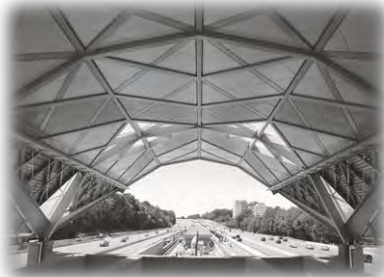


METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

2014 BUDGET



2014 BUDGET Cover Photos



**Wiehle Avenue
Station 2**



**Ronald Reagan
Washington National
Airport**



**Washington Dulles
International Airport**



Dulles Toll Road



**Train Rail Track Testing,
Wiehle Avenue, Reston**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Metropolitan Washington Airports Authority
District of Columbia**

For the Fiscal Year Beginning

January 1, 2013

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the Metropolitan Washington Airports Authority for its annual budget for the fiscal year beginning January 1, 2013.

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

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



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RESOLUTION NO. 13-35

Adopting the 2014 Budget

WHEREAS, The Finance Committee has provided direction to the staff regarding major challenges that the 2014 Budget needs to address;

WHEREAS, The Finance Committee received the details and an update of the draft 2014 Budget, prepared by staff, at its October and November 2013 meetings;

WHEREAS, The Finance Committee considered a draft of the 2014 Budget, prepared by staff, at its December 2013 meeting and recommended its approval to the Board of Directors;

WHEREAS, In order to assist the airlines serving Dulles International by reducing the level of debt service included in the 2014 airline rates and charges, the recommended 2014 Aviation Enterprise Fund Budget provides for \$40.0 million of the debt service attributable to the AeroTrain, which otherwise would be included in such rates and charges, to be paid by Passenger Facility Charges revenues;

WHEREAS, A total of \$3.2 million in available Aviation Capital, Operating and Maintenance Investment Program funds have been reprogrammed in the 2014 Budget from previously authorized Aviation Capital, Operating and Maintenance Investment Program funds to fund new authorizations; and

WHEREAS, The 2014 Budget presents a reasonable level of expenditures, to be made or accrued in 2014, (a) from the Aviation Enterprise Fund, to operate Ronald Reagan Washington National and Washington Dulles International Airports, to repair and maintain the facilities at these Airports, and to undertake needed capital improvements at the Airports, and (b) from the Dulles Corridor Enterprise Fund, to operate the Dulles Toll Road, to repair and maintain Toll Road facilities, to undertake capital improvements for the betterment of the Toll Road and otherwise within the Dulles Corridor, and to continue construction of the Dulles Corridor Metrorail Project, and that there will be sufficient revenues in 2014 and other funds to cover these expenditures; now, therefore, be it

RESOLVED, That the 2014 Budget, as presented at the December 2013 meeting of the Board of Directors, is hereby adopted;

2. That the following sums, totaling \$926,885,000, are hereby authorized to be expended from the Aviation Enterprise Fund in 2014 for the operation, maintenance, care, improvement and protection of Ronald Reagan Washington National and Washington Dulles International Airports:

- (a) \$650,597,000 for the Aviation Operation and Maintenance Program, including \$313,453,000 of this total for debt service;
- (b) \$77,095,000 for the Aviation Capital, Operating and Maintenance Investment Program (COMIP); and
- (c) \$199,193,000 for the Aviation Capital Construction Program (CCP);

3. That the following sums, totaling \$886,680,215, are hereby authorized to be expended from the Dulles Corridor Enterprise Fund in 2014 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) \$73,803,000 for the Dulles Corridor Operation and Maintenance Program, including \$45,634,000 of this total for debt service;
- (b) \$7,665,222 for the Dulles Corridor Renewal and Replacement Program (R&R);
- (c) \$730,708,993 for the Dulles Corridor Capital Improvement Program (CIP), consisting of \$87,440,938 for Dulles Corridor Improvements and \$643,268,055 for the Dulles Corridor Rail Project; and
- (d) \$74,503,000 to be transferred to reserve accounts within the Dulles Corridor Enterprise Fund, as identified in the 2014 Budget;

4. That any revenue received or accrued by the Dulles Corridor Enterprise in 2014 that at the conclusion of 2014 has not been expended, obligated or transferred to a reserve account pursuant to this Resolution, or to a reserve fund or account under the Master Indenture of Trust Securing Dulles Toll Road Revenue Bonds dated as of August 1, 2009, shall be transferred to the Dulles Corridor Reserve and Toll Rate Stabilization Fund;

5. That the President and Chief Executive Officer is hereby authorized to modify or adjust expenditures within each of the six Programs identified in this Resolution, so long as the total expenditures within any such Program in 2014 do not exceed the level authorized herein; provided, that any such reprogramming exceeding \$10 million in a calendar year for any project in the COMIP, CCP, R&R, or CIP shall be submitted to the Finance Committee for approval and its recommendation to the Board of Directors for approval before it may take effect. All other material budget reprogramming shall be reported to the Finance Committee on a quarterly basis, no later than two months after the end of each quarter at the May, August, November and February Committee meetings, and shall include year-to-date cumulative material budget reprogramming equal or greater than the following:

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

6. That the new and expanded projects identified in the 2014 Budget, in the amount of (i) \$35,247,000 within the Aviation Capital Operating and Maintenance Investment Program, (ii) \$44,424,000 within the Aviation Capital Construction Program, (iii) \$1,425,000 within the Dulles Corridor Renewal and Replacement Program, and (iv) \$2,250,000 within the Dulles Corridor Capital Improvement Program pertaining to the Dulles Toll Road, are hereby approved and hereafter shall be considered a part of their respective approved programs.

RECORDED VOTE:

Members Present	<u>15</u>
Members in Favor	<u>15</u>
Members Against	<u>0</u>
Members Abstaining	<u>0</u>

Adopted December 11, 2013



Quince T. Brinkley, Jr. Secretary

METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

2014 BUDGET

JANUARY 1 - DECEMBER 31, 2014

BOARD OF DIRECTORS

as of November 6, 2013

Michael A. Curto, *Chairman*

The Honorable Thomas M. Davis III, *Vice Chairman*

Earl Adams, Jr.

Richard S. Carter

Lynn Chapman

Frank M. Conner III

Bruce A. Gates

Anthony H. Griffin

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The Honorable Elaine McConnell

William Shaw McDermott

Caren Merrick

Warner H. Session

Nina Mitchell Wells

Joslyn N. Williams

EXECUTIVE STAFF

John E. Potter, President and Chief Executive Officer

Margaret E. McKeough, Executive Vice President and Chief Operating Officer

Quince T. Brinkley, Jr., Vice President and Secretary

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

Mark Adams, Deputy Chief Financial Officer

BUDGET OFFICE STAFF

Rita Alston, Budget Manager

Teri Arnold, Rates & Charges Program Manager

Adam Gardner, Rates & Charges Specialist

Rhea Nedd, Budget Analyst



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December 5, 2013

Mr. Michael A. Curto
Chairman, Board of Directors
Metropolitan Washington Airports Authority

Dear Mr. Curto:

The recommended 2014 Budget for the Airports Authority for the period January 1 through December 31, 2014, is herewith presented to the Board of Directors (Board). This submission is consistent with the presentation at the September 2014 Board Budget Workshop, the *Draft* 2014 Budget and 2014 Budget presented in October and November to the Finance Committee. The 2014 Budget includes annual budgets for both the Aviation Enterprise Fund and the Dulles Corridor Enterprise Fund (DCE). The Aviation Enterprise Fund accounts for activity at Ronald Reagan Washington National Airport (Reagan National) and Washington Dulles International Airport (Dulles International) (collectively, the Airports) while the DCE Fund accounts for the activities related to the Dulles Corridor Metrorail Project (Metrorail Project) and the operations, maintenance, and improvements of the Dulles Toll Road (Toll Road) and the Dulles Corridor.

Both business Enterprises contribute to the economy of the Washington, DC, region. Reagan National and Dulles International generate an estimated 179,600 jobs and \$17.4 billion in economic activity annually. The Metrorail Project – Phase 1 construction has employed approximately 1,800 people at its peak and Phase 2 will also generate significant employment opportunities.

Aviation Enterprise

The 2014 Aviation Enterprise Budget supports the operations of the Airports, Public Safety and Corporate functions with prioritization on safety, security, efficient operations and quality customer service standards.

The 2014 Budget is developed using forecasted airline activity levels, concession revenues, expenses for operating programs and infrastructure maintenance expense requirements, and review of the economic outlook of the region and the overall airline industry. As a result of the nearly completed Aviation Capital Construction Program (CCP), the Airports Authority's debt levels are relatively high. Accordingly, the 2014 Budget promotes a balanced utilization of financial resources with respect to both operating and capital programs.

Dulles Corridor Enterprise

The 2014 DCE Budget includes the Toll Road operations, Phase 1 and Phase 2 of the Metrorail Project, and other Dulles Corridor and Toll Road improvements. The DCE Fund Budget was prepared based on forecasted toll revenues, operating expenses, and capital requirements.

The budget document contains considerable detail about the two Enterprise Funds. The **Budget Summary** sections for the Aviation and Dulles Corridor Enterprise Funds describe budget highlights.

AVIATION ENTERPRISE FUND

The 2014 Budget for the Aviation Enterprise Fund consists of three Programs:

- The **Aviation 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 and an allocation of corporate expenses. Included in this program are operating expenses, debt service, facility projects and equipment expenses. The Aviation O&M Program is funded from airline rates and charges and nonairline revenue, including concession and other revenues. The 2014 Budget operating expenses, excluding debt service are projected at \$337.1 million, 2.9 percent under the 2013 Budget. *This is net of a reduction of \$9.5 million for allocation of overhead and other indirect costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund but is appropriately allocable to the Dulles Corridor Enterprise Fund.*
- The **Aviation Capital, Operating and Maintenance Investment Program (COMIP)** provides for repair work, equipment and projects, planning, improvements, snow program, and certain operating initiatives. The COMIP budget is funded with the Airports Authority's share of net remaining revenue (NRR) from the prior year along with any reprogrammings. The 2014 new program authorization for the COMIP is at \$35.2 million, \$32 million of which is funded by NRR from the prior year, and \$3.2 million of which is funded by reprogramming.
- The **Aviation Capital Construction Program (CCP)** provides for the planning, design, and construction of major facility improvements at the Airports. The CCP is funded from bond proceeds, passenger facility charges (PFCs) and grants. The 2014 new program authorization for the CCP is \$44.4 million. This is offset by closed-out project balances of \$43.7 million for a net increase to the total CCP Program of only \$744 thousand.

2014 Aviation Planning Assumptions

Economic Outlook

In 2013 the U.S. economic recovery continued with moderate employment gains and small increases in the pace of consumer spending. The 2014 U.S. economic outlook projects continued modest growth near 3 percent. Overall, the Washington Metro region leads the national average for the highest real income and spending power among the top 12 major metropolitan regions in the U.S. The Washington Metro region economy remains one of the strongest in the U.S. over the last four years with over 8.5 million people in the Capital Region, and over 10 million people within a two-hour drive. The Washington Metro region

economy continues to grow despite the decrease in federal employment due to diversification into technology, bioscience and other industries.

The U.S. airline industry remains profitable in 2013 as airlines continue restructuring flight routes based on demand, exercising capacity discipline, declining fuel prices and continued passenger fees.

Enplanements and Landed Weights

Table 1-1		Actual	Budget	Projection*	Percent Change
		2012	2013	2014	2014 Projection vs. 2013 Budget
<u>Reagan National</u>					
Enplanements		9,800,765	10,190,000	10,460,000	2.6%
Landed Weights		12,811,694	13,517,000	13,482,638	(0.3%)
<u>Dulles International</u>					
Total Enplanements		11,248,162	11,125,000	11,270,000	1.3%
Domestic		8,169,655	7,709,000	7,700,000	(0.1%)
International		3,078,507	3,416,000	3,570,000	4.5%
Landed Weights		17,820,608	17,965,000	18,964,390	5.6%
<u>MWAA Systemwide</u>					
Domestic		17,970,420	17,899,000	18,160,000	1.5%
International		3,078,507	3,416,000	3,570,000	4.5%

* Enplanement and Landed Weights' from the 2013 Official Statement, Report of the Airport Consultant. Landed Weights include Signatory, Non-Signatory and General Aviation.

Airports Authority Airline Activity

System-wide enplanements are projected to increase 1.9 percent in 2014 over 2013 budgeted enplanements. Enplanements are projected to increase 2.6 percent in 2014 at Reagan National over 2013 budgeted enplanements. Additionally, actual 2014 enplanements at Reagan National are expected to be at a historical high for the third consecutive year. Dulles International's domestic enplanements are projected to decrease 0.1 percent in 2014 below the 2013 Budget, while international enplanements are projected to increase 4.5 percent above the 2013 Budget. The combined domestic and international enplanement projections at Dulles International are 1.3 percent above 2013 budgeted enplanements.

American Airlines and US Airways Merger

On February 14, 2013, American Airlines and US Airways agreed to merge, subject to customary shareholder and regulatory approvals. Based on traffic, revenue, capacity, and fleet size, the merger would create the largest U.S. airline. Many analysts expect that the merged carriers would reduce capacity, thereby contributing further to industry capacity tightening. The Justice Department filed a lawsuit in August 2013 seeking to block the merger. On November 12, 2013, the Justice Department reached a settlement to approve the merger between American Airlines and US Airways that requires the airlines to divest 104 combined slots at Reagan National, in addition to other airport divestments, and relinquish

certain facilities at seven airports, including Reagan National, in order to complete their planned merger. Approval by the U.S. Bankruptcy Court was granted on November 27, 2013.

Airline Use Agreement and Premises Lease

The current Airline Use Agreement and Premises Lease (Airline Agreement) will expire September 30, 2014. The Airports Authority and the Airlines are currently negotiating a new airline agreement. The 2014 Budget is developed reflecting the financial structure of the Airports Authority's current airline agreement.

2014 Aviation Enterprise Fund Program Budget Highlights

Operating Revenues

Comparison Revenues

Table 1-2 (dollars in thousands)	Budget 2013	Budget 2014	Dollar Change	Percent Change
Reagan National	\$ 243,346	\$ 245,912	\$ 2,566	1.1%
Dulles International	502,232	497,338	(4,894)	(1.0%)
Total	\$ 745,578	\$ 743,251	\$ (2,327)	(0.3%)

Airline revenues including terminal rentals, landing fees, and passenger conveyance fees are generated on an actual cost recovery basis. Total operating revenue, including transfers for 2014, is forecasted at \$743.3 million. Based on current estimates, revenue is expected to decrease approximately 0.3 percent from the 2013 Budget based on reduced expenses. Concession revenue is projected to increase 8.9 percent above the 2013 Budget primarily due to increased income at Reagan National relating to the increased passengers and increased foreign currency revenue at Dulles International.

In 2013 a comprehensive food and retail redevelopment program was initiated at Reagan National and Dulles International Airports that will bring new and inviting choices to airport travelers and will be implemented in five phases over the next 30 months. An initial slate of 25 new and redesigned offerings serving travelers at Reagan National and Dulles International is the first phase of delivering a world-class food and retail lineup for our passengers. The redevelopment program will culminate in the most extensive food and retail makeover in our history leaving a lasting, positive impression on air service travelers.

Airline Cost and Net Remaining Revenue

Total Net Remaining Revenue (NRR) is budgeted at \$105.6 million for 2014, an increase from the \$86.8 million budgeted in 2013. The increase to NRR is due to increased passenger activity and concession revenue at Reagan National. Under the Airline Use Agreement and Premises Lease (Airline Agreement), NRR is allocated between the Airports Authority and the Signatory Airlines according to an established formula. The Signatory Airlines' share, in 2013, of NRR (transfers) included in the 2014 operating revenue is estimated at \$72.0 million.

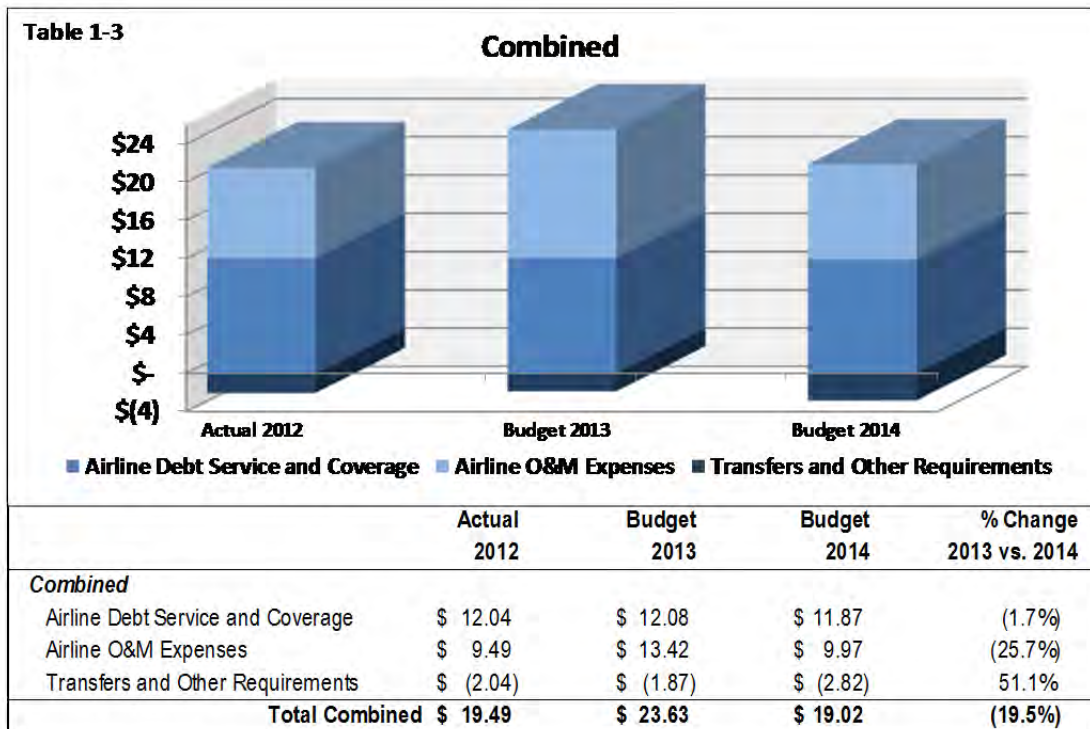
Funding of Debt Service AeroTrain Costs

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

Cost Per Enplanement Comparison by Year

The 2014 Budget results in an average airline cost per enplanement (airline costs divided by enplaned passengers) of \$11.32 at Reagan National and \$26.24 at Dulles International. At Reagan National the decrease of 23.2 percent from 2013 in cost per enplanement is reflective of the projected 2.6 percent increase in enplanements and the recommended decrease in operating expenses. At Dulles International, the cost per enplanement decrease of 3.9 percent from 2013 results from a recommended decrease in operating expenses and a projected 1.3 percent increase in enplanements. The use of PFCs will offset debt service at Dulles International. The chart below compares combined signatory airline cost per enplanement broken into subcategories of cost for debt service and debt service coverage; airline O&M expenses; and airline transfers and other requirements. The 2014 Budget assumes a 10.7 percent decrease in the signatory combined airline cost per enplanement.

Signatory Combined Airport Airline Cost Per Enplanement Comparison



Aviation Operation and Maintenance Program

Cost Allocation

The 2014 Aviation Budget includes a reduction of \$9.5 million of overhead and other indirect costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund, but is appropriately allocable to the Dulles Corridor Enterprise Fund as costs associated with the operation of the Toll Road, or as costs of the Metrorail Project. Of the \$9.5 million, \$5.3 million is budgeted to be allocated to the Toll Road. The remaining \$4.2 million is budgeted to be allocated as administrative overhead to the Dulles Rail Project. Annually, a true-up of costs is prepared by an external cost allocation consultant.

Cost Allocation

Table 1-4 (dollars in thousands)	Budget 2014
Aviation Prior to Cost Allocation	\$ 346,690
Cost Allocation - Road	(5,300)
Cost Allocation - Rail (Phases 1 and 2)	(4,244)
Total Aviation	\$ 337,146

With opportunities to drive efficiencies and cost savings, the 2014 Budget program reflects current resource requirements resulting in a 2.9 percent decrease from the 2013 Budget for both operating expenses and debt service.

The total 2014 operating expenses including debt service are projected at \$650.6 million, which is a 2.9 percent decrease from 2013. The 2014 operating expenses, excluding debt service, are projected at \$337.1 million; this is also a 2.9 percent decrease from the 2013 Budget. Total gross debt service is \$353.5 million, a decrease of 3.1 percent from 2013. Of this debt service amount, \$100 million is for the AeroTrain, and \$40 million will be funded through PFCs. Accordingly, net debt service is \$313.5 million.

Comparison Expenses with Cost Allocation Applied

Table 1-5 (dollars in thousands)	Budget 2013	Budget 2014	Dollar Change	Percent Change
Consolidated Functions	\$ 95,820	\$ 90,828	\$ (4,992)	(5.2%)
Reagan National	86,720	82,379	(4,341)	(5.0%)
Dulles International	164,823	163,938	(885)	(0.5%)
Total Operating Expenses	\$ 347,363	\$ 337,145	\$ (10,218)	(2.9%)
Debt Service	\$ 364,829	\$ 353,453	\$ (11,376)	(3.1%)
Less: PFC Commitment	42,000	40,000	(2,000)	(4.8%)
Total Annual Debt Service	\$ 322,829	\$ 313,453	\$ (9,376)	(2.9%)
Total	\$ 670,192	\$ 650,598	\$ (19,594)	(2.9%)

Personnel Compensation

Excluding debt service, employee salaries and benefits constitute the largest component of the Airports Authority's operating budget. The 2014 Budget includes a total of \$3.2 million for incumbent staff compensation increases through the Performance Management Partnership (PMP) program for the performance period January 1 through December 31, 2013, reflecting an average increase of 2.5 percent pay adjustment for employees with the potential for an additional pay range adjustment for those employees in the lower quartiles of the pay scale. Actual salary increases for employees in 2014 are based on the parameters of the PMP program. The PMP program establishes specific goals and performance factors for individuals and encourages productive communication between supervisors and employees. The PMP program evaluates employees based on performance, with salary adjustments based on achieving performance goals and factors.

Personnel expenses reflect a \$2.9 million decrease for overtime based on historical usage and current overtime policy. Additional funding of \$314 thousand is included for an enhanced special achievement program. Budgeted personnel expenses reflect annualizations and actual staffing projections.

Personnel Benefits

The Airports Authority's 2014 budget for employee health insurance will increase 12.2 percent with no significant changes to plan coverage. Employee paid premium levels for health insurance coverage for 2014 will increase an average of 9.2 percent.

Funding of the Government Accounting Standards Board (GASB) Statements No. 43 and No. 45 in 2014 for post-retirement health and life insurance liabilities increased by \$1.1 million based on the current actuarial estimate. The Airports Authority's annual pension contributions, based on actuarially determined annual required contributions, will decrease by \$1.5 million. The recommended 2014 Budget fully funds the actuarially determined annual required contribution.

Staffing is proposed to increase by eight positions. Detailed position descriptions are included in the Airports Authority's staffing section of the 2014 Budget.

Table 1-6

New
Positions
2014

<u>Consolidated Functions</u>	
Executive Vice President and Chief Operations Officer	
Emergency Planner	1
Office of Finance	
Contracting Manager (Phase 2)	1
Business Analyst - Internal Controls and Compliance	1
Office of Technology	
Deputy Vice President of Technology	1
Business Intelligence Specialist	1
Enterprise Architect	1
Total Consolidated Functions	6
<u>Dulles International</u>	
Physical Security Technician	1
Heavy Equipment Mechanic (Shop 1)	1
Total Dulles International	2
Total Metropolitan Washington Airports Authority	8

Travel

Travel expenses for all offices were reduced by a minimum of ten percent. Total travel expenses are reduced by \$173.4 thousand for a decrease of 16.2 percent in 2014.

Air Service Development

In 2014, the marketing of Dulles International air service will be promoted through local radio advertising. The COMIP includes \$500 thousand for an additional program to promote domestic air service at Dulles International.

Technology Investment

The Airports Authority continues to focus on improving the customer experience with improved technology. Customer centric technology applications will enable both airports to connect with our customers through enhanced digital communications and an improved website experience.

Customer Service

New automated passenger passport control system for expedited processing will be installed in the International Arrivals Building and Federal Inspection Station at Dulles International.

Utilities

Based on continued participation in an electric cooperative purchasing program, usage and stable natural gas prices, and utility costs are reduced by \$3.5 million. Electricity costs are reduced by \$1.7 million and natural gas is reduced by \$1.8 million based on price reductions and usage.

Other Highlights

Maintenance of facilities, including the airport terminals, concourses and buildings, is accomplished with a balance of both in-house and contractual personnel. Service contracts were increased by \$1.3 million for various cost escalations which is offset by reductions in utilities. Security and safety requirements such as airport access control systems, police overtime and costs for the guard services are included in the 2014 Budget.

Operating insurance and risk management costs, including claim accounts are estimated to remain at the 2013 budget levels.

2014 Capital, Operating and Maintenance and Investment Program Budget Highlights

The 2014 new program authorization for the COMIP is at \$35.2 million, \$32 million of which is funded by NRR from the prior year, and \$3.2 million of which is funded by reprogramming.

The 2014 COMIP includes \$4.7 million for replacement of various equipment at Reagan National and Dulles International. This includes \$3.2 million for fire-fighting equipment at the Airports. The 2014 COMIP includes \$6.5 million for technology enhancements, including \$2.5 million for common technology infrastructure platform projects and \$4.0 million to maximize the Enterprise Resource Project Oracle investment. An additional \$950 thousand is programmed for enhanced web technologies for passenger-centric services.

2014 COMIP New Authorization – Consolidated Functions

Table 1-7	
(dollars in thousands)	New Authorization
<u>Consolidated Functions</u>	
Technology - Infrastructure	\$ 2,558
Technology - Business Collaboration	3,950
Consultant (Use and Lease Agreement)	750
CF Equipment 2014	32
Total Consolidated Functions	\$ 7,290

2014 COMIP New Authorization – Reagan National

Table 1-7 (continued)

<i>Reagan National</i>	
Terminal A Facility Start Up	\$ 350
Redundant Power Feed for Airfield NAVAIDs	450
Security Identification Display Area (SIDA) APC Panel Replacement	300
Supplemental Radiation System (SRS)	50
DCA Security Enhancements	700
South Hangar Line Bay Doors Rehabilitation	500
Passenger Loading Bridge (PLB) Rehabilitation	850
ARFF Vehicle Replacement	1,100
DCA H12 DFS Line Replacement	350
North Boat House Demolition	350
Dedicated Fire System/Domestic Water - Williams Hydrant	50
Commercial Program Investment	150
Warehouse Complex Renovation	200
Replace Terminal A Gas Fired Boiler	600
Terminal A Curbside Rehabilitation	250
DCA Equipment 2014	580
PSD-DCA Equipment 2014	1,493
Total Reagan National	\$ 8,323

2014 COMIP New Authorization – Dulles International

Table 1-7 (continued)

<i>Dulles International</i>	
Airfield, Pavement Maintenance and Joint Sealing	\$ 3,000
Elevators, Escalators and Moving Walks Rehabilitation	190
JP Morgan Chase Fire Alarm System Replacement	100
Dulles East Building Fire Alarm System Replacement	100
Landside Roadway Rehabilitation	600
West ARFF Road Split	75
Authority-Owned Podiums, Gates, Gate Areas, & Jet Bridge Modifications	800
Automated Passport Control System	1,250
Public Parking Operations Enhancements	470
Main Terminal Pedestrian Door Sensor Replacement Phase I of II.	100
Concourse B Holdroom Modifications	275
Parking Operations Shuttle Buses	2,000
Bus Maintenance Facility Improvements	250
Dulles East Building Boiler and Chiller Replacement	445
Roadway Signage Rehab	325
Lift Net Installation at Concourse A Bridge and Concourse C FIS	300
Ultraviolet Infrared (UVR) Fire Detection Retro-Commissioning of Z-Gates, Concourse A and C-30	50
Dulles East Building Perimeter Fan Coil Unit Replacement - Ph. I	495
Concourse C/D HVAC Building Automation System (BAS) Network	100
Roof Top Unit (RTU) Replacement Program	300
Carpet Replacement	200
LFTF Water Lateral/ Hydrant/ Cistern Connection	50
MWAA MetroRail Contribution for Non-PFC Eligible Costs	5,000
Commercial Vehicle Lane Curbside Enhancements - Main Terminal	500
IAD Equipment 2014	1,124
PSD-IAD Equipment 2014	1,535
Total Dulles International	\$ 19,634
Total Metropolitan Washington Airports Authority	\$ 35,247

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

The Airports Authority has agreed to contribute 4.1 percent of costs of the Metrorail Project – Phase 1 and 2. PFCs are planned as the source of the Airports Authority's contribution to the Metrorail Project. However, in the event PFC eligibility requirements prohibit PFCs from being used to cover the full amount; \$5 million was programmed in both the 2012 and 2013 COMIP budget as an initial installment for any non-PFC eligible cost and an additional \$5 million is included in COMIP for 2014. Additional installments will be recommended in future budgets as deemed necessary to meet the Airports Authority's commitment.

Capital Construction Program

The Airports Authority continues the emphasis on program management, including cost and schedule control, construction safety, and quality assurance of its capital program. The CCP is periodically reviewed by the Airports Authority based on facility needs and financial feasibility. The new program authorization for the CCP is \$44.4 million. This is offset by closed-out project balances of \$43.7 million for a net increase to the total CCP Program of only \$744 thousand.

New CCP authorization for projects at Reagan National is \$23.4 million and includes estimated grant funds of \$6 million. Projects include taxiway and taxilane resurfacing, flight information display upgrades, electronic security enhancements, and Crash Net communications systems improvements. Funding is also included for runways repairs, modifications to the dedicated fire service system, and roof replacement.

The CCP new authorization at Dulles International is \$21.0 million. Projects include upgrades to the hydrant fueling system, apron construction to accommodate wide-body aircraft, airfield pavement panel replacement, concourse modification for Airbus 380 passenger boarding bridges and Concourse C/D hydrant fueling rehabilitation. An additional \$4.9 million is included to complete the replacement of the parking revenue control system which once completed will provide significant gains in parking revenue control and customer service.

2014 CCP New Authorization

Table 1-8 (dollars in thousands)	New Authorization	Estimated Funding	
		Bonds	Grants/PFCs
<i>Reagan National</i>			
Taxiway and Taxilane Resurfacing Program	\$ 11,505	\$ 11,505	\$ -
DCA Special Systems (i.e., camera upgrades, MUFIDS, etc.)	1,600	1,600	-
Hangar 7 Roof Replacement	1,500	1,500	-
Runways Overlay Program: 1-19, 15-33, and 4-22	8,092	2,023	6,069
Modify Dedicated Fire Service (DFS) System	650	650	-
Total Reagan National	\$ 23,347	\$ 17,278	\$ 6,069
<i>Dulles International</i>			
Hydrant Fueling Cathodic Protection System (Concourse A/B)	\$ 600	\$ 600	\$ -
Cargo Building 7 Apron (GA Parking)	7,100	7,100	-
Airfield Pavement Panel Replacement	5,905	5,905	-
Concourse Modifications for Airbus 380	120	120	-
Concourse C/D Rehabilitation - Hydrant Fueling	2,437	2,437	-
Parking Revenue Control System Replacement	4,915	4,915	-
Total Dulles International	\$ 21,077	\$ 21,077	\$ -
Total Metropolitan Washington Airports Authority	\$ 44,424	\$ 38,355	\$ 6,069
Total Authorizations Recommended Closed-out Projects	\$ (43,680)	\$ (43,680)	\$ -
Total	\$ 744	\$ (5,325)	\$ 6,069

DULLES CORRIDOR ENTERPRISE FUND (DCE)

The 2014 Budget for the Dulles Corridor Enterprise Fund consists of three Programs:

- The ***Operation and Maintenance Program*** is the financial plan for operating the Toll Road. It also includes debt service and contributions to reserves. The operation and maintenance program is funded from Toll Road revenue. The total 2014 operating revenue is \$149.6 million. This increase of 17.3 percent over 2013 reflects the approved increase in the toll rate effective January 1, 2014. The 2014 operating expenses estimate, excluding debt service requirements and other reserve contributions, is \$28.16 million. This is a decrease of 0.3 percent over 2013.
- The ***Renewal and Replacement Program*** for the Toll Road addresses major maintenance requirements including overlays, sound wall repairs, bridge deck replacements, erosion and drainage control, and other maintenance projects. The Renewal and Replacement program is funded from Toll Road revenue. The 2014 new program authorization is \$1.4 million.
- The ***Dulles Corridor Capital Improvement Program*** funds Dulles Corridor Capital Improvements related to the Toll Road, its ancillary ramps and interchanges, the Metrorail Project, and other corridor improvements. The Capital Improvement Program is funded from bond proceeds, Federal Transit Administration grants, and contributions from Fairfax County

and the Commonwealth of Virginia (Commonwealth). The 2014 new program authorization is \$2.3 million for other corridor improvements.

Operation and Maintenance Program

The DCE Fund budgeted revenues are \$149.6 million. Budgeted operating expenses of the O&M Program are \$28.16 million, a decrease of 0.3 percent. The 2014 revenue estimate assumes a toll increase of \$0.75 at the mainline plaza and no increase at the ramps, effective January 1, 2014. Budgeted non-operating expenses category includes \$1.4 million additional authorization for Renewal and Replacement Program expenses. Debt Service is budgeted at \$45.6 million, which is a 24.6 percent reduction from 2013. The debt service estimate for 2014 is decreased because of a \$150 million grant from the Commonwealth of Virginia, \$30 million of which will be applied to pay debt service in 2014 for the Dulles Toll Road Revenue Bonds. The grant is intended to offset required increases in toll rates. There is \$74.5 million budgeted in contributions to the Dulles Corridor Capital Improvements Reserve and DCE Reserve and Toll Rate Stabilization Fund.

