

METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

# 2020 BUDGET

January 1 through December 31, 2020



METROPOLITAN  
WASHINGTON  
AIRPORTS AUTHORITY



**REAGAN NATIONAL AIRPORT**



**DULLES TOLL ROAD**



**DULLES INTERNATIONAL AIRPORT**



**DULLES CORRIDOR METRORAIL**

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Metropolitan Washington Airports Authority  
District of Columbia**

For the Fiscal Year Beginning

**January 1, 2019**

*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, 2019**.

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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# METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

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## 2020 BUDGET

JANUARY 1 - DECEMBER 31, 2020

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### **BOARD OF DIRECTORS**

*as of December 1, 2019*

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### **EXECUTIVE STAFF**

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Jerome L. Davis, Executive Vice President and Chief Revenue Officer

Monica R. Hargrove, Vice President and Secretary to the Board

Andrew T. Rountree, CPA, Senior Vice President for Finance and Chief Financial Officer

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### **FINANCE OFFICE STAFF**

George Kangha, Budget Manager

Teri Arnold, Rates and Charges Program Manager

## RESOLUTION NO. 19-25

### Adopting the 2020 Budget for the Metropolitan Washington Airports Authority

WHEREAS, The Finance Committee has provided direction to the staff regarding major challenges that the 2020 Budget needs to address;

WHEREAS, The Finance Committee received the summary level draft 2020 Budget, prepared by staff, in October 2019;

WHEREAS, The Finance Committee considered the recommended 2020 Budget, prepared by staff, at its November 2019 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 and Second Universal Amendments;

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 2020 Dulles International airline rates and charges, the recommended 2020 Budget provides (a) for the use of \$51.0 million in Passenger Facility Charge revenues to pay debt service attributable to the AeroTrain and (b) for a transfer to Dulles International of \$25.0 million from the Metropolitan Washington Airports Authority's (Airports Authority) share of the 2019 Net Remaining Revenue generated at Ronald Reagan Washington National Airport (Reagan National);

WHEREAS, In order to assist the airlines serving Dulles International, the Second Universal Amendment to the 2015 Airport Use Agreement and Premises Lease with the airlines at Dulles International provides that Interest Earnings (as defined in the amendment) realized on investment assets held in the Western Lands account (established pursuant to the amendment) may only be used to reduce the



costs that the Airports Authority would otherwise include in calculating rentals, fees and charges assessed to airlines operating at Dulles International, and the recommended 2020 Budget includes \$5.0 million in estimated 2020 Interest Earnings to be used in this manner;

WHEREAS, The recommended 2020 Budget provides for a reasonable level of expenditures to be made or to accrue in 2020 (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 2020 to cover these expenditures; now, therefore, be it

RESOLVED, That the 2020 Budget, as presented at the December 2019 meeting of the Board of Directors, is hereby adopted;

2. That the following sums, totaling \$1,374,776,000 are hereby authorized to be expended from the Aviation Enterprise Fund in 2020 for the operation, maintenance, care, improvement and protection of Reagan National and Dulles International Airports:

- (a) \$696,133,000 for the Aviation Operation and Maintenance Program, consisting of \$383,183,000 for operating expenses and \$312,949,000 in net debt service after reducing gross debt service by \$51,000,000 of Passenger Facility Charge revenue;
- (b) \$114,558,000 for the Aviation Capital, Operating and Maintenance Investment Program (COMIP); and
- (c) \$564,084,000 for the Aviation Capital Construction Program (CCP);

3. That the following sums, totaling \$51,576,000, are hereby authorized to be expended from the Aviation Enterprise Fund in 2020 for the following distinct operations within the Operation and Maintenance Program:

- (a) \$32,632,000 for expenses for parking operations against estimated parking revenues of \$127,792,000;

- (b) \$5,269,000 for expenses for taxi operations against estimated taxi revenues of \$9,349,000;
- (c) \$4,797,000 for expenses for concessions management against estimated food and beverage concessions revenues of \$38,435,000;
- (d) \$1,718,000 for expenses for Airports Authority-owned buildings at Dulles International against estimated revenues of \$2,129,000;
- (e) \$4,204,000 for expenses for telecommunications against estimated telecommunications revenue of \$5,048,000;
- (f) \$2,400,000 for expenses for technology monetization initiatives against estimated revenues of \$2,400,000; and
- (g) \$556,000 for expenses, excluding debt service, for the leaseback of Dulles International Air Traffic Control Tower against estimated revenue of \$3,754,000;

4. That the following sums, totaling \$573,983,000, are hereby authorized to be expended from the Dulles Corridor Enterprise Fund in 2020 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) \$174,091,000 for the Dulles Corridor Operation and Maintenance Program, consisting of \$33,841,000 for operating expenses and \$140,250,000 for debt service and financing fees;
- (b) \$5,867,000 for the Dulles Corridor Renewal and Replacement (R&R) Program;
- (c) \$365,323,000 for the Dulles Corridor Capital Improvement Program (CIP), consisting of \$26,648,000 for Dulles Corridor Improvements and \$338,675,000 for the Dulles Corridor Rail Project; and
- (d) \$28,702,000 to be transferred to reserve accounts within the Dulles Corridor Enterprise Fund, as identified in the 2020 Budget;

5. That any revenue received or accrued by the Dulles Corridor Enterprise in 2020 that, at the conclusion of 2020, exceeds the expenditures, obligations and transfers to a reserve account pursuant to this Resolution or to a reserve fund or account under either the Master Indenture of Trust Securing Dulles Toll Road Revenue Bonds, dated as of August 1, 2009 (Dulles Toll Road Indenture), or the Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan Agreement, dated as of August 20, 2014, made in 2020 (collectively, the 2020 Expenditures,

Obligations and Transfers), shall be transferred to the Dulles Corridor Reserve and Toll Rate Stabilization Fund (DCE Reserve) which is maintained pursuant to the Dulles Toll Road Indenture; and further that, in the event the revenue received and accrued by the Dulles Corridor Enterprise in 2020 is less than the 2020 Expenditures, Obligations and Transfers, a sum equal to the amount of such revenue shortfall shall, at the conclusion of 2020, be applied to reduce the amount budgeted to the DCE Reserve;

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 2020 do not exceed the level authorized herein; provided, that any such reprogramming which increases or decreases an expenditure item or project in the COMIP, CCP, R&R, or CIP by more than \$10.0 million in 2020 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:

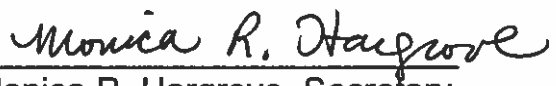
- (a) Aviation Operation and Maintenance Program (\$250,000);
- (b) Aviation Capital, Operating and Maintenance Investment Program (\$500,000 or any new project, regardless of dollar amount);
- (c) Aviation Capital Construction Program (\$500,000 or any new project, regardless of dollar amount);
- (d) 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 2020 Budget, in the amount of (i) \$77,921,000 within the Aviation Capital, Operating and Maintenance Investment Program, (ii) \$125,914,000 within the Aviation Capital Construction Program, and (iii) \$14,408,000 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>14</u>
Members in Favor	<u>14</u>
Members Against	<u>0</u>
Members Abstaining	<u>0</u>

Adopted December 18, 2019

  
Monica R. Hargrove  
Monica R. Hargrove, Secretary



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**Metropolitan Washington Airports Authority**

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**Metropolitan Washington Airports Authority**

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December 11, 2019

Members of the Board of Directors  
Metropolitan Washington Airports Authority

To Members of the Board of Directors:

The Recommended 2020 Budget (2020 Budget) for the Metropolitan Washington Airports Authority (Airports Authority) for the period January 1 through December 31, 2020, is herewith presented to the Board of Directors (Board). This submission is consistent in all material respects to the *Draft* 2020 Budget provided in October 2019, and the recommended 2020 Budget presented in November. The 2020 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. 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, revenues from concessions, and interest income, with the exception of certain discretionary grants from the federal government and the Commonwealth of Virginia.

The contribution of the Airports Authority to a large and robust Washington, DC region is far-reaching and extensive, as both business Enterprises continue to serve as engines for the regional economy. The transportation assets the Airports Authority oversees, stimulate about \$23.6 billion of regional economic output, deliver \$14.4 billion in gross domestic product, and support about 187,200 local jobs.<sup>1</sup> As the primary gateway to the nation's capital, the importance of our Airports as a means of travel to the local population as it grows is significant. The population growth in the Airports Authority service region increased an average of 1.2 percent annually between 2010 and 2018 compared to a 0.7 percent average annual increase for the nation according to the U.S Department of Commerce, Bureau of Census. This presents the Airports Authority with many opportunities as well as various unique challenges going forward.

The 2020 Budget for both Enterprises considers in-depth these opportunities and challenges as we set budget strategic priorities and continue on our journey of success.

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<sup>1</sup> The Economic Contribution of the Metropolitan Washington Airports Authority, Published 2019



## **2020 Budget Strategic Priorities**

In the development of the 2020 Budget, the following strategic priorities and principles continue to serve as guidance for the Airports Authority as we operate and manage Reagan National, Dulles International, the Toll Road and the construction of the Metrorail Project;

- Competitive rates and charges (Cost per Enplanement) through:
  - Growth of domestic and international air service
  - Pursuit of non-aviation revenue in concessions, land development, and information technology
  - Cost discipline in operational and capital plans
  - Conservative financial management, including execution of re-financing opportunities
- Excellent customer service
- Safety, security, and emergency preparedness
- Future leadership development and succession planning
- Maintain strong bond ratings resulting in lowest cost of capital
- Continuous improvements in sustainability initiatives
- Optimize the use of capital program funds to achieve priorities
- Continuous strategic development
- Create opportunities for local disadvantaged businesses
- Dulles International accessibility - Dulles Corridor Metrorail Project Phase 2 completion

**A discussion of the 2020 Budgets for the Aviation Enterprise and Dulles Corridor Enterprise follows:**

### **Aviation Enterprise**

The 2020 Aviation Enterprise Budget supports the operations of the Airports, Public Safety, and Corporate functions with prioritization on safety, security, and emergency preparedness; efficient operations; and quality customer service standards to manage the airline cost structure and maximize the Airports' competitive position. The 2020 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.

### **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 2018, the Airport Use Agreement and Premises Lease for Dulles International was further amended (Second Universal Amendment) to address the proceeds from the sale of lands west of Dulles International. The amendment required that any distribution the Airports Authority makes, be used solely for the purpose of reducing the costs it would otherwise include in calculating the rental, fees, and charges assessed to airlines operating at 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 2020 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 2020 through 2023 will be shared 45 percent with the Airports Authority and 55 percent with the airlines.
- The Airports Authority will use its share of NRR generated in 2019 from Reagan National at Dulles International in 2020, up to \$25.0 million.
- NRR generated at Dulles International is shared between the Airports Authority and Dulles International airlines (generally 50 percent up to a plateau of \$16.4 million in 2020, 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 activity areas at both Airports, in years 2020 through 2023 is 30 percent.
- Investment earnings from the sale of the Western lands will be applied at Dulles International to offset costs charged to the airlines.

The centerpiece of the 2015 Airline Agreement at Reagan National includes the Board approved \$1.0 billion ten-year CCP that provides for a new fourteen gate 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 new concourse and security checkpoints are expected to be completed in 2021.

The initial 2015 Airline Agreement at Dulles International includes the Board approved \$142.0 million 2015-2018 three-year CCP that provides 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

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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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. Based on Airport needs, Board approved projects are added to the CCP periodically.

**Passenger Activity**

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

	Actual	Projections*		2020 Projections vs. 2019 Projections
	2018	2019	2020	Percent Change
<b>Reagan National</b>				
Domestic	11,526	11,760	11,855	0.8%
International	184	190	195	2.6%
Total Enplanements	11,710	11,950	12,050	0.8%
Landed Weights	13,713	14,100	14,200	0.7%
<b>Dulles International</b>				
Domestic	7,957	8,125	8,275	1.8%
International	3,990	4,125	4,225	2.4%
Total Enplanements	11,947	12,250	12,500	2.0%
Landed Weights	17,837	18,290	18,595	1.7%
<b>Total Airport System</b>				
Domestic	19,483	19,885	20,130	1.2%
International	4,174	4,315	4,420	2.4%
Total Enplanements	23,657	24,200	24,550	1.4%

\* Source: Series 2019AB Official Statement - Report of the Airport Consultant.

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 total combined system-wide enplanements for both Reagan National and Dulles International are projected to increase 1.4 percent in 2020 over 2019 forecasted enplanements with the assumption that, over the long term, airline traffic at the Airports will increase in relation to the growth in the economy of the Airports service region and continued airline service.

Reagan National enplanements are projected to increase 0.8 percent in 2020 over the 2019 forecast. The modest projected growth for Reagan National in 2020 is based on certain assumptions such as any future changes to the High Density and Perimeter rules will result in no material increase or decrease in the number of landing and takeoff slots or the average size of aircraft accommodated. The number of takeoffs and landings at Reagan National are controlled by federal permits known as "slots." A five-year Federal Aviation Administration (FAA) reauthorization was enacted in 2018 enabling some stability in slot and perimeter regulations at Reagan National until 2023. Future legislative vehicles could change operational rules at the Airport.

Domestic enplanements at Dulles International are projected to increase 1.8 percent in 2020 above the 2019 forecast, and international enplanements are projected to increase 2.4 percent above the 2019 forecast. The 2020 combined domestic and international enplanement projections at Dulles International are 2.0 percent above the 2019 forecast. It is also 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.

### **Outlook for the Economy of 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 regional economic growth and employment.

In its September 2019 Washington Economy Watch, the 'Stephen S. Fuller Institute for Research on the Washington Region's Economic Future' anticipates that as the region's economy approaches the fourth quarter of 2019, the beginning of the new fiscal year will offer promise and uncertainty. However, the economic transformation that has been underway in the region since 2010, when federal spending accounted for almost 40 percent of the regional economy, has resulted in this percentage declining to an estimated 31 percent in 2018 while other segments of the economy have expanded to drive regional economic growth.

### **Aviation Enterprise Budget Programs**

The 2020 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. Included in this program are operating expenses and debt service. The 2020 Budget for the O&M program is \$696.1 million, \$383.2 million for operating expenses and \$312.9 million for debt service. Operating expenses represent a 2.5 percent increase above the 2019 Budget while debt service represents a 1.4 percent increase over the 2019 Budget for a combined 2.0 percent increase in the total O&M program compared to the 2019 Budget. 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 as costs associated with the operation of the Toll Road (\$5.8 million for 2020), or as costs of the Metrorail Project (\$3.4 million for 2020). Annually, the final allocation of costs is prepared by an external consultant. The O&M program is funded from airline rates and charges and non-airline revenue, including concessions, certain discretionary grants, and other revenues. The 2020 Budget for operating revenues is \$732.4 million or 0.5 percent higher than the 2019 Budget.
- The *Aviation Enterprise Fund Capital, Operating and Maintenance Investment Program (COMIP)* provides for repair work, capital equipment, improvements, certain reserves, and operating initiatives. The COMIP is funded with the Airports Authority's share of Net Remaining Revenue (NRR) from prior year(s). The 2020 new program authorization for the COMIP is \$77.9 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), grants, rental car contract fees, and interest income from the Western Lands account. The 2020 new program authorization for the CCP is \$125.9 million.

## Aviation Operation and Maintenance (O&M) Program

### Operating Revenues

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 2020, is projected at \$732.4 million, a 0.5 percent increase over the 2019 Budget.

### Operating Revenues by Source

The Airports Authority generates its operating revenues from two primary sources, airline and non-airline revenues. Airline revenues which include terminal rentals, landing fees, international arrival building 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. Airline revenue in 2020 is projected to decrease by 8.1 percent from the 2019 Budget as we continue to limit the O&M budget program to reduce total Airport charges to the Airlines.

Non-airline revenue includes concessions, non-airline rents, utility sales, security fees and other revenues. The 2020 Budget for non-airline revenue will increase by 8.6 percent over the 2019 Budget due to a strong and diverse concessions program.

**Table 1-2: Operating Revenues by Source**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Airline Revenue*	\$ 339,696	\$ 351,908	\$ 323,440	\$ (28,468)	(8.1%)
Non-Airline Revenue	378,436	376,517	408,986	32,469	8.6%
<b>Total Operating Revenues</b>	<b>\$ 718,132</b>	<b>\$ 728,425</b>	<b>\$ 732,426</b>	<b>\$ 4,001</b>	<b>0.5%</b>

\* Excludes Transfers.

### Operating Revenues by Airport

The 2020 operating revenue budget for Reagan National is estimated at \$286.7 million or a 0.2 percent decrease from the 2019 Budget. It is estimated that Reagan National will generate \$35.1 million in NRR to the Airports Authority in 2019, of which \$25.0 million will be credited to airline-supported cost centers at Dulles International to mitigate airline rates and charges in 2020. Under the formula set forth in the Airline Agreement, the Airports Authority retains a 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 \$25.0 million generated in year 2019.

For Dulles International, the 2020 operating revenue budget is projected at \$445.7 million or a 1.1 percent increase over the 2019 Budget. Dulles International airline revenue reflects the application of \$5.0 million of interest earnings from the Western Lands account. The Western Lands was part of an 854-acre tract acquired by the Airports Authority between 2005 and 2007 to construct a fourth runway and additional facilities. After building the runway and support area, the Western Lands portion of the property remained undeveloped. With no future airport uses envisioned for the undeveloped land which lies along Virginia Route 606, the Airports Authority sought to lease or sell the 424 acres to realize a return on the earlier investment. After its sale in 2018, proceeds estimated at just over \$200.0 million after transaction costs and defeasance of related outstanding debt was put

into a special fund dedicated to reducing Dulles International's CPE in future years, hence the application of the \$5.0 million. It is estimated that Dulles International will generate \$190.4 million in NRR in 2019, of which the Airports Authority share is estimated at \$59.7 million which will be used to fund 2020 COMIP projects.

**Table 1-3: Operating Revenues by Airport**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Operating Revenue</b>					
Reagan National	\$ 279,104	\$ 287,422	\$ 286,703	\$ (718)	(0.2%)
Dulles International	<u>439,029</u>	<u>441,003</u>	<u>445,723</u>	<u>4,719</u>	1.1%
<b>Total Operating Revenues</b>	<b><u>\$ 718,132</u></b>	<b><u>\$ 728,425</u></b>	<b><u>\$ 732,426</u></b>	<b><u>\$ 4,001</u></b>	<b>0.5%</b>
<b>Transfers (prior year)*</b>					
Reagan National	\$ 37,085	\$ 37,084	\$ 43,283	\$ 6,199	16.7%
Dulles International	<u>120,639</u>	<u>120,610</u>	<u>135,656</u>	<u>15,046</u>	12.5%
<b>Total Transfers (prior year)</b>	<b><u>\$ 157,724</u></b>	<b><u>\$ 157,694</u></b>	<b><u>\$ 178,939</u></b>	<b><u>\$ 21,245</u></b>	<b>13.5%</b>
<b>Combined</b>					
Reagan National	\$ 316,188	\$ 324,506	\$ 329,986	\$ 5,481	1.7%
Dulles International	<u>559,668</u>	<u>561,613</u>	<u>581,379</u>	<u>19,766</u>	3.5%
<b>Total</b>	<b><u>\$ 875,856</u></b>	<b><u>\$ 886,119</u></b>	<b><u>\$ 911,365</u></b>	<b><u>\$ 25,246</u></b>	<b>2.8%</b>

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

### Concession Revenue

The 2020 Budget for concession revenue of \$343.0 million makes up 83.9 percent of all non-airline revenues and its continuous growth is crucial as we strive to reduce the reliance on airline revenues and make the Airports more competitive. In 2020, concession revenue is projected to increase by 10.4 percent above the 2019 Budget. This growth is primarily driven by a planned increase in the trip fee for Transportation Network Companies effective January 1, 2020, the planned addition of pouring rights to our food and beverage program, the full year of the new Rental Car contract at Dulles International, and growth in passenger activity. The Terminal Concessions Program for dining, retail, and newsstand is an essential key to a superior passenger experience at our Airports. We now offer a variety of terminal concessions options, inclusive of local, regional and national concepts; restaurants featuring celebrated chefs and inspiring menus; and internationally acclaimed retailers. With a focus on enhancements at select locations and an emphasis on passenger amenities that enrich the travel experience through convenience and comfort, the program has met the evolving needs of local and global travelers.

**Table 1-4: Concession Revenue**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Reagan National	\$ 126,974	\$ 125,227	\$ 137,839	\$ 12,612	10.1%
Dulles International	<u>184,133</u>	<u>185,330</u>	<u>205,113</u>	<u>19,784</u>	10.7%
<b>Total</b>	<b><u>\$ 311,107</u></b>	<b><u>\$ 310,557</u></b>	<b><u>\$ 342,953</u></b>	<b><u>\$ 32,395</u></b>	<b>10.4%</b>

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**Operating Expenses and Debt Service**

The 2020 Budget for operating expenses was prepared with an emphasis on current resource requirements, bottoms up transparency, and budgeting principles such as cost containment, cost efficiency, cost transparency, cost governance and cost accountability with offices submitting a detailed breakdown of all non-personnel expense categories to justify budget submission levels.

The total 2020 operating expenses including debt service are projected at \$696.1 million, which is a 2.0 percent increase over 2019. 2020 operating expenses, excluding debt service are projected at \$383.2 million; this is a 2.5 percent increase over the 2019 Budget.

Total gross debt service is \$363.9 million, an increase of 2.2 percent over 2019. Of this debt service amount, \$81.6 million is for the AeroTrain, and \$51.0 million will be funded with PFCs. Accordingly, 2020 net debt service is \$312.9 million or a 1.4 percent increase over the 2019 Budget.

**Table 1-5: Operating Expenses and Debt Service**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Reagan National	\$ 67,088	\$ 75,542	\$ 77,034	\$ 1,491	2.0%
Dulles International	136,640	142,563	146,378	3,815	2.7%
Consolidated Functions	80,927	97,360	100,801	3,440	3.5%
Public Safety	56,476	58,238	58,971	733	1.3%
<b>Total Operating Expenses</b>	<b>\$ 341,132</b>	<b>\$ 373,704</b>	<b>\$ 383,183</b>	<b>\$ 9,480</b>	<b>2.5%</b>
Reagan National Debt Service	\$ 79,528	\$ 79,998	\$ 81,119	\$ 1,121	1.4%
Dulles International Debt Service					
Debt Service	295,868	276,088	282,830	6,742	2.4%
Less: PFC Commitment	<u>(43,600)</u>	<u>(47,400)</u>	<u>(51,000)</u>	<u>(3,600)</u>	7.6%
Net Dulles International Debt Service	<u>252,268</u>	<u>228,688</u>	<u>231,830</u>	<u>3,142</u>	1.4%
<b>Total Annual Debt Service</b>	<b>\$ 331,796</b>	<b>\$ 308,686</b>	<b>\$ 312,949</b>	<b>\$ 4,263</b>	<b>1.4%</b>
<b>Total Operating Program</b>	<b>\$ 672,927</b>	<b>\$ 682,390</b>	<b>\$ 696,133</b>	<b>\$ 13,743</b>	<b>2.0%</b>

**Cost Allocation**

The 2020 Aviation Enterprise operating expenses 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, \$5.8 million is budgeted to be allocated to the Toll Road. The remaining \$3.4 million is budgeted to be allocated as administrative overhead for the 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 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Operating Expenses Prior to Cost Allocation	\$ 349,879	\$ 382,722	\$ 392,315	\$ 9,592	2.5%
Cost Allocation - Road	(5,408)	(5,650)	(5,768)	(118)	2.1%
Cost Allocation - Rail	(3,339)	(3,369)	(3,363)	5	(0.2%)
<b>Operating Expenses with Cost Allocation</b>	<b>\$ 341,132</b>	<b>\$ 373,704</b>	<b>\$ 383,183</b>	<b>\$ 9,480</b>	<b>2.5%</b>

## 2020 Operation and Maintenance Program Highlights

### Personnel Expenses

The personnel expenses budget covers employee salaries and benefits and represents 52.2 percent of the Airports Authority's 2020 operating expenses budget. The 2020 personnel expenses budget is \$199.9 million or 2.5 percent above the 2019 Budget and continues to invest in our employees with performance pay programs, quality health and retirement benefits, and future leadership development and succession planning.

**Table 1-7: Personnel Expenses**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Personnel Compensation	\$ 136,001	\$ 141,560	\$ 145,750	\$ 4,191	3.0%
Employee Benefits	47,683	53,548	54,145	597	1.1%
<b>Total Personnel Expenses</b>	<b>\$ 183,684</b>	<b>\$ 195,108</b>	<b>\$ 199,896</b>	<b>\$ 4,788</b>	<b>2.5%</b>

### Personnel Compensation

The 2020 Budget includes a total of \$4.5 million for incumbent staff compensation increases through the Merit Pay Program (MPP) and Performance Management Partnership (PMP) program for the performance period January 1 through December 31, 2019. This reflects an average increase of a 3.0 percent pay adjustment for employees, with the potential for an additional position is range pay adjustment for those employees in the lower quartiles of the pay scale.

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

### Employee Benefits

The Airports Authority's 2020 Budget for employee health insurance will decrease by 2.0 percent with no significant changes to plan coverage while the life insurance budget is projected to increase by 2.5 percent due to a slight increase in retiree headcount. Retirement and other employee benefits will increase by \$1.2 million or 4.9



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percent over the 2019 budget to adequately fund the general employee, police and firefighter pension programs, and account for employee wellness and other initiatives.

**Additional Positions**

The 2020 budgeted personnel expenses reflect actual staffing projections. Career full-time positions are proposed to increase by 21 positions, including the conversion of two non-career term positions while non-career term staffing levels will increase by two positions. The addition of 10 new firefighter positions is being funded under the Staffing for Adequate Fire and Emergency Response (SAFER) grant from the Federal Emergency Management Agency (FEMA) to help organizations increase or maintain the number of trained firefighters. The increase in positions is offset by the elimination of 26 vacant positions, comprised of 21 career full-time positions and five non-career term positions. Detailed position information and descriptions are included in the Airports Authority's staffing section of the 2020 Budget.

**Table 1-8: 2020 Additional Positions**

	<u>Career Full-Time</u>	<u>Non-Career Term</u>
<b>Consolidated Functions</b>		
<b>Office of Operations Support</b>		
Vice President of Operations Support	1	
<b>Office of Engineering</b>		
Building Code Inspector	2	
Building Code Inspector (Electrical)	1	
Engineering Program Management Analyst I	1	
<b>Office of Human Resources and Administrative Services</b>		
HR Communications Specialist Writer Editor*	1	
Contracts Administrator Human Resources*	1	
HR Technician		1
<b>Office of General Counsel</b>		
Associate General Counsel	1	
<b>Office of Strategy and Business Transformation and Performance</b>		
Business Systems Update and Enhancement Analyst	1	
<b>Subtotal Consolidated Functions</b>	<u>9</u>	<u>1</u>
<b>Reagan National</b>		
Senior Project Manager for Airport Initiatives	1	
<b>Dulles International</b>		
Airport Operations Specialist	1	
Game Control Supervisor		1
<b>Office of Public Safety</b>		
Firefighters	10	
<b>Total Metropolitan Washington Airports Authority</b>	<u>21</u>	<u>2</u>

\* Conversion from Non-Career Term to Career Full-Time Position.

## Non-Personnel Expenses

The non-personnel expenses budget represents 48.8 percent of all operating expenses and pays for travel requirements, the federal lease payment, other lease and rental expenses, utility costs, telecommunications, maintenance of the Airports Authority-owned buildings at Dulles International, services, supplies, insurance and claims, and non-capital equipment. The 2020 non-personnel expenses budget is \$183.3 million or 2.6 percent above the 2019 Budget.

**Table 1-9: Non-Personnel Expenses**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Travel	\$ 806	\$ 1,007	\$ 988	\$ (19)	(1.9%)
Lease and Rental Payments	9,860	10,596	10,748	151	1.4%
Utilities	24,944	26,141	26,378	238	0.9%
Telecommunications*	(816)	(655)	(844)	(189)	28.8%
45025 Aviation Drive*	(392)	(233)	(276)	(43)	18.6%
45045 Aviation Drive*	(554)	(382)	(135)	247	(64.7%)
Services	99,533	113,840	116,954	3,114	2.7%
Supplies, Materials and Fuel	15,575	18,307	19,389	1,082	5.9%
Insurance and Risk Management	6,718	8,225	8,225	-	0.0%
Non-Capital Equipment	1,717	1,749	1,860	111	6.3%
Non-Capital Facility Projects	55	-	-	-	0.0%
<b>Total Non-Personnel Expenses</b>	<b>\$ 157,447</b>	<b>\$ 178,596</b>	<b>\$ 183,288</b>	<b>\$ 4,692</b>	<b>2.6%</b>

\* These expenses are shown net of their associated revenues.

## Airport Technology Solutions

In 2018, the Airports Authority designed and implemented a new biometric screening solution that uses facial recognition technology to streamline passenger verification and boarding on outbound international flights. The new system, known as veriScan, was designed in-house to meet U.S. Customs and Border Protection's biometric exit compliance standards. Included in the 2020 Budget is \$2.4 million for potential expenses offset by the same amount in revenues for the potential monetization of these types of airport technology solutions.

## Information Technology Services

Information technology services will increase by \$1.4 million to support cyber security technology, customer service applications, network requirements and the full year of the Secondary Data Center lease.

## Customer Service

The Airports Authority continues to focus on improving the customer experience with improved wayfinding and flight information display systems, a redesigned website with tools to help customers more efficiently search for flight information, navigate the Airports and select places to shop and dine. The 2020 Budget includes funding for services that enhance the customer experience such as showcasing of musical talent at the Airports, community outreach, noise monitoring services, and providing strategic communication for our passengers.

### Contracted Services

The Airports Authority’s local spending infuses a significant amount of capital to the regional economy mostly through the use of contract services. The 2020 Budget accounts for new contract terms, additional requirements and contract escalations related to custodial and cleaning services, baggage handling, waste removal and collection, landscape maintenance, environmental remediation, and the AeroTrain maintenance.

### Utilities

Utility costs will increase by \$238 thousand based on utility rates and usage projections for sewage removal.

### Supplies, Materials and Fuels

Supplies will increase by \$1.1 million primarily to support Mobile Lounge and Plane Mate operations at Dulles International due to an increase in the number of trips and an associated increase in consumption of fuel supplies.

### Other Highlights

Maintenance of facilities, including the airport terminals, concourses and buildings, is accomplished with a balance of both in-house and contractual personnel. Security and safety requirements such as airport access control systems, public safety arsenal supplies, and costs for guard services are included in the 2020 Budget.

### Debt Service

Debt service constitutes about 45.0 percent of the total 2020 O&M budget and covers both principal and interest payments on Airports Authority outstanding debt. As we move forward, the emphasis in the 2020 Budget is to execute re-financing opportunities and maintain strong bond ratings resulting in the lowest cost of capital.

**Table 1-10: Debt Service\***

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Principal	\$ 166,854	\$ 153,260	\$ 163,822	\$ 10,562	6.9%
Interest	164,942	155,426	149,127	(6,299)	(4.1%)
<b>Total Debt Service</b>	<b>\$ 331,796</b>	<b>\$ 308,686</b>	<b>\$ 312,949</b>	<b>\$ 4,263</b>	<b>1.4%</b>

\* Net of budgeted Passenger Facility Charges.

### Funding of Debt Service for AeroTrain Costs

The 2020 Budget proposes to use \$51.0 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 2020 debt service for the AeroTrain is estimated at \$81.6 million, and the 2020 Budget assumes \$51.0 million of this debt is funded with PFC revenue. Previous Budgets for fiscal years 2010 through 2019 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, \$45.0 million, \$43.6 million, and \$47.4 million respectively.

**Signatory Airline Average Cost per Enplanement**

The Airports Authority strategic priority of competitive rates and charges (cost per enplanement) is achieved through the growth of domestic and international air service, maximization of non-airline revenue in concessions, land development, and information technology, cost discipline in operational and capital plans, and conservative financial management, including execution of re-financing opportunities. Cost per Enplanement (CPE), computed as total airline costs divided by the number of signatory enplaned passengers is a benchmark used throughout the airport industry to measure the financial performance of airports. The 2020 Budget results in a competitive signatory airline average CPE of \$10.96 at Reagan National and \$14.90 at Dulles International and further highlights the downward trend in average CPE primarily at Dulles International.

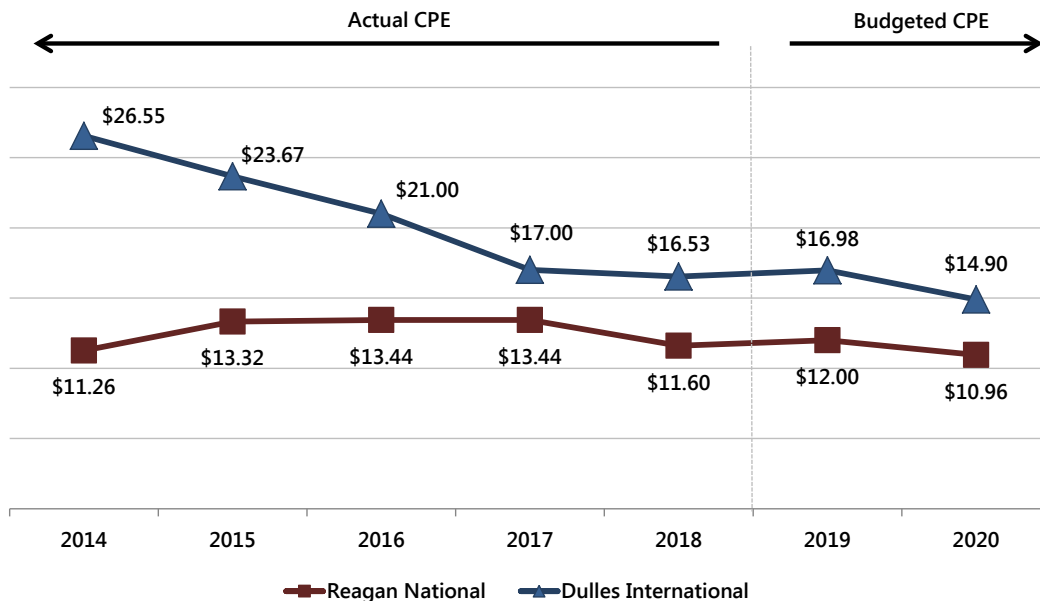
At Reagan National, the decrease of 8.6 percent from the budgeted 2019 average CPE is reflective of an estimated increase in the Airline share of NRR, offset by a modest forecasted increase to 2020 enplanements, and the 1.4 percent increase to debt service.

At Dulles International, the decrease of 12.2 percent from budgeted 2019 average CPE reflects a projected 2.0 percent increase in enplanements, an increase in transfers with \$25.0 million in NRR from Reagan National to airline supported cost areas, and the application of the \$5.0 million of interest earnings from the Western Lands account. This is offset by a 1.4 percent increase in debt service. Also, \$51.0 million of PFCs will offset a portion of debt service at Dulles International for the AeroTrain.

**Table 1-11: Signatory Airline Average Cost Per Enplanement\***

	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget Percent
Reagan National	\$ 11.60	\$ 12.00	\$ 10.96	(8.6%)
Dulles International	16.53	16.98	14.90	(12.2%)
<b>Combined</b>	<b>\$ 14.08</b>	<b>\$ 14.46</b>	<b>\$ 12.96</b>	<b>(10.3%)</b>

\* Signatory Airline Cost Per Enplanement excludes settlement.



## Aviation Capital, Operating and Maintenance Investment Program

The 2020 new program authorization for the Capital, Operating and Maintenance Investment Program (COMIP) is \$77.9 million, which is funded by NRR from the prior year(s). This includes \$33.2 million at Reagan National and \$44.7 million at Dulles International. Additionally, a total of \$6.2 million from previously authorized but not expended budgets or canceled projects, is reprogrammed, which nets to zero, and is used to fund unanticipated future requirements as they arise. The 2020 COMIP includes \$16.1 million for replacement of various capital equipment items at Reagan National and Dulles International, including Public Parking electric buses and charging infrastructure which is in line with our strategic priority of continuous improvements in sustainability initiatives.

The Airports Authority has agreed to contribute 4.1 percent of the costs of the Metrorail Project currently estimated at \$233.0 million. 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, \$5.0 for 2018, and \$7.5 million was included for 2019. The total current available contribution is \$38.0 million. No additional installment is recommended in the 2020 Budget.

**Table 1-12: 2020 COMIP New Authorization – Reagan National**

(dollars in thousands)

Reagan National	New Authorization		New Authorization
2020 DCA Capital Equipment - Public Parking Electric Buses	\$ 6,000	Technology Security Program (DCA/IAD)	\$ 361
DCA Airfield Pavement Maintenance and Joint Sealing Repairs	3,000	DCA Electric Vehicle Charging Infrastructure	350
Hangar 2 Area Improvements	2,500	Replace Street Side Snow Chemical Facility	300
DCA Roadway Perimeter Security	2,200	Blast Proof Trash Receptacles	300
2020 DCA Capital Equipment - Vehicles	2,143	2020 PSD-DCA Capital Equipment - Police Vehicles	280
Passenger Loading Bridge Rehabilitation	1,450	Hangar 3 Air Handler System Replacement	250
Infrastructure Life Cycle Management (DCA/IAD)	1,350	Garage A, B and C Interior Painting	250
Expansion Joint Replacement	1,200	Repair Baggage Belt System	250
Technology Professional Services (DCA/IAD)	1,183	Upgrade Airport Operations Area (AOA) Vehicle Gate Barriers and Access Control	216
Design and Rollout of Business Technology Systems (DCA/IAD)	1,113	Web Technology Passenger Centric Tech (DCA/IAD)	200
Public Wi-Fi Expansion (DCA/IAD)	1,100	2020 CF Capital Equipment - Vehicles (DCA/IAD)	188
Asset Maintenance Baseline and Management (DCA/IAD)	1,000	2020 PSD-DCA Capital Equipment - Roadway Mobile Units and Trailers	172
2020 PSD-DCA Capital Equipment - Fire Vehicles	845	Fire Alarm Panel Replacement	150
Airport Operations Area Storm Drain Inlet Installation	800	Terminal B/C Tunnel Door Replacement	125
Productivity Tools Refresh (DCA/IAD)	745	DCA Roadway Traffic Counting Stations	125
Terminal B/C Baggage Claim Carousel Rehabilitation and Replacement	645	Replacement of Firehouse 301 Appliances	100
Central Plant High Temperature Hot Water Boiler Retubing	600	DCA Environmental Compliance	98
Reagan National Security Enhancements	500	2020 DCA Capital Equipment - Public Parking Vehicles	75
Portable Technology Security Program	500	2020 PSD-CF Capital Equipment - Laser Scanner (DCA/IAD)	53
Online Payment Collection Portal System (DCA/IAD)	500		
<b>Total Reagan National</b>	<b>\$ 33,216</b>		

**Table 1-12(a): 2020 COMIP New Authorization – Dulles International**

(dollars in thousands)

<b>Dulles International</b>	New Authorization		New Authorization
Air Service Incentive Program	\$ 4,300	Bus Maintenance Facility Sewer Lift Station Replacement	\$ 300
IAD CCTV Camera System Upgrade and Expansion	3,600	Hazardous Waste Storage Container Replacement	275
IAD Airfield Pavement Maintenance and Joint Sealing Repairs	3,300	Federal Inspection Services/International Arrivals Building Stanchion System Replacement	275
2020 IAD Capital Equipment - Vehicles	2,175	Daily Garage 2 Emergency Generator Back-up System and Emergency Light Replacement	275
Inner and Outer Perimeter Security Fencing Enhancements	2,150	Elevated Taxiway Light Base Repairs	250
2018 IAD Capital Equipment - Public Parking Electric Buses	1,730	Main Terminal Ticket Counter Refresh	250
Baggage Handling System Rehabilitation Program	1,500	2020 IAD Capital Equipment - Public Parking Non-Vehicles	218
IAD Snow and Airport Recovery and Restoration Reserve Program	1,500	Concourse B Sanitary Sewer Lift Station Rehabilitation	210
Security/Access System Enhancements	1,450	Concourse B Heat Exchangers	210
Infrastructure Life Cycle Management (DCA/IAD)	1,350	Relocation of Exterior Electricians	200
Technology Professional Services (DCA/IAD)	1,183	Warehouse Floor Coating	200
2020 PSD-IAD Capital Equipment - Fire Vehicles	1,155	Web Technology Passenger Centric Tech (DCA/IAD)	200
Design and Rollout of Business Technology Systems (DCA/IAD)	1,113	2020 CF Capital Equipment - Vehicles (DCA/IAD)	188
Security Improvements Access Control (ISTAR and Biometrics)	1,100	IAD Real Estate Revenue Producing Opportunities	175
Public Wi-Fi Expansion (DCA/IAD)	1,100	IAD Environmental Compliance	174
Asset Maintenance Baseline and Management (DCA/IAD)	1,000	Metal Shop and Body Shop Air Condition Units	150
IAD Electric Vehicle Charging Infrastructure	950	Security Screening Platform Lighting Enhancements	150
Gate A-19 Fuel Pit Reconstruction	940	45025 Aviation Drive Electrical Distribution Upgrade	140
Condenser Pumps Replacement at Utility Building	900	Bus Maintenance Facility Water Reclamation System Replacement	140
Landside Roadway Rehabilitation	750	45025 and 45045 Aviation Drive SETEC Security System Replacement	130
Inflight Kitchen Building Demolition	750	IAD Roadway Traffic Counting Stations	125
Productivity Tools Refresh (DCA/IAD)	745	2020 IAD Capital Equipment - Public Parking Vehicles	104
HVAC Improvements for Shop 1 and Vehicle Body Shop	700	Travelers Aid Counter Refresh	100
Airfield Thermo Plastic Markings	565	Crosswalk Lighting System	100
Elevator, Escalators and Moving Walkway Rehabilitation	500	Main Terminal Ticket Level Frosted Glass Panel Closets	100
Online Payment Collection Portal System (DCA/IAD)	500	Mobile Lounge/Plane Mate Interior Renovations, Enhancements and Equipment Modernization	61
Old Control Tower Glass Panel Replacement	460	International Arrivals Building Exiting Railing Rehabilitation	60
Garage 1 Terrazzo Floor Replacement at Base of Metrorail	450	2020 PSD-CF Capital Equipment - Laser Scanner (DCA/IAD)	53
2020 PSD-IAD Capital Equipment - Police Vehicles	420	Firehouse 303 Kitchen Floor Rehabilitation	50
Ground Transportation Center New Welcome Centers	400	Rudder Road and Ariane Way Intersection Improvements	50
Technology Security Program (DCA/IAD)	361	45025 and 45045 Aviation Drive, and Cargo Buildings Facilities Support	45
Utility Building Equipment Replacement	320	K9 Facility Concrete Kennel Runs Replacement	30
2020 PSD-IAD Capital Equipment - Roadway Mobile Units and Trailers	300		
<b>Total Dulles International</b>	<b>\$ 44,705</b>		
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 77,921</b>		

## Aviation Capital Construction Program

The 2020 new program authorization for the Capital Construction Program (CCP) is \$125.9 million, which is funded from various sources including bond proceeds, PFCs, grants, rental car contract fees, and interest income from the Western Lands account. The 2020 CCP budget includes a reduction to current program levels of \$51.4 million for recently completed projects, projects that required a reduction in scope, and projects that are no longer needed. The net change to the CCP as a result is an addition of \$74.5 million.

For Reagan National, the 2020 new authorization is \$58.4 million in additional funding to replace three sanitary sewer force mains which are old and nearing capacity, replace and relocate an existing airfield electric vault, update existing signage as well as deploy new signage in accordance with the signage and wayfinding masterplan, and replacement or upgrade of various essential technology systems.

**Table 1-13: 2020 CCP New Authorization – Reagan National**

(dollars in thousands)	New Authorization	Estimated Funding	
		Bonds	Grants/Other
<b>Reagan National</b>			
Terminal C Bag Room Renovations	\$ 22,907	\$ 22,907	\$ -
Pump Station and Force Main Rehabilitation	19,354	19,354	-
Design and Rollout of Airport Technology Systems (DCA/IAD)	4,637	4,637	-
DCA Signage and Wayfinding Masterplan	4,400	4,400	-
TV900 Airfield Electric Vault Relocation	3,335	3,335	-
Video Management Security System Refresh (DCA/IAD)	2,000	500	1,500
Public Safety and Security Program (DCA/IAD)	1,810	452	1,357
<b>Total Reagan National</b>	<b>\$ 58,442</b>	<b>\$ 55,585</b>	<b>\$ 2,857</b>

The estimated 2020 expenditure at Reagan National is \$381.4 million. In delivering the CCP, 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. The majority of the current CCP projects at Reagan National are commonly referred to as Project Journey, comprised of 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.

For Dulles International, the estimated 2020 expenditure is \$182.7 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, 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, utility system improvements, and funding for various engineering planning studies.

The new authorization requested at Dulles International for 2020 is \$67.5 million in additional funding for Concourse C/D enhancements including the rehabilitation of various mechanical and electrical elements, rental car site improvements as we continue to transition from seven to four rental car sites, replacement of two existing boilers which are approaching the end of useful life, resurfacing of ramps, and replacement or upgrade of various essential technology systems.

**Table 1-13(a): 2020 CCP New Authorization – Dulles International**

(dollars in thousands)	New Authorization	Estimated Funding	
		Bonds	Grants/Other
<b>Dulles International</b>			
Concourse C/D Enhancements Phase 2	\$ 13,414	\$ 13,414	\$ -
High Temperature Hot Water Generators Replacement	8,000	2,000	6,000
Rental Car Site Improvements	7,000	-	7,000
Resurfacing of Arrivals and Departure Ramps	7,000	7,000	-
Triturator Relocation	5,150	5,150	-
Design and Rollout of Airport Technology Systems (DCA/IAD)	4,637	4,637	-
Runway 30 Hold Apron Drainage Improvements	3,930	983	2,948
Widen Escalators to Tunnel from Ground Transportation Center	3,250	813	2,438
Concourse C/D Enhancements Phase 1	3,104	3,104	-
Main Terminal Concrete Column Rehabilitation	3,000	750	2,250
Cargo Building Rehabilitation Phase 1 and 2	2,400	2,400	-
Video Management Security System Refresh (DCA/IAD)	2,000	500	1,500
Public Safety and Security Program (DCA/IAD)	1,810	452	1,357
Remote Gate Electrification	1,500	375	1,125
IAD Other Planning and Programming	1,000	1,000	-
Commercial Curb 3rd Lane Expansion and Terminal Roadway Improvements	278	278	-
<b>Total Dulles International</b>	<b>\$ 67,472</b>	<b>\$ 42,855</b>	<b>\$ 24,617</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 125,914</b>	<b>\$ 98,439</b>	<b>\$ 27,474</b>

## Dulles Corridor Enterprise

The 2020 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.

### Dulles Corridor Enterprise Budget Programs

The 2020 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. The 2020 Budget for the O&M program excluding reserves is \$174.1 million, \$33.8 million for operating expenses and \$140.3 million for debt service and financing fees. Operating expenses represent a 10.7 percent increase above the 2019 Budget while debt service and financing fees represent an 8.8 percent increase over the 2019 Budget for a combined 9.2 percent increase in the total O&M program when compared to the 2019 Budget. The O&M program is funded from Toll Road revenue. The 2020 Budget for operating revenues is \$200.2 million or 0.8 percent higher than the 2019 Budget.



- The *Dulles Corridor Enterprise Fund Renewal and Replacement (R&R) Program* for the Toll Road addresses maintenance requirements including overlays, bridge deck replacements, erosion control, and other maintenance projects. The R&R program is funded from Toll Road revenue. Based on the five-year life cycle plan, there is no new program authorization required for the R&R program.
- The *Dulles Corridor Enterprise Fund Capital Improvement Program (CIP)* funds Dulles Corridor Capital Improvements related to the Toll Road, its ancillary ramps and interchanges, and the Metrorail Project. The Capital Improvement Program is funded from bond proceeds, the TIFIA loan, 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 2020 new program authorization based on the five-year life cycle plan is \$14.4 million.

### Dulles Corridor Operation and Maintenance (O&M) Program

The Dulles Corridor Enterprise Fund total budgeted revenues are \$202.8 million, \$200.2 million for Toll Road operating revenue and \$2.5 million for interest income. Budgeted operating expenses for the O&M Program are \$33.8 million, an increase of 10.7 percent over the 2019 Budget to account for an increase in Electronic Toll Collection costs and the processing of violations. Debt Service and financing fees are budgeted at \$140.3 million, which is an 8.8 percent increase over 2019. The debt service is primarily on Dulles Toll Road revenue bonds and the TIFIA loan issued to finance the Metrorail Project.

Within the Dulles Corridor O&M program, there is \$28.7 million budgeted in reserve contributions, including \$417 thousand to the O&M Reserve Account, \$336 thousand to the Extraordinary Maintenance and Repair Escrow, \$3.0 million to the Renewal and Replacement Reserve, \$12.1 million to the Dulles Corridor Capital Improvements Reserve, and \$12.8 million to the Dulles Corridor Enterprise Reserve and Toll Rate Stabilization Fund.

**Table 1-14: Dulles Corridor Operating Revenues and Interest Income**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Electronic Toll Collection Revenue	\$ 131,515	\$ 174,812	\$ 176,216	\$ 1,404	0.8%
Cash Toll Revenue	19,882	23,838	24,029	191	0.8%
<b>Subtotal Operating Revenues</b>	<b>\$ 151,397</b>	<b>\$ 198,650</b>	<b>\$ 200,245</b>	<b>\$ 1,595</b>	<b>0.8%</b>
Interest Income	\$ 2,548	\$ 2,548	\$ 2,548	\$ -	0.0%
<b>Total Revenues</b>	<b>\$ 153,945</b>	<b>\$ 201,198</b>	<b>\$ 202,793</b>	<b>\$ 1,595</b>	<b>0.8%</b>

**Table 1-15: Dulles Corridor Operation and Maintenance Program**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Operating Expenses	\$ 29,055	\$ 30,570	\$ 33,841	\$ 3,271	10.7%
Debt Service and Financing Fees	88,671	128,897	140,250	11,353	8.8%
<b>Total Operating Program</b>	<b>\$ 117,726</b>	<b>\$ 159,467</b>	<b>\$ 174,091</b>	<b>\$ 14,625</b>	<b>9.2%</b>

## Dulles Corridor Renewal and Replacement Program

The 2020 Renewal and Replacement (R&R) Program expenditures is \$5.9 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 five year life cycle cost report. No new program authorization is required for 2020.

The 2020 plan for the R&R includes \$4.7 million in reprogrammings, which net to zero, from scope changes, completed or canceled projects to be used for existing projects.

## Dulles Corridor Capital Improvement Program

### Other Dulles Corridor Capital Improvements

The 2020 Capital Improvement Program (CIP) Other than Rail expenditures is \$26.6 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 2020 new program authorization based on the five-year plan is \$14.4 million.

The 2020 plan for the CIP Other than Rail includes \$1.5 million in reprogrammings from scope changes, which net to zero, for completed or canceled projects to be used for existing projects.

**Table 1-16: 2020 CIP New Authorization**

(dollars in thousands)	New Authorization
Maintenance Storage Yard Construction	\$ 6,682
Rehabilitation of Toll Road	2,884
Update Readers for Protocol Compliance	1,700
General Planning Studies	1,288
Intelligent Transportation System and Transportation Management System Infrastructure	1,149
Ortho Mapping	407
Mainline Auxiliary Lanes - East Bound/West Bound	298
<b>Total Dulles Corridor Capital Improvement Program</b>	<b>\$ 14,408</b>

**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 Metrorail 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. 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 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 the full amount has been used through 2019. The Commonwealth has also funded an additional \$323.0 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 and \$11.0 million from a Congestion Mitigation and Air Quality Improvement Grant.

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.

## Summary

As developed, the 2020 Budget is in line with the Airports Authority's strategic priorities and budget objectives of competitive rates and charges (cost per enplanement) through growth of international and domestic air service, maximizing non-airline revenue in concessions, land development, and information technology, cost discipline in operational and capital plans, and conservative financial management. Other Airports Authority's strategic priorities such as excellent customer service, safety, security, and emergency preparedness, continuous improvements in sustainability initiatives, creating opportunities for local disadvantaged businesses are also encompassed within this budget. At the core of our current path of success are our employees and the 2020 Budget continues to invest in them, with performance pay programs, health and retirement benefits, and future leadership development and succession planning.

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 revenue 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.

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 within budget. The Airports Authority's commitment to complete the Metrorail Project in 2020 will assure greater public access and enhance the future competitiveness of the Dulles Corridor including Dulles International.

As Project Journey construction proceeds, we must remain conscious of the impact this will have on short and long-term O&M expenses and the implication on our customers, concessionaires, and passengers. This 2020 Budget presents a pragmatic approach to funding the operating and capital requirements necessary to support the activity and the needs of the Airports Authority. 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. Despite the challenges we face, the 2020 Budget continues to manage resources through cost containment, and continued efficiencies through contract consolidation and other strategies for out-sourced service contracts.

As we look ahead, we acknowledge the Board's leadership and partnership with management to ensure the Airports Authority remains ready to respond to future challenges and opportunities. Management continues to believe in the vital importance of air service to the region and is cautiously optimistic about the aviation industry in 2020 and beyond. We will, of course, be pleased to provide assistance to the Board as it reviews this Recommended 2020 Budget.

Sincerely,  
  
John E. Potter  
President and Chief Executive Officer

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<sup>2</sup> As of the date of this 2020 Budget, the uninsured fixed rate on the Airport System Revenue Bonds assigned by the rating agencies are rated "Aa3" by Moody's, "AA-" by S&P, and "AA-" by Fitch Ratings. In May 2019, Fitch Ratings affirmed the "AA-" rating and the "Stable Outlook," S&P affirmed the "AA-" rating with "Stable Outlook," and Moody's affirmed the "Aa3" rating with "Stable Outlook."

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Your Journey Begins With Us.

## **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 initially operated the Airports under a 50-year lease agreement with the U.S. Department of Transportation (DOT) ending June 6, 2037. The impetus for the formation of the Airports Authority as an independent government entity was the need for substantial capital improvements at the Airports. Operating responsibility was transferred to the Airports Authority on June 7, 1987. On June 17, 2003, the Federal Lease was amended to extend the term to June 6, 2067. On November 1, 2008, the Virginia Department of Transportation (VDOT) transferred operational and financial control of the Dulles Toll Road (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. 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 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 is 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. 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. The Airports Authority adopted a 3-year toll structure in November 2009, effective January 1, 2010 through December 31, 2012. Another toll structure was adopted in November 2012, effective January 1, 2013. In November 2018, the most recent toll structure was adopted and became effective as of January 1, 2019.

The Airports Authority is led by a 17-member Board of Directors, seven members appointed by the Governor of the Commonwealth of Virginia, four members by the Mayor of the District of Columbia, three members by the Governor of Maryland, and three members by the President of the United States.

### **Mission and Core Values**

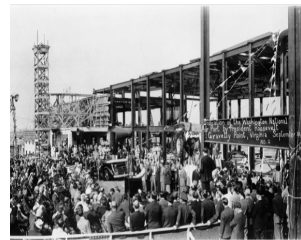
The Airports Authority's primary mission is to develop, promote, and operate safely Reagan National and Dulles International airports, continually striving to improve our efficiency, customer orientation, and the level of air service provided. The core values of the Airports Authority are Integrity, Pride, Collaboration, and Mutual Respect.

## 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 south of Central Washington, D.C.

### History

Throughout the early 20<sup>th</sup> century, airport facilities in the region were severely inadequate, so in the fall of 1938, President Roosevelt announced the selection of a site for a new airport on a bend of the Potomac River at Gravelly Point. When 'National Airport' finally opened for service on June 16, 1941, President Roosevelt attended a ceremony and observed the first official landing. From its inception, the airport became a success but there was controversy over the legal jurisdiction, whether the airport was located in Virginia or the District of Columbia. In 1945, Congress approved a bill that fixed the airport boundary at the mean high water mark, regardless of changes, which then placed the airport in Virginia. However, Congress established exclusive federal jurisdiction over National Airport. The first major expansion was completed in November 1950 when an extension to the south end of the main terminal added 25,110 square foot of space. As the airport continued to expand, in 1987, the federal government relinquished direct control, when a transfer bill was signed authorizing the creation of the Airports Authority. In 1998, a bill introduced and passed in congress was signed into law that changed the name of Washington National Airport to Ronald Reagan Washington National Airport.



Dedication Ceremony - September 28, 1940



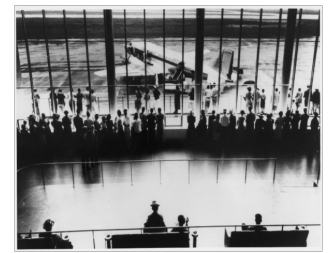
Laying Cornerstone - September 28, 1940

*...this airport, soon to be one of the world's greatest facilities and surely its most convenient, and some of us like to think probably its most beautiful, should be brought with all possible emphasis to the attention of our people during this awakening of America...*

*President Roosevelt's Speech*



Dedication Address - September 28, 1940



Opening Day - June 16, 1941

### Facilities and Capacity

Reagan National has two terminals which are both interconnected through the National Hall. Terminal A, which opened in 1941, provides approximately 250,000 square feet of space and has nine aircraft gates. Terminal A is also listed on the National Register of Historic Places. Terminal B/C, which opened in 1997, has 35 aircraft gates on three concourses and approximately one million square feet of floor space spread over three levels. There are three runways: 1/19 – 7,169 feet; 15/33 – 5,204 feet; and 4/22 – 5,000 feet.

As of September 2019, Reagan National was served by 19 airlines, including seven major/national airlines and 12 regional airlines. American Airlines is the largest carrier in terms of number of flights and enplanements at Reagan National. American Airlines and its code-share affiliates enplaned 49.7 percent of total passengers at the Airport from January through September 2019.

Also, as of September 2019, nonstop service was provided from Reagan National to 97 destinations, including 92 cities nationwide as well as five international destinations such as in Canada, Bermuda and the Bahamas. As of the first quarter of 2019, approximately 87.7 percent of enplanements at Reagan National were Origin and Destination (O&D) passengers. Reagan National's three largest domestic O&D markets were Boston, Atlanta, and Chicago.

**Additional Airport Information**

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.

**Airport Snapshot and Facts**

Airport Code: DCA  
 Date Opened: June 16, 1941  
 Distance from Downtown: 3 miles/15 minutes  
 Size: Approximately 860 acres  
 Location: Arlington County, Virginia



<b>Airport Buildings (Square Feet)</b>		<b>Utilities</b>	
Terminals	1,465,802	Electricity (Megawatt)	93,551
Hangars	621,925	Natural Gas (Therms)	1,887,422
Other - Outlying Facilities	159,360	Water (Gallons)	207,927,000
		Sewage (Gallons)	160,580,000
		Fuel Oil for Heating (Gallons)	45,000
<b>Airfield (Square Feet)</b>		<b>Fleet</b>	
Runways	2,608,950	DCA Vehicles in Fleet	337
Taxiways	1,738,310	Public Parking Buses	21
Ramps/Aprons	5,251,957		
<b>Parking</b>		<b>Roadways (Lane Mileage)</b>	
Public Surfaced Spaces	2,653		20
Public Structured Spaces	6,408	<b>Aircraft Gates</b>	
Employee Parking Spaces	3,288		44
<b>Police - Calls for Service and Violations</b>		<b>Fire - Calls for Service</b>	
General Service	62,200	Aircraft and Fuel Spills	87
<i>Assistance to Other Agencies</i>	50	Structural Responses	15
Traffic Violations	15,000	Medical Emergency	1,500
Parking Violations	600	Fire Prevention Inspections	225

*This information is based on 2020 Projections.*



**Washington Dulles International Airport**

Dulles International was opened for service in 1962. It is located on approximately 11,406 acres in Fairfax and Loudoun Counties, Virginia, approximately 26 miles west of central Washington, D.C.

**History**

Shortly after the end of the Second World War, the need for a second airport to serve the National Capital Region became apparent. To meet the growing demand for airport capacity at the time, Congress passed the Washington Airport Act of 1950 (and amended it further in 1958) to provide in part for the construction, protection, operation, and maintenance of a public airport in or around the vicinity of the District of Columbia. After an exhaustive study of various locations, a 10,000 acre site was selected by President Eisenhower in 1958. The site, located in Fairfax and Loudoun Counties in Virginia, was surrounded by open farmland and was far enough from other airports to provide adequate space for arriving and departing flights. The building of the airport commenced on September 2, 1958, seven and a half months after the site selection and the airport was opened four years later. ‘Dulles International Airport’ was named for the late Secretary of State, John Foster Dulles and was formally dedicated at a ceremony by President John F. Kennedy on November 17, 1962. In 1984, the airport was renamed from Dulles International Airport to Washington Dulles International Airport.



Construction - Late 1950's



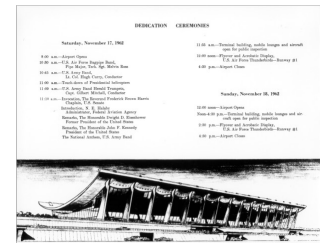
Dedication Ceremony - November 17, 1962

*..this is a great airport at a great time in the life of our country. I commend all those who have been a part of it, and, most of all, I congratulate the citizens of America who in their joint capacity as citizens of the greatest free country have made this airport possible...*

*President Kennedy's Speech*



Dedication Address - November 17, 1962



Opening Program - November 17, 1962

**Facilities and Capacity**

In addition to the Main Terminal, Dulles International has four midfield concourses that can be reached using an automated people mover system called the AeroTrain or Mobile Lounges. The AeroTrain system has four stations and during peak periods achieves travel times of approximately two minutes between stations. The Main Terminal has four aircraft gates, Concourse A and B have 32 aircraft gates, while Concourse C and D have 46 aircraft gates and 44 aircraft parking positions. There are four runways at Dulles International: 1C/19C – 11,500 feet; 1R/19L– 11,500 feet; 12/30– 10,500 feet; and 1L/19R – 9,400 feet.

As of September 2019, Dulles International was served by 51 airlines, including seven major/national airlines, 12 regional, and 32 foreign flag airlines. United Airlines maintains a major domestic hub and international gateway operation at Dulles International and from January through September of 2019, accounted for 80.0 percent of domestic enplanements and 37.7 percent of international enplanements. All other foreign flag airlines accounted for virtually all of the remaining 62.3 percent of international enplanements.

Also, as of September 2019, nonstop service was provided from Dulles International to 88 cities nationwide and to 56 international destinations. As of the first quarter of 2019, 68.0 percent of total enplaned passengers were O&D passengers while 32.0 percent were connecting passengers. Dulles International's three largest domestic O&D markets were Los Angeles, San Francisco, and Denver.

**Additional Airport Information**

Dulles International serves long, medium, and short-haul markets. Dulles International is not constrained by perimeter restrictions and operates numerous long-haul markets 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.

Dulles International maintains a fleet of Mobile Lounges and Plane Mates, which offer a unique service transporting passengers between the Main Terminal and Concourses A and D. The Mobile Lounge is a 54-foot long, 16-foot wide, 17 1/2-foot high vehicle, weighing 76,500 pounds. A Mobile Lounge can carry 102 passengers directly from the Terminal to the aircraft on the ramp. The Plane Mates are 15 feet high, 15 feet wide, 54 feet long and weigh 79,300 pounds. Similar to Mobile Lounges, Plane Mates were designed so that passengers could board directly from the Plane Mate onto the aircraft, avoiding walking on the airfield.

**Airport Snapshot and Facts**

Airport Code: IAD  
 Date Opened: November 19, 1962  
 Distance from Downtown: 26 miles/30 minutes  
 Size: Approximately 11,406 acres  
 Location: Fairfax and Loudoun Counties, Virginia



<b>Airport Buildings (Square Feet)</b>		<b>Utilities</b>	
Terminal and Concourse	3,733,776	Electricity (Megawatt)	232,359
Other - Outlying Facilities	2,119,297	Natural Gas (Therms)	3,956,213
		Water (Gallons)	288,378,910
		Sewage (Gallons)	373,412,148
		Fuel Oil for Heating (Gallons)	1,500
<b>Airfield (Square Feet)</b>		<b>Fleet</b>	
Runways	6,448,911	IAD Vehicles in Fleet	444
Taxiways	17,847,164	Aerotrain System Fleet (Cars)	52
Ramps/Aprons	14,991,187	Public Parking Buses	40
Shoulders and Blast Pads	10,546,295		
<b>Parking</b>		<b>Roadways (Lane Mileage)</b>	
Public Surfaced Spaces	14,985		238
Public Structured Spaces	8,325	<b>Aircraft Gates</b>	
Employee Parking Spaces	6,977		82
<b>Police - Calls for Service and Violations</b>		<b>Fire - Calls for Service</b>	
General Service	75,000	Aircraft and Fuel Spills	95
<i>Assistance to Other Agencies</i>	125	Structural Responses	15
Traffic Violations	20,000	Medical Emergency	2,700
Parking Violations	250	Fire Prevention Inspections	1,800

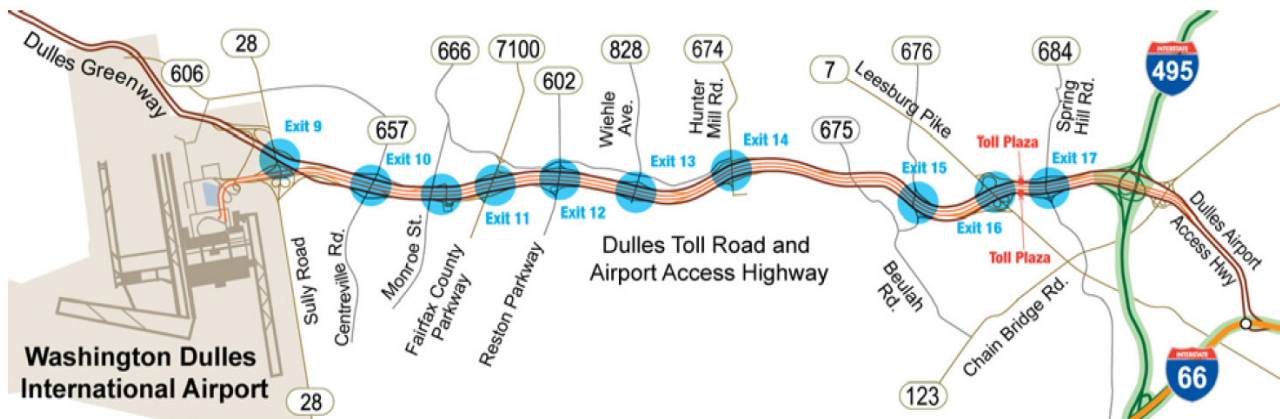
*This information is based on 2020 Projections.*

## Dulles Toll Road

The Dulles Toll Road was opened to traffic in 1984. It is an eight lane (four in each direction), divided, controlled-access roadway, approximately 13.4 miles in length that extends from the Capital Beltway (Interstate 495) in Fairfax County to Virginia Route 28 in eastern Loudoun County, Virginia.

### History

The Dulles Toll Road was constructed by VDOT. When the Toll Road opened in 1984, it had two lanes in each direction and eight full interchanges. A ninth interchange and two partial interchanges were subsequently constructed to enhance local access. Due to strong demand, the Toll Road was widened to six lanes in 1992 and subsequently to eight lanes in 1998. The road is officially named the 'Omer L. Hirst – Adelard L. Brault Expressway' in honor of two Virginia state legislators who sponsored legislation to finance the highway. Virginia State Route 267 is the official designation of the route corridor on which the Dulles Toll Road is situated. On December 20, 2005, the Airports Authority submitted a proposal to the Commonwealth under which it would assume the responsibility for operating the Toll Road and construction of the Dulles Metrorail Project. A Memorandum of Understanding was then entered into as of March 24, 2006, in which the Commonwealth generally accepted the Airports Authority's proposal. By permit, on November 1, 2008, VDOT transferred operational and financial control of the Toll Road to the Airports Authority.



### Facilities and Capacity

In both the eastbound and westbound directions, there are a total of 59 toll collection lanes, consisting of attended lanes, automatic coin machine lanes, and electronic toll collection (E-ZPass) lanes. The tolling configuration consists of one mainline toll plaza at the eastern end and 19 ramp toll plazas at intermediate exchanges. The mainline toll plaza is staffed 24 hours a day, seven days per week. 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 E-ZPass system is installed in all toll collection lanes, 32 of which are dedicated E-ZPass only lanes. The E-ZPass system is used on most tolled roads, bridges and tunnels in the northeastern United States and surrounding jurisdictions.

**Additional Dulles Toll Road Information**

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 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.

The Toll Road facilitates commuter and commercial traffic throughout the Dulles Corridor and runs alongside (parallel to) the Dulles International Airport Access Highway (DIAAH). The DIAAH is operated and maintained by the Airports Authority and is a two-lane, divided, limited-access roadway which includes portions of the Dulles Corridor Metrorail. There are a number of access ramps between the DIAAH and the Dulles Toll Road that allow traffic to move from one roadway to the other. Some ramps allow users of the Dulles Toll Road travelling to Dulles International to enter the DIAAH and proceed to Dulles International without paying tolls.

**Dulles Toll Road Snapshot and Facts**

Abbreviation: DTR  
 Year of Construction: 1984  
 Roadway Length: 13.4 miles  
 Location: Virginia State Route 267

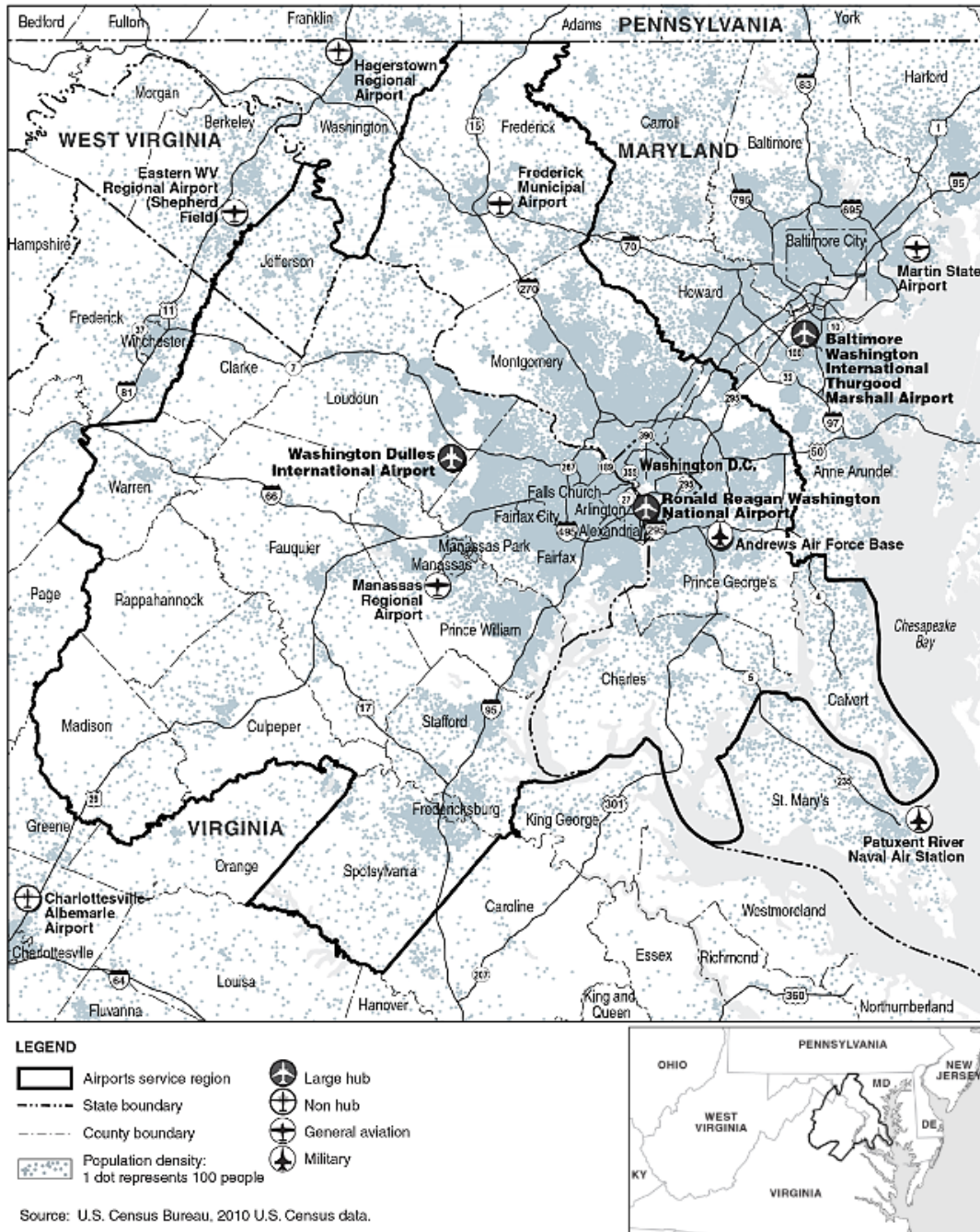


<b>Intersecting Roadways</b>	<b>Parrallel Roadways</b>	
Chain Bridge Road (SR 123)	Interstate 66	
Capital Beltway (I-495)	US Route 29	
Spring Hill Road (SR 684)	US Route 50	
Leesburg Pike (SR 7)	Leesburg Pike (SR 7)	
Trap Road	State Route 236	
Hunter Mill Road (SR 674)		
Wiehle Avenue (SR 828)	<b>DTR Vehicles in Fleet</b>	9
Reston Parkway (SR 602)		
Fairfax County Parkway (SR 7100)	<b>Toll Collection Plazas</b>	20
Monroe Street	<i>Mainline</i>	1
Centreville Road (SR 657)	<i>Exit Ramp</i>	19
Sully Road (SR 28)		
<b>Terminus</b>	<b>Toll Collection Lanes</b>	59
Eastern - Interstate 495	<i>E-ZPass Only Collection Lanes</i>	32
Western - Dulles Greenway	<b>Toll Transactions</b>	92,495,000
<b>Toll Collection Methods</b>	<b>Toll Rates</b>	
Cash	<i>Mainline Plaza</i>	\$3.25
Electronic Toll Collection (E-ZPass)	<i>Ramp Plaza</i>	\$1.50

*This information is based on 2020 Projections.*

**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, Madison, 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.

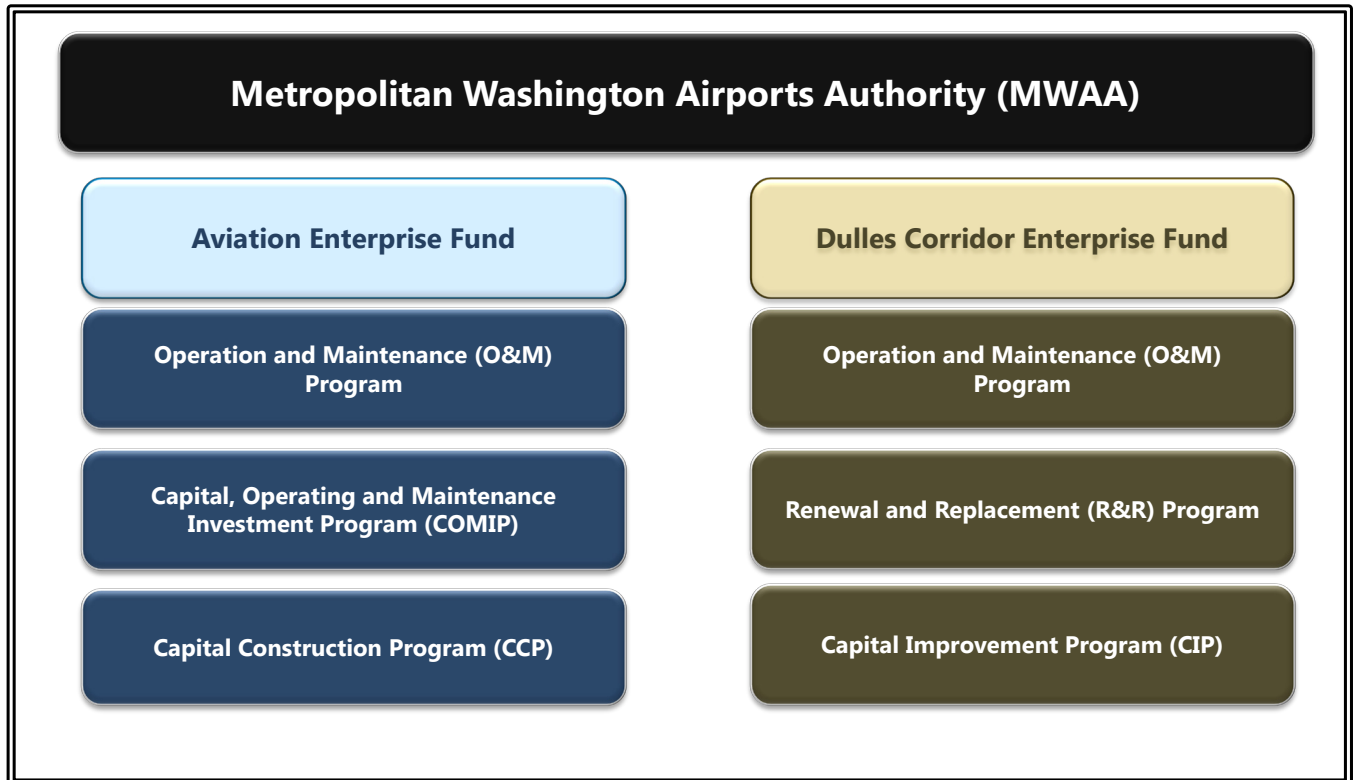


Source: Series 2019AB Official Statement – Report of the Airport Consultant

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

## Budget 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).



## Airports Authority Goals and Strategic Priorities

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 2020 include:

- Competitive rates and charges (Cost per Enplanement)
- Excellent customer service
- Safety, security, and emergency preparedness
- Future leadership development and succession planning
- Maintain strong bond ratings resulting in lowest cost of capital
- Continuous improvements in sustainability initiatives
- Optimize the use of capital program funds to achieve priorities
- Continuous strategic development
- Create opportunities for local disadvantaged businesses
- Dulles International accessibility - Dulles Corridor Metrorail Project Phase 2 completion

## **Budget Process**

The Budget process for the Airports Authority formally kicks off in the month of June with the distribution of the official Budget Preparation Handbook (Budget Handbook) by the Office of Finance to all offices. The Budget Handbook includes directives from the President and Chief Executive Officer and also provides general guidelines and reference materials to assist all offices in the development of estimates for revenues, expenses, capital programs, and in justifying all submissions.

Submissions are due from each office in August and a robust process of analysis and review is followed to ensure that the budget is in line with the strategic priorities of the Airports Authority. Budget briefings with the offices are scheduled with the President and Chief Executive Office, Executive Vice President and Chief Operating Officer, Executive Vice President and Chief Revenue Officer, and the Chief Financial Officer, as necessary. After the budget review process has been exhausted, the Office of Finance obtains final concurrence from the President and CEO to proceed with a draft Budget.

A workshop is held with the Board in October, where the draft Budget is provided and discussed with the Directors. Guidance from the Board is then incorporated into a Recommended Budget.

The Recommended Budget is presented to the Finance Committee in open session at the November meeting for review and recommendation to the Board for approval. A copy of the Finance Committee presentation and full Recommended Budget document is included in the Board meeting materials and posted to the Board Meeting Schedule section of the Airports Authority's website.

After the Finance Committee approves and recommends the Budget to the Board, the Budget is presented to the Board for adoption at its December meeting. Action by the Board is by a simple majority vote of the Directors present and voting except where otherwise provided by the Bylaws. Ten affirmative votes of Directors are required to approve the annual Budget of the Airports Authority.

Once the Budget has been adopted by the Board, it can be changed by a Budget Reprogramming or a Budget Amendment process. The President and Chief Executive Officer is authorized to modify and adjust expenditures in the Budget consistent with the levels approved for each program.

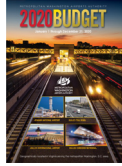




### *Budget Reprogramming*

Reprogramming funds between cost categories and projects occurs to facilitate the current mission, strategic initiatives, business plan, and action plan of the Airports Authority. Budget reprogrammings typically net to zero. Any Budget reprogramming exceeding \$10.0 million in a calendar year for any expenditure item or 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.

