA a percentage of gross revenues ranging from 8% to 16.5% depending on product type or a MAG, which is 85% of the previous year’s payments but not less than \$1.164 million, whichever is greater. If enplaned passengers drop by more than 25% in any month below the same month of the prior fiscal year, MAG requirements are waived. With the forecasted passenger increase of 56.9% in FY 2022-23, RTAA anticipates MAG requirements to be in full effect. SSP is still struggling to fill many of its open positions, and as a result not all venues are fully operational at this time.

To further enhance the food and beverage program, RTAA entered into an agreement with Manchester Airports Group (MAG) US Lounge Management, LLC to open a common use airport lounge at RNO, operating under the name of “Escape Lounges. The Escape Lounge will also generate additional non-airline revenue over its ten (10) year term of 7% of Gross Receipts on any amounts greater than the minimum annual guarantee of \$62,400 annually.

In addition, Vino Volo and Subway operate retail locations on the terminal connector and Concourse C, respectively. The two concessions are expected to contribute \$180,000 to the food and beverage concession revenue budget.

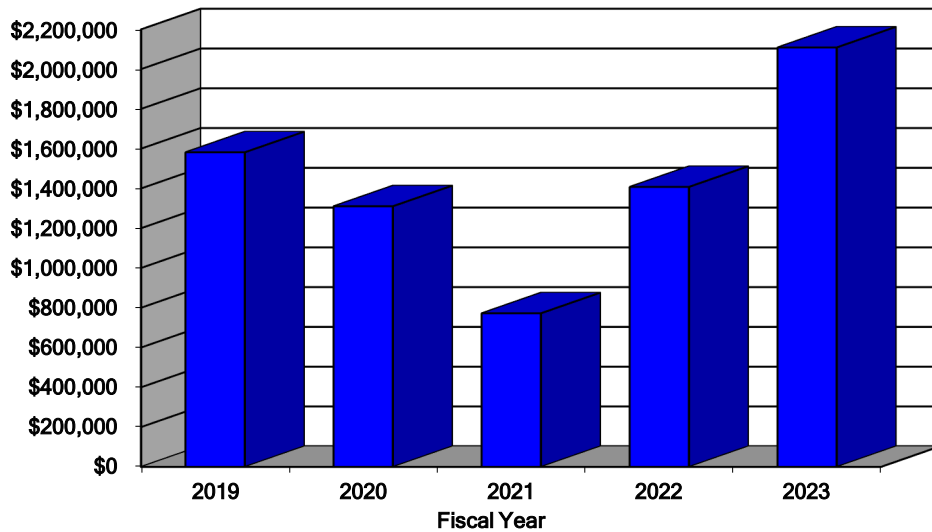


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During FY 2021-22, RNO was excited to announce a new business relationship with Mari Chuy’s, a local Mexican restaurant which will be open in the pre-security venue area and replaced a local diner themed restaurant.

The total budgeted food and beverage revenue for FY 2022-23 is \$2.109 million. This estimate reflects a \$701,200 or 49.8% increase from the FY 2021-22 Budget and \$1.287 million or 156.5% above the updated revenue forecast. The significant increase in concession revenues from the food and beverage outlets operating at RNO is due to the forecasted passenger traffic, which is anticipated to surpass pre-pandemic levels.

**Food And Beverage Revenue**

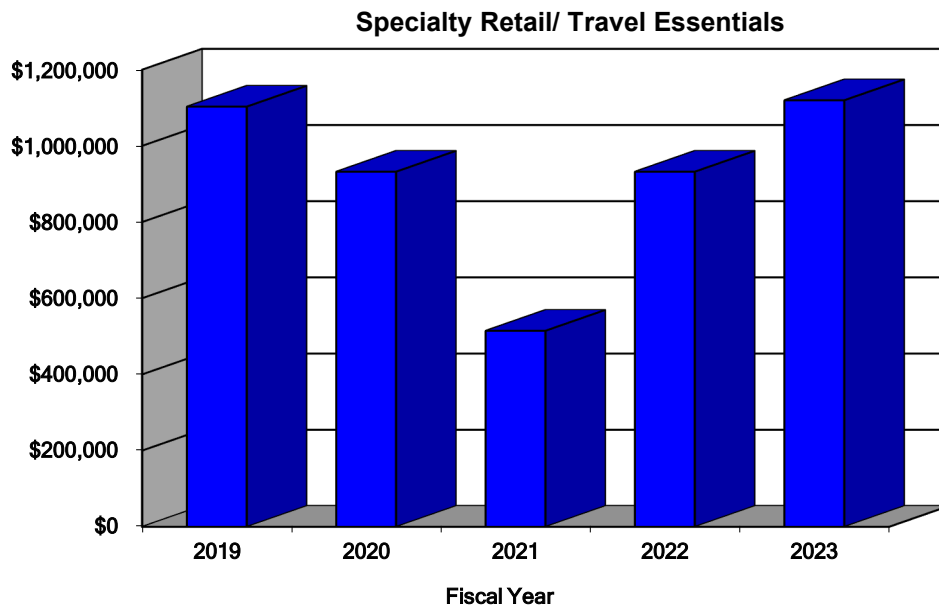


Specialty Retail/ Travel Essentials – The retail concessions in the RNO terminal building are projected to provide RTAA with \$1.112 million in revenue during FY 2022-23, an increase of 187,500 or 20.1% and \$689,200 or 160.1% above the updated revenue forecast. With passenger traffic anticipated to exceed pre-pandemic levels, concession revenue is forecasted to reflect the increase. For the FY 2022-23 Budget RTAA is anticipating retail concession revenue to be slightly above MAG levels. While retail concessions revenue should significantly increase due to the increase in passenger traffic, these businesses are still struggling with the staffing shortages and continue to operate with limited hours.

The primary, non-exclusive concession agreement for specialty retail / travel essentials (previously known as merchandise and news and gift) services was awarded to The Paradies Shops. In 2015, Lagardère Travel Retail acquired Paradies and merged Paradies and LS Travel Retail North America to create Paradies Lagardère (Paradies), a new market leader for airport concessions.

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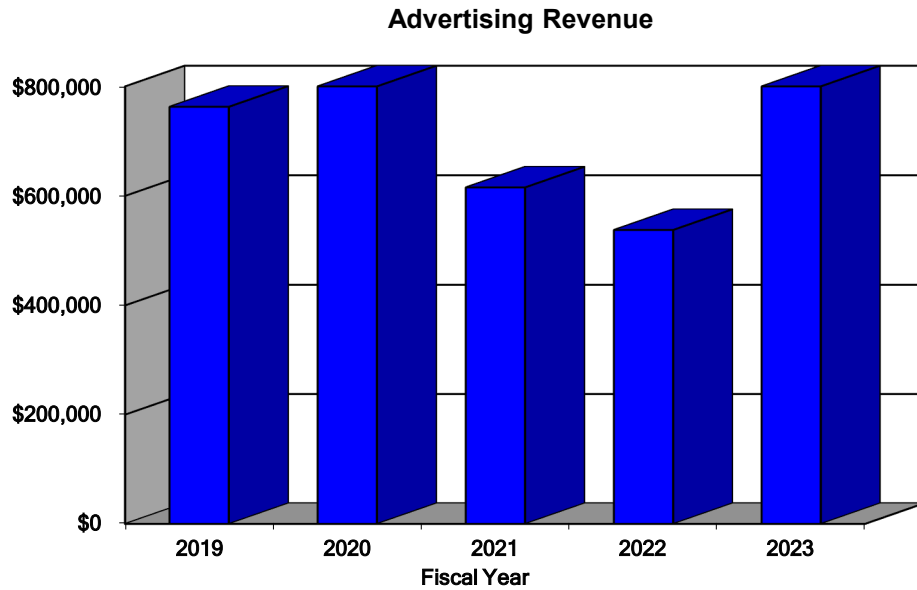
This agreement provides payment to RTAA based on a percentage of revenues ranging from 12% to 23% depending on product type or a MAG, which is 85% of previous year’s payments but not less than \$932,145, whichever is greater. Due to the passenger growth in the last few years, the percentage of gross sales has exceeded the MAG in recent years. The weighted average percentage that Paradies typically pays RTAA is 15% of gross sales.



The current specialty retail stores at RNO include No Boundaries, Brighton, and InMotion in the post-security concourse connector area and the PGA Tour Shop in the pre-security terminal lobby area. Paradies also has four travel essentials (previously known as news/gift) stores including the post-security Summit Travel on the B-Concourse, Plane Provisions on the C-Concourse, CNBC News on the concourse connector area, and Silver State Market Place in the pre-security terminal lobby area. Some of these stores, especially those pre-security, have limited hours of operation due to current staffing challenges.

Advertising - Revenues are derived primarily from display ads located in the RNO terminal building, budgeted at \$847,400 for FY 2022-23. This is \$309,600 or 57.6% above the FY 2021-22 budgeted revenue and \$58,200 or 7.4% above the FY 2021-22 updated revenue forecast.

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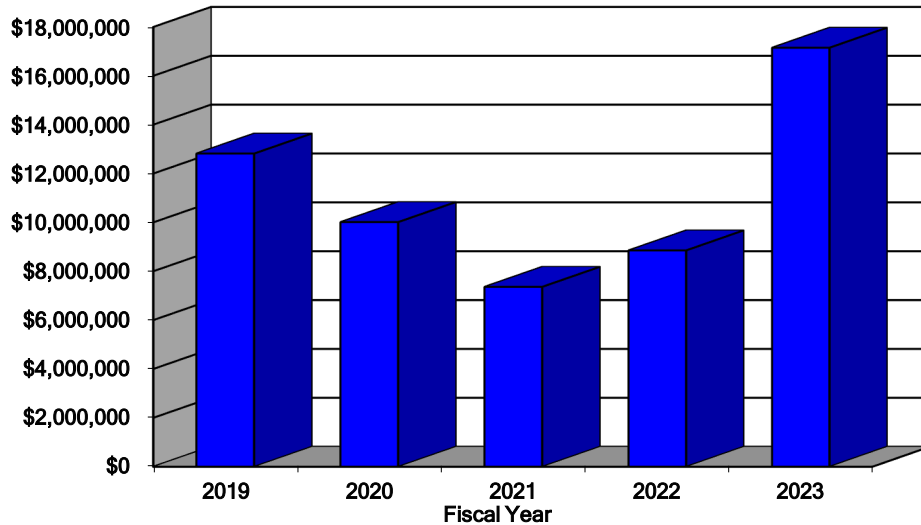
Effective February 1, 2022, RTAA executed a new five-year Nonexclusive Advertising Program Concession License for advertising services with Lamar Airport Advertising. The terms of this agreement will compensate RTAA with 55% of gross revenues or a MAG of \$625,000, which will take effect July 1, 2022. The contract calls for a MAG abatement if the number of enplaned passengers is in any month below 75% of the enplaned passengers registered in the same month of the prior year. The FY 2022-23 Budget is forecasting advertising revenue based on a revenue per enplaned passenger estimate, not considering MAG. RTAA also receives approximately \$6,700 in advertising revenue associated with bins used by passengers going through security screening.

**PARKING AND GROUND TRANSPORTATION**

Total auto parking and ground transportation revenues of \$17.150 million are forecasted to increase \$8.297 million or 93.7% from the FY 2021-22 Budget and \$3.563 million or 26.2% as compared to the updated revenue forecast. Auto parking and ground transportation represent approximately 25% of FY 2021-22 budgeted operating revenues and 36% of RTAA’s non-airline operating revenue budget.

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**Parking and Ground Transportation Revenue**



The significant increase of \$7.872 million in public parking revenue from last year’s budget is due to the recovery of passenger traffic and increase in vehicle parking fees starting in FY 2022-23. Parking fees have increased by \$2 for all parking lots, which include, short-term, long-term (garage), and long-term (surface lot) parking. Parking fee time increments have also increased, which should impact short-term parking revenue the most. In addition, as part of RNO’s solution to parking shortages during peak travel periods, RNO resurfaced the “Blue Lot,” which was primarily used for airport tenant staff, will soon be available to the public for overflow parking. RNO will now have the “Yellow Lot” and “Blue Lot” for overflow parking during peak periods. The increase in fees and the new parking lot are what is accounting for the significant jump of 91.7% in revenues compared with the prior year.

Ground transportation fees are projected to be \$690,600 in FY 2022-23, an increase of \$425,200 or 160.2% from the FY 2021-22 Budget and \$368,800 or 114.6% from the updated revenue forecast. The significant increase in revenue for ground transportation fees are due to the increase in bus, shuttle bus, limousine, taxi, and transportation network companies (TNCs) fees. These fees are assessed on a per trip basis. The fees assessed to TNCs are the same as those paid by taxis and pay limousines which are set at \$2 per pick up, increasing from the prior rate on \$1 per pickup. Scheduled shuttles will pay \$1 per pickup during the 2022-23 fiscal year. TNCs started to operate at RNO in January 2016 and have been on an uptrend until the onset of the pandemic. Passengers throughout the pandemic preferred the use of personal or rental cars to ride sharing options but are expected to return to pre-pandemic levels as COVID-19 concerns subside.

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**REIMBURSED SERVICES**

This category is comprised of reimbursement from airlines, tenants, and the Transportation Security Administration (TSA) for services provided by RTAA in support of their daily operations including maintenance of the baggage handling system (BHS), trash disposal, utilities, ID badges, law enforcement at the security checkpoint, and canine explosive detection teams. Reimbursed services revenue of \$2.973 million is budgeted in FY 2022-23, an increase of \$777,800 or 35.4% from the FY 2021-22 Budget. Approximately 61.4% of this revenue category reflects reimbursement from the airlines for the BHS as outlined below. The BHS airline reimbursement is projected to increase by \$646,700, or 35.4% from the prior year budget.

Baggage Handling System (BHS) - The reimbursement amount for the BHS is 100% cost recovery of the operating and maintenance services, utilities, supplies, and other direct costs of operating the system. The FY 2022-23 Budget anticipates these costs at \$1.856 million, an increase of \$109,000 from the FY 2021-22 Budget primarily due to the increase in the cost for maintenance services, utilities, and supplies to operate the BHS.

CALCULATION OF FY 2022-23 BAGGAGE HANDLING SYSTEM FEE

FY 2020-21 Actual	FY 2021-22		FY 2022-23 Budget
	Budget	Forecast	

**Operating Requirement**

O&M Expenses	\$ 1,325,689	\$ 1,724,700	\$ 1,774,700	\$ 1,819,293
O&M Reserve	-	22,232.43	22,232.43	36,665.91
Less: TSA Reimbursement	(71,725.46)	(48,200.00)	(30,000.00)	(30,500.00)
Non-Signatory Airline BHS	(66,454.59)	(167,800.00)	(108,300.00)	(217,200.00)
CARES Act	(394,328.55)	(520,000.00)	(100,000.00)	
<b>Total Baggage System Charge Revenue</b>	<b>\$ 793,180</b>	<b>\$ 1,010,932</b>	<b>\$ 1,558,632</b>	<b>\$ 1,608,259</b>
<b>Total Number of Bags Processed - Signatory</b>	<b>\$ 769,840</b>	<b>\$ 815,438</b>	<b>\$ 1,253,434</b>	<b>\$ 1,295,043</b>
<b>Signatory Rate per Bag Processed</b>	<b>\$ 1.03</b>	<b>\$ 1.24</b>	<b>\$ 1.24</b>	<b>\$ 1.24</b>
<b>Non-Signatory Rate per Bag Processed</b>	<b>\$ 1.13</b>	<b>\$ 1.36</b>	<b>\$ 1.37</b>	<b>\$ 1.37</b>

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Both signatory and non-signatory rates per processed bag are forecasted to remain flat based on this cost recovery methodology. With the assumption of 0.62 bags per passenger, the rate paid by signatory airlines in the FY 2022-23 Budget is \$1.24 per processed bag, same as the rate charged in FY 2021-22.

Other Reimbursed Services

The remaining FY 2022-23 Budget of approximately \$1.147 million includes payments from the TSA for RTAA providing police services at the security checkpoints as well as for participation in the National Explosives Detection Canine Team Program. This category also includes reimbursement for waste disposal services and other RTAA provided utilities. The disposal services fees are based on RTAA's actual costs of providing the service and utilities are billed at the rates assessed by local utility providers.

**NON-OPERATING REVENUES**

The FY 2022-23 Budget also includes non-operating revenues of \$34.254 million, an increase of \$10.239 million or 42.6% from the FY 2021-22 Budget. Historically this category primarily consisted of PFC, CFC revenues, and other revenues from aviation fuel taxes and interest earnings. Additionally, continued revenue from the CARES, and ARPA is forecasted in FY 2022-23. This is a relatively new funding source initiated by the Federal Government and managed by the Federal Aviation Administration (FAA). The approved FY 2022-23 Budget includes the allocation of up to \$13.650 million CARES and ARPA funding to reimburse eligible RTAA costs.

CFC revenues are budgeted at \$10.589 million in FY 2022-23 which is an increase of \$4.896 million, or 86.0% from the FY 2021-22 Budget, and \$3.169 million or 42.7% higher than the updated revenue forecast. The revenue is derived from a daily fee of \$6.50 assessed to each rental car per transaction day. This fee has increased by \$1.00 for FY 2022-23. The total revenue increase accounts for the increase in CFC rate coupled with the significant increase of passenger traffic forecast at RNO. CFCs are meant to fund the maintenance and management of existing rental car facilities, and the design and construction of a new Consolidated Rental Car (CONRAC) facility identified in the RNO Master Plan, approved by the Board.

PFC revenues of \$8.729 million are increasing \$3.165 million or 56.9% from the prior year adopted budget due to the forecasted 56.9% increase in enplaned passengers at RNO. The PFC program is a federal program overseen by the FAA. PFCs are collected by airlines on their passengers' tickets at \$4.50 and remitted monthly to RTAA. PFCs are designated to fund capital projects and equipment reviewed by the airlines in a process prescribed by the FAA and cannot be spent on operation and maintenance expenses of the airport. PFC revenues must be segregated from all other airport revenues. For a complete explanation of the PFC program, please see Section 8 – Capital Projects.

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Investment Interest for FY 2022-23 is budgeted at \$1.028 million, an increase of \$231,100 or 29.0% compared to the FY 2021-22 Budget. This increase is due to higher cash balances available for investment, and the expectation of higher yield. Also included in this category is restricted investment interest earned on the restricted cash balances such as revenue bond construction funds and PFC funds. The same investment policy restrictions apply to these funds, as outlined for all RTAA investments, and hence the same rate of return is used for this calculation. These investment earnings must be returned to the construction or PFC fund pursuant to the bond resolution and the PFC rules. They cannot be used to fund the operations of the airports (RNO and RTS).

RTAA's bond resolution, state laws, and RTAA investment policy limit the types of investments permitted for use by RTAA. The primary objectives, in priority order of investment activities are safety, liquidity, and yield with most securities or deposits having federal government guarantees.

Non-Operating Revenue also includes aviation fuel tax revenues estimated to be \$256,700 in FY 2022-23. This revenue represents a \$0.01 per gallon fee collected by the State of Nevada and remitted to RTAA through Washoe County on aviation jet fuel sold, distributed, or used in the county. The use of Aviation Fuel Tax revenue is restricted to funding transportation projects related to airports including ground transportation improvements and promoting the use of RNO including efforts to increase the number and availability of flights.

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**Summary of Budgeted Revenues**

	FY 2020-21 Actual	FY 2021-22 Budget	FY 2022-23 Budget	Percentage Change
<b>Landing Fees - Reno-Tahoe</b>				
Signatory Airlines-Scheduled Carriers	\$ 5,215,399	\$ 6,000,389	\$ 8,767,412	
Signatory Airlines - Freight Carriers	\$ 1,931,009	\$ 1,867,443	\$ 2,184,076	
Non Signatory Airlines - Scheduled Carriers	\$ 594,621	\$ 723,449	\$ 1,208,459	
Non-Signatory Airlines - Air Freight Carriers	\$ 23,308	\$ 136,072	\$ 142,360	
Air Service Incentive- Landing Fees	\$ (100,856)	\$ (200,000)	\$ (200,000)	
	<u>\$ 7,663,481</u>	<u>\$ 8,527,353</u>	<u>\$ 12,102,307</u>	42%
<b>Aircraft Fees - Reno-Tahoe</b>				
Fuel Flowage	253,880	195,700	279,900	
Aircraft Parking	172,040	111,200	184,200	
Aviation Gas Tax Refunds	-	-	-	
Fuel Farm Use Fee and Ground Rent- RFFC	628,962	648,400	639,311	
Fuel Farm Use Fee - Jet West	19,252	19,300	19,300	
	<u>1,074,134</u>	<u>974,600</u>	<u>1,122,711</u>	15%
<b>Aircraft Fees - Reno-Stead</b>				
Fuel Flowage	29,668	28,600	30,500	
Landing Fees	27,360	23,400	27,800	
	<u>57,028</u>	<u>52,000</u>	<u>58,300</u>	12%
<b>TOTAL Aircraft Fees</b>	<u>\$ 8,794,643</u>	<u>\$ 9,553,953</u>	<u>\$ 13,283,318</u>	39%
<b>Concession Revenue</b>				
<b>Gaming Revenue</b>				
	\$ 632,609	\$ 700,400	\$ 1,199,500	71%
<b>Food and Beverage Revenue</b>				
	\$ 772,106	\$ 1,407,689	\$ 2,108,900	50%
<b>Retail Revenue</b>				
Speciality Retail/Travel Essentials	514,509	932,145	1,119,700	
	<u>514,509</u>	<u>932,145</u>	<u>1,119,700</u>	20%
<b>Other Concession Revenue</b>				
<b>FBO's and Ground Handling</b>				
Security Services	44,712	48,800	60,100	
Ground Handling/Support Services	366,828	318,700	452,900	
	<u>411,540</u>	<u>367,500</u>	<u>513,000</u>	40%
<b>Stead Concession Revenue</b>				
Fixed Base Operators - Reno-Stead	28,881	24,500	20,000	
Other Concession Revenue	-	300	300	
	<u>28,881</u>	<u>24,800</u>	<u>20,300</u>	-18%
<b>Advertising Revenue</b>				
	615,514	537,809	847,400	58%
<b>Miscellaneous Concession Revenue</b>				
Other Concessions	12,010	14,200	15,400	
Luggage Carts	17,278	24,400	28,800	
ATM	137,312	87,000	100,000	
	<u>166,600</u>	<u>125,600</u>	<u>144,200</u>	15%
<b>Total Other Concession Revenue</b>	<u>1,222,535</u>	<u>1,055,709</u>	<u>1,524,900</u>	44%
<b>Total Concession Revenue Excluding Auto Rental and Gaming</b>	<u>2,509,149</u>	<u>3,395,543</u>	<u>4,753,500</u>	40%
<b>On Airport Auto Rental</b>				
	6,486,437	6,496,400	11,125,854	71%
<b>Off Airport Auto Rental</b>				
	-	-	82,952	
	<u>6,486,437</u>	<u>6,496,400</u>	<u>11,208,806</u>	73%
<b>TOTAL Concession Fees</b>	<u>\$ 9,628,196</u>	<u>\$ 10,592,343</u>	<u>\$ 17,161,806</u>	62%
<b>Auto Parking and Ground Transportation</b>				
<b>Auto Parking/Traffic Control</b>				
Public Parking Lot	6,838,118	8,243,300	16,085,100	
Off-Airport Parking	10,820	7,000	21,900	
Employee Parking	307,134	331,800	343,200	
Parking Fines	5,130	5,800	9,700	
	<u>7,161,202</u>	<u>8,587,900</u>	<u>16,459,900</u>	92%



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**Summary of Budgeted Revenues**

	FY 2020-21 Actual	FY 2021-22 Budget	FY 2022-23 Budget	Percentage Change
Ground Transportation				
Taxi Loop	37,006	38,400	128,000	
Transportation Network Companies	71,243	112,900	246,500	
Limousines	10,779	7,000	31,100	
Buses/Courtesy Shuttles	51,095	64,700	233,400	
Permit Fees	29,852	42,400	51,600	
	<u>199,975</u>	<u>265,400</u>	<u>690,600</u>	160%
TOTAL Auto Parking and Ground Transportation	<u>\$ 7,361,177</u>	<u>\$ 8,853,300</u>	<u>\$ 17,150,500</u>	94%
Space Rentals				
Terminal Rents, Signatory Airlines				
Ticket Counter	256,700	298,400	308,400	
Hold Room	1,254,700	1,458,400	1,591,100	
Back Office	436,400	507,200	502,200	
Bag Claim	1,105,400	1,284,700	1,250,900	
Bag Service Office	129,900	151,000	147,100	
Bag Makeup	1,107,200	1,286,800	1,252,900	
Baggage System	745,400	866,400	843,500	
Operations Space	510,600	593,400	606,100	
Common Use Drives	268,500	312,000	303,800	
Outside Storage	26,700	31,100	30,200	
Gate Use Charge/ Non-Signatory Use Fees	1,556,518	1,862,000	2,271,100	
Air Service Incentive- Terminal Rent	-	(200,000)	(200,000)	
	<u>7,398,018</u>	<u>8,451,400</u>	<u>8,907,300</u>	5%
Terminal Rents, Other				
Government Agencies	346,692	360,800	375,300	
Car Rental Counters & Offices	284,207	283,200	240,400	
Other Terminal Rents	120,096	231,900	175,700	
	<u>750,995</u>	<u>875,900</u>	<u>791,400</u>	-10%
Reno/Tahoe Non-Terminal Rents				
Building Rental	1,611,026	1,686,600	1,677,610	
Building Rental - Auto Rental	469,958	470,100	477,100	
Hangar Rental	646,631	1,109,667	1,038,100	
Land Rental	2,179,294	2,026,779	2,329,018	
Land Rental - Auto Rental	1,244,158	1,247,700	1,259,300	
	<u>6,151,066</u>	<u>6,540,846</u>	<u>6,781,127</u>	4%
Reno Stead Rents				
Building Rental	7,266	7,200	7,300	
Hangar Rental	308,815	326,150	331,000	
Airfield Rental	55,463	55,400	56,300	
Land Rental	778,846	493,600	600,100	
Unmanned Aircraft System (UAS) Testing	-	-	-	
Sewer Use Fee	11,838	12,900	12,000	
Wash Rack	270	-	300	
Mini Warehouse Rent	15,346	15,300	15,500	
Other Rental	10,996	14,100	16,900	
	<u>1,188,840</u>	<u>924,650</u>	<u>1,039,400</u>	12%
TOTAL Space Rentals	<u>\$ 15,488,919</u>	<u>\$ 16,792,796</u>	<u>\$ 17,519,227</u>	4%
Reimbursed Services				
Security Services	537,978	569,200	616,300	
Utilities	151,779	174,000	203,000	
Maintenance	5,358	10,900	5,500	
Disposal Fees	89,179	97,200	103,200	
Other	663	500	6,500	
Rental Car CFC Admin Costs	102,165	116,200	182,300	
BHS Reimbursement - Signatory Airline	793,180	1,010,932	1,608,259	
BHS Reimbursement - Non-Signatory Airline	66,455	167,800	217,200	
BHS - TSA Reimbursement	71,725	48,200	30,500	
TOTAL Reimbursed Services	<u>1,818,482</u>	<u>2,194,932</u>	<u>2,972,759</u>	35%

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**Summary of Budgeted Revenues**

	FY 2020-21 Actual	FY 2021-22 Budget	FY 2022-23 Budget	Percentage Change
Miscellaneous Revenue				
Miscellaneous Revenue	183,883	93,900	108,700	
Damage Claim Reimbursement	1,890	-	-	
	<u>185,773</u>	<u>93,900</u>	<u>108,700</u>	16%
<b>TOTAL OPERATING REVENUE</b>	<b>\$ 43,277,189</b>	<b>\$ 48,081,224</b>	<b>\$ 68,196,310</b>	<b>42%</b>
Non-Operating Revenue				
Investment Interest	770,378	588,300	687,800	
Investment Interest, CFC	-	-	-	
Investment Interest, Fuel Tax Fund	2,366	5,800	4,100	
Gain (Loss) on Sale of Fixed Assets	41,838	-	-	
Aviation Gas Tax	203,765	213,700	256,700	
CFC Revenue	-	-	-	
Miscellaneous	-	-	-	
<b>TOTAL Non-Operating Revenue</b>	<b>1,018,347</b>	<b>807,800</b>	<b>948,600</b>	<b>17%</b>
<b>TOTAL Pledged Revenue</b>	<b>\$ 44,295,536</b>	<b>\$ 48,889,024</b>	<b>\$ 69,144,910</b>	<b>41%</b>
Non-Pledged Revenue				
Investment Interest, Acquisition Fund	45	-	-	
Investment Interest, Consent Decree	-	5,200	3,400	
Investment Interest, CFC	113,861	108,700	183,300	
Investment Interest, PFC	264,522	89,700	150,200	
CFC Revenue	4,954,128	5,693,000	10,588,500	
PFC Revenue	4,249,877	5,564,200	8,729,300	
Gain (Loss) on Investments Value	(935,537)	-	-	
Miscellaneous	-	-	-	
<b>TOTAL Non-Pledged Revenue</b>	<b>8,646,896</b>	<b>11,460,800</b>	<b>19,654,700</b>	<b>71%</b>
<b>TOTAL REVENUES</b>	<b>\$ 52,942,432</b>	<b>\$ 60,349,824</b>	<b>\$ 88,799,610</b>	<b>47%</b>

**Reno-Tahoe Airport Authority**  
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**Non-Airline Revenues**

Non-Airline Revenues	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Budget	% Change 2023 Budget to	
					22 Budget	22 Projected
Auto Parking	\$ 7,161,202	\$ 8,587,900	\$ 13,265,258	16,459,900	91.7%	24.1%
Ground Transportation	199,975	265,400	321,800	690,600	160.2%	114.6%
Auto Rental	6,486,437	6,496,400	10,230,396	11,208,806	72.5%	9.6%
Non-Terminal Rents (RNO)	6,151,066	6,540,846	6,334,357	6,781,127	3.7%	7.1%
Reimbursed Services	1,818,482	2,194,932	2,789,732	2,972,759	35.4%	6.6%
Food & Beverage	772,106	1,407,689	822,188	2,108,900	49.8%	156.5%
Gaming Concession	632,609	700,400	808,249	1,199,500	71.3%	48.4%
Merchandising Revenue	514,509	932,145	430,543	1,119,700	20.1%	160.1%
Aircraft Fees	1,131,162	1,026,600	1,149,911	1,181,011	15.0%	2.7%
Reno Stead Rents	1,188,840	924,650	898,300	1,039,400	12.4%	15.7%
Other Terminal Rents	750,995	875,900	727,150	791,400	-9.6%	8.8%
Advertising	615,514	537,809	789,179	847,400	57.6%	7.4%
Other Concessions	607,021	517,900	695,106	677,500	30.8%	-2.5%
Miscellaneous	185,773	93,900	122,018	108,700	15.8%	-10.9%
<b>Total Non-Airline Revenues</b>	<b>\$ 28,215,690</b>	<b>\$ 31,102,471</b>	<b>\$ 39,384,186</b>	<b>\$ 47,186,703</b>	<b>51.7%</b>	<b>19.8%</b>

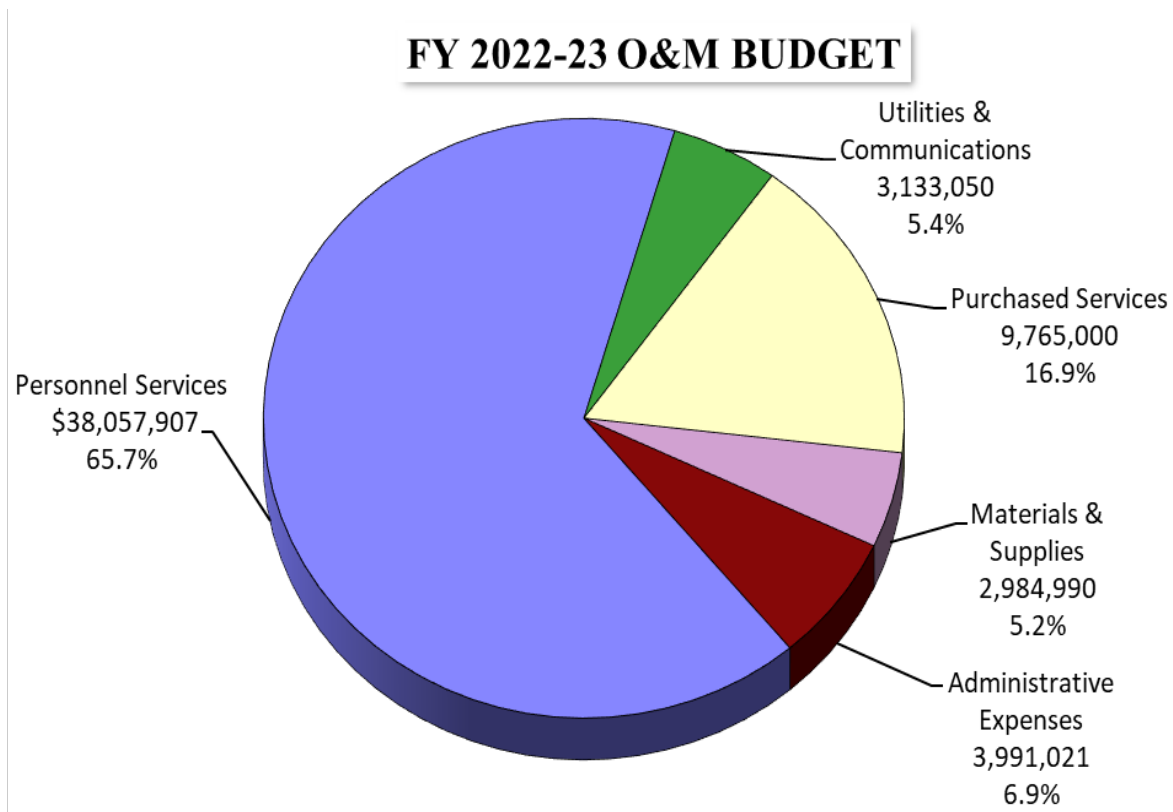
## **Section 7 – Expenditures**

**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
**ANNUAL BUDGET**  
**Section 7 – Expenditures**

This section describes the FY 2022-23 Operating and Maintenance (O&M) Budget by expense category with an analysis of changes from the prior budget year FY 2021-22. Categories include personnel services, utilities, services, supplies and administrative expenses.

The FY 2022-23 adopted budget of \$57.931 million is increasing \$8.0 million or 16.0% from the prior fiscal year as the organization returns to normal operations after two years of budget cuts and restrictions. The budgets allocated to all major expense categories are increasing in FY 2022-23. A detailed discussion of each category follows in this section.

The FY 2022-23 O&M budget by expense category is depicted in the chart below. Personnel Services, RTAA’s largest expense category representing 65.7% of total O&M budget is related to its team of 289 employees.



**Reno-Tahoe Airport Authority**  
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**Section 7 – Expenditures**

<b>Account Group</b>	<b>2020-21 Actual</b>	<b>2021-22 Budget</b>	<b>2022-23 Budget</b>	<b>Budget Change</b>
Personnel Services	\$ 30,923,994	\$ 32,939,635	\$ 38,057,907	15.5%
Utilities & Communications	2,454,099	2,848,730	\$ 3,133,050	10.0%
Purchased Services	4,887,352	8,011,140	\$ 9,765,000	21.9%
Materials & Supplies	2,259,926	2,353,784	\$ 2,984,990	26.8%
Administrative Expenses	2,086,926	3,778,337	\$ 3,991,021	5.6%
<b>Total Operating Expenses</b>	<b>\$ 42,612,297</b>	<b>\$ 49,931,626</b>	<b>\$ 57,931,967</b>	<b>16.0%</b>

The RTAA organization is composed of six divisions led by chief officers reporting directly to the President/CEO: Chief Operations and Safety Officer, Chief Infrastructure and Planning Officer, Chief Finance and Administration Officer, Chief Commercial Officer, Chief Marketing and Public Affairs Officer, and Chief People, Culture and Equity Officer. In FY 2022-23 RTAA added the Chief Legal Officer to the organization in an effort to bring legal services in house. For additional information regarding the divisions above, see the organization chart in Section 4- Organization Guide.

**Personnel Services**

The Personnel Services budget of \$38.058 million includes the cost of salaries, wages, and benefits for RTAA’s employees. The approved budget includes funding for a team of 289 full time equivalent (FTE) positions. In comparison to the prior fiscal year budget, expenses for personnel services are approximately \$5.1 million or 15.5% higher. The increase is due to adding twenty-three and a half (23.5) positions and projected salary increases per the collective bargaining agreements.

In January 2022, the Board of Trustees approved changes to Management Guidelines to allow the President/CEO to make changes to the personnel complement which will provide more flexibility and quicker reaction times to fluctuations in the economy and our business environment. Frozen positions from prior fiscal years have been eliminated and will no longer be included in the personnel complement. For additional information on the number of positions by department and by classification, see Section 4- Organization Guide.

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	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Budget</b>
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
Salaries and Wages	\$ 19,400,633	\$ 20,483,480	\$ 24,121,113	17.8%
Overtime	1,162,234	1,393,435	1,508,404	8.3%
Employee Benefits	4,082,759	4,685,120	4,887,490	4.3%
Retirement Contribution	6,278,368	6,377,600	7,540,900	18.2%
<b>Total</b>	<b>\$ 30,923,994</b>	<b>\$ 32,939,635</b>	<b>\$ 38,057,907</b>	<b>15.5%</b>

The Salaries and Wages category increased by approximately \$3.638 million or 17.8% compared to the prior fiscal year primarily due to the following:

- Funding for new positions and some positions previously unfunded: one (1) Chief Legal Officer, one (1) Legal Secretary, one (1) Government Affairs Manager, one (1) People Business Partner, one (1) Systems Analyst, one (1) Information Security Manager, one (1) Director of Operations, one (1) Emergency Manager, one (1) Manager of Airside Operations, two (2) Parking Shift Leader, five (5) Parking Attendants, one (1) Landside Operations Supervisor, one (1) Police Officer, one (1) Director of Program Manager, one (1) Facilities Jet Bridge Technician IV, one half (0.5) Maintenance Scheduler/Planner, and two (2) Airport Facilities Custodians, resulting in approximately \$1.773 million salary and wage increase when compared to the prior fiscal year.
- RTAA implemented a new bargaining agreement with The International Brotherhood of Teamsters (Teamsters) effective July 1, 2021, through June 30, 2026. Wage increases are budgeted to conform with the existing bargaining agreement. The new agreement includes an increase to minimum wages of \$15.00 per hour, and a 9-step system vs. a merit system used in the prior bargaining agreement. The budget increase compared to prior fiscal year is approximately \$673,400.
- Existing bargaining agreements with the Reno Airport Fire Fighters Association (RAFFA), and the Airport Authority Police Officers’ Protective Association (AAPOPA) expired on June 30, 2022. The approved budget includes a placeholder for salary increases for both bargaining units, resulting in a 10% increase for RAFFA, and 8% increase for AAPOPA. The combined budgeted financial impact of these increases is approximately \$257,400. The Board approved a new bargaining agreement with AAPOPA on June 09, 2022, and RAFFA on June 30, 2022. Both bargaining agreements are effective July 1, 2022, through June 30, 2025. The approved budget for salaries and benefits for RAFFA and AAPOPA increased approximately \$156,000 above the adopted budget of \$257,400 for FY 2022-23, for a combined total of \$413,400.

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- Management and Civil Service employees are eligible for a merit increase of 3% to 5% in base salary on July 1, 2022. The approved budget includes 5% increase assumption of salaries and 4% lump sum incentive for those impacted by RTAA’s cost cutting measures related to the pandemic. The last two fiscal years’ budget did not include any funding for salary increases or gain share incentives for the Management and Civil Service groups, due to the COVID-19 pandemic. The budget increase compared to prior year is approximately \$1.0 million.
- The Airport Authority Police Supervisors Protective Association (AAPSPA) was formally recognized by the Board in June 2020 and entered into a new bargaining contract with the RTAA, effective December 9, 2021, through June 30, 2023. This contract covers four Police Sergeants. Wage increases are budgeted conform with the existing bargaining agreement, which includes a 5% regular merit increase upon receipt of Contributor or above, and a 2.5% CPI increase to minimum and maximum wages.
- An assumption for vacancy savings of \$300,000 is included in the FY 2022-23 budget.

Overtime budget has increased by approximately \$115,000 or 8.3% compared to prior fiscal year primarily due to Airport Fire, Landside Operations, and Airport Communications departments to address operational requirements and training.

Employee Benefits have increased by \$202,400 or 4.3% compared to the prior fiscal year. This category includes expenses for group insurance premiums to provide healthcare, dental, and vision benefits for employees, and premiums for Workers’ Compensation insurance. Employee group healthcare insurance is the largest expense within this category, estimated at \$3.722 million, an increase of \$245,800 or 7.1%. The increase is primarily due to the higher number of positions funded in FY 2022-23. Group healthcare insurance plans are brokered on behalf of RTAA to obtain the most competitive pricing and terms. Insurance premiums are budgeted to increase 15% as of January 1, 2023, the beginning of the next plan year.

Other healthcare benefits, including dental, vision, life insurance and long-term disability are anticipated to increase approximately \$32,600 or 8.1% from the prior fiscal year budget. The increase is primarily due to additional FTEs budgeted in FY 2022-23. There is a two-year contract for dental, vision, life insurance and disability plans effective January 1, 2022, through December 31, 2024.

Workers’ Compensation insurance premiums have decreased by approximately \$151,700 or 40.5% from the prior fiscal year, this is primarily due to the RTAA’s significantly lower experience modification factor (1.38 to 1.05).



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Retirement benefits are provided by contract with the Nevada Public Employees’ Retirement System (PERS). Contribution rates are established by the Nevada Legislature during its biennial session that occurs during odd number years and are based on the state’s actuarial valuation report adopted by the PERS Retirement Board. The contribution rates are 29.8% for regular employees, and 44.0% for Airport Police and Airport Fire. The rates are unchanged for FY 2022-23. The increase of \$1.163 million is due to the increase of funded positions in FY 2022-23.

**Utilities and Communications**

The Utilities and Communications category includes expense estimates for RTAA utilities, including electricity, water, sewer, natural gas, disposal, and voice/data communication services. The FY 2022-23 budget allocated \$3.113 million to this expense category, an increase of \$284,300 or 10.0% compared to the prior fiscal year.

	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Budget</b>
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
Electricity	\$ 1,392,288	\$ 1,655,450	\$ 1,754,450	6.0%
Natural Gas	283,229	387,700	395,400	2.0%
Water	142,355	169,850	178,400	5.0%
Other Utilities	636,227	635,730	804,800	26.6%
<b>Total</b>	<b>\$ 2,454,099</b>	<b>\$ 2,848,730</b>	<b>\$ 3,133,050</b>	<b>10.0%</b>

The increase is primarily due to higher expenses anticipated in FY 2022-23 related to communications, electricity, and trash disposal. Communication expenses are projected to increase by \$110,000, primarily due to an additional internet circuit for business continuity and additional mobile devices. Electricity and natural gas are increasing by \$106,700, primarily due to higher rates anticipated for FY 2022-23. Disposal fees are projected to increase by \$ 42,300, primarily due to an increase in passenger traffic. Utility expenses to operate the baggage handling system (BHS) equipment, including climate control systems and specialized inspection equipment, are separately metered and billed directly to the airlines through BHS rates and charges.

**Purchased Services**

The Purchased Services expense category accounts for professional or specialized service contracts necessary to meet the support needs of RTAA, as well as maintenance and repair services for specialized systems/equipment, and related equipment rental. The FY 2022-23 Budget is \$9.765 million, an increase of approximately \$1.754 million or 21.9% from the FY 2021-22 Budget. Approximately \$711,100 of the funding for this category is from Customer Facility Charges (CFCs) collected from rental car customers in support of property management and repair and maintenance costs of rental car facilities owned by RTAA.

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	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Budget</b>
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
Legal Services	\$ 467,516	\$ 450,000	\$ 240,000	-46.7%
Data Processing	770,042	963,910	1,206,880	25.2%
Other Professional Services	555,175	2,139,875	2,601,500	21.6%
Contracted Services	2,575,283	3,440,970	4,185,297	21.6%
Other Repair/Maintenance Svcs	351,592	427,030	477,820	11.9%
Other Purchased Services	167,743	589,355	1,053,503	78.8%
<b>Total</b>	<b>\$ 4,887,352</b>	<b>\$ 8,011,140</b>	<b>\$ 9,765,000</b>	<b>21.9%</b>

Notable changes in the approved budget as compared to the prior year budget are as follows:

- The decrease in Legal Services of \$210,000 is due to the decision to bring legal services in-house. This budget is allocated to specialized legal services.
- The \$243,000 increase in Data Processing is due to new video surveillance license and support, and cyber security testing and monitoring.
- The budget allocated to Other Professional Services is increasing by \$461,600 in FY 2022-23 primarily due to a new RTAA headquarters and Police study (\$300,000) and consultant services to negotiate a new airport use and lease agreement (\$150,000).
- The increase in Contracted Services of \$744,300 is primarily due to the higher renewal cost of contracts in FY 2022-23:
  - ✓ Overflow parking shuttling and snow removal services of \$190,000.
  - ✓ Rental car facility property management and repair contract of \$136,300.
  - ✓ Maintenance and support agreement for access control and video surveillance systems of \$125,000.
  - ✓ Terminal cleaning support at RNO of \$117,000.
  - ✓ Fire 911 dispatch contract with City of Reno of \$100,000.
  - ✓ Electrical and cabling installation and repair service contract of \$65,000.
- The increase of \$50,800 in Other Repair/Maintenance Services line item is primarily due to replacement of the BHS energy management and monitoring meter system of \$34,000, a \$36,500 increase in repairs for the rental car facilities, and \$15,000 for roof repairs at RTS. The increase is partially offset by the completion of phase two of warehouse floor resurfacing of \$28,600 in prior fiscal year.
- The increase in Other Purchased Services of \$464,100 is primarily due to a budget allocation of \$300,000 for a contingency plan due to inflation and economic uncertainty in FY 2022-23.

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Software as a Service (SaaS) has also increased by approximately \$148,500 due to several new systems; the Part 139 operations system, gate management system, human resource onboarding and performance management system, and a Board meeting automation system. An additional \$19,000 budget increase is due to a pay scale compensation database and an increase in background checks for various departments.

**Materials and Supplies**

The Materials and Supplies category accounts for the cost of items needed by RTAA personnel to maintain both airports. The FY 2022-23 Budget estimates a total funding need of \$2.985 million for this category, an increase of \$631,200, or 26.8% above the FY 2021-22 Budget.

	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Budget</b>
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
Office Supplies	\$ 99,413	\$ 156,666	\$ 173,590	10.8%
Operating Supplies	522,377	672,076	851,166	26.6%
Repair and Maintenance Supplies	625,540	712,650	825,600	15.8%
Small Tool and Minor Equipment	1,012,597	812,392	1,134,634	39.7%
<b>Total</b>	<b>\$ 2,259,926</b>	<b>\$ 2,353,784</b>	<b>\$ 2,984,990</b>	<b>26.8%</b>

Notable changes in the approved budget as compared to the prior year are as follows:

- The increase in Office Supplies of \$16,900 is primarily due to office supplies for new positions, printing and forms, and breakroom supplies.
- The increase in Operating Supplies of \$179,100 is primarily due to equipment and supplies including a wildland hose, wildland radio, G5 Automated External Defibrillators (AEDs), turnouts, and other supplies for the Airport Fire department. Additionally, increased budget allocations were made for ice control, diesel fuel, gasoline, janitorial supplies, herbicides, and medical supplies.
- The increase in Repair and Maintenance Supplies of \$113,000 is primarily due to \$80,000 for thermoplastic markings for movement lines on the airfield \$30,000 for vehicle parts and maintenance, \$10,000 for Scheidt & Bachmann (S&B) backup equipment for Landside parking system. Budget increases are partially offset by a decrease in heating and air conditioning supplies.
- The \$322,200 increase in Small Tools and Minor Equipment is primarily due to \$173,400 in additional software purchases to support various departments and license fees for security,

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cloud-based services, police system, video surveillance system. Additionally, there is a \$53,000 increase for computer hardware and accessories mainly due to additional personnel, \$43,800 increase for wildland gear and safety equipment for the Airport Fire department, \$20,900 increase for employee uniforms for various departments, \$15,600 increase in signs for the Landside Operations department due to parking rate changes adopted in FY 2022-23 budget, \$11,400 for new electronic signage and to advertise the MoreRNO capital program, \$7,600 increase for a fleet maintenance system for the Airfield Maintenance department. Budget increase is slightly offset by a decrease of \$28,000 in Small Tools and Minor Equipment in FY 2022-23.

**Administrative Expenses**

The Administrative Expenses budget category includes funding for staff training, conferences, travel, air service development, insurance premiums, and credit card processing fees. In comparison to the prior year, this expense category increased by \$212,700 or 5.6% from the FY 2021-22 Budget.

	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Percent</b>
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
Educational & Professional Fees	\$ 258,379	\$ 516,971	\$ 773,131	49.6%
Travel & Reimbursed Expense	45,636	267,636	360,562	34.7%
Recruitment	3,605	6,600	11,000	66.7%
Air Service Development	258,751	836,500	454,400	-45.7%
Economic Development	-	50,000	50,000	0.0%
Conference Sponsorship	523	105,000	-	-100.0%
Community Outreach	16,786	139,200	112,670	-19.1%
Publications / Advertising	187,926	187,130	455,358	143.3%
Airport Insurance	1,128,666	1,373,450	1,388,000	1.1%
Credit Card Fees	186,653	295,850	385,900	30.4%
<b>Total</b>	<b>\$ 2,086,926</b>	<b>\$ 3,778,337</b>	<b>\$ 3,991,021</b>	<b>5.6%</b>

Notable changes in the approved budget for Administrative Expenses as compared to the prior year are as follows:

- The budget for Educational and Professional Fees increased by \$256,200 primarily due to allocating additional resources to professional development in FY 2022-23:
  - ✓ Increase in training of \$112,300.
  - ✓ Increase in conference registration of \$44,200.
  - ✓ Increase in meeting expenses of \$40,900.
  - ✓ Increase in organizational training of \$23,400.

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- ✓ Increase in membership dues for the President/CEO of 14,100.
- ✓ Increase in books and subscription for General Counsel department of \$11,000.
- Travel and Reimbursement Expense budget increased by \$93,000 primarily due to an \$88,000 increase due to in-person conferences and professional development and an increase of \$5,000 in relocation expense.
- Recruitment budget has slightly increased by \$4,400 primarily due to an increase in the personnel complement in FY 2022-23.
- The Air Service Development line item is decreasing by \$382,100 or 45.7%, primarily due to the decrease of the following:
  - ✓ Air Service incentive program for new routes of \$95,000.
  - ✓ Advertising campaign for Air Service of \$180,000.
  - ✓ Jumpstart conference activities concluded of \$120,000.
- The budget allocated to Conference Sponsorship is decreasing by \$105,000 due to the RTAA not planning to host any conferences in FY 2022-23.
- The Community Outreach line item is decreasing by \$26,500 or 19.1% compared to the prior fiscal year. The decrease is primarily due to a reduction in cost for the air races.
- The budget allocated to Publications and Advertising is increasing by \$268,200 primarily due to \$250,000 for the MoreRNO marketing campaign created to inform and guide the public during the MoreRNO capital program. Additionally, \$50,000 has been allocated for a new DepARTures gallery art program for FY 2022-23. The increase is offset by \$41,000 due to the elimination of two partnership/trade agreements with KNPB television station and Nevada Museum of Art.
- The Airport Insurance budget associated with airport property and liability insurance premiums is increasing by \$14,600 or 1.1% from the prior fiscal year due to a \$53,200 cost increase for airport liability, \$24,200 for vehicle liability, \$8,700 for employees' and officers' bonds, and \$5,500 increase for public safety liability. The budget increases above are partially offset by the significant insurance cost decrease of \$77,000 for buildings and contents.
- The budget estimate for Credit Card Fees is increasing by \$90,100 or 30.4% from the FY 2021-22 budget. This comes as a direct result of the higher forecasted credit card transaction volume due to the anticipated increase in passenger traffic in FY 2022-23.

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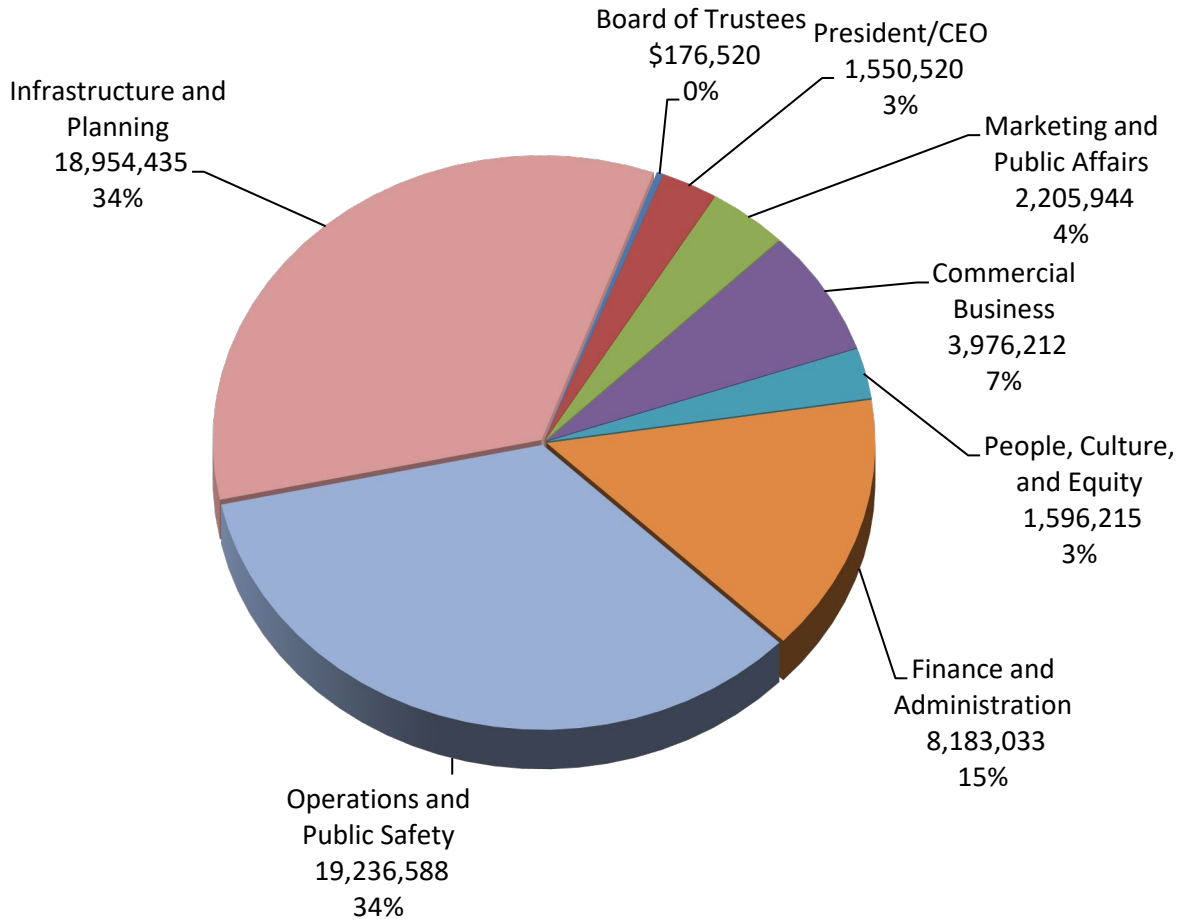
**Summary of Changes Between Proposed and Adopted Budget**

<b>Account Group</b>	<b>Amount</b>	<b>Description</b>
Personnel Services	\$(210,500)	Workers Compensation final quote was received after proposed budget, resulting in a decrease from the original budget.
Purchased Services		
	80,000	Additional expense allocated for Security Log Monitoring software in the Technology and Information Systems department.
	5,200	Additional expense allocated for the Magnetic Variation (MAGVAR) Security Training in the Airport Security department.
	(50,000)	Consulting budget for project assistance was inadequate, revised original budget resulting in a decrease.
	(11,370)	Airport Noise and Operations Monitoring System (ANOMS) final contract received after the proposed budget resulting in a decrease from original budget.
Administrative Expenses		
	61,660	Liability and property insurance original budget was inadequate, final quote received after proposed budget.
	12,500	Additional Expenses allocated for training and travel for the Technology and Information Systems department.
<b>Total</b>	<b>\$(112,510)</b>	

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**Budgeted Expenses by Organizational Unit**

**FY 2022-23 O&M BY DIVISION**



<b>Division</b>	
Board of Trustees	\$ 176,520
President/CEO	1,550,520
Marketing and Public Affairs	2,205,944
Commercial Business	3,976,212
People, Culture, and Equity	1,596,215
Finance and Administration	8,183,033
Operations and Public Safety	19,236,588
Infrastructure and Planning	18,954,435
Nondepartmental Expenses	<u>2,052,500</u>
<b>Total</b>	<b>\$ 57,931,967</b>

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**Summary of Budgeted Expenditures**

<b>Account Group</b>	<b>2020-21 Actual</b>	<b>2021-22 Budget</b>	<b>2022-23 Budget</b>	<b>Budget Change</b>
Personnel Services	\$ 30,923,994	\$ 32,939,635	\$ 38,057,907	15.5%
Utilities & Communications	2,454,099	2,848,730	3,133,050	10.0%
Purchased Services	4,887,352	8,011,140	9,765,000	21.9%
Materials & Supplies	2,259,926	2,353,784	2,984,990	26.8%
Administrative Expenses	2,086,926	3,778,337	3,991,021	5.6%
<b>Total Operating Expenses</b>	<b>\$ 42,612,297</b>	<b>\$ 49,931,626</b>	<b>\$ 57,931,967</b>	<b>16.0%</b>
Property, Plant and Equipment	880,346	1,006,041	1,393,416	38.5%
<b>Total</b>	<b>\$ 43,492,642</b>	<b>\$ 50,937,667</b>	<b>\$ 59,325,383</b>	<b>16.4%</b>



**Reno-Tahoe Airport Authority**  
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**Resources Applied by Organizational Unit**

	2020-21 ACTUAL	2021-22 BUDGET	2022-23 BUDGET	BUDGET CHANGE
Board of Trustees Division				
Board of Trustees	\$ 137,994	\$ 132,130	\$ 176,520	33.6%
TOTAL	137,994	132,130	176,520	33.6%
President/CEO Division				
President/CEO	687,433	820,310	812,400	-1.0%
Legal	468,355	553,625	738,120	33.3%
Executive Vice-President/COO	18,482	-	-	n.a
TOTAL	1,174,270	1,373,935	1,550,520	12.9%
Marketing and Public Affairs Division				
Marketing and Public Affairs	1,228,120	2,056,563	2,205,944	7.3%
TOTAL	1,228,120	2,056,563	2,205,944	7.3%
Commercial Business Division				
Air Service Development	466,934	948,288	775,380	-18.2%
Airport Economic Development	1,089,890	1,411,395	1,828,015	29.5%
Outside Properties	981,999	1,259,766	1,372,817	9.0%
TOTAL	2,538,823	3,619,449	3,976,212	9.9%
People, Culture and Equity Division				
People, Culture and Equity	1,010,563	1,253,873	1,596,215	27.3%
TOTAL	1,010,563	1,253,873	1,596,215	27.3%
Finance and Administration Division				
Finance	1,760,501	2,020,614	2,150,700	6.4%
Purchasing and Materials Management	691,820	714,014	753,435	5.5%
Technology and Information Systems	3,314,982	3,910,969	5,278,898	35.0%
TOTAL	5,767,303	6,645,597	8,183,033	23.1%
Operations and Public Safety Division				
Operations and Public Safety Administration	280,644	444,775	879,110	97.7%
Airside Operations	2,374,388	1,214,125	1,492,075	22.9%
Landside Operations	1,505,964	1,833,268	2,920,433	59.3%
Airport Fire	3,663,010	4,462,597	5,100,638	14.3%
Airport Police	3,901,205	3,976,358	4,162,191	4.7%
Airport Communications	-	1,406,233	1,578,171	12.2%
Airport Security	1,609,378	1,678,010	1,941,350	15.7%
Reno-Stead Airport	962,103	1,095,675	1,162,620	6.1%
TOTAL	14,296,691	16,111,041	19,236,588	19.4%
Infrastructure and Planning Division				
Infrastructure and Planning	386,171	369,215	725,316	96.4%
Planning and Environmental Services	820,368	1,103,295	1,191,740	8.0%
Engineering and Construction	901,640	1,236,469	1,730,436	39.9%
Facilities and Maintenance Administration	627,350	458,560	498,940	8.8%
Airfield Maintenance	3,346,097	3,927,384	4,370,516	11.3%
Building Maintenance and Services	6,833,757	7,799,415	8,618,195	10.5%
Baggage Handling System	1,325,689	1,724,700	1,819,293	5.5%
TOTAL	14,241,071	16,619,038	18,954,435	14.1%
Nondepartmental Operation and Maintenance Expenses				
Non Departmental	1,870,992	2,120,000	2,052,500	-3.2%
TOTAL	1,870,992	2,120,000	2,052,500	-3.2%
Total Operations and Maintenance Expense	42,265,827	49,931,626	57,931,967	16.0%
Property, Plant & Equipment	880,346	1,006,041	1,393,416	38.5%
TOTAL	\$ 43,146,173	\$ 50,937,667	\$ 59,325,383	16.5%

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**Board of Trustees**

**Mission Statement:** Establish policies that govern the operation of the RTAA through the adoption of resolutions and awarding of contracts.