2014 Dulles Corridor Operating Revenues and Interest Income

Table 1-9 (dollars in thousands)	Budget 2013	Budget 2014	Dollar Change	Percent Change
Electronic Toll Collection	\$ 88,776	\$ 116,072	\$ 27,296	30.7%
Cash Toll Revenue	38,047	32,738	(5,309)	(14.0%)
Violations Fee Collection	719	785	66	9.2%
Total Operating Revenues	\$ 127,542	\$ 149,595	\$ 22,053	17.3%
Interest Income	\$ 122	\$ 136	\$ 14	11.5%

2014 Dulles Corridor Operation and Maintenance Program

Table 1-10 (dollars in thousands)	Budget 2013	Budget 2014	Dollar Change	Percent Change
Operating Expenses	\$ 28,245	\$ 28,169	\$ (76)	(0.3%)
Debt Service	60,509	45,634	(14,875)	(24.6%)
Total O&M Program	\$ 88,754	\$ 73,803	\$ (14,951)	(16.8%)

Dulles Toll Road Renewal and Replacement Program

The 2014 Renewal and Replacement Program expenditures include \$7.7 million for various previously authorized projects including sound-wall replacement, environmental engineering services and geographic information system, bridge, structures and canopy repairs, guardrail, traffic barrier and fencing rehabilitation, landscape maintenance, cameras, planning and programming utility survey and rehabilitation. The 2014 estimate for new program authorization is \$1.4 million.

2014 Renewal and Replacement Program

Table 1-11 (dollars in thousands)	New Authorization
<u>Renewal and Replacement Program</u>	
Bridges, Structures and Canopy Repairs	\$ 350
Guardrail, Traffic Barrier and Fencing Rehabilitation	100
Landscape Maintenance	100
Cameras	50
Other Planning and Programming	75
Utility Survey and Rehabilitation	250
Claim Reserve 2014 Contribution	200
Emergency Snow Removal Reserve 2014 Contribution	300
Total Dulles Corridor Renewal and Replacement Program	\$ 1,425

Dulles Corridor Capital Improvement Program

Dulles Corridor Metrorail Project

Progress on the Metrorail Project continues with construction nearing completion along the 11.7 mile alignment of Phase 1 of the Metrorail Project from the East Falls Church Metrorail Station through Tysons Corner to Wiehle Avenue on the eastern edge of Reston. All five of the Phase 1 stations are under construction four in Tysons Corner and the Wiehle Avenue Station. Phase 1 of the Metrorail Project is expected to be substantially complete in 2013 in preparation for the Washington Metropolitan Area Transit Authority (WMATA) to begin acceptance testing. WMATA will announce the revenue service date, the date the rail line begins carrying passengers. Opening is expected in early 2014.

Preliminary engineering for Phase 2 of the Metrorail Project is 100% complete. Phase 2 of the Metrorail Project is 11.4 miles and consists of six stations and runs from Wiehle Avenue through Dulles International and into Ashburn in eastern Loudoun County. A design-build contract was awarded in May 2013 and notice to proceed was issued in July. Geological testing, survey and design work, as well as drilling at utility location is now underway in the median of the Dulles Airport Access Highway and along parts of the Dulles Greenway. The estimated construction completion period is 60 months with targeted completion in July 2018.

Phase 1

The Airports Authority is constructing an extension of the WMATA Metrorail system from West Falls Church station through Tysons Corner to Wiehle Avenue (Phase 1) and through Dulles International to Route 772 in Loudoun (Phase 2). Included in Phase 1 is the procurement of 64 railcars. The total project cost of Phase 1 is currently estimated to be \$2.906 billion, including the cost of roadway-related improvements being constructed concurrently with the Project. This current project cost includes the addition of \$150 million provided in Resolution No. 12.17 Amending the 2012 Budget for the Dulles Corridor Enterprise Fund. Phase 1 received a commitment of \$900 million in New Starts funding from the Federal Transit Administration (FTA). Fairfax County will provide a fixed contribution of \$400 million for Phase 1 which will

subsequently be adjusted to cover their full-funding obligation on a percentage of total cost of both Phases. The Commonwealth of Virginia (Commonwealth) provided \$51.7 million in Virginia Transportation Act (VTA) 2000 revenues from 2004-2007, an additional \$125 million of Commonwealth Transportation Board (CTB) Bonds, and \$75 million of other Commonwealth funds/Surface Transportation Program (STP) funds toward the cost of Phase 1. The remaining Phase 1 project costs is 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 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.

The Metropolitan Washington Airports Authority Board has approved a resolution ratifying a Memorandum of Agreement that will ensure the continuation of the Dulles Rail Project extension to Loudoun County. The Memorandum of Agreement is a multi-party agreement that outlines federal, the Commonwealth, and Loudoun and Fairfax Counties’ fiscal responsibilities. Additionally, the Commonwealth has provided \$150 million which is being used to pay interest expense and debt service in order to mitigate toll increases. The Commonwealth has also pledged an additional \$300 million to fund capital costs. The revised budget authorization for Phase 2 of the Metrorail Project, including contingency, is \$2.8 billion. Approximately \$315 million is excluded for project elements that may be developed by Loudoun and Fairfax Counties.

Using full and open competition, the Airports Authority selected five teams to proceed to the final major step of the competitive procurement process to design and build the rail line, stations and systems for Phase 2 of the Metrorail Project. Included are new stations at Reston Town Center, Herndon Innovation Center, Dulles International, Route 606, and Route 772. Additional procurement process steps included the submission of a technical plan and pricing. The award was made to the offeror submitting an acceptable technical proposal and lowest price with the award in May 2013. Notice to proceed was issued in July 2013. The procurement process is underway for construction of the rail yard and maintenance facility for WMATA at Dulles International. The completion of construction for Phase 2 is anticipated for mid-2018. Future budget adjustment may be necessary to further align the budget to reflect the final determination of project elements to be developed by Loudoun and Fairfax Counties.

Staffing is proposed to increase by three positions to support the Metrorail Project Office for Phase 2. Detailed position descriptions are included in the Airports Authority’s staffing section of the 2014 Budget.

New 2014 Dulles Corridor Positions

Table 1-12		Total Positions 2014
<u>Dulles Corridor</u>		
Metrorail Project Office		
Lead Accountant		1
Financial project Manager		1
Controller		1
Total Dulles Corridor		3

Other Dulles Corridor Capital Improvements

The new authorization for capital improvements related to the Dulles Corridor other than Rail is \$2.3 million.

2014 Capital Improvement Program

Table 1-13 (dollars in thousands)	New Authorization
<u><i>Dulles Corridor Enterprise - Capital Improvement Program</i></u>	
<u><i>Dulles Corridor Improvements (other than Rail)</i></u>	
Sound Wall Replacement Phase 2 (Construction)	\$ 1,900
Engineering, NEPA Studies, CM Services	200
Geographic Information System	150
Total Dulles Toll Road	\$ 2,250
Total Dulles Corridor Enterprise	\$ 2,250

A new Toll Revenue Collection System for the Dulles Toll Road will be installed to replace the legacy Transcore System and link the operations of the toll transaction equipment to a central monitoring unit. The total project is estimated at \$19.5 million. The project was previously authorized and additional funds of \$13.5 million are reprogrammed as part of the 2014 Budget to fully fund the Toll Revenue Collection System.

SUMMARY

The 2014 Budget as developed continues to manage resources during high debt levels through cost containment, using best value procurement for critical out-sourced service contracts, including health care costs.

The prudent management of the Airports Authority’s operating expenses, over the last several years, has made it possible to weather the past years’ economic volatility and maintain our financial strength. The Airports Authority’s outstanding airport system bonds continue to be rated among the highest in the aviation industry by the independent rating agencies of Moody’s, Standard and Poor’s, and Fitch¹. Management continues to believe in the strategic importance of air service to the Washington region and is cautiously optimistic about the aviation industry in 2014.

The Airports Authority’s commitment to building a world-class rail line to Dulles International and into Loudoun County will assure greater public access and enhance the future competitiveness of the Dulles Corridor including Dulles International.

¹ As of the date of this Budget, the underlying ratings on the Airport System Bonds assigned by the rating agencies are “A1” by Moody’s, “AA-” by S&P, and “AA-” by Fitch.

The Airports Authority has initiated new or revised policies and procedures governing its financial operations including the Freedom of Information (FOI), code of ethics, contracting practices, travel parameters, revisions to Board by-laws and establishment of an internal controls and compliance division, and revised its procurement and human resource programs, which are expected to be completed in the coming months. Core to the Airports Authority's continued success is continual improvements to our business operations processes which embrace best practices. Additionally, the Airports Authority has either closed out or is well on the way to completing work on all of the Department of Transportation Inspector General's (IG) recommendations from the 2012 audit.

This 2014 Budget presents a realistic approach to funding the operating and capital requirements necessary to support the activity and the needs of the Airports Authority. Management continues to focus efforts on defining business strategies to maximize our non-airline revenue including concessions, advertising, cargo, and in-fill site development at Dulles International. The management team is committed to effectively balancing our immediate and long-term objectives while looking to provide operational, technological, and capital improvements. We will be disciplined in monitoring the Airports Authority's financial performance throughout the year and if necessary, adapt to changing circumstances to ensure our financial stability.

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

Sincerely,



John E. Potter
President and Chief Executive Officer



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BUDGET FOR AVIATION AND DULLES CORRIDOR ENTERPRISE FUNDS

Budget Programs

Table 2-1 (dollars in thousands)	New Authorization
Aviation Operation and Maintenance Program, including Debt Service	\$ 650,597
Aviation Capital, Operating and Maintenance Investment Program	35,247
Aviation Capital Construction Program	44,424
Total Aviation Enterprise Fund	\$ 730,268
Dulles Corridor Operation and Maintenance Program, including Reserves and Debt Service	\$ 148,306
Dulles Corridor Renewal and Replacement Program	1,425
Dulles Corridor Capital Improvement Program	2,250
Total Dulles Corridor Enterprise Fund	\$ 151,981
Total New Program Authority	\$ 882,249
FUNDING SOURCES	
Operating Accounts	\$ 650,597
Net Remaining Revenue and Previously Authorized Projects	35,247
Bonds/Grants/PFCs	44,424
Total Aviation Enterprise Fund	\$ 730,268
Toll Road Revenue	\$ 149,595
Bonds/Grants	2,386
Total Dulles Corridor Enterprise Fund	\$ 151,981
Total Funding Sources	\$ 882,249

Aviation Enterprise Fund

- Operation and Maintenance Program (O&M).** The O&M Program provides for the day-to-day operation and maintenance of Ronald Reagan Washington National Airport (Reagan National) and Washington Dulles International Airport (Dulles International) (collectively, the Airports) including those functions performed centrally. The O&M Program includes operating expenses and debt service.



Expenses are identified separately for Consolidated Functions, Reagan National, and Dulles International. The expenses for the Police and Fire Departments are included in the expenses for Reagan National and Dulles International. Revenues from airlines, airport tenants, and concessionaires (including parking and rental cars) are used to fund the O&M Program. Revenues and interest income generated in excess of operating expenses and debt service are referred to as net remaining revenue (NRR), a percentage of which is shared with the Signatory Airlines.

Cost Allocation

The 2014 Aviation Budget includes a reduction of \$9.5 million of overhead costs for the Metropolitan Washington Airports Authority (Airports Authority) that is initially paid from the Aviation Enterprise Fund, but is appropriately allocable to the Dulles Corridor Enterprise (DCE) Fund as costs associated with the operation of the Dulles Toll Road (Toll Road), or as cost of the Dulles Corridor Metrorail Project (Metrorail Project). Of the \$9.5 million, \$5.3 million will be allocated to the Toll Road. The remaining \$4.2 million will be allocated as administrative overhead to the Dulles Rail Project.

Table 2-2	Budget
(dollars in thousands)	2014
Aviation Prior to Cost Allocation	\$ 346,690
Cost Allocation - Road	(5,300)
Cost Allocation - Rail (Phases 1 and 2)	(4,244)
Total Aviation	\$ 337,146

- **Capital, Operating and Maintenance Investment Program (COMIP).** The COMIP provides for repair work at the Airports, equipment and projects, snow removal, planning, improvements, and operating initiatives. The Airports Authority's share of NRR is the primary source of funding for COMIP projects in accordance with the Airport Use Agreement and Premises Lease (Airline Agreement), and may be supplemented by grants and Passenger Facility Charges (PFCs).
- **Capital Construction Program (CCP).** The CCP is the plan for the design and construction of major improvements of the Airport's facilities. The CCP is funded from bond proceeds, PFCs and grants.

Dulles Corridor Enterprise Fund

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



- **Dulles Corridor Renewal and Replacement Program (R&R).** The R&R Program for the Toll Road addresses major maintenance requirements including overlays, bridge deck replacements, erosion and drainage control, and other maintenance projects. The R&R Program is funded from toll road revenue.
- **Dulles Corridor Capital Improvement Program (CIP).** The CIP funds the Metrorail Project and other corridor capital improvements, including improvements related to the Toll Road, and its ancillary ramps and interchanges. The CIP is funded from bond proceeds, PFCs, Federal Transit Administration (FTA) grant, and contributions from Fairfax County, Loudoun County, and the Commonwealth of Virginia.

Major 2013 Airports Authority Accomplishments

Reagan National

- Passenger levels continued record year-over-year growth.
- The Terminal A lobby was remodeled to include bright tile flooring, increased natural light and new airline ticket counters.
- Construction began on an expansion of the Terminal A passenger security screening area.
- One additional security screening lane was constructed at the North Pier of Terminal B/C.
- Work began on the expansion of the runway safety areas for runway 4/22 and 15/33.
- New ticket machines and support equipment were activated at all public parking facilities.
- A new river rescue boathouse was completed along the Potomac River.

Dulles International

- Designed and implemented an Authority-wide, web-based customer comment feedback and tracking system as well as introduced four Social Media platforms for Dulles International.
- Security improvements to include installation of additional cameras, hardened vehicle gates, and initiated biometric readers and badge testing plans.
- First explosive detection system in-line baggage system placed into service in the South Baggage Basement.
- Added two new international carriers with daily service to Abu Dhabi and five flights/week to Brussels.
- Signature Flight Support completed an upgrade to its facility and opened an aircraft maintenance (MRO) facility for general aviation.



- Entered into a long-term agreement with Arlington County to upgrade and share in the use of the Dulles-based police firing range.
- Economy Lot shuttle routes were consolidated resulting in increased efficiency and a decrease of over \$1 million in operating expenses.
- Improved parking amenities including Dulles FlexPark and Valet services such as texting, auto detailing, dry cleaning.
- Restoration of the original airport traffic control tower began, including the installation of a radome matching the look atop the 1962 tower.

Dulles Corridor Metrorail Project

- Metrorail Phase 1 is expected to be substantially complete in 2013, in preparation for the Washington Metropolitan Area Transit Authority (WMATA) to begin acceptance testing. Opening is expected in early 2014. The Metrorail Phase 2 contract was awarded in May 2013 and notice to proceed was issued in July.

Dulles Toll Road

- Paving of the ramps from the Toll Road to Route 28 North and from Route 28 North to the Toll Road.
- Paving of the eastbound main line after the mainline plaza to I-495 interchange.



PURPOSE, MISSION, AND GOALS

Purpose

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

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

Mission

The Airports Authority's mission is to develop, promote, and operate safely Reagan National and Dulles International, continually striving to improve our efficiency, customer orientation, and the level of air service offered at the Airports. We will be the best managed Airports in the United States.

Values

1. Service Orientation
2. Excellence
3. Integrity
4. Openness to Change
5. Respect for Individuals

Goals

In support of its mission, the Airports Authority has established seven goals to guide its operation:

1. Have a strong customer service focus
2. Attract, motivate, and retain a high quality, diverse workforce
3. Provide quality facilities to our customers
4. Maintain financial strength
5. Integrate with the world around us
6. Keep the Airports Authority aligned with the changing aviation industry
7. Reflect the diversity of the region in the Airports Authority's contracting programs



Objectives

1. Safety, security and risk reduction is essential
2. Maintain financial strength, efficiency, and accountability
3. Maintain competitive airline rates and charges
4. Obsess over customer service
5. Improve workforce planning
6. Be recognized as a fair marketplace
7. Initiate and incorporate industry changes
8. Process quality work on time
9. Integrate business practices, processes, and technology

Business Plan

The Business Plan identifies for the Board of Directors (the Board) a set of specific objectives for the Airports Authority to accomplish annually. Those objectives are then turned into work plans for the individual Airports Authority offices to complete. The Business Plan is approved annually by the Board and reviewed quarterly by the various committees of the Board. The Business Plan is also provided to public audiences.



**BUDGET PREPARATION, REPORTING &
AMENDMENT PROCESS**

Budget Overview

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

Basis of Budgeting

The basis of accounting and basis of budgeting determine when revenues and expenditures are recognized for financial reporting and budget control purposes. The basis of budgeting is the same as the basis of accounting with both prepared on a full accrual basis, except that the Aviation budget conforms with the applicable provisions of the Airline Agreement, which provides for cost recovery for the operation of the Airports. Additionally, the Airline Agreement provides for directly expensing O&M capital equipment and facility projects and recovering the bond-financed capital improvements through debt service. The Airports Authority prepares a balanced budget on an annual basis in which revenues and other resources equal or exceed expenditures and other uses. A balanced budget is an integral part of maintaining the Airports Authority's financial integrity.

Aviation Enterprise Fund

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

The Office of Engineering annually prepares the capital facility requirements, which are similarly reviewed and included in the COMIP and CCP budgets.

Dulles Corridor Enterprise Fund

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



The Office of Engineering develops the facility requirements for the Dulles Corridor Enterprise Fund.

Budget Process

Budget Preparation

- Budget process begins eight months prior to the beginning of the budget year with a request for program Offices to submit planning requirements for the next five years, with the primary emphasis on the next budget year.
- Planning process is completed by June of the current year; and Offices are advised of the status of planning issues in the budget preparation instructions.
- Budget instructions and formats are issued in June with submissions due from each Office in August.
- A workshop is held with the Board in September, and their guidance is incorporated into the proposed Budget.
- Draft copies of the proposed Budget are submitted to the Board at the October Finance Committee meeting.
- Preliminary Airline Rates and Charges are sent to the Airlines in November.

Board Action

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

Budget Management

- First Half Airline Rates and Charges are sent to the Airlines.
- Financial statements comparing actuals to budget are reported monthly to the Finance Committee, President, Executive Vice President and other Airports Authority management, which enables prudent management control of the budget. Monthly reports are submitted to the Board on CCP contracts.
- Vice Presidents are accountable to manage their O&M office budget.



- Each Vice President prepares quarterly budget plans which are submitted to the Office of Finance for review.
- Reprogramming funds between projects occurs to facilitate the current mission, strategic initiatives, business plan, and action plan.
- COMIP, CCP, R&R and CIP projects are managed by the Office of Engineering. The Office of Engineering coordinates with the Budget Department to validate the availability of funds.
- The President is authorized to modify or adjust expenditures in the Budget consistent within the levels approved for each program.

Criteria for Budget Reprogramming Reporting

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

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

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

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

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



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

Amendment Process

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



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BUDGET CALENDAR FOR 2014

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

January

- ❖ 2014 Fiscal Year Begins
- ❖ 2014 Financial Plan sent to Offices

February/March

- ❖ 2013 Budget Year-End Close-out
- ❖ Evaluation of 2013 Budget Performance

April/May

- ❖ Request to Offices for 2014-2018 O&M Program Planning Process
 - ❖ 2013 Airline Rates and Charges Settlement
 - ❖ 2014 First Quarter Review prepared by Offices
 - ❖ 2014 Budget Preparations Guidelines prepared

June

- ❖ 2014-2018 O&M Program Planning Process responses prepared by Offices
 - ❖ Preliminary 2014 Activity Level Forecast developed
 - ❖ 2014 Budget Preparation Handbook distributed to Offices

July/August

- ❖ 2014 Second Quarter Review prepared by Offices
 - ❖ Responses received for 2015 Budget Estimates

September

- ❖ Board of Directors 2015 Budget work session
- ❖ Analysis of Preliminary 2015 budgets prepared
- ❖ President confers with Offices on 2015 Budget Submissions



- ❖ Airline Committee 2015 Budget Briefing
 - ❖ 2015 Activity Level Forecasts finalized
- ❖ President's 2015 Budget recommendations to Office of Finance

October

- ❖ 2014 Third Quarter Review prepared by Offices
- ❖ 2015 Draft Budget submitted to Finance Committee for review
- ❖ Office of Finance prepares the President's recommended 2015 Budget

November

- ❖ Preliminary 2015 Airline Rates and Charges developed
- ❖ 2015 Proposed Budget presented to Finance Committee for action
- ❖ 2015 Proposed Budget submitted to Board of Directors for action

December

- ❖ 2015 Budget adopted by Board of Directors
 - ❖ 2015 Rates and Charges sent to Airlines



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ORGANIZATIONAL STRUCTURE

The Airports Authority

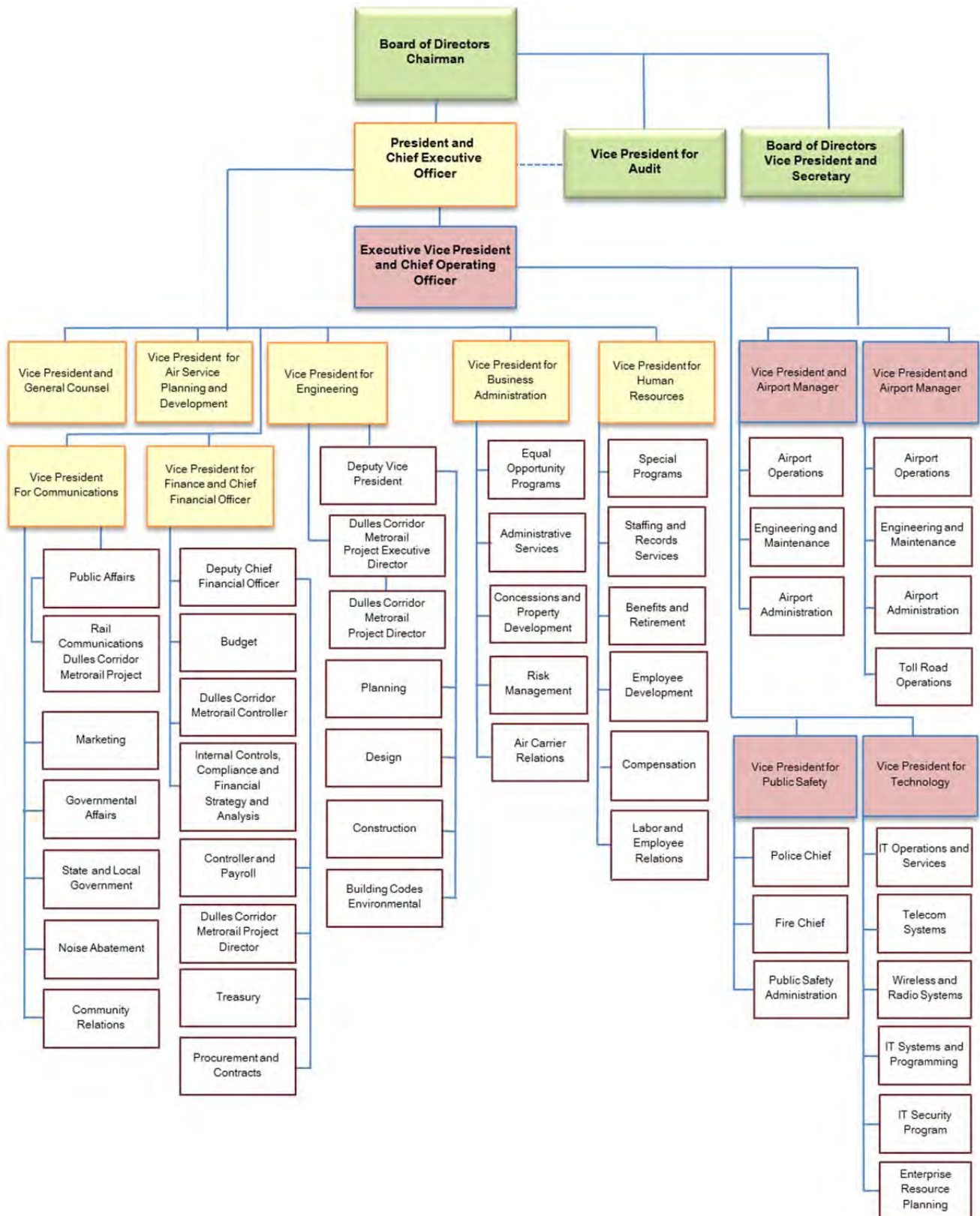
The Airports Authority was created by the District of Columbia Regional Airports Authority Act of 1985, as amended, and Ch. 598, Virginia Acts of Assembly of 1985, as amended, for the purpose of operating, maintaining, and improving Reagan National and Dulles International. The Metropolitan Washington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

The Airports Authority initially operated the Airports under a 50-year lease agreement with the U.S. Department of Transportation (DOT) ending June 6, 2037. On June 17, 2003, the Federal Lease was amended to extend the term to June 6, 2067. 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. The Airports Authority's capital program, initiated in 1988, provides for major expansion of facilities at Dulles International and modernization of facilities at Reagan National.

On November 1, 2008, the Virginia Department of Transportation (VDOT) transferred operational and financial control of the Dulles 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 Dulles Toll Road and certain other revenues described in the VDOT Agreements, the Airports Authority agreed to (i) operate and maintain the Dulles Toll Road, (ii) cause the design and construction of the extension of the Metrorail from the West Falls Church station in Fairfax County, along the Dulles Corridor to Dulles International and beyond into Loudoun County (the Metrorail Project) and (iii) make other improvements in the Dulles corridor consistent with VDOT and regional plans. The Airports Authority is responsible for setting toll rates and collecting tolls following its process for issuing regulations and in consultation with the Dulles Corridor Advisory Committee. The Airports Authority initially adopted the existing toll structure established by the Commonwealth of Virginia (the Commonwealth) and contracted with VDOT for the interim operation of the Dulles Toll Road. Effective October 1, 2009, all operations related to the Dulles Toll Road, including Public Safety, are directly performed by Airports Authority employees or third-party contracts managed by Airports Authority employees. The Airports Authority adopted a 3-year toll structure in November 2009, effective January 1, 2010 through December 31, 2012. A new toll structure was adopted in November 2012, effective January 1, 2013 – December 2014.



ORGANIZATIONAL CHART





Board of Directors and Executive Office

Overview

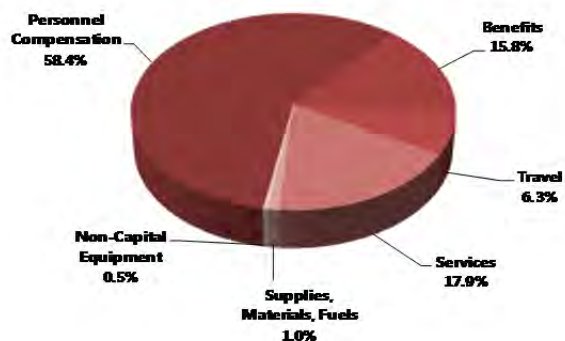
The Airports Authority is governed by a 17-member Board, with seven directors appointed by the Governor of Virginia, four appointed by the Mayor of the District of Columbia, three appointed by the Governor of Maryland, and three appointed by the President of the United States. The Board members serve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

The executive direction and overall management of the Airports Authority is the responsibility of the President and Chief Executive Officer. The President and Chief Executive Officer plans and directs all of the programs and activities of the Airports Authority, subject to policy direction and guidance provided by the Board. The operation of the Airports Authority, including the support elements necessary to deliver high quality customer service, is undertaken by the Executive Vice President and Chief Operating Officer.

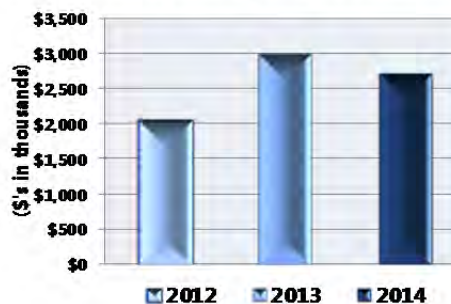
Operating Expense

(dollars in thousands)	2012 Actual	2013 Budget	2014 Budget	Dollar Change	Percentage Change
<i>Operating Expenses by Category</i>					
Personnel Compensation and Benefits					
Personnel Compensation	\$ 1,532	\$ 1,612	\$ 1,593	\$ (19)	(1.2%)
Benefits	347	390	431	40	10.4%
Subtotal	\$ 1,878	\$ 2,002	\$ 2,024	\$ 22	1.1%
Non- Personnel Compensation and Benefits					
Travel	\$ 99	\$ 246	\$ 173	\$ (74)	(29.9%)
Services	45	678	489	(189)	(27.9%)
Supplies, Materials, Fuels	27	23	28	4	18.7%
Non-Capital Equipment	1	44	13	(31)	(70.0%)
Subtotal	\$ 171	\$ 991	\$ 702	\$ (289)	(29.2%)
Total	\$ 2,050	\$ 2,994	\$ 2,726	\$ (268)	(8.9%)

FY 2014 Operating Budget



Operating Budget Trend





Office of General Counsel

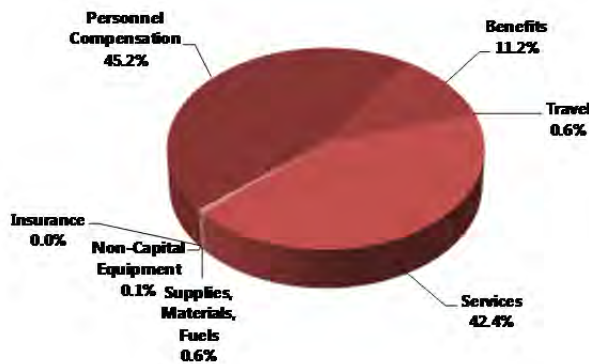
Overview

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.