### *Budget Amendment*

A Budget Amendment is a revision to the adopted budget, and could be an increase or decrease to the adopted budget. 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 2020**

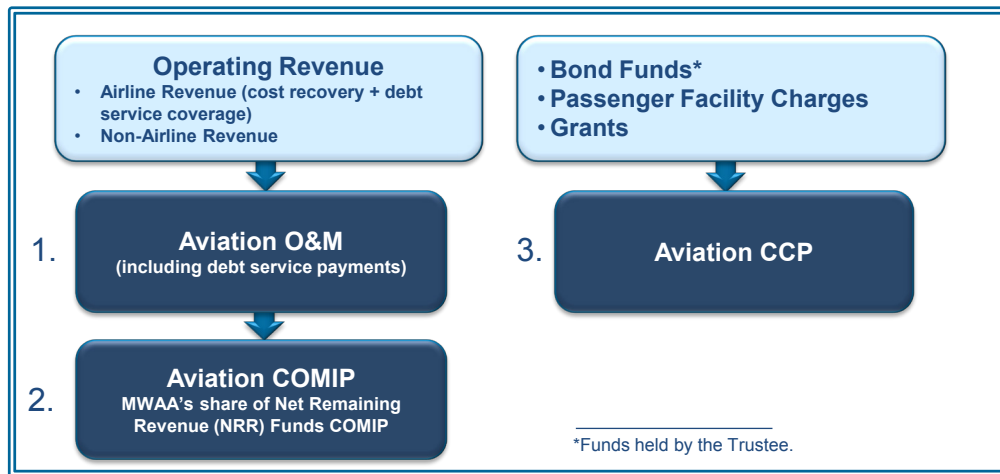
<u>January 1, 2020</u>	<ul style="list-style-type: none"> <li>• <b>2020 Budget Year Begins</b></li> </ul>	<p><i>Front Covers used for 2020</i></p> 
<u>January</u>	<ul style="list-style-type: none"> <li>• <i>2020 Budget Year officially opens and 2020 Adopted Budget becomes effective</i></li> </ul>	
<u>February/March</u>	<ul style="list-style-type: none"> <li>• <i>2019 Budget Year-End Close-out</i></li> <li>• <i>Evaluation of 2019 Budget Performance</i></li> </ul>	
<u>April/May</u>	<ul style="list-style-type: none"> <li>• <i>2019 Airline Rates and Charges Settlement</i></li> <li>• <i>2020 First Quarter Review prepared by Offices</i></li> </ul>	
<u>June</u>	<ul style="list-style-type: none"> <li>• <b>2021 Budget Preparation Handbook distributed to Offices</b></li> <li>• <i>Preliminary 2020 Activity Level Forecast developed</i></li> <li>• <i>Comprehensive review of existing Capital Program projects with project owners</i></li> </ul>	<p>2020 BUDGET HANDBOOK</p>  <p style="text-align: center; font-size: small;">METROPOLITAN WASHINGTON AIRPORTS AUTHORITY</p>
<u>July/August</u>	<ul style="list-style-type: none"> <li>• <i>2020 Second Quarter Review prepared by Offices</i></li> <li>• <i>Responses received for 2021 Budget Estimates</i></li> </ul>	
<u>September</u>	<ul style="list-style-type: none"> <li>• <i>Analysis of Preliminary 2021 Budgets prepared</i></li> <li>• <i>Meetings with Offices to discuss 2021 Budget Submissions</i></li> <li>• <i>President confers with Offices on 2021 Budget Submissions</i></li> <li>• <i>Airline Committee 2021 Budget Briefing</i></li> <li>• <i>2021 Activity Level Forecasts finalized</i></li> <li>• <i>President's 2021 Budget recommendations to Office of Finance</i></li> </ul>	
<u>October</u>	<ul style="list-style-type: none"> <li>• <b>Budget Board Workshop and Draft 2021 Budget provided to Directors</b></li> <li>• <i>2020 Third Quarter Review prepared by Offices</i></li> <li>• <i>Office of Finance prepares the President's recommended 2021 Budget</i></li> </ul>	 <p style="text-align: center; font-size: small;">2020 BUDGET BOARD WORKSHOP AND DRAFT 2021 BUDGET October 2019</p>
<u>November</u>	<ul style="list-style-type: none"> <li>• <b>Recommended 2021 Budget presented to Finance Committee for action</b></li> <li>• <i>Preliminary 2021 Airline Rates and Charges developed</i></li> <li>• <i>2021 Proposed Budget submitted to Board of Directors for action</i></li> </ul>	 <p style="text-align: center; font-size: small;">REPORT TO THE FINANCE COMMITTEE RECOMMENDED 2020 BUDGET November 2019</p>
<u>December</u>	<ul style="list-style-type: none"> <li>• <b>2021 Budget adopted by Board of Directors</b></li> <li>• <i>2021 Rates and Charges sent to Airlines</i></li> <li>• <i>2021 Approved Budget reports distributed to Offices</i></li> <li>• <i>2021 Official Budget Book Production</i></li> </ul>	 <p style="text-align: center; font-size: small;">REPORT TO THE BOARD OF DIRECTORS RECOMMENDED 2020 BUDGET December 2019</p>
<u>December 31, 2020</u>	<ul style="list-style-type: none"> <li>• <b>2020 Budget Year Ends</b></li> </ul>	



Overview and Structure of Budget

Aviation Enterprise Fund

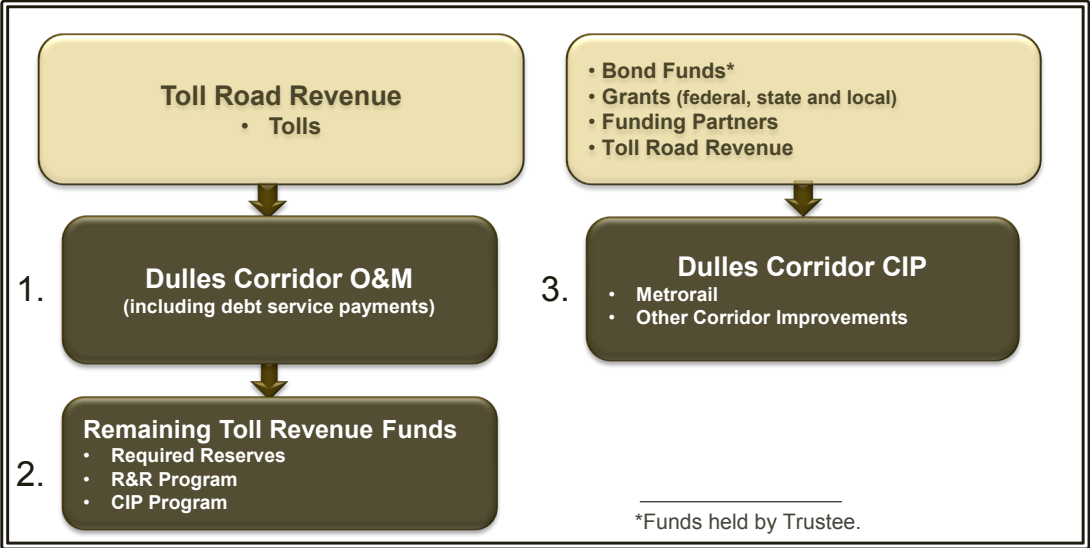
1. **Aviation Operation and Maintenance (O&M) Program**
2. **Aviation Capital, Operating and Maintenance Investment Program (COMIP)**
3. **Aviation Capital Construction Program (CCP)**



- 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. Included in this program are operating expenses and debt service. The 2020 Budget for the O&M program is \$696.1 million, \$383.2 million for operating expenses and \$312.9 million for debt service. Operating expenses represent a 2.5 percent increase above the 2019 Budget while debt service represents a 1.4 percent increase over the 2019 Budget for a combined 2.0 percent increase in the total O&M program compared to the 2019 Budget. 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 as costs associated with the operation of the Toll Road (\$5.8 million for 2020), or as costs of the Metrorail Project (\$3.4 million for 2020). Annually, the final allocation of costs is prepared by an external consultant. The O&M program is funded from airline rates and charges and non-airline revenue, including concessions, certain discretionary grants, and other revenues. The 2020 Budget for operating revenues is \$732.4 million or 0.5 percent higher than the 2019 Budget.
- The *Aviation Enterprise Fund Capital, Operating and Maintenance Investment Program (COMIP)* provides for repair work, capital equipment, improvements, certain reserves, and operating initiatives. The COMIP is funded with the Airports Authority’s share of Net Remaining Revenue (NRR) from prior year(s). The 2020 new program authorization for the COMIP is \$77.9 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), grants, rental car contract fees, and interest income from the Western Lands account. The 2020 new program authorization for the CCP is \$125.9 million.

**Dulles Corridor Enterprise Fund**

1. **Dulles Corridor Operation and Maintenance (O&M) Program**
2. **Dulles Corridor Renewal and Replacement (R&R) Program**
3. **Dulles Corridor Capital Improvement Program (CIP)**



- 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. The 2020 Budget for the O&M program is \$174.1 million, \$33.8 million for operating expenses and \$140.3 million for debt service and financing fees. Operating expenses represent a 10.7 percent increase above the 2019 Budget while debt service and financing fees represent an 8.8 percent increase over the 2019 Budget for a combined 9.2 percent increase in the total O&M program when compared to the 2019 Budget. The O&M program is funded from Toll Road revenue. The 2020 Budget for operating revenues is \$200.2 million or 0.8 percent higher than the 2019 Budget.
- The *Dulles Corridor Enterprise Fund Renewal and Replacement (R&R) Program* for the Toll Road addresses maintenance requirements including overlays, bridge deck replacements, erosion control, and other maintenance projects. The R&R program is funded from Toll Road revenue. Based on the five-year life cycle plan, there is no new program authorization required for the R&R program.
- The *Dulles Corridor Enterprise Fund Capital Improvement Program (CIP)* funds Dulles Corridor Capital Improvements related to the Toll Road, its ancillary ramps and interchanges, and the Metrorail Project. 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 2020 new program authorization based on the five-year life cycle plan is \$14.4 million.

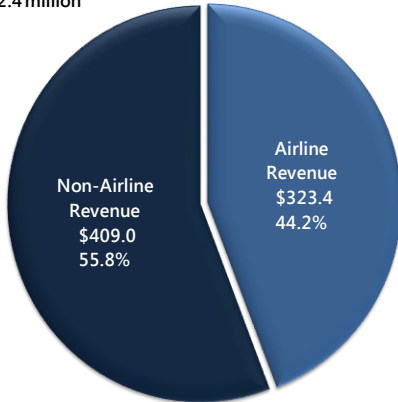
**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Budget Summary at a Glance (dollars in millions)**

Aviation Enterprise Fund  
 2020 Total Expenditures = \$1,374.8 million

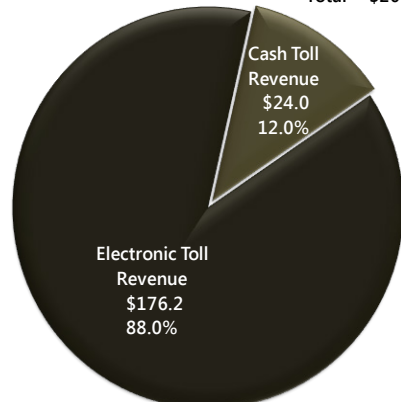
Total = \$732.4 million

Operating Revenues



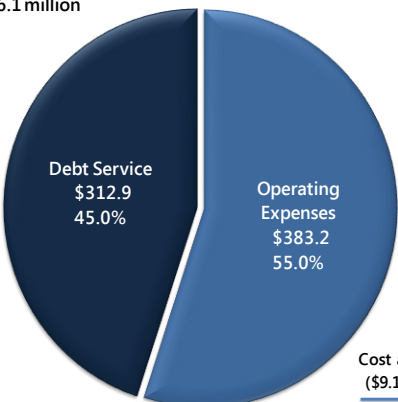
Dulles Corridor Enterprise Fund  
 2020 Total Expenditures = \$574.0 million

Total = \$200.2 million



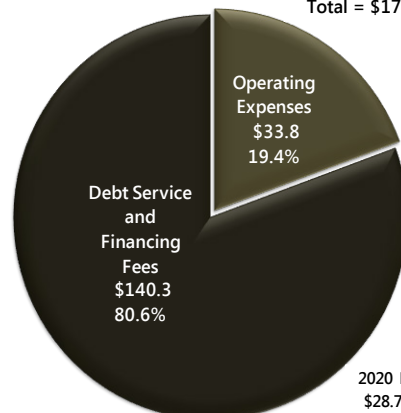
Operation and Maintenance (O&M) Expenses

Total = \$696.1 million



Cost allocation  
 (\$9.1 million) →

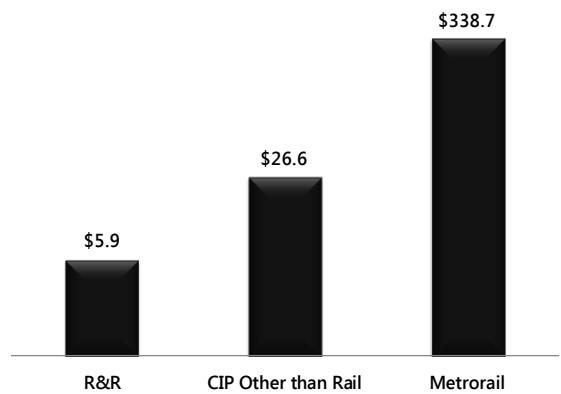
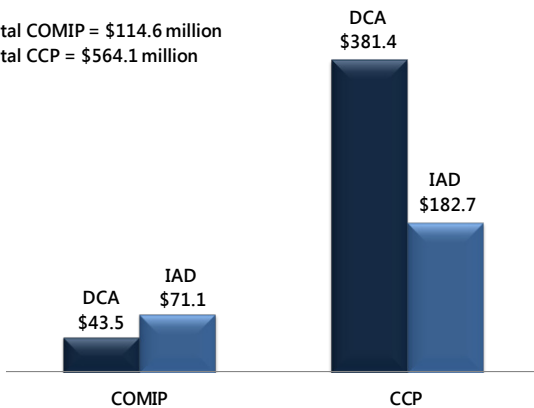
Total = \$174.1 million



2020 Reserves  
 \$28.7 million ↓

Capital Program Expenditures

Total COMIP = \$114.6 million  
 Total CCP = \$564.1 million



	COMIP	CCP
Carryover Balance as of 10/01/2019	\$ 230.4	\$ 1,656.0
2020 New Authorization	77.9	125.9
Carryover Balance and 2020 New Authorization	\$ 308.3	\$ 1,781.9

	R&R	CIP-Other	Metrorail
Carryover Balance as of 10/01/2019	\$ 26.5	\$ 92.6	\$ 643.1
2020 New Authorization	-	14.4	-
Carryover Balance and 2020 New Authorization	\$ 26.5	\$ 107.1	\$ 643.1

## **Financial Policies**

### **Balanced Budgeting**

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.

### **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.

### **Revenues**

The revenue estimates for the Aviation Enterprise 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 activity codes 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.

The revenue estimates for the Dulles Corridor Enterprise are developed after review of expected toll transactions and toll rates. Under the Permit and Operating Agreement, the Airports Authority has the exclusive right to establish, charge and collect Tolls for the use of the Dulles Toll Road until expiration of the term, or the earlier termination, of the Permit and Operating Agreement. The rates charged should be sufficient to meet the operation and maintenance expenses and produce sufficient net revenues in each fiscal year to satisfy other requirements and obligations. Prior to increasing any toll rate, the Airports Authority follows its regulatory process for promulgating regulations, including convening one or more public hearings in the Dulles Corridor to provide members of the public and others an opportunity to be informed about, and to express their views on the proposed toll rate increase.

### **O&M Expenses**

O&M expense estimates for the Aviation Enterprise are based on the annual needs of operating Reagan National, and Dulles International. All estimates must align with their purpose and relationship to the corporate goals and strategic priorities of the Airports Authority. The Toll Road O&M 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.

Annually, a consultant prepares a final cost allocation plan which is used to appropriately allocate overhead costs from the Aviation Enterprise to the Dulles Corridor Enterprise Fund, as costs associated with the operation of the

Toll Road, or as costs of the Metrorail Project. 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.

During the year, financial statements comparing budget to actuals are reported monthly to the Finance Committee, President and Chief Executive Officer, and Airports Authority management to enable prudent management control of the budget. Each Vice President is accountable to manage their office's O&M budget.

The Office of Finance consistently performs forecasting, variance analysis and collaborates with all Airports Authority offices to prepare quarterly reviews which ensure compliance with the provisions of the annual operating budget approved by the Board and to determine if a budget reprogramming is required.

#### **Criteria for Budget Reprogramming Reporting**

Any Budget reprogramming exceeding \$10.0 million in a calendar year for any expenditure item or 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:

- Aviation Operation and Maintenance Program - \$250 thousand;
- Aviation Capital, Operating and Maintenance Investment Program - \$500 thousand or any new project, regardless of dollar amount;
- Aviation Capital Construction Program - \$500 thousand or any new project, regardless of dollar amount;
- Dulles Corridor Operation and Maintenance Program - \$250 thousand;
- Dulles Corridor Renewal and Replacement Program - \$500 thousand or any new project, regardless of dollar amount; and
- Dulles Corridor Capital Improvement Program - \$500 thousand or any new project, regardless of dollar amount

For O&M 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.

## **Capital Equipment**

Capital equipment budgets take into account the entire life-cycle cost to determine the most cost effective equipment to acquire. Life-cycle costing considers all costs relating to the acquisition and use of an item, including routine maintenance and repair as well as the purchase price.

The Airports Authority's vehicle replacement guidelines are reviewed periodically and updated to serve as the blue print for the replacement of existing vehicles. The vehicle replacement guidelines provide certain thresholds such as replacement years, replacement mileage, and replacement hours for each specific vehicle class.

## **Capital Projects**

COMIP projects are developed based on the needs of the Airports in relation to new facilities, new programs, safety and security or other operational initiatives while the Airline Agreement with the signatory airlines serves as the blue print in developing the CCP project budgets at both airports.

The Airports Authority may issue bonds to fund the CCP. As long as the cost of the CCP does not exceed the original cost estimate, adjusted for inflation and airline approved scope changes, plus agreed upon contingency (25 percent at both Reagan National and Dulles International), no further signatory airline approvals are required. If the cost exceeds that amount, then certain cost control measures apply and signatory airline approvals may be required under certain circumstances.

The R&R and CIP Other than Rail projects for the Dulles Toll Road are developed based on Transportation Infrastructure Finance and Innovation Act (TIFIA) terms and conditions requiring an independent consultant to develop a five-year plan that considers life cycle asset maintenance for the Dulles Toll Road. Under the Permit and Operating Agreement, the Airports Authority is required to conduct an examination of the physical condition of the Dulles Toll Road assets, including any Capital Improvements constructed after November 1, 2008, and, if the condition of any asset falls below a specified rating, to develop and submit a plan to restore the asset of Capital Improvement to its specified condition.

## **Reserves and Flow of Funds**

### *Aviation Enterprise*

The Airports Authority is required to deposit all revenues upon receipt, and may deposit amounts from any available source in the Revenue Fund. Amounts in the Revenue Fund during the fiscal year are deposited or transferred in the following order of priority. (i) To the O&M fund, an amount necessary to increase the balance in the O&M fund to 25 percent of O&M expenses set forth in the Airports Authority's budget for the current fiscal year; (ii) applicable Principal Account, Interest Account and Redemption Account in the Bond Fund; (iii) applicable account in the Debt Service Reserve Fund with respect to each Series of Bonds; (iv) an amount equal to the deposit to the Subordinate Bond Funds required by the Subordinate Indenture; (v) an amount required by the Subordinate Indenture to replenish any Subordinate Reserve Funds; (vi) an amount equal to any required deposits pursuant to Junior Lien Indentures; (vii) to the Federal Lease Fund, one twelfth of the amount required to be paid annually to the federal government under the Federal Lease plus the amount, if any, to make up any prior deficiencies; (viii) to the Emergency Repair and Rehabilitation Fund, one twelfth of the aggregate amount, if any, withdrawn from such funds in the preceding year; and (ix) to the General Purpose Fund, all remaining monies required to be withdrawn from the Revenue Fund on the first Business Day of each month.

*Dulles Corridor Enterprise*

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 Toll Road and construction of the 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) 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 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.

**Debt Management**

The Airports Authority has established the following guidelines for managing its long-term debt: (i) All reasonable financing alternatives before undertaking debt financing, including PFCs and grants will be explored; (ii) Pay-as-you-go financing of capital improvements will be utilized where feasible; (iii) Long-term debt will not be used to fund current noncapital operations; (iv) Debt issues will be structured based on the attributes of the types of projects financed, market conditions at the time of debt issue, and policy directions provided by the Board; (v) 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; (vi) 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 refunding guidelines accepted by the Board; (vii) Financial advisors will be retained for advice on debt structuring; (viii) Good communication will be maintained with bond rating agencies regarding the Airports Authority's financial condition; (ix) Monthly updates of the annual Plan of Finance will be submitted to the Finance Committee; (x) A procedure providing for 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; (xi) Minimum debt service coverage ratios will be maintained as required under the Master Trust Indentures. **Debt Limit:** The legal limit for revenue bonds is based on the Airports Authority's ability to generate sufficient revenues to pass the Additional Bonds Test (ABT) required under the Master Trust Indentures. As long as there are adequate revenues to pass the test, additional debt can be issued. The ABT ensures that the Airports Authority will be able to meet the Debt Service Coverage Ratio.

## **Investments**

The primary objectives of the investment activities of the Airports Authority are the safety of capital, the liquidity of the portfolio, and the yield of the investment. Liquidity is the primary objective of construction funds and the investment portfolio will remain sufficiently liquid to enable the Airports Authority to meet operating requirements that might reasonably be anticipated. Safety of capital (including protection of credit events) is the primary objective of debt service reserve funds and each investment transaction shall seek to first ensure that capital losses are avoided, whether from securities default or erosion of market value.

The Airports Authority's investment policy is determined by the Board and permitted investments are set within the policy. The investment committee meets quarterly to review the portfolio performance, compliance to the policy, formulate an investment plan for the next quarter, determine general strategies of investment activities, and to monitor results. Investment results are compared to targets and benchmarks established in the Investment Objectives and Procedures.

## **Grants and Passenger Facility Charges**

The Airports Authority receives several discretionary grants from federal, state and local government sources in support of its operations and capital programs. Grants are recognized as related expenditures are made and all eligibility requirements are met.

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. PFC's are collected by the airlines and remitted on a monthly basis to the Airports Authority. The Airports Authority accounts for PFC's on an accrual basis, based on the month the charges were collected by the airlines.

## **Purchasing and Contracting**

In accordance with the Airports Authority's contracting manual, the procurement of all goods, services and construction for the Airports Authority shall be undertaken only by the Procurement and Contracts Department, or undertaken pursuant to the authorization granted by the Procurement and Contracts Department. Goods, services, property and construction services are purchased in response to requisitions generated by Airports Authority personnel to support mission requirements. The requestor is responsible for establishing a budgetary price estimate and requisitions are subject to budgetary control. After requisitions are properly completed and approved, they become the authorization for commitment of Airports Authority funds. An annual acquisition forecast is completed by March 31 of each year and ensures that offices requiring goods, services or construction at a cost of over \$50 thousand, identify their needs and begin a plan for the procurement of items as well as their inclusion in the Airports Authority's annual budget.

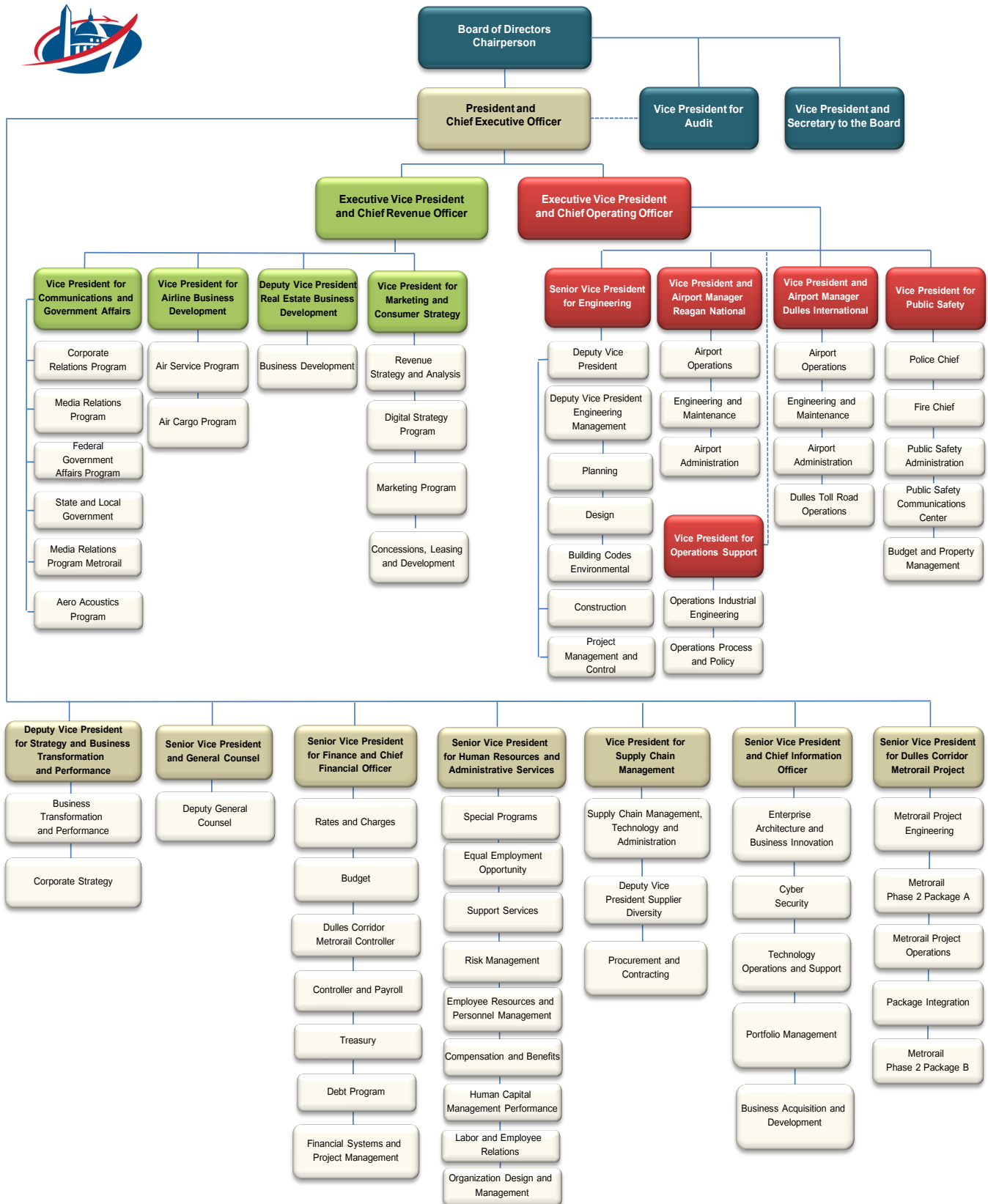
## **Risk Management**

Under the Federal Lease, the Airports Authority is required to have certain insurance and has maintained property and casualty insurance policies, including airport liability insurance to protect its operations.

The Airports Authority also created an Owner Controlled Wrap-Up Insurance Program (OCWIP) for CCP project work performed at the Airports. OCWIP provides workers' compensation, builders' risk, environmental, and general liability insurance to protect all enrolled contractors and their subcontractors. The goal of the OCWIP is to reduce conflict among contractors, and insurance providers, increase the liability protection for all participants, and reduce the total cost of the insurance for and during construction.



Organization Chart



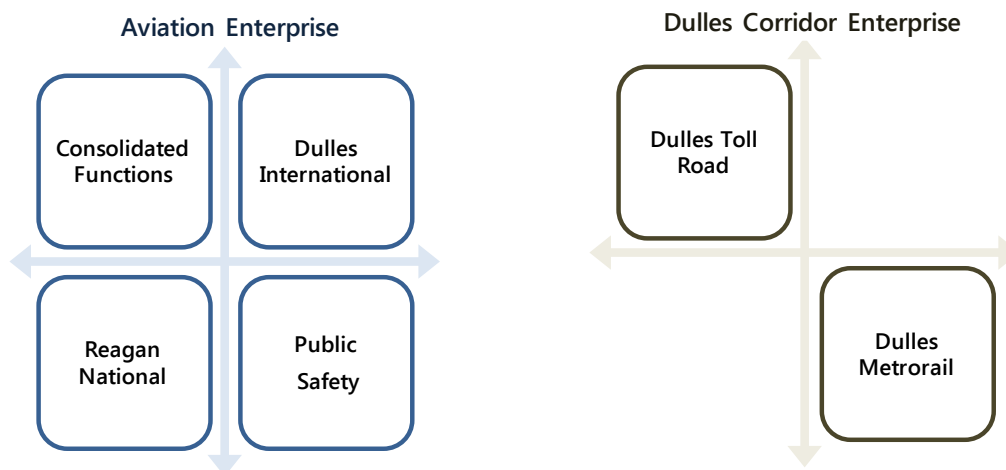
## Airports Authority Staffing Summary

The Airports Authority has approximately 1,714 career full-time permanent positions which support a range of functions from administration, management of the Airports, and ensuring public safety and security. The 2020 Budget includes the addition of 21 new career full-time positions offset by the elimination of 21 vacant positions from the 2019 Budget. Included in the 21 new career full-time positions are a Vice President of Operations Support, an Associate General Counsel, 10 Firefighters to be grant-funded, and the conversion of two Office of Human Resources and Administrative Services non-career term positions to career full-time permanent positions.

The 2020 Budget also includes 54 non-career term positions and 138 other position types and programs such as summer interns, professional development interns, apprentices, and customer service ambassadors. The total number of positions in the 2020 Budget across all position categories is 1,906. A detailed list of positions by office and position type as well as new position descriptions is included in the staffing section of the 2020 Budget.

Career Full-Time Permanent Positions	Total Positions 2018	Budgeted Positions 2019	Transfer/ Elimination	New Position	Budgeted Positions 2020
Office					
Board of Directors	4	4			4
President and Chief Executive Officer	3	3			3
Executive Vice President and Chief Operating Officer	6	6	(5)		1
<b>Office of Revenue</b>					
Executive Vice President and Chief Revenue Officer	2	2			2
Office of Airline Business Development	8	8			8
Office of Real Estate Development	3	3	(1)		2
Office of Marketing and Consumer Strategy	19	19	(1)		18
Office of Communications and Government Affairs	12	12			12
<b>Subtotal Office of Revenue</b>	<b>44</b>	<b>44</b>	<b>(2)</b>		<b>42</b>
Office of Operations Support			10	1	11
Office of Finance	44	44	(3)		41
Office of Engineering	69	69	(5)	4	68
Office for Human Resources and Administrative Services	43	43		2	45
Office of Technology	81	100			100
Office of General Counsel	6	6		1	7
Office of Audit	9	9			9
Office of Strategy and Business Transformation and Performance	7	7		1	8
Office of Supply Chain Management	47	47	(1)		46
<b>Total Consolidated Functions</b>	<b>363</b>	<b>382</b>	<b>(6)</b>	<b>9</b>	<b>385</b>
Reagan National	277	278		1	279
Dulles International	477	481	(5)	1	477
Public Safety	477	506	(1)	10	515
<b>Total Aviation Enterprise</b>	<b>1594</b>	<b>1647</b>	<b>(12)</b>	<b>21</b>	<b>1656</b>
Dulles Toll Road	35	35	(1)		34
Dulles Metrorail	32	32	(8)		24
<b>Total Dulles Corridor Enterprise</b>	<b>67</b>	<b>67</b>	<b>(9)</b>		<b>58</b>
<b>Total Career Full-Time Permanent Positions</b>	<b>1,661</b>	<b>1,714</b>	<b>-21</b>	<b>21</b>	<b>1,714</b>
Non-Career Term Positions					54
Other Positions and Programs					138
<b>Grand Total Positions</b>					<b>1,906</b>

**Overview of Airports Authority Offices and Departments**



**Consolidated Functions**

Consolidated Functions is comprised of the 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 Operations Support, Office of Finance, Office of Engineering, Office of Human Resources and Administrative Services, Office of Technology, Office of General Counsel, Office of Audit, Office of Strategy and Business Transformation and Performance, and Office of Supply Chain Management.

**Table 2-1: Operating Expenses Summary – Consolidated Functions**

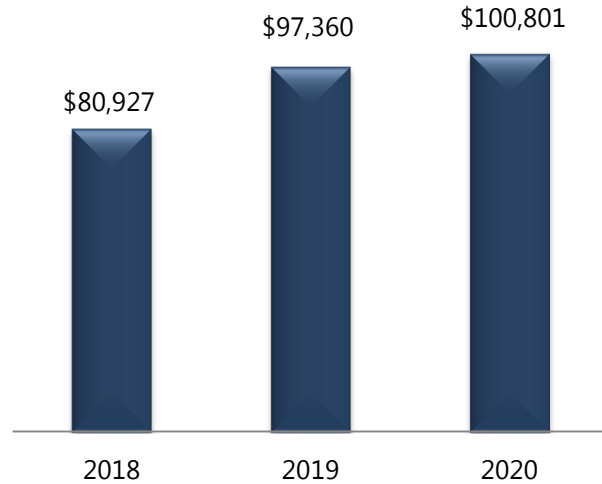
Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		382	385		
<b>Non-Career Positions</b>		38	36		
<b>Other Positions</b>		45	53		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 36,602	\$ 38,474	\$ 39,377	\$ 904	2.3%
Employee Benefits	10,809	12,175	13,065	890	7.3%
<b>Subtotal</b>	<b>\$ 47,411</b>	<b>\$ 50,648</b>	<b>\$ 52,442</b>	<b>\$ 1,793</b>	<b>3.5%</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 571	\$ 788	\$ 747	\$ (41)	(5.2%)
Lease and Rental	8,853	9,368	9,462	94	1.0%
Utilities	2	3	3	-	0.0%
Telecommunications	(852)	(655)	(844)	(189)	28.8%
45025 Aviation Drive	(392)	(233)	(276)	(43)	18.6%
45045 Aviation Drive	(554)	(382)	(135)	247	(64.7%)
Services	17,349	26,682	27,926	1,244	4.7%
Supplies, Materials and Fuels	1,032	1,734	1,733	(1)	(0.1%)
Insurance and Risk Management	6,718	8,225	8,225	-	0.0%
Non-Capital Equipment	788	1,182	1,518	336	28.4%
<b>Subtotal</b>	<b>\$ 33,515</b>	<b>\$ 46,712</b>	<b>\$ 48,359</b>	<b>\$ 1,647</b>	<b>3.5%</b>
<b>Total Operating Expenses</b>	<b>\$ 80,927</b>	<b>\$ 97,360</b>	<b>\$100,801</b>	<b>\$ 3,440</b>	<b>3.5%</b>

**Consolidated Functions (continued)**

**2020 Budget Goals and Objectives**

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

**Operating Expenses Trend (thousands)**



**2019 Accomplishments**

- 1) Attained significant gross savings through bond refinancing, and maintained the Airports Authority's bond credit rating from all rating agencies.
- 2) Grew air service by adding five new airlines, including one low cost carrier and 12 new routes.
- 3) Launched veriScan Air Exit, signed agreements with two new airports and rolled out to 26 airlines.
- 4) Managed airport noise concerns by leading 11 Community Noise Working Group meetings and updated and released noise contour maps.
- 5) Hosted 26 outreach events and 15 training sessions for the local and disadvantaged small business community, and partnered with local university to deliver 2<sup>nd</sup> Annual Small Business University Non-Credit Certificate Program to 34 Local Disadvantaged Business Enterprise firms.

**Performance Measures - Consolidated Functions**

	Actual 2018	Target 2019	Projected 2019	Target 2020
1) Non-Airline Revenue as a Percent of Operating Revenue <i>Revenue generated from non-airline sources. (2020 Strategic Priority - Pursuit of non-aviation revenue)</i>	52.7%	51.7%	51.7%	55.8%
2) Debt Service Coverage Ratio (Aviation Enterprise) <i>The ability to pay current debt obligations. (2020 Strategic Priority - Conservative financial management)</i>	1.82x	1.86x	1.95x	1.90x
3) Total Airport System Enplanements (in thousands) <i>Revenue passenger boarding at the Airports. (2020 Strategic Priority - Growth of domestic and international air service)</i>	23,657	24,200	24,200	24,550
4) Credit Ratings <i>The evaluation of creditworthiness. (2020 Strategic Priority - Maintain strong bond rating resulting in lowest cost of capital)</i>	Highly Rated	Highly Rated	Highly Rated	Highly Rated
5) Total Concessions Revenue Per Enplanement <i>Revenue generated from concessions per enplaned passenger. (2020 Strategic Priority - Pursuit of non-aviation revenue)</i>	\$ 13.15	\$ 12.83	\$ 13.22	\$ 13.97

**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 Office of the Board of Directors provides executive and administrative support to the Airports Authority's Board such as the review and analysis of Board papers and other documents; research and advice on matters of policy and procedure, and responsibility for arranging meeting agendas and attendance. The incumbent Vice President is available for annual election by the Board as Secretary, responsible for performing the functions outlined in the Bylaws, including serving as the custodian of all records and of the Seal of the Airports Authority.

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.

**Table 2-2: Operating Expenses Summary – Board of Directors and Executive Offices**

<b>Budget Summary</b> (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		10	10		
<i>Office of the Board of Directors</i>		4	4		
<i>Chief Executive Officer</i>		3	3		
<i>Chief Operating Officer</i>		1	1		
<i>Chief Revenue Officer</i>		2	2		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 1,576	\$ 1,481	\$ 1,726	\$ 245	16.6%
Employee Benefits	249	358	439	81	22.7%
<b>Subtotal</b>	<b>\$ 1,824</b>	<b>\$ 1,839</b>	<b>\$ 2,165</b>	<b>\$ 327</b>	<b>17.8%</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 29	\$ 149	\$ 120	\$ (29)	(19.5%)
Services	167	586	886	299	51.1%
Supplies, Materials and Fuels	19	44	35	(9)	(20.3%)
Non-Capital Equipment	-	4	4	-	0.0%
<b>Subtotal</b>	<b>\$ 214</b>	<b>\$ 783</b>	<b>\$ 1,045</b>	<b>\$ 262</b>	<b>33.4%</b>
<b>Total Operating Expenses</b>	<b>\$ 2,039</b>	<b>\$ 2,622</b>	<b>\$ 3,210</b>	<b>\$ 588</b>	<b>22.4%</b>

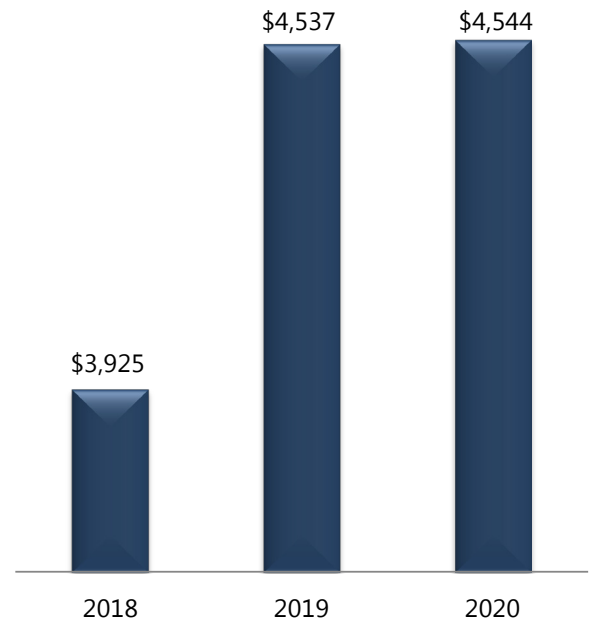
**Office of Airline Business Development**

The Office of Airline Business Development formulates and executes strategies and actions to maintain and improve the region’s passenger and air cargo service. 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.

**2020 Budget Goals and Objectives**

- 1) Develop and lead Airports Authority strategic efforts to grow passenger enplanements at Dulles International by 4.0 percent in 2020.
- 2) Continue to drive passenger growth at both Airports through headquarter-driven sales strategy.
- 3) Further expand on in-house analytical and forecasting capabilities to reduce reliance on consulting services.
- 4) Fully utilize the Dulles International Air Service Incentive Program, designed to provide incentives for new domestic and international routes, as well as additional flights to existing routes.
- 5) Continue to strengthen strategic relationships with Tourism and Economic Development partners and enhancing task force strategy by leveraging the Airports Authority’s Economic Impact Study.

**Operating Expenses Trend (thousands)**



**Table 2-3: Operating Expenses Summary – Office of Airline Business Development**

Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		8	8		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 951	\$ 1,051	\$ 1,137	\$ 86	8.2%
Employee Benefits	289	291	359	67	23.2%
<b>Subtotal</b>	<b>\$ 1,239</b>	<b>\$ 1,342</b>	<b>\$ 1,495</b>	<b>\$ 153</b>	<b>11.4%</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 298	\$ 284	\$ 252	\$ (32)	(11.3%)
Services	2,340	2,905	2,776	(128)	(4.4%)
Supplies, Materials and Fuels	46	5	20	15	100.0%
Non-Capital Equipment	1	-	-	-	-
<b>Subtotal</b>	<b>\$ 2,685</b>	<b>\$ 3,195</b>	<b>\$ 3,049</b>	<b>\$ (146)</b>	<b>(4.6%)</b>
<b>Total Operating Expenses</b>	<b>\$ 3,925</b>	<b>\$ 4,537</b>	<b>\$ 4,544</b>	<b>\$ 8</b>	<b>0.2%</b>

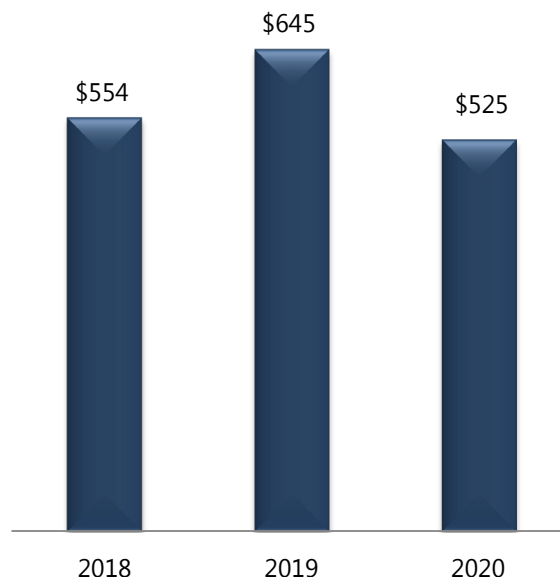
**Office of Real Estate Development**

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 business strategies relating to land and real estate development. The Office manages the Airports Authority-owned buildings at Dulles International shown net of revenue under expenses.

**2020 Budget Goals and Objectives**

- 1) Manage the existing portfolio of assets to maintain current revenue stream.
- 2) Continue to seek easements and licenses from utility companies for additional non-airline revenue opportunities.
- 3) Manage the Airports Authority-owned buildings at Dulles International to be within allocated budget.
- 4) Execute existing capital program projects at Dulles International.
- 5) Conduct real estate study to determine opportunities to integrate revenue-producing real estate into the landside development plan at Reagan National.

**Operating Expenses Trend (thousands)**



**Table 2-4: Operating Expenses Summary – Office of Real Estate Development**

Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		3	2		
<b>Non-Career Positions</b>		1	1		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 394	\$ 464	\$ 365	\$ (99)	(21.4%)
Employee Benefits	104	118	103	(15)	(12.9%)
<b>Subtotal</b>	<b>\$ 499</b>	<b>\$ 583</b>	<b>\$ 468</b>	<b>\$ (115)</b>	<b>(19.7%)</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 2	\$ 13	\$ 14	\$ 1	3.8%
Services	51	46	40	(5)	(11.2%)
Supplies, Materials and Fuels	-	4	3	(2)	(35.7%)
Non-Capital Facility Projects	2	-	-	-	-
<b>Subtotal</b>	<b>\$ 56</b>	<b>\$ 63</b>	<b>\$ 57</b>	<b>\$ (6)</b>	<b>(9.7%)</b>
<b>Total Operating Expenses Excluding Buildings</b>	<b>\$ 554</b>	<b>\$ 645</b>	<b>\$ 525</b>	<b>\$ (121)</b>	<b>(18.7%)</b>
45025 Aviation Drive	(392)	(233)	(276)	(43)	18.6%
45045 Aviation Drive	(554)	(382)	(135)	247	(64.7%)
<b>Total Operating Expenses including Buildings</b>	<b>\$ (391)</b>	<b>\$ 31</b>	<b>\$ 114</b>	<b>\$ 83</b>	<b>100.0%</b>

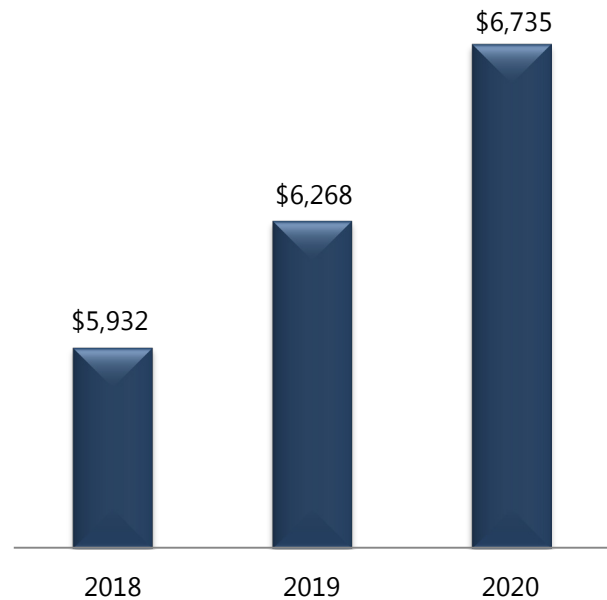
**Office of Marketing and Consumer Strategy**

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, Concessions Management was transferred to this Office. This Office was formerly the Office of Planning and Revenue Development.

**2020 Budget Goals and Objectives**

- 1) Leverage all marketing channels to support new air service, grow enplanements at Dulles International, drive revenue and support new initiatives.
- 2) Work with the Office of technology to execute next generation of the Reagan National and Dulles International websites.
- 3) Refine and execute five year strategies for ongoing non-airline revenue growth.
- 4) Work with the Office of Airline Business Development to continue to grow passenger activity at Dulles International.
- 5) Continue to grow public parking and ground transportation revenue.

**Operating Expenses Trend (thousands)**



**Table 2-5: Operating Expenses Summary – Office of Marketing and Consumer Strategy**

Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		19	18		
<b>Non-Career Positions</b>		1	1		
<b>Other Positions</b>			1		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 1,941	\$ 2,201	\$ 2,172	\$ (29)	(1.3%)
Employee Benefits	598	626	654	28	4.5%
<b>Subtotal</b>	<b>\$ 2,539</b>	<b>\$ 2,827</b>	<b>\$ 2,826</b>	<b>\$ (1)</b>	<b>(0.0%)</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 21	\$ 48	\$ 48	\$ -	0.0%
Lease and Rental Payments	1	36	36	-	0.0%
Services	3,335	3,283	3,752	469	14.3%
Supplies, Materials and Fuels	36	73	72	(1)	(0.8%)
Non-Capital Equipment	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 3,393</b>	<b>\$ 3,441</b>	<b>\$ 3,909</b>	<b>\$ 468</b>	<b>13.6%</b>
<b>Total Operating Expenses</b>	<b>\$ 5,932</b>	<b>\$ 6,268</b>	<b>\$ 6,735</b>	<b>\$ 468</b>	<b>7.5%</b>



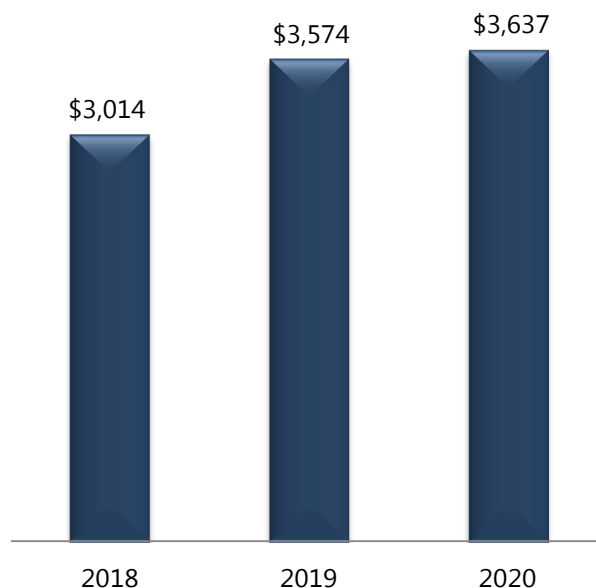
**Office of Communications and Government Affairs**

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

**2020 Budget Goals and Objectives**

- 1) Upgrade Arts and Exhibits program by delivering on three engagements to boost reputation and customer satisfaction ratings.
- 2) Increase positive media coverage on customer service initiatives such as Project Journey, Metrorail completion, new air service, and positive changes at the Airports.
- 3) Leverage and use 'On Good Authority' to strengthen internal communication programs and activities to better inform employees about their jobs and corporate issues.
- 4) Protect Reagan National perimeter rule in Congress, and Dulles International land-use goals.
- 5) Manage operations of Reagan National Community Working Group to address growing public and political concerns about aircraft noise.

**Operating Expenses Trend (thousands)**



**Table 2-6: Operating Expenses Summary – Office of Communications and Government Affairs**

Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		12	12		
<b>Non-Career Positions*</b>		2	2		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 1,357	\$ 1,421	\$ 1,417	\$ (4)	(0.3%)
Employee Benefits	412	417	474	58	13.8%
<b>Subtotal</b>	<b>\$ 1,770</b>	<b>\$ 1,837</b>	<b>\$ 1,891</b>	<b>\$ 53</b>	<b>2.9%</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 20	\$ 42	\$ 42	\$ -	0.0%
Utilities	2	3	3	-	0.0%
Services	1,209	1,664	1,669	5	0.3%
Supplies, Materials and Fuels	13	28	32	4	14.2%
<b>Subtotal</b>	<b>\$ 1,244</b>	<b>\$ 1,737</b>	<b>\$ 1,746</b>	<b>\$ 9</b>	<b>0.5%</b>
<b>Total Operating Expenses</b>	<b>\$ 3,014</b>	<b>\$ 3,574</b>	<b>\$ 3,637</b>	<b>\$ 63</b>	<b>1.8%</b>

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

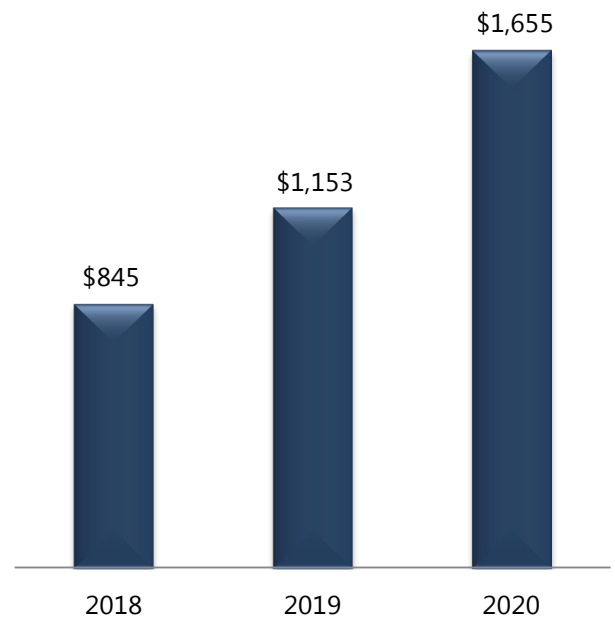
**Office of Operations Support**

The Office of Operations Support directs operations support and process improvements for the Airports and associated operational functions. In conjunction with the Vice Presidents and Airport Managers, this Office establishes and implements an integrated strategic planning process and provides strategic guidance for business analysis and planning, metrics and reporting. This Office also identifies and analyzes areas of potential internal risk and external opportunity for improvement. The Office of Operations Support was created in 2019 and inherited various departments from the Office of the Executive Vice President and Chief Operating Officer.

**2020 Budget Goals and Objectives**

- 1) Establish data driven approach to operations assessments.
- 2) Identify and implement key support elements needed to complete COMIP projects at the Airports.
- 3) Complete staffing study for Public Safety functions and utilize similar model to support other staffing studies in operation functions.
- 4) Complete development of corporate policy related to unmanned vehicles operating in the vicinity of the Airports.
- 5) Implement new Asset Management System and merge asset data from multiple systems to establish best in class facility management team.

**Operating Expenses Trend (thousands)**



**Table 2-7: Operating Expenses Summary – Office of Operations Support**

Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		5	11		
<b>Non-Career Positions</b>		1	1		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 651	\$ 843	\$ 1,244	\$ 401	47.6%
Employee Benefits	166	234	271	37	15.8%
<b>Subtotal</b>	<b>\$ 817</b>	<b>\$ 1,077</b>	<b>\$ 1,515</b>	<b>\$ 438</b>	<b>40.7%</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 8	\$ 20	\$ 36	\$ 17	85.0%
Services	10	48	99	51	105.5%
Supplies, Materials and Fuels	10	8	5	(4)	(42.9%)
<b>Subtotal</b>	<b>\$ 28</b>	<b>\$ 76</b>	<b>\$ 140</b>	<b>\$ 64</b>	<b>84.2%</b>
<b>Total Operating Expenses</b>	<b>\$ 845</b>	<b>\$ 1,153</b>	<b>\$ 1,655</b>	<b>\$ 502</b>	<b>43.6%</b>

2018 Actual/2019 Budget reflects inheriting of expenses and positions from the Office of the Chief Operating Officer.

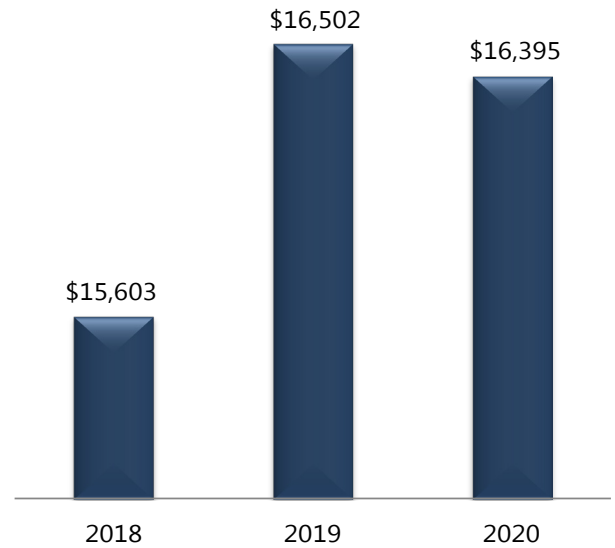
**Office of Finance**

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 relationships; accounting operations, including payroll; the issuance of financial reports; and revenue and disbursement management.

**2020 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 2019 Comprehensive Annual Financial Report (CAFR) with unmodified (clean) audit opinion.
- 4) Prepare the 2021 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 (thousands)**



**Table 2-8: Operating Expenses Summary – Office of Finance**

Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		44	41		
<b>Non-Career Positions</b>		3	2		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 4,342	\$ 4,074	\$ 4,056	\$ (18)	(0.4%)
Employee Benefits	1,361	1,605	1,425	(180)	(11.2%)
<b>Subtotal</b>	<b>\$ 5,703</b>	<b>\$ 5,679</b>	<b>\$ 5,480</b>	<b>\$ (199)</b>	<b>(3.5%)</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 48	\$ 55	\$ 55	\$ -	0.0%
Lease and Rental Payments	8,848	9,329	9,421	92	1.0%
Services	977	1,410	1,410	-	0.0%
Supplies, Materials and Fuels	30	29	29	-	0.0%
Non-Capital Equipment	(2)	-	-	-	-
<b>Subtotal</b>	<b>\$ 9,901</b>	<b>\$ 10,823</b>	<b>\$ 10,915</b>	<b>\$ 92</b>	<b>0.8%</b>
<b>Total Operating Expenses</b>	<b>\$ 15,603</b>	<b>\$ 16,502</b>	<b>\$ 16,395</b>	<b>\$ (107)</b>	<b>(0.6%)</b>

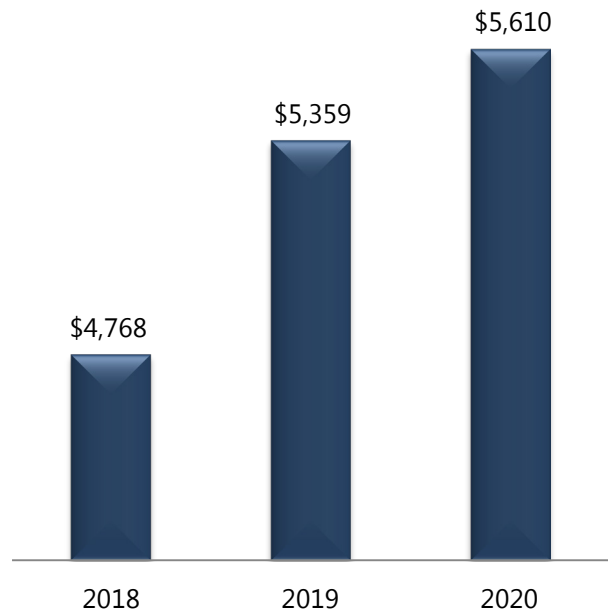
**Office of Engineering**

The Office of Engineering formulates and manages all matters relating to engineering, planning, design, and construction at the Airports and the Dulles Corridor. The Office manages the Airports Authority’s building code compliance, environmental engineering, and major facilities development activities including major repair and rehabilitation.

**2020 Budget Goals and Objectives**

- 1) Continue to manage the execution of Project Journey at Reagan National with an emphasis on safety, quality and stakeholder coordination.
- 2) Manage Dulles International capital projects to minimize CPE impact while meeting airline stakeholder’s facility requirements.
- 3) Collaborate with Airport Operations group and support the goals and objectives of the Airports and Public Safety.
- 4) Refresh the 2020 Airports Authority Design Manual to support capital project and facility design.
- 5) Assess Airports Authority facility conditions and support value-driven capital expenditure decisions through Asset Management System.

**Operating Expenses Trend (thousands)**



**Table 2-9: Operating Expenses Summary – Office of Engineering**

Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions*</b>		69	68		
<b>Other Positions</b>		1	9		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 3,461	\$ 3,807	\$ 4,124	\$ 317	8.3%
Employee Benefits	1,130	1,283	1,290	7	0.5%
<b>Subtotal</b>	<b>\$ 4,592</b>	<b>\$ 5,090</b>	<b>\$ 5,413</b>	<b>\$ 323</b>	<b>6.3%</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 23	\$ 43	\$ 26	\$ (17)	(39.3%)
Services	71	147	94	(54)	(36.4%)
Supplies, Materials and Fuels	29	41	40	(1)	(1.9%)
Non-Capital Equipment	54	37	36	(1)	(2.7%)
<b>Subtotal</b>	<b>\$ 177</b>	<b>\$ 269</b>	<b>\$ 196</b>	<b>\$ (72)</b>	<b>(26.9%)</b>
<b>Total Operating Expenses</b>	<b>\$ 4,768</b>	<b>\$ 5,359</b>	<b>\$ 5,610</b>	<b>\$ 251</b>	<b>4.7%</b>

\*30 of these positions are directly charged to the CCP and the costs are not included in the O&M program.

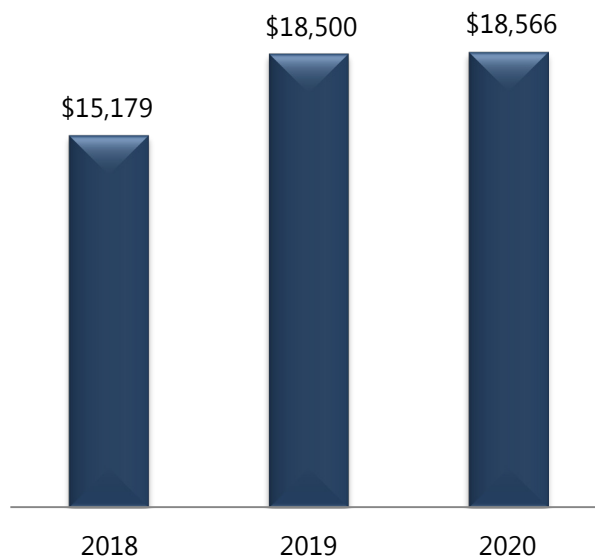
**Office of Human Resources and Administrative Services**

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.

**2020 Budget Goals and Objectives**

- 1) Continue to improve on the capabilities of the Human Capital Management system.
- 2) Hire the 2020 class of Professional Development Interns and Apprentices.
- 3) Implement and manage employee benefits contracts efficiently.
- 4) Continue implementation of 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 (thousands)**



**Table 2-10: Operating Expenses Summary – Office of Human Resources and Administrative Services**

Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		43	45		
<b>Non-Career Positions</b>		10	9		
<b>Other Positions</b>		41	39		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 5,025	\$ 5,233	\$ 5,273	\$ 40	0.8%
Employee Benefits	1,632	1,732	2,219	487	28.1%
<b>Subtotal</b>	<b>\$ 6,657</b>	<b>\$ 6,965</b>	<b>\$ 7,491</b>	<b>\$ 526</b>	<b>7.6%</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 52	\$ 37	\$ 51	\$ 13	36.1%
Lease and Rental Payments	5	3	3	-	0.0%
Services	1,544	3,107	2,665	(442)	(14.2%)
Supplies, Materials and Fuels	104	123	89	(34)	(27.7%)
Insurance and Risk Management	6,715	8,225	8,225	-	0.0%
Non-Capital Equipment	104	40	42	2	4.2%
Non-Capital Facility Projects	(2)	-	-	-	-
<b>Subtotal</b>	<b>\$ 8,522</b>	<b>\$ 11,535</b>	<b>\$ 11,074</b>	<b>\$ (461)</b>	<b>(4.0%)</b>
<b>Total Operating Expenses</b>	<b>\$ 15,179</b>	<b>\$ 18,500</b>	<b>\$ 18,566</b>	<b>\$ 65</b>	<b>0.4%</b>

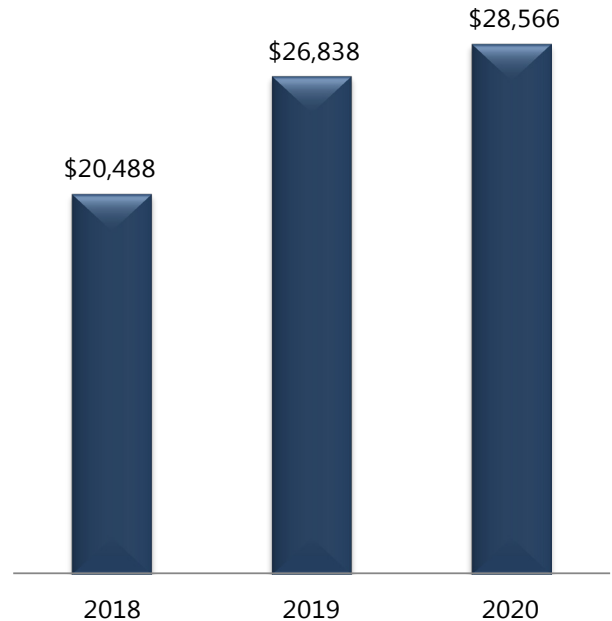
**Office of Technology**

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

**2020 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 and continue to fund new operating costs through reprogramming and improved efficiencies.
- 3) Modernize technology solutions and infrastructure; implement cloud-first strategy to reduce long-term costs associated with core back office systems.
- 4) Leverage technology to drive new revenue opportunities.
- 5) Continue to operate the Telecommunications budget entity at no financial loss and sustain superior customer service delivery.

**Operating Expenses Trend (thousands)**



**Table 2-11: Operating Expenses Summary – Office of Technology**

Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		100	100		
<b>Non-Career Positions</b>		20	20		
<b>Other Positions</b>		1	1		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 10,750	\$ 10,959	\$ 10,971	\$ 12	0.1%
Employee Benefits	2,976	3,277	3,543	266	8.1%
<b>Subtotal</b>	<b>\$ 13,726</b>	<b>\$ 14,235</b>	<b>\$ 14,514</b>	<b>\$ 278</b>	<b>2.0%</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 47	\$ 33	\$ 47	\$ 14	43.7%
Lease and Rental Payments	-	-	2	2	100.0%
Telecommunications*	(852)	(655)	(844)	(189)	28.8%
Services	6,225	10,793	12,075	1,282	11.9%
Supplies, Materials and Fuels	710	1,331	1,336	5	0.4%
Non-Capital Equipment	631	1,101	1,436	335	30.4%
<b>Subtotal</b>	<b>\$ 6,761</b>	<b>\$ 12,602</b>	<b>\$ 14,053</b>	<b>\$ 1,450</b>	<b>11.5%</b>
<b>Total Operating Expenses</b>	<b>\$ 20,488</b>	<b>\$ 26,838</b>	<b>\$ 28,566</b>	<b>\$ 1,728</b>	<b>6.4%</b>

\*Telecommunications expenses are net of associated revenues.

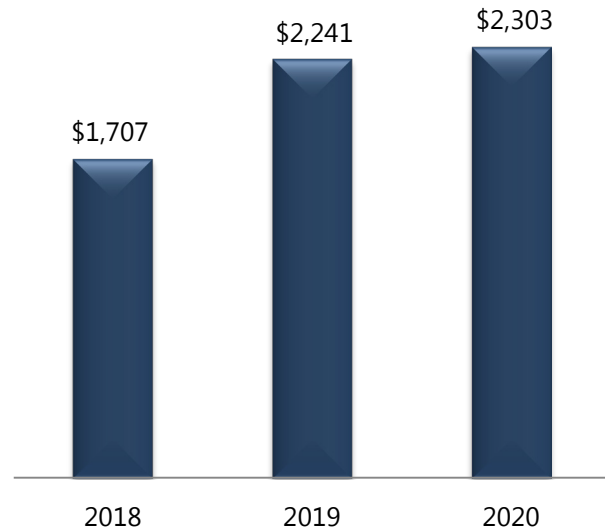
**Office of General Counsel**

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.

**2020 Budget Goals and Objectives**

- 1) Perform within the office any 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 new staffing levels throughout 2020.
- 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 (thousands)**



**Table 2-12: Operating Expenses Summary – Office of General Counsel**

Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		6	7		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 974	\$ 1,173	\$ 1,251	\$ 79	6.7%
Employee Benefits	238	303	313	9	3.0%
<b>Subtotal</b>	<b>\$ 1,212</b>	<b>\$ 1,476</b>	<b>\$ 1,564</b>	<b>\$ 88</b>	<b>6.0%</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ -	\$ 4	\$ 6	\$ 2	37.7%
Services	473	752	700	(52)	(7.0%)
Supplies, Materials and Fuels	18	8	34	26	100.0%
Insurance and Risk Management	3	-	-	-	-
<b>Subtotal</b>	<b>\$ 495</b>	<b>\$ 765</b>	<b>\$ 739</b>	<b>\$ (25)</b>	<b>(3.3%)</b>
<b>Total Operating Expenses</b>	<b>\$ 1,707</b>	<b>\$ 2,241</b>	<b>\$ 2,303</b>	<b>\$ 63</b>	<b>2.8%</b>

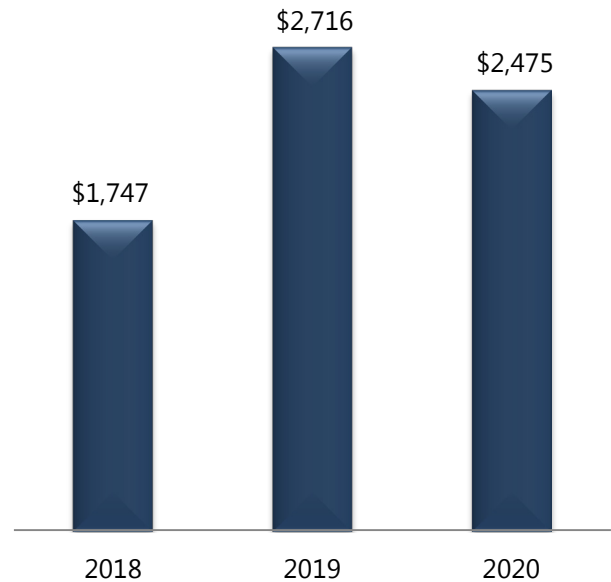
**Office of Audit**

With guidance from the Board’s Risk Management 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 Risk Management 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.

**2020 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 (thousands)**



**Table 2-13: Operating Expenses Summary – Office of Audit**

Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		9	9		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 828	\$ 1,102	\$ 1,069	\$ (34)	(3.1%)
Employee Benefits	251	308	294	(14)	(4.5%)
<b>Subtotal</b>	<b>\$ 1,079</b>	<b>\$ 1,410</b>	<b>\$ 1,363</b>	<b>\$ (48)</b>	<b>(3.4%)</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 3	\$ 11	\$ 8	\$ (3)	(25.3%)
Services	665	1,288	1,099	(190)	(14.7%)
Supplies, Materials and Fuels	1	6	6	(1)	(9.7%)
<b>Subtotal</b>	<b>\$ 668</b>	<b>\$ 1,305</b>	<b>\$ 1,113</b>	<b>\$ (193)</b>	<b>(14.8%)</b>
<b>Total Operating Expenses</b>	<b>\$ 1,747</b>	<b>\$ 2,716</b>	<b>\$ 2,475</b>	<b>\$ (241)</b>	<b>(8.9%)</b>



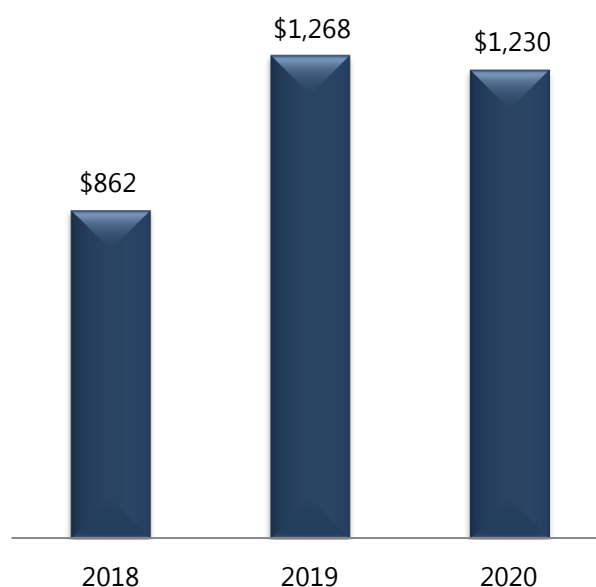
**Office of Strategy and Business Transformation and Performance**

The Office of Strategy and Business Transformation and Performance manages activities across all Human Capital Management and Financial System users and stakeholders to update and enhance the system. The Office also develops, identifies, and tracks metrics and efficiency opportunities while assessing the current state of the organization, its operations and services, internal and external dynamics, as well as other factors. The Office of Strategy and Business Transformation and Performance was created in 2018, replacing the Office of Corporate Risk and Strategy.

**2020 Budget Goals and Objectives**

- 1) Further refine and enhance the development of key corporate metrics.
- 2) Enhance corporate dashboards and analytics to improve the monitoring of goals and performance.
- 3) Manage the implementation of Workday Adaptive Insights for budgeting.
- 4) Improve the analysis and monitoring of corporate projects and programs.
- 5) Drive improvements in productivity and efficiency in corporate business processes utilizing Human Capital Management and Financial System data as a roadmap.

**Operating Expenses Trend (thousands)**



**Table 2-14: Operating Expenses Summary – Office of Strategy and Business Transformation and Performance**

Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		7	8		
<b>Other Positions</b>		1	2		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 668	\$ 763	\$ 702	\$ (61)	(8.0%)
Employee Benefits	176	228	242	14	5.9%
<b>Subtotal</b>	<b>\$ 844</b>	<b>\$ 991</b>	<b>\$ 944</b>	<b>\$ (47)</b>	<b>(4.8%)</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 4	\$ 21	\$ 14	\$ (7)	(32.2%)
Services	11	254	269	16	6.1%
Supplies, Materials and Fuels	3	3	2	-	0.0%
<b>Subtotal</b>	<b>\$ 18</b>	<b>\$ 277</b>	<b>\$ 286</b>	<b>\$ 9</b>	<b>3.1%</b>
<b>Total Operating Expenses</b>	<b>\$ 862</b>	<b>\$ 1,268</b>	<b>\$ 1,230</b>	<b>\$ (39)</b>	<b>(3.1%)</b>

**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.

**2020 Budget Goals and Objectives**

- 1) Update and implement new policies as a result of Contracting Manual revisions; continue consolidating and re-competing contracts and leveraging catalog purchasing.
- 2) Support organizational priorities and projects, including Metrorail construction and Project Journey.
- 3) Maximize the capabilities of the Supplier Diversity system and continue to enhance strategic outreach for small business participation in contracting opportunities.
- 4) Enhance the portfolio-based procurement approach through automated contract management software, online Contracting Officers’ Technical Representative training opportunities and end-user reporting.
- 5) Continue developing bench strength across all Office functions, with a focus on appropriate cross-training opportunities and group training.

**Operating Expenses Trend (thousands)**



**Table 2-15: Operating Expenses Summary – Office of Supply Chain Management**

Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		47	46		
<b>Other Positions</b>		1	1		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 3,684	\$ 3,903	\$ 3,872	\$ (31)	(0.8%)
Employee Benefits	1,226	1,395	1,440	46	3.3%
<b>Subtotal</b>	<b>\$ 4,910</b>	<b>\$ 5,297</b>	<b>\$ 5,312</b>	<b>\$ 15</b>	<b>0.3%</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 17	\$ 27	\$ 28	\$ -	0.0%
Services	270	398	392	(7)	(1.7%)
Supplies, Materials and Fuels	14	30	30	(1)	(1.7%)
Non-Capital Equipment	(1)	-	-	-	-
<b>Subtotal</b>	<b>\$ 300</b>	<b>\$ 456</b>	<b>\$ 449</b>	<b>\$ (7)</b>	<b>(1.5%)</b>
<b>Total Operating Expenses</b>	<b>\$ 5,209</b>	<b>\$ 5,753</b>	<b>\$ 5,761</b>	<b>\$ 8</b>	<b>0.1%</b>

**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 Airport.

**Table 2-16: Operating Expenses Summary – Reagan National**

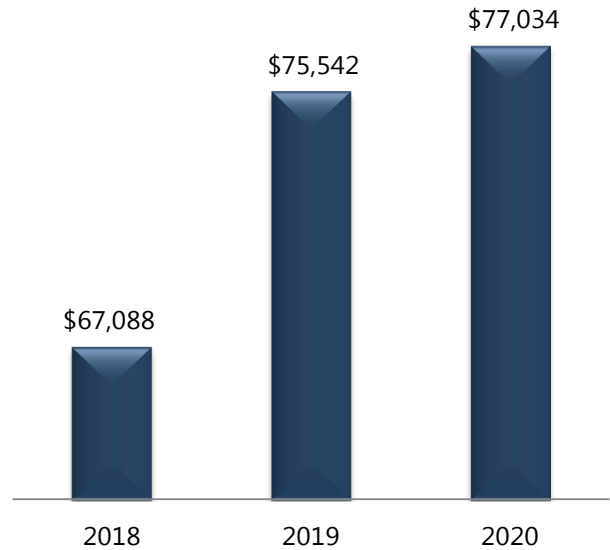
Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		278	279		
<b>Non-Career Positions</b>		4	3		
<b>Other Positions</b>		14	12		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 22,732	\$ 24,106	\$ 25,187	\$ 1,082	4.5%
Employee Benefits	8,154	9,322	9,347	25	0.3%
<b>Subtotal</b>	<b>\$ 30,885</b>	<b>\$ 33,428</b>	<b>\$ 34,534</b>	<b>\$ 1,106</b>	<b>3.3%</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 74	\$ 68	\$ 68	\$ -	0.0%
Lease and Rental Payments	889	1,154	1,175	21	1.8%
Utilities	8,946	9,967	10,109	141	1.4%
Services	22,636	26,077	26,491	413	1.6%
Supplies, Materials and Fuels	3,339	4,721	4,525	(196)	(4.1%)
Non-Capital Equipment	263	128	133	5	3.7%
Non-Capital Facility Projects	55	-	-	-	-
<b>Subtotal</b>	<b>\$ 36,203</b>	<b>\$ 42,115</b>	<b>\$ 42,500</b>	<b>\$ 385</b>	<b>0.9%</b>
<b>Total Operating Expenses</b>	<b>\$ 67,088</b>	<b>\$ 75,542</b>	<b>\$ 77,034</b>	<b>\$ 1,491</b>	<b>2.0%</b>

**Reagan National (continued)**

**2020 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 (thousands)**



**2019 Accomplishments**

- 1) Received zero major deficiencies on two Federal Aviation Administration airfield inspections in 2019 for a total of fourteen consecutive inspections within 13 years without a major finding.
- 2) Effectively managed vehicle traffic on airport roads despite significant impacts from major construction projects.
- 3) Successfully managed 107-day shutdown of all six Metrorail stations south of the airport with minimal impact to airport customers through extensive planning and coordination.
- 4) Launched a new Transportation Network Company to provide customers with more ground transportation options, and implemented a Customer Management System for website comments and social media.
- 5) Implemented a new lightning detection system to improve safety for personnel working on the airfield and also expanded and significantly improved aircraft deicing capabilities.

**Performance Measures - Reagan National**

	Actual 2018	Target 2019	Projected 2019	Target 2020
1) Cost Per Enplanement <i>Benchmark used to measure the financial performance of airports. (2020 Strategic Priority - Competitive rates and charges)</i>	\$ 11.60	\$ 12.00	\$ 11.56	\$ 10.96
2) Domestic Enplanements (in thousands) <i>Revenue passenger boarding at the Airports. (2020 Strategic Priority - Growth of domestic and international air service)</i>	11,526	11,760	11,760	11,855
3) Non-Airline Revenue Growth (year over year change) <i>Revenue generated from non-airline sources. (2020 Strategic Priority - Pursuit of non-aviation revenue)</i>	1.7%	1.7%	4.4%	6.2%
4) Gross Parking Revenues (in thousands) <i>Revenue generated from public parking lots. (2020 Strategic Priority - Pursuit of non-aviation revenue)</i>	54,827	52,849	54,837	54,856
5) Skilled Trades Apprenticeship Program (number of positions) <i>Development of trades employees. (2020 Strategic Priority - Future leadership development and succession planning)</i>	12	12	10	10

**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 Airport.

**Table 2-17: Operating Expenses Summary – Dulles International**

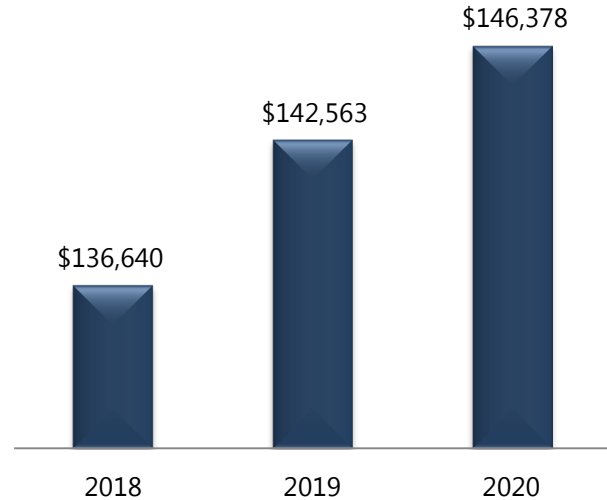
<b>Budget Summary</b> (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		481	477		
<b>Non-Career Positions</b>		5	4		
<b>Other Positions</b>		65	72		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 38,028	\$ 40,169	\$ 41,208	\$ 1,039	2.6%
Employee Benefits	13,548	15,305	15,603	298	1.9%
<b>Subtotal</b>	<b>\$ 51,575</b>	<b>\$ 55,474</b>	<b>\$ 56,811</b>	<b>\$ 1,337</b>	<b>2.4%</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 84	\$ 92	\$ 107	\$ 15	16.4%
Lease and Rental Payments	115	72	109	36	50.0%
Utilities	15,995	16,171	16,267	96	0.6%
Telecommunications	36	-	-	-	-
Services	58,678	59,991	61,404	1,414	2.4%
Supplies, Materials and Fuels	9,615	10,542	11,576	1,033	9.8%
Non-Capital Equipment	540	221	104	(117)	(52.8%)
<b>Subtotal</b>	<b>\$ 85,065</b>	<b>\$ 87,089</b>	<b>\$ 89,566</b>	<b>\$ 2,478</b>	<b>2.8%</b>
<b>Total Operating Expenses</b>	<b>\$ 136,640</b>	<b>\$ 142,563</b>	<b>\$ 146,378</b>	<b>\$ 3,815</b>	<b>2.7%</b>

**Dulles International (continued)**

**2020 Budget Goals and Objectives**

- 1) Maintain Airports Authority revenue stream in any upcoming concessions solicitations.
- 2) Leverage new public parking system functionality and collaborate with the Office of Revenue to maximize return.
- 3) Provide options for more efficient use of facilities such as common use ticket counter options.
- 4) Lead the commissioning of the new Metrorail Station at Dulles International.
- 5) Control spending to stay within authorized budget levels.

