

METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

# 2018 BUDGET

January 1 through December 31, 2018



Washington Dulles International Airport



Dulles Corridor Metrorail



Ronald Reagan Washington National Airport



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  
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PRESENTED TO

**Metropolitan Washington Airports Authority**

**District of Columbia**

For the Fiscal Year Beginning

**January 1, 2017**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **Metropolitan Washington Airports Authority, District of Columbia** for its Annual Budget for the fiscal year beginning **January 1, 2017**.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, 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. 17-31**

### **Adopting the 2018 Budget**

WHEREAS, The Finance Committee has provided direction to the staff regarding major challenges that the 2018 Budget needs to address;

WHEREAS, The Finance Committee received the summary level draft 2018 Budget, prepared by staff, at its October 2017 meeting;

WHEREAS, The Finance Committee considered the recommended 2018 Budget, prepared by staff, at its November 2017 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 Airport Use Agreement and Premises Lease that became effective January 1, 2015, as amended by the First Universal Amendment;

WHEREAS, In order to assist the airlines serving Washington Dulles International Airport (Dulles International) by reducing the level of operating expenses and debt service included in the 2018 airline rates and charges, the recommended 2018 Budget provides (a) for the use of \$43.6 million in Passenger Facility Charge revenues to pay debt service attributable to the AeroTrain and (b) for a transfer to Dulles International of \$35 million from the Airports Authority's share of the 2017 Net Remaining Revenue generated at Ronald Reagan Washington National Airport (Reagan National);

WHEREAS, In order to assist the airlines serving Dulles International, the Commonwealth incentivized the negotiation of a seven-year extension of an amendment to the 2015 Airport Use Agreement and Premises Lease with the airlines at Dulles International by providing to the Airports Authority \$50 million in funding—\$25 million in 2017 and \$25 million in 2018—to reduce airline operating costs and further strengthen the competitive position of Dulles International; and the recommended 2018 Budget applies \$25 million of this Virginia funding in 2018;

WHEREAS, The recommended 2018 Budget provides for a reasonable level of expenditures to be made or to accrue in 2018 (a) from the Aviation Enterprise Fund, to operate Reagan National and 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 2018 to cover these expenditures; now, therefore, be it

RESOLVED, That the 2018 Budget, as presented at the December 2017 meeting of the Board of Directors, is hereby adopted;

2. That the following sums, totaling \$1,110,108,000, are hereby authorized to be expended from the Aviation Enterprise Fund in 2018 for the operation, maintenance, care, improvement and protection of Reagan National and Dulles International Airports:

- (a) \$702,234,000 for the Aviation Operation and Maintenance Program, including \$342,811,000 of this total for debt service;
- (b) \$65,212,000 for the Aviation Capital, Operating and Maintenance Investment Program (COMIP); and
- (c) \$342,662,000 for the Aviation Capital Construction Program (CCP);

3. That the following sums, totaling \$48,866,000, are hereby authorized to be expended from the Aviation Enterprise Fund in 2018 for the following distinct operations within the Operations and Maintenance Program:

- (a) \$31,657,000 for expenses for parking operations;
- (b) \$5,706,000 for expenses for taxi operations;
- (c) \$4,537,000 for expenses for concessions management;
- (d) \$1,900,000 for expenses for Airports Authority-owned buildings at Dulles International;
- (e) \$4,510,000 for expenses for telecommunications against estimated telecommunications revenue of \$4,909,000; and
- (f) \$556,000 for expenses, excluding debt service, for the leaseback of Dulles International Air Traffic Control Tower against estimated revenue of \$3,742,000;

4. That the following sums, totaling \$788,506,000, are hereby authorized to be expended from the Dulles Corridor Enterprise Fund in 2018 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) \$116,600,000 for the Dulles Corridor Operation and Maintenance Program, including \$86,408,000 of this total for debt service;
- (b) \$5,720,000 for the Dulles Corridor Renewal and Replacement (R&R) Program;
- (c) \$626,235,000 for the Dulles Corridor Capital Improvement Program (CIP), consisting of \$51,964,000 for Dulles Corridor Improvements and \$574,271,000 for the Dulles Corridor Rail Project; and
- (d) \$39,951,000 to be transferred to reserve accounts within the Dulles Corridor Enterprise Fund, as identified in the 2018 Budget;

5. That any revenue received or accrued by the Dulles Corridor Enterprise in 2018 that, at the conclusion of 2018, 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 2018 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 2018 is less than the 2018 Expenditures, Obligations and Transfers, a sum equal to the amount of such revenue shortfall shall, at the conclusion of 2018, reduce the amount budgeted to the Stabilization Fund;

6. 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 2018 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 expenditure item or 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);

7. That the new and expanded authorized capital projects identified in the 2018 Budget, in the amount of (i) \$54,104,000 within the Aviation Capital Operating and Maintenance Investment Program, (ii) \$35,738,000 within the Aviation Capital Construction Program, (iii) \$3,368,000 within the Dulles Corridor Renewal and Replacement Program, and (iv) \$19,538,000 within the Dulles Corridor 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>13</u>
Members in Favor	<u>13</u>
Members Against	<u>0</u>
Members Abstaining	<u>0</u>

Adopted December 13, 2017

  
Monica R. Hargrove  
 Monica R. Hargrove, Secretary

# **METROPOLITAN WASHINGTON AIRPORTS AUTHORITY**

## **2018 BUDGET**

JANUARY 1 - DECEMBER 31, 2018

### **BOARD OF DIRECTORS**

*as of December 1, 2017*

Warner H. Session, *Chairman-Elect*  
Earl Adams, Jr., *Vice Chairman-Elect*  
Anthony H. Griffin  
The Honorable Katherine K. Hanley  
Barbara Lang  
The Honorable Robert W. Lazaro, Jr.  
Caren Merrick  
A. Bradley Mims  
Thorn Pozen  
The Honorable David G. Speck  
William E. Sudow  
The Honorable J. Walter Tejada  
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### **EXECUTIVE STAFF**

John E. Potter, President and Chief Executive Officer  
Margaret E. McKeough, Executive Vice President and Chief Operating Officer  
Jerome L. Davis, Executive Vice President and Chief Revenue Officer  
Monica R. Hargrove, Vice President and Secretary  
Andrew T. Rountree, CPA, Vice President for Finance and Chief Financial Officer

### **FINANCE OFFICE STAFF**

Rita Alston, Budget Manager  
Teri Arnold, Rates and Charges Program Manager  
George Kangha, Lead Budget Analyst  
LeChatelier Franklin, Budget Analyst  
Leon Clark, Budget Analyst  
Jay Lee, Budget Analyst

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**Metropolitan Washington Airports Authority**

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December 13, 2017

Members of the Board of Directors  
Metropolitan Washington Airports Authority

To Members of the Board of Directors:

The Recommended 2018 Budget (2018 Budget) for the Metropolitan Washington Airports Authority (Airports Authority) for the period January 1 through December 31, 2018, is herewith presented to the Board of Directors (Board). This submission is consistent in all material respects with the presentation at the September 2017 Board Budget Workshop, the *Draft* 2018 Budget presented in October 2017, and the recommended 2018 Budget presented in November. The 2018 Budget includes annual budgets for both the Aviation Enterprise Fund (Aviation Enterprise) and the Dulles Corridor Enterprise Fund (Dulles Corridor Enterprise). The Aviation Enterprise accounts for activity at Ronald Reagan Washington National Airport (Reagan National) and Washington Dulles International Airport (Dulles International) while the Dulles Corridor Enterprise accounts for the activities related to the Dulles Corridor Metrorail Project (Metrorail Project) and the operation, maintenance, and improvements of the Dulles Toll Road (Toll Road) and the Dulles Corridor.

The Airports Authority, established in 1986 with the consent of the Congress of the United States and the governments of the Commonwealth of Virginia and the District of Columbia, manages and operates Reagan National and Dulles International, collectively the Airports, which together serve more than 46 million passengers a year. Operating responsibility was transferred to the Airports Authority in June 1987. In 2017, the Airports Authority recognized 30 years of successful operation. 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 mission of the Airports Authority is to provide a safe, reliable 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, with the exception of certain discretionary grants from the federal government and the Commonwealth of Virginia.

Both business Enterprises continue to serve a large and robust Washington, DC region. The population of the Airports Authority service region has grown to over 6.1 million, a 14.1 percent increase since 2007, which was the fifth highest population growth in the nation for the period. The service region's population growth averaged 1.5 percent annually between 2007 and 2016, consistently exceeding the national average of 0.8 percent.<sup>1</sup> This presents the Airports Authority with many opportunities as well as various unique challenges. The 2018 Budget for both Enterprises considers in-depth these opportunities and challenges as we continue on our journey of success.

A discussion of the 2018 Budgets for the Aviation Enterprise and Dulles Corridor Enterprise follows:

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<sup>1</sup> U.S. Department of Commerce, Bureau of Economic Analysis.

## **Aviation Enterprise**

The 2018 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 to manage the airline cost structure and maximize the Airports' competitive position. The 2018 Budget is developed using forecasted activity for airline passenger levels and non-airline revenues, along with expenses for operating programs and infrastructure maintenance, consistent with provisions of the Airport Use Agreement and Premises Lease (the Airline Agreement), and review of the economic outlook data of the region and the overall airline industry.

In 2018, the Airports Authority continues to focus on generating non-airline revenue, aligning our available resources based on airline activity levels at each Airport, and maintaining strong bond ratings resulting in the lowest cost of capital for airlines to operate at the Airports. The Airports Authority will also continue the investment in our employees with performance pay, health and retirement benefits, and employee professional development and leadership programs.

### **The 2018 Budget for the Aviation Enterprise Fund 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 concessions, certain discretionary federal grants, and other revenues. The 2018 Budget for operating expenses is \$702.2 million. Excluding debt service, this represents only a 1.8 percent increase above the 2017 Budget or a 3.2 percent increase above the 2017 Budget including debt service. The O&M program is net of a reduction of \$9.1 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 prior year(s). The 2018 new program authorization for the COMIP is \$54.1 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 2018 new program authorization for the CCP is \$35.7 million.

## **Airport Use Agreement and Premises Lease**

The Airports Authority's business relationship with the airlines operating at both Airports is governed by a formal negotiated Airline Agreement. In November 2014, the Airports Authority's Board approved a new Airline Agreement effective January 1, 2015, with a ten-year term for Reagan National, and a three-year term for Dulles International. In July 2016, the First Universal Amendment to the 2015 Airline Agreement was approved by the Airports Authority's Board, extending the agreement by seven years to 2024 for Dulles International to be co-terminus with Reagan National expiration terms. In 2016, the Commonwealth of Virginia passed a budget bill that provides a grant of \$50.0 million, \$25.0 million in airport funding per year in 2017 and 2018 for Dulles

International to reduce airline operating costs and to further strengthen the competitive position of Dulles International.

The 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 2018 Budget has been developed in accordance with the terms and conditions contained within the Airline Agreement, including these provisions:

- Any required expenditures associated with the Capital Construction Program (CCP) at both Airports have been included.
- Net Remaining Revenue (NRR) generated at Reagan National in 2017 and 2018 will be shared 55 percent with the Airports Authority and 45 percent with the Airlines.
- The Airports Authority will use its share of NRR generated in 2017 from Reagan National at Dulles International in 2018, up to \$35.0 million.
- NRR generated at Dulles International is shared between the Airports Authority and Dulles International airlines (generally 50 percent to airlines and 50 percent to the Airports Authority up to a "plateau" amount of \$16.3 million in 2017 and \$16.5 million in 2018, and 75 percent to airlines and 25 percent to the Airports Authority for the amounts above the plateau).
- Debt Service Coverage payments from airlines for airline-supported cost centers at both Airports, in years 2018 through 2023 is 30 percent.

The centerpiece of the 2015 Airline Agreement at Reagan National includes the Board approved \$1.0 billion ten-year CCP that will provide for an additional north concourse; new security checkpoints in National Hall; Terminal A renovations; and various airfield, roadways, utility, and other enabling projects. The CCP at Reagan National is 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.

The initial 2015 Airline Agreement at Dulles International includes the Board approved \$142.0 million 2015-2017 three-year CCP that will provide for maintenance investment in existing infrastructure. The First Universal Amendment to the 2015 Airline Agreement added \$445.6 million, and was authorized by the Board in the 2017 Budget, for terminal buildings including utility upgrades to Concourse C/D, capacity enhancements to the International Arrivals Building, baggage handling improvements, existing aircraft upgrades to accommodate additional international service, construction of four additional domestic gates, airfield pavement, passenger conveyance systems, airport-wide utility systems, roads, and other support projects. The CCP at Dulles International will be primarily debt-funded, and the Airports Authority will seek grant funding where available.



**2018 Aviation Planning Assumptions**

**Outlook for the Economy and the Airports Service Region**

The economic outlook for the Airports service region generally depends on similar factors to those for the nation, although changes in federal spending may have a greater effect on economic growth and employment. According to the Bureau of Economic Analysis, the Gross Domestic Product (GDP) for the states/federal district (Virginia, Maryland and District of Columbia) in the Washington, DC Metropolitan area grew on average by 1.6 percent in the first quarter of 2017 compared to the first quarter of 2016.

The region continues to have a strong per capita income which is 34.9 percent higher than the national average, driven by its highly educated workforce. While the Airports Authority's service region population accounts for only 1.9 percent of total U.S population, it generates 2.7 percent of the total U.S GDP.

**Airports Authority Airline Activity**

**Table 1-1: Enplanements and Landed Weights**

	Actual	Projections*		2018 Projections vs. 2017 Projections
	2016	2017	2018	Percent Change
<b>Reagan National</b>				
Domestic	11,600	11,779	11,874	0.8%
International	167	171	176	2.9%
Total Enplanements	11,767	11,950	12,050	0.8%
Landed Weights	14,037	13,825	13,950	0.9%
<b>Dulles International</b>				
Domestic	7,145	7,350	7,538	2.6%
International	3,719	3,775	3,837	1.6%
Total Enplanements	10,864	11,125	11,375	2.3%
Landed Weights	16,726	16,640	16,975	2.0%
<b>Airports Authority System-wide</b>				
Domestic	18,745	19,129	19,412	1.5%
International	3,886	3,946	4,013	1.7%
Total Enplanements	22,631	23,075	23,425	1.5%

\* Source: Series 2017A Official Statement - Report of the Airport Consultant as adjusted October 2017 by internal forecasts.

Enplanements includes signatory, non-signatory and other; landed weights includes signatory, non-signatory, general aviation and other.

Enplanements in thousands of passengers; Landed Weights in millions of pounds.

The Airports Authority's system-wide enplanements are projected to increase 1.5 percent in 2018 over 2017 forecasted enplanements.

Reagan National enplanements are projected to increase 0.8 percent in 2018 over the 2017 forecast, and actual 2018 enplanements at Reagan National are expected to reach a historic high for the eighth consecutive year. The number of takeoffs and landings at Reagan National are controlled by federal permits known as "slots." While we do not anticipate slot changes in 2018, legislation reauthorizing the Federal Aviation Administration could impact slots. The modest projected growth for Reagan National in 2018 is primarily attributable to the airlines' estimated available scheduled seats.

Domestic enplanements at Dulles International are projected to increase 2.6 percent in 2018 above the 2017 forecast, and international enplanements are projected to increase 1.6 percent above the 2017 forecast. The 2018 combined domestic and international enplanement projections at Dulles International are 2.3 percent above the 2017 forecast. The growth at Dulles International is attributable to actual traffic in 2017 and an increase of scheduled seat availability. It is expected that most of the long-term increase in domestic passenger demand generated by economic growth in the Airport's service region will continue to be accommodated at Dulles International.

### 2018 Aviation Enterprise Fund Program Budget Highlights

#### Signatory Airline Average Cost per Enplanement

Cost per enplanement (CPE) is computed as total airline costs divided by the number of signatory enplaned passengers. The 2018 Budget results in a signatory airline average CPE of \$11.84 at Reagan National and \$17.82 at Dulles International.

At Reagan National, the decrease of 16.1 percent from the budgeted 2017 average CPE is reflective of the changes included in the new Airline Agreement providing for the sharing of NRR, an increase in transfers, and a modest forecasted increase to 2018 enplanements.

At Dulles International, the decrease of 6.1 percent from budgeted 2017 average CPE reflects a projected 2.3 percent increase in enplanements, an increase in transfers with offsets of \$35.0 million NRR from Reagan National to airline supported cost areas, and the application of the \$25.0 million grant from the Commonwealth of Virginia. Also, \$43.6 million of PFCs will offset a portion of debt service at Dulles International for the AeroTrain.

**Table 1-2: Signatory Airline Average Cost Per Enplanement Comparison\***

	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget Percent
Reagan National	\$ 13.44	\$ 14.12	\$ 11.84	(16.1%)
Dulles International	21.00	18.97	17.82	(6.1%)
<b>Combined</b>	<b>\$ 17.06</b>	<b>\$ 16.44</b>	<b>\$ 14.74</b>	<b>(10.4%)</b>

\* Signatory Airline Cost Per Enplanement excludes settlement.

**Aviation Operation and Maintenance Program**

**Operating Revenues**

**Table 1-3: Comparison of Revenues**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Operating Revenue</b>					
Reagan National	\$ 293,299	\$ 303,891	\$ 280,057	\$ (23,833)	(7.8%)
Dulles International	<u>432,646</u>	<u>409,755</u>	<u>427,688</u>	<u>17,932</u>	4.4%
<b>Total Operating Revenues</b>	<b><u>\$ 725,945</u></b>	<b><u>\$ 713,646</u></b>	<b><u>\$ 707,745</u></b>	<b><u>\$ (5,901)</u></b>	<b>(0.8%)</b>
<b>Transfers (prior year)*</b>					
Reagan National	\$ -	\$ -	\$ 35,212	\$ 35,212	0.0%
Dulles International	<u>101,118</u>	<u>99,485</u>	<u>108,953</u>	<u>9,468</u>	9.5%
<b>Total Transfers (prior year)</b>	<b><u>\$ 101,118</u></b>	<b><u>\$ 99,485</u></b>	<b><u>\$ 144,165</u></b>	<b><u>\$ 44,680</u></b>	<b>44.9%</b>
<b>Combined</b>					
Reagan National	\$ 293,299	\$ 303,891	\$ 315,269	\$ 11,379	3.7%
Dulles International	<u>533,764</u>	<u>509,240</u>	<u>536,641</u>	<u>27,401</u>	5.4%
<b>Total</b>	<b><u>\$ 827,063</u></b>	<b><u>\$ 813,131</u></b>	<b><u>\$ 851,910</u></b>	<b><u>\$ 38,779</u></b>	<b>4.8%</b>

\* Transfers are the airlines share of Net Remaining Revenue.

The Airports Authority generates most of its operating revenues 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, excluding airline transfers (transfers are the signatory airlines share of prior year NRR and are applied as a credit to calculate the current year airline rates and charges) for 2018, is projected at \$707.7 million, a 0.8 percent decrease from the 2017 Budget. The decrease is primarily in airline revenue reflecting the application of \$35.0 million of NRR from Reagan National, and the application of the second installment of \$25.0 million from the Commonwealth of Virginia. It is estimated that Reagan National will generate \$42.7 million in NRR to the Airports Authority in 2017, of which \$35.0 million will be credited to airline-supported cost centers at Dulles International to mitigate airline rates and charges in 2018. Under the formula set forth in the Airline Agreement, the Airports Authority retains an increased share of NRR from Reagan National and has the ability to use such NRR to reduce the requirement for airline rentals, fees and charges at Dulles International, up to a maximum of \$35.0 million generated in year 2017. It is estimated that Dulles International will generate \$155.6 million in NRR in 2017, of which the Airports Authority share is estimated at \$46.6 million which will be used to fund 2018 COMIP projects at Dulles International.

**Table 1-4: Concession Revenue**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Reagan National	\$ 119,140	\$ 120,241	\$ 120,989	\$ 749	0.6%
Dulles International	<u>158,449</u>	<u>154,560</u>	<u>174,694</u>	<u>20,134</u>	13.0%
<b>Total</b>	<b><u>\$ 277,589</u></b>	<b><u>\$ 274,800</u></b>	<b><u>\$ 295,683</u></b>	<b><u>\$ 20,883</u></b>	<b>7.6%</b>

Non-airline revenues are also a major component of the Airport Authority's operating revenues and concession revenue makes up the largest share. Concession revenue is projected to increase 7.6 percent above the 2017 Budget primarily due to the growth in passengers, the expanded ground transportation program at both Airports, and the newly executed fixed based operator contract for general aviation at Dulles International.

The Terminal Concessions Redevelopment Program continues to attract positive responses from passengers at both Reagan National and Dulles International, and December 2017 will mark the expected completion of the program with over 140 new stores redeveloped or opened featuring local, regional, and national concepts; Chef-driven restaurants; and internationally renowned retailers. The next several years will focus on refreshing select locations to better provide more passenger amenities as part of the travel experience, including more seating and more electrical recharging options.

### Operating Expenses

The total 2018 operating expenses including debt service are projected at \$702.2 million, which is a 3.2 percent increase over 2017. The 2018 operating expenses, excluding debt service are projected at \$359.4 million; this is a 1.8 percent increase from the 2017 Budget. Total gross debt service is \$386.4 million, an increase of 3.8 percent from 2017. Of this debt service amount, \$107.7 million is for the AeroTrain, and \$43.6 million will be funded with PFCs. Accordingly, 2018 net debt service is \$342.8 million or a 4.8 percent increase from the 2017 Budget.

The 2018 Budget operating expenses were prepared with an emphasis on current resource requirements, cost transparency, cost curtailment, cost efficiency, governance and accountability with offices submitting a detailed breakdown of all non-personnel expense categories to justify budget submission levels. Other than debt service, the slight increase primarily reflects the 2.3 percent increase in personnel compensation and benefits offset by decreases in other expense categories.

**Table 1-5: Comparison of Expenses with Cost Allocation Applied**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Reagan National	\$ 62,603	\$ 68,492	\$ 70,563	\$ 2,070	3.0%
Dulles International	133,834	138,976	138,703	(273)	(0.2%)
Consolidated Functions	69,567	90,902	94,970	4,068	4.5%
Public Safety	52,214	54,662	55,186	524	1.0%
<b>Total Operating Expenses</b>	<b>\$ 318,217</b>	<b>\$ 353,033</b>	<b>\$ 359,423</b>	<b>\$ 6,390</b>	<b>1.8%</b>
Reagan National Debt Service	\$ 74,416	\$ 79,206	\$ 85,237	\$ 6,031	7.6%
Dulles International Debt Service					
Debt Service	289,707	292,899	301,174	8,275	2.8%
Less: PFC Commitment	(43,500)	(45,000)	(43,600)	1,400	(3.1%)
Net Dulles International Debt Service	246,207	247,899	257,574	9,675	3.9%
<b>Total Annual Debt Service</b>	<b>\$ 320,624</b>	<b>\$ 327,106</b>	<b>\$ 342,811</b>	<b>\$ 15,706</b>	<b>4.8%</b>
<b>Total Operating Program</b>	<b>\$ 638,840</b>	<b>\$ 680,139</b>	<b>\$ 702,234</b>	<b>\$ 22,095</b>	<b>3.2%</b>

**Funding of Debt Service for AeroTrain Costs**

The 2018 Budget proposes to use \$43.6 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 the subsequent Board Resolution No. 08-21*. The 2018 debt service for the AeroTrain is estimated at \$107.7 million, and the 2018 Budget assumes \$43.6 million of this debt is funded with PFC revenue. Previous Budgets for fiscal years 2010 through 2017 allocated PFCs for AeroTrain debt service totaling \$82.0 million, \$50.0 million, \$40.0 million, \$42.0 million, \$40.0 million, \$42.5 million, \$43.5 million, and \$45.0 million respectively.

**Cost Allocation**

The 2018 Aviation Budget includes a reduction of \$9.1 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 \$9.1 million, \$5.4 million is budgeted to be allocated to the Toll Road. The remaining \$3.7 million is budgeted to be allocated as administrative overhead for the Dulles Metrorail Project. Annually, the final allocation of costs is prepared by an external cost allocation consultant.

**Table 1-6: Cost Allocation**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Aviation O&M Prior to Cost Allocation*	\$ 327,162	\$ 362,348	\$ 368,533	\$ 6,185	1.7%
Cost Allocation - Road	(5,368)	(5,421)	(5,414)	7	(0.1%)
Cost Allocation - Rail	(3,577)	(3,894)	(3,696)	198	(5.1%)
<b>Net Aviation O&amp;M*</b>	<b>\$ 318,217</b>	<b>\$ 353,033</b>	<b>\$ 359,423</b>	<b>\$ 6,390</b>	<b>1.8%</b>

\* Excludes Debt Service.

**Personnel Compensation**

Excluding debt service, employee salaries and benefits represents the largest component of the Airports Authority’s operating budget. The 2018 Budget includes a total of \$4.1 million for incumbent staff compensation increases through the Pay for Performance (PfP) program and Performance Management Partnership (PMP) program for the performance period January 1 through December 31, 2017, reflecting an average increase of 3 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 2018 are based on the parameters of the PfP and PMP programs.

The PfP and PMP programs establish specific goals for individuals and work groups, and encourage productive communication between supervisors and employees. The PfP and PMP programs evaluate employees based on performance, with salary adjustments based on achieving performance goals. Personnel expenses also reflect overtime, premium pay, and special employee pay based on historical usage.

**Employee Benefits**

The Airports Authority's 2018 budget for employee health insurance will increase by 7.8 percent with no significant changes to plan coverage. The increase reflects premium increases, coverage of additional employees, and the projected increase in medical trend of 4.9 percent, which is below the industry projected trend of 6.5 percent in 2018. The 2018 Budget for life insurance is projected to increase by \$70.2 thousand due to a slight increase in the retiree headcount.

The 2018 budgeted personnel expenses reflect actual staffing projections. Career position staffing is proposed to increase by 29 positions, including the conversion of 15 non-career term positions within the Office of Technology. Non-career position staffing is proposed to increase by 11 positions to support various new initiatives. Detailed career position descriptions are included in the Airports Authority's staffing section of the 2018 Budget.

**Table 1-7: 2018 Additional Full-Time Career Positions**

	Total Positions 2018
<b>Consolidated Functions</b>	
<b>Office of Human Resources and Administrative Services</b>	
Manager, Organizational Design and Management	1
<b>Office of Technology</b>	
Deskside Specialist	3
Lead Web Developer (Drupal)	1
Mobile Solutions Developer	1
Business Intelligence Specialist, Data/Extract Transform and Load	1
Service Oriented Architecture (SOA) Solution Developer	1
Information Technology (IT) Security Technician	1
Network Engineer	1
Network Engineer (Data)	1
Network Engineer (Voice Over Internet Protocol)	1
Server Administrator	3
Server Administrator (SharePoint)	2
Server Administrator (Virtual)	1
Public Safety Systems Administrator	1
<b>Total Consolidated Functions</b>	<b>19</b>
<b>Reagan National</b>	
Safety and Security Specialist	1
Exterior Electrician	1
Asset Maintenance Coordinator	1
Project Coordinator	1
Interior Electrician	1
<b>Total Reagan National</b>	<b>5</b>
<b>Dulles International</b>	
Mobile Lounge Operator	5
<b>Total Dulles International</b>	<b>5</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b>29</b>



**Technology Roadmap**

The 2018 Budget continues to fund the Airports Authority's migration of its Human Capital Management and Financials functions into a single Software as a Service (SaaS) platform. The new platform will meet our human capital management, payroll, and financial requirements, provide for a cloud-based model with strengthened controls and audit trails, and provide long-term cost savings. The expected go-live date for human resource management and financials are planned for the first and third quarter of 2018, respectively. Additionally, new authorization for an Enterprise Asset Management system, which will replace three current multi-interfaced systems with a single SaaS solution, is included in the 2018 COMIP Budget. This new system will consolidate certain staff support resources that are currently duplicated at each Airport. Other technology-related projects funded within the 2018 Budget include customer relationship management platforms for managing and analyzing customer interactions, wayfinding tools to assist passengers navigating through our Airports, design of Airports Authority-specific applications, and enhancement of the Dulles International ticket counter and gate display.

**Corporate Office Building**

The Corporate Office Building (COB) staff previously located on Reagan National's campus was successfully relocated in April 2017 to a new building in Crystal City, Virginia to make way for the planned construction of the New North Concourse at Reagan National which replaces the hardstands currently used for regional airplane operations. The Airports Authority signed an eleven-year lease for this office space. The cost associated with the first full year of the lease requirement is \$3.3 million in 2018, a \$1.1 million increase from the 2017 Budget.

**Non-Airline Revenue Enhancement**

The 2018 Budget continues to support the activities and responsibilities of the offices reporting to the Executive Vice President and Chief Revenue Officer in their continuing investment to generate additional non-airline revenue. The 2018 Budget includes an additional \$400 thousand in the COMIP for support of these activities.

**Customer Service**

The Airports Authority continues to focus on improving the customer experience with improved wayfinding and flight information display systems, a newly redesigned website with tools to help customers more efficiently search for flight information, navigate the Airports and select places to shop and dine. At Dulles International, the automatic kiosks for global entry, automated control and mobile app systems serve to expedite clearance of international passengers.

**Utilities**

Utility costs decreased by \$546 thousand based on continued participation in an electric cooperative purchasing program, and lower usage from more energy efficient programs.

**Other Highlights**

Maintenance of facilities, including the airport terminals, concourses and buildings, is accomplished with a balance of both in-house and contractual personnel. Information technology services and Data Center lease requirements were increased by \$1.0 million which was offset by reductions in utilities and administrative supplies estimates. Security and safety requirements such as airport access control systems, police overtime, and costs for guard services are included in the 2018 Budget.

**Aviation Capital, Operating and Maintenance Investment Program**

The 2018 new program authorization for the COMIP is at \$54.1 million, which is funded by NRR from the prior year(s). This includes \$19.3 million at Reagan National and \$34.8 million at Dulles International. Additionally, a total of \$4.0 million from previously authorized but under budget or canceled COMIP projects, is reprogrammed, which nets to zero, and is used to fund unanticipated future requirements as they arise. The 2018 COMIP includes \$11.0 million for replacement of various capital equipment items at Reagan National and Dulles International.

**Table 1-8: 2018 COMIP New Authorization – Reagan National**

(dollars in thousands)	<u>New Authorization</u>
<b>Reagan National</b>	
2018 DCA Capital Equipment	\$ 2,610
Airfield Paving	2,000
Enterprise Asset Management System	1,500
Baggage Claim Carousel Rehabilitation / Replacement in Terminal B/C	1,411
Data Center Consolidation Phase II and III	1,400
Passenger Loading Bridge (PLB) Rehabilitation	1,300
Baggage Handling System (BHS) Make Up Units in Terminal B/C	1,170
Hangar 3 Roof Replacement	1,100
Snow and Airport Recovery and Restoration Reserve	1,000
2018 Public Safety Capital Equipment	755
Vehicle Movement Area Transponders (VMATs)	600
Industrial Waste Treatment Plant Drying Bed	570
Central Plant High Temperature Hot Water (HTHW) Boiler Retubing	500
Ground Power Unit Replacement	480
Environmental Compliance Program	385
Garage A Elevator Rehabilitation	350
Web Technology - Passenger Centric Technology	350
Blast Proof Trash Receptacles	300
Reagan National Parking Garages A, B, C Interior Painting	265
Terminal B/C Baggage System Fire / Security Door Replacement	250
Airport Environmental Decision Tool (AEDT) Noise Contours	250
Insurance Reserve	250
2018 Public Parking Capital Equipment	147
Public Safety Communication Center Equipment	115
2018 Corporate Office Building - Capital Equipment (Vehicles)	102
Obstacle and Tree Removal	100
2018 Corporate Office Building - Multi-Function Copiers	33
2018 DCA Multi-Function Copiers	17
<b>Total Reagan National</b>	<b>\$ <u>19,310</u></b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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**Table 1-8(a): 2018 COMIP New Authorization – Dulles International**

(dollars in thousands)	<u>New Authorization</u>
<b>Dulles International</b>	
Airports Authority's Metrorail Contribution for Non-PFC Eligible Costs	\$ 5,000
Airfield, Pavement Maintenance and Joint Sealing	3,500
2018 Public Parking Capital Equipment	2,560
2018 IAD Capital Equipment	2,265
2018 Public Safety Capital Equipment	2,000
Baggage Handling System Maintenance Repairs	1,805
Enterprise Asset Management System	1,500
Snow and Airport Recovery and Restoration Reserve	1,500
Data Center Consolidation Phase II and III	1,400
Resurface Purple Lot	1,300
Services and Supplies Reserve	1,000
Mobile Lounge / Plane Mate Interior Renovations / Enhancements - Ph. II of III	800
Landside Roadway Rehabilitation	750
Security Improvements Access Control (APC-ISTAR Conversion)	750
Closed-Circuit Television (CCTV) Camera Upgrades	750
West Domestic Water Tank (Reservoir) Rehabilitation	600
Vehicle Movement Area Transponders (VMATs)	600
Permanent Modified Egress in IAB	500
Hardstand Permanent Power at Gate R28	500
Airport Environmental Design Tool (AEDT) Noise Contours	500
New Communications Ducts under Route 28	500
Roof Top Unit (RTU) Replacement Program	400
Communication Room Fire Suppression System Upgrade	400
Revenue and Branding Opportunities	400
Police Firing Range Roadway Improvements	350
Web Technology – Passenger Centric Technology	350
Airfield Storm Sewer Inlet Erosion / Sinkhole Repairs	335
Security Holdroom Furniture	275
Insurance Reserve	250
Chiller Overhaul in the Utility Building	200
Public Parking Operations Enhancements	200
Elevators, Escalators and Moving Walkways Rehabilitation	190
Tree Obstacle Mitigation Phase 2	150
Western Lands Development	150
Self-Contained Breathing Apparatus	148
Public Safety Communication Center Equipment	115
2018 Corporate Office Building - Capital Equipment (Vehicles)	102
Security Escort Management System	100
Carpet Replacement	100
Concourse A, Gates A1-A6 Interior Lighting Upgrade	100
Concourse C/D Holdroom Door Rehab	100
Guest Assistance Counters in the Ground Transportation Counters	100
2018 IAD Multi-Function Copiers	91
Roadway behind Police Station - Design only	75
2018 Corporate Office Building Multi-Function Copiers	33
<b>Total Dulles International</b>	<b>\$ 34,794</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 54,104</b>

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

The Airports Authority has agreed to contribute 4.1 percent of the 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; \$5.0 million was programmed in each of the 2012, 2013, and 2014 COMIP budgets for any non-PFC eligible costs, an additional \$3.9 million for 2015, \$3.0 million for 2016, \$3.5 million for 2017, and \$5.0 million is included for 2018. The total current available contribution is \$30.5 million. Additional installments will be recommended in future budgets as deemed necessary to meet the Airports Authority’s commitment.

### Aviation Capital Construction Program

In delivering the Capital Construction Program, the Airports Authority continues the emphasis on program management, cost and schedule control, construction safety, and quality assurance. The CCP is based on facility needs and financial feasibility, specifically as provided for in the Airline Agreement.

CCP projects at Reagan National include “Project Journey”, the design and construction of a New North Concourse, various enabling projects including airfield, roads, and systems projects associated with the concourse project as well as constructing new security screening and converting National Hall in Terminal B/C to a post security area. Other projects include preliminary planning and design to potentially expand or replace Terminal A. The 2018 new authorization for Reagan National is \$35.7 million in additional funding for airfield geometry improvements, Taxiway N relocation, and reconstruction of a sanitary sewer system from Terminal C to the North Pump Station. The estimated 2018 expenditures excluding capitalized interest at Reagan National is \$229.4 million.

The First Universal Amendment to the 2015 Airline Agreement added \$445.6 million of additional capital projects, primarily to address upkeep to existing infrastructure. The Dulles International 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 general repair and maintenance of the two Airports Authority-owned office buildings. Other projects include airfield pavement panel replacement, roadway, and utility system improvements, and funding for various engineering planning studies. No new authorization is requested at Dulles International for 2018. The estimated 2018 expenditures excluding capitalized interest at Dulles International is \$108.2 million. This includes the contribution from the Aviation Enterprise to the Dulles Metrorail project.

**Table 1-9: 2018 CCP New Authorization – Reagan National**

(dollars in thousands)	New Authorization	Estimated Funding	
		Bonds	Grants
<b>Reagan National</b>			
Airfield Geometry Improvements*	\$ 22,855	\$ 5,714	\$ 17,141
Taxiway N Relocation Phase I*	10,000	2,500	7,500
Sanitary Sewer Main Reconstruction - Terminal C to North Pump Station	2,883	2,883	-
<b>Total Reagan National</b>	<b>\$ 35,738</b>	<b>\$ 11,097</b>	<b>\$ 24,641</b>

\*Airport Improvement Program (AIP) Grant Eligible - 75% via Grant and 25% via Airports Authority.

## **Dulles Corridor Enterprise**

The 2018 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, requirements of the Toll Road Permit and Operating Agreement (December 2006) with the Commonwealth of Virginia, and Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan Agreement (August 2014) with the Department of Transportation. New authorization for the Renewal and Replacement (R&R) Program and Capital Improvement Program (CIP) Other than Rail is developed based on the TIFIA terms and conditions requiring an independent consultant to develop a life cycle cost report.

**The 2018 Budget for the Dulles Corridor Enterprise Fund consists of three Programs:**

- The *Dulles Corridor Enterprise Fund Operation and Maintenance (O&M) Program* is the financial plan for operating the Toll Road and includes debt service for the Metrorail Project and contributions to reserves. No toll increase is anticipated through 2018. The operation and maintenance program is funded from Toll Road revenue. The total 2018 revenue is estimated to be \$156.6 million. This reflects a decrease of 0.4 percent as compared to the 2017 Budget. The 2018 operating expense estimate, excluding debt service requirements, financing fees, and other reserve contributions, is \$30.2 million; this is a decrease of 0.5 percent compared to the 2017 Budget. Debt service and financing fees are estimated at \$86.4 million; this is a 28.2 percent increase over the 2017 Budget.
- The *Dulles Corridor Enterprise Fund Renewal and Replacement (R&R) 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 2018 new program authorization to the five-year life cycle plan is \$3.4 million.
- The *Dulles Corridor Enterprise Fund Capital Improvement Program (CIP)* 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, the Northern Virginia Transportation Authority, and the Airports Authority. The 2018 new program authorization to the five-year life cycle plan is \$19.5 million.

## **Dulles Corridor Operation and Maintenance Program**

The Dulles Corridor Enterprise Fund budgeted revenues are \$156.6 million. The 2018 revenue estimate assumes no toll increase. Budgeted operating expenses of the O&M Program are \$30.2 million, a decrease of 0.5 percent. Debt Service and financing fees are budgeted at \$86.4 million, which is a 28.2 percent increase over 2017. The debt service is primarily on Dulles Toll Road revenue bonds and the TIFIA loan issued to finance the Metrorail Project. The debt service estimate for 2018 is net of a \$15.0 million grant from the Commonwealth of Virginia. The state funding is part of a \$150.0 million grant that was provided to mitigate required increases in toll rates. There is \$40.0 million budgeted in reserve contributions, including \$21.3 million to a TIFIA Debt Service Reserve Fund, \$8.4 million to a Corridor Capital Improvements Reserve, \$2.1 million to a Renewal and Replacement Reserve, and \$7.7 million to the Dulles Corridor Enterprise Reserve and Toll Rate Stabilization Fund.

**Table 1-10: Dulles Corridor Operating Revenues and Interest Income**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Electronic Toll Collection Revenue	\$ 128,854	\$ 136,111	\$ 135,522	\$ (589)	(0.4%)
Cash Toll Revenue	22,877	18,561	18,480	(80)	(0.4%)
<b>Subtotal Operating Revenues</b>	<b>\$ 151,731</b>	<b>\$ 154,672</b>	<b>\$ 154,003</b>	<b>\$ (669)</b>	<b>(0.4%)</b>
Interest Income	\$ 1,901	\$ 2,461	\$ 2,548	\$ 87	3.5%
<b>Total Revenues</b>	<b>\$ 153,632</b>	<b>\$ 157,153</b>	<b>\$ 156,551</b>	<b>\$ (582)</b>	<b>(0.4%)</b>

**Table 1-11: Dulles Corridor Operation and Maintenance Program**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Operating Expenses	\$ 29,192	\$ 30,330	\$ 30,192	\$ (138)	(0.5%)
Debt Service and Financing Fees	73,612	67,378	86,408	19,030	28.2%
<b>Total Operating Program</b>	<b>\$ 102,804</b>	<b>\$ 97,708</b>	<b>\$ 116,600</b>	<b>\$ 18,892</b>	<b>19.3%</b>

### Dulles Corridor Renewal and Replacement Program

The 2018 Renewal and Replacement (R&R) Program expenditures is \$5.7 million for various projects including sound wall repair, bridge, structures and canopy repairs, guardrail, traffic barrier and fencing rehabilitation, landscape maintenance, pavement repairs, utility survey, and rehabilitation. The R&R Program is developed based on TIFIA terms and conditions requiring an independent consultant to develop a life cycle cost report. The 2018 new program authorization based on the five-year plan is \$3.4 million. The 2018 plan includes \$1.3 million in reprogrammings, which net to zero, from scope changes, completed or canceled projects to be used for existing projects.

**Table 1-12: 2018 R&R Program New Authorization**

(dollars in thousands)	New Authorization
Dulles Toll Road Pavement Repairs	\$ 1,504
Culvert and Erosion Repairs	1,351
Repair of Sound Walls	513
<b>Total Renewal and Replacement Program</b>	<b>\$ 3,368</b>



## **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 (Metrorail Project - 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 \$76.0 million of project costs. Phase 1 received a commitment of \$900.0 million in New Starts funding from the Federal Transit Administration (FTA). Fairfax County provided a fixed contribution of \$400.0 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 provided \$51.7 million in Virginia Transportation Act (VTA) 2000 revenues from 2004 through 2007, an additional \$125.0 million of Commonwealth Transportation Board (CTB) Bonds, and \$75.0 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 included 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 \$150.0 million which is being used to pay debt service in order to mitigate toll increases of which \$120.0 million has been used through 2017. The Commonwealth has also funded an additional \$300.0 million in capital costs. The revised budget authorization for Phase 2 of the Metrorail Project, including contingency, is \$2.778 billion. Phase 2 Parking Garages are being constructed and funded directly by Fairfax and Loudoun Counties. The Phase 2 Project has also been awarded \$60.0 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 2013. 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 the summer of 2014. The estimated construction completion date is in 2020.

**Other Dulles Corridor Capital Improvements**

The 2018 Capital Improvement Program (CIP) Other than Rail expenditures is \$52.0 million for various projects, including studies, Toll Road rehabilitation, Intelligent Transportation Systems as well as Tolling projects. The Capital Improvement Program Other than Rail is developed based on TIFIA terms and conditions requiring an independent consultant to develop a five-year life cycle cost report. The 2018 new program authorization based on the five-year plan is \$19.5 million. The 2018 plan includes \$5.4 million in reprogrammings from scope changes, which net to zero, for completed or canceled projects to be used for existing projects.

**Table 1-13: 2018 CIP New Authorization**

(dollars in thousands)	New Authorization
Programmable Signage	\$ 15,981
Toll Collection System (New Collection System)	2,209
Toll Booth Replacement	706
Toll Plaza Electrical Panel Rehabilitation	641
<b>Total Dulles Corridor Capital Improvement Program</b>	<b>\$ 19,538</b>

## Summary

The 2018 Budget as developed continues to manage resources through cost containment, and derived efficiencies through contract consolidation and other strategies for out-sourced service contracts. The 2018 Budget incorporates various strategic priorities and considerations, including the application of the second installment of the \$25.0 million Commonwealth of Virginia grant to assist with increasing the competitiveness of Dulles International.

The conservative financial management, including execution of debt refinancing opportunities, has contributed to the Airports Authority's ability to maintain its 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 Fitch<sup>2</sup>. 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, DC region and is cautiously optimistic about the aviation industry in 2018.

The Airports Authority continuously works to ensure that it is a good steward of tolls paid by Toll Road customers by operating the road efficiently and effectively and managing the Metrorail Project to budget. The Airports Authority's commitment to building a 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 2018 Budget presents a pragmatic 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 real estate development at Dulles International. The management team is committed to effectively balancing our immediate and long-term objectives while looking to provide needed security, 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 2018 Budget.

Sincerely,



John E. Potter  
President and Chief Executive Officer

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<sup>2</sup> As of the date of this 2018 Budget, the uninsured fixed rate on the Airport System Bonds assigned by the rating agencies are rated "Aa3" by Moody's, "AA-" by S&P, and "AA-" by Fitch Ratings. In May 2017, Fitch Ratings affirmed the "AA-" rating and the "Stable Outlook," S&P affirmed the "AA-" rating with "Stable Outlook," and Moody's upgraded the rating from "A1" to "Aa3" and revised outlook from "Positive" to "Stable."

## Organization Overview

### The Airports Authority

The Airports Authority was created by the District of Columbia Regional Airports Authority Act of 1985, as amended, and Chapter 598 of the Acts of Virginia General 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.

The Airports Authority is also empowered to adopt rules and regulations governing the use, maintenance and operation of its facilities. Regulations adopted by the Airports Authority governing aircraft operations and maintenance, motor vehicle traffic and access to Airports Authority facilities have the force and effect of law. The Airports Authority is also empowered as well to acquire real property and interests therein for construction and operation of the Airports. It has the power of condemnation, in accordance with Title 25 of the Code of Virginia, for the acquisition of property interests for airport and landing field purposes.

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, is 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.

The Airports Authority is led by a 17-member board of directors appointed by the governors of the Commonwealth of Virginia, Maryland, the mayor of Washington, D.C., and the President of the United States.

## 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 downtown Washington, D.C. It has two terminals, both of which are connected through the National Hall, three runways, 44 loading bridge-equipped aircraft gates, and 14 parking positions for regional airline aircraft.

As of September 2017, Reagan National was served by 21 airlines, including nine major/national airlines and 12 regional airlines. American Airlines is the largest carrier in terms of numbers of flights and enplanements. American Airlines and its code-share affiliates enplaned 49.5 percent of total passengers at the airport from January through September 2017.

Also, as of September 2017, nonstop service was provided from Reagan National to 87 destinations, including 84 cities nationwide as well as international destinations such as Montreal, Ottawa, and Toronto in Canada. In 2016, approximately 89.1 percent of enplanements at Reagan National were Origin and Destination (O&D) passengers. Reagan National's three largest domestic O&D markets in 2016 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 a "Perimeter Rule", which generally limits nonstop flights taking off and landing at the Airport to a radius of no more than 1,250 miles. Reagan National is also controlled by a "High Density Rule", which limits the number of flights that may take off and land at the Airport through the assignment of hourly operating slots, each of which authorizes a single takeoff or landing. Air carriers are required to use their slots a significant percent of the time or the slots may be withdrawn by the Federal Aviation Administration (FAA).

As a result of federal legislation, the U.S. Department of Transportation has made available a limited number of additional slots at Reagan National beyond those authorized by the High Density Rule. Since 2000, legislation has authorized a total of 52 additional slots to operate at the Airport, 32 of which have been authorized to fly beyond the Airport's 1,250 mile perimeter; in addition, legislation has authorized eight slots, previously limited to operating within the 1,250 mile perimeter, to operate beyond the perimeter.



1938  
The Beginning



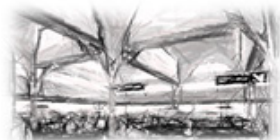
1941  
Grand Opening



1998  
The "New" National



2021  
Project Journey



**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 the Main Terminal, it has four midfield concourses (A, B, C, and D), four runways, 85 loading bridge-equipped aircraft gates, and 29 parking positions for regional airline aircraft.

As of September 2017, Dulles International was served by 54 airlines, including eight major/national airlines, 17 regional, and 29 foreign flag airlines. United Airlines maintains a major domestic hub and international gateway operation at Dulles International and in 2016 accounted for 75.4 percent of domestic enplanements and 40.4 percent of international enplanements. All other foreign flag airlines accounted for virtually all of the remaining 59.6 percent of international enplanements.

Also, as of September 2017, nonstop service was provided from Dulles International to 71 cities nationwide and to 45 international destinations. In 2016, 71.8 percent of total enplaned passengers were O&D passengers while 28.2 percent were connecting 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 the case with Reagan National with numerous long-haul markets being served with nonstop flights. To serve the international market, Dulles International operates an International Arrival Building (IAB) which accommodates the Federal Inspection Services (FIS) facility (customs, immigration, and agricultural inspection) conducted by U.S Customs and Border Protection (CBP) for most international arriving passengers. The IAB, which is connected to the Main Terminal, has the processing capacity of approximately 2,400 passengers per hour.

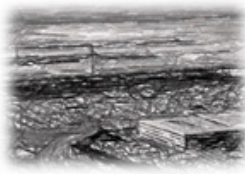
Concourse A and B, which are connected, together provide approximately 1.1 million square feet of floor space. Concourse A is leased to United while Concourse B accommodates all other airlines other than United. Concourse C and D, which are connected, together provide 900,000 square feet of floor space and 49 loading bridge-equipped gates. Also at Dulles International, the security mezzanine adjoins the Main Terminal station for the underground automated people-mover system, known as the AeroTrain. The AeroTrain system has four stations and during peak periods achieves travel times of approximately two minutes between stations.



1958  
The Beginning



1962  
Grand Opening



1992  
Expansion



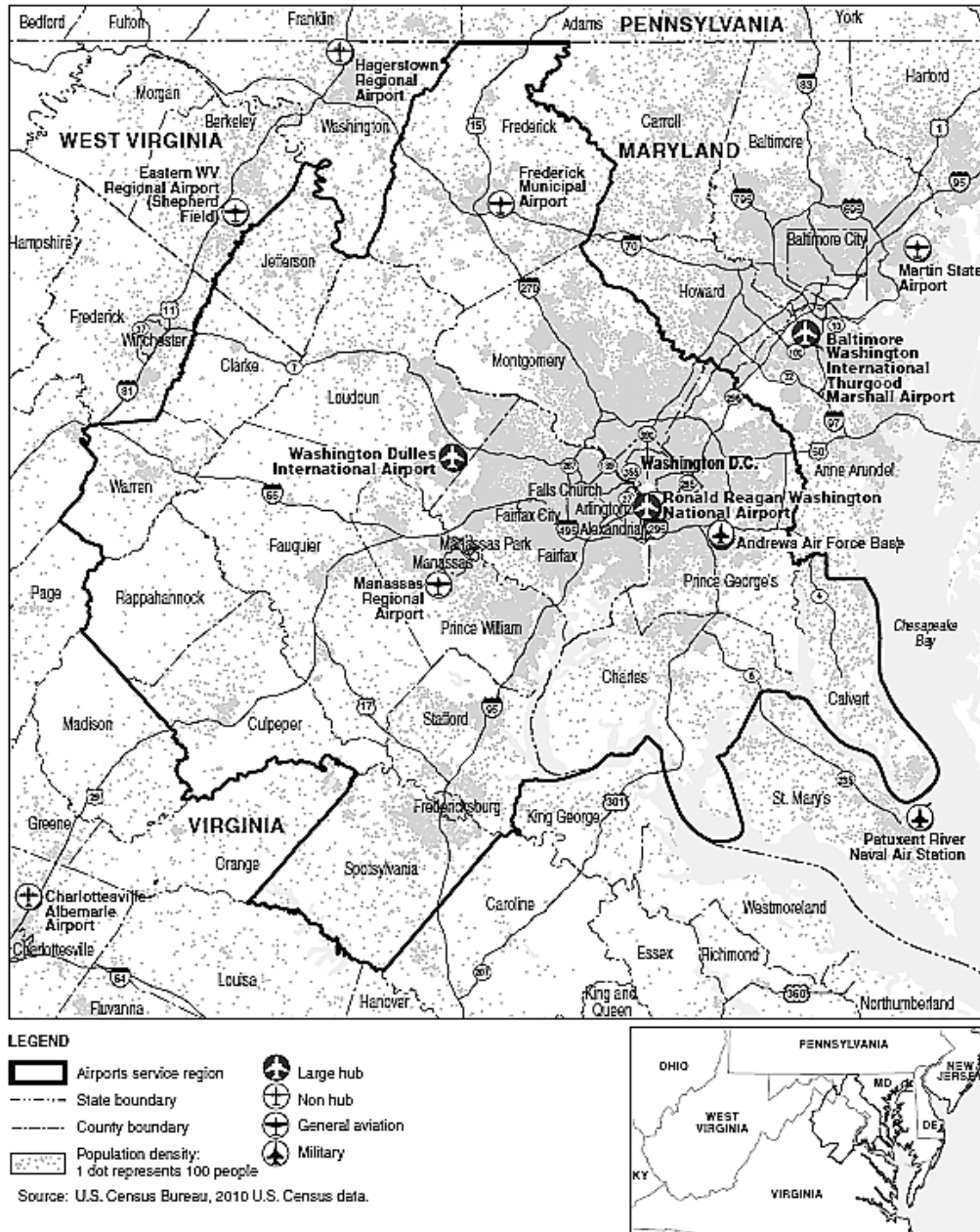
2010  
AeroTrain - The Future Arrives





**Airports Service Region**

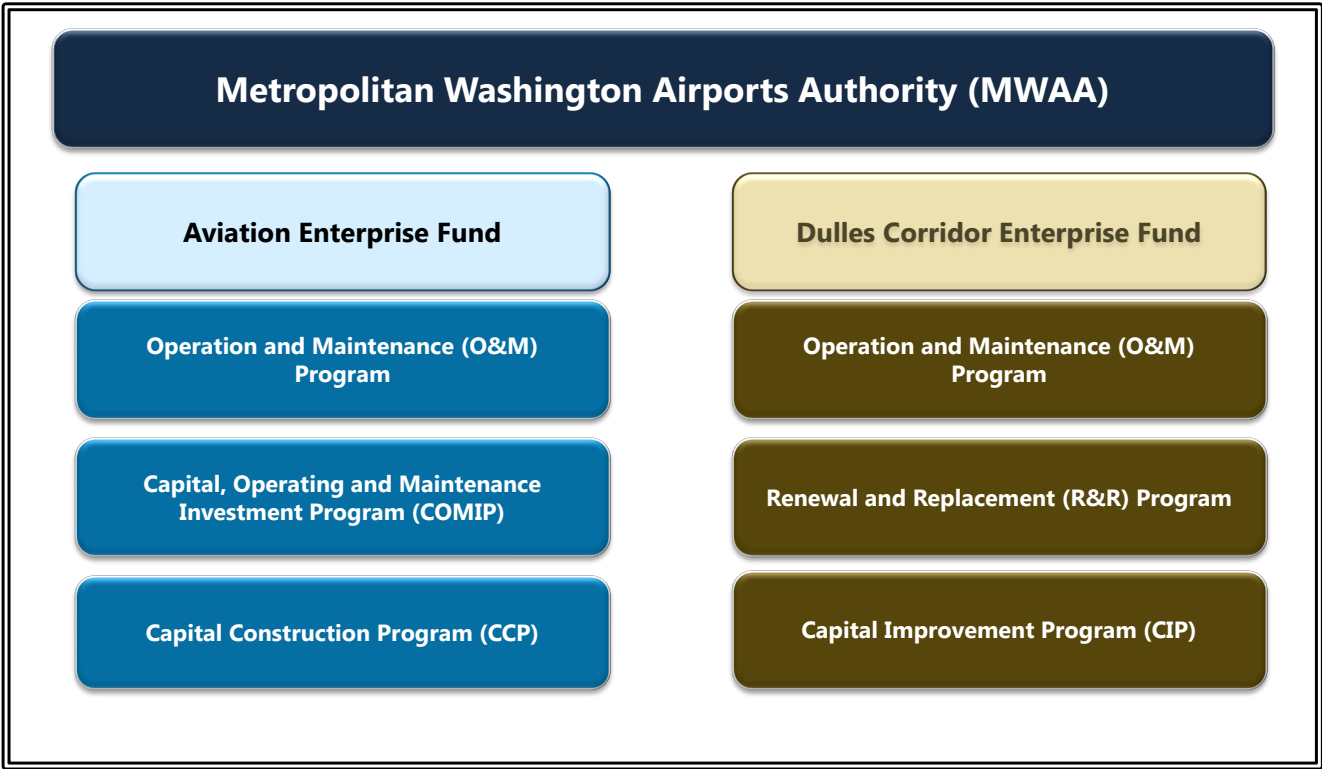
The Airports service region is comprised of the following jurisdictions: the District of Columbia; the Maryland counties of Calvert, Charles, Frederick, Montgomery, and Prince George’s; the Virginia counties of Arlington, Clarke, Culpeper, Fairfax, Fauquier, Loudoun, Prince William, Rappahannock, Spotsylvania, Stafford, and Warren; the independent Virginia cities<sup>3</sup> of Alexandria, Fairfax, Falls Church, Fredericksburg, Manassas, and Manassas Park; and the West Virginia county of Jefferson.



Source: Series 2017A Official Statement - Report of the Airport Consultant

<sup>3</sup> These six Commonwealth of Virginia cities are separate jurisdictions and are not included in any county statistics.

Budget Programs



Budget for Aviation and Dulles Corridor Enterprise Funds

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 non-airline revenue, including concessions, certain discretionary federal grants, and other revenues. The 2018 Budget for operating expenses is \$702.2 million. Excluding debt service, this represents only a 1.8 percent increase above the 2017 Budget or a 3.2 percent increase above the 2017 Budget including debt service. The O&M program is net of a reduction of \$9.1 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 2018 Aviation Budget includes a reduction of \$9.1 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 \$9.1 million, \$5.4 million is budgeted to be allocated to the Toll Road. The remaining \$3.7 million is budgeted to be allocated as administrative overhead for the Dulles Metrorail Project. Annually, the final allocation of costs is prepared by an external cost allocation consultant.

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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**Table 2-1: Cost Allocation**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Aviation O&M Prior to Cost Allocation	\$ 327,162	\$ 362,348	\$ 368,533	\$ 6,185	1.7%
Cost Allocation - Road	(5,368)	(5,421)	(5,414)	7	(0.1%)
Cost Allocation - Rail	(3,577)	(3,894)	(3,696)	198	(5.1%)
<b>Net Aviation O&amp;M</b>	<b>\$ 318,217</b>	<b>\$ 353,033</b>	<b>\$ 359,423</b>	<b>\$ 6,390</b>	<b>1.8%</b>

- 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 prior year(s). The 2018 new program authorization for the COMIP is \$54.1 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 2018 new program authorization for the CCP is \$35.7 million.

**Dulles Corridor Enterprise Fund**

- The *Dulles Corridor Enterprise Fund Operation and Maintenance (O&M) Program* is the financial plan for operating the Toll Road and includes debt service for the Metrorail Project and contributions to reserves. No toll increase is anticipated through 2018. The operation and maintenance program is funded from Toll Road revenue. The total 2018 revenue is estimated to be \$156.6 million. This reflects a decrease of 0.4 percent as compared to the 2017 Budget. The 2018 operating expense estimate, excluding debt service requirements, financing fees, and other reserve contributions, is \$30.2 million; this is a decrease of 0.5 percent compared to the 2017 Budget. Debt service and financing fees are estimated at \$86.4 million; this is a 28.2 percent increase over the 2017 Budget.
- The *Dulles Corridor Enterprise Fund Renewal and Replacement (R&R) 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 2018 new program authorization to the five-year life cycle plan is \$3.4 million.
- The *Dulles Corridor Enterprise Fund Capital Improvement Program (CIP)* 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, the Northern Virginia Transportation Authority, and the Airports Authority. The 2018 new program authorization to the five-year life cycle plan is \$19.5 million.

**Table 2-2: Budget Programs – 2018 New Authorization Summary**

(dollars in thousands)	New Authorization
<b><u>Aviation Enterprise Fund</u></b>	
<b>Aviation O&amp;M Program</b>	
Operating Expenses	\$ 359,423
Debt Service	342,811
<b>Subtotal Aviation O&amp;M Program</b>	<b>\$ 702,234</b>
<b>Aviation COMIP</b>	
Roads	\$ 1,175
Buildings	8,976
Airfield Facilities	6,335
Parking Facilities	2,115
Utility Systems	3,330
Technology	6,500
Authority's Metrorail Contribution	5,000
Other - Capital Equipment	20,672
<b>Subtotal Aviation COMIP</b>	<b>\$ 54,104</b>
<b>Aviation CCP</b>	
Airfield Facilities	\$ 32,855
Utility Systems	2,883
<b>Subtotal Aviation CCP</b>	<b>\$ 35,738</b>
<b>Total Aviation Enterprise Fund</b>	<b>\$ 792,076</b>
<b><u>Dulles Corridor Enterprise Fund</u></b>	
<b>Dulles Corridor O&amp;M Program</b>	
Operating Expenses	\$ 30,192
Debt Service and Financing Fees	86,408
<b>Subtotal Dulles Corridor O&amp;M Program</b>	<b>\$ 116,600</b>
Reserve Requirements	39,951
<b>Subtotal Dulles Corridor O&amp;M Program Including Reserve Requirements</b>	<b>\$ 156,551</b>
<b>Dulles Corridor R&amp;R Program</b>	
Hydraulic Rehabilitation	\$ 1,351
Sound Wall Repair	513
Roadway and Pavement Rehabilitation	1,504
<b>Subtotal Dulles Corridor R&amp;R Program</b>	<b>\$ 3,368</b>
<b>Dulles Corridor CIP</b>	
Tolling	\$ 19,538
<b>Subtotal Dulles Corridor CIP Program</b>	<b>\$ 19,538</b>
<b>Total Dulles Corridor Enterprise Fund</b>	<b>\$ 179,457</b>
<b>Total New Program Authorization</b>	<b>\$ 971,533</b>

## **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](http://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 Enterprise budget conforms to 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.

### **Balanced Budget**

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*

- The recommended Budget is presented to the Finance Committee at the November meeting.
- The 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 and Chief Executive Officer, Executive Vice Presidents and other Airports Authority management, which enables prudent management control of the budget.
- Vice Presidents are accountable to manage their office O&M 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 and Chief Executive Officer 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 \$10.0 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).

For operation 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.

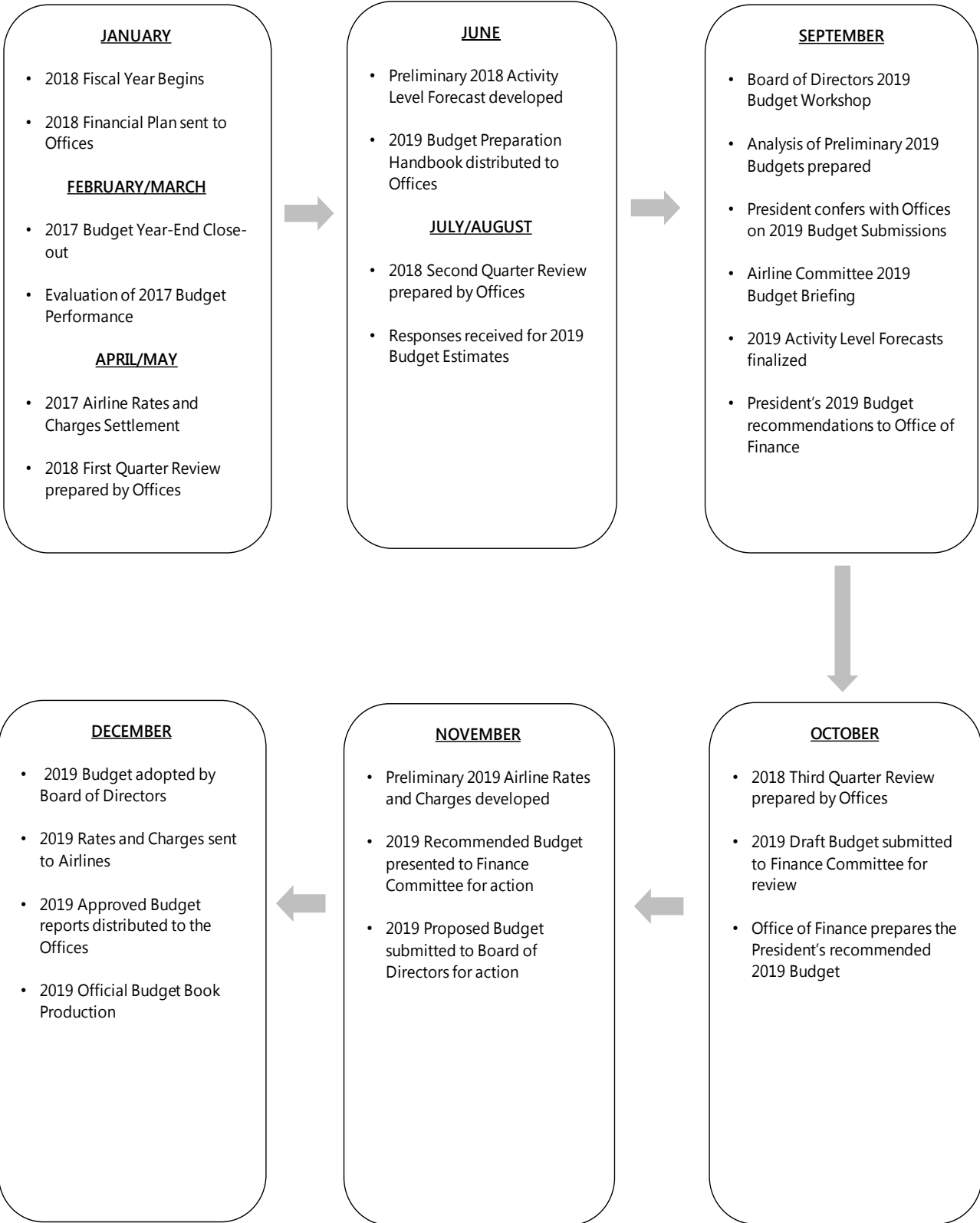
For all other budgets, reprogramming between any project and establishment of any new project regardless of the dollar amount is reported.

### **Amendment Process**

At any time during the year, the President and Chief Executive Officer 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 2018**



## **Purpose, Mission, and Goals**

### **Purpose**

The Airports Authority is an independent entity, established by the Commonwealth of Virginia 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 region. 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 region.

### **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 2018 include:

- Pursuit of non-aviation revenue in concessions and land development.
- Maintaining the safety and security of the airport community.
- 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 and staff. Periodic progress is reported to the Board and its sub-committees throughout the year.

## Major 2017 Airports Authority Accomplishments

### Reagan National

- Reduced electricity consumption by an estimated 2 percent due to continued upgrades to Light-emitting Diode (LED) lighting.
- Relocated Delta Airlines from Hangar 4 to Hangar 3 and American Airlines from Hangars 11 and 12 to Hangar 4 to make way for the demolition of the COB, Hangar 11 and Hangar 12 in order to construct a New North Concourse.
- Made continued enhancements to the TNC program to better serve customers, including converting the rental car storage lot to a larger TNC staging lot and continued modifications to the TNC staging lot to reduce traffic backups and improve safety.
- Worked with Southwest and American airlines to design, construct and install seven new jet bridges in Terminal A and make major modifications and improvements to the American Airlines outbound baggage system in Terminal A.
- Completed installation of new digital “You Are Here” signs with enhanced graphics and views, customized to the area around the sign to include Project Journey updates and the ability to provide messages for special circumstances, including emergencies.
- Modified the airport website to highlight construction advisories and alerts during Project Journey. This also includes the ability for customers to subscribe to receive construction advisories and updates.
- Developed a Landside Command Center for use by Police and Airport Operations to manage traffic and customer service concerns during holidays and Project Journey.
- Completed the FAA Part 139 annual airfield inspection with only minor deficiencies for the 11<sup>th</sup> consecutive year.
- Developed a new enhanced Movement Area Driver Training Program to enhance airfield safety and trained over 400 airline personnel.
- Maintained excellent customer service despite continued record growth in passenger levels for the seventh straight year. JD Power rated Reagan National #9 in the U.S. for customer service.
- Implemented a web-based Reservation System to enhance the Airport ID badging process.
- Prepared two parking lots in Crystal City to accommodate Airports Authority employees relocating to Crystal City in order to allow construction of the New North Concourse.
- Supported the Trades Apprenticeship Program with 13 employees actively working in the Engineering and Maintenance Department.

### **Dulles International**

- New Air Service from Dulles International:
  - Air India
  - Volaris
- 2017 Presidential Inauguration (January 17<sup>th</sup> – 22<sup>nd</sup>):
  - Handled 1,840 (917 Arrivals/923 departures) total aircraft movements (plus daily normal traffic),
  - Created six separate parking areas with 213 aircrafts on the ground simultaneously.
- IAB Modified Egress project:
  - Coordinated with Airport partners to implement and build the CBP Modified Egress Program,
  - Reduced passenger processing time by as much as 45 minutes.
- CLEAR and Mobile Passport App:
  - Helped reduce security wait time and international passenger processing time.
- Greater focus on Customer Service:
  - Consolidated 54 resources allowing for greater focus on customer service issues.
  - Installed Terminal Directory Signage.
- Transitioned seamlessly to a new Gas Station through coordination with multiple partners.
- Executed a new Fixed Based Operator contract with significant increase in revenue.
- Commenced Jet Aviation Fixed Based Operator services at Dulles International in 2017.
- Replaced Specialized Electronic Systems contract with in-house staff.
- Replaced Gate Podium Monitors throughout Concourses A/B.
- Parking Revenue Control System set to go live in the Garages at the beginning of November 2017.

### **Dulles Toll Road**

- Continued the yearly pavement rehabilitation of the east/westbound mainline.
- Completed all new sound wall projects.
- Completed the Detailed Design Documentation for the new Toll Revenue Collection System.

### **Public Safety**

#### *Police Department*

- Reacquiring accreditation from the Virginia Law Enforcement Professional Standards Commission.

- Created a new Internal Affairs policy governing how the police department conducts internal affairs investigation and the adjudication of the complaints after the investigation is complete.
- On-boarded 11 new police officers in response to the growing number of retirements and an increase in law enforcement and security related responsibilities.

*Public Safety Communication Center Department*

- Worked with the Office of Technology to acquire a new 911 emergency phone system for the Public Safety Communication Center.

*Fire Department*

- Worked closely with the Procurement Department to write a non-proprietary Aircraft Rescue and Firefighting (ARFF) unit specification that could be competitively bid rather than awarded as a sole source. This produced an overall savings of \$300 thousand and allowed the purchase of three vehicles simultaneously.
- Completed the replacement of the entire Self-Contained Breathing Apparatus (SCBA) in accordance with OSHA requirements for SCBA training.

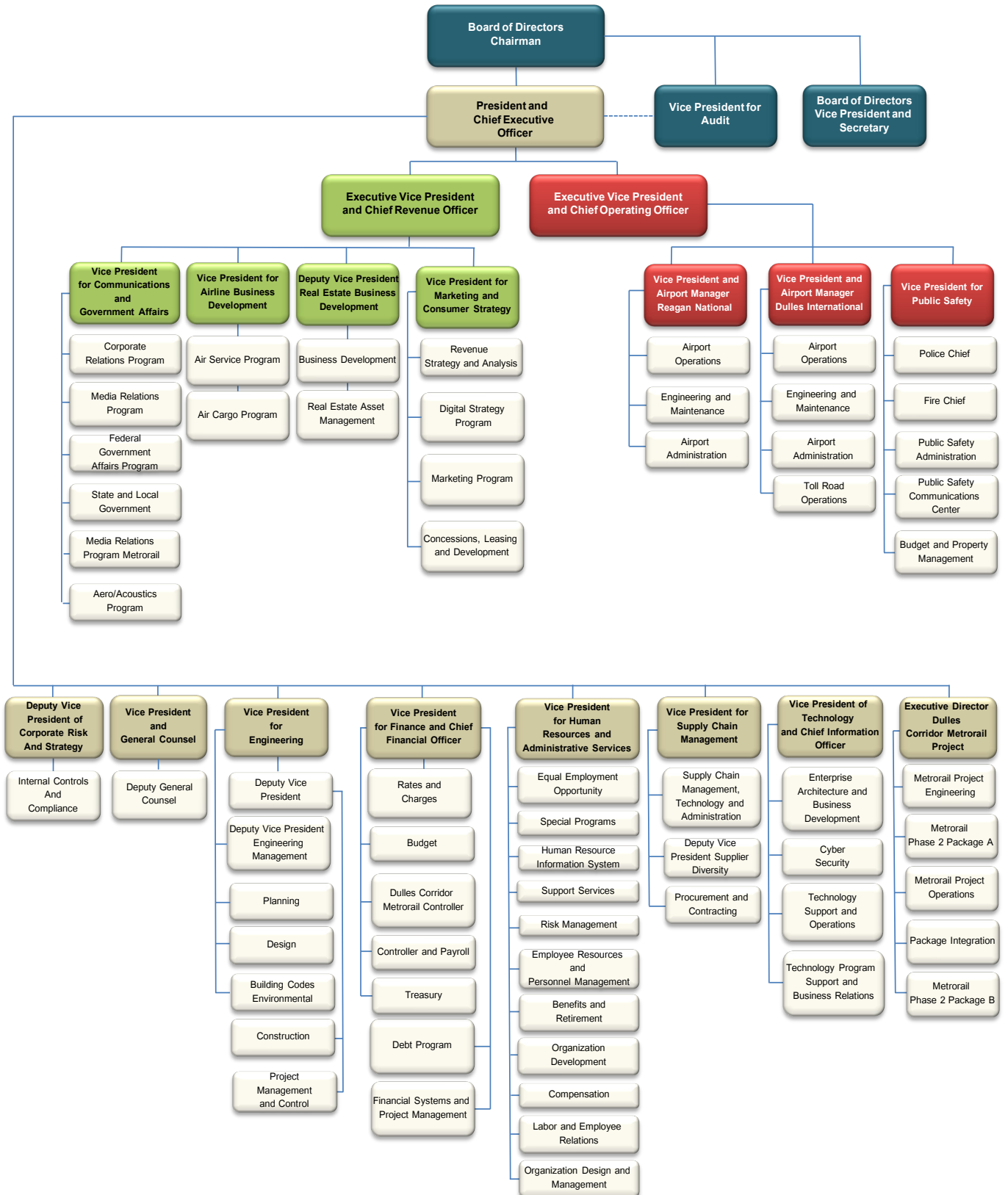
**Airports Authority Office/Department/Fund Relationship**

The Aviation Enterprise and Dulles Corridor Enterprise Funds currently interact with the various offices and departments across the Airports Authority as described in the following matrix.

Office/Department/Fund Matrix	Aviation Enterprise Fund			Dulles Corridor Enterprise Fund		
	O&M	COMIP	CCP	O&M*	R&R	CIP
Board of Directors	X	X		X		
Executive Offices	X	X		X		
Airline Business Development	X	X				
Real Estate Development	X	X				
Marketing and Consumer Strategy	X	X				
Communications and Government Affairs	X	X		X		
Finance	X	X	X	X		
Engineering	X	X	X	X	X	X
Human Resources and Administrative Services	X	X		X		
Technology	X	X	X	X		
General Counsel	X	X		X		
Audit	X			X		
Corporate Risk and Strategy	X			X		
Supply Chain Management	X			X		
Reagan National	X	X	X			
Dulles International	X	X	X	X		
Public Safety	X	X	X	X		
Dulles Toll Road				X	X	X
Dulles Metrorail Project						X

\*Includes both direct costs as well as cost allocation from Aviation Enterprise to Dulles Corridor Enterprise.

**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 the Commonwealth 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.