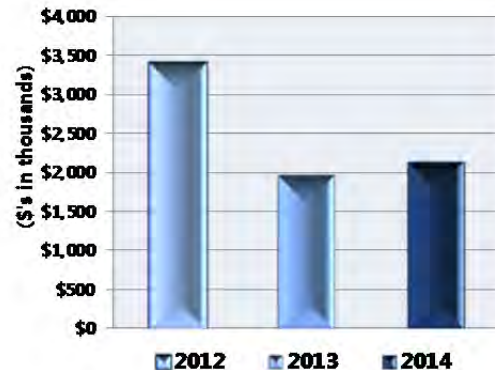
Operating Expense

(dollars in thousands)	2012 Actual	2013 Budget	2014 Budget	Dollar Change	Percentage Change
<i>Operating Expenses by Category</i>					
Personnel Compensation and Benefits					
Personnel Compensation	\$ 764	\$ 729	\$ 966	\$ 237	32.5%
Benefits	206	206	239	32	15.6%
Subtotal	\$ 970	\$ 935	\$ 1,204	\$ 269	28.8%
Non Personnel Compensation and Benefits					
Travel	\$ 2	\$ 14	\$ 12	\$ (1)	(10.0%)
Services	871	983	905	(78)	(7.9%)
Supplies, Materials, Fuels	7	13	13	-	0.0%
Insurance	1,553	-	-	-	0.0%
Non-Capital Equipment	-	2	2	-	0.0%
Subtotal	\$ 2,433	\$ 1,011	\$ 932	\$ (79)	(7.8%)
Total	\$ 3,403	\$ 1,947	\$ 2,136	\$ 190	9.7%

FY 2014 Operating Budget



Operating Budget Trend





Office of Audit

Overview

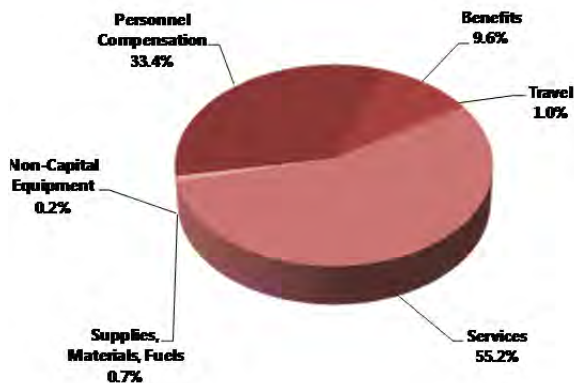
With guidance from the Board’s Audit Committee, the Office of Audit develops and implements the audit plan for the Airports Authority; evaluates internal controls and recommends improvements to management, reporting results to the Audit Committee and the President; and manages the activities of external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

Operating Expense

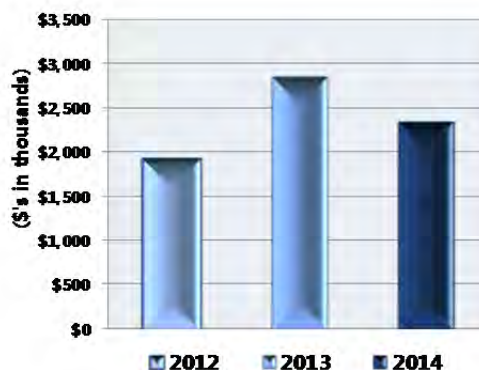
(dollars in thousands)

	2012 Actual	2013 Budget	2014 Budget	Dollar Change	Percentage Change
<i>Operating Expenses by Category</i>					
Personnel Compensation and Benefits					
Personnel Compensation	\$ 657	\$ 788	\$ 784	\$ (4)	(0.6%)
Benefits	198	236	225	(11)	(4.8%)
Subtotal	\$ 856	\$ 1,024	\$ 1,008	\$ (16)	(1.5%)
Non- Personnel Compensation and Benefits					
Travel	\$ 7	\$ 26	\$ 23	\$ (3)	(10.0%)
Services	1,041	1,802	1,297	(505)	(28.0%)
Supplies, Materials, Fuels	9	11	16	5	48.2%
Non-Capital Equipment	18	3	4	1	24.1%
Subtotal	\$ 1,074	\$ 1,842	\$ 1,341	\$ (501)	(27.2%)
Total	\$ 1,930	\$ 2,866	\$ 2,349	\$ (517)	(18.0%)

FY 2014 Operating Budget



Operating Budget Trend





Office of Air Service Planning and Development

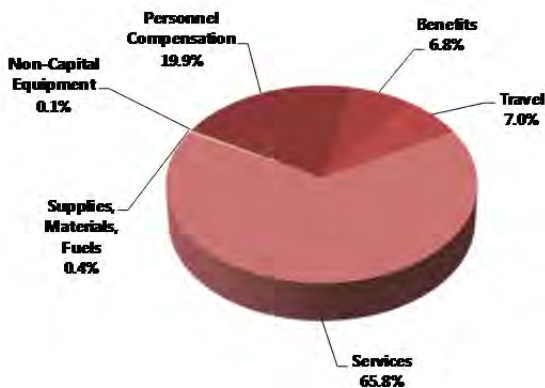
Overview

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

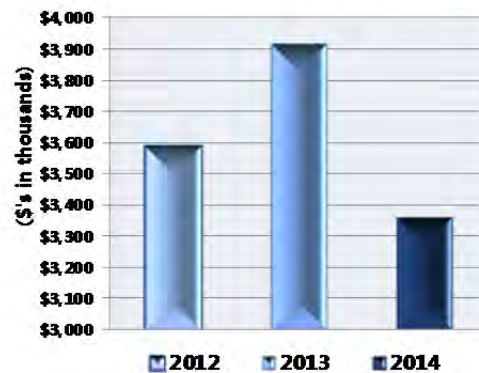
Operating Expense

(dollars in thousands)	2012 Actual	2013 Budget	2014 Budget	Dollar Change	Percentage Change
<i>Operating Expenses by Category</i>					
Personnel Compensation and Benefits					
Personnel Compensation	\$ 644	\$ 645	\$ 669	\$ 24	3.6%
Benefits	208	205	227	22	10.9%
Subtotal	\$ 852	\$ 850	\$ 896	\$ 46	5.4%
Non- Personnel Compensation and Benefits					
Travel	\$ 215	\$ 260	\$ 234	\$ (26)	(10.0%)
Services	2,500	2,789	2,211	(578)	(20.7%)
Supplies, Materials, Fuels	18	15	15	-	0.0%
Non-Capital Equipment	2	4	4	-	0.0%
Subtotal	\$ 2,735	\$ 3,068	\$ 2,464	\$ (604)	(19.7%)
Total	\$ 3,587	\$ 3,918	\$ 3,360	\$ (558)	(14.2%)

FY 2014 Operating Budget



Operating Budget Trend





Office of Communications

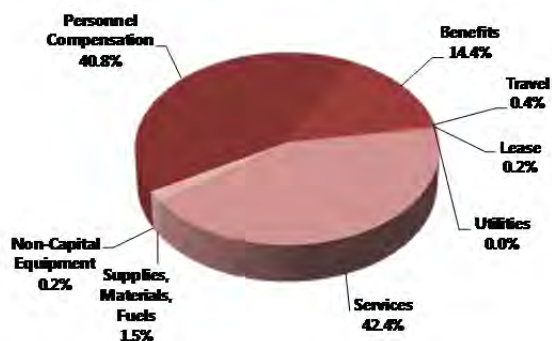
Overview

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

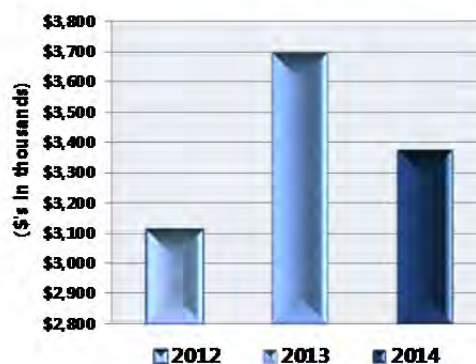
Operating Expense

(dollars in thousands)	2012 Actual	2013 Budget	2014 Budget	Dollar Change	Percentage Change
<i>Operating Expenses by Category</i>					
Personnel Compensation and Benefits					
Personnel Compensation	\$ 1,281	\$ 1,391	\$ 1,379	\$ (12)	(0.9%)
Benefits	423	455	487	32	6.9%
Subtotal	\$ 1,704	\$ 1,846	\$ 1,866	\$ 20	1.1%
Non - Personnel Compensation and Benefits					
Travel	\$ 41	\$ 17	\$ 14	\$ (3)	(18.4%)
Lease	12	8	8	(0)	(5.2%)
Utilities	2	1	1	0	1.5%
Services	1,274	1,760	1,430	(330)	(18.7%)
Supplies, Materials, Fuels	46	58	51	(7)	(11.7%)
Non-Capital Equipment	30	6	6	(0)	(0.5%)
Subtotal	\$ 1,404	\$ 1,850	\$ 1,510	\$ (340)	(18.4%)
Total	\$ 3,108	\$ 3,696	\$ 3,376	\$ (321)	(8.7%)

FY 2014 Operating Budget



Operating Budget Trend





Office of Finance

Overview

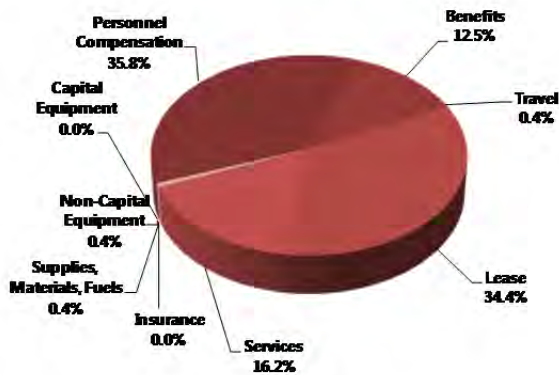
The Office of Finance is responsible for formulating and executing the annual and long-term budget activities, airline rate setting, procurement of material and services, financing and planning strategies, internal controls and compliance, cash and debt management, investment activities, commercial banking,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

Operating Expense

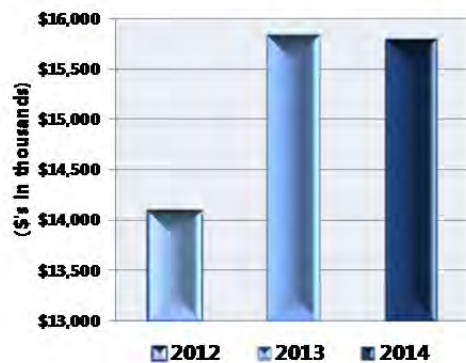
(dollars in thousands)

	2012 Actual	2013 Budget	2014 Budget	Dollar Change	Percentage Change
Operating Expenses by Category					
Personnel Compensation and Benefits					
Personnel Compensation	\$ 4,730	\$ 5,702	\$ 5,651	\$ (51)	-0.9%
Benefits	1,680	1,970	1,979	9	0.4%
Subtotal	\$ 6,411	\$ 7,672	\$ 7,629	\$ (43)	-(0.6%)
Non - Personnel Compensation and Benefits					
Travel	\$ 34	\$ 68	\$ 60	\$ (8)	-12.0%
Lease	5,304	5,282	5,429	147	2.8%
Services	2,249	2,498	2,557	59	2.3%
Supplies, Materials, Fuels	72	62	57	(5)	-8.6%
Insurance	0	-	(1)	(1)	0%
Non-Capital Equipment	27	155	64	(91)	-58.8%
Capital Equipment	-	105	-	(105)	-100.0%
Subtotal	\$ 7,686	\$ 8,170	\$ 8,165	\$ (5)	-0.1%
Total	\$ 14,097	\$ 15,842	\$ 15,794	\$ (48)	-0.3%

FY 2014 Operating Budget



Operating Budget Trend





Office of Engineering

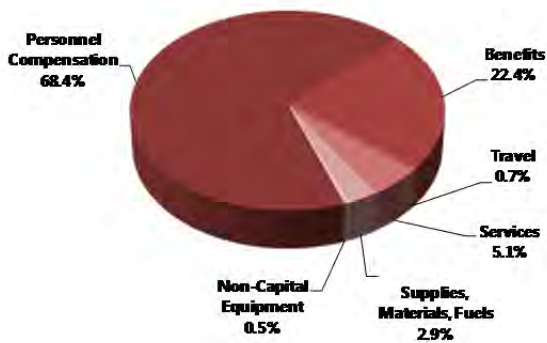
Overview

The Office of Engineering formulates and manages all matters relating to engineering, planning, design, and construction at the Airports; administers the COMIP, CCP, Dulles Corridor R&R Program, and CIP, which includes the Dulles Corridor Metrorail Project; and provides day-to-day oversight and management of the activities of the program management contractor who is assisting the Airports Authority in accomplishing the CCP and the Dulles Metrorail Project.

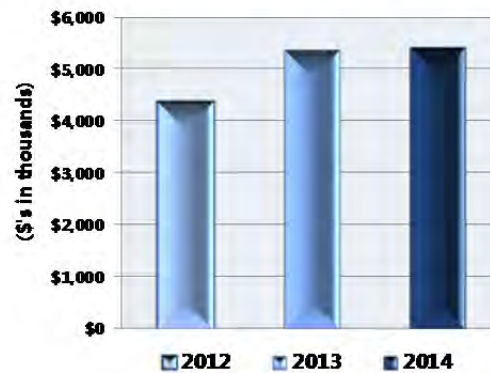
Operating Expense

(dollars in thousands)	2012 Actual	2013 Budget	2014 Budget	Dollar Change	Percentage Change
<i>Operating Expenses by Category</i>					
Personnel Compensation and Benefits					
Personnel Compensation	\$ 3,121	\$ 3,468	\$ 3,717	\$ 249	7.2%
Benefits	1,071	1,179	1,220	41	3.4%
Subtotal	\$ 4,192	\$ 4,647	\$ 4,936	\$ 289	6.2%
Non-Personnel Compensation and Benefits					
Travel	\$ 31	\$ 57	\$ 40	\$ (17)	(30.3%)
Services	134	336	276	(60)	(18.0%)
Supplies, Materials, Fuels	19	314	159	(155)	(49.5%)
Non-Capital Equipment	11	47	27	(20)	(42.6%)
Subtotal	\$ 195	\$ 754	\$ 501	\$ (253)	(33.6%)
Total	\$ 4,387	\$ 5,401	\$ 5,437	\$ (4)	(0.1%)

FY 2014 Operating Budget



Operating Budget Trend





Office of Business Administration

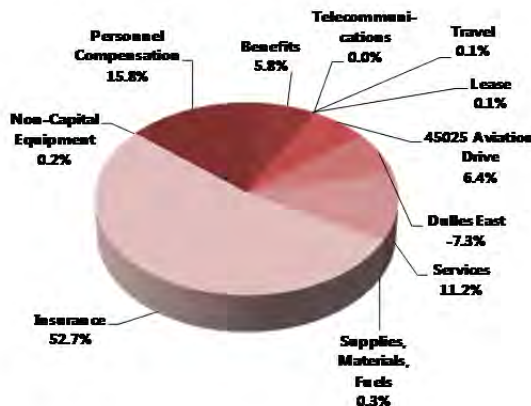
Overview

The Office of Business Administration directs the Airports Authority programs in the areas of business equal opportunity, concession contracting and administration, lease of Airports Authority space and land, property management, and risk management; and coordinates and recommends overall Airports Authority policies regarding airline operations, including administration of the Airports Authority's Airline Agreement and related business activities that support the Airports Authority. The Office also manages the Airports Authority owned buildings at Dulles International.

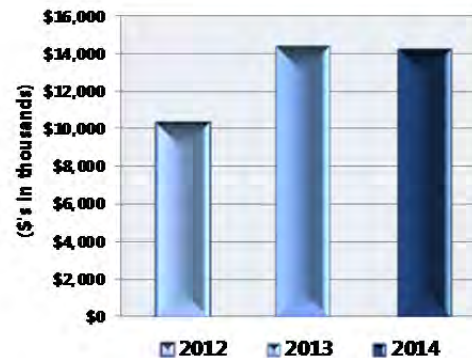
Operating Expense

(dollars in thousands)	2012 Actual	2013 Budget	2014 Budget	Dollar Change	Percentage Change
<i>Operating Expenses by Category</i>					
Personnel Compensation and Benefits					
Personnel Compensation	\$ 2,277	\$ 2,425	\$ 2,633	\$ 208	8.6%
Benefits	883	886	975	89	10.0%
Subtotal	\$ 3,160	\$ 3,311	\$ 3,608	\$ 297	9.0%
Non-Personnel Compensation and Benefits					
Travel	\$ 36	\$ 26	\$ 21	\$ (6)	(21.2%)
Lease	14	49	18	(31)	(63.1%)
Telecommunications	0	-	(1)		0.0%
45025 Aviation Drive	218	913	1,065	152	16.6%
Dulles East	(1,394)	(998)	(1,214)	(216)	21.7%
Services	1,255	2,254	1,865	(389)	(17.2%)
Supplies, Materials, Fuels	38	74	57	(18)	(23.6%)
Insurance	6,939	8,785	8,785	-	0.0%
Non-Capital Equipment	30	46	36	(11)	(22.8%)
Subtotal	\$ 7,136	\$ 11,149	\$ 10,631	\$ (518)	(4.6%)
Total	\$ 10,296	\$ 14,460	\$ 14,239	\$ (221)	(1.5%)

FY 2014 Operating Budget



Operating Budget Trend





Office of Human Resources

Overview

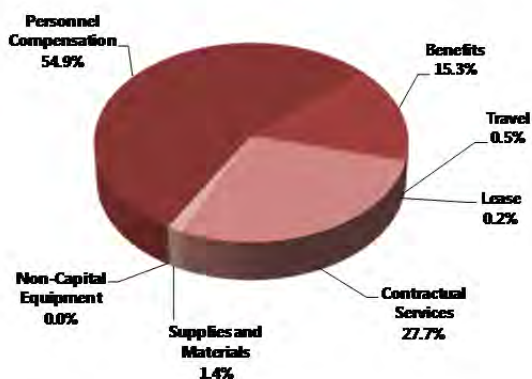
The Office of Human Resources develops and manages a full range of human resource programs including: personnel services; policy, compensation and benefit programs; employee equal opportunity program; and organizational development and training to support the Airports Authority's management and staff.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

Operating Expense

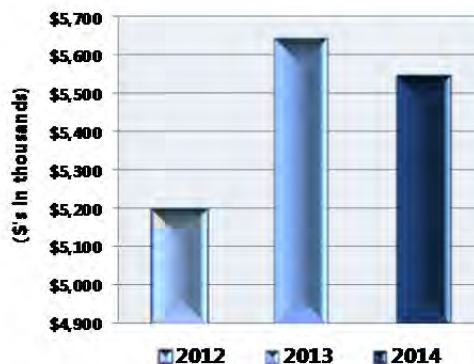
(dollars in thousands)

	2012 Actual	2013 Budget	2014 Budget	Dollar Change	Percentage Change
<i>Operating Expenses by Category</i>					
Personnel Compensation and Benefits					
Personnel Compensation	\$ 2,963	\$ 3,139	\$ 3,046	\$ (93)	(3.0%)
Benefits	850	866	849	(17)	(2.0%)
Subtotal	\$ 3,813	\$ 4,005	\$ 3,895	\$ (110)	(2.8%)
Non - Personnel Compensation and Benefits					
Travel	\$ 10	\$ 31	\$ 28	\$ (3)	(10.0%)
Lease	-	42	10	(32)	(76.2%)
Contractual Services	1,337	1,418	1,538	120	8.5%
Supplies and Materials	37	139	80	(59)	(42.1%)
Non-Capital Equipment	-	13	-	(13)	(100.0%)
Subtotal	\$ 1,384	\$ 1,643	\$ 1,656	\$ 13	0.8%
Total	\$ 5,197	\$ 5,648	\$ 5,551	\$ (97)	(1.7%)

FY 2014 Operating Budget



Operating Budget Trend





Office of Technology (techWORKS)

Overview

The Office of Technology (techWORKS) develops, operates, and maintains the automated systems and telecommunications systems that support the Airports Authority operations, and manages the Airports Authority's radio communications systems with special emphasis on the Airports Authority's operations, maintenance, police, and fire/crash/rescue functions.

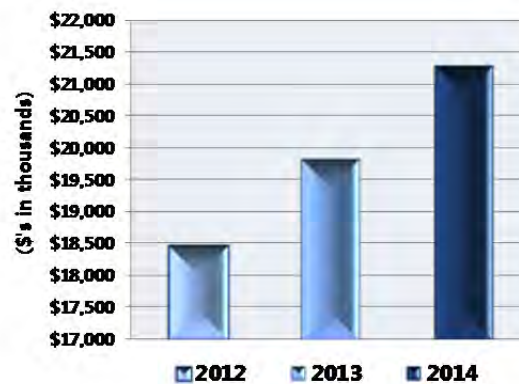
Operating Expense

(dollars in thousands)	2012 Actual	2013 Budget	2014 Budget	Dollar Change	Percentage Change
Operating Expenses by Category					
Personnel Compensation and Benefits					
Personnel Compensation	\$ 2,151	\$ 2,403	\$ 3,033	\$ 630	26.2%
Benefits	748	822	707	(115)	(14.0%)
Subtotal	\$ 2,899	\$ 3,225	\$ 3,740	\$ 515	16.0%
Non - Personnel Compensation and Benefits					
Travel	\$ 18	\$ 24	\$ 22	\$ (2)	(10.0%)
Telecommunications	1,447	1,200	1,412	212	17.6%
Contractual Services	12,247	12,970	13,498	528	4.1%
Supplies and Materials	1,060	1,257	1,425	168	13.4%
Non-Capital Equipment	789	1,148	1,198	50	4.4%
Subtotal	\$ 15,562	\$ 16,599	\$ 17,555	\$ 956	5.8%
Total	\$ 18,461	\$ 19,824	\$ 21,295	\$ 1,471	7.4%

FY 2014 Operating Budget



Operating Budget Trend





Reagan National

Overview

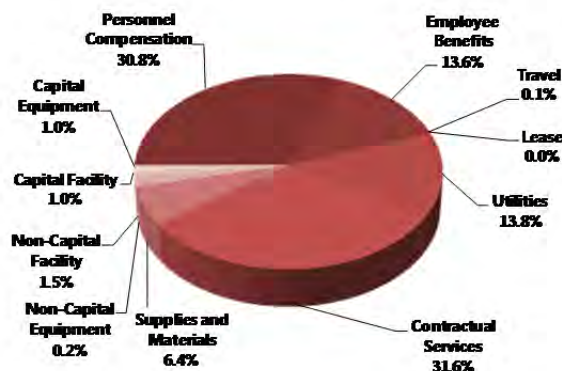
The Operations Departments are responsible for providing 24-hour-a-day monitoring, guidance, and control of facilities at each Airport to ensure the safe, efficient, secure, and continuous operational use of airport runways, taxiways, terminal buildings, and other areas, and at Dulles International,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

The Engineering and Maintenance Departments are 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 electrical energy, water, heat, and air-conditioning; and for snow removal operations.

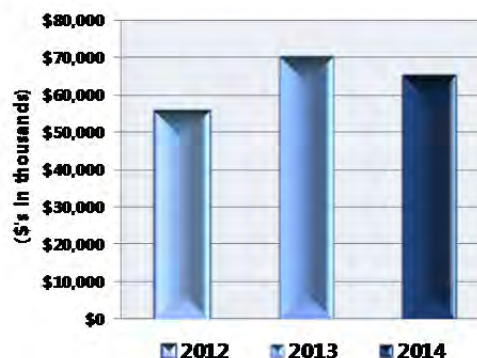
Operating Expense

(dollars in thousands)	2012 Actual	2013 Budget	2014 Budget	Dollar Change	Percentage Change
<u>Operating Expense</u>					
Personnel Compensation and Benefits					
Personnel Compensation	\$ 17,956	\$ 19,310	\$ 20,122	\$ 812	4.2%
Employee Benefits	7,773	7,720	8,850	1,130	14.6%
Subtotal	\$ 25,729	\$ 27,030	\$ 28,972	\$ 1,942	7.2%
Non- Personnel Compensation and Benefits					
Travel	\$ 60	\$ 66	\$ 59	\$ (7)	(10.0%)
Lease	29	29	29	-	0.0%
Utilities	8,887	10,129	9,018	(1,111)	(11.0%)
Contractual Services	17,969	19,562	20,613	1,051	5.4%
Supplies and Materials	2,727	4,400	4,195	(205)	(4.7%)
Non-Capital Equipment	46	159	137	(22)	(13.8%)
Non-Capital Facility	127	1,263	956	(307)	(24.3%)
Capital Facility	-	6,290	633	(5,657)	(89.9%)
Capital Equipment	-	1,105	635	(470)	(42.5%)
Subtotal	\$ 29,845	\$ 43,003	\$ 36,276	\$ (6,727)	(15.6%)
Total	\$ 55,574	\$ 70,033	\$ 65,248	\$ (4,785)	(6.8%)

FY 2014 Operating Budget



Operating Budget Trend





Dulles International

Overview

The Operations Departments are 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, and at Dulles International, ramp control, AeroTrain, and Mobile Lounge operations. In addition, the Operations Departments develop and implement the airport security plans in accordance with Federal Aviation Administration (FAA) requirements.

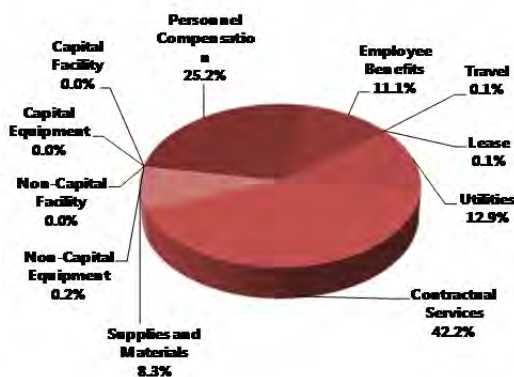
The Engineering and Maintenance Departments are responsible for providing day-to-day oversight, management, and quality control for both the Airports Authority and tenant-financed construction projects; developing and managing repair and preventive maintenance programs related to the terminals, service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

Operating Expense

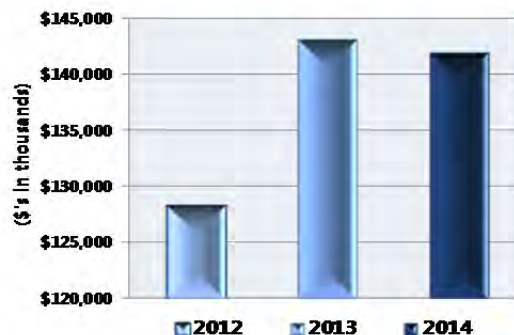
(dollars in thousands)

	2012 Actual	2013 Budget	2014 Budget	Dollar Change	Percentage Change
<u>Operating Expense</u>					
Personnel Compensation and Benefits					
Personnel Compensation	\$ 33,922	\$ 37,687	\$ 35,836	\$ (1,851)	(4.9%)
Employee Benefits	14,082	13,902	15,812	1,910	13.7%
Subtotal	\$ 48,005	\$ 51,589	\$ 51,647	\$ 58	0.1%
Non- Personnel Compensation and Benefits					
Travel	\$ 96	\$ 130	\$ 117	\$ (13)	(10.2%)
Lease	40	99	99	-	0.0%
Utilities	17,491	20,563	18,254	(2,309)	(11.2%)
Contractual Services	54,761	58,990	59,863	873	1.5%
Supplies and Materials	7,754	11,202	11,736	534	4.8%
Non-Capital Equipment	108	276	263	(13)	(4.7%)
Non-Capital Facility	10	340	1	(339)	(99.7%)
Capital Equipment	-	-	26	26	0.0%
Capital Facility	-	-	3	3	0.0%
Subtotal	\$ 80,259	\$ 91,600	\$ 90,361	\$ (1,239)	(1.4%)
Total	\$ 128,264	\$ 143,189	\$ 142,009	\$ (1,180)	(0.8%)

FY 2014 Operating Budget



Operating Budget Trend





Office of Public Safety

Overview

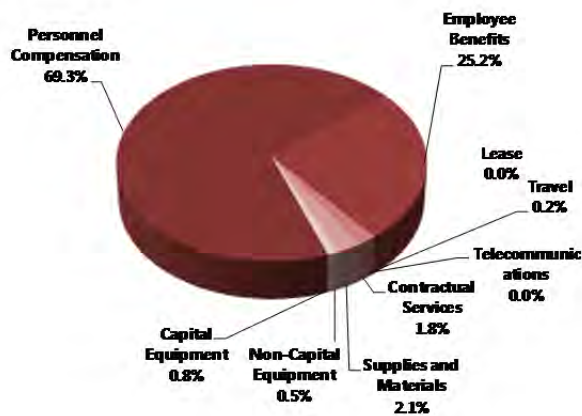
The Office of Public Safety has primary responsibility for assuring public safety and security at the two Airports and the Dulles Toll Road and directs and supervises the activities of the Police and Fire Departments.

Operating Expense

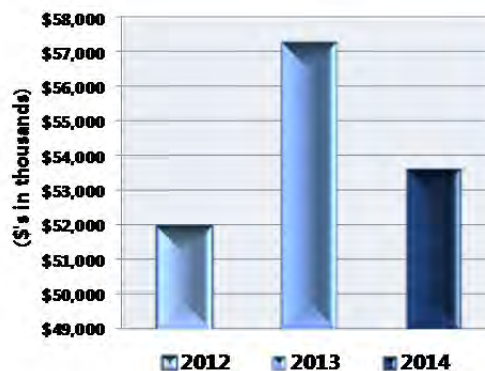
(dollars in thousands)

	2012 Actual	2013 Budget	2014 Budget	Dollar Change	Percentage Change
<u>Operating Expense</u>					
Personnel Compensation and Benefits					
Personnel Compensation	\$ 34,972	\$ 38,095	\$ 37,170	\$ (925)	(2.4%)
Employee Benefits	15,293	15,087	13,532	(1,555)	(10.3%)
Subtotal	\$ 50,264	\$ 53,182	\$ 50,702	\$ (2,480)	(4.7%)
Non- Personnel Compensation and Benefits					
Travel	\$ 118	\$ 102	\$ 92	\$ (10)	(10.1%)
Lease	16	53	7	(46)	(86.4%)
Telecommunications	1	-	(0)	(0)	0.0%
Contractual Services	736	750	986	236	31.5%
Supplies and Materials	745	1,435	1,142	(293)	(20.4%)
Non-Capital Equipment	75	271	268	(3)	(1.1%)
Capital Equipment	-	1,555	428	(1,127)	(72.5%)
Subtotal	\$ 1,692	\$ 4,166	\$ 2,923	\$ (1,243)	(29.8%)
Total	\$ 51,956	\$ 57,348	\$ 53,625	\$ (3,723)	(6.5%)

FY 2014 Operating Budget



Operating Budget Trend





Dulles Toll Road

Overview

The Dulles Toll Road Department is responsible for operating and maintaining the Dulles Toll Road.

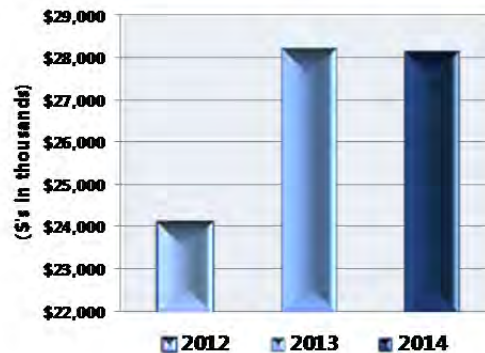
Operating Expense

(dollars in thousands)	2012 Actual	2013 Budget	2014 Budget	Dollar Change	Percentage Change
Operating Expense					
Personnel Compensation and Benefits					
Personnel Compensation	\$ 1,813	\$ 2,264	\$ 2,183	\$ (81)	(3.6%)
Employee Benefits	871	1,005	953	(52)	(5.1%)
Subtotal	\$ 2,684	\$ 3,268	\$ 3,136	\$ (132)	(4.0%)
Non- Personnel Compensation and Benefits					
Travel	\$ 13	\$ 10	\$ 9	\$ (1)	(10.0%)
Lease	2	30	10	(20)	(66.7%)
Utilities	161	210	210	-	0.0%
Telecommunications	5	24	10	(14)	(58.3%)
Contractual Services	15,422	17,090	17,866	776	4.5%
Supplies and Materials	232	828	712	(116)	(14.0%)
Insurance	531	1,100	800	(300)	(27.3%)
Non-Cap Projects	1	-	-	-	-
Non-Capital Equipment	-	21	26	5	21.4%
Capital Equipment	(27)	210	90	120	(57.1%)
Cost Allocation	5,122	5,454	5,300	(155)	(2.8%)
Subtotal	\$ 21,461	\$ 24,977	\$ 25,033	\$ 56	0.2%
Total	\$ 24,145	\$ 28,246	\$ 28,169	\$ (77)	(0.3%)

FY 2014 Operating Budget



Operating Budget Trend





BUDGET SUMMARY FOR AVIATION

2014 Aviation Operating Revenues and Interest Income

Table 3-1		Budget		
Operating Revenues* (dollars in thousands)		2014		
Metropolitan Washington Airports Authority				
Rents**		\$		334,498
Landing Fees**				153,628
Tenant Equipment Charges**				4,600
Concessions				196,825
TSA Security Fees				175
International Arrivals Building Fees**				20,428
Passenger Conveyance Fees**				17,334
Utilities				7,668
Other Revenues				8,094
Total Operating Revenues		\$	743,251	
	Budget	Budget	Dollar	Percent
	2013	2014	Change	Change
Transfers**	\$ 69,446	\$ 72,079	\$ 2,633	3.8%
* Revenue projections for airline supported areas are based on current expense estimates and are generated on a cost recovery basis.				
** Includes estimated transfers, which are the Signatory Airlines' share of net remaining revenue for each year applied as credits in the calculation of signatory airline rates, rentals, fees, and charges for the next year.				
Interest Income		\$	14,702	

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

Airline Activity:

- Enplanements are projected to increase 2.6 percent at Reagan National over 2013 budgeted enplanements. Actual 2014 enplanements at Reagan National are expected to be at a historical high.
- Dulles International's domestic enplanements are projected to decrease 0.1 percent in 2014 over the 2013 Budget, while international enplanements are projected to increase 4.5 percent above



the 2013 Budget. The combined domestic and international enplanement projections at Dulles International are a 1.3 percent above 2013 budgeted enplanements.

Concession Revenue:

- Concession revenue is projected to increase 8.9 percent over the 2013 Budget primarily due to increased payments at Reagan National relating to the increased passengers and increased foreign currency revenue at Dulles International.

2014 Aviation Operation and Maintenance Program

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

Table 3-2	
(dollars in thousands)	Budget 2014
Operating Expenses	\$ 337,144
Debt Service	313,453
Total O&M Program	\$ 650,597

Cost Allocation

The 2014 Aviation Budget includes a reduction of \$9.5 million of overhead costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund, but is appropriately allocable to the Dulles Corridor Enterprise Fund as costs associated with the operation of the Dulles Toll Road, or as cost of the Dulles Corridor Metrorail Project. Of the \$9.5 million, \$5.3 million will be allocated to the Dulles Toll Road. The remaining \$4.2 million will be allocated as administrative overhead to the Dulles Rail Project.

Operating Revenue

The Airports Authority's NRR is projected to decrease by 6.5 percent from the 2013 Budget. Operating revenues are projected to increase by 2.4 percent and total operating expenses are projected to increase by 4.5 percent in 2014. The overall increase in total operating expenses is a result of operating expenses increasing by 4.5 percent and debt service increasing by 0.5 percent.



Highlights of the 2014 operating expenses to support continuing operations and maintain facilities include the following:

- Excluding debt service, employee salaries and benefits constitute the largest component of the Airports Authority's operating budget. The 2014 Budget includes a total of \$3.2 million for incumbent staff compensation increases through the Performance Management Partnership (PMP) program for the performance period January 1 through December 31, 2013, reflecting an average increase of 2.5 percent pay adjustment for employees with the potential for an additional pay range adjustment for those employees in the lower quartiles of the pay scale. Actual salary increases for employees in 2014 are based on the parameters of the PMP program. The PMP program establishes specific goals and performance factors for individuals and encourages productive communication between supervisors and employees. The PMP program evaluates employees based on performance, with salary adjustments based on achieving performance goals and factors.
- Personnel expenses reflect a \$2.9 million decrease for overtime based on historical usage and current overtime policy. Additional funding of \$314 thousand is included for an enhanced special achievement program. Budgeted personnel expenses reflect annualizations and actual staffing projections.
- The Airports Authority's 2014 budget for employee health insurance will increase 12.2 percent with no significant changes to plan coverage. Employee paid premium levels for health insurance coverage for 2014 will increase an average of 9.2 percent.
- Funding of the Government Accounting Standards Board (GASB) Statements No. 43 and No. 45 in 2014 for post retirement health and life insurance liabilities increased by \$1.1 million based on the current actuarial estimate. The Airports Authority's annual pension contributions, based on actuarial determined annual required contributions, will decrease by \$1.5 million. The recommended 2014 Budget fully funds the actuarially determined annual required contribution.
- Staffing is proposed to increase by eight positions. Detailed position descriptions are included in the Airports Authority's staffing section of the 2014 Budget.
- Travel expenses for all offices were reduced by a minimum of ten percent. Total travel expenses are reduced by \$173.4 thousand for a decrease of 16.2 percent in 2014.
- In 2014, the marketing of Dulles International's air service will be promoted through local radio advertising. The COMIP includes \$500 thousand for an additional program to promote domestic air service at Dulles International.
- The Airports Authority continues to focus on improving the customer experience with improved technology. Customer centric technology applications will enable both airports to connect with our customers through enhanced digital communications and an improved website experience.
- The 2014 COMIP includes authorization for \$6.5 million for technology enhancements. This includes \$2.5 million for common technology infrastructure platform projects and \$4.0 million to maximize the Enterprise Resource Planning system (Oracle) investment.

