

METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

2016 BUDGET

January 1 through December 31, 2016



Your
Journey
Begins With Us.

Reagan National Airport
Dulles International Airport
Dulles Corridor Metrorail
Dulles Toll Road

Geographically located in Virginia serving the metropolitan Washington, D.C. area.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Metropolitan Washington Airports Authority
District of Columbia**

For the Fiscal Year Beginning

January 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the Metropolitan Washington Airports Authority for its annual budget for the fiscal year beginning January 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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RESOLUTION NO. 15-36

Adopting the 2016 Budget

WHEREAS, The Finance Committee has provided direction to the staff regarding major challenges that the 2016 Budget needs to address;

WHEREAS, The Finance Committee received the summary level draft 2016 Budget, prepared by staff, at its October meeting;

WHEREAS, The Finance Committee considered the recommended 2016 Budget, prepared by staff, at its November 2015 meeting and recommended its approval to the Board of Directors;

WHEREAS, The recommended budget has been developed in accordance with the terms and conditions contained within the new Airport Use Agreement and Premises Lease that became effective January 1, 2015;

WHEREAS, In order to assist the airlines serving Dulles International by reducing the level of debt service included in the 2016 airline rates and charges, the recommended 2016 Budget provides (a) for the use of \$43.5 million in Passenger Facility Charge revenues to pay debt service attributable to the AeroTrain; (b) for a transfer to Dulles International of \$40 million from the Airports Authority's share of the 2015 Net Remaining Revenue generated at Reagan National; and (c) for a transfer to Dulles International of \$7 million from the Airports Authority's share of the 2015 Net Remaining Revenue generated at Dulles International;

WHEREAS, The 2016 Budget provides for a reasonable level of expenditures to be made or accrued in 2016 (a) from the Aviation Enterprise Fund, to operate Ronald Reagan Washington National and Washington Dulles International Airports, to repair and maintain the facilities at these Airports, and to undertake needed capital improvements at the Airports, and (b) from the Dulles Corridor Enterprise Fund, to operate the Dulles Toll Road, to repair and maintain Toll Road facilities, to undertake capital improvements for the betterment of the Toll Road and otherwise within the Dulles Corridor, and to continue construction of the Dulles Corridor Metrorail Project, and further provides that there will be sufficient revenues in 2016 to cover these expenditures; now, therefore, be it



RESOLVED, That the 2016 Budget, as presented at the December 2015 meeting of the Board of Directors, is hereby adopted;

2. That the following sums, totaling \$933,052,900, are hereby authorized to be expended from the Aviation Enterprise Fund in 2016 for the operation, maintenance, care, improvement and protection of Ronald Reagan Washington National and Washington Dulles International Airports:

- (a) \$670,599,000 for the Aviation Operation and Maintenance Program, including \$326,632,000 of this total for debt service;
- (b) \$68,816,900 for the Aviation Capital, Operating and Maintenance Investment Program (COMIP); and
- (c) \$193,637,000 for the Aviation Capital Construction Program (CCP);

3. That the following sums, totaling \$1,146,049,800, are hereby authorized to be expended from the Dulles Corridor Enterprise Fund in 2016 for the operation, maintenance, care, improvement and protection of the Dulles Toll Road and for the planning, design and construction of the Dulles Corridor Metrorail Project:

- (a) \$78,439,000 for the Dulles Corridor Operation and Maintenance Program, including \$43,740,000 of this total for debt service;
- (b) \$5,485,400 for the Dulles Corridor Renewal and Replacement Program (R&R);
- (c) \$980,628,000 for the Dulles Corridor Capital Improvement Program (CIP), consisting of \$44,588,700 for Dulles Corridor Improvements and \$936,039,300 for the Dulles Corridor Rail Project; and
- (d) \$81,497,400 to be transferred to reserve accounts within the Dulles Corridor Enterprise Fund, as identified in the 2016 Budget;

4. That any revenue received or accrued by the Dulles Corridor Enterprise in 2016 that, at the conclusion of 2016, exceeds the expenditures, obligations and transfers to a reserve account pursuant to this Resolution, or to a reserve fund or account under the Master Indenture of Trust Securing Dulles Toll Road Revenue Bonds, dated as of August 1, 2009, and the Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan Agreement, dated as of August 20, 2014 (collectively, the 2016 Expenditures, Obligations and Transfers), shall be transferred

to the Dulles Corridor Reserve and Toll Rate Stabilization Fund (Stabilization Fund) which is maintained pursuant to the Indenture; and further, in the event that the revenue received and accrued by the Dulles Corridor Enterprise in 2016 is less than the 2016 Expenditures, Obligations and Transfers, a sum equal to the amount of such revenue shortfall shall, at the conclusion of 2016, reduce the amount budgeted to the Stabilization Fund;

5. That the President and Chief Executive Officer is hereby authorized to reprogram expenditures within each of the six Programs identified in this Resolution, so long as the total expenditures within any such Program in 2016 do not exceed the level authorized herein; provided, that any such reprogramming which increases or decreases an expenditure item or project by more than \$10 million in a calendar year for any project in the COMIP, CCP, R&R, or CIP shall be submitted to the Finance Committee and the Board of Directors for approval before it may take effect. All other material reprogramming of expenditures within any of the six Programs shall be reported to the Finance Committee on a quarterly basis, no later than two months after the end of each quarter at the May, August, November and February Committee meetings, and shall include year-to-date cumulative material budget reprogramming equal or greater than the following:

- (a) Aviation Operation and Maintenance Program (\$250,000);
- (b) Aviation Capital, Operating and Maintenance Investment Program (\$500,000 or any new project, regardless of dollar amount);
- (c) Aviation Capital Construction Program (\$500,000 or any new project, regardless of dollar amount);
- (d) Dulles Corridor Operation and Maintenance Program (\$250,000);
- (e) Dulles Corridor Renewal and Replacement Program (\$500,000 or any new project, regardless of dollar amount); and
- (f) Dulles Corridor Capital Improvement Program (\$500,000 or any new project, regardless of dollar amount);

6. That the new and expanded authorized capital projects identified in the 2016 Budget, in the amount of (i) \$38,969,000 within the Aviation Capital Operating and Maintenance Investment Program, (ii) \$17,190,000 within the Aviation Capital Construction Program, (iii) \$2,602,000 within the Dulles Corridor Renewal and Replacement Program, and (iv) \$7,724,000 within the Dulles Corridor Capital Improvement Program pertaining to the Dulles Toll Road, are hereby approved and authorized, and hereafter shall be considered a part of their respective approved and authorized Programs.

RECORDED VOTE:

Members Present	<u>14</u>
Members in Favor	<u>14</u>
Members Against	<u>0</u>
Members Abstaining	<u>0</u>

Adopted December 16, 2015



Lisa R. Makle-Brooks, Interim Secretary

**METROPOLITAN WASHINGTON AIRPORTS AUTHORITY
2016 BUDGET**

JANUARY 1 - DECEMBER 31, 2016

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as of December 2, 2015

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Lisa Makle-Brooks, Interim Vice President and Secretary
Andrew T. Rountree, CPA, Vice President for Finance and Chief Financial Officer
Mark Adams, Deputy Chief Financial Officer

BUDGET OFFICE STAFF

Rita Alston, Budget Manager
Teri Arnold, Rates & Charges Program Manager
Leon Clark, Budget Analyst
George Kangha, Budget Analyst
Jay Lee, Budget Analyst

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December 16, 2015

Members of the Board of Directors
Metropolitan Washington Airports Authority

To Members of the Board of Directors:

The Recommended 2016 Budget (2016 Budget) for the Metropolitan Washington Airports Authority (Airports Authority) for the period January 1 through December 31, 2016, is herewith presented to the Board of Directors (Board). This submission is consistent in all material respects with the presentation at the September 2015 Board Budget Workshop, the *Draft* 2016 Budget presented in October 2015, and the recommended 2016 Budget presented in November. The 2016 Budget includes annual budgets for both the Aviation Enterprise Fund (Aviation Enterprise) and the Dulles Corridor Enterprise Fund (Dulles Corridor Enterprise). The Aviation Enterprise Fund accounts for activity at Reagan National and Dulles International while the Dulles Corridor Enterprise Fund accounts for the activities related to the Dulles Corridor Metrorail Project (Metrorail Project) and the operations, maintenance, and improvements of the Dulles Toll Road (Toll Road) and the Dulles Corridor.

The Airports Authority, established in 1987 by the governments of Virginia and the District of Columbia, manages and operates Ronald Reagan Washington National Airport (Reagan National) and Washington Dulles International Airport (Dulles International) and, collectively the Airports, which together serve more than 40 million passengers a year. The Airports Authority also operates and maintains the Dulles International Airport Access Highway (DIAAH) and the Toll Road and manages construction of the Metrorail Project, a 23-mile extension of the Washington region's Metrorail system to Dulles International and further west into Loudoun County, Virginia. The goal of the Airports Authority is to provide a safe, predictable and enjoyable travel experience to our customers while embracing the core values of mutual respect, integrity, pride and collaboration. No tax dollars are used to operate the Toll Road, which is funded by toll revenues, or the Airports, which are funded through aircraft landing fees, rents and revenues from concessions.

Both business Enterprises contribute to the economy of the Washington, DC, region. Reagan National and Dulles International generate an estimated 387,000 jobs and \$14.6 billion in business labor income economic activity annually. The Metrorail Project is estimated to generate over 14,000 employment opportunities.¹

A discussion of the 2016 Budgets for Aviation Enterprise and Dulles Corridor Enterprise follows:

Aviation Enterprise

The 2016 Aviation Enterprise Budget supports the operations of the Airports, Public Safety and Corporate functions with prioritization on safety, security, efficient operations and quality customer service standards while minimizing the impact to the airline cost structure in order to maximize the Airports' competitive position.

¹ 2012 Airports Authority Economic Impact Study, released May 2014.

The 2016 Budget is developed using forecasted airline activity levels, concession revenues, expenses for operating programs and infrastructure maintenance expenses, provisions of the Airport Use Agreement and

Premises Lease (the Airline Agreement), and review of the economic outlook of the region and the overall airline industry.

In 2016, the Airports Authority continues to focus on generating non-airline revenue, aligning our available resources based on airline activity levels at each Airport, and mitigating required debt service increases to minimize the costs for airlines to operate at the Airports. The Airports Authority will also continue investing in safety, security, airport facilities and equipment and customer service programs while continuing the investment in our employees with performance pay, health and retirement benefits, and employee development programs.

The 2016 Budget for the Aviation Enterprise consists of three Programs:

- The *Aviation Enterprise Fund Operation and Maintenance (O&M) Program* provides for the day-to-day operation and maintenance of the Airports Authority's facilities, including public safety services. Included in this program are operating expenses, debt service, facility projects and equipment expenses. The Aviation Enterprise Fund O&M Program is funded from airline rates and charges and non-airline revenue, including concession and other revenues. The 2016 Budget operating expenses, including debt service is \$670.6 million, 2.2 percent above the 2015 Budget. *This is net of a reduction of \$9.5 million for allocation of overhead and other indirect costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund but is appropriately allocable to the Dulles Corridor Enterprise Fund.*
- The *Aviation Enterprise Fund Capital, Operating and Maintenance Investment Program (COMIP)* provides for repair work, equipment and projects, planning, improvements, snow program, and certain operating initiatives. The COMIP budget is funded with the Airports Authority's share of Net Remaining Revenue (NRR) from the prior year. The 2016 new program authorization for the COMIP is \$39 million.
- The *Aviation Enterprise Fund Capital Construction Program (CCP)* provides for the planning, design, and construction of major facility improvements at the Airports. The CCP is funded from bond proceeds, Passenger Facility Charges (PFCs) and grants. The 2016 new program authorization for the CCP is \$17.2 million

Airport Use Agreement and Premises Lease

The Airports Authority's business relationship with the airlines operating at both Airports has been governed by a formal negotiated Airline Agreement in effect since 1990 that provided for similar business terms for both Airports. In November 2014, the Airports Authority's Board approved a new Airline Agreement effective January 1, 2015. The Airline Agreement is a single agreement, but with a ten-year term for Reagan National, and a three year term for Dulles International. As did the expiring agreement, the new Airline Agreement addresses the following core business issues:

- Financial responsibilities of the Airlines, including airline rates and charges methodology,
- Operational protocols including space and equipment use and maintenance obligations,
- Airports' Capital Development Plans, and
- General Business Provisions (environmental, insurance, business rights).

The 2016 Budget has been developed in accordance with the terms and conditions contained within the new Airline Agreement. Key provisions of the new Airline Agreement that impacted the development of the 2016 Budget are:

Expenditures associated with the Capital Construction Program (CCP) at both Airports,

- A revised allocation for sharing Airport NRR with airlines at Reagan National (including 100 percent of NRR from 2015 to be retained by the Airports Authority for use in 2016),
- The Airports Authority can use NRR from Reagan National at Dulles International, up to certain limitations,
- NRR generated at Dulles International will be shared between the Airports Authority and Dulles International airlines in the same manner as Dulles International NRR has been shared under the 1990 Agreement (generally 50 percent to airlines and 50 percent to the Airports Authority up to a "plateau" amount of \$15.6 million in 2015, and thereafter 75 percent to airlines and 25 percent to the Airports Authority),
- Increased Debt Service Coverage payments from airlines for airline-supported cost centers at both Airports (in years 2015 through 2017 airline funded debt service coverage will be 35 percent vs. 25 percent in the expiring Agreement).

The centerpiece of the new Airline Agreement at Reagan National includes the Board approved \$1 billion ten-year CCP that will provide for an additional north terminal facility, securitization of National Hall, Terminal A renovations and various airfield, roadways, utility, and other enabling projects. The CCP at Reagan National will be debt-funded by the Airports Authority; however, the Airports Authority will seek available grants and authorization during the term of the Airline Agreement to impose and use Reagan National Passenger Facility Charges (PFCs) to reduce debt for the Reagan National CCP.

Equally important, but smaller in scale, the new Airline Agreement at Dulles International includes the Board approved \$142 million three-year CCP that will provide for various airfield, utility systems and roadway projects. Improvements to increase the operational reliability of Concourse C/D systems are also included. The CCP at Dulles International will be primarily debt-funded, and the Airports Authority will seek grant funding where available.

Within the 2016 Budget, it is estimated that Reagan National will generate \$55.7 million in NRR in 2015, of which \$40 million will be credited to airline supported cost centers at Dulles International in an effort to mitigate airline rates and charges in 2016. The Airports Authority's share of NRR generated in 2015 at Dulles International is estimated at \$36.4 and allocated in accordance with the Airline Agreement between the Airports Authority and airlines at Dulles International, with the Airports Authority share used to fund 2016 COMIP projects at Dulles International and \$7 million of this will be applied as a rate abatement.

2016 Aviation Planning Assumptions

Outlook for the Economy and the Airports Service Region²

The economic outlook for the Airports' service region generally depends on similar factors to those for the nation, although changes in federal spending will have a greater effect on economic growth and employment. The Center for Regional Analysis at George Mason University projects that, as a result of decreased federal spending, federal employment in the Airports service region will decrease by 22,300 jobs between 2014 and 2019. Offsetting this decrease, professional and business services employment is projected to increase by 114,000 jobs over the same period. The Center projects growth in Gross Regional Product of 1.9 percent in 2016, a growth number in line with projected system-wide enplanements for the same period.

Airports Authority Airline Activity

Table 1-1: Enplanements and Landed Weights

(in thousands)	Actual 2014	Projections*		2016 Projections vs. 2015 Projections Percent Change
		2015	2016	
Reagan National				
Enplanements	10,458	11,600	11,750	1.3%
Landed Weights	12,927	14,778	14,874	0.6%
Dulles International				
Total Enplanements	10,679	10,700	10,800	0.9%
Domestic	7,152	7,200	7,275	1.0%
International	3,527	3,500	3,525	0.7%
Landed Weights	16,710	16,795	16,910	0.7%
MWAA Systemwide				
Domestic	17,610	18,800	19,025	1.2%
International	3,527	3,500	3,525	0.7%

* Enplanements includes signatory, non-signatory and other; landed weights includes signatory, non-signatory, general aviation and other. Source: Series 2015BCD Official Statement - Report of the Airport Consultant

System-wide enplanements are projected to increase 1.1 percent in 2016 over 2015 forecasted enplanements. Enplanements are projected to increase 1.3 percent in 2016 at Reagan National over 2015 forecasted enplanements. Additionally, actual 2016 enplanements at Reagan National are expected to be at a historical high for the sixth consecutive year. Reagan National is one of the few U.S. airports where the number of takeoffs and landings are controlled by federal permits known as "slots." The modest projected growth in 2016 for Reagan National is mainly attributable to the slot transfers being completed in 2015.

Dulles International's domestic enplanements are projected to increase 1.0 percent in 2016 above the 2015 forecast, and international enplanements are projected to increase 0.7 percent above the 2015 forecast. The combined domestic and international enplanement projections at Dulles International are 0.9 percent above 2015 forecasted enplanements. In the long-term it is expected that most of the increase in domestic passenger demand generated by economic growth in the Airports service region will be accommodated at Dulles International. Ground access to Dulles International is scheduled to improve with the extension of the Metrorail Silver Line in 2020.

² Report of the Airport Consultant on the proposed issuance of Metropolitan Washington Airports Authority Series 2015B-D Airport System Revenue and Refunding Bonds.

2016 Aviation Enterprise Fund Program Budget Highlights

Operating Revenues

Table 1-2: Comparison Revenues

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Reagan National					
Operating Revenue	\$ 221,671	\$ 265,358	\$ 282,793	\$ 17,435	6.6%
Transfers (prior year)*	<u>25,489</u>	<u>-</u>	<u>-</u>	<u>-</u>	0.0%
Total Reagan National	<u>\$ 247,161</u>	<u>\$ 265,358</u>	<u>\$ 282,793</u>	<u>\$ 17,435</u>	6.6%
Dulles International					
Operating Revenue	\$ 455,812	\$ 435,902	\$ 434,288	\$ (1,614)	(0.4%)
Transfers (prior year)*	<u>52,607</u>	<u>59,842</u>	<u>94,233</u>	<u>34,391</u>	57.5%
Total Dulles International	<u>\$ 508,419</u>	<u>\$ 495,744</u>	<u>\$ 528,522</u>	<u>\$ 32,778</u>	6.6%
Combined					
Operating Revenue	\$ 677,484	\$ 701,260	\$ 717,081	\$ 15,821	2.3%
Transfers (prior year)*	<u>78,097</u>	<u>59,842</u>	<u>94,233</u>	<u>34,391</u>	57.5%
Grand Total	<u>\$ 755,580</u>	<u>\$ 761,102</u>	<u>\$ 811,315</u>	<u>\$ 50,213</u>	6.6%

* Transfers are the airlines share of Net Remaining Revenue.

The Airports Authority generates the majority of its operating revenue from airlines in the form of terminal rental payments and landing fees. Airline revenues including terminal rentals, landing fees and passenger conveyance fees are generated on an actual cost recovery basis with an additional amount for debt service in airline supported cost areas. Total operating revenue, including airline, non-airline and transfers for 2016, is forecasted at \$811.3 million. Based on current estimates, revenue is expected to increase approximately 6.6 percent from the 2015 Budget. Under the new formula set forth in the Airline Agreement, the Airports Authority will retain an increased share of NRR from Reagan National Airport and have the ability to use such NRR to reduce the requirement for airline rentals, fees and charges at Dulles International Airport, up to a maximum of \$40 million per year generated in years 2014, 2015 and 2016.

Concession revenue is projected to increase 13.7 percent above the 2015 Budget primarily relating to the steady growth in passengers at Reagan National and increased fixed-based operator revenue at Dulles International and terminal concession revenue at both Airports. The 2016 concession revenues includes revenue based on the new rules, effective November 1, 2015, governing the operation of limousines and app-based Transportation Network Companies (TNCs), such as Uber and Lyft operating at both Airports. TNCs are expected to generate \$4.3 million in revenues for both Airports in 2016, this includes \$2.5 million at Reagan National and \$1.8 million at Dulles International.

The comprehensive food and retail redevelopment program at Reagan National and Dulles International, launched at the end of 2013, has brought new and inviting choices to airport travelers. With 85 new stores and restaurants now open and another 80 expected, the redevelopment should be substantially complete by the end of 2016. The new offerings, featuring expanded dining and shopping at both Reagan National and Dulles International, are headlined by the addition of well-known local and national restaurants. The complete redesign of post-security End Piers in Reagan National's Terminals B, B-C and C, will provide a more cohesive, integrated space with upgraded seating and power outlets for travelers, and the addition of numerous well-known brands. Terminal A is being transformed and by the first quarter of 2016 will offer the flying public an integrated gate area, with retail and restaurants blending seamlessly into hold room areas. The redevelopment program will culminate in the most extensive food and retail makeover in the Airports Authority's history leaving a lasting, positive impression on air service travelers.

Funding of Debt Service for AeroTrain Costs

The 2016 Budget proposes to use \$43.5 million of available PFCs for debt service for the AeroTrain consistent with the approved November 2008 Finance Committee paper, *PFC Restructuring, Recommendation to Approve Amending the Passenger Facility Charge Applications for the AeroTrain and the International Arrivals Building and subsequent Board Resolution No. 08-21*. The 2016 debt service for the AeroTrain is estimated at \$100 million, and the 2016 Budget assumes \$43.5 million of this debt is funded with PFC revenue. Previous 2010, 2011, 2012, 2013, 2014, and 2015 Budgets allocated PFCs for AeroTrain debt service totaling \$82 million, \$60 million, \$40 million, \$42, \$40, and \$42.5 million respectively.

Signatory Average Cost Per Enplanement Comparison by Year

The 2016 Budget results in a signatory airline average cost per enplanement (CPE) (total airline costs divided by the number of enplaned passengers) of \$13.65 at Reagan National and \$22.59 at Dulles International. At Reagan National the decrease of 4.5 percent from the 2015 average CPE is reflective of the changes included in the new Airline Agreement providing for additional debt service coverage charges to the airlines for airline-supported cost center debt and no prior year application of NRR, increase in non-airline revenue, reduction of \$8.9 million of certain previously rate-based capital equipment and projects, and a modest increase to 2016 enplanements.

At Dulles International, the decrease of 9.7 percent from 2015 average CPE reflects a projected 0.9 percent increase in enplanements, O&M expenses other than debt service remaining flat, increase in non-airline revenue, an offset by the additional application of \$40 million NRR from Reagan National to airline supported cost areas and the application of \$7 million of the Airports Authority’s share of NRR for rate abatement at Dulles International. The \$7 million is the benefit of the increased debt service coverage payment from airlines at Dulles International for airline-supported cost center in years 2015 through 2017 to 35 percent versus 25 percent in the former Agreement. Also, the use of \$43.5 million of PFCs will offset debt service at Dulles International.

Table 1-3: Signatory Combined Airport Airline Average Cost Per Enplanement Comparison

	Actual 2014	Rates 2015	Budget 2016	2016 Budget vs. 2015 Rates Percent Change
Reagan National	\$10.90	\$14.29	\$13.65	(4.5%)
Dulles International	\$26.39	\$25.03	\$22.59	(9.7%)
Combined	\$18.70	\$19.38	\$17.92	(7.6%)

Aviation Operation and Maintenance Program

Cost Allocation

The 2016 Aviation Budget includes a reduction of \$9.5 million of overhead and other indirect costs for the Airports Authority that is initially paid from the Aviation Enterprise, but is appropriately allocable to the Dulles Corridor Enterprise as costs associated with the operation of the Toll Road, or as costs of the Metrorail Project. Of the \$9.5 million, \$5.5 million is budgeted to be allocated to the Toll Road. The remaining \$4.0 million is budgeted to be allocated as administrative overhead for the Dulles Rail Project. Annually, a true-up of costs is prepared by an external cost allocation consultant.

Table 1-4: Cost Allocation

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Aviation O&M Prior to Cost Allocation*	\$ 325,664	\$ 355,957	\$ 353,462	\$ (2,495)	(0.7%)
Cost Allocation - Road	(5,335)	(5,466)	(5,488)	(22)	0.4%
Cost Allocation - Rail	(5,299)	(4,017)	(4,007)	10	(0.3%)
Net Aviation O&M*	\$ 315,030	\$ 346,474	\$ 343,968	\$ (2,506)	(0.7%)

* Excludes Debt Service

Operating Expenses

The total 2016 operating expenses including debt service are projected at \$670.6 million, which is a 2.2 percent increase over 2015. The 2016 operating expenses, excluding debt service are projected at \$344 million; this is a 1.9 percent increase from the 2015 Budget. Total gross debt service is \$370.1 million, an increase of 5.1 percent from 2015. Of this debt service amount, \$100 million is for the AeroTrain, and \$43.5 million will be funded through PFCs. Accordingly, net debt service is \$326.6 million or a 5.5 percent increase.

The 2016 Budget operating expenses were prepared with an emphasis on cost transparency, cost curtailment, governance and accountability with all offices submitting a detailed breakdown of all non-personnel expense categories to justify budget submission levels with the goal to free up unproductive costs and redirect those budget savings to other organizational requirements. The 2016 Budget program reflects current resource requirements resulting in a 2.2 percent increase from the 2015 Budget for both operating expenses and debt service. Other than Debt Service, the slight increase primary reflects a 6.5 percent increase in personnel compensation and benefits.

Table 1-5: Comparison Expenses with Cost Allocation Applied

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Reagan National	\$ 60,493	\$ 63,716	\$ 66,434	\$ 2,718	4.3%
Dulles International	135,825	140,549	140,251	(299)	(0.2%)
Consolidated Functions	65,537	81,510	84,693	3,183	3.9%
Public Safety	53,174	51,783	52,590	807	1.6%
Total Operating Expenses	\$ 315,030	\$ 337,558	\$ 343,968	\$ 6,409	1.9%
Debt Service	\$ 349,883	\$ 352,134	\$ 370,132	\$ 17,997	5.1%
Less: PFC Commitment	40,000	42,500	43,500	1,000	2.4%
Total Annual Debt Service	\$ 309,883	\$ 309,634	\$ 326,632	\$ 16,997	5.5%
Total	\$ 624,913	\$ 647,192	\$ 670,599	\$ 23,407	3.6%
Reagan National Operation & Maintenance for COMIP Program	\$ -	\$ 8,916	\$ -	\$ (8,916)	(100.0%)
Total Operating Program	\$ 624,913	\$ 656,108	\$ 670,599	\$ 14,491	2.2%

Airports Authority Functional Alignment

The 2016 Budget reflects the establishment of the Office of Supplier Diversity, reporting to the Chief Revenue Officer, recognizing the importance of certification, compliance and outreach to local disadvantaged and small businesses to the Airports Authority's contracting processes for goods and services.

Personnel Compensation

Excluding debt service, employee salaries and benefits constitute the largest component of the Airports Authority's operating budget. The 2016 Budget includes a total of \$3.2 million for incumbent staff compensation increases through the Pay for Performance (PfP) program for the performance period January 1 through December 31, 2015, reflecting an average increase of 2.5 percent pay adjustment for employees with the potential for an additional pay range adjustment for those employees in the lower quartiles of the pay scale. Actual salary increases for employees in 2016 are based on the parameters of the PfP program. The PfP program establishes specific goals for individuals and work groups, and encourages productive communication between supervisors and employees. The PfP program evaluates employees based on performance, with salary adjustments based on achieving performance goals.

Personnel expenses reflect a \$578.2 thousand increase for overtime, holiday premium, and special employee pay based on historical usage. Budgeted personnel expenses reflect annualizations and actual staffing projections.

Personnel compensation includes \$1.5 million for 17 new non-career technology staff versus contractual services for help desk support operations including benefits. The savings offsetting is reflected in technology services.

Personnel Benefits

The Airports Authority's 2016 budget for employee health insurance will increase 9.8 percent with no significant changes to plan coverage. The cost increase was mitigated by \$2.1 million in 2015 resulting from the new health care insurer contract.

Funding of the Government Accounting Standards Board (GASB) Statements No. 43 and No. 45 in 2016 for post-retirement health and life insurance liabilities decreased by \$352.9 thousand based on the current actuarial estimate. The Airports Authority's annual pension contributions increased by \$5.0 million based on the current actuarial estimate. In 2015, the Airports Authority's annual pension contributions had a one-time decrease because the plans were fully funded. The 2016 funding is in-line with the normal expected funding requirements.

Career positions' staffing is proposed to increase by thirty-five positions, including the conversion of twenty non-career positions, of which eighteen are technology positions. Non-career staffing is proposed to increase by 20 positions. Detailed position descriptions are included in the Airports Authority's staffing section of the 2016 Budget.

Table 1-6: 2016 Additional Full-Time Career Positions

	Total Positions 2016
Consolidated Functions	
Executive Vice President and Chief Revenue Officer	
Executive Assistant	1
Contracting Officer	1
Office of Real Estate	
Real Estate Asset Manager	1
Real Estate Analyst	1
Office of Planning and Revenue Development	
Director of Revenue Strategy and Analysis	1
Digital Strategy Program Manager	1
Revenue and Planning Analyst	2
Marketing Manager	1
Video and Graphics Specialist	1
Office of Finance	
Senior Budget Analyst	1
Office of Supplier Diversity	
Deputy Vice President of Supplier Diversity	1
Office of Human Resources and Administrative Services	
Human Resources Technician	1
Office of Technology	
Technical Writer	1
Enterprise Architect	1
Business Process Manager	1
Manager of Enterprise Resource Planning Implementation	1
Radio and Wireless System Technician	2
Portfolio Manager	1
Network Engineer (Data)	1
SQL Server Database Administrator	1
Manager of Network Operations	1
Oracle Applications Database Administrator	2
User Interface and User Exchange Designer	2
Manager, Data and Analytics	1
Server Administrator/Server Administrator (Virtualization)	2
Project Management Office Manager	1
Office of Corporate Risk and Strategy	
Corporate Strategic Planning Analyst	2
Total Consolidated Functions	33
Reagan National	
Permit Agent	1
Physical Security Technician	1
Total Reagan National	2
Total Metropolitan Washington Airports Authority	35

Non-Airline Revenue Enhancement

The 2016 Budget supports the activities and responsibilities of the offices reporting to the Executive Vice President and Chief Revenue Officer in its continuing investment to generate additional non-airline revenue. The O&M Program includes eleven additional positions and an additional \$937.3 thousand for support of these activities. Additionally, the COMIP includes \$500 thousand to support various revenue opportunities in concessions, airline, and branding initiatives.

Air Service Development

In 2016, the Airports Authority will continue its cooperative advertising project to stimulate new domestic and international air service, as well as encourage continuation of existing service through certain slower seasonal periods. The 2016 COMIP expenditures include \$1.8 million at Dulles International for this purpose.

Office of Supplier Diversity Program

The Office of Supplier Diversity includes the addition of a Deputy Vice President to lead the development and implementation of the Airports Authority's Business Diversity Programs.

Customer Service

The Airports Authority continues to focus on improving the customer experience with improved wayfinding technology. The Airports Authority recently launched a redesigned website with tools to help customers more efficiently search for flight information, navigate the Airports and select places to shop and dine.

Utilities

Utility costs decreased by \$766 thousand based on continued participation in an electric cooperative purchasing program, usage, and level natural gas prices.

Other Highlights

Maintenance of facilities, including the airport terminals, concourses and buildings, is accomplished with a balance of both in-house and contractual personnel. Service contracts were increased by \$1.8 million for various cost escalations which is offset by reductions in utilities, technology services, and fuels. Security and safety requirements such as airport access control systems, police overtime and costs for the guard services are included in the 2016 Budget.

Operating insurance and premiums are reduced by \$414.3 thousand over 2015 budget levels based on current requirements.

2016 Capital, Operating and Maintenance and Investment Program Budget Highlights

The 2016 new program authorization for the COMIP is at \$39 million, which is funded by NRR from the prior year. This includes \$13.2 million at Reagan National and \$25.8 million at Dulles International. Additionally, a total of \$3.9 million from previously authorized COMIP projects, where the work is complete and the remaining balance is no longer required or the project is no longer required is reprogrammed and used to fund unanticipated future requirements as they arise. The 2016 COMIP includes \$7.9 million for replacement of various equipment at Reagan National and Dulles International.

Table 1-7: 2016 COMIP New Authorization

(dollars in thousands)	<u>New Authorization</u>
Reagan National	
Public Wireless Fidelity (WIFI)/Distributed Antenna System (DAS)	\$ 2,750
Reagan National Equipment 2016	1,290
South Hangar Line Bay Doors Rehabilitation	900
Passenger Loading Bridge (PLB) Rehabilitation	800
Airfield Sand Shed	725
Industrial Waste Drying Bed Upgrades	700
Replace Street Side Snow Chemical Facility	700
Public Safety DCA Equipment 2016	550
Snow Melters	550
Hill Complex Heating System	450
Replace Multi-User Flight Information Display System (MUFIDS)	450
Terminal Restorative Painting	400
Street Side Paving	400
Replacement of Various Security Cameras	300
Elevator Door Replacement in Terminals B/C	300
Terminal A Roof Rehabilitation	300
Hangar 3 Roof Rehabilitation	250
Recovered Aircraft Deicing Fluid (ADF) Storage Tank	250
Procurement Lifecycle System	250
Revenue and Branding Opportunities	250
Environmental Compliance	220
Consolidated Functions DCA Equipment 2016	145
Terminal B/C Club Mechanical Equipment Rooms Sealant	100
Full Replacement of Existing Interactive Employee Training System (IET)	75
Public Safety HazMat ID 360 Unit	30
Public Safety Mercury Vapor Detection Meters	11
Public Safety Replacement of Various 3 Self Contained Breathing Apparatus (SCBA) Test Stands	10
Total Reagan National	\$ <u>13,155</u>

2016 BUDGET
Metropolitan Washington Airports Authority

Table 1-7(a): 2016 COMIP New Authorization

(dollars in thousands)	New Authorization
Dulles International	
Airfield, Pavement Maintenance and Joint Sealing	\$ 3,300
Authority's Metrorail Contribution for Non-Passenger Facility Charges (PFC) Eligible Costs	3,040
Public Wireless Fidelity (WIFI)/ Distributed Antenna System (DAS)	2,750
Dulles International Equipment 2016	1,863
Audio/Visual Paging System Upgrade	1,750
Public Safety IAD Equipment 2016	1,206
Mobil Lounge/Planemate Interior Renovations/Enhancements and Equipment Modernization	680
Condenser Pumps Replacement at Utility Building - Phase I	650
Shop 3 Equipment Maintenance Building Expansion	650
Landside Roadway Rehabilitation	600
Replace and Install Multi-User Flight Information Display System (MUFIDS) - Main Terminal	600
Vehicle Storage Building Conversion to Maintenance Building Shop	560
Supervisory Control and Data Acquisition (SCADA) System Expansion - Phase I	500
Expansion Joint and Terrazzo Repair - Main Terminal	500
Kiosk 4 and Associated Baggage System Backup Power Improvements	500
Contingency Fund for Possible Utility Work in Concourse C/D	500
Public Parking Conversion to Employee Parking	400
Automatic Vehicle Locator (AVL)/Global Positioning System (GPS) for Parking Operations Shuttle	400
Shop 1 Heating Ventilation and Air Conditioning (HVAC) Improvements	400
Commercial Real Estate Site Development Planning	400
Wayfinding Signage Improvements	350
Main Terminal Ticket Counter Dynamic Signage	350
Public Parking Operations Enhancements - Phase II of III	325
Digital Dynamic Wayfinding Stations	310
Security Improvements Access Control (I Star) - Phase IV of V	300
Pedestrian Sidewalk Along Autopilot Drive	300
APM Facilities Rehabilitation	270
Elevated Taxiway Light Base Repairs	250
Procurement Lifecycle System	250
Revenue and Branding Opportunities	250
Elevators, Escalators and Moving Walks Rehabilitation	200
Closed Circuit Television (CCTV) Camera System Expansion - Main Terminal	200
Emergency Operations Center - Concourse B	200
Ramp Tower Voice Recording System	200
Runway Guard Light Control System Replacement	200
Automated Passport Control System	200
Consolidated Functions IAD Equipment 2016	145
Bus Maintenance Facility Improvements, Phase II	115
Carpet Replacement Program	100
Public Safety HazMat ID 360 Unit	30
Public Safety Mercury Vapor Detection Meters	11
Public Safety Replacement of Various 3 Self Contained Breathing Apparatus (SCBA) Test Stands	10
Total Dulles International	\$ 25,814
Total Metropolitan Washington Airports Authority	\$ 38,969

Airports Authority’s Metrorail Contribution for Non-PFC Eligible Costs

The Airports Authority has agreed to contribute 4.1 percent of costs of the Metrorail Project. PFCs have been approved as the primary source of the Airports Authority’s contribution to the Metrorail Project. However, in the event PFC requirements prohibit PFCs from being used to cover the full amount; \$5 million was programmed in each of the 2012, 2014, and 2015 COMIP budgets for any non-PFC eligible costs, an additional \$3.9 million for 2015 and \$3 million is included for 2016. Additional installments will be recommended in future budgets as deemed necessary to meet the Airports Authority’s commitment.

Capital Construction Program

The Airports Authority continues the emphasis on program management, including cost and schedule control, construction safety, and quality assurance of its capital program. The CCP is based on facility needs and financial feasibility, specifically as provided for in the proposed Airline Agreement.

CCP projects at Reagan National include the design and construction of a new commuter concourse, and various enabling projects including airfield, roads, and systems projects associated with the commuter concourse project; Terminal B/C to National Hall into a post security secure area and enabling projects; and preliminary planning and design to potentially expand or replace Terminal A. The 2016 authorization is \$17.2 million for additional funding for the Runway Overlays and Taxiway Rehabilitation and Taxiway and Taxi-lane Resurfacing Program. The estimated 2016 expenditures excluding capitalized interest at Reagan National is \$105.3 million.

Dulles International’s CCP projects include facility modifications to increase the operational efficiencies of Concourse C/D, including elevator, boiler, heating ventilation, and air conditioning systems, electrical, and fuel delivery improvements. The CCP at Dulles International also includes funding for repair and maintenance of the two Airports Authority’s owned buildings. Other projects include airfield pavement panel replacement, roadway, and utility system improvements, and funding for various engineering planning studies. The estimated 2016 expenditures excluding capitalized interest at Dulles International is \$80.3 million.

Table 1-8: 2016 CCP New Authorization

(dollars in thousands)	New	<u>Estimated Funding*</u>	
	<u>Authorization</u>	<u>Bonds</u>	<u>Grants</u>
Reagan National			
Taxiway and Taxi-lane Resurfacing Program	\$ 14,540	\$ 3,635	\$ 10,905
Runway Overlays and Taxiway Rehabilitation	<u>2,650</u>	<u>663</u>	<u>1,988</u>
Total Reagan National	<u>\$ 17,190</u>	<u>\$ 4,298</u>	<u>\$ 12,893</u>

*Projects have the potential to receive up to 75 percent Federal Aviation Administration (FAA) Grant contribution of construction dollars

Dulles Corridor Enterprise

The 2016 Dulles Corridor Enterprise Fund Budget includes the Toll Road operations, the Metrorail Project, and other Dulles Corridor and Toll Road improvements. The Dulles Corridor Enterprise Budget was prepared based on forecasted Toll Road revenues, operating and capital requirements, and requirements of the Toll Road Permit and Operating Agreement (December 2006) and Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan Agreement (August 2014).

The 2016 Budget for the Dulles Corridor Enterprise consists of three Programs:

- The *Dulles Corridor Enterprise Fund Operation and Maintenance Program* is the financial plan for operating the Toll Road. It also includes debt service for the Metrorail Project and contributions to reserves. The operation and maintenance program is funded from Toll Road revenue. The total 2016 operating revenue is estimated to be \$157 million. No toll increase is anticipated through 2018. This reflects an increase of 1.8 percent as compared to the 2015 Budget. The 2016 operating expenses estimate, excluding debt service requirements, financing fees and other reserve contributions, is \$31.2 million; this is a decrease of 0.5 percent over 2015. Debt service and financing fees are \$47.2 million; this is a 2.4 percent increase over 2015.
- The *Dulles Corridor Enterprise Fund Renewal and Replacement Program* for the Toll Road addresses major maintenance requirements including overlays, sound wall repairs, bridge deck replacements, erosion and drainage control, and other maintenance projects. The Renewal and Replacement program is funded from Toll Road revenue. The 2016 new program authorization from the five-year life cycle plan is \$2.6 million.
- The *Dulles Corridor Enterprise Fund Capital Improvement Program* funds Dulles Corridor Capital Improvements related to the Toll Road, its ancillary ramps and interchanges, the Metrorail Project, and other corridor improvements. The Capital Improvement Program is funded from bond proceeds, Federal Transit Administration grants, and contributions from Fairfax County, Loudoun County, the Commonwealth of Virginia (Commonwealth) and the Airports Authority. The 2016 new program authorization from the five-year life cycle plan is \$7.7 million for other corridor improvements.

Operation and Maintenance Program

The Dulles Corridor Enterprise Fund budgeted operating revenues are \$157 million. The 2016 revenue estimate assumes no toll increase. There are no planned toll increases through 2018. Budgeted operating expenses of the O&M Program are \$31.2 million, a decrease of 0.5 percent. Debt Service and financing fees are budgeted at \$47.2 million, which is a 2.4 percent increase from 2015. The debt service estimate for 2016 is net of a \$150 million grant from the Commonwealth of Virginia, \$30 million of which will be applied to pay debt service in 2016 for the Toll Road Revenue Bonds. The grant is intended to offset required increases in toll rates. There is \$81.5 million budgeted in reserve contributions, including \$35 million to a TIFIA Debt Service Reserve Fund, \$19.9 million to Capital Improvement Reserves, \$5 million to Renewal and Replacement Reserves and \$21.3 million to the Dulles Corridor Enterprise Fund Reserve and Toll Rate Stabilization Fund.

Table 1-9: 2016 Dulles Corridor Operating Revenues and Interest Income

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Electronic Toll Collection	\$ 123,537	\$ 119,637	\$ 134,497	\$ 14,860	12.4%
Cash Toll Revenue	25,115	34,529	22,476	(12,053)	(34.9%)
Total Operating Revenues	\$ 148,653	\$ 154,166	\$ 156,972	\$ 2,806	1.8%
Interest Income	\$ 3,143	\$ 2,461	\$ 2,964	\$ 504	20.5%

Table 1-10: 2016 Dulles Corridor Operation and Maintenance Program

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Operating Expenses	\$ 26,704	\$ 31,340	\$ 31,193	\$ (147)	(0.5%)
Debt Service and Financing Fees	<u>32,417</u>	<u>46,155</u>	<u>47,246</u>	<u>1,091</u>	2.4%
Total O&M Program	<u>\$ 59,121</u>	<u>\$ 77,495</u>	<u>\$ 78,439</u>	<u>\$ 944</u>	1.2%

Dulles Toll Road Renewal and Replacement Program

The 2016 Renewal and Replacement Program expenditures is \$5.5 million for various projects including sound-wall repair, environmental engineering services and geographic information system, bridge, structures and canopy repairs, guardrail, traffic barrier and fencing rehabilitation, landscape maintenance, cameras, planning and programming utility survey and rehabilitation. The Renewal and Replacement Program is developed based on TIFIA terms and conditions requiring an independent consultant to develop a life cycle cost report. The 2016 estimate for new program authorization based on the five-year plan is \$2.6 million.

Table 1-11: 2016 Renewal and Replacement Program – New Authorization

(dollars in thousands)	New Authorization
Dulles Toll Road Pavement Repairs	\$ 1,599
Bridges, Structures and Canopy Repairs	963
Landscape Maintenance	<u>40</u>
Total Dulles Corridor Renewal and Replacement Program	<u>\$ 2,602</u>

Dulles Corridor Capital Improvement Program

Dulles Corridor Metrorail Project

Phase 1

The Airports Authority constructed an extension of the Washington Metropolitan Area Transit Authority (WMATA) Metrorail system from East Falls Church station through Tysons Corner to Wiehle Avenue (Phase 1) which went into service in 2014. Included in Phase 1 is the procurement of 64 rail cars. The total final project cost of Phase 1 is currently estimated to be \$2.982 billion, including the cost of roadway-related improvements that were constructed concurrently with the Project. In May 2015, the Board approved an amendment increasing Budget authorization from \$2.906 to \$2.982 billion to include an additional \$76 million of project costs. Phase 1 received a commitment of \$900 million in New Starts funding from the Federal Transit Administration (FTA). Fairfax County provided a fixed contribution of \$400 million for Phase 1 which will subsequently be adjusted to cover their full-funding obligation on a percentage of total cost of both Phases. The Commonwealth of Virginia (Commonwealth) provided \$51.7 million in Virginia Transportation Act (VTA) 2000 revenues from 2004-2007, an additional \$125 million of Commonwealth Transportation Board (CTB) Bonds, and \$75 million of other Commonwealth funds/Surface Transportation Program (STP) funds toward the cost of Phase 1. The remaining Phase 1 project costs are being provided by the Airports Authority through a combination of bonds, or other financing agreements as the Airports Authority deems necessary, secured by a pledge of Toll Road revenues. Phase 1 of the Dulles Corridor Metrorail Project includes five stations along the 11.7 mile alignment from the East Falls Church Metrorail Station through Tysons Corner to Wiehle Avenue on the eastern edge of Reston.

Phase 2

The Metrorail Project – Phase 2 is the 11.4 mile completion of the Metrorail Project from Wiehle Avenue to Route 772 in eastern Loudoun County. Metrorail Project – Phase 2 includes six new stations, including a station at Dulles International, and a maintenance yard located on Dulles International’s property. Included in this second phase is the procurement of an additional 64 rail cars.

There is a Memorandum of Agreement, a multi-party agreement that outlines federal, the Commonwealth, Loudoun and Fairfax Counties’ and the Airports Authority’s funding responsibilities. Additionally, the Commonwealth has provided \$150 million which is being used to pay debt service in order to mitigate toll increases of which \$70 million has been used through 2015. The Commonwealth has also pledged an additional \$300 million to fund capital costs. The revised budget authorization for Phase 2 of the Metrorail Project, including contingency, is \$2.8 billion. Phase 2 Parking Garages are being funded directly by Fairfax and Loudoun Counties. The Phase 2 Project has also been awarded \$33 million from the Northern Virginia Transportation Authority to help pay the construction costs of the Innovation Center Station.

A design and build contract for the rail line, stations and systems for Phase 2 of the Metrorail Project was awarded in 2014. Included are new stations at Reston Town Center, Herndon Innovation Center, Dulles International, Loudoun Gateway (formerly Route 606), and Ashburn (formerly Route 772). The contract for the construction of the rail yard and maintenance facility for WMATA at Dulles International was awarded in summer 2014. The estimated construction completion period is in 2019.

Other Dulles Corridor Capital Improvements

The new authorization for capital improvements related to the Dulles Corridor other than Rail for a five-year life cycle plan is \$7.7 million. CIP expenditures for the Dulles Corridor improvements other than rail are developed based on TIFIA terms and conditions requiring an independent consultant to develop a life-cycle cost report.

Table 1-12: 2016 Capital Improvement Projects – New Authorization

(dollars in thousands)	<u>New Authorization</u>
Intelligent Transportation System (ITS) and Traffic Management System (TMS) Infrastructure (Design and Construction)	\$ 5,970
Repair and Resurfacing-Dulles Toll Road Pavements	<u>1,754</u>
Total Dulles Corridor Capital Improvement Program	<u>\$ 7,724</u>

Summary

The 2016 Budget as developed continues to manage resources through cost containment, using best value procurement for critical out-sourced service contracts, including health care costs.

The effective management of the Airports Authority's operating expenses has made it possible to weather the past years' economic volatility and maintain our financial strength. The Airports Authority's outstanding airport system bonds continue to be rated among the highest in the aviation industry by the independent rating agencies of Moody's, Standard and Poor's, and Fitch³. The bond credit rating indicates confidence in the Airports Authority's capacity to meet financial commitments. Management continues to believe in the strategic importance of air service to the Washington region and is cautiously optimistic about the aviation industry in 2016.

The Airports Authority must continuously work to ensure that it is a good steward of tolls paid by Toll Road customers by operating the toll efficiently and effectively and by keeping the Metrorail Project within budget. The Airports Authority's commitment to building a world-class rail line to Dulles International and into Loudoun County will assure greater public access and enhance the future competitiveness of the Dulles Corridor including Dulles International.

This 2016 Budget presents a realistic approach to funding the operating and capital requirements necessary to support the activity and the needs of the Airports Authority. Management continues to focus efforts on defining business strategies to maximize our non-airline revenue including concessions, cargo, and other development at Dulles International. The management team is committed to effectively balancing our immediate and long-term objectives while looking to provide needed operational, technological, and capital improvements. As always, we will be disciplined in monitoring the Airports Authority's financial performance throughout the year and if necessary, adapt to changing circumstances to ensure our financial stability.

As we look ahead, we acknowledge the Board's leadership and partnership with management to ensure that the Airports Authority remains ready to respond to future challenges and opportunities. We will, of course, be pleased to provide assistance to the Board as it reviews this Recommended 2016 Budget.

Sincerely,



John E. Potter
President and Chief Executive Officer

³ As of the date of this Budget, the underlying ratings on the Airport System Bonds assigned by the rating agencies are "A1" by Moody's, "AA-" by S&P, and "AA-" by Fitch.

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Your Journey Begins With Us.

Organization Structure

The Airports Authority

The Airports Authority was created by the District of Columbia Regional Airports Authority Act of 1985, as amended, and Ch. 598, Virginia Acts of Assembly of 1985, as amended, for the purpose of operating, maintaining, and improving Reagan National and Dulles International. The Metropolitan Washington Airports Act of 1986, as amended, authorized the Secretary of Transportation to lease Reagan National and Dulles International to the Airports Authority. The Airports Authority is a public body, politic and corporate, and is independent of the District of Columbia, the Commonwealth of Virginia, and the federal government.

The Airports Authority initially operated the Airports under a 50-year lease agreement with the U.S. Department of Transportation (DOT) ending June 6, 2037. The impetus for the formation of the Airports Authority as an independent government entity was the need for substantial capital improvements at the Airports. Operating responsibility was transferred to the Airports Authority on June 7, 1987. On June 17, 2003, the Federal Lease was amended to extend the term to June 6, 2067.

On November 1, 2008, the Virginia Department of Transportation (VDOT) transferred operational and financial control of the Toll Road from VDOT to the Airports Authority for a term of 50 years, upon the terms and conditions set forth by the Master Transfer Agreement and the Permit and Operating Agreement (the VDOT Agreements) each dated December 29, 2006, entered into by and between VDOT and the Airports Authority. In exchange for the rights to the revenues from operation of the Toll Road and certain other revenues described in the VDOT Agreements, the Airports Authority agreed to (i) operate and maintain the Toll Road, (ii) cause the design and construction of the extension of the Metrorail from the East Falls Church station in Fairfax County, along the Dulles Corridor to Dulles International and beyond into Loudoun County (the Metrorail Project) and (iii) make other improvements in the Dulles corridor consistent with VDOT and regional plans. The Airports Authority is responsible for setting toll rates and collecting tolls following its process for issuing regulations and in consultation with the Dulles Corridor Advisory Committee. The Airports Authority initially adopted the existing toll structure established by the Commonwealth of Virginia (the Commonwealth) and contracted with VDOT for the interim operation of the Toll Road. Effective October 1, 2009, all operations related to the Dulles Toll Road, including Public Safety, are directly performed by Airports Authority employees or third-party contracts managed by Airports Authority employees. The Airports Authority adopted a 3-year toll structure in November 2009, effective January 1, 2010 through December 31, 2012, a new toll structure was adopted in November 2012, effective January 1, 2014. No toll increase is planned through 2018.

Airlines Serving the Airports

Airports Service Region

The Airports service region is comprised of the following jurisdictions: the District of Columbia; the Maryland counties of Calvert, Charles, Frederick, Montgomery, and Prince George's; the Virginia counties of Arlington, Clarke, Fairfax, Fauquier, Loudoun, Prince William, Spotsylvania, Stafford, and Warren; the independent Virginia cities⁴ of Alexandria, Fairfax, Falls Church, Fredericksburg, Manassas, and Manassas Park; and the West Virginia county of Jefferson.

⁴ These six Virginia cities are separate jurisdictions and are not included in any county statistics.

General Information About the Airports

Ronald Reagan Washington National Airport

Reagan National was opened for service in 1941. It is located on approximately 860 acres along the Potomac River in Arlington County, Virginia, approximately three miles from Washington, D.C. It has three interconnected terminals, three runways and 44 air carrier gates. As of September 2015, Reagan National was served by 27 airlines, including 11 major/national, and 16 regional. American Airlines is the largest carrier in terms of numbers of flights and enplanements. American Airlines and its code-share affiliates enplaned 51.4 percent of total passengers at the airport from January through September 2015.

As of September 2015, nonstop service was provided from Reagan National to 87 destinations, including 82 cities nationwide as well as international destinations such as Bermuda, Nassau, Montreal, Ottawa and Toronto in Canada. In 2014, approximately 82.6 percent of enplanements at Reagan National were origin and destination (O&D) passengers. Reagan National's three largest domestic O&D markets in 2014 were Boston, Chicago, and Atlanta.

Reagan National serves primarily short-and medium-haul markets, as a result of federally-mandated operating restrictions. Reagan National is controlled by the "High Density Rule" and one of two airports controlled by a "Perimeter Rule", which generally limits nonstop flights at Reagan National to a radius of 1,250 statute miles. The High Density Rule imposes limits on the number of flights that may be scheduled at Reagan National through the assignment of hourly operating slots. All slots are authorized by the FAA and exemptions are awarded by the U.S. Department of Transportation (USDOT). Air carriers are required to use each slot a significant percent of the time or the slots may be withdrawn by the Federal Aviation Administration (FAA).

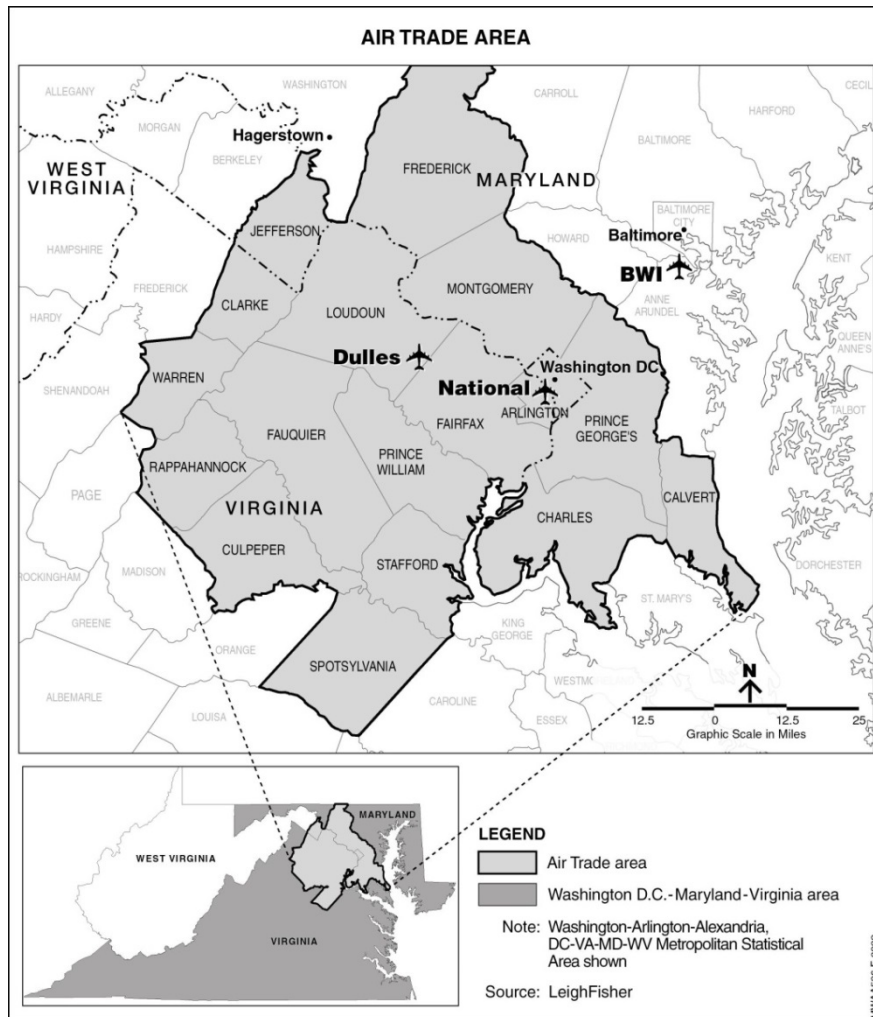
From time to time the USDOT pursuant to legislation has made available a limited number of additional slots at Reagan National. Since 2000, a total of 44 additional slot exemptions have been granted at Reagan National, bringing the total number of daily slots at the Airport to 912. A slot is an authorization from the FAA for a single takeoff or landing. The AIR-21 legislation created 24 new slots in 2000, 12 of which were allocated beyond the perimeter and 12 within the perimeter. In 2003, under Vision 100 legislation, the USDOT granted an additional 20 slot exemptions, comprising 12 beyond- perimeter slots and 8 within-perimeter slots. Following the enactment of federal legislation in February 2012 (the FAA Modernization and Reform Act of 2012), slot exemptions provided for 8 additional "beyond perimeter" daily nonstop round-trip flights—4 for new entrant or incumbent airlines with little or no service at the airport and 4 for incumbent airlines in exchange for slots within the perimeter.

Washington Dulles International Airport

Dulles International was opened for service in 1962. It is located on approximately 11,830 acres (exclusive of the Access Highway) in Fairfax and Loudoun Counties, Virginia, approximately 26 miles west of Washington, D.C. In addition to a main terminal, it has four concourses (A, B, C, and D), four runways and 125 aircraft gates. As of September 2015, Dulles International was served by 55 airlines. United maintains a major domestic hub and international gateway operation at Dulles International. Originating passengers accounted for 62.9% of enplaned passengers at Dulles International in 2014. United accounted for 43.1% of international passengers at Dulles International in 2014 and foreign-flag scheduled airlines accounted for virtually all of the remaining 56.9%.

Nonstop service was provided from Dulles International to 78 cities nationwide and to 43 international destinations. In 2014, 67.2 percent of passengers enplaned at Dulles International departed on domestic flights and 61.1 percent total enplaned passengers were O&D passengers while 38.9 percent were connecting. In 2014, traffic in Dulles International's top 20 domestic O&D markets represented 69.5 percent of its total domestic O&D passengers. Dulles International's three largest domestic O&D markets were Los Angeles, San Francisco and Denver.

Dulles International serves long, medium and short-haul markets. Dulles International is not constrained by perimeter restrictions as is Reagan National, with numerous long-haul markets being served with nonstop flights.



¹ These six Virginia cities are separate jurisdictions and are not included in any county statistics.

Budget Programs

Budget for Aviation and Dulles Corridor Enterprise Funds

Table 2-1: Budget Programs – 2016 New Authorizations

(dollars in thousands)	<u>New Authorization</u>
Aviation	
Operation and Maintenance Program, including Debt Service	\$ 670,599
Capital, Operating and Maintenance Investment Program	38,969
Capital Construction Program	<u>17,190</u>
Total Aviation Enterprise Fund	\$ 726,758
Dulles Corridor	
Operation and Maintenance Program, including Debt Service	\$ 78,439
Renewal and Replacement Program	2,602
Capital Improvement Program	<u>7,724</u>
Total Dulles Corridor Enterprise Fund	\$ 88,765
Total New Program Authorization	\$ 815,523

Aviation Enterprise Fund

- The **Aviation Enterprise Fund Operation and Maintenance (O&M) Program** provides for the day-to-day operation and maintenance of the Airports Authority's facilities, including public safety services. Included in this program are operating expenses, debt service, facility projects and equipment expenses. The Aviation Enterprise Fund O&M Program is funded from airline rates and charges and nonairline revenue, including concession and other revenues. The 2016 Budget operating expenses, including capital and debt service are projected at \$670.6 million, 2.2 percent above the 2015 Budget. *This is net of a reduction of \$9.5 million for allocation of overhead and other indirect costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund but is appropriately allocable to the Dulles Corridor Enterprise Fund.*

Cost Allocation

The 2016 Aviation Budget includes a reduction of \$9.5 million of overhead costs for the Metropolitan Washington Airports Authority (Airports Authority) that is initially paid from the Aviation Enterprise Fund, but is appropriately allocable to the Dulles Corridor Enterprise (DCE) Fund as costs associated with the operation of the Toll Road, or as cost of the Dulles Corridor Metrorail Project (Metrorail Project). Of the \$9.5 million, \$5.5 million will be allocated to the Toll Road. The remaining \$4.0 million will be allocated as administrative overhead to the Dulles Rail Project.

Table 2-2: Cost Allocation

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Aviation Prior to Cost Allocation	\$ 325,664	\$ 355,957	\$ 353,462	\$ (2,495)	-0.7%
Cost Allocation - Road	(5,335)	(5,466)	(5,488)	(22)	0.4%
Cost Allocation - Rail	<u>(5,299)</u>	<u>(4,017)</u>	<u>(4,007)</u>	<u>10</u>	-0.3%
Total Aviation	<u>\$ 315,030</u>	<u>\$ 346,474</u>	<u>\$ 343,968</u>	<u>\$ (2,506)</u>	-0.7%

- The **Aviation Enterprise Fund Capital, Operating and Maintenance Investment Program (COMIP)** provides for repair work, equipment and projects, planning, improvements, snow program, and certain operating initiatives. The COMIP budget is funded with the Airports Authority's share of net remaining revenue (NRR) from the prior year and, at Reagan National, current operating year revenues. The 2016 new program authorization for the COMIP is at \$39 million.
- The **Aviation Enterprise Fund Capital Construction Program (CCP)** provides for the planning, design, and construction of major facility improvements at the Airports. The CCP is funded from bond proceeds, Passenger Facility Charges (PFCs) and grants. The 2016 new program authorization for the CCP is \$17.2 million.

Dulles Corridor Enterprise Fund

- The **Dulles Corridor Enterprise Fund Operation and Maintenance Program** is the financial plan for operating the Toll Road. It also includes debt service for the Metrorail Project and contributions to reserves. The operation and maintenance program is funded from Toll Road revenue. The total 2016 operating revenue is estimated to be \$157 million. No toll increase is anticipated through 2018. This reflects an increase of 1.8 percent as compared to the 2015 Budget. The 2016 operating expenses estimate, excluding debt service requirements and other reserve contributions, is \$31.2 million; this is a decrease of 0.5 percent over 2015. Debt service and financing fees are \$47.2 million; this is a 2.4 percent increase over 2015.
- The **Dulles Corridor Enterprise Fund Renewal and Replacement Program** for the Toll Road addresses major maintenance requirements including overlays, sound wall repairs, bridge deck replacements, erosion and drainage control, and other maintenance projects. The Renewal and Replacement program is funded from Toll Road revenue. The 2016 new program authorization from the five-year life cycle plan is \$2.6 million.
- The **Dulles Corridor Enterprise Fund Capital Improvement Program** funds Dulles Corridor Capital Improvements related to the Toll Road, its ancillary ramps and interchanges, the Metrorail Project, and other corridor improvements. The Capital Improvement Program is funded from bond proceeds, Federal Transit Administration grants, and contributions from Fairfax County, Loudoun County, the Commonwealth of Virginia (Commonwealth) and the Airports Authority. The 2016 new program authorization from the five-year life cycle plan is \$7.7 million for other corridor improvements.

Budget Preparation, Reporting and Amendment Process

Budget Overview

Historical, financial, aviation and statistical information as well as debt issuance information is available on the Airports Authority's website, at www.mwaa.com.

Basis of Budgeting

The basis of accounting and basis of budgeting determine when revenues and expenditures are recognized for financial reporting and budget control purposes. The basis of budgeting is the same as the basis of accounting with both prepared on a full accrual basis, except that the Aviation budget conforms with the applicable provisions of the Airline Agreement, which provides for cost recovery for the operation of the Airports.

Additionally, the Airline Agreement provides for directly expensing O&M capital equipment and facility projects and recovering the bond-financed capital improvements through debt service. The Airports Authority prepares a balanced budget on an annual basis in which revenues and other resources equal or exceed expenditures and other uses. A balanced budget is an integral part of maintaining the Airports Authority's financial integrity.

Aviation Enterprise Fund

The O&M Budget estimates are developed after reviewing passenger activity, airline operations, aircraft landed weight forecasts, and projected operating expenses. Airlines pay rates and charges based on forecasts and analyses of historical trends, leases, contracts, and other agreements. Airline rates and charges are based on a full cost recovery methodology through an allocation of direct and indirect expenses to cost centers of the Airports Authority. Actual costs are reconciled through a settlement process with the Airlines. Under the Airline Agreement, the Signatory Airlines' share of NRR for each year is applied as credits, referred to as "transfers," in the calculation of the Signatory Airline rental rates, fees, and charges for the year following the year in which they are earned. Terminal building rental rates at both Airports are calculated by allocating expenses over the rentable square footage in the terminal buildings. Airlines are then charged for the space they occupy. Non-airline rents, including hangars, airmail facilities, and fueling systems, are also based on cost recovery. The cost allocation plan appropriately allocates the overhead costs between the Aviation Enterprise and Dulles Corridor Enterprise Funds.

Dulles Corridor Enterprise Fund

The O&M, R&R and CIP budgets for the Dulles Corridor and Toll Road are developed after review of expected toll collections, operating expenses, and capital requirements. The Dulles Corridor budget is prepared within the guidelines supporting the TIFIA requirements.

Budget Process

Budget Preparation

- Budget instructions and formats are issued in June with submissions due from each Office in August.
- A workshop is held with the Board in September, and their guidance is incorporated into the proposed Budget.
- A draft copy of the proposed Budget is submitted to the Board at the October Finance Committee meeting.
- Preliminary Airline Rates and Charges are sent to the Airlines in November.

Board Action

- Recommended Budget is presented to the Finance Committee at the November meeting.
- Budget is presented to the Board for adoption at its December meeting. Ten affirmative votes are required for approval of the Budget.

Budget Management

- First Half Airline Rates and Charges are sent to the Airlines.
- Financial statements comparing actuals to budget are reported monthly to the Finance Committee, President, Executive Vice President and other Airports Authority management, which enables prudent management control of the budget.
- Vice Presidents are accountable to manage their O&M office budget.
- Each Vice President prepares quarterly budget plans which are submitted to the Office of Finance for review.
- Reprogramming funds between projects occurs to facilitate the current mission, strategic initiatives, business plan, and action plan.
- COMIP, CCP, R&R and CIP project funding is managed by the Budget Office.
- The President is authorized to modify or adjust expenditures in the Budget consistent within the levels approved for each program.

Criteria for Budget Reprogramming Reporting

Any Budget reprogramming exceeding \$10 million in a calendar year for any project in the COMIP, CCP, R&R, and CIP is submitted to the Finance Committee for recommendation to the Board for approval before it takes effect. All other material budget reprogramming are reported to the Finance Committee on a quarterly basis, two months after the end of each quarter at the May, August, November and February Committee meetings.

The quarterly report includes year-to-date cumulative material budget reprogramming equal to or greater than the following:

1. Aviation Operation and Maintenance (\$250,000);
2. Aviation Capital, Operating and Maintenance Investment Program (\$500,000 or any new project, regardless of dollar amount);
3. Aviation Capital Construction Program (\$500,000 or any new project, regardless of dollar amount);
4. Dulles Corridor Operation and Maintenance (\$250,000);
5. Dulles Corridor Renewal and Replacement (\$500,000 or any new project, regardless of dollar amount); and
6. Dulles Corridor Capital Improvement Program (\$500,000 or any new project, regardless of dollar amount).

2016 BUDGET

Metropolitan Washington Airports Authority

For operating and maintenance budgets, budget reprogrammings are reported by major cost categories as identified in the budget document. These categories include personnel expenses, travel, lease and rental payments, utilities, services, supplies, materials and fuels, insurance and risk management, equipment and projects.

Line-item reprogramming within major program cost categories are not reported. For example, a change from natural gas to electricity is not reported because the change was within the utility cost category, while reprogramming from utilities to services would be reported because they are distinct and separate major cost categories.

For all other budgets, reprogramming between any project and establishment of any new project regardless of the dollar amount is reported.

Amendment Process

At any time during the year, the President may recommend to the Board amendments to the adopted Budget. Budget amendments considered by the Finance Committee are submitted to the Board for adoption. There have been seven budget amendments in the Airports Authority's history.

Budget Calendar for 2016

Unless otherwise stated, the Budget Department is responsible for the following:

January

- ❖ 2016 Fiscal Year Begins
- ❖ 2016 Financial Plan sent to Offices

February/March

- ❖ 2015 Budget Year-End Close-out
- ❖ Evaluation of 2015 Budget Performance

April/May

- ❖ 2015 Airline Rates and Charges Settlement
- ❖ 2016 First Quarter Review prepared by Offices

June

- ❖ Preliminary 2016 Activity Level Forecast developed
- ❖ 2016 Budget Preparation Handbook distributed to Offices

July/August

- ❖ 2016 Second Quarter Review prepared by Offices
- ❖ Responses received for 2016 Budget Estimates

September

- ❖ Board of Directors 2016 Budget work session
- ❖ Analysis of Preliminary 2016 budgets prepared
- ❖ President confers with Offices on 2016 Budget Submissions
- ❖ Airline Committee 2016 Budget Briefing
- ❖ 2016 Activity Level Forecasts finalized
- ❖ President's 2016 Budget recommendations to Office of Finance

October

- ❖ 2016 Third Quarter Review prepared by Offices
- ❖ 2016 Draft Budget submitted to Finance Committee for review
- ❖ Office of Finance prepares the President's recommended 2016 Budget

November

- ❖ Preliminary 2016 Airline Rates and Charges developed
- ❖ 2016 Recommended Budget presented to Finance Committee for action
- ❖ 2016 Proposed Budget submitted to Board of Directors for action

December

- ❖ 2016 Budget adopted by Board of Directors
- ❖ 2016 Rates and Charges sent to Airlines

Purpose, Mission, and Goals

Purpose

The Airports Authority is an independent entity, established by the Commonwealth of Virginia (Commonwealth) and the District of Columbia with the consent of the Congress of the United States, whose purpose is to plan, provide, and actively manage world-class access to the global aviation system in a way that anticipates and serves the needs of the National Capital area.

The Airports Authority is committed to the operation of the Dulles Toll Road and to the construction of a Metrorail extension to Dulles International and beyond, with a terminus in Loudoun County, Virginia.

Mission

The Airports Authority's mission is to plan, provide, and actively manage world class access to the global aviation system in a way that anticipates and serves the needs of the national capital area.

Core Values

- Integrity
- Pride
- Collaboration
- Mutual Respect

Goals

In recognition of the continuously changing economic and industry landscape in which it operates, the Airports Authority has identified corporate goals supporting commitment to Revenue Growth, Cost Control, Customer Satisfaction, and People Development. Key strategic priorities in 2016 include:

- Pursuit of non-aviation revenue in concessions and land development
- Growth of domestic and international air service
- Cost discipline in operational and capital plans
- Conservative financial management, including execution of re-financing opportunities
- Implementation of passenger-centric programs, including concessions redevelopment and technology enhancements
- Succession planning and leadership development

Management Plan

The Management Plan identifies risk-based and strategic priorities for the Airports Authority to accomplish annually. The Management Plan is the basis for goal-setting across the organization and is shared with the Board of Directors (Board) and staff. Periodic progress is reported to the Board and its sub-committees throughout the year.

Major 2015 Airports Authority Accomplishments

Reagan National

- Maintained an excellent level of customer service with continued record growth in passenger levels for the fifth straight year
- Completed facility modifications with the merger of US Airways and American Airlines
- Completed rehabilitation of Terminal A Elevators
- Completed rehabilitation of Hangar 4 Bay Door
- Completed construction of temporary women's restroom post-security in Terminal A to accommodate significant increase in the number of passengers
- Completed renovation of Terminal A Public Restrooms
- Completed construction of Runway Safety Areas on two crosswind runways that required installation of three Engineering Materials Arrestor Systems (EMAS)
- Developed and executed Transportation Network Companies regulations and implemented new permit to include limousines

Dulles International

- New Air Service from Dulles included:
 - Aer Lingus
 - Alaska Airlines
 - Latam, currently working with for a 2016 launch
- Executed new fixed based operator agreement with an increase in revenue of approximately \$4 million
- Executed new parking contract with estimated savings of \$2 million in shuttle bus expenses
- Implemented a rate structure for employees to increase ridership for the Silver Line Express
- New airline gate permit policy to be implemented with the January 2016 rates and charges
- Supported the new Management Intern program with two actively working on projects
- Developed and executed Transportation Network Companies regulations and implemented new permit to include limousines

Dulles Toll Road

- Launched the new Dulles Toll Road webpage and calculator tool
- Continued repaving of the Westbound Toll Road and 13 ramp locations
- Completed the Lane Conversion Project converting 19 existing Exact Change lanes to EZPass Only lanes
- The Host Computer Replacement project replacing the existing Host Computer which is vital to the toll revenue collection system remains on schedule and is currently begin implemented
- Continued multiple soundwall replacements projects.

Public Safety

Police Department

- Conducted over 2,000 specialized M-4 patrols at the Airports to deter threats.
- Conducted 623 high-visibility initiatives at each airport to ensure continued safety of the resident and nonresident airport community.
- As part of the Counter Insider Threat Program (CITP) the police department conducted 2,672 business checks, 17,086 Airport Operations Area (AOA) badge checks, and 4,090 vehicle checks.
- Conducted 44 active shooter training sessions at each Airport which resulted in 610 employees being actively trained in threat response.
- Completed active shooter/rescue task force training for the entire Airports Authority police department.
- Conducted 140 joint details with the Transportation Security Administration (TSA) which resulted in 25,964 employees being screened.

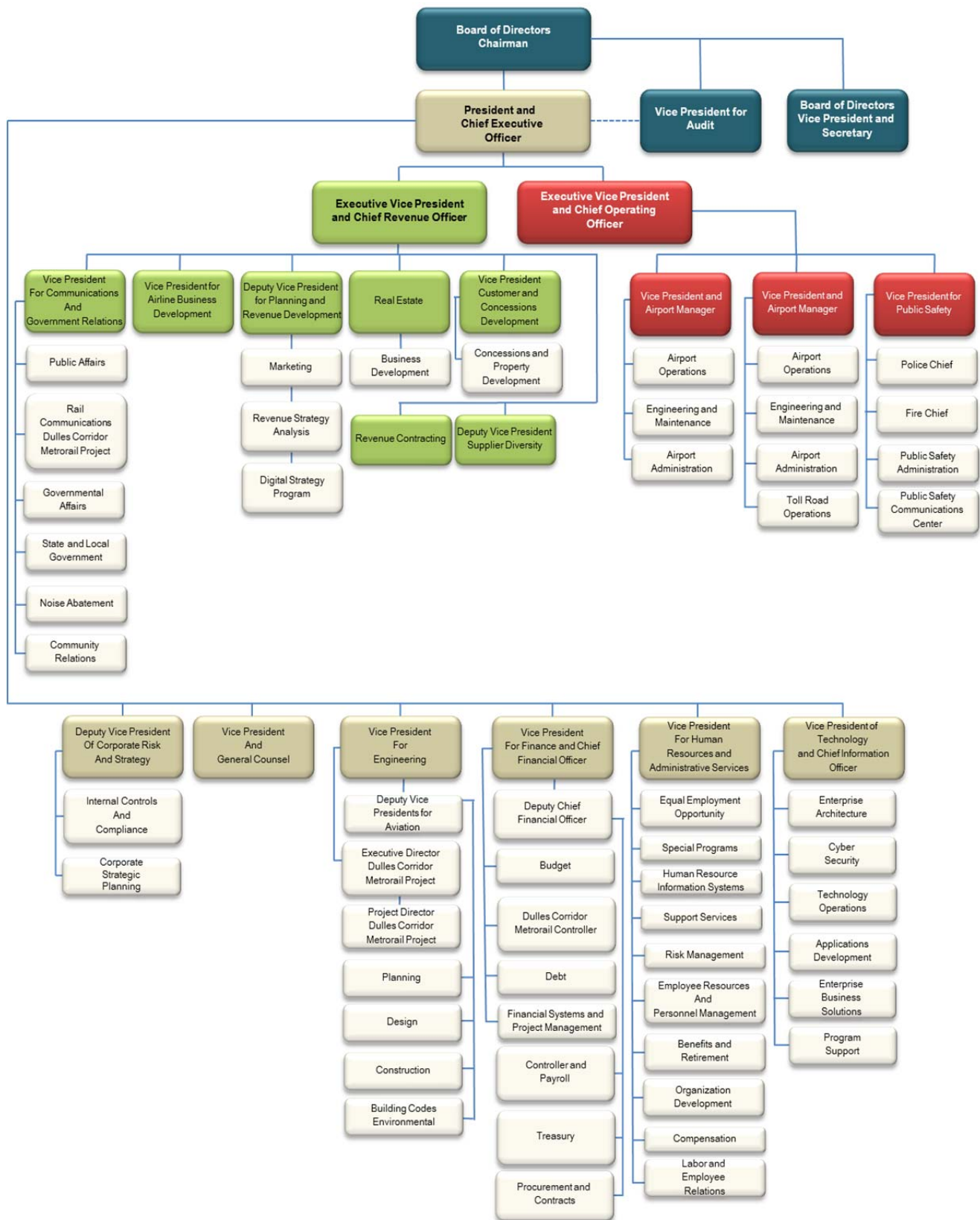
Public Safety Communication Center Department

- Hosted first joint Communications Training Officer Certification class.
- Hosted a Supervisor Enrichment seminar and invited our surrounding jurisdictions.

Fire & Rescue Department

- Dulles International Tri-Annual Drill Disaster Drill was held on May 2 with over 60 mutual aid units from 10 jurisdictions participating with the Airports Authority. Work continues on the After Action Report and related follow up.
- The annual FAA certification inspection was conducted at both Dulles International and Reagan National. The inspection concluded with zero deficiencies or recommendation related to the Fire and Rescue Department (FRD) or Aircraft Rescue and Firefighting (ARFF) response, preparedness, or training.
- Conducted 150 CPR and Automated External Defibrillator (AED) training courses and trained a total of 900 Airports Authority, airline and concessionaire employees.
- Conducted 65 fire extinguisher training courses and trained a total of 532 Airports Authority, airline and concessionaire employees.

Organization Chart



Operating Expense Overview of Offices

Board of Directors and Executive Offices

The Airports Authority is governed by a 17-member Board, with seven directors appointed by the Governor of Virginia, four appointed by the Mayor of the District of Columbia, three appointed by the Governor of Maryland, and three appointed by the President of the United States. The Board members serve six-year terms which are staggered. The officers of the Board are the Chairman, Vice Chairman, and Secretary. These officers are elected annually by members of the Board.