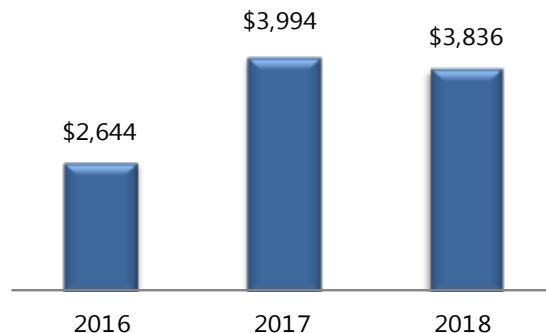
The executive direction and overall management of the Airports Authority is the responsibility of the President and Chief Executive Officer. The President and Chief Executive Officer plans and directs all of the programs and activities of the Airports Authority, subject to policy direction and guidance 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 Executive Vice President and 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 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Career Positions</b>	16	17	15		
<b>Non-Career Positions</b>			1		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 2,098	\$ 2,480	\$ 2,374	\$ (106)	(4.3%)
Employee Benefits	432	545	535	(10)	(1.8%)
<b>Subtotal</b>	<b>\$ 2,530</b>	<b>\$ 3,025</b>	<b>\$ 2,909</b>	<b>\$ (116)</b>	<b>(3.8%)</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 37	\$ 209	\$ 173	\$ (37)	(17.6%)
Services	54	701	696	(5)	(0.7%)
Supplies, Materials and Fuels	22	52	51	(1)	(1.3%)
Non-Capital Equipment	-	6	6	-	0.0%
<b>Subtotal</b>	<b>\$ 114</b>	<b>\$ 969</b>	<b>\$ 926</b>	<b>\$ (42)</b>	<b>(4.4%)</b>
<b>Total Operating Expenses</b>	<b>\$ 2,644</b>	<b>\$ 3,994</b>	<b>\$ 3,836</b>	<b>\$ (158)</b>	<b>(4.0%)</b>

### 2018 Budget Goals and Objectives

- 1) Manage cost to realize operational efficiencies.
- 2) Grow revenue to keep the 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 Airline Business Development**

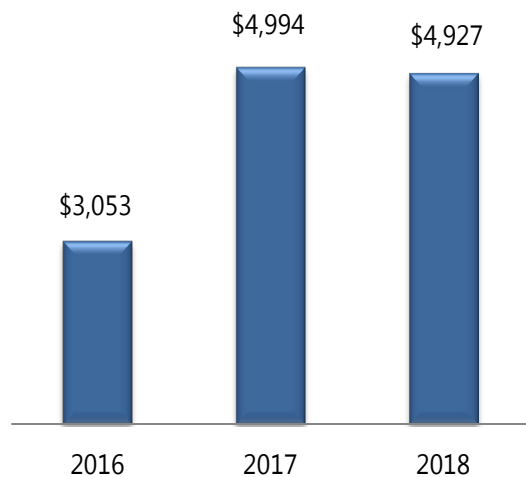
The Office of Airline Business Development formulates and executes strategies and actions to maintain and improve the region’s passenger and air cargo service through the development and execution of Comprehensive and Annual Air Service Plans. The Office conducts baseline research, develops projections, 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.

<b>Budget Summary</b> (dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Career Positions</b>	5	8	7		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 521	\$ 1,257	\$ 1,029	\$ (228)	(18.2%)
Employee Benefits	202	263	242	(21)	(7.9%)
<b>Subtotal</b>	<b>\$ 722</b>	<b>\$ 1,521</b>	<b>\$ 1,271</b>	<b>\$ (249)</b>	<b>(16.4%)</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 168	\$ 305	\$ 305	\$ -	0.0%
Services	2,147	3,142	3,326	185	5.9%
Supplies, Materials and Fuels	16	27	25	(3)	(9.3%)
<b>Subtotal</b>	<b>\$ 2,331</b>	<b>\$ 3,474</b>	<b>\$ 3,656</b>	<b>\$ 182</b>	<b>5.2%</b>
<b>Total Operating Expenses</b>	<b>\$ 3,053</b>	<b>\$ 4,994</b>	<b>\$ 4,927</b>	<b>\$ (67)</b>	<b>(1.3%)</b>

**2018 Budget Goals and Objectives**

- 1) Develop and lead Airports Authority strategic efforts to grow passenger enplanements at Dulles International by 2.3 percent in 2018.
- 2) Fully implement new account strategy to forge stronger alliances with airlines and the business community.
- 3) Further expand on in-house analytical capabilities while partnering with the Office of Marketing and Consumer Strategy to further reduce reliance on consulting services.
- 4) Fully utilize and expand the Dulles International Airline Incentive/Cooperative Marketing Programs to strategically promote it as the region’s premier gateway in order to stimulate passenger growth and attract new air service.
- 5) Continue to strengthen strategic relationships with Tourism and Economic Development partners through joint sales and educational mission trips globally in existing and emerging markets.

**Operating Expenses Trend**



**Office of Real Estate Development**

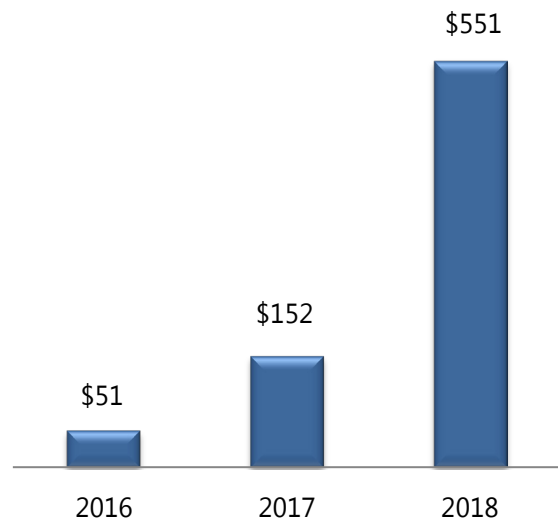
The Office of Real Estate Development is responsible for maximizing performance of the Airports Authority's portfolio of real estate assets. The Office formulates and implements long-term real estate asset management and strategy and is responsible for the business strategies relating to the Airports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

Budget Summary (dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Career Positions</b>	2	2	4		
<b>Non-Career Positions</b>	1	1	1		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 384	\$ 383	\$ 630	\$ 247	64.3%
Employee Benefits	97	122	192	70	57.1%
<b>Subtotal</b>	<b>\$ 482</b>	<b>\$ 506</b>	<b>\$ 822</b>	<b>\$ 316</b>	<b>62.6%</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 4	\$ 13	\$ 13	\$ -	0.0%
Services	9	45	80	35	76.8%
Supplies, Materials and Fuels	-	4	4	-	0.0%
<b>Subtotal</b>	<b>\$ 13</b>	<b>\$ 62</b>	<b>\$ 97</b>	<b>\$ 35</b>	<b>55.5%</b>
45025 Aviation Drive	(63)	(88)	(82)	6	(6.7%)
45045 Aviation Drive	(381)	(328)	(286)	43	(13.0%)
<b>Total Operating Expenses</b>	<b>\$ 51</b>	<b>\$ 152</b>	<b>\$ 551</b>	<b>\$ 400</b>	<b>263.7%</b>

**2018 Budget Goals and Objectives**

- 1) Manage the existing portfolio of assets to maintain the current revenue stream.
- 2) Commence infrastructure projects on Western Lands by end of 2018 to foster ground lease contracts and to meet traffic mitigation needs.
- 3) Expose the three primary land projects to the market by continuing to execute on a structured marketing campaign performed by the consultant through a formal listing agreement.
- 4) Complete feasibility study for monetizing the Airports Authority's value of dark fiber rights-of-way by the end of 2018.
- 5) Identify a sponsor and confirm feasibility for development of an at-terminal or near-terminal hotel at Dulles International through a monthly calling program on industry participants and airport-affiliated stakeholders.

**Operating Expenses Trend**



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**Office of Marketing and Consumer Strategy**

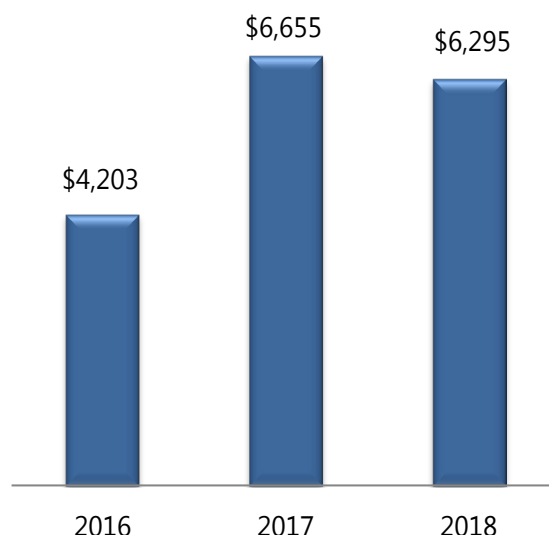
The Office of Marketing and Consumer Strategy oversees the planning and marketing efforts to help position the Airports Authority to increase revenue in its Aviation Enterprise and direct the Airports Authority programs for concession contracting. Other activities include customer satisfaction initiatives and support for the Airports Authority’s marketing and advertising program. As of 2017, the Concessions Department was transferred to this Office. This Office was formerly the Office of Planning and Revenue Development.

Budget Summary (dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Career Positions	21	21	20		
Non-Career Positions		2	2		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 1,966	\$ 2,451	\$ 2,288	\$ (163)	(6.7%)
Employee Benefits	547	572	461	(111)	(19.5%)
<b>Subtotal</b>	<b>\$ 2,512</b>	<b>\$ 3,023</b>	<b>\$ 2,749</b>	<b>\$ (274)</b>	<b>(9.1%)</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 12	\$ 48	\$ 48	\$ -	0.0%
Lease and Rental Payments	-	55	54	(1)	(0.9%)
Services	1,616	3,402	3,374	(28)	(0.8%)
Supplies, Materials and Fuels	62	98	70	(27)	(27.8%)
Non-Capital Equipment	1	29	-	(29)	(100.0%)
<b>Subtotal</b>	<b>\$ 1,691</b>	<b>\$ 3,632</b>	<b>\$ 3,546</b>	<b>\$ (85)</b>	<b>(2.3%)</b>
<b>Total Operating Expenses</b>	<b>\$ 4,203</b>	<b>\$ 6,655</b>	<b>\$ 6,295</b>	<b>\$ (359)</b>	<b>(5.4%)</b>

**2018 Budget Goals and Objectives**

- 1) Accelerate revenue growth for products and services through improved marketing efforts.
- 2) Defend and grow Origin and Destination (O&D) passenger traffic through effective advertising campaigns.
- 3) Provide in-depth analysis and reporting of airline activity and statistics in support of the Office of Airline Business Development efforts to establish new routes and airlines.
- 4) Create two new and innovative customer service opportunities that distinguish the airports from our competitors.
- 5) Lead efforts to develop and implement customer satisfaction initiatives.

**Operating Expenses Trend**



**Office of Communications and Government Affairs**

The Office of Communications and Government Affairs 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.

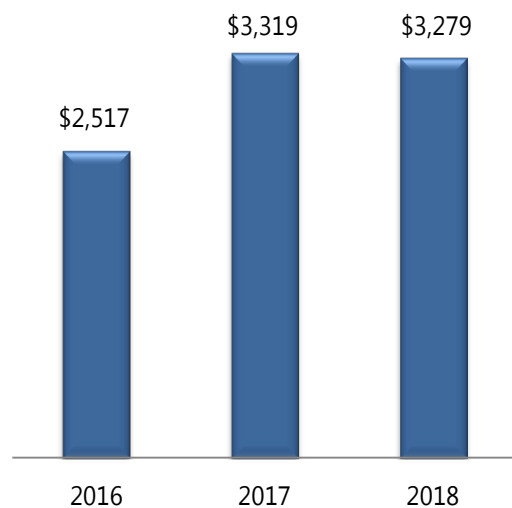
<b>Budget Summary</b> (dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Career Positions</b>	12	12	12		
<b>Non-Career Positions*</b>			2		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 1,154	\$ 1,330	\$ 1,323	\$ (8)	(0.6%)
Employee Benefits	321	379	352	(27)	(7.2%)
<b>Subtotal</b>	<b>\$ 1,475</b>	<b>\$ 1,709</b>	<b>\$ 1,674</b>	<b>\$ (35)</b>	<b>(2.0%)</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 27	\$ 42	\$ 42	\$ -	0.0%
Lease and Rental Payments	-	1	1	-	0.0%
Utilities	2	2	3	-	0.0%
Services	1,002	1,531	1,531	-	0.0%
Supplies, Materials and Fuels	13	34	28	(6)	(17.6%)
<b>Subtotal</b>	<b>\$ 1,043</b>	<b>\$ 1,610</b>	<b>\$ 1,605</b>	<b>\$ (6)</b>	<b>(0.4%)</b>
<b>Total Operating Expenses</b>	<b>\$ 2,517</b>	<b>\$ 3,319</b>	<b>\$ 3,279</b>	<b>\$ (41)</b>	<b>(1.2%)</b>

\*These two positions are directly charged to the CCP and the costs are not included in the O&M program.

**2018 Budget Goals and Objectives**

- 1) Increase positive media coverage on airport customer service initiatives to help drive revenue.
- 2) Effectively communicate progress and impacts of Reagan National construction as well as strengthen relationships with Dulles International advocacy groups to help support key government affairs and business initiatives.
- 3) Expand and strengthen various internal communication programs and activities to better inform employees about their jobs and corporate issues, equipping them to support corporate objectives.
- 4) Focus government affairs contacts on Loudoun County supervisors to promote and protect Dulles International land-use goals around airport and Metrorail stations.
- 5) Manage operations of Reagan National Community Working Group to address growing public and political concerns about aircraft noise.

**Operating Expenses Trend**



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**Office of Finance**

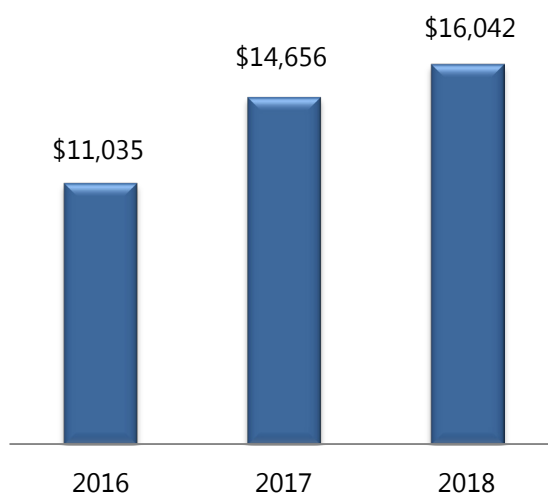
The Office of Finance is responsible for formulating and executing the annual and long-term budget activities; airline rate setting; financing strategies; cash and debt management; investment activities; commercial banking; accounting operations, including the issuance of financial reports; and revenue and disbursement management.

Budget Summary (dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Career Positions	45	45	45		
Non-Career Positions	4	4	5		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 3,573	\$ 3,963	\$ 4,026	\$ 62	1.6%
Employee Benefits	1,107	1,259	1,350	91	7.2%
<b>Subtotal</b>	<b>\$ 4,680</b>	<b>\$ 5,222</b>	<b>\$ 5,375</b>	<b>\$ 154</b>	<b>2.9%</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 32	\$ 55	\$ 55	\$ -	0.0%
Lease and Rental Payments	5,502	7,894	9,147	1,254	15.9%
Services	793	1,436	1,436	-	0.0%
Supplies, Materials and Fuels	38	50	29	(22)	(43.4%)
Non-Capital Equipment	(10)	-	-	-	-
<b>Subtotal</b>	<b>\$ 6,355</b>	<b>\$ 9,435</b>	<b>\$ 10,666</b>	<b>\$ 1,232</b>	<b>13.1%</b>
<b>Total Operating Expenses</b>	<b>\$ 11,035</b>	<b>\$ 14,656</b>	<b>\$ 16,042</b>	<b>\$ 1,385</b>	<b>9.5%</b>

**2018 Budget Goals and Objectives**

- 1) Manage competitive Rates and Charges.
- 2) Maintain or improve bond ratings and execute plan of finance, including refunding opportunities.
- 3) Complete the 2017 Comprehensive Annual Financial Report (CAFR) with unmodified (clean) audit opinion in a timely manner.
- 4) Prepare the 2019 annual budget with "Bottoms Up Transparency" achieving financial goals of the Airports Authority.
- 5) Support data driven decision making across the Airports Authority and continue Authority-wide training in Finance.

**Operating Expenses Trend**



**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.

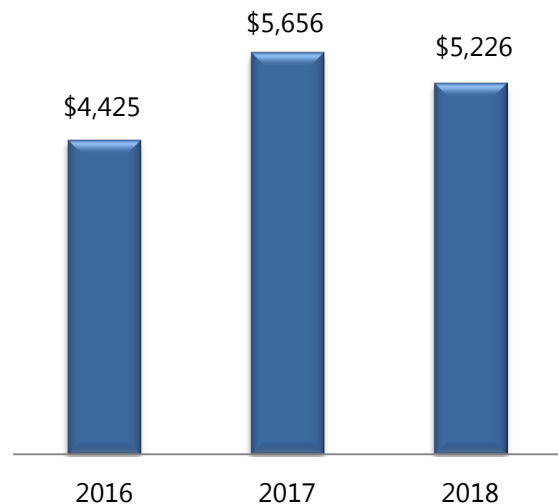
Budget Summary (dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Career Positions*</b>	69	69	69		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 3,275	\$ 3,903	\$ 3,734	\$ (169)	(4.3%)
Employee Benefits	891	986	955	(30)	(3.1%)
<b>Subtotal</b>	<b>\$ 4,166</b>	<b>\$ 4,889</b>	<b>\$ 4,689</b>	<b>\$ (199)</b>	<b>(4.1%)</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 34	\$ 45	\$ 43	\$ (2)	(3.6%)
Services	195	654	401	(253)	(38.7%)
Supplies, Materials and Fuels	26	54	52	(2)	(3.8%)
Non-Capital Equipment	5	15	41	26	170.5%
<b>Subtotal</b>	<b>\$ 259</b>	<b>\$ 768</b>	<b>\$ 537</b>	<b>\$ (231)</b>	<b>(30.1%)</b>
<b>Total Operating Expenses</b>	<b>\$ 4,425</b>	<b>\$ 5,656</b>	<b>\$ 5,226</b>	<b>\$ (430)</b>	<b>(7.6%)</b>

\*29 of these positions are directly charged to the CCP and the costs are not included in the O&M program.

**2018 Budget Goals and Objectives**

- 1) Efficiently manage the construction phase of Project Journey through communications and coordination with key stakeholders.
- 2) Review and develop processes and procedures to optimize the organization and utilization of Engineering staff and systems.
- 3) Employ large and small Multi-Award Construction Contracts (MACC) to develop contractor pool, Local Disadvantaged Business Enterprise participation, and increase competition for Airports Authority construction projects.
- 4) Research latest technologies for construction project management to increase productivity during project execution.
- 5) Maximize training and professional development of staff.

**Operating Expenses Trend**



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**Office of Human Resources and Administrative Services**

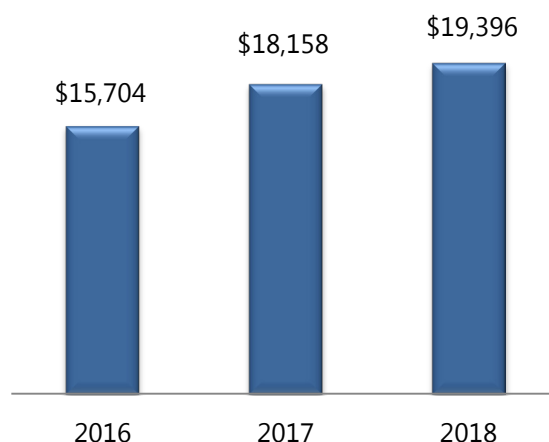
The Office of Human Resources and Administrative Services develops and manages a full range of human resource programs including: personnel services; policy, compensation, and benefit programs; employee equal opportunity program; risk management; and organizational development and training to support the Airports Authority's management and staff. The Office also represents the Airports Authority's management in labor-related issues.

Budget Summary (dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Career Positions	41	41	43		
Non-Career Positions	10	10	13		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 4,611	\$ 5,272	\$ 5,390	\$ 118	2.2%
Employee Benefits	1,340	1,411	1,591	181	12.8%
<b>Subtotal</b>	<b>\$ 5,951</b>	<b>\$ 6,683</b>	<b>\$ 6,982</b>	<b>\$ 299</b>	<b>4.5%</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 32	\$ 37	\$ 37	\$ -	0.0%
Lease and Rental Payments	-	2	3	1	45.7%
Services	1,598	2,465	3,359	894	36.3%
Supplies, Materials and Fuels	110	119	113	(6)	(5.2%)
Insurance and Risk Management	8,016	8,851	8,851	-	0.0%
Non-Capital Equipment	(2)	2	53	51	100.0%
<b>Subtotal</b>	<b>\$ 9,754</b>	<b>\$ 11,475</b>	<b>\$ 12,415</b>	<b>\$ 939</b>	<b>8.2%</b>
<b>Total Operating Expenses</b>	<b>\$ 15,704</b>	<b>\$ 18,158</b>	<b>\$ 19,396</b>	<b>\$ 1,238</b>	<b>6.8%</b>

**2018 Budget Goals and Objectives**

- 1) Implement Human Capital Resources System.
- 2) Hire the 2018 class of Management Interns and Apprentices.
- 3) Publish Human Resources directives and policies using an online Human Resources manual.
- 4) Continue to implement safety programs that will reduce occupational work-related accidents and associated costs.
- 5) Implement the next phase of the Airports Authority Leadership Development.

**Operating Expenses Trend**





**Office of Technology**

The Office of Technology develops, operates, and maintains the automated systems and telecommunications systems that support the Airports Authority operations. The Office also 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 provides a corporate approach to manage Information Technology by centralizing and standardizing delivery of Information Technology services.

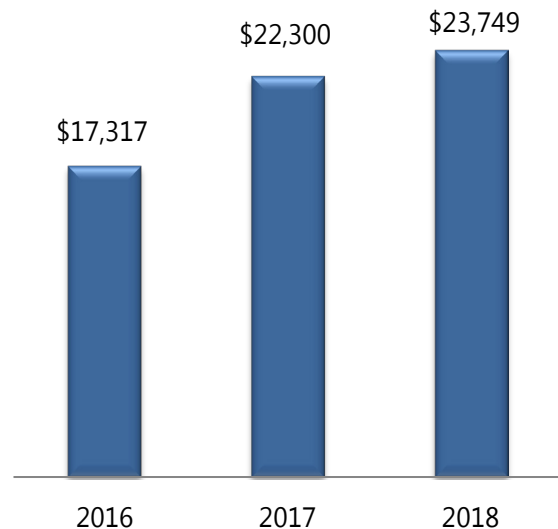
Budget Summary (dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Career Positions</b>	43	65	81		
<b>Non-Career Positions</b>	57	64	51		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 8,613	\$ 10,879	\$ 11,500	\$ 621	5.7%
Employee Benefits	2,076	2,399	2,668	269	11.2%
<b>Subtotal</b>	<b>\$ 10,689</b>	<b>\$ 13,279</b>	<b>\$ 14,168</b>	<b>\$ 890</b>	<b>6.7%</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 11	\$ 33	\$ 33	\$ -	0.0%
Telecommunications*	(303)	-	(399)	(399)	-
Services	4,773	6,770	7,785	1,015	15.0%
Supplies, Materials and Fuels	1,285	1,171	1,144	(27)	(2.3%)
Non-Capital Equipment	860	1,048	1,018	(30)	(2.9%)
Non-Capital Facility Projects	1	-	-	-	-
<b>Subtotal</b>	<b>\$ 6,628</b>	<b>\$ 9,022</b>	<b>\$ 9,580</b>	<b>\$ 559</b>	<b>6.2%</b>
<b>Total Operating Expenses</b>	<b>\$ 17,317</b>	<b>\$ 22,300</b>	<b>\$ 23,749</b>	<b>\$ 1,449</b>	<b>6.5%</b>

\*Telecommunications expenses are net of associated revenues.

**2018 Budget Goals and Objectives**

- 1) Consolidate technology activities to reduce duplication of services, standardize hardware and software solutions and expand services to the airline operations systems.
- 2) Operate within funded levels; implement a financial model that ensures that new operating costs are covered through reprogramming and net savings are returned to the organization.
- 3) Modernize technology solutions and physical infrastructure within the airports; implement cloud-first strategy to reduce long-term O&M costs associated with core back office systems.
- 4) Leverage technology to drive new revenue opportunities.
- 5) Continue to operate the Telecommunications net entity at no financial loss by monitoring financial activity and identifying cost reduction opportunities without any decline in customer service.

**Operating Expenses Trend**



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**Office of General Counsel**

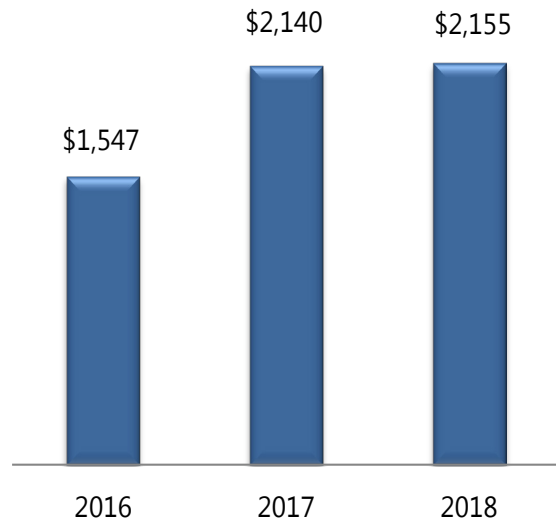
The Office of General Counsel provides advice and a full range of legal services in areas that are essential to the formulation of policies as well as the day-to-day operation of the Airports, and serves as the primary point of contact with any special counsel that may be employed by the Airports Authority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

Budget Summary (dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Career Positions</b>	7	7	7		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 909	\$ 1,073	\$ 1,093	\$ 20	1.8%
Employee Benefits	213	260	276	16	6.3%
<b>Subtotal</b>	<b>\$ 1,122</b>	<b>\$ 1,333</b>	<b>\$ 1,369</b>	<b>\$ 36</b>	<b>2.7%</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 2	\$ 8	\$ 6	\$ (2)	(26.7%)
Services	467	787	772	(15)	(1.9%)
Supplies, Materials and Fuels	6	13	8	(4)	(32.8%)
Insurance and Risk Management	(50)	-	-	-	-
<b>Subtotal</b>	<b>\$ 425</b>	<b>\$ 807</b>	<b>\$ 786</b>	<b>\$ (21)</b>	<b>(2.6%)</b>
<b>Total Operating Expenses</b>	<b>\$ 1,547</b>	<b>\$ 2,140</b>	<b>\$ 2,155</b>	<b>\$ 15</b>	<b>0.7%</b>

**2018 Budget Goals and Objectives**

- 1) Perform within the office, non-litigation legal work that otherwise would be assigned to outside counsel.
- 2) Keep appellate legal fees in regards to Dulles Toll Road tolls to less than \$200 thousand.
- 3) Operate within existing staffing levels throughout 2018.
- 4) Work to reduce legal research costs or leverage the use of another provider of online legal research materials, if necessary.
- 5) Administer the Airports Authority Code of Ethics to ensure full compliance by all employees.

**Operating Expenses Trend**



**Office of Audit**

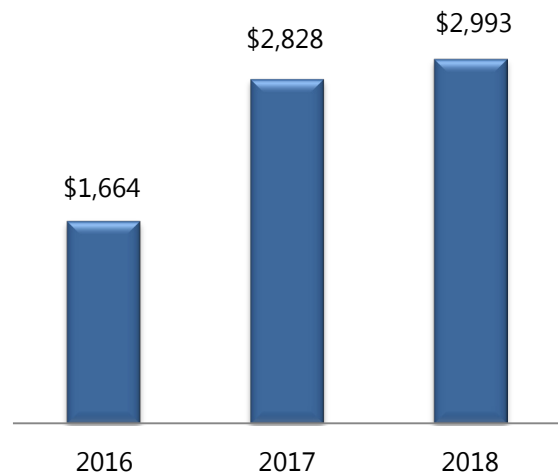
With guidance from the Board’s Audit Committee, the Office of Audit develops and implements the audit plan for the Airports Authority; evaluates internal controls and recommends improvements to management, reporting results to the Audit Committee and the President; and manages the activities of external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

<b>Budget Summary</b> (dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Career Positions</b>	8	9	9		
<b>Non-Career Positions</b>	1	1	1		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 726	\$ 1,100	\$ 1,138	\$ 39	3.5%
Employee Benefits	202	220	258	37	16.9%
<b>Subtotal</b>	<b>\$ 928</b>	<b>\$ 1,320</b>	<b>\$ 1,396</b>	<b>\$ 76</b>	<b>5.7%</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 4	\$ 19	\$ 19	\$ -	0.0%
Services	728	1,477	1,567	90	6.1%
Supplies, Materials and Fuels	5	13	11	(1)	(10.9%)
Non-Capital Equipment	1	-	-	-	-
<b>Subtotal</b>	<b>\$ 737</b>	<b>\$ 1,508</b>	<b>\$ 1,597</b>	<b>\$ 89</b>	<b>5.9%</b>
<b>Total Operating Expenses</b>	<b>\$ 1,664</b>	<b>\$ 2,828</b>	<b>\$ 2,993</b>	<b>\$ 165</b>	<b>5.8%</b>

**2018 Budget Goals and Objectives**

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

**Operating Expenses Trend**



**Office of Corporate Risk and Strategy**

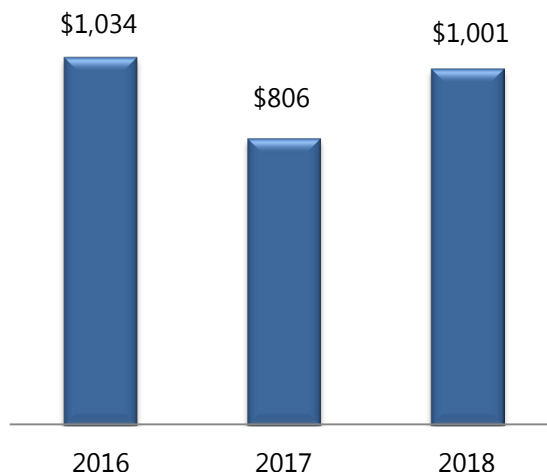
The Office of Corporate Risk and Strategy plans and facilitates strategic planning for the organization, including the formulation, development, implementation, and evaluation of business strategies. This Office also identifies internal control weaknesses and assists management in developing and implementing 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 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Career Positions</b>	5	5	6		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 808	\$ 567	\$ 750	\$ 183	32.3%
Employee Benefits	194	167	195	28	16.8%
<b>Subtotal</b>	<b>\$ 1,002</b>	<b>\$ 734</b>	<b>\$ 945</b>	<b>\$ 211</b>	<b>28.8%</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 3	\$ 9	\$ 2	\$ (7)	(77.0%)
Services	11	53	53	-	0.0%
Supplies, Materials and Fuels	18	10	1	(9)	(88.7%)
<b>Subtotal</b>	<b>\$ 31</b>	<b>\$ 72</b>	<b>\$ 56</b>	<b>\$ (16)</b>	<b>(22.4%)</b>
<b>Total Operating Expenses</b>	<b>\$ 1,034</b>	<b>\$ 806</b>	<b>\$ 1,001</b>	<b>\$ 195</b>	<b>24.2%</b>

**2018 Budget Goals and Objectives**

- 1) Maintain and improve focus on identifying internal control weaknesses and assisting management in developing and implementing corrective actions to realize strategic organizational objectives.
- 2) Ensure the assets of the Airports are safeguarded and an adequate internal control structure is in place to maintain compliance with the laws and regulations to which the organization is subject.
- 3) Prudently deploy resources to support Workday implementation in 2018 and begin planning for Sarbanes Oxley readiness by the end of 2019.
- 4) Retain and support staff development with promotional consideration and investment in continuing professional development.
- 5) Enhance industry exposure and help implement best practices throughout the Airports Authority.

**Operating Expenses Trend**



**Office of Supply Chain Management**

The Office of Supply Chain Management directs the Airports Authority’s purchasing and corporate-wide property management program, ensuring that policies and procedures are cost effective and consistent with legal requirements. The Office also implements programs that provide equal opportunity in purchasing and contracting that includes a pool of diverse suppliers. The Office of Supply Chain Management was created in 2016, inheriting the departments of Procurement, Supplier Diversity, and Property Management.

<b>Budget Summary</b> (dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Career Positions</b>	48	49	49		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 3,020	\$ 3,678	\$ 3,876	\$ 199	5.4%
Employee Benefits	925	1,076	1,185	109	10.1%
<b>Subtotal</b>	<b>\$ 3,945</b>	<b>\$ 4,754</b>	<b>\$ 5,061</b>	<b>\$ 307</b>	<b>6.5%</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 9	\$ 31	\$ 27	\$ (3)	(10.6%)
Services	388	424	402	(23)	(5.4%)
Supplies, Materials and Fuels	29	34	31	(4)	(11.3%)
Non-Capital Equipment	1	-	-	-	-
<b>Subtotal</b>	<b>\$ 427</b>	<b>\$ 489</b>	<b>\$ 459</b>	<b>\$ (30)</b>	<b>(6.1%)</b>
<b>Total Operating Expenses</b>	<b>\$ 4,372</b>	<b>\$ 5,243</b>	<b>\$ 5,520</b>	<b>\$ 277</b>	<b>5.3%</b>

**2018 Budget Goals and Objectives**

- 1) Revise Contracting Manual; continue consolidating and re-competing contracts and establishing additional catalog purchasing vehicles.
- 2) Support organizational priorities and projects, including Workday implementation, Secondary Data Center, and Project Journey.
- 3) Leverage the capabilities of the B2Gnow Supplier Diversity system and continue to implement and enhance the strategic outreach plan for small business participation.
- 4) Refine the portfolio-based procurement approach; further engage user groups in the procurement planning process, and improve Contracting Officers’ Technical Representative training opportunities.
- 5) Continue developing bench strength across all Office functions, with a focus on appropriate cross-training opportunities and group training.

**Operating Expenses Trend**



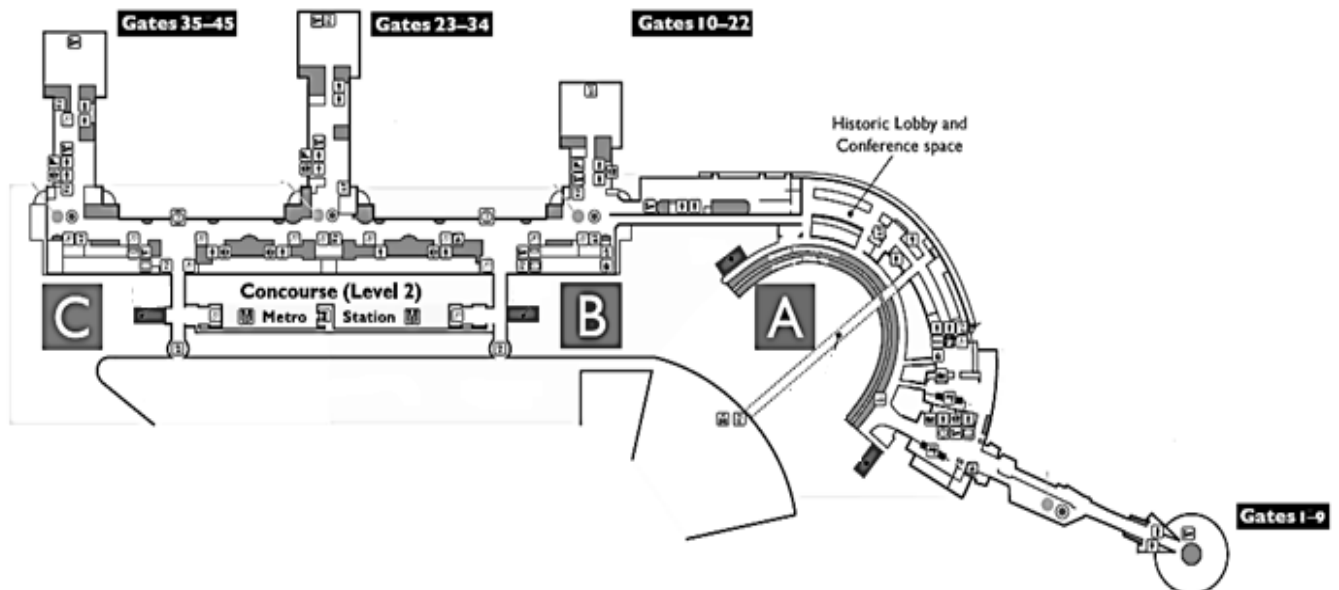
## Reagan National

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; manages personal property assets; warehouse supplies, materials, and equipment; and performs other administrative support functions for the Airports.



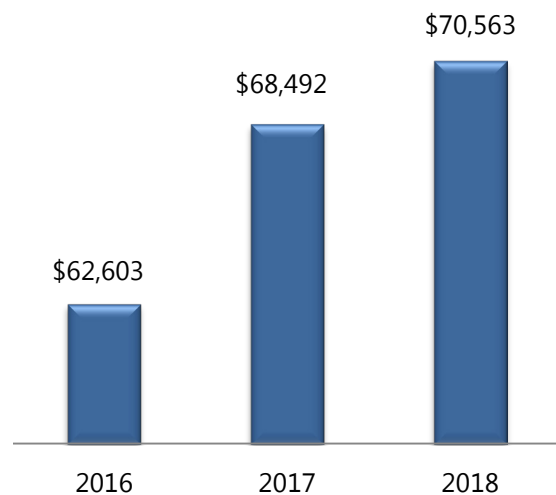
**Reagan National (continued)**

Budget Summary (dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Career Positions</b>	269	273	278		
<b>Non-Career Positions</b>	3	3	4		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 20,741	\$ 21,559	\$ 22,606	\$ 1,047	4.9%
Employee Benefits	7,100	8,025	8,603	578	7.2%
<b>Subtotal</b>	<b>\$ 27,841</b>	<b>\$ 29,584</b>	<b>\$ 31,209</b>	<b>\$ 1,625</b>	<b>5.5%</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 52	\$ 68	\$ 68	\$ -	0.0%
Lease and Rental Payments	51	86	67	(19)	(22.1%)
Utilities	8,867	9,687	9,524	(164)	(1.7%)
Services	21,931	24,412	25,130	719	2.9%
Supplies, Materials and Fuels	3,692	4,443	4,382	(61)	(1.4%)
Non-Capital Equipment	160	213	183	(30)	(14.1%)
Non-Capital Facility Projects	9	-	-	-	-
<b>Subtotal</b>	<b>\$ 34,762</b>	<b>\$ 38,908</b>	<b>\$ 39,353</b>	<b>\$ 445</b>	<b>1.1%</b>
<b>Total Operating Expenses</b>	<b>\$ 62,603</b>	<b>\$ 68,492</b>	<b>\$ 70,563</b>	<b>\$ 2,070</b>	<b>3.0%</b>

**2018 Budget Goals and Objectives**

- 1) Maintain highest level of service to airport customers in light of continued growth in passengers and impact of Project Journey construction projects.
- 2) Identify cost reductions to contain and limit current and future growth in the O&M program.
- 3) Improve key infrastructure to meet current and future demands on airport facilities.
- 4) Continue the enhancement of all aspects of airport security.
- 5) Address deferred maintenance items.

**Operating Expenses Trend**





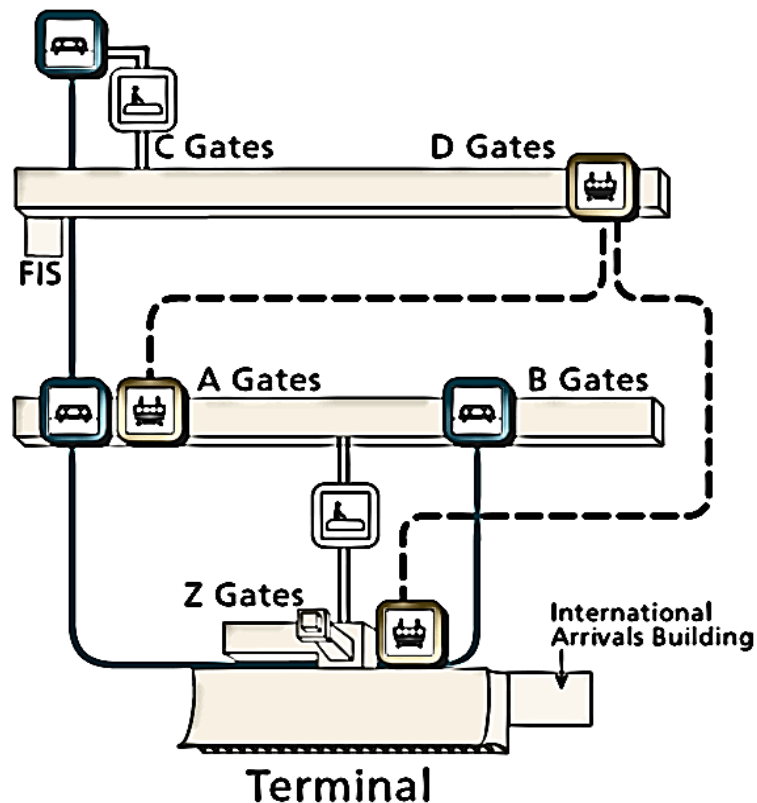
### Dulles International

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, ramp control, AeroTrain, Mobile Lounge operations, and other areas. In addition, the Operations Department develops and implements the airport security plans in accordance with 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 International 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; manages personal property assets; warehouse supplies, materials, and equipment; and performs other administrative support functions for the Airports.



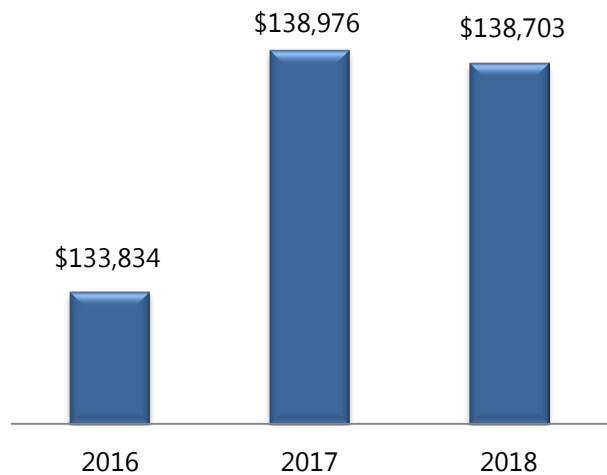
**Dulles International (continued)**

Budget Summary (dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Career Positions	471	471	477		
Non-Career Positions	3	6	6		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 36,303	\$ 37,992	\$ 38,343	\$ 351	0.9%
Employee Benefits	12,046	13,658	13,896	238	1.7%
<b>Subtotal</b>	<b>\$ 48,349</b>	<b>\$ 51,650</b>	<b>\$ 52,239</b>	<b>\$ 589</b>	<b>1.1%</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 86	\$ 92	\$ 92	\$ -	0.0%
Lease and Rental Payments	116	72	72	-	0.0%
Utilities	15,851	16,583	16,200	(383)	(2.3%)
Telecommunications	5	-	-	-	-
Services	60,327	59,834	59,257	(577)	(1.0%)
Supplies, Materials and Fuels	9,027	10,549	10,647	98	0.9%
Non-Capital Equipment	72	196	196	-	0.0%
<b>Subtotal</b>	<b>\$ 85,484</b>	<b>\$ 87,326</b>	<b>\$ 86,464</b>	<b>\$ (862)</b>	<b>(1.0%)</b>
<b>Total Operating Expenses</b>	<b>\$ 133,834</b>	<b>\$ 138,976</b>	<b>\$ 138,703</b>	<b>\$ (273)</b>	<b>(0.2%)</b>

**2018 Budget Goals and Objectives**

- 1) Improve airside vehicle safety and security statistics through training and enforcement.
- 2) Improve curbside operations to enhance customer service and revenue as TNC continues to add cars, especially during peak hours.
- 3) Increase revenue by re-competing taxi and rental car contracts.
- 4) Work to increase Dulles International's parking revenue by implementing the new Parking Revenue Control System, which will allow for a more flexible rate structure.
- 5) Continue to provide high level of customer service.

**Operating Expenses Trend**



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**Office of Public Safety**

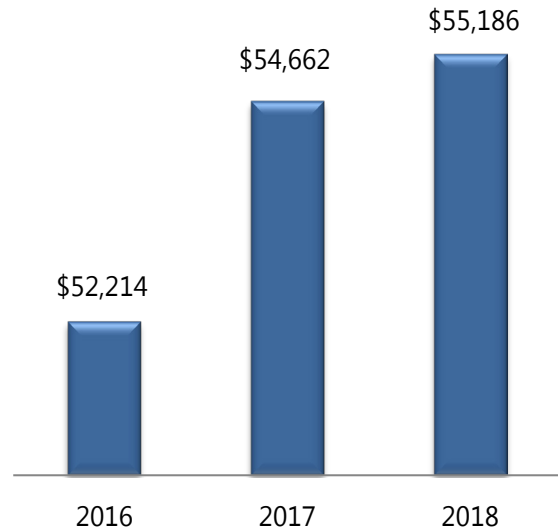
The Office of Public Safety has primary responsibility for assuring public safety and security at the two Airports and the Dulles Toll Road, and directs and supervises the activities of the Police and Fire Departments.

Budget Summary (dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Career Positions	477	477	477		
Non-Career Positions		2	2		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 37,069	\$ 37,856	\$ 37,872	\$ 16	0.0%
Employee Benefits	12,979	14,405	14,950	545	3.8%
<b>Subtotal</b>	<b>\$ 50,047</b>	<b>\$ 52,261</b>	<b>\$ 52,822</b>	<b>\$ 561</b>	<b>1.1%</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 73	\$ 62	\$ 60	\$ (2)	(2.7%)
Lease and Rental Payments	4	3	3	-	0.0%
Services	828	1,070	963	(106)	(9.9%)
Supplies, Materials and Fuels	1,086	1,017	1,100	84	8.2%
Non-Capital Equipment	175	250	237	(13)	(5.0%)
<b>Subtotal</b>	<b>\$ 2,167</b>	<b>\$ 2,401</b>	<b>\$ 2,364</b>	<b>\$ (37)</b>	<b>(1.5%)</b>
<b>Total Operating Expenses</b>	<b>\$ 52,214</b>	<b>\$ 54,662</b>	<b>\$ 55,186</b>	<b>\$ 524</b>	<b>1.0%</b>

**2018 Budget Goals and Objectives**

- 1) Maintain highest level of customer service to airline passengers, visitors, and workforce of the Airports Authority.
- 2) Maintain the safety and security of the Airports community through strategic staffing and deployment.
- 3) Develop a Quality Assurance Program to ensure Communications staff dispatches 911 calls to public safety units as efficiently as possible and follows all department policies and procedures.
- 4) Continue efforts to reduce overtime by 3 percent by addressing hiring process timeframe, training, scheduling, and staffing policies.
- 5) Identify cost reductions to contain and limit future growth in the O&M budget.

**Operating Expenses Trend**



**Dulles Toll Road**

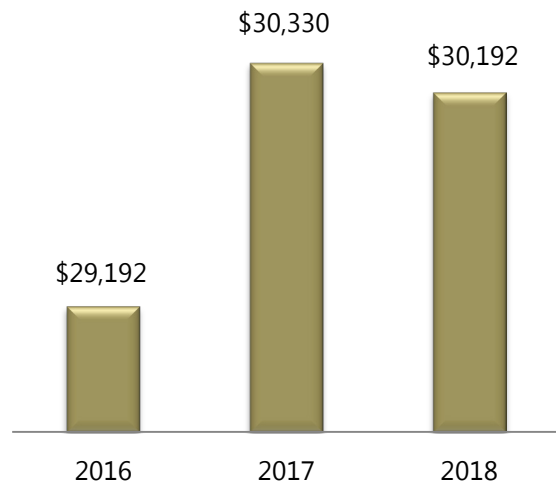
The Dulles Toll Road Department is responsible for operating and maintaining the Toll Road. This department manages and safeguards all financial transactions and toll receipts, implements and manages emergency plans for the roadway, and ensures that the Toll Road’s revenue collection equipment and roadway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

<b>Budget Summary</b> (dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Career Positions</b>	37	37	37		
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 1,953	\$ 2,028	\$ 2,118	\$ 89	4.4%
Employee Benefits	768	911	874	(37)	(4.1%)
<b>Subtotal</b>	<b>\$ 2,721</b>	<b>\$ 2,939</b>	<b>\$ 2,991</b>	<b>\$ 52</b>	<b>1.8%</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 10	\$ 11	\$ 11	\$ -	0.0%
Utilities	181	210	210	-	0.0%
Telecommunications	5	5	5	-	0.0%
Services	19,664	20,489	20,216	(273)	(1.3%)
Supplies, Materials and Fuels	503	567	558	(9)	(1.5%)
Insurance and Risk Management	609	560	560	-	0.0%
Non-Capital Equipment	25	19	15	(4)	(21.6%)
Capital Equipment	103	110	212	102	92.7%
<b>Subtotal</b>	<b>\$ 21,103</b>	<b>\$ 21,970</b>	<b>\$ 21,787</b>	<b>\$ (183)</b>	<b>(0.8%)</b>
Cost Allocation	5,368	5,421	5,414	(7)	(0.1%)
<b>Total Operating Expenses</b>	<b>\$ 29,192</b>	<b>\$ 30,330</b>	<b>\$ 30,192</b>	<b>\$ (138)</b>	<b>(0.5%)</b>

**2018 Budget Goals and Objectives**

- 1) Continue to promote and increase electronic toll system (E-Z Pass) usage.
- 2) Implement a sound wall repair project to address items identified in the five-year inspection report.
- 3) Continue the pavement rehabilitation program.
- 4) Continue efforts to improve the collection rate on toll violations.
- 5) Begin implementation of the new Toll Revenue Collection system.

**Operating Expenses Trend**



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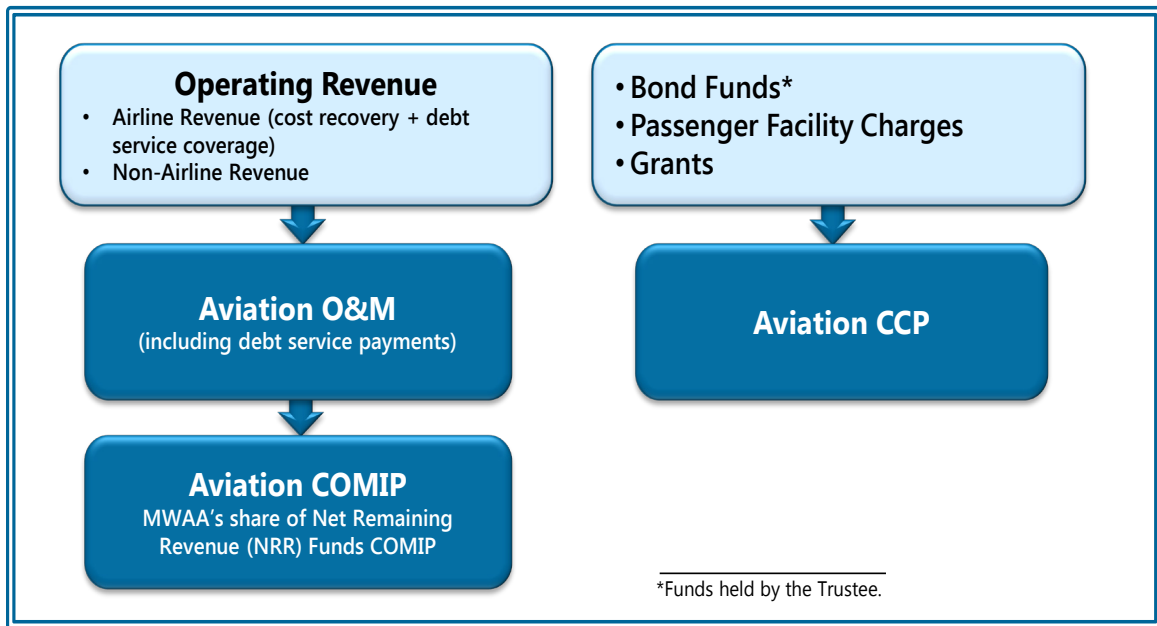


Your Journey Begins With Us.

**AVIATION ENTERPRISE FUND – FINANCIAL OVERVIEW**

There are three Aviation Enterprise Fund Budget Programs;

- 1) 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. This program includes debt service.
- 2) 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.
- 3) The **Aviation Enterprise Fund Capital Construction Program (CCP)** provides for the planning, design, and construction of major facility improvements at the Airports.



**Airport Use Agreement and Premises Lease**

The Airports Authority’s business relationship with the airlines operating at both Airports is governed by a formal negotiated Airline Agreement. In November 2014, the Airports Authority’s Board approved a new Airline Agreement effective January 1, 2015, with a ten-year term for Reagan National, and a three-year term for Dulles International. In July 2016, the First Universal Amendment to the 2015 Airline Agreement was approved by the Airports Authority’s Board, extending the agreement by seven years to 2024 for Dulles International to be co-terminus with Reagan National expiration terms. In 2016, the Commonwealth of Virginia passed a budget bill that provides a grant of \$50.0 million, \$25.0 million in airport funding per year in 2017 and 2018 for Dulles International to reduce airline operating costs and to further strengthen the competitive position of Dulles International.

The 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 2018 Budget has been developed in accordance with the terms and conditions contained within the Airline Agreement, including these provisions:

- Any required expenditures associated with the Capital Construction Program (CCP) at both Airports have been included.
- Net Remaining Revenue (NRR) generated at Reagan National in 2017 and 2018 will be shared 55 percent with the Airports Authority and 45 percent with the Airlines.
- The Airports Authority will use its share of NRR generated in 2017 from Reagan National at Dulles International in 2018, up to \$35.0 million.
- NRR generated at Dulles International is shared between the Airports Authority and Dulles International airlines (generally 50 percent to airlines and 50 percent to the Airports Authority up to a "plateau" amount of \$16.3 million in 2017 and \$16.5 million in 2018, and 75 percent to airlines and 25 percent to the Airports Authority for the amounts above the plateau).
- Debt Service Coverage payments from airlines for airline-supported cost centers at both Airports, in years 2018 through 2023 is 30 percent.

The centerpiece of the 2015 Airline Agreement at Reagan National includes the Board approved \$1.0 billion ten-year CCP that will provide for an additional north concourse; new security checkpoints in National Hall; Terminal A renovations; and various airfield, roadways, utility, and other enabling projects. The CCP at Reagan National is 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.

The initial 2015 Airline Agreement at Dulles International includes the Board approved \$142.0 million 2015-2017 three-year CCP that will provide for maintenance investment in existing infrastructure. The First Universal Amendment to the 2015 Airline Agreement added \$445.6 million, and was authorized by the Board in the 2017 Budget, for terminal buildings including utility upgrades to Concourse C/D, capacity enhancements to the International Arrivals Building, baggage handling improvements, existing aircraft upgrades to accommodate additional international service, construction of four additional domestic gates, airfield pavement, passenger conveyance systems, airport-wide utility systems, roads, and other support projects. The CCP at Dulles International will be primarily debt-funded, and the Airports Authority will seek grant funding where available.

**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 2018 Budget results in a signatory airline average cost per enplanement (CPE) (total airline costs divided by the number of signatory enplaned passengers) of \$11.84 at Reagan National and \$17.82 at Dulles International.

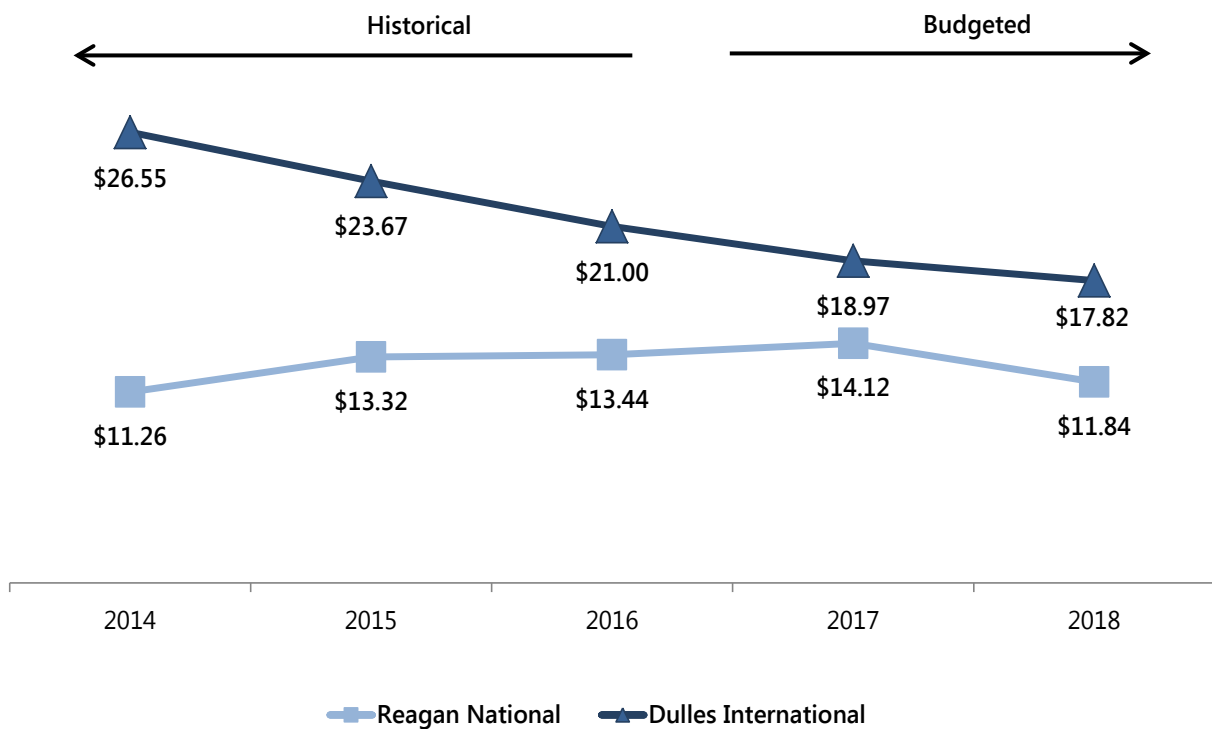
**Table 3-1: Signatory Airline Average Cost per Enplanement\***

	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget Percent
Reagan National	\$ 13.44	\$ 14.12	\$ 11.84	(16.1%)
Dulles International	21.00	18.97	17.82	(6.1%)
<b>Combined</b>	<b>\$ 17.06</b>	<b>\$ 16.44</b>	<b>\$ 14.74</b>	<b>(10.4%)</b>

\* Signatory Airline Cost Per Enplanement excludes settlement.

**Combined**

Airline Debt Service and Coverage	\$ 14.89	\$ 13.02	\$ 14.87	14.2%
Airline O&M Expenses	8.08	10.30	8.26	(19.8%)
Transfers and Other Requirements	(5.91)	(6.87)	(8.39)	22.0%
<b>Total Combined</b>	<b>\$ 17.06</b>	<b>\$ 16.44</b>	<b>\$ 14.74</b>	<b>(10.4%)</b>





**Grants**

**Grants in Support of Operations**

The Airports Authority receives several discretionary grants in support of its operations from federal and state government sources. In 2016, the Commonwealth of Virginia, pursuant to the 2016-2018 Appropriation Act, awarded the Airports Authority \$25.0 million each for 2017 and 2018 for the purpose of reducing airline cost per enplanement at Dulles International by reducing debt service requirements and operating costs payable by airlines operating at Dulles International. Transportation Security Administration (TSA) Security fees, recognized as operating revenues, offset expenses incurred by the Airports Authority's Public Safety personnel serving a support role to the TSA. The TSA – National Explosive Detection Canine Team Program provides explosive detection funds which offset the expenses for training and caring for canines used in explosive detection. In 2017, the Department of Homeland Security awarded the Complex Coordinated Terrorist Attack (CCTA) grant to the Airports Authority to provide funding for improvements in the ability to prepare for, prevent, and respond to complex coordinated terrorist attacks in collaboration with the whole community.

**Grants in Support of Capital Programs**

This includes 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 for various projects in the CCP. 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 \$2.0 million annually. These funds are used as an additional source of funding for the CCP. For the period of 1998 through 2017, the Airports Authority has received approximately \$37.5 million in state grants. The Airports Authority expects to receive an additional \$4.0 million between 2018 and 2019.

**Table 3-2: Aviation Enterprise Grants\***

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Grants in Support of Operations</b>					
Commonwealth of Virginia Grant	\$ -	\$ 25,000	\$ 25,000	\$ -	0.0%
TSA - Security Fees	949	996	875	(122)	(12.2%)
TSA - National Explosive Detection Canine Team Program	606	606	606	-	0.0%
Complex Coordinated Terrorist Attack	-	-	198	198	0.0%
<b>Subtotal Grants in Support of Operations</b>	<b>\$ 1,555</b>	<b>\$ 26,602</b>	<b>\$ 26,679</b>	<b>\$ 77</b>	<b>0.3%</b>
<b>Grants in Support of Capital Programs</b>					
Federal Aviation Administration Airport Improvement Program	\$ 14,761	\$ 30,554	\$ 33,664	\$ 3,110	10.2%
Commonwealth of Virginia Department of Aviation - Aerotrains	2,000	2,000	2,000	-	0.0%
<b>Subtotal Grants in Support of Capital Programs</b>	<b>\$ 16,761</b>	<b>\$ 32,554</b>	<b>\$ 35,664</b>	<b>\$ 3,110</b>	<b>9.6%</b>
<b>Total Grants in Support of Operations and Capital Programs</b>	<b>\$ 18,315</b>	<b>\$ 59,156</b>	<b>\$ 62,343</b>	<b>\$ 3,187</b>	<b>5.4%</b>

\*Excludes Equitable Sharing Programs and reimbursement for National Capital Region - Incident Management Team, as these awards are dependent on the occurrence of future events.

## 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 10 series of PFC applications, with associated amendments, covering both Airports in the amount of \$3.5 billion. As of September 30, 2017, the Airports Authority had collected \$748.6 million under the first five of these applications (including interest earned) at Reagan National and \$815.6 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 2018, the Airports Authority expects to collect a total of \$92.0 million in PFCs of which \$43.6 million will be applied toward the debt for the AeroTrain.

## 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:

- Any 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.

Also, for budget purposes, the Airports Authority allocates expenses to the Airports and presents certain distinct operations as a net revenue or net expense single line item as follows:

- Parking Operations, Taxi Operations and Food and Beverage concession revenues are presented net of their operating expenses under concessions in operating revenues.
- Telecommunications, 45025, and 45045 Aviation Drive building expenses are presented net of operating revenues and are shown as separate line items under operating expenses.
- Operating expenses by Airport include Consolidated Functions (central administration) expenses allocated between the Airports. However, 45025 and 45045 Aviation Drive are allocated entirely to Dulles International and the Corporate Office Building lease is allocated entirely to Reagan National.

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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**Operating Revenues**

Operating revenues excluding transfers are estimated to decrease from \$713.6 million in 2017 to \$707.7 million in 2018, a decrease of 0.8 percent.

**Operating Expenses**

Operating expenses, excluding debt service are expected to increase from \$353.0 million in 2017 to \$359.4 million in 2018, an increase of 1.8 percent.

**Transfers**

Transfers are the signatory airlines share of prior year NRR and are applied as a credit to calculate the current year airline rates and charges.

**Table 3-3: Transfers\***

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Reagan National</b>					
Airline Rent Transfers	\$ -	\$ -	\$ 24,716	\$ 24,716	100.0%
Landing Fee Transfers	-	-	10,343	10,343	100.0%
Tenant Equipment Charges Transfers	-	-	154	154	100.0%
<b>Subtotal Reagan National</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,212</b>	<b>\$ 35,212</b>	<b>100.0%</b>
<b>Dulles International</b>					
Airline Rent Transfers	\$ 47,179	\$ 46,808	\$ 51,982	\$ 5,174	11.1%
Landing Fee Transfers	22,719	21,637	24,066	2,429	11.2%
Tenant Equipment Charges Transfers	259	275	395	120	43.6%
International Arrivals Building Fees Transfers	6,058	6,315	6,774	459	7.3%
Passenger Conveyance Fees Transfers	24,903	24,450	25,736	1,286	5.3%
<b>Subtotal Dulles International</b>	<b>\$ 101,118</b>	<b>\$ 99,485</b>	<b>\$ 108,953</b>	<b>\$ 9,468</b>	<b>9.5%</b>
<b>Total Transfers</b>	<b>\$ 101,118</b>	<b>\$ 99,485</b>	<b>\$ 144,165</b>	<b>\$ 44,680</b>	<b>44.9%</b>

\*There were no estimated transfers at Reagan National for 2016 and 2017.

**Net Revenues**

In 2018, Reagan National is expected to have net revenues of \$158.5 million and Dulles International of \$333.9 million, for combined net revenues of \$492.5 million.

**Debt Service**

Bond principal payments for cost recovery purposes will increase slightly, from \$154.5 million in 2017 to \$171.0 million in 2018. This does not include the \$43.6 million which is recommended to be funded through the PFC program. Interest expense will decrease by \$858 thousand from \$172.7 million in 2017 to \$171.8 million in 2018. 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. 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 CP Program.

**Table 3-4: Debt Service — 2016, 2017 and 2018**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Reagan National</b>					
Principal	\$ 32,480	\$ 37,399	\$ 42,521	\$ 5,122	13.7%
Interest	41,936	41,807	42,716	908	2.2%
<b>Subtotal Reagan National</b>	<b>\$ 74,416</b>	<b>\$ 79,206</b>	<b>\$ 85,237</b>	<b>\$ 6,031</b>	<b>7.6%</b>
<b>Dulles International</b>					
Principal	\$ 107,460	\$ 117,052	\$ 128,494	\$ 11,442	9.8%
Interest	138,747	130,848	129,081	(1,767)	(1.4%)
<b>Subtotal Dulles International</b>	<b>\$ 246,207</b>	<b>\$ 247,899</b>	<b>\$ 257,574</b>	<b>\$ 9,675</b>	<b>3.9%</b>
<b>Combined</b>					
Principal	\$ 139,940	\$ 154,451	\$ 171,015	\$ 16,564	10.7%
Interest	180,684	172,655	171,796	(858)	(0.5%)
<b>Total Debt Service</b>	<b>\$ 320,624</b>	<b>\$ 327,106</b>	<b>\$ 342,811</b>	<b>\$ 15,706</b>	<b>4.8%</b>

### Reserve Requirements

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

### Authority Share transferred from Reagan National

Under the formula set forth in the Airline Agreement, the Airports Authority retains an increased share of Net Remaining Revenue (NRR) from Reagan National and has the ability to use such NRR to reduce the requirement for airline rentals, fees and charges at Dulles International, up to a maximum of \$35.0 million in 2018.

### Non-Operating Revenue (Interest Income)

An estimated \$22.7 million in interest will be earned during 2018. 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 semi-annual lease payment dates and is considered a part of the federal lease payment for the Airports. Also excluded is interest earned on bond funds.

### Net Remaining Revenue

Total NRR is estimated at \$229.3 million for 2018, for use in 2019, an increase from the estimated \$214.7 million generated in the 2017 budget. The increase to NRR is due to increased passenger activity, increased concession revenue at both airports, and certain provisions under the Airline Agreement.

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**Table 3-5: Comparison of 2016 Actual, 2017 and 2018 Budget**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Operating Revenues</b>					
Airline Rents	\$ 262,764	\$ 254,995	\$ 228,476	\$ (26,519)	(10.4%)
Landing Fees	93,422	96,264	90,680	(5,584)	(5.8%)
Tenant Equipment Charges	4,185	4,667	2,374	(2,293)	(49.1%)
International Arrivals Building Fees	23,709	22,871	21,279	(1,592)	(7.0%)
Passenger Conveyance Fees	7,887	4,611	7,886	3,275	71.0%
<b>Subtotal Airline Revenues</b>	<b>\$ 391,967</b>	<b>\$ 383,408</b>	<b>\$ 350,695</b>	<b>\$ (32,713)</b>	<b>(8.5%)</b>
Concessions	\$ 277,589	\$ 274,800	\$ 295,683	\$ 20,883	7.6%
TSA Security Fees	949	996	875	(122)	(12.2%)
Utilities	9,006	8,926	8,882	(45)	(0.5%)
Non-Airline Rents	35,821	35,232	40,493	5,260	14.9%
Other Revenues	10,614	10,283	11,118	835	8.1%
<b>Subtotal Non-Airline Revenues</b>	<b>\$ 333,978</b>	<b>\$ 330,238</b>	<b>\$ 357,050</b>	<b>\$ 26,812</b>	<b>8.1%</b>
<b>Total Operating Revenues</b>	<b>\$ 725,945</b>	<b>\$ 713,646</b>	<b>\$ 707,745</b>	<b>\$ (5,901)</b>	<b>(0.8%)</b>
<b>Operating Expenses</b>					
Personnel Compensation	\$ 125,769	\$ 135,744	\$ 137,971	\$ 2,227	1.6%
Employee Benefits	40,672	45,748	47,711	1,963	4.3%
Travel	585	1,075	1,023	(53)	(4.9%)
Lease and Rental Payments	5,673	8,113	9,348	1,235	15.2%
Utilities	24,720	26,272	25,726	(546)	(2.1%)
Telecommunications	(298)	-	(399)	(399)	0.0%
45025 Aviation Drive	(63)	(88)	(82)	6	(6.7%)
45045 Aviation Drive	(381)	(328)	(286)	43	(13.0%)
Services	96,867	108,201	110,130	1,930	1.8%
Supplies, Materials and Fuels	15,433	17,687	17,696	9	0.1%
Insurance and Risk Management	7,966	8,851	8,851	(0)	(0.0%)
Non-Capital Equipment	1,263	1,759	1,734	(25)	(1.4%)
Non-Capital Facility Projects	10	-	-	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 318,217</b>	<b>\$ 353,033</b>	<b>\$ 359,423</b>	<b>\$ 6,390</b>	<b>1.8%</b>
<b>Transfers</b>	<b>\$ 101,118</b>	<b>\$ 99,485</b>	<b>\$ 144,165</b>	<b>\$ 44,680</b>	<b>44.9%</b>
<b>Net Revenues</b>	<b>\$ 508,847</b>	<b>\$ 460,098</b>	<b>\$ 492,488</b>	<b>\$ 32,390</b>	<b>7.0%</b>
<b>Debt Service</b>					
Bond Principal Payments	(139,940)	(154,451)	(171,015)	(16,564)	10.7%
Interest Expense	(180,684)	(172,655)	(171,796)	858	(0.5%)
Reserve Requirements	(390)	(4,005)	(3,009)	996	(24.9%)
Commonwealth of Virginia Grant	-	25,000	25,000	-	100.0%
Authority Share transferred from Reagan National	-	40,000	35,000	(5,000)	(12.5%)
<b>Non-Operating Revenue</b>					
Interest Income	20,248	20,753	22,680	1,927	9.3%
<b>Net Remaining Revenue</b>	<b>\$ 208,081</b>	<b>\$ 214,742</b>	<b>\$ 229,348</b>	<b>\$ 14,605</b>	<b>6.8%</b>

Note: Totals may not sum due to rounding.

**Table 3-6: 2017 Budget by Airport**

(dollars in thousands)	Reagan National	Dulles International	Total
<b>Operating Revenues</b>			
Airline Rents	\$ 105,438	\$ 149,557	\$ 254,995
Landing Fees	59,413	36,851	96,264
Tenant Equipment Charges	3,434	1,233	4,667
International Arrivals Building Fees	-	22,871	22,871
Passenger Conveyance Fees	-	4,611	4,611
<b>Subtotal Airline Revenues</b>	<b><u>\$ 168,285</u></b>	<b><u>\$ 215,123</u></b>	<b><u>\$ 383,408</u></b>
Concessions	\$ 120,241	\$ 154,560	\$ 274,800
TSA Security Fees	620	376	996
Utilities	2,893	6,034	8,926
Non-Airline Rents	9,114	26,119	35,232
Other Revenues	<u>2,739</u>	<u>7,544</u>	<u>10,283</u>
<b>Subtotal Non-Airline Revenues</b>	<b><u>\$ 135,606</u></b>	<b><u>\$ 194,632</u></b>	<b><u>\$ 330,238</u></b>
<b>Total Operating Revenues</b>	<b><u><u>\$ 303,891</u></u></b>	<b><u><u>\$ 409,755</u></u></b>	<b><u><u>\$ 713,646</u></u></b>
<b>Operating Expenses</b>			
Personnel Compensation	\$ 63,273	\$ 72,471	\$ 135,744
Employee Benefits	21,188	24,559	45,748
Travel	615	460	1,075
Lease and Rental Payments	5,756	2,357	8,113
Utilities	9,689	16,584	26,272
Telecommunications	-	-	-
45025 Aviation Drive	-	(88)	(88)
45045 Aviation Drive	-	(328)	(328)
Services	38,773	69,428	108,201
Supplies, Materials and Fuels	6,016	11,671	17,687
Insurance and Risk Management	5,310	3,540	8,851
Non-Capital Equipment	<u>1,023</u>	<u>736</u>	<u>1,759</u>
<b>Total Operating Expenses</b>	<b><u>\$ 151,643</u></b>	<b><u>\$ 201,390</u></b>	<b><u>\$ 353,033</u></b>
<b>Transfers</b>	<b>\$ -</b>	<b>\$ 99,485</b>	<b>\$ 99,485</b>
<b>Net Revenues</b>	<b>\$ 152,248</b>	<b>\$ 307,850</b>	<b>\$ 460,098</b>
<b>Debt Service</b>			
Bond Principal Payments	(37,399)	(117,052)	(154,451)
Interest Expense	(41,807)	(130,848)	(172,655)
<b>Reserve Requirements</b>	<b>(1,709)</b>	<b>(2,296)</b>	<b>(4,005)</b>
<b>Commonwealth of Virginia Grant</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>
<b>Authority Share transferred from Reagan National</b>	<b>-</b>	<b>40,000</b>	<b>40,000</b>
<b>Non-Operating Revenue*</b>			
Interest Income	<u>3,487</u>	<u>17,266</u>	<u>20,753</u>
<b>Net Remaining Revenue</b>	<b><u><u>\$ 75,451</u></u></b>	<b><u><u>\$ 139,291</u></u></b>	<b><u><u>\$ 214,742</u></u></b>

\* 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.

Note: Totals may not sum due to rounding.

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**Table 3-7: 2018 Budget by Airport**

(dollars in thousands)	Reagan National	Dulles International	Total
<b>Operating Revenues</b>			
Airline Rents	\$ 87,978	\$ 140,498	\$ 228,476
Landing Fees	53,708	36,972	90,680
Tenant Equipment Charges	1,318	1,056	2,374
International Arrivals Building Fees	-	21,279	21,279
Passenger Conveyance Fees	-	7,886	7,886
<b>Subtotal Airline Revenues</b>	<b>\$ 143,004</b>	<b>\$ 207,691</b>	<b>\$ 350,695</b>
Concessions	\$ 120,989	\$ 174,694	\$ 295,683
TSA Security Fees	529	346	875
Utilities	2,806	6,076	8,882
Non-Airline Rents	9,357	31,136	40,493
Other Revenues	3,373	7,746	11,118
<b>Subtotal Non-Airline Revenues</b>	<b>\$ 137,053</b>	<b>\$ 219,997</b>	<b>\$ 357,050</b>
<b>Total Operating Revenues</b>	<b>\$ 280,057</b>	<b>\$ 427,688</b>	<b>\$ 707,745</b>
<b>Operating Expenses</b>			
Personnel Compensation	\$ 64,887	\$ 73,084	\$ 137,971
Employee Benefits	22,249	25,463	47,711
Travel	585	438	1,023
Lease and Rental Payments	6,923	2,425	9,348
Utilities	9,525	16,201	25,726
Telecommunications	(240)	(160)	(399)
45025 Aviation Drive	-	(82)	(82)
45045 Aviation Drive	-	(286)	(286)
Services	40,564	69,566	110,130
Supplies, Materials and Fuels	5,925	11,771	17,696
Insurance and Risk Management	5,310	3,540	8,851
Non-Capital Equipment	993	740	1,734
<b>Total Operating Expenses</b>	<b>\$ 156,721</b>	<b>\$ 202,701</b>	<b>\$ 359,423</b>
<b>Transfers</b>	<b>\$ 35,212</b>	<b>\$ 108,953</b>	<b>\$ 144,165</b>
<b>Net Revenues</b>	<b>\$ 158,548</b>	<b>\$ 333,940</b>	<b>\$ 492,488</b>
<b>Debt Service</b>			
Bond Principal Payments	(42,521)	(128,494)	(171,015)
Interest Expense	(42,716)	(129,081)	(171,796)
<b>Reserve Requirements</b>	<b>(1,304)</b>	<b>(1,705)</b>	<b>(3,009)</b>
<b>Commonwealth of Virginia Grant</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>
<b>Authority Share transferred from Reagan National</b>	<b>-</b>	<b>35,000</b>	<b>35,000</b>
<b>Non-Operating Revenue*</b>			
Interest Income	5,430	17,250	22,680
<b>Net Remaining Revenue</b>	<b>\$ 77,437</b>	<b>\$ 151,910</b>	<b>\$ 229,348</b>

\* 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.

Note: Totals may not sum due to rounding.