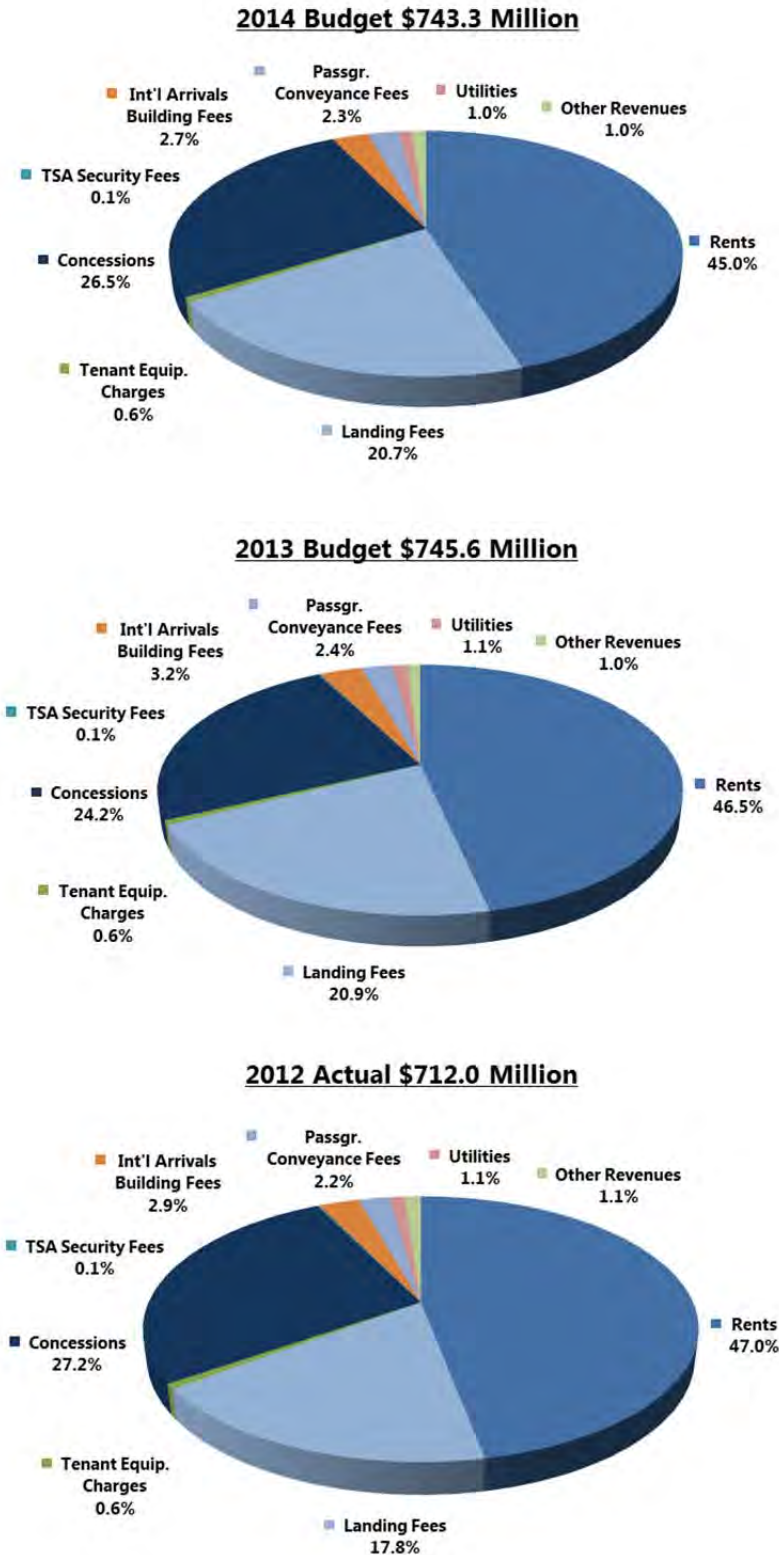


- New automated passenger passport control system for expedited processing will be installed in the International Arrivals Building and Federal Inspection Station at Dulles International.
- Based on continued participation in an electric cooperative purchasing program, usage and stable natural gas prices, and utility costs are reduced by \$3.5 million. Electricity costs are reduced by \$1.7 million and natural gas is reduced by \$1.8 million based on price reductions and usage.
- Maintenance of facilities, including the airport terminals, concourses and buildings, is accomplished with a balance of both in-house and contractual personnel. Service contracts were increased by \$1.3 million for various cost escalations which is offset by reductions in utilities. Security and safety requirements such as airport access control systems, police overtime and costs for the guard services are included in the 2014 Budget.
- Operating insurance and risk management costs, including claim accounts are estimated to remain at the 2013 budget levels.



OPERATING REVENUES

Table 3-3

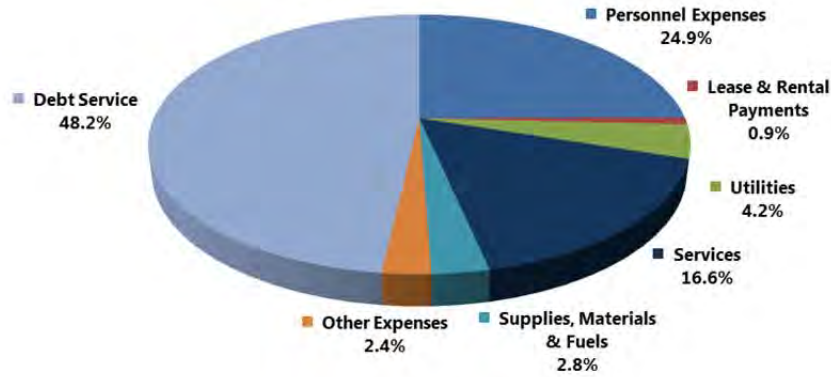




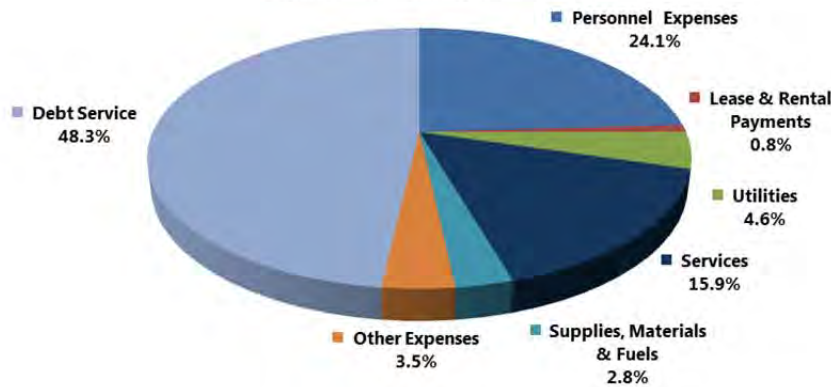
OPERATING EXPENSES

Table 3-4

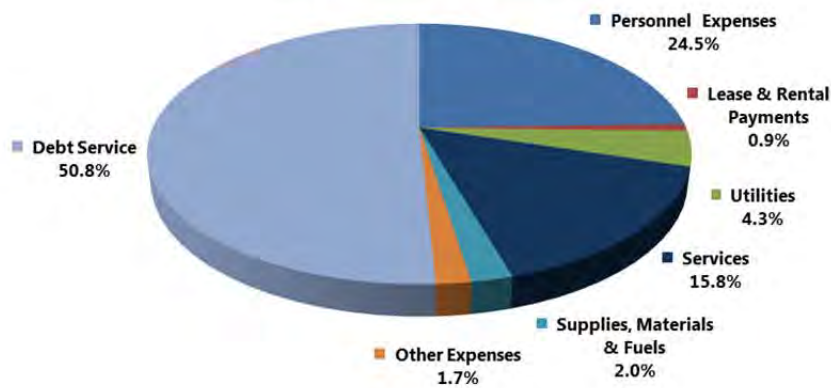
2014 Budget - \$650.6 Million



2013 Budget - \$670.2 Million



2012 Actual - \$614.4 Million





FINANCIAL OVERVIEW

Airport Use Agreement and Premises Lease

To provide the financial stability necessary to accomplish the contractual Capital Development Program (CDP) portion of the CCP, the Airports Authority entered into a long-term Airline Agreement with substantially identical terms with a majority of the airlines serving Reagan National and Dulles International effective October 1, 1989. The Airline Agreement is for a term of 25 years, subject to cancellation rights by the Airports Authority after 15 years. The Agreement will expire on September 30, 2014. The Airline Agreement provides for the use and occupancy of facilities at the Airports and establishes the rates and charges, including landing fees and terminal rents to be paid by the Signatory Airlines. The Airports Authority is currently negotiating a new airline agreement.

The Airline Agreement is a compensatory agreement to the extent that the costs are allocated to specified cost centers and the users of those centers are responsible for paying the costs. The Signatory Airlines support the following specific cost centers: airfield, terminal, and equipment (e.g., loading bridges, baggage conveyors and devices). The Signatory Airlines agree to pay fees that allow the Airports Authority to recover the total cost requirement of the airline supported cost centers. The fees are established annually and are based on projected activity and costs. The Airports Authority is responsible for the other cost centers such as the ground transportation cost center. The Airline Agreement also has residual rate making features that are designed to ensure that the Airports Authority's debt service and related coverage obligations will be met. The Airline Agreement is compensatory in nature, but has certain residual features and may, therefore, be considered a hybrid.

The Airline Agreement also provides that the Airports Authority will share its revenue, after certain expenses, referred to as NRR, with the Signatory Airlines. The Signatory Airlines' share of NRR is used to lower airline rates and charges in the year following the year that the NRR is earned. The Airports Authority uses a portion of its share of NRR to fund the COMIP.

The Airports Authority and the Airlines are currently negotiating a new airline agreement. The 2014 Budget is developed assuming the financial structure of the Airports Authority's airline agreement remains unchanged.

The Airline Agreement achieved several key Airports Authority objectives:

- To ensure that the needs of the traveling public and the Metropolitan Washington community are met through the exercise of the Airports Authority's proprietary control of the Airports' facilities;
- To establish a sound economic basis for the CCP and the financing for that program;
- To provide for adequate discretionary funds for the Airports Authority to meet its obligations



that go beyond the CCP; and

- To establish a business relationship between the Airports Authority and the Airlines to provide incentives for cooperation on revenue-producing initiatives at the Airports.

The Airline Agreement provides a number of important benefits to the Signatory Airlines, including:

- Direct lease of premises at the Airports to support their air transportation activities;
- Participation in the financial performance of the Airports Authority through the sharing of the Airports Authority's NRR each year;
- Right to conduct certain additional activities at the Airports (i.e., in-flight food catering) in support of airline operations; and
- An active role in the execution of the CCP, including Airports Authority recognition of the Metropolitan Washington Airlines Committee (MWAC) as the technical representative of the airline community for the CCP.

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 airline cost per enplaned passenger is generally higher for airports with recent major construction and/or underutilized facilities. Because the Airports Authority has been expanding facilities at Dulles International and modernizing Reagan National, fees and charges paid by the Airlines to the Airports Authority have increased to recover the debt issued to finance these improvements.

The Signatory Airline cost per enplanement for 2012 through 2014:

Table 3-5	Actual	Budget	Budget	% Change
<i>Signatory Airline Cost per Enplanement</i>	2012	2013	2014	2013 vs. 2014
Reagan National	\$12.27	\$14.73	\$11.32	(23.2%)
Dulles International	\$25.84	\$27.30	\$26.24	(3.9%)
Combined	\$19.49	\$21.30	\$19.02	(10.7%)



Federal Grants

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

Commonwealth of Virginia Grants

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

For the period of 1998 through 2013, the Airports Authority has received approximately \$29.5 million in state grants. The Airports Authority expects to receive an additional \$10.0 million between 2014 and 2018.

Passenger Facility Charges

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

The Airports Authority has submitted and gained approval of nine series of PFC applications, with associated amendments, covering both Airports in the amount of \$3.0 billion. As of September 30, 2013, the Airports Authority had collected \$569.2 million under the first four of these (including interest earned) at Reagan National and \$651.6 million (including interest earned) at Dulles International. The collection dates for approved PFC applications at Reagan National will expire on June 1, 2014, and at Dulles International on April 1, 2041. 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 2014, the Airports Authority expects to collect a total of \$85.6 million in PFCs of which \$40 million will be applied toward the debt for the AeroTrain.

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

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

To minimize the impact of the CCP on the O&M Program, the Airports Authority has contracted with Parsons Management Consultants (PMC) to help manage and provide technical support for the CCP. Office space has been made available for PMC's staff at various locations at Dulles International. PMC's costs for support of the CCP are included as project costs and are not charged to the O&M Program. PMC also provides support for some projects in the COMIP and limited support for the O&M Program. All PMC costs are charged to the appropriate project.



OPERATING REVENUES

2014 Revenues

Airline terminal rentals, landing fees, and passenger fees are generated on a cost recovery basis. Total operating revenue, including transfers for 2014, is forecasted at \$743.3 million. Based on current estimates, revenues are expected to decrease approximately 0.3 percent over the 2013 Budget.

Table 3-6 (dollars in thousands)	Budget 2013	Budget 2014	Dollar Change	Percent Change
Reagan National	\$ 243,346	\$ 245,912	\$ 2,566	1.1%
Dulles International	502,232	497,338	(4,894)	(1.0%)
Total	\$ 745,578	\$743,251	\$(2,327)	(0.3%)

Methodology

Revenue estimates for 2014 were developed after reviewing passenger activity, airline operations, aircraft landing weight forecasts and projected operating expenses. Airline forecasted activity is based on an analysis of historical trends, leases, contracts, and other agreements are also considered in these analyses. Airline rates and charges are based on full cost recovery through the allocation of direct and indirect expenses to cost centers of the Airports Authority.

Under the Airline Agreement, the Signatory Airlines’ rental fees and charges are reduced by their share of NRR. The Airlines’ share of NRR, referred to as transfers, is credited in the year following the year it is earned.

Rents

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

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



Table 3-7 (dollars in thousands)	Budget 2013	Budget 2014	Increase/ Decrease	Percent Change
Reagan National	\$ 106,789	\$ 101,965	\$ (4,824)	(4.5%)
Dulles International	240,043	232,532	(7,511)	(3.1%)
Total	\$346,832	\$ 334,498	\$ (12,334)	(3.6%)

Landing Fees

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

Table 3-8 (dollars in thousands)	Budget 2013	Budget 2014	Increase/ Decrease	Percent Change
Reagan National	\$ 60,468	\$ 55,062	\$ (5,406)	(8.9%)
Dulles International	95,610	98,567	2,957	3.1%
Total	\$ 156,078	\$ 153,628	\$ (2,450)	(1.6%)

Tenant Equipment Charges

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

Table 3-9 (dollars in thousands)	Budget 2013	Budget 2014	Increase/ Decrease	Percent Change
Reagan National	\$ 3,156	\$ 3,385	\$ 229	7.3%
Dulles International	1,253	1,215	(38)	(3.1%)
Total	\$ 4,409	\$ 4,600	\$ 191	4.3%



Concessions

Concession revenues are a major portion of the Airports Authority's operating revenues. These revenues are derived from contracts with concessionaires that generally obligate payment of a percentage of gross revenues to the Airports Authority with an annual minimum amount. Typically these contracts extend for three to five years, although some contracts may extend over longer periods. The Airports Authority awards concession contracts on the basis of competitive procedures. Major concessions include rental cars, public parking, food and beverage, retail stores, and newsstands. Concession revenue estimates are based on a review of each concessionaire's recent performance, adjusted for passenger activity forecasts and other known variables. Concession revenue is projected to increase over the 2013 Budget primarily due to increased income at Reagan National relating to the increased passengers and increased foreign currency revenue at Dulles International.

Table 3-10 (dollars in thousands)	Budget 2013	Budget 2014	Increase/ Decrease	Percent Change
Reagan National	\$ 68,095	\$ 80,913	\$ 12,818	18.8%
Dulles International	112,575	115,912	3,337	3.0%
Total	\$ 180,670	\$ 196,825	\$ 16,155	8.9%

Table 3-11 Concession Revenue Per Enplanement	Actual 2012	Budget 2013	Budget 2014
Reagan National Airport			
Landside	\$ 5.77	\$ 4.06	\$ 5.50
Terminal	\$ 1.44	\$ 1.47	\$ 1.37
Other	\$ 0.77	\$ 0.51	\$ 0.87
Total National	\$ 7.98	\$ 6.04	\$ 7.74
Washington Dulles Airport			
Landside	\$ 5.64	\$ 5.19	\$ 5.58
Terminal	\$ 1.45	\$ 1.48	\$ 1.41
Other	\$ 3.30	\$ 3.03	\$ 3.40
Total Dulles	\$ 10.38	\$ 9.69	\$ 10.39
COMBINED	\$ 9.26	\$ 7.95	\$ 9.11



Security Fees

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

Table 3-12 (dollars in thousands)	Budget 2013	Budget 2014	Increase/ Decrease	Percent Change
Reagan National	\$ 565	\$ -	\$ (565)	(100.0%)
Dulles International	263	175	(88)	(33.4%)
Total	\$ 828	\$ 175	\$ (653)	(78.8%)

International Arrivals Building Fees

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

Table 3-13 (dollars in thousands)	Budget 2013	Budget 2014	Increase/ Decrease	Percent Change
Dulles International	\$ 23,755	\$ 20,428	\$ (3,327)	(14.0%)

Passenger Conveyance Fees

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

Table 3-14 (dollars in thousands)	Budget 2013	Budget 2014	Increase/ Decrease	Percent Change
Dulles International	\$ 17,552	\$ 17,334	\$ (218)	(1.2%)



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 3-15 (dollars in thousands)	Budget 2013	Budget 2014	Increase/ Decrease	Percent Change
Reagan National	\$ 2,350	\$ 2,182	\$ (168)	(7.2%)
Dulles International	5,941	5,486	(455)	(7.7%)
Total	\$ 8,291	\$ 7,668	\$ (623)	(7.5%)

Other Revenues

Other revenues consists of miscellaneous fees and collections, such as the sale of employee parking decals, taxi cab permit fees, and the sale of surplus property and equipment.



COMPARISON OF 2013 AND 2014 OPERATING REVENUES

Table 3-16 (dollars in thousands)	Budget 2013	Budget 2014	Dollar Change	Percent Change
Ronald Reagan Washington National Airport				
Rents	\$ 92,748	\$ 86,879	\$ (5,869)	(6.3%)
Rent Transfers	14,041	15,086	1,046	7.4%
Landing Fees	54,877	48,052	(6,825)	(12.4%)
Landing Fee Transfers	5,591	7,010	1,418	25.4%
Tenant Equipment Charges	2,555	2,831	276	10.8%
Tenant Equipment Transfers	601	554	(46)	(7.7%)
Concessions	68,095	80,913	12,818	18.8%
TSA Security Fees	565	-	(565)	(100.0%)
Utilities	2,350	2,182	(168)	(7.1%)
Other Revenues	1,923	2,405	482	25.1%
Total National Operating Revenue	\$ 243,346	\$ 245,912	\$ 2,566	1.1%
Washington Dulles International Airport				
Rents	\$ 215,403	\$ 209,121	\$ (6,281)	(2.9%)
Rent Transfers	24,641	23,411	(1,230)	(5.0%)
Landing Fees	84,960	86,184	1,224	1.4%
Landing Fee Transfers	10,650	12,383	1,732	16.3%
Tenant Equipment Charges	1,013	954	(59)	(5.8%)
Tenant Equipment Transfers	241	261	20	8.3%
Concessions	112,575	115,912	3,337	3.0%
TSA Security Fees	263	175	(88)	(33.3%)
International Arrivals Building Fees	20,689	17,201	(3,488)	(16.9%)
International Arrivals Building Fees Transfers	3,066	3,227	161	5.3%
Passenger Conveyance Fees	6,937	7,187	250	3.6%
Passenger Conveyance Transfers	10,615	10,147	(468)	(4.4%)
Utilities	5,941	5,486	(455)	(7.7%)
Other Revenues	5,238	5,689	451	8.6%
Total Dulles Operating Revenues	\$ 502,232	\$ 497,338	\$ (4,894)	(1.0%)
Metropolitan Washington Airports Authority				
Rents	\$ 308,151	\$ 296,000	\$ (12,150)	(3.9%)
Rent Transfers	38,682	38,497	(185)	(0.5%)
Landing Fees	139,836	134,236	(5,601)	(4.0%)
Landing Fee Transfers	16,242	19,393	3,151	19.4%
Tenant Equipment Charges	3,568	3,785	217	6.1%
Tenant Equipment Transfers	841	815	(26)	(3.1%)
Concessions	180,670	196,825	16,155	8.9%
TSA Security Fees	828	175	(652)	(78.8%)
International Arrivals Building Fees	20,689	17,201	(3,488)	(16.9%)
International Arrivals Building Fees Transfers	3,066	3,227	161	5.3%
Passenger Conveyance Fees	6,937	7,187	250	3.6%
Passenger Conveyance Transfers	10,615	10,147	(468)	(4.4%)
Utilities	8,291	7,668	(623)	(7.5%)
Other Revenues	7,161	8,094	933	13.0%
Total Operating Revenues	\$ 745,577	\$ 743,251	\$ (2,326)	(0.3%)



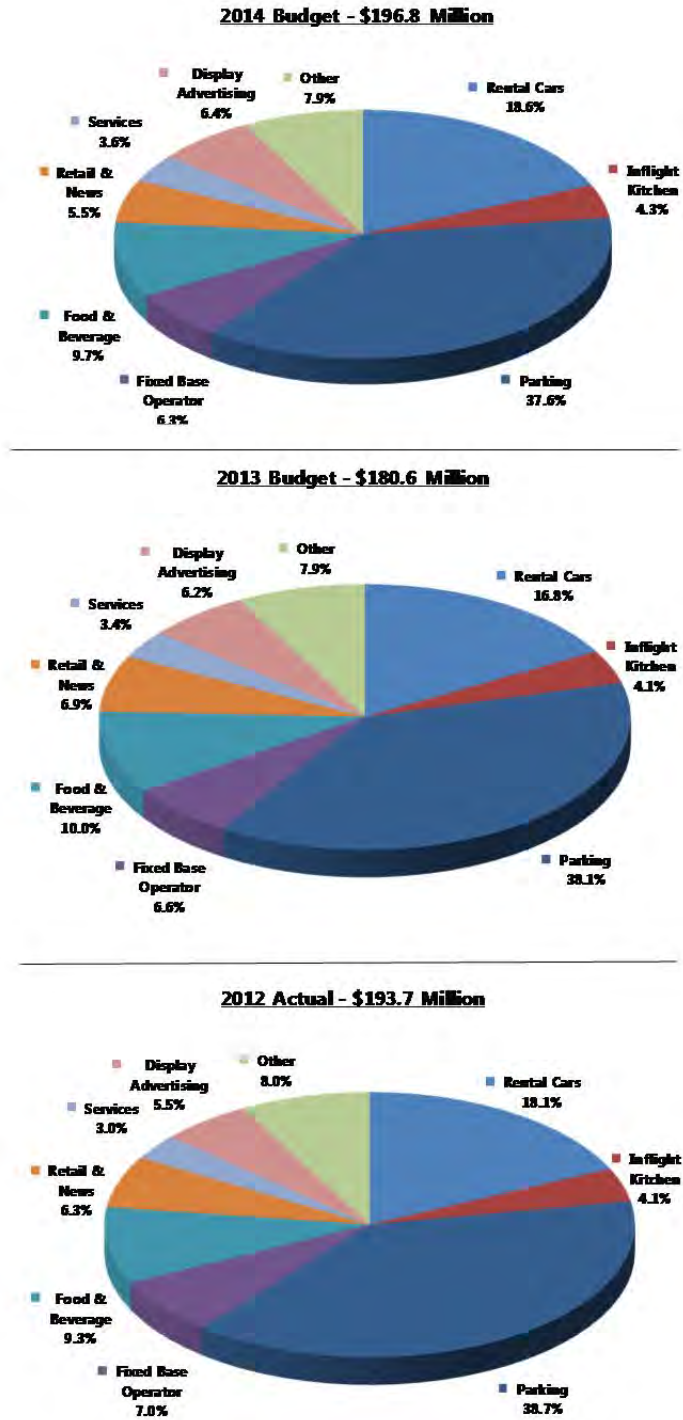
CONCESSION REVENUES – 2012, 2013 AND 2014

Table 3-17 (dollars in thousands)	Actual 2012	Budget 2013	Budget 2014	Dollar Change	Percent Change
Ronald Reagan Washington National Airport					
Rental Cars	\$ 18,149	\$ 12,458	\$ 18,040	\$ 5,582	44.8%
Inflight Kitchen	855	781	781	-	0.0%
Parking	32,795	28,959	33,977	5,018	17.3%
Fixed Base Operator	1,218	968	1,000	32	3.3%
Food & Beverage	8,568	8,384	9,474	1,090	13.0%
Retail & News	5,547	5,656	4,856	(800)	(14.1%)
Services	70	146	1,277	1,131	774.9%
Display Advertising	4,787	6,500	6,300	(200)	(3.1%)
Other	6,130	4,243	5,208	965	22.7%
Total National Concession Revenues	\$ 78,119	\$ 68,095	\$ 80,913	\$ 12,818	18.8%
Washington Dulles International Airport					
Rental Cars	\$ 16,871	\$ 17,880	\$ 18,487	\$ 607	3.4%
Inflight Kitchen	7,040	6,578	7,750	1,172	17.8%
Parking	42,136	39,900	39,957	57	0.1%
Fixed Base Operator	12,294	11,045	11,487	442	4.0%
Food & Beverage	9,443	9,682	9,682	-	0.0%
Retail & News	6,691	6,728	6,029	(699)	(10.4%)
Services	5,928	6,044	6,923	879	14.5%
Display Advertising	5,879	6,500	6,300	(200)	(3.1%)
Other	9,307	8,218	9,297	1,079	13.1%
Total Dulles Concession Revenues	\$ 115,589	\$ 112,575	\$ 115,912	\$ 3,337	3.0%
Metropolitan Washington Airports Authority					
Rental Cars	\$ 35,020	\$ 30,338	\$ 36,527	\$ 6,189	20.4%
Inflight Kitchen	7,895	7,359	8,531	1,172	15.9%
Parking	74,931	68,859	73,934	5,075	7.4%
Fixed Base Operator	13,512	12,013	12,487	474	3.9%
Food & Beverage	18,011	18,066	19,156	1,090	6.0%
Retail & News	12,238	12,384	10,885	(1,499)	(12.1%)
Services	5,998	6,190	8,200	2,010	32.5%
Display Advertising	10,665	13,000	12,600	(400)	(3.1%)
Other	15,437	12,461	14,505	2,044	16.4%
Total Concession Revenues	\$ 193,707	\$ 180,670	\$ 196,825	\$ 16,155	8.9%



CONCESSION REVENUES
2012 ACTUALS TO 2013 & 2014 BUDGET

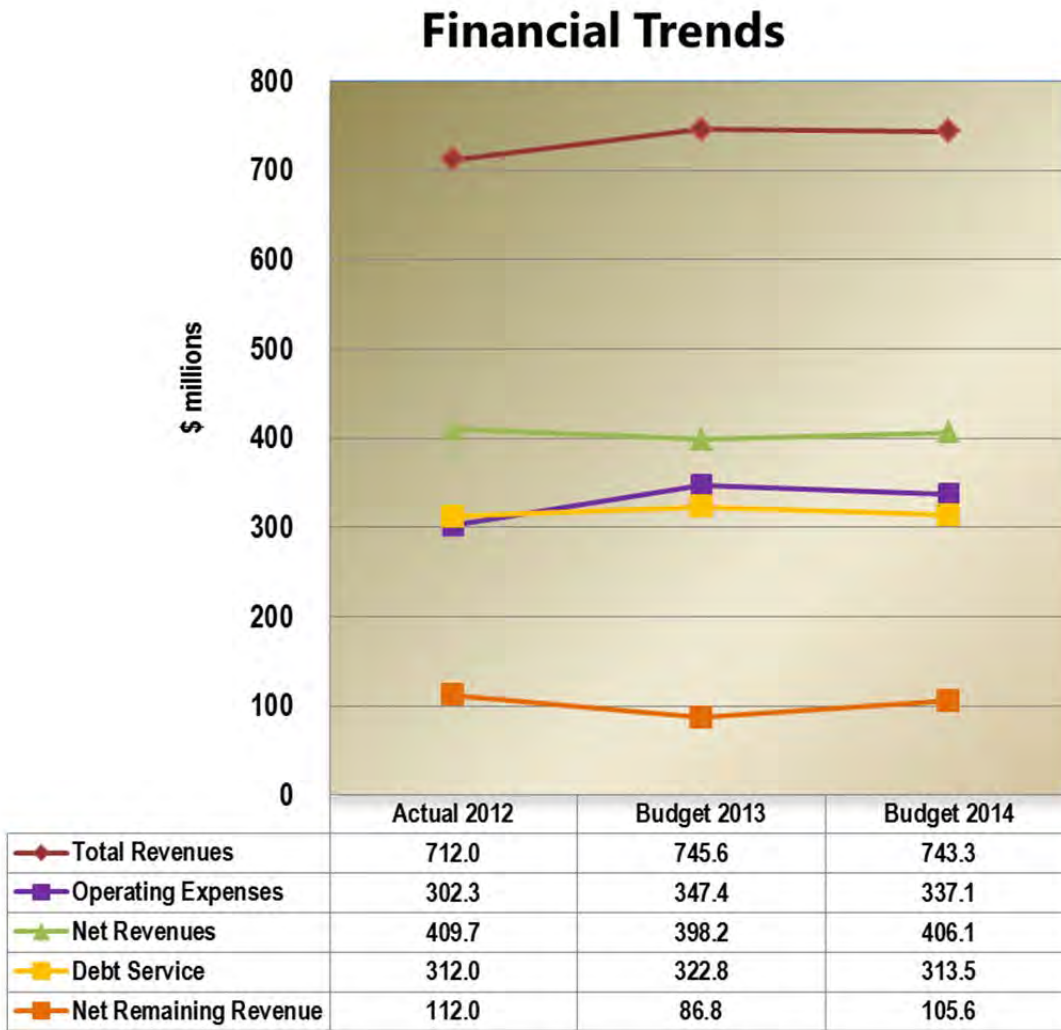
Table 3-18





FINANCIAL TRENDS CHART

Table 3-19





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STATEMENT OF OPERATIONS

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

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

Operating Revenues

Operating revenues are estimated to decrease from \$745.6 million in 2013 to \$743.3 million in 2014, a decrease of 0.3 percent.

Operating Expenses

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

Net Revenues

In 2014, Reagan National is expected to have net revenues of \$118.1 million and Dulles International of \$287.9 million, for combined net revenues of \$406.1 million.

Debt Service

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

Bond Principal Payments. Bond principal payments for cost recovery purposes will decrease slightly, from \$129.9 million in 2013 to \$127.6 million in 2014. ***This does not include the \$40 million which is recommended to be funded through the PFCs program.***



Interest Expense. Interest expense will decrease by \$7.1 million from \$193 million in 2013 to \$185.9 million in 2014. 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.

Table 3-20 (dollars in thousands)	Budget 2013	Budget 2014	Dollar Change	Percent Change
Bond Debt Service				
Principal	\$ 129,853	\$ 127,571	\$ (2,282)	(1.8%)
Interest	192,975	185,882	(7,093)	(3.8%)
Total Debt Service	\$ 322,828	\$ 313,453	\$ (9,375)	(3.0%)

Reserve Requirements

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

Non-Operating Revenue

Interest Income. An estimated \$14.7 million in interest will be earned during 2014. Interest income will decrease from \$18.2 million in 2013 based on declining interest rates. Not included as interest income is the interest accruing in the federal lease payment reserve account which is payable to the U. S. Treasury on the semiannual lease payment dates and it is considered a part of the federal lease payment for the Airports. Also excluded is interest earned on bond funds.

Interest Rate Swaps. Year-to-date through September 30, 2013, the fair value of the swaps resulted in an unrealized gain of approximately \$65.4 million. The Airports Authority's total assets are adjusted by the current unrealized amount monthly. It is reasonable to expect that since the current value of the swaps is tied to changes in prevailing interest rates, this unrealized gain or loss will fluctuate significantly over the life of the transactions. Neither the unrealized gain nor unrealized loss affects the rates and charges to the Airlines.

Net Remaining Revenue

The NRR is budgeted at \$86.8 million for 2013 and \$110.6 million for 2014. Under the Airline Agreement, NRR is allocated between the Airports Authority and the Airlines according to an established formula. The Airlines' share, included in the 2014 operating revenues as transfers, is \$72.1 million.