**Key Duties and Responsibilities:**

- Establish permanent and temporary Board Committees.
- Evaluate the President/CEO's performance.
- Exercise the authority granted under Statutes of Nevada through collective Board action.
- Disclose all conflicts and/or possible conflicts that might compromise a Board member's fiduciary duty.
- Adopt Policies, Regulations and Actions as guides for the action of those to whom it delegates authority.

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**BOARD OF TRUSTEES**

**Section 101**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$31,264	\$35,200	\$42,300	20%
Holiday Pay	236	0	0	0%
Trustee Stipend	60,480	60,480	60,480	0%
Service Awards	0	650	0	-100%
Medicare	437	500	600	20%
Group Insurance	3,233	4,100	4,000	-2%
Disability Insurance	7	0	200	%
Vision Service Plan	1	0	40	%
Dental Insurance	0	0	200	%
Retirement	9,218	10,500	12,600	20%
<b>TOTAL PERSONNEL SERVICES</b>	<b>104,876</b>	<b>111,430</b>	<b>120,420</b>	<b>8%</b>
<b>PURCHASED SERVICES</b>				
Maintenance Agreement-Copier	66	400	0	-100%
Freight Expense	60	100	100	0%
Other Purchased Services	621	600	1,000	67%
<b>TOTAL PURCHASED SERVICES</b>	<b>748</b>	<b>1,100</b>	<b>1,100</b>	<b>0%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	299	1,000	500	-50%
Postage	12	200	100	-50%
Printing & Forms	56	700	500	-29%
Refreshments and Breakroom Supplies	5	0	400	%
Protocol Gifts and Promotional Supplies	2,865	0	0	0%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>3,236</b>	<b>1,900</b>	<b>1,500</b>	<b>-21%</b>
<b>ADMINISTRATIVE EXPENSE</b>				
Conference Registration Fees	0	4,000	8,000	100%
Training Expense	0	700	0	-100%
Meeting Expense	29,134	6,000	32,500	442%
Travel & Reimbursed Expense	0	7,000	11,000	57%
Miscellaneous Expense	0	0	2,000	%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>29,134</b>	<b>17,700</b>	<b>53,500</b>	<b>202%</b>
<b>TOTAL SECTION EXPENSES</b>	<b>\$137,994</b>	<b>\$132,130</b>	<b>\$176,520</b>	<b>34%</b>

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**President/CEO**

**Mission Statement:** Implement Board policy to ensure the operation and maintenance of a safe, efficient, customer service oriented, and financially self-sufficient airport system. In addition, this department is responsible for the achievement of Board adopted strategic initiatives, maintaining strong relations with the community, and representing the RTAA's interests at the local, state, and federal government levels.

**Key Duties and Responsibilities:**

- Develop policies and plans for the safe and efficient operation of the RNO and the RTS.
- Direct and manage staff in the development and implementation of work plans to achieve the Strategic Priorities established by the Board of Trustees.
- Oversee the RNO air service development effort and promote air carriers and their services to the Reno-Tahoe community.
- Lead and/or work closely with the state and local economic development agencies and other community partners to attract and expand business opportunities and real estate development at both airports.
- Maintain continuing and pertinent communication with the Board of Trustees.
- Represent the RTAA's plans and initiatives through speaking engagements in professional meetings.
- Lead negotiations with regulators, major customers, and other stakeholders.
- Communicate effectively with public, government, community, and aviation industry leaders.

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PRESIDENT/CEO

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	2020-21 ACTUAL	2021-22 BUDGET	2022-23 BUDGET	BUDGET CHANGE
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$298,738	\$365,200	\$487,300	33%
Vacation Pay	28,842	6,900	400	-94%
Sick Leave	2,068	200	2,100	950%
Holiday Pay	16,804	0	0	0%
Overtime Pay	176	200	0	-100%
Automobile Allowance	7,220	7,200	7,200	0%
Medicare	4,927	5,300	6,700	26%
Group Insurance	25,171	23,100	21,100	-9%
Disability Insurance	3,123	2,800	3,000	7%
Vision Insurance	185	200	200	0%
Dental Insurance	1,501	2,100	1,700	-19%
Workers Comp	410	400	200	-50%
Retirement	56,217	98,200	116,700	19%
<b>TOTAL PERSONNEL SERVICES</b>	<b>445,378</b>	<b>511,800</b>	<b>646,600</b>	<b>26%</b>
<b>PURCHASED SERVICES</b>				
Other Professional Services	130,000	156,000	0	-100%
Contracted Services	13,700	0	0	0%
Maintenance Agreement-Copier	71	400	0	-100%
Freight Expense	47	300	150	-50%
<b>TOTAL PURCHASED SERVICES</b>	<b>143,818</b>	<b>156,700</b>	<b>150</b>	<b>-100%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	2,744	3,400	3,000	-12%
Postage	24	100	100	0%
Printing & Forms	62	200	200	0%
Refreshments and Breakroom Supplies	316	800	500	-38%
Janitorial Supplies	163	300	200	-33%
Medical Supplies	0	0	150	%
Furniture and Accessories	1,226	8,000	2,000	-75%
Employee Uniforms and PPE	5,181	0	0	0%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>9,715</b>	<b>12,800</b>	<b>6,150</b>	<b>-52%</b>
<b>ADMINISTRATION EXPENSES</b>				
Membership Dues	69,178	120,950	135,000	12%
Books & Subscriptions	80	60	0	-100%
Conference Registration Fees	199	2,800	3,500	25%
Training Expense	0	500	500	0%
Meeting Expense	2,674	4,000	10,000	150%
Travel & Reimbursed Expense	582	10,000	10,000	0%
Relocation Expense	15,568	0	0	0%
Condolence/Sympathy/Customer Support	243	700	500	-29%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>88,523</b>	<b>139,010</b>	<b>159,500</b>	<b>15%</b>
<b>TOTAL SECTION EXPENSES</b>	<b>\$687,433</b>	<b>\$820,310</b>	<b>\$812,400</b>	<b>-1%</b>

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**LEGAL**

**Section 102**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$0	\$0	\$196,300	%
Medicare	0	0	2,800	%
Group Insurance	0	0	19,300	%
Disability Insurance	0	0	1,800	%
Vision Service Plan	0	0	200	%
Dental Insurance	0	0	1,100	%
Workers comp (SIIS)	0	0	100	%
Retirement (Pers)	0	0	58,400	%
<b>TOTAL PERSONNEL SERVICES</b>	<b>0</b>	<b>0</b>	<b>280,000</b>	<b>%</b>
<b>PURCHASED SERVICES</b>				
Legal Contracted Service	467,516	450,000	240,000	-47%
Consultants- General	0	0	100,000	%
Other Professional Services	0	100,000	100,000	0%
Other Purchased Services	763	625	720	15%
<b>TOTAL PURCHASED SERVICES</b>	<b>468,280</b>	<b>550,625</b>	<b>440,720</b>	<b>-20%</b>
<b>ADMINISTRATIVE EXPENSE</b>				
Books & Subscriptions	0	0	11,000	%
Conference Registration Fees	0	1,200	0	-100%
Travel & Reimbursed Expense	75	1,800	400	-78%
Bonds Employees/Officers	0	0	6,000	%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>75</b>	<b>3,000</b>	<b>17,400</b>	<b>480%</b>
<b>TOTAL SECTION EXPENSES</b>	<b>\$468,355</b>	<b>\$553,625</b>	<b>\$738,120</b>	<b>33%</b>

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## **Marketing and Public Affairs**

**Mission Statement:** Provide internal and external communication 24 hours-a-day/7 days a week and support RTAA efforts to further its We Move You brand and customer service through media, government, and community relations and digital platforms.

### **Key Duties and Responsibilities:**

- Provide internal/external messaging through various forms of media and platforms.
- Maintain and enhance customer service and community outreach by hosting staff and community meetings, as well as press conferences.
- Enhance service through the customer service feedback program, including answering Ask the Airport and social media questions.
- Work with RTAA staff, airlines, tenants, and community partners to create targeted customer service programs that help passengers enjoy a positive travel experience, especially during peak travel times.
- Emergency and crisis response programs.
- Utilize social media as a branding, public relations, and customer service tool.
- Use in-house graphic skills to enhance presentations, website, social media, invitations, promotions, and advertisements.
- Remain informed on media issues, record news stories and share media reports with staff.
- Compile and report quarterly statistics from media monitoring service.
- Develop air service marketing and advertising programs to promote local market demand.
- Provide for an RTAA Art Plan and program.
- Maintain and update RTAA's Website.
- Communicate airport construction impacts to customers and community.
- Coordinate at least four quarterly Community Outreach Committee (COC) Meetings.
- Continue RNO's music events in the terminal building, including holiday and Artown performances.
- Design and modernize land development marketing materials.
- Coordinate with the Reno-Sparks Convention and Visitors Authority (RSCVA), airlines, Transportation Security Administration (TSA), tenants and staff to provide outstanding service to convention visitors.

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**Marketing and Public Affairs - Initiatives:**

**FY 2021-22 Initiatives**

**1. Implement RNO Air Service and branding advertising campaign.**

**Strategic Initiative:** Air Service & Cargo

**Long-Term Goal:** Community Awareness and Support

**Description:** In order to support the strategic plan tagline, “We Move You”, and air service recovery at RNO, Marketing/Public Affairs plans to continue a combined air service education and airport branding campaign. Due to our success in the past, the plan is for the new campaign to use digital and video platforms to inform the community of the air service available at a growing airport that truly cares, and plays a role, in the lives of its passengers and customers.

**Performance Measure:** Complete Campaign by June 30, 2022.

**Progress:** 100% completed. Digital and video platforms used successfully to inform community of available air service and encourage bookings. All conversion rates are above each platform’s benchmark. In addition to driving conversions, the campaign drove significant awareness, with over 3.3 million impressions earned to date and an overall Click-Through Rate (CTR) of 2.6%. Google search campaigns earned the highest CTR of all platforms, at 10.4%. The campaign has earned 4,730 Explore Flights Clicks, 1,737 Non-Stop Outbound Flight Clicks, and 92 Newsletter Sign-Ups.

**2. Respond efficiently to customer information requests through social media and the airport website.**

**Strategic Initiative:** Customer Experience

**Long-Term Goal:** Passenger Empowerment

**Description:** With the growth of social media over the years, this communication tool has become vital in the ability of the RTAA to reach an increasing number of its customers. This initiative is to provide interesting content and provide timely information regarding airport operations and air service that expands the reach of this tool.

**Performance Measure:** The following goals have been established to monitor and report the progress of this initiative in FY 2021-22:



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- ✓ Total Social Media Post: 400
- ✓ Respond to social media and airport website within 1 business day of receipt.

**Progress:** 100% completed. In the past 12 months, 849 social media posts were made on Facebook, Instagram, Twitter, and LinkedIn. 100% of all social media and website inquiries, questions, and complaints were answered within 1 business day of receipt. Also, during FY 2021-22 Marketing instituted automated responses to most common inquiries on Facebook and Instagram.

**3. Create a customer friendly travel experience.**

**Strategic Initiative:** Customer Experience

**Long-Term Goal:** Passenger Empathy

**Description:** The RTAA is known throughout the industry as a leader for being creative, innovative, and spontaneous. Traveling through an airport can be stressful for passengers and the RTAA’s focus is to help improve the experience, even if it’s only for an hour or two. This is critical since RNO may very well be their first and last impression. The RTAA has created award-winning customer service programs that provide a positive travel experience and a warm welcome to our community. The Kindness Takes Flight (KTF) team is made up of 20 people, all from different departments. This team performs random acts of kindness to RNO’s passengers on a monthly basis. The RTAA also offers therapy and emotional support animals at RNO to provide improved passenger experiences through its Paws 4 Passengers (P4P) therapy dog teams.

**Performance Measure:** The following goals have been established to monitor and report the progress of this initiative in FY 2021-22:

- ✓ P4P Number of Volunteer Hours: 500
- ✓ Kindness Takes Flight activities: 6

**Progress:** 100% completed. P4P Teams volunteered 1,922 hours and KTF was able to achieve 6 activities by June 30, 2022.

**4. Maintain and enhance positive public relations through media interviews & events, outreach and communication to local civic groups & community organizations and obtain stakeholder feedback through community outreach committee.**

**Strategic Initiative:** Customer Experience

**Long-Term Goal:** RTAA brand and community leadership

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**Description:** Conduct interviews to communicate with the community through local and national media outlets. Plan and coordinate media events and visitor welcomes for major special events/conferences in the region. Ongoing community outreach to raise the awareness of the RTAA’s value to the community and services offered. Broaden RTAA’s relations with governmental partners and key stakeholders in the community to strengthen our leadership role and enhance our brand.

**Performance Measure:** The following goals have been established to monitor and report the progress of this initiative in FY 2021-22:

- ✓ Dollar value of RTAA marketing and public relations: \$8 million
- ✓ Number of presentations to local community groups: 5
- ✓ Community Outreach Committee (COC) Meetings: 4

**Progress:** 100% completed. The RTAA marketing and public relations achieved a value of approximately \$100.0 million in FY 2021-22. Participated in more than 10 presentations to local community groups, which include: Economic Development Authority of Western Nevada (EDAWN), the Tahoe, Truckee, and Reno-Sparks Chambers, local Rotary clubs, City of Reno, and local schools. The COC held four meetings (October 2021, January 2022, February 2022, and April 2022) on topics ranging from Fire to Stead development.

**5. Coordinate annual holiday special events bringing together General Aviation (GA) community and airport stakeholders for Children’s Cabinet.**

**Strategic Initiative:** General Aviation

**Long-Term Goal:** GA Community Relationships

**Description:** Each December, the Reno-Tahoe International Airport GA Community hosts Operation Santa Claus. This holiday event brings the GA Community together to assist in providing Christmas to needy families served by the Children’s Cabinet. In addition, the Reno-Tahoe Airport Authority hosts an annual RNO Tenant/Employee Appreciation Lunch. This one-of-a-kind event includes food truck vendors, ice cream, music, prizes, and fun. It’s an opportunity for the Airport Authority to say thank you to the RNO family for all they do, to include the GA Community.

**Performance Measure:** Coordinate Operation Santa Clause and the Tenant/Employee Appreciation Lunch with the GA Community and airport stakeholders in FY 2021-22.

**Progress:** 0% completed. The tenant appreciation lunch was cancelled, due to a limited amount of parking lot spaces. The Operation Santa Claus was cancelled due to COVID 19.

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**6. Implement new renoairport.com website.**

**Strategic Initiative:** Customer Experience

**Long-Term Goal:** Passenger Empowerment

**Description:** The current website has a number of technical errors that are hampering the user experience as well as the site’s rankings within search engines, having a direct impact on the site’s visibility and traffic. It is recommended that we re-platform the current version of our content management system (Drupal 7) to a new platform that is more user-friendly, technically sound, and easier to maintain and manage in the future. This is also necessary, as Drupal 7 will reach its end-of-life and no longer be supported as of November 28, 2022.

**Performance Measure:** Complete 100% of implementation by June 30, 2022.

**Progress:** 85% completed. A formal Request for Proposal (RFP) process to solicit interested candidates or firms to provide professional website redesign, development, maintenance, and hosting services for the RTAA was issued on December 6, 2021. The Evaluation Committee, consisting of Trustees Rose and Cunningham, two RTAA Information Technology staff members and three Public Affairs/Marketing team members, voted to select KPS3 as the finalist for recommendation to the full Board. Board approved contract with KPS3 in March 2022. Website implementation is mostly completed and the RTAA will have a more user-friendly and technically sound platform to operate in the summer of 2022.

**FY 2022-23 New Initiatives**

**1. Communicate MoreRNO.**

**Strategic Initiative:** Customer Experience

**Long-Term Goal:** Positive Travel Experience

**Description:** The RTAA is known throughout the industry as a leader for being creative, innovative, and spontaneous. Traveling through an airport can be stressful for passengers and this will only increase throughout construction. The RTAA’s focus is to help improve the experience, even if it’s only for an hour or two. Working with an outside agency, staff will manage and create a public information campaign on multiple media platforms to help guide customers through their travel journey during the MoreRNO construction program.

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**Performance Measure:** Complete first year of campaign by June 30, 2023, send pertinent communications to email subscribers regarding MoreRNO (at least two by June 30, 2023), launch dedicated webpage with MoreRNO information by start of lobby construction on September 12, 2022.

**2. Manage and develop a Government Relations program.**

**Strategic Initiative:** Facilities for the Future

**Long Term Goal:** Plan of Finance and Business/ Intergovernmental Agreements

**Description:** Develop and Manage a government affairs program focused on obtaining funding for airport projects as well as maintaining local, state, federal and agency support for RNO projects. Direct the efforts of federal and state lobbyists.

**Performance Measure:** To Acquire a federal ear mark in excess of \$1.0 million to help fund construction of the Loop Road. Develop a government relations plan for the 2023 Nevada State Legislative Session. Develop a government affairs plan for federal lobbying efforts. Develop a local government affairs plan for the County, City of Reno, and City of Sparks.

**3. Complete a Strategic Plan that creates a public art program.**

**Strategic Initiative:** Customer Experience

**Long Term Goal:** Positive Travel Experience

**Description:** Develop a public art strategic plan for the RTAA that invites local art displays and celebrates the region's diversity.

**Performance Measure:** Present a completed \$40,000 RTAA Art Strategic Plan in Fall of 2022. The plan will establish a community art advisory committee by September 2022 and will complete a Request for Qualifications (RFQ) to acquire 3 art proposals for the first phase of MoreRNO.

**4. Inform and educate the public regarding parking conditions at RNO**

**Strategic Initiative:** Customer Experience

**Long Term Goal:** Positive Travel Experience

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**Description:** Communicate parking information via media, website, email, and social media to help guide customers through the various parking options pending the development of more lot space.

**Performance Measure:** Complete advertising campaign for parking awareness by June 30, 2023, increase website visits to the parking availability tool, and support messaging to increase the free waiting lot usage.

**5. Inform and educate the public through social media**

**Strategic Initiative:** Customer Experience

**Long Term Goal:** Passenger Empowerment

**Description:** Social media has become vital to RTAA to reach an increasing number of customers. This initiative is to provide interesting content and timely information regarding airport operations and air service.

**Performance Measures:**

- ✓ Increase engagement rate on Facebook by 5%
- ✓ Increase followers on Instagram by 400
- ✓ Increase engagement on Twitter by 3%
- ✓ Achieve 2% engagement on LinkedIn
- ✓ Respond to legitimate (not spam, etc.) customer inquiries or complaints within one business day

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**MARKETING AND PUBLIC AFFAIRS**

**Section 203**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$536,433	\$707,000	\$870,300	23%
Temporary Employees	23,366	40,000	40,000	0%
Vacation Pay	108,212	14,200	8,200	-42%
Sick Leave	39,393	4,700	6,700	43%
Holiday Pay	28,693	0	0	0%
Comp Time	120	0	0	0%
Overtime Pay	0	3,500	0	-100%
Automobile Allowance	4,813	4,800	4,800	0%
Medicare	9,519	10,300	12,600	22%
FICA	2,099	2,000	2,000	0%
Group Insurance	54,937	85,400	94,900	11%
Disability Insurance	3,870	5,100	6,600	29%
Vision Insurance	627	800	1,000	25%
Dental Insurance	5,762	6,600	6,800	3%
Workers Comp	791	900	600	-33%
Retirement	166,773	210,300	258,900	23%
<b>TOTAL PERSONNEL SERVICES</b>	<b>985,407</b>	<b>1,095,600</b>	<b>1,313,400</b>	<b>20%</b>
<b>PURCHASED SERVICES</b>				
Consultants - General	0	200,000	128,000	-36%
Other Professional Services	2,579	50,000	36,000	-28%
Maintenance Agreement-Copier	837	1,900	0	-100%
Freight Expense	140	1,000	100	-90%
Information and Data Access Services	17,159	22,217	21,416	-4%
Other Purchased Services	116	10,600	12,600	19%
<b>TOTAL PURCHASED SERVICES</b>	<b>20,832</b>	<b>285,717</b>	<b>198,116</b>	<b>-31%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	1,872	8,761	5,840	-33%
Paper	0	500	500	0%
Postage	114	500	100	-80%
Printing & Forms	0	1,000	4,000	300%
Refreshments and Breakroom Supplies	221	1,000	500	-50%
Protocol Gifts and Promotional Supplies	644	27,000	12,700	-53%
Furniture and Accessories	0	0	2,000	%
Sign and Sign Maintenance	2,315	6,000	17,400	190%
Holiday and Other Event Display	1,301	2,000	2,200	10%
Employee Uniform	1,276	2,000	8,000	300%
Safety Equipment	1,018	500	1,000	100%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>8,761</b>	<b>49,261</b>	<b>54,240</b>	<b>10%</b>

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	<u>2020-21 ACTUAL</u>	<u>2021-22 BUDGET</u>	<u>2022-23 BUDGET</u>	<u>BUDGET CHANGE</u>
<b>ADMINISTRATIVE EXPENSES</b>				
Membership Dues	11,675	14,050	17,705	26%
Books & Subscriptions	806	1,000	1,605	61%
Conference Registration Fees	822	3,195	5,300	66%
Training Expense	0	2,000	4,000	100%
Meeting Expense	929	3,500	5,000	43%
Travel & Reimbursed Expense	0	8,400	7,800	-7%
Air Service Development	31,669	294,000	116,400	-60%
Advertising & Promotion	149,771	100,340	319,408	218%
Conference Sponsorship	523	55,000	0	-100%
Art Program	869	5,000	50,000	900%
Condolence/Sympathy/Customer Service	0	2,800	2,800	0%
Community Outreach	16,056	136,700	110,170	-19%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<u>213,120</u>	<u>625,985</u>	<u>640,188</u>	<u>2%</u>
<b>TOTAL SECTION EXPENSES</b>	<u><u>\$1,228,120</u></u>	<u><u>\$2,056,563</u></u>	<u><u>\$2,205,944</u></u>	<u><u>7%</u></u>

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## **Commercial Business Development Division**

**Mission Statement:** The mission of the Commercial Business Development division is to generate aeronautical and non-aeronautical revenue by planning, organizing, and managing all commercial development efforts, programs, and initiatives, while maintaining all airline, airport, and community stakeholder relationships to achieve the strategic objectives of the RTAA.

The division is responsible for maintaining, developing, directing, and managing comprehensive passenger and air cargo route development initiatives, programs, and strategies to promote increased utilization of the airport for passenger travel and air cargo services. The team performs a variety of duties involved in economic, land and business development, strategic planning, lease negotiations and lease agreement administration. Additionally, the division develops and manages several non-aeronautical revenue producing programs such as the outside commercial property assets, in-terminal concessions and advertisement management, general aviation, rental cars, and land development within a complex airport-related real estate portfolio.

The Commercial Business Development team is responsible for the vertical integration of the airline relationships from the local to the corporate level. The team handles every aspect of the airline relationship from route development to lease compliance. Those relationships include but are not limited to: Local Station Leadership, Commercial Development (Network Planning, Schedule Planning and Business Development), Airport Affairs (Properties), Operations and Executive Staff.

## **Air Service Development**

**Mission Statement:** Maintain and/or increase the level of passenger and cargo air service at the RNO by collaborating with community stakeholders to define critical markets and together aggressively pursue them with key airline decision makers.

### **Key Duties and Responsibilities:**

- Communicate current airport status and promote air carriers and their destinations to the Reno-Tahoe community.
- Develop and present route analyses and business plans to airlines designed to maintain existing air service, as well as attract new air service opportunities.
- Develop air service marketing and advertising programs, in conjunction with the Marketing and Public Relations team, to promote local market demand and incorporate the business community in the messaging.
- Develop and present air cargo business plans to domestic and international cargo carriers.



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- Meet with carriers, freight forwarders, end users and other air cargo entities; utilizing existing relationships, present comprehensive business cases to key staff and stakeholders to further the development process, leading to new service.
- Partner with community organizations that contribute to the air service and business development of RNO such as the Regional Air Service Corporation (RASC), Development EDawn, Northern Nevada Development Authority (NNDA), RSCVA, Nevada Commission of Tourism (NCOT) and the Governor’s Office of Economic Development (GOED), Tahoe North Visitors and Convention Bureau (TNVCB), and Lake Tahoe Visitors Authority (LTVA).
- Partner with local businesses and professional organizations in the Reno-Tahoe catchment area to understand the preferences of travelers.
- Partner with business and professional organizations that are related to the travel industry such as the American Association of Airport Executives (AAAE), and Airports Council International- North America (ACI-NA). Increase knowledge of air passenger, air cargo and travel industry by participating in professional training, which may include seminars hosted by AAAE, ACI JumpStart, ACI Data Planning Seminar, and ACI Air Cargo conference.
- Proactively seek ad hoc opportunities to increase air passenger and/or cargo service i.e., charters, extra sections, larger aircraft.
- Pursue international charters.
- Build on relationships with RNO airline station managers and airline executive decision makers.
- Enhance relationships with local, national, and international freight forwarders.
- Build on air service recovery by forging strong airline relationships through a combination of conference and headquarter meetings.
- Use marketing and local stakeholder relationships to maintain status as the “Gateway to Lake Tahoe”.
- Determine and report the level of air carrier activity at RNO by completing a Monthly Flight Schedule.
- Gather and report the monthly and year-to-date passenger and air cargo activity at RNO.
- Research and monitor the current route health of existing flights at RNO.

**Air Service Development - Initiatives:**

**FY 2021-22 Initiatives**

**1. Achieve Air Service status indicators (based on the current Air Service strategic plan).**

**Strategic Initiative:** Air Service and Cargo

**Long-Term Goal:** Air Service Status Indicators

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**Description:** This initiative involves the development of realistic business opportunities at RNO for air carriers including possible incentives, marketing support, and risk mitigation available from the community.

**Performance Measure:** The following goals have been established to monitor and report the marketing efforts and levels of air service to be achieved at RNO in FY 2021-22:

- ✓ Retain Airlines: 9
- ✓ Retain Destinations: 21 non-stop
- ✓ Achieve annual passenger revenue: \$ 6.724 million
- ✓ Achieve annual landed weight: 2,081,684 (000) lbs.
- ✓ Achieve annual cargo revenue: \$ 2.004 million
- ✓ Achieve annual landed weight: 620,283 (000) lbs.
- ✓ Retain Cargo Carriers: 3

**Progress:** 100% achieved. Air Service staff participated in over 27 pre-arranged meetings with airline network planning teams at Routes Americas and ACI JumpStart conferences. In FY 2021-22, aha!/ExpressJet started non-stop flights from RNO to eight airports in the western United States. Since then, the airline has added four new destinations. As of June 30, 2022; the average number of departures equals 60, with 27 destinations and 11 airlines, including JSX. Additionally, the FY 2021-22 average daily departing seats were 7,250 (one way), the number of domestic non-stop destinations were 26, the number of international non-stop destinations was at one. The passenger airline landed weight for FY 2021-22 was 2,409,541(000) pounds. The cargo airline landed weight for FY 2021-22 was 667,793 (000) pounds. DHL, FedEx, and UPS continue to operate dedicated cargo flights at RNO. The FY 2021-22 annual passenger landing fee revenue was \$ 7.151 million and annual cargo landing fee revenue was \$ 2.233 million.

## **2. Air Service Development strategic plan.**

**Strategic Initiative:** Air Service and Cargo

**Long-Term Goal:** Maintenance of existing air service routes

**Description:** This initiative involves regular updating of the Air Service Development (ASD) plan/strategy by assessing existing service, identifying opportunities, identifying major stakeholders, identifying, and securing available resources, establishing, and validating goals, as well as determining strategy and techniques.

**Performance Measure:** Air Service Staff to annually update RTAA Air Service Development Plan/Strategy with target markets and carriers to include annual passenger volumes, no later than June 30, 2022.

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**Progress:** 100% completed. In FY 2021-22, staff continued to focus on the retention of existing carriers and routes, the expansion of seasonal/less-than-daily routes to annual/daily, and attraction of new destinations. Large airlines experienced staffing and operational issues in FY 2021-22, which shrunk airline seat capacity. Staff focused on attracting new ultra-low-cost airlines to gain seat capacity at RNO. In FY 2021-22, Spirit Airlines and Sun Country Airlines announced their entrance in the Reno-Tahoe marketplace. Both airlines will commence operation in FY 2022-23. Staff worked very closely with aha!/ExpressJet to ensure its success as the Reno-Tahoe home-based airline. For international flights, staff continues to work with Air Canada, WestJet, Canada Jet Lines and Flair for non-stop flight opportunities between RNO and U.S. Customs and Border Protection (CBP) pre-clearance destinations in Canada. This strategic plan was updated monthly, based on the available data and input from RNO airline partners.

**FY 2022-23 New Initiatives**

**1. Achieve Air Service status indicators (based on the current Air Service strategic plan).**

**Strategic Initiative:** Air Service and Cargo

**Long-Term Goal:** Air Service Status Indicators

**Description:** This initiative involves the development of realistic business opportunities at RNO for air carriers including possible incentives, marketing support, and risk mitigation available from the community.

**Performance Measure:**

The following goals have been established to monitor and report the marketing efforts and levels of air service to be achieved at RNO in FY 2022-23:

- ✓ Retain Airlines: 12
- ✓ Retain Destinations: 23 non-stop
- ✓ Achieve annual passenger revenue: \$ 9.953 million
- ✓ Achieve annual landed weight - passengers: 2,843,839 (000) lbs.
- ✓ Achieve annual cargo revenue: \$ 2.348 million
- ✓ Achieve annual landed weight - cargo: 671,105 (600) lbs.
- ✓ Retain Cargo Carriers: 3

**2. Air Service Development strategic plan.**

**Strategic Initiative:** Air Service and Cargo

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**Long-Term Goal:** Maintenance of Existing Air Service Routes

**Description:** This initiative involves regular updating of the ASD plan/strategy by assessing existing service, identifying opportunities, identifying major stakeholders, identifying, and securing available resources, establishing, and validating goals, as well as determining strategy and techniques. Enhance relationships with existing and potential new airline partners. Lead air service catchment area marketing and business community engagement to increase businesses and local awareness of existing air service and route health. In addition to the regular commercial service, ASD will work with the community partners to expand and attract, domestic and international charters at RNO.

**Performance Measure:**

- ✓ Develop and achieve ASD Strategic plan
- ✓ Retain airlines representing major global alliances that provide easy one-stop access to major international airports
- ✓ Retain existing year-round service to all the major hub airports
- ✓ Expand seasonal and less-than-daily service
- ✓ Attract domestic unserved primary target markets
- ✓ Identify and make efforts to Attract international destinations with CBP pre-clearance stations

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AIR SERVICE BUSINESS DEVELOPMENT

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	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$209,398	\$244,300	\$279,600	14%
Vacation Pay	26,082	6,900	4,700	-32%
Sick Leave	13,559	5,800	8,100	40%
Holiday Pay	11,894	0	0	0%
Medicare	3,365	3,500	4,100	17%
Group Insurance	35,693	38,100	37,200	-2%
Disability Insurance	2,308	2,400	2,700	13%
Vision Insurance	353	400	400	0%
Dental Insurance	3,118	3,200	3,000	-6%
Workers Comp	614	600	400	-33%
Retirement	68,933	72,700	83,200	14%
<b>TOTAL PERSONNEL SERVICES</b>	<b>375,317</b>	<b>377,900</b>	<b>423,400</b>	<b>12%</b>
<b>PURCHASED SERVICES</b>				
Other Professional Services	0	250,000	160,000	-36%
Maintenance Agreement-Copier	4	0	0	0%
Freight Expense	474	1,000	1,000	0%
Information and Data Access Services	49,685	53,800	57,800	7%
Other Purchased Services	81	80	2,705	3281%
<b>TOTAL PURCHASED SERVICES</b>	<b>50,244</b>	<b>304,880</b>	<b>221,505</b>	<b>-27%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	122	500	500	0%
Postage	0	50	50	0%
Printing & Forms	0	200	200	0%
Protocol Gifts and Promotional Supplies	15,322	0	15,000	%
Furniture and Accessories	355	0	500	%
Sign and Sign Maintenance	4,500	0	0	0%
Safety Equipment	140	0	0	0%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>20,439</b>	<b>750</b>	<b>16,250</b>	<b>2067%</b>
<b>ADMINISTRATIVE EXPENSE</b>				
Conference Registration Fees	1,050	13,268	23,125	74%
Meeting Expense	652	3,000	3,000	0%
Travel & Reimbursed Expense	750	32,790	29,900	-9%
Employee Mileage Reimbursement	50	200	200	0%
Air Service Development	5,119	153,500	44,000	-71%
Advertising & Promotion	13,314	12,000	14,000	17%
Conference Sponsorship	0	50,000	0	-100%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>20,934</b>	<b>264,758</b>	<b>114,225</b>	<b>-57%</b>
<b>TOTAL SECTION EXPENSES</b>	<b>\$466,934</b>	<b>\$948,288</b>	<b>775,380</b>	<b>-18%</b>

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## **Airport Economic Development**

### **Mission Statement:**

The Airport Economic Development (AED) Department strives to attract, retain, and expand the variety and number of in-terminal, non-airline revenue tenants, as well as its on- and off- airport tenant base, resulting in long-term leases and increased non-airline revenue. AED monitors and administers airline contracts and tenant compliance (passenger, cargo, and ground handlers), as well as rental car operators, in-terminal concessions, including food and beverage, retail, gaming, advertising, luggage carts, ATMs, and other services. Additionally, AED oversees approximately 200 general aviation tenants and effectively manages real property assets at both RNO and RTS.

AED strives to maintain and increase non-airline revenues to keep operating costs as low as possible for the airlines through revenue sharing. This is made possible by providing exceptional food, beverage, retail concessions, service opportunities for the traveling public. Additionally, AED offers superior general aviation facilities and services, supporting contract administration, property management and land development services, and attracts new aviation-compatible businesses through land development opportunities.

### **Key Duties and Responsibilities:**

- Manage leases and contracts for both RNO and RTS.
- Manage the Tenant Improvement process, oversee lease compliance and manage customer relations for all tenants at RNO and RTS, including government agencies such as the Federal Aviation Administration (FAA), TSA, and the Nevada Air National Guard.
- Request RTAA-owned facility assessments to identify and correct deferred maintenance in-order to increase utilization, occupancy rates, and revenue.
- Optimize the use of the property management software and focus on system updates and data monitoring to ensure the following: (1) accurate billing statements each month to secure revenue; (2) all active lease information is entered, monitored, and maintained; and (3) effective management of all lease compliance activities.
- Provide excellent communication, service and product delivery to customers, stakeholders, and internal RTAA divisions.
- Support employee training to ensure staff stays current with industry knowledge, trends, and best practices.

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**Concessions**

- Review the services and products offered to the traveling public with a focus on the following: (1) increasing sales; (2) refreshing services and products; (3) providing excellent value and customer satisfaction; (4) increasing the customer service performance of all retail, food and beverage, in-terminal services, and rental car operators; and (5) improving the airport environment and experience.
- Issue RFP for concession opportunities, as appropriate, to optimize non-airline revenue and enhance customer experience.
- Provide contract support for community partnership agreements and specialty display opportunities.
- Manage the advertisement program to: (1) update the advertising program; (2) review and revise, as necessary, the advertising locations and refresh the concepts to attract and diversify advertising clients; and (3) retain and expand client marketing opportunities.
- Participate in the Nevada Unified Certification Program (NUCP) for certification of Airport Concession Disadvantaged Business Enterprises (ACDBE) and, as a certifying agency, manage continuing certification compliance requirements.
- Oversee and manage rental car concession and service-storage facility leases at RNO including use of CFC revenue to maintain and improve RTAA- owned rental car facilities.

**Airlines, Cargo, and Aviation Support Services**

- Manage RNO terminal airline space including Airline Ticket Counter and Airline Ticket Office, Baggage Service Office, Operations, Gate and Holdroom space.
- Coordinate and ensure signatory and non-signatory airline contract compliance as outlined in the Airline-Airport Use and Lease Agreements and Airline Operating Agreements.
- Provide communication and maintain customer relations with local and corporate airline representatives including attending Airline Station Managers and Airline Airport Affairs Committee meetings.
- Originate and manage contracts and compliance for air cargo operations.
- Originate and manage contracts for all ground handler/aviation support services.
- Coordinate charter aircraft operations and compliance.

**General Aviation (GA) at RNO and RTS**

- Prepare leases and manage general aviation box hangars at RNO including billing, compliance and repair and maintenance.
- Work with the Fixed Based Operator (FBO) to manage general aviation T-hangar tenants at RNO including direct management of the T-Hangar tenant billing system.

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- Attend regularly held general aviation meetings including the Stead Airport Users Association and the RTIA User Committee.
- Develop, implement and revise General Aviation Minimum Standards (GAMS) for both airports.
- Encourage private capital investment for new GA facilities on vacant aeronautical land at both airports.
- Originate and manage Operating Agreements for Commercial Aeronautical Operators as defined in the GAMS.
- Originate and manage contracts for aviation fuel providers and related facilities at RNO.

**Outside Properties**

- Perform market rate surveys using best practices to remain competitive in marketing all RTAA owned non-aeronautical facilities.
- Perform needed repairs, preventative maintenance, and capital improvements, as appropriate, to maintain the facilities in leasable condition.
- Manage the Airport Mini-Warehouse, Park to Travel, 1280 Terminal Way and manages lease agreements for other commercial properties and government facilities with a focus on increasing utilization, occupancy, and revenue.
- Negotiate and draft commercial leases.
- Provide full-service property management to all commercial tenants in RTAA-owned buildings.

**Land and Economic Development at RNO and RTS**

- Lead and/or work closely with the state and local economic development agencies and other community partners, to proactively attract and expand business opportunities and capital investment at both airports.
- Work with appraisers, surveyors, title companies and others to evaluate development potential and constraints on RTAA-owned lands.
- Meet with prospective tenants, prepare responses to Requests for Information (RFI), and maintain broker relations.
- Negotiate business terms with prospective tenants and secure Board approval.
- Prepare hold harmless and right of entry agreements, draft and negotiate ground leases, and prepare other legal documents in support of tenants and lease negotiations.
- Manage the Land Development Tenant Improvement process, working collaboratively with RTAA Planning & Engineering as well as City of Reno Community Development and tenants at both airports.
- Maintain relationships with tenants and manage contracts, including RTS Terminal tenants.
- Facilitate redevelopment of Airport-owned property as needed.



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- Facilitate land disposal and acquisition as needed.
- Work with the RTS master developer to support implementation of the Master Development Agreement.
- Negotiate, prepare, and manage the Reno Air Racing Association (RARA) leases and event permits.
- Coordinate and manage existing easements and the granting of new easements to tenants and community partners to help facilitate development of both airports and the surrounding communities.
- Issue RFPs for land development opportunities, as appropriate, to support the implementation of the RNO Master Plan and to optimize non-airline revenue.

**Airport Economic Development - Initiatives:**

**FY 2021-22 Initiatives**

- 1. Encourage and foster new services and product offerings to address evolving market segments and customer expectations.**

**Strategic Initiative:** Financial Diversification and Growth

**Long-Term Goal:** Financial Status Indicators

**Description:** Non-airline revenues comprised of rental car and terminal concessions, rents collected from tenants, and hangar and land leases generate 65% of total RTAA operating revenues. The net revenues allow the RTAA to reinvest back into facilities at both airports and lower airline costs at RNO through a revenue sharing arrangement with signatory passenger carriers. The RTAA has an opportunity to offer new services to meet changing consumer needs and preferences, which in turn can generate additional non-airline revenues.

**Performance Measure:** Non-airline revenues (terminal concession, rental car concession, other rents, and miscellaneous revenue) per enplaned passenger of \$12.55.

**Progress:** Not achieved. Non-airline revenue per enplanement of \$11.36 was calculated at the end of June 2022 for FY 2021-22, based on preliminary results. Most concessionaires met or slightly exceeded projections with the largest contributing factor attributed to rental car operators: these operators experienced an increased demand in addition to increased rental rates. Non-airline revenues ended at 24.8% above the FY 2021-22 budget; however, passenger traffic was 37.8% above, resulting in a lower revenue per enplaned passenger rate.

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**2. Airport land development at both airports.**

**Strategic Initiative:** Financial Diversification and Growth

**Long-Term Goal:** Land Development

**Description:** Market opportunities for available land with prospective tenants, developers, and capital investors.

**Performance Measure:** Execution of RTS utility easements with multiple agencies, draft, and issue solicitation for sale of Conductor Heights parcels, preparation of Southwest Quadrant for any upcoming opportunities by June 30, 2022.

**Progress:** 85% completed. RTS utility easement is 100% completed, document ready to be executed with requesting agencies. RFP has been issued for cargo development on the Southwest Quadrant. The solicitation for the sale of Conductor Heights parcels has been postponed.

**3. Facilitate and conclude an RFP for GA at RTS.**

**Strategic Initiative:** Financial Diversification and General Aviation

**Long-Term Goal:** GA Service Providers

**Description:** Facilitate and conclude RTS GA RFP for GA development at RTS (Hangars, FBO and/or market-driven facilities).

**Performance Measure:** Execute at least one Memorandum of Understanding (MOU) with a selected respondent, if identified through RFP process by June 30, 2022.

**Progress:** 100% achieved. Reno-Stead Airport GA RFP for GA development has concluded. The RFP did not result in any selected respondent, but staff did receive a proposal outside of the RFP. The proposal was approved by the RTAA Board of Trustees in November 2021 and is moving forward.

**4. Market and proactively rent RNO outside commercial properties.**

**Strategic Initiative:** Financial Diversification and Growth

**Long-Term Goal:** Non-Aeronautical Development at Both Airports

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**Description:** Maintain facilities to maximize occupancy and non-airline revenue.

**Performance Measure:** Achieve 85% or better occupancy in FY 2021-22.

**Progress:** 100% completed. RTAA staff achieved an average of 95% occupancy rate through FY 2021-22.

**5. Market proactively and rent RNO GA box and T- hangars.**

**Strategic Initiative:** General Aviation

**Long-Term Goal:** GA User Needs and Market Demand

**Description:** Continue to maximize non-airline revenue by leasing RNO hangars.

**Performance Measure:** Achieve 85% or better hangar occupancy in FY 2021-22.

**Progress:** 100% achieved. RTAA staff achieved 100% occupancy rate for Box Hangars and T-hangars with an extensive waiting list as of June 30, 2022. Occupancy is expected to stay at current levels for the foreseeable future.

**FY 2022-23 New Initiatives**

**1. Facilitate and Conclude RFP for Cargo Development at RNO**

**Strategic Initiative:** Financial Diversification and Growth

**Long-Term Goal:** Facility Infrastructure Enhancements

**Description:** Facilitate and conclude RFP for Cargo development at RNO (new facilities and airside & landside improvements).

**Performance Measure:** Execute at least one Memorandum of Understanding (MOU) with a selected respondent, if identified through RFP process by June 30, 2023.

**2. Create a Land Acquisition Strategy Plan.**

**Strategic Initiative:** Financial Diversification and Growth

**Long-Term Goal:** Land Development at both Airports

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**Description:** Create a comprehensive land acquisition strategy for identified surrounding land/property to include exhibit of properties and estimated timing and costs.

**Performance Measure:** Strategy Plan complete and vetted by June 30, 2023.

**3. Market and proactively rent RNO outside commercial properties.**

**Strategic Initiative:** Financial Diversification and Growth

**Long-Term Goal:** Land Development at both Airports

**Description:** Maintain facilities to maximize occupancy and non-airline revenue.

**Performance Measure:** Achieve 85% or better occupancy in FY 2022-23.

**4. Market proactively and rent RNO GA Box and T- Hangars.**

**Strategic Initiative:** General Aviation

**Long-Term Goal:** GA User Needs and Market Demand

**Description:** Continue to maximize non-airline revenue by leasing RNO hangars.

**Performance Measure:** Achieve 85% or better hangar occupancy in FY 2022-23.

**5. Encourage and foster new services and product offerings to address evolving market segments and customer expectations.**

**Strategic Initiative:** Financial Diversification and Growth

**Long-Term Goal:** Financial Status Indicators

**Description:** Non-airline revenues comprised of rental car and terminal concessions, rents collected from tenants, and hangar and land leases generate 69% of total RTAA operating revenues. The net revenues allow the RTAA to reinvest back into facilities at both airports and lower airline costs at RNO through a revenue sharing arrangement with signatory passenger carriers. The RTAA has an opportunity to offer new services to meet changing consumer needs and preferences, which in turn can generate additional non-airline revenues.

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**Performance Measure:** Non-airline revenues (terminal concession, rental car concession, other rents, and miscellaneous revenue) per enplaned passenger of \$10.89.

**6. Negotiate and execute a new Airline-Airport Use and Lease Agreement with Signatory Airlines.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Develop a Plan of Finance and Negotiate Business Agreements

**Description:** The Airline-Airport Use and Lease Agreement (AUA) with Signatory Airlines guide how the RTAA allocates costs, utilizes revenue, and proceed with capital expenditures. The current AUA expires on June 30, 2023. New AUA that reflect the RTAA's plans for facilities for the future will be the foundation for all future growth and expansion. Key terms will include pre-approval by the Signatory Airlines for terminal and concourse remodeling and expansion and implementation of common use facilities for airlines.

**Performance Measure:** Execute the Airline-Airport Use and Lease Agreement with all Signatory Airlines by June 30, 2023.

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**ECONOMIC DEVELOPMENT**

**Section 205**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$577,287	\$757,800	\$877,500	16%
Vacation Pay	62,894	16,000	9,600	-40%
Sick Leave	26,409	4,300	6,700	56%
Holiday Pay	33,258	0	0	0%
Car Allowance	4,813	4,800	4,800	0%
Medicare	9,822	11,000	12,700	15%
Group Insurance	81,451	99,000	112,600	14%
Disability Insurance	5,593	6,700	7,800	16%
Vision Insurance	765	900	1,200	33%
Dental Insurance	6,444	7,200	8,300	15%
Workers Comp	717	800	500	-38%
Retirement	190,702	225,500	261,000	16%
<b>TOTAL PERSONNEL SERVICES</b>	<b>1,000,153</b>	<b>1,134,000</b>	<b>1,302,700</b>	<b>15%</b>
<b>UTILITIES AND COMMUNICATIONS</b>				
Electricity	499	700	700	0%
Water	9,014	20,000	20,000	0%
Sewer	17,052	15,500	35,000	126%
<b>TOTAL UTILITIES &amp; COMMUNICATIONS</b>	<b>26,566</b>	<b>36,200</b>	<b>55,700</b>	<b>54%</b>
<b>PURCHASED SERVICES</b>				
Consultants - General	7,193	100,000	335,400	235%
Real Estate Appraising & Neg.	24,781	15,500	9,000	-42%
Other Professional Services	450	9,000	6,000	-33%
Land Rental	4,578	4,600	4,600	0%
Contracted Services	2,160	9,500	7,000	-26%
Maintenance Agreement - Copier	386	2,000	0	-100%
Other Repair/Maintenance Svcs	9,212	1,000	1,000	0%
Freight Expense	19	400	400	0%
Permits & Fees	50	50	50	0%
Airport Advertising	3,714	4,500	4,500	0%
Information and Data Service	1,079	1,200	1,200	0%
Other Purchased Services	1,665	8,000	8,000	0%
<b>TOTAL PURCHASED SERVICES</b>	<b>55,287</b>	<b>155,750</b>	<b>377,150</b>	<b>142%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	898	1,000	2,000	100%
Paper	94	400	400	0%
Postage	72	400	400	0%
Printing & Forms	148	1,000	1,000	0%
Janitorial Supplies	89	100	100	0%
Office Small Equipment	0	0	20	%

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**ECONOMIC DEVELOPMENT**

**Section 205**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
Furniture and Accessories	0	1,500	1,500	0%
Sign and Sign Maintenance	0	3,700	3,700	0%
Safety Equipment	152	100	100	0%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>1,453</b>	<b>8,200</b>	<b>9,220</b>	<b>12%</b>
<b>ADMINISTRATIVE EXPENSE</b>				
Membership Dues	2,050	7,050	7,650	9%
Conference Registration Fees	1,151	5,445	6,945	28%
Meeting Expense	373	1,000	1,500	50%
Travel & Reimbursed Expense	2,856	13,400	16,800	25%
Employee reimbursed mileage	0	350	350	0%
Economic Development	0	50,000	50,000	0%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>6,431</b>	<b>77,245</b>	<b>83,245</b>	<b>8%</b>
<b>TOTAL SECTION EXPENSES</b>	<b>1,089,890</b>	<b>1,411,395</b>	<b>1,828,015</b>	<b>30%</b>

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**OUTSIDE PROPERTIES**

**Section 206**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$84,715	\$102,000	\$113,900	12%
Vacation Pay	8,258	0	0	0%
Sick Leave	4,127	900	1,000	11%
Holiday Pay	5,207	0	0	0%
Overtime Pay	491	1,000	1,000	0%
Overtime Call Back	281	500	500	0%
Shift Differential	10	0	0	0%
Medicare	1,406	1,500	1,700	13%
Group Insurance	27,704	28,400	23,400	-18%
Disability Insurance	696	600	700	17%
Vision Insurance	250	200	200	0%
Dental Insurance	2,089	2,100	1,300	-38%
Workers Comp	205	200	100	-50%
Retirement	28,787	30,300	33,900	12%
<b>TOTAL PERSONNEL SERVICES</b>	<b>164,225</b>	<b>167,700</b>	<b>177,700</b>	<b>6%</b>
<b>UTILITIES AND COMMUNICATIONS</b>				
Electricity	64,404	85,750	90,250	5%
Natural Gas	11,546	14,200	14,300	1%
Water	16,226	22,350	25,900	16%
Sewer	15,868	25,330	26,900	6%
Trash Disposal	10,929	16,400	17,000	4%
<b>TOTAL UTILITIES &amp; COMMUNICATIONS</b>	<b>118,973</b>	<b>164,030</b>	<b>174,350</b>	<b>6%</b>
<b>PURCHASED SERVICES</b>				
Data Processing	6,527	8,750	5,250	-40%
Consultants - General	0	20,000	0	-100%
Banking Services & Fees	152	0	0	0%
Other Professional Services	1,479	0	0	0%
Contracted Services	576,519	695,591	781,217	12%
Other Repair/Maintenance Svcs	90,128	175,000	211,500	21%
Freight Expense	84	0	0	0%
Permits & Records Fees	849	875	880	1%
<b>TOTAL PURCHASED SERVICES</b>	<b>675,739</b>	<b>900,216</b>	<b>998,847</b>	<b>11%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	381	400	400	0%
Paper	33	150	0	-100%
Postage	330	520	520	0%
Printing & Forms	0	1,500	0	-100%
Herbicides	352	300	350	17%
Janitorial Paper Supplies	32	0	0	0%
Janitorial Supplies	291	650	350	-46%



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**OUTSIDE PROPERTIES**

**Section 206**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
Repair & Maint. Supplies	0	500	500	0%
Heating & Air Conditioning	17	0	0	0%
Locks & Hardware	991	2,600	2,900	12%
Other Repair and Maintenance	58	0	0	0%
Sign and Sign Maintenance	46	200	0	-100%
Employee Safety Equipment	134	0	0	0%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>2,664</b>	<b>6,820</b>	<b>5,020</b>	<b>-26%</b>
<b>ADMINISTRATIVE EXPENSE</b>				
Legal and Business Procurement Ads	100	150	150	0%
Credit Card Fees	20,298	20,850	16,750	-20%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>20,398</b>	<b>21,000</b>	<b>16,900</b>	<b>-20%</b>
<b>TOTAL SECTION EXPENSES</b>	<b>981,999</b>	<b>1,259,766</b>	<b>1,372,817</b>	<b>9%</b>

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**People, Culture, and Equity**

**Mission Statement:** Support the people and culture of the organization in meaningful ways.

**Key Duties and Responsibilities:**

**People Operations (general/other):**

- Measure & evaluate key organizational and People Operations metrics to provide meaningful and relevant data in support of organizational effectiveness.

**Employee Events & Engagement:**

- Oversee the RTAA Culture Club with the goal of enhancing and supporting a positive work environment.
- Provide on-going support to further promote THRIVE values throughout the organization. The acronym of THRIVE stands for “Teamwork for Results”, “Honesty and Integrity”, “Respect and Recognition”, “Inspire and Innovate”, “Versatility”, and “Enthusiasm for Excellence”.
- Expand on existing celebrations and communications of employee achievements in real time via the RTAA Intranet (The HUB), e-mail, and Town Hall style events.
- Coordinate employee engagement surveys to identify areas of improvement to maintain a positive organizational culture. Provide assistance to departments to help create action plans to improve employee engagement and moral.