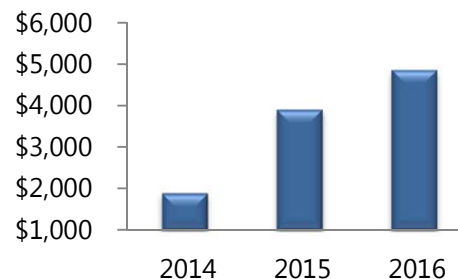
The executive direction and overall management of the Airports Authority is the responsibility of the President and Chief Executive Officer. The President and Chief Executive Officer plans and directs all of the programs and activities of the Airports Authority, subject to policy direction and guidance provided by the Board. The operation of Reagan National, Dulles International, and Public Safety, including the support elements necessary to deliver high quality customer service, is undertaken by the Executive Vice President and Chief Operating Officer. The Chief Revenue Officer plans and directs activities that generate revenues for the Airports Authority, while communicating the company vision and revenue strategy across all relevant functions to ensure that revenue goals are defined and met.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 1,592	\$ 2,264	\$ 3,055	\$ 791	34.9%
Employee Benefits	158	340	653	313	92.1%
Subtotal	\$ 1,749	\$ 2,605	\$ 3,709	\$ 1,104	42.4%
Non-Personnel Compensation and Benefits					
Travel	\$ 32	\$ 132	\$ 179	\$ 47	35.2%
Lease and Rental	2	-	-	-	-
Services	87	1,135	909	(226)	(19.9%)
Supplies, Materials and Fuels	16	15	49	34	235.4%
Non-Capital Equipment	4	18	16	(3)	(13.9%)
Subtotal	\$ 141	\$ 1,300	\$ 1,153	\$ (148)	(11.4%)
Grand Total	\$ 1,890	\$ 3,905	\$ 4,861	\$ 956	24.5%

2016 Budget Goals and Objectives

- 1) Manage cost to realize operational efficiencies
- 2) Grow revenue to keep Airports Authority competitive
- 3) Create customer satisfaction for all Airports Authority stakeholders
- 4) Foster employee engagement as employer of choice
- 5) Continuous improvement

Operating Expenses Trend



Office of General Counsel

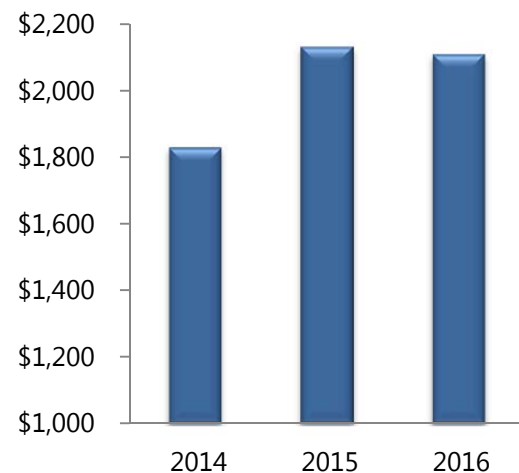
The Office of General Counsel provides advice and a full range of legal services in areas that are essential to the formulation of policies as well as the day-to-day operation of the Airports, and serves as the primary point of contact with any special counsel that may be employed by the Airports Authority on a regular or ad hoc basis.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 1,039	\$ 941	\$ 1,089	\$ 148	15.8%
Employee Benefits	286	194	293	99	51.3%
Subtotal	\$ 1,325	\$ 1,135	\$ 1,382	\$ 248	21.8%
Non-Personnel Compensation and Benefits					
Travel	\$ 3	\$ 12	\$ 10	\$ (2)	(18.1%)
Services	655	971	703	(268)	(27.6%)
Supplies, Materials and Fuels	17	14	15	1	10.7%
Insurance	(170)	-	-	-	-
Non-Capital Equipment	-	2	-	(2)	(100.0%)
Subtotal	\$ 505	\$ 998	\$ 728	\$ (270)	(27.1%)
Grand Total	\$ 1,830	\$ 2,132	\$ 2,110	\$ (23)	(1.1%)

2016 Budget Goals and Objectives

- 1) Utilize effectively the small purchasing process to obtain outside counsel
- 2) Play active role in the administration of Package A and Package B contracts for the Dulles Metrorail Project – Phase 2
- 3) Ensure the procurement of the Construction Manager at Risk (CMAR) contractor to oversee construction projects at Reagan National
- 4) Assist in the development of solicitation materials and contract documents that ensures strong competition for all significant procurements
- 5) Defend the Airports Authority's ability to enforce claims from unpaid tolls, administrative fees and civil penalties for the Dulles Toll Road

Operating Expenses Trend



2016 BUDGET
Metropolitan Washington Airports Authority

Office of Supplier Diversity

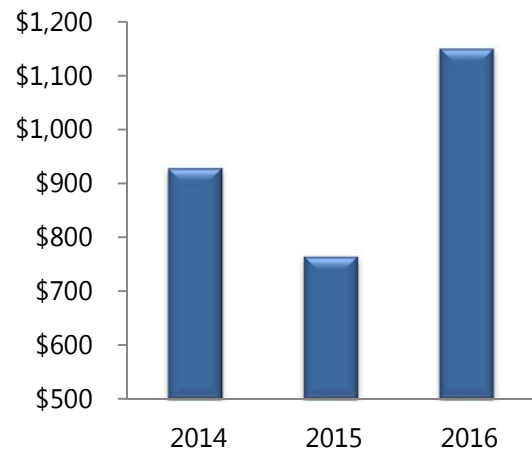
The Office of Supplier Diversity promotes the regional economic development through the maximum utilization of small, local, minority and women-owned businesses in contracting opportunities of the Airports Authority.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 333	\$ 552	\$ 758	\$ 206	37.2%
Employee Benefits	144	102	82	(20)	(19.8%)
Subtotal	<u>\$ 476</u>	<u>\$ 655</u>	<u>\$ 840</u>	<u>\$ 185</u>	28.3%
Non-Personnel Compensation and Benefits					
Travel	\$ 4	\$ 8	\$ 12	\$ 4	46.8%
Lease and Rental	-	2	-	(2)	(100.0%)
Services	447	96	283	187	194.8%
Supplies, Materials and Fuels	1	2	15	13	595.7%
Non-Capital Equipment	1	2	-	(2)	(100.0%)
Subtotal	<u>\$ 453</u>	<u>\$ 111</u>	<u>\$ 311</u>	<u>\$ 200</u>	180.3%
Grand Total	<u>\$ 929</u>	<u>\$ 765</u>	<u>\$ 1,151</u>	<u>\$ 385</u>	50.3%

2016 Budget Goals and Objectives

- 1) Shift to new automated supplier diversity system to improve processes and drive results
- 2) Expand outreach efforts to increase number of suppliers participating in Airports Authority programs
- 3) Ensure qualified Airport Disadvantaged Business Enterprise Programs are available to support the procurement requirements of the Airports Authority
- 4) Ensure qualified Local Disadvantaged Business Enterprise Programs are available to support the procurement requirements of the Airports Authority

Operating Expenses Trend



Office of Audit

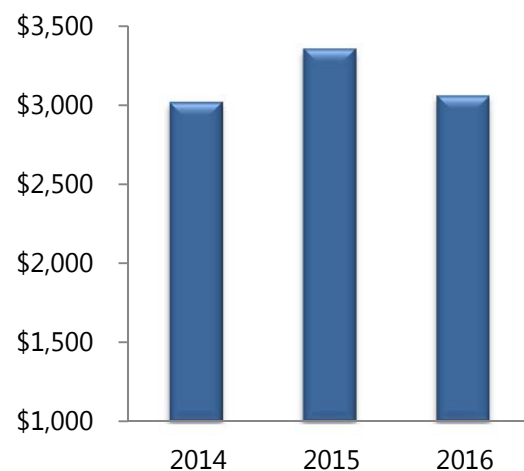
With guidance from the Board’s Audit Committee, the Office of Audit develops and implements the audit plan for the Airports Authority; evaluates internal controls and recommends improvements to management, reporting results to the Audit Committee and the President; and manages the activities of external auditors who perform the annual audit of the Airports Authority’s financial statements and related activities.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 1,006	\$ 1,142	\$ 1,204	\$ 63	5.5%
Employee Benefits	314	259	315	57	21.8%
Subtotal	\$ 1,320	\$ 1,400	\$ 1,520	\$ 119	8.5%
Non-Personnel Compensation and Benefits					
Travel	\$ 14	\$ 26	\$ 21	\$ (5)	(20.2%)
Services	1,681	1,912	1,500	(412)	(21.5%)
Supplies, Materials and Fuels	9	14	14	0	0.0%
Non-Capital Equipment	0	10	10	0	3.6%
Subtotal	\$ 1,704	\$ 1,962	\$ 1,546	\$ (416)	(21.2%)
Grand Total	\$ 3,024	\$ 3,363	\$ 3,065	\$ (297)	(8.8%)

2016 Budget Goals and Objectives

- 1) Develop risk-based audit plan, with input and approval from Board of Directors and senior management and identify recommendations
- 2) Identify recommendations and course of action to enhance organizational efficiency and minimize spending
- 3) Identify recommendations to recover costs billed erroneously by contractors
- 4) Identify recommendations to maximize non-airline revenues
- 5) Perform advisory services for other business units across the Airports Authority to enhance revenue, control costs and improve risk management

Operating Expenses Trend



2016 BUDGET
Metropolitan Washington Airports Authority

Office of Corporate Risk and Strategy

The Office of Corporate Risk and Strategy plans and facilitates strategic planning for the organization, including the formulation, development, implementation and evaluation of business strategies.

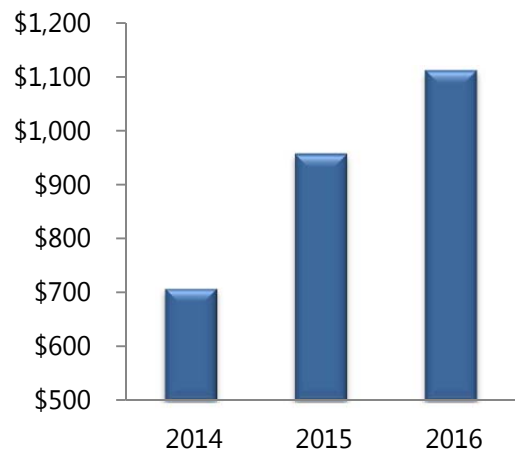
This Office also identifies internal control weaknesses and assists management in developing and implementing corrective actions to realize strategic organizational objectives while ensuring that the assets of the Airports Authority are safeguarded and that an adequate internal control structure is in place to maintain compliance with the laws and regulations to which the organization is subject.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 276	\$ 660	\$ 803	\$ 143	21.6%
Employee Benefits	97	108	175	67	62.6%
Subtotal	\$ 373	\$ 768	\$ 978	\$ 210	27.4%
Non-Personnel Compensation and Benefits					
Travel	\$ 2	\$ 10	\$ 9	\$ (0)	(3.6%)
Services	293	154	84	(70)	(45.5%)
Supplies, Materials and Fuels	2	22	31	9	40.5%
Non-Capital Equipment	38	4	10	6	166.7%
Subtotal	\$ 336	\$ 190	\$ 135	\$ (55)	(29.1%)
Grand Total	\$ 709	\$ 958	\$ 1,113	\$ 155	16.2%

2016 Budget Goals and Objectives

- 1) Maintain and improve focus on facilitating data-driven decisions that support the Airports Authority's strategic objectives
- 2) Complement skillsets in areas of statistical and econometric analysis
- 3) Continue to support staff development and maintenance of professional credentials
- 4) Reduce reliance on temporary resources across the organization
- 5) Enhance industry exposure and implementation of best practices

Operating Expenses Trend



Office of Finance

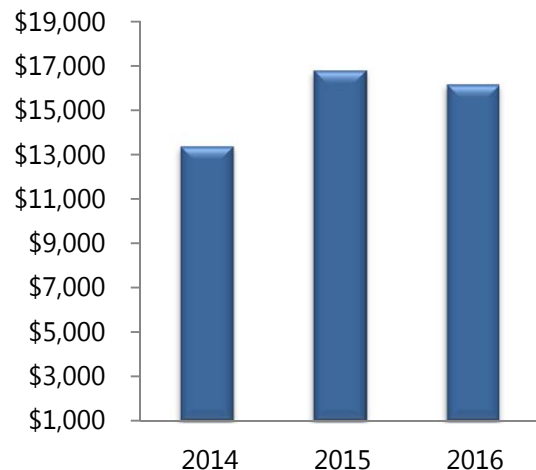
The Office of Finance is responsible for formulating and executing the annual and long-term budget activities, airline rate setting, all procurement of material and services, financing strategies, cash and debt management, investment activities, commercial banking, accounting operations, including the issuance of financial reports, and revenue and disbursement management. Effective with the 2015 Budget all procurement of material and services are included in this office.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 5,258	\$ 7,157	\$ 6,661	\$ (496)	(6.9%)
Employee Benefits	1,935	1,598	2,058	459	28.7%
Subtotal	\$ 7,193	\$ 8,756	\$ 8,719	\$ (37)	(0.4%)
Non-Personnel Compensation and Benefits					
Travel	\$ 39	\$ 56	\$ 65	\$ 9	15.0%
Lease and Rental	5,298	5,297	5,529	232	4.4%
Services	776	2,568	1,773	(795)	(31.0%)
Supplies, Materials and Fuels	60	69	73	4	5.8%
Non-Capital Equipment	19	49	10	(39)	(79.6%)
Subtotal	\$ 6,192	\$ 8,040	\$ 7,450	\$ (590)	(7.3%)
Grand Total	\$ 13,385	\$ 16,796	\$ 16,169	\$ (627)	(3.7%)

2016 Budget Goals and Objectives

- 1) Maintain or improve bond ratings and execute plan of finance, including refunding opportunities
- 2) Timely completion of 2015 Comprehensive Annual Financial Report (CAFR) with unmodified (clean) audit opinion
- 3) Prepare the 2017 annual budget with "Bottoms Up Transparency" achieving financial goals of the Airports Authority
- 4) Support data driven decision making across the Airports Authority and continue Authority-wide training in Finance and Procurement
- 5) Implement: A new Payroll program within a new Human Resource Management System; and Contracting Manual Updates

Operating Expenses Trend



2016 BUDGET
Metropolitan Washington Airports Authority

Office of Engineering

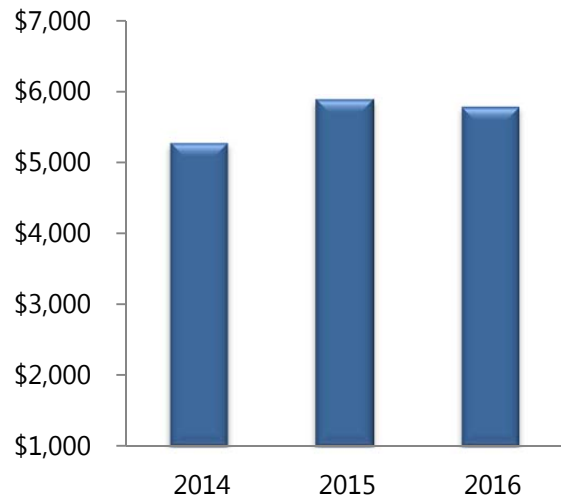
The Office of Engineering formulates and manages all matters relating to engineering, planning, design, and construction at the Airports and the Dulles Corridor.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 3,720	\$ 4,032	\$ 3,857	\$ (175)	(4.3%)
Employee Benefits	1,272	942	1,107	165	17.5%
Subtotal	\$ 4,993	\$ 4,974	\$ 4,964	\$ (10)	(0.2%)
Non-Personnel Compensation and Benefits					
Travel	\$ 29	\$ 67	\$ 45	\$ (22)	(32.7%)
Services	216	443	667	225	50.8%
Supplies, Materials and Fuels	30	339	97	(242)	(71.3%)
Non-Capital Equipment	8	69	9	(60)	(86.6%)
Subtotal	\$ 283	\$ 918	\$ 819	\$ (99)	(10.8%)
Grand Total	\$ 5,276	\$ 5,892	\$ 5,783	\$ (109)	(1.9%)

2016 Budget Goals and Objectives

- 1) Finalize the planning for Reagan National's Capital Construction Program (CCP)
- 2) Execute the design of the Corporate Office Building relocation
- 3) Award the Construction Manager at Risk contract and begin timely design reviews of the Reagan National CCP
- 4) Finalize CCP options for the upcoming Use and Lease negotiations for Dulles International
- 5) Complete the transition from consultant services for project controls and construction management to in-house talent

Operating Expenses Trend



Office of Human Resources and Administrative Services

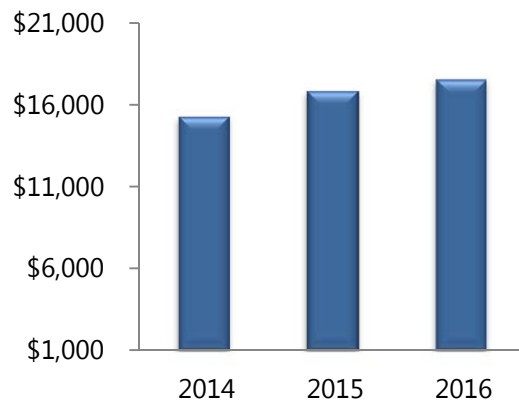
The Office of Human Resources develops and manages a full range of human resource programs including: personnel services; policy, compensation and benefit programs; employee equal opportunity program; and organizational development and training to support the Airports Authority's management and staff. The Office also represents the Airports Authority's management in labor-related issues. Effective with the 2015 Budget Support Services and Risk Management are included in this office.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 4,102	\$ 4,143	\$ 4,727	\$ 583	14.1%
Employee Benefits	1,391	1,090	1,343	253	23.2%
Subtotal	\$ 5,494	\$ 5,233	\$ 6,069	\$ 836	16.0%
Non-Personnel Compensation and Benefits					
Travel	\$ 24	\$ 25	\$ 40	\$ 16	63.2%
Lease and Rental	0	18	2	(16)	(88.9%)
Services	2,423	2,702	2,930	228	8.4%
Supplies, Materials and Fuels	105	81	150	69	84.8%
Insurance	7,249	8,785	8,371	(414)	(4.7%)
Non-Capital Equipment	(2)	17	9	(8)	(49.4%)
Subtotal	\$ 9,799	\$ 11,627	\$ 11,502	\$ (126)	(1.1%)
Grand Total	\$ 15,293	\$ 16,860	\$ 17,571	\$ 710	4.2%

2016 Budget Goals and Objectives

- 1) Implement new retirement savings plan
- 2) Implement Talent Management Strategies across the Airports Authority
- 3) Continually establish and deliver a Management Training Program
- 4) Streamline onboarding process for new Airports Authority employees
- 5) Increase wellness program participation across the Airports Authority

Operating Expenses Trend



2016 BUDGET
Metropolitan Washington Airports Authority

Office of Technology

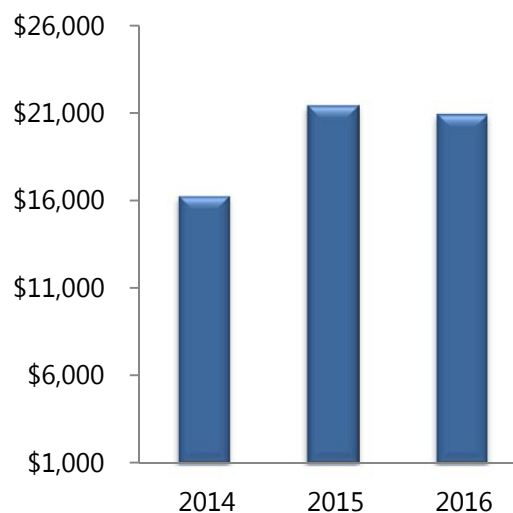
The Office of Technology develops, operates, and maintains the automated systems and telecommunications systems that support the Airports Authority operations, and manages the Airports Authority's radio communications systems with special emphasis on the Airports Authority's operations, maintenance, police, and fire crash rescue functions. The Office of Technology provides a corporate approach to manage Information Technology by centralizing and standardizing delivery of Information Technology services. The Office of Technology functions includes: Enterprise Architecture, Cyber Security, Technology Operations, Application Development, Business Innovation, and Program Support. The 2015 Budget reflects use of non-career staff versus contract services.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 3,276	\$ 8,457	\$ 10,167	\$ 1,710	20.2%
Employee Benefits	723	1,658	1,474	(184)	(11.1%)
Subtotal	\$ 3,999	\$ 10,115	\$ 11,641	\$ 1,526	15.1%
Non-Personnel Compensation and Benefits					
Travel	\$ 9	\$ 33	\$ 33	\$ (0)	(0.1%)
Telecommunications	1,676	1,412	-	(1,412)	(100.0%)
Services	9,504	7,765	6,736	(1,028)	(13.2%)
Supplies, Materials and Fuels	983	1,131	1,162	31	2.8%
Non-Capital Equipment	110	998	1,390	392	39.2%
Subtotal	\$ 12,283	\$ 11,338	\$ 9,321	\$ (2,017)	(17.8%)
Grand Total	\$ 16,282	\$ 21,453	\$ 20,962	\$ (491)	(2.3%)

2016 Budget Goals and Objectives

- 1) Operate Telecommunications net entity at no financial loss by monitoring financial activity and identifying cost reduction opportunities without decline to customer service.
- 2) Consolidate technology activities in order to reduce duplication of services and standardize hardware and software requirements
- 3) Identify opportunities to support new revenue generation by enhancing telecom services and new communication channels with passengers
- 4) Execute new projects through the O&M program by reinvesting annual cost savings
- 5) Operate within funded levels under the new office organizational structure

Operating Expenses Trend



Office of Airline Business Development

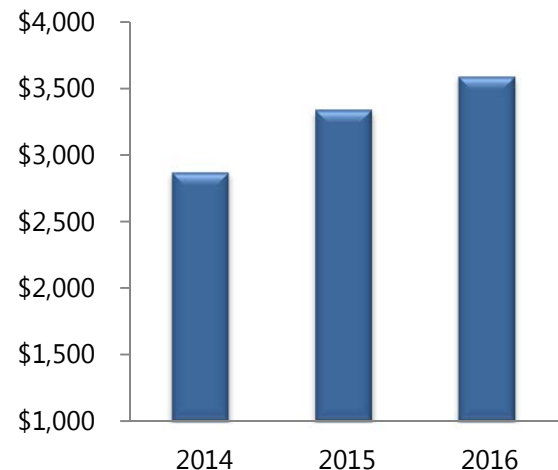
The Office of Airline Business Development formulates and executes strategies and actions to maintain and improve the region’s passenger and air cargo service through the development and execution of Comprehensive and Annual Air Service Plans. The Office conducts baseline research, develops projections and recommends strategic actions in airline, air cargo, and aviation areas. The Office develops demographic and travel trends focusing on long-range opportunities to enhance the Airports Authority’s competitive position within the global aviation system. The Office conducts internal and external outreach activities designed to influence and educate target audiences about the positive economic impacts of air service to the region. The Office advises on a wide variety of aviation issues, and supports other Airports Authority offices as requested in developing policies, positions and implementation plans regarding passenger, cargo, and industry related issues.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 649	\$ 694	\$ 897	\$ 202	29.2%
Employee Benefits	214	178	219	41	22.9%
Subtotal	\$ 863	\$ 872	\$ 1,115	\$ 243	27.9%
Non-Personnel Compensation and Benefits					
Travel	\$ 213	\$ 234	\$ 230	\$ (4)	(1.7%)
Services	1,780	2,211	2,225	14	0.6%
Supplies, Materials and Fuels	19	25	27	2	8.2%
Non-Capital Equipment	-	4	-	(4)	(100.0%)
Subtotal	\$ 2,011	\$ 2,473	\$ 2,481	\$ 8	0.3%
Grand Total	\$ 2,875	\$ 3,345	\$ 3,597	\$ 251	7.5%

2016 Budget Goals and Objectives

- 1) Target 2016 cooperative marketing program spending to maximize Dulles International passenger air service development and pursuance of all-cargo freighter service
- 2) Convince new or existing airlines at Dulles International to grow with Airline Incentive Program funding that waives up to 12 months of landing fees
- 3) Expand in-house analytical capabilities
- 4) Ensure extensive staff travel is efficiently undertaken to generate, grow and retain air service at the Airports
- 5) Plan and execute Business Development Manager (BDM) account strategy

Operating Expenses Trend



Office of Communications and Government Affairs

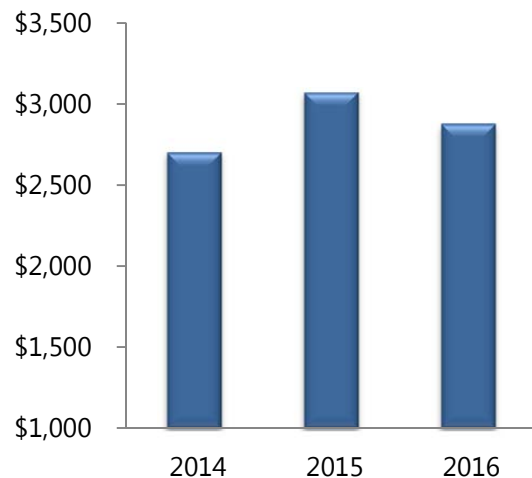
The Office of Communications is responsible for internal and external communication policies and strategies, including legislative initiatives and all communications programs with community groups, governmental organizations, and the news media on matters related to operation of the Airports and the Dulles Corridor. The Office maintains a community outreach program designed to achieve community participation in appropriate areas of Airport decision-making and coordinating aircraft noise abatement and related environmental activities.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 1,158	\$ 1,343	\$ 1,336	\$ (7)	(0.5%)
Employee Benefits	399	324	383	59	18.2%
Subtotal	\$ 1,557	\$ 1,667	\$ 1,719	\$ 52	3.1%
Non-Personnel Compensation and Benefits					
Travel	\$ 27	\$ 19	\$ 45	\$ 26	138.8%
Lease and Rental	8	8	1	(7)	(86.3%)
Utilities	2	2	3	1	25.1%
Services	1,049	1,325	1,099	(226)	(17.1%)
Supplies, Materials and Fuels	60	51	14	(38)	(73.2%)
Non-Capital Equipment	2	1	-	(1)	(100.0%)
Subtotal	\$ 1,147	\$ 1,407	\$ 1,161	\$ (246)	(17.5%)
Grand Total	\$ 2,704	\$ 3,074	\$ 2,880	\$ (193)	(6.3%)

2016 Budget Goals and Objectives

- 1) Support branding and market research initiatives
- 2) Expand and enhance employee communications programs
- 3) Promote positive media coverage of the Airports, Dulles Toll Road and Dulles Metrorail project improvements and accomplishments
- 4) Enhance external support through community relations
- 5) Broaden and strengthen relationships with elected officials and regulators

Operating Expenses Trend



Office of Customer and Concessions Development

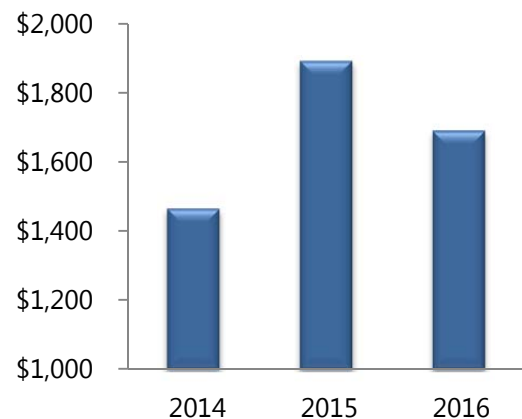
The Office of Customer and Concessions Development directs the Airports Authority programs for concession contracting and related business activities that support the Airports Authority. This office was formerly Business Administration. Effective with the 2015 Budget Risk Management and Support Services are included Human Resources, and Property management are included with the Chief Operating Officer.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 806	\$ 875	\$ 884	\$ 8	1.0%
Employee Benefits	305	239	295	56	23.2%
Subtotal	\$ 1,110	\$ 1,115	\$ 1,179	\$ 64	5.7%
Non-Personnel Compensation and Benefits					
Travel	\$ 9	\$ 9	\$ 15	\$ 6	74.5%
Lease and Rental	-	1	1	0	3.2%
Services	346	762	490	(272)	(35.7%)
Supplies, Materials and Fuels	2	6	6	0	6.1%
Non-Capital Equipment	0	2	2	-	0.0%
Subtotal	\$ 357	\$ 778	\$ 513	\$ (265)	(34.1%)
Grand Total	\$ 1,467	\$ 1,893	\$ 1,692	\$ (201)	(10.6%)

2016 Budget Goals and Objectives

- 1) Execute concessions transformation plan
- 2) Use promotions and loyalty programs to increase average concessions revenue per enplanement
- 3) Identify new sources of revenue within the airports that drive satisfaction and loyalty

Operating Expenses Trend



2016 BUDGET
Metropolitan Washington Airports Authority

Office of Planning and Revenue Development

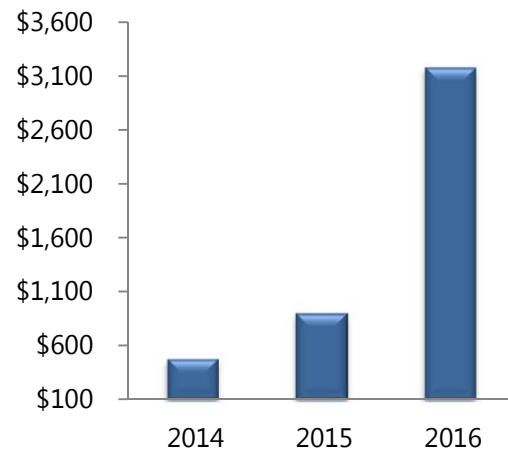
The Office of Planning and Revenue Development oversees the planning and marketing efforts to help position the Airports Authority's increase revenue in both its Aviation Enterprise and Dulles Corridor Enterprise. Other activities include publication of the Annual Report, support for the Airports Authority's marketing and advertising program.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 196	\$ 373	\$ 1,105	\$ 732	196.5%
Employee Benefits	69	86	124	38	44.4%
Subtotal	\$ 265	\$ 458	\$ 1,228	\$ 770	168.1%
Non-Personnel Compensation and Benefits					
Travel	\$ -	\$ 3	\$ 15	\$ 12	375.6%
Services	215	426	1,863	1,437	337.7%
Supplies, Materials and Fuels	1	1	66	65	6670.9%
Non-Capital Equipment	0	15	6	(9)	(59.9%)
Subtotal	\$ 215	\$ 445	\$ 1,950	\$ 1,505	338.5%
Grand Total	\$ 481	\$ 903	\$ 3,178	\$ 2,276	252.0%

2016 Budget Goals and Objectives

- 1) Optimize parking revenue through pricing, product refinement and promotions
- 2) Support re-evaluation and revision of remaining ground transportation regulations
- 3) Develop and execute digital strategy focused on non-airline revenue growth
- 4) Develop and execute loyalty program to drive revenue and customer satisfaction
- 5) Promote key products and messages through marketing channels to help drive enrollment and revenue growth

Operating Expenses Trend



Office of Real Estate Development

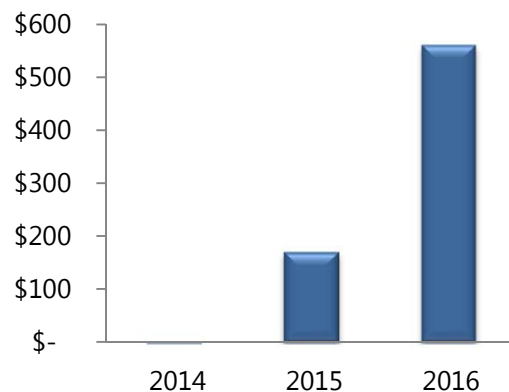
The Office of Real Estate Development is responsible for maximizing performance of the Airports Authority's portfolio of real estate assets. The office formulates and implements long-term real estate asset management and strategy and is responsible for the business strategies relating to the Airports Authority's land and real estate development. The Office also manages the Airports Authority owned buildings at Dulles International.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 85	\$ 328	\$ 477	\$ 149	45.5%
Employee Benefits	10	57	82	24	42.4%
Subtotal	\$ 94	\$ 385	\$ 559	\$ 174	45.0%
Non-Personnel Compensation and Benefits					
Travel	\$ -	\$ 16	\$ 15	\$ (1)	(9.0%)
45025 Aviation Drive	101	102	81	(21)	(20.6%)
45045 Aviation Drive	(803)	(373)	(140)	233	(62.5%)
Services	-	28	38	11	38.8%
Supplies, Materials and Fuels	-	5	4	(0)	(3.2%)
Non-Capital Equipment	-	7	4	(3)	(48.6%)
Subtotal	\$ (702)	\$ (215)	\$ 2	\$ 218	(101.1%)
Grand Total	\$ (608)	\$ 170	\$ 561	\$ 391	230.1%

2016 Budget Goals and Objectives

- 1) Improve cash flow from existing corporate assets and expiring land leases
- 2) Complete replacement and expansion of current fuel retailing and convenience store
- 3) Complete entitlement process and initiate marketing program on the Western Lands
- 4) Uncover and execute upon, new sources of non-airline revenues
- 5) Develop a long term office building reversion and occupancy plan at Dulles International

Operating Expenses Trend



Reagan National

The Airport provides a range of operational, facility maintenance, minor construction engineering, and administrative activities to accomplish air commerce for the National Capital Region.

The Operations Department is responsible for providing 24-hour-a-day monitoring, guidance, and control of facilities at each Airport to ensure the safe, efficient, secure, and continuous operational use of airport runways, taxiways, terminal buildings, and other areas. In addition, the Operations Department develops and implements the airport security plans in accordance with Federal Aviation Administration (FAA) requirements.

The Engineering and Maintenance Department is responsible for providing day-to-day oversight, management, and quality control for both the Airports Authority and tenant-financed construction projects; developing and managing repair and preventive maintenance programs related to the terminals, service buildings, hangars, airfields, roadways, grounds, and plant facilities; providing operation and maintenance of Airport facilities for provision and distribution of utilities, and air-conditioning; and for snow removal operations.

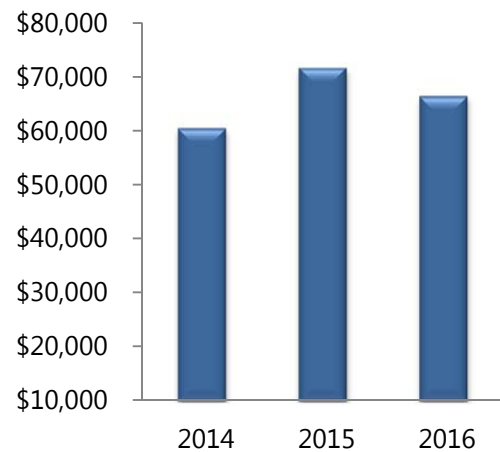
The Airport Administration Department is responsible for managing on-airport air carrier and air cargo activities including the lease and use of gates, ticket counters, baggage areas, and other in-terminal space; and managing contracts that provide to travelers parking and ground transportation services. The Airport Administration Department also administers fiscal and personnel programs; manage personal property assets; warehouse supplies, materials, and equipment; and perform other administrative support functions for the Airports.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 19,740	\$ 20,273	\$ 20,465	\$ 192	0.9%
Employee Benefits	8,310	6,703	8,045	1,342	20.0%
Subtotal	\$ 28,050	\$ 26,976	\$ 28,510	\$ 1,534	5.7%
Non-Personnel Compensation and Benefits					
Travel	\$ 68	\$ 60	\$ 68	\$ 8	13.4%
Lease and Rental	43	90	91	1	0.7%
Utilities	8,949	9,628	9,680	52	0.5%
Services	19,133	21,600	23,596	1,996	9.2%
Supplies, Materials and Fuels	4,097	4,271	4,356	85	2.0%
Non-Capital Equipment	94	133	133	0	0.0%
Non-Capital Facility Projects	60	956	-	(956)	(100.0%)
Capital Equipment	-	804	-	(804)	(100.0%)
Capital Facility Projects	-	7,113	-	(7,113)	(100.0%)
Subtotal	\$ 32,443	\$ 44,656	\$ 37,924	\$ (6,732)	(15.1%)
Grand Total	\$ 60,493	\$ 71,632	\$ 66,434	\$ (5,198)	(7.3%)

2016 Budget Goals and Objectives

- 1) Maintain high level of service to airport customers in light of continued record passenger increases
- 2) Improve key infrastructure to meet the future demands on airport facilities
- 3) Develop Transportation Network Companies use of the airport into a significant new source of ground transportation revenue
- 4) Address deferred maintenance items associated with the pending Capital Construction projects at the airport
- 5) Maximize the utilization of existing personnel

Operating Expenses Trend



Dulles International

The Airport provides a range of operational, facility maintenance, minor construction engineering, and administrative activities to accomplish air commerce for the National Capital Region and operation of the Dulles Toll Road.

The Operations Department is responsible for providing 24-hour-a-day monitoring, guidance, and control of facilities at each Airport to ensure the safe, efficient, secure, and continuous operational use of airport runways, taxiways, terminal buildings, and other areas, ramp control, AeroTrain, and Mobile Lounge operations. In addition, the Operations Department develops and implements the airport security plans in accordance with Federal Aviation Administration (FAA) requirements.

The Engineering and Maintenance Department is responsible for providing day-to-day oversight, management, and quality control for both the Airports Authority and tenant-financed construction projects; developing and managing repair and preventive maintenance programs related to the terminals, service buildings, hangars, airfields, AeroTrain, roadways, including the Dulles Airport Access Highway (Access Highway), grounds, and plant facilities; providing operation and maintenance of Airport facilities for provision and distribution of utilities, and air-conditioning; and for snow removal operations.

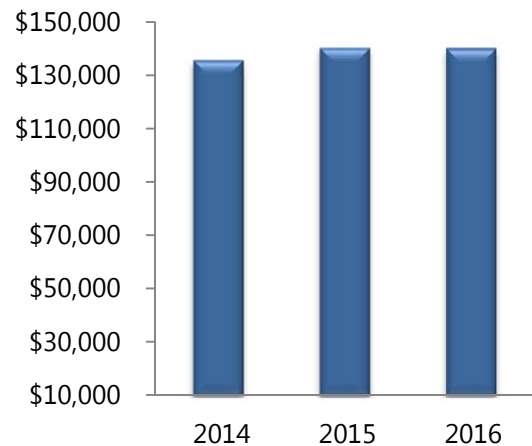
The Airport Administration Department is responsible for managing on-airport air carrier and air cargo activities including the lease and use of gates, ticket counters, baggage areas, and other in-terminal space; and managing contracts that provide to travelers parking and ground transportation services. The Airport Administration Department also administers fiscal and personnel programs; manage personal property assets; warehouse supplies, materials, and equipment; and perform other administrative support functions for the Airports.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 35,381	\$ 36,759	\$ 37,497	\$ 737	2.0%
Employee Benefits	14,538	11,818	14,185	2,367	20.0%
Subtotal	\$ 49,919	\$ 48,577	\$ 51,682	\$ 3,105	6.4%
Non-Personnel Compensation and Benefits					
Travel	\$ 78	\$ 117	\$ 102	\$ (16)	(13.3%)
Lease and Rental	459	99	72	(26)	(26.8%)
Utilities	16,173	17,568	16,749	(819)	(4.7%)
Telecommunications	6	-	6	6	-
Services	58,722	62,464	61,006	(1,458)	(2.3%)
Supplies, Materials and Fuels	10,351	11,518	10,416	(1,102)	(9.6%)
Non-Capital Equipment	116	206	216	11	5.2%
Subtotal	\$ 85,905	\$ 91,972	\$ 88,568	\$ (3,404)	(3.7%)
Grand Total	\$ 135,825	\$ 140,549	\$ 140,250	\$ (299)	(0.2%)

2016 Budget Goals and Objectives

- 1) Maintain high level of service to Airport customers
- 2) Maintain a consistent level of service for the planned tunnel closure connecting Daily Parking Garage 1 to the Main Terminal
- 3) Develop Transportation Network Companies use of the airport into a significant new source of ground transportation revenue
- 4) Increase use of automated kiosks for Global Entry and Dulles Passport Express to expedite clearance of International passengers
- 5) Manage expenses to minimize the costs charged to airlines for competitive rates and charges

Operating Expenses Trend



2016 BUDGET
Metropolitan Washington Airports Authority

Office of Public Safety

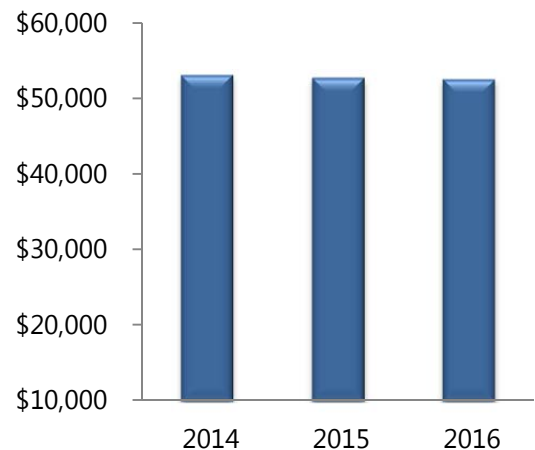
The Office of Public Safety has primary responsibility for assuring public safety and security at the two Airports and the Toll Road and directs and supervises the activities of the Police and Fire Departments.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 35,381	\$ 37,452	\$ 36,096	\$ (1,356)	(3.6%)
Employee Benefits	15,281	12,288	14,241	1,954	15.9%
Subtotal	\$ 50,662	\$ 49,739	\$ 50,338	\$ 598	1.2%
Non-Personnel Compensation and Benefits					
Travel	\$ 88	\$ 62	\$ 69	\$ 7	11.1%
Lease and Rental	73	6	20	14	231.7%
Services	942	882	836	(46)	(5.2%)
Supplies, Materials and Fuels	1,075	1,096	1,060	(36)	(3.3%)
Non-Capital Equipment	335	-	268	268	-
Capital Equipment	-	998	-	(998)	(100.0%)
Subtotal	\$ 2,513	\$ 3,044	\$ 2,253	\$ (791)	(26.0%)
Grand Total	\$ 53,174	\$ 52,783	\$ 52,590	\$ (193)	(0.4%)

2016 Budget Goals and Objectives

- 1) Enhance Public Safety technology to include consolidation of a capable and comprehensive applications platform
- 2) Reduce Office of Public Safety overtime by two percent from 2015 levels
- 3) Improve on Fire and Rescue and Police vehicle replacement criteria
- 4) Maintain the enforcements required for Transportation Network Companies
- 5) Maintain the safety and security of the airports community

Operating Expenses Trend



Dulles Toll Road

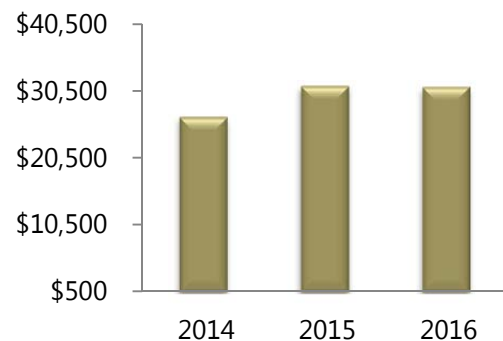
The Toll Road Department is responsible for operating and maintaining the Toll Road. This department manages and safeguards all financial transactions and toll receipts and implements and manages emergency plans for the roadway, and ensures that the DTR's revenue collection equipment and roadway management systems are operated and maintained in accordance with all appropriate regulations and protocols.

Budget Summary (dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits					
Personnel Compensation	\$ 1,779	\$ 2,253	\$ 1,999	\$ (253)	(11.2%)
Employee Benefits	924	857	1,038	181	21.1%
Subtotal	\$ 2,703	\$ 3,109	\$ 3,037	\$ (72)	(2.3%)
Non-Personnel Compensation and Benefits					
Travel	\$ 13	\$ 11	\$ 11	\$ -	0.0%
Lease and Rental	-	10	10	0	0.0%
Utilities	206	210	210	-	0.0%
Telecommunications	15	10	10	0	0.0%
Services	17,248	20,563	20,899	336	1.6%
Supplies, Materials and Fuels	598	762	693	(70)	(9.1%)
Insurance	484	800	714	(86)	(10.8%)
Non-Capital Equipment	0	26	26	0	0.0%
Capital Equipment	103	373	96	(277)	(74.3%)
Cost Allocation	5,335	5,466	5,488	22	0.4%
Subtotal	\$ 24,001	\$ 28,231	\$ 28,156	\$ (75)	(0.3%)
Grand Total	\$ 26,704	\$ 31,340	\$ 31,193	\$ (147)	(0.5%)

2016 Budget Goals and Objectives

- 1) Increase electronic toll system (E-Z Pass) usage
- 2) Complete sound wall projects
- 3) Continue pavement replacement program
- 4) Complete Host Computer System
- 5) Complete advertisement of the Toll Revenue Collection System

Operating Expenses Trend

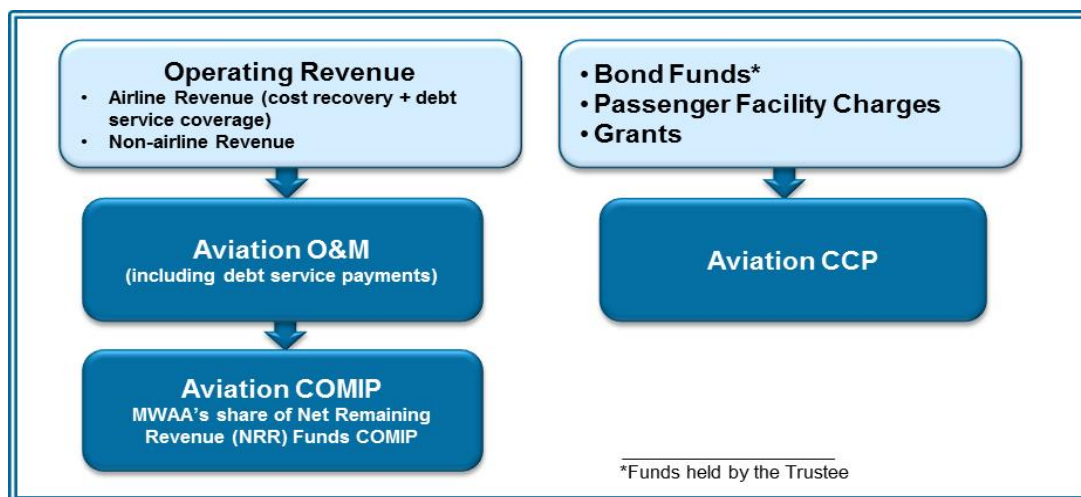


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Your Journey Begins With Us.

FINANCIAL OVERVIEW



Airport Use Agreement and Premises Lease

The Airports Authority's business relationship with the airlines operating at both Airports has been governed by a formal negotiated Airport Use Agreement and Premises Lease (Use and Lease Agreement) in effect since 1990 that provided for similar business terms for both Airports. That Use and Lease Agreement expired on September 30, 2015 and was extended through December 31, 2015 by Board action in September 2015 to allow sufficient time to complete negotiations of a new Agreement. The terms of the expiring 1990 Agreement have proven beneficial to the Airports Authority throughout changing industry conditions over time; therefore, the structure of the 1990 Agreement was used as the foundation for negotiation of a new Use and Lease Agreement.

In November 2015, the Airports Authority's Board approved a new Use and Lease Agreement that became effective January 1, 2015. The new Use and Lease Agreement is a single agreement, but with a 10 year term for Reagan National, and a three year term for Dulles International. As did the expiring agreement, the new Use and Lease Agreement addresses the following core business issues:

- Financial responsibilities of the Airlines, including airline rates and charges methodology,
- Operational protocols including space and equipment use and maintenance obligations,
- Airports' Capital Development Plans, and
- General Business Provisions (environmental, insurance, business rights).

The 2016 Budget has been developed in accordance with the terms and conditions contained within the new Use and Lease Agreement. Key provisions of the new Use and Lease Agreement include:

- A new Capital Construction Program (CCP) at both airports,
- A revised allocation for sharing Airport Net Remaining Revenue (NRR) with airlines at Reagan National (including 100 percent of NRR from 2015 to be retained by the Airports Authority for use in 2016),
- The Airports Authority can use NRR from Reagan National at Dulles International, up to certain limitations,

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- NRR generated at Dulles International will be shared between the Airports Authority and Dulles International airlines in the same manner as Dulles International NRR has been shared under the 1990 Agreement (generally 50 percent to airlines and 50 percent to the Airports Authority up to a “plateau” amount of \$15.6 M in 2015, and thereafter 75 percent to airlines and 25 percent to the Airports Authority),
- Increased Debt Service Coverage payments from airlines for airline-supported cost centers at both airports (in years 2015 through 2017 airline funded debt service coverage will be 35 percent vs. 25 percent in the expiring Agreement).

The centerpiece of the new Airline Use and Lease Agreement at Reagan National includes a \$1 billion ten-year CCP that will provide for an additional north terminal facility, securitization of National Hall, Terminal A renovations and various airfield, roadways, utility, and other enabling projects. The CCP at Reagan National will be debt-funded by the Airports Authority, however; the Airports Authority will seek available grants and authorization during the term of the Use and Lease Agreement to impose and use Reagan National PFCs to reduce debt for the Reagan National CCP.

Equally important, but smaller in scale, the new Airline Use and Lease Agreement at Dulles International includes a \$142 million three-year CCP that will provide for various airfield, utility systems and roadway projects. Improvements to increase the operational reliability of Concourse C/D systems are also included. The CCP at Dulles International will be primarily debt-funded, and the Airports Authority will seek grant funding where available.

Within the 2016 Budget, it is estimated that Reagan National will generate \$43.5 million in NRR in 2015, of which \$40 million will be credited to airline supported cost centers at Dulles International in an effort to mitigate airline rates and charges in 2016. The NRR in 2015 generated at Dulles International is budgeted to be allocated in accordance with the Use and Lease Agreement between the Airports Authority and Airlines at Dulles International, with the Airports Authority share used to fund 2016 COMIP projects at Dulles International.

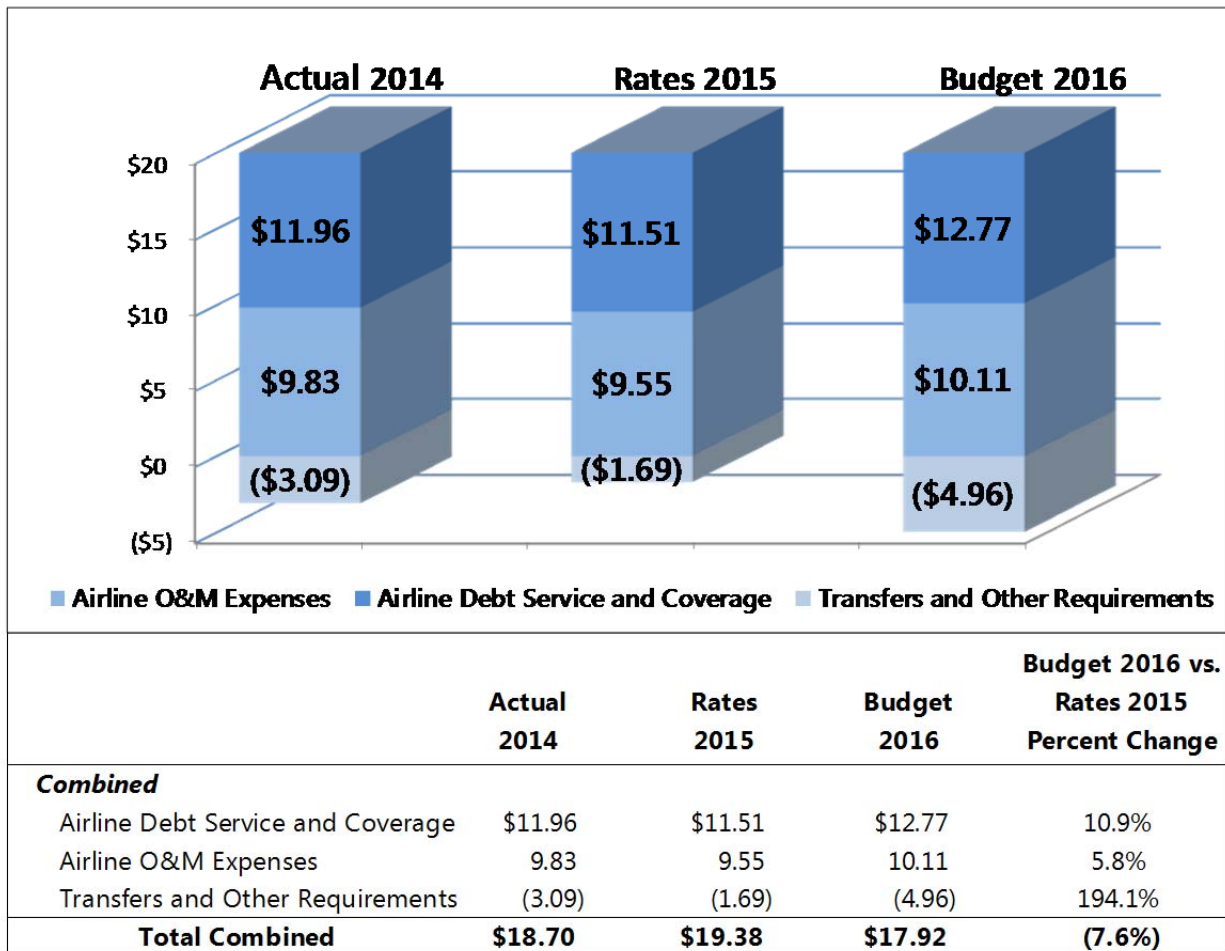
Signatory Airline Cost Per Enplanement

A benchmark used throughout the airport industry to measure the financial performance of airports is the signatory airline cost per enplaned passenger. Since airport operators primarily build, operate, and maintain structural facilities (terminals, hangars, runways, roadways, etc.), the average airline cost per enplaned passenger is generally higher for airports with recent major construction and/or underutilized facilities.

The Signatory Airline cost per enplanement for 2014 through 2016:

Table 3-1: Signatory Airline Average Cost per Enplanement

	Actual 2014	Rates 2015	Budget 2016	2016 Budget vs. 2015 Rates Percent Change
Reagan National	\$10.90	\$14.29	\$13.65	(4.5%)
Dulles International	\$26.39	\$25.03	\$22.59	(9.7%)
Combined	\$18.70	\$19.38	\$17.92	(7.6%)



Federal Grants

The Airports Authority receives both entitlement and discretionary grants for eligible projects from the FAA, Airport Improvement Program (AIP). Entitlement funds are determined by a formula according to enplanements at each Airport. These grants are permitted to be used by the Airports Authority at either Airport. The Airports Authority annually applies for discretionary grants from the FAA. The Airports Authority has applied for grants to partially fund the new runway at Dulles International through a multi-year grant process. The issuance of a Letter of Intent (LOI) is subject to receipt of Congressional appropriations and is not a binding commitment of funds by the FAA. For planning purposes, the amounts in the pending LOIs from the FAA are used by the Airports Authority as the estimate of federal discretionary grants fund various projects in the CCP.

Commonwealth of Virginia Grants

The Commonwealth of Virginia provides grants to Virginia airport sponsors through the aviation portion of the Transportation Trust Fund. The Airports Authority will receive 60 percent of any new money, if any, available for allocation by the Virginia Aviation Board, up to a maximum of \$2 million annually. These funds are used as an additional source of funding for the CCP.

For the period of 1998 through 2015, the Airports Authority has received approximately \$33.50 million in state grants. The Airports Authority expects to receive an additional \$6.0 million between 2016 and 2018.

Passenger Facility Charges

The Aviation Safety and Capacity Expansion Act of 1990, enacted November 5, 1990, enables airports to impose a PFC on enplaning passengers. The Airports Authority applied for and was granted permission to collect a \$3.00 PFC beginning November 1, 1993, at Reagan National and January 1, 1994, at Dulles International. Federal legislation that was approved in April 2000 allowed an increase from \$3.00 per passenger to a maximum collection of \$4.50. The Airports Authority gained approval for the \$4.50 rate in May 2001. An airport must apply to the FAA, by submitting an application, for the authority to impose and use the PFCs collected for specific FAA-approved projects. The PFC funds collected are used to finance the projects described in the Airports Authority's approved PFC applications.

The Airports Authority has submitted and gained approval of nine series of PFC applications, with associated amendments, covering both Airports in the amount of \$3.5 billion. As of September 30, 2015, the Airports Authority had collected \$609.3 million under the first five of these (including interest earned) at Reagan National and \$692.0 million (including interest earned) at Dulles International. The collection dates for approved PFC applications at Reagan National will expire on February 1, 2023, and at Dulles International on December 31, 2038. If the amounts authorized to be collected have not been collected by the expiration dates, it is expected that the authorization to collect the PFCs will be extended.

In 2011, the Airports Authority expanded its PFC Program to include payment for construction and debt service of the AeroTrain and the International Arrivals Building expansion. The expanded program will extend the PFC collection through 2038.

In 2016, the Airports Authority expects to collect a total of \$87.0 million in PFCs of which \$43.5 million will be applied toward the debt for the AeroTrain.

Impact of the Capital Construction Program on the Operation & Maintenance Program

The most significant impact of the CCP on the O&M Program is in the areas of personnel costs and debt service. An estimated 30 employees of the Airports Authority, including engineers, budget specialists, contract specialists, safety inspectors, accounting technicians, auditors, and clerical employees, provide direct support to the CCP.

To minimize the impact of the costs associated with the CCP on the O&M Program, the Engineering operating costs directly associated with the CCP will be directly charged and capitalized to the CCP.

Statement of Operations

The Airports Authority financial statements are prepared on an accrual basis in accordance with *Generally Accepted Accounting Principles (GAAP)*. For budget and rate setting purposes, however, expenses included in the Statement of Operations have been modified to conform with the provisions of the Airline Agreement as follows:

- Capital equipment and capital facility projects included in the O&M Program are treated as operating expenses and are recovered in full in the year purchased.
- Investment in COMIP is recovered by amortizing projects using a tax exempt interest rate.
- The bond-financed CCP is recovered through annual debt service.

Operating Revenues

Operating revenues are estimated to increase from \$761.1 million in 2015 to \$811.3 million in 2016, an increase of 6.6 percent.

Operating Expenses

Operating expenses by Airport include Consolidated Functions expenses allocated between the Airports, except the Dulles International office buildings, which are allocated to Dulles International. For the Office of Public Safety, the headquarters staff expenses are allocated between the Airports and police and fire expenses are included at the Airport where the service is provided.

Net Revenues

In 2016, Reagan National is expected to have net revenues of \$139.6 million and Dulles International of \$327.7 million, for combined net revenues of \$467.3 million.

Debt Service

The Airline Agreement provides that the actual debt service for the bond-financed CCP is recovered annually. While projects financed from bonds are being constructed, the interest is capitalized and funded from the bond proceeds. Included in the Statement of Operations is that portion of debt service recovered through rates and charges. Capitalized interest is excluded.

Bond Principal Payments. Bond principal payments for cost recovery purposes will increase slightly, from \$131.3 million in 2015 to \$141.2 million in 2016. ***This does not include the \$43.5 million which is recommended to be funded through the PFCs program.***

Interest Expense. Interest expense will increase by \$7.1 million from \$178.3 million in 2015 to \$185.5 million in 2016. Included in this amount are the Commercial Paper (CP) Program interest expenses, the fees associated with the liquidity facilities and the swap transaction payments. Excluded from interest expense is interest accruing in the lease payment reserve account, which is considered part of the lease payment for the Airports to the federal government. Also excluded is capitalized interest.

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Table 3-2: Bond Debt Service — 2014, 2015 and 2016

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Bond Debt Service					
Principal	\$ 126,102	\$ 131,300	\$ 141,152	\$ 9,852	7.5%
Interest	<u>183,781</u>	<u>178,334</u>	<u>185,480</u>	<u>7,145</u>	4.0%
Total Debt Service	<u>\$ 309,883</u>	<u>\$ 309,634</u>	<u>\$ 326,632</u>	<u>\$ 16,997</u>	5.5%

Reserve Requirements

In accordance with the Airline Agreement and the Master Indenture, the increases in the Operation and Maintenance Reserve and the Emergency Repair and Rehabilitation Reserve are funded from airline rates and charges.

Non-Operating Revenue

Interest Income. An estimated \$16.7 million in interest will be earned during 2016. Not included as interest income is the interest accruing in the federal lease payment reserve account which is payable to the U. S. Treasury on the semiannual lease payment dates and it is considered a part of the federal lease payment for the Airports. Also excluded is interest earned on bond funds.

Table 3-3: Comparison of 2014, 2015 and 2016 Budget

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Operating Revenues					
Airline Rents	\$ 250,541	\$ 292,134	\$ 269,703	\$ (22,431)	(7.7%)
Airline Rent Transfers	44,032	29,885	43,705	13,820	46.2%
Landing Fees	118,864	101,957	108,163	6,206	6.1%
Landing Fee Transfers	18,960	13,213	21,506	8,293	62.8%
Tenant Equipment Charges	3,631	4,385	4,386	1	0.0%
Tenant Equipment Transfers	809	255	258	3	1.2%
International Arrivals Building Fees	25,622	25,776	25,786	9	0.0%
International Arrivals Building Fees Transfers	3,947	4,476	5,890	1,414	31.6%
Passenger Conveyance Fees	7,261	10,540	8,155	(2,385)	(22.6%)
Passenger Conveyance Transfers	10,349	12,012	22,874	10,862	90.4%
Total Airline Revenues	\$ 484,014	\$ 494,634	\$ 510,427	\$ 15,792	3.2%
Concessions	\$ 218,512	\$ 216,416	\$ 246,050	\$ 29,634	13.7%
TSA Security Fees	1,365	921	920	(1)	(0.1%)
Utilities	8,480	8,331	8,737	405	4.9%
Non-Airline Rents	34,105	33,625	35,705	2,079	6.2%
Other Revenues	9,103	7,174	9,477	2,303	32.1%
Total Non-Airline Revenues	\$ 271,566	\$ 266,468	\$ 300,888	\$ 34,420	12.9%
Total Operating Revenues	\$ 755,580	\$ 761,102	\$ 811,315	\$ 50,213	6.6%
Operating Expenses					
Personnel Compensation	\$ 113,998	\$ 127,446	\$ 131,078	\$ 3,631	2.8%
Employee Benefits	45,446	37,984	45,074	7,090	18.7%
Travel	641	890	973	83	9.3%
Lease and Rental Payments	5,882	5,522	5,717	195	3.5%
Utilities	25,124	27,198	26,432	(766)	(2.8%)
Telecommunications	1,682	1,412	6	(1,406)	(99.6%)
45025 Aviation Drive	101	102	81	(21)	(21.0%)
45045 Aviation Drive	(803)	(373)	(140)	234	(62.6%)
Services	98,269	107,442	106,739	(702)	(0.7%)
Supplies, Materials and Fuels	16,826	18,658	17,555	(1,103)	(5.9%)
Insurance and Risk Management	7,079	8,785	8,371	(414)	(4.7%)
Non-Capital Equipment	726	1,536	2,082	546	35.5%
Non-Capital Facility Projects	60	956	-	(956)	(100.0%)
Capital Equipment	-	2,138	-	(2,138)	(100.0%)
Capital Facility Projects	-	6,778	-	(6,778)	(100.0%)
Total Operating Expenses	\$ 315,030	\$ 346,474	\$ 343,968	\$ (2,507)	(0.7%)
Net Revenues	\$ 440,550	\$ 414,628	\$ 467,347	\$ 52,719	12.7%
Debt Service					
Bond Principal Payments	(126,102)	(131,300)	(141,152)	(9,852)	7.5%
Interest Expense	(183,781)	(178,334)	(185,480)	(7,145)	4.0%
Reserve Requirements and Lease Payment	(9,173)	(3,531)	(2,772)	759	(21.5%)
Transfers from Reagan National to Dulles International	-	-	40,000	40,000	0.0%
Non-Operating Revenue					
Interest Income	12,597	15,630	16,676	1,045	6.7%
Net Remaining Revenue	\$ 134,092	\$ 117,093	\$ 194,619	\$ 77,526	66.2%

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Metropolitan Washington Airports Authority

Table 3-4: 2015 Statement of Operations by Airport

(dollars in thousands)	Reagan National	Dulles International	Total
Operating Revenues			
Rents	\$ 105,248	\$ 186,886	\$ 292,134
Rent Transfers	-	29,885	29,885
Landing Fees	55,855	46,102	101,957
Landing Fee Transfers	-	13,213	13,213
Tenant Equipment Charges	3,332	1,053	4,385
Tenant Equipment Transfers	-	255	255
International Arrivals Building Fees	-	25,776	25,776
International Arrivals Building Fees Transfers	-	4,476	4,476
Passenger Conveyance Fees	-	10,540	10,540
Passenger Conveyance Transfers	-	12,012	12,012
Concessions	85,109	131,307	216,416
TSA Security Fees	569	351	921
Utilities	2,512	5,820	8,331
Non-Airline Rents	10,248	23,377	33,625
Other Revenues	<u>2,485</u>	<u>4,689</u>	<u>7,174</u>
Total Operating Revenues	<u>\$ 265,358</u>	<u>\$ 495,744</u>	<u>\$ 761,102</u>
Operating Expenses			
Personnel Compensation	\$ 58,402	\$ 69,045	\$ 127,446
Employee Benefits	17,061	20,923	37,984
Travel	476	414	890
Lease and Rental Payments	3,290	2,232	5,522
Utilities	9,629	17,569	27,198
Telecommunications	706	706	1,412
45025 Aviation Drive	-	102	102
45045 Aviation Drive	-	(373)	(373)
Services	35,556	71,886	107,442
Supplies, Materials and Fuels	5,858	12,800	18,658
Insurance and Risk Management	5,271	3,514	8,785
Non-Capital Equipment	991	545	1,536
Non-Capital Facility Projects	956	-	956
Capital Equipment	2,138	-	2,138
Capital Facility Projects	<u>6,778</u>	<u>-</u>	<u>6,778</u>
Total Operating Expenses	<u>\$ 147,113</u>	<u>\$ 199,362</u>	<u>\$ 346,474</u>
Net Revenues	\$ 118,246	\$ 296,382	\$ 414,628
Debt Service			-
Bond Principal Payments	(31,023)	(100,277)	(131,300)
Interest Expense	(42,136)	(136,198)	(178,334)
Reserve Requirements	(1,490)	(2,041)	(3,531)
Non-Operating Revenue*			
Interest Income	<u>2,633</u>	<u>12,997</u>	<u>15,630</u>
Net Remaining Revenue	<u>\$ 46,230</u>	<u>\$ 70,863</u>	<u>\$ 117,093</u>

* Changes in the fair value of the Forward Interest Rate Swaps are reflected as non-operating revenue and are recorded as unrealized gains or losses on the Statement of Revenues, Expenses and Changes in Net Assets. This is reported in the Airports Authority's monthly and annual financial statements and is not reflected within the Operating Accounts or Interest Income. Neither the unrealized gain nor unrealized loss affects the rates and charges to the airlines.

Table 3-5: 2016 Statement of Operations by Airport

(dollars in thousands)	Reagan <u>National</u>	Dulles <u>International</u>	<u>Total</u>
Operating Revenues			
Airline Rents	\$ 102,850	\$ 166,853	\$ 269,703
Airline Rent Transfers	-	43,705	43,705
Landing Fees	60,448	47,715	108,163
Landing Fee Transfers	-	21,506	21,506
Tenant Equipment Charges	3,176	1,209	4,386
Tenant Equipment Transfers	-	258	258
International Arrivals Building Fees	-	25,786	25,786
International Arrivals Building Fees Transfers	-	5,890	5,890
Passenger Conveyance Fees	-	8,155	8,155
Passenger Conveyance Transfers	-	22,874	22,874
Concessions	100,338	145,712	246,050
TSA Security Fees	569	350	920
Utilities	2,850	5,887	8,737
Non-Airline Rents	10,406	25,299	35,705
Other Revenues	<u>2,155</u>	<u>7,322</u>	<u>9,477</u>
Total Operating Revenues	<u>\$ 282,793</u>	<u>\$ 528,522</u>	<u>\$ 811,315</u>
Operating Expenses			
Personnel Compensation	\$ 60,304	\$ 70,773	\$ 131,078
Employee Benefits	20,157	24,917	45,074
Travel	545	428	973
Lease and Rental Payments	3,420	2,297	5,717
Utilities	9,682	16,750	26,432
Telecommunications	-	6	6
45025 Aviation Drive	-	81	81
45045 Aviation Drive	-	(140)	(140)
Services	36,866	69,873	106,739
Supplies, Materials and Fuels	5,981	11,574	17,555
Insurance and Risk Management	5,022	3,348	8,371
Non-Capital Equipment	1,172	909	2,082
Non-Capital Facility Projects	-	-	-
Capital Equipment	-	-	-
Capital Facility Projects	-	-	-
Total Operating Expenses	<u>\$ 143,149</u>	<u>\$ 200,819</u>	<u>\$ 343,968</u>
Net Revenues	\$ 139,644	\$ 327,703	\$ 467,347
Debt Service			-
Bond Principal Payments	(32,420)	(108,732)	(141,152)
Interest Expense	(42,602)	(142,878)	(185,480)
Reserve Requirements and Lease Payment	(1,145)	(1,627)	(2,772)
Transfers from Reagan National to Dulles International	-	40,000	40,000
Non-Operating Revenue*			
Interest Income	<u>2,802</u>	<u>13,874</u>	<u>16,676</u>
Net Remaining Revenue	<u>\$ 66,279</u>	<u>\$ 128,340</u>	<u>\$ 194,619</u>

* Changes in the fair value of the Forward Interest Rate Swaps are reflected as non-operating revenue and are recorded as unrealized gains or losses on the Statement of Revenues, Expenses and Changes in Net Assets. This is reported in the Airports Authority's monthly and annual financial statements and is not reflected within the Operating Accounts or Interest Income. Neither the unrealized gain nor unrealized loss affects the rates and charges to the airlines.

2016 BUDGET
Metropolitan Washington Airports Authority

Statement of Operations – GAAP Basis

Table 3.6: 2016 Detailed Statement of Operations – GAAP Basis

(dollars in thousands)	Reagan	Dulles	Consolidated		Total
	National	International	Functions	Public Safety	
Operating Revenues					
Airline Rents	\$ 106,026	\$ 212,026	\$ -	\$ -	\$ 318,052
Landing Fees	60,448	69,221	-	-	129,670
International Arrival Building Fees	-	31,676	-	-	31,676
Passenger Conveyance Fees	-	31,029	-	-	31,029
Total Airline Revenues	166,475	343,952	-	-	510,427
TSA Security Fees	569	350	-	-	920
Utilities	2,850	5,887	-	-	8,737
Telecommunications	-	-	3,866	-	3,866
Other Revenues (Parking Permits)	2,155	7,322	-	-	9,477
Non-Airlines Rents	10,406	25,299	-	-	35,705
45025 Aviation Drive Rents	-	-	762	-	762
45045 Aviation Drive Rents	-	-	1,029	-	1,029
Air Traffic Control Tower Rents	-	3,535	-	-	3,535
Food and Beverage	12,997	12,400	-	-	25,397
Retail and News	5,671	7,877	-	-	13,548
Services	87	3,460	-	-	3,547
Duty Free	189	13,303	-	-	13,492
Other Concessions	597	535	-	-	1,132
Advertising	5,500	3,800	-	-	9,300
Foreign Currency	427	3,840	-	-	4,267
Ground Transportation	9,633	7,571	-	-	17,204
Hotel Shuttle	340	331	-	-	671
Rental Cars	20,032	18,397	-	-	38,429
Inflight Kitchen	1,001	10,135	-	-	11,136
Parking	61,870	65,500	-	-	127,370
Fixed Based Operators	1,420	17,632	-	-	19,052
Ground Handling (Miscellaneous)	43	1,017	-	-	1,060
Total Non-Airline Revenues	135,786	208,190	5,657	-	349,632
Total Operating Revenues	\$ 302,261	\$ 552,142	\$ 5,657	\$ -	\$ 860,059
Operating Expenses					
Personnel Compensation	\$ 20,846	\$ 37,694	\$ 37,176	\$ 36,096	\$ 131,813
Employee Benefits	8,065	14,185	8,602	14,241	45,094
Services	41,934	79,992	22,202	836	144,964
Materials and Supplies	4,891	11,548	3,234	1,328	21,001
Lease from U.S. Government	-	-	5,529	-	5,529
Lease and Rental Expenses	91	72	4	20	188
Utilities	9,751	17,166	631	-	27,548
Telecommunications	-	6	3,866	-	3,872
Travel	68	102	735	69	973
Insurance	-	-	8,371	-	8,371
Project Expenses	-	5	-	-	5
Non-Cash Expenses	-	-	-	-	-
Total Operating Expenses Before Depreciation and Non-Airport Expenses	85,646	160,771	90,350	52,590	389,358
Net Revenue Before Depreciation and Non-Airport Expenses	\$ 216,614	\$ 391,370	\$ (84,693)	\$ (52,590)	\$ 470,701
Reconciliation of Revenue and Expenses to 2016 Budget					
Total Revenue Shown Above	\$ 302,261	\$ 552,142	\$ 5,657	\$ -	\$ 860,059
Transfers	-	(94,233)	-	-	(94,233)
45025 Aviation Drive Rents	-	-	(762)	-	(762)
45045 Aviation Drive Rents	-	-	(1,029)	-	(1,029)
Telecommunications Revenue	-	-	(3,866)	-	(3,866)
Air Traffic Control Tower Rents	-	(3,535)	-	-	(3,535)
Parking Expenses	(16,539)	(17,763)	-	-	(34,302)
Taxi Expenses	(2,928)	(2,322)	-	-	(5,250)
Total Budgeted Revenues (Excluding Transfers)	\$ 282,793	\$ 434,288	\$ -	\$ -	\$ 717,081
Total Expenses Shown Above	\$ 85,646	\$ 160,771	\$ 90,350	\$ 52,590	\$ 389,358
45025 Aviation Drive Rents	-	-	(762)	-	(762)
45045 Aviation Drive Rents	-	-	(1,029)	-	(1,029)
Telecommunications Revenue	-	-	(3,866)	-	(3,866)
Air Traffic Control Tower Expenses	-	(436)	-	-	(436)
Parking Expenses (Excluding Depreciation)	(16,284)	(17,763)	-	-	(34,048)
Taxi Expenses	(2,928)	(2,322)	-	-	(5,250)
Total Budgeted Expenses	\$ 66,434	\$ 140,250	\$ 84,693	\$ 52,590	\$ 343,968

Ronald Reagan Washington National Airport

Table 3-7: Reagan National Debt Service

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Principal	\$ 31,233	\$ 31,023	\$ 32,420	\$ 1,397	4.5%
Interest	<u>45,519</u>	<u>42,136</u>	<u>42,602</u>	<u>466</u>	1.1%
Total Debt Service	\$ <u>76,752</u>	\$ <u>73,159</u>	\$ <u>75,022</u>	\$ <u>1,863</u>	2.5%

Interest expense is for interest payments on bonds and excludes capitalized interest. Also included in this amount is funding for the liquidity enhancement fees associated with the Airports Authority's Commercial Program (CP).

Washington Dulles International Airport

Table 3-8: Dulles International Debt Service

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Principal	\$ 94,869	\$ 100,277	\$ 108,732	\$ 8,455	8.4%
Interest	<u>138,262</u>	<u>136,198</u>	<u>142,878</u>	<u>6,680</u>	4.9%
Total Debt Service	\$ <u>233,131</u>	\$ <u>236,475</u>	\$ <u>251,610</u>	\$ <u>15,135</u>	6.4%

Interest expense is for interest payments on bonds and excludes capitalized interest. Also included in this amount is funding for the liquidity enhancement fees associated with the Airports Authority's Commercial Program (CP).

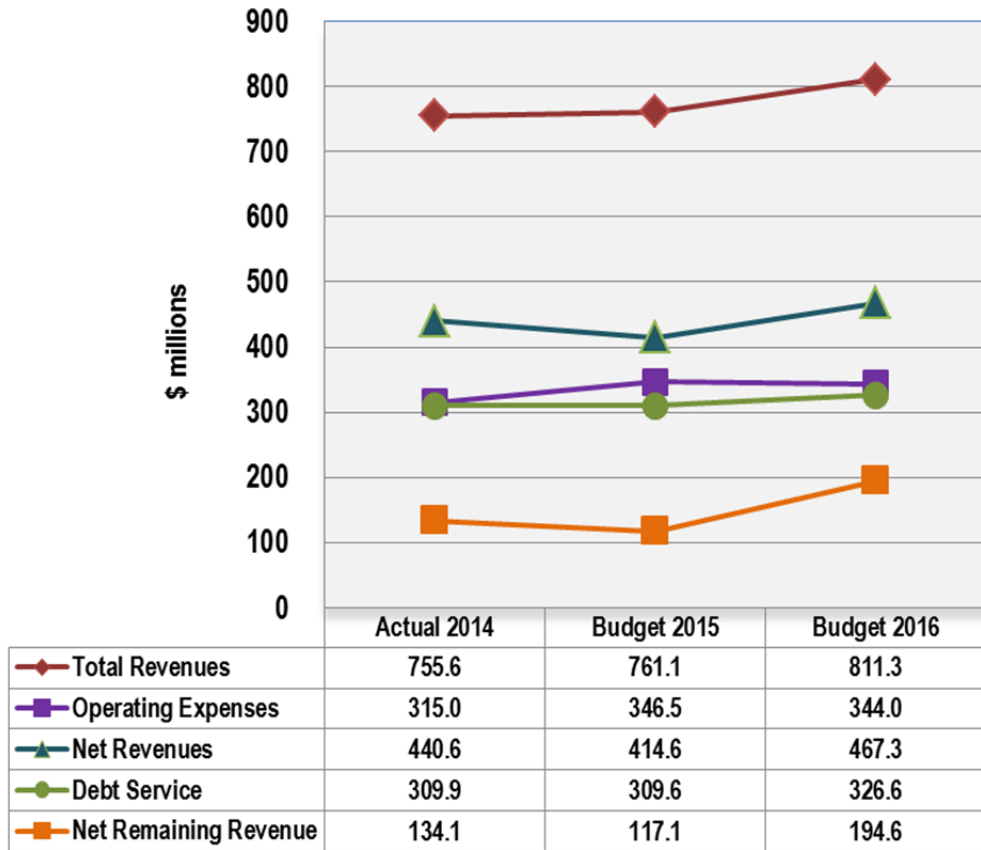
Senior Lien Bonds

A Senior Master Indenture of Trust (Master Indenture) serving Airport System Revenue Bonds was created in 1990 for the Airports Authority. A Supplemental Indenture is required before a series of Bonds is issued under the Master Indenture. The Master Indenture was amended effective September 1, 2001, to in part, change the definition of Annual Debt Service to accommodate the issuance of secured commercial paper to permit the Airports Authority to release certain revenues from the definition of revenues, and to expand the list of permitted investments to include innovative investment vehicles designed to increase the return on the Airports Authority investments. A total of \$10.04 billion of senior lien bonds (excluding commercial paper) has been issued by the Airports Authority since March 1988. The proceeds of the Bond issues are used to finance capital improvements at both Airports and refund outstanding Bonds and Notes when savings meet the Airports Authority's refunding criteria. The Airports Authority anticipates the issuance of bonds over the next year to fund projects in the CCP and refund outstanding debt when advantageous.

2016 BUDGET
Metropolitan Washington Airports Authority

Financial Trends Chart

Table 3-9: Financial Trends Chart



AVIATION ENTERPRISE FUND OPERATION

Budget Summary for Aviation

Table 3-10: 2016 Aviation Operating Revenues and Interest Income

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Metropolitan Washington Airports Authority					
Airline*					
Terminal Rents	\$ 254,172	\$ 296,519	\$ 274,089	\$ (22,430)	(7.6%)
Terminal Rents Transfers	44,841	30,141	43,963	13,822	45.9%
Landing Fees	118,864	101,957	108,163	6,206	6.1%
Landing Fees Transfers	18,960	13,213	21,506	8,293	62.8%
International Arrivals Building Fees	25,622	25,776	25,786	9	0.0%
International Arrivals Building Fees Transfers	3,947	4,476	5,890	1,414	31.6%
Passenger Conveyance Fees	7,261	10,540	8,155	(2,385)	(22.6%)
Passenger Conveyance Fees Transfers	10,349	12,012	22,874	10,862	90.4%
Total Airline Operating Revenues and Transfers	\$ 484,014	\$ 494,634	\$ 510,427	\$ 15,792	3.2%
Total Airline Operating Revenues	\$ 405,918	\$ 434,792	\$ 416,193	\$ (18,599)	(4.3%)
Total Airline Transfers	\$ 78,097	\$ 59,842	\$ 94,233	\$ 34,391	57.5%
Non-Airline					
Rents	\$ 34,105	\$ 33,625	\$ 35,705	\$ 2,079	6.2%
Concessions	218,512	216,416	246,050	29,634	13.7%
TSA Security Fees	1,365	921	920	(1)	(0.1%)
Utilities	8,480	8,331	8,737	405	4.9%
Other Revenues	9,103	7,174	9,477	2,303	32.1%
Subtotal Non-Airline Operating Revenues	\$ 271,566	\$ 266,468	\$ 300,888	\$ 34,420	12.9%
Total Operating Revenues	\$ 755,580	\$ 761,102	\$ 811,315	\$ 50,213	6.6%

* Revenue projections for airline supported areas are based on current expense estimates and are generated on a cost recovery basis. Includes estimated transfers, which are the Signatory Airlines' share of net remaining revenue for each year applied as credits in the calculation of signatory airline rates, rentals, fees, and charges for the next year.

Interest Income \$ 12,597 \$ 15,630 \$ 16,676 \$ 1,045 6.7%

Operating revenue received from the Airlines is on a cost recovery basis.

Concession Revenue

Concession revenue is projected to increase 13.7 percent above the 2015 Budget primarily relating to the steady growth in passengers at Reagan National and increased fixed-based operator revenue at Dulles International and terminal concession revenue. The 2016 concession revenues includes revenue based on the new rules, effective November 1, 2015, governing the operation of limousines and app-based Transportation Network Companies (TNCs), such as Uber and Lyft operating at both Airports. TNCs are expected to generate \$4.3 million in revenues for both Airports in 2016.

Net Remaining Revenue

Total NRR is estimated at \$187.9 million for 2016, for use in 2017, an increase from the estimated \$117.1 million generated in 2015. The increase to NRR is due to increased passenger activity, concession revenue at Reagan National and certain provisions under the proposed Airline Agreement. The Airports Authority's share, in 2015, of NRR (transfers) included in the 2016 operating revenue is estimated at \$92.0 million.