COMPARISON OF 2012 ACTUAL TO 2013 AND 2014 BUDGET

Table 3-21			
(dollars in thousands)	Actual 2012	Budget 2013	Budget 2014
Operating Revenues			
Rents	\$ 299,320	\$ 308,151	\$ 296,000
Rent Transfers	35,101	38,682	38,497
Landing Fees	112,283	139,836	134,236
Landing Fee Transfers	14,546	16,242	19,393
Tenant Equipment Charges	3,561	3,568	3,785
Tenant Equipment Transfers	725	841	815
Concessions	193,707	180,670	196,825
TSA Security Fees	1,019	828	175
International Arrivals Building Fees	18,160	20,689	17,201
International Arrivals Building Fees Transfers	2,150	3,066	3,227
Passenger Conveyance Fees	6,721	6,937	7,187
Passenger Conveyance Transfers	9,038	10,615	10,147
Utilities	7,510	8,291	7,668
Other Revenues	8,156	7,161	8,094
Total Operating Revenues	\$ 711,998	\$ 745,577	\$ 743,251
Operating Expenses			
Personnel Compensation	\$ 106,970	\$ 117,542	\$ 116,597
Employee Benefits	43,762	43,976	45,530
Travel	766	1,068	895
Lease and Rental Payments	5,414	5,561	5,600
Utilities	26,681	30,693	27,274
Telecommunications	1,155	1,200	1,412
42025 Aviation Drive	218	913	1,065
Dulles East Building	(1,394)	(998)	(1,214)
Services	96,419	106,689	107,528
Supplies, Materials and Fuels	12,561	19,003	18,973
Insurance and Risk Management	8,492	8,785	8,784
Noncapital Equipment	1,137	2,173	2,020
Noncapital Facility Projects	137	1,603	958
Capital Equipment	14	2,864	1,087
Capital Facility Projects	-	6,290	638
Total Operating Expenses	\$ 302,330	\$ 347,363	\$ 337,144
Net Revenues	\$ 409,668	\$ 398,213	\$ 406,106
Debt Service			
Bond Principal Payments	(121,601)	(129,853)	(127,571)
Interest Expense	(190,425)	(192,975)	(185,882)
Reserve Requirements	(1,238)	(6,823)	(1,726)
Nonoperating Revenue			
Interest Income	15,563	18,181	14,702
Net Remaining Revenue	\$ 111,967	\$ 86,743	\$ 105,629



2013 STATEMENT OF OPERATIONS BY AIRPORT

Table 3-22	Reagan	Dulles	
(dollars in thousands)	National	International	Total
Operating Revenues			
Rents	\$ 92,748	\$ 215,403	\$ 308,151
Rent Transfers	14,041	24,641	38,682
Landing Fees	54,877	84,960	139,836
Landing Fee Transfers	5,591	10,650	16,242
Tenant Equipment Charges	2,555	1,013	3,568
Tenant Equipment Transfers	601	241	841
Concessions	68,095	112,575	180,670
TSA Security Fees	565	263	828
International Arrivals Building Fees	-	20,690	20,690
International Arrivals Building Fees Transfers	-	3,066	3,066
Passenger Conveyance Fees	-	6,937	6,937
Passenger Conveyance Transfers	-	10,615	10,615
Utilities	2,350	5,941	8,291
Other Revenues	1,924	5,238	7,161
Total Operating Revenues	\$ 243,346	\$ 502,232	\$ 745,578
Operating Expenses			
Personnel Compensation	\$ 51,295	\$ 66,247	\$ 117,542
Employee Benefits	19,343	24,634	43,976
Travel	578	490	1,068
Lease and Rental Payments	3,285	2,275	5,561
Utilities	10,130	20,563	30,693
Telecommunications	720	480	1,200
45025 Aviation Drive	-	913	913
Dulles East Building	-	(998)	(998)
Services	36,405	70,284	106,689
Supplies, Materials and Fuels	6,300	12,703	19,003
Insurance and Risk Management	5,271	3,514	8,785
Noncapital Equipment	1,182	991	2,173
Noncapital Facility Projects	1,263	340	1,603
Capital Equipment	2,822	42	2,864
Capital Facility Projects	6,290	-	6,290
Total Operating Expenses	\$ 144,884	\$ 202,478	\$ 347,363
Net Revenues	\$ 98,462	\$ 299,754	\$ 398,214
Debt Service			
Bond Principal Payments	(\$32,953)	(\$96,900)	\$ (129,853)
Interest Expense	(48,972)	(144,004)	(192,975)
Reserve Requirements	(2,889)	(3,935)	(6,823)
Nonoperating Revenue*			
Interest Income	2,863	15,318	18,181
Net Remaining Revenue	\$ 16,511	\$ 70,234	\$ 86,743

* 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.



2014 STATEMENT OF OPERATIONS BY AIRPORT

Table 3-23 (dollars in thousands)	Reagan National	Dulles International	Total
Operating Revenues			
Rents	\$ 86,879	\$ 209,121	\$ 295,999
Rent Transfers	15,086	23,411	38,498
Landing Fees	48,052	86,184	134,236
Landing Fee Transfers	7,010	12,383	19,393
Tenant Equipment Charges	2,831	954	3,785
Tenant Equipment Transfers	554	261	815
Concessions	80,913	115,912	196,825
TSA Security Fees	-	175	175
International Arrivals Building Fees	-	17,201	17,201
International Arrivals Building Fees Transfers	-	3,227	3,227
Passenger Conveyance Fees	-	7,187	7,187
Passenger Conveyance Transfers	-	10,147	10,147
Utilities	2,182	5,486	7,668
Other Revenues	2,405	5,689	8,094
Total Operating Revenues	\$ 245,912	\$ 497,338	\$ 743,251
Operating Expenses			
Personnel Compensation	\$ 48,994	\$ 67,603	\$ 116,597
Employee Benefits	18,261	27,269	45,530
Travel	415	480	895
Lease and Rental Payments	2,764	2,835	5,600
Utilities	9,019	18,255	27,274
Telecommunications	706	706	1,412
45025 Aviation Drive	532	532	1,065
Dulles East Building	(607)	(607)	(1,214)
Services	34,085	73,443	107,528
Supplies, Materials and Fuels	5,631	13,342	18,973
Insurance and Risk Management	4,392	4,392	8,784
Noncapital Equipment	949	1,072	2,020
Noncapital Facility Projects	957	1	958
Capital Equipment	1,061	26	1,087
Capital Facility Projects	635	3	638
Total Operating Expenses	\$ 127,793	\$ 209,351	\$ 337,144
Net Revenues	\$ 118,119	\$ 287,988	\$ 406,106
Debt Service			
Bond Principal Payments	\$ (30,858)	\$ (96,713)	\$ (127,571)
Interest Expense	(44,962)	(140,920)	(185,882)
Reserve Requirements	(449)	(1,277)	(1,726)
Nonoperating Revenue*			
Interest Income	3,015	11,688	14,702
Net Remaining Revenue	\$ 44,865	\$ 60,765	\$ 105,629

* 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.



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OPERATING EXPENSES

AVIATION ENTERPRISE FUND OPERATION AND MAINTENANCE PROGRAM

Program Summary

The Aviation Enterprise Fund O&M Program provides funding for the daily operation of Reagan National and Dulles International, including those functions performed centrally. The 2014 O&M Program level is \$650.6 million, which includes \$337.1 million for operating expenses and \$313.4 million for debt service.

As elements of the CCP are completed and brought on line, both operating and debt expenses are significantly impacted. Funding levels for the 2014 O&M Program were developed after reviewing revenue forecasts, the impact of funding increases on landing fees, rental rates, and other rates and charges, prior year actuals, our current program levels, new operating requirements, and the overall economic climate of the region and airline industry.

Expenses are identified separately for Consolidated Functions, Reagan National and Dulles International. The Consolidated Functions activity includes the Offices of the President and Chief Executive Officer, Executive Vice President and Chief Operating Officer, Legal, Audit, Air Service Planning and Development, Communications, Finance, Engineering, Business Administration, Human Resources, Technology, and the central staff of Public Safety. Expenses for the Board of Directors are also included in the President and Chief Executive Officer's program, although these expenses are accounted for separately during budget execution. The expenses for the Police and Fire Departments are included in the expenses for Reagan National and Dulles International.



COMPARISON OF 2013 & 2014 OPERATING EXPENSES
Metropolitan Washington Airports Authority

Operating Expenses (dollars in thousands)	2013	2014	Dollar Change	Percent Change
PERSONNEL EXPENSES				
Full-time Permanent	\$ 106,905	\$ 108,670	\$ 1,765	1.7%
Other than Full-time Permanent	2,477	2,156	(321)	(13.0%)
Overtime	9,210	6,299	(2,911)	(31.6%)
Other - Personnel Compensation	(1,051)	(530)	521	(49.6%)
Personnel Compensation	117,542	116,597	(945)	(0.8%)
Health Insurance	18,132	20,339	2,207	12.2%
Life Insurance	419	447	28	6.6%
Retirement	21,277	19,658	(1,619)	(7.6%)
Other - Employee Benefits	4,149	5,086	937	22.6%
Employee Benefits	43,976	45,530	1,553	3.5%
Total Personnel Expenses	161,518	162,127	608	0.4%
TRAVEL	1,068	895	(173)	(16.2%)
LEASE AND RENTAL PAYMENTS				
Airport Lease Payments	5,282	5,429	147	2.8%
Other - Lease and Rental Payments	279	171	(108)	(38.7%)
Total Lease and Rental Payments	5,561	5,600	39	0.7%
UTILITIES				
Electricity	21,821	20,070	(1,751)	(8.0%)
Natural Gas	5,312	3,513	(1,800)	(33.9%)
Water	1,433	1,565	133	9.3%
Sewerage	2,127	2,125	(2)	(0.1%)
Total Utilities	30,693	27,274	(3,420)	(11.1%)
TELECOMMUNICATIONS	1,200	1,412	212	17.6%
45025 AVIATION DRIVE	913	1,065	151	16.6%
DULLES EAST BUILDING	(998)	(1,214)	(217)	21.7%
SERVICES				
Custodial Services	20,332	22,288	1,955	9.6%
Contractual Services	86,357	85,240	(1,116)	(1.3%)
Total Services	106,689	107,528	839	0.8%
SUPPLIES, MATERIALS AND FUELS				
Fuels	4,091	3,760	(331)	(8.1%)
Supplies and Materials	14,912	15,213	301	2.0%
Total Supplies, Materials and Fuels	19,003	18,973	(30)	(0.2%)
INSURANCE AND RISK MANAGEMENT	8,785	8,784	(1)	(0.0%)
NONCAPITAL EQUIPMENT	2,173	2,020	(152)	(7.0%)
NONCAPITAL FACILITY PROJECTS	1,603	958	(646)	(40.3%)
CAPITAL EQUIPMENT	2,864	1,087	(1,777)	(62.1%)
CAPITAL FACILITY PROJECTS	6,290	638	(5,652)	(89.9%)
Total Operating Expenses	\$347,363	\$337,144	\$(10,219)	(2.9%)



COMPARISON OF 2013 & 2014 OPERATING EXPENSES
Consolidated Functions

Table 3-25

Operating Expenses (dollars in thousands)	2013	2014	Dollar Change	Percent Change
PERSONNEL EXPENSES				
Full-time Permanent	\$ 34,756	\$ 35,763	\$ 1,007	2.9%
Other than Full-time Permanent	672	1,025	353	52.6%
Overtime	1,398	540	(858)	(61.4%)
Other - Personnel Compensation	(2,449)	(2,638)	(189)	7.7%
Personnel Compensation	34,378	34,691	313	0.9%
Health Insurance	4,761	3,531	(1,230)	(25.8%)
Life Insurance	110	82	(28)	(25.6%)
Retirement	6,509	5,593	(916)	(14.1%)
Other - Employee Benefits	584	203	(381)	(65.2%)
Employee Benefits	11,964	9,410	(2,554)	(21.4%)
Total Personnel Expenses	46,342	44,101	(2,241)	(4.8%)
TRAVEL	801	654	(147)	(18.3%)
LEASE AND RENTAL PAYMENTS				
Airport Lease Payments	5,282	5,429	147	2.8%
Other - Lease and Rental Payments	131	42	(89)	(67.8%)
Total Lease and Rental Payments	5,413	5,471	58	1.1%
UTILITIES				
Electricity	1	1	-	0.0%
Natural Gas	-	-	-	0.0%
Water	-	-	-	0.0%
Sewerage	-	-	-	0.0%
Total Utilities	1	1	-	0.0%
TELECOMMUNICATIONS	1,200	1,412	212	17.6%
45025 AVIATION DRIVE	913	1,065	152	16.6%
DULLES EAST BUILDING	(998)	(1,214)	(216)	21.7%
SERVICES				
Custodial Services	-	-	-	0.0%
Contractual Services	27,709	26,727	(982)	(3.5%)
Total Services	27,709	26,727	(982)	(3.5%)
SUPPLIES, MATERIALS AND FUELS				
Fuels	-	-	-	0.0%
Supplies and Materials	2,426	2,475	49	2.0%
Total Supplies, Materials and Fuels	2,426	2,475	49	2.0%
INSURANCE AND RISK MANAGEMENT	8,785	8,784	(1)	(0.0%)
NONCAPITAL EQUIPMENT	1,567	1,352	(215)	(13.7%)
NONCAPITAL FACILITY PROJECTS	-	-	-	0.0%
CAPITAL EQUIPMENT	105	-	(105)	(100.0%)
CAPITAL FACILITY PROJECTS	-	-	-	0.0%
Total Operating Expenses	\$ 94,265	\$ 90,828	\$ (3,438)	(3.6%)



COMPARISON OF 2013 & 2014 OPERATING EXPENSES
Ronald Reagan Washington National Airport

Operating Expenses (dollars in thousands)	2013	2014	Dollar Change	Percent Change
PERSONNEL EXPENSES				
Full-time Permanent	\$ 26,566	\$ 28,184	\$ 1,618	6.1%
Other than Full-time Permanent	713	363	(350)	(49.1%)
Overtime	2,431	1,882	(549)	(22.6%)
Other - Personnel Compensation	958	1,219	261	27.2%
Personnel Compensation	30,668	31,648	980	3.2%
Health Insurance	4,945	6,335	1,390	28.1%
Life Insurance	114	137	23	20.1%
Retirement	5,392	4,899	(493)	(9.2%)
Other - Employee Benefits	1,712	2,185	473	27.6%
Employee Benefits	12,164	13,556	1,392	11.4%
Total Personnel Expenses	42,832	45,204	2,371	5.5%
TRAVEL	97	88	(10)	(9.8%)
LEASE AND RENTAL PAYMENTS				
Airport Lease Payments	-	-	-	0.0%
Other - Lease and Rental Payments	37	29	(9)	(22.8%)
Total Lease and Rental Payments	37	29	(9)	(22.8%)
UTILITIES				
Electricity	6,378	5,984	(394)	(6.2%)
Natural Gas	1,879	1,081	(799)	(42.5%)
Water	819	918	99	12.1%
Sewerage	1,054	1,036	(17)	(1.6%)
Total Utilities	10,129	9,019	(1,111)	(11.0%)
TELECOMMUNICATIONS				
	-	-	-	0.0%
45025 AVIATION DRIVE				
	-	-	-	0.0%
DULLES EAST BUILDING				
	-	-	-	0.0%
SERVICES				
Custodial Services	6,317	7,175	858	13.6%
Contractual Services	13,463	13,546	83	0.6%
Total Services	19,780	20,721	941	4.8%
SUPPLIES, MATERIALS AND FUELS				
Fuels	807	752	(55)	(6.8%)
Supplies and Materials	4,037	3,641	(396)	(9.8%)
Total Supplies, Materials and Fuels	4,845	4,393	(451)	(9.3%)
INSURANCE AND RISK MANAGEMENT				
	-	-	-	0.0%
NONCAPITAL EQUIPMENT				
	242	273	31	12.9%
NONCAPITAL FACILITY PROJECTS				
	1,263	957	(307)	(24.3%)
CAPITAL EQUIPMENT				
	2,759	1,061	(1,698)	0.0%
CAPITAL FACILITY PROJECTS				
	6,290	635	(5,655)	0.0%
Total Operating Expenses	\$ 88,275	\$ 82,379	\$ (5,896)	(6.7%)



COMPARISON OF 2013 & 2014 OPERATING EXPENSES
Washington Dulles International Airport

Table 3-27

Operating Expenses (dollars in thousands)	2013	2014	Dollar Change	Percent Change
PERSONNEL EXPENSES				
Full-time Permanent	\$ 45,584	\$ 44,723	\$ (861)	(1.9%)
Other than Full-time Permanent	1,092	768	(324)	(29.7%)
Overtime	5,381	3,877	(1,504)	(27.9%)
Other - Personnel Compensation	440	890	450	102.2%
Personnel Compensation	52,496	50,258	(2,238)	(4.3%)
Health Insurance	8,426	10,473	2,047	24.3%
Life Insurance	195	228	33	16.8%
Retirement	9,375	9,166	(209)	(2.2%)
Other - Employee Benefits	1,852	2,698	846	45.7%
Employee Benefits	19,848	22,564	2,716	13.7%
Total Personnel Expenses	72,344	72,822	478	0.7%
TRAVEL	170	153	(17)	(10.2%)
LEASE AND RENTAL PAYMENTS				
Airport Lease Payments	-	-	-	0.0%
Other - Lease and Rental Payments	110	100	(10)	(9.2%)
Total Lease and Rental Payments	110	100	(10)	(9.2%)
UTILITIES				
Electricity	15,442	14,085	(1,357)	(8.8%)
Natural Gas	3,433	2,432	(1,001)	(29.2%)
Water	614	648	34	5.5%
Sewerage	1,073	1,089	16	1.5%
Total Utilities	20,563	18,254	(2,309)	(11.2%)
TELECOMMUNICATIONS				
	-	-	-	0.0%
45025 AVIATION DRIVE				
	-	-	-	0.0%
DULLES EAST BUILDING				
	-	-	-	0.0%
SERVICES				
Custodial Services	14,015	15,113	1,098	7.8%
Contractual Services	45,185	44,967	(218)	(0.5%)
Total Services	59,201	60,080	879	1.5%
SUPPLIES, MATERIALS AND FUELS				
Fuels	3,284	3,008	(276)	(8.4%)
Supplies and Materials	8,449	9,097	648	7.7%
Total Supplies, Materials and Fuels	11,732	12,105	373	3.2%
INSURANCE AND RISK MANAGEMENT				
	-	-	-	0.0%
NONCAPITAL EQUIPMENT				
	364	396	32	8.7%
NONCAPITAL FACILITY PROJECTS				
	340	1	(339)	(99.7%)
CAPITAL EQUIPMENT				
	-	26	26	0.0%
CAPITAL FACILITY PROJECTS				
	-	3	3	0.0%
Total Operating Expenses	\$164,824	\$163,938	\$ (886)	(0.5%)



**2013 OPERATION AND MAINTENANCE PROGRAM
BY ORGANIZATION**

Table 3-28

(dollars in thousands)

	Consolidated Functions	Reagan National	Dulles International	Total
Operating Expenses				
Personnel Compensation	\$ 34,378	\$ 30,668	\$ 52,496	\$ 117,542
Employee Benefits	11,964	12,164	19,848	43,976
Travel	801	97	170	1,068
Lease and Rental Payments	5,413	37	110	5,561
Utilities	1	10,129	20,563	30,693
Telecommunications	1,200	-	-	1,200
45025 Aviation Drive	913	-	-	913
Dulles East Building	(998)	-	-	(998)
Services	27,709	19,780	59,201	106,689
Supplies, Materials and Fuels	2,426	4,845	11,732	19,003
Insurance and Risk Management	8,785	-	-	8,785
Noncapital Equipment	1,567	242	364	2,173
Noncapital Facility Projects	-	1,263	340	1,603
Capital Equipment	105	2,759	-	2,864
Capital Facility Projects	-	6,290	-	6,290
Total Operating Expenses	\$ 94,265	\$ 88,275	\$ 164,824	\$ 347,363
Debt Service				
Bond Principal Payments	\$ -	\$ 32,953	\$ 96,900	\$ 129,853
Interest Expense	-	48,972	144,004	192,975
Total Debt Service	\$ -	\$ 81,925	\$ 240,904	\$ 322,829
Total Operation and Maintenance Program	\$ 94,265	\$ 170,199	\$ 405,728	\$ 670,192



**2014 OPERATION AND MAINTENANCE PROGRAM
BY ORGANIZATION**

Table 3-29	Consolidated	Reagan	Dulles	
(dollars in thousands)	Functions	National	International	Total
Operating Expenses				
Personnel Compensation	\$ 34,691	\$ 31,648	\$ 50,258	\$ 116,597
Employee Benefits	9,410	13,556	22,564	45,530
Travel	654	88	153	895
Lease and Rental Payments	5,471	29	100	5,600
Utilities	1	9,019	18,254	27,274
Telecommunications	1,412	-	-	1,412
45025 Aviation Drive	1,065	-	-	1,065
Dulles East Building	(1,214)	-	-	(1,214)
Services	26,727	20,721	60,080	107,528
Supplies, Materials and Fuels	2,475	4,393	12,105	18,973
Insurance and Risk Management	8,784	-	-	8,784
Noncapital Equipment	1,352	273	396	2,020
Noncapital Facility Projects	-	957	1	958
Capital Equipment	-	1,061	26	1,087
Capital Facility Projects	-	635	3	638
Total Operating Expenses	\$ 90,828	\$ 82,379	\$ 163,938	\$ 337,144
Debt Service				
Bond Principal Payments	\$ -	\$ 30,858	\$ 96,713	\$ 127,571
Interest Expense	-	44,962	140,920	185,882
Total Debt Service	\$ -	\$ 75,820	\$ 237,633	\$ 313,453
Total Operation and Maintenance Program	\$ 90,828	\$ 158,199	\$ 401,571	\$ 650,597



**OPERATION AND MAINTENANCE PROGRAM
ACTUAL TO BUDGET**

Table 3-30

(dollars in thousands)	Actual 2012	Budget 2013	Budget 2014	Budget 2013 vs. Budget 2014	
				Dollar Change	Percent Change
Operating Expenses					
Personnel Compensation	\$ 106,970	\$ 117,542	\$ 116,597	\$ (945)	(0.8%)
Employee Benefits	43,762	43,976	45,530	1,553	3.5%
Travel	766	1,068	895	(173)	(16.2%)
Lease and Rental Payments	5,414	5,561	5,600	39	0.7%
Utilities	26,681	30,693	27,274	(3,420)	(11.1%)
Telecommunications	1,155	1,200	1,412	212	17.6%
45025 Aviation Drive	218	913	1,065	151	16.6%
Dulles East Building	(1,394)	(998)	(1,214)	(217)	21.7%
Services	96,419	106,689	107,528	839	0.8%
Supplies, Materials and Fuels	12,561	19,003	18,973	(30)	(0.2%)
Insurance and Risk Management	8,492	8,785	8,784	(1)	(0.0%)
Noncapital Equipment	1,137	2,173	2,020	(152)	(7.0%)
Noncapital Facility Projects	137	1,603	958	(646)	(40.3%)
Capital Equipment	14	2,864	1,087	(1,777)	(62.1%)
Capital Facility Projects	-	6,290	638	(5,652)	(89.9%)
Total Operating Expenses	\$ 302,330	\$ 347,363	\$ 337,144	\$ (10,219)	(2.9%)
Debt Service					
Bond Principal Payments	\$ 121,601	\$ 129,853	\$ 127,571	\$ (2,282)	(1.8%)
Interest Expense	190,425	192,975	185,882	(7,094)	(3.7%)
Total Debt Service	\$ 312,026	\$ 322,829	\$ 313,453	\$ (9,376)	(2.9%)
Total Operation and Maintenance Program	\$ 614,357	\$ 670,192	\$ 650,597	\$ (19,595)	(2.9%)



CONSOLIDATED FUNCTIONS

Operating Expenses

Table 3-31 (dollars in thousands)	Budget 2013	Budget 2014	Difference
Personnel Compensation and Benefits	\$ 46,342	\$ 44,101	\$ (2,241)
Other Operating Expenses	47,923	46,727	(1,196)
Total Consolidated Functions Operating Expenses	\$ 94,265	\$ 90,828	\$ (3,437)

The funding requirements for Consolidated Functions' operating expenses will decrease by \$3.4 million in 2014.

Personnel Compensation and Benefits Expenses (\$2,241,000)

- Personnel Compensation increased \$313.6 thousand.
- Employee benefits decreased \$2.6 million.

Other Operating Expenses..... (\$1,195,700)

- Travel expense decreased \$147 thousand.
- An increase of \$58 thousand for other lease and rental payments relates to an increase in Airport Lease payment to the Federal government.
- Dulles East Building is projected to bring \$1.2 million in net revenue in 2014.
- A decrease of \$983 thousand for various contractual services that include audit, advertising services, and cost allocation.
- Supplies increased \$49 thousand primarily for technology supplies.
- A decrease of \$215 thousand in non-capital equipment is a result of furniture and equipment expenses.
- Capital Equipment decreased \$105 thousand.



RONALD REAGAN WASHINGTON NATIONAL AIRPORT

Operating Expenses

Table 3-32 (dollars in thousands)	Budget 2013	Budget 2014	Difference
Personnel Compensation and Benefits	\$ 42,832	\$ 45,204	\$ 2,371
Other Operating Expenses	45,442	37,175	(8,267)
Total Reagan National Operating Expenses	\$ 88,275	\$ 82,379	\$ (5,896)

The funding requirement for Reagan National’s operating expenses will decrease by \$5.9 million in 2014.

Personnel Compensation and Benefits Expenses \$2,371,000

- Personnel compensation increased \$980 thousand.
- Employee benefits increased \$1.4 million.
- **Other Operating Expenses (\$8,267,600)**
- General travel expense decreased \$10 thousand.
- Other lease and rental payments decreased \$9.0 thousand.
- A decrease of \$1.1 million for utilities, is based on decreases in contract expenses and budget adjustments based on spending trends.
- An increase of \$941 thousand for services related to janitorial services, new contracts, maintenance services, for increased usable space with newly constructed facilities.
- A decrease of \$451 thousand for supplies and materials due to fuel demand based on market conditions and budget alignment based on historical spend.
- Non-capital Facility projects decreased \$307 thousand.
- The Airports Authority will rate-base and fully recover all costs at Reagan National with the inclusion of \$1.7 million for capital equipment, and project requirements in the O&M Program in 2014.



RONALD REAGAN WASHINGTON NATIONAL AIRPORT

Debt Service

Table 3-33			
(dollars in thousands)	Budget 2013	Budget 2014	Difference
Bond Principal Payments	\$ 32,953	\$ 30,858	\$ (2,095)
Interest Expense	48,972	44,962	(4,009)
Total Reagan National Debt Service	\$ 81,925	\$ 75,820	\$ (6,105)

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



WASHINGTON DULLES INTERNATIONAL AIRPORT

Operating Expenses

Table 3-34 (dollars in thousands)	Budget 2013	Budget 2014	Difference
Personnel Compensation and Benefits	\$ 72,344	\$ 72,822	\$ 478
Other Operating Expenses	92,480	91,116	(1,364)
Total Dulles International Operating Expenses	\$164,824	\$163,938	\$ (886)

The funding requirement for Dulles International’s operating expenses will decrease by \$885.7 thousand in 2014.

Personnel Compensation and Benefits Expenses \$477,900

- Personnel compensation decreased \$2.2 million.
- Employee benefits increased \$2.7 million.
- **Other Operating Expenses (\$1,363,600)**
- Travel decreased \$23 thousand.
- Lease and rental payments decreased \$1 thousand.
- Utilities decreased \$2.3 million due to a slight decrease in the (VEPGA) rate and new natural gas contract.
- Contractual services increased \$1.1 million due to contract escalations and necessary repairs and upgrades to facilities.
- Supplies and materials increased \$903 thousand.
- Non-capital equipment increased \$120 thousand.
- Non-capital facility projects decreased \$339 thousand.



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WASHINGTON DULLES INTERNATIONAL AIRPORT

Debt Service

Table 3-35			
(dollars in thousands)	Budget 2013	Budget 2014	Difference
Bond Principal Payments	\$ 96,900	\$ 96,713	\$ (187)
Interest Expense	144,004	140,920	(3,084)
Total Dulles International Debt Service	\$240,904	\$237,633	\$ (3,271)

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



2014 OPERATING EXPENSES BY ORGANIZATION

Table 3-36 (dollars in thousands)	Consolidated Functions	Reagan National	Dulles International	Total
PERSONNEL EXPENSES				
Full-time Permanent	\$ 35,763	\$ 28,184	\$ 44,723	\$ 108,670
Other than Full-time Permanent	1,025	363	768	2,156
Overtime	540	1,882	3,877	6,299
Other - Personnel Compensation	(2,638)	1,219	890	(530)
Personnel Compensation	34,691	31,648	50,258	116,597
Health Insurance	3,531	6,335	10,473	20,339
Life Insurance	82	137	228	447
Retirement	5,593	4,899	9,166	19,658
Other - Employee Benefits	203	2,185	2,698	5,086
Employee Benefits	9,410	13,556	22,564	45,530
Total Personnel Expenses	44,101	45,204	72,822	162,127
TRAVEL	654	88	153	895
LEASE AND RENTAL PAYMENTS				
Airport Lease Payments	5,429	-	-	5,429
Other - Lease and Rental Payments	42	29	100	171
Total Lease and Rental Payments	5,471	29	100	5,600
UTILITIES				
Electricity	1	5,984	14,085	20,070
Natural Gas	-	1,081	2,432	3,513
Water	-	918	648	1,565
Sewerage	-	1,036	1,089	2,125
Total Utilities	1	9,019	18,254	27,274
TELECOMMUNICATIONS	1,412	-	-	1,412
45025 AVIATION DRIVE	1,065	-	-	1,065
DULLES EAST BUILDING	(1,214)	-	-	(1,214)
SERVICES				
Custodial Services	-	7,175	15,113	22,288
Contractual Services	26,727	13,546	44,967	85,240
Total Services	26,727	20,721	60,080	107,528
SUPPLIES, MATERIALS AND FUELS				
Fuels	-	752	3,008	3,760
Supplies and Materials	2,475	3,641	9,097	15,213
Total Supplies, Materials and Fuels	2,475	4,393	12,105	18,973
INSURANCE AND RISK MANAGEMENT	8,784	-	-	8,784
NONCAPITAL EQUIPMENT	1,352	273	396	2,020
NONCAPITAL FACILITY PROJECTS	-	957	1	958
CAPITAL EQUIPMENT	-	1,061	26	1,087
CAPITAL FACILITY PROJECTS	-	635	3	638
Total Operating Expenses	\$ 90,828	\$ 82,379	\$ 163,938	\$ 337,144



2014 OPERATING EXPENSES FOR CONSOLIDATED FUNCTIONS

Table 3-37(a)	Board of Directors Executive Offices		Legal	Audit	Air Svc Planning & Dev	Communi-cations	Finance
(dollars in thousands)							
PERSONNEL EXPENSES							
Full-time Permanent	\$ 2,029	\$ 1,169	\$ 1,023	\$ 665	\$ 1,470	\$ 6,336	
Other than Full-time Permanent	3	-	-	-	4	-	
Overtime	1	1	1	-	1	10	
Other - Personnel Compensation	(440)	(204)	(240)	3	(96)	(695)	
Personnel Compensation	1,593	966	784	669	1,379	5,651	
Health Insurance	165	97	102	82	217	914	
Life Insurance	4	2	2	2	5	20	
Retirement	345	157	150	108	223	937	
Other - Employee Benefits	(83)	(17)	(30)	35	41	108	
Employee Benefits	430	238	224	227	486	1,979	
Total Personnel Expenses	2,023	1,204	1,008	896	1,864	7,630	
TRAVEL	173	12	23	234	14	60	
LEASE AND RENTAL PAYMENTS							
Airport Lease Payments	-	-	-	-	-	5,429	
Other - Lease and Rental Payments	-	-	-	0	8	-	
Total Lease and Rental Payments	-	-	-	0	8	5,429	
UTILITIES							
Electricity	-	-	-	-	1	-	
Natural Gas	-	-	-	-	-	-	
Water	-	-	-	-	-	-	
Sewerage	-	-	-	-	-	-	
Total Utilities	-	-	-	-	1	-	
TELECOMMUNICATIONS							
45025 AVIATION DRIVE	-	-	-	-	-	-	
DULLES EAST BUILDING	-	-	-	-	-	-	
SERVICES							
Custodial Services	-	-	-	-	-	-	
Contractual Services	489	905	1,297	2,211	1,430	2,557	
Total Services	489	905	1,297	2,211	1,430	2,557	
SUPPLIES, MATERIALS AND FUELS							
Fuels	-	-	-	-	-	-	
Supplies and Materials	28	13	16	15	51	57	
Total Supplies, Materials and Fuels	28	13	16	15	51	57	
INSURANCE AND RISK MANAGEMENT							
NONCAPITAL EQUIPMENT	13	2	4	4	6	64	
NONCAPITAL FACILITY PROJECTS							
CAPITAL EQUIPMENT							
CAPITAL FACILITY PROJECTS							
Total Operating Expenses	\$ 2,726	\$ 2,135	\$ 2,348	\$ 3,359	\$ 3,375	\$ 15,795	



2014 OPERATING EXPENSES FOR CONSOLIDATED FUNCTIONS

(continued)

Table 3-37(b)							
(dollars in thousands)	Engineering	Business Administration	Human Resources	Technology	Public Safety	Total	
PERSONNEL EXPENSES							
Full-time Permanent	\$ 4,269	\$ 3,024	\$ 2,746	\$ 2,619	\$ 10,414	\$	35,763
Other than Full-time Permanent	-	-	479	456	84		1,025
Overtime	2	3	4	3	514		540
Other - Personnel Compensation	(554)	(394)	(182)	(45)	210		(2,638)
Personnel Compensation	3,717	2,633	3,046	3,033	11,222		34,691
Health Insurance	567	506	361	278	242		3,531
Life Insurance	12	11	8	6	10		82
Retirement	658	440	412	352	1,810		5,593
Other - Employee Benefits	(17)	18	68	70	11		203
Employee Benefits	1,220	975	849	707	2,074		9,410
Total Personnel Expenses	4,937	3,608	3,895	3,740	13,296		44,101
TRAVEL	40	20	28	22	28		654
LEASE AND RENTAL PAYMENTS							
Airport Lease Payments	-	-	-	-	-		5,429
Other - Lease and Rental Payments	-	18	10	-	6		42
Total Lease and Rental Payments	-	18	10	-	6		5,471
UTILITIES							
Electricity	-	-	-	-	-		1
Natural Gas	-	-	-	-	-		-
Water	-	-	-	-	-		-
Sewerage	-	-	-	-	-		-
Total Utilities	-	-	-	-	-		1
TELECOMMUNICATIONS	-	-	-	1,412	-		1,412
45025 AVIATION DRIVE	-	1,065	-	-	-		1,065
DULLES EAST BUILDING	-	(1,214)	-	-	-		(1,214)
SERVICES							
Custodial Services	-	-	-	-	-		-
Contractual Services	276	1,865	1,538	13,498	661		26,727
Total Services	276	1,865	1,538	13,498	661		26,727
SUPPLIES, MATERIALS AND FUELS							
Fuels	-	-	-	-	-		-
Supplies and Materials	159	57	80	1,425	575		2,475
Total Supplies, Materials and Fuels	159	57	80	1,425	575		2,475
INSURANCE AND RISK MANAGEMENT	-	8,785	-	-	-		8,784
NONCAPITAL EQUIPMENT	27	35	-	1,198	(1)		1,352
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-		-
CAPITAL EQUIPMENT	-	-	-	-	-		-
CAPITAL FACILITY PROJECTS	-	-	-	-	-		-
Total Operating Expenses	\$ 5,439	\$ 14,239	\$ 5,551	\$ 21,295	\$ 14,566		\$ 90,828