**Table 3-8: Comparison 2016 Actual, 2017 and 2018 Budget by Gross Revenue and Expenses**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Operating Revenues</b>					
Airline Rents*	\$ 266,949	\$ 259,662	\$ 230,850	\$ (28,812)	(11.1%)
Landing Fees	93,422	96,264	90,680	(5,584)	(5.8%)
International Arrival Building Fees	23,709	22,871	21,279	(1,592)	(7.0%)
Passenger Conveyance Fees	7,887	4,611	7,886	3,275	71.0%
<b>Subtotal Airline Revenues</b>	<b>\$ 391,967</b>	<b>\$ 383,408</b>	<b>\$ 350,695</b>	<b>\$ (32,713)</b>	<b>(8.5%)</b>
TSA Security Fees	\$ 949	\$ 996	\$ 875	\$ (122)	(12.2%)
Utilities	13,019	12,877	13,979	1,102	8.6%
Other Revenues (Parking Permits)	10,614	10,283	11,118	835	8.1%
Non-Airline Rents	41,234	40,940	46,315	5,375	13.1%
Food and Beverage	30,377	33,104	34,116	1,012	3.1%
Retail and Newsstand	14,491	14,039	13,748	(291)	(2.1%)
Services	3,602	3,578	2,809	(769)	(21.5%)
Duty Free	13,567	13,672	14,120	448	3.3%
Other Concessions	1,556	1,517	1,503	(15)	(1.0%)
Advertising	14,963	13,175	14,537	1,362	10.3%
Foreign Currency	4,258	4,000	4,000	-	0.0%
Ground Transportation	29,392	27,457	42,047	14,590	53.1%
Hotel Shuttle	741	711	685	(26)	(3.7%)
Rental Cars	39,304	42,891	43,092	201	0.5%
Inflight Kitchen	15,207	13,920	15,057	1,137	8.2%
Parking	127,700	127,820	120,139	(7,681)	(6.0%)
Fixed Based Operators	20,229	19,474	30,599	11,125	57.1%
Ground Handling (Miscellaneous)	910	1,132	1,131	(1)	(0.1%)
<b>Subtotal Non-Airline Revenues</b>	<b>\$ 382,112</b>	<b>\$ 381,587</b>	<b>\$ 409,869</b>	<b>\$ 28,282</b>	<b>7.4%</b>
<b>Total Operating Revenues</b>	<b>\$ 774,079</b>	<b>\$ 764,995</b>	<b>\$ 760,564</b>	<b>\$ (4,431)</b>	<b>(0.6%)</b>
<b>Operating Expenses</b>					
Personnel Compensation	\$ 126,642	\$ 136,537	\$ 138,771	\$ 2,233	1.6%
Employee Benefits	45,290	45,748	47,711	1,963	4.3%
Services	134,556	149,166	151,424	2,258	1.5%
Materials and Supplies	17,784	20,589	20,601	13	0.1%
Lease from U.S. Government	5,502	5,654	5,824	170	3.0%
Lease and Rental Expenses	171	2,458	3,524	1,065	43.3%
Utilities	25,684	27,314	26,818	(497)	(1.8%)
Telecommunications	3,510	3,760	4,510	750	19.9%
Travel	585	1,075	1,023	(53)	(4.9%)
Insurance	7,966	8,851	8,851	-	0.0%
Project Expenses	10	50	-	(50)	(100.0%)
Non-Cash Expenses	54	-	-	-	0.0%
<b>Total Operating Expenses excluding Depreciation</b>	<b>\$ 367,754</b>	<b>\$ 401,203</b>	<b>\$ 409,055</b>	<b>\$ 7,852</b>	<b>2.0%</b>
<b>Reconciliation of Gross Revenue and Expenses to 2016 Actual, 2017 and 2018 Budget</b>					
<b>Total Gross Revenue Shown Above</b>	<b>\$ 774,079</b>	<b>\$ 764,995</b>	<b>\$ 760,564</b>	<b>\$ (4,431)</b>	<b>(0.6%)</b>
Parking Expenses	(29,830)	(32,125)	(31,657)	469	(1.5%)
Taxi Expenses	(4,504)	(5,425)	(5,706)	(281)	5.2%
Concession Management Fees	(4,374)	(4,141)	(4,537)	(396)	9.6%
Telecommunications Revenue	(3,811)	(3,760)	(4,909)	(1,149)	30.6%
Air Traffic Control Tower Rents and Utilities	(3,751)	(3,735)	(3,742)	(7)	0.2%
45045 and 45045 Aviation Drive Rents	(1,865)	(2,163)	(2,268)	(105)	4.9%
<b>Total Budgeted Revenues (Excluding Transfers)</b>	<b>\$ 725,945</b>	<b>\$ 713,646</b>	<b>\$ 707,745</b>	<b>\$ (5,901)</b>	<b>(0.8%)</b>
<b>Total Gross Expenses Shown Above</b>	<b>\$ 367,754</b>	<b>\$ 401,203</b>	<b>\$ 409,055</b>	<b>\$ 7,852</b>	<b>2.0%</b>
Parking Expenses	(29,830)	(32,125)	(31,657)	469	(1.5%)
Taxi Expenses	(4,504)	(5,425)	(5,706)	(281)	5.2%
Concession Management Fees	(4,374)	(4,141)	(4,537)	(396)	9.6%
GASB-68, Non-Cash Expenses	(4,767)	-	-	-	0.0%
Telecommunications Revenue	(3,811)	(3,760)	(4,909)	(1,149)	30.6%
45045 and 45045 Aviation Drive Rents	(1,865)	(2,163)	(2,268)	(105)	4.9%
Air Traffic Control Tower Expenses	(387)	(556)	(556)	-	0.0%
<b>Total Budgeted Expenses</b>	<b>\$ 318,217</b>	<b>\$ 353,033</b>	<b>\$ 359,423</b>	<b>\$ 6,390</b>	<b>1.8%</b>

\*Includes Tenant Equipment Charges



**Long-term O&M Financial Forecasts**

The long-term financial forecasts of the Airports Authority reflect management’s expected course of action during the forecast period and presents the expected financial results of the Airports Authority. The forecasts are subject to uncertainties given that some assumptions will not be realized, and unanticipated events and circumstances may occur. For a more detailed report and analysis, the Airports Authority’s latest long-term O&M financial forecasts for the Aviation Enterprise can be found in the Series 2017A Official Statement - Report of the Airport Consultant, at [www.mwaa.com/about/debt-management](http://www.mwaa.com/about/debt-management).

The long-term forecast for operating revenues takes into account historical results, allowances for unit price inflation at 2 percent per year, planned facility developments, and the provisions of the Airline Agreement as well as other leases and agreements with airport tenants. Revenues driven by passenger activity and aircraft activity are forecasted based on the economic outlook of the Airports service region, trends in historical airline traffic, and key factors likely to affect future traffic.

For O&M expenses, the forecast is developed taking into consideration assumed increases in costs as a result of inflation and any planned facility developments. The unit cost for personnel expenses assumes an average increase of 3 percent per year and no overall increase in current staffing levels. The cost of utilities, services, supplies, materials and fuels are also assumed to increase at an average rate of 3 percent. Finally, additional operational expenses are expected to be incurred in 2021 and 2022 with the completion of Project Journey, the \$1.0 billion investment to transform the traveler experience inside terminals, at the gates, and along the roads at Reagan National.

Annual debt service is forecasted based on current and scheduled debt service payments as well as planned 2018-2021 fixed-rate bond issuances.

**Table 3-9: Long-term O&M Forecast**

(dollars in thousands)	Budget (Adopted) 2017	Budget (Adopted) 2018	Forecast (ROAC) 2018	Forecast (ROAC) 2019	Forecast (ROAC) 2020	Forecast (ROAC) 2021	Forecast (ROAC) 2022
<b>Operating Revenues</b>							
Airline Revenues	\$ 383,408	\$ 350,695	\$ 382,185	\$ 407,329	\$ 412,324	\$ 451,531	\$ 466,631
Non-Airline Revenues	330,238	357,050	347,754	354,229	362,261	370,854	380,878
<b>Total Operating Revenues</b>	<b>\$ 713,646</b>	<b>\$ 707,745</b>	<b>\$ 729,939</b>	<b>\$ 761,558</b>	<b>\$ 774,585</b>	<b>\$ 822,385</b>	<b>\$ 847,509</b>
Annual Percent Change			3.1%	4.3%	1.7%	6.2%	3.1%
<b>Operating Expenses</b>							
Personnel Expenses	\$ 181,492	\$ 185,682	\$ 186,938	\$ 192,545	\$ 198,321	\$ 204,651	\$ 211,217
Other Operating Expenses	171,541	173,740	176,688	181,986	187,446	194,767	202,526
<b>Total Operating Expenses</b>	<b>\$ 353,033</b>	<b>\$ 359,423</b>	<b>\$ 363,626</b>	<b>\$ 374,531</b>	<b>\$ 385,767</b>	<b>\$ 399,418</b>	<b>\$ 413,743</b>
Annual Percent Change			1.2%	3.0%	3.0%	3.5%	3.6%
<b>Total Annual Debt Service</b>	<b>\$ 327,106</b>	<b>\$ 342,811</b>	<b>\$ 348,796</b>	<b>\$ 342,381</b>	<b>\$ 355,128</b>	<b>\$ 386,556</b>	<b>\$ 392,628</b>
Annual Percent Change			1.7%	-1.8%	3.7%	8.8%	1.6%

Operating revenues excludes investment earnings and operating expenses excludes O&M Reserve Requirement and Equipment and Facility expenses.  
 ROAC = Series 2017A Official Statement - Report of the Airport Consultant.

**AVIATION ENTERPRISE OPERATING REVENUES**

**Budget Summary for Aviation Enterprise**

**Table 3-10: Operating Revenues and Interest Income**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Metropolitan Washington Airports Authority</b>					
<b>Airline*</b>					
Airline Rents	\$ 262,764	\$ 254,995	\$ 228,476	\$ (26,519)	(10.4%)
Landing Fees	93,422	96,264	90,680	(5,584)	(5.8%)
Tenant Equipment Charges	4,185	4,667	2,374	(2,293)	(49.1%)
International Arrivals Building Fees	23,709	22,871	21,279	(1,592)	(7.0%)
Passenger Conveyance Fees	7,887	4,611	7,886	3,275	71.0%
<b>Subtotal Airline Revenues</b>	<b>\$ 391,967</b>	<b>\$ 383,408</b>	<b>\$ 350,695</b>	<b>\$ (32,713)</b>	<b>(8.5%)</b>
<b>Non-Airline</b>					
Concessions	\$ 277,589	\$ 274,800	\$ 295,683	\$ 20,883	7.6%
TSA Security Fees	949	996	875	(122)	(12.2%)
Utilities	9,006	8,926	8,882	(45)	(0.5%)
Non-Airline Rents	35,821	35,232	40,493	5,260	14.9%
Other Revenues	10,614	10,283	11,118	835	8.1%
<b>Subtotal Non-Airline Revenues</b>	<b>\$ 333,978</b>	<b>\$ 330,238</b>	<b>\$ 357,050</b>	<b>\$ 26,812</b>	<b>8.1%</b>
<b>Total Operating Revenues</b>	<b>\$ 725,945</b>	<b>\$ 713,646</b>	<b>\$ 707,745</b>	<b>\$ (5,901)</b>	<b>(0.8%)</b>

\* Revenue projections for airline-supported areas are based on current expense estimates and are generated on a cost recovery basis.

<b>Interest Income</b>	<b>\$ 20,248</b>	<b>\$ 20,753</b>	<b>\$ 22,680</b>	<b>\$ 1,927</b>	<b>9.3%</b>
<b>Transfers</b>	<b>\$ 101,118</b>	<b>\$ 99,485</b>	<b>\$ 144,165</b>	<b>\$ 44,680</b>	<b>44.9%</b>

**Airline Revenue**

Airline rents, landing fees, and passenger conveyance fees are generated on a cost recovery basis. Airline revenue is projected to decrease 8.5 percent below the 2017 Budget due to the application of \$35.0 million of NRR from Reagan National's Net Remaining Revenue to Dulles International, and the application of the second installment of \$25.0 million from the Commonwealth of Virginia.

**Non-Airline Revenue**

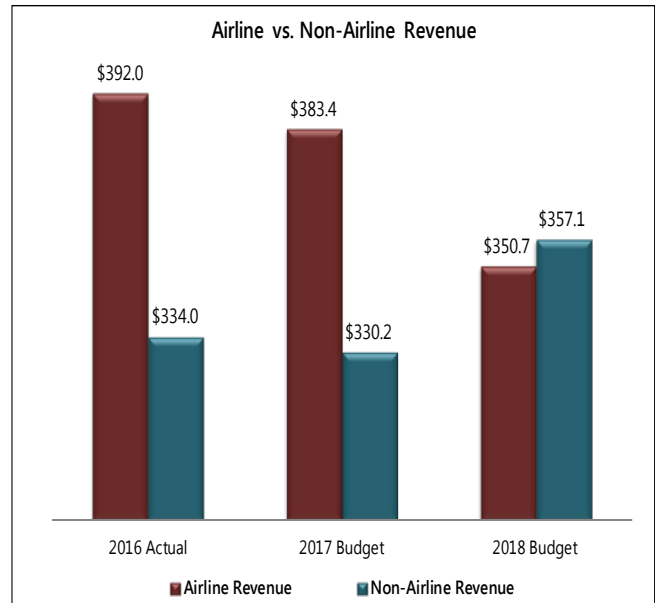
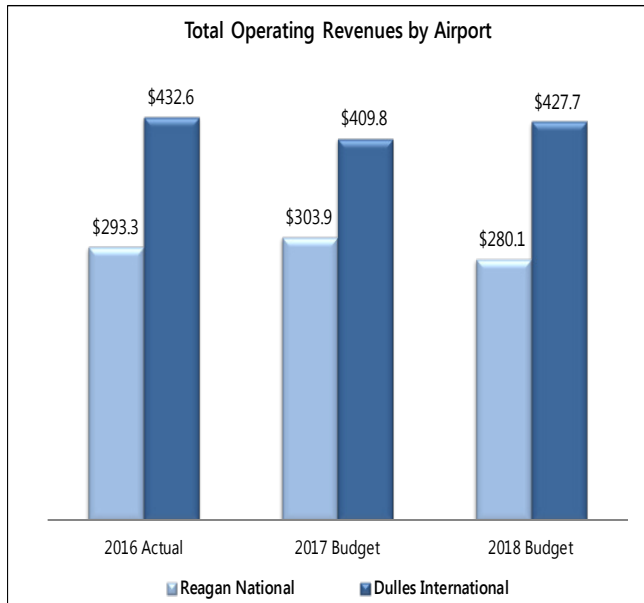
Non-airline revenue is projected to increase 8.1 percent above the 2017 Budget primarily due to new and enhanced opportunities in the concessions program at Reagan National and Dulles International. Concession revenue is projected to increase 7.6 percent above the 2017 Budget. This increase is driven by the growth in passengers, the expanded ground transportation program, and new Fixed Based Operator opportunities at Dulles International.

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**Table 3-11: Comparison of 2016, 2017 and 2018 Operating Revenues**

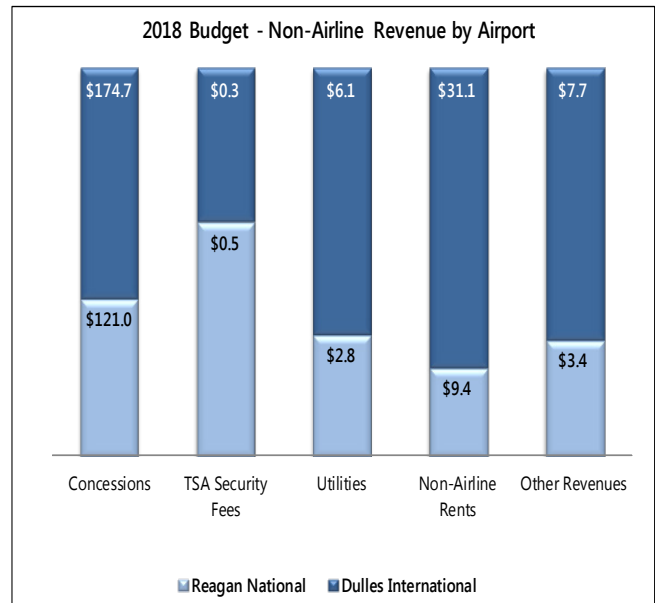
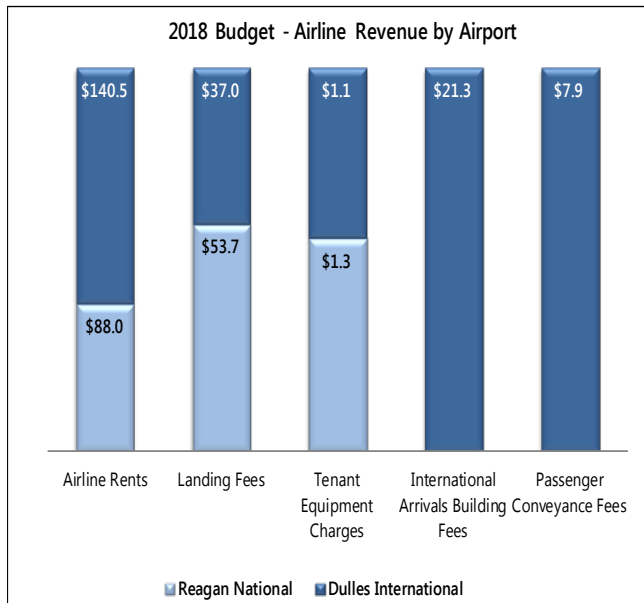
(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Reagan National</b>					
Airline Rents	\$ 101,714	\$ 105,438	\$ 87,978	\$ (17,460)	(16.6%)
Landing Fees	55,292	59,413	53,708	(5,705)	(9.6%)
Tenant Equipment Charges	1,318	3,434	1,318	(2,116)	(61.6%)
International Arrivals Building Fees	-	-	-	-	0.0%
Passenger Conveyance Fees	-	-	-	-	0.0%
<b>Subtotal Airline Revenues</b>	<b>\$ 158,324</b>	<b>\$ 168,285</b>	<b>\$ 143,004</b>	<b>\$ (25,281)</b>	<b>(15.0%)</b>
Concessions	\$ 119,140	\$ 120,241	\$ 120,989	\$ 749	0.6%
TSA Security Fees	586	620	529	(91)	(14.7%)
Utilities	2,790	2,893	2,806	(87)	(3.0%)
Non-Airline Rents	9,449	9,114	9,357	244	2.7%
Other Revenues	3,009	2,739	3,373	633	23.1%
<b>Subtotal Non-Airline Revenues</b>	<b>\$ 134,975</b>	<b>\$ 135,606</b>	<b>\$ 137,053</b>	<b>\$ 1,448</b>	<b>1.1%</b>
<b>Total Reagan National Operating Revenues</b>	<b>\$ 293,299</b>	<b>\$ 303,891</b>	<b>\$ 280,057</b>	<b>\$ (23,833)</b>	<b>(7.8%)</b>
<b>Dulles International</b>					
Airline Rents	\$ 161,050	\$ 149,557	\$ 140,498	\$ (9,059)	(6.1%)
Landing Fees	38,130	36,851	36,972	121	0.3%
Tenant Equipment Charges	2,867	1,233	1,056	(177)	(14.4%)
International Arrivals Building Fees	23,709	22,871	21,279	(1,592)	(7.0%)
Passenger Conveyance Fees	7,887	4,611	7,886	3,275	71.0%
<b>Subtotal Airline Revenues</b>	<b>\$ 233,643</b>	<b>\$ 215,123</b>	<b>\$ 207,691</b>	<b>\$ (7,432)</b>	<b>(3.5%)</b>
Concessions	\$ 158,449	\$ 154,560	\$ 174,694	\$ 20,134	13.0%
TSA Security Fees	362	376	346	(31)	(8.1%)
Utilities	6,216	6,034	6,076	42	0.7%
Non-Airline Rents	26,372	26,119	31,136	5,017	19.2%
Other Revenues	7,605	7,544	7,746	202	2.7%
<b>Subtotal Non-Airline Revenues</b>	<b>\$ 199,003</b>	<b>\$ 194,632</b>	<b>\$ 219,997</b>	<b>\$ 25,365</b>	<b>13.0%</b>
<b>Total Dulles International Operating Revenues</b>	<b>\$ 432,646</b>	<b>\$ 409,755</b>	<b>\$ 427,688</b>	<b>\$ 17,932</b>	<b>4.4%</b>
<b>Metropolitan Washington Airports Authority</b>					
Airline Rents	\$ 262,764	\$ 254,995	\$ 228,476	\$ (26,519)	(10.4%)
Landing Fees	93,422	96,264	90,680	(5,584)	(5.8%)
Tenant Equipment Charges	4,185	4,667	2,374	(2,293)	(49.1%)
International Arrivals Building Fees	23,709	22,871	21,279	(1,592)	(7.0%)
Passenger Conveyance Fees	7,887	4,611	7,886	3,275	71.0%
<b>Subtotal Airline Revenues</b>	<b>\$ 391,967</b>	<b>\$ 383,408</b>	<b>\$ 350,695</b>	<b>\$ (32,713)</b>	<b>(8.5%)</b>
Concessions	\$ 277,589	\$ 274,800	\$ 295,683	\$ 20,883	7.6%
TSA Security Fees	949	996	875	(122)	(12.2%)
Utilities	9,006	8,926	8,882	(45)	(0.5%)
Non-Airline Rents	35,821	35,232	40,493	5,260	14.9%
Other Revenues	10,614	10,283	11,118	835	8.1%
<b>Subtotal Non-Airline Revenues</b>	<b>\$ 333,978</b>	<b>\$ 330,238</b>	<b>\$ 357,050</b>	<b>\$ 26,812</b>	<b>8.1%</b>
<b>Total Operating Revenues</b>	<b>\$ 725,945</b>	<b>\$ 713,646</b>	<b>\$ 707,745</b>	<b>\$ (5,901)</b>	<b>(0.8%)</b>

Table 3-12: Operating Revenue Summary (*dollars in millions*)



Percent of Total Revenue	2016 Actual	2017 Budget	2018 Budget
Reagan National	40.4%	42.6%	39.6%
Dulles International	59.6%	57.4%	60.4%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Percent of Total Revenue	2016 Actual	2017 Budget	2018 Budget
Airline Revenue	54.0%	53.7%	49.6%
Non-Airline Revenue	46.0%	46.3%	50.4%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



Percent of Airline Revenue	2016 Actual	2017 Budget	2018 Budget
Reagan National	40.4%	43.9%	40.8%
Dulles International	59.6%	56.1%	59.2%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Percent of Non-Airline Revenue	2016 Actual	2017 Budget	2018 Budget
Reagan National	40.4%	41.1%	38.4%
Dulles International	59.6%	58.9%	61.6%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

**Operating Revenues by Airport**

Total operating revenue, excluding transfers for 2018, is estimated at \$707.7 million. Based on current estimates, operating revenues are expected to decrease approximately 0.8 percent compared to the 2017 Budget.

**Table 3-13: Operating Revenue Summary by Airport**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Reagan National	\$ 293,299	\$ 303,891	\$ 280,057	\$ (23,833)	(7.8%)
Dulles International	<u>432,646</u>	<u>409,755</u>	<u>427,688</u>	<u>17,932</u>	4.4%
<b>Total</b>	<b><u>\$ 725,945</u></b>	<b><u>\$ 713,646</u></b>	<b><u>\$ 707,745</u></b>	<b><u>\$ (5,901)</u></b>	<b>(0.8%)</b>

**Methodology**

The 2018 Budget for airline revenue (airline rents, landing fees, tenant equipment charges, international arrivals building fees, passenger conveyance fees) by airport has been developed in accordance with the terms and conditions contained within the Airline Agreement including these provisions:

- Any required expenditures associated with the Capital Construction Program (CCP) at both Airports have been included.
- Net Remaining Revenue (NRR) generated at Reagan National in 2017 and 2018 will be shared 55 percent with the Airports Authority and 45 percent with the Airlines.
- The Airports Authority will use its share of NRR generated in 2017 from Reagan National at Dulles International in 2018, up to \$35.0 million.
- NRR generated at Dulles International is shared between the Airports Authority and Dulles International airlines (generally 50 percent to airlines and 50 percent to the Airports Authority up to a "plateau" amount of \$16.3 million in 2017 and \$16.5 million in 2018, and 75 percent to airlines and 25 percent to the Airports Authority for the amounts above the plateau).
- Debt Service Coverage payments from airlines for airline-supported cost centers at both Airports, in years 2018 through 2023 is 30 percent.

For non-airline revenue (concessions, security fees, utilities, non-airline rents, other revenues), the 2018 budget was developed based on the following considerations:

- Current non-airline tenant lease contracts and future lease schedules.
- Expected concessionaire minimum annual guarantee amounts and contract requirements.
- Projected passenger activity.

### Airline 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 the AeroTrain are included as part of terminal rental rates at Dulles International.

**Table 3-14: Airline Rents**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Reagan National	\$ 101,714	\$ 105,438	\$ 87,978	\$ (17,460)	(16.6%)
Dulles International	<u>161,050</u>	<u>149,557</u>	<u>140,498</u>	<u>(9,059)</u>	(6.1%)
<b>Total</b>	<b><u>\$ 262,764</u></b>	<b><u>\$ 254,995</u></b>	<b><u>\$ 228,476</u></b>	<b><u>\$ (26,519)</u></b>	<b>(10.4%)</b>

### Non-Airline Rents

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 3-15: Non-Airline Rents**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Reagan National	\$ 9,449	\$ 9,114	\$ 9,357	\$ 244	2.7%
Dulles International	<u>26,372</u>	<u>26,119</u>	<u>31,136</u>	<u>5,017</u>	19.2%
<b>Total</b>	<b><u>\$ 35,821</u></b>	<b><u>\$ 35,232</u></b>	<b><u>\$ 40,493</u></b>	<b><u>\$ 5,260</u></b>	<b>14.9%</b>

### 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, which is 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 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Reagan National	\$ 55,292	\$ 59,413	\$ 53,708	\$ (5,705)	(9.6%)
Dulles International	<u>38,130</u>	<u>36,851</u>	<u>36,972</u>	<u>121</u>	0.3%
<b>Total</b>	<b><u>\$ 93,422</u></b>	<b><u>\$ 96,264</u></b>	<b><u>\$ 90,680</u></b>	<b><u>\$ (5,584)</u></b>	<b>(5.8%)</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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**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 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Reagan National	\$ 1,318	\$ 3,434	\$ 1,318	\$ (2,116)	(61.6%)
Dulles International	<u>2,867</u>	<u>1,233</u>	<u>1,056</u>	<u>(177)</u>	(14.4%)
<b>Total</b>	<b>\$ 4,185</b>	<b>\$ 4,667</b>	<b>\$ 2,374</b>	<b>\$ (2,293)</b>	<b>(49.1%)</b>

**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 IAB was built by United Airlines. The Airports Authority reimbursed United Airlines for its costs in October 1997, and the costs of the Concourse C IAB are recovered through a separate fee.

**Table 3-18: International Arrivals Building Fees**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Dulles International	<u>\$ 23,709</u>	<u>\$ 22,871</u>	<u>\$ 21,279</u>	<u>\$ (1,592)</u>	(7.0%)

**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 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Dulles International	<u>\$ 7,887</u>	<u>\$ 4,611</u>	<u>\$ 7,886</u>	<u>\$ 3,275</u>	71.0%

### 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 the TSA.

**Table 3-20: Security Fees**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Reagan National	\$ 586	\$ 620	\$ 529	\$ (91)	(14.7%)
Dulles International	<u>362</u>	<u>376</u>	<u>346</u>	<u>(31)</u>	(8.1%)
<b>Total</b>	<b><u>\$ 949</u></b>	<b><u>\$ 996</u></b>	<b><u>\$ 875</u></b>	<b><u>\$ (122)</u></b>	<b>(12.2%)</b>

### 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 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Reagan National	\$ 2,790	\$ 2,893	\$ 2,806	\$ (87)	(3.0%)
Dulles International	<u>6,216</u>	<u>6,034</u>	<u>6,076</u>	<u>42</u>	0.7%
<b>Total</b>	<b><u>\$ 9,006</u></b>	<b><u>\$ 8,926</u></b>	<b><u>\$ 8,882</u></b>	<b><u>\$ (45)</u></b>	<b>(0.5%)</b>

### 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 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Reagan National	\$ 3,009	\$ 2,739	\$ 3,373	\$ 633	23.1%
Dulles International	<u>7,605</u>	<u>7,544</u>	<u>7,746</u>	<u>202</u>	2.7%
<b>Total</b>	<b><u>\$ 10,614</u></b>	<b><u>\$ 10,283</u></b>	<b><u>\$ 11,118</u></b>	<b><u>\$ 835</u></b>	<b>8.1%</b>



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**Metropolitan Washington Airports Authority**

**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, taxi operations, app-based Transportation Network Companies, 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: Concession Revenue by Airport, Type and per Enplanement**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Reagan National	\$ 119,140	\$ 120,241	\$ 120,989	\$ 749	0.6%
Dulles International	<u>158,449</u>	<u>154,560</u>	<u>174,694</u>	<u>20,134</u>	13.0%
<b>Total</b>	<b><u>\$ 277,589</u></b>	<b><u>\$ 274,800</u></b>	<b><u>\$ 295,683</u></b>	<b><u>\$ 20,883</u></b>	<b>7.6%</b>
<b>Combined Per Enplanement</b>	<b><u>\$ 12.27</u></b>	<b><u>\$ 12.00</u></b>	<b><u>\$ 12.72</u></b>	<b><u>\$ 0.72</u></b>	<b>6.0%</b>
<b>Reagan National</b>					
Landside	\$ 86,924	\$ 87,667	\$ 86,898	\$ (769)	(0.9%)
Terminal	28,770	29,154	30,638	1,484	5.1%
Airside	<u>3,446</u>	<u>3,419</u>	<u>3,454</u>	<u>35</u>	1.0%
<b>Subtotal Reagan National</b>	<b><u>\$ 119,140</u></b>	<b><u>\$ 120,241</u></b>	<b><u>\$ 120,989</u></b>	<b><u>\$ 749</u></b>	<b>0.6%</b>
<b>Per Enplanement</b>					
Landside	\$ 7.39	\$ 7.37	\$ 7.24	\$ (0.13)	(1.7%)
Terminal	2.45	2.45	2.55	0.10	4.2%
Airside	<u>0.29</u>	<u>0.29</u>	<u>0.29</u>	<u>-</u>	0.0%
<b>Subtotal Per Enplanement</b>	<b><u>\$ 10.12</u></b>	<b><u>\$ 10.10</u></b>	<b><u>\$ 10.08</u></b>	<b><u>\$ (0.02)</u></b>	<b>(0.2%)</b>
<b>Dulles International</b>					
Landside	\$ 75,878	\$ 73,662	\$ 81,702	\$ 8,040	10.9%
Terminal	50,581	50,922	50,789	(133)	(0.3%)
Airside	<u>31,990</u>	<u>29,975</u>	<u>42,203</u>	<u>12,227</u>	40.8%
<b>Subtotal Dulles International</b>	<b><u>\$ 158,449</u></b>	<b><u>\$ 154,560</u></b>	<b><u>\$ 174,694</u></b>	<b><u>\$ 20,134</u></b>	<b>13.0%</b>
<b>Per Enplanement</b>					
Landside	\$ 6.98	\$ 6.70	\$ 7.26	\$ 0.57	8.5%
Terminal	4.66	4.63	4.51	(0.11)	(2.5%)
Airside	<u>2.94</u>	<u>2.73</u>	<u>3.75</u>	<u>1.03</u>	37.7%
<b>Subtotal Per Enplanement</b>	<b><u>\$ 14.58</u></b>	<b><u>\$ 14.05</u></b>	<b><u>\$ 15.53</u></b>	<b><u>\$ 1.48</u></b>	<b>10.5%</b>

**Table 3-24: Concession Revenues – 2016, 2017 and 2018**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Reagan National</b>					
Food & Beverage	\$ 13,781	\$ 15,100	\$ 15,733	\$ 633	4.2%
Retail & Newsstand	5,523	5,810	5,351	(459)	(7.9%)
Services	155	149	131	(18)	(12.2%)
Duty Free	208	187	481	294	157.7%
Advertising	7,977	6,738	7,776	1,039	15.4%
Foreign Currency	426	400	400	-	0.0%
Ground Transportation	17,083	15,390	23,642	8,252	53.6%
Rental Cars	21,445	24,958	25,213	256	1.0%
Inflight Kitchen	1,708	1,878	1,724	(154)	(8.2%)
Parking	48,396	47,319	38,042	(9,277)	(19.6%)
Fixed Base Operator	1,738	1,541	1,730	189	12.3%
Other Concessions	701	771	766	(5)	(0.7%)
<b>Subtotal Reagan National Concession Revenues</b>	<b>\$ 119,140</b>	<b>\$ 120,241</b>	<b>\$ 120,989</b>	<b>\$ 749</b>	<b>0.6%</b>
<b>Dulles International</b>					
Food & Beverage	\$ 12,223	\$ 13,864	\$ 13,847	\$ (17)	(0.1%)
Retail & Newsstand	8,968	8,229	8,397	168	2.0%
Services	3,448	3,429	2,678	(750)	(21.9%)
Duty Free	13,359	13,485	13,639	154	1.1%
Advertising	6,986	6,438	6,760	323	5.0%
Foreign Currency	3,833	3,600	3,600	-	0.0%
Ground Transportation	8,546	7,353	13,384	6,031	82.0%
Rental Cars	17,859	17,933	17,879	(55)	(0.3%)
Inflight Kitchen	13,499	12,042	13,333	1,291	10.7%
Parking	49,474	48,376	50,440	2,064	4.3%
Fixed Base Operator	18,491	17,933	28,869	10,936	61.0%
Other Concessions	1,765	1,879	1,868	(11)	(0.6%)
<b>Subtotal Dulles International Concession Revenues</b>	<b>\$ 158,449</b>	<b>\$ 154,560</b>	<b>\$ 174,694</b>	<b>\$ 20,134</b>	<b>13.0%</b>
<b>Metropolitan Washington Airports Authority</b>					
Food & Beverage	\$ 26,004	\$ 28,964	\$ 29,579	\$ 616	2.1%
Retail & Newsstand	14,491	14,039	13,748	(291)	(2.1%)
Services	3,602	3,578	2,809	(769)	(21.5%)
Duty Free	13,567	13,672	14,120	448	3.3%
Advertising	14,963	13,175	14,537	1,362	10.3%
Foreign Currency	4,258	4,000	4,000	-	0.0%
Ground Transportation	25,629	22,743	37,026	14,282	62.8%
Rental Cars	39,304	42,891	43,092	201	0.5%
Inflight Kitchen	15,207	13,920	15,057	1,137	8.2%
Parking	97,870	95,695	88,482	(7,213)	(7.5%)
Fixed Base Operator	20,229	19,474	30,599	11,125	57.1%
Other Concessions	2,466	2,650	2,634	(16)	(0.6%)
<b>Total Concession Revenues</b>	<b>\$ 277,589</b>	<b>\$ 274,800</b>	<b>\$ 295,683</b>	<b>\$ 20,883</b>	<b>7.6%</b>

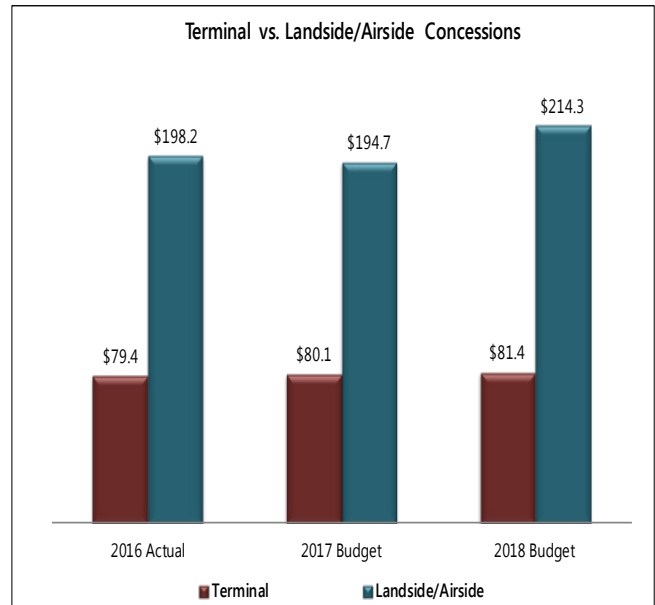
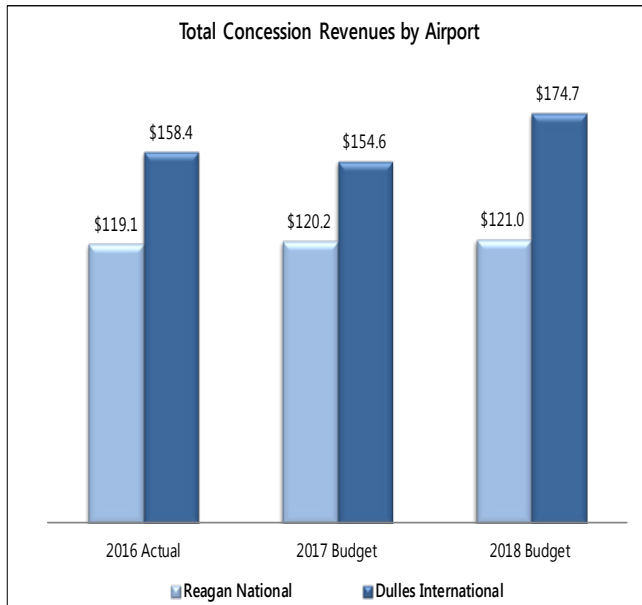
Parking, Taxi (within Ground Transportation), Food and Beverage concessions are shown net of expenses associated with their operation.

Services includes Luggage Cart Service, Hotel and Gas Station.

Other Concessions includes Banking Services, Ground Handling and Registered Traveler Services.

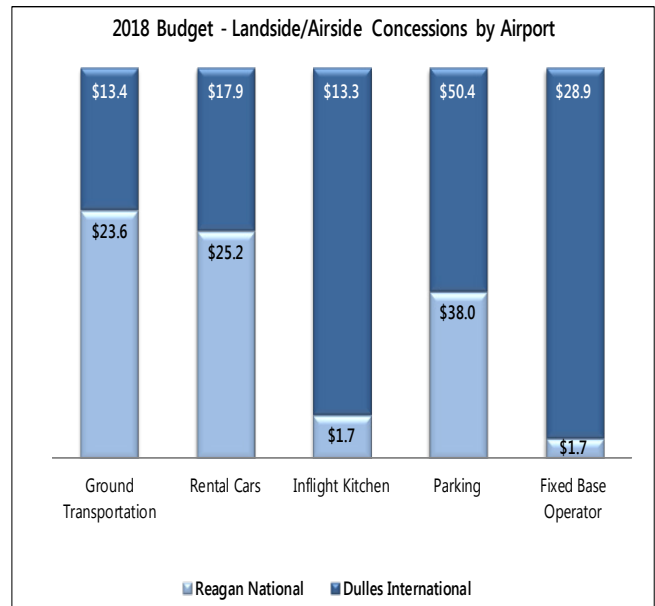
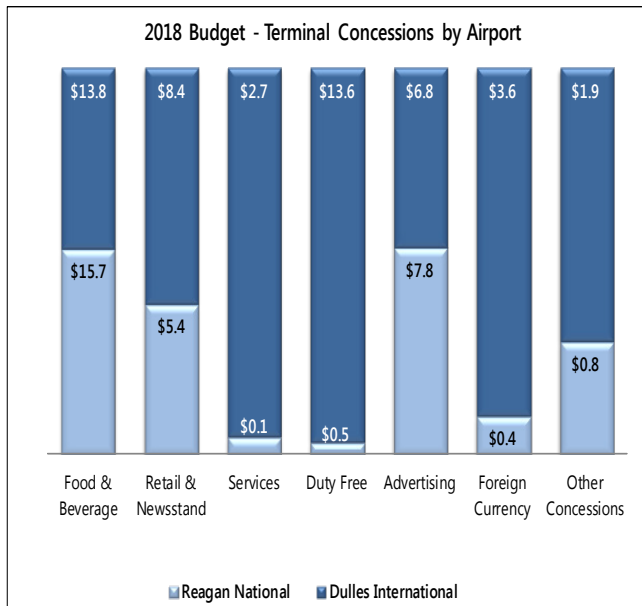
**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 3-25: Concession Revenue Summary (dollars in millions)



Percent of Concession Revenues	2016 Actual	2017 Budget	2018 Budget
Reagan National	42.9%	43.8%	40.9%
Dulles International	57.1%	56.2%	59.1%
Total	100.0%	100.0%	100.0%

Percent of Concession Revenues	2016 Actual	2017 Budget	2018 Budget
Terminal Concessions	28.6%	29.1%	27.5%
Landside/Airside Concessions	71.4%	70.9%	72.5%
Total	100.0%	100.0%	100.0%



Percent of Terminal Concessions	2016 Actual	2017 Budget	2018 Budget
Reagan National	36.3%	36.4%	37.6%
Dulles International	63.7%	63.6%	62.4%
Total	100.0%	100.0%	100.0%

Percent of Land/Airside Concessions	2016 Actual	2017 Budget	2018 Budget
Reagan National	45.6%	46.8%	42.2%
Dulles International	54.4%	53.2%	57.8%
Total	100.0%	100.0%	100.0%

**AVIATION ENTERPRISE OPERATION AND MAINTENANCE PROGRAM**

**Program Summary**

The Aviation Enterprise Operation and Maintenance (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, capital equipment and facility projects and non-capital expenditures.

Funding levels for the 2018 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. The 2018 O&M Program level is \$702.2 million, which includes \$359.4 million for operating expenses and \$342.8 million for debt service.

**Table 3-26: Aviation Enterprise Operation and Maintenance Program Summary**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Operating Expenses	\$ 318,217	\$ 353,033	\$ 359,423	\$ 6,390	1.8%
Debt Service	<u>320,624</u>	<u>327,106</u>	<u>342,811</u>	<u>15,706</u>	4.8%
<b>Total O&amp;M Program</b>	<b><u>\$ 638,840</u></b>	<b><u>\$ 680,139</u></b>	<b><u>\$ 702,234</u></b>	<b><u>\$ 22,095</u></b>	<b>3.2%</b>

**Cost Allocation**

The 2018 Aviation Budget includes a reduction of \$9.1 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 \$9.1 million, \$5.4 million is budgeted to be allocated to the Toll Road. The remaining \$3.7 million is budgeted to be allocated as administrative overhead for the Dulles Metrorail Project.

**2018 Operating Expenses Highlights**

Highlights of the 2018 operating expenses to support continuing operations and maintain facilities include the following:

- Excluding debt service, employee salaries and benefits represents the largest component of the Airports Authority's operating budget. The 2018 Budget includes a total of \$4.1 million for incumbent staff compensation increases through the Pay for Performance (PfP) program and Performance Management Partnership (PMP) program for the performance period January 1 through December 31, 2017, reflecting an average increase of 3 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 2018 are based on the parameters of the PfP and PMP programs. The PfP and PMP programs establish specific goals for individuals and work groups, and encourage productive communication between supervisors and employees. The PfP and PMP

## 2018 BUDGET

### Metropolitan Washington Airports Authority

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programs evaluate employees based on performance, with salary adjustments based on achieving performance goals. Budgeted personnel expenses reflect actual staffing projections.

- Personnel expenses reflect a \$123.7 thousand increase for overtime and premium pay based on historical usage.
- Career position staffing is proposed to increase by 29 positions, including the conversion of 15 non-career term positions from the Office of Technology. Non-career position staffing is proposed to increase by 11 positions to support various new initiatives. Detailed career position descriptions are included in the Airports Authority's staffing section of the 2018 Budget.
- The Airports Authority's 2018 budget for employee health insurance will increase by 7.8 percent with no significant changes to plan coverage. The increase reflects premium increases, coverage of additional employees, and the projected increase in medical trend of 4.9 percent, which is below the industry projected trend of 6.5 percent in 2018. The 2018 Budget for life insurance is projected to increase by \$70.2 thousand due to a slight increase in the retiree headcount.
- In 2018, the Airports Authority will continue its cooperative marketing program to stimulate passenger growth by promoting new and existing airline service to Dulles International. The 2018 Budget includes new funding for this purpose.
- The Airports Authority continues to focus on improving the customer experience with improved wayfinding and flight information display systems, a newly redesigned website with tools to help customers more efficiently search for flight information, navigate the Airports and select places to shop and dine. At Dulles International, the automatic kiosks for global entry, automated control and mobile app systems serve to expedite clearance of international passengers. The cost requirement to support and maintain these systems is covered in the 2018 Budget.
- Utility costs decreased by \$546 thousand based on continued participation in an electric cooperative purchasing program, and lower usage from more energy efficient programs.
- Maintenance of facilities, including the airport terminals, concourses and buildings, is accomplished with a balance of both in-house and contractual personnel. Information technology services and Data Center lease requirements were increased by \$1.0 million which was offset by reductions in utilities and administrative supplies estimates. Security and safety requirements such as airport access control systems, police overtime, and costs for guard services are included in the 2018 Budget.
- Operating insurance and risk management (insurance premiums and claims) are projected to stay flat in 2018, as compared to 2017 budget levels.

### Identification of Expenses by Organization and Entity

Expenses are identified separately for Consolidated Functions, Reagan National and Dulles International and include their respective Public Safety components (Public Safety Administration in Consolidated Functions, Reagan National Police and Fire Departments in Reagan National, and Dulles International Police and Fire Departments in Dulles International) unless;

- The exclusion of 'Public Safety' is duly noted, and/or
- The Office of Public Safety is identified separately.

Consolidated Functions, therefore, includes the following offices;

- Board of Directors,
- President and Chief Executive Officer,
- Executive Vice President and Chief Operating Officer,
- Executive Vice President and Chief Revenue Officer,
- Office of Airline Business Development,
- Office of Real Estate Development,
- Office of Marketing and Consumer Strategy,
- Office of Communications and Government Affairs,
- Office of Human Resources and Administrative Services,
- Office of Technology,
- Office of Finance,
- Office of Engineering,
- Office of General Counsel,
- Office of Audit,
- Office of Corporate Risk and Strategy,
- Office of Supply Chain Management,
- Central Staff of Public Safety (unless the exclusion is noted and/or identified separately).

Expenses for the Board of Directors, President and Chief Executive Officer, and Executive Vice Presidents are grouped together, although these expenses are accounted for separately during budget execution.

Under Consolidated Functions, telecommunications and the Airports Authority-owned buildings at Dulles International, 45025 Aviation Drive and 45045 Aviation Drive are shown net of the revenue associated with their operations.

Cost allocation to the Dulles Corridor Enterprise is included where applicable by expense category. For personnel expenses, cost allocation is included in other – personnel compensation and other – employee benefits.

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**Metropolitan Washington Airports Authority**

**2017 Detailed Operation and Maintenance Program by Organization**

**Table 3-27: 2017 Detailed O&M Program by Organization Including Debt Service**

(dollars in thousands)	Consolidated Functions	Reagan National	Dulles International	Total
<b>Personnel Expenses</b>				
Full-time Permanent	\$ 44,579	\$ 29,447	\$ 46,530	\$ 120,556
Other than Full-time Permanent	8,100	150	1,026	9,276
Overtime	848	2,307	4,096	7,251
Other - Personnel Compensation	(3,135)	1,134	663	(1,338)
<b>Personnel Compensation</b>	<b>\$ 50,392</b>	<b>\$ 33,038</b>	<b>\$ 52,315</b>	<b>\$ 135,744</b>
Health Insurance	\$ 7,495	\$ 6,344	\$ 9,652	\$ 23,491
Life Insurance	235	177	287	698
Retirement	7,645	5,346	8,785	21,776
Other - Employee Benefits	(599)	456	(74)	(217)
<b>Employee Benefits</b>	<b>\$ 14,775</b>	<b>\$ 12,323</b>	<b>\$ 18,649</b>	<b>\$ 45,748</b>
<b>Total Personnel Expenses</b>	<b>\$ 65,167</b>	<b>\$ 45,361</b>	<b>\$ 70,964</b>	<b>\$ 181,492</b>
<b>Travel</b>	896	77	102	1,075
<b>Lease and Rental Payments</b>				
Airport Lease Payments	5,654	-	-	5,654
Other - Lease and Rental Payments	2,297	89	72	2,458
<b>Total Lease and Rental Payments</b>	<b>7,951</b>	<b>89</b>	<b>72</b>	<b>8,113</b>
<b>Utilities</b>				
Electricity	3	5,701	12,613	18,316
Natural Gas	-	1,286	2,105	3,391
Water	-	1,337	364	1,701
Sewerage	-	1,364	1,501	2,865
<b>Total Utilities</b>	<b>3</b>	<b>9,687</b>	<b>16,583</b>	<b>26,272</b>
<b>Telecommunications</b>	-	-	-	-
45025 Aviation Drive	(88)	-	-	(88)
45045 Aviation Drive	(328)	-	-	(328)
<b>Services</b>				
Custodial Services	-	8,955	14,621	23,576
Contractual Services	23,864	15,500	45,261	84,625
<b>Total Services</b>	<b>23,864</b>	<b>24,455</b>	<b>59,882</b>	<b>108,201</b>
<b>Supplies, Materials and Fuels</b>				
Fuels	23	482	1,165	1,671
Supplies and Materials	2,451	4,049	9,516	16,016
<b>Total Supplies, Materials and Fuels</b>	<b>2,474</b>	<b>4,532</b>	<b>10,681</b>	<b>17,687</b>
<b>Insurance and Risk Management</b>	8,851	-	-	8,851
<b>Non-Capital Equipment</b>	1,350	213	196	1,759
<b>Total Operating Expenses</b>	<b>\$ 110,139</b>	<b>\$ 84,414</b>	<b>\$ 158,480</b>	<b>\$ 353,033</b>
<b>Debt Service</b>				
Bond Principal Payments	\$ -	\$ 37,399	\$ 117,052	\$ 154,451
Interest Expense	-	41,807	130,848	172,655
<b>Total Debt Service</b>	<b>\$ -</b>	<b>\$ 79,206</b>	<b>\$ 247,899</b>	<b>\$ 327,106</b>
<b>Total O&amp;M Program</b>	<b>\$ 110,139</b>	<b>\$ 163,620</b>	<b>\$ 406,379</b>	<b>\$ 680,139</b>

**2018 Detailed Operation and Maintenance Program by Organization**

**Table 3-28: 2018 Detailed O&M Program by Organization Including Debt Service**

(dollars in thousands)	Consolidated Functions	Reagan National	Dulles International	Total
<b>Personnel Expenses</b>				
Full-time Permanent	\$ 48,077	\$ 30,412	\$ 46,502	\$ 124,991
Other than Full-time Permanent	5,466	409	1,341	7,215
Overtime	902	2,307	4,095	7,305
Other - Personnel Compensation	(3,504)	1,194	771	(1,540)
<b>Personnel Compensation</b>	<b>\$ 50,941</b>	<b>\$ 34,322</b>	<b>\$ 52,708</b>	<b>\$ 137,971</b>
Health Insurance	\$ 7,883	\$ 7,026	\$ 10,425	\$ 25,334
Life Insurance	239	208	321	768
Retirement	7,468	5,678	9,000	22,146
Other - Employee Benefits	(775)	447	(210)	(537)
<b>Employee Benefits</b>	<b>\$ 14,815</b>	<b>\$ 13,360</b>	<b>\$ 19,537</b>	<b>\$ 47,711</b>
<b>Total Personnel Expenses</b>	<b>\$ 65,755</b>	<b>\$ 47,682</b>	<b>\$ 72,245</b>	<b>\$ 185,682</b>
<b>Travel</b>	843	79	101	1,023
<b>Lease and Rental Payments</b>				
Airport Lease Payments	5,824	-	-	5,824
Other - Lease and Rental Payments	3,381	70	72	3,524
<b>Total Lease and Rental Payments</b>	<b>9,205</b>	<b>70</b>	<b>72</b>	<b>9,348</b>
<b>Utilities</b>				
Electricity	3	5,447	12,365	17,816
Natural Gas	-	1,211	2,025	3,236
Water	-	1,399	368	1,767
Sewerage	-	1,467	1,441	2,908
<b>Total Utilities</b>	<b>3</b>	<b>9,524</b>	<b>16,200</b>	<b>25,726</b>
<b>Telecommunications</b>	(399)	-	-	(399)
45025 Aviation Drive	(82)	-	-	(82)
45045 Aviation Drive	(286)	-	-	(286)
<b>Services</b>				
Custodial Services	-	8,982	14,381	23,363
Contractual Services	25,654	16,191	44,924	86,768
<b>Total Services</b>	<b>25,654</b>	<b>25,172</b>	<b>59,305</b>	<b>110,130</b>
<b>Supplies, Materials and Fuels</b>				
Fuels	43	458	1,263	1,764
Supplies and Materials	2,342	4,036	9,554	15,932
<b>Total Supplies, Materials and Fuels</b>	<b>2,385</b>	<b>4,494</b>	<b>10,817</b>	<b>17,696</b>
<b>Insurance and Risk Management</b>	8,851	-	-	8,851
<b>Non-Capital Equipment</b>	1,328	197	209	1,734
<b>Total Operating Expenses</b>	<b>\$ 113,257</b>	<b>\$ 87,218</b>	<b>\$ 158,948</b>	<b>\$ 359,423</b>
<b>Debt Service</b>				
Bond Principal Payments	\$ -	\$ 42,521	\$ 128,494	\$ 171,015
Interest Expense	-	42,716	129,081	171,796
<b>Total Debt Service</b>	<b>\$ -</b>	<b>\$ 85,237</b>	<b>\$ 257,574</b>	<b>\$ 342,811</b>
<b>Total O&amp;M Program</b>	<b>\$ 113,257</b>	<b>\$ 172,454</b>	<b>\$ 416,523</b>	<b>\$ 702,234</b>



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**Comparison of Operation and Maintenance Program – Metropolitan Washington Airports Authority**

**Table 3-29: O&M Program – 2016, 2017 and 2018**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Operating Expenses</b>					
Personnel Compensation	\$ 125,769	\$ 135,744	\$ 137,971	\$ 2,227	1.6%
Employee Benefits	40,672	45,748	47,711	1,963	4.3%
Travel	585	1,075	1,023	(53)	(4.9%)
Lease and Rental Payments	5,673	8,113	9,348	1,235	15.2%
Utilities	24,721	26,272	25,726	(546)	(2.1%)
Telecommunications	(298)	-	(399)	(399)	0.0%
45025 Aviation Drive	(63)	(88)	(82)	6	(6.7%)
45045 Aviation Drive	(381)	(328)	(286)	43	(13.0%)
Services	96,867	108,201	110,130	1,930	1.8%
Supplies, Materials and Fuels	15,433	17,687	17,696	9	0.1%
Insurance and Risk Management	7,966	8,851	8,851	-	0.0%
Non-Capital Equipment	1,263	1,759	1,734	(25)	(1.4%)
Non-Capital Facility Projects	10	-	-	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 318,217</b>	<b>\$ 353,033</b>	<b>\$ 359,423</b>	<b>\$ 6,389</b>	<b>1.8%</b>
<b>Debt Service</b>					
Bond Principal Payments	\$ 139,940	\$ 154,451	\$ 171,015	\$ 16,564	10.7%
Interest Expense	180,684	172,655	171,796	(858)	(0.5%)
<b>Total Debt Service</b>	<b>\$ 320,624</b>	<b>\$ 327,106</b>	<b>\$ 342,811</b>	<b>\$ 15,706</b>	<b>4.8%</b>
<b>Total O&amp;M Program</b>	<b>\$ 638,841</b>	<b>\$ 680,139</b>	<b>\$ 702,234</b>	<b>\$ 22,095</b>	<b>3.2%</b>

**Comparison of Operating Expenses – Metropolitan Washington Airports Authority**

**Table 3-30: Comparison of 2016, 2017 and 2018 Operating Expenses**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Personnel Expenses</b>					
Full-time Permanent	\$ 110,245	\$ 120,556	\$ 124,991	\$ 4,435	3.7%
Other than Full-time Permanent	8,361	9,276	7,215	(2,061)	(22.2%)
Overtime	8,060	7,251	7,305	54	0.7%
Other - Personnel Compensation	(896)	(1,338)	(1,540)	(201)	15.0%
<b>Personnel Compensation</b>	<b>\$ 125,769</b>	<b>\$ 135,744</b>	<b>\$ 137,971</b>	<b>\$ 2,227</b>	<b>1.6%</b>
Health Insurance	\$ 20,130	\$ 23,491	\$ 25,334	\$ 1,843	7.8%
Life Insurance	694	698	768	70	10.1%
Retirement	19,270	21,776	22,146	371	1.7%
Other - Employee Benefits	578	(217)	(537)	(321)	148.2%
<b>Employee Benefits</b>	<b>\$ 40,672</b>	<b>\$ 45,748</b>	<b>\$ 47,711</b>	<b>\$ 1,963</b>	<b>4.3%</b>
<b>Total Personnel Expenses</b>	<b>\$ 166,441</b>	<b>\$ 181,492</b>	<b>\$ 185,682</b>	<b>\$ 4,190</b>	<b>2.3%</b>
<b>Travel</b>	<b>585</b>	<b>1,075</b>	<b>1,023</b>	<b>(53)</b>	<b>(4.9%)</b>
<b>Lease and Rental Payments</b>					
Airport Lease Payments	5,502	5,654	5,824	170	3.0%
Other - Lease and Rental Payments	171	2,458	3,524	1,065	100.0%
<b>Total Lease and Rental Payments</b>	<b>5,673</b>	<b>8,113</b>	<b>9,348</b>	<b>1,235</b>	<b>15.2%</b>
<b>Utilities</b>					
Electricity	17,693	18,316	17,816	(500)	(2.7%)
Natural Gas	2,975	3,391	3,236	(155)	(4.6%)
Water	1,744	1,701	1,767	66	3.9%
Sewerage	2,308	2,865	2,908	43	1.5%
<b>Total Utilities</b>	<b>24,721</b>	<b>26,272</b>	<b>25,726</b>	<b>(546)</b>	<b>(2.1%)</b>
<b>Telecommunications</b>	<b>(298)</b>	<b>-</b>	<b>(399)</b>	<b>(399)</b>	<b>0.0%</b>
45025 Aviation Drive	(63)	(88)	(82)	6	(6.7%)
45045 Aviation Drive	(381)	(328)	(286)	43	(13.0%)
<b>Services</b>					
Custodial Services	23,151	23,576	23,363	(213)	(0.9%)
Contractual Services	73,716	84,625	86,768	2,143	2.5%
<b>Total Services</b>	<b>96,867</b>	<b>108,201</b>	<b>110,130</b>	<b>1,930</b>	<b>1.8%</b>
<b>Supplies, Materials and Fuels</b>					
Fuels	1,380	1,671	1,764	94	5.6%
Supplies and Materials	14,053	16,016	15,932	(85)	(0.5%)
<b>Total Supplies, Materials and Fuels</b>	<b>15,433</b>	<b>17,687</b>	<b>17,696</b>	<b>9</b>	<b>0.1%</b>
<b>Insurance and Risk Management</b>	<b>7,966</b>	<b>8,851</b>	<b>8,851</b>	<b>-</b>	<b>0.0%</b>
<b>Non-Capital Equipment</b>	<b>1,263</b>	<b>1,759</b>	<b>1,734</b>	<b>(25)</b>	<b>(1.4%)</b>
<b>Non-Capital Facility Projects</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Operating Expenses</b>	<b>\$ 318,217</b>	<b>\$ 353,033</b>	<b>\$ 359,423</b>	<b>\$ 6,389</b>	<b>1.8%</b>

**Comparison of Operating Expenses – Consolidated Functions**

**Table 3-31: Comparison of 2016, 2017 and 2018 Operating Expenses - Consolidated Functions**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Personnel Expenses</b>					
Full-time Permanent	\$ 39,301	\$ 44,579	\$ 48,077	\$ 3,498	7.8%
Other than Full-time Permanent	7,035	8,100	5,466	(2,635)	(32.5%)
Overtime	950	848	902	55	6.4%
Other - Personnel Compensation	(3,361)	(3,135)	(3,504)	(369)	11.8%
<b>Personnel Compensation</b>	<b>\$ 43,925</b>	<b>\$ 50,392</b>	<b>\$ 50,941</b>	<b>\$ 548</b>	<b>1.1%</b>
Health Insurance	\$ 6,595	\$ 7,495	\$ 7,883	\$ 389	5.2%
Life Insurance	227	235	239	5	1.9%
Retirement	6,614	7,645	7,468	(177)	(2.3%)
Other - Employee Benefits	(450)	(599)	(775)	(176)	29.4%
<b>Employee Benefits</b>	<b>\$ 12,985</b>	<b>\$ 14,775</b>	<b>\$ 14,815</b>	<b>\$ 40</b>	<b>0.3%</b>
<b>Total Personnel Expenses</b>	<b>\$ 56,910</b>	<b>\$ 65,167</b>	<b>\$ 65,755</b>	<b>\$ 588</b>	<b>0.9%</b>
<b>Travel</b>	426	896	843	(53)	(5.9%)
<b>Lease and Rental Payments</b>					
Airport Lease Payments	5,502	5,654	5,824	170	3.0%
Other - Lease and Rental Payments	3	2,297	3,381	1,084	100.0%
<b>Total Lease and Rental Payments</b>	<b>5,505</b>	<b>7,951</b>	<b>9,205</b>	<b>1,254</b>	<b>15.8%</b>
<b>Utilities</b>					
Electricity	2	3	3	-	0.0%
Natural Gas	-	-	-	-	0.0%
Water	-	-	-	-	0.0%
Sewerage	-	-	-	-	0.0%
<b>Total Utilities</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>0.0%</b>
<b>Telecommunications</b>					
45025 Aviation Drive	(303)	-	(399)	(399)	0.0%
45045 Aviation Drive	(63)	(88)	(82)	6	(6.7%)
45045 Aviation Drive	(381)	(328)	(286)	43	(13.0%)
<b>Services</b>					
Custodial Services	-	-	-	-	0.0%
Contractual Services	14,538	23,864	25,654	1,790	7.5%
<b>Total Services</b>	<b>14,538</b>	<b>23,864</b>	<b>25,654</b>	<b>1,790</b>	<b>7.5%</b>
<b>Supplies, Materials and Fuels</b>					
Fuels	28	23	43	21	91.0%
Supplies and Materials	2,496	2,451	2,342	(109)	(4.5%)
<b>Total Supplies, Materials and Fuels</b>	<b>2,524</b>	<b>2,474</b>	<b>2,385</b>	<b>(89)</b>	<b>(3.6%)</b>
<b>Insurance and Risk Management</b>					
Non-Capital Equipment	994	1,350	1,328	(23)	(1.7%)
Non-Capital Facility Projects	1	-	-	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 88,120</b>	<b>\$ 110,139</b>	<b>\$ 113,257</b>	<b>\$ 3,117</b>	<b>2.8%</b>

**Consolidated Functions**

**Table 3-32: Operating Expenses - Consolidated Functions**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Personnel Compensation and Benefits	\$ 56,910	\$ 65,167	\$ 65,755	\$ 588	0.9%
Other Operating Expenses	31,209	44,972	47,501	2,529	5.6%
<b>Total Consolidated Functions</b>	<b>\$ 88,120</b>	<b>\$ 110,139</b>	<b>\$ 113,257</b>	<b>\$ 3,117</b>	<b>2.8%</b>

The funding requirements for Consolidated Functions operating expenses will increase by \$3.1 million in 2018.

**Personnel Compensation and Benefits Expenses ..... Increase by \$588 thousand**

- Personnel Compensation will increase by \$548 thousand due to the PFP program and the addition of new positions to Consolidated Functions.
- Employee Benefits will increase by \$40 thousand due to an increase in health insurance estimates based on the projected increase in medical trend in 2018.

**Other Operating Expenses ..... Increase by \$2.5 million**

- Travel expenses will decrease by \$53 thousand due to a reduction in travel requirements for external training and conferences.
- Lease and rental payments will increase by \$1.3 million due to the full-year lease requirements for the Corporate Office Building as well as adjustments to the implicit price deflator used in the calculation of Federal Lease Payments.
- Services will increase by \$1.8 million due to full-year service operational costs for the new data center. The increase also reflects new contracts as well as the re-solicitation of existing Risk Management contracts in the Office of Human Resources and Administrative Services.
- Supplies, Materials and Fuels will decrease by \$89 thousand because certain administrative supplies are now centrally managed in the Corporate Office Building.
- Insurance and Risk Management estimates are expected to stay flat for 2018. Insurance and Risk Management projections are based on actuarial estimates.
- Non-Capital equipment will decrease by \$23 thousand. The Office of Public Safety fully replaced various specialized fire and rescue equipment which reduced future requirements in 2018.

**Comparison of Operating Expenses – Reagan National**

**Table 3-33: Comparison of 2016, 2017 and 2018 Operating Expenses – Reagan National**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Personnel Expenses</b>					
Full-time Permanent	\$ 27,435	\$ 29,447	\$ 30,412	\$ 965	3.3%
Other than Full-time Permanent	411	150	409	259	173.2%
Overtime	2,550	2,307	2,307	-	0.0%
Other - Personnel Compensation	1,336	1,134	1,194	60	5.3%
<b>Personnel Compensation</b>	<b>\$ 31,732</b>	<b>\$ 33,038</b>	<b>\$ 34,322</b>	<b>\$ 1,285</b>	<b>3.9%</b>
Health Insurance	\$ 5,222	\$ 6,344	\$ 7,026	\$ 682	10.7%
Life Insurance	180	177	208	31	17.8%
Retirement	4,834	5,346	5,678	332	6.2%
Other - Employee Benefits	691	456	447	(9)	(2.0%)
<b>Employee Benefits</b>	<b>\$ 10,927</b>	<b>\$ 12,323</b>	<b>\$ 13,360</b>	<b>\$ 1,037</b>	<b>8.4%</b>
<b>Total Personnel Expenses</b>	<b>\$ 42,659</b>	<b>\$ 45,361</b>	<b>\$ 47,682</b>	<b>\$ 2,321</b>	<b>5.1%</b>
<b>Travel</b>	63	77	79	2	2.1%
<b>Lease and Rental Payments</b>					
Airport Lease Payments	-	-	-	-	0.0%
Other - Lease and Rental Payments	52	89	70	(19)	(21.2%)
<b>Total Lease and Rental Payments</b>	<b>52</b>	<b>89</b>	<b>70</b>	<b>(19)</b>	<b>(21.2%)</b>
<b>Utilities</b>					
Electricity	5,296	5,701	5,447	(253)	(4.4%)
Natural Gas	943	1,286	1,211	(75)	(5.9%)
Water	1,372	1,337	1,399	61	4.6%
Sewerage	1,257	1,364	1,467	104	7.6%
<b>Total Utilities</b>	<b>8,867</b>	<b>9,687</b>	<b>9,524</b>	<b>(164)</b>	<b>(1.7%)</b>
<b>Telecommunications</b>	-	-	-	-	0.0%
<b>45025 Aviation Drive</b>	-	-	-	-	0.0%
<b>45045 Aviation Drive</b>	-	-	-	-	0.0%
<b>Services</b>					
Custodial Services	8,810	8,955	8,982	27	0.3%
Contractual Services	13,154	15,500	16,191	690	4.5%
<b>Total Services</b>	<b>21,964</b>	<b>24,455</b>	<b>25,172</b>	<b>717</b>	<b>2.9%</b>
<b>Supplies, Materials and Fuels</b>					
Fuels	335	482	458	(25)	(5.2%)
Supplies and Materials	3,427	4,049	4,036	(13)	(0.3%)
<b>Total Supplies, Materials and Fuels</b>	<b>3,762</b>	<b>4,532</b>	<b>4,494</b>	<b>(38)</b>	<b>(0.8%)</b>
<b>Insurance and Risk Management</b>	-	-	-	-	0.0%
<b>Non-Capital Equipment</b>	203	213	197	(16)	(7.5%)
<b>Non-Capital Facility Projects</b>	9	-	-	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 77,579</b>	<b>\$ 84,414</b>	<b>\$ 87,218</b>	<b>\$ 2,804</b>	<b>3.3%</b>

**Reagan National**

**Table 3-34: Operating Expenses - Reagan National**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Personnel Compensation and Benefits	\$ 42,659	\$ 45,361	\$ 47,682	\$ 2,321	5.1%
Other Operating Expenses	34,920	39,053	39,536	482	1.2%
<b>Total Reagan National</b>	<b>\$ 77,579</b>	<b>\$ 84,414</b>	<b>\$ 87,218</b>	<b>\$ 2,804</b>	<b>3.3%</b>

The funding requirements for Reagan National’s operating expenses will increase by \$2.8 million in 2018.

**Personnel Compensation and Benefits Expenses ..... Increase by \$2.3 million**

- Personnel Compensation will increase by \$1.3 million due to PfP and PMP program adjustments, and the addition of new positions to support repair and maintenance needs across Reagan National.
- Employee Benefits will increase by \$1.0 million due to the increase in health insurance estimates, and the distribution of Public Safety personnel between Consolidated Function and Reagan National.

**Other Operating Expenses ..... Increase by \$482 thousand**

- Travel expenses will increase by \$2 thousand in order to maintain current travel levels for job related trainings.
- Lease and rental payments will decrease by \$19 thousand due to the rental of a loader for snow removal operations, which is no longer required.
- Utilities cost estimates will decrease by \$164 thousand based on rate and usage projections for electricity. These savings in electricity estimates are also a direct result of the demolition of the previous Corporate Office Building and Hangars 11 and 12 on Reagan National’s campus.
- Services will increase by \$717 thousand due to anticipated cost escalation for various repair and maintenance services. These services include waste removal and collection as well as Airport Access Control System maintenance. Other services will increase due to the impact of new construction expected at Reagan National in 2018.
- Supplies, Materials and Fuels will decrease by \$38 thousand. This is due to the consolidation of certain building supplies as part of the installation contract for these items.
- Non-Capital Equipment expenses will decrease by \$16 thousand. The planned replacement of the current bird cannon system was funded in the 2017 Budget, eliminating any additional requirement in the 2018 Budget.

**Comparison of Operating Expenses - Dulles International**

**Table 3-35: Comparison of 2016, 2017 and 2018 Operating Expenses – Dulles International**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Personnel Expenses</b>					
Full-time Permanent	\$ 43,508	\$ 46,530	\$ 46,502	\$ (28)	(0.1%)
Other than Full-time Permanent	915	1,026	1,341	314	30.6%
Overtime	4,560	4,096	4,095	-	0.0%
Other - Personnel Compensation	1,128	663	771	108	16.3%
<b>Personnel Compensation</b>	<b>\$ 50,112</b>	<b>\$ 52,315</b>	<b>\$ 52,708</b>	<b>\$ 394</b>	<b>0.8%</b>
Health Insurance	\$ 8,313	\$ 9,652	\$ 10,425	\$ 773	8.0%
Life Insurance	287	287	321	34	11.9%
Retirement	7,822	8,785	9,000	216	2.5%
Other - Employee Benefits	337	(74)	(210)	(136)	183.3%
<b>Employee Benefits</b>	<b>\$ 16,760</b>	<b>\$ 18,649</b>	<b>\$ 19,537</b>	<b>\$ 887</b>	<b>4.8%</b>
<b>Total Personnel Expenses</b>	<b>\$ 66,872</b>	<b>\$ 70,964</b>	<b>\$ 72,245</b>	<b>\$ 1,281</b>	<b>1.8%</b>
<b>Travel</b>	96	102	101	(2)	(1.5%)
<b>Lease and Rental Payments</b>					
Airport Lease Payments	-	-	-	-	0.0%
Other - Lease and Rental Payments	116	72	72	-	0.0%
<b>Total Lease and Rental Payments</b>	<b>116</b>	<b>72</b>	<b>72</b>	<b>-</b>	<b>0.0%</b>
<b>Utilities</b>					
Electricity	12,396	12,613	12,365	(248)	(2.0%)
Natural Gas	2,033	2,105	2,025	(80)	(3.8%)
Water	372	364	368	5	1.3%
Sewerage	1,051	1,501	1,441	(60)	(4.0%)
<b>Total Utilities</b>	<b>15,851</b>	<b>16,583</b>	<b>16,200</b>	<b>(383)</b>	<b>(2.3%)</b>
<b>Telecommunications</b>	5	-	-	-	0.0%
45025 Aviation Drive	-	-	-	-	0.0%
45045 Aviation Drive	-	-	-	-	0.0%
<b>Services</b>					
Custodial Services	14,341	14,621	14,381	(240)	(1.6%)
Contractual Services	46,024	45,261	44,924	(337)	(0.7%)
<b>Total Services</b>	<b>60,365</b>	<b>59,882</b>	<b>59,305</b>	<b>(577)</b>	<b>(1.0%)</b>
<b>Supplies, Materials and Fuels</b>					
Fuels	1,017	1,165	1,263	98	8.4%
Supplies and Materials	8,130	9,516	9,554	38	0.4%
<b>Total Supplies, Materials and Fuels</b>	<b>9,147</b>	<b>10,681</b>	<b>10,817</b>	<b>136</b>	<b>1.3%</b>
<b>Insurance and Risk Management</b>	-	-	-	-	0.0%
<b>Non-Capital Equipment</b>	67	196	209	13	6.8%
<b>Non-Capital Facility Projects</b>	-	-	-	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 152,519</b>	<b>\$ 158,480</b>	<b>\$ 158,948</b>	<b>\$ 468</b>	<b>0.3%</b>

**Dulles International**

**Table 3-36: Operating Expenses - Dulles International**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Personnel Compensation and Benefits	\$ 66,872	\$ 70,964	\$ 72,245	\$ 1,281	1.8%
Other Operating Expenses	85,647	87,516	86,704	(812)	(0.9%)
<b>Total Dulles International</b>	<b>\$ 152,519</b>	<b>\$ 158,480</b>	<b>\$ 158,948</b>	<b>\$ 468</b>	<b>0.3%</b>

The funding requirements for Dulles International’s operating expenses will increase by \$468 thousand in 2018.

**Personnel Compensation and Benefits Expenses ..... Increase by \$1.3 million**

- Personnel Compensation will increase by \$394 thousand due to PFP and PMP program adjustments and the addition of new positions to operate the mobile lounges. This increase was offset by an estimated vacancy rate.
- Employee Benefits will increase by \$887 thousand due to the increase in health insurance estimates, and the distribution of Public Safety personnel between Consolidated Functions and Dulles International.

**Other Operating Expenses ..... Decrease by \$812 thousand**

- Travel expenses will decrease by \$2 thousand due to a slight reduction in travel requirements for external training and conferences.
- Lease and rental payments will stay flat based on the streamlining of cost estimates for the leasing of temporary equipment for the Office of Public Safety.
- Utilities cost estimates will decrease by \$383 thousand due to a reduction in electricity, sewerage, and natural gas cost estimates based on projected usage.
- Services will decrease by \$577 thousand primarily due to a reduction in estimates for various contracts relating to services for grounds, information technology systems services transitioned in-house as well as effective cost management at the airport level.
- Supplies, Materials and Fuels will increase by \$136 thousand. This is due to a projected increase in fuel supplies estimates.
- Non-Capital equipment will increase by \$13 thousand based on the realignment of public safety expenses between consolidated functions and the airports.