**Operating Expenses Trend (thousands)**



**2019 Accomplishments**

- 1) Sourced and installed necessary hardware to house veriScan equipment in all international gates in Concourse A and B, and partnered with the Office of Technology to construct fit-out of 'mwaalabs' showroom.
- 2) Re-solicited rental car contract consolidating 7 sites to 4 sites. The contract includes a green vehicle requirement, making Dulles International the first major airport in the country to implement such a requirement.
- 3) Designed and installed new departure zone signs to accommodate new airlines and improve wayfinding. Also installed 241 new digital screens to upgrade the Multi-user Flight Information Display System experience.
- 4) Renovated and reconfigured the Pass and ID office to enhance efficiency and customer service resulting in a 30 percent reduction in processing and wait times.
- 5) Fabricated new support plates at 12 ticket counter baggage belts to prevent shearing of the conveyor belts.

**Performance Measures - Dulles International**

	Actual 2018	Target 2019	Projected 2019	Target 2020
1) Cost Per Enplanement <i>Benchmark used to measure the financial performance of airports. (2020 Strategic Priority - Competitive rates and charges)</i>	\$ 16.53	\$ 16.98	\$ 14.93	\$ 14.90
2) International Enplanements (in thousands) <i>Revenue passenger boarding at the Airports. (2020 Strategic Priority - Growth of domestic and international air service)</i>	3,990	4,125	4,125	4,225
3) Non-Airline Revenue Growth (year over year change) <i>Revenue generated from non-airline sources. (2020 Strategic Priority - Pursuit of non-aviation revenue)</i>	10.8%	4.1%	6.1%	6.3%
4) Mobile Lounge and Plane Mate Trips <i>Number of Mobile Lounge and Plane Mate trips. (2020 Strategic Priority - Excellent customer service)</i>	281,927	290,400	290,400	297,900
5) Skilled Trades Apprentice Program (number of positions) <i>Development of trades employees. (2020 Strategic Priority - Future leadership development and succession planning)</i>	10	13	15	15

**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. The Office also maintains emergency mutual aid support with surrounding communities, operates physical and personnel security programs, and river search and rescue activities at Reagan National.

The Police Department provides full service law enforcement and related services within Airports Authority property boundaries, and the Dulles Toll Road, enforcing the laws of the Commonwealth of Virginia, FAA Civil Aviation Security Regulations, and Airports Authority Regulations. The Police Department also conducts criminal investigations, controls vehicular and pedestrian traffic, conducts employment background reviews, specialized and tactical police operations, and administers routine and specialized training programs for Airports Authority police.

The Fire Department provides fire protection, prevention, and suppression programs for Airports Authority facilities. The Fire Department also directs operations of fire, crash, search and rescue, and related emergency equipment for structural and aircraft emergencies. The Department further provides emergency first aid, advanced life support systems, and public education programs.

The Administration Department implements personal property, directives management, office support, and budget administration programs in support of public safety operations in accordance with overall Airports Authority policies. The Administration Department also coordinates purchasing activities to obtain supplies and material to support public safety programs.

**Table 2-18: Operating Expenses Summary – Office of Public Safety**

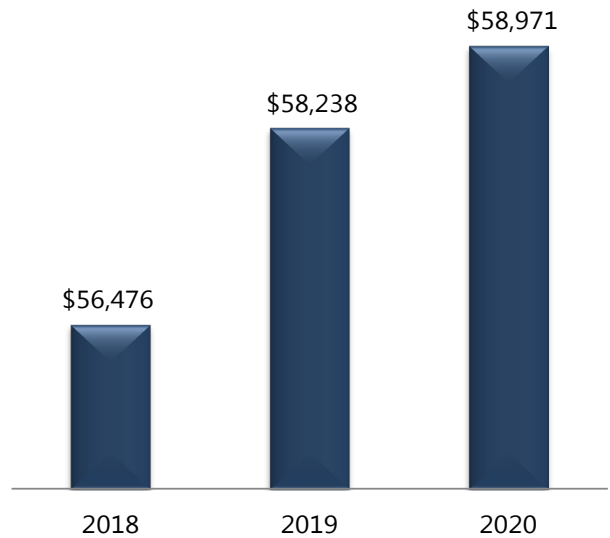
Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		506	515		
<b>Non-Career Positions</b>		3	3		
<b>Other Positions</b>			1		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 38,640	\$ 38,812	\$ 39,978	\$ 1,166	3.0%
Employee Benefits	15,173	16,746	16,130	(615)	(3.7%)
<b>Subtotal</b>	<b>\$ 53,813</b>	<b>\$ 55,557</b>	<b>\$ 56,108</b>	<b>\$ 551</b>	<b>1.0%</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 78	\$ 60	\$ 67	\$ 7	11.0%
Lease and Rental Payments	2	2	2	-	0.0%
Services	870	1,091	1,133	43	3.9%
Supplies, Materials and Fuels	1,587	1,310	1,555	246	18.8%
Non-Capital Equipment	126	218	105	(113)	(51.9%)
<b>Subtotal</b>	<b>\$ 2,663</b>	<b>\$ 2,681</b>	<b>\$ 2,863</b>	<b>\$ 182</b>	<b>6.8%</b>
<b>Total Operating Expenses</b>	<b>\$ 56,476</b>	<b>\$ 58,238</b>	<b>\$ 58,971</b>	<b>\$ 733</b>	<b>1.3%</b>

**Office of Public Safety (continued)**

**2020 Budget Goals and Objectives**

- 1) Maintain the safety and security of the Airports community through strategic staffing and deployment.
- 2) Continue to improve the quality of service through enhanced technology, community engagement with the Community Police Academy and Crisis Intervention Training.
- 3) Enhance firefighter safety and health awareness to reduce risk and liability by 10 percent.
- 4) Continue efforts to reduce overtime by 3.0 percent by addressing hiring process timeframe, training, scheduling, and staffing policies.
- 5) Develop a quality assurance program to ensure that dispatch calls are efficient and follow policies.

**Operating Expenses Trend (thousands)**



**2019 Accomplishments**

- 1) Received the Staffing for Adequate Fire and Emergency Response (SAFER) grant which funds an additional 10 firefighters in an effort to increase and maintain the number of trained firefighters.
- 2) Enhanced the process of tracking medical records numbers in order to improve billing capabilities for Emergency Medical Services.
- 3) Maintained the safety and security of the airports and the travelling public through community engagements, completing eight table top exercises, and expanding various safety programs.
- 4) Replaced console furniture with new workstations at the Public Safety Communications Center. Also held meetings with local community college to develop a Public Safety Communications Course.
- 5) Completed supervisory and command training for new and current police officers.

**Performance Measures - Office of Public Safety**

	Actual 2018	Target 2019	Projected 2019	Target 2020
1) Fire Prevention Inspections <i>Fire inspections to mitigate risk. (2020 Strategic Priority - Safety, Security, and Emergency Preparedness)</i>	1,995	1,615	1,805	2,025
2) Police Calls for Service <i>Calls for Public Safety services. (2020 Strategic Priority - Safety, Security, and Emergency Preparedness)</i>	128,998	133,099	133,099	137,200
3) Medical Emergencies <i>Managing the occurrence of medical emergencies. (2020 Strategic Priority - Safety, Security, and Emergency Preparedness)</i>	3,831	4,295	4,200	4,200
4) Traffic Violations <i>Violations of laws that regulate airport roads. (2020 Strategic Priority - Safety, Security, and Emergency Preparedness)</i>	29,219	26,000	27,610	35,000
5) Assistance to Other Agencies <i>Public safety support to external jurisdictions. (2020 Strategic Priority - Safety, Security, and Emergency Preparedness)</i>	173	175	175	175



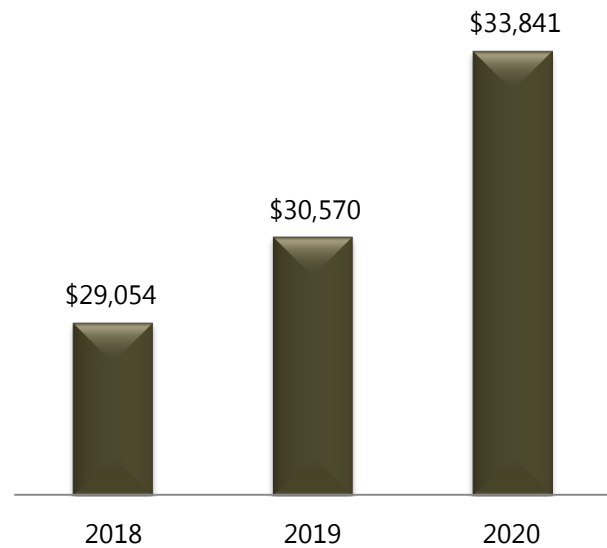
**Dulles Toll Road**

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.

**2020 Budget Goals and Objectives**

- 1) Continue to promote and increase electronic toll system (E-ZPass) usage.
- 2) Mitigate any additional impact of the new Toll Collection System on O&M expenses.
- 3) Execute on the Intelligent Transportation Plan project, including installation of overhead digital signs and cameras to enhance traffic management.
- 4) Continue to implement the yearly pavement rehabilitation plan.
- 5) Monitor the impact of toll rates.

**Operating Expenses Trend (thousands)**



**Table 2-19: Operating Expenses Summary – Dulles Toll Road**

Budget Summary (dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Career Positions</b>		35	34		
<b>Personnel Expenses</b>					
Personnel Compensation	\$ 2,034	\$ 2,126	\$ 2,165	\$ 39	1.8%
Employee Benefits	861	924	995	71	7.7%
<b>Subtotal</b>	<b>\$ 2,895</b>	<b>\$ 3,050</b>	<b>\$ 3,161</b>	<b>\$ 111</b>	<b>3.6%</b>
<b>Non-Personnel Expenses</b>					
Travel	\$ 9	\$ 11	\$ 11	\$ -	0.0%
Utilities	182	210	210	-	0.0%
Telecommunications	2	5	2	(3)	(50.1%)
Services	19,746	20,223	23,553	3,331	16.5%
Supplies, Materials and Fuels	434	567	571	4	0.8%
Insurance and Risk Management	366	560	560	-	0.0%
Equipment	11	295	4	(291)	(98.6%)
<b>Subtotal</b>	<b>\$ 20,751</b>	<b>\$ 21,870</b>	<b>\$ 24,912</b>	<b>\$ 3,042</b>	<b>13.9%</b>
Cost Allocation	5,408	5,650	5,768	118	2.1%
<b>Total Operating Expenses</b>	<b>\$ 29,054</b>	<b>\$ 30,570</b>	<b>\$ 33,841</b>	<b>\$ 3,271</b>	<b>10.7%</b>

## Airports Authority Department/Fund Relationship

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

Office/Cost Center/Department/Fund Matrix	Aviation Enterprise Fund			Dulles Corridor Enterprise Fund*		
	O&M	COMIP	CCP	O&M	R&R	CIP
<b>2020 Budget - Relationship Matrix</b>						
Board of Directors and Executive Offices	X	X		X		X
Office of Airline Business Development	X	X				
Office of Real Estate Development	X	X				
Office of Marketing and Consumer Strategy	X	X				
Office of Communications and Government Affairs	X	X		X		X
Office of Operations Support	X			X		X
Office of Finance	X	X	X	X	X	X
Office of Engineering	X	X	X	X	X	X
Office of Human Resources and Administrative Services	X	X		X		X
Office of Technology	X	X	X	X	X	X
Office of General Counsel	X			X		X
Office of Audit	X			X		X
Office of Strategy and Business Transformation and Performance	X	X		X		X
Office of Supply Chain Management	X			X		X
Reagan National	X	X	X	X		X
Dulles International	X	X	X	X		X
Office of Public Safety	X	X		X		
Dulles Toll Road				X	X	
Dulles Metrorail Project						X

### 2020 Budget - Expenditure Matrix (dollars in thousands)

Board of Directors and Executive Offices	\$ 3,210	\$ 200	\$ -	\$ 237	\$ -	\$ 295
Office of Airline Business Development	4,544	4,300	-	-	-	-
Office of Real Estate Development	114	1,910	-	-	-	-
Office of Marketing and Consumer Strategy	6,735	894	-	-	-	-
Office of Communications and Government Affairs	3,637	450	-	62	-	103
Office of Operations Support	1,655	-	-	34	-	12
Office of Finance	16,395	950	20,655	244	250	490
Office of Engineering	5,610	4,045	432,680	692	3,423	27,178
Office of Human Resources and Administrative Services	18,566	875	-	519	-	439
Office of Technology	28,566	21,010	32,543	678	6	747
Office of General Counsel	2,303	-	-	12	-	69
Office of Audit	2,475	-	-	43	-	114
Office of Strategy and Business Transformation and Performance	1,230	1,346	-	81	-	30
Office of Supply Chain Management	5,761	-	-	373	-	352
Reagan National	77,034	26,096	55,486	31	-	5
Dulles International	146,378	46,594	22,720	145	-	180
Office of Public Safety	58,971	5,888	-	2,617	-	-
Dulles Toll Road	-	-	-	28,073	2,188	-
Dulles Metrorail Project	-	-	-	-	-	335,309
<i>Debt Service and Financing Fees</i>	<i>312,949</i>	<i>-</i>	<i>-</i>	<i>140,250</i>	<i>-</i>	<i>-</i>
<b>Total 2020 Budgeted Expenditures</b>	<b>\$ 696,133</b>	<b>\$ 114,558</b>	<b>\$ 564,084</b>	<b>\$ 174,091</b>	<b>\$ 5,867</b>	<b>\$ 365,323</b>
<b>Total Enterprise Fund</b>		<b>\$1,374,776</b>			<b>\$573,983</b>	

\*Includes both direct costs and cost allocation from Aviation Enterprise to Dulles Corridor Enterprise (DCE). Total DCE Fund includes 2020 reserve contributions of \$28,702 thousand.

**Airports Authority Fund Balance**

The Airports Authority defines fund balance as the difference between assets and liabilities for its enterprise fund. The projected changes in the Aviation Enterprise and Dulles Corridor Enterprise funds are identified below.

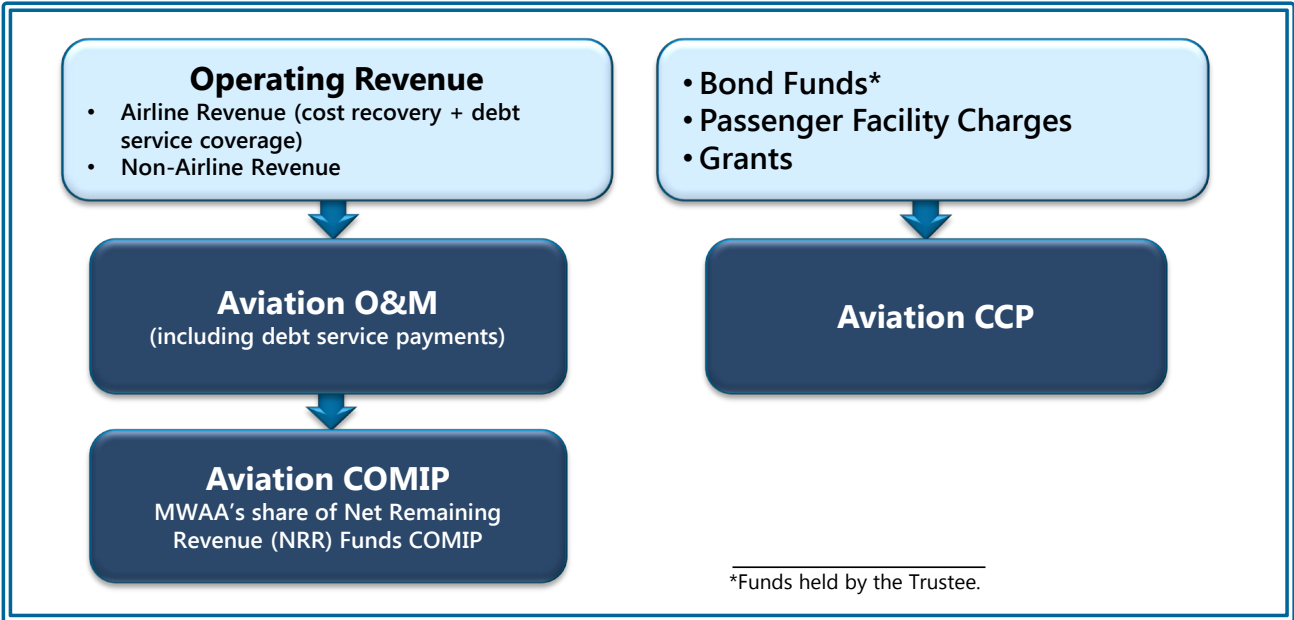
**Table 2-20: Airports Authority Fund Balance**

(dollars in thousands)		Actual 2018	Projected 2019	Projected 2020	2020 Projected vs. 2019 Projected	
					Dollar	Percent
<b>AVIATION ENTERPRISE FUND</b>						
<b>Beginning Fund Balance</b>		\$ 1,001,126	\$ 1,299,730	\$ 1,410,548	\$ 110,818	8.5%
Source of Funds	<b>Total Operating Revenues</b>					
	Rents	\$ 280,146	\$ 277,880	\$ 257,028	\$ (20,852)	(7.5%)
	Landing Fees	84,485	98,455	93,903	(4,552)	(4.6%)
	Concessions	348,624	352,853	385,650	32,798	9.3%
	Passenger Fees	24,318	27,364	23,597	(3,768)	(13.8%)
	Utilities	14,401	14,167	14,508	341	2.4%
	Other Operating Revenue	14,518	13,621	13,770	148	1.1%
	<b>Total Operating Revenues</b>	<b>\$ 766,492</b>	<b>\$ 784,340</b>	<b>\$ 788,455</b>	<b>\$ 4,115</b>	<b>0.5%</b>
	<b>Non-Operating Revenues</b>					
	Investment Income	\$ 33,991	\$ 26,094	\$ 36,830	\$ 10,736	41.1%
	Grants <i>(in support of operations and capital programs)</i>	49,241	47,645	46,100	(1,545)	(3.2%)
	Passenger Facility Charges	93,353	93,800	95,800	2,000	2.1%
Gain from Sale of Real Estate	202,455	-	-	-	0.0%	
Other Non-Operating Revenue	23,084	17,569	20,326	2,757	15.7%	
<b>Subtotal Non-Operating Revenues</b>	<b>\$ 402,124</b>	<b>\$ 185,108</b>	<b>\$ 199,056</b>	<b>\$ 13,948</b>	<b>7.5%</b>	
<b>Total Revenues</b>	<b>\$ 1,168,617</b>	<b>\$ 969,448</b>	<b>\$ 987,511</b>	<b>\$ 18,063</b>	<b>1.9%</b>	
Use of Funds	<b>Total Expenses</b>					
	Personnel Expenses	\$ 188,258	\$ 195,108	\$ 199,896	\$ 4,788	2.5%
	Lease from U.S Government	5,775	5,976	6,011	35	0.6%
	Services, Materials, and Other Expenses	226,275	255,423	260,181	4,758	1.9%
	Depreciation and Amortization	227,928	226,043	226,985	943	0.4%
	Debt Service	190,690	155,426	149,127	(6,299)	(4.1%)
Contributions to Other Governments	31,086	20,655	20,655	-	0.0%	
<b>Total Expenses</b>	<b>\$ 870,013</b>	<b>\$ 858,630</b>	<b>\$ 862,855</b>	<b>\$ 4,225</b>	<b>0.5%</b>	
<b>Ending Fund Balance</b>	<b>\$ 1,299,730</b>	<b>\$ 1,410,548</b>	<b>\$ 1,535,204</b>	<b>\$ 124,656</b>	<b>8.8%</b>	
<b>DULLES CORRIDOR ENTERPRISE FUND</b>						
<b>Beginning Dulles Toll Road Revenue Fund Balance</b>		\$ -	\$ -	\$ -	\$ -	0.0%
<b>Total Revenues</b>						
Toll Operating Revenues		\$ 198,650	\$ 200,245	\$ 200,245	\$ 1,595	0.8%
Investment Income			2,548	2,548	-	0.0%
<b>Total Revenues</b>		<b>\$ 201,198</b>	<b>\$ 202,793</b>	<b>\$ 202,793</b>	<b>\$ 1,595</b>	<b>0.8%</b>
<b>Total Expenses</b>						
Personnel Expenses		\$ 3,050	\$ 3,161	\$ 3,161	\$ 111	3.6%
Services, Materials, and Other Expenses			21,870	24,912	3,042	13.9%
Cost Allocation			5,650	5,768	118	2.1%
Debt Service and Financing Fees			128,897	140,250	11,353	8.8%
<b>Total Expenses</b>		<b>\$ 159,467</b>	<b>\$ 174,091</b>	<b>\$ 174,091</b>	<b>\$ 14,625</b>	<b>9.2%</b>
<b>Total Reserve Contributions</b>		<b>\$ 41,731</b>	<b>\$ 28,702</b>	<b>\$ 28,702</b>	<b>\$ (13,030)</b>	<b>(31.2%)</b>
<b>Ending Dulles Toll Road Revenue Fund Balance</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

**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 2018, the Airport Use Agreement and Premises Lease for Dulles International was further amended (Second Universal Amendment) to address the proceeds from the sale of lands west of Dulles International. The amendment required that any distribution the Airports Authority makes, be used solely for the purpose of reducing the costs it would otherwise include in calculating the rental, fees, and charges assessed to airlines operating at 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 2020 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 2020 through 2023 will be shared 45 percent with the Airports Authority and 55 percent with the airlines.
- The Airports Authority will use its share of NRR generated in 2019 from Reagan National at Dulles International in 2020, up to \$25.0 million.
- NRR generated at Dulles International is shared between the Airports Authority and Dulles International airlines (generally 50 percent up to a plateau of \$16.4 million in 2020, 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 activity areas at both Airports, in years 2020 through 2023 is 30 percent.
- Investment earnings from the sale of the Western lands will be applied at Dulles International to offset costs charged to the airlines.

The centerpiece of the 2015 Airline Agreement at Reagan National includes the Board approved \$1.0 billion ten-year CCP that provides for a new fourteen gate 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 new concourse and security checkpoints are expected to be completed in 2021.

The initial 2015 Airline Agreement at Dulles International includes the Board approved \$142.0 million 2015-2018 three-year CCP that provides 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. Based on Airport needs, Board approved projects are added to the CCP periodically.

### 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 2020 Budget results in a signatory airline average cost per enplanement (CPE) (total airline costs divided by the number of signatory enplaned passengers) of \$10.96 at Reagan National and \$14.90 at Dulles International.

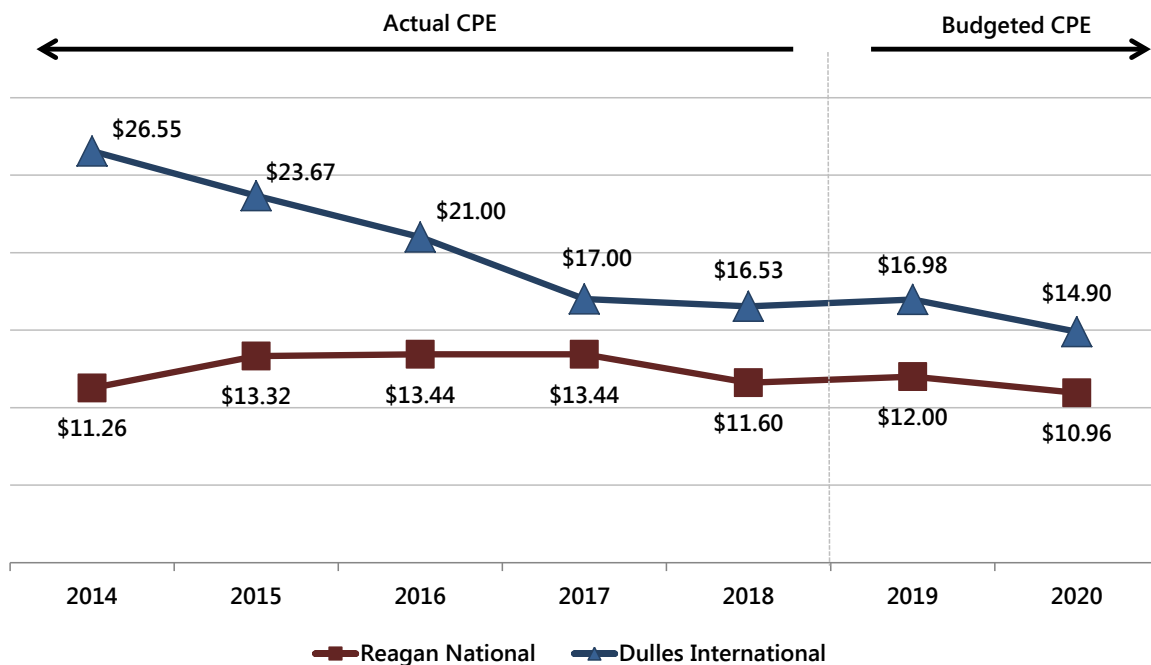
**Table 3-1: Signatory Airline Average Cost per Enplanement\***

	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget Percent
Reagan National	\$ 11.60	\$ 12.00	\$ 10.96	(8.6%)
Dulles International	16.53	16.98	14.90	(12.2%)
<b>Combined</b>	<b>\$ 14.08</b>	<b>\$ 14.46</b>	<b>\$ 12.96</b>	<b>(10.3%)</b>

\* Signatory Airline Cost Per Enplanement excludes settlement.

**Combined**

Airline Debt Service and Coverage	\$ 14.67	\$ 13.28	\$ 12.79	(3.7%)
Airline O&M Expenses	8.38	8.87	8.49	(4.2%)
Transfers and Other Requirements	(8.97)	(7.68)	(8.32)	8.3%
<b>Total Combined</b>	<b>\$ 14.08</b>	<b>\$ 14.46</b>	<b>\$ 12.96</b>	<b>(10.3%)</b>



## **Grants**

The Airports Authority receives several discretionary grants in support of its operations and capital programs from federal and state government sources.

### **Grants in Support of Operations**

Transportation Security Administration (TSA) security fees, recognized as operating revenues, offset expenses incurred by Public Safety personnel serving a support role to the TSA. Additionally, 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 2016, the Commonwealth of Virginia awarded the Airports Authority \$25.0 million each for 2017 and 2018, for the purpose of reducing airline cost per enplanement at Dulles International. The second installment of this funding was applied to Dulles International in 2018.

In 2017, the Department of Homeland Security awarded the Complex Coordinated Terrorist Attack (CCTA) grant 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.

In 2019, the Department of Homeland Security also awarded Staffing for Adequate Fire and Emergency Response (SAFER) grant to provide funding for the hiring of 10 full-time firefighters to help organizations increase or maintain the number of trained firefighters.

### **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 and are permitted to be used at either Airport. The Airports Authority annually applies for discretionary grants from the FAA and 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 60.0 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 2019, the Airports Authority has received approximately \$41.5 million in state grants. The Airports Authority expects to receive an additional \$4.0 million between 2020 and 2021.

In 2018, the FAA awarded the Voluntarily Airports Low Emission (VALE) grant to the Airports Authority to provide funding for the design and installation of 112 Recharging Ports for Electric Ground Support Equipment at Dulles International. In 2019, the FAA also approved a VALE grant for Remote Gate Electrification at Dulles International for electrical feeder installation and purchase of Ground Power Units and Pre-Conditioned Air Units for the Remote Apron.

The FAA also awarded funds for the purchase and installation of 75 Vehicle Movement Area Transponders (VMAT) which provides common situational awareness on the airfield to improve coordination and safety.

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

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Grants in Support of Operations</b>					
Commonwealth of Virginia Grant	\$ 25,000	\$ -	\$ -	\$ -	0.0%
TSA - Security Fees	934	930	934	4	0.4%
Staffing for Adequate Fire and Emergency Response (SAFER)	-	-	614	614	100.0%
TSA - National Explosive Detection Canine Team Program	606	606	606	-	0.0%
Complex Coordinated Terrorist Attack	101	198	198	-	0.0%
<b>Subtotal Grants in Support of Operations</b>	<b>\$ 26,641</b>	<b>\$ 1,735</b>	<b>\$ 2,353</b>	<b>\$ 618</b>	<b>35.6%</b>
<b>Grants in Support of Capital Programs</b>					
Federal Aviation Administration Airport Improvement Program	\$ 21,068	\$ 39,840	\$ 41,556	\$ 1,716	4.3%
Voluntary Airports Low Emission (VALE) Grant	-	4,000	1,125	(2,875)	(71.9%)
Commonwealth of Virginia Department of Aviation - Aerotrain	2,000	2,000	2,000	-	0.0%
Vehicle Movement Area Transponder (VMAT) Grant	-	1,000	-	(1,000)	(100.0%)
<b>Subtotal Grants in Support of Capital Programs</b>	<b>\$ 23,068</b>	<b>\$ 46,840</b>	<b>\$ 44,681</b>	<b>\$ (2,159)</b>	<b>(4.6%)</b>
<b>Total Grants in Support of Operations and Capital Programs</b>	<b>\$ 49,709</b>	<b>\$ 48,575</b>	<b>\$ 47,034</b>	<b>\$ (1,541)</b>	<b>(3.2%)</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, 2019, the Airports Authority had collected \$846.6 million under the first five of these applications (including interest earned) at Reagan National and \$911.6 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 2020, the Airports Authority expects to collect a total of \$95.8 million in PFCs of which \$51.0 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)*. However, for budget and airline rate setting purposes, 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, on the Statement of Operations, the Airports Authority allocates expenses from Consolidated Functions (central administration) to the Airports based on consistent methodology with the exception of the following:

- The Corporate Office Building lease is allocated entirely to Reagan National.
- The net revenue or expense for the Authority-owned buildings at Dulles International, 45025 Aviation Drive and 45045 Aviation Drive, are allocated entirely to Dulles International.

On the Statement of Operations, the Airports Authority presents certain distinct operations as a net revenue or net expense single line item as follows unless they net to zero for both budget and actuals:

- Public parking operation revenues at both Airports are shown net of their operating expenses as a single line item under concessions in operating revenues.
- Taxi operation revenues at both Airports are shown net of their operating expenses as a single line item under concessions in operating revenues.
- Food and Beverage terminal concessions are presented net of their operating expenses as a single line item under concessions in operating revenues.
- Telecommunications expenses are presented net of operating revenues and are shown as a separate line item under operating expenses.
- The Technology Monetization Program are presented net of operating revenues and are shown as a separate line item under operating expenses. This program nets to zero for both budget and actuals.
- 45025 and 45045 Aviation Drive expenses are presented net of operating revenues and are shown as separate line items under operating expenses.
- The Air Traffic Control Tower at Dulles International is a lease back from the FAA and is excluded for rate setting and budgetary purposes.

The revenue and expense budgets for these entities are budgeted separately. A separate schedule is included that shows the Airports Authority's budget with both revenues and expenses represented on a gross basis.

### Operating Revenues

Operating revenues excluding transfers are estimated to increase from \$728.4 million in 2019 to \$732.4 million in 2020, an increase of 0.5 percent.

### Operating Expenses

Operating expenses, excluding debt service are expected to increase from \$373.7 million in 2019 to \$383.2 million in 2020, an increase of 2.5 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 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Reagan National</b>					
Airline Rent Transfers	\$ 25,622	\$ 25,334	\$ 29,586	\$ 4,252	16.8%
Landing Fee Transfers	11,121	11,410	13,301	1,891	16.6%
Tenant Equipment Transfers	342	340	395	55	16.3%
<b>Subtotal Reagan National</b>	<b>\$ 37,085</b>	<b>\$ 37,084</b>	<b>\$ 43,283</b>	<b>\$ 6,199</b>	<b>100.0%</b>
<b>Dulles International</b>					
Airline Rent Transfers	\$ 58,206	\$ 60,612	\$ 71,624	\$ 11,012	18.2%
Landing Fee Transfers	26,221	24,407	28,999	4,592	18.8%
Tenant Equipment Charges Transfers	393	342	272	(70)	(20.5%)
International Arrivals Building Fees Transfers	7,328	6,927	7,090	163	2.4%
Passenger Conveyance Fees Transfers	28,491	28,322	27,671	(651)	(2.3%)
<b>Subtotal Dulles International</b>	<b>\$ 120,639</b>	<b>\$ 120,610</b>	<b>\$ 135,656</b>	<b>\$ 15,046</b>	<b>12.5%</b>
<b>Total Transfers</b>	<b>\$ 157,724</b>	<b>\$ 157,694</b>	<b>\$ 178,939</b>	<b>\$ 21,245</b>	<b>13.5%</b>

### Net Revenues

In 2020, Reagan National is expected to have net revenues of \$160.6 million and Dulles International of \$367.3 million, for combined net revenues of \$528.2 million.

### Debt Service

Bond principal payments for cost recovery purposes will increase from \$153.3 million in 2019 to \$163.8 million in 2020. This does not include the \$51.0 million which is recommended to be funded through the PFC program. Interest expense will decrease by \$6.3 million from \$155.4 million in 2019 to \$149.1 million in 2020. 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

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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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**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Reagan National</b>					
Principal	\$ 39,993	\$ 39,760	\$ 42,464	\$ 2,704	6.8%
Interest	<u>39,535</u>	<u>40,239</u>	<u>38,655</u>	<u>(1,583)</u>	(3.9%)
<b>Subtotal Reagan National</b>	<b><u>\$ 79,528</u></b>	<b><u>\$ 79,998</u></b>	<b><u>\$ 81,119</u></b>	<b><u>\$ 1,121</u></b>	<b>1.4%</b>
<b>Dulles International</b>					
Principal	\$ 126,861	\$ 113,500	\$ 121,358	\$ 7,858	6.9%
Interest	<u>125,407</u>	<u>115,188</u>	<u>110,472</u>	<u>(4,716)</u>	(4.1%)
<b>Subtotal Dulles International</b>	<b><u>\$ 252,268</u></b>	<b><u>\$ 228,688</u></b>	<b><u>\$ 231,830</u></b>	<b><u>\$ 3,142</u></b>	<b>1.4%</b>
<b>Combined</b>					
Principal	\$ 166,854	\$ 153,260	\$ 163,822	\$ 10,562	6.9%
Interest	<u>164,942</u>	<u>155,426</u>	<u>149,127</u>	<u>(6,299)</u>	(4.1%)
<b>Total Debt Service</b>	<b><u>\$ 331,796</u></b>	<b><u>\$ 308,686</u></b>	<b><u>\$ 312,949</u></b>	<b><u>\$ 4,263</u></b>	<b>1.4%</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.

**Western Lands Account Application**

In 2020, \$5.0 million of interest earnings from the Western Lands Account is being applied at Dulles International to reduce airline costs as prescribed in the Second Universal Amendment of the Airline Agreement.

**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 \$25.0 million in 2020.

**Non-Operating Revenue (Interest Income)**

An estimated \$36.8 million in interest will be earned during 2020. 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 \$278.7 million for 2020, for use in 2021, an increase from the estimated \$260.8 million generated in the 2019 budget. The increase to NRR is due to increased passenger activity, increased concession revenue at both airports, and certain provisions under the Airline Agreement.

**Table 3-5: Comparison of 2018 Actual, 2019 and 2020 Budget**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Operating Revenues</b>					
Airline Rents	\$ 228,814	\$ 224,784	\$ 204,693	\$ (20,091)	(8.9%)
Landing Fees	84,485	98,455	93,903	(4,552)	(4.6%)
Tenant Equipment Charges	3,014	2,235	2,181	(54)	(2.4%)
International Arrivals Building Fees	17,546	20,077	17,228	(2,849)	(14.2%)
Passenger Conveyance Fees	5,837	6,357	5,435	(922)	(14.5%)
<b>Subtotal Airline Revenues</b>	<b>\$ 339,696</b>	<b>\$ 351,908</b>	<b>\$ 323,440</b>	<b>\$ (28,468)</b>	<b>(8.1%)</b>
Concessions	\$ 311,107	\$ 310,557	\$ 342,953	\$ 32,395	10.4%
TSA Security Fees	934	930	934	4	0.4%
Utilities	9,124	8,833	9,280	446	5.1%
Non-Airline Rents	42,753	44,975	44,450	(524)	(1.2%)
Other Revenues	14,518	11,221	11,370	148	1.3%
<b>Subtotal Non-Airline Revenues</b>	<b>\$ 378,436</b>	<b>\$ 376,517</b>	<b>\$ 408,986</b>	<b>\$ 32,469</b>	<b>8.6%</b>
<b>Total Operating Revenues</b>	<b>\$ 718,132</b>	<b>\$ 728,425</b>	<b>\$ 732,426</b>	<b>\$ 4,001</b>	<b>0.5%</b>
<b>Operating Expenses</b>					
Personnel Compensation	\$ 136,001	\$ 141,560	\$ 145,750	\$ 4,191	3.0%
Employee Benefits	47,683	53,548	54,145	597	1.1%
Travel	806	1,007	988	(19)	(1.9%)
Lease and Rental Payments	9,860	10,596	10,748	151	1.4%
Utilities	24,944	26,141	26,378	238	0.9%
Telecommunications	(816)	(655)	(844)	(189)	28.8%
45025 Aviation Drive	(392)	(233)	(276)	(43)	18.6%
45045 Aviation Drive	(554)	(382)	(135)	247	(64.7%)
Services	99,533	113,840	116,954	3,114	2.7%
Supplies, Materials and Fuels	15,575	18,307	19,389	1,082	5.9%
Insurance and Risk Management	6,718	8,225	8,225	-	0.0%
Non-Capital Equipment	1,717	1,749	1,860	111	6.3%
Non-Capital Facility Projects	55	-	-	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 341,132</b>	<b>\$ 373,704</b>	<b>\$ 383,183</b>	<b>\$ 9,480</b>	<b>2.5%</b>
<b>Transfers</b>	<b>\$ 157,724</b>	<b>\$ 157,694</b>	<b>\$ 178,939</b>	<b>\$ 21,245</b>	<b>13.5%</b>
<b>Net Revenues</b>	<b>\$ 534,725</b>	<b>\$ 512,415</b>	<b>\$ 528,182</b>	<b>\$ 15,767</b>	<b>3.1%</b>
<b>Debt Service</b>					
Bond Principal Payments	(166,854)	(153,260)	(163,822)	(10,562)	6.9%
Interest Expense	(164,942)	(155,426)	(149,127)	6,299	(4.1%)
<b>Reserve Requirements</b>	<b>(3,236)</b>	<b>(4,048)</b>	<b>(3,335)</b>	<b>713</b>	<b>(17.6%)</b>
<b>Commonwealth of Virginia Grant</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Western Lands Account Application</b>	<b>141</b>	<b>5,000</b>	<b>5,000</b>	<b>-</b>	<b>0.0%</b>
<b>Authority Share transferred from Reagan National</b>	<b>35,000</b>	<b>30,000</b>	<b>25,000</b>	<b>(5,000)</b>	<b>(16.7%)</b>
<b>Non-Operating Revenue</b>					
Interest Income	28,949	26,094	36,830	10,736	41.1%
<b>Net Remaining Revenue</b>	<b>\$ 287,518</b>	<b>\$ 260,774</b>	<b>\$ 278,728</b>	<b>\$ 17,953</b>	<b>6.9%</b>

Note: Totals may not sum due to rounding.

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Table 3-6: 2019 Budget by Airport**

(dollars in thousands)	Reagan National	Dulles International	Total
<b>Operating Revenues</b>			
Airline Rents	\$ 88,889	\$ 135,895	\$ 224,784
Landing Fees	55,917	42,538	98,455
Tenant Equipment Charges	1,374	861	2,235
International Arrivals Building Fees	-	20,077	20,077
Passenger Conveyance Fees	-	6,357	6,357
<b>Subtotal Airline Revenues</b>	<b><u>\$ 146,180</u></b>	<b><u>\$ 205,728</u></b>	<b><u>\$ 351,908</u></b>
Concessions	\$ 125,227	\$ 185,330	\$ 310,557
TSA Security Fees	584	346	930
Utilities	2,651	6,182	8,833
Non-Airline Rents	9,190	35,784	44,975
Other Revenues	<u>3,589</u>	<u>7,632</u>	<u>11,221</u>
<b>Subtotal Non-Airline Revenues</b>	<b><u>\$ 141,242</u></b>	<b><u>\$ 235,275</u></b>	<b><u>\$ 376,517</u></b>
<b>Total Operating Revenues</b>	<b><u>\$ 287,422</u></b>	<b><u>\$ 441,003</u></b>	<b><u>\$ 728,425</u></b>
<b>Operating Expenses</b>			
Personnel Compensation	\$ 66,646	\$ 74,914	\$ 141,560
Employee Benefits	25,092	28,455	53,548
Travel	570	437	1,007
Lease and Rental Payments	8,118	2,478	10,596
Utilities	9,969	16,172	26,141
Telecommunications	(393)	(262)	(655)
45025 Aviation Drive	-	(233)	(233)
45045 Aviation Drive	-	(382)	(382)
Services	42,718	71,122	113,840
Supplies, Materials and Fuels	6,504	11,803	18,307
Insurance and Risk Management	4,935	3,290	8,225
Non-Capital Equipment	<u>968</u>	<u>781</u>	<u>1,749</u>
<b>Total Operating Expenses</b>	<b><u>\$ 165,128</u></b>	<b><u>\$ 208,576</u></b>	<b><u>\$ 373,704</u></b>
<b>Transfers</b>	<b>\$ 37,084</b>	<b>\$ 120,610</b>	<b>\$ 157,694</b>
<b>Net Revenues</b>	<b>\$ 159,378</b>	<b>\$ 353,037</b>	<b>\$ 512,415</b>
<b>Debt Service</b>			
Bond Principal Payments	(39,760)	(113,500)	(153,260)
Interest Expense	(40,239)	(115,188)	(155,426)
<b>Reserve Requirements</b>	<b>(1,778)</b>	<b>(2,270)</b>	<b>(4,048)</b>
<b>Western Lands Account Application</b>	<b>-</b>	<b>5,000</b>	<b>5,000</b>
<b>Authority Share transferred from Reagan National</b>	<b>-</b>	<b>30,000</b>	<b>30,000</b>
<b>Non-Operating Revenue*</b>			
Interest Income	<u>7,769</u>	<u>18,326</u>	<u>26,094</u>
<b>Net Remaining Revenue</b>	<b><u>\$ 85,378</u></b>	<b><u>\$ 175,395</u></b>	<b><u>\$ 260,774</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.

**Table 3-7: 2020 Budget by Airport**

(dollars in thousands)	Reagan National	Dulles International	Total
<b>Operating Revenues</b>			
Airline Rents	\$ 77,555	\$ 127,138	\$ 204,693
Landing Fees	53,826	40,076	93,903
Tenant Equipment Charges	1,318	863	2,181
International Arrivals Building Fees	-	17,228	17,228
Passenger Conveyance Fees	-	5,435	5,435
<b>Subtotal Airline Revenues</b>	<b><u>\$ 132,700</u></b>	<b><u>\$ 190,740</u></b>	<b><u>\$ 323,440</u></b>
Concessions	\$ 137,839	\$ 205,113	\$ 342,953
TSA Security Fees	584	350	934
Utilities	2,698	6,581	9,280
Non-Airline Rents	9,293	35,157	44,450
Other Revenues	3,589	7,780	11,370
<b>Subtotal Non-Airline Revenues</b>	<b><u>\$ 154,004</u></b>	<b><u>\$ 254,982</u></b>	<b><u>\$ 408,986</u></b>
<b>Total Operating Revenues</b>	<b><u>\$ 286,703</u></b>	<b><u>\$ 445,723</u></b>	<b><u>\$ 732,426</u></b>
<b>Operating Expenses</b>			
Personnel Compensation	\$ 69,101	\$ 76,650	\$ 145,750
Employee Benefits	25,487	28,658	54,145
Travel	553	436	988
Lease and Rental Payments	8,218	2,529	10,748
Utilities	10,110	16,268	26,378
Telecommunications	(507)	(338)	(844)
45025 Aviation Drive	-	(276)	(276)
45045 Aviation Drive	-	(135)	(135)
Services	43,915	73,040	116,954
Supplies, Materials and Fuels	6,493	12,896	19,389
Insurance and Risk Management	4,935	3,290	8,225
Non-Capital Equipment	1,110	750	1,860
<b>Total Operating Expenses</b>	<b><u>\$ 169,415</u></b>	<b><u>\$ 213,768</u></b>	<b><u>\$ 383,183</u></b>
<b>Transfers</b>	<b>\$ 43,283</b>	<b>\$ 135,656</b>	<b>\$ 178,939</b>
<b>Net Revenues</b>	<b>\$ 160,571</b>	<b>\$ 367,610</b>	<b>\$ 528,182</b>
<b>Debt Service</b>			
Bond Principal Payments	(42,464)	(121,358)	(163,822)
Interest Expense	(38,655)	(110,472)	(149,127)
<b>Reserve Requirements</b>	<b>(1,466)</b>	<b>(1,869)</b>	<b>(3,335)</b>
<b>Western Lands Account Application</b>	<b>-</b>	<b>5,000</b>	<b>5,000</b>
<b>Authority Share transferred from Reagan National</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>
<b>Non-Operating Revenue*</b>			
Interest Income	12,420	24,410	36,830
<b>Net Remaining Revenue</b>	<b><u>\$ 90,406</u></b>	<b><u>\$ 188,321</u></b>	<b><u>\$ 278,728</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.

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Table 3-8: Comparison of 2018 Actual, 2019 and 2020 Budget by Gross Revenue and Expenses**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Operating Revenues</b>					
Airline Rents*	\$ 231,828	\$ 227,019	\$ 206,874	\$ (20,145)	(8.9%)
Landing Fees	84,485	98,455	93,903	(4,552)	(4.6%)
International Arrival Building Fees	17,546	20,077	17,228	(2,849)	(14.2%)
Passenger Conveyance Fees	5,837	6,357	5,435	(922)	(14.5%)
<b>Subtotal Airline Revenues</b>	<b>\$ 339,696</b>	<b>\$ 351,908</b>	<b>\$ 323,440</b>	<b>\$ (28,468)</b>	<b>(8.1%)</b>
TSA Security Fees	\$ 934	\$ 930	\$ 934	\$ 4	0.4%
Utilities	14,401	14,167	14,508	341	2.4%
Other Revenues (Parking Permits)	14,518	13,621	13,770	148	1.1%
Non-Airline Rents	48,319	50,861	50,153	(708)	(1.4%)
Food and Beverage	34,303	34,458	38,435	3,977	11.5%
Retail and Newsstand	14,687	14,352	15,517	1,165	8.1%
Services	3,123	2,876	3,344	468	16.3%
Duty Free	14,554	14,730	15,162	433	2.9%
Other Concessions	2,064	1,737	2,979	1,242	71.5%
Advertising	15,884	16,167	17,744	1,577	9.8%
Foreign Currency	4,000	4,000	2,250	(1,750)	(43.8%)
Ground Transportation	39,965	43,189	56,298	13,109	30.4%
Hotel Shuttle	881	769	777	8	1.0%
Rental Cars	43,842	48,192	52,730	4,538	9.4%
Inflight Kitchen	18,071	17,022	18,833	1,811	10.6%
Parking	124,505	122,046	127,792	5,746	4.7%
Fixed Based Operators	31,523	32,182	32,615	433	1.3%
Ground Handling (Miscellaneous)	1,223	1,131	1,173	41	3.7%
<b>Subtotal Non-Airline Revenues</b>	<b>\$ 426,796</b>	<b>\$ 432,432</b>	<b>\$ 465,015</b>	<b>\$ 32,583</b>	<b>7.5%</b>
<b>Total Operating Revenues</b>	<b>\$ 766,492</b>	<b>\$ 784,340</b>	<b>\$ 788,455</b>	<b>\$ 4,115</b>	<b>0.5%</b>
<b>Operating Expenses</b>					
Personnel Compensation	\$ 136,272	\$ 141,560	\$ 145,750	\$ 4,191	3.0%
Employee Benefits	51,986	53,548	54,145	597	1.1%
Services	136,028	158,144	161,387	3,243	2.1%
Materials and Supplies	18,664	21,529	22,955	1,426	6.6%
Lease from U.S. Government	5,775	5,976	6,011	35	0.6%
Lease and Rental Expenses	4,085	4,620	4,737	116	2.5%
Utilities	25,825	27,233	27,462	229	0.8%
Telecommunications	4,135	4,490	4,204	(286)	(6.4%)
Travel	807	1,107	1,138	31	2.8%
Insurance	6,718	8,225	8,225	-	0.0%
Project Expenses	60	-	-	-	0.0%
Non-Cash Expenses	(120)	-	-	-	0.0%
<b>Total Operating Expenses excluding Depreciation</b>	<b>\$ 390,234</b>	<b>\$ 426,433</b>	<b>\$ 436,014</b>	<b>\$ 9,581</b>	<b>2.2%</b>
<b>Reconciliation of Gross Revenue and Expenses to 2018 Actual, 2019 and 2020 Budget</b>					
<b>Total Gross Revenue Shown Above</b>	<b>\$ 766,492</b>	<b>\$ 784,340</b>	<b>\$ 788,455</b>	<b>\$ 4,115</b>	<b>0.5%</b>
Parking Expenses	(28,035)	(31,941)	(32,632)	(691)	2.2%
Taxi Expenses	(4,685)	(5,680)	(5,269)	411	(7.2%)
Concession Management Fees	(4,797)	(4,675)	(4,797)	(122)	2.6%
Telecom/Technology Monetization Revenue	(5,084)	(7,545)	(7,448)	97	(1.3%)
Air Traffic Control Tower Rents and Utilities	(3,762)	(3,742)	(3,754)	(12)	0.3%
45025 and 45045 Aviation Drive Rents	(1,998)	(2,333)	(2,129)	204	(8.7%)
<b>Total Budgeted Revenues (Excluding Transfers)</b>	<b>\$ 718,132</b>	<b>\$ 728,425</b>	<b>\$ 732,426</b>	<b>\$ 4,001</b>	<b>0.5%</b>
<b>Total Gross Expenses Shown Above</b>	<b>\$ 390,234</b>	<b>\$ 426,433</b>	<b>\$ 436,014</b>	<b>\$ 9,581</b>	<b>2.2%</b>
Parking Expenses	(28,035)	(31,941)	(32,632)	(691)	2.2%
Taxi Expenses	(4,685)	(5,680)	(5,269)	411	(7.2%)
Concession Management Fees	(4,797)	(4,675)	(4,797)	(122)	2.6%
GASB-68, Non-Cash Expenses	(4,315)	-	-	-	0.0%
Telecom/Technology Monetization Revenue	(5,084)	(7,545)	(7,448)	97	(1.3%)
45025 and 45045 Aviation Drive Rents	(1,998)	(2,333)	(2,129)	204	(8.7%)
Air Traffic Control Tower Expenses	(189)	(556)	(556)	-	0.0%
<b>Total Budgeted Expenses</b>	<b>\$ 341,132</b>	<b>\$ 373,704</b>	<b>\$ 383,183</b>	<b>\$ 9,480</b>	<b>2.5%</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 2019A and 2019B Official Statement - Report of the Airport Consultant (ROAC), 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 3.0 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 3.0 percent annually. 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 2020-2023 fixed-rate bond issuances.

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

(dollars in thousands)	Budget (Adopted) 2019	Budget (Adopted) 2020	Forecast (ROAC) 2020	Forecast (ROAC) 2021	Forecast (ROAC) 2022	Forecast (ROAC) 2023	Forecast (ROAC) 2024
<b>Operating Revenues</b>							
Airline Revenues	\$ 351,908	\$ 323,440	\$ 353,370	\$ 360,899	\$ 374,377	\$ 395,232	\$ 392,911
Non-Airline Revenues	376,517	408,986	412,189	419,018	428,067	437,322	449,977
<b>Total Operating Revenues</b>	<b>\$ 728,425</b>	<b>\$ 732,426</b>	<b>\$ 765,559</b>	<b>\$ 779,917</b>	<b>\$ 802,444</b>	<b>\$ 832,554</b>	<b>\$ 842,888</b>
Annual Percent Change			4.5%	1.9%	2.9%	3.8%	1.2%
<b>Operating Expenses</b>							
Personnel Expenses	\$ 195,108	\$ 199,896	\$ 200,962	\$ 207,066	\$ 213,362	\$ 219,760	\$ 226,350
Other Operating Expenses	178,596	183,288	182,622	189,759	197,326	203,247	209,343
<b>Total Operating Expenses</b>	<b>\$ 373,704</b>	<b>\$ 383,183</b>	<b>\$ 383,584</b>	<b>\$ 396,825</b>	<b>\$ 410,688</b>	<b>\$ 423,007</b>	<b>\$ 435,693</b>
Annual Percent Change			0.1%	3.5%	3.5%	3.0%	3.0%
<b>Total Annual Debt Service</b>	<b>\$ 308,686</b>	<b>\$ 312,949</b>	<b>\$ 313,996</b>	<b>\$ 329,055</b>	<b>\$ 342,883</b>	<b>\$ 347,549</b>	<b>\$ 357,066</b>
Annual Percent Change			0.3%	4.8%	4.2%	1.4%	2.7%

Operating revenues excludes investment earnings and operating expenses excludes O&M Reserve Requirement and Equipment and Facility expenses.

ROAC = Series 2019AB Official Statement - Report of the Airport Consultant.



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## **AVIATION ENTERPRISE OPERATING REVENUES**

### **Program Summary**

#### **Airline Revenues**

Airline revenues comprised of airline rents, landing fees, tenant equipment charges, international arrivals building fees, passenger conveyance fees are generated on a cost recovery basis and are 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 2020 through 2023 will be shared 45 percent with the Airports Authority and 55 percent with the airlines.
- The Airports Authority will use its share of NRR generated in 2019 from Reagan National at Dulles International in 2020, up to \$25.0 million.
- NRR generated at Dulles International is shared between the Airports Authority and Dulles International airlines (generally 50 percent up to a plateau of \$16.4 million in 2020, 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 activity areas at both Airports, in years 2020 through 2023 is 30 percent.
- Investment earnings from the sale of the Western lands will be applied at Dulles International to offset costs charged to the airlines.

#### **Non-Airline Revenues**

Non-airline revenues comprised of concessions (food and beverage, retail and newsstand, hotel and gas station, duty free, advertising, foreign currency, ground transportation, rental cars, inflight kitchen, parking, fixed based operator, ground handling), security fees, utilities, non-airline rents, other revenues (employee parking, other miscellaneous items) are developed based on the following considerations:

- Expected concessionaire minimum annual guarantee amounts.
- Contract requirements.
- Current non-airline tenant lease contracts and future lease schedules.
- Rental car contract days and customer facility charges.
- Projected passenger activity.
- Transportation Network Companies trip fees and projected number of trips.
- Public parking rates at both Airports.

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Operating Revenue Summary**

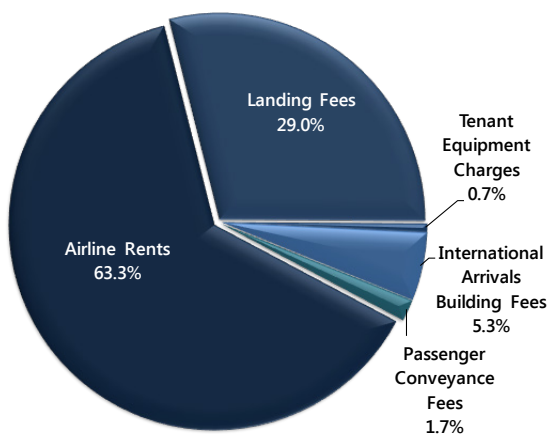
**Table 3-10: Operating Revenues and Interest Income**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Metropolitan Washington Airports Authority</b>					
<b>Airline*</b>					
Airline Rents	\$ 228,814	\$ 224,784	\$ 204,693	\$ (20,091)	(8.9%)
Landing Fees	84,485	98,455	93,903	(4,552)	(4.6%)
Tenant Equipment Charges	3,014	2,235	2,181	(54)	(2.4%)
International Arrivals Building Fees	17,546	20,077	17,228	(2,849)	(14.2%)
Passenger Conveyance Fees	5,837	6,357	5,435	(922)	(14.5%)
<b>Subtotal Airline Revenues</b>	<b>\$ 339,696</b>	<b>\$ 351,908</b>	<b>\$ 323,440</b>	<b>\$ (28,468)</b>	<b>(8.1%)</b>
<b>Non-Airline</b>					
Concessions	\$ 311,107	\$ 310,557	\$ 342,953	\$ 32,395	10.4%
TSA Security Fees	934	930	934	4	0.4%
Utilities	9,124	8,833	9,280	446	5.1%
Non-Airline Rents	42,753	44,975	44,450	(524)	(1.2%)
Other Revenues	14,518	11,221	11,370	148	1.3%
<b>Subtotal Non-Airline Revenues</b>	<b>\$ 378,436</b>	<b>\$ 376,517</b>	<b>\$ 408,986</b>	<b>\$ 32,469</b>	<b>8.6%</b>
<b>Total Operating Revenues</b>	<b>\$ 718,132</b>	<b>\$ 728,425</b>	<b>\$ 732,426</b>	<b>\$ 4,001</b>	<b>0.5%</b>

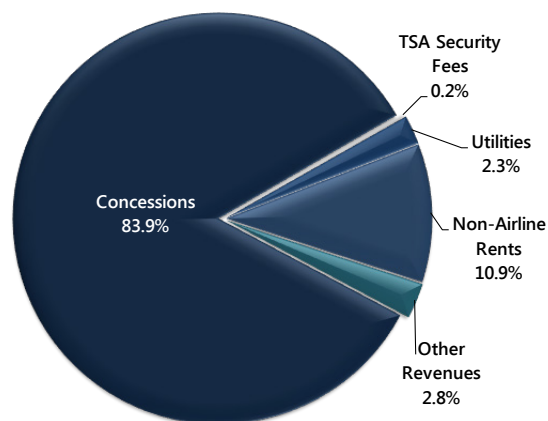
\* Revenue projections for airline-supported areas are based on current expense estimates and are generated on a cost recovery basis.

<b>Interest Income</b>	<b>\$ 28,949</b>	<b>\$ 26,094</b>	<b>\$ 36,830</b>	<b>\$ 10,736</b>	<b>41.1%</b>
<b>Transfers</b>	<b>\$ 157,724</b>	<b>\$ 157,694</b>	<b>\$ 178,939</b>	<b>\$ 21,245</b>	<b>13.5%</b>

**Airline Revenue**



**Non-Airline Revenue**



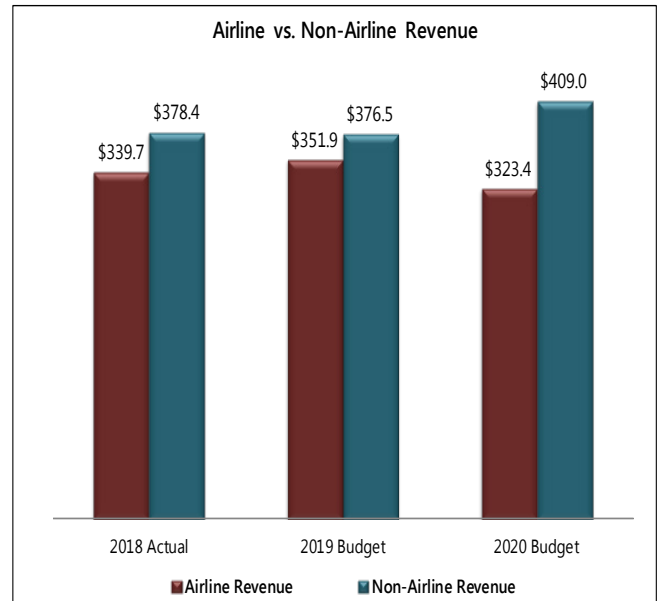
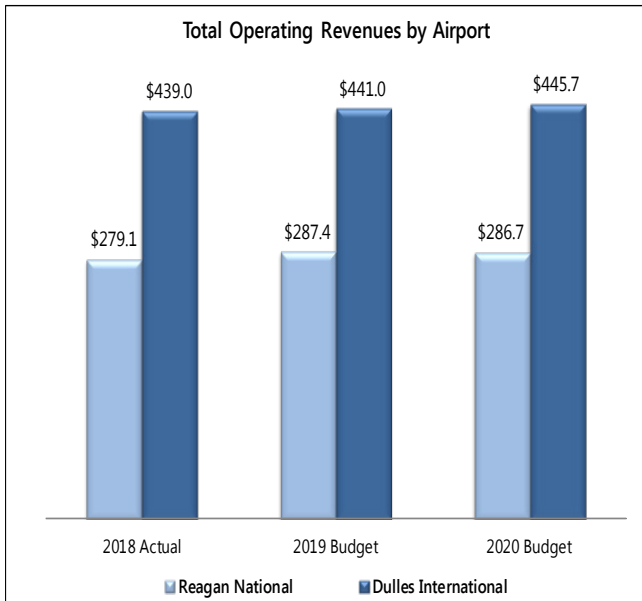
Airline revenue is projected to decrease by 8.1 percent from the 2019 Budget based on cost recovery. Non-airline revenue is projected to increase 8.6 percent above the 2019 Budget, driven by a robust concessions program. The growth in concessions of 10.4 percent over the 2019 Budget is primarily due to an increase in the trip fee for Transportation Network Companies effective January 1, 2020, and expected growth in passenger activity.

**Table 3-11: Comparison of 2018, 2019 and 2020 Operating Revenues**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Reagan National</b>					
Airline Rents	\$ 85,895	\$ 88,889	\$ 77,555	\$ (11,334)	(12.8%)
Landing Fees	48,910	55,917	53,826	(2,091)	(3.7%)
Tenant Equipment Charges	1,318	1,374	1,318	(56)	(4.1%)
International Arrivals Building Fees	-	-	-	-	0.0%
Passenger Conveyance Fees	-	-	-	-	0.0%
<b>Subtotal Airline Revenues</b>	<b>\$ 136,124</b>	<b>\$ 146,180</b>	<b>\$ 132,700</b>	<b>\$ (13,480)</b>	<b>(9.2%)</b>
Concessions	\$ 126,974	\$ 125,227	\$ 137,839	\$ 12,612	10.1%
TSA Security Fees	584	584	584	-	0.0%
Utilities	2,707	2,651	2,698	48	1.8%
Non-Airline Rents	8,993	9,190	9,293	103	1.1%
Other Revenues	3,722	3,589	3,589	0	0.0%
<b>Subtotal Non-Airline Revenues</b>	<b>\$ 142,980</b>	<b>\$ 141,242</b>	<b>\$ 154,004</b>	<b>\$ 12,762</b>	<b>9.0%</b>
<b>Total Reagan National Operating Revenues</b>	<b>\$ 279,104</b>	<b>\$ 287,422</b>	<b>\$ 286,703</b>	<b>\$ (718)</b>	<b>(0.2%)</b>
<b>Dulles International</b>					
Airline Rents	\$ 142,919	\$ 135,895	\$ 127,138	\$ (8,757)	(6.4%)
Landing Fees	35,575	42,538	40,076	(2,462)	(5.8%)
Tenant Equipment Charges	1,696	861	863	2	0.3%
International Arrivals Building Fees	17,546	20,077	17,228	(2,849)	(14.2%)
Passenger Conveyance Fees	5,837	6,357	5,435	(922)	(14.5%)
<b>Subtotal Airline Revenues</b>	<b>\$ 203,573</b>	<b>\$ 205,728</b>	<b>\$ 190,740</b>	<b>\$ (14,988)</b>	<b>(7.3%)</b>
Concessions	\$ 184,133	\$ 185,330	\$ 205,113	\$ 19,784	10.7%
TSA Security Fees	350	346	350	4	1.1%
Utilities	6,417	6,182	6,581	399	6.4%
Non-Airline Rents	33,760	35,784	35,157	(627)	(1.8%)
Other Revenues	10,796	7,632	7,780	148	1.9%
<b>Subtotal Non-Airline Revenues</b>	<b>\$ 235,456</b>	<b>\$ 235,275</b>	<b>\$ 254,982</b>	<b>\$ 19,707</b>	<b>8.4%</b>
<b>Total Dulles International Operating Revenues</b>	<b>\$ 439,029</b>	<b>\$ 441,003</b>	<b>\$ 445,723</b>	<b>\$ 4,719</b>	<b>1.1%</b>
<b>Metropolitan Washington Airports Authority</b>					
Airline Rents	\$ 228,814	\$ 224,784	\$ 204,693	\$ (20,091)	(8.9%)
Landing Fees	84,485	98,455	93,903	(4,552)	(4.6%)
Tenant Equipment Charges	3,014	2,235	2,181	(54)	(2.4%)
International Arrivals Building Fees	17,546	20,077	17,228	(2,849)	(14.2%)
Passenger Conveyance Fees	5,837	6,357	5,435	(922)	(14.5%)
<b>Subtotal Airline Revenues</b>	<b>\$ 339,696</b>	<b>\$ 351,908</b>	<b>\$ 323,440</b>	<b>\$ (28,468)</b>	<b>(8.1%)</b>
Concessions	\$ 311,107	\$ 310,557	\$ 342,953	\$ 32,395	10.4%
TSA Security Fees	934	930	934	4	0.4%
Utilities	9,124	8,833	9,280	446	5.1%
Non-Airline Rents	42,753	44,975	44,450	(524)	(1.2%)
Other Revenues	14,518	11,221	11,370	148	1.3%
<b>Subtotal Non-Airline Revenues</b>	<b>\$ 378,436</b>	<b>\$ 376,517</b>	<b>\$ 408,986</b>	<b>\$ 32,469</b>	<b>8.6%</b>
<b>Total Operating Revenues</b>	<b>\$ 718,132</b>	<b>\$ 728,425</b>	<b>\$ 732,426</b>	<b>\$ 4,001</b>	<b>0.5%</b>

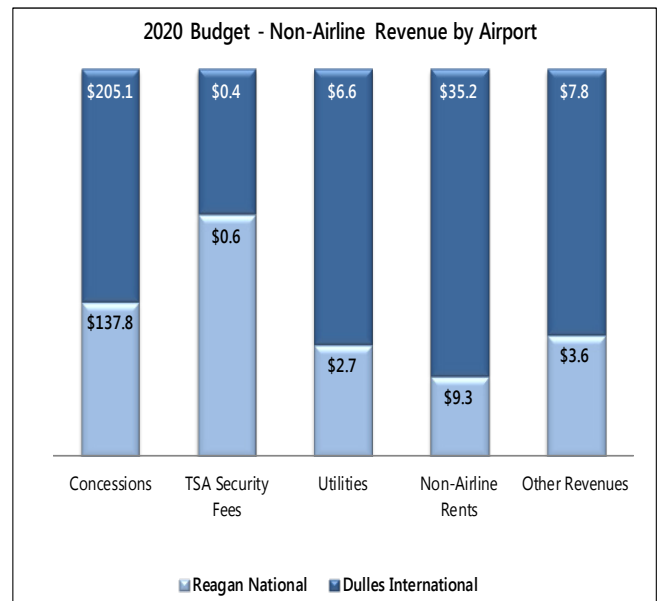
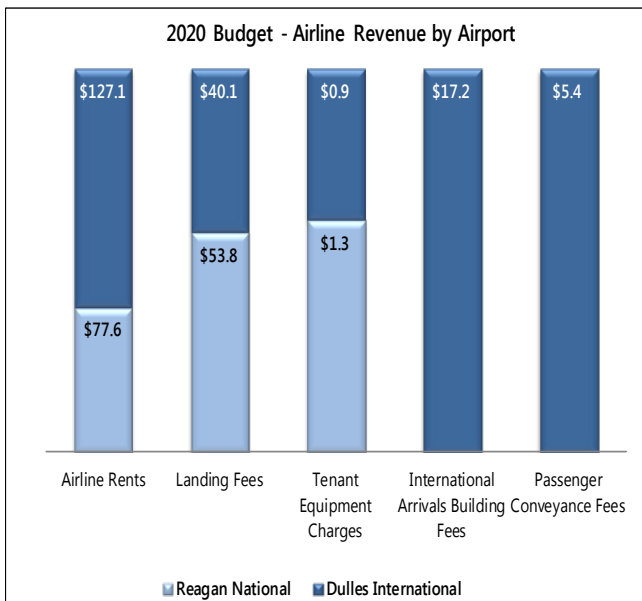
**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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



Percent of Total Revenue	2018 Actual	2019 Budget	2020 Budget
Reagan National	38.9%	39.5%	39.1%
Dulles International	61.1%	60.5%	60.9%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Percent of Total Revenue	2018 Actual	2019 Budget	2020 Budget
Airline Revenue	47.3%	48.3%	44.2%
Non-Airline Revenue	52.7%	51.7%	55.8%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



Percent of Airline Revenue	2018 Actual	2019 Budget	2020 Budget
Reagan National	40.1%	41.5%	41.0%
Dulles International	59.9%	58.5%	59.0%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Percent of Non-Airline Revenue	2018 Actual	2019 Budget	2020 Budget
Reagan National	37.8%	37.5%	37.7%
Dulles International	62.2%	62.5%	62.3%
<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 2020, is estimated at \$732.4 million. Based on current estimates, operating revenues are expected to increase approximately 0.5 percent compared to the 2019 Budget.

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

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Reagan National	\$ 279,104	\$ 287,422	\$ 286,703	\$ (718)	(0.2%)
Dulles International	<u>439,029</u>	<u>441,003</u>	<u>445,723</u>	<u>4,719</u>	1.1%
<b>Total</b>	<b><u>\$ 718,132</u></b>	<b><u>\$ 728,425</u></b>	<b><u>\$ 732,426</u></b>	<b><u>\$ 4,001</u></b>	<b>0.5%</b>

## 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 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Reagan National	\$ 85,895	\$ 88,889	\$ 77,555	\$ (11,334)	(12.8%)
Dulles International	<u>142,919</u>	<u>135,895</u>	<u>127,138</u>	<u>(8,757)</u>	(6.4%)
<b>Total</b>	<b><u>\$ 228,814</u></b>	<b><u>\$ 224,784</u></b>	<b><u>\$ 204,693</u></b>	<b><u>\$ (20,091)</u></b>	<b>(8.9%)</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 3-15: Landing Fees**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Reagan National	\$ 48,910	\$ 55,917	\$ 53,826	\$ (2,091)	(3.7%)
Dulles International	<u>35,575</u>	<u>42,538</u>	<u>40,076</u>	<u>(2,462)</u>	(5.8%)
<b>Total</b>	<b><u>\$ 84,485</u></b>	<b><u>\$ 98,455</u></b>	<b><u>\$ 93,903</u></b>	<b><u>\$ (4,552)</u></b>	<b>(4.6%)</b>

**2020 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 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 3-16: Tenant Equipment Charges**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Reagan National	\$ 1,318	\$ 1,374	\$ 1,318	\$ (56)	(4.1%)
Dulles International	<u>1,696</u>	<u>861</u>	<u>863</u>	<u>2</u>	0.3%
<b>Total</b>	<b>\$ <u>3,014</u></b>	<b>\$ <u>2,235</u></b>	<b>\$ <u>2,181</u></b>	<b>\$ <u>(54)</u></b>	<b>(2.4%)</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 3-17: International Arrivals Building Fees**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Dulles International	<u>\$ 17,546</u>	<u>\$ 20,077</u>	<u>\$ 17,228</u>	<u>\$ (2,849)</u>	(14.2%)

**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 3-18: Passenger Conveyance Fees**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Dulles International	<u>\$ 5,837</u>	<u>\$ 6,357</u>	<u>\$ 5,435</u>	<u>\$ (922)</u>	(14.5%)

## 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 3-19: Non-Airline Rents**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Reagan National	\$ 8,993	\$ 9,190	\$ 9,293	\$ 103	1.1%
Dulles International	<u>33,760</u>	<u>35,784</u>	<u>35,157</u>	<u>(627)</u>	(1.8%)
<b>Total</b>	<b><u>\$ 42,753</u></b>	<b><u>\$ 44,975</u></b>	<b><u>\$ 44,450</u></b>	<b><u>\$ (524)</u></b>	<b>(1.2%)</b>

## 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.

**Table 3-20: Concession Revenue by Airport, Type and per Enplanement**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Reagan National	\$ 126,974	\$ 125,227	\$ 137,839	\$ 12,612	10.1%
Dulles International	<u>184,133</u>	<u>185,330</u>	<u>205,113</u>	<u>19,784</u>	10.7%
<b>Total</b>	<b><u>\$ 311,107</u></b>	<b><u>\$ 310,557</u></b>	<b><u>\$ 342,953</u></b>	<b><u>\$ 32,395</u></b>	<b>10.4%</b>
<b>Combined Per Enplanement</b>	<b><u>\$ 13.15</u></b>	<b><u>\$ 12.83</u></b>	<b><u>\$ 13.97</u></b>	<b><u>\$ 1.14</u></b>	<b>8.9%</b>
<b>Reagan National</b>					
Landside	\$ 91,408	\$ 88,673	\$ 99,087	\$ 10,414	11.7%
Terminal	31,261	32,353	34,289	1,936	6.0%
Airside	<u>4,305</u>	<u>4,202</u>	<u>4,463</u>	<u>261</u>	6.2%
<b>Subtotal Reagan National</b>	<b><u>\$ 126,974</u></b>	<b><u>\$ 125,227</u></b>	<b><u>\$ 137,839</u></b>	<b><u>\$ 12,612</u></b>	<b>10.1%</b>
Landside Per Enplanement	\$ 7.81	\$ 7.42	\$ 8.22	\$ 0.80	10.8%
Terminal Per Enplanement	2.67	2.71	2.85	0.14	5.1%
Airside Per Enplanement	<u>0.37</u>	<u>0.35</u>	<u>0.37</u>	<u>0.02</u>	5.3%
<b>Reagan National Per Enplanement</b>	<b><u>\$ 10.84</u></b>	<b><u>\$ 10.48</u></b>	<b><u>\$ 11.44</u></b>	<b><u>\$ 0.96</u></b>	<b>9.2%</b>
<b>Dulles International</b>					
Landside	\$ 85,066	\$ 87,904	\$ 100,610	\$ 12,707	14.5%
Terminal	53,779	52,423	57,518	5,095	9.7%
Airside	<u>45,288</u>	<u>45,003</u>	<u>46,985</u>	<u>1,982</u>	4.4%
<b>Subtotal Dulles International</b>	<b><u>\$ 184,133</u></b>	<b><u>\$ 185,330</u></b>	<b><u>\$ 205,113</u></b>	<b><u>\$ 19,784</u></b>	<b>10.7%</b>
Landside Per Enplanement	\$ 7.12	\$ 7.18	\$ 8.05	\$ 0.87	12.2%
Terminal Per Enplanement	4.50	4.28	4.60	0.32	7.5%
Airside Per Enplanement	<u>3.79</u>	<u>3.67</u>	<u>3.76</u>	<u>0.09</u>	2.3%
<b>Dulles International Per Enplanement</b>	<b><u>\$ 15.41</u></b>	<b><u>\$ 15.13</u></b>	<b><u>\$ 16.41</u></b>	<b><u>\$ 1.28</u></b>	<b>8.5%</b>



**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Table 3-21: Concession Revenues – 2018, 2019 and 2020**

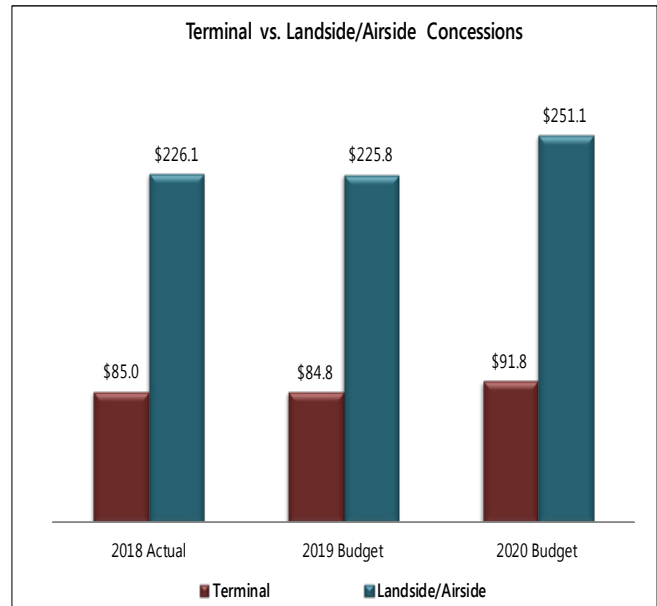
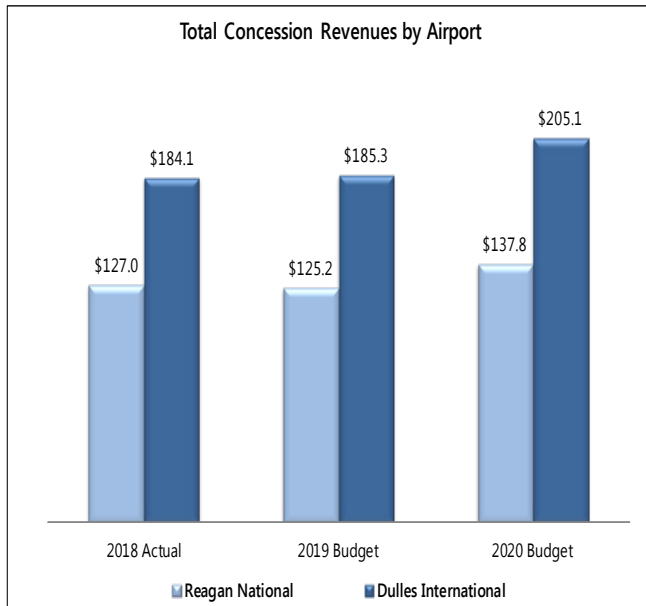
(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Reagan National</b>					
Food & Beverage	\$ 15,724	\$ 15,641	\$ 17,137	\$ 1,496	9.6%
Retail & Newsstand	5,466	5,587	5,753	166	3.0%
Services	143	132	142	10	7.3%
Duty Free	554	553	606	53	9.7%
Advertising	7,963	9,129	9,067	(62)	(0.7%)
Foreign Currency	400	400	167	(233)	(58.3%)
Ground Transportation	23,337	24,317	32,513	8,196	33.7%
Rental Cars	26,576	27,024	27,626	602	2.2%
Inflight Kitchen	2,242	2,191	2,269	78	3.6%
Parking	41,495	37,332	38,948	1,616	4.3%
Fixed Base Operator	2,063	2,011	2,194	183	9.1%
Other Concessions	1,010	911	1,418	507	55.7%
<b>Subtotal Reagan National Concession Revenues</b>	<b>\$ 126,974</b>	<b>\$ 125,227</b>	<b>\$ 137,839</b>	<b>\$ 12,612</b>	<b>10.1%</b>
<b>Dulles International</b>					
Food & Beverage	\$ 13,781	\$ 14,143	\$ 16,501	\$ 2,359	16.7%
Retail & Newsstand	9,221	8,765	9,764	999	11.4%
Services	2,980	2,744	3,203	458	16.7%
Duty Free	14,000	14,176	14,556	379	2.7%
Advertising	7,921	7,037	8,677	1,639	23.3%
Foreign Currency	3,600	3,600	2,083	(1,517)	(42.1%)
Ground Transportation	12,825	13,962	19,293	5,331	38.2%
Rental Cars	17,266	21,168	25,104	3,936	18.6%
Inflight Kitchen	15,829	14,832	16,564	1,732	11.7%
Parking	54,976	52,773	56,213	3,439	6.5%
Fixed Base Operator	29,459	30,172	30,422	250	0.8%
Other Concessions	2,276	1,958	2,734	776	39.7%
<b>Subtotal Dulles International Concession Revenues</b>	<b>\$ 184,133</b>	<b>\$ 185,330</b>	<b>\$ 205,113</b>	<b>\$ 19,784</b>	<b>10.7%</b>
<b>Metropolitan Washington Airports Authority</b>					
Food & Beverage	\$ 29,505	\$ 29,783	\$ 33,638	\$ 3,855	12.9%
Retail & Newsstand	14,687	14,352	15,517	1,165	8.1%
Services	3,123	2,876	3,344	468	16.3%
Duty Free	14,554	14,730	15,162	433	2.9%
Advertising	15,884	16,167	17,744	1,577	9.8%
Foreign Currency	4,000	4,000	2,250	(1,750)	(43.8%)
Ground Transportation	36,162	38,279	51,806	13,527	35.3%
Rental Cars	43,842	48,192	52,730	4,538	9.4%
Inflight Kitchen	18,071	17,022	18,833	1,811	10.6%
Parking	96,470	90,106	95,161	5,055	5.6%
Fixed Base Operator	31,523	32,182	32,615	433	1.3%
Other Concessions	3,286	2,868	4,152	1,284	44.7%
<b>Total Concession Revenues</b>	<b>\$ 311,107</b>	<b>\$ 310,557</b>	<b>\$ 342,953</b>	<b>\$ 32,395</b>	<b>10.4%</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.