Table 3-11: Operating Revenues

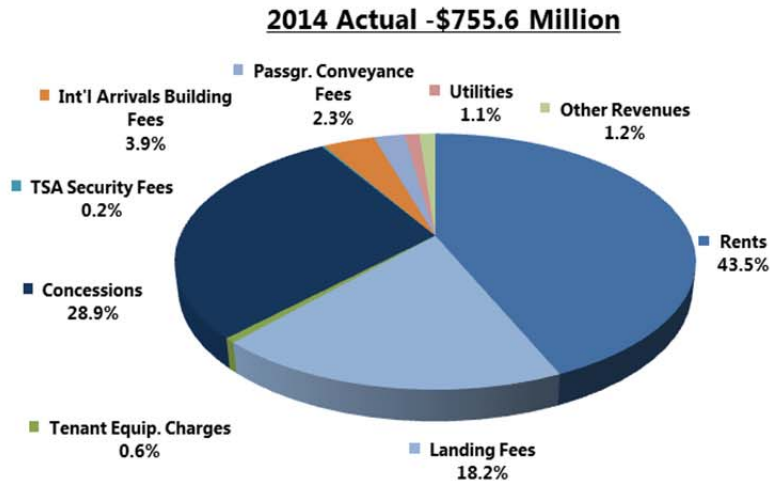
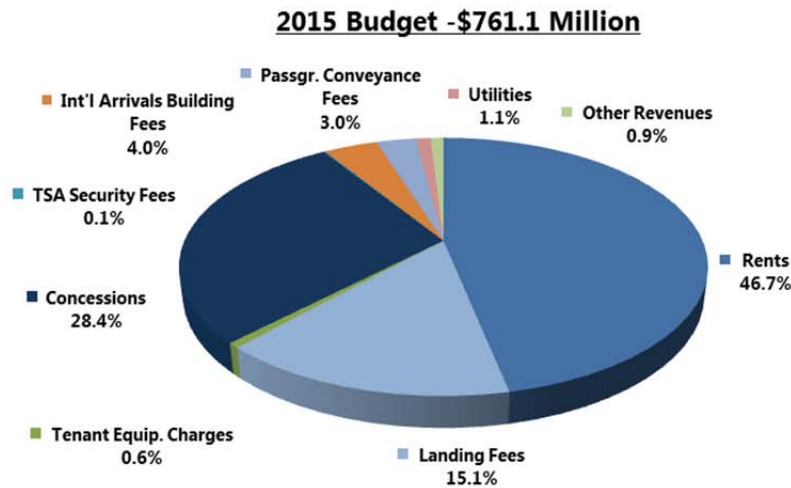
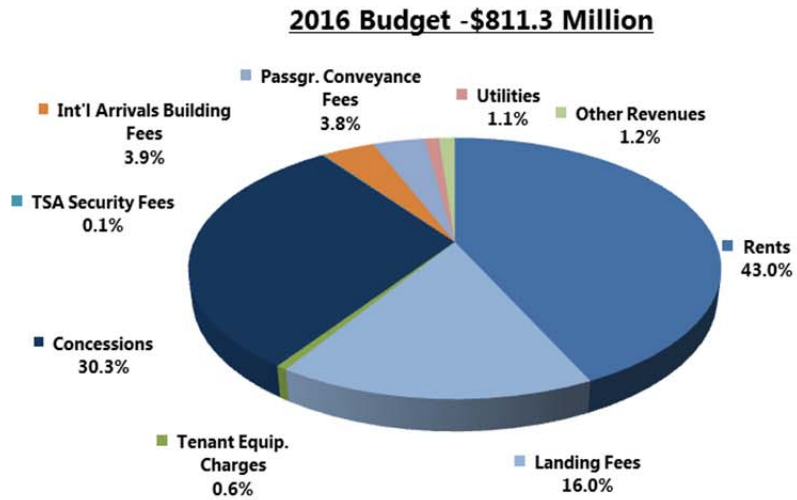


Table 3-12: Comparison of 2014, 2015 and 2016 Operating Revenues

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Reagan National					
Airline Rents	\$ 72,141	\$ 105,248	\$ 102,850	\$ (2,398)	(2.3%)
Airline Rent Transfers	17,485	-	-	-	0.0%
Landing Fees	44,292	55,855	60,448	4,593	8.2%
Landing Fee Transfers	7,450	-	-	-	0.0%
Tenant Equipment Charges	1,527	3,332	3,176	(155)	(4.7%)
Tenant Equipment Transfers	554	-	-	-	0.0%
International Arrivals Building Fees	-	-	-	-	0.0%
International Arrivals Building Fees Transfers	-	-	-	-	0.0%
Passenger Conveyance Fees	-	-	-	-	0.0%
Passenger Conveyance Transfers	-	-	-	-	0.0%
Concessions	87,932	85,109	100,338	15,229	17.9%
TSA Security Fees	916	569	569	-	0.0%
Utilities	2,548	2,512	2,850	338	13.5%
Non-Airline Rents	9,601	10,248	10,406	158	1.5%
Other Revenues	2,715	2,485	2,155	(330)	-13.3%
Total Reagan National Operating Revenues	\$ 247,161	\$ 265,358	\$ 282,793	\$ 17,435	6.6%
Dulles International					
Airline Rents	\$ 178,400	\$ 186,886	\$ 166,853	\$ (20,033)	(10.7%)
Airline Rent Transfers	26,547	29,885	43,705	13,820	46.2%
Landing Fees	74,571	46,102	47,715	1,613	3.5%
Landing Fee Transfers	11,510	13,213	21,506	8,293	62.8%
Tenant Equipment Charges	2,104	1,053	1,209	156	14.8%
Tenant Equipment Transfers	254	255	258	3	1.2%
International Arrivals Building Fees	25,622	25,776	25,786	9	0.0%
International Arrivals Building Fees Transfers	3,947	4,476	5,890	1,414	31.6%
Passenger Conveyance Fees	7,261	10,540	8,155	(2,385)	(22.6%)
Passenger Conveyance Transfers	10,349	12,012	22,874	10,862	90.4%
Concessions	130,581	131,307	145,712	14,405	11.0%
TSA Security Fees	449	351	350	(1)	(0.3%)
Utilities	5,932	5,820	5,887	67	1.2%
Non-Airline Rents	24,505	23,377	25,299	1,922	8.2%
Other Revenues	6,388	4,689	7,322	2,633	56.1%
Total Dulles International Operating Revenues	\$ 508,419	\$ 495,744	\$ 528,522	\$ 32,778	6.6%
Metropolitan Washington Airports Authority					
Airline Rents	\$ 250,541	\$ 292,134	\$ 269,703	\$ (22,431)	(7.7%)
Airline Rent Transfers	44,032	29,885	43,705	13,820	46.2%
Landing Fees	118,864	101,957	108,163	6,206	6.1%
Landing Fee Transfers	18,960	13,213	21,506	8,293	62.8%
Tenant Equipment Charges	3,631	4,385	4,386	1	0.0%
Tenant Equipment Transfers	809	255	258	3	1.2%
International Arrivals Building Fees	25,622	25,776	25,786	9	0.0%
International Arrivals Building Fees Transfers	3,947	4,476	5,890	1,414	31.6%
Passenger Conveyance Fees	7,261	10,540	8,155	(2,385)	(22.6%)
Passenger Conveyance Transfers	10,349	12,012	22,874	10,862	90.4%
Concessions	218,512	216,416	246,050	29,634	13.7%
TSA Security Fees	1,365	921	920	(1)	(0.1%)
Utilities	8,480	8,331	8,737	405	4.9%
Non-Airline Rents	34,105	33,625	35,705	2,079	6.2%
Other Revenues	9,103	7,174	9,477	2,303	32.1%
Total Operating Revenues	\$ 755,580	\$ 761,102	\$ 811,315	\$ 50,213	6.6%

2016 BUDGET
Metropolitan Washington Airports Authority

Operating Revenues

Airline terminal rentals, landing fees, and passenger fees are generated on a cost recovery basis. Total operating revenue, including transfers for 2016, is forecasted at \$811.3 million. Based on current estimates, revenues are expected to increase approximately 6.6 percent over the 2015 Budget.

Table 3-13: 2016 Revenues

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Reagan National	\$ 247,161	\$ 265,358	\$ 282,793	\$ 17,435	6.6%
Dulles International	<u>508,419</u>	<u>495,744</u>	<u>528,522</u>	<u>32,778</u>	6.6%
Total	<u>\$ 755,580</u>	<u>\$ 761,102</u>	<u>\$ 811,315</u>	<u>\$ 50,213</u>	6.6%

Methodology

The 2016 Budget has been developed in accordance with the terms and conditions contained within the new Use and Lease Agreement. Key provisions of the new Use and Lease Agreement that impacted the development of the 2016 Budget are:

- A new Capital Construction Program (CCP) at both airports approved in November 2014
- A revised allocation for sharing Airport Net Remaining Revenue (NRR) with airlines at Reagan National (including 100 percent of NRR from 2015 to be retained by the Airports Authority for use in 2016),
- The Airports Authority can use NRR from Reagan National at Dulles International, up to certain limitations,
- NRR generated at Dulles International will be shared between the Airports Authority and Dulles International airlines in the same manner as Dulles International NRR has been shared under the 1990 Agreement (generally 50 percent to airlines and 50 percent to the Airports Authority up to a “plateau” amount of \$15.6 million in 2015, and thereafter 75 percent to airlines and 25 percent to the Airports Authority),
- Increased Debt Service Coverage payments from airlines for airline-supported cost centers at both airports (in years 2015 through 2017 airline funded debt service coverage will be 35 percent vs. 25 percent in the expiring Agreement).

Rents

Under the terms of the Airline Agreement, terminal building rental rates at both of the Airports are calculated by allocating expenses over the rentable square footage in the terminal buildings. Airlines are then charged for the space they occupy. The operational costs of AeroTrain are included as part of terminal rental rates at Dulles International.

Non-airline rents, including hangars, airmail facilities, cargo facilities, and fueling systems, are based on cost recovery. At Dulles International, rents for some cargo facilities are set by specific lease provisions.

Table 3-14: Rents

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Reagan National	\$ 89,626	\$ 105,248	\$ 102,850	\$ (2,398)	(2.3%)
Dulles International	<u>204,946</u>	<u>216,772</u>	<u>210,558</u>	<u>(6,213)</u>	(2.9%)
Total	\$ <u>294,573</u>	\$ <u>322,020</u>	\$ <u>313,408</u>	\$ <u>(8,612)</u>	(2.7%)

Table 3-15: Non-Airline Rents

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Reagan National	\$ 9,601	\$ 10,248	\$ 10,406	\$ 158	1.5%
Dulles International	<u>24,505</u>	<u>23,377</u>	<u>25,299</u>	<u>1,922</u>	8.2%
Total	\$ <u>34,105</u>	\$ <u>33,625</u>	\$ <u>35,705</u>	\$ <u>2,079</u>	6.2%

Landing Fees

Under the Airline Agreement, the Signatory Airlines pay landing fees at a rate calculated annually to recover the total costs less transfers of each Airport's airfield cost center. Carriers that are not signatories to the Airline Agreement are required to pay 125 percent of the compensatory rate, i.e., the cost recovery rate before application of transfers. Other operators are charged the compensatory rate. Landing fees do not apply to aircraft operating in government service.

Table 3-16: Landing Fees

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Reagan National	\$ 51,742	\$ 55,855	\$ 60,448	\$ 4,593	8.2%
Dulles International	<u>86,081</u>	<u>59,315</u>	<u>69,221</u>	<u>9,906</u>	16.7%
Total	\$ <u>137,823</u>	\$ <u>115,170</u>	\$ <u>129,670</u>	\$ <u>14,500</u>	12.6%

Tenant Equipment Charges

The Airlines design and construct the fit-out of their individual exclusive space in the terminal facilities at both of the Airports. The Airports Authority has agreed to reimburse participating Signatory Airlines for these costs. The Airports Authority, in turn, will recover these costs from the Airlines over a period of years through tenant equipment charges.

Table 3-17: Tenant Equipment Charges

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Reagan National	\$ 2,081	\$3,332	\$ 3,176	\$ (155)	(4.7%)
Dulles International	<u>2,358</u>	<u>1,309</u>	<u>1,468</u>	<u>159</u>	12.1%
Total	\$ <u>4,439</u>	\$ <u>4,640</u>	\$ <u>4,644</u>	\$ <u>4</u>	0.1%

2016 BUDGET
Metropolitan Washington Airports Authority

International Arrivals Building Fees

International Arrival Building (IAB) fees at Dulles International are calculated by dividing estimated total recoverable costs by estimated total deplaned international passengers for the year. Each airline is charged the resulting cost per deplaned passenger based on actual monthly deplaned passengers. The Concourse C International Arrivals Facility was built by United Airlines. The Airports Authority reimbursed United Airlines for its costs in October 1997, and the costs of the Concourse C International Arrivals Building are recovered through a separate fee.

Table 3-18: International Arrivals Building Fees

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Dulles International	<u>\$ 29,569</u>	<u>\$30,252</u>	<u>\$ 31,676</u>	<u>\$1,423</u>	4.7%

Passenger Conveyance Fees

Mobile Lounges and Plane-Mates are used for transporting passengers between the Dulles International Main Terminal and Midfield Concourse A, B and D, and the IAB, or directly to the aircraft. A separate fee to recover costs, less transfers, is charged to the Signatory Airlines based on their proportionate share of enplaning passengers.

Table 3-19: Passenger Conveyance Fees

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Dulles International	<u>\$ 17,610</u>	<u>\$22,552</u>	<u>\$ 31,029</u>	<u>\$ 8,477</u>	37.6%

Security Fees

The Transportation Security Administration (TSA) is responsible for providing passenger screening at departure gates. A portion of the Airports Authority costs for providing police coverage in support of passenger screening activities is reimbursed by TSA.

Table 3-20: Security Fees

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Reagan National	\$ 916	\$ 569	\$ 569	\$ -	0.0%
Dulles International	<u>449</u>	<u>351</u>	<u>350</u>	<u>(1)</u>	(0.3%)
Total	<u>\$ 1,365</u>	<u>\$ 921</u>	<u>\$ 920</u>	<u>\$ (1)</u>	<u>(0.1%)</u>

Utilities

Utility revenues are generated by charging utilities back to the tenants and other users of the facilities on a cost recovery formula. This reflects the electric cooperative agreement.

Table 3-21: Utilities

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Reagan National	\$ 2,548	\$ 2,512	\$ 2,850	\$ 338	13.5%
Dulles International	<u>5,932</u>	<u>5,820</u>	<u>5,887</u>	<u>67</u>	1.2%
Total	<u>\$ 8,480</u>	<u>\$ 8,331</u>	<u>\$ 8,737</u>	<u>\$ 405</u>	4.9%

Other Revenues

Other revenues consist of miscellaneous fees and collections, such as the sale of employee parking decals, and the sale of surplus property and equipment.

Table 3-22: Other Revenues

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Reagan National	\$ 2,715	\$2,485	\$ 2,155	\$ (330)	(13.3%)
Dulles International	<u>6,388</u>	<u>4,689</u>	<u>7,322</u>	<u>2,633</u>	56.1%
Total	<u>\$ 9,103</u>	<u>\$7,174</u>	<u>\$ 9,477</u>	<u>\$2,303</u>	32.1%

Concessions

Concession revenues are a major portion of the Airports Authority's operating revenues. These revenues are derived from contracts with concessionaires that generally obligate payment of a percentage of gross revenues to the Airports Authority with an annual minimum amount. Typically these contracts extend for three to five years, although some contracts may extend over longer periods. The Airports Authority awards concession contracts on the basis of competitive procedures. Major concessions include rental cars, public parking, food and beverage, duty free, retail stores, and newsstands. Concession revenue estimates are based on a review of each concessionaire's recent performance, adjusted for passenger activity forecasts and other known variables.

Table 3-23: Concessions

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Reagan National	\$ 87,932	\$ 85,109	\$100,338	\$ 15,229	17.9%
Dulles International	<u>130,581</u>	<u>131,307</u>	<u>145,712</u>	<u>14,405</u>	11.0%
Total	<u>\$ 218,512</u>	<u>\$216,416</u>	<u>\$246,050</u>	<u>\$29,634</u>	13.7%

2016 BUDGET
Metropolitan Washington Airports Authority

Table 3-24: Concession Revenue per Enplanement

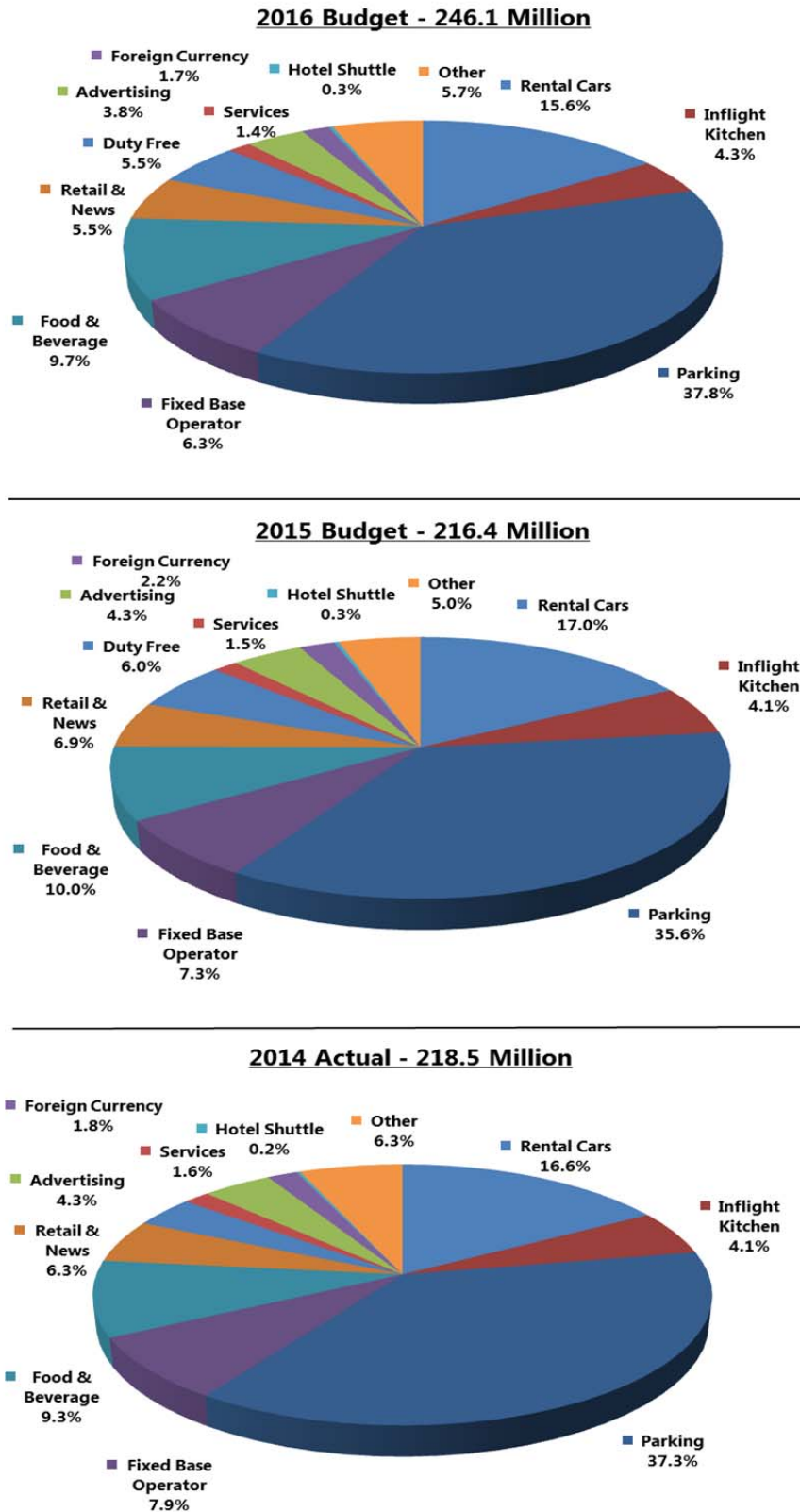
(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Reagan National					
Landside	\$ 6.02	\$ 5.25	\$ 6.17	\$0.92	17.5%
Terminal	1.47	1.38	1.59	0.21	15.4%
Other	<u>0.93</u>	<u>0.88</u>	<u>0.78</u>	<u>(0.09)</u>	(10.5%)
Total	<u>\$ 8.41</u>	<u>\$ 7.50</u>	<u>\$ 8.54</u>	<u>\$1.04</u>	13.8%
Dulles International					
Landside	\$ 6.37	\$ 6.19	\$ 6.73	\$0.55	8.9%
Terminal	1.57	1.55	1.88	0.32	20.9%
Other	<u>4.28</u>	<u>4.94</u>	<u>4.88</u>	<u>(0.06)</u>	(1.3%)
Total	<u>\$ 12.23</u>	<u>\$12.68</u>	<u>\$ 13.49</u>	<u>\$0.81</u>	6.4%
Combined	<u>\$ 10.34</u>	<u>\$ 9.97</u>	<u>\$ 10.91</u>	<u>\$1.85</u>	18.5%

Table 3-25: Concession Revenues – 2014, 2015 and 2016

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Reagan National					
Rental Cars	\$ 19,073	\$ 18,900	\$ 20,032	\$ 1,132	6.0%
Inflight Kitchen	1,613	1,650	1,001	(649)	(39.3%)
Parking	37,518	35,422	45,331	9,909	28.0%
Fixed Base Operator	1,569	1,250	1,420	170	13.6%
Food & Beverage	10,089	9,567	12,997	3,430	35.9%
Retail & News	5,233	6,052	5,671	(381)	(6.3%)
Duty Free	123	288	189	(100)	(34.5%)
Services	83	73	87	14	19.2%
Advertising	5,381	5,308	5,500	192	3.6%
Foreign Currency	400	470	427	(43)	(9.2%)
Hotel Shuttle	205	308	340	32	10.4%
Other Concessions	6,645	5,821	7,345	1,524	26.2%
Total Reagan National Concession Revenues	\$ 87,932	\$ 85,109	\$ 100,338	\$ 15,229	17.9%
Dulles International					
Rental Cars	\$ 17,225	\$ 17,924	\$ 18,397	\$ 472	2.6%
Inflight Kitchen	10,475	11,550	10,135	(1,415)	(12.3%)
Parking	44,011	41,714	47,737	6,023	14.4%
Fixed Base Operator	15,707	14,650	17,632	2,982	20.4%
Food & Beverage	10,424	9,928	12,400	2,473	24.9%
Retail & News	6,389	6,150	7,877	1,727	28.1%
Duty Free	8,066	12,607	13,303	696	5.5%
Services	3,443	3,242	3,460	218	6.7%
Advertising	3,914	4,075	3,800	(275)	(6.8%)
Foreign Currency	3,600	4,230	3,840	(390)	(9.2%)
Hotel Shuttle	253	293	331	38	13.0%
Other Concessions	7,074	4,944	6,801	1,857	37.6%
Total Dulles International Concession Revenues	\$ 130,581	\$ 131,307	\$ 145,712	\$ 14,405	11.0%
Metropolitan Washington Airports Authority					
Rental Cars	\$ 36,298	\$ 36,824	\$ 38,429	\$ 1,604	4.4%
Inflight Kitchen	12,088	13,200	11,136	(2,064)	(15.6%)
Parking	81,528	77,136	93,068	15,932	20.7%
Fixed Base Operator	17,276	15,900	19,052	3,152	19.8%
Food & Beverage	20,513	19,494	25,397	5,903	30.3%
Retail & News	11,622	12,202	13,548	1,346	11.0%
Duty Free	8,189	12,896	13,492	596	4.6%
Services	3,526	3,315	3,547	232	7.0%
Advertising	9,296	9,384	9,300	(84)	(0.9%)
Foreign Currency	4,000	4,700	4,267	(433)	(9.2%)
Hotel Shuttle	458	600	671	70	11.7%
Other Concessions	13,719	10,766	14,146	3,380	31.4%
Total Concession Revenues	\$ 218,512	\$ 216,416	\$ 246,050	\$ 29,634	13.7%

2016 BUDGET
Metropolitan Washington Airports Authority

Table 3-26: Concession Revenues – 2014, 2015 and 2016 Budget



OPERATING EXPENSES

Aviation Enterprise Fund Operation and Maintenance Program

Program Summary

The Aviation O&M Program provides for the day-to-day operation and maintenance of Reagan National and Dulles International including those functions performed centrally. Included in this program are operating expenses, debt service, and capital equipment and facility projects and noncapital expenditures.

Table 3-27: Aviation Operation and Maintenance Program

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Operating Expenses	\$ 315,030	\$ 346,474	\$ 343,968	\$ (2,507)	(0.7%)
Debt Service	309,883	309,634	326,632	16,998	5.5%
Total O&M Program	\$ 624,913	\$ 656,108	\$ 670,599	\$ 14,491	2.2%

Cost Allocation

The 2016 Aviation Budget includes a reduction of \$9.5 million of overhead costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund, but is appropriately allocable to the Dulles Corridor Enterprise Fund as costs associated with the operation of the Toll Road, or as cost of the Dulles Corridor Metrorail Project. Of the \$9.5 million, \$5.5 million will be allocated to the Toll Road. The remaining \$4.0 million will be allocated as administrative overhead to the Dulles Rail Project.

The 2016 O&M Program level is \$670.6 million, which includes \$344 million for operating expenses and \$326.6 million for debt service.

As elements of the CCP are completed and brought on-line, both operating and debt expenses are significantly impacted. Funding levels for the 2016 O&M Program were developed after reviewing revenue forecasts, the impact of funding increases on landing fees, rental rates, and other rates and charges, prior year actuals, our current program levels, new operating requirements, and the overall economic climate of the region and airline industry.

Expenses are identified separately for Consolidated Functions, Reagan National and Dulles International. The Consolidated Functions activity includes the Offices of the President and Chief Executive Officer, Executive Vice President and Chief Operating Officer, Chief Revenue Officer, Office of General Counsel, Office of Supplier Diversity, Office of Audit, Office of Corporate Risk and Strategy, Office of Finance, Office of Engineering, Office of Human Resources and Administrative Services, Office of Technology, Office of Airline Business Development, Office of Communications and Government Affairs, Office of Customer and Concessions Development, Office of Planning and Revenue Development, Office of Real Estate Development and the central staff of Public Safety. Expenses for the Board of Directors are also included in the President and Chief Executive Officer's program, although these expenses are accounted for separately during budget execution. The expenses for the Police and Fire Departments are included in the expenses for Reagan National and Dulles International.

2016 BUDGET

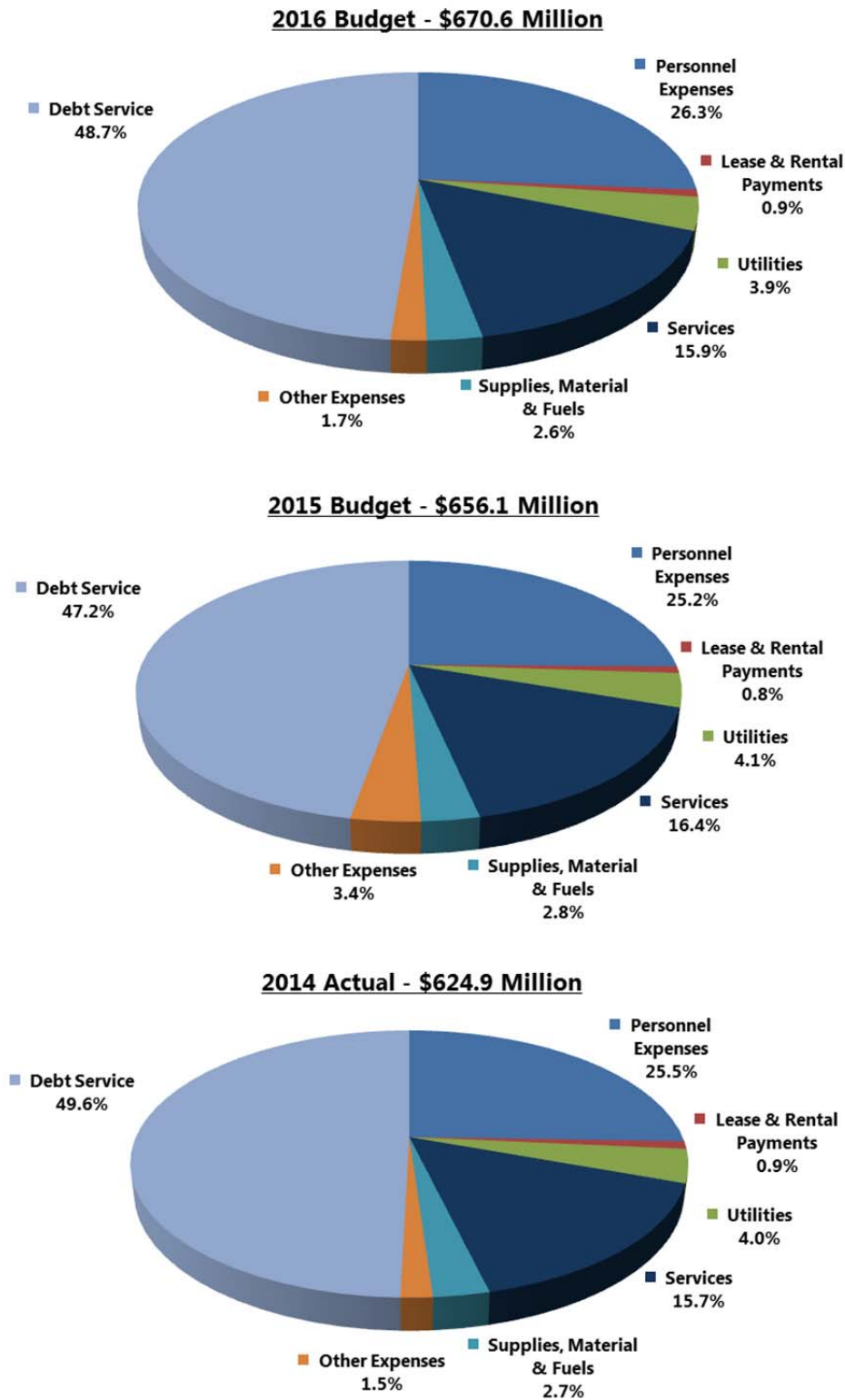
Metropolitan Washington Airports Authority

Highlights of the 2016 operating expenses to support continuing operations and maintain facilities include the following:

- Excluding debt service, employee salaries and benefits constitute the largest component of the Airports Authority's operating budget. The 2016 Budget includes a total of \$3.2 million for incumbent staff compensation increases through the Pay for Performance (PfP) program for the performance period January 1 through December 31, 2015, reflecting an average increase of 2.5 percent pay adjustment for employees with the potential for an additional pay range adjustment for those employees in the lower quartiles of the pay scale. Actual salary increases for employees in 2016 are based on the parameters of the PfP program. The PfP program establishes specific goals for individuals and work groups, and encourages productive communication between supervisors and employees. The PfP program evaluates employees based on performance, with salary adjustments based on achieving performance goals.
- Personnel expenses reflect a \$578.2 thousand increase for overtime, holiday premium, and special employee pay based on historical usage. Budgeted personnel expenses reflect annualizations and actual staffing projections.
- Personnel compensation and benefits includes \$1.5 million for 17 new non-career technology staff versus contractual services for help desk support operations. The savings offsetting is reflected in technology services.
- The Airports Authority's 2016 budget for employee health insurance will increase 9.8 percent with no significant changes to plan coverage. The cost increase was mitigated by \$2.1 million in 2015 resulting from the new health care insurer contract.
- Funding of the Government Accounting Standards Board (GASB) Statements No. 43 and No. 45 in 2016 for post-retirement health and life insurance liabilities decreased by \$352.9 thousand based on the current actuarial estimate. The Airports Authority's annual pension contributions increased by \$5.0 million based on the current actuarial estimate.
- Career positions, staffing is proposed to increase by thirty-five positions. Non-career staffing is proposed to increase by 20 positions. Detailed position descriptions are included in the Airports Authority's staffing section of the 2016 Budget.
- In 2016, the Airports Authority will continue its cooperative advertising project to stimulate new domestic and international air service, as well as encourage continuation of existing service through certain slower seasonal periods. The 2016 COMIP expenditures include \$1.8 million at Dulles International for this purpose.
- The Office of Supplier Diversity includes the addition of a Deputy Vice President to lead the development and implementation of the Airports Authority's Business Diversity Programs.
- The Airports Authority continues to focus on improving the customer experience with improved wayfinding technology. The Airports Authority recently launched a redesigned website with tools to help customers more efficiently search for flight information, navigate the Airport and select places to shop and dine.

- Utility costs decreased by \$766 thousand based on continued participation in an electric cooperative purchasing program, usage, and level natural gas prices.
- Maintenance of facilities, including the airport terminals, concourses and buildings, is accomplished with a balance of both in-house and contractual personnel. Service contracts were increased by \$1.8 million for various cost escalations which is offset by reductions in utilities, technology services, and fuels. Security and safety requirements such as airport access control systems, police overtime and costs for the guard services are included in the 2016 Budget.
- Operating insurance and premiums are reduced by \$414.3 thousand over 2015 budget levels.

Table 3-28: Operating Expenses - 2014, 2015 and 2016 Budget



2016 Operation and Maintenance Program – By Organization

Table 3-29: 2016 O&M Program by Organization

(dollars in thousands)	Consolidated Functions	Reagan National	Dulles International	Total
Operating Expenses				
Personnel Compensation	\$ 47,152	\$ 32,013	\$ 51,913	\$ 131,078
Employee Benefits	12,621	12,584	19,869	45,074
Travel	759	89	125	973
Lease and Rental Payments	5,541	95	81	5,717
Utilities	3	9,680	16,749	26,432
Telecommunications	-	-	6	6
45025 Aviation Drive	81	-	-	81
45045 Aviation Drive	(140)	-	-	(140)
Services	21,925	23,711	61,103	106,739
Supplies, Materials and Fuels	2,545	4,454	10,556	17,555
Insurance and Risk Management	8,371	-	-	8,371
Non-Capital Equipment	1,733	133	216	2,082
Non-Capital Facility Projects	-	-	-	-
Capital Equipment	-	-	-	-
Capital Facility Projects	-	-	-	-
Total Operating Expenses	<u>\$ 100,589</u>	<u>\$ 82,760</u>	<u>\$ 160,619</u>	<u>\$ 343,968</u>
Debt Service				
Bond Principal Payments	\$ -	\$ 32,420	\$ 108,732	\$ 141,152
Interest Expense	-	42,602	142,878	185,480
Total Debt Service	<u>\$ -</u>	<u>\$ 75,022</u>	<u>\$ 251,610</u>	<u>\$ 326,632</u>
Total Operation and Maintenance Program	<u>\$ 100,589</u>	<u>\$ 157,782</u>	<u>\$ 412,228</u>	<u>\$ 670,599</u>

2016 BUDGET
Metropolitan Washington Airports Authority

2015 Operation and Maintenance Program – By Organization

Table 3-30: 2015 O&M Program by Organization

(dollars in thousands)	Consolidated Functions	Reagan National	Dulles International	Total
Operating Expenses				
Personnel Compensation	\$ 44,200	\$ 31,882	\$ 51,364	\$ 127,446
Employee Benefits	11,063	10,423	16,498	37,984
Travel	681	67	142	890
Lease and Rental Payments	5,333	90	99	5,522
Utilities	2	9,628	17,568	27,198
Telecommunications	1,412	-	-	1,412
45025 Aviation Drive	102	-	-	102
45045 Aviation Drive	(373)	-	-	(373)
Services	23,156	21,662	62,623	107,442
Supplies, Materials and Fuels	2,348	4,449	11,860	18,658
Insurance and Risk Management	8,785	-	-	8,785
Non-Capital Equipment	1,198	133	206	1,536
Non-Capital Facility Projects	-	956	-	956
Capital Equipment	-	2,138	-	2,138
Capital Facility Projects	-	6,778	-	6,778
Total Operating Expenses	\$ 97,907	\$ 88,207	\$ 160,360	\$ 346,474
Debt Service				
Bond Principal Payments	\$ -	\$ 31,023	\$ 100,277	\$ 131,300
Interest Expense	-	42,136	136,198	178,334
Total Debt Service	\$ -	\$ 73,159	\$ 236,475	\$ 309,634
Total Operation and Maintenance Program	\$ 97,907	\$ 161,366	\$ 396,835	\$ 656,108

Operation and Maintenance Program – Metropolitan Washington Airports Authority

Table 3-31: O&M Program – 2014, 2015 and 2016 Budget

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Operating Expenses					
Personnel Compensation	\$ 113,998	\$ 127,446	\$ 131,078	\$ 3,631	2.8%
Employee Benefits	45,446	37,984	45,074	7,090	18.7%
Travel	641	890	973	83	9.3%
Lease and Rental Payments	5,882	5,522	5,717	195	3.5%
Utilities	25,124	27,198	26,432	(766)	(2.8%)
Telecommunications	1,682	1,412	6	(1,406)	(99.6%)
45025 Aviation Drive	101	102	81	(21)	(21.0%)
45045 Aviation Drive	(803)	(373)	(140)	234	(62.6%)
Services	98,268	107,442	106,739	(702)	(0.7%)
Supplies, Materials and Fuels	16,826	18,658	17,555	(1,103)	(5.9%)
Insurance and Risk Management	7,079	8,785	8,371	(414)	(4.7%)
Non-Capital Equipment	726	1,536	2,082	546	35.5%
Non-Capital Facility Projects	60	956	-	(956)	(100.0%)
Capital Equipment	-	2,138	-	(2,138)	(100.0%)
Capital Facility Projects	-	6,778	-	(6,778)	(100.0%)
Total Operating Expenses	\$ 315,030	\$ 346,474	\$ 343,968	\$ (2,507)	(0.7%)
Debt Service					
Bond Principal Payments	\$ 126,102	\$ 131,300	\$ 141,152	\$ 9,852	7.5%
Interest Expense	<u>183,781</u>	<u>178,334</u>	<u>185,480</u>	<u>7,145</u>	4.0%
Total Debt Service	\$ 309,883	\$ 309,634	\$ 326,632	\$ 16,997	5.5%
Total Operation and Maintenance Program	\$ 624,912	\$ 656,108	\$ 670,599	\$ 14,491	2.2%

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Metropolitan Washington Airports Authority

Comparison Operating Expenses – Metropolitan Washington Airports Authority

Table 3-32: Comparison of 2014, 2015 and 2016 Operating Expenses

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Expenses					
Full-time Permanent	\$ 104,613	\$ 115,582	\$ 117,137	\$ 1,555	1.3%
Other than Full-time Permanent	2,795	6,129	7,627	1,499	24.5%
Overtime	7,274	6,588	7,112	525	8.0%
Other - Personnel Compensation	(684)	(852)	(799)	53	(6.2%)
Personnel Compensation	\$ 113,998	\$ 127,446	\$ 131,078	\$ 3,631	2.8%
Health Insurance	21,582	22,100	24,266	2,166	9.8%
Life Insurance	531	521	618	97	18.6%
Retirement	18,332	14,802	19,947	5,146	34.8%
Other - Employee Benefits	5,001	562	242	(320)	(56.9%)
Employee Benefits	\$ 45,446	\$ 37,984	\$ 45,074	\$ 7,090	18.7%
Total Personnel Expenses	\$ 159,443	\$ 165,431	\$ 176,152	\$ 10,721	6.5%
Travel	641	890	973	83	9.3%
Lease and Rental Payments					
Airport Lease Payments	5,298	5,297	5,529	232	4.4%
Other - Lease and Rental Payments	584	224	188	(37)	(16.3%)
Total Lease and Rental Payments	5,882	5,522	5,717	195	3.5%
Utilities					
Electricity	18,039	19,896	18,847	(1,049)	(5.3%)
Natural Gas	3,674	3,756	3,884	128	3.4%
Water	1,447	1,473	1,600	127	8.6%
Sewerage	1,963	2,074	2,101	28	1.3%
Total Utilities	25,124	27,198	26,432	(766)	(2.8%)
Telecommunications	1,682	1,412	6	(1,406)	(99.6%)
45025 Aviation Drive	101	102	81	(21)	(21.0%)
45045 Aviation Drive	(803)	(373)	(140)	234	(62.6%)
Services					
Custodial Services	20,144	23,562	23,298	(264)	(1.1%)
Contractual Services	78,124	83,879	83,441	(439)	(0.5%)
Total Services	98,268	107,442	106,739	(702)	(0.7%)
Supplies, Materials and Fuels					
Fuels	2,822	3,372	2,302	(1,070)	(31.7%)
Supplies and Materials	14,004	15,286	15,253	(33)	(0.2%)
Total Supplies, Materials and Fuels	16,826	18,658	17,555	(1,103)	(5.9%)
Insurance and Risk Management	7,079	8,785	8,371	(414)	(4.7%)
Non-Capital Equipment	726	1,536	2,082	546	35.5%
Non-Capital Facility Projects	60	956	-	(956)	(100.0%)
Capital Equipment	-	2,138	-	(2,138)	(100.0%)
Capital Facility Projects	-	6,778	-	(6,778)	(100.0%)
Total Operating Expenses	\$ 315,030	\$ 346,474	\$ 343,968	\$ (2,507)	(0.7%)

Comparison of Operating Expenses – Consolidated Functions

Table 3-33: Comparison of 2014, 2015 and 2016 Operating Expenses- Consolidated Functions

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Expenses					
Full-time Permanent	\$ 33,843	\$ 41,273	\$ 42,611	\$ 1,338	3.2%
Other than Full-time Permanent	2,155	5,334	6,835	1,501	28.2%
Overtime	730	566	772	206	36.4%
Other - Personnel Compensation	(2,905)	(2,973)	(3,067)	(94)	3.2%
Personnel Compensation	\$ 33,823	\$ 44,200	\$ 47,152	\$ 2,952	6.7%
Health Insurance	5,738	6,623	6,599	(24)	(0.4%)
Life Insurance	141	151	167	16	10.4%
Retirement	5,456	4,887	6,519	1,632	33.4%
Other - Employee Benefits	551	(598)	(664)	(66)	11.0%
Employee Benefits	\$ 11,886	\$ 11,063	\$ 12,621	\$ 1,557	14.1%
Total Personnel Expenses	\$ 45,709	\$ 55,264	\$ 59,773	\$ 4,509	8.2%
Travel	444	681	759	78	11.5%
Lease and Rental Payments					
Airport Lease Payments	5,298	5,297	5,529	232	4.4%
Other - Lease and Rental Payments	61	36	12	(24)	(66.5%)
Total Lease and Rental Payments	5,358	5,333	5,541	208	3.9%
Utilities					
Electricity	2	2	3	1	25.1%
Natural Gas	-	-	-	-	0.0%
Water	-	-	-	-	0.0%
Sewerage	(0)	-	-	-	0.0%
Total Utilities	2	2	3	1	25.1%
Telecommunications	1,676	1,412	-	(1,412)	(100.0%)
45025 Aviation Drive	101	102	81	(21)	(21.0%)
45045 Aviation Drive	(803)	(373)	(140)	234	(62.6%)
Services					
Custodial Services	-	-	-	-	0.0%
Contractual Services	20,151	23,156	21,925	(1,231)	(5.3%)
Total Services	20,151	23,156	21,925	(1,231)	(5.3%)
Supplies, Materials and Fuels					
Fuels	26	5	21	16	307.9%
Supplies and Materials	1,920	2,343	2,524	181	7.7%
Total Supplies, Materials and Fuels	1,946	2,348	2,545	196	8.4%
Insurance and Risk Management	7,079	8,785	8,371	(414)	(4.7%)
Non-Capital Equipment	374	1,198	1,733	535	44.7%
Non-Capital Facility Projects	-	-	-	-	0.0%
Capital Equipment	-	-	-	-	0.0%
Capital Facility Projects	-	-	-	-	0.0%
Total Operating Expenses	\$ 82,037	\$ 97,907	\$ 100,589	\$ 2,682	2.7%

2016 BUDGET
Metropolitan Washington Airports Authority

Comparison Operating Expenses – Reagan National

Table 3-34: Comparison 2014, 2015 and 2016 Operating Expenses – Reagan National

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Expenses					
Full-time Permanent	\$ 26,943	\$ 28,563	\$ 28,418	\$ (145)	(0.5%)
Other than Full-time Permanent	62	91	84	(7)	(7.9%)
Overtime	2,477	2,024	2,261	237	11.7%
Other - Personnel Compensation	1,227	1,204	1,251	47	3.9%
Personnel Compensation	\$ 30,709	\$ 31,882	\$ 32,013	\$ 132	0.4%
Health Insurance	5,971	5,839	6,705	866	14.8%
Life Insurance	147	140	171	31	22.4%
Retirement	4,858	3,698	5,083	1,385	37.4%
Other - Employee Benefits	2,000	747	625	(121)	(16.3%)
Employee Benefits	\$ 12,976	\$ 10,423	\$ 12,584	\$ 2,161	20.7%
Total Personnel Expenses	\$ 43,685	\$ 42,305	\$ 44,598	\$ 2,293	5.4%
Travel	92	67	89	22	32.7%
Lease and Rental Payments					
Airport Lease Payments	-	-	-	-	0.0%
Other - Lease and Rental Payments	53	90	95	5	5.5%
Total Lease and Rental Payments	53	90	95	5	5.5%
Utilities					
Electricity	5,498	6,093	5,949	(144)	(2.4%)
Natural Gas	1,206	1,240	1,208	(32)	(2.6%)
Water	1,051	1,024	1,192	168	16.4%
Sewerage	1,194	1,271	1,331	60	4.7%
Total Utilities	8,949	9,628	9,680	52	0.5%
Telecommunications	-	-	-	-	0.0%
45025 Aviation Drive	-	-	-	-	0.0%
45045 Aviation Drive	-	-	-	-	0.0%
Services					
Custodial Services	6,064	8,450	8,673	223	2.6%
Contractual Services	13,201	13,212	15,038	1,826	13.8%
Total Services	19,264	21,662	23,711	2,049	9.5%
Supplies, Materials and Fuels					
Fuels	557	684	527	(157)	(22.9%)
Supplies and Materials	3,721	3,765	3,927	161	4.3%
Total Supplies, Materials and Fuels	4,277	4,449	4,454	5	0.1%
Insurance and Risk Management	-	-	-	-	0.0%
Non-Capital Equipment	170	133	133	0	0.0%
Non-Capital Facility Projects	60	956	-	(956)	(100.0%)
Capital Equipment	-	2,138	-	(2,138)	(100.0%)
Capital Facility Projects	-	6,778	-	(6,778)	(100.0%)
Total Operating Expenses	\$ 76,551	\$ 88,207	\$ 82,760	\$ (5,447)	(6.2%)

Comparison of Operating Expenses - Dulles International

Table 3-35: Comparison of 2014, 2015 and 2016 Operating Expenses – Dulles International

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Expenses					
Full-time Permanent	\$ 43,827	\$ 45,746	\$ 46,107	\$ 362	0.8%
Other than Full-time Permanent	578	705	709	4	0.6%
Overtime	4,067	3,997	4,080	82	2.1%
Other - Personnel Compensation	995	917	1,017	100	10.9%
Personnel Compensation	\$ 49,466	\$ 51,364	\$ 51,913	\$ 548	1.1%
Health Insurance	9,873	9,638	10,962	1,325	13.7%
Life Insurance	242	230	280	50	21.8%
Retirement	8,018	6,216	8,346	2,129	34.3%
Other - Employee Benefits	2,450	413	281	(133)	(32.1%)
Employee Benefits	\$ 20,583	\$ 16,498	\$ 19,869	\$ 3,371	20.4%
Total Personnel Expenses	\$ 70,049	\$ 67,862	\$ 71,782	\$ 3,919	5.8%
Travel	105	142	125	(17)	(12.1%)
Lease and Rental Payments					
Airport Lease Payments	-	-	-	-	0.0%
Other - Lease and Rental Payments	470	99	81	(18)	(18.1%)
Total Lease and Rental Payments	470	99	81	(18)	(18.1%)
Utilities					
Electricity	12,540	13,801	12,896	(905)	(6.6%)
Natural Gas	2,468	2,516	2,676	160	6.3%
Water	396	448	408	(41)	(9.0%)
Sewerage	770	803	770	(33)	(4.1%)
Total Utilities	16,173	17,568	16,749	(819)	(4.7%)
Telecommunications	6	-	6	6	0.0%
45025 Aviation Drive	-	-	-	-	0.0%
45045 Aviation Drive	-	-	-	-	0.0%
Services					
Custodial Services	14,080	15,113	14,626	(487)	(3.2%)
Contractual Services	44,773	47,511	46,477	(1,034)	(2.2%)
Total Services	58,853	62,623	61,103	(1,520)	(2.4%)
Supplies, Materials and Fuels					
Fuels	2,240	2,683	1,754	(929)	(34.6%)
Supplies and Materials	8,363	9,177	8,802	(375)	(4.1%)
Total Supplies, Materials and Fuels	10,603	11,860	10,556	(1,304)	(11.0%)
Insurance and Risk Management	-	-	-	-	0.0%
Non-Capital Equipment	181	206	216	11	5.2%
Non-Capital Facility Projects	-	-	-	-	0.0%
Capital Equipment	-	-	-	-	0.0%
Capital Facility Projects	-	-	-	-	0.0%
Total Operating Expenses	\$ 156,441	\$ 160,360	\$ 160,619	\$ 258	0.2%

Consolidated Functions

Table 3-36: Operating Expenses-Consolidated Functions

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits	\$ 45,709	\$ 55,264	\$ 59,773	\$ 4,509	8.2%
Other Operating Expenses	36,328	42,644	40,817	(1,827)	(4.3%)
Total Consolidated Functions	\$ 82,037	\$ 97,907	\$ 100,589	\$ 2,682	2.7%

The funding requirements for Consolidated Functions operating expenses will increase by \$2.7 million in 2016.

Personnel Compensation and Benefits Expenses \$4.5 million

- Personnel Compensation increased by \$2.9 million due to the addition of new Consolidated Function positions primarily in the new corporate offices created in 2014. The increase in personnel compensation is also due to the migration to in-house talent for the Office of Technology with the replacement of key service contracts with temporary non-career employees.
- Employee Benefits increased by \$1.6 million due to a \$1.6 million increase in retirement benefits based on funding policy as well as an increase to health insurance costs estimates due to healthcare claims trends and a larger plan participant pool.

Other Operating Expenses (\$1.8 million)

- Travel expenses increased by \$78 thousand due to travel requirements for transitioning of key airline relationships as well as increases for local and federal government affairs travel.
- Lease and rental payments increased by \$208 thousand due to an increase in the implicit price deflator used in the calculation of Federal Lease Payments.
- Services decreased by \$1.2 million due to an overall decrease in technology service contracts for the migration to in-house talent and decreases in temporary services and audit service contracts. These were offset by increase in services for new revenue initiatives such as co-marketing initiatives, additional engagements with regional events and loyalty program consulting services.
- Supplies, Materials and Fuels increased by \$196 thousand. This increase is due to additional requirements for administrative and training supplies as a result of additional employees to Consolidated Functions.
- Insurance and Risk Management estimates decreased by \$414 thousand. A reduction in estimates for insurance premiums was offset by an increase in projections for workers compensation claims estimates.
- Non-Capital equipment increased by \$535 thousand due to additional requirements for end user equipment, test equipment, work station equipment for additional employees. The increase is also as a result of anticipated purchases for police and firefighting equipment.

Ronald Reagan Washington National Airport

Table 3-37: Operating Expenses-Reagan National

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits	\$ 43,685	\$ 42,305	\$ 44,598	\$ 2,293	5.4%
Other Operating Expenses	<u>32,866</u>	<u>45,902</u>	<u>38,162</u>	<u>(7,740)</u>	(16.9%)
Total Reagan National	<u>\$ 76,551</u>	<u>\$ 88,207</u>	<u>\$ 82,760</u>	<u>\$ (5,447)</u>	(6.2%)

The funding requirements for Reagan National’s operating expenses will decrease by \$5.4 million in 2016.

Personnel Compensation and Benefits Expenses \$2.3 million

- Personnel Compensation increased by \$132 thousand due to adjustments made to overtime cost estimates based on historical usage and to account for the impact of snow and inclement weather.
- Employee Benefits increased by \$2.2 million due to a \$1.4 million increase in retirement benefits based on funding policy as well as an increase to health insurance costs estimates due to healthcare claims trends.

Other Operating Expenses (\$7.7 million)

- Travel expenses increased by \$22 thousand due to travel requirements for symposiums and conferences and local travel expenses for court appearances by public safety personnel.
- Utilities cost estimates increased by \$52 thousand due to electricity, sewerage and water rate increases. These increases were offset by a decrease to natural gas price estimates.
- Services increased by \$2 million due to cost escalation for custodial and guard services contracts. Other services such as those for utility systems increased due to additional estimates for outside Heating Ventilation and Air Conditioning maintenance, maintenance of generators and boilers and service for mechanical systems such as elevators, escalators and baggage systems.
- Supplies increased by \$5 thousand. This increase is due to additional requirements for snow and ice control supplies which was offset by a decrease in fuel supplies based on a reduction in gasoline and diesel fuel price estimates.
- Non-Capital Facility project expenses have been transferred into service expenses to better align the reporting structure for Reagan National. There is no net increase or decrease for this requirement.
- In 2015, \$8.9 million of capital equipment and capital facility projects at Reagan National was funding from the Operation and Maintenance program. For the 2016 budget, these capital items will be funded entirely from the Capital, Operation and Maintenance Investment Program hence a decrease to other operating expenses at Reagan National.

Washington Dulles International Airport

Table 3-38: Operating Expenses- Dulles International

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits	\$ 70,049	\$ 67,862	\$ 71,782	\$ 3,919	5.8%
Other Operating Expenses	<u>86,392</u>	<u>92,498</u>	<u>88,837</u>	<u>(3,661)</u>	(4.0%)
Total Dulles International	<u>\$ 156,441</u>	<u>\$ 160,360</u>	<u>\$ 160,619</u>	<u>\$ 258</u>	0.2%

The funding requirements for Dulles International’s operating expenses will increase by \$258 thousand in 2016.

Personnel Compensation and Benefits Expenses \$3.9 million

- Personnel Compensation increased by \$548 thousand due to adjustments made to overtime cost estimates based on historical usage and to account for the impact of snow and inclement weather.
- Employee Benefits increased by \$3.4 million due to a \$2.1 million increase in retirement benefits based on funding policy as well as an increase to health insurance cost estimates due to healthcare claims trends.

Other Operating Expenses (\$3.7 million)

- Travel expenses decreased by \$17 thousand due to streamlining of travel costs at the airport level.
- Lease and rental payments decreased by \$18 thousand based on cost estimates for the leasing of temporary equipment expected to occur.
- Utilities cost estimates decreased by \$819 thousand due to a reduction in electricity, water and sewerage cost estimates. These decreases were offset by an increase in natural gas estimates based on current consumption levels.
- Services decreased by \$1.5 million primarily due to reduction in estimates for maintenance of baggage handling systems. Other services such as those for utility systems decreased due to the rightsizing of service items for the 2016 program.
- Supplies decreased by \$1.3 million. This decrease is attributed to fuel supplies based on a reduction in gasoline and diesel fuel price estimates as well as decreases in miscellaneous electrical supplies, miscellaneous utility supplies, building structure supplies, shop supplies, road and airfield supplies.
- Non-Capital equipment increased by \$10 thousand based on cost estimates for replacement of minor pieces of equipment that are anticipated to occur.

2016 Operating Expenses By Organization

Table 3-39: 2016 Operating Expenses by Organization

(dollars in thousands)	Consolidated Functions	Reagan National	Dulles International	Total
Personnel Expenses				
Full-time Permanent	\$ 42,611	\$ 28,418	\$ 46,107	\$ 117,137
Other than Full-time Permanent	6,835	84	709	7,627
Overtime	772	2,261	4,080	7,112
Other - Personnel Compensation	(3,067)	1,251	1,017	(799)
Personnel Compensation	\$ 47,152	\$ 32,013	\$ 51,913	\$ 131,078
Health Insurance	6,599	6,705	10,962	24,266
Life Insurance	167	171	280	618
Retirement	6,519	5,083	8,346	19,947
Other - Employee Benefits	(664)	625	281	242
Employee Benefits	\$ 12,621	\$ 12,584	\$ 19,869	\$ 45,074
Total Personnel Expenses	\$ 59,773	\$ 44,598	\$ 71,782	\$ 176,152
Travel	759	89	125	973
Lease and Rental Payments				
Airport Lease Payments	5,529	-	-	5,529
Other - Lease and Rental Payments	12	95	81	188
Total Lease and Rental Payments	5,541	95	81	5,717
Utilities				
Electricity	3	5,949	12,896	18,847
Natural Gas	-	1,208	2,676	3,884
Water	-	1,192	408	1,600
Sewerage	-	1,331	770	2,101
Total Utilities	3	9,680	16,749	26,432
Telecommunications				
45025 Aviation Drive	81	-	-	81
45045 Aviation Drive	(140)	-	-	(140)
Services				
Custodial Services	-	8,673	14,626	23,298
Contractual Services	21,925	15,038	46,477	83,441
Total Services	21,925	23,711	61,103	106,739
Supplies, Materials and Fuels				
Fuels	21	527	1,754	2,302
Supplies and Materials	2,524	3,927	8,802	15,253
Total Supplies, Materials and Fuels	2,545	4,454	10,556	17,555
Insurance and Risk Management	8,371	-	-	8,371
Non-Capital Equipment	1,733	133	216	2,082
Non-Capital Facility Projects	-	-	-	-
Capital Equipment	-	-	-	-
Capital Facility Projects	-	-	-	-
Total Operating Expenses	\$ 100,589	\$ 82,760	\$ 160,619	\$ 343,968

2016 BUDGET
Metropolitan Washington Airports Authority

2016 Operating Expenses for Consolidated Functions
(excludes Public Safety)

Table 3-40(a): 2016 Operating Expenses for Consolidated Functions

(dollars in thousands)	Board of Directors and Executive Offices	Airline Business Development	Real Estate	Planning and Revenue Development	Communication and Government Affairs	Finance	Engineering
Personnel Expenses							
Full-time Permanent	\$ 3,341	\$ 891	\$ 311	\$ 1,103	\$ 1,480	\$ 7,135	\$ 4,651
Other than Full-time Permanent	-	-	165	-	-	372	-
Overtime	6	-	-	-	-	50	-
Other - Personnel Compensation	(292)	6	1	2	(143)	(896)	(794)
Personnel Compensation	\$ 3,055	\$ 897	\$ 477	\$ 1,105	\$ 1,336	\$ 6,661	\$ 3,857
Health Insurance	313	89	38	49	193	1,208	595
Life Insurance	8	2	1	1	5	31	16
Retirement	398	106	40	64	210	1,002	703
Other - Employee Benefits	(66)	22	3	9	(25)	(183)	(207)
Employee Benefits	\$ 653	\$ 219	\$ 82	\$ 124	\$ 383	\$ 2,058	\$ 1,107
Total Personnel Expenses	\$ 3,709	\$ 1,115	\$ 559	\$ 1,228	\$ 1,719	\$ 8,719	\$ 4,964
Travel	179	230	15	15	45	65	45
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	5,529	-
Other - Lease and Rental Payments	-	-	-	-	1	-	-
Total Lease and Rental Payments	-	-	-	-	1	5,529	-
Utilities							
Electricity	-	-	-	-	3	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	3	-	-
Telecommunications							
45025 Aviation Drive	-	-	81	-	-	-	-
45045 Aviation Drive	-	-	(140)	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	909	2,225	38	1,863	1,099	1,773	667
Total Services	909	2,225	38	1,863	1,099	1,773	667
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	49	27	4	66	14	73	97
Total Supplies, Materials and Fuels	49	27	4	66	14	73	97
Insurance and Risk Management							
Non-Capital Equipment	16	-	4	6	-	10	9
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 4,861	\$ 3,597	\$ 561	\$ 3,178	\$ 2,880	\$ 16,169	\$ 5,783

2016 Operating Expenses for Consolidated Functions (continued)

Table 3-40(b): 2016 Operating Expenses for Consolidated Functions (continued)

(dollars in thousands)	Human Resources and							Corporate Risk and Strategy	Total
	Customer and Concessions Development	Supplier Diversity	Administrative Services	Technology	General Counsel	Audit	General		
Personnel Expenses									
Full-time Permanent	\$ 932	\$ 898	\$ 4,417	\$ 4,923	\$ 1,091	\$ 1,147	\$ 1,003	\$ 33,322	
Other than Full-time Permanent	-	-	709	5,552	-	37	-	6,835	
Overtime	1	0	7	8	-	-	-	72	
Other - Personnel Compensation	(50)	(140)	(406)	(316)	(2)	21	(200)	(3,209)	
Personnel Compensation	\$ 884	\$ 758	\$ 4,727	\$ 10,167	\$ 1,089	\$ 1,204	\$ 803	\$ 37,020	
Health Insurance	149	75	750	543	107	140	121	4,370	
Life Insurance	4	2	19	13	3	4	3	110	
Retirement	140	69	670	974	167	159	121	4,822	
Other - Employee Benefits	2	(63)	(97)	(56)	18	12	(70)	(700)	
Employee Benefits	\$ 295	\$ 82	\$ 1,343	\$ 1,474	\$ 293	\$ 315	\$ 175	\$ 8,602	
Total Personnel Expenses	\$ 1,179	\$ 840	\$ 6,069	\$ 11,641	\$ 1,382	\$ 1,520	\$ 978	\$ 45,623	
Travel	15	12	40	33	10	21	9	735	
Lease and Rental Payments									
Airport Lease Payments	-	-	-	-	-	-	-	5,529	
Other - Lease and Rental Payments	1	-	2	-	-	-	-	4	
Total Lease and Rental Payments	1	-	2	-	-	-	-	5,534	
Utilities									
Electricity	-	-	-	-	-	-	-	3	
Natural Gas	-	-	-	-	-	-	-	-	
Water	-	-	-	-	-	-	-	-	
Sewerage	-	-	-	-	-	-	-	-	
Total Utilities	-	-	-	-	-	-	-	3	
Telecommunications									
45025 Aviation Drive	-	-	-	-	-	-	-	81	
45045 Aviation Drive	-	-	-	-	-	-	-	(140)	
Services									
Custodial Services	-	-	-	-	-	-	-	-	
Contractual Services	490	283	2,930	6,736	703	1,500	84	21,300	
Total Services	490	283	2,930	6,736	703	1,500	84	21,300	
Supplies, Materials and Fuels									
Fuels	-	-	-	-	-	-	-	-	
Supplies and Materials	6	15	150	1,162	15	14	31	1,723	
Total Supplies, Materials and Fuels	6	15	150	1,162	15	14	31	1,723	
Insurance and Risk Management									
Non-Capital Equipment	2	-	9	1,390	-	10	10	1,465	
Non-Capital Facility Projects	-	-	-	-	-	-	-	-	
Capital Equipment	-	-	-	-	-	-	-	-	
Capital Facility Projects	-	-	-	-	-	-	-	-	
Total Operating Expenses	\$ 1,692	\$ 1,151	\$ 17,571	\$ 20,962	\$ 2,110	\$ 3,065	\$ 1,113	\$ 84,693	

2016 BUDGET
Metropolitan Washington Airports Authority

2016 Operating Expenses for Reagan National
(excludes Public Safety)

Table 3-41: 2016 Operating Expenses for Reagan National

(dollars in thousands)	Airport Manager	Operations	Engineering and Maintenance	Airport Administration	Total
Personnel Expenses					
Full-time Permanent	\$ 405	\$ 1,939	\$ 14,706	\$ 1,880	\$ 18,929
Other than Full-time Permanent	25	35	23	-	84
Overtime	-	78	884	20	981
Other - Personnel Compensation	2	117	334	18	471
Personnel Compensation	\$ 432	\$ 2,169	\$ 15,947	\$ 1,917	\$ 20,465
Health Insurance	56	363	3,515	397	4,331
Life Insurance	1	9	90	10	110
Retirement	63	316	2,502	270	3,151
Other - Employee Benefits	5	34	241	173	454
Employee Benefits	\$ 126	\$ 723	\$ 6,347	\$ 849	\$ 8,045
Total Personnel Expenses	\$ 558	\$ 2,892	\$ 22,294	\$ 2,766	\$ 28,510
Travel	-	11	40	17	68
Lease and Rental Payments					
Airport Lease Payments	-	-	-	-	-
Other - Lease and Rental Payments	3	-	85	4	91
Total Lease and Rental Payments	3	-	85	4	91
Utilities					
Electricity	-	-	5,949	-	5,949
Natural Gas	-	-	1,208	-	1,208
Water	-	-	1,192	-	1,192
Sewerage	-	-	1,331	-	1,331
Total Utilities	-	-	9,680	-	9,680
Telecommunications					
45025 Aviation Drive	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-
Services					
Custodial Services	-	-	8,673	-	8,673
Contractual Services	508	4,326	9,901	189	14,924
Total Services	508	4,326	18,573	189	23,596
Supplies, Materials and Fuels					
Fuels	-	-	527	-	527
Supplies and Materials	18	68	3,717	26	3,829
Total Supplies, Materials and Fuels	18	68	4,244	26	4,356
Insurance and Risk Management					
Non-Capital Equipment	1	21	105	6	133
Non-Capital Facility Projects	-	-	-	-	-
Capital Equipment	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-
Total Operating Expenses	\$ 1,087	\$ 7,317	\$ 55,021	\$ 3,009	\$ 66,434

2016 Operating Expenses for Dulles International
(excludes Public Safety)

Table 3-42: 2016 Operating Expenses for Dulles International

(dollars in thousands)	Airport Manager	Operations	Engineering and Maintenance	Airport Administration	Total
Personnel Expenses					
Full-time Permanent	\$ 703	\$ 9,036	\$ 21,460	\$ 2,050	\$ 33,249
Other than Full-time Permanent	558	47	75	29	709
Overtime	11	458	1,936	95	2,500
Other - Personnel Compensation	(35)	588	503	(17)	1,039
Personnel Compensation	\$ 1,236	\$ 10,129	\$ 23,974	\$ 2,158	\$ 37,497
Health Insurance	90	2,184	5,045	462	7,780
Life Insurance	2	56	129	12	199
Retirement	148	1,567	3,639	345	5,698
Other - Employee Benefits	(1)	168	317	24	508
Employee Benefits	\$ 239	\$ 3,975	\$ 9,130	\$ 842	\$ 14,185
Total Personnel Expenses	\$ 1,475	\$ 14,103	\$ 33,104	\$ 3,000	\$ 51,682
Travel	20	35	31	15	102
Lease and Rental Payments					
Airport Lease Payments	-	-	-	-	-
Other - Lease and Rental Payments	-	5	62	6	72
Total Lease and Rental Payments	-	5	62	6	72
Utilities					
Electricity	-	-	12,896	-	12,896
Natural Gas	-	-	2,676	-	2,676
Water	-	-	408	-	408
Sewerage	-	-	770	-	770
Total Utilities	-	-	16,749	-	16,749
Telecommunications					
45025 Aviation Drive	-	-	-	6	6
45045 Aviation Drive	-	-	-	-	-
Services					
Custodial Services	-	-	14,626	-	14,626
Contractual Services	837	9,320	32,787	3,436	46,380
Total Services	837	9,320	47,413	3,436	61,006
Supplies, Materials and Fuels					
Fuels	-	-	1,339	415	1,754
Supplies and Materials	55	171	8,368	68	8,662
Total Supplies, Materials and Fuels	55	171	9,707	483	10,416
Insurance and Risk Management					
Non-Capital Equipment	2	53	126	35	216
Non-Capital Facility Projects	-	-	-	-	-
Capital Equipment	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-
Total Operating Expenses	\$ 2,390	\$ 23,687	\$ 107,192	\$ 6,981	\$ 140,250

2016 BUDGET
Metropolitan Washington Airports Authority

2016 Operating Expenses for Public Safety

Table 3-43: 2016 Operating Expenses for Public Safety

(dollars in thousands)	Consolidated Functions	Reagan National	Dulles International	Total
Personnel Expenses				
Full-time Permanent	\$ 9,289	\$ 9,489	\$ 12,859	\$ 31,637
Other than Full-time Permanent	-	-	-	-
Overtime	700	1,279	1,579	3,559
Other - Personnel Compensation	142	780	(22)	901
Personnel Compensation	\$ 10,132	\$ 11,549	\$ 14,416	\$ 36,096
Health Insurance	2,229	2,375	3,182	7,786
Life Insurance	57	61	81	199
Retirement	1,697	1,933	2,647	6,277
Other - Employee Benefits	36	171	(227)	(20)
Employee Benefits	\$ 4,019	\$ 4,539	\$ 5,683	\$ 14,241
Total Personnel Expenses	\$ 14,150	\$ 16,088	\$ 20,100	\$ 50,338
Travel	24	22	23	69
Lease and Rental Payments				
Airport Lease Payments	-	-	-	-
Other - Lease and Rental Payments	7	4	9	20
Total Lease and Rental Payments	7	4	9	20
Utilities				
Electricity	-	-	-	-
Natural Gas	-	-	-	-
Water	-	-	-	-
Sewerage	-	-	-	-
Total Utilities	-	-	-	-
Telecommunications				
45025 Aviation Drive	-	-	-	-
45045 Aviation Drive	-	-	-	-
Services				
Custodial Services	-	-	-	-
Contractual Services	625	115	97	836
Total Services	625	115	97	836
Supplies, Materials and Fuels				
Fuels	21	-	-	21
Supplies and Materials	801	98	140	1,039
Total Supplies, Materials and Fuels	822	98	140	1,060
Insurance and Risk Management				
Non-Capital Equipment	268	-	-	268
Non-Capital Facility Projects	-	-	-	-
Capital Equipment	-	-	-	-
Capital Facility Projects	-	-	-	-
Total Operating Expenses	\$ 15,896	\$ 16,326	\$ 20,368	\$ 52,590

NET BUDGET ENTITIES

The Airports Authority reports certain distinct operations as a net income or loss single line item. These net budget entities are sub components of the Aviation Enterprise Fund Operation and Maintenance Program framework and are managed by various offices across the organization.

Parking

Public parking operations at Reagan National and Dulles International provide the largest non-airline revenue to the Airports Authority. The parking rates charged for public parking lots provide revenue to cover operating expenses such as personnel compensation, utility costs, contractual services and supply and material costs. Net parking revenues are reported as a single line item under concessions revenue.

For 2016, total parking revenue increased by \$13.3 million over the 2015 budget due to estimated domestic passenger activity and parking rate increases while parking operating expenses reduced by \$2.6 million as a result of a new contract structure which consolidated the management of parking and shuttle bus operations.

Table 3-44(a): Reagan National Parking

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Total Revenues	\$ 53,404	\$53,000	\$ 61,870	\$ 8,870	16.7%
Operating Expenses	15,887	17,578	16,539	(1,039)	(5.9%)
Net Income (Loss) Reagan National	\$ 37,518	\$35,422	\$ 45,331	\$ 9,909	28.0%

Table 3-44(b): Dulles International Parking

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Total Revenues	\$ 63,090	\$61,053	\$ 65,500	\$ 4,447	7.3%
Operating Expenses	19,079	19,339	17,763	(1,575)	(8.1%)
Net Income (Loss) Dulles International	\$ 44,011	\$41,714	\$ 47,737	\$ 6,023	14.4%

Taxi

Taxi operations at Reagan National and Dulles International also provide a significant amount of non-airline revenue to the Airports Authority. The dispatch fee charged per taxi outbound trips as well as sale of taxi cab permits provide revenue to cover operating expenses such as personnel compensation, dispatch management contract services and supply and material costs. Net taxi revenues are reported as a single line item under concessions revenue.

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Metropolitan Washington Airports Authority

For 2016, total taxi revenue increased by \$1.7 million over the 2015 budget due to the impact of an increase in taxi dispatch fees at Reagan National at the end of 2014 which was not fully accounted for in the 2015 budget. Taxi operating expenses decreased for 2016 by \$468 thousand due to the proper alignment of janitorial contract expenses between taxi cost centers and other cost centers at Reagan National.

Table 3-45(a): Reagan National Taxi

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Total Revenues	\$ 5,642	\$ 5,285	\$ 6,705	\$ 1,420	26.9%
Operating Expenses	<u>2,627</u>	<u>3,381</u>	<u>2,928</u>	<u>(453)</u>	(13.4%)
Net Income (Loss) Reagan National	<u>\$ 3,015</u>	<u>\$ 1,904</u>	<u>\$ 3,777</u>	<u>\$ 1,873</u>	98.4%

Table 3-45(b): Dulles International Taxi

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Total Revenues	\$ 5,078	\$ 4,675	\$ 4,913	\$ 238	5.1%
Operating Expenses	<u>2,141</u>	<u>2,337</u>	<u>2,322</u>	<u>(15)</u>	(0.7%)
Net Income (Loss) Dulles International	<u>\$ 2,937</u>	<u>\$ 2,338</u>	<u>\$ 2,592</u>	<u>\$ 254</u>	10.8%

Buildings

The Airports Authority owns and manages two office buildings at Dulles International. These buildings are 45025 Aviation Drive (commonly referred to as JP Morgan Building) and 45045 Aviation Drive (commonly referred to as Dulles East Building). Revenue is generated from tenant rent payments for office and storage space while expenses are incurred from utility expenses, janitorial services, building maintenance and building supplies. The net income or loss from the 2 buildings is reported under operating expenses for the Office of Real Estate in Consolidated Functions.

For 2016, total rent revenues for 45025 Aviation Drive increased by \$53 thousand over the 2015 budget due to new tenant contract agreements while operating expenses also increased by \$242 thousand to account for increases in contractual services. Total rent revenue for 45045 Aviation Drive for 2016 stayed flat but operating expenses increased by \$234 thousand due to an increase in contractual services.

Table 3-46: 45025 Aviation Drive Building

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Total Revenues	\$ 650	\$ 709	\$ 762	\$ 53	7.4%
Operating Expenses	<u>749</u>	<u>601</u>	<u>842</u>	<u>242</u>	40.2%
Net Income (Loss) 45025 Aviation Drive	<u>\$ (101)</u>	<u>\$ (102)</u>	<u>\$ (81)</u>	<u>\$ 21</u>	(21.0%)

Table 3-47: 45045 Aviation Drive Building

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Total Revenues	\$ 1,495	\$ 1,029	\$ 1,029	\$ 0	0.0%
Operating Expenses	<u>692</u>	<u>656</u>	<u>889</u>	<u>234</u>	35.6%
Net Income (Loss) 45045 Aviation Drive	<u>\$ 803</u>	<u>\$ 373</u>	<u>\$ 140</u>	<u>\$ (234)</u>	(62.6%)

Telecommunications

The telecommunications program provides voice and data services to both staff and tenants throughout the Airports Authority. Specific services include telephone, fax and internet services; Management services include 24 hour customer support, billing services and general operator services while Public Safety services includes 911 and Crash Net support services. Revenue is generated from charges for these services to tenants and operating expenses are incurred from contractual service payments to the service provider.

For 2016, the telecommunications program is expected to operate at break-even. This is achievable based on efforts underway to continuously monitor activity levels to ensure that targets are achieved and identifying opportunities that reduce the operating costs of the legacy phone system and associated services without any decline in customer service.

Table 3-48: Telecommunications

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Total Revenues	\$ 3,743	\$ 3,711	\$ 3,866	\$ 156	4.2%
Operating Expenses	<u>5,419</u>	<u>5,122</u>	<u>3,866</u>	<u>(1,256)</u>	(24.5%)
Net Income (Loss) Telecom	<u>\$ (1,676)</u>	<u>\$ (1,412)</u>	<u>\$ -</u>	<u>\$ 1,412</u>	(100.0%)

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Your Journey Begins With Us.

CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM

Program Summary

The COMIP provides for repair work at Reagan National and Dulles International, equipment and projects, snow removal, planning, improvements, and operational initiatives. The Airports Authority's share of NRR and current operating funds are the sources of funding for COMIP projects.

2016 Funding Requirements

The new 2016 program authority for COMIP totals \$39 million.

2016 Aviation Capital, Operating and Maintenance Investment Program

The COMIP provides for ongoing major repair work at the Airports, including airfield and roadway rehabilitation, utility system repairs, rehabilitation of buildings and equipment, in addition to Airports Authority initiatives.

2016 BUDGET
Metropolitan Washington Airports Authority

List of Projects

Projects are listed by Airport, grouped into major functional categories, and designated by funding source.