**2018 Operating Expenses by Entity**

**Table 3-37: 2018 Operating Expenses by Entity**

(dollars in thousands)	Consolidated Functions	Reagan National	Dulles International	Public Safety	Total
<b>Personnel Expenses</b>					
Full-time Permanent	\$ 37,037	\$ 20,694	\$ 33,618	\$ 33,642	\$ 124,991
Other than Full-time Permanent	5,370	409	1,341	96	7,215
Overtime	118	1,053	2,534	3,600	7,305
Other - Personnel Compensation	(3,374)	450	850	535	(1,540)
<b>Personnel Compensation</b>	<b>\$ 39,150</b>	<b>\$ 22,606</b>	<b>\$ 38,343</b>	<b>\$ 37,872</b>	<b>\$ 137,971</b>
Health Insurance	\$ 5,465	\$ 4,656	\$ 7,684	\$ 7,529	\$ 25,334
Life Insurance	167	138	228	235	768
Retirement	5,349	3,428	5,823	7,547	22,146
Other - Employee Benefits	(720)	381	161	(360)	(537)
<b>Employee Benefits</b>	<b>\$ 10,261</b>	<b>\$ 8,603</b>	<b>\$ 13,896</b>	<b>\$ 14,950</b>	<b>\$ 47,711</b>
<b>Total Personnel Expenses</b>	<b>\$ 49,411</b>	<b>\$ 31,209</b>	<b>\$ 52,239</b>	<b>\$ 52,822</b>	<b>\$ 185,682</b>
<b>Travel</b>	<b>803</b>	<b>68</b>	<b>92</b>	<b>60</b>	<b>1,023</b>
<b>Lease and Rental Payments</b>					
Airport Lease Payments	5,824	-	-	-	5,824
Other - Lease and Rental Payments	3,381	67	72	3	3,524
<b>Total Lease and Rental Payments</b>	<b>9,205</b>	<b>67</b>	<b>72</b>	<b>3</b>	<b>9,348</b>
<b>Utilities</b>					
Electricity	3	5,447	12,365	-	17,816
Natural Gas	-	1,211	2,025	-	3,236
Water	-	1,399	368	-	1,767
Sewerage	-	1,467	1,441	-	2,908
<b>Total Utilities</b>	<b>3</b>	<b>9,524</b>	<b>16,200</b>	<b>-</b>	<b>25,726</b>
<b>Telecommunications</b>	<b>(399)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(399)</b>
45025 Aviation Drive	(82)	-	-	-	(82)
45045 Aviation Drive	(286)	-	-	-	(286)
<b>Services</b>					
Custodial Services	-	8,982	14,381	-	23,363
Contractual Services	24,780	16,148	44,876	963	86,768
<b>Total Services</b>	<b>24,780</b>	<b>25,130</b>	<b>59,257</b>	<b>963</b>	<b>110,130</b>
<b>Supplies, Materials and Fuels</b>					
Fuels	-	458	1,263	43	1,764
Supplies and Materials	1,567	3,924	9,384	1,057	15,932
<b>Total Supplies, Materials and Fuels</b>	<b>1,567</b>	<b>4,382</b>	<b>10,647</b>	<b>1,100</b>	<b>17,696</b>
<b>Insurance and Risk Management</b>	<b>8,851</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,851</b>
<b>Non-Capital Equipment</b>	<b>1,118</b>	<b>183</b>	<b>196</b>	<b>237</b>	<b>1,734</b>
<b>Total Operating Expenses</b>	<b>\$ 94,970</b>	<b>\$ 70,563</b>	<b>\$ 138,703</b>	<b>\$ 55,186</b>	<b>\$ 359,423</b>

**2018 Operating Expenses for Consolidated Functions**  
*(excludes Public Safety)*

**Table 3-38: 2018 Operating Expenses for Consolidated Functions**

(dollars in thousands)	Board of Directors and Executive Offices	Airline Business Development	Real Estate Development	Marketing and Consumer Strategy	Communication and Government Affairs	Finance	Engineering
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 2,694	\$ 1,026	\$ 471	\$ 2,171	\$ 1,437	\$ 4,351	\$ 4,680
Other than Full-time Permanent	-	-	157	105	-	156	-
Overtime	-	-	-	-	-	44	-
Other - Personnel Compensation	(320)	3	2	12	(115)	(526)	(946)
<b>Personnel Compensation</b>	<b>\$ 2,374</b>	<b>\$ 1,029</b>	<b>\$ 630</b>	<b>\$ 2,288</b>	<b>\$ 1,323</b>	<b>\$ 4,026</b>	<b>\$ 3,734</b>
Health Insurance	\$ 234	\$ 103	\$ 95	\$ 204	\$ 177	\$ 736	\$ 494
Life Insurance	6	3	2	8	5	23	17
Retirement	374	132	86	229	189	734	662
Other - Employee Benefits	(79)	5	9	20	(19)	(143)	(218)
<b>Employee Benefits</b>	<b>\$ 535</b>	<b>\$ 242</b>	<b>\$ 192</b>	<b>\$ 461</b>	<b>\$ 352</b>	<b>\$ 1,350</b>	<b>\$ 955</b>
<b>Total Personnel Expenses</b>	<b>\$ 2,909</b>	<b>\$ 1,271</b>	<b>\$ 822</b>	<b>\$ 2,749</b>	<b>\$ 1,674</b>	<b>\$ 5,375</b>	<b>\$ 4,689</b>
<b>Travel</b>	173	305	13	48	42	55	43
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	5,824	-
Other - Lease and Rental Payments	-	-	-	54	1	3,323	-
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>54</b>	<b>1</b>	<b>9,147</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	3	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
45025 Aviation Drive	-	-	(82)	-	-	-	-
45045 Aviation Drive	-	-	(286)	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	696	3,326	80	3,374	1,531	1,436	401
<b>Total Services</b>	<b>696</b>	<b>3,326</b>	<b>80</b>	<b>3,374</b>	<b>1,531</b>	<b>1,436</b>	<b>401</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	51	25	4	70	28	29	52
<b>Total Supplies, Materials and Fuels</b>	<b>51</b>	<b>25</b>	<b>4</b>	<b>70</b>	<b>28</b>	<b>29</b>	<b>52</b>
<b>Insurance and Risk Management</b>	-	-	-	-	-	-	-
<b>Non-Capital Equipment</b>	6	-	-	-	-	-	41
<b>Total Operating Expenses</b>	<b>\$ 3,836</b>	<b>\$ 4,927</b>	<b>\$ 551</b>	<b>\$ 6,295</b>	<b>\$ 3,279</b>	<b>\$ 16,042</b>	<b>\$ 5,226</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**2018 Operating Expenses for Consolidated Functions (continued)**  
*(excludes Public Safety)*

**Table 3-38(a): 2018 Operating Expenses for Consolidated Functions (continued)**

(dollars in thousands)	Human Resources and Administrative Services		General Counsel	Audit	Corporate Risk and Strategy	Supply Chain Management	Total
	Services	Technology					
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 4,639	\$ 8,259	\$ 1,117	\$ 1,086	\$ 825	\$ 4,279	\$ 37,037
Other than Full-time Permanent	1,115	3,725	-	112	-	-	5,370
Overtime	10	58	-	-	-	5	118
Other - Personnel Compensation	(373)	(542)	(25)	(60)	(76)	(408)	(3,374)
<b>Personnel Compensation</b>	<b>\$ 5,390</b>	<b>\$ 11,500</b>	<b>\$ 1,093</b>	<b>\$ 1,138</b>	<b>\$ 750</b>	<b>\$ 3,876</b>	<b>\$ 39,150</b>
Health Insurance	\$ 877	\$ 1,569	\$ 100	\$ 129	\$ 87	\$ 660	\$ 5,465
Life Insurance	28	46	3	4	2	20	167
Retirement	788	1,143	165	131	114	604	5,349
Other - Employee Benefits	(101)	(91)	9	(7)	(8)	(98)	(720)
<b>Employee Benefits</b>	<b>\$ 1,591</b>	<b>\$ 2,668</b>	<b>\$ 276</b>	<b>\$ 258</b>	<b>\$ 195</b>	<b>\$ 1,185</b>	<b>\$ 10,261</b>
<b>Total Personnel Expenses</b>	<b>\$ 6,982</b>	<b>\$ 14,168</b>	<b>\$ 1,369</b>	<b>\$ 1,396</b>	<b>\$ 945</b>	<b>\$ 5,061</b>	<b>\$ 49,411</b>
Travel	37	33	6	19	2	27	803
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	5,824
Other - Lease and Rental Payments	3	-	-	-	-	-	3,381
<b>Total Lease and Rental Payments</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,205</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	3
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>
Telecommunications	-	(399)	-	-	-	-	(399)
45025 Aviation Drive	-	-	-	-	-	-	(82)
45045 Aviation Drive	-	-	-	-	-	-	(286)
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	3,359	7,785	772	1,567	53	402	24,780
<b>Total Services</b>	<b>3,359</b>	<b>7,785</b>	<b>772</b>	<b>1,567</b>	<b>53</b>	<b>402</b>	<b>24,780</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	113	1,144	8	11	1	31	1,567
<b>Total Supplies, Materials and Fuels</b>	<b>113</b>	<b>1,144</b>	<b>8</b>	<b>11</b>	<b>1</b>	<b>31</b>	<b>1,567</b>
Insurance and Risk Management	8,851	-	-	-	-	-	8,851
Non-Capital Equipment	53	1,018	-	-	-	-	1,118
<b>Total Operating Expenses</b>	<b>\$ 19,396</b>	<b>\$ 23,749</b>	<b>\$ 2,155</b>	<b>\$ 2,993</b>	<b>\$ 1,001</b>	<b>\$ 5,520</b>	<b>\$ 94,970</b>

**2018 Operating Expenses for Reagan National**  
*(excludes Public Safety)*

**Table 3-39: 2018 Operating Expenses for Reagan National**

(dollars in thousands)	Airport Manager	Operations	Engineering and Maintenance	Airport Administration	Total
<b>Personnel Expenses</b>					
Full-time Permanent	\$ 703	\$ 2,492	\$ 15,462	\$ 2,037	\$ 20,694
Other than Full-time Permanent	14	-	371	24	409
Overtime	-	78	956	20	1,053
Other - Personnel Compensation	2	129	307	12	450
<b>Personnel Compensation</b>	<b>\$ 718</b>	<b>\$ 2,699</b>	<b>\$ 17,096</b>	<b>\$ 2,093</b>	<b>\$ 22,606</b>
Health Insurance	\$ 112	\$ 406	\$ 3,683	\$ 455	\$ 4,656
Life Insurance	3	12	109	13	138
Retirement	104	377	2,636	311	3,428
Other - Employee Benefits	6	24	111	241	381
<b>Employee Benefits</b>	<b>\$ 225</b>	<b>\$ 818</b>	<b>\$ 6,539</b>	<b>\$ 1,021</b>	<b>\$ 8,603</b>
<b>Total Personnel Expenses</b>	<b>\$ 944</b>	<b>\$ 3,517</b>	<b>\$ 23,635</b>	<b>\$ 3,114</b>	<b>\$ 31,209</b>
<b>Travel</b>	-	11	40	17	68
<b>Lease and Rental Payments</b>					
Airport Lease Payments	-	-	-	-	-
Other - Lease and Rental Payments	-	-	66	1	67
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>66</b>	<b>1</b>	<b>67</b>
<b>Utilities</b>					
Electricity	-	-	5,447	-	5,447
Natural Gas	-	-	1,211	-	1,211
Water	-	-	1,399	-	1,399
Sewerage	-	-	1,467	-	1,467
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>9,524</b>	<b>-</b>	<b>9,524</b>
<b>Telecommunications</b>					
45025 Aviation Drive	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-
<b>Services</b>					
Custodial Services	-	-	8,982	-	8,982
Contractual Services	547	4,707	10,753	142	16,148
<b>Total Services</b>	<b>547</b>	<b>4,707</b>	<b>19,734</b>	<b>142</b>	<b>25,130</b>
<b>Supplies, Materials and Fuels</b>					
Fuels	-	-	458	-	458
Supplies and Materials	18	75	3,805	27	3,924
<b>Total Supplies, Materials and Fuels</b>	<b>18</b>	<b>75</b>	<b>4,262</b>	<b>27</b>	<b>4,382</b>
<b>Insurance and Risk Management</b>					
Non-Capital Equipment	1	21	155	6	183
<b>Total Operating Expenses</b>	<b>\$ 1,509</b>	<b>\$ 8,330</b>	<b>\$ 57,416</b>	<b>\$ 3,307</b>	<b>\$ 70,563</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**2018 Operating Expenses for Dulles International**  
*(excludes Public Safety)*

**Table 3-40: 2018 Operating Expenses for Dulles International**

(dollars in thousands)	Airport Manager	Operations	Engineering and Maintenance	Airport Administration	Total
<b>Personnel Expenses</b>					
Full-time Permanent	\$ 367	\$ 9,142	\$ 21,861	\$ 2,249	\$ 33,618
Other than Full-time Permanent	1,028	106	207	-	1,341
Overtime	9	494	1,936	95	2,534
Other - Personnel Compensation	(21)	512	376	(17)	850
<b>Personnel Compensation</b>	<b>\$ 1,383</b>	<b>\$ 10,254</b>	<b>\$ 24,380</b>	<b>\$ 2,326</b>	<b>\$ 38,343</b>
Health Insurance	\$ 57	\$ 2,090	\$ 5,073	\$ 464	\$ 7,684
Life Insurance	2	62	151	14	228
Retirement	116	1,557	3,772	378	5,823
Other - Employee Benefits	(5)	65	94	8	161
<b>Employee Benefits</b>	<b>\$ 170</b>	<b>\$ 3,773</b>	<b>\$ 9,089</b>	<b>\$ 864</b>	<b>\$ 13,896</b>
<b>Total Personnel Expenses</b>	<b>\$ 1,553</b>	<b>\$ 14,027</b>	<b>\$ 33,469</b>	<b>\$ 3,190</b>	<b>\$ 52,239</b>
<b>Travel</b>	17	30	31	13	92
<b>Lease and Rental Payments</b>					
Airport Lease Payments	-	-	-	-	-
Other - Lease and Rental Payments	-	5	62	6	72
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>5</b>	<b>62</b>	<b>6</b>	<b>72</b>
<b>Utilities</b>					
Electricity	-	-	12,365	-	12,365
Natural Gas	-	-	2,025	-	2,025
Water	-	-	368	-	368
Sewerage	-	-	1,441	-	1,441
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>16,200</b>	<b>-</b>	<b>16,200</b>
<b>Telecommunications</b>					
45025 Aviation Drive	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-
<b>Services</b>					
Custodial Services	-	-	14,381	-	14,381
Contractual Services	495	9,217	31,617	3,547	44,876
<b>Total Services</b>	<b>495</b>	<b>9,217</b>	<b>45,998</b>	<b>3,547</b>	<b>59,257</b>
<b>Supplies, Materials and Fuels</b>					
Fuels	-	-	1,011	253	1,263
Supplies and Materials	57	172	9,067	88	9,384
<b>Total Supplies, Materials and Fuels</b>	<b>57</b>	<b>172</b>	<b>10,078</b>	<b>340</b>	<b>10,647</b>
<b>Insurance and Risk Management</b>					
Non-Capital Equipment	-	10	126	60	196
<b>Total Operating Expenses</b>	<b>\$ 2,122</b>	<b>\$ 23,460</b>	<b>\$ 105,964</b>	<b>\$ 7,157</b>	<b>\$ 138,703</b>

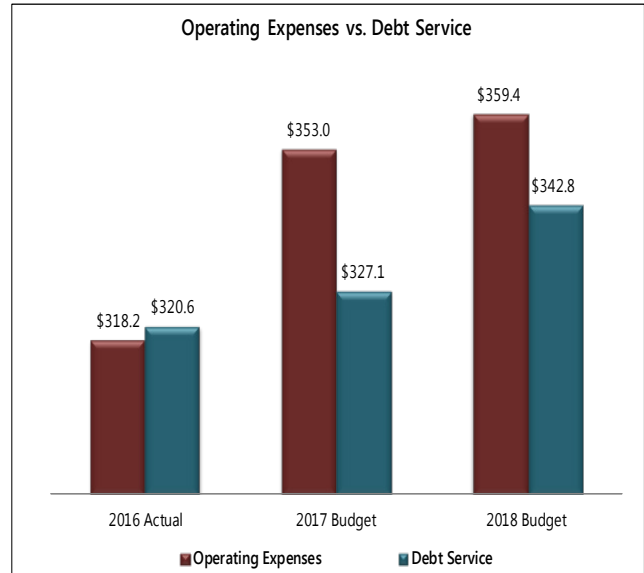
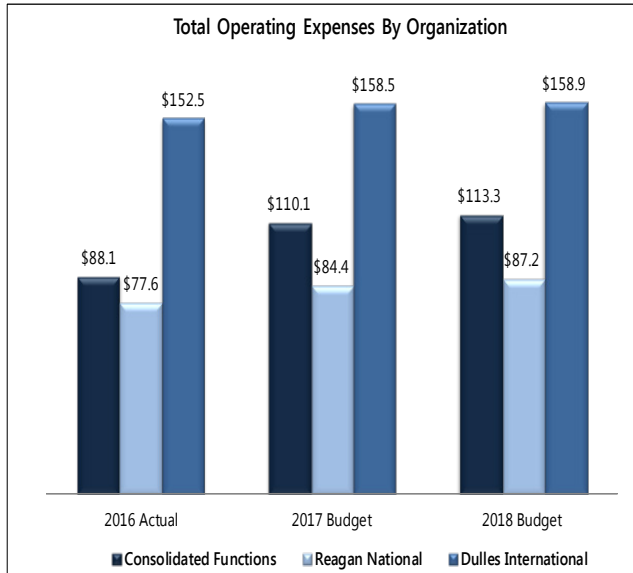
**2018 Operating Expenses for Public Safety**

**Table 3-41: 2018 Operating Expenses for Public Safety**

(dollars in thousands)	Consolidated Functions	Reagan National	Dulles International	Total
<b>Personnel Expenses</b>				
Full-time Permanent	\$ 11,040	\$ 9,718	\$ 12,883	\$ 33,642
Other than Full-time Permanent	96	-	-	96
Overtime	785	1,254	1,561	3,600
Other - Personnel Compensation	(130)	744	(79)	535
<b>Personnel Compensation</b>	<u>\$ 11,790</u>	<u>\$ 11,716</u>	<u>\$ 14,365</u>	<u>\$ 37,872</u>
Health Insurance	\$ 2,418	\$ 2,370	\$ 2,741	\$ 7,529
Life Insurance	72	70	93	235
Retirement	2,119	2,250	3,177	7,547
Other - Employee Benefits	(55)	66	(371)	(360)
<b>Employee Benefits</b>	<u>\$ 4,554</u>	<u>\$ 4,756</u>	<u>\$ 5,640</u>	<u>\$ 14,950</u>
<b>Total Personnel Expenses</b>	<u>\$ 16,344</u>	<u>\$ 16,472</u>	<u>\$ 20,006</u>	<u>\$ 52,822</u>
<b>Travel</b>	40	11	9	60
<b>Lease and Rental Payments</b>				
Airport Lease Payments	-	-	-	-
Other - Lease and Rental Payments	-	3	-	3
<b>Total Lease and Rental Payments</b>	-	3	-	3
<b>Utilities</b>				
Electricity	-	-	-	-
Natural Gas	-	-	-	-
Water	-	-	-	-
Sewerage	-	-	-	-
<b>Total Utilities</b>	-	-	-	-
<b>Telecommunications</b>				
45025 Aviation Drive	-	-	-	-
45045 Aviation Drive	-	-	-	-
<b>Services</b>				
Custodial Services	-	-	-	-
Contractual Services	874	42	47	963
<b>Total Services</b>	874	42	47	963
<b>Supplies, Materials and Fuels</b>				
Fuels	43	-	-	43
Supplies and Materials	775	112	170	1,057
<b>Total Supplies, Materials and Fuels</b>	818	112	170	1,100
<b>Insurance and Risk Management</b>				
Non-Capital Equipment	210	14	13	237
<b>Total Operating Expenses</b>	<u>\$ 18,286</u>	<u>\$ 16,655</u>	<u>\$ 20,245</u>	<u>\$ 55,186</u>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

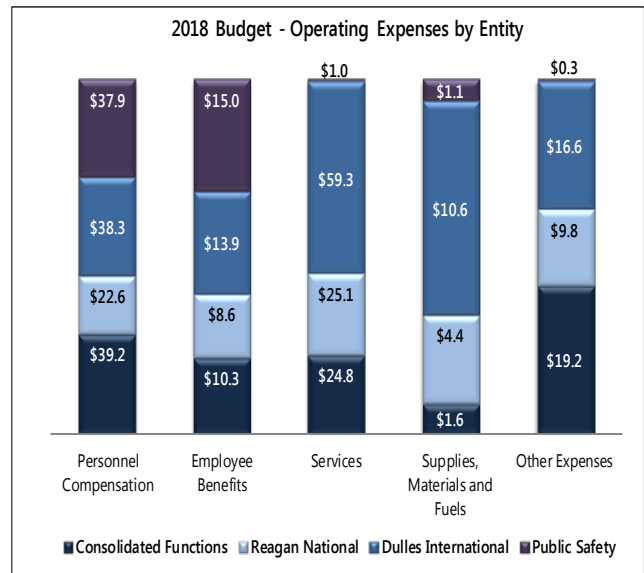
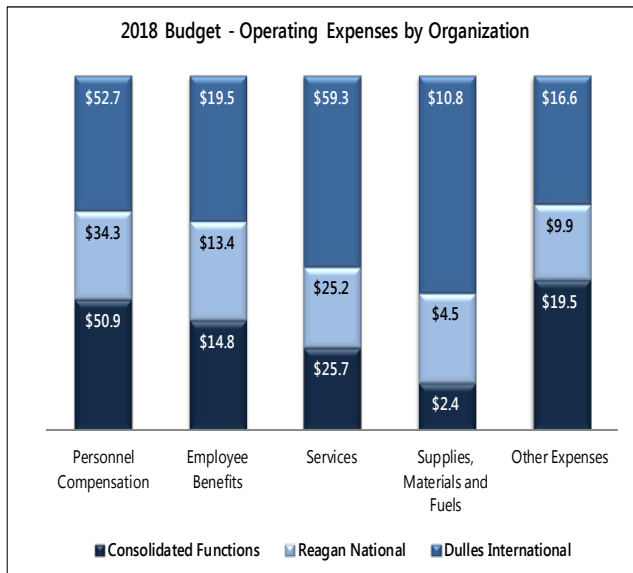
Table 3-42: O&M Program Summary (dollars in millions)



Percent of Operating Expenses*	2016 Actual	2017 Budget	2018 Budget
Consolidated Functions	27.7%	31.2%	31.5%
Reagan National	24.4%	23.9%	24.3%
Dulles International	47.9%	44.9%	44.2%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Percent of Total O&M Expenses	2016 Actual	2017 Budget	2018 Budget
Operating Expenses	49.8%	51.9%	51.2%
Debt Service	50.2%	48.1%	48.8%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

\*Excludes Debt Service, includes Public Safety administration, police and fire departments in their respective organizations.



Percent of Operating Expenses	2016 Actual	2017 Budget	2018 Budget
Personnel	52.3%	51.4%	51.7%
Non-Personnel	47.7%	48.6%	48.3%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Personnel = Personnel Compensation and Employee Benefits  
 Non-Personnel = Services, Supplies, Materials and Fuels, Other Expenses

Percent of Operating Expenses	2016 Actual	2017 Budget	2018 Budget
Consolidated Functions	4.6%	6.6%	7.0%
Reagan National	27.8%	28.2%	28.6%
Dulles International	59.3%	57.2%	56.2%
Public Safety	8.3%	8.0%	8.2%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

**BUDGET ENTITIES**

The Airports Authority presents certain distinct operations as a net revenue or net expense single line item for budget purposes. These entities are sub components of the Aviation Enterprise O&M Program framework and are managed by certain offices across the organization. The only exception is the Dulles International Air Traffic Control Tower, which is a leaseback from the FAA and is excluded for budgetary purposes.

**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 supplies, materials and fuel costs. Net parking revenues are reported as a single line item under concessions revenue.

For 2018, total parking revenue is expected to decrease by \$7.7 million from the 2017 budget due to the impact from other modes of ground transportation and changing consumer behavior, while parking operating expenses will decrease by \$469 thousand due to reductions for previously funded maintenance projects.

**Table 3-43: Parking Revenues and Expenses**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Parking - Reagan National</b>					
Total Revenues	\$ 62,375	\$ 63,500	\$ 53,570	\$ (9,930)	(15.6%)
Personnel Compensation	429	400	400	-	0.0%
Services	13,148	15,402	14,742	(660)	(4.3%)
Supplies, Materials and Fuels	378	379	386	6	1.7%
Non-Capital Equipment	25	-	-	-	-
Operating Expenses	13,980	16,181	15,528	(653)	(4.0%)
<b>Net Parking Revenue Reagan National</b>	<b>\$ 48,396</b>	<b>\$ 47,319</b>	<b>\$ 38,042</b>	<b>\$ (9,277)</b>	<b>(19.6%)</b>
<b>Parking - Dulles International</b>					
Total Revenues	\$ 65,324	\$ 64,320	\$ 66,569	\$ 2,249	3.5%
Personnel Compensation	161	194	194	-	0.0%
Utilities	386	385	377	(9)	(2.2%)
Services	14,774	14,674	14,852	178	1.2%
Supplies, Materials and Fuels	529	686	686	-	0.0%
Non-Capital Equipment	-	5	20	15	300.0%
Operating Expenses	15,850	15,944	16,129	185	1.2%
<b>Net Parking Revenue Dulles International</b>	<b>\$ 49,474</b>	<b>\$ 48,376</b>	<b>\$ 50,440</b>	<b>\$ 2,064</b>	<b>4.3%</b>
<b>Combined</b>					
Total Revenues	\$ 127,700	\$ 127,820	\$ 120,139	\$ (7,681)	(6.0%)
Personnel Compensation	590	594	594	-	0.0%
Utilities	386	385	377	(9)	(2.2%)
Services	27,922	30,075	29,594	(481)	(1.6%)
Supplies, Materials and Fuels	908	1,066	1,072	6	0.6%
Non-Capital Equipment	25	5	20	15	300.0%
Operating Expenses	29,830	32,125	31,657	(469)	(1.5%)
<b>Total Net Parking Revenue</b>	<b>\$ 97,870</b>	<b>\$ 95,695</b>	<b>\$ 88,482</b>	<b>\$ (7,213)</b>	<b>(7.5%)</b>



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**Taxi**

Taxi operations at Reagan National and Dulles International also provide a significant amount of non-airline revenue to the Airports Authority. The dispatch fees charged per taxi outbound trip as well as sale of taxi cab permits provide revenue to cover operating expenses, such as dispatch management contract services and supplies, materials and fuel costs. Net taxi revenues are reported as a single line item under concessions revenue within the Ground Transportation category.

For 2018, total taxi revenue is expected to decrease by \$1.4 million from the 2017 budget due to the impact of Transportation Network Companies affecting the overall number of inbound and outbound trips. Taxi operating expenses will increase for 2018 by \$281 thousand due to an increase in management contract costs at Reagan National.

**Table 3-44: Taxi Revenues and Expenses**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Taxi - Reagan National</b>					
Total Revenues	\$ 6,512	\$ 6,705	\$ 4,936	\$ (1,769)	(26.4%)
Personnel Compensation	25	22	30	8	34.3%
Services	<u>2,329</u>	<u>3,102</u>	<u>3,318</u>	<u>216</u>	7.0%
Operating Expenses	<u>2,354</u>	<u>3,124</u>	<u>3,348</u>	<u>223</u>	7.2%
<b>Net Taxi Revenue Reagan National</b>	<b><u>\$ 4,158</u></b>	<b><u>\$ 3,581</u></b>	<b><u>\$ 1,589</u></b>	<b><u>\$ (1,993)</u></b>	<b>(55.6%)</b>
<b>Taxi - Dulles International</b>					
Total Revenues	\$ 4,763	\$ 4,416	\$ 4,750	\$ 334	7.6%
Personnel Compensation	7	15	-	(15)	(100.0%)
Services	2,138	2,229	2,348	119	5.3%
Supplies, Materials and Fuels	5	5	5	1	11.3%
Non-Capital Equipment	-	2	5	3	150.0%
Non-Capital Facility Projects	<u>-</u>	<u>50</u>	<u>-</u>	<u>(50)</u>	(100.0%)
Operating Expenses	<u>2,150</u>	<u>2,300</u>	<u>2,358</u>	<u>58</u>	2.5%
<b>Net Taxi Revenue Dulles International</b>	<b><u>\$ 2,614</u></b>	<b><u>\$ 2,116</u></b>	<b><u>\$ 2,392</u></b>	<b><u>\$ 276</u></b>	<b>13.1%</b>
<b>Combined</b>					
Total Revenues	\$ 11,275	\$ 11,121	\$ 9,687	\$ (1,435)	(12.9%)
Personnel Compensation	32	37	30	(7)	(19.3%)
Services	4,466	5,331	5,666	335	6.3%
Supplies, Materials and Fuels	5	5	5	1	11.3%
Non-Capital Equipment	-	2	5	3	150.0%
Non-Capital Facility Projects	<u>-</u>	<u>50</u>	<u>-</u>	<u>(50)</u>	(100.0%)
Operating Expenses	<u>4,504</u>	<u>5,425</u>	<u>5,706</u>	<u>281</u>	5.2%
<b>Total Net Taxi Revenue</b>	<b><u>\$ 6,772</u></b>	<b><u>\$ 5,697</u></b>	<b><u>\$ 3,981</u></b>	<b><u>\$ (1,716)</u></b>	<b>(30.1%)</b>

## 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 primarily from building repairs and maintenance services. The net revenue or net expense from the two buildings is reported under the operating expenses for the Office of Real Estate in Consolidated Functions. In 2018, revenues are expected to increase slightly for both 45025 and 45045 Aviation by \$46 thousand and \$59 thousand, respectively, due to the addition of new tenants as well as the expansion of space requirements for certain existing tenants. Total expenses are expected to increase for both buildings in 2018 compared to the 2017 budget to accommodate repairs and maintenance requirements.

**Table 3-45: 45025 and 45045 Aviation Drive Buildings**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>45025 Aviation Drive Building</b>					
Total Revenues	\$ 836	\$ 947	\$ 992	\$ 46	4.8%
Operating Expenses	<u>773</u>	<u>859</u>	<u>910</u>	<u>52</u>	6.0%
Net 45025 Aviation Drive Revenue (Expense)	<u>\$ 63</u>	<u>\$ 88</u>	<u>\$ 82</u>	<u>\$ (6)</u>	(6.7%)
<b>45045 Aviation Drive Building</b>					
Total Revenues	\$ 1,029	\$ 1,216	\$ 1,276	\$ 59	4.9%
Operating Expenses	<u>648</u>	<u>888</u>	<u>990</u>	<u>102</u>	11.5%
Net 45045 Aviation Drive Revenue (Expense)	<u>\$ 381</u>	<u>\$ 328</u>	<u>\$ 286</u>	<u>\$ (43)</u>	(13.0%)

## Telecommunications

The telecommunications program provides voice, data, and Wi-Fi services to both staff and tenants throughout the Airports Authority. Revenue is generated from charges for these services to tenants and operating expenses are incurred from contractual service payments to the service provider. For 2018, the telecommunications program is expected to generate \$1.1 million in revenues over the 2017 Budget due to a new contract with cellular providers while operating expenses will increase by \$750 thousand due to the addition of Voice over Internet Protocol services and In-System Programming Circuits. The net revenue or net expense from telecommunications is reported under the operating expenses for the Office of Technology in Consolidated Functions.

**Table 3-46: Telecommunications**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Telecommunications</b>					
Total Revenues	\$ 3,811	\$ 3,760	\$ 4,909	\$ 1,149	30.6%
Operating Expenses	<u>3,508</u>	<u>3,760</u>	<u>4,510</u>	<u>750</u>	19.9%
Net Telecom Revenue (Expense)	<u>\$ 303</u>	<u>\$ -</u>	<u>\$ 399</u>	<u>\$ 399</u>	100.0%

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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**Food and Beverage**

The food and beverage operations at both airports provide a significant amount of non-airline revenue for the Airports Authority. Revenue is generated from minimum annual guarantees and percentage of sales paid by the concessionaire to the Airports Authority, while expenses are based on concessions management fees paid to a management contractor for the development and management of the food and beverage program. In 2018, total food and beverage revenue is expected to increase by \$1.0 million due to the continuous redevelopment of the concessions program at both airports. Total expenses will increase by \$396 thousand.

**Table 3-47: Food and Beverage Program**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Food and Beverage - Reagan National</b>					
Total Revenues	\$ 15,875	\$ 17,126	\$ 17,977	\$ 852	5.0%
Operating Expenses	2,094	2,026	2,245	219	10.8%
<b>Net Food and Beverage Revenue Reagan National</b>	<b>\$ 13,781</b>	<b>\$ 15,100</b>	<b>\$ 15,733</b>	<b>\$ 633</b>	<b>4.2%</b>
<b>Food and Beverage - Dulles International</b>					
Total Revenues	\$ 14,502	\$ 15,979	\$ 16,139	\$ 160	1.0%
Operating Expenses	2,280	2,115	2,292	177	8.4%
<b>Net Food and Beverage Revenue Dulles International</b>	<b>\$ 12,223</b>	<b>\$ 13,864</b>	<b>\$ 13,847</b>	<b>\$ (17)</b>	<b>(0.1%)</b>
<b>Combined</b>					
Total Revenues	\$ 30,377	\$ 33,104	\$ 34,116	\$ 1,012	3.1%
Operating Expenses	4,374	4,141	4,537	396	9.6%
<b>Total Net Food and Beverage Revenue</b>	<b>\$ 26,004</b>	<b>\$ 28,964</b>	<b>\$ 29,579</b>	<b>\$ 616</b>	<b>2.1%</b>

**Air Traffic Control Tower**

The Air Traffic Control Tower at Dulles International is a leaseback from the FAA and is excluded for budgetary purposes.

**Table 3-48: Dulles International Air Traffic Control Tower\***

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Air Traffic Control Tower</b>					
Total Revenues	\$ 3,751	\$ 3,735	\$ 3,742	\$ 7	0.2%
Operating Expenses	387	556	556	-	0.0%

\*The Air Traffic Control Tower is not treated as a net budget entity and is excluded.

### Impact of the Capital Program on the Operation and Maintenance Program

As elements of the capital program are completed and brought on-line, both operating expenses and debt service are significantly impacted. Some projects in the CCP and COMIP require ongoing repair and maintenance after project completion. The most significant impacts on the O&M Program in terms of additions and reductions have been identified below.

- 1) The cost of 29 (out of 69) Office of Engineering employees including engineers, architects, and administrative staff providing direct support to the CCP are directly charged to the CCP. These costs have been excluded from the O&M program.
- 2) CCP - 10409 - New North Concourse Enabling Project provided funding for the relocation of Corporate Office Building staff to Crystal City, VA in April 2017. The Airports Authority signed an eleven-year lease for the office space and the first full year additional amount of the lease is reflected in the 2018 Budget.
- 3) CCP - 10409 - New North Concourse Enabling Project also provided funding for the relocation to a new data center in March 2017. The data center created a new recurring service requirement for the space and associated technology components. CCP - 10451/10454 - Public Wi-Fi Project funded the phased implementation of Public Wi-Fi infrastructure throughout both airport campuses. This project created additional need for In-System Programming Circuits to support the new infrastructure.
- 4) CCP - 10412 - Secure National Hall currently funds Terminal B/C improvements to convert National Hall into a post-security secure area. This project will require various escalators to be removed from service during construction in 2018.
- 5) CCP - 10409 - New North Concourse Enabling Project also funded the demolition of the Corporate Office Building, Hangars 11 and 12 on Reagan National's campus. The elimination of these buildings provides savings in electricity costs, custodial services, and other maintenance service contracts in 2018.
- 6) COMIP - 10340 - West Aircraft Rescue and Firefighting Road Split funded the construction of a new road that provides emergency response vehicles quicker access to respond to service calls on the airfield. The new stretch of road will require funds for snow removal in 2018 and minor stripping maintenance.

**Table 3-49: Estimated Impact of the Capital Program on the Current and Future O&M Budget**

(dollars in thousands)	Budget 2018	Estimate 2019	Estimate 2020	Estimate 2021	Estimate 2022
<b>Consolidated Functions</b>					
1) Impact on Personnel Compensation and Benefits	\$ (4,275)	\$ (4,403)	\$ (4,535)	\$ (4,671)	\$ (4,811)
2) Impact on Rental of Land, Buildings and Building Space	3,323	3,323	3,323	3,323	3,323
3) Impact on Information Technology Services	<u>1,612</u>	<u>1,639</u>	<u>1,657</u>	<u>1,635</u>	<u>1,668</u>
<b>Subtotal Consolidated Functions</b>	<b><u>\$ 661</u></b>	<b><u>\$ 560</u></b>	<b><u>\$ 446</u></b>	<b><u>\$ 288</u></b>	<b><u>\$ 181</u></b>
<b>Reagan National</b>					
4) Impact on Service for Mechanical Systems	(70)	-	-	-	-
5) Impact on Custodial, Contract Services and Utilities	<u>(212)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Subtotal Reagan National</b>	<b><u>\$ (282)</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>
<b>Dulles International</b>					
6) Impact on Contract Services	<u>10</u>	<u>10</u>	<u>11</u>	<u>11</u>	<u>11</u>
<b>Subtotal Dulles International</b>	<b><u>\$ 10</u></b>	<b><u>\$ 10</u></b>	<b><u>\$ 11</u></b>	<b><u>\$ 11</u></b>	<b><u>\$ 11</u></b>
<b>Total Operating Impact</b>	<b><u>\$ 389</u></b>	<b><u>\$ 570</u></b>	<b><u>\$ 456</u></b>	<b><u>\$ 299</u></b>	<b><u>\$ 192</u></b>

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Your Journey Begins With Us.

## **AVIATION ENTERPRISE CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM**

### **Program Summary**

The Aviation Enterprise Capital, Operating and Maintenance Investment Program (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.

### **2018 COMIP Program**

The 2018 new program authorization for COMIP is \$54.1 million. The 2018 COMIP program provides for ongoing major repair work at the Airports, including airfield and roadway rehabilitation, utility system repairs, rehabilitation of buildings, equipment purchases, technology projects, as well as Airports Authority initiatives.

### **List of Projects**

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

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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**Reagan National**

**Table 3-50: 2018 COMIP New Authorization**

(dollars in thousands)	<u>New Authorization</u>
<b>Reagan National</b>	
2018 DCA Capital Equipment	\$ 2,610
Airfield Paving	2,000
Enterprise Asset Management System	1,500
Baggage Claim Carousel Rehabilitation / Replacement in Terminal B/C	1,411
Data Center Consolidation Phase II and III	1,400
Passenger Loading Bridge (PLB) Rehabilitation	1,300
Baggage Handling System (BHS) Make Up Units in Terminal B/C	1,170
Hangar 3 Roof Replacement	1,100
Snow and Airport Recovery and Restoration Reserve	1,000
2018 Public Safety Capital Equipment	755
Vehicle Movement Area Transponders (VMATs)	600
Industrial Waste Treatment Plant Drying Bed	570
Central Plant High Temperature Hot Water (HTHW) Boiler Retubing	500
Ground Power Unit Replacement	480
Environmental Compliance Program	385
Garage A Elevator Rehabilitation	350
Web Technology - Passenger Centric Technology	350
Blast Proof Trash Receptacles	300
Reagan National Parking Garages A, B, C Interior Painting	265
Terminal B/C Baggage System Fire / Security Door Replacement	250
Airport Environmental Decision Tool (AEDT) Noise Contours	250
Insurance Reserve	250
2018 Public Parking Capital Equipment	147
Public Safety Communication Center Equipment	115
2018 Corporate Office Building - Capital Equipment (Vehicles)	102
Obstacle and Tree Removal	100
2018 Corporate Office Building - Multi-Function Copiers	33
2018 DCA Multi-Function Copiers	17
<b>Total Reagan National</b>	<b>\$ <u>19,310</u></b>

**Dulles International**

**Table 3-50(a): 2018 COMIP New Authorization**

(dollars in thousands)	<u>New Authorization</u>
<b>Dulles International</b>	
Airports Authority's Metrorail Contribution for Non-PFC Eligible Costs	\$ 5,000
Airfield, Pavement Maintenance and Joint Sealing	3,500
2018 Public Parking Capital Equipment	2,560
2018 IAD Capital Equipment	2,265
2018 Public Safety Capital Equipment	2,000
Baggage Handling System Maintenance Repairs	1,805
Enterprise Asset Management System	1,500
Snow and Airport Recovery and Restoration Reserve	1,500
Data Center Consolidation Phase II and III	1,400
Resurface Purple Lot	1,300
Services and Supplies Reserve	1,000
Mobile Lounge / Plane Mate Interior Renovations / Enhancements - Ph. II of III	800
Landside Roadway Rehabilitation	750
Security Improvements Access Control (APC-ISTAR Conversion)	750
Closed-Circuit Television (CCTV) Camera Upgrades	750
West Domestic Water Tank (Reservoir) Rehabilitation	600
Vehicle Movement Area Transponders (VMATs)	600
Permanent Modified Egress in IAB	500
Hardstand Permanent Power at Gate R28	500
Airport Environmental Design Tool (AEDT) Noise Contours	500
New Communications Ducts under Route 28	500
Roof Top Unit (RTU) Replacement Program	400
Communication Room Fire Suppression System Upgrade	400
Revenue and Branding Opportunities	400
Police Firing Range Roadway Improvements	350
Web Technology – Passenger Centric Technology	350
Airfield Storm Sewer Inlet Erosion / Sinkhole Repairs	335
Security Holdroom Furniture	275
Insurance Reserve	250
Chiller Overhaul in the Utility Building	200
Public Parking Operations Enhancements	200
Elevators, Escalators and Moving Walkways Rehabilitation	190
Tree Obstacle Mitigation Phase 2	150
Western Lands Development	150
Self-Contained Breathing Apparatus	148
Public Safety Communication Center Equipment	115
2018 Corporate Office Building - Capital Equipment (Vehicles)	102
Security Escort Management System	100
Carpet Replacement	100
Concourse A, Gates A1-A6 Interior Lighting Upgrade	100
Concourse C/D Holdroom Door Rehab	100
Guest Assistance Counters in the Ground Transportation Counters	100
2018 IAD Multi-Function Copiers	91
Roadway behind Police Station - Design only	75
2018 Corporate Office Building Multi-Function Copiers	<u>33</u>
<b>Total Dulles International</b>	<b>\$ 34,794</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b><u>\$ 54,104</u></b>



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**Table 3-51: 2018 COMIP Equipment**

(dollars in thousands)	Quantity	New/Replace	New Authorization
<b>Corporate Office Building (COB)</b>			
<b>Subtotal COB - Multi-Function Copiers</b>	4	New	<u>\$ 66</u>
COB - Mini Van	2	Replace	\$ 72
COB - Sport Utility Vehicle	2	New/Replace	64
COB - Pickup Truck	1	Replace	35
COB - Sedan	1	Replace	32
<b>Subtotal COB - Other Equipment</b>			<u>\$ 203</u>
<b>Total COB (allocated evenly to DCA and IAD)</b>			<u>\$ 269</u>
<b>Reagan National</b>			
<b>Subtotal DCA - Multi-Function Copiers</b>	3	New	<u>\$ 17</u>
DCA - Broom Truck, Snow Blower	4	Replace	\$ 2,080
DCA - Mini Van (Runway Friction Tester)	1	Replace	200
DCA - Mobile Traffic Signal	1	New	150
DCA - Airfield Lighting Control System PLC Upgrade	1	Replace	130
DCA - Vehicle Wheel Alignment System	1	New	50
<b>Subtotal DCA - Other Equipment</b>			<u>\$ 2,610</u>
Public Safety - Fire Department - Rescue Boat and Trailer	1	Replace	\$ 250
Public Safety - Police Department - Sedans	5	Replace	250
Public Safety - Fire Department - Sport Utility Vehicle	2	Replace	100
Public Safety - Police Department - Motorcycle	3	Replace	105
Public Safety - Police Department - Sport Utility Vehicle	1	New	50
<b>Subtotal Public Safety - DCA</b>			<u>\$ 755</u>
Public Parking - Sweeper	2	Replace	\$ 100
Public Parking - Pickup Truck	1	Replace	35
Public Parking - Sweeper - Walk Behind	1	Replace	12
<b>Subtotal Public Parking - DCA</b>			<u>\$ 147</u>
<b>Total Reagan National (including COB allocation)</b>			<u>\$ 3,664</u>
<b>Dulles International</b>			
IAD - Security Holdroom Furniture	Multiple	New	\$ 275
IAD - Multi-Function Copiers	16	New	91
<b>Subtotal IAD - Furniture and Multi-Function Copiers</b>			<u>\$ 366</u>
IAD - Generator, Portable, 750KW	1	New	\$ 350
IAD - De-Icer Truck	1	New	300
IAD - Vacuum Sweeper	1	Replace	275
IAD - Backhoe	1	Replace	275
IAD - Runway Plow Truck	1	New	250
IAD - Flat Bed / Stake Body Truck	2	Replace	150
IAD - Sport Utility Vehicle	4	Replace	162
IAD - Skid Steer Loader (Bobcat)	2	Replace	160
IAD - Utility Body Truck	2	Replace	120
IAD - Dump Truck	1	Replace	75
IAD - Crash Attenuator - Tow Behind	2	New	60
IAD - Personnel Lift	1	Replace	55
IAD - Message Sign	2	Replace	33
<b>Subtotal IAD - Other Equipment</b>			<u>\$ 2,265</u>
Public Safety - Fire Department - ARFF Unit	1	New	\$ 900
Public Safety - Fire Department - Medic Unit	1	New	300
Public Safety - Police Department - Sedans	7	Replace	350
Public Safety - Police Department - Sport Utility Vehicle	5	New/Replace	250
Public Safety - Fire Department - Sport Utility Vehicle	2	Replace	100
Public Safety - Fire Department - Pickup Truck	1	Replace	50
Public Safety - Fire Department - Foam Trailer	1	Replace	50
<b>Subtotal Public Safety - IAD</b>			<u>\$ 2,000</u>
<b>Subtotal Public Parking - IAD - Shuttle Buses</b>	5	Replace	<u>\$ 2,560</u>
<b>Total Dulles International (including COB allocation)</b>			<u>\$ 7,326</u>
<b>Total Metropolitan Washington Airports Authority</b>			<u>\$ 10,989</u>

**Table 3-52: 2018 COMIP Reprogrammings**

Project Number	Description	Amount
(dollars in thousands)		
<b>Reagan National</b>		
<b>Reprogrammed from:</b>		
3160	Rehabilitation of Sanitary Force Main	\$ (832)
10503	Airboat 301 Replacement	(429)
10355	Reagan National COMIP Consolidation	(389)
10312	2014 ARFF Vehicle Replacement #331	(255)
TBD	Procurement Lifecycle System	(250)
3206	South Sewer Pump House Rehabilitation	(205)
3199	Replace Old Street Light Poles	(140)
3082	Electronic Information Modification	(88)
10128	2012 Reagan National Equipment	(61)
3215	Capital Equipment and Facility Projects	(19)
10364	2015 FRD Staff/Utility Vehicle Replacements	(13)
3061	Capital Equipment and Facility Repair Projects	(10)
10505	Public Safety Replacement Self Contained Breathing Apparatus	(1)
<b>Total Reprogrammed</b>		<b><u>\$ (2,692)</u></b>
<b>Reprogrammed to:</b>		
10355	Reagan National COMIP Consolidation	\$ 2,303
10568	Technology Capital Equipment - Computers	389
<b>Total Reprogrammed</b>		<b><u>\$ 2,692</u></b>
<b>Dulles International</b>		
<b>Reprogrammed from:</b>		
10356	Dulles International COMIP Consolidation	\$ (389)
TBD	Procurement Lifecycle System	(250)
10447	Dulles Lakes Commercial Lots	(250)
10308	Lift Net Installation at Concourse A Bridge & Concourse C FIS	(200)
10239	ARFF Vehicle Replacement #336	(132)
3799	Fueling Station Improvements - Shop 2	(39)
10138	Dulles East Building Rehabilitation	(27)
New	Custom & Border Patrol Cameras in Family Rooms G023 & G024	(27)
10395	Ultraviolet Infrared Fire Detection System Evaluation	(10)
10482	Elevated Taxiway Light Base Repairs	(4)
<b>Total Reprogrammed</b>		<b><u>\$ (1,328)</u></b>
<b>Reprogrammed to:</b>		
10356	Dulles International COMIP Consolidation	\$ 939
10569	Technology Capital Equipment - Computers	389
<b>Total Reprogrammed</b>		<b><u>\$ 1,328</u></b>

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

Fund*	Carryover Balances as of 10/01/17	2018 New Authorization	Carryover Balances and 2018 New Authorization	Estimated OCT - DEC 2017	Expenditures	
					2018	2019 - 2022
12	\$ 17,105	\$ -	\$ 17,105	\$ -	\$ 1,476	\$ 15,629
<b>CONSOLIDATED FUNCTIONS</b>						
12	27,564	19,310	46,874	1,353	24,855	20,666
<b>REAGAN NATIONAL</b>						
12	89,629	34,794	124,423	9,896	38,881	75,644
<b>DULLES INTERNATIONAL</b>						
	\$ 134,298	\$ 54,104	\$ 188,402	\$ 11,249	\$ 65,212	\$ 111,939
<b>Total Metropolitan Washington Airports Authority</b>						

\* Fund 12 - Capital Fund

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

Project Number	Description	Fund *	Carryover Balances as of 10/01/17	2018 New Authorization	Carryover Balances and 2018 New Authorization	Estimated OCT - DEC 2017	Expenditures		
							2018	2019	2022
<b>TECHNOLOGY</b>									
10291	Web Technology Passenger Centric	12	\$ 9	\$ -	\$ 9	\$ -	\$ -	\$ 9	\$ -
10309	Legacy Technology Infrastructure	12	700	-	700	-	700	-	-
	<b>Subtotal Technology</b>		<b>709</b>	<b>-</b>	<b>709</b>	<b>-</b>	<b>709</b>	<b>-</b>	<b>-</b>
<b>OTHER</b>									
0605	Workforce and Organization Planning	12	1,000	-	1,000	-	250	750	-
0619	Consultant (Use & Lease Agreement)	12	317	-	317	-	317	-	-
10096	Document Management Support	12	200	-	200	-	200	-	-
10098	Claim Account Reserve	12	750	-	750	-	-	750	-
10594	Rate Stabilization	12	9,000	-	9,000	-	-	9,000	-
10354	CF COMIP Consolidation	12	5,129	-	5,129	-	-	5,129	-
	<b>Subtotal Other</b>		<b>16,396</b>	<b>-</b>	<b>16,396</b>	<b>-</b>	<b>767</b>	<b>15,629</b>	<b>-</b>
	<b>TOTAL CONSOLIDATED FUNCTIONS</b>	<b>12</b>	<b>\$ 17,105</b>	<b>\$ -</b>	<b>\$ 17,105</b>	<b>\$ -</b>	<b>\$ 1,476</b>	<b>\$ 15,629</b>	<b>\$ -</b>

\* Fund 12 - Capital Fund

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

Project Number	Description	Fund *	Carryover Balances as of 10/01/17	2018 New Authorization	Carryover Balances and 2018 New Authorization	Estimated OCT - DEC 2017	Expenditures	
							2018	2019 - 2022
<b>ROADS</b>								
3186	Expansion Joint Replacement	12	\$ 88	\$ -	\$ 88	\$ -	\$ 88	\$ -
3199	Replace Old Street Light Poles	12	134	-	134	134	-	-
3203	Economy Lot Rehab/Satellite Lot Demo	12	500	-	500	200	300	-
10532	DCA Traffic Signal Improvements	12	850	-	850	-	850	-
	<b>Subtotal Roads</b>		<b>1,438</b>	<b>-</b>	<b>1,438</b>	<b>200</b>	<b>1,238</b>	<b>-</b>
<b>BUILDINGS</b>								
3080	Terminal B/C Structural Paint	12	402	-	402	76	326	-
3160	Rehabilitation of Sanitary Force Main	12	1	-	1	1	-	-
3187	Repair Baggage Belt System	12	641	1,170	1,811	-	1,170	641
10246	Passenger Loading Bridge (PLB) Rehabilitation	12	5	1,300	1,305	-	1,040	265
10250	South Hangar Line Bay Doors Rehabilitation	12	1,573	-	1,573	-	700	873
10528	Elevator door replacement in Terminals B/C	12	8	-	8	-	8	-
10584	Replace street side Snow Chemical Facility	12	700	-	700	-	250	450
10586	Terminal B/C Club Mechanical Rooms Sealant	12	100	-	100	-	100	-
10572	Central Plant Coating	12	150	-	150	-	150	-
10566	Operations Center Improvements	12	415	-	415	-	250	165
10563	Hangar 6 HVAC	12	9	-	9	-	9	-
10587	Additional BDS Signage on Baggage Level	12	500	-	500	-	-	500
10570	Terminal A Escalator Rehabilitation and Modernization	12	151	-	151	-	20	131
TBD	Terminal A Curbside Rehabilitation	12	250	-	250	-	-	250
New	Hangar 3 Roof Replacement	12	-	1,100	1,100	-	880	220
New	Baggage Claim Carousel Rehab/Replacement in B/C	12	-	1,411	1,411	-	706	706
New	Terminal B/C Baggage System Fire/Security Door Replacement	12	-	250	250	-	250	-
	<b>Subtotal Buildings</b>		<b>4,903</b>	<b>5,231</b>	<b>10,134</b>	<b>76</b>	<b>5,858</b>	<b>4,199</b>
<b>AIRFIELD FACILITIES</b>								
3176	Airfield Pavement	12	-	2,000	2,000	-	1,500	500
10251	Redundant Power Feed for Airfield NAVAIDS	12	1	-	1	1	-	-
10370	Airside Snow Chemical Facility	12	1	-	1	1	-	-
10574	Improvement to Levy Road	12	500	-	500	500	-	-
	<b>Subtotal Airfield Facilities</b>		<b>502</b>	<b>2,000</b>	<b>2,502</b>	<b>502</b>	<b>1,500</b>	<b>500</b>
<b>PARKING FACILITIES</b>								
10109	Garage A Elevator Rehabilitation	12	381	350	731	-	731	-
10110	Garage Seal Coat	12	125	-	125	125	-	-
New	DCA Parking Garages A, B, C Interior Painting	12	-	265	265	-	265	-
	<b>Subtotal Parking Facilities</b>		<b>506</b>	<b>615</b>	<b>1,121</b>	<b>125</b>	<b>996</b>	<b>-</b>

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

Project Number	Fund *	Description	Carryover Balances as of 10/01/17	2018 New Authorization	Carryover Balances and 2018 New Authorization	Estimated OCT - DEC 2017	Expenditures	
							2018	2019 - 2022
<b>UTILITY SYSTEMS</b>								
3082	12	Electronic Information Modification	1	-	1	1	-	-
10112	12	Electrical Coordination Study	5	-	5	5	-	-
10113	12	Cooling for Terminal B/C Electrical Substations	450	-	450	-	400	50
10116	12	Flight Kitchen Fire Alarm Panel Replacement	150	-	150	-	60	90
New	12	Central Plant High Temperature Hot Water (HTHW) Boiler Retubing	-	500	500	-	500	-
New	12	Ground Power Unit Replacement	-	480	480	-	288	192
		<b>Subtotal Utility Systems</b>	<b>606</b>	<b>980</b>	<b>1,586</b>	<b>6</b>	<b>1,248</b>	<b>332</b>
<b>TECHNOLOGY</b>								
10519	12	SaaS HRMS and Financials	2,104	-	2,104	104	1,500	500
10305	12	Technology Infrastructure	148	-	148	-	148	-
10306	12	Technology Business Collaboration	1,361	-	1,361	161	1,000	200
10451	12	Public Wireless Fidelity (WIFI) / Distributed Antenna System (DAS)	249	-	249	-	249	-
10568	12	2017 Technology Capital Equipment - Computers	446	-	446	-	446	-
10582	12	Replace Multi-User Flight Information Display Systems (MUFIDS)	605	-	605	-	400	205
10135	12	Curbside Signage for Taxi Dispatch Operation - Taxi Operations	80	-	80	-	80	-
New	12	Enterprise Asset Management System	-	1,500	1,500	-	1,500	-
New	12	Web Technology Passenger Centric Tech	-	350	350	-	350	-
New	12	Data Center Consolidation Phase II and III	-	1,400	1,400	-	1,000	400
		<b>Subtotal Technology</b>	<b>4,993</b>	<b>3,250</b>	<b>8,243</b>	<b>265</b>	<b>6,672</b>	<b>1,305</b>
<b>OTHER</b>								
3014	12	Commercial Program Investment	418	-	418	-	-	418
3061	12	Capital Equipment & Facility Repair Projects	39	-	39	39	-	-
3073	12	Snow Removal Program	1,980	-	1,980	-	-	1,980
3102	12	Environmental Compliance Program	186	385	571	-	285	286
3128	12	Planning/Programming Studies	469	-	469	-	-	469
3154	12	Arts Program	103	-	103	-	-	103
10126	12	Safety Management Systems (SMS)	150	-	150	-	-	150
10239	12	ARFF Vehicle Replacement	132	-	132	132	-	-
10254	12	Reagan National Security Enhancements	511	-	511	-	350	161
10258	12	Security Identification Display Area (SIDA) APC Panel Replacement	180	-	180	-	150	30
10361	12	Snow Melters	24	-	24	-	-	24
10368	12	Replacement of Self Contained Breathing Apparatus - Second Alarm Cache	1	-	1	1	-	-
10371	12	Industrial Waste Drying Bed Upgrades	121	570	691	-	570	121
10403	12	Street Side Paving	1,070	-	1,070	-	600	470
10527	12	Security Camera Replacement Analog to Digital	470	-	470	-	300	170

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

Project Number	Description	Fund *	Carryover Balances as of 10/01/17	2018 New Authorization	Carryover Balances and 2018 New Authorization	Estimated OCT - DEC 2017	Expenditures	
							2018	2019 - 2022
<b>OTHER (continued)</b>								
10575	Upgrade Airport Operations Area (AOA) Vehicle Gate Barriers and Access Control	12	360	-	360	-	-	360
10510	Public Safety HazMat ID 360 Unit / Mercury Vapor Detection Meters	12	5	-	5	5	-	-
10560	Revenue and Branding Opportunities	12	250	-	250	-	250	-
TBD	Upgrade Interactive Employee Training Systems	12	75	-	75	-	-	75
TBD	Ground Transportation Curbside Technology Enhancements Systems	12	250	-	250	-	-	250
10499	2016 Reagan National Equipment	12	100	-	100	-	100	-
10537	2016 Consolidated Functions DCA Equipment	12	6	-	6	-	6	-
10504	2016 PSD Capital Equipment - FRD Staff Vehicles - 2016	12	41	-	41	2	39	-
10573	2017 DCA Capital Equipment - Vehicles	12	794	-	794	-	785	9
10625	2017 Support Services - Copiers - COB	12	63	-	63	-	63	-
TBD	2017 Public Parking Capital Equipment	12	100	-	100	-	100	-
10581	2017 DCA Capital Equipment - Flatbed Plotter	12	39	-	39	-	39	-
10580	2017 PSD Capital Equipment - Air Boats	12	10	-	10	-	10	-
10596	2017 PSD Capital Equipment - Vehicle # 341	12	80	-	80	-	80	-
10597	2017 PSD Capital Equipment - Vehicle # 308-3345-M4-305-3301-3302-3304-3326-395-398	12	45	-	45	-	45	-
10562	2017 PSD Equipment - Replacement SCBA/Air Comp.	12	1	-	1	1	-	-
10595	2017 PSD Equipment - (Automated External Defibrillation) AED's	12	250	-	250	-	250	-
10608	2017 PSD Equipment	12	116	-	116	-	108	7
10576	2017 ARFF Vehicles Replacement	12	988	-	988	-	988	-
10632	DCA Airport Manager's Office Vehicle	12	25	-	25	-	25	-
10355	Reagan National COMIP Consolidation	12	5,165	-	5,165	-	-	5,165
New	Vehicle Movement Area Transponders (VMATs) - 75% Grant 25% Authority	12	-	600	600	-	50	550
New	Snow and Airport Recovery and Restoration Reserves	12	-	1,000	1,000	-	-	1,000
New	Insurance Reserve	12	-	250	250	-	-	250
New	Public Safety Communication Center Equipment	12	-	115	115	-	115	-
New	2018 DCA Capital Equipment (Vehicles)	12	-	2,280	2,280	-	200	2,080
New	2018 DCA Capital Equipment (Non-Vehicles)	12	-	330	330	-	-	330
New	2018 Public Parking Capital Equipment	12	-	147	147	-	147	-
New	2018 PSD Capital Equipment	12	-	755	755	-	755	-
New	2018 Multi-Function Copiers	12	-	17	17	-	17	-
New	2018 COB Capital Equipment (Vehicles)	12	-	102	102	-	102	-
New	2018 COB Multi-Function Copiers	12	-	33	33	-	33	-
New	Blast Proof Trash Receptacles	12	-	300	300	-	300	-
New	Airport Environmental Decision Tool (AEDT) Noise Contours	12	-	250	250	-	50	200
New	Obstacle and Tree Removal	12	-	100	100	-	100	-
<b>Subtotal Other</b>			<b>14,616</b>	<b>7,234</b>	<b>21,850</b>	<b>179</b>	<b>7,342</b>	<b>14,330</b>
<b>TOTAL REAGAN NATIONAL</b>			<b>\$ 27,564</b>	<b>\$ 19,310</b>	<b>\$ 46,874</b>	<b>\$ 1,353</b>	<b>\$ 24,855</b>	<b>\$ 20,666</b>

\* Fund 12 - Capital Fund

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

Project Number	Description	Fund*	Carryover Balances as of 10/01/17	2018 New Authorization	Carryover Balances and 2018 New Authorization	Estimated OCT - DEC 2017	Expenditures	
							2018	2019 - 2022
<b>ROADS</b>								
3852	Horsepen Lake/Marriott Lake Dam Rehabilitation	12	\$ 74	\$ -	\$ 74	\$ -	\$ 74	\$ -
3853	Landside Roadway Rehabilitation	12	1,253	750	2,003	300	750	953
3854	Rehabilitation/Repair Access Highway Bridges	12	1,161	-	1,161	1,161	-	-
3870	Guardrail Maintenance & Rehab, Dulles Airport Access Highway	12	260	-	260	50	200	10
10243	Roadway Signage Rehab	12	264	-	264	-	264	-
10340	West ARFF Road Split	12	9	-	9	9	-	-
10585	Autopilot Drive Restoration - Design Only	12	190	-	190	-	190	-
New	Roadway behind Police Station	12	-	75	75	-	75	-
New	Police Firing Range Roadway Improvements	12	-	350	350	-	350	-
<b>Subtotal Roads</b>			<b>3,211</b>	<b>1,175</b>	<b>4,386</b>	<b>1,520</b>	<b>1,903</b>	<b>963</b>
<b>BUILDINGS</b>								
3597	Rehabilitate Cargo Buildings	12	91	-	91	-	91	-
3707	Baggage Belt Rehabilitation	12	54	-	54	25	24	5
3731	Reroof Buildings	12	413	-	413	-	413	-
3743	Authority-Owned Jet Bridge Modifications	12	150	-	150	-	150	-
3759	Airline Space Relocation	12	500	-	500	-	250	250
3760	Baggage Belt Replacement (Claims 3&4)	12	97	-	97	25	30	42
3780	New Facility Start-Up	12	339	-	339	200	130	9
3799	Fueling Station Improvements - Shop 2	12	2	-	2	-	2	-
3856	Buy-out of Airports Authority Permitted Space (Concourse B/D)	12	500	-	500	-	250	250
3866	New Facility Start-Up and Fitout	12	548	-	548	50	400	98
3867	Elevators, Escalators and Moving Walks Rehabilitation	12	225	190	415	200	215	-
3868	Capital Equipment and Facility Projects	12	10	-	10	-	10	-
3869	Shop 3 Equipment Maintenance Building Expansion	12	57	-	57	50	7	-
3882	Vehicle Storage Building Conversion to Maintenance Building Shop	12	12	-	12	11	1	-
3883	Salt/Sand Facility Rehabilitation - Corrosion Issues	12	14	-	14	14	-	-
3884	MUFIDS Installation, Main Terminal	12	944	-	944	18	880	46
3886	Carpet Replacement Program	12	536	100	636	71	400	165
10138	Dulles East Building Rehabilitation Ph. I	12	6	-	6	6	-	-
10140	45025 Aviation Drive - HVAC System Connection to - EMCS	12	43	-	43	43	-	-
10318	Dulles East Building Perimeter Fan Coil Unit Replacement - Ph. I	12	249	-	249	200	49	-
10343	Commercial Vehicle Lane Curbside Enhancements	12	932	-	932	100	600	232
10383	Main Terminal Pedestrian Door Sensor Replacement Phase I of II	12	38	-	38	30	8	-
10384	Main Terminal Pedestrian Door Sensor Replacement Phase II of II	12	46	-	46	15	31	-
10388	CCTV Camera System Expansion - Main Terminal	12	215	750	965	250	550	165
10389	Duress Alarm System Installation - Main Terminal	12	175	-	175	-	130	45
10390	Security/Access System Enhancements	12	175	100	275	175	100	-
10393	Emergency Operations Center, Concourse B	12	220	-	220	100	120	-
10418	Concourse B Holdroom Modifications	12	259	-	259	100	100	59
10421	Main Terminal Ticket Counter Dynamic Signage	12	429	-	429	340	80	9
10422	Digital Dynamic Wayfinding Stations, Main Terminal	12	362	-	362	-	362	-
10424	Bus Maintenance Facility Improvements, Phase II	12	210	-	210	-	100	110



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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

Project Number	Description	Fund*	Carryover Balances as of 10/01/17	2018 New Authorization	Carryover Balances and 2018 New Authorization	Estimated OCT - DEC 2017	Expenditures	
							2018	2019 - 2022
<b>BUILDINGS (continued)</b>								
10442	Commercial Real Estate Site Development Planning	12	1,849	-	1,849	-	1,200	649
10444	Commercial Real Estate Leaseholds - Tenant Improvements and Leasing	12	1,000	-	1,000	-	500	500
10478	Wayfinding Signage Improvements	12	203	-	203	20	183	-
10476	Condenser Pumps Replacement at Utility Building - Ph. I	12	1,160	-	1,160	30	400	730
10509	APM Facilities Rehabilitation	12	445	-	445	40	100	305
10508	Expansion Joint & Terrazzo Repair - Main Terminal	12	500	-	500	100	200	200
10445	Commercial Real Estate Professional Services	12	690	-	690	-	345	345
10446	Rudder Road & Ariane Way Intersection Improvements for 2nd Gas Station and Food Court	12	250	-	250	-	250	-
10554	Baggage Handling System Rehabilitation Program	12	1,995	1,805	3,800	-	1,805	1,995
10606	Passenger Flow/Ramp Modifications in Aero Train C Station-Walk-back Tunnel	12	288	-	288	50	238	-
10546	TSA Pre-Check HVAC Improvements in Main Terminal	12	500	-	500	150	200	150
10598	Chiller Overhaul in the Utility Building	12	10	200	210	10	200	-
10588	Renovate Shop 1 Restrooms	12	120	-	120	-	120	-
10599	Provide Play Area in Concourse C	12	2	-	2	-	2	-
10600	Provide Play Area in Concourse A	12	2	-	2	-	2	-
New	Permanent Modified Egress in JAB	12	-	500	500	-	500	-
New	Concourse C/D Holdroom Door Rehabilitation	12	-	100	100	-	100	-
	<b>Subtotal Buildings</b>		<b>16,866</b>	<b>3,745</b>	<b>20,611</b>	<b>2,423</b>	<b>11,828</b>	<b>6,359</b>
<b>AIRFIELD FACILITIES</b>								
3593	Airfield Pavement Maintenance and Joint Sealing Repairs	12	667	3,500	4,167	667	-	3,500
3710	Airfield Storm Sewer Inlet Erosion Repairs	12	483	335	818	300	418	100
3837	Taxilane A, B, & C Trench	12	1,345	-	1,345	-	1,345	-
10483	Runway Guard Light Control System Replacement	12	1	-	1	1	-	-
10482	Elevated Taxiway Light Base Repairs	12	74	-	74	74	-	-
New	Hardstand Permanent Power at Gate R-28	12	-	500	500	-	500	-
	<b>Subtotal Airfield Facilities</b>		<b>2,568</b>	<b>4,335</b>	<b>6,903</b>	<b>1,041</b>	<b>2,262</b>	<b>3,600</b>
<b>PARKING FACILITIES</b>								
10167	Public Parking Operations Enhancements	12	158	200	358	200	158	-
10517	Automatic Vehicle Locator (AVL)/Global Positioning System (GPS) for Parking Ops. Shuttle Buses	12	400	-	400	200	200	-
10518	Public Parking Conversion to Employee Parking	12	400	-	400	50	350	-
New	Resurface Purple Lot	12	-	1,300	1,300	-	1,300	-
	<b>Subtotal Parking Facilities</b>		<b>958</b>	<b>1,500</b>	<b>2,458</b>	<b>450</b>	<b>2,008</b>	<b>-</b>
<b>UTILITY SYSTEMS</b>								
3735	Federal Compliance Law	12	16	-	16	-	16	-
3765	Electrical Unit Substation Replacement	12	2	-	2	2	-	-
3766	Replace Electrical Feeder Laterals	12	102	-	102	-	102	-
3805	HVAC Improvements (Shop 1 and 2 and Metal Shop)	12	98	-	98	98	-	-
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	163	-	163	163	-	-
10148	HVAC Improvements (Shop 1 and Vehicle Body Shop)	12	108	-	108	108	-	-
10149	Roof Top Unit (RTU) Replacement Program	12	675	400	1,075	300	750	25

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

Project Number	Description	Fund*	Carryover Balances as of 10/01/17	2018 New Authorization	Carryover Balances and 2018 New Authorization	Estimated OCT - DEC 2017	Expenditures	
							2018	2019 - 2022
<b>UTILITY SYSTEMS (continued)</b>								
10150	Safety Management Systems (SMS) Plan	12	150	-	150	22	128	-
10151	Security Improvements Access Control (ISTAR and Biometrics)	12	476	750	1,226	550	-	676
10244	Audio/Visual Paging System Upgrade	12	726	-	726	-	726	-
10382	Concourse C FES HVAC System Rehabilitation	12	16	-	16	16	-	-
10385	Building Lighting Control System Replacement - Main Terminal & Concourse A/B	12	100	-	100	-	100	-
10441	Dynamic Zone Sign Installation	12	1,124	-	1,124	-	1,124	-
10496	Ramp Tower Voice Recording System	12	116	-	116	-	116	-
10487	Supervisory Control And Data Acquisition (SCADA) System Expansion - Ph. I	12	455	-	455	50	400	5
10590	Concourse C & D Lighting Upgrade	12	650	-	650	650	-	0
10593	Concourse A, Gates A1-A6 Interior Lighting Upgrade	12	300	100	400	-	150	250
New	West Domestic Water Tank (Reservoir) Rehabilitation	12	-	600	600	-	600	-
New	New Communication Ducts under Route 28	12	-	500	500	-	500	-
			<b>8,369</b>	<b>2,350</b>	<b>10,719</b>	<b>1,960</b>	<b>4,803</b>	<b>3,956</b>
<b>Subtotal Utility Systems</b>								
<b>TECHNOLOGY</b>								
New	Web Technology Passenger Centric Tech	12	-	350	350	-	350	-
New	Data Center Consolidation Phase II and III	12	-	1,400	1,400	-	1,400	-
New	Enterprise Asset Management System	12	-	1,500	1,500	-	1,500	-
10519	SaaS HRMS and Financials	12	2,104	-	2,104	-	2,104	-
10305	Technology Infrastructure	12	148	-	148	-	148	-
10306	Technology Business Collaboration	12	1,361	-	1,361	-	1,361	-
10569	2017 Technology Capital Equipment - Computers	12	446	-	446	57	389	-
			<b>4,059</b>	<b>3,250</b>	<b>7,309</b>	<b>57</b>	<b>7,252</b>	-
<b>Subtotal Technology</b>								
<b>OTHER</b>								
3547	Commercial Programs Investments	12	967	-	967	-	118	850
3698	Snow Removal Program	12	3,548	-	3,548	-	-	3,548
3746	Environmental Compliance Program	12	304	-	304	-	304	-
3770	Planning/Programming Studies	12	466	-	466	-	200	266
3827	2008 Equipment & Facility Repair Projects	12	20	-	20	-	20	-
3828	Arts Program	12	287	-	287	-	287	-
3876	Collateral Land Support	12	300	-	300	-	300	-
3878	Air Service Incentive Program	12	3,061	-	3,061	1,000	1,000	1,061
3895	Plane-Mate HED Lift Controller System Upgrade	12	220	-	220	40	180	-
3896	Aero Train Safety and Security Oversight	12	148	-	148	-	-	148
10019	Regional Air Passenger Survey	12	100	-	100	-	100	-
10102	Authority's Metrorail Contribution for Non-PFC Eligible Costs	12	25,454	5,000	30,454	-	-	30,454
10161	2013 Dulles International Equipment	12	115	-	115	-	115	-
10209	CAD/CAD Dispatch System	12	20	-	20	-	20	-
10219	Design Support Services	12	250	-	250	-	250	-
10241	2013 Capital Equipment and Facility Repair Projects	12	452	-	452	280	172	-
10242	Dulles East Building Substation Replacement	12	5	-	5	5	-	-

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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

Project Number	Description	Fund*	Carryover Balances as of 10/01/17	2018 New Authorization	Carryover Balances and 2018 New Authorization	Estimated OCT - DEC 2017	Expenditures	
							2018	2019 - 2022
<b>OTHER (continued)</b>								
10308	Lift Net Installation at Concourse A Bridge and Concourse C FIS	12	84	-	84	58	26	-
10321	Automated Passport Control System	12	325	-	325	-	200	125
10368	Replacement of Self Contained Breathing Apparatus - Second Alarm Cache	12	1	-	1	-	-	-
10378	2015 Dulles International Equipment	12	310	-	310	-	-	310
10395	Ultraviolet Infrared (UVIR) Fire Detection Retro-Commissioning of Z-Gates, Concourse A8C-30	12	8	-	8	8	-	-
10402	Tree/Obstacle Mitigation, Ph. I of III	12	3	150	153	3	150	-
10410	Western Lands Development	12	403	150	553	-	553	-
10419	JP Morgan Chase Fire Alarm System Replacement	12	8	-	8	-	-	8
10420	Dulles East Building Fire Alarm System Replacement	12	100	-	100	5	95	-
10497	Mobile Lounge/Planimate Interior Renovations/Enhancements & Equipment Modernization	12	63	800	863	50	400	413
10495	Pedestrian Sidewalk along Autopilot Drive	12	58	-	58	-	-	-
10500	Kiosk 4 & Associated Baggage System Backup Power Improvements	12	500	-	500	-	200	300
10454	Public Wireless Fidelity (WiFi)/Distributed Antenna System (DAS)	12	165	-	165	-	165	-
10510	Public Safety HazMat ID 360 Unit / Mercury Vapor Detection Meters	12	5	-	5	5	-	-
10502	2016 Public Safety IAD Equipment	12	211	-	211	-	211	-
10505	Public Safety Replacement of various 3 Self Contained Breathing Apparatus (SCBA) Test Stands	12	1	-	1	1	-	-
10561	Revenue and Branding Opportunities	12	250	400	650	-	250	400
10475	2016 Dulles International Equipment	12	245	-	245	-	245	-
TBD	2016 Consolidated Functions IAD Equipment	12	145	-	145	-	145	-
10591	LTF Water Lateral/ Hydrant/ Cistern Connection	12	50	-	50	-	50	-
10571	2017 IAD Capital Equipment - Vehicles	12	850	-	850	850	-	-
10601	Code Enforcement Vehicle #333 Replacement	12	40	-	40	-	40	-
10562	Replacement SCBA/Compressor	12	1	-	1	1	-	-
10595	Automated External Defibrillators	12	250	-	250	-	-	250
10608	2017 PSD Equipment	12	116	-	116	-	116	-
TBD	2017 Public Parking Equipment - Vehicles	12	200	-	200	-	-	200
10618	2017 Support Services Capital Equipment - Copiers	12	84	-	84	84	-	-
10356	Dulles International COMIP Consolidation	12	13,409	-	13,409	-	-	13,409
New	Communication Room Fire Suppression System Upgrade	12	-	400	400	-	50	350
New	Guest Assistance Counters in the Ground Transportation Counter	12	-	100	100	-	100	-
New	Vehicle Movement Area Transponders (VMATs) - 75% Grant 25% Authority	12	-	600	600	-	50	550
New	Airport Environmental Design Tool (AEDT) Noise Contours	12	-	500	500	-	100	400
New	Self-Contained Breathing Apparatus	12	-	148	148	-	148	-
New	Insurance Reserve	12	-	250	250	-	-	250
New	Services and Supplies Reserve	12	-	1,000	1,000	-	-	1,000
New	Public Safety Communication Center Equipment	12	-	115	115	-	115	-
New	Snow and Airport Recovery and Restoration Reserve	12	-	1,500	1,500	-	-	1,500
New	2018 IAD Capital Equipment	12	-	2,265	2,265	-	400	1,865
New	2018 Public Parking Capital Equipment	12	-	2,560	2,560	-	650	1,910
New	2018 PSD Capital Equipment	12	-	2,000	2,000	-	800	1,200
New	Security Holdroom Furniture	12	-	275	275	-	275	-
New	2018 IAD Multi-Function Copiers	12	-	91	91	-	91	-
New	2018 COB Capital Equipment (Vehicles)	12	-	102	102	-	102	-
New	2018 COB Multi-Function Copiers	12	-	33	33	-	33	-
<b>Subtotal Other</b>			<b>53,599</b>	<b>18,439</b>	<b>72,037</b>	<b>2,445</b>	<b>8,825</b>	<b>60,766</b>
<b>TOTAL DULLES INTERNATIONAL</b>			<b>\$ 89,629</b>	<b>\$ 34,794</b>	<b>\$ 124,423</b>	<b>\$ 9,896</b>	<b>\$ 38,881</b>	<b>\$ 75,644</b>

\* Fund 12 - Capital Fund

## Capital, Operating and Maintenance Investment Program

### Consolidated Functions

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

### Technology

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 various key technologies that have aged over time within the Authority.

### Other

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

0619 Consultant (Support for Use & Lease Agreement, Legal, Financial Advisor), \$1,750,000. Provides consultant support related 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.

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

10354 COMIP Consolidation, \$5,128,623. 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 President and Chief Executive Officer through the Budget Office is required.

## **Ronald Reagan Washington National Airport**

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

### **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.

3199 Replace Old Street Light Poles, \$260,446. 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.

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

10532 DCA Traffic Signal Improvements, \$850,000. The funds will be used to replace the traffic light system at the Route 233 Bridge, and upgrade the controls at the Hangar 5 traffic light and the West Entrance Road/Smith Boulevard traffic lights. The traffic signals at DCA are essential to maintaining traffic flow through the Airport.