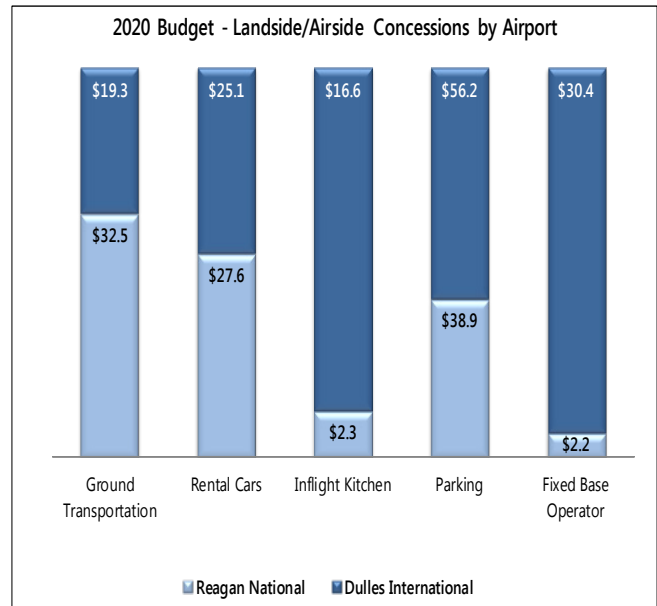
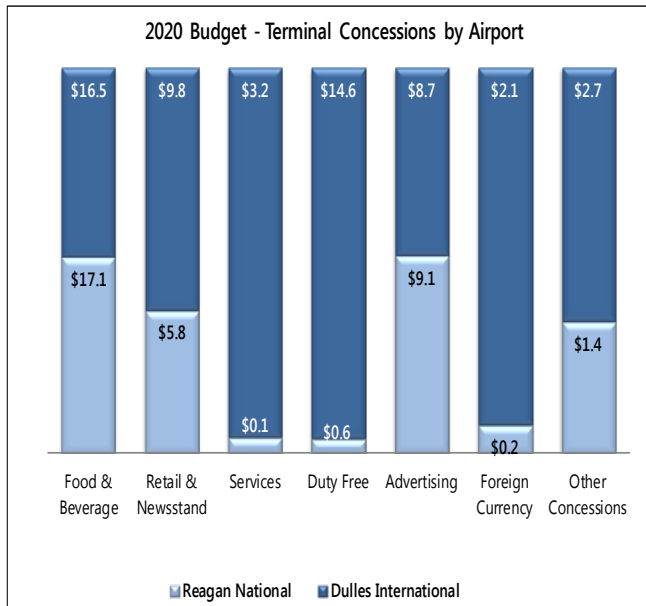
Other Concessions includes Banking Services, Ground Handling and Registered Traveler Services.

**Table 3-22: Concession Revenue Summary (dollars in millions)**



Percent of Concession Revenues	2018 Actual	2019 Budget	2020 Budget
Reagan National	40.8%	40.3%	40.2%
Dulles International	59.2%	59.7%	59.8%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Percent of Concession Revenues	2018 Actual	2019 Budget	2020 Budget
Terminal Concessions	27.3%	27.3%	26.8%
Landside/Airside Concessions	72.7%	72.7%	73.2%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



Percent of Terminal Concessions	2018 Actual	2019 Budget	2020 Budget
Reagan National	36.8%	38.2%	37.3%
Dulles International	63.2%	61.8%	62.7%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Percent of Land/Airside Concessions	2018 Actual	2019 Budget	2020 Budget
Reagan National	42.3%	41.1%	41.2%
Dulles International	57.7%	58.9%	58.8%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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**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 3-23: Security Fees**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Reagan National	\$ 584	\$ 584	\$ 584	\$ -	0.0%
Dulles International	350	346	350	4	1.1%
<b>Total</b>	<b>\$ 934</b>	<b>\$ 930</b>	<b>\$ 934</b>	<b>\$ 4</b>	<b>0.4%</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 3-24: Utilities**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Reagan National	\$ 2,707	\$ 2,651	\$ 2,698	\$ 48	1.8%
Dulles International	6,417	6,182	6,581	399	6.4%
<b>Total</b>	<b>\$ 9,124</b>	<b>\$ 8,833</b>	<b>\$ 9,280</b>	<b>\$ 446</b>	<b>5.1%</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 3-25: Other Revenues**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Reagan National	\$ 3,722	\$ 3,589	\$ 3,589	\$ -	0.0%
Dulles International	10,796	7,632	7,780	148	1.9%
<b>Total</b>	<b>\$ 14,518</b>	<b>\$ 11,221</b>	<b>\$ 11,370</b>	<b>\$ 148</b>	<b>1.3%</b>

## 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 and debt service.

Funding levels for the 2020 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, current program levels, new operating requirements, and the overall economic climate of the region and airline industry. The 2020 O&M Program Budget is \$696.1 million, which includes \$383.2 million for operating expenses and \$312.9 million for debt service. The 2020 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, \$5.8 million is budgeted to be allocated to the Toll Road. The remaining \$3.4 million is budgeted to be allocated as administrative overhead for the Metrorail Project.

**Table 3-26: Aviation Enterprise O&M Program Summary – 2018, 2019 and 2020**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Operating Expenses</b>					
Personnel Compensation	\$ 136,001	\$ 141,560	\$ 145,750	\$ 4,191	3.0%
Employee Benefits	47,683	53,548	54,145	597	1.1%
Travel	806	1,007	988	(19)	(1.9%)
Lease and Rental Payments	9,860	10,596	10,748	151	1.4%
Utilities	24,944	26,141	26,378	238	0.9%
Telecommunications	(816)	(655)	(844)	(189)	28.8%
45025 Aviation Drive	(392)	(233)	(276)	(43)	18.6%
45045 Aviation Drive	(554)	(382)	(135)	247	(64.7%)
Services	99,533	113,840	116,954	3,114	2.7%
Supplies, Materials and Fuels	15,575	18,307	19,389	1,082	5.9%
Insurance and Risk Management	6,718	8,225	8,225	-	0.0%
Non-Capital Equipment	1,717	1,749	1,860	111	6.3%
Non-Capital Facility Projects	55	-	-	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 341,131</b>	<b>\$ 373,704</b>	<b>\$ 383,183</b>	<b>\$ 9,480</b>	<b>2.5%</b>
<b>Debt Service</b>					
Bond Principal Payments	\$ 166,854	\$ 153,260	\$ 163,822	\$ 10,562	6.9%
Interest Expense	164,942	155,426	149,127	(6,299)	(4.1%)
<b>Total Debt Service</b>	<b>\$ 331,796</b>	<b>\$ 308,686</b>	<b>\$ 312,949</b>	<b>\$ 4,263</b>	<b>1.4%</b>
<b>Total O&amp;M Program</b>	<b>\$ 672,927</b>	<b>\$ 682,390</b>	<b>\$ 696,133</b>	<b>\$ 13,743</b>	<b>2.0%</b>

## 2020 Operating Expenses Highlights

Highlights of the 2020 operating expenses to support continuing operations and maintain facilities include the following:

- For 2020, personnel compensation and benefits represents 52.2 percent of the operating expenses budget. The 2020 Budget includes a total of \$4.5 million for incumbent staff compensation increases through the Merit Pay Program (MPP) and Performance Management Partnership (PMP) program for the performance period January 1 through December 31, 2019. This reflects an average increase of 3.0 percent pay adjustment for employees, with the potential for an additional position in range adjustment for those employees in the lower quartiles of the pay scale. Personnel expenses also reflect overtime, premium pay, and special employee pay based on historical usage.
- The Airports Authority's 2020 Budget for employee health insurance will decrease by 2.0 percent with no significant changes to plan coverage while the life insurance budget is projected to increase by 2.5 percent due to a slight increase in retiree headcount. Retirement and other employee benefits will increase by \$1.1 million or 4.6 percent over the 2019 budget to adequately fund the general employee, police and firefighter pension programs and account for employee wellness and other initiatives.
- The 2020 budgeted personnel expenses reflect actual staffing projections. The authorized staffing level is proposed to increase by 23 positions, 21 career positions and two non-career positions. This increase is offset by the elimination of 26 vacant positions, 21 career full-time positions and five non-career term positions. Detailed position descriptions are included in the Airports Authority's staffing section of the 2020 Budget.
- In 2018, the Airports Authority designed and implemented a new biometric screening solution that uses facial recognition technology to streamline passenger verification and boarding on outbound international flights. The new system, known as veriScan, was designed in-house to meet U.S. Customs and Border Protection's biometric exit compliance standards. Included in the 2020 Budget is \$2.4 million for potential expenses offset by the same amount in revenues for the potential monetization of these types of airport technology solutions.
- Information technology services will increase by \$1.4 million to support cyber security technology, customer service applications, network requirements and the full year of the Secondary Data Center lease.
- Utility costs will increase by \$238 thousand based on utility rates and usage projections for sewage removal.
- Supplies will increase by \$1.1 million primarily to support Mobile Lounge and Plane Mate operations at Dulles International due to an increase in the number of trips and an associated increase in consumption of fuel supplies.
- Maintenance of facilities, including the airport terminals, concourses and buildings, is accomplished with a balance of both in-house and contractual personnel. Security and safety requirements such as airport access control systems, public safety arsenal supplies, and costs for guard services are included in the 2020 Budget.

## Identification of Expenses

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, when the exclusion of Public Safety is not noted 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 Operations Support,
- Office of Finance,
- Office of Engineering,
- Office of Human Resources and Administrative Services,
- Office of Technology,
- Office of General Counsel,
- Office of Audit,
- Office of Strategy and Business Transformation and Performance,
- Office of Supply Chain Management,
- Central Staff of Public Safety.

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, the technology monetization program 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.

When identified by **Organization**, expenses are shown 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).

When identified by **Entity**, expenses are shown separately for Consolidated Functions, Reagan National, Dulles International, and Public Safety.

**2019 Detailed Operation and Maintenance Program by Organization**

**Table 3-27: 2019 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	\$ 48,050	\$ 31,695	\$ 48,273	\$ 128,017
Other than Full-time Permanent	5,392	639	1,093	7,124
Overtime	945	2,368	4,102	7,415
Other - Personnel Compensation	(3,407)	1,357	1,054	(996)
<b>Personnel Compensation</b>	<b>\$ 50,980</b>	<b>\$ 36,058</b>	<b>\$ 54,522</b>	<b>\$ 141,560</b>
Health Insurance	\$ 9,382	\$ 7,722	\$ 11,979	\$ 29,082
Life Insurance	265	217	336	818
Retirement	8,841	6,072	9,247	24,160
Other - Employee Benefits	(792)	464	(184)	(512)
<b>Employee Benefits</b>	<b>\$ 17,696</b>	<b>\$ 14,475</b>	<b>\$ 21,377</b>	<b>\$ 53,548</b>
<b>Total Personnel Expenses</b>	<b>\$ 68,676</b>	<b>\$ 50,533</b>	<b>\$ 75,899</b>	<b>\$ 195,108</b>
<b>Travel</b>	818	80	110	1,007
<b>Lease and Rental Payments</b>				
Airport Lease Payments	5,976	-	-	5,976
Other - Lease and Rental Payments	3,392	1,156	72	4,620
<b>Total Lease and Rental Payments</b>	<b>9,368</b>	<b>1,156</b>	<b>72</b>	<b>10,596</b>
<b>Utilities</b>				
Electricity	3	5,817	12,746	18,566
Natural Gas	-	1,208	1,792	3,000
Water	-	1,525	348	1,873
Sewerage	-	1,417	1,285	2,703
<b>Total Utilities</b>	<b>3</b>	<b>9,967</b>	<b>16,171</b>	<b>26,141</b>
<b>Telecommunications</b>	(655)	-	-	(655)
<b>45025 Aviation Drive</b>	(233)	-	-	(233)
<b>45045 Aviation Drive</b>	(382)	-	-	(382)
<b>Services</b>				
Custodial Services	-	9,200	14,855	24,055
Contractual Services	27,637	16,936	45,212	89,785
<b>Total Services</b>	<b>27,637</b>	<b>26,136</b>	<b>60,068</b>	<b>113,840</b>
<b>Supplies, Materials and Fuels</b>				
Fuels	72	553	1,462	2,087
Supplies and Materials	2,743	4,262	9,215	16,219
<b>Total Supplies, Materials and Fuels</b>	<b>2,815</b>	<b>4,815</b>	<b>10,677</b>	<b>18,307</b>
<b>Insurance and Risk Management</b>	8,225	-	-	8,225
<b>Non-Capital Equipment</b>	1,400	128	221	1,749
<b>Total Non-Personnel Expenses</b>	<b>\$ 48,995</b>	<b>\$ 42,282</b>	<b>\$ 87,319</b>	<b>\$ 178,596</b>
<b>Total Operating Expenses</b>	<b>\$ 117,671</b>	<b>\$ 92,815</b>	<b>\$ 163,218</b>	<b>\$ 373,704</b>
<b>Debt Service</b>				
Bond Principal Payments	\$ -	\$ 39,760	\$ 113,500	\$ 153,260
Interest Expense	-	40,239	115,188	155,426
<b>Total Debt Service</b>	<b>\$ -</b>	<b>\$ 79,998</b>	<b>\$ 228,688</b>	<b>\$ 308,686</b>
<b>Total O&amp;M Program</b>	<b>\$ 117,671</b>	<b>\$ 172,813</b>	<b>\$ 391,905</b>	<b>\$ 682,390</b>

**2020 Detailed Operation and Maintenance Program by Organization**

**Table 3-28: 2020 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	\$ 52,296	\$ 33,171	\$ 49,221	\$ 134,687
Other than Full-time Permanent	3,070	476	1,020	4,566
Overtime	921	2,404	4,325	7,651
Other - Personnel Compensation	(3,508)	1,382	972	(1,154)
<b>Personnel Compensation</b>	<b>\$ 52,780</b>	<b>\$ 37,433</b>	<b>\$ 55,538</b>	<b>\$ 145,750</b>
Health Insurance	\$ 9,262	\$ 7,643	\$ 11,602	\$ 28,507
Life Insurance	271	226	342	839
Retirement	9,433	6,270	9,494	25,197
Other - Employee Benefits	(473)	252	(177)	(398)
<b>Employee Benefits</b>	<b>\$ 18,493</b>	<b>\$ 14,391</b>	<b>\$ 21,261</b>	<b>\$ 54,145</b>
<b>Total Personnel Expenses</b>	<b>\$ 71,273</b>	<b>\$ 51,824</b>	<b>\$ 76,799</b>	<b>\$ 199,896</b>
<b>Travel</b>	780	85	124	988
<b>Lease and Rental Payments</b>				
Airport Lease Payments	6,011	-	-	6,011
Other - Lease and Rental Payments	3,451	1,177	109	4,737
<b>Total Lease and Rental Payments</b>	<b>9,462</b>	<b>1,177</b>	<b>109</b>	<b>10,748</b>
<b>Utilities</b>				
Electricity	3	5,817	12,376	18,196
Natural Gas	-	1,217	1,747	2,964
Water	-	1,570	356	1,927
Sewerage	-	1,504	1,788	3,292
<b>Total Utilities</b>	<b>3</b>	<b>10,109</b>	<b>16,267</b>	<b>26,378</b>
<b>Telecommunications</b>	(844)	-	-	(844)
45025 Aviation Drive	(276)	-	-	(276)
45045 Aviation Drive	(135)	-	-	(135)
<b>Services</b>				
Custodial Services	-	9,489	14,503	23,992
Contractual Services	28,969	17,044	46,949	92,962
<b>Total Services</b>	<b>28,969</b>	<b>26,533</b>	<b>61,452</b>	<b>116,954</b>
<b>Supplies, Materials and Fuels</b>				
Fuels	72	528	1,844	2,443
Supplies and Materials	3,055	4,090	9,802	16,946
<b>Total Supplies, Materials and Fuels</b>	<b>3,127</b>	<b>4,617</b>	<b>11,645</b>	<b>19,389</b>
<b>Insurance and Risk Management</b>	8,225	-	-	8,225
<b>Non-Capital Equipment</b>	1,629	133	99	1,860
<b>Total Non-Personnel Expenses</b>	<b>\$ 50,939</b>	<b>\$ 42,654</b>	<b>\$ 89,695</b>	<b>\$ 183,288</b>
<b>Total Operating Expenses</b>	<b>\$ 122,212</b>	<b>\$ 94,477</b>	<b>\$ 166,494</b>	<b>\$ 383,183</b>
<b>Debt Service</b>				
Bond Principal Payments	\$ -	\$ 42,464	\$ 121,358	\$ 163,822
Interest Expense	-	38,655	110,472	149,127
<b>Total Debt Service</b>	<b>\$ -</b>	<b>\$ 81,119</b>	<b>\$ 231,830</b>	<b>\$ 312,949</b>
<b>Total O&amp;M Program</b>	<b>\$ 122,212</b>	<b>\$ 175,596</b>	<b>\$ 398,324</b>	<b>\$ 696,133</b>



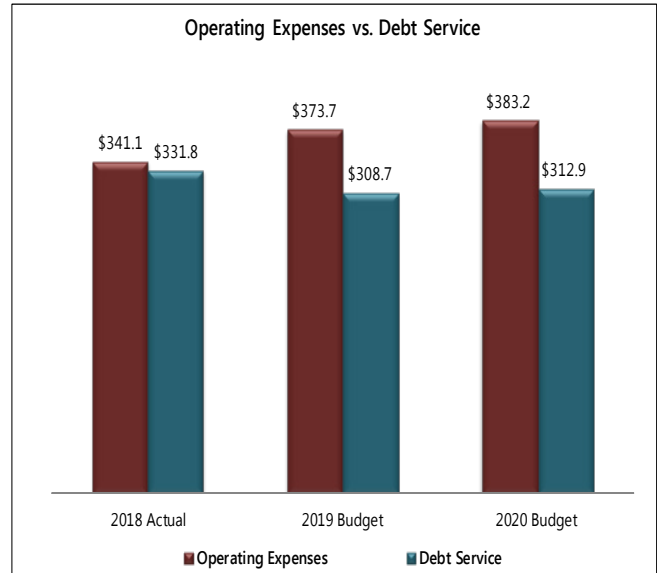
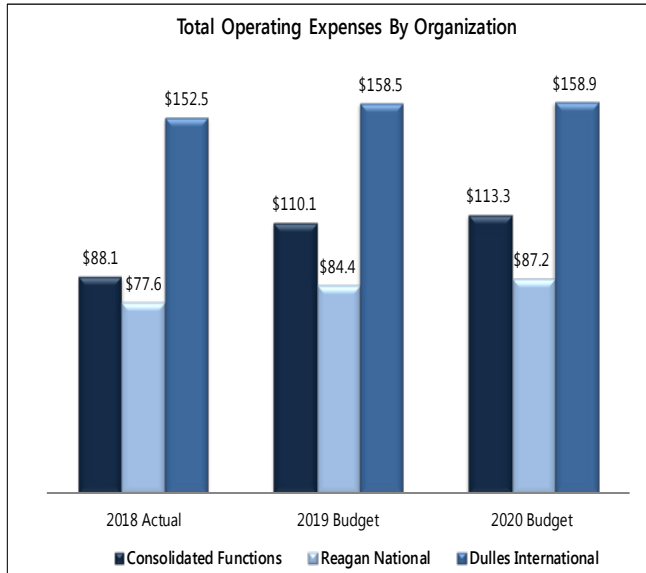
**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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

**Table 3-29: 2018, 2019 and 2020 Operating Expenses – Metropolitan Washington Airports Authority**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Personnel Expenses</b>					
Full-time Permanent	\$ 121,197	\$ 128,017	\$ 134,687	\$ 6,670	5.2%
Other than Full-time Permanent	6,763	7,124	4,566	(2,558)	(35.9%)
Overtime	6,963	7,415	7,651	236	3.2%
Other - Personnel Compensation	1,078	(996)	(1,154)	(158)	15.8%
<b>Personnel Compensation</b>	<b>\$ 136,001</b>	<b>\$ 141,560</b>	<b>\$ 145,750</b>	<b>\$ 4,191</b>	<b>3.0%</b>
Health Insurance	\$ 24,509	\$ 29,082	\$ 28,507	\$ (574)	(2.0%)
Life Insurance	780	818	839	21	2.5%
Retirement	22,750	24,160	25,197	1,037	4.3%
Other - Employee Benefits	(356)	(512)	(398)	114	(22.3%)
<b>Employee Benefits</b>	<b>\$ 47,683</b>	<b>\$ 53,548</b>	<b>\$ 54,145</b>	<b>\$ 597</b>	<b>1.1%</b>
<b>Total Personnel Expenses</b>	<b>\$ 183,684</b>	<b>\$ 195,108</b>	<b>\$ 199,896</b>	<b>\$ 4,788</b>	<b>2.5%</b>
<b>Travel</b>	<b>806</b>	<b>1,007</b>	<b>988</b>	<b>(19)</b>	<b>(1.9%)</b>
<b>Lease and Rental Payments</b>					
Airport Lease Payments	5,775	5,976	6,011	35	0.6%
Other - Lease and Rental Payments	4,085	4,620	4,737	116	100.0%
<b>Total Lease and Rental Payments</b>	<b>9,860</b>	<b>10,596</b>	<b>10,748</b>	<b>151</b>	<b>1.4%</b>
<b>Utilities</b>					
Electricity	18,103	18,566	18,196	(370)	(2.0%)
Natural Gas	2,561	3,000	2,964	(35)	(1.2%)
Water	1,607	1,873	1,927	54	2.9%
Sewerage	2,673	2,703	3,292	589	21.8%
<b>Total Utilities</b>	<b>24,944</b>	<b>26,141</b>	<b>26,378</b>	<b>238</b>	<b>0.9%</b>
<b>Telecommunications</b>					
45025 Aviation Drive	(816)	(655)	(844)	(189)	28.8%
45045 Aviation Drive	(392)	(233)	(276)	(43)	18.6%
45045 Aviation Drive	(554)	(382)	(135)	247	(64.7%)
<b>Services</b>					
Custodial Services	23,031	24,055	23,992	(63)	(0.3%)
Contractual Services	76,502	89,785	92,962	3,177	3.5%
<b>Total Services</b>	<b>99,533</b>	<b>113,840</b>	<b>116,954</b>	<b>3,114</b>	<b>2.7%</b>
<b>Supplies, Materials and Fuels</b>					
Fuels	1,753	2,087	2,443	356	17.0%
Supplies and Materials	13,822	16,219	16,946	727	4.5%
<b>Total Supplies, Materials and Fuels</b>	<b>15,575</b>	<b>18,307</b>	<b>19,389</b>	<b>1,082</b>	<b>5.9%</b>
<b>Insurance and Risk Management</b>	<b>6,718</b>	<b>8,225</b>	<b>8,225</b>	<b>-</b>	<b>0.0%</b>
<b>Non-Capital Equipment</b>	<b>1,717</b>	<b>1,749</b>	<b>1,860</b>	<b>111</b>	<b>6.3%</b>
<b>Non-Capital Facility Projects</b>	<b>55</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Non-Personnel Expenses</b>	<b>\$ 157,447</b>	<b>\$ 178,596</b>	<b>\$ 183,288</b>	<b>\$ 4,692</b>	<b>2.6%</b>
<b>Total Operating Expenses</b>	<b>\$ 341,131</b>	<b>\$ 373,704</b>	<b>\$ 383,183</b>	<b>\$ 9,480</b>	<b>2.5%</b>

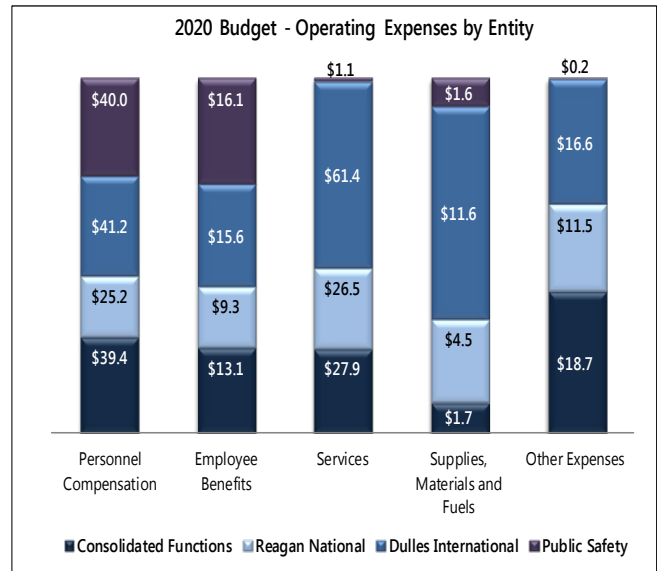
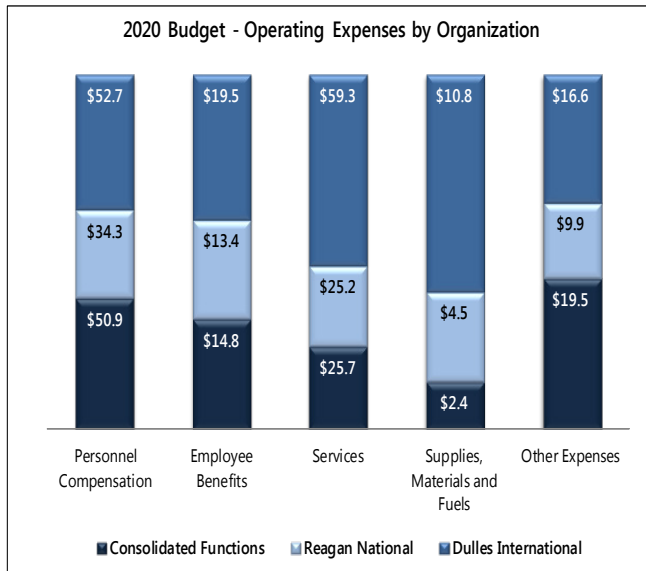
**Table 3-30: O&M Program Summary (dollars in millions)**



Percent of Operating Expenses*	2018 Actual	2019 Budget	2020 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	2018 Actual	2019 Budget	2020 Budget
Operating Expenses	50.7%	54.8%	55.0%
Debt Service	49.3%	45.2%	45.0%
<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	2018 Actual	2019 Budget	2020 Budget
Personnel Expenses	52.3%	51.4%	51.7%
Non-Personnel Expenses	47.7%	48.6%	48.3%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

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

Percent of Operating Expenses	2018 Actual	2019 Budget	2020 Budget
Consolidated Functions	5.5%	6.0%	6.4%
Reagan National	28.3%	29.7%	29.5%
Dulles International	57.7%	56.1%	56.5%
Public Safety	8.4%	8.1%	7.7%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

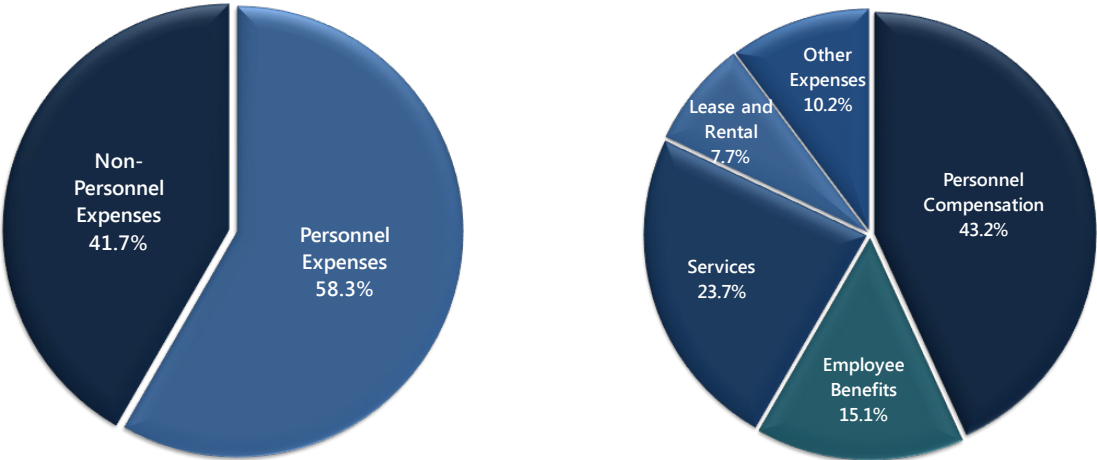
**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Comparison of Operating Expenses – Consolidated Functions (including Public Safety)**

**Table 3-31: 2018, 2019 and 2020 Operating Expenses - Consolidated Functions**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Personnel Expenses</b>					
Full-time Permanent	\$ 45,365	\$ 48,050	\$ 52,296	\$ 4,246	8.8%
Other than Full-time Permanent	4,994	5,392	3,070	(2,322)	(43.1%)
Overtime	1,216	945	921	(24)	(2.5%)
Other - Personnel Compensation	(2,469)	(3,407)	(3,508)	(101)	3.0%
<b>Personnel Compensation</b>	<b>\$ 49,106</b>	<b>\$ 50,980</b>	<b>\$ 52,780</b>	<b>\$ 1,800</b>	<b>3.5%</b>
Health Insurance	\$ 7,970	\$ 9,382	\$ 9,262	\$ (120)	(1.3%)
Life Insurance	255	265	271	6	2.2%
Retirement	8,140	8,841	9,433	592	6.7%
Other - Employee Benefits	(684)	(792)	(473)	319	(40.3%)
<b>Employee Benefits</b>	<b>\$ 15,681</b>	<b>\$ 17,696</b>	<b>\$ 18,493</b>	<b>\$ 797</b>	<b>4.5%</b>
<b>Total Personnel Expenses</b>	<b>\$ 64,787</b>	<b>\$ 68,676</b>	<b>\$ 71,273</b>	<b>\$ 2,597</b>	<b>3.8%</b>
<b>Travel</b>	606	818	780	(38)	(4.6%)
<b>Lease and Rental Payments</b>					
Airport Lease Payments	5,775	5,976	6,011	35	0.6%
Other - Lease and Rental Payments	3,079	3,392	3,451	59	100.0%
<b>Total Lease and Rental Payments</b>	<b>8,854</b>	<b>9,368</b>	<b>9,462</b>	<b>94</b>	<b>1.0%</b>
<b>Utilities</b>					
Electricity	3	3	3	-	0.0%
Natural Gas	-	-	-	-	0.0%
Water	-	-	-	-	0.0%
Sewerage	-	-	-	-	0.0%
<b>Total Utilities</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>0.0%</b>
<b>Telecommunications</b>	(852)	(655)	(844)	(189)	28.8%
45025 Aviation Drive	(392)	(233)	(276)	(43)	18.6%
45045 Aviation Drive	(554)	(382)	(135)	247	(64.7%)
<b>Services</b>					
Custodial Services	-	-	-	-	0.0%
Contractual Services	18,164	27,637	28,969	1,332	4.8%
<b>Total Services</b>	<b>18,164</b>	<b>27,637</b>	<b>28,969</b>	<b>1,332</b>	<b>4.8%</b>
<b>Supplies, Materials and Fuels</b>					
Fuels	16	72	72	-	0.0%
Supplies and Materials	2,467	2,743	3,055	312	11.4%
<b>Total Supplies, Materials and Fuels</b>	<b>2,483</b>	<b>2,815</b>	<b>3,127</b>	<b>312</b>	<b>11.1%</b>
<b>Insurance and Risk Management</b>	6,718	8,225	8,225	-	0.0%
<b>Non-Capital Equipment</b>	890	1,400	1,629	228	16.3%
<b>Non-Capital Facility Projects</b>	-	-	-	-	0.0%
<b>Total Non-Personnel Expenses</b>	<b>\$ 35,920</b>	<b>\$ 48,995</b>	<b>\$ 50,939</b>	<b>\$ 1,944</b>	<b>4.0%</b>
<b>Total Operating Expenses</b>	<b>\$ 100,707</b>	<b>\$ 117,671</b>	<b>\$ 122,212</b>	<b>\$ 4,541</b>	<b>3.9%</b>

**2020 Budget - Consolidated Functions (including Public Safety) Highlights**



The funding requirements for Consolidated Functions operating expenses will increase by \$4.5 million in 2020.

**Personnel Expenses .....Increase by \$2.6 million**

- Personnel Compensation will increase by \$1.8 million due to the MPP program offset by the elimination of certain career positions in Consolidated Functions. This increase was also offset by an estimated vacancy rate.
- Employee Benefits will increase by \$797 thousand due to an increase in general employee retirement benefits projections.

**Non-Personnel Expenses.....Increase by \$1.9 million**

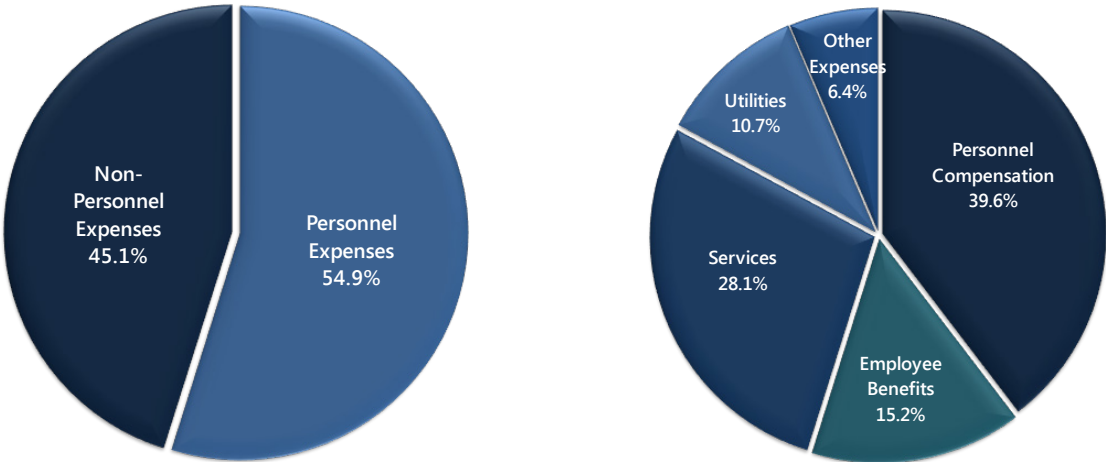
- Travel expenses will decrease by \$38 thousand due to the streamlining of travel requirements for external training and conferences.
- Lease and Rental payments will increase by \$94 thousand due to the cost escalation requirements for the Corporate Office Building as well as adjustments to the implicit price deflator used in the calculation of Federal Lease Payments.
- Services will increase by \$1.3 million due to full-year service operational costs for the secondary data center. The increase also reflects additional costs for cyber security technology and customer service applications.
- Supplies, Materials and Fuels will increase by \$312 thousand to sustain the current technology framework as well as requirements for arsenal supplies that support the Office of Public Safety.
- Insurance and Risk Management will remain flat. Insurance and Risk Management projections are based on actuarial estimates.
- Non-Capital Equipment expenses will increase by \$228 thousand to support operational sustainment activities within the Office of Technology.

**Comparison of Operating Expenses – Reagan National (including Public Safety)**

**Table 3-32: 2018, 2019 and 2020 Operating Expenses – Reagan National**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Personnel Expenses</b>					
Full-time Permanent	\$ 30,078	\$ 31,695	\$ 33,171	\$ 1,476	4.7%
Other than Full-time Permanent	612	639	476	(163)	(25.5%)
Overtime	2,308	2,368	2,404	37	1.5%
Other - Personnel Compensation	1,721	1,357	1,382	25	1.8%
<b>Personnel Compensation</b>	<b>\$ 34,719</b>	<b>\$ 36,058</b>	<b>\$ 37,433</b>	<b>\$ 1,374</b>	<b>3.8%</b>
Health Insurance	\$ 6,508	\$ 7,722	\$ 7,643	\$ (78)	(1.0%)
Life Insurance	206	217	226	9	3.9%
Retirement	5,805	6,072	6,270	198	3.3%
Other - Employee Benefits	366	464	252	(212)	(45.7%)
<b>Employee Benefits</b>	<b>\$ 12,885</b>	<b>\$ 14,475</b>	<b>\$ 14,391</b>	<b>\$ (84)</b>	<b>(0.6%)</b>
<b>Total Personnel Expenses</b>	<b>\$ 47,604</b>	<b>\$ 50,533</b>	<b>\$ 51,824</b>	<b>\$ 1,291</b>	<b>2.6%</b>
<b>Travel</b>	96	80	85	5	6.2%
<b>Lease and Rental Payments</b>					
Airport Lease Payments	-	-	-	-	0.0%
Other - Lease and Rental Payments	891	1,156	1,177	21	1.8%
<b>Total Lease and Rental Payments</b>	<b>891</b>	<b>1,156</b>	<b>1,177</b>	<b>21</b>	<b>1.8%</b>
<b>Utilities</b>					
Electricity	5,481	5,817	5,817	-	0.0%
Natural Gas	894	1,208	1,217	9	0.8%
Water	1,235	1,525	1,570	46	3.0%
Sewerage	1,337	1,417	1,504	86	6.1%
<b>Total Utilities</b>	<b>8,946</b>	<b>9,967</b>	<b>10,109</b>	<b>141</b>	<b>1.4%</b>
<b>Telecommunications</b>					
45025 Aviation Drive	-	-	-	-	0.0%
45045 Aviation Drive	-	-	-	-	0.0%
<b>Services</b>					
Custodial Services	8,668	9,200	9,489	289	3.1%
Contractual Services	13,985	16,936	17,044	108	0.6%
<b>Total Services</b>	<b>22,653</b>	<b>26,136</b>	<b>26,533</b>	<b>397</b>	<b>1.5%</b>
<b>Supplies, Materials and Fuels</b>					
Fuels	358	553	528	(26)	(4.6%)
Supplies and Materials	3,032	4,262	4,090	(172)	(4.0%)
<b>Total Supplies, Materials and Fuels</b>	<b>3,390</b>	<b>4,815</b>	<b>4,617</b>	<b>(198)</b>	<b>(4.1%)</b>
<b>Insurance and Risk Management</b>					
Non-Capital Equipment	272	128	133	5	3.7%
Non-Capital Facility Projects	55	-	-	-	0.0%
<b>Total Non-Personnel Expenses</b>	<b>\$ 36,304</b>	<b>\$ 42,282</b>	<b>\$ 42,654</b>	<b>\$ 372</b>	<b>0.9%</b>
<b>Total Operating Expenses</b>	<b>\$ 83,908</b>	<b>\$ 92,815</b>	<b>\$ 94,477</b>	<b>\$ 1,662</b>	<b>1.8%</b>

**2020 Budget – Reagan National (including Public Safety) Highlights**



The funding requirements for Reagan National’s operating expenses will increase by \$1.7 million in 2020.

**Personnel Expenses ..... Increase by \$1.3 million**

- Personnel Compensation will increase by \$1.4 million due to MPP and PMP program adjustments.
- Employee Benefits will decrease by \$84 thousand due to a decrease in police and firefighter retirement benefits cost projections offset by an increase in the cost projections for the general employee retirement plans.

**Non-Personnel Expenses..... Increase by \$372 thousand**

- Travel expenses will increase by \$5 thousand in order to maintain current travel levels for job related trainings.
- Lease and Rental payments will increase by \$21 thousand due to the rental cost escalation for the staging area lot to support Transportation Network Companies at Reagan National.
- Utilities cost estimates will increase by \$141 thousand based on rate and usage projections for sewage and water.
- Services will increase by \$397 thousand due to anticipated cost escalation for various repair and maintenance services. These services include landscaping, waste removal and collection as well as the new Electronic Security System service contract. Other services will increase due to the impact of ongoing construction expected at Reagan National in 2020.
- Supplies, Materials and Fuels will decrease by \$198 thousand. This is due to a decrease in snow and ice control supplies estimates based on the available reserves in case of an extraordinary snow event.
- Non-Capital Equipment expenses will increase by \$5 thousand for the purchase of Airport operations console furniture items.

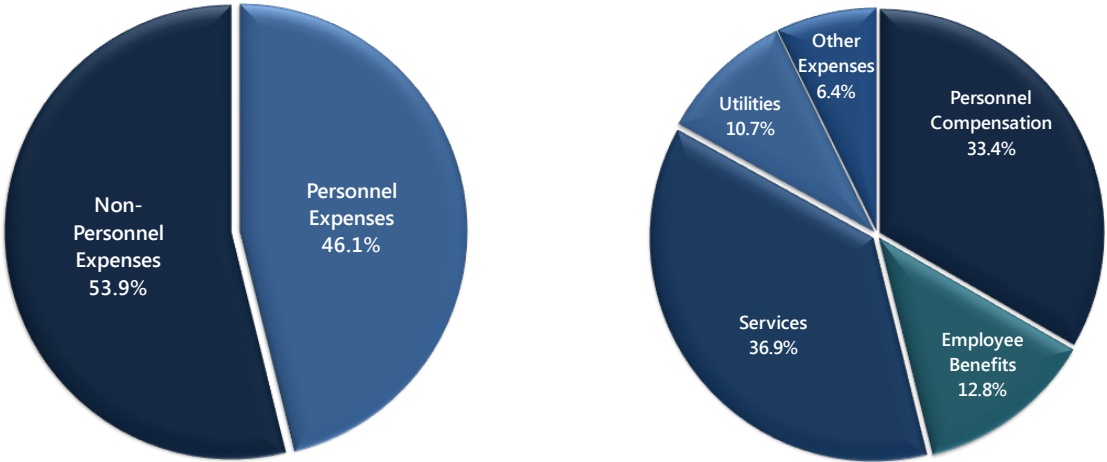
**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Comparison of Operating Expenses - Dulles International (including Public Safety)**

**Table 3-33: 2018, 2019 and 2020 Operating Expenses – Dulles International**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Personnel Expenses</b>					
Full-time Permanent	\$ 45,753	\$ 48,273	\$ 49,221	\$ 948	2.0%
Other than Full-time Permanent	1,157	1,093	1,020	(73)	(6.7%)
Overtime	3,439	4,102	4,325	223	5.4%
Other - Personnel Compensation	1,826	1,054	972	(82)	(7.7%)
<b>Personnel Compensation</b>	<b>\$ 52,176</b>	<b>\$ 54,522</b>	<b>\$ 55,538</b>	<b>\$ 1,016</b>	<b>1.9%</b>
Health Insurance	\$ 10,031	\$ 11,979	\$ 11,602	\$ (377)	(3.1%)
Life Insurance	319	336	342	6	1.9%
Retirement	8,806	9,247	9,494	247	2.7%
Other - Employee Benefits	(38)	(184)	(177)	8	(4.2%)
<b>Employee Benefits</b>	<b>\$ 19,117</b>	<b>\$ 21,377</b>	<b>\$ 21,261</b>	<b>\$ (116)</b>	<b>(0.5%)</b>
<b>Total Personnel Expenses</b>	<b>\$ 71,293</b>	<b>\$ 75,899</b>	<b>\$ 76,799</b>	<b>\$ 900</b>	<b>1.2%</b>
<b>Travel</b>	<b>104</b>	<b>110</b>	<b>124</b>	<b>14</b>	<b>12.6%</b>
<b>Lease and Rental Payments</b>					
Airport Lease Payments	-	-	-	-	0.0%
Other - Lease and Rental Payments	115	72	109	36	50.0%
<b>Total Lease and Rental Payments</b>	<b>115</b>	<b>72</b>	<b>109</b>	<b>36</b>	<b>50.0%</b>
<b>Utilities</b>					
Electricity	12,620	12,746	12,376	(370)	(2.9%)
Natural Gas	1,667	1,792	1,747	(45)	(2.5%)
Water	373	348	356	8	2.3%
Sewerage	1,336	1,285	1,788	503	39.1%
<b>Total Utilities</b>	<b>15,995</b>	<b>16,171</b>	<b>16,267</b>	<b>96</b>	<b>0.6%</b>
<b>Telecommunications</b>	<b>36</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
45025 Aviation Drive	-	-	-	-	0.0%
45045 Aviation Drive	-	-	-	-	0.0%
<b>Services</b>					
Custodial Services	14,363	14,855	14,503	(352)	(2.4%)
Contractual Services	44,353	45,212	46,949	1,737	3.8%
<b>Total Services</b>	<b>58,716</b>	<b>60,068</b>	<b>61,452</b>	<b>1,384</b>	<b>2.3%</b>
<b>Supplies, Materials and Fuels</b>					
Fuels	1,378	1,462	1,844	381	26.1%
Supplies and Materials	8,324	9,215	9,802	587	6.4%
<b>Total Supplies, Materials and Fuels</b>	<b>9,701</b>	<b>10,677</b>	<b>11,645</b>	<b>968</b>	<b>9.1%</b>
<b>Insurance and Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Non-Capital Equipment</b>	<b>554</b>	<b>221</b>	<b>99</b>	<b>(122)</b>	<b>(55.4%)</b>
<b>Non-Capital Facility Projects</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Non-Personnel Expenses</b>	<b>\$ 85,223</b>	<b>\$ 87,319</b>	<b>\$ 89,695</b>	<b>\$ 2,376</b>	<b>2.7%</b>
<b>Total Operating Expenses</b>	<b>\$ 156,516</b>	<b>\$ 163,218</b>	<b>\$ 166,494</b>	<b>\$ 3,277</b>	<b>2.0%</b>

**2020 Budget – Dulles International (including Public Safety) Highlights**



The funding requirements for Dulles International’s operating expenses will increase by \$3.3 million in 2020.

**Personnel Expenses .....Increase by \$900 thousand**

- Personnel Compensation will increase by \$1.0 million due to MPP and PMP program adjustments and the addition of new positions to support operations at the airport.
- Employee Benefits will decrease by \$116 thousand due to a decrease in police and firefighter retirement benefits cost projections offset by an increase in the cost projections for the general employee retirement plans.

**Non-Personnel Expenses.....Increase by \$2.4 million**

- Travel expenses will increase by \$14 thousand to account for travel requirements for external training and conferences.
- Lease and Rental payments will increase by \$36 thousand based on the streamlining of cost estimates for the rental of temporary equipment at Dulles International.
- Utilities cost estimates will increase by \$96 thousand due to a revised rate for sewerage and an adjustment for the increase in passenger activity.
- Services will increase by \$1.4 million primarily due to the realignment of costs between public parking and employee parking and contract escalations primarily for the AeroTrain.
- Supplies, Materials and Fuels will increase by \$968 thousand. This is due to an increase for Mobile Lounge supplies based on the projected number of trips expected in 2020.
- Non-Capital Equipment expense will decrease by \$122 thousand. Ramp tower communication equipment was acquired in 2019 hence the reduction in cost estimates for 2020.



**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**2020 Operating Expenses by Entity**

**Table 3-34: 2020 Operating Expenses by Entity**

(dollars in thousands)	Consolidated Functions	Reagan National	Dulles International	Public Safety	Total
<b>Personnel Expenses</b>					
Full-time Permanent	\$ 39,793	\$ 22,872	\$ 36,203	\$ 35,818	\$ 134,687
Other than Full-time Permanent	2,924	476	1,020	147	4,566
Overtime	88	1,139	2,549	3,875	7,651
Other - Personnel Compensation	(3,428)	700	1,436	138	(1,154)
<b>Personnel Compensation</b>	<b>\$ 39,377</b>	<b>\$ 25,187</b>	<b>\$ 41,208</b>	<b>\$ 39,978</b>	<b>\$ 145,750</b>
Health Insurance	\$ 6,305	\$ 5,023	\$ 8,462	\$ 8,718	\$ 28,507
Life Insurance	184	148	249	257	839
Retirement	6,875	4,001	6,677	7,643	25,197
Other - Employee Benefits	(300)	174	215	(487)	(398)
<b>Employee Benefits</b>	<b>\$ 13,065</b>	<b>\$ 9,347</b>	<b>\$ 15,603</b>	<b>\$ 16,130</b>	<b>\$ 54,145</b>
<b>Total Personnel Expenses</b>	<b>\$ 52,442</b>	<b>\$ 34,534</b>	<b>\$ 56,811</b>	<b>\$ 56,108</b>	<b>\$ 199,896</b>
<b>Travel</b>	<b>747</b>	<b>68</b>	<b>107</b>	<b>67</b>	<b>988</b>
<b>Lease and Rental Payments</b>					
Airport Lease Payments	6,011	-	-	-	6,011
Other - Lease and Rental Payments	3,451	1,175	109	2	4,737
<b>Total Lease and Rental Payments</b>	<b>9,462</b>	<b>1,175</b>	<b>109</b>	<b>2</b>	<b>10,748</b>
<b>Utilities</b>					
Electricity	3	5,817	12,376	-	18,196
Natural Gas	-	1,217	1,747	-	2,964
Water	-	1,570	356	-	1,927
Sewerage	-	1,504	1,788	-	3,292
<b>Total Utilities</b>	<b>3</b>	<b>10,109</b>	<b>16,267</b>	<b>-</b>	<b>26,378</b>
<b>Telecommunications</b>					
45025 Aviation Drive	(844)	-	-	-	(844)
45045 Aviation Drive	(276)	-	-	-	(276)
45045 Aviation Drive	(135)	-	-	-	(135)
<b>Services</b>					
Custodial Services	-	9,489	14,503	-	23,992
Contractual Services	27,926	17,002	46,901	1,133	92,962
<b>Total Services</b>	<b>27,926</b>	<b>26,491</b>	<b>61,404</b>	<b>1,133</b>	<b>116,954</b>
<b>Supplies, Materials and Fuels</b>					
Fuels	-	528	1,844	72	2,443
Supplies and Materials	1,733	3,997	9,732	1,483	16,946
<b>Total Supplies, Materials and Fuels</b>	<b>1,733</b>	<b>4,525</b>	<b>11,576</b>	<b>1,555</b>	<b>19,389</b>
<b>Insurance and Risk Management</b>	<b>8,225</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,225</b>
<b>Non-Capital Equipment</b>	<b>1,518</b>	<b>133</b>	<b>104</b>	<b>105</b>	<b>1,860</b>
<b>Total Non-Personnel Expenses</b>	<b>\$ 48,359</b>	<b>\$ 42,500</b>	<b>\$ 89,566</b>	<b>\$ 2,863</b>	<b>\$ 183,288</b>
<b>Total Operating Expenses</b>	<b>\$ 100,800</b>	<b>\$ 77,034</b>	<b>\$ 146,378</b>	<b>\$ 58,971</b>	<b>\$ 383,183</b>

**2020 Operating Expenses for Consolidated Functions (excluding Public Safety)**

**Table 3-35: 2020 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	Operations Support	Finance	Engineering
<b>Personnel Expenses</b>								
Full-time Permanent	\$ 2,104	\$ 1,129	\$ 249	\$ 2,103	\$ 1,486	\$ 1,273	\$ 4,262	\$ 4,996
Other than Full-time Permanent	-	-	113	58	-	-	197	-
Overtime	-	-	-	-	-	-	28	-
Other - Personnel Compensation	(378)	8	2	12	(69)	(29)	(431)	(872)
<b>Personnel Compensation</b>	<b>\$ 1,726</b>	<b>\$ 1,137</b>	<b>\$ 365</b>	<b>\$ 2,172</b>	<b>\$ 1,417</b>	<b>\$ 1,244</b>	<b>\$ 4,056</b>	<b>\$ 4,124</b>
Health Insurance	\$ 174	\$ 146	\$ 39	\$ 271	\$ 206	\$ 165	\$ 740	\$ 646
Life Insurance	5	4	1	10	6	2	22	19
Retirement	334	192	55	351	268	110	788	823
Other - Employee Benefits	(75)	16	8	23	(6)	(6)	(125)	(199)
<b>Employee Benefits</b>	<b>\$ 439</b>	<b>\$ 359</b>	<b>\$ 103</b>	<b>\$ 654</b>	<b>\$ 474</b>	<b>\$ 271</b>	<b>\$ 1,425</b>	<b>\$ 1,290</b>
<b>Total Personnel Expenses</b>	<b>\$ 2,165</b>	<b>\$ 1,495</b>	<b>\$ 468</b>	<b>\$ 2,826</b>	<b>\$ 1,891</b>	<b>\$ 1,515</b>	<b>\$ 5,480</b>	<b>\$ 5,413</b>
Travel	120	252	14	48	42	36	55	26
<b>Lease and Rental Payments</b>								
Airport Lease Payments	-	-	-	-	-	-	6,011	-
Other - Lease and Rental Payments	-	-	-	36	-	-	3,410	-
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36</b>	<b>-</b>	<b>-</b>	<b>9,421</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>-</b>
<b>Telecommunications</b>								
45025 Aviation Drive	-	-	(276)	-	-	-	-	-
45045 Aviation Drive	-	-	(135)	-	-	-	-	-
<b>Services</b>								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	886	2,776	40	3,752	1,669	99	1,410	94
<b>Total Services</b>	<b>886</b>	<b>2,776</b>	<b>40</b>	<b>3,752</b>	<b>1,669</b>	<b>99</b>	<b>1,410</b>	<b>94</b>
<b>Supplies, Materials and Fuels</b>								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	35	20	3	72	32	5	29	40
<b>Total Supplies, Materials and Fuels</b>	<b>35</b>	<b>20</b>	<b>3</b>	<b>72</b>	<b>32</b>	<b>5</b>	<b>29</b>	<b>40</b>
<b>Insurance and Risk Management</b>								
Non-Capital Equipment	4	-	-	-	-	-	-	36
<b>Total Non-Personnel Expenses</b>	<b>\$ 1,045</b>	<b>\$ 3,049</b>	<b>\$ (354)</b>	<b>\$ 3,909</b>	<b>\$ 1,746</b>	<b>\$ 140</b>	<b>\$ 10,915</b>	<b>\$ 196</b>
<b>Total Operating Expenses</b>	<b>\$ 3,210</b>	<b>\$ 4,544</b>	<b>\$ 114</b>	<b>\$ 6,735</b>	<b>\$ 3,637</b>	<b>\$ 1,655</b>	<b>\$ 16,395</b>	<b>\$ 5,610</b>

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**2020 Operating Expenses for Consolidated Functions (excluding Public Safety) (continued)**

**Table 3-35(a): 2020 Operating Expenses for Consolidated Functions (continued)**

(dollars in thousands)	Human Resources and Administrative Services		General Counsel		Strategy and Business Transformation and Performance		Supply Chain Management	Total
	Technology			Audit				
<b>Personnel Expenses</b>								
Full-time Permanent	\$ 4,699	\$ 9,950	\$ 1,298	\$ 1,142	\$ 787	\$ 4,316	\$ 39,793	
Other than Full-time Permanent	1,102	1,453	-	-	-	-	2,924	
Overtime	6	53	-	-	-	-	88	
Other - Personnel Compensation	(535)	(486)	(46)	(73)	(85)	(445)	(3,428)	
<b>Personnel Compensation</b>	<b>\$ 5,273</b>	<b>\$ 10,971</b>	<b>\$ 1,251</b>	<b>\$ 1,069</b>	<b>\$ 702</b>	<b>\$ 3,872</b>	<b>\$ 39,377</b>	
Health Insurance	\$ 977	\$ 1,783	\$ 139	\$ 140	\$ 120	\$ 758	\$ 6,305	
Life Insurance	29	54	3	4	3	22	184	
Retirement	905	1,834	168	163	125	760	6,875	
Other - Employee Benefits	308	(128)	3	(13)	(7)	(100)	(300)	
<b>Employee Benefits</b>	<b>\$ 2,219</b>	<b>\$ 3,543</b>	<b>\$ 313</b>	<b>\$ 294</b>	<b>\$ 242</b>	<b>\$ 1,440</b>	<b>\$ 13,065</b>	
<b>Total Personnel Expenses</b>	<b>\$ 7,491</b>	<b>\$ 14,514</b>	<b>\$ 1,564</b>	<b>\$ 1,363</b>	<b>\$ 944</b>	<b>\$ 5,312</b>	<b>\$ 52,442</b>	
<b>Travel</b>	51	47	6	8	14	28	747	
<b>Lease and Rental Payments</b>								
Airport Lease Payments	-	-	-	-	-	-	6,011	
Other - Lease and Rental Payments	3	2	-	-	-	-	3,451	
<b>Total Lease and Rental Payments</b>	<b>3</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,462</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>	
<b>Telecommunications</b>	-	(844)	-	-	-	-	(844)	
45025 Aviation Drive	-	-	-	-	-	-	(276)	
45045 Aviation Drive	-	-	-	-	-	-	(135)	
<b>Services</b>								
Custodial Services	-	-	-	-	-	-	-	
Contractual Services	2,665	12,075	700	1,099	269	392	27,926	
<b>Total Services</b>	<b>2,665</b>	<b>12,075</b>	<b>700</b>	<b>1,099</b>	<b>269</b>	<b>392</b>	<b>27,926</b>	
<b>Supplies, Materials and Fuels</b>								
Fuels	-	-	-	-	-	-	-	
Supplies and Materials	89	1,336	34	6	2	30	1,733	
<b>Total Supplies, Materials and Fuels</b>	<b>89</b>	<b>1,336</b>	<b>34</b>	<b>6</b>	<b>2</b>	<b>30</b>	<b>1,733</b>	
<b>Insurance and Risk Management</b>	8,225	-	-	-	-	-	8,225	
<b>Non-Capital Equipment</b>	42	1,436	-	-	-	-	1,518	
<b>Total Non-Personnel Expenses</b>	<b>\$ 11,074</b>	<b>\$ 14,053</b>	<b>\$ 739</b>	<b>\$ 1,113</b>	<b>\$ 286</b>	<b>\$ 449</b>	<b>\$ 48,359</b>	
<b>Total Operating Expenses</b>	<b>\$ 18,566</b>	<b>\$ 28,566</b>	<b>\$ 2,303</b>	<b>\$ 2,475</b>	<b>\$ 1,230</b>	<b>\$ 5,761</b>	<b>\$ 100,800</b>	

**2020 Operating Expenses for Reagan National (excluding Public Safety)**

**Table 3-36: 2020 Operating Expenses for Reagan National**

(dollars in thousands)	Airport Manager	Operations	Engineering and Maintenance	Airport Administration	Total
<b>Personnel Expenses</b>					
Full-time Permanent	\$ 723	\$ 2,350	\$ 17,894	\$ 1,905	\$ 22,872
Other than Full-time Permanent	39	-	437	-	476
Overtime	-	78	1,039	22	1,139
Other - Personnel Compensation	9	125	555	11	700
<b>Personnel Compensation</b>	<b>\$ 771</b>	<b>\$ 2,553</b>	<b>\$ 19,925</b>	<b>\$ 1,938</b>	<b>\$ 25,187</b>
Health Insurance	\$ 93	\$ 458	\$ 4,052	\$ 420	\$ 5,023
Life Insurance	3	14	119	13	148
Retirement	120	431	3,129	321	4,001
Other - Employee Benefits	5	25	130	14	174
<b>Employee Benefits</b>	<b>\$ 221</b>	<b>\$ 928</b>	<b>\$ 7,430</b>	<b>\$ 769</b>	<b>\$ 9,347</b>
<b>Total Personnel Expenses</b>	<b>\$ 992</b>	<b>\$ 3,481</b>	<b>\$ 27,355</b>	<b>\$ 2,706</b>	<b>\$ 34,534</b>
<b>Travel</b>	-	11	45	12	68
<b>Lease and Rental Payments</b>					
Airport Lease Payments	-	-	-	-	-
Other - Lease and Rental Payments	-	-	63	1,112	1,175
<b>Total Lease and Rental Payments</b>	-	-	63	1,112	1,175
<b>Utilities</b>					
Electricity	-	-	5,817	-	5,817
Natural Gas	-	-	1,217	-	1,217
Water	-	-	1,570	-	1,570
Sewerage	-	-	1,504	-	1,504
<b>Total Utilities</b>	-	-	10,109	-	10,109
<b>Telecommunications</b>					
45025 Aviation Drive	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-
<b>Services</b>					
Custodial Services	-	-	9,489	-	9,489
Contractual Services	579	5,032	11,238	153	17,002
<b>Total Services</b>	<b>579</b>	<b>5,032</b>	<b>20,727</b>	<b>153</b>	<b>26,491</b>
<b>Supplies, Materials and Fuels</b>					
Fuels	-	-	528	-	528
Supplies and Materials	18	79	3,859	41	3,997
<b>Total Supplies, Materials and Fuels</b>	<b>18</b>	<b>79</b>	<b>4,387</b>	<b>41</b>	<b>4,525</b>
<b>Insurance and Risk Management</b>					
Non-Capital Equipment	1	26	100	5	133
<b>Total Non-Personnel Expenses</b>	<b>\$ 598</b>	<b>\$ 5,147</b>	<b>\$ 35,430</b>	<b>\$ 1,324</b>	<b>\$ 42,500</b>
<b>Total Operating Expenses</b>	<b>\$ 1,590</b>	<b>\$ 8,628</b>	<b>\$ 62,786</b>	<b>\$ 4,030</b>	<b>\$ 77,034</b>

**2020 Operating Expenses for Dulles International (excluding Public Safety)**

**Table 3-37: 2020 Operating Expenses for Dulles International**

(dollars in thousands)	Airport Manager	Operations	Engineering and Maintenance	Airport Administration	Total
<b>Personnel Expenses</b>					
Full-time Permanent	\$ 685	\$ 9,871	\$ 23,310	\$ 2,337	\$ 36,203
Other than Full-time Permanent	550	52	418	-	1,020
Overtime	11	497	1,950	91	2,549
Other - Personnel Compensation	(20)	680	784	(8)	1,436
<b>Personnel Compensation</b>	<b>\$ 1,227</b>	<b>\$ 11,101</b>	<b>\$ 26,461</b>	<b>\$ 2,419</b>	<b>\$ 41,208</b>
Health Insurance	\$ 110	\$ 2,447	\$ 5,415	\$ 490	\$ 8,462
Life Insurance	3	72	160	14	249
Retirement	157	1,810	4,296	415	6,677
Other - Employee Benefits	(7)	74	138	9	215
<b>Employee Benefits</b>	<b>\$ 264</b>	<b>\$ 4,403</b>	<b>\$ 10,008</b>	<b>\$ 929</b>	<b>\$ 15,603</b>
<b>Total Personnel Expenses</b>	<b>\$ 1,490</b>	<b>\$ 15,504</b>	<b>\$ 36,469</b>	<b>\$ 3,348</b>	<b>\$ 56,811</b>
<b>Travel</b>	17	32	47	11	107
<b>Lease and Rental Payments</b>					
Airport Lease Payments	-	-	-	-	-
Other - Lease and Rental Payments	-	5	98	6	109
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>5</b>	<b>98</b>	<b>6</b>	<b>109</b>
<b>Utilities</b>					
Electricity	-	-	12,376	-	12,376
Natural Gas	-	-	1,747	-	1,747
Water	-	-	356	-	356
Sewerage	-	-	1,788	-	1,788
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>16,267</b>	<b>-</b>	<b>16,267</b>
<b>Telecommunications</b>					
45025 Aviation Drive	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-
<b>Services</b>					
Custodial Services	-	-	14,503	-	14,503
Contractual Services	223	9,225	32,453	5,000	46,901
<b>Total Services</b>	<b>223</b>	<b>9,225</b>	<b>46,956</b>	<b>5,000</b>	<b>61,404</b>
<b>Supplies, Materials and Fuels</b>					
Fuels	-	-	1,430	414	1,844
Supplies and Materials	21	188	9,400	123	9,732
<b>Total Supplies, Materials and Fuels</b>	<b>21</b>	<b>188</b>	<b>10,830</b>	<b>537</b>	<b>11,576</b>
<b>Insurance and Risk Management</b>					
Non-Capital Equipment	17	2	60	25	104
<b>Total Non-Personnel Expenses</b>	<b>\$ 277</b>	<b>\$ 9,452</b>	<b>\$ 74,258</b>	<b>\$ 5,579</b>	<b>\$ 89,566</b>
<b>Total Operating Expenses</b>	<b>\$ 1,767</b>	<b>\$ 24,956</b>	<b>\$ 110,727</b>	<b>\$ 8,927</b>	<b>\$ 146,378</b>

**2020 Operating Expenses for Public Safety**

**Table 3-38: 2020 Operating Expenses for Public Safety**

(dollars in thousands)	Consolidated Functions	Reagan National	Dulles International	Total
<b>Personnel Expenses</b>				
Full-time Permanent	\$ 12,502	\$ 10,299	\$ 13,017	\$ 35,818
Other than Full-time Permanent	147	-	-	147
Overtime	834	1,265	1,776	3,875
Other - Personnel Compensation	(80)	682	(464)	138
<b>Personnel Compensation</b>	<b><u>\$ 13,403</u></b>	<b><u>\$ 12,246</u></b>	<b><u>\$ 14,330</u></b>	<b><u>\$ 39,978</u></b>
Health Insurance	\$ 2,957	\$ 2,621	\$ 3,140	\$ 8,718
Life Insurance	87	77	93	257
Retirement	2,558	2,269	2,816	7,643
Other - Employee Benefits	(173)	77	(391)	(487)
<b>Employee Benefits</b>	<b><u>\$ 5,429</u></b>	<b><u>\$ 5,044</u></b>	<b><u>\$ 5,658</u></b>	<b><u>\$ 16,130</u></b>
<b>Total Personnel Expenses</b>	<b><u>\$ 18,831</u></b>	<b><u>\$ 17,290</u></b>	<b><u>\$ 19,988</u></b>	<b><u>\$ 56,108</u></b>
<b>Travel</b>	33	17	17	67
<b>Lease and Rental Payments</b>				
Airport Lease Payments	-	-	-	-
Other - Lease and Rental Payments	-	2	-	2
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>2</b>
<b>Utilities</b>				
Electricity	-	-	-	-
Natural Gas	-	-	-	-
Water	-	-	-	-
Sewerage	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Telecommunications</b>				
45025 Aviation Drive	-	-	-	-
45045 Aviation Drive	-	-	-	-
<b>Services</b>				
Custodial Services	-	-	-	-
Contractual Services	1,043	42	48	1,133
<b>Total Services</b>	<b>1,043</b>	<b>42</b>	<b>48</b>	<b>1,133</b>
<b>Supplies, Materials and Fuels</b>				
Fuels	72	-	-	72
Supplies and Materials	1,321	92	70	1,483
<b>Total Supplies, Materials and Fuels</b>	<b>1,393</b>	<b>92</b>	<b>70</b>	<b>1,555</b>
<b>Insurance and Risk Management</b>				
Non-Capital Equipment	111	-	(6)	105
<b>Total Non-Personnel Expenses</b>	<b><u>\$ 2,580</u></b>	<b><u>\$ 154</u></b>	<b><u>\$ 129</u></b>	<b><u>\$ 2,863</u></b>
<b>Total Operating Expenses</b>	<b><u>\$ 21,411</u></b>	<b><u>\$ 17,444</u></b>	<b><u>\$ 20,116</u></b>	<b><u>\$ 58,971</u></b>

**Aviation Enterprise 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 (860 acres), Dulles International (11,406 acres), and the Dulles International Airport Access Highway. The management of the likely occurrence of snow storms and its aftermath is a critical operation for the Airports Authority. 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.

**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 2020 Budget will decrease by \$200 thousand from the 2019 Budget due to available COMIP reserves to support the airport during extraordinary snow events.

**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 2020, the snow removal budget will increase by \$52 thousand over the 2019 Budget based on the streamlining of snow removal estimates at the airport and available COMIP reserves.

**Table 3-39: Snow Removal Program Costs and Reserves**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Reagan National	\$ 558	\$ 1,494	\$ 1,294	\$ (200)	(13.4%)
Dulles International	4,340	5,042	5,094	52	1.0%
<b>Total</b>	<b>\$ 4,897</b>	<b>\$ 6,536</b>	<b>\$ 6,388</b>	<b>\$ (148)</b>	<b>(2.3%)</b>

*Excludes Glycol Recovery and Removal costs used in all inclement weather. Includes all areas of activity*

Snow removal costs are typically funded in the O&M budget. The COMIP maintains a snow removal reserve program. The carryover balances as of 10/01/2019 and 2020 new authorization are shown below;

(dollars in thousands)	Carryover Balances as of 10/01/2019	2020 New Authorization	Total
3073 - DCA Snow Removal Reserve Program	\$ 2,230	\$ -	\$ 2,230
10662 - DCA Snow and Airport Recovery and Restoration Reserve Program	1,000	-	1,000
<b>Total Reagan National</b>	<b>\$ 3,230</b>	<b>\$ -</b>	<b>\$ 3,230</b>
3698 - IAD Snow Removal Reserve Program	\$ 2,230	\$ -	\$ 2,230
10663 - IAD Snow and Airport Recovery and Restoration Reserve Program	1,500	1,500	3,000
<b>Total Dulles International</b>	<b>\$ 3,730</b>	<b>\$ 1,500</b>	<b>\$ 5,230</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 utility costs, contractual services and supplies, materials and fuel costs. Net parking revenues are reported as a single line item under concessions revenue.

For 2020, total parking revenue is expected to increase by \$5.7 million over the 2019 budget based on the current trend at both Airports and a slight increase in passenger activity, while parking operating expenses will increase by \$691 thousand due to various contract adjustments.

**Table 3-40: Parking Revenues and Expenses**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Parking - Reagan National</b>					
Total Revenues	\$ 54,827	\$ 52,849	\$ 54,856	\$ 2,007	3.8%
Services	12,676	15,064	15,472	409	2.7%
Supplies, Materials and Fuels	649	453	436	(17)	(3.8%)
Non-Capital Equipment	8	-	-	-	-
Operating Expenses	<u>13,333</u>	<u>15,517</u>	<u>15,908</u>	<u>392</u>	2.5%
<b>Net Parking Revenue Reagan National</b>	<b><u>\$ 41,495</u></b>	<b><u>\$ 37,332</u></b>	<b><u>\$ 38,948</u></b>	<b><u>\$ 1,616</u></b>	<b>4.3%</b>
<b>Parking - Dulles International</b>					
Total Revenues	\$ 69,678	\$ 69,197	\$ 72,936	\$ 3,739	5.4%
Utilities	373	378	369	(9)	(2.3%)
Services	13,702	15,276	15,411	136	0.9%
Supplies, Materials and Fuels	547	654	621	(32)	(4.9%)
Non-Capital Equipment	75	117	322	205	100.0%
Non-Capital Facility Projects	5	-	-	-	-
Operating Expenses	<u>14,702</u>	<u>16,424</u>	<u>16,723</u>	<u>299</u>	1.8%
<b>Net Parking Revenue Dulles International</b>	<b><u>\$ 54,976</u></b>	<b><u>\$ 52,773</u></b>	<b><u>\$ 56,213</u></b>	<b><u>\$ 3,439</u></b>	<b>6.5%</b>
<b>Combined</b>					
Total Revenues	\$ 124,505	\$ 122,046	\$ 127,792	\$ 5,746	4.7%
Utilities	373	378	369	(9)	(2.3%)
Services	26,377	30,339	30,884	544	1.8%
Supplies, Materials and Fuels	1,196	1,107	1,057	(49)	(4.5%)
Non-Capital Equipment	83	117	322	205	100.0%
Non-Capital Facility Projects	5	-	-	-	-
Operating Expenses	<u>28,035</u>	<u>31,941</u>	<u>32,632</u>	<u>691</u>	2.2%
<b>Total Net Parking Revenue</b>	<b><u>\$ 96,470</u></b>	<b><u>\$ 90,106</u></b>	<b><u>\$ 95,161</u></b>	<b><u>\$ 5,055</u></b>	<b>5.6%</b>



**2020 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 2020, total taxi revenue is expected to decrease by \$570 thousand from the 2019 budget based on changes in ground transportation preferences, while taxi operating expenses will decrease by \$411 thousand.

**Table 3-41: Taxi Revenues and Expenses**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Taxi - Reagan National</b>					
Total Revenues	\$ 5,277	\$ 4,971	\$ 4,658	\$ (313)	(6.3%)
Services	2,509	3,122	2,907	(215)	(6.9%)
Supplies, Materials and Fuels	1	-	2	2	100.0%
Operating Expenses	<u>2,510</u>	<u>3,122</u>	<u>2,909</u>	<u>(213)</u>	(6.8%)
<b>Net Taxi Revenue Reagan National</b>	<b>\$ 2,767</b>	<b>\$ 1,849</b>	<b>\$ 1,750</b>	<b>\$ (99)</b>	<b>(5.4%)</b>
<b>Taxi - Dulles International</b>					
Total Revenues	\$ 4,583	\$ 4,948	\$ 4,690	\$ (257)	(5.2%)
Services	2,173	2,497	2,355	(143)	(5.7%)
Supplies, Materials and Fuels	2	5	5	-	0.0%
Non-Capital Equipment	-	55	-	(55)	(100.0%)
Operating Expenses	<u>2,175</u>	<u>2,557</u>	<u>2,360</u>	<u>(198)</u>	(7.7%)
<b>Net Taxi Revenue Dulles International</b>	<b>\$ 2,408</b>	<b>\$ 2,391</b>	<b>\$ 2,331</b>	<b>\$ (60)</b>	<b>(2.5%)</b>
<b>Combined</b>					
Total Revenues	\$ 9,860	\$ 9,919	\$ 9,349	\$ (570)	(5.8%)
Services	4,682	5,620	5,262	(358)	(6.4%)
Supplies, Materials and Fuels	3	5	7	2	37.3%
Non-Capital Equipment	-	55	-	(55)	(100.0%)
Operating Expenses	<u>4,685</u>	<u>5,680</u>	<u>5,269</u>	<u>(411)</u>	(7.2%)
<b>Total Net Taxi Revenue</b>	<b>\$ 5,175</b>	<b>\$ 4,240</b>	<b>\$ 4,080</b>	<b>\$ (159)</b>	<b>(3.8%)</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 2020, revenues are expected to increase slightly for 45025 Aviation Drive by \$43 thousand and decrease by \$247 thousand for 45045 Aviation Drive based on changes in tenant capacity. Total expenses are expected to remain flat for both buildings in 2020 compared to the 2019 budget to accommodate various repairs and maintenance estimates.

**Table 3-42: 45025 and 45045 Aviation Drive Buildings**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>45025 Aviation Drive Building</b>					
Total Revenues	\$ 969	\$ 1,057	\$ 1,100	\$ 43	4.1%
Operating Expenses	<u>577</u>	<u>825</u>	<u>825</u>	<u>-</u>	0.0%
Net 45025 Aviation Drive Revenue (Expense)	<u>\$ 392</u>	<u>\$ 233</u>	<u>\$ 276</u>	<u>\$ 43</u>	<u>18.6%</u>
<b>45045 Aviation Drive Building</b>					
Total Revenues	\$ 1,029	\$ 1,276	\$ 1,029	\$ (247)	(19.4%)
Operating Expenses	<u>475</u>	<u>894</u>	<u>894</u>	<u>-</u>	0.0%
Net 45045 Aviation Drive Revenue (Expense)	<u>\$ 554</u>	<u>\$ 382</u>	<u>\$ 135</u>	<u>\$ (247)</u>	<u>(64.7%)</u>

### 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 2020, revenues are expected to decrease by \$97 thousand from the 2019 Budget due to lower line charge estimates while operating expenses will decrease by \$286 as efficient billing methods are implemented. The net revenue or net expense from telecommunications is reported under the operating expenses for the Office of Technology.

**Table 3-43: Telecommunications**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Telecommunications</b>					
Total Revenues	\$ 5,084	\$ 5,145	\$ 5,048	\$ (97)	(1.9%)
Operating Expenses	<u>4,232</u>	<u>4,490</u>	<u>4,204</u>	<u>(286)</u>	(6.4%)
Net Telecom Revenue (Expense)	<u>\$ 852</u>	<u>\$ 655</u>	<u>\$ 844</u>	<u>\$ 189</u>	<u>28.8%</u>

### Technology (IT) Monetization Program

The IT Monetization Program provides for the marketability of internally developed technology solutions, including scalability of resources, to satisfy external demand for improved services. Revenue is generated from charges for these services to external parties and expenses are based on the estimates to develop these solutions. The net revenue or net expense is reported under the operating expenses for the Office of Technology.

**Table 3-44: Technology Monetization Program**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Technology (IT) Monetization Program</b>					
Total Revenues	\$ -	\$ 2,400	\$ 2,400	\$ -	0.0%
Operating Expenses	<u>-</u>	<u>2,400</u>	<u>2,400</u>	<u>-</u>	0.0%
Net IT Monetization Program Revenue (Expense)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**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 2020, total food and beverage revenue is expected to increase by \$4.0 million due to a mature concessions redevelopment program and the planned addition of pouring rights at both Airports. Total expenses will increase by \$122 thousand.

**Table 3-45: Food and Beverage Program**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Food and Beverage - Reagan National</b>					
Total Revenues	\$ 18,021	\$ 17,939	\$ 19,434	\$ 1,494	8.3%
Operating Expenses	<u>2,297</u>	<u>2,299</u>	<u>2,297</u>	<u>(2)</u>	(0.1%)
<b>Net Food and Beverage Revenue Reagan National</b>	<b><u>\$ 15,724</u></b>	<b><u>\$ 15,641</u></b>	<b><u>\$ 17,137</u></b>	<b><u>\$ 1,496</u></b>	<b>9.6%</b>
<b>Food and Beverage - Dulles International</b>					
Total Revenues	\$ 16,281	\$ 16,519	\$ 19,002	\$ 2,483	15.0%
Operating Expenses	<u>2,501</u>	<u>2,376</u>	<u>2,500</u>	<u>124</u>	5.2%
<b>Net Food and Beverage Revenue Dulles International</b>	<b><u>\$ 13,781</u></b>	<b><u>\$ 14,143</u></b>	<b><u>\$ 16,501</u></b>	<b><u>\$ 2,359</u></b>	<b>16.7%</b>
<b>Combined</b>					
Total Revenues	\$ 34,303	\$ 34,458	\$ 38,435	\$ 3,977	11.5%
Operating Expenses	<u>4,797</u>	<u>4,675</u>	<u>4,797</u>	<u>122</u>	2.6%
<b>Total Net Food and Beverage Revenue</b>	<b><u>\$ 29,505</u></b>	<b><u>\$ 29,783</u></b>	<b><u>\$ 33,638</u></b>	<b><u>\$ 3,855</u></b>	<b>12.9%</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 3-46: Dulles International Air Traffic Control Tower\***

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Air Traffic Control Tower</b>					
Total Revenues	\$ 3,762	\$ 3,742	\$ 3,754	\$ 12	0.3%
Operating Expenses	<u>189</u>	<u>556</u>	<u>556</u>	<u>-</u>	0.0%

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

## 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 purchases, snow removal, planning, improvements, and operational initiatives.

### Funding Source for the COMIP

The Airports Authority's share of Net Remaining Revenue (NRR) and current operating funds are the primary sources of funding for COMIP projects.

### 2020 COMIP New Authorization

The 2020 Budget includes \$33.2 million in new authorization for new projects and additional funding for existing projects at Reagan National and \$44.7 million at Dulles International for a total of \$77.9 million in new program authorization. 2020 COMIP expenditures for both new and prior year projects are estimated at \$114.6 million.