Reagan National

Table 3-49: Reagan National List of Projects

(dollars in thousands)	<u>New</u> <u>Authorization</u>
Reagan National	
Public Wireless Fidelity (WIFI)/Distributed Antenna System (DAS)	\$ 2,750
Reagan National Equipment 2016	1,290
South Hangar Line Bay Doors Rehabilitation	900
Passenger Loading Bridge (PLB) Rehabilitation	800
Airfield Sand Shed	725
Industrial Waste Drying Bed Upgrades	700
Replace Street Side Snow Chemical Facility	700
Public Safety DCA Equipment 2016	550
Snow Melters	550
Hill Complex Heating System	450
Replace Multi-User Flight Information Display System (MUFIDS)	450
Terminal Restorative Painting	400
Street Side Paving	400
Replacement of Various Security Cameras	300
Elevator Door Replacement in Terminals B/C	300
Terminal A Roof Rehabilitation	300
Hangar 3 Roof Rehabilitation	250
Recovered Aircraft Deicing Fluid (ADF) Storage Tank	250
Procurement Lifecycle System	250
Revenue and Branding Opportunities	250
Environmental Compliance	220
Consolidated Functions DCA Equipment 2016	145
Terminal B/C Club Mechanical Equipment Rooms Sealant	100
Full Replacement of Existing Interactive Employee Training System (IET)	75
Public Safety HazMat ID 360 Unit	30
Public Safety Mercury Vapor Detection Meters	11
Public Safety Replacement of Various 3 Self Contained Breathing Apparatus (SCBA) Test Stands	10
Total Reagan National	\$ <u>13,155</u>

Dulles International

Table 3-50: Dulles International List of Projects

(dollars in thousands)	<u>New Authorization</u>
Dulles International	
Airfield, Pavement Maintenance and Joint Sealing	\$ 3,300
Authority's Metrorail Contribution for Non-Passenger Facility Charges (PFC) Eligible Costs	3,040
Public Wireless Fidelity (WIFI)/ Distributed Antenna System (DAS)	2,750
Dulles International Equipment 2016	1,863
Audio/Visual Paging System Upgrade	1,750
Public Safety IAD Equipment 2016	1,206
Mobil Lounge/Planemate Interior Renovations/Enhancements and Equipment Modernization	680
Condenser Pumps Replacement at Utility Building - Phase I	650
Shop 3 Equipment Maintenance Building Expansion	650
Landside Roadway Rehabilitation	600
Replace and Install Multi-User Flight Information Display System (MUFIDS) - Main Terminal	600
Vehicle Storage Building Conversion to Maintenance Building Shop	560
Supervisory Control and Data Acquisition (SCADA) System Expansion - Phase I	500
Expansion Joint and Terrazzo Repair - Main Terminal	500
Kiosk 4 and Associated Baggage System Backup Power Improvements	500
Contingency Fund for Possible Utility Work in Concourse C/D	500
Public Parking Conversion to Employee Parking	400
Automatic Vehicle Locator (AVL)/Global Positioning System (GPS) for Parking Operations Shuttle	400
Shop 1 Heating Ventilation and Air Conditioning (HVAC) Improvements	400
Commercial Real Estate Site Development Planning	400
Wayfinding Signage Improvements	350
Main Terminal Ticket Counter Dynamic Signage	350
Public Parking Operations Enhancements - Phase II of III	325
Digital Dynamic Wayfinding Stations	310
Security Improvements Access Control (I Star) - Phase IV of V	300
Pedestrian Sidewalk Along Autopilot Drive	300
APM Facilities Rehabilitation	270
Elevated Taxiway Light Base Repairs	250
Procurement Lifecycle System	250
Revenue and Branding Opportunities	250
Elevators, Escalators and Moving Walks Rehabilitation	200
Closed Circuit Television (CCTV) Camera System Expansion - Main Terminal	200
Emergency Operations Center - Concourse B	200
Ramp Tower Voice Recording System	200
Runway Guard Light Control System Replacement	200
Automated Passport Control System	200
Consolidated Functions IAD Equipment 2016	145
Bus Maintenance Facility Improvements, Phase II	115
Carpet Replacement Program	100
Public Safety HazMat ID 360 Unit	30
Public Safety Mercury Vapor Detection Meters	11
Public Safety Replacement of Various 3 Self Contained Breathing Apparatus (SCBA) Test Stands	10
Total Dulles International	\$ 25,814
Total Metropolitan Washington Airports Authority	\$ 38,969

2016 BUDGET
Metropolitan Washington Airports Authority

Table 3-51: 2016 COMIP Equipment

(dollars in thousands)	<u>Quantity</u>	<u>New/Replace</u>	<u>New Authorization</u>
CONSOLIDATED FUNCTIONS			
PSD - Sport Utility Vehicles	9	Replace	\$ 285
Multifunctional Copiers	8	Replace	86
Digital Press Copier	1	Replace	70
PSD - Sedans	2	Replace	66
Utility Body Trucks	2	Replace	54
Sport Utility Vehicle	1	Replace	27
Total Consolidated Functions			<u>\$ 588</u>
REAGAN NATIONAL AIRPORT			
Public Parking - Shuttle Buses	5	Replace	\$ 2,546
Runway Snow Broom Trucks	2	Replace	960
PSD - Outboard Motor Boat	1	Replace	190
Fuel/Tanker - Truck	1	New	150
Backhoe	1	Replace	90
Utility Carts	11	Replace	90
PSD - Pick-up Truck	1	Replace	60
PSD - Passenger Van	1	Replace	60
PSD - Sedan	1	Replace	33
PSD - Sport Utility Vehicle	1	Replace	31
Public Parking - Pick-up Truck	1	Replace	30
Multifunctional Copiers	2	Replace	26
Total Reagan National			<u>\$ 4,266</u>
DULLES INTERNATIONAL AIRPORT			
PSD - Fire & Rescue Foam Unit	1	Replace	\$ 995
Snow Blower	1	Replace	700
Runway Broom	1	Replace	300
Dump Truck	1	Replace	275
Public Parking - Wrecker/Tow Trucks	2	Replace	140
Sport Utility Vehicles	3	Replace	112
Utility Body Trucks	2	Replace	104
Rotary Cutters/Tow Behind	2	Replace	90
Tractor	1	Replace	80
Crew Cab Truck	1	Replace	56
Passenger Van	1	Replace	40
Pick-up Truck	1	Replace	40
Turn Mowers	2	Replace	36
PSD - Sedan	1	Replace	35
Wheel Alignment Machine	1	Replace	30
Public Parking - Mini Van	1	Replace	27
Multifunctional Copiers	2	Replace	26
Total Dulles International			<u>\$ 3,086</u>
Total Metropolitan Washington Airports Authority			<u>\$ 7,940</u>

CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM
SUMMARY BY FUNDING SOURCE (dollars in thousands)

Proj Num	Description	Fund*	Carryover Balances as of 10/01/15	2016 New Authorization	Carryover Balances and 2016 New Authorization	Estimated OCT-DEC 2015	Expenditures	
							2016	2017-2020
CONSOLIDATED FUNCTIONS								
	Capital Fund	12	\$ 18,718	\$ -	\$ 18,718	\$ -	\$ 2,691	\$ 16,027
	TOTAL CONSOLIDATED FUNCTIONS		\$ 18,718	\$ -	\$ 18,718	\$ -	\$ 2,691	\$ 16,027
RONALD REAGAN WASHINGTON NATIONAL AIRPORT								
	Capital Fund	12	25,629	13,155	38,784	5,399	20,430	12,954
	TOTAL REAGAN NATIONAL		\$ 25,629	\$ 13,155	\$ 38,784	\$ 5,399	\$ 20,430	\$ 12,954
DULLES INTERNATIONAL AIRPORT								
	Capital Fund	12	\$ 81,866	\$ 25,814	\$ 107,680	\$ 15,503	\$ 45,696	\$ 46,481
	TOTAL DULLES INTERNATIONAL		\$ 81,866	\$ 25,814	\$ 107,680	\$ 15,503	\$ 45,696	\$ 46,481
METROPOLITAN WASHINGTON AIRPORTS AUTHORITY								
	Capital Fund	12	\$ 126,213	\$ 38,969	\$ 165,182	\$ 20,903	\$ 68,817	\$ 75,462
	TOTAL METROPOLITAN WASHINGTON AIRPORTS AUTHORITY		\$ 126,213	\$ 38,969	\$ 165,182	\$ 20,903	\$ 68,817	\$ 75,462

*Fund 12 - Capital Fund

CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM
 CONSOLIDATED FUNCTIONS (dollars in thousands)

Proj Num	Description	Fund*	Carryover		Carryover		Expenditures	
			Balances as of 10/01/15	2016 New Authorization	Balances and 2016 New Authorization	Estimated OCT-DEC	2015	2016
OTHER								
0605	Workforce Planning	12	\$ 1,000	\$ -	\$ 1,000	\$ -	\$ 250	\$ 750
0619	Consultant (Use & Lease Agreement)	12	410	-	410	-	-	410
10096	Document Management Support	12	200	-	200	-	200	-
10098	Claim Account Reserve	12	750	-	750	-	-	750
10291	Web Tech.-Psngr. Centric	12	883	-	883	-	883	-
10309	Legacy Technology Infrastructure	12	1,358	-	1,358	-	1,358	-
TBD	Rate Stabilization	12	9,000	-	9,000	-	-	9,000
10354	CF COMIP Consolidation	12	5,117	-	5,117	-	-	5,117
			<u>\$ 18,718</u>	<u>\$ -</u>	<u>\$ 18,718</u>	<u>\$ -</u>	<u>\$ 2,691</u>	<u>\$ 16,027</u>
Summary of Funding Source								
Capital Fund		12	\$ 18,718	\$ -	\$ 18,718	\$ -	\$ 2,691	\$ 16,027
TOTAL CONSOLIDATED FUNCTIONS FUNDING SOURCE			<u>\$ 18,718</u>	<u>\$ -</u>	<u>\$ 18,718</u>	<u>\$ -</u>	<u>\$ 2,691</u>	<u>\$ 16,027</u>

* Fund 12 - Capital Fund

CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM
REAGAN NATIONAL (dollars in thousands)

Proj Num	Description	Fund*	2010/01/15	Carryover Balances as of	2016 New Authorization	2016 New Authorization	Carryover Balances and 2016 New Authorization	Estimated OCT-DEC	Expenditures					
									2015	2016	2017-2020			
ROADS														
3186	Expansion Joint Replacement	12	\$	201	\$	-	\$	201	\$	113	\$	88	\$	-
3198	Bridge Pan Deck Repair	12		216		-		216		-		216		-
3199	Replace Old Street Light Poles	12		281		-		281		-		281		-
3203	Economy Lot Rehab/Satellite Lot Demo	12		500		-		500		-		200		300
BUILDINGS														
3080	Terminal B/C Structural Paint	12		5		400		405		4		202		200
3158	Operations Computer Room Rehabilitation	12		194		-		194		0		193		-
3160	Rehabilitation of Sanitary Force Main	12		832		-		832		68		300		465
3187	Repair Baggage Belt System	12		100		-		100		-		-		100
10103	Security Camera Digital Video Recorder Replacement	12		16		-		16		-		16		-
10104	Terminal A Restroom Renovations	12		24		-		24		-		24		-
10246	Passenger Loading Bridge (PLB) Rehabilitation	12		-		800		800		-		800		-
10250	South Hangar Line Bay Doors Rehabilitation	12		79		900		979		-		600		379
10328	Terminal B-C Consolidation	12		149		-		149		15		134		-
10369	Terminal A Elevator Upgrade	12		624		-		624		-		624		-
10379	Terminal B/C HVAC Energy Efficiency Improvements	12		550		-		550		300		250		-
	New Elevator door replacement in Terminals B/C	12		-		300		300		-		300		-
	New Hangar 3 Roof Rehabilitation	12		-		250		250		-		250		-
	New Terminal A Roof rehabilitation	12		-		300		300		-		250		50
	New Replace street side Snow Chemical Facility	12		-		700		700		-		150		550
	New Terminal B/C Club Mechanical Rooms Sealant floor sealant	12		-		100		100		-		100		-
	New Replace Multi-User Flight Information Display Systems (MUFIDS)	12		-		450		450		-		300		150
AIRFIELD FACILITIES														
3176	Airfield Pavement	12		1,058		-		1,058		900		158		-
10251	Redundant Power Feed for Airfield NAVAIDS	12		351		-		351		-		351		-
10370	Streetside Snow Chemical Facility	12		125		725		850		-		850		-
	New Recovered Aircraft Deicing Fluid (ADF) Storage Tank	12		-		250		250		-		250		-
PARKING FACILITIES														
10109	Garage A Elevator Rehabilitation	12		551		-		551		-		551		-
10110	Garage Seal Coat	12		125		-		125		-		-		125
UTILITY SYSTEMS														
3082	Electronic Information Modification	12		240		-		240		30		210		-
3206	South Sewer Pump House Rehabilitation	12		205		-		205		-		205		-
10112	Electrical Coordination Study	12		144		-		144		67		77		-
10113	Cooling for Terminal B/C Electrical Substations	12		450		-		450		-		-		450
10116	Flight Kitchen Fire Alarm Panel Replacement	12		150		-		150		-		150		-
10373	Hill Complex Heating System	12		16		450		466		16		450		-

2016 BUDGET
Metropolitan Washington Airports Authority

CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM
REAGAN NATIONAL

Proj Num.	Description	Fund*	Carryover Balances as of 10/01/15	2016 New Authorization	Carryover Balances and 2016 New Authorization	Estimated OCT-DEC 2015	Expenditures	
							2016	2017-2020
OTHER								
3014	Commercial Program Investment	12	1,377	-	1,377	100	600	677
3061	Capital Equipment & Facility Repair Projects	12	187	-	187	40	147	-
3073	Snow Removal Program	12	1,980	-	1,980	-	-	1,980
3102	Environmental Compliance Program	12	489	220	709	185	262	262
3128	Planning/Programming Studies	12	578	-	578	-	578	-
3154	Arts Program	12	103	-	103	-	-	103
3215	Capital Equipment and Facility Projects	12	354	-	354	298	56	-
10126	Safety Management Systems (SMS)	12	150	-	150	-	150	-
10128	2012 Reagan National Equipment	12	430	-	430	256	174	-
10135	Curbside Signage for Taxi Dispatch Operation - Taxi Operations	12	80	-	80	-	80	-
10239	ARFF Vehicle Replacement	12	163	-	163	31	132	-
10254	Reagan National Security Enhancements	12	333	-	333	-	333	-
10258	Security Identification Display Area (SIDA) APC Panel Replacement	12	180	-	180	-	180	-
10305	Technology Infrastructure	12	2,156	-	2,156	178	1,200	777
10306	Technology Business Collaboration	12	2,707	-	2,707	1,551	578	578
10312	2014 ARFF Vehicle Replacement	12	1,191	-	1,191	891	299	-
10332	2014 Reagan National Equipment	12	474	-	474	320	155	-
10361	Snow Melters	12	-	550	550	-	550	-
10368	Replacement of Self Contained Breathing Apparatus - Second Alarm Cache	12	120	-	120	-	120	-
10371	Industrial Waste Drying Bed Upgrades	12	95	700	795	-	795	-
10403	Street Side Paving	12	154	400	554	37	400	116
	New Replacement of various security cameras	12	-	300	300	-	300	-
	New Public Wireless Fidelity (WIF) / Distributed Antenna System (DAS)	12	-	2,750	2,750	-	1,750	1,000
	New Public Safety HazMat ID 360 Unit	12	-	30	30	-	30	-
	New Public Safety Mercury Vapor Detection Meters	12	-	11	11	-	11	-
	New Public Safety Replacement of various 3 Self Contained Breathing Apparatus (SCBA) Test Stands	12	-	10	10	-	10	-
	New Procurement Lifecycle System	12	-	250	250	-	250	-
	New Revenue and Branding Opportunities	12	-	250	250	-	250	-
	New 2016 Reagan National Equipment	12	-	1,290	1,290	-	1,290	-
	New 2016 Public Safety DCA Equipment	12	-	550	550	-	550	-
	New 2016 Consolidated Functions DCA Equipment	12	-	145	145	-	145	-
	TBD Upgrade Interactive Employee Training Systems	12	15	75	90	-	90	-
	TBD Ground Transportation Curbside Technology Enhancements Systems	12	250	-	250	-	250	-
	TBD DCA-PSD Capital Equipment	12	86	-	86	-	86	-
	TBD Terminal A Curbside Rehabilitation	12	250	-	250	-	100	150
	10355 Reagan National COMIP Consolidation	12	4,541	-	4,541	-	-	4,541
	TOTAL REAGAN NATIONAL		\$25,629	\$ 13,155	\$ 38,784	\$ 5,399	\$20,430	\$ 12,954
	Summary of Funding Source							
12	Capital Fund		\$25,629	\$ 13,155	\$ 38,784	\$ 5,399	\$20,430	\$ 12,954
	TOTAL REAGAN NATIONAL FUNDING SOURCE		\$25,629	\$ 13,155	\$ 38,784	\$ 5,399	\$20,430	\$ 12,954

* Fund 12 - Capital Fund

CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM
DULLES INTERNATIONAL (dollars in thousands)

Proj _Num_	Fund*	Description	Carryover Balances as of		2016 New Authorization		2016 Authorization		Estimated OCT-DEC		Expenditures	
			10/01/15	93 \$	93 \$	600	1,335	181	181	2015	2016	2017-2020
ROADS												
3852	12	Horsepen Lake/Marriott Lake Dam Rehabilitation		93			93		18	76		
3853	12	Landside Roadway Rehabilitation		735	600	1,335		505	830			
3854	12	Rehabilitation/Repair Access Highway Bridges		1,781		1,781		87	400	1,294		
3870	12	Guardrail Maintenance & Rehab, Dulles Airport Access Highway		753		753		50	150	553		
10243	12	Roadway Signage Rehab		594		594		265	330			
BUILDINGS												
3597	12	Rehabilitate Cargo Buildings		102		102		87	15			
3707	12	Baggage Belt Rehabilitation		101		101		50	51			
3731	12	Reroof Buildings		540		540			200	340		
3743	12	Authority-Owned Jet Bridge Modifications		502		502		41	300	162		
3759	12	Airline Space Relocation		500		500			250	250		
3760	12	Baggage Belt Replacement (Claims 3&4)		129		129		34	95			
3780	12	New Facility Start-Up		1,051		1,051		765	286			
3799	12	Fueling Station Improvements - Shop 2		1,102		1,102		1,102				
3856	12	Buy-out of Airports Authority Permitted Space (Conc B/D)		500		500		250	250			
3866	12	New Facility Start-Up and Fitout		658		658		147	311	200		
3867	12	Elevators, Escalators and Moving Walks Rehabilitation		352	200	552		211	341			
3868	12	Capital Equipment and Facility Projects		641		641		541	100			
3869	12	Shop 3 Equipment Maintenance Building Expansion		553	650	1,203			900	303		
3882	12	Vehicle Storage Building Conversion to Maintenance Building Shop		556	560	1,116			800	316		
3883	12	Salt/Sand Facility Rehabilitation - Corrosion Issues		99		99		99				
3884	12	MUFIDS Installation, Main Terminal		553	600	1,153		108	745	300		
3886	12	Carpet Replacement Program		410	100	510		331	179			
10138	12	Dulles East Building Rehabilitation Ph. I		55		55		55				
10140	12	45025 Aviation Drive - HVAC System Connection to - EMCS		295		295		183	113			
10317	12	Dulles East Building Boiler and Chiller Replacement		172		172		37	135			
10318	12	Dulles East Building Perimeter Fan Coil Unit Replacement - Ph. I		495		495		181	314			
10343	12	Commercial Vehicle Lane Curbside Enhancements		1,000		1,000		68	800	132		
10383	12	Main Terminal Pedestrian Door Sensor Replacement Phase I of II		100		100			100			
10384	12	Main Terminal Pedestrian Door Sensor Replacement Phase II of II		150		150			150			
10388	12	CCTV Camera System Expansion - Main Terminal		375	200	575		359	216			
10389	12	Dress Alarm System Installation - Main Terminal		175		175			175			
10390	12	Security/Access System Enhancements		175		175			175			
10393	12	Emergency Operations Center, Concourse B		300	200	500		75	425			
10418	12	Concourse B Holdroom Modifications		275		275			275			
10421	12	Main Terminal Ticket Counter Dynamic Signage			350	350		50	300			
10422	12	Digital Dynamic Wayfinding Stations, Main Terminal		75	310	385			385			
10424	12	Bus Maintenance Facility Improvements, Phase II		250	115	365		151	214			
10442	12	Commercial Real Estate Site Development Planning		300	400	700			300	400		
10444	12	Commercial Real Estate Leaseholds - Tenant Improvements and Leasing		1,000		1,000			500	500		
New	12	Wayfinding Signage Improvements			350	350			350			
New	12	Condenser Pumps Replacement at Utility Building - Ph. I			650	650			650			
New	12	APM Facilities Rehabilitation			270	270			270			
New	12	Expansion Joint & Terrazzo Repair - Main Terminal			500	500			100	400		
TBD	12	Commercial Real Estate Professional Services		690		690			345	345		
TBD	12	Rudder Road & Ariane Way Inter. Improv. for 2nd Gas Station and Food Court		250		250			250			
TBD	12	Dulles Lake Commercial Lots - Utilities for 2nd Gas Station and Food Court		250		250			250			

CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM
DULLES INTERNATIONAL (dollars in thousands)

Proj Num	Description	Fund*	Carryover Balances as of 10/01/15	2016 New Authorization	Carryover Balances and 2016 New Authorization	Estimated OCT-DEC	Expenditures	
							2015	2016
AIRFIELD FACILITIES								
3593	Airfield Pavement Maintenance and Joint Sealing Repairs	12	923	3,300	4,223	800	3,300	123
3710	Airfield Storm Sewer Inlet Erosion Repairs	12	740	-	740	173	567	-
3837	Taxilane A, B, & C Trench	12	1,503	-	1,503	70	1,432	-
New	Runway Guard Light Control System Replacement	12	-	200	200	-	200	-
New	Elevated Taxiway Light Base Repairs	12	-	250	250	-	250	-
PARKING FACILITIES								
10167	Public Parking Operations Enhancements	12	481	325	806	84	522	200
New	Automatic Vehicle Locator (AVL)/Global Positioning System (GPS) for Parking Ops. Shuttle Buses	12	-	400	400	-	400	-
New	Public Parking Conversion to Employee Parking	12	-	400	400	-	400	-
UTILITY SYSTEMS								
3679	Global Positioning System Field Data	12	114	-	114	64	25	25
3735	Federal Compliance Law	12	16	-	16	-	16	-
3765	Electrical Unit Substation Replacement	12	281	-	281	-	281	-
3766	Replace Electrical Feeder Laterals	12	102	-	102	-	102	-
3805	HVAC Improvements (Shop 1, 2 & Metal Shop)	12	222	-	222	-	222	-
3859	Energy Assistance Program	12	3,000	-	3,000	-	-	3,000
3871	Arc Flash Hazard Analysis - Implementation, Phase II	12	91	-	91	-	91	-
4887	Electrical Unit Substation Rehabilitation	12	293	-	293	-	293	-
10148	HVAC Improvements (Shop 1 and Vehicle Body Shop)	12	662	400	1,062	150	912	-
10149	Roof Top Unit (RTU) Replacement Program	12	420	-	420	-	210	210
10150	Safety Management Systems (SMS) Plan	12	150	-	150	-	150	-
10151	Security Improvements Access Control (ISTAR and Biometrics)	12	570	300	870	393	477	-
10158	Concourse C/D HVAC Building Automation System (BAS) Network	12	133	-	133	12	121	-
10244	Audio/Visual Paging System Upgrade	12	479	1,750	2,229	12	1,750	468
10382	Concourse C FIS HVAC System Rehabilitation	12	150	-	150	150	-	-
10385	Building Lighting Control System Repl. - Main Terminal & Concourse A/B	12	100	-	100	-	100	-
10441	Dynamic Zone Sign Installation	12	1,124	-	1,124	-	1,124	-
New	Ramp Tower Voice Recording System	12	-	200	200	-	200	-
New	Supervisory Control And Data Acquisition (SCADA) System Expansion - Ph. I	12	-	500	500	-	500	-
OTHER								
3547	Commercial Programs Investments	12	669	500	1,169	107	562	500
3698	Snow Removal Program	12	3,548	-	3,548	-	-	3,548
3746	Environmental Compliance Program	12	1,030	-	1,030	267	763	-
3770	Planning/Programming Studies	12	576	-	576	178	398	-
3775	2006 Equipment & Facility Repair Maintenance Projects	12	53	-	53	48	6	-
3827	2008 Equipment & Facility Repair Projects	12	129	-	129	21	108	-
3828	Arts Program	12	287	-	287	-	287	-
3876	Collateral Land Support	12	300	-	300	100	200	-
3878	Air Service Incentive Program	12	2,500	-	2,500	-	1,800	700
3895	Plane-Mate HED Lift Controller System Upgrade	12	425	-	425	-	175	250
3896	Aero Train Safety and Security Oversight	12	167	-	167	20	148	-
3899	Public Safety - Firefighting Turret	12	10	-	10	10	-	-
10019	Regional Air Passenger Survey	12	100	-	100	-	100	-
10102	Authority's MetroRail Contribution for Non-PFC Eligible Costs	12	18,914	3,040	21,954	-	-	21,954
10161	2013 Dulles International Equipment	12	946	-	946	194	752	-

CAPITAL OPERATING AND MAINTENANCE INVESTMENT PROGRAM
DULLES INTERNATIONAL (dollars in thousands)

Proj Num	Description	Fund*	Carryover Balances as of 10/01/15	2016 New Authorization	Carryover Balances and 2016 New Authorization	Estimated OCT -DEC 2015	Expenditures	
							2016	2017-2020
OTHER (continued)								
10162	Mobile Command Post Vehicle (split between DCA and IAD)	12	11	-	11	-	11	-
10209	CAD2CAD Dispatch System	12	20	-	20	-	20	-
10211	Fire Truck - Twin Agent Unit	12	24	-	24	-	24	-
10219	Design Support Services	12	250	-	250	-	250	-
10241	2013 Capital Equipment and Facility Repair Projects	12	1,024	-	1,024	371	653	-
10242	Dulles East Building Substation Replacement	12	693	-	693	-	-	-
10249	IAD Security Camera Project C/D	12	11	-	11	-	-	-
10305	Technology Infrastructure	12	2,156	-	2,156	178	1,200	777
10306	Technology Business Collaboration	12	2,707	-	2,707	1,551	578	578
10307	2014 Dulles International Equipment	12	15	-	15	-	-	-
10308	Lift Net Installation at Concourse A Bridge and Concourse C FIS	12	284	-	284	50	234	-
10319	Ambulance Replacement	12	23	-	23	-	-	-
10320	Fire Pumper Replacement (#380)	12	899	-	899	-	-	-
10321	Automated Passport Control System	12	382	200	582	-	582	-
10366	Emergency Medical Services Cardiac Monitor/Defibrillators	12	15	-	15	-	15	-
10368	Replacement of Self Contained Breathing Apparatus - Second Alarm Cache	12	120	-	120	120	-	-
10378	2015 Dulles International Equipment	12	2,204	-	2,204	1,956	249	-
10394	Independent Vulnerability/Security Analysis	12	150	-	150	-	150	-
10395	Ultraviolet Infrared(UVR)Fire Detect. Retro-Com.of Z-Gates, Conc A&C-30	12	50	-	50	33	17	-
10402	Tree/Obstacle Mitigation, Ph. I of III	12	200	-	200	30	170	-
10410	Western Lands Development	12	1,754	-	1,754	1,023	731	-
10419	JP Morgan Chase Fire Alarm System Replacement	12	100	-	100	50	50	-
10420	Dulles East Building Fire Alarm System Replacement	12	100	-	100	50	50	-
New	Mobile Lounge/Planemate Interior Renovations/Enhancements & Equip. Modernization	12	-	680	680	-	680	-
New	Pedestrian Sidewalk along Autopilot Drive	12	-	300	300	-	300	-
New	Kiosk 4 & Associated Baggage System Back-UP Power Improvements	12	-	500	500	-	500	-
New	Public Wireless Fidelity (WiFi)/Distributed Antenna System (DAS)	12	-	2,750	2,750	-	1,750	1,000
New	Public Safety HazMat ID 360 Unit	12	-	30	30	-	30	-
New	Public Safety Mercury Vapor Detection Meters	12	-	11	11	-	11	-
New	Public Safety Replacement of various 3 Self Contained Breathing Apparatus (SCBA) Test Stands	12	-	10	10	-	10	-
New	Procurement Lifecycle System	12	-	250	250	-	250	-
New	Revenue and Branding Opportunities	12	-	250	250	-	250	-
New	2016 Dulles International Equipment	12	-	1,863	1,863	-	1,863	-
New	2016 Public Safety IAD Equipment	12	-	1,206	1,206	-	1,206	-
New	2016 Consolidated Functions IAD Equipment	12	-	145	145	-	145	-
TBD	LTF Water Lateral/ Hydrant/ Cistern Connection	12	50	-	50	-	50	-
TBD	PSD-IAD Capital Equipment	12	1,327	-	1,327	-	1,327	-
10356	Dulles International COMIP Consolidation	12	7,404	-	7,404	-	7,404	-
TOTAL DULLES INTERNATIONAL			\$ 81,866	\$ 25,814	\$ 107,680	\$ 15,503	\$ 45,696	\$ 46,481
Summary of Funding Source								
Capital Fund			\$ 81,866	\$ 25,814	\$ 107,680	\$ 15,503	\$ 45,696	\$ 46,481
TOTAL DULLES INTERNATIONAL FUNDING SOURCE			\$ 81,866	\$ 25,814	\$ 107,680	\$ 15,503	\$ 45,696	\$ 46,481

* Fund 12 - Capital Fund

Capital, Operating and Maintenance Investment Program

The amount shown with the project description is the total current cost estimate for the project.

Consolidated Functions

Other

0605 Workforce Planning, \$1,221,000. Various segments of the organization's workforce analysis benefits and workforce pay structures and other compensation will be evaluated and potentially adjusted.

0619 Consultant (Support for Use & Lease Agreement, Legal, FA), \$1,750,000. Provides consultant support as we progress to a new airline use and lease agreement

10096 Document Management Support, \$200,000. This computer system will track and store electronic documents and/or images of paper documents.

10098 Claim Reserve Account, \$750,000. This project will reserve funds in the event of any extraordinary insurance and legal claims.

10291 Web Technology Passenger Centric, \$950,000. This project includes the identification, design and implementation of emerging web technologies that directly impact passenger centric services and interfaces.

10309 Legacy Technology Infrastructure, \$3,278,047. This project includes the replacement of several key technologies that have aged over time within the Authority.

TBD Rate Stabilization, \$9,000,000. This project could be used for future rate stabilization.

10354 COMIP Consolidation, \$5,117,233. This project includes prior year funding from projects where the work is complete and the remaining balance is no longer required or the project is no longer required. This project will be used to fund unanticipated requirements as they arise. Authorization by the CEO through the Budget Office is required.

The amount shown with the project description is the total current cost estimate for the project.

Ronald Reagan Washington National Airport

Roads

3186 Expansion Joint Replacement, \$640,000. This multi-year project will replace expansion joints throughout Garages A, B and C. Failure of expansion joint material compromises the structural integrity of the concrete decks and allows the infiltration of water and other debris to fall to the lower levels.

3198 Bridge Pan Deck Repair, \$250,000. This project replaces damaged sections of the Terminal B/C bridge pan deck, columns and replaces expansion joint. Water and chemical infiltration due to failing expansion joints have oxidized portions of the bridge pan deck. Failure to make the necessary repairs could compromise the integrity of the deck and allow for the infiltration of water and other debris to fall below.

3199 Replace Old Street Light Poles, \$400,000. This project funds Phase 2 of a multi-year project to replace deteriorating street light poles and foundations at various locations on the airport. The metal bases have deteriorated over time due to weathering and winter chemical treatments. Due to the current condition of these metal bases MA-120 has removed some units to ensure the safety of the traveling public.

3203 Economy Lot Rehab, \$500,000. This project funds asphalt pavement repairs in the Economy Lot and entrance reconfiguration.

Buildings

3080 Terminal B/C Structural Paint, \$1,421,000 (Fund 12 - \$1,356,000; Fund 10 - \$65,000). The metal components of Terminal B/C are beginning to show signs of rust due to weathering. This project will continue a multi-year program to paint the exterior surfaces of the terminal. Terminal B/C is approximately 18 years old and major corrosion prevention and control efforts are now routinely required.

3158 Operations Computer Room Rehabilitation, \$858,000. Due to the increasing number of network components needed to support Reagan National operations, the existing space will need to be expanded and rehabilitated to accommodate future growth. This project will install a dry chemical fire suppression system, upgrade the existing electrical power service and air conditioning system, and purchase a new uninterrupted power source system.

3160 Rehabilitation of Sanitary Force Main, \$900,000. This project will provide a slip-lining rehabilitation on the existing main 16-inch sanitary force main that transports all the sewage from Reagan National to Arlington County. The initial funding allocation provides for study and design.

3187 Repair Baggage Belt System, \$100,000. This project is part of a phased program to rehabilitate the baggage belt systems in the passenger terminals. New work includes replacement of motors, motor mount brackets and removing obstructions that interfere with preventative maintenance.

10103 Security Camera Digital Video Recorder Replacement, \$200,000. This project will fund the procurement of two network video recorders to replace the remaining five of the original digital video recorders for the security camera system, which are at the end of their useful, serviceable life.

2016 BUDGET

Metropolitan Washington Airports Authority

10104 Terminal A Restroom Renovations, \$940,000. This project will provide funding for the design and renovation of two sets of restrooms located on the concourse level of Terminal A.

10246 Passenger Loading Bridge (PLB) Rehabilitation, \$1,659,000. This multi-year project will upgrade the motor drives and tires on 35 Authority owned PLBs. Work will include the replacement of the existing D.C. drives with A.C. drives, replace the air-filled tires with solid rubber wheels, and replace the original ball screws, APUs and GPUs on each gate.

10250 South Hangar Line Bay Doors Rehabilitation, \$1,400,000. This multi-year project funds for the rehabilitation of the large hangar bay doors. Work will include brake replacement, roller and guide replacement, weather seal installation, and rehabilitation of cables and motors for Hangars 2, 3, 4, 6 and 7.

10328 Terminal B-C Consolidation, \$200,000. This project will focus on the consolidation of several different aspects of Terminal B and Terminal C in Reagan National.

10369 Terminal A Elevator Upgrades, \$701,000. This project will refurbish the two oldest elevators in Terminal A (adjacent to the historic lobby and the USO). The units will be upgraded to be in compliance with current mechanical and ADA codes.

10379 Terminal B/C HVAC Energy Efficiency Improvements, \$550,000. This project is the initial phase of a multiyear project to add airside economizer equipment and controls to reduce cooling load. Add CO2 and CO monitors to control fresh air intake volume. Add variable frequency drives (VFDs) to air handling unit fans and secondary chilled water pumps to improve efficiency.

New Elevator Door Replacement in Terminals B/C, \$300,000. This project is to replace the elevator doors in Terminal B/C. These elevators were installed in 1996 and are experiencing a higher frequency of breakdowns due to recurring damage from luggage and luggage cart strikes.

New Hangar 3 Roof Rehabilitation, \$250,000. This project is to replace the existing roof that was installed 25 years ago that is showing signs of deterioration and it is leaking requiring frequent patches.

New Terminal A Roof Rehabilitation, \$300,000. This project is to replace the existing roof that was originally installed in the late 60's.

New Replace Street Side Snow Chemical Facility, \$700,000. This project is to replace the street side snow chemical facility. The poor structural condition of the building poses a safety hazard to employees and the public requiring replacement facility.

New Terminal B/C Club Mechanical Rooms Sealant Floor Sealant, \$100,000. These MER's are located on the Ticket Level directly above the Security Check Points at each pier. When leaks occur in the MER's, they seep through the floor into the Checkpoint area on passengers, employees, equipment and floor creating an unsafe condition.

New Replace Multi-User Flight Information Display Systems (MUFIDS), \$450,000. This project is for the purchase of 150 new monitors to replace existing MUFID hardware.

Airfield Facilities

3176 Airfield Pavement, \$3,100,000. This project provides funding for cyclical, preventive and corrective maintenance services. Over time the existing airfield pavements deteriorate due to aircraft loading and weathering. In order to keep our pavements in compliance with the FAA funding, this is needed to ensure these areas are safe and structurally sound. Funds will be used to replace concrete panels in the aircraft gate pad alleys of Terminal B/C and on the Taxiway Bravo holding pad.

10251 Redundant Power Feed for Airfield NAVAIDs, \$450,000. This project provides a redundant power feed to the new FAA facilities (ALSF, ASDE-X, Glide slope) relocated by the RW 1-19 expansion project.

10370 Streetside Snow Chemical Facility \$970,000 (Fund 12 - \$850,000; Fund 10 - \$120,000). This new facility will be designed for the proper storage of corrosive chemicals and improved loading operations during snow events.

New Recovered Aircraft Deicing Fluid (ADF) Storage Tank, \$250,000. This project is to recover ADF during and after deicing operations to minimize the amount of glycol entering the Reagan National storm drainage system. Recovered ADF is currently stored in frac tanks before being shipped to Dulles International for distillation and recycling.

Parking Facilities

10109 Garage Elevator Rehabilitation, \$551,000. This project funds the replacement of all elevator controllers, traveling cables, hatch switches, selectors, drive units, and car top operating devices on four elevators in Garage A.

10110 Garage Seal Coat, \$125,000. This project will fund the sealing of the top deck at Garages A, B, and C. These treatments are needed in order to prevent damage caused by snow treatment chemicals and to prevent calcium deposits on vehicles on the lower deck.

Utility Systems

3082 Electronic Information Modification, \$4,425,000. This project upgrades several electronic systems in Terminal B/C that are no longer supported by the manufacturer or no longer under warranty. These systems include electronics used to operate the MUFIDS, public address system, and the master clock. This project will fund the purchase of 437 LCD monitors to replace the existing CRT in the public and gate areas and Digital Data Controllers (DDC).

3206 South Sewer Pump House Rehabilitation, \$250,000. This multiple year project rehabilitates the South Sewer Pump House (SSPH). Phase I will include a study to determine both short- and long-term projects to improve reliability and efficiency of the system as well as replace pumps and motors. Failure of the SSPH could lead to the discharge of raw sewage into Terminals A, B, and C.

10112 Electrical Coordination Study, \$300,000. This project will fund a study to coordinate the electrical loads from the North Substation to their lowest downstream panels to ensure that proper fault protection is in place to prevent a switchgear failure in the North Substation.

2016 BUDGET

Metropolitan Washington Airports Authority

10113 Cooling for Terminal B/C Electrical Substations, \$450,000. This project will modify three existing air handling units to provide cooling to Electrical Substations 1, 2, and 3 in Terminals B and C. These substations require additional cooling to maintain a proper equipment operating temperature.

10116 Flight Kitchen Fire Alarm Panel Replacement, \$150,000. This project funds for the replacement of the fire alarm panel in the Sky Chefs facility.

10373 Hill Complex Heating System, \$582,000 (Fund 12 - \$475,000; Fund 10 - \$107,000) This project will replace some of the original underground piping that provides heat to the Hill complex offices.

Other

3014 Commercial Program Investment, \$3,919,000. This project will fund commercial program initiatives that help increase the value of the Airport's facilities. Some initiatives include: retail, food and beverage facility improvements, installation of commercial signage, architectural services to review concessionaires, and designs for store fronts and store layouts, and other improvements that are part of the initiative. As tenant leases expire, infrastructure modifications may be required to attract new tenants. This may include relocation of utilities, facility enhancements, and incentives to attract prospective tenants. This project will also provide funds to meet contractual obligations to food and beverage management companies.

3061 Capital Equipment and Facility Repair Projects, \$3,000,000. These funds will be used to purchase critical capital equipment and complete facility repair projects.

3073 Snow Removal Program, \$2,463,400. This project provides funding for snow removal requirements, excluding personnel related costs, during extraordinary snow events.

3102 Environmental Compliance Program, \$3,273,544. These funds will be used to continue an ongoing environmental management program. The statutory requirements, which are regulated by federal and state agencies, stipulate that the Airports Authority permit, update, monitor and assess environmental impacts. The following compliance programs are included: water quality, deicing/anti-icing runoff, pollution prevention, underground and above ground storage tanks, energy initiatives and air quality.

3128 Planning & Programming Studies, \$1,050,000. This project provides funding for planning and programming related to facilities rehabilitation, reuse, or expansion anticipated to be of a COMIP scale or content.

3154 Arts Program, \$225,000. This project will provide the establishment of the Arts Master Plan and Archival Program for Reagan National.

3215 Capital Equipment and Facility Project, \$1,479,000. This project funds various replacements of capital equipment and facility projects in support of Reagan National's operations.

10126 Safety Management Systems (SMS) Plan, \$150,000. This project supports the plan, design and implementation of a SMS.

10128 2012 Reagan National Equipment, \$1,320,000. These funds will be used to purchase critical capital equipment and complete facility repair projects.

10135 Curbside Signage for Taxi Dispatch Operation, \$80,000. This project will provide funding for the curbside signage for the taxi dispatch operation. This signage will alert passengers to prevailing conditions with taxi availability.

10239 ARFF Vehicle Replacement, \$1,100,000. This project provides funding to replace the 1989 ARFF vehicle, Foam 356.

10254 Reagan National Security Enhancements, \$700,000. This multi-year project will harden and upgrade our perimeter security system and convert existing analog cameras to IP mega-pixel cameras with-in the facility.

10258 Security Identification Display Area (SIDA) APC Panel Replacements, \$300,000. This multi-phased project will support the airports transition to a new security access technology. The existing system is at capacity due to the increasing numbers of badge holders. This new system will provide more capacity and provides a platform for more advanced access control applications. This project is the third phase of a multi-year project to transition to the latest security access control system. The current system has reached end of life and will not be supported by the manufacturer in the near term.

10305 Technology Infrastructure (Infrastructure Improvements), \$3,609,000 (Fund 12 - \$2,934,000; Fund 10 - \$675,000). Funds to study existing LAN/WAN infrastructure architecture (data, telecommunications, radio) across both campuses develop and implement more efficient architecture. The existing Data Centers across the Office of Technology consolidate to improve efficiencies, reduce power requirements, and reduce carbon footprint. New data centers, servers, routers, switches, and additional fiber connectivity will be purchased. This is Phase I of an III phase program. An IT Information Library (ITIL) Study and Gap Analysis to develop an ITIL framework will be conducted. Additionally, funds will also be used to improve wireless access for Airports Authority users, enhance web-based training for employees, and enable 800MHz radio service via mobile devices. This is Phase I of an III phase program.

10306 Technology Business Collaboration, \$5,756,000 (Fund 12 - \$4,653,000; Fund 10 - \$1,103,000). The Enterprise Application Roadmap and its subsequent implementation will provide a more tightly integrated set of applications than operate currently supported software, address security risks, and are more cost effective to maintain. Funds for Phase I of an III phase program will be used for ongoing operation and maintenance of Oracle ERP (EBS, PropWorks, OBIEE), and enhancement of the ERP and PropWorks system to include technology and application upgrades. A study and implementation of a data warehouse(s) system which will enable the Authority to make better use of data via trending reports and market analysis for business users are also funded.

10312 2014 ARFF Vehicle Replacement, \$1,200,000. This project provides funding to replace an aged ARFF vehicle at Reagan National.

10332 2014 Reagan National Equipment, \$580,000. These funds will be used to purchase critical equipment and complete facility repair projects.

10361 Snow Melters, \$1,085,000. This equipment will provide additional resources needed to remove snow and reopen Reagan National after a weather event.

10368 Replacement of Self-contained Breathing Apparatus, Second Alarm Cache, \$120,000. This project will replace the existing SCBA Second Alarm Cache as they are the oldest fire and rescue emergency back-up supply inventory.

2016 BUDGET

Metropolitan Washington Airports Authority

10371 Industrial Waste Drying Bed Upgrades, \$795,250. This project will upgrade the current Industrial Waste Drying Bed that is aging and in need of repair.

10403 Street Side Paving, \$600,000. This project is the initial phase of a multiyear project for landside asphalt maintenance paving with an emphasis on the Economy and Employee parking lot areas.

New Replacement of various security cameras, \$300,000. This project is required to ensure continuity of ongoing security activities at Reagan National in compliance with 49 CFR 1542 and industry standards. Due to the age of analog cameras, they are experiencing a high rate of failure and need to be replaced.

New Public Wireless Fidelity (WIFI) / Distributed Antenna System (DAS), \$2,750,000. This project provides for the assessment, design and business case evaluation to implement a public Wi-Fi infrastructure throughout both airport campuses. The project includes the planning for a phased implementation and associated operational and sustainment support services.

New Public Safety HazMat ID 360 Unit, \$30,000. This project is for the Fire Rescue Department hazardous material response teams use these kits to assist with rapid identification of unknown substances.

New Public Safety Mercury Vapor Detection Meters, \$11,000. This project is for the Fire Rescue Department hazardous material response teams use these kits to assist with rapid identification of unknown substances.

New Public Safety Replacement of various 3 Self Contained Breathing Apparatus (SCBA) Test Stands, \$10,000. These test stands are used by the Self Contained Breathing Apparatus Technicians for the annual SCBA Flow Testing of all department owned SCBA to ensure that the equipment meets OSHA & NFPA certification requirements.

New Procurement Lifecycle System, \$250,000. The procurement lifecycle will provide an automated tool to track procurement requirements from their conception through completion. The first phase of the system will automate the procurement planning process, allowing user departments to enter and update their forecasted procurement activities in real-time and will provide them with automated notices when forecasted milestones have been reached without further input. The forecasted procurement data will be used to create the Quarterly Acquisition Report which is prepared for the Board. Later phases of the project will include procurement solicitation activities and post award administration.

New Revenue and Branding Opportunities, \$250,000. This project provides funding for various revenue enhancements including opportunities in concession and airline revenue generation. Additionally funds will be used for various Airports Authority branding initiatives.

2016 Reagan National Equipment, \$1,984,000. This project is the approved purchase of replacement equipment at Reagan National.

TBD Upgrade Interactive Employee Training System, \$75,000. This project will replace the existing IET (Interactive Employee Training) work stations and videos. Hardware is beyond useful life and needs to be replaced to improve efficiency of training process.

TBD Ground Transportation Curbside Technology Enhancements Systems, \$250,000. This project will update the current curbside area for newer, more technology based transportation couriers such as Uber, Lyft, etc.

TBD Reagan National-PSD Capital Equipment \$243,804. This project is for 2014 approved equipment purchases.

TBD Terminal A Curbside Rehabilitation, \$250,000. This project installs new bus shelters, safety railing, lights and concrete to improve the use and appearance of the Terminal A curbside.

10355 COMIP Consolidation, \$4,540,895. This project includes prior year funding from projects where the work is complete and the remaining balance is no longer required or the project is no longer required. This project will be used to fund unanticipated requirements as they arise. Authorization by the CEO through the Budget Office is required.

The amount shown with the project description is the total current cost estimate for the project.

Washington Dulles International Airport

Roads

3852 Horsepen Lake/Marriott Lake Dam Rehabilitation, \$204,000. This project will provide funding to remove trees and other vegetation from the abutments and toes of the Horsepen Lake/Marriott Lake dams. The project is necessary to stay in compliance with the Commonwealth of Virginia's Dam Safety Law which prohibits the growth of woody vegetation within 25 feet of the abutments or toe of a dam.

3853 Landside Roadway Rehabilitation, \$4,871,000. This project provides funding for a multi-year project for all cyclical preventive, routine and major corrective maintenance and pavement marking services for the Dulles Airport Access Highway, landside roadways, employee lots, cargo lots and public parking areas at Dulles International.

3854 Rehabilitation/Repair Access Highway Bridges, \$2,397,000. This project provides funding for the rehabilitation of the bridges along the Dulles International Airport Access Highway (DIAAH). The bridges identified for repair and rehabilitation are as follows: East-West service (Aviation Drive) bridge over the Access Highway, Eastbound over W&OD, Westbound over W&OD, and Westbound over Hunter Mill Road.

3870 Guardrail Maintenance and Rehabilitation, Dulles International Airport Access Highway (DAAH), \$1,300,000. This project provides funding for a multi-year project for both routine and major corrective maintenance services for guardrail, guide cables and attenuators on the DIAAH. Work consists of upgrading sub-standard guardrails, replacing damaged guard cable and replacing rusted and weathered guardrails on overpasses and bridge abutments.

10243 Roadway Signage Rehabilitation, \$825,000. This project provides funding for the replacement of severely fading roadway and passenger parking facilities signs.

Buildings

3597 Rehabilitate Cargo Buildings, \$373,688. This project provides funding for the repair and rehabilitation of Cargo Buildings 1, 2, 3, and 4. The repairs will include improvements to all life-safety components, structural, and utilities throughout the facilities.

3707 Baggage Belt Rehabilitation, \$975,000. This project provides funding for the rehabilitation and refurbishment of various mechanical and electronic components of the inbound and outbound baggage handling systems (BHS) at Dulles International.

3731 Reroof Buildings, \$1,303,000. This multi-year program will replace/repair various roofs airport-wide. The program provides funding for the Grounds Equipment Storage Building, 45025 Aviation Drive, Vehicle Storage Building, Old FedEx Building, Joint Police/Fire Facility, Fueling Station, and Sand and Salt Building.

3743 Airports Authority-Owned Jet Bridge Modifications, \$3,310,000. This project provides funding for modifications to Airports Authority-owned gates, gate areas, and jet bridges. Work includes roof fall protection hand rail kits, double swing door retrofits, and lift column screw shaft and motor replacements on jet bridges.

3759 Airline Space Relocation, \$635,918. This project provides funding for the Airports Authority to relocate airline tenants and/or their operational support space to accommodate new service or to make the best use of facilities.

3760 Baggage Belt Replacement, \$200,000. This project provides funding for the rehabilitation and refurbishment of various mechanical and electronic components of the inbound and outbound baggage handling belt systems (BHS) at Dulles International.

3780 New Facility Startup, \$5,688,230. These funds will provide the resources necessary to accomplish the integration of newly-constructed facilities into existing operational systems. This multi-year program will provide a contingency source of funds for critical items outside the scope of CCP projects. The program will also provide for critical repairs to items which are discovered late in the turnover process or after start-up.

3799 Fueling Station Improvements – Shop 2, \$1,200,000. This project provides funding to demolish the existing canopy over the fuel tanks, upgrade utility services and replacement.

3856 Buy-out of Airports Authority Airline Permitted Space, \$500,000. This project provides funding for the relocation of displaced airline tenants to accommodate support services at the new gate areas.

3866 New Facility Startup & Fitout, \$3,500,000. This project provides funding for this multi-year program and provides a contingency source from which funds can be drawn for critical items outside the scope of CCP projects, and for critical repairs to items that are identified in the turnover process or after start-up.

3867 Elevators, Escalators, and Moving Walks Rehabilitation, \$1,370,500. This project provides funding, for this multi-year project, for the rehabilitation of aging conveyance system units per the Original Equipment Manufacturer (OEM) requirements.

3868 Capital Equipment and Facility Projects, \$3,000,000. This project provides funding for various capital facility projects.

3869 Shop 3 Equipment Maintenance Building Expansion, \$1,345,000. This project provides funding for the expansion of the existing Shop 3 complex by adding a 70' long x 40' wide drive-through work bay to the east end of the building. This expansion will provide a maintenance bay long enough to support the multi-functional airfield snow removal equipment.

3882 Vehicle Storage Building Conversion to Vehicle Maintenance Building Shop, \$1,255,000. This project provides funding for the modification of Vehicle Storage Building # 3245 to a vehicle maintenance facility to support the maintenance of snow removal and heavy equipment used to support snow removal activities and maintenance of the airport.

3883 Salt/Sand Facility Rehabilitation – Corrosion Issues, \$400,000. This project provides funding for the corrosion rehabilitation within the Salt/Sand Facility. Work will entail the rehabilitation or replacement of structural, electrical, ventilation, and safety components that have oxidized within the facility.

3884 MUFIDS Installation, Main Terminal, \$1,725,000. This project provides funding to install LCD MUFIDS displaying departure information in the terminal. This project is to replace obsolete monitors that are no longer manufactured and spare parts are not available.

2016 BUDGET

Metropolitan Washington Airports Authority

3886 Carpet Replacement, \$700,000. This project replaces carpet in Temporary Mobile Lounge Docks at the Main Terminal, Mobile lounge floors, plane-Mate wall and floors, Mobile Lounge Docks in Concourses A and B, and Jet Bridges Concourse A and B, and Concourses C and D.

10138 Dulles East Building Rehabilitation Phase 1 \$350,000. This project provides funding for a multi-phased project to rehabilitate the Dulles East Building over a five-year period. Phase 2 will fund various interior, exterior, and mechanical repairs.

10140 45025 Aviation Drive – HVAC System Connection to Energy Management Control System (EMCS), \$350,000. This project provides funding to establish an EMCS connection to the mechanical room and major mechanical equipment (air handling units, chillers, boilers, etc.) serving 45025 Aviation Drive. This project will also establish sufficient capacity to allow for future connections and automation of each floor in the building.

10317 Dulles East Building Boiler and Chiller Replacement, \$445,000. This project will replace one steam boiler unit, two chiller units, and associated system components. These systems are well beyond their expected useful life (43 years old) and parts are no longer available for this equipment.

10318 Dulles East Building Perimeter Fan Coil Unit Replacement - Ph. I, \$495,000. This multi-phase project will replace the perimeter heating/cooling fan coil units throughout the building over a four year period. These units and valves have exceeded their 15-20 year useful life expectancy and are failing.

10343 Commercial Vehicle Lane Curbside Enhancements – Main Terminal, \$1,000,000. This project will fund for the enhancements of the commercial vehicle lane at the Main Terminal of Dulles International.

10383 Main Terminal Pedestrian Door Sensor Replacement Phase I, \$100,000. This multi-year project will remove and replace all open/close sensors and safety sensors associated with the 276 pedestrian doors located on the departures, arrivals, and commercial vehicle levels within the Main Terminal.

10384 Main Terminal Pedestrian Door Sensor Replacement Phase II of II, \$150,000. This project will replace the 276 pedestrian doors sensors located on the Departures, Arrivals, and Commercial Vehicle Levels within the Main Terminal.

10388 CCTV Camera System Expansion – Main Terminal, \$575,000. This project will provide CCTV coverage of all working positions, on all kiosks – Northside and Southside, Departure, Arrival and Commercial Levels of the airport as well as overall surveillance of the hourly parking lot.

10389 Duress Alarm System Installation, \$175,000. This project will install duress alarms at all Main Terminal ticket counters & FIS supervisor position locations. They will be tied into the current alarm system and report specific alarm location to the PSCC.

10390 Security/Access System Enhancements, \$175,000. This project will purchase and install a visitor escort management system, as well as continue the installation of biometric card readers in portals leading to the secure area from the Main Terminal.

10393 Emergency Operations Center (EOC), Concourse B, \$500,000. This project will build an Emergency Operations Center in Concourse B. A location has been identified within the Airport Operations space below Gate A32. The room would be able to be used for other purposes when not in use as an Emergency Operations Center, such as a training facility.

10418 Concourse B Holdroom Modifications, \$275,000. This project installs additional boarding doors, signage, card readers, a podium and power in Concourse B to support larger aircraft.

10421 Main Terminal Ticket Counter Dynamic Signage, \$475,000. This project will upgrade the 269 ticket counter LEDs, software, and computers. This is a one-time project that addresses the requirement for better communication with the traveling public accessing all airlines at Dulles International.

10422 Digital Dynamic Wayfinding Stations, \$385,000. This project will install interactive Touch Screen wayfinding kiosks throughout the Main Terminal that will display all the pertinent information of services provided at the airport. The one-stop Touch Screen digital wayfinding will provide passengers information and access such as car rentals, print boarding passes from their cell phone, access menus from concessions, and obtain step-by-step directions to their gate. The kiosks are capable of driving web and mobile content from a single, flexible digital signage software platform.

10424 Bus Maintenance Facility Improvements, \$365,000. This project funds the installation of a new wash system for the new 40-ft buses and design and construction of a permanent facility for dispensing diesel exhaust fluid (required for new buses). The current wash system has experienced numerous component failures. Additional work includes replacement of bus lifts and jacks, improvement to the bay floor, and additional new support equipment.

10442 Commercial Real Estate Site Development Planning, \$700,000. This project would provide funding to prepare the real estate portfolio for market through necessary studies and investigations dealing with the subdivision and development of land parcels.

10444 Commercial Real Estate Leaseholds – Tenant Improvements and Leasing, \$1,000,000. This project would provide funding to attract tenants into existing Dulles property.

New Wayfinding Signage Improvements, \$350,000. This project will add, remove, and/or replace signage throughout garages, terminals, tunnels, APM Stations and Tunnels.

New Condenser Pumps Replacement at Utility Building – Ph.I, \$650,000. This project is for the purchase and the installation of eight (8) replacement Condenser Water Pumps located in the Utility Building. They provide a supply of cooling water to the eight chillers which provide the chilled water used for air conditioning to the Terminal, Z-Gates, Concourses A and B, and other facilities.

New APM Facilities Rehabilitation, \$270,000. This project is to rehabilitate systems and equipment in the AeroTrain facilities (primarily tunnels) that are not the responsibility of the AeroTrain Contractor. The AeroTrain contract does not cover the basic facility systems such as the waterproofing, ventilation systems, and telecommunications.

New Expansion joint & Terrazzo Repair - Main Terminal, \$500,000. This project is to replace the cracked terrazzo over the expansion joint between the terminal hold rooms (east and west).

TBD Commercial Real Estate Professional Services, \$690,000. This project would provide funding to advance the real estate portfolio to market through necessary services relating to internal feasibility and strategy, and to the investigation and preparation of "due diligence" information to identify the specifics and the condition of offered property.

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TBD Rudder Road & Ariane Way Intersection Improvements for Second Gas Station and Food Court, \$250,000. This project will provide for the design and construction to modify the intersection between Rudder Road and Ariane Way.

TBD Dulles Lake Commercial Lots – Utilities for Second Gas Station and Food Court, \$250,000. This project will provide for the design and construction of service utilities to the leasehold/pad sites for the second gas station and food court, which is along Dulles Lake in the southwest quadrant of the Rudder Road and Ariane Way intersection. Utilities include water, sewer, gas, telephone/communications, and electricity.

Airfield Facilities

3593 Airfield Pavement Maintenance and Joint Sealing, \$41,994,000. This project provides funding for cyclical preventative and corrective maintenance services on all runways, taxiways, aprons, and vehicle roadways. The work will consist of full depth and partial depth patching, spall and pothole repairs, joint sealing, crack and shoulder sealing slab leveling, and rubber and paint removal.

3710 Airfield Storm Sewer Inlet Erosion/Sinkhole Repairs, Phase IV, \$3,900,000. This project provides funding for this multi-phase project for sealing and rehabilitating portions of the airfield storm drainage system, and correct grading and erosions issues around storm drain inlets. This will be the final phase of this project.

3837 Taxilane A, B, & C Trench Drain/Concrete Repairs, \$4,500,000. This multi-year project will make repairs/replace deteriorated and damaged sections of storm water trench drains and surrounding concrete on Taxilanes A, B, and C.

New Runway Guard Light Control System Replacement, \$200,000. This project will replace the current Runway Guard Light Control System (RGLCS) with a more modern technology system that controls, monitors and records all operations and flash rates of the in pavement lights throughout the airfield.

New Elevated Taxiway Light Base Repairs, \$250,000. This project will repair approximately 230 of the plus 7,000 elevated taxiway fixtures located at various locations throughout the airfield.

Parking Facilities

10167 Public Parking Operations Enhancements, \$1,205,000. This project provides funding for revenue control and customer service enhancements to the public parking operation; including the design and construction of canopies over the existing entrances to public parking surface lots and install security cameras in the cashier booths related to public parking.

New Automatic Vehicle Locator (AVL)/Global Positioning System (GPS) for Parking Ops. Shuttle Buses, \$400,000. This project is for the installation of an AVL/Global Position System for Dulles' fleet of 46 shuttle buses supporting the public and employee parking operations.

New Public Parking Conversion to Employee Parking, \$400,000. This project is for the installation and infrastructure required to relocate the employee parking from the North Remote Employee Lot to either Garage One or the Purple Economy Parking Lot.

Utility Systems

3679 Global Positioning System (GPS) Field Data, \$550,000. This project provides funding for the collection of field data on infrastructure as it is constructed, verifies existing survey monuments, and monitors the accuracy of the Airport's survey monuments to support various construction projects. Data will also be used for future implementation of Geographical Information System databases.

3735 Federal Compliance Law, \$100,000. This project provides funding to ensure radio communication systems at the Airports maintain compliance with FCC regulations. Additionally, this project will purchase test equipment needed to comply with FCC and OSHA regulations.

3765 Electrical Unit Substation Replacement, \$1,500,000. This project provides funding to replace existing substations throughout Washington Dulles International Airport that have reached the end of their useful life, demonstrate unreliable performance and/or eventual failure or show signs of danger to airport operations or employee safety.

3766 Replace Electrical Feeder Laterals, \$1,000,000. Various main electrical feeder(s), feeder laterals, and the associated control systems, throughout Dulles International, that have reached the end of their useful life, demonstrate unreliable performance and/or eventual failure or show signs of danger to airport operations or employee safety will be replaced.

3805 HVAC Improvements (Shop 1 and 2 and Metal Shop) \$700,000. This project provides funding for the HVAC equipment salvaged from the Concourse G to be relocated and installed at Shops 1, 2, and the Metal Shop.

3859 Energy Assistance Program, \$3,000,000. This program will provide supplemental funding in the event that funding in the Operation and Maintenance Budget is not sufficient for utility or fuel cost.

3871 Arc Flash Safety Analysis Study and Implementation, Phase 2, \$300,000. This project provides funding for the study and the identification of the flash protection boundaries and the establishment of the maximum hazard/risk categories for Dulles International's electrical power distribution system.

4887 Electrical Unit Substation Rehabilitation, \$406,000. This project provides funding for the rehabilitation of existing electrical switchgear, associated controls, and metering within the substations (as well as the space in which they are located) throughout Dulles International to extend the useful life of the unit substation.

10148 HVAC Improvements (Shop 1 and Vehicle Body Shop), \$1,150,000. This project provides funding to install new air handling units with energy recovery and new chilled water piping that will tie-in to the central cooling plant.

10149 Roof Top Unit (RTU) Replacement Program, \$700,000. This project provides funding for this multi-phase project to replace old or damaged RTUs at various locations around the airport.

10150 Safety Management Systems (SMS) Plan, \$150,000. This project provides funding to support the plan, design and implementation of a SMS.

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10151 Security Improvements Access Control (ISTAR and Biometrics), \$1,200,000. This project provides funding for a multi-phase project to support the Airports transition to a new security access technology. The existing system is at capacity due to the increasing numbers of badge holders. This new system will provide more capacity and provides a platform for more advanced access control applications.

10158 Concourse C/D HVAC Building Automation System (BAS) Network, \$400,000. This project provides funding for this multi-year project to include RS-232 BACnet network connections to Concourse C/D Roof-top air handling unit's controllers, VAV terminal boxes and energy meters. The second phase of this project will network an additional 40 units of the 105 select RTU serving a few of the most important tenant areas and provide network BAS (Building Automation System) connections that will allow greater monitoring and control capability.

10244 Audio/Visual Paging System Upgrade, \$2,700,000. This project provides funding for replacement of the obsolete system hardware, monitors, and software associated with the Audio Visual Public Announcement System within the Main Terminal, International Arrivals Building, Concourses A, B, C & D, APM Stations, Connector Tunnels, and the A Regional Concourse B.

10382 Concourse C FIS HVAC System Rehabilitation, \$150,000. This project will rehabilitate the original HVAC system to improve the air quality, and heat and cooling equipment that serves the Federal Inspection Service facility in Concourse C.

10385 Building Lighting Control System Repl.- Main Terminal & Concourse A/B, \$100,000. This project entails the replacement of the lighting control systems that operate various interior and exterior lighting systems within the Main Terminal, the A & B Concourses and the AeroTrain People Mover (APM) Stations including Interior & Exterior Up-Lights, Exterior Down Lights, Departures and Arrivals Levels Rail Lights, Hold Room Lighting, Corridor Lighting, Canopy Lighting, Bag Claim Level Lighting, etc.

10441 Dynamic Zone Sign Installation, \$1,124,000. This project is to replace four existing static airline zone signs and one parking rate sign that are currently located in the median of the Dulles International Airport Access Highway (DIAAH) are in the alignment of the second phase of the Rail to Dulles Project and need to be relocated. Since there is no space for these signs along the sides of the roadway once the Metro is constructed, the plan is to place new signs on overhead gantries that will span the DIAAH.

New Ramp Tower Voice Recording System, \$200,000. This project is to install a new digital voice recording system for ramp tower radios, interphones and select telephones in Airport Operations. The recording systems is a critical part of Airport Operations, regarding accident investigations of aircraft and vehicles under radio control, noise complaints, emergency operations and safety related communications.

New Supervisory Control and Data Acquisition (SCADA) System Expansion – Ph. I, \$500,000. This project will expand the Supervisory Control and Data Acquisition (SCADA) control system by connecting an additional fifty (50) substations, fifteen (15) emergency generators, thirty (30) transfer switches and two (2) Uninterruptible Power Supply (UPS) units. These apparatus are located at various locations throughout the airport.

Other

3547 Commercial Program Investments, \$2,462,000. This project provides funding for the commercial program initiatives that help increase the value of Airport facilities. Some of the initiatives include: retail, food and beverage facility improvements, installation of commercial signage, purchase of advertising dioramas, and other initiatives.

3698 Snow Removal Program, \$14,094,600. This project provides funding for snow removal requirements, excluding personnel related costs, during extraordinary snow events.

3746 Environmental Compliance Program, \$3,827,000. This project provides funding to continue an ongoing environmental management program. Statutory requirements, which are regulated by federal and state agencies, stipulate that the Airports Authority permit, update, monitor and assess environmental impacts. The compliance programs included are: water quality, deicing/anti-icing runoff, pollution prevention, underground/aboveground storage tanks, energy initiatives and air quality.

3770 Planning/Programming Studies, \$881,000. This project provides funding for planning and programming related to facilities rehabilitation, reuse, or expansion anticipated to be of a COMIP scale or content.

3775 2006 Equipment, and Facility Repair and Maintenance Projects, \$2,750,000. This project provides funding to support the airport's capital and operating programs. The program includes the purchase of required maintenance equipment, and completion of major and minor facility repairs.

3827 2008 Capital Equipment and Facility Repair Projects, \$3,011,500. This project provides funding for critical facility projects and equipment.

3828 Arts Program, \$425,000. This project funds the Arts Master Plan and Archival Program for Dulles International.

3876 Collateral Land Support, \$500,000. This project provides funding for consultant services for the collateral land effort.

3878 Air Service Incentive Program, \$2,500,000. This project provides funding for the Air Service Incentive Program to encourage new non-stop air service at Dulles International for qualifying air carriers.

3895 Plane-Mate HED Lift Controller System Upgrade, \$425,000. This project provides funding for multi-phased projects to replace obsolete or failed electronic passenger or mechanical systems on Mobile Lounge and Plane Mate vehicles. This initially includes the passenger pod electronic lift controllers and passenger transition devices on Plane Mates. The continued hardstand operations and shuttles to Concourse D will extend the need for these vehicles.

3896 Aero Train Safety and Security Oversight, \$200,000. This project provides funding to secure professional expertise to maintain compliance with Directive EN-001 AeroTrain safety and security oversight program. Program requires that the AeroTrain safety and security plans be consistent with industry standards.

3899 Public Safety – Firefighting Turret, \$236,000. This project provides funding to purchase a new vehicle which will be assigned to Fire Station-302.

10019 Regional Air Passenger Survey, \$100,000. This project provides funding to conduct a regional passenger survey.

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10102 Airports Authority's Metrorail Contribution for Non-PFC Eligible Costs, \$21,953,500. The Airports Authority has agreed to contribute 4.1 percent of costs of the Metrorail Project. PFCs have been approved as the primary source of the Airports Authority's contribution to the Metrorail Project. However, in the event PFC requirements prohibit PFCs from being used to cover the full amount; \$5 million was programmed in each of the 2012, 2014, and 2015 COMIP budgets for any non-PFC eligible costs, an additional \$3.9 million for 2015 and \$3 million is included for 2016. Additional installments will be recommended in future budgets as deemed necessary to meet the Airports Authority's commitment.

10161 2013 Capital Equipment and Facility Projects, 2,000,000. This project provides funding to purchase critical capital equipment and complete facility repair projects.

10162 Public Safety – Mobile Command Post Vehicle, \$400,000. This project provides funding for a vehicle to be used as a Mobile Command Post and back-up to the Public Safety Communications Center.

10209 CAD2CAD Dispatch System, \$178,000. This project will support the Public Safety branch of Dulles International.

10211 Fire Truck – Twin Agent Unit, \$125,000. This project provides funding for the purchase of a twin agent fire truck to support the Public Safety branch of Dulles International.

10219 Design Support Services, \$250,000. This project provides funding for this multi-year project for outside on-call consultant support and expertise to the Office of Engineering Design Department in providing design policies, cost estimates and other professional services to the various Airports Authority programs.

10241 2013 Capital Equipment and Facility Repair Projects, \$1,500,000. This project provides funding to purchase critical capital equipment and complete facility repair projects.

10242 Dulles East Building Substation Replacement, \$945,000. This project provides funding to replace the Dulles East Building substation. The funding will support replacing the high and low voltage components, including the 13.2kV equipment, distribution transformer and 480 volt distribution switchgear.

10249 Dulles International Security Camera Project, \$200,000. This project will fund the installation of security cameras in Concourse C/D of Dulles International.

10305 Technology Infrastructure (Infrastructure Improvements), \$2,934,000. Funds a study to review existing LAN/WAN infrastructure architecture (data, telecommunications, radio) across both campuses, develop and implement more efficient architecture. The existing Data Centers across the Office of Technology consolidate to improve efficiencies, reduce power requirements, and reduce carbon footprint. New data centers, servers, routers, switches, and additional fiber connectivity will be purchased. This is Phase I of a III phase program. An IT Information Library (ITIL) Study and Gap Analysis to develop an ITIL framework will be conducted. Additionally, funds will also be used to improve wireless access for Airports Authority users, enhance web-based training for employees, and enable 800MHz radio service via mobile devices. This is Phase I of a III phase program.

10306 Technology Business Collaboration, \$4,652,500. The Enterprise Application Roadmap and its subsequent implementation will provide a more tightly integrated set of applications than operate currently supported software, address security risks, and are more cost effective to maintain. Funds for Phase I of a III phase program will be used for ongoing operation and maintenance of Oracle ERP (EBS, PropWorks, OBIEE), and enhancement of the ERP and PropWorks system to include technology and application upgrades. A study and implementation of a data warehouse(s) system which will enable the Authority to make better use of data via trending reports and market analysis for business users are also funded.

10307 Dulles International Equipment 2014, 1,124,000. This project provides funding to purchase critical capital equipment and complete facility repair projects.

10308 Lift Net Installation at Concourse A Bridge and Concourse C FIS, \$300,000. A LiftNet monitoring system to support Concourse A bridge and Concourse C FIS will be installed. This system will monitor 18 units that do not have redundancy, that are vital to Airport operations, security, and for ADA egress by the public. This system will allow maintainers real-time information of conveyance system operations and allow faster response times for deficiencies.

10319 Ambulance Replacement, \$315,000. This project provides funding to replace an aged ambulance vehicle at Dulles International.

10320 Fire Pumper Replacement, \$900,000. This project provides funding to replace an aged Fire Pumper at Dulles International.

10321 Automated Passport Control System, \$2,450,000. This project installs 32 new passport control system kiosk to expedite the international arrivals experience at the airport. There will be 18 kiosk installed in the IAB and 12 kiosks installed in the FIS.

10368 Replacement of Self-contained Breathing Apparatus, Second Alarm Cache, \$120,000. This project will replace the existing SCBA Second Alarm Cache as they are the oldest fire and rescue emergency back-up supply inventory.

10378 Dulles International Capital Equipment 2015, \$2,237,700.

10394 Independent Vulnerability/Security Analysis, \$150,000. This project will initiate a joint solicitation for Reagan National and Dulles International to hire a contractor to complete an Independent Vulnerability/Security Risk Analysis, specifically in regards to Active Shooter and Terminal Bomber scenarios.

10395 Ultraviolet Infrared (UVIR) Fire Detection Retro-Commissioning of Z-Gates, Concourse A and C-30, \$50,000. The project funds the retro-commissioning of the UVIR fire detection system that activates the deluge fire suppression system at the Z-Gate, Concourse A, and C-30 bus stop. On several occasions the

10402 Tree/Obstacle Mitigation, \$200,000. This project includes the removal or mitigation of trees in the 19L departure 1R approach. A multi-year program is envisioned to address all of the obstructions that have been identified and other safety items.

10410 Western Lands Development, \$1,955,000. This project funds the National Environmental Policy Act (NEPA) requirements and the associated land planning costs to allow the 430 acre parcel known as Western Lands to be developed as a commercial property.

2016 BUDGET

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10419 JP Morgan Chase Fire Alarm System Replacement, \$100,000. This project installs a new fire alarm system. The existing system is the original system installed 30 years ago. The typical life expectancy of a fire alarm system is 15 years. New parts for the panels are obsolete and used parts are unreliable and expensive and also hard to find.

10420 Dulles East Building Fire Alarm System Replacement, \$100,000. This project replaces the current fire alarm system including head-end system, devices, and wiring throughout the building. Replacement parts for this system are no longer available or supported by the manufacturer.

New Mobile Lounge/Planemate Interior Renovations/Enhancements & Equip. Modernization, \$680,000. This project is to perform interior renovations of Plane Mates and Mobile Lounges to improve passenger experience. The largest portion of the work involves seating modifications to 20 Plane Mates. The balance of the project addresses carpet replacement and lighting renovation in all of the vehicles both Plane Mates and Mobile Lounges.

New Pedestrian Sidewalk along Autopilot Drive, \$300,000. This project is to install a pedestrian sidewalk along Autopilot Drive. The sidewalk will be ADA compliant and include crosswalks, lights, and signage.

New Kiosk 4 & Associated Baggage System Back-up Power Improvements, \$500,000. This project is to install back-up generators, fuel tanks, switchgear and necessary ancillary equipment to connect generators to the four (4) existing substations within the Main Terminal to provide back-up power Kiosk 4 & Associated Baggage Systems in the event of a total outage.

New Public Wireless Fidelity (WIFI) / Distributed Antenna System (DAS), \$2,750,000. This project provides for the assessment, design and business case evaluation to implement a public Wi-Fi infrastructure throughout both airport campuses. The project includes the planning for a phased implementation and associated operational and sustainment support services.

New Public Safety HazMat ID 360 Unit, \$30,000. This project is for the Fire Rescue Department hazardous material response teams use these kits to assist with rapid identification of unknown substances.

New Public Safety Mercury Vapor Detection Meters, \$11,000. This project is for the Fire Rescue Department hazardous material response teams use these kits to assist with rapid identification of unknown substances.

New Public Safety Replacement of various 3 Self Contained Breathing Apparatus (SCBA) Test Stands, \$10,000. These test stands are used by the Self Contained Breathing Apparatus Technicians for the annual SCBA Flow Testing of all department owned SCBA to ensure that the equipment meets OSHA & NFPA certification requirements.

New Procurement Lifecycle System, \$250,000. The procurement lifecycle will provide an automated tool to track procurement requirements from their conception through completion. The first phase of the system will automate the procurement planning process, allowing user departments to enter and update their forecasted procurement activities in real-time and will provide them with automated notices when forecasted milestones have been reached without further input. The forecasted procurement data will be used to create the Quarterly Acquisition Report which is prepared for the Board. Later phases of the project will include procurement solicitation activities and post award administration.

New Revenue and Branding Opportunities, \$250,000. This project provides funding for various revenue enhancements including opportunities in concession and airline revenue generation. Additionally funds will be used for various Airports Authority branding initiatives.

2016 Dulles International Equipment, \$3,213,000. This project is the approved purchase of replacement equipment at Dulles International.

TBD LFTF Water Lateral/ Hydrant/ Cistern Connection, \$50,000. This project connects Live Fire Training Facility water to Loudoun County water system.

TBD PSD-Dulles International Capital Equipment, \$1,327,000. This project is for 2014 approved equipment purchases.

10356 COMIP Consolidation, \$7,403,572. This project includes prior year funding from projects where the work is complete and the remaining balance is no longer required or the project is no longer required. This project will be used to fund unanticipated requirements as they arise. Authorization by the CEO through the Budget Office is required.

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CAPITAL CONSTRUCTION PROGRAM – AVIATION

Table 3-42: CCP

(dollars in thousands)	New	<u>Estimated Funding*</u>	
	<u>Authorization</u>	<u>Bonds</u>	<u>Grants</u>
Reagan National			
Taxiway and Taxilane Resurfacing Program	\$ 14,540	\$ 3,635	\$ 10,905
Runway Overlays and Taxiway Rehabilitation	<u>2,650</u>	<u>663</u>	<u>1,988</u>
Total Reagan National	<u>\$ 17,190</u>	<u>\$ 4,298</u>	<u>\$ 12,893</u>

*Projects have the potential to receive up to 75 percent Federal Aviation Administration (FAA) Grant contribution of construction dollars

Project Descriptions

Descriptions of projects in previous budgets are repeated in this budget if the projects are still active in 2016. These descriptions, as well as descriptions of new projects authorized in prior years and the deferred projects, are included. The project amount shown is the total current cost estimate for the project.

The Airports Authority's Master Plans

The Master Plan for each Airport establishes the framework for the CCP and may be amended from time to time by the Airports Authority. All major improvements to the Airports must be in accordance with the approved Master Plan for each Airport. The Master Plans adopted by the Airports Authority's Board include the Airports' Land Use Plans and the Airport Layout Plans (the "ALPs"). The ALPs have been approved by the FAA, and any future amendments also must be approved by the FAA. The ALPs are required by the FAA to show all existing and proposed improvements.

The Airports Authority is required to consult with the Reagan National Capital Planning Commission before undertaking any development that would alter the skyline of Reagan National when viewed from the opposing shoreline of the Potomac River or from the George Washington Parkway. The Airports Authority is also required to consult with the National Capital Planning Commission and the Federal Advisory Council on Historic Preservation before undertaking any major alteration to the exterior of the Main Terminal at Dulles International. In addition, the Airports Authority consults with the Federal Advisory Council and the Virginia State Historic Preservation Office on projects that may affect historically significant properties at the Airports.

Reagan National

The Master Plan for Reagan National Airport became effective on April 15, 1988, and has been amended periodically. Major improvements included in the 2015-2024 CCP will accommodate changes in airline operations and enhance the level of service for passengers. These improvements include a new North Concourse; secure National Hall (including north & south security checkpoints); boiler/chiller plant upgrades; sanitary sewer system upgrades; airfield electric vault relocation; R/W 1 hold apron expansion; Pad B hold apron expansion; and additional economy parking.

Dulles International

The Master Plan for Dulles International Airport was adopted and approved by the FAA prior to the Lease Effective Date and has been amended periodically. The Master Plan for Dulles International Airport includes the future construction of a fifth runway, permanent midfield concourses and an expansion of the AeroTrain system; future Metrorail along a right-of-way in the Dulles International Airport Access Highway corridor; expansion of automobile parking facilities; construction of additional roads on Airport land; and expansion of the capacity of the existing roads. Also included are expanded land development areas on the western side of Dulles International Airport for cargo, general aviation and airport support facilities. Additionally, the north Terminal Area has been evaluated for potential commercial development including hotel and gas station uses.

Capital Construction Program

The 2015-2024 CCP includes projects at Reagan National Airport estimated to cost approximately \$1.3 billion. The major work focuses on terminal/concourse development along with airfield, parking and utilities infrastructure. Projects include the design and construction of a new North Concourse and various related enabling projects; Terminal B/C redevelopment to secure National Hall as a post-security area, together with enabling projects; and preliminary planning and design to potentially rehabilitate, expand or replace Terminal A. The authorization also includes various airfield, roadway, utility and other ancillary support projects and construction of a multi-level parking garage. The 2015-2024 CCP also includes \$10 million for the costs associated with a Live Fire Training Facility at Dulles International Airport, the costs of which are allocated equally to each Airport.

The 2015-2024 CCP authorizes projects at Dulles International Airport estimated to cost approximately \$155.9 million. The majority of the work focuses on rehabilitation of existing infrastructure including pavements, concourses, AeroTrain, utilities and data/telecommunications. Projects include facility modifications to increase the operational efficiencies of Concourse C/D, including elevator, boiler, HVAC, electrical and fuel delivery improvements. In addition, the 2015-2024 CCP includes repair and maintenance of two buildings, airfield pavement panel replacement, roadway and utility system improvements and various engineering planning studies.

In connection with the approval of the Airline Agreement, the Signatory Airlines approved a new CCP for Reagan National Airport and Dulles International Airport for the period from 2015 to 2024, collectively referred to as the "2015-2024 CCP." The 2015-2024 CCP at Reagan National Airport includes the following projects: (i) a new regional airline concourse; (ii) enabling projects associated with the concourse project; (iii) a Terminal B/C "secure National Hall" project; (iv) enabling projects associated with the "secure National Hall" project; (v) preliminary planning and design work on the redevelopment of Terminal A; and (vi) a new parking garage. In addition, the 2015-2024 CCP at Reagan National Airport includes various airfield, roadway, utility and other projects. The 2015-2024 CCP at Dulles International Airport includes the renewal and replacement of the existing infrastructure of buildings, airfields, roadways and utilities. The 2015-2024 CCP currently is estimated to cost approximately \$1.4 billion (including allowances for inflation).

The Project Elements of the CCP in 2016

The 2016 Budget includes authorization of \$17.2 million for new projects and additional funding for existing projects in the CCP. CCP expenditures for 2016 for both new program authorization and prior year projects are estimated at \$193.6 million. The CCP is funded from bond proceeds, PFCs, and grants. The Airports Authority continues the emphasis on program management, including cost and schedule control, construction safety, and quality assurance of its capital program.

2016 Aviation Capital Construction Program

The CCP new program authority provides for major expansion of facilities at Dulles International and facilities modernization at Reagan National. The new 2016 CCP authorization totals \$17.2 million.

New program authority for the CCP in 2016:

Reagan National, \$17.2 million new program authority.

List of Projects

Projects are listed by Airport, grouped into major functional cost center categories, and designated by funding source.

Expenditure estimates for 2016 include the continuation of projects started in prior periods in addition to projects to be initiated in 2016. Expenditure estimates for 2016 include only the impact of continuing with projects authorized in 2016 or in prior periods. Completed projects reflect actual project costs, while continuing projects are presented in 2014 dollars. Project estimates reflect annual inflation cost escalation.

Funding sources indicated are subject to change. Bond issues are sized to complete work during certain periods of time, not necessarily to complete entire projects. Some of the larger projects that require several years to complete may require funding from several bond issues.