### **Buildings**

3080 Terminal B/C Structural Paint, \$1,421,658 (Fund 12 - \$1,356,548; Fund 10 - \$65,110). The metal components of Terminal B/C are beginning to show signs of rust due to weathering. This project continues 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.

3160 Rehabilitation of Sanitary Force Main, \$68,024. 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, \$1,870,000. This project is part of a phased program to rehabilitate the baggage belt systems and carousels in the passenger terminals. This work will include the replacement of the baggage makeup carousels in the baggage tunnel of Terminals B and C.

10246 Passenger Loading Bridge (PLB) Rehabilitation, \$5,810,475 (Fund 12 - \$4,960,777; Fund 10 - \$849,698). This multi-year project will continue the upgrade of 35 Airports 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, replace the original ball screws, replace APUs on each gate, replacement of the weather seals and canopies and the PCA units.

10250 South Hangar Line Bay Doors Rehabilitation, \$2,329,752 (Fund 12 \$2,300,000; Fund 10 - \$29,752). 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.

10528 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.

10584 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, therefore requiring a replacement facility.

10586 Terminal B/C Club Mechanical Rooms Sealant, \$100,000. These Mechanical Rooms are located on the Ticket Level directly above the security checkpoints at each pier. When leaks occur in the Mechanical Rooms, they seep through the floor into the checkpoint area on passengers, employees, equipment and floor creating an unsafe condition.

10572 Central Plant Floor Coating, \$150,000. This project will provide an epoxy seal coat for the second level floor of the Central Plant. This floor contains a significant amount of equipment that produces water which is causing damage to the first floor offices and equipment.

10566 Operations Center Improvements, \$500,000. This project will expand and renovate the existing Operations Control Center to accommodate the increase in staff and to improve efficiency.

10563 Hangar 6 HVAC Replacement, \$200,000. A new HVAC unit will be installed to replace the existing unit which has exceeded its useful life and requires constant maintenance.

10587 Additional Bids Signage Baggage Level, \$500,000. This project will install additional monitors and signage on the baggage level of Terminals B and C to improve customer service.

10570 Terminal A Escalator Rehabilitation, \$380,000. This project consists of a complete rehabilitation and modernization of the escalator #36 located in Terminal A at Reagan National. This work will include the replacement of the gears, chains and rails.

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.

New Hangar 3 Roof Replacement, \$1,100,000. This project will replace the roof membrane and down spouts on Hangar 3.

New Baggage Claim Carousel Rehab/Replacement, \$1,411,000. This multi-year project will provide for the rehabilitation or replacement of the 12 baggage claim devices located in Terminals B and C.

New Terminal B/C Baggage System Fire/Security Doors, \$250,000. These funds will replace 24 baggage system/fire security doors in Terminals B and C.

#### **Airfield Facilities**

3176 Airfield Pavement, \$5,100,000. This project provides funding for cyclical, preventive and corrective maintenance services. Over time the existing airfield pavements deteriorate due to aircraft loading and weathering.

## 2018 BUDGET

### Metropolitan Washington Airports Authority

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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, \$850,000. This new facility will be designed for the proper storage of corrosive chemicals and improved loading operations during snow events.

10574 Improvements to Levy Road, \$500,000. This project will repair and repave Levy Road (airfield perimeter road). The roadway requires major repairs as a result of the significant amount of construction traffic it has experienced during the past several years.

#### Parking Facilities

10109 Garage Elevator Rehabilitation, \$901,000. 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.

New DCA Parking Garages A, B, C Interior Painting, \$265,000. This multi-year project will provide funding to paint the walls, ceiling, columns and piping in all three garages to bright white to improve security and aesthetics.

#### Utility Systems

3082 Electronic Information Modification, \$4,406,128: (Fund 12 - \$4,336,485, Fund 10 – \$69,643). 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).

10112 Electrical Coordination Study, \$277,000. 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.

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.

New Central Plant High Temperature Hot Water (HTHW) Boiler Retubing, \$500,000. This multi-year project will remove and replace the interior tubing of all three HTHW boilers to ensure continuous proper operation. These boilers supply heating to the Terminals and the south hangars.

New Ground Power Unit (GPU) Replacement, \$480,000. This project will replace 37 GPUs over a 5 year period at each gate owned by the Airports Authority.

## Technology

10519 SaaS HRMS and Financials, \$7,500,000. To replace Ceridian HCM and Oracle ERP systems as both systems are approaching end of life and vendor support.

10305 Technology Infrastructure (Infrastructure Improvements), \$2,818,253 (Fund 12 - \$2,252,140; Fund 10 - \$566,113). Funds to study existing LAN/WAN infrastructure architecture (data, telecommunications, radio) across both campuses to develop and implement a more efficient architecture. The existing Data Centers across the Office of Technology are being consolidated to improve efficiencies, reduce power requirements, and reduce carbon footprint. New data centers, servers, routers, switches, and additional fiber connectivity will be purchased. 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, \$4,541,254 (Fund 12 - \$3,549,370; Fund 10 - \$991,884). 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 systems to include technology and application upgrades. A study and implementation of a data warehouse(s) system which will enable the Airports Authority to make better use of data via trending reports and market analysis for business users is also funded.

10451 Public Wireless Fidelity (WIFI) / Distributed Antenna System (DAS), \$1,950,000. 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.

10568 2017 Technology Capital Equipment, \$789,000. This project is for 2017 approved purchase of desktops and laptops. This project is an end user Technology refresh.

10582 Replace Multi-User Flight Information Display Systems (MUFIDS), \$900,000. This project is for the purchase of 150 new monitors to replace existing MUFID hardware.

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.

New Enterprise Asset Management System, \$1,500,000. This project will replace three current aging and multi-interfaced systems with a SaaS asset management system. A SaaS solution will afford us the opportunity to consolidate staff support resources that are currently duplicated at each airport.

New Web Technology Passenger Centric Tech, \$350,000. This project includes the identification, design and implementation of emerging web technologies that directly impact passenger centric services and interfaces.



## 2018 BUDGET

### Metropolitan Washington Airports Authority

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New Data Center Consolidation Phase II and III, \$1,400,000. 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.

#### Other

3014 Commercial Program Investment, \$3,945,819 (Fund 12 - \$3,918,867, Fund 10 - \$26,952). 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, \$2,934,532 (Fund 12 - \$2,926,066 Fund 10 - \$8,466). 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, \$3,758,544. 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.

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

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

10239 Aircraft Rescue and Firefighting (ARFF) Vehicle Replacement, \$1,100,000. This project provides funding to replace the 1989 ARFF vehicle, Foam 356.

10254 Reagan National Security Enhancements, \$1,242,972 (Fund 12 - \$700,000 Fund 10 - \$542,972). This multi-year project will harden and upgrade our perimeter security system and convert existing analog cameras to IP mega-pixel cameras within the facility.

10258 Security Identification Display Area (SIDA) APC Panel Replacements, \$598,967 (Fund 12 - \$300,000 Fund 10 - \$298,967). 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.

10361 Snow Melters, \$1,611,083 (Fund 12 - \$1,076,083 Fund 10 - \$535,000). 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, \$120,000. This project is for the replacement of Self Contained Breathing Apparatus for the Office of Public Safety.

10371 Industrial Waste Drying Bed Upgrades, \$1,576,768 (Fund 12 - \$1,365,250 Fund 10 - \$211,518). This project will upgrade the current Industrial Waste Drying Bed that is aging and in need of repair.

10403 Street Side Paving, \$1,200,000. This project is a multiyear project for landside asphalt maintenance paving with an emphasis on the economy and employee parking lot areas.

10527 Security Camera Replacement Analog to Digital, \$700,000. 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.

10575 Security Gate Vehicle Barrier Upgrades, \$360,000. This is a multi-year project to replace the vehicle pop-up barricades and the Airport Operations Area gates with sliding security gates. The initial year will install a new unit at Gate A.

10510 Public Safety HazMat ID 360 Unit, \$30,000, Mercury Vapor Detection Meters, \$11,000. This project is for the Fire Rescue Department hazardous material response teams to use these kits to assist with rapid identification of unknown substances.

10560 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.

TBD Upgrade Interactive Employee Training (IET) System, \$75,000. This project will replace the existing IET 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 Network Companies.

10499 2016 Reagan National Equipment, \$1,290,000. This project is for 2016 approved purchase of replacement equipment at Reagan National.

10537 2016 Consolidated Functions Equipment, \$54,000. This project is for 2016 approved equipment purchases.

10504 2016 PSD Capital Equipment, \$120,000. This project is for 2016 approved equipment purchases.

10573 2017 DCA Capital Equipment, \$977,917. This project is for 2017 approved purchase of replacement equipment at Reagan National.

10625 2017 Support Services Capital Equipment, \$62,888. This project is for 2017 approved purchase of replacement copiers.

## 2018 BUDGET

### Metropolitan Washington Airports Authority

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TBD 2017 Public Parking Capital Equipment, \$100,000. Purchase license plate recognition cameras and keypads/chips for parking revenue control system.

10581 2017 DCA Capital Equipment, \$165,000. This project is for the purchase of a Flatbed Plotter.

10580-10596-10597 2017 PSD Capital Equipment, \$835,000. This project is for 2017 approved equipment purchases.

10562-10595-10608 2017 PSD Equipment Other, \$716,000. This project is for 2017 approved equipment purchases.

10576 3 DCA Fire and Rescue Units, \$3,395,000. This project is for three Aircraft Rescue and Firefighting (ARFF) vehicles for deployment at Reagan National.

10632 DCA Airport Manager's Office Vehicle, \$25,000. This is for the purchase of the DCA Airport Manager's Office vehicle.

10355 COMIP Consolidation, \$5,165,023 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.

New Vehicle Movement Area Transponders (VMATs), \$600,000. This project purchases and installs Airport Ground Vehicle ADS-B Squitters, also known as "Vehicle Movement Area Transponders" (VMATS) and associated hardware in Airport Operations, Maintenance and Fire Department vehicles.

New Snow and Airport Recovery and Restoration Reserves, \$1,000,000. This project provides funding for snow removal requirements, excluding personnel related costs, during extraordinary snow events and to provide resources to collect, document, secure personal items left behind, identify owners, and to transmit items to their owners or families in the event of a catastrophic emergency.

New Insurance Reserve, \$250,000. This project will reserve funds in the event of any extraordinary insurance premium and claims.

New Public Safety Communication Center Equipment, \$115,000. This project will fund the purchase of equipment for the Public Safety Communication Center.

New 2018 DCA Capital Equipment (Vehicles), \$2,280,000. This project is for 2018 approved equipment purchases.

New 2018 DCA Capital Equipment (Non-Vehicles), \$330,000. This project is for 2018 approved equipment purchases.

New 2018 Public Parking Capital Equipment, \$147,000. This project is for 2018 approved equipment purchases.

New 2018 PSD Capital Equipment, \$755,000. This project is for 2018 approved equipment purchases.

New 2018 DCA Multi-Function Copiers, \$17,248. This project is for 2018 approved purchase of replacement copiers.

New 2018 COB Capital Equipment, 101,500. This project is for 2018 approved equipment purchases.

New 2018 COB Multi-Function Copiers, 33,105. This project is for 2018 approved purchase of replacement copiers.

New Blast Proof Trash Receptacles, \$300,000. This multi-year project will replace existing interior and exterior pre and post security trash/recycling receptacles with bomb mitigation receptacles to improve our security posture.

New Airport Environmental Decision Tool (AEDT) Noise Contours, \$250,000. This project will prepare and analyze noise contours at and around the airport based on the FAA's accepted method, AEDT. Noise contours need to be updated to provide more accurate and new information. This will be used for planning purposes, land use reviews and coordination with local agencies.

New Obstacle and Tree Removal, \$100,000. This project is for the removal of trees and a few utility and light poles identified as obstacles.

**Washington Dulles International Airport**

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

**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, \$5,470,807. 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, \$1,896,726. This project provides funding for multi-year projects for all cyclical preventive, routine and major corrective maintenance for the rehabilitation of the bridges along the Dulles International Airport Access Highway (DIAAH). The bridges identified for repair and rehabilitation are in accordance to recommendations identified by the National Bridge Inspection Program Compliance inspections that are performed every two years. This project is also intended to implement additional recommendations of the bi-annual Federal Highway Inspection (FHA) reports to ascertain the condition and identify the extent of deterioration on the bridges along the DIAAH and by the Airports Authority designer's evaluations and field inspection reports. The findings and recommendations made by these reports will prioritize the need for maintenance repairs to the bridges. This effort constitutes a recurring program that will revisit bridges on an as needed basis. Some of the work may be unplanned and have to be included to repair unexpected damaged or deteriorated portions of bridges. This work includes, but is not limited to: structural repairs, expansion joint replacement, surface and subsurface repairs, parapet repairs, etc. In particular, due to the age of the bridges along the DIAAH, the extent of concrete spall on the bridge structures, which can exacerbate over the winter season, necessitates the frequent revisiting of bridges which have been worked on in a previous year.

3870 Guardrail Maintenance and Rehabilitation, Dulles International Airport Access Highway (DIAAH), \$925,000. 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 signs, installing new wayfinding roadway signs and passenger parking facilities signs.

10340 West Aircraft Rescue and Firefighting (ARFF) Road Split, \$375,000. The object of this multi-phase project is to create a split on the west ARFF road and build a section of new road that intersects the eastern end of Runway 12-30 run-up block thereby providing emergency response vehicles quicker access to respond to calls throughout the airfield. The split would also allow Airports Authority maintenance vehicles access to the airfield encroaching on the object free area adjacent to Taxiway Y-11.

10585 Autopilot Drive Restoration – Design Only, \$190,000. The purpose of this request is to rehabilitate the North End of Autopilot drive in front of the Rental Car facilities.

New Roadway behind Police Station - Design only, \$75,000. This project will provide the design services for the construction of a connector road between Ariane Way to the North East corner of the Police/Fire Facility parking lot. The access road will be on the north edge of the old Exxon Station site, minimizing the impact to the future leasable area.

New Police Firing Range Roadway Improvements, \$350,000. This task paves a portion of the existing gravel entrance and parking lot to the main Firing Range building with asphalt.

### **Buildings**

3597 Rehabilitate Cargo Buildings, \$373,688. This multi-phase project will include the replacement of interior lighting, metal stairs, personnel service doors, heating units, overhead floors, and toilet room repairs.

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 at Dulles International.

3731 Reroof Buildings, \$1,303,621. This multi-year program will replace/repair various roofs and maintain buildings across the airport.

3743 Airports Authority-Owned Jet Bridge Modifications, \$3,339,447. 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 Rehabilitation, \$200,000. This project provides funding for the rehabilitation and refurbishment of various mechanical and electronic components of the inbound and outbound baggage handling systems at Dulles International.

3780 New Facility Startup, \$5,737,368. 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, \$1,160,996. 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 new air service and efficient use of check-in facilities.

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, \$1,570,500. This project provides funding, for this multi-year project, for the rehabilitation of aging conveyance system units per the Original Equipment Manufacturer (OEM) requirements.

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

3869 Shop 3 Equipment Maintenance Building Expansions, \$1,905,000. 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, \$695,000. 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. This includes the rehabilitation or replacement of structural, electrical, ventilation, and safety components that have oxidized within the facility.

3884 MUFIDS Installation, \$1,725,000. This project provides funding to install LCD MUFIDS displaying departure information throughout the Main Terminal and the concourses. This project is to replace obsolete monitors, digital display computers (DDC); infrastructure and casework modifications that are no longer manufactured and spare parts are not available.

3886 Carpet Replacement, \$900,000. This multi-year project is for the cyclical preventive, routine and corrective maintenance for replacing carpet throughout the Main Terminal, concourses, Mobile Lounge and Plane Mate fleet, and other Airports Authority-maintained facilities.

10138 Dulles East Building Rehabilitation Phase I, \$323,461. This project provides funding for a multi-phased project to rehabilitate the Dulles East Building over a five-year period.

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.

10318 Dulles East Building Perimeter Fan Coil Unit Replacements - Phase I, \$495,000. This multi-phase project will replace the perimeter heating/cooling fan coil units and boilers 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 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 Expansions – Main Terminal, \$575,000. This project expands the existing CCTV camera coverage at the airline ticket counters, and curbside levels of the Main Terminal. This project would provide CCTV coverage on the Departure, Arrival and Commercial Levels of the airport as well as overall surveillance of the hourly parking lot.

10389 Duress Alarm System Installations, \$175,000. This project will install duress alarms at all Main Terminal ticket counters, Travelers Aid counters, Federal Inspection Station supervisor position locations, and in areas deemed necessary to support notification and response of law enforcement. They will be tied into the current alarm system and report specific alarm locations to the Public Safety Communications Center.

10390 Security/Access System Enhancements, \$175,000. This project will purchase and install a visitor escort management system at vehicle gates, as well as continue the installation of biometric card readers in portals leading to the secure area from the Main Terminal. This project includes a biometric enrollment station and associated software upgrades in the Pass & ID Office.

10393 Emergency Operations Center (EOC), Concourse B, \$500,000. This project will build an EOC in Concourse B. A location has been identified within the Airport Operations space below Gate A32. The project would include the purchase and installation of the electronic equipment, furniture and associated equipment. The room would be able to be used for other purposes when not in use as an EOC.

10418 Concourse B Holdroom Modifications, \$275,000. This project installs additional boarding doors, signage, card readers, podiums and power in Concourse B to support operational requirements at Permit gates.

10421 Main Terminal Ticket Counter Dynamic Signage, \$775,000. This project will upgrade ticket counters LEDs, software, and computers. This is a one-time project that addresses the requirement for improved communication with the traveling public accessing all airlines at Dulles International.

10422 Digital Dynamic Wayfinding Stations, \$695,000. This project will install interactive Touch Screen wayfinding kiosks to include digital displays, software, and computers 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, \$1,900,000. This project will 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 will provide funding to attract tenants into existing Dulles International property.

10478 Wayfinding Signage Improvements, \$350,000. This project will add, remove, and/or replace signage throughout garages, Main Terminal, concourses, pedestrian tunnels, and APM Stations and Tunnels.



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10476 Condenser Pumps Replacement at Utility Building, \$1,250,000. This multi-phase project is for the purchase and the installation of eight replacement Condenser Water Pumps located in the Utility Building. These pumps provide a critical supply of cooling water to the eight chillers which provide the chilled water used for air conditioning to the Main Terminal, Z-Gates, Concourses A and B, and other facilities.

10509 APM Facilities Rehabilitation, \$445,000. 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.

10508 Expansion Joint & Terrazzo Repair - \$500,000. This project is to replace the cracked terrazzo over the expansion joint between the terminal hold rooms (east and west), Concourse A and B.

10445 Commercial Real Estate Professional Services, \$690,000. This project will 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.

10446 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.

10554 Baggage Handling System Rehabilitation Program, \$1,995,000. This project provides funding for the rehabilitation and refurbishment of various mechanical and electronic components of the inbound and outbound baggage handling systems at Dulles International.

10606 Passenger Flow/Ramp Modifications in AeroTrain C Station - Walk-back Tunnel, \$300,000. This project will support the replacement of existing floor in the C Connector Tunnel from the C Gates to the C AeroTrain Station.

10546 TSA Pre-Check Heating, Ventilation and Air Conditioning Improvements in Main Terminal, \$500,000. This project will design and construct in order to improve ventilation and air conditioning system at the TSA pre-check area in the Main Terminal.

10598 Chiller Overhaul in the Utility Bldg., \$100,000. This project will complete the remaining three chill overhauls in the Utility Building.

10588 Renovate Shop 1 Restrooms, \$120,000. This project will renovate the 1960's restroom and bring them into current ADA requirements.

10599 Provide Play Area in Concourse C, \$75,000. This project is a customer service improvement initiative to provide a play area in Concourse C.

10600 Provide Play Area in Concourse A, \$150,000. This project is a customer service improvement initiative to provide a play area in Concourse A.

New Permanent Modified Egress in IAB, \$500,000. This project will provide permanent upgrades to the IAB primary inspection stations and the sterile corridor including hardened gates, additional vision panels and signal lights (for notification of passenger referral) at each station.

New Concourse C/D Holdroom Door Rehab, \$100,000. This project replaces 11 Concourse C/D Holdroom doors, security hardware and reverses the swing for enhanced security.

### **Airfield Facilities**

3593 Airfield Pavement Maintenance and Joint Sealing, \$46,206,635. 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 and stormwater channels including stormwater management basins.

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 in various locations inside the airfield, including the Main Terminal, Taxilanes A, B, and C.

10483 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.

10482 Elevated Taxiway Light Base Repairs, \$246,405. This project will repair approximately 230 of the 7,000 plus elevated taxiway fixtures located at various locations throughout the airfield.

New Hardstand Permanent Power at Gate R-28, \$500,000. This project will purchase equipment to heat and cool aircraft on a remote parking position (Gate R-28), install permanent power to support the equipment and provide protective bollards at hardstand Gate R-28.

### **Parking Facilities**

10167 Public Parking Operations Enhancements, \$1,405,000. 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 installation of security cameras.

10517 Automatic Vehicle Locator (AVL)/Global Positioning System (GPS) for Parking Ops. Shuttle Buses, \$400,000. This project is for the installation of AVL/Global Position System equipment at the public parking bus stops to provide customers with the estimated time of bus arrival. This project includes the design, construction, and installation of monitors, power and communications.

10518 Public Parking Conversion to Employee Parking, \$400,000. This project is for the installation and infrastructure required for relocating the employee parking from the North Remote Employee Lot to another parking area closer to the Main Terminal.

New Resurface Purple Lot, \$1,300,000. This project repairs the surface of the Purple Lot ahead of its scheduled transition into employee parking in 2018.

**Utility Systems**

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 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.

3766 Replace Electrical Feeder Laterals, \$1,000,000. This project will replace 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.

3805 HVAC Improvements (Shop 1 and 2 and Metal Shop) \$700,000. This project provides funding for the HVAC equipment salvaged from 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 O&M Budget is not sufficient for utility or fuel cost.

3871 Arc Flash Safety Analysis Study and Implementation Phase 2, \$300,020. 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, \$1,200,000. 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.

10151 Security Improvements Access Control (ISTAR and Biometrics), \$1,200,831. 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.

10244 Audio/Visual Paging System Upgrade, \$950,000. 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 Station facility in Concourse C.

10385 Building Lighting Control Systems Replacement - 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 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 will 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) that are in the alignment of the second phase of the Metrorail project to Dulles International and need to be relocated. Since there is no space for these signs along the sides of the roadway once the Metrorail is constructed, the plan is to place new signs on overhead gantries that will span the DIAAH.

10496 Ramp Tower Voice Recording Systems, \$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 are a critical part of Airport Operations, regarding accident investigations of aircraft and vehicles under radio control, noise complaints, emergency operations and safety related communications.

10487 Supervisory Control and Data Acquisition (SCADA) System Expansion – Phase I, \$850,000. This project will expand the SCADA control system by connecting an additional 50 substations, 15 emergency generators, 30 transfer switches and two Uninterruptible Power Supply units. These apparatus are located at various locations throughout the airport.

10590 Concourse C & D Lighting Upgrade, \$850,000. This project replaces approximately 2,300 old fluorescent tube fixtures with new high efficiency brighter LED light fixtures.

10593 Concourse A, Gates A1-A6 Interior Lighting Upgrade, \$300,000. This project replaces the old fluorescent tube fixtures with new high efficiency brighter LED light fixtures.

New West Domestic Water Tank (Reservoir) Rehabilitation, \$600,000. This project cleans and recoats the lining and surfaces of the West Domestic Water Tank. Additionally, repairs are made to the overflow system and enhancements are made to the safety systems for the required maintenance of the tank.

New Communication Ducts under Route 28, \$500,000. This project installs two new communications conduits under Route 28 between a communications manhole on the East side of the Dulles International Property to a manhole outside the Horsepen Communication Building to replace existing old terra cotta duct banks which are deteriorating and could jeopardize a main communication link between the Airport and outside systems.

### **Technology**

New Web Technology Passenger Centric Tech, \$350,000. This project includes the identification, design and implementation of emerging web technologies that directly impact passenger centric services and interfaces.

New Data Center Consolidation Phase II and III, \$1,400,000. The data center consolidation project scope includes the design and implementation of mass storage solutions, hardware virtualization, and leveraging cloud brokerage

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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.

New Enterprise Asset Management System, \$1,500,000. This project will replace three current aging and multi-interfaced systems with a SaaS asset management system. A SaaS solution will afford us the opportunity to consolidate staff support resources that are currently duplicated at each airport.

10519 Software as a Service (SaaS) HRMS and Financials, \$7,500,000. To replace Ceridian HCM and Oracle ERP systems as both systems are approaching end of life and vendor support.

10305 Technology Infrastructure (Infrastructure Improvements), \$2,818,253. Funds to study existing LAN/WAN infrastructure architecture (data, telecommunications, radio) across both campuses to develop and implement a more efficient architecture. The existing Data Centers across the Office of Technology are being consolidated to improve efficiencies, reduce power requirements, and reduce carbon footprint. New data centers, servers, routers, switches, and additional fiber connectivity will be purchased. 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, \$4,541,254. 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 systems to include technology and application upgrades. A study and implementation of a data warehouse(s) system which will enable the Airports Authority to make better use of data via trending reports and market analysis for business users is also funded.

10569 2017 Technology Capital Equipment \$789,000. This project is for 2017 approved purchase of desktops and laptops. End User Technology refresh.

#### Other

3547 Commercial Program Investments, \$2,461,599. 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, \$15,119,410. This project provides funding for snow removal requirements, excluding personnel related costs, during extraordinary snow events.

3746 Environmental Compliance Program, \$3,827,149. 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, \$881,030. This project provides funding for planning and programming related to facilities rehabilitation, reuse, or expansion.

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, \$4,086,000. 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 Planemate HED Lift Controller System Upgrade, \$425,000. This project provides funding for multi-phase projects and services to replace or improve obsolete or failed electronic or mechanical systems on Mobile Lounge and Planemate vehicles. This is for work that is not practical to include in larger CCP Rehabilitation Projects due to urgency or cost effectiveness. This initially includes the passenger pod electronic lift controllers and passenger transition devices on Planemates. These vehicles are currently the only means of transporting passengers to the International Arrivals Building and Concourse D. Growth in international business and hardstand operations will expand the need for these vehicles.

3896 AeroTrain 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.

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

10102 Airports Authority's Metrorail Contribution for Non-PFC Eligible Costs, \$30,453,500. The Airports Authority has agreed to contribute 4.1 percent of the 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; \$5.0 million was programmed in each of the 2012, 2013, and 2014 COMIP budgets for any non-PFC eligible costs, an additional \$3.9 million for 2015, \$3.0 million for 2016, \$3.5 million for 2017, and \$5.0 million is included for 2018. 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.

10209 CAD2CAD Dispatch System, \$178,020. This project will support Public Safety at Dulles International.

10219 Design Support Services, \$250,000. This multi-year project provides funding 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.



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10242 Dulles East Building Substation Replacement, \$949,399. 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.

10308 LiftNet Installation at Concourse A Bridge and Concourse C FIS, \$100,000. 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 provide maintenance staff with real-time information of conveyance system operations and allow faster response times for deficiencies.

10321 Automated Passport Control System, \$2,650,000. 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 (SCBA), 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 2015 Dulles International Capital Equipment, \$2,237,000. This project is for 2015 approved equipment purchases.

10395 Ultraviolet Infrared (UVIR) Fire Detection Retro-Commissioning of Z-Gates, Concourse A and C-30, \$39,825. 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.

10402 Tree/Obstacle Mitigation, \$200,000. This multi-year project includes the removal or mitigation of trees and obstacles in the departure zones and approaches to the runway complexes. This 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.

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.

10497 Mobile Lounge/Planemate Interior Renovations/Enhancements & Equip. Modernization, \$880,000. This project will perform interior renovations of Planemates and Mobile Lounges to improve passenger experience. The largest portion of the work involves seating modifications to 20 Planemates. The balance of the project addresses carpet replacement and lighting renovation in all of the Planemates and Mobile Lounges.

10495 Pedestrian Sidewalk along Autopilot Drive, \$600,000. This project will install a pedestrian sidewalk along Autopilot Drive. The sidewalk will be ADA compliant and include crosswalks, lights, and signage.

10500 Kiosk 4 & Associated Baggage System Back-up Power Improvements, \$500,000. This project will 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 to Kiosk 4 & Associated Baggage Systems in the event of a total outage.

10454 Public Wireless Fidelity (Wi-Fi) / Distributed Antenna System (DAS), \$3,550,000. 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.

10510 Public Safety HazMat ID 360 Unit, \$30,000, Mercury Vapor Detection Meters, \$11,000. This project is for the Fire Rescue Department hazardous material response teams to use these kits to assist with rapid identification of unknown substances.

10502 2016 Public Safety IAD Equipment, \$1,206,000. Fire and Rescue Unit (\$995,000) and 14 PSD Vehicles (\$211,000).

10505 Public Safety Replacement of various 3 Self Contained Breathing Apparatus (SCBA) Test Stands, \$10,000. These test stands are used by the SCBA Technicians for the annual SCBA Flow Testing of all department-owned SCBA to ensure that the equipment meets OSHA & NFPA certification requirements.

10561 Revenue and Branding Opportunities, \$650,000. 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.

10475 2016 Dulles International Equipment, \$1,863,000. This project is for approved equipment replacement.

TBD 2016 Consolidated Functions IAD Equipment, \$145,000. This project is for 2016 approved replacement vehicles.

10591 LFTF Water Lateral/ Hydrant/ Cistern Connection, \$50,000. This project connects Live Fire Training Facility water to the Loudoun County water system.

10571 2017 Capital Equipment, \$1,792,000. This project is for 2017 approved purchase of replacement equipment at Dulles International.

10601 2017 Public Safety Equipment Vehicle #333, \$40,000. This project is for 2017 approved purchase of replacement equipment at Dulles International.

10562-10595-10608 2017 PSD Equipment - Other, \$716,000. These projects are for 2017 approved purchase of various pieces of equipment for public safety police and firefighters.

TBD Public Parking Capital Equipment 2017, \$200,000. This project is for 2017 approved purchase of two wreckers, one mini-van and one pickup truck.

10618 2017 Support Services Capital Equipment \$83,741. This project is for 2017 approved purchase of replacement copiers.



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10356 COMIP Consolidation, \$13,408,977. 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.

New Communication Room Fire Suppression System Upgrade, \$400,000. This project replaces the water based fire suppression system in the communication rooms with a non-water based system in order to increase the likelihood of data recovery and return to service of the room should the system discharge. This is a finding of the TSA conducted joint vulnerability assessment.

New Guest Assistance Counters in the Ground Transportation Counters, \$100,000. This project provides Airport Guest Information counters in the East and West Ground Transportation Centers to improve the customer experience.

New Vehicle Movement Area Transponders (VMATs), \$600,000. This project purchases and installs Airport Ground Vehicle ADS-B Squitters, also known as "Vehicle movement Area Transponders" (VMATS) and associated hardware in Airport Operations, Maintenance and Fire Department vehicles.

New Airport Environmental Decision Tool (AEDT) – Noise Contours, \$500,000. This project will prepare and analyze noise contours at and around the airport based on the FAA's accepted method, AEDT. Noise contours need to be updated to provide more accurate and new information. This will be used for planning purposes, land use reviews and coordination with local agencies.

New Self Contained Breathing Apparatus, \$148,295. This project will fund the purchase of Self Contained breathing Apparatus for the Office of Public Safety.

New Insurance Reserve, \$250,000. This project will reserve funds in the event of any extraordinary insurance premium and claims.

New Services and Supplies Reserve, \$1,000,000. This project will reserve funds for services and supplies for any extraordinary event.

New Public Safety Communication Center Equipment, \$115,000. This project will fund the purchase of equipment for the Public Safety Communication Center.

New Snow and Airport Recovery and Restoration Reserves, \$1,500,000. This project provides funding for snow removal requirements, excluding personnel related costs, during extraordinary snow events and to provide resources to collect, document, secure personal items left behind, identify owners, and to transmit items to their owners or families in the event of a catastrophic emergency.

New 2018 IAD Capital Equipment, \$2,265,000. This project is for 2018 approved equipment purchases.

New 2018 Public Parking Capital Equipment, \$2,560,000. This project is for 2018 approved public parking shuttle buses.

New 2018 PSD Capital Equipment, \$2,000,000. This project is for 2018 approved equipment purchases.

New Security Holdroom Furniture, \$275,000. This project will install durable hard-wearing tables and comfortable chairs for passengers.

New 2018 IAD Multi-Function Copiers, \$90,657. This project is for 2018 approved purchase of replacement copiers.

New 2018 COB Capital Equipment, 101,500. This project is for 2018 approved equipment purchases.

New 2018 COB Multi-Function Copiers, 33,105. This project is for 2018 approved purchase of replacement copiers.

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**AVIATION ENTERPRISE CAPITAL CONSTRUCTION PROGRAM**

**Program Summary**

The Aviation Enterprise Fund Capital Construction Program (CCP) provides for the planning, design, and construction of major facility improvements at the Airports

**2018 CCP Program**

The 2018 Budget includes authorization of \$35.7 million at Reagan National for new projects and additional funding for existing projects in the CCP. No new authorization is requested at Dulles International for 2018. Total CCP expenditures for 2018 for both new program authorization and prior year projects are estimated at \$342.7 million, including capitalized interest. 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.

**List of Projects**

Projects are listed by Airport, grouped into major functional cost center categories, and designated by funding source. Any projects designated as 'U&L' are projects from the First Amendment to the 2015 Use and Lease Agreement through 2024.

Expenditure estimates for 2018 include the continuation of projects started in prior periods in addition to projects to be initiated in 2018. Expenditure estimates for 2018 include only the impact of continuing with projects authorized in 2018 or in prior periods. Completed projects reflect actual project costs, while continuing projects are presented in 2017 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.

**Project Descriptions**

Descriptions of projects in previous budgets are repeated in this budget if the projects are still active in 2018. 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 cumulative cost estimate for the project.

**Reagan National**

**Table 3-53: 2018 CCP New Authorization**

(dollars in thousands)	New Authorization	Estimated Funding	
		Bonds	Grants
<b>Reagan National</b>			
Airfield Geometry Improvements*	\$ 22,855	\$ 5,714	\$ 17,141
Taxiway N Relocation Phase I*	10,000	2,500	7,500
Sanitary Sewer Main Reconstruction - Terminal C to North Pump Station	2,883	2,883	-
<b>Total Reagan National</b>	<b>\$ 35,738</b>	<b>\$ 11,097</b>	<b>\$ 24,641</b>

\*Airport Improvement Program (AIP) Grant Eligible - 75% via Grant and 25% via Airports Authority.

**Table 3-54: 2018 CCP Reprogrammings**

Project Number	Description	Amount
(dollars in thousands)		
<b>Reagan National</b>		
<b>Reprogrammed from:</b>		
10095	Terminal B/C Improvements	\$ (1,702)
10237	Terminal B/C Long Term Re-Development Program - Ph.1	(700)
3223	Modify DFS System to Accommodate Surge Transients/Operating Characteristics	(200)
10331	Hangar 7 Roof Replacement	(100)
<b>Total Reprogrammed</b>		<b>\$ (2,702)</b>
<b>Reprogrammed to:</b>		
10489	Infrastructure Modernization & Integration Services	\$ 2,600
10342	Route 233 & South Bound GWMP Ramp Bridges Rehabilitation	102
<b>Total Reprogrammed</b>		<b>\$ 2,702</b>
<b>Dulles International</b>		
<b>Reprogrammed from:</b>		
10619	Special Systems	\$ (4,094)
10090	Airfield Pavement Panel Replacement	(2,800)
10620	Special Systems	(2,200)
3696	Conveyor & Building Changes-Inline Baggage Screening	(1,806)
10353	Airfield Pavement Panel Replacement	(100)
<b>Total Reprogrammed</b>		<b>\$ (11,000)</b>
<b>Reprogrammed to:</b>		
10490	Infrastructure Modernization & Integration Services	\$ 8,100
New	Electrical Feeder Replacement	1,200
10423	Convert Underground to above Ground Storage Tanks	1,100
10607	Airfield Pavement Panel Replacement	600
<b>Total Reprogrammed</b>		<b>\$ 11,000</b>

**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. The Master Plans adopted by the Airports Authority's Board include the Airports' Land Use Plans and the Airport Layout Plans (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. All major improvements to the Airports are developed in accordance with the Master Plan for each Airport and the approved ALPs. The Airports Authority is required to consult with the 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 became effective on April 15, 1988, and has been amended periodically. Major projects completed at Reagan National include construction of Terminal B/C, construction and expansion of parking garages, construction of a pedestrian tunnel from the parking garage to Terminal A, curbside improvements, airfield improvements, and renovations to Terminal A. The Master Plan for Reagan National also includes the realignment of airport access and circulation roads.

### *Dulles International*

The Master Plan for Dulles International was adopted and approved by the FAA prior to the Lease Effective Date and includes, by reference, the ALPs. Major projects completed at Dulles International include the new Runway 1L-19R, Daily Parking Garages 1 and 2, the Main Terminal expansion, Concourse B expansion, construction of the Z-Gates, airside and landside pedestrian tunnels, new air traffic control tower, and the AeroTrain system. Remaining elements in the Master Plan for Dulles International include the on-going construction of the Metrorail, future construction of a fifth runway, permanent midfield concourses, and an expansion of the AeroTrain system; expansion of automobile parking facilities; construction of additional roads on Airport land; and expansion of the capacity of the existing roads. The Master Plan for Dulles International also includes potential future development of areas on the western side of Dulles International called the Western Lands Area and Airport Support Zone. Improvements to these areas would include cargo, general aviation, airport support facilities, and commercial/industrial non-aeronautical improvements. Additionally, the north Terminal Area has been evaluated for potential commercial development including hotel and retail uses.

### **Capital Construction Program**

In November 2014, the Airports Authority's Board approved a new Airline Agreement effective January 1, 2015 with a ten-year term for Reagan National and a three-year term for Dulles International. In July 2016, the First Universal Amendment to the 2015 Airline Agreement was approved by the Airports Authority's Board, extending the agreement by seven years to 2024 for Dulles International to be co-terminus with Reagan National expiration terms. This amendment has been signed by the major carriers at Dulles International.

Major improvements included in the 2015-2024 CCP will accommodate changes in airline operations and enhance the level of service for passengers. The centerpiece of the 2015 Airline Agreement at Reagan National included the Board approved \$1.0 billion ten-year CCP that provides for an additional north concourse and relocation of security checkpoints to make National Hall a secure area. Other improvements included: utility and infrastructure improvements including boiler/chiller plant upgrades; sanitary sewer system upgrades and airfield electric vault improvements and relocation; R/W 1 hold apron expansion; Pad B hold apron expansion; airfield geometry improvements, taxiway realignment, interim roadway improvements, and additional economy parking. 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. The initial 2015 Airline Agreement at Dulles International included the Board approved \$142.0 million 2015-2017 three-year CCP that will provide for maintenance investment in existing infrastructure. The First Universal Amendment to the 2015 Airline Agreement added \$445.6 million, included in the 2017 Budget authorization request, for terminal buildings, including utility upgrades to Concourse C/D, capacity enhancements to the International Arrivals Building, baggage handling improvements, existing aircraft upgrades to accommodate additional international service, construction of additional domestic gates, airfield pavement, passenger conveyance systems, airport-wide utility systems, roads, and other support projects. The CCP at Dulles International will be primarily debt-funded and the Airports Authority will seek grant funding where available.



Reagan National Map

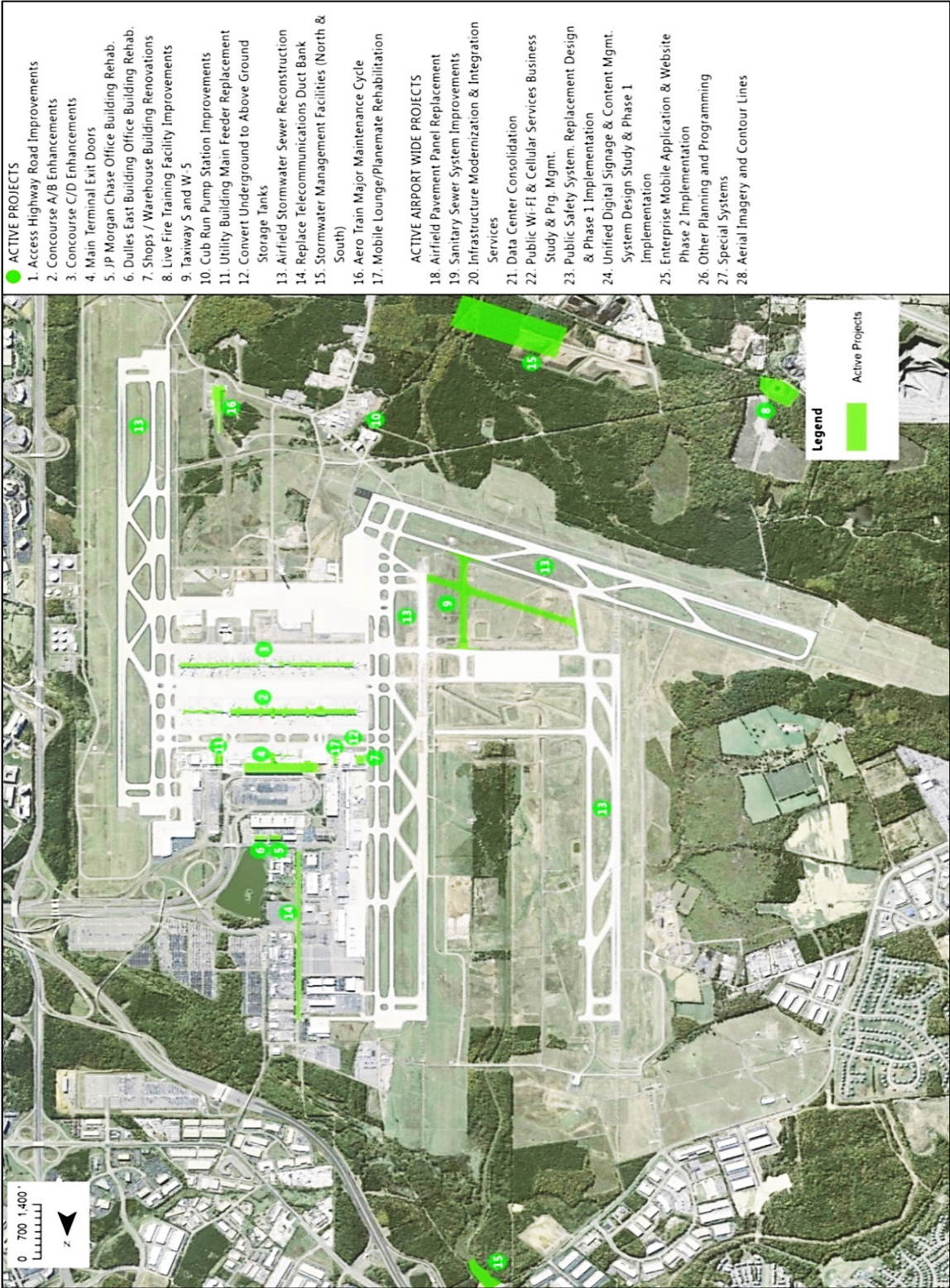
RONALD REAGAN WASHINGTON NATIONAL AIRPORT  
CAPITAL CONSTRUCTION PROGRAM (CCP) PROJECTS





Dulles International Map

WASHINGTON DULLES INTERNATIONAL AIRPORT  
CAPITAL CONSTRUCTION PROGRAM (CCP) PROJECTS





**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**CAPITAL CONSTRUCTION PROGRAM**  
**SUMMARY (dollars in thousands)**

	Carryover Balances as of 10/01/17	2018 New Authorization	Carryover Balances and 2018 New Authorization	Estimated OCT - DEC 2017	Expenditures			Funding Source*		
					2018	2019 - 2025	2018	Bonds	Grants	PFCs
<b>REAGAN NATIONAL</b>	\$ 1,118,333	\$ 35,738	\$ 1,154,071	\$ 33,769	\$ 229,391	\$ 890,911	\$ 707,550	\$ 72,170	\$ 374,351	
<b>DULLES INTERNATIONAL</b> (includes Dulles Metrorail Contribution)	820,536	-	820,536	39,159	108,215	673,162	588,406	59,331	172,799	
<b>CAPITALIZED INTEREST</b>	83,884	-	83,884	977	5,056	77,851	83,884	-	-	
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 2,022,753</b>	<b>\$ 35,738</b>	<b>\$ 2,058,491</b>	<b>\$ 73,905</b>	<b>\$ 342,662</b>	<b>\$ 1,641,924</b>	<b>\$ 1,379,840</b>	<b>\$ 131,501</b>	<b>\$ 547,150</b>	

\* 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  
REAGAN NATIONAL (dollars in thousands)

Project Number	Description	Carryover Balances as of 10/01/17	2018 New Authorization	Carryover Balances and 2018 New Authorization	Estimated OCT - DEC 2017	Expenditures		Funding Source*			
						2018	2019 - 2025	Bonds	Grants	PFCs	
<b>ROADS</b>											
10506	Interim Roadway Improvements (Phase V Roadways)	12,941	-	12,941	-	-	-	12,941	5,595	-	7,346
	<b>Subtotal Roads</b>	<b>12,941</b>	<b>-</b>	<b>12,941</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,941</b>	<b>5,595</b>	<b>-</b>	<b>7,346</b>
<b>BUILDINGS</b>											
10095	Terminal B/C Improvements	56	-	56	56	-	-	-	56	-	-
10237	Terminal B/C Long Term Re-Development Program - Ph.1	25	-	25	25	-	-	-	25	-	-
10331	Hangar 7 Roof Replacement	90	-	90	90	-	-	-	90	-	-
TBD	Terminal A Planning/Programming/Schematic Design/Enabling Project Design	5,048	-	5,048	-	-	5,048	-	5,048	-	-
10522	Terminal A General Rehabilitation	60,177	-	60,177	372	18,207	41,598	40,061	94,781	-	20,116
10412	Secure National Hall	230,621	-	230,621	1,505	45,219	183,897	94,781	3,214	-	135,840
10413	Secure National Hall Enabling Project (South/North Checkpoint)	7,341	-	7,341	529	2,153	4,659	3,214	214,772	-	4,127
10414	New North Concourse (NNC)	342,348	-	342,348	4,912	48,621	288,815	20,862	10,626	-	127,576
10411	NNC Enabling Projects	71,409	-	71,409	7,829	25,869	37,711	20,862	40,542	-	50,547
10409	NNC Enabling Projects - MWA Corporate Office Building (Demo/Relocation)	10,626	-	10,626	1,942	3,115	5,569	16,204	5,487	-	-
10592	Terminal C Bag Room Renovations	40,542	-	40,542	-	24,338	16,204	2,048	23,368	-	-
TBD	Live Fire Training Facility Improvements	5,487	-	5,487	-	-	5,487	-	460,980	-	340,655
TBD	Terminal A Hardening & Safety	4,497	-	4,497	-	-	4,497	-	-	-	-
10567	Relocation of Office of Public Safety, Engineering, and Airport Engineering & Maintenance	23,368	-	23,368	48	-	23,320	-	-	-	-
	<b>Subtotal Buildings</b>	<b>801,635</b>	<b>-</b>	<b>801,635</b>	<b>17,308</b>	<b>167,522</b>	<b>616,805</b>	<b>460,980</b>	<b>-</b>	<b>340,655</b>	<b>-</b>
<b>AIRFIELD FACILITIES</b>											
3132	Runway Overlays & Taxiway Rehabilitation	8,371	-	8,371	514	6,964	893	315	4,415	-	3,641
3222	Runway 4-22 & 15-33 RSA Improvements Funding	9,881	-	9,881	9,881	-	-	9,881	-	-	-
10326	Taxiway & Taxiway Resurfacing Program	16,093	-	16,093	1,054	14,396	643	2,465	8,905	-	4,723
10461	TV - 900 Airfield Electric Vault Relocation	10,695	-	10,695	97	747	9,851	3,195	11,778	-	7,500
10480	South Campus Airfield Facilities	46,328	-	46,328	379	923	45,026	8,601	34,550	-	-
10479	Airfield Pavement Rehabilitation Program	25,401	-	25,401	138	1,832	23,431	26,148	16,800	-	-
TBD	Airfield Geometry Requirements	3,293	22,855	26,148	-	5,834	20,314	10,000	-	-	-
New	Taxiway N Relocation Phase 1	-	10,000	10,000	1,000	9,000	-	72,383	-	-	-
	<b>Subtotal Airfield Facilities</b>	<b>120,062</b>	<b>32,855</b>	<b>152,917</b>	<b>12,063</b>	<b>31,696</b>	<b>109,158</b>	<b>72,383</b>	<b>72,170</b>	<b>-</b>	<b>8,364</b>
<b>PARKING FACILITIES</b>											
3167	Parking Revenue Control System Replacement	521	-	521	521	-	-	521	-	-	-
10629	Structured Parking Garages	92,373	-	92,373	-	-	92,373	92,373	92,894	-	-
	<b>Subtotal Parking Facilities</b>	<b>92,894</b>	<b>-</b>	<b>92,894</b>	<b>521</b>	<b>-</b>	<b>92,373</b>	<b>92,894</b>	<b>92,894</b>	<b>-</b>	<b>-</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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

Project Number	Description	Carryover Balances as of 10/01/17	2018 New Authorization	Carryover Balances and 2018 New Authorization	Estimated OCT - DEC 2017	Expenditures			Funding Source*		
						2018	2019 - 2025	2018	Bonds	Grants	PFCs
<b>UTILITY SYSTEMS</b>											
3223	Modify DFS System to Accommodate Surge Transients/Operating Characteristics	262	-	262	40	32	190	262	-	-	-
3224	Power Distribution Upgrades - Ph. 1 & 2	2,873	-	2,873	652	548	1,673	2,873	-	-	-
10220	Campus Utility Distribution & Central Plant Improvements - Ph. 1	1,347	-	1,347	-	109	1,238	1,347	-	-	-
10311	DCA Special Systems	1,504	-	1,504	690	733	82	1,504	-	-	-
10449	Replace Emergency Generators	535	-	535	-	488	47	535	-	-	-
10460	Power Distribution Upgrades - Phase 3	2,169	-	2,169	372	677	1,119	2,169	-	-	-
10436	Campus Utility Distribution & Central Plant Improvements - Ph. 2	18,695	-	18,695	471	6,343	11,881	13,695	-	-	5,000
10459	Switchgear Upgrade	3,929	-	3,929	1	2,764	1,164	2,065	-	-	1,864
10429	Sanitary Sewer Main Reconstruction - Terminal C to North Pump Station	993	2,883	3,876	-	61	3,815	3,876	-	-	-
10501	Pump Station & Force Main Rehabilitation	11,213	-	11,213	45	973	10,195	6,213	-	-	5,000
10604	Power Cable Replacement	1,318	-	1,318	12	151	1,155	1,318	-	-	-
	<b>Subtotal Utility Systems</b>	<b>44,838</b>	<b>2,883</b>	<b>47,721</b>	<b>2,283</b>	<b>12,879</b>	<b>32,559</b>	<b>35,857</b>	-	-	<b>11,864</b>
<b>OTHER</b>											
3079	Other Planning & Programming	438	-	438	207	231	-	438	-	-	-
3226	Next Generation Public Safety Communications System	5,658	-	5,658	100	3,000	2,558	5,658	-	-	-
10229	Police Range & Training Facility	445	-	445	332	113	-	445	-	-	-
10489	Infrastructure Modernization & Integration Services	8,433	-	8,433	-	3,600	4,833	8,433	-	-	-
10614	Data Center Consolidation	1,920	-	1,920	500	1,000	420	1,920	-	-	-
10451	Public Wi-Fi Cellular Services Business Study & Program Management	265	-	265	-	265	-	265	-	-	-
10493	Public Safety System Replacement (911, Crashnet, AEGIS) Design & Ph.1 Implementation	3,161	-	3,161	161	2,000	1,000	3,161	-	-	-
10491	Unified Digital Signage & Content Management System Design Study & Ph. 1 Implementation	1,604	-	1,604	-	1,000	604	1,604	-	-	-
TBD	Enterprise Mobile Applications & Website Phase 2 Implementation	1,920	-	1,920	-	1,000	920	1,920	-	-	-
10401	Other Planning & Programming	10,365	-	10,365	274	1,646	8,445	7,304	-	-	3,061
TBD	Severe Storm Resiliency Improvements	5,487	-	5,487	-	-	5,487	2,426	-	-	3,061
10466	Perimeter Security Fence	3,372	-	3,372	20	1,329	2,023	3,372	-	-	-
10467	Security Infrastructure	2,196	-	2,196	-	1,950	246	2,196	-	-	-
10516	Aerial Imagery & Contour Lines	699	-	699	-	160	539	699	-	-	-
	<b>Subtotal Other</b>	<b>45,963</b>	-	<b>45,963</b>	<b>1,594</b>	<b>17,294</b>	<b>27,075</b>	<b>39,841</b>	-	-	<b>6,122</b>
<b>TOTAL REAGAN NATIONAL</b>		<b>\$ 1,118,333</b>	<b>\$ 35,738</b>	<b>\$ 1,154,071</b>	<b>\$ 33,769</b>	<b>\$ 229,391</b>	<b>\$ 890,911</b>	<b>\$ 707,550</b>	<b>\$ 72,170</b>	<b>\$ 374,351</b>	

\* Bonds: All Bonds and Commercial Paper. Grants (includes potential future applications): AP - Airport Improvement Program Grant, I.O. - 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)

Project Number	Description	Carryover Balances as of 10/01/17	2018 New Authorization	Carryover Balances and 2018 New Authorization	Estimated OCT - DEC 2017	Expenditures			Funding Source*		
						2018	2019 - 2025	2018	Bonds	Grants	PFCs
<b>ROADS</b>											
TBD	Access Highway Road Improvements	\$ 16,458	\$ -	\$ 16,458	\$ -	\$ 833	\$ 15,625	\$ -	\$ 16,458	\$ -	\$ -
TBD	U8L Access Highway Road Improvements	13,514	-	13,514	-	-	13,514	-	13,514	-	-
TBD	U8L Commercial Curb - 3rd Lane Expansion	6,757	-	6,757	-	342	6,415	-	6,757	-	-
	<b>Subtotal Roads</b>	<b>36,729</b>	<b>-</b>	<b>36,729</b>	<b>-</b>	<b>1,175</b>	<b>35,554</b>	<b>-</b>	<b>36,729</b>	<b>-</b>	<b>-</b>
<b>BUILDINGS</b>											
3696	Conveyor & Building Changes - Inline Baggage Screening	9,624	-	9,624	-	2,631	6,993	-	9,624	-	-
3697	Concourse C/D Rehabilitation	7,333	-	7,333	-	2,307	5,026	-	7,333	-	-
3919	Cargo Building Rehabilitation - Phase 1	1,130	-	1,130	1,130	-	-	-	1,130	-	-
10230	Cargo Building Rehabilitation - Phase 1 & 2	4,352	-	4,352	-	-	4,352	-	4,352	-	-
TBD	Concourse A/B	1,291	-	1,291	-	581	710	-	1,291	-	-
10450	Concourse C/D - Enhancements, Phase I	24,464	-	24,464	547	1,531	22,386	-	24,464	-	-
TBD	Main Terminal Exit Doors	243	-	243	-	88	155	-	243	-	-
10564	JP Morgan Chase Office Building Rehabilitation	4,845	-	4,845	376	2,443	2,026	-	4,845	-	-
10565	Dulles East Building	4,378	-	4,378	276	1,530	2,572	-	4,378	-	-
TBD	Shops & Warehouse Building Renovation	1,756	-	1,756	-	178	1,578	-	1,756	-	-
TBD	Live Fire Training Facility Improvements	5,487	-	5,487	-	-	5,487	-	5,487	-	-
TBD	U8L Concourse A/B - Gates Upgrades and Roof Replacement	23,520	-	23,520	-	275	23,245	-	23,520	-	-
TBD	U8L Aircraft Gate Expansion	57,174	-	57,174	-	3,736	53,438	-	57,174	-	-
TBD	U8L Concourse C/D - Elevator & Escalator Control Expansion & Rooftop Units - Enhancements Ph. II	46,888	-	46,888	-	2,243	44,645	-	46,888	-	-
TBD	U8L IAB Capacity Enhancements	24,949	-	24,949	-	2,523	22,426	-	24,949	-	-
TBD	U8L Main Terminal Entrance Doors	4,450	-	4,450	-	-	4,450	-	4,450	-	-
TBD	U8L Main Terminal Roof Replacement	5,198	-	5,198	-	263	4,935	-	5,198	-	-
TBD	U8L Baggage Handling System Improvements - Inbound & Outbound	25,988	-	25,988	-	2,628	23,360	-	25,988	-	-
TBD	U8L Main Terminal Ticket Counter Capacity Expansion	1,248	-	1,248	-	-	1,248	-	1,248	-	-
	<b>Subtotal Buildings</b>	<b>254,318</b>	<b>-</b>	<b>254,318</b>	<b>2,329</b>	<b>22,957</b>	<b>229,032</b>	<b>-</b>	<b>254,318</b>	<b>-</b>	<b>-</b>
<b>AIRFIELD FACILITIES</b>											
10090	Airfield Pavement Panel Replacement	265	-	265	265	-	-	-	265	-	-
10221	Hydrant Fuel Line Improvements	107	-	107	107	-	-	-	107	-	-
10353	Airfield Pavement Panel Replacement	16,511	-	16,511	3,035	8,168	5,308	-	1,029	15,482	-
10348	Hydrant Fueling Cathodic Protection System (Concourse A/B)	1,309	-	1,309	-	-	1,309	-	859	450	-
TBD	Taxiway S & W-5	3,840	-	3,840	-	-	3,840	-	1,161	2,679	-
10607	U8L Airfield Pavement Panel Replacement	120,562	-	120,562	-	11,855	108,707	-	79,842	40,720	-
TBD	U8L Runway 1R-19L - Design and Emergency Repairs	31,186	-	31,186	-	-	31,186	-	31,186	-	-
	<b>Subtotal Airfield Facilities</b>	<b>173,780</b>	<b>-</b>	<b>173,780</b>	<b>3,407</b>	<b>20,023</b>	<b>150,350</b>	<b>-</b>	<b>114,449</b>	<b>59,331</b>	<b>-</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

CAPITAL CONSTRUCTION PROGRAM  
 DULLES INTERNATIONAL (dollars in thousands)

Project Number	Description	Carryover Balances as of 10/01/17	2018 New Authorization	Carryover Balances and 2018 New Authorization	Estimated OCT - DEC 2017	Expenditures		Funding Source*		
						2018	2019 - 2025	Bonds	Grants	PFCs
<b>PARKING FACILITIES</b>										
10091	Public Parking Revenue Control System Replacement	9,955	-	9,955	1,705	5,018	3,232	9,955	-	-
	<b>Subtotal Parking Facilities</b>	<b>9,955</b>	<b>-</b>	<b>9,955</b>	<b>1,705</b>	<b>5,018</b>	<b>3,232</b>	<b>9,955</b>	<b>-</b>	<b>-</b>
<b>UTILITY SYSTEMS</b>										
10222	Dedicated Fire System Surge Prevention	128	-	128	63	65	-	128	-	-
10248	Access Control & Alarm Monitoring System Integration	1,160	-	1,160	568	592	-	1,160	-	-
10583	Cub Run Pump Station Improvements	1,647	-	1,647	62	260	1,325	1,647	-	-
4851	Radio Program Upgrades	243	-	243	-	243	-	243	-	-
TBD	Utility Building Main Feeder Replacement	248	-	248	-	248	-	248	-	-
10423	Convert Underground to above Ground Storage Tanks	2,337	-	2,337	244	1,082	1,011	2,337	-	-
TBD	Airfield Stormwater Sewer Reconstruction	276	-	276	-	159	117	276	-	-
10437	Replace Telecommunications Duct bank - Autopilot Drive	3,914	-	3,914	-	469	3,445	3,914	-	-
TBD	Sanitary Sewer System Improvements (miscellaneous projects)	4,060	-	4,060	-	2,030	2,030	4,060	-	-
TBD	Stormwater Management Facilities (North & South)	660	-	660	-	-	660	660	-	-
TBD	U&L Utility Building Main Feeder Replacement	3,925	-	3,925	-	-	3,925	3,925	-	-
TBD	U&L Power Distribution Upgrades	2,807	-	2,807	-	-	2,807	2,807	-	-
TBD	U&L Sanitary Sewer System Improvements/Stormwater Management Facilities	15,905	-	15,905	-	-	15,905	15,905	-	-
New	Electrical Feeder Replacement	1,200	-	1,200	-	1,200	-	1,200	-	-
	<b>Subtotal Utility Systems</b>	<b>38,510</b>	<b>-</b>	<b>38,510</b>	<b>937</b>	<b>6,348</b>	<b>31,225</b>	<b>38,510</b>	<b>-</b>	<b>-</b>
<b>OTHER</b>										
3657	Site Development for Commercial Hangars	3,593	-	3,593	-	593	3,000	3,593	-	-
3752	Access Control & Monitoring System, CCTV & Video Monitoring System	2,249	-	2,249	-	207	2,042	2,249	-	-
3797	Contribution to Dulles Metrorail	172,799	-	172,799	28,019	25,000	119,780	-	-	172,799
3922	Next Generation Public Safety Communications System	7,440	-	7,440	200	3,440	3,800	7,440	-	-
3924	Special Systems	745	-	745	374	371	-	745	-	-
10093	Other Planning & Programming	886	-	886	95	396	395	886	-	-
10094	Environmental Assessment for Western Airport Support Zone & General Aviation	1,300	-	1,300	-	1,300	-	1,300	-	-
10229	Police Range & Training Facility	445	-	445	332	113	-	445	-	-
10416	AeroTrain Major Maintenance Cycle	3,295	-	3,295	910	2,385	-	3,295	-	-
10490	Infrastructure Modernization & Integration Services	13,933	-	13,933	-	10,100	3,833	13,933	-	-
10615	Data Center Consolidation	1,920	-	1,920	500	1,000	420	1,920	-	-
10454	Public Wi-Fi & Cellular Services Business Study & Program Management	370	-	370	-	370	-	370	-	-
10494	Public Safety System Replacement (911, Crashnet, AEGIS) Design & Ph.1 Implementation	2,932	-	2,932	300	1,000	1,632	2,932	-	-
10492	Unified Digital Signage & Content Management System Design Study & Ph. 1 Implementation	1,609	-	1,609	-	1,000	609	1,609	-	-
TBD	Enterprise Mobile Applications & Website Phase 2 Implementation	1,920	-	1,920	-	1,500	420	1,920	-	-
TBD	Mobile Lounge/Planemate Rehabilitation	8,043	-	8,043	-	2,011	6,032	8,043	-	-

CAPITAL CONSTRUCTION PROGRAM  
DULLES INTERNATIONAL (dollars in thousands)

Project Number	Description	Carryover Balances as of 10/01/17	2018 New Authorization	Carryover Balances and 2018 New Authorization	Estimated OCT - DEC 2017	Expenditures		Funding Source*		
						2018	2019 - 2025	Bonds	Grants	PFCs
<b>OTHER (continued)</b>										
10400	Other Planning & Programming	3,388	-	3,388	51	1,409	1,928	3,388	-	-
10619	Special Systems	1,722	-	1,722	-	-	1,722	1,722	-	-
10515	Aerial Imagery & Contour Lines	1,113	-	1,113	-	425	688	1,113	-	-
TBD	U&L AeroTrain Major Maintenance Cycle	31,018	-	31,018	-	-	31,018	31,018	-	-
TBD	U&L Mobile Lounge/PlaneMate Rehabilitation	21,487	-	21,487	-	-	21,487	21,487	-	-
10620	U&L Special Systems	6,325	-	6,325	-	-	6,325	6,325	-	-
10621	U&L Fire Alarm System Replacement	6,757	-	6,757	-	-	6,757	6,757	-	-
10622	U&L Audio/Visual Paging System Replacement	4,678	-	4,678	-	74	4,604	4,678	-	-
TBD	U&L Other Planning & Programming	7,277	-	7,277	-	-	7,277	7,277	-	-
	<b>Subtotal Other</b>	<b>\$ 307,244</b>	<b>\$ -</b>	<b>\$ 307,244</b>	<b>\$ 30,781</b>	<b>\$ 52,694</b>	<b>\$ 223,769</b>	<b>\$ 134,445</b>	<b>\$ -</b>	<b>\$ 172,799</b>
	<b>TOTAL DULLES INTERNATIONAL (including Dulles Metrorail Contribution)</b>	<b>\$ 820,536</b>	<b>\$ -</b>	<b>\$ 820,536</b>	<b>\$ 39,159</b>	<b>\$ 108,215</b>	<b>\$ 673,162</b>	<b>\$ 588,406</b>	<b>\$ 59,331</b>	<b>\$ 172,799</b>
	<b>TOTAL DULLES INTERNATIONAL (excluding Dulles Metrorail Contribution)</b>	<b>\$ 647,737</b>	<b>\$ -</b>	<b>\$ 647,737</b>	<b>\$ 11,140</b>	<b>\$ 83,215</b>	<b>\$ 553,382</b>	<b>\$ 588,406</b>	<b>\$ 59,331</b>	<b>\$ -</b>
	<b>CAPITALIZED INTEREST</b>	<b>\$ 83,884</b>	<b>\$ -</b>	<b>\$ 83,884</b>	<b>\$ 977</b>	<b>\$ 5,056</b>	<b>\$ 77,851</b>	<b>\$ 83,884</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>TOTAL METROPOLITAN WASHINGTON AIRPORTS AUTHORITY (including Capitalized Interest, including Dulles Metrorail Contribution)</b>	<b>\$ 2,022,753</b>	<b>\$ 35,738</b>	<b>\$ 2,058,491</b>	<b>\$ 73,905</b>	<b>\$ 342,662</b>	<b>\$ 1,641,924</b>	<b>\$ 1,379,840</b>	<b>\$ 131,501</b>	<b>\$ 547,150</b>

\* Bonds: All Bonds and Commercial Paper, Grants (includes potential future applications); AP - 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).  
U&L - These projects are based on the First Universal Amendment to the 2015 Use and Lease Agreement through 2024.

## 2018 BUDGET

### Metropolitan Washington Airports Authority

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#### Capital Construction Program

##### Ronald Reagan Washington National Airport

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

##### Roads

10506 Interim Roadway Improvements, \$12,941,057. 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

10095 Terminal B/C Capacity Improvements – Phase 1, \$3,049,376. 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, \$890,000. 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. This project 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.

TBD-10522 (2015 U&L) Terminal A Planning/Programming/Schematic Design/Enabling Project Design and Terminal A General Rehabilitation, \$66,269,000. 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.

10412-10413 (2015 U&L) Secure National Hall and Secure National Hall Enabling projects (South/North Checkpoint), \$255,333,197. 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/Airports Authority relocations are also included.

10414-10411-10409 (2015 U&L) New North Concourse (NCC), NCC Enabling Projects, NCC Enabling projects – MWA Corporate Office Building (Demo & Reloc), \$494,499,387. 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.

10592 Terminal C Bag Room Renovations, \$40,563,000. 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, \$5,487,000. 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, \$4,497,000. 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.

10567 Relocation of Office of Public Safety, Engineering, and Airport Engineering & Maintenance, \$26,092,000. This project is an enabling project required to facilitate the repurposing of the Hill Parking to a new TNC lot, improving traffic flow on the airport roads.

#### **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 7,169 feet runway 1-19, the 5,000 feet runway 4-22, and the 5,204 feet 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 Runway Safety Area (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. The proposed solution for meeting 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. This project will fund the design and construction for the rehabilitation of portions of the taxiway network located in front of the terminal apron.

10480-10461 (2015 U&L) South Area Airfield Improvements – Hold Apron 1 Expansion and TV-900 Airfield Electric Vault Relocation, and Pad B Hold Block Expansion, \$57,301,000. 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.



## 2018 BUDGET

### Metropolitan Washington Airports Authority

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10479 Airfield Pavement Rehabilitation Program, \$26,535,000. 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, \$26,148,000. This project provides for planning, design and construction of various non-standard geometry improvements such as runway/taxiway intersections, Runway Incursion Mitigation (RIM)/Runway 19 hold bay alignment, and other areas. These improvements will bring the airfield into compliance with new FAA geometric standards.

New Taxiway N Relocation Phase I \$10,000,000. This project will relocate a portion of Taxiway N to increase the runway centerline to taxiway centerline separation distance to meet FAA standards. This phase 1 project includes shifting the taxiway from the intersection of Runway 1-19 to the taxilane between the current north pier and the New North Concourse.

#### 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.

10629 Structured Parking Garage, \$92,373,000. 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, \$1,101,000. This 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 Reagan National Special Systems, \$1,664,000. Replace end-of-life special system technologies and improve networks that do not meet the Airports Authority 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.

10449-10460-10459-10604 (2015 U&L) Electrical System Upgrades – Replace Emergency Generators, Power Distribution Upgrades – Phase 3, Switchgear Upgrade and Power Cable Replacement, \$8,565,000. 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 four systems), voltage terminations, T-bodies and stress cones, upgrade feeders and breakers, and replace end-of-life medium voltage cable.

10436 Campus Utility Distribution and Central Plant Improvements, \$19,749,000. 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.

10429 Sanitary Sewer Main Reconstruction - Terminal C to North Pump Station, \$3,981,000. This project provides for reconstructing approximately 900 linear feet of gravity line in order to achieve proper flow rates. This project also includes installation of new pumps and other associated equipment.

10501 Pump Station and Force Main Rehabilitation, \$11,302,000. 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, VA 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, \$6,832,500. This project will provide funding for Phase 1, to include the re-development of the existing range to serve the Airports Authority's police firearm 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.

10489 Infrastructure Modernization and Integration Services, \$9,184,000. 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.

10614 Data Center Consolidation, \$1,920,000. 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.

## 2018 BUDGET

### Metropolitan Washington Airports Authority

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10451 Public Wi-Fi and Cellular Services business Study and Program Management, \$825,000. 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.

10493 Public Safety System Replacement and Content Management System Design Study and Phase I Implementation, \$3,320,000. 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, CrashNet security system with a federated solution.

10491 Unified Digital Signage and Content Management System Des Study and Phase 1 Implementation, \$1,920,000. 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 Airports Authority-provided.

TBD Enterprise Mobile Applications and Website Phase II Implementation, \$1,920,000. Passenger centric technologies including passenger information system, mobile applications, website services, way-finding will be designed, developed and implemented.

10401 Other Planning and Programming, \$10,973,000. 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, \$5,487,000. 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.

10466-10467 (2015 U&L) Security Infrastructure/Enhancements – Perimeter Security Fence and Security Infrastructure, \$5,708,000. Security across the airport will be expanded, enhanced and upgraded to maintain integrity of the secure area.

10516 Aerial Imagery and Contour Lines, \$837,762. 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

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

### Roads

TBD Access Highway Road Improvements, \$16,458,000. Asphalt overlay of approximately three 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 and other areas of the Access Highway will be improved as needed.

TBD U&L Access Highway Road Improvements. \$13,514,000. Asphalt overlay between Centreville Road and Wiehle Avenue to alleviate the remaining distresses. In addition, some sections of the highway between Wiehle Avenue and the eastern terminus are expected to require some rehabilitation.

TBD U&L Commercial Curb 3<sup>rd</sup> Lane Expansion. \$6,757,000. Creation of a third commercial lane through the bowl parking lot with an adjacent curb. For-hire vehicles, transit buses and hotel shuttles are among the expected users for this curb.

### Buildings

3696 Conveyor and Building Changes for In-line Baggage Screening, \$260,527,000. 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.

3919 Cargo Building Rehabilitation – Phase 1, \$6,339,000. This 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, \$5,374,000. 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, \$1,291,000. 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.

10450 Concourse C and D Enhancements Phase I, \$24,761,881. 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/duct bank replacement, electric substation replacement, fuel line system improvements, and rooftop air conditioner replacements.

TBD Main Terminal Entrance Doors, \$243,000. The Main Terminal entrance doors will be replaced with revolving doors or other similar configuration to better insulate the interior. This funds design only.

## 2018 BUDGET

### Metropolitan Washington Airports Authority

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10564 45025 Aviation Drive (JP Morgan Chase Office Building) Rehabilitation, \$4,845,000. This project provides for rehabilitation and improves this 40-year old JP Morgan Chase 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.

10565 Dulles East Building Office Building Rehabilitation, \$4,378,000. 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, \$1,756,000. 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, \$5,487,000. 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 U&L Concourse A/B, \$23,520,000. This project will provide upgrades to Concourse A/B, including: A380 gate upgrades, construction of a 2-gate sterile corridor, international gate conversion (two gates), and roof replacement for the B gates (16 gates).

TBD U&L Aircraft Gate Expansion, \$57,174,000. This project will evaluate concepts and alternatives to construct additional gates in the terminal/midfield area. Approximately six gates will be constructed.

TBD U&L Concourse C/D Enhancements Phase II, \$46,888,059. This project will provide upgrades to Concourse C/D, including: replacement of 20 electrical panel boards, fuel line system upgrades, elevator and escalator monitoring control expansion, electric substation and motor control centers, concession plumbing investigations, apron rehabilitation, and mobile lounge dock pavement rehabilitation.

TBD U&L IAB Capacity Enhancements, \$24,949,000. This project will implement a "one stop" CBP processing concept which would blend primary screening to include both passport control and customs function and locate secondary screening adjacent to primary screening. Approximately 15,000 sq. ft. facility addition will be accompanied by interior reconfiguration which will enhance the functional layout.

TBD U&L Main Terminal Entrance Doors, \$4,450,000. This project includes the removal and replacement of all existing 16 main entrances on the departure level of the Main Terminal with revolving-type doors.

TBD U&L Main Terminal Roof Replacement, \$5,198,000. This project will replace the entire self-adhered membrane, if needed. An existing condition survey will be conducted to determine the best repair solution.

TBD U&L Baggage Handling System Improvements – Inbound & Outbound, \$25,988,000. This project will address shortcoming of the inbound and outbound systems. Improvements may include updated baggage conveyance equipment, additional baggage conveyance routes and other infrastructure improvements. It will also adapt carousel capacity for domestic, international, and precleared flights.

TBD U&L Main Ticket Counter Capacity Expansion, \$1,248,000. This project will evaluate and implement an increase to existing ticketing capacity through a variety of methods including the use of kiosks, additional ticketing counters on the south side of the ticketing level, and CUTE/CUPPS technology.

#### **Airfield Facilities**

10090 Airfield Pavement Panel Replacement, \$19,323,000. This project provides funding for construction of the Runway 30 Blast Pad which experienced unexpected failure in 2011. This project will also fund PMS investigations for midfield taxiways and taxilanes, and the three north-south runways. Additional 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, \$5,629,000. 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.

10353 Airfield Pavement Rehabilitation Program, \$32,890,450. 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.

10348 Hydrant Fueling Cathodic Protection System (Concourses A/B), \$1,352,000. 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.

TBD Taxiway S and W-5, \$3,840,000. 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.

10607 U&L Airfield Pavement Panel Replacement, \$120,562,000. This project will include reconstruction and widening of portions of Taxilane B, reconstruction of sections of apron at B gates, reconstruction of north Runway 1C/19C high speed taxiways, reconstruction of Taxiways Y2, Y3, Y4, and Y5, reconstruction of portions of Taxilane A, and Pavement Management System Updates.

TBD U&L Runway 1R-19L – Design and Emergency Repairs. \$31,186,000. This project consists of the design for the reconstruction of Runway 1R-19L. It also includes any emergency repairs to maintain the runway in serviceable condition until the reconstruction can occur.

#### **Parking Facilities**

10091 Public Parking Revenue Control System Replacement, \$12,386,000. 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 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 as well as future budgets will fund the actual system purchase and installation oversight.



## Utility Systems

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 system protecting key buildings and facilities from fire.

10248 Access Control and Alarm Monitoring System, CCTV, and Video Monitoring Systems Integration, \$1,532,000. 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.

10583 Cub Run Pump Station Improvements, \$1,647,000. 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.

4851 Radio Program Upgrades, \$15,454,000. This project will provide enhancements to the 800 MHz radio system. The following are included: new tower site selection and construction, additional talk channels, purchase of elite dispatch consoles, system management terminal and software, and other improvements.

TBD Utility Building Main Feeder Replacement, \$248,000. 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.

10423 Convert Underground to Above Ground Storage Tanks, \$2,473,000. 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, \$276,000. 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.

10437 Replace Telecommunications Duct Bank, \$3,951,000. 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, \$4,060,000. 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), \$660,000. Environmental regulations regarding stormwater management have recently become stricter and will require new projects to incorporate enhanced stormwater facilities.