**Table 3-47: 2020 COMIP New Authorization – Reagan National**

(dollars in thousands)	New Authorization	New Authorization
<b>Reagan National</b>		
2020 DCA Capital Equipment - Public Parking Electric Buses	\$ 6,000	Technology Security Program (DCA/IAD) \$ 361
DCA Airfield Pavement Maintenance and Joint Sealing Repairs	3,000	DCA Electric Vehicle Charging Infrastructure 350
Hangar 2 Area Improvements	2,500	Replace Street Side Snow Chemical Facility 300
DCA Roadway Perimeter Security	2,200	Blast Proof Trash Receptacles 300
2020 DCA Capital Equipment - Vehicles	2,143	2020 PSD-DCA Capital Equipment - Police Vehicles 280
Passenger Loading Bridge Rehabilitation	1,450	Hangar 3 Air Handler System Replacement 250
Infrastructure Life Cycle Management (DCA/IAD)	1,350	Garage A, B and C Interior Painting 250
Expansion Joint Replacement	1,200	Repair Baggage Belt System 250
Technology Professional Services (DCA/IAD)	1,183	Upgrade Airport Operations Area (AOA) Vehicle Gate Barriers and Access Control 216
Design and Rollout of Business Technology Systems (DCA/IAD)	1,113	Web Technology Passenger Centric Tech (DCA/IAD) 200
Public Wi-Fi Expansion (DCA/IAD)	1,100	2020 CF Capital Equipment - Vehicles (DCA/IAD) 188
Asset Maintenance Baseline and Management (DCA/IAD)	1,000	2020 PSD-DCA Capital Equipment - Roadway Mobile Units and Trailers 172
2020 PSD-DCA Capital Equipment - Fire Vehicles	845	Fire Alarm Panel Replacement 150
Airport Operations Area Storm Drain Inlet Installation	800	Terminal B/C Tunnel Door Replacement 125
Productivity Tools Refresh (DCA/IAD)	745	DCA Roadway Traffic Counting Stations 125
Terminal B/C Baggage Claim Carousel Rehabilitation and Replacement	645	Replacement of Firehouse 301 Appliances 100
Central Plant High Temperature Hot Water Boiler Retubing	600	DCA Environmental Compliance 98
Reagan National Security Enhancements	500	2020 DCA Capital Equipment - Public Parking Vehicles 75
Portable Technology Security Program	500	2020 PSD-CF Capital Equipment - Laser Scanner (DCA/IAD) 53
Online Payment Collection Portal System (DCA/IAD)	500	
<b>Total Reagan National</b>	<b>\$ 33,216</b>	

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Table 3-47(a): 2020 COMIP New Authorization – Dulles International**

(dollars in thousands)

<b>Dulles International</b>	<b>New Authorization</b>		<b>New Authorization</b>
Air Service Incentive Program	\$ 4,300	Bus Maintenance Facility Sewer Lift Station Replacement	\$ 300
IAD CCTV Camera System Upgrade and Expansion	3,600	Hazardous Waste Storage Container Replacement	275
IAD Airfield Pavement Maintenance and Joint Sealing Repairs	3,300	Federal Inspection Services/International Arrivals Building Stanchion System Replacement	275
2020 IAD Capital Equipment - Vehicles	2,175	Daily Garage 2 Emergency Generator Back-up System and Emergency Light Replacement	275
Inner and Outer Perimeter Security Fencing Enhancements	2,150	Elevated Taxiway Light Base Repairs	250
2018 IAD Capital Equipment - Public Parking Electric Buses	1,730	Main Terminal Ticket Counter Refresh	250
Baggage Handling System Rehabilitation Program	1,500	2020 IAD Capital Equipment - Public Parking Non-Vehicles	218
IAD Snow and Airport Recovery and Restoration Reserve Program	1,500	Concourse B Sanitary Sewer Lift Station Rehabilitation	210
Security/Access System Enhancements	1,450	Concourse B Heat Exchangers	210
Infrastructure Life Cycle Management (DCA/IAD)	1,350	Relocation of Exterior Electricians	200
Technology Professional Services (DCA/IAD)	1,183	Warehouse Floor Coating	200
2020 PSD-IAD Capital Equipment - Fire Vehicles	1,155	Web Technology Passenger Centric Tech (DCA/IAD)	200
Design and Rollout of Business Technology Systems (DCA/IAD)	1,113	2020 CF Capital Equipment - Vehicles (DCA/IAD)	188
Security Improvements Access Control (ISTAR and Biometrics)	1,100	IAD Real Estate Revenue Producing Opportunities	175
Public Wi-Fi Expansion (DCA/IAD)	1,100	IAD Environmental Compliance	174
Asset Maintenance Baseline and Management (DCA/IAD)	1,000	Metal Shop and Body Shop Air Condition Units	150
IAD Electric Vehicle Charging Infrastructure	950	Security Screening Platform Lighting Enhancements	150
Gate A-19 Fuel Pit Reconstruction	940	45025 Aviation Drive Electrical Distribution Upgrade	140
Condenser Pumps Replacement at Utility Building	900	Bus Maintenance Facility Water Reclamation System Replacement	140
Landside Roadway Rehabilitation	750	45025 and 45045 Aviation Drive SETEC Security System Replacement	130
Inflight Kitchen Building Demolition	750	IAD Roadway Traffic Counting Stations	125
Productivity Tools Refresh (DCA/IAD)	745	2020 IAD Capital Equipment - Public Parking Vehicles	104
HVAC Improvements for Shop 1 and Vehicle Body Shop	700	Travelers Aid Counter Refresh	100
Airfield Thermo Plastic Markings	565	Crosswalk Lighting System	100
Elevator, Escalators and Moving Walkway Rehabilitation	500	Main Terminal Ticket Level Frosted Glass Panel Closets	100
Online Payment Collection Portal System (DCA/IAD)	500	Mobile Lounge/Plane Mate Interior Renovations, Enhancements and Equipment Modernization	61
Old Control Tower Glass Panel Replacement	460	International Arrivals Building Exiting Railing Rehabilitation	60
Garage 1 Terrazzo Floor Replacement at Base of Metrorail	450	2020 PSD-CF Capital Equipment - Laser Scanner (DCA/IAD)	53
2020 PSD-IAD Capital Equipment - Police Vehicles	420	Firehouse 303 Kitchen Floor Rehabilitation	50
Ground Transportation Center New Welcome Centers	400	Rudder Road and Ariane Way Intersection Improvements	50
Technology Security Program (DCA/IAD)	361	45025 and 45045 Aviation Drive, and Cargo Buildings Facilities Support	45
Utility Building Equipment Replacement	320	K9 Facility Concrete Kennel Runs Replacement	30
2020 PSD-IAD Capital Equipment - Roadway Mobile Units and Trailers	300		
<b>Total Dulles International</b>	<b>\$ 44,705</b>		
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 77,921</b>		

**List of Projects**

Projects are listed by Consolidated Functions, and by Airport, as well as grouped into major functional categories.

**Table 3-48: 2020 COMIP Equipment**

(dollars in thousands)	<u>Quantity</u>	<u>New/Replace</u>	<u>New Authorization</u>
<b>Consolidated Functions (CF)</b>			
CF - Sport Utility Vehicle	5	Replace	\$ 175
PSD-CF - Laser Scanner	1	New	107
CF - Utility Body Truck	2	Replace	90
CF - Sedan	2	Replace	70
CF - Pickup Truck	1	Replace	40
<b>Total Consolidated Functions (allocated evenly to DCA and IAD)</b>			<b><u>\$ 482</u></b>
<b>Reagan National (DCA)</b>			
DCA - Runway Plow Truck	2	Replace	\$ 1,000
DCA - Tractor	4	Replace	380
DCA - Dump Truck	1	Replace	260
DCA - Diesel Refueler Tanker	1	New	240
DCA - Toolcat with Attachments	1	New	133
DCA - Sport Utility Vehicle	2	Replace	90
DCA - Pickup Truck	1	Replace	40
<b>Subtotal DCA</b>			<b><u>\$ 2,143</u></b>
Public Parking - Electric Buses	6	Replace	\$ 6,000
Public Parking - Mini Van	1	Replace	40
Public Parking - Passenger Van	1	Replace	35
<b>Subtotal Public Parking - DCA</b>			<b><u>\$ 6,075</u></b>
PSD-DCA - Roadway Mobile Units and Trailers	4	New	\$ 172
PSD-DCA - Police Department - Sport Utility Vehicle	2	Replace	120
PSD-DCA - Police Department - Sedan	2	Replace	120
PSD-DCA - Police Department - Motorcycle and Trailer	2	Replace/New	40
PSD-DCA - Fire Department - Fire Truck	1	Replace	650
PSD-DCA - Fire Department - Boat (Outboard Motor)	1	Replace	80
PSD-DCA - Fire Department - Pickup Truck	1	Replace	60
PSD-DCA - Fire Department - Sport Utility Vehicle	1	Replace	55
<b>Subtotal Public Safety - DCA</b>			<b><u>\$ 1,297</u></b>
<b>Total Reagan National (including CF allocation)</b>			<b><u>\$ 9,756</u></b>
<b>Dulles International (IAD)</b>			
IAD - Heavy Duty Wrecker	1	New	\$ 750
IAD - Paint Striping Truck	1	Replace	425
IAD - De-icer Truck	1	Replace	350
IAD - Telescoping Boom Lift	1	New	150
IAD - Trailer	1	Replace	100
IAD - Utility Body Truck	1	Replace	95
IAD - Material Spreader	2	Replace	80
IAD - Pickup Truck	1	Replace	55
IAD - GPS Program	1	New	50
IAD - Passenger Van	1	Replace	40
IAD - Air Compressor	1	Replace	30
IAD - Pump Sprayer and Paint Striping Equipment	2	Replace	50
<b>Subtotal IAD</b>			<b><u>\$ 2,175</u></b>
Public Parking - Electric Buses	6	Replace	\$ 1,730
Public Parking - Pickup Truck	3	Replace	78
Public Parking - Sport Utility Vehicle	1	Replace	26
Public Parking - Automated Passenger Counting System	1	New	108
Public Parking - Heavy Duty Power Sweeper	3	Replace	84
Public Parking - Warning System and Cash Counter	2	New/Replace	26
<b>Subtotal Public Parking - IAD</b>			<b><u>\$ 2,052</u></b>
PSD-IAD - Roadway Mobile Units and Trailers	7	New	\$ 300
PSD-IAD - Police Department - Sport Utility Vehicle	7	Replace	420
PSD-IAD - Fire Department - Fire Truck	1	Replace	750
PSD-IAD - Fire Department - Ambulance	1	Replace	355
PSD-IAD - Fire Department - Pickup Truck	1	Replace	50
<b>Subtotal Public Safety - IAD</b>			<b><u>\$ 1,875</u></b>
<b>Total Dulles International (including CF allocation)</b>			<b><u>\$ 6,343</u></b>
<b>Total Metropolitan Washington Airports Authority</b>	<b><u>92</u></b>		<b><u>\$ 16,099</u></b>

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Table 3-49: 2020 COMIP Reprogrammings**

Project Number	Description	Amount
(dollars in thousands)		
<b>Reagan National</b>		
<b>Reprogrammed from:</b>		
10706	Secondary Data Center (DCA/IAD)	\$ (875)
3203	Economy Lot Rehabilitation and Satellite Lot Demolition	(500)
10722	2018 DCA Capital Equipment - Non-Vehicles	(247)
10258	Security Identification Display Area APC Panel Replacement	(180)
10135	Curbside Signage for Taxi Dispatch Operation	(80)
10696	Upgrade Interactive Employee Training Systems	(75)
10537	DCA 2016 CF Capital Equipment - Utility Body Truck	(40)
3082	Electronic Information Modification	(33)
10741	DCA Web Technology – Passenger Centric Tech	(19)
10656	2018 CF Capital Equipment - Vehicles (DCA/IAD)	(14)
10364	2015 PSD Capital Equipment - FRD Staff Vehicles	(2)
	<b>Total Reprogrammed</b>	<b>\$ (2,065)</b>
<b>Reprogrammed to:</b>		
10355	DCA COMIP Consolidation Reserve Program	\$ 2,016
10451	DCA Public Wi-Fi Cellular Services Business Study and Program Management	40
10655	2018 DCA Capital Equipment - Vehicles	6
10641	2018 DCA Capital Equipment - Public Parking	4
	<b>Total Reprogrammed</b>	<b>\$ 2,065</b>
<b>Dulles International</b>		
<b>Reprogrammed from:</b>		
10410	Western Lands Development	\$ (868)
10706	Secondary Data Center (DCA/IAD)	(875)
100006	IAD Real Estate Revenue Producing Opportunities	(500)
10517	Automatic Vehicle Locator and Global Positioning System for Parking Shuttle Buses	(400)
10688	Police Firing Range Roadway Improvements	(350)
3876	Collateral Land Support	(300)
10502	2016 PSD Capital Equipment - Vehicles	(211)
10321	Automated Passport Control System	(185)
10735	IAD 2016 CF Capital Equipment	(145)
10588	Renovation of Shop 1 Restrooms	(120)
10019	Regional Air Passenger Survey	(100)
10209	CAD2CAD Dispatch System	(20)
10742	IAD Web Technology - Passenger Centric Tech	(19)
3735	Federal Compliance Law	(16)
10656	2018 CF Capital Equipment - Vehicles (DCA/IAD)	(14)
100023	North Trailer Demolition and Removal	(6)
3882	Vehicle Storage Building Conversion to Maintenance Building Shop	(3)
	<b>Total Reprogrammed</b>	<b>\$ (4,133)</b>
<b>Reprogrammed to:</b>		
10356	IAD COMIP Consolidation Reserve Program	\$ 4,097
10454	IAD Public Wi-Fi and Cellular Services Business Study and Program Management	27
3869	Shop 3 Equipment Maintenance Building Expansion	9
	<b>Total Reprogrammed</b>	<b>\$ 4,133</b>

**Impact of the COMIP on the O&M Program**

The impact of the COMIP on the O&M program is not as extensive since the program primarily provides for repair work at the Airports, equipment purchases, improvements, and operating initiatives. Key impact areas of the COMIP on the O&M program are identified below.

**Table 3-50: Impact of the COMIP on the O&M Program**

(dollars in thousands) Project and Description	Estimate 2020	Estimate 2021	Estimate 2022	Estimate 2023	Estimate 2024
<b><u>10554 - Baggage Handling System Rehabilitation</u></b> This project provides for the refurbishment of mechanical and electronic components in the baggage handling systems. <i>Project Goal: Improve reliability of current systems.</i>	\$ (50)	\$ (50)	\$ (50)	\$ (50)	\$ (50)
	<i>O&amp;M Impact: Decrease in labor and material costs.</i>				
<hr style="border-top: 1px dashed #ccc;"/>					
<b><u>10388 - IAD CCTV Camera System Upgrade and Expansion</u></b> This project expands the existing CCTV camera coverage across various areas in the Main Terminal. <i>Project Goal: Maintain system functionality, security and safety.</i>	-	175	350	350	350
	<i>O&amp;M Impact: Increase in repairs and maintenance services cost.</i>				
<hr style="border-top: 1px dashed #ccc;"/>					
<b><u>NEW - Ground Transportation Center New Welcome Centers</u></b> This project builds Welcome Centers, in the east and west Ground Transportation Centers in the Main Terminal <i>Project Goal: Enhance customer service.</i>	6	17	17	17	17
	<i>O&amp;M Impact: Increase in revenue estimates from potential rental of space.</i>				
<hr style="border-top: 1px dashed #ccc;"/>					
<b><u>NEW - Online Payment Collection Portal System (DCA/IAD)</u></b> This project consolidates the Automated Vehicle Identification System and the creation of an online payment collection portal. <i>Project Goal: Efficient permitting process and processing of payments.</i>	-	300	300	300	300
	<i>O&amp;M Impact: Increase in maintenance for both hardware and software.</i>				
<hr style="border-top: 1px dashed #ccc;"/>					
<b><u>100055 - Productivity Tools Refresh</u></b> This project refreshes current Microsoft Operating System software versions. <i>Project Goal: Improve efficiencies with cloud-first strategy.</i>	130	130	130	130	130
	<i>O&amp;M Impact: Increase in subscription fees for data retention.</i>				
<hr style="border-top: 1px dashed #ccc;"/>					
<b><u>NEW - Public Wi-Fi Expansion</u></b> This project provides funding to extend the coverage for Wi-Fi services to public and non-public areas. <i>Project Goal: Enhance customer service and support operations.</i>	-	90	90	90	90
	<i>O&amp;M Impact: Increase in services costs for monthly ethernet recurring costs.</i>				
<hr style="border-top: 1px dashed #ccc;"/>					
<b><u>10645 - Terminal A/B/C Baggage Claim Carousel Rehabilitation</u></b> This project provides for the rehabilitation or replacement of the Inbound Baggage Claim Units in Terminal A, B, and C. <i>Project Goal: Extend useful life by 10 to 15 years</i> <i>O&amp;M Impact: Decrease in repairs and maintenance services costs.</i>	<b><u>10575 - Upgrade AOA Vehicle Gate Barriers and Access Control</u></b> This project replaces existing Airport Operations Area (AOA) gates with sliding security gates. <i>Project Goal: Enhanced security.</i> <i>O&amp;M Impact: Increase in repairs and maintenance services costs.</i>				
<hr style="border-top: 1px dashed #ccc;"/>					
<b><u>NEW - DCA Electric Vehicle Charging Infrastructure</u></b> This project installs additional vehicle charging stations and necessary infrastructure to garages and surface parking lots. <i>Project Goal: Airports Authority sustainability initiative</i> <i>O&amp;M Impact: Marginal increase to electricity costs.</i>	<b><u>10649 - Central Plant High Temperature Hot Water Boiler Retubing</u></b> This project replaces the interior tubing of the High Temperature Hot Water boilers to ensure continuous operations. <i>Project Goal: Ensure continuous reliable boiler operations.</i> <i>O&amp;M Impact: Decrease in repairs and maintenance services costs.</i>				



**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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

	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures		
					Estimated OCT - DEC 2019	2020	2021 - 2024
CONSOLIDATED FUNCTIONS	\$ 21,328	\$ 17,519	\$ -	\$ 17,519	\$ 192	\$ 1,270	\$ 16,056
REAGAN NATIONAL	136,703	62,003	33,216	95,219	7,359	42,855	45,005
DULLES INTERNATIONAL	333,566	150,883	44,705	195,588	12,735	70,434	112,419
Total Metropolitan Washington Airports Authority	\$ 491,597	\$ 230,404	\$ 77,921	\$ 308,326	\$ 20,287	\$ 114,558	\$ 173,480

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures		
						Estimated OCT - DEC 2019	2020	2021 - 2024
<b>TECHNOLOGY</b>								
10309	Legacy Technology Infrastructure	\$ 3,278	\$ 1,092	\$ -	\$ 1,092	\$ 101	\$ 570	\$ 420
	<b>Subtotal Technology</b>	<b>\$ 3,278</b>	<b>\$ 1,092</b>	<b>\$ -</b>	<b>\$ 1,092</b>	<b>\$ 101</b>	<b>\$ 570</b>	<b>\$ 420</b>
<b>OTHER</b>								
0605	Workforce and Organization Planning	1,221	1,000	-	1,000	91	500	409
0619	Consultant Support Services	1,750	348	-	348	-	-	348
10096	Document Management Support	200	200	-	200	-	200	-
10098	Claim Account Reserve Program	750	750	-	750	-	-	750
10354	CF COMIP Consolidation Reserve Program	5,129	5,129	-	5,129	-	-	5,129
10594	Rate Stabilization Reserve Program	9,000	9,000	-	9,000	-	-	9,000
	<b>Subtotal Other</b>	<b>\$ 18,050</b>	<b>\$ 16,427</b>	<b>\$ -</b>	<b>\$ 16,427</b>	<b>\$ 91</b>	<b>\$ 700</b>	<b>\$ 15,636</b>
	<b>Total Consolidated Functions COMIP</b>	<b>\$ 21,328</b>	<b>\$ 17,519</b>	<b>\$ -</b>	<b>\$ 17,519</b>	<b>\$ 192</b>	<b>\$ 1,270</b>	<b>\$ 16,056</b>

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures		
						Estimated OCT - DEC 2019	2020	2021 - 2024
<b>ROADS</b>								
3186	Expansion Joint Replacement	\$ 1,840	\$ 88	\$ 1,200	\$ 1,288	\$ -	\$ 1,100	\$ 188
3199	Replace Old Street Light Poles	260	42	-	42	-	-	42
10532	Traffic Signal Improvements	850	850	-	850	-	850	-
100047	DCA Roadway Perimeter Security	2,300	100	2,200	2,300	-	500	1,800
NEW	DCA Roadway Traffic Counting Stations	125	-	125	125	-	125	-
	<b>Subtotal Roads</b>	<b>\$ 5,375</b>	<b>\$ 1,080</b>	<b>\$ 3,525</b>	<b>\$ 4,605</b>	<b>\$ -</b>	<b>\$ 2,575</b>	<b>\$ 2,030</b>
<b>BUILDINGS</b>								
3080	Terminals Structural Painting	1,422	3	-	3	-	3	-
3187	Repair Baggage Belt System	4,120	3,812	250	4,062	175	1,463	2,424
10246	Passenger Loading Bridge Rehabilitation	8,741	3,469	1,450	4,919	725	1,360	2,834
10250	South Hangar Line Bay Doors Rehabilitation	2,330	1,145	-	1,145	-	800	345
10566	Operations Center Improvements	500	377	-	377	-	-	377
10572	Central Plant Coating	150	150	-	150	-	100	50
10584	Replace Street Side Snow Chemical Facility	1,000	700	300	1,000	-	800	200
10586	Terminal B/C Club Mechanical Rooms Sealant	100	100	-	100	-	100	-
10645	Terminal A/B/C Baggage Claim Carousel Rehabilitation and Replacement	2,056	1,411	645	2,056	1,140	900	16
10647	Hangar 3 Roof Replacement	1,100	1,100	-	1,100	-	1,100	-
10650	Blast Proof Trash Receptacles	900	302	300	602	-	300	302
10652	Terminal B/C Baggage System Fire Security Door Replacement	250	132	-	132	-	120	12
10704	Terminal A Curbside Rehabilitation	250	250	-	250	-	200	50
100033	Hangar 2 Roof Replacement	1,100	1,100	-	1,100	-	1,100	-
100034	Hangar 7 Floor Rehabilitation	750	408	-	408	408	-	-
100035	Public Safety Communication Center NOC Cooling Replacement	400	400	-	400	-	400	-
100036	Terminal A Air Handling Unit Mechanical Room #5	300	300	-	300	-	200	100
100037	Terminal A Chiller Replacement	500	500	-	500	-	400	100
100038	Terminal B/C Tunnel Door Replacement	475	350	125	475	-	450	25
100045	Airport Operations Center Study	100	100	-	100	-	100	-
100049	Emergency Operations Center Audio/Video System Replacement	750	750	-	750	-	500	250
100066	Hangar 2 Area Improvements	3,500	1,000	2,500	3,500	-	1,000	2,500
	<b>Subtotal Buildings</b>	<b>\$ 30,793</b>	<b>\$ 17,859</b>	<b>\$ 5,570</b>	<b>\$ 23,429</b>	<b>\$ 2,448</b>	<b>\$ 11,396</b>	<b>\$ 9,584</b>
<b>AIRFIELD FACILITIES</b>								
3176	Airfield Pavement	11,100	3,038	3,000	6,038	1,488	1,500	3,050
10370	Airside Snow Chemical Facility	850	765	-	765	-	765	-
NEW	Airport Operations Area Storm Drain Inlet Installation	800	-	800	800	-	300	500
	<b>Subtotal Airfield Facilities</b>	<b>\$ 12,750</b>	<b>\$ 3,803</b>	<b>\$ 3,800</b>	<b>\$ 7,603</b>	<b>\$ 1,488</b>	<b>\$ 2,565</b>	<b>\$ 3,550</b>

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures		
						Estimated OCT - DEC 2019	2020	2021 - 2024
<b>PARKING FACILITIES</b>								
10110	Garage A, B and C Seal Coat	125	125	-	125	-	125	-
10651	Garage A, B and C Interior Painting	765	515	250	765	-	500	265
NEW	DCA Electric Vehicle Charging Infrastructure	350	-	350	350	-	150	200
<b>Subtotal Parking Facilities</b>		<b>\$ 1,240</b>	<b>\$ 640</b>	<b>\$ 600</b>	<b>\$ 1,240</b>	<b>\$ -</b>	<b>\$ 775</b>	<b>\$ 465</b>
<b>UTILITY SYSTEMS</b>								
10113	Terminal B/C Cooling for Electrical Substations	450	252	-	252	-	252	-
10116	Fire Alarm Panel Replacement	300	150	150	300	-	300	-
10648	Ground Power Unit Replacement	960	960	-	960	154	770	36
10649	Central Plant High Temperature Hot Water Boiler Retubing	1,600	1,000	600	1,600	-	650	950
NEW	Hangar 3 Air Handler System Replacement	250	-	250	250	-	250	-
<b>Subtotal Utility Systems</b>		<b>\$ 3,560</b>	<b>\$ 2,362</b>	<b>\$ 1,000</b>	<b>\$ 3,362</b>	<b>\$ 154</b>	<b>\$ 2,222</b>	<b>\$ 986</b>
<b>TECHNOLOGY</b>								
10291	Web Technology - Passenger Centric Tech (DCA/IAD)	675	286	200	486	-	486	-
10305	Technology Infrastructure (DCA/IAD)	2,818	737	-	737	52	329	356
10306	Technology Business Collaboration (DCA/IAD)	4,541	1,439	-	1,439	44	972	424
10451	DCA Public Wi-Fi Cellular Services Business Study and Program Management	1,990	154	-	154	154	-	-
10519	SaaS HRMS and Financials (DCA/IAD)	7,500	2,343	-	2,343	-	673	1,670
10568	DCA 2017 Technology Capital Equipment - Computers	944	306	-	306	153	154	-
10582	Replacement of DCA Multi-User Flight Information Display Systems	900	507	-	507	-	200	307
10587	Additional BIDS Signage on Baggage Level	500	268	-	268	-	250	18
10702	DCA Enterprise Asset Management System	1,500	1,500	-	1,500	-	1,200	300
10706	Secondary Data Center (DCA/IAD)	525	525	-	525	-	525	-
100052	Contract Management System (DCA/IAD)	248	248	-	248	-	198	50
100053	Innovation Program (DCA/IAD)	1,250	1,239	-	1,239	15	1,224	-
100054	Parking Technology System Upgrade	825	825	-	825	-	825	-
100055	Productivity Tools Refresh (DCA/IAD)	1,680	935	745	1,680	670	1,009	-
100057	Technology Security Program (DCA/IAD)	691	330	361	691	25	589	77
NEW	Infrastructure Life Cycle Management (DCA/IAD)	1,350	-	1,350	1,350	-	1,350	-
NEW	Technology Professional Services (DCA/IAD)	1,183	-	1,183	1,183	-	591	592
NEW	Design and Rollout of Business Technology Systems (DCA/IAD)	1,113	-	1,113	1,113	-	500	613
NEW	Public Wi-Fi Expansion (DCA/IAD)	1,100	-	1,100	1,100	-	880	220
NEW	Portable Technology Security Program	500	-	500	500	-	500	-
NEW	Online Payment Collection Portal System (DCA/IAD)	500	-	500	500	-	500	-
<b>Subtotal Technology</b>		<b>\$ 32,333</b>	<b>\$ 11,643</b>	<b>\$ 7,052</b>	<b>\$ 18,695</b>	<b>\$ 1,114</b>	<b>\$ 12,955</b>	<b>\$ 4,626</b>

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures		
						Estimated OCT - DEC 2019	2020	2021 - 2024
<b>OTHER</b>								
3014	DCA Commercial Program Investment	4,046	448	-	448	-	204	244
3073	DCA Snow Removal Reserve Program	2,713	2,230	-	2,230	-	200	2,030
3102	DCA Environmental Compliance Program	4,232	781	98	879	-	379	500
3128	DCA Planning and Programming Studies	1,050	352	-	352	-	-	352
3154	DCA Arts Program	388	266	-	266	-	100	166
10126	DCA Safety Management Systems Plan	150	150	-	150	-	-	150
10254	Reagan National Security Enhancements	1,743	517	500	1,017	-	500	517
10355	DCA COMIP Consolidation Reserve Program	6,065	6,065	-	6,065	-	-	6,065
10371	Industrial Waste Drying Bed Upgrades	1,577	1,321	-	1,321	-	1,300	21
10403	Street Side Paving	1,200	1,070	-	1,070	-	100	970
10504	2016 PSD Capital Equipment - FRD Staff Vehicles	120	17	-	17	-	17	-
10527	DCA CCTV Camera System Upgrade and Expansion	2,200	1,970	-	1,970	-	500	1,470
10560	DCA Revenue and Branding Opportunities	250	250	-	250	250	-	-
10573	2017 DCA Capital Equipment - Vehicles	978	179	-	179	-	179	-
10575	Upgrade Airport Operations Area (AOA) Vehicle Gate Barriers and Access Control	576	360	216	576	-	550	26
10576	2017 PSD-DCA Capital Equipment - ARFF Vehicle	3,395	876	-	876	-	55	821
10581	2017 DCA Capital Equipment - Flatbed Plotter	165	77	-	77	60	-	17
10595	2017 PSD Capital Equipment - Automated External Defibrillation (DCA/IAD)	250	65	-	65	65	-	-
10596	2017 PSD Capital Equipment - Battalion Response Vehicle (DCA/IAD)	80	32	-	32	32	-	-
10597	2017 PSD-DCA Capital Equipment - Vehicle #30, #33, M4	375	36	-	36	36	-	-
10608	2017 PSD Capital Equipment - Electronic Devices (DCA/IAD)	281	228	-	228	-	56	172
10618	Support Services Capital Equipment - Copiers (DCA/IAD)	83	39	-	39	39	-	-
10625	2017 Support Services Capital Equipment - Copiers	204	130	-	130	130	-	-
10640	2018 PSD Capital Equipment - Communications Center (DCA/IAD)	177	159	-	159	159	-	-
10642	2018 PSD-DCA Capital Equipment - Police	405	182	-	182	-	182	-
10659	DCA Insurance Reserve Program	500	500	-	500	-	-	500
10662	DCA Snow and Airport Recovery and Restoration Reserve Program	1,000	1,000	-	1,000	-	-	1,000
10693	Obstacle and Tree Removal	100	100	-	100	2	98	-
10697	Ground Transportation Curbside Technology Enhancements Systems	250	250	-	250	-	-	250
10698	DCA Airport Environmental Decision Tool Noise Contours	250	250	-	250	-	250	-
10700	2017 DCA Capital Equipment - Public Parking	100	100	-	100	-	100	-
10733	DCA Vehicle Movement Area Transponders (VMATs)	600	600	-	600	-	600	-
10738	2018 PSD-DCA Capital Equipment - FRD Sport Utility Vehicles	100	17	-	17	-	17	-
10739	2018 PSD-DCA Capital Equipment - FRD Rescue Boat and Trailer	250	250	-	250	-	250	-
100001	2019 CF Capital Equipment - Postage Meter and Copiers (DCA/IAD)	42	21	-	21	21	-	-

**2020 BUDGET**  
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**CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM**  
**REAGAN NATIONAL (dollars in thousands)**

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures		
						Estimated OCT - DEC 2019	2020	2021 - 2024
<b>OTHER (Continued)</b>								
100002	2019 CF Capital Equipment - Vehicles (DCA/IAD)	80	80	-	80	80	-	-
100003	2019 DCA Capital Equipment - Copiers	49	10	-	10	10	-	-
100005	DCA Real Estate Revenue Producing Opportunities	200	200	-	200	-	100	100
100032	2019 DCA Capital Equipment - Vehicles	1,136	1,136	-	1,136	1,100	36	-
100046	Asset Maintenance Baseline and Management (DCA/IAD)	1,750	750	1,000	1,750	-	500	1,250
100048	Design Manual Update (DCA/IAD)	238	171	-	171	171	-	-
100058	2019 PSD-CF Capital Equipment - Vehicles (DCA/IAD)	330	330	-	330	-	330	-
100059	2019 PSD-DCA Capital Equipment - Power Load Cot Fastener System	27	27	-	27	-	27	-
100060	2019 PSD-DCA Capital Equipment - Vehicles	1,017	949	-	949	-	949	-
100063	DCA Public Safety Equipment Maintenance	75	75	-	75	-	75	-
NEW	Replacement of Firehouse 301 Appliances	100	-	100	100	-	100	-
NEW	2020 DCA Capital Equipment - Public Parking Electric Buses	6,000	-	6,000	6,000	-	-	6,000
NEW	2020 DCA Capital Equipment - Vehicles	2,143	-	2,143	2,143	-	1,000	1,143
NEW	2020 DCA Capital Equipment - Public Parking Vehicles	75	-	75	75	-	75	-
NEW	2020 CF Capital Equipment - Vehicles (DCA/IAD)	188	-	188	188	-	188	-
NEW	2020 PSD-DCA Capital Equipment - Fire Vehicles	845	-	845	845	-	845	-
NEW	2020 PSD-DCA Capital Equipment - Police Vehicles	280	-	280	280	-	280	-
NEW	2020 PSD-DCA Capital Equipment - Roadway Mobile Units and Trailers	172	-	172	172	-	172	-
NEW	2020 PSD-CF Capital Equipment - Laser Scanner (DCA/IAD)	53	-	53	53	-	53	-
<b>Subtotal Other</b>		<b>\$ 50,651</b>	<b>\$ 24,616</b>	<b>\$ 11,670</b>	<b>\$ 36,285</b>	<b>\$ 2,156</b>	<b>\$ 10,366</b>	<b>\$ 23,764</b>
<b>Total Reagan National COMIP</b>		<b>\$ 136,703</b>	<b>\$ 62,003</b>	<b>\$ 33,216</b>	<b>\$ 95,219</b>	<b>\$ 7,359</b>	<b>\$ 42,855</b>	<b>\$ 45,005</b>

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures		
						Estimated OCT - DEC 2019	2020	2021 - 2024
<b>ROADS</b>								
3852	Horsepen Lake and Marriott Lake Dam Rehabilitation	\$ 179	\$ 66	\$ -	\$ 66	\$ -	\$ 66	\$ -
3853	Landside Roadway Rehabilitation	7,721	1,844	750	2,594	-	2,200	394
3854	Inspection, Rehabilitation and Repair of Access Highway Bridges	3,617	1,974	-	1,974	100	1,500	374
3870	Guardrail Maintenance and Rehabilitation of Access Highway	925	189	-	189	-	50	139
10243	Roadway Signage Rehabilitation	825	264	-	264	-	150	114
10441	Dynamic Zone Sign Installation for Access Highway	1,124	1,124	-	1,124	200	924	-
10446	Rudder Road and Ariane Way Intersection Improvements	300	250	50	300	-	300	-
10585	Autopilot Drive Restoration Design	190	190	-	190	-	100	90
10692	Police Station Road Access	1,065	991	-	991	100	891	-
100050	IAD Roadway Perimeter Security	100	100	-	100	-	100	-
NEW	IAD Roadway Traffic Counting Stations	125	-	125	125	-	125	-
<b>Subtotal Roads</b>		<b>\$ 16,171</b>	<b>\$ 6,994</b>	<b>\$ 925</b>	<b>\$ 7,919</b>	<b>\$ 400</b>	<b>\$ 6,406</b>	<b>\$ 1,112</b>
<b>BUILDINGS</b>								
3597	Rehabilitation of Cargo Buildings	434	96	-	96	20	76	-
3731	Reroofing of Buildings	1,604	659	-	659	200	400	59
3743	Authority-Owned Jet Bridge Modifications	5,239	1,990	-	1,990	150	1,500	340
3759	Airline Space Relocation	636	500	-	500	-	-	500
3780	New Facility Start-Up	5,737	381	-	381	-	250	131
3856	Concourse B/D Buy-out of Airports Authority Permitted Space	500	500	-	500	-	-	500
3866	New Facility Start-Up and Fitout	3,500	548	-	548	-	-	548
3867	Elevators, Escalators and Moving Walkway Rehabilitation	2,261	323	500	823	-	800	23
3886	Carpet Replacement Program	1,000	549	-	549	-	400	149
10242	Dulles East Building Substation Replacement	956	11	-	11	-	-	11
10308	Concourse A Bridge and Concourse C FIS Lift Net Installation	100	26	-	26	-	26	-
10343	Main Terminal Commercial Vehicle Lane Curbside Enhancements	1,000	932	-	932	-	900	32
10389	Main Terminal Duress Alarm System Installation	175	175	-	175	-	50	125
10390	Security/Access System Enhancements	1,725	275	1,450	1,725	-	1,725	-
10393	Concourse B Emergency Operations Center	800	506	-	506	-	-	506
10418	Concourse B Holdroom Modifications	275	209	-	209	-	100	109
10420	Dulles East Building Fire Alarm System Replacement	100	100	-	100	-	-	100
10421	Main Terminal Ticket Counter Dynamic Signage	775	427	-	427	-	-	427
10422	Main Terminal Digital Dynamic Wayfinding Stations	695	332	-	332	-	250	82
10424	Bus Maintenance Facility Improvements Phase 2	365	181	-	181	-	50	131
10442	Commercial Real Estate Site Development Planning	1,900	1,766	-	1,766	-	720	1,046
10444	Commercial Real Estate Leaseholds - Tenant Improvements and Leasing	1,000	753	-	753	-	200	553
10445	Commercial Real Estate Professional Services	690	586	-	586	-	340	246

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures		
						Estimated OCT - DEC 2019	2020	2021 - 2024
<b>BUILDINGS (continued)</b>								
10476	Condenser Pumps Replacement at Utility Building	2,150	1,111	900	2,011	-	500	1,511
10478	Wayfinding Signage Improvements	1,395	1,197	-	1,197	-	-	1,197
10508	Main Terminal Expansion Joint and Terrazzo Repair	500	307	-	307	-	307	-
10509	AeroTrain Facilities Rehabilitation	445	445	-	445	250	195	-
10554	Baggage Handling System Rehabilitation Program	6,300	3,876	1,500	5,376	3,876	1,000	500
10591	Live Fire Training Facility Water Lateral, Hydrant and Cistern Connection	50	50	-	50	-	-	50
10598	Chiller Overhaul in the Utility Building	300	120	-	120	-	100	20
10606	Passenger Flow/Ramp Modifications in AeroTrain C Station Walkback Tunnel	300	81	-	81	-	50	31
10657	Concourse C/D Holdroom Door Rehabilitation	240	155	-	155	120	-	35
10689	Permanent Modified Egress in International Arrivals Building	500	396	-	396	-	200	196
100015	Concourse A, A1-A6 Ceiling Replacement	200	200	-	200	-	100	100
100016	Conference Room Renovations and Upgrades	500	500	-	500	-	-	500
100017	Federal Inspection Services/IAB Stanchion System Replacement	379	104	275	379	-	379	-
100019	Main Terminal Exterior Renovation	750	750	-	750	-	750	-
100020	Main Terminal Loading Dock Concrete Surface Repairs and Resurfacing	100	100	-	100	100	-	-
100021	Main Terminal Ticket Counters Back-wall Panel Replacement Study	50	50	-	50	-	50	-
100022	New Facility Startup - Metro Commissioning and Integration	2,000	2,000	-	2,000	100	1,900	-
100025	Rehabilitation of Metal Ceilings in Security Entrances, Holdrooms and Sterile Corridors	50	50	-	50	-	50	-
100027	Replace Bollards in Bag Basements	75	75	-	75	75	-	-
100029	Utility Building and Fire Pump Building above Ground Storage Tank Replacement	200	200	-	200	100	100	-
NEW	Infight Kitchen Building Demolition	750	-	750	750	-	200	550
NEW	Old Control Tower Glass Panel Replacement	460	-	460	460	-	460	-
NEW	Ground Transportation Center New Welcome Centers	400	-	400	400	-	400	-
NEW	Main Terminal Ticket Counter Refresh	250	-	250	250	-	250	-
NEW	Relocation of Exterior Electricians	200	-	200	200	-	200	-
NEW	Warehouse Floor Coating	200	-	200	200	-	200	-
NEW	45025 and 45045 Aviation Drive SETEC Security System Replacement	130	-	130	130	-	130	-
NEW	Travelers Aid Counter Refresh	100	-	100	100	-	50	50
NEW	Main Terminal Ticket Level Frosted Glass Panel Closets	100	-	100	100	-	100	-
NEW	International Arrivals Building Exiting Railing Rehabilitation	60	-	60	60	-	60	-
NEW	Firehouse 303 Kitchen Floor Rehabilitation	50	-	50	50	-	50	-
NEW	45025 and 45045 Aviation Drive, and Cargo Buildings Facilities Support	45	-	45	45	-	25	20
NEW	K9 Facility Concrete Kennel Runs Replacement	30	-	30	30	-	30	-
<b>Subtotal Buildings</b>		<b>\$ 50,726</b>	<b>\$ 23,594</b>	<b>\$ 7,400</b>	<b>\$ 30,994</b>	<b>\$ 4,991</b>	<b>\$ 15,623</b>	<b>\$ 10,380</b>



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**Metropolitan Washington Airports Authority**

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

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures		
						Estimated OCT - DEC 2019	2020	2021 - 2024
<b>AIRFIELD FACILITIES</b>								
3593	Airfield Pavement Maintenance and Joint Sealing Repairs	56,507	4,151	3,300	7,451	2,000	3,300	2,151
3710	Airfield Storm Sewer Inlet Erosion Repairs	4,235	819	-	819	200	500	119
3837	Taxilane A, B and C Trench Drain and Concrete Repairs	4,500	1,451	-	1,451	-	-	1,451
10703	Hardstand Permanent Power at Gate R-28	500	100	-	100	-	100	-
100014	Airfield Thermal Plastic Markings	1,110	545	565	1,110	-	500	610
NEW	Gate A-19 Fuel Pit Reconstruction	940	-	940	940	-	940	-
NEW	Elevated Taxiway Light Base Repairs	250	-	250	250	-	200	50
<b>Subtotal Airfield Facilities</b>		<b>\$ 68,042</b>	<b>\$ 7,066</b>	<b>\$ 5,055</b>	<b>\$ 12,121</b>	<b>\$ 2,200</b>	<b>\$ 5,540</b>	<b>\$ 4,380</b>
<b>PARKING FACILITIES</b>								
10167	Public Parking Operations Enhancements	1,605	60	-	60	-	60	-
10518	Public Parking Conversion to Employee Parking	400	400	-	400	-	-	400
10690	Resurface Purple Lot	1,300	1,300	-	1,300	-	-	1,300
NEW	IAD Electric Vehicle Charging Infrastructure	950	-	950	950	-	950	-
NEW	Garage 1 Terrazzo Floor Replacement at Base of Metrorail	450	-	450	450	-	450	-
NEW	Daily Garage 2 Emergency Generator Back-up System/Emergency Light Replacement	275	-	275	275	-	275	-
NEW	Bus Maintenance Facility Water Reclamation System Replacement	140	-	140	140	-	140	-
<b>Subtotal Parking Facilities</b>		<b>\$ 5,120</b>	<b>\$ 1,760</b>	<b>\$ 1,815</b>	<b>\$ 3,575</b>	<b>\$ -</b>	<b>\$ 1,875</b>	<b>\$ 1,700</b>
<b>UTILITY SYSTEMS</b>								
3766	Replacement of Electrical Feeder Laterals	1,000	102	-	102	50	52	-
3859	Energy Assistance Reserve Program	3,000	3,000	-	3,000	-	-	3,000
3871	Arc Flash Hazard Analysis - Implementation Phase 2	300	121	-	121	-	-	121
10148	HVAC Improvements for Shop 1 and Vehicle Body Shop	1,808	4	700	704	-	704	-
10149	Roof Top Unit Replacement Program	1,600	973	-	973	-	500	473
10151	Security Improvements Access Control (ISTAR and Biometrics)	3,051	763	1,100	1,863	-	1,100	763
10244	Audio/Visual Paging System Upgrade	950	748	-	748	-	-	748
10385	Main Terminal and Concourse A/B Building Lighting Control System Replacement	100	100	-	100	-	-	100
10487	Supervisory Control And Data Acquisition System Expansion Phase 1	850	467	-	467	-	-	467
10496	Ramp Tower Voice Recording System	200	124	-	124	-	-	124
10590	Concourse C and D Lighting Upgrade	850	650	-	650	-	-	650
10593	Concourse A, Gates A1-A6 Interior Lighting Upgrade	400	287	-	287	100	150	37
10695	West Domestic Water Tank Reservoir Rehabilitation	450	450	-	450	-	300	150
NEW	Utility Building Equipment Replacement	320	-	320	320	-	320	-
NEW	Bus Maintenance Facility Sewer Lift Station Replacement	300	-	300	300	-	300	-
NEW	Concourse B Sanitary Sewer Lift Station Rehabilitation	210	-	210	210	-	210	-
NEW	Concourse B Heat Exchangers	210	-	210	210	-	210	-
NEW	Metal Shop and Body Shop Air Condition Units	150	-	150	150	-	150	-
NEW	Security Screening Platform Lighting Enhancements	150	-	150	150	-	150	-
NEW	45025 Aviation Drive Electrical Distribution Upgrade	140	-	140	140	-	140	-
NEW	Crosswalk Lighting System	100	-	100	100	-	50	50
<b>Subtotal Utility Systems</b>		<b>\$ 16,138</b>	<b>\$ 7,789</b>	<b>\$ 3,380</b>	<b>\$ 11,169</b>	<b>\$ 150</b>	<b>\$ 4,336</b>	<b>\$ 6,683</b>

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures		
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<b>TECHNOLOGY</b>								
3884	Main Terminal MUFIDS Installation	1,725	903	-	903	-	903	-
10291	Web Technology - Passenger Centric Tech (DCA/IAD)	675	286	200	486	-	486	-
10305	Technology Infrastructure (DCA/IAD)	2,818	737	-	737	52	329	356
10306	Technology Business Collaboration (DCA/IAD)	4,541	1,439	-	1,439	44	972	424
10454	IAD Public Wi-Fi and Cellular Services Business Study and Program Management	3,577	96	-	96	96	-	-
10519	SaaS HRMS and Financials (DCA/IAD)	7,500	2,343	-	2,343	-	673	1,670
10569	IAD 2017 Technology Capital Equipment - Computers	944	411	-	411	26	385	-
10684	New Communications Ducts under Route 28	500	500	-	500	-	500	-
10701	IAD Enterprise Asset Management System	1,500	1,500	-	1,500	-	1,200	300
10706	Secondary Data Center (DCA/IAD)	525	525	-	525	-	525	-
100052	Contract Management System (DCA/IAD)	248	248	-	248	-	198	50
100053	Innovation Program (DCA/IAD)	1,250	1,239	-	1,239	15	1,224	-
100055	Productivity Tools Refresh (DCA/IAD)	1,680	935	745	1,680	670	1,009	-
100056	Replacement of IAD Multi-User Flight Information Display Systems	1,100	1,100	-	1,100	-	770	330
100057	Technology Security Program (DCA/IAD)	691	330	361	691	25	589	77
NEW	Infrastructure Life Cycle Management (DCA/IAD)	1,350	-	1,350	1,350	-	1,350	-
NEW	Technology Professional Services (DCA/IAD)	1,183	-	1,183	1,183	-	591	592
NEW	Design and Rollout of Business Technology Systems (DCA/IAD)	1,113	-	1,113	1,113	-	500	613
NEW	Public Wi-Fi Expansion (DCA/IAD)	1,100	-	1,100	1,100	-	880	220
NEW	Online Payment Collection Portal System (DCA/IAD)	500	-	500	500	-	500	-
<b>Subtotal Technology</b>		<b>\$ 34,520</b>	<b>\$ 12,592</b>	<b>\$ 6,552</b>	<b>\$ 19,144</b>	<b>\$ 929</b>	<b>\$ 13,584</b>	<b>\$ 4,631</b>
<b>OTHER</b>								
3547	IAD Commercial Program Investment	2,462	910	-	910	-	345	565
3698	IAD Snow Removal Reserve Program	16,619	5,048	-	5,048	-	750	4,298
3746	IAD Environmental Compliance Program	4,451	626	174	800	-	450	350
3770	IAD Planning and Programming Studies	881	350	-	350	-	100	250
3828	IAD Arts Program	595	457	-	457	-	350	107
3878	Air Service Incentive Program	11,586	3,111	4,300	7,411	1,000	4,300	2,111
3895	Plane Mate HED Lift Controller System Upgrade	725	594	-	594	-	594	-
3896	AeroTrain Safety and Security Oversight	275	227	-	227	50	100	77
10102	Authority's Metrorail Contribution for Non-PFC Eligible Costs	37,954	37,954	-	37,954	-	-	37,954

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**DULLES INTERNATIONAL (dollars in thousands)**

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						Estimated OCT - DEC 2019	2020	2021 - 2024
OTHER (continued)								
10150	IAD Safety Management Systems Plan	150	150	-	150	-	-	150
10161	IAD Capital Equipment Maintenance	2,000	140	-	140	-	140	-
10219	Design Support Services	250	250	-	250	-	100	150
10241	IAD Capital Equipment and Facility Repairs	1,500	358	-	358	358	-	-
10356	IAD COMIP Consolidation Reserve Program	18,505	18,505	-	18,505	-	-	18,505
10378	2015 IAD Capital Equipment	2,237	310	-	310	-	310	-
10388	IAD CCTV Camera System Upgrade and Expansion	6,675	2,143	3,600	5,743	100	3,600	2,043
10402	Tree and Obstacle Mitigation	350	2	-	2	2	-	-
10495	Pedestrian Sidewalk along Autopilot Drive	600	199	-	199	-	150	49
10497	Mobile Lounge/Plane Mate Interior Renovations, Enhancements and Equipment Modernization	1,741	1,253	61	1,314	150	1,164	-
10500	Kiosk 4 and Associated Baggage System Backup Power Improvements	500	500	-	500	-	250	250
10561	IAD Revenue and Branding Opportunities	650	650	-	650	-	345	305
10571	2017 IAD Capital Equipment - Vehicles	1,792	192	-	192	192	-	-
10595	2017 PSD Capital Equipment - Automated External Defibrillation (DCA/IAD)	250	65	-	65	65	-	-
10596	2017 PSD Capital Equipment - Battalion Response Vehicle (DCA/IAD)	80	32	-	32	32	-	-
10608	2017 PSD Capital Equipment - Electronic Devices (DCA/IAD)	281	228	-	228	-	56	172
10618	Support Services Capital Equipment - Copiers (DCA/IAD)	83	39	-	39	39	-	-
10628	2017 IAD Capital Equipment - Public Parking Vehicles	300	102	-	102	102	-	-
10640	2018 PSD Capital Equipment - Communications Center (DCA/IAD)	177	159	-	159	159	-	-
10653	Communication Room Fire Suppression System Upgrade	400	400	-	400	100	200	100
10658	Security Holdroom Furniture	325	325	-	325	200	125	-
10660	IAD Insurance Reserve Program	750	750	-	750	-	-	750
10661	Services and Supplies Reserve Program	1,000	1,000	-	1,000	-	-	1,000
10663	IAD Snow and Airport Recovery and Restoration Reserve Program	3,000	1,500	1,500	3,000	-	-	3,000
10694	Guest Assistance Counters in the Ground Transportation Counters	100	100	-	100	-	100	-
10699	IAD Airport Environmental Decision Tool Noise Contours	700	66	-	66	-	66	-
10710	2018 IAD Capital Equipment - Public Parking Electric Buses	4,290	2,560	1,730	4,290	-	-	4,290
10723	2018 IAD Capital Equipment - Vehicles	2,265	2,172	-	2,172	681	1,491	-
10734	IAD Vehicle Movement Area Transponders (VMATs)	600	600	-	600	-	600	-
10736	2018 PSD-IAD Capital Equipment - FRD Medic Unit	300	300	-	300	-	300	-
10737	2018 PSD-IAD Capital Equipment - FRD ARFF Unit	900	900	-	900	-	-	900
10740	2018 PSD-IAD Capital Equipment - FRD Foam Trailer	50	50	-	50	50	-	-
10743	2018 PSD-IAD Capital Equipment - Police	600	378	-	378	-	378	-
10744	2018 PSD-IAD Capital Equipment - FRD Sport Utility Vehicles and Pickup Truck	150	61	-	61	61	-	-
100001	2019 CF Capital Equipment - Postage Meter and Copiers (DCA/IAD)	42	21	-	21	21	-	-
100002	2019 CF Capital Equipment - Vehicles (DCA/IAD)	80	80	-	80	80	-	-
100004	2019 IAD Capital Equipment - Postage Meter and Copiers	123	46	-	46	46	-	-
100007	IAD Real Estate Revenue Producing Opportunities	575	400	175	575	-	250	325

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures		
						Estimated OCT - DEC 2019	2020	2021 - 2024
<b>OTHER (continued)</b>								
100010	2019 IAD Capital Equipment - 3D Printer	125	125	-	125	125	-	-
100011	2019 IAD Capital Equipment - Public Parking Air Compressor and Mobile Lift	65	65	-	65	65	-	-
100012	2019 IAD Capital Equipment - Public Parking Vehicles	60	60	-	60	60	-	-
100013	2019 IAD Capital Equipment - Vehicles	1,055	1,055	-	1,055	-	500	555
100018	Incorporate CT Scanning Machines into East and West Mezzanines	200	200	-	200	-	200	-
100024	Inner and Outer Perimeter Security Fencing Enhancements	2,850	700	2,150	2,850	-	2,150	700
100026	Rehabilitation of Interior Finishes of Mobile Lounge Docks	200	200	-	200	-	-	200
100028	South Contractor Lots Lighting and Cameras	100	100	-	100	-	-	100
100046	Asset Maintenance Baseline and Management (DCA/IAD)	1,750	750	1,000	1,750	-	500	1,250
100048	Design Manual Update (DCA/IAD)	238	171	-	171	171	-	-
100051	Metes and Bounds Survey	750	750	-	750	-	750	-
100058	2019 PSD-CF Capital Equipment - Vehicles (DCA/IAD)	330	330	-	330	-	330	-
100061	2019 PSD-IAD Capital Equipment - Power Load Cot Fastener System	81	81	-	81	81	-	-
100062	2019 PSD-IAD Capital Equipment - Vehicles	165	165	-	165	-	165	-
100064	IAD Public Safety Equipment Maintenance	75	75	-	75	75	-	-
NEW	Hazardous Waste Storage Container Replacement	275	-	275	275	-	-	275
NEW	2020 IAD Capital Equipment - Vehicles	2,175	-	2,175	2,175	-	-	2,175
NEW	2020 IAD Capital Equipment - Public Parking Vehicles	104	-	104	104	-	104	-
NEW	2020 IAD Capital Equipment - Public Parking Non-Vehicles	218	-	218	218	-	218	-
NEW	2020 CF Capital Equipment - Vehicles (DCA/IAD)	188	-	188	188	-	188	-
NEW	2020 PSD-IAD Capital Equipment - Fire Vehicles	1,155	-	1,155	1,155	-	577	578
NEW	2020 PSD-IAD Capital Equipment - Police Vehicles	420	-	420	420	-	420	-
NEW	2020 PSD-IAD Capital Equipment - Roadway Mobile Units and Trailers	300	-	300	300	-	300	-
NEW	2020 PSD-CF Capital Equipment - Laser Scanner (DCA/IAD)	53	-	53	53	-	53	-
<b>Subtotal Other</b>		<b>\$ 142,850</b>	<b>\$ 91,088</b>	<b>\$ 19,578</b>	<b>\$ 110,666</b>	<b>\$ 4,066</b>	<b>\$ 23,069</b>	<b>\$ 83,532</b>
<b>Total Dulles International COMIP</b>		<b>\$ 333,566</b>	<b>\$ 150,883</b>	<b>\$ 44,705</b>	<b>\$ 195,588</b>	<b>\$ 12,735</b>	<b>\$ 70,434</b>	<b>\$ 112,419</b>

## Project Descriptions - 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

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

10354 CF COMIP Consolidation Reserve Program, \$5,128,683. 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 CEO through the Budget Office is required.

10594 Rate Stabilization Reserve Program, \$9,000,000. This project could be used for future rate stabilization.

## 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, \$1,840,000. This multi-year project will replace expansion joints throughout Garages A, B and C and the upper level roadways. 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.

10532 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 are essential to maintaining traffic flow through the Airport.

100047 DCA Roadway Perimeter Security, \$2,300,000. This project will provide additional roadway security.

NEW DCA Roadway Traffic Counting Stations \$125,000. This project consists of placing traffic counting stations at approximately 12 locations on various roads around the Reagan National campus. These traffic counting stations will provide for continuous traffic data that may be analyzed by a number of users.

### Buildings

3080 Terminals Structural Painting, \$1,421,658. The metal components of the Terminals are beginning to show signs of rust due to weathering. This project continues a multi-year program to paint the exterior surfaces of the terminals.

3187 Repair Baggage Belt System, \$4,120,000. 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 Terminal B/C.

10246 Passenger Loading Bridge Rehabilitation, \$8,741,064. This multi-year project will continue the upgrade of 35 Airports Authority-owned Passenger Loading Bridges. The 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. 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.

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.

10572 Central Plant 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.

## 2020 BUDGET

### Metropolitan Washington Airports Authority

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10584 Replace Street Side Snow Chemical Facility, \$1,000,000. 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.

10645 Terminal A/B/C Baggage Claim Carousel Rehabilitation and Replacement, \$2,056,000. This multi-year project will provide for the rehabilitation or replacement of 12 baggage claim devices located in Terminals B/ C.

10647 Hangar 3 Roof Replacement, \$1,100,000. This project will replace the roof membrane and down spouts on Hangar 3.

10650 Blast Proof Trash Receptacles, \$600,000. 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.

10652 Terminal B/C Baggage System Fire Security Door Replacement, \$250,000. These funds will replace 24 baggage system/fire security doors in Terminals B/C.

10704 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.

100033 Hangar 2 Roof Replacement, \$1,100,000. This replaces upper and low sections of the Hangar 2 roof system as well as rainfall piping.

100034 Hangar 7 Floor Rehabilitation, \$750,000. This is for the installation of piles below the main entrance floor slab in Hangar 7 to restore proper floor level and prevent further settlement.

100035 Public Safety Communication Center NOC Cooling Replacement, \$400,000. This is for the design and construction of a new area for cooling of the NOC, VOC rooms in Hangar 5 for Public Safety Communications Center. The cooling units need to be in a conditioned space along with the NOV, VOC rooms.

100036 Terminal A Air Handling Unit Mechanical Room #5, \$300,000. This project will demolish existing air handling unit system and install a new system in Terminal A.

100037 Terminal A Chiller Replacement, \$500,000. This project will replace a 70 ton chiller at Terminal A that serves the security check point.

100038 Terminal B/C Tunnel Door Replacement, \$475,000. This project replaces three baggage tunnel vehicle access doors in Terminal B/C. These doors receive frequent damage from aircraft jet blast and experience lengthy and costly repairs due to unavailability of parts. The new doors are designed to better withstand jet blast.

100045 Airport Operations Center Study, \$100,000. A study will be performed to identify efficiency improvements and design concepts for additional office and conference space for the operations center.

100049 Emergency Operations Center Audio/Video System Replacement, \$750,000. This project will upgrade the emergency center's audio and video systems with improved technology.

100066 Hangar 2 Area Improvements, \$3,500,000. This project will install an elevator, upgrade restrooms to be ADA compliant and replace all existing HVAC equipment.

### **Airfield Facilities**

3176 Airfield Pavement, \$11,100,000. This project provides funding for cyclical, preventive and corrective maintenance services. Over time the existing airfield pavements deteriorate due to aircraft loading and weathering. In order to keep our pavements in compliance with the FAA funding, this is needed to ensure these areas are safe and structurally sound. Funds will be used to replace concrete panels in the aircraft gate pad alleys of Terminal B/C and on the Taxiway holding pad.

10370 Airside 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.

NEW Airport Operations Area Storm Drain Inlet Installation, \$800,000. This project will install new storm drain inlets at optimum locations on the airfield to facilitate the removal of snow via the snow melters. The snow melters will be placed at these locations to allow for multiple snow dump sites.

### **Parking Facilities**

10110 Garages A, B and C 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.

10651 Garages A, B and C Interior Painting, \$765,000. 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.

NEW DCA Electric Vehicle Charging Infrastructure, \$350,000. This project will install additional vehicle charging stations and necessary infrastructure in both the garages and surface parking lots.

### **Utility Systems**

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

10116 Fire Alarm Panel Replacement, \$300,000. This project funds the replacement of outdated fire alarm systems in various facilities on the campus.

10648 Ground Power Unit Replacement, \$960,000. This project will replace 37 Ground Power Units over a five-year period at each gate owned by the Airports Authority.

10649 Central Plant High Temperature Hot Water Boiler Retubing, \$1,600,000. This multi-year project will remove and replace the interior tubing of all three High Temperature Hot Water boilers to ensure continuous proper operation. These boilers supply heating to the terminals and the south hangars.

NEW Hangar 3 Air Handler System Replacement, \$250,000. This project replaces the existing air handler system in Hangar 3. The existing unit is 20 years old and has reached the end of useful life.



## 2020 BUDGET

### Metropolitan Washington Airports Authority

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#### Technology

10291 Web Technology - Passenger Centric Tech (DCA/IAD), \$675,000 (Total Project, \$1,350,000). This project includes the identification, design and implementation of emerging web technologies that directly impact passenger centric services and interfaces.

10305 Technology Infrastructure (DCA/IAD), \$2,818,254 (Total Project, \$5,636,507). These funds will 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 one of a three phase program.

10306 Technology Business Collaboration (DCA/IAD), \$4,541,254 (Total Project, \$9,082,507). 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 one of a three 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 DCA Public Wi-Fi and Cellular Services Business Study and Program Management, \$1,989,588. 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.

10519 SaaS HRMS and Financials (DCA/IAD), \$7,500,000 (Total Project, \$15,000,000). This project replaces Ceridian HCM and Oracle ERP systems as both systems are approaching end of life and vendor support.

10568 DCA 2017 Technology Capital Equipment - Computers, \$944,430. This project is for 2017 approved purchase of desktops and laptops for an end user technology refresh.

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

10587 Additional Bids Signage on 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.

10702 DCA 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.

10706 Secondary Data Center (DCA/IAD), \$525,000 (Total Project, \$1,050,000). 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.

100052 Contract Management System (DCA/IAD), \$247,500 (Total Project, \$495,000). This project provides funding for a streamlined solution to handle documents and supplier communications, centralize processes in a secured and configurable environment, and easily identify qualified suppliers. Configurable workflow approvals and internal client management allows control document access, making documents, supplier information, and supplier responses available to users.

100053 Innovation Program (DCA/IAD), \$1,250,000 (Total Project, \$2,500,000). This project provides funding for the development and implementation of solutions, including scalability of resources, to address internal and external requests for new or improved services.

100054 Parking Technology System Upgrade, \$825,000. This project provides funds for WebPARCS software system upgrade to its latest version and migration costs, as well as revenue control hardware refresh to include license plate readers, credit card-only pay on foot station, and associated peripherals.

100055 Productivity Tools Refresh (DCA/IAD), \$1,679,640 (Total Project, \$3,359,280). The current on premise licenses for Microsoft Operating System, Office products (including Visio and Project Management), Exchange, and SharePoint are approaching end of life. A full refresh of software versions will be deployed prior to the end of the extended support period, including Enterprise vault cloud, backup and archive solutions, and migration services. This project satisfies the cloud-first approach to increase security through dynamic software updates, ensure continued access to current software versions, and improve efficiencies with the latest software capabilities.

100057 Technology Security Program (DCA/IAD), \$691,350 (Total Project, \$1,382,700). This project supports technology initiatives to strengthen the security posture of the Airports Authority.

NEW Infrastructure Life Cycle Management (DCA/IAD) \$1,350,000, (Total Project, \$2,700,000). This project provides funding to refresh end of life infrastructure and software deployed in all campuses and at the datacenter, including professional services. This is an ongoing effort based on asset life cycle management.

NEW Technology Professional Services (DCA/IAD) \$1,182,500, (Total Project, \$2,365,000). This project is for specialized skills for the development and rollout of solutions that support the Airports Authority's diverse technology portfolio.

NEW Design and Rollout of Business Technology Systems (DCA/IAD) \$1,113,360, (Total Project, \$2,226,720). This project provides funding to solution end of life applications that support business operations.

NEW Public Wi-Fi Expansion (DCA/IAD) \$1,100,000, (Total Project, \$2,200,000). This project extends the coverage for Wi-Fi services to public and non-public areas to enhance customer service and support operations.

NEW Portable Technology Security Program, \$500,000. This project provides for the acquisition of portable ID badge readers to enhance security capabilities.

NEW Online Payment Collection Portal System (DCA/IAD), \$500,000 (Total Project, \$1,000,000). This is for the consolidation of the Automated Vehicle Identification (AVI) System and creation of an online payment collection portal.

#### **Other**

3014 DCA Commercial Program Investment, \$4,045,819. 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

## 2020 BUDGET

### Metropolitan Washington Airports Authority

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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.

3073 DCA Snow Removal Reserve Program, \$2,713,400. This project provides funding for snow removal requirements, excluding personnel related costs, during extraordinary snow events.

3102 DCA Environmental Compliance Program, \$4,231,544. 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 DCA Planning and Programming Studies, \$1,050,000. This project provides funding for planning and programming related to facilities rehabilitation, reuse, or expansion.

3154 DCA Arts Program, \$388,000. This project will provide the establishment of the Arts Master Plan and Archival Program for Reagan National.

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

10254 Reagan National Security Enhancements, \$1,742,972. 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.

10355 DCA COMIP Consolidation Reserve Program, \$6,065,240. 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 CEO through the Budget Office is required.

10371 Industrial Waste Drying Bed Upgrades, \$1,576,768. 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 multi-year project for landside asphalt maintenance paving with an emphasis on the economy and employee parking lot areas.

10504 2016 PSD Capital Equipment – FRD Staff Vehicles, \$120,000. This project is for 2016 approved equipment purchases of Fire Rescue Department staff vehicles.

10527 DCA CCTV Camera System Upgrade and Expansion, \$2,200,000. 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.

10560 DCA 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.

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

10575 Upgrade Airport Operations Area (AOA) Vehicle Gate Barriers and Access Control, \$576,000. This is a multi-year project to replace the vehicle pop-up barricades and the AOA gates with sliding security gates. The initial year will install a new unit at Gate A.

10576 2017 PSD-DCA Capital Equipment - ARFF Vehicle, \$3,395,000. This project is for three Aircraft Rescue and Firefighting vehicles for deployment at Reagan National.

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

10595 2017 PSD Capital Equipment - Automated External Defibrillation (DCA/IAD), \$250,000 (Total Project, \$500,000). This project is for 2017 approved purchase of Automated External Defibrillation equipment.

10596 2017 PSD Capital Equipment - Battalion Response Vehicle (DCA/IAD), \$80,000 (Total Project, \$160,000). This project is for 2017 approved purchase of battalion response vehicles.

10597 2017 PSD Capital Equipment - Vehicle #30, #33, M4, \$375,000. This project is for 2017 approved purchase of Public Safety vehicles.

10608 2017 PSD Capital Equipment - Electronic Devices (DCA/IAD), \$280,525 (Total Project, \$561,050). This project is for 2017 approved purchase of Public Safety electronic devices.

10618 Support Services Capital Equipment - Copiers (DCA/IAD), \$83,371 (Total Project, \$166,741). This project is for approved purchase of multi-function copiers.

10625 2017 Support Services Capital Equipment - COB Copiers, \$203,888. This project is for approved purchase of multi-function copiers.

10640 2018 PSD Capital Equipment - Communications Center (DCA/IAD), \$177,000 (Total Project, \$354,000). This project is for 2018 approved purchase of equipment for the Public Safety Communication Center.

10642 2018 PSD-DCA Capital Equipment - Police, \$405,000. This project is for 2018 approved purchase of Police vehicles and equipment.

10659 DCA Insurance Reserve Program, \$500,000. This project will reserve funds in the event of any extraordinary insurance premium and claims expenses.

10662 DCA Snow and Airport Recovery and Restoration Reserve Program, \$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.

10693 Obstacle and Tree Removal, \$100,000. This project is for the removal of trees and a few utility and light poles identified as obstacles.

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### Metropolitan Washington Airports Authority

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10696 Upgrade Interactive Employee Training Systems, \$75,000. This project will replace the existing interactive employee training work stations and videos. Hardware is beyond useful life and needs to be replaced to improve efficiency of training process.

10697 Ground Transportation Curbside Technology Enhancements Systems, \$250,000. This project will update the current curbside area for newer, more technology based Transportation Network Companies.

10698 DCA Airport Environmental Decision Tool Noise Contours, \$250,000. This project will prepare and analyze noise contours at and around the airport based on the FAA's accepted method, Airport Environmental Decision Tool. 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.

10700 2017 DCA Capital Equipment - Public Parking, \$100,000. This project is for the 2017 approved purchase of license plate recognition cameras, keypads, and chips for the parking revenue control system.

10733 DCA Vehicle Movement Area Transponders (VMATs), \$600,000. This project purchases and installs Airport Ground Vehicle ADS-B Squitters, also known as VMATs and associated hardware in Airport Operations, Engineering and Maintenance and Fire Rescue Department vehicles.

10738 2018 PSD-DCA Capital Equipment – FRD Sport Utility Vehicles, \$100,000. This project is for 2018 approved equipment purchases of Fire Rescue Department vehicles.

10739 2018 PSD-DCA Capital Equipment – FRD Rescue Boat and Trailer, \$250,000. This project is for 2018 approved equipment purchases of a Fire Rescue Department boat and trailer.

100001 2019 CF Capital Equipment - Postage Meter and Copiers (DCA/IAD), \$42,046 (Total Project, \$84,092). This project is for 2019 approved purchase of a Postage Meter and multi-function copiers.

100002 2019 CF Capital Equipment – Vehicles (DCA/IAD), \$80,000 (Total Project, \$160,000). This project is for 2019 approved purchase of Consolidated Function vehicles.

100003 2019 DCA Capital Equipment - Copiers, \$49,040. This project is for 2019 approved purchase of multi-function copiers at Reagan National.

100005 DCA Real Estate Revenue Producing Opportunities, \$200,000. This project provides funding for a study identifying the revenue producing opportunities and their recommended relational position within Reagan National as a part of the roadway programming with Project Journey.

100032 2019 DCA Capital Equipment - Vehicles, \$1,136,000. This project is for 2019 approved replacement/purchase of one Snow Blower, one Diesel Refueler, two Utility Body Trucks, one Passenger Van, one Utility Cart, and one Drop Deck Trailer.

100046 Asset Maintenance Baseline and Management (DCA/IAD), \$1,750,000 (Total Project \$3,500,000). This project is for the efficient management of the Airports Authority assets.

100048 Design Manual Update (DCA/IAD), \$237,500 (Total Project, \$475,000). This project will update the Design Manual.

100058 2019 PSD-CF Capital Equipment – Vehicles (DCA/IAD), \$330,000 (Total Project, \$660,000). This project is for 2019 approved purchase of Public Safety Consolidated Function vehicles.

100059 2019 PSD-DCA Capital Equipment - Power Load Cot Fastener System, \$27,000. This project is for 2019 approved purchase of a Power Load Cot Fastener System.

100060 2019 PSD-DCA Capital Equipment - Vehicles, \$1,017,000. This project is for 2019 approved replacement/purchase of one Tactical Armored Vehicle, eight Sport Utility Vehicles, four Sedans, and one Pickup Truck.

100063 DCA Public Safety Equipment Maintenance, \$75,000. This project will fund the maintenance services of various specialized Public Safety equipment.

NEW Replacement of Firehouse 301 Appliances, \$100,000. This project will replace the stoves, refrigerators, washing machines and dryers in the firehouse.

NEW 2020 DCA Capital Equipment - Public Parking Electric Buses, \$6,000,000. This project is for the 2020 approved purchase of six replacement electric buses.

NEW 2020 DCA Capital Equipment – Vehicles, \$2,143,000. This project is for 2020 approved purchase of two runway plow trucks, four Tractors, one Dump Truck, one Diesel Refueler Tanker, one Tool cat with Attachments, 2 Sport Utility Vehicles, and one Pickup Truck.

NEW 2020 DCA Capital Equipment – Public Parking Vehicles, \$75,000. This project is for 2020 approved purchase and replacement of one Mini Van and one Passenger Van.

NEW 2020 CF Capital Equipment - Vehicles (DCA/IAD), \$187,500 (Total Project, \$375,000). This project is for 2020 approved purchase of Consolidated Function vehicles.

NEW 2020 PSD-DCA Capital Equipment - Fire Vehicles, \$845,000. This project is for 2020 approved replacement of one Fire Truck, Outboard Motor, one Pickup Truck, and one Sport Utility Vehicle.

NEW 2020 PSD-DCA Capital Equipment - Police Vehicles, \$280,000. This project is for the 2020 approved replacement of two Sport Utility vehicles, two sedans, and one Motorcycle and Trailer.

NEW 2020 PSD-DCA Capital Equipment - Roadway Mobile Units and Trailers, \$171,592. This project is for the 2020 approved purchase of four Roadway Mobile Units and Trailers.

NEW 2020 PSD-CF Capital Equipment - Laser Scanner (DCA/IAD), \$53,426 (Total Project, \$106,852). This project is for the 2020 approved purchase of a crash investigation Laser Scanner.

## Washington Dulles International Airport

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

### Roads

3852 Horsepen Lake and Marriott Lake Dam Rehabilitation, \$179,000. 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, \$7,720,807. 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.

3854 Inspection, Rehabilitation and Repair of Access Highway Bridges, \$3,616,725. 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 report 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 of Access Highway, \$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.

10441 Dynamic Zone Sign Installation for Access Highway, \$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.

10446 Rudder Road and Ariane Way Intersection Improvements, \$300,000. This project will provide for the design and construction to modify the intersection between Rudder Road and Ariane Way.

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

10692 Police Station Roadway Access, \$1,065,000. This project will provide 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.

100050 IAD Roadway Perimeter Security, \$100,000. This project will provide additional roadway security.

NEW IAD Roadway Traffic Counting Stations, \$125,000. This project consists of placing traffic counting stations at approximately 11 locations on various roads around the Dulles International campus. These traffic counting stations will provide for continuous traffic data that may be analyzed by a number of users.

### **Buildings**

3597 Rehabilitation of Cargo Buildings, \$433,688. This multi-phase project will include the replacement of interior lighting, metal stairs, personnel service doors, heating units, overhead floors, and toilet room repairs.

3731 Reroofing of Buildings, \$1,603,621. This multi-year program will replace/repair various roofs and maintain buildings across the airport.

3743 Authority-Owned Jet Bridge Modifications, \$5,239,447. 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.

3780 New Facility Start-Up, \$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.

3856 Concourse B/D Buy-out of Airports Authority 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 Start-Up and 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 Walkway Rehabilitation, \$2,260,500. This project provides funding, for this multi-year project, for the rehabilitation of aging conveyance system units per the Original Equipment Manufacturer (OEM) requirements.

3886 Carpet Replacement Program, \$1,000,000. 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.

10242 Dulles East Building Substation Replacement, \$956,399. 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.



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10308 Concourse A Bridge and Concourse C FIS Lift Net Installation, \$100,000. A Lift Net 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.

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

10389 Main Terminal Duress Alarm System Installation, \$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, \$1,725,000. 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 Concourse B Emergency Operations Center, \$800,000. 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 Emergency Operations Center.

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.

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.

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 Main Terminal 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 Phase 2, \$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.

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.

10476 Condenser Pumps Replacement at Utility Building, \$2,150,000. 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.

10478 Wayfinding Signage Improvements, \$1,395,000. This project will add, remove, and/or replace signage throughout garages, Main Terminal, concourses, pedestrian tunnels, and APM Stations and Tunnels.

10508 Main Terminal Expansion Joint and 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.

10509 AeroTrain 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.

10554 Baggage Handling System Rehabilitation Program, \$6,300,000. 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.

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

10598 Chiller Overhaul in the Utility Building, \$300,000. This project will complete the remaining three chiller overhauls in the Utility Building.

10606 Passenger Flow/Ramp Modifications in AeroTrain C Station Walkback 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.

10657 Concourse C/D Holdroom Door Rehabilitation, \$240,000. This project replaces 11 Concourse C/D Holdroom doors, security hardware and reverses the swing for enhanced security.

10689 Permanent Modified Egress in International Arrivals Building, \$500,000. This project will provide permanent upgrades to the International Arrivals Building primary inspection stations and the sterile corridor including hardened gates, additional vision panels and signal lights (for notification of passenger referral) at each station.

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100015 Concourse A, A1-A6 Ceiling replacement, \$200,000. This project will replace the ceilings in the public corridors of Concourse A, Gate A1-A6.

100016 Conference Room Renovations and Upgrades, \$500,000. The work includes a replacement of some of the major components of the HVAC system, and the conference rooms audio-visual system components.

100017 Federal Inspection Services/International Arrivals Building Stanchion System Replacement, \$379,000. This project will redefine the current queue configuration and implement new queuing options. This means that most of the existing queues will have to be replaced. This project will include design layout options for optimization.

100019 Main Terminal Exterior Renovation, \$750,000. This project cleans, restores the concrete surfaces, and repaints the edge beam on the Main Terminal. All of the concrete including the Main Frame Columns and the roof edge beam have gotten stained and weathered from vehicle exhaust and normal weathering.

100020 Main Terminal Loading Dock Concrete Surface Repairs and Resurfacing, \$100,000. This project repairs the concrete surface of the East Loading Dock and Handicapped ramp at the Main Terminal. The project will sandblast the surface, repair the cracking and resurface the concrete.

100021 Main Terminal Ticket Counters Back-wall Panel Replacement Study, \$50,000. This project funds a Design/Study of the historical Teak Panels in the Main Terminal Ticket Counter Back-walls. The teak which was replaced in the 2008 timeframe was installed to match Eero Saarinen's original back-wall design, and is part of the historic fabric of the Main Terminal.

100022 New Facility Startup - Metro Commissioning and Integration, \$2,000,000. This project is intended to fund any issues that arise during the commissioning of the Metrorail station and the system components that traverse the Dulles International campus.

100025 Rehabilitation and Replacement of Metal Ceilings in Security Entrances, Holdrooms and Sterile Corridors, \$50,000. This project will design solution for the stainless steel Ceilings in the Main Terminal entrances to the security screening platforms, and the fabric ceilings in the Concourse A and B sterile corridors.

100027 Replace Bollards in Bag Basement, \$75,000. This project replaces several protective bollards in the Southeast Bag Basement. The bollards protect expensive baggage conveyor equipment and personnel ladders from being damaged by baggage tugs.

100029 Utility Building and Fire Pump Building above Ground Storage Tank Replacement, \$200,000. This project replaces two old rusted 3000 gallon diesel fuel tanks. The project provides for the design, permitting and construction of two tanks, one at the utility building, and one at the fire pump control room

NEW Inflight Kitchen Building Demolition, \$750,000. This project will fund the complete demolition of the vacant inflight kitchen building.

NEW Old Control Tower Glass Panel Replacement, \$460,000. This project will replace four broken glass panels at the old control tower. Two panels are located at the tower base and two at the tower cab.

NEW Ground Transportation Center New Welcome Centers, \$400,000. This project builds Welcome Centers for travelers in the east and west Ground Transportation Centers in the Main Terminal, providing a welcoming and bright first impression to travelers as well as enhancing customer service.

NEW Main Terminal Ticket Counter Refresh, \$250,000. This project will refresh the public side of the ticket counters and the boarding equipment at airline gates, replacing outdated and damaged ticket counter shells.

NEW Relocation of Exterior Electricians, \$200,000. This project will provide the fit-out of a space in the Concourse B basement (west end) for the exterior electrician staff.

NEW Warehouse Floor Coating, \$200,000. This project will supply a highly durable floor coating application to the Dulles International Main Warehouse floor in order to provide a high traction surface, preventing slipping when floor is damp/wet and also allowing for the use of forklifts.

NEW 45025 and 45045 Aviation Drive SETEC Security System Replacement, \$130,000. This project will upgrade the old obsolete proprietary access control system at both 45025 Aviation Drive (JP Morgan Building) and 45045 Aviation Drive (Dulles East Building), allowing for the provision of a more robust security system that meets current industry standards and allows for future expansion.

NEW Travelers Aid Counter Refresh, \$100,000. This project will update the information counters, including the addition of an ADA accessible counter to accommodate customers with disabilities, and an exterior counter-mounted brochure rack.

NEW Main Terminal Ticket Level Frosted Glass Panel Closets, \$100,000. This project will install frosted glass panel closets adjacent to ticket counters at the Main Terminal, in order to help to reduce clutter and visually improve the appearance of airline signage, stanchions, and luggage sizers located around Kiosks 1-4.

NEW International Arrivals Building Exiting Railing Rehabilitation, \$60,000. This project will add permanent railing for the flow of passengers exiting the International Arrivals Building and help in crowd management.

NEW Firehouse 303 Kitchen Floor Rehabilitation, \$50,000. This project will remove the existing floor down to the substrate and install a new industrial kitchen floor in Firehouse 303.

NEW 45025 and 45045 Aviation Drive, and Cargo Buildings Facilities Support, \$45,000. This project will support unforeseen, recurring failure and repair tasks that include structural maintenance, mechanical system failures, access controls, health, fire and safety, and ground maintenance.

NEW K9 Facility Concrete Kennel Runs Replacement, \$30,000. This project will replace the pea gravel dog runs with concrete runs to eliminate residue build-up, facilitate cleaning and improve sanitary conditions for the K9 officers.

### **Airfield Facilities**

3593 Airfield Pavement Maintenance and Joint Sealing Repairs, \$56,506,635. 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 Repairs, \$4,235,000. 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.

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3837 Taxilane A, B, and C Trench Drain and 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.

10703 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.

100014 Airfield Thermal Plastic Markings, \$1,110,000. The FAA has approved the use of performed thermoplastic on the Air Operations Area. This project would replace three specific painted signs currently located in various locations around the airfield.

NEW Gate A-19 Fuel Pit Reconstruction, \$940,000. This project will demolish and replace the existing hydrant pit, relocating the hydrant to an area that will prevent it from being loaded by aircraft gear.

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

#### Parking Facilities

10167 Public Parking Operations Enhancements, \$1,605,000. 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.

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.

10690 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.