**Recruiting:**

- Plan and conduct employee recruitment and selection activities that comply with applicable federal, state and local laws; confer with hiring authorities on job demands and appropriate requirements; develop job announcements, advertisements, supplemental applications and other recruitment materials; incorporate Diversity, Equity, and Inclusion (DEI) and THRIVE values into hiring process.
- Develop and maintain a robust workforce planning program to avoid talent surpluses or shortages related to both labor demand and skills and ensure an efficient employee/management team, maximize efficiencies and promote long-term success.
- Incorporate an on-going succession planning program to develop a pool of identified successors for management and hard-to-fill positions and to provide growth opportunities to retain good talent.

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**Onboarding:**

- Develop an onboarding program to welcome and orient new employees into our workforce. Showcase the RTAA Culture Guide (which incorporates our policies), as well as offer supporting materials that offer a comprehensive organizational overview.
- Provide managers with a passport/framework and training for on-boarding their new employees.

**Performance Management:**

- Continually review our systems and process by soliciting the regular feedback of our management and employee users.
- Review and provide on-going performance management training on the performance appraisal system. Support managerial efforts to review and update as necessary and support the completion of employee evaluations in a timely manner.
- Coordinate 360 Degree Feedback Surveys to provide management employees with more targeted feedback on their leadership effectiveness.

**Labor Relations:**

- Provide collective bargaining training to supervisors and leaders to ensure proper administration and supervisory oversight of current and new provisions of the collective bargaining agreements.
- Consult with employees and their representatives and assist in the resolution of routine grievances, disputes, and contract interpretation.
- Coordinate labor contract negotiations, including development of management priorities, creation of bargaining proposals and facilitation of negotiation meetings.

**Learning & Development:**

- Conduct a needs analysis by meeting with managers, supervisors and staff to identify training gaps, areas within the company that need improvement to increase overall performance and provide appropriate training or development solutions.
- Within the framework of the Airport Authority University (AAU), plan, schedule, conduct and evaluate training programs and resources to all levels of the organization.
- Support the organization's technology by offering continual training on various systems to increase end users' skill and comfort levels.

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**Employee Relations & Coaching:**

- Partner with leaders, managers, supervisors and employees on a variety of employee relations issues, including performance management, coaching, discipline and policy interpretation. Ensure THRIVE is at the heart of each interaction.
- Conduct employee exit interviews and share feedback with the organization.

**Benefits:**

- Administer, communicate, and assist employees on employee benefit programs. These programs include the following: (1) medical, dental, vision, life, and accidental death and dismemberment, (2) long-term disability insurance, (3) PERS, (4) tuition reimbursement, (5) deferred compensation, (6) Health Savings Account (HSA)/flexible spending accounts, and (7) worker's compensation.
- Coordinate the employee wellness program to foster healthier employee lifestyle choices.
- Manage COVID polices and contact tracing.

**Compensation & Rewards:**

- Administer programs such as employee recognition and incentive awards to increase engagement and support a more productive and satisfied workforce.
- Conduct job evaluation studies; prepare new or modified class specifications/descriptions, job announcements; recommend the classification of new or modified positions; conduct and participate in salary and best practices surveys and studies regarding compensation, benefits, and other people practices
- Conduct regular compensation surveys to assure that RTAA wages are appropriately competitive to maximize recruitment and retention efforts.

**People, Culture, and Equity- Initiatives:**

**FY 2021-22 Initiatives**

**1. Provide on-going support of the RTAA's organizational culture.**

**Strategic Initiative:** People

**Long-Term Goal:** THRIVE Organizational Values

**Description:** Provide ongoing support of organizational culture to increase employee engagement and satisfaction.

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**Performance Measure:** A minimum of four (4) organizational engagement activities supported by the RTAA Culture Club will be conducted by June 30, 2022.

**Progress:** 100% completed. Although social distancing requirements related to the pandemic prevented large employee gatherings, the organization was still able to provide support to the Nevada Humane Society Duck Race, held a parking lot food truck event, provided Halloween costume and pumpkin carving contests and distributed holiday gift bags to all employees.

- 2. Continue to clarify and solidify RTAA’s employment brand to set the RTAA apart in the recruitment marketplace as an employer of choice, and articulate the connection between our Mission, Vision, Values, and operations.**

**Strategic Initiative:** People

**Long-Term Goal:** Employer of Choice

**Description:** As an organization, we will THRIVE and grow only when we have a talented, committed, and engaged workforce. Our operations need to reflect the vital and progressive organization that we are as embodied in our Mission, Vision, and Values. By clarifying and communicating a strong and cohesive identity, the RTAA will be better able to attract and retain the type of talent that we need for a successful future and will give our employees a clarity of purpose and a sense of pride that will enhance engagement.

**Performance Measure:** Enhance communication efforts at multiple points in the employee lifecycle (e.g., recruitment, onboarding, and retention) utilizing the revamped employee handbook and policies as the foundation by June 30, 2022.

**Progress:** 100% completed. Rolled out a new Culture Guide to employees and finalized an external Culture Guide to use in public facing areas such as recruiting. The organization’s webpages were re-branded to enhance our applicant and employee experience. Partnered with Marketing and Public Affairs to prominently highlight individual employees on social media platforms, providing the public with an introduction to members of our amazing team.

- 3. Update the RTAA Succession Planning Program to reflect the RTAA’s reorganization efforts.**

**Strategic Initiative:** People

**Long-Term Goal:** Succession Planning

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**Description:** Utilize the revamped Succession Planning Program to support employee development, designed to increase the capacity of employees to fill progressively more responsible roles within the organization.

**Performance Measure:** New program will be communicated to employees throughout the organization by June 30, 2022.

**Progress:** 0% completed. Due to operational issues, the communication for this initiative has been rescheduled for a target date of August 31, 2023.

**4. Cultivate a diverse, welcoming, inclusive, and equitable work environment that allows employees to contribute to their full potential and feel connected to the RTAA’s mission and values.**

**Strategic Initiative:** People

**Long-Term Goal:** Workforce Diversity

**Description:** The continued commitment to the principles of inclusiveness and equity are critical to allowing the RTAA to attract and retain diverse talent with the mix of skills and expertise needed to maximize effectiveness. By ensuring our employees reflect a diversity of thoughts, backgrounds, and experiences, we will be more flexible and resilient.

**Performance Measure:** Continue to implement strategies outlined in the Diversity Plan and track progress towards identified goals through data analytics. Review and report progress through June 30, 2022.

**Progress:** 100% complete. Updated the Diversity Plan with 2021 data and revised the language to incorporate into the RTAA Culture Guide. Looked at internal and external data, trends, and other key metrics to ensure we continue to maximize our diversity goals. Incorporated DEI into our performance management and recruiting planning and strategy. This goal is ongoing and is considered a long-term evolving initiative.

**5. Transform into reorganized People Operations department; utilize tools and best-practice methodologies to support the RTAA through this change.**

**Strategic Initiative:** People

**Long-Term Goal:** Employee Satisfaction

**Description:** People Operations will provide consultation and resources to support all

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departments and employees in support of organizational and financial strategies. With areas of needed growth/development identified, People Operations ensures enterprise goals will be realized through consultation, leadership development, metrics, and enhanced employee experience.

**Performance Measure:** Based upon stakeholder survey, implement strategically targeted initiatives by June 30, 2022.

**Progress:** 100% complete. Collaborated with many departments on organizational changes. Created new job specifications, reviewed compensation, recruitment strategies, and more. Changes for Marketing and Operations and Public Safety were major projects where our People Business Partners collaborated with Chief Officers and teams. Stakeholder surveys showed marked improvement with People Operations engagement with their ability to meet their goals and accomplish their initiatives.

**FY 2022-23 New Initiatives**

**1. Recruitment Process Review**

**Strategic Initiative:** People

**Long-Term Goal:** Employee Satisfaction

**Description:** Continual analysis of our systems and processes. Work to create efficiencies, reduce time to hire, expand recruitment sources and view each process with a DEI lens to attract a more diverse applicant pool. As an organization, we will THRIVE and grow only when we have a talented, committed, and engaged workforce. Our operations need to reflect the vital and progressive organization that we are as embodied in our Mission, Vision, and Values. By clarifying and communicating a strong and cohesive identity, the RTAA will be better able to attract and retain the type of talent that we need for a successful future and will give our employees a clarity of purpose and a sense of pride that will enhance engagement.

**Performance Measure:** While using our above process and system improvements, create measurements to check in with employees at time of hire and shortly after to get feedback on experience and areas for improvement. Enhance communication efforts at multiple points in the recruiting process. Compare feedback quarterly to assess success and identify areas to improve.

**2. Performance Management**

**Strategic Initiative:** People

**Long-Term Goal:** RTAA Leadership Program/Employee Engagement

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**Description:** Implement a new performance management system. Provide training to all management and employees based upon their level of access. Perform surveys or feedback gathering sessions with management and employees to get feedback on what they like and what they would like changed. Use a DEI lens to ensure our new process is equitable and fair.

**Performance Measure:** The new performance management system will be implemented in a phased approach throughout the organization, with the first phase completed by October 31, 2023. By June 30, 2023, selection of a performance management system will be completed through analysis of Performance Management software and current system functionality along with user feedback discussions that will allow us to develop a new, more engaged process.

### **3. Diversity, Equity, and Inclusion**

**Strategic Initiative:** People

**Long-Term Goal:** Employee Satisfaction/Workforce Diversity

**Description:** Maintain and update the RTAA Diversity Plan, adding DEI goals into our recruiting strategy, performance management and training and development. Strengthen our focus on workforce diversity and inclusion to further enrich our workplace and leverage our high-caliber workforce in producing creative and effective solutions that move our organization into the future. Provide continuous education such as a class in unconscious bias and other outreach opportunities to our employees and community.

**Performance Measure:** Continue to implement strategies outlined in the RTAA Diversity Plan and track progress towards identified goals through data analytics. Review and report progress through June 30, 2023.

### **4. Management Leadership**

**Strategic Initiative:** People

**Long-Term Goal:** RTAA Leadership Program

**Description:** The RTAA Leadership Academy offers a training curriculum with three tracks: leadership skills development, organizational competencies, and technical abilities. After an extensive collaborative process to define needed competencies, classes and modules will be offered by a blend of internal subject matter experts, industry leaders and associations, and external trainers and consultants.



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**Performance Measure:** This initiative will be administered in a phased approach. Upon completion of the blueprint and structure for the program, participants will be participating in a portion of the curriculum tracks by June 30, 2023.

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**PEOPLE, CULTURE, AND EQUITY**

**Section 252**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$455,942	\$527,300	\$644,595	22%
Temporary Employees	0	40,000	100,000	150%
Vacation Pay	57,156	11,900	6,500	-45%
Sick Leave	20,806	9,200	12,200	33%
Holiday Pay	24,542	0	0	0%
Overtime Pay	0	770	770	0%
Automobile Allowance	1,174	0	0	0%
Incentive Awards and Employee Recognition	9,938	59,950	57,960	-3%
Service Awards	5,237	5,220	7,105	36%
Physical Exam Expense	8,418	13,120	21,050	60%
Medicare	7,316	7,600	9,300	22%
Wellness Program	0	800	800	0%
Group Insurance	57,586	71,200	70,100	-2%
PEBP Subsidy	111,412	112,000	127,200	14%
Life Insurance	4,026	4,600	5,600	22%
Vision Insurance	571	600	700	17%
Dental Insurance	4,574	5,100	4,800	-6%
Section 125 Flex Plan	5,747	6,000	6,000	0%
Workers Comp	512	500	400	-20%
Retirement	142,017	156,900	191,800	22%
Unemployment	715	12,000	8,000	-33%
<b>TOTAL PERSONNEL SERVICES</b>	<b>917,691</b>	<b>1,044,760</b>	<b>1,274,880</b>	<b>22%</b>
<b>PURCHASED SERVICES</b>				
Consultants - General	20,936	35,500	36,500	3%
Other Professional Services	21,340	5,925	45,900	675%
Maintenance Agreement-Copier	899	1,200	0	-100%
Freight Expense	56	198	205	4%
Permits and Recorders Fees	0	1,750	1,800	3%
Information & Data Access Services	1,376	10,610	18,500	74%
Other Purchased Services	7,812	11,275	22,325	98%
<b>TOTAL PURCHASED SERVICES</b>	<b>52,419</b>	<b>66,458</b>	<b>125,230</b>	<b>88%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	731	1,700	1,700	0%
Paper	33	400	400	0%
Postage	523	300	300	0%
Printing & Forms	1,139	1,060	1,060	0%
Refreshments and Breakroom Supplies	85	150	150	0%
Janitorial Supplies	22	50	50	0%
Furniture and Accessories	468	900	6,400	611%
Sign and sign maintenance	0	250	250	0%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>3,000</b>	<b>4,810</b>	<b>10,310</b>	<b>114%</b>

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**PEOPLE, CULTURE, AND EQUITY**

**Section 252**

	<u>2020-21 ACTUAL</u>	<u>2021-22 BUDGET</u>	<u>2022-23 BUDGET</u>	<u>BUDGET CHANGE</u>
<b>ADMINISTRATIVE EXPENSES</b>				
Membership Dues	958	1,130	1,840	63%
Books & Subscriptions	793	15,360	20,155	31%
Conference Registration Fees	8,058	15,000	17,800	19%
Training Expense	353	1,100	1,900	73%
Organizational Training	2,643	48,465	71,900	48%
Meeting Expense	537	1,050	2,750	162%
Tuition Reimbursement	13,193	22,000	22,000	0%
Travel & Reimbursed Expense	1,128	19,200	25,950	35%
Interview Expense	3,605	6,600	11,000	67%
Legal and Business Procurement Ads	6,185	7,440	10,000	34%
Condolence/Sympathy/Customer Support	0	500	500	0%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<u>37,453</u>	<u>137,845</u>	<u>185,795</u>	<u>35%</u>
<b>TOTAL EXPENSES BEFORE FIXED ASSETS</b>	1,010,563	1,253,873	1,596,215	27%
<b>TOTAL SECTION EXPENSES</b>	<u><u>\$1,010,563</u></u>	<u><u>\$1,253,873</u></u>	<u><u>\$1,596,215</u></u>	<u><u>27%</u></u>

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## **Finance and Administration Division**

**Mission Statement:** We emphasize a service-oriented, team approach to providing high quality finance and accounting services, payroll, budget administration, procurement of goods and services, internal auditing, risk management, and technology solutions. We are committed to financial integrity, customer service, continuous improvement, and delivering on technology initiatives. We succeed with these important endeavors through effective communication, teamwork, strategic planning, honesty, trust, innovation, and accountability.

## **Finance Department**

**Mission Statement:** To provide financial analysis, accounting, and budgeting services with a focus on effective resource utilization, asset protection, long-term strategic planning, and financial stability. The department is responsible for (1) budgeting and forecasting revenue and expense outcomes, (2) revenue billing and processing, (3) payroll and other bill processing, (4) calculating airline rates, fees, and charges, (5) funding capital improvement project needs, (6) prudent investment management, (7) protecting the organization from internal and external intellectual threats, and (8) providing risk management services through coordination with insurance brokers and securing adequate insurance coverage at reasonable costs.

### **Key Duties and Responsibilities:**

- Coordinate RTAA's annual operating budget including the forecast of revenues to assist in the establishment of expenditure targets.
- Process accounts payable biweekly including issuing checks and wire transfers to ensure vendors are paid timely and accurately.
- Process payroll biweekly, ensure compliance with all Internal Revenue System (IRS) wage and reporting regulations.
- Prepare accounts receivable invoices and process payments received, manage the aged accounts receivable ledger in collaboration with the Commercial Business Team.
- Record and track fixed asset and capital project expenditures, including construction in progress and recognition of depreciation.
- Record and report all FAA AIP grants, CFC and PFC activity.
- Administer TSA grants associated with the canine explosive detection teams and law enforcement officer coverage of the security checkpoints.
- Prepare financial and statistical analysis reports for the Executive Team and Finance and Business Development Committee meetings.
- Calculate airline rates and charges, perform the mid-year review and year-end settlement analysis.
- Provide cost estimates for airlines considering air service to the RNO.

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- Prepare financial feasibility analysis to evaluate the ability of the RTAA to afford future capital improvement programs and maintain prudent cash and liquidity reserves.
- Update and maintain the extensive financial models used to prepare the annual budget, calculate airline rates and charges, and forecast financial results under various scenarios.
- Administer the PFC program including development of new applications and quarterly reporting.
- Administer RTAA’s investments in accordance with the investment policy focusing on safety, liquidity, and yield.
- Administer and manage RTAA debt pursuant to bond resolutions.
- Complete insurance applications, provide insurance company tours, administer RTAA liability claims, and review RTAA contract insurance requirements.
- Perform analytical reviews and reports for Senior Leadership.
- Coordinate work with independent auditors to compile the annual financial statements.
- Set training and staff development goals, encourage staff to take advantage of all appropriate training opportunities.
- Continue to aggressively apply for federal grants and maximize the use of PFCs to fund capital improvement projects.
- Provide financial support to RTAA staff, ad-hoc and standing committees.
- Obtain the Governmental Finance Officer Association’s (GFOA) “Distinguished Budget Presentation” and “Excellence in Financial Reporting” awards.
- Perform risk-based analysis of the organization to determine high priority audit engagements to be included in the Annual Audit Plan.
- Conduct value added performance and fraud risk assessment audits of internal departments and concessionaires focusing on internal controls, accurate reporting, and reducing financial, reputational, and procedural risk.

**Finance Department - Initiatives:**

**FY 2021-22 Initiatives**

**1. Tyler budget module rollout and training to RTAA stakeholders.**

**Strategic Initiative:** Sustainability

**Long-Term Goal:** Operational Efficiency

**Description:** Provide new financial system (Tyler) training, best practice procedures, and continual support to key stakeholders in the organization.

**Performance Measure:** Complete training by June 30, 2022.

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**Progress:** 100% Complete. The new budget module was rolled out to and used by all RTAA departments for the FY 2022-23 budget. Finance staff provided multiple organization wide training sessions.

**2. Implement GASB 87 compliance measures.**

**Strategic Initiative:** Sustainability

**Long-Term Goal:** Operational Efficiency

**Description:** Implement system for tracking and computing value of all non-aeronautical leases to be recorded in RTAA financials.

**Performance Measure:** Complete implementation by June 30, 2022.

**Progress:** Complete. RTAA is in compliance with GASB 87 requirements at the end of FY 2021-22.

**FY 2022-23 New Initiatives**

**1. Obtain FAA approval of PFC application #16.**

**Strategic Initiative:** Facilities of the Future

**Long-Term Goal:** Plan of Finance and Business/Intergovernmental Agreements

**Description:** Finalize the application for the concourse design project, conduct the public review process and submit official application to FAA.

**Performance Measure:** Obtain approval from FAA by December 31, 2022.

**2. Develop a new dashboard report.**

**Strategic Initiative:** Sustainability

**Long-Term Goal:** Operational Efficiency

**Description:** Develop a dashboard summarizing monthly operational and financial information.

**Performance Measure:** Complete the report by June 30, 2023.

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**FINANCE ADMINISTRATION**

**Section 302**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$913,743	\$1,099,300	\$1,213,800	10%
Vacation Pay	102,562	26,500	14,300	-46%
Sick Leave	50,809	12,600	16,400	30%
Holiday Pay	50,421	0	0	0%
Overtime Pay	17	250	0	-100%
Automobile Allowance	1,174	0	0	0%
Medicare	14,629	16,000	17,600	10%
Group Insurance	137,554	160,500	149,100	-7%
Life Insurance	8,650	9,500	10,100	6%
Vision Insurance	1,279	1,400	1,500	7%
Dental Insurance	10,952	12,100	10,900	-10%
Workers Comp	1,098	1,200	800	-33%
Retirement	290,401	327,000	361,100	10%
<b>TOTAL PERSONNEL SERVICES</b>	<b>1,583,288</b>	<b>1,666,350</b>	<b>1,795,600</b>	<b>8%</b>
<b>PURCHASED SERVICES</b>				
Accounting and Auditing	55,400	115,000	85,000	-26%
Consultants - General	19,935	75,000	100,000	33%
Banking Services and Fees	26,870	48,000	33,500	-30%
Other Professional Services	48,000	58,950	65,500	11%
Office Equipment Rental	540	540	600	11%
Maintenance Agreement-Copier	2,301	2,800	0	-100%
Freight Expense	96	700	700	0%
Other Purchased Services	6,362	5,800	6,000	3%
<b>TOTAL PURCHASED SERVICES</b>	<b>159,504</b>	<b>306,790</b>	<b>291,300</b>	<b>-5%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	4,070	4,750	5,000	5%
Paper	603	1,200	1,000	-17%
Postage	2,792	4,225	4,500	7%
Printing & Forms	1,215	1,200	1,200	0%
Furniture and Accessories	979	500	1,000	100%
Safety Equipment	430	750	500	-33%
Communication Equipment	70	0	0	0%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>10,157</b>	<b>12,625</b>	<b>13,200</b>	<b>5%</b>
<b>ADMINISTRATIVE EXPENSES</b>				
Membership Dues	4,257	4,299	4,300	0%
Books & Subscriptions	543	1,200	1,200	0%
Conference Registration Fees	765	7,505	12,000	60%
Training Expense	836	4,200	4,300	2%
Meeting Expense	160	500	600	20%
Travel & Reimbursed Expense	452	16,395	27,200	66%
Legal & Business Procurement	538	700	1,000	43%
Bonds Employees/Officers	0	50	0	-100%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>7,551</b>	<b>34,849</b>	<b>50,600</b>	<b>45%</b>
<b>TOTAL SECTION EXPENSES</b>	<b>\$1,760,501</b>	<b>\$2,020,614</b>	<b>\$2,150,700</b>	<b>6%</b>

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## **Purchasing and Materials Management**

**Mission Statement:** To ensure that all materials, supplies, equipment, and services required to operate RNO and RTS are acquired in a timely manner, at the lowest possible cost, consistent with the quality required, and in compliance with all applicable procurement legislation.

### **Key Duties and Responsibilities:**

- Purchase materials, supplies, equipment, and services needed for day-to-day operation in a timely, cost-effective manner in compliance with applicable laws.
- Comply with the requirements for competitive bidding contained in Nevada Revised Statute (NRS) 332 and 338 and the Airport Improvement Project Handbook by preparing bids and proposal requests.
- Inventory stored property and assist Departments/Divisions in identifying property for continued storage, addition to stock, or disposal.
- Review items in warehouse inventory to establish appropriate items and stock levels.
- Conduct bi-annual inventory of RTAA fixed assets, as statutorily mandated, utilizing barcoding equipment.
- Continue monitoring usage of and updates to the procurement card system and its interface with the RTAA's accounting system.
- Receive and issue materials and supplies for work order-based purchases.
- Order and receive stock inventory to support RTAA maintenance and operations.
- Ensure proper licensing and recording of all RTAA driver-operated vehicles and designated equipment with the Department of Motor Vehicles.
- Maintain and operate storeroom, stock locations and bins on a daily, on-going basis.
- Prepare and dispose of surplus property in bi-annual public auctions in accordance with statutory requirements.
- Evaluate Purchasing and Materials Management processes and procedures with a focus on continuous improvement.
- Cross train employees on customizing Agreements [Contracts, Change Orders, Professional Service Agreements, Amendments] and managing Solicitations [Request for Expression of Interest (REOI), Invitation to Bid (ITB), RFP, RFQ].
- Coordinate and administer RTAA's use of the Nevada Government eMarketplace (NGEM) procurement system including issuing new solicitations and encouraging vendor registration.
- Coordinate and administer RTAA's use of the Contracts Management database in the NGEM system to update current and input new contracts.
- Administer succession planning for Purchasing and Material Management positions.



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- Serve as the Resource Group Leader/Logistics Section Chief in RTAA emergency situations. This includes acquisition and delivery of supplies, food, and other support to responders.

**Purchasing - Initiatives:**

**FY 2021-22 Initiatives**

**1. Implement new inventory bar code scanning system.**

**Strategic Initiative:** Sustainability

**Long-Term Goal:** Operational Efficiency

**Description:** Replace current barcoding system (Scantron) with new system (Quatred) that integrates with the new ERP Munis system.

**Performance Measure:** Complete implementation by June 30, 2022.

**Progress:** 100% completed. Quatred was implemented in December 2021 and has been working efficiently and effectively for the Materials Management Department.

**2. ERP purchasing, inventory and contracts modules on-boarding and continued training to RTAA stakeholders.**

**Strategic Initiative:** Sustainability

**Long-Term Goal:** Operational Efficiency

**Description:** Provide additional ERP training and support for all end-users of the Purchasing, Inventory, and Contract Modules.

**Performance Measure:** On-boarding and targeted supplemental training completed by December 31, 2021.

**Progress:** 100% achieved. Intensive user training was provided June 2021 as well as intermittently throughout fiscal year 2022. Training videos and manuals are provided on The HUB for any new employees or for those wanting a refresher course. Individual and departmental training is also available upon request.

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**3. Complete new purchasing policies and best practices procedural manual.**

**Strategic Initiative:** Financial Diversification and Growth

**Long-Term Goal:** Sound Financial Practices

**Description:** A reference document is needed to provide consistent and clear instructions on the purchase of goods, services, and equipment.

**Performance Measure:** Complete development of a manual by June 30, 2022.

**Progress:** Partially completed. 100% of the procedural manual will be completed in draft form by June 30, 2022. A final procedural manual will be complete by end of October 2022.

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**PURCHASING AND MATERIALS MANAGEMENT**

**Section 303**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$367,383	\$416,500	\$473,300	14%
Vacation Pay	33,469	7,100	2,700	-62%
Sick Leave	20,293	4,600	6,200	35%
Holiday Pay	20,345	0	0	0%
Overtime Pay	135	500	500	0%
Shift Differential	4	0	0	0%
Medicare	5,787	6,000	6,900	15%
Group Insurance	63,447	71,700	69,800	-3%
Life Insurance	3,475	3,500	3,900	11%
Vision Insurance	586	600	700	17%
Dental Insurance	4,736	5,100	4,800	-6%
Workers Comp	6,124	6,700	3,600	-46%
Retirement	117,657	123,900	140,800	14%
<b>TOTAL PERSONNEL SERVICES</b>	<b>643,441</b>	<b>646,200</b>	<b>713,200</b>	<b>10%</b>
<b>PURCHASED SERVICES</b>				
Other Professional Services	0	3,000	3,000	0%
Contracted Services	0	3,000	3,000	0%
Maintenance Agreement-Copier	523	750	0	-100%
Other Repair/Maintenance Svcs	487	29,450	900	-97%
Freight Expense	1,312	1,799	1,800	0%
Other Purchased Services	665	500	600	20%
<b>TOTAL PURCHASED SERVICES</b>	<b>2,988</b>	<b>38,499</b>	<b>9,300</b>	<b>-76%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	1,293	2,600	3,600	38%
Paper	268	300	300	0%
Postage	(144)	160	100	-38%
Printing & Forms	49	100	150	50%
Refreshments and Breakroom Supplies	44	100	200	100%
Janitorial Supplies	147	300	300	0%
Medical Supplies	62	300	400	33%
Other Operating Supplies	770	2,005	2,005	0%
Machinery	153	0	0	0%
Other Repairs- Maint Supplies	28,561	2,600	2,600	0%
Small Tools - Minor Equipment	692	500	500	0%
Computer Hardware and Accessory Supplies	0	300	100	-67%
Administrative Equipment and Repair Parts	449	0	0	0%
Furniture and Accessories	0	300	300	0%
Employee Uniform	313	700	1,150	64%
Safety Equipment	866	1,000	550	-45%
Purchase Price Variance	8,516	0	0	0%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>42,038</b>	<b>11,265</b>	<b>12,255</b>	<b>9%</b>

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**PURCHASING AND MATERIALS MANAGEMENT**

**Section 303**

	<u>2020-21 ACTUAL</u>	<u>2021-22 BUDGET</u>	<u>2022-23 BUDGET</u>	<u>BUDGET CHANGE</u>
<b>ADMINISTRATIVE EXPENSES</b>				
Membership Dues	620	500	500	0%
Books & Subscriptions	0	350	300	-14%
Conference Registration Fees	0	3,900	6,000	54%
Training Expense	0	0	600	%
Meeting Expense	0	200	200	0%
Travel & Reimbursed Expense	0	7,100	7,080	0%
Legal and Business Procurement Ads	2,733	6,000	4,000	-33%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<u>3,353</u>	<u>18,050</u>	<u>18,680</u>	<u>3%</u>
<b>TOTAL EXPENSES BEFORE FIXED ASSETS</b>	691,820	714,014	753,435	6%
<b>FIXED ASSETS</b>				
Fixed Asset Acquisition	42,495	10,500	10,000	-5%
<b>TOTAL SECTION EXPENSES</b>	<u><u>\$734,315</u></u>	<u><u>\$724,514</u></u>	<u><u>\$763,435</u></u>	<u><u>5%</u></u>

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**Technology and Information Systems (TIS)**

**Mission Statement:** To facilitate the implementation, proper use, security, and convenience of information technologies at RTAA.

**Key Duties and Responsibilities:**

- Maintain and repair the following information technology areas:
  - ✓ Computer workstations and printers
  - ✓ Data communications network infrastructure
  - ✓ Application and database servers
  - ✓ System backup and security
  - ✓ Safety and security systems
  - ✓ Passenger information systems
  - ✓ Business information systems
  - ✓ Policy and legal compliance
  
- Implement new Technology and Information Systems in support of passenger information, cyber security, financial systems, and emergency communication and security/safety systems.
- Limit access to RTAA information technology resources to authorized users. This includes email, data storage areas, and internet access.
- Manage and maintain software and hardware for airport security system equipment (Access Control and Alarm Monitoring Systems (ACAMS), incident management software, and Closed-Circuit Televisions (CCTV)) including project management for upgrades.
- Comply with Purchasing Card Industry (PCI) security and privacy standards, as well as NRS 597.970 Electronic Data Privacy requirements.
- Implement and audit policies and procedures designed to further protect the RTAA's systems and data.

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**Technology and Information Systems - Initiatives:**

**FY 2021-22 Initiatives**

**1. Replace existing part 139 airfield operations database system.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Technology Integration

**Description:** This project consists of the replacement of existing Part 139 inspection database. The RTAA currently uses a record-keeping system that was designed, built, and supported by prior Airport Operations personnel more than 12 years ago. These resources are no longer available. In order to meet airfield operations and safety obligations under 14 CFR Part 139, the RTAA employs an automated Part 139 record keeping system. This system manages airfield inspection, maintenance, and training activities and records. RTAA is required to produce documentation verifying compliance in these areas during each annual Part 139 Safety Inspection. The RTAA currently uses a record-keeping system that was designed, built, and supported by prior Airport Operations personnel more than 12 years ago. These resources are no longer available.

**Performance Measure:** Complete 100% of replacement by June 30, 2022.

**Progress:** 100% completed. AeroSimple application has been purchased and will go live in June 2022. Airport Duty Managers (ADM) and Airfield Maintenance have been integral to the selection and implementation of this application.

**2. Develop an IT master plan.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Technology Integration

**Description:** This project consists of the preparation of an Information Technology (IT) Master Plan. Work with industry consultants, vendors, and internal and external stakeholders to identify, prioritize and program IT initiatives for the next 5 years. Measures of completion include the preparation of a written report detailing the priority, cost, order, and timing of major IT projects, as well as presentations to executive management and the Board of Trustees, prior to June 30, 2022.

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**Performance Measure:** Complete 100% of master plan by June 30, 2022.

**Progress:** 50% completed. The Master Plan is on track for completion in August 2022.

Over twenty interviews with the RTAA, airlines, and concessionaires' staff have been conducted. An Insights Workshop has been held May 25 and 26 with RTAA IT leadership and the Barich consultants. The workshop sets the ground for the draft Master Plan to be completed in June 2022; Once the draft plan is delivered, RTAA will have two weeks to review and revise. The newly retitled 'Digital Transformation Plan' will be presented to the RTAA Executive Team on August 23, 2022. This will emphasize that this is a plan for the whole RTAA and not just an IT initiative. A presentation to the Board of Trustees will follow.

**3. Complete a Cyber Security Maturity Assessment.**

**Strategic Initiative:** Safety and Security

**Long-Term Goal:** Safety/Security Systems Compliance / Enhancement

**Description:** This initiative provides for the completion of a Cyber Security Maturity Assessment. It involves preparing a scope of services, conducting a competitive solicitation, and working with the selected vendor(s) to determine RTAA's level of cyber security preparedness. The assessment will consider RTAA's cyber security strategy, threat profile, existing controls, policies, procedures, budget, and staffing. Deliverable will include an assessment of the authority's level of maturity as well as any recommendations for improvement. Upon completion, RTAA TIS staff will prepare and deliver presentations to the senior leadership team and the Board of Trustees.

**Performance Measure:** Complete a Cyber Security Maturity Assessment by June 30, 2022.

**Progress:** 100% completed. The assessment report has been presented to the RTAA leadership team and the Board of Trustees in April 2022. A four-year plan has been created and is being implemented.

**FY 2022-23 New Initiatives**

**1. Replace Enterprise Asset Management (EAM) System.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Technology Integration

**Description:** This initiative provides for the replacement of RTAA's EAM System. This will

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involve an extensive needs analysis and evaluation of the existing system, business processes, and historical data. A suitable replacement will then be selected, implemented, and supported. The project is anticipated to last 18-24 months, complete project installation and data migration by June 30, 2024.

**Performance Measure:** Complete analysis, design, and product selection by June 30, 2023.

**2. Replace Data Communications Network Infrastructure.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Technology Integration

**Description:** This project consists of the acquisition, configuration and installation of data communications networking hardware and software at all RTAA facilities. Equipment will be interconnected with existing and newly installed fiber optic cabling. The upgraded system will provide enhanced speed, security, and fault tolerance.

**Performance Measure:** Replace 100% of equipment by June 30, 2023.

**3. Implement Enterprise Data Warehouse and Business Intelligence.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Technology Integration

**Description:** This initiative involves researching and implementing a data warehousing solution with business intelligence tools. This will involve conducting a needs analysis, product research, selection, implementation, database interfacing, report writing, and data validation. This will be a 12–18-month initiative, complete implementation by December 31, 2023.

**Performance Measure:** Complete research and product selection by June 30, 2023.



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**TECHNOLOGY AND INFORMATION SYSTEMS**

**Section 253**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$843,509	\$1,050,300	\$1,366,500	30%
Vacation Pay	82,909	26,400	19,500	-26%
Sick Leave	51,391	11,900	16,200	36%
Holiday Pay	48,156	0	0	0%
Medicare	13,608	15,200	19,800	30%
Group Insurance	124,548	149,900	177,200	18%
Life Insurance	7,722	8,500	11,200	32%
Vision Insurance	1,179	1,300	1,800	38%
Dental Insurance	9,318	10,400	12,200	17%
Workers Comp	921	1,000	800	-20%
Retirement	281,919	312,500	406,500	30%
<b>TOTAL PERSONNEL SERVICES</b>	<b>1,465,179</b>	<b>1,587,400</b>	<b>2,031,700</b>	<b>28%</b>
<b>UTILITIES AND COMMUNICATIONS</b>				
Communications	364,866	315,000	425,000	35%
<b>TOTAL UTILITIES &amp; COMMUNICATIONS</b>	<b>364,866</b>	<b>315,000</b>	<b>425,000</b>	<b>35%</b>
<b>PURCHASED SERVICES</b>				
Data Processing	756,077	946,435	1,195,095	26%
Other Professional Services	0	275,000	245,500	-11%
Contracted Services	0	77,060	220,000	185%
Maintenance Agreement-Copier	22	100	15,600	15500%
Other Repair/Maintenance Svcs	5,746	0	0	0%
Freight Expense	1,209	500	500	0%
Information & Data Acc. Svcs	0	303,875	452,416	49%
Other Purchased Services	186	0	0	0%
<b>TOTAL PURCHASED SERVICES</b>	<b>763,241</b>	<b>1,602,970</b>	<b>2,129,111</b>	<b>33%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	51	250	1,000	300%
Paper	0	100	100	0%
Postage	0	100	100	0%
Printing & Forms	0	100	100	0%
Janitorial Supplies	135	200	50	-75%
Medical Supplies	46	100	50	-50%
Locks & Hardware	0	0	1,500	%
Electrical Supplies	1,121	2,400	1,000	-58%
Small Tools - Minor Equipment	0	500	1,000	100%
Computer Hardware and Accessory Supplies	62,558	12,000	65,000	442%
Administrative Equipment and Repair Parts	1,139	0	0	0%
Furniture and Accessories	0	0	7,500	%
Software	632,859	357,034	530,387	49%
Safety Equipment	40	0	0	0%
Telephone Equipment and Labor	19,211	17,000	30,000	76%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>717,158</b>	<b>389,784</b>	<b>637,787</b>	<b>64%</b>

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TECHNOLOGY AND INFORMATION SYSTEMS

Section 253

	<u>2020-21 ACTUAL</u>	<u>2021-22 BUDGET</u>	<u>2022-23 BUDGET</u>	<u>BUDGET CHANGE</u>
<b>ADMINISTRATIVE EXPENSES</b>				
Membership Dues	550	275	500	82%
Books & Subscriptions	956	2,200	3,200	45%
Conference Registration Fees	0	1,400	6,800	386%
Training Expense	2,387	11,940	20,500	72%
Meeting Expense	384	0	0	0%
Travel & Reimbursed Expense	262	0	24,300	%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<u>4,538</u>	<u>15,815</u>	<u>55,300</u>	<u>250%</u>
<b>TOTAL EXPENSES BEFORE FIXED ASSETS</b>	3,314,982	3,910,969	5,278,898	35%
<b>FIXED ASSETS</b>				
Fixed Asset Acquisition	104,662	191,275	350,000	83%
<b>TOTAL SECTION EXPENSES</b>	<u><u>\$3,419,644</u></u>	<u><u>\$4,102,244</u></u>	<u><u>\$5,628,898</u></u>	<u><u>37%</u></u>

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## **Operations and Public Safety Division**

**Mission Statement:** It is the mission of the Operations and Public Safety division to ensure the safe, secure, and smooth travel experience of the flying public. To train for, prepare for, and respond to all emergency scenarios including law enforcement, crash, fire, rescue and medical. To ensure that RNO and RTS comply with all Federal, State, and local regulations to include Federal Aviation Regulations (FAR) Part 139 and Transportation Security Regulations (TSR) 1542. To manage and coordinate all airside and land side operations and functions. To plan, develop, and operate the RTS.

The Operations and Public Safety team is a dedicated group of individuals that are responsible for the life/safety of the traveling public and tenant employees and the safe and efficient operation of both RNO and RTS. This responsibility is met through constant planning, training, and equipping of the RNO and RTS staff for every conceivable situation. In addition to responding to emergency situations, the Operations and Public Safety team coordinates the daily routine operational activities on both the airside and landside of RNO and RTS to include engaging with airlines, concessionaires, tenants' business partners and the public on areas such as gate utilization, passenger issues, airfield operations, construction coordination, winter operations, and wildlife hazard management. The Operations and Public Safety team coordinates and communicates with local, state, and federal agencies and supports numerous special events.

## **Operations and Public Safety Administration**

**Mission Statement:** Ensure leadership and direction in managing, coordinating, and integrating all aspects RTS, Airport Fire, Airside Operations, Landside Operations, Airport Police, Airport Communications, and Airport Security in compliance with regulations for an efficient, safe, and seamless experience for all users.

### **Key Duties and Responsibilities:**

- Provide direction and establish and maintain cohesive relationships and interoperability across all Operations Departments: Airport Fire, Airside Operations, Airport Communications, Landside Operations, Airport Police, and Airport Security.
- Ensure RNO is continually in compliance with 14 Code of Federal Regulations (CFR) 139 Certification of Airports and 14 CFR 1542 Airport Security.
- Successfully complete a Part 1542 annual security exercise.
- Successfully complete required Part 139 annual mass casualty emergency and table-top exercises.
- Represent the President/CEO on routine and emergency matters during non-business hours.
- Ensure the safe, secure, and effective operation of the airport during non-business hours.

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- Sustain parking and ground transportation net revenues.
- Convey indications and warnings to RTAA staff and tenants on a timely basis about situations that may negatively impact safe, secure, efficient airport operations.
- Sustain decision-grade information/situation reporting.
- Train for and expand emergency response capabilities.
- Ensure operational readiness of the Airport Fire department.
- Manage the Emergency Operations Center (EOC) during emergencies.
- Activate EOC as required and ensure staff is trained to the National Incident Management System (NIMS) standards.
- Ensure operational readiness of the Airport Police department including participation in the TSA National Explosive Detection Canine Team Program.
- Maintain Police affiliation and certification with the Commission on Accreditation for Law Enforcement (CALEA).
- Conduct security and disaster training as required by the FAA.
- Provide required Occupational Safety Health Administration (OSHA) safety training.
- Ensure Operations representation during planning and execution of construction activities.
- Review snow season activities and manage the update of Snow and Ice Control Plan including coordination of pre-season meetings.
- Posture RTAA Operations staff for FAA proposed Safety Management System implementation.
- Publish and train staff on the Airport Emergency Plan (AEP).
- Effectively orient and train new organizational leaders on Operational Division missions, constraints, restrictions, and opportunities.
- Provide outstanding customer service to staff, tenants, aviation users, and the public from parking to the runways and back again.

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**OPERATIONS ADMINISTRATION**

**Section 401**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$168,903	\$255,600	\$525,200	105%
Vacation Pay	11,601	1,200	500	-58%
Sick Leave	5,362	100	800	700%
Holiday Pay	5,532	0	0	0%
Medicare	2,630	3,700	7,600	105%
Group Insurance	18,924	31,600	64,900	105%
Life Insurance	971	2,300	4,900	113%
Vision Insurance	164	300	600	100%
Dental Insurance	1,276	1,900	4,100	116%
Workers Comp	205	200	2,400	1100%
Retirement	39,842	76,000	156,300	106%
<b>TOTAL PERSONNEL SERVICES</b>	<b>255,410</b>	<b>372,900</b>	<b>767,300</b>	<b>106%</b>
<b>PURCHASED SERVICES</b>				
Contracted Services	500	61,000	65,000	7%
Maintenance Agreement-Copier	38	0	0	0%
Freight Expense	38	0	0	0%
Other Purchased Services	0	50	50	0%
<b>TOTAL PURCHASED SERVICES</b>	<b>576</b>	<b>61,050</b>	<b>65,050</b>	<b>7%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	106	400	2,000	400%
Paper	67	200	200	0%
Postage	2	50	50	0%
Printing & Forms	33	100	200	100%
Furniture & Accessories	0	1,000	3,000	200%
Safety Equipment	206	500	500	0%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>414</b>	<b>2,250</b>	<b>5,950</b>	<b>164%</b>
<b>ADMINISTRATIVE EXPENSES</b>				
Membership Dues	0	275	1,679	511%
Conference Registration Fees	1,100	2,000	5,355	168%
Training Expense	0	3,000	8,000	167%
Meeting Expense	642	300	1,400	367%
Disaster Exercise Expense	17,604	0	0	0%
Travel & Reimbursed Expense	241	3,000	24,376	713%
Relocation Expense	4,658	0	0	0%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>24,245</b>	<b>8,575</b>	<b>40,810</b>	<b>376%</b>
<b>TOTAL DEPARTMENT EXPENSES</b>	<b>\$280,644</b>	<b>\$444,775</b>	<b>\$879,110</b>	<b>98%</b>

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**Airside Operations**

**Mission Statement:** Ensure a safe and efficient means of integrated transportation for the public within the RTAA system; ensure compliance with 14 CFR Part 139 of the Federal Aviation Regulations; work with other departments as necessary during all operational, construction and emergency events.

**Key Duties and Responsibilities:**

- Ensure RNO is continually in compliance with 14 CFR 139 FAA Certification of Airports and the annual FAA Certification Inspection is passed.
- Act as part of Unified Command on emergency matters to ensure continuing operation per AEP and other airport Standard Operating Procedures (SOP's).
- Provide staff training on the revised AEP.
- Work alongside Airport Fire, Facilities and Maintenance Administration, Airport Police, and Airport Security for all routine and emergency calls.
- Successfully complete Airside Operations duties as part of the FAA required annual table-top and triennial exercises.
- Mitigate the risk of bird strikes and animal strikes in accordance with the Wildlife Hazard Mitigation Plan (WHMP) by working with the United States Department of Agriculture (USDA).
- Develop and administer airfield driving regulations and airport rules and regulations.
- Effectively manage ramp space along with Airport Economic Development to meet air carrier, cargo, general aviation, and Customs/Immigration operations.
- Prepare and perform Snow Desk duties and update the Snow and Ice Control Plan.
- Continually train year-round on several disciplines regarding Airport Operations with the goal of achieving training compliance per Part 139 Specifications.

**Airside Operations– Initiatives:**

**FY 2021-22 Initiatives**

**1. Pass FAA Part 139 annual inspection.**

**Strategic Initiative:** Safety and Security

**Long-Term Goal:** FAA Part 139 Compliance

**Description:** Public safety and security is always the top priority of the RTAA. The FAA issues operating certificates to airports to ensure safety in air transportation. FAA Part

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139, certification of airports requires annual inspection to maintain a commercial operating certificate.

**Performance Measure:** Pass the Part 139 Annual Airport Certification Inspection with less than eight (8) discrepancies noted by the FAA.

**Progress:** 100% completed. Inspection completed in August of 2021 with zero findings.

**2. Complete Wildlife Hazard Management - Firearm training.**

**Strategic Initiative:** Safety and Security

**Long-Term Goal:** FAA Part 139 Compliance

**Description:** USDA to Conduct Firearm Training for all Airport Duty Managers (ADM). Will authorize all ADM's to discharge firearms on airfield for wildlife control.

**Performance Measure:** Conduct Training by December 31, 2021.

**Progress:** Partially completed. ADM's completed training in April 2022. All ADM's are certified by the National Rifle Association (NRA) and will require annual recertification.

**FY 2022-23 New Initiatives**

**1. Pass FAA Part 139 annual inspection.**

**Strategic Initiative:** Safety and Security

**Long-Term Goal:** FAA Part 139 Compliance

**Description:** Public safety and security is always the top priority of the RTAA. The FAA issues operating certificates to airports to ensure safety in air transportation. FAA Part 139, certification of airports requires annual inspection to maintain a commercial operating certificate.

**Performance Measure:** Pass the Part 139 Annual Airport Certification Inspection with less than eight (8) discrepancies noted by the FAA.

**2. Complete Wildlife Hazard Management - Firearm training.**

**Strategic Initiative:** Safety and Security

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**Long-Term Goal:** FAA Part 139 Compliance

**Description:** USDA will conduct recurrent and initial as needed for Firearm Training of all ADM's. This recurrent training will authorize all ADM's to discharge firearms on airfield for wildlife control.

**Performance Measure:** Conduct Training by June 30, 2023.



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	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$1,102,004	\$705,500	\$854,900	21%
Temporary Employees	12,528	0	50,000	%
Vacation Pay	127,633	19,500	10,600	-46%
Sick Leave	108,595	10,600	14,800	40%
Holiday Pay	73,933	0	0	0%
Comp time	1,417	0	0	0%
Overtime Pay	41,820	0	0	0%
Shift Differential	18,862	0	0	0%
Holiday worked Pay	20,322	0	0	0%
Medicare	19,998	10,200	12,400	22%
FICA	1,452	0	3,100	%
Group Insurance	219,889	103,500	121,100	17%
Life Insurance	11,161	6,700	8,200	22%
Vision Insurance	2,149	1,000	1,300	30%
Dental Insurance	18,305	8,500	9,600	13%
Workers Comp	18,175	14,900	9,200	-38%
Retirement	378,538	209,900	254,300	21%
<b>TOTAL PERSONNEL SERVICES</b>	<b>2,176,780</b>	<b>1,090,300</b>	<b>1,349,500</b>	<b>24%</b>
<b>PURCHASED SERVICES</b>				
Other Professional Services	33,078	60,000	8,000	-87%
Contract Services	132,649	30,000	60,000	100%
Maintenance Agreement-Copier	464	250	0	-100%
Other Repair/Maintenance Svcs	7,209	0	2,000	%
Freight Expense	21	0	0	0%
Other Purchased Services	0	200	1,000	400%
<b>TOTAL PURCHASED SERVICES</b>	<b>173,422</b>	<b>90,450</b>	<b>71,000</b>	<b>-22%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	1,645	1,200	2,000	67%
Paper	134	150	150	0%
Postage	1	25	25	0%
Printing & Forms	306	250	250	0%
Refreshments and Breakroom Supplies	43	0	1,000	%
Janitorial Supplies	87	300	300	0%
Medical Supplies	9	100	100	0%
Other Operating Supplies	220	7,500	8,700	16%
Other Repairs- Maint Supplies	50	0	0	0%
Computer Hardware and Accessory Supplies	0	7,500	4,000	-47%
Office Small Equipment	254	500	500	0%
Furniture & Accessories	961	0	0	0%
Employee Uniform	4	3,000	4,000	0%
Safety Equipment	1,345	0	500	0%
Communications Equipment	8,684	0	0	0%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>13,744</b>	<b>20,525</b>	<b>21,525</b>	<b>5%</b>

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Section 402

	<u>2020-21 ACTUAL</u>	<u>2021-22 BUDGET</u>	<u>2022-23 BUDGET</u>	<u>BUDGET CHANGE</u>
<b>ADMINISTRATIVE EXPENSE</b>				
Membership Dues	2,427	2,400	2,400	0%
Books & Subscriptions	373	150	150	0%
Conference Registration Fees	0	2,700	4,000	48%
Training Expense	4,489	3,000	13,500	350%
Meeting Expense	34	0	1,500	%
Travel & Reimbursed Expense	118	4,600	23,500	411%
Relocation Expense	3,000	0	5,000	%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<u>10,441</u>	<u>12,850</u>	<u>50,050</u>	<u>289%</u>
<b>TOTAL EXPENSES BEFORE FIXED ASSETS</b>	2,374,388	1,214,125	1,492,075	23%
<b>FIXED ASSETS</b>				
Fixed Asset Acquisition- Moveable M&E	<u>0</u>	<u>0</u>	<u>49,912</u>	<u>%</u>
<b>TOTAL SECTION EXPENSES</b>	<u>\$2,374,388</u>	<u>\$1,214,125</u>	<u>\$1,541,987</u>	<u>27%</u>

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## **Landside Operations**

**Mission Statement:** To enhance parking and ground transportation revenue, provide exceptional customer service to all Landside Operations end users, and maximize technological advances to ensure efficient and effective operations.

### **Key Duties and Responsibilities:**

- Provide and maintain all aspects of Ground Transportation (GT) to provide services, collect all appropriate revenue, and maintain compliance with all RTAA regulations.
- Maximize revenue by continued personnel training, exploration of potential new sources, and utilization of proven advanced technologies.
- Provide the highest quality of parking services and provide real value while maintaining safe and secure facilities.
- Communicate with GT providers and staff to ensure high quality customer service and compliance with RTAA regulations and guidelines.
- Maintain and review landside operations policies and procedures to ensure continuity of staff processes such as cash handling, customer service and minor system maintenance and repairs.
- Closely monitor Transportation Network Companies (TNC) such as Uber and Lyft and adjust operating guidelines and technology.

### **Landside Operations – Initiatives:**

#### **FY 2021-22 Initiatives**

##### **1. Maintain and enhance parking and ground transportation revenue.**

**Strategic Initiative:** Financial Diversification and Growth

**Long-Term Goal:** Public Parking / Rental Car / Ground Transportation Revenues

**Description:** Public parking and rental car concession and facility leases are the main source of RTAA non-airline revenues. This initiative is to optimize parking and ground transportation revenues consistent with policy.

**Performance Measure:** Achieve total public parking and ground transportation revenue of \$ 8,853,300 during FY 2021-22.

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**Progress:** 100% Achieved. Revenue for public parking and ground transportation registered at \$13,977,481 as of June 30, 2022.

**FY 2022-23 New Initiatives**

**1. Maintain and enhance parking and ground transportation revenue.**

**Strategic Initiative:** Financial Diversification and Growth

**Long-Term Goal:** Public Parking / Rental Car / Ground Transportation Revenues

**Description:** Public parking and rental car concession and facility leases are the main source of RTAA non-airline revenues. This initiative is to optimize parking and ground transportation revenues consistent with policy.

**Performance Measure:** Achieve total public parking and ground transportation revenue of \$ 15,600,000 during FY 2022-23.

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	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$556,669	\$663,400	\$1,109,108	67%
Vacation Pay	46,147	4,100	0	-100%
Sick Leave	31,623	5,700	5,400	-5%
Holiday Pay	34,633	10,000	13,000	30%
Overtime Pay	10,413	25,000	47,324	89%
Overtime Call Back	1,386	0	0	0%
Shift Differential	21,638	23,950	28,000	17%
Holiday worked Pay	19,514	25,000	31,000	24%
Medicare	9,639	9,600	16,100	68%
Group Insurance	186,769	201,300	318,400	58%
Life Insurance	5,480	5,400	8,500	57%
Vision Insurance	1,737	1,800	3,100	72%
Dental Insurance	14,313	15,100	20,300	34%
Workers Comp	21,257	23,900	22,000	-8%
Retirement	197,847	197,400	330,000	67%
<b>TOTAL PERSONNEL SERVICES</b>	<b>1,159,065</b>	<b>1,211,650</b>	<b>1,952,232</b>	<b>61%</b>
<b>PURCHASED SERVICES</b>				
Data Processing	1,745	2,000	2,300	15%
Equipment Rental	13,224	64,000	48,000	-25%
Contracted Services	150,494	208,700	441,000	111%
Maintenance Agreement-Copier	682	800	0	-100%
Other Repair/Maintenance Svcs	0	1,000	1,700	70%
Freight Expense	630	500	500	0%
Contracted Services - Towing	65	1,000	1,000	0%
<b>TOTAL PURCHASED SERVICES</b>	<b>166,840</b>	<b>278,000</b>	<b>494,500</b>	<b>78%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	838	2,000	2,500	25%
Paper	201	250	250	0%
Postage	15	40	40	0%
Printing & Forms	7,021	9,000	12,000	33%
Refreshments and Breakroom Supplies	151	0	1,500	%
Janitorial Supplies	160	0	0	0%
Medical Supplies	110	95	95	0%
Other Operating Supplies	454	6,550	6,200	-5%
Machinery	1,660	25,000	35,000	40%
Small Tools - Minor Equipment	207	1,000	1,500	50%
Furniture and Accessories	0	2,000	4,000	100%
Sign and Sign Maintenance	35	8,500	24,100	184%
Employee Uniform	1,162	3,000	3,000	0%
Safety Equipment	1,667	250	2,000	700%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>13,682</b>	<b>57,685</b>	<b>92,185</b>	<b>60%</b>

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Section 403

	<u>2020-21 ACTUAL</u>	<u>2021-22 BUDGET</u>	<u>2022-23 BUDGET</u>	<u>BUDGET CHANGE</u>
<b>ADMINISTRATIVE EXPENSE</b>				
Membership Dues	494	3,683	3,868	5%
Conference Registration Fees	(699)	2,350	2,468	5%
Training Expense	0	300	1,200	300%
Travel & Reimbursed Expense	228	4,600	4,830	5%
Credit Card Fees	166,355	275,000	369,150	34%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<u>166,378</u>	<u>285,933</u>	<u>381,516</u>	<u>33%</u>
<b>TOTAL EXPENSES BEFORE FIXED ASSETS</b>	1,505,964	1,833,268	2,920,433	59%
<b>FIXED ASSETS</b>				
Fixed Asset Acquisition- Moveable M&E	<u>0</u>	<u>0</u>	<u>48,650</u>	<u>%</u>
<b>TOTAL SECTION EXPENSES</b>	<u><u>\$1,505,964</u></u>	<u><u>\$1,833,268</u></u>	<u><u>\$2,969,083</u></u>	<u><u>62%</u></u>

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## **Airport Fire**

**Mission Statement:** Provide the highest possible level of service in fire suppression, prevention, and emergency medical care. We provide these lifesaving services promptly and safely, to any person who reside, work, or visit RNO. We are dedicated to commitment, excellence, teamwork, respect, and integrity as we support bringing the World to Reno-Tahoe and Reno-Tahoe to the World.