TBD U&L Utility Building Main Feeder Replacement, \$3,925,000. This project will replace approximately 360,000 linear feet of dual feeders between the Route 28 substation and the East & West Utility Buildings. The existing duct bank will be reused and new feeders will be pulled in.

TBD U&L Power Distribution Systems, \$2,807,000. This project will upgrade the South Distribution by connecting the South Area Overhead 15KV Electrical Distribution to the 35KV Underground Electrical Distribution System.

The existing South Distribution System is fed by Dominion Electric via a separate single line service from Route 50. This service is subject to interruption about twice a year. Connecting the South Distribution to the existing 35KV Underground Dual Electrical Service from the Route 28 Substation will greatly enhance the South Distribution System reliability and delete a monthly electrical service cost.

TBD U&L Sanitary Sewer System Improvements/Stormwater Management Facilities, \$15,905,000. This project will reconstruct/rehabilitate sections of the E-Line (approximately from the Cargo Line to the Potomac Interceptor) and upgrade the Cub Run Pump Station. It will also include development of stormwater management facilities and/or incorporation of stormwater management facilities within projects in response to stricter stormwater management regulations to support upcoming construction projects such as airfield, road, and utility work.

New Electrical Feeder Replacement (4/0 Laterals), \$1,200,000. This project will replace 4/0 lateral medium voltage (15,000 volts) cables at Dulles International in a phased approach over a three year period. The existing cable has started to deteriorate to the point of failure and causing unplanned outages.

#### **Other**

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 percent 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, \$4,331,000. 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.



## 2018 BUDGET

### Metropolitan Washington Airports Authority

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10094 Environmental Assessment for Western Dulles Development, \$1,381,000. 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, \$6,832,500. This project will provide funding for Phase 1, to include the re-development of the existing range to serve the Airports Authority's police firearm 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.

10416 AeroTrain Major Maintenance Cycle, \$10,725,422. 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.

10490 Infrastructure Modernization and Integration Services, \$14,684,000. 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.

10615 Data Center Consolidation, \$1,920,000. 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.

10454 Public Wi-Fi and Cellular Services business Study and Program Management, \$825,000. 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.

10494 Public Safety System Replacement and Content Management System Design Study and Phase I Implementation, \$3,293,000. 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, CrashNet security system with a federated solution.

10492 Unified Digital Signage and Content Management System Design Study and Phase I Implementation, \$1,920,000. 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 software, servers, etc. will be "Hosted Off-Site" and certain network devices will be Airports Authority-provided.

TBD Enterprise Mobile Applications and Website Phase II Implementation, \$1,920,000. Passenger centric technologies including passenger information system, mobile applications, website services, way-finding will be designed, developed and implemented.

TBD Mobile Lounge/Planemate Rehabilitation, \$8,043,000. The fleet of 19 mobile lounges and 30 Planemates require rehabilitation due 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.

10400 (2015 U&L) Other Planning and Programming, \$3,388,000. 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.

10619 Special Systems, \$1,722,000. 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, and revisions.

10515 Aerial Imagery and Contour Lines, \$1,522,735. 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.

TBD U&L AeroTrain Major Maintenance Cycle. \$31,017,578. The vehicle maintenance includes brakes, tires and drive systems, and control systems. These funds will be spent over a seven year period.

TBD U&L Mobile Lounge/Planemate Rehabilitation, \$21,487,000. This project will rehabilitate approximately 30 planemates and mobile lounges that are in need of repair. Lift devices on the planemates will be rehabilitated 10 at a time followed by engines and drive axles of the mobile lounges at the same rate. Engines and other systems on planemates will follow the completion of mobile lounge rehabilitations in the remaining years.

10620 U&L Special Systems, \$6,325,000. This project will provide the following systems: Sterile Corridor Critical Access Security System, Supervisory Control and Data Acquisition System, Common User Terminal Equipment (CUTE) System, Security Systems (Video Management, Access Control and Alarm Monitoring, Physical Security Information Management, Security Network, etc.), Multi-User Flight Information Display System, and other Airport Electronic Systems.

10621 U&L Fire Alarm System Replacement, \$6,757,000. This project will replace the fire alarm system components (master panels, reporting devices) throughout the airport; including all concourses, Main Terminal, and Z Gates with a modern, interactive, dynamic system.

10622 U&L Audio/Visual Paging System Replacement, \$4,678,000. This multi-year project will replace the Audio/Visual Public Announcement System in its entirety with a digital system capable of broadcasting a full range of content. The new system will be installed throughout the Main Terminal, all concourses, the Walk-Back Tunnels, APM Stations, International Arrivals Building, and a wide range of back-of-house spaces.

TBD U&L Other Planning & Programming, \$7,277,000. This project will provide planning studies of various kinds that will be conducted at a comprehensive or system level or focused to an individual project. The former represents 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.

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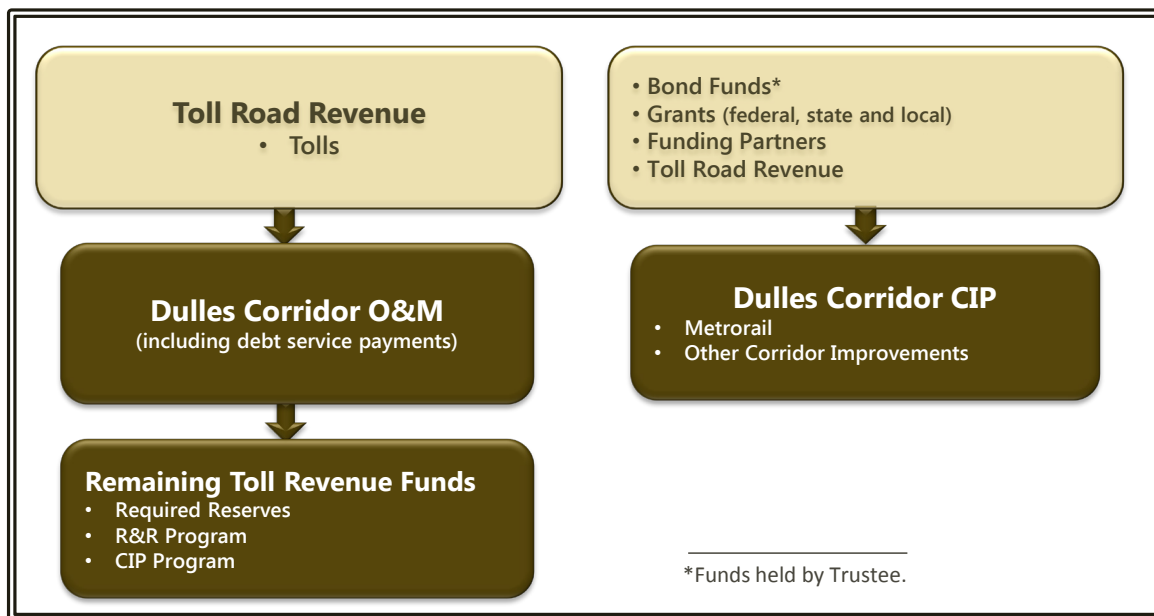


Your Journey Begins With Us.

**DULLES CORRIDOR ENTERPRISE FUND**

There are three Dulles Corridor Enterprise Fund Budget Programs;

- 1) The **Dulles Corridor Enterprise Fund Operation and Maintenance (O&M) Program** is the financial plan for operating the Toll Road. It also includes debt service for the Metrorail Project and contributions to reserves.
- 2) The **Dulles Corridor Enterprise Fund Renewal and Replacement (R&R) 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.
- 3) The **Dulles Corridor Enterprise Fund Capital Improvement Program (CIP)** funds Dulles Corridor Capital Improvements related to the Toll Road, its ancillary ramps and interchanges, the Metrorail Project, and other corridor improvements.



**Dulles Toll Road**

**Transfer History**

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 VDOT Agreements are available on the Airports Authority's website [www.dullestollroad.com/toll/toll-road-documents](http://www.dullestollroad.com/toll/toll-road-documents).

### **Dulles Toll Road Flow of Funds**

As stipulated in the Toll Road Permit and Operating Agreement, the Airports Authority has established the Dulles Corridor Enterprise Fund to segregate the financial activity associated with the operation, maintenance, and improvement of the Dulles Toll Road and construction of the Dulles Corridor Metrorail Project from the financial operations of the Airports. This segregation of operational functions, as well as the asset management and improvement responsibilities and contract obligations, require the Airports Authority to 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) required deposits to the 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) required deposits to the Latent Defects Reserve Fund; (ix) eligible costs and expenses for transit operations within the Dulles Corridor; and (x) all remaining Toll Revenues shall be paid to the Commonwealth of Virginia 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 14 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 two-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 59 toll collection points, consisting of attended lanes, automatic coin machine lanes, and electronic toll collection (E-Z Pass-capable lanes). The tolling configuration consists of two mainline (one eastbound and one westbound) toll plazas and 19 ramp plazas. There are 25 full service lanes, 5 exact change lanes, and 29 dedicated E-Z Pass only lanes and 2 authorized vehicle ramps. 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 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 E-Z Pass,
- 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), and
- A database host.

The E-Z Pass system is installed in all toll collection lanes, twenty-nine of which are dedicated E-Z Pass only lanes. The equipment is interoperable with surrounding states that are part of the E-Z Pass group. 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, 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, intersection projects, and new toll collection systems

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 (Metrorail Project - 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 \$76.0 million of project costs. Phase 1 received a commitment of \$900.0 million in New Starts funding from the Federal Transit Administration (FTA). Fairfax County provided a fixed contribution of \$400.0 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 provided \$51.7 million in Virginia Transportation Act (VTA) 2000 revenues from 2004 through 2007, an additional \$125.0 million of Commonwealth Transportation Board (CTB) Bonds, and \$75.0 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 included 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 \$150.0 million which is being used to pay debt service in order to mitigate toll increases of which \$120.0 million has been used through 2017. The Commonwealth has also funded an additional \$300.0 million in capital costs. The revised budget authorization for Phase 2 of the Metrorail Project, including contingency, is \$2.778 billion. Phase 2 Parking Garages are being constructed and funded directly by Fairfax and Loudoun Counties. The Phase 2 Project has also been awarded \$60.0 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 2013. 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 the summer of 2014. The estimated construction completion date is in 2020.

**DULLES CORRIDOR OPERATION AND MAINTENANCE PROGRAM**

The Dulles Corridor Operation and Maintenance (O&M) Program 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 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Operating Expenses	\$ 29,192	\$ 30,330	\$ 30,192	\$ (138)	(0.5%)
Debt Service and Financing Fees	73,612	67,378	86,408	19,030	28.2%
<b>Total Operating Program</b>	<b>\$ 102,804</b>	<b>\$ 97,708</b>	<b>\$ 116,600</b>	<b>\$ 18,892</b>	<b>19.3%</b>

- The 2018 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. 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.

**Operating Revenues and Interest Income**

**Table 4-2: Dulles Corridor Operating Revenues and Interest Income**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Electronic Toll Collection Revenue	\$ 128,854	\$ 136,111	\$ 135,522	\$ (589)	(0.4%)
Cash Toll Revenue	22,877	18,561	18,480	(80)	(0.4%)
<b>Subtotal Operating Revenues</b>	<b>\$ 151,731</b>	<b>\$ 154,672</b>	<b>\$ 154,003</b>	<b>\$ (669)</b>	<b>(0.4%)</b>
Interest Income	\$ 1,901	\$ 2,461	\$ 2,548	\$ 87	3.5%
<b>Total Revenues</b>	<b>\$ 153,632</b>	<b>\$ 157,153</b>	<b>\$ 156,551</b>	<b>\$ (582)</b>	<b>(0.4%)</b>

**Long-term O&M Financial Forecasts**

The Airports Authority’s latest long-term financial forecasts for the Dulles Toll Road can be found in the Dulles Toll Road Comprehensive Traffic and Revenue Study, 2014 Update at <http://www.dullestollroad.com/toll/toll-road-documents>. The financial forecasts reflect management’s expected course of action during the forecast period and present fairly and comprehensively the expected financial results of the Dulles Toll Road. The forecasts are subject to uncertainties given that some assumptions will not be realized, and unanticipated events and circumstances may occur.



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**Table 4-3: Dulles Corridor Statement of Operations**

(dollars in thousands)	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
			Dollar	Percent
<b>Operating Revenues</b>				
Electronic Toll Collection (ETC) Revenue	\$ 136,111	\$ 135,522	\$ (589)	(0.4%)
Cash Toll Revenue	18,561	18,480	(80)	(0.4%)
<b>Total Operating Revenues</b>	<b>\$ 154,672</b>	<b>\$ 154,003</b>	<b>\$ (669)</b>	<b>(0.4%)</b>
<b>Operating Expenses</b>				
Personnel Compensation	\$ 2,028	\$ 2,118	\$ 89	4.4%
Employee Benefits	911	874	(37)	(4.1%)
Travel	11	11	-	0.0%
Utilities	210	210	-	0.0%
Telecommunications	5	5	-	0.0%
Services	20,489	20,216	(273)	(1.3%)
Supplies, Materials, and Fuels	567	558	(9)	(1.5%)
Insurance and Risk Management	560	560	-	0.0%
Non-Capital Equipment	19	15	(4)	(21.6%)
Capital Equipment	110	212	102	92.7%
Cost Allocation	5,421	5,414	(7)	(0.1%)
<b>Total Operating Expenses</b>	<b>\$ 30,330</b>	<b>\$ 30,192</b>	<b>\$ (138)</b>	<b>(0.5%)</b>
<b>Net Operating Income</b>	<b>\$ 124,342</b>	<b>\$ 123,811</b>	<b>\$ (531)</b>	<b>(0.4%)</b>
<b>Non-Operating Revenue</b>				
Interest Income	\$ 2,461	\$ 2,548	\$ 87	3.5%
<b>Total Non-Operating Revenue</b>	<b>\$ 2,461</b>	<b>\$ 2,548</b>	<b>\$ 87</b>	<b>3.5%</b>
<b>Debt Service and Financing Fees</b>				
Debt Service (Principal/Interest) <sup>1</sup>	\$ 64,139	\$ 83,615	\$ 19,475	30.4%
Financing Fees <sup>2</sup>	3,238	2,793	(445)	(13.8%)
<b>Total Debt Service and Financing Fees</b>	<b>\$ 67,378</b>	<b>\$ 86,408</b>	<b>\$ 19,030</b>	<b>28.2%</b>
<b>Dulles Corridor Enterprise (DCE) Reserve Contributions</b>				
Operations and Maintenance Reserve Account	\$ -	\$ -	\$ -	0.0%
Extraordinary Maintenance and Repair Escrow	314	325	11	3.5%
Junior Lien TIFIA Debt Service Reserve Fund	9,357	21,337	11,980	128.0%
Renewal and Replacement Reserve	5,299	2,108	(3,191)	(60.2%)
Corridor Capital Improvements Reserve	21,197	8,433	(12,764)	(60.2%)
DCE Reserve and Toll Rate Stabilization Fund	23,258	7,748	(15,510)	(66.7%)
<b>Total DCE Reserve Contributions</b>	<b>\$ 59,425</b>	<b>\$ 39,951</b>	<b>\$ (19,474)</b>	<b>(32.8%)</b>
<b>Remaining Dulles Toll Road Revenue Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

<sup>1</sup> The debt service estimates for 2017 and 2018 are net of the annual direct federal subsidy on existing Build America Bonds (BABs). The debt service amounts for 2017 and 2018 are net of \$20.0 million and \$15.0 million, respectively of Commonwealth of Virginia funding used to pay interest on Dulles Toll Road revenue bonds.

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

**Table 4-4: Comparison of 2016, 2017 and 2018 Operating Expenses - Dulles Toll Road**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
<b>Personnel Expenses</b>					
Full-time Permanent	\$ 1,800	\$ 1,909	\$ 1,986	\$ 77	4.1%
Other than Full-time Permanent	-	-	-	-	0.0%
Overtime	71	47	47	-	0.0%
Other - Personnel Compensation	83	72	84	12	16.8%
Cost Allocation	<u>3,677</u>	<u>3,303</u>	<u>3,593</u>	<u>289</u>	<u>8.8%</u>
<b>Personnel Compensation</b>	<b>\$ 5,631</b>	<b>\$ 5,332</b>	<b>\$ 5,711</b>	<b>\$ 379</b>	<b>7.1%</b>
Health Insurance	\$ 427	\$ 490	\$ 472	\$ (18)	(3.6%)
Life Insurance	15	15	15	1	5.9%
Retirement	282	382	368	(14)	(3.7%)
Other - Employee Benefits	44	25	19	(6)	(25.1%)
Cost Allocation	<u>1,121</u>	<u>1,006</u>	<u>1,129</u>	<u>123</u>	<u>12.2%</u>
<b>Employee Benefits</b>	<b>\$ 1,889</b>	<b>\$ 1,916</b>	<b>\$ 2,002</b>	<b>\$ 86</b>	<b>4.5%</b>
<b>Total Personnel Expenses</b>	<b>\$ 7,519</b>	<b>\$ 7,248</b>	<b>\$ 7,713</b>	<b>\$ 465</b>	<b>6.4%</b>
<b>Travel</b>					
Travel	10	11	11	-	0.0%
Cost Allocation	<u>16</u>	<u>14</u>	<u>14</u>	<u>-</u>	<u>0.0%</u>
<b>Total Travel</b>	<b>27</b>	<b>25</b>	<b>25</b>	<b>-</b>	<b>0.0%</b>
<b>Lease and Rental Payments</b>					
Airport Lease Payments	-	-	-	-	0.0%
Other - Lease and Rental Payments	-	-	-	-	0.0%
Cost Allocation	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Utilities</b>					
Electricity	166	200	200	-	0.0%
Natural Gas	-	-	-	-	0.0%
Water	15	10	10	-	0.0%
Sewerage	-	-	-	-	0.0%
Cost Allocation	<u>32</u>	<u>22</u>	<u>14</u>	<u>(8)</u>	<u>(36.3%)</u>
<b>Total Utilities</b>	<b>213</b>	<b>232</b>	<b>224</b>	<b>(8)</b>	<b>(3.4%)</b>
<b>Telecommunications</b>					
Telecommunications	5	5	5	-	0.0%
Cost Allocation	<u>97</u>	<u>153</u>	<u>112</u>	<u>(41)</u>	<u>(26.9%)</u>
<b>Total Telecommunications</b>	<b>103</b>	<b>158</b>	<b>117</b>	<b>(41)</b>	<b>(26.0%)</b>
<b>Services</b>					
Custodial Services	116	119	120	1	0.8%
Contractual Services	19,549	20,370	20,096	(274)	(1.3%)
Cost Allocation	<u>306</u>	<u>859</u>	<u>472</u>	<u>(386)</u>	<u>(45.0%)</u>
<b>Total Services</b>	<b>19,970</b>	<b>21,347</b>	<b>20,688</b>	<b>(659)</b>	<b>(3.1%)</b>
<b>Supplies, Materials and Fuels</b>					
Fuels	80	166	166	-	0.0%
Supplies and Materials	423	401	392	(9)	(2.1%)
Cost Allocation	<u>84</u>	<u>51</u>	<u>59</u>	<u>9</u>	<u>17.5%</u>
<b>Total Supplies, Materials and Fuels</b>	<b>587</b>	<b>617</b>	<b>618</b>	<b>-</b>	<b>0.0%</b>
<b>Insurance and Risk Management</b>					
Insurance and Risk Management	609	560	560	-	0.0%
Cost Allocation	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
<b>Total Insurance and Risk Management</b>	<b>609</b>	<b>560</b>	<b>560</b>	<b>-</b>	<b>0.0%</b>
<b>Non-Capital Equipment</b>					
Non-Capital Equipment	25	19	15	(4)	(21.6%)
Cost Allocation	<u>35</u>	<u>13</u>	<u>21</u>	<u>8</u>	<u>58.6%</u>
<b>Total Non-Capital Equipment</b>	<b>60</b>	<b>32</b>	<b>35</b>	<b>4</b>	<b>11.8%</b>
Capital Equipment	<u>103</u>	<u>110</u>	<u>212</u>	<u>102</u>	<u>92.7%</u>
<b>Total Operating Expenses</b>	<b>\$ 29,192</b>	<b>\$ 30,330</b>	<b>\$ 30,192</b>	<b>\$ (138)</b>	<b>(0.5%)</b>

**Dulles Toll Road**

**Table 4-5: Operating Expenses - Dulles Toll Road**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Personnel Compensation and Benefits	\$ 7,519	\$ 7,248	\$ 7,713	\$ 465	6.4%
Other Operating Expenses	<u>21,672</u>	<u>23,082</u>	<u>22,479</u>	<u>(603)</u>	(2.6%)
<b>Total Dulles Toll Road</b>	<b><u>\$ 29,192</u></b>	<b><u>\$ 30,330</u></b>	<b><u>\$ 30,192</u></b>	<b><u>\$ (138)</u></b>	<b>(0.5%)</b>

The funding requirement for the Dulles Toll Road operating expenses will decrease by \$138 thousand in 2018.

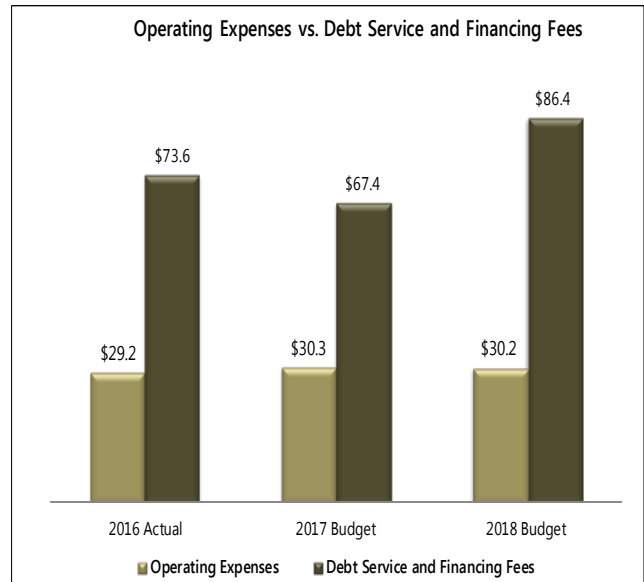
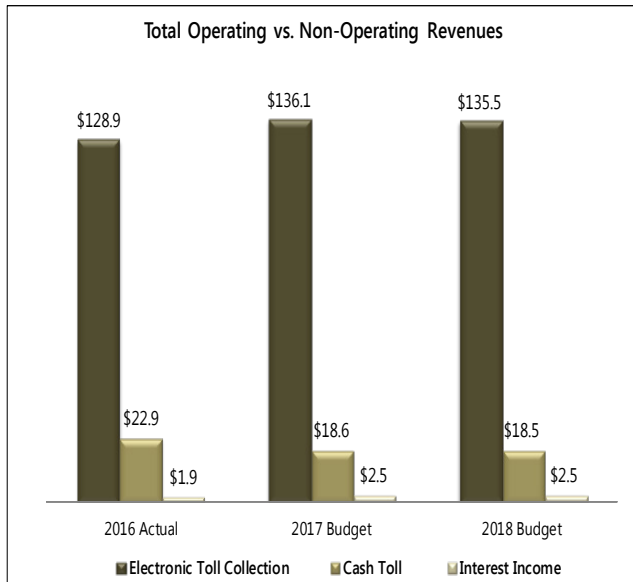
**Personnel Compensation and Benefits Expenses .....Increase by \$465 thousand**

- Personnel compensation will increase by \$379 thousand due to PfP program adjustments and changes in cost allocation estimates.
- Employee benefits will increase by \$86 thousand due to projected changes to cost allocation estimates.

**Other Operating Expenses .....Decrease by \$603 thousand**

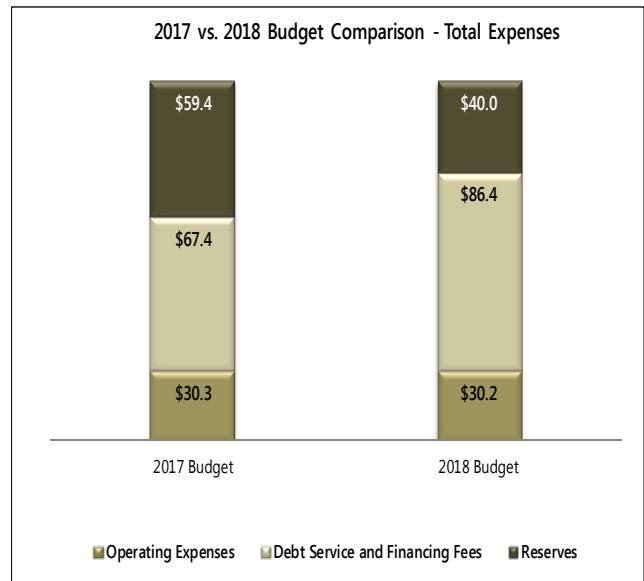
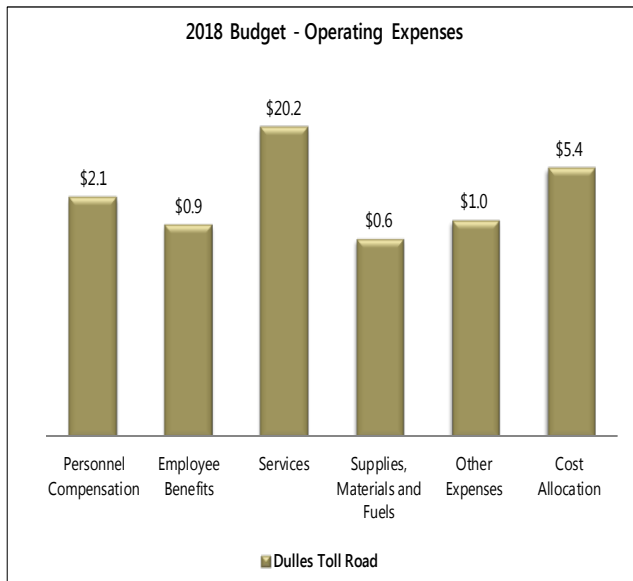
- Telecommunications will decrease by \$41 thousand due to changes in the cost allocation levels.
- Services will decrease by \$659 thousand primarily due to projected savings in new contracts.
- Supplies, Materials and Fuels estimates are expected to stay flat. The 2018 Budget continues to fund a consistent level for snow removal supplies and fuel supplies.
- Capital equipment includes funding for three Fleetside Trucks and one Vault Van.
- There are no significant changes in the budget and cost estimates for travel, lease and rental payments, utilities, insurance and risk management, and non-capital equipment.

**Table 4-6: Dulles Corridor Program Summary (dollars in millions)**



Percent of Total Revenue	2016 Actual	2017 Budget	2018 Budget
Electronic Toll Collection Revenue	83.9%	86.6%	86.6%
Cash Toll Revenue	14.9%	11.8%	11.8%
Interest Income	1.2%	1.6%	1.6%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Percent of Total O&M Expenses	2016 Actual	2017 Budget	2018 Budget
Operating Expenses	28.4%	31.0%	25.9%
Debt Service and Financing Fees	71.6%	69.0%	74.1%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



Percent of Operating Expenses	2016 Actual	2017 Budget	2018 Budget
Personnel	9.3%	9.7%	9.9%
Non-Personnel	72.3%	72.4%	72.2%
Cost Allocation	18.4%	17.9%	17.9%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Percent of Total Expenses	2017 Budget	2018 Budget
Operating Expenses	19.3%	19.3%
Debt Service and Financing Fees	42.9%	55.2%
Reserves and Other Contributions	37.8%	25.5%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>

Personnel = Personnel Compensation and Employee Benefits.  
 Non-Personnel = Services, Supplies, Materials and Fuels, Other Expenses.

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**DULLES CORRIDOR RENEWAL AND REPLACEMENT PROGRAM**

The 2018 Renewal and Replacement (R&R) Program expenditures is \$5.7 million for various projects including sound wall repair, bridge, structures and canopy repairs, guardrail, traffic barrier and fencing rehabilitation, landscape maintenance, pavement repairs, utility survey, and rehabilitation. The R&R Program is developed based on TIFIA terms and conditions requiring an independent consultant to develop a life cycle cost report. The 2018 new program authorization based on the five-year plan is \$3.4 million. The 2018 plan includes \$1.3 million in reprogrammings, which net to zero, from scope changes, completed or canceled projects to be used for existing projects.

**Table 4-7: 2018 R&R Program New Authorization**

(dollars in thousands)	<u>New Authorization</u>
Dulles Toll Road Pavement Repairs	\$ 1,504
Culvert and Erosion Repairs	1,351
Repair of Sound Walls	<u>513</u>
<b>Total Renewal and Replacement Program</b>	<b><u>\$ 3,368</u></b>

**Table 4-8: 2018 R&R Program Reprogrammings**

<u>Project Number</u>	<u>Description</u>	<u>Amount</u>
(dollars in thousands)		
<b>Reprogrammed from:</b>		
5022	Utility Rehabilitation	\$ (573)
5012	Landscape Maintenance	(359)
5025	Federal Highways Bridge Inspection	(193)
5021	Structural Repair and Rehabilitation	(119)
5014	Communications/Data	<u>(48)</u>
<b>Total Reprogrammed</b>		<b><u>\$ (1,292)</u></b>
<b>Reprogrammed to:</b>		
5004	Repair of Sound Walls	\$ 452
5001	Bridges, Joints, Bearings, Structures, and Canopy Repairs	323
5007	Attenuator Rehabilitation	224
10521	Storm Sewer and Stormwater Management	128
5017	Bridge/Structural Management System Program	83
5006	Guardrail, Traffic Barrier and Fencing Rehabilitation	47
5011	Sign and Roadway Lighting Rehabilitation	<u>35</u>
<b>Total Reprogrammed</b>		<b><u>\$ 1,292</u></b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Project Number	Description	Carryover Balances as of 10/01/2017	2018 New Program Authorization	Carryover Balances and 2018 New Program Authorization*	Estimated OCT - DEC 2017	Expenditures					
						2018	2019	2020	2021	2018 - 2022 Total	
<b>BRIDGE AND STRUCTURAL REHABILITATION</b>											
5001	Bridges, Joints, Bearings, Structures, and Canopy Repairs	\$ 3,109	\$ -	\$ 3,431	\$ -	\$ 615	\$ 740	\$ 661	\$ 649	\$ 767	\$ 3,431
5017	Bridge/Structural Management System Program	319	-	401	73	62	64	66	68	70	328
5025	Federal Highways Bridge Inspection	727	-	534	-	-	288	-	246	-	534
	<b>Subtotal Bridge and Structural Rehabilitation</b>	<b>4,154</b>	<b>-</b>	<b>4,366</b>	<b>73</b>	<b>676</b>	<b>1,092</b>	<b>727</b>	<b>962</b>	<b>836</b>	<b>4,293</b>
<b>HYDRAULIC REHABILITATION</b>											
5024	Culvert and Erosion Repairs	1,167	1,351	2,518	-	942	947	203	209	216	2,518
10521	Storm Sewer and Stormwater Management	533	-	662	-	53	106	118	167	217	662
	<b>Subtotal Hydraulic Rehabilitation</b>	<b>1,700</b>	<b>1,351</b>	<b>3,179</b>	<b>-</b>	<b>994</b>	<b>1,054</b>	<b>321</b>	<b>377</b>	<b>433</b>	<b>3,179</b>
<b>SOUND WALL REPAIR</b>											
5004	Repair of Sound Walls	1,285	513	2,250	-	618	771	279	287	296	2,250
	<b>Subtotal Sound Wall Repair</b>	<b>1,285</b>	<b>513</b>	<b>2,250</b>	<b>-</b>	<b>618</b>	<b>771</b>	<b>279</b>	<b>287</b>	<b>296</b>	<b>2,250</b>
<b>ROADWAY AND PAVEMENT REHABILITATION</b>											
5005	Dulles Toll Road Pavement Repairs	8,068	1,504	9,572	-	1,209	1,761	2,112	2,224	2,266	9,572
	<b>Subtotal Roadway and Pavement Rehabilitation</b>	<b>8,068</b>	<b>1,504</b>	<b>9,572</b>	<b>-</b>	<b>1,209</b>	<b>1,761</b>	<b>2,112</b>	<b>2,224</b>	<b>2,266</b>	<b>9,572</b>
<b>ROADSIDE</b>											
5006	Guardrail, Traffic Barrier and Fencing Rehabilitation	1,566	-	1,613	-	304	313	322	332	342	1,613
5007	Attenuator Rehabilitation	557	-	781	-	108	111	115	118	329	781
5012	Landscape Maintenance	1,705	-	1,346	-	293	301	310	320	122	1,346
	<b>Subtotal Roadside</b>	<b>3,828</b>	<b>-</b>	<b>3,741</b>	<b>-</b>	<b>705</b>	<b>726</b>	<b>747</b>	<b>770</b>	<b>793</b>	<b>3,741</b>
<b>SIGNING AND LIGHTING</b>											
5009	Roadway Sign Replacement and Rehabilitation	1,716	-	1,716	-	323	333	343	353	364	1,716
5011	Sign and Roadway Lighting Rehabilitation	1,154	-	1,189	-	224	231	238	245	252	1,189
	<b>Subtotal Signing and Lighting</b>	<b>2,871</b>	<b>-</b>	<b>2,905</b>	<b>-</b>	<b>547</b>	<b>564</b>	<b>581</b>	<b>598</b>	<b>616</b>	<b>2,905</b>
<b>TECHNOLOGY</b>											
5014	Communications/Data	78	-	30	-	6	6	6	6	6	30
	<b>Subtotal Technology</b>	<b>78</b>	<b>-</b>	<b>30</b>	<b>-</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>30</b>
<b>ADMINISTRATION BUILDING/TOLL BOOTHS</b>											
5021	Structural Repair and Rehabilitation	867	-	748	-	141	145	149	154	159	748
	<b>Subtotal Administrative Building/Toll Booths</b>	<b>867</b>	<b>-</b>	<b>748</b>	<b>-</b>	<b>141</b>	<b>145</b>	<b>149</b>	<b>154</b>	<b>159</b>	<b>748</b>
<b>UTILITY SYSTEMS</b>											
5022	Utility Rehabilitation	4,020	-	3,447	-	824	849	874	900	-	3,447
	<b>Subtotal Utility Systems</b>	<b>4,020</b>	<b>-</b>	<b>3,447</b>	<b>-</b>	<b>824</b>	<b>849</b>	<b>874</b>	<b>900</b>	<b>-</b>	<b>3,447</b>
	<b>TOTAL RENEWAL AND REPLACEMENT PROGRAM</b>	<b>\$ 26,871</b>	<b>\$ 3,368</b>	<b>\$ 30,239</b>	<b>\$ 73</b>	<b>\$ 5,720</b>	<b>\$ 6,966</b>	<b>\$ 5,796</b>	<b>\$ 6,279</b>	<b>\$ 5,404</b>	<b>\$ 30,166</b>

\* Includes 2018 Renewal and Replacement Program reprogramming of \$1.3 million. The net impact is zero.

## Renewal and Replacement Program

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

### Bridge and Structural Rehabilitation

5001 Bridges Joints, Bearings, Structures and Canopy Repairs, \$5,904,552. The Dulles Toll Road has a total of 39 structures that are maintained and classified as bridges, as well as, 11 culverts, 21 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 will provide for the repair of various structural components including joints, bearings, bridge substructure repair, bridge deck repair, resurfacing, back wall, railing repair, and culvert repair, as well as associated canopy structure and roof repair.

5017 Bridge/Structural Management System Program, \$425,449. 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 FHWA.

5025 Federal Highways Bridge Inspection, \$962,830. The Dulles 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.

### Hydraulic Rehabilitation

5024 Culvert and Erosion Repairs, \$3,909,942. 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, reducing the chance for failures; ensuring the safety of the travelling public as well as preserving the integrity of the structure.

10521 Storm Sewer and Stormwater Management, \$535,429. This project would provide for necessary repair work for stormwater management facilities to ensure structural integrity of the facilities, reducing the chance for failures; ensuring the safety of the traveling public as well as preserving the integrity of the structure. This project will also provide for repairs of various storm sewer systems along the corridor.

### Sound Wall Repair

5004 Repair of Sound Walls, \$2,394,180. 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, \$11,399,554. 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 Dulles Toll Road and plaza ramps which could include sub-base repair, milling and resurfacing operations, temporary and permanent striping and specialty symbol striping (HOV, E-Z Pass etc.). Traffic maintenance will be a significant item of work.

### **Roadside**

5006 Guardrail, Traffic Barriers and Fencing Rehabilitation, \$1,978,394. 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, \$651,860. 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, \$2,325,158. 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, etc., will also occur.

### **Signing and Lighting**

5009 Roadway Sign Replacement and Rehabilitation, \$2,319,258. 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 and Roadway Lighting Rehabilitation, \$1,219,673. Lights for overhead signs and area lights periodically need to be relamped. Additionally, higher intensity lighting is desired at decision points to increase the driver's awareness of these decision areas and increase safety.

## Technology

5014 Communications/Data, \$196,866. This project will maintain and/or replace the telephone 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 Repair and Rehabilitation, \$1,067,299. 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, HVAC etc.

## Utilities

5022 Utility Rehabilitation, \$5,066,055. This project provides for the site survey and replacement of utility services that may be damaged or serving loads not related to the Dulles Toll Road. This includes but is not limited to studying electrical meters, water meters, water service lines, sanitary sewer laterals and septic system locations.

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**DULLES CORRIDOR CAPITAL IMPROVEMENT PROGRAM**

The 2018 Capital Improvement Program (CIP) Other than Rail expenditures is \$52.0 million for various projects, including studies, Toll Road rehabilitation, Intelligent Transportation Systems as well as Tolling projects. The Capital Improvement Program is developed based on TIFIA terms and conditions requiring an independent consultant to develop a five-year life cycle cost report. The 2018 new program authorization based on the five-year plan is \$19.5 million. The 2018 plan includes \$5.4 million in reprogrammings from scope changes, which net to zero, completed or canceled projects to be used for existing projects.

**Table 4-9: 2018 CIP New Authorization**

(dollars in thousands)	New Authorization
Programmable Signage	\$ 15,981
Toll Collection System (New Collection System)	2,209
Toll Booth Replacement	706
Toll Plaza Electrical Panel Rehabilitation	641
<b>Total Dulles Corridor Capital Improvement Program</b>	<b>\$ 19,538</b>

**Table 4-10: 2018 CIP Reprogrammings**

Project Number	Description	Amount
(dollars in thousands)		
<b>Reprogrammed from:</b>		
5060	New Noise Walls	\$ (1,978)
5061	Sound Wall Inspection and Design	(1,097)
5078	Engineering, National Environmental Policy Act (NEPA) Studies, Construction Management Services	(1,008)
10174	Main Plaza Revenue Collection Tunnel Rehabilitation	(639)
10397	Performance Management Assessment Report	(432)
10431	DTR Admin. Feasibility Study	(213)
10359	Modeling Support and Traffic Data	(8)
10398	Maintenance Storage Yard (Study)	(1)
	<b>Total Reprogrammed</b>	<b>\$ (5,376)</b>
<b>Reprogrammed to:</b>		
5072	Toll Booth Replacement	\$ 1,741
5063	Rehabilitate Toll Road	1,215
10396	Life Cycle Cost Report Updates	611
10399	General Planning Studies	593
10452	Ortho Mapping	443
5065	Intelligent Transportation System (ITS) & Transportation Management System (TMS) Master Plan	214
5080	Maintenance Storage Yard (Construction)	180
5082	Geographic Information System	165
5059	Sound Wall Replacement Phase I	123
10453	Update Readers for Protocol Compliance	43
10428	DTR Outreach	19
10430	AET Constructability Study	14
5075	Overhead and Guide Sign	12
5070	Plaza Approach Signing and Channelization	3
10358	Ramp Termini Improvements Study - Western End	1
5058	Ramp and Ramp Terminal Operational (Study)	1
	<b>Total Reprogrammed</b>	<b>\$ 5,376</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**CAPITAL IMPROVEMENT PROGRAM**  
(dollars in thousands)

Project Number	Description	Original Budget	Revised Budget (Baseline)*	Carryover Balances as of 09/01/17	2018 New Authorization	Expenditures					
						2017	2018	2019	2020	2021 & Beyond	Total
<b>RAIL</b>											
<b>RAIL PHASE 1</b>											
	Guideway and Track Elements	\$ 552,980	\$ 621,347	\$ -	\$ -	\$ 62	\$ -	\$ -	\$ -	\$ -	\$ 62
	Stations, Stops, Terminals, and Intermodals	277,644	351,995	-	-	1,997	-	-	-	-	1,997
	Support Facilities: Yards, Shops, Admin Building	53,041	73,928	264	-	200	64	-	-	-	264
	Sitework and Special Conditions	275,614	246,556	3,830	-	3,830	2,777	-	-	-	6,607
	Systems	255,603	318,533	10,102	-	1,627	134	-	-	-	1,761
	Right-of-Way (ROW), Land and Existing Improvements	82,148	54,978	840	-	390	450	-	-	-	840
	Vehicles (Rail Cars and Support Vehicles)	163,725	192,290	51,687	-	23,686	24,803	-	2,177	1,021	51,687
	Professional Services	606,215	920,680	16,531	-	9,978	10,060	-	-	-	20,038
	Unallocated Contingency	80,000	-	-	-	-	-	-	-	-	-
	Finance Charges	24,000	-	-	-	-	-	-	-	-	-
	Escalation	276,517	-	-	-	-	-	-	-	-	-
	<b>Project Cost Rail Phase 1</b>	<b>2,647,486</b>	<b>2,780,305</b>	<b>83,254</b>	<b>-</b>	<b>41,769</b>	<b>38,287</b>	<b>-</b>	<b>2,177</b>	<b>1,021</b>	<b>83,254</b>
Concurrent Roadway Improvements (Route 7, Spring Hill Road and Emergency Crossover Enhancements. Also Traction Power Sub Stations TP55#7 & 9.											
		-	201,408	11,065	-	2,663	8,402	-	-	-	11,065
	<b>Project Cost Rail Phase 1 including Concurrent Roadway Improvements</b>	<b>2,647,486</b>	<b>2,981,713</b>	<b>94,319</b>	<b>-</b>	<b>44,432</b>	<b>46,689</b>	<b>-</b>	<b>2,177</b>	<b>1,021</b>	<b>94,319</b>
<b>RAIL PHASE 2</b>											
	Guideway and Track Elements	1,126,304	204,191	94,403	-	60,623	18,084	14,496	1,200	-	94,403
	Stations, Stops, Terminals, and Intermodals	725,194	222,083	164,242	-	67,427	66,420	29,195	1,200	-	164,242
	Support Facilities: Yards, Shops, Admin Building	261,690	221,215	161,307	-	89,940	58,947	11,168	1,200	52	161,307
	Sitework and Special Conditions	220,702	668,531	326,031	-	169,480	96,219	57,933	2,399	-	326,031
	Systems	271,784	217,669	153,833	-	53,019	73,209	26,404	1,200	-	153,833
	Right-of-Way (ROW), Land and Existing Improvements	37,435	58,038	51,128	-	16,565	13,248	8,007	12,637	671	51,128
	Vehicles (Rail Cars and Support Vehicles)	228,955	213,613	173,781	-	102,030	44,376	6,187	-	21,188	173,781
	Professional Services	780,484	608,152	221,049	-	70,163	58,081	46,430	33,735	12,640	221,049
	Unallocated Contingency	178,168	364,742	364,742	-	20,000	99,000	105,750	96,750	43,242	364,742
	Finance Charges	-	-	-	-	-	-	-	-	-	-
	Escalation (Additional Escalation - Deferred DB Start)	-	-	-	-	-	-	-	-	-	-
	Airport Operations Impacts	-	-	-	-	-	-	-	-	-	-
	<b>Subtotal Rail Phase 2</b>	<b>3,830,716</b>	<b>2,778,236</b>	<b>1,710,516</b>	<b>-</b>	<b>649,248</b>	<b>527,583</b>	<b>305,572</b>	<b>150,321</b>	<b>77,794</b>	<b>1,710,516</b>
	<b>TOTAL CAPITAL IMPROVEMENT PROGRAM - RAIL</b>	<b>\$ 6,543,202</b>	<b>\$ 6,199,615</b>	<b>\$ 1,850,315</b>	<b>\$ -</b>	<b>\$ 724,160</b>	<b>\$ 574,271</b>	<b>\$ 305,572</b>	<b>\$ 152,498</b>	<b>\$ 93,814</b>	<b>\$ 1,850,315</b>

\* Revised Budget includes impact of Resolution No. 12 - 17, which added \$150.0 million to the Phase 1 budget on June 20, 2012, and transfer of \$71.8 million from finance charges to contingency, approved by the FTA in December 2012 and Resolution No. 15-14 in May 2015 transferring \$76.0 million from finance charges to contingency, approved by the FTA in August 2015.

CAPITAL IMPROVEMENT PROGRAM  
(dollars in thousands)

Project Number	Description	Carryover Balances as of 10/01/17	2018 New Program Authorization	Carryover Balances and 2018 New Program Authorization*	Estimate OCT - DEC 2017	Expenditures					2018 - 2022 Total	
						2018	2019	2020	2021	2022		
<b>DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)</b>												
<b>PLANNING AND PRELIMINARY ENGINEERING</b>												
10358	Ramp Terminal Improvements Study - Western End	\$ 1	\$ -	\$ 2	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10359	Modeling Support	148	-	141	-	141	-	-	-	-	-	141
10360	Long Term Conceptual Design Study	292	-	292	-	292	-	-	-	-	-	292
10396	Life Cycle Cost Report Updates	199	-	810	-	134	148	162	176	190	-	810
5065	Intelligent Transportation System (ITS) & Transportation Management System (TMS) Master Plan	116	-	116	-	-	116	-	-	-	-	116
10427	Stormwater Management Program study	109	-	109	-	-	109	-	-	-	-	109
10387	All Electronic Tolling (AET) Conceptual Study	158	-	158	-	-	158	-	-	-	-	158
10430	All Electronic Tolling (AET) Constructability Study	225	-	239	-	-	239	-	-	-	-	239
10431	DTR Administration Building Feasibility Study	563	-	350	-	-	350	-	-	-	-	350
10397	Performance Management Assessment Report	632	-	200	-	200	-	-	-	-	-	200
10545	Lighting Study	200	-	200	-	200	-	-	-	-	-	200
10399	General Planning Studies	2,555	-	3,148	73	976	200	1,052	419	428	-	3,075
	<b>Subtotal Planning and Preliminary Engineering</b>	<b>5,199</b>	<b>-</b>	<b>5,764</b>	<b>75</b>	<b>1,510</b>	<b>1,163</b>	<b>1,803</b>	<b>595</b>	<b>618</b>	<b>-</b>	<b>5,689</b>
<b>ROADWAY</b>												
5058	Ramp and Ramp Terminal Operations (Study)	1	-	1	-	1	-	-	-	-	-	1
10432	Short Term Interchange Improvements	10,890	-	10,890	-	1,300	4,770	4,820	-	-	-	10,890
10415	Bridge Joint Closures	2,238	-	2,238	1,738	500	-	-	-	-	-	500
5063	Rehabilitate Toll Road	25,229	-	26,444	-	2,424	5,741	5,914	6,091	6,274	-	26,444
	<b>Subtotal Roadway</b>	<b>38,357</b>	<b>-</b>	<b>39,573</b>	<b>1,738</b>	<b>4,224</b>	<b>10,511</b>	<b>10,734</b>	<b>6,091</b>	<b>6,274</b>	<b>-</b>	<b>37,835</b>
<b>SOUND WALLS</b>												
5059	Sound Wall Replacement Phase I	-	-	123	-	123	-	-	-	-	-	123
5060	New Sound Wall	1,978	-	-	-	-	-	-	-	-	-	-
5061	Sound Wall Inspection and Design	1,097	-	-	-	-	-	-	-	-	-	-
	<b>Subtotal Sound Walls</b>	<b>3,075</b>	<b>-</b>	<b>123</b>	<b>-</b>	<b>123</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>123</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**CAPITAL IMPROVEMENT PROGRAM**  
(dollars in thousands)

Project Number	Description	Carryover Balances as of 10/01/17	2018 New Program Authorization	Carryover Balances and 2018 New Program Authorization*	Estimate OCT - DEC 2017	Expenditures					2018 - 2022 Total	
						2018	2019	2020	2021	2022		
<b>DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)</b>												
<b>INTELLIGENT TRANSPORTATION SYSTEMS</b>												
5065	Intelligent Transportation System (ITS) & Transportation Management System (TMS) Infrastructure (Design and Construction)	6,961	-	7,175	-	3,865	3,309	-	-	-	-	7,175
5075	Overhead and Guide Sign	-	-	12	-	12	-	-	-	-	-	12
	<b>Subtotal Intelligent Transportation Systems</b>	<b>6,961</b>	<b>-</b>	<b>7,186</b>	<b>-</b>	<b>3,877</b>	<b>3,309</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,186</b>
<b>TOLLING</b>												
5070	Plaza Approach Signing and Channelization	5	-	8	-	8	-	-	-	-	-	8
5066	Toll Collection System (New Collection System)	24,292	2,209	26,500	2,785	22,217	1,498	-	-	-	-	23,715
New	Toll Plaza Electrical Panel Rehabilitation	-	641	641	-	641	-	-	-	-	-	641
10453	Update Readers for Protocol Compliance	558	-	600	-	600	-	-	-	-	-	600
5072	Toll Booth and Cabinet Replacement	1,327	706	3,774	-	1,109	2,665	-	-	-	-	3,774
5073	Security Implementation	844	-	844	-	844	-	-	-	-	-	844
New	Programmable Signage	-	15,981	15,981	-	15,981	-	-	-	-	-	15,981
10174	Main Plaza Revenue Collection Tunnel Rehabilitation	639	-	0	-	-	-	-	-	-	-	-
	<b>Subtotal Tolling</b>	<b>27,664</b>	<b>19,538</b>	<b>48,350</b>	<b>2,785</b>	<b>39,692</b>	<b>3,207</b>	<b>2,665</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,565</b>
<b>OTHER</b>												
5078	Engineering, NEPA Studies, CM Services	3,022	-	2,014	14	2,000	-	-	-	-	-	2,000
5080	Maintenance Storage Yard (Construction)	6,012	-	6,193	-	-	6,193	-	-	-	-	6,193
10428	DTR Outreach	579	-	598	-	113	116	119	123	127	-	598
5082	Geographic Information System	63	-	228	-	31	64	66	68	-	-	228
10452	Ortho Mapping	812	-	1,255	-	394	-	418	-	443	-	1,255
	<b>Subtotal Other</b>	<b>10,488</b>	<b>-</b>	<b>10,287</b>	<b>14</b>	<b>2,537</b>	<b>180</b>	<b>6,795</b>	<b>191</b>	<b>570</b>	<b>-</b>	<b>10,273</b>
	<b>TOTAL DULLES CORRIDOR IMPROVEMENTS - OTHER THAN RAIL</b>	<b>91,745</b>	<b>19,538</b>	<b>111,282</b>	<b>4,612</b>	<b>51,964</b>	<b>18,371</b>	<b>21,997</b>	<b>6,877</b>	<b>7,462</b>	<b>-</b>	<b>106,671</b>
	<b>TOTAL CAPITAL IMPROVEMENT PROGRAM</b>	<b>\$ 1,961,597</b>	<b>\$ 728,772</b>	<b>\$ 626,235</b>	<b>\$ 323,943</b>	<b>\$ 174,495</b>	<b>\$ 100,691</b>	<b>\$ 7,462</b>	<b>\$ 7,462</b>	<b>\$ 1,232,826</b>	<b>\$ -</b>	<b>\$ 1,232,826</b>

\* Includes 2018 Capital Improvement Program reprogramming of 5.4 million. The net impact is zero.

**Capital Improvement Program (Metrorail Projects)**

**Rail Phase 1 (\$621,409,081); Rail Phase 2 (\$204,191,434)**

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 (\$353,990,963); Rail Phase 2 (\$222,083,097)**

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 (\$73,927,641); Rail Phase 2 (\$221,734,857)**

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 (\$249,332,823); Rail Phase 2 (\$668,730,214)**

Site work and Special Conditions

This section includes anticipated costs for environmental mitigation, roadway modifications, utility modifications and demolitions.

**Rail Phase 1 (\$310,190,774); Rail Phase 2 (\$220,668,533)**

Systems

This section includes costs for control systems, electrification, communications, revenue collection, and vertical access (escalators and elevators).

**Rail Phase 1 (\$54,977,723); Rail Phase 2 (\$58,038,300)**

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 (\$192,290,000); 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 (\$924,186,095); Rail Phase 2 (\$605,667,527)**

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 (\$363,508,267)**

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 Dulles Transit Partners (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 on 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 are 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 Systems (ATMS) and Advanced Traveler Information Systems (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 \$25.0 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 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, (i) 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, (ii) 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 (iii) to pay claims for indemnity otherwise extinguished pursuant to Section 26.2.4(b) of the Design-Build Contract. The Airports Authority agreed to create the Escrow and transfer, by one or more deposits, \$15.0 million dollars into the Escrow. The Airports Authority agreed to fully fund the Escrow within 36 months of transfer of the Toll Road to the Airports Authority. This reserve is fully funded.

### **Capital Improvement Program (Other than Rail)**

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

#### **Planning and Preliminary Engineering**

10358 Ramp Termini Improvements Study – Western End, \$306,506. This project is to develop recommendations for short-term improvements for the ramp termini at interchanges in the corridor. Such improvements would address operational and safety deficiencies that are deemed low-cost improvements.

10359 Modeling Support and Traffic Data, \$198,483. To promote greater efficiencies amongst the planning tasks, this sub-task combines all work associated with traffic modeling and simulation and collecting traffic data. The benefit to using this approach is that the modeling and simulation efforts as well as traffic data can support multiple studies. Modeling and simulation also yields consistent and integrated results.

10360 Long Term Conceptual Design Study, \$291,748. This conceptual study defines the long-term configuration of the Toll Road, using scenarios that include all electronic tolling, electronic tolling with credit/cash payment options, auxiliary lanes improvements between interchanges, interchange improvements, and evaluation of impacts on the Dulles Toll Road due to County plans for the adjacent local street system.

10396 Life Cycle Cost Report Updates, \$1,113,361. The Life Cycle Cost Report is periodically updated as required by the parameters in the TIFIA Loan agreement. This exercise will revise the previous report based on actions by the Airports Authority for implementing projects and changes in funding.

5065 Intelligent Transportation System (ITS) and Traffic Management System (TMS) Master Plan, \$7,712,702. This project will develop a master plan to implement ITS and TMS 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.

10427 Stormwater Management Program (Study), \$109,273. The new Virginia Stormwater Management Program (VSMP) general permitting began on July 1, 2014. New construction and rehabilitation will be subject to the 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 Airports 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 will identify tolling policies and infrastructure needs, develop criteria for siting tolling equipment, and alternative layouts for each tolling site/tolling zone including order of magnitude costs.

10430 All Electronic Tolling (AET) Constructability Study, \$238,810. This study will identify the requirements for gantry selection (single gantry versus double gantry), site requirements, design criteria, and utilities requirements.

10431 Dulles Toll Road Administration Building Feasibility Study, \$350,000. This project is a feasibility study to identify the ideal location for the Toll Administration Building at the time the Toll Road converts to AET; options include retaining the existing location, moving it to the Airport or identifying another site. This study will consider the potential to house other operations for the building to serve as a joint center or shared facility. The proposed improvements by Fairfax County to construct a Collector Distributor road in the vicinity of the existing administration building will be factored into the study. The study will also include initial site planning for the recommended site location.

10397 Performance Management Assessment Report, \$868,304. 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 eight years.

10545 Lighting Study, \$200,000. This study will assess lighting levels on the Toll Road to determine if adequate lighting levels are provided and may recommend additional sections of the road to be lighted. In addition, the study will identify needed improvements including replacement of old lighting fixtures, additional lights, and electrical distribution efficiencies.

10399 General Planning Studies, \$3,303,117. This project provides for general planning studies to address unspecified needs for the corridor. Projects could include special studies to address new planning requirements such as regulation change, compilation of data such as crash statistics or studies to respond to emergency situations. In addition, this project includes traffic and revenue studies for the Dulles Toll Road Corridor.

## **Roadway**

5058 Ramp and Ramp Terminal Operations (Study, Design, and Construction), \$465,354. This project is to assess the operations of the ramps entering or exiting Dulles Toll Road and the ramp terminals at the surface streets. The study will evaluate the capacity of each entrance/exit ramp with regard to the number of lanes, lane use, acceleration/deceleration lane length, etc. Signal timings and phasing at the ramp termini of diamond interchanges will also be analyzed for optimal intersection performance (i.e., overall intersection delay, approach delay, queue lengths, etc.). It is anticipated that simulation software will be used to determine current performance measures and to evaluate potential improvements (e.g., lane use changes, signal timing/phasing changes, acceleration/deceleration lane extensions, etc.). The project will involve obtaining current traffic data, signal timings and phasing, and geometric characteristics. This may require coordination with VDOT and/or local jurisdictions.

10432 Short Term Interchange Improvements (Design, and Construction), \$10,890,000. 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 Dulles 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.

## 2018 BUDGET

### Metropolitan Washington Airports Authority

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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. This project will be completed ahead of Phase 2, to eliminate any bridge joints over the Metrorail, so as 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 the project will reduce subsequent maintenance costs.

5063 Rehabilitate Toll Road, (Study, Design and Construction), \$36,900,840. This project will provide for the repair and resurfacing of the Dulles Toll Road pavements. Surveys of the pavement condition identify areas of pavement that may be distressed below the surface course and 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 and 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 Walls

5059 Sound Wall Replacement Phase I (Design and Construction), \$10,984,289. 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. The Dulles Toll Road Traffic Noise Model will determine the noise mitigation effectiveness of existing 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. This project will consist of the removal (if necessary) and construction of replacement sound walls for Phase I based on recommendations from the Traffic Noise Model.

5060 New Noise Wall, \$11,444,849. This project is for construction of the noise wall between Centreville Road and Route 28 and is coordinated with work related to the Dulles Metrorail Phase 2 project in the Innovation Station area.

5061 Sound Wall Inspection, Design, and Rehabilitation, \$5,102,810. This project is for the inspection of existing noise walls along the corridor. This work includes the design, plans, and specifications to facilitate needed rehabilitation work to extend the life of the noise wall and let the required work for construction. Design will include aesthetics as well as noise abatement design.

#### Intelligent Traffic Systems

5065 ITS & TMS Traffic Management Infrastructure (Design and Construction), \$7,712,702. This work includes 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 dynamic messages signs, cameras, electronic sensors, and a traffic operations center.

5075 Overhead and Guide Sign (Study), \$259,598. This project is for conducting a cost benefit analysis of using high reflectorized sheeting for signage or upgrading the current overhead sign lighting. This study will provide a recommendation to the Airports Authority on the cost of the various alternatives both short term and long term including capital, utility cost considerations and life cycle costs. This study will further suggest an overall project design and phasing.

### **Tolling**

5070 Plaza Approach Signing and Channelization Implementation (Construction), \$358,411. 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, \$35,033,499. This work includes the development of design and procurement documents, design, software, and hardware required for a new Automated Revenue Collection System (ARCS), a Maintenance On-Line Monitoring System (MOMS), and an upgraded Violation Enforcement System (VES). The MOMS will link the operations of the toll transaction equipment to a central monitoring point so that problems in operation could be quickly identified. This project includes the software, hardware, communications and integration for a violation enforcement system at the mainline plaza and ramp plazas. This project includes installation/upgrade of equipment and back office processing. As an initial phase, this work includes the replacement of the host computer for the existing ARCS. This project also supports the conversion of exact change lanes to EZ-Pass only in locations where EZ-Pass usage exceeds 80 percent and traffic queues utilizing exact change/full service lanes are not expected to impact operations.

New Toll Plaza Electrical Panel Rehabilitation \$641,484. This project consists of rehabilitating and replacing electrical service panels at the toll booths to bring panels up to date in accordance with the Electrical code.

10453 Update Readers for Protocol Compliance, \$600,397. This project will update toll readers for protocol compliance, allowing the Dulles 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.

5072 Toll Booth Replacement (Design and Construction), \$7,900,535. This project is to design and construct Toll Booth Replacement. It was noted in the Dulles Toll Road and Dulles Connector Road Asset Assessment Summary Report that the toll booths are now showing their age. 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.

5073 Security Implementation, \$844,132. This project will 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 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.

## 2018 BUDGET

### Metropolitan Washington Airports Authority

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New Programmable Signage \$15,981,293. This project consists of the design and construction of new programmable signs on both the mainline and at all entrance ramps that will provide information on toll rates for the Dulles Toll Road in accordance with the Manual on Uniform Traffic Control Devices. The signs will be programmable and will require both electric and communication feeds.

10174 Main Plaza Revenue Collection Tunnel Rehabilitation, \$2,174,180. This project provides 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, \$7,870,455. This project provides engineering support services to implement the Dulles 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), \$6,403,178. 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.

10428 Outreach to Support Dulles Toll Road Strategic Initiatives, \$697,547. 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, \$806,414. This project consists of updating the GIS database on a regular basis in order to maintain accurate data on the Dulles Toll Road. The work consists of cyclical updates on sets of data such as stormwater utilities, guardrail and signage, and other assets.

10452 Ortho Mapping, \$1,255,216. This project provides digital orthographic mapping of the Dulles Corridor and is completed every two years.

## **APPENDICES**

### **Budget by Cost Center**

#### **Cost Allocation Plan**

#### **Airports Authority Facts**

- Airports Snapshots of Reagan National and Dulles International
- Activity Indicators for Reagan National and Dulles International
- Dulles Toll Road Snapshot and Activity Indicators
- Airports Authority Snow Removal Program

#### **Airports Authority Staffing**

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#### **Debt Programs**

##### **Aviation Debt Program**

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- Airport System Revenue Bonds
- Variable Rate Programs
- Commercial Paper Program
- Passenger Facility Charges
- Interest Rate Swaps
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- Debt Service Coverage
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##### **Dulles Corridor Debt Program**

- Dulles Toll Road Revenue Bonds
- Variable Rate Program
- Future Bonds
- Debt Service Coverage
- Annual Debt Service Requirements and Projected Debt Service
- Summary of Outstanding Dulles Toll Road Bonds
- Long-Term Debt Schedule – Dulles Toll Road Revenue Bonds
- Summary of Bond Debt Service – Dulles 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.

**2018 BUDGET**

**Metropolitan Washington Airports Authority**

<b>Reagan National Airfield</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
Signatory Landing Fee (Net Settlement) \$	55,094,474	\$ 59,163,496	\$ 53,425,875
Nonsignatory Landing Fees	339	-	-
General Aviation	197,510	249,583	281,812
Transfers	-	-	10,342,667
Other Rents	-	231,338	281,158
Concessions	-	320	-
Utilities	58,184	67,403	47,233
Other Revenues	147,500	142,500	142,500
<b>Total Revenues Plus Transfer</b>	<b>55,498,007</b>	<b>59,854,640</b>	<b>64,521,245</b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	4,871,925	5,092,852	5,791,929
Other Services	6,231,954	6,137,220	6,221,555
Supplies & Materials	791,980	556,565	1,004,013
Miscellaneous	50,850	61,114	104,973
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	3,029,111	2,746,881	3,258,914
Public Safety	10,365,775	11,909,571	11,328,185
Administration	13,282,746	12,618,390	14,095,135
Systems & Services	779,848	906,163	741,397
<b>Total O&amp;M Expenses</b>	<b>39,404,190</b>	<b>40,028,756</b>	<b>42,546,100</b>
<b>NET REVENUES</b>	<b>\$ 16,093,817</b>	<b>\$ 19,825,884</b>	<b>\$ 21,975,146</b>
O&M Reserve Requirement Increment \$	47,808	\$ 461,444	\$ 362,078
Debt Service	10,641,324	12,913,364	15,103,539
Federal Lease Payment	985,135	916,046	970,292
<b>NET CASH FLOW</b>	<b>\$ 4,419,549</b>	<b>\$ 5,535,030</b>	<b>\$ 5,539,237</b>
<b>Coverage (All Debt)</b>	<b>1.51</b>	<b>1.54</b>	<b>1.45</b>

<b>Reagan National Terminal A</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
Signatory Terminal Rentals (Net Settlement) \$	10,039,830	\$ 12,092,415	\$ 10,099,297
Transfers	-	-	3,546,504
Other Rents	1,112,956	851,460	886,833
Concessions	3,664,486	3,623,453	3,669,436
Utilities	102,129	107,522	143,406
Other Revenues	-	-	-
<b>Total Revenues Plus Transfer</b>	<b><u>14,919,399</u></b>	<b><u>16,674,849</u></b>	<b><u>18,345,476</u></b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	1,098,401	1,279,018	1,127,518
Other Services	2,796,442	4,170,700	3,339,720
Supplies & Materials	161,982	155,727	188,852
Miscellaneous	385,191	888,480	778,107
Capital Expenditures	489,837	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	1,126,282	1,505,605	1,349,561
Public Safety	1,464,257	1,365,279	1,298,486
Administration	3,716,986	4,465,141	4,153,557
Systems & Services	277,155	334,617	301,692
<b>Total O&amp;M Expenses</b>	<b><u>11,516,534</u></b>	<b><u>14,164,567</u></b>	<b><u>12,537,492</u></b>
<b>NET REVENUES</b>	<b><u>\$ 3,402,866</u></b>	<b><u>\$ 2,510,282</u></b>	<b><u>\$ 5,807,984</u></b>
O&M Reserve Requirement Increment	\$ 13,378	\$ 163,286	\$ 106,697
Debt Service	2,911,752	3,298,553	6,261,006
Federal Lease Payment	275,676	324,152	285,926
<b>NET CASH FLOW</b>	<b><u>\$ 202,059</u></b>	<b><u>\$ (1,275,710)</u></b>	<b><u>\$ (845,645)</u></b>
<b>Coverage (All Debt)</b>	<b>1.17</b>	<b>0.76</b>	<b>0.93</b>

**2018 BUDGET**

**Metropolitan Washington Airports Authority**

<b>Reagan National Terminal B&amp;C</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
Signatory Terminal Rentals (Net Settlement)	\$ 91,674,478	\$ 93,345,943	\$ 77,878,980
Transfers	-	-	21,169,131
Other Rents	466,387	468,710	492,541
Concessions	27,277,152	25,519,371	26,958,201
TSA Security Fees	586,358	619,648	528,595
Utilities	1,494,456	1,631,784	1,484,372
Other Revenues	-	-	-
<b>Total Revenues Plus Transfer</b>	<b>121,498,831</b>	<b>121,585,455</b>	<b>128,511,820</b>
<i><u>O&amp;M Expenses (Direct):</u></i>			
Payroll & Employee Benefits	2,861,829	3,466,892	2,972,506
Other Services	10,695,412	10,134,589	12,162,271
Supplies & Materials	908,165	785,041	1,066,196
Miscellaneous	2,891,289	4,588,838	5,835,802
Capital Expenditures	339,974	-	-
<i><u>O&amp;M Expenses (Indirect):</u></i>			
Maintenance	4,400,824	4,399,405	5,472,746
Public Safety	10,386,148	8,863,277	8,429,704
Administration	21,237,362	20,208,342	22,967,105
Systems & Services	9,621,081	11,659,638	10,419,773
<b>Total O&amp;M Expenses</b>	<b>63,342,087</b>	<b>64,106,022</b>	<b>69,326,102</b>
<b>NET REVENUES</b>	<b>\$ 58,156,744</b>	<b>\$ 57,479,433</b>	<b>\$ 59,185,718</b>
O&M Reserve Requirement Increment	76,439	739,002	589,982
Debt Service	35,819,343	36,633,136	38,825,476
Federal Lease Payment	1,575,102	1,467,048	1,581,028
<b>NET CASH FLOW</b>	<b>\$ 20,685,861</b>	<b>\$ 18,640,248</b>	<b>\$ 18,189,232</b>
<b>Coverage (All Debt)</b>	<b>1.62</b>	<b>1.57</b>	<b>1.52</b>

<b>Reagan National Ground Transportation</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
Other Rents	\$ 113,348	\$ 113,348	\$ 29,913
Concessions	89,233,480	87,667,289	86,897,839
Utilities	262,321	248,832	211,909
Other Revenues	2,208,885	2,373,425	2,748,562
DSRF Investment Earnings	2,164,317	2,367,168	2,664,074
P&I Investment Earnings	282,319	103,934	296,893
O&M Fund Investment Earnings	1,545,985	1,647,047	2,469,226
<b>Total Revenues</b>	<b><u>95,810,654</u></b>	<b><u>94,521,042</u></b>	<b><u>95,318,416</u></b>
<i><u>O&amp;M Expenses (Direct):</u></i>			
Payroll & Employee Benefits	1,202,150	1,614,419	1,336,956
Other Services	3,498,748	3,700,722	4,081,886
Supplies & Materials	330,727	276,469	342,161
Miscellaneous	915,675	1,453,306	1,850,175
Capital Expenditures	131,536	-	-
<i><u>O&amp;M Expenses (Indirect):</u></i>			
Maintenance	1,507,949	1,633,352	1,890,206
Public Safety	1,464,257	5,116,661	4,866,343
Administration	4,757,112	6,641,208	7,398,653
Systems & Services	435,687	631,471	566,421
<b>Total O&amp;M Expenses</b>	<b><u>14,243,840</u></b>	<b><u>21,067,607</u></b>	<b><u>22,332,800</u></b>
<b>NET REVENUES</b>	<b><u>\$ 81,566,814</u></b>	<b><u>\$ 73,453,435</u></b>	<b><u>\$ 72,985,616</u></b>
O&M Reserve Requirement Increment	\$ 17,122	\$ 242,863	\$ 190,058
Debt Service	18,689,260	19,300,433	19,052,979
Federal Lease Payment	352,819	482,126	509,314
<b>NET CASH FLOW</b>	<b><u>\$ 62,507,614</u></b>	<b><u>\$ 53,428,013</u></b>	<b><u>\$ 53,233,265</u></b>
<b>Coverage (All Debt)</b>	<b>4.36</b>	<b>3.81</b>	<b>3.83</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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<b>Reagan National Aviation</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
Other Rents	\$ 7,755,904	\$ 7,448,772	\$ 7,666,898
Concessions	3,455,134	3,430,115	3,463,823
Utilities	873,378	837,119	918,751
Other Revenues	-	-	-
<b>Total Revenues</b>	<b>12,084,416</b>	<b>11,716,006</b>	<b>12,049,472</b>
<i><u>O&amp;M Expenses (Direct):</u></i>			
Payroll & Employee Benefits	696,582	1,633,900	531,117
Other Services	441,315	715,261	156,234
Supplies & Materials	35,099	31,485	44,612
Miscellaneous	577,787	916,946	1,167,160
Capital Expenditures	-	-	-
<i><u>O&amp;M Expenses (Indirect):</u></i>			
Maintenance	443,914	764,541	471,640
Public Safety	732,617	1,194,761	1,136,311
Administration	1,782,653	2,730,534	2,070,252
Systems & Services	578,398	674,524	671,719
<b>Total O&amp;M Expenses</b>	<b>5,288,365</b>	<b>8,661,951</b>	<b>6,249,046</b>
<b>NET REVENUES</b>	<b>\$ 6,796,051</b>	<b>\$ 3,054,055</b>	<b>\$ 5,800,425</b>
O&M Reserve Requirement Increment	\$ 6,416	\$ 99,853	\$ 53,181
Debt Service	4,125,610	4,446,312	4,777,614
Federal Lease Payment	132,213	198,226	142,514
<b>NET CASH FLOW</b>	<b>\$ 2,531,812</b>	<b>\$ (1,690,337)</b>	<b>\$ 827,117</b>
<b>Coverage (All Debt)</b>	<b>1.65</b>	<b>0.69</b>	<b>1.21</b>

<b>Reagan National Non-Aviation</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
Other Rents	\$ -	\$ -	\$ -
Concessions	-	-	-
Utilities	6,039	-	-
Other Revenues	<u>800,552</u>	<u>223,288</u>	<u>481,456</u>
<b>Total Revenues</b>	<b><u>806,591</u></b>	<b><u>223,288</u></b>	<b><u>481,456</u></b>
<i><u>O&amp;M Expenses (Direct):</u></i>			
Payroll & Employee Benefits	4,235	5,066	3,354
Other Services	3,688	6,308	3,902
Supplies & Materials	611	500	1,427
Miscellaneous	-	-	-
Capital Expenditures	-	-	-
<i><u>O&amp;M Expenses (Indirect):</u></i>			
Maintenance	2,164	2,753	2,156
Public Safety	978	1,140	1,084
Administration	61,961	69,781	78,010
Systems & Services	<u>110,174</u>	<u>135,816</u>	<u>145,539</u>
<b>Total O&amp;M Expenses</b>	<b><u>183,811</u></b>	<b><u>221,364</u></b>	<b><u>235,472</u></b>
<b>NET REVENUES</b>	<b><u>\$ 622,780</u></b>	<b><u>\$ 1,924</u></b>	<b><u>\$ 245,984</u></b>
O&M Reserve Requirement Increment	\$ 223	\$ 2,552	\$ 2,004
Debt Service	59,951	71,013	84,139
Federal Lease Payment	<u>4,595</u>	<u>5,066</u>	<u>5,370</u>
<b>NET CASH FLOW</b>	<b><u>\$ 558,011</u></b>	<b><u>\$ (76,707)</u></b>	<b><u>\$ 154,471</u></b>
<b>Coverage (All Debt)</b>	<b>10.39</b>	<b>0.03</b>	<b>2.92</b>
<b>Reagan National Tenant Equipment</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
Equipment Charges	\$ 1,317,876	\$ 3,433,589	\$ 1,317,872
Transfers	<u>-</u>	<u>-</u>	<u>153,752</u>
<b>Total Revenues Plus Transfer</b>	<b><u>1,317,876</u></b>	<b><u>3,433,589</u></b>	<b><u>1,471,624</u></b>
O&M Reserve Requirement Increment	-	-	-
Debt Service	<u>2,169,131</u>	<u>2,543,399</u>	<u>1,132,019</u>
<b>NET CASH FLOW</b>	<b><u>\$ (851,255)</u></b>	<b><u>\$ 890,190</u></b>	<b><u>\$ 339,606</u></b>
<b>Coverage (All Debt)</b>	<b>0.61</b>	<b>1.35</b>	<b>1.30</b>



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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<b>Reagan National</b>			
<b>Indirect Cost Centers</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Maintenance</b>			
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 7,786,441	\$ 8,343,659	\$ 9,252,940
Other Services	1,454,283	1,762,195	1,446,172
Supplies & Materials	1,009,807	943,110	1,700,792
Miscellaneous	9,470	3,573	45,318
Capital Expenditures	250,243	-	-
<b>Total O&amp;M Expenses</b>	<b>\$ 10,510,244</b>	<b>\$ 11,052,537</b>	<b>\$ 12,445,222</b>
<b>Public Safety</b>			
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 22,764,707	\$ 26,300,357	\$ 26,206,721
Other Services	569,276	787,001	510,850
Supplies & Materials	843,657	1,148,720	386,747
Miscellaneous	54,094	214,611	(44,205)
Capital Expenditures	182,298	-	-
<b>Total O&amp;M Expenses</b>	<b>\$ 24,414,033</b>	<b>\$ 28,450,689</b>	<b>\$ 27,060,114</b>
<b>Administration</b>			
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 33,719,552	\$ 33,084,276	\$ 37,910,109
Other Services	9,163,200	10,843,061	11,691,808
Supplies & Materials	1,566,329	1,719,700	671,888
Miscellaneous	120,378	1,086,358	488,906
Capital Expenditures	269,362	-	-
<b>Total O&amp;M Expenses</b>	<b>\$ 44,838,820</b>	<b>\$ 46,733,395</b>	<b>\$ 50,762,712</b>
<b>Systems &amp; Services</b>			
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 2,075,186	\$ 3,640,575	\$ 2,002,135
Utilities	8,868,437	9,688,749	9,285,709
Other Services	327,964	516,231	950,094
Supplies & Materials	493,034	398,879	518,146
Miscellaneous	37,722	97,795	90,458
Capital Expenditures	-	-	-
<b>Total O&amp;M Expenses</b>	<b>\$ 11,802,343</b>	<b>\$ 14,342,229</b>	<b>\$ 12,846,541</b>