NEW IAD Electric Vehicle Charging Infrastructure, \$950,000. This project will fulfill customer service demand for parking electric vehicles at Dulles International. The project will procure, install, and maintain level two electric vehicle charging units in the public parking lots. This includes five at the Main Terminal Lot, five at the Blue Economy Lot, and ten at the Green Economy Lot.

NEW Garage 1 Terrazzo Floor Replacement at Base of Metrorail, \$450,000. This project will remove and replace approximately 1061 square feet of damaged terrazzo flooring material at the Parking Garage 1, lower level elevator lobby.

NEW Daily Garage 2 Emergency Generator Back-up System and Emergency Light Replacement, \$275,000. This project will install one 100kw emergency generator that will power both emergency and standby loads. The project will also replace emergency lighting, deck lights, and stairwell lights throughout the Daily 1 Garage.

NEW Bus Maintenance Facility Water Reclamation System Replacement, \$140,000. This project will inspect, assess, remove, and replace water reclamation and bus wash systems at the Bus Maintenance Facility.

## Utility Systems

3766 Replacement of 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.

3859 Energy Assistance Reserve 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 Hazard Analysis - Implementation Phase 2, \$300,000. This project provides funding for the study and the identification of the flash protection boundaries and the establishment of the maximum hazard/risk categories for Dulles International's electrical power distribution system.

10148 HVAC Improvements for Shop 1 and Vehicle Body Shop, \$1,807,593. 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 Replacement Program, \$1,600,000. This project provides funding for this multi-phase project to replace old or damaged RTUs at various locations around the airport.

10151 Security Improvements Access Control (ISTAR and Biometrics), \$3,050,831. 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 and D, APM Stations, and Connector Tunnels.

10385 Main Terminal & Concourse A/B Building Lighting Control Systems Replacement, \$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.

10487 Supervisory Control and Data Acquisition System Expansion Phase 1, \$850,000. This project will expand the Supervisory Control and Data Acquisition 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.

10496 Ramp Tower Voice Recording System, \$200,000. This project is to install a new digital voice recording system for ramp tower radios, interphones and select telephones in Airport Operations. The recording systems 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.

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

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10593 Concourse A, Gates A1-A6 Interior Lighting Upgrade, \$400,000. This project replaces the old fluorescent tube fixtures with new high efficiency brighter LED light fixtures.

10695 West Domestic Water Tank Reservoir Rehabilitation, \$450,000. 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 Utility Building Equipment Replacement, \$320,000. This project will provide the implementation of software for the new Energy Management Control System, the installation of 16 evaporator heads to eight chillers, replacement of two packaged boilers, and the thermal isolation expansions for the Hot Temperature Hot Water system in the Utility Building.

NEW Bus Maintenance Facility Sewer Lift Station Replacement, \$300,000. This project replaces obsolete equipment within the wet well tank at the Bus Maintenance Facility with energy efficient pumps and a new operating control system that will connect with the existing Building Automation System located in the Utility Building.

NEW Concourse B Sanitary Sewer Lift Station Rehabilitation, \$210,000. This project is for the design, review and replacement of the old Concourse B sanitary sewer lift station system, from an outdoor area into the Concourse B Building Machine Room.

NEW Concourse B Heat Exchangers, \$210,000. This project is for the review of the current design and proper sizing of the three existing shell and tube heat exchangers, in order to meet current building loads.

NEW Metal Shop and Body Shop Air Condition Units, \$150,000. This project is for the design of the future construction project that will add air conditioning and office space to the Metal Shop.

NEW Security Screening Platform Lighting Enhancements, \$150,000. This project will evaluate the space in the security check points and the AeroTrain station and provide a minimum of three lighting options to replace the current technology. The study will deliver design and construction cost estimates to install all the options.

NEW 45025 Aviation Drive Electrical Distribution Upgrade, \$140,000. This project will upgrade the electrical distribution system in the JP Morgan Building by adding line reactors, performing circuit upgrades, and providing new equipment labels.

NEW Crosswalk Lighting System, \$100,000. This project designs a system to better illuminate and provide signaling for pedestrians to cross the crosswalks between the Main Terminal and the commercial curbs. This lighting system may provide potential indicators for pedestrians to know when it is safe to cross, and for drivers to know when they must stop to yield to pedestrians.

### Technology

3884 Main Terminal 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.

10291 Web Technology - Passenger Centric Tech (DCA/IAD), \$675,000 (Total Project, \$1,350,000). This project includes the identification, design and implementation of emerging web technologies that directly impact passenger centric services and interfaces.

10305 Technology Infrastructure (DCA/IAD), \$2,818,254 (Total Project, \$5,636,507). These funds will 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 one of a three phase program.

10306 Technology Business Collaboration (DCA/IAD), \$4,541,254 (Total Project, \$9,082,507). 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 one of a three 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.

10454 IAD Public Wi-Fi and Cellular Services Business Study and Program Management, \$3,576,520. 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.

10519 SaaS HRMS and Financials (DCA/IAD), \$7,500,000 (Total Project, \$15,000,000). This project replaces Ceridian HCM and Oracle ERP systems as both systems are approaching end of life and vendor support.

10569 IAD 2017 Technology Capital Equipment – Computers, \$944,430. This project is for 2017 approved purchase of desktops and laptops for an end user technology refresh.

10684 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.

10701 IAD 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.

10706 Secondary Data Center (DCA/IAD), \$525,000 (Total Project, \$1,050,000). 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.

100052 Contract Management System (DCA/IAD), \$247,500 (Total Project, \$495,000). This project provides funding for a streamlined solution to handle documents and supplier communications, centralize processes in a secured



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and configurable environment, and easily identify qualified suppliers. Configurable workflow approvals and internal client management allows control document access, making documents, supplier information, and supplier responses available to users.

100053 Innovation Program (DCA/IAD), \$1,250,000 (Total Project, \$2,500,000). This project provides funding for the development and implementation of solutions, including scalability of resources, to address internal and external requests for new or improved services.

100055 Productivity Tools Refresh (DCA/IAD), \$1,679,640 (Total Project, \$3,359,280). The current on premise licenses for Microsoft Operating System, Office products (including Visio and Project Management), Exchange, and SharePoint are approaching end of life. A full refresh of software versions will be deployed prior to the end of the extended support period, including Enterprise vault cloud, backup and archive solutions, and migration services. This project satisfies the cloud-first approach to increase security through dynamic software updates, ensure continued access to current software versions, and improve efficiencies with the latest software capabilities.

100056 Replacement of IAD Multi-User Flight Information Display Systems, \$1,100,000. This project is for the migration of Multi-User Flight Information Display Systems to the primary Data Center.

100057 Technology Security Program (DCA/IAD), \$691,350 (Total Project, \$1,382,700). This project supports technology initiatives to strengthen the security posture of the Airports Authority.

NEW Infrastructure Life Cycle Management (DCA/IAD) \$1,350,000, (Total Project, \$2,700,000). This project provides funding to refresh end of life infrastructure and software deployed in all campuses and at the datacenter, including professional services. This is an ongoing effort based on asset life cycle management.

NEW Technology Professional Services (DCA/IAD) \$1,182,500, (Total Project, \$2,365,000). This project is for specialized skills for the development and rollout of solutions that support the Airports Authority's diverse technology portfolio.

NEW Design and Rollout of Business Technology Systems (DCA/IAD) \$1,113,360, (Total Project, \$2,226,720). This project provides funding to solution end of life applications that support business operations.

NEW Public Wi-Fi Expansion (DCA/IAD) \$1,100,000, (Total Project, \$2,200,000). This project extends the coverage for Wi-Fi services to public and non-public areas to enhance customer service and support operations.

NEW Online Payment Collection Portal System (DCA/IAD), \$500,000 (Total Project, \$1,000,000). This is for the consolidation of the Automated Vehicle Identification (AVI) System and creation of an online payment collection portal.

#### Other

3547 IAD Commercial Program Investment, \$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 IAD Snow Removal Reserve Program, \$16,619,410. This project provides funding for snow removal requirements, excluding personnel related costs, during extraordinary snow events.

3746 IAD Environmental Compliance Program, \$4,451,149. 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 IAD Planning and Programming Studies, \$881,030. This project provides funding for planning and programming related to facilities rehabilitation, reuse, or expansion.

3828 IAD Arts Program, \$595,000. This project funds the Arts Master Plan and Archival Program for Dulles International.

3878 Air Service Incentive Program, \$11,586,000. This project provides funding for the Air Service Incentive Program to encourage new non-stop air service at Dulles International for qualifying air carriers.

3895 Plane Mate HED Lift Controller System Upgrade, \$725,000. 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 Plane mate 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 Plane mates. These vehicles are currently the only means of transporting passengers to the International Arrivals Building and Concourse D.

3896 AeroTrain Safety and Security Oversight, \$275,000. 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.

10102 Authority's Metrorail Contribution for Non-PFC Eligible Costs, \$37,953,500. 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, \$5.0 million in 2018, and \$7.5 million in 2019. No additional amount is recommended for 2020. Any additional installments may be recommended in future budgets as deemed necessary to meet the Airports Authority's commitment.

10150 IAD Safety Management System Plan, \$150,000. This project provides funding to support the plan, design and implementation of a Safety Management System.

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

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

10356 IAD COMIP Consolidation Program, \$18,504,775. 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

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### Metropolitan Washington Airports Authority

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required. This project will be used to fund unanticipated requirements as they arise. Authorization by the President and CEO through the Budget Office is required.

10378 2015 IAD Capital Equipment, \$2,237,000. This project is for 2015 approved equipment purchases.

10388 IAD CCTV Camera System Upgrade and Expansion, \$6,675,000. 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.

10402 Tree and Obstacle Mitigation, \$350,000. 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.

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

10497 Mobile Lounge/Plane Mate Interior Renovations, Enhancements and Equipment Modernization, \$1,741,000. This project will perform interior renovations of Plane-mates and Mobile Lounges to improve passenger experience. The largest portion of the work involves seating modifications to 20 Plane mates. The balance of the project addresses carpet replacement and lighting renovation in all of the Plane mates and Mobile Lounges.

10500 Kiosk 4 and 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.

10561 IAD 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.

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

10595 2017 PSD Capital Equipment - Automated External Defibrillation (DCA/IAD), \$250,000 (Total Project, \$500,000). This project is for 2017 approved purchase of Automated External Defibrillation equipment.

10596 2017 PSD Capital Equipment - Battalion Response Vehicle (DCA/IAD), \$80,000 (Total Project, \$160,000). This project is for 2017 approved purchase of battalion response vehicles.

10608 2017 PSD Capital Equipment - Electronic Devices (DCA/IAD), \$280,525 (Total Project, \$561,050). This project is for 2017 approved purchase of Public Safety electronic devices.

10618 Support Services Capital Equipment - Copiers (DCA/IAD), \$83,371 (Total Project, \$166,741). This project is for approved purchase of multi-function copiers.

10628 2017 IAD Capital Equipment - Public Parking Vehicles, \$300,000. This project is for 2017 approved purchase of two wreckers, one mini-van and one pickup truck.

10640 2018 PSD Capital Equipment - Communications Center (DCA/IAD), \$177,000 (Total Project, \$354,000). This project is for 2018 approved purchase of equipment for the Public Safety Communication Center.

10653 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.

10658 Security Holdroom Furniture, \$325,000. This project will install durable hard-wearing tables and comfortable chairs for passengers.

10660 IAD Insurance Reserve Program, \$750,000. This project will reserve funds in the event of any extraordinary insurance premium and claims expenses.

10661 Services and Supplies Reserve Program, \$1,000,000. This project will reserve funds for services and supplies for any extraordinary event at Dulles International.

10663 IAD Snow and Airport Recovery and Restoration Reserve Program, \$3,000,000. 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.

10694 Guest Assistance Counters in the Ground Transportation Centers, \$100,000. This project provides Airport Guest Information counters in the East and West Ground Transportation Centers to improve the customer experience.

10699 IAD Airport Environmental Decision Tool Noise Contours, \$700,000. This project will prepare and analyze noise contours at and around the airport based on the FAA's accepted method, Airport Environmental Decision Tool. 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.

10710 2018 IAD Capital Equipment - Public Parking Electric Buses, \$4,290,000. This project is for 2018 approved purchase of public parking shuttle buses. Funding added to the 2020 Budget to replace with six electric buses.

10723 2018 IAD Capital Equipment - Vehicles, \$2,265,000. This project is for 2018 approved purchase of vehicles at Dulles International.

10734 IAD Vehicle Movement Area Transponders (VMATs), \$600,000. This project purchases and installs Airport Ground Vehicle ADS-B Squitters, also known as VMATs and associated hardware in Airport Operations, Engineering and Maintenance and Fire Rescue Department vehicles.

10736 2018 PSD-IAD Capital Equipment – FRD Medic Unit, \$300,000. This project is for 2018 approved purchase of a Fire Rescue Department Medic Unit.

10737 2018 PSD-IAD Capital Equipment – FRD ARFF Unit, \$900,000. This project is for 2018 approved purchase of an Aircraft Rescue and Firefighting vehicle.

10740 2018 PSD-IAD Capital Equipment – FRD Foam Trailer, \$50,000. This project is for 2018 approved purchase of a Fire Rescue Department Foam Trailer.

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10743 2018 PSD-IAD Capital Equipment – Police, \$600,000. This project is for 2018 purchase of police vehicles.

10744 2018 PSD-IAD Capital Equipment – FRD Sport Utility Vehicles and Pickup Truck, \$150,000. This project is for 2018 approved purchase of Fire Rescue Department Sport Utility Vehicles and a Pickup Truck.

100001 2019 CF Capital Equipment - Postage Meter and Copiers (DCA/IAD), \$42,046 (Total Project, \$84,092). This project is for 2019 approved purchase of a Postage Meter and multi-function copiers.

100002 2019 CF Capital Equipment – Vehicles (DCA/IAD), \$80,000 (Total Project, \$160,000). This project is for 2019 approved purchase of Consolidated Function vehicles.

100004 2019 IAD Capital Equipment - Postage Meter and Copiers, \$122,841. This project is for 2019 approved purchase of a Postage Meter and multi-function copiers.

100007 IAD Real Estate Revenue Producing Opportunities, \$400,000. This project provides funding for a study identifying the revenue producing opportunities and their recommended relational position along the Autopilot Drive Corridor between Aviation Drive and Rudder Road.

100010 2019 IAD Capital Equipment - 3D printer, \$125,000. This project is for 2019 purchase of a 3D printer.

100011 2019 IAD Capital Equipment - Public Parking Air Compressor and Mobile Lift, \$65,000. This project is for 2019 approved purchase of an Air Compressor and Mobile Lift.

100012 2019 IAD Capital Equipment – Public Parking Vehicles, \$60,000. This project is for 2019 approved purchase of one Mini Van, and one Sport Utility Vehicle.

100013 2019 IAD Capital Equipment - Vehicles, \$1,055,000. This project is for 2019 approved replacement/purchase of one Front End Loader, four Material Spreaders, one Bucket Truck, one Forklift, one Utility Truck, and one Sport Utility Vehicle.

100018 Incorporate CT Scanning Machines into East and West Mezzanines, \$200,000. This project installs the infrastructure for the TSA project which is being designed to install 16 new Upgraded CT x-ray machines in the East and West Security Screening Platforms.

100024 Inner and Outer Perimeter Security Fencing Enhancements, \$2,850,000. This project will maintain the existing inner perimeter security fence line in accordance with current regulations as well as enhance the outer perimeter fence line through the ongoing evaluation, maintenance, repair and rehabilitation of the fence line, drainages, perimeter road, and associated components.

100026 Rehabilitation of Interior Finishes of Mobile Lounge Docks, \$200,000. The Mobile Lounge refurbishment project includes the rehabilitation of mobile lounge docks on Concourse A and B. The docks will receive new paint, carpeting, lighting, wall graphics, accent ceiling tiles and monitors for customer wayfinding. The enhanced look of the docks will coincide with the interior redesign of the mobile lounges and enhance the customer experience.

100028 South Contractor Lots Lighting and Cameras, \$100,000. This project adds lighting and cameras to the South Contractor Staging Area.

100046 Asset Maintenance Baseline and Management (DCA/IAD), \$1,750,000 (Total Project \$3,500,000). This project is for the efficient management of the Airports Authority assets.

100048 Design Manual Update (DCA/IAD), \$237,500 (Total Project, \$475,000). This project will update the Design Manual.

100051 Metes and Bounds Survey, \$750,000. This project will conduct a metes and bounds survey.

100058 2019 PSD-CF Capital Equipment – Vehicles (DCA/IAD), \$330,000 (Total Project, \$660,000). This project is for 2019 approved purchase of Public Safety Consolidated Function vehicles.

100061 2019 PSD-IAD Capital Equipment - Power Load Cot Fastener System, \$81,000. This project is for 2019 approved purchase of a Power Load Cot Fastener System.

100062 2019 PSD-IAD Capital Equipment - Vehicles, \$165,000. This is for 2019 approved replacement/purchase of two Sport Utility Vehicles and one Sedan.

100064 IAD Public Safety Equipment Maintenance, \$75,000. This project will cover the maintenance services of various specialized Public Safety equipment.

NEW Hazardous Waste Storage Container Replacement, \$275,000. This project will replace the current hazardous waste centralized storage container at Dulles International. The new storage unit will provide separate storage areas for hazardous waste, non-hazardous waste, and universal waste.

NEW 2020 IAD Capital Equipment – Vehicles, \$2,175,000. This project is for the 2020 approved purchase of one Heavy Duty Wrecker, one Paint Striping Truck, one De-icer Truck, one Telescoping Boom Lift, one Trailer, one Utility Body Truck, two Material Spreaders, one Pickup Truck, a GPS system, one Passenger Van, one Air Compressor, and a Pump Sprayer and Paint Striping equipment.

NEW 2020 IAD Capital Equipment - Public Parking Vehicles, \$104,000. This project is for the 2020 approved replacement of three Pickup Trucks and one Sports Utility Vehicle.

NEW 2020 IAD Capital Equipment - Public Parking Non-Vehicles, \$217,970. This project is for the 2020 approved purchase of public parking equipment.

NEW 2020 CF Capital Equipment - Vehicles (DCA/IAD) \$187,500, (Total Project, \$375,000). This project is for 2020 approved purchase of Consolidated Function vehicles.

NEW 2020 PSD-IAD Capital Equipment - Fire Vehicles, \$1,155,000. This project is for the 2020 approved replacement of one Fire Truck, one Ambulance, and one Pickup Truck.

NEW 2020 PSD-IAD Capital Equipment - Police Vehicles, \$420,000. This project is for the 2020 approved replacement of seven Sports Utility Vehicles.

NEW 2020 PSD-IAD Capital Equipment - Roadway Mobile Units and Trailers, \$300,286. This project is for the 2020 approved purchase of seven Roadway Mobile Units and Trailers.

NEW 2020 PSD-CF Capital Equipment - Laser Scanner (DCA/IAD) \$53,426, (Total Project, \$106,852). This project is for the 2020 approved purchase of a crash investigation Laser Scanner.

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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.

In November 2014, the Airports Authority's Board approved an 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.

### **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.



**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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*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 on the western side of Dulles International in an area called the Airport Support Zone. Improvements in this area would likely include cargo, general aviation, and airport support facilities. Additionally, the north Terminal Area has been evaluated for potential commercial development including hotel and retail uses.

**Funding Sources for the CCP**

The 2020 CCP is funded from bond proceeds, PFCs, grants, customer facility charges and interest generated income from the Western Lands Account. The Airports Authority continues the emphasis on program management, including cost and schedule control, construction safety, and quality assurance of its capital program.

**2020 CCP New Authorization**

The 2020 Budget includes \$58.4 million in new authorization for new projects and additional funding for existing projects in the CCP at Reagan National and \$67.5 million at Dulles International for a total of \$125.9 million in new program authorization. Total CCP expenditures for 2020 for both new and prior year projects are estimated at \$564.1 million.

**Table 3-51: 2020 CCP New Authorization – Reagan National**

(dollars in thousands)	New Authorization	Estimated Funding	
		Bonds	Grants/Other
<b>Reagan National</b>			
Terminal C Bag Room Renovations	\$ 22,907	\$ 22,907	\$ -
Pump Station and Force Main Rehabilitation	19,354	19,354	-
Design and Rollout of Airport Technology Systems (DCA/IAD)	4,637	4,637	-
DCA Signage and Wayfinding Masterplan	4,400	4,400	-
TV900 Airfield Electric Vault Relocation	3,335	3,335	-
Video Management Security System Refresh (DCA/IAD)	2,000	500	1,500
Public Safety and Security Program (DCA/IAD)	1,810	452	1,357
<b>Total Reagan National</b>	<b>\$ 58,442</b>	<b>\$ 55,585</b>	<b>\$ 2,857</b>

**Table 3-51(a): 2020 CCP New Authorization – Dulles International**

(dollars in thousands)	New Authorization	Estimated Funding	
		Bonds	Grants/Other
<b>Dulles International</b>			
Concourse C/D Enhancements Phase 2	\$ 13,414	\$ 13,414	\$ -
High Temperature Hot Water Generators Replacement	8,000	2,000	6,000
Rental Car Site Improvements	7,000	-	7,000
Resurfacing of Arrivals and Departure Ramps	7,000	7,000	-
Triturator Relocation	5,150	5,150	-
Design and Rollout of Airport Technology Systems (DCA/IAD)	4,637	4,637	-
Runway 30 Hold Apron Drainage Improvements	3,930	983	2,948
Widen Escalators to Tunnel from Ground Transportation Center	3,250	813	2,438
Concourse C/D Enhancements Phase 1	3,104	3,104	-
Main Terminal Concrete Column Rehabilitation	3,000	750	2,250
Cargo Building Rehabilitation Phase 1 and 2	2,400	2,400	-
Video Management Security System Refresh (DCA/IAD)	2,000	500	1,500
Public Safety and Security Program (DCA/IAD)	1,810	452	1,357
Remote Gate Electrification	1,500	375	1,125
IAD Other Planning and Programming	1,000	1,000	-
Commercial Curb 3rd Lane Expansion and Terminal Roadway Improvements	278	278	-
<b>Total Dulles International</b>	<b>\$ 67,472</b>	<b>\$ 42,855</b>	<b>\$ 24,617</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 125,914</b>	<b>\$ 98,439</b>	<b>\$ 27,474</b>

### List of Projects

Projects are listed by Airport, grouped into major functional categories such as roads, buildings, airfield facilities, parking facilities, utility systems, technology and other projects. Any projects designated as '2015 U&L' are projects from the initial 2015 Use and Lease Agreement and those designated as "2018 U&L" are projects from the First Amendment to the 2015 Use and Lease Agreement through 2024.

Projects are also listed by funding source such as bonds, PFCs, and grants/other funding sources. 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. Expenditure estimates for 2020 include the continuation of projects started in prior periods in addition to projects to be initiated in 2020. Expenditure estimates for 2020 include only the impact of continuing with projects authorized in 2020 or in prior periods. Completed projects reflect actual project costs, while continuing projects are presented in 2019 dollars.

### Project Cost Escalation

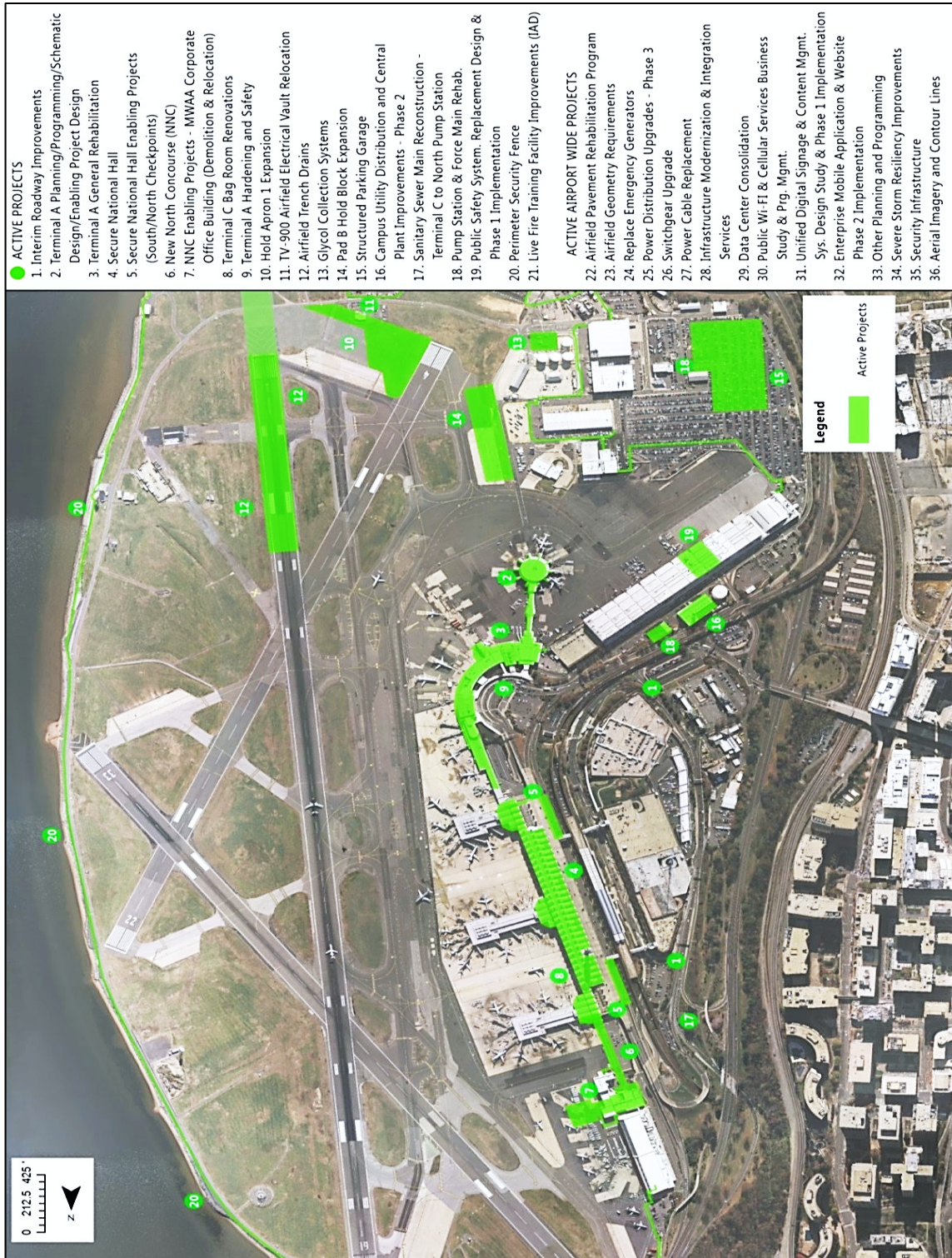
Project estimates are initially developed using current year estimated costs and are then adjusted each year to reflect the inflationary cost growth over the prior year. This cost escalation is based upon the year over year change of the Construction Cost Index as published by Engineering News-Record. The CCP includes this annual escalation in budgeted amounts for certain projects until the projects midpoint of construction when the construction is 50 percent complete. This escalation process was set forth by the 2015 Use and Lease Agreement.

### Project Descriptions

Descriptions of projects in previous budgets are repeated in this budget if the projects are still active in 2020. 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.

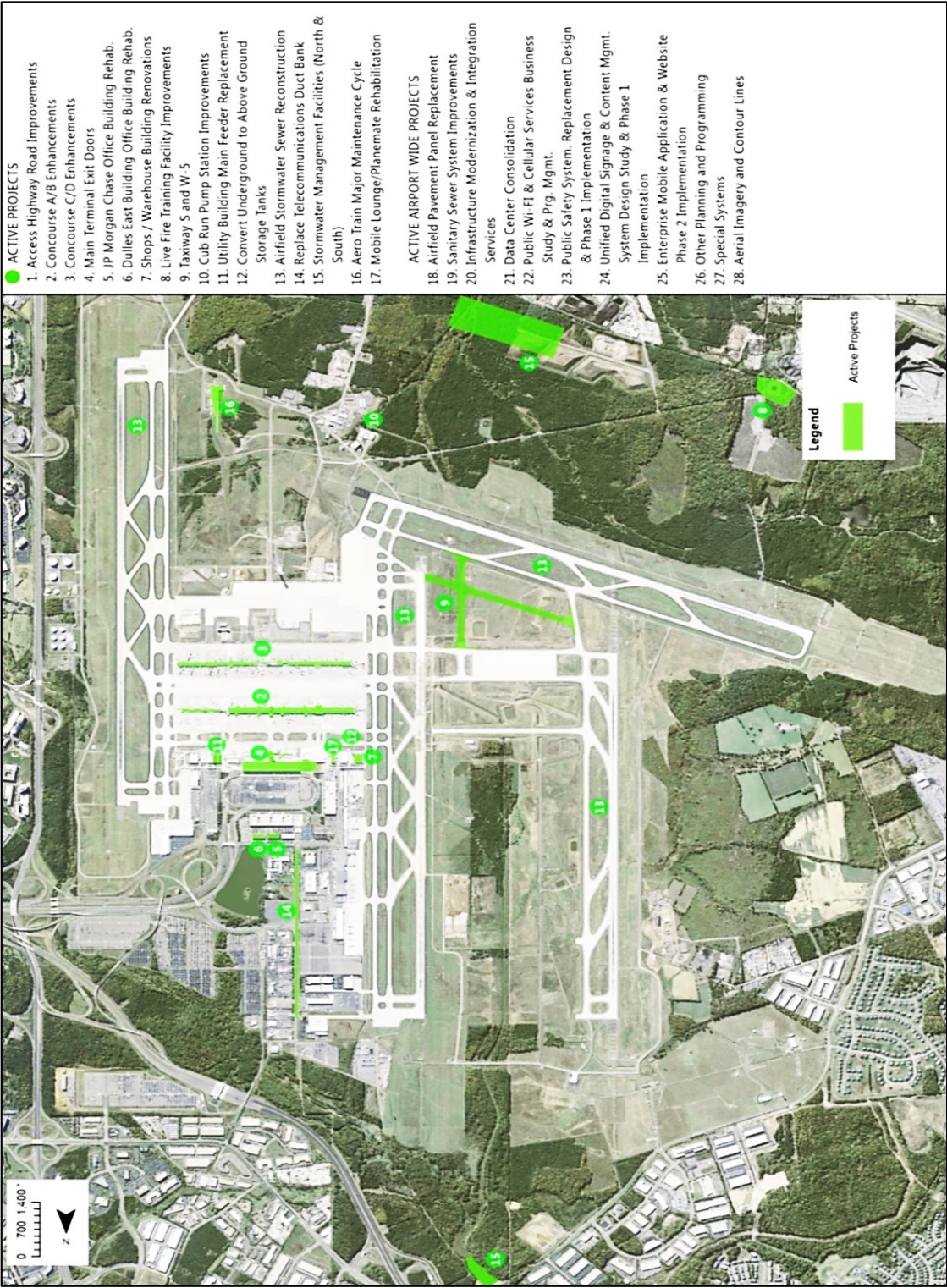
Reagan National Map

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



Dulles International Map

WASHINGTON DULLES INTERNATIONAL AIRPORT  
CAPITAL CONSTRUCTION PROGRAM (CCP) PROJECTS



**Impact of the CCP on the O&M Program**

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

**Table 3-52: Impact of the CCP on the O&M Program**

(dollars in thousands) Project and Description	Estimate 2020	Estimate 2021	Estimate 2022	Estimate 2023	Estimate 2024
<b><u>MWAA Project Controls and Program Management</u></b>					
The cost of 30 (out of 68) Office of Engineering positions 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.	\$ (3,750)	\$ (3,863)	\$ (3,979)	\$ (4,098)	\$ (4,221)
	<i>O&amp;M Impact: Reduction in personnel compensation and benefits which otherwise would have been included in the O&amp;M program.</i>				
<hr/>					
<b><u>10409 - New North Concourse Enabling Project</u></b>					
This project provided funding for the relocation of Corporate Office Building staff to Crystal City, Virginia in April 2017. The Airports Authority signed an 11-year lease for the office space.	3,410	3,410	3,410	3,410	3,410
	<i>O&amp;M Impact: Increase in Lease and Rental expenses.</i>				
<hr/>					
<b><u>10409 - New North Concourse Enabling Project</u></b>					
This project also provided funding for the relocation to a new primary and secondary datacenter, creating a recurring service requirement for the space and associated technology components.	1,165	1,165	1,165	1,165	1,165
	<i>O&amp;M Impact: Increase in contractual services costs.</i>				
<hr/>					
<b><u>10451/10454 - Public Wi-Fi Implementation</u></b>					
This project funded the phased implementation of Public Wi-Fi infrastructure at the Airports. This creates the need for In-System Programming Circuits to support the infrastructure.	310	310	310	310	310
	<i>O&amp;M Impact: Increase in information technology services costs.</i>				
<hr/>					
<b><u>10409 - New North Concourse Enabling Project</u></b>					
This project further provided for the demolition of the Corporate Office Building, Hangar's 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.	(212)	-	-	-	-
	<i>O&amp;M Impact: Decrease in electricity costs, and other contractual services costs.</i>				
<hr/>					
<b><u>100008 - Rental Car Site Improvements</u></b>					
This project replaces the fencing and landscaping in front of the Rental Car facilities, moves interior fencing and paves portions of grass areas so that the boundaries between the current rental car parcels get reallocated with the new contract from 7 sites to 4 sites.	7,900	7,900	7,900	7,900	7,900
	<i>O&amp;M Impact: Increase in rental car revenues with the addition of Customer Facility Charges to the Rental Car Contract at Dulles International.</i>				
<hr/>					
<b><u>10592 - Terminal C Bag Room Renovations</u></b>					
This project supports modifications to the outbound baggage handling system in Terminal C to accommodate additional airline activity and the New North Concourse.	-	70	140	140	140
	<i>O&amp;M Impact: Increase in electricity costs.</i>				
<hr/>					
<b><u>NEW - Video Management Security System Refresh (DCA/IAD)</u></b>					
This project provides for the design, procurement, and rollout of a consolidated Video Management System to service both airports more effectively and efficiently as CCTV security needs have increased in complexity over time.	-	33	100	100	100
	<i>O&amp;M Impact: Decrease in operational costs for current system.</i>				

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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

	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures			Funding Source*		
					Estimated OCT - DEC 2019	2020	2021 - 2024	Bonds	Grants/Other	PFCs
REAGAN NATIONAL	1,497,057	926,217	58,442	984,659	68,902	381,369	534,388	529,646	59,116	395,897
DULLES INTERNATIONAL (Including Contribution to Dulles Metrorail)	1,437,208	729,767	67,472	797,238	26,077	182,714	588,447	622,568	82,504	92,166
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 2,934,265</b>	<b>\$ 1,655,984</b>	<b>\$ 125,914</b>	<b>\$ 1,781,898</b>	<b>\$ 94,980</b>	<b>\$ 564,084</b>	<b>\$ 1,122,834</b>	<b>\$ 1,152,213</b>	<b>\$ 141,621</b>	<b>\$ 488,063</b>

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

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures			Funding Source*		
						Estimated OCT - DEC 2019	2020	2021 - 2024	Bonds	Grants/Other	PFCs
<b>ROADS</b>											
10506	2015 U&L Interim Roadway Improvements Phase 5	\$ 13,627	\$ 13,471	\$ -	\$ 13,471	\$ -	\$ 155	\$ 13,317	\$ 6,125	\$ -	\$ 7,346
	<b>Subtotal Roads</b>	<b>\$ 13,627</b>	<b>\$ 13,471</b>	<b>\$ -</b>	<b>\$ 13,471</b>	<b>\$ -</b>	<b>\$ 155</b>	<b>\$ 13,317</b>	<b>\$ 6,125</b>	<b>\$ -</b>	<b>\$ 7,346</b>
<b>BUILDINGS</b>											
10409	2015 U&L New North Concourse Enabling Projects - Corporate Office Building (Demolition and Relocation)	21,227	7,827	-	7,827	67	380	7,379	7,827	-	-
10411	2015 U&L NNC Enabling Projects	82,048	40,545	-	40,545	4,369	5,844	30,332	13,237	-	27,307
10412	2015 U&L Secure National Hall	259,503	169,610	-	169,610	9,740	96,893	62,977	22,652	-	146,958
10413	2015 U&L Secure National Hall Enabling Project (South/North Checkpoint)	7,746	5,819	-	5,819	1,267	2,896	1,657	777	-	5,042
10414	2015 U&L New North Concourse	391,550	253,437	-	253,437	27,451	127,280	98,706	82,744	-	170,693
10522	2015 U&L Terminal A General Rehabilitation	63,919	52,882	-	52,882	2,708	4,539	45,635	32,766	-	20,116
10567	2015 U&L Relocation of Office of Public Safety, Engineering, and Airport Engineering and Maintenance	27,310	24,575	-	24,575	-	-	24,575	24,575	-	-
10592	2015 U&L Terminal C Bag Room Renovations	64,700	41,772	22,907	64,679	-	54,022	10,657	64,679	-	-
10726	2015 U&L Live Fire Training Facility Improvements (DCA/IAD)	5,744	5,744	-	5,744	-	5,744	-	5,744	-	-
10728	2015 U&L Terminal A Planning, Programming, Schematic and Enabling Project Design	5,285	5,285	-	5,285	-	-	5,285	5,285	-	-
10729	2015 U&L Terminal A Hardening and Safety	4,708	4,708	-	4,708	-	-	4,708	2,259	-	2,449
	<b>Subtotal Buildings</b>	<b>\$ 933,740</b>	<b>\$ 612,203</b>	<b>\$ 22,907</b>	<b>\$ 635,110</b>	<b>\$ 45,602</b>	<b>\$ 297,598</b>	<b>\$ 291,910</b>	<b>\$ 262,545</b>	<b>\$ -</b>	<b>\$ 372,565</b>
<b>AIRFIELD FACILITIES</b>											
3132	Runway Overlays and Taxiway Rehabilitation	52,426	259	-	259	259	-	-	65	195	-
3222	Runway 4-22 and 15-33 Runway Safety Area Improvements	72,071	4,564	-	4,564	4,564	-	-	4,564	-	-
10326	Taxiway and Taxiway Resurfacing Program	26,045	1,188	-	1,188	1,188	-	-	297	891	-
10461	2015 U&L TV900 Airfield Electric Vault Relocation	14,821	11,169	3,335	14,504	450	11,361	2,693	3,626	10,878	-
10479	2015 U&L Airfield Pavement Rehabilitation Program	27,720	25,162	-	25,162	463	21,513	3,186	6,290	18,871	-
10480	2015 U&L South Campus Airfield Facilities	48,492	33,165	-	33,165	8,826	7,696	16,643	8,291	24,874	-
10713	2015 U&L Airfield Geometry Requirements	27,369	27,369	-	27,369	-	220	27,149	27,369	-	-
10714	Taxiway N Relocation Phase 1	10,468	10,468	-	10,468	-	-	10,468	10,468	-	-
	<b>Subtotal Airfield Facilities</b>	<b>\$ 279,412</b>	<b>\$ 113,345</b>	<b>\$ 3,335</b>	<b>\$ 116,680</b>	<b>\$ 15,751</b>	<b>\$ 40,790</b>	<b>\$ 60,138</b>	<b>\$ 60,970</b>	<b>\$ 55,709</b>	<b>\$ -</b>
<b>PARKING FACILITIES</b>											
3167	Parking Revenue Control System Replacement	7,449	402	-	402	402	-	-	402	-	-
10629	2015 U&L Structured Parking Garages	96,683	96,683	-	96,683	-	-	96,683	96,683	-	-
	<b>Subtotal Parking Facilities</b>	<b>\$ 104,132</b>	<b>\$ 97,085</b>	<b>\$ -</b>	<b>\$ 97,085</b>	<b>\$ 402</b>	<b>\$ -</b>	<b>\$ 96,683</b>	<b>\$ 97,085</b>	<b>\$ -</b>	<b>\$ -</b>

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures			Funding Source*		
						Estimated OCT - DEC 2019	2020	2021 - 2024	Bonds	Grants/Other	PFCs
<b>UTILITY SYSTEMS</b>											
10429	2015 U&L Sanitary Sewer Main Reconstruction - Terminal C to North Pump Station	4,168	2,828	-	2,828	661	656	1,511	2,828	-	-
10436	2015 U&L Campus Utility Distribution and Central Plant Improvements Phase 2	20,610	16,233	-	16,233	1,384	5,491	9,358	11,233	-	5,000
10449	2015 U&L Replace Emergency Generators	694	565	-	565	89	464	12	565	-	-
10459	2015 U&L Switchgear Upgrade	4,568	3,207	-	3,207	246	1,957	1,005	1,343	-	1,864
10460	2015 U&L Power Distribution Upgrades Phase 3	2,300	2,175	-	2,175	38	1,000	1,137	2,175	-	-
10501	2015 U&L Pump Station and Force Main Rehabilitation	31,187	11,143	19,354	30,497	168	3,287	27,042	27,497	-	3,000
10604	2015 U&L Power Cable Replacement	1,380	1,351	-	1,351	115	639	596	1,351	-	-
100041	Electrical System 35KV Service Switch Replacement	1,016	1,016	-	1,016	96	899	21	1,016	-	-
100042	Electrical System 5KV South Distribution Center Relocation and Replacement	6,485	6,485	-	6,485	269	3,164	3,051	6,485	-	-
<b>Subtotal Utility Systems</b>		<b>\$ 72,407</b>	<b>\$ 45,003</b>	<b>\$ 19,354</b>	<b>\$ 64,356</b>	<b>\$ 3,066</b>	<b>\$ 17,557</b>	<b>\$ 43,733</b>	<b>\$ 54,492</b>	<b>\$ -</b>	<b>\$ 9,864</b>
<b>TECHNOLOGY</b>											
3226	DCA Next Generation Public Safety Communications System	16,443	7,427	-	7,427	315	1,999	5,113	7,427	-	-
10489	DCA Infrastructure Modernization and Integration Services	9,533	5,705	-	5,705	696	3,956	1,053	5,705	-	-
10491	Digital Display Program (DCA/IAD)	2,011	1,972	-	1,972	-	970	1,002	1,972	-	-
10493	DCA Public Safety Technology Systems Replacement	7,612	6,186	-	6,186	282	4,087	1,817	6,186	-	-
10614	Secondary Data Center (DCA/IAD)	1,756	696	-	696	400	296	-	696	-	-
10720	Enterprise Mobile Applications and Website Implementation (DCA/IAD)	2,011	2,011	-	2,011	-	1,000	1,011	2,011	-	-
100065	SecNet Technology Refresh Program (DCA/IAD)	5,283	2,063	-	2,063	1,360	620	83	2,063	-	-
NEW	Design and Rollout of Airport Technology Solutions (DCA/IAD)	4,637	-	4,637	4,637	-	700	3,937	4,637	-	-
NEW	Video Management Security System Refresh (DCA/IAD)	2,000	-	2,000	2,000	-	1,000	1,000	500	1,500	-
NEW	Public Safety and Security Program (DCA/IAD)	1,810	-	1,810	1,810	-	1,810	-	452	1,357	-
<b>Subtotal Technology</b>		<b>\$ 53,096</b>	<b>\$ 26,059</b>	<b>\$ 8,446</b>	<b>\$ 34,506</b>	<b>\$ 3,052</b>	<b>\$ 16,437</b>	<b>\$ 15,016</b>	<b>\$ 31,649</b>	<b>\$ 2,857</b>	<b>\$ -</b>
<b>OTHER</b>											
3079	DCA Other Planning and Programming	6,469	406	-	406	71	-	335	406	-	-
10229	Police Range and Training Facility (DCA/IAD)	7,583	734	-	734	-	175	559	183	550	-
10401	2015 U&L DCA Other Planning and Programming	11,486	8,360	-	8,360	619	3,382	4,359	5,299	-	3,061
10466	2015 U&L Perimeter Security Fence	3,677	2,662	-	2,662	338	299	2,025	2,662	-	-
10516	2015 U&L DCA Aerial Imagery and Contour Lines	878	739	-	739	-	170	569	739	-	-
10727	2015 U&L Severe Storm Resiliency Improvements	5,744	5,744	-	5,744	-	-	5,744	2,683	-	3,061
100040	DCA Signage and Wayfinding Masterplan	4,807	407	4,400	4,807	-	4,807	-	4,807	-	-
<b>Subtotal Other</b>		<b>\$ 40,643</b>	<b>\$ 19,051</b>	<b>\$ 4,400</b>	<b>\$ 23,451</b>	<b>\$ 1,028</b>	<b>\$ 8,832</b>	<b>\$ 13,591</b>	<b>\$ 16,779</b>	<b>\$ 550</b>	<b>\$ 6,122</b>
<b>Total Reagan National CCP</b>		<b>\$ 1,497,057</b>	<b>\$ 926,217</b>	<b>\$ 58,442</b>	<b>\$ 984,659</b>	<b>\$ 68,902</b>	<b>\$ 381,369</b>	<b>\$ 534,388</b>	<b>\$ 529,646</b>	<b>\$ 59,116</b>	<b>\$ 395,897</b>

\* Bonds: All Bonds and Commercial Paper, Grants (includes potential future applications): AIP - Airport Improvement Program, LOI - Letter of Intent, TSA - FAA Security Grant, CVG - Commonwealth of Virginia State Grant, Other: Western Lands Account, Customer Facility Charges, PFCs: Passenger Facility Charges (includes potential future application).  
 2015 U&L - Projects from the 2015 Use and Lease Agreement.



**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures			Funding Source*		
						Estimated OCT - DEC 2019	2020	2021 - 2024	Bonds	Grants/Other	PFCs
<b>ROADS</b>											
10667	2018 U&L Access Highway Road Improvements Phase 2	\$ 14,145	\$ 14,145	\$ -	\$ 14,145	\$ 82	\$ 4,970	\$ 9,093	\$ 14,145	\$ -	\$ -
10668	2018 U&L Commercial Curb 3rd Lane Expansion and Terminal Roadway Improvements	7,353	6,974	278	7,252	807	5,920	525	7,252	-	-
10708	2015 U&L Access Highway Road Improvements Phase 1	17,226	16,730	-	16,730	32	12,701	3,997	16,730	-	-
NEW	Resurfacing of Arrivals and Departure Ramps	7,000	-	7,000	7,000	-	3,500	3,500	7,000	-	-
	<b>Subtotal Roads</b>	<b>\$ 45,724</b>	<b>\$ 37,849</b>	<b>\$ 7,278</b>	<b>\$ 45,127</b>	<b>\$ 921</b>	<b>\$ 27,091</b>	<b>\$ 17,115</b>	<b>\$ 45,127</b>	<b>\$ -</b>	<b>\$ -</b>
<b>BUILDINGS</b>											
3696	Conveyor and Building Changes for Inline Baggage Screening	237,837	757	-	757	353	380	24	757	-	-
3697	Concourse C/D Rehabilitation	62,277	4,080	-	4,080	2	-	4,079	4,080	-	-
10230	Cargo Building Rehabilitation Phase 1 and 2	8,025	5,143	2,400	7,543	-	597	6,946	7,543	-	-
10450	2015 U&L Concourse C/D Enhancements Phase 1	28,943	23,712	3,104	26,815	578	8,924	17,314	26,815	-	-
10564	2015 U&L 45025 Aviation Drive Building Rehabilitation	4,992	2,822	-	2,822	-	-	2,822	2,822	-	-
10565	2015 U&L Dulles East Building Rehabilitation	4,511	2,395	-	2,395	-	-	2,395	2,395	-	-
10636	2018 U&L Concourse C/D Enhancements Phase 2	62,496	48,246	13,414	61,660	3,566	15,865	42,230	61,660	-	-
10669	2018 U&L Concourse A/B Gates Upgrades and Roof Replacement	24,619	24,619	-	24,619	80	2,673	21,866	24,619	-	-
10670	2018 U&L Aircraft Gate Expansion	59,842	59,842	-	59,842	-	5,105	54,737	59,842	-	-
10672	2018 U&L IAB Capacity Enhancements	26,114	26,114	-	26,114	-	-	26,114	26,114	-	-
10674	2018 U&L Main Terminal Roof Replacement	5,441	5,441	-	5,441	79	2,602	2,760	5,441	-	-
10675	2018 U&L Baggage Handling System Improvements Inbound and Outbound	27,201	27,201	-	27,201	-	-	27,201	27,201	-	-
10676	2018 U&L Main Terminal Ticket Counter Capacity Expansion	1,307	1,307	-	1,307	-	-	1,307	1,307	-	-
10686	2015 U&L Shops and Warehouse Building Renovation	1,839	1,839	-	1,839	-	1,379	460	1,839	-	-
10712	2015 U&L Concourse A/B Upgrades	1,353	1,353	-	1,353	-	720	633	1,353	-	-
10726	2015 U&L Live Fire Training Facility Improvements (DCA/IAD)	5,744	5,744	-	5,744	-	5,744	-	5,744	-	-
100039	Concourse C/D Lounge Shell Construction	34,336	34,241	-	34,241	3,301	18,669	12,271	34,241	-	-
NEW	Widen Escalators to Tunnel from Ground Transportation Center	3,250	-	3,250	3,250	-	250	3,000	813	2,438	-
NEW	Main Terminal Concrete Column Rehabilitation	3,000	-	3,000	3,000	-	3,000	-	750	2,250	-
NEW	Remote Gate Electrification	1,500	-	1,500	1,500	-	1,500	-	375	1,125	-
	<b>Subtotal Buildings</b>	<b>\$ 604,627</b>	<b>\$ 274,856</b>	<b>\$ 26,667</b>	<b>\$ 301,523</b>	<b>\$ 7,958</b>	<b>\$ 67,407</b>	<b>\$ 226,158</b>	<b>\$ 295,711</b>	<b>\$ 5,813</b>	<b>\$ -</b>
<b>AIRFIELD FACILITIES</b>											
10348	Concourse A/B Hydrant Fueling Cathodic Protection System	1,415	1,363	-	1,363	-	-	1,363	341	1,022	-
10353	2015 U&L Airfield Pavement Panel Replacement	32,890	7,318	-	7,318	52	-	7,266	1,829	5,488	-
10607	2018 U&L Airfield Pavement Panel Replacement	126,004	108,859	-	108,859	3,962	3,978	100,919	71,847	37,012	-
10677	2018 U&L Runway 1R-19L Design and Emergency Repairs	32,642	32,642	-	32,642	40	4,361	28,241	32,642	-	-
10717	2015 U&L Taxiway S and W-5 Design	4,020	4,020	-	4,020	-	1,367	2,653	1,005	3,015	-
NEW	Runway 30 Hold Apron Drainage Improvements	3,930	-	3,930	3,930	-	403	3,527	983	2,948	-
	<b>Subtotal Airfield Facilities</b>	<b>\$ 200,901</b>	<b>\$ 154,201</b>	<b>\$ 3,930</b>	<b>\$ 158,131</b>	<b>\$ 4,054</b>	<b>\$ 10,109</b>	<b>\$ 143,969</b>	<b>\$ 108,647</b>	<b>\$ 49,485</b>	<b>\$ -</b>

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures			Funding Source*			
						Estimated OCT - DEC 2019	2020	2021 - 2024	Bonds	Grants/Other	PFCs	
<b>PARKING FACILITIES</b>												
10091	Public Parking Revenue Control System Replacement	12,762	5,000	-	5,000	783	2,237	1,980	5,000	-	-	
<b>Subtotal Parking Facilities</b>		<b>\$ 12,762</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ 783</b>	<b>\$ 2,237</b>	<b>\$ 1,980</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>UTILITY SYSTEMS</b>												
10423	2015 U&L Convert Underground to above Ground Storage Tanks	2,589	995	-	995	24	971	-	995	-	-	
10437	2015 U&L Replace Telecommunications Duct Bank at Autopilot Drive	4,136	4,099	-	4,099	-	1,000	3,099	4,099	-	-	
10583	2015 U&L Cub Run Pump Station Improvement	1,724	1,636	-	1,636	37	456	1,143	1,636	-	-	
10678	2018 U&L Utility Building Main Feeder Replacement	4,109	4,109	-	4,109	-	-	4,109	4,109	-	-	
10679	2018 U&L Power Distribution Upgrades	2,939	2,939	-	2,939	-	297	2,642	2,939	-	-	
10680	2018 U&L Sanitary Sewer System Improvements and Stormwater Management Facilities	16,648	16,648	-	16,648	-	-	16,648	16,648	-	-	
10687	2015 U&L Electrical Feeder Replacement	1,257	1,257	-	1,257	-	127	1,130	1,257	-	-	
10691	2015 U&L Airfield Stormwater Sewer Reconstruction	290	186	-	186	34	147	5	186	-	-	
10705	2015 U&L Utility Building Main Feeder Replacement	261	261	-	261	-	-	261	261	-	-	
10711	2015 U&L Sanitary Sewer System Improvements	4,251	4,251	-	4,251	130	1,590	2,531	4,251	-	-	
10718	2015 U&L Stormwater Management Facilities North and South	692	692	-	692	-	567	125	692	-	-	
NEW	High Temperature Hot Water Generators Replacement	8,000	-	8,000	8,000	-	1,000	7,000	2,000	6,000	-	
NEW	Triturator Relocation	5,150	-	5,150	5,150	-	3,000	2,150	5,150	-	-	
<b>Subtotal Utility Systems</b>		<b>\$ 52,046</b>	<b>\$ 37,073</b>	<b>\$ 13,150</b>	<b>\$ 50,223</b>	<b>\$ 225</b>	<b>\$ 9,156</b>	<b>\$ 40,842</b>	<b>\$ 44,223</b>	<b>\$ 6,000</b>	<b>\$ -</b>	
<b>TECHNOLOGY</b>												
3922	IAD Next Generation Public Safety Communications System	16,443	7,585	-	7,585	315	1,999	5,272	7,585	-	-	
10490	IAD Infrastructure Modernization and Integration Services	15,121	8,078	-	8,078	696	4,656	2,726	8,078	-	-	
10491	Digital Display Program (DCA/IAD)	2,011	1,972	-	1,972	-	970	1,002	1,972	-	-	
10494	IAD Public Safety Technology Systems Replacement	6,495	6,050	-	6,050	262	4,055	1,733	6,050	-	-	
10614	Secondary Data Center (DCA/IAD)	1,756	696	-	696	400	296	-	696	-	-	
10720	Enterprise Mobile Applications and Website Implementation (DCA/IAD)	2,011	2,011	-	2,011	-	1,000	1,011	2,011	-	-	
100065	SecNet Technology Refresh Program (DCA/IAD)	5,283	2,063	-	2,063	1,360	620	83	2,063	-	-	
NEW	Design and Rollout of Airport Technology Solutions (DCA/IAD)	4,637	-	4,637	4,637	-	700	3,937	4,637	-	-	
NEW	Video Management Security System Refresh (DCA/IAD)	2,000	-	2,000	2,000	-	1,000	1,000	500	1,500	-	
NEW	Public Safety and Security Program (DCA/IAD)	1,810	-	1,810	1,810	-	1,810	-	452	1,357	-	
<b>Subtotal Technology</b>		<b>\$ 57,567</b>	<b>\$ 28,455</b>	<b>\$ 8,446</b>	<b>\$ 36,901</b>	<b>\$ 3,032</b>	<b>\$ 17,105</b>	<b>\$ 16,764</b>	<b>\$ 34,044</b>	<b>\$ 2,857</b>	<b>\$ -</b>	

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures			Funding Source*		
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<b>OTHER</b>											
3657	Site Development for Commercial Hangars	98,380	543	-	543	155	102	286	543	-	-
3797	Contribution to Dulles Metrorail	233,041	92,166	-	92,166	6,565	20,655	64,946	-	-	92,166
10093	IAD Other Planning and Programming	3,000	332	-	332	170	-	162	83	249	-
10229	Police Range and Training Facility (DCA/IAD)	7,583	734	-	734	-	175	559	734	-	-
10400	2015 U&L IAD Other Planning and Programming	4,547	2,534	1,000	3,534	353	1,505	1,676	3,534	-	-
10416	2015 U&L AeroTrain Major Maintenance Cycle	10,725	772	-	772	772	-	-	772	-	-
10515	2015 U&L IAD Aerial Imagery and Contour Lines	1,595	1,185	-	1,185	-	445	740	1,185	-	-
10620	2018 U&L IAD Special Systems	3,063	1,220	-	1,220	89	357	774	1,220	-	-
10621	2018 U&L Fire Alarm System Replacement	7,073	7,073	-	7,073	-	740	6,333	7,073	-	-
10622	2018 U&L Audio/Visual Paging System Replacement	4,897	4,897	-	4,897	-	485	4,412	4,897	-	-
10666	2015 U&L Mobile Lounge/Plane Mate Rehabilitation	8,419	8,419	-	8,419	-	1,684	6,735	8,419	-	-
10681	2018 U&L AeroTrain Major Maintenance Cycle	32,466	30,740	-	30,740	-	6,493	24,247	30,740	-	-
10682	2018 U&L Mobile Lounge/Plane Mate Rehabilitation	22,491	22,491	-	22,491	-	4,498	17,993	22,491	-	-
10683	2018 U&L IAD Other Planning and Programming	7,617	7,617	-	7,617	-	1,158	6,459	7,617	-	-
100008	Rental Car Site Improvements	10,150	3,075	7,000	10,075	1,000	5,000	4,075	-	10,075	-
100009	Western Lands Perimeter Road Fencing and Security Enhancements	3,962	3,962	-	3,962	-	2,240	1,722	-	3,962	-
100043	IAD Signage and Wayfinding Masterplan	508	508	-	508	-	8	500	508	-	-
100044	Recharging Ports for Electric Ground Service Equipment	4,064	4,064	-	4,064	-	4,064	-	-	4,064	-
<b>Subtotal Other</b>		<b>\$ 463,580</b>	<b>\$ 192,333</b>	<b>\$ 8,000</b>	<b>\$ 200,333</b>	<b>\$ 9,104</b>	<b>\$ 49,610</b>	<b>\$ 141,619</b>	<b>\$ 89,816</b>	<b>\$ 18,350</b>	<b>\$ 92,166</b>
<b>Total Dulles International (Including Contribution to Dulles Metrorail)</b>		<b>\$ 1,437,208</b>	<b>\$ 729,767</b>	<b>\$ 67,472</b>	<b>\$ 797,238</b>	<b>\$ 26,077</b>	<b>\$ 182,714</b>	<b>\$ 588,447</b>	<b>\$ 622,568</b>	<b>\$ 82,504</b>	<b>\$ 92,166</b>
<b>Total Dulles International (Excluding Contribution to Dulles Metrorail)</b>		<b>\$ 1,204,166</b>	<b>\$ 637,600</b>	<b>\$ 67,472</b>	<b>\$ 705,072</b>	<b>\$ 19,512</b>	<b>\$ 162,059</b>	<b>\$ 523,500</b>	<b>\$ 622,568</b>	<b>\$ 82,504</b>	<b>\$ -</b>

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

2015 U&L - Projects from the 2015 Use and Lease Agreement.

2018 U&L - Projects from the First Universal Amendment to the 2015 Use and Lease Agreement through 2024.

## Project Descriptions - 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 Phase 5, \$13,627,000. This project provides for interim roadway improvements to increase capacity to roadways. The project includes new lanes, intersections and merge areas, reconfiguration of existing road alignments, traffic controls, and additional wayfinding.

#### Buildings

10409 New North Concourse Enabling Projects - COB (Demolition and Relocation), \$21,226,836.

10411 NNC Enabling Projects, \$82,047,748.

10414 New North Concourse, \$391,550,000.

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.

10412 Secure National Hall, \$259,503,000.

10413 Secure National Hall Enabling Projects (South/North Checkpoint), \$7,746,197.

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.

10522 Terminal A General Rehabilitation, \$63,919,000. This project provides funding to identify elements of the existing Terminal A for repairs and rehabilitation. The intent of the project is to increase the useful life of the facility and its systems. Project scope will be prioritized and executed as it is recognized.

10728 Terminal A Planning, Programming, Schematic and Enabling Project Design, \$5,285,000.

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.

10567 Relocation of Office of Public Safety, Engineering, and Airport Engineering and Maintenance, \$27,310,000.

This project is an enabling project required to facilitate the reconfiguration and improvements of the roadways at Reagan National. Airport facilities and staff currently located at the maintenance shops, East and West Buildings will be relocated to accommodate the new roadway improvements.

10592 Terminal C Bag Room Renovations, \$64,700,000. This is a tenant performed project to support modifications to the outbound baggage handling system in Terminal C to accommodate additional airline activity and the New North Concourse. Work includes common ticket level agent counter (check-in) to bag room

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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.

10726 Live Fire Training Facility Improvements (DCA/IAD), \$5,744,000 (Total Project, \$11,488,000). 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 costs will be allocated to both Airports.

10729 Terminal A Hardening and Safety, \$4,708,000. This project will improve security and safety measures and associated infrastructure for Terminal A. These improvements include a hardened barrier in front of the terminal, enhanced lighting and CCTV surveillance, enhanced vehicular and passenger flows, improve pedestrian safety railing, and bus stops.

#### Airfield Facilities

3132 Runway Overlays and Taxiway Rehabilitation, \$52,425,614. Various sections of the runway and taxiways require asphalt resurfacing. This project consists of installing four inches of asphalt mill and overlay and associated pavement markings on the 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 4-22 and 15-33 Runway Safety Area 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 Runway Safety Area (RSA) criteria on Runway 15-33 consists of shifting the runway thresholds 270 feet south. The project includes approximately 3.6 acres of fill in the Potomac River to accommodate this shift. Engineered Material Arresting Systems (EMAS) will be installed at both runway ends. Taxiway connectors to the new locations of each threshold will also be constructed. The proposed solution to meeting RSA criteria for Runway 4-22 consists of shifting the Runway 4 end 460 feet to the south as well as extension of Taxiway B to the new runway end. This provides space for installation of EMAS on the Runway 22 end and includes a new taxiway connector to the new threshold location. The safety area of the Runway 4 end will meet RSA criteria with the removal of the existing parking lot.

10326 Taxiway and Taxiway 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.

10461 TV-900 Airfield Electric Vault Relocation, \$14,821,000.

10480 South Campus Airfield Facilities, \$48,492,000.

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.

10479 Airfield Pavement Rehabilitation Program, \$27,720,000. 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.

10713 Airfield Geometry Requirements, \$27,369,000. 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.

10714 Taxiway N Relocation Phase 1, \$10,468,000. 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, \$96,683,000. 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**

10429 Terminal C to North Pump Station Sanitary Sewer Main Reconstruction, \$4,168,000. 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.

10436 Campus Utility Distribution and Central Plant Improvements Phase 2, \$20,610,000. 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.

10449 Replace Emergency Generators, \$694,000.

10459 Switchgear Upgrade, \$4,568,000.

10460 Power Distribution Upgrades Phase 3, \$2,300,000.

10604 Power Cable Replacement, \$1,380,000.

Electrical upgrades are needed to replace end-of-life systems/components to meet the new demand due to facility development. These 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.

10501 Pump Station and Force Main Rehabilitation, \$31,186,524. The south sanitary pump station that serves the airport is nearly 60 years old and near capacity. Upgrades and potential replacement of the wet well capacity, pumps, and controls to continue to serve existing and future development will be performed. The three campus force mains are aged and deteriorated and have reached capacity and need full-length replacement. Additionally the main trunk fed by the three force mains and extending into Crystal City, VA needs replacement as it is aged beyond useful life as well.

100041 Electrical System 35kV Service Switch Replacement, \$1,016,000. This project will replace the existing Airport Electrical Distribution System manual 35kV Service disconnect switches with automatic disconnect

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switches that can be remotely operated to isolate the Airport's Electrical Distribution System from the Dominion Power Utility Service.

100042 Electrical System 5kV South Distribution Center Relocation and Replacement, \$6,484,584. This project will provide for the construction phase of the Electrical System 5kV South Distribution Center (SDC) relocation and replacement. This 5kV Electrical Distribution Center provides electrical service to all landside and airside facilities south of the South Hangar Line. The existing SDC is located within the Economy Parking Lot, taking up eight parking spaces. The design relocates the SDC, 750 feet south and east to a location outside of the Parking Lot and provides an environmental controlled walk-in enclosure.

### Technology

3226 DCA Next Generation Public Safety Communication System, \$16,443,000. This project is for the 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.

10489 DCA Infrastructure Modernization and Integration Services, \$9,533,000. 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.

10491 Digital Display Program (DCA/IAD), \$2,011,000 (Total Project, \$4,022,000). 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.

10493 DCA Public Safety Technology Systems Replacement, \$7,612,000. 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.

10614 Secondary Data Center (DCA/IAD), \$1,756,295 (Total Project, \$3,512,590). 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.

10720 Enterprise Mobile Applications and Website Implementation (DCA/IAD), \$2,011,000 (Total Project, \$4,022,000). Passenger centric technologies including passenger information system, mobile applications, website services, way-finding will be designed, developed and implemented.

100065 SecNet Technology Refresh Program (DCA/IAD), \$5,283,477 (Total Project, \$10,566,954). This project provides funding for the stabilization, consolidation, standardization, and modernization of the Airports Authority's security systems, including security network modernization.

NEW Design and Rollout of Airport Technology Systems \$4,636,860 (Total Project, \$9,273,720). This project provides funding to solution end of life applications that support airport operations.

NEW Video Management Security System Refresh (DCA/IAD), \$2,000,000 (Total Project, \$4,000,000). This project provides for the design, procurement, and rollout of a consolidated Video Management System to service both airports more effectively and efficiently as CCTV security needs have increased in complexity over time.

NEW Public Safety and Security Program (DCA/IAD), \$1,809,525 (Total Project, \$3,619,050). This project funds the study, design, and consolidation of security network and Public Safety initiatives to avoid redundancies in the development, rollout, and management of systems across all campuses.

#### **Other**

3079 DCA 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 to identify projects to support the Capital Construction Program.

10229 Police Range and Training Facility (DCA/IAD), \$7,582,500 (Total Project, \$15,165,000). This project will provide funding for Phase 1, to include the re-development of the existing range to serve the Airports Authority's police 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. The project will also perform additional assessment of the range to provide health and safety facility improvements to mitigate any hazardous conditions that are identified.

10401 DCA Other Planning and Programming, \$11,486,000. 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 to identify and define projects to support the Capital Construction Program. Additionally, environmental and FAA mandated submittals are prepared.

10466 Perimeter Security Fence, \$3,677,000.

Security across the airport will be expanded, enhanced and upgraded to maintain integrity of the secure area.

10516 DCA Aerial Imagery and Contour Lines, \$877,762. 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.

10727 Severe Storm Resiliency Improvements, \$5,744,000. 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.

100040 DCA Signage and Wayfinding Masterplan, \$4,807,000. This establishes an allowance for future implementation of wayfinding and signage improvements based on the findings/recommendations of the ongoing Wayfinding and Signage Master Plan Study that is expected to be completed in 2019. The scope of work will be defined as the Master Plan Study becomes finalized.



## Washington Dulles International Airport

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

### Roads

10667 Access Highway Road Improvement Phase 2, \$14,145,000. 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.

10668 Commercial Curb 3<sup>rd</sup> Lane Expansion and Terminal Roadway Improvements, \$7,353,000. This project is for the creation of a third commercial lane through the bowl parking lot with an adjacent curb. For-hire vehicles including transportation network company vehicles are among the expected users for this curb. The project also includes improvements on Saarinen Circle that will provide enhanced capacity and safety. These improvements include additional lanes, extended merge areas, and improved signage and markings.

10708 Access Highway Road Improvements Phase 1, \$17,226,000. 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.

NEW Resurfacing of Arrivals and Departure Ramps, \$7,000,000. This project repairs and resurfaces the concrete on the Arrivals and Departures Ramps at the Main Terminal. The project will resurface the decks with new concrete, water proofing membrane and install new expansion joints.

### Buildings

3696 Conveyor and Building Changes for In-line Baggage Screening, \$237,836,702. 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, \$62,277,000. 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.

10230 Cargo Building Rehabilitation Phase 1 and 2, \$8,025,000. 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.

10450 Concourse C/D Enhancements Phase 1, \$28,943,482. 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.

10564 45025 Aviation Drive Building Rehabilitation, \$4,992,000. 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 Rehabilitation, \$4,511,000. 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.

10636 Concourse C/D Enhancements Phase 2, \$62,495,789. 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.

10669 Concourse A/B Gates Upgrades and Roof Replacement, \$24,619,000. 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).

10670 Aircraft Gate Expansion, \$59,842,000. This project will evaluate concepts and alternatives to construct additional gates in the terminal/midfield area. Approximately six gates will be constructed.

10672 IAB Capacity Enhancements, \$26,114,000. 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.

10674 Main Terminal Roof Replacement, \$5,441,000. This project will replace the entire self-adhered membrane, if needed. An existing condition survey will be conducted to determine the best repair solution.

10675 Baggage Handling System Improvements Inbound and Outbound, \$27,201,000. 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.

10676 Main Terminal Ticket Counter Capacity Expansion, \$1,307,000. 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.

10686 Shops and Warehouse Building Renovation, \$1,839,000. 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.

10712 Concourse A/B Upgrades, \$1,353,000. 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.

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10726 Live Fire Training Facility Improvements (DCA/IAD), \$5,744,000 (Total Project, \$11,488,000). 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.

100039 Concourse C/D Lounge Shell Construction, \$34,336,000. This project will construct a building core and shell (for future build-out by others) from the existing Concourse C, encompassing approximately 23,000 square feet. The structure will be a two-level structure, with a premium lounge occupying the second (terminal) level, and bag room occupying the ground (apron) level.

NEW Widen Escalators to Tunnel from Ground Transportation Center, \$3,250,000. This project studies and designs a possible widening of the bank of escalators between the Metro/Garage 1 connector tunnel and the Ground Transportation Center in the Main Terminal. Since the escalators will experience an increase in passenger traffic when the Metrorail opens with only one escalator in each direction, the study will determine if the escalator bank can be increased to allow additional capacity for passenger conveyance.

NEW Main Terminal Concrete Column Rehabilitation, \$3,000,000. This project repairs and restores the spalled and chipped concrete surfaces of the Main Terminal columns.

NEW Remote Gate Electrification, \$1,500,000. This project provides funding for electrical feeder installation and purchase of Ground Power Units and Pre-Conditioned Air Units for the Remote Apron.

#### Airfield Facilities

10348 Concourse A/B Hydrant Fueling Cathodic Protection System, \$1,415,000. This project funds design and installation of improvements to the aging cathodic protection system in selected areas of the Hydrant Fueling Distribution system. The enhanced protection system will ensure integrity of the fuel distribution system.

10353 Airfield Pavement Rehabilitation Program, \$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.

10607 Airfield Pavement Panel Replacement, \$126,004,000. This project will include reconstruction and widening of portions of Taxiway 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 Taxiway A, and Pavement Management System Updates.

10677 Runway 1R-19L Design and Emergency Repairs, \$32,642,000. 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.

10717 Taxiway S and W-5 Design, \$4,020,000. 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.

NEW Runway 30 Hold Apron Drainage Improvements \$3,930,000. This project involves the installation of new drainage infrastructure including new trench drains at the south end of the Runway 30 Hold Apron to

accommodate a sixth de-icing position, which was closed for de-icing because glycol runoff was exiting the non-movement area and bypassing the glycol collection system. Additionally, replacement repairs to the existing trench drain at Spot 5 are included to address structural distresses and deterioration of the existing infrastructure.

### **Parking Facilities**

10091 Public Parking Revenue Control System Replacement, \$12,762,000. 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.

### **Utility Systems**

10423 Convert Underground to above Ground Storage Tanks, \$2,589,000. 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.

10437 Replace Telecommunications Duct Bank at Autopilot Drive, \$4,136,000. 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.

10583 Cub Run Pump Station Improvement, \$1,724,000. 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.

10678 Utility Building Main Feeder Replacement, \$4,109,000. 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.

10679 Power Distribution Systems, \$2,939,000. 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.

10680 Sanitary Sewer System Improvements and Stormwater Management Facilities, \$16,648,000. 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.

10687 Electrical Feeder Replacement, \$1,257,000. 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.

10691 Airfield Stormwater Sewer Reconstruction, \$290,000. 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.

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Additionally, select airfield sign bases have considerable soil erosion and need to be repaired. This project funds the design study.

10705 Utility Building Main Feeder Replacement, \$261,000. 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.

10711 Sanitary Sewer System Improvements, \$4,251,000. Sections of the E-Line sanitary system and other failing sections have excessive ground water infiltration and will be reconstructed and rehabilitated. Additionally, the Cub Run Pump Station pumps will be upgraded as they reach capacity.

10718 Stormwater Management Facilities North and South, \$692,000. Environmental regulations for stormwater management have become stricter and require new projects to incorporate enhanced stormwater facilities.

NEW High Temperature Hot Water Generators Replacement \$8,000,000. This project will review our current and future heating loads and replace two existing High Temperature Hot Water generators in the Utility Building, that are similar in sizes and more energy efficient.

NEW Triturator Relocation \$5,150,000. This project is for construction to replace and relocate the Concourse D triturator and construction of two lanes on a new site near the midfield refueling rack to serve the airlines. The construction will include housing, vehicle roll-up doors, climate control, and utility connections.

### Technology

3922 IAD Next Generation Public Safety Communications System, \$16,443,000. This project is for the 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.

10490 IAD Infrastructure Modernization and Integration Services, \$15,121,000. 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 singles points of failure including the physical data network, SONET Ring and legacy business telephone system technologies.

10491 Digital Display Program (DCA/IAD), \$2,011,000 (Total Project, \$4,022,000). 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.

10494 IAD Public Safety System Technology Systems Replacement, \$6,495,000. 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.

10614 Secondary Data Center (DCA/IAD), \$1,756,295 (Total Project, \$3,512,590). 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.

10720 Enterprise Mobile Applications and Website Implementation (DCA/IAD), \$2,011,000 (Total Project, \$4,022,000). Passenger centric technologies including passenger information system, mobile applications, website services, way-finding will be designed, developed and implemented.

100065 SecNet Technology Refresh Program (DCA/IAD), \$5,283,477 (Total Project, \$10,566,954). This project provides funding for the stabilization, consolidation, standardization, and modernization of the Airports Authority's security systems, including security network modernization.

NEW Design and Rollout of Airport Technology Systems, \$4,636,860 (Total Project, \$9,273,720). This project provides funding to solution end of life applications that support airport operations.

NEW Video Management Security System Refresh (DCA/IAD), \$2,000,000 (Total Project, \$4,000,000). This project provides for the design, procurement, and rollout of a consolidated Video Management System to service both airports more effectively and efficiently as CCTV security needs have increased in complexity over time.

NEW Public Safety and Security Program (DCA/IAD), \$1,809,525 (Total Project, \$3,619,050). This project funds the study, design, and consolidation of security network and Public Safety initiatives to avoid redundancies in the development, rollout, and management of systems across all campuses.

## **Other**

3657 Site Development for Commercial Hangars, \$98,380,062. 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.

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).

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

10229 Police Range and Training Facility (DCA/IAD), \$7,582,500 (Total Project, \$15,165,000). This project will provide funding for Phase 1, to include the re-development of the existing range to serve the Airports Authority's police 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. The project will also perform additional assessment of the range to provide health and safety facility improvements to mitigate any hazardous conditions that are identified.

10400 IAD Other Planning and Programming, \$4,547,000. 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.

## 2020 BUDGET

### Metropolitan Washington Airports Authority

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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.

10515 IAD Aerial Imagery and Contour Lines, \$1,594,735. 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.

10620 IAD Special Systems, \$3,062,611. 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 Fire Alarm System Replacement, \$7,073,000. 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 Audio/Visual Paging System Replacement, \$4,897,000. 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.

10666 Mobile Lounge/Plane Mate Rehabilitation, \$8,419,000. The fleet of 19 mobile lounges and 30 Plane mates 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.

10681 AeroTrain Major Maintenance Cycle, \$32,465,578. The vehicle maintenance includes brakes, tires and drive systems, and control systems. These funds will be spent over a seven year period.

10682 Mobile Lounge/Plane Mate Rehabilitation, \$22,491,000. This project will rehabilitate approximately 30 plane mates and mobile lounges that are in need of repair. Lift devices on the plane mates 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 plane mates will follow the completion of mobile lounge rehabilitations in the remaining years.

10683 IAD Other Planning and Programming, \$7,617,000. 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.

100008 Rental Car Site Improvements, \$10,150,000. This project is required to replace the fencing and landscaping along Autopilot Road in front of the Rental Car facilities. In addition, this project will move interior fencing and pave portions of grass areas so that the boundaries between the current rental car parcels get reallocated for the next contract commencing in early 2019.

100009 Western Lands Perimeter Road Fencing and Security Enhancements, \$3,962,000. With the sale of the Western Lands, this project will replace the adjacent perimeter fence and perimeter security gravel road. The fence will be relocated along the new perimeter of the Airport Property limits. The project will also enhance the existing security of the South Outer Perimeter Area to deter and prevent inadvertent or deliberate entry onto the airport property.

100043 IAD Signage and Wayfinding Masterplan, \$508,000. This funding request establishes an allowance for future implementation of wayfinding and signage improvements based on the findings/recommendations of the ongoing Wayfinding and Signage Master Plan Study that is expected to be completed in 2019. The scope of work will be defined as the Master Plan Study becomes finalized.

100044 Recharging Ports for Electric Ground Service Equipment, \$4,064,000. This project is to install recharging ports for electric ground service equipment.



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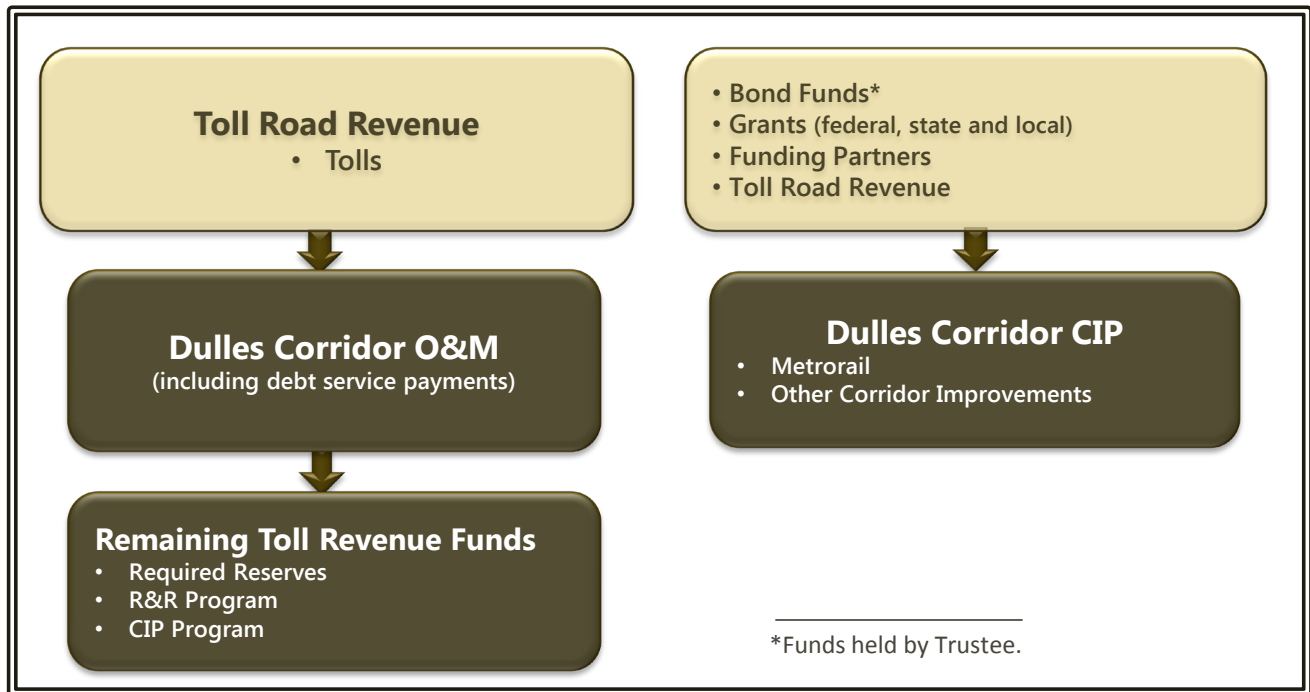


Your Journey Begins With Us.

**DULLES CORRIDOR ENTERPRISE FUND – FINANCIAL OVERVIEW**

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).

## **Statement of Operations**

### **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.

### **Operating Revenues**

Operating revenues are estimated to increase from \$198.6 million in 2019 to \$200.2 million in 2020, an increase of 0.8 percent.

### **Operating Expenses**

Operating expenses are estimated to increase from \$30.6 million in 2019 to \$33.8 million in 2020, an increase of 10.7 percent. Included in this amount, is \$5.8 million for overhead and indirect cost that is initially paid from the Aviation Enterprise but is appropriately allocable as costs associated with the operation of the Dulles Toll Road.