**2014 OPERATING EXPENSES FOR
RONALD REAGAN WASHINGTON NATIONAL AIRPORT**

Table 3-38

(dollars in thousands)	Airport Manager	Operations	Engineering & Maintenance	Airport Administration	Total
PERSONNEL EXPENSES					
Full-time Permanent	\$ 583	\$ 1,948	\$ 14,226	\$ 2,235	\$ 18,992
Other than Full-time Permanent	-	-	-	-	-
Overtime	-	33	633	16	682
Other - Personnel Compensation	8	114	310	16	447
Personnel Compensation	591	2,095	15,169	2,267	20,121
Health Insurance	82	334	3,241	460	4,117
Life Insurance	2	7	70	10	89
Retirement	105	317	2,404	333	3,159
Other - Employee Benefits	43	111	1,026	305	1,485
Employee Benefits	232	769	6,741	1,108	8,850
Total Personnel Expenses	823	2,864	21,909	3,375	28,972
TRAVEL	-	10	31	19	60
LEASE AND RENTAL PAYMENTS					
Airport Lease Payments	-	-	-	-	-
Other - Lease and Rental Payments	4	-	22	2	29
Total Lease and Rental Payments	4	-	22	2	29
UTILITIES					
Electricity	-	-	5,984	-	5,984
Natural Gas	-	-	1,081	-	1,081
Water	-	-	918	-	918
Sewerage	-	-	1,036	-	1,036
Total Utilities	-	-	9,019	-	9,019
TELECOMMUNICATIONS					
	-	-	-	-	-
45025 AVIATION DRIVE					
	-	-	-	-	-
DULLES EAST BUILDING					
	-	-	-	-	-
SERVICES					
Custodial Services	-	-	7,175	-	7,175
Contractual Services	690	3,972	8,505	270	13,438
Total Services	690	3,972	15,681	270	20,613
SUPPLIES, MATERIALS AND FUELS					
Fuels	-	-	711	3	713
Supplies and Materials	28	56	3,420	(22)	3,482
Total Supplies, Materials and Fuels	28	56	4,131	(20)	4,195
INSURANCE AND RISK MANAGEMENT					
	-	-	-	-	-
NONCAPITAL EQUIPMENT					
	1	20	106	10	137
NONCAPITAL FACILITY PROJECTS					
	0	-	957	-	957
CAPITAL EQUIPMENT					
	-	-	633	-	633
CAPITAL FACILITY PROJECTS					
	-	-	635	-	635
Total Operating Expenses	\$ 1,546	\$ 6,922	\$ 53,123	\$ 3,657	\$ 65,249



**2014 OPERATING EXPENSES FOR
WASHINGTON DULLES INTERNATIONAL AIRPORT**

Table 3-39

(dollars in thousands)	Airport Manager	Operations	Mobile Lounge Ramp Control	Engineering & Maintenance	Airport Administration	Total
PERSONNEL EXPENSES						
Full-time Permanent	\$ 642	\$ 8,748	\$ -	\$ 19,841	\$ 2,827	\$ 32,058
Other than Full-time Permanent	526	-	-	-	-	526
Overtime	2	732	-	1,287	57	2,077
Other - Personnel Compensation	(21)	610	-	583	2	1,174
Personnel Compensation	1,149	10,089	-	21,711	2,886	35,836
Health Insurance	82	1,978	-	4,856	643	7,559
Life Insurance	2	43	-	105	14	164
Retirement	145	1,549	-	3,574	475	5,744
Other - Employee Benefits	26	639	-	1,480	200	2,345
Employee Benefits	255	4,208	-	10,016	1,332	15,812
Total Personnel Expenses	1,404	14,298	-	31,728	4,218	51,647
TRAVEL	20	35	-	14	47	117
LEASE AND RENTAL PAYMENTS						
Airport Lease Payments	-	-	-	-	-	-
Other - Lease and Rental Payments	-	5	-	94	0	99
Total Lease and Rental Payments	-	5	-	94	0	99
UTILITIES						
Electricity	-	-	-	14,085	-	14,085
Natural Gas	-	-	-	2,432	-	2,432
Water	-	-	-	648	-	648
Sewerage	-	-	-	1,089	-	1,089
Total Utilities	-	-	-	18,254	-	18,254
TELECOMMUNICATIONS	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-
SERVICES						
Custodial Services	-	-	-	15,113	-	15,113
Contractual Services	703	9,211	-	30,498	4,339	44,751
Total Services	703	9,211	-	45,611	4,339	59,863
SUPPLIES, MATERIALS AND FUELS						
Fuels	-	-	-	2,338	520	2,858
Supplies and Materials	59	195	-	8,430	194	8,878
Total Supplies, Materials and Fuels	59	195	-	10,768	714	11,736
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	1	136	-	126	-	263
NONCAPITAL FACILITY PROJECTS	-	1	-	-	-	1
CAPITAL EQUIPMENT	1	-	-	-	25	26
CAPITAL FACILITY PROJECTS	-	-	-	-	3	3
Total Operating Expenses	\$ 2,188	\$ 23,881	\$ -	\$ 106,594	\$ 9,345	\$142,008



2014 OPERATING EXPENSES FOR PUBLIC SAFETY

Table 3-40 (dollars in thousands)	Public Safety				Total
	Consolidated Functions	National	International	Dulles	
PERSONNEL EXPENSES					
Full-time Permanent	\$ 10,414	\$ 9,192	\$ 12,665	\$ 32,270	
Other than Full-time Permanent	84	363	242	689	
Overtime	514	1,200	1,800	3,514	
Other - Personnel Compensation	210	771	(284)	697	
Personnel Compensation	11,222	11,526	14,422	37,170	
Health Insurance	242	2,218	2,914	5,374	
Life Insurance	10	48	64	123	
Retirement	1,810	1,740	3,421	6,971	
Other - Employee Benefits	11	700	353	1,064	
Employee Benefits	2,074	4,706	6,752	13,532	
Total Personnel Expenses	13,296	16,232	21,175	50,702	
TRAVEL	28	28	36	92	
LEASE AND RENTAL PAYMENTS					
Airport Lease Payments	-	-	-	-	
Other - Lease and Rental Payments	6	-	1	7	
Total Lease and Rental Payments	6	-	1	7	
UTILITIES					
Electricity	-	-	-	-	
Natural Gas	-	-	-	-	
Water	-	-	-	-	
Sewerage	-	-	-	-	
Total Utilities	-	-	-	-	
TELECOMMUNICATIONS	-	-	-	-	
45025 AVIATION DRIVE	-	-	-	-	
DULLES EAST BUILDING	-	-	-	-	
SERVICES					
Custodial Services	-	-	-	-	
Contractual Services	661	108	217	986	
Total Services	661	108	217	986	
SUPPLIES, MATERIALS AND FUELS					
Fuels	-	39	150	189	
Supplies and Materials	575	159	219	953	
Total Supplies, Materials and Fuels	575	198	369	1,142	
INSURANCE AND RISK MANAGEMENT	-	-	-	-	
NONCAPITAL EQUIPMENT	(1)	136	133	268	
NONCAPITAL FACILITY PROJECTS	-	-	-	-	
CAPITAL EQUIPMENT	-	428	-	428	
CAPITAL FACILITY PROJECTS	-	-	-	-	
Total Operating Expenses	\$ 14,566	\$ 17,130	\$ 21,930	\$ 53,625	



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BUDGET BY COST CENTERS

Cost Centers are those areas or functions of activities established by the Airports Authority at each Airport where revenues or expenses are attributed. The rules for budget allocation to the cost centers are governed by the Airline Agreement. Cost Centers are either direct or indirect.

Direct cost centers are used to accumulate all elements comprising the total requirement allocable or attributable to the area under the Airports Authority's accounting system. Direct cost centers are airfield, terminal, aviation, ground transportation, non-aviation, equipment, international arrivals buildings, airside operations building, cargo, and passenger conveyance system.

Indirect cost centers are those functional areas and related facilities other than direct cost centers where costs are accumulated net of direct reimbursement, allowable or attributable to the area under the Airports Authority's accounting system and which are subsequently allocated to the direct cost centers. Indirect cost centers include maintenance, public safety, system and services, and administrative. Airlines rates and charges are based on cost center requirements.

Cost center budgets allow for identification of specific area expenses, including airfield and terminal.

The total requirement budget is provided for certain cost centers.



Ronald Reagan Washington National Airport Airfield	Budget 2013	Budget 2014
Signatory Landing Fee (Net Stlmnt)	\$54,763,066	\$47,625,178
Nonsignatory Landing Fees	0	0
General Aviation	154,020	194,384
Transfers	5,591,474	6,964,999
Other Rents	178,201	184,511
Concessions	0	0
Utilities	68,560	58,588
Other Revenues	0	0
Total Revenues Plus Transfer	\$60,755,321	\$55,027,660
<i>O&M Expenses (Direct):</i>		
Payroll & Employee Benefits	3,490,887	2,843,765
Other Services	5,377,714	4,162,400
Supplies & Materials	301,289	419,062
Miscellaneous	301,703	310,987
Capital Expenditures	1,050,000	400,000
<i>O&M Expenses (Indirect):</i>		
Maintenance	3,416,477	2,564,868
Public Safety	12,596,910	10,611,822
Administration	15,682,263	14,653,503
Systems & Services	592,142	2,803,991
Tenant Equipment	N/A	N/A
Total O&M Expenses	42,809,386	38,770,397
NET REVENUES	\$17,945,935	\$16,257,262
O&M Reserve Requirement Increment	984,251	(46,139)
Debt Service	11,947,289	11,623,828
Federal Lease Payment	899,939	940,204
NET CASH FLOW	\$4,114,456	\$3,739,369
Coverage (All Debt)	1.50	1.40



Ronald Reagan Washington National Airport Terminal A	Budget 2013	Budget 2014
Signatory Terminal Rntls (Net Stlmnt)	\$8,418,470	\$9,178,557
Transfers	1,467,770	1,818,071
Other Rents	614,001	837,658
Concessions	2,109,000	1,993,964
Utilities	11,000	11,000
Other Revenues	0	0
Total Revenues Plus Transfer	\$12,620,241	\$13,839,250
<i>O&M Expenses (Direct):</i>		
Payroll & Employee Benefits	1,119,807	1,046,404
Other Services	1,876,926	1,957,125
Supplies & Materials	191,819	170,426
Miscellaneous	599,129	631,946
Capital Expenditures	550,000	400,000
<i>O&M Expenses (Indirect):</i>		
Maintenance	1,366,246	1,261,810
Public Safety	1,270,482	801,272
Administration	4,008,317	3,947,751
Systems & Services	240,789	520,504
Tenant Equipment	N/A	N/A
Total O&M Expenses	11,223,515	10,737,239
NET REVENUES	\$1,396,726	\$3,102,012
O&M Reserve Requirement Increment	292,238	37,284
Debt Service	3,693,856	4,251,122
Federal Lease Payment	230,020	253,297
NET CASH FLOW	(\$2,819,389)	(\$1,439,692)
Coverage (All Debt)	0.38	0.73



Ronald Reagan Washington National Airport Terminal B&C	Budget 2013	Budget 2014
Signatory Terminal Rntls (Net Stlmnt)	\$75,414,603	\$67,669,784
Transfers	12,572,895	13,291,045
Other Rents	285,000	415,221
Concessions	19,040,000	19,562,037
TSA Security Fees	564,820	0
Utilities	1,497,000	1,447,662
Other Revenues	0	0
Total Revenues Plus Transfer	\$109,374,319	\$102,385,750
<i>O&M Expenses (Direct):</i>		
Payroll & Employee Benefits	2,831,532	2,915,323
Other Services	7,498,543	7,954,111
Supplies & Materials	314,077	604,445
Miscellaneous	2,283,098	2,467,218
Capital Expenditures	750,000	83,000
<i>O&M Expenses (Indirect):</i>		
Maintenance	4,662,960	4,622,037
Public Safety	8,023,997	7,606,892
Administration	21,426,542	20,777,559
Systems & Services	10,579,563	7,458,736
Tenant Equipment	N/A	N/A
Total O&M Expenses	58,370,312	54,489,321
NET REVENUES	\$51,004,007	\$47,896,429
O&M Reserve Requirement Increment	1,053,925	174,572
Debt Service	38,454,719	35,119,144
Federal Lease Payment	1,229,579	1,333,139
NET CASH FLOW	\$10,265,784	\$11,269,574
Coverage (All Debt)	1.33	1.36



Ronald Reagan Washington National Airport Ground Transportation	Budget 2013	Budget 2014
Other Rents	\$102,001	\$205,959
Concessions	45,188,811	57,568,835
Utilities	200,000	127,689
Other Revenues	1,784,000	1,947,981
DSRF Investment Earnings	2,384,103	2,394,315
P&I Investment Earnings	(63,547)	55,770
O&M Fund Investment Earnings	542,000	564,517
Total Revenues	\$50,137,368	\$62,865,065
<u>O&M Expenses (Direct):</u>		
Payroll & Employee Benefits	647,253	916,264
Other Services	2,003,867	3,337,198
Supplies & Materials	67,512	200,219
Miscellaneous	2,123,313	2,340,694
Capital Expenditures	40,000	0
<u>O&M Expenses (Indirect):</u>		
Maintenance	1,746,527	2,252,610
Public Safety	1,981,478	3,333,873
Administration	5,865,453	7,965,779
Systems & Services	1,183,372	511,863
Tenant Equipment	N/A	N/A
Total O&M Expenses	15,658,775	20,858,500
NET REVENUES	\$34,478,593	\$42,006,565
O&M Reserve Requirement Increment	351,453	171,593
Debt Service	20,071,362	17,529,221
Federal Lease Payment	336,594	511,104
NET CASH FLOW	\$13,719,184	\$23,794,648
Coverage (All Debt)	1.72	2.40



Ronald Reagan Washington National Airport Aviation	Budget 2013	Budget 2014
Other Rents	\$7,742,000	\$8,640,445
Concessions	1,757,000	1,788,165
Utilities	573,000	536,800
Other Revenues	0	0
Total Revenues	\$10,072,000	\$10,965,409
<i><u>O&M Expenses (Direct):</u></i>		
Payroll & Employee Benefits	507,335	579,435
Other Services	331,044	468,454
Supplies & Materials	39,500	39,597
Miscellaneous	575,873	632,620
Capital Expenditures	0	0
<i><u>O&M Expenses (Indirect):</u></i>		
Maintenance	524,380	570,285
Public Safety	2,296,142	2,357,079
Administration	3,351,069	3,644,817
Systems & Services	1,298,023	1,251,716
Tenant Equipment	N/A	N/A
Total O&M Expenses	8,923,366	9,544,004
NET REVENUES	\$1,148,634	\$1,421,405
O&M Reserve Requirement Increment	198,587	108,740
Debt Service	4,988,655	4,506,646
Federal Lease Payment	192,304	233,860
NET CASH FLOW	(\$4,230,912)	(\$3,427,841)
Coverage (All Debt)	0.23	0.32



Ronald Reagan Washington National Airport Nonaviation	Budget 2013	Budget 2014
Other Rents	\$0	\$0
Concessions	0	0
Utilities	0	0
Other Revenues	140,000	457,317
Total Revenues	\$140,000	\$457,317
<i>O&M Expenses (Direct):</i>		
Payroll & Employee Benefits	3,229	2,253
Other Services	3,047	2,630
Supplies & Materials	896	893
Miscellaneous	0	0
Capital Expenditures	0	0
<i>O&M Expenses (Indirect):</i>		
Maintenance	2,587	1,915
Public Safety	23,281	20,512
Administration	290,382	108,617
Systems & Services	449,820	147,595
Tenant Equipment	N/A	N/A
Total O&M Expenses	773,242	284,415
NET REVENUES	(\$633,242)	\$172,902
O&M Reserve Requirement Increment	8,279	2,886
Debt Service	244,227	81,626
Federal Lease Payment	16,664	6,969
NET CASH FLOW	(\$902,412)	\$81,421
Coverage (All Debt)	(2.59)	2.12

Ronald Reagan Washington National Airport Tenant Equipment	Budget 2013	Budget 2014
Equipment Charges	\$2,555,135	\$2,830,825
Transfers	600,596	554,434
Total Revenues Plus Transfer	\$3,155,731	\$3,385,259
O&M Reserve Requirement Increment	0	0
Debt Service	2,524,584	2,708,207
NET CASH FLOW	\$631,146	\$677,052
Coverage (All Debt)	1.25	1.25



Ronald Reagan Washington National Airport	Budget 2013	Budget 2014
Maintenance		
<i>O&M Expenses (Direct):</i>		
Payroll & Employee Benefits	\$8,182,983	\$8,629,839
Other Services	728,040	889,672
Supplies & Materials	1,669,517	1,600,701
Miscellaneous	8,637	3,312
Capital Expenditures	1,130,000	150,000
Total O&M Expenses	\$11,719,177	\$11,273,525
Public Safety		
<i>O&M Expenses (Direct):</i>		
Payroll & Employee Benefits	\$22,228,932	\$22,944,215
Other Services	742,682	553,489
Supplies & Materials	1,190,623	678,204
Miscellaneous	125,053	127,542
Capital Expenditures	1,905,000	428,000
Total O&M Expenses	\$26,192,290	\$24,731,450
Administration		
<i>O&M Expenses (Direct):</i>		
Payroll & Employee Benefits	\$27,380,887	\$30,029,811
Other Services	15,553,304	17,140,133
Supplies & Materials	2,003,209	1,742,552
Miscellaneous	2,250,126	1,985,529
Capital Expenditures	3,436,500	200,000
Total O&M Expenses	\$50,624,026	\$51,098,025
Systems & Services		
<i>O&M Expenses (Direct):</i>		
Payroll & Employee Benefits	\$1,927,605	\$1,928,937
Utilities	10,789,947	9,871,572
Other Services	981,288	395,629
Supplies & Materials	400,539	432,055
Miscellaneous	4,331	31,213
Capital Expenditures	240,000	35,000
Total O&M Expenses	\$14,343,709	\$12,694,405



Washington Dulles International Airport Airfield	Budget 2013	Budget 2014
Signatory Landing Fee (Net Stlmnt)	\$74,066,479	\$75,315,642
Signatory Apron Fees	4,765,396	4,902,663
Nonsignatory Landing Fees	1,275,360	642,702
General Aviation	4,849,865	4,786,076
Transfers	10,656,898	12,560,428
Other Rents	0	0
Concessions	338,298	211,524
Utilities	30,000	32,633
Other Revenues	0	0
Total Revenues Plus Transfer	\$95,982,296	\$98,451,668
<u>O&M Expenses (Direct):</u>		
Payroll & Employee Benefits	2,256,398	4,242,148
Other Services	6,584,579	10,037,785
Supplies & Materials	2,314,097	1,133,067
Miscellaneous	683,210	517,901
Capital Expenditures	0	0
<u>O&M Expenses (Indirect):</u>		
Maintenance	4,130,674	5,550,224
Public Safety	9,616,166	5,572,926
Administration	7,296,142	9,015,382
Systems & Services	2,985	2,301
Tenant Equipment	N/A	N/A
Total O&M Expenses	32,884,250	36,071,733
NET REVENUES	\$63,098,046	\$62,379,935
O&M Reserve Requirement Increment	741,517	(200,467)
Debt Service	45,777,479	46,566,012
Federal Lease Payment	469,976	474,424
NET CASH FLOW	\$16,109,074	\$15,539,966
Coverage (All Debt)	1.38	1.34



Washington Dulles International Airport Concourse C&D	Budget 2013	Budget 2014
Signatory Terminal Rntls (Net Stlmnt)	\$26,986,107	\$26,658,327
Transfers	2,862,308	2,972,083
Other Rents	1,000,000	1,281,557
Concessions	9,614,000	10,133,024
Utilities	204,000	240,840
Other Revenues	0	0
Total Revenues Plus Transfer	\$40,666,415	\$41,285,830
<u>O&M Expenses (Direct):</u>		
Payroll & Employee Benefits	820,075	792,049
Other Services	4,204,194	3,718,955
Supplies & Materials	445,733	227,907
Miscellaneous	52,504	37,747
Capital Expenditures	0	0
<u>O&M Expenses (Indirect):</u>		
Maintenance	1,926,941	1,664,157
Public Safety	199,197	129,219
Administration	2,319,505	2,544,075
Systems & Services	486,033	1,065,072
Tenant Equipment	N/A	N/A
Total O&M Expenses	10,454,182	10,179,182
NET REVENUES	\$30,212,233	\$31,106,649
O&M Reserve Requirement Increment	150,348	67,182
Debt Service	8,413,139	7,598,220
Federal Lease Payment	149,409	133,879
NET CASH FLOW	\$21,499,337	\$23,307,368
Coverage (All Debt)	3.59	4.09



Washington Dulles International Airport Concourse B	Budget 2013	Budget 2014
Signatory Terminal Rntls (Net Stlmnt)	\$30,456,218	\$32,121,802
Transfers	1,163,834	1,477,409
Other Rents	187,001	312,260
Concessions	9,168,000	9,197,314
Utilities	242,000	256,826
Other Revenues	0	0
Total Revenues Plus Transfer	\$41,217,052	\$43,365,612
<u>O&M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$1,702,301	\$1,821,836
Other Services	5,106,506	4,870,920
Supplies & Materials	923,688	481,729
Miscellaneous	666,911	477,443
Capital Expenditures	0	0
<u>O&M Expenses (Indirect):</u>		
Maintenance	2,930,763	2,665,883
Public Safety	1,397,563	1,370,276
Administration	4,186,704	4,775,741
Systems & Services	1,955,347	2,644,541
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$18,869,782	\$19,108,368
NET REVENUES	\$22,347,270	\$24,257,243
O&M Reserve Requirement Increment	405,821	174,677
Debt Service	12,474,765	12,786,627
Direct Senior Bond Debt Service	7,770,604	7,683,695
Indirect Senior Bond Debt Service	4,704,161	5,102,932
Federal Lease Payment	269,684	251,318
NET CASH FLOW	\$9,197,000	\$11,044,622
Coverage (All Debt)	1.79	1.90



Washington Dulles International Airport Main Terminal	Budget 2013	Budget 2014
Signatory Terminal Rntls (Net Stlmnt)	\$118,758,358	\$109,443,247
Transfers	18,565,259	17,256,419
Other Rents	419,000	100,000
Concessions	9,065,000	9,919,932
TSA Security Fees	262,800	175,200
Utilities	46,000	7,341
Other Revenues	0	0
Total Revenues Plus Transfer	\$147,116,417	\$136,902,139
<u>O&M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$2,826,477	\$1,539,601
Other Services	10,402,132	8,532,181
Supplies & Materials	987,110	581,499
Miscellaneous	1,563,289	1,123,300
Capital Expenditures	0	0
<u>O&M Expenses (Indirect):</u>		
Maintenance	5,505,691	4,102,885
Public Safety	5,718,990	4,839,538
Administration	10,185,946	9,422,120
Systems & Services	8,981,978	7,733,221
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$46,171,613	\$37,874,344
NET REVENUES	\$100,944,804	\$99,027,795
O&M Reserve Requirement Increment	944,521	424,617
Debt Service	67,921,828	65,697,959
Federal Lease Payment	656,121	495,828
NET CASH FLOW	\$31,422,334	\$32,409,391
Coverage (All Debt)	1.49	1.51



Washington Dulles International Airport Airside Operations Building	Budget 2013	Budget 2014
Signatory Terminal Rntls (Net Stlmnt)	\$337,916	\$337,954
Transfers	39,118	40,259
Other Rents	189,000	387,941
Concessions	0	0
Utilities	20,000	21,967
Other Revenues	0	0
Total Revenues Plus Transfer	\$586,034	\$788,120
<u>O&M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$1,592	\$528
<u>O&M Expenses (Indirect):</u>		
Maintenance	556	184
Public Safety	199,903	232,595
Administration	63,362	82,197
Systems & Services	20,163	13,377
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$285,575	\$328,881
NET REVENUES	\$300,459	\$459,239
O&M Reserve Requirement Increment	5,839	2,395
Debt Service	121,507	120,691
Direct Senior Bond Debt Service	60,719	60,720
Indirect Senior Bond Debt Service	60,788	59,971
Federal Lease Payment	4,081	4,326
NET CASH FLOW	\$169,030	\$331,827
Coverage (All Debt)	2.47	3.81



Washington Dulles International Airport International Arrivals Building	Budget 2013	Budget 2014
Signatory IAB Fees	\$20,689,720	\$17,176,526
Transfers	3,067,941	3,251,651
Total Revenues Plus Transfer	\$23,757,661	\$20,428,178
<u>O&M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$294,936	\$252,728
Other Services	2,033,100	1,855,985
Supplies & Materials	64,265	32,718
Miscellaneous	142,118	119,361
Capital Expenditures	0	0
<u>O&M Expenses (Indirect):</u>		
Maintenance	884,323	787,645
Public Safety	275,375	5,169
Administration	1,387,894	1,107,051
Systems & Services	1,173,331	268,800
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$6,255,342	\$4,429,456
NET REVENUES	\$17,502,319	\$15,998,722
O&M Reserve Requirement Increment	103,386	29,517
Debt Service	13,803,636	12,701,319
Direct Senior Bond Debt Service	11,882,356	11,777,011
Indirect Senior Bond Debt Service	1,921,280	924,308
Federal Lease Payment	89,400	58,257
NET CASH FLOW	\$3,505,896	\$3,209,629
Coverage (All Debt)	1.27	1.26



Washington Dulles International Airport Concourse C IAB	Budget 2013	Budget 2014
Signatory IAB Fees	\$8,940,338	\$8,397,567
Transfers	729,374	719,283
Total Revenues Plus Transfer	\$9,669,713	\$9,116,850
<i>O&M Expenses (Direct):</i>		
Payroll & Employee Benefits	\$52,951	\$51,141
Other Services	271,458	240,127
Supplies & Materials	28,780	14,716
Miscellaneous	3,390	2,437
Capital Expenditures	0	0
<i>O&M Expenses (Indirect):</i>		
Maintenance	124,420	107,452
Public Safety	2,754	2,584
Administration	139,959	141,767
Systems & Services	7,092	7,005
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$630,803	\$567,230
NET REVENUES	\$9,038,909	\$8,549,620
O&M Reserve Requirement Increment	8,563	2,756
Debt Service	764,123	781,335
Direct Senior Bond Debt Service	645,684	683,972
Indirect Senior Bond Debt Service	118,439	97,364
Federal Lease Payment	9,015	7,460
NET CASH FLOW	\$8,257,208	\$7,758,069
Coverage (All Debt)	11.83	10.94



Washington Dulles International Airport Concourse A	Budget 2013	Budget 2014
Signatory Terminal Rntls (Net Stlmnt)	\$10,216,015	\$9,839,174
Transfers	1,088,963	1,029,798
Concessions	1,371,000	1,364,493
Utilities	71,000	64,099
Other Revenues	0	0
Total Revenues Plus Transfer	\$12,746,978	\$12,297,565
<i>O&M Expenses (Direct):</i>		
Payroll & Employee Benefits	\$323,985	\$182,165
Other Services	1,384,042	1,378,483
Supplies & Materials	67,433	62,904
Miscellaneous	116,216	83,552
Capital Expenditures	0	0
<i>O&M Expenses (Indirect):</i>		
Maintenance	660,053	594,744
Public Safety	1,185,340	1,220,774
Administration	1,241,226	1,350,670
Systems & Services	616,003	530,916
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$5,594,299	\$5,404,209
NET REVENUES	\$7,152,679	\$6,893,356
O&M Reserve Requirement Increment	99,284	41,469
Debt Service	1,799,057	1,654,665
Direct Senior Bond Debt Service	396,598	390,612
Indirect Senior Bond Debt Service	1,402,459	1,264,053
Federal Lease Payment	79,953	71,077
NET CASH FLOW	\$5,174,385	\$5,126,145
Coverage (All Debt)	3.98	4.17



Washington Dulles International Airport	Budget	Budget
Z Gates	2013	2014
Signatory Terminal Rntls (Net Stlmnt)	\$1,180,766	\$1,153,465
Transfers	217,276	193,599
Concessions	124,000	99,601
Utilities	6,000	9,613
Other Revenues	0	0
Total Revenues Plus Transfer	\$1,528,041	\$1,456,278
<u>O&M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$55,970	\$54,366
Other Services	49,768	45,674
Supplies & Materials	28,499	18,633
Miscellaneous	0	0
Capital Expenditures	0	0
<u>O&M Expenses (Indirect):</u>		
Maintenance	46,839	41,345
Public Safety	0	2,584
Administration	51,632	54,180
Systems & Services	0	0
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$232,707	\$216,782
NET REVENUES	\$1,295,334	\$1,239,496
O&M Reserve Requirement Increment	5,700	1,480
Debt Service	1,034,343	1,009,154
Direct Senior Bond Debt Service	992,412	974,017
Indirect Senior Bond Debt Service	41,931	35,137
Federal Lease Payment	3,326	2,851
NET CASH FLOW	\$251,965	\$226,011
Coverage (All Debt)	1.25	1.23



Washington Dulles International Airport Ground Transportation	Budget 2013	Budget 2014
Other Rents	\$1,905,000	\$2,926,600
Concessions	60,131,923	62,263,315
Utilities	313,000	274,008
Other Revenues	4,953,000	5,522,151
DSRF Investment Earnings	14,212,897	10,851,703
P&I Investment Earnings	292,547	10,055
O&M Fund Investment Earnings	813,000	825,848
Total Revenues	\$82,621,367	\$82,673,679
<i>O&M Expenses (Direct):</i>		
Payroll & Employee Benefits	\$833,187	\$832,272
Other Services	7,621,561	7,870,481
Supplies & Materials	966,752	1,598,797
Miscellaneous	392,410	275,336
Capital Expenditures	0	0
<i>O&M Expenses (Indirect):</i>		
Maintenance	3,424,320	3,684,919
Public Safety	3,530,118	6,898,788
Administration	5,255,792	7,696,407
Systems & Services	1,664,104	1,937,342
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$23,688,244	\$30,794,342
NET REVENUES	\$58,933,123	\$51,879,337
O&M Reserve Requirement Increment	423,254	590,186
Debt Service	22,103,132	23,641,256
Direct Senior Bond Debt Service	16,773,618	17,269,807
Indirect Senior Bond Debt Service	5,329,514	6,371,449
Federal Lease Payment	338,548	405,015
NET CASH FLOW	\$36,068,189	\$27,242,880
Coverage (All Debt)	2.67	2.19



Washington Dulles International Airport Aviation	Budget 2013	Budget 2014
Other Rents	\$9,998,001	\$11,094,290
Concessions	20,258,000	19,399,738
Utilities	2,386,000	2,409,734
Other Revenues	0	0
Total Revenues	\$32,642,001	\$32,903,762
<u>O&M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$93,404	\$124,119
Other Services	146,218	123,566
Supplies & Materials	36,621	20,446
Miscellaneous	467,936	318,296
Capital Expenditures	0	0
<u>O&M Expenses (Indirect):</u>		
Maintenance	259,663	204,308
Public Safety	2,272,259	2,105,788
Administration	2,051,682	2,014,305
Systems & Services	3,919,301	3,148,673
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$9,247,083	\$8,059,500
NET REVENUES	\$23,394,918	\$24,844,262
O&M Reserve Requirement Increment	266,637	121,775
Debt Service	18,614,075	17,023,608
Direct Senior Bond Debt Service	14,323,515	13,339,739
Indirect Senior Bond Debt Service	4,290,560	3,683,869
Federal Lease Payment	132,158	106,000
NET CASH FLOW	\$4,382,049	\$7,592,879
Coverage (All Debt)	1.26	1.46



Washington Dulles International Airport Nonaviation	Budget 2013	Budget 2014
Other Rents	\$1,110,000	\$758,970
Concessions	2,075,001	2,572,515
Utilities	1,606,000	1,332,783
Other Revenues	285,000	166,927
Total Revenues	\$5,076,001	\$4,831,194
<u>O&M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$83,138	(\$7,008)
Other Services	142,847	(19,153)
Supplies & Materials	1,395	16,227
Miscellaneous	(720,897)	(1,015,370)
Capital Expenditures	0	0
<u>O&M Expenses (Indirect):</u>		
Maintenance	(172,201)	(357,209)
Public Safety	1,781,372	1,737,080
Administration	1,417,297	1,257,793
Systems & Services	3,854,911	3,420,236
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$6,387,862	\$5,032,596
NET REVENUES	(\$1,311,861)	(\$201,402)
O&M Reserve Requirement Increment	(64,135)	(249,489)
Debt Service	4,654,802	3,628,155
Direct Senior Bond Debt Service	912,167	221,484
Indirect Senior Bond Debt Service	3,742,636	3,406,671
Federal Lease Payment	91,294	66,190
NET CASH FLOW	(\$5,993,822)	(\$3,646,258)
Coverage (All Debt)	(0.28)	(0.06)



Washington Dulles International Airport Cargo	Budget 2013	Budget 2014
Other Rents	\$3,766,000	\$4,222,333
Concessions	430,000	750,544
Utilities	1,017,000	836,336
Other Revenues	0	0
Total Revenues	\$5,213,000	\$5,809,214
<u>O&M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$109,832	\$121,076
Other Services	113,839	114,162
Supplies & Materials	17,838	49,083
Miscellaneous	553,409	397,869
Capital Expenditures	0	0
<u>O&M Expenses (Indirect):</u>		
Maintenance	277,367	237,671
Public Safety	1,621,228	1,901,722
Administration	1,303,018	1,402,419
Systems & Services	1,876,269	1,387,260
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$5,872,800	\$5,611,262
NET REVENUES	(\$659,800)	\$197,951
O&M Reserve Requirement Increment	185,426	112,987
Debt Service	3,948,475	3,539,234
Direct Senior Bond Debt Service	1,645,264	1,596,974
Indirect Senior Bond Debt Service	2,303,211	1,942,260
Federal Lease Payment	83,933	73,801
NET CASH FLOW	(\$4,877,634)	(\$3,528,070)
Coverage (All Debt)	(0.17)	0.06



Washington Dulles International Airport Passenger Conveyance	Budget 2013	Budget 2014
Signatory Revenue (Net Settlement)	\$6,936,851	\$7,151,222
Passenger Conveyance Transfers	10,621,349	10,236,334
Mobile Lounge Fees	0	0
Total Revenues Plus Transfer	\$17,558,200	\$17,387,556
<u>O&M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$13,609,643	\$12,473,578
Other Services	19,757,821	17,992,918
Supplies & Materials	3,686,032	2,385,059
Miscellaneous	694,803	503,414
Capital Expenditures	0	0
<u>O&M Expenses (Indirect):</u>		
Maintenance	0	0
Public Safety	0	0
Administration	0	0
Systems & Services	0	0
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$37,748,299	\$33,354,969
NET REVENUES	(\$20,190,099)	(\$15,967,413)
O&M Reserve Requirement Increment	658,353	158,184
Debt Service	38,470,824	39,912,811
Direct Senior Bond Debt Service	38,470,824	39,912,811
Indirect Senior Bond Debt Service	0	0
NET CASH FLOW	(\$59,319,276)	(\$56,038,408)
Coverage (All Debt)	(0.52)	(0.40)

Washington Dulles International Airport Tenant Equipment	Budget 2013	Budget 2014
Equipment Charges	\$1,012,695	\$953,895
Transfers	240,771	260,870
Total Revenues Plus Transfer	\$1,253,466	\$1,214,766
NET REVENUES	\$1,253,466	\$1,214,766
O&M Reserve Requirement Increment	0	0
Debt Service	1,002,773	971,812
Direct Senior Bond Debt Service	1,002,773	971,812
NET CASH FLOW	\$250,693	\$242,953
Coverage (All Debt)	1.25	1.25



Washington Dulles International Airport	Budget 2013	Budget 2014
Maintenance		
<i>O&M Expenses (Direct):</i>		
Payroll & Employee Benefits	\$14,575,526	\$15,305,638
Other Services	1,514,296	1,479,886
Supplies & Materials	3,753,075	2,466,716
Miscellaneous	156,511	31,967
Capital Expenditures	0	0
Total O&M Expenses	\$19,999,407	\$19,284,207
Public Safety		
<i>O&M Expenses (Direct):</i>		
Payroll & Employee Benefits	\$25,005,171	\$24,010,466
Other Services	553,311	612,429
Supplies & Materials	2,715,309	1,291,791
Miscellaneous	(473,527)	104,358
Capital Expenditures	0	0
Total O&M Expenses	\$27,800,265	\$26,019,044
Administration		
<i>O&M Expenses (Direct):</i>		
Payroll & Employee Benefits	\$28,975,205	\$27,042,913
Other Services	10,658,236	11,103,359
Supplies & Materials	(3,938,895)	1,531,438
Miscellaneous	1,153,114	1,186,398
Capital Expenditures	52,500	0
Total O&M Expenses	36,900,159	40,864,107
Systems & Services		
<i>O&M Expenses (Direct):</i>		
Payroll & Employee Benefits	\$1,578,217	\$1,451,406
Utilities	21,103,450	18,813,537
Other Services	1,188,613	1,264,721
Supplies & Materials	726,561	629,985
Miscellaneous	(39,326)	(905)
Capital Expenditures	\$0	\$0
Total O&M Expenses	\$24,557,516	\$22,158,743



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**CAPITAL, OPERATING AND MAINTENANCE
INVESTMENT PROGRAM**

Program Summary

The COMIP provides for repair work at Reagan National and Dulles International, equipment and projects, snow removal, planning, improvements, and operational initiatives. The Airports Authority's share of NRR is the primary source of funding for COMIP projects in accordance with the Airline Agreement, and may be supplemented by grants.