<b>Dulles International Airfield</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
Signatory Landing Fee (Net Settlement)	\$ 28,320,291	\$ 25,891,422	\$ 27,558,188
Signatory Apron Fees	4,053,208	4,197,010	4,156,799
Nonsignatory Landing Fees	1,068,173	823,570	834,948
General Aviation	4,688,088	5,938,940	4,422,009
Transfers	62,719,354	61,637,036	59,065,581
Other Rents	-	55,200	53,604
Concessions	314,263	298,740	298,740
Utilities	33,267	32,958	32,542
Other Revenues	-	-	-
<b>Total Revenues Plus Transfer</b>	<b><u>101,196,644</u></b>	<b><u>98,874,875</u></b>	<b><u>96,422,411</u></b>
<i><u>O&amp;M Expenses (Direct):</u></i>			
Payroll & Employee Benefits	5,271,246	5,886,686	4,555,663
Other Services	11,761,694	13,736,968	10,976,689
Supplies & Materials	1,119,886	1,353,204	2,472,685
Miscellaneous	26,941	83,547	108,137
Capital Expenditures	-	-	-
<i><u>O&amp;M Expenses (Indirect):</u></i>			
Maintenance	5,174,329	5,271,900	5,427,530
Public Safety	6,613,923	8,011,389	8,149,594
Administration	9,005,450	7,743,304	10,451,851
Systems & Services	425,310	455,027	411,085
<b>Total O&amp;M Expenses</b>	<b><u>39,398,778</u></b>	<b><u>42,542,025</u></b>	<b><u>42,553,235</u></b>
<b>NET REVENUES</b>	<b><u>\$ 61,797,866</u></b>	<b><u>\$ 56,332,851</u></b>	<b><u>\$ 53,869,176</u></b>
O&M Reserve Requirement Increment	\$ 56,282	\$ 576,207	\$ 427,818
Debt Service	44,015,538	44,086,636	45,295,779
Federal Lease Payment	535,879	567,619	584,549
<b>NET CASH FLOW</b>	<b><u>\$ 17,190,166</u></b>	<b><u>\$ 11,102,388</u></b>	<b><u>\$ 7,561,030</u></b>
<b>Coverage (All Debt)</b>	<b>1.40</b>	<b>1.28</b>	<b>1.19</b>

**2018 BUDGET**

**Metropolitan Washington Airports Authority**

<b>Dulles International Concourse C&amp;D</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
Signatory Terminal Rentals (Net Settlement)	\$ 25,177,698	\$ 25,402,728	\$ 23,852,188
Transfers	6,315,301	5,974,374	6,686,588
Other Rents	84,548	286,975	286,976
Concessions	23,589,012	23,078,604	23,222,318
Utilities	396,248	328,942	414,891
Other Revenues	-	-	-
<b>Total Revenues Plus Transfer</b>	<b>55,562,807</b>	<b>55,071,624</b>	<b>54,462,961</b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	911,726	1,945,606	948,120
Other Services	4,450,869	4,194,504	4,074,672
Supplies & Materials	247,485	306,112	402,620
Miscellaneous	267,896	659,731	188,878
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	1,672,991	1,778,782	1,682,296
Public Safety	874,526	1,061,096	1,287,194
Administration	2,615,436	2,317,212	2,930,629
Systems & Services	401,585	467,811	417,233
<b>Total O&amp;M Expenses</b>	<b>11,442,514</b>	<b>12,730,853</b>	<b>11,931,642</b>
<b>NET REVENUES</b>	<b>\$ 44,120,294</b>	<b>\$ 42,340,771</b>	<b>\$ 42,531,319</b>
O&M Reserve Requirement Increment	\$ 16,346	\$ 172,432	\$ 119,957
Debt Service	7,891,228	8,566,418	8,888,158
Federal Lease Payment	155,634	169,862	163,904
<b>NET CASH FLOW</b>	<b>\$ 36,057,085</b>	<b>\$ 33,432,059</b>	<b>\$ 33,359,301</b>
Coverage (All Debt)	5.59	4.94	4.79

<b>Dulles International Concourse B</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
Signatory Terminal Rentals (Net Settlement)	\$ 24,789,989	\$ 22,754,966	\$ 20,818,697
Transfers	7,660,249	6,943,889	8,863,321
Other Rents	226,903	226,618	226,557
Concessions	14,036,881	14,541,984	14,116,480
Utilities	264,438	254,419	248,709
Other Revenues	-	-	-
<b>Total Revenues Plus Transfer</b>	<b><u>46,978,459</u></b>	<b><u>44,721,876</u></b>	<b><u>44,273,765</u></b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	1,654,587	1,592,058	1,939,736
Other Services	4,508,722	4,303,574	4,310,583
Supplies & Materials	387,760	394,330	486,574
Miscellaneous	693,008	1,705,276	540,006
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	2,061,811	2,001,391	2,180,489
Public Safety	2,063,488	2,324,377	1,576,782
Administration	3,411,811	2,788,923	3,646,749
Systems & Services	145,461	212,524	166,304
<b>Total O&amp;M Expenses</b>	<b><u>14,926,647</u></b>	<b><u>15,322,453</u></b>	<b><u>14,847,224</u></b>
<b>NET REVENUES</b>	<b><u>\$ 32,051,812</u></b>	<b><u>\$ 29,399,423</u></b>	<b><u>\$ 29,426,540</u></b>
O&M Reserve Requirement Increment	\$ 21,323	\$ 207,534	\$ 149,270
Debt Service	8,342,641	8,409,336	8,607,444
Federal Lease Payment	203,024	204,440	203,955
<b>NET CASH FLOW</b>	<b><u>\$ 23,484,825</u></b>	<b><u>\$ 20,578,112</u></b>	<b><u>\$ 20,465,872</u></b>
<b>Coverage (All Debt)</b>	<b>3.84</b>	<b>3.50</b>	<b>3.42</b>

**2018 BUDGET**

**Metropolitan Washington Airports Authority**

<b>Dulles International Main Terminal</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
Signatory Terminal Rentals (Net Settlement)	\$ 101,824,399	\$ 94,907,356	\$ 89,546,985
Transfers	30,933,557	31,734,310	34,571,548
Other Rents	860,466	758,751	752,096
Concessions	7,423,411	4,285,561	4,877,244
TSA Security Fees	362,189	376,416	345,910
Utilities	178,265	37,221	202,863
Other Revenues	-	-	-
<b>Total Revenues Plus Transfer</b>	<b><u>141,582,287</u></b>	<b><u>132,099,615</u></b>	<b><u>130,296,646</u></b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	1,801,272	1,785,086	1,994,362
Other Services	10,120,683	9,680,359	9,026,940
Supplies & Materials	634,862	411,233	756,379
Miscellaneous	1,431,301	3,504,487	2,295,393
Capital Expenditures	26,880	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	3,981,301	3,850,256	4,216,932
Public Safety	3,222,211	3,738,203	1,494,080
Administration	8,465,335	6,983,115	8,940,895
Systems & Services	7,378,814	8,412,775	7,676,607
<b>Total O&amp;M Expenses</b>	<b><u>37,062,658</u></b>	<b><u>38,365,514</u></b>	<b><u>36,401,589</u></b>
<b>NET REVENUES</b>	<b><u>\$ 104,519,629</u></b>	<b><u>\$ 93,734,101</u></b>	<b><u>\$ 93,895,057</u></b>
O&M Reserve Requirement Increment	\$ 52,907	\$ 519,639	\$ 365,971
Debt Service	65,849,325	67,119,839	68,881,811
Federal Lease Payment	503,739	511,893	500,045
<b>NET CASH FLOW</b>	<b><u>\$ 38,113,658</u></b>	<b><u>\$ 25,582,730</u></b>	<b><u>\$ 24,147,231</u></b>
<b>Coverage (All Debt)</b>	<b>1.59</b>	<b>1.40</b>	<b>1.36</b>

<b>Dulles International</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>International Arrivals Building</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Signatory IAB Fees	\$ 17,160,356	\$ 15,400,540	\$ 14,875,013
Transfers	4,850,595	4,907,205	5,346,650
<b>Total Revenues Plus Transfer</b>	<b>22,010,951</b>	<b>20,307,745</b>	<b>20,221,663</b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	899,254	1,041,405	1,036,407
Other Services	2,181,167	1,909,281	2,068,461
Supplies & Materials	30,462	44,514	34,735
Miscellaneous	-	-	-
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	885,420	749,767	940,768
Public Safety	294,457	435,611	266,128
Administration	1,449,126	1,077,572	1,612,209
Systems & Services	600,030	662,075	605,173
<b>Total O&amp;M Expenses</b>	<b>6,339,916</b>	<b>5,920,224</b>	<b>6,563,881</b>
<b>NET REVENUES</b>	<b>\$ 15,671,035</b>	<b>\$ 14,387,521</b>	<b>\$ 13,657,782</b>
O&M Reserve Requirement Increment	\$ 9,057	\$ 80,186	\$ 65,991
Debt Service	11,383,185	11,403,949	11,295,328
Federal Lease Payment	86,232	78,991	90,167
<b>NET CASH FLOW</b>	<b>\$ 4,192,561</b>	<b>\$ 2,824,396</b>	<b>\$ 2,206,296</b>
<b>Coverage (All Debt)</b>	<b>1.38</b>	<b>1.26</b>	<b>1.21</b>

**2018 BUDGET**

**Metropolitan Washington Airports Authority**

<b>Dulles International Concourse C IAB</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
Signatory IAB Fees	\$ 6,548,297	\$ 7,470,387	\$ 6,404,375
Transfers	1,206,928	1,407,469	1,427,440
<b>Total Revenues Plus Transfer</b>	<b>7,755,225</b>	<b>8,877,857</b>	<b>7,831,815</b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	57,739	123,236	60,043
Other Services	281,868	265,682	258,044
Supplies & Materials	15,673	19,389	25,497
Miscellaneous	16,966	41,788	54,871
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	105,949	112,669	119,396
Public Safety	-	-	-
Administration	142,359	125,816	169,042
Systems & Services	2,267	2,657	1,337
<b>Total O&amp;M Expenses</b>	<b>622,820</b>	<b>691,237</b>	<b>688,231</b>
<b>NET REVENUES</b>	<b>\$ 7,132,405</b>	<b>\$ 8,186,620</b>	<b>\$ 7,143,584</b>
O&M Reserve Requirement Increment	\$ 890	\$ 9,362	\$ 6,919
Debt Service	857,588	868,964	774,750
Federal Lease Payment	8,471	9,223	9,454
<b>NET CASH FLOW</b>	<b>\$ 6,265,456</b>	<b>\$ 7,299,071</b>	<b>\$ 6,352,460</b>
<b>Coverage (All Debt)</b>	<b>8.32</b>	<b>9.42</b>	<b>9.22</b>

<b>Dulles International Concourse A</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
Signatory Terminal Rentals (Net Settlement)	\$ 8,946,618	\$ 5,849,301	\$ 5,487,310
Transfers	2,080,864	1,971,641	1,641,818
Concessions	3,296,729	4,365,662	4,732,423
Utilities	105,145	78,789	106,264
Other Revenues	-	-	-
<b>Total Revenues Plus Transfer</b>	<b><u>14,429,358</u></b>	<b><u>12,265,393</u></b>	<b><u>11,967,814</u></b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	134,060	212,900	145,187
Other Services	1,453,222	1,333,205	1,220,340
Supplies & Materials	31,942	48,526	32,818
Miscellaneous	31,515	77,542	101,583
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	469,834	418,583	449,447
Public Safety	977,032	1,095,700	376,907
Administration	1,091,062	856,279	947,512
Systems & Services	584,721	661,699	583,868
<b>Total O&amp;M Expenses</b>	<b><u>4,773,389</u></b>	<b><u>4,704,433</u></b>	<b><u>3,857,661</u></b>
<b>NET REVENUES</b>	<b><u>\$ 9,655,968</u></b>	<b><u>\$ 7,560,960</u></b>	<b><u>\$ 8,110,153</u></b>
O&M Reserve Requirement Increment	\$ 6,819	\$ 63,719	\$ 38,784
Debt Service	1,639,779	1,481,245	1,530,876
Federal Lease Payment	64,925	62,769	52,992
<b>NET CASH FLOW</b>	<b><u>\$ 7,944,445</u></b>	<b><u>\$ 4,352,103</u></b>	<b><u>\$ 6,487,501</u></b>
<b>Coverage (All Debt)</b>	<b>5.89</b>	<b>5.10</b>	<b>5.30</b>



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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<b>Dulles International</b>		<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>Z Gates</b>		<b>2016</b>	<b>2017</b>	<b>2018</b>
Signatory Terminal Rentals (Net Settlement)	\$	311,491	\$ 643,084	\$ 792,865
Transfers		188,813	184,048	218,947
Concessions		134,111	119,748	238,360
Utilities		13,662	14,457	12,977
Other Revenues		-	-	-
<b>Total Revenues Plus Transfer</b>		<b>648,077</b>	<b>961,337</b>	<b>1,263,149</b>
<i>O&amp;M Expenses (Direct):</i>				
Payroll & Employee Benefits		25,182	272,786	44,264
Other Services		51,638	50,641	49,833
Supplies & Materials		20,562	20,795	15,396
Miscellaneous		-	-	-
Capital Expenditures		-	-	-
<i>O&amp;M Expenses (Indirect):</i>				
Maintenance		27,717	86,167	32,809
Public Safety		30,245	36,329	240,959
Administration		46,526	104,313	125,440
Systems & Services		1,678	2,067	2,011
<b>Total O&amp;M Expenses</b>		<b>203,549</b>	<b>573,097</b>	<b>510,713</b>
<b>NET REVENUES</b>	<b>\$</b>	<b>444,529</b>	<b>\$ 388,239</b>	<b>\$ 752,436</b>
O&M Reserve Requirement Increment	\$	291	\$ 7,762	\$ 5,135
Debt Service		262,920	297,676	510,886
Federal Lease Payment		2,769	7,647	7,016
<b>NET CASH FLOW</b>	<b>\$</b>	<b>178,549</b>	<b>\$ 75,154</b>	<b>\$ 229,399</b>
<b>Coverage (All Debt)</b>		<b>1.69</b>	<b>1.30</b>	<b>1.47</b>

<b>Dulles International</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>Ground Transportation</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Other Rents	\$ 4,321,527	\$ 4,285,615	\$ 4,543,920
Concessions	78,043,845	73,661,889	81,702,044
Utilities	356,691	363,992	355,422
Other Revenues	6,605,829	7,243,750	7,163,250
DSRF Investment Earnings	13,188,475	13,868,801	13,080,926
P&I Investment Earnings	877,168	554,196	940,306
O&M Fund Investment Earnings	2,189,949	2,212,297	3,228,952
<b>Total Revenues</b>	<b>105,583,484</b>	<b>102,190,540</b>	<b>111,014,820</b>
<i><u>O&amp;M Expenses (Direct):</u></i>			
Payroll & Employee Benefits	1,392,005	2,433,368	2,223,057
Other Services	9,157,030	9,734,314	8,667,413
Supplies & Materials	877,737	857,653	1,049,729
Miscellaneous	133,987	327,432	472,547
Capital Expenditures	-	-	-
<i><u>O&amp;M Expenses (Indirect):</u></i>			
Maintenance	3,290,426	3,342,502	3,719,423
Public Safety	4,636,919	5,407,158	5,138,429
Administration	6,513,884	5,527,786	7,692,940
Systems & Services	2,496,207	2,739,666	2,357,178
<b>Total O&amp;M Expenses</b>	<b>28,498,194</b>	<b>30,369,878</b>	<b>31,320,717</b>
<b>NET REVENUES</b>	<b>\$ 77,085,290</b>	<b>\$ 71,820,662</b>	<b>\$ 79,694,103</b>
O&M Reserve Requirement Increment	\$ 40,711	\$ 411,343	\$ 314,889
Debt Service	24,790,577	25,103,309	26,085,306
Federal Lease Payment	387,616	405,211	430,249
<b>NET CASH FLOW</b>	<b>\$ 51,866,386</b>	<b>\$ 45,900,800</b>	<b>\$ 52,863,659</b>
<b>Coverage (All Debt)</b>	<b>3.11</b>	<b>2.86</b>	<b>3.06</b>

**2018 BUDGET**

**Metropolitan Washington Airports Authority**

<b>Dulles International Aviation</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
Other Rents	\$ 14,628,528	\$ 14,201,553	\$ 14,735,209
Concessions	32,763,826	30,797,828	43,024,845
Utilities	2,612,004	2,684,566	2,614,359
Other Revenues	-	-	-
<b>Total Revenues</b>	<b>50,004,359</b>	<b>47,683,947</b>	<b>60,374,413</b>
<i><u>O&amp;M Expenses (Direct):</u></i>			
Payroll & Employee Benefits	54,424	300,736	42,144
Other Services	430,102	423,981	389,343
Supplies & Materials	25,147	18,039	42,908
Miscellaneous	126,060	310,167	406,331
Capital Expenditures	-	-	-
<i><u>O&amp;M Expenses (Indirect):</u></i>			
Maintenance	180,943	263,570	263,905
Public Safety	1,773,493	2,284,538	2,577,711
Administration	1,620,258	1,520,412	2,087,250
Systems & Services	2,878,189	3,231,762	2,688,353
<b>Total O&amp;M Expenses</b>	<b>7,088,617</b>	<b>8,353,204</b>	<b>8,497,944</b>
<b>NET REVENUES</b>	<b>\$ 42,915,743</b>	<b>\$ 39,330,743</b>	<b>\$ 51,876,468</b>
O&M Reserve Requirement Increment	\$ 10,126	\$ 113,139	\$ 85,436
Debt Service	16,793,913	16,684,651	16,615,563
Federal Lease Payment	96,415	111,453	116,735
<b>NET CASH FLOW</b>	<b>\$ 26,015,289</b>	<b>\$ 22,421,499</b>	<b>\$ 35,058,734</b>
<b>Coverage (All Debt)</b>	<b>2.56</b>	<b>2.36</b>	<b>3.12</b>

<b>Dulles International Non-Aviation</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
Other Rents	\$ 1,057,868	\$ 1,373,291	\$ 1,366,037
Concessions	2,615,227	2,629,584	2,481,348
Utilities	1,448,814	1,323,779	1,345,404
Other Revenues	849,646	300,000	582,266
<b>Total Revenues</b>	<b>5,971,556</b>	<b>5,626,654</b>	<b>5,775,056</b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	192,083	509,552	210,612
Other Services	676,638	801,579	487,175
Supplies & Materials	53,214	55,959	55,247
Miscellaneous	(1,715,741)	(4,994,975)	(1,431,082)
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	(225,933)	(908,143)	(203,174)
Public Safety	1,571,225	1,906,602	2,069,309
Administration	914,951	25,817	1,183,776
Systems & Services	2,536,466	2,745,448	2,447,712
<b>Total O&amp;M Expenses</b>	<b>4,002,902</b>	<b>141,838</b>	<b>4,819,577</b>
<b>NET REVENUES</b>	<b>\$ 1,968,654</b>	<b>\$ 5,484,816</b>	<b>\$ 955,478</b>
O&M Reserve Requirement Increment	\$ 5,718	\$ 1,921	\$ 48,455
Debt Service	3,557,104	2,940,624	4,191,226
Federal Lease Payment	54,445	1,892	66,206
<b>NET CASH FLOW</b>	<b>\$ (1,648,614)</b>	<b>\$ 2,540,378</b>	<b>\$ (3,350,409)</b>
<b>Coverage (All Debt)</b>	<b>0.55</b>	<b>1.87</b>	<b>0.23</b>

**2018 BUDGET**

**Metropolitan Washington Airports Authority**

<b>Dulles International Cargo</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
Other Rents	\$ 4,989,767	\$ 4,930,818	\$ 9,171,163
Concessions	770,153	780,000	-
Utilities	843,994	914,599	742,696
Other Revenues	-	-	-
<b>Total Revenues</b>	<b>6,603,913</b>	<b>6,625,417</b>	<b>9,913,859</b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	68,254	2,144,232	177,223
Other Services	489,416	501,220	451,612
Supplies & Materials	23,084	45,698	17,789
Miscellaneous	157,575	387,708	507,913
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	210,143	770,708	345,952
Public Safety	1,852,765	2,420,031	2,635,219
Administration	1,302,867	1,784,010	1,865,924
Systems & Services	1,595,931	1,747,813	1,595,214
<b>Total O&amp;M Expenses</b>	<b>5,700,034</b>	<b>9,801,421</b>	<b>7,596,847</b>
<b>NET REVENUES</b>	<b>\$ 903,878</b>	<b>\$ (3,176,003)</b>	<b>\$ 2,317,012</b>
O&M Reserve Requirement Increment	\$ 8,143	\$ 132,755	\$ 76,376
Debt Service	3,713,386	4,515,091	4,677,254
Federal Lease Payment	77,529	130,776	104,357
<b>NET CASH FLOW</b>	<b>\$ (2,895,179)</b>	<b>\$ (7,954,625)</b>	<b>\$ (2,540,975)</b>
<b>Coverage (All Debt)</b>	<b>0.24</b>	<b>(0.70)</b>	<b>0.50</b>

<b>Dulles International</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>Passenger Conveyance</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Signatory Revenue (Net Settlement)	\$ 7,887,144	\$ 4,611,282	\$ 7,885,578
Passenger Conveyance Transfers	24,902,961	24,450,278	25,736,347
Mobile Lounge Fees	-	-	-
<b>Total Revenues Plus Transfer</b>	<b><u>32,790,105</u></b>	<b><u>29,061,561</u></b>	<b><u>33,621,925</u></b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	10,515,048	10,471,759	11,747,653
Other Services	17,157,314	16,840,288	16,366,089
Supplies & Materials	1,887,067	1,885,247	2,133,883
Miscellaneous	166,951	414,896	534,696
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	-	-	-
Public Safety	-	-	-
Administration	-	-	-
Systems & Services	-	-	-
<b>Total O&amp;M Expenses</b>	<b><u>29,726,380</u></b>	<b><u>29,612,191</u></b>	<b><u>30,782,322</u></b>
<b>NET REVENUES</b>	<b><u>\$ 3,063,725</u></b>	<b><u>\$ (550,630)</u></b>	<b><u>\$ 2,839,603</u></b>
O&M Reserve Requirement Increment	-	-	-
Debt Service	<u>56,007,769</u>	<u>55,184,738</u>	<u>59,104,062</u>
<b>NET CASH FLOW</b>	<b><u>\$ (52,944,044)</u></b>	<b><u>\$ (55,735,369)</u></b>	<b><u>\$ (56,264,459)</u></b>
<b>Coverage (All Debt)</b>	<b>0.05</b>	<b>(0.01)</b>	<b>0.05</b>
<hr/>			
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>Tenant Equipment</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Equipment Charges	\$ 2,867,107	\$ 1,232,875	\$ 1,055,831
Transfers	258,544	275,030	394,963
<b>Total Revenues Plus Transfer</b>	<b><u>3,125,651</u></b>	<b><u>1,507,904</u></b>	<b><u>1,450,794</u></b>
<b>NET REVENUES</b>	<b><u>\$ 3,125,651</u></b>	<b><u>\$ 1,507,904</u></b>	<b><u>\$ 1,450,794</u></b>
O&M Reserve Requirement Increment	-	-	-
Debt Service	<u>1,102,281</u>	<u>1,116,966</u>	<u>1,115,995</u>
<b>NET CASH FLOW</b>	<b><u>\$ 2,023,371</u></b>	<b><u>\$ 390,938</u></b>	<b><u>\$ 334,799</u></b>
<b>Coverage (All Debt)</b>	<b>2.84</b>	<b>1.35</b>	<b>1.30</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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<b>Dulles International Indirect Cost Centers</b>	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Budget 2018</b>
<b>Maintenance</b>			
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 13,209,586	\$ 12,895,371	\$ 14,881,722
Other Services	1,734,182	1,678,361	1,662,838
Supplies & Materials	2,811,415	2,680,369	2,686,812
Miscellaneous	79,745	484,050	(55,600)
Capital Expenditures	-	-	-
<b>Total O&amp;M Expenses</b>	<b>\$ 17,834,929</b>	<b>\$ 17,738,152</b>	<b>\$ 19,175,773</b>
<b>Public Safety</b>			
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 22,500,714	\$ 26,190,912	\$ 24,936,101
Other Services	487,007	921,816	375,148
Supplies & Materials	871,379	1,352,825	579,244
Miscellaneous	30,949	255,481	(78,180)
Capital Expenditures	20,235	-	-
<b>Total O&amp;M Expenses</b>	<b>\$ 23,910,284</b>	<b>\$ 28,721,034</b>	<b>\$ 25,812,313</b>
<b>Administration</b>			
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 29,386,748	\$ 25,930,275	\$ 31,993,379
Other Services	5,678,929	2,308,545	8,549,402
Supplies & Materials	1,212,867	1,547,940	411,567
Miscellaneous	81,367	1,067,797	699,870
Capital Expenditures	219,152	-	-
<b>Total O&amp;M Expenses</b>	<b>\$ 36,579,062</b>	<b>\$ 30,854,558</b>	<b>\$ 41,654,218</b>
<b>Systems &amp; Services</b>			
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 1,476,803	\$ 3,294,930	\$ 1,611,314
Utilities	16,429,064	16,583,555	16,041,170
Other Services	650,100	743,268	631,377
Supplies & Materials	460,566	628,790	567,207
Miscellaneous	30,124	90,780	101,008
Capital Expenditures	-	-	-
<b>Total O&amp;M Expenses</b>	<b>\$ 19,046,657</b>	<b>\$ 21,341,324</b>	<b>\$ 18,952,076</b>

### Cost Allocation Plan

The majority of costs related to the Aviation Enterprise Fund and the Dulles Corridor Enterprise Fund are directly charged to the appropriate fund as a direct cost. 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 Dulles Toll Road, or as project management and administrative costs for the Dulles Corridor Metrorail Project. The purpose of the Cost Allocation Plan 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 bases of allocations also reflect government cost accounting industry best practices, which will ensure compliance with requirements of the Federal Government in instances where allocated costs may ultimately be charged to Federal Grants.

The 2018 Aviation Budget includes a reduction of \$9.1 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 \$9.1 million, \$5.4 million is budgeted to be allocated to the Toll Road. The remaining \$3.7 million is budgeted to be allocated as administrative overhead for the Dulles Metrorail Project.

**Table 5-1: Cost Allocation**

(dollars in thousands)	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Aviation O&M Prior to Cost Allocation	\$ 327,162	\$ 362,348	\$ 368,533	\$ 6,185	1.7%
Cost Allocation - Road	(5,368)	(5,421)	(5,414)	7	(0.1%)
Cost Allocation - Rail	(3,577)	(3,894)	(3,696)	198	(5.1%)
<b>Net Aviation O&amp;M</b>	<b>\$ 318,217</b>	<b>\$ 353,033</b>	<b>\$ 359,423</b>	<b>\$ 6,390</b>	<b>1.8%</b>

The charts on the following pages show the application of cost allocation to all offices. The explanation of the titles is as follows:

- Dulles Toll Road Direct Costs – Total expenses under each office that are directly charged to the Dulles Toll Road.
- Dulles Metrorail Project Direct Costs – Total expenses under each office that are directly charged to the Dulles Metrorail Project, if any. These cases will be labeled as ‘Dulles Toll Road/Metrorail Direct Costs’.
- Cost Allocation to Dulles Toll Road – Portion of an office’s total expenses that are allocated to the Toll Road.
- Cost Allocation to the Dulles Metrorail Project – Portion of an office’s total expenses that are allocated for the Metrorail project.



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**2018 Operating Expenses Cost Allocation Tables**

Table 5-2: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 124,991	\$ -	\$ -	\$ 124,991	\$ 1,986	\$ -	\$ -
Other than Full-time Permanent	7,215	-	-	7,215	-	-	-
Overtime	7,305	-	-	7,305	47	-	-
Other - Personnel Compensation	4,175	-	-	4,175	84	-	-
Cost Allocation - Personnel Compensation	-	(3,593)	(2,122)	(5,715)	-	3,593	2,122
<b>Personnel Compensation</b>	<b>143,686</b>	<b>(3,593)</b>	<b>(2,122)</b>	<b>137,971</b>	<b>2,118</b>	<b>3,593</b>	<b>2,122</b>
Health Insurance	25,334	-	-	25,334	472	-	-
Life Insurance	768	-	-	768	15	-	-
Retirement	22,146	-	-	22,146	368	-	-
Other - Employee Benefits	1,195	-	-	1,195	19	-	-
Cost Allocation - Employee Benefits	-	(1,129)	(604)	(1,733)	-	1,129	604
<b>Employee Benefits</b>	<b>49,444</b>	<b>(1,129)</b>	<b>(604)</b>	<b>47,711</b>	<b>874</b>	<b>1,129</b>	<b>604</b>
<b>Total Personnel Expenses</b>	<b>\$ 193,130</b>	<b>\$ (4,721)</b>	<b>\$ (2,726)</b>	<b>\$ 185,682</b>	<b>\$ 2,991</b>	<b>\$ 4,721</b>	<b>\$ 2,726</b>
<b>Travel</b>							
Travel	\$ 1,052	\$ -	\$ -	\$ 1,052	\$ 11	\$ -	\$ -
Cost Allocation - Travel	-	(14)	(15)	(29)	-	14	15
<b>Total Travel</b>	<b>1,052</b>	<b>(14)</b>	<b>(15)</b>	<b>1,023</b>	<b>11</b>	<b>14</b>	<b>15</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	5,824	-	-	5,824	-	-	-
Other - Lease and Rental Payments	3,524	-	-	3,524	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>9,348</b>	<b>-</b>	<b>-</b>	<b>9,348</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	17,816	-	-	17,816	200	-	-
Natural Gas	3,236	-	-	3,236	-	-	-
Water	1,767	-	-	1,767	10	-	-
Sewerage	2,939	-	-	2,939	-	-	-
Cost Allocation - Utilities	-	(14)	(17)	(31)	-	14	17
<b>Total Utilities</b>	<b>25,758</b>	<b>(14)</b>	<b>(17)</b>	<b>25,726</b>	<b>210</b>	<b>14</b>	<b>17</b>
<b>Telecommunications</b>							
Telecommunications	(103)	-	-	(103)	5	-	-
Cost Allocation - Telecommunications	-	(112)	(185)	(297)	-	112	185
<b>Total Telecommunications</b>	<b>(103)</b>	<b>(112)</b>	<b>(185)</b>	<b>(399)</b>	<b>5</b>	<b>112</b>	<b>185</b>
45025 Aviation Drive	(82)	-	-	(82)	-	-	-
45045 Aviation Drive	(286)	-	-	(286)	-	-	-
<b>Services</b>							
Custodial Services	23,363	-	-	23,363	120	-	-
Contractual Services	87,896	-	-	87,896	20,096	-	-
Cost Allocation - Services	-	(472)	(655)	(1,128)	-	472	655
<b>Total Services</b>	<b>111,258</b>	<b>(472)</b>	<b>(655)</b>	<b>110,130</b>	<b>20,216</b>	<b>472</b>	<b>655</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	1,764	-	-	1,764	166	-	-
Supplies and Materials	16,058	-	-	16,058	392	-	-
Cost Allocation - Supplies	-	(59)	(67)	(126)	-	59	67
<b>Total Supplies, Materials and Fuels</b>	<b>17,822</b>	<b>(59)</b>	<b>(67)</b>	<b>17,696</b>	<b>558</b>	<b>59</b>	<b>67</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	8,851	-	-	8,851	560	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>8,851</b>	<b>-</b>	<b>-</b>	<b>8,851</b>	<b>560</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	1,785	-	-	1,785	15	-	-
Cost Allocation - Non-Capital Equipment	-	(21)	(31)	(52)	-	21	31
<b>Total Non-Capital Equipment</b>	<b>1,785</b>	<b>(21)</b>	<b>(31)</b>	<b>1,734</b>	<b>15</b>	<b>21</b>	<b>31</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	212	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 368,533</b>	<b>\$ (5,414)</b>	<b>\$ (3,696)</b>	<b>\$ 359,423</b>	<b>\$ 24,778</b>	<b>\$ 5,414</b>	<b>\$ 3,696</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 5-3: 2018 Operating Expenses Cost Allocation - Total Consolidated Functions including Public Safety  
(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/ METRORAIL DIRECT COSTS*	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 48,077	\$ -	\$ -	\$ 48,077	\$ -	\$ -	\$ -
Other than Full-time Permanent	5,466	-	-	5,466	-	-	-
Overtime	902	-	-	902	-	-	-
Other - Personnel Compensation	842	-	-	842	-	-	-
Cost Allocation - Personnel Compensation	-	(2,373)	(1,973)	(4,346)	-	2,373	1,973
<b>Personnel Compensation</b>	<b>55,287</b>	<b>(2,373)</b>	<b>(1,973)</b>	<b>50,941</b>	-	<b>2,373</b>	<b>1,973</b>
Health Insurance	7,883	-	-	7,883	-	-	-
Life Insurance	239	-	-	239	-	-	-
Retirement	7,468	-	-	7,468	-	-	-
Other - Employee Benefits	385	-	-	385	-	-	-
Cost Allocation - Employee Benefits	-	(606)	(553)	(1,160)	-	606	553
<b>Employee Benefits</b>	<b>15,975</b>	<b>(606)</b>	<b>(553)</b>	<b>14,815</b>	-	<b>606</b>	<b>553</b>
<b>Total Personnel Expenses</b>	<b>\$ 71,262</b>	<b>\$ (2,979)</b>	<b>\$ (2,527)</b>	<b>\$ 65,755</b>	<b>\$ -</b>	<b>\$ 2,979</b>	<b>\$ 2,527</b>
<b>Travel</b>							
Travel	\$ 871	\$ -	\$ -	\$ 871	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(13)	(15)	(28)	-	13	15
<b>Total Travel</b>	<b>871</b>	<b>(13)</b>	<b>(15)</b>	<b>843</b>	-	<b>13</b>	<b>15</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	5,824	-	-	5,824	-	-	-
Other - Lease and Rental Payments	3,381	-	-	3,381	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>9,205</b>	<b>-</b>	<b>-</b>	<b>9,205</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	3	-	-	3	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	(103)	-	-	(103)	5	-	-
Cost Allocation - Telecommunications	-	(112)	(185)	(297)	-	112	185
<b>Total Telecommunications</b>	<b>(103)</b>	<b>(112)</b>	<b>(185)</b>	<b>(399)</b>	<b>5</b>	<b>112</b>	<b>185</b>
45025 Aviation Drive	(82)	-	-	(82)	-	-	-
45045 Aviation Drive	(286)	-	-	(286)	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	26,703	-	-	26,703	420	-	-
Cost Allocation - Services	-	(430)	(619)	(1,049)	-	430	619
<b>Total Services</b>	<b>26,703</b>	<b>(430)</b>	<b>(619)</b>	<b>25,654</b>	<b>420</b>	<b>430</b>	<b>619</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	43	-	-	43	-	-	-
Supplies and Materials	2,453	-	-	2,453	-	-	-
Cost Allocation - Supplies	-	(50)	(61)	(111)	-	50	61
<b>Total Supplies, Materials and Fuels</b>	<b>2,496</b>	<b>(50)</b>	<b>(61)</b>	<b>2,385</b>	<b>-</b>	<b>50</b>	<b>61</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	8,851	-	-	8,851	560	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>8,851</b>	<b>-</b>	<b>-</b>	<b>8,851</b>	<b>560</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	1,379	-	-	1,379	-	-	-
Cost Allocation - Non-Capital Equipment	-	(20)	(31)	(51)	-	20	31
<b>Total Non-Capital Equipment</b>	<b>1,379</b>	<b>(20)</b>	<b>(31)</b>	<b>1,328</b>	<b>-</b>	<b>20</b>	<b>31</b>
<b>Non-Capital Facility Projects</b>							
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 120,299</b>	<b>\$ (3,604)</b>	<b>\$ (3,438)</b>	<b>\$ 113,257</b>	<b>\$ 985</b>	<b>\$ 3,604</b>	<b>\$ 3,438</b>

\*Contractual services includes \$300 thousand estimated as direct charge to the Dulles Metrorail Project for Metrorail audits

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 5-4: 2018 Operating Expenses Cost Allocation - Total Reagan National including Public Safety  
(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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 30,412	\$ -	\$ -	\$ 30,412	\$ -	\$ -	\$ -
Other than Full-time Permanent	409	-	-	409	-	-	-
Overtime	2,307	-	-	2,307	-	-	-
Other - Personnel Compensation	1,213	-	-	1,213	-	-	-
Cost Allocation - Personnel Compensation	-	(8)	(10)	(19)	-	8	10
<b>Personnel Compensation</b>	<b>34,341</b>	<b>(8)</b>	<b>(10)</b>	<b>34,322</b>	<b>-</b>	<b>8</b>	<b>10</b>
Health Insurance	7,026	-	-	7,026	-	-	-
Life Insurance	208	-	-	208	-	-	-
Retirement	5,678	-	-	5,678	-	-	-
Other - Employee Benefits	455	-	-	455	-	-	-
Cost Allocation - Employee Benefits	-	(4)	(5)	(8)	-	4	5
<b>Employee Benefits</b>	<b>13,368</b>	<b>(4)</b>	<b>(5)</b>	<b>13,360</b>	<b>-</b>	<b>4</b>	<b>5</b>
<b>Total Personnel Expenses</b>	<b>\$ 47,709</b>	<b>\$ (12)</b>	<b>\$ (15)</b>	<b>\$ 47,682</b>	<b>\$ -</b>	<b>\$ 12</b>	<b>\$ 15</b>
<b>Travel</b>							
Travel	\$ 79	\$ -	\$ -	\$ 79	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
<b>Total Travel</b>	<b>79</b>	<b>-</b>	<b>-</b>	<b>79</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	70	-	-	70	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	5,447	-	-	5,447	-	-	-
Natural Gas	1,211	-	-	1,211	-	-	-
Water	1,399	-	-	1,399	-	-	-
Sewerage	1,498	-	-	1,498	-	-	-
Cost Allocation - Utilities	-	(14)	(17)	(31)	-	14	17
<b>Total Utilities</b>	<b>9,555</b>	<b>(14)</b>	<b>(17)</b>	<b>9,524</b>	<b>-</b>	<b>14</b>	<b>17</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	8,982	-	-	8,982	-	-	-
Contractual Services	16,236	-	-	16,236	-	-	-
Cost Allocation - Services	-	(20)	(25)	(45)	-	20	25
<b>Total Services</b>	<b>25,217</b>	<b>(20)</b>	<b>(25)</b>	<b>25,172</b>	<b>-</b>	<b>20</b>	<b>25</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	458	-	-	458	-	-	-
Supplies and Materials	4,042	-	-	4,042	-	-	-
Cost Allocation - Supplies	-	(2)	(3)	(5)	-	2	3
<b>Total Supplies, Materials and Fuels</b>	<b>4,499</b>	<b>(2)</b>	<b>(3)</b>	<b>4,494</b>	<b>-</b>	<b>2</b>	<b>3</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	197	-	-	197	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>197</b>	<b>-</b>	<b>-</b>	<b>197</b>	<b>-</b>	<b>-</b>	<b>-</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 87,327</b>	<b>\$ (49)</b>	<b>\$ (60)</b>	<b>\$ 87,218</b>	<b>\$ -</b>	<b>\$ 49</b>	<b>\$ 60</b>

Table 5-5: 2018 Operating Expenses Cost Allocation - Total Dulles International including Public Safety  
(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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 46,502	\$ -	\$ -	\$ 46,502	\$ -	\$ -	\$ -
Other than Full-time Permanent	1,341	-	-	1,341	-	-	-
Overtime	4,095	-	-	4,095	-	-	-
Other - Personnel Compensation	2,120	-	-	2,120	-	-	-
Cost Allocation - Personnel Compensation	-	(1,211)	(138)	(1,350)	-	1,211	138
<b>Personnel Compensation</b>	<b>54,058</b>	<b>(1,211)</b>	<b>(138)</b>	<b>52,708</b>	<b>-</b>	<b>1,211</b>	<b>138</b>
Health Insurance	10,425	-	-	10,425	-	-	-
Life Insurance	321	-	-	321	-	-	-
Retirement	9,000	-	-	9,000	-	-	-
Other - Employee Benefits	355	-	-	355	-	-	-
Cost Allocation - Employee Benefits	-	(519)	(46)	(565)	-	519	46
<b>Employee Benefits</b>	<b>20,101</b>	<b>(519)</b>	<b>(46)</b>	<b>19,537</b>	<b>-</b>	<b>519</b>	<b>46</b>
<b>Total Personnel Expenses</b>	<b>\$ 74,159</b>	<b>\$ (1,730)</b>	<b>\$ (184)</b>	<b>\$ 72,245</b>	<b>\$ -</b>	<b>\$ 1,730</b>	<b>\$ 184</b>
<b>Travel</b>							
Travel	\$ 102	\$ -	\$ -	\$ 102	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(1)	(0)	(1)	-	1	0
<b>Total Travel</b>	<b>102</b>	<b>(1)</b>	<b>(0)</b>	<b>101</b>	<b>-</b>	<b>1</b>	<b>0</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	72	-	-	72	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>72</b>	<b>-</b>	<b>-</b>	<b>72</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	12,365	-	-	12,365	-	-	-
Natural Gas	2,025	-	-	2,025	-	-	-
Water	368	-	-	368	-	-	-
Sewerage	1,441	-	-	1,441	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>16,200</b>	<b>-</b>	<b>-</b>	<b>16,200</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	14,381	-	-	14,381	-	-	-
Contractual Services	44,957	-	-	44,957	70	-	-
Cost Allocation - Services	-	(22)	(11)	(33)	-	22	11
<b>Total Services</b>	<b>59,338</b>	<b>(22)</b>	<b>(11)</b>	<b>59,305</b>	<b>70</b>	<b>22</b>	<b>11</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	1,263	-	-	1,263	-	-	-
Supplies and Materials	9,563	-	-	9,563	36	-	-
Cost Allocation - Supplies	-	(7)	(3)	(10)	-	7	3
<b>Total Supplies, Materials and Fuels</b>	<b>10,827</b>	<b>(7)</b>	<b>(3)</b>	<b>10,817</b>	<b>36</b>	<b>7</b>	<b>3</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	210	-	-	210	4	-	-
Cost Allocation - Non-Capital Equipment	-	(1)	-	(1)	-	1	-
<b>Total Non-Capital Equipment</b>	<b>210</b>	<b>(1)</b>	<b>-</b>	<b>209</b>	<b>4</b>	<b>1</b>	<b>-</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 160,908</b>	<b>\$ (1,761)</b>	<b>\$ (198)</b>	<b>\$ 158,948</b>	<b>\$ 110</b>	<b>\$ 1,761</b>	<b>\$ 198</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 5-6: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 2,694	\$ -	\$ -	\$ 2,694	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	68	-	-	68	-	-	-
Cost Allocation - Personnel Compensation	-	(180)	(208)	(388)	-	180	208
<b>Personnel Compensation</b>	<b>2,762</b>	<b>(180)</b>	<b>(208)</b>	<b>2,374</b>	<b>-</b>	<b>180</b>	<b>208</b>
Health Insurance	234	-	-	234	-	-	-
Life Insurance	6	-	-	6	-	-	-
Retirement	374	-	-	374	-	-	-
Other - Employee Benefits	18	-	-	18	-	-	-
Cost Allocation - Employee Benefits	-	(44)	(53)	(97)	-	44	53
<b>Employee Benefits</b>	<b>633</b>	<b>(44)</b>	<b>(53)</b>	<b>535</b>	<b>-</b>	<b>44</b>	<b>53</b>
<b>Total Personnel Expenses</b>	<b>\$ 3,394</b>	<b>\$ (224)</b>	<b>\$ (261)</b>	<b>\$ 2,909</b>	<b>\$ -</b>	<b>\$ 224</b>	<b>\$ 261</b>
<b>Travel</b>							
Travel	\$ 174	\$ -	\$ -	\$ 174	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(1)	(0)	(1)	-	1	0
<b>Total Travel</b>	<b>174</b>	<b>(1)</b>	<b>(0)</b>	<b>173</b>	<b>-</b>	<b>1</b>	<b>0</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	722	-	-	722	-	-	-
Cost Allocation - Services	-	(11)	(15)	(26)	-	11	15
<b>Total Services</b>	<b>722</b>	<b>(11)</b>	<b>(15)</b>	<b>696</b>	<b>-</b>	<b>11</b>	<b>15</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	54	-	-	54	-	-	-
Cost Allocation - Supplies	-	(1)	(1)	(3)	-	1	1
<b>Total Supplies, Materials and Fuels</b>	<b>54</b>	<b>(1)</b>	<b>(1)</b>	<b>51</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	6	-	-	6	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Facility Projects</b>							
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 4,350</b>	<b>\$ (237)</b>	<b>\$ (277)</b>	<b>\$ 3,836</b>	<b>\$ -</b>	<b>\$ 237</b>	<b>\$ 277</b>

Table 5-7: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 1,026	\$ -	\$ -	\$ 1,026	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	3	-	-	3	-	-	-
Cost Allocation - Personnel Compensation	-	-	-	-	-	-	-
<b>Personnel Compensation</b>	<b>1,029</b>	<b>-</b>	<b>-</b>	<b>1,029</b>	<b>-</b>	<b>-</b>	<b>-</b>
Health Insurance	103	-	-	103	-	-	-
Life Insurance	3	-	-	3	-	-	-
Retirement	132	-	-	132	-	-	-
Other - Employee Benefits	5	-	-	5	-	-	-
Cost Allocation - Employee Benefits	-	-	-	-	-	-	-
<b>Employee Benefits</b>	<b>242</b>	<b>-</b>	<b>-</b>	<b>242</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel Expenses</b>	<b>\$ 1,271</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,271</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Travel</b>							
Travel	\$ 305	\$ -	\$ -	\$ 305	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
<b>Total Travel</b>	<b>305</b>	<b>-</b>	<b>-</b>	<b>305</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	3,326	-	-	3,326	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
<b>Total Services</b>	<b>3,326</b>	<b>-</b>	<b>-</b>	<b>3,326</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	25	-	-	25	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
<b>Total Supplies, Materials and Fuels</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	-	-	-	-	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Facility Projects</b>							
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Capital Equipment</b>							
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 4,927</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,927</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 5-8: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 471	\$ -	\$ -	\$ 471	\$ -	\$ -	\$ -
Other than Full-time Permanent	157	-	-	157	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	2	-	-	2	-	-	-
Cost Allocation - Personnel Compensation	-	-	-	-	-	-	-
<b>Personnel Compensation</b>	<b>630</b>	<b>-</b>	<b>-</b>	<b>630</b>	<b>-</b>	<b>-</b>	<b>-</b>
Health Insurance	95	-	-	95	-	-	-
Life Insurance	2	-	-	2	-	-	-
Retirement	86	-	-	86	-	-	-
Other - Employee Benefits	9	-	-	9	-	-	-
Cost Allocation - Employee Benefits	-	-	-	-	-	-	-
<b>Employee Benefits</b>	<b>192</b>	<b>-</b>	<b>-</b>	<b>192</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel Expenses</b>	<b>\$ 822</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 822</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Travel</b>							
Travel	\$ 13	\$ -	\$ -	\$ 13	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
<b>Total Travel</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	(82)	-	-	(82)	-	-	-
45045 Aviation Drive	(286)	-	-	(286)	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	80	-	-	80	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
<b>Total Services</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	4	-	-	4	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
<b>Total Supplies, Materials and Fuels</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	-	-	-	-	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 551</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 551</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Table 5-9: 2018 Operating Expenses Cost Allocation - Office of Marketing and Consumer 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 2,171	\$ -	\$ -	\$ 2,171	\$ -	\$ -	\$ -
Other than Full-time Permanent	105	-	-	105	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	12	-	-	12	-	-	-
Cost Allocation - Personnel Compensation	-	-	-	-	-	-	-
<b>Personnel Compensation</b>	<b>2,288</b>	<b>-</b>	<b>-</b>	<b>2,288</b>	<b>-</b>	<b>-</b>	<b>-</b>
Health Insurance	204	-	-	204	-	-	-
Life Insurance	8	-	-	8	-	-	-
Retirement	229	-	-	229	-	-	-
Other - Employee Benefits	20	-	-	20	-	-	-
Cost Allocation - Employee Benefits	-	-	-	-	-	-	-
<b>Employee Benefits</b>	<b>461</b>	<b>-</b>	<b>-</b>	<b>461</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel Expenses</b>	<b>\$ 2,749</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,749</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Travel</b>							
Travel	\$ 48	\$ -	\$ -	\$ 48	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
<b>Total Travel</b>	<b>48</b>	<b>-</b>	<b>-</b>	<b>48</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	54	-	-	54	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>54</b>	<b>-</b>	<b>-</b>	<b>54</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	3,374	-	-	3,374	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
<b>Total Services</b>	<b>3,374</b>	<b>-</b>	<b>-</b>	<b>3,374</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	70	-	-	70	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
<b>Total Supplies, Materials and Fuels</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	-	-	-	-	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 6,295</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,295</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 5-10: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 1,437	\$ -	\$ -	\$ 1,437	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	5	-	-	5	-	-	-
Cost Allocation - Personnel Compensation	-	(61)	(59)	(120)	-	61	59
<b>Personnel Compensation</b>	<b>1,442</b>	<b>(61)</b>	<b>(59)</b>	<b>1,323</b>	<b>-</b>	<b>61</b>	<b>59</b>
Health Insurance	177	-	-	177	-	-	-
Life Insurance	5	-	-	5	-	-	-
Retirement	189	-	-	189	-	-	-
Other - Employee Benefits	15	-	-	15	-	-	-
Cost Allocation - Employee Benefits	-	(17)	(17)	(34)	-	17	17
<b>Employee Benefits</b>	<b>385</b>	<b>(17)</b>	<b>(17)</b>	<b>352</b>	<b>-</b>	<b>17</b>	<b>17</b>
<b>Total Personnel Expenses</b>	<b>\$ 1,828</b>	<b>\$ (78)</b>	<b>\$ (75)</b>	<b>\$ 1,674</b>	<b>\$ -</b>	<b>\$ 78</b>	<b>\$ 75</b>
<b>Travel</b>							
Travel	\$ 45	\$ -	\$ -	\$ 45	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(1)	(1)	(2)	-	1	1
<b>Total Travel</b>	<b>45</b>	<b>(1)</b>	<b>(1)</b>	<b>42</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	1	-	-	1	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	3	-	-	3	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	1,634	-	-	1,634	-	-	-
Cost Allocation - Services	-	(52)	(50)	(103)	-	52	50
<b>Total Services</b>	<b>1,634</b>	<b>(52)</b>	<b>(50)</b>	<b>1,531</b>	<b>-</b>	<b>52</b>	<b>50</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	33	-	-	33	-	-	-
Cost Allocation - Supplies	-	(3)	(3)	(5)	-	3	3
<b>Total Supplies, Materials and Fuels</b>	<b>33</b>	<b>(3)</b>	<b>(3)</b>	<b>28</b>	<b>-</b>	<b>3</b>	<b>3</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	-	-	-	-	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 3,543</b>	<b>\$ (134)</b>	<b>\$ (129)</b>	<b>\$ 3,279</b>	<b>\$ -</b>	<b>\$ 134</b>	<b>\$ 129</b>

Table 5-11: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 4,351	\$ -	\$ -	\$ 4,351	\$ -	\$ -	\$ -
Other than Full-time Permanent	156	-	-	156	-	-	-
Overtime	44	-	-	44	-	-	-
Other - Personnel Compensation	22	-	-	22	-	-	-
Cost Allocation - Personnel Compensation	-	(129)	(419)	(548)	-	129	419
<b>Personnel Compensation</b>	<b>4,574</b>	<b>(129)</b>	<b>(419)</b>	<b>4,026</b>	<b>-</b>	<b>129</b>	<b>419</b>
Health Insurance	736	-	-	736	-	-	-
Life Insurance	23	-	-	23	-	-	-
Retirement	734	-	-	734	-	-	-
Other - Employee Benefits	30	-	-	30	-	-	-
Cost Allocation - Employee Benefits	-	(41)	(132)	(173)	-	41	132
<b>Employee Benefits</b>	<b>1,523</b>	<b>(41)</b>	<b>(132)</b>	<b>1,350</b>	<b>-</b>	<b>41</b>	<b>132</b>
<b>Total Personnel Expenses</b>	<b>\$ 6,096</b>	<b>\$ (170)</b>	<b>\$ (551)</b>	<b>\$ 5,375</b>	<b>\$ -</b>	<b>\$ 170</b>	<b>\$ 551</b>
<b>Travel</b>							
Travel	\$ 61	\$ -	\$ -	\$ 61	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(1)	(5)	(6)	-	1	5
<b>Total Travel</b>	<b>61</b>	<b>(1)</b>	<b>(5)</b>	<b>55</b>	<b>-</b>	<b>1</b>	<b>5</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	5,824	-	-	5,824	-	-	-
Other - Lease and Rental Payments	3,323	-	-	3,323	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>9,147</b>	<b>-</b>	<b>-</b>	<b>9,147</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	1,551	-	-	1,551	35	-	-
Cost Allocation - Services	-	(17)	(99)	(116)	-	17	99
<b>Total Services</b>	<b>1,551</b>	<b>(17)</b>	<b>(99)</b>	<b>1,436</b>	<b>35</b>	<b>17</b>	<b>99</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	33	-	-	33	-	-	-
Cost Allocation - Supplies	-	(1)	(4)	(5)	-	1	4
<b>Total Supplies, Materials and Fuels</b>	<b>33</b>	<b>(1)</b>	<b>(4)</b>	<b>29</b>	<b>-</b>	<b>1</b>	<b>4</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	-	-	-	-	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Facility Projects</b>							
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 16,889</b>	<b>\$ (188)</b>	<b>\$ (659)</b>	<b>\$ 16,042</b>	<b>\$ 35</b>	<b>\$ 188</b>	<b>\$ 659</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 5-12: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 4,680	\$ -	\$ -	\$ 4,680	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	41	-	-	41	-	-	-
Cost Allocation - Personnel Compensation	-	(592)	(396)	(988)	-	592	396
<b>Personnel Compensation</b>	<b>4,722</b>	<b>(592)</b>	<b>(396)</b>	<b>3,734</b>	<b>-</b>	<b>592</b>	<b>396</b>
Health Insurance	494	-	-	494	-	-	-
Life Insurance	17	-	-	17	-	-	-
Retirement	662	-	-	662	-	-	-
Other - Employee Benefits	44	-	-	44	-	-	-
Cost Allocation - Employee Benefits	-	(157)	(105)	(262)	-	157	105
<b>Employee Benefits</b>	<b>1,217</b>	<b>(157)</b>	<b>(105)</b>	<b>955</b>	<b>-</b>	<b>157</b>	<b>105</b>
<b>Total Personnel Expenses</b>	<b>\$ 5,939</b>	<b>\$ (748)</b>	<b>\$ (501)</b>	<b>\$ 4,689</b>	<b>\$ -</b>	<b>\$ 748</b>	<b>\$ 501</b>
<b>Travel</b>							
Travel	\$ 54	\$ -	\$ -	\$ 54	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(6)	(4)	(11)	-	6	4
<b>Total Travel</b>	<b>54</b>	<b>(6)</b>	<b>(4)</b>	<b>43</b>	<b>-</b>	<b>6</b>	<b>4</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	401	-	-	401	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
<b>Total Services</b>	<b>401</b>	<b>-</b>	<b>-</b>	<b>401</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	60	-	-	60	-	-	-
Cost Allocation - Supplies	-	(5)	(3)	(9)	-	5	3
<b>Total Supplies, Materials and Fuels</b>	<b>60</b>	<b>(5)</b>	<b>(3)</b>	<b>52</b>	<b>-</b>	<b>5</b>	<b>3</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	45	-	-	45	-	-	-
Cost Allocation - Non-Capital Equipment	-	(2)	(2)	(4)	-	2	2
<b>Total Non-Capital Equipment</b>	<b>45</b>	<b>(2)</b>	<b>(2)</b>	<b>41</b>	<b>-</b>	<b>2</b>	<b>2</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 6,499</b>	<b>\$ (762)</b>	<b>\$ (510)</b>	<b>\$ 5,226</b>	<b>\$ -</b>	<b>\$ 762</b>	<b>\$ 510</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 5-13: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 4,639	\$ -	\$ -	\$ 4,639	\$ -	\$ -	\$ -
Other than Full-time Permanent	1,115	-	-	1,115	-	-	-
Overtime	10	-	-	10	-	-	-
Other - Personnel Compensation	106	-	-	106	-	-	-
Cost Allocation - Personnel Compensation	-	(251)	(229)	(480)	-	251	229
<b>Personnel Compensation</b>	<b>5,870</b>	<b>(251)</b>	<b>(229)</b>	<b>5,390</b>	<b>-</b>	<b>251</b>	<b>229</b>
Health Insurance	877	-	-	877	-	-	-
Life Insurance	28	-	-	28	-	-	-
Retirement	788	-	-	788	-	-	-
Other - Employee Benefits	38	-	-	38	-	-	-
Cost Allocation - Employee Benefits	-	(73)	(66)	(139)	-	73	66
<b>Employee Benefits</b>	<b>1,730</b>	<b>(73)</b>	<b>(66)</b>	<b>1,591</b>	<b>-</b>	<b>73</b>	<b>66</b>
<b>Total Personnel Expenses</b>	<b>\$ 7,600</b>	<b>\$ (324)</b>	<b>\$ (295)</b>	<b>\$ 6,982</b>	<b>\$ -</b>	<b>\$ 324</b>	<b>\$ 295</b>
<b>Travel</b>							
Travel	\$ 39	\$ -	\$ -	\$ 39	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(1)	(1)	(2)	-	1	1
<b>Total Travel</b>	<b>39</b>	<b>(1)</b>	<b>(1)</b>	<b>37</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	3	-	-	3	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	3,531	-	-	3,531	-	-	-
Cost Allocation - Services	-	(90)	(82)	(172)	-	90	82
<b>Total Services</b>	<b>3,531</b>	<b>(90)</b>	<b>(82)</b>	<b>3,359</b>	<b>-</b>	<b>90</b>	<b>82</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	124	-	-	124	-	-	-
Cost Allocation - Supplies	-	(6)	(6)	(12)	-	6	6
<b>Total Supplies, Materials and Fuels</b>	<b>124</b>	<b>(6)</b>	<b>(6)</b>	<b>113</b>	<b>-</b>	<b>6</b>	<b>6</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	8,851	-	-	8,851	560	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>8,851</b>	<b>-</b>	<b>-</b>	<b>8,851</b>	<b>560</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	54	-	-	54	-	-	-
Cost Allocation - Non-Capital Equipment	-	(1)	(1)	(1)	-	1	1
<b>Total Non-Capital Equipment</b>	<b>54</b>	<b>(1)</b>	<b>(1)</b>	<b>53</b>	<b>-</b>	<b>1</b>	<b>1</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 20,202</b>	<b>\$ (422)</b>	<b>\$ (384)</b>	<b>\$ 19,396</b>	<b>\$ 560</b>	<b>\$ 422</b>	<b>\$ 384</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 5-14: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 8,259	\$ -	\$ -	\$ 8,259	\$ -	\$ -	\$ -
Other than Full-time Permanent	3,725	-	-	3,725	-	-	-
Overtime	58	-	-	58	-	-	-
Other - Personnel Compensation	34	-	-	34	-	-	-
Cost Allocation - Personnel Compensation	-	(217)	(359)	(576)	-	217	359
<b>Personnel Compensation</b>	<b>12,076</b>	<b>(217)</b>	<b>(359)</b>	<b>11,500</b>	<b>-</b>	<b>217</b>	<b>359</b>
Health Insurance	1,569	-	-	1,569	-	-	-
Life Insurance	46	-	-	46	-	-	-
Retirement	1,143	-	-	1,143	-	-	-
Other - Employee Benefits	67	-	-	67	-	-	-
Cost Allocation - Employee Benefits	-	(59)	(98)	(158)	-	59	98
<b>Employee Benefits</b>	<b>2,826</b>	<b>(59)</b>	<b>(98)</b>	<b>2,668</b>	<b>-</b>	<b>59</b>	<b>98</b>
<b>Total Personnel Expenses</b>	<b>\$ 14,902</b>	<b>\$ (276)</b>	<b>\$ (457)</b>	<b>\$ 14,168</b>	<b>\$ -</b>	<b>\$ 276</b>	<b>\$ 457</b>
<b>Travel</b>							
Travel	\$ 33	\$ -	\$ -	\$ 33	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
<b>Total Travel</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	(103)	-	-	(103)	5	-	-
Cost Allocation - Telecommunications	-	(112)	(185)	(297)	-	112	185
<b>Total Telecommunications</b>	<b>(103)</b>	<b>(112)</b>	<b>(185)</b>	<b>(399)</b>	<b>5</b>	<b>112</b>	<b>185</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	8,245	-	-	8,245	-	-	-
Cost Allocation - Services	-	(174)	(287)	(461)	-	174	287
<b>Total Services</b>	<b>8,245</b>	<b>(174)</b>	<b>(287)</b>	<b>7,785</b>	<b>-</b>	<b>174</b>	<b>287</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	1,208	-	-	1,208	-	-	-
Cost Allocation - Supplies	-	(24)	(40)	(64)	-	24	40
<b>Total Supplies, Materials and Fuels</b>	<b>1,208</b>	<b>(24)</b>	<b>(40)</b>	<b>1,144</b>	<b>-</b>	<b>24</b>	<b>40</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	1,064	-	-	1,064	-	-	-
Cost Allocation - Non-Capital Equipment	-	(17)	(29)	(46)	-	17	29
<b>Total Non-Capital Equipment</b>	<b>1,064</b>	<b>(17)</b>	<b>(29)</b>	<b>1,018</b>	<b>-</b>	<b>17</b>	<b>29</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 25,350</b>	<b>\$ (603)</b>	<b>\$ (998)</b>	<b>\$ 23,749</b>	<b>\$ 5</b>	<b>\$ 603</b>	<b>\$ 998</b>

Table 5-15: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 1,117	\$ -	\$ -	\$ 1,117	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	5	-	-	5	-	-	-
Cost Allocation - Personnel Compensation	-	(1)	(29)	(30)	-	1	29
<b>Personnel Compensation</b>	<b>1,122</b>	<b>(1)</b>	<b>(29)</b>	<b>1,093</b>	<b>-</b>	<b>1</b>	<b>29</b>
Health Insurance	100	-	-	100	-	-	-
Life Insurance	3	-	-	3	-	-	-
Retirement	165	-	-	165	-	-	-
Other - Employee Benefits	16	-	-	16	-	-	-
Cost Allocation - Employee Benefits	-	(0)	(7)	(7)	-	0	7
<b>Employee Benefits</b>	<b>283</b>	<b>(0)</b>	<b>(7)</b>	<b>276</b>	<b>-</b>	<b>0</b>	<b>7</b>
<b>Total Personnel Expenses</b>	<b>\$ 1,405</b>	<b>\$ (1)</b>	<b>\$ (35)</b>	<b>\$ 1,369</b>	<b>\$ -</b>	<b>\$ 1</b>	<b>\$ 35</b>
<b>Travel</b>							
Travel	\$ 6	\$ -	\$ -	\$ 6	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
<b>Total Travel</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	789	-	-	789	60	-	-
Cost Allocation - Services	-	(1)	(16)	(17)	-	1	16
<b>Total Services</b>	<b>789</b>	<b>(1)</b>	<b>(16)</b>	<b>772</b>	<b>60</b>	<b>1</b>	<b>16</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	8	-	-	8	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
<b>Total Supplies, Materials and Fuels</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	-	-	-	-	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Facility Projects</b>							
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Capital Equipment</b>							
Capital Equipment	-	-	-	-	-	-	-
<b>Capital Facility Projects</b>							
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 2,208</b>	<b>\$ (2)</b>	<b>\$ (52)</b>	<b>\$ 2,155</b>	<b>\$ 60</b>	<b>\$ 2</b>	<b>\$ 52</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 5-16: 2018 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/ METRORAIL DIRECT COSTS*	COST ALLOCATION TO DULLES TOLL ROAD	COST ALLOCATION TO DULLES METRORAIL
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 1,086	\$ -	\$ -	\$ 1,086	\$ -	\$ -	\$ -
Other than Full-time Permanent	112	-	-	112	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	3	-	-	3	-	-	-
Cost Allocation - Personnel Compensation	-	(18)	(45)	(63)	-	18	45
<b>Personnel Compensation</b>	<b>1,201</b>	<b>(18)</b>	<b>(45)</b>	<b>1,138</b>		<b>18</b>	<b>45</b>
Health Insurance	129	-	-	129	-	-	-
Life Insurance	4	-	-	4	-	-	-
Retirement	131	-	-	131	-	-	-
Other - Employee Benefits	11	-	-	11	-	-	-
Cost Allocation - Employee Benefits	-	(5)	(13)	(18)	-	5	13
<b>Employee Benefits</b>	<b>276</b>	<b>(5)</b>	<b>(13)</b>	<b>258</b>		<b>5</b>	<b>13</b>
<b>Total Personnel Expenses</b>	<b>\$ 1,476</b>	<b>\$ (23)</b>	<b>\$ (58)</b>	<b>\$ 1,396</b>	<b>\$ -</b>	<b>\$ 23</b>	<b>\$ 58</b>
<b>Travel</b>							
Travel	\$ 21	\$ -	\$ -	\$ 21	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(1)	(2)	(2)	-	1	2
<b>Total Travel</b>	<b>21</b>	<b>(1)</b>	<b>(2)</b>	<b>19</b>		<b>1</b>	<b>2</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	1,624	-	-	1,624	325	-	-
Cost Allocation - Services	-	(16)	(41)	(57)	-	16	41
<b>Total Services</b>	<b>1,624</b>	<b>(16)</b>	<b>(41)</b>	<b>1,567</b>	<b>325</b>	<b>16</b>	<b>41</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	12	-	-	12	-	-	-
Cost Allocation - Supplies	-	(0)	(1)	(1)	-	0	1
<b>Total Supplies, Materials and Fuels</b>	<b>12</b>	<b>(0)</b>	<b>(1)</b>	<b>11</b>	<b>-</b>	<b>0</b>	<b>1</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	-	-	-	-	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Facility Projects</b>							
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 3,133</b>	<b>\$ (40)</b>	<b>\$ (101)</b>	<b>\$ 2,993</b>	<b>\$ 325</b>	<b>\$ 40</b>	<b>\$ 101</b>

\*Contractual services includes \$300 thousand estimated as direct charge to the Dulles Metrorail Project for Metrorail audits

Table 5-17: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 825	\$ -	\$ -	\$ 825	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	3	-	-	3	-	-	-
Cost Allocation - Personnel Compensation	-	(23)	(56)	(79)	-	23	56
<b>Personnel Compensation</b>	<b>829</b>	<b>(23)</b>	<b>(56)</b>	<b>750</b>		<b>23</b>	<b>56</b>
Health Insurance	87	-	-	87	-	-	-
Life Insurance	2	-	-	2	-	-	-
Retirement	114	-	-	114	-	-	-
Other - Employee Benefits	10	-	-	10	-	-	-
Cost Allocation - Employee Benefits	-	(5)	(12)	(17)	-	5	12
<b>Employee Benefits</b>	<b>212</b>	<b>(5)</b>	<b>(12)</b>	<b>195</b>		<b>5</b>	<b>12</b>
<b>Total Personnel Expenses</b>	<b>\$ 1,041</b>	<b>\$ (28)</b>	<b>\$ (69)</b>	<b>\$ 945</b>	<b>\$ -</b>	<b>\$ 28</b>	<b>\$ 69</b>
<b>Travel</b>							
Travel	\$ 2	\$ -	\$ -	\$ 2	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(0)	(0)	(0)	-	0	0
<b>Total Travel</b>	<b>2</b>	<b>(0)</b>	<b>(0)</b>	<b>2</b>		<b>0</b>	<b>0</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	57	-	-	57	-	-	-
Cost Allocation - Services	-	(1)	(3)	(5)	-	1	3
<b>Total Services</b>	<b>57</b>	<b>(1)</b>	<b>(3)</b>	<b>53</b>	<b>-</b>	<b>1</b>	<b>3</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	3	-	-	3	-	-	-
Cost Allocation - Supplies	-	(1)	(1)	(2)	-	1	1
<b>Total Supplies, Materials and Fuels</b>	<b>3</b>	<b>(1)</b>	<b>(1)</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	-	-	-	-	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Facility Projects</b>							
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 1,104</b>	<b>\$ (30)</b>	<b>\$ (74)</b>	<b>\$ 1,001</b>	<b>\$ -</b>	<b>\$ 30</b>	<b>\$ 74</b>



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 5-18: 2018 Operating Expenses Cost Allocation - Office of Supply Chain Management  
(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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 4,279	\$ -	\$ -	\$ 4,279	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	5	-	-	5	-	-	-
Other - Personnel Compensation	23	-	-	23	-	-	-
Cost Allocation - Personnel Compensation	-	(257)	(174)	(432)	-	257	174
<b>Personnel Compensation</b>	<b>4,308</b>	<b>(257)</b>	<b>(174)</b>	<b>3,876</b>	<b>-</b>	<b>257</b>	<b>174</b>
Health Insurance	660	-	-	660	-	-	-
Life Insurance	20	-	-	20	-	-	-
Retirement	604	-	-	604	-	-	-
Other - Employee Benefits	28	-	-	28	-	-	-
Cost Allocation - Employee Benefits	-	(75)	(51)	(126)	-	75	51
<b>Employee Benefits</b>	<b>1,311</b>	<b>(75)</b>	<b>(51)</b>	<b>1,185</b>	<b>-</b>	<b>75</b>	<b>51</b>
<b>Total Personnel Expenses</b>	<b>\$ 5,618</b>	<b>\$ (332)</b>	<b>\$ (225)</b>	<b>\$ 5,061</b>	<b>\$ -</b>	<b>\$ 332</b>	<b>\$ 225</b>
<b>Travel</b>							
Travel	\$ 29	\$ -	\$ -	\$ 29	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(1)	(1)	(2)	-	1	1
<b>Total Travel</b>	<b>29</b>	<b>(1)</b>	<b>(1)</b>	<b>27</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	464	-	-	464	-	-	-
Cost Allocation - Services	-	(37)	(25)	(62)	-	37	25
<b>Total Services</b>	<b>464</b>	<b>(37)</b>	<b>(25)</b>	<b>402</b>	<b>-</b>	<b>37</b>	<b>25</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	35	-	-	35	-	-	-
Cost Allocation - Supplies	-	(3)	(2)	(5)	-	3	2
<b>Total Supplies, Materials and Fuels</b>	<b>35</b>	<b>(3)</b>	<b>(2)</b>	<b>31</b>	<b>-</b>	<b>3</b>	<b>2</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	-	-	-	-	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 6,147</b>	<b>\$ (373)</b>	<b>\$ (253)</b>	<b>\$ 5,520</b>	<b>\$ -</b>	<b>\$ 373</b>	<b>\$ 253</b>

Table 5-19: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 703	\$ -	\$ -	\$ 703	\$ -	\$ -	\$ -
Other than Full-time Permanent	14	-	-	14	-	-	-
Overtime	-	-	-	-	-	-	-
Other - Personnel Compensation	2	-	-	2	-	-	-
Cost Allocation - Personnel Compensation	-	-	-	-	-	-	-
<b>Personnel Compensation</b>	<b>718</b>	<b>-</b>	<b>-</b>	<b>718</b>	<b>-</b>	<b>-</b>	<b>-</b>
Health Insurance	112	-	-	112	-	-	-
Life Insurance	3	-	-	3	-	-	-
Retirement	104	-	-	104	-	-	-
Other - Employee Benefits	6	-	-	6	-	-	-
Cost Allocation - Employee Benefits	-	-	-	-	-	-	-
<b>Employee Benefits</b>	<b>225</b>	<b>-</b>	<b>-</b>	<b>225</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel Expenses</b>	<b>\$ 944</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 944</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Travel</b>							
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
<b>Total Travel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	547	-	-	547	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
<b>Total Services</b>	<b>547</b>	<b>-</b>	<b>-</b>	<b>547</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	18	-	-	18	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
<b>Total Supplies, Materials and Fuels</b>	<b>18</b>	<b>-</b>	<b>-</b>	<b>18</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	1	-	-	1	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 1,509</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,509</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 5-20: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 2,492	\$ -	\$ -	\$ 2,492	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	78	-	-	78	-	-	-
Other - Personnel Compensation	129	-	-	129	-	-	-
Cost Allocation - Personnel Compensation	-	-	-	-	-	-	-
<b>Personnel Compensation</b>	<b>2,699</b>	<b>-</b>	<b>-</b>	<b>2,699</b>	<b>-</b>	<b>-</b>	<b>-</b>
Health Insurance	406	-	-	406	-	-	-
Life Insurance	12	-	-	12	-	-	-
Retirement	377	-	-	377	-	-	-
Other - Employee Benefits	24	-	-	24	-	-	-
Cost Allocation - Employee Benefits	-	-	-	-	-	-	-
<b>Employee Benefits</b>	<b>818</b>	<b>-</b>	<b>-</b>	<b>818</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel Expenses</b>	<b>\$ 3,517</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,517</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Travel</b>							
Travel	\$ 11	\$ -	\$ -	\$ 11	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
<b>Total Travel</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	4,707	-	-	4,707	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
<b>Total Services</b>	<b>4,707</b>	<b>-</b>	<b>-</b>	<b>4,707</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	75	-	-	75	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
<b>Total Supplies, Materials and Fuels</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	21	-	-	21	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>21</b>	<b>-</b>	<b>-</b>	<b>21</b>	<b>-</b>	<b>-</b>	<b>-</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 8,330</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,330</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Table 5-21: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 15,462	\$ -	\$ -	\$ 15,462	\$ -	\$ -	\$ -
Other than Full-time Permanent	371	-	-	371	-	-	-
Overtime	956	-	-	956	-	-	-
Other - Personnel Compensation	326	-	-	326	-	-	-
Cost Allocation - Personnel Compensation	-	(8)	(10)	(19)	-	8	10
<b>Personnel Compensation</b>	<b>17,115</b>	<b>(8)</b>	<b>(10)</b>	<b>17,096</b>	<b>-</b>	<b>8</b>	<b>10</b>
Health Insurance	3,683	-	-	3,683	-	-	-
Life Insurance	109	-	-	109	-	-	-
Retirement	2,636	-	-	2,636	-	-	-
Other - Employee Benefits	119	-	-	119	-	-	-
Cost Allocation - Employee Benefits	-	(4)	(5)	(8)	-	4	5
<b>Employee Benefits</b>	<b>6,548</b>	<b>(4)</b>	<b>(5)</b>	<b>6,539</b>	<b>-</b>	<b>4</b>	<b>5</b>
<b>Total Personnel Expenses</b>	<b>\$ 23,663</b>	<b>\$ (12)</b>	<b>\$ (15)</b>	<b>\$ 23,635</b>	<b>\$ -</b>	<b>\$ 12</b>	<b>\$ 15</b>
<b>Travel</b>							
Travel	\$ 40	\$ -	\$ -	\$ 40	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
<b>Total Travel</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	66	-	-	66	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>66</b>	<b>-</b>	<b>-</b>	<b>66</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	5,447	-	-	5,447	-	-	-
Natural Gas	1,211	-	-	1,211	-	-	-
Water	1,399	-	-	1,399	-	-	-
Sewerage	1,498	-	-	1,498	-	-	-
Cost Allocation - Utilities	-	(14)	(17)	(31)	-	14	17
<b>Total Utilities</b>	<b>9,555</b>	<b>(14)</b>	<b>(17)</b>	<b>9,524</b>	<b>-</b>	<b>14</b>	<b>17</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	8,982	-	-	8,982	-	-	-
Contractual Services	10,798	-	-	10,798	-	-	-
Cost Allocation - Services	-	(20)	(25)	(45)	-	20	25
<b>Total Services</b>	<b>19,780</b>	<b>(20)</b>	<b>(25)</b>	<b>19,734</b>	<b>-</b>	<b>20</b>	<b>25</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	458	-	-	458	-	-	-
Supplies and Materials	3,810	-	-	3,810	-	-	-
Cost Allocation - Supplies	-	(2)	(3)	(5)	-	2	3
<b>Total Supplies, Materials and Fuels</b>	<b>4,267</b>	<b>(2)</b>	<b>(3)</b>	<b>4,262</b>	<b>-</b>	<b>2</b>	<b>3</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	155	-	-	155	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>155</b>	<b>-</b>	<b>-</b>	<b>155</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Facility Projects</b>							
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Capital Equipment</b>							
Capital Equipment	-	-	-	-	-	-	-
<b>Capital Facility Projects</b>							
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 57,525</b>	<b>\$ (49)</b>	<b>\$ (60)</b>	<b>\$ 57,416</b>	<b>\$ -</b>	<b>\$ 49</b>	<b>\$ 60</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 5-22: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 2,037	\$ -	\$ -	\$ 2,037	\$ -	\$ -	\$ -
Other than Full-time Permanent	24	-	-	24	-	-	-
Overtime	20	-	-	20	-	-	-
Other - Personnel Compensation	12	-	-	12	-	-	-
Cost Allocation - Personnel Compensation	-	-	-	-	-	-	-
<b>Personnel Compensation</b>	<b>2,093</b>	<b>-</b>	<b>-</b>	<b>2,093</b>	<b>-</b>	<b>-</b>	<b>-</b>
Health Insurance	455	-	-	455	-	-	-
Life Insurance	13	-	-	13	-	-	-
Retirement	311	-	-	311	-	-	-
Other - Employee Benefits	241	-	-	241	-	-	-
Cost Allocation - Employee Benefits	-	-	-	-	-	-	-
<b>Employee Benefits</b>	<b>1,021</b>	<b>-</b>	<b>-</b>	<b>1,021</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel Expenses</b>	<b>\$ 3,114</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,114</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Travel</b>							
Travel	\$ 17	\$ -	\$ -	\$ 17	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
<b>Total Travel</b>	<b>17</b>	<b>-</b>	<b>-</b>	<b>17</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	1	-	-	1	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	142	-	-	142	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
<b>Total Services</b>	<b>142</b>	<b>-</b>	<b>-</b>	<b>142</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	27	-	-	27	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
<b>Total Supplies, Materials and Fuels</b>	<b>27</b>	<b>-</b>	<b>-</b>	<b>27</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	6	-	-	6	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 3,307</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,307</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Table 5-23: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 367	\$ -	\$ -	\$ 367	\$ -	\$ -	\$ -
Other than Full-time Permanent	1,028	-	-	1,028	-	-	-
Overtime	9	-	-	9	-	-	-
Other - Personnel Compensation	11	-	-	11	-	-	-
Cost Allocation - Personnel Compensation	-	(21)	(11)	(32)	-	21	11
<b>Personnel Compensation</b>	<b>1,415</b>	<b>(21)</b>	<b>(11)</b>	<b>1,383</b>	<b>-</b>	<b>21</b>	<b>11</b>
Health Insurance	57	-	-	57	-	-	-
Life Insurance	2	-	-	2	-	-	-
Retirement	116	-	-	116	-	-	-
Other - Employee Benefits	3	-	-	3	-	-	-
Cost Allocation - Employee Benefits	-	(6)	(3)	(9)	-	6	3
<b>Employee Benefits</b>	<b>179</b>	<b>(6)</b>	<b>(3)</b>	<b>170</b>	<b>-</b>	<b>6</b>	<b>3</b>
<b>Total Personnel Expenses</b>	<b>\$ 1,593</b>	<b>\$ (27)</b>	<b>\$ (14)</b>	<b>\$ 1,553</b>	<b>\$ -</b>	<b>\$ 27</b>	<b>\$ 14</b>
<b>Travel</b>							
Travel	\$ 18	\$ -	\$ -	\$ 18	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(0)	(0)	(1)	-	0	0
<b>Total Travel</b>	<b>18</b>	<b>(0)</b>	<b>(0)</b>	<b>17</b>	<b>-</b>	<b>0</b>	<b>0</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	517	-	-	517	-	-	-
Cost Allocation - Services	-	(15)	(7)	(22)	-	15	7
<b>Total Services</b>	<b>517</b>	<b>(15)</b>	<b>(7)</b>	<b>495</b>	<b>-</b>	<b>15</b>	<b>7</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	59	-	-	59	-	-	-
Cost Allocation - Supplies	-	(1)	(1)	(2)	-	1	1
<b>Total Supplies, Materials and Fuels</b>	<b>59</b>	<b>(1)</b>	<b>(1)</b>	<b>57</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	-	-	-	-	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Facility Projects</b>							
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 2,187</b>	<b>\$ (43)</b>	<b>\$ (22)</b>	<b>\$ 2,122</b>	<b>\$ -</b>	<b>\$ 43</b>	<b>\$ 22</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 5-24: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 9,142	\$ -	\$ -	\$ 9,142	\$ -	\$ -	\$ -
Other than Full-time Permanent	106	-	-	106	-	-	-
Overtime	494	-	-	494	-	-	-
Other - Personnel Compensation	520	-	-	520	-	-	-
Cost Allocation - Personnel Compensation	-	(7)	-	(7)	-	7	-
<b>Personnel Compensation</b>	<b>10,261</b>	<b>(7)</b>	<b>-</b>	<b>10,254</b>	<b>-</b>	<b>7</b>	<b>-</b>
Health Insurance	2,090	-	-	2,090	-	-	-
Life Insurance	62	-	-	62	-	-	-
Retirement	1,557	-	-	1,557	-	-	-
Other - Employee Benefits	67	-	-	67	-	-	-
Cost Allocation - Employee Benefits	-	(2)	-	(2)	-	2	-
<b>Employee Benefits</b>	<b>3,776</b>	<b>(2)</b>	<b>-</b>	<b>3,773</b>	<b>-</b>	<b>2</b>	<b>-</b>
<b>Total Personnel Expenses</b>	<b>\$ 14,037</b>	<b>\$ (10)</b>	<b>\$ -</b>	<b>\$ 14,027</b>	<b>\$ -</b>	<b>\$ 10</b>	<b>\$ -</b>
<b>Travel</b>							
Travel	\$ 30	\$ -	\$ -	\$ 30	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
<b>Total Travel</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	5	-	-	5	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	9,217	-	-	9,217	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
<b>Total Services</b>	<b>9,217</b>	<b>-</b>	<b>-</b>	<b>9,217</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	172	-	-	172	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
<b>Total Supplies, Materials and Fuels</b>	<b>172</b>	<b>-</b>	<b>-</b>	<b>172</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	10	-	-	10	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 23,470</b>	<b>\$ (10)</b>	<b>\$ -</b>	<b>\$ 23,460</b>	<b>\$ -</b>	<b>\$ 10</b>	<b>\$ -</b>