### **Key Duties and Responsibilities:**

- Respond to emergencies on RTAA property to provide protection of life, property, and the environment.
- Maintain Airport Fire facilities and vehicles in operational readiness.
- Ensure operational status of all department vehicles, tools, and equipment. Ensure a safe, clean, and operational station. Order supplies and equipment as needed.
- Maintain emergency response capabilities by ensuring equipment and staffing is kept at an appropriate level.
- Provide specified inspections of all buildings, hangars, aircraft refueling vehicles, and other equipment. Provide hazardous operations standbys as required.
- Conduct scheduled fire and safety inspections on airport property at RNO including tenants and annually at RTS.
- Provide aircraft refueling vehicle inspection training for all Airport Fire department employees due to rotation of inspection program.
- Enhance fire prevention inspection program for RNO and RTS.
- Participate in training employees in fire prevention practices, confined space, fire extinguisher and hazardous materials subjects.
- Provide supervisory training for Fire Captains and Battalion Chiefs to include administrative duties and Incident Commander organizational responsibilities.
- Maintain high priority focus on safety during firefighting operations and for RNO employees during their daily assigned duties.
- Conduct disaster training as required by the FAA and provide required and OSHA safety training and familiarize with new AEP procedures.
- Train with local mutual aid agencies focusing on equipment capabilities, communications, incident command procedures and Airport Fire firefighting techniques.

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**Airport Fire – Initiatives:**

**FY 2021-22 Initiatives**

**1. Conduct an Annual FAA Part 139 Tabletop Exercise.**

**Strategic Initiative:** Safety and Security

**Long-Term Goal:** FAA Part 139 Compliance

**Description:** FAA Part 139, Certification of Airports requires an annual drill to maintain a Commercial Operating Certificate.

**Performance Measure:** Complete tabletop exercise with at least 25 participating agencies.

**Progress:** 100% completed. The RTAA participated in the Washoe County Regional Exercise on March 23-24, 2022. The Regional Exercise had more than 25 participating agencies.

**FY 2022-23 New Initiatives**

**1. Conduct an FAA Part 139 triennial full-scale exercise.**

**Strategic Initiative:** Safety and Security

**Long-Term Goal:** FAA Part 139 Compliance

**Description:** FAA Part 139, Certification of Airports requires a Triennial Full-Scale exercise to maintain a Commercial Operating Certificate.

**Performance Measure:** Complete tabletop exercise with at least 25 participating agencies.



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**AIRPORT FIRE**

**Section 404**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$1,383,621	\$2,117,000	\$2,385,268	13%
Vacation Pay	130,025	2,700	0	-100%
Sick Leave	141,787	300	0	-100%
Holiday Pay	29,223	35,000	35,000	0%
Comp time	323,358	260,000	260,000	0%
Workers Comp Pay	51,735	0	0	0%
Overtime Pay	243,986	300,000	360,000	20%
FLSA Overtime Pay	41,362	50,000	50,000	0%
Overtime Call Back	1,981	7,000	7,000	0%
Standby	2,021	0	0	0%
Medicare	31,696	30,400	34,300	13%
Group Insurance	278,426	323,400	327,600	1%
Disability Insurance	5,241	10,400	9,900	-5%
Vision Insurance	107	500	600	20%
Dental Insurance	919	3,700	4,100	11%
Workers Comp	25,816	46,900	25,200	-46%
Retirement	783,776	921,100	1,040,700	13%
Post Employment Health Plan	43,109	43,200	0	-100%
<b>TOTAL PERSONNEL SERVICES</b>	<b>3,518,188</b>	<b>4,151,600</b>	<b>4,539,668</b>	<b>9%</b>
<b>PURCHASED SERVICES</b>				
Contracted Services	12,454	43,314	127,875	195%
Maintenance Agreement-Copier	599	1,000	0	-100%
Other Repair/Maintenance Svcs	3,252	12,380	16,120	30%
Freight Expense	1,355	3,300	3,300	0%
Permits and Fees	235	700	700	0%
Other Purchased Services	4,617	3,700	7,200	95%
<b>TOTAL PURCHASED SERVICES</b>	<b>22,511</b>	<b>64,394</b>	<b>155,195</b>	<b>141%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	1,661	2,100	2,100	0%
Paper	234	340	340	0%
Postage	32	50	50	0%
Printing & Forms	274	300	300	0%
Chemicals	615	7,215	7,800	8%
Firefighting Agent AFFF	0	10,700	7,000	-35%
Janitorial Paper Supplies	574	700	800	14%
Janitorial Supplies	1,301	3,000	3,500	17%
Medical Supplies	12,764	20,000	31,916	60%
Other Operating Supplies	19,158	37,161	72,594	95%
Turn Outs	4,927	7,500	30,156	302%
Steel and Sheet Metal	0	2,000	0	-100%
Electrical Supplies	26	100	200	100%
Other Repairs-Maint Supplies	197	800	800	0%
Small Tools - Minor Equipment	5,994	5,339	6,190	16%

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**AIRPORT FIRE**

**Section 404**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
Administrative Equipment and Repair Parts	0	500	0	-100%
Furniture and Accessories	500	7,502	3,600	-52%
Employee Uniform	9,455	20,648	21,000	2%
Safety Equipment	13,638	23,000	66,772	190%
Hazardeous Materials Response	0	0	1,000	%
Emg. Preparedness Stations	0	482	0	-100%
Communications Equipment	793	0	0	0%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>72,142</b>	<b>149,437</b>	<b>256,118</b>	<b>71%</b>
<b>ADMINISTRATIVE EXPENSE</b>				
Membership Dues	1,530	1,935	3,410	76%
Books & Subscriptions	4,141	8,590	6,524	-24%
Conference Registration Fees	0	4,300	5,800	35%
Training Expense	32,755	36,370	88,823	144%
Meeting Expense	251	500	500	0%
Travel & Reimbursed Expense	3,711	45,471	44,600	-2%
Relocation Expense	7,780	0	0	0%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>50,169</b>	<b>97,166</b>	<b>149,657</b>	<b>54%</b>
<b>TOTAL EXPENSES BEFORE FIXED ASSETS</b>	<b>3,663,010</b>	<b>4,462,597</b>	<b>5,100,638</b>	<b>14%</b>
<b>FIXED ASSETS</b>				
Fixed Asset Acquisition	256,335	32,933	126,682	285%
Fixed Asset Acquisition- F&F	0	0	14,000	%
	256,335	32,933	140,682	327%
<b>TOTAL SECTION EXPENSES</b>	<b>\$3,919,345</b>	<b>\$4,495,530</b>	<b>\$5,241,320</b>	<b>17%</b>

**Reno-Tahoe Airport Authority**  
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**Airport Police**

**Mission Statement:** Provide law enforcement services to ensure RNO is a safe and secure facility in accordance with TSR Part 1542 and NRS.

**Key Duties and Responsibilities:**

- Provide Airport Police Officer vehicle and foot patrols for the safety of the traveling public.
- Meet the requirements of TSR Part 1542 and assist air carriers with requirements for TSR Part 1542 and 1544.
- Provide training for new officer(s) and continue professional development training and annual training requirements in accordance with Nevada Peace Officer Standards and Training (P.O.S.T.).
- Supply and maintain uniforms and equipment.
- Document criminal activity and conduct investigations occurring on airport property.
- Conduct investigations of criminal incidents occurring on airport property.
- Participate and comply in the TSA National Explosive Detection Canine Team Program.
- Maintain affiliation and certification with CALEA.
- Provide law enforcement support for CBP during arriving international flights.

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**AIRPORT POLICE**

**Section 405**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$1,776,308	\$2,057,200	\$2,242,200	9%
Vacation Pay	149,232	23,700	14,600	-38%
Sick Leave	124,490	24,200	18,500	-24%
Holiday Pay	105,243	20,000	25,000	25%
Comp time	55,082	30,000	35,000	17%
Overtime Pay	141,115	155,000	160,000	3%
FLSA Overtime	2,421	5,000	5,000	0%
Overtime Call Back	1,352	1,500	1,500	0%
Standby	4,042	5,045	5,045	0%
Shift Differential	61,943	65,000	0	-100%
Holiday worked Pay	66,808	65,000	70,000	8%
Medicare	32,953	29,600	32,300	9%
Group Insurance	298,412	332,700	351,000	6%
Life Insurance	14,071	14,500	13,400	-8%
Vision Insurance	2,857	3,000	3,600	20%
Dental Insurance	24,237	25,700	26,100	2%
Workers Comp	46,636	49,100	27,600	-44%
Retirement	878,786	889,000	969,200	9%
<b>TOTAL PERSONNEL SERVICES</b>	<b>3,785,987</b>	<b>3,795,245</b>	<b>4,000,045</b>	<b>5%</b>
<b>PURCHASED SERVICES</b>				
Data Processing	5,693	4,325	4,235	-2%
Contracted Services	13,302	14,000	15,000	7%
Maintenance Agreement-Copier	760	1,700	0	-100%
Freight Expense	701	700	1,500	114%
Permits & Fees	0	26	26	0%
Other Purchased Services	2,468	5,000	5,000	0%
<b>TOTAL PURCHASED SERVICES</b>	<b>22,924</b>	<b>25,751</b>	<b>25,761</b>	<b>0%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	2,750	4,000	4,000	0%
Paper	79	75	200	167%
Postage	105	250	200	-20%
Printing & Forms	98	200	500	150%
Refreshments and Breakroom Supplies	61	200	200	0%
Janitorial Supplies	179	0	500	%
Medical Supplies	274	1,000	300	-70%
Other Operating Supplies	3,936	5,000	5,000	0%
Firearms	6,636	16,000	19,700	23%
Canine	4,063	8,500	8,500	0%
Other Repairs-Maint Supplies	22	50	0	-100%
Small Tools - Minor Equipment	30,771	36,417	8,515	-77%
Office Small Equipment	0	500	0	-100%
Furniture and Accessories	0	3,000	0	-100%
Employee Uniform	15,642	18,000	18,000	0%

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**AIRPORT POLICE**

**Section 405**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
Safety Equipment	10,139	11,250	7,500	-33%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	74,754	104,442	73,115	-30%
<b>ADMINISTRATIVE EXPENSE</b>				
Membership Dues	6,230	6,170	6,450	5%
Conference Registration Fees	850	6,450	10,920	69%
Training Expense	7,275	12,800	13,800	8%
Travel & Reimbursed Expense	3,184	25,500	32,100	26%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	17,539	50,920	63,270	24%
<b>TOTAL EXPENSES BEFORE FIXED ASSETS</b>	3,901,205	3,976,358	4,162,191	5%
<b>FIXED ASSETS</b>				
Fixed Asset Acquisition- Movable M&E	0	304,000	0	-100%
<b>TOTAL SECTION EXPENSES</b>	<u>\$3,901,205</u>	<u>\$4,280,358</u>	<u>\$4,162,191</u>	<u>-3%</u>

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## **Airport Communications**

**Mission Statement:** Coordinate the communications and notification needs of the RTAA related to operations, security, and maintenance; provide effective customer service and support to staff, tenants, customers, and supporting entities; prepare to act decisively to protect life and property by receiving and documenting information and making appropriate notifications regarding responses to public safety and emergency events.

### **Key Duties and Responsibilities:**

- Maintain an Airport Communications Center (“AirCom”) and ensure adequate minimum staffing on a 24/7/365 basis by qualified Airport Communications Specialists.
- Receive non-emergency telephone calls from the public, airlines, tenants, and RTAA employees.
- Monitor door/gate access security systems, fire alarms, and CCTV for unauthorized activity, criminal actions, or maintenance needs.
- Operate a direct phone line (“crash line”) between the FAA Tower, Airport Fire Department station, and Nevada Air National Guard.
- Notify the Airport Police and Airport Fire Department dispatch center in order that these agencies be dispatched to emergencies and other requests for assistance.
- Dispatch Security to reports of breaches and violations.
- Notify Airport Duty Managers of Operations-related incidents and issues.
- Notify airfield and facilities maintenance departments regarding urgent needs.
- Notify RTAA Public Information Officers of significant incidents.
- Notify federal agencies of incidents including TSA, FAA, CBP, National Transportation Safety Board (NTSB), and United States Department of Agriculture (USDA).
- Activate a Public Alerts and Warning System and overhead paging system for emergencies.
- Coordinate activities of Security, Operations, and Maintenance personnel during emergencies and major events.
- Ensure the Emergency Operations Center (EOC) is continuously prepared to activate at a moment’s notice for an emergency.
- Activate emergency alert notifications, recall essential personnel, and open the EOC.
- Provide staffing for the Incident Communications position in the EOC.
- Provide staffing for the Incident Communications position in the Mobile Command Post.
- Coordinate the configuration, inventory, procurement, training, and repair of the Authority’s 800 MHz. trunked radios and participate in the Washoe County Radio Communications System Joint Operating Committee and Users Committee.
- Maintain training and proficiency certification on AirCom software and hardware.

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**Airport Communications – Initiatives:**

**FY 2021-22 Initiatives**

**1. Hiring and retention.**

**Strategic Initiative:** People

**Long-Term Goal:** Employer of Choice

**Description:** Strive to achieve and maintain zero vacancies of Airport Communications Specialist (ACS) positions. As of July 1, 2021, there were two ACS vacancies which had gone unfilled since late 2020. Changes in recruiting practices to increase the pool of applicants are needed which includes evaluation of compensation and methods to attract applicants.

**Performance Measure:** Once hired, the objective is to have 80% of new employees successfully complete the ACS training program and to maintain a 10% annual turnover rate.

**Progress:** Partially achieved. The Airport Communications department achieved an 83% success rate: one new trainee out of six did not make it through the ACS training program. The annual turnover rate as of June 30, 2022, is 52%: The Airport Communications department is fully staffed as of June 30, 2022, compensation has increased due to the new collective bargaining agreement with Teamsters. The positions were split into ACS I and ACS II. The ACS II is responsible for training and Airport Communication program leadership roles.

**2. Comprehensive training plan implementation.**

**Strategic Initiative:** Safety and Security

**Long-Term Goal:** Emergency-Response Preparedness

**Description:** Training was non-existent in the 2020 Covid-19 era. A comprehensive training plan was developed for implementation during FY 2021-22 which emphasizes fire and law enforcement fundamentals. All personnel are required to refresh their Incident Command System/National Incident Management System training thru Federal Emergency Management Agency (FEMA), to successfully complete on-line fire service communications and law enforcement communications courses and to participate in monthly in-service training, as well be given opportunities for advanced incident communications training.

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**Performance Measure:** Each quarter, all Airport Communication employees' training progress will be reviewed, and the overall department training plan success will be evaluated.

**Progress:** 100% completed. All Airport Communication Specialists have successfully completed the Incident Command System/National Incident Management System (ICS/NIMS) courses as well as a Fire Service Communications Course. In third quarter in FY 2021-22, one ACS attended a Law Enforcement Communications Course. The Airport Communications training plan is being reviewed at least quarterly to ensure that any available training opportunities are identified and implemented.

**3. Roadmap to public safety answering point.**

**Strategic Initiative:** Safety and Security

**Long-Term Goal:** Emergency-Response Preparedness

**Description:** Although Airport Communication dispatches professional, recognized police and fire department personnel, it does not receive 9-1-1 calls from the public. Those dispatch agencies that process 9-1-1 calls are referred to as Public Safety Answering Points (PSAP). PSAPs are eligible to receive Washoe County 9-1-1 funding under Nevada state statute. A decision must be made as to whether RTAA desires to increase the technology, training, and employee investments to become a PSAP.

**Performance Measure:** A formal decision should be made to maintain status quo or to implement PSAP status by Airport Communications by June 30, 2022.

**Progress:** 100% completed. In December 2021, RTAA decided to outsource the dispatch services for Airport Fire and Rescue department. Airport Fire and Rescue Department will be using the City of Reno as their PSAP beginning FY 2022-23. The Airport Police department will remain with Airport Communications as their PSAP.

**4. Establish a contingency radio system infrastructure.**

**Strategic Initiative:** Safety and Security

**Long-Term Goal:** Risk Management and Business Continuity

**Description:** Proper contingency planning includes ensuring that mission critical airport resources can communicate even if a natural/manmade disaster or systems failure renders the primary communications system inoperable. The primary radio system is provided under an agreement with Washoe County. The system, although designed as resilient, will be undergoing a major statewide upgrade in FY 2023-24. The risk to RTAA has increased due



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to the existing infrastructure reaching end-of-life support. A new system upgrade will replace the existing system in 2-3 years. Implementation of a back-up radio system will ensure continued public safety and mission critical operation regardless of county, regional or statewide issues outside of the control of RTAA - that may occur in the future.

**Performance Measure:** Establish a back-up radio system by June 30, 2022.

**Progress:** 100% completed. The implementation of the new radio system is being led by Washoe County and we are on track to be part of that upgrade during FY 2023-24. While we wait for that upgrade, we are upgrading our internal systems to provide radio system redundancy by installing backup routers for the entire system and inspecting all antennas and coverage areas.

**FY 2022-23 New Initiatives**

**1. Focus on improving airport security, customer service and operations responsibilities.**

**Strategic Initiative:** Safety and Security

**Long-Term Goal:** Emergency-Response Preparedness

**Description:** Airport Communications will continue to train at the level of a public safety emergency communications center, focus will shift to improving professional relationships, procedures, and processes in regard to Airport Police, Airport Security, Airside Operations, and other RTAA departments to whom it provides dispatch and coordination services. Airport Communications will work closely with all internal customers to determine what is the most effective way to provide the best service possible. Will interview departments to streamline services and coordinate all responses.

**Performance Measure:** Meet with RTAA departments involved and make changes to our SOP's based on departments feedback by June 30, 2023.

**2. Coordination of the impact of the Washoe County Radio Communications System upgrade.**

**Strategic Initiative:** Safety and Security

**Long-Term Goal:** Emergency-Response Preparedness

**Description:** Washoe County Radio Communications System will upgrade its system by FY 2023-24 as part of a statewide radio system improvement plan. All RTAA radios will be affected in some way thru replacement, upgrades, or re-programming. Airport Communications

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will coordinate with Washoe County on the implementation of a communications upgrade work plan. Preparations for this rollout will include upgrading our existing radio inventory that can be upgraded, ordering the proper number of new radios, and ensuring that our radios are properly allocated throughout RTAA staff.

**Performance Measure:** The following goals have been established to monitor and report the progress of this initiative in FY 2022-23:

- ✓ Obtain all requisite budget numbers by June 30, 2023.
- ✓ Have 100% of upgradable radios to be reprogrammed or scheduled to be reprogrammed by transition time.
- ✓ Have 100% of new radios on order or earmarked with Washoe County for order.

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**AIRPORT COMMUNICATION**

**Section 406**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$0	\$674,000	\$789,200	17%
Vacation Pay	0	2,800	0	-100%
Sick Leave	0	2,900	3,000	3%
Holiday Pay	0	20,000	24,000	20%
Overtime Pay	0	48,000	70,000	46%
Overtime Call Back	0	1,500	1,500	0%
Shift Differential	0	25,000	28,000	12%
Holiday worked Pay	0	25,480	27,000	6%
Medicare	0	9,800	11,400	16%
Group Insurance	0	170,900	155,800	-9%
Disability Insurance	0	5,100	5,700	12%
Vision Insurance	0	1,500	1,500	0%
Dental Insurance	0	12,300	10,500	-15%
Workers Comp	0	3,400	1,900	-44%
Retirement	0	200,500	234,800	17%
<b>TOTAL PERSONNEL SERVICES</b>	<b>0</b>	<b>1,203,180</b>	<b>1,364,300</b>	<b>13%</b>
<b>PURCHASED SERVICES</b>				
Other Professional Services	0	2,000	5,200	160%
Contract Services	0	135,059	141,421	5%
Maintenance Agreement-Copier	0	800	0	-100%
Other Repair/Maintenance Svcs	0	10,500	10,500	0%
Freight Expense	0	500	500	0%
<b>TOTAL PURCHASED SERVICES</b>	<b>0</b>	<b>148,859</b>	<b>157,621</b>	<b>6%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	0	1,800	1,875	4%
Paper	0	200	300	50%
Postage	0	75	75	0%
Printing & Forms	0	350	350	0%
Refreshments and Breakroom Supplies	0	200	200	0%
Medical Supplies	0	100	250	150%
Other Operating Supplies	0	4,000	4,000	0%
Computer Hardware and Accessory Supplies	0	3,750	3,750	0%
Office Small Equipment	0	1,000	1,500	50%
Furniture & Accessories	0	2,000	7,000	0%
Employee Uniform	0	3,500	3,500	0%
Communications Equipment	0	18,000	10,000	-44%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>0</b>	<b>34,975</b>	<b>32,800</b>	<b>-6%</b>

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**AIRPORT COMMUNICATION**

**Section 406**

	<u>2020-21 ACTUAL</u>	<u>2021-22 BUDGET</u>	<u>2022-23 BUDGET</u>	<u>BUDGET CHANGE</u>
<b>ADMINISTRATIVE EXPENSES</b>				
Membership Dues	0	2,143	2,300	7%
Books & Subscriptions	0	125	250	100%
Conference Registration Fees	0	800	2,300	188%
Training Expense	0	9,901	10,600	7%
Meeting Expense	0	250	0	-100%
Travel & Reimbursed Expense	0	6,000	8,000	33%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<u>0</u>	<u>19,219</u>	<u>23,450</u>	<u>22%</u>
<b>TOTAL SECTION EXPENSES</b>	<u>\$0</u>	<u>\$1,406,233</u>	<u>\$1,578,171</u>	<u>12%</u>

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**Airport Security**

**Mission Statement:** Provide airport security services to ensure RNO provides a secure facility in accordance with U.S. Code of Federal Regulations, Part 1542, and other TSA security directives.

**Key Duties and Responsibilities:**

- Write, maintain, and ensure compliance with the TSA approved Airport Security Program.
- Provide 24/7/365 patrols and staffing to ensure security of terminal, ground transportation areas and airfield access gates.
- Develop security plans to serve as guidelines to employees, tenants, and contractors to meet the applicable standards of 49 CFR 1542 and the RTAA rules and regulations.
- Ensure all RNO security access badge applicants meet TSA requirements with regard to Criminal History Records Checks and Security Threat Assessments.
- Provide input and review construction plans of RNO projects to ensure that the physical security and TSA requirements for protecting facilities are met.
- Attend industry seminars and keep current on security related news and trends.
- Provide security training to all security badge holders and ensure the relevance and accuracy of Interactive Employee Training.
- Attend necessary meetings both within and outside RTAA to provide input and gather information on security related matters.
- Ensure general maintenance and safe operation of all Security Division vehicles and bicycles.
- Provide for the professional growth of Security Specialists through training, staff meetings, and feedback on work performance.
- Meet requirements of 14 CFR Part 1542 and other TSA security directives.
- Facilitate the annual aviation security tabletop exercise.
- Provide for the security of the traveling public through responses to door alarms, inspections of badges, badge holders and deliveries.

**Airport Security - Initiatives:**

**FY 2021-22 Initiatives**

**1. Pass TSA 1542 inspections.**

**Strategic Initiative:** Safety and Security

**Long-Term Goal:** TSA Part 1542 Compliance

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**Description:** The Part 1542 Airport Security Inspection process is to ensure the RTAA provides for the safety and security of persons and property on an aircraft against an act of criminal violence, aircraft piracy, and/or the introduction of an unauthorized weapon, explosive, or incendiary device onto an aircraft. TSA 1542 inspection measures compliance with all federal regulations related to security.

**Performance Measure:** Pass the Part 1542 Airport Security Inspection with No Letters of Investigation (LOI).

**Progress:** 100% completed. In May 2022, TSA conducted a targeted Inspection of RNO. During the course of the Inspection, TSA interviewed more than a dozen RTAA employees and tenants, reviewed numerous records involving Badging and Police training, and conducted more than a dozen covert tests to determine RTAA’s compliance with federal security rules. The Inspection was deemed a “pass” and no Letter of Investigation were issued.

**FY 2022-23 New Initiatives**

**1. Pass TSA 1542 Inspections**

**Strategic Initiative:** Safety and Security

**Long-Term Goal:** TSA Part 1542 Compliance

**Description:** The Part 1542 Airport Security Inspection process is to ensure the RTAA provides for the safety and security of persons and property on an aircraft against an act of criminal violence, aircraft piracy, and/or the introduction of an unauthorized weapon, explosive, or incendiary device onto an aircraft. TSA 1542 inspection measures compliance with all federal regulations related to security.

**Performance Measure:** Pass the 1542 Airport Security Inspection with no Letters of Investigation (LOI).

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**AIRPORT SECURITY**

**Section 407**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$768,076	\$917,000	\$1,094,500	19%
Vacation Pay	72,847	10,600	6,000	-43%
Sick Leave	51,164	10,000	11,400	14%
Holiday Pay	48,208	30,000	33,000	10%
Comp Time	242	0	0	0%
Overtime Pay	21,502	20,000	25,000	25%
Shift Differential	27,629	32,000	35,000	9%
Holiday worked Pay	29,182	29,000	35,000	21%
Medicare	13,516	13,300	15,900	20%
Group Insurance	188,811	196,500	199,500	2%
Disability Insurance	6,692	6,800	7,300	7%
Vision Insurance	1,726	1,700	1,900	12%
Dental Insurance	13,830	13,700	13,300	-3%
Workers Comp	31,150	30,300	17,400	-43%
Retirement	274,395	272,800	325,600	19%
<b>TOTAL PERSONNEL SERVICES</b>	<b>1,548,970</b>	<b>1,583,700</b>	<b>1,820,800</b>	<b>15%</b>
<b>PURCHASED SERVICES</b>				
Contracted Services	20,979	31,000	40,200	30%
Maintenance Agreement-Copier	175	300	0	-100%
Other Repair/Maintenance Svcs	130	1,500	1,500	0%
Freight Expense	345	400	500	25%
<b>TOTAL PURCHASED SERVICES</b>	<b>21,628</b>	<b>33,200</b>	<b>42,200</b>	<b>27%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	23,880	30,000	35,000	17%
Paper	100	150	200	33%
Postage	32	50	50	0%
Printing & Forms	847	2,500	3,000	20%
Refreshments and Breakroom Supplies	66	500	500	0%
Janitorial Supplies	32	1,000	1,000	0%
Medical Supplies	138	300	300	0%
Small Tools - Minor Equipment	2,162	2,000	0	-100%
Furniture and Accessories	1,032	1,000	2,700	170%
Employee Uniform	8,309	11,000	17,000	55%
Safety Equipment	1,083	2,000	3,000	50%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>37,681</b>	<b>50,500</b>	<b>62,750</b>	<b>24%</b>

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**AIRPORT SECURITY**

**Section 407**

	<u>2020-21 ACTUAL</u>	<u>2021-22 BUDGET</u>	<u>2022-23 BUDGET</u>	<u>BUDGET CHANGE</u>
<b>ADMINISTRATIVE EXPENSES</b>				
Membership Dues	275	550	550	0%
Conference Registration Fees	0	2,900	3,000	3%
Training Expense	95	510	5,400	959%
Meeting Expense	0	150	150	0%
Travel & Reimbursed Expense	384	6,000	6,000	0%
Other Advertising & Promotion	344	500	500	0%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<u>1,099</u>	<u>10,610</u>	<u>15,600</u>	<u>47%</u>
<b>TOTAL EXPENSES BEFORE FIXED ASSETS</b>	1,609,378	1,678,010	1,941,350	16%
<b>FIXED ASSETS</b>				
Fixed Asset Acquisition- F&F	0	16,333	0	-100%
<b>TOTAL SECTION EXPENSES</b>	<u><u>\$1,609,378</u></u>	<u><u>\$1,694,343</u></u>	<u><u>\$1,941,350</u></u>	<u><u>15%</u></u>



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**Reno – Stead Airport**

**Mission Statement:** RTS serves the RTAA, Stead customers, and tenants by applying 139 standards on aircraft operating surfaces, maintaining RTAA-owned spaces to basic commercial facility standards, and promoting common rules and understanding for all users and visitors to ... enable the 'quiet enjoyment'/beneficial use of the RTS by tenants and other aeronautical users.

Success is measured by mitigating hazards to aircraft, tenants, and customers; providing staff and tenants with accurate and timely condition and use information; effectively responding to accidents or requests for assistance when on-duty; pro-actively engaging with tenants, users, and neighbors to position RTS as a valued community partner; minimizing consumption of RTAA resources to support focus on our main effort at RNO.

**Key Duties and Responsibilities:**

- Maintain and preserve:
  - ✓ Airfield and roadway pavements and markings
  - ✓ Airfield lighting systems
  - ✓ RTS vehicle and equipment fleet
  - ✓ RTAA owned facilities
  - ✓ RTS landscapes
  - ✓ Unmanned Aircraft System (UAS) Range safety and operational support and management
  - ✓ Airport security fence and systems
  - ✓ Fire break system on 5,000 + acre facility to protect airport and neighbor properties
- Provide support for the National Championship Air Races.
- Support neighborhood relations by hosting the North Valleys Citizen Advisory Board, the North Valleys Neighborhood Advisory Board, and other community aviation meetings/events as requested.
- Represent the President/CEO at RTS on routine and emergency matters during non-business hours.
- Facilitate the safe, secure, and effective operations of RTS.
- In cooperation with other RTAA departments, ensure leases, tenant information and safety inspections are managed in a timely, cooperative manner.
- Work with Airport Economic Development to increase revenue opportunities at RTS.
- Provide required OSHA safety training.
- Ensure RTS representation during planning and execution of construction activities.
- Review and manage the RTS snow removal plan and operation.
- Provide RTAA liaison for FAA approved safety programs and training opportunities at RTS.

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- Sustain readiness to execute the AEP.
- Provide outstanding customer service to staff, tenants, aviation users, and the public.
- Provide logistical, operational and management support to UAS operations on and around RTS.

**FY 2021-22 Initiatives**

**1. Identify and assess for market 2 parcels for small hangar construction.**

**Strategic Initiative:** Financial Diversification and Growth

**Long-Term Goal:** Land Development

**Description:** Assess whether two potential small hangar infill areas would be feasible land lease for small hangar construction.

**Performance Measure:** Obtain necessary documentation to request FAA approvals.

**Progress:** 50% achieved. The board approved Stead West End Development Phase 1 lease November 2021. The lease with the developer is expected to be signed in July 2022. Paperwork has been filed with the FAA and initial approval has been given with additional studies to be completed. One of those studies is the National Environmental Policy Act (NEPA) study which started in June 2022. Phase 1 will include multiple hangars (final number to be determined) within the West End Development area.

**2. Accommodate aeronautical requests for airfield use at RTS.**

**Strategic Initiative:** General Aviation

**Long-Term Goal:** GA User Needs and Market Demand

**Description:** GA includes all civil and military operations other than scheduled passenger and cargo airline operations. GA flights are conducted for pleasure, private business and public service that require more flexible transportation than scheduled commercial airlines offer. To foster and encourage GA services, facilities, and operations growth, the RTAA is committed to proactively engage with all facets of the GA community. This initiative is to promote and support GA operations at RTS.

**Performance Measure:** RTS will accommodate 85% of all aeronautical requests for airfield use by the GA and Military Communities during FY 2021-22.

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**Progress:** 100% completed. RTS staff accommodated 24 of 24 approved aeronautical requests and 37 out of 40 non-aeronautical requests, as of June 30, 2022.

**3. Conduct four community partner events/activities.**

**Strategic Initiative:** General Aviation

**Long-Term Goal:** GA Community Relations

**Description:** Proactively engage with the community to position Stead as a valued community partner by facilitating events and activities that connect with our neighbors in the non-aviation community like the Santa Fly-in, Young Eagles, Food Bank of Northern Nevada, and the Biggest Little Parade.

**Performance Measure:** Conduct four (4) events/ activities by June 30, 2022.

**Progress:** 100% completed. Even with the challenges of Covid on gatherings this year; RTS staff hosted four (4) Experimental Aircraft Association (EAA) General meetings, three (3) Stead User Association meetings, two (2) Young Eagles EAA student event, multiple Washoe County Sherriff Search and Rescue briefings, multiple student pilot check ride sessions, three (3) University of Nevada, Reno (UNR) Reserve Officer Training Corps (ROTC) cadet training events, and ten (10) Mobile Harvest-Northern Nevada Food Bank events.

**FY 2022-23 New Initiatives**

**1. Accommodate aeronautical requests for airfield use at RTS.**

**Strategic Initiative:** General Aviation

**Long-Term Goal:** GA User Needs and Market Demand

**Description:** GA includes all civil and military operations other than scheduled passenger and cargo airline operations. GA flights are conducted for pleasure, private business and public service that require more flexible transportation than scheduled commercial airlines offer. To foster and encourage GA services, facilities, and operations growth, the RTAA is committed to proactively engage with all facets of the GA community. This initiative is to promote and support GA operations at RTS.

**Performance Measure:** RTS will accommodate 85% of all aeronautical requests for airfield use by the GA and Military Communities during FY 2022-23.

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**2. Conduct four community partner events/activities.**

**Strategic Initiative:** General Aviation

**Long-Term Goal:** GA Community Relations

**Description:** Proactively engage with the community to position Stead as a valued community partner by facilitating events and activities that connect with our neighbors in the non-aviation community like the Santa Fly-in, Young Eagles, Food Bank of Northern Nevada, and the Biggest Little Parade.

**Performance Measure:** Conduct four (4) events/ activities by June 30, 2023.

**3. Reduce Wildland Fire Fuel sources and maintain Firebreak network on RTS property.**

**Strategic Initiative:** Safety and Security

**Long-Term Goal:** Risk Management and Business Continuity

**Description:** Proactively engage with the county and state to actively utilize available programs to prevent and reduce the threat of wildland fire fuel sources on RTS property. Continue to maintain the firebreak network already in place on property.

**Performance Measure:** Zero wildland fire outbreaks on Stead Airport property for FY 2022-23.

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**RENO STEAD AIRPORT**

**Section 254**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$367,087	\$450,100	\$462,100	3%
Vacation Pay	35,364	6,000	3,300	-45%
Sick Leave	26,406	4,800	1,700	-65%
Holiday Pay	22,528	2,500	4,000	60%
Comp Time	0	1,700	1,700	0%
Workers Comp Pay	0	1,000	0	-100%
Overtime Pay	7,276	15,500	16,000	3%
Overtime Call Back	321	500	2,500	400%
Shift Differential	2,302	2,200	2,200	0%
Holiday worked Pay	8,019	4,200	4,200	0%
Medicare	6,341	6,500	6,700	3%
Group Insurance	88,589	94,200	93,700	-1%
Disability Insurance	3,333	3,400	3,400	0%
Vision Insurance	843	900	1,000	11%
Dental Insurance	7,188	7,400	6,800	-8%
Workers Comp	9,847	10,900	5,900	-46%
Retirement	127,103	133,900	137,500	3%
Meal Allowance	0	200	0	-100%
<b>TOTAL PERSONNEL SERVICES</b>	<b>712,546</b>	<b>745,900</b>	<b>752,700</b>	<b>1%</b>
<b>UTILITIES AND COMMUNICATIONS</b>				
Electricity	58,298	72,000	83,500	16%
Natural Gas	7,561	10,000	11,600	16%
Water	18,420	15,000	15,500	3%
Sewer	14,286	23,500	26,000	11%
Solid Waste Disposal	7,918	7,500	8,200	9%
Recycleable Disposal	0	0	100	%
Hazardous Waste Disposal	663	0	1,100	%
<b>TOTAL UTILITIES &amp; COMMUNICATIONS</b>	<b>107,146</b>	<b>128,000</b>	<b>146,000</b>	<b>14%</b>
<b>PURCHASED SERVICES</b>				
Professional Services	0	6,500	0	-100%
Other Professional Services	5,500	500	0	-100%
Equipment Rental	0	1,000	1,000	0%
Contracted Services	44,905	46,500	59,480	28%
Maintenance Agreement-Copier	151	500	0	-100%
Other Repair/Maintenance Svcs	9,129	18,000	35,000	94%
Freight Expense	208	250	250	0%
Permits & Recorders Fees	1,583	3,625	3,640	0%
Other Purchased Services	54	0	0	0%
<b>TOTAL PURCHASED SERVICES</b>	<b>61,530</b>	<b>76,875</b>	<b>99,370</b>	<b>29%</b>

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**RENO STEAD AIRPORT**

**Section 254**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	1,190	1,500	1,500	0%
Paper	23	150	150	0%
Postage	0	50	50	0%
Refreshments and Breakroom Supplies	544	600	750	25%
Oil and Lubricants	49	2,500	2,500	0%
Chemicals	928	0	450	%
Herbicides	10,269	13,000	14,500	12%
Fertilizer	0	350	400	14%
Auto Fuel	4,447	6,000	6,500	8%
Diesel Fuel	9,011	8,000	10,000	25%
Janitorial Supplies	2,919	2,000	2,000	0%
Medical Supplies	256	700	700	0%
Other Operating Supplies	863	4,000	4,000	0%
Vehicles	3,210	5,000	5,000	0%
Heating & Air Conditioning	1,648	2,000	2,000	0%
Filters	0	400	500	25%
Machinery	8,863	19,000	19,000	0%
Locks & Hardware	17	700	300	-57%
Plant Stock	377	1,500	1,500	0%
Irrigation Supplies	190	500	500	0%
Landscape Materials	0	1,000	1,000	0%
Plumbing Supplies	653	500	500	0%
Electrical Supplies	1,799	2,000	2,000	0%
Runway/Taxiway	1,196	2,500	2,500	0%
Ramp Lighting	0	1,500	1,500	0%
Lumber & Building Supplies	827	2,000	2,000	0%
Paint Supplies	1,365	11,000	12,000	9%
Other Repairs-Maint Supplies	99	0	0	0%
Small Tools - Minor Equipment	755	4,500	4,500	0%
Sign and Sign Maintenance	3,998	4,000	4,000	0%
Employee Uniform	1,893	2,900	3,000	3%
Safety Equipment	1,115	1,500	1,500	0%
Patch Material	7,875	8,000	12,000	50%
Pavement Treatment Supplies	10,094	20,000	25,000	25%
Runways/taxiway Repair	133	5,000	5,000	0%
Fence and Gate Repair Parts	2,169	2,000	2,000	0%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>78,773</b>	<b>136,350</b>	<b>150,800</b>	<b>11%</b>

Reno-Tahoe Airport Authority  
 FY 2022-23  
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RENO STEAD AIRPORT

Section 254

	<u>2020-21 ACTUAL</u>	<u>2021-22 BUDGET</u>	<u>2022-23 BUDGET</u>	<u>BUDGET CHANGE</u>
<b>ADMINISTRATIVE EXPENSES</b>				
Membership Dues	550	850	900	6%
Conference Registration Fees	0	1,200	1,200	0%
Training Expense	65	1,500	6,400	327%
Meeting Expense	0	500	750	50%
Travel & Reimbursed Expense	0	1,500	1,500	0%
Other Advertising & Promotion	763	500	500	0%
Community Outreach	731	2,500	2,500	0%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<u>2,108</u>	<u>8,550</u>	<u>13,750</u>	<u>61%</u>
<b>TOTAL EXPENSES BEFORE FIXED ASSETS</b>	962,103	1,095,675	1,162,620	6%
<b>FIXED ASSETS</b>				
Fixed Asset Acquisition	<u>0</u>	<u>24,500</u>	<u>0</u>	<u>-100%</u>
<b>TOTAL SECTION EXPENSES</b>	<u><u>\$962,103</u></u>	<u><u>\$1,120,175</u></u>	<u><u>\$1,162,620</u></u>	<u><u>4%</u></u>

**Reno-Tahoe Airport Authority**  
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## **Infrastructure and Planning Division**

**Mission Statement:** Oversee Facilities, Maintenance, Airfield Maintenance, Planning & Environmental Services and the Engineering & Construction Departments for the planning, design, construction, and maintenance of all existing RTAA owned facilities and development of new capital projects at RNO and RTS. The purpose of the projects is to satisfy aviation demand and provide safe, efficient, economical, and environmentally acceptable air transportation facilities.

### **Key Duties and Responsibilities:**

- Participate on the Executive Team.
- Develop enterprise leadership skills.
- Direct contact and report to CEO for information needing to be elevated.
- Identify short term and long-term planning and development projects.
- Oversee the Building Maintenance Department including Facilities and Custodians.
- Oversee the Airfield Maintenance Department.
- Oversee the Planning and Environmental Department.
- Oversee the Engineering and Construction Department.
- Oversee the full life cycle of all RTAA owned buildings and assets from planning, designing, constructing, maintaining, and demolishing and repeat.
- RTAA's representative for the monthly meetings with the FAA's Airport District Office (ADO) to discuss status of projects, grants and environmental at both RNO and RTS.
- Engage with the FAA to receive federal grants including AIP, Passenger Facility Charges (PFC), Supplemental, and recently all grants associated with COVID-19.
- Train and develop professional staff.
- Ensures the departments have the personnel, technical support, and tools to meet operational needs.
- Director of the Project Review Committee with final decisions reported to CEO.
- RTAA's management representative for Teamster Union Step 2 grievances.
- Implement Airport Master Plan projects for RNO.
- Operate and maintain an enterprise Geographical Information System (GIS) at RNO.
- Conduct and coordinate with outside agencies and internal stakeholders regarding aviation development planning.
- Approve the submittal of the annual Airport Capital Improvement Program (ACIP) for RNO and RTS.
- Maintain and update Airport Layout Plans for RNO and RTS.
- Liaison for the Disadvantage Business Enterprise (DBE) program management and compliance. Oversee the Title VI of the Civil Rights Program for 1964.



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**FY 2022-23 New Initiatives**

**1. Program Manager Office (PMO)**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Facility Infrastructure Enhancements

**Description:** The Director of the PMO will oversee the More RNO program consisting of all the passenger facing projects. The projects include Ticketing Hall Expansion, Loop Road Reconstruction, ConRAC Construction, RTAA Headquarters and Public Safety Center, Landside Identified projects, Concourse B & C Reconstruction & Expansion, and Terminal Mezzanine Remodel. Other projects may fold under the PMO that are outside the MoreRNO projects. The requirement for this position depends on the alternative selected for the Concourse Renovation project.

**Performance Measure:** Hire the Director for the Program Manager Office by June 30, 2023.

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**INFRASTRUCTURE AND PLANNING**

**Section 501**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$197,971	\$231,800	\$397,504	71%
Vacation Pay	60,220	5,600	5,700	2%
Sick Leave	14,132	5,600	5,100	-9%
Holiday Pay	11,177	0	0	0%
Automobile Allowance	1,174	0	0	0%
Medicare	3,318	3,400	5,800	71%
Group Insurance	25,675	27,200	42,000	54%
Disability Insurance	1,831	2,100	3,700	76%
Vision Insurance	243	200	400	100%
Dental Insurance	2,023	2,100	2,800	33%
Workers Comp	205	200	200	0%
Retirement	63,452	69,000	118,200	71%
<b>TOTAL PERSONNEL SERVICES</b>	<b>381,419</b>	<b>347,200</b>	<b>581,404</b>	<b>67%</b>
<b>PURCHASED SERVICES</b>				
Other Professional Services	0	0	125,000	%
Maintenance Agreement-Copier	1,280	2,400	0	-100%
Other Repair/Maintenance Svcs	0	1,200	1,600	33%
Freight Expense	0	360	50	-86%
Permits & Recorders Fees	0	0	0	0%
Other Purchased Services	0	0	4,000	%
<b>TOTAL PURCHASED SERVICES</b>	<b>1,280</b>	<b>3,960</b>	<b>130,650</b>	<b>3199%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	1,439	2,400	4,100	71%
Paper	306	1,500	900	-40%
Postage	21	200	125	-38%
Printing & Forms	0	200	25	-88%
Janitorial Supplies	0	500	0	-100%
Safety Equipment	195	1,000	600	-40%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>1,961</b>	<b>5,800</b>	<b>5,750</b>	<b>-1%</b>
<b>ADMINISTRATIVE EXPENSE</b>				
Membership Dues	469	4,525	795	-82%
Books & Subscriptions	0	250	250	0%
Conference Registration Fees	0	1,700	1,545	-9%
Training Expense	256	500	500	0%
Meeting Expense	784	0	0	0%
Travel & Reimbursed Expense	0	5,280	4,422	-16%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>1,510</b>	<b>12,255</b>	<b>7,512</b>	<b>-39%</b>
<b>TOTAL SECTION EXPENSES</b>	<b>\$386,171</b>	<b>\$369,215</b>	<b>\$725,316</b>	<b>96%</b>

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## Planning and Environmental Services

**Mission Statement:** Develop, maintain, and update the programs for the future orderly development of RNO and RTS, which satisfy aviation demand and yield safe, efficient, economical, and environmentally acceptable air transportation facilities.

### **Key Duties and Responsibilities:**

#### Planning

- Prepare planning studies for RNO and RTS.
- Operate and maintain an enterprise GIS at RNO.
- Coordinate with FAA on various capital improvement projects.
- Coordinate with outside agencies and internal stakeholders regarding aviation development planning.
- Coordinate with outside agencies and internal stakeholders regarding land development and land use planning.
- Submit to the FAA the annual ACIP for both RNO and RTS.
- Assist with conversion of under-utilized vacant land into revenue producing uses and the disposal of land not needed for airport purposes.
- Maintain and update the Airport Layout Plans for RNO and RTS.
- Review development proposals and regulation and code changes from neighboring jurisdictions, which could impact the safe and efficient operations at both airports, as a result of potential noise, height, and safety issues.
- Implement Airport Master Plan projects for RNO and RTS.

#### Environmental

- Coordinate environmental planning programs including the Environmental Management System.
- Fulfill environmental compliance and regulatory programs.
- Complete the annual stormwater pollution prevention inspections of airport and tenant facilities.
- Complete annual update of water rights recognition.
- Facilitate tenant compliance with NEPA, as required by the FAA, for on-airport projects.
- Oversee the RTS Solvent Site consent decree remediation program.
- Complete annual regulated garbage compliance agreement and oversee quarterly inspections pursuant to USDA, Animal and Plant Health Inspection Services (APHIS), and CBP.

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- Identify and monitor underground and aboveground storage tanks for RTAA and tenants with tanks on RTAA property.
- Evaluate and coordinate the proposed use of solar power for electrical generation at both RNO and RTS airports.
- Coordinate the Annual Sustainability Report.
- Facilitate the Airport Sustainability Committee.

**Noise**

- Track and monitor new flight procedures.
- Operate and maintain a permanent noise and operations monitoring system.
- Prepare RNO annual noise contours.
- Receive, review, and respond to all noise complaint calls and sound insulation program calls.
- Facilitate noise-related topics and reporting at the Airport Sustainability Committee.
- Address miscellaneous noise issues.

**Planning and Environmental Services - Initiatives:**

**FY 2021-22 Initiatives**

**1. Complete concourse redevelopment programing study.**

**Strategic Initiative:** Facilities for the Future, Air Service & Cargo, and Customer Service.

**Long-Term Goal:** Facility Infrastructure Enhancements

**Description:** The development of replacement concourses was identified in the 2018 Master Plan Update as a critical project to improve functional performance, operational efficiency, address the forecasted passenger demand, be flexible to address changing fleet mixes, and provide adequate passenger and airline spaces. Building off the Master Plan Update, the Study will identify the operational, space, and level of service needs to provide a plan for the orderly and efficient redevelopment of the existing concourses. The primary purpose of the Study is to identify the preferred scope for a future concourse redevelopment project which could include renovation/retrofit of the existing concourse(s), renovation/retrofit and expansion-in-lace of the existing concourse(s), and/or construction of new replacement concourses. This complex study, which will require a significant amount of stakeholder outreach, is expected to take 18 months from Notice to Proceed to completion.

**Performance Measure:** Complete 100% of the detailed planning study by June 30, 2022.

**Progress:** 75% completed. Current schedule is tracking towards November 2022 for 100%

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completion. As of June 30, 2022, the study had completed an inventory of the existing conditions, visioning exercises, minimum build recommendations, space programming, preliminary alternates development and analysis, and refined alternates development and analysis. Additionally, twenty-four (24) meetings and workshops had been held with project stakeholders, including RTAA Board & staff and airline, tenant, and concession employees for input.

**2. Complete landside operations planning study.**

**Strategic Initiative:** Facilities for the Future, Financial Diversification and Growth, and Customer Service.

**Long-Term Goal:** Landside Operational Improvements

**Description:** The expansion of both public parking facilities and rental car facilities was identified in the 2018 Master Plan Update as the most critical and urgent project needed to meet current and future passenger demand. Since then, the RTAA has collaborated with ConRAC Solutions and the rental car companies on the development of a new, larger rental car facility which would also result in new public parking spaces. The scale and scope of the proposed new rental car facility requires that the RTAA analyze the long-term needs for all landside operations and verify that adequate land is available for all landside functions before approving the rental car proposal.

**Performance Measure:** Complete the planning study by December 31, 2021.

**Progress:** 100% completed. The RTAA Board adopted the recommended Comprehensive Landside Development Plan on December 9, 2021. Final report and supporting appendices were completed in February 2022.

**3. Complete GIS federal investment mapping project.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Technology Integration

**Description:** The 2018 FAA Reauthorization defines a new review process for all airport development projects. In 2020, the FAA identified a checklist of information that airport sponsors must provide for every development project including quitclaim deeds and location-based federal investment history. This project will result in the creation of GIS datasets and mapping to identify federal investment history at both airports.

**Performance Measure:** Complete the mapping project by June 30, 2022.

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**Progress:** 80% complete. Current schedule is tracking towards August 2022 for 100% completion. As of June 30, 2022, the project had completed the new airport feature classes and integration into the master geodatabases, quality assurance and quality control of parcel attributes, a video tutorial on maintenance of parcel maps, and upload of 80% of the deed documents.

**FY 2022-23 New Initiatives**

**1. Complete RNO Workspace Study, Phase 2 (Administrative Headquarters and Police Station)**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Facility Infrastructure Enhancements

**Description:** Phase 1 of the RNO Workspace Study was completed in April 2022. The scope of work included an evaluation and recommendations for the administrative workspaces for RTAA staff based at RNO. Phase 2 of the RNO Workspace Study is focused on the relocation and expansion of the Administrative Headquarters and the Police Station. The goal of Phase 2 is to solidify the location, size, and scope of a future Administrative Headquarters and Police Station and enable staff to move forward with design and construction, pending future funding.

**Performance Measure:** Complete the study by February 2023.

**2. Complete United States Army Corps of Engineers (USACE) Wetland & Jurisdictional Waters of the United States (US) Re-Verification**

**Strategic Initiative:** Financial Diversification & Growth

**Long-Term Goal:** Land Development at RNO

**Description:** The current USACE Jurisdictional Determination (JD) expires December 2022. All RNO projects requesting approval or funding from the FAA require verification of JD status and an evaluation of the project's potential direct and indirect impacts on Waters of the US. This includes third-party development projects as well as FAA AIP and PFC funded projects.

**Performance Measure:** Receipt of updated RNO JD prior to December 2022.

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PLANNING AND ENVIRONMENTAL SERVICES

Section 502

	<u>2020-21 ACTUAL</u>	<u>2021-22 BUDGET</u>	<u>2022-23 BUDGET</u>	<u>BUDGET CHANGE</u>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$384,766	\$474,400	\$542,978	14%
Vacation Pay	54,172	13,700	10,700	-22%
Sick Leave	30,027	9,700	12,600	30%
Holiday Pay	21,258	0	0	0%
Comp Time	687	0	0	0%
Medicare	6,252	6,900	7,900	14%
Group Insurance	58,641	69,900	68,100	-3%
Disability Insurance	3,966	4,000	4,600	15%
Vision Insurance	555	600	700	17%
Dental Insurance	4,446	5,100	4,800	-6%
Workers Comp	512	500	300	-40%
Retirement	136,071	141,100	161,600	15%
<b>TOTAL PERSONNEL SERVICES</b>	<u>701,353</u>	<u>725,900</u>	<u>814,278</u>	<u>12%</u>
<b>PURCHASED SERVICES</b>				
Data Processing	0	2,400	0	-100%
Consultants - General	0	7,000	300,000	
Other Professional Services	111,634	347,000	63,000	-82%
Permits & Recorders Fees	700	600	700	17%
Other Purchased Services	1,842	2,300	2,420	5%
<b>TOTAL PURCHASED SERVICES</b>	<u>114,176</u>	<u>359,300</u>	<u>366,120</u>	<u>2%</u>
<b>MATERIALS &amp; SUPPLIES</b>				
Software	1,008	670	0	-100%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<u>1,008</u>	<u>670</u>	<u>0</u>	<u>-100%</u>
<b>ADMINISTRATIVE EXPENSE</b>				
Membership Dues	1,025	825	1,025	24%
Books & Subscriptions	1,723	1,400	1,400	0%
Conference Registration Fees	495	3,200	1,600	-50%
Training Expense	579	550	3,805	592%
Meeting Expense	9	2,500	0	-100%
Travel & Reimbursed Expense	0	8,950	3,512	-61%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<u>3,831</u>	<u>17,425</u>	<u>11,342</u>	<u>-35%</u>
<b>TOTAL SECTION EXPENSES</b>	<u><u>\$820,368</u></u>	<u><u>\$1,103,295</u></u>	<u><u>\$1,191,740</u></u>	<u><u>8%</u></u>

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## **Engineering and Construction**

**Mission Statement:** Provide programming, engineering, and construction management for the development of capital projects and facilities for safe and efficient airport operations for RNO and RTS users and employees.

### **Key Duties and Responsibilities:**

- Define and allocate Engineering department resources.
- Provide project programming and cost estimating for capital project budgets.
- Manage engineering and construction management services for all RNO and RTS capital improvement projects.
- Provide architecture, computer aided design, and graphics technical support.
- Administer all FAA AIP Grants.
- Manage the Qualified Consultants List and RFQ solicitations.
- Provide project management services in support of AED, Landside Operations, Building Maintenance, and Facility Administration sponsored projects.
- Solicit, negotiate, and manage all engineering professional services contracts.
- Procure and administer construction contracts.
- Ensure compliance with all federal and state labor and wage requirements for construction contracts.
- Coordinate and ensure compliance with the DBE program management and compliance.
- Provide technical support services for RTAA tenant improvements.
- Implement a Small Business Enterprise (SBE) component into the RTAA DBE program.
- Implement DBE Diversity study initiatives.

### **Engineering and Construction - Initiatives:**

#### **FY 2021-22 Initiatives**

##### **1. Phase II construction of Runway 16R/34L.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Facility Infrastructure Enhancements

**Description:** Construction of the Runway 16R/34L Phase II project consists of the reconstruction of Runway 16R/34L asphalt shoulders and blast pads, keel sections, Magnetic Variation (MagVar), Wildlife Mitigation, Medium Intensity Approach Lighting System with Runway Alignment Indicator Lights (MALSR) and a Runway Incursion Mitigation (RIM) on



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Taxiway A. The concrete keel section is nearing the end of its useful life. This condition is reflected in an increasing amount of maintenance required to mitigate breakage resulting in foreign object debris. The purpose of this project is to preserve the capacity of the airside infrastructure to meet existing and forecasted operations in the RNO Master Plan. The RTAA has received two AIP grants for this project (AIP 17-106 \$31,705,245 and AIP 17-105 \$10,000,000). Based upon grant funding received, the project will include the Base bid, Alternates 1, 2, 7 and 8. The improvements included in these items to be constructed on 16R/34L are the MagVar, MALSR, blast pads, shoulders, edge lighting, keel section, wildlife mitigation, and Taxiway "A" runway incursion mitigation (RIM). This project will be constructed over the next two calendar years. Construction will be suspended from November 2020 through February 2021 for winter shutdown of construction. Substantial completion of 16R/34L is anticipated to be by November 30, 2021.

**Performance Measure:** Complete 100% of the construction of Portland Cement Concrete (PCC) Keel section, asphalt shoulders, and wildlife mitigation. The MagVar will be completed Oct/Nov 2022 (FY 2022-23) due to FAA scheduling.

**Progress:** 100% completed. The PCC Keel section, asphalt shoulders, and wildlife mitigation area were completed in November of 2021. The RTAA continues to monitor the PCC Keel section through the season to assess any repairs, modifications, or replacements that may be needed due to concrete issues. The MagVar is on schedule to be completed Oct/Nov 2022 (FY-2022-23).

## **2. Ticketing Hall Expansion- Design/Construction Manager at Risk (CMAR).**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Facility Infrastructure Enhancements

**Description:** The design/CMAR phase will consist of the selection of a design consulting team using a qualifications-based selection process with the design fee being negotiated. Once under contract, the consultant will begin the design using the program study's findings from the Basis of Design Report and stakeholder outreach. CMAR portion will consist of the selection of the CMAR using a qualifications-based selection. Once under contract the design/CMAR teams will develop final design and bid package.

**Performance Measure:** Select Design consultant and CMAR and signed contract by Dec 2021. Finalize design and issue CMAR bid package by June 30, 2022.

**Progress:** 100% completed. Design consultant (RS&H) was approved in July 2021 and CMAR (McCarthy) was approved in October 2021; final design documents were completed by June 30, 2022. CMAR (McCarthy) is in progress of obtaining Guaranteed Maximum Price (GMP)

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for the project.

**3. Design general aviation run-up areas/taxiway turnarounds on Taxiway Charlie.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Facility Infrastructure Enhancements

**Description:** RNO's General Aviation (GA) operators primarily utilize the east side of the airfield and Taxiway C to enter and exit Runway 16L/34R for departures and arrivals. Conversely, there are no designated areas for GA run-up checks that allow GA pilots preparing for departure to conduct preflight checks of their aircraft off the taxiway system so as not to obstruct other ground traffic that may be ready for departure or need to bypass other aircraft that may not be ready for departure while conducting ground operations. The project will design two run-up areas one near the North end of TWY C and another South of 7-25 along TWY C.