### **Non-Operating Revenue (Interest Income)**

An estimated \$2.5 million of interest income is projected to be earned in 2020, consistent with the 2019 Budget.

### **Debt Service and Financing Fees**

Bond principal and interest payments will increase from \$126.0 million in 2019 to \$137.9 million in 2020 while financing fees are estimated to decrease from \$2.9 million in 2019 to \$2.4 million in 2020.

**Table 4-1: Dulles Corridor Statement of Operations**

(dollars in thousands)	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
			Dollar	Percent
<b>Operating Revenues</b>				
Electronic Toll Collection (ETC) Revenue	\$ 174,812	\$ 176,216	\$ 1,404	0.8%
Cash Toll Revenue	23,838	24,029	191	0.8%
<b>Total Operating Revenues</b>	<b>\$ 198,650</b>	<b>\$ 200,245</b>	<b>\$ 1,595</b>	<b>0.8%</b>
<b>Operating Expenses</b>				
Personnel Compensation	\$ 2,126	\$ 2,165	\$ 39	1.8%
Employee Benefits	924	995	71	7.7%
Travel	11	11	-	0.0%
Utilities	210	210	-	0.0%
Telecommunications	5	2	(3)	(50.1%)
Services	20,223	23,553	3,331	16.5%
Supplies, Materials, and Fuels	567	571	4	0.8%
Insurance and Risk Management	560	560	-	0.0%
Equipment	295	4	(291)	(98.6%)
Cost Allocation	5,650	5,768	118	2.1%
<b>Total Operating Expenses</b>	<b>\$ 30,570</b>	<b>\$ 33,841</b>	<b>\$ 3,271</b>	<b>10.7%</b>
<b>Net Operating Income</b>	<b>\$ 168,080</b>	<b>\$ 166,404</b>	<b>\$ (1,676)</b>	<b>(1.0%)</b>
<b>Non-Operating Revenue</b>				
Interest Income	\$ 2,548	\$ 2,548	\$ -	0.0%
<b>Total Non-Operating Revenue</b>	<b>\$ 2,548</b>	<b>\$ 2,548</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Debt Service and Financing Fees</b>				
Debt Service (Principal/Interest) <sup>1</sup>	\$ 125,961	\$ 137,868	\$ 11,907	9.5%
Financing Fees <sup>2</sup>	2,936	2,382	(554)	(18.9%)
<b>Total Debt Service and Financing Fees</b>	<b>\$ 128,897</b>	<b>\$ 140,250</b>	<b>\$ 11,353</b>	<b>8.8%</b>
<b>Dulles Corridor Enterprise (DCE) Reserve Contributions</b>				
Operations and Maintenance Reserve Account	\$ -	\$ 417	\$ 417	100.0%
Extraordinary Maintenance and Repair Escrow	-	336	336	100.0%
Junior Lien TIFIA Debt Service Reserve Fund <sup>3</sup>	5,293	-	(5,293)	(100.0%)
Renewal and Replacement Reserve	3,937	3,033	(904)	(23.0%)
Corridor Capital Improvements Reserve	15,750	12,132	(3,617)	(23.0%)
DCE Reserve and Toll Rate Stabilization Fund	16,751	12,783	(3,968)	(23.7%)
<b>Total DCE Reserve Contributions</b>	<b>\$ 41,731</b>	<b>\$ 28,702</b>	<b>\$ (13,030)</b>	<b>(31.2%)</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 2019 and 2020 are net of the annual direct federal subsidy on existing Build America Bonds (BABs). The debt service amount for 2019 is net of \$15.0 million 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.

<sup>3</sup>No funds are required to be deposited in 2020. The balance in the Junior Lien TIFIA Debt Service Reserve Fund as of October 1, 2019, is sufficient to satisfy applicable reserve requirements.

## **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 Metrorail 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. 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 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 the full amount has been used through 2019. The Commonwealth has also funded an additional \$323.0 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 and \$11.0 million from a Congestion Mitigation and Air Quality Improvement Grant.

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

### Program Summary

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. 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 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Electronic Toll Collection Revenue	\$ 131,515	\$ 174,812	\$ 176,216	\$ 1,404	0.8%
Cash Toll Revenue	19,882	23,838	24,029	191	0.8%
<b>Subtotal Operating Revenues</b>	<b>\$ 151,397</b>	<b>\$ 198,650</b>	<b>\$ 200,245</b>	<b>\$ 1,595</b>	<b>0.8%</b>
Interest Income	\$ 2,548	\$ 2,548	\$ 2,548	\$ -	0.0%
<b>Total Revenues</b>	<b>\$ 153,945</b>	<b>\$ 201,198</b>	<b>\$ 202,793</b>	<b>\$ 1,595</b>	<b>0.8%</b>

### Operating Expenses, Debt Service and Financing Fees

**Table 4-3: Dulles Corridor Operating Expenses, Debt Service and Financing Fees**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Operating Expenses	\$ 29,055	\$ 30,570	\$ 33,841	\$ 3,271	10.7%
Debt Service and Financing Fees	91,428	128,897	140,250	11,353	8.8%
<b>Total Operating Program</b>	<b>\$ 120,483</b>	<b>\$ 159,467</b>	<b>\$ 174,091</b>	<b>\$ 14,625</b>	<b>9.2%</b>

### Long-term O&M Financial Forecasts

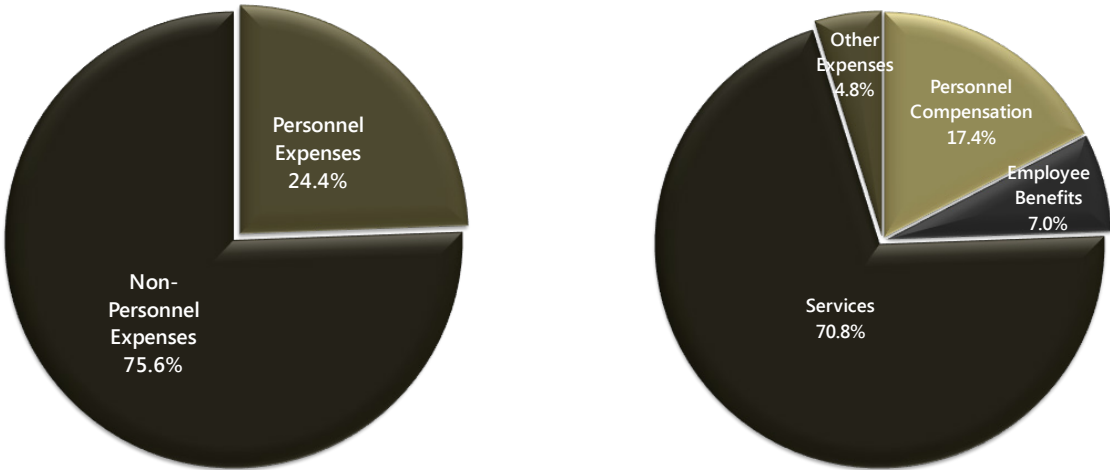
The Airports Authority's latest long-term financial forecasts for the Dulles Toll Road can be found in the Dulles Toll Road Comprehensive Traffic and Revenue Study, 2019 Update at <http://www.dullestollroad.com/toll/toll-road-documents>. The financial forecasts reflect management's expected course of 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.

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Table 4-4: 2018, 2019 and 2020 Operating Expenses - Dulles Toll Road**

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
<b>Personnel Expenses</b>					
Full-time Permanent	\$ 1,881	\$ 1,987	\$ 2,016	\$ 29	1.5%
Other than Full-time Permanent	(9)	-	-	-	0.0%
Overtime	38	47	47	-	0.0%
Other - Personnel Compensation	124	92	103	10	11.0%
Cost Allocation	3,598	3,718	3,719	1	0.0%
<b>Personnel Compensation</b>	<b>\$ 5,632</b>	<b>\$ 5,844</b>	<b>\$ 5,884</b>	<b>\$ 40</b>	<b>0.7%</b>
Health Insurance	\$ 505	\$ 495	\$ 539	\$ 44	8.9%
Life Insurance	17	16	16	-	0.0%
Retirement	316	392	421	28	7.2%
Other - Employee Benefits	23	20	19	(1)	(4.8%)
Cost Allocation	1,137	1,212	1,389	177	14.6%
<b>Employee Benefits</b>	<b>\$ 1,998</b>	<b>\$ 2,135</b>	<b>\$ 2,384</b>	<b>\$ 249</b>	<b>11.7%</b>
<b>Total Personnel Expenses</b>	<b>\$ 7,631</b>	<b>\$ 7,979</b>	<b>\$ 8,268</b>	<b>\$ 289</b>	<b>3.6%</b>
<b>Travel</b>					
Travel	9	11	11	-	0.0%
Cost Allocation	16	17	17	-	0.0%
<b>Total Travel</b>	<b>25</b>	<b>28</b>	<b>28</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	-	-	-	-	0.0%
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Utilities</b>					
Electricity	169	200	200	-	0.0%
Natural Gas	-	-	-	-	0.0%
Water	13	10	10	-	0.0%
Sewerage	-	-	-	-	0.0%
Cost Allocation	12	-	-	-	0.0%
<b>Total Utilities</b>	<b>195</b>	<b>210</b>	<b>210</b>	<b>-</b>	<b>0.0%</b>
<b>Telecommunications</b>					
Telecommunications	2	5	2	(3)	(50.1%)
Cost Allocation	97	111	111	-	0.0%
<b>Total Telecommunications</b>	<b>100</b>	<b>116</b>	<b>113</b>	<b>(3)</b>	<b>(2.2%)</b>
<b>Services</b>					
Custodial Services	103	120	120	-	0.0%
Contractual Services	19,644	20,103	23,433	3,331	16.6%
Cost Allocation	383	454	394	(60)	(13.1%)
<b>Total Services</b>	<b>20,129</b>	<b>20,677</b>	<b>23,948</b>	<b>3,271</b>	<b>15.8%</b>
<b>Supplies, Materials and Fuels</b>					
Fuels	118	166	173	7	4.2%
Supplies and Materials	316	401	398	(2)	(0.6%)
Cost Allocation	130	107	107	(1)	(0.5%)
<b>Total Supplies, Materials and Fuels</b>	<b>565</b>	<b>674</b>	<b>678</b>	<b>(3)</b>	<b>(0.4%)</b>
<b>Insurance and Risk Management</b>					
Insurance and Risk Management	366	560	560	-	0.0%
Cost Allocation	-	-	-	-	0.0%
<b>Total Insurance and Risk Management</b>	<b>366</b>	<b>560</b>	<b>560</b>	<b>-</b>	<b>0.0%</b>
<b>Equipment</b>					
Equipment	11	295	4	(291)	(98.6%)
Cost Allocation	36	32	32	-	0.0%
<b>Total Equipment</b>	<b>47</b>	<b>327</b>	<b>36</b>	<b>(291)</b>	<b>(88.9%)</b>
<b>Total Non-Personnel Expenses</b>	<b>\$ 21,426</b>	<b>\$ 22,591</b>	<b>\$ 25,573</b>	<b>\$ 2,982</b>	<b>13.2%</b>
<b>Total Operating Expenses</b>	<b>\$ 29,055</b>	<b>\$ 30,570</b>	<b>\$ 33,841</b>	<b>\$ 3,264</b>	<b>10.7%</b>

**2020 Budget - Dulles Toll Road Highlights**



The funding requirement for the Dulles Toll Road operating expenses will increase by \$3.3 million in 2020.

**Personnel Expenses** ..... **Increase by \$289 thousand**

- Personnel compensation will increase by \$40 thousand due to the Merit Pay Program adjustment for 2020.
- Employee benefits will increase by \$249 thousand primarily due to projected changes to cost allocation estimates.

**Non-Personnel Expenses**..... **Increase by \$3.0 million**

- Services will increase by \$3.3 million due to the increase in Electronic Toll Collection costs and the processing of violations.
- Supplies, Materials and Fuels estimates are expected to decrease by \$3 thousand. The 2020 Budget continues to fund a consistent level for snow removal supplies and fuel supplies.
- Equipment costs estimates will decrease by \$291 thousand. The purchase of new and replacement capital equipment will now be funded under the Renewal and Replacement program.
- There are no significant changes in the budget and cost estimates for travel, utilities, lease and rental payments, telecommunications, and insurance and risk management.

**Dulles Toll Road Snow Removal Program**

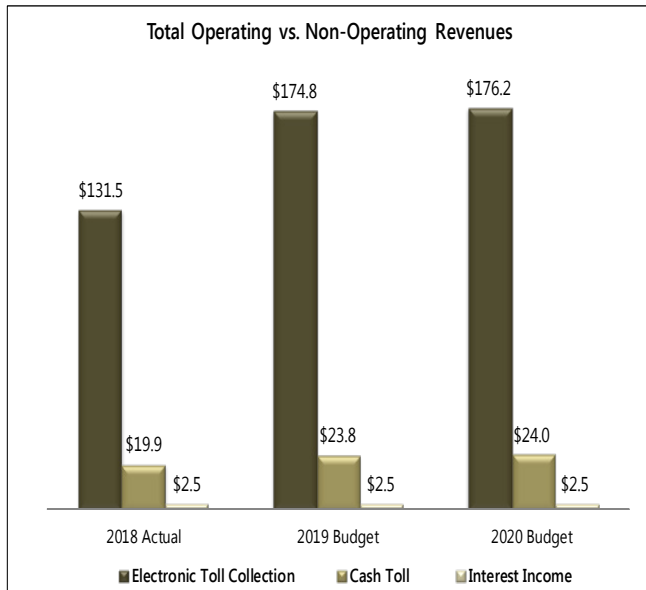
The Dulles Toll Road incurs snow removal costs as it relates to contractual snow removal services, and snow and ice control supplies.

In 2020, the snow removal budget is \$1.4 million, which is consistent with prior year levels. The Renewal and Replacement Program includes \$500 thousand of Snow Removal reserves for any extraordinary snow events.

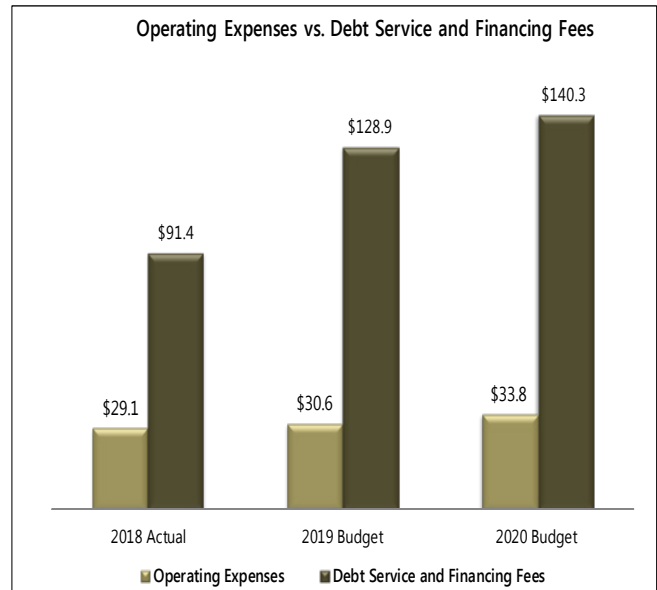


**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

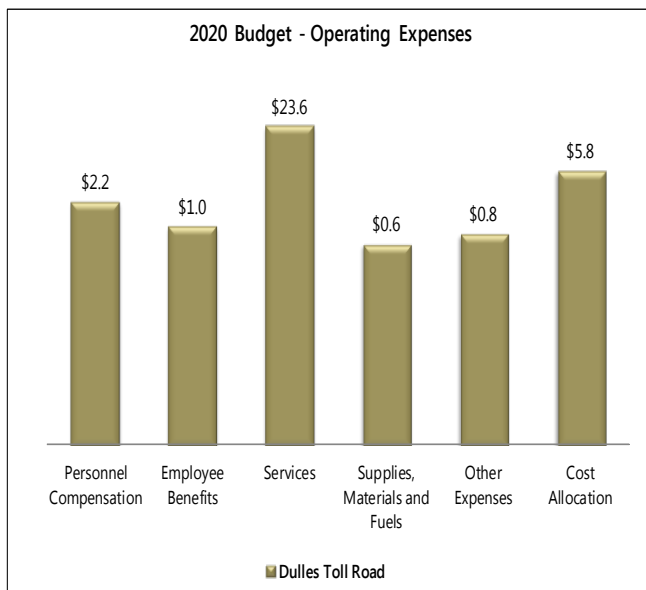
**Table 4-5: Dulles Corridor Program Summary (dollars in millions)**



Percent of Total Revenue	2018 Actual	2019 Budget	2020 Budget
Electronic Toll Collection Revenue	85.4%	86.9%	86.9%
Cash Toll Revenue	12.9%	11.8%	11.8%
Interest Income	1.7%	1.3%	1.3%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

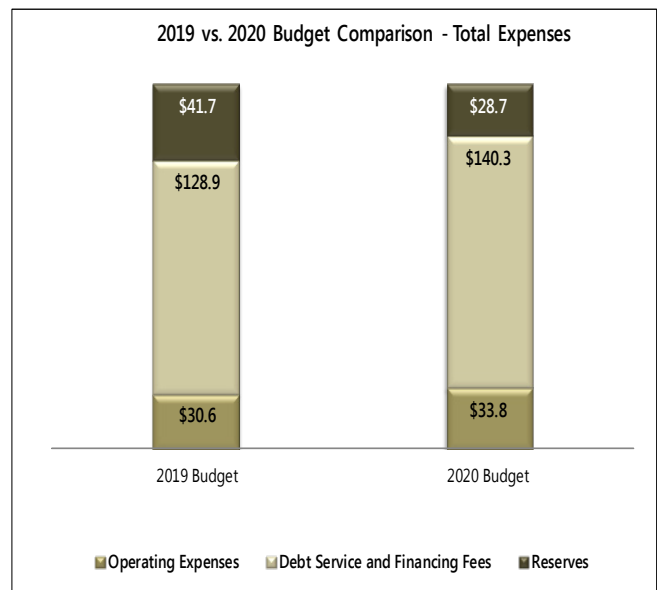


Percent of Total O&M Expenses	2018 Actual	2019 Budget	2020 Budget
Operating Expenses	24.1%	19.2%	19.4%
Debt Service and Financing Fees	75.9%	80.8%	80.6%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



Percent of Operating Expenses	2018 Actual	2019 Budget	2020 Budget
Personnel	10.0%	10.0%	9.3%
Non-Personnel	71.4%	71.5%	73.6%
Cost Allocation	18.6%	18.5%	17.0%
<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 Total Expenses	2019 Budget	2020 Budget
Operating Expenses	15.2%	16.7%
Debt Service and Financing Fees	64.1%	69.2%
Reserves and Other Contributions	20.7%	14.2%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>

**DULLES CORRIDOR RENEWAL AND REPLACEMENT PROGRAM**

**Program Summary**

The 2020 Renewal and Replacement (R&R) Program expenditures is \$5.9 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. There is no new program authorization. The 2020 plan includes \$4.7 million in reprogrammings, which net to zero, from scope changes, completed or canceled projects to be used for existing projects.

**Table 4-6: 2020 R&R Program Reprogrammings**

Project Number	Description	Amount
(dollars in thousands)		
<b>Reprogrammed from:</b>		
5021	Administration Building/Toll Booths Structural Repair and Rehabilitation	\$ (1,287)
5006	Guardrail, Traffic Barrier and Fencing Rehabilitation	(1,205)
5007	Attenuator Rehabilitation	(654)
5004	Repair of Sound Walls	(573)
5012	Landscape Maintenance	(467)
5022	Utility Rehabilitation	(409)
5011	Sign and Roadway Lighting Rehabilitation	(63)
5017	Bridge Structural Management System Program	(48)
<b>Total Reprogrammed</b>		<b><u>\$ (4,705)</u></b>
<b>Reprogrammed to:</b>		
5001	Bridges, Joints, Bearings, Structures, and Canopy Repairs	\$ 1,697
NEW	DTR Capital Equipment - Vehicles	811
5005	Dulles Toll Road Pavement Repairs	796
5024	Culvert and Erosion Repairs	595
NEW	DTR Snow Removal Reserve Program	500
10521	Storm Sewer and Stormwater Management	160
5009	Roadway Sign Replacement and Rehabilitation	128
5025	Federal Highways Bridge Inspection	18
5014	Communications and Data Upgrades	1
<b>Total Reprogrammed</b>		<b><u>\$ 4,705</u></b>

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**RENEWAL AND REPLACEMENT PROGRAM**  
**DULLES TOLL ROAD (dollars in thousands)**

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures						2020 - 2024 Total
						Estimated OCT - DEC 2019	2020	2021	2022	2023	2024	
<b>BRIDGE AND STRUCTURAL REHABILITATION</b>												
5001	Bridges, Joints, Bearings, Structures, and Canopy Repairs	\$ 9,529	\$ 5,312	\$ -	\$ 5,312	\$ 778	\$ 661	\$ 649	\$ 767	\$ 720	\$ 1,738	\$ 4,534
5017	Bridge Structural Management System Program	523	392	-	392	44	66	68	70	72	74	348
5025	Federal Highways Bridge Inspection	1,049	764	-	764	257	-	246	-	261	-	507
	<b>Subtotal Bridge and Structural Rehabilitation</b>	<b>\$ 11,102</b>	<b>\$ 6,469</b>	<b>\$ -</b>	<b>\$ 6,469</b>	<b>\$ 1,080</b>	<b>\$ 727</b>	<b>\$ 962</b>	<b>\$ 836</b>	<b>\$ 1,052</b>	<b>\$ 1,812</b>	<b>\$ 5,389</b>
<b>HYDRAULIC REHABILITATION</b>												
5024	Culvert and Erosion Repairs	4,728	3,051	-	3,051	1,546	600	209	216	222	257	1,505
10521	Storm Sewer and Stormwater Management	995	957	-	957	-	118	167	217	224	231	957
	<b>Subtotal Hydraulic Rehabilitation</b>	<b>\$ 5,723</b>	<b>\$ 4,008</b>	<b>\$ -</b>	<b>\$ 4,008</b>	<b>\$ 1,546</b>	<b>\$ 718</b>	<b>\$ 377</b>	<b>\$ 433</b>	<b>\$ 446</b>	<b>\$ 488</b>	<b>\$ 2,462</b>
<b>ROADWAY</b>												
5005	Dulles Toll Road Pavement Repairs	7,594	6,017	-	6,017	551	1,030	1,061	1,090	1,126	1,159	5,466
5006	Guardrail, Traffic Barrier and Fencing Rehabilitation	919	507	-	507	-	96	98	101	104	108	507
5007	Attenuator Rehabilitation	412	317	-	317	-	60	61	63	65	67	317
5012	Landscape Maintenance	1,501	571	-	571	-	107	111	114	117	121	571
	<b>Subtotal Roadway</b>	<b>\$ 10,425</b>	<b>\$ 7,412</b>	<b>\$ -</b>	<b>\$ 7,412</b>	<b>\$ 551</b>	<b>\$ 1,293</b>	<b>\$ 1,331</b>	<b>\$ 1,369</b>	<b>\$ 1,413</b>	<b>\$ 1,455</b>	<b>\$ 6,861</b>
<b>SOUND WALLS</b>												
5004	Repair of Sound Walls	3,941	1,436	-	1,436	37	279	287	296	280	258	1,399
	<b>Subtotal Sound Walls</b>	<b>\$ 3,941</b>	<b>\$ 1,436</b>	<b>\$ -</b>	<b>\$ 1,436</b>	<b>\$ 37</b>	<b>\$ 279</b>	<b>\$ 287</b>	<b>\$ 296</b>	<b>\$ 280</b>	<b>\$ 258</b>	<b>\$ 1,399</b>
<b>SIGNING AND LIGHTING</b>												
5009	Roadway Sign Replacement and Rehabilitation	2,499	1,945	-	1,945	125	343	353	364	375	386	1,821
5011	Sign and Roadway Lighting Rehabilitation	1,327	1,262	-	1,262	-	238	245	252	260	267	1,262
	<b>Subtotal Signing and Lighting</b>	<b>\$ 3,825</b>	<b>\$ 3,207</b>	<b>\$ -</b>	<b>\$ 3,207</b>	<b>\$ 125</b>	<b>\$ 581</b>	<b>\$ 598</b>	<b>\$ 616</b>	<b>\$ 634</b>	<b>\$ 653</b>	<b>\$ 3,082</b>
<b>UTILITY SYSTEMS</b>												
5022	Utility Rehabilitation	1,890	815	-	815	15	400	400	-	-	-	800
	<b>Subtotal Utility Systems</b>	<b>\$ 1,890</b>	<b>\$ 815</b>	<b>\$ -</b>	<b>\$ 815</b>	<b>\$ 15</b>	<b>\$ 400</b>	<b>\$ 400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 800</b>
<b>TECHNOLOGY</b>												
5014	Communications and Data Upgrades	150	32	-	32	-	6	6	6	7	7	32
	<b>Subtotal Technology</b>	<b>\$ 150</b>	<b>\$ 32</b>	<b>\$ -</b>	<b>\$ 32</b>	<b>\$ -</b>	<b>\$ 6</b>	<b>\$ 6</b>	<b>\$ 6</b>	<b>\$ 7</b>	<b>\$ 7</b>	<b>\$ 32</b>
<b>OTHER</b>												
5021	Administration Building/Toll Booths Structural Repair and Rehabilitation	1,989	1,789	-	1,789	6	1,300	154	159	163	8	1,784
NEW	DTR Capital Equipment - Vehicles	811	811	-	811	-	315	157	93	155	90	811
NEW	DTR Snow Removal Reserve Program	500	500	-	500	-	250	250	-	-	-	500
	<b>Subtotal Other</b>	<b>\$ 3,300</b>	<b>\$ 3,100</b>	<b>\$ -</b>	<b>\$ 3,100</b>	<b>\$ 6</b>	<b>\$ 1,865</b>	<b>\$ 561</b>	<b>\$ 251</b>	<b>\$ 319</b>	<b>\$ 98</b>	<b>\$ 3,094</b>
	<b>Total Renewal and Replacement Program</b>	<b>\$ 38,316</b>	<b>\$ 26,477</b>	<b>\$ -</b>	<b>\$ 26,477</b>	<b>\$ 3,359</b>	<b>\$ 5,867</b>	<b>\$ 4,523</b>	<b>\$ 3,807</b>	<b>\$ 4,150</b>	<b>\$ 4,771</b>	<b>\$ 23,119</b>

## Project Descriptions - 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, \$9,529,022. 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, \$523,451. 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, \$1,049,453. 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, \$4,727,693. 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, \$994,831. 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.

### Roadway

5005 Dulles Toll Road Pavement Repairs, \$7,593,529. 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

## 2020 BUDGET

### Metropolitan Washington Airports Authority

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operations, temporary and permanent striping and specialty symbol striping (HOV, E-Z Pass etc.). Traffic maintenance will be a significant item of work.

5006 Guardrail, Traffic Barriers and Fencing Rehabilitation, \$919,158. 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 or modified to remove hazards or increase security.

5007 Attenuator Rehabilitation, \$411,891. Many of the attenuators, delineators/candle stick separators at the toll booths and plazas are not able to handle a high speed (60 mph) impact and are frequently hit and damaged. This project will repair and add lane delineation to increase system safety by limiting lane changes at decision points near the toll booths.

5012 Landscape Maintenance, \$1,500,567. 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.

#### Sound Walls

5004 Repair of Sound Walls, \$3,941,302. This project will provide for miscellaneous repair of sound walls to ensure the stability and to maintain 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.

#### Signing and Lighting

5009 Roadway Sign Replacement and Rehabilitation, \$2,498,766. 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, \$1,326,724. 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.

#### Utility Systems

5022 Utility Rehabilitation, \$1,889,781. 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.

## Technology

5014 Communications and Data Upgrades, \$150,378. 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.

## Other

5021 Administration Building/Toll Booths Structural Repair and Rehabilitation, \$1,989,314. 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.

NEW DTR Capital Equipment - Vehicles, \$810,639. This project is for the purchase of vehicles that support the operations of the Dulles Toll Road.

NEW DTR Snow Removal Reserve Program, \$500,000. This project provides funding for snow removal requirements during extraordinary snow events.

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**DULLES CORRIDOR CAPITAL IMPROVEMENT PROGRAM**

**Program Summary**

The 2020 Capital Improvement Program (CIP) Other than Rail expenditures is \$26.6 million for various projects, including studies, Toll Road rehabilitation, Intelligent Transportation Systems as well as Tolling projects. The CIP is developed based on TIFIA terms and conditions requiring an independent consultant to develop a five-year life cycle cost report. The 2020 new program authorization based on the five-year plan is \$14.4 million. The 2020 plan includes \$1.5 million in reprogrammings from scope changes, which net to zero, completed or canceled projects to be used for existing projects.

**Table 4-7: 2020 CIP New Authorization**

(dollars in thousands)	New Authorization
Maintenance Storage Yard Construction	\$ 6,682
Rehabilitation of Toll Road	2,884
Update Readers for Protocol Compliance	1,700
General Planning Studies	1,288
Intelligent Transportation System and Transportation Management System Infrastructure	1,149
Ortho Mapping	407
Mainline Auxiliary Lanes - East Bound/West Bound	298
<b>Total Dulles Corridor Capital Improvement Program</b>	<b>\$ 14,408</b>

**Table 4-8: 2020 CIP Reprogrammings**

Project Number	Description	Amount
(dollars in thousands)		
<b>Reprogrammed from:</b>		
5078	Engineering and NEPA Studies	\$ (1,000)
5073	Security Implementation	(266)
5060	New Sound Wall	(112)
10428	Outreach Program	(79)
5061	Sound Wall Inspection and Design	(41)
5072	Toll Booth and Cabinet Replacement	(35)
10398	Maintenance Storage Yard Study	(2)
	<b>Total Reprogrammed</b>	<b>\$ (1,535)</b>
<b>Reprogrammed to:</b>		
5065	Intelligent Transportation System and Transportation Management System Infrastructure	\$ 1,000
10452	Ortho Mapping	329
10432	Short Term Interchange Improvements	188
5082	Geographic Information System	10
10396	Life Cycle Cost Report Updates	8
	<b>Total Reprogrammed</b>	<b>\$ 1,535</b>



# 2020 BUDGET

## Metropolitan Washington Airports Authority

### CAPITAL IMPROVEMENT PROGRAM METRORAIL PROJECT (dollars in thousands)

Project Number	Project Name	Original Budget	Revised Budget (Baseline)*	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures					Total
							2019	2020	2021	2022	2023 & Beyond	
<b>RAIL PHASE 1</b>												
	Guideway and Track Elements	\$ 552,980	\$ 621,409	\$ 62	\$ -	\$ 62	\$ 62	\$ -	\$ -	\$ -	\$ -	\$ 62
	Stations, Stops, Terminals, and Intermodals	277,644	353,991	1,996	-	1,996	1,996	-	-	-	-	1,996
	Support Facilities: Yards, Shops, Admin Building	53,041	73,928	114	-	114	114	-	-	-	-	114
	Site work and Special Conditions	275,614	248,978	3,378	-	3,378	2,050	1,328	-	-	-	3,378
	Systems	255,603	309,426	524	-	524	375	149	-	-	-	524
	Right-of-Way (ROW), Land and Existing Improvements	82,148	54,978	728	-	728	100	628	-	-	-	728
	Vehicles (Rail Cars and Support Vehicles)	163,725	192,290	28,450	-	28,450	6,000	21,250	1,200	-	-	28,450
	Professional Services	606,215	925,305	13,895	-	13,895	4,140	9,755	-	-	-	13,895
	Unallocated Contingency	80,000	-	11,608	-	11,608	-	11,608	-	-	-	11,608
	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>\$ 60,755</b>	<b>\$ -</b>	<b>\$ 60,755</b>	<b>\$ 14,837</b>	<b>\$ 44,718</b>	<b>\$ 1,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,755</b>
	Concurrent Roadway Improvements (Route 7, Spring Hill Road and Emergency Crossover Enhancements. Also Traction Power Sub Stations TPSS#7 & 9.	-	201,408	6,575	-	6,575	1,640	4,935	-	-	-	6,575
	<b>Project Cost Rail Phase 1 including Concurrent Roadway Improvements</b>	<b>\$ 2,647,486</b>	<b>\$ 2,981,713</b>	<b>\$ 67,330</b>	<b>\$ -</b>	<b>\$ 67,330</b>	<b>\$ 16,477</b>	<b>\$ 49,653</b>	<b>\$ 1,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 67,330</b>
	Finance Charges	-	362,167	-	-	-	-	-	-	-	-	-
	Other Cost Associated with VDRPT, Comprehensive Agreement and Acquisition Cost	50,000	50,000	-	-	-	-	-	-	-	-	-
5103	Transportation Management Plan (Rail Construction)	-	12,500	-	-	-	-	-	-	-	-	-
5101	WMATA Latent Defects Reserve	15,000	15,000	15,000	-	15,000	-	-	-	-	15,000	15,000
	<b>Subtotal Rail Phase 1</b>	<b>\$ 2,712,486</b>	<b>\$ 3,421,380</b>	<b>\$ 82,330</b>	<b>\$ -</b>	<b>\$ 82,330</b>	<b>\$ 16,477</b>	<b>\$ 49,653</b>	<b>\$ 1,200</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ 82,330</b>
<b>RAIL PHASE 2</b>												
	Guideway and Track Elements	1,126,304	204,403	11,407	-	11,407	1,155	9,377	420	455	-	11,407
	Stations, Stops, Terminals, and Intermodals	725,194	231,342	23,180	-	23,180	8,170	14,104	420	486	-	23,180
	Support Facilities: Yards, Shops, Admin Building	261,690	232,050	14,661	-	14,661	3,001	9,280	792	1,588	-	14,661
	Site work and Special Conditions	220,702	706,117	63,202	-	63,202	18,108	37,556	6,724	814	-	63,202
	Systems	271,784	224,082	45,469	-	45,469	12,027	28,914	2,973	1,555	-	45,469
	Right-of-Way (ROW), Land and Existing Improvements	37,435	57,369	30,979	-	30,979	2,144	7,994	-	20,841	-	30,979
	Vehicles (Rail Cars and Support Vehicles)	228,955	212,055	53,119	-	53,119	15,000	10,000	7,581	20,538	-	53,119
	Professional Services	780,484	625,279	76,160	-	76,160	11,242	38,297	22,956	2,343	1,322	76,160
	Unallocated Contingency	178,168	285,538	242,585	-	242,585	39,000	133,500	46,000	24,085	-	242,585
	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>\$ 560,762</b>	<b>\$ -</b>	<b>\$ 560,762</b>	<b>\$ 109,847</b>	<b>\$ 289,022</b>	<b>\$ 87,866</b>	<b>\$ 72,705</b>	<b>\$ 1,322</b>	<b>\$ 560,762</b>
	<b>Total Rail</b>	<b>\$ 6,543,202</b>	<b>\$ 6,199,615</b>	<b>\$ 643,092</b>	<b>\$ -</b>	<b>\$ 643,092</b>	<b>\$ 126,324</b>	<b>\$ 338,675</b>	<b>\$ 89,066</b>	<b>\$ 72,705</b>	<b>\$ 16,322</b>	<b>\$ 643,092</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.

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**CAPITAL IMPROVEMENT PROGRAM**

**DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL) (dollars in thousands)**

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures						2020 - 2024 Total
						Estimated OCT - DEC 2019	2020	2021	2022	2023	2024	
<b>DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)</b>												
<b>PLANNING AND PRELIMINARY ENGINEERING</b>												
10359	Modeling Support	\$ 198	\$ 141	\$ -	\$ 141	\$ -	\$ 141	\$ -	\$ -	\$ -	\$ -	\$ 141
10360	Long Term Conceptual Design Study	492	492	-	492	100	392	-	-	-	-	392
10387	All Electronic Tolling Conceptual Study	283	159	-	159	126	33	-	-	-	-	33
10396	Life Cycle Cost Report Updates	1,269	1,061	-	1,061	135	162	176	190	196	202	925
10397	Performance Management Assessment Report	1,729	1,086	-	1,086	-	-	-	-	1,086	-	1,086
10399	General Planning Studies	4,780	2,298	1,288	3,587	367	1,052	419	428	652	668	3,220
10427	Stormwater Management Program study	109	109	-	109	-	109	-	-	-	-	109
10430	All Electronic Tolling Constructability Study	239	239	-	239	-	-	239	-	-	-	239
10431	Administration Building Feasibility Study	350	350	-	350	-	-	350	-	-	-	350
10545	Lighting Study	200	200	-	200	-	200	-	-	-	-	200
100031	Overhead and Guide Sign Study	261	261	-	261	-	-	-	-	261	-	261
<b>Subtotal Planning and Preliminary Engineering</b>		<b>\$ 9,910</b>	<b>\$ 6,395</b>	<b>\$ 1,288</b>	<b>\$ 7,683</b>	<b>\$ 727</b>	<b>\$ 2,089</b>	<b>\$ 1,184</b>	<b>\$ 618</b>	<b>\$ 2,195</b>	<b>\$ 870</b>	<b>\$ 6,956</b>
<b>ROADWAY</b>												
5063	Rehabilitation of Toll Road	45,943	32,516	2,884	35,400	4,003	5,914	6,091	6,274	6,462	6,656	31,397
10415	Bridge Joint Closures	475	300	-	300	300	-	-	-	-	-	-
10432	Short Term Interchange Improvements	11,078	11,078	-	11,078	178	4,080	-	6,820	-	-	10,900
100030	Mainline Auxiliary Lanes - East Bound/West Bound	8,055	7,757	298	8,055	-	-	-	-	-	8,055	8,055
<b>Subtotal Roadway</b>		<b>\$ 65,551</b>	<b>\$ 51,651</b>	<b>\$ 3,182</b>	<b>\$ 54,833</b>	<b>\$ 4,481</b>	<b>\$ 9,994</b>	<b>\$ 6,091</b>	<b>\$ 13,094</b>	<b>\$ 6,462</b>	<b>\$ 14,711</b>	<b>\$ 50,352</b>
<b>INTELLIGENT TRANSPORTATION SYSTEMS</b>												
5065	Intelligent Transportation System and Transportation Management System Infrastructure	9,862	8,142	1,149	9,291	71	9,220	-	-	-	-	9,220
<b>Subtotal Intelligent Transportation Systems</b>		<b>\$ 9,862</b>	<b>\$ 8,142</b>	<b>\$ 1,149</b>	<b>\$ 9,291</b>	<b>\$ 71</b>	<b>\$ 9,220</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,220</b>

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

CAPITAL IMPROVEMENT PROGRAM  
DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL) (dollars in thousands)

Project Number	Project Name	Total Cumulative Project Budget	Carryover Balances as of 10/01/2019	2020 New Authorization	Carryover Balances and 2020 New Authorization	Expenditures						2020 - 2024 Total
						Estimated OCT - DEC 2019	2020	2021	2022	2023	2024	
<b>DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)</b>												
<b>TOLLING</b>												
5066	Toll System Ramp Improvements	38,033	5,107	-	5,107	2,107	750	2,250	-	-	-	3,000
5073	Security Implementation	578	578	-	578	-	-	578	-	-	-	578
10453	Update Readers for Protocol Compliance	2,300	600	1,700	2,300	-	2,300	-	-	-	-	2,300
10643	Programmable Signage	15,981	15,981	-	15,981	-	-	-	15,981	-	-	15,981
10644	Toll Plaza Electrical Panel Rehabilitation	641	554	-	554	465	89	-	-	-	-	89
	<b>Subtotal Tolling</b>	<b>\$ 57,535</b>	<b>\$ 22,821</b>	<b>\$ 1,700</b>	<b>\$ 24,521</b>	<b>\$ 2,572</b>	<b>\$ 3,139</b>	<b>\$ 2,828</b>	<b>\$ 15,981</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 21,949</b>
<b>OTHER</b>												
5078	Engineering and NEPA Studies	6,870	1,603	-	1,603	-	1,603	-	-	-	-	1,603
5082	Geographic Information System	786	207	-	207	-	66	68	-	-	74	207
10428	Outreach Program	755	636	-	636	2	119	123	127	130	134	634
10452	Ortho Mapping	1,597	1,191	407	1,597	266	418	-	443	-	470	1,332
NEW	Maintenance Storage Yard Construction	6,682	-	6,682	6,682	-	-	-	-	-	6,682	6,682
	<b>Subtotal Other</b>	<b>\$ 16,690</b>	<b>\$ 3,636</b>	<b>\$ 7,089</b>	<b>\$ 10,725</b>	<b>\$ 268</b>	<b>\$ 2,205</b>	<b>\$ 191</b>	<b>\$ 570</b>	<b>\$ 130</b>	<b>\$ 7,361</b>	<b>\$ 10,457</b>
	<b>Total Dulles Corridor Improvements (Other than Rail)</b>	<b>\$ 159,548</b>	<b>\$ 92,645</b>	<b>\$ 14,408</b>	<b>\$ 107,054</b>	<b>\$ 8,120</b>	<b>\$ 26,648</b>	<b>\$ 10,294</b>	<b>\$ 30,263</b>	<b>\$ 8,787</b>	<b>\$ 22,942</b>	<b>\$ 98,934</b>
	<b>Total Capital Improvement Program</b>	<b>\$ 6,359,164</b>	<b>\$ 735,737</b>	<b>\$ 14,408</b>	<b>\$ 750,146</b>	<b>\$ 134,444</b>	<b>\$ 365,323</b>	<b>\$ 99,360</b>	<b>\$ 102,968</b>	<b>\$ 25,109</b>	<b>\$ 22,942</b>	<b>\$ 615,702</b>

## Project Descriptions - Capital Improvement Program (Metrorail Projects)

Rail Phase 1 (\$621,409,081); Rail Phase 2 (\$205,386,934)

### 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 (\$235,324,401)

### 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 (\$236,977,375)

### 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 (\$249,086,605); Rail Phase 2 (\$728,977,235)

### Site work and Special Conditions

This section includes anticipated costs for environmental mitigation, roadway modifications, utility modifications and demolitions.

Rail Phase 1 (\$309,426,378); Rail Phase 2 (\$228,899,703)

### 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 (\$57,500,200)

### 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 (\$180,682,390); Rail Phase 2 (\$187,489,735)**

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 (\$924,796,709); Rail Phase 2 (\$655,095,338)**

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 (\$11,607,610); Rail Phase 2 (\$242,584,643)**

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.

**Project Descriptions - 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**

10359 Modeling Support, \$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, \$491,748. 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.

10387 All Electronic Tolling 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.

10396 Life Cycle Cost Report Updates, \$1,268,815. 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.

10397 Performance Management Assessment Report, \$1,729,320. 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.

10399 General Planning Studies, \$4,779,631. 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.

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.

10430 All Electronic Tolling 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 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.

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.

100031 Overhead and Guide Sign Study \$260,955. This project will prepare an assessment of existing signs to bring the Dulles Corridor into compliance with current standards. The primary benefits of this project include operational efficiency and increased safety.

## **Roadway**

5063 Rehabilitation of Toll Road, \$45,943,046. 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.

10415 Bridge Joint Closures, \$475,000. VDOT is closing bridge joints on bridges over the Dulles Corridor in the segments impacted by the Metrorail Phase 2. 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 Airports Authority's contribution to the project. Primary benefit of this project is improved operational efficiency, as the project will reduce subsequent maintenance costs.

10432 Short Term Interchange Improvements, \$11,078,000. Short-term ramp improvements include modest lane reassignments to improve safety and traffic circulation at signalized intersections on three ramp locations and lengthening of one on-ramp. 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.

100030 Mainline Auxiliary Lanes - East Bound/West Bound, \$8,054,939. This project will construct auxiliary lanes westbound and eastbound between Wiehle Avenue and Reston Parkway, and between Reston Parkway and Fairfax County Parkway. This project improves safety by providing more weaving and merging areas.



### **Intelligent Transportation Systems**

5065 Intelligent Transportation System and Traffic Management System Infrastructure, \$9,862,093. This project is for the design and construction of an Intelligent Transportation System and 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.

### **Tolling**

5066 Toll System Ramp Improvements, \$38,033,499. 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. This project also includes the design and installation of new tolling gantries on ramps where no tolling ability exists today.

5073 Security Implementation, \$578,383. This project will upgrade the digital video enforcement system to augment personnel safety at remote ramp plazas.

10453 Update Readers for Protocol Compliance, \$2,300,000. 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.

10643 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.

10644 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.

### **Other**

5078 Engineering and NEPA Studies, \$6,870,455. 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.

5082 Geographic Information System, \$785,652. 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.

10428 Outreach Program, \$764,656. This project involves conducting public outreach for projects such as noise wall improvements, toll rate increases, customer surveys, and other betterment projects.

10452 Ortho Mapping, \$1,597,408. This project provides digital orthographic mapping of the Dulles Corridor and is completed every two years.

NEW Maintenance Storage Yard Construction, \$6,682,227. 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

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## **BUDGET BY ACTIVITY CODES**

Activity codes (previously cost center) 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 activity codes are governed by the Airline Agreement. Activity codes are either direct or indirect.

Direct activity codes are used to accumulate all elements comprising the total requirement allocable or attributable to the area under the Airports Authority's accounting system. Activity codes are airfield, terminal, aviation, ground transportation, non-aviation, equipment, international arrivals buildings, airside operations building, cargo, and passenger conveyance system.

Indirect activity codes are those functional areas and related facilities other than direct activity codes 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 activity codes. Indirect activity codes include maintenance, public safety, system and services, and administrative. Airlines rates and charges are based on activity code requirements.

Activity code budgets allow for identification of specific area expenses, including airfield and terminal.

The total requirement budget is provided for certain activity codes.

**Reagan National  
Airfield**

<b>Reagan National AIRFIELD</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>
Signatory Landing Fee (Net Settlement)	\$ 48,632,703	\$ 55,526,765	\$ 53,235,831
Nonsignatory Landing Fees	34,415	-	-
General Aviation	243,171	390,498	590,617
Transfers	11,121,461	11,410,032	13,301,421
Other Rents	309,505	287,976	287,976
Concessions	12,247	-	12,000
Utilities	48,850	48,784	62,179
Other Revenues	135,000	147,500	147,500
<b>Total Revenues Plus Transfer</b>	<b><u>60,537,353</u></b>	<b><u>67,811,555</u></b>	<b><u>67,637,524</u></b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	3,672,292	4,494,835	3,494,616
Other Services	6,531,533	8,678,597	7,900,157
Supplies & Materials	680,264	824,969	718,611
Miscellaneous	34,215	81,066	199,873
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	3,868,665	3,819,205	4,394,740
Public Safety	10,354,048	11,643,772	11,996,761
Administration	15,825,663	16,875,238	17,190,134
Systems & Services	731,190	803,657	902,381
<b>Total O&amp;M Expenses</b>	<b><u>41,697,870</u></b>	<b><u>47,221,339</u></b>	<b><u>46,797,274</u></b>
<b>NET REVENUES</b>	<b><u>\$ 18,839,483</u></b>	<b><u>\$ 20,590,217</u></b>	<b><u>\$ 20,840,250</u></b>
O&M Reserve Requirement Increment	\$ 389,632	\$ 521,026	\$ 415,222
Debt Service	12,914,673	13,822,325	14,368,531
Federal Lease Payment	983,878	1,050,691	1,021,481
<b>NET CASH FLOW</b>	<b><u>\$ 4,551,300</u></b>	<b><u>\$ 5,196,175</u></b>	<b><u>\$ 5,035,017</u></b>
Coverage (All Debt)	1.46	1.49	1.45

**Reagan National  
Terminal A**

<b>Reagan National TERMINAL A</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>
Signatory Terminal Rentals (Net Settlement)	\$ 8,667,823	\$ 9,279,494	\$ 7,801,957
Transfers	3,757,113	4,035,706	4,534,704
Other Rents	987,271	967,694	984,577
Concessions	4,652,412	4,270,421	4,297,151
Utilities	81,941	121,037	115,550
Other Revenues	8,110	-	-
<b>Total Revenues Plus Transfer</b>	<b><u>18,154,671</u></b>	<b><u>18,674,352</u></b>	<b><u>17,733,937</u></b>
<i><u>O&amp;M Expenses (Direct):</u></i>			
Payroll & Employee Benefits	323,581	707,263	-
Other Services	3,694,683	4,232,946	3,932,678
Supplies & Materials	105,518	114,445	153,958
Miscellaneous	325,095	560,485	548,183
Capital Expenditures	-	-	-
<i><u>O&amp;M Expenses (Indirect):</u></i>			
Maintenance	1,576,363	1,523,166	1,654,219
Public Safety	463,365	825,038	593,113
Administration	4,373,962	4,593,788	4,845,833
Systems & Services	662,062	297,492	1,463,990
<b>Total O&amp;M Expenses</b>	<b><u>11,524,628</u></b>	<b><u>12,854,623</u></b>	<b><u>13,191,974</u></b>
<b>NET REVENUES</b>	<b><u>\$ 6,630,043</u></b>	<b><u>\$ 5,819,729</u></b>	<b><u>\$ 4,541,964</u></b>
O&M Reserve Requirement Increment	\$ 107,688	\$ 141,834	\$ 117,049
Debt Service	5,867,189	5,847,309	5,376,653
Federal Lease Payment	271,928	286,020	287,952
<b>NET CASH FLOW</b>	<b><u>\$ 383,237</u></b>	<b><u>\$ (455,433)</u></b>	<b><u>\$ (1,239,690)</u></b>
<b>Coverage (All Debt)</b>	<b>1.13</b>	<b>1.00</b>	<b>0.84</b>

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Reagan National  
Terminal B&C**

<b>Reagan National TERMINAL B&amp;C</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>
Signatory Terminal Rentals (Net Settlement)	\$ 77,224,599	\$ 79,609,153	\$ 69,753,275
Transfers	21,864,391	21,298,642	25,051,369
Other Rents	437,639	406,132	434,702
Concessions	28,919,518	28,072,576	29,970,226
TSA Security Fees	584,000	584,000	584,000
Utilities	1,467,167	1,475,926	1,374,208
Other Revenues	43,048	-	-
<b>Total Revenues Plus Transfer</b>	<b><u>130,540,362</u></b>	<b><u>131,446,430</u></b>	<b><u>127,167,780</u></b>
<i><u>O&amp;M Expenses (Direct):</u></i>			
Payroll & Employee Benefits	689,407	1,905,938	-
Other Services	10,562,468	12,374,234	12,676,365
Supplies & Materials	347,575	561,192	173,451
Miscellaneous	2,438,212	4,203,634	4,111,369
Capital Expenditures	-	-	-
<i><u>O&amp;M Expenses (Indirect):</u></i>			
Maintenance	4,973,943	5,166,158	6,053,638
Public Safety	14,340,382	13,208,322	11,867,335
Administration	27,110,164	26,472,434	26,511,229
Systems & Services	10,968,414	10,575,736	11,363,016
<b>Total O&amp;M Expenses</b>	<b><u>71,430,564</u></b>	<b><u>74,467,648</u></b>	<b><u>72,756,403</u></b>
<b>NET REVENUES</b>	<b><u>\$ 59,109,798</u></b>	<b><u>\$ 56,978,782</u></b>	<b><u>\$ 54,411,377</u></b>
O&M Reserve Requirement Increment	667,459	817,340	640,370
Debt Service	37,194,637	36,491,754	31,821,572
Federal Lease Payment	1,685,433	1,648,235	1,575,363
<b>NET CASH FLOW</b>	<b><u>\$ 19,562,268</u></b>	<b><u>\$ 18,021,453</u></b>	<b><u>\$ 20,374,071</u></b>
<b>Coverage (All Debt)</b>	<b>1.59</b>	<b>1.56</b>	<b>1.71</b>

**Reagan National  
Ground Transportation**

<b>Reagan National GROUND TRANSPORTATION</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>
Other Rents	\$ 29,121	\$ 27,230	\$ 46,968
Concessions	94,067,157	88,672,822	99,086,787
Utilities	265,354	246,870	356,162
Other Revenues	2,571,563	2,704,650	2,704,649
DSRF Investment Earnings	560,626	3,249,522	2,294,949
P&I Investment Earnings	955,531	760,736	834,450
O&M Fund Investment Earnings	6,377,421	3,758,253	9,290,904
<b>Total Revenues</b>	<b><u>104,826,773</u></b>	<b><u>99,420,081</u></b>	<b><u>114,614,869</u></b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	1,507,017	1,336,548	1,724,003
Other Services	3,389,504	3,821,007	4,340,246
Supplies & Materials	369,240	513,801	226,378
Miscellaneous	1,622,819	2,160,049	2,927,874
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	2,440,820	2,124,352	3,290,187
Public Safety	3,108,899	3,286,146	1,821,588
Administration	7,690,858	7,672,078	8,466,566
Systems & Services	134,915	554,504	251,972
<b>Total O&amp;M Expenses</b>	<b><u>20,264,072</u></b>	<b><u>21,468,485</u></b>	<b><u>23,048,814</u></b>
<b>NET REVENUES</b>	<b><u>\$ 84,562,701</u></b>	<b><u>\$ 77,951,597</u></b>	<b><u>\$ 91,566,055</u></b>
O&M Reserve Requirement Increment	\$ 189,351	\$ 236,877	\$ 204,507
Debt Service	18,358,642	18,380,894	25,307,867
Federal Lease Payment	478,139	477,681	503,104
<b>NET CASH FLOW</b>	<b><u>\$ 65,536,569</u></b>	<b><u>\$ 58,856,145</u></b>	<b><u>\$ 65,550,576</u></b>
Coverage (All Debt)	4.61	4.24	3.62



**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Reagan National  
Aviation**

<b>Reagan National AVIATION</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>
Other Rents	\$ 7,270,380	\$ 7,501,361	\$ 7,538,981
Concessions	4,292,631	4,211,666	4,473,116
Utilities	843,713	758,073	790,248
Other Revenues	-	-	-
<b>Total Revenues</b>	<b><u>12,406,724</u></b>	<b><u>12,471,100</u></b>	<b><u>12,802,345</u></b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	47,232	172,862	-
Other Services	254,506	237,475	341,788
Supplies & Materials	84,236	12,481	117,508
Miscellaneous	487,642	840,727	822,274
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	309,548	342,750	457,407
Public Safety	322,270	1,230,874	486,971
Administration	1,054,677	1,914,390	1,386,194
Systems & Services	218,778	605,407	161,540
<b>Total O&amp;M Expenses</b>	<b><u>2,778,890</u></b>	<b><u>5,356,965</u></b>	<b><u>3,773,682</u></b>
<b>NET REVENUES</b>	<b><u>\$ 9,627,835</u></b>	<b><u>\$ 7,114,135</u></b>	<b><u>\$ 9,028,663</u></b>
O&M Reserve Requirement Increment	\$ 25,966	\$ 59,107	\$ 33,483
Debt Service	3,992,449	4,087,989	2,453,457
Federal Lease Payment	65,569	119,194	82,371
<b>NET CASH FLOW</b>	<b><u>\$ 5,543,850</u></b>	<b><u>\$ 2,847,845</u></b>	<b><u>\$ 6,459,352</u></b>
Coverage (All Debt)	2.41	1.74	3.68

**Reagan National**  
**Non-Aviation and Tenant Equipment**

<b>Reagan National NON-AVIATION</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>
Other Rents	\$ -	\$ -	\$ -
Concessions	-	-	-
Utilities	-	-	-
Other Revenues	<u>979,592</u>	<u>736,870</u>	<u>736,871</u>
<b>Total Revenues</b>	<b><u>979,592</u></b>	<b><u>736,870</u></b>	<b><u>736,871</u></b>
<i><u>O&amp;M Expenses (Direct):</u></i>			
Payroll & Employee Benefits	376	1,349	-
Other Services	4,318	4,161	6,900
Supplies & Materials	399	575	517
Miscellaneous	-	-	-
Capital Expenditures	-	-	-
<i><u>O&amp;M Expenses (Indirect):</u></i>			
Maintenance	1,805	1,651	2,647
Public Safety	110,627	1,224	3,827,693
Administration	131,535	58,836	2,292,259
Systems & Services	<u>97,512</u>	<u>96,843</u>	<u>110,277</u>
<b>Total O&amp;M Expenses</b>	<b><u>346,572</u></b>	<b><u>164,638</u></b>	<b><u>6,240,294</u></b>
<b>NET REVENUES</b>	<b><u>\$ 633,020</u></b>	<b><u>\$ 572,231</u></b>	<b><u>\$ (5,503,423)</u></b>
O&M Reserve Requirement Increment	\$ 3,238	\$ 1,817	\$ 55,369
Debt Service	68,283	50,125	473,248
Federal Lease Payment	<u>8,178</u>	<u>3,663</u>	<u>136,212</u>
<b>NET CASH FLOW</b>	<b><u>\$ 553,321</u></b>	<b><u>\$ 516,627</u></b>	<b><u>\$ (6,168,251)</u></b>
<b>Coverage (All Debt)</b>	<b>9.27</b>	<b>11.42</b>	<b>(11.63)</b>
<b><u>TENANT EQUIPMENT</u></b>			
Equipment Charges	\$ 1,317,876	\$ 1,373,628	\$ 1,317,872
Transfers	<u>341,671</u>	<u>339,606</u>	<u>395,361</u>
<b>Total Revenues Plus Transfer</b>	<b><u>1,659,547</u></b>	<b><u>1,713,233</u></b>	<b><u>1,713,233</u></b>
O&M Reserve Requirement Increment	-	-	-
Debt Service	<u>1,132,019</u>	<u>1,317,872</u>	<u>1,317,872</u>
<b>NET CASH FLOW</b>	<b><u>\$ 527,528</u></b>	<b><u>\$ 395,361</u></b>	<b><u>\$ 395,361</u></b>
<b>Coverage (All Debt)</b>	<b>1.47</b>	<b>1.30</b>	<b>1.30</b>

**Reagan National  
Indirect Activity Codes**

<b>Reagan National INDIRECT ACTIVITY CODES</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>
<b>MAINTENANCE</b>			
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 10,253,571	\$ 10,151,656	\$ 12,258,755
Other Services	1,395,773	1,321,947	1,683,737
Supplies & Materials	1,450,643	1,444,879	1,813,576
Miscellaneous	71,156	58,800	96,771
Capital Expenditures	-	-	-
<b>Total O&amp;M Expenses</b>	<b><u>\$ 13,171,144</u></b>	<b><u>\$ 12,977,282</u></b>	<b><u>\$ 15,852,839</u></b>
<b>PUBLIC SAFETY</b>			
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 27,020,075	\$ 28,102,481	\$ 29,237,576
Other Services	610,428	740,657	741,565
Supplies & Materials	1,023,284	1,265,120	565,918
Miscellaneous	45,803	87,118	48,401
Capital Expenditures	-	-	-
<b>Total O&amp;M Expenses</b>	<b><u>\$ 28,699,590</u></b>	<b><u>\$ 30,195,376</u></b>	<b><u>\$ 30,593,461</u></b>
<b>ADMINISTRATION</b>			
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 40,817,535	\$ 42,544,789	\$ 44,794,362
Other Services	11,554,084	10,875,369	11,258,026
Supplies & Materials	2,122,394	1,234,607	2,234,169
Miscellaneous	1,692,845	2,931,998	2,405,659
Capital Expenditures	-	-	-
<b>Total O&amp;M Expenses</b>	<b><u>\$ 56,186,858</u></b>	<b><u>\$ 57,586,763</u></b>	<b><u>\$ 60,692,216</u></b>
<b>SYSTEMS &amp; SERVICES</b>			
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 2,524,854	\$ 2,320,920	\$ 3,078,110
Utilities	8,947,869	9,575,739	9,603,755
Other Services	712,694	431,462	833,117
Supplies & Materials	584,088	531,811	688,985
Miscellaneous	43,365	73,707	49,208
Capital Expenditures	-	-	-
<b>Total O&amp;M Expenses</b>	<b><u>\$ 12,812,870</u></b>	<b><u>\$ 12,933,639</u></b>	<b><u>\$ 14,253,175</u></b>

**Dulles International  
Airfield**

<b>Dulles International AIRFIELD</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>
Signatory Landing Fee (Net Settlement)	\$ 25,150,795	\$ 35,222,035	\$ 31,806,428
Signatory Apron Fees	4,101,343	3,948,885	3,845,142
Nonsignatory Landing Fees	1,233,136	636,766	709,328
General Aviation	5,089,497	2,730,587	3,715,345
Transfers	61,221,319	54,406,524	53,999,048
Other Rents	194,057	51,083	131,654
Concessions	351,772	298,740	306,910
Utilities	34,369	34,721	33,014
Other Revenues	-	-	-
<b>Total Revenues Plus Transfer</b>	<b><u>97,376,289</u></b>	<b><u>97,329,340</u></b>	<b><u>94,546,870</u></b>
<i><u>O&amp;M Expenses (Direct):</u></i>			
Payroll & Employee Benefits	3,236,699	6,330,012	2,674,609
Other Services	10,421,736	10,825,447	10,733,431
Supplies & Materials	2,035,076	2,331,622	2,436,599
Miscellaneous	18,057	72,878	22,681
Capital Expenditures	-	-	-
<i><u>O&amp;M Expenses (Indirect):</u></i>			
Maintenance	6,115,429	6,290,599	7,397,751
Public Safety	9,185,349	8,733,441	8,398,753
Administration	11,503,106	10,677,044	10,458,498
Systems & Services	896,030	442,635	968,424
<b>Total O&amp;M Expenses</b>	<b><u>43,411,482</u></b>	<b><u>45,703,677</u></b>	<b><u>43,090,746</u></b>
<b>NET REVENUES</b>	<b><u>\$ 53,964,807</u></b>	<b><u>\$ 51,625,663</u></b>	<b><u>\$ 51,456,124</u></b>
O&M Reserve Requirement Increment	\$ 459,829	\$ 585,821	\$ 442,235
Debt Service	43,908,309	38,489,910	39,386,448
Federal Lease Payment	566,288	616,873	568,901
<b>NET CASH FLOW</b>	<b><u>\$ 9,030,381</u></b>	<b><u>\$ 11,933,059</u></b>	<b><u>\$ 11,058,540</u></b>
Coverage (All Debt)	1.23	1.34	1.31

**Dulles International**  
**Concourse C&D**

<b>Dulles International</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>CONCOURSE C&amp;D</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Signatory Terminal Rentals (Net Settlement)	\$ 25,545,936	\$ 23,932,580	\$ 22,886,649
Transfers	7,530,611	7,592,037	9,555,458
Other Rents	93,613	265,593	214,554
Concessions	25,092,586	22,480,747	23,738,100
Utilities	417,849	411,360	438,581
Other Revenues	-	-	-
<b>Total Revenues Plus Transfer</b>	<b><u>58,680,595</u></b>	<b><u>54,682,317</u></b>	<b><u>56,833,341</u></b>
 <i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	235,057	615,854	53,385
Other Services	4,026,551	4,211,278	4,254,227
Supplies & Materials	189,713	337,974	190,847
Miscellaneous	224,857	721,153	523,340
Capital Expenditures	-	-	-
 <i>O&amp;M Expenses (Indirect):</i>			
Maintenance	1,820,113	1,893,056	2,341,292
Public Safety	1,753,174	1,315,783	1,302,648
Administration	3,859,202	3,052,930	3,252,884
Systems & Services	2,455,545	920,206	1,483,800
<b>Total O&amp;M Expenses</b>	<b><u>14,564,212</u></b>	<b><u>13,068,234</u></b>	<b><u>13,402,422</u></b>
 <b>NET REVENUES</b>	 <b><u>\$ 44,116,383</u></b>	 <b><u>\$ 41,614,083</u></b>	 <b><u>\$ 43,430,919</u></b>
 O&M Reserve Requirement Increment	 \$ 154,269	 \$ 167,506	 \$ 137,547
Debt Service	10,147,014	8,166,533	9,589,020
Federal Lease Payment	189,985	176,385	176,944
 <b>NET CASH FLOW</b>	 <b><u>\$ 33,625,115</u></b>	 <b><u>\$ 33,103,659</u></b>	 <b><u>\$ 33,527,408</u></b>
 Coverage (All Debt)	 4.35	 5.10	 4.53

**Dulles International**  
**Concourse B**

<b>Dulles International CONCOURSE B</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>
Signatory Terminal Rentals (Net Settlement)	\$ 21,276,482	\$ 19,377,397	\$ 19,883,108
Transfers	10,013,916	11,234,640	13,665,037
Other Rents	223,425	224,208	223,425
Concessions	15,892,474	16,771,748	16,960,958
Utilities	325,086	313,984	296,631
Other Revenues	-	-	-
<b>Total Revenues Plus Transfer</b>	<b><u>47,731,383</u></b>	<b><u>47,921,977</u></b>	<b><u>51,029,159</u></b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	442,563	1,109,319	56,615
Other Services	4,147,021	4,944,064	3,644,279
Supplies & Materials	501,716	470,333	524,698
Miscellaneous	587,688	(796,500)	1,357,896
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	2,210,438	1,841,907	2,603,165
Public Safety	2,103,484	1,326,580	1,735,674
Administration	4,561,338	3,289,962	4,287,000
Systems & Services	2,659,750	1,897,199	3,453,824
<b>Total O&amp;M Expenses</b>	<b><u>17,213,998</u></b>	<b><u>14,082,863</u></b>	<b><u>17,663,151</u></b>
<b>NET REVENUES</b>	<b><u>\$ 30,517,385</u></b>	<b><u>\$ 33,839,114</u></b>	<b><u>\$ 33,366,008</u></b>
O&M Reserve Requirement Increment	\$ 182,337	\$ 180,512	\$ 181,275
Debt Service	10,301,049	8,189,745	10,461,122
Federal Lease Payment	224,551	190,080	233,196
<b>NET CASH FLOW</b>	<b><u>\$ 19,809,449</u></b>	<b><u>\$ 25,278,778</u></b>	<b><u>\$ 22,490,416</u></b>
Coverage (All Debt)	2.96	4.13	3.19

**Dulles International**  
**Main Terminal**

<b>Dulles International</b> <b>MAIN TERMINAL</b>	<b>Actual</b> <b>2018</b>	<b>Budget</b> <b>2019</b>	<b>Budget</b> <b>2020</b>
Signatory Terminal Rentals (Net Settlement)	\$ 89,277,903	\$ 87,052,918	\$ 78,161,148
Transfers	38,445,106	39,613,244	46,392,395
Other Rents	694,687	723,010	763,462
Concessions	6,298,944	4,444,636	6,724,410
TSA Security Fees	350,130	346,420	350,130
Utilities	213,460	189,416	155,084
Other Revenues	305	-	-
<b>Total Revenues Plus Transfer</b>	<b><u>135,280,535</u></b>	<b><u>132,369,643</u></b>	<b><u>132,546,629</u></b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	423,475	1,042,874	61,976
Other Services	10,249,434	10,162,990	10,394,683
Supplies & Materials	331,733	565,516	276,154
Miscellaneous	1,197,584	2,666,177	2,782,231
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	4,749,484	4,643,204	6,301,060
Public Safety	1,828,444	1,406,729	2,013,633
Administration	11,011,285	9,145,299	9,696,576
Systems & Services	11,763,964	9,780,215	8,775,319
<b>Total O&amp;M Expenses</b>	<b><u>41,555,402</u></b>	<b><u>39,413,004</u></b>	<b><u>40,301,632</u></b>
<b>NET REVENUES</b>	<b><u>\$ 93,725,132</u></b>	<b><u>\$ 92,956,639</u></b>	<b><u>\$ 92,244,997</u></b>
O&M Reserve Requirement Increment	\$ 440,169	\$ 501,778	\$ 410,017
Debt Service	70,135,131	63,689,980	65,363,688
Federal Lease Payment	542,076	528,376	527,455
<b>NET CASH FLOW</b>	<b><u>\$ 22,607,756</u></b>	<b><u>\$ 28,236,504</u></b>	<b><u>\$ 25,943,836</u></b>
Coverage (All Debt)	1.34	1.46	1.41

**Dulles International**  
**International Arrivals Building (IAB) and Concourse C IAB**

<b>Dulles International</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<u>INTERNATIONAL ARRIVALS BUILDING</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Signatory IAB Fees	\$ 12,936,880	\$ 13,513,725	\$ 13,480,787
Transfers	5,844,625	5,500,589	5,860,225
<b>Total Revenues Plus Transfer</b>	<b><u>18,781,505</u></b>	<b><u>19,014,314</u></b>	<b><u>19,341,012</u></b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	233,743	662,767	1,333
Other Services	1,872,473	2,015,500	1,926,434
Supplies & Materials	43,383	72,482	19,856
Miscellaneous	-	(315,468)	-
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	836,690	783,201	908,032
Public Safety	140,775	449,391	940,825
Administration	1,400,716	1,326,174	1,442,712
Systems & Services	758,372	682,715	705,020
<b>Total O&amp;M Expenses</b>	<b><u>5,286,151</u></b>	<b><u>5,676,762</u></b>	<b><u>5,944,213</u></b>
<b>NET REVENUES</b>	<b><u>\$ 13,495,353</u></b>	<b><u>\$ 13,337,553</u></b>	<b><u>\$ 13,396,799</u></b>
O&M Reserve Requirement Increment	\$ 55,993	\$ 72,764	\$ 61,005
Debt Service	11,197,607	10,157,256	10,361,500
Federal Lease Payment	68,956	76,621	78,478
<b>NET CASH FLOW</b>	<b><u>\$ 2,172,798</u></b>	<b><u>\$ 3,030,912</u></b>	<b><u>\$ 2,895,816</u></b>
Coverage (All Debt)	1.21	1.31	1.29
<b>Dulles International</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<u>CONCOURSE C IAB</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Signatory IAB Fees	\$ 4,609,498	\$ 6,562,804	\$ 3,747,364
Transfers	1,483,328	1,426,622	1,230,197
<b>Total Revenues Plus Transfer</b>	<b><u>6,092,827</u></b>	<b><u>7,989,426</u></b>	<b><u>4,977,561</u></b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	14,886	39,001	3,359
Other Services	254,997	266,695	267,678
Supplies & Materials	12,014	21,404	12,008
Miscellaneous	14,240	1,487,711	32,929
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	115,266	583,654	147,315
Public Safety	-	113,886	146,272
Administration	148,584	785,664	307,316
Systems & Services	752	65,063	349,314
<b>Total O&amp;M Expenses</b>	<b><u>560,738</u></b>	<b><u>3,363,078</u></b>	<b><u>1,266,191</u></b>
<b>NET REVENUES</b>	<b><u>\$ 5,532,088</u></b>	<b><u>\$ 4,626,349</u></b>	<b><u>\$ 3,711,370</u></b>
O&M Reserve Requirement Increment	\$ 5,940	\$ 43,107	\$ 12,995
Debt Service	806,504	977,413	855,722
Federal Lease Payment	7,315	45,392	16,717
<b>NET CASH FLOW</b>	<b><u>\$ 4,712,330</u></b>	<b><u>\$ 3,560,436</u></b>	<b><u>\$ 2,825,937</u></b>
Coverage (All Debt)	6.86	4.73	4.34



**Dulles International  
Concourse A**

<b>Dulles International CONCOURSE A</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>
Signatory Terminal Rentals (Net Settlement)	\$ 6,250,056	\$ 4,954,464	\$ 5,623,111
Transfers	1,966,085	1,954,464	1,738,917
Concessions	4,493,050	4,928,828	5,920,668
Utilities	119,667	116,543	118,258
Other Revenues	-	-	-
<b>Total Revenues Plus Transfer</b>	<b>12,828,858</b>	<b>11,954,299</b>	<b>13,400,954</b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	25,606	68,734	558
Other Services	1,505,056	1,485,369	1,681,377
Supplies & Materials	39,728	63,364	38,048
Miscellaneous	29,771	(1,030,385)	64,230
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	622,832	188,809	831,845
Public Safety	914,222	1,352,624	867,837
Administration	1,395,368	846,863	1,184,412
Systems & Services	733,386	649,664	211,667
<b>Total O&amp;M Expenses</b>	<b>5,265,968</b>	<b>3,625,042</b>	<b>4,879,974</b>
<b>NET REVENUES</b>	<b>\$ 7,562,890</b>	<b>\$ 8,329,257</b>	<b>\$ 8,520,981</b>
O&M Reserve Requirement Increment	\$ 55,779	\$ 46,465	\$ 50,083
Debt Service	1,672,217	1,309,846	981,081
Federal Lease Payment	68,693	48,928	64,427
<b>NET CASH FLOW</b>	<b>\$ 5,766,202</b>	<b>\$ 6,924,018</b>	<b>\$ 7,425,389</b>
Coverage (All Debt)	4.52	6.36	8.69

**Dulles International**  
**Z Gates**

<b>Dulles International Z GATES</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>
Signatory Terminal Rentals (Net Settlement)	\$ 470,201	\$ 578,032	\$ 584,106
Transfers	250,401	217,473	272,003
Concessions	137,634	120,357	178,558
Utilities	13,125	12,803	12,965
Other Revenues	-	-	-
<b>Total Revenues Plus Transfer</b>	<b><u>871,361</u></b>	<b><u>928,665</u></b>	<b><u>1,047,632</u></b>
 <i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	13,548	30,443	124
Other Services	53,240	56,755	76,835
Supplies & Materials	25,909	30,617	28,397
Miscellaneous	-	-	-
Capital Expenditures	-	-	-
 <i>O&amp;M Expenses (Indirect):</i>			
Maintenance	36,080	37,890	49,120
Public Safety	123,882	186,490	147,264
Administration	92,107	105,123	97,637
Systems & Services	2,835	2,668	2,904
<b>Total O&amp;M Expenses</b>	<b><u>347,600</u></b>	<b><u>449,985</u></b>	<b><u>402,282</u></b>
 <b>NET REVENUES</b>	 <b><u>\$ 523,761</u></b>	 <b><u>\$ 478,680</u></b>	 <b><u>\$ 645,350</u></b>
 O&M Reserve Requirement Increment	 \$ 3,682	 \$ 5,768	 \$ 4,129
Debt Service	397,792	334,992	435,044
Federal Lease Payment	4,534	6,074	5,311
 <b>NET CASH FLOW</b>	 <b><u>\$ 117,752</u></b>	 <b><u>\$ 131,846</u></b>	 <b><u>\$ 200,867</u></b>
 Coverage (All Debt)	 1.32	 1.43	 1.48

**Dulles International  
Ground Transportation**

<b>Dulles International GROUND TRANSPORTATION</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>
Other Rents	\$ 4,598,521	\$ 7,135,452	\$ 4,824,654
Concessions	88,189,390	87,903,572	100,610,232
Utilities	395,458	363,792	404,492
Other Revenues	7,131,674	7,294,900	7,333,938
DSRF Investment Earnings	6,683,205	12,137,198	6,341,331
P&I Investment Earnings	5,831,067	1,391,264	6,225,088
O&M Fund Investment Earnings	8,541,121	4,797,326	11,843,564
<b>Total Revenues</b>	<b><u>121,370,435</u></b>	<b><u>121,023,503</u></b>	<b><u>137,583,300</u></b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	3,459,067	4,361,187	3,739,268
Other Services	9,600,627	9,590,978	10,269,014
Supplies & Materials	988,769	825,114	1,298,826
Miscellaneous	129,342	275,668	436,551
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	5,518,441	4,841,117	7,340,098
Public Safety	3,636,463	4,853,990	1,589,546
Administration	8,717,512	8,111,306	8,443,162
Systems & Services	848,730	1,861,536	1,670,763
<b>Total O&amp;M Expenses</b>	<b><u>32,898,950</u></b>	<b><u>34,720,895</u></b>	<b><u>34,787,228</u></b>
<b>NET REVENUES</b>	<b><u>\$ 88,471,485</u></b>	<b><u>\$ 86,302,609</u></b>	<b><u>\$ 102,796,072</u></b>
O&M Reserve Requirement Increment	\$ 348,477	\$ 445,046	\$ 357,017
Debt Service	23,719,679	21,938,414	22,653,774
Federal Lease Payment	429,156	468,636	459,275
<b>NET CASH FLOW</b>	<b><u>\$ 63,974,174</u></b>	<b><u>\$ 63,450,512</u></b>	<b><u>\$ 79,326,006</u></b>
<b>Coverage (All Debt)</b>	<b>3.73</b>	<b>3.93</b>	<b>4.54</b>

**Dulles International  
Aviation**

<b>Dulles International AVIATION</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>
Other Rents	\$ 14,919,368	\$ 14,937,069	\$ 14,985,706
Concessions	45,746,353	45,825,451	47,828,992
Utilities	2,727,752	2,637,080	2,717,257
Other Revenues	-	-	-
<b>Total Revenues</b>	<b><u>63,393,472</u></b>	<b><u>63,399,600</u></b>	<b><u>65,531,954</u></b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	12,819	29,773	133
Other Services	35,742	36,352	192,404
Supplies & Materials	3,659	5,834	559
Miscellaneous	106,170	236,104	247,035
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	61,650	99,075	205,200
Public Safety	2,455,420	2,781,363	2,610,652
Administration	1,483,337	1,606,525	1,646,043
Systems & Services	1,439,156	2,081,795	1,879,944
<b>Total O&amp;M Expenses</b>	<b><u>5,597,953</u></b>	<b><u>6,876,819</u></b>	<b><u>6,781,971</u></b>
<b>NET REVENUES</b>	<b><u>\$ 57,795,519</u></b>	<b><u>\$ 56,522,781</u></b>	<b><u>\$ 58,749,983</u></b>
O&M Reserve Requirement Increment	\$ 59,295	\$ 88,146	\$ 69,603
Debt Service	14,264,703	13,171,688	13,175,360
Federal Lease Payment	73,023	92,818	89,538
<b>NET CASH FLOW</b>	<b><u>\$ 43,398,497</u></b>	<b><u>\$ 43,170,129</u></b>	<b><u>\$ 45,415,482</u></b>
Coverage (All Debt)	4.05	4.29	4.46

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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**Dulles International  
Non-Aviation**

<b>Dulles International NON-AVIATION</b>	<b>Actual 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>
Other Rents	\$ 1,328,386	\$ 1,447,455	\$ 1,488,037
Concessions	2,669,303	2,555,784	2,844,645
Utilities	1,328,726	1,380,173	1,330,788
Other Revenues	<u>3,633,154</u>	<u>337,467</u>	<u>446,561</u>
<b>Total Revenues</b>	<b><u>8,959,569</u></b>	<b><u>5,720,879</u></b>	<b><u>6,110,032</u></b>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	60,471	137,351	273
Other Services	455,820	322,536	488,454
Supplies & Materials	57,825	72,277	22,129
Miscellaneous	(1,888,475)	(2,536,625)	(4,112,156)
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	(511,589)	(644,647)	(1,679,018)
Public Safety	3,026,738	3,528,384	2,323,754
Administration	588,960	592,587	(679,421)
Systems & Services	<u>432,922</u>	<u>1,064,739</u>	<u>836,656</u>
<b>Total O&amp;M Expenses</b>	<b><u>2,222,673</u></b>	<b><u>2,536,601</u></b>	<b><u>(2,799,329)</u></b>
<b>NET REVENUES</b>	<b><u>\$ 6,736,896</u></b>	<b><u>\$ 3,184,277</u></b>	<b><u>\$ 8,909,361</u></b>
O&M Reserve Requirement Increment	\$ 23,543	\$ 32,514	\$ (28,729)
Debt Service	1,768,578	2,171,438	1,464,780
Federal Lease Payment	<u>28,994</u>	<u>34,237</u>	<u>(36,958)</u>
<b>NET CASH FLOW</b>	<b><u>\$ 4,915,781</u></b>	<b><u>\$ 946,088</u></b>	<b><u>\$ 7,510,268</u></b>
Coverage (All Debt)	3.81	1.47	6.08

**Dulles International  
Cargo**

<b>Dulles International CARGO</b>	Actual 2018	Budget 2019	Budget 2020
Other Rents	\$ 11,598,846	\$ 11,000,238	\$ 12,525,398
Concessions	-	-	-
Utilities	831,510	722,560	1,074,122
Other Revenues	-	-	-
<b>Total Revenues</b>	<b><u>12,430,357</u></b>	<b><u>11,722,798</u></b>	<b><u>13,599,521</u></b>
<i><u>O&amp;M Expenses (Direct):</u></i>			
Payroll & Employee Benefits	33,602	108,813	414
Other Services	326,708	326,566	592,111
Supplies & Materials	19,052	33,601	18,100
Miscellaneous	133,144	296,037	308,793
Capital Expenditures	-	-	-
<i><u>O&amp;M Expenses (Indirect):</u></i>			
Maintenance	199,483	246,034	428,656
Public Safety	2,824,250	3,636,958	7,320,198
Administration	1,584,827	1,833,026	4,063,496
Systems & Services	859,901	1,365,336	4,010,511
<b>Total O&amp;M Expenses</b>	<b><u>5,980,966</u></b>	<b><u>7,846,370</u></b>	<b><u>16,742,280</u></b>
<b>NET REVENUES</b>	<b><u>\$ 6,449,390</u></b>	<b><u>\$ 3,876,428</u></b>	<b><u>\$ (3,142,759)</u></b>
O&M Reserve Requirement Increment	\$ 63,352	\$ 100,573	\$ 171,824
Debt Service	3,312,562	3,654,857	6,552,247
Federal Lease Payment	78,020	105,904	221,038
<b>NET CASH FLOW</b>	<b><u>\$ 2,995,456</u></b>	<b><u>\$ 15,094</u></b>	<b><u>\$ (10,087,868)</u></b>
Coverage (All Debt)	1.95	1.06	(0.48)

**Dulles International**  
**Passenger Conveyance and Tenant Equipment**

<b>Dulles International</b>	Actual	Budget	Budget
<b>PASSENGER CONVEYANCE</b>	2018	2019	2020
Signatory Revenue (Net Settlement)	\$ 5,837,225	\$ 6,356,897	\$ 5,434,574
Passenger Conveyance Transfers	28,490,514	28,321,778	27,671,050
Mobile Lounge Fees	-	-	-
Total Revenues Plus Transfer	<u>34,327,739</u>	<u>34,678,675</u>	<u>33,105,624</u>
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	10,718,993	12,142,482	11,436,826
Other Services	10,681,775	14,440,575	15,681,729
Supplies & Materials	1,825,440	1,918,197	1,459,226
Miscellaneous	137,447	329,600	323,485
Capital Expenditures	-	-	-
<i>O&amp;M Expenses (Indirect):</i>			
Maintenance	-	-	-
Public Safety	-	-	-
Administration	-	-	-
Systems & Services	-	-	-
Total O&M Expenses	<u>23,363,655</u>	<u>28,830,854</u>	<u>28,901,265</u>
<b>NET REVENUES</b>	<u><b>\$ 10,964,084</b></u>	<u><b>\$ 5,847,821</b></u>	<u><b>\$ 4,204,359</b></u>
O&M Reserve Requirement Increment	-	-	-
Debt Service	<u>59,508,063</u>	<u>55,510,932</u>	<u>49,677,199</u>
<b>NET CASH FLOW</b>	<u><b>\$ (48,543,979)</b></u>	<u><b>\$ (49,663,111)</b></u>	<u><b>\$ (45,472,840)</b></u>
<b>Coverage (All Debt)</b>	<b>0.18</b>	<b>0.11</b>	<b>0.08</b>
<b>TENANT EQUIPMENT</b>			
Equipment Charges	\$ 1,695,712	\$ 860,549	\$ 863,252
Transfers	<u>393,343</u>	<u>341,868</u>	<u>271,838</u>
Total Revenues Plus Transfer	<u>2,089,055</u>	<u>1,202,417</u>	<u>1,135,090</u>
<b>NET REVENUES</b>	<u><b>\$ 2,089,055</b></u>	<u><b>\$ 1,202,417</b></u>	<u><b>\$ 1,135,090</b></u>
O&M Reserve Requirement Increment	-	-	-
Debt Service	<u>1,128,724</u>	<u>924,936</u>	<u>873,146</u>
<b>NET CASH FLOW</b>	<u><b>\$ 960,330</b></u>	<u><b>\$ 277,481</b></u>	<u><b>\$ 261,944</b></u>
<b>Coverage (All Debt)</b>	<b>1.85</b>	<b>1.30</b>	<b>1.30</b>

**Dulles International**  
**Indirect Activity Codes**

<b>Dulles International</b> <b>INDIRECT ACTIVITY CODES</b>	<b>Actual</b> <b>2018</b>	<b>Budget</b> <b>2019</b>	<b>Budget</b> <b>2020</b>
<b>MAINTENANCE</b>			
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 17,041,501	\$ 16,226,396	\$ 20,702,755
Other Services	1,559,898	1,519,218	1,947,892
Supplies & Materials	3,091,062	2,828,705	4,109,326
Miscellaneous	81,856	229,577	114,543
Capital Expenditures	-	-	-
<b>Total O&amp;M Expenses</b>	<b>\$ 21,774,317</b>	<b>\$ 20,803,896</b>	<b>\$ 26,874,517</b>
<b>PUBLIC SAFETY</b>			
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 26,436,078	\$ 27,875,079	\$ 28,152,388
Other Services	574,150	690,236	549,595
Supplies & Materials	947,655	1,032,856	637,628
Miscellaneous	34,318	87,449	57,445
Capital Expenditures	-	-	-
<b>Total O&amp;M Expenses</b>	<b>\$ 27,992,201</b>	<b>\$ 29,685,619</b>	<b>\$ 29,397,056</b>
<b>ADMINISTRATION</b>			
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 29,598,560	\$ 28,936,421	\$ 31,938,941
Other Services	14,585,815	9,420,039	9,252,209
Supplies & Materials	1,060,229	786,154	1,013,155
Miscellaneous	1,101,736	2,229,889	1,996,010
Capital Expenditures	-	-	-
<b>Total O&amp;M Expenses</b>	<b>\$ 46,346,340</b>	<b>\$ 41,372,503</b>	<b>\$ 44,200,315</b>
<b>SYSTEMS &amp; SERVICES</b>			
<i>O&amp;M Expenses (Direct):</i>			
Payroll & Employee Benefits	\$ 4,992,891	\$ 3,652,606	\$ 6,485,151
Utilities	16,503,348	15,909,663	16,130,122
Other Services	855,313	807,861	887,484
Supplies & Materials	473,445	406,886	810,571
Miscellaneous	26,348	36,754	34,820
Capital Expenditures	-	-	-
<b>Total O&amp;M Expenses</b>	<b>\$ 22,851,344</b>	<b>\$ 20,813,771</b>	<b>\$ 24,348,147</b>



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## 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 2020 Aviation Enterprise 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, \$5.8 million is budgeted to be allocated to the Toll Road. The remaining \$3.4 million is budgeted to be allocated as administrative overhead for the Metrorail Project.