Table 5-25: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 21,861	\$ -	\$ -	\$ 21,861	\$ -	\$ -	\$ -
Other than Full-time Permanent	207	-	-	207	-	-	-
Overtime	1,936	-	-	1,936	-	-	-
Other - Personnel Compensation	636	-	-	636	-	-	-
Cost Allocation - Personnel Compensation	-	(158)	(102)	(261)	-	158	102
<b>Personnel Compensation</b>	<b>24,641</b>	<b>(158)</b>	<b>(102)</b>	<b>24,380</b>	<b>-</b>	<b>158</b>	<b>102</b>
Health Insurance	5,073	-	-	5,073	-	-	-
Life Insurance	151	-	-	151	-	-	-
Retirement	3,772	-	-	3,772	-	-	-
Other - Employee Benefits	180	-	-	180	-	-	-
Cost Allocation - Employee Benefits	-	(52)	(34)	(86)	-	52	34
<b>Employee Benefits</b>	<b>9,175</b>	<b>(52)</b>	<b>(34)</b>	<b>9,089</b>	<b>-</b>	<b>52</b>	<b>34</b>
<b>Total Personnel Expenses</b>	<b>\$ 33,816</b>	<b>\$ (210)</b>	<b>\$ (137)</b>	<b>\$ 33,469</b>	<b>\$ -</b>	<b>\$ 210</b>	<b>\$ 137</b>
<b>Travel</b>							
Travel	\$ 31	\$ -	\$ -	\$ 31	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
<b>Total Travel</b>	<b>31</b>	<b>-</b>	<b>-</b>	<b>31</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	62	-	-	62	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>62</b>	<b>-</b>	<b>-</b>	<b>62</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	12,365	-	-	12,365	-	-	-
Natural Gas	2,025	-	-	2,025	-	-	-
Water	368	-	-	368	-	-	-
Sewerage	1,441	-	-	1,441	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>16,200</b>	<b>-</b>	<b>-</b>	<b>16,200</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	14,381	-	-	14,381	-	-	-
Contractual Services	31,623	-	-	31,623	70	-	-
Cost Allocation - Services	-	(3)	(3)	(6)	-	3	3
<b>Total Services</b>	<b>46,004</b>	<b>(3)</b>	<b>(3)</b>	<b>45,998</b>	<b>70</b>	<b>3</b>	<b>3</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	1,011	-	-	1,011	-	-	-
Supplies and Materials	9,069	-	-	9,069	25	-	-
Cost Allocation - Supplies	-	(1)	(1)	(2)	-	1	1
<b>Total Supplies, Materials and Fuels</b>	<b>10,080</b>	<b>(1)</b>	<b>(1)</b>	<b>10,078</b>	<b>25</b>	<b>1</b>	<b>1</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	126	-	-	126	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>126</b>	<b>-</b>	<b>-</b>	<b>126</b>	<b>-</b>	<b>-</b>	<b>-</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 106,318</b>	<b>\$ (214)</b>	<b>\$ (140)</b>	<b>\$ 105,964</b>	<b>\$ 95</b>	<b>\$ 214</b>	<b>\$ 140</b>



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 5-26: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 2,249	\$ -	\$ -	\$ 2,249	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	95	-	-	95	-	-	-
Other - Personnel Compensation	13	-	-	13	-	-	-
Cost Allocation - Personnel Compensation	-	(5)	(25)	(30)	-	5	25
<b>Personnel Compensation</b>	<b>2,356</b>	<b>(5)</b>	<b>(25)</b>	<b>2,326</b>	<b>-</b>	<b>5</b>	<b>25</b>
Health Insurance	464	-	-	464	-	-	-
Life Insurance	14	-	-	14	-	-	-
Retirement	378	-	-	378	-	-	-
Other - Employee Benefits	18	-	-	18	-	-	-
Cost Allocation - Employee Benefits	-	(1)	(9)	(10)	-	1	9
<b>Employee Benefits</b>	<b>874</b>	<b>(1)</b>	<b>(9)</b>	<b>864</b>	<b>-</b>	<b>1</b>	<b>9</b>
<b>Total Personnel Expenses</b>	<b>\$ 3,230</b>	<b>\$ (6)</b>	<b>\$ (34)</b>	<b>\$ 3,190</b>	<b>\$ -</b>	<b>\$ 6</b>	<b>\$ 34</b>
<b>Travel</b>							
Travel	\$ 13	\$ -	\$ -	\$ 13	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
<b>Total Travel</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	6	-	-	6	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	3,548	-	-	3,548	-	-	-
Cost Allocation - Services	-	(0)	(1)	(1)	-	0	1
<b>Total Services</b>	<b>3,548</b>	<b>(0)</b>	<b>(1)</b>	<b>3,547</b>	<b>-</b>	<b>0</b>	<b>1</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	253	-	-	253	-	-	-
Supplies and Materials	89	-	-	89	-	-	-
Cost Allocation - Supplies	-	(0)	(1)	(1)	-	0	1
<b>Total Supplies, Materials and Fuels</b>	<b>342</b>	<b>(0)</b>	<b>(1)</b>	<b>340</b>	<b>-</b>	<b>0</b>	<b>1</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	60	-	-	60	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Facility Projects</b>							
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 7,200</b>	<b>\$ (7)</b>	<b>\$ (36)</b>	<b>\$ 7,157</b>	<b>\$ -</b>	<b>\$ 7</b>	<b>\$ 36</b>

Table 5-27: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 11,040	\$ -	\$ -	\$ 11,040	\$ -	\$ -	\$ -
Other than Full-time Permanent	96	-	-	96	-	-	-
Overtime	785	-	-	785	-	-	-
Other - Personnel Compensation	515	-	-	515	-	-	-
Cost Allocation - Personnel Compensation	-	(645)	-	(645)	-	645	-
<b>Personnel Compensation</b>	<b>12,435</b>	<b>(645)</b>	<b>-</b>	<b>11,790</b>	<b>-</b>	<b>645</b>	<b>-</b>
Health Insurance	2,418	-	-	2,418	-	-	-
Life Insurance	72	-	-	72	-	-	-
Retirement	2,119	-	-	2,119	-	-	-
Other - Employee Benefits	75	-	-	75	-	-	-
Cost Allocation - Employee Benefits	-	(130)	-	(130)	-	130	-
<b>Employee Benefits</b>	<b>4,684</b>	<b>(130)</b>	<b>-</b>	<b>4,554</b>	<b>-</b>	<b>130</b>	<b>-</b>
<b>Total Personnel Expenses</b>	<b>\$ 17,119</b>	<b>\$ (775)</b>	<b>\$ -</b>	<b>\$ 16,344</b>	<b>\$ -</b>	<b>\$ 775</b>	<b>\$ -</b>
<b>Travel</b>							
Travel	\$ 41	\$ -	\$ -	\$ 41	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(1)	-	(1)	-	1	-
<b>Total Travel</b>	<b>41</b>	<b>(1)</b>	<b>-</b>	<b>40</b>	<b>-</b>	<b>1</b>	<b>-</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	905	-	-	905	-	-	-
Cost Allocation - Services	-	(31)	-	(31)	-	31	-
<b>Total Services</b>	<b>905</b>	<b>(31)</b>	<b>-</b>	<b>874</b>	<b>-</b>	<b>31</b>	<b>-</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	43	-	-	43	-	-	-
Supplies and Materials	781	-	-	781	-	-	-
Cost Allocation - Supplies	-	(6)	-	(6)	-	6	-
<b>Total Supplies, Materials and Fuels</b>	<b>825</b>	<b>(6)</b>	<b>-</b>	<b>818</b>	<b>-</b>	<b>6</b>	<b>-</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	210	-	-	210	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>210</b>	<b>-</b>	<b>-</b>	<b>210</b>	<b>-</b>	<b>-</b>	<b>-</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 19,099</b>	<b>\$ (813)</b>	<b>\$ -</b>	<b>\$ 18,286</b>	<b>\$ -</b>	<b>\$ 813</b>	<b>\$ -</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 5-28: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 9,718	\$ -	\$ -	\$ 9,718	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	1,254	-	-	1,254	-	-	-
Other - Personnel Compensation	744	-	-	744	-	-	-
Cost Allocation - Personnel Compensation	-	-	-	-	-	-	-
<b>Personnel Compensation</b>	<b>11,716</b>	<b>-</b>	<b>-</b>	<b>11,716</b>	<b>-</b>	<b>-</b>	<b>-</b>
Health Insurance	2,370	-	-	2,370	-	-	-
Life Insurance	70	-	-	70	-	-	-
Retirement	2,250	-	-	2,250	-	-	-
Other - Employee Benefits	66	-	-	66	-	-	-
Cost Allocation - Employee Benefits	-	-	-	-	-	-	-
<b>Employee Benefits</b>	<b>4,756</b>	<b>-</b>	<b>-</b>	<b>4,756</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel Expenses</b>	<b>\$ 16,472</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,472</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Travel</b>							
Travel	\$ 11	\$ -	\$ -	\$ 11	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	-	-	-	-	-	-
<b>Total Travel</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	3	-	-	3	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	42	-	-	42	-	-	-
Cost Allocation - Services	-	-	-	-	-	-	-
<b>Total Services</b>	<b>42</b>	<b>-</b>	<b>-</b>	<b>42</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	112	-	-	112	-	-	-
Cost Allocation - Supplies	-	-	-	-	-	-	-
<b>Total Supplies, Materials and Fuels</b>	<b>112</b>	<b>-</b>	<b>-</b>	<b>112</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	14	-	-	14	-	-	-
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	-	-
<b>Total Non-Capital Equipment</b>	<b>14</b>	<b>-</b>	<b>-</b>	<b>14</b>	<b>-</b>	<b>-</b>	<b>-</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 16,655</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,655</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Table 5-29: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ 12,883	\$ -	\$ -	\$ 12,883	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	1,561	-	-	1,561	-	-	-
Other - Personnel Compensation	941	-	-	941	-	-	-
Cost Allocation - Personnel Compensation	-	(1,020)	-	(1,020)	-	1,020	-
<b>Personnel Compensation</b>	<b>15,385</b>	<b>(1,020)</b>	<b>-</b>	<b>14,365</b>	<b>-</b>	<b>1,020</b>	<b>-</b>
Health Insurance	2,741	-	-	2,741	-	-	-
Life Insurance	93	-	-	93	-	-	-
Retirement	3,177	-	-	3,177	-	-	-
Other - Employee Benefits	86	-	-	86	-	-	-
Cost Allocation - Employee Benefits	-	(457)	-	(457)	-	457	-
<b>Employee Benefits</b>	<b>6,097</b>	<b>(457)</b>	<b>-</b>	<b>5,640</b>	<b>-</b>	<b>457</b>	<b>-</b>
<b>Total Personnel Expenses</b>	<b>\$ 21,483</b>	<b>\$ (1,477)</b>	<b>\$ -</b>	<b>\$ 20,006</b>	<b>\$ -</b>	<b>\$ 1,477</b>	<b>\$ -</b>
<b>Travel</b>							
Travel	\$ 10	\$ -	\$ -	\$ 10	\$ -	\$ -	\$ -
Cost Allocation - Travel	-	(1)	-	(1)	-	1	-
<b>Total Travel</b>	<b>10</b>	<b>(1)</b>	<b>-</b>	<b>9</b>	<b>-</b>	<b>1</b>	<b>-</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Utilities</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	-	-	-
Cost Allocation - Telecommunications	-	-	-	-	-	-	-
<b>Total Telecommunications</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	52	-	-	52	-	-	-
Cost Allocation - Services	-	(5)	-	(5)	-	5	-
<b>Total Services</b>	<b>52</b>	<b>(5)</b>	<b>-</b>	<b>47</b>	<b>-</b>	<b>5</b>	<b>-</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	174	-	-	174	11	-	-
Cost Allocation - Supplies	-	(4)	-	(4)	-	4	-
<b>Total Supplies, Materials and Fuels</b>	<b>174</b>	<b>(4)</b>	<b>-</b>	<b>170</b>	<b>11</b>	<b>4</b>	<b>-</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	-	-	-
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	14	-	-	14	4	-	-
Cost Allocation - Non-Capital Equipment	-	(1)	-	(1)	-	1	-
<b>Total Non-Capital Equipment</b>	<b>14</b>	<b>(1)</b>	<b>-</b>	<b>13</b>	<b>4</b>	<b>1</b>	<b>-</b>
Non-Capital Facility Projects	-	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-	-
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 21,733</b>	<b>\$ (1,488)</b>	<b>\$ -</b>	<b>\$ 20,245</b>	<b>\$ 15</b>	<b>\$ 1,488</b>	<b>\$ -</b>

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

Table 5-30: 2018 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
<b>Personnel Expenses</b>							
Full-time Permanent	\$ -	\$ -	\$ -	\$ -	\$ 1,986	\$ -	\$ 1,986
Other than Full-time Permanent	-	-	-	-	-	-	-
Overtime	-	-	-	-	47	-	47
Other - Personnel Compensation	-	-	-	-	84	-	84
Cost Allocation - Personnel Compensation	-	-	-	-	-	3,593	3,593
<b>Personnel Compensation</b>	-	-	-	-	<b>2,118</b>	<b>3,593</b>	<b>5,711</b>
Health Insurance	-	-	-	-	472	-	472
Life Insurance	-	-	-	-	15	-	15
Retirement	-	-	-	-	368	-	368
Other - Employee Benefits	-	-	-	-	19	-	19
Cost Allocation - Employee Benefits	-	-	-	-	-	1,129	1,129
<b>Employee Benefits</b>	-	-	-	-	<b>874</b>	<b>1,129</b>	<b>2,002</b>
<b>Total Personnel Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,991</b>	<b>\$ 4,721</b>	<b>\$ 7,713</b>
<b>Travel</b>							
Travel	\$ -	\$ -	\$ -	\$ -	\$ 11	\$ -	\$ 11
Cost Allocation - Travel	-	-	-	-	-	14	14
<b>Total Travel</b>	-	-	-	-	<b>11</b>	<b>14</b>	<b>25</b>
<b>Lease and Rental Payments</b>							
Airport Lease Payments	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-
Cost Allocation - Lease and Rental Payments	-	-	-	-	-	-	-
<b>Total Lease and Rental Payments</b>	-	-	-	-	-	-	-
<b>Utilities</b>							
Electricity	-	-	-	-	200	-	200
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	10	-	10
Sewerage	-	-	-	-	-	-	-
Cost Allocation - Utilities	-	-	-	-	-	14	14
<b>Total Utilities</b>	-	-	-	-	<b>210</b>	<b>14</b>	<b>224</b>
<b>Telecommunications</b>							
Telecommunications	-	-	-	-	5	-	5
Cost Allocation - Telecommunications	-	-	-	-	-	112	112
<b>Total Telecommunications</b>	-	-	-	-	<b>5</b>	<b>112</b>	<b>117</b>
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
<b>Services</b>							
Custodial Services	-	-	-	-	120	-	120
Contractual Services	-	-	-	-	20,096	-	20,096
Cost Allocation - Services	-	-	-	-	-	472	472
<b>Total Services</b>	-	-	-	-	<b>20,216</b>	<b>472</b>	<b>20,688</b>
<b>Supplies, Materials and Fuels</b>							
Fuels	-	-	-	-	166	-	166
Supplies and Materials	-	-	-	-	392	-	392
Cost Allocation - Supplies	-	-	-	-	-	59	59
<b>Total Supplies, Materials and Fuels</b>	-	-	-	-	<b>558</b>	<b>59</b>	<b>618</b>
<b>Insurance and Risk Management</b>							
Insurance and Risk Management	-	-	-	-	560	-	560
Cost Allocation - Insurance	-	-	-	-	-	-	-
<b>Total Insurance and Risk Management</b>	-	-	-	-	<b>560</b>	-	<b>560</b>
<b>Non-Capital Equipment</b>							
Non-Capital Equipment	-	-	-	-	15	-	15
Cost Allocation - Non-Capital Equipment	-	-	-	-	-	21	21
<b>Total Non-Capital Equipment</b>	-	-	-	-	<b>15</b>	<b>21</b>	<b>35</b>
<b>Non-Capital Facility Projects</b>							
Capital Equipment	-	-	-	-	212	-	212
Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,778</b>	<b>\$ 5,414</b>	<b>\$ 30,192</b>

**Airports Snapshot**

**Ronald Reagan Washington National Airport**

Airport Code: DCA  
 Date Opened: June 16, 1941  
 Distance from Downtown: 3 miles/15 minutes  
 Size: Approximately 860 acres  
 Location: Arlington County, Virginia  
 Public Parking Spaces: 9,094  
 Aircraft Gates: 44  
 Parking Positions: 14

Length of Runways

1/19: 7,169 feet  
 15/33: 5,204 feet  
 4/22: 5,000 feet

Non-Stop Destinations

U.S. Cities/Nationwide: 84  
 Foreign Cities: 3

Airline Service as of September 2017

**Major/National Airlines (9)**

Alaska Airlines  
 American Airlines  
 Delta Air Lines  
 Frontier Airlines  
 JetBlue Airways  
 Southwest Airlines  
 Sun Country Airlines  
 United Airlines  
 Virgin America

**Fixed-Base Operators (1)**

Signature Flight Support

**Foreign Flag Airlines (2)**

Air Canada Jazz (Regional)  
 Sky Regional Airlines (Regional)

**Regional/Commuter Airlines (12)**

Air Canada Jazz  
 Air Wisconsin  
 Endeavor Air  
 ExpressJet  
 GoJet Airlines  
 Mesa Airlines  
 PSA Airlines  
 Republic Airlines  
 Sky West Airlines  
 Trans States Airlines  
 Sky Regional Airlines  
 Envoy Air

**Washington Dulles International Airport**

Airport Code: IAD  
 Date Opened: November 19, 1962  
 Distance from Downtown: 26 miles/30 minutes  
 Size: Approximately 11,830 acres  
 Location: Fairfax & Loudoun Counties, Virginia  
 Public Parking Spaces: 23,108  
 Aircraft Gates: 85  
 Parking Positions: 29

Length of Runways

1R/19L (North-South): 11,500 feet  
 1C/19C (North-South): 11,500 feet  
 12/30 (Crosswind): 10,500 feet  
 1L/19R (North-South): 9,400 feet

Non-Stop Destinations

U.S. Cities/Nationwide: 71  
 Foreign Cities: 45

Airline Service as of September 2017

**Major/National Airlines (8)**

Alaska Airlines  
 American Airlines  
 Delta Air Lines  
 Frontier Airlines  
 JetBlue Airways  
 Southwest Airlines  
 United Airlines  
 Virgin America

**Fixed-Base Operators (2)**

Signature Flight Support  
 Landmark Aviation

**Foreign Flag Airlines (29)**

Aer Lingus  
 Aeroflot  
 Aeromexico  
 Air Canada  
 Air China  
 Air France  
 All Nippon Airways  
 Austrian Airlines  
 Avianca Airlines  
 British Airways  
 Brussels Airlines  
 COPA Airlines  
 Emirates  
 Ethiopian Airlines  
 Etihad Airways  
 Icelandair  
 KLM-Royal Dutch Airlines  
 Korean Air  
 Lan Airlines  
 Lufthansa German Airlines  
 Porter Airlines (Regional)  
 Qatar Airways  
 Royal Air Maroc  
 Saudi Arabian Airlines

**Regional/Commuter Airlines (17)**

Commutair  
 Compass Airlines  
 Endeavor Air  
 ExpressJet  
 Mesa Airlines  
 PSA Airlines  
 Shuttle America  
 Silver Airways  
 Sky West Airlines  
 Sub Air Express  
 Trans States  
 Air Wisconsin  
 Porter Airlines  
 Republic Airlines  
 GoJet Airlines  
 Air Georgian  
 Air Canada Jazz

**Cargo Airlines (4)**

FedEx  
 Mountain Air Cargo  
 United Parcel Service  
 Kalitta Air

Scandinavian Airlines System  
 South African Airways  
 Turkish Airlines  
 Virgin Atlantic Airways  
 Air India

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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**Activity Indicators – Reagan National**

Reagan National	Actual 2016	Budget 2017	Budget 2018
<b>Airport Buildings (Square Feet)</b>			
Terminals	1,466,115	1,466,115	1,466,115
Hangars	753,326	621,395	621,925
Other	242,241	179,724	159,360
<b>Utilities</b>			
Electricity (Megawatt-Hours)	93,504	96,474	93,551
Natural Gas (Therms)	1,608,001	1,911,959	1,910,606
Water (Gallons)	192,275,876	180,515,588	181,960,024
Sewage (Gallons)	145,001,000	143,907,000	145,059,000
Fuel Oil for Heating (Gallons)	50,585	47,170	47,140
<b>Airfield (Square Feet)</b>			
Runways	2,608,950	2,608,950	2,608,950
Taxiways	1,738,310	1,738,310	1,738,310
Ramps/Aprons	5,251,957	5,251,957	5,251,957
<b>Roadways (Lane Mileage)</b>	20	20	20
<b>Parking</b>			
Public Surfaced Spaces	2,653	2,653	2,653
Public Structured Spaces	670	6,408	6,408
Employee Surfaced Spaces	3,042	3,042	3,156
<b>Vehicles in Fleet</b>	311	311	335
<hr/>			
<b><u>Reagan National - Public Safety</u></b>			
<b>Police</b>			
Calls for Service:	38,143	34,000	39,500
Assistance to Other Agencies	53	50	55
Traffic Violations	2,208	1,900	2,500
Parking Violations	7,140	6,000	7,300
<b>Fire</b>			
Calls for Service:			
Aircraft and Fuel Spills	88	37	92
Structural Responses	767	750	805
Medical Emergency	1,930	2,066	2,027
Fire Prevention Inspections	430	1,236	452

**Activity Indicators – Dulles International**

Dulles International	Actual 2016	Budget 2017	Budget 2018
<b>Airport Buildings (Square Feet)</b>			
Terminal/Concourse/Automated People Mover Stations	3,733,776	3,733,776	3,733,776
Other - Outlying Facilities	1,841,927	2,119,297	2,119,297
<b>Utilities</b>			
Electricity (Kilowatts)	235,840,332	232,986,307	232,999,498
Natural Gas (Millions of Cubic Feet)	398,786	435,210	398,494
Water (Gallons)	292,244	271,766,000	299,487
Sewage (Gallons)	360,884,000	371,687,416	412,383,503
Fuel Oil for Heating (Gallons)	10,786	15,500	12,500
<b>Airfield (Square Feet)</b>			
Runways	6,448,911	6,448,911	6,448,911
Taxiways	17,694,383	17,694,383	17,718,437
Ramps/Aprons	14,991,187	14,991,187	14,991,187
Shoulders and Blast Pads	10,562,471	10,562,471	10,560,306
<b>Roadways (Lane Mileage)</b>	237	237	237
<b>Parking</b>			
Public Surfaced Spaces	14,933	14,933	14,933
Public Structured Spaces	8,325	8,325	8,325
Employee Surfaced Spaces	6,614	6,614	6,615
<b>Vehicles in Fleet</b>	556	561	568
<b>Operations</b>			
Mobile Lounge Trips	236,992	231,000	250,000
Plane-Mate Trips	42,260	42,000	45,000
AeroTrain System Fleet (Cars)	29	29	29
Airports Authority-Owned Passenger Loading Bridges	53	52	52
<hr/>			
<b><u>Dulles International - Public Safety</u></b>			
<b>Police</b>			
Calls for Service:	45,511	38,500	48,500
Assistance to Other Agencies	119	125	125
Traffic Violations	14,576	13,000	15,000
Parking Violations	5,824	5,000	6,200
<b>Fire</b>			
Calls for Service:			
Aircraft and Fuel Spills	214	158	225
Structural Responses	1,278	1,024	1,342
Medical Emergency	2,486	2,603	2,610
Fire Prevention Inspections	1,254	762	1,317



**Dulles Toll Road Snapshot**

**DULLES TOLL ROAD**

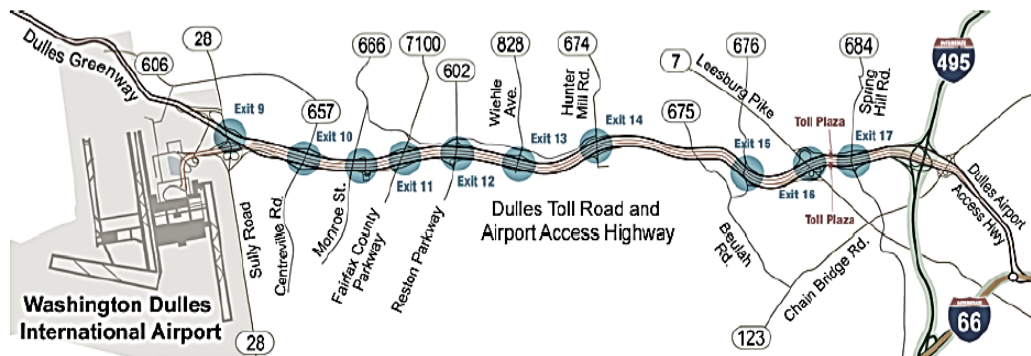
Abbreviation: DTR  
 Year of Construction: 1984  
 Roadway Length: 13.43 miles  
 Location: Virginia State Route 267  
 Toll Collection Plazas: Mainline (1) - Exit Ramp (19)  
 Number of Toll Collection Lanes: 59 (E-Z Pass Only - 29)

Intersecting Roadways

Chain Bridge Road (SR 123)	Wiehle Avenue (SR 828)
Capital Beltway (I-495)	Reston Parkway (SR 602)
Spring Hill Road (SR 684)	Fairfax County Parkway (SR 7100)
Leesburg Pike (SR 7)	Monroe Street
Trap Road	Centreville Road (SR 657)
Hunter Mill Road (SR 674)	Sully Road (SR 28)

Parallel Roadways

Interstate 66	Leesburg Pike (SR 7)
US Route 29 and 50	State Route 236



**Activity Indicators – Dulles Toll Road**

	Actual 2016	Budget 2017	Budget 2018
<b>Dulles Toll Road</b>			
Length of Toll Road (miles)	13.4	13.4	13.4
Toll Plazas	20	20	20
Transactions	97,718,528	100,226,000	98,838,400

### 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 International Airport 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.

#### Reagan National

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 2018 budget will decrease by \$2 thousand from the 2017 budget due to reduced estimates for snow and ice control removal supplies.

#### Dulles International

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 2018, the snow removal budget will increase by \$181 thousand over the 2017 budget primarily due to an increase in the snow removal services contract.

#### Dulles Toll Road

The Dulles Toll Road incurs snow removal costs as it relates to contractual snow removal services, and snow and ice control supplies. In 2018, the Dulles Toll Road snow removal budget is expected to be consistent with prior year levels.

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

	Actual 2016	Budget 2017	Budget 2018	2018 Budget vs. 2017 Budget	
				Dollar	Percent
Reagan National	\$ 939	\$ 1,396	\$ 1,394	\$ (2)	(0.2%)
Dulles International	6,291	5,237	5,418	181	3.5%
Dulles Toll Road	<u>2,022</u>	<u>1,440</u>	<u>1,440</u>	-	0.0%
<b>Total</b>	<b><u>\$ 9,252</u></b>	<b><u>\$ 8,073</u></b>	<b><u>\$ 8,251</u></b>	<b><u>\$ 179</u></b>	<b>2.2%</b>

*Excludes Glycol Recovery and Removal costs used in all inclement weather.*

Snow removal operations costs are typically funded in the O&M budget. The COMIP maintains a snow removal program contingency reserve.

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Your Journey Begins With Us.

**AIRPORTS AUTHORITY POSITION SUMMARY**

**Career Positions**

Org Code	Office and Department	Total Positions 2016	Budgeted Positions 2017	Total Positions 2017*	New Positions 2018	Total Positions 2018
<b>Consolidated Functions</b>						
BD	Board of Directors	4	4	4		4
1	President and Chief Executive Officer	2	2	3		3
2	Executive Vice President and Chief Operating Officer	7	8	6		6
<b>Office of Revenue</b>						
3	Executive Vice President and Chief Revenue Officer	3	3	2		2
40	Office of Airline Business Development	5	8	7		7
90	Office of Real Estate Development	2	2	4		4
801	Office of Marketing and Consumer Strategy	21	21	20		20
10	Office of Communications and Government Affairs	12	12	12		12
<b>Subtotal Office of Revenue</b>		<b>43</b>	<b>46</b>	<b>45</b>		<b>45</b>
<b>Office of Finance</b>						
20	Vice President for Finance and Chief Financial Officer	4	4	3		3
22	Accounting Department	26	26	27		27
23	Financial Systems and Project Management	3	3	3		3
24	Treasury Department	4	4	4		4
25	Budget Department	5	5	5		5
26	Debt Management Department	3	3	3		3
<b>Subtotal Office of Finance</b>		<b>45</b>	<b>45</b>	<b>45</b>		<b>45</b>
<b>Office of Engineering</b>						
30	Vice President of Engineering	7	7	7		7
31	Projects Controls and Management Department	11	11	11		11
32	Planning Department	8	8	8		8
34	Design Department	21	21	21		21
36	Construction Department	16	16	16		16
38	Building Code and Environmental Department	6	6	6		6
<b>Subtotal Office of Engineering</b>		<b>69</b>	<b>69</b>	<b>69</b>		<b>69</b>
<b>Office for Human Resources and Administrative Services</b>						
500	Vice President of Human Resources and Administrative Services	6	6	6		6
510	Employee Resources and Personnel Management	5	5	5		5
520	Benefits and Retirement Department	5	5	5		5
530	Organization Development Department	4	4	4		4
540	Compensation Department	4	4	4		4
550	Labor and Employee Relations Department	4	4	4		4
560	Support Services Department	6	6	6		6
570	Risk Management Department	7	7	7		7
580	Organizational Design and Management Department			1	1	2
<b>Subtotal Office of Human Resources and Administrative Services</b>		<b>41</b>	<b>41</b>	<b>42</b>	<b>1</b>	<b>43</b>
<b>Office of Technology</b>						
600	Vice President of Technology	5	5	6		6
601	Enterprise Architecture	5	6	5	4	9
620	Cyber Security	2	3	3	2	5
630	Technology Operations	15	21	19	9	28
640	Application Development	3	4	4		4
650	Business Innovation	4	9	13		13
660	Program Support	9	17	13	3	16
<b>Subtotal Office of Technology</b>		<b>43</b>	<b>65</b>	<b>63</b>	<b>18</b>	<b>81</b>

\*2017 Total positions reflects the transfer of positions between offices and any elimination of positions from Budgeted positions.

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**Career Positions (continued)**

Org Code	Office and Department	Total Positions 2016	Budgeted Positions 2017	Total Positions 2017*	New Positions 2018	Total Positions 2018
<b>Consolidated Functions (continued)</b>						
70	Office of General Counsel	7	7	7		7
80	Office of Audit	8	9	9		9
60	Office of Corporate Risk & Strategy	5	5	6		6
Office of Supply Chain Management						
950	Vice President of Supply Chain Management	2	2	2		2
951	Property Management	3	3	3		3
410	Supplier Diversity	10	10	6		6
29	Procurement	33	34	38		38
<b>Subtotal Office of Supply Chain Management</b>		<b>48</b>	<b>49</b>	<b>49</b>		<b>49</b>
<b>Total Consolidated Functions</b>		<b>322</b>	<b>350</b>	<b>348</b>	<b>19</b>	<b>367</b>
<b>Reagan National</b>						
100	Airport Manager	4	4	4		4
110	Operations Department	26	26	26	1	27
Engineering and Maintenance Department						
120	Engineering and Maintenance Department Manager	3	3	4		4
121	Facilities Engineering Division	10	10	9		9
122	Structures and Grounds Division	49	49	49		49
123	Electrical Division	41	41	41	2	43
124	Utilities Division	48	49	49		49
125	Equipment Maintenance Division	18	18	18		18
126	Maintenance Engineering Division	14	15	15	2	17
127	Terminal Service Division	21	23	23		23
128	Resource Support Division	9	9	9		9
<b>Subtotal Engineering and Maintenance Department</b>		<b>213</b>	<b>217</b>	<b>217</b>	<b>4</b>	<b>221</b>
Airport Administration Department						
130	Administration Department Manager	3	3	2		2
131	Budget and Administration Division	3	3	4		4
132	Contract Management Division	6	6	6		6
133	Materials Management Division	11	11	11		11
135	Leasing and Terminal Division	3	3	3		3
<b>Subtotal Airport Administration Department</b>		<b>26</b>	<b>26</b>	<b>26</b>		<b>26</b>
<b>Total Reagan National</b>		<b>269</b>	<b>273</b>	<b>273</b>	<b>5</b>	<b>278</b>
<b>Dulles International</b>						
200	Airport Manager	6	6	4		4
Operations Department						
210	Operations Department Manager	38	38	41		41
214	Ramp Control Division	21	21	21		21
215	Mobile Lounge Division	65	65	65	5	70
<b>Subtotal Operations Department</b>		<b>124</b>	<b>124</b>	<b>127</b>	<b>5</b>	<b>132</b>

\*2017 Total positions reflects the transfer of positions between offices and any elimination of positions from Budgeted positions.

**Career Positions (continued)**

Org Code	Office and Department	Total Positions 2016	Budgeted Positions 2017	Total Positions 2017*	New Positions 2018	Total Positions 2018
<b>Dulles International (continued)</b>						
Engineering and Maintenance Department						
220	Engineering and Maintenance Department Manager	14	14	10		10
221	Electrical Services Division	59	59	59		59
222	Structures and Grounds Division	62	62	62		62
223	Utilities Services Division	58	58	58		58
224	Engineering Division	17	17	17		17
225	Equipment Maintenance Division	75	75	79		79
226	Maintenance Engineering Division	26	26	26		26
<b>Subtotal Engineering and Maintenance Department</b>		<b>311</b>	<b>311</b>	<b>311</b>		<b>311</b>
Airport Administration Department						
230	Administration Department Manager	5	5	3		3
232	Financial Management Division	5	5	7		7
235	Leasing Management Division	3	3	3		3
236	Contract Management Division	5	5	5		5
238	Materials Management Division	12	12	12		12
<b>Subtotal Airport Administration Department</b>		<b>30</b>	<b>30</b>	<b>30</b>		<b>30</b>
<b>Total Dulles International</b>		<b>471</b>	<b>471</b>	<b>472</b>	<b>5</b>	<b>477</b>
<b>Public Safety</b>						
Consolidated Functions						
300	Vice President of Public Safety	2	2	2		2
310	Police Department	75	75	75		75
320	Fire Department	21	21	21		21
330	Public Safety Administration Department	4	4	4		4
340	Communications Unit	51	51	51		51
<b>Subtotal Public Safety - Consolidated Functions</b>		<b>153</b>	<b>153</b>	<b>153</b>		<b>153</b>
Reagan National						
311	Police Department	91	91	91		91
321	Fire Department	49	49	49		49
<b>Subtotal Public Safety - Reagan National</b>		<b>140</b>	<b>140</b>	<b>140</b>		<b>140</b>
Dulles International						
312	Police Department	97	97	97		97
322	Fire Department	87	87	87		87
<b>Subtotal Public Safety - Dulles International</b>		<b>184</b>	<b>184</b>	<b>184</b>		<b>184</b>
<b>Total Public Safety</b>		<b>477</b>	<b>477</b>	<b>477</b>		<b>477</b>
<b>Total Aviation Enterprise</b>		<b>1539</b>	<b>1571</b>	<b>1570</b>	<b>29</b>	<b>1599</b>
<b>Dulles Corridor</b>						
240	Dulles Toll Road Department	37	37	37		37
39	Dulles Metrorail Project	31	31	31		31
<b>Total Dulles Corridor Enterprise</b>		<b>68</b>	<b>68</b>	<b>68</b>		<b>68</b>
<b>Total Metropolitan Washington Airports Authority</b>		<b>1,607</b>	<b>1,639</b>	<b>1,638</b>	<b>29</b>	<b>1,667</b>

A portion of the costs of certain positions in the Aviation Enterprise Fund is allocated to the Dulles Corridor Enterprise.

\*2017 Total positions reflects the transfer of positions between offices and any elimination of positions from Budgeted positions.

**New Positions and Descriptions**

**Full-time Career Positions and Descriptions (29)**

	Total Positions 2018
	<hr/>
<b>Consolidated Functions</b>	
<b>Office of Human Resources and Administrative Services</b>	
Manager, Organizational Design and Management	1
<b>Office of Technology</b>	
Deskside Specialist	3
Lead Web Developer (Drupal)	1
Mobile Solutions Developer	1
Business Intelligence Specialist, Data/Extract Transform and Load	1
Service Oriented Architecture (SOA) Solution Developer	1
Information Technology (IT) Security Technician	1
Network Engineer	1
Network Engineer (Data)	1
Network Engineer (Voice Over Internet Protocol)	1
Server Administrator	3
Server Administrator (SharePoint)	2
Server Administrator (Virtual)	1
Public Safety Systems Administrator	1
	<hr/>
<b>Total Consolidated Functions</b>	<b>19</b>
	<hr/>
<b>Reagan National</b>	
Safety and Security Specialist	1
Exterior Electrician	1
Asset Maintenance Coordinator	1
Project Coordinator	1
Interior Electrician	1
	<hr/>
<b>Total Reagan National</b>	<b>5</b>
	<hr/>
<b>Dulles International</b>	
Mobile Lounge Operator	5
	<hr/>
<b>Total Dulles International</b>	<b>5</b>
	<hr/>
<b>Total Metropolitan Washington Airports Authority</b>	<b>29</b>
	<hr/> <hr/>

**Office of Human Resources and Administrative Services (1)**

*Manager Organizational Design and Management S-23*

The Manager of Organizational Design and Management will manage the design of all organizational structures in the Airports Authority, establish criteria for allocation of staffing and manage the development of all position descriptions. This position will establish policies, procedures, and criteria for the design and administration of organizational structures, job evaluations, and qualification requirements.

**Office of Technology (18)**

*Deskside Specialist (3) S-18*

The Deskside Specialists will receive trouble calls (via e-mail, voice mail, and walk-up) for software, hardware, application, and/or telephone problems, enter call information into the ticket tracking system, document information about the problem, and perform first contact resolution.

*The following (15) are conversions from non-career term positions to career full-time permanent positions:*

*Lead Web Developer (Drupal) S-21*

The Lead Web Developer will execute Drupal application (app) development projects across the domains of mobile technology, the web, and intranet using Agile methodology, continuous integration, test driven development, and Agile productivity tools.

*Mobile Solutions Developer S-21*

The Mobile Solutions Developer will create, test, and implement mobile applications/solutions and work with other Enterprise Business Innovation and Analytics developers and partner with the Enterprise Architecture (EA) team to understand the goals, processes, and technology requirements for developing mobile applications on a Service Oriented Architecture (SOA) platform in a cloud infrastructure.

*Business Intelligence Specialist, Data/Extract Transform and Load S-22*

The Business Intelligence Specialist will participate in and drive data strategy, develop and maintain applications to extract, transform, and load data from disparate source systems to implement and integrate Business Intelligence (BI) solutions for the Airports Authority.

*Service Oriented Architecture (SOA) Solution Developer S-21*

The SOA Solution Developer will participate in planning, implementing, and testing service oriented integration solutions using web services, extract, transform, and load processes; Application Program Interfaces (APIs), Integration Platform as a Service (IPaaS), and integration design patterns.

*Information Technology (IT) Security Technician S-16*

The IT Security Technician will serve in the Information Security Department performing a range of routine and non-routine IT related functions that require the application of established and standardized IT procedures, processes, practices, and policies.

*Network Engineer S-23*

The Network Engineer will plan, design, develop, configure, analyze, implement, install, integrate, test, maintain operational integrity, perform quality assurance, and/or manage networked systems for the transmission of information in data, voice, and/or video format with an emphasis on data and switch networks.



*Network Engineer (Data) S-22*

The Network Engineer will assist with the planning, designing, developing, configuring, analyzing, implementing, installing, integrating, testing, and maintaining of operational integrity, performing quality assurance, and managing networked systems for the transmission of information in data, voice, and/or video format with an emphasis on data and switch networks.

*Network Engineer (Voice over Internet Protocol - VoIP) S-23*

The Network Engineer will plan, design, develop, configure, analyze, implement, install, integrate, test, maintain operational integrity, perform quality assurance, and/or manage networked systems for the transmission of information in data, voice, and/or video format with an emphasis on VoIP and switch networks.

*Server Administrator (3) S-22, Server Administrator (SharePoint) (2) S-22 and Server Administrator (Virtual) S-23*

The Server Administrators will ensure 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 will provide comprehensive reporting and metrics for storage utilization, performance and conduct problem analysis and server continuous improvement.

*Public Safety Systems Administrator S-22*

The Public Safety Systems Administrator will perform analytical duties in the development, operation, administration, and support of the Airports Authority's Public Safety information systems including the Computer Aided Dispatch (CAD) system for E911, a range of alarm systems interfaced to the CAD system, and associated radio and record management systems.

**Reagan National (5)**

*Safety and Security Specialist S-20*

The Safety and Security Specialist position will perform safety and security functions that will assist in meeting the current and impending increase in workload, increased security threats, and comply with the security requirements of the Joint Vulnerability Assessment (JVA) and the Annual Comprehensive Inspection.

*Exterior Electrician T-19*

The Exterior Electrician will install, test, maintain, troubleshoot, repair and modify exterior electrical equipment and systems to help provide essential airfield and other electrical service within prescribed limits and according to codes, regulations, and other guidelines.

*Asset Maintenance Coordinator S-20*

The Asset Maintenance Coordinator will enhance the airport asset management program, support the large amount of asset information from the Capital Construction Program Project Journey at Reagan National, meet the additional requirements of the Facility Infrastructure Audit, and support the implementation of a proposed Enterprise Asset Management application projected for 2018 and 2019.

*Project Coordinator S-20*

The Project Coordinator will develop and integrate Statements of Work and scheduling for replacement and rehabilitation of essential equipment to avoid adverse impacts on customer service.

*Interior Electrician T-19*

The Interior Electrician will maintain, troubleshoot, repair and modify electrical systems and equipment in compliance with standards and properties. The position will provide maintenance of panel boards, transformers, and lighting systems.

**Dulles International (5)**

*Mobile Lounge Operator T-16*

The Mobile Lounge Operators will operate multiple controls and hydraulic systems of Dulles International's mobile lounges on the airfield between aircraft and terminals.

**Temporary Non-Career Positions and Descriptions (11)**

**Executive Vice President and Chief Operating Officer (1)**

*Complex Coordinated Terrorist Attack (CCTA) Specialist H-18*

The CCTA Specialist will develop the Airports Authority CCTA Plan as well as regional training and exercises that address the necessary processes and capabilities needed to ensure clear communication, coordination, and cooperation among Federal agencies at the Airports, regional partners, and the whole community.

**Office of Finance (1)**

*Accountant/Capitalized Interest H-20*

The Accountant will perform a full range of professional accounting work, primarily concerning capitalized interest, general ledger accounting, fixed asset operations, and financial statement reporting that requires the application of established and standardized accounting procedures, methods, processes and practices.

**Office of Human Resources and Administrative Services (4)**

*Organizational Design and Management Specialist (2) H-20*

The Organizational Design and Management Specialist will perform a range of job evaluation, classification, and organizational design services including designing, documenting, and evaluating jobs; determining and validating minimum qualifications and other job requirements; writing job descriptions; and conducting organizational design studies.

*Communications Specialist H-20*

The Communication Specialist will perform a variety of communication and information management tasks to support the Airports Authority human resources and administrative services programs. This position will develop, review, edit, revise, and publish newsletters and official organization-wide documents and policies.

*Risk and Insurance Analyst H-19*

The Risk and Insurance Analyst will administer insurance policies purchased by the Airports Authority. This position will gather all relevant risk exposure data to compile a comprehensive package of insurance marketing materials for the annual insurance renewals. The position will also complete insurance applications for signature by executive management.

**Office of Technology (2)**

*Help Desk Specialist (2) H-17*

The Help Desk Specialist will respond to service requests from users to resolve desktop, laptop, print, telephone, and hardware problems; enterprise application problems/accessibility issues; desktop engineering initiatives; and/or other advanced queries.

**Office of Communications and Government Affairs (2)**

*Construction Communications Specialist (2) H-17*

The Construction Communications Specialist will use a mix of communication techniques; provide timely, accessible, and accurate information and messages to inform travelers, the media, airport employees, vendors, external and internal stakeholders, and government agencies on the status and progress of "Project Journey."

**Reagan National (1)**

*Office Assistant N-12*

The Office Assistant will assist in various administrative functions; maintain an awareness of the day-to-day activities of the Office and staff in performing a variation of clerical and secretarial duties. The position will screen callers; compile, assemble, proofread, and type documents

**Non-Career and Other Positions by Category**

Org Code	Office and Department	Total Positions 2018
<b>Non-Career Term Positions</b>		
2	Executive Vice President and Chief Operating Officer	1
90	Office of Real Estate Development	1
20	Office of Finance	5
801	Office of Marketing and Consumer Strategy	2
500	Office of Human Resources and Administrative Services	13
600	Office of Technology	51
80	Office of Audit	1
	<b>Subtotal Consolidated Functions</b>	<b>74</b>
100	Reagan National	4
200	Dulles International	6
300	Public Safety	2
	<b>Subtotal Aviation Enterprise Non-Career Term Positions</b>	<b>86</b>
<b>Management Intern Program</b>		
500	Office of Human Resources and Administrative Services	5
100	Reagan National	1
	<b>Subtotal Aviation Enterprise Management Intern Program</b>	<b>6</b>
<b>Apprentice Program</b>		
100	Reagan National	12
200	Dulles International	10
	<b>Subtotal Aviation Enterprise Apprentice Program</b>	<b>22</b>
<b>Summer Intern Program</b>		
500	Office of Human Resources and Administrative Services	41
<b>Customer Service Ambassadors</b>		
200	Dulles International	60
<b>Total Aviation Enterprise</b>		<b>215</b>

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## **DEBT PROGRAM**

The Airports Authority uses debt financing to fund a major portion of its capital programs for Reagan National, Dulles International, Dulles 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 \$11.3 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 several years to fund projects in the 2015-2024 CCP and refund outstanding debt when advantageous.

### Ratings

The uninsured fixed rate bonds are rated long-term "Aa3" by Moody's, "AA-" by S&P, and "AA-" by Fitch Ratings. In May 2017, Fitch Ratings affirmed the "AA-" rating and the Stable Outlook, S&P affirmed the "AA-" rating with "Stable Outlook." On May 16, 2017, Moody's upgraded Airports Authority's credit to "Aa3" from "A1" and changed the outlook from "Positive" to "Stable".

### Insurance

As of October 1, 2017, the Airports Authority had \$105.5 million or 2.4 percent of Bonds insured either by Berkshire Hathaway Assurance Corporation (BHAC).

### Variable Rate Programs

The Airports Authority has a diversified variable rate debt program which consists of Variable Rate Demand Obligations (VRDOs) with weekly and daily interest rate modes 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
ICBC	Letter of Credit	CP Two	\$200.0	Feb 2022
Wells Fargo	Index Floaters	2003D1	\$53.8	Oct 2018
TD Bank	Letter of Credit	2009D VRDO	\$116.8	Feb 2021
Sumitomo	Letter of Credit	2010C VRDO	\$145.5	Sep 2020
Wells Fargo	Index Floaters	2010D	\$148.8	Sep 2020
RBC	Letter of Credit	2011A VRDO	\$180.0	Sep 2018
US Bank	Index Floaters	2011B	\$133.7	Apr 2020

## **Commercial Paper (CP) Program**

The Airports Authority authorized a CP Program in an aggregate principal amount not to exceed \$500 million outstanding at any time. The Airports Authority currently has in place one credit facility allowing the Airports Authority to draw up to \$200 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 Industrial and Commercial Bank of China Limited, acting through its New York Branch, which expires on February 25, 2022. As of October 1, 2017, there are no outstanding CP Notes.

## **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 2018 Budget proposes to use \$43.6 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 the subsequent Board Resolution No. 08-21*. The 2018 debt service for the AeroTrain is estimated at \$107.7 million, and the 2018 Budget assumes \$43.6 million of this debt is funded with PFC revenue. Previous Budgets for fiscal years 2010 through 2017 allocated PFCs for AeroTrain debt service totaling \$82.0 million, \$50.0 million, \$40.0 million, \$42.0 million, \$40.0 million, \$42.5 million, \$43.5 million, and \$45.0 million respectively.

## **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



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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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 table below provides summary information with respect to the Airports Authority's current Swap Agreements as of October 1, 2017.

**Swap Agreement Summaries**  
*(dollars in millions)*

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	A1/A/A+	\$23.8	4.445%
6/15/2006	10/1/2009	10/1/2039	JPMorgan Chase	Aa3/A+/AA-	\$162.2	4.099%
			Bank of America	A1/A/A+	\$93.9	
6/15/2006	10/1/2010	10/1/2040	Wells Fargo	Aa2/AA-/AA	\$148.8	4.112%
5/13/2005	10/1/2011	10/1/2039	Wells Fargo	Aa2/AA-/AA	\$108.6	3.862%
<b>Aggregate Swaps</b>					<b>\$537.4</b>	

**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 2018.

**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 Airline Agreement determines Debt Service Coverage payments from airlines for airline-supported cost centers at both airports. In years 2016 through 2017 airline funded debt service coverage will be 35 percent, in years 2018 through 2023, will be 30 percent and in year 2024 will be 25 percent. The debt service coverage for 2016 through 2018 is as follows:

**Debt Service Coverage**

	Actual 2016	Budget 2017	Budget 2018
Reagan National	2.26x	2.02x	1.96x
Dulles International	1.64x	1.48x	1.51x
<b>Combined</b>	<b>1.79x</b>	<b>1.61x</b>	<b>1.62x</b>

**Summary of Outstanding Aviation Bonds**  
*(dollars in thousands)*

Series	Dated Date	Originally Issued Par Amount	Outstanding as of Oct. 1, 2017	Tax Status	Tenor	Credit Enhancement Provider	Purpose
2003D	October 1, 2003	\$ 150,000	\$ 53,825	AMT	Variable	Wells Fargo	New Money
2008A	June 24, 2008	250,000	167,770	AMT	Fixed	n/a	Refunding/New Money
2009B	April 1, 2009	236,825	204,605	Non-AMT	Fixed	BHAC	New Money/Refunding
2009C	July 2, 2009	314,435	268,510	Non-AMT	Fixed	n/a	Refunding PFC
2009D*	July 2, 2009	136,825	116,785	Non-AMT	Variable	TD Bank	Refunding PFC
2010A	July 28, 2010	348,400	309,345	Non-AMT	Fixed	n/a	New Money/OMP
2010B	July 28, 2010	229,005	132,130	AMT	Fixed	n/a	Refunding
2010C-1	September 22, 2010	66,750	53,875	AMT	Variable	Sumitomo	Refunding
2010C-2*	September 22, 2010	103,250	91,665	Non-AMT	Variable	Sumitomo	Refunding
2010D*	September 22, 2010	170,000	148,840	Non-AMT	Variable	Wells Fargo	New Money/Refunding OMP
2010F1	November 17, 2010	61,820	61,820	Non-AMT	Fixed	n/a	
2011A*	September 21, 2011	233,635	180,020	AMT	Variable	RBC	New Money/Refunding
2011B	September 21, 2011	207,640	133,715	Non-AMT	Variable	US Bank	New Money/Refunding
2011C	September 21, 2011	185,390	139,320	AMT	Fixed	n/a	Refunding
2011D	September 21, 2011	10,385	8,020	Non-AMT	Fixed	n/a	Refunding
2012A	July 3, 2012	291,035	277,780	Non-AMT	Fixed	n/a	Refunding
2012B	July 3, 2012	20,790	7,315	AMT	Fixed	n/a	Refunding
2013A	July 11, 2013	207,205	207,205	AMT	Fixed	n/a	Refunding
2013B	July 11, 2013	27,405	21,145	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	482,435	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	266,050	AMT	Fixed	n/a	New Money/Refunding
2015C	July 15, 2015	35,975	30,625	Non-AMT	Fixed	n/a	Refunding
2015D	July 15, 2015	30,490	30,490	Taxable	Fixed	n/a	Refunding
2016A	July 7, 2016	362,655	362,655	AMT	Fixed	n/a	Refunding
2016B	July 7, 2016	23,370	23,370	Non-AMT	Fixed	n/a	Refunding
2017A	July 7, 2017	522,135	517,975	AMT	Fixed	n/a	New Money/Refunding
<b>Total</b>		<b>\$ 5,218,690</b>	<b>\$ 4,472,075</b>				

\* Subject of a floating-to-fixed rate swaps

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

**Summary of Bond Debt Service – Airport Revenue Bonds**  
*(dollars in thousands)*

Airport Revenue Bonds	Date of Issue	Maturity	Bonds		FY 2018	Oct. 2018	FY 2018	
			Outstanding 10/1/2017	FY 2017* Debt Service	Interest Payments	Principal Payment	Debt Service	
<b>Senior Debt:</b>								
Series 2003D	9/16/2003	2004-2033	\$ 53,825	\$ 2,930	\$ 1,727	\$ 2,231	\$ 3,959	
Series 2007A	7/3/2007	2008-2023	-	8,814	-	-	-	
Series 2007B	9/12/2007	2008-2035	-	19,923	-	-	-	
Series 2008A	6/24/2008	2012-2029	167,770	21,132	8,834	9,690	18,524	
Series 2009B	4/1/2009	2010-2029	204,605	18,204	9,987	10,213	20,200	
Series 2009C	7/2/2009	2010-2039	268,510	20,830	13,792	7,046	20,839	
Series 2009D	7/2/2009	2010-2039	116,785	7,870	4,755	3,123	7,878	
Series 2010A	7/28/2010	2011-2039	309,345	21,297	14,954	8,768	23,722	
Series 2010B	7/28/2010	2011-2027	132,130	23,326	6,364	14,711	21,076	
Series 2010C	9/22/2010	2011-2039	145,540	8,397	5,467	4,089	9,556	
Series 2010D	9/22/2010	2011-2040	148,840	10,111	6,083	3,685	9,768	
Series 2010F-1	11/17/2010	2020-2031	61,820	3,077	3,077	-	3,077	
Series 2011A	9/21/2011	2012-2038	180,020	18,323	7,089	11,083	18,171	
Series 2011B	9/21/2011	2012-2041	133,715	16,061	4,202	14,568	18,769	
Series 2011C	9/29/2011	2012-2028	139,320	15,712	6,857	8,855	15,712	
Series 2011D	9/29/2011	2012-2031	8,020	778	338	440	778	
Series 2012A	7/3/2012	2016-2032	277,780	24,316	13,535	10,783	24,317	
Series 2012B	7/3/2012	2013-2019	7,315	3,934	321	3,614	3,935	
Series 2013A	7/11/2013	2018-2043	207,205	11,329	10,260	4,941	15,201	
Series 2013B	7/11/2013	2016-2023	21,145	4,483	673	3,808	4,480	
Series 2013C	7/11/2013	2020-2022	11,005	528	528	-	528	
Series 2014A	7/3/2014	2015-2044	482,435	46,437	22,642	26,039	48,681	
Series 2015A	1/29/2015	2033-2034	163,780	8,189	8,189	-	8,189	
Series 2015B	7/15/2015	2015-2045	266,050	20,039	13,032	7,984	21,016	
Series 2015C	7/15/2015	2015-2035	30,625	4,076	1,395	2,680	4,075	
Series 2015D	7/15/2015	2020-2030	30,490	1,319	1,319	-	1,319	
Series 2016A	7/7/2016	2030-2036	362,655	16,877	16,877	-	16,877	
Series 2016B	7/7/2016	2020-2032	23,370	1,169	1,169	-	1,169	
Series 2017A	7/7/2017	2017-2047	517,975	25,349	25,466	30,666	56,132	
			<b>\$ 4,472,075</b>	<b>\$ 384,828</b>	<b>\$ 208,932</b>	<b>\$ 189,014</b>	<b>\$ 397,946</b>	
Series ONE	8/16/2007	2008-2017	\$ -	\$ -	\$ -	\$ -	\$ -	
Series TWO	1/12/2005	2006-2017	-	-	-	-	-	
			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>TOTALS</b>			<b>\$ 4,472,075</b>	<b>\$ 384,828</b>	<b>\$ 208,932</b>	<b>\$ 189,014</b>	<b>\$ 397,946</b>	

\* FY 2017 Debt Service reflects new issues and refundings that occurred during the year.

**Long-Term Debt Schedule – Airport Revenue Bonds**  
*(dollars in thousands)*

	Commercial Paper Debt		Senior Debt (Long-Term)		Total Debt Service
	Principal	Interest	Principal	Interest	
2018	\$ -	\$ -	\$ 189,014	\$ 208,932	\$ 397,946
2019			179,755	206,701	386,456
2020			190,650	198,195	388,845
2021			206,175	189,132	395,307
2022			196,735	179,082	375,817
2023			196,795	170,125	366,920
2024			209,720	160,590	370,310
2025			198,670	150,300	348,970
2026			208,535	140,535	349,070
2027			218,815	130,333	349,148
2028			229,695	119,557	349,252
2029			241,000	108,360	349,360
2030			247,025	96,503	343,528
2031			245,860	84,431	330,291
2032			243,475	72,372	315,847
2033			238,585	60,613	299,198
2034			215,705	48,967	264,672
2035			232,395	38,411	270,806
2036			143,350	27,554	170,904
2037			82,830	21,185	104,015
2038			86,940	17,207	104,147
2039			93,160	13,034	106,194
2040			37,370	8,576	45,946
2041			28,275	6,801	35,076
2042			24,110	5,423	29,533
2043			25,320	4,218	29,538
2044			21,025	2,952	23,977
2045			15,305	1,900	17,205
2046			11,075	1,135	12,210
2047			11,625	581	12,206
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,468,989</b>	<b>\$ 2,473,706</b>	<b>\$ 6,942,694</b>

*2018 is on FY(cy) not Bond Year, and will not match to Official Statement information for 2018.*

*2018 does not include \$2,749,015 of annual financing fees.*

### **Dulles Corridor Debt Program**

The Airports Authority uses debt financing to fund the 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 \$2.7 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.

### **First Senior Lien Bonds**

A total of \$198 million of Series 2009A Bonds were issued as Current Interest Bonds in August 2009.

### **Second Senior Lien Bonds**

The Second Senior Lien includes the 2009B, 2009C, 2009D, 2010A, 2010B, 2014A Series of Bonds, totaling \$1.7 billion outstanding as of October 1, 2017.

The Airports Authority originally issued \$261.9 million of Capital Appreciation Bonds; \$296 million of Convertible Capital Appreciation Bonds; \$400 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 2014 Bonds total \$1.278 billion and are Junior Lien Revenue Bonds. As of October 1, 2017, the Airports Authority has drawn \$724.3 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, A-

**Insurance**

Assured Guaranty insures \$188.3 million of the \$207.1 million Series 2009B Bonds and all \$158.2 million of the Series 2009C Bonds.

As of October 1, 2017, a total of \$504 million or 18.3 percent of the total \$2.7 billion outstanding 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 2018. The Series One CP Notes are secured as Second Senior Lien Bonds under the Master Indenture. As of October 1, 2017, there are \$200 million outstanding of Series One CP Notes.

**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 tables demonstrate 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.

**Annual Debt Service Requirements and Projected Debt Service**  
*(dollars in millions)*

	2014	2015	2016	2017	2018
Dulles Toll Road Gross Toll Revenue	\$ 148.81	\$ 154.17	\$ 156.97	\$ 154.67	\$ 154.00
Dulles Toll Road O&M	(29.23)	(29.15)	(31.19)	(30.33)	(30.19)
Interest Income	-	2.46	2.96	2.46	2.55
<b>Net Revenue Available for Debt Service</b>	<b>\$ 119.58</b>	<b>\$ 127.47</b>	<b>\$ 128.74</b>	<b>\$ 126.80</b>	<b>\$ 126.36</b>
First Senior Lien, Series 2009A	\$ 10.14	\$ 10.14	\$ 10.14	\$ 10.14	\$ 10.14
Second Senior Lien, Series 2009B <sup>1</sup>	5.22	11.42	9.50	6.21	8.13
Second Senior Lien, Series 2009C <sup>1</sup>	-	-	4.06	16.24	16.24
Second Senior Lien, Series 2009D	29.85	29.85	29.85	29.85	29.85
less direct subsidy on 2009D BABs <sup>3</sup>	(9.69)	(9.68)	(9.74)	(9.73)	(9.76)
less state funding for interest payments	(30.00)	(30.00)	(30.00)	(20.00)	(15.00)
Second Senior Lien, Series 2010A <sup>2</sup>	-	-	-	-	-
Second Senior Lien, Series 2010B <sup>2</sup>	-	-	-	-	3.82
Second Senior Lien, Series 2014A	7.56	21.09	21.09	21.09	21.09
Subordinate Lien, Series 2010D	12.00	12.00	12.00	12.00	12.00
less direct subsidy on 2010D BABs <sup>3</sup>	(3.90)	(3.89)	(3.91)	(3.91)	(3.92)
Junior Lien TIFIA Series 2014 <sup>4</sup>	-	-	-	-	8.79
<b>Total Net Debt Service<sup>5</sup></b>	<b>\$ 21.17</b>	<b>\$ 40.92</b>	<b>\$ 42.99</b>	<b>\$ 61.89</b>	<b>\$ 81.36</b>
<i>First Senior Lien Debt Service Coverage</i>	<i>11.79 x</i>	<i>12.57 x</i>	<i>12.69 x</i>	<i>12.50 x</i>	<i>12.46 x</i>
<i>Second Senior Lien Debt Service Coverage</i>	<i>9.15 x</i>	<i>3.89 x</i>	<i>3.69 x</i>	<i>2.36 x</i>	<i>1.96 x</i>
<i>Subordinate Lien Debt Service Coverage</i>	<i>5.65 x</i>	<i>3.12 x</i>	<i>2.99 x</i>	<i>2.05 x</i>	<i>1.55 x</i>

<sup>1</sup> 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.

<sup>2</sup> 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.

<sup>3</sup> Federal subsidy payments on BABs are subject to sequestration reductions. The net subsidy rate for 2018 is 32.69 percent.

<sup>4</sup> First mandatory debt service payment is April 1, 2019.

<sup>5</sup> 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.



**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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**Summary of Outstanding Dulles Toll Road Bonds**

Series	Originally Issued Par Amount	Outstanding as of 10/1/2017	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	295,714,640	Tax-Exempt CABs	Fixed	\$188,266,435 Assured Guaranty	Metrorail
2009C	158,234,960	249,775,000	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	88,468,688	Tax-Exempt CABs	Fixed	None	Metrorail
2010B	137,801,650	220,438,649	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 <sup>1</sup>	701,823,166	724,276,882	Federal Loan	Fixed	None	Metrorail
CP Series One <sup>2</sup>		200,000,000	Tax-Exempt Commercial Paper	Variable	JP Morgan LOC	Metrorail
	<b>\$ 2,429,489,684</b>	<b>\$ 2,948,433,859</b>				

<sup>1</sup> 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.

<sup>2</sup> The Airports Authority is authorized to draw up to \$300 million subject to the terms and conditions in the transaction documents.

**Long-Term Debt Schedule — Dulles Toll Road Revenue Bonds**

Year	Originally Issued Principal Amount <sup>1</sup>	Interest on DTR Bonds	TIFIA Mandatory Debt Service <sup>2</sup>	Total Debt Service	BABs Subsidy <sup>3</sup>	Commonwealth of Virginia Funding <sup>4</sup>	Total Net Debt Service
2018	4,086,658	91,847,704	-	95,934,363	(13,680,111)	(15,000,000)	67,254,251
2019	7,259,874	109,974,489	35,141,663	152,376,025	(13,680,111)	(15,000,000)	123,695,914
2020	3,505,221	107,674,142	41,490,630	152,669,993	(13,680,111)	-	138,989,882
2021	3,466,610	108,122,753	42,739,691	154,329,053	(13,680,111)	-	140,648,942
2022	3,422,177	108,607,186	44,333,878	156,363,241	(13,680,111)	-	142,683,129
2023	9,267,174	117,442,189	62,877,186	189,586,548	(13,680,111)	-	175,906,437
2024	10,631,131	121,343,232	60,640,166	192,614,528	(13,680,111)	-	178,934,417
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
<b>Total</b>	<b>\$ 1,877,108,653</b>	<b>\$ 3,714,682,839</b>	<b>\$ 2,219,042,608</b>	<b>\$ 7,810,834,100</b>	<b>\$ (406,046,978)</b>	<b>\$ (30,000,000)</b>	<b>\$ 7,374,787,122</b>

<sup>1</sup> Includes accreted value on Convertible Capital Appreciation Bonds. Accretion on Capital Appreciation Bonds is included in the interest column.

<sup>2</sup> 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.

<sup>3</sup> 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 FY 2017 were subject to sequestration reductions resulting in net subsidy rates of 32.585 percent. This table assumes annual sequestration reductions continue through 2024 at the FY18 level of 32.69 percent. The BABs subsidy is assumed to return to the full 35% thereafter.

<sup>4</sup> 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 2019 to reduce the toll increases required to fund the Dulles Corridor Metrorail Project.

**2018 BUDGET**  
**Metropolitan Washington Airports Authority**

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**Summary of Bond Debt Service — Dulles Toll Road**

Existing Debt	Date of Issue	Maturity	Bonds Outstanding 10/1/2017	Debt Service 2017 <sup>1</sup>	Debt Service 2018 <sup>1</sup>
Series 2009A	8/12/2009	2030 - 2044	\$ 198,000,000	\$ 10,142,988	\$ 10,142,988
Series 2009B	8/12/2009	2012 - 2040	295,714,640	6,211,250	8,126,250
Series 2009C	8/12/2009	2038 - 2041	249,775,000	16,235,375	16,235,375
Series 2009D <sup>2</sup>	8/12/2009	2045 - 2046	400,000,000	20,114,194	20,090,689
Series 2010A	5/27/2010	2029 - 2037	88,468,688	-	-
Series 2010B	5/27/2010	2040 - 2044	220,438,649	-	3,818,750
Series 2014A	5/14/2014	2051 - 2053	421,760,000	21,088,000	21,088,000
Series 2010D <sup>2</sup>	5/27/2010	2042 - 2047	150,000,000	8,086,650	8,077,200
TIFIA Series 2014 <sup>3</sup>	8/20/2014	2023 - 2044	724,276,882	-	8,785,416
LESS: Commonwealth of Virginia funds for DTR Bonds Debt Service <sup>4</sup>				(20,000,000)	(15,000,000)
CP Series One <sup>5</sup>	8/1/2011	8/10/2018	200,000,000	1,500,000	2,250,000
<b>TOTALS</b>			<b>\$ 2,948,433,859</b>	<b>\$ 63,378,457</b>	<b>\$ 83,614,667</b>

<sup>1</sup> 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.

<sup>2</sup> Annual debt service is net of federal subsidy for Build America Bonds.

<sup>3</sup> 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.

<sup>4</sup> State funding is used to pay interest on DTR revenue bonds to reduce the toll increases required to fund the Dulles Corridor Metrorail Project.

<sup>5</sup> For budgeting purposes, the amount outstanding in 2018 is assumed to be \$300 million, the maximum amount authorized to be drawn. The interest rate on commercial paper notes is assumed to average three-quarters of one percent.

## **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 historically been governed by a formal negotiated

Airline Agreement. In November 2014, the Airports Authority’s Board approved a new Airline Agreement effective January 1, 2015, with a ten-year term for Reagan National, and a three-year term for Dulles International. In July 2016, the First Universal Amendment to the 2015 Airline Agreement was approved by the Airports Authority’s Board, extending the agreement by seven years to 2024 for Dulles International to be co-terminus with Reagan National expiration terms. This amendment has been signed by the major carriers at Dulles International.

**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 (BABs)** — 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 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 PROGRAM** — 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, expiring in March 2017. It is anticipated that the current facility will either be replaced or extended for an additional 2 to 5 years. The Dulles Corridor Enterprise has a CP Program supported by a liquidity facility with JP Morgan Chase Bank for \$300 million, expiring in August 2018.

**COMMONWEALTH OF VIRGINIA GRANT** — 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. In 2016, the Commonwealth of Virginia passed a budget bill providing \$50 million, \$25 million in airport funding per year in 2017 and 2018 for Dulles International, to reduce airline operating costs and further strengthen the competitive position of Dulles International.

**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 190,000 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 943,000 square feet to serve 43 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 48 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.

**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).

**DULLES INTERNATIONAL AIRPORT ACCESS HIGHWAY (ACCESS HIGHWAY) (DIAAH)** — 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 (1/6<sup>th</sup>) 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) 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** — Non-operating 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 REPAIR AND REHABILITATION 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.”

**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** — Fiscal Year for The Airports Authority starts on January 01<sup>st</sup> and ends on December 31<sup>st</sup> of each year.

**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.

**#FLYWASHINGTON MAGAZINE** — The Airports Authority publishes the #FlyWashington 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.

**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** — 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 and the J.P. Morgan Chase 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 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.

**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.

**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** — The Master Plan for each Airport establishes the framework for the Capital Construction Projects and may be amended from time to time by the Airports Authority. The Master Plans adopted by the Airports Authority's Board include the Airports' Land Use Plans and the Airport Layout Plans (ALPs). The ALPs have been approved by the FAA, and any future amendments also must be approved by the FAA.

**MASTER TRANSFER AGREEMENT** — The agreement between the Airports Authority and the Virginia Department of Transportation 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 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 related 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 non-operating revenues less operating 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) required deposits to maintain the operation and maintenance reserve; (c) debt service; (d) required deposits to maintain the Debt Service Reserve Fund and (e) required deposits to maintain the Emergency R&R Fund. 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.

**NON-OPERATING 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.

**NON-OPERATING 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 GARAGES 1 and 2** — Two public parking garages that flank the Hourly Parking Lot in front of the Main Terminal at Dulles International. 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. The walkway from Garage 1 is temporarily closed to accommodate construction of the Silver Line Metrorail Station at the airport.

These garages provide approximately 8,365 public parking spaces.

**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.

**PAY FOR PERFORMANCE (PfP) PROGRAM** — The Airports Authority's method of managing employee performance. PfP is a process that focuses on

results and enables supervisors to rate an employee's performance based on work results within their control or influence.

**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.



**PROJECT JOURNEY** — A \$1.0 billion investment by the Airport Authority to transform the traveler experience inside terminals, at the gates and along the roads at Reagan National Airport. The end result will provide passengers with greater connectivity, more shopping and dining choices, a more pleasant post-security environment and less congestion.

**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 (R&R) PROGRAM** — 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."

**SaaS (Software as a Service)** — SaaS is a software licensing and delivery model in which software is licensed on a subscription basis. Software is centrally hosted and users access the software using web browser.

**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.

**SETTLEMENT** — A calculation after the end of the fiscal year, where the airline rates and charges are recalculated using audited financial data to determine any airline under/overpayment.

**SIGNATORY AIRLINE** — A scheduled air carrier that has executed the Airline Agreement effective during the period from January 1, 2015, through December 31, 2024 for Reagan National and through December 31, 2017 for Dulles International. However, in July 2016, the First Universal Amendment to the 2015 Airline Agreement was approved by the Airports Authority's Board, extending the airline agreement to December 31, 2024 for Dulles International.

**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, and to recover its investment in COMIP projects funded from revenues. Capital equipment and capital facility projects acquired by the Airports Authority 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 LOAN** — 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 Federal credit assistance to major surface transportation projects of national or regional significance, 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 TIFIA.

**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 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 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 (TNCs)** - A transportation network company 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.

**VEBA (Voluntary Employees' Beneficiary Association)** — VEBA is a trust fund used to provide certain benefits for retirees and their dependents or

beneficiaries. Contributions to VEBA are tax deductible and funds grow tax-deferred.

**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.

**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 wrap-up insurance protects all contractors and subcontractors working on a large project. 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.

# 2018 BUDGET

January 1 through December 31, 2018

Adopted by the Board of Directors on December 13, 2017



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METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

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