**Performance Measure:** Complete Full design and bid package completed by June 30, 2022.

**Progress:** 100% completed. The project was designed and bid in March 2022, however bids received exceeded the available grant budget and the bid was canceled. Engineering staff submitted an updated budget request in the FY 2022-23 ACIP with the anticipated increased construction cost. The project will be re-bid in the spring of 2023 dependent upon FAA funding.

**4. Design Taxiway Bravo and Mike Reconstruction-Runway 7/25 intersection.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Facility Infrastructure Enhancements

**Description:** The design and geotechnical survey for the proposed reconstruction of RNO Taxiway B and Taxiway M – Runway 7/25 Intersection Project (proposed project) involves the design for reconstruction of the Taxiway B pavement sections that directly adjoin the north and south sides of Runway 7/25 and the Taxiway M pavement section that intersects Taxiway A and Taxiway B.

**Performance Measure:** Complete full design and bid package by June 30, 2022.

**Progress:** 100% completed. The project was designed and bid in March 2022, however bids received exceeded the available grant budget and the bid was canceled. Planning and Environmental and Engineering and Construction staff submitted an updated budget request in the FY 2022-23 ACIP with the anticipated increased construction cost. The project will be re-bid in the spring of 2023 dependent upon FAA funding.

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**5. Phase II construction RTS Taxiway Alpha & Apron reconstruction.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Facility Infrastructure Enhancements

**Description:** This project consists of Phase II of a multi-phased project to reconstruct the asphalt cement (AC) Apron and adjacent Taxiway A (Approx. 2,250 SY Taxiway & 29,100 SY Apron) including tie-downs, striping, storm drain, fence, and curb/gutter improvements at Reno-Stead Airport.

**Performance Measure:** Complete 100% of construction by June 30, 2022.

**Progress:** 100% completed. Construction is fully completed as of June 30, 2022. Phase II of the RTS TWY A & Apron reconstruction was substantially complete by the end of November 2022, with the full closeout of the grant completed on May 4, 2022.

**6. RTAA administrative offices workspace study.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Facility Infrastructure Enhancements

**Description:** This project consists of a study by a consultant to review the RTAA's existing administrative offices, rooms, and required spaces for infrastructure. The study will estimate the number of full-time equivalent employees in approximately 2040. Using the information, the study will then determine the approximate size of an administration building to house the entire RTAA administration family in a single building. The project could potentially expand into additional phases.

**Performance Measure:** Complete 100% of the study by June 30, 2022.

**Progress:** 100% completed. The workspace study was completed with the final report submitted to Engineering in April 2022.

**FY 2022-23 New Initiatives**

**1. Phase II construction of Runway 16R/34L.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Facility Infrastructure Enhancements

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**Description:** Construction of the Runway 16R/34L Phase II project consists of the reconstruction of Runway 16R/34L asphalt shoulders and blast pads, keel sections, MagVar, MALSR and a RIM on Taxiway A. The concrete keel section is nearing the end of its useful life. This condition is reflected in an increasing amount of maintenance required to mitigate breakage resulting in foreign object debris. The purpose of this project is to preserve the capacity of the airside infrastructure in order to meet existing and forecasted operations in the RNO Master Plan. The RTAA has received two AIP grants for this project (AIP 17-106 \$31,705,245 and AIP 17-105 \$10,000,000). Based upon grant funding received, the project will include the Base bid, Alternates 1, 2, 7 and 8. The improvements included in these items to be constructed on 16R/34L are the MagVar, MALSR, blast pads, shoulders, edge lighting, keel section, wildlife mitigation, and Taxiway “A” RIM. This project is being constructed over three calendar years. Construction will be suspended from November 2020 through February 2021 for winter shutdown of construction. Substantial completion of 16R/34L is anticipated to be completed by November 30, 2021.

**Performance Measure:** Complete 100% of the construction of MagVar and any repairs or punch list items by the end of December 2022.

**2. Construction of Ticketing Hall Expansion- CMAR.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Facility Infrastructure Enhancements

**Description:** The construction/CMAR phase will consist of the award of the GMP by the CMAR with anticipated start of construction in September 2022 and completion in February 2024.

**Performance Measure:** 50% completion of Ticketing Hall Expansion by June 2023.

**3. Construction of Taxiway Bravo and Mike Reconstruction-Runway 7/25 intersection & North General aviation run-up area/taxiway turnaround on Taxiway Charlie.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Facility Infrastructure Enhancements

**Description:** The construction phase for the proposed reconstruction of RNO Taxiway B and Taxiway M – Runway 7/25 Intersection Project (proposed project) involves the reconstruction of the Taxiway B pavement sections that directly adjoin the north and south sides of Runway 7/25 and the Taxiway M pavement section that intersects Taxiway A and Taxiway B. Additionally, adjacent asphalt shoulders, lighting, and underdrains will be upgraded or replaced.

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RNO's GA operators primarily utilize the east side of the airfield and Taxiway C to enter and exit Runway 16L/34R for departures and arrivals. Conversely, there are no designated areas for GA run-up checks that allow GA pilots preparing for departure to conduct preflight checks of their aircraft off the taxiway system so as not to obstruct other ground traffic that may be ready for departure or need to bypass other aircraft that may not be ready for departure while conducting ground operations. This project will construct a new PCC run-up area at the North end of TWY C with associated lighting, signage, and drainage improvements.

**Performance Measure:** Project to be bid, awarded, and construction started by June 30, 2023.

**4. Phase III construction RTS Taxiway Alpha & Apron reconstruction.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Facility Infrastructure Enhancements

**Description:** This project consists of Phase III of a multi-phased project to reconstruct the AC Apron and adjacent Taxiway A including tie-downs, striping, storm drain, fence, and curb/gutter improvements at RTS. This phase will also include storm drain improvements on the West end of the apron

**Performance Measure:** Complete 100% of construction by June 30, 2023.

**5. Terminal Loop Road Reconstruction.**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Facility Infrastructure Enhancements

**Description:** The project will include the full reconstruction of the existing PCC portion of the Terminal Loop Road, this project will also include improvements associated with Safety/Security and the Americans with Disabilities Act of 1990 (ADA). The full project consists of the reconstruction of six travel lanes, two pick-up and drop off lanes, curb and gutter, post curb, sidewalk, a new crosswalk, landscaping, electrical, street lighting, guidance and traffic signs, striping, security bollards, and new ADA pedestrian ramps. The project will be built over two construction seasons to allow for Ticketing Hall project to be completed on time. The departure side of the Loop Road will be constructed during the first season and the arrival side will be constructed the following season.

**Performance Measure:** Project to be bid, awarded, and construction started by June 30, 2023.

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**ENGINEERING AND CONSTRUCTION**

**Section 503**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$494,904	\$659,300	\$743,300	13%
Vacation Pay	88,028	18,100	11,000	-39%
Sick Leave	20,839	8,800	14,900	69%
Holiday Pay	28,235	0	0	0%
Comp Time	155	0	0	0%
Medicare	8,298	9,600	10,800	13%
Group Insurance	76,104	82,900	80,700	-3%
Life Insurance	5,706	6,200	7,000	13%
Vision Insurance	731	700	800	14%
Dental Insurance	6,112	6,300	5,900	-6%
Workers Comp	614	2,800	1,500	-46%
Retirement	148,558	206,500	233,000	13%
<b>TOTAL PERSONNEL SERVICES</b>	<b>878,283</b>	<b>1,001,200</b>	<b>1,108,900</b>	<b>11%</b>
<b>PURCHASED SERVICES</b>				
Other Professional Services	15,000	200,000	585,000	193%
Freight Expense	11	0	0	0%
Maintenance Agreement-Copier	2	0	0	0%
Other Purchased Services	5,192	5,800	5,900	2%
<b>TOTAL PURCHASED SERVICES</b>	<b>20,205</b>	<b>205,800</b>	<b>590,900</b>	<b>187%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Printing & Forms	33	0	0	0%
Janitorial Supplies	58	0	0	0%
Furniture and Accessories	0	500	500	0%
Safety Equipment	0	950	1,000	5%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>91</b>	<b>1,450</b>	<b>1,500</b>	<b>3%</b>
<b>ADMINISTRATIVE EXPENSES</b>				
Educational & Professional Fees	225	0	0	0%
Membership Dues	1,775	2,125	2,340	10%
Books & Subscriptions	0	2,000	2,000	0%
Conference Registration Fees	0	6,785	8,475	25%
Training Expense	495	1,459	1,399	-4%
Travel & Reimbursed Expense	0	15,150	14,922	-2%
Legal Advertisements	566	500	0	-100%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>3,061</b>	<b>28,019</b>	<b>29,136</b>	<b>4%</b>
<b>TOTAL SECTION EXPENSES</b>	<b>\$901,640</b>	<b>\$1,236,469</b>	<b>\$1,730,436</b>	<b>40%</b>

**Reno-Tahoe Airport Authority**  
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**ANNUAL BUDGET**  
**Section 7- Expenditures**

## **Facilities and Maintenance Administration**

**Mission Statement:** To maintain RTAA facilities and properties in a safe, secure, and efficient manner. To maintain customer-oriented service in a world class manner to the users of RTAA.

### **Key Duties and Responsibilities:**

- Inspect RTAA property regularly to identify maintenance project requirements.
- Ensure a quality passenger experience by monitoring daily and performing maintenance of the terminal building and operating systems and equipment.
- Train and develop professional staff.
- Provide management and oversight of the Tenant Improvement Permit program.
- Develop and administer various on-going maintenance programs and investigate and implement new programs.
- Participate in bargaining unit negotiations and employee relations.
- Ensure proper management, accurate project scope development, adequate and timely completion of small capital projects.
- Research and pursue energy efficient building controls, lighting, and equipment upgrades.
- Manage all systems and equipment for code and regulatory compliance.

### **Facilities and Maintenance Administration - Initiatives:**

#### **FY 2021-22 Initiatives**

##### **1. Repair Structural Deficiency of Building Stucco Wall System**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Facility Infrastructure Enhancements

**Description:** Design and install vertical expansion joint in terminal exterior wall and remove and replace damaged stucco wall system.

**Performance Measure:** Complete design and construction by June 30, 2022.

**Progress:** 100% completed. Repairs required were identified, contractor was hired, and construction was completed by June 30, 2022.

**Reno-Tahoe Airport Authority  
FY 2022-23  
ANNUAL BUDGET**

**FACILITES AND MAINTENANCE ADMINISTRATION**

**Section 601**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$359,154	\$271,900	\$301,100	11%
Vacation Pay	35,486	9,600	6,900	-28%
Sick Leave	26,094	9,400	10,900	16%
Holiday Pay	19,538	0	0	0%
Medicare	5,464	3,900	4,400	13%
Group Insurance	31,147	23,800	30,900	30%
Disability Insurance	2,946	2,600	2,900	12%
Vision Insurance	282	200	300	50%
Dental Insurance	2,035	1,400	1,800	29%
Workers Comp	5,919	2,200	1,200	-45%
Retirement	112,935	80,900	89,600	11%
<b>TOTAL PERSONNEL SERVICES</b>	<b>600,999</b>	<b>405,900</b>	<b>450,000</b>	<b>11%</b>
<b>PURCHASED SERVICES</b>				
Professional Services	1,125	0	0	0%
Other Professional Services	0	0	1,000	%
Maintenance Agreement-Copier	338	500	0	-100%
Other Repair/Maintenance Svcs	2,736	15,000	10,000	-33%
Freight Expense	7	300	0	-100%
<b>TOTAL PURCHASED SERVICES</b>	<b>4,206</b>	<b>15,800</b>	<b>11,000</b>	<b>-30%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	827	2,000	2,000	0%
Postage	8	20	20	0%
Printing & Forms	0	75	75	0%
Refreshments and Breakroom Supplies	11,140	12,000	14,000	17%
Paint Supplies	16	0	0	0%
Other Repairs-Maint Supplies	2,482	0	0	0%
Administrative Equipment and Repair Parts	0	1,000	750	-25%
Furniture and Accessories	0	1,500	500	-67%
Sign and Sign Maintenance	4,743	15,000	15,000	0%
Employee Safety Equipment	40	500	500	0%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>19,255</b>	<b>32,095</b>	<b>32,845</b>	<b>2%</b>
<b>ADMINISTRATIVE EXPENSE</b>				
Membership Dues	2,274	600	700	17%
Conference Registration Fees	0	1,325	1,325	0%
Training Expense	615	0	300	%
Travel & Reimbursed Expense	0	2,840	2,770	-2%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>2,889</b>	<b>4,765</b>	<b>5,095</b>	<b>7%</b>
<b>TOTAL DEPARTMENT EXPENSES</b>	<b>\$627,350</b>	<b>\$458,560</b>	<b>\$498,940</b>	<b>9%</b>



**Reno-Tahoe Airport Authority**  
**FY 2020-21**  
**ANNUAL BUDGET**  
**Section 7 – Expenditures**

## **Airfield Maintenance**

**Mission Statement:** To provide operational effectiveness and efficiency for the management and maintenance of airfield pavement, markings and lighting, RNO landscapes and additional airport properties. Through innovation and technology, Airfield Maintenance also maintains RTAA’s extensive vehicle and equipment fleets and is responsible for the execution of the snow removal work plan.

### **Key Duties and Responsibilities:**

- Maintain all RTAA vehicles and equipment to improve fuel efficiency, lower maintenance costs, and enhance overall value.
- Support other RTAA departments maintenance and project needs.
- Maintain airfield pavements and markings in accordance with FAR Part 139 and other applicable regulations.
- Maintain all landside pavements as well as both roadway and parking lot markings.
- Perform all RNO airfield snow removal operations.
- Maintain safe and accurate signage for the traveling public.
- Ensure all airside areas of RNO are clean and free of all Foreign Object Debris (FOD).
- Maintain all RNO landscaping, manage airfield weed abatement program, and maintain all acquired properties for appearance, weed control and dust abatement.
- Maintain at all times the airfield lighting system to 99% of operational requirements and airfield ramp and landside parking lighting to 95% operational requirements at both RNO & RTS.
- Maintain all area lighting at both RNO and RTS
- Maintain all RTAA emergency generators.
- Maintain all security and property fencing along with all electrically operated vehicle gates.
- Fog seal twenty (25%) of asphaltic concrete pavement at RNO and RTS annually.
- Perform rubber removal as needed per FAA Advisory Circulars.
- Sweep all landside roads, parking areas, perimeter roads and ramps as needed.
- Maintain the storm drain system free of debris for proper drainage.
- Perform trash pickup of dumpsters twice every day and dispose of pallets daily.
- Administer and maintain our organizational recycling program. Single stream, Cardboard, & Metal.

**Reno-Tahoe Airport Authority**  
**FY 2020-21**  
**ANNUAL BUDGET**  
**Section 7 – Expenditures**

## **Airfield Maintenance - Initiatives:**

### **FY 2021-22 Initiatives**

#### **1. Install back up power system in long term lot.**

**Strategic Initiative:** Customer Experience

**Long-Term Goal:** Landside Operational Improvements

**Description:** Install 30KW Generator and ancillary items to enable back up power to be available for Long Term Surface lot, terminal entrance loop, blue lot, and overhead directional signage.

**Performance Measure:** Complete 100% of implementation by June 30, 2022.

**Progress:** 60% completed. As of June 30, 2022, the concrete pad, transfer switch and associated infrastructure has been completed, but the generator has been delayed due to supply chain issues. Project is estimated to be completed by December 31, 2022.

#### **2. Install light emitting diode (LED) light ramp lighting fixtures on south C concourse and firehouse pole.**

**Strategic Initiative:** Sustainability

**Long-Term Goal:** Natural Resource Conservation

**Description:** As part of the RTAA initiative to replace old, energy inefficient and outdated fixtures with new LED lighting, the FY 2021-22 Budget will replace 16 1000- Watt High Intensity Discharge (HID) fixtures with 12 energy efficient LED Light Fixtures and 17 250 HID with 17 LED light fixtures. LED lighting not only reduces annual electricity costs, but also provides the following benefits: (1) instant restrike after a power failure whereas HID fixtures need 15 to 20 minutes to cool down; (2) HID lighting degrades over time and light output is reduced up to 60% as the lamp ages, while LED light output stays very consistent for the life of the fixture; and (3) HID lighting requires more maintenance than LED due to lamp and ballast life (4) HID lighting requires costly lamp recycling due to the mercury used in their production. HID lamps also typically require replacement every two years on average and ballasts every five years. The proposed LED fixtures have a five-year warranty and a life expectancy of 100,000 hours.

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**Performance Measure:** Complete the installation of two LED projects by June 30, 2022.

**Progress:** 100% completed. The Airfield Maintenance team installed 12 fixtures on the south side of the C concourse and 18 fixtures at the fire station. Project completed December 2021.

**FY 2022-23 New Initiatives**

**1. Complete retrofit of LED fixtures on the C concourse and Cargo ramp.**

**Strategic Initiative:** Sustainability

**Long-Term Goal:** Natural Resource Conservation

**Description:** As part of the RTAA initiative to replace old, energy inefficient and outdated fixtures with new LED lighting, the FY 2022-23 Budget will replace 64 1000- Watt HID fixtures with 41 energy efficient LED Light Fixtures. LED lighting not only reduces annual electricity costs, but also provides the following benefits: (1) instant restrike after a power failure whereas HID fixtures need 15 to 20 minutes to cool down before restarting; (2) HID lighting degrades over time and light output is reduced up to 60% as the lamp ages, while LED light output stays very consistent for the life of the fixture; and (3) HID lighting requires more maintenance than LED due to lamp and ballast life; (4) HID lighting requires costly lamp recycling due to the mercury used in their production. HID lamps require replacement every two years on average and ballasts every five years. The proposed LED fixtures have a ten-year warranty and a life expectancy of 100,000 hours.

**Performance Measure:** Complete the installation of the LED project by June 30, 2023.

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**AIRFIELD MAINTENANCE**

**Section 602**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$1,223,487	\$1,652,500	\$1,800,353	9%
Temporary Employees	0	62,500	69,500	11%
Vacation Pay	103,606	12,800	8,000	-38%
Sick Leave	82,375	17,100	15,300	-11%
Holiday Pay	80,894	3,000	5,000	67%
Comp Time	0	1,000	0	-100%
Overtime Pay	24,510	80,000	92,000	15%
Overtime Call Back	34,529	30,000	32,000	7%
Standby	13,203	13,500	15,000	11%
Shift Differential	11,545	11,000	13,200	20%
Holiday worked Pay	27,402	18,720	28,300	51%
Medicare	20,291	24,000	26,100	9%
Group Insurance	263,662	323,100	323,000	0%
Life Insurance	10,541	11,400	12,000	5%
Vision Insurance	2,370	2,700	3,000	11%
Dental Insurance	18,397	21,200	19,500	-8%
Workers Comp	50,658	57,500	31,000	-46%
Retirement	430,242	491,600	535,500	9%
Meal Allowance	1,345	1,100	0	-100%
<b>TOTAL PERSONNEL SERVICES</b>	<b>2,399,056</b>	<b>2,834,720</b>	<b>3,028,753</b>	<b>7%</b>
<b>UTILITIES AND COMMUNICATIONS</b>				
Electricity	78,711	87,000	100,000	15%
Natural Gas	19,429	18,500	21,500	16%
Water	1,326	2,500	2,000	-20%
Trash Disposal	50,109	55,000	92,000	67%
Recyclable Disposal	547	4,000	5,000	25%
Dump Fees	11,739	12,500	10,000	-20%
Oil-Water Separators Services	18,362	22,000	24,000	9%
Propane	2,200	2,500	4,000	60%
Hazardous Waste Disposal	1,964	3,500	3,500	0%
<b>TOTAL UTILITIES &amp; COMMUNICATIONS</b>	<b>184,387</b>	<b>207,500</b>	<b>262,000</b>	<b>26%</b>
<b>PURCHASED SERVICES</b>				
Equipment Rental	148	1,000	1,000	0%
Contracted Services	31,472	34,546	38,943	13%
Maintenance Agreement-Copier	293	250	0	-100%
Other Repair/Maintenance Svcs	33,492	42,000	42,000	0%
Freight Expense	2,836	7,500	5,000	-33%
Permits & Recorders Fees	1,499	2,500	2,500	0%
<b>TOTAL PURCHASED SERVICES</b>	<b>69,739</b>	<b>87,796</b>	<b>89,443</b>	<b>2%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Administrative Equipment & Repair Parts	3,160	3,900	4,000	3%
Paper	0	175	200	14%
Postage	0	15	20	33%

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**AIRFIELD MAINTENANCE**

**Section 602**

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
Printing & Forms	98	400	150	-63%
Refreshments and Breakroom Supplies	455	650	1,000	54%
Oil and Lubricants	10,510	9,500	10,000	5%
Herbicides	81,797	80,000	85,000	6%
Ice Control	28,215	40,000	60,000	50%
Auto Fuel	77,439	80,000	90,000	13%
Diesel Fuel	41,907	73,000	90,000	23%
Janitorial Supplies	282	500	0	-100%
Medical Supplies	363	1,100	500	-55%
Trash Can Liners	3,522	5,400	5,400	0%
Other Operating Supplies	6,941	7,000	7,500	7%
Vehicle Maintenance Supplies	45,137	55,000	65,000	18%
Machinery Maintenance Supplies	139,670	150,000	170,000	13%
Metals	1,784	4,000	9,000	125%
Locks & Hardware	7,237	7,500	7,800	4%
Plant Stock	1,225	6,500	4,500	-31%
Irrigation Supplies	2,571	7,000	4,000	-43%
Landscape Materials	1,899	10,000	5,000	-50%
Plumbing Supplies	377	0	0	0%
Electrical Supplies	3,664	12,000	12,000	0%
Runway/Taxiway Lighting	27,491	15,000	15,000	0%
Ramp Lighting	6,619	5,000	5,000	0%
Lumber & Building Supplies	697	2,000	2,000	0%
Paint Supplies	53,932	60,000	65,000	8%
Thermoplastic Markings	4,406	0	80,000	%
Other Repairs-Maint Supplies	42,681	15,000	15,000	0%
Small Tools - Minor Equipment	20,268	15,000	15,000	0%
Office Small Equipment	0	1,000	1,000	0%
Software	0	0	7,600	%
Sign and Sign Maintenance	5,673	10,000	7,000	-30%
Employee Uniform	8,495	11,500	11,500	0%
Safety Equipment	19,759	18,000	18,000	0%
Asphalt & Concrete	3,715	7,500	4,000	-47%
Aggregates	2,925	5,000	4,000	-20%
Patch Material	7,112	8,000	8,000	0%
Pavement Treatment Supplies	13,040	17,000	25,000	47%
Runways/taxiway Repair	6,415	5,000	5,000	0%
Fence and Gate Repair Parts	7,112	4,500	6,000	33%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>688,593</b>	<b>753,140</b>	<b>925,170</b>	<b>23%</b>
<b>ADMINISTRATIVE EXPENSES</b>				
Membership Dues	1,733	2,478	2,800	13%
Conference Registration Fees	0	1,740	1,900	9%
Training Expense	1,981	21,300	37,400	76%
Meeting Expense	0	0	2,500	%
Travel & Reimbursed Expense	608	18,710	20,550	10%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>4,321</b>	<b>44,228</b>	<b>65,150</b>	<b>47%</b>

Reno-Tahoe Airport Authority  
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AIRFIELD MAINTENANCE

Section 602

	<u>2020-21 ACTUAL</u>	<u>2021-22 BUDGET</u>	<u>2022-23 BUDGET</u>	<u>BUDGET CHANGE</u>
<b>TOTAL EXPENSES BEFORE FIXED ASSETS</b>	3,346,097	3,927,384	4,370,516	11%
<b>FIXED ASSETS</b>				
Fixed Asset Acquisition	449,051	0	39,355	%
Fixed Asset Acquisition- Moveable M&E	<u>0</u>	<u>410,000</u>	<u>642,667</u>	<u>57%</u>
<b>TOTAL SECTION EXPENSES</b>	<u><u>\$3,795,148</u></u>	<u><u>\$4,337,384</u></u>	<u><u>\$5,052,538</u></u>	<u><u>16%</u></u>

**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
**ANNUAL BUDGET**  
**Section 7- Expenditures**

## **Building Maintenance**

**Mission Statement:** Through leadership and organizational planning, deliver cost-effective facility maintenance and services responsive to RTAA tenants and the traveling public's needs.

### **Key Duties and Responsibilities:**

- Provide preventative maintenance and services required to support RTAA owned building facilities and system components.
- Maintain and inspect all regulatory controlled systems such as fire systems, elevator, escalator, locks, doors, and alarms.
- Perform snow removal and ice treatment of the landside areas and assist on the airfield as required.
- Provide escorts and contractor support for RTAA projects. Provide contracted services agreement management for multiple systems and equipment maintenance services.
- Plan, schedule and supervise efficient cost-effective facilities operations.
- Provide support services for the Marketing/Public Affairs and AED.
- Perform inspections, maintenance and repairs to structure and system components of the RNO terminal building.
- Maintain utilities systems including electricity, water, natural gas, and sewer.
- Perform custodial services to maintain a high standard of cleanliness in the RNO terminal building and other RTAA facilities.
- Improve work plans as necessary toward greater efficiency and cost reductions.
- Ensure a quality passenger experience by monitoring and performing daily maintenance of the terminal building, operating systems, and equipment.
- Provide management oversight for the BHS and all related facility contracts.
- Train staff to improve maintenance effectiveness and safety awareness.
- Reduce energy consumption through the installation of energy saving light fixtures and improvements to the energy management building systems.

### **Building Maintenance - Initiatives:**

#### **FY 2021-22 Initiatives**

##### **1. Delta building control systems upgrade phase V**

**Strategic Initiative:** Facilities for the Future

**Long-Term Goal:** Facility Attractiveness and Functionality Advancement

**Reno-Tahoe Airport Authority**  
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**Section 7- Expenditures**

**Description:** This initiative is the fifth phase of converting and upgrading HVAC controls and software from pneumatic control to the digital control system. This phase of the project will be focused on the administration and connector areas and the air handlers that supply heating and cooling to these areas. This will include all controls, temperature monitoring and pneumatic actuators. The goal of this project will be to replace the current outdated pneumatic control system, thermostats, and pneumatic actuators with current DDC (Direct Digital Controls), electronic thermostats and electric actuators. The result will be a faster reacting, more reliable system that will also require less maintenance. All upgraded controls and actuators will be tied into the Delta Building Controls system currently used at the RNO.

**Performance Measure:** Complete 100% of Implementation by June 30, 2022.

**Progress:** 80% completed. The contract was approved by the Board in February 2022 and awarded to Automated Temperature Controls. The contractor is having issues getting all the parts and anticipates completion in August 2022.



Reno-Tahoe Airport Authority  
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BUILDING MAINTENANCE AND SERVICES

Section 603

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$2,164,911	\$2,899,700	\$3,412,027	18%
Vacation Pay	206,278	10,200	2,800	-73%
Sick Leave	169,001	17,100	17,700	4%
Holiday Pay	140,797	33,000	37,000	12%
Workers Comp Pay	325	9,000	0	-100%
Overtime Pay	3,592	10,000	18,000	80%
Overtime Call Back	14,700	12,000	12,000	0%
Standby	10,132	12,000	12,000	0%
Shift Differentia	80,858	98,000	98,000	0%
Holiday worked Pay	83,236	88,000	92,000	5%
Medicare	39,153	42,700	49,500	16%
Group Insurance	627,403	756,200	760,700	1%
Disability Insurance	19,106	20,900	23,400	12%
Vision Insurance	5,732	6,600	7,300	11%
Dental Insurance	46,228	52,900	49,100	-7%
Workers Comp	110,802	119,500	69,600	-42%
Retirement	788,728	862,600	1,015,000	18%
Uniform Allowance	13	0	0	0%
Meal Allowance	758	1,500	0	-100%
<b>TOTAL PERSONNEL SERVICES</b>	<b>4,511,755</b>	<b>5,051,900</b>	<b>5,676,127</b>	<b>12%</b>
<b>UTILITIES AND COMMUNICATIONS</b>				
Electricity	881,070	1,050,000	1,100,000	5%
Natural Gas	229,956	320,000	325,000	2%
Water	97,369	110,000	115,000	5%
Sewer	83,302	90,000	80,000	-11%
Solid Waste Disposal	32,705	37,000	41,000	11%
Dumps/oil-water seperators	1,520	4,000	4,000	0%
Hazardous Waste Disposal	2,197	2,000	2,000	0%
<b>TOTAL UTILITIES &amp; COMMUNICATIONS</b>	<b>1,328,118</b>	<b>1,613,000</b>	<b>1,667,000</b>	<b>3%</b>
<b>PURCHASED SERVICES</b>				
Contracted Services	408,980	570,100	660,668	16%
Maintenance Agreement-Copier	945	1,500	0	-100%
Other Repair/Maintenance Svcs	190,070	120,000	100,000	-17%
Freight Expense	5,577	7,500	6,000	-20%
Permits & Recorders Fees	6,542	7,000	7,000	0%
<b>TOTAL PURCHASED SERVICES</b>	<b>612,114</b>	<b>706,100</b>	<b>773,668</b>	<b>10%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Office Supplies	1,335	1,500	1,500	0%
Paper	100	250	250	0%
Printing & Forms	615	200	100	-50%
Refreshments and Breakroom Supplies	417	800	700	-13%
Ice Control	20,247	24,000	25,000	4%
Janitorial Paper Supplies	56,032	79,000	95,000	20%
Janitorial Supplies	75,422	60,000	76,000	27%
Medical Supplies	1,273	1,500	1,500	0%

Reno-Tahoe Airport Authority  
 FY 2022-23  
 ANNUAL BUDGET

BUILDING MAINTENANCE AND SERVICES

Section 603

	<u>2020-21 ACTUAL</u>	<u>2021-22 BUDGET</u>	<u>2022-23 BUDGET</u>	<u>BUDGET CHANGE</u>
Trash Can Liners	12,726	22,000	40,000	82%
Other Operating Supplies	14,913	11,000	11,500	5%
Electric Ground Support Equipment	0	1,000	0	-100%
Heating & Air Conditioning	35,030	40,000	42,000	5%
Filters	14,574	20,500	20,000	-2%
Machinery	4,726	2,000	6,000	200%
Baggage Conveyors	3,208	5,000	5,000	0%
Steel and Sheet Meta	20	1,500	1,500	0%
Locks & Hardware	3,577	5,000	5,000	0%
Jet Bridge Repair	41,353	25,000	30,000	20%
Plumbing Supplies	25,884	45,000	45,000	0%
Electrical Supplies	27,254	35,000	35,000	0%
Parking Lot Lighting	45	0	0	0%
Lumber & Building Supplies	11,710	8,000	8,000	0%
Paint Supplies	5,197	3,000	3,500	17%
Other Repairs-Maint Supplies	1,440	0	0	0%
Small Tools - Minor Equipment	5,832	6,000	6,000	0%
Furniture and Accessories	0	0	1,500	%
Employee Uniform	11,747	15,000	22,000	47%
Safety Equipment	3,348	6,000	6,000	0%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>378,023</b>	<b>418,250</b>	<b>488,050</b>	<b>17%</b>
<b>ADMINISTRATIVE EXPENSE</b>				
Membership Dues	1,426	1,365	1,700	25%
Books & Subscriptions	770	500	250	-50%
Conference Registration Fees	0	2,400	2,400	0%
Training Expense	1,550	2,500	3,500	40%
Meeting Expense	0	0	2,000	%
Travel & Reimbursed Expense	0	3,400	3,500	3%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>3,746</b>	<b>10,165</b>	<b>13,350</b>	<b>31%</b>
<b>TOTAL EXPENSES BEFORE FIXED ASSETS</b>	<b>6,833,757</b>	<b>7,799,415</b>	<b>8,618,195</b>	<b>10%</b>
<b>FIXED ASSETS</b>				
Fixed Asset Acquisition	27,803	16,500	112,150	580%
<b>TOTAL SECTION EXPENSES</b>	<b><u>\$6,861,560</u></b>	<b><u>\$7,815,915</u></b>	<b><u>\$8,730,345</u></b>	<b><u>12%</u></b>

Reno-Tahoe Airport Authority  
 FY 2022-23  
 ANNUAL BUDGET

BAGGAGE HANDLING SYSTEM

Section 604

	<b>2020-21 ACTUAL</b>	<b>2021-22 BUDGET</b>	<b>2022-23 BUDGET</b>	<b>BUDGET CHANGE</b>
<b>PERSONNEL SERVICES</b>				
Permanent Employees	\$43,180	\$48,000	\$49,600	3%
Medicare	574	0	700	%
Group Insurance	8,065	7,900	6,200	-22%
LTD/Life Insurance	9	0	500	%
Vision Service Plan	63	0	100	%
Dental Insurance	452	0	500	%
Retirement	12,692	14,300	14,700	3%
<b>TOTAL PERSONNEL SERVICES</b>	<b>65,035</b>	<b>70,200</b>	<b>72,300</b>	<b>3%</b>
<b>UTILITIES AND COMMUNICATIONS</b>				
Electricity	309,305	360,000	380,000	6%
Natural Gas	14,737	25,000	23,000	-8%
<b>TOTAL UTILITIES &amp; COMMUNICATIONS</b>	<b>324,043</b>	<b>385,000</b>	<b>403,000</b>	<b>5%</b>
<b>PURCHASED SERVICES</b>				
Contracted Services	873,863	1,180,000	1,222,993	4%
Other Repair/Maintenance Svcs	0	0	44,000	%
Freight Expense	6,210	2,500	6,500	160%
<b>TOTAL PURCHASED SERVICES</b>	<b>880,073</b>	<b>1,182,500</b>	<b>1,273,493</b>	<b>8%</b>
<b>MATERIALS &amp; SUPPLIES</b>				
Heating & Air Conditioning	7,643	20,000	3,500	-83%
Baggage Conveyors	48,609	65,000	65,000	0%
Electrical Supplies	286	2,000	2,000	0%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>56,539</b>	<b>87,000</b>	<b>70,500</b>	<b>-19%</b>
<b>TOTAL SECTION EXPENSES</b>	<b>\$1,325,689</b>	<b>\$1,724,700</b>	<b>\$1,819,293</b>	<b>5%</b>

**Reno-Tahoe Airport Authority  
FY 2022-23  
ANNUAL BUDGET**

**NONDEPARTMENTAL**

**Section 900**

	<u>2020-21 ACTUAL</u>	<u>2021-22 BUDGET</u>	<u>2022-23 BUDGET</u>	<u>BUDGET CHANGE</u>
<b>PERSONNEL SERVICES</b>				
Temporary Employees	0	0	(300,000)	0%
Sick Leave	1,973	5,000	0	-100%
Incentive Awards/ Employee Recognition	24,554	0	0	0%
Pension Expense	161,128	0	0	0%
<b>TOTAL PERSONNEL SERVICES</b>	<u>187,655</u>	<u>5,000</u>	<u>(300,000)</u>	<u>-6100%</u>
<b>PURCHASED SERVICES</b>				
Other Professional Services	0	0	25,000	%
Air Service Studies	22,335	0	0	0%
Contracted Services	293,306	301,600	301,500	0%
Other Purchased Services	0	0	300,000	%
<b>TOTAL PURCHASED SERVICES</b>	<u>315,641</u>	<u>301,600</u>	<u>626,500</u>	<u>108%</u>
<b>MATERIALS &amp; SUPPLIES</b>				
Paper	401	1,000	0	-100%
Inventory Adjustments	4,166	0	0	0%
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<u>4,567</u>	<u>1,000</u>	<u>0</u>	<u>-100%</u>
<b>ADMINISTRATIVE EXPENSE</b>				
Air Service Development	221,964	389,000	294,000	-24%
Other Advertising & Promotion	12,500	50,000	50,000	0%
Airport Liability	119,375	156,800	210,000	34%
Vehicle Liability	98,987	110,800	135,000	22%
Bonds Employees/Officers	18,153	17,300	20,000	16%
Buildings & Contents	763,551	900,000	823,000	-9%
Public Officials Liability	80,498	85,000	85,000	0%
Public Safety Liability	48,102	53,500	59,000	10%
Other Insurance	0	50,000	50,000	0%
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<u>1,363,129</u>	<u>1,812,400</u>	<u>1,726,000</u>	<u>-5%</u>
<b>FIXED CHARGES</b>				
Int Exp 2015 Bonds	0	285,450	0	-100%
<b>TOTAL FIXED CHARGES</b>	<u>0</u>	<u>285,450</u>	<u>0</u>	<u>-100%</u>
<b>TOTAL SECTION EXPENSES</b>	<u><u>\$1,870,993</u></u>	<u><u>\$2,405,450</u></u>	<u><u>\$2,052,500</u></u>	<u><u>-15%</u></u>

## **Section 8 – Capital Budget**

**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
**ANNUAL BUDGET**  
**Section 8 – Property, Plant and Equipment**

The schedule following this narrative lists the Board approved Property, Plant and Equipment (PP&E) requests from the RTAA’s various departments/divisions in the adopted FY 2022-23 Budget. A PP&E item is an asset with a useful life exceeding one year and a cost greater than \$5,000. Purchases greater than \$300,000 are reported as a capital project and amortized in the airline rates and charges over its estimated useful life.

The total PP&E budget for FY 2022-23 is \$1.393 million, an increase of \$387,400, or 38.5% from the FY 2021-22 Budget. With forecasted airline traffic exceeding pre-pandemic passenger levels and the reduced spending during the pandemic years, RTAA is planning on increasing investments in PP&E for FY 2022-23.

The budget allocated to PP&E purchases in FY 2022-23 consists largely of equipment for a total of \$572,000, followed by vehicle purchases with an allocated budget of \$471,000. In addition to equipment and vehicle purchases, the approved budget allocated \$350,000 to technology improvements. All planned equipment, vehicle, and technology purchases are described on the next pages.

The vehicle replacement plan maximizes the functionality and minimizes the maintenance costs of the RTAA’s vehicle fleet. The plan provides for the retirement and rotation of vehicles and equipment. The evaluation criteria are listed below.

**VEHICLE AND EQUIPMENT ACQUISITION AND ROTATION POLICY**  
**REPLACEMENT EVALUATION CRITERIA**

Light Duty Vehicles

- Replacement evaluation after 6 years of service **or**
- Replacement evaluation when vehicle exceeds 100,000 miles **or**
- Replacement evaluation when maintenance cost to purchase ratio exceeds 35%

Heavy Duty Vehicles and Equipment

- Replacement evaluation after 10-20 years depending on type of vehicle/equipment **or**
- Replacement evaluation when vehicle/equipment exceeds 80,000 miles **or**
- Replacement evaluation every 25,000 hours on Hobbs hour meter **or**
- Replacement evaluation when maintenance cost to purchase ratio exceeds 30%

The schedules below summarize all vehicles, equipment, and technology with a unit cost greater than \$25,000.

**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
**ANNUAL BUDGET**  
**Section 8 – Property, Plant and Equipment**

**Vehicles**

<b>Department</b>	<b>Description</b>	<b>FY 2022-23 Budget</b>	<b>Current Equipment Being Replaced/Explanation</b>
Airfield Maintenance	2023 Ford F-350 Utility Body Crane Truck	\$70,868	This will replace a 2004 Ford F-350 Utility truck with over 54,000 miles. It will help with safely lifting heavy items from the Airfield Maintenance shop and improving operational efficiency.
Airfield Maintenance	2023 Ford F-550 Dump Body Truck	\$66,438	This vehicle is to replace a 2003 Ford F-550 truck with high mileage and operating costs.
Airside Operations	2023 Chevrolet Tahoe	\$49,912	This vehicle is to replace a Chevrolet Tahoe that was reallocated to another department during the Pandemic to assist their operations.
Landside Operations	2022 Chevrolet Suburban	\$48,650	This is an additional vehicle to reduce the requirement for Landside Operations to borrow vehicles from other departments to maintain daily operations.
Airfield Maintenance	Airfield Maintenance Work Truck	\$45,725	This will replace a 2003 Dodge truck with high mileage and operating costs.
Airfield Maintenance	Airfield Maintenance Work Truck	\$45,724	This will replace a 2004 Ford F-350 truck with high mileage and operating costs.
Airfield Maintenance	2022 Chevrolet Silverado 2500 Utility Truck	\$44,349	This vehicle is to replace a 2004 Ford F-350 Utility Body Truck with high mileage and operating costs.
Airfield Maintenance	2023 Ford F-250 Standard Cab Truck	\$36,749	This vehicle is to replace a 2003 Dodge 2500 Pickup Truck with high mileage and operating costs.
Airfield Maintenance	2023 Chevrolet Silverado 1500 Crew Cab Truck	\$34,497	This vehicle is to replace a 2004 Ford F-150 truck with high mileage and operating costs.
Airfield Maintenance	2023 Chevrolet Colorado Extended Cab Truck	\$28,317	This vehicle is to replace a 2006 Chevrolet Colorado truck with high mileage and operating costs.

**Reno-Tahoe Airport Authority  
 FY 2022-23  
 ANNUAL BUDGET  
 Section 8 – Property, Plant and Equipment**

**Equipment**

<b>Department</b>	<b>Description</b>	<b>FY 2022-23 Budget</b>	<b>Current Equipment Being Replaced/Explanation</b>
Airfield Maintenance	Bucher Municipal City Cat Sweeper	\$270,000	This is to replace a 2003 EQ655 Tennant 830-II power sweeper for the Airfield team. Airfield staff use the existing sweeper daily and the current sweeper has reached the end of its service life and is becoming unreliable to operate. The new sweeper can vacuum both dry and wet material and has a larger hopper, which will increase operational efficiency.
Building Maintenance	Three (3) Tennant Company Floor Scrubbers	\$112,150	These floor scrubbers will be replacing three (3) units that are beyond their useful service life and continually break-down. This investment will increase staff efficiency by reducing the amount of time staff manually mops floors.
Airport Fire	Tools and Equipment for Engine 901	\$68,200	The Airport Fire require tools and equipment to properly outfit Engine 901, meet service requirements, and have two operationally ready engines.
Airport Fire	Zoll Defibrillator	\$34,159	The defibrillator will be used by the Airport Fire and provides Electrocardiogram (EKG) reading in cardiac situations, has Automated External Defibrillator (AED) capabilities, measures blood pressure, oxygen saturation (SPO2) and end tidal capnography. This unit also has the capability to talk with our Zoll Software. Additionally, this defibrillator will stay on engine 901 allowing Airport Fire to have two operationally ready engines.



**Reno-Tahoe Airport Authority  
 FY 2022-23  
 ANNUAL BUDGET  
 Section 8 – Property, Plant and Equipment**

**Technology**

<b>Department</b>	<b>Description</b>	<b>FY 2022-23 Budget</b>	<b>Current Equipment Being Replaced/Explanation</b>
Technology & Information Systems	Security Video System Storage	\$200,000	This acquisition is to replace five (5) video storage archivers which are necessary to meet RTAA's security video retention requirements.
Technology & Information Systems	Twenty (20) Axis IP cameras	\$100,000	Twenty (20) of the current legacy video surveillance cameras of various makes and models will be replaced with modern Axis IP cameras.
Technology & Information Systems	Firewall Replacement	\$50,000	To replace our current firewall with a more robust and secure system for enhanced cyber protection and functionality.

Reno-Tahoe Airport Authority  
 FY 2022-23  
 ANNUAL BUDGET  
 Property, Plant, and Equipment

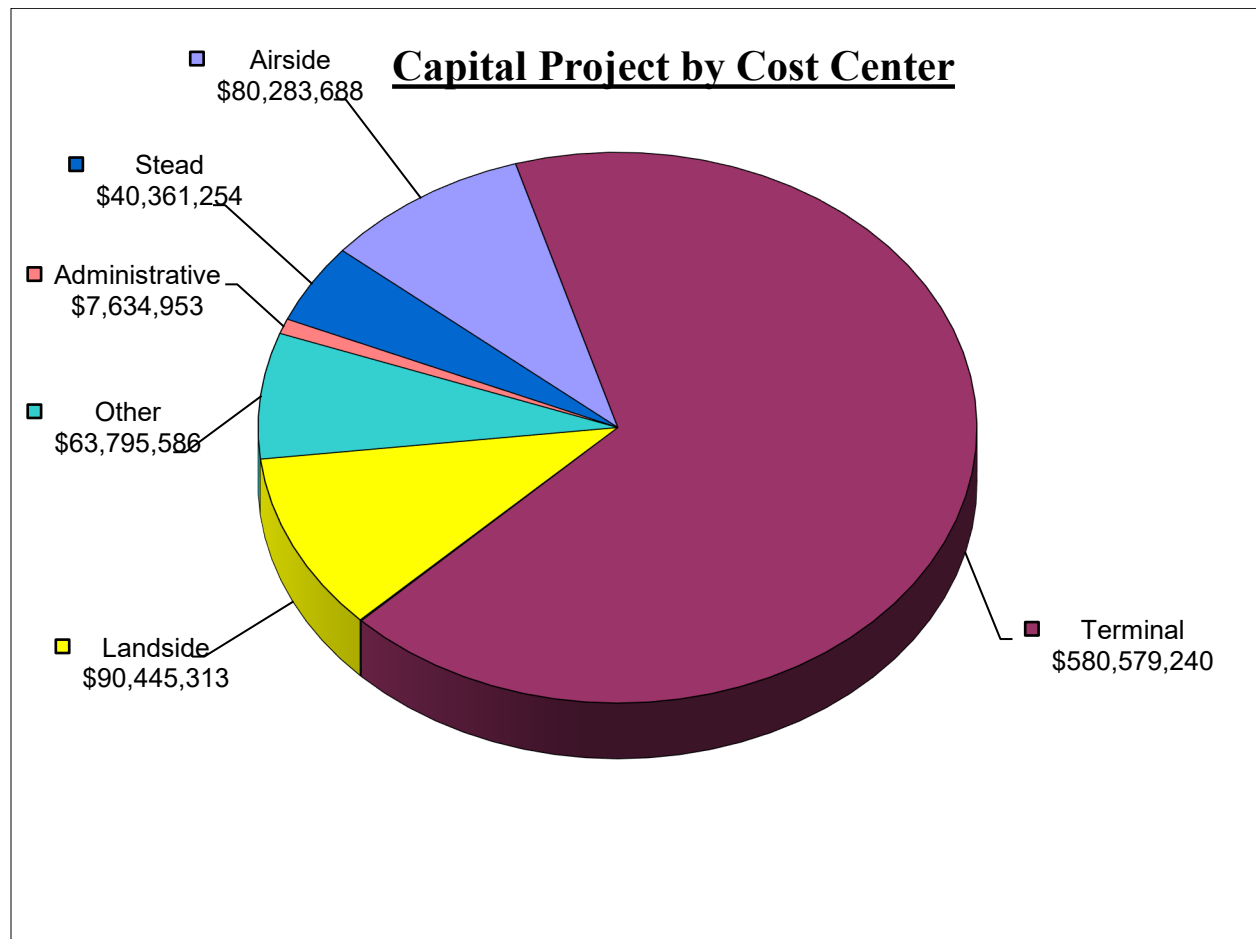
<b>Division</b>	<b>Description</b>	<b>Amount</b>	<b>Total</b>
<b>253 Technology &amp; Information Systems</b>			
	Video Storage	\$ 200,000	
	Camera Replacement (20 cameras)	100,000	
	Firewall Replacement	50,000	
			<b>\$ 350,000</b>
<b>303 Purchasing &amp; Materials Management</b>			
	Warehouse Replacement Racking- Phase 1	\$ 10,000	
			<b>\$ 10,000</b>
<b>402 Airside Operations</b>			
	2023 Chevrolet Tahoe 4 wheel Drive with 800 MHZ Radio Console and Lighting Package - Replacements	\$ 49,912	
			<b>\$ 49,912</b>
<b>403 Landside Operations</b>			
	2022 Chevrolet Suburban- Additional	48,650	<b>48,650</b>
<b>404 Airport Rescue &amp; Fire</b>			
	Manual Monitor/Defibrillator -X-Series	\$ 34,159	
	(2) Paratech lifting bags	24,323	
	Tools and Equipment for Engine 901	68,200	
	Office Furniture	14,000	
			<b>\$ 140,682</b>
<b>602 Airfield Maintenance</b>			
	Bucher Municipal City Cat 5006 Compact Sweeper w/ front mounted 3rd brush and pressure wash system	\$ 270,000	
	2023 Ford F-350 Extended Cab 4WD Utility Body Crane Truck with Safety Lighting and Radio Equipment- Replacement V169	70,868	
	2023 Ford F-550 Standard Cab 4WD Dump Body Truck with Safety Lighting and Radio Equipment	66,438	
	2023 Chevrolet Silverado 2500 Extended Cab 4WD Utility Body Truck with Material Rack, Safety Lighting and Radio Equipment- Replacement V165	45,725	
	2022 Chevrolet Silverado 2500 Extended Cab 4WD Utility Body Truck with Material Rack, Safety Lighting and Radio Equipment- Replacement V180	45,724	
	2023 Chevrolet Silverado 2500 Standard Cab 4WD Utility Body Truck with Materials Rack and Safety Lighting- Replacement V170	44,349	
	2023 Ford F-250 Standard Cab 4WD Pickup Truck with Safety Lighting and Radio Equipment- Replacement V164	36,749	
	2023 Chevrolet Silverado 1500 Crew Cab 4WD Pickup Truck with Tonneau cover and Safety Lighting- Replacement V179	34,497	
	2023 Chevrolet Colorado Extended Cab Pickup Truck with Cargo Cover and Safety Lighting V190	28,317	
	2022 32ft Electric Scissor Lift- Genie GS-2646	21,000	
	Lawn Mower and Mulcher - Exmark Lazer Z X-Series 60" ECV980 Mower with 606 Mulcher Kit	18,355	
			<b>\$ 682,022</b>
<b>603 Building Maintenance</b>			
	(3) Tennant Company Floor Scrubbers T12XP/T16XP	\$ 112,150	
			<b>\$ 112,150</b>
<b>TOTAL</b>			<b>\$ 1,393,416</b>

**Reno-Tahoe Airport Authority  
 FY 2022-23  
 ANNUAL BUDGET  
 Section 8 – Capital Projects**

**CAPITAL IMPROVEMENT PROGRAM**

The RTAA’s Capital Improvement Program, as updated during the FY 2022-23 budget process, is a rolling five to seven-year program that provides for critical improvements and asset preservation. Funding sources for the projects are primarily Federal Airport Administration (FAA) Airport Improvement Program (AIP) Grants, Coronavirus Aid, Relief, and Economic Security (CARES) Act, Passenger Facility Charges (PFC), Customer Facility Charges (CFC), bank loans, bonds, and internal funds generated from RTAA operations. RTAA has the option of issuing airport system debt with repayment source options including PFCs, CFCs, and airport system revenues.

The following graph outlines the RTAA’s FY 2021-22 to FY 2028-29 Capital Improvement Program of \$863.700 million by cost center:

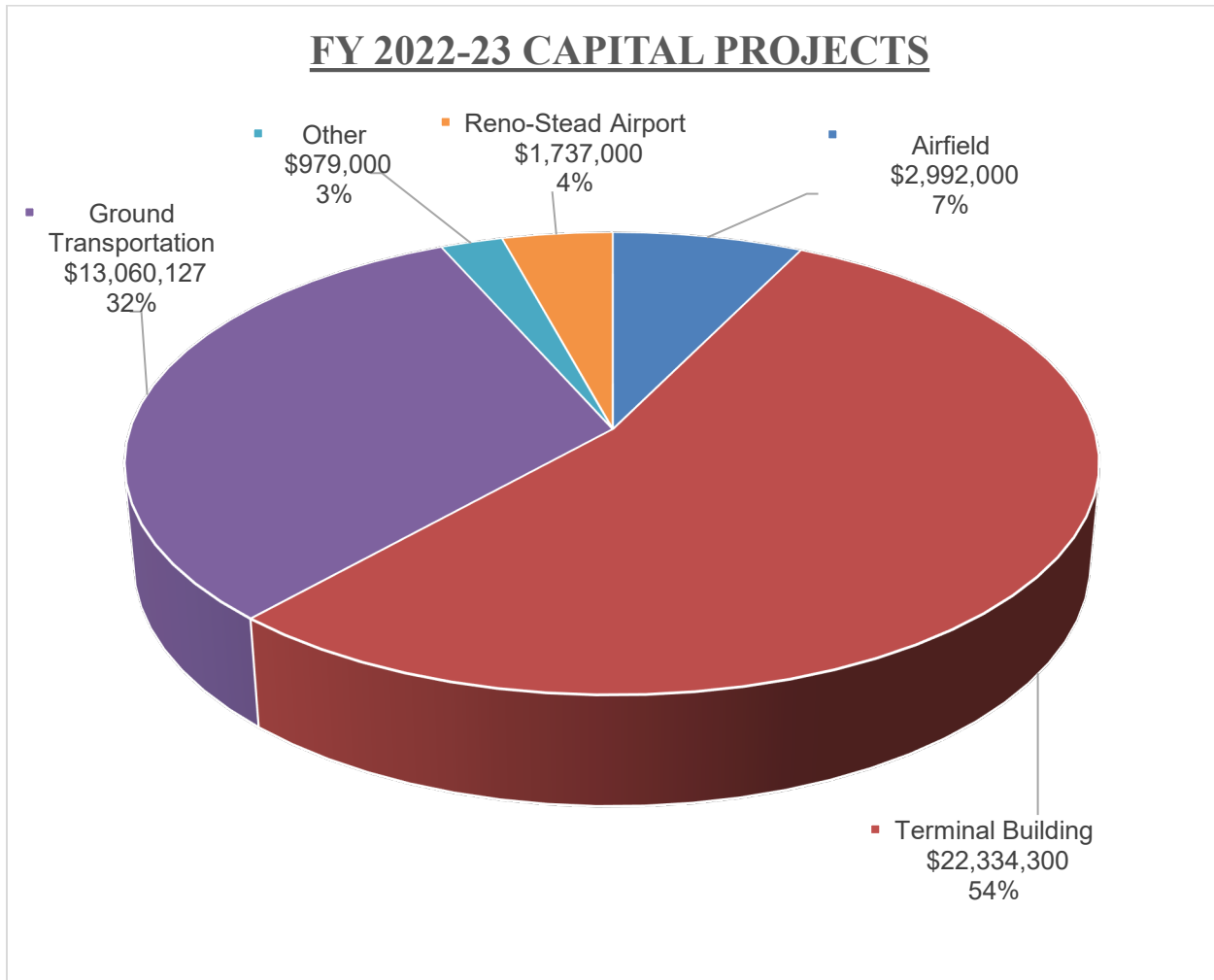


The specific projects supporting this graph are listed on schedules located at the back of this section.

**Reno-Tahoe Airport Authority  
 FY 2022-23  
 ANNUAL BUDGET  
 Section 8 – Capital Projects**

**Capital Projects – CARES Act, Internally Generated Funding, Bank Loans, and CFC**

Capital Projects planned for RNO and RTS in FY 2022-23 and funded from CARES Act, RTAA general purpose account, the special account, and the CFC account, which are estimated to be \$41.102 million. The following chart shows the classification by cost center of the FY 2022-23 budgeted capital projects using the above funding sources:



The approved budget represents an increase of \$32.647 million above the FY 2021-22 Budget. The capital projects shown on the schedule following this section are the result of the FY 2022-23 budget process and the RTAA’s on-going capital improvement program.

**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
**ANNUAL BUDGET**  
**Section 8 – Capital Projects**

During the budget process all capital projects were prioritized and evaluated based on the following three criteria:

1. High Priority – Life safety, security, or regulatory requirement.
2. Moderate Priority – Preventative maintenance and customer service enhancement.
3. Low Priority – Not Urgent; could be deferred to a future budget year.

For the capital projects approved through this process, a project narrative is provided that further explains the nature of the capital improvements along with the financial impact on airline rates, and the estimated operating revenue and/or expense impact over the next three years.

The airline agreement specifies a process for the airlines to review and approve or disapprove capital projects if the cost of the project or associated debt service to be included in the Airfield, Terminal Building, and Baggage Handling System (BHS) cost centers exceeds established limits. Under the agreement, the first \$1 million of projects in the Airfield Cost Center, \$2 million in the Terminal Building Cost Center, and \$500,000 in the BHS Cost Center are not subject to the Majority-In-Interest (MII) airline disapproval process. For a full description of the MII process, see Section 5 Financial Plan - Airline Agreement. Projects over \$300,000 must be amortized over their useful life and not charged to airlines in one year's rates.

Of the 22 projects included in the FY 2022-23 Budget no capital projects were subject to the MII requirements outlined above. The Ticketing Hall Expansion project already had approval from the signatory airlines.

The cost centers defined in the airline agreement are Airfield, Terminal Building, Ground Transportation, Baggage Handling System (BHS), Other, and Reno-Stead Airport.