Reagan National Map

**RONALD REAGAN NATIONAL AIRPORT
CAPITAL CONSTRUCTION PROGRAM (CCP) PROJECTS**



● ACTIVE CCP PROJECTS

Roads

9. Interim Roadway Improvements

Buildings

- 1. Terminal A Redevelopment
- 2. Secure National Hall
- 3. New North Concourse
- 4. Terminal C Bag Room Renovations
- 5. Terminal A Hardening and Safety

Airfield Facilities

- 6. South Area Airfield Improvements
- 7. Airfield Trench Drains
- 8. Glycol Collection Systems

Parking Facilities

10. Structured Parking Garage

Utility Systems

- 11. Campus Utility Distribution and Central Plant Improvements
- 12. Sanitary Sewer Main Reconstruction – Terminal C to North Pump Station

Other

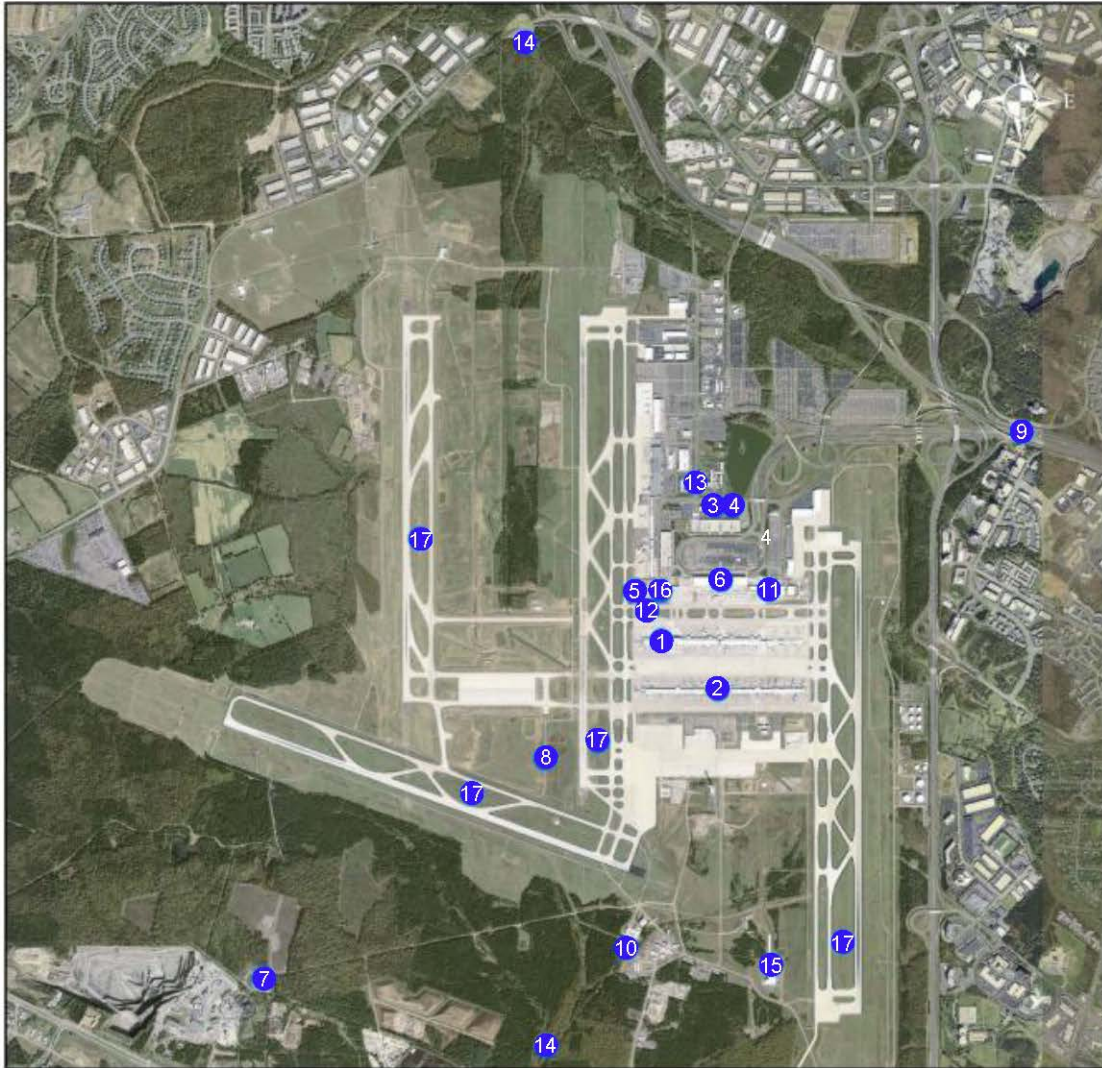
13. Live Fire Training Facility Improvements (at IAD)

AIRPORT WIDE PROJECTS

- Airfield Pavement Rehabilitation Program
- Airfield Geometry Requirements
- Electrical System Upgrades
- Other Planning and Programming
- Severe Storm Resiliency Improvements
- Security Infrastructure/Enhancements
- Aerial Imagery and Contour Lines

Dulles International Map

**WASHINGTON DULLES INTERNATIONAL AIRPORT
CAPITAL CONSTRUCTION PROGRAM (CCP) PROJECTS**



● **Active CCP Projects**

Roads

9. Access Highway Road Improvements

Buildings

- 1. Concourse A/B Enhancements
- 2. Concourse C/D Enhancements
- 3. JP Morgan Chase Office Building Rehabilitation
- 4. Dulles East Building Office Building Rehabilitation
- 5. Shops/Warehouse building Renovations
- 6. Main Terminal Entrance Doors
- 7. Live Fire Training Facility Improvements

Airfield Facilities

8. Taxiway S and W-5

Utility Systems

- 10. Cub Run Pump Station Improvements
- 11. Utility Building Main Feeder Replacement

12. Convert Underground to Above Ground Storage Tanks

13. Replace Telecommunications Duct Bank

14. Stormwater Management Facilities (North and South)

Other

- 15. Aero Train Major Maintenance Cycle
- 16. Mobile Lounge/Planemate Rehabilitation
- 17. Airfield Stormwater Sewer Reconstruction

AIRPORT WIDE PROJECTS

- Airfield Pavement Panel Replacements
- Sanitary Sewer System Improvements
- Aerial Imagery and Contour Lines
- Other Planning and Programming
- Special Systems

CAPITAL CONSTRUCTION PROGRAM

SUMMARY (dollars in thousands)

Description	Carryover Balances as of 11/01/15	2016 New Authorization	Carryover Balances and New Authorization	Estimated Nov-Dec 2015	Expenditures			Funding Source*		
					2016	2017	2018-2025	Bonds	Grants	PFCs
Total Reagan National	\$ 1,137,211	\$ 17,190	\$ 1,154,401	\$ 8,572	\$ 105,283	\$ 190,339	\$ 850,206	\$ 684,255	\$ 80,170	\$ 389,976
Total Washington Dulles (excludes Dulles Metrorail Contribution)	218,828	-	218,828	6,062	80,270	52,447	80,050	189,432	28,771	625
Capitalized Interest	80,874	-	80,874	2,408	8,084	14,567	55,815	80,874	-	-
TOTAL METROPOLITAN WASHINGTON AIRPORTS AUTHORITY	\$ 1,436,913	\$ 17,190	\$ 1,454,103	\$ 17,042	\$ 193,637	\$ 257,353	\$ 986,071	\$ 954,561	\$ 108,941	\$ 390,601

* Bonds: All Bonds and Commercial Paper; Grants (includes potential future applications): AIP-Airport Improvement Program Grant; LOI-Letter of Intent; TSA-FAA Security Grant; CVG-Commonwealth of Virginia State Grant; PFC's - Passenger Facility Charges (includes potential future application)

**CAPITAL CONSTRUCTION PROGRAM
REAGAN NATIONAL (dollars in thousands)**

Proj Num	Description	Carryover Balances as of 11/01/15	2016 New Authorization	Carryover Balances and New Authorization	Estimated Nov-Dec 2015	Expenditures			Funding Source*			
						2016	2017	2018-2025	Bonds	Grants	PFCs	
ROADS												
10342	Route 233 & South Bound GWMP Ramp Bridges Rehab.	\$ 1,100	\$ -	\$ 1,100	\$ -	\$ 1,100	\$ -	\$ -	\$ -	\$ 1,100	\$ -	\$ -
NEW	Interim Roadway Improvements (Phase V Roadways)	12,247	-	12,247	-	200	900	11,147	-	4,901	-	7,346
BUILDINGS												
3219	Public Safety, Airport Engineering, & Maint-Relocation Study	157	-	157	-	-	-	-	-	157	-	-
3221	Terminal A Building Rehabilitation	7,552	-	7,552	2,585	4,967	-	-	-	7,552	-	-
10095	Terminal B/C Improvements	3,144	-	3,144	360	2,785	-	-	-	3,144	-	-
10237	Terminal B/C Long Term Re-Development Program-Phase 1	940	-	940	49	890	-	-	-	940	-	-
10331	Hangar 7 Roof Replacement	1,409	-	1,409	138	1,271	-	-	-	1,409	-	-
NEW	Terminal A Planning/Program Schematic Design/Enabling Project Design	4,695	-	4,695	-	4,600	-	95	-	4,695	-	-
NEW	Terminal A General Rehabilitation	56,947	-	56,947	-	420	3,080	53,447	-	36,831	-	20,116
NEW	Secure National Hall	230,643	-	230,643	-	2,963	24,465	203,215	-	94,803	-	135,840
NEW	Secure National Hall Enabling Project (South/North Checkpoint)	6,881	-	6,881	-	469	1,075	5,337	-	2,754	-	4,127
NEW	New North Concourse (NNC)	334,840	-	334,840	-	8,778	21,270	304,792	-	207,264	-	127,576
NEW	NNC Enabling Projects	75,680	-	75,680	-	15,187	31,697	28,796	-	25,133	-	50,547
NEW	NNC Enabling Projects-MWAA Corp Office Building (Demo/Reloc)	37,950	-	37,950	-	4,663	31,061	2,226	-	37,950	-	-
NEW	Terminal C Bag Room Renovations	37,733	-	37,733	-	900	2,700	34,133	-	37,733	-	-
NEW	Live Fire Training Facility Improvements	5,103	-	5,103	-	875	4,125	103	-	5,103	-	-
NEW	Terminal A Hardening & Safety	4,083	-	4,083	-	250	1,800	2,033	-	1,634	-	2,449
AIRFIELD FACILITIES												
3132	Runway Overlays & Taxiway Rehabilitation	9,385	2,650	12,035	207	1,246	6,674	3,908	-	3,979	4,415	3,641
3222	Runway 4-22 & 15-33 RSA Improvements Funding	17,625	-	17,625	2,697	14,928	-	-	-	3,000	-	14,625
10326	Taxiway & Taxiway Resurfacing Program	10,893	14,540	25,433	323	4,362	20,748	-	-	8,805	10,905	5,723
NEW	Hold Apron 1 Expansion	19,799	-	19,799	-	-	-	19,799	-	5,249	14,550	-
NEW	TV-900 Airfield Electric Vault Relocation	10,206	-	10,206	-	130	1,170	8,906	-	2,706	7,500	-
NEW	Airfield Trench Drains	13,268	-	13,268	-	-	-	13,268	-	3,518	9,750	-
NEW	Glycol Collection System	4,083	-	4,083	-	-	-	4,083	-	1,083	3,000	-
NEW	Pad B Hold Block Expansion	13,268	-	13,268	-	-	-	13,268	-	3,518	9,750	-
NEW	Airfield Pavement Rehabilitation Program	24,698	-	24,698	-	661	2,226	21,812	-	7,898	16,800	-
NEW	Airfield Geometry Requirements	3,062	-	3,062	-	100	1,450	1,512	-	3,062	-	-

CAPITAL CONSTRUCTION PROGRAM
REAGAN NATIONAL (dollars in thousands)

Proj Num	Description	Carryover Balances as of 11/01/15	2016 New Authorization	Carryover Balances and New Authorization	Estimated Nov-Dec 2015	Expenditures			Funding Source*			
						2016	2017	2018-2023	Bonds	Grants	PFCs	
PARKING FACILITIES												
3167	Parking Revenue Control System Replacement	748	-	748	-	401	347	-	748	-	-	-
NEW	Structured Parking Garages	85,930	-	85,930	-	500	7,500	77,930	85,930	-	-	-
UTILITY SYSTEMS												
3223	Modify DFS Sys. to Accommodate Surge Transients/Operation Characteristics	1,115	-	1,115	17	1,099	-	-	1,115	-	-	-
3224	Power Distribution Upgrades - Phases 1 & 2	4,014	-	4,014	239	3,774	-	-	4,014	-	-	-
10220	Campus Utility & Central Plant Improvements - Phase 1	1,780	-	1,780	357	1,423	-	-	1,780	-	-	-
10311	DCA Special Systems	1,600	-	1,600	-	158	1,442	-	1,600	-	-	-
NEW	Replace Emergency Generators	613	-	613	-	-	-	613	613	-	-	-
NEW	Power Distribution Upgrades - Phase 3	2,042	-	2,042	-	750	1,050	242	2,042	-	-	-
NEW	Campus Utility Distri.&Central Plant Improvements - Ph.2	18,370	-	18,370	331	2,400	8,500	7,139	13,370	-	-	5,000
NEW	Switchgear Upgrade	4,083	-	4,083	-	400	2,500	1,183	2,219	-	-	1,864
NEW	Sanitary Sewer Main Reconstruction-Tml C to North Pump Station	1,021	-	1,021	34	200	800	(13)	1,021	-	-	-
NEW	Pump Station & Force Main Rehabilitation	10,512	-	10,512	-	-	-	10,512	5,512	-	-	5,000
NEW	Power Cable Replacement	1,225	-	1,225	-	250	950	25	1,225	-	-	-
OTHER												
3079	Other Planning & Programming	1,287	-	1,287	234	1,053	-	-	1,287	-	-	-
3226	Next Generation Public Safety Communications System	11,518	-	11,518	76	6,100	500	4,843	11,518	-	-	-
10229	Police Range & Training Facility	6,030	-	6,030	924	1,725	3,382	-	2,530	3,500	-	-
NEW	Infrastructure Modernization & Integration Services	6,124	-	6,124	-	4,500	1,500	124	6,124	-	-	-
NEW	Data Center Consolidation	1,786	-	1,786	-	900	600	286	1,786	-	-	-
NEW	Public Wi-Fi&Cellular Services Business Study & Program Management	766	-	766	-	750	-	16	766	-	-	-
NEW	Public Safety Sys Replac.(911, Crashnet, AEGIS) Design & Phase 1 Implementation	4,287	-	4,287	-	2,700	750	837	4,287	-	-	-

CAPITAL CONSTRUCTION PROGRAM
REAGAN NATIONAL (dollars in thousands)

Proj Num	Description	Carryover Balances as of 11/01/15	2016 New Authorization	Carryover Balances and New Authorization	Estimated Nov-Dec 2015	Expenditures			Funding Source*									
						2016	2017	2018-2025	Bonds	Grants	PFCs							
NEW	Unified Digital Signage & Content Management System Design Study & Phase 1 Implementation	1,786	-	1,786	-	600	600	586	1,786	-	-							
NEW	Enterprise Mobile Applications & Website Phase 2 Implementation	1,786	-	1,786	-	1,350	400	36	1,786	-	-							
NEW	Other Planning & Programming	10,206	-	10,206	-	1,000	1,000	8,206	7,145	-	3,061							
NEW	Severe Storm Resiliency Improvements	5,103	-	5,103	-	500	2,000	2,603	2,042	-	3,061							
NEW	Perimeter Security Fence	3,266	-	3,266	-	350	1,450	1,466	3,266	-	-							
NEW	Security Infrastructure	2,042	-	2,042	-	500	500	1,042	2,042	-	-							
NEW	Aerial Imagery & Contour Lines	779	-	779	-	-	127	652	779	-	-							
TOTAL REAGAN NATIONAL									\$ 1,137,211	\$ 17,190	\$ 1,154,401	\$ 8,572	\$ 105,283	\$ 190,339	\$ 850,206	\$ 684,255	\$ 80,170	\$ 389,976

* Bonds: All Bonds and Commercial Paper; Grants (includes potential future applications); AIP-Airport Improvement Program Grant; LOI-Letter of Intent; TSA-FAA Security Grant; CVG-Commonwealth of Virginia State Grant; PFCs - Passenger Facility Charges (includes potential future application)

CAPITAL CONSTRUCTION PROGRAM
DULLES INTERNATIONAL (dollars in thousands)

Proj Num	Description	Carryover Balances as of 11/01/15	2016 New Authorization	Carryover Balances and New Authorization	Estimated Nov-Dec 2015	Expenditures			Funding Source*			
						2016	2017	2018-2025	Bonds	Grants	PFCs	
ROADS												
NEW	Access Highway Road Improvements	\$ 15,309	\$ -	\$ 15,309	\$ -	\$ 50	\$ 1,471	\$ 13,788	\$ 15,309	\$ -	\$ -	-
BUILDINGS												
3696	Conveyor & Building Changes-Inline Baggage Screening	14,204	-	14,204	1,406	12,798	-	-	14,204	-	-	-
3697	Concourse C/D Rehabilitation	7,658	-	7,658	64	3,271	4,324	-	7,658	-	-	-
3722	Concourse Modifications for Airbus A-380	494	-	494	494	-	-	-	494	-	-	-
3748	International Arrivals Building (IAB) Exp.	625	-	625	625	-	-	-	-	-	-	625
3865	Gates A27-A31 (B27-B31) Sterile Corridor Restoration	25	-	25	25	-	-	-	25	-	-	-
3914	Historic ATCT Exterior Preservation Phase 1B	190	-	190	190	-	-	-	190	-	-	-
3915	Main Terminal Commissioning Phase 2	782	-	782	271	511	-	-	782	-	-	-
3919	Cargo Bldg. Rehabilitation - Phase 1	2,780	-	2,780	70	2,579	131	-	2,780	-	-	-
10230	Cargo Building Rehabilitation - Phase 1 & 2	4,217	-	4,217	-	755	3,462	-	4,217	-	-	-
NEW	Concourse A/B	1,200	-	1,200	-	1,200	-	-	1,200	-	-	-
NEW	Concourse C/D	22,991	-	22,991	-	8,262	6,445	8,284	22,991	-	-	-
NEW	Main Terminal Exit Doors	225	-	225	-	225	-	-	225	-	-	-
NEW	JP Morgan Chase Office Building Rehabilitation	4,506	-	4,506	219	1,716	2,571	-	4,506	-	-	-
NEW	Dulles East Building	4,072	-	4,072	-	198	1,551	2,323	4,072	-	-	-
NEW	Shops & Warehouse Building Renovation	1,633	-	1,633	-	169	1,464	-	1,633	-	-	-
NEW	Live Fire Training Facility Improvements	5,103	-	5,103	-	-	199	4,904	5,103	-	-	-
AIRFIELD FACILITIES												
10090	Airfield Pavement Panel Replacement	4,216	-	4,216	784	3,433	-	-	4,216	-	-	-
10221	Hydrant Fuel Line Improvements	385	-	385	190	195	-	-	385	-	-	-
10353	Airfield Pavement Panel Replacement	29,523	-	29,523	-	7,020	11,290	11,213	7,381	22,142	-	-
NEW	Hydrant Fueling Cathodic Protection Sys. (Concourse A/B)	600	-	600	12	457	131	-	150	450	-	-
NEW	Taxiway S & W-5	3,572	-	3,572	-	1,786	1,786	-	893	2,679	-	-
PARKING FACILITIES												
10091	Public Parking Rev Control Sys Replacement	11,665	-	11,665	-	655	200	10,810	11,665	-	-	-
UTILITY SYSTEMS												
3536	Utility Systems Planning & Programming	109	-	109	-	66	43	-	109	-	-	-
3655	Special System - Tie-ins & Upgrades	457	-	457	25	431	-	-	457	-	-	-
3920	High Temperature Hot Water Gen. Replacement	1,241	-	1,241	121	1,121	-	-	1,241	-	-	-
3921	Comprehensive Electrical Utility Critical Rehab. - Phase 1	1,059	-	1,059	28	1,031	-	-	1,059	-	-	-
10222	Dedicated Fire System Surge Prevention	261	-	261	136	125	-	-	261	-	-	-
10248	Access Control & Alarm Monitoring System Integration	1,289	-	1,289	242	1,047	-	-	1,289	-	-	-

CAPITAL CONSTRUCTION PROGRAM
DULLES INTERNATIONAL (dollars in thousands)

Proj Num	Description	Carryover Balances as of 11/01/15	2016 New Authorization	Carryover Balances and New Authorization	Estimated Nov-Dec 2015	Expenditures			Funding Source*		
						2016	2017	2018-2025	Bonds	Grants	PFCs
NEW	Cub Run Pump Station Improvements	1,531	-	1,531	-	159	1,372	-	1,531	-	-
NEW	Utility Building Main Feeder Replacement	230	-	230	-	3	186	40	230	-	-
NEW	Convert Underground to above Ground Storage Tanks	1,276	-	1,276	-	1,250	-	26	1,276	-	-
NEW	Airfield Stormwater Sewer Reconstruction	256	-	256	-	26	230	-	256	-	-
NEW	Replace Telecommunications Ductbank - Autopilot Drive	3,674	-	3,674	21	306	311	3,036	3,674	-	-
NEW	Sanitary Sewer System Improvements (misc. projects)	3,776	-	3,776	-	-	383	3,393	3,776	-	-
ROADS											
NEW	Access Highway Road Improvements	15,309	-	15,309	-	50	1,471	13,788	15,309	-	-
NEW	Stormwater Management Facilities (North & South)	613	-	613	-	65	548	-	613	-	-
OTHER											
3537	Other Planning & Programming	59	-	59	59	-	-	-	59	-	-
3582	Comprehensive Airport Security System Study	1,061	-	1,061	143	918	-	-	1,061	-	-
3657	Site Development for Commercial Hangars	675	-	675	-	-	675	-	675	-	-
3752	Access Control & Monitoring Sys, CCTV & Video Monitoring Sys	2,254	-	2,254	52	1,000	1,202	-	2,254	-	-
3797	Contribution to Dulles Metrorail	233,041	-	233,041	23,618	30,000	30,000	149,423	-	-	233,041
3922	Next Generation Public Safety Communications System	11,445	-	11,445	-	6,100	500	4,845	11,445	-	-
3924	Special Systems	1,011	-	1,011	94	563	354	-	1,011	-	-
10093	Other Planning & Programming	1,495	-	1,495	82	1,413	-	-	1,495	-	-
10094	Environ. Asses. for Western Airport Support Zone & Gen. Av.	1,247	-	1,247	5	530	712	-	1,247	-	-
10229	Police Range & Training Facility	6,012	-	6,012	924	4,720	368	-	2,512	3,500	-
10416	AeroTrain Major Maintenance Cycle	9,142	-	9,142	-	2,849	3,647	2,646	9,142	-	-
NEW	Infrastructure Modernization & Integration Services	6,124	-	6,124	-	4,500	1,500	124	6,124	-	-
NEW	Data Center Consolidation	1,786	-	1,786	-	900	600	286	1,786	-	-
NEW	Public Wi-Fi & Cellular Services Business Study & Program Mgmt.	766	-	766	-	750	-	16	766	-	-
NEW	Public Safety Sys(Replac.911, Crashnet, AEGIS) Des&Phase1.Imp.	3,062	-	3,062	-	1,500	750	812	3,062	-	-

**CAPITAL CONSTRUCTION PROGRAM
DULLES INTERNATIONAL (dollars in thousands)**

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						2016	2017	2018-2025	Bonds	Grants	PFCs
NEW	Unified Digital Signage&Content MgmtSys Des&Phase1 Imp.	1,786	-	1,786	-	600	600	586	1,786	-	-
NEW	Enterprise Mobile Applications & Website Phase 2 Implementation	1,786	-	1,786	-	1,350	400	36	1,786	-	-
NEW	Mobile Lounge/Planemate Rehabilitation	7,481	-	7,481	-	-	-	7,481	7,481	-	-
NEW	Other Planning & Programming	3,062	-	3,062	-	1,021	1,021	1,021	3,062	-	-
NEW	Special Systems	5,409	-	5,409	-	1,900	1,700	1,809	5,409	-	-
NEW	Aerial Imagery & Contour Lines	1,416	-	1,416	-	242	1,174	-	1,416	-	-
TOTAL DULLES INTERNATIONAL		\$ 451,869	\$ -	\$ 451,869	\$ 29,680	\$ 1,10,270	\$ 82,447	\$ 229,473	\$ 189,432	\$ 28,771	\$ 233,666
TOTAL DULLES INTERNATIONAL		\$ 218,828	\$ -	\$ 218,828	\$ 6,062	\$ 80,270	\$ 52,447	\$ 80,050	\$ 189,432	\$ 28,771	\$ 625
(excludes Dulles Metrorail Contribution)											
CAPITALIZED INTEREST		\$ 80,874	\$ -	\$ 80,874	\$ 2,408	\$ 8,084	\$ 14,567	\$ 55,815	\$ 80,874	\$ -	\$ -
TOTAL METROPOLITAN WASHINGTON AIRPORTS AUTHORITY		\$ 1,436,913	\$ 17,190	\$ 1,454,103	\$ 17,042	\$ 193,637	\$ 257,353	\$ 986,071	\$ 954,561	\$ 108,941	\$ 390,601
(includes Capitalized Interest; excludes Dulles Metrorail Contribution)											

* Bonds: All Bonds and Commercial Paper; Grants (includes potential future applications): AIP-Airport Improvement Program Grant; LOI-Letter of Intent; TSA-FAA Security Grant; CVG-Commonwealth of Virginia State Grant; PFC's - Passenger Facility Charges (includes potential future application)

Capital Construction Program

The project amount shown with the project descriptions is the total current cost estimate for the project.

Ronald Reagan Washington National Airport

Roads

10342 Route 233 and South Bound GWMP Ramp Bridges Rehabilitation, \$1,100,000. This project will rehabilitate two fifty-year-old bridges over the George Washington Memorial Parkway – one on Route 233 and one on the airport exit to the southbound Parkway – will receive new wearing surfaces on decks and approaches, and will have sidewalks and railings improved. An abandoned ramp into the airport near Hangar 7 will be converted to an emergency-only entrance.

TBD Interim Roadway Improvements, \$12,000,000. This project provides for interim roadway improvements to increase capacity to roadways. The project includes new lanes, intersections and merge areas, reconfiguration of existing road alignments, traffic controls, and additional wayfinding.

Buildings

3219 Public Safety, Airport Engineering, and Maintenance Relocation Study, \$157,000. This project is an update of a previous study to determine relocation of MA-30, MA-120, and MA-300 functions into the South Hanger Line and South Area.

3221 Terminal A Building Rehabilitation, \$43,526,000. The existing historic Terminal A will be restored and rehabilitated to improve air carrier and commuter aircraft accommodations. Work will include demolition of additions to the original terminal, installation of new loading bridges, reconfiguration and/or relocation of ticketing and baggage claim areas, rehabilitation of the heating/cooling systems for compatibility with the Airport's new boiler/chiller system, and other related improvements.

10095 Terminal B/C Capacity Improvements – Phase 1, \$4,751,376. This project includes planning, design and construction authorization to address hold room, security screening, public and non-public capacity improvements in Terminal B/C and other buildings that are related/enabling projects.

10237 Terminal B/C Long-Term Re-Development Program – Phase 1, \$1,590,000. This project will provide funding for Phase 1, consisting of project planning, programming and schematic design, will establish an overall modification vision and program, allow for the selection of a design architect, and produce design and construction drawings for the first phase effort, envisioned to include security and concession improvements at the North and Middle Concourse transepts, a Terminal C secure connector, and a new north facility for regional carriers.

10331 Hangar 7 Facility Rehabilitation, \$1,500,000. Funds design and construction of several major components of the hangar facility that are in need of rehabilitation. This first phase of work includes replacement of the lower roof membrane and insulation. Hangar 7 is listed on the National Register and is the center of operations for general aviation activity. This project is part of a multi-phase rehabilitation effort.

2016 BUDGET

Metropolitan Washington Airports Authority

TBD (2015 U&L) Terminal A Planning/Programming/Schematic Design/Enabling Project Design and Terminal A General Rehabilitation, \$60,400,000. This project provides for the planning and programming efforts in support of the Terminal A development program. This includes design efforts for all enabling projects, including additional restroom design/construction, terminal interim general rehabilitation including baggage improvements, ticket counter relocation, improved gates and boarding bridges, banjo additions, special systems, utility/HVAC modifications, and asbestos abatement.

TBD Terminal A Redevelopment, \$60,400,000. This project provides for the planning and programming efforts in support of the Terminal A development program. This includes design efforts for all enabling projects, including additional restroom design/construction, terminal interim general rehabilitation including baggage improvements, ticket counter relocation, improved gates and boarding bridges, banjo additions, special systems, utility/HVAC modifications, and asbestos abatement.

TBD (2015 U&L) Secure National Hall and Secure National Hall Enabling projects (south/North Checkpoint), \$232,742,197. The secure National Hall project provides for Terminal B/C improvements to convert National Hall into a post-security secure area. Security screening check points will be developed on the north and south end of Terminal B/C. Certain enabling projects such as implementation of special systems and tenant/Authority relocations are also included.

TBD (2015 U&L) New North Concourse (NCC), NCC Enabling Projects, NCC Enabling projects – MWA Corporate Office Building (Demo & Reloc), \$439,441,387. A new concourse north of existing Terminal C to accommodate the hardstand gates adjacent to Hangars 11 and 12 will be constructed. A new pier-concourse connected to Terminal B/C will provide no more than 14 contact gates to replace the 14 hardstand gates. Certain enabling projects such as Corporate Office Building and Hangar 11 and 12 demolition, tenant relocation, triturator, utility plant upgrades, and special systems infrastructure are also included.

TBD Terminal C Bag Room Renovations, \$36,973,000. Modifications to the outbound baggage handling system in Terminal C will be made to accommodate additional airline activity and the New North Concourse. Work includes common ticket level agent counter (check-in) to bag room processing, new make-up carousel, relocation of the TSA screening station, relocation of the tug charging stations (south), modification to utility conduits, and new baggage handling system equipment and control room.

TBD Live Fire Training Facility Improvements, \$5,000,000. This project provides for a master plan study, design, and construction of a modern firefighters' training facility to meet FAA training requirements. The facility will include new and rehabilitated fuselage, galley, wheel well, and cockpit propane-fueled training props with automated controls. This project is located at Dulles International and the cost will be allocated to the Airports.

TBD Terminal A Hardening and Safety, \$4,000,000. This project will improve security and safety measures and associated infrastructure for Terminal A. These improvements include a hardened barrier in front of the terminal, enhanced lighting and CCTV surveillance, enhanced vehicular and passenger flows, improve pedestrian safety railing, and bus stops.

Airfield Facilities

3132 Runway Overlays and Taxiway Rehabilitation, \$52,425,614. Various sections of the runway and taxiways require asphalt resurfacing. This project consists of installing four inches of asphalt mill and overlay and associated pavement markings on the 6,869 foot runway 1-19, the 4,911 foot runway 4-22, and the 5,204 foot runway 15-33. Preliminary design results on the initial phase of the project indicate that additional rehabilitation will be required on the runway and taxiway. The 37 percent increase in estimated costs is due to a rise in the price of asphalt.

3222 Runway 15-33 and 4-22 RSA Improvements, \$72,071,479. This project will provide funding for the design, construction, and environmental mitigation for the required safety area improvements for crosswind Runways 4-22 and 15-33. Work is to be complete by December 31, 2015 as required by Congress.

The proposed solution for meeting runway safety area (RSA) criteria on Runway 15-33 consists of shifting the runway thresholds 270 feet south. The project includes approximately 3.6 acres of fill in the Potomac River to accommodate this shift. Engineered Material Arresting Systems (EMAS) will be installed at both runway ends. Taxiway connectors to the new locations of each threshold will also be constructed. The proposed solution to meeting RSA criteria for Runway 4-22 consists of shifting the Runway 4 end 460 feet to the south as well as extension of Taxiway B to the new runway end. This provides space for installation of EMAS on the Runway 22 end and includes a new taxiway connector to the new threshold location. The safety area of the Runway 4 end will meet RSA criteria with the removal of the existing parking lot.

10326 Taxiway and Taxilane Resurfacing Program, \$26,045,000. Funds for design and construction for the rehabilitation of portions of the taxiway network located in front of the terminal apron.

TBD (2015 U&L) South Area Airfield Improvements – Hold Apron 1 Expansion and TV-900 Airfield Electric Vault Relocation, and Pad B Hold Block Expansion, \$42,400,000. Hold Apron 1 and Pad B will be expanded to accommodate addition aircraft for departure holds and sequencing, parking, circulation, and deicing operations during winter snow events. The TV 900 electric vault will be relocated and the emergency generator replaced.

TBD Airfield Trench Drains, \$13,000,000. This project will install storm water trench drains adjacent to the primary departure end of Runway 1 and adjacent to Taxiways B, C and J. The trench drains will be piped and connected into the glycol collection system.

TBD Glycol Collection Systems, \$4,000,000. This system consists of above ground storage tanks used to store spent glycol fluids, associated piping, pumps, and controls. The tank will be connected via a network of pipes and pumps to Runway 1 Hold Apron, Pad B, and the runway/taxiway trench drains. The tank will be located in the south area of the airport.

TBD Airfield Pavement Rehabilitation Program, \$24,200,000. The program consists of a multi-year effort to repair and or rehabilitate existing deteriorated airfield pavements. Pavement repairs are prioritized based on Pavement Condition Index analysis and airfield operational constraints. This project also includes the maintenance of the Pavement Management System.

TBD Airfield Geometry Requirements, \$3,000,000. This project provides for planning and design analysis of the airfield to be conducted to determine if improvements need to be considered to mitigate the potential risk of runway incursions and to bring the airfield into compliance with new FAA geometric standards

Parking Facilities

3167 Parking Revenue Control System Replacement, \$7,449,000. This project includes the replacement of the existing parking revenue control system with a system that includes enhanced security encryption to satisfy outside financial and credit industry standards.

TBD Structured Parking Garage, \$84,200,000. A multi-level parking garage with approximately 1,600 parking spaces will be constructed. The project also includes major utility relocation, stormwater management, and remediation of petroleum impacted soils.

Utility Systems

3223 Modify DFS System to Accommodate Surge Transients/Operating Characteristics, \$1,301,000. Project addresses the DCA Dedicated Fire Service system surge and pressure concerns that affected two pipe failures. Scope includes new Surge Tank, piping, and other improvements.

3224 Power Distribution Upgrades – Phase 1 and 2, \$12,779,000. This project will improve the reliability, efficiency and stability of electrical service distribution. It is a multi-phased project spanning several years. Phase 1 includes the North Substation Gear Replacement, COB Full Backup Power and Terminal A Banjo Emergency Generator. Phase 2 adds a Terminal B/C emergency generator upgrade, a South Hangar emergency power upgrade, replaces electrical transformers, and provides for the replacement of 20 Uninterruptible Power Supply (UPS) units.

10220 Campus Utility Distribution and Central Plant Improvements – Phase 1, \$3,000,000. This project will provide funding for the first phase in a multi-year program for a complete review of central plant facilities and primary utility distribution. The review is to consider: 1) rehabilitation of facilities that have deteriorated or reached the end of their service life; 2) higher efficiency equipment that is more environmentally friendly and economical to operate; and 3) load demands in 0-5, 5-10, and 10-20 year increments recognizing the growth pressures on Terminals A, B, and C. This effort will consider and incorporate appropriate Energy Conservation Measures (ECMs) from the recent Energy Audit Study.

10311 Regan National Special Systems, \$1,600,000. Replace end-of-life special system technologies and improve networks that do not meet the Authority's Information Security Standards (ISS). These systems include: Multi-User Flight Information Display System (MUFIDS), Electronic Security Systems, Supervisory Control and Data Acquisition System (SCADA), CrashNet Phone System, and other systems that are determined to need replacement / enhancement.

TBD 2015 U&L) Electrical System Upgrades – Replace Emergency Generators, Power Distribution Upgrades – Phase 3, Switchgear Upgrade and Power Cable Replacement, \$7,800,000. Electrical upgrades are needed to replace end-of-life systems/components to meet the new demand due to facility development. This project will replace electrical switchgear (approximately 4 systems), voltage terminations, T-bodies and stress cones, upgrade feeders and breakers, and replace end-of-life medium voltage cable.

TBD Campus Utility Distribution and Central Plant Improvements, \$18,000,000. Improvements are needed to an aging central utility plant system in order to maintain heating and cooling requirements for existing and future facilities. This project provides for campus-wide control and distribution equipment, variable speed motors/drives, refurbish five existing cooling towers, new cooling tower, and connecting Hangar 7 and Garage A to the utility plant distribution.

TBD Sanitary Sewer Main Reconstruction- Terminal C To North Pump Station, \$1,000,000. This project provides for reconstructing approximately 900 linear feet of gravity line in order to achieve proper flow rates.

TBD Pump Station and Force Main Rehabilitation, \$10,300,000. The two main sanitary pump stations serving the airport are near 60 years old and near capacity. Upgrades are needed to wet well capacity, pumps, and controls to continue to serve existing and future development. Additionally, the three force mains extending into Crystal City are aged and deteriorated and have reached capacity and need full-length replacement.

Other

3079 Other Planning and Programming, \$6,469,000. This project provides funding for all ranges of facility planning, project programming and other project studies as needed.

3226 Next Generation Public Safety Communications System, \$16,443,000. Implementation of the Next Generation Radio Communications Systems by migrating to the 800 MHz Trunked Radio System Master Site Refresh from the current 800 MHz radio communication. The request allocates \$1,000,000 for 175 Radio Replacements.

10229 Police Range and Training Facility, \$6,000,000. This project will provide funding for Phase 1, to include the re-development of the existing range to serve the Authority's police fire arm training and certification requirements. The project will include two pistol ranges, a rifle range, target and bullet trap systems, a training building, ancillary supply buildings, utility laterals from the Shops 2 area, and lead remediation at the old range. The project will create the ability to lease or contract a dedicated pistol range to a second jurisdiction (the Airports Authority is working closely with Arlington County), and to share rifle and training classroom space in an effort to cost-share and economize.

TBD Infrastructure Modernization and Integration Services, \$6,000,000. This project facilitates the convergence of disparate data and voice networks across the Airports Authority. The project components include business cases, assessments, design and implementation of network infrastructure to address single points of failure including the physical data network, SONET Ring and legacy business telephone system technologies.

TBD Data Center Consolidation, \$1,750,000. The data center consolidation project scope includes the design and implementation of mass storage solutions, hardware virtualization, and leveraging cloud brokerage services to achieve maximum efficiency through shared services. This project provides for development and implementation of a consolidation strategy to reduce physical data centers across the Airports Authority.

TBD Public Wi-Fi and Cellular Services business Study and Program Management, \$750,000. This project provides for the assessment, design and business case evaluation to implement a public Wi-Fi infrastructure throughout both airport campuses. The project includes the planning for a phased implementation and associated operational and sustainment support services.

TBD Public Safety System Replacement and Content Management System Design Study and Phase I Implementation, \$5,949,855. This project provides for the development and implementation strategy to converge the Airports Authority's public safety systems. The project includes analysis, architecture, design and integration services for the replacement of the end of life systems such as 911, crash net, security system with a federated solution.

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TBD Unified Digital Signage and Content Management System Des Study and Phase 1 Implementation, \$1,750,000. This project will replace two existing dated electronic signage systems and a static wayfinding system with a single digital signage system incorporating content player management software. A quadrant will also be incorporated for Advertisements. The installation will include Ultra High Definition LCD Displays, LED Edge Lit Narrow Bezel LCDs, Data Display Controllers, Analog Clock Movements, Decorative metals, raceways, power and communications cables and terminations, power and communications outlets, demolition of existing systems, etc. The Content Player Management Software, servers, etc. will be "Hosted Off-Site" and certain network devices will be Authority Provided.

TBD Enterprise Mobile Applications and Website Phase II Implementation, \$1,750,000. Passenger centric technologies including passenger information system, mobile applications, website services, way-finding will be designed, developed and implemented.

TBD Other Planning and Programming, \$10,000,000. Planning studies are conducted at a comprehensive, system, or individual project level to define alternatives, preferred site locations, airfield simulations, obstruction surveys, cost estimates, and cost-benefit analysis. Additionally, environmental and FAA mandated submittals are prepared.

TBD Severe Storm Resiliency Improvements, \$5,000,000. The Airport is susceptible to severe weather events such as flooding, tornados, hurricanes and associated storm surge, and other natural hazards including earthquakes. This project will conduct an assessment, and evaluate the risk and vulnerabilities. The assessment will guide the development of recommendations to improve airport resiliency.

TBD (2015 U&L) Security Infrastructure/Enhancements – Perimeter Security Fence and Security Infrastructure, \$5,200,000. Security across the airport will be expanded, enhanced and upgraded to maintain integrity of the secure area.

TBD Aerial Imagery and Contour Lines, \$762,762. This project provides for high quality color digital aerial imagery with 1-foot topography for the purpose of planning, design, and construction activities. Imagery will be updated once every other year or on an as-needed basis.

Washington Dulles International Airport

Roads

TBD Access Highway Road Improvements, \$15,000,000. Asphalt overlay of approximately 3 miles of dual lane road in both directions from Saarinen Circle to just east of Centreville Road will be completed. Additionally, select ramps in both directions will be overlaid.

Buildings

3696 Conveyor and Building Changes for In-line Baggage Screening, \$262,333,000. In order to satisfy new security requirements at the Airports, and specifically for checking baggage, there are significant changes to the building structure and space allocation required to accommodate the automated baggage screening systems. This project provides for the design and construction of those changes to building infrastructure.

3697 Concourse C/D Rehabilitation, \$66,656,000. This project involves the design and rehabilitation of Concourse C/D to effectively extend the useful operating life for an additional 10 years. The project includes two phases: Phase 1 – design and replacement of rooftop air conditioning units; and Phase 2 – design and construction for general facility refurbishments including exterior and interior repairs and upgrades; electrical upgrades associated with Phase 1 work; plumbing upgrades and repairs; fire protection upgrades; and modifications to the baggage conveyance system.

3722 Concourse Modifications for the Airbus A-380 Aircraft, \$9,244,000. This project provides for design and construction of the necessary concourse modifications. Two gates, associated loading bridges, and other ground support equipment on Concourse B require modification to accommodate upper-deck boarding of the A-380 aircraft.

3748 International Arrivals Building (IAB) Expansion, \$144,965,197. This project involves the planning, design and construction of an addition to the IAB. This project will provide additional square footage to the queuing area in the immigration lobby, increase the number of passport control booths to comply with current Customs and Border Patrol processing requirements and regulations, and construct new claim devices with a presentation length to assure optimum baggage holding capacity. The project does not include a sterile tunnel from Concourse B to the IAB or modifications to Concourse B.

3865 Gates A27-A31 (B27-B31) Sterile Corridor Restoration, \$1,135,806. This project consists of designing and constructing an extension of the sterile corridor between gates B-27 and B31 at Concourse B, including the removal of existing escalators at the entry/exit to the mobile lounge docks to allow for a new sterile corridor wall to align with the existing walls. The project also includes the following: new floor finishes, new access controlled doors, modifications to the HVAC, sprinkler, and lighting systems, additional departure lounge seating, removal/replacement of existing wayfinding signs, demolition of abandoned boiler building, and passenger boarding bridge removal and relocation.

3914 Historic ATCT Exterior Preservation – Phase 1B, \$5,721,000. This project includes the design and construction of exterior repairs on the Airport Traffic Control tower at the Main Terminal. The scope includes replacing the roofs, restoring the original system of exterior panels, cleaning the concrete tower shaft, and repairing or replacing the windows and metal fascia that have been destroyed or deteriorated.

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3915 Main Terminal Commissioning – Phase 2, \$5,183,000. This project includes; High Window Neoprene Gasket replacement (not addressed during Phase 1), MT Loading Dock Doors, HTHW Main Line Insulation, IAB 3 Main Air Handling Renovation, IAB Hot Water Distribution / Heat Exchanger, IAB Compressed Air System, IAB Automation Systems, and Sump Pumps.

3919 Cargo Building Rehabilitation – Phase 1, \$5,332,000. Multi-phase project rehabilitates Cargo Buildings 1, 2, 3 & 4. Scope includes life safety requirements, deteriorated roofing and canopies.

10230 Cargo Building Rehabilitation – Phases 1 and 2, \$5,169,000. This project provides for a multi-phase project to rehabilitate Cargo Buildings 1, 2, 3, and 4. Scope includes life safety requirements, deteriorating roofs and canopies.

TBD Concourse A and B Enhancements, \$1,175,000. Upgrades are needed to accommodate international traffic. Design-only funds for: Creating a sterile corridor for Gates B64 – B69, converting two narrow-body gates to wide-body gates with double boarding bridges, and creating an A380 gate by combining two narrow-body gates.

TBD Concourse C and D Enhancements, \$22,527,881. Concourse C/D requires several enhancements to maintain and/or increase operational efficiencies. This project includes concessionaire delivery elevator access, boiler replacements, electric panel board replacement, electric feeder/ductbank replacement, electric substation replacement, fuel line system improvements, and rooftop air conditioner replacements.

TBD Main Terminal Entrance Doors, \$220,000. The Main Terminal entrance doors will be replaced with revolving doors or other similar configuration to better insulate the interior. This funds design only.

TBD 45025 Aviation Drive (JP Morgan Chase Office Building) Rehabilitation, \$4,415,000. This project provides for rehabilitation and improves this 40-year old building. These improvements include: Roof replacement, HVAC improvements, exterior building panel replacement, public toilet room renovations, wall air-conditioning circulation unit rehabilitation, boiler replacement, and other repairs as described in the building assessment.

TBD Dulles East Building Office Building Rehabilitation, \$3,990,000. This project provides for rehabilitation and improvements to the 40-year old Dulles East Building. These improvements include: exterior building panel and mullion replacement, public toilet room renovations, replacement of perimeter fan coil AC/heating units, air handling unit replacements, pumps/motor/control unit replacements, building-wide ADA compliance, and other repairs as described in the building assessment.

TBD Shops and Warehouse Building Renovations, \$1,600,000. The shops and warehouse building will be renovated to more efficiently align Engineering and Maintenance functions. The warehouse storage space available will be increased to meet requirements and the Sign Shop will be relocated to the building. Additionally, the swing spaces will be enhanced to better accommodate snow crews during weather events.

TBD Live Fire Training Facility Improvements, \$5,000,000. This project provides for a master plan study, design, and construction of a modern firefighters' training facility to meet FAA training requirements. The facility will include new and rehabilitated fuselage, galley, wheel well, and cockpit propane-fueled training props with automated controls. This project is located at Dulles International and the cost will be allocated to the Airports.

Airfield Facilities

10090 Airfield Pavement Panel Replacement, \$22,823,000. This project provides funding for construction of the Runway 30 Blast Pad which experienced unexpected failure in 2011. This project will also fund 2012 PMS investigations for midfield taxiways and taxilanes, and the three north-south runways. 2013 efforts include the reconstruction of Taxiway Y from Taxiway B to Taxiway Y4, the design reconstructions of portions of Taxiway Z and Taxilane C, and another increment of PMS investigations.

10221 Hydrant Fuel Line Improvements (FY13-14), \$5,354,000. This project provides various improvements to replace and abandon old lines, to install isolation valves to protect fuel integrity, to relocate fuel hydrant pits in conjunction with the introduction of new aircraft, and to purchase a test/calibration stand for hydrant pump carts to ensure fast-but-safe refueling rates.

TBD Hydrant Fueling Cathodic Protection System (Concourses A/B), \$600,000. Funds design and installation of improvements to the aging cathodic protection system in selected areas of the Hydrant Fueling Distribution system. The enhanced protection system will ensure integrity of the fuel distribution system.

10353 Airfield Pavement Rehabilitation Program, \$31,267,450. The program consists of a multi-year effort to repair and or rehabilitate existing deteriorated airfield pavements. Pavement repairs are prioritized based on Pavement Condition Index analysis and airfield operational constraints. This project also includes the maintenance of the Pavement Management System.

TBD Taxiway S and W-5, \$3,500,000. This project funds design for Taxiway S and W5 which will increase airfield efficiencies and reduce delays particularly when aircraft are utilizing R/W 1L/19R and 1C/19C. Additionally, during weather events these taxiways will reduce delays and enable more efficient use of the deicing pads.

Parking Facilities

10091 Public Parking Revenue Control System Replacement, \$11,915,000. This project will replace the existing parking revenue control system, will consider customer service enhancements, and will include enhanced security encryption required by outside financial and credit industry standards. The initial authorization of \$1,000,000 in 2012 funded a technology and service alternatives assessment, and the development of a performance specification for the system. The additional \$6,000,000 provided in the 2013 Budget funds the actual system purchase and installation oversight.

Utility Systems

3536 Utility Systems Planning & Programming, \$469,000. These funds will be used to conduct studies as required to support capital utility projects including, a storm water management plan, and a south area utility building program criteria document.

3655 Special Systems – Tie-ins and Upgrades, \$19,332,000. Communication facilities, equipment, and system integration are needed to support the Airport's communications requirements. This includes construction of ductbanks, purchase of switches, connectivity for data transmission, premises distribution systems, and other equipment as identified by our comprehensive communications plan.

3920 High Temperature Hot Water Generator Replacement, \$13,174,895. The project will install replacement HTHW Generators within the existing Utility Building. Design will incorporate construction phasing to ensure existing units can be removed and new units installed while continually supplying airport heating demands.

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3921 Comprehensive Electrical Utility Critical Rehabilitation – Phase 1, \$5,204,000. To improve system reliability, this multi-phase project rehabilitates or replaces existing main electrical feeders (Autopilot, Cargo Drive, and Runways), obsolete electrical substation equipment, failed duct banks.

10248 Access Control and Alarm Monitoring System, CCTV, and Video Monitoring Systems Integration, \$1,473,000. This project provides design and construction for cameras and connections to the ACAMS System. The project incorporates document scanners to automatically validate the authenticity of identification documents and other infrastructure needs.

10222 Dedicated Fire System Surge Prevention, \$1,100,000. This project will provide funding for a pressure surge tank to be designed and constructed in the water tank and fuel farm area along Route 28. This tank will protect the Deluge Fire System (DFS) from pressure spikes, water hammer, and consequential pipe ruptures. The Dulles International DFS is the critical delivery system protecting key buildings and facilities from fire.

TBD Cub Run Pump Station Improvements, \$1,500,000. This main sanitary sewer pump station in the southern portion of the airport is experiencing ground water infiltration. This project will investigate the issue and implement repairs.

TBD Utility Building Main Feeder Replacement, \$225,000. The existing main electrical feeders that serve the East Utility Building, which provides heating/cooling to the entire airport, are reaching end-of-life and need to be replaced. This project will fund a design study.

TBD Convert Underground to Above Ground Storage Tanks, \$1,250,000. Three underground fuel tanks at Shops 1 and 2 fuel tanks at the Bus Maintenance Facility will be replaced with above ground tanks. Surrounding soils will be remediated as necessary.

TBD Airfield Stormwater Sewer Reconstruction, \$250,000. Airfield storm drains adjacent to runways and taxiways need to be replaced due to weathering and erosion. Repairs will be made to the inlets, pipes, and soil. Additionally, select airfield sign bases have considerable soil erosion and need to be repaired. This project funds the design study.

TBD Replace Telecommunications Duct Bank, \$3,600,000. The telecommunications duct bank connecting the Main Terminal core with the north area of the airport need will be replaced because they are over 50 years old and at their end of useful life.

TBD Sanitary Sewer System Improvements, \$3,700,000. Sections of the E-Line sanitary system and other failing sections have excessive ground water infiltration and will be reconstructed/rehabilitated. Additionally, the Cub Run Pump Station pumps will be upgraded as they reach capacity.

TBD Stormwater Management Facilities (North and South), \$600,000. Environmental regulations regarding stormwater management have recently become stricter and will require new projects to incorporate enhanced stormwater facilities.

Other

3537 Other Planning and Programming, \$15,180,000. Planning studies of various kinds are conducted at a comprehensive, or system, level or are focused to an individual project. The former represent investigations to either complete or revisit elements of the Master Plan. The planning and programming phases of an individual project define the site location and other major elements of the scope, provide a refined project cost, provide coordination with users and stakeholders, and summarize project concepts in sufficient detail so as to focus design efforts.

3582 Comprehensive Airport Security System Study, \$18,708,000. This project will install hydraulic pop-up barriers on vehicle gate access and egress, reinforce/rehab existing gates and fences, upgrade security lighting, rehab/upgrade guardhouses, reconfigure vehicle passing and queuing lanes, miscellaneous work related to pedestrian and vehicle access and intrusion detection system.

3657 Site Development for Commercial Hangars, \$99,549,000. This funding provides for clearing, grading, site utilities, and site access in undeveloped areas. These areas are remote from current development and include an allowance for property enhancements. A portion of this project is deferred.

3752 Access Control and Monitoring Systems, CCTV and Video Monitoring System Integration, \$9,509,000. This two-phased project initially designs and constructs a replacement Video Management System. The second phase provides for the integration of the Access Control and Alarm Monitoring System (ACAM) with the Closed Circuit Television (CCTV) and Video Management (VM) System and establishes a dedicated security network. Presently these three systems operate independently and do not allow for 100% resolution of door alarms as dictated by the TSA. The integration of these systems and the establishment of a dedicated security network will create the "resolution" required at the Reagan National Dispatch Center (and future CCC) for the majority of the door alarms at Dulles International, and significantly reduce the requirement to dispatch personnel to a door when a "false" breach of security occurs.

3797 Contribution to Dulles Metrorail, \$233,041,165. The Airports Authority's contribution to the Dulles Metrorail Project. The funding for this portion of the rail project will come from passenger facility charges (PFCs).

3922 Next Generation Public Safety Communications System \$16,443,000. Implementation of the Next Generation Radio Communications Systems by migrating to the 800 MHz Trunked Radio System Master Site Refresh from the current 800 MHz radio communication. The request allocates \$1,000,000 for 175 Radio Replacements.

3924 Special Systems, \$4,581,000. This project provides for the extension and replacement of outside plant fiber optic cable and copper wire; upgrades to MUFIDS servers, software platforms and monitors; upgrades to the Public Address System Visual Paging Monitors, and the integration of Main Terminal and the International Arrival Building lighting control systems.

10093 Other Planning and Programming, \$3,000,000. This project replenishes planning and programming funding for Dulles International studies.

10094 Environmental Assessment for Western Dulles Development, \$1,328,000. The Airports Authority will conduct environmental studies and assessments, and prepare related permits to facilitate the first phases of development of lands west of new Runway 1L-19R.

10229 Police Range and Training Facility, \$6,000,000. This project will provide funding for Phase 1, to include the re-development of the existing range to serve the Airports Authority's police fire arm training and certification requirements. The project will include two pistol ranges, a rifle range, target and bullet trap systems, a training building, ancillary supply buildings, utility laterals from the Shops 2 area, and lead remediation at the old range. The project will create the ability to lease or contract a dedicated pistol range to a second jurisdiction (the Airports Authority is working closely with Arlington County), and to share rifle and training classroom space in an effort to cost-share and economize.

2016 BUDGET

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TBD Infrastructure Modernization and Integration Services, \$6,000,000. This project facilitates the convergence of disparate data and voice networks across the Airports Authority. The project components include business cases, assessments, design and implementation of network infrastructure to address single points of failure including the physical data network, SONET Ring and legacy business telephone system technologies.

TBD Data Center Consolidation, \$1,750,000. The data center consolidation project scope includes the design and implementation of mass storage solutions, hardware virtualization, and leveraging cloud brokerage services to achieve maximum efficiency through shared services. This project provides for development and implementation of a consolidation strategy to reduce physical data centers across the Airports Authority.

TBD Public Wi-Fi and Cellular Services business Study and Program Management, \$750,000. This project provides for the assessment, design and business case evaluation to implement a public Wi-Fi infrastructure throughout both airport campuses. The project includes the planning for a phased implementation and associated operational and sustainment support services.

TBD Public Safety System Replacement and Content Management System Design Study and Phase I Implementation, \$5,949,855. This project provides for the development and implementation strategy to converge the Airports Authority's public safety systems. The project includes analysis, architecture, design and integration services for the replacement of the end of life systems such as 911, crash net, security system with a federated solution.

TBD Unified Digital Signage and Content Management System Design Study and Phase 1 Implementation, \$1,750,000. This project will replace two existing dated electronic signage systems and a static wayfinding system with a single digital signage system incorporating content player management software. A quadrant will also be incorporated for Advertisements. The installation will include Ultra High Definition LCD Displays, LED Edge Lit Narrow Bezel LCDs, Data Display Controllers, Analog Clock Movements, Decorative metals, raceways, power and communications cables and terminations, power and communications outlets, demolition of existing systems, etc. The Content Player Management Software, servers, etc. will be "Hosted Off-Site" and certain network devices will be Authority Provided.

TBD Enterprise Mobile Applications and Website Phase II Implementation, \$1,750,000. Passenger centric technologies including passenger information system, mobile applications, website services, way-finding will be designed, developed and implemented.

10416 Aero Train Major Maintenance Cycle, \$10,162,422. The original equipment manufacturer requires periodic major overall maintenance of the cars (brakes, tires, drive systems, etc.) which requires contractual support. This funds three years of maintenance.

TBD Mobile Lounge/Planemate Rehabilitation, \$7,330,000. The fleet of 19 mobile lounges and 30 Planemates require rehabilitation due to normal wear and tear. This project provides funding for a major maintenance cycle (engines, drive axles, HVAC and electrical systems, interior renovations) of approximately 12 vehicles over the next three years.

TBD (2015 U&L) Other Planning and Programming, \$3,000,000. Planning studies are conducted at a comprehensive, system, or individual project level to define alternatives, preferred site locations, airfield simulations, obstruction surveys, cost estimates, and cost-benefit analysis. Additionally, environmental and FAA mandated submittals are prepared. This funds three years of work.

TBD Special Systems, \$5,300,000. Various software and hardware systems (such as security, building automation, flight and baggage information, public address, etc.) across the airport will be expanded, upgraded, and/or maintained to new technologies, functionality, regulations, revisions.

TBD Aerial Imagery and Contour Lines, \$762,762. This project provides for high quality color digital aerial imagery with 1-foot topography for the purpose of planning, design, and construction activities. Imagery will be updated once every other year or on an as-needed basis.

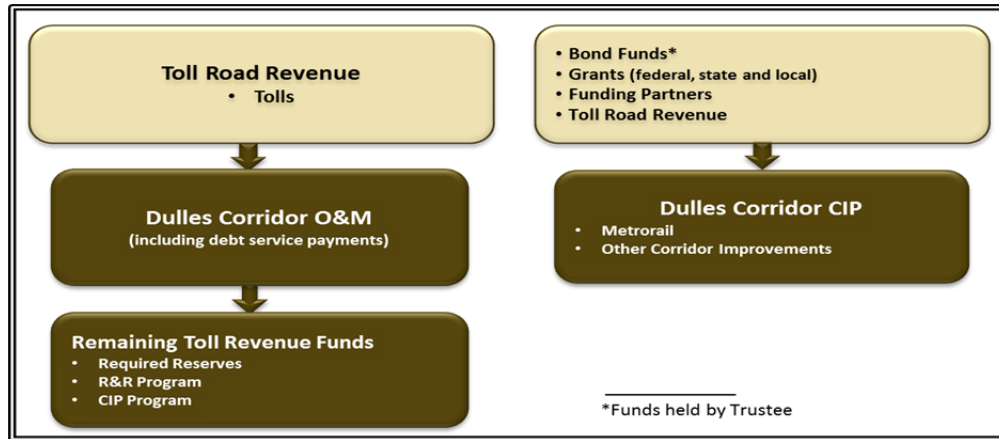
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Your Journey Begins With Us.

DULLES CORRIDOR ENTERPRISE FUND OPERATION

The Dulles Corridor Operation and Maintenance Program (O&M) is the financial plan for operating the Dulles Toll Road, including reserve requirements. The O&M program is funded from toll road revenue.



Dulles Toll Road

Transfer History

The Metropolitan Washington Airports Authority (Airports Authority) and the Virginia Department of Transportation (VDOT) concluded negotiations for a 50-year lease of the Toll Road. The terms of the lease can be found in two documents: The Toll Road Master Transfer Agreement and the Toll Road Permit and Operating Agreement, both dated December 29, 2006. On November 1, 2008, VDOT transferred operational and financial control of the Toll Road to the Airports Authority for a term of 50 years. These documents reflect the two agencies’ understanding and agreements with respect to the transfer of rights to operate, finance and maintain the Toll Road to the Airports Authority and certain related matters for the purpose of financing the construction of the Dulles Corridor Metrorail Project and other transportation improvements in the Dulles Corridor. The Agreement related to the transfer of the Toll Road can be found on the Airports Authority’s website www.mwaa.com.

Dulles Toll Road Flow of Funds

As a part of this transaction and as stipulated in the Toll Road Permit and Operating Agreement, the Airports Authority has established segregated accounts, management and operational functions, where appropriate, for the operations of the Toll Road. This segregation of operational functions, as well as the asset management and improvement responsibilities and contract obligations, require the Airports Authority budget and expend funds in a specified manner. Specifically, all toll revenues shall be budgeted and used solely to pay, in the following order of priority, (i) Operations and Maintenance (O&M) Fund requirements (including the O&M account, O&M reserve account and emergency O&M reserve account); (ii) Extraordinary Maintenance and Repair Reserve Account requirements; (iii) debt service and debt service reserve fund requirements, including other amounts payable under any Toll Road financing documents (including, without limitation, swaps, letter of credit reimbursement agreements and standby bond purchase agreements, commercial paper or any other similar products or any scheduled TIFIA debt), together with deposits to federal tax law rebate funds and any reasonable cash reserves or escrow accounts in respect thereof; (iv) all deposits in respect of the Renewal and

Replacement Program and costs of the renewal and replacement work incurred during such year not funded from the renewal and replacement reserves; (v) Dulles Corridor Enterprise Reserve and Toll Rate Stabilization Fund; (vi) all costs and expenses of constructing any road and highway capital improvements (other than the Toll Road) required to be paid during such year not paid from proceeds of Toll Revenue Bonds; (vii) capital costs of the Dulles Corridor Metrorail Project then due and payable and not otherwise paid or reasonably expected to be paid from proceeds of the Toll Revenue Bonds; (viii) Latent Defects Reserve Fund, including the funding of a reasonable cash reserve in an amount not to exceed \$10 million plus any accrued interest earnings thereon for costs associated with remedying any latent defects related thereto, all in accordance with the Washington Metropolitan Area Transit Authority (WMATA) Agreement; (ix) eligible costs and expenses for transit operations within the Dulles Corridor; and (x) all remaining Toll Revenues shall be paid to the Commonwealth for allocation by the Commonwealth Transportation Board (CTB) for transportation programs and projects that are reasonably related to or benefit the users of the Toll Road. The Toll Road Operation and Maintenance Budget will be prepared and funds are allocated for performing all toll collection (cash and electronic toll collection), administrative service, customer service, violation enforcement public safety and incident management activities. For major asset repair and rehabilitation for the Toll Road, a Renewal and Replacement Program was established to fund various projects necessary to keep the toll operation in proper maintenance and operational condition. A Capital Improvement Program was established for major construction projects, including the Metrorail extension and other corridor improvements.

Dulles Toll Road Description

The Toll Road, also known as Route 267 and the Omer L. Hirst – Adelard L. Brault Expressway, is an eight-lane, divided, controlled-access roadway, approximately 13.43 miles in length and extends from a point just west of Sully Road (Route 28) in Loudoun County to the Capital Beltway (I-495) in Fairfax County. The Toll Road facilitates commuter and commercial traffic throughout the Dulles Corridor, and runs alongside (parallel to) the Access Highway. The Access Highway is operated and maintained by the Airports Authority and is a four-lane, divided, limited-access roadway which will include portions of the future Dulles Corridor Metrorail.

In both the eastbound and westbound directions and at each end of the Toll Road, there are a total of 61 toll collection points, consisting of attended lanes, automatic coin machine lanes, and electronic toll collection (Smart Tag-capable lanes). The tolling configuration consists of two mainline (one eastbound and one westbound) toll plazas and 18 ramp plazas. There are 33 full service lanes, 19 exact change lanes, and 7 dedicated Smart Tag only lanes and 2 bus toll lanes. At the westbound mainline toll plaza on the east end of the Toll Road, there is an administration building that houses various tolling systems and administrative personnel. Tolls are collected in a screenline fashion, i.e. patrons are required to pay a discrete toll at each plaza.

Tolls for the Toll Road are collected through both cash and electronic methods. The Electronic Toll Collection (ETC) System is comprised of six major subsystems:

- A Radio Frequency Identification (RFID) Automatic Vehicle Identification (AVI) system, called Smart Tag
- Two vehicle detection and classification systems
- A coin collection system using Automatic Coin Machines (ACMs)
- A toll attendant interface system
- A Violation Enforcement System (VES)
- A database host

The Smart Tag system is installed in all toll collection lanes, seven of which are dedicated Smart Tag only lanes. The equipment is interoperable with the E-ZPass system used by surrounding states for ETC. Toll revenues will

be used to pay all operations and maintenance expenses of the Toll Road and to fund the various reserve and debt service funds.

Toll and roadway maintenance is performed by Airports Authority staff or contracts managed by Airports Authority staff, including routine toll and roadway maintenance expenditures for common services as toll software and hardware maintenance, pavement striping and signing repair, guardrail and attenuator repairs; plaza repairs, janitorial services, roadway sweeping, and litter pick-up are also included. The Renewal and Replacement Program is established for identified rehabilitation and major repairs for the Toll Road such as pavement overlays, new toll collection equipment, bridge and sound wall repairs, etc. The Renewal and Replacement Program is a "full five-year period maintenance plan" budgeted annually. The Capital Improvement Fund is for major capacity improvements and transportation projects. These projects usually consist of additional lanes, major overpasses and intersection projects.

The Airports Authority deploys a motorist assistance program for Dulles Corridor assistance. The motorist assistance program known as the Safety Service Patrol, provides minor vehicle breakdown services, such as gas refills, flat tire changes, and towing to stranded motorists within the Dulles Corridor.

Dulles Corridor Metrorail Project

Phase 1

The Airports Authority constructed an extension of the Washington Metropolitan Area Transit Authority (WMATA) Metrorail system from East Falls Church station through Tysons Corner to Wiehle Avenue (Phase 1) which went into service in 2014. Included in Phase 1 is the procurement of 64 railcars. The total final project cost of Phase 1 is currently estimated to be \$2.982 billion, including the cost of roadway-related improvements that were constructed concurrently with the Project. In May 2015, the Board approved an amendment increasing Budget authorization from \$2.906 to \$2.982 billion to include an additional \$76 million of project costs. Phase 1 received a commitment of \$900 million in New Starts funding from the Federal Transit Administration (FTA). Fairfax County provided a fixed contribution of \$400 million for Phase 1 which will subsequently be adjusted to cover their full-funding obligation on a percentage of total cost of both Phases. The Commonwealth of Virginia (Commonwealth) provided \$51.7 million in Virginia Transportation Act (VTA) 2000 revenues from 2004-2007, an additional \$125 million of Commonwealth Transportation Board (CTB) Bonds, and \$75 million of other Commonwealth funds/Surface Transportation Program (STP) funds toward the cost of Phase 1. The remaining Phase 1 project costs are being provided by the Airports Authority through a combination of bonds, or other financing agreements as the Airports Authority deems necessary, secured by a pledge of Toll Road revenues. Phase 1 of the Dulles Corridor Metrorail Project includes five stations along the 11.7 mile alignment from the East Falls Church Metrorail Station through Tysons Corner to Wiehle Avenue on the eastern edge of Reston.

Phase 2

The Metrorail Project – Phase 2 is the 11.4 mile completion of the Metrorail Project from Wiehle Avenue to Route 772 in eastern Loudoun County. Metrorail Project – Phase 2 includes six new stations, including a station at Dulles International, and a maintenance yard located on Dulles International's property. Included in this second phase is the procurement of an additional 64 rail cars.

There is a Memorandum of Agreement, a multi-party agreement that outlines federal, the Commonwealth, Loudoun and Fairfax Counties' and the Airports Authority's funding responsibilities. Additionally, the Commonwealth has provided \$150 million which is being used to pay debt service in

2016 BUDGET

Metropolitan Washington Airports Authority

order to mitigate toll increases of which \$70 has been used through 2015. The Commonwealth has also pledged an additional \$300 million to fund capital costs. The revised budget authorization for Phase 2 of the Metrorail Project, including contingency, is \$2.8 billion. Phase 2 Parking Garages are being funded directly by Fairfax and Loudoun Counties. The Phase 2 project has also been awarded \$33 million from the Northern Virginia Transportation Authority to help pay the construction costs of the Innovation Center Station.

A design and build contract for the rail line, stations and systems for Phase 2 of the Metrorail Project was awarded in 2014. Included are new stations at Reston Town Center, Herndon Innovation Center, Dulles International, Loudoun Gateway (formerly Route 606), and Ashburn (formerly Route 772). The contract for the construction of the rail yard and maintenance facility for WMATA at Dulles International was awarded in summer 2014. The estimated construction completion period is in 2019.

Other Dulles Corridor Capital Improvements

The new authorization for capital improvements related to the Dulles Corridor Toll Road is \$7.7 million.

2016 DULLES CORRIDOR OPERATION AND MAINTENANCE PROGRAM

The Dulles Corridor Operations and Maintenance Program (O&M) is the financial plan for operating the Toll Road, including reserve requirements. The O&M Program is funded from toll road operating revenue.

Table 4-1: Dulles Corridor Operating Expenses, Debt Service and Financing Fees

(dollars in thousands)	Actual	Budget	Budget	2016 Budget vs. 2015 Budget	
	2014	2015	2016	Dollar	Percent
Operating Expenses	\$ 26,704	\$ 31,340	\$ 31,193	\$ (147)	(0.5%)
Debt Service and Financing	\$ 32,417	46,155	47,246	1,091	2.4%
Total O&M Program	\$ 59,122	\$ 77,495	\$ 78,439	\$ 944	1.2%

- The 2016 Budget for the Dulles Corridor Enterprise Fund includes the Toll Road, the Dulles Corridor Metrorail Project, and other Corridor improvements. The Dulles Corridor Enterprise Fund Budget was prepared after review of expected toll collections, operating expenses, and capital requirements. Effective October 1, 2009, all operations related to the Toll Road are performed by Airports Authority employees and all contracts are administered by Airports Authority employees, including Public Safety.
- A cost allocation plan allocates the costs of staff and other shared operational costs that have duties in both the Aviation Enterprise and Dulles Corridor Enterprise Funds.

2016 DULLES CORRIDOR OPERATING REVENUES AND INTEREST INCOME

Table 4-2: Dulles Corridor Revenues and Interest Income

(dollars in thousands)	Actual	Budget	Budget	2016 Budget vs. 2015 Budget	
	2014	2015	2016	Dollar	Percent
Electronic Toll Collection	\$ 123,537	\$ 119,637	\$ 134,497	\$ 14,860	12.4%
Cash Toll Revenue	25,115	34,529	22,476	(12,053)	(34.9%)
Total Operating Revenues	\$ 148,653	\$ 154,166	\$ 156,972	\$ 2,806	1.8%
Interest Income	\$ 3,143	\$ 2,461	\$ 2,964	\$ 504	20.5%

Table 4-3: Dulles Corridor Statement of Operations

(dollars in thousands)	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
			Dollar	Percent
Operating Revenues				
Electronic Toll Collection (ETC) Toll Revenue	\$ 119,637	\$ 134,497	\$ 14,860	12.4%
Cash Toll Revenue	34,529	22,476	(12,053)	(34.9%)
Total Operating Revenues	\$ 154,166	\$ 156,972	\$ 2,806	1.8%
Operating Expenses				
Personnel Compensation	2,253	1,999	(253)	(11.2%)
Employee Benefits	857	1,038	181	21.1%
Travel	11	11	-	0.0%
Lease and Rental Payments	10	10	-	0.0%
Utilities	210	210	-	0.0%
Telecommunications	10	10	-	0.0%
Services	20,563	20,899	336	1.6%
Supplies, Materials, and Fuels	762	693	(70)	(9.1%)
Insurance and Risk Management	800	714	(86)	(10.8%)
Non-Capital Equipment	26	26	-	0.0%
Capital Equipment	373	96	(277)	(74.3%)
Cost Allocation	5,466	5,488	22	0.4%
Total Operating Expenses	\$ 31,340	\$ 31,193	\$ (147)	(0.5%)
Net Operating Income	\$ 122,826	\$ 125,780	\$ 2,954	2.4%
Non Operating Revenue				
Interest Income	2,461	2,964	504	20.5%
Total Non Operating Revenue	2,461	2,964	504	20.5%
Debt Service and Financing Fees				
Debt Service (Principal/Interest) ¹	41,474	43,740	2,266	5.5%
Financing Fees ²	4,681	3,506	(1,175)	(25.1%)
Total Debt Service and Financing Fees	46,155	47,246	1,091	2.4%
Dulles Corridor Enterprise (DCE) Reserve Contributions				
Operations and Maintenance Reserve Account	\$ 170	\$ -	\$ (170)	(100.0%)
Extraordinary Maintenance and Repair Escrow ³	293	303	10	3.5%
Junior Lien TIFIA Debt Service Reserve Fund ⁴	58,563	34,972	(23,592)	(40.3%)
Renewal and Replacement Reserve	2,679	4,973	2,294	85.6%
Corridor Capital Improvements Reserve	10,718	19,892	9,174	85.6%
DCE Reserve and Toll Rate Stabilization Fund	6,708	21,358	14,650	218.4%
Total DCE Reserve Contributions	\$ 79,131	\$ 81,497	\$ 2,366	3.0%
Remaining Dulles Toll Road Revenue Fund	\$ -	\$ -	\$ -	0.0%

¹ The debt service estimates for 2015 and 2016 are net of the annual direct federal subsidy on existing Build America Bonds (BABs). The debt service amounts for 2015 and 2016 are net of \$30 million of Commonwealth of Virginia funds for DTR Bonds Debt Service.

² Financing fees includes remarketing fees of commercial paper, bond/disclosure counsel fees, financial advisors fees, trustee fees and rating agency fees.

³ Extraordinary Maintenance and Repair Escrow should be indexed to inflation. Base Case Financial Model for TIFIA Loan Agreement assumes inflation to be 3.5%.

⁴ TIFIA Loan Agreement was signed on August 20, 2014 and the first withdrawal of funds took place in January, 2015. The TIFIA Debt Service Reserve deposit for 2016 is \$34,971,528

Table 4-4: Comparison 2014, 2015 and 2016 Operating Expenses for Dulles Toll Road

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Expenses					
Full-time Permanent	\$ 1,650	\$ 2,122	\$ 1,889	\$ (234)	(11.0%)
Other than Full-time Permanent	-	-	-	-	0.0%
Overtime	53	65	49	(16)	(25.3%)
Other - Personnel Compensation	75	65	62	(3)	(5.0%)
Cost Allocation	2,968	3,113	3,251	137	4.4%
Personnel Compensation	\$ 4,747	\$ 5,366	\$ 5,250	\$ (116)	(2.2%)
Health Insurance	495	504	566	61	12.2%
Life Insurance	12	12	14	3	21.2%
Retirement	265	290	415	124	42.8%
Other - Employee Benefits	152	50	43	(8)	(14.9%)
Cost Allocation	1,099	1,203	1,229	26	2.1%
Employee Benefits	\$ 2,023	\$ 2,060	\$ 2,267	\$ 207	10.0%
Total Personnel Expenses	\$ 6,770	\$ 7,426	\$ 7,517	\$ 90	1.2%
Travel					
Travel	13	11	11	-	0.0%
Cost Allocation	13	16	11	(5)	(29.6%)
Total Travel	26	27	22	(5)	(17.4%)
Lease and Rental Payments					
Airport Lease Payments	-	-	-	-	0.0%
Other - Lease and Rental Payments	-	10	10	0	0.0%
Cost Allocation	2	2	0	(1)	(74.5%)
Total Lease and Rental Payments	2	12	10	(1)	(9.8%)
Utilities					
Electricity	197	200	200	(0)	(0.0%)
Natural Gas	-	-	-	-	0.0%
Water	9	10	10	0	0.0%
Sewerage	-	-	-	-	0.0%
Cost Allocation	11	4	24	19	453.7%
Total Utilities	217	214	234	19	9.1%
Telecommunications					
Telecommunications	15	10	10	0	0.0%
Cost Allocation	205	210	144	(65)	(31.2%)
Total Telecommunications	221	220	154	(65)	(29.8%)
Services					
Custodial Services	110	112	114	1	1.0%
Contractual Services	17,138	20,451	20,785	335	1.6%
Cost Allocation	952	840	756	(84)	(10.0%)
Total Services	18,199	21,403	21,655	252	1.2%
Supplies, Materials and Fuels					
Fuels	121	168	168	(0)	(0.0%)
Supplies and Materials	477	594	524	(70)	(11.7%)
Cost Allocation	65	58	59	1	2.3%
Total Supplies, Materials and Fuels	663	820	752	(68)	(8.3%)
Insurance and Risk Management					
Insurance and Risk Management	484	800	714	(86)	(10.8%)
Cost Allocation	(0)	1	-	(1)	(100.0%)
Total Insurance and Risk Management	484	801	714	(87)	(10.8%)
Non-Capital Equipment					
Non-Capital Equipment	0	26	26	0	0.0%
Cost Allocation	20	19	13	(6)	(31.1%)
Total Non-Capital Equipment	20	45	39	(6)	(13.3%)
Non-Capital Facility Projects					
Non-Capital Facility Projects	-	-	-	-	0.0%
Capital Equipment					
Capital Equipment	103	373	96	(277)	(74.3%)
Capital Facility Projects					
Capital Facility Projects	-	-	-	-	0.0%
Total Operating Expenses	\$ 26,704	\$ 31,340	\$ 31,193	\$ (147)	(0.5%)

Dulles Toll Road

Table 4-5: Operating Expenses-Dulles Toll Road

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Personnel Compensation and Benefits	\$ 2,703	\$ 3,109	\$ 3,037	\$ (72)	(2.3%)
Other Operating Expenses	<u>24,001</u>	<u>28,231</u>	<u>28,156</u>	<u>(75)</u>	(0.3%)
Total Consolidated Functions	\$ 26,704	\$ 31,340	\$ 31,193	\$ (147)	(0.5%)

The funding requirement for the Toll Road’s operating expenses will decrease by \$147 thousand in 2015.

Personnel Compensation and Benefits Expenses.....(**\$72 thousand**)

- Personnel compensation decreased by \$253.0 thousand due to a normalization of funding levels from 2015.
- Employee benefits increased by \$181.0 thousand due to increase to health insurance and retirement benefits.

Other Operating Expenses..... (**\$75 thousand**)

- Services increased by \$336.0 thousand due to increases to information technology equipment services, \$460 thousand and electronic toll collection (ETC) fee, \$399 thousand. These increases were off-set by decreases in contractual temporary services, management support services, and miscellaneous inspection, maintenance and repair.
- Capital equipment includes funding for two SUVs and one radar sign.
- Material and supplies decreased by \$70 thousand due to decreases to administrative supplies, \$45 thousand, and building and structuring supplies, \$25 thousand.
- Insurance expenses decreased by \$86 thousand.
- Cost allocation increased by \$22 thousand.
- There are no significant changes in the budget for travel, lease and rental payments, utilities, telecommunications, non-capital equipment and non-capital facility projects.

* *The expenses include cost allocation.*

DULLES CORRIDOR RENEWAL AND REPLACEMENT PROGRAM

The 2016 Renewal and Replacement Program expenditures is \$5.5 million for various projects including sound-wall repair, environmental engineering services and geographic information system, bridge, structures and canopy repairs, guardrail, traffic barrier and fencing rehabilitation, landscape maintenance, cameras, planning and programming utility survey and rehabilitation. The Renewal and Replacement Program is developed based on TIFIA terms and conditions requiring an independent consultant to develop a life cycle capital cost report. The 2016 estimate for new program authorization for a five-year plan is \$2.6 million.

Table 4-6: Dulles Corridor Renewal and Replacement Program

(dollars in thousands)	New Authorization
Dulles Toll Road Pavement Repairs	\$ 1,599
Bridges, Structures and Canopy Repairs	963
Landscape Maintenance	40
Total Dulles Corridor Renewal and Replacement Program	\$ 2,602

DULLES CORRIDOR ENTERPRISE - RENEWAL AND REPLACEMENT PROGRAM

PROJ. NUM.	DESCRIPTION	TOTAL PROJECT AUTHORIZATION	2015 CARRYOVER	2016 NEW PROGRAM AUTHORIZATION	2016-2020 PLAN - EXPENDITURES					
					2015 - 2020 PLAN	2016	2017	2018	2019	2020
BRIDGE AND STRUCTURAL REHABILITATION										
5001	Bridges, Joint & Bearing, Structures and Canopy Repairs	5,579	3,360	963	4,322	666	686	698	1,522	750
5002	Joint Replacement and Repair	317	-	-	-	-	-	-	-	-
5003	Bearing Replacement	162	-	-	-	-	-	-	-	-
5017	Bridge/Structural Management System Program	163	56	-	103	75	7	7	7	7
5025	Federal Highways Bridge Inspection	735	556	-	588	50	250	-	288	-
10007	Betterment-Beulah Road Bridge	700	700	-	700	-	-	-	-	-
	Subtotal Bridge and Structural Rehabilitation	7,656	4,672	963	5,713	1,491	943	705	1,817	757
HYDRAULIC REHABILITATION										
5024	Culvert and Erosion Repairs	1,686	588	-	959	181	186	192	197	203
TBD	Storm Sewer and Stormwater Management	308	308	-	378	50	51	53	106	118
	Subtotal Bridge and Structural Restoration	1,994	895	-	1,337	230	237	244	304	321
SOUND WALL REPAIR										
5004	Repair of Sound Walls	877	765	40	1,523	350	361	263	270	279
	Subtotal Sound Wall Repair	877	765	40	1,523	350	361	263	270	279
ROADWAY AND PAVEMENT REHABILITATION										
5005	Dulles Toll Road Pavement Repairs	10,545	9,259	1,599	10,858	1,715	3,561	1,709	1,761	2,112
	Subtotal Pavement Repairs	10,545	9,259	1,599	10,858	1,715	3,561	1,709	1,761	2,112
ROADSIDE										
5006	Guardrail, Traffic Barrier and Fencing Rehabilitation	2,133	1,521	-	1,521	286	295	304	313	322
5007	Attenuator Rehabilitation	774	541	-	541	102	105	108	111	115
5012	Landscape Maintenance	1,731	1,222	-	1,464	276	284	293	301	310
	Subtotal Roadside	4,639	3,283	-	3,526	664	684	705	726	747
SIGNING AND LIGHTING										
5009	Roadway Sign Replacement and Rehabilitation	1,954	1,322	-	1,618	305	314	323	333	343
5011	Sign and Roadway Lighting Rehabilitation	1,153	1,088	-	1,121	211	217	224	231	238
	Subtotal Signing and Lighting	3,107	2,410	-	2,738	516	531	547	564	581
TECHNOLOGY										
5014	Communications/Data	393	125	-	125	53	55	6	6	6
	Subtotal Technology	393	125	-	125	53	55	6	6	6
ADMIN BUILDING/TOLL BOOTHS										
5019	Electrical Admin Bldg. Generator	663	-	-	-	-	-	-	-	-
5026	Code Compliance - Electrical Room	245	-	-	-	-	-	-	-	-
5020	HVAC	525	-	-	-	-	-	-	-	-
5027	Main Plaza Revenue Collection Tunnel Assessment	44	-	-	-	-	-	-	-	-
5021	Structural Repair and Rehabilitation	2,111	913	-	913	207	202	208	145	149
	Subtotal Admin Building	3,587	913	-	913	207	202	208	145	149
UTILITIES										
5022	Utility Rehabilitation	2,210	1,640	-	1,640	152	-	-	1,488	-
5028	Right of Way Mapping	103	103	-	106	106	-	-	-	-
	Subtotal Utilities	2,313	1,743	-	1,746	258	-	-	1,488	-
	Total Dulles Corridor	35,112	24,065	2,601	28,478	5,485	6,574	4,387	7,080	4,952

*The **Renewal and Replacement Program** for the Toll Road addresses major maintenance requirements including pavement overlays, sound wall repairs, bridge deck replacements, erosion and drainage control, and other routine maintenance projects. The Renewal and Replacement program is funded from toll road revenue. The 2016 Renewal and Replacement Program authorization is \$2.6 million.*

Bridge and Structural Rehabilitation

5001 Bridges, Structures and Canopy Repairs, \$5,578,805. The Toll Road has a total of 39 structures that are maintained and classified as bridges, as well as, 11 culverts, 22 plazas with associated structural canopies and 27,456 feet of retaining walls. Bridges and structures are inspected on a scheduled basis (every two years) and are assigned a rating signifying the conditions of the structure. Canopy structures are generally inspected each year during the annual asset inspection. This project provides for the repair of various structural components: bridge substructure concrete repair, bridge deck repair and resurfacing, and backwall, culvert repair and railing repair, replacement and/or repair of armored joints on the bridges as well as associated canopy structure and roof repair.