**Table 5-1: Cost Allocation\***

(dollars in thousands)	Actual 2018	Budget 2019	Budget 2020	2020 Budget vs. 2019 Budget	
				Dollar	Percent
Operating Expenses Prior to Cost Allocation	\$ 349,879	\$ 382,722	\$ 392,315	\$ 9,592	2.5%
Cost Allocation - Road	(5,408)	(5,650)	(5,768)	(118)	2.1%
Cost Allocation - Rail	<u>(3,339)</u>	<u>(3,369)</u>	<u>(3,363)</u>	<u>5</u>	(0.2%)
<b>Operating Expenses with Cost Allocation</b>	<b><u>\$ 341,132</u></b>	<b><u>\$ 373,704</u></b>	<b><u>\$ 383,183</u></b>	<b><u>\$ 9,480</u></b>	<b>2.5%</b>

\* Excludes Debt Service.

The subsequent charts show the application of cost allocation to all offices and are explained 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 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 to the Metrorail project.
- Cost allocation amounts below one thousand dollars are shown for consistency and for reference.

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Cost Allocation by Organization, Entity, and Expense Category**

**Table 5-2: Cost Allocation – Metropolitan Washington Airports Authority**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 151,482	\$ (3,719)	\$ (2,013)	\$ 145,750	\$ 2,165	\$ 3,719	\$ 2,013
Employee Benefits	56,049	(1,389)	(515)	54,145	995	1,389	515
<b>Total Personnel Expenses</b>	<b>\$ 207,532</b>	<b>\$ (5,108)</b>	<b>\$ (2,529)</b>	<b>\$ 199,896</b>	<b>\$ 3,161</b>	<b>\$ 5,108</b>	<b>\$ 2,529</b>
Travel	1,022	(17)	(17)	988	11	17	17
Lease and Rental Payments	10,748	-	-	10,748	-	-	-
Utilities	26,378	-	-	26,378	210	-	-
Telecommunications	(574)	(111)	(160)	(844)	2	111	160
45025 Aviation Drive	(276)	-	-	(276)	-	-	-
45045 Aviation Drive	(135)	-	-	(135)	-	-	-
Services	117,911	(394)	(563)	116,954	23,553	394	563
Supplies, Materials and Fuels	19,558	(107)	(62)	19,389	571	107	62
Insurance and Risk Management	8,225	-	-	8,225	560	-	-
Non-Capital Equipment	1,926	(32)	(33)	1,860	4	32	33
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 184,783</b>	<b>\$ (661)</b>	<b>\$ (835)</b>	<b>\$ 183,288</b>	<b>\$ 24,912</b>	<b>\$ 661</b>	<b>\$ 835</b>
<b>Total Operating Expenses</b>	<b>\$ 392,315</b>	<b>\$ (5,768)</b>	<b>\$ (3,363)</b>	<b>\$ 383,183</b>	<b>\$ 28,073</b>	<b>\$ 5,768</b>	<b>\$ 3,363</b>

**Table 5-3: Cost Allocation – Consolidated Functions (excluding Public Safety)**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 43,079	\$ (1,915)	\$ (1,787)	\$ 39,377	\$ -	\$ 1,915	\$ 1,787
Employee Benefits	14,137	(506)	(566)	13,065	-	506	566
<b>Total Personnel Expenses</b>	<b>\$ 57,215</b>	<b>\$ (2,420)</b>	<b>\$ (2,353)</b>	<b>\$ 52,442</b>	<b>\$ -</b>	<b>\$ 2,420</b>	<b>\$ 2,353</b>
Travel	779	(10)	(21)	747	-	10	21
Lease and Rental Payments	9,462	-	-	9,462	-	-	-
Utilities	3	-	-	3	-	-	-
Telecommunications	(574)	(111)	(160)	(844)	-	111	160
45025 Aviation Drive	(276)	-	-	(276)	-	-	-
45045 Aviation Drive	(135)	-	-	(135)	-	-	-
Services	28,791	(316)	(549)	27,926	-	316	549
Supplies, Materials and Fuels	1,841	(42)	(66)	1,733	-	42	66
Insurance and Risk Management	8,225	-	-	8,225	-	-	-
Non-Capital Equipment	1,578	(27)	(33)	1,518	-	27	33
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 49,694</b>	<b>\$ (506)</b>	<b>\$ (829)</b>	<b>\$ 48,359</b>	<b>\$ -</b>	<b>\$ 506</b>	<b>\$ 829</b>
<b>Total Operating Expenses</b>	<b>\$ 106,910</b>	<b>\$ (2,926)</b>	<b>\$ (3,182)</b>	<b>\$ 100,801</b>	<b>\$ -</b>	<b>\$ 2,926</b>	<b>\$ 3,182</b>

**Table 5-4: Cost Allocation – Board of Directors and Executive Offices**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 2,108	\$ (170)	\$ (212)	\$ 1,726	\$ -	\$ 170	\$ 212
Employee Benefits	527	(37)	(50)	439	-	37	50
<b>Total Personnel Expenses</b>	<b>\$ 2,635</b>	<b>\$ (207)</b>	<b>\$ (262)</b>	<b>\$ 2,165</b>	<b>\$ -</b>	<b>\$ 207</b>	<b>\$ 262</b>
Travel	121	(0)	(0)	120	-	0	0
Lease and Rental Payments	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	946	(28)	(32)	886	-	28	32
Supplies, Materials and Fuels	37	(1)	(1)	35	-	1	1
Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment	4	-	-	4	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 1,108</b>	<b>\$ (30)</b>	<b>\$ (33)</b>	<b>\$ 1,045</b>	<b>\$ -</b>	<b>\$ 30</b>	<b>\$ 33</b>
<b>Total Operating Expenses</b>	<b>\$ 3,742</b>	<b>\$ (237)</b>	<b>\$ (295)</b>	<b>\$ 3,210</b>	<b>\$ -</b>	<b>\$ 237</b>	<b>\$ 295</b>

**Table 5-5: Cost Allocation – Office of Airline Business Development**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 1,137	\$ -	\$ -	\$ 1,137	\$ -	\$ -	\$ -
Employee Benefits	359	-	-	359	-	-	-
<b>Total Personnel Expenses</b>	<b>\$ 1,495</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,495</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Travel	252	-	-	252	-	-	-
Lease and Rental Payments	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	2,776	-	-	2,776	-	-	-
Supplies, Materials and Fuels	20	-	-	20	-	-	-
Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment	-	-	-	-	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 3,049</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,049</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Operating Expenses</b>	<b>\$ 4,544</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,544</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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**Table 5-6: Cost Allocation – Office of Real Estate Development**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 365	\$ -	\$ -	\$ 365	\$ -	\$ -	\$ -
Employee Benefits	103	-	-	103	-	-	-
<b>Total Personnel Expenses</b>	<b>\$ 468</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 468</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Travel	14	-	-	14	-	-	-
Lease and Rental Payments	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	(276)	-	-	(276)	-	-	-
45045 Aviation Drive	(135)	-	-	(135)	-	-	-
Services	40	-	-	40	-	-	-
Supplies, Materials and Fuels	3	-	-	3	-	-	-
Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment	-	-	-	-	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ (354)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (354)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Operating Expenses</b>	<b>\$ 114</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 114</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Table 5-7: Cost Allocation – Office of Marketing and Consumer Strategy**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 2,172	\$ -	\$ -	\$ 2,172	\$ -	\$ -	\$ -
Employee Benefits	654	-	-	654	-	-	-
<b>Total Personnel Expenses</b>	<b>\$ 2,826</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,826</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Travel	48	-	-	48	-	-	-
Lease and Rental Payments	36	-	-	36	-	-	-
Utilities	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	3,752	-	-	3,752	-	-	-
Supplies, Materials and Fuels	72	-	-	72	-	-	-
Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment	-	-	-	-	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 3,909</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,909</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Operating Expenses</b>	<b>\$ 6,735</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,735</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Table 5-8: Cost Allocation – Office of Communications and Government Affairs**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 1,495	\$ (30)	\$ (48)	\$ 1,417	\$ -	\$ 30	\$ 48
Employee Benefits	498	(8)	(16)	474	-	8	16
<b>Total Personnel Expenses</b>	<b>\$ 1,993</b>	<b>\$ (38)</b>	<b>\$ (64)</b>	<b>\$ 1,891</b>	<b>\$ -</b>	<b>\$ 38</b>	<b>\$ 64</b>
Travel	44	(1)	(1)	42	-	1	1
Lease and Rental Payments	-	-	-	-	-	-	-
Utilities	3	-	-	3	-	-	-
Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	1,726	(22)	(35)	1,669	-	22	35
Supplies, Materials and Fuels	36	(2)	(3)	32	-	2	3
Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment	-	-	-	-	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 1,809</b>	<b>\$ (24)</b>	<b>\$ (39)</b>	<b>\$ 1,746</b>	<b>\$ -</b>	<b>\$ 24</b>	<b>\$ 39</b>
<b>Total Operating Expenses</b>	<b>\$ 3,802</b>	<b>\$ (62)</b>	<b>\$ (103)</b>	<b>\$ 3,637</b>	<b>\$ -</b>	<b>\$ 62</b>	<b>\$ 103</b>

**Table 5-9: Cost Allocation – Office of Operations Support**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 1,280	\$ (27)	\$ (9)	\$ 1,244	\$ -	\$ 27	\$ 9
Employee Benefits	280	(7)	(3)	271	-	7	3
<b>Total Personnel Expenses</b>	<b>\$ 1,561</b>	<b>\$ (34)</b>	<b>\$ (12)</b>	<b>\$ 1,515</b>	<b>\$ -</b>	<b>\$ 34</b>	<b>\$ 12</b>
Travel	37	(0)	(0)	36	-	0	0
Lease and Rental Payments	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	99	(0)	(0)	99	-	0	0
Supplies, Materials and Fuels	5	(0)	(0)	5	-	0	0
Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment	-	-	-	-	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 140</b>	<b>\$ (1)</b>	<b>\$ (0)</b>	<b>\$ 140</b>	<b>\$ -</b>	<b>\$ 1</b>	<b>\$ 0</b>
<b>Total Operating Expenses</b>	<b>\$ 1,701</b>	<b>\$ (34)</b>	<b>\$ (12)</b>	<b>\$ 1,655</b>	<b>\$ -</b>	<b>\$ 34</b>	<b>\$ 12</b>

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**Table 5-10: Cost Allocation – Office of Finance**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 4,515	\$ (155)	\$ (305)	\$ 4,056	\$ -	\$ 155	\$ 305
Employee Benefits	1,581	(50)	(106)	1,425	-	50	106
<b>Total Personnel Expenses</b>	<b>\$ 6,096</b>	<b>\$ (205)</b>	<b>\$ (411)</b>	<b>\$ 5,480</b>	<b>\$ -</b>	<b>\$ 205</b>	<b>\$ 411</b>
Travel	60	(1)	(4)	55	-	1	4
Lease and Rental Payments	9,421	-	-	9,421	-	-	-
Utilities	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	1,519	(36)	(72)	1,410	-	36	72
Supplies, Materials and Fuels	33	(1)	(3)	29	-	1	3
Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment	-	-	-	-	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 11,034</b>	<b>\$ (39)</b>	<b>\$ (80)</b>	<b>\$ 10,915</b>	<b>\$ -</b>	<b>\$ 39</b>	<b>\$ 80</b>
<b>Total Operating Expenses</b>	<b>\$ 17,130</b>	<b>\$ (244)</b>	<b>\$ (490)</b>	<b>\$ 16,395</b>	<b>\$ -</b>	<b>\$ 244</b>	<b>\$ 490</b>

**Table 5-11: Cost Allocation – Office of Engineering**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 5,040	\$ (520)	\$ (396)	\$ 4,124	\$ -	\$ 520	\$ 396
Employee Benefits	1,536	(141)	(105)	1,290	-	141	105
<b>Total Personnel Expenses</b>	<b>\$ 6,576</b>	<b>\$ (661)</b>	<b>\$ (502)</b>	<b>\$ 5,413</b>	<b>\$ -</b>	<b>\$ 661</b>	<b>\$ 502</b>
Travel	40	(5)	(9)	26	-	5	9
Lease and Rental Payments	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	128	(19)	(15)	94	-	19	15
Supplies, Materials and Fuels	48	(4)	(3)	40	-	4	3
Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment	40	(2)	(2)	36	-	2	2
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 256</b>	<b>\$ (31)</b>	<b>\$ (29)</b>	<b>\$ 196</b>	<b>\$ -</b>	<b>\$ 31</b>	<b>\$ 29</b>
<b>Total Operating Expenses</b>	<b>\$ 6,832</b>	<b>\$ (692)</b>	<b>\$ (530)</b>	<b>\$ 5,610</b>	<b>\$ -</b>	<b>\$ 692</b>	<b>\$ 530</b>

**Table 5-12: Cost Allocation – Office of Human Resources and Administrative Services**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 5,843	\$ (342)	\$ (228)	\$ 5,273	\$ -	\$ 342	\$ 228
Employee Benefits	2,387	(97)	(71)	2,219	-	97	71
<b>Total Personnel Expenses</b>	<b>\$ 8,230</b>	<b>\$ (439)</b>	<b>\$ (299)</b>	<b>\$ 7,491</b>	<b>\$ -</b>	<b>\$ 439</b>	<b>\$ 299</b>
Travel	53	(1)	(1)	51	-	1	1
Lease and Rental Payments	3	-	-	3	-	-	-
Utilities	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	2,856	(64)	(127)	2,665	-	64	127
Supplies, Materials and Fuels	105	(9)	(7)	89	-	9	7
Insurance and Risk Management	8,225	-	-	8,225	-	-	-
Non-Capital Equipment	52	(6)	(5)	42	-	6	5
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 11,294</b>	<b>\$ (80)</b>	<b>\$ (140)</b>	<b>\$ 11,074</b>	<b>\$ -</b>	<b>\$ 80</b>	<b>\$ 140</b>
<b>Total Operating Expenses</b>	<b>\$ 19,523</b>	<b>\$ (519)</b>	<b>\$ (439)</b>	<b>\$ 18,566</b>	<b>\$ -</b>	<b>\$ 519</b>	<b>\$ 439</b>

**Table 5-13: Cost Allocation – Office of Technology**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 11,541	\$ (326)	\$ (244)	\$ 10,971	\$ -	\$ 326	\$ 244
Employee Benefits	3,747	(92)	(112)	3,543	-	92	112
<b>Total Personnel Expenses</b>	<b>\$ 15,288</b>	<b>\$ (419)</b>	<b>\$ (355)</b>	<b>\$ 14,514</b>	<b>\$ -</b>	<b>\$ 419</b>	<b>\$ 355</b>
Travel	47	-	-	47	-	-	-
Lease and Rental Payments	2	-	-	2	-	-	-
Utilities	-	-	-	-	-	-	-
Telecommunications	(574)	(111)	(160)	(844)	-	111	160
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	12,346	(111)	(160)	12,075	-	111	160
Supplies, Materials and Fuels	1,400	(19)	(45)	1,336	-	19	45
Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment	1,482	(19)	(27)	1,436	-	19	27
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 14,704</b>	<b>\$ (260)</b>	<b>\$ (391)</b>	<b>\$ 14,053</b>	<b>\$ -</b>	<b>\$ 260</b>	<b>\$ 391</b>
<b>Total Operating Expenses</b>	<b>\$ 29,991</b>	<b>\$ (678)</b>	<b>\$ (747)</b>	<b>\$ 28,566</b>	<b>\$ -</b>	<b>\$ 678</b>	<b>\$ 747</b>



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**Table 5-14: Cost Allocation – Office of General Counsel**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 1,301	\$ (7)	\$ (42)	\$ 1,251	\$ -	\$ 7	\$ 42
Employee Benefits	325	(2)	(11)	313	-	2	11
<b>Total Personnel Expenses</b>	<b>\$ 1,626</b>	<b>\$ (9)</b>	<b>\$ (53)</b>	<b>\$ 1,564</b>	<b>\$ -</b>	<b>\$ 9</b>	<b>\$ 53</b>
Travel	6	-	-	6	-	-	-
Lease and Rental Payments	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	718	(3)	(15)	700	-	3	15
Supplies, Materials and Fuels	34	-	-	34	-	-	-
Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment	-	-	-	-	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 757</b>	<b>\$ (3)</b>	<b>\$ (15)</b>	<b>\$ 739</b>	<b>\$ -</b>	<b>\$ 3</b>	<b>\$ 15</b>
<b>Total Operating Expenses</b>	<b>\$ 2,384</b>	<b>\$ (12)</b>	<b>\$ (69)</b>	<b>\$ 2,303</b>	<b>\$ -</b>	<b>\$ 12</b>	<b>\$ 69</b>

**Table 5-15: Cost Allocation – Office of Audit**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 1,147	\$ (22)	\$ (56)	\$ 1,069	\$ -	\$ 22	\$ 56
Employee Benefits	317	(7)	(16)	294	-	7	16
<b>Total Personnel Expenses</b>	<b>\$ 1,464</b>	<b>\$ (29)</b>	<b>\$ (73)</b>	<b>\$ 1,363</b>	<b>\$ -</b>	<b>\$ 29</b>	<b>\$ 73</b>
Travel	13	-	(5)	8	-	-	5
Lease and Rental Payments	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	1,150	(14)	(36)	1,099	-	14	36
Supplies, Materials and Fuels	7	-	(1)	6	-	-	1
Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment	-	-	-	-	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 1,169</b>	<b>\$ (14)</b>	<b>\$ (42)</b>	<b>\$ 1,113</b>	<b>\$ -</b>	<b>\$ 14</b>	<b>\$ 42</b>
<b>Total Operating Expenses</b>	<b>\$ 2,634</b>	<b>\$ (43)</b>	<b>\$ (114)</b>	<b>\$ 2,475</b>	<b>\$ -</b>	<b>\$ 43</b>	<b>\$ 114</b>

**Table 5-16: Cost Allocation – Office of Strategy and Business Transformation and Performance**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 791	\$ (66)	\$ (23)	\$ 702	\$ -	\$ 66	\$ 23
Employee Benefits	253	(8)	(4)	242	-	8	4
<b>Total Personnel Expenses</b>	<b>\$ 1,044</b>	<b>\$ (73)</b>	<b>\$ (27)</b>	<b>\$ 944</b>	<b>\$ -</b>	<b>\$ 73</b>	<b>\$ 27</b>
Travel	15	(0)	(0)	14	-	0	0
Lease and Rental Payments	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	276	(5)	(2)	269	-	5	2
Supplies, Materials and Fuels	6	(3)	(1)	2	-	3	1
Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment	-	-	-	-	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 297</b>	<b>\$ (8)</b>	<b>\$ (3)</b>	<b>\$ 286</b>	<b>\$ -</b>	<b>\$ 8</b>	<b>\$ 3</b>
<b>Total Operating Expenses</b>	<b>\$ 1,341</b>	<b>\$ (81)</b>	<b>\$ (30)</b>	<b>\$ 1,230</b>	<b>\$ -</b>	<b>\$ 81</b>	<b>\$ 30</b>

**Table 5-17: Cost Allocation – Office of Supply Chain Management**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 4,345	\$ (250)	\$ (223)	\$ 3,872	\$ -	\$ 250	\$ 223
Employee Benefits	1,569	(56)	(72)	1,440	-	56	72
<b>Total Personnel Expenses</b>	<b>\$ 5,914</b>	<b>\$ (306)</b>	<b>\$ (295)</b>	<b>\$ 5,312</b>	<b>\$ -</b>	<b>\$ 306</b>	<b>\$ 295</b>
Travel	29	(1)	(1)	28	-	1	1
Lease and Rental Payments	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	458	(13)	(54)	392	-	13	54
Supplies, Materials and Fuels	35	(3)	(3)	30	-	3	3
Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment	-	-	-	-	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 522</b>	<b>\$ (16)</b>	<b>\$ (57)</b>	<b>\$ 449</b>	<b>\$ -</b>	<b>\$ 16</b>	<b>\$ 57</b>
<b>Total Operating Expenses</b>	<b>\$ 6,436</b>	<b>\$ (323)</b>	<b>\$ (352)</b>	<b>\$ 5,761</b>	<b>\$ -</b>	<b>\$ 323</b>	<b>\$ 352</b>

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Table 5-18: Cost Allocation – Reagan National (excluding Public Safety)**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 25,197	\$ (6)	\$ (4)	\$ 25,187	\$ -	\$ 6	\$ 4
Employee Benefits	9,347	-	-	9,347	-	-	-
<b>Total Personnel Expenses</b>	<b>\$ 34,544</b>	<b>\$ (6)</b>	<b>\$ (4)</b>	<b>\$ 34,534</b>	<b>\$ -</b>	<b>\$ 6</b>	<b>\$ 4</b>
Travel	68	-	-	68	-	-	-
Lease and Rental Payments	1,175	-	-	1,175	-	-	-
Utilities	10,109	-	-	10,109	-	-	-
Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	26,514	(23)	-	26,491	-	23	-
Supplies, Materials and Fuels	4,528	(2)	(1)	4,525	-	2	1
Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment	133	-	-	133	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 42,526</b>	<b>\$ (25)</b>	<b>\$ (1)</b>	<b>\$ 42,500</b>	<b>\$ -</b>	<b>\$ 25</b>	<b>\$ 1</b>
<b>Total Operating Expenses</b>	<b>\$ 77,069</b>	<b>\$ (31)</b>	<b>\$ (5)</b>	<b>\$ 77,034</b>	<b>\$ -</b>	<b>\$ 31</b>	<b>\$ 5</b>

**Table 5-19: Cost Allocation – Dulles International (excluding Public Safety)**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 41,429	\$ (89)	\$ (132)	\$ 41,208	\$ -	\$ 89	\$ 132
Employee Benefits	15,678	(38)	(37)	15,603	-	38	37
<b>Total Personnel Expenses</b>	<b>\$ 57,107</b>	<b>\$ (127)</b>	<b>\$ (168)</b>	<b>\$ 56,811</b>	<b>\$ -</b>	<b>\$ 127</b>	<b>\$ 168</b>
Travel	108	-	-	107	-	-	-
Lease and Rental Payments	109	-	-	109	-	-	-
Utilities	16,267	-	-	16,267	-	-	-
Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	61,429	(15)	(10)	61,404	-	15	10
Supplies, Materials and Fuels	11,580	(3)	(2)	11,576	-	3	2
Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment	104	-	-	104	-	-	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 89,596</b>	<b>\$ (18)</b>	<b>\$ (11)</b>	<b>\$ 89,566</b>	<b>\$ -</b>	<b>\$ 18</b>	<b>\$ 11</b>
<b>Total Operating Expenses</b>	<b>\$ 146,702</b>	<b>\$ (145)</b>	<b>\$ (180)</b>	<b>\$ 146,378</b>	<b>\$ -</b>	<b>\$ 145</b>	<b>\$ 180</b>

**Table 5-20: Cost Allocation – Office of Public Safety**

	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 Cost	Cost Allocation to Dulles Toll Road	Cost Allocation to Dulles Metrorail
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ 41,778	\$ (1,709)	\$ -	\$ 39,978	\$ -	\$ 1,709	\$ -
Employee Benefits	16,888	(845)	-	16,130	-	845	-
<b>Total Personnel Expenses</b>	<b>\$ 58,666</b>	<b>\$ (2,554)</b>	<b>\$ -</b>	<b>\$ 56,108</b>	<b>\$ -</b>	<b>\$ 2,554</b>	<b>\$ -</b>
Travel	68	(1)	-	67	-	1	-
Lease and Rental Payments	2	-	-	2	-	-	-
Utilities	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	1,178	(40)	-	1,133	-	40	-
Supplies, Materials and Fuels	1,609	(16)	-	1,555	-	16	-
Insurance and Risk Management	-	-	-	-	-	-	-
Non-Capital Equipment	111	(6)	-	105	-	6	-
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ 2,967</b>	<b>\$ (63)</b>	<b>\$ -</b>	<b>\$ 2,862</b>	<b>\$ -</b>	<b>\$ 63</b>	<b>\$ -</b>
<b>Total Operating Expenses</b>	<b>\$ 61,633</b>	<b>\$ (2,617)</b>	<b>\$ -</b>	<b>\$ 58,971</b>	<b>\$ -</b>	<b>\$ 2,617</b>	<b>\$ -</b>

**Table 5-21: Cost Allocation – Dulles Toll Road**

	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 Cost	Cost Allocation to Dulles Toll Road	Total Dulles Toll Road
(dollars in thousands)							
<b>Operating Expenses</b>							
Personnel Compensation	\$ -	\$ -	\$ -	\$ -	\$ 2,165	\$ 3,719	\$ 5,884
Employee Benefits	-	-	-	-	995	1,389	2,384
<b>Total Personnel Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,161</b>	<b>\$ 5,108</b>	<b>\$ 8,268</b>
Travel	-	-	-	-	11	17	28
Lease and Rental Payments	-	-	-	-	-	-	-
Utilities	-	-	-	-	210	-	210
Telecommunications	-	-	-	-	2	111	113
45025 Aviation Drive	-	-	-	-	-	-	-
45045 Aviation Drive	-	-	-	-	-	-	-
Services	-	-	-	-	23,553	394	23,948
Supplies, Materials and Fuels	-	-	-	-	571	107	678
Insurance and Risk Management	-	-	-	-	560	-	560
Non-Capital Equipment	-	-	-	-	4	32	36
Non-Capital Facility Projects	-	-	-	-	-	-	-
<b>Total Non-Personnel Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,912</b>	<b>\$ 661</b>	<b>\$ 25,573</b>
<b>Total Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 28,073</b>	<b>\$ 5,768</b>	<b>\$ 33,841</b>

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**AIRPORTS AUTHORITY POSITION SUMMARY**

**Career Full-Time Permanent Positions**

Office and Cost Center	Total Positions 2018	Budgeted Positions 2019	Total Positions 2019*	New Positions 2020	Budgeted Positions 2020
<b>Consolidated Functions</b>					
Board of Directors	4	4	4		4
President and Chief Executive Officer	3	3	3		3
Executive Vice President and Chief Operating Officer	6	6	1		1
<b>Office of Revenue</b>					
Executive Vice President and Chief Revenue Officer	2	2	2		2
Office of Airline Business Development	8	8	8		8
Office of Real Estate Development	3	3	2		2
Office of Marketing and Consumer Strategy	19	19	18		18
Office of Communications and Government Affairs	12	12	12		12
<b>Subtotal Office of Revenue</b>	<b>44</b>	<b>44</b>	<b>42</b>		<b>42</b>
Office of Operations Support			10	1	11
<b>Office of Finance</b>					
<i>Vice President for Finance and Chief Financial Officer</i>	3	3	3		3
<i>Accounting</i>	27	27	25		25
<i>Financial Systems and Project Management</i>	3	3	3		3
<i>Treasury</i>	4	4	4		4
<i>Budget</i>	5	5	4		4
<i>Debt Management</i>	2	2	2		2
<b>Subtotal Office of Finance</b>	<b>44</b>	<b>44</b>	<b>41</b>		<b>41</b>
<b>Office of Engineering</b>					
<i>Vice President of Engineering</i>	7	7	7		7
<i>Projects Controls and Management</i>	11	11	10	1	11
<i>Planning</i>	8	8	6		6
<i>Design</i>	21	21	20		20
<i>Construction</i>	16	16	15		15
<i>Building Code and Environmental</i>	6	6	6	3	9
<b>Subtotal Office of Engineering</b>	<b>69</b>	<b>69</b>	<b>64</b>	<b>4</b>	<b>68</b>
<b>Office of Human Resources and Administrative Services</b>					
<i>Vice President of Human Resources and Administrative Services</i>	4	4	4	1	5
<i>Employee Resources and Personnel Management</i>	6	6	6		6
<i>Human Capital Management Performance and Business Readiness</i>	6	6	6		6
<i>Compensation and Benefits</i>	7	7	7		7
<i>Labor and Employee Relations</i>	4	4	4		4
<i>Support Services</i>	6	6	6		6
<i>Risk Management</i>	7	7	7		7
<i>Organizational Design and Management</i>	3	3	3	1	4
<b>Subtotal Office of Human Resources and Administrative Services</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>2</b>	<b>45</b>
<b>Office of Technology</b>					
<i>Vice President of Technology</i>	6	6	6		6
<i>Enterprise Architecture and Business Innovation</i>	26	29	29		29
<i>Information Security</i>	5	7	7		7
<i>Technology Operations</i>	28	34	34		34
<i>Program Support and Business Relations</i>	16	24	24		24
<b>Subtotal Office of Technology</b>	<b>81</b>	<b>100</b>	<b>100</b>		<b>100</b>

\*2019 Total positions reflects the transfer of positions between offices and any elimination of positions from Budgeted positions.

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Career Full-Time Permanent Positions (continued)**

Office and Cost Center	Total Positions 2018	Budgeted Positions 2019	Total Positions 2019*	New Positions 2020	Total Positions 2020
<b>Consolidated Functions (continued)</b>					
Office of General Counsel	6	6	6	1	7
Office of Audit	9	9	9		9
Office of Strategy and Business Transformation and Performance	7	7	7	1	8
<b>Office of Supply Chain Management</b>					
<i>Vice President of Supply Chain Management</i>	2	2	2		2
<i>Technology and Administration</i>	5	5	5		5
<i>Supplier Diversity</i>	5	5	5		5
<i>Procurement</i>	35	35	34		34
<b>Subtotal Office of Supply Chain Management</b>	<b>47</b>	<b>47</b>	<b>46</b>		<b>46</b>
<b>Total Consolidated Functions</b>	<b>363</b>	<b>382</b>	<b>376</b>	<b>9</b>	<b>385</b>
<b>Reagan National</b>					
Airport Manager	4	4	4	1	5
Operations	27	28	28		28
<b>Engineering and Maintenance</b>					
<i>Engineering and Maintenance Manager</i>	4	4	4		4
<i>Facilities Engineering Division</i>	9	9	9		9
<i>Structures and Grounds Division</i>	49	49	49		49
<i>Electrical Division</i>	43	43	43		43
<i>Utilities Division</i>	49	49	49		49
<i>Equipment Maintenance Division</i>	18	18	18		18
<i>Maintenance Engineering Division</i>	16	16	16		16
<i>Terminal Service Division</i>	23	23	23		23
<i>Resource Support Division</i>	9	9	9		9
<b>Subtotal Engineering and Maintenance</b>	<b>220</b>	<b>220</b>	<b>220</b>		<b>220</b>
<b>Airport Administration</b>					
<i>Administration Department Manager</i>	2	2	2		2
<i>Budget and Administration Division</i>	4	4	4		4
<i>Contract Management Division</i>	6	6	6		6
<i>Materials Management Division</i>	11	11	11		11
<i>Leasing and Terminal Division</i>	3	3	3		3
<b>Subtotal Airport Administration</b>	<b>26</b>	<b>26</b>	<b>26</b>		<b>26</b>
<b>Total Reagan National</b>	<b>277</b>	<b>278</b>	<b>278</b>	<b>1</b>	<b>279</b>
<b>Dulles International</b>					
Airport Manager	4	4	4		4
<b>Operations</b>					
<i>Operations Manager</i>	41	41	41	1	42
<i>Ramp Control Division</i>	21	21	21		21
<i>Mobile Lounge Division</i>	70	74	73		73
<b>Subtotal Operations</b>	<b>132</b>	<b>136</b>	<b>135</b>	<b>1</b>	<b>136</b>

\*2019 Total positions reflects the transfer of positions between offices and any elimination of positions from Budgeted positions.

**Career Full-Time Permanent Positions (continued)**

	Total Positions 2018	Budgeted Positions 2019	Total Positions 2019*	New Positions 2020	Total Positions 2020
Office and Cost Center					
<b>Dulles International (continued)</b>					
Engineering and Maintenance					
<i>Engineering and Maintenance Manager</i>	9	9	8		8
<i>Electrical Services Division</i>	59	59	58		58
<i>Structures and Grounds Division</i>	62	62	63		63
<i>Utilities Services Division</i>	58	58	58		58
<i>Engineering Division</i>	17	17	17		17
<i>Equipment Maintenance Division</i>	79	79	78		78
<i>Maintenance Engineering Division</i>	26	26	26		26
<b>Subtotal Engineering and Maintenance</b>	<b>310</b>	<b>310</b>	<b>308</b>		<b>308</b>
Airport Administration					
<i>Administration Manager</i>	3	3	1		1
<i>Financial Management Division</i>	8	8	8		8
<i>Leasing Management Division</i>	3	3	3		3
<i>Contract Management Division</i>	5	5	5		5
<i>Materials Management Division</i>	12	12	12		12
<b>Subtotal Airport Administration</b>	<b>31</b>	<b>31</b>	<b>29</b>		<b>29</b>
<b>Total Dulles International</b>	<b>477</b>	<b>481</b>	<b>476</b>	<b>1</b>	<b>477</b>
<b>Public Safety</b>					
<i>Vice President of Public Safety</i>	2	2	2		2
<i>Police Department</i>	266	285	285		285
<i>Fire Department</i>	153	163	163	10	173
<i>Public Safety Administration</i>	5	5	5		5
<i>Communications Center</i>	51	51	50		50
<b>Total Public Safety</b>	<b>477</b>	<b>506</b>	<b>505</b>	<b>10</b>	<b>515</b>
<b>Total Aviation Enterprise</b>	<b>1594</b>	<b>1647</b>	<b>1635</b>	<b>21</b>	<b>1656</b>
<b>Dulles Corridor</b>					
Dulles Toll Road	35	35	34		34
Dulles Metrorail	32	32	24		24
<b>Total Dulles Corridor Enterprise</b>	<b>67</b>	<b>67</b>	<b>58</b>		<b>58</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b>1,661</b>	<b>1,714</b>	<b>1,693</b>	<b>21</b>	<b>1,714</b>

*A portion of the costs of certain positions in the Aviation Enterprise Fund is allocated to the Dulles Corridor Enterprise.*

*\*2019 Total positions reflects the transfer of positions between offices and any elimination of positions from Budgeted positions.*



**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Other Career (Non-Permanent) and Non-Career Positions and Programs**

Office	Budgeted Positions 2019	Total Positions 2019*	New Positions 2020	Budgeted Positions 2020
<b>1) Other Career Programs</b>				
<b>Professional Development Intern Program</b>				
Office of Marketing and Consumer Strategy		1		1
Office of Engineering	1	1		1
Office of Human Resources and Administrative Services		3		3
Office of Strategy and Business Transformation and Performance	1	2		2
Office of Supply Chain Management	1	1		1
Reagan National	2	2		2
Dulles International	2	3		3
<b>Subtotal Professional Development Intern Program</b>	<b>7</b>	<b>13</b>		<b>13</b>
<b>Apprentice Program</b>				
Reagan National	12	10		10
Dulles International	13	15		15
<b>Subtotal Apprentice Program</b>	<b>25</b>	<b>25</b>		<b>25</b>
<b>2) Non-Career Programs</b>				
<b>Non-Career Term</b>				
Executive Vice President and Chief Operating Officer	1			
Office of Real Estate Development	1	1		1
Office of Marketing and Consumer Strategy	1	1		1
Office of Communications and Government Affairs	2	2		2
Office of Operations Support		1		1
Office of Finance	3	2		2
Office of Human Resources and Administrative Services	10	8	1	9
Office of Technology	20	20		20
<b>Subtotal Consolidated Functions</b>	<b>38</b>	<b>35</b>	<b>1</b>	<b>36</b>
Reagan National	4	3		3
Dulles International	5	3	1	4
Public Safety	3	3		3
<b>Total Non-Career Term Positions</b>	<b>50</b>	<b>44</b>	<b>2</b>	<b>46</b>
<b>Summer Intern, Summer Trades, Pulley and Chantilly Program</b>				
Office of Human Resources and Administrative Services	41	36		36
<b>Co-op Intern Program</b>				
Office of Technology	1	1		1
<b>Customer Service Ambassadors</b>				
Dulles International	40	40		40
<b>3) Other Additional Programs</b>				
Office of Engineering (Transition Planning)		8		8
<b>IAD Operations Program</b>				
Dulles International (Mobile Lounge)	6	5		5
Dulles International (Ramp Control)	4	4		4
Dulles International (Customer Service Ambassador)		5		5
<b>Total IAD Operations Program</b>	<b>10</b>	<b>14</b>		<b>14</b>
Public Safety (Police Department)		1		1
<b>Total Aviation Enterprise</b>	<b>174</b>	<b>182</b>	<b>2</b>	<b>184</b>
<b>4) Non-Career Term</b>				
Dulles Metrorail	9	8		8
<b>Total Dulles Corridor Enterprise</b>	<b>9</b>	<b>8</b>		<b>8</b>

\*2019 Total positions reflects the transfer of positions between offices and any elimination of positions from Budgeted positions.

**2020 Total Authorized Positions by Office (Career, Non-Career and Other Programs)**

Office	Budgeted Positions 2019	Budgeted Positions 2020
Board of Directors	4	4
President and Chief Executive Officer	3	3
Executive Vice President and Chief Operating Officer	7	1
<b>Office of Revenue</b>		
Executive Vice President and Chief Revenue Officer	2	2
Office of Airline Business Development	8	8
Office of Real Estate Development	4	3
Office of Marketing and Consumer Strategy	20	20
Office of Communications and Government Affairs	14	14
<b>Subtotal Office of Revenue</b>	<b>48</b>	<b>47</b>
Office of Operations Support		12
Office of Finance	47	43
Office of Engineering	70	77
Office for Human Resources and Administrative Services	94	93
Office of Technology	121	121
Office of General Counsel	6	7
Office of Audit	9	9
Office of Strategy and Business Transformation and Performance	8	10
Office of Supply Chain Management	48	47
<b>Total Consolidated Functions</b>	<b>465</b>	<b>474</b>
Reagan National	296	294
Dulles International	551	553
Public Safety	509	519
<b>Total Aviation Enterprise</b>	<b>1821</b>	<b>1840</b>
Dulles Toll Road	35	34
Dulles Metrorail	41	32
<b>Total Dulles Corridor Enterprise</b>	<b>76</b>	<b>66</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b>1,897</b>	<b>1,906</b>

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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**2020 Additional Positions**

	<u>Career Full-Time</u>	<u>Non-Career Term</u>
<b>Consolidated Functions</b>		
<b>Office of Operations Support</b>		
Vice President of Operations Support	1	
<b>Office of Engineering</b>		
Building Code Inspector	2	
Building Code Inspector (Electrical)	1	
Engineering Program Management Analyst I	1	
<b>Office of Human Resources and Administrative Services</b>		
HR Communications Specialist Writer Editor*	1	
Contracts Administrator Human Resources*	1	
HR Technician		1
<b>Office of General Counsel</b>		
Associate General Counsel	1	
<b>Office of Strategy and Business Transformation and Performance</b>		
Business Systems Update and Enhancement Analyst	1	
<b>Subtotal Consolidated Functions</b>	<u>9</u>	<u>1</u>
<b>Reagan National</b>		
Senior Project Manager for Airport Initiatives	1	
<b>Dulles International</b>		
Airport Operations Specialist	1	
Game Control Supervisor		1
<b>Office of Public Safety</b>		
Firefighters	10	
<b>Total Metropolitan Washington Airports Authority</b>	<u>21</u>	<u>2</u>

\* Conversion from Non-Career Term to Career Full-Time Position.

**New Positions and Descriptions (23)**

**Office of Operations Support (1)**

*Vice President of Operations Support VP*

The Vice President for Operations Support will work to drive the strategy and operational tactics related to maximizing airport operational service and performance. This position serves as the internal and external driver of operations support and process improvement for the two-airport system and associated operational functions.

**Office of Engineering (4)**

*Building Code Inspector (2) S-19*

The Building Code Inspector will ensure that construction projects are compliant and meet safety standards. The position will also perform onsite code inspections for construction projects.

*Building Code Inspector (Electrical) S-19*

The Building Code Inspector (Electrical) will ensure that construction involving electrical and safety systems comply with the Virginia Uniform Statewide Building Code, National Electrical Code, and other codes. The position also serves as the primary building code inspector (Electrical) for new construction.

*Engineering Program Management Analyst I S-19*

The Engineering Program Management Analyst I will assist and support the management and tracking of cost, scope, schedules, and status of construction projects. The position will also assist in construction program management, project management scheduling, and cost control; help in the analysis of project cost and schedule data and the development and execution of design and construction reporting requirements.

**Office of Human Resources and Administrative Services (3)**

*HR Communications Specialist Writer Editor S-20 (Conversion from Non-Career Term Position)*

This position will design and create strategic internal communications to inform and motivate Airports Authority' employees. The position will also perform a variety of communication and information management tasks to support human resources and administrative services programs, with emphasis on developing, editing, and publishing newsletters and official organization-wide documents and policies.

*Contracts Administrator Human Resources S-20 (Conversion from Non-Career Term Position)*

The Contracts Administrator Human Resources will impact the ability of the Office of Human Resources and Administrative Services to effectively manage contracts, especially invoicing and payment, and respond to requests for information. The position will also perform a full array of pre-award and post-award contract administration functions in support of all Office of Human Resources and Administrative Services contracts

*HR Technician H-17 (Non-Career Term)*

The position will provide a range of HR administrative, project management and general program functions in support of the Office of Human Resources and Administrative Services.

**Office of General Counsel (1)**

*Associate General Counsel S-24*

The Associate General Counsel will render authoritative legal advice on complex issues to all levels of Airports Authority management. The position will also perform detailed legal analyses in a wide range of specific assignments.

**Office of Strategy and Business Transformation and Performance (1)**

*Business Systems Update and Enhancement Analyst S-20*

The Business Systems Update and Enhancement Analyst will coordinate and assist business units with the updates and enhancements to the Airports Authority's full-suite deployment of the Human Capital Management and Financial System. The position will also provide program and business systems support, ensuring processes function according to established guidelines; coordinate the preparation for, tracking of, and deployment of updates, and the development of large-scale configuration enhancements.

**Reagan National (1)**

*Senior Project Manager for Airport Initiatives S-24*

This position will be responsible for leading and managing the project and program management, change management and the successful implementation of assigned large-scale and small-scale projects for Reagan National. The position is also responsible for multiple, concurrent implementation projects and programs that vary in size, complexity and scope; will partner with operations, engineering, marketing, technology, and other appropriate internal and external organizations to drive cross-team coordination and collaboration to ensure successful project and program planning and implementation.

**Dulles International (2)**

*Airport Operations Specialist S-19*

The Airport Operations Specialist will ensure the proper functioning of terminal facilities, security screening checkpoints, international arrivals areas, and baggage screening. The position will contribute to the safe, secure, and efficient operation of aircraft and the airport; maintain the safe, efficient, and secure operation of the Dulles International complex. The position will also ensure the proper functioning of terminal facilities, security screening checkpoints, international arrivals areas, and baggage screening. Helps implement security, certification, and safety programs in accordance with Federal regulations.

*Game Control Supervisor N-15 (Non-Career Term)*

The Game Control Supervisor will assist with wildlife control at Dulles International in order to protect human life and prevent serious damage to aircraft. The position will monitor and detect wildlife hazards in the operational environment of the airport that could threaten human health and safety or aircraft operations.

**Public Safety (10)**

*Firefighter (10) F-10*

The Firefighter for the Airports Authority will help protect the lives of the traveling public by responding to and fighting fires and delivering emergency medical care. The position performs full-performance level Firefighter functions in emergency situations including fire prevention, suppression, rescue and emergency medical services at the basic life support level.

## **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: (i) All reasonable financing alternatives before undertaking debt financing, including PFCs and grants will be explored; (ii) Pay-as-you-go financing of capital improvements will be utilized where feasible; (iii) Long-term debt will not be used to fund current noncapital operations; (iv) Debt issues will be structured based on the attributes of the types of projects financed, market conditions at the time of debt issue, and policy directions provided by the Board; (v) 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; (vi) 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 refunding guidelines accepted by the Board; (vii) Financial advisors will be retained for advice on debt structuring; (viii) Good communication will be maintained with bond rating agencies regarding the Airports Authority's financial condition; (ix) Monthly updates of the annual Plan of Finance will be submitted to the Finance Committee; (x) A procedure providing for 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; (xi) Minimum debt service coverage ratios will be maintained as required under the Master Trust Indentures. **Debt Limit:** The legal limit for revenue bonds is based on the Airports Authority's ability to generate sufficient revenues to pass the Additional Bonds Test (ABT) required under the Master Trust Indentures. As long as there are adequate revenues to pass the test, additional debt can be issued. The ABT ensures that the Airports Authority will be able to meet the Debt Service Coverage Ratio.

### **Aviation Enterprise Debt Program**

#### **Airport System Revenue Bonds**

The Airports Authority used debt financing to fund the 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 each 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 \$12.3 billion of senior lien bonds (excluding commercial paper) has been issued by the Airports Authority since March 1988. The proceeds of 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 2019, Fitch Ratings affirmed the "AA-" rating and "Stable Outlook", Moody's affirmed the "Aa3" rating and "Stable Outlook", and S&P also affirmed the "AA-" rating and "Stable Outlook".

## Insurance

As of October 1, 2019, the Airports Authority did not have any insured Bonds.

## 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 (in millions)

Firm	Facility	Program/ Series	Amount	Expiration Date
ICBC	Letter of Credit	CP Two	\$ 200.0	Feb 2022
TD Bank	Letter of Credit	2003D1	\$ 49.3	Oct 2022
TD Bank	Letter of Credit	2009D VRDO	\$ 110.5	Feb 2021
Sumitomo	Letter of Credit	2010C VRDO	\$ 137.3	Sep 2020
Wells Fargo	Index Floaters	2010D	\$ 141.4	Sep 2020
Sumitomo	Letter of Credit	2011A VRDO	\$ 157.6	Oct 2022
U.S. Bank	Index Floaters	2011B	\$ 104.3	Sep 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 \$200.0 million in CP Notes. The CP Program is a funding source for on-going capital expenditures. Long-term fixed and/or variable rate bonds will be issued to periodically recycle the CP capacity.

### *Series One CP Notes*

The issuance of up to \$250.0 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 \$200.0 million of the Series Two CP Notes is authorized pursuant to 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, 2019, 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 2020 Budget proposes to use \$51.0 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 2020 debt service for the AeroTrain is estimated at \$81.6 million, and the 2020 Budget assumes \$51.0 million of this debt is funded with PFC revenue. Previous Budgets for fiscal years 2010 through 2019 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, \$45.0 million, \$43.6 million, and \$47.4 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 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, 2019.

#### Swap Agreement Summaries (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	Aa2/A+/AA-	\$ 12.5	4.445%
6/15/2006	10/1/2009	10/1/2039	JPMorgan Chase	Aa2/A+/AA	153.4	4.099%
			Bank of America	Aa2/A+/AA-	88.8	
6/15/2006	10/1/2010	10/1/2040	Wells Fargo	Aa2/A+/AA-	141.4	4.112%
9/12/2007	10/1/2011	10/1/2039	Wells Fargo	Aa2/A+/AA-	101.3	3.862%
<b>Aggregate Swaps</b>					<b>\$ 497.4</b>	



**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**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 2020.

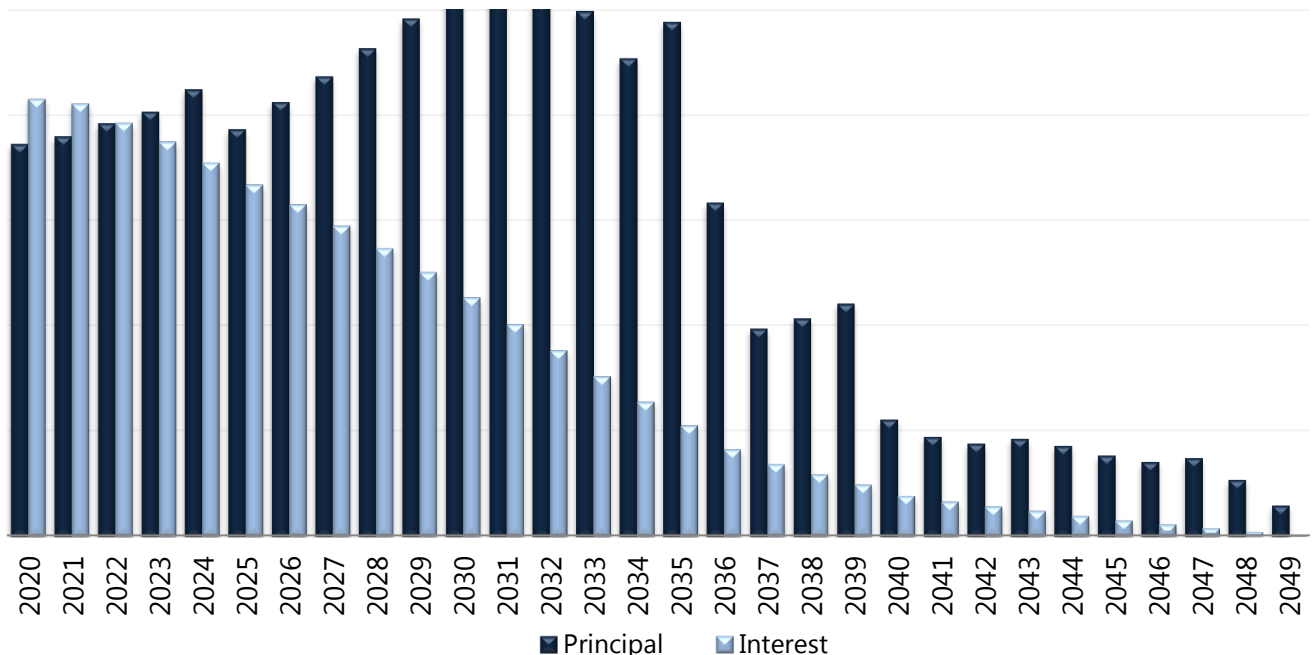
**Debt Service Coverage**

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 2018 through 2020 is as follows:

**Debt Service Coverage**

	Actual 2018	Budget 2019	Budget 2020
Reagan National	2.28x	2.13x	2.18x
Dulles International	1.67x	1.77x	1.81x
<b>Combined</b>	<b>1.82x</b>	<b>1.86x</b>	<b>1.90x</b>

**Aviation Enterprise Debt Service Trend by Year**



**Summary of Outstanding Aviation Bonds**  
*(dollars in thousands)*

Series	Dated Date	Originally Issued Par Amount	Outstanding as of 10/01/2019	Tax Status	Tenor	Credit Enhancement Provider	Purpose
2003D	October 1, 2003	\$ 150,000	\$ 49,300	AMT	Variable	TD Bank	New Money
2009B	April 1, 2009	236,825	-	Non-AMT	Fixed	BHAC	New Money/Refunding
2009C	July 2, 2009	314,435	-	Non-AMT	Fixed	n/a	Refunding PFC
2009D *	July 2, 2009	136,825	110,465	Non-AMT	Variable	TD Bank	Refunding PFC
2010A	July 28, 2010	348,400	294,155	Non-AMT	Fixed	n/a	New Money/OMP
2010B	July 28, 2010	229,005	106,785	AMT	Fixed	n/a	Refunding
2010C-1	September 22, 2010	66,750	49,350	AMT	Variable	Sumitomo	Refunding
2010C-2 *	September 22, 2010	103,250	87,905	Non-AMT	Variable	Sumitomo	Refunding
2010D *	September 22, 2010	170,000	141,380	Non-AMT	Variable	Wells Fargo	New Money/Refunding
2010F1	November 17, 2010	61,820	61,820	Non-AMT	Fixed	n/a	OMP
2011A *	September 21, 2011	233,635	157,600	AMT	Variable	Sumitomo	New Money/Refunding
2011B	September 21, 2011	207,640	104,245	Non-AMT	Variable	US Bank	New Money/Refunding
2011C	September 21, 2011	185,390	121,390	AMT	Fixed	n/a	Refunding
2011D	September 21, 2011	10,385	7,130	Non-AMT	Fixed	n/a	Refunding
2012A	July 3, 2012	291,035	255,950	Non-AMT	Fixed	n/a	Refunding
2012B	July 3, 2012	20,790	-	AMT	Fixed	n/a	Refunding
2013A	July 11, 2013	207,205	195,660	AMT	Fixed	n/a	Refunding
2013B	July 11, 2013	27,405	13,485	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	429,740	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	249,925	AMT	Fixed	n/a	New Money/Refunding
2015C	July 15, 2015	35,975	25,205	Non-AMT	Fixed	n/a	Refunding
2015D	July 15, 2015	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	464,600	AMT	Fixed	n/a	New Money/Refunding
2018A	July 3, 2018	558,430	552,910	AMT	Fixed	n/a	New Money/Refunding
2019A	July 3, 2019	287,930	287,930	AMT	Fixed	n/a	New Money/Refunding
2019B	July 3, 2019	100,090	100,090	Non-AMT	Fixed	n/a	Refunding
<b>Total</b>		<b>\$ 5,915,140</b>	<b>\$ 4,427,830</b>				

\* Subject of a floating-to-fixed rate swaps

**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

**Summary of Bond Debt Service – Airport Revenue Bonds**  
*(dollars in thousands)*

Airport Revenue Bonds	Date of Issue	Maturity	Bonds Outstanding 10/01/2019	FY 2019* Debt Service	FY 2020 Interest Payments	Oct 2020 Principal Payment	FY 2020 Debt Service
<b>Senior Debt:</b>							
Series 2003D	9/16/2003	2004-2033	\$ 49,300	\$ 3,468	\$ 1,578	\$ 2,481	\$ 4,059
Series 2008A	6/24/2008	2012-2029	-	-	-	-	-
Series 2009B	4/1/2009	2010-2029	-	14,247	-	-	-
Series 2009C	7/2/2009	2010-2039	-	5,651	-	-	-
Series 2009D	7/2/2009	2010-2039	110,465	7,732	4,493	3,431	7,924
Series 2010A	7/28/2010	2011-2039	294,155	20,285	14,339	6,721	21,060
Series 2010B	7/28/2010	2011-2027	106,785	14,331	5,202	9,131	14,333
Series 2010C	9/22/2010	2011-2039	137,255	9,297	5,162	4,530	9,692
Series 2010D	9/22/2010	2011-2040	141,380	10,376	5,772	4,059	9,831
Series 2010F-1	11/17/2010	2020-2031	61,820	6,979	2,882	15,285	18,167
Series 2011A	9/21/2011	2012-2038	157,600	17,696	6,137	12,136	18,274
Series 2011B	9/21/2011	2012-2041	104,245	18,383	3,230	15,953	19,183
Series 2011C	9/29/2011	2012-2028	121,390	15,713	5,949	9,761	15,710
Series 2011D	9/29/2011	2012-2031	7,130	782	306	474	780
Series 2012A	7/3/2012	2016-2032	255,950	24,319	12,437	11,884	24,321
Series 2012B	7/3/2012	2013-2019	-	2,949	-	-	-
Series 2013A	7/11/2013	2018-2043	195,660	17,571	9,672	7,899	17,571
Series 2013B	7/11/2013	2016-2023	13,485	4,476	451	4,029	4,480
Series 2013C	7/11/2013	2020-2022	11,005	1,460	487	3,731	4,218
Series 2014A	7/3/2014	2015-2044	429,740	45,900	20,188	16,654	36,842
Series 2015A	1/29/2015	2033-2034	163,780	8,189	8,189	-	8,189
Series 2015B	7/15/2015	2015-2045	249,925	21,028	12,389	6,796	19,185
Series 2015C	7/15/2015	2015-2035	25,205	4,072	1,140	2,886	4,026
Series 2015D	7/15/2015	2020-2030	-	110	-	-	-
Series 2016A	7/7/2016	2030-2036	362,655	16,877	16,877	-	16,877
Series 2016B	7/7/2016	2020-2032	23,370	1,207	1,167	555	1,722
Series 2017A	7/7/2017	2017-2047	464,600	42,549	23,002	22,101	45,103
Series 2018A	7/3/2018	2019-2048	552,910	36,755	27,407	16,284	43,691
Series 2019A	7/3/2019	2020-2049	287,930	7,958	14,355	4,259	18,613
Series 2019B	7/3/2019	2020-2029	100,090	3,562	4,950	5,185	10,135
			<b>\$ 4,427,830</b>	<b>\$ 383,922</b>	<b>\$ 207,761</b>	<b>\$ 186,225</b>	<b>\$ 393,986</b>
Series ONE	8/16/2007	2008-2019	\$ -	\$ -	\$ -	\$ -	\$ -
Series TWO	1/12/2005	2006-2019	-	-	-	-	-
			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTALS</b>			<b>\$ 4,427,830</b>	<b>\$ 383,922</b>	<b>\$ 207,761</b>	<b>\$ 186,225</b>	<b>\$ 393,986</b>

\* FY 2019 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
	Principal	Interest	Principal	Interest	Debt Service
2020	\$ -	\$ -	\$ 186,225	\$ 207,761	\$ 393,986
2021			189,930	205,653	395,583
2022			196,175	196,456	392,631
2023			201,675	187,482	389,157
2024			212,225	177,603	389,828
2025			193,255	167,144	360,399
2026			206,270	157,720	363,990
2027			218,365	147,628	365,993
2028			231,705	136,903	368,608
2029			245,835	125,630	371,465
2030			256,345	113,554	369,899
2031			255,650	100,983	356,633
2032			253,740	88,429	342,169
2033			249,345	76,149	325,494
2034			226,990	63,957	290,947
2035			244,220	52,830	297,050
2036			158,600	41,429	200,029
2037			98,760	34,347	133,107
2038			103,600	29,622	133,222
2039			110,570	24,664	135,234
2040			55,575	19,384	74,959
2041			47,390	16,666	64,056
2042			44,175	14,331	58,506
2043			46,390	12,122	58,512
2044			43,155	9,803	52,958
2045			38,540	7,645	46,185
2046			35,470	5,718	41,188
2047			37,240	3,945	41,185
2048			26,900	2,083	28,983
2049			14,750	738	15,488
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,429,065</b>	<b>\$ 2,428,379</b>	<b>\$ 6,857,444</b>

*2020 is on FY(cy) not Bond Year, and will not match to Official Statement information for 2020.*

*2020 does not include \$3,206,356 of annual financing fees.*

### **Dulles Corridor Enterprise 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 \$2.9 billion of Bonds has been issued by the Airports Authority since August 2009. The proceeds of the Bonds are used to finance capital improvements to the Dulles Corridor and construction of the Silver Line to Metrorail System.

### **First Senior Lien Bonds**

A total of \$198 million of Series 2009A Bonds were issued as Current Interest Bonds in August 2009. The Series 2009A Bonds were refunded with the Series 2019A Current Interest Bonds for a total refunding par amount of \$163.1 million in July 2019.

### **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, 2019.

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, 2019, the Airports Authority has drawn \$1.2 billion on the Loan.

## Ratings

As of November 25, 2019, the First Senior, Second Senior, Subordinate and Junior liens are rated as follows;

Series	Lien Position	Rating Moody's/S&P
2019A	First Senior	A2, A
2009B	Second Senior	A2, AA (Insured) Baa1, A-
2009C	Second Senior	A2, AA (Insured) Baa1, A-
2009D	Second Senior	Baa1, A-
2010A	Second Senior	Baa1, A-
2010B	Second Senior	Baa1, A-
2014A	Second Senior	Baa1, A-
2010D	Subordinate	Baa2, A-
TIFIA Series 2014	Junior	Baa2, A

## Insurance

Assured Guaranty insures \$137.6million of the \$207.1 million Series 2009B Bonds and all \$158.2 million of the Series 2009C Bonds.

As of October 1, 2019, a total of \$295.9 million or 9.1 percent of the total \$3.2 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 April 2020. The Series One CP Notes are secured as Second Senior Lien Bonds under the Master Indenture. As of October 1, 2019, there are \$25.0 million outstanding of Series One CP Notes.

## Future Bonds

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**

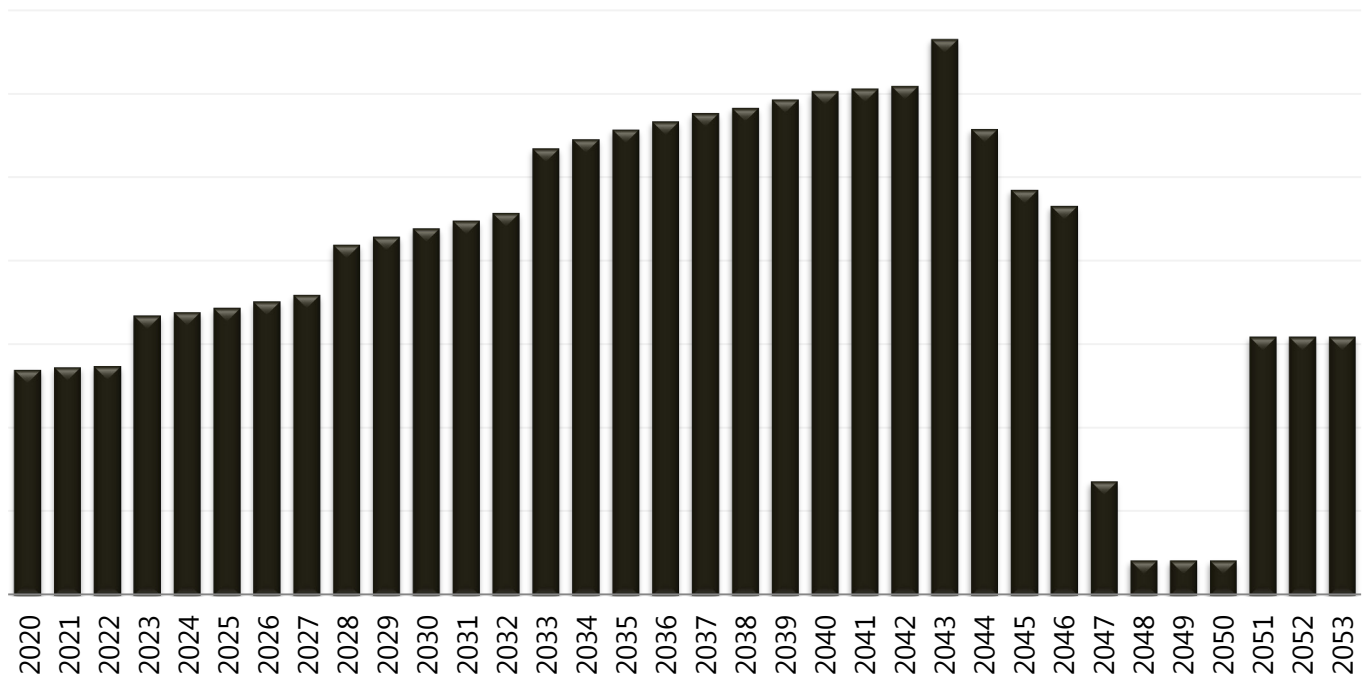
The Airports Authority has covenanted in the Master Indenture that it will establish, charge and collect tolls for the privilege of traveling on the Toll Road at rates sufficient to meet the Operation and Maintenance Expenses and produce Net Revenues in any Fiscal Year, and in each Fiscal Year thereafter 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.

**Dulles Corridor Enterprise Debt Service Trend by Year**



**Annual Debt Service Requirements and Projected Debt Service**  
*(dollars in millions)*

	2016	2017	2018	2019	2020
Dulles Toll Road Gross Toll Revenue	\$ 156.97	\$ 154.67	\$ 154.00	\$ 198.65	\$ 201.55
Dulles Toll Road O&M	(31.19)	(30.33)	(30.19)	(31.25)	(33.84)
Interest Income	2.96	2.46	2.55	2.55	2.55
<b>Net Revenue Available for Debt Service</b>	<b>\$ 128.74</b>	<b>\$ 126.80</b>	<b>\$ 126.36</b>	<b>\$ 169.95</b>	<b>\$ 170.25</b>
First Senior Lien, Series 2019A <sup>1</sup>	\$ 10.14	\$ 10.14	\$ 10.14	\$ 10.14	\$ 8.16
Second Senior Lien, Series 2009B	9.50	6.21	8.13	11.13	6.69
Second Senior Lien, Series 2009C	4.06	16.24	16.24	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>2</sup>	(9.74)	(9.73)	(9.76)	(9.80)	(9.83)
less state funding for interest payments	(30.00)	(20.00)	(15.00)	(15.00)	-
Second Senior Lien, Series 2010A <sup>3</sup>	-	-	-	-	-
Second Senior Lien, Series 2010B	-	-	3.82	15.28	15.28
Second Senior Lien, Series 2014A	21.09	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>2</sup>	(3.91)	(3.91)	(3.92)	(3.94)	(3.95)
Junior Lien TIFIA Series 2014	-	-	8.79	36.73	40.11
<b>TOTAL NET DEBT SERVICE <sup>4</sup></b>	<b>\$ 42.99</b>	<b>\$ 61.89</b>	<b>\$ 81.38</b>	<b>\$ 123.71</b>	<b>\$ 135.62</b>
<i>First Senior Lien Debt Service Coverage</i>	<i>12.69 x</i>	<i>12.50 x</i>	<i>12.46 x</i>	<i>16.76 x</i>	<i>20.88 x</i>
<i>Second Senior Lien Debt Service Coverage</i>	<i>3.69 x</i>	<i>2.36 x</i>	<i>1.96 x</i>	<i>2.15 x</i>	<i>1.95 x</i>
<i>Subordinate Lien Debt Service Coverage</i>	<i>2.99 x</i>	<i>2.05 x</i>	<i>1.74 x</i>	<i>1.95 x</i>	<i>1.78 x</i>
<i>Junior Lien Debt Service Coverage</i>	<i>2.99 x</i>	<i>2.05 x</i>	<i>1.55 x</i>	<i>1.37 x</i>	<i>1.26 x</i>

<sup>1</sup> The amounts shown in years 2016 to 2019 are the annual debt service requirements on the Series 2009A Bonds that were refunded with proceeds of the Series 2019A Bonds.

<sup>2</sup> Federal subsidy payments on BABs are subject to sequestration reductions. The net subsidy rate for 2020 is 32.935 percent.

<sup>3</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>4</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.



**2020 BUDGET**  
**Metropolitan Washington Airports Authority**

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**Summary of Outstanding Dulles Toll Road Bonds**

Series	Originally Issued Par Amount	Outstanding as of 10/01/2019	Tax Status	Tenor	Credit Enhancement Provider	Purpose
2019A	\$ 163,110,000	\$ 163,110,000	Tax-Exempt Current Interest Bonds	Fixed	None	Refunding of Series 2009A Bonds
2009B	207,056,689	324,387,936	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	100,786,200	Tax-Exempt CABs	Fixed	None	Metrorail
2010B	137,801,650	235,000,000	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>	1,134,429,692	1,195,789,786	Federal Loan	Fixed	None	Metrorail
CP Series One <sup>2</sup>		25,000,000	Tax-Exempt Commercial Paper	Variable	JP Morgan LOC	Metrorail
	<b>\$ 2,827,206,210</b>	<b>\$ 3,265,608,922</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>	Total Net Debt Service
2020	3,505,221	105,686,654	39,824,336	149,016,211	(13,782,639)	135,233,572
2021	3,466,610	106,135,265	40,952,786	150,554,661	(13,782,639)	136,772,022
2022	3,422,177	106,619,698	41,126,439	151,168,314	(13,782,639)	137,385,675
2023	9,267,174	115,454,701	56,703,070	181,424,945	(13,782,639)	167,642,307
2024	10,631,131	119,355,744	53,572,755	183,559,630	(13,782,639)	169,776,991
2025	8,106,897	117,074,978	60,715,898	185,897,773	(13,782,639)	172,115,134
2026	7,501,716	118,020,159	64,263,392	189,785,267	(13,782,639)	176,002,628
2027	6,929,769	118,772,106	68,054,884	193,756,759	(13,782,639)	179,974,120
2028	4,706,906	114,974,969	104,166,574	223,848,449	(13,782,639)	210,065,810
2029	12,171,834	135,089,299	81,379,356	228,640,488	(13,782,639)	214,857,849
2030	13,685,811	143,468,740	77,248,187	234,402,738	(14,646,800)	219,755,938
2031	23,258,287	152,278,572	63,458,865	238,995,724	(14,646,800)	224,348,924
2032	22,660,382	152,912,033	68,107,185	243,679,600	(14,646,800)	229,032,800
2033	27,669,564	177,253,206	77,161,134	282,083,904	(14,646,800)	267,437,104
2034	26,916,763	178,504,722	82,311,030	287,732,515	(14,646,800)	273,085,715
2035	26,042,105	178,377,479	89,076,067	293,495,651	(14,646,800)	278,848,851
2036	25,449,571	178,975,819	93,902,879	298,328,269	(14,646,800)	283,681,469
2037	23,339,430	181,081,695	98,811,335	303,232,460	(14,646,800)	288,585,660
2038	67,923,547	144,870,078	93,593,425	306,387,050	(14,646,800)	291,740,250
2039	52,248,235	167,618,215	91,535,545	311,401,995	(14,646,800)	296,755,195
2040	100,378,990	145,163,235	70,836,154	316,378,379	(14,646,800)	301,731,579
2041	159,960,000	86,748,500	71,291,912	318,000,412	(14,646,800)	303,353,612
2042	141,735,000	76,554,500	101,301,128	319,590,628	(14,646,800)	304,943,828
2043	87,445,000	67,330,250	192,341,832	347,117,082	(14,226,800)	332,890,282
2044	95,690,000	61,195,500	135,330,005	292,215,505	(12,966,800)	279,248,705
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>\$ 1,830,872,121</b>	<b>\$ 3,474,477,865</b>	<b>\$ 2,017,066,173</b>	<b>\$ 7,322,416,159</b>	<b>\$ (374,878,588)</b>	<b>\$ 6,947,537,571</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 2019 were subject to sequestration reductions resulting in net subsidy rates of 32.83 percent. This table assumes annual sequestration reductions continue through 2029 at the FY 2020 level of 32.935 percent. The BABs subsidy is assumed to return to the full 35 percent thereafter.

**2020 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 10/1/2019	Debt Service 2019 <sup>1</sup>	Debt Service 2020 <sup>1</sup>
Series 2019A	7/10/2019	2031 - 2044	\$ 163,110,000	\$ 10,142,988	\$ 8,155,500
Series 2009B	8/12/2009	2012 - 2040	324,387,936	11,131,250	6,692,500
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	20,048,902	20,017,561
Series 2010A	5/27/2010	2029 - 2037	100,786,200	-	-
Series 2010B	5/27/2010	2040 - 2044	235,000,000	15,275,000	15,275,000
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	8,060,400	8,047,800
TIFIA Series 2014 <sup>3</sup>	8/20/2014	2023 - 2044	1,195,789,786	36,728,905	40,106,448
LESS: Commonwealth of Virginia funds for DTR Bonds Debt Service <sup>4</sup>				(15,000,000)	-
CP Series One <sup>5</sup>	8/1/2011	8/10/2018	25,000,000	187,500	2,250,000
<b>TOTALS</b>			<b>\$ 3,265,608,922</b>	<b>\$ 123,898,319</b>	<b>\$ 137,868,185</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> The final draw on funding from the State to pay interest on DTR revenue bonds was made in 2019.

<sup>5</sup> For budgeting purposes, the amount outstanding in 2020 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: AC - BO**

**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.

**ACTIVITY CODE** — An area of the Airports to which a revenue or expense is attributed, i.e., airfield, terminal, public parking, rental cars, etc.

**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, three 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.

**GLOSSARY: BO - CA**

**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 \$10.0 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.

**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.

**GLOSSARY: CO - CO**

**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 Industrial and Commercial Bank of China Limited, acting through its New York Branch for \$200.0 million, expiring in February 2022. 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 \$300.0 million, expiring in April 2020.

**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 \$2.0 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 \$50.0 million, \$25.0 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 Enterprise for

**GLOSSARY: CO - DU**

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.

**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

**GLOSSARY: DU - EL**

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



**GLOSSARY: EL - FI**

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

**GLOSSARY: FL - IN**

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.

**GLOSSARY: IN - MA**

**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.

**GLOSSARY: MA - NE**

**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.

**MERIT PAY PROGRAM (MPP)** — The Airports Authority's method of managing employee performance. MPP 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.

**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

**GLOSSARY: NO - OR**

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.

**GLOSSARY: OT - PE**

**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, 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.

**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.

**GLOSSARY: PL - SO**

**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 Airports 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

**GLOSSARY: ST - TO**

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 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



**GLOSSARY: TO - WA**

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.

**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

**GLOSSARY: WI - WR**

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 East 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 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.

**WRAP-UP INSURANCE** — Traditionally, contractors purchase insurance coverage which is included in their bids. The wrap-up insurance approach removes the obligation for purchasing 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.

**KEY ACRONYMS: AI - VM**

**AIP** - Airport Improvement Program

**ALP** - Airport Layout Plan

**AMT** - Alternative Minimum Tax

**AOA** - Airport Operations Area

**CCP** - Capital Construction Program

**CCTA** - Complex Coordinated Terrorist Attack

**CF** - Consolidated Functions

**CFC** - Customer Facility Charges

**CIP** - Capital Improvement Program

**COMIP** - Capital, Operating and Maintenance Investment Program

**CP** - Commercial Paper

**CPE** - Cost per Enplanement

**DCA** - Ronald Reagan Washington National Airport

**DCE** - Dulles Corridor Enterprise

**DOT** - Department of Transportation

**DTR** - Dulles Toll Road

**ETC** - Electronic Toll Collection

**FAA** - Federal Aviation Administration

**FBO** - Fixed Based Operator

**FEMA** - Federal Emergency Management Agency

**FIS** - Federal Inspection Station

**FHWA** - Federal Highway Administration

**FRD** - Fire Department

**IAB** - International Arrival Building

**IAD** - Washington Dulles International Airport

**IT** - Information Technology

**LOI** - Letter of Intent

**MPP** - Merit Pay Program

**MWAA** - Metropolitan Washington Airports Authority

**NRR** - Net Remaining Revenue

**O&D** - Origin and Destination

**O&M** - Operation and Maintenance

**PFC** - Passenger Facility Charge

**PMP** - Performance Management Partnership

**PSD** - Public Safety Department

**R&R** - Renewal and Replacement Program

**ROAC** - Report of the Airport Consultant

**SAAS** - Software as a Service

**SAFER** - Staffing for Adequate Fire and Emergency Response

**SEC** - Securities and Exchange Commission

**TIFIA** - Transportation Infrastructure Finance and Innovation Act

**TNC** - Transportation Network Company

**TSA** - Transportation Security Administration

**U/L** - Use and Lease Agreement

**VALE** - Voluntary Airports Low Emission

**VMAT** - Vehicle Movement Area Transponder

# 2020 BUDGET

January 1 through December 31, 2020

Adopted by the Board of Directors on December 18, 2019

## **Expanding the Metrorail System to Dulles International and Beyond: The Dulles Corridor Metrorail Project**

The Dulles Corridor Metrorail (Silver Line) Project is the 23-mile extension of the National Capital Region's Metrorail system from East Falls Church to Reston, Virginia (Phase 1), and to Washington Dulles International Airport and beyond (Phase 2).

The Metropolitan Washington Airports Authority manages the construction of the project, which has brought substantial economic development to the area up and down the Dulles Corridor. Phase 1 of the project was completed in 2014, while Phase 2 is scheduled to be completed in 2020.