Under the net revenue sharing formula as defined in the airline agreement, capital project costs that are not recovered through airline rates and charges, whether amortized over the useful life or reimbursed in one year, reduce net available revenues subject to the 50%/50% revenue sharing credit. This credit is applied against the signatory airline terminal rental rate.

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The table below provides an overall cost summary of the FY 2022-23 Capital Projects Program, the associated impact on airline rates and charges and estimated incremental revenues and operating and maintenance (O&M) expenses/(savings) over the next three years.

DESCRIPTION	UNIT OF MEASURE	AMOUNT
Project Cost		\$41,102,427
<b><i>Rate Impact</i></b>		
Impact on Landing Fee Rate	Per 1,000 Lbs.	\$ 0.02
Impact on Terminal Rental Rate (Revenue Sharing)	Per Square Foot	\$ 5.34
Impact on the Baggage Handling System	Per Processed Bag	\$ 0.00
Impact on Airline Cost per Enplaned Passenger	Per Enplaned Passenger	\$ 0.33
<b><i>Additional Revenue</i></b>		
Fiscal Year 2022-23		\$250,000
Fiscal Year 2023-24		\$250,000
Fiscal Year 2024-25		\$250,000
<b><i>Additional O&amp;M Expense/(Savings)</i></b>		
Fiscal Year 2022-23		\$(180,000)
Fiscal Year 2023-24		\$(137,500)
Fiscal Year 2024-25		\$(158,500)

FY 2022-23 Capital Project Budgets					COST CENTER					
Item		Project Administrator (Amortization Years)	Category	Estimate	Airfield	Terminal Building	BHS	Ground Transportation	Other	Reno-Stead Airport
<b>Reno-Tahoe International Airport</b>										
1	QTA Car Wash Bay Replacement	Outside Properties	Maintenance	739,816				739,816		
2	CONRAC Phase II	AED	Engineering	7,848,311				7,848,311		
3	Data Communications Network Infrastructure Replacement	TIS	Maintenance	1,602,800		1,602,800				
4	Enterprise Asset Management Modernization	TIS	IT	200,000		200,000				
5	Automated Exit Lanes- (Sterile Area manned by TSA Personnel) - Design	Security	Maintenance	100,000		100,000				
6	Pavement Management System-Airside	Engineering	Pavement	500,000	100,000					
7	Pavement Management System-Landside	Engineering	Pavement	600,000	120,000			600,000		
8	GA F Row Hangars - Roof Replacement Project (CARES)	Engineering	Maintenance	425,000					425,000	
9	MZ3 HVAC Replacement - Design (TIS Wing )	Engineering	Maintenance	350,000					350,000	
10	Public Safety Office Project (GSR Area)	Engineering	Other	204,000					204,000	
11	Airfield Maintenance/Airport Operations Administrative Office Remodel	Engineering	Maintenance	1,809,000	1,809,000					
12	Shared Use Phase I	Engineering	Other	2,535,000		2,535,000				
13	RNO- Taxiway B/M & North GA Runup Design	Engineering	Other	75,000	75,000					
14	Glycol Recovery Vehicle	Airfield Maintenance	Other	418,000	418,000					
15	North C Concourse & Cargo Ramp Lighting Retrofit	Airfield Maintenance	Maintenance	190,000	190,000					
16	Economy Lot Construction Project	Landside	Pavement	3,872,000				3,872,000		
17	Ticketing Hall Roof Replacement Project (CARES)	Engineering	Maintenance	946,500		946,500				
18	Ticketing Hall Expansion Project	Engineering	Engineering	16,950,000		16,950,000				
	<b>Sub Total</b>			<b>\$ 39,365,427</b>	<b>\$ 2,712,000</b>	<b>\$ 22,334,300</b>	<b>\$ -</b>	<b>\$ 13,060,127</b>	<b>\$ 979,000</b>	<b>\$ -</b>
<b>Reno-Stead Airport</b>										
19	RTS - Pavement Preventative Maintenance Project (CARES)	Engineering	Pavement	800,000						800,000
20	RTS - Southeast (SE) Airfield Drainage Project	Engineering	Maintenance	500,000						100,000
21	RTS- One Truck Mounted Cold Air Blower	Stead	Other	400,000						80,000
22	RTS- Taxiway A & Apron Phase 4 Design	Engineering	Other	37,000						37,000
	<b>Sub Total</b>			<b>\$ 1,737,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,017,000</b>
	<b>Total</b>			<b>\$ 41,102,427</b>	<b>\$ 2,712,000</b>	<b>\$ 22,334,300</b>	<b>\$ -</b>	<b>\$ 13,060,127</b>	<b>\$ 979,000</b>	<b>\$ 1,017,000</b>

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**Reno-Tahoe International Airport (RNO)**

***Ticketing Hall Expansion Construction Project***

This project consists of the construction of the Ticketing Hall Expansion, which will increase the interior footprint of the ticketing area by 9,500 square feet. The project will increase passenger circulation by expanding airline queuing for ticket counters, providing additional space for self-service kiosks, and building passenger restrooms. In addition, intuitive wayfinding will be constructed to help facilitate passenger flow from the ticketing hall area to security. The total estimated construction cost is \$22.600 million.

The forecasted construction cost outflow in FY 2022-23 is \$16.950 million.

<b><u>Project Cost</u></b>	
Design and Construction (includes materials, equipment, labor)	\$16,950,000
<b><i>Rate Impact (excluding potential revenue)</i></b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0.71
Impact on Airline Cost per Enplaned Passenger	\$0.04
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

***ConRAC Phase II***

This project consists of the design, development, and pricing of the new ConRAC facility for rental car operations. The purpose for this project is to relocate rental car operations to a consolidated facility, which will create a single destination for customer transportation. Currently, rental cars operate out of the first floor of the airport parking garage which is operating at full capacity. The setup does not meet current customer demand causing rental car operations and RTAA to miss some revenue opportunities. Additionally, the relocation of rental car operations will open public parking space in the airport parking garage which is often beyond capacity. This project is entirely funded through CFCs and does not have an impact on airline rates and charges.



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<b><u>Project Cost</u></b>	
Design (includes materials, equipment, labor)	\$7,848,311
<b><i>Rate Impact</i></b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0
Impact on Airline Cost per Enplaned Passenger	\$0
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

***Economy Lot Construction Project***

This project consists of the construction of the Economy parking lot for additional employee and customer parking. Additional parking spots are essential to airport operations, which will allow for employees to park onsite and be transported via shuttles to the terminal building. The parking lot will also serve as an area for overflow parking during peak travel periods, which will increase parking revenue. This project will be funded through a short-term borrowing facility.

<b><u>Project Cost</u></b>	
Design and Construction (includes materials, equipment, labor)	\$3,872,000
<b><i>Rate Impact (excluding potential revenue)</i></b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0
Impact on Airline Cost per Enplaned Passenger	\$0
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$250,000
Fiscal Year 2023-24	\$250,000
Fiscal Year 2024-25	\$250,000

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<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$20,000
Fiscal Year 2023-24	\$20,000
Fiscal Year 2024-25	\$20,000

***Shared Use Passenger Processing System Phase I***

This project consists of the design, and construction phase of the shared use passenger processing system for the ticketing hall. RTAA continues to get more airline service requiring additional ticket counter space. In addition, the Ticketing Hall project is starting construction in August 2022 and will require the shared use passenger processing system to be in place, in order to minimize construction interruptions for airline operations and their customers. This project will be funded through a short-term borrowing facility.

<b><u>Project Cost</u></b>	
Design and Construction (includes materials, equipment, labor)	\$2,535,000
<b><i>Rate Impact</i></b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0
Impact on Airline Cost per Enplaned Passenger	\$0
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

***Airfield Maintenance and Airport Operations Administrative Office Remodel***

This project will fund the relocation of both the Airfield Administrative office and the Airport Duty Managers’ office. The Airfield Administrative office will remodel the old Enterprise Rental Car building, which consists of moving interior walls, upgrading the HVAC system, upgrading the electrical and lighting system, replacing floor coverings, and upgrading the IT connectivity. The remodel will consolidate all Airfield Administrative staff to a central location, provide a more professional office atmosphere, and improve operational efficiency. The Airport Duty Managers office is currently located in a circuitous and congested section of the airport, which can delay

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emergency response times. The relocation will remodel over half of the old Base Building, which will allow for improved operational efficiency during emergency response, winter operations, and wildlife hazard management. This project will be funded through a short-term borrowing facility.

<b>Project Cost</b>	
System Upgrade (includes materials, equipment, labor)	\$1,809,000
<b>Rate Impact</b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0
Impact on Airline Cost per Enplaned Passenger	\$0
<b>Additional Revenue</b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b>Additional O&amp;M Expense/ (Savings)</b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

***Data Communications Network Infrastructure Replacement***

This project consists of the replacement and modernization of the data communications network infrastructure, which will involve the procurement and installation of fiber-optic data communications switches at all RTAA facilities. The current system is six years old and does not have the capabilities to reliably operate the shared use passenger processing system, which will be essential to maintain airport operations during future construction projects. This project will be funded through a short-term borrowing facility.

<b>Project Cost</b>	
Design and Construction (includes materials, equipment, labor)	\$1,602,800
<b>Rate Impact</b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0
Impact on Airline Cost per Enplaned Passenger	\$0
<b>Additional Revenue</b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b>Additional O&amp;M Expense/(Savings)</b>	

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Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$43,000
Fiscal Year 2024-25	\$47,000

***Ticketing Hall Roof Replacement Project***

This project consists of the removal and replacement of the polyester roof with a new membrane roof. This project will be completed in conjunction with the Ticketing Hall Expansion project. The current roof is approximately 20 years old and there have been multiple leaks. The addition of the membrane roof will ensure RTAA protects their \$25 million investment for the Ticketing Hall Expansion project. The project will be funded through CARES and has no impact on airline rates and charges.

<b><u>Project Cost</u></b>	
Construction (includes materials, equipment, labor)	\$946,500
<b><i>Rate Impact</i></b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0
Impact on Airline Cost per Enplaned Passenger	\$0
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

***QTA Car Wash Bay Replacement***

This project consists of the replacement of all five (5) QTA car wash bays. The current equipment is beyond their useful life and there are frequent equipment outages, which can negatively impact rental car operations. Additionally, due to the age of the equipment parts are no longer readily available, leading to custom or refurbished parts to be purchased, which extends the repair time. The project will be funded with CFCs and has no impact on airline rates and charges.

<b><u>Project Cost</u></b>	
System Upgrade (includes materials, equipment, labor)	\$739,816
<b><i>Rate Impact</i></b>	
Impact on Landing Fee Rate	\$0.00

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Impact on Terminal Rental Rate (Revenue Sharing)	\$0.00
Impact on Airline Cost per Enplaned Passenger	\$0.00
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$(200,000)
Fiscal Year 2023-24	\$(250,000)
Fiscal Year 2024-25	\$(275,000)

***Pavement Management System – Landside***

This project consists of preparing updates to the Pavement Condition Index inspections and reports, which will be used to identify pavement maintenance projects for RNO and RTS. The maintenance will help avoid the degradation of Landside pavement, which will help extend the useful life and reduce the need for a future total reconstruction project.

<b><u>Project Cost</u></b>	
Design and Construction (includes materials, equipment, labor)	\$600,000
<b><i>Rate Impact</i></b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0.48
Impact on Airline Cost per Enplaned Passenger	\$0.03
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

***Pavement Management System – Airside***

This project consists of preparing updates to the Pavement Condition Index inspections and reports, which will be used to identify pavement maintenance projects for RNO and RTS. The maintenance will help avoid the degradation of Airside pavement, which will help extend the useful life and reduce the need for a total reconstruction project.

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<b><u>Project Cost</u></b>	
Design and System Upgrade (includes materials, equipment, labor)	\$500,000
<b><i>Rate Impact</i></b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0.40
Impact on Airline Cost per Enplaned Passenger	\$0.02
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

***Roof Replacement Project – General Aviation (GA) F Row Hangars***

This project consists of the replacement of 18,500 square feet of existing roof. The current roof is approximately 50 years old and has numerous leaks. The hangars are fully leased to tenants, and without a replacement roof, materials located in the hangar could be at risk for water damage. The project will be funded through CARES and has no impact on airline rates and charges.

<b><u>Project Cost</u></b>	
Design and Construction (includes materials, equipment, labor)	\$425,000
<b><i>Rate Impact</i></b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0
Impact on Airline Cost per Enplaned Passenger	\$0
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

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***Glycol Recovery Vehicle***

This project consists of the purchase of an Inland Glyvac Glycol Recovery Vehicle. The vehicle is specifically designed for the recovery of glycol for airports. The existing equipment is not intended for the recovery of glycol and only recovers 8% of the fluid sprayed. The Environmental Protection Agency’s (EPA) goal is for airports to recover 20% of the fluid sprayed, which will reduce the amount of fluid entering our community waterways.

<b>Project Cost</b>	
Design and Construction (includes materials, equipment, labor)	\$418,000
<b>Rate Impact</b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0.34
Impact on Airline Cost per Enplaned Passenger	\$0.02
<b>Additional Revenue</b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b>Additional O&amp;M Expense/ (Savings)</b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

***MZ3 Heating, Ventilation, and Air Conditioning (HVAC) System Replacement***

This project consists of the design and construction of a new HVAC system for the Technology and Information Systems (TIS) wing of the terminal building. The existing system is 30 years old and does not functionally serve the areas as it should due to the individual offices. This project will be funded through a short-term borrowing facility.

<b>Project Cost</b>	
Construction (includes materials, equipment, labor)	\$350,000
<b>Rate Impact</b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0
Impact on Airline Cost per Enplaned Passenger	\$0
<b>Additional Revenue</b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

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<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

***Public Safety Office Project***

This project consists of the remodel of the current Fireside Area located in the terminal building near baggage claim into a Public Safety Office. This will provide Public Safety a front facing site to passengers and a secure area for equipment.

<b><u>Project Cost</u></b>	
Design and Construction (includes materials, equipment, labor)	\$204,000
<b><i>Rate Impact</i></b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0.82
Impact on Airline Cost per Enplaned Passenger	\$0.05
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

***Enterprise Asset Management Modernization***

This project consists of the replacement of our existing Enterprise Asset Management system. The existing system has been in service for 24 years and support for the system expired April 2018. This update will be a key step in our systems modernization efforts to support preventative maintenance scheduling and fleet management.

<b><u>Project Cost</u></b>	
Construction (includes materials, equipment, labor)	\$200,000
<b><i>Rate Impact</i></b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$1.14
Impact on Airline Cost per Enplaned Passenger	\$0.07
<b><i>Additional Revenue</i></b>	



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Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$75,000
Fiscal Year 2024-25	\$75,000

***North C Concourse and Cargo Ramp Lighting Retrofit***

This project consists of the replacement of 64 existing high wattage and aging 1000-watt High Intensity Discharge (HID) pole-mounted light fixtures with 41 energy-efficient LED units. The project will be funded through CARES and has no impact on airline rates and charges.

<b><u>Project Cost</u></b>	
System Upgrade (includes materials, equipment, labor)	\$190,000
<b><i>Rate Impact</i></b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0
Impact on Airline Cost per Enplaned Passenger	\$0
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$(25,500)
Fiscal Year 2024-25	\$(25,500)

***Automated Exit Lanes – Design***

This project consists of the design for three automated exit lanes at the exit from the Sterile Area. Transportation Security Administration (TSA) currently posts personnel at the Sterile Area exit to ensure passengers only exit out of the area and not back into it. TSA is planning to eliminate the position which will require the installation of exit lanes.

<b><u>Project Cost</u></b>	
Construction (includes materials, equipment, labor)	\$100,000
<b><i>Rate Impact</i></b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0.56

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Impact on Airline Cost per Enplaned Passenger	\$0.03
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

***Taxiway B/M and North GA Runup Design***

This project consists of the design of the Taxiway B/M and North GA Runup. The design effort will include preparing updated plans, specifications, bid documents and the required funds needed from the FAA for this project.

<b><u>Project Cost</u></b>	
System Upgrade (includes materials, equipment, labor)	\$75,000
<b><i>Rate Impact</i></b>	
Impact on Landing Fee Rate	\$0.02
Impact on Terminal Rental Rate (Revenue Sharing)	\$0.02
Impact on Airline Cost per Enplaned Passenger	\$0.02
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

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**Reno-Stead Airport (RTS)**

***Pavement Preventative Maintenance Project***

This project consists of the construction of approximately 1.23 million square feet of preventative maintenance to asphalt, parking lots, taxiways, and apron areas at the RTS. The project will be funded through CARES and has no impact on airline rates and charges.

<b><u>Project Cost</u></b>	
Construction (includes materials, equipment, labor)	\$800,000
<b><i>Rate Impact</i></b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0
Impact on Airline Cost per Enplaned Passenger	\$0
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

***Southeast Airfield Drainage Project***

This project consists of the construction of a drainage channel at the Southeast portion of the RTS Airfield to protect FAA equipment. After a significant rain event, RTS maintenance staff noted severe erosion from the RTS storm drain system, which could damage one of the FAA approach lighting tower structures. The improvements are required to prevent severe damage.

<b><u>Project Cost</u></b>	
Construction (includes materials, equipment, labor)	\$500,000
<b><i>Rate Impact</i></b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0.40
Impact on Airline Cost per Enplaned Passenger	\$0.02
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
**ANNUAL BUDGET**  
**Section 8 – Capital Projects**

<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

***Truck Mounted Cold Air Blower***

This project consists of purchasing a new truck mounted cold air blower, which will be replacing a 1986 vintage cold air blower. The existing unit is costly to maintain and is slow and ineffective. The equipment is used for cleaning and snow removal, which is vital to maintain a safe movement area.

<b><u>Project Cost</u></b>	
Construction (includes materials, equipment, labor)	\$400,000
<b><i>Rate Impact</i></b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0.32
Impact on Airline Cost per Enplaned Passenger	\$0.02
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<b><i>Additional O&amp;M Expense/ (Savings)</i></b>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

***Taxiway A and Apron Phase 4 – Design***

This project consists of the design of the Reno-Stead Airport Taxiway A and Apron Phase 4. The design effort will include preparing plans, specifications, and bid documents to reflect the estimated funds the FAA will grant for Phase 4 of this project.

<b><u>Project Cost</u></b>	
System Upgrade (includes materials, equipment, labor)	\$37,000
<b><i>Rate Impact</i></b>	
Impact on Landing Fee Rate	\$0
Impact on Terminal Rental Rate (Revenue Sharing)	\$0.15
Impact on Airline Cost per Enplaned Passenger	\$0.01
<b><i>Additional Revenue</i></b>	
Fiscal Year 2022-23	\$0

**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
**ANNUAL BUDGET**  
**Section 8 – Capital Projects**

Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0
<i><b>Additional O&amp;M Expense/ (Savings)</b></i>	
Fiscal Year 2022-23	\$0
Fiscal Year 2023-24	\$0
Fiscal Year 2024-25	\$0

**CAPITAL IMPROVEMENT PROGRAM**

The Capital Improvement Program, as updated during the FY 2022-23 Budget, represents projects funded from FAA Airport Improvement Program (AIP), Coronavirus Aid, Relief, and Economic Security (CARES) Act, Passenger Facility Charges (PFC), and airport revenue debt, if applicable.

Both AIP Grant and PFC dependent projects will not be implemented until a funding source is approved and awarded by the FAA.

**Airport Improvement Program (AIP)**

AIP grants are offered to RTAA by the FAA to provide funding assistance to those eligible capital projects that meet the criteria of the federal program. The objective of this FAA program is to assist in the development of a nationwide system of public use airports, to ensure the safe and secure operation of the airport and airway system, and to meet the projected needs of the public. The program not only provides funding for development projects, but also airport planning and noise compatibility programs.

The program is funded by aviation use fees, which are collected and deposited into the Airport and Airway Trust Fund that generates the revenues in support of the AIP. The U.S. Congress authorizes expenditures from this dedicated fund on an annual basis each year. The AIP program includes entitlement and discretionary funding. Entitlement funds are awarded to eligible sponsors through a formula based on the number of passenger boardings (enplanements) and cargo tonnage. Discretionary funds are set aside to provide the FAA with flexibility to fund various high priority programs.

The AIP Program typically funds 93.75% of eligible projects at both airports. The RTAA’s General Purpose and Special funds are primarily used for the RTAA’s (sponsor’s) matching share of 6.25% of the FAA grants. However, PFC funds may be used subject to FAA approval.

During the FAA Fiscal Year of 2021, which ended September 30, 2021, the RTAA received \$20.667 million of AIP grants for RNO and \$6.503 million of AIP grants for RTS.

**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
**ANNUAL BUDGET**  
**Section 8 – Capital Projects**

**Passenger Facility Charge (PFC)**

PFCs were initially authorized through the Aviation Safety and Capacity Expansion Act of 1990. The Act allowed public agencies, which manage commercial airports, to charge each enplaning passenger a facility charge in accordance with FAA requirements. The PFC is levied on the passenger tickets, collected by the airline, and forwarded to the airport (less a handling fee charged by the airlines). The revenues collected through PFCs are to preserve or enhance safety, security, and capacity, to reduce noise, or to enhance competition.

The primary difference between AIP and PFC is that the PFC is a fee directly assessed to the passenger, it is administratively retained by the airport, and it is considered local funds versus federal funds.

In October 1993, the RTAA received approval from the Federal Aviation Administration (FAA) to impose a PFC of \$3.00 per enplaned passenger. Collection began January 1, 1994. In May 2001, the PFC was increased to \$4.50 per enplaned passenger with collection beginning August 1, 2001. Several FAA approved projects are being funded by the PFC collections.

As of June 30, 2021, the RTAA has received collection authority to impose and use \$58,961,287 on four open FAA approved PFC applications. The FY 2022-23 Budget is forecasting PFC revenues and interest of \$8.729 million.

**Coronavirus Aid, Relief, and Economic Security (CARES) Act**

The CARES Act, signed into law on March 27, 2020, includes \$10 billion in funds to be awarded as an economic relief to eligible U.S. airports affected by the prevention of, preparation for, and response to the COVID-19 pandemic. This is a relatively new funding source initiated by the Federal Government and managed by the FAA. The FY 2022-23 Budget includes \$2.362 million of CARES funds for capital projects.

**Short-Term Financing**

The RTAA will be using a short-term borrowing facility to finance a number of capital projects in FY 2022-23 with a total estimated cost of \$27.119 million.

**CAPITAL IMPROVEMENT PROGRAM - OVERVIEW**  
**SOURCES & USES OF FUNDS BY LOCATION**  
**Reno-Tahoe Airport Authority**  
**(Escalated Dollars)**

	Prior	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	Total
	Years Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	FY22-29 Forecast
<b>USES OF FUNDS</b>										
Airside	21,024,697	24,878,393	14,401,274	5,022,320	2,157,668	9,899,469	1,299,867	800,000	800,000	80,283,688
Terminal	4,254,589	6,120,161	34,127,890	35,276,600	81,780,000	151,850,000	114,082,000	89,950,000	63,138,000	580,579,240
BHS	-	-	-	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Landside	3,648,541	3,027,958	18,776,354	10,617,460	875,000	875,000	15,875,000	25,875,000	10,875,000	90,445,313
Other	1,200,779	514,739	6,310,411	2,312,486	19,795,411	22,661,760	9,000,000	1,000,000	1,000,000	63,795,586
Administrative	2,467,164	513,789	154,000	750,000	750,000	750,000	750,000	750,000	750,000	7,634,953
Stead	7,226,263	7,834,761	6,072,938	5,112,938	2,079,615	337,851	1,118,799	9,252,190	1,325,898	40,361,254
	39,822,033	42,889,801	79,842,867	59,191,804	107,537,695	186,474,080	142,225,666	127,727,190	77,988,898	863,700,033
<b>SOURCES OF FUNDS</b>										
Federal Grants -Entitlement	4,838,200	5,186,600	5,337,700	5,479,700	5,647,200	5,744,100	1,195,657	4,851,100	937,500	39,217,757
Federal Grants -Discretionary	19,833,177	22,002,435	28,882,912	13,178,861	10,127,759	4,344,552	-	3,521,947	-	101,891,642
Passenger Facility Charges	7,444,601	7,895,103	11,805,480	30,294,643	14,384,854	568,717	31,242	-	-	72,424,639
Operating Funds	-	-	-	-	-	-	-	-	-	-
General Purpose	2,883,162	5,440,511	6,885,578	3,687,093	5,274,713	5,753,860	6,250,000	6,850,000	4,650,000	47,674,917
Customer Facility Charge	3,648,541	1,463,929	8,588,127	275,000	275,000	275,000	275,000	275,000	275,000	15,350,597
Fuel Tax Fund	-	-	-	-	-	-	-	-	-	-
Special Fund	68,946	731,223	1,220,658	449,095	258,763	150,000	198,469	708,203	212,500	3,997,858
RTAA Grant Fund	-	-	-	-	-	-	-	-	-	-
RTAA Flood Fund	-	-	-	-	-	-	-	-	-	-
RTAA Conduit Fund	-	-	-	-	-	-	-	-	-	-
Acquisition Fund	-	-	-	-	-	-	-	-	-	-
Consent Degree Fund	1,105,406	170,000	172,412	177,412	189,405	187,851	193,299	170,940	175,898	2,542,624
Subordinate Lien Revenue Notes	-	-	16,950,000	5,650,000	-	-	-	-	-	22,600,000
Senior Lien Bonds	-	-	-	-	71,380,000	169,450,000	134,082,000	111,350,000	71,738,000	558,000,000
	39,822,033	42,889,801	79,842,867	59,191,804	107,537,695	186,474,080	142,225,666	127,727,190	77,988,898	863,700,033

**CAPITAL IMPROVEMENT PROGRAM**  
**FY2022- Five Year Plan**  
**Reno-Tahoe Airport Authority**

Priority No.	Prior Years Actual	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	Total
		Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
AIRSIDE										
Airfield Annex Shop Door Refurbishment		10,000								10,000
Airfield Maintenance/Airport Operations Administrative Office Remodel			1,809,000							1,809,000
Airfield Pavement Maintenance Program (2019-20)	415,998	274,003		-	-	-	-	-	-	690,000
Airfield Pavement Maintenance Program (2021-22)	-	513,905		-	-	-	-	-	-	513,905
Airfield Pavement Maintenance Program (2022-23)	-	-	500,000	-	-	-	-	-	-	500,000
Airfield Pavement Maintenance Program (2024-29)	-	-	-	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000
Airfield Signage Replacement and Twy Renaming (Planning & Design)			244,000	61,000						305,000
Airfield Signage Replacement and Twy Renaming (Construction & Installation)				2,726,320	681,580					3,407,900
Airfield Wildlife Hazard Management	2,028,767	1,643,233	-	-	-	-	-	-	-	3,672,000
De-Icing Glycol Recovery System (Design)	-	-	-	-	-	-	-	-	-	-
De-Icing Glycol Recovery System (Construction)	-	-	-	-	-	-	-	-	-	-
Drainage Improvements South of Runway 7/25 (Design)			-		263,088					263,088
Drainage Improvements South of Runway 7/25 (Construction)						1,999,469	499,867			2,499,336
Engineering Design- FAA Vale PC Air and Ground Power Unit		86,000	34,000							120,000
Fire Admin Area Remodel		22,948								22,948
Firehouse Pole Lighting LED Retrofit		9,000								9,000
Glycol Recovery Vehicle			418,000							418,000
New Alpha Taxiway Connector to future air cargo apron andouth deicing pad (Design)					153,000					153,000
New Alpha Taxiway Connector to future air cargo apron andouth deicing pad (Construction)						1,635,000				1,635,000
New Concourse Apron Construction and Associated Building Demo (Design)					260,000					260,000
New Concourse Apron Construction and Associated Building Demo (Construction)						5,465,000				5,465,000
North C Concourse & Cargo Ramp Lighting Retrofit		-	190,000							190,000
Oshkosh ARFF Class 4 Vehicle (2003)		460,000								460,000
Part 139 Operational Database Replacement		219,210								219,210
Runway 16R/34L Rehabilitation and East Lighting Vault	18,579,933	21,565,094	5,391,274							45,536,301
South C Concourse HID Pole Lighting to LED		75,000								75,000
Taxiway Bravo and Mike Reconstruction (Design)			75,000							75,000
Taxiway Bravo and Mike Reconstruction (Construction)			5,740,000	1,435,000						7,175,000
	\$ 21,024,697	\$ 24,878,393	\$ 14,401,274	\$ 5,022,320	\$ 2,157,668	\$ 9,899,469	\$ 1,299,867	\$ 800,000	\$ 800,000	\$ 80,283,688



**CAPITAL IMPROVEMENT PROGRAM**  
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Priority No.	Prior Years Actual	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	Total
		Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
TERMINAL										
Airport Terminal Lift Station Controls Junction Boxes Relocation		32,000	221,440							253,440
Automated Exit Lanes- (Sterile Area manned by TSA Personnel) Design			100,000							100,000
Building Controls System Upgrade, Phase V		250,000								250,000
Concourse Remodel (Design)	-	-	5,200,000	26,000,000	20,800,000	-	-			52,000,000
Concourse Remodel Phase I	-	-	-	-	60,580,000	151,450,000	90,870,000	-	-	302,900,000
Concourse Remodel Phase II	-	-	-	-	-	-	19,812,000	82,550,000	62,738,000	165,100,000
Concourse Remodel Phase III	-	-	-	-	-	-	-	-	-	-
Enterprise Asset Management Modernization			200,000							200,000
Jet Bridge Replacement, Ph 2 (Four Concourse "B" and One Concourse "C")	3,806,294	1,170,706	-	-	-	-	-	-	-	4,977,000
Master Plan - Terminal Projects (FY 2022-25)	-	-	-	-	-	-	-	-	-	-
Passenger Escalator Replacement (Sky bridge)	21,050	1,340,250	-	-	-	-	-	-	-	1,361,300
Passenger Escalator Replacement (Arrival/Departure)		144,450	2,166,750	577,800						2,889,000
Shared Use Phase I			2,535,000							2,535,000
Terminal Mezzanine Remodel	-	-	-	-	-	-	3,000,000	7,000,000		10,000,000
Terminal Building System Renewal Program (FY 2024-29)	-	-	-	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000
Terminal Concourse PC Air and 400Hz Unit Replacement			3,973,200	2,648,800						6,622,000
Terminal Development (Concourse C) Planning Study	427,245	1,552,755	-	-	-	-	-	-	-	1,980,000
Ticketing Hall Expansion (Design)		1,630,000	1,110,000							2,740,000
Ticketing Hall Expansion HVAC Equipment			725,000							725,000
Ticketing Hall Expansion	-	-	16,950,000	5,650,000	-	-				22,600,000
Ticketing Hall Roof Replacement Project (CARES)			946,500							946,500
	\$ 4,254,589	\$ 6,120,161	\$ 34,127,890	\$ 35,276,600	\$ 81,780,000	\$ 151,850,000	\$ 114,082,000	\$ 89,950,000	\$ 63,138,000	\$ 580,579,240

**CAPITAL IMPROVEMENT PROGRAM**  
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**BAGGAGE HANDLING SYSTEM**

Baggage Handling System PLC Hardware Upgrade  
 Baggage Handling System Renewal Program (FY 2024-29)

Priority No.	Prior Years Actual	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	Total
		Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
		-	-	-	-	-	-	-	-	-
		-	-	100,000	100,000	100,000	100,000	100,000	100,000	600,000
		\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000

**LANDSIDE**

Blue Employee Lot PARCS Equipment  
 CONRAC Study Phase I, II  
 CONRAC Phase II  
 Economy Lot Construction Project  
 Landside Pavement Maintenance Program (2021-22)  
 Landside Pavement Maintenance Program (2022-23)  
 Landside Pavement Maintenance Program (2024-29)  
 Landside Projects  
 Long-Term Parking Surface Lot Backup Power Project  
 Rental Car Renewal and Replacement Program  
 Terminal Roadway Reconstruction  
 TSA/Blue Parking Lot Rehabilitation  
 Flag Lot Parking Lot Development (Design)  
 QTA Car Wash Bay Replacement

Priority No.	Prior Years Actual	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	Total
		Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
		58,941	-	-	-	-	-	-	-	58,941
	3,648,541	1,463,929	7,848,311	-	-	-	-	-	-	12,960,781
		-	-	-	-	-	-	-	-	-
			3,872,000							3,872,000
		155,798	-	-	-	-	-	-	-	155,798
		-	600,000	-	-	-	-	-	-	600,000
		-	-	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
		-	-	-	-	-	15,000,000	25,000,000	10,000,000	50,000,000
		60,000	-	-	-	-	-	-	-	60,000
		-	-	275,000	275,000	275,000	275,000	275,000	275,000	1,650,000
		695,890	3,479,450	9,742,460	-	-	-	-	-	13,917,800
		425,000	2,025,177							2,450,177
		168,400	211,600							380,000
			739,816							739,816
		\$ 3,648,541	\$ 3,027,958	\$ 18,776,354	\$ 10,617,460	\$ 875,000	\$ 875,000	\$ 15,875,000	\$ 25,875,000	\$ 10,875,000
										\$ 90,445,313

**CAPITAL IMPROVEMENT PROGRAM**  
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OTHER	Priority No.	Prior Years Actual	FY 2021-22 Forecast	FY 2022-23 Forecast	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast	FY 2027-28 Forecast	FY 2028-29 Forecast	Total FY22-29 Forecast
Air Cargo Way Lift Station Replacement and Relocation			250,000	692,463							942,463
Capital Project Allowance		-	-	-	750,000	750,000	750,000	750,000	750,000	750,000	4,500,000
Clerestory Wall Structural Deficiency Repair		-	36,663	-							36,663
Consultation Services for Creation of a Pre-Application and Final Application for FAA Voluntary Airport Low Emissions (VALE) program		1,200,779	38,221	-	-	-	-	-	-	-	1,239,000
Data Communications Network Infrastructure Replacement				1,602,800							1,602,800
F-row Hangar Roof Design			35,000								35,000
GA F Row Hangars - Roof Replacement Project (CARES)			-	425,000							425,000
GA East Apron and Taxilane Reconstruction (Design)		-	-	-	593,486	148,371	-	-	-	-	741,857
GA East Apron and Taxilane Reconstruction (Construction)		-	-	-	-	6,647,040	1,661,760	-	-	-	8,308,800
GA East Concrete Repair			8,000	45,970							53,970
GA East Box Hangar Siding Repair (Hangar E, F row and G)			6,747	9,000							15,747
GA Run-Up Areas/Twy Turnarounds on Charlie (Construction)				2,876,000	719,000						3,595,000
GA West Concrete Repair			8,000	51,220							59,220
GA West Box Hangar Siding Repair (Hangar 2,7,8, and 9)			8,134	29,958							38,092
GA West Hangar 9 Concrete Repair			62,000								62,000
Hangar 2 Demolish Mezzanines			31,074								31,074
MZ3 HVAC Replacement - Design and Construction (TIS Wing )				350,000							350,000
Outside Properties Renewal Program		-	-	-	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Public Safety Office Project (GSR Area)			-	204,000							204,000
Replace the water meter at Nevada Air National Guard			-	24,000							24,000
RTAA HQ and Public Safety Center						12,000,000	20,000,000	8,000,000			40,000,000
T-Hangar Electrical Upgrade Phase II			30,900								30,900
		\$ 1,200,779	\$ 514,739	\$ 6,310,411	\$ 2,312,486	\$ 19,795,411	\$ 22,661,760	\$ 9,000,000	\$ 1,000,000	\$ 1,000,000	\$ 63,795,586

**CAPITAL IMPROVEMENT PROGRAM**  
**FY2022- Five Year Plan**  
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**ADMINISTRATION**

Priority No.	Prior Years Actual	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	Total
		Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	FY22-29 Forecast
ABRM System Replacement	42,493	232,508	-	-	-	-	-	-	-	275,000
Administrative Workspace Upgrades and Enhancements	-	-	-	-	-	-	-	-	-	-
Airport Communications Center Remodel (Non-PFC)	1,922,040	21,960	-	-	-	-	-	-	-	1,944,000
RTAA HQ and Public Safety Center	-	-	-	-	-	-	-	-	-	-
Enterprise Asset Management, Ph. 1, Phase I (Planning)	-	-	-	-	-	-	-	-	-	-
Financial System Replacement - Phase II	80,944	185,009	-	-	-	-	-	-	-	265,953
Front Reception Lobby Redesign	-	6,000	154,000	-	-	-	-	-	-	160,000
Police Records Management System Replacement	421,688	68,312	-	-	-	-	-	-	-	490,000
Technology and Information Systems Renewal Program	-	-	-	750,000	750,000	750,000	750,000	750,000	750,000	4,500,000
	\$ 2,467,164	\$ 513,789	\$ 154,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 7,634,953

**CAPITAL IMPROVEMENT PROGRAM  
FY2022- Five Year Plan  
Reno-Tahoe Airport Authority**

Priority No.	Prior Years Actual	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	Total	
		Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	FY22-29 Forecast
<b>RENO STEAD</b>											
Airfield Pavement Program- RTS (2024-2029)	-	-	-	100,000	100,000	100,000	100,000	100,000	100,000	600,000	
Apron Phase 1, 2, and 3 Rehabilitation (Design)	1,100,558	54,699	-	-	-	-	-	-	-	1,155,257	
Taxiway A & Apron Reconstruction Phase 1	4,713,966	124,167	-	-	-	-	-	-	-	4,838,133	
Apron Phase 2 & 3 Rehabilitation (Construction)	2,577	3,656,641	-	-	-	-	-	-	-	3,659,218	
Apron Reconstruction BLM Paid	303,756	7,611	-	-	-	-	-	-	-	311,367	
Apron Phase 2 & 3 Rehabilitation (Construction) Supplemental	-	1,394,181	-	-	-	-	-	-	-	1,394,181	
Apron Phase 4 Rehabilitation (Construction) AIP	-	570,000	380,000	-	-	-	-	-	-	950,000	
Apron Phase 4 Rehabilitation (Construction) Supplemental	-	1,536,000	1,024,000	-	-	-	-	-	-	2,560,000	
Apron Phase 4 Rehabilitation (Construction) AIG	-	186,316	124,210	-	-	-	-	-	-	310,526	
Apron Phase 5 Rehabilitation (Construction) AIP	-	-	2,424,000	1,616,000	-	-	-	-	-	4,040,000	
Apron Phase 5 Rehabilitation (Construction) AIG	-	-	186,316	124,210	-	-	-	-	-	310,526	
Apron Phase 6 Rehabilitation (Construction) AIP	-	-	-	2,424,000	1,616,000	-	-	-	-	4,040,000	
Apron Phase 6 Rehabilitation (Construction) AIG	-	-	-	186,316	124,210	-	-	-	-	310,526	
Fire Line Replacement Project (Hangar 5&6)	-	-	-	-	-	-	-	-	-	-	
Landside Pavement Program- RTS (2024-2029)	-	-	-	50,000	50,000	50,000	50,000	50,000	50,000	300,000	
Master Plan Study Update, ALP Update, and GIS Data Collection	-	-	-	-	-	-	-	1,000,000	1,000,000	2,000,000	
RTS Southeast (SE) Airfield Drainage Design	-	50,000	-	-	-	-	-	-	-	50,000	
RTS TWY A and Apron Reconstruction Phase 3 Design	-	25,147	-	-	-	-	-	-	-	25,147	
RTS Apron East End Access Roadway Widening	-	-	25,000	-	-	-	-	-	-	25,000	
Southeast (SE) Airfield Drainage Project	-	-	500,000	-	-	-	-	-	-	500,000	
Stead Security System Upgrade	-	60,000	-	-	-	-	-	-	-	60,000	
Moya Boulevard Extension, Phase I and II (Design)	-	-	-	-	-	-	-	-	-	-	
Moya Boulevard Extension, Phase I	-	-	-	-	-	-	-	-	-	-	
Moya Boulevard Extension, Phase II	-	-	-	-	-	-	-	-	-	-	
Pavement Preventative Maintenance Project (CARES)	-	-	800,000	-	-	-	-	-	-	800,000	
Power Vacuum Sweeper	-	-	-	435,000	-	-	-	-	-	435,000	
Stead Solvent Site	1,105,406	170,000	172,412	177,412	189,405	187,851	193,299	170,940	175,898	2,542,624	
Taxiway A & Apron Phase 4 Design	-	-	37,000	-	-	-	-	-	-	37,000	
Taxiway Bravo and Connectors (Design)	-	-	-	-	-	-	775,500	-	-	775,500	
Taxiway Bravo and Connectors (Construction)	-	-	-	-	-	-	-	7,931,250	-	7,931,250	
Truck Mounted Cold Air Blower	-	-	400,000	-	-	-	-	-	-	400,000	
		\$ 7,226,263	\$ 7,834,761	\$ 6,072,938	\$ 5,112,938	\$ 2,079,615	\$ 337,851	\$ 1,118,799	\$ 9,252,190	\$ 1,325,898	\$ 40,361,254

## **Section 9 – Debt**

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**FY 2022-23 DEBT SERVICE**

As of July 1, 2022, RTAA was debt free. On December 1<sup>st</sup>, 2021, RTAA had approximately \$10.4 million of outstanding airport revenue bonds issued in 2015 with a fixed interest rate of 2.75%. The bonds were originally issued in 1996 to finance the construction of the parking garage, and pedestrian skyway. On December 9, 2021, the Board of Trustees approved the prepayment of the 2015 Bonds in the amount of \$10.778 million, which includes the balance of principal, interest, and a prepayment fee. RTAA has received federal stimulus (CARES, CRRSA, ARPA) funds as reimbursement of the debt payoff amount in January 2022.

To provide a short-term financing facility for its capital program, as an interim bond financing plan, on July 14, 2022, RTAA Board approved a non-revolving credit agreement with Wells Fargo Bank for the issuance of airport system subordinate revenue bonds Series 2022 including Subseries A (AMT), Subseries B (Non-AMT), and Subseries C (Taxable) in the maximum aggregate principal amount of \$50 million. Drawdown amounts in each subseries will depend on the tax treatment of the capital projects it will fund. Funds can be drawn in any amount as needed and the loan can be repaid at any time before the expiration of the three-year term of the contract.

The revenue bonds are secured by a subordinate lien on the net revenues of RTAA and will not be secured by an encumbrance, mortgage, or other pledge of property. Per Nevada law this is considered a non-revolving loan program where the amounts drawn against the \$50 million available funds will permanently reduce the authorized amount even if the drawn down funds are repaid.

The loan's fee structure is as follows:

- A commitment fee of 20 basis points per annum on the undrawn amounts
- Tax exempt draw interest rate is 80% of the Secured Overnight Financing Rate (SOFR) plus 46 basis points per annum
- Taxable draw interest rate is 100% of SOFR plus 64 basis points per annum

SOFR represents the overnight cost of borrowing for cash that is collateralized by Treasury securities and is used as a common replacement of the London Interbank Offered Rate (LIBOR) index.

The first major project programed to be funded through these bonds is the construction of the Ticketing Hall Expansion project estimated at a total cost of \$22.6 million. Debt service consisting of interest expense only for FY 2022-23 is estimated at \$406,800. The actual debt service amount will depend on the progress of the construction project.

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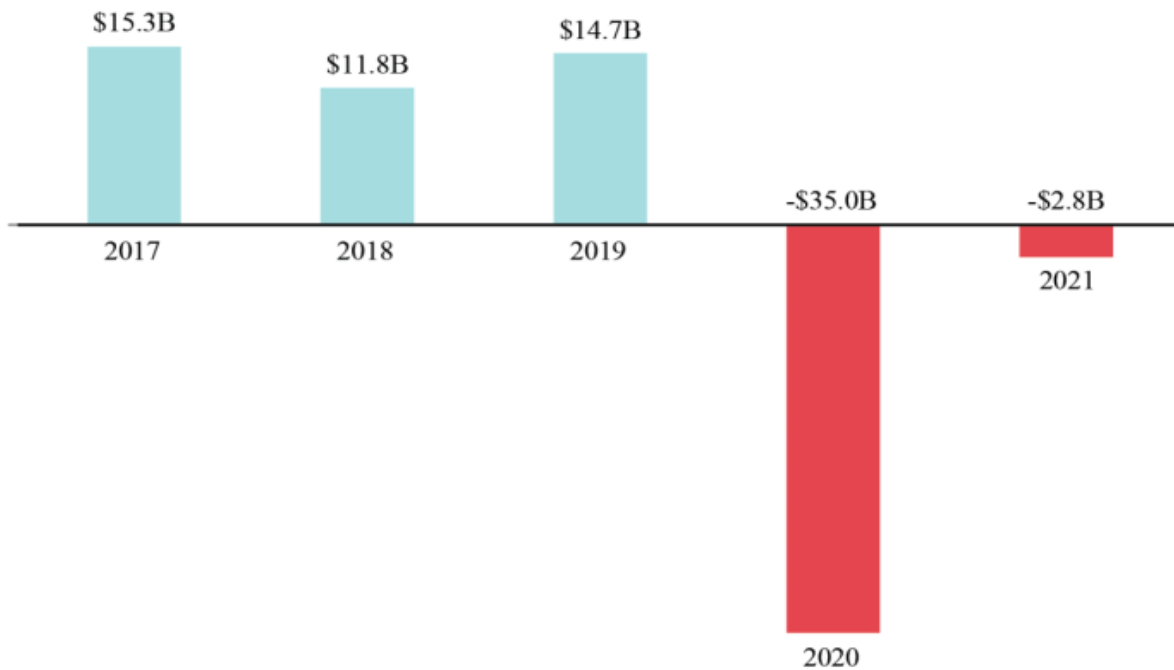


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**Air Service Development**

U.S. scheduled passenger airlines reported a 2021 after-tax net loss of \$2.8 billion, declining for the second straight year after seven consecutive annual after-tax profits and a pre-tax operating loss of \$17.3 billion, declining for the second straight year after 11 consecutive annual pre-tax profit. In 2020, the airlines reported after-tax net loss of \$35.0 billion.

**Annual Net Income 2017-2021, Systemwide U.S. Scheduled Passenger Airlines  
 Billions of Dollars (\$)**



Source: Bureau of Transportation Statistics

U.S. scheduled passenger airlines reported an annual 2021 pre-tax operating loss of \$17.3 billion, compared to \$46.5 billion loss in 2020.

The total 2021 operating revenue was \$130.0 billion. Of which fares were \$86.7 billion (66.7%), baggage fees were \$5.3 billion (4.1%), and reservation change fees were \$698 million (0.5%). In 2020, the operating revenue share for fares was 64.5%, baggage fees was 3.7%, and reservation change fees was 1.2%.

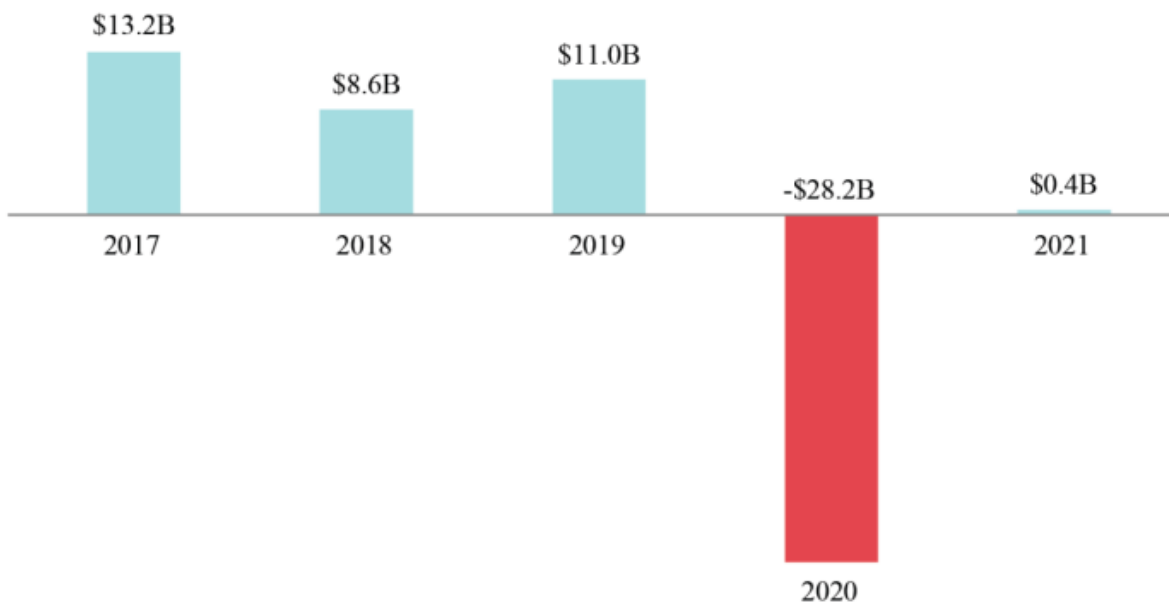
The total 2021 operating expenses were \$147.3 billion. Of which fuel was \$23.0 billion or 15.6%, and labor was \$52.6 billion or 35.7%. In 2020, the operating expense share for fuel was 9.8%, and labor was 39.7%.

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**Domestic**

U.S. scheduled passenger airlines reported an annual 2021 after-tax domestic net profit of \$383 million. In 2020, the airlines reported after-tax domestic net loss of \$28.2 billion.

**Domestic U.S. Scheduled Service Passenger Airlines  
 Annual Net Income, 2017 to 2021  
 Billions of Dollars (\$)**



Source: Bureau of Transportation Statistics

U.S. scheduled passenger airlines reported an annual 2021 pre-tax domestic operating loss of \$12.2 billion, compared to \$39.7 billion loss in 2020.

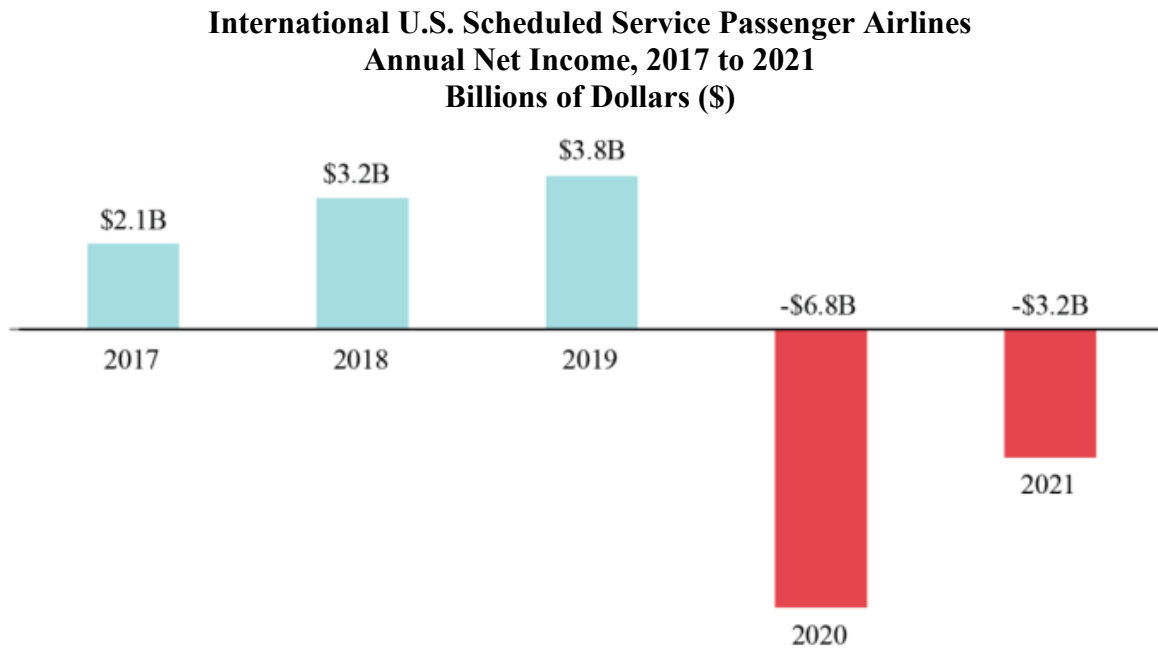
The total 2021 domestic operating revenue was \$107.3 billion. Of which fares were \$71.4 billion (66.5%), baggage fees were \$4.3 billion (4.0%), and reservation change fees were \$610 million (0.6%). In 2020, the domestic operating revenue share for fares was 63.9%, baggage fees was 3.7%, and reservation change fees was 1.1%.

The total 2021 domestic operating expenses were \$119.5 billion. Of which fuel was \$17.4 billion or 14.5%, and labor was \$41.9 billion or 35.0%. In 2020, the domestic operating expense share for fuel was 8.8%, and labor was 38.9%.

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**International**

U.S. scheduled passenger airlines reported an annual 2021 after-tax international net loss of \$3.2 billion. In 2020, the airlines reported after-tax international net loss of \$6.8 billion.



Source: Bureau of Transportation Statistics

U.S. scheduled passenger airlines reported an annual 2021 pre-tax international operating loss of \$5.2 billion, compared to \$6.8 billion loss in 2020.

The total 2021 international operating revenue was \$22.7 billion. Of which fares were \$15.3 billion (67.6%), baggage fees were \$998 million (4.4%), and reservation change fees were \$88 million (0.4%). In 2020, the international operating revenue share for fares was 67.2%, baggage fees was 3.4%, and reservation change fees was 1.5%.

The total 2021 International operating expenses were \$27.8 billion. Of which fuel was \$5.6 billion or 20.2%, and labor was \$10.7 billion or 38.5%. In 2020, the international operating expense share for fuel was 14.7%, and labor was 43.1%.

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**2021 Margins**

Net margin is the net income or loss as a percentage of operating revenue. Operating margin is the operating profit or loss as a percentage of operating revenue.

In 2021, the U.S. airlines reported a net income margin of -2.1%, compared to -45.3% in 2020. The domestic net income margin was +0.4% and the international net income margin was -3.9%.

**Reno-Tahoe International Airport (RNO)**

During 2021, RNO served 3,623,458 passengers, an increase of 80.6% when compared to 2020.

RNO offered a total of 21,090 departures in 2021, a decrease of 50.5% when compared to 2020. Total seat capacity was down 45.0% at 2,486,476 (one way) for the same period. In 2021, aha!, a leisure brand of ExpressJet Airlines, started non-stop flights from RNO. aha! seeks to provide travelers in smaller communities, many who have seen air service reduced over the past decade through airline mergers, with convenient, short, nonstop flights to high-quality destinations like the Reno-Lake Tahoe region.

The 2021 average net fare for RNO flights was \$153, a decrease of 0.6% when compared to the prior year. The RNO average domestic net air fare was \$146, an increase of 1.4% for the same period.

Southwest Airlines continued to be the dominant carrier at RNO carrying 38.1% of the total Calendar Year 2021 passengers, followed by American Airlines at 19.6%.

The Regional Air Service Corporation (RASC) is taking the lead in community wide efforts to create strategies to help offset risk to potential new markets. This is in conjunction with the RTAA's airline incentive program, which allows up to 12 months of free terminal building rent and landing fees as well as marketing support promoting new air service to RNO.

Air service Development conducted its second Traveler Sentiment Survey in 2021. The in-depth New Residents Survey will be completed by the end of June 2022.

Three major air cargo carriers, DHL, FedEx, and United Parcel Service (UPS) serve RNO. During the calendar year 2021, RNO handled 151,162,508 pounds of cargo, an increase of 2.2% when compared to the calendar year 2020.

RNO is truly a regional airport with a catchment area of over 1.5 million people in the cities of Reno, Sparks, Carson City, along with eight counties in Nevada, and five counties in north central California. RNO is also the "gateway" to Lake Tahoe.

RNO is located four miles southeast of Reno's central business district. The Reno-Stead Airport

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(RTS) is located 11 miles northwest of the central business district. The state capital, Carson City, is 30 miles south of Reno. Elected officials and state employees use RNO to get back to their constituents or to fly to the many state agency offices located 350 miles to the south in Las Vegas.

The closest competing airport is approximately 140 miles away in Sacramento, California. Since Sacramento is separated from Reno by the Sierra Nevada Mountains, which can be difficult to cross in the winter snows and other inclement weather, few western Nevada passengers use the Sacramento Airport.

The second airport operated by the RTAA is RTS, a general aviation airport. General aviation airports typically do not have scheduled air service but do provide other important aviation related facilities. RTS has military, helicopter, charter, and private aircraft operations, and aircraft owners and aviation related businesses lease land or buildings. RTS is also the home of the annual National Championship Air Races, a Bureau of Land Management base for firefighting aircraft, and a Nevada Army National Guard helicopter base.

**Special Community Events**

Some concerns about COVID-19 remain, however most, if not all, events are occurring in 2022.

With over five million annual visitors, Reno, Sparks and Lake Tahoe feature a wide range of fun-filled events that offer something for everyone. In addition to the area's breath-taking beauty, Reno and Lake Tahoe offer an amazing mix of history, art, and culture. Tourism and conventions continue to be big business in the Reno-Sparks area.