5002 Joint Replacement and Repair, \$317,048. The project provides for ongoing repairs of joints of bridges under the Toll Road's Responsibility of Maintenance, to ensure the structural integrity of bridges.

5003 Bearing Replacements, \$161,625. This project provides for necessary repairs and replacements for bridge bearings of Toll Road bridges to ensure the integrity of the structure.

5017, Bridge/Structural Management System Program, \$163,175. This project provides for the continued maintenance of an annual management system for the structural assessment of bridge structures. The project provides annual license fees and data maintenance of the Bridge and Structural Maintenance System program which is used to track and monitor bridge maintenance and to maintain records for the Federal Highway Administration.

5025 Federal Highways Bridge Inspection, \$735,400. The Toll Road has 39 structures that are maintained and classified as bridges. Bridges and structures are required to be inspected on a scheduled basis (every two years) and are assigned a rating signifying the conditions of the structure. These inspections will determine the specific bridge repairs required.

10007 Betterment – Beulah Road Bridge, \$700,000. VDOT has designed a replacement Beulah Road Bridge to achieve higher clearances for eastbound traffic minimizing the potential for future impacts to the bridge. The pier cannot be constructed at a later date for it would require the demolition of the new rail tracks and create construction delays on the Dulles Rail project.

Hydraulic Rehabilitation

5024 Culvert and Erosion Repairs, \$1,686,355. This project will provide for the repair of various areas along the Dulles Corridor that have experienced severe erosion. This work will address areas adjacent to structures and adjacent to roadway surfaces to include ditches to ensure the safety of the travelling public as well as preserving the integrity of the structure. This project will also provide for on-going repairs to restore and maintain culvert rip-rap protection areas, which would maintain integrity of culverts.

(TBD) Storm Sewer and Stormwater Management, \$307,701. This project would provide for necessary repair work for stormwater management facilities to ensure structural integrity of the facilities, and reducing the chance for failures. This project will also provide for repairs of various storm sewer systems along the corridor.

Sound Wall Repair

5004 Repair of Sound Walls, \$877,050. This project will provide for miscellaneous repair of sound walls to ensure the stability and to extend the life of the sound walls. Due to weathering, age and traffic damage, sections of the sound walls throughout the corridor will be in need of minor repairs during the year to include panel repair for spalling, chipping, exposed steel and other damage, deteriorated or missing acoustic material, post repair and replacement, and aesthetic/cosmetic repairs for concrete, wood and steel sound walls.

Roadway and Pavement Rehabilitation

5005 Dulles Toll Road Pavement Repairs, \$10,544,994. This project will provide for repairs of mainline, entrance/exit ramps, plaza approach, auxiliary lane pavements that do not meet roughness requirements after the resurfacing or exhibit failure due to poor pavement conditions and potholes. This work consists of small sections of pavement repairs along the Toll Road and plaza ramps which could include sub-base repair, milling and resurfacing operations, temporary and permanent striping and specialty symbol striping (HOV, and E-ZPass). Traffic maintenance will be a significant item of work.

Roadside

5006 Guardrail, Traffic Barriers and Fencing Rehabilitation, \$2,133,316. Various guardrails, cable fencings and traffic barriers as well as those items as required and identified by VDOT Safety Orders will be replaced or added. Right of way fencing may be added/modified to remove hazards or increase security.

5007 Attenuator Rehabilitation, \$774,193. Many of the attenuators, delineators/candle stick separators at the toll booths and plazas are not able to handle a high speed (60 mph) impact and are frequently hit and damaged. This project will repair and add lane delineation to increase system safety by limiting lane changes at decision points near the toll booths.

5012 Landscape Maintenance, \$1,731,294. A number of aesthetic elements such as landscaping, bushes and trees will be maintained or replaced. Preventative maintenance in the corridor including: landscaping, mowing, graffiti removal, turf maintenance, will also occur.

Signing and Lighting

5009 Roadway Sign Replacement and Rehabilitation, \$1,954,043. Overhead and ground mounted signs throughout the Dulles Toll Road corridor are deteriorating due to age and weather conditions as well as being damaged from vehicular impacts. With the introduction of more modern materials, the life of the signs can be increased through replacement. This project is necessary to maintain the directional and informational standard for the current signage and provide for more efficient passage of the traveling public.

5011 Sign Lighting, \$1,153,401. Lights for overhead signs periodically need to be relamped. Additionally, higher intensity lighting is required to be used at decision points to increase the driver's awareness of these decision areas and increase safety.

Technology

5014 Communications/Data, \$393,461. This project will maintain or replace the tunnel telecommunication equipment, fiber optic lines, landing phones, traffic cameras, weather station, road sensors, which are all primarily based at the Main Line Toll plaza.

Administration Building/Toll Booths

5021 Structural and Repair Rehabilitation, \$2,110,870. The existing Administration Building and toll booths require structural repairs. This project provides for structural and aesthetic upgrades to the buildings. The Toll Booths need temporary repairs to keep them operational until they are replaced or converted to cashless lanes. Repairs to the booths include structural, electrical, mechanical, plumbing, and HVAC.

Utilities

5022 Utility Rehabilitation, \$2,209,536. This project provides for the site survey and replacement of utility services that may be damaged or serving loads not related to the Toll Road. This includes but is not limited to studying electrical meters, water meters, sanitary sewer laterals and septic system locations.

5028 Right of Way Mapping, \$103,000. The limits of maintenance responsibility of the Toll Road have not been mapped to include VDOT easements obtained separately from the original corridor right of way or other licenses/easements obtained by utility companies. This project provides for a consolidated review of the Airports Authority's right of way of the corridor as well as the existing VDOT right of ways obtained during the expansion of the Toll Road and utility licenses/easements as they are identified.

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DULLES CORRIDOR ENTERPRISE CAPITAL IMPROVEMENT

The new authorization for capital improvements related to the Dulles Corridor other than Rail for a five-year plan is \$7.7 million. CIP expenditures for the Dulles Corridor improvements other than rail are developed based on TIFIA terms and conditions requiring an independent consultant to develop a life-cycle capital cost report.

Table 4-7: 2015 Capital Improvement Program

(dollars in thousands)	<u>New Authorization</u>
Intelligent Transportation System (ITS) and Traffic Management System (TMS) Infrastructure (Design and Construction)	\$ 5,970
Repair and Resurfacing -Dulles Toll Road Pavements	<u>1,754</u>
Total Dulles Toll Road	<u>\$ 7,724</u>
Total Dulles Corridor Enterprise	<u>\$ 7,724</u>

Other Dulles Corridor Capital Improvements

The new program authorization for capital improvements related to the Dulles Corridor other than rail is \$7.7 million.

DULLES CORRIDOR ENTERPRISE - CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL

Proj Num	Description	Original Budget	Revised Budget* (Baseline)	2015 Carryover	2016 New Program	2015 - 2019 & Beyond Total Expenditures				
						2015	2016	2017	2018	2019 & Beyond
RAIL										
Rail Phase 1										
	Guideway and Track Elements	\$ 552,980	\$ 613,999	\$ 3,820	\$ 3,820	\$ 3,820	\$ 3,820	\$ -	\$ -	\$ -
	Stations, Stops, Terminals, and Intermodals	277,644	367,206	13,784	-	13,784	13,784	-	-	-
	Support Facilities: Yards, Shops, Admin Building	53,041	70,415	10,882	-	10,882	10,882	-	-	-
	Sitework and Special Conditions	275,614	256,096	16,898	-	16,898	9,422	7,476	-	-
	Systems	255,603	322,843	33,104	-	33,104	16,848	16,257	-	-
	Right-of-Way (ROW), Land and Existing	82,148	55,024	(3,154)	-	(3,154)	(4,009)	855	-	-
	Vehicles (Rail Cars and Support Vehicles)	163,725	191,585	101,629	-	101,629	20,000	81,629	-	-
	Professional Services	606,215	903,137	38,169	-	38,169	32,428	5,741	-	-
	Unallocated Contingency	80,000	-	-	-	-	-	-	-	-
	Finance Charges	24,000	-	-	-	-	-	-	-	-
	Escalation	276,517	-	-	-	-	-	-	-	-
	Subtotal Project Cost - Phase 1	2,647,486	2,780,305	215,132	-	215,132	103,174	111,958	-	-
	Spring Hill Road and Emergency Crossover Enhancements. Includes Traction Power Sub Stations TPSS#7 & 9)	-	201,408	31,002	-	31,002	6,940	24,062	-	-
	Subtotal Project Cost including Concurrent Roadway Improvements - Phase 1	2,647,486	2,981,713	246,134	-	246,134	110,114	136,020	-	-
	Finance Charges	509,985	362,167	165,552	-	165,552	62,820	102,732	-	-
	Other Cost Associated w/VDRPT, Comprehensive Agreement and Acquisition Cost	50,000	50,000	-	-	-	-	-	-	-
5103	Transportation Management Plan (Rail Construction)	-	12,500	2,739	-	2,739	-	-	-	2,739
5101	WMATA Latent Defects Reserve	15,000	15,000	15,000	-	15,000	-	-	-	15,000
	Total - Phase 1	3,222,471	3,421,380	429,425	-	429,425	172,934	238,752	-	17,739
Rail Phase 2										
	Guideway and Track Elements	1,126,304	200,657	194,530	-	194,530	25,824	103,939	52,112	9,420
	Stations, Stops, Terminals, and Intermodals	725,194	199,516	199,516	-	199,516	18,037	60,247	60,553	57,287
	Support Facilities: Yards, Shops, Admin Building	261,690	214,328	210,009	-	210,009	12,353	98,081	87,767	11,559
	Sitework and Special Conditions	220,702	576,776	479,450	-	479,450	99,026	174,022	118,299	82,762
	Systems	271,784	213,498	204,053	-	204,053	23,255	51,892	65,479	49,705
	Right-of-Way (ROW), Land and Existing	37,435	58,600	55,097	-	55,097	17,863	13,196	21,766	2,272
	Vehicles (Rail Cars and Support Vehicles)	228,955	213,613	173,781	-	173,781	-	-	144,724	29,057
	Professional Services	780,484	599,200	379,404	-	379,404	100,300	80,937	80,277	70,182
	Unallocated Contingency	178,168	502,046	502,046	-	502,046	16,948	114,973	108,910	95,706
	Finance Charges	-	-	-	-	-	-	-	-	-
	Escalation (Additional Escalation - Deferred DB Start)	-	-	-	-	-	-	-	-	-
	Airport Operations Impacts	-	-	-	-	-	-	-	-	-
	Total - Phase 2	3,830,716	2,778,236	2,397,885	-	2,397,885	313,607	697,287	739,887	407,949
	TOTAL RAIL	\$ 7,053,187	\$ 6,199,615	\$ 2,827,310	\$ -	\$ 2,827,310	\$ 486,541	\$ 936,039	\$ 739,887	\$ 407,949
										\$ 256,894

* Revised Budget includes impact of Resolution No.12-17, which added \$150 million to the Phase 1 budget on June 20, 2012, and the transfer of \$71.8 million from finance charges to contingency, approved by FTA in December 2012.

DULLES CORRIDOR ENTERPRISE - CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL

Proj Num	Description	Prior Total Project Authorization	2015 Carryover	2016 New Program	2016 - 2020 Total Expenditures					
					2015	2016	2017	2018	2019	2020
DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)*										
<u>Planning and Preliminary Engineering Projects</u>										
10359	Modeling Support	206	141	-	141	-	-	-	-	-
10360	Long Term Conceptual Design Study	464	292	-	292	-	-	-	-	-
10396	Life Cycle Cost Report Updates	646	496	-	496	-	164	164	-	-
	Repro Raise Speed Limit (study)	206	-	-	-	-	-	-	-	-
5065	ITS & TMS Master Plan	309	129	-	129	-	14	-	116	-
10398	Maintenance Storage Yard (Study)	52	42	-	42	-	-	-	-	-
5084	Backtrack Monitoring System (Study)	-	-	-	-	-	-	-	-	-
10427	Stormwater Management Program study	109	109	-	109	-	-	109	-	-
10387	AET Conceptual Study	283	273	-	273	-	140	133	-	-
10430	AET Constructability Study	225	225	-	225	-	-	-	225	-
10431	DTR Admin. Feasibility Study	563	563	-	563	-	-	-	563	-
10397	Performance Management Assessment Report	1,300	1,250	-	1,250	-	600	651	-	-
10399	General Planning Studies	1,226	1,226	-	1,823	-	314	164	169	597
Subtotal Planning and Preliminary Engineering Projects		6,725	4,747	-	5,344	-	1,705	1,221	1,241	580
<u>Roadway Projects</u>										
5050	Dulles Corridor/ I-495 Interchange (Design and Construction)	57,045	-	-	-	-	-	-	-	-
5053	Route 606 Widening Phase I (Design)	4,550	-	-	-	-	-	-	-	-
5053	Route 606 Widening Phase I (Construction)	5,000	-	-	-	-	-	-	-	-
5053	Route 606 Widening Phase I (Construction)	15,000	-	-	-	-	-	-	-	-
5054	Hunter Mill Road Widening Study	-	-	-	-	-	-	-	-	-
5055	FFX Co. Pkwy. - Reston Pkwy. Auxiliary Lane Study	-	-	-	-	-	-	-	-	-
5056	Reston Pkwy. - Wiehle Ave. Auxiliary Lane Study	-	-	-	-	-	-	-	-	-
5057	Spring Hill Road Study Short Term Improvements - design and construction	-	-	-	-	-	-	-	-	-
5058	Ramp and Ramp Terminal Operations (Study)	965	-	-	-	-	-	-	-	-
10432	Short Term Interchange Improvements	10,130	10,130	-	10,130	-	-	-	10,130	-
10415	Bridge Joint Closures	2,306	2,306	-	2,306	-	2,306	-	-	-
5063	Rehabilitate Toll Road	33,282	26,223	1,754	30,841	-	8,200	5,412	5,741	5,914
Subtotal Roadway Projects		128,277	38,658	1,754	43,276	-	10,506	5,412	15,704	5,741
Subtotal		6,725	4,747	-	5,344	-	1,705	1,221	1,241	580

* Revised Budget includes impact of Resolution No.12-17, which added \$150 million to the Phase 1 budget on June 20, 2012, and the transfer of \$71.8 million from finance charges to contingency approved by FTA in December 2012.

DULLES CORRIDOR ENTERPRISE - CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL

Proj Num	Description	Prior Total Project Authorization	2015 Carryover	2016 New Program	2016 - 2020 Total					
					Expenditures	2015	2016	2017	2018	2019
DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)*										
Sound Walls										
5059	Sound Wall Improvements	3,700	-	-	-	-	-	-	-	-
5059	Sound Wall Replacement Phase I	8,634	1,719	-	1,719	-	1,719	-	-	-
5059	Noise Walls Package #2	1,165	1,165	-	1,165	-	1,165	-	-	-
5060	Noise Walls Package #2	4,363	2,057	-	2,057	-	2,057	-	-	-
5060	Noise Walls Package #1	3,700	2,570	-	2,570	-	2,570	-	-	-
5060	Chathams Ford Noise Wall	3,760	3,510	-	3,510	-	3,510	-	-	-
5060	Dulles Greene Apartments Noise Wall	3,150	3,150	-	3,150	-	3,150	-	-	-
5060	New Sound Wall	1,525	1,525	-	1,525	-	1,525	-	-	-
5061	Noise Wall SW112	4,259	3,509	-	3,509	-	3,509	-	-	-
5061	Sound Wall Replacement Phase II	1,641	1,641	-	1,641	-	1,641	-	-	-
5061	Sound Wall Inspection and Design	1,000	1,000	-	1,000	-	1,000	-	-	-
	Subtotal Sound Walls	36,896	21,845	-	21,845	-	21,845	-	-	-
ITS Projects										
5065	ITS & TMS Traffic Management Infrastructure (Design and Construction)	-	-	5,970	5,970	-	-	-	-	5,970
5075	Overhead and Guide Sign	-	-	-	-	-	-	-	-	-
5076	Sign Structure Replacement	-	-	-	-	-	-	-	-	-
5077	Guardrails, Barriers, Fencing	-	-	-	-	-	-	-	-	-
	Subtotal ITS Projects	-	-	5,970	5,970	-	-	-	-	5,970
Tolling Projects										
5070	Plaza Approach Signing and Channelization	355	93	-	93	-	93	-	-	-
5066	Toll Collection System (New Collection System)	14,718	14,581	-	14,581	-	736	5,887	4,415	3,679
5066	Toll Collection System (Plaza Host)	3,853	1,800	-	1,800	-	1,800	-	-	-
5066	Toll Collection System (Lane Conversion)	3,927	971	-	1,371	-	1,371	-	-	-
10453	Update Readers for Protocol Compliance	558	558	-	558	-	558	-	-	-
5072	Toll Booth and Cabinet Replacement	6,228	2,185	-	2,185	-	2,185	-	-	-
5073	Security Implementation	844	844	-	844	-	-	-	844	-
5081	DTR Admin. Bldg. Fire System (Construction)	480	40	-	40	-	40	-	-	-
10174	Main Plaza Revenue Collection Tunnel Rehabilitation	2,332	1,845	-	2,365	-	2,365	-	-	-
	Subtotal Toll Plazas/Booths	33,293	22,917	-	23,837	-	6,405	8,630	5,259	3,679

* Revised Budget includes impact of Resolution No.12-17, which added \$150 million to the Phase 1 budget on June 20, 2012, and the transfer of \$71.8 million from finance charges to contingency, approved by FTA in December 2012.

DULLES CORRIDOR ENTERPRISE - CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL

Proj Num	Description	Prior Total Project Authorization	2015 Carryover	2016 New Program	2016 - 2020 Expenditures					
					2015	2016	2017	2018	2019	2020
DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)*										
Other										
5078	Engineering, NEPA Studies, CM Services	8,879	3,280	-	3,280	-	-	-	-	-
5080	Maintenance Storage Yard (Construction)	8,745	8,745	-	8,745	-	-	-	8,745	-
10428	DTR Outreach	547	542	-	542	204	109	113	116	-
5082	Geographic Information System	646	272	-	272	-	-	-	-	-
10452	Ortho Mapping	765	765	-	765	-	-	394	-	-
5084	Backtrack Monitoring System	-	-	-	-	-	-	-	-	-
	Subtotal Other	19,581	13,604	-	13,604	4,127	109	506	8,860	-
TOTAL DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)		\$ 224,773	\$ 101,771	\$ 7,724	\$ 113,877	\$ 44,589	\$ 15,372	\$ 22,711	\$ 18,861	\$ 12,481
TOTAL DULLES CORRIDOR		\$ 7,053,187	\$ 2,929,081	\$ 7,724	\$ 2,941,187	\$ 980,628	\$ 755,260	\$ 430,660	\$ 275,755	\$ 12,481

* Revised Budget includes impact of Resolution No.12-17, which added \$150 million to the Phase 1 budget on June 20, 2012, and the transfer of \$71.8 million from finance charges to contingency, approved by FTA in December 2012.

Rail Projects

Rail Phase 1 (\$613,999,145); Rail Phase 2 (\$200,657,464)

Guideway and Track Elements.

This section includes the surface, aerial and subway/tunnel construction costs, including track work for Metrorail. Also includes costs associated with rough grading, dirt work, and concrete base where applicable.

Rail Phase 1 (\$367,206,466); Rail Phase 2 (\$199,516,483)

Stations, Stops, Terminals and Intermodals

This section includes the stations, platforms, parking lots, access roads, parking garages, pedestrian overpasses, and support infrastructure associated with the passenger stations (e.g. bus park-and-rides, Kiss & Ride). Also includes costs associated with rough grading, excavation, station structures, enclosures, finishes, equipment, and mechanical and electrical equipment.

Rail Phase 1 (\$70,414,852); Rail Phase 2 (\$214,328,343)

Support Facilities: Yards, Shops, Administrative Building

This section includes vehicle storage yards and maintenance buildings, office support buildings and shop equipment. Also includes costs associated with support facilities, rough grading, excavation, support structures, enclosures, finishes, equipment, and mechanical and electrical equipment. Where a support facility is associated with a station, its costs may be included with the station costs.

Rail Phase 1 (\$256,096,327); Rail Phase 2 (\$576,776,376)

Sitework and Special Conditions

This section includes anticipated costs for environmental mitigation, roadway modifications, utility modifications and demolitions.

Rail Phase 1 (\$322,843,234); Rail Phase 2 (\$213,497,947)

Systems

This section includes costs for control systems, electrification, communications, revenue collection, and vertical access (escalators and elevators).

Rail Phase 1 (\$55,023,584); Rail Phase 2 (\$58,600,000)

ROW, Land and Existing Improvements

This section includes land, property rights, and relocation costs, if required. Also includes costs associated with services related to these items of work, agency staff oversight and administration, real estate and relocation consultants, legal counsel, court expenses and insurance.

Rail Phase 1 (\$191,584,840); Rail Phase 2 (\$213,613,334)

Vehicles

This section includes the costs of new Metrorail vehicles that would operate on the Dulles Corridor Metrorail Project. The vehicle cost estimates are derived from a planned WMATA procurement of rail cars.

Rail Phase 1 (\$903,136,654); Rail Phase 2 (\$599,199,812)

Professional Services

This section includes preliminary engineering, final design, construction management, project management, owner administration, FTA and other agency coordination, insurance, and project start-up and testing.

Rail Phase 1 (\$0); Rail Phase 2 (\$502,045,805)

Unallocated Contingency

This section includes costs for unanticipated events or occurrences that may occur.

Rail Phase 1 (\$201,408,229)

Concurrent Roadway Improvements (Route 7 and Spring Hill Road and emergency crossover enhancements)

Route 7 and Spring Hill Road

The section includes work activities on Route 7 that are beyond what is essential to the functionality of the Project. These activities include boulevard and pedestrian improvements, mid-block crossings, some utility relocations, and street reconfiguration. The Route 7 improvements are consistent with Fairfax County's long-range comprehensive plan, in which Route 7 is redeveloped into a pedestrian-friendly, transit-oriented boulevard. These activities are being done concurrently with the Metrorail Project construction to avoid multiple disruptions of traffic and inconvenience to project stakeholders. The value of this Concurrent Non-Project Activity (CNPA) reflects the cost of utility relocations in Route 7 that are beyond what is essential to the project and additional streetscape, pedestrian and lighting features beyond VDOT standard practice. The value is based on cost data submitted by DTP derived from their currently proposed and agreed to price.

Emergency Crossover Enhancements

This section includes the planned moveable barriers and select vehicular crossovers on the Access Highway designed to help provide access for fire and rescue vehicles to respond to events in the corridor. This infrastructure solution is being done in lieu of mutual aid agreements that would have assigned emergency response responsibilities to various local jurisdictions. This activity is not essential to the functioning of the Project, but it would improve safety and emergency operations on the Access Highway. It is being done concurrently with construction of the rail guideway to maximize the use of funds and to reduce future impacts and multiple disruptions to Access Highway users. The value of this CNPA is the cost of these improvements and is based on cost data submitted by DTP derived from their currently proposed and agreed to price.

Transportation Management Plan, \$12,500,000. This section includes costs for the Transportation Management Plan (TMP) which comprises a set of strategies that being implemented during the construction of the Dulles

Corridor Metrorail Project – Extension to Wiehle Avenue (the Project) to manage or mitigate the congestion effects of construction. The TMP strategies include: (i) Transportation demand management (TDM) programs to promote carpooling, vanpooling, alternative work hours, telecommuting, and parking management; (ii) Traffic operational improvements such as intersection widening, signalization improvements, and re-routing traffic through other intersections; (iii) Incident management strategies including a comprehensive approach to detection/verification of incidents, coordinated response/removal practices and a program to provide motorists with timely and relevant information; (iv) Application of intelligent transportation systems (ITS) technologies relating to advanced traffic management (ATMS) and advanced traveler information (ATIS); and (v) Transit operational improvements.

These strategies will be implemented by VDOT using funding from the Airports Authority and Fairfax County. The total TMP budget is \$25 million, and the Airports Authority is contributing \$12.5 million between 2007 and 2012.

WMATA Latent Defects Reserve, \$15,000,000. The Airports Authority and WMATA have entered into an agreement related to the construction of the Metrorail Extension Phase 1. The parties recognize that, (i) under the Design-Build Contract, the Airports Authority has agreed to limit the Design-Build Contractor's liability to five (5) years after Substantial Completion; (ii) the Design-Build Contract contemplates future work, known as "Allowances" for which the entirety of the WMATA standard warranty provisions are intended to be, but for commercial reasons may not be provided; and (iii) the Design-Build Contract further limits the Design-Build Contractor's liability for indemnity obligations under Section 26.2.4(b) of the Design-Build Contract. WMATA agrees that it is bound by the exclusions and limitations of the Design-Build Contract. Therefore, to mitigate WMATA's risks associated with these provisions the Airports Authority will establish an escrow fund (Escrow) for the benefit of WMATA that is to be used exclusively (1) to pay the capital costs of correcting any latent defects discovered after the expiration of the five-year limitation on the Design-Build Contractor's liability, (2) to pay claims for work performed under any Allowances that would have been covered under WMATA's standard warranty, had it been provided as part of that contract, and (3) to pay claims for indemnity otherwise extinguished pursuant to Section 26.2.4(b) of the Design-Build Contract. The Airports Authority has agreed to create the Escrow and transfer, by one or more deposits, fifteen million dollars into the Escrow. The Airports Authority has agreed to fully fund the Escrow within thirty six months of transfer of the Toll Road to the Airports Authority. This reserve is fully funded.

Dulles Corridor Improvements (other than Rail)

Planning and Preliminary Engineering Projects

10359 Modeling Support, \$206,000. To promote greater efficiencies amongst the planning tasks, this sub-task combines all work associated with traffic modeling and simulation. With this approach, modeling and simulation efforts can support multiple studies that yields consistent and integrated results.

10360 Long Term Conceptual Design Study, \$463,500. This project provides for conceptual study to define the long term configuration of the Toll Road. Scenarios include auxiliary lanes improvements between interchanges, interchange improvements, and evaluation of impacts on the DTR due to County plans for the adjacent local street system.

10396 Life Cycle Cost Report Updates, \$646,370. The Life Cycle Cost Report, as required by the parameters in the TIFIA Loan agreement, will revise the previous report based on actions by the Airport Authority of implementing projects and changes in funding. The Life Cycle Cost Report will be done annually for the period 2015-2019, then will occur once every four years.

5065 Intelligent Transportation System (ITS) and Traffic Management System (TMS) Master Plan, \$309,432. This project will develop a master plan and vision to implement ITS and TMS (traffic management systems) along the Dulles Corridor. Primary benefits of this project include operational efficiency and increased safety. Components of the master plan may include incident monitoring cameras and speed detection, dynamic message signs, Automated Vehicle Identification and Location (AVI and AVL), and communication feeds to transmit the information to control facilities and informational sources including dynamic message signs and other traveler information systems.

10398 Maintenance Storage Yard (Study), \$51,500. This project is to study possible locations and develop a site location plan and concept for a storage facility for snow and ice removal and sanding operations as well storage needs for other equipment.

10427 Stormwater Management Program (Study), \$109,273. The new Virginia Stormwater Management Program (VSMP) general permitting began on July 1, 2014. New construction and redevelopment/development will be subject to the new permitting criteria set forth in the updated VSMP regulations, which contain more restrictive stormwater quantity and quality controls, especially from an outfall perspective. This study will develop recommendations for the Airport Authority to upgrade its existing stormwater management facilities to meet the Part IIB requirements. The primary benefit of this project is increased resiliency.

10387 All Electronic Tolling (AET) Conceptual Study, \$283,250. This study would identify tolling policies (including congestion pricing) and infrastructure needs, develop criteria for siting tolling equipment, and alternative layouts for each tolling site/tolling zone.

10430 All Electronic Tolling (AET) Constructability Study, \$225,102. This study would identify the requirements for gantry selection, single gantry versus double gantry, site requirements, design criteria, and utilities requirements.

2016 BUDGET

Metropolitan Washington Airports Authority

10431 The Toll Road Administration Feasibility Study, \$562,754. This project is a feasibility study to identify the ideal location for the Toll Road Administration Building for when the Toll Road converts to AET; whether to retain the existing location, move it to the Airport or identify another site. It will consider the potential to house other operations for the building to serve as a joint-center or shared-facility. The study would also consider the proposed improvements by Fairfax County to construct a Collector Distributor (CD)-road in the vicinity of the existing administration building. The study would also include initial site planning for the recommended site location.

10397 Performance Management Assessment Report, \$1,300,375. This report consists of the assessment of assets for the Dulles Toll Road in accordance with the Permit and Operating Agreement with the Virginia Department of Transportation (VDOT). All assets for the Dulles Toll Road must be assessed every 8 years and a report on the condition of these assets must be submitted to VDOT. This report will also assess the Authority's performance on maintaining or improving assets over the last 8 years.

10399 General Planning Studies, \$1,226,007. The general planning studies to address unspecified (at this time) needs for the corridor. Projects could include special studies to address new planning requirements as regulation change, or studies to respond to emergency situations.

Roadway Projects

5050 Dulles Corridor/I-495 Interchange (Design and Construction), \$57,044,950. This Capital Improvement Project utilizes the traffic warrants and operational analyses performed during the study phase and provides preliminary design development for an additional direct flyover connection from I-495 Outer Loop to the westbound Access Road. This will involve preliminary engineering, and NEPA documentation in advance of project design.

10432 Short Term Interchange Improvements (Design, and Construction), \$10,129,579. Short-term ramp improvements include modest lane reassignments to improve safety and traffic circulation at signalized intersections on yet to be determined ramps to and from the Toll Road. A planning study will determine which ramps and the type of improvements to be accomplished. The design phase of the project will include developing preliminary design plans concurrent with NEPA documentation for the anticipated improvements. The task will utilize the traffic warrants and operational analyses performed during the study phase.

10415 Bridge Joint Closures, \$2,305,500. VDOT is closing bridge joints on bridges over the Dulles Corridor in the segments impacted by the Metrorail Phase 2 project. It is being completed ahead of Phase 2, to eliminate any bridge joints over the Metrorail, so to eliminate impacts to rail operations. The funding represents the Airport Authority's contribution to the project. Primary benefit of this project is improved operational efficiency, as project will reduce subsequent R&R costs.

5063 Rehabilitate Toll Road, (Study, Design and Construction), \$33,282,160. This project will provide for the repair and resurfacing of the Toll Road pavements. Initial surveys have identified areas of pavement that may be distressed below the surface course that will require full depth repair and/or replacement of subgrade materials. This work can usually be phased over multiple years. Traffic maintenance will be a significant item of work. This work is usually confined to night-time operations in the Northern Virginia region. Work needs to be planned with adequate timeframes for shifting traffic and ancillary construction; therefore, the size of projects will be determined by the quantity of work that can be accomplished in a construction season.

Sound Wall Projects

5059 Sound Wall Improvements and Sound Wall Replacement Phase I, \$13,499,002. This project provides for design and emergency repair of failing sound walls and replacement of select walls along the Dulles Corridor. Visual inspections have determined that many sections of sound walls are in immediate need of repair to prevent failure. Studies have indicated in some cases that it's cost effective to replace entire walls in lieu of extensive repairs. This project would replace entire walls, panels, add fasteners and connections to support unstable walls and generally shore up sound walls which are severely deteriorated.

5060 New Sound Wall , \$16,497,466. This project will include the design, plans and specifications for the required work for construction. Design will include aesthetics as well as noise abatement design. The Toll Road Traffic Noise Model will determine the noise mitigation requirements and locations for sound walls. Based on the recommendations of the Traffic Noise Model Study, designs will be developed incorporating aesthetics, adjacent communities and modern sound attenuation techniques. This provides an opportunity to use modern noise reduction techniques and provide improvements to the Dulles Corridor and adjoining neighborhoods.

5061 Sound Wall Replacement Phase II (Design and Construction), \$6,900,000. This project is for the structural design for those walls and areas that meet the required Federal Highway Administration Noise Wall Guidelines and are designated by the study as candidates for replacement under the Sound Wall Replacement Study. This work will include the design, plans, and specifications to let the required work for construction. Design will include aesthetics as well as noise abatement design. Work also includes inspection and design of existing walls to determine the extent of repairs and replacement if needed.

Intelligent Traffic Systems (ITS) Project

5065 ITS & TMS Traffic Management Infrastructure (Design and Construction), \$5,970,261. This work includes the initial phase of design and construction to install elements of ITS (Intelligent Transportation System) and TMS (Traffic Management System) throughout the Dulles Corridor. Initial phases are expected to include installation of cameras, electronic sensors, and a traffic operations center.

Tolling

5070 Plaza Approach Signing and Channelization Implementation (Construction), \$354,946. This project will include the construction elements to implement the improvements noted in the Plaza Approach Signing and Channelization Study. As part of the conversion of additional toll lanes to EZ Pass only, this project will replace signage for the new dedicated lanes. Traffic control will be a major part of this work.

5066 Toll Collection System, \$23,500,000. This work includes the development of design and procurement documents for the installation of software and hardware and system integration required for a new Automated Revenue Collection System (ARCS), a Maintenance On-Line Monitoring System (MOMS), and an upgraded Violation Enforcement System (VES). This project also includes installation and upgrade of equipment and back office processing and supports the conversion of Exact Change Lanes to EZ Pass Only lanes in locations where EZ Pass usage exceeds 80% and traffic queues utilizing exact change and full service lanes are not expected to impact operations.

10453 Update Readers for Protocol Compliance, \$557,690. This project will update toll readers for protocol compliance, allowing the Toll Road equipment to read all transponders based on requirements set forth in the National Protocol Standard. Deployment cost will depend on selected system, costs include all installation and testing costs. The primary benefit of this project is revenue enhancement.

2016 BUDGET

Metropolitan Washington Airports Authority

5072 Toll Booth and Cabinet Replacement (Design and Construction), \$6,227,891. This project is to design and construct various toll booths. As noted in the Toll Road and Dulles Connector Road Asset Assessment Summary Report that the toll booths are now showing their age, with many of the booths are in poor condition. It is recommended to replace the existing toll booths with pre-fabricated units, designed to meet the Airports Authority's requirements and provide a unique system identity. Number of toll booth to be replaced is determined by the number of full service lanes needed to efficiently service the Toll Road customers.

5073 Security Implementation, \$844,132. The Toll Road has the capability of transmitting data via dedicated fiber optic cable. The cable was designed to have excess capability to accommodate video feed to the Toll Road Control Room from each remote plaza. This project would augment personal safety and fiscal security at the remote ramp locations. The project will install multiplexed video feed from the remote locations to the control room at the main administration building and will enhance the security of the toll collector, the funds being collected, all lane activity and the assets located at the ramp plazas. Multiplexed video also provides the opportunity to do surveillance of the toll collectors while they are performing their routine duties for audit review purposes and criminal activity surveillance.

5081 Dulles Toll Road Administration Building Fire System (Construction), \$479,550. This project will replace the existing water based sprinkler system with a foam suppression system for the computer/server room at the Administration Building. The computer/server room houses all of the Airport Authority servers, telephone systems, toll lane equipment and violation data processing equipment. The replacement of the system will prevent damage to the vital computer equipment.

10174 Main Plaza Revenue Collection Tunnel Rehabilitation, \$2,331,567. This project is to provide for the final design and preparation of contract documents for repairs to the Main Plaza tunnel and its associated systems to address structural deterioration, water intrusion, and non-code compliance of the tunnel systems. The design would address operational, structural and safety deficiencies.

Other

5078 Engineering, NEPA Studies, \$8,878,698. This project is to provide engineering support services to implement the Toll Road Capital Improvement Program. Support services include planning studies, design and NEPA support services, and construction services.

5080 Maintenance Storage Yard (Design and Construction), \$8,905,185. This project will construct the maintenance storage facility as determined in the Maintenance Storage Yard/Emergency Resource Location Study. It is anticipated that this project will include a storage facility with salt dome, security fencing and lighting, parking, and site access. This project can be phased based on the results from the study for maintenance storage yard, such as construction of a new salt dome and deferring other storage requirements at a later date.

10428 Outreach to Support Dulles Toll Road Strategic Initiatives, \$546,841. This project involves conducting public outreach for projects such as noise wall improvements, toll rate increases, customer surveys, and other betterment projects.

5082 Geographic Information System, \$646,000. This project includes the implementation of the interface and preparing data for conversion to the GIS system.

10452 Ortho Mapping, \$765,243. This project provides digital orthographic mapping of the Dulles corridor, project to begin in 2016, and completed every two years.

APPENDICES

Budget By Cost Center

Cost Allocation Plan

Airports Authority Facts

- Airports Snapshots of Reagan National and Dulles International
- History of Enplaned Passengers (Charts) for Reagan National and Dulles International
- Airport Activity Charts for Enplanements, Landed Weights, and Aircraft Departures
- Activity Indicators
- Airports Authority Snow Removal Program

Airports Authority Staffing

Airports Authority Position Summary

- Consolidated Functions
- Reagan National
- Dulles International
- Public Safety
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New Positions and Descriptions

Debt Programs

Aviation Debt Program

- Long-Term Debt Management Guidelines
- Airport System Revenue bonds
- Variable Rate Programs
- Passenger Facility Charges
- Future Bonds
- Debt Service Coverage
- Summary of Outstanding Aviation Bonds
- Summary of Bonded Debt Service
- Long-Term Debt Scheduled Airport Revenue Bonds

Dulles Corridor Debt Program

- Toll Road Revenue Bonds
- Variable Rate Program
- Future Bonds
- Debt Service Coverage
- Annual Debt Service Requirements and Projected Debt Service
- Summary of Outstanding Toll Road Bonds
- Long-Term Debt Scheduled – Toll Road Revenue Bonds
- Summary of Bonded Debt Service – Toll Road

Glossary

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Budget By Cost Centers

Cost Centers are those areas or functions of activities established by the Airports Authority at each Airport where revenues or expenses are attributed. The rules for budget allocation to the cost centers are governed by the Airline Agreement. Cost Centers are either direct or indirect.

Direct cost centers are used to accumulate all elements comprising the total requirement allocable or attributable to the area under the Airports Authority's accounting system. Direct cost centers are airfield, terminal, aviation, ground transportation, non-aviation, equipment, international arrivals buildings, airside operations building, cargo, and passenger conveyance system.

Indirect cost centers are those functional areas and related facilities other than direct cost centers where costs are accumulated net of direct reimbursement, allowable or attributable to the area under the Airports Authority's accounting system and which are subsequently allocated to the direct cost centers. Indirect cost centers include maintenance, public safety, system and services, and administrative. Airlines rates and charges are based on cost center requirements.

Cost center budgets allow for identification of specific area expenses, including airfield and terminal.

The total requirement budget is provided for certain cost centers.

2016 BUDGET
Metropolitan Washington Airports Authority

Reagan National Airfield	Actual 2014	Budget 2015	Budget 2016
Signatory Landing Fee (Net Stlmnt)	\$ 44,102,708	\$ 55,673,086	\$ 60,209,586
Nonsignatory Landing Fees	1,489	-	-
General Aviation	188,181	181,949	238,835
Transfers	7,449,649	-	-
Other Rents	-	-	205,238
Concessions	-	-	32,821
Utilities	54,534	58,588	76,100
Other Revenues	-	-	-
Total Revenues Plus Transfer	<u>51,796,561</u>	<u>55,913,624</u>	<u>60,762,580</u>
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	4,538,673	4,476,879	4,458,041
Other Services	4,324,729	4,540,348	5,649,024
Supplies & Materials	851,136	895,239	1,004,401
Miscellaneous	57,563	241,859	56,398
Capital Expenditures	177,749	2,604,630	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	2,851,309	3,181,936	3,015,445
Public Safety	10,795,178	12,389,824	13,425,731
Administration	11,983,491	14,526,362	14,883,503
Systems & Services	654,654	697,798	1,066,146
Total O&M Expenses	<u>36,234,481</u>	<u>43,554,874</u>	<u>43,558,690</u>
NET REVENUES	<u>\$ 15,562,080</u>	<u>\$ 12,358,750</u>	<u>\$ 17,203,891</u>
O&M Reserve Requirement Increment	\$ (55,363)	\$ 453,819	\$ 356,677
Debt Service	11,170,571	7,567,777	11,064,080
Federal Lease Payment	913,510	968,074	1,033,420
NET CASH FLOW	<u>\$ 3,533,362</u>	<u>\$ 3,369,079</u>	<u>\$ 4,749,713</u>
Coverage (All Debt)	1.39	1.63	1.55

2016 BUDGET
Metropolitan Washington Airports Authority

Reagan National Terminal A	Actual 2014	Budget 2015	Budget 2016
Signatory Terminal Rntls (Net Stlmnt)	\$ 8,529,605	\$ 12,223,125	\$ 11,211,935
Transfers	2,041,303	-	-
Other Rents	993,054	967,658	817,296
Concessions	2,201,887	2,116,912	2,601,757
Utilities	9,373	11,000	121,181
Other Revenues	-	-	-
Total Revenues Plus Transfer	<u>13,775,222</u>	<u>15,318,694</u>	<u>14,752,169</u>
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	1,210,791	1,227,432	1,283,548
Other Services	3,402,063	2,210,238	3,851,969
Supplies & Materials	151,572	160,084	143,411
Miscellaneous	399,482	578,502	1,144,969
Capital Expenditures	-	1,170,047	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	1,506,728	1,308,662	1,734,522
Public Safety	54,674	1,237,784	163,808
Administration	3,587,097	4,058,699	4,460,184
Systems & Services	480,691	660,193	270,951
Total O&M Expenses	<u>10,793,097</u>	<u>12,611,641</u>	<u>13,053,362</u>
NET REVENUES	<u>\$ 2,982,125</u>	<u>\$ 2,707,053</u>	<u>\$ 1,698,807</u>
O&M Reserve Requirement Increment	\$ (16,572)	\$ 126,798	\$ 106,887
Debt Service	3,618,087	3,768,091	3,060,724
Federal Lease Payment	273,447	270,482	309,688
NET CASH FLOW	<u>\$ (892,836)</u>	<u>\$ (1,458,317)</u>	<u>\$ (1,778,492)</u>
Coverage (All Debt)	0.82	0.72	0.56
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Reagan National Terminal B&C	Actual 2014	Budget 2015	Budget 2016
Signatory Terminal Rntls (Net Stlmnt)	\$ 63,611,319	\$ 93,024,976	\$ 91,637,790
Transfers	15,443,995	-	-
Other Rents	412,071	415,221	433,065
Concessions	19,681,758	20,163,555	22,865,173
TSA Security Fees	916,435	569,400	569,400
Utilities	1,458,316	1,447,662	1,569,834
Other Revenues	-	-	-
Total Revenues Plus Transfer	<u>101,523,893</u>	<u>115,620,815</u>	<u>117,075,262</u>
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	2,654,541	2,756,471	3,072,686
Other Services	7,831,332	6,037,920	9,266,090
Supplies & Materials	633,387	530,021	693,151
Miscellaneous	2,548,461	3,609,981	2,766,415
Capital Expenditures	177,749	4,119,652	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	3,987,975	4,053,092	4,265,724
Public Safety	8,164,543	10,398,322	10,233,530
Administration	16,978,566	20,691,704	21,064,458
Systems & Services	9,203,877	10,822,415	10,286,080
Total O&M Expenses	<u>52,180,432</u>	<u>63,019,579</u>	<u>61,648,134</u>
NET REVENUES	<u>\$ 49,343,461</u>	<u>\$ 52,601,236</u>	<u>\$ 55,427,127</u>
O&M Reserve Requirement Increment	(78,440)	646,430	504,802
Debt Service	36,259,463	37,762,789	36,869,420
Federal Lease Payment	1,294,288	1,378,949	1,462,588
NET CASH FLOW	<u>\$ 11,868,150</u>	<u>\$ 12,813,068</u>	<u>\$ 16,590,318</u>
Coverage (All Debt)	1.36	1.39	1.50

2016 BUDGET
Metropolitan Washington Airports Authority

Reagan National Ground Transportation	Actual 2014	Budget 2015	Budget 2016
Other Rents	\$ 180,577	\$ 185,959	\$ 180,577
Concessions	62,849,446	59,918,458	72,407,866
Utilities	204,643	207,689	204,052
Other Revenues	2,152,469	1,947,981	1,984,951
DSRF Investment Earnings	3,039,643	1,678,131	1,707,596
P&I Investment Earnings	(30,986)	163,082	8,702
O&M Fund Investment Earnings	(104,797)	792,089	956,947
Total Revenues	68,290,996	64,893,389	77,450,690
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	1,142,353	1,362,596	1,208,512
Other Services	3,240,730	2,963,679	3,708,295
Supplies & Materials	495,605	486,172	525,661
Miscellaneous	808,784	1,148,529	874,806
Capital Expenditures	1,803,530	669,358	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	1,659,494	1,867,918	1,705,733
Public Safety	5,461,655	1,888,015	2,022,079
Administration	6,727,506	5,807,773	5,463,001
Systems & Services	706,045	847,602	480,163
Total O&M Expenses	22,045,702	17,041,642	15,988,249
NET REVENUES	\$ 46,245,294	\$ 47,851,746	\$ 61,462,441
O&M Reserve Requirement Increment	\$ (31,081)	\$ 181,441	\$ 130,919
Debt Service	18,585,072	17,263,784	17,442,024
Federal Lease Payment	512,842	387,045	379,318
NET CASH FLOW	\$ 27,178,460	\$ 30,019,476	\$ 43,510,181
Coverage (All Debt)	2.49	2.77	3.52
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Reagan National Aviation	Actual 2014	Budget 2015	Budget 2016
Other Rents	\$ 8,015,250	\$ 8,679,445	\$ 8,769,741
Concessions	3,198,608	2,910,164	2,430,800
Utilities	820,714	786,800	878,456
Other Revenues	-	-	-
Total Revenues	12,034,573	12,376,409	12,078,997
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	398,382	451,160	378,944
Other Services	223,532	191,264	231,675
Supplies & Materials	64,298	67,811	41,118
Miscellaneous	509,692	721,996	553,283
Capital Expenditures	-	334,307	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	348,942	448,801	325,368
Public Safety	2,515,974	1,925,066	1,302,853
Administration	2,340,403	2,509,379	1,773,961
Systems & Services	640,737	758,536	584,547
Total O&M Expenses	7,041,961	7,408,320	5,191,748
NET REVENUES	\$ 4,992,612	\$ 4,968,089	\$ 6,887,249
O&M Reserve Requirement Increment	\$ (10,813)	\$ 78,396	\$ 42,512
Debt Service	4,495,542	4,249,788	4,108,841
Federal Lease Payment	178,411	167,232	123,173
NET CASH FLOW	\$ 329,472	\$ 472,673	\$ 2,612,723
Coverage (All Debt)	1.11	1.17	1.68

2016 BUDGET
Metropolitan Washington Airports Authority

Reagan National Nonaviation	Actual 2014	Budget 2015	Budget 2016
Other Rents	\$ -	\$ -	\$ -
Concessions	-	-	-
Utilities	-	-	-
Other Revenues	<u>562,351</u>	<u>537,317</u>	<u>170,421</u>
Total Revenues	<u>562,351</u>	<u>537,317</u>	<u>170,421</u>
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	1,917	2,416	5,782
Other Services	2,741	3,352	6,419
Supplies & Materials	626	596	879
Miscellaneous	-	-	-
Capital Expenditures	-	17,989	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	1,542	1,994	3,532
Public Safety	10,542	11,198	1,088
Administration	78,917	99,769	133,672
Systems & Services	<u>141,166</u>	<u>161,927</u>	<u>239,838</u>
Total O&M Expenses	<u>237,450</u>	<u>299,240</u>	<u>391,209</u>
NET REVENUES	\$ 324,900	\$ 238,076	\$ (220,788)
O&M Reserve Requirement Increment	\$ (365)	\$ 3,117	\$ 3,203
Debt Service	79,221	79,245	123,728
Federal Lease Payment	<u>6,016</u>	<u>6,649</u>	<u>9,281</u>
NET CASH FLOW	<u>\$ 240,028</u>	<u>\$ 149,065</u>	<u>\$ (357,001)</u>
Coverage (All Debt)	4.10	3.00	(1.78)
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Reagan National Tenant Equipment	Actual 2014	Budget 2015	Budget 2016
Equipment Charges	\$ 1,526,688	\$ 3,331,619	\$ 3,176,475
Transfers	<u>554,434</u>	<u>-</u>	<u>-</u>
Total Revenues Plus Transfer	<u>2,081,122</u>	<u>3,331,619</u>	<u>3,176,475</u>
O&M Reserve Requirement Increment	-	-	-
Debt Service	<u>2,543,938</u>	<u>2,467,866</u>	<u>2,352,945</u>
NET CASH FLOW	<u>\$ (462,816)</u>	<u>\$ 863,753</u>	<u>\$ 823,531</u>
Coverage (All Debt)	0.82	1.35	1.35

2016 BUDGET
Metropolitan Washington Airports Authority

Reagan National Indirect Cost Centers	Actual 2014	Budget 2015	Budget 2016
Maintenance			
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 8,003,550	\$ 8,765,841	\$ 8,780,304
Other Services	857,190	848,110	1,210,670
Supplies & Materials	1,237,345	1,248,414	1,044,428
Miscellaneous	9,038	38	14,922
Capital Expenditures	248,866	-	-
Total O&M Expenses	<u>\$ 10,355,989</u>	<u>\$ 10,862,403</u>	<u>\$ 11,050,324</u>
Public Safety			
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 25,437,356	\$ 26,253,700	\$ 25,663,946
Other Services	592,962	598,233	645,644
Supplies & Materials	832,825	921,075	743,860
Miscellaneous	87,264	77,201	95,639
Capital Expenditures	52,159	-	-
Total O&M Expenses	<u>\$ 27,002,565</u>	<u>\$ 27,850,209</u>	<u>\$ 27,149,089</u>
Administration			
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 25,816,871	\$ 28,045,993	\$ 33,543,589
Other Services	13,621,410	17,553,189	11,807,525
Supplies & Materials	1,058,556	853,328	1,118,620
Miscellaneous	1,153,343	1,241,176	1,309,043
Capital Expenditures	45,801	-	-
Total O&M Expenses	<u>\$ 41,695,981</u>	<u>\$ 47,693,686</u>	<u>\$ 47,778,777</u>
Systems & Services			
<i>O&M Expenses (Direct):</i>			
<i>Payroll & Employee Benefits</i>	1,946,864	2,120,840	2,066,013
Utilities	\$ 8,950,065	\$ 10,476,169	\$ 9,681,626
Other Services	370,052	609,428	488,839
Supplies & Materials	537,495	695,549	665,201
Miscellaneous	22,694	46,487	26,046
Capital Expenditures	-	-	-
Total O&M Expenses	<u>\$ 11,827,170</u>	<u>\$ 13,948,472</u>	<u>\$ 12,927,726</u>

2016 BUDGET
Metropolitan Washington Airports Authority

Dulles International Airfield	Actual 2014	Budget 2015	Budget 2016
Signatory Landing Fee (Net Stlmnt)	\$ 65,971,641	\$ 35,222,333	\$ 35,474,006
Signatory Apron Fees	4,366,533	4,952,437	5,444,692
Nonsignatory Landing Fees	975,344	1,110,680	1,365,046
General Aviation	3,257,623	4,816,625	5,431,268
Transfers	11,509,879	53,213,226	61,506,430
Other Rents	-	-	39,429
Concessions	273,078	289,350	300,000
Utilities	32,779	33,041	30,468
Other Revenues	-	-	-
Total Revenues Plus Transfer	86,386,878	99,637,692	109,591,339
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	2,617,362	3,484,890	5,809,490
Other Services	7,596,339	9,480,848	9,520,538
Supplies & Materials	1,907,386	1,723,037	2,524,445
Miscellaneous	10,176	20,673	505,922
Capital Expenditures	-	-	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	3,725,059	4,452,018	5,423,224
Public Safety	6,338,706	5,582,585	7,714,122
Administration	6,167,337	6,687,577	10,274,640
Systems & Services	2,114	2,254	441,205
Total O&M Expenses	28,364,479	31,433,882	42,213,586
NET REVENUES	\$ 58,022,398	\$ 68,203,809	\$ 67,377,754
O&M Reserve Requirement Increment	\$ (51,854)	\$ 395,021	\$ 401,597
Debt Service	44,514,311	46,333,430	46,853,462
Federal Lease Payment	382,366	410,109	545,906
NET CASH FLOW	\$ 13,177,574	\$ 21,065,249	\$ 19,576,788
Coverage (All Debt)	1.30	1.47	1.44
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Dulles International Concourse C&D	Actual 2014	Budget 2015	Budget 2016
Signatory Terminal Rntls (Net Stlmnt)	\$ 28,979,677	\$ 28,154,793	\$ 25,990,092
Transfers	3,271,171	3,773,168	5,776,043
Other Rents	22,308	38,553	339,984
Concessions	14,169,997	13,295,358	20,017,159
Utilities	236,704	240,840	256,836
Other Revenues	-	-	-
Total Revenues Plus Transfer	46,679,857	45,502,712	52,380,114
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	1,345,958	1,072,573	1,170,534
Other Services	4,345,651	3,988,825	4,089,173
Supplies & Materials	204,914	192,605	222,124
Miscellaneous	276,217	296,495	465,308
Capital Expenditures	-	-	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	1,895,418	1,679,935	1,756,644
Public Safety	680,200	499,717	1,094,877
Administration	2,691,027	2,364,767	2,957,214
Systems & Services	937,038	1,020,291	393,905
Total O&M Expenses	12,376,423	11,115,208	12,149,778
NET REVENUES	\$ 34,303,434	\$ 34,387,503	\$ 40,230,335
O&M Reserve Requirement Increment	\$ (22,626)	\$ 139,682	\$ 115,586
Debt Service	8,978,597	8,593,918	8,102,990
Federal Lease Payment	166,840	145,017	157,121
NET CASH FLOW	\$ 25,180,622	\$ 25,508,886	\$ 31,854,638
Coverage (All Debt)	3.82	4.00	4.96

2016 BUDGET
Metropolitan Washington Airports Authority

Dulles International Concourse B	Actual 2014	Budget 2015	Budget 2016
Signatory Terminal Rntls (Net Stlmnt)	\$ 31,461,752	\$ 29,421,420	\$ 26,700,961
Transfers	3,202,289	4,400,987	6,778,721
Other Rents	103,151	312,260	299,597
Concessions	10,738,158	13,774,603	11,930,931
Utilities	217,942	256,826	212,906
Other Revenues	-	-	-
Total Revenues Plus Transfer	45,723,293	48,166,097	45,923,116
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	2,109,688	1,958,442	1,836,191
Other Services	5,347,704	4,676,910	4,829,881
Supplies & Materials	428,712	461,305	489,926
Miscellaneous	661,414	767,961	1,161,623
Capital Expenditures	-	-	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	2,624,624	2,380,336	2,456,828
Public Safety	3,675,850	3,000,656	1,869,617
Administration	4,623,444	3,989,140	4,104,924
Systems & Services	1,792,458	1,515,561	116,179
Total O&M Expenses	21,263,892	18,750,311	16,865,169
NET REVENUES	\$ 24,459,401	\$ 29,415,787	\$ 29,057,947
O&M Reserve Requirement Increment	\$ (38,873)	\$ 235,630	\$ 160,446
Debt Service	12,096,006	11,561,859	8,702,917
Federal Lease Payment	286,647	244,630	218,100
NET CASH FLOW	\$ 12,115,621	\$ 17,373,668	\$ 19,976,483
Coverage (All Debt)	2.02	2.54	3.34
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Dulles International Main Terminal	Actual 2014	Budget 2015	Budget 2016
Signatory Terminal Rntls (Net Stlmnt)	\$ 107,759,591	\$ 118,865,511	\$ 104,322,637
Transfers	18,824,426	20,393,424	29,078,298
Other Rents	881,981	100,000	600,013
Concessions	6,552,637	6,761,966	6,654,742
TSA Security Fees	448,928	350,400	350,400
Utilities	124,111	47,341	104,966
Other Revenues	-	-	-
Total Revenues Plus Transfer	134,591,674	146,518,642	141,111,057
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	2,352,760	2,370,763	1,437,473
Other Services	9,870,559	10,540,290	9,450,821
Supplies & Materials	331,115	459,685	423,232
Miscellaneous	1,360,995	1,579,450	2,331,300
Capital Expenditures	-	-	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	4,272,910	4,524,882	4,029,767
Public Safety	5,675,884	6,047,767	4,296,085
Administration	8,670,903	8,842,396	9,421,333
Systems & Services	7,792,545	7,547,430	7,317,743
Total O&M Expenses	40,327,671	41,912,661	38,707,754
NET REVENUES	\$ 94,264,003	\$ 104,605,980	\$ 102,403,303
O&M Reserve Requirement Increment	\$ (72,904)	\$ 522,302	\$ 368,244
Debt Service	64,507,341	67,807,368	65,329,325
Federal Lease Payment	537,584	542,251	500,569
NET CASH FLOW	\$ 29,291,982	\$ 35,734,060	\$ 36,205,165
Coverage (All Debt)	1.46	1.54	1.57

2016 BUDGET
Metropolitan Washington Airports Authority

Dulles International International Arrivals Building	Actual 2014	Budget 2015	Budget 2016
Signatory IAB Fees	\$ 18,352,026	\$ 17,434,100	\$ 16,607,480
Transfers	<u>3,262,432</u>	<u>3,580,662</u>	<u>4,603,664</u>
Total Revenues Plus Transfer	<u>21,614,458</u>	<u>21,014,762</u>	<u>21,211,145</u>
<i><u>O&M Expenses (Direct):</u></i>			
Payroll & Employee Benefits	432,792	331,130	802,247
Other Services	1,901,202	1,611,107	2,026,541
Supplies & Materials	40,122	45,142	44,345
Miscellaneous	-	-	-
Capital Expenditures	-	-	-
<i><u>O&M Expenses (Indirect):</u></i>			
Maintenance	729,002	601,508	848,655
Public Safety	1,313	1,189	129,123
Administration	863,696	714,632	1,434,142
Systems & Services	<u>4,138</u>	<u>54,304</u>	<u>607,151</u>
Total O&M Expenses	<u>3,972,265</u>	<u>3,359,012</u>	<u>5,892,205</u>
NET REVENUES	<u>\$ 17,642,193</u>	<u>\$ 17,655,751</u>	<u>\$ 15,318,940</u>
O&M Reserve Requirement Increment	\$ (7,262)	\$ 42,212	\$ 56,055
Debt Service	14,030,956	12,908,274	11,112,914
Federal Lease Payment	<u>53,548</u>	<u>43,824</u>	<u>76,198</u>
NET CASH FLOW	<u>\$ 3,564,950</u>	<u>\$ 4,661,441</u>	<u>\$ 4,073,772</u>
Coverage (All Debt)	1.26	1.37	1.38
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Dulles International Concourse C IAB	Actual 2014	Budget 2015	Budget 2016
Signatory IAB Fees	\$ 7,269,759	\$ 8,342,317	\$ 9,178,212
Transfers	<u>684,843</u>	<u>895,409</u>	<u>1,286,354</u>
Total Revenues Plus Transfer	<u>7,954,603</u>	<u>9,237,726</u>	<u>10,464,566</u>
<i><u>O&M Expenses (Direct):</u></i>			
Payroll & Employee Benefits	86,014	68,543	74,129
Other Services	277,712	254,908	258,963
Supplies & Materials	13,095	12,309	14,067
Miscellaneous	17,652	18,948	29,467
Capital Expenditures	-	-	-
<i><u>O&M Expenses (Indirect):</u></i>			
Maintenance	121,128	107,357	111,246
Public Safety	-	-	214,315
Administration	147,753	151,522	226,452
Systems & Services	<u>16,184</u>	<u>98,618</u>	<u>1,745</u>
Total O&M Expenses	<u>679,538</u>	<u>712,206</u>	<u>930,384</u>
NET REVENUES	<u>\$ 7,275,065</u>	<u>\$ 8,525,520</u>	<u>\$ 9,534,182</u>
O&M Reserve Requirement Increment	\$ (1,242)	\$ 8,950	\$ 8,851
Debt Service	916,651	870,352	897,146
Federal Lease Payment	<u>9,160</u>	<u>9,292</u>	<u>12,032</u>
NET CASH FLOW	<u>\$ 6,350,496</u>	<u>\$ 7,636,926</u>	<u>\$ 8,616,153</u>
Coverage (All Debt)	7.94	9.80	10.63

2016 BUDGET
Metropolitan Washington Airports Authority

Dulles International Concourse A	Actual 2014	Budget 2015	Budget 2016
Signatory Terminal Rntls (Net Stlmnt)	\$ 9,259,848	\$ 9,817,089	\$ 9,359,978
Transfers	1,080,176	1,214,236	1,860,733
Concessions	1,387,233	1,384,905	3,086,219
Utilities	57,823	64,099	56,659
Other Revenues	-	-	-
Total Revenues Plus Transfer	11,785,079	12,480,329	14,363,589
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	144,103	156,107	178,713
Other Services	1,403,926	1,357,017	1,367,050
Supplies & Materials	47,299	55,184	28,636
Miscellaneous	28,316	34,814	51,375
Capital Expenditures	-	-	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	498,561	485,207	480,215
Public Safety	1,290,137	1,336,102	1,063,932
Administration	1,074,134	1,062,734	1,207,557
Systems & Services	453,622	508,045	583,798
Total O&M Expenses	4,940,099	4,995,208	4,961,276
NET REVENUES	\$ 6,844,980	\$ 7,485,121	\$ 9,402,312
O&M Reserve Requirement Increment	\$ (9,031)	\$ 62,773	\$ 47,199
Debt Service	1,583,417	1,723,939	1,643,575
Federal Lease Payment	66,595	65,171	64,159
NET CASH FLOW	\$ 5,203,999	\$ 5,633,237	\$ 7,647,379
Coverage (All Debt)	4.32	4.34	5.72
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Dulles International Z Gates	Actual 2014	Budget 2015	Budget 2016
Signatory Terminal Rntls (Net Stlmnt)	\$ 658,549	\$ 337,257	\$ 479,755
Transfers	129,861	62,528	210,901
Concessions	130,355	99,601	127,403
Utilities	13,649	9,613	13,133
Other Revenues	-	-	-
Total Revenues Plus Transfer	932,414	508,999	831,192
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	48,497	42,209	48,349
Other Services	50,341	47,987	59,690
Supplies & Materials	17,835	22,092	11,293
Miscellaneous	-	-	-
Capital Expenditures	-	-	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	35,826	33,985	35,248
Public Safety	131	30,173	35,276
Administration	42,408	47,684	61,579
Systems & Services	-	-	1,565
Total O&M Expenses	195,038	224,129	253,001
NET REVENUES	\$ 737,376	\$ 284,870	\$ 578,192
O&M Reserve Requirement Increment	\$ (357)	\$ 2,817	\$ 2,407
Debt Service	593,845	184,961	378,785
Federal Lease Payment	2,629	2,924	3,272
NET CASH FLOW	\$ 141,258	\$ 94,167	\$ 193,728
Coverage (All Debt)	1.24	1.54	1.53

2016 BUDGET
Metropolitan Washington Airports Authority

Dulles International Ground Transportation	Actual 2014	Budget 2015	Budget 2016
Other Rents	\$ 3,851,382	\$ 3,186,600	\$ 4,225,968
Concessions	67,297,914	64,445,536	71,713,448
Utilities	339,404	329,008	339,261
Other Revenues	5,897,985	4,522,151	7,214,500
DSRF Investment Earnings	9,998,118	11,461,300	12,553,404
P&I Investment Earnings	(148,360)	450,204	89,779
O&M Fund Investment Earnings	(156,334)	1,085,438	1,359,183
Total Revenues	87,080,110	85,480,236	97,495,544
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	1,407,959	1,518,035	1,284,770
Other Services	8,865,875	10,111,464	9,291,171
Supplies & Materials	1,377,039	2,021,492	1,442,537
Miscellaneous	148,130	150,750	268,181
Capital Expenditures	902,291	-	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	3,623,034	4,177,288	3,629,187
Public Safety	4,938,761	4,732,361	5,408,252
Administration	6,321,380	6,862,503	7,747,299
Systems & Services	2,390,766	2,682,197	2,758,552
Total O&M Expenses	29,975,234	32,256,090	31,829,949
NET REVENUES	\$ 57,104,876	\$ 53,224,146	\$ 65,665,595
O&M Reserve Requirement Increment	\$ (53,149)	\$ 405,354	\$ 302,813
Debt Service	23,819,528	24,143,873	25,570,053
Federal Lease Payment	391,917	420,836	411,625
NET CASH FLOW	\$ 32,946,580	\$ 28,254,083	\$ 39,381,104
Coverage (All Debt)	2.40	2.20	2.57
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Dulles International Aviation	Actual 2014	Budget 2015	Budget 2016
Other Rents	\$ 13,906,563	\$ 13,694,290	\$ 14,368,126
Concessions	26,653,218	26,362,738	28,483,956
Utilities	2,648,969	2,509,734	2,694,051
Other Revenues	-	-	-
Total Revenues	43,208,750	42,566,762	45,546,133
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	71,252	101,301	77,988
Other Services	162,269	401,103	144,658
Supplies & Materials	15,582	15,156	28,856
Miscellaneous	113,265	139,255	205,500
Capital Expenditures	-	-	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	111,270	198,794	134,988
Public Safety	2,112,398	1,749,244	2,068,507
Administration	1,488,732	1,497,175	1,909,668
Systems & Services	2,772,128	2,935,202	3,275,749
Total O&M Expenses	6,846,896	7,037,230	7,845,914
NET REVENUES	\$ 36,361,854	\$ 35,529,532	\$ 37,700,219
O&M Reserve Requirement Increment	\$ (12,517)	\$ 88,435	\$ 74,642
Debt Service	16,816,897	16,772,479	17,293,730
Federal Lease Payment	92,299	91,813	101,463
NET CASH FLOW	\$ 19,465,175	\$ 18,576,805	\$ 20,230,384
Coverage (All Debt)	2.16	2.12	2.18

2016 BUDGET
Metropolitan Washington Airports Authority

Dulles International Nonaviation	Actual 2014	Budget 2015	Budget 2016
Other Rents	\$ 790,563	\$ 788,970	\$ 782,372
Concessions	2,533,907	4,067,472	2,570,000
Utilities	1,258,508	1,282,783	1,139,350
Other Revenues	490,247	166,927	107,213
Total Revenues	5,073,225	6,306,151	4,598,935
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	188,377	23,941	131,933
Other Services	747,493	7,041	748,857
Supplies & Materials	38,185	5,598	9,240
Miscellaneous	(1,500,243)	(199,044)	(2,680,909)
Capital Expenditures	-	-	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	(161,573)	(49,172)	(528,983)
Public Safety	1,778,092	1,607,630	1,832,592
Administration	820,068	1,269,849	705,257
Systems & Services	1,861,214	3,302,877	2,679,578
Total O&M Expenses	3,771,614	5,968,721	2,897,563
NET REVENUES	\$ 1,301,611	\$ 337,430	\$ 1,701,372
O&M Reserve Requirement Increment	\$ (6,895)	\$ 75,007	\$ 27,566
Debt Service	2,357,673	3,840,363	3,403,888
Federal Lease Payment	50,843	77,872	37,471
NET CASH FLOW	\$ (1,100,010)	\$ (3,655,812)	\$ (1,767,554)
Coverage (All Debt)	0.55	0.09	0.50
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Dulles International Cargo	Actual 2014	Budget 2015	Budget 2016
Other Rents	\$ 4,676,640	\$ 4,868,321	\$ 4,643,104
Concessions	844,120	825,443	828,001
Utilities	980,673	1,024,472	1,039,444
Other Revenues	-	-	-
Total Revenues	6,501,433	6,718,236	6,510,549
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	84,473	87,064	107,785
Other Services	299,171	208,487	466,664
Supplies & Materials	10,685	8,407	16,164
Miscellaneous	141,581	174,068	256,875
Capital Expenditures	-	-	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	164,558	144,681	250,328
Public Safety	2,413,459	1,789,669	2,160,965
Administration	1,209,847	1,011,192	1,575,867
Systems & Services	1,240,489	1,329,374	1,639,835
Total O&M Expenses	5,564,264	4,752,943	6,474,483
NET REVENUES	\$ 937,169	\$ 1,965,293	\$ 36,066
O&M Reserve Requirement Increment	\$ (10,172)	\$ 59,729	\$ 61,595
Debt Service	3,574,479	3,490,449	4,093,269
Federal Lease Payment	75,009	62,010	83,728
NET CASH FLOW	\$ (2,702,147)	\$ (1,646,895)	\$ (4,202,526)
Coverage (All Debt)	0.26	0.56	0.01

2016 BUDGET
Metropolitan Washington Airports Authority

Dulles International	Actual	Budget	Budget
Passenger Conveyance	2014	2015	2016
Signatory Revenue (Net Settlement)	\$ 7,260,708	\$ 10,539,598	\$ 8,155,073
Passenger Conveyance Transfers	10,349,233	12,012,073	22,873,941
Mobile Lounge Fees	-	-	-
Total Revenues Plus Transfer	<u>17,609,941</u>	<u>22,551,670</u>	<u>31,029,014</u>
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	11,993,988	12,328,298	10,094,812
Other Services	18,315,385	19,496,638	15,325,260
Supplies & Materials	2,538,020	2,452,961	1,848,495
Miscellaneous	353,391	200,403	317,581
Capital Expenditures	-	-	-
<i>O&M Expenses (Indirect):</i>			
Maintenance	-	-	-
Public Safety	-	-	-
Administration	-	-	-
Systems & Services	-	-	-
Total O&M Expenses	<u>33,200,784</u>	<u>34,478,299</u>	<u>27,586,148</u>
NET REVENUES	<u>\$ (15,590,843)</u>	<u>\$ (11,926,629)</u>	<u>\$ 3,442,866</u>
O&M Reserve Requirement Increment	-	-	-
Debt Service	<u>38,209,192</u>	<u>37,151,901</u>	<u>57,140,640</u>
NET CASH FLOW	<u>\$ (53,800,035)</u>	<u>\$ (49,078,530)</u>	<u>\$ (53,697,773)</u>
Coverage (All Debt)	(0.41)	(0.32)	0.06
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	Actual	Budget	Budget
Tenant Equipment	2014	2015	2016
Equipment Charges	\$ 2,104,203	\$ 1,053,405	\$ 1,209,263
Transfers	<u>254,157</u>	<u>255,428</u>	<u>258,371</u>
Total Revenues Plus Transfer	<u>2,358,360</u>	<u>1,308,833</u>	<u>1,467,634</u>
NET REVENUES	<u>\$ 2,358,360</u>	<u>\$ 1,308,833</u>	<u>\$ 1,467,634</u>
O&M Reserve Requirement Increment	-	-	-
Debt Service	<u>1,014,444</u>	<u>969,506</u>	<u>1,087,137</u>
NET CASH FLOW	<u>\$ 1,343,916</u>	<u>\$ 339,327</u>	<u>\$ 380,498</u>
Coverage (All Debt)	2.32	1.35	1.35

2016 BUDGET
Metropolitan Washington Airports Authority

Dulles International	Actual	Budget	Budget
Indirect Cost Centers	2014	2015	2016
Maintenance			
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 14,144,786	\$ 14,921,883	\$ 14,997,470
Other Services	1,182,241	1,205,256	1,361,190
Supplies & Materials	2,241,964	2,527,038	2,161,778
Miscellaneous	71,147	83,111	106,908
Capital Expenditures	-	-	-
Total O&M Expenses	\$ 17,640,137	\$ 18,737,287	\$ 18,627,346
Public Safety			
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 26,361,567	\$ 24,662,008	\$ 26,298,514
Other Services	514,208	485,105	504,715
Supplies & Materials	1,224,929	1,339,843	976,624
Miscellaneous	73,920	61,517	107,809
Capital Expenditures	918,268	-	-
Total O&M Expenses	\$ 29,092,893	\$ 26,548,474	\$ 27,887,662
Administration			
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 23,718,355	\$ 25,324,761	\$ 29,743,069
Other Services	8,497,246	7,063,698	9,470,499
Supplies & Materials	910,264	1,038,527	852,571
Miscellaneous	1,052,458	1,126,454	1,559,793
Capital Expenditures	-	-	-
Total O&M Expenses	\$ 34,178,323	\$ 34,553,440	\$ 41,625,932
Systems & Services			
<i>O&M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 1,381,572	\$ 1,513,950	\$ 1,597,129
Utilities	16,770,459	18,133,850	16,756,455
Other Services	712,580	949,163	957,495
Supplies & Materials	416,048	419,218	480,013
Miscellaneous	-	-	25,915
Capital Expenditures	-	-	-
Total O&M Expenses	\$ 19,280,658	\$ 21,016,180	\$ 19,817,007

Cost Allocation Plan

Cost Allocation Plan (CAP) from the Aviation to the Dulles Corridor Enterprise Fund

The majority of costs related to the Aviation Enterprise Fund and the Dulles Corridor Enterprise Fund are directly charged to the appropriate fund. In certain instances, overhead costs for the Airports Authority are initially paid from the Aviation Enterprise Fund, but are appropriately allocable to the Dulles Corridor Enterprise Fund as costs associated with operation of the Toll Road, or as costs of the Dulles Corridor Metrorail Project.

The purpose of the CAP is to identify and quantify all indirect and overhead costs appropriately allocable to the Dulles Corridor Enterprise Fund, and to appropriately allocate those costs.

The bases of allocations were determined after interviews with senior level management of the Airports Authority, obtaining an understanding of the Airports Authority’s current organizational structure, and review of the chart of accounts and general ledger. The basis of allocations is as best practices that will ensure compliance with requirements of the Federal Government in instances where allocated costs may ultimately be charged to Federal Grants.

Cost Allocation

The 2016 Aviation Budget includes a reduction of \$9.5 million of overhead and other indirect costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund, but is appropriately allocable to the Dulles Corridor Enterprise Fund as costs associated with the operation of the Toll Road, or as costs of the Metrorail Project. Of the \$9.5 million, \$5.5 million is budgeted to be allocated to the Toll Road. The remaining \$4.0 million is budgeted to be allocated as administrative overhead for the Dulles Rail Project.

Table 5-1: Cost Allocation

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Aviation Prior to Cost Allocation	\$ 325,664	\$ 355,957	\$ 353,462	\$ (2,495)	-0.7%
Cost Allocation - Road	(5,335)	(5,466)	(5,488)	(22)	0.4%
Cost Allocation - Rail	(5,299)	(4,017)	(4,007)	10	-0.3%
Total Aviation	\$ 315,030	\$ 346,474	\$ 343,968	\$ (2,506)	-0.7%

The charts on the following pages show the application of cost allocation to all offices. The explanation of the titles is as follows:

1. Toll Road Direct – Total expenses that directly hit the Toll Road under an office.
2. Dulles Rail Project Direct – Total expenses that directly hit the Dulles Rail project under an office.
3. Cost Allocation to Toll Road – Portion of an office’s total expenses that are allocated to the Toll Road.
4. Cost Allocation to the Dulles Rail Project – Portion of an office’s total expenses that are allocated for the Rail project.