2014 Funding Requirements

The new 2014 program authority for COMIP totals \$35.2 million.

2014 Aviation Capital, Operating and Maintenance Investment Program

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

The 2014 new program authorization for the COMIP is at \$35.2 million, \$32 million of which is funded by NRR from the prior year, and \$3.2 million of which is funded by reprogramming.

List of Projects

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

Table 3-41 (dollars in thousands)	New Authorization
<i>Consolidated Functions</i>	
Technology - Infrastructure	\$ 2,558
Technology - Business Collaboration	3,950
Consultant (Use and Lease Agreement)	750
CF Equipment 2014	32
Total Consolidated Functions	\$ 7,290



Table 3-41 (continued) (dollars in thousands)	New Authorization
<i>Reagan National</i>	
Terminal A Facility Start Up	\$ 350
Redundant Power Feed for Airfield NAVAIDs	450
Security Identification Display Area (SIDA) APC Panel Replacement	300
Supplemental Radiation System (SRS)	50
DCA Security Enhancements	700
South Hangar Line Bay Doors Rehabilitation	500
Passenger Loading Bridge (PLB) Rehabilitation	850
ARFF Vehicle Replacement	1,100
DCA H12 DFS Line Replacement	350
North Boat House Demolition	350
Dedicated Fire System/Domestic Water - Williams Hydrant	50
Commercial Program Investment	150
Warehouse Complex Renovation	200
Replace Terminal A Gas Fired Boiler	600
Terminal A Curbside Rehabilitation	250
DCA Equipment 2014	580
PSD-DCA Equipment 2014	1,493
Total Reagan National	\$ 8,323
<i>Dulles International</i>	
Airfield, Pavement Maintenance and Joint Sealing	\$ 3,000
Elevators, Escalators and Moving Walks Rehabilitation	190
JP Morgan Chase Fire Alarm System Replacement	100
Dulles East Building Fire Alarm System Replacement	100
Landside Roadway Rehabilitation	600
West ARFF Road Split	75
Authority-Owned Podiums, Gates, Gate Areas, & Jet Bridge Modifications	800
Automated Passport Control System	1,250
Public Parking Operations Enhancements	470
Main Terminal Pedestrian Door Sensor Replacement Phase I of II.	100
Concourse B Holdroom Modifications	275
Parking Operations Shuttle Buses	2,000
Bus Maintenance Facility Improvements	250
Dulles East Building Boiler and Chiller Replacement	445
Roadway Signage Rehab	325
Lift Net Installation at Concourse A Bridge and Concourse C FIS	300
Ultraviolet Infrared (UVIR) Fire Detection Retro-Commissioning of Z-Gates, C	50
Dulles East Building Perimeter Fan Coil Unit Replacement - Ph. I	495
Concourse C/D HVAC Building Automation System (BAS) Network	100
Roof Top Unit (RTU) Replacement Program	300
Carpet Replacement	200
LFTF Water Lateral/ Hydrant/ Cistern Connection	50
MWAA MetroRail Contribution for Non-PFC Eligible Costs	5,000
Commercial Vehicle Lane Curbside Enhancements - Main Terminal	500
IAD Equipment 2014	1,124
PSD-IAD Equipment 2014	1,535
Total Dulles International	\$ 19,634
Total Metropolitan Washington Airports Authority \$ 35,247	

CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

SUMMARY BY FUNDING SOURCE

DESCRIPTION	FUND*	TOTAL BUDGET AUTHORIZATION	CARRYOVER BALANCES	2014 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2014 NEW PROGRAM AUTHORIZATION	EXPENDITURES		
						ESTIMATED OCT-DEC 2013	2014	2015-2016
CONSOLIDATED FUNCTIONS								
Capital Fund	12	\$ 43,415,000	\$ 20,604,000	\$ 7,290,000	\$ 27,894,000	\$ 472,000	\$ 18,187,000	\$ 5,032,000
Federal Grant	FG	-	-	-	-	-	-	-
Total Consolidated Functions		\$ 43,415,000	\$ 20,604,000	\$ 7,290,000	\$ 27,894,000	\$ 472,000	\$ 18,187,000	\$ 5,032,000
RONALD REAGAN WASHINGTON NATIONAL AIRPORT								
Capital Fund	12	\$ 61,317,000	\$ 22,881,000	\$ 8,323,000	\$ 31,204,000	\$ 5,269,000	\$ 13,930,000	\$ 8,280,000
Federal Grant	FG	1,429,000	26,000	-	26,000	-	-	-
Total Reagan National Airport		\$ 62,746,000	\$ 22,907,000	\$ 8,323,000	\$ 31,230,000	\$ 5,269,000	\$ 13,930,000	\$ 8,280,000
WASHINGTON DULLES INTERNATIONAL AIRPORT								
Capital Fund	12	\$ 180,425,020	\$ 71,675,000	\$ 19,634,000	\$ 91,309,000	\$ 14,640,000	\$ 44,978,000	\$ 20,998,000
Federal Grant	FG	-	-	-	-	-	-	-
Total Washington Dulles International Airport		\$ 180,425,020	\$ 71,675,000	\$ 19,634,000	\$ 91,309,000	\$ 14,640,000	\$ 44,978,000	\$ 20,998,000
METROPOLITAN WASHINGTON AIRPORTS AUTHORITY								
Capital Fund	12	\$ 285,157,020	\$ 115,160,000	\$ 35,247,000	\$ 150,407,000	\$ 20,381,000	\$ 77,095,000	\$ 34,310,000
Federal Grant	FG	1,429,000	26,000	-	26,000	-	-	-
Total Metropolitan Washington Airports Authority		\$ 286,586,020	\$ 115,186,000	\$ 35,247,000	\$ 150,433,000	\$ 20,381,000	\$ 77,095,000	\$ 34,310,000

* Fund 12 - Capital Fund; FG - Federal Grant; LOI - Letter of Intent Discretionary Grant; AR Airline Reimbursement; and CVG - Commonwealth of Virginia State Grant

CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

CONSOLIDATED FUNCTIONS

PROJ NUM	DESCRIPTION	FUND*	TOTAL BUDGET AUTHORIZATION	CARRYOVER BALANCES	2014 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2014 NEW PROGRAM AUTHORIZATION	EXPENDITURES			
							ESTIMATED OCT-DEC 2013	2014	2015-2016	
	OTHER									
605	Compensation Studies	12	\$ 1,500,000	\$ 1,279,000	\$ -	\$ 1,279,000	\$ -	\$ 1,000,000	\$ -	
608	Revenue Collection Systems	12	70,000	70,000	-	70,000	-	-	-	
611	Public Safety Radio Replacement	12	97,000	9,000	-	9,000	-	-	-	
614	Organization Planning And Prog	12	1,250,000	276,000	-	276,000	-	-	-	
618	Board Room Renovations At DCA	12	95,000	95,000	-	95,000	-	-	-	
619	Consultant (Use & Lease Agreement)	12	1,000,000	248,000	750,000	998,000	248,000	600,000	150,000	
620	ERP Operations Support	12	2,135,000	88,000	-	88,000	-	-	-	
621	Public Safety - Vehicles (6)	12	154,000	13,000	-	13,000	-	-	-	
623	Copiers For The Offices Of Human Resources	12	36,000	24,000	-	24,000	24,000	-	-	
10088	Multifunctional Copier	12	15,000	6,000	-	6,000	-	-	-	
10096	Document Management Support	12	200,000	200,000	-	200,000	200,000	-	-	
10097	Pitney Bowes Mail Machine	12	35,000	11,000	-	11,000	-	-	-	
10098	Claim Account Reserve	12	750,000	750,000	-	750,000	-	-	750,000	
10099	Public Safety Fire Vehicle	12	135,000	25,000	-	25,000	-	-	-	
10100	2012 PSD Police Vehicles (6)	12	200,000	88,000	-	88,000	-	-	-	
10101	PSD Vehicle - K9	12	30,000	4,000	-	4,000	-	-	-	
10180	Business Admin Copiers	12	84,000	12,000	-	12,000	-	-	-	
IT	Technology Project Initiatives	12	3,270,000	3,270,000	-	3,270,000	-	97,000	3,173,000	
New	Customer Digital Services	12	950,000	950,000	-	950,000	-	950,000	-	
New	Technology - Infrastructure	12	2,558,000	-	2,558,000	2,558,000	-	2,558,000	-	
New	Technology - Business Collaboration	12	3,950,000	-	3,950,000	3,950,000	-	3,950,000	-	
New	CF Equipment 2014	12	32,000	-	32,000	32,000	-	32,000	-	
	Rate Stabilization	12	9,000,000	9,000,000	-	9,000,000	-	9,000,000	-	
	Additional funding from reprogrammings	12	3,227,000	3,227,000	-	3,227,000	-	-	-	
3130	Dulles Toll Road/Rail Program	12	12,642,000	959,000	-	959,000	-	-	959,000	
	Total Consolidated Functions		\$ 43,415,000	\$ 20,604,000	\$ 7,290,000	\$ 27,894,000	\$ 472,000	\$ 18,187,000	\$ 5,032,000	
	SUMMARY OF FUNDING SOURCE									
	Capital Fund	12	\$ 43,415,000	\$ 20,604,000	\$ 7,290,000	\$ 27,894,000	\$ 472,000	\$ 18,187,000	\$ 5,032,000	

* Fund 12 - Capital Fund; FG - Federal Grant; LOI - Letter of Intent Discretionary Grant; AR - Airline Reimbursement; and CVG - Commonwealth of Virginia State Grant

CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

REAGAN NATIONAL AIRPORT

PROJ NUM	DESCRIPTION	FUND	TOTAL BUDGET AUTHORIZATION	CARRYOVER BALANCES	2014 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2014 NEW PROGRAM AUTHORIZATION	EXPENDITURES			
							ESTIMATED OCT-DEC 2013	2014	2015-2016	
	ROADS									
3186	Expansion Joint Replacement	12	\$ 640,000	\$ 201,000	\$ -	\$ 201,000	\$ -	\$ 201,000	\$ -	
3198	Bridge Pan Deck Repair	12	500,000	216,000	-	216,000	-	216,000	-	
3199	Replace Old Street Light Poles	12	400,000	281,000	-	281,000	-	281,000	-	
3203	Economy Lot Rehab/Satellite Lot Demo	12	150,000	150,000	-	150,000	-	150,000	-	
	BUILDINGS									
3080	Terminal B/C Structural Paint	12	957,000	61,000	-	61,000	60,000	1,000	-	
3091	West Building Mechanical & Electrical MODs	12	500,000	343,000	-	343,000	-	-	-	
3135	Fixed Camera - Blue Doors Access to AOA	12	358,000	5,000	-	5,000	-	-	-	
3158	Operations Computer Room Rehabilitation	12	858,000	194,000	-	194,000	25,000	169,000	-	
3160	Rehabilitation of Sanitary Force Main	12	900,000	832,000	-	832,000	-	200,000	632,000	
3162	Facility Start-up- ConsCommCenter	12	250,000	208,000	-	208,000	-	-	-	
3171	Hangar 7 Elevator & Stairs Repair	12	320,000	56,000	-	56,000	-	-	-	
3187	Repair Baggage Belt System	12	100,000	100,000	-	100,000	-	100,000	-	
3188	North Hangar Dedicated Fire System (DFS) Upgrade	12	100,000	100,000	-	100,000	-	100,000	-	
3189	Refill Line for Central Plant	12	180,000	106,000	-	106,000	14,000	50,000	42,000	
3190	Inbound Baggage Handling System Refurbishment	12	200,000	1,000	-	1,000	-	-	-	
4464	Replace Roofing	12	1,080,000	6,000	-	6,000	-	-	-	
3205	COB and Hangar 12 Office Renovations	12	425,000	27,000	-	27,000	-	-	-	
10027	South Pier - 7th Lane Security Check Point	12	250,000	5,000	-	5,000	-	-	-	
10103	Security Camera Digital Video Recorder Replacement	12	200,000	181,000	-	181,000	-	181,000	-	
10104	Terminal A Restroom Renovations	12	900,000	706,000	-	706,000	623,000	83,000	-	
10105	Outbound Baggage Handling System Refurbishment	12	200,000	200,000	-	200,000	-	100,000	100,000	
10106	Hangar 4 Roof Replacement	12	1,400,000	1,400,000	-	1,400,000	1,274,000	126,000	-	
10107	South Hangar Line Exterior Painting	12	500,000	425,000	-	425,000	303,000	122,000	-	
10246	Passenger Loading Bridge (PLB) Rehabilitation	12	900,000	50,000	850,000	900,000	-	500,000	400,000	
10250	South Hangar Line Bay Doors Rehabilitation	12	500,000	-	500,000	500,000	-	500,000	-	
10260	Terminal A Facility Start Up	12	350,000	-	350,000	350,000	-	350,000	-	
10287	ARFF Bunk Renovations	12	60,000	60,000	-	60,000	-	60,000	-	
New	Warehouse Complex Renovation	12	200,000	-	200,000	200,000	-	200,000	-	
	AIRFIELD FACILITIES									
3092	Runway Safety Area (RSA) Evaluation Analysis	12	190,000	52,000	-	52,000	-	-	-	
3113	Pavement Marking & Signage	12	300,000	26,000	-	26,000	-	-	-	
3149	Pavement Management System - Airside	12	350,000	168,000	-	168,000	-	-	-	
3176	Airfield Pavement	12	3,400,000	1,859,000	-	1,859,000	500,000	859,000	500,000	
10111	Storm Drain Replacement (South Area)	12	700,000	669,000	-	669,000	349,000	320,000	-	
10251	Redundant Power Feed for Airfield NAVAIDS	12	450,000	-	450,000	450,000	-	450,000	-	
New	North Boat House Demolition	12	350,000	-	350,000	350,000	-	350,000	-	

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								2014	2015	2016
PARKING FACILITIES										
3169	Runway 04 - Parking Lot	12	600,000	45,000	-	45,000	-	-	-	-
3192	Facility Startup - Garages	12	150,000	150,000	-	150,000	-	-	-	-
10108	Garage C Elevator Rehabilitation	12	99,000	99,000	-	99,000	99,000	-	-	-
10109	Garage A Elevator Rehabilitation	12	551,000	551,000	-	551,000	551,000	-	-	-
10110	Garage Seal Coat	12	125,000	125,000	-	125,000	-	125,000	-	-
UTILITY SYSTEMS										
3082	Electronic Information Modification	12	4,495,000	240,000	-	240,000	190,000	50,000	-	-
3115	Radio Communication Fiber Link	12	175,000	87,000	-	87,000	-	-	-	-
3117	Utility Meter Automation	12	100,000	24,000	-	24,000	-	-	-	-
3119	800 MHz Licensing Support	12	145,000	98,000	-	98,000	-	-	-	-
3144	Radio Projects & Misc Upgrades	12	315,000	102,000	-	102,000	-	-	-	-
3193	Tyson Corner Site Radio Capacity Expansion	12	75,000	75,000	-	75,000	-	-	-	-
3195	New Authority Radio Requirements	12	50,000	10,000	-	10,000	-	-	-	-
3206	South Sewer Pump House Rehabilitation	12	250,000	209,000	-	209,000	4,000	85,000	-	120,000
3207	Data Network Intrusion Detection System	12	227,000	15,000	-	15,000	-	-	-	-
3208	Replace End-of-Life Storage Area Networks (SANs)	12	410,000	410,000	-	410,000	-	-	-	-
3210	Radio System UPS Replacement Program	12	60,000	60,000	-	60,000	-	-	-	-
3211	Supplemental Radiation System (SRS) Upgrade	12	65,000	5,000	-	5,000	-	-	-	-
3212	Replace End-of-Life Uninterruptible Power Supply for IT Servers	12	45,000	45,000	-	45,000	-	-	-	-
3213	Replace Cisco IT Line Modules	12	90,000	23,000	-	23,000	-	-	-	-
10112	Electrical Coordination Study	12	100,000	100,000	-	100,000	-	100,000	-	-
10113	Cooling for Terminal B/C Electrical Substations	12	450,000	450,000	-	450,000	-	200,000	-	250,000
10114	Replace Servers	12	250,000	214,000	-	214,000	-	-	-	-
10115	Exterior Electric Shop HVAC	12	60,000	29,000	-	29,000	-	-	-	-
10116	Flight Kitchen Fire Alarm Panel Replacement	12	150,000	150,000	-	150,000	-	-	-	-
10117	Upgrade Local Area Network (LAN) Backbone	12	175,000	175,000	-	175,000	-	-	-	-
10118	Optical Cable (OC)-48 Bandwidth Upgrade Between IAD and DCA	12	35,000	35,000	-	35,000	-	-	-	-
10119	Radio Local Area Network (RLAN) Switch Replacement Program	12	125,000	51,000	-	51,000	-	-	-	-
10120	Compliance with New FCC Mandatory Narrowband Radio Requirements	12	100,000	71,000	-	71,000	-	-	-	-
10121	Telecommunications Battery Back Up Replacement	12	115,000	78,000	-	78,000	-	-	-	-
10122	Radio System UPS Replacement Program	12	60,000	60,000	-	60,000	-	-	-	-
10123	Supplemental Radiation System (SRS) Major Component Replacement	12	65,000	17,000	-	17,000	-	-	-	-
10228	Supplemental Radiation System (SRS)	12	50,000	-	50,000	50,000	-	50,000	-	-
	Replace Terminal A Gas Fired Boiler	12	600,000	-	600,000	600,000	-	600,000	-	-
OTHER										
3014	Commercial Program Investment	12	3,796,000	1,506,000	150,000	1,656,000	31,000	1,100,000	525,000	-
3036	Noise Abatement	FG	1,429,000	26,000	-	26,000	-	-	-	-
3061	Capital Equipment & Facility Repair Projects	12	3,338,000	217,000	-	217,000	-	217,000	-	-
3073	Snow Removal Program	12	2,463,000	1,980,000	-	1,980,000	-	-	-	1,980,000
3084	Public Safety Capital Equipment	12	408,000	185,000	-	185,000	-	-	-	-

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							ESTIMATED OCT-DEC 2013	2014	2015-2016			
	OTHER (continued)											
3102	Environmental Compliance Program	12	2,714,000	546,000	-	546,000	113,000	233,000	200,000			
3128	Planning/Programming Studies	12	1,050,000	686,000	-	686,000	108,000	578,000	-			
3145	Payment Card Industry (PCI) Compliance	12	300,000	54,000	-	54,000	-	-	-			
3150	Information Technology Systems Enhancements	12	502,000	93,000	-	93,000	-	-	-			
3151	CrashNet System Replacement	12	350,000	58,000	-	58,000	-	-	-			
3154	Arts Program	12	225,000	103,000	-	103,000	-	33,000	70,000			
3156	2009 Public Safety Equipment - Regan National	12	127,000	34,000	-	34,000	-	-	-			
3178	Arc Flash Hazard Analysis Study	12	350,000	150,000	-	150,000	-	150,000	-			
3179	2010 Regan National Capital Equipment & Facility Projects	12	527,000	78,000	-	78,000	-	-	-			
6001	Airport Rescue and Fire Fighting (ARFF) Vehicle	12	1,079,000	21,000	-	21,000	-	-	-			
3184	Equal Opportunity Program Business Diversity Program	12	96,000	35,000	-	35,000	-	-	-			
3215	Capital Equipment and Facility Projects	12	1,479,000	621,000	-	621,000	-	400,000	221,000			
3216	Parking Operations Shuttle Buses (4)	12	1,600,000	83,000	-	83,000	-	-	-			
3217	Public Safety - Mobile Command Post Vehicle	12	1,100,000	921,000	-	921,000	921,000	-	-			
3218	Maintenance Services Agreement for PSCC	12	180,000	180,000	-	180,000	-	-	-			
10124	Public Safety Communication Center (PSCC) Supplemental HVAC	12	190,000	70,000	-	70,000	60,000	10,000	-			
10125	Dedicated Fire System/Domestic Water - Williams Hydrant	12	40,000	40,000	50,000	90,000	-	90,000	-			
10126	Safety Management Systems (SMS)	12	150,000	150,000	-	150,000	-	150,000	-			
10128	2012 DCA Equipment	12	1,320,000	489,000	-	489,000	44,000	445,000	-			
10129	Public Safety Police Vehicles (2)	12	60,000	6,000	-	6,000	-	-	-			
10130	Passenger Shuttle Bus (4)	12	1,600,000	78,000	-	78,000	-	-	-			
10131	Talking Bus Equipment Replacement	12	80,000	80,000	-	80,000	-	80,000	-			
10132	Truck, One-ton pickup, 4-wheel drive, (Diesel)	12	58,000	11,000	-	11,000	-	-	-			
10133	Minivan	12	35,000	35,000	-	35,000	-	35,000	-			
10135	Curbside Signage for Taxi Dispatch Operation - Taxi Operations	12	100,000	100,000	-	100,000	-	100,000	-			
10239	ARFF Vehicle Replacement	12	1,100,000	-	1,100,000	1,100,000	-	1,100,000	-			
10254	DCA Security Enhancements	12	1,257,000	557,000	700,000	1,257,000	-	700,000	557,000			
10258	Security Identification Display Area (SIDA) APC Panel Replacement	12	300,000	-	300,000	300,000	-	300,000	-			
10261	DCA H12 DFS Line Replacement	12	350,000	-	350,000	350,000	-	350,000	-			
New	Terminal A Curbside Rehabilitation	12	250,000	-	250,000	250,000	-	250,000	-			
New	DCA Equipment 2014	12	580,000	-	580,000	580,000	-	580,000	-			
New	PSD-DCA Equipment 2014	12	1,493,000	-	1,493,000	1,493,000	-	-	1,493,000			
Total Reagan National Airport							\$ 21,684,000	\$ 8,323,000	\$ 30,007,000	\$ 5,269,000	\$ 13,930,000	\$ 7,090,000
SUMMARY OF FUNDING SOURCE												
	Capital Fund	12	\$ 60,127,000	\$ 21,658,000	\$ 8,323,000	\$ 29,981,000	\$ 5,269,000	\$ 13,930,000	\$ 7,090,000			
	Federal Grant	FG	1,429,000	26,000	-	26,000	-	-	-			
Total Reagan National Airport Funding Source							\$ 61,556,000	\$ 8,323,000	\$ 30,007,000	\$ 5,269,000	\$ 13,930,000	\$ 7,090,000

* Fund 12 - Capital Fund; FG - Federal Grant; LOI - Letter of Intent Discretionary Grant; AR Airline Reimbursement; and CVG - Commonwealth of Virginia State Grant

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							ESTIMATED OCT-DEC 2013	2014	2015-2016	
	ROADS									
3852	Horsepen Lake/Marriott Lake Dam Rehabilitation	12	\$ 204,000	\$ 184,000	\$ -	\$ 184,000	\$ 21,000	\$ 163,000	\$ -	
3853	Landside Roadway Rehabilitation	12	3,171,000	1,566,000	600,000	2,166,000	600,000	600,000	966,000	
3854	Rehabilitation/Repair Access Highway Bridges	12	1,337,000	844,000	-	844,000	129,000	500,000	215,000	
3870	Guardrail Maintenance and Rehabilitation, Dulles Airport Access Highway	12	1,300,000	763,000	-	763,000	450,000	313,000	-	
10136	Zone Signs - Greenway Ramp E	12	675,000	612,000	-	612,000	-	612,000	-	
10137	Culvert Replacement on Vortac Lane	12	450,000	450,000	-	450,000	-	150,000	-	
10243	Rodway Signage Rehab	12	500,000	500,000	325,000	825,000	-	500,000	325,000	
	BUILDINGS									
3597	Rehabilitate Cargo Buildings	12	444,000	102,000	-	102,000	2,000	100,000	-	
3707	Baggage Belt Rehabilitation	12	975,000	100,000	-	100,000	-	100,000	-	
3731	Reroof Buildings	12	954,000	356,000	-	356,000	9,000	100,000	247,000	
3743	Authority-Owned Jet Bridge Modifications	12	2,539,000	1,295,000	800,000	2,095,000	874,000	924,000	297,000	
3757	Sprinkler System Modification Concourse B	12	500,000	184,000	-	184,000	-	-	-	
3759	Airline Space Relocation	12	860,000	724,000	-	724,000	-	241,000	259,000	
3760	Baggage Belt Replacement (Claims 3&4)	12	200,000	129,000	-	129,000	-	129,000	-	
3761	Engineering & Maintenance Relocation	12	500,000	192,000	-	192,000	-	-	-	
3763	ATC Space Conversion - Authority Use & Pass & ID	12	300,000	18,000	-	18,000	-	-	18,000	
3780	New Facility Start-Up	12	6,200,000	2,158,000	-	2,158,000	244,000	1,200,000	714,000	
3799	Fueling Station Improvements - Shop 2	12	1,200,000	1,151,000	-	1,151,000	-	1,151,000	-	
3835	Improvements to the Supplemental Radiating Systems (SRS)	12	300,000	16,000	-	16,000	-	-	-	
3856	Buy -out of Airports Authority Permitted Space (Conc B/D)	12	705,000	705,000	-	705,000	-	250,000	250,000	
3866	New Facility Start-Up and Fitout	12	3,500,000	1,969,000	-	1,969,000	130,000	1,839,000	-	
3867	Elevators, Escalators and Moving Walks Rehabilitation	12	781,000	236,000	190,000	426,000	210,000	216,000	-	
3868	Capital Equipment and Facility Projects	12	3,000,000	996,000	-	996,000	511,000	350,000	135,000	
3869	Shop 3 Equipment Maintenance Building Expansion	12	695,000	593,000	-	593,000	33,000	560,000	-	
3881	Cooling Tower Basins Rehabilitation, Utility Bldg.	12	400,000	187,000	-	187,000	-	-	-	
3882	Vehicle Storage Building Conversion to Maintenance Building Shop	12	695,000	695,000	-	695,000	100,000	595,000	-	
3883	Salt/Sand Facility Rehabilitation - Corrosion Issues	12	400,000	99,000	-	99,000	5,000	93,000	-	
3884	MUFIDS Installation, Main Terminal	12	975,000	975,000	-	975,000	300,000	675,000	-	
3885	Expansion Joint & Terrazzo Replacement, Main Terminal, Ticketing Level	12	1,560,000	451,000	-	451,000	-	-	-	
3886	Carpet Replacement	12	400,000	308,000	200,000	508,000	1,000	400,000	107,000	
10020	Hourly Lot Admin Bldg	12	750,000	295,000	-	295,000	-	295,000	-	
10138	Dulles East Building Rehabilitation Ph. I	12	350,000	174,000	-	174,000	142,000	32,000	-	
10139	Terrazzo Replacement - Landside Walkback Tunnel	12	730,000	503,000	-	503,000	173,000	130,000	-	
10140	JP Morgan Chase Bldg - HVAC System Connection to - EMCS	12	350,000	302,000	-	302,000	7,000	295,000	-	
10142	Fire Station 302 Floor Covering Replacement	12	50,000	2,000	-	2,000	-	-	-	
10288	IAD ARFF Bunk Renovations	12	100,000	100,000	-	100,000	-	100,000	-	
New	Main Terminal Pedestrian Door Sensor Replacement Phase I of II.	12	100,000	-	100,000	100,000	-	100,000	-	
New	Concourse B Holdroom Modifications	12	275,000	-	275,000	275,000	-	275,000	-	

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							ESTIMATED OCT-DEC 2013	2014	2015-2016
	BUILDINGS (continued)								
New	Dulles East Building Boiler and Chiller Replacement	12	445,000	-	445,000	445,000	-	445,000	-
New	Dulles East Building Perimeter Fan Coil Unit Replacement - Ph. 1	12	495,000	-	495,000	495,000	-	495,000	-
New	Bus Maintenance Facility Improvements	12	250,000	-	250,000	250,000	-	250,000	-
New	Commercial Vehicle Lane Curbside Enhancements - Main Terminal	12	500,000	-	500,000	500,000	-	500,000	-
	AIRFIELD FACILITIES								
3593	Airfield Pavement Maintenance and Joint Sealing Repairs	12	32,725,000	1,714,000	3,000,000	4,714,000	1,200,000	3,000,000	514,000
3710	Airfield Storm Sewer Inlet Erosion Repairs	12	3,900,000	2,149,000	-	2,149,000	2,108,000	41,000	-
3837	Taxilane A, B, & C Trench	12	4,500,000	1,619,000	-	1,619,000	147,000	1,472,000	-
10143	Glycol Runoff Enhancements	12	975,000	896,000	-	896,000	9,000	887,000	-
New	West ARFF Road Split	12	75,000	-	75,000	75,000	-	75,000	-
	PARKING FACILITIES								
3733	Parking Lot Repairs	12	203,000	10,000	-	10,000	-	-	-
10167	Public Parking Operations Enhancements	12	410,000	171,000	470,000	641,000	-	171,000	470,000
10205	Economy Parking Lot Curb Renovation	12	130,000	16,000	-	16,000	-	-	-
	UTILITY SYSTEMS								
3509	Radio Communication Systems	12	1,438,000	145,000	-	145,000	-	-	-
3549	Comprehensive Utility Survey Update	12	1,150,000	241,000	-	241,000	-	100,000	41,000
3679	Global Positioning System Field Data	12	600,000	114,000	-	114,000	64,000	25,000	25,000
3735	Federal Compliance Law	12	100,000	16,000	-	16,000	-	16,000	-
3738	Radio System Security Initiative	12	86,000	20,000	-	20,000	-	-	-
3765	Electrical Unit Substation Replacement	12	1,503,000	283,000	-	283,000	-	283,000	-
3766	Replace Electrical Feeder Laterals	12	1,650,000	752,000	-	752,000	59,000	43,000	-
3767	Utility Meter Automation	12	200,000	200,000	-	200,000	-	-	-
3768	Telephone Cable Plant Improvements & Additions	12	305,000	3,000	-	3,000	-	3,000	-
3805	HVAC Improvements (Shop 1, 2 & Metal Shop)	12	500,000	91,000	-	91,000	-	91,000	-
3859	Electricity Assistance Program	12	3,000,000	3,000,000	-	3,000,000	-	-	3,000,000
3871	Arc Flash Hazard Analysis - Implementation, Phase II	12	300,000	187,000	-	187,000	40,000	147,000	-
3874	New Authority Radio Requirements	12	50,000	32,000	-	32,000	-	-	-
3875	Tyson's Corner Site Radio capacity Expansion Project	12	75,000	32,000	-	32,000	-	-	-
3887	Data Network Intrusion Detection System	12	227,000	28,000	-	28,000	-	-	-
3888	Replace End-of-Life Storage Area Networks (SANs)	12	324,000	324,000	-	324,000	-	-	-
3890	Storm Sewer Lift Station Repairs/Improvements	12	960,000	318,000	-	318,000	258,000	60,000	-
3891	Radio System UPS Replacement Program	12	60,000	3,000	-	3,000	-	-	-
3893	Replace End-of-Life Uninterruptible Power Supply for IT Servers	12	45,000	45,000	-	45,000	-	-	-
3894	Replace Cisco IT Line Modules	12	90,000	5,000	-	5,000	-	-	-
4887	Electrical Unit Substation Rehabilitation	12	406,000	293,000	-	293,000	-	293,000	-
10147	Replace Servers	12	250,000	195,000	-	195,000	-	-	-
10148	HVAC Improvements (Shop 1 and Vehicle Body Shop)	12	750,000	750,000	-	750,000	-	250,000	500,000