The Reno-Sparks Convention & Visitors Authority (RSCVA) owns and operates several facilities designed to draw out of town visitors. For example, the National Bowling Stadium hosts five-month long bowling competitions including the United States Bowling Congress (USBC) Open Championship and the Women's Championship. The two tournaments combined bring 150,000 visitors to town with an estimated economic impact of nearly \$360 million.

The Reno-Tahoe area draws hundreds of thousands of visitors to northern Nevada for community-wide special events throughout the year. This year's special event season started with the Reno Rodeo, an 11-day event in its 102nd year, and a Professional Rodeo Cowboys Association (PRCA) sanctioned sporting event. The Reno Rodeo is a non-profit organization made up of over 900 volunteers with over 140,000 fans in attendance; it is the 4th largest PRCA tour rodeo. The event impacts the Reno area economy by approximately \$42 million. This event is held at the Reno Livestock Events Center, a 35,000 square feet exhibit space with an indoor arena seating 6,200 and a lighted outdoor arena seating 9,000.

Reno is home to Artown, a month-long summer arts festival. It features about 500 events produced by more than 100 organizations and businesses in nearly 100 locations citywide, including the

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Airport. As noted by the National Endowment for the Arts, Artown is one of the most comprehensive festivals in the country. It brings the arts to Reno each July with a packed calendar of events and 350,000 attendees.

Imagine your toes in the sand and first-class entertainment during a Lake Tahoe sunset. The Lake Tahoe Shakespeare Festival produces professional productions of Shakespeare and other theater experiences for over 33,000 patrons each summer. In addition, the Showcase Series, featuring the best of the region's arts and culture organizations, reaches an additional 6,500 patrons. Lake Tahoe Shakespeare Festival also provides two educational outreach programs that reach over 7,000 young people each year in the Lake Tahoe region.

The first week of August is reserved for Hot August Nights; a celebration of the 50's, 60's and 70's emphasizing the cars of the era. More than 800,000 people flock to the event and bring an economic impact of \$351 million. There are more than 5,000 classic cars from 36 states across the nation, including Alaska, Massachusetts, and Florida and three Canadian provinces. Californians bring over 2,500 cars for this event. Nevadans have over 1,500 cars entered.

The Reno-Tahoe region also hosts an annual PGA golf tournament. The Barracuda Championship is held in mid-July.

During the last week of August each year, the Burning Man Festival, with its focus on community, art, self-expression, and self-reliance, creates Black Rock City a hundred miles north of Reno, NV, on the playa of the Black Rock Desert. Burning Man isn't your usual festival, with big acts booked to play on massive stages. In fact, the event is more the creation of a city than a festival, wherein almost everything that happens is created entirely by its citizens, who are active participants in the event. At least 20,000 of the 80,000 participants travel by air through RNO, including a host of international visitors from more than 34 different countries. During Burning Man, Black Rock City, through careful planning, emerges from the playa dust to become one of Nevada's largest cities for a week.

There are many great events in the area in September and starting things off is the Best of the West Rib Cook Off held in the City of Sparks and sponsored by the Nugget Casino Resort. Following the Rib Cook Off are the Reno Balloon Races, the largest free hot air ballooning event in the nation. Throughout the event an estimated 140,000 spectators brave the early morning chill to view more than 100 balloons each year.

The blue September skies of Reno are also the home of the National Championship Air Races (NCAR). The NCAR and Air Show have run at the Reno-Stead Airport since 1964. With more than 150,000 people in attendance and an annual economic impact of \$70 million, the National Championship Air Races bring together aviation and sports enthusiasts from around the world, including strong attendance from California, Nevada, and the Pacific Northwest. Race and air show participants include astronauts, airline pilots, and military and civilian aviators.

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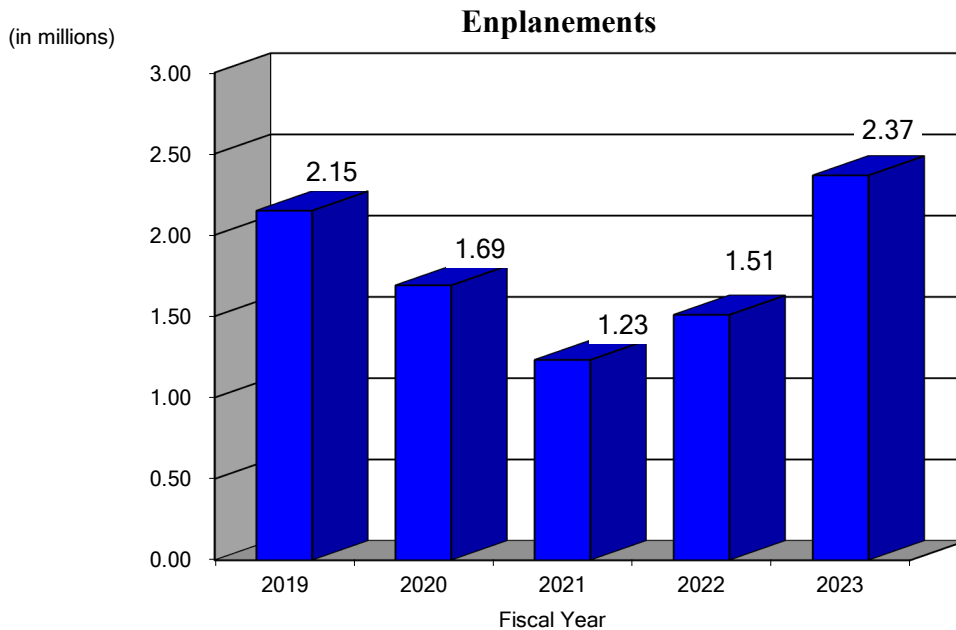
Street Vibrations is the place to be for those in search of a celebration of music, metal, and motorcycles. An official Northern California Harley-Davidson Dealers Association event, Street Vibrations offers tours, entertainment, parades, ride-in shows, Chrome Alley retail vendors, Camel Roadhouse, the Harley-Davidson Factory Store, concerts and more. The event attracts an estimated 40,000 people to the Reno/Tahoe/Carson City area and has a local economic impact of \$72 million. Now ranked the 6th largest motorcycle event in the nation, Street Vibrations combines the best bikes the West has to offer with incredible bands on multiple stages throughout the community.

**Supplemental Information**

The following charts show five fiscal years of the RTAA’s activity levels and measures of financial effectiveness. The first three years’ numbers on these charts are year-end actual amounts and the last two years (FY 2021-22 and FY 2022-23) are the budgeted amounts.

In addition, tables and charts that detail local demographic, employment, and economic information are provided.

**Enplaned Passengers**

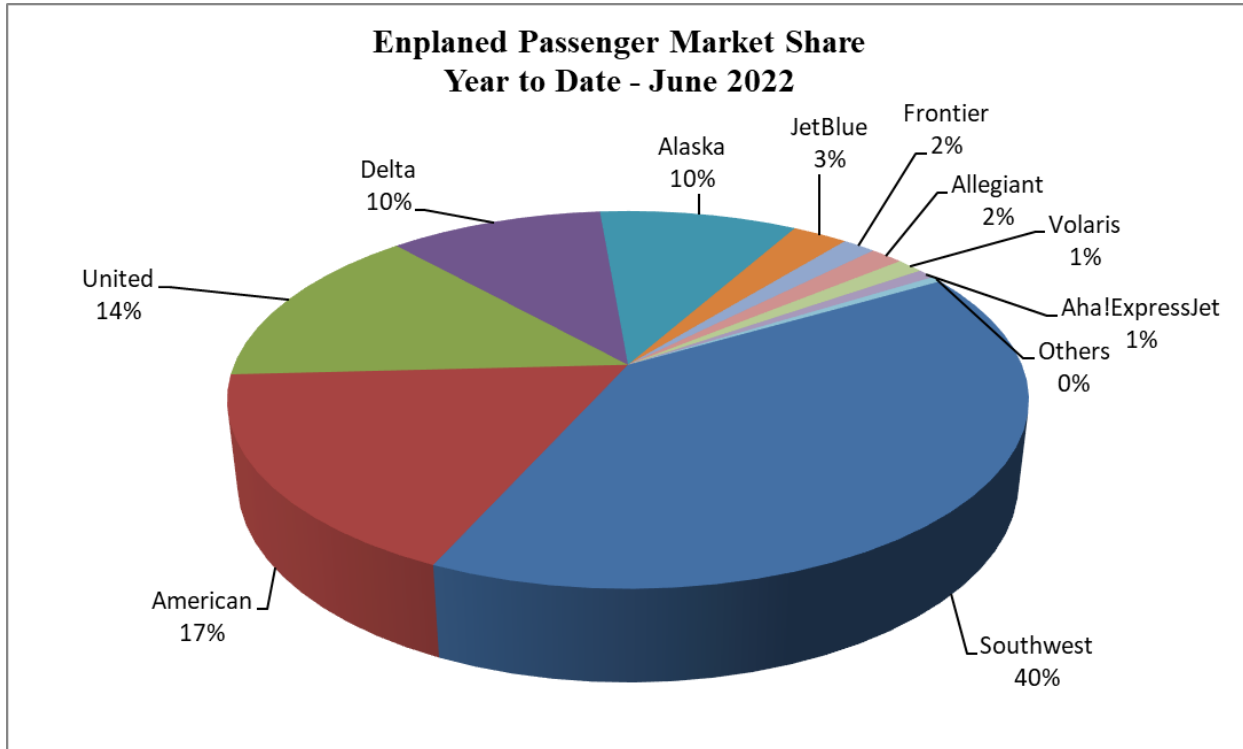


Enplaned passengers in FY 2022-23 at the RNO are projected to be 2.4 million, a 56.0% increase compared to the prior year budget of 1.5 million and a 92.2 % increase compared to the FY 2020-21 actual results. The significant increase in passenger traffic is due to the recovery of passenger air travel demand, especially leisure travel. RNO is seeing very encouraging signs of passenger

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traffic recovery. The average load factor for scheduled air service in FY 2021-22 was 78.0% and is projected to slightly decrease to 74% for FY 2022-23.

**Airline Market Share**





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<b>Airline Passenger Market Share – FY 2021-22 Actual Results</b>		
	<b>Number of Enplaned Passenger</b>	<b>Percent of Market Share</b>
Southwest	833,339	40.1%
American	362,636	17.4%
United	294,355	14.2%
Delta	214,794	10.3%
Alaska	198,399	9.5%
JetBlue	55,472	2.7%
Frontier	33,071	1.6%
Allegiant	33,008	1.6%
Volaris	26,785	1.3%
aha!	17,158	0.8%
Others	10,790	0.5%
<b>Total</b>	<b>2,079,807</b>	<b>100%</b>

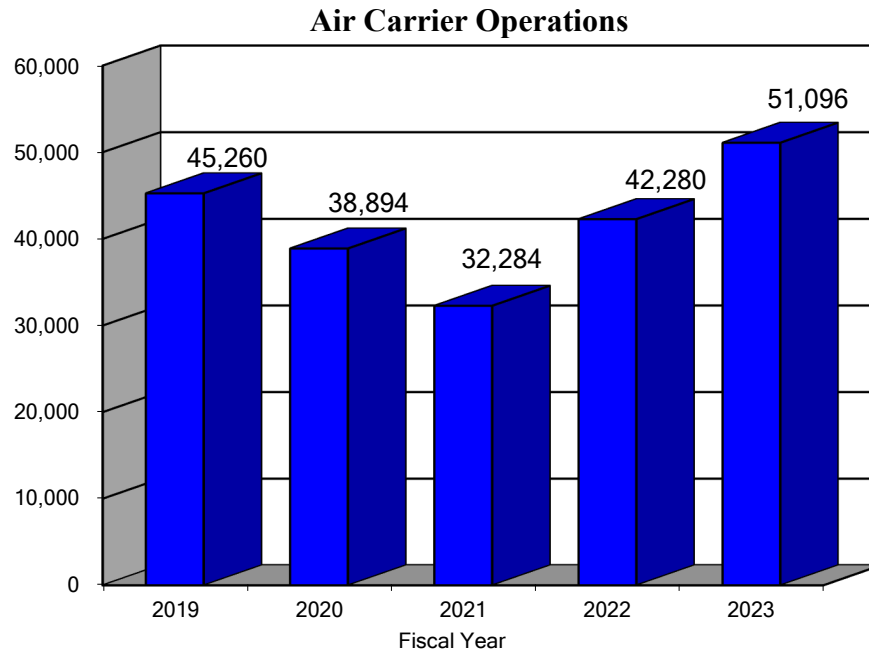
The more diverse an airport’s airline market, the less susceptible that airport is to the effects of an individual airline having financial problems or changing flight activity. However, the market continues to be uncertain due to staff shortages and airlines are adjusting schedules often.

This chart shows that RNO has six main carriers providing 92.3% of the passenger flights with another six carriers making up the balance. This table reflects actual enplaned passenger numbers for the period July 1, 2021, through June 30, 2022. As shown, Southwest had 40.1%, American 17.4%, United 14.2%, Delta 10.3%, Alaska 9.5% and aha! 0.8%. Southwest continues to be the dominant carrier at RNO.

In the previous FY 2020-21 chart. Southwest had 37.4% of the passengers, American had 20.0%, United had 14.3%, Delta had 10.7%, and Alaska had 9.8%.

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**Air Carrier Operations**

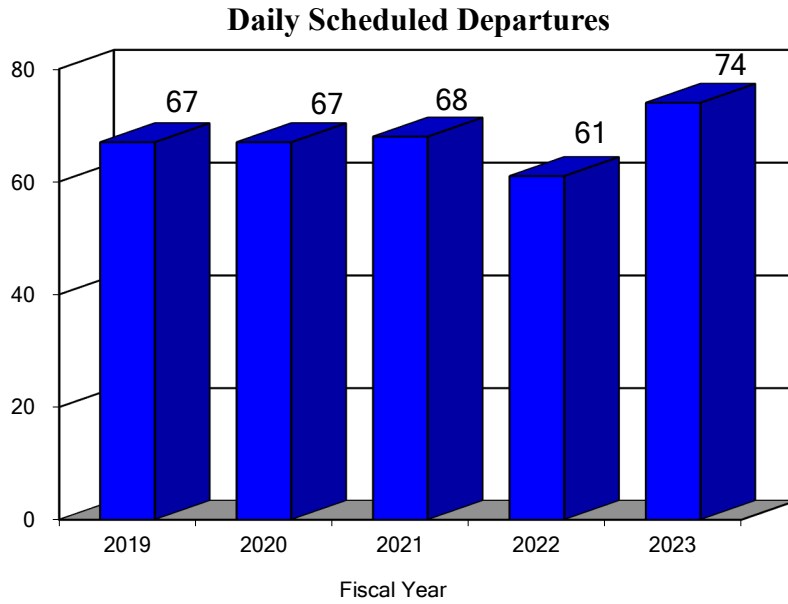


An operation is the term used to describe an aircraft landing or taking off. Scheduled annual operations are the landings and takeoffs of the scheduled airline flights for an entire year. Operations are projected to be approximately 51,096 in FY 2022-23. Compared to the budget for FY 2021-22, this would be an increase of 8,816 operations or 20.9%. In response to passenger demand, airlines have increased their number of operations. The increased passenger demand at RNO has resulted in new routes for FY 2022-23. There are 13 airlines serving the Reno-Tahoe market providing service to 29 non-stop destinations.

This activity does not include scheduled cargo service or other non-scheduled operations at the airport such as charter flights, military, or general aviation.

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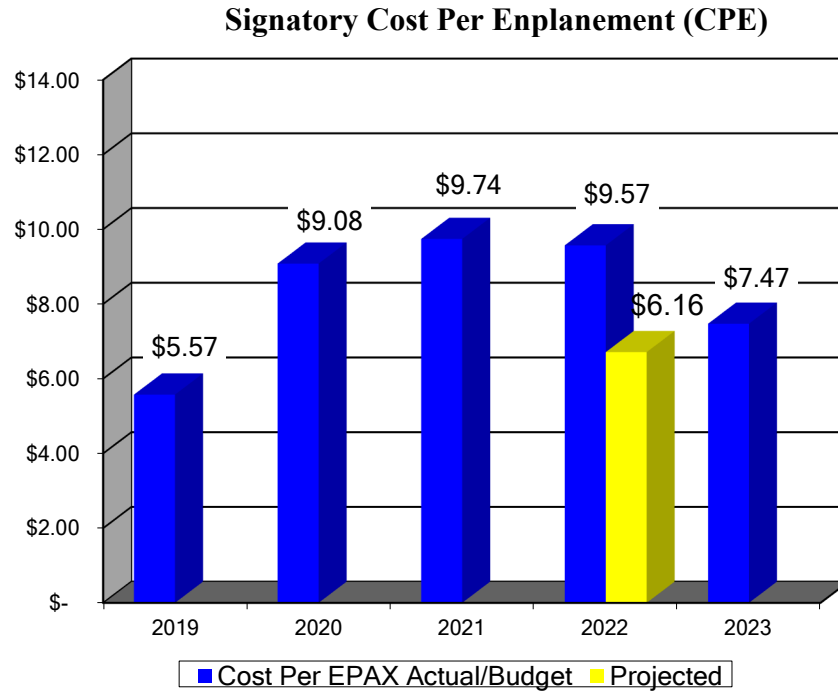
**Daily Scheduled Departures**



This graph shows the average number of flights departing RNO each day in the month of June. For FY 2022-23, the average daily flights are forecasted to increase by 13 flight per day or 21.3%, compared to the prior year budget.

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**Airline Cost Per Enplaned Passenger (CPE)**



The CPE ratio measures the airport related costs paid by the airlines for each enplaned passenger flown from an airport. The airport costs incurred by an airline are landing fees and terminal building rents.

While rents and landing fees are approximately 10.31% of the domestic passenger airlines’ operating costs in 2021 according to Bureau of Transportation Statistics (BTS), RTAA works hard to minimize the CPE to encourage airlines to serve the Northern Nevada market. In comparison, labor costs represent 35.0% and fuel costs represent 14.5% of the airline’s 2021 operating costs.

As a measure to maintain airline rents and landing fee cost reasonably low, RNO has allocated \$13.7 million of federal stimulus funds in FY 2022-23 to pay for capital and operating and maintenance expenses.

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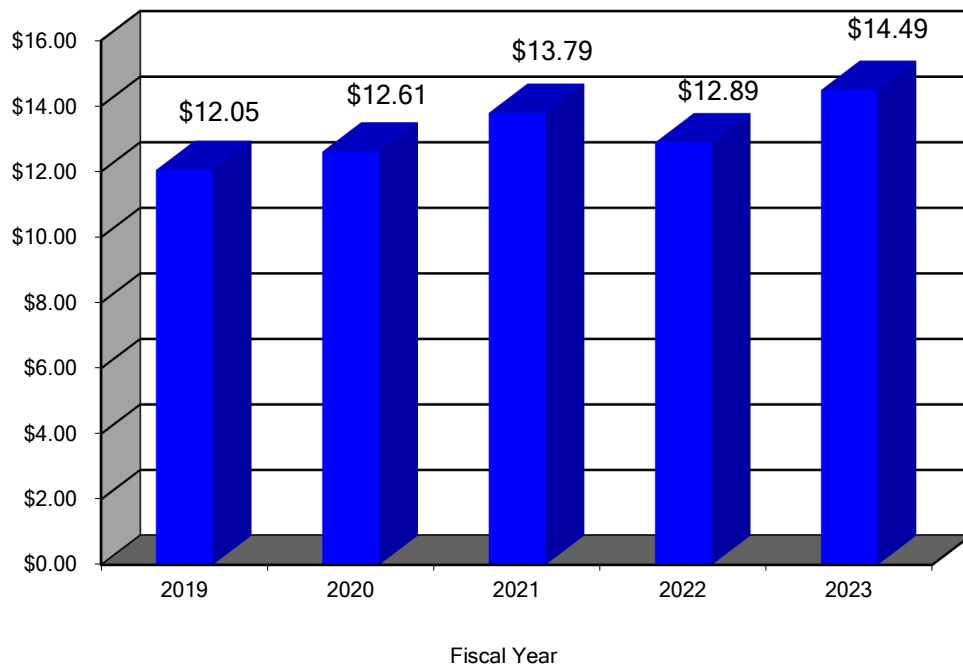
**Concession Revenue Per Enplaned Passenger**

Concession revenue per enplaned passenger is a measure of concessionaire’s ability to generate revenue from passengers using RNO’s terminal facilities. This ratio allows staff to compare the performance from year to year and between airports.

The following sections outline the main concession revenues of the RTAA as presented in a per enplaned passenger format.

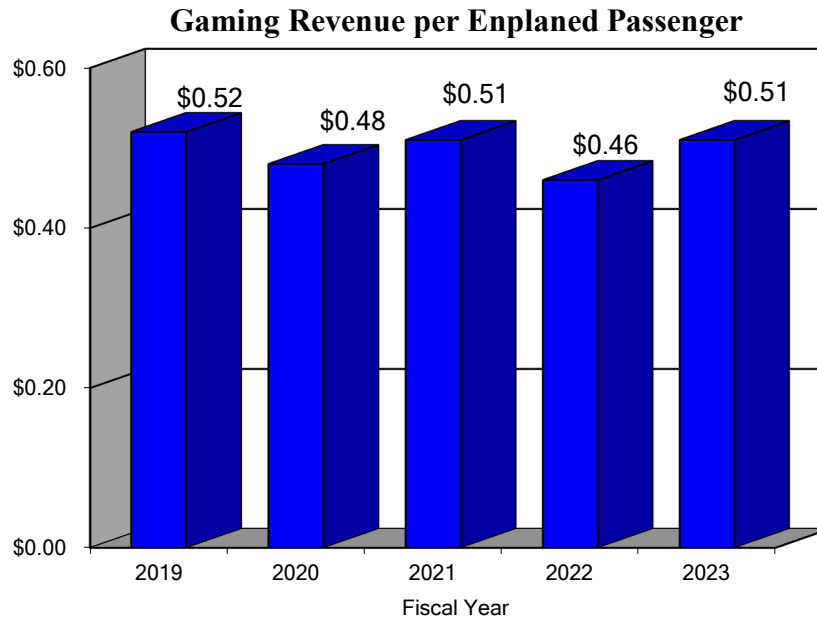
Concession revenue per enplaned passenger has increased due to the forecasted increase in passenger traffic in FY 2022-23, higher prices resulting in an increase in operating revenues, and some changes in passenger behavior.

**Concession Revenue Per Enplanement**



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**Gaming Concession Revenue per Enplaned Passenger**

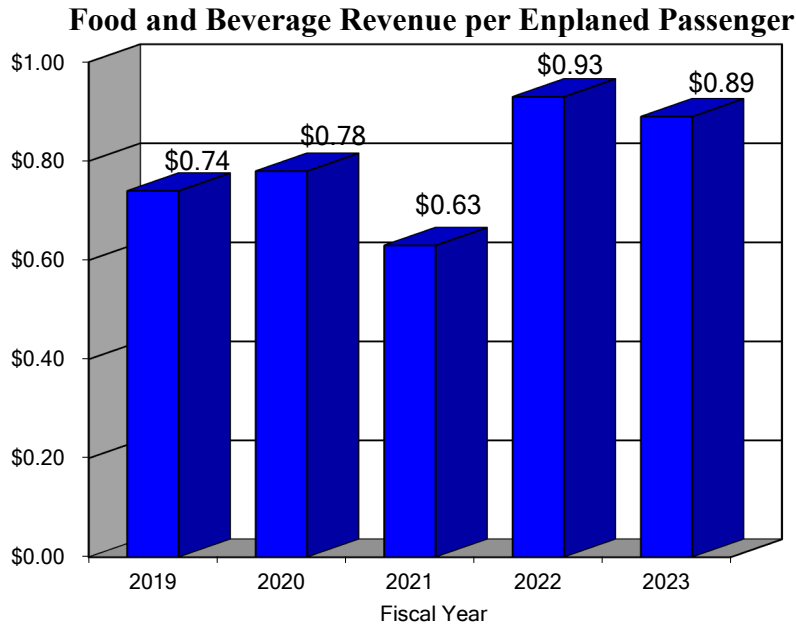


Few airports have gaming revenues to compare against. Gaming revenue for FY 2022-23 is budgeted to be approximately \$1.200 million, an increase from the \$808,200 projected in FY 2021-22. The revenue increase is a result of increased forecasted passenger traffic in FY 2022-23 and higher gross revenues recorded per enplaned passenger.

This concession is awarded to International Game Technology (IGT) under a five-year agreement and four-year extension, which started on December 1, 2015.

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**Food and Beverage Concession Revenue per Enplaned Passenger**

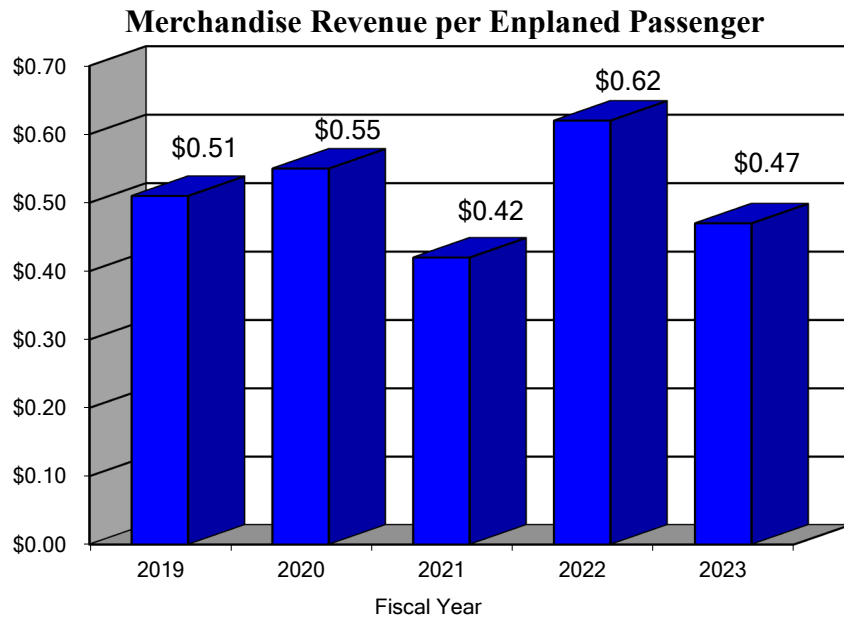


The food and beverage concession agreements currently pays the RTAA the greater of a minimum guaranteed amount or a percentage of gross revenues. Per the existing contract with SSP America, the minimum annual guarantee amount is set annually at 85% of prior year’s payments, or \$885,800, whichever is greater. Per the existing contract with Manchester Airport Group (MAG Lounge), the minimum annual guarantee amount is set annually at 85% of prior year’s payments, or \$60,000, whichever is greater. Per the existing Contract with Vino Volo Wine Bar and Verdi Market, the minimum annual guarantee amount is set annually at 85% of prior year’s payments, or 93,000, whichever is greater. Per the existing Contract with Subway, the minimum annual guaranteed amount is set annually at 85% of prior year’s payments, or 48,000, whichever is greater. All MAGs were waived for FY 2021-22 but are reinstated as of July 1, 2022.

The budgeted revenue of \$2.1 million for FY 2022-23, is based on and estimated revenue of \$0.89 per enplaned passenger. This revenue estimate increase is primarily due to the increase in passenger traffic and higher gross revenue forecasted in FY 2022-23, however the increase in passenger traffic is greater than the increase in gross sales resulting in a slight decrease compared to prior fiscal year.

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**Merchandise Concession Revenue per Enplaned Passenger**



The RTAA’s merchandise concession stores have offerings that would fit in any upscale shopping mall. There are four post security stores, branded as the High Mountain Market, including Brighton Collectibles, No Boundaries (an outdoor apparel store), In Motion (a high-tech electronics shop), and CNBC (news and gifts). Also, two travel essential and specialty gifts stores (Summit Travel and Plane Provisions) are located on Concourse B and C, respectively. In addition, the RNO also offers Silver State Marketplace (a travel essentials and specialty gift store) and the PGA Tour shop, which are available to passengers’ pre-security.

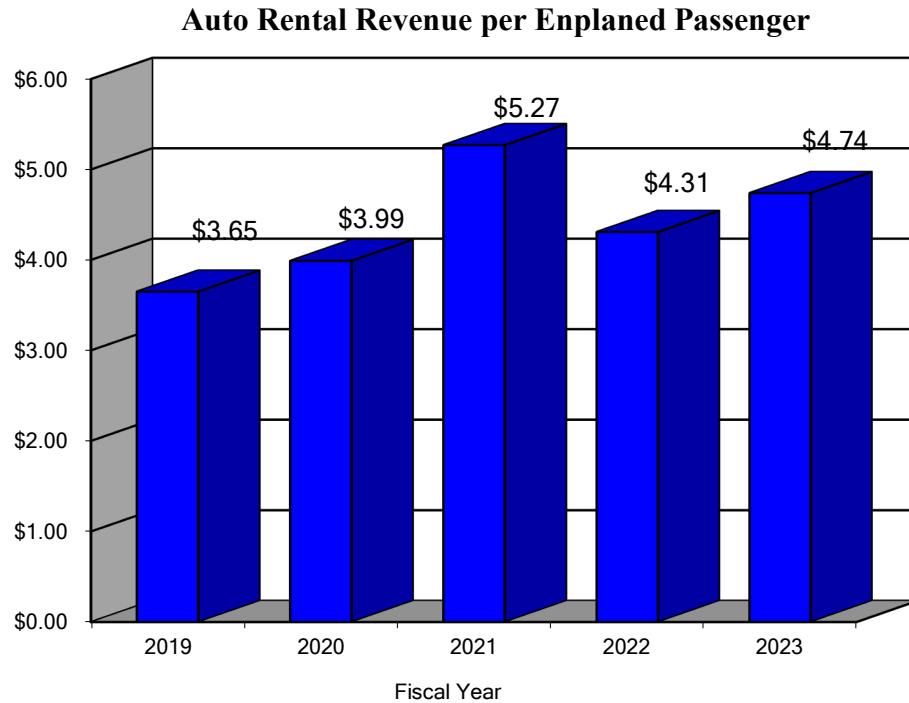
The concession agreement awarded to The Paradies Shops calls for payment to the RTAA of a percentage of revenues ranging from 12% to 23% depending on product type or a minimum annual guarantee (MAG), which is 85% of previous year’s payments but not less than \$901,000, whichever is greater.

For FY 2022-23, revenues are expected to be \$1.120 million. This is an increase of 20.1% compared to FY 2021-22 budget and 160.1% increase from FY 2021-22 projected revenues. The merchandise concession revenue per enplaned passenger has decreased due to an increase in enplaned passenger and a decline in gross revenues.



**Reno-Tahoe Airport Authority  
FY 2022-23  
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**Rental Car Concession Revenue per Enplaned Passenger**



The RTAA has six (6) car rental company agreements with nine (9) brands: (1) Avis/Budget Car Rental doing business as Avis and Budget, (2) DTG Operations doing business as Dollar and Thrifty, (3) Enterprise, (4) Hertz, (5) Vanguard Car Rental doing business as Alamo and National, and (6) Payless Car Rental.

In 2007, Enterprise acquired Vanguard Car Rental, doing business as Alamo and National. In 2013, the Hertz Corporation acquired DTG Operations, doing business as Dollar and Thrifty and Avis/Budget acquired Payless Car Rental. Effectively, three (3) rental car companies control the nine (9) brands at RTAA.

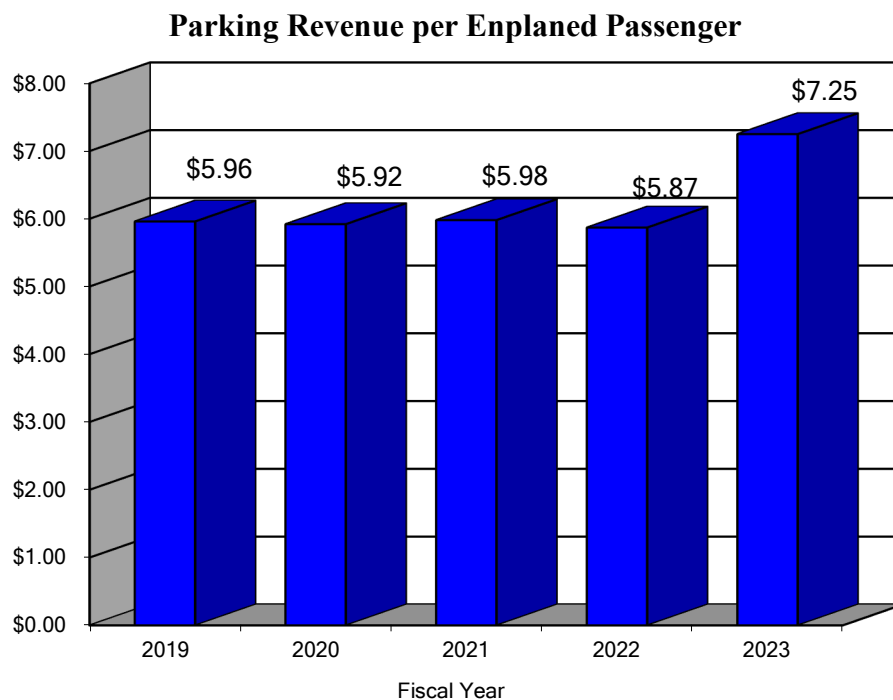
Effective July 1, 2018, the rental car companies entered into a new five-year agreement ending June 30, 2023. RTAA revenues are the greater of the minimum annual guarantee (MAG) or 10% of gross receipts earned by companies.

There are currently two off-airport rental car companies with agreements to operate: Hilapro Holdings LLC d/b/a Reno-Tahoe Rental Car and Gitibin & Associates, Inc. d/b/a Go Rentals. Effective July 1, 2022, the minimum annual guarantee (MAG) requirement was removed for the off-airport rental car companies. The concession fee of 10% of gross receipts plus any ground transportation fees remain in effect for FY 2022-23.

**Reno-Tahoe Airport Authority**  
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Based on forecasted passenger traffic and revenue per enplaned passenger included in the FY 2022-23 Budget, Auto Rental revenue is projected to be approximately \$11.209 million. This is \$4.712 million or 72.5% above the FY 2021-22 Budget and \$978,400 or 9.6% above the FY 2021-22 updated forecast. The increase is primarily due to the significant increase in enplaned passenger forecast and increase in rental car revenues per enplaned passengers.

**Parking Revenue per Enplaned Passenger**



Total auto parking and ground transportation revenues of \$17.151 million are budgeted for FY 2022-23 an increase of \$8.297 million or 93.7% above the prior fiscal year budget and 26.2% above the FY 2021-22 projected revenues.

The significant increase in revenue is primarily due to higher parking rates implemented on July 1, 2022, and the significant increase of 56.3% in enplaned passenger forecast compared to prior fiscal year. Parking revenue per enplaned passenger has also increased due to the higher parking rates and passengers preferring to use the public parking facilities to other transportation options such as taxis or TNCs.

**Reno-Tahoe Airport Authority**  
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RENO-TAHOE AIRPORT AUTHORITY  
POPULATION IN AIR TRADE AREA  
FOR THE CALENDAR YEARS 2012-2021  
(unaudited)

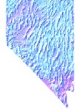
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Nevada</b>										
<u>County</u>										
Churchill	24,375	24,063	23,989	24,200	24,198	24,230	24,440	24,909	25,539	25,723
Douglas	46,996	47,118	47,536	47,710	48,020	48,309	48,467	48,905	49,468	49,870
Humboldt	17,048	17,363	17,279	17,019	16,842	16,826	16,786	16,831	17,823	17,648
Lyon	51,327	51,557	51,789	52,585	53,179	54,122	55,808	57,510	59,431	60,903
Pershing	6,749	6,877	6,698	6,634	6,560	6,508	6,666	6,725	6,639	6,741
Storey	3,935	3,942	3,912	3,987	4,051	4,006	4,029	4,123	4,106	4,143
Washoe	429,908	433,731	440,078	446,903	453,616	460,587	465,735	471,519	487,388	493,392
Carson City	54,838	54,080	54,522	54,521	54,742	54,745	55,414	55,916	58,677	58,993
Subtotal	635,176	638,731	645,803	653,559	661,208	669,333	677,345	686,438	709,071	717,413
<b>California</b>										
<u>County</u>										
Alpine	1,129	1,159	1,116	1,110	1,071	1,120	1,101	1,129	1,198	1,235
El Dorado	180,561	181,737	183,087	184,452	185,625	188,987	190,678	192,843	191,114	193,221
Lassen	33,658	32,163	31,749	31,345	30,870	31,163	30,802	30,573	32,719	33,159
Mono	14,348	14,074	13,997	13,909	13,981	14,168	14,250	14,444	13,206	13,247
Nevada	98,292	98,200	98,893	98,877	99,107	99,814	99,696	99,755	102,199	103,487
Placer	361,682	367,309	371,694	375,391	380,531	386,166	393,149	398,329	405,741	412,300
Plumas	19,399	18,859	18,606	18,409	18,627	18,742	18,804	18,807	19,769	19,915
Sierra	3,086	3,047	3,003	2,967	2,947	2,999	2,987	3,005	3,228	3,283
Subtotal	712,155	716,548	722,145	726,460	732,759	743,159	751,467	758,885	769,174	779,847
Total	1,347,331	1,355,279	1,367,948	1,380,019	1,393,967	1,412,492	1,428,812	1,445,323	1,478,245	1,497,260
Percentage increase	3.33%	0.59%	0.93%	0.88%	1.01%	1.33%	1.16%	1.16%	2.28%	1.29%
<b>Unemployment rate</b>										
Washoe County	11.0%	9.4%	7.6%	6.3%	5.0%	3.5%	2.3%	3.2%	8.2%	4.3%

Source: US Census Bureau - Quickfacts      \*Population Estimates as of July 1, 2021  
Nevada Department of Employment, Training, and Rehabilitation

<http://www.census.gov/quickfacts/table/PST045219/>

<http://nevadaworkforce.com/HOME/DS-Results-LAUS2>

Reno-Tahoe Airport Authority  
 FY 2022-23  
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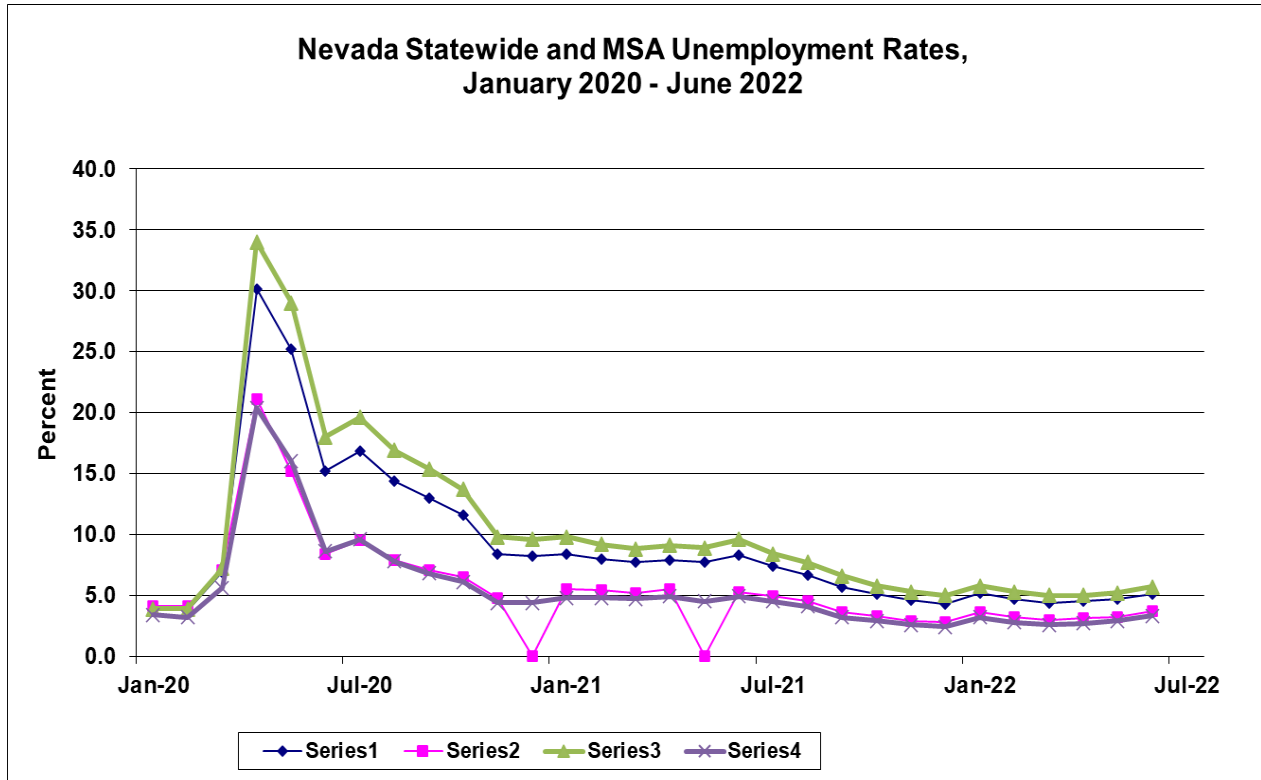
 <b>Nevada Statewide 2022 Industrial Employment</b>				
Estimates in thousands	June 2022	June 2021	Change	% Change
<b>Total All Industries</b>	<b>1455.3</b>	<b>1337.9</b>	<b>117.40</b>	<b>8.8%</b>
<b><i>Goods Producing</i></b>	<b>185.3</b>	<b>170.3</b>	<b>15.0</b>	<b>8.8%</b>
Natural Resources & Mining	14.8	15.1	-0.3	-2.0%
Construction	104.3	94.4	9.9	10.5%
Manufacturing	66.2	60.8	5.4	8.9%
<b><i>Services Producing</i></b>	<b>1270.0</b>	<b>1167.6</b>	<b>102.4</b>	<b>8.8%</b>
<b><i>Private Service Providing</i></b>	<b>1112.1</b>	<b>1011.2</b>	<b>100.9</b>	<b>10.0%</b>
Trade, Transportation & Utilities	289.9	277.5	12.4	4.5%
Information	15.7	13.4	2.3	17.2%
Financial Activities	73.7	67.8	5.9	8.7%
Professional & Business Services	205.5	192.9	12.6	6.5%
Education and Health Services	155.0	140.8	14.2	10.1%
Leisure and Hospitality	333.2	275.9	57.3	20.8%
Other Services	39.1	42.9	-3.8	-8.9%
Government	157.9	156.4	1.5	1.0%
Data may not add due to rounding. Employment by place of work. Does not coincide with labor force concept. Includes multiple jobholders.				
<a href="https://www.nevadaworkforce.com/Home/DS-Results-LAUS2">https://www.nevadaworkforce.com/Home/DS-Results-LAUS2</a>				

**Employment Statistics**

The table above demonstrates Nevada’s diversified economy. Continuing diversification of the local economy, as outlined in the Introduction section, will help reduce the impact of any future economic downturns and reduce the dependence on gaming. The chart above shows the employment in the largest sectors of the economy. The Leisure and Hospitality, the largest category of employment, has shown a 21% increase in employment in June 2022 as compared to June 2021.

**Reno-Tahoe Airport Authority  
 FY 2022-23  
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 Section 10 – Supplemental Data**

**Unemployment Statistics**



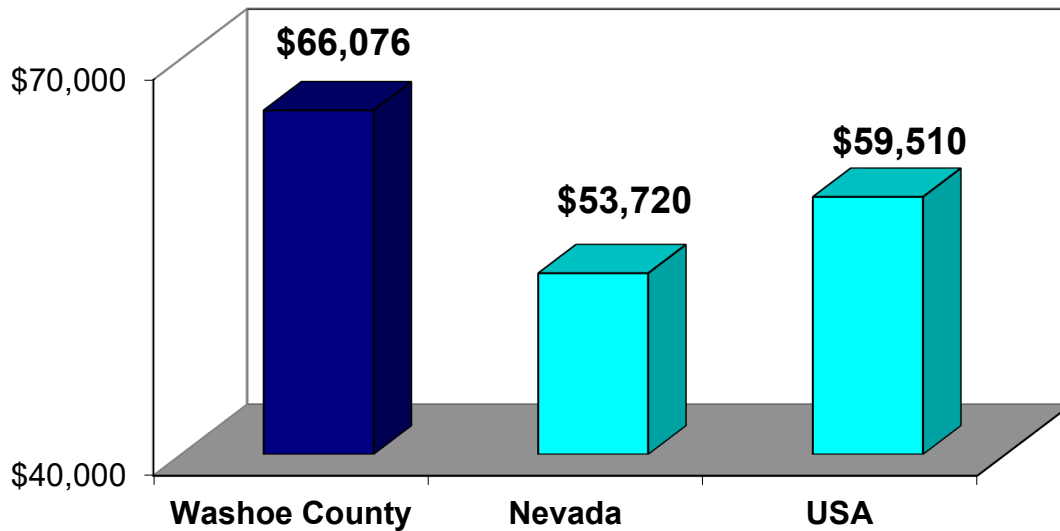
**Source:** Nevada Department of Employment, Training and Rehabilitation

This graph shows the Reno-Tahoe area unemployment rate of 3.3% in June 2022 as compared to the rest of the state. The Reno - Sparks MSA is usually below the Las Vegas statistics for Southern Nevada, and below the state as a whole. During the past year, the Reno-Sparks unemployment rate of 4.9% in June 2021 decreased compared to 8.6% in June 2020. The unemployment rate decrease is due to the lifting of Governor Sisolak’s shelter in place order on May 20, 2020, and the ending of the Declaration of Emergency related to the COVID-19 pandemic on May 19, 2022.

The nationwide unemployment rate at the end of June 2022 registered 3.6% as reported by the Bureau of Labor Statistics. The recovery from the COVID-19 pandemic is reflected in a decrease in the nationwide unemployment rate due to many states lifting shelter in place orders on businesses.

**Reno-Tahoe Airport Authority  
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### **Per Capita Personal Income**



Source: U.S. Department of Commerce – Bureau of Economic Analysis  
[www.bea.gov/Regional/Reis](http://www.bea.gov/Regional/Reis)

#### **Per Capita Personal Income**

Another aspect of Reno-Tahoe area employment is Per Capita Personal Income. As the latest data available as of 2020 demonstrates, the Reno-Tahoe service area of Washoe County, Nevada not only has a higher per capita personal income than the state in general, but also surpassed the national average per capita personal income level.

**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
**ANNUAL BUDGET**  
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RENO-TAHOE AIRPORT AUTHORITY  
 PRINCIPAL EMPLOYERS WITHIN AIR TRADE AREA  
 FOR THE CALENDAR YEARS ENDED 2021 AND 2011  
 (unaudited)

Employer	Calendar year 2021		Calendar year 2011	
	Rank	Employees	Rank	Employees
Renown Health	1	1,000-4,999	4	2,500-2,999
Peppermill Inc	2	1,000-4,999	5	2,000-2,499
Nugget Casino Resort	3	1,000-4,999	16	1,000-1,499
Grand Sierra Resort & Casino	4	1,000-4,999	13	1,000-1,499
St Mary's Regional Medical Center	5	1,000-4,999	10	1,500-1,999
Eldorado Hotel & Casino	6	1,000-4,999	11	1,000-1,499
Spa at Silver Legacy	7	1,000-4,999	8	1,500-1,999
University of Nevada, Reno Sponsored	8	1,000-4,999	2	4,000-4,499
International Game Technology (IGT)	9	1,000-4,999	7	2,000-2,499
AMERCO	10	1,000-1,499	-	-

Nevada Revised Statute Chapter 612 stipulates that actual employment for individual employers may not be published.

Source: Nevada Workforce & the Department of Employment, Training and Rehabilitation, 2021 Second Half

[www.nevadaworkforce.com](http://www.nevadaworkforce.com) CAER

**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
**ANNUAL BUDGET**  
**Section 10 – Supplemental Data**

## Domestic Airline Passengers

<b>Enplanements on U.S. Airlines, Unadjusted</b>						
<b>Passenger numbers in millions (000,000)</b>						
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2019-2020 PCT. Change</b>	<b>2022</b>	<b>2021-2022 PCT. Change</b>
January	67.02	70.77	27.29	5.6%	51.80	90%
February	63.58	67.81	26.61	6.7%	54.80	106%
March	80.21	39.06	42.80	-51.3%	72.40	69%
April	76.43	3.01	47.80	-96.1%		-100%
May	81.34	8.43	57.50	-89.6%		-100%
<b>June</b>	<b>83.84</b>	<b>16.53</b>	<b>67.00</b>	-80.3%		-100%
July	86.96	24.01	73.70	-72.4%		-1
August	83.78	25.30	66.90	-69.8%		-1
September	72.58	25.27	58.70	-65.2%		-1
October	78.62	30.01	65.80	-61.8%		-1
November	73.07	28.76	65.80	-60.6%		
December	79.28	30.54	66.60	-61.5%		
<b>6 Mo.</b>	<b>452.42</b>	<b>205.61</b>	<b>269.00</b>	-54.6%	<b>179.00</b>	
<b>Total</b>						<b>-33.5%</b>
<b>Yr. Total</b>	<b>926.71</b>	<b>369.50</b>	<b>666.50</b>	-60.1%		

Source: Bureau of Transportation Statistics, T-100 Market  
 Note: Percentage changes based on numbers prior to rounding.  
 Note: May & June 2021 passenger numbers have not been published

<https://www.bts.gov/newsroom>

The table above lists the last two calendar years of domestic airline passenger enplanements for the United States. The national statistics mirror the annual passenger peaks for RNO that occur in July and August each year. The COVID-19 pandemic caused a decline in airline passenger enplanements during 2020 but a recovery is seen through 2022.



**Reno-Tahoe Airport Authority**  
**FY 2022-23**  
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**Section 10 – Supplemental Data**

## Airline Profitability

Quarterly Large Airline Systemwide (Domestic + International) Net Income Ranked by 1Q 2022 Operating Revenue (millions of dollars)							
Rank	Airline	1Q 2021	2Q 2021	3Q 2021	4Q 2021	1Q 2022	Dollar Change 1Q2021- 1Q2022
1	<b>American</b>	-1,216	51	280	-893	-1,578	-362
2	<b>Delta</b>	-1,181	641	1,197	-373	-906	275
3	<b>United</b>	-1,357	-434	473	-645	-1,377	-20
4	<b>Southwest</b>	116	348	446	68	-278	-394
5	<b>Alaska</b>	-188	329	179	23	-90	98
6	<b>JetBlue</b>	-247	63	130	-129	-255	-8
7	<b>Spirit</b>	-112	-288	15	-87	-195	-83
8	<b>Hawaiian</b>	-59	-1	16	-91	-121	-62
9	<b>SkyWest</b>	10	34	-15	-27	-15	-25
10	<b>Frontier</b>	-91	19	23	-53	-115	-24
<b>10-Carrier Total</b>		<b>-4,325</b>	<b>762</b>	<b>2,744</b>	<b>-2,207</b>	<b>-4,930</b>	<b>-605</b>

Source: Bureau of Transportation Statistics, F41; Schedule P12 data

This table lists the latest quarterly operating profit and loss for the Largest Scheduled Passenger Airlines for the most recent five quarters ending with the 1<sup>st</sup> Quarter of 2022.

The top 10 airlines, ranked by operating revenue, reported an increase in after-tax net loss of \$4.9 billion in the first quarter of 2022, up 14% from a net loss of \$4.3 billion in the first quarter of 2021 and up 123% from a net loss of \$2.2 billion in the fourth quarter of 2021.

Fuel costs increased 35% as compared to the prior year and increased 86% as compared to 2020. Crude oil prices have an increase of 61% in June 2022 as compared to the same period last year. Full-time equivalent (FTE) employment at U.S. passenger airlines reached over 599,050 jobs in 2021, an increase from the highest level since 2002.

# **Section 11 – State of Nevada Budget Format**



# Reno-Tahoe Airport Authority

P.O. Box 12490 • Reno, NV 89510-2490 • (775)328-6400 • (775)328-6510

Nevada Department of Taxation  
1550 College Parkway, Suite 115  
Carson City, NV 89706-7921

**Reno-Tahoe Airport Authority** herewith submits the FINAL budget for the  
fiscal year ending June 30, 2023

This budget contains 0 funds, including Debt Service, requiring property tax revenues totaling \$ 0

The property tax rates computed herein are based on preliminary data. If the final state computed revenue limitation permits, the tax rate will be increased by an amount not to exceed 0. If the final computation requires, the tax rate will be lowered.

This budget contains 0 governmental fund types with estimated expenditures of \$ 0 and 1 proprietary fund with estimated expenses of \$ 87,931,967

Copies of this budget have been filed for public record and inspection in the offices enumerated in NRS 354.596 (Local Government Budget and Finance Act).

### CERTIFICATION

I Randall O. Carlton  
(Printed Name)  
Chief Finance & Administration Officer  
(Title)  
certify that all applicable funds and financial operations of this Local Government are listed herein

Signed Randall O. Carlton

Dated: 5/19/2022

### APPROVED BY THE GOVERNING BOARD

Art Sperber  
Lisa Gianoli  
Jennifer Cunningham  
Carol Chaplin  
Richard Jay  
Jennifer Rose  
Adam Kramer  
Shaun Carey

### SCHEDULED PUBLIC HEARING:

Date and Time 5/19/2022 - 9 AM

Publication Date 5/10/2022

Place: Reno- Tahoe Airport Authority- Board Room  
**Webinar-** <https://us02web.zoom.us/j/82674867363> or  
**One tap mobile:** US: +12532158782,,82674867363# or +13462487799,,82674867363# or  
**Telephone:** US: +1 253 215 8782 or +1 346 248 7799 or +1 669 900 6833 or +1 301 715 8592 or +1 312 626 6799  
or +1 929 205 6099 Webinar ID: 826 7486 7363  
**International Numbers** available: <https://us02web.zoom.us/j/82674867363>

FULL TIME EQUIVALENT EMPLOYEES BY FUNCTION

	ACTUAL PRIOR YEAR ENDING 06/30/21	ESTIMATED CURRENT YEAR ENDING 06/30/22	BUDGET YEAR ENDING 06/30/23
General Government			
Judicial			
Public Safety			
Public Works			
Sanitation			
Health			
Welfare			
Culture and Recreation			
Community Support			
TOTAL GENERAL GOVERNMENT			
Utilities			
Hospitals			
Transit Systems			
Airports	242.0	275.5	289.0
Other			
TOTAL	242.0	275.5	289.0

POPULATION (AS OF JULY 1)			485,113
SOURCE OF POPULATION ESTIMATE*			Nevada Department of Taxation
Assessed Valuation (Secured and Unsecured Only)			
Net Proceeds of Mines			
TOTAL ASSESSED VALUE			
TAX RATE			
General Fund			
Special Revenue Funds			
Capital Projects Funds			
Debt Service Funds			
Enterprise Fund			
Other			
TOTAL TAX RATE			

\* Use the population certified by the state in March each year. Small districts may use a number developed per the instructions (page 6) or the best information available.