2016 BUDGET
Metropolitan Washington Airports Authority

2016 Operating Expenses Cost Allocation Tables

Table 5-2: 2016 Operating Expenses Cost Allocation - Total Metropolitan Washington Airports Authority
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 117,137	\$ -	\$ -	\$ 117,137	\$ 1,889	\$ -	\$ -
Other than Full-time Permanent	7,627	-	-	7,627	-	-	-
Overtime	7,112	-	-	7,112	49	-	-
Other - Personnel Compensation	4,597	-	-	4,597	62	-	-
Cost Allocation - Personnel Compensation	-	(3,251)	(2,146)	(5,397)	-	3,251	2,146
Personnel Compensation	136,474	(3,251)	(2,146)	131,078	1,999	3,251	2,146
Health Insurance	24,266	-	-	24,266	566	-	-
Life Insurance	618	-	-	618	14	-	-
Retirement	19,947	-	-	19,947	415	-	-
Other - Employee Benefits	2,177	-	-	2,177	43	-	-
Cost Allocation - Employee Benefits	-	(1,229)	(706)	(1,935)	-	1,229	706
Employee Benefits	47,009	(1,229)	(706)	45,074	1,038	1,229	706
Total Personnel Expenses	\$ 183,484	\$ (4,480)	\$ (2,852)	\$ 176,152	\$ 3,037	\$ 4,480	\$ 2,852
Travel							
Travel	\$ 997	\$ -	\$ -	\$ 997	\$ 11	\$ -	\$ -
Cost Allocation - Travel	-	(11)	(13)	(24)	-	11	13
Total Travel	997	(11)	(13)	973	11	11	13
Lease and Rental Payments							
Airport Lease Payments	5,529	-	-	5,529	-	-	-
Other - Lease and Rental Payments	188	-	-	188	10	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	5,717	-	-	5,717	10	-	-
Utilities							
Electricity	18,847	-	-	18,847	200	-	-
Natural Gas	3,884	-	-	3,884	-	-	-
Water	1,600	-	-	1,600	10	-	-
Sewerage	2,145	-	-	2,145	-	-	-
Cost Allocation - Utilities	-	(24)	(20)	(44)	-	24	20
Total Utilities	26,476	(24)	(20)	26,432	210	24	20
Telecommunications							
Telecommunications	316	-	-	316	10	-	-
Cost Allocation - Telecommunications	-	(144)	(166)	(310)	-	144	166
Total Telecommunications	316	(144)	(166)	6	10	144	166
45025 Aviation Drive	81	-	-	81	-	-	-
45045 Aviation Drive	(140)	-	-	(140)	-	-	-
Services							
Custodial Services	23,298	-	-	23,298	114	-	-
Contractual Services	85,093	-	-	85,093	20,785	-	-
Cost Allocation - Services	-	(756)	(897)	(1,653)	-	756	897
Total Services	108,392	(756)	(897)	106,739	20,899	756	897
Supplies, Materials and Fuels							
Fuels	2,302	-	-	2,302	168	-	-
Supplies and Materials	15,365	-	-	15,365	524	-	-
Cost Allocation - Supplies	-	(59)	(53)	(112)	-	59	53
Total Supplies, Materials and Fuels	17,667	(59)	(53)	17,555	693	59	53
Insurance and Risk Management							
Insurance and Risk Management	8,371	-	-	8,371	714	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	8,371	-	-	8,371	714	-	-
Non-Capital Equipment							
Non-Capital Equipment	2,101	-	-	2,101	26	-	-
Cost Allocation - Non-Capital Equipment	-	(13)	(6)	(20)	-	13	6
Total Non-Capital Equipment	2,101	(13)	(6)	2,082	26	13	6
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	96	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 353,462	\$ (5,488)	\$ (4,006)	\$ 343,968	\$ 25,705	\$ 5,488	\$ 4,006

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Table 5-2.1: 2016 Operating Expenses Cost Allocation - Total Consolidated Functions
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 42,611	\$ -	\$ -	\$ 42,611	\$ -	\$ -	\$ -
Other than Full-time Permanent	6,835	-	-	6,835	-	-	-
Overtime	772	-	-	772	-	-	-
Other - Personnel Compensation	971	-	-	971	-	-	-
Cost Allocation - Personnel Compensation	-	(2,059)	(1,979)	(4,037)	-	2,059	1,979
Personnel Compensation	51,189	(2,059)	(1,979)	47,152	-	2,059	1,979
Health Insurance	6,599	-	-	6,599	-	-	-
Life Insurance	167	-	-	167	-	-	-
Retirement	6,519	-	-	6,519	-	-	-
Other - Employee Benefits	673	-	-	673	-	-	-
Cost Allocation - Employee Benefits	-	(695)	(641)	(1,336)	-	695	641
Employee Benefits	13,957	(695)	(641)	12,621	-	695	641
Total Personnel Expenses	\$ 65,147	\$ (2,754)	\$ (2,620)	\$ 59,773	\$ -	\$ 2,754	\$ 2,620
Travel							
Travel	\$ 780	\$ -	\$ -	\$ 780	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(9)	(12)	(21)	-	9	12
Total Travel	780	(9)	(12)	759	-	9	12
Lease and Rental Payments							
Airport Lease Payments	5,529	-	-	5,529	-	-	-
Other - Lease and Rental Payments	12	-	-	12	0	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	5,541	-	-	5,541	0	-	-
Utilities							
Electricity	3	-	-	3	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	3	-	-	3	-	-	-
Telecommunications							
Telecommunications	310	-	-	310	10	-	-
Cost Allocation - Telecommunications	-	(144)	(166)	(310)	-	144	166
Total Telecommunications	310	(144)	(166)	0	10	144	166
45025 Aviation Drive	81	-	-	81	-	-	-
45045 Aviation Drive	(140)	-	-	(140)	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	23,427	-	-	23,427	316	-	-
Cost Allocation - Services	-	(671)	(831)	(1,501)	-	671	831
Total Services	23,427	(671)	(831)	21,925	316	671	831
Supplies, Materials and Fuels							
Fuels	21	-	-	21	-	-	-
Supplies and Materials	2,612	-	-	2,612	-	-	-
Cost Allocation - Supplies	-	(46)	(42)	(88)	-	46	42
Total Supplies, Materials and Fuels	2,633	(46)	(42)	2,545	-	46	42
Insurance and Risk Management							
Insurance and Risk Management	8,371	-	-	8,371	714	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	8,371	-	-	8,371	714	-	-
Non-Capital Equipment							
Non-Capital Equipment	1,752	-	-	1,752	-	-	-
Cost Allocation - Non-Capital Equipment	-	(10)	(10)	(20)	-	10	10
Total Non-Capital Equipment	1,752	(10)	(10)	1,733	-	10	10
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 107,903	\$ (3,633)	\$ (3,681)	\$ 100,589	\$ 1,040	\$ 3,633	\$ 3,681

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Metropolitan Washington Airports Authority

Table 5-2.2: 2016 Operating Expenses Cost Allocation - Total Reagan National
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 28,418	\$ -	\$ -	\$ 28,418	\$ -	\$ -	\$ -
Other than Full-time Permanent	84	-	-	84	-	-	-
Overtime	2,261	-	-	2,261	-	-	-
Other - Personnel Compensation	1,311	-	-	1,311	-	-	-
Cost Allocation - Personnel Compensation	-	(33)	(28)	(60)	-	33	28
Personnel Compensation	32,073	(33)	(28)	32,013	-	33	28
Health Insurance	6,705	-	-	6,705	-	-	-
Life Insurance	171	-	-	171	-	-	-
Retirement	5,083	-	-	5,083	-	-	-
Other - Employee Benefits	651	-	-	651	-	-	-
Cost Allocation - Employee Benefits	-	(14)	(12)	(26)	-	14	12
Employee Benefits	12,611	(14)	(12)	12,584	-	14	12
Total Personnel Expenses	\$ 44,684	\$ (47)	\$ (40)	\$ 44,598	\$ -	\$ 47	\$ 40
Travel							
Travel	\$ 89	\$ -	\$ -	\$ 89	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	89	-	-	89	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	95	-	-	95	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	95	-	-	95	-	-	-
Utilities							
Electricity	5,949	-	-	5,949	-	-	-
Natural Gas	1,208	-	-	1,208	-	-	-
Water	1,192	-	-	1,192	-	-	-
Sewerage	1,375	-	-	1,375	-	-	-
Cost Allocation - Utilities	-	(24)	(20)	(44)	-	24	20
Total Utilities	9,724	(24)	(20)	9,680	-	24	20
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	8,673	-	-	8,673	-	-	-
Contractual Services	15,156	-	-	15,156	-	-	-
Cost Allocation - Services	-	(64)	(54)	(118)	-	64	54
Total Services	23,829	(64)	(54)	23,711	-	64	54
Supplies, Materials and Fuels							
Fuels	527	-	-	527	-	-	-
Supplies and Materials	3,935	-	-	3,935	-	-	-
Cost Allocation - Supplies	-	(4)	(4)	(8)	-	4	4
Total Supplies, Materials and Fuels	4,462	(4)	(4)	4,454	-	4	4
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	133	-	-	133	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	133	-	-	133	-	-	-
Non-Capital Facility Projects							
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 83,016	\$ (138)	\$ (118)	\$ 82,760	\$ -	\$ 138	\$ 118

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Table 5-2.3: 2016 Operating Expenses Cost Allocation - Total Dulles International
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 46,107	\$ -	\$ -	\$ 46,107	\$ -	\$ -	\$ -
Other than Full-time Permanent	709	-	-	709	-	-	-
Overtime	4,080	-	-	4,080	-	-	-
Other - Personnel Compensation	2,316	-	-	2,316	-	-	-
Cost Allocation - Personnel Compensation	-	(1,159)	(140)	(1,299)	-	1,159	140
Personnel Compensation	53,211	(1,159)	(140)	51,913	-	1,159	140
Health Insurance	10,962	-	-	10,962	-	-	-
Life Insurance	280	-	-	280	-	-	-
Retirement	8,346	-	-	8,346	-	-	-
Other - Employee Benefits	853	-	-	853	-	-	-
Cost Allocation - Employee Benefits	-	(520)	(52)	(572)	-	520	52
Employee Benefits	20,441	(520)	(52)	19,869	-	520	52
Total Personnel Expenses	\$ 73,653	\$ (1,679)	\$ (192)	\$ 71,782	\$ -	\$ 1,679	\$ 192
Travel							
Travel	\$ 127	\$ -	\$ -	\$ 127	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(2)	(0)	(3)	-	2	0
Total Travel	127	(2)	(0)	125	-	2	0
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	81	-	-	81	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	81	-	-	81	-	-	-
Utilities							
Electricity	12,896	-	-	12,896	-	-	-
Natural Gas	2,676	-	-	2,676	-	-	-
Water	408	-	-	408	-	-	-
Sewerage	770	-	-	770	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	16,749	-	-	16,749	-	-	-
Telecommunications							
Telecommunications	6	-	-	6	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	6	-	-	6	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	14,626	-	-	14,626	-	-	-
Contractual Services	46,511	-	-	46,511	78	-	-
Cost Allocation - Services	-	(22)	(12)	(34)	-	22	12
Total Services	61,137	(22)	(12)	61,103	78	22	12
Supplies, Materials and Fuels							
Fuels	1,754	-	-	1,754	-	-	-
Supplies and Materials	8,819	-	-	8,819	154	-	-
Cost Allocation - Supplies	-	(9)	(7)	(16)	-	9	7
Total Supplies, Materials and Fuels	10,573	(9)	(7)	10,556	154	9	7
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	216	-	-	216	4	-	-
Cost Allocation - Non-Capital Equipment	-	(3)	3	-	-	3	(3)
Total Non-Capital Equipment	216	(3)	3	216	4	3	(3)
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 162,542	\$ (1,716)	\$ (207)	\$ 160,619	\$ 236	\$ 1,716	\$ 207

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Metropolitan Washington Airports Authority

Table 5-2.4: 2016 Operating Expenses Cost Allocation - Board of Directors and Executive Offices
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 3,341	\$ -	\$ -	\$ 3,341	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	6	-	-	6	-	-	-
Other - Personnel Compensation	142	-	-	142	-	-	-
Cost Allocation - Personnel Compensation	-	(243)	(191)	(434)	-	243	191
Personnel Compensation	3,489	(243)	(191)	3,055	-	243	191
Health Insurance	313	-	-	313	-	-	-
Life Insurance	8	-	-	8	-	-	-
Retirement	398	-	-	398	-	-	-
Other - Employee Benefits	46	-	-	46	-	-	-
Cost Allocation - Employee Benefits	-	(65)	(47)	(111)	-	65	47
Employee Benefits	765	(65)	(47)	653	-	65	47
Total Personnel Expenses	\$ 4,254	\$ (308)	\$ (237)	\$ 3,709	\$ -	\$ 308	\$ 237
Travel							
Travel	\$ 179	\$ -	\$ -	\$ 179	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	179	-	-	179	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	926	-	-	926	-	-	-
Cost Allocation - Services	-	(8)	(8)	(16)	-	8	8
Total Services	926	(8)	(8)	909	-	8	8
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	53	-	-	53	-	-	-
Cost Allocation - Supplies	-	(2)	(2)	(4)	-	2	2
Total Supplies, Materials and Fuels	53	(2)	(2)	49	-	2	2
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	16	-	-	16	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	16	-	-	16	-	-	-
Non-Capital Facility Projects							
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 5,427	\$ (319)	\$ (247)	\$ 4,861	\$ -	\$ 319	\$ 247

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Metropolitan Washington Airports Authority

Table 5-2.5: 2016 Operating Expenses Cost Allocation - Office of General Counsel
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 1,091	\$ -	\$ -	\$ 1,091	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	10	-	-	10	-	-	-
Cost Allocation - Personnel Compensation	-	(5)	(6)	(12)	-	5	6
Personnel Compensation	1,101	(5)	(6)	1,089	-	5	6
Health Insurance	107	-	-	107	-	-	-
Life Insurance	3	-	-	3	-	-	-
Retirement	167	-	-	167	-	-	-
Other - Employee Benefits	21	-	-	21	-	-	-
Cost Allocation - Employee Benefits	-	(1)	(2)	(3)	-	1	2
Employee Benefits	296	(1)	(2)	293	-	1	2
Total Personnel Expenses	\$ 1,397	\$ (7)	\$ (8)	\$ 1,382	\$ -	\$ 7	\$ 8
Travel							
Travel	\$ 10	\$ -	\$ -	\$ 10	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	10	-	-	10	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	792	-	-	792	50	-	-
Cost Allocation - Services	-	(41)	(48)	(89)	-	41	48
Total Services	792	(41)	(48)	703	50	41	48
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	15	-	-	15	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
Total Supplies, Materials and Fuels	15	-	-	15	-	-	-
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	-	-	-	-	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	-	-	-	-	-	-	-
Non-Capital Facility Projects							
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 2,214	\$ (48)	\$ (56)	\$ 2,110	\$ 50	\$ 48	\$ 56

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.6: 2016 Operating Expenses Cost Allocation - Office of Audit
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 1,147	\$ -	\$ -	\$ 1,147	\$ -	\$ -	\$ -
Other than Full-time Permanent	37	-	-	37	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	91	-	-	91	-	-	-
Cost Allocation - Personnel Compensation	-	(21)	(49)	(70)	-	21	49
Personnel Compensation	1,274	(21)	(49)	1,204	-	21	49
Health Insurance	140	-	-	140	-	-	-
Life Insurance	4	-	-	4	-	-	-
Retirement	159	-	-	159	-	-	-
Other - Employee Benefits	34	-	-	34	-	-	-
Cost Allocation - Employee Benefits	-	(6)	(15)	(22)	-	6	15
Employee Benefits	337	(6)	(15)	315	-	6	15
Total Personnel Expenses	\$ 1,611	\$ (27)	\$ (64)	\$ 1,520	\$ -	\$ 27	\$ 64
Travel							
Travel	\$ 22	\$ -	\$ -	\$ 22	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(0)	(0)	(1)	-	0	0
Total Travel	22	(0)	(0)	21	-	0	0
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	1,609	-	-	1,609	100	-	-
Cost Allocation - Services	-	(33)	(76)	(109)	-	33	76
Total Services	1,609	(33)	(76)	1,500	100	33	76
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	15	-	-	15	-	-	-
Cost Allocation - Supplies	-	(0)	(0)	(1)	-	0	0
Total Supplies, Materials and Fuels	15	(0)	(0)	14	-	0	0
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	10	-	-	10	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	10	-	-	10	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 3,267	\$ (60)	\$ (141)	\$ 3,065	\$ 100	\$ 60	\$ 141

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Metropolitan Washington Airports Authority

Table 5-2.7: 2016 Operating Expenses Cost Allocation - Airline Business Development
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 891	\$ -	\$ -	\$ 891	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	6	-	-	6	-	-	-
Cost Allocation - Personnel Compensation	-	-	-	-	-	-	-
Personnel Compensation	897	-	-	897	-	-	-
Health Insurance	89	-	-	89	-	-	-
Life Insurance	2	-	-	2	-	-	-
Retirement	106	-	-	106	-	-	-
Other - Employee Benefits	22	-	-	22	-	-	-
Cost Allocation - Employee Benefits	-	-	-	-	-	-	-
Employee Benefits	219	-	-	219	-	-	-
Total Personnel Expenses	\$ 1,115	\$ -	\$ -	\$ 1,115	\$ -	\$ -	\$ -
Travel							
Travel	\$ 230	\$ -	\$ -	\$ 230	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	230	-	-	230	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	2,225	-	-	2,225	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
Total Services	2,225	-	-	2,225	-	-	-
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	27	-	-	27	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
Total Supplies, Materials and Fuels	27	-	-	27	-	-	-
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	-	-	-	-	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	-	-	-	-	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 3,597	\$ -	\$ -	\$ 3,597	\$ -	\$ -	\$ -

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Metropolitan Washington Airports Authority

Table 5-2.8: 2016 Operating Expenses Cost Allocation - Office of Communications and Government Affairs
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 1,480	\$ -	\$ -	\$ 1,480	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	5	-	-	5	-	-	-
Cost Allocation - Personnel Compensation	-	(68)	(80)	(149)	-	68	80
Personnel Compensation	1,485	(68)	(80)	1,336	-	68	80
Health Insurance	193	-	-	193	-	-	-
Life Insurance	5	-	-	5	-	-	-
Retirement	210	-	-	210	-	-	-
Other - Employee Benefits	26	-	-	26	-	-	-
Cost Allocation - Employee Benefits	-	(24)	(28)	(51)	-	24	28
Employee Benefits	434	(24)	(28)	383	-	24	28
Total Personnel Expenses	\$ 1,919	\$ (92)	\$ (108)	\$ 1,719	\$ -	\$ 92	\$ 108
Travel							
Travel	\$ 47	\$ -	\$ -	\$ 47	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(1)	(1)	(2)	-	1	1
Total Travel	47	(1)	(1)	45	-	1	1
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	1	-	-	1	0	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	1	-	-	1	0	-	-
Utilities							
Electricity	3	-	-	3	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	3	-	-	3	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	1,216	-	-	1,216	-	-	-
Cost Allocation - Services	-	(54)	(63)	(117)	-	54	63
Total Services	1,216	(54)	(63)	1,099	-	54	63
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	16	-	-	16	-	-	-
Cost Allocation - Supplies	-	(1)	(1)	(2)	-	1	1
Total Supplies, Materials and Fuels	16	(1)	(1)	14	-	1	1
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	-	-	-	-	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	-	-	-	-	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 3,202	\$ (148)	\$ (173)	\$ 2,880	\$ 0	\$ 148	\$ 173

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Table 5-2.9: 2016 Operating Expenses Cost Allocation - Office of Corporate Risk and Strategy
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 1,003	\$ -	\$ -	\$ 1,003	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	8	-	-	8	-	-	-
Cost Allocation - Personnel Compensation	-	(112)	(95)	(207)	-	112	95
Personnel Compensation	1,011	(112)	(95)	803	-	112	95
Health Insurance	121	-	-	121	-	-	-
Life Insurance	3	-	-	3	-	-	-
Retirement	121	-	-	121	-	-	-
Other - Employee Benefits	16	-	-	16	-	-	-
Cost Allocation - Employee Benefits	-	(46)	(39)	(86)	-	46	39
Employee Benefits	261	(46)	(39)	175	-	46	39
Total Personnel Expenses	\$ 1,271	\$ (158)	\$ (135)	\$ 978	\$ -	\$ 158	\$ 135
Travel							
Travel	\$ 10	\$ -	\$ -	\$ 10	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(1)	(0)	(1)	-	1	0
Total Travel	10	(1)	(0)	9	-	1	0
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	86	-	-	86	-	-	-
Cost Allocation - Services	-	(1)	(1)	(2)	-	1	1
Total Services	86	(1)	(1)	84	-	1	1
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	32	-	-	32	-	-	-
Cost Allocation - Supplies	-	(1)	(1)	(1)	-	1	1
Total Supplies, Materials and Fuels	32	(1)	(1)	31	-	1	1
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	10	-	-	10	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	10	-	-	10	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 1,411	\$ (161)	\$ (137)	\$ 1,113	\$ -	\$ 161	\$ 137

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Table 5-2.10: 2016 Operating Expenses Cost Allocation - Office of Real Estate
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 311	\$ -	\$ -	\$ 311	\$ -	\$ -	\$ -
Other than Full-time Permanent	165	-	-	165	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	1	-	-	1	-	-	-
Cost Allocation - Personnel Compensation	-	-	-	-	-	-	-
Personnel Compensation	477	-	-	477	-	-	-
Health Insurance	38	-	-	38	-	-	-
Life Insurance	1	-	-	1	-	-	-
Retirement	40	-	-	40	-	-	-
Other - Employee Benefits	3	-	-	3	-	-	-
Cost Allocation - Employee Benefits	-	-	-	-	-	-	-
Employee Benefits	82	-	-	82	-	-	-
Total Personnel Expenses	\$ 559	\$ -	\$ -	\$ 559	\$ -	\$ -	\$ -
Travel							
Travel	\$ 15	\$ -	\$ -	\$ 15	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	15	-	-	15	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	81	-	-	81	-	-	-
45045 Aviation Drive	(140)	-	-	(140)	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	38	-	-	38	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
Total Services	38	-	-	38	-	-	-
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	4	-	-	4	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
Total Supplies, Materials and Fuels	4	-	-	4	-	-	-
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	4	-	-	4	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	4	-	-	4	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 561	\$ -	\$ -	\$ 561	\$ -	\$ -	\$ -

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Table 5-2.11: 2016 Operating Expenses Cost Allocation - Office of Planning and Revenue Development
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 1,103	\$ -	\$ -	\$ 1,103	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	2	-	-	2	-	-	-
Cost Allocation - Personnel Compensation	-	-	-	-	-	-	-
Personnel Compensation	1,105	-	-	1,105	-	-	-
Health Insurance	49	-	-	49	-	-	-
Life Insurance	1	-	-	1	-	-	-
Retirement	64	-	-	64	-	-	-
Other - Employee Benefits	9	-	-	9	-	-	-
Cost Allocation - Employee Benefits	-	-	-	-	-	-	-
Employee Benefits	124	-	-	124	-	-	-
Total Personnel Expenses	\$ 1,228	\$ -	\$ -	\$ 1,228	\$ -	\$ -	\$ -
Travel							
Travel	\$ 15	\$ -	\$ -	\$ 15	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	15	-	-	15	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	1,863	-	-	1,863	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
Total Services	1,863	-	-	1,863	-	-	-
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	66	-	-	66	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
Total Supplies, Materials and Fuels	66	-	-	66	-	-	-
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	6	-	-	6	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	6	-	-	6	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 3,178	\$ -	\$ -	\$ 3,178	\$ -	\$ -	\$ -

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Table 5-2.12: 2016 Operating Expenses Cost Allocation - Office of Finance
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 7,135	\$ -	\$ -	\$ 7,135	\$ -	\$ -	\$ -
Other than Full-time Permanent	372	-	-	372	-	-	-
Overtime	50	-	-	50	-	-	-
Other - Personnel Compensation	61	-	-	61	-	-	-
Cost Allocation - Personnel Compensation	-	(272)	(686)	(957)	-	272	686
Personnel Compensation	7,619	(272)	(686)	6,661	-	272	686
Health Insurance	1,208	-	-	1,208	-	-	-
Life Insurance	31	-	-	31	-	-	-
Retirement	1,002	-	-	1,002	-	-	-
Other - Employee Benefits	102	-	-	102	-	-	-
Cost Allocation - Employee Benefits	-	(80)	(206)	(286)	-	80	206
Employee Benefits	2,343	(80)	(206)	2,058	-	80	206
Total Personnel Expenses	\$ 9,962	\$ (352)	\$ (891)	\$ 8,719	\$ -	\$ 352	\$ 891
Travel							
Travel	\$ 73	\$ -	\$ -	\$ 73	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(2)	(6)	(8)	-	2	6
Total Travel	73	(2)	(6)	65	-	2	6
Lease and Rental Payments							
Airport Lease Payments	5,529	-	-	5,529	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	5,529	-	-	5,529	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	1,900	-	-	1,900	70	-	-
Cost Allocation - Services	-	(33)	(94)	(127)	-	33	94
Total Services	1,900	(33)	(94)	1,773	70	33	94
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	84	-	-	84	-	-	-
Cost Allocation - Supplies	-	(3)	(8)	(11)	-	3	8
Total Supplies, Materials and Fuels	84	(3)	(8)	73	-	3	8
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	13	-	-	13	-	-	-
Cost Allocation - Non-Capital Equipment	-	(1)	(2)	(3)	-	1	2
Total Non-Capital Equipment	13	(1)	(2)	10	-	1	2
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 17,561	\$ (391)	\$ (1,001)	\$ 16,169	\$ 70	\$ 391	\$ 1,001

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.13: 2016 Operating Expenses Cost Allocation - Office of Engineering
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 4,651	\$ -	\$ -	\$ 4,651	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	61	-	-	61	-	-	-
Cost Allocation - Personnel Compensation	-	(462)	(393)	(855)	-	462	393
Personnel Compensation	4,712	(462)	(393)	3,857	-	462	393
Health Insurance	595	-	-	595	-	-	-
Life Insurance	16	-	-	16	-	-	-
Retirement	703	-	-	703	-	-	-
Other - Employee Benefits	82	-	-	82	-	-	-
Cost Allocation - Employee Benefits	-	(156)	(132)	(288)	-	156	132
Employee Benefits	1,395	(156)	(132)	1,107	-	156	132
Total Personnel Expenses	\$ 6,107	\$ (617)	\$ (526)	\$ 4,964	\$ -	\$ 617	\$ 526
Travel							
Travel	\$ 51	\$ -	\$ -	\$ 51	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(3)	(3)	(6)	-	3	3
Total Travel	51	(3)	(3)	45	-	3	3
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	667	-	-	667	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
Total Services	667	-	-	667	-	-	-
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	118	-	-	118	-	-	-
Cost Allocation - Supplies	-	(11)	(10)	(21)	-	11	10
Total Supplies, Materials and Fuels	118	(11)	(10)	97	-	11	10
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	9	-	-	9	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	9	-	-	9	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 6,953	\$ (632)	\$ (538)	\$ 5,783	\$ -	\$ 632	\$ 538

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.14: 2016 Operating Expenses Cost Allocation - Office of Supplier Diversity
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 898	\$ -	\$ -	\$ 898	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	0	-	-	0	-	-	-
Other - Personnel Compensation	-	-	-	-	-	-	-
Cost Allocation - Personnel Compensation	-	(65)	(76)	(140)	-	65	76
Personnel Compensation	898	(65)	(76)	758	-	65	76
Health Insurance	75	-	-	75	-	-	-
Life Insurance	2	-	-	2	-	-	-
Retirement	69	-	-	69	-	-	-
Other - Employee Benefits	12	-	-	12	-	-	-
Cost Allocation - Employee Benefits	-	(35)	(41)	(76)	-	35	41
Employee Benefits	158	(35)	(41)	82	-	35	41
Total Personnel Expenses	\$ 1,056	\$ (99)	\$ (117)	\$ 840	\$ -	\$ 99	\$ 117
Travel							
Travel	\$ 13	\$ -	\$ -	\$ 13	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(0)	(1)	(1)	-	0	1
Total Travel	13	(0)	(1)	12	-	0	1
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	376	-	-	376	-	-	-
Cost Allocation - Services	-	(42)	(50)	(92)	-	42	50
Total Services	376	(42)	(50)	283	-	42	50
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	15	-	-	15	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
Total Supplies, Materials and Fuels	15	-	-	15	-	-	-
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	-	-	-	-	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	-	-	-	-	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 1,460	\$ (142)	\$ (167)	\$ 1,151	\$ -	\$ 142	\$ 167

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.15: 2016 Operating Expenses Cost Allocation - Office of Customer and Concessions Development
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 932	\$ -	\$ -	\$ 932	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	1	-	-	1	-	-	-
Other - Personnel Compensation	7	-	-	7	-	-	-
Cost Allocation - Personnel Compensation	-	(26)	(30)	(56)	-	26	30
Personnel Compensation	940	(26)	(30)	884	-	26	30
Health Insurance	149	-	-	149	-	-	-
Life Insurance	4	-	-	4	-	-	-
Retirement	140	-	-	140	-	-	-
Other - Employee Benefits	19	-	-	19	-	-	-
Cost Allocation - Employee Benefits	-	(8)	(9)	(17)	-	8	9
Employee Benefits	312	(8)	(9)	295	-	8	9
Total Personnel Expenses	\$ 1,252	\$ (34)	\$ (39)	\$ 1,179	\$ -	\$ 34	\$ 39
Travel							
Travel	\$ 15	\$ -	\$ -	\$ 15	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	15	-	-	15	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	1	-	-	1	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	1	-	-	1	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	511	-	-	511	-	-	-
Cost Allocation - Services	-	(10)	(11)	(21)	-	10	11
Total Services	511	(10)	(11)	490	-	10	11
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	6	-	-	6	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
Total Supplies, Materials and Fuels	6	-	-	6	-	-	-
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	2	-	-	2	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	2	-	-	2	-	-	-
Non-Capital Facility Projects							
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 1,786	\$ (43)	\$ (51)	\$ 1,692	\$ -	\$ 43	\$ 51

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.16: 2016 Operating Expenses Cost Allocation - Office of Human Resources and Administrative Services
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 4,417	\$ -	\$ -	\$ 4,417	\$ -	\$ -	\$ -
Other than Full-time Permanent	709	-	-	709	-	-	-
Overtime	7	-	-	7	-	-	-
Other - Personnel Compensation	46	-	-	46	-	-	-
Cost Allocation - Personnel Compensation	-	(244)	(208)	(452)	-	244	208
Personnel Compensation	5,178	(244)	(208)	4,727	-	244	208
Health Insurance	750	-	-	750	-	-	-
Life Insurance	19	-	-	19	-	-	-
Retirement	670	-	-	670	-	-	-
Other - Employee Benefits	65	-	-	65	-	-	-
Cost Allocation - Employee Benefits	-	(87)	(74)	(161)	-	87	74
Employee Benefits	1,504	(87)	(74)	1,343	-	87	74
Total Personnel Expenses	\$ 6,682	\$ (331)	\$ (282)	\$ 6,069	\$ -	\$ 331	\$ 282
Travel							
Travel	\$ 42	\$ -	\$ -	\$ 42	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(1)	(1)	(2)	-	1	1
Total Travel	42	(1)	(1)	40	-	1	1
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	2	-	-	2	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	2	-	-	2	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	3,142	-	-	3,142	96	-	-
Cost Allocation - Services	-	(114)	(97)	(212)	-	114	97
Total Services	3,142	(114)	(97)	2,930	96	114	97
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	157	-	-	157	-	-	-
Cost Allocation - Supplies	-	(4)	(3)	(8)	-	4	3
Total Supplies, Materials and Fuels	157	(4)	(3)	150	-	4	3
Insurance and Risk Management							
Insurance and Risk Management	8,371	-	-	8,371	714	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	8,371	-	-	8,371	714	-	-
Non-Capital Equipment							
Non-Capital Equipment	9	-	-	9	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	9	-	-	9	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 18,405	\$ (451)	\$ (384)	\$ 17,571	\$ 810	\$ 451	\$ 384

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.17: 2016 Operating Expenses Cost Allocation - Office of Technology
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 4,923	\$ -	\$ -	\$ 4,923	\$ -	\$ -	\$ -
Other than Full-time Permanent	5,552	-	-	5,552	-	-	-
Overtime	8	-	-	8	-	-	-
Other - Personnel Compensation	42	-	-	42	-	-	-
Cost Allocation - Personnel Compensation	-	(193)	(164)	(357)	-	193	164
Personnel Compensation	10,524	(193)	(164)	10,167		193	164
Health Insurance	543	-	-	543	-	-	-
Life Insurance	13	-	-	13	-	-	-
Retirement	974	-	-	974	-	-	-
Other - Employee Benefits	50	-	-	50	-	-	-
Cost Allocation - Employee Benefits	-	(57)	(49)	(106)	-	57	49
Employee Benefits	1,580	(57)	(49)	1,474		57	49
Total Personnel Expenses	\$ 12,104	\$ (250)	\$ (213)	\$ 11,641	\$ -	\$ 250	\$ 213
Travel							
Travel	\$ 33	\$ -	\$ -	\$ 33	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	33	-	-	33	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	310	-	-	310	10	-	-
Cost Allocation - Telecommunications	-	(144)	(166)	(310)	-	144	166
Total Telecommunications	310	(144)	(166)	0	10	144	166
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	7,442	-	-	7,442	-	-	-
Cost Allocation - Services	-	(325)	(381)	(706)	-	325	381
Total Services	7,442	(325)	(381)	6,736	-	325	381
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	1,198	-	-	1,198	-	-	-
Cost Allocation - Supplies	-	(20)	(17)	(36)	-	20	17
Total Supplies, Materials and Fuels	1,198	(20)	(17)	1,162	-	20	17
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	1,407	-	-	1,407	-	-	-
Cost Allocation - Non-Capital Equipment	-	(9)	(8)	(17)	-	9	8
Total Non-Capital Equipment	1,407	(9)	(8)	1,390	-	9	8
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 22,495	\$ (748)	\$ (785)	\$ 20,962	\$ 10	\$ 748	\$ 785

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.18: 2016 Operating Expenses Cost Allocation - Reagan National Airport Manager
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 405	\$ -	\$ -	\$ 405	\$ -	\$ -	\$ -
Other than Full-time Permanent	25	-	-	25	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	2	-	-	2	-	-	-
Cost Allocation - Personnel Compensation	-	-	-	-	-	-	-
Personnel Compensation	432	-	-	432	-	-	-
Health Insurance	56	-	-	56	-	-	-
Life Insurance	1	-	-	1	-	-	-
Retirement	63	-	-	63	-	-	-
Other - Employee Benefits	5	-	-	5	-	-	-
Cost Allocation - Employee Benefits	-	-	-	-	-	-	-
Employee Benefits	126	-	-	126	-	-	-
Total Personnel Expenses	\$ 558	\$ -	\$ -	\$ 558	\$ -	\$ -	\$ -
Travel							
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	-	-	-	-	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	3	-	-	3	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	3	-	-	3	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	508	-	-	508	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
Total Services	508	-	-	508	-	-	-
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	18	-	-	18	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
Total Supplies, Materials and Fuels	18	-	-	18	-	-	-
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	1	-	-	1	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	1	-	-	1	-	-	-
Non-Capital Facility Projects							
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 1,087	\$ -	\$ -	\$ 1,087	\$ -	\$ -	\$ -

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.19: 2016 Operating Expenses Cost Allocation - Reagan National Operations Department
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 1,939	\$ -	\$ -	\$ 1,939	\$ -	\$ -	\$ -
Other than Full-time Permanent	35	-	-	35	-	-	-
Overtime	78	-	-	78	-	-	-
Other - Personnel Compensation	117	-	-	117	-	-	-
Cost Allocation - Personnel Compensation	-	-	-	-	-	-	-
Personnel Compensation	2,169	-	-	2,169	-	-	-
Health Insurance	363	-	-	363	-	-	-
Life Insurance	9	-	-	9	-	-	-
Retirement	316	-	-	316	-	-	-
Other - Employee Benefits	34	-	-	34	-	-	-
Cost Allocation - Employee Benefits	-	-	-	-	-	-	-
Employee Benefits	723	-	-	723	-	-	-
Total Personnel Expenses	\$ 2,892	\$ -	\$ -	\$ 2,892	\$ -	\$ -	\$ -
Travel							
Travel	\$ 11	\$ -	\$ -	\$ 11	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	11	-	-	11	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	4,326	-	-	4,326	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
Total Services	4,326	-	-	4,326	-	-	-
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	68	-	-	68	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
Total Supplies, Materials and Fuels	68	-	-	68	-	-	-
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	21	-	-	21	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	21	-	-	21	-	-	-
Non-Capital Facility Projects							
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 7,317	\$ -	\$ -	\$ 7,317	\$ -	\$ -	\$ -

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.20: 2016 Operating Expenses Cost Allocation - Reagan National Engineering and Maintenance Department
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 14,706	\$ -	\$ -	\$ 14,706	\$ -	\$ -	\$ -
Other than Full-time Permanent	23	-	-	23	-	-	-
Overtime	884	-	-	884	-	-	-
Other - Personnel Compensation	394	-	-	394	-	-	-
Cost Allocation - Personnel Compensation	-	(33)	(28)	(60)	-	33	28
Personnel Compensation	16,007	(33)	(28)	15,947		33	28
Health Insurance	3,515	-	-	3,515	-	-	-
Life Insurance	90	-	-	90	-	-	-
Retirement	2,502	-	-	2,502	-	-	-
Other - Employee Benefits	267	-	-	267	-	-	-
Cost Allocation - Employee Benefits	-	(14)	(12)	(26)	-	14	12
Employee Benefits	6,373	(14)	(12)	6,347		14	12
Total Personnel Expenses	\$ 22,380	\$ (47)	\$ (40)	\$ 22,294	\$ -	\$ 47	\$ 40
Travel							
Travel	\$ 40	\$ -	\$ -	\$ 40	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	40	-	-	40	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	85	-	-	85	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	85	-	-	85	-	-	-
Utilities							
Electricity	5,949	-	-	5,949	-	-	-
Natural Gas	1,208	-	-	1,208	-	-	-
Water	1,192	-	-	1,192	-	-	-
Sewerage	1,375	-	-	1,375	-	-	-
Cost Allocation - Utilities	-	(24)	(20)	(44)	-	24	20
Total Utilities	9,724	(24)	(20)	9,680	-	24	20
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	8,673	-	-	8,673	-	-	-
Contractual Services	10,019	-	-	10,019	-	-	-
Cost Allocation - Services	-	(64)	(54)	(118)	-	64	54
Total Services	18,691	(64)	(54)	18,573	-	64	54
Supplies, Materials and Fuels							
Fuels	527	-	-	527	-	-	-
Supplies and Materials	3,725	-	-	3,725	-	-	-
Cost Allocation - Supplies	-	(4)	(4)	(8)	-	4	4
Total Supplies, Materials and Fuels	4,252	(4)	(4)	4,244	-	4	4
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	105	-	-	105	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	105	-	-	105	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 55,277	\$ (138)	\$ (118)	\$ 55,021	\$ -	\$ 138	\$ 118

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.21: 2016 Operating Expenses Cost Allocation - Reagan National Airport Administration Department
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 1,880	\$ -	\$ -	\$ 1,880	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	20	-	-	20	-	-	-
Other - Personnel Compensation	18	-	-	18	-	-	-
Cost Allocation - Personnel Compensation	-	-	-	-	-	-	-
Personnel Compensation	1,917	-	-	1,917	-	-	-
Health Insurance	397	-	-	397	-	-	-
Life Insurance	10	-	-	10	-	-	-
Retirement	270	-	-	270	-	-	-
Other - Employee Benefits	173	-	-	173	-	-	-
Cost Allocation - Employee Benefits	-	-	-	-	-	-	-
Employee Benefits	849	-	-	849	-	-	-
Total Personnel Expenses	\$ 2,766	\$ -	\$ -	\$ 2,766	\$ -	\$ -	\$ -
Travel							
Travel	\$ 17	\$ -	\$ -	\$ 17	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	17	-	-	17	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	4	-	-	4	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	4	-	-	4	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	189	-	-	189	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
Total Services	189	-	-	189	-	-	-
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	26	-	-	26	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
Total Supplies, Materials and Fuels	26	-	-	26	-	-	-
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	6	-	-	6	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	6	-	-	6	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 3,009	\$ -	\$ -	\$ 3,009	\$ -	\$ -	\$ -

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.22: 2016 Operating Expenses Cost Allocation - Dulles International Airport Manager
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 703	\$ -	\$ -	\$ 703	\$ -	\$ -	\$ -
Other than Full-time Permanent	558	-	-	558	-	-	-
Overtime	11	-	-	11	-	-	-
Other - Personnel Compensation	7	-	-	7	-	-	-
Cost Allocation - Personnel Compensation	-	(23)	(19)	(42)	-	23	19
Personnel Compensation	1,278	(23)	(19)	1,236		23	19
Health Insurance	90	-	-	90	-	-	-
Life Insurance	2	-	-	2	-	-	-
Retirement	148	-	-	148	-	-	-
Other - Employee Benefits	10	-	-	10	-	-	-
Cost Allocation - Employee Benefits	-	(5)	(5)	(10)	-	5	5
Employee Benefits	249	(5)	(5)	239		5	5
Total Personnel Expenses	\$ 1,527	\$ (28)	\$ (24)	\$ 1,475	\$ -	\$ 28	\$ 24
Travel							
Travel	\$ 21	\$ -	\$ -	\$ 21	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(0)	(0)	(1)	-	0	0
Total Travel	21	(0)	(0)	20	-	0	0
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	849	-	-	849	-	-	-
Cost Allocation - Services	-	(6)	(5)	(12)	-	6	5
Total Services	849	(6)	(5)	837	-	6	5
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	59	-	-	59	-	-	-
Cost Allocation - Supplies	-	(2)	(2)	(4)	-	2	2
Total Supplies, Materials and Fuels	59	(2)	(2)	55	-	2	2
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	2	-	-	2	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	2	-	-	2	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 2,458	\$ (37)	\$ (31)	\$ 2,390	\$ -	\$ 37	\$ 31

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.23: 2016 Operating Expenses Cost Allocation - Dulles International Operations Department
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 9,036	\$ -	\$ -	\$ 9,036	\$ -	\$ -	\$ -
Other than Full-time Permanent	47	-	-	47	-	-	-
Overtime	458	-	-	458	-	-	-
Other - Personnel Compensation	591	-	-	591	-	-	-
Cost Allocation - Personnel Compensation	-	(3)	-	(3)	-	3	-
Personnel Compensation	10,132	(3)	-	10,129	-	3	-
Health Insurance	2,184	-	-	2,184	-	-	-
Life Insurance	56	-	-	56	-	-	-
Retirement	1,567	-	-	1,567	-	-	-
Other - Employee Benefits	169	-	-	169	-	-	-
Cost Allocation - Employee Benefits	-	(1)	-	(1)	-	1	-
Employee Benefits	3,976	(1)	-	3,975	-	1	-
Total Personnel Expenses	\$ 14,107	\$ (4)	\$ -	\$ 14,103	\$ -	\$ 4	\$ -
Travel							
Travel	\$ 35	\$ -	\$ -	\$ 35	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	35	-	-	35	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	5	-	-	5	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	5	-	-	5	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	9,320	-	-	9,320	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
Total Services	9,320	-	-	9,320	-	-	-
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	171	-	-	171	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
Total Supplies, Materials and Fuels	171	-	-	171	-	-	-
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	53	-	-	53	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	53	-	-	53	-	-	-
Non-Capital Facility Projects							
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 23,691	\$ (4)	\$ -	\$ 23,687	\$ -	\$ 4	\$ -

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.24: 2016 Operating Expenses Cost Allocation - Dulles International Engineering and Maintenance Department
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 21,460	\$ -	\$ -	\$ 21,460	\$ -	\$ -	\$ -
Other than Full-time Permanent	75	-	-	75	-	-	-
Overtime	1,936	-	-	1,936	-	-	-
Other - Personnel Compensation	729	-	-	729	-	-	-
Cost Allocation - Personnel Compensation	-	(122)	(104)	(226)	-	122	104
Personnel Compensation	24,200	(122)	(104)	23,974	-	122	104
Health Insurance	5,045	-	-	5,045	-	-	-
Life Insurance	129	-	-	129	-	-	-
Retirement	3,639	-	-	3,639	-	-	-
Other - Employee Benefits	405	-	-	405	-	-	-
Cost Allocation - Employee Benefits	-	(48)	(41)	(88)	-	48	41
Employee Benefits	9,218	(48)	(41)	9,130	-	48	41
Total Personnel Expenses	\$ 33,418	\$ (170)	\$ (144)	\$ 33,104	\$ -	\$ 170	\$ 144
Travel							
Travel	\$ 31	\$ -	\$ -	\$ 31	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	31	-	-	31	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	62	-	-	62	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	62	-	-	62	-	-	-
Utilities							
Electricity	12,896	-	-	12,896	-	-	-
Natural Gas	2,676	-	-	2,676	-	-	-
Water	408	-	-	408	-	-	-
Sewerage	770	-	-	770	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	16,749	-	-	16,749	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	14,626	-	-	14,626	-	-	-
Contractual Services	32,800	-	-	32,800	78	-	-
Cost Allocation - Services	-	(7)	(6)	(13)	-	7	6
Total Services	47,426	(7)	(6)	47,413	78	7	6
Supplies, Materials and Fuels							
Fuels	1,339	-	-	1,339	-	-	-
Supplies and Materials	8,371	-	-	8,371	113	-	-
Cost Allocation - Supplies	-	(1)	(1)	(3)	-	1	1
Total Supplies, Materials and Fuels	9,710	(1)	(1)	9,707	113	1	1
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	126	-	-	126	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	126	-	-	126	-	-	-
Non-Capital Facility Projects							
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 107,522	\$ (178)	\$ (152)	\$ 107,192	\$ 191	\$ 178	\$ 152

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.25: 2016 Operating Expenses Cost Allocation - Dulles International Airport Administration Department
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 2,050	\$ -	\$ -	\$ 2,050	\$ -	\$ -	\$ -
Other than Full-time Permanent	29	-	-	29	-	-	-
Overtime	95	-	-	95	-	-	-
Other - Personnel Compensation	19	-	-	19	-	-	-
Cost Allocation - Personnel Compensation	-	(19)	(16)	(35)	-	19	16
Personnel Compensation	2,193	(19)	(16)	2,158	-	19	16
Health Insurance	462	-	-	462	-	-	-
Life Insurance	12	-	-	12	-	-	-
Retirement	345	-	-	345	-	-	-
Other - Employee Benefits	40	-	-	40	-	-	-
Cost Allocation - Employee Benefits	-	(8)	(7)	(16)	-	8	7
Employee Benefits	858	(8)	(7)	842	-	8	7
Total Personnel Expenses	\$ 3,051	\$ (28)	\$ (23)	\$ 3,000	\$ -	\$ 28	\$ 23
Travel							
Travel	\$ 15	\$ -	\$ -	\$ 15	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	15	-	-	15	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	6	-	-	6	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	6	-	-	6	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	6	-	-	6	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	6	-	-	6	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	3,437	-	-	3,437	-	-	-
Cost Allocation - Services	-	(0)	(0)	(1)	-	0	0
Total Services	3,437	(0)	(0)	3,436	-	0	0
Supplies, Materials and Fuels							
Fuels	415	-	-	415	-	-	-
Supplies and Materials	69	-	-	69	-	-	-
Cost Allocation - Supplies	-	(1)	(0)	(1)	-	1	0
Total Supplies, Materials and Fuels	484	(1)	(0)	483	-	1	0
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	35	-	-	35	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	35	-	-	35	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 7,034	\$ (28)	\$ (24)	\$ 6,981	\$ -	\$ 28	\$ 24

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.26: 2016 Operating Expenses Cost Allocation - Public Safety Consolidated Functions
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 9,289	\$ -	\$ -	\$ 9,289	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	700	-	-	700	-	-	-
Other - Personnel Compensation	490	-	-	490	-	-	-
Cost Allocation - Personnel Compensation	-	(348)	-	(348)	-	348	-
Personnel Compensation	10,480	(348)	-	10,132	-	348	-
Health Insurance	2,229	-	-	2,229	-	-	-
Life Insurance	57	-	-	57	-	-	-
Retirement	1,697	-	-	1,697	-	-	-
Other - Employee Benefits	166	-	-	166	-	-	-
Cost Allocation - Employee Benefits	-	(130)	-	(130)	-	130	-
Employee Benefits	4,149	(130)	-	4,019	-	130	-
Total Personnel Expenses	\$ 14,628	\$ (478)	\$ -	\$ 14,150	\$ -	\$ 478	\$ -
Travel							
Travel	\$ 24	\$ -	\$ -	\$ 24	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	24	-	-	24	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	7	-	-	7	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	7	-	-	7	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	633	-	-	633	-	-	-
Cost Allocation - Services	-	(9)	-	(9)	-	9	-
Total Services	633	(9)	-	625	-	9	-
Supplies, Materials and Fuels							
Fuels	21	-	-	21	-	-	-
Supplies and Materials	805	-	-	805	-	-	-
Cost Allocation - Supplies	-	(4)	-	(4)	-	4	-
Total Supplies, Materials and Fuels	826	(4)	-	822	-	4	-
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	268	-	-	268	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	268	-	-	268	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 16,387	\$ (490)	\$ -	\$ 15,896	\$ -	\$ 490	\$ -

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.27: 2016 Operating Expenses Cost Allocation - Public Safety Reagan National
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 9,489	\$ -	\$ -	\$ 9,489	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	1,279	-	-	1,279	-	-	-
Other - Personnel Compensation	780	-	-	780	-	-	-
Cost Allocation - Personnel Compensation	-	-	-	-	-	-	-
Personnel Compensation	11,549	-	-	11,549	-	-	-
Health Insurance	2,375	-	-	2,375	-	-	-
Life Insurance	61	-	-	61	-	-	-
Retirement	1,933	-	-	1,933	-	-	-
Other - Employee Benefits	171	-	-	171	-	-	-
Cost Allocation - Employee Benefits	-	-	-	-	-	-	-
Employee Benefits	4,539	-	-	4,539	-	-	-
Total Personnel Expenses	\$ 16,088	\$ -	\$ -	\$ 16,088	\$ -	\$ -	\$ -
Travel							
Travel	\$ 22	\$ -	\$ -	\$ 22	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
Total Travel	22	-	-	22	-	-	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	4	-	-	4	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	4	-	-	4	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	115	-	-	115	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
Total Services	115	-	-	115	-	-	-
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	98	-	-	98	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
Total Supplies, Materials and Fuels	98	-	-	98	-	-	-
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	-	-	-	-	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
Total Non-Capital Equipment	-	-	-	-	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 16,326	\$ -	\$ -	\$ 16,326	\$ -	\$ -	\$ -

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.28: 2016 Operating Expenses Cost Allocation - Public Safety Dulles International
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
Personnel Expenses							
Full-time Permanent	\$ 12,859	\$ -	\$ -	\$ 12,859	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	1,579	-	-	1,579	-	-	-
Other - Personnel Compensation	971	-	-	971	-	-	-
Cost Allocation - Personnel Compensation	-	(992)	-	(992)	-	992	-
Personnel Compensation	15,408	(992)	-	14,416	-	992	-
Health Insurance	3,182	-	-	3,182	-	-	-
Life Insurance	81	-	-	81	-	-	-
Retirement	2,647	-	-	2,647	-	-	-
Other - Employee Benefits	230	-	-	230	-	-	-
Cost Allocation - Employee Benefits	-	(457)	-	(457)	-	457	-
Employee Benefits	6,141	(457)	-	5,683	-	457	-
Total Personnel Expenses	\$ 21,549	\$ (1,450)	\$ -	\$ 20,100	\$ -	\$ 1,450	\$ -
Travel							
Travel	\$ 25	\$ -	\$ -	\$ 25	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(2)	-	(2)	-	2	-
Total Travel	25	(2)	-	23	-	2	-
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	9	-	-	9	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments	9	-	-	9	-	-	-
Utilities							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-
Telecommunications							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
Total Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	105	-	-	105	-	-	-
Cost Allocation - Services	-	(8)	-	(8)	-	8	-
Total Services	105	(8)	-	97	-	8	-
Supplies, Materials and Fuels							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	149	-	-	149	41	-	-
Cost Allocation - Supplies	-	(5)	-	(5)	-	5	-
Total Supplies, Materials and Fuels	149	(5)	-	144	41	5	-
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment							
Non-Capital Equipment	-	-	-	-	4	-	-
Cost Allocation - Non-Capital Equipment	-	(3)	-	(3)	-	3	-
Total Non-Capital Equipment	-	(3)	-	(3)	4	3	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ 21,837	\$ (1,468)	\$ -	\$ 20,368	\$ 45	\$ 1,468	\$ -

2016 BUDGET
Metropolitan Washington Airports Authority

Table 5-2.29: 2016 Operating Expenses Cost Allocation - Dulles Toll Road
(dollars in thousands)

	AVIATION ENTERPRISE				DULLES CORRIDOR ENTERPRISE		
	TOTAL AVIATION BUDGET	LESS COST ALLOCATION TO DULLES TOLL ROAD	LESS COST ALLOCATION TO DULLES METRORAIL	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT COSTS	COST ALLOCATION TO DULLES TOLL ROAD	TOTAL DULLES TOLL ROAD
Personnel Expenses							
Full-time Permanent	\$ -	\$ -	\$ -	\$ -	\$ 1,889	\$ -	\$ 1,889
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	-	-	-	-	49	-	49
Other - Personnel Compensation	-	-	-	-	62	-	62
Cost Allocation - Personnel Compensation	-	-	-	-	-	3,251	3,251
Personnel Compensation					1,999	3,251	5,250
Health Insurance	-	-	-	-	566	-	566
Life Insurance	-	-	-	-	14	-	14
Retirement	-	-	-	-	415	-	415
Other - Employee Benefits	-	-	-	-	43	-	43
Cost Allocation - Employee Benefits	-	-	-	-	-	1,229	1,229
Employee Benefits					1,038	1,229	2,267
Total Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ 3,037	\$ 4,480	\$ 7,517
Travel							
Travel	\$ -	\$ -	\$ -	\$ -	\$ 11	\$ -	\$ 11
Cost Allocation - Travel	-	-	-	-	-	11	11
Total Travel					11	11	22
Lease and Rental Payments							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	10	-	10
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
Total Lease and Rental Payments					10	-	10
Utilities							
Electricity	-	-	-	-	200	-	200
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	10	-	10
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	24	24
Total Utilities					210	24	234
Telecommunications							
Telecommunications	-	-	-	-	10	-	10
Cost Allocation - Telecommunications	-	-	-	-	-	144	144
Total Telecommunications					10	144	154
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services							
Custodial Services	-	-	-	-	114	-	114
Contractual Services	-	-	-	-	20,785	-	20,785
Cost Allocation - Services	-	-	-	-	-	756	756
Total Services					20,899	756	21,655
Supplies, Materials and Fuels							
Fuels	-	-	-	-	168	-	168
Supplies and Materials	-	-	-	-	524	-	524
Cost Allocation - Supplies	-	-	-	-	-	59	59
Total Supplies, Materials and Fuels					693	59	752
Insurance and Risk Management							
Insurance and Risk Management	-	-	-	-	714	-	714
Cost Allocation - Insurance	-	-	-	-	-	-	-
Total Insurance and Risk Management					714	-	714
Non-Capital Equipment							
Non-Capital Equipment	-	-	-	-	26	-	26
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	13	13
Total Non-Capital Equipment					26	13	39
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	96	-	96
Capital Facility Projects	-	-	-	-	-	-	-
Total Operating Expenses	\$ -	\$ -	\$ -	\$ -	\$ 25,705	\$ 5,488	\$ 31,193

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Your Journey Begins With Us.

Airports Snapshot



**Ronald Reagan Washington National Airport
Airline Service as of September 2015**

**Washington Dulles International Airport
Airline Service as of September 2015**

**REAGAN
NATIONAL**

Major/National Airlines

Alaska Airlines
American Airlines/US Airways*
Delta Air Lines
Frontier Airlines
JetBlue Airways*
Southwest
United Airlines
Virgin America
MN Airlines

Affiliate Airlines

Air Canada Jazz*
Air Wisconsin*
Endeavor
Envoy Air
ExpressJet
Go Jet
Mesa
PSA
Piedmont Airlines
Republic
Shuttle America
Sky Regional*
Sky West
Trans States

Fixed Base Operators

Signature Flight Support
Services

Date Opened:

June 16, 1941
Distance from downtown:
DC: 3 miles/15 minutes
Size: 860 acres
Location: Arlington County,
Virginia
Public Parking Spaces: 9,456

**Aircraft Gates/Parking
Positions: 44**

Length of Runways:

1/19 - 6, 689 ft.
15/33 - 5,204 ft.
4/22 - 4,911 ft.

Non-stop destinations:

82 U.S. Cities/Nationwide
5 Foreign Cities

**DULLES
INTERNATIONAL**

Major/National Airlines
Alaska
American Airlines/US Airways
Delta Air Lines
Frontier
JetBlue Airways
Silver Airways
Southwest Airlines
United Airlines*
Virgin America
Sun Air

Fixed Base Operators

Landmark Aviation
Signature Flight Support
Services

Foreign Flag Carriers

Aeroflot Russian Airlines
Aeromexico
Air China
Air France
Aer Lingus
All Nippon Airways
Austrian Airlines
Avianca
British Airways
Brussels Airways
COPA
Emirates
Ethiopian Airlines
Etihad Airways
Icelandair
KLM-Royal Dutch Airlines
Korean Air
Lufthansa German Airlines
Porter
Qatar Airways
SAS
Saudi Arabian Airlines
South African Airways
Turkish Airlines
Virgin Atlantic Airways

Cargo Airlines

Fed Ex
United Parcel Service

Date Opened:

November 19, 1962
Distance from downtown:
DC: 26 miles/30 minutes
Size: Approximately
11,830 acres
Location: Fairfax & Loudoun
Counties, Virginia
Public Parking Spaces: 23,466

**Aircraft Gates/Parking
Positions: 142**

Length of Runways:

1R/19L (North-South) - 11,500 ft.
1L/19R (North-South) - 9,400
12/30 (Crosswind) - 10,500 ft.
1C/19C (North-South) - 11,500 ft.

Non-stop destinations:

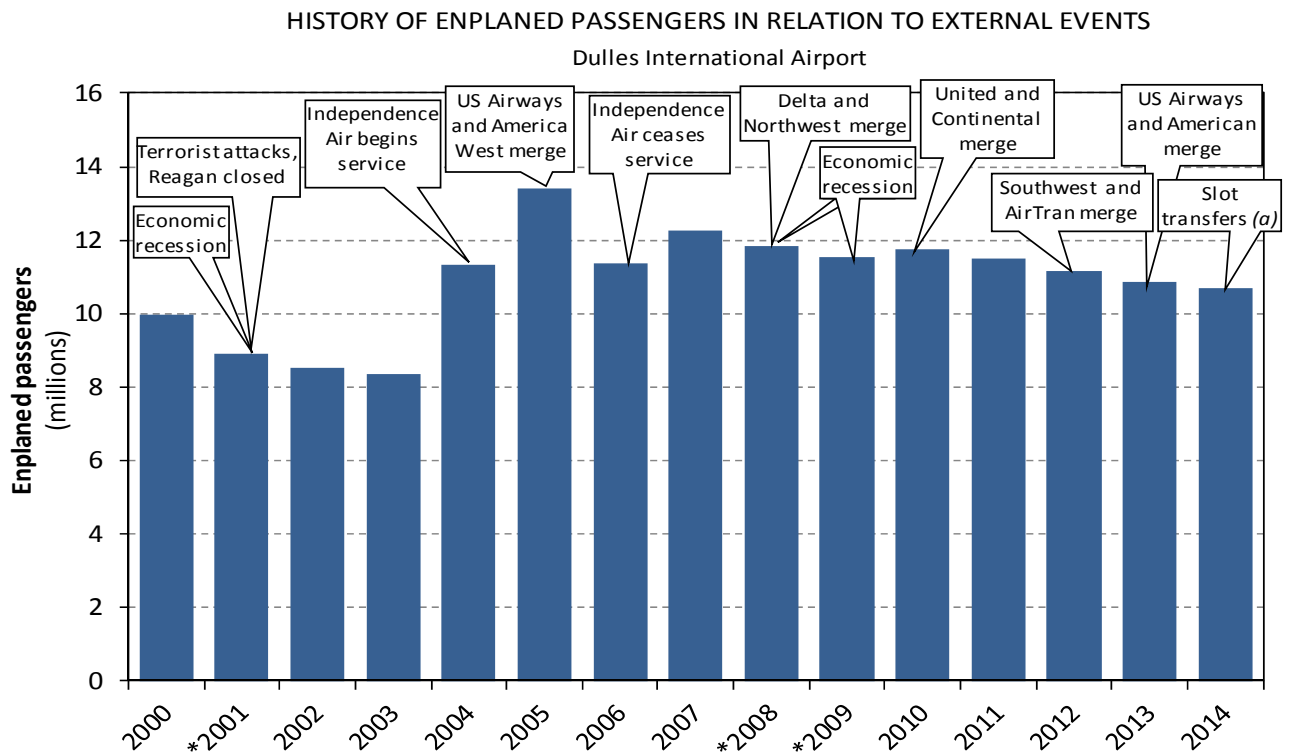
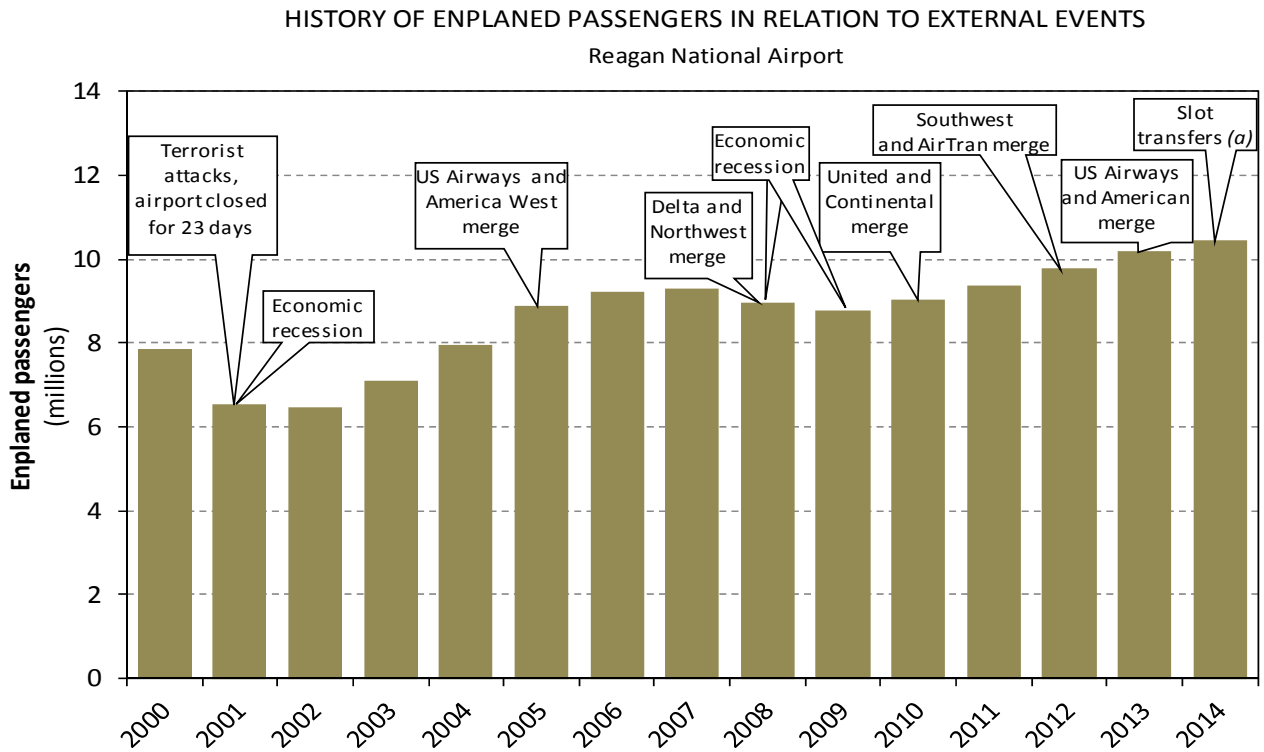
78 U.S. Cities/Nationwide
43 Foreign Cities

Affiliate Airlines

Commatair
Endeavor
ExpressJet
Mesa Airlines
PSA
Republic
Shuttle America
Trans States*

* Carriers offering transborder/international services

History of Enplaned Passengers



(a) See earlier section: "Slot Transfers Resulting from Department of Justice Settlement."

Source for passenger data: Metropolitan Washington Airports Authority.

Activity Indicators – Reagan National

Reagan National Airport	Actual 2014	Budget 2015	Budget 2016
AIRPORT BUILDINGS (Square Feet)			
Terminals	1,466,115	1,464,079	1,466,115
Hangars	753,326	753,326	753,326
Other	242,241	242,241	242,241
UTILITIES			
Electricity (Kilowatts)	95,793	99,143	98,745
Natural Gas (Therms)	1,887,422	1,936,840	2,005,900
Water (Gallons)	179,174,800	159,488,000	186,342,000
Sewage (Gallons)	139,720,000	122,304,000	139,720,000
Fuel Oil for Heating (Gallons)	29,441	46,145	38,500
AIRFIELD (Square Feet)			
Runways	2,584,450	2,654,409	2,608,950
Taxiways	1,662,310	1,662,310	1,738,310
Ramps/Aprons	5,087,550	5,251,957	5,251,957
ROADWAYS (Lane Mileage)	20	20	20
PARKING			
Public Surfaced Spaces	2,752	2,653	2,653
Public Structured Spaces	6,703	6,668	6,703
Employee Surfaced Spaces	3,000	3,000	3,042
VEHICLES IN FLEET	309	309	309
<u>PUBLIC SAFETY, REAGAN NATIONAL</u>			
POLICE			
Calls for Service:	33,144	35,500	38,300
Assistance to Other Agencies	37	840	725
Traffic Violations	1,678	2,300	1,600
Parking Violations	4,704	5,900	6,400
FIRE			
<i>Calls for Service:</i>			
Aircraft & Fuel Spills	81	125	140
Structural Responses	602	740	750
Emergency Medical	1,870	2,300	2,300
Fire Prevention Inspections	36	120	500

2016 BUDGET
Metropolitan Washington Airports Authority

Activity Indicators – Dulles International

Dulles International Airport	Actual 2014	Budget 2015	Budget 2016
OPERATIONS			
Mobile Lounge Trips, (Shuttle Operations)	207,517	210,000	221,730
Plane-Mate Trips	38,222	40,000	42,128
AeroTrain System Fleet (Cars)	29	29	29
Airports Authority Owned Passenger Loading Bridges	53	53	53
AIRPORT BUILDINGS (Square Feet)			
Terminal/Concourse/APM Stations			
APM Stations	3,733,776	3,733,776	3,733,776
Other	1,766,276	1,772,916	1,772,916
UTILITIES			
Electricity (Kilowatts)	236,111,883	238,574,312	236,928,964
Natural Gas (Millions of Cubic Feet)	445,130	425,135	449,824
Water (Gallons)	296,866,479	298,036,002	298,894,481
Sewage (Gallons)	356,508,000	316,738,000	358,406,164
Fuel Oil for Heating (Gallons)	17,923	16,000	18,000
AIRFIELD (Square Feet)			
Runways	6,435,000	6,435,000	6,435,000
Taxiways	15,449,088	15,449,088	15,449,088
Ramps/Aprons	13,777,054	13,777,054	13,777,054
Shoulders & Blast Pads	10,978,547	10,978,547	10,978,547
ROADWAYS (Lane Mileage)	237	237	237
PARKING			
Public Surfaced Spaces	15,151	15,151	15,151
Public Structured Spaces	8,315	8,315	8,315
Employee Surfaced Spaces	6,641	6,644	6,644
VEHICLES IN FLEET	629	629	629
<u>PUBLIC SAFETY, DULLES INTERNATIONAL</u>			
POLICE			
Calls for Service:	46,711	45,700	51,000
Assistance to Other Agencies	127	560	500
Traffic Violations	9,457	15,400	10,560
Parking Violations	3,866	4,200	4,675
FIRE			
<i>Calls for Service:</i>			
Aircraft & Fuel Spills	233	225	250
Structural Responses	844	1,268	1,350
Emergency Medical	2,303	2,300	2,300
Fire Prevention Inspections	1,328	1,206	900

Activity Indicators – Dulles Toll Road

	ACTUAL	BUDGET	BUDGET
DULLES TOLL ROAD	2014	2015	2016
Length of Toll Road (miles)	13.4	13.4	13.4
Toll Plazas	21	21	21
Transactions	96,507,025	98,040,000	99,775,000

Airports Authority Snow Removal Program

In the Metropolitan Washington Region, the first snowfall of winter usually arrives in late fall and ends in March. The region is normally free of snow from May to October every year. The Airports Authority's snow removal program is extensive given the massive surface area covered by Reagan National and Dulles International (including the Dulles Access Highway) as well as the Dulles Toll Road. Reagan National covers over 860 acres; Dulles International covers approximately 11,830 acres and the Dulles Toll Road stretches across 13.4 miles. The management of the likely occurrence of snow storms and its aftermath is a critical operation for the Airports Authority.

At Reagan National, snow removal operations are performed primarily by in-house personnel. The airport maintains a small contract for on call snow removal services. The 2016 budget increased by \$346 thousand over the 2015 budget primarily due to increased estimates for snow and ice control removal supplies.

At Dulles International, airside snow removal and ice control services are performed on a contract basis. The responsible contractor provides the requisite equipment and labor necessary to accomplish all snow removal, snow melting and ice control services. In 2016 the snow removal budget is expected to stay flat. The 2016 budget is based on 14 inches of snow and determined from contractual snow removal requirements.

The Dulles Toll Road incurs snow removal costs as it relates to contractual snow removal services and snow and ice control supplies. In 2016 the Dulles Toll Road snow removal budget increased by \$128 thousand over the 2015 budget due to an increase in the snow removal services contract.

Prior to the beginning of each snow year, the Airports Authority's snow removal teams at the airports convene to review lessons learned throughout the year and set up guidelines for snow removal operations, ice control operations, cleanup operations as well as policies and procedures for the new snow period.

Snow removal operations costs

(dollars in thousands)	Actual 2014	Budget 2015	Budget 2016	2016 Budget vs. 2015 Budget	
				Dollar	Percent
Reagan National	\$ 1,128	\$ 1,221	\$ 1,567	\$ 346	28.3%
Dulles International	7,170	5,356	5,315	(41)	(0.8%)
Dulles Toll Road	<u>1,739</u>	<u>1,035</u>	<u>1,163</u>	<u>128</u>	12.4%
Total	<u>\$ 10,037</u>	<u>\$ 7,612</u>	<u>\$ 8,045</u>	<u>\$ 433</u>	5.7%

Excludes Glycol Recovery and Removal costs used in all inclement weather

Snow removal operations costs are typically funded in the Operation and Maintenance budget. The Capital, Operating and Maintenance Investment program maintains a snow removal program contingency reserve.

AIRPORTS AUTHORITY POSITION SUMMARY

		Total Positions 2014	Total Positions 2015	New Positions 2016	Total Positions 2016
Consolidated Functions	Org Code				
Board of Directors	MA-BD	4	4		4
President and Chief Executive Officer	MA-1	2	2		2
Executive Vice President and Chief Operating Officer	MA-2	8	10		10
Executive Vice President and Chief Revenue Officer	MA-3	1	2	2	4
Office of Air Service Planning and Development	MA-40	5	5		5
Office of Real Estate	MA-90	1	1	2	3
Office of Planning and Revenue Development	MA-801	2	4	6	10
Office of Communications and Government Relations	MA-10	12	12		12
Office of Supplier Diversity	MA-410	7	9	1	10
Office of General Counsel	MA-70	7	7		7
Office of Audit	MA-80	8	8		8
Office of Corporate Risk & Strategy	MA-60	6	7	2	9
Office of Finance					
<i>Vice President of Finance and Chief Financial Officer</i>	MA-20	3	3		3
<i>Deputy Chief Financial Officer</i>	MA-21	1	1		1
<i>Accounting Department</i>	MA-22	26	26		26
<i>Financial Systems and Project Management</i>	MA-23	2	3		3
<i>Treasury Department</i>	MA-24	4	4		4
<i>Budget Department</i>	MA-25	5	5	1	6
<i>Debt Management Department</i>	MA-26	3	3		3
<i>Procurement and Contracts Department</i>	MA-29	33	33		33
Office of Engineering					
<i>Vice President of Engineering</i>	MA-30	7	7		7
<i>Projects Controls and Management Department</i>	MA-31	4	11		11
<i>Planning Department</i>	MA-32	8	8		8
<i>Design Department</i>	MA-34	15	21		21
<i>Construction Department</i>	MA-36	7	16		16
<i>Building Code and Environmental Department</i>	MA-38	6	6		6
Office of Customer and Concessions Development					
<i>Vice President of Customer and Concessions Development</i>	MA-400	4	3		3
<i>Concession Department</i>	MA-430	8	5		5
Office for Human Resources and Administrative Services					
<i>Vice President of Human Resources</i>	MA-500	4	6		6
<i>Staffing and Records Services Department</i>	MA-510	7	5		5
<i>Benefits and Retirement Department</i>	MA-520	5	5		5
<i>Organization Development Department</i>	MA-530	4	4	1	5
<i>Compensation Department</i>	MA-540	4	4		4
<i>Labor and Employee Relations Department</i>	MA-550	3	3		3
<i>Support Services Department</i>	MA-560	6	6		6
<i>Risk Management Department</i>	MA-570	7	7		7
Office of Technology					
<i>Vice President of Technology</i>	MA-600	3	3		3
<i>Enterprise Architecture</i>	MA-610	1	1	5	6
<i>Cyber Security</i>	MA-620	2	2		2
<i>Technology Operations</i>	MA-630	9	9	9	18
<i>Application Development/Enterprise Resource Planning</i>	MA-640	5	5		5
<i>Business Innovation</i>	MA-650	2	2	3	5
<i>Program Support</i>	MA-660	3	3	1	4
Total Consolidated Functions		264	291	33	324

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Metropolitan Washington Airports Authority

Airports Authority Position Summary (continued)

	Org Code	Total Positions 2014	Total Positions 2015	New Positions 2016	Total Positions 2016
Reagan National					
Airport Manager	MA-100	4	4		4
Operations Department	MA-110	21	21	1	22
Engineering and Maintenance Department					
<i>Engineering and Maintenance Department Manager</i>	MA-120	3	3		3
<i>Facilities Engineering Division</i>	MA-121	10	10		10
<i>Structures and Grounds Division</i>	MA-122	48	49		49
<i>Electrical Division</i>	MA-123	42	41		41
<i>Utilities Division</i>	MA-124	48	48		48
<i>Equipment Maintenance Division</i>	MA-125	19	18		18
<i>Maintenance Engineering Division</i>	MA-126	13	14		14
<i>Terminal Service Division</i>	MA-127	21	21		21
<i>Resource Support Division</i>	MA-128	9	9		9
Airport Administration Department					
<i>Administration Department Manager</i>	MA-130	2	2		2
<i>Budget and Administration Division</i>	MA-131	6	6		6
<i>Contract Management Division</i>	MA-132	4	4	1	5
<i>Materials Management Division</i>	MA-133	10	10		10
<i>Leasing and Terminal Division</i>	MA-135	3	3		3
Total Reagan National Airport		263	263	2	265
Dulles International					
Airport Manager	MA-200	6	6		6
Operations Department					
<i>Operations Department Manager</i>	MA-210	38	38		38
<i>Ramp Control Division</i>	MA-214	21	21		21
<i>Mobile Lounge Division</i>	MA-215	66	66		66
Engineering and Maintenance Department					
<i>Engineering and Maintenance Department Manager</i>	MA-220	12	12		12
<i>Electrical Services Division</i>	MA-221	57	57		57
<i>Structures and Grounds Division</i>	MA-222	62	62		62
<i>Utilities Services Division</i>	MA-223	58	58		58
<i>Engineering Division</i>	MA-224	17	17		17
<i>Equipment Maintenance Division</i>	MA-225	78	78		78
<i>Maintenance Engineering Division</i>	MA-226	29	29		29
Airport Administration Department					
<i>Administration Department Manager</i>	MA-230	5	5		5
<i>Financial Management Division</i>	MA-232	5	5		5
<i>Leasing Management Division</i>	MA-235	3	3		3
<i>Contract Management Division</i>	MA-236	6	6		6
<i>Materials Management Division</i>	MA-238	12	12		12
Dulles Toll Road Department	MA-240	37	37		37
Total Dulles International Airport		512	512		512
Public Safety					
Consolidated Functions					
<i>Vice President of Public Safety</i>	MA-300	2	2		2
<i>Police Department</i>	MA-310	75	75		75
<i>Fire Department</i>	MA-320	21	21		21
<i>Public Safety Administration Department</i>	MA-330	4	4		4
<i>Communications Unit</i>	MA-340	51	51		51
Reagan National Airport					
<i>Police Department</i>	MA-311	91	91		91
<i>Fire Department</i>	MA-321	49	49		49
Dulles International Airport					
<i>Police Department</i>	MA-312	97	97		97
<i>Fire Department</i>	MA-322	87	87		87
Total Public Safety		477	477		477
Total Aviation Enterprise		1,516	1,543	35	1,578
Dulles Rail					
Dulles Rail Project	MA-39	29	31		31
Total Dulles Rail Project		29	31		31
Total Metropolitan Washington Airports Authority		1,545	1,574	35	1,609

*A portion of the costs of certain positions in the Aviation Enterprise Fund is allocated to the Dulles Corridor Enterprise Fund operations.

New Positions and Descriptions

Additional Full Time Career Positions and Descriptions

Executive Vice President and Chief Revenue Officer

Executive Assistant S-18

The Executive Assistant to the Chief Revenue Officer (CRO) provides administrative assistance to the CRO.

Contracting Officer S-20

The Contracting Officer will perform the full range of functions contract administration, from pre-award to post-award: review, including plan, solicit, evaluation, award, administration, and close out.

Office of Real Estate

Real Estate Asset Manager S-20

The Real Estate Manager manages and works to improve the Airports Authority's commercial real estate portfolio at Dulles International. The position develops and applies assessment metrics, analyzes real estate asset performance and routinely reports on portfolio performance.

Real Estate Analyst S-17

The Real Estate Analyst provides analytical support to the management of the current portfolio of developed real estate and provides market research and analysis of the bringing-to-market of undeveloped Airports Authority property at Dulles International in non-aviation commercial markets utilizing valuation and assessment methodologies and quantitative modeling.

Office of Planning and Revenue Development

Director of Revenue Strategy and Analysis S-23

The Director manages the strategy formulation, development, implementation, measurement and reporting of revenue enhancement activities to help position the Airports Authority for competitive advantage and success in the area of non-airline revenue generation. The position will assess the current state of non-airline revenue sources, related operations and services, internal and external dynamics as well as other factors.

Digital Strategy Program Manager S-21

The Digital Strategy Program manager creates and implements the Airports Authority's social media and website strategy and controls its content. In order to integrate communications and align key initiatives to reach customers through multiple channels the Manager will manage the Airports Authority's presence on social media platforms and posting on blogs and other websites to build the Airports Authority brands that are united across social networks, searchable across the web.

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Metropolitan Washington Airports Authority

Revenue and Planning Analyst (2) S-21

The Revenue and Planning Analyst will work to perform strategy formulation, development, implementation and evaluation to help position non-airline business activities and ventures within the Airports Authority for competitive advantage and success and to increase non-airline business revenue.

Marketing Manager S-22

The Marketing Manager will work closely with airport organizations to coordinate all marketing efforts inside the airport such as new airline launches, promotional signage and events. The position will also work with the terminal concessions management group to drive concessions messages and promotions consistent with Airports Authority marketing strategy.

Video and Graphics Specialist S-18

The Video and Graphics Specialist will develop videos showcasing the airports, various product offerings and key messages for use on broadcast news monitors, baggage system carousel monitors, social media platforms, external website and internal communication. The position will also support graphic design requirements across the Airports Authority.

Office of Finance

Senior Budget Analyst S-22

The Senior Budget Analyst will function as the senior analyst in planning, formulating, and validating justifications for the Airports Authority's Budget. The duties will include the performance of economic and financial analysis and improvement of budget reporting, supervision of certain staff members as well as the development and recommendation of new budget requirements and forecasting resource needs.

Office of Supplier Diversity

Deputy Vice President of Supplier Diversity S-24

The Deputy Vice President of Supplier Diversity creates a Supplier Diversity Program that aims to expand and advance the current pool of diverse suppliers through education and mentoring and support capacity building for minority and women owned businesses. The position works inside and outside the Airports Authority to create prosperity through empowerment for contracting opportunities for Disadvantaged Business Enterprises as it relates to the acquisition of goods and services by the Airports Authority.

Office of Human Resources and Administrative Services

Human Resource Technician S-17

The Human Resource Technician will be responsible for providing administrative support to the Organization Development and Labor and Employee Relations departments. The position is linked to Board directed programs related to Strategic Workforce Planning and Development initiatives, Leadership Development, Management Internship and Apprentice Programs.

Office of Technology

Technical Writer S-19

The Technical Writer position will write, edit, review, revise and maintain current and new documentation in accordance with the Airports Authority's standards while utilizing approved Airports Authority software. Additionally, the Writer is responsible for maintaining and updating the Policy and Procedures integrated documentation library.

Enterprise Architect S-24

The Enterprise Architect will create a platform roadmap, technical architecture and implementation design for development of the Airports Authority's Infrastructure, Applications, and Enterprise Technology Integration solutions. The position will also ensure that solutions are aligned with the Airports Authority's business goals.

Business Process Manager S-22

The Business Process Manager defines, implements and manages governance, project, portfolio, and program management processes. The position supports the Project Management Office Manager in selecting and implementing a Project Portfolio Management (PPM) tool.

Enterprise Resource Planning Implementation Manager S-24

The Manager of Enterprise Resource Planning Implementation will implement and integrate, through configuration and development, enterprise resource planning (ERP) modules for the Airports Authority. The position identifies requirements and evaluates alternative ERP solutions and supports the selection and procurement process in collaboration with the Enterprise Architecture team and Airports Authority business users.

Radio and Wireless System Technician (2) S-18

The Radio and Wireless System Technician installs, maintains and repairs a variety of radio and wireless equipment (mobile radios, mobile computers, specialized equipment, and emergency lighting, emergency vehicle warning systems and associated wired switch panels, license plate readers, mobile computer terminals, headset and intercoms, mobile video, radar, emergency lighting and associated wireless and radio roof top equipment, such as antennas and cabling) in the Airports Authority motor fleet and on Airports Authority buildings and property.

Portfolio Manager S-22

The Portfolio Manager will work to effectively manage a portfolio of technology projects and investments and serve as the liaison/business relationship manager to project sponsors. The position will also work to ensure that assigned business area portfolios are managed according to established Project Management Office processes, policies, procedures and best practice.

Network Engineer (Data) S-22

The Network Engineer (Data) plans, designs, develops, configures, analyzes, implements, installs, integrates, tests, maintains operational integrity, performs quality assurance and manages networked systems for the transmission of information in data, voice and video format with an emphasis on data and switch networks.

SQL Server Database Administrator S-22

The SQL Server Database Administrator configures, monitors, troubleshoots, performance tunes, patches and upgrades Microsoft SQL server database systems to ensure integrity, security, high availability, compliance and other key characteristics/attributes needed for effective business operations and administration.

Manager – Network Operations S-23

The Manager of Network Operations will supervise a network operations team in the development, configuration, maintenance, support and optimization of existing and new network hardware, software and communication links that support network infrastructure to ensure a reliable, secure, efficient data, voice and video communications network.

Oracle Applications Database Administrator (2) S-24

The Oracle Applications Database Administrator primarily serves to configure, monitor, troubleshoot, performance tune, patch and upgrade Oracle database systems for effective business operations and administration.

User Interface/User Exchange Designer (2) S-20

The Designer partners with software engineers, analysts and business stakeholders to create and maintain web and mobile platform applications for the Airports Authority that are visually striking, cohesive and user-friendly. The position assists in continuously innovating and revamping the Airports Authority's web and intranet sites to keep the traveling public, Airports Authority end-users and business stakeholders engaged and informed of activities occurring at the airports.

Manager – Data and Analytics S-23

The Manager of Data and Analytics implements and integrates Business Intelligence (BI) solutions for the Airports Authority. The position drives and participates in data and analytics strategy for the organization, manages the development of BI applications and assists with managing the Airports Authority information management program.

Server Administrator/Server Administrator (Virtualization) (2) S-23

The Server Administrator is responsible for ensuring the Airports Authority's technology systems run efficiently by maintaining software updates, designing and implementing new systems structures, monitoring server activity and auditing server security. The position provides comprehensive reporting and metrics for storage utilization, performance and conducts problem analysis and continuous server improvements.

Project Management Office Manager S-23

The Project Management Office Manager will oversee the development, implementation and maintenance of standards, guidelines and governance for technology project management initiatives and ensure all technology projects are conducted in accordance with established standards, guidelines and governance.

Office of Corporate Risk and Strategy

Corporate Strategic Planning Analyst (2) S-17 and S-21

The Corporate Strategic Planning Analyst will work on assessing the current state of the operations and services as well as the internal and external dynamics of the Airports Authority. The position will also be responsible for compiling, analyzing and forecasting air traffic statistics and also working with project sponsors to develop financial analysis and presentations for the Capital Investment Review Committee.

Reagan National

Permit Agent S-15

The Permit Agent will handle the daily operations of the Taxicab Permit Office to ensure all permit applicants comply with regulations. At Reagan National, taxicab drivers must obtain an airport taxicab operators permit to participate in the dispatch system at the airport. This position will also be expected to handle permits for Transportation Network Companies and Limousine drivers.

Physical Security Technician S-15

The Physical Security Technician will support the additional requirements with the expansion of Criminal History Background Checks as well as reviewing the results. The position will also support the airport badge issuance and renewal process.

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Your Journey Begins With Us.

DEBT PROGRAM

The Airports Authority uses debt financing to fund a major portion of its capital programs for Reagan National and Dulles International, Toll Road and Dulles Metrorail Project.

Long-Term Debt Management Guidelines

The Airports Authority has established the following guidelines for managing its long-term debt.

- All reasonable financing alternatives before undertaking debt financing, including PFCs and grants will be explored.
- Pay-as-you-go financing of capital improvements will be utilized where feasible.
- Long-term debt will not be used to fund current noncapital operations.
- Debt issues will be structured based on the attributes of the types of projects financed, market conditions at the time of debt issue, and the policy direction provided by the Board.
- Bonds will be paid back in a period not exceeding the expected life of those projects. The exceptions to this requirement are the traditional costs of marketing and other costs of issuing debt, capitalized interest for design and construction of capital projects, and small component parts that are attached to major equipment purchases.
- Refunding existing debt will be considered when the total present value cost (including debt issuance costs of the refunding debt) is less than the present value cost of the existing debt and meets the refunding guidelines accepted by the Board.
- Financial advisors will be retained for advice on debt structuring.
- Good communication will be maintained with bond rating agencies about the Airports Authority's financial condition.
- Monthly updates of the annual Plan of Finance will be submitted to the Finance Committee.
- A procedure providing continuing disclosure will be followed, including filing certain annual financial information and operating data and certain event notices as required by the Securities and Exchange Commission (SEC) under Rule 15c2-12 of the SEC Exchange Act of 1934, as amended.

Aviation Debt Program

Airport System Revenue Bonds

The Airports Authority used debt financing to fund CCP for the Aviation Enterprise Fund, for Reagan National and Dulles International.

Senior Lien Bonds

A Senior Master Indenture of Trust (Master Indenture) serving Airport System Revenue Bonds was created in 1990 for the Airports Authority. A Supplemental Indenture is required before a series of Bonds is issued under the Master Indenture. The Master Indenture was amended effective September 1, 2001, to in part, change the definition of Annual Debt Service to accommodate the issuance of secured commercial paper to permit the Airports Authority to release certain revenues from the definition of revenues, and to expand the list of permitted investments to include innovative investment vehicles designed to increase the return on the Airports Authority investments. A total of \$10.04 billion of senior lien bonds (excluding commercial paper) has been issued by the Airports Authority since March 1988. The proceeds of the Bond issues are used to finance capital improvements at both Airports and refund outstanding Bonds and Notes when savings meet the Airports Authority's refunding criteria. The Airports Authority anticipates the issuance of bonds over the next year to fund projects in the CCP and refund outstanding debt when advantageous.

Subordinate Lien Bonds

In 1988, to provide for the initial stages of the CCP, and other capital financing needs while negotiations with the Airlines on the Airline Agreement were underway, five series of subordinated bonds backed by major financial institutions were issued for \$263.4 million. These subordinate bonds have either been refunded or the debt retired. Since October 1998, no subordinate bonds have been outstanding.

Ratings

The uninsured fixed rate bonds are rated long-term "A1" by Moody's, "AA-" by S&P, and "AA-" by Fitch Ratings. In September 2015, Fitch Ratings affirmed the "AA-" rating and the "Stable Outlook," S&P affirmed the "AA-" rating with "Stable Outlook", and Moody's affirmed the "A1" rating with "Stable Outlook."

Insurance

As of October 1, 2016, the Airports Authority had \$1.2 billion or 22.1 percent of Bonds insured either by Financial Guaranty Insurance Company (FGIC), Financial Security Assurance (FSA) Ambac Assurance Corporation (Ambac), or Berkshire Hathaway Assurance Corporation (BHAC).

Aviation Enterprise Insurance

Insurer	Insured
Ambac	10.0%
BHAC	2.3%
FGIC	6.6%
FSA	3.2%
Uninsured	77.9%

Variable Rate Programs

The Airports Authority has a diversified variable rate debt program which consists of multi-modal variable rate demand obligations (VRDOs) with weekly, daily and Commercial Paper (CP). The table below lists all the Airports Authority's variable rate counterparties.

Variable Rate Counterparties *(dollars in millions)*

Firm	Facility	Program/ Series	Amount	Expiration Date
Sumitomo	Letter of Credit	CP Two	\$200.0	Mar 2017
Wells Fargo	Index Floaters	2003D1	\$57.9	Oct 2018
TD Bank	Letter of Credit	2009D VRDO	\$122.5	Dec 2017
Sumitomo	Letter of Credit	2010C VRDO	\$153.0	Sep 2020
Wells Fargo	Index Floaters	2010D	\$155.6	Sep 2017
RBC	Letter of Credit	2011A VRDO	\$200.5	Sep 2018
PNC	Index Floaters	2011B	\$160.6	Oct 2017

Commercial Paper (CP) Program

The Airports Authority authorized a CP Program in an aggregate principal amount not to exceed \$500.0 million outstanding at any time. The Airports Authority currently has in place one credit facility allowing the Airports Authority to draw up to \$200.0 million in CP Notes. The CP Program is a funding source for on-going capital expenditures. Long-term fixed and/or variable rate bonds will be issued to periodically recycle the CP capacity.

Series One CP Notes

The issuance of up to \$250 million of the Series One CP Notes is authorized pursuant to the Amended and Restated Eleventh Supplemental Indenture. As of March 2015, there are no Series One CP Notes outstanding and the Series One CP Program has been suspended indefinitely.

Series Two CP Notes

The issuance of up to \$200 million of the Series Two CP Notes is authorized pursuant to the Amendment No. 3 of the Twenty-second Supplemental Indenture. The Series Two CP Notes are structured as Short-Term/Demand Obligations under the Indenture and are secured by certain pledged funds including Net Revenues on parity with other Bonds. They are further secured by an irrevocable direct pay letter of credit issued by Sumitomo Mitsui Banking Corporation, acting through its New York Branch, which expires on March 6, 2017. As of October 31, 2015, there are no outstanding Notes.

Passenger Facility Charges

The Airports Authority was granted permission by the FAA to use PFC funds collected to finance the projects described in the Airports Authority's approved PFC applications. A portion of PFC revenues is being used to finance certain CCP projects previously expected to be financed through the issuance of bonds.

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In March 2009, the FAA approved the Airports Authority's request to amend PFC Application No. 4 to extend the collection period through 2038, and allow the Airports Authority to use PFC revenues to pay the principal and interest on the Bonds used to fund certain CCP projects at Dulles International.

In July 2009, the Airports Authority made an irrevocable commitment to use \$35 million of PFC revenues per year to pay Annual Debt Service on the Bonds from 2009 through 2017. In 2016, the Airports Authority will apply \$43.5 million for this purpose.

In July 2015, the FAA approved the Airports Authority's PFC Application No. 9 to impose a PFC at Reagan National. This PFC Application allows the Airports Authority to collect PFCs through February 1, 2023.

Interest Rate Swaps

The Airports Authority has entered into interest rate swap agreements (the Swap Agreements) in an effort to lower its overall cost of borrowing. All of the Airports Authority's Swap Agreements (i) were entered into in connection with the planned issuance of variable rate debt and represent floating-to-fixed rate agreements and (ii) were written on a forward-starting basis to either hedge future new money Bonds or to synthetically advance refund Bonds that could not be advance refunded on a conventional basis because of their tax status. To manage its exposure to counterparty risk, the Airports Authority has entered into Swap Agreements only with counterparties having a rating of at least "A."

The Airports Authority's obligations under the Swap Agreements constitute Junior Lien Obligations of the Airports Authority secured by a pledge of the Airports Authority's Net Revenues that is subordinate to the pledge of Net Revenues securing the Bonds and any Subordinated Bonds issued in the future.

The chart below provides summary information with respect to the Airports Authority's current Swap Agreements.

Swap Agreement Summaries

Trade Date	Effective Date	Termination Date ("final maturity")	Swap Providers	Ratings Moody's/S&P/Fitch	Notional Amount	Fixed Rate
7/31/2001	8/29/2002	10/1/2021	Bank of America	A2/A/A	\$38.8	4.445%
6/15/2006	10/1/2009	10/1/2039	JPMorgan Chase	Aa3/A+/A+	\$173.9	4.099%
			Bank of America	A2/A/A	\$100.6	
6/15/2006	10/1/2010	10/1/2040	Wells Fargo	Aa3/AA-/AA-	\$158.8	4.112%
5/13/2005	10/1/2011	10/1/2039	Wells Fargo	Aa3/AA-/AA-	\$118.7	3.862%
			Aggregate Swaps		\$590.8	

Future Bonds

The Airports Authority anticipates issuing additional Bonds to fund projects in the CCP and also to refund certain outstanding CP Notes and Bonds. The Airports Authority annually, with periodic updates, prepares a Plan of Finance that is presented to the Finance Committee. The Airports Authority has sufficient proceeds to adequately fund projects in the CCP through late spring of 2016.

Debt Service Coverage

The Master Indenture includes a rate covenant provision specifying that the Airports Authority will fix and adjust fees and other charges for use of the Airports Authority, including services rendered by the Airports Authority pursuant to the Airline Agreement calculated to be at least sufficient to produce net revenues to provide for the larger of the following: (i) amounts needed for making required deposits to various accounts in the fiscal year or (ii) an amount not less than 125 percent of the annual debt service with respect to Bonds.

The new Use and Lease Agreement increases Debt Service Coverage payments from airlines for airline-supported cost centers at both airports (in years 2015 through 2017 airline funded debt service coverage will be 35 percent vs. 25 percent in the expiring Agreement). The debt service coverage for 2014 through 2016 is as follows:

Debt Service Coverage

	Actual 2014	Budget 2015	Budget 2016
Reagan National	1.58x	1.70x	1.94x
Dulles International	1.40x	1.49x	1.53x
Combined Airports	1.45x	1.54x	1.62x

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Summary of Outstanding Aviation Bonds
(\$ in thousands)

Series	Dated Date	Originally Issued Par Amount	Outstanding as of Oct. 1, 2015	Tax Status	Tenor	Credit Enhancement Provider	Purpose
2003D	October 1, 2003	150,000	57,875	AMT	Variable	Wells Fargo	New Money
2006A	January 25, 2006	300,000	153,555	AMT	Fixed	FSA	New Money/Refunding
2006B	December 6, 2006	400,000	284,320	AMT	Fixed	FGIC	New Money
2006C	December 6, 2006	37,865	31,550	Non-AMT	Fixed	FGIC	Refunding
2007A	July 2, 2007	164,460	98,065	AMT	Fixed	AMBAC	Refunding
2007B	September 27, 2007	530,000	379,100	AMT	Fixed	AMBAC	New Money
2008A	June 24, 2008	250,000	192,705	AMT	Fixed	n/a	Refunding/New Money
2009B	April 1, 2009	236,825	216,690	Non-AMT	Fixed	BHAC	New Money/Refunding
2009C	July 2, 2009	314,435	281,520	Non-AMT	Fixed	n/a	Refunding PFC
2009D *	July 2, 2009	136,825	122,530	Non-AMT	Variable	TD Bank	Refunding PFC
2010A	July 28, 2010	348,400	318,805	Non-AMT	Fixed	n/a	New Money/OMP
2010B	July 28, 2010	229,005	163,280	AMT	Fixed	n/a	Refunding
2010C-1	September 22, 2010	66,750	57,925	AMT	Variable	Sumitomo	Refunding
2010C-2	September 22, 2010	103,250	95,095	Non-AMT	Variable	Sumitomo	Refunding
2010D *	September 22, 2010	170,000	155,620	Non-AMT	Variable	Wells Fargo	New Money/Refunding
2010F1	November 17, 2010	61,820	61,820	Non-AMT	Fixed	n/a	OMP
2011A *	September 21, 2011	233,635	200,530	AMT	Variable	RBC	New Money/Refunding
2011B	September 21, 2011	207,640	160,620	Non-AMT	Variable	PNC bank	New Money/Refunding
2011C	September 21, 2011	185,390	155,815	AMT	Fixed	n/a	Refunding
2011D	September 21, 2011	10,385	8,845	Non-AMT	Fixed	n/a	Refunding
2012A	July 3, 2012	291,035	291,035	Non-AMT	Fixed	n/a	Refunding
2012B	July 3, 2012	20,790	14,050	AMT	Fixed	n/a	Refunding
2013A	July 11, 2013	207,205	207,205	AMT	Fixed	n/a	Refunding
2013B	July 11, 2013	27,405	27,405	Taxable	Fixed	n/a	Refunding
2013C	July 11, 2013	11,005	11,005	Non-AMT	Fixed	n/a	Refunding
2014A	July 3, 2014	539,250	524,710	AMT	Fixed	n/a	New Money/Refunding
2015A	January 29, 2015	163,780	163,780	AMT	Fixed	n/a	Refunding
2015B	July 15, 2015	279,235	278,685	AMT	Fixed	n/a	New Money/Refunding
2015C	July 15, 2015	35,975	35,630	Non-AMT	Fixed	n/a	Refunding
2015D	July 15, 2015	30,490	30,490	Taxable	Fixed	n/a	Refunding
Total		\$ 5,742,855	\$ 4,780,260				

* Subject of a floating-to-fixed rate swaps

Summary of Bonded Debt Service – Airport Revenue Bonds

Airport Revenue Bonds	Date of Issue	Maturity	Bonds Outstanding 10/1/2015	*FY 2015 Debt Service	FY 2016 Interest Payments	Oct. 2016 Principal Payment	FY 2016 Debt Service
Senior Debt:							
Series 2003D	9/16/2003	2004-2033	57,875	2,565	1,148	2,000	3,148
Series 2005A	4/12/2005	2006-2035	-	11,108	-	-	-
Series 2005B	4/12/2005	2011-2020	-	1,467	-	-	-
Series 2005C	4/12/2005	2020-2035	-	994	-	-	-
Series 2005D	10/12/2005	2008-2023	-	223	-	-	-
Series 2006A	1/25/2006	2030-2035	153,555	6,721	7,647	-	7,647
Series 2006B	12/6/2006	2031-2036	284,320	14,304	13,950	-	13,950
Series 2006C	12/6/2006	2009-2032	31,550	2,897	1,464	1,433	2,896
Series 2007A	7/3/2007	2008-2023	98,065	15,106	4,704	10,400	15,104
Series 2007B	9/12/2007	2008-2035	379,100	33,992	18,734	15,390	34,124
Series 2008A	6/24/2008	2012-2029	192,705	18,823	10,151	12,286	22,437
Series 2009B	4/1/2009	2010-2029	216,690	15,936	10,609	5,454	16,063
Series 2009C	7/2/2009	2010-2039	281,520	20,826	14,391	6,435	20,826
Series 2009D	7/2/2009	2010-2039	122,530	7,712	4,994	2,839	7,833
Series 2010A	7/28/2010	2011-2039	318,805	26,968	15,391	4,673	20,063
Series 2010B	7/28/2010	2011-2027	163,280	23,325	7,941	15,385	23,326
Series 2010C	9/22/2010	2011-2039	153,020	7,493	5,029	3,695	8,724
Series 2010D	9/22/2010	2011-2040	155,620	10,077	6,365	3,350	9,715
Series 2010F-1	11/17/2010	2020-2031	61,820	3,077	3,077	-	3,077
Series 2011A	9/21/2011	2012-2038	200,530	19,912	7,959	10,143	18,101
Series 2011B	9/21/2011	2012-2041	160,620	14,106	3,147	13,301	16,448
Series 2011C	9/29/2011	2012-2028	155,815	15,708	7,545	8,166	15,711
Series 2011D	9/29/2011	2012-2031	8,845	781	367	409	776
Series 2012A	7/3/2012	2016-2032	291,035	15,039	14,236	4,851	19,088
Series 2012B	7/3/2012	2013-2019	14,050	3,980	602	3,336	3,938
Series 2013A	7/11/2013	2018-2043	207,205	10,301	10,301	-	10,301
Series 2013B	7/11/2013	2016-2023	27,405	1,460	810	2,843	3,653
Series 2013C	7/11/2013	2020-2022	11,005	528	528	-	528
Series 2014A	7/3/2014	2015-2044	524,710	41,561	24,807	20,879	45,685
Series 2015A	1/29/2015	2033-2034	163,780	7,552	8,189	-	8,189
Series 2015B	7/15/2015	2015-2045	278,685	8,328	13,443	6,271	19,715
Series 2015C	7/15/2015	2015-2035	35,630	1,704	1,591	2,484	4,075
Series 2015D	7/15/2015	2020-2030	30,490	608	1,319	-	1,319
			\$4,780,260	\$365,183	\$220,439	\$156,021	\$376,460
Series ONE	8/16/2007	2008-2016	\$ -	\$ -	\$ -	\$ -	\$ -
Series TWO	1/12/2005	2006-2016	-	39	-	-	-
			\$ -	\$ 39	\$ -	\$ -	\$ -
TOTALS			\$4,780,260	\$365,221	\$220,439	\$156,021	\$376,460

* FY 2015 Debt Service reflects new issues and refundings that occurred during the year.

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Long-Term Debt Scheduled – Airport Revenue Bonds

	Commercial Paper Debt		Senior Debt (Long-Term)		Total Debt Service
	Principal	Interest	Principal	Interest	
2016	\$ -	\$ -	\$ 156,021	\$ 220,439	\$ 376,460
2017			169,045	224,280	393,325
2018			187,165	217,847	405,012
2019			192,280	208,997	401,277
2020			205,135	199,776	404,911
2021			219,765	189,913	409,678
2022			211,000	179,084	390,084
2023			211,745	169,378	381,123
2024			221,370	159,056	380,426
2025			194,760	148,105	342,865
2026			204,425	138,454	342,879
2027			214,505	128,371	342,876
2028			225,150	117,736	342,886
2029			236,215	106,688	342,903
2030			247,750	94,980	342,730
2031			255,250	82,808	338,058
2032			253,065	70,446	323,511
2033			232,715	58,106	290,821
2034			222,040	46,632	268,672
2035			242,460	35,672	278,132
2036			147,115	23,631	170,746
2037			75,690	16,358	92,048
2038			79,445	12,663	92,108
2039			85,290	8,787	94,077
2040			29,105	4,631	33,736
2041			19,600	3,269	22,869
2042			15,000	2,325	17,325
2043			15,755	1,575	17,330
2044			10,980	787	11,767
2045			4,760	238	4,998
Total	\$ -	\$ -	\$ 4,784,601	\$ 2,871,030	\$ 7,655,631

2016 is on FY(cy) not Bond Year, and will not check to O.S. information for 2016.

2016 does not include \$3,773 of annual financing fees.

Dulles Corridor Debt Program

The Airports Authority uses debt financing to fund Capital Improvement Program (CIP) for the Dulles Corridor Enterprise Fund, including funding a portion of the costs of the Dulles Metrorail Project.

Dulles Toll Road Revenue Bonds

A Senior Master Indenture of Trust (Master Indenture) securing the Toll Road Revenue Bonds was created in 2009 for the Airports Authority. A Supplemental Indenture is required before a series of Bonds is issued under the Master Indenture. A total of \$1.9 billion of Bonds has been issued by the Airports Authority since August 2009. The proceeds of the Bonds are used to finance capital improvements to the Dulles Corridor and construction of the Silver Line to Metrorail System.

Liens

First Senior Lien Bonds

A total of \$198.0 million of Series 2009A Bonds, issued as Current Interest Bonds were issued in August 2009.

Second Senior Lien Bonds

The Second Senior Lien includes the 2009B, 2009C, 2009D, 2010A, 2010B, 2015A Series of Bonds, totaling \$1.6 billion outstanding as of October 1, 2015. The Airports Authority issued \$357.9 million of Capital Appreciation Bonds; \$428.2 million of Convertible Capital Appreciation Bonds; \$400.0 million issued as Current Interest Bonds and are Federally Taxable – Issuer Subsidy – Build America Bonds (BABs); and \$421.8 million of Current Interest Bonds.

Subordinate Lien Bonds

In May 2010, a total of \$150 million of Series 2010D Bonds, were issued as BABs.

Junior Lien Bonds

In August 2014, the Airports Authority and the United States Department of Transportation (USDOT) executed the Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan Agreement. The TIFIA Series 2015 Bonds total \$1.278 billion and are Junior Lien Revenue Bonds. As of October 1, 2015, the Airports Authority has drawn \$217.9 million on the Loan.

Ratings

Series	Lien Position	Rating Moody's/S&P
2009A	First Senior	A2, A
2009B	Second Senior	A2, AA- (Insured) Baa1, BBB+
2009C	Second Senior	A2, AA- (Insured) Baa1, BBB+
2009D	Second Senior	Baa1, BBB+
2010A	Second Senior	Baa1, BBB+
2010B	Second Senior	Baa1, BBB+
2010D	Subordinate	Baa2, BBB
2014A	Second Senior	Baa1, BBB+
TIFIA Series 2014	Junior	Baa2, BBB-

The Series 2009A bonds have been assigned a long-term rating of "A2" from Moody's and "A" by Standard & Poor's (S&P). The Second Senior Lien Bonds (other than the Insured 2009 Bonds) have been assigned the long-term rating of "Baa1" by Moody's and "BBB+" by S&P. The Subordinate Lien Bonds have assigned "Baa2" from Moody's and "BBB" from S&P. The Junior Lien TIFIA Series 2015 Bonds have been assigned the long-term rating of "Baa2" by Moody's and "BBB-" by S&P.

Assured Guaranty insures \$188.3 million of the \$207.1 million Series 2009B Bonds and all of the Series 2009C Bonds. The Insured Series 2009 Bonds are assigned a rating of "AAA" (negative outlook) by S&P and "Aa3" (Negative Outlook) by Moody's.

Insurance

A total of \$346.5 million or 36 percent of the \$963.3 million Series 2009 Bonds are insured by Assured Guaranty.

Variable Rate Program

Commercial Paper Program

The issuance of up to \$300 million of the Series One CP Notes is authorized pursuant to the Seventh Supplemental Indenture. The Airports Authority currently has in place a credit facility with J.P. Morgan Chase Bank, expiring in August 2016. The Series One CP Notes are secured as Second Senior Lien Bonds under the Master Indenture. As of October 1, 2015, there are \$205.0 million outstanding of Series One CP Notes.

FFGA Notes

In March, 2009, the Airports Authority and Federal Transit Authority entered into the Full Funding Grant Agreement (FFGA) that provided \$900 million of federal grant funding for the Dulles Metrorail Project – Phase 1 from the New Starts Program. The Airports Authority, in December 2012, issued its FFGA Notes Series 2012 in the aggregate principal amount of \$200 million. The FFGA Notes are subject to mandatory redemption payments of \$56.3 million in December 2015 and \$100 million in December 2016. The total amount outstanding as of October 1, 2016 is \$100 million (\$56.3 million will be paid December 2015).

Future Bonds

The Airports Authority currently does not anticipate issuing additional bonds to fund projects in the CIP and the Dulles Corridor Metrorail Project. The Airports Authority annually, with periodic updates, prepares a Plan of Finance that is presented to the Finance Committee. The Plan of Finance may present some opportunities for refinancing outstanding debt in the future.

Debt Service Coverage

The Airports Authority has covenanted in the Master Indenture that it will establish, charge and collect tolls for the privilege of traveling on the Toll Road at rates sufficient to meet the Operation and Maintenance Expenses and produce Net Revenues in any Fiscal Year, and in each Fiscal Year thereafter that are at least:

- 200 percent of the Maximum Annual Debt Service with respect to all *Outstanding First Senior Lien Bonds*;
- 135 percent of the Annual Debt Service with respect to all *Outstanding First Senior Lien Bonds and all Outstanding Second Senior Lien Bonds* for such Fiscal Year;
- 120 percent of the Annual Debt Service with respect to all *Outstanding First Senior Lien Bonds, all Outstanding Second Senior Lien Bonds and all Outstanding Subordinate Lien Bonds* for such Fiscal Year; and
- 100 percent of the Annual Debt Service with respect to all *Outstanding Bonds* and all other obligations of the Airports Authority secured by Toll Road Revenues for such Fiscal Year.

Further, the Airports Authority is obligated under the TIFIA Loan Agreement to maintain debt service coverage of a minimum of 120 percent of the Annual Debt Service with respect to all *Outstanding Bonds* for such Fiscal Year.

The annual debt service coverage calculations provided in the Annual Debt Service Requirements and Projected Debt Service (Table 5-28) demonstrates that Net Revenue is sufficient to comply with the applicable rate coverage tests set forth above and in Section 16(m) of the TIFIA Loan Agreement.

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Annual Debt Service Requirements and Projected Debt Service
(dollars in millions)

	2013	2014	2015	2016
DTR Gross Toll Revenue	\$ 125.51	\$ 148.81	\$ 154.17	\$ 156.97
Other Income	-	-	-	-
Toll Road O&M	(28.25)	(29.23)	(29.15)	(32.44)
Interest Income	-	-	2.46	2.46
NET REVENUE AVAILABLE FOR DEBT SERVICE	97.26	119.58	127.47	127.00
First Senior Lien, Series 2009A	10.14	10.14	10.14	10.14
Second Senior Lien, Series 2009B (1)	10.57	5.22	11.42	9.50
Second Senior Lien, Series 2009C (1)	-	-	-	4.06
Second Senior Lien, Series 2009D	29.85	29.85	29.85	29.85
less direct subsidy on 2009D BABs (3)	(9.99)	(9.69)	(9.68)	(9.74)
less state funding for interest payments	(10.00)	(30.00)	(30.00)	(30.00)
Second Senior Lien, Series 2010A (2)	-	-	-	-
Second Senior Lien, Series 2010B (2)	-	-	-	-
Second Senior Lien, Series 2014A	-	7.56	21.09	21.09
Subordinate Lien, Series 2010D	12.00	12.00	12.00	12.00
less direct subsidy on 2010D BABs (3)	(4.02)	(3.90)	(3.89)	(3.91)
Junior Lien TIFIA Series 2014 (4)	-	-	-	-
TOTAL NET DEBT SERVICE	\$ 38.55	\$ 21.17	\$ 40.92	\$ 42.99
<i>First Senior Lien Debt Service Coverage</i>	<i>9.59 x</i>	<i>11.79 x</i>	<i>12.57 x</i>	<i>12.52 x</i>
<i>Second Senior Lien Debt Service Coverage</i>	<i>3.18 x</i>	<i>9.15 x</i>	<i>3.89 x</i>	<i>3.64 x</i>
<i>Subordinate Lien Debt Service Coverage</i>	<i>2.52 x</i>	<i>5.65 x</i>	<i>3.12 x</i>	<i>2.95 x</i>

(1) The Second Senior Lien Bonds, Series 2009B and 2009C, are structured as capital appreciation bonds and convertible capital appreciation bonds with debt service payable between October 1, 2012, and October 1, 2041.

(2) The Second Senior Lien Bonds, Series 2010A and 2010B, are structured as capital appreciation bonds and convertible capital appreciation bonds with debt service payable between April 1, 2019, and October 1, 2044.

(3) Federal subsidy payments on BABs are subject to sequestration reductions. The net subsidy rate for 2016 is 32.62 percent.

(4) First mandatory debt service payment is April 1, 2019.

Summary of Outstanding Dulles Toll Road Bonds

Series	Originally Issued Par Amount	Outstanding as of 10/1/2015	Tax Status	Tenor	Credit Enhancement Provider	Purpose
2009A	\$ 198,000,000	\$ 198,000,000	Tax-Exempt Current Interest Bonds	Fixed	None	Dulles Corridor improvements and Metrorail
2009B	207,056,689	280,260,499	Tax-Exempt CABs	Fixed	\$188,266,435 Assured Guaranty	Metrorail
2009C	158,234,960	234,296,443	Tax-Exempt Convertible CABs	Fixed	\$158,234,960 Assured Guaranty	Dulles Corridor improvements and Metrorail
2009D	400,000,000	400,000,000	Taxable Build America Bonds	Fixed	None	Metrorail
2010A	54,813,219	77,656,552	Tax-Exempt CABs	Fixed	None	Metrorail
2010B	137,801,650	193,966,844	Tax-Exempt Convertible CABs	Fixed	None	Metrorail
2010D	150,000,000	150,000,000	Taxable Build America Bonds	Fixed	None	Metrorail
2014A	421,760,000	421,760,000	Tax-Exempt Current Interest Bonds	Fixed	None	Metrorail
TIFIA Series 2014 (2)	214,079,103	217,948,022	Federal Loan	Fixed	None	Metrorail
CP Series One (3)	(3)	205,000,000	Tax-Exempt Commercial Paper	Variable	JP Morgan LOC	Metrorail
	<u>\$ 1,941,745,618</u>	<u>\$ 2,378,888,360</u>				

(1) Table does not include \$200 million of fixed rate notes issued on December 17, 2012, that are secured by the remaining Federal funding anticipated to be received pursuant to a Full Funding Grant Agreement (FFGA) with the Federal Transit Administration for Phase 1 of the Rail Project.

(2) The Airports Authority is authorized to draw up to \$1.278 billion of TIFIA subject to the terms and conditions in the TIFIA Loan Agreement.

(3) The Airports Authority is authorized to draw up to \$300 million subject to the terms and conditions in the transaction documents.

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Long-Term Debt Schedules —Dulles Toll Road Revenue Bonds

Year	Originally Issued			Commonwealth			Total Net Debt	FFGA Notes (5)	
	Principal Amount (1)	Interest on DTR Bonds	TIFIA Mandatory Debt Service (2)	Total Debt Service	BABs Subsidy (3)	of Virginia Funding (4)		Service	Principal
2016	7,588,182	76,135,806	-	83,723,988	(13,650,818)	(30,000,000)	40,073,170	100,000,000	2,160,000
2017	4,032,707	91,356,656	-	95,389,363	(13,650,818)	(30,000,000)	51,738,545		
2018	4,086,658	91,847,704	-	95,934,363	(13,650,818)	(20,000,000)	62,283,545		
2019	7,259,874	109,974,489	35,141,663	152,376,025	(13,650,818)	-	138,725,208		
2020	3,505,221	107,674,142	41,490,630	152,669,993	(13,650,818)	-	139,019,175		
2021	3,466,610	108,122,753	42,739,691	154,329,053	(13,650,818)	-	140,678,236		
2022	3,422,177	108,607,186	44,333,878	156,363,241	(13,650,818)	-	142,712,423		
2023	9,267,174	117,442,189	62,877,186	189,586,548	(13,650,818)	-	175,935,731		
2024	10,631,131	121,343,232	60,640,166	192,614,528	(13,650,818)	-	178,963,711		
2025	8,106,897	119,062,465	69,546,294	196,715,657	(14,646,800)	-	182,068,857		
2026	7,501,716	120,007,647	73,292,495	200,801,857	(14,646,800)	-	186,155,057		
2027	6,929,769	120,759,594	77,285,753	204,975,115	(14,646,800)	-	190,328,315		
2028	4,706,906	116,962,456	119,711,834	241,381,197	(14,646,800)	-	226,734,397		
2029	12,171,834	137,076,786	97,010,799	246,259,419	(14,646,800)	-	231,612,619		
2030	15,365,811	145,456,227	86,843,809	247,665,847	(14,646,800)	-	233,019,047		
2031	24,908,287	154,179,960	69,701,846	248,790,093	(14,646,800)	-	234,143,293		
2032	24,405,382	154,718,452	70,238,677	249,362,511	(14,646,800)	-	234,715,711		
2033	29,514,564	178,959,268	84,289,967	292,763,799	(14,646,800)	-	278,116,999		
2034	28,856,763	180,118,534	86,255,299	295,230,597	(14,646,800)	-	280,583,797		
2035	28,077,105	179,894,292	89,740,884	297,712,280	(14,646,800)	-	283,065,480		
2036	27,584,571	180,390,882	90,514,710	298,490,162	(14,646,800)	-	283,843,362		
2037	25,584,430	182,390,008	91,297,453	299,271,891	(14,646,800)	-	284,625,091		
2038	70,278,547	146,066,141	118,317,156	334,661,844	(14,646,800)	-	320,015,044		
2039	54,723,235	168,696,527	111,910,966	335,330,729	(14,646,800)	-	320,683,929		
2040	102,978,990	146,117,797	86,929,193	336,025,981	(14,646,800)	-	321,379,181		
2041	162,725,000	87,534,288	86,097,271	336,356,559	(14,646,800)	-	321,709,759		
2042	144,680,000	77,161,225	114,807,718	336,648,943	(14,646,800)	-	322,002,143		
2043	90,580,000	67,746,775	215,122,758	373,449,533	(14,226,800)	-	359,222,733		
2044	99,030,000	61,410,075	92,904,512	253,344,587	(12,966,800)	-	240,377,787		
2045	200,000,000	54,536,000	-	254,536,000	(11,706,800)	-	242,829,200		
2046	200,000,000	39,612,000	-	239,612,000	(6,483,400)	-	233,128,600		
2047	45,000,000	24,688,000	-	69,688,000	(1,260,000)	-	68,428,000		
2048	-	21,088,000	-	21,088,000	-	-	21,088,000		
2049	-	21,088,000	-	21,088,000	-	-	21,088,000		
2050	-	21,088,000	-	21,088,000	-	-	21,088,000		
2051	133,785,000	21,088,000	-	154,873,000	-	-	154,873,000		
2052	140,475,000	14,398,750	-	154,873,750	-	-	154,873,750		
2053	147,500,000	7,375,000	-	154,875,000	-	-	154,875,000		
Total	\$ 1,888,729,541	\$ 3,882,175,301	\$ 2,219,042,608	\$ 7,989,947,450	\$ (433,143,558)	\$ (80,000,000)	\$ 7,476,803,892	\$ 100,000,000	\$ 2,160,000

(1) Includes accreted value on convertible capital appreciation bonds. Accretion on capital appreciation bonds is included in the interest column.

(2) Assumes the Airports Authority draws \$1.278 billion of TIFIA proceeds by 2019. Under the terms of the TIFIA Loan Agreement, the TIFIA Mandatory Debt Service schedule will be revised periodically to reflect the interest capitalized or payable on the actual amount of TIFIA loan disbursements. The loan amortization schedule will also be modified to reflect any early prepayments of TIFIA principal.

(3) Cash subsidy payments from the United States Treasury rebating up to 35 percent of the interest payable on Build America Bonds (BAB). Amounts payable in 2015 were subject to sequestration reductions resulting in net subsidy rates of 32.445 percent. This table assumes annual sequestration reductions continue through 2024 at the FY16 level of 32.62 percent. The BABs subsidy is assumed to return to the full 35% thereafter.

(4) Pursuant to a January 2013 Funding Agreement with the Commonwealth of Virginia, the Airports Authority is using \$150 million of state funding to pay interest on DTR revenue bonds the years 2014 through 2018 to reduce the toll increases required to fund the Dulles Corridor Metrorail Project.

(5) Fixed rate notes that are secured by the remaining Federal funding anticipated to be received pursuant to a Full Funding Grant Agreement (FFGA) with the Federal Transit Administration for Phase 1 of the Rail Project.

Summary of Bonded Debt Service —Dulles Toll Road

Existing Debt	Date of Issue	Maturity	Bonds Outstanding 10/1/2015	Debt Service 2015 (1)	Debt Service 2016 (1)
Series 2009A	8/12/2009	2030 - 2044	\$ 198,000,000	10,142,988	10,142,988
Series 2009B	8/12/2009	2012 - 2040	280,260,499	11,222,500	9,502,500
Series 2009C	8/12/2009	2038 - 2041	234,296,443	-	4,058,844
Series 2009D (2)	8/12/2009	2045 - 2046	400,000,000	20,150,758	20,111,582
Series 2010A	5/27/2010	2029 - 2037	77,656,552	-	-
Series 2010B	5/27/2010	2040 - 2044	193,966,844	-	-
Series 2014A	5/14/2014	2051 - 2053	421,760,000	21,088,000	21,088,000
Series 2010D (2)	5/27/2010	2042 - 2047	150,000,000	8,106,600	8,085,600
TIFIA Series 2014 (3)	8/20/2014	2023 - 2044	217,948,022	-	-
LESS: Commonwealth of VA funds for DTR Bonds Debt Service (4)				(30,000,000)	(30,000,000)
CP Series One (5)	8/1/2011	8/11/2016	205,000,000	512,500	750,000
TOTALS			\$ 2,378,888,360	\$ 41,223,345	\$ 43,739,514

(1) Annual debt service for bonds equals nine-twelfths of the debt service payable in current year and three-twelfths of the debt service payment scheduled for the following year.

(2) Annual debt service is net of federal subsidy for Build America Bonds.

(3) The Airports Authority is authorized to draw up to \$1.278 billion of TIFIA subject to the terms and conditions in the TIFIA Loan Agreement.

(4) State funding is used to pay interest on DTR revenue bonds to reduce the toll increases required to fund the Dulles Corridor Metrorail Project.

(5) For budgeting purposes, the amount outstanding in 2016 is assumed to be \$300 million, the maximum amount authorized to be drawn. The interest rate on commercial paper notes is assumed to average one-quarter of one percent.

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Your Journey Begins With Us.

GLOSSARY

ACCRUAL BASIS — An accounting method whereby income and expense items are recognized as they are earned or incurred, even though they may not have been received or actually paid in cash.

AEROTRAIN — The AeroTrain system is a fully automated transit system that takes passengers between the Main Terminal and the midfield Concourses of Dulles International.

AIRPORT OPERATIONS AREA — The secured areas of each Airport utilized by aircraft, including runways, taxiways, and ramps.

AIRLINE COST PER ENPLANEMENT — For each Airport, the total annual cost of fees and charges paid by the Signatory Airlines to the Airports Authority divided by the total signatory enplanements.

AIRPORT COMMUNICATIONS SYSTEM (ACS) — The Airports Authority owns the Airport Communications System at both Reagan National and Dulles International. The ACS consists of more than 12,000 lines used by the Airports Authority and numerous airport tenants. Tenants are invoiced for the services they receive, based on a proportionate share of the operating cost of the ACS. The tenants are also invoiced for any local or long distance costs they incur. The Airports Authority budgets in the O&M Program for the net cost of the ACS.

AIRPORT IMPROVEMENT PROGRAM (AIP) — See “Federal Grants.”

AIR TRAFFIC CONTROL TOWER (ATCT) — A terminal facility which, through the use of air/ground communications, visual signaling, and other devices, provides air traffic control services to airborne aircraft operating in the vicinity of an airport and to aircraft operating on the airport airfield.

AIRPORT USE AGREEMENT AND PREMISES LEASE — The Airports Authority’s business relationship with the airlines operating at both Airports has been governed by a formal negotiated Airport Use

Agreement and Premises Lease (Use and Lease Agreement) in effect since 1990 that provided for similar business terms for both Airports. That Use and Lease Agreement expired on September 30, 2014 and was extended through December 31, 2014 by Board action in September 2014 to allow sufficient time to complete negotiations of a new Agreement. The terms of the expiring 1990 Agreement have proven beneficial to the Airports Authority throughout changing industry conditions over time; therefore, the structure of the 1990 Agreement was used as the foundation for negotiation of a new Use and Lease Agreement.

In November 2014, the Airports Authority’s Board is being asked to approve a new Use and Lease Agreement to become effective January 1, 2015. The new Use and Lease Agreement is a single agreement, but with a 10 year term for Reagan National, and a three year term for Dulles International. As did the expiring agreement, the new Use and Lease Agreement addresses core business airline relationship issues.

AIRPORTS — Refers to Ronald Reagan Washington National and Washington Dulles International Airports, the two Airports operated by the Airports Authority.

AIRPORTS AUTHORITY — The Metropolitan Washington Airports Authority, a body corporate and politic created by interstate compact between the Commonwealth of Virginia and the District of Columbia.

AUTOMATED REVENUE COLLECTION SYSTEM (ARCS) — The collective equipment and procedures that record and process an electronic, video or other automated toll payment that occurs at a toll collection point on the Toll Road.

AVI — The automatic vehicle identification equipment used as part of Electronic Toll Collection (ETC) or the Electronic Toll and Traffic Management (ETTM) equipment.

BOARD OF DIRECTORS — The Board of Directors (Board) of the Airports Authority consists of 17 members, seven appointed by the Governor of Virginia, four appointed by the Mayor of the District of Columbia, two appointed by the Governor of Maryland, and three appointed by the President of the United States. Board members serve six-year terms, which are staggered.

BOND — A certificate of debt issued by the Airports Authority pursuant to the Master Indenture relating to the Aviation Enterprise Fund and the Toll Road and a Supplemental Indenture securing payment of the original investment plus interest by a specified future date.

BOND ANTICIPATION NOTE — A short-term borrowing that is retired with proceeds of a bond sale.

BUDGET AMENDMENT — Recommendations from the President to amend the adopted budget are submitted to the Finance Committee. Budget Amendments approved by the Finance Committee are submitted to the Board for adoption.

BUDGET REPROGRAMMING — Reprogramming funds between projects occurs to facilitate the current mission, strategic initiatives, business plan, and action plan. The President is authorized to modify or adjust expenditures in the Budget consistent within the levels approved for each program. Any Budget reprogramming exceeding \$10 million in a calendar year for any project in the COMIP, CCP, R&R, and CIP is submitted to the Finance committee for recommendation to the Board for approval before it takes effect. All other material budget reprogramming are reported to the Finance Committee on a quarterly basis, two months after the end of each quarter at the May, August, November and February Committee meetings.

BUILD AMERICA BONDS — Build America Bonds (BABs) were introduced in 2009 as part of President Obama's American Recovery and Reinvestment Act to create jobs and stimulate the economy. BABs attempt to achieve this by lowering the cost of

borrowing for state and local governments in financing new projects. Taxable municipal bonds that feature tax credits and/or federal subsidies for bondholders and state and local government bond issuers.

CAPITAL APPRECIATION BONDS — Capital appreciation is one of the two main sources of investment returns, with the other being dividend or interest income. A rise in the value of an asset based on a rise in market price. Essentially, the capital that was invested in the security has increased in value, and the capital appreciation portion of the investment includes all of the market value exceeding the original investment or cost basis.

CAPITAL CONSTRUCTION PROGRAM (CCP) — The CCP (including the contractual CDP and Dulles Development (*d*²) Program) provides for major expansion of facilities at Dulles International and facilities modernization of facilities at Reagan National.

CAPITAL FACILITY PROJECTS–DULLES CORRIDOR — Any extensions of, additions to, or major modifications, replacements or reconstruction of the Toll Road or any other roads or highways within the Dulles Corridor, excluding the Access Highway, but including (a) additional ramps or interchanges provide direct access to and from the Toll Road; or (b) addition of traffic lanes for bus only, high occupancy vehicle or high occupancy toll use or similar restricted use.

CAPITAL IMPROVEMENT — Any extensions of, additions to, or major modifications, replacements or reconstruction of the Toll Road or any other roads or highways within the Dulles Corridor, excluding the Access Highway, but including (a) additional ramps or interchanges provide direct access to and from the Toll Road; or (b) addition of traffic lanes for bus only, high occupancy vehicle or high occupancy toll use or similar restricted use.

CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM (COMIP) — The COMIP provides for repair work at the Airports, as well as equipment, planning, improvements and operational initiatives.

CARGO — Mail and freight at both Airports.

CASH TOLL REVENUE — Monies generated from a customer by payment of tolls through cash at the time of transaction at toll booth on the toll facility.

COMMERCIAL PAPER (CP) — A short-term promissory note issued for periods up to 270 days, with maturities commonly at 30, 60 and 90 days.

COMMERCIAL PAPER (CP) PROGRAM — The Airports Authority has an Aviation CP Program with authorization to issue up to \$500 million. The Aviation CP program is supported by a liquidity facility agreement with Sumitomo Mitsui Banking Corporation for \$200 million. The Dulles Corridor Enterprise has a CP Program supported by JP Morgan Chase Bank for \$300 million.

COMMONWEALTH OF VIRGINIA GRANTS — The Commonwealth of Virginia, through the aviation portion of the Transportation Trust Fund provides grants to Virginia airport sponsors. The Airports Authority will receive 60 percent of any new money available for allocation by the Virginia Aviation Board, up to a maximum of \$2 million annually. These funds will be used as an additional source of funding for capital equipment and projects.

COMMONWEALTH TRANSPORTATION BOARD (CTB) — CTB is a 17-member Board appointed by the Governor of Virginia that is charged with establishing the administrative policies for Virginia's transportation system.

COMMUTER AIRLINE — An airline that operates aircraft with a maximum of 60 seats with an operating frequency of at least five scheduled round trips per week between two or more points. See also "Major Airline," "National Airline" and "Regional Airline."

COMPENSATORY RATE — A rate based on cost recovery, which excludes application of transfers for signatory airlines of the Airline Agreement.

CONCESSIONS — The Airports Authority contracts with private firms for many of the services provided to Airport users, including public parking facilities, rental cars, in-flight kitchens, fixed base operators, food and beverage facilities, newsstands, and retail stores. The concessionaires are generally required to pay a percentage of gross revenues to the Airports Authority with an annual minimum amount. Revenues from concessions comprise a significant portion of the Airports Authority's operating revenues.

CONCOURSE A — A regional concourse at Dulles International opened in May 1999, with more than 71,000 square feet to accommodate 35 regional aircraft positions. Concourse A and B are joined by a pedestrian bridge.

CONCOURSE B — A midfield passenger terminal at Dulles International that opened in February 1998 and was expanded in the Spring 2003, to a total of 550,000 square feet to serve 29 aircraft gates for international and domestic airliners.

CONCOURSE C/D — A temporary midfield passenger terminal at Dulles International opened in 1985 (D) and 1986 (C) to serve 47 aircraft gates. United is the main tenant in these concourses. See "Midfield Concourses."

CONCOURSE C FEDERAL INSPECTION STATION — See "Federal Inspection Station."

CONNECTING PASSENGER — A passenger who transfers from one flight to another enroute to a final destination.

CONTINGENCY RESERVE — A reserve comprised of deposits from Toll Road Revenues and other revenue sources to be used for eligible costs and expenses within the Dulles Corridor for unanticipated events or occurrences. Funds will be deposited upon availability.

CORRIDOR CAPITAL IMPROVEMENTS PROGRAM (CIP) — A program to methodically address the planning and implementation of Capital Improvements on the Toll Road and which shall be subject to annual review by the Virginia Department of Transportation.

COST CENTER — An area of the Airports to which a revenue or expense is attributed, i.e., airfield, terminal, public parking, rental cars, etc.

CUSTOMER SERVICE CENTER — A facility used to service users of the Toll Road including registration and maintenance of customer toll accounts, violation processing and verification, and responding to general inquiries.

DAILY GARAGES 1 and 2 — Two public parking garages that flank the Hourly Parking Lot in front of the Main Terminal. An underground pedestrian connector provides passengers with a safe and convenient way to cross the terminal roadways and surface parking lot between the Main Terminal and the Daily Garage 1. The connector includes moving sidewalks and climate control. These garages provide approximately 8,550 public parking spaces.

DEBT SERVICE FOR AVIATION — Principal and interest payments on bonds financing airport facilities. The bond financed portions of the CCP are recovered through debt service, instead of depreciation. See "Statement of Operations" for further clarification.

DEBT SERVICE FOR DULLES CORRIDOR — Principal and interest payment on Toll Revenue Bonds. As stated in the Permit and Operating Agreement, the Airports Authority is solely responsible for obtaining and repaying all financing, at its own cost and risk and without recourse to the Virginia Department of Transportation, necessary to maintain, improve, equip, modify, repair and operate the Toll Road and any Capital Improvements throughout the Term and necessary to develop and construct the Dulles Corridor Metrorail Project.

DEBT SERVICE COVERAGE FOR AVIATION — An amount equal to 125 percent of the portion of Debt Service attributable to bonds, plus other such

amounts as may be established by any financial agreement.

DEBT SERVICE RESERVE FUND FOR DULLES CORRIDOR — Not less frequently than annually, all Toll Road Revenues shall be budgeted and used solely to pay reserve funds such as the Debt Service Reserve Fund. This reserve will fund debt service and other amounts payable under any Toll Road Financing Documents (including, without limitation, swaps, reimbursement agreements, commercial paper or any other similar products, or any scheduled TIFIA debt), together with deposits to any reserves created under any Toll Road Financing Documents, including the funding of any reasonable cash reserves or escrow accounts in respect thereof.

DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION (DRPT) — DRPT is an agency of the State of Virginia that reports to the Secretary of Transportation. DRPT is primarily responsible for activities that pertain to rail, public transportation, and commuter services.

DEPLANING PASSENGER — Any revenue passenger disembarking at the Airports, including any passenger who will board another aircraft (i.e., connecting passenger).

DEPRECIATION — The annual amount charged by the Airports Authority to recover its investment in capital equipment and capital facility projects acquired by the Airports Authority during the period from June 7, 1987, through September 30, 1989, and to recover its investment in COMIP projects funded from revenues. See "Statement of Operations" for further clarification. Depreciation is not charged for Rates and Charges.

DISCRETIONARY GRANTS — See "Federal Grants."
d2 PROGRAM — In August 2000, the Board approved a \$3.4 billion Budget Amendment to authorize new capital projects at Dulles International including: construction of one of the remaining two parallel runways, including associated taxiway and apron improvements; development of new and expanded terminal

facilities, including a Tier 2 Concourse and completion of the Concourse B (Tier 1); construction of a People Mover System from the Main Terminal to each of the Tiers; development of a sterile International People Mover System; construction of a new air traffic control tower; development of new support facilities and utilities; and various roadway and parking improvements to support increased annual growth. The program has since been modified.

DULLES AIRPORT ACCESS HIGHWAY (ACCESS HIGHWAY) (DAAH) — A 17-mile, four-lane divided highway reserved for use by Airport traffic, connecting Dulles with Interstate Route 66. The Commonwealth of Virginia has constructed a multi-lane, divided toll road for non-airport users flanking both sides of the Access Highway.

DULLES CORRIDOR — The transportation corridor with an eastern terminus of the East Falls Church Metrorail station at Interstate Route 66 and a western terminus of Virginia Route 772 in Loudoun County, including without limitation, the Toll Road, the Access Highway, outer roadways adjacent or parallel thereto, mass transit, including rail, bus rapid transit and capacity enhancing treatments such as High-Occupancy Vehicle lanes, High-Occupancy Toll Lanes, interchange improvements, commuter parking lots and other transportation management strategies.

DULLES CORRIDOR — EMERGENCY OPERATION AND MAINTENANCE RESERVE ACCOUNT — Amounts in the Emergency Operation and Maintenance Reserve Account in the Operation and Maintenance Fund may be used by the Airports Authority to pay the costs of emergency repairs and replacements to the Toll Road. The amount deposited in the Emergency Operation and Maintenance Reserve Account shall equal not more than \$1 million. If on any April 1 and any October 1, the amounts on deposit in the Emergency Operation and Maintenance Reserve Account are in excess of \$1 million, the Airports Authority will transfer an amount equal to such excess to the Revenue Fund for Toll Road operations.

DULLES CORRIDOR ENTERPRISE RESERVE AND TOLL RATE STABILIZATION FUND — Amounts in the Dulles Corridor Enterprise Reserve and Toll Rate Stabilization Fund shall be used by the Airports Authority to fund costs relating to the Dulles Metrorail Project and other Capital Improvements in the Dulles Corridor, provide funds to make up any deficiencies in the Operation and Maintenance Fund, the Extraordinary Maintenance and Repair Reserve Fund, any Bond Fund or any Debt Service Reserve Fund, and redeem any Outstanding Bonds. Amounts in the Dulles Corridor Enterprise Reserve and Toll Rate Stabilization Fund shall be pledged to Bondholders for Toll Road Revenue Bonds.

DULLES CORRIDOR — EXTRAORDINARY MAINTENANCE AND REPAIR RESERVE — The moneys in this reserve, including all interest earnings thereon, shall be deposited with a third party trustee and shall be supplemented by the Airports Authority on an annual basis as necessary, taking into account accumulated earnings thereon, such that the total amount in this reserve is increased in accordance with the U.S. Implicit Price Deflator Index. All moneys in this reserve shall be invested in Eligible Investments. All moneys in this reserve shall be treated as an operating and maintenance expense of the Toll Road.

DULLES CORRIDOR METRORAIL PROJECT — Phases 1 and 2 of the rail facility as defined and per the conditions decision in the March 2, 2005 Record of Decision of the Federal Transit Administration, as amended on November 17, 2006, and the July 12 Impact Statement for the project, as they may be further amended or supplemented from time to time, including all related systems, stations, parking and maintenance facilities.

DULLES CORRIDOR METRORAIL PURPOSES — Purposes limited to the developing, permitting, design financing, construction, installation and equipping of the Dulles Corridor Metrorail Project.

DULLES CORRIDOR — OPERATION AND MAINTENANCE RESERVE ACCOUNT — Amounts in the Operation and Maintenance Reserve Account in the Operation and Maintenance Fund shall be used by the Airports Authority to pay Operation and Maintenance Expenses for the Toll Road in the event that amounts on deposit in the Operation and Maintenance Account are insufficient to pay all Operation and Maintenance Expenses when due. The amount deposited in the Operation and Maintenance Reserve Account shall equal one-sixth (1/6th) of the Operation and Maintenance Expenses for the Dulles Corridor Enterprise Fund set forth in the Airports Authority's current Fiscal Year budget.

DULLES GREENWAY — The Dulles Greenway is a 14-mile, four-lane, privately-operated toll road that extends the state-operated Toll Road to Leesburg, Virginia. The Airports Authority granted easement to developers to build a 2½-mile segment of the Dulles Greenway on Dulles property.

DYNAMIC MESSAGE SIGN (DMS) — Changeable message boards located on or adjacent to a roadway that displays text information that may affect traffic conditions and travel times. Also known as a Variable Message Sign (VMS). This signage usually displays information regarding travel times, roadway conditions and toll pricing if relevant.

EFFECTIVE BUYING INCOME — Referred to as EBI. Disposable income after taxes and mandatory non-tax payments.

ELECTRONIC TOLL COLLECTION (ETC) TOLL REVENUE — Monies generated from a customer payment of tolls using a toll transponder.

ELECTRONIC TOLL AND TRAFFIC MANAGEMENT EQUIPMENT (ETTM) — The AVI equipment, video monitoring equipment, toll violator systems, manual, automatic and electronic toll collection equipment; the transportation management system equipment; communications equipment; and all other computer hardware necessary to meet the performance specification for electronic toll and traffic management.

ELIGIBLE TRANSIT OPERATING COSTS — Nonoperating expenses designated to pay for operating costs of the Dulles Corridor Metrorail Project.

ELIGIBLE TRANSIT OPERATING COSTS RESERVE — A reserve comprised of at least an annual deposit from Toll Road Revenues and other revenue sources to be used for eligible costs and expenses for transit operations within the Dulles Corridor.

EMERGENCY (R&R) RESERVE — The reserve required by the Master Indenture for emergency repair and rehabilitation of the Airports.

ENPLANING PASSENGER — Any revenue passenger boarding at the Airports, including any passenger that previously disembarked from another aircraft (i.e., connecting passenger).

ENTITLEMENT GRANTS — See "Federal Grants."

ENTERPRISE RESOURCE PROGRAM (ERP) — An Airports Authority-wide Enterprise Resource Planning system which will provide a comprehensive integrated system encompassing core administration functional areas and link business processes, integrate data, and share data information across applications and with users.

FEDERAL AVIATION ADMINISTRATION (FAA) — The FAA is a component of the Department of Transportation and, within the airspace of the United States, promotes air safety, regulates air commerce, controls the use of navigable airspace, develops and operates air navigation facilities, develops and operates the air traffic control system, and administers Federal Grants for development of public-use airports. The FAA operated the Airports prior to their transfer to the Airports Authority on June 7, 1987. The Airports Authority coordinates with the FAA on numerous aviation programs including air security and noise abatement. The Federal Grants received by the Airports Authority are administered by the FAA.

FEDERAL GRANTS — FAA’s Airport Improvement Program provides both entitlement and discretionary grants for eligible airport projects. Entitlement funds are determined by a formula according to enplanements at individual airports. These grants are permitted to be used by the Airports Authority at either or both Airports. The Airports Authority applies for discretionary grants from the FAA through a Letter of Intent (LOI) process. Each LOI represents an intention to obligate funds from future federal budget appropriations. The issuance of a Letter of Intent is subject to receipt of Congressional appropriations for grants to airports, and does not itself constitute a binding commitment of funds by the FAA. For planning purposes, the amounts in an approved LOI from FAA are used by the Airports Authority as the estimate of federal discretionary grants to be received. The Airports Authority has also received the Homeland Security Grant Program.

FEDERAL LEASE — Congress authorized the Secretary of Transportation to lease the Airports to the Airports Authority by the Metropolitan Washington Airports Act of 1986. The lease was signed on March 2, 1987, and operating responsibility for the Airports was transferred to the Airports Authority on June 7, 1987, for an initial term of 50 years ending June 6, 2037. The lease was amended effective June 17, 2003, to extend the terms to June 6, 2067.

FEDERAL TRANSIT ADMINISTRATION (FTA) — FTA is an administration within the U.S. Department of Transportation responsible for supporting a variety of public transportation systems nationwide.

FISCAL YEAR — The Airports Authority formally changed its Fiscal Year from an annual period ending September 30th to an annual period ending December 31st, effective January 1, 1997.

FIXED BASE OPERATORS (FBO) — Those commercial businesses at the Airports authorized by the Airports Authority to sell aviation fuels and provide other aviation-related services, primarily to General Aviation operators.

FIXED-RATE BONDS — Fixed-rate bonds in finance, are a type of debt instrument bond with a fixed coupon (interest) rate, as opposed to a floating rate note. A fixed rate bond is a long term debt paper that carries a predetermined interest rate.

FUELING AGENT — The agent selected to operate and maintain the fueling system for each Airport and deliver fuel through the fueling system.

FUELING SYSTEM — At each Airport, the Airports Authority-owned hydrant fueling system and the Airports Authority-owned fuel farm.

FULL FUNDING GRANT AGREEMENT (FFGA) — The FFGA is an agreement between the Federal Transit Administration and a project sponsor to provide a guaranteed level of funding for a transit project. The FFGA is the culmination of the New Starts project development process.

GASB STATEMENTS NO. 43 AND 45 — See “OTHER POST EMPLOYMENT BENEFITS” (OPEB).

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) — Conventions, rules and procedures that define accepted accounting practices, including broad guidelines, as well as detailed procedures.

GENERAL AVIATION — An operator of private or corporate aircraft not used in the common carriage of passengers, cargo, or freight, and an operation of aircraft as a non-scheduled air taxi.

GEOGRAPHIC INFORMATION SYSTEM (GIS) — The GIS system integrates spatial data into the Airports Authority system to facilitate sharing of information and streamlining of processes.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB) — An independent private-sector, not-for-profit organization that establishes and improves standards of financial accounting and reporting for U.S. state and local governments. Governments and the accounting industry recognize the GASB as the official source of generally accepted accounting principles (GAAP) for state and local governments.

GRANTS — See “Federal Grants,” and “Commonwealth of Virginia Grants.”

GROSS TOLL REVENUES — The full total amount of toll revenue collected.

HIGH DENSITY RULE — U.S. DOT regulation that imposes limits on the number of flights scheduled at Reagan National through assignment of hourly operational slots.

HUBBING — A practice whereby the Airlines schedule large numbers of flights to arrive at an airport within a short time and to depart shortly thereafter, thus maximizing connecting passenger traffic.

INDENTURE — Any trust agreement or similar instrument between the Airports Authority and a trustee or collateral agent pursuant to which Net Revenues or Toll Revenues are pledged to the holders of debt issued by the Airports Authority to finance airport facilities or the Dulles Corridor Metrorail Project and improvements to the Toll Road, respectively.

INDEX FLOATER BONDS — Index Floater Bonds are a type of debt whose coupon rate changes with market conditions (short-term interest rates). They are also known as “floating-rate debt.”

INTEREST RATE SWAP — An agreement between two parties to exchange future flows of interest payments. One party agrees to pay the other a fixed rate; the other pays the first party an adjustable rate usually tied to a short-term index.

INTERNATIONAL ARRIVALS BUILDING (IAB) and FEDERAL INSPECTION STATION (FIS) — Dulles International has two international clearance facilities: one located at the Main Terminal and a second facility at Concourse C (FIS). These facilities are used for processing international deplaned passengers by the U.S. Customs and Immigration Services.

INTERNATIONAL ARRIVALS FACILITY — In 1996 United opened a second international arrivals

facility in the Midfield Concourse C so transferring international passengers (those not ending their journey at Dulles International) could clear U.S. Customs without being transported back and forth to the Main Terminal IAB. Since opening, the Concourse C FIS has primarily served United, Lufthansa and other Star Alliance carriers connecting passengers. All terminating international passengers, including United’s, continue to use the Main Terminal IAB. In late 1997, the Airports Authority bought out United’s investment in the Concourse C FIS to better control airline access to the facility. See also “International Arrivals Building.”

45025 AVIATION DRIVE — J. P. MORGAN CHASE OFFICE BUILDING — Building purchased by the Airports Authority in 2000 to accommodate the construction of the public parking garage at Dulles International. This building was formally referred to as the Vastera Office Building.

LANDED WEIGHT — Refers to the maximum gross certificated landed weight in one thousand pound units, as stated in the airlines’ flight operations manual. Landed weight is used to calculate landing fees for both airline and General Aviation aircraft operated at the Airports.

LANDING FEES — Fees for payment for the use of the airfield for both airline and General Aviation aircraft, calculated based on airfield costs and recovered based on aircraft landed weight. A separate fee structure is developed for each Airport.

LATENT DEFECTS RESERVE FUND — Amounts in the Latent Defects Reserve Fund shall be used exclusively to fund a cash reserve for costs associated with remedying any latent defects related to the Dulles Metrorail Project required pursuant to Section 4.01(d)(v) of the Permit and Operating Agreement and Article 6 of the Cooperative Agreement. The amounts on deposit in the Latent Defects Reserve Fund shall equal the Latent Defects Reserve Requirement.

LETTER OF INTENT (LOI) — See “Federal Grants.”

LIFE CYCLE MAINTENANCE PLAN — A maintenance plan that is to be prepared annually covering a full five-year period and considering life cycle asset maintenance for the Toll Road, and including a description of all Renewal and Replacement Program Work to be undertaken during the following five years, the estimated costs and timing related to each task specified therein, and such other reasonably related information.

LOCAL DISADVANTAGED BUSINESS ENTERPRISE (LDBE) PROGRAM — The Airports Authority is committed to full participation in its contracting programs by minority, women-owned, disadvantaged, and small and local business enterprises. The LDBE Program was adopted by the Board at the June 6, 1990 Board meeting and replaced earlier outreach programs. The LDBE Program aggressively seeks increased participation of minority and women-owned business enterprises in the Airports Authority's contracting opportunities and includes a preference for local disadvantaged businesses in selected Airports Authority contracts.

MAIN TERMINAL — At Reagan National, refers to the historic Terminal A. At Dulles International, refers to the terminal building designed by the late Eero Saarinen, with subsequent additions, served by an upper level roadway for departing passengers and a lower level roadway for arriving passengers.

MAINTENANCE ON-LINE MONITORING SYSTEM (MOMS) — An automated system designed to monitor and report equipment failures and record maintenance activity.

MAJOR AIRLINE — An airline with gross operating revenues during any calendar year of more than \$1 billion. See also "Commuter Airline," "National Airline," and "Regional Airline."

MASTER INDENTURE — With respect to Aviation Enterprise, the Master Indenture of Trust dated February 1, 1990 as amended and restated by the Amended and Restated Master Indenture of Trust dated September 1, 2001, securing the Airports Authority's Airport System Revenue Bonds. With respect to the Dulles Corridor Enterprise, the Master

Indenture of Trust dated August 1, 2009, securing the Toll Road Bonds.

MASTER PLAN — For Reagan National, refers to the plan that became effective on April 15, 1988, after adoption by the Board of Directors and submission to its Board of Review, and for Dulles International, refers to the plan for which the Airports Authority assumed responsibility under the federal lease, including any amendments to either plan.

MASTER TRANSFER AGREEMENT — The agreement between the Airports Authority and the Department relating to the transfer of the Toll Road and the Dulles Corridor Metrorail Project dated December 29, 2006.

MEMORANDUM OF AGREEMENT — The Metropolitan Washington Airports Authority Board of Directors today unanimously approved a resolution ratifying a Memorandum of Agreement (MOA) that will ensure the continuation of the Dulles Rail extension to Loudoun County. The Memorandum of Agreement is a multi-party agreement that outlines the fiscal responsibilities of federal, state and local entities for Phase 2 of the rail project.

METROPOLITAN WASHINGTON AIRLINES COMMITTEE (MWAC) — MWAC provides technical representative from the airline community to the Airports Authority on airline rated issues.

METROPOLITAN WASHINGTON AIRPORTS AUTHORITY — The Airports Authority operates Reagan National and Dulles International under an 80-year lease agreement with the U.S. Department of Transportation. Congress authorized the lease of the Airports, formerly operated by the Federal Aviation Administration, in October 1986. The lease of the Airports to the Airports Authority by the federal government was signed on March 2, 1987, and operating responsibility for the Airports was transferred to the Airports Authority on June 7, 1987. The lease was amended effective June 17, 2003, to extend the terms to June 6, 2067.

MIDFIELD CONCOURSES — Midfield Concourses B and C/D, were built at Dulles International by the Airlines, one at each end of the jet ramp, to accommodate growth in activity until replaced by permanent facilities. A permanent midfield concourse, Midfield Concourse B, built by the Airports Authority and opened in February 1998, was funded from PFCs and Airports Authority net remaining revenue. A Regional Airline Midfield Concourse, connected to Concourse B/Concourse A opened in April 1999 to accommodate both turboprop and jet regional/commuter aircraft. Mobile Lounges and Plane-Mates are used to shuttle passengers between the Midfield Concourses and the Main Terminal.

MOBILE LOUNGE — A vehicle for transporting passengers between and among the Dulles International terminals, concourses, and aircraft. Developed specifically for use at Dulles International, these vehicles can carry up to 102 passengers, with 71 seated. One end of the lounge mates with the terminal building, the other is equipped with a passenger bridge to connect with aircraft.

NATIONAL AIRLINE — An airline with gross operating revenues of between \$100 million and \$1 billion during any calendar year. See also "Commuter Airline," "Major Airline," and "Regional Airline."

NET INCOME — Operating and nonoperating revenues less nonoperating expenses, debt service and reserve contributions.

NET OPERATING INCOME — Total operating revenues less total operating expenses.

NET REMAINING REVENUE (NRR) — For any fiscal year, the total of revenues and transfers less (a) operation and maintenance expenses, including the federal lease payment; (b) debt service; (c) the amount of rental credits given to certain scheduled air carriers as set forth in the surviving agreements; and (d) required deposits to maintain the operation and maintenance reserve and the COMIP reserve. Under the Airline Agreement, NRR is further

adjusted by deducting depreciation and airline subordinated debt service coverage. The resulting balance is then divided by a formula between the Airports Authority and the Signatory Airlines.

NET TOLL REVENUES — The total amount of toll revenue collected minus expenditures for operations, administration, and maintenance and uncollectible tolls.

NONOPERATING EXPENSES — The collective term for expenses associated with the Renewal and Replacement Program, Corridor Capital Improvements, Metrorail Capital Project and Latent Defects, and Eligible Transit Operating Costs.

NONOPERATING REVENUE — The collective term for monies generated by interest income, other capital contributed, and investment income on capital contributed.

OPERATING EXPENSES — The Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP). For budget purposes, however, operating expenses have been modified to conform to the provisions of the Airline Agreement. Under the terms of the Airline Agreement, where, capital equipment and capital facility projects funded from the O&M Program are treated as operating expenses. Previously acquired capital equipment and capital facility projects continue to be recovered through depreciation. The bond-financed portion of the CCP and the bond-financed pension liability are recovered through debt service. Certain portions of the COMIP are recovered through depreciation and funded from the Airports Authority's share of net remaining revenue. Any maintenance-type projects funded from bonds are recovered through debt service.

OPERATING INCOME — Operating revenues less operating expenses equal operating income. Although the Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP), for budget purposes, operating

revenues and operating expenses are defined under the terms of the Airline Agreement. See the definitions of "Operating Revenues" and "Operating Expenses" for clarification.

OPERATING REVENUES — The Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP). For budget purposes, however, operating revenues have been modified to conform to the provisions of the Airline Agreement. Under the terms of this Airline Agreement, transfers are applied as credits in the calculation of signatory airline rates for rentals, fees, and charges for the next year. Transfers are the signatory airlines' share of net remaining revenue for each year.

OPERATING REVENUES FOR THE DULLES CORRIDOR — Revenues for the Dulles Corridor Enterprise Fund are generated from electronic toll collections (ETC), cash tolls, violations fee collections, concessions, and other income associated with this project.

OPERATION AND MAINTENANCE (O&M) PROGRAM — The O&M Program provides for the day-to-day operation and maintenance of the Airports, including those functions performed by the Consolidated Functions staff for both Airports. The O&M Program includes operating expenses and debt service.

OPERATION AND MAINTENANCE (O&M) AVIATION RESERVE — The two-month cash reserve for operation and maintenance expenses required by the Master Indenture.

OPERATING EXPENSES — The collective term for expenses associated with personnel compensation and benefits, other personnel expenses, travel, internal audit, lease and rental payments, utilities, telecommunications, services, supplies, materials, fuels, insurance and risk management, noncapital equipment, noncapital facility projects, and capital facility projects.

ORIGINATION AND DESTINATION (O&D) PASSENGER — A passenger who is beginning or

ending air travel at a particular airport, as compared to a connecting passenger who is transferring from one flight to another enroute to a final destination.

OTHER POST EMPLOYMENT BENEFITS (OPEB) — The GASB Statements No. 43 and 45 address the identification and disclosure of the liability and funding status of post-retirement benefits, other than pensions. The OPEB's are earned during working years and should be part of the current cost of providing public services. The OPEB liability will be actuarially determined and funded similar to pensions.

PARKING GARAGE A — A three and one-half level public parking facility at Reagan National with approximately 2,000 parking spaces, Parking Garage A is the principal parking facility for Terminal A. It is also used by the rental car operators. A pedestrian tunnel was constructed between Parking Garage A and Terminal A to provide passengers with safe and convenient access between the two facilities.

PARKING GARAGE B/C — A four and one-half level public parking facility at Reagan National with approximately 4,400 spaces, Parking Garage B and C is the principal parking facility for Terminal B and C. Pedestrian bridges connect Parking Garage B and C to both Terminal B and C and the Metro Station.

PASSENGER CONVEYANCES — The Dulles International Mobile Lounges/Plane-Mates or other ground transportation devices for the movement of passengers between and among terminals, concourses, and aircraft at Dulles International.

PASSENGER FACILITY CHARGES (PFCs) — The Aviation Safety and Capacity Expansion Act of 1990, enacted November 5, 1990, and amended in February 2001, enables airports to impose a PFC of \$1, \$2, \$3, \$4 or \$4.50 on enplaning passengers. PFCs can be used for any projects determined by the FAA to be eligible, primarily those projects that are eligible for Airport Improvement Program grants. The Airports Authority began collecting PFCs in November 1993 at Reagan National and January 1994 at Dulles International. In February

2001, the Airports Authority received FAA approval to increase PFC collection authority from \$3.00 to \$4.50 on each qualified enplaning passenger. PFCs collected by the Airports Authority replace federal entitlement grants received in an amount equal to 75 percent of the total federal entitlement grant to which each Airport is entitled.

PENSION LIABILITY — Under the provisions of the transfer legislation, the Airports Authority was required to pay to the U.S. Civil Service Retirement and Disability Fund (1) the actual added costs incurred by the Fund due to discontinued service retirements and (2) the estimated future unfunded liability of employees who transferred to the Airports Authority and remained under the U.S. Civil Service Retirement System. Series 1988C and Series 1988D Bonds issued for \$24,505,000 were used to pay the pension liability. For cost recovery purposes, this amount was recovered through debt service. These bonds were retired October 1, 1998.

PERFORMANCE MANAGEMENT PARTNERSHIP (PMP) PROGRAM — The Airports Authority's method of managing employee performance. PMP promotes group and individual goals, communication between supervisors and employees.

PERIMETER RULE — U.S. DOT regulation which generally limits non-stop flights at Reagan National to a radius of 1,250 statute miles.

PERMIT AND OPERATING AGREEMENT — The Toll Road Permit and Operating Agreement in its entirety between the Airports Authority and the Department as of December 29, 2006.

PLANE-MATE — A second generation passenger conveyance vehicle used to supplement the Mobile Lounge fleet at Dulles International. Plane-Mates are also used at several other airports throughout the world and have a passenger capacity of 150, with 94 seated. Designed for the newer wide-bodied jets, the body of the Plane-Mate elevates on electrically driven ball screw jacks to connect with terminals, concourses, and aircraft.

PREMISES — Areas of the Airports leased by airlines pursuant to the Airline Agreement.

REGIONAL AIRLINE — An airline with gross operating revenues during any calendar year of less than \$100 million that operates aircraft with a capacity of more than [60] seats. See also "Commuter Airline," "Major Airline," and "National Airline."

RENEWAL AND REPLACEMENT FUND — Moneys that the Airports Authority shall annually budget and, at a minimum but no less than annually, that shall be available exclusively for funding the Renewal and Replacement Program for the Toll Road and which shall budgeted in consideration of, among other factors, the amounts necessary to be expended to meet the performance standards set forth in the Toll Road Permit and Operating Agreement, dated December 29, 2006, as between the Virginia Department of Transportation and the Airports Authority.

RENEWAL AND REPLACEMENT PROGRAM (R&R) — Funded with Toll Road Revenues to address major maintenance needs and expenditures, including, but not limited to, overlays, bridge deck replacements, erosion and drainage control, and similar projects not normally encompassed in routine maintenance activities.

REVENUES — See "Operating Revenues."

SECOND SENIOR LIEN — Debts that are subordinate to the rights of other, more senior debts issued against the same collateral, or a portion of the same collateral. If a borrower defaults, second lien debts stand behind higher lien debts in terms of rights to collect proceeds from the debt's underlying collateral.

SECURITY FEES — Fees paid by the Transportation Security Administration to the Airports Authority for its costs associated with FAA-required police coverage for passenger screening at departure gates.

SENIOR BONDS — Any bonds or other financing instrument or obligation issued pursuant to the Master Indenture.

SIGNATORY AIRLINE — A scheduled air carrier that has executed the Airline Agreement effective during the period from January 1, 1990, through September 30, 2014.

SOUTH DEVELOPMENT AREA — The South Development Area is an 85-acre complex in the southwest corner of Reagan National. Included in the plan for the South Development Area are various airline/tenant support buildings, the airmail facility, remote public parking lots, the new fuel farm, various maintenance and equipment storage buildings, and the industrial waste treatment plant.

STATEMENT OF OPERATIONS — The Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP). For budget purposes, however, the Statement of Operations has been modified to conform to the provisions of the Airline Agreement. Depreciation includes the annual amount charged by the Airports Authority to recover its investment in capital equipment and capital facility projects acquired by the Airports Authority during the period from June 7, 1987, through September 30, 1989, and to recover its investment in COMIP projects funded from revenues. Capital equipment and capital facility projects acquired by the Airports Authority after October 1, 1989, are treated as operating expenses and are recovered in full in the year purchased. The bond financed CCP and the bond-financed federal pension liability are recovered through debt service.

TERMINAL A — At Reagan National, refers to the historic Main Terminal.

TERMINAL B and C — This terminal at Reagan National was built north of Terminal A and is served by a new dual-level roadway. A number of facilities, including the old North Terminal, were demolished to make way for the new terminal. Terminal B and C have the capacity to handle approximately two-thirds of the Airport's passengers.

TERMINAL RADAR APPROACH CONTROL (TRACON) — An FAA air traffic control facility using radar and air/ground communications to provide approach control services to aircraft arriving, departing, or transiting the airspace controlled by the facility.

TIERS — Term for concourses at Dulles International prior to construction.

TIFIA LOANS — The Transportation Infrastructure Finance and Innovation Act of 1998 (TIFIA), enacted as part of the Transportation Equity Act for the 21st Century (TEA-21), established a new Federal program under which the U.S. Department of Transportation (USDOT) provides credit assistance to major surface transportation projects of national or regional significance. The TIFIA program provides Federal credit assistance to nationally or regionally significant surface transportation projects, including highway, transit, and rail.

TOLL FACILITIES — The Electronic Toll and Transaction Monitor (ETTM) Facilities, Equipment and System and administration/operations buildings, toll booths, canopies, utility connections, lighting facilities, pedestrian tunnels, etc. related to the manual toll collection system, including all manual toll collection equipment and systems.

TOLL REVENUE BONDS — The bond, notes or other financial obligations secured by Toll Revenues outstanding from time to time under the Toll Road Financing Documents, including obligation issued in connection with any TIFIA loans.

TOLL REVENUES — All amounts received by or on behalf of the Airports Authority from tolls and other user fees applicable to vehicles for the privilege of traveling on the Toll Road imposed pursuant to the Toll Road Permit and Operating Agreement, dated December 29, 2006 between the Virginia Department of Transportation (the "Department") and the Airports Authority or from proceeds of any concession or similar agreement as contemplated by Section 18.01(b) of this Agreement, and with the exception of revenues and proceeds arising out of or relation to Reserved Rights of the Department.

Monies collected from customers of the Toll Road by means of cash collection and ETC accounts.

TOLL ROAD — Collectively, (a) the Omer L. Hirst – Adelard L. Brault Expressway (formerly the Toll Road), extending from Virginia Route 28 immediately east of Dulles International to the vicinity of Interstate 495; (b) all related operating assets, tangible and intangible, which are used are used in the operation of the Toll Road; (c) any Capital Improvements located thereon; and (d) any associated assets as identified in Exhibit C of the Toll Road Permit and Operating Agreement which is entitled the “Operations and Maintenance Standards and Performance Requirements”.

TOLL ROAD FINANCING DOCUMENTS — The Indentures and any other documents relating to the issuance of Toll Revenue Bonds issued in accordance with the terms of the Permitting and Operating Agreement, together with any and all amendments and supplements thereto.

TOLL ROAD OPERATIONS — The operation, management, maintenance, rehabilitation, and tolling of and all other actions relating to the Toll Road. Toll Operations typically consist of cash and electronic toll collection, customer service center services, violation processing and toll reconciliation.

TOLL ROAD PURPOSES — Purpose is limited to developing, permitting, design financing, acquisition, construction, installation, equipping, maintenance, repair, preservation, modification, operation, management and administration of the Toll Road or any related Capital Improvements.

TOTAL PASSENGERS — The total of all enplaning passengers and all deplaning passengers. A connecting passenger is counted as both a deplaning passenger and an enplaning passenger.

TRANSFERS — The Signatory Airlines’ share of net remaining revenue for each year. Transfers are applied as credits in the calculation of Signatory Airline rates for rentals, fees, and charges in the next year.

TRANSPORTATION NETWORK COMPANIES - A transportation network company (TNC) is a company that uses an online-enabled platform to connect passengers with drivers

TRANSPORTATION SECURITY ADMINISTRATION (TSA) — As part of the Aviation Security Act passed in November 2001, TSA handles passenger security screening at all U.S. Airports.

U.S. DEPARTMENT OF TRANSPORTATION (U.S. DOT) — The U.S. DOT was established by an act of Congress on October 15, 1966 and consists of multiple agencies, including the FAA, and is charged with the overall responsibility of ensuring a fast, safe, and efficient transportation system.

U.S. IMPLICIT PRICE DEFLATOR INDEX — Refers to the most recently issued year-to-year U.S. Gross National Product (GNP) Implicit Price Deflator Index, issued by the United States Department of Commerce.

VARIABLE RATE BONDS — Variable Rate Bonds are bonds whose yield is not fixed but is adjusted periodically according to a prescribed formula.

VIOLATION ENFORCEMENT SYSTEM (VES) — The collective equipment and procedures that record the occurrence of a violation transaction and vehicle information, and generate the violation notice or citation process.

VIOLATION FEE COLLECTIONS — A fee collected from the motorist or registered owner of the vehicle resulting from a motorist’s failure to pay the proper toll for use of the Toll Road.

VIOLATION PROCESSING — The composite set of procedures, equipment and operations used to determine the occurrence of a toll violation resulting from a motorist’s failure to pay the proper toll for the vehicle classification, and notifying and collecting the sums due from the motorist or registered owner of the vehicle of the violation.

VIRGINIA DEPARTMENT OF TRANSPORTATION (VDOT) — A department of the Commonwealth of Virginia.

WASHINGTON FLYER MAGAZINE — The Airports Authority publishes the Washington Flyer Magazine, which is distributed without charge at the Airports. The purpose of the magazine is to provide helpful information to the users of the Airports and to promote and market the use of the Airports to the frequent traveler in and out of the Washington Metropolitan Area.

WRAP-UP INSURANCE — Traditionally, contractors purchase insurance coverage which is included in their bids. The wrap-up insurance approach removes the obligation for purchasing insurance from the individual contractors. The Airports Authority, using the wrap-up insurance approach, purchases the insurance for the CCP in one package.

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY (WMATA) — An authority created in 1967 by an Interstate Compact to plan, develop, build, finance and operate a balanced regional transportation system in the National Capital area. Construction of the Metrorail system began in 1969.

WIEHLE AVENUE EXTENSION (Phase 1) — The Dulles Metrorail Corridor Project that will extend the Metrorail from the vicinity of West Falls Church Station on the Orange Line to a terminus at the Toll Road / Wiehle Avenue intersection. This will be a temporary terminus until Phase 2 extends the project to its ultimate limits.

WMATA AGREEMENT — An agreement made in 2007 between the Airports Authority and the WMATA for WMATA's oversight services during the term of the Design Build Contract, the provision of rail cars for the Dulles Corridor Metrorail Project, the transfer of the Dulles Corridor Metrorail Project and for other services.

WMATA LATENT DEFECTS RESERVE — As defined and in accordance with the WMATA Agreement, those costs associated with the Metrorail Capital Project and Latent Defects.

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Your Journey Begins With Us.

2016 BUDGET

January 1 through December 31, 2016

Adopted by the Board of Directors on December 16, 2015

Reagan National Airport Celebrating 75 Years Serving the National Capital Region

Ronald Reagan Washington National Airport is rich in historical significance. 'National Airport' opened for business on June 16, 1941. Seventy-five years later, the airport is a bustling aviation hub for travelers who are journeying to or from the nation's capital. Serving more than 20 million passengers and nearly 850 flights daily, the airport is poised for continued success in coming years. The airport's popularity has led to increased passenger traffic, prompting the need to build a new concourse in the near future to accommodate the growth. Reagan National Airport will celebrate its 75th Anniversary in 2016.



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

MWAA.COM