**RENO-TAHOE AIRPORT AUTHORITY**  
(Local Government)

SCHEDULE S-2 - STATISTICAL DATA



<b>PROPRIETARY FUND</b>	(1)	(2)	(3) (4) BUDGET YEAR ENDING 06/30/23	
	ACTUAL PRIOR YEAR ENDING 6/30/2021	ESTIMATED CURRENT YEAR ENDING 6/30/2022	TENTATIVE APPROVED	FINAL APPROVED
<b>OPERATING REVENUE</b>				
Landing and Aircraft Fees	\$ 8,948,847	\$ 10,598,257	\$ 14,267,503	\$ 13,283,318
Gaming Concession	632,609	808,249	1,230,100	1,199,500
Food & Beverage Concession	772,106	822,188	2,108,900	2,108,900
Merchandise Concession	514,509	430,543	1,020,300	1,119,700
Auto Rental Concession	6,486,436	10,230,396	11,445,527	11,208,806
Parking/Ground Transportation	7,361,177	13,587,058	17,150,500	17,150,500
Rents	15,715,644	15,514,107	17,118,127	17,519,227
Other Concessions/Reimbursed Svcs/Misc.	3,231,588	4,396,035	4,582,461	4,606,359
Total Operating Revenue	\$ 43,662,916	\$ 56,386,832	\$ 68,923,418	\$ 68,196,310
<b>OPERATING EXPENSE</b>				
Personnel Services	\$ 30,923,994	\$ 32,947,635	\$ 38,515,407	\$ 38,057,907
Utilities and Communications	2,454,099	2,848,730	3,133,050	3,133,050
Purchased Services	4,887,352	8,487,351	9,441,170	9,765,000
Materials and Supplies	2,259,926	2,755,161	2,988,566	2,984,990
Administrative Expenses	2,086,926	3,887,749	3,897,785	3,991,021
Depreciation/Amortization	26,827,690	30,000,000	30,000,000	30,000,000
Total Operating Expense	\$ 69,439,987	\$ 80,926,626	\$ 87,975,977	\$ 87,931,967
Operating Income or (Loss)	(25,777,071)	(24,539,795)	(19,052,560)	(19,735,657)
<b>NONOPERATING REVENUES (EXPENSES)</b>				
Interest Earned	(48,887)	811,500	779,200	878,600
Jet Fuel Tax Revenue	203,765	244,500	256,700	256,700
PFC Revenues (Passenger Facility Chg.)	4,514,399	7,964,400	8,878,000	8,879,500
Gain (Loss) on sale of capital assets	41,838	-	-	-
Customer Facility Charge	4,954,128	7,419,700	10,588,500	10,588,500
Federal Stimulus Funds	7,059,146	14,594,857	12,530,300	13,650,300
Interest Expense	(337,975)	(399,857)	-	-
Miscellaneous Non-Operating Expense	-	-	-	-
Total Nonoperating Revenues (Expenses)	16,386,414	30,635,100	33,032,700	34,253,600
Net Income before Operating Transfers	\$ (9,390,657)	\$ 6,095,305	\$ 13,980,140	\$ 14,517,943
Operating Transfers (Schedule T)				
In	0			
Out				
Net Operating Transfers	0	0	0	0
<b>NET INCOME</b>	\$ (9,390,657)	\$ 6,095,305	\$ 13,980,140	\$ 14,517,943

**RENO-TAHOE AIRPORT AUTHORITY**  
(Local Government)

SCHEDULE F-1 REVENUES, EXPENSES AND NET INCOME

FUND     AIRPORTS

PROPRIETARY FUND	(1)	(2)	(3) (4) BUDGET YEAR ENDING 06/30/23	
	ACTUAL PRIOR YEAR ENDING 6/30/2021	ESTIMATED CURRENT YEAR ENDING 6/30/2022	TENTATIVE APPROVED	FINAL APPROVED
<b>A. CASH FLOWS FROM OPERATING ACTIVITIES:</b>				
Operating Income (Loss)	\$ (25,777,071)	\$ (24,539,795)	\$ (19,052,560)	\$ (19,735,657)
Depreciation/Amortization	26,827,690	30,000,000	30,000,000	30,000,000
Provision for Bad Debt	-	-	-	-
Loss on Sale of Property and Equipment	-	-	-	-
Changes in Current Assets and Liabilities	2,200,896	-	-	-
a. Net cash provided by (or used for) operating activities	3,251,515	5,460,205	10,947,440	10,264,343
<b>B. CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</b>				
Jet Fuel Tax Revenue	203,765	244,500	256,700	256,700
Federal Stimulus Funds	7,059,146	14,594,857	12,530,300	1,120,000
b. Net cash provided by (or used for) non capital financing activities	7,262,911	14,839,357	12,787,000	1,376,700
<b>C. CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:</b>				
Federal Grant Proceeds	25,417,279	27,189,035	27,819,877	34,220,612
Proceeds from sale of Capital Assets	41,838	-	-	-
Customer Facility Charge Revenue	4,954,128	7,419,700	10,588,500	10,588,500
Acq. & Const. of Capital Assets	(38,021,257)	(43,944,444)	(66,700,510)	(79,312,283)
Principal/Interest Payments	(2,223,550)	(10,779,857)	-	(10,406,800)
Receipts of PFC Revenue	4,514,399	7,964,400	8,878,000	8,879,500
Non-Operating Expenses	-	-	-	-
Short-Term Borrowing	-	-	-	16,950,000
Jet Fuel Activity	-	-	-	-
Insurance Settlement Proceeds	-	-	-	-
c. Net cash by (or used for) capital and related financing activities	(5,317,163)	(12,151,167)	(19,414,133)	(19,080,470)
<b>D. CASH FLOWS FROM INVESTING ACTIVITIES:</b>				
Receipt of Interest	1,041,008	811,500	779,200	878,600
Purchase/Sale of Investments	(1,431,053)	-	-	-
d. Net cash provided by (or used in) investing activities	(390,045)	811,500	779,200	878,600
<b>NET INCREASE (DECREASE) in cash and cash equivalents (a+b+c+d)</b>	<b>4,807,218</b>	<b>8,959,895</b>	<b>5,099,508</b>	<b>(6,560,828)</b>
<b>CASH AND CASH EQUIVALENTS AT JULY 1, 20XX</b>	<b>7,383,739</b>	<b>12,190,957</b>	<b>21,150,852</b>	<b>21,150,852</b>
<b>CASH AND CASH EQUIVALENTS AT AT JUNE 30, 20XX</b>	<b>\$ 12,190,957</b>	<b>\$ 21,150,852</b>	<b>\$ 26,250,360</b>	<b>\$ 14,590,024</b>

**RENO-TAHOE AIRPORT AUTHORITY**

Schedule F - 2 - Statement of Cash Flows

FUND: AIRPORTS

ALL EXISTING OR PROPOSED  
 GENERAL OBLIGATION BONDS, REVENUE BONDS,  
 MEDIUM-TERM FINANCING, CAPITAL LEASES AND  
 SPECIAL ASSESSMENT BONDS

\* - Type  
 1 - General Obligation Bonds  
 2 - G.O. Revenue Supported Bonds  
 3 - G.O. Special Assessment Bonds  
 4 - Revenue Bonds  
 5 - Medium-Term Financing

6 - Medium-Term Financing - Lease Purchase  
 7 - Capital Leases  
 8 - Special Assessment Bonds  
 9 - Mortgages  
 10- Other (Specify Type)  
 11- Proposed (Specify Type)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
NAME OF BOND OR LOAN List and Subtotal By Fund	*	TERM	ORIGINAL AMOUNT OF ISSUE	ISSUE DATE	FINAL PAYMENT DATE	INTEREST RATE	BEGINNING OUTSTANDING BALANCE 7/1/2022	INTEREST PAYABLE	PRINCIPAL PAYABLE	(9) + (10) TOTAL
FUND: AIRPORTS										
TOTAL ALL DEBT SERVICE			\$ -				\$ -	\$ -	\$ -	\$ -

SCHEDULE C-1 INDEBTEDNESS

RENO-TAHOE AIRPORT AUTHORITY Budget Fiscal Year 2022-23



**SCHEDULE OF EXISTING CONTRACTS**

**Budget Year 2022-23**

**Local Government:** Reno-Tahoe Airport Authority  
**Contact:** Alex Kovacs  
**E-mail Address:** [akovacs@renoairport.com](mailto:akovacs@renoairport.com)  
**Daytime Telephone:** 775-328-6435

Total Number of Existing Contracts: 146

Line	Vendor	Effective Date of Contract	Termination Date of Contract	Proposed Expenditure FY 2022-23	Proposed Expenditure FY 2023-24	Reason or need for contract:
1	Fennemore Craig Jones Vargas	2/1/2014	1/30/2024	\$ 240,000	\$ 240,000	Legal Services
2	Unknown	7/1/2022	6/30/2023	\$ 20,000	\$ 20,000	Flight Global Mapping Tool - Annual Subscription - paid quarterly (annual auto renewal)
3	Cirium, Diiio	7/1/2022	6/30/2023	\$ 30,000	\$ 30,000	Diiio - Annual Subscription (Data In. Intelligence Out)
4	Airline Data Inc.	7/1/2022	6/30/2023	\$ 7,800	\$ 7,800	ACA Leakage Module
5	Air Service One	7/1/2022	6/30/2023	\$ 14,000	\$ 14,000	12 month contract
6	Unknown	7/1/2022	6/30/2023	25,000	-	International Passsenger Demand Study
7	Unknown	7/1/2022	6/30/2023	50,000	-	Cargo Study
8	Unknown	N/A	N/A	50,000	-	RNO Catchment Area Surveys (Fee + Respondent Incentives)
9	Unknown	7/1/2022	6/30/2023	50,000	-	Survey(s) - Reno-Tahoe Catchment Area and respondent incentive
10	Unknown	7/1/2022	6/30/2023	25,000	25,000	Domestic Passsenger Demand Study
11	Griffin Company	11/1/2020	6/30/2023	\$ 72,000	\$ 72,000	Local/State Lobbying & Government Advocacy
12	The Porter Group	2/13/2019	1/31/2022	\$ 48,000	\$ 48,000	Federal Representation Services
13	Reno Air Racing Association	7/1/2022	6/30/2023	\$ 66,000	\$ 66,000	National Championship Air Race Sponsorship
14	University of Nevada-Reno	7/1/2022	6/30/2023	\$ 52,008	\$ 52,008	Intercollegiate Athletics Trade Out Agreement
15	Unknown	7/1/2022	6/30/2023	\$ 8,000	\$ 8,000	renoairport.com Website- Maintenance
16	Constant Contact	On-going		\$ 4,224	\$ 4,224	Annual Contract for E-News Distribution
17	Hootsuite Insights	On-going		\$ 4,279	\$ 4,279	Annual Contract for Social Media Monitoring
18	Meltwater News US	On-going		\$ 10,200	\$ 10,200	Annual Contract for News Media Monitoring
19	Unknown	7/1/2022	6/30/2023	\$ 100,000	\$ 100,000	Advertising Campaign
20	Unknown	7/1/2022	6/30/2023	\$ 250,000	\$ 250,000	MoreRNO Advertising Campaign
21	Unknown	7/1/2022	6/30/2023	\$ 50,000	\$ 50,000	Art Program Operations
22	Hummanity App	On-going		\$ 638	\$ 638	Scheduling for Customer Service Rep.
23	Dropbox Business	On-going		\$ 495	\$ 495	Annual Contract for 5 TB of Document Sharing (3 Admins)
24	CompPsych	8/1/2019	7/31/2023	\$ 5,900	\$ 6,200	Employee Assistance Program Services
25	Benefits Consultant/Broker	7/1/2022	6/30/2027	\$ 45,000	\$ 47,000	Insurance Brokerage Services
26	Health Insurance Provider	1/1/2022	12/31/2023	\$ 3,087,000	\$ 3,400,000	Employee Health Benefit Plan
27	MetLife Insurance	1/1/2022	12/31/2024	\$ 354,000	\$ 370,000	Employee Dental, Vision, Life & Long Term Disability Benefit Plans
28	My Cafeteria Plan	1/1/2017	6/30/2023	\$ 6,000	\$ 6,600	Third Party Administration Services (HSA/Flex Plan Claims)
29	Affirmity	9/1/2019	8/31/2023	\$ 5,500	\$ 6,500	Third Party Affirmative Action Analysis
30	Unknown	7/1/2022	6/30/2023	\$ 15,000	\$ -	Employee Engagement Survey
31	Unknown	7/1/2022	6/30/2023	\$ 15,000	\$ -	Change Management Study
32	Unknown	7/1/2022	6/30/2023	\$ 15,000	\$ -	Diversity Training
33	Unknown	7/1/2022	6/30/2023	\$ 25,000	\$ -	Strategic Planning
34	Unknown	7/1/2022	6/30/2023	\$ 20,000	\$ 20,000	7x24 Security log monitoring, alerting, and diagnosis services
35	Unknown	7/1/2022	6/30/2023	\$ 125,000	\$ 125,000	Provide 7x24 maintenance and support for access control and video surveillance systems
36	ANOMS Maintenance Agreement: B&K	7/1/2022	6/30/2023	\$ 127,800	\$ 140,580	Provide onsite hardware maintenance for ANOMS system
37	FIDS/Paging Systems Maintenance and Support: SI	7/1/2022	6/30/2023	\$ 46,200	\$ 50,820	Provide onsite hardware maintenance for FIDS system
38	Server administration and support MSA: Maise	7/1/2022	6/30/2023	\$ 41,000	\$ 45,100	Provide remote support for network servers
39	Data Communications Network Maintenance Agreeeme	7/1/2022	6/30/2023	\$ 37,800	\$ 41,580	Provide remote and onsite support for data communications network

**SCHEDULE OF EXISTING CONTRACTS**

**Budget Year 2022-23**

**Local Government:** Reno-Tahoe Airport Authority  
**Contact:** Alex Kovacs  
**E-mail Address:** [akovacs@renoairport.com](mailto:akovacs@renoairport.com)  
**Daytime Telephone:** 775-328-6435

Total Number of Existing Contracts: 146

Line	Vendor	Effective Date of Contract	Termination Date of Contract	Proposed Expenditure FY 2022-23	Proposed Expenditure FY 2023-24	Reason or need for contract:
40	Virtual Server Maintenance: Dell VxRail	7/1/2022	6/30/2023	\$ 34,000	\$ 37,400	Provide onsite hardware support for virtual host hardware
41	ANOMS RealContours Maintenance Agreement: HMA	7/1/2022	6/30/2023	\$ 25,400	\$ 27,940	Prepare noise contours
42	VoIP Telephone System Maintenance: VOX	7/1/2022	6/30/2023	\$ 24,000	\$ 26,400	Provide remote and onsite support for telephone system
43	Pressurized Cable System PM Contract SSI, Inc.	7/1/2022	6/30/2023	\$ 22,000	\$ 24,200	Provide onsite support for underground pressurized cabling system
44	Surface Condition Monitoring System Support: Vaisa	7/1/2022	6/30/2023	\$ 14,900	\$ 16,390	Provide remote and onsite support for surface condition monitoring system
45	Hub Intranet monthly backup, patching, and mainte	7/1/2022	6/30/2023	\$ 14,400	\$ 15,840	Provide remote website administration and backups
46	Public WiFi Maintenance Agreement: Extreme Netw	7/1/2022	6/30/2023	\$ 5,000	\$ 5,500	Provide remote and onsite support for WiFi system
47	Telecommunications billing management: Vcom	7/1/2022	6/30/2023	\$ 4,400	\$ 4,840	Provide remote account review of telecommunications accounts
48	CBP Telephone System Support: VOX	7/1/2022	6/30/2023	\$ 2,500	\$ 2,750	Provide remote and onsite support of telephone system at Border Protection Facility
49	Trophy Peak Fire Services	2/1/2021	6/30/2024	\$ 6,500.00	\$ 6,500.00	Fire system/equipment inspections, alarm monitor, and service
50	Ozilio	7/1/2021	6/30/2023	\$ 600.00	\$ 600.00	Video webstreaming for afd cam
51	Waters Septic Service	7/1/2020	6/30/2023	\$ 1,500.00	\$ 1,500.00	Separator services
52	All Weather, Inc.	7/1/2020	6/30/2023	\$ 5,900.00	\$ 5,900.00	AWOS certification and service
53	Kone Elevator service	7/1/2021	6/30/2023	\$ 2,700.00	\$ 2,700.00	inspections at BLM and terminal
54	LA Perks	7/1/2021	6/30/2023	\$ 1,100.00	\$ 1,100.00	Annual washrack alarm certification
55	Emerson	7/1/2021	6/30/2023	\$ 7,500.00	\$ 7,500.00	Terminal UPS services
56	One Call Maintenance	9/1/2017	6/30/2023	\$ 30,000.00	\$ 30,000.00	Janitorial Services
57	Waters	7/1/2022	6/30/2023	\$ 3,680.00	\$ 3,680.00	RTS stormceptor clean out
58	US Bank	5/23/2013	7/1/2023	\$ 9,185	\$ 9,185	Bond and Note Trustee

**SCHEDULE OF EXISTING CONTRACTS**

**Budget Year 2022-23**

**Local Government:** Reno-Tahoe Airport Authority  
**Contact:** Alex Kovacs  
**E-mail Address:** [akovacs@renoairport.com](mailto:akovacs@renoairport.com)  
**Daytime Telephone:** 775-328-6435

Total Number of Existing Contracts: 146

Line	Vendor	Effective Date of Contract	Termination Date of Contract	Proposed Expenditure FY 2022-23	Proposed Expenditure FY 2023-24	Reason or need for contract:
59	Wells Fargo Bank	9/30/2018	7/1/2020	\$ 39,280	\$ 39,280	Banking Services
60	Wells Fargo Bank	10/24/2018	10/24/2020	\$ 315,000	\$ 320,000	Merchant Services Credit Card Processing
61	Crowe Horwath	3/13/2014	6/30/2023	\$ 65,000	\$ 65,000	External Audit Services
62	Washoe County Invest Pool	5/1/2014	On-going	\$ 8,000	\$ -	Investment fund fees
63	McCloud	7/1/2018	On-going	\$ 3,000	\$ 3,000	OPEB & GASB Actuarial
64	Government Portfolio Advisors	6/1/2017	6/30/2023	\$ 48,000	\$ 50,000	Investment Advisors Contract
65	TBD	7/1/2022	6/30/2023	\$ 5,000	\$ -	GASB 87 compliance
66	Landrum Borown	2/7/2019	6/30/2023	\$ 50,000	\$ 50,000	Airline Agreement Negotiations
67	Public Finance Management	7/1/2023	ongoing	\$ 50,000	\$ 50,000	Bond Analysis
68	Airport Concession Consultants	7/1/2019	ongoing	\$ 6,000	\$ 11,000	Airport Concessions Disadvantage Business Enterprise (ACDBE) compliance
69	QSI Specialists	11/1/2013	ongoing	\$ 4,500	\$ -	Mystery Shopper program
70	TNT Lawns Plus	4/1/2019	ongoing	\$ 2,500	\$ -	Landscape maintenance of Grassy Knolls parcel
71	SmarteCarte	2/1/2020	12/31/2030	\$ 6,000	\$ -	Luggage Carts for CPB Building
72	Unknown	7/1/2023	6/30/2023	\$ 330,000	\$ -	Economic development consultants- Various
73	Detailed Cleaning		ongoing	\$ 2,500	\$ 2,500	Janitorial Service for East and West T-Hangar restrooms
74	Johnson Controls Hangar B E F		ongoing	\$ 3,000	\$ 3,000	Fire Alarm Monitoring-485 S Rock Hangars
75	Stellar Aviation T-hangar Management		ongoing	\$ 80,000	\$ 80,000	Manages RNO T-hangars for RTAA
76	MVI Facility Services		12/31/22*	\$ 635,149	\$ 635,149	QTA Facility Management. * Will need to extend until ConRAC built
77	Johnson Controls		ongoing	\$ 2,100	\$ 2,100	Fire Alarm Monitoring-601 S Rock
78	Burgarello Alarm		ongoing	\$ 1,758	\$ 1,758	Fire Alarm Monitoring - 1200 Terminal
79	Burgarello Alarm		ongoing	\$ 1,700	\$ 1,700	Fire Alarm Monitoring - 1250 Terminal
80	Midwest Heating		ongoing	\$ 9,860	\$ 9,860	HVAC Quarterly Maintenance-1280 Terminal
81	T&T Lawns Plus		ongoing	\$ 4,680	\$ 4,680	Landscaping-1280 Terminal
82	T&T Lawns Plus		ongoing	\$ 4,000	\$ 4,000	Snow Removal-1280 Terminal
83	Burgarello Alarm		ongoing	\$ 1,700	\$ 1,700	Fire Alarm Monitoring-1280 Terminal
84	A Natural Sparkle		ongoing	\$ 6,000	\$ 6,000	Janitorial Service-1280 Terminal
85	Western Exterminator		ongoing	\$ 500	\$ 500	Pest Control-1280 Terminal
86	Johnson Controls		ongoing	\$ 500	\$ 500	Fire Extinguisher Service-1280 Terminal
87	CEI Alarm		ongoing	\$ 420	\$ 420	Burglar Alarm Monitoring-Mini Warehouse
88	T&T Lawns Plus		ongoing	\$ 5,000	\$ 5,000	Snow Removal-Mini Warehouse
89	Custom Aire		ongoing	\$ 2,400	\$ 2,400	HVAC Quarterly Maintenance-Mini Warehouse
90	Western Exterminator		ongoing	\$ 1,170	\$ 1,170	Pest Control-Mini Warehouse
91	ABC Fire		ongoing	\$ 1,000	\$ 1,000	Fire Alarm Monitoring-Mini Warehouse
92	Johnson Controls		ongoing	\$ 1,000	\$ 1,000	Fire Extinguisher Service-Mini Warehouse
93	Martin-Ross Security		ongoing	\$ 2,400	\$ 2,400	Security Patrol-Mini Warehouse
94	Johnson Controls		ongoing	\$ 1,700	\$ 1,700	Fire Alarm Monitoring-1500 Terminal
95	Midwest Heating		ongoing	\$ 5,000	\$ 5,000	HVAC Quarterly Maintenance-1500 Terminal
96	Johnson Controls		ongoing	\$ 500	\$ 500	Fire Extinguisher Service-1500 Terminal
97	T&T Lawns Plus		ongoing	\$ 2,500	\$ 2,500	Snow Removal-1500 Terminal

**SCHEDULE OF EXISTING CONTRACTS**

**Budget Year 2022-23**

**Local Government:** Reno-Tahoe Airport Authority  
**Contact:** Alex Kovacs  
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**Daytime Telephone:** 775-328-6435

Total Number of Existing Contracts: 146

Line	Vendor	Effective Date of Contract	Termination Date of Contract	Proposed Expenditure FY 2022-23	Proposed Expenditure FY 2023-24	Reason or need for contract:
98	Ross & Baruzzini	7/1/2022	6/30/2023	\$ 65,000	\$ -	Continuation and implentation of the Emergency Assesment Plan
99	R&R Partners	7/1/2022	6/30/2023	\$ 15,000	\$ -	Continued on call consulting service to include the transtion of Air Com to a PSAP
100	USDA Wildlife Services	7/1/2022	6/30/2025	\$ 60,000	\$ 60,000	Part 139 Wildlife Services.
101	GO APRON	11/1/2021	11/1/2022	\$ 36,500	\$ 36,500	Provide Gate Management and Aircraft Parking software solutions for Terminal and Remote Parking
102	TBD	7/1/2022	6/30/2023	\$ 117,000	\$ 120,000	Provide Aircraft Parking software solutions
103	Scheidt and Bachmann	7/1/2022	6/30/2023	\$ 200,000	\$ 220,000	Parking Revenue Control System Maintenance Agreement
104	Windcave	7/1/2022	6/30/2023	\$ 19,500	\$ 20,500	Processor for EMV and Credit Card Trx's for new PARCS Equipment.
105	Gatekeeper AdComp	7/1/2022	6/30/2023	\$ 4,000	\$ 5,000	GT Payment Software
106	Gatekeeper - Current System	7/1/2022	6/30/2023	\$ 46,000	\$ 48,000	GT Tracking Software Support Agreement (Contract in 21-22 actual 45k)
107	Par Electric(Snow Removal)	7/1/2022	6/30/2023	\$ 30,000	\$ 30,000	Snow Removal for Overflow Parking
108	Unknown	7/1/2022	6/30/2023	\$ 300	\$ 300	Adding paid scheduling service
109	Unknown	7/1/2022	6/30/2023	\$ 100,000	\$ 100,000	911 Contract Service
110	Unknown	7/1/2022	6/30/2023	\$ 250,000	\$ -	Police Headquarters Relocation Study
111	Bobby Pages		On-going	\$ 7,000	\$ 7,000	Laundry Service
112	Unknown	7/1/2022	6/30/2023	\$ 2,500	\$ 2,500	Console deep cleaning and sanitization
113	TSA Fingerprinting	7/1/2022	6/30/2023	\$ 32,000	\$ 32,000	Fingerprinting
114	Acuity Scheduling	7/1/2022	6/30/2023	\$ 300	\$ 300	Badging Scheduling
115	Leid's	7/1/2022	6/30/2023	\$ 2,700	\$ 2,700	Laudry Services
116	TBD	7/1/2022	6/30/2023	\$ 4,000	\$ -	Title VI and DBE updates
117	AEEC	1/1/2022	12/31/2022	\$ 100,000	\$ -	Consultant Services - Stead Consent Decree Remediation
118	Bob Firth	7/1/2022	6/30/2023	\$ 2,000	\$ 2,000	Consultant Services - Water Rights
119	Sierra Environmental Monitoring	7/1/2022	6/30/2023	\$ 12,000	\$ 12,000	Consultant Services - Stormwater Sampling
120	Michael Baker International	7/1/2022	6/30/2023	\$ 35,000	\$ 35,000	Consultant Services - GIS-Related Repair Work, Programming, and Staff Training
121	Mead & Hunt	12/20/2020	12/30/2022	\$ 750,000	\$ -	Consultant Services - Concourse(s) Redevelopment Planning Study
122	Redhorse	7/1/2022	12/31/2022	\$ 1,500	\$ -	Consultant Services - US Army Corps of Engineer Wetland & Jurisdictional Waters of the US Re-Verification
123	Envirosuite	7/1/2022	6/30/2024	\$ 125,000	\$ 125,000	Contract - Airport Noise & Operations Monitoring System (ANOMS) Annual Maintenance & Repair
124	HMMH	7/1/2022	6/30/2024	\$ 24,000	\$ 24,000	Consultant Services - Acoustical Consulting Services associated with ANOMS
125	PK Electrical	7/1/2022	6/30/2023	\$ 100,000	\$ -	Arc Flash Study Phase 2
126	Wood Rodgers	7/1/2022	6/30/2023	\$ 10,000	\$ 10,000	Annual-On Call Services for Airfield/Gate Diagrams
127	TBD	7/1/2022	6/30/2023	\$ 20,000	\$ 20,000	Annual-General Construction Management Workorder (Non AIP Assistance)
128	TBD	7/1/2022	6/30/2023	\$ 80,000	\$ -	Mechanical Equipment Assessment
129	TBD	7/1/2022	6/30/2023	\$ 100,000	\$ -	Electrical Equipment Assessment
130	TBD	7/1/2022	6/30/2023	\$ 125,000	\$ -	DBE Program Goals
131	TBD	7/1/2022	6/30/2023	\$ 150,000	\$ -	RTS-Fire Line/System Assessment
132	Waters Vacuum Truck Service	7/1/2021	6/30/2022	\$ 24,000	\$ 24,000	Maintain sand/oil separators including pumping, analytical testing & permitting - estimated 5% incred
133	Delta Fire Systems	7/1/2022	6/30/2023	\$ 35,000	\$ 37,000	State certification requirements
134	TBD? Will be going out for bid	7/1/2022	6/30/2023	\$ 375,000	\$ 375,000	Heavy duty cleaning services and equipment

**SCHEDULE OF EXISTING CONTRACTS**

**Budget Year 2022-23**

**Local Government:** Reno-Tahoe Airport Authority  
**Contact:** Alex Kovacs  
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**Daytime Telephone:** 775-328-6435

Total Number of Existing Contracts: 146

Line	Vendor	Effective Date of Contract	Termination Date of Contract	Proposed Expenditure FY 2022-23	Proposed Expenditure FY 2023-24	Reason or need for contract:
135	Automated Temperature Control Services-BCS	7/1/2022	6/30/2023	\$ 15,000	\$ 15,000	Specialized training and equipment expertise
136	Chemtreat International-Cooling Towers	7/1/2022	6/30/2023	\$ 8,925	\$ 9,375	Cooling Tower Equipment and chemical servicing
137	Emerson Network Power-UPS	7/1/2022	6/30/2023	\$ 44,500	\$ 46,000	Specialized training and equipment servicing
138	Linen Service	7/1/2022	6/30/2023	\$ 2,000	\$ 2,000	Linen Services needed for our PR dept. support for table clothe cleaning
139	KoneElevator-Escalator Repair and Maintenance	7/1/2022	6/30/2023	\$ 95,543	\$ 98,410	State certification requirement
140	Stanley Access-Assa Abloy Certified door Service	7/1/2022	6/30/2023	\$ 3,000	\$ 3,000	Specialized equipment and repair service
141	Tennant Company-Ridding Scrubbers	7/1/2022	6/30/2023	\$ 17,500	\$ 18,000	Specialized training and equipment service
142	Trane Company-Chillers	7/1/2022	6/30/2023	\$ 63,000	\$ 66,000	Specialized equipment repair and service
143	ADT Alarm Services- GAOB Building	7/1/2022	6/30/2023	\$ 3,200	\$ 3,200	Security monitoring to support outlying RTAA facilities
144	Elite Line Services BHS	7/1/2022	6/30/2023	\$ 1,222,993	\$ 1,247,453	Specialized Baggage Handling System (BHS) Equipment service and repair
145	Arthur J. Gallagher	7/1/2018	6/30/2023	\$ 65,500	\$ 65,500	Property/Casualty & Workers Compensation Brokerage Services
146	Unknown	7/1/2022	6/30/2023	\$ 25,000	\$ -	Property appraisal
146	Vital Records	On-going	On-going	\$ 21,000	\$ 21,000	Records Storage
Total Proposed Expenditures				\$ 11,720,387	\$ 9,800,504	

Additional Explanations (Reference Line Number and Vendor):

**SCHEDULE OF EXISTING CONTRACTS**  
**Budget Year 2020 - 2021**

**Local Government:** Reno-Tahoe Airport Authority  
**Contact:** Alex Kovacs  
**E-mail Address:** [akovacs@renoairport.com](mailto:akovacs@renoairport.com)  
**Daytime Telephone:** 775-328-6435

Total Number of Privatization Contracts: 1

Line	Vendor	Effective Date of Contract	Termination Date of Contract	Duration (Months/ Years)	Proposed Expenditure FY 2022-23	Proposed Expenditure FY 2023-24	Position Class or Grade	Number of FTEs employed by Position Class or Grade	Equivalent hourly wage of FTEs by Position Class or Grade	Reason or need for contract:
1	One Call Maintenance	8/1/2017	6/30/2022	58 Months	\$ 375,000	\$ 375,000	18	Max 10	\$ 18.00	Heavy duty cleaning services and equipment
2										
3										
4										
5										
6										
7										
8	Total									

Attach additional sheets if necessary.

## **Section 12 – Acronym and Glossary**

**Reno-Tahoe Airport Authority**  
**FY 2021-22**  
**ANNUAL BUDGET**  
**Section 12 – Acronym and Glossary**

ACRONYMS TERMS	DEFINITIONS
RTAA	Reno-Tahoe Airport Authority
RNO	Reno-Tahoe International Airport
RTIA	Reno-Tahoe International Airport
RTS	Reno-Stead Airport
<b>Airlines</b>	
AS	Alaska Airlines
G4	Allegiant Airlines
AA	American Airline
DL	Delta Air Lines
EV	ExpressJet Airlines dba aha!
F9	Frontier Airlines
QX	Horizon Air
B6	JetBlue
WN	Southwest Airlines
NK	Spirit Airlines
SY	Sun Country
UA	United Airlines
Y4	Volaris Airlines
<b>Airport Codes</b>	
AUS	Austin, TX
BOI	Boise
MDW	Chicago Midway
ORD	Chicago O'Hare
DFW	Dallas Fort Worth
DAL	Dallas Love Field
DEN	Denver
GDL	Guadalajara
IAH	George Bush Intercontinental
LAS	Las Vegas
LGB	Long Beach
LAX	Los Angeles
MSP	Minneapolis/St Paul



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JFK	New York City
OAK	Oakland
PHX	Phoenix
PDX	Portland
SLC	Salt Lake City
SAN	San Diego
SFO	San Francisco
SJC	San Jose
SEA	Seattle
Regulations	
77	FAA Part 77 Imaginary Protection Services
107	FAA Part 107 – A section of the Federal Aviation Regulations having to do with an airport operator’s responsibilities for airport security.
139	FAA Part 139 – A section of the Federal Aviation Regulations having to do with the certification of an airport’s airfield.
150	FAA Part 150 Study – A noise study defined by a section of the Federal Aviation Regulations, that when completed, makes an airport eligible for noise insulation and related land acquisition grants. The Study produces two documents, the Noise Exposure Map and the Noise Compatibility Program.
333	Code of Federal Regulations Section for Exempting a Commercial UAS from needing a COA
1542	TSA Part 1542, Airport Security
All Other	
A/E	Architect/Engineer
AAA	American Arbitration Association – Arbitrators are required under some collective bargaining agreements
AAAE	American Association of Airport Executives
AAE	Accredited Airport Executive
AAPOPA	Airport Authority Police Officers Protective Association
AAU	Airport Authority University
AC	Asphaltic Concrete
AC	FAA Advisory Circular

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ACA	Affordable Care Act
ACAMS	Access Control and Alarm Monitoring System
ACDBE	Airport Concession Disadvantaged Business Enterprises
ACEP	Airport Capacity Enhancement Plan
ACI-NA	Airports Council International - North America
ACIP	Airport Capital Improvement Program for FAA
ACL	Aviation Classics Ltd. - Reno-Stead Airport
ACM	Airport Certification Manual
ACN	Aircraft Certification Number
ACR	Aircraft Condition Report
ACS	Airport Communications Specialist
Accrual Basis of Accounting	Recognizing revenue when it is earned and recognizing expenses in the period incurred, without regard to the time of receipt or payment of cash.
ADA	Americans with Disability Act - U.S. law governing employment and treatment of persons with a qualified disability
AD&D	Accidental Death & Dismemberment Insurance
ADAAP	Americans with Disabilities Act Advisory Panel
ADG	Airplane Design Group
ADM	Airport Duty Managers
ADPM	Average Day Peak Month
ADO	FAA Airport District Office
AEP	Airport Emergency Plan
AFV	Alternative Fuel Vehicles
AFFF	Aqueous Film Forming Foam
AGL	Above Ground Level
AIM	Aeronautical Information Manual
AIP	Airport Improvement Program - A Federal Aviation Administration program periodically reauthorized by Congress which distributes the proceeds of the federal tax on airline tickets to airports through grants for eligible construction projects and land acquisition.
AirComm	Airport Communications Center
Aircraft Operation	The landing or take off of an aircraft.
Airline Load Factor	The percentage of seats occupied on an aircraft.

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Airline Yield per Mile	Airlines’ ticket revenues for a given airport divided by the air miles flown to that airport for those tickets.
Airside	The airfield side of an airport used by aircraft, runways, taxiways, and aircraft parking aprons.
AKA	Also Known As
ALP	Airport Layout Plan - A blueprint of an airport required by the Federal Aviation Administration which shows current and future airport development.
ALPA	Air Line Pilots Association
ALS	Approach Lighting Systems
AMASS	Airport Movement Area Safety Systems - Federal Aviation Administration Program for runway incursions
Amortization	A term that refers either to the gradual paying off of a debit in regular installments over a period of time or to the depreciation of an asset over a period of time.
AMP	Airport Master Plan
AMSL	Above Mean Sea Level
ANCA	Airport Noise and Capacity Act of 1990
ANTN	Airport News & Training Network (AAAE)
ANOMS	Aircraft Noise and Operations Monitoring System
ANAP	Airport Noise Advisory Panel
AOA	Air Operations Area
AOPA	Aircraft Owners and Pilots Association
APHIS	Animal and Plant Health Inspection Services
APU	Auxiliary Power Unit
ARC	Airport Reference Code
ARP	Airport Reference Point
ARPA	The American Rescue Plan Act of 2021, also known as the COVID-19 Stimulus Package, is a \$1.9 trillion economic stimulus bill passed by the 117 <sup>th</sup> U.S. Congress and signed into law by President Joe Biden in March 2021 to speed up the recovery from the economic and health effects of the COVID-19 pandemic and the ongoing recession in the United States.
ARTS	Automated Radar Terminal System

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ASDA	Accelerate Stop Distance Available
ASDE	Airport Surface Detection Equipment
Asset	A single item of ownership having exchange value.
AFSD	Assistant Federal Security Director
ASM	Available Seat Mile
ASOS	Automated Surface Observing System
ASR	Airport Surveillance Radar
ATA	Air Transport Association
ATC	Air Traffic Control
ATCT	Airport Traffic Control Tower
ATIS	Automated Terminal Information System
ATO	Airline Ticket Office
ARTCC	Air Route Traffic Control Center
ATSI	Airport Training & Safety Institute (AAAE)
AUA	Airline-Airport Use and Lease Agreements
AUVSI	Association of Unmanned Vehicle Systems International
AV	Audio-Visual
AVA	Airport Vassar Annex
AVGAS	Aviation Gasoline
AVIS	Automatic Vehicle Identification System - An electronic system that counts vehicle entrances, exits and dwell time at a location.
AWOS	Automated Weather Observing System
AWP	FAA's Western Pacific Region Balanced
Budget	A budget in which receipts are equal to or greater than outlays. A further test for the RTAA is that Net Pledged Revenues must exceed 125 percent of that year's revenue bond debt service.
BAFO	Best and Final Offer
BCS	Building Control System
BHS	Baggage Handling System
BIDS	Baggage Information Displays System - Electronic displays to inform passengers which baggage conveyor will be used for their flight's luggage.
BLM	Bureau of Land Management
BMP	Best Management Practices
BMU	Bag Make-Up

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Bond	A security issued by a corporation or public body and usually carrying a fixed rate of interest and a set date, called the bond’s maturity, for redemption of the principal.
Bond Covenant	An agreement with the bond holders, which defines, among other things, the priority of the payment of debt service in the use of revenues.
BRL	Building Restriction Line
BTS	Bureau of Transportation Statistics
Budget	An estimate, often itemized, of expected income and expense for a given period in the future.
CAD	Computer Aided Dispatch
CADD	Computer Aided Design and Drafting
CAFR	Comprehensive Annual Financial Report
CALCS	Computerized Airfield Lighting Control System
CALEA	Commission on Accreditation for Law Enforcement
CAP	Civil Air Patrol
Capital Project	Construction projects that will have a useful life exceeding one year and a cost greater than \$5,000 and are paid under multiple invoices. These projects may be done either in-house or by an outside contractor.
CARES Act	The Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, is a \$2.2 trillion economic stimulus bill passed by the 116 <sup>th</sup> U.S. Congress and signed into law by President Donald Trump in March 2020 in response to the economic fallout of the COVID-19 pandemic in the United States.
CASM	Cost per Available Seat Mile
CAT	Instrument Landing System Category - Category I, II, III
CATEX	Categorical Exclusion
CBA	Collective Bargaining Agreement - Written contract or agreement between the employee and a recognized employee organization
CBO	Congressional Budget Office
CBP	Customs and Border Protection
CD	Calendar Days
CCR	Central Control Room (for BHS)

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CCTV	Closed Circuit Television - Video cameras used for surveillance to maintain security and safety.
CTAF	Common Traffic Advisory Frequency
CE	Civil Engineer
CES	Current Employment Statistics
CFC	Customer Facility Charge
CFR	Code of Federal Regulations
CIP	Capital Improvement Project (in airport budget)
COA	Certificate of Authorization - form of approval for UAS operations
COBRA	Consolidated Omnibus Budget Reconciliation Act of 1985 - Benefit granted to employees to continue their health and other benefit coverage after terminating employment for a specified period of time.
COC	Community Outreach Committee
CPA	Certified Public Accountant
CPI	Consumer Price Index
CM	Construction Management
CMAQ	Congestion Mitigation Air Quality
CNG	Compressed Natural Gas
COLA	Cost of Living Adjustment
Competition Plan	A plan required by the FAA of large and medium hub airports at which 50 percent or more of their passengers are handled by two or fewer airlines.
Compensatory Rate Setting	Compensatory rate setting is one in which a sponsor assumes all liability for airport costs and retains all airport revenue for its own use. Aeronautical users are charged only for the costs of the facilities they use. A compensatory rate structure may be imposed on users by ordinance.
ConRAC	Consolidated Rental Car Facility
Cost Centers	Geographic locations on an airport such as the airfield or terminal building use for rate setting purposes.
COVID-19	Coronavirus disease 2019 (COVID-19) is a respiratory illness that can spread from person to person. There are many types of human coronaviruses, including some that commonly cause mild upper-respiratory tract illnesses. COVID-19 is a new

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	disease, caused by a novel (or new) coronavirus that has not previously been seen in humans.
CPE	Cost Per Enplanement – The airlines’ airport costs, landing fees and rents, divided by the total number of passengers enplaned at the airport.
CRJ	Canadair Regional Jet
CRRSAA	The Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA) is a \$900 billion COVID-19 relief, passed by the 116 <sup>th</sup> U.S. Congress and signed into law by President Donald Trump in December 2020 in response to the economic effects of the COVID-19 pandemic in the United States.
CSP	Civil Service Plan
CT	Circuit Tester
CTR	Click Through Rate
CUTE	Common Use Terminal Equipment
CVR	Cockpit Voice Recorder “Black Box”
CY	Calendar Year
DAD	Deputy Area Director (Transportation Security Administration/TSA)
dB	Decibel
Daily Departure Seats	The total of all the seats on all the scheduled airline flights leaving an airport each day.
DBE	Disadvantaged Business Enterprise - The Department of Transportation (DOT) has a policy of helping small businesses owned and controlled by socially and economically disadvantaged individuals, including minorities and women, in participating in contracting opportunities created by DOT financial assistance programs. At airports, DBE’s are encouraged to participate in airport concession programs and FAA grant funded projects.
DETR	Nevada Department of Employment, Training, and Rehabilitation
DEI	Diversity, Equity, and Inclusion
DEIS	Draft Environmental Impact Statement
Depreciation	A non-cash expense that accounts for the value of assets which decreases over time as a result of use, age, or obsolescence.

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DGPS	Differential Global Positioning System
DH	Decision Height
DHS	Department of Homeland Security
DME	Distance Measuring Equipment
DP	DP RTA Stead, LLC
DP	Deplaning Passenger -An arriving passenger.
DR	Disaster Recovery
DRI	Desert Research Institute
DVR	Digital Video Recorder
EA	Environmental Assessment
EAA	Experimental Aircraft Association
EAM	Enterprise Asset Management
EAP	Employee Assistance Program
EAS	Essential Air Service
EDS	Explosive Detection System - TSA screening equipment
EDAWN	Economic Development Authority of Western Nevada
EIS	Environmental Impact Statement
EEO	Equal Employment Opportunity
EEOC	U.S. Equal Employment Opportunity Commission - Agency that enforces various laws i.e., Civil Rights and ADA
ELS	Elite Line Service (BHS Maintenance Contractor) - Contractor that provides Operations and Maintenance on the BHS
ELT	Emergency Locator Transmitter
EMRB	Employee Management Relations Board - State of Nevada
EMS	Environmental Management System
EOC	Emergency Operations Center
Enterprise Fund	A form of accounting that utilizes a separate fund or cost center for a specific purpose. Enterprise fund expenditures are generally paid by the revenues generated within the operation of that purpose.
EP	Enplaned Passenger - A departing passenger.
EPA	Environmental Protection Agency
ESS	Employee Self Service
ETD	Explosive Trace Detection - TSA Screen Equipment



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Expenditure	The act of expending something, especially funds; disbursement; consumption.
FAA	Federal Aviation Administration (FAA) – A component of the Department of Transportation with primary responsibility for the safety of civil aviation.
FAR	Federal Aviation Regulations
FBI	Federal Bureau of Investigation
FBO	Fixed Base Operator – Businesses on airports that sell fuel to private plane owners, provide aircraft parking, as well as aircraft maintenance and mechanical services.
FCAD	Facility Condition Assessment Database
FCC	Federal Communication Commission
FDR	Flight Data Recorder “Black Box”
FEIS	Final Environmental Impact Statement
FEMA	Federal Emergency Management Agency
FIDS	Flight Information Displays System - Electronic displays to inform passengers of the status of their flight, such as arrival time, and terminal building gate number.
FIS	Federal Inspection Service
FLOW	Passengers Connecting
FLSA	Fair Labor Standards Act - U.S. Law governing computation and payment of overtime and regulating child labor
FMCS	U.S. Federal Mediation and Conciliation Service - A source of mediator and arbitrators required under some collective bargaining agreements
FMLA	Family and Medical Leave Act— U.S. law governing requirements for Leave Granting
FOD	Foreign Object Debris or trash on the airfield.
FONSI	Finding of No Significant Impact
FSD	Federal Security Director
FSDO	Flight Standards District Office
FSS	Flight Service Station
FTE	Full Time Equivalent - PTE is Part Time Equivalent
FTZ	Foreign Trade Zone
FY	Fiscal Year – A 12-month period, other than a calendar year, used for financial reporting purposes. The RTAA’s fiscal year begins July 1 <sup>st</sup> and ends June 30 <sup>th</sup> .

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GA	General Aviation- The activities of privately owned aircraft that are not used for commercial purposes, such as the movement of passengers or freight.
GAAP	General Accepted Accounting Principles
GAMS	General Aviation Minimum Standards
GAO	U.S. General Accounting Office
GDP	Gross Domestic Product
GFOA	Governmental Finance Officers Association
GIS	Geographical Information System
GMP	Guaranteed Maximum Price
GNSS	Global Navigation Satellite System
GOED	Governor’s Office of Economic Development
GPS	Global Positioning System
GPU	Ground Power Unit
GSE	Ground Service Equipment
GT	Ground Transportation
HAN	Hot August Nights
HDQ	Headquarters
HID	High Intensity Discharge
HIRL	High Intensity Runway Lights - (Medium Intensity MIRL)
HIPAA	Health Insurance Portability & Accountability Act
HRA	Health Reimbursement Account
HSA	Health Savings Account
HVAC	Heating Ventilation and Air Conditioning
Hybrid Rate Setting	A combination of the “residual” and “compensatory” methods of airline rate calculation.
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
ICS	Incident Command System
IFR	Instrument Flight Rules
ILS	Instrument Landing System
IMC	Instrument Meteorological Conditions
INM	Integrated Noise Model
IT	Information Technology
ITB	Invitation to Bid
Jet Bridge	A mechanical tunnel used by passengers to pass from the terminal building to an aircraft.

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JD	Jurisdictional Determination
JMA	JMA Reno Holding, LLC
K9	Police Working Dog
KCM	Known Crew Member
KKOH	Radio AM 780
KOLO	TV 8 (ABC Affiliate)
KRNV	TV 4 (NBC Affiliate)
KTF	Kindness Takes Flight
KTVN	TV 2 (CBS Affiliate)
KREN	TV 27 (Univision, Spanish programming)
KSA	Knowledge, Skills and Abilities
L3	Manufacturer of TSA provided screening equipment
LAN	Local Area Network (computer network system)
Landed Weight	The maximum gross certificated landed weight of an aircraft, or all aircraft landing at an airport in a fiscal year, which is not dependent on the number of passengers on board.
Landing Fee	The rate charged by an airport to commercial aircraft operators per thousand pounds of landed weight.
Landside	All areas of land owned and maintained by the RTAA outside of the airfield areas perimeter fence.
LCC	Life Cycle Costs
LCD	Liquid Crystal Display; flat-panel, large-format displays - Flat panel displays for use at the checkpoints and FIDS/BIDS locations
LDA	Landing Distance Available
LED	Light-Emitting Diode
LEO	Law Enforcement Officer
LIBOR	London Interbank Offered Rate
LMR	Labor Management Relations
LOA	Letter of Agreement
LOC	Letter of Credit
LOC	Localizer
LOI	Letter of Intent
LPG	Liquefied Propane Gas
LTD	Long Term Disability

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LTVA	Lake Tahoe Visitors Authority
LVIED	Large Vehicle Improvised Explosive Device
MAG	Minimum Annual Guarantee - A minimum amount to be paid by an airport concessionaire. Concessionaires pay the greater of the minimum annual guarantee or a percentage of their gross revenues.
MALSF	Medium-Intensity Approach Lighting Systems with Sequence Flashers
MALSR	Medium-Intensity Approach Lighting System with Runway Alignment Indicator
MDA	Minimum Descent Altitude
Medium Hub Airport	An airport defined by the Federal Aviation Administration as handling 0.25% to 1% of the country’s annual passenger boardings.
MGT	Management Guidelines
MII	Majority In Interest - A method, defined in an airport’s airline agreement, of determining an airline majority for purposes of approving capital projects.
MISER Airport	Hangar development on west side of ramp at Reno-Stead
MOA	Military Operations Area
MOU	Memorandum of Understanding
MOU/A	Memorandum of Understanding/Agreement
MSA	Minimum Safe Altitude
MRO	Maintenance and Repair Overhaul
MVA	Minimum Vectoring Altitude
NAE	Nevada Association of Employers
NANG	Nevada Air National Guard
NASA	National Aeronautics and Space Administration
NATCA	National Air Traffic Controllers Association
NAVAIDS	Navigational Aids (FAA equipment)
NCAR	National Championship Air Races
NCIC	National Crime Information Center
NCOT	Nevada Commission of Tourism
NCP	Noise Compatibility Plan
NDA	National Defense Area

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NDOT	Nevada Department of Transportation
NEM	Noise Exposure Map
NEPA	National Environmental Policy Act
Net Pledged Revenues	Operating Revenues less Operating Expenses pledged to pay debt service as defined in a bond covenant.
Net Win	The difference between gaming wins and losses before deducting costs and expenses.
NGEM	Nevada Government E-Market Place
NIAS	Nevada Institute of Autonomous Systems
NIBRS	National Incident-Based Reporting System
NIMS	National Incident Management System
NLA	New Large Aircraft
NLR	Noise Level Reduction
NNDA	Northern Nevada Development Authority
NNHC	Northern Nevada Health Consortium
NNKK	Northern Nevada Kart Klub
NM	Nautical Mile
NOAA	National Oceanic and Atmospheric Administration
Noise Compatibility Plan	A portion of a Part 150 Study which outlines how an airport will mitigate, through aircraft operations, structural noise insulation or land acquisition, the airport noise impact within certain average noise levels.
Noise Exposure Map	A map that identifies and quantifies the noise impacted areas surrounding the airport.
Non-Airline Revenue	Airport revenue earned from sources other than airlines, such as concession revenues: Merchandise, Food and Beverage, Rental Car, etc. Airports try to maximize non airline revenue to help reduce the amounts they collect from the airlines.
Non-Rate Base Revenue	Revenue not included in the airline rate calculations due to provisions of a revenue bond covenant or an airline agreement.
Non-Signatory Airline	Airlines that have not signed an agreement with an airport committing to rent an airport leasehold for a fixed period of time.
NOTAM	Notice to Airmen
NPIAS	National Plan of Integrated Airport Systems

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NPRM	Notice of Proposed Rule Making
NRA	National Rifle Association
NRS	Nevada Revised Statute
NTE	Not to Exceed
NTP	Notice to Proceed
NTSB	National Transportation Safety Board
NUCP	Nevada United Certification Program
NVBGH	Nevada Business Group on Health
NWS	National Weather Service
O & D	Origin and Destination
O & M	Operations & Maintenance - Usually refers to cost
O/S	Oversized belt system (Baggage Handling System)
OAG	Official Airline Guide
OFA	Object Free Area
OFZ	Object Free Zone
OSHA	Occupational Safety & Health Administration - Federal Agency responsible for work environment
OSR	On-Screen Resolution Room (TSA area)
OTA	Other Transaction Agreement (with TSA)
P4P	Paws 4 Passengers
PAPI	Precision Approach Path Indicator
PARCS	Parking Revenue Control System
PAX	Passenger
PBX	Private Building Exchange - Private telephone system
PC	Personal Computer
PCI	Pavement Condition Index and/or Payment Card Industry/ Purchasing Card Industry
PCCP	Portland Cement Concrete Pavement
PCN	Pavement Condition Number
PCN	Position Control Number
PDEW	Passenger Daily Each Way
PEBP	Public Employee Benefits Program
PEHP	Post-Employment Health Plan
PERS	Public Employees' Retirement System
PFC	Passenger Facility Charge - A \$4.50 charge per passenger per airport levied by the airlines that is sent to the respective airport, less an \$0.11 administrative fee. The PFC may not be levied until after an airline review and FAA approval process.

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PIDS	Perimeter Intrusion Detection System
PIO	Public Information Officer
PM/CM	Program Management/Construction Management
PMO	Program Manager Office
PP& E	Property, Plant & Equipment - Items that will have a useful life exceeding one year and a unit cost greater than \$5,000 and are paid under one invoice.
P.O.S.T.	Nevada Peace Officer Standard and Training
PRCS	Parking Revenue Control System
Proprietary Fund	In governmental accounting, a fund having profit and loss aspects, which under generally accepted accounting principles, must use the accrual basis rather than a modified accrual basis of accounting. The two types of proprietary funds are the Enterprise Fund and the Internal Service Fund.
PSA	Professional Services Agreement
PSAP	Public Safety Answering Points
QTA	Quick Turn Around
RAC	Rent-a-Car
RADAR	Radio Detection & Ranging
RAFFA	Reno Airport Fire Fighters Association
RARA	Reno Air Racing Association
RASC	Regional Air Service Corporation
RASM	Revenue per Available Seat Mile
RAVEN	Regional Aviation Enforcement - Sherriff & Reno Police Department
REIL	Runway End Identifier Lights
REOI	Request for Expression of Interest
Residual Rate Setting	An airline rate setting method that permits aeronautical users to receive a cross-credit of non-aeronautical revenues to reduce air carrier fees; in exchange the air carrier agrees to cover any shortfalls in revenues to cover airport costs either as a whole or by cost center. A residual rate structure may be accomplished only with agreement of the users.
RFB	Request for Bids
RFI	Request for Information
RFID	Radio Frequency Identification
RFP	Request for Proposal

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RFQ	Request for Qualifications
RI	Runway Incursion
RIAT	Runway Incursion Action Team
RIF	Reduction in Force
RJ	Regional Jet
RMS	Record Management System
ROD	Record of Decision
RON	Remain Overnight
ROTC	Reserve Officer Training Corps
RPZ	Runway Protection Zone – A zone, defined by the FAA, at each end of a runway that is to be protected from development that might affect the operation of the runway.
RSA	Runway Safety Area
RSCVA	Reno-Sparks Convention and Visitor’s Authority
RSAT	Runway Safety Action Team
RTAG	Reno Tahoe Aviation Group
RVR	Runway Visual Range
RWY	Runway - RWY or R/W
SaaS	Software as a service
SBE	Small Business Enterprise
SCCA	Sports Car Club of America
SEC	Securities Exchange Commission
SID	Standard Instrument Departure
SIDA	Security Identification Area - Secure areas of the airport in which identification badges are required to be displayed.
Signatory Airline	An airline that has signed an agreement with an airport committing to rent terminal leased space and pay landing fees for a fixed period of time.
SIP	Sound Insulation Program
SLA	Service Level Agreement
Small Hub Airport	An airport defined by the Federal Aviation Administration as handling 0.05% to 0.25% of the country’s annual passenger boardings.
SMS	Safety Management System
SNJC	Sierra Nevada Job Corps
SOFR	Secured Overnight Financing Rate



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SOP's	Standard Operating Procedure
SRMP	Safety Risk Management Panel
sUAS	Small Unmanned Aircraft System
SSI	Sensitive Security Information
SSP	Select Service Partners - Airport food vendor
STAR	Standard Terminal Arrival Route
SWAAAE	Southwest Chapter of the American Association of Airport Executives
T1	A High Capacity Data Telephone Circuit
TAF	Terminal Area Forecast
TERPS	Terminal Instrument Procedures
TFR	Temporary Flight Restriction
T-Hangar	A small hangar that resembles a “T” when viewed from above. T hangars are placed next to each other, and inter locked back to back, to maximize the number that can be placed in an area which minimizes the land rental component of their cost.
THRIVE	RTAA Values - Teamwork for Results, Honesty & Integrity, Respect & Recognition, Inspire & Innovate, Versatility, Enthusiasm
TMSTR	Teamsters Union
TNC	Transportation Network Company - Uber and Lyft
TNVCB	Tahoe North Visitors and Convention Bureau
TORA	Takeoff Run Available
TOD	Transit Oriented Development
TODA	Takeoff Distance Available
TRACON	Terminal Radar Approach Control
TRAFFIC	Passengers
TRS	Transportation Security Regulation
TSA	Transportation Security Administration - A component of the Department of Homeland Security with primary responsibility for the security of civil aviation.
TWY	Taxiway - TWY or T/W
UAS	Unmanned Aircraft System
UAV	Unmanned Aerial Vehicle
ULP	Unfair Labor Practice - A change or determination made against an employer or an organized employee organization that required certain actions, decided by the Nevada Employee Management Relations Board

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UNR	University of Nevada, Reno
UPS	Uninterruptable Power Supply/United Parcel Service
US	United States of America
USC	United States Code
USACE	United States Army Corps of Engineers
USAF	United States Air Force
USDA	United States Department of Agriculture
USDOD	United States Department of Defense - USDOD or DOD
USDOT	United States Department of Transportation - USDOT or DOT
USFS	United States Forest Service (Dept. of Interior)
USF&WS	United States Fish and Wildlife Service - or USFWS
VASI	Visual Approach Slope Indicator
VBIED	Vehicle Borne Improvised Explosive Device
VFR	Visual Flight Rules
VMC	Visual Meteorological Conditions
VOIP	Voice Over IP (Internet Protocol)
VOR	Very High Frequency Omni-directional Range
VOR/DME	Very High Frequency Omni-directional Range collocated with Distance Measuring Equipment
VORTAC	Very High Frequency Omni-directional Range/Tactical Air Navigation
WAN	Wide Area Network
WC	Workers Compensation
WebEOC	Incident Management Software
WebEx	Cisco Webex is web conferencing and videoconferencing applications.
WED	West End Development at Reno-Stead Airport
WHMP	Wildlife Hazard Management Plan
Wi-Fi	Wireless Fidelity (wireless Internet access)
WWW	World Wide Web
WX	Weather
YIELD	Cents per mile based on airfare & mileage
Zoom	Zoom is modern enterprise video communications with an easy, reliable cloud platform for video and audio conferencing, chat and webinars.

# **Reno-Tahoe Airport Authority**

**P.O.Box 12490**

**Reno, NV 89510-2490**



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Airport Authority**