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							ESTIMATED OCT-DEC 2013	2014	2015-2016
	UTILITY SYSTEMS (continued)								
10149	Roof Top Unit (RTU) Replacement Program	12	250,000	41,000	-	41,000	-	41,000	-
10150	Safety Management Systems (SMS) Plan	12	150,000	150,000	-	150,000	-	150,000	-
10151	Security Improvements Access Control (Istar and Biometrics)	12	700,000	700,000	-	700,000	-	350,000	350,000
10153	Upgrade Local Area Network (LAN) Backbone	12	175,000	175,000	-	175,000	-	-	-
10154	Improvements to the Supplemental Radiating Systems (SRS)	12	75,000	75,000	-	75,000	-	-	-
10155	Optical Cable (OC)-48 Bandwidth Upgrade Between IAD and DCA	12	90,000	90,000	-	90,000	-	-	-
10156	Compliance with New FCC Mandatory Narrowband Radio Requirements	12	100,000	58,000	-	58,000	-	-	-
10158	Concourse C/D HVAC Building Automation System (BAS) Network	12	300,000	177,000	100,000	277,000	10,000	267,000	-
10160	Supplemental Radiation System (SRS) Major Component Replacement Program	12	115,000	115,000	-	115,000	-	-	-
10244	Audio/Visual Paging System Upgrade	12	475,000	475,000	-	475,000	-	125,000	350,000
	OTHER								
3770	Planning/Programming Studies	12	881,000	698,000	-	698,000	78,000	490,000	130,000
3547	Commercial Programs Investments	12	1,962,000	836,000	-	836,000	15,000	690,000	131,000
3698	Snow Removal Program	12	15,493,000	3,922,000	-	3,922,000	-	-	3,922,000
3729	Property Survey - Future Access	12	147,000	6,000	-	6,000	-	-	-
3736	HVAC Renovations- Tele/Weath Building	12	460,000	56,000	-	56,000	-	-	-
3746	Environmental Compliance Program (#4866)	12	3,827,000	1,481,000	-	1,481,000	451,000	450,000	580,000
3771	Automated Vehicle ID- System Development	12	400,000	67,000	-	67,000	-	-	-
3775	2006 Equipment & Facility Repair Maintenance Projects	12	2,750,000	403,000	-	403,000	313,000	90,000	-
3776	2006 Consolidated Function (CF) Capital Equipment	12	71,000	1,000	-	1,000	-	-	-
3779	Energy Assistance Program	12	600,000	600,000	-	600,000	-	-	-
3782	Business Reengineering	12	4,865,000	2,000	-	2,000	-	-	-
3807	Gate 317 Security Improvements	12	775,000	219,000	-	219,000	-	-	-
3813	2007 Public Safety - Capital Equipment	12	323,000	61,000	-	61,000	-	-	-
3825	Card Reader Installation	12	300,000	144,000	-	144,000	-	-	-
3827	2008 Equipment & Facility Repair Projects	12	3,012,000	604,000	-	604,000	562,000	42,000	191,000
3828	Arts Program	12	425,000	287,000	-	287,000	-	96,000	-
3831	ARFF Vehicle (Replacement)	12	1,100,000	78,000	-	78,000	-	-	-
3851	AeroTrain Support	12	2,315,000	14,000	-	14,000	-	-	-
3862	2009 Public Safety Capital Equipment & Facility Projects	12	1,202,000	101,000	-	101,000	-	-	-
3876	Collateral Land Support	12	500,000	300,000	-	300,000	100,000	200,000	-
3877	Equal Opportunity Program Business Diversity Program	12	195,000	169,000	-	169,000	-	-	-
3878	Air Service Incentive Program	12	4,434,000	4,434,000	-	4,434,000	-	500,000	-
3879	Design Services for C Train Station	12	100,000	62,000	-	62,000	-	-	-
3895	Plane-Mate HED Lift Controller System Upgrade	12	825,000	825,000	-	825,000	-	425,000	-
3896	Aero Train Safety and Security Oversight	12	200,000	200,000	-	200,000	-	200,000	-
3897	Parking Operations Shuttle Buses (6)	12	8,535,000	3,436,000	2,000,000	5,436,000	3,045,000	2,392,000	-
3898	Public Safety - Vehicles (5)	12	135,000	6,000	-	6,000	-	-	-
3899	Public Safety - Firefighting Turret	12	236,000	12,000	-	12,000	-	12,000	-
10019	Regional Air Passenger Survey	12	100,000	100,000	-	100,000	-	100,000	-

CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

2014 BUDGET DULLES INTERNATIONAL AIRPORT → METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

PROJ. NUM	DESCRIPTION	FUND*	TOTAL BUDGET AUTHORIZATION	CARRYOVER BALANCES	2014 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2014 NEW PROGRAM AUTHORIZATION	EXPENDITURES		
							ESTIMATED OCT-DEC 2013	2014	2015-2016
	OTHER (continued)								
10083	2011 PSD Copiers	12	170,000	47,000	-	47,000	-	-	-
10102	Authority's MetroRail Contribution for Non-PFC Eligible Costs	12	10,000,000	10,000,000	5,000,000	15,000,000	10,000,000	5,000,000	5,000,000
10149	Roof Top Unit (RTU) Replacement Program	12	250,000	4,000	300,000	304,000	304,000	-	-
10157	Telecom Battery Replacement	12	115,000	3,000	-	3,000	-	-	-
10159	Radio System UPS Replacement	12	95,000	95,000	-	95,000	-	-	-
10161	2013 IAD Equipment	12	2,000,000	1,367,000	-	1,367,000	809,000	558,000	-
10162	Mobile Command Post Vehicle (split between DCA and IAD)	12	400,000	400,000	-	400,000	-	400,000	-
10165	Public Safety Police Vehicle	12	30,000	4,000	-	4,000	-	-	-
10190	IAD Snow Melters	12	1,200,000	336,000	-	336,000	-	-	-
10209	CAD/CAD Dispatch System	12	178,020	56,000	-	56,000	-	56,000	-
10211	Fire Truck - Twin Agent Unit	12	125,000	122,000	-	122,000	-	122,000	-
10219	Design Support Services	12	250,000	250,000	-	250,000	-	250,000	-
10226	Risk Mitigation Measures For Baggage Conveyance Systems	12	150,000	150,000	-	150,000	83,000	67,000	-
10270	Enterprise Resource Program	12	2,000,000	1,052,000	-	1,052,000	1,052,000	-	-
10242	Dulles East Building Substation Replacement	12	945,000	899,000	-	899,000	55,000	100,000	744,000
10241	2013 Capital Equipment and Facility Repair Projects	12	1,500,000	1,357,000	-	1,357,000	127,000	1,235,000	-
10247	IAD Security Area Network	12	138,000	138,000	-	138,000	-	138,000	-
10249	IAD Security Camera Project C/D	12	200,000	200,000	-	200,000	-	200,000	-
10281	AOA Access Gate Rehabilitation	12	125,000	125,000	-	125,000	119,000	6,000	-
10282	NCR NET	12	50,000	9,000	-	9,000	-	-	-
New	Plane-Mate Passenger Transition Device and Turntable Rehabilitation	12	295,000	295,000	-	295,000	-	295,000	-
New	Automated Passport Control System	12	1,250,000	-	1,250,000	1,250,000	-	1,250,000	-
New	Lift Net Installation at Concourse A Bridge and Concourse C FIS	12	300,000	-	300,000	300,000	-	300,000	-
New	IAD Equipment 2014	12	1,124,000	-	1,124,000	1,124,000	-	1,124,000	-
New	JP Morgan Chase Fire Alarm System Replacement	12	100,000	-	100,000	100,000	-	100,000	-
New	Dulles East Building Fire Alarm System Replacement	12	100,000	-	100,000	100,000	-	100,000	-
New	Ultraviolet Infrared (UVIR) Fire Detect Retro-Com. of Z-Gates, Conca and C-30	12	50,000	-	50,000	50,000	-	50,000	-
New	LFFF Water Lateral/ Hydrant/ Cistern Connection	12	50,000	-	50,000	50,000	-	50,000	-
New	PSD-IAD Equipment 2014	12	1,535,000	-	1,535,000	1,535,000	-	1,535,000	-
	Total Dulles International Airport		\$ 180,425,020	\$71,675,000	\$ 19,634,000	\$ 91,309,000	\$ 14,640,000	\$ 44,978,000	\$ 20,998,000
	SUMMARY OF SOURCE FUNDS								
	Capital Fund	12	\$ 180,425,020	\$ 71,675,000	\$ 19,634,000	\$ 91,309,000	\$ 14,640,000	\$ 44,978,000	\$ 20,998,000
	Total Dulles International Airport Funding Source		\$ 180,425,020	\$71,675,000	\$ 19,634,000	\$ 91,309,000	\$ 14,640,000	\$ 44,978,000	\$ 20,998,000

* Fund 12 - Capital Fund; FG - Federal Grant; LOI - Letter of Intent Discretionary Grant; AR, Airline Reimbursement; and CVG - Commonwealth of Virginia State Grant



**CAPITAL, OPERATING AND MAINTENANCE
INVESTMENT PROGRAM**

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

CONSOLIDATED FUNCTIONS

Other

0605 Compensation Studies, \$1,500,000. Various segments of the organization's workforce pay structures and other compensation will be evaluated and potentially adjusted.

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

0623 2011 Multi-functional Copiers – Office of HR and Finance, \$69,000. This project will fund the replacement of copiers due to heavy usage.

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

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

New Customer Digital Services, \$950,000. This project includes the identification, design and implementation of emerging web technologies that directly impact passenger centric services and interfaces.

New Technology Infrastructure (Infrastructure Improvements), \$2,600,000. Funds to study existing LAN/WAN infrastructure architecture (data, telecommunications, radio) across both campuses, develop and implement more efficient architecture. The existing Data Centers across the Office of Technology, consolidate to improve efficiencies, reduce power requirements, and reduce carbon footprint. New data centers, servers, routers, switches, and additional fiber connectivity will be purchased. This is Phase I of a III phase program. An IT Information Library (ITIL) Study and Gap Analysis to develop an ITIL framework will be conducted. Additionally, funds will also be used to improve wireless access for Airports Authority users, enhance web-based training for employees, and enable 800MHz radio service via mobile devices. This is Phase I of a III phase program

New Technology Business Collaboration, \$3,950,000. The Enterprise Application Roadmap and its subsequent implementation will provide a more tightly integrated set of applications than operate currently supported software, address security risks, and are more cost effective to maintain. Funds for Phase I of a III phase program will be used for ongoing operation and maintenance of Oracle ERP (EBS, PropWorks, OBIEE), and enhancement of the ERP and PropWorks system to include technology and application upgrades. A study and implementation



of a data warehouse(s) system which will enable the Authority to make better use of data via trending reports and market analysis for business users are also funded.

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



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

RONALD REAGAN WASHINGTON NATIONAL AIRPORT

Roads

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

3198 Bridge Pan Deck Repair, \$500,000. This project replaces damaged sections of the Terminal B/C bridge pan deck and replaces expansion joint. Water and chemical infiltration due to failing expansion joints have oxidized portions of the bridge pan deck. Failure to make the necessary repairs could compromise the integrity of the deck and allow for the infiltration of water and other debris to fall below.

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

3203 Economy Lot Rehab/Satellite Lot Demo, \$150,000. This project funds asphalt pavement repairs in the Economy Lot and the demolition of the Satellite lot as directed by the FAA. The Satellite lot was constructed to handle overflow due to the construction of the decks at Garages A, B, and C. With garage expansion now complete, above-ground features of the satellite lot must be removed.

Buildings

3080 Terminal B/C Structural Paint \$957,000. The metal components of Terminal B/C are beginning to show signs of rust due to weathering. This project will continue a multi-year program to paint the exterior surfaces of the terminal. Terminal B/C is approximately 15 years old and major corrosion prevention and control efforts are now routinely required.

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

3160 Rehabilitation of Sanitary Force Main, \$900,000. This project will provide a slip-lining rehabilitation on the existing main 16-inch sanitary force main that transports all the sewage from Reagan National to Arlington County. The funding allocation provides \$80,000 for study/design and \$370,000 for the construction.



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

3188 North Hangar Dedicated Fire System Upgrade, \$100,000. This project funds the installation of a new Dedicated Fire System (DFS) line and valves in Hangar 12 in order to maintain the integrity of the water distribution system and water system pressure for Reagan National's fire-fighting capabilities.

3189 Refill Line for Central Plant, \$180,000. This project will fund a feeder line from the existing water main to support the refilling process of the chilled water storage tank at the Central Plant. This feeder line is necessary to maintain the existing water distribution system and water pressure needed to support daily operations and fire fighting capabilities during times of major volume losses in the system.

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

10104 Terminal A Restroom Renovations, \$900,000. This project will provide funding for the design and renovation of two sets of restrooms located on the concourse level of Terminal A.

10105 Outbound Baggage Handling System (BHS) Refurbishment, \$200,000. This project will fund the drive replacements on baggage handling systems in Terminal B/C.

10106 Hangar 4 Roof Replacement, \$1,400,000. This project preserves and restores the roof of Hangar 4 on the historic hangar line. Execution of this project will protect structural roof components essential to the integrity of this hangar. New tenants are in the process of fitting out office space in Hangar 4.

10107 South Hangar Line Exterior Painting, \$500,000. This project will provide funding to support a conditions assessment study and a multi-year painting project to protect the deteriorating exterior of the south hangar line.

10246 Passenger Loading Bridge (PLB) Rehabilitation, \$900,000. This multi-year project will upgrade the motor drives and tires on 35 Authority owned PLBs. Work will include the replacement of the existing D.C. drives with A.C. drives, replace the air-filled tires with solid rubber wheels, and replace the original ball screws on each gate.

10250 South Hangar Line Bay Doors Rehabilitation, \$962,000. This multi-year project funds for the rehabilitation of the large hangar bay doors. Work will include brake replacement, roller and guide replacement, weather seal installation, and rehabilitation of cables and motors for Hangars 2, 3, and 4.

10260 Terminal A Facility Start Up, \$668,000. This project will provide facility startup funds requested for projects associated with the new security checkpoint and baggage make up facility.



10287 ARFF Bunk Renovations, \$60,000. Installation of privacy plexi-glass screens and doors on all the fire station bunk rooms at both DCA and IAD. The plexi-glass screen will be added to the existing walls to ensure a minimum height above finish floor of 6ft – 4in. The privacy doors will be added to each bunk entry.

New Warehouse Complex Renovation, \$200,000. This project will make modifications to the warehouse complex in order to provide for a safer and more efficient work environment. Work will include demolishing a structurally deficient second floor to provide more storage area with the use of more heavy metal gauge stackable racks.

Airfield Facilities

3092 Airfield Pavement, \$3,400,000. This project provides funding for cyclical, preventive and corrective maintenance services. Over time the existing airfield pavements deteriorate due to aircraft loading and weathering. In order to keep our pavements in compliance with the FAA funding, this is needed to ensure these areas are safe and structurally sound. Funds will be used to replace concrete panels in the aircraft gate pad alleys of Terminal B/C and on the Taxiway Bravo holding pad.

10111 Storm Drain Replacement (South Area), \$700,000. This project will replace 400 linear feet of a 60-inch corrugated metal storm drainage pipe located on the south end of the Airport. This drainage pipe supports the drainage of the General Aviation and Terminal A ramps.

10251 Redundant Power Feed for Airfield NAVAIDs, \$850,000. This project provides a redundant power feed to the new FAA facilities (ALSF, ASDE-X, Glide slope) relocated by the RW 1-19 expansion project.

New North Boat House Demolition, \$350,000. This project will remove the old north boat house and associated pier and pilings.

Parking Facilities

10108 Parking Facilities Garage C Elevator Rehabilitation, \$300,000. This project replaces elevator controllers, traveling cables, hoist way electrical components, hatch switches, selectors, drive units, door operators, safety edges, door interlocks, car top operating devices, car operating panels and hall call buttons on the three elevators located in Garage C.

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

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



Utility Systems

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

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

10112 Electrical Coordination Study, \$100,000. This project will fund a study to coordinate the electrical loads from the North Substation to their lowest downstream panels to ensure that proper fault protection is in place to prevent a switchgear failure in the North Substation.

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

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

10228 Supplemental Radiation System (SRS) \$50,000. The SRS system provides in-building radio coverage and runs throughout the interiors of buildings, terminals, and concourses at both campuses. Its components include antenna, radiating coax, amplifiers, and headend equipment. When these components reach their useful life, they are no longer supported by the manufacturer or warranty and need to be replaced. This project is part of a multi-year program that will end in 2015 to upgrade the critical system components.

New Replace Terminal A Gas Fired Boiler, \$600,000. This project will replace the deteriorating gas fired boiler to ensure heating in Terminal A is maintained. The existing boilers were installed in 1968 and have exceeded their useful life. Over time the boiler has warped and become inefficient. Replacement parts are no longer available.

Other

3014 Commercial Program Investment, \$3,769,000. This project will fund commercial program initiatives that help increase the value of the Airport's facilities. Some initiatives include: retail, food and beverage facility improvements, installation of commercial signage, architectural services to review concessionaires, and designs for store fronts and store layouts, and other improvements that are part of the initiative. As tenant leases expire, infrastructure modifications may be required to attract new tenants. This may include relocation of utilities,



facility enhancements, and incentives to attract prospective tenants. This project will also provide funds to meet contractual obligations to food and beverage management companies.

3061 Capital Equipment and Facility Repair Projects, \$3,300,000. These funds will be used to purchase critical capital equipment and complete facility repair projects.

3073 Snow Removal Program, \$2,463,000. This project provides funding for snow removal requirements, excluding personnel related costs, during extraordinary snow events.

3102 Environmental Compliance Program, \$2,700,000. These funds will be used to continue an ongoing environmental management program. The statutory requirements, which are regulated by federal and state agencies, stipulate that the Airports Authority permit, update, monitor and assess environmental impacts. The following compliance programs are included: water quality, deicing/anti-icing runoff, pollution prevention, underground and above ground storage tanks, energy initiatives and air quality.

3128 Planning & Programming Studies, \$1,150,000. This project provides funding for planning and programming related to facilities rehabilitation, reuse, or expansion anticipated to be of a COMIP scale or content.

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

3178 Arc Flash Hazard Analysis Study, \$150,000. 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 Reagan National's electrical power distribution system.

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

3217 Public Safety – Mobile Command Post Vehicle, \$921,000. This project provides funding for a vehicle to be used as a Mobile Command Post and back-up to the Public Safety Communications Center.

10124 Public Safety Communication Center (PSCC) Supplemental HVAC, \$150,000. This project will fund for a dedicated 20 ton air handling unit and install the necessary duct work to supply cool air to the dispatch area in the PSCC.

10125 Dedicated Fire System/Domestic Water – Williams Hydrant, \$90,000. This project will fund the installation of needed infrastructure to support special firefighting equipment at the airport fuel farm. This new equipment facilitates supplemental fire suppression capability consistent with other airports.

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



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

10131 Talking Bus Equipment Replacement, \$80,000. This project will replace the "talking bus" equipment in the Van Hool Buses.

10133 Minivan, \$35,000. This project will provide funding for the purchase of a minivan.

10135 Curbside Signage for Taxi Dispatch Operation, \$100,000. This project will provide funding for the curbside signage for the taxi dispatch operation. This signage will alert passengers to prevailing conditions with taxi availability.

101239 ARFF Vehicle Replacement, \$1,100,000. This project provides funding to replace the 1989 ARFF vehicle, Foam 356.

10254 DCA Security Enhancements, \$1,257,000. This multi-year project will harden and upgrade our perimeter security system and convert existing analog cameras to IP mega-pixel cameras with-in the facility.

10258 Security Identification Display Area (SIDA) APC Panel Replacement, \$310,000. This multi-phased project will support the airports transition to a new security access technology. The existing system is at capacity due to the increasing numbers of badge holders. This new system will provide more capacity and provides a platform for more advanced access control applications. This project is the third phase of a multi-year project to transition to the latest security access control system. The current system has reached end of life and will not be supported by the manufacturer in the near term.

10261 DCA H12 DFS Line Replacement, \$350,000. This project replaces approximately 300 feet of the original DFS water pipe (50+ years old) from Hangar 11 to Hangar 12.

New Terminal A Curbside Rehab, \$1,257,000. This project installs new bus shelters, safety railing, lights and concrete to improve the use and appearance of the Terminal A curbside.



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

WASHINGTON DULLES INTERNATIONAL AIRPORT

Roads

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

3853 Landside Roadway Rehabilitation, \$3,050,000. This project provides funding for a multi-year project for all cyclical preventive, routine and major corrective maintenance and pavement marking services for the Dulles Airport Access Highway, landside roadways, employee lots, cargo lots and public parking areas at Dulles International.

3854 Rehabilitation/Repair Access Highway Bridges, \$1,200,000. This project provides funding for the rehabilitation of the bridges along the Dulles International Airport Access Highway (DIAAH). The bridges identified for repair and rehabilitation are as follows: East-West service (Aviation Drive) bridge over the Access Highway, Eastbound over W&OD, Westbound over W&OD, and Westbound over Hunter Mill Road.

3870 Guardrail Maintenance and Rehabilitation, Dulles International Airport Access Highway (DAAH), \$1,250,000. 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.

10136 Zone Signs – Greenway Ramp E, \$675,000. This project will fund four new large airport signs on the Dulles Greenway ramp leading to Dulles International.

10137 Culvert Replacement on Vortac Lane, \$450,000. This project will provide funding for a hydraulic analysis and the construction of culverts near Vortac Lane. The existing size of culverts on Vortac Lane is undersized for current storm water demand.

10243 Roadway Signage Rehabilitation, \$825,000. This project provides funding for the replacement of severely fading roadway signs and signs that need to be replaced due to passenger parking facilities name changes.

Buildings

3597 Rehabilitate Cargo Buildings, \$444,000. This project provides funding for the repair and rehabilitation of Cargo Buildings 1, 2, 3, and 4. The repairs will include improvements to all life-safety components, structural, and utilities throughout the facilities.



3707 Baggage Belt Rehabilitation, \$975,000. This project provides funding for the rehabilitation of baggage belt systems in the International Arrivals Buildings (IAB), followed as needed in later years by the rehabilitation of baggage systems in the Main Terminal. Additional funds added to rehabilitate the inbound claim devices 3 and 4 and conditions assessment for outbound belt devices on Kiosk 1 and 4.

3731 Reroof Buildings, \$,950,000 . This multi-year program will replace/repair roofs airport-wide. The 2014 program provides funding for the Grounds Equipment Storage Building, JP Morgan Chase Building, Vehicle Storage Building, Old FedEx Building, Joint Police/Fire Facility, Fueling Station, and Sand and Salt Building.

3743 Airports Authority-Owned Jet Bridge Modifications, \$2,500,000. This project provides funding for modifications to Airports Authority-owned gates, gate areas, and jet bridges. Work for 2014 will include 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, \$860,000. This project provides funding for the Airports Authority to relocate airline tenants and/or their operational support space to accommodate new service or to make the best use of facilities.

3760 Baggage Belt Replacement (Claims 3 and 4), \$200,000. This project provides funding for the rehabilitation of baggage belt systems in the Main Terminal and the IAB. This project will fund the rehabilitation of inbound claim devices 3 and 4 and includes the replacement of system components which are subject to wear and those that have reached the end of their useful life. Inbound claim devices 3 and 4 were put into service in 1996.

3763 ATC Space Conversion-Airports Authority Use & Pass and ID, \$300,000. This project provides funding to relocate the mobile lounge manager from the operations area in Concourse B to the Main Terminal. This project will also fund the relocation of the Pass & ID offices.

3780 New Facility Startup, \$4,700,000. 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. The requested amount is approximately two percent of the amount of construction.

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

3856 Buy-out of Airports Authority Airline Permitted Space – Concourse B/D, \$705,000. This project provides funding for the relocation of displaced airline tenants to accommodate support services at the new gate areas.

3866 New Facility Startup & Fitout, \$3,500,000. This project provides funding for this multi-year program and provides a contingency source from which funds can be drawn for critical items outside the scope of CCP



projects, and for critical repairs to items that are identified in the turnover process or after start-up. In 2014 projects will be in support of installing a bag tag reader system in south baggage basement and installing an elevator in the Concourse C APM Station.

3867 Elevators, Escalators, and Moving Walks Rehabilitation, \$970,500. This project provides funding, for this multi-year project, for the rehabilitation of aging conveyance system units per the Original Equipment Manufacturer (OEM) requirements.

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

3869 Shop 3 Equipment Maintenance Building Expansion, \$695,000. This project provides funding for the expansion of the existing Shop 3 complex by adding a 40' wide drive-through work bay to the east end of the building. This expansion will support the additional multi-functional airfield snow removal equipment required for the 4th Runway complex.

3882 Vehicle Storage Building Conversion to Vehicle Maintenance Building Shop, \$695,000. This project provides funding for the modification of Vehicle Storage Building # 3245 to a vehicle maintenance facility to support the maintenance of snow removal equipment in support of the 4th Runway complex.

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

3884 MUFIDS Installation, Main Terminal, \$975,000. This project provides funding to install two LCD MUFIDS displaying departure information on the ticketing level of the terminal. These MUFID banks will be in line with the east and west escalators.

3886 Carpet Replacement, \$400,000. This project replaces carpet in Temporary Mobile Lounge Docks at the Main Terminal, Mobile lounge floors, plane-Mate wall and floors, Mobile Lounge Docks in Concourses A and B, and Jet Bridges Concourse A and B.

10020 Hourly Parking Lot Building, \$250,000. This project will fund the design to replacement of the existing Hourly Parking Lot Building. It is required that the building reside in close proximity to the exit plaza which is in the historic core at Dulles International (per the Design Manual). The project also required additional utilities to service the building.

10138 Dulles East Building Rehabilitation Phase 2 \$350,000(originally \$1,215,889). This project provides funding for a multi-phased project to rehabilitate the Dulles East Building over a five-year period. Phase 2 will fund various interior, exterior, and mechanical repairs.



10139 Terrazzo Replacement – Landside Walkback Tunnel, \$730,000. This project provides funding for replacement of the terrazzo in the landside walk-back tunnel. Moisture beneath the surface has compromised the vapor barrier between the terrazzo and concrete slab and created surface cracks and bubbles throughout the tunnel. These surface distresses are tripping hazards to the traveling public.

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

10288 IAD ARFF Bunk Renovations, \$100,000. Installation of privacy plexi-glass screens and doors on all the fire station bunk rooms at both DCA and IAD. The plexi-glass screen will be added to the existing walls to ensure a minimum height above finish floor of 6ft – 4in. The privacy doors will be added to each bunk entry.

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

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

New Dulles East Building Boiler and Chiller Replacement, \$445,000.

This project will replace one steam boiler unit, two chiller units, and associated system components. These systems are well beyond their expected useful life (43 years old) and parts are no longer available for this equipment.

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

New Bus Maintenance Facility Improvements, \$250,000. This project will fund for the installation of a new wash system for the new 40-ft buses and design and construct a permanent facility for dispensing diesel exhaust fluid (required for new buses). The current wash system has experienced numerous component failures.

New Commercial Vehicle Lane Curbside Enhancements – Main Terminal, \$500,000. This project will fund for the enhancements of the commercial vehicle lane at the main terminal of Dulles International.



Airfield Facilities

3593 Airfield Pavement Maintenance and Joint Sealing, \$36,194,000. This project provides funding for cyclical preventative and corrective maintenance services; work will consist of spall and pothole repairs, joint sealing, shoulder sealing and slab leveling.

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

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

10143 Glycol Runoff Enhancements, \$975,000. This project provides funding to line the glycol drain pipes under Apron A to prevent groundwater infiltration into the glycol recovery pits.

New West ARFF Road Split, \$75,000. This project will create a split on the West ARFF Road and build a section of new road that intersects the eastern end of RW 12-30 run-up block thereby providing emergency response vehicles (medics) quicker access to respond to calls throughout the airfield. The split would also allow MWAAs maintenance vehicles access to the airfield without encroaching on the Object Free Area (OFA) adjacent to TW Y-11.

Parking Facilities

10167 Public Parking Operations Enhancements, \$410,000. This project provides funding for revenue control and customer service enhancements to the public parking operation. In 2014 this project will fund for the design and construction of canopies over the existing entrances to public parking surface lots and install security cameras in the cashier booths related to public parking.

Utility Systems

3549 Comprehensive Utility Survey Update, \$1,150,000. This project provides funding for and update for a utility survey of the entire Airport. The survey will identify the location and type of all sewer, sanitary sewer, Fuel Lines, electrical, and water lines.

3679 Global Positioning System (GPS) Field Data, \$600,000. This project provides funding for the collection of field data on infrastructure as it is constructed, verifies existing survey monuments, and monitors the accuracy of the Airport's survey monuments to support various construction projects. Data will also be used for future implementation of Geographical Information System databases.



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

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

3766 Replace Electrical Feeder Laterals, \$1,650,000. This project provides funding to replace the existing main electrical feeder(s), feeder laterals, and the associated control systems, throughout IAD, 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.

3768 Telephone Cable Plant Improvements and Additions, \$305,000. This project provides funding for abandoned cable plant removal from critical duct banks and cable racking in manholes to facilitate cable runs. The project will also include testing and rehabilitation of underground copper and fiber runs in accordance with the cable plan maintenance program. This project is partially funded from Telecom Cable Plant Improvements & Additions.

3805 HVAC Improvements (Shop 1 and 2 and Metal Shop) \$500,000. This project provides funding for the HVAC equipment salvaged from the Concourse G to be relocated and installed at Shops 1, 2, and the Metal Shop.

3859 Electricity Assistance Program, \$3,000,000. The impact of rate escalation resulted in higher utility and fuel costs. This program will provide supplemental funding in the event that funding in the Operation and Maintenance Budget is not sufficient.

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

3890 Storm Sewer Lift Station Repairs/Improvements, \$960,000. This project provides funding for the rehabilitation of existing storm water pump stations for commercial roads and curbside at Main Terminal.

4887 Electrical Unit Substation Rehabilitation, \$300,000. This project provides funding for the rehabilitation of existing electrical substations (as well as the space in which they are located) throughout IAD to extend the useful life of the unit substation.

10148 HVAC Improvements (Shop 1 and Vehicle Body Shop), \$750,000. This project provides funding to install new air handling units with energy recovery and new chilled water piping that will tie-in to the central cooling plant.



10149 Roof Top Unit (RTU) Replacement Program, \$500,000. This project provides funding for this multi-phase project to replace old or damaged RTUs at various locations around the airport. In 2014 this project will concentrate on the replacement of deteriorated or damaged RTUs at various locations on Concourse A.

10150 Safety Management Systems (SMS) Plan, \$150,000. This project provides funding to support the plan, design and implementation of a SMS which will be a FAA requirement by end of year 2012.

10151 Security Improvements Access Control (Istar and Biometrics), \$700,000. This project provides funding for a multi-phase project to support the Airports transition to a new security access technology. The existing system is at capacity due to the increasing numbers of badge holders. This new system will provide more capacity and provides a platform for more advanced access control applications.

10158 Concourse C/D HVAC Building Automation System (BAS) Network, \$300,000. This project provides funding for this multi-year project to include RS-232 BACnet network connections to Concourse C/D Roof-top air handling unit's controllers, VAV terminal boxes and energy meters. The second phase of this project will network an additional 40 units of the 105 select RTU serving a few of the most important tenant areas and provide network BAS (Building Automation System) connections that will allow greater monitoring and control capability.

10244 Audio/Visual Paging System Upgrade, \$475,000. This project provides funding for upgrading the obsolete system hardware, monitors, and software associated with the Visual Paging and Audio Messaging System (VPAMS) within the Main Terminal, International Arrivals Building, and Concourse A/B.

Other

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

3547 Commercial Program Investments, \$1,962,000. This project provides funding for the commercial program initiatives that help increase the value of Airport facilities. Some of the initiatives include: retail, food and beverage facility improvements, installation of commercial signage, purchase of advertising dioramas, and other initiatives.

3698 Snow Removal Program, \$15,295,000. This project provides funding for snow removal requirements, excluding personnel related costs, during extraordinary snow events.

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



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

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

3828 Arts Program, \$425,000. This project provides funding to establish the Arts Master Plan and Archival Program for Dulles International.

3831 ARFF Vehicle, \$900,000. This project provides funding for the new purchase of an ARFF vehicle in support of Dulles International's public safety operations.

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

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

3895 Plane-Mate HED Lift Controller System Upgrade, \$825,000. This project provides funding for this multi-phased project to replace obsolete electronic passenger pod electronic controllers on Plane-Mates. Phase 2 will consist of the rehab of ten Plane-Mate units. The continued hardstand operations will extend the need for these vehicles.

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

3897 Parking Operations Shuttle Buses, \$7,295,000. This project provides funding for the purchase of low-floor diesel buses to replace eight high mileage and high maintenance cost buses.

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

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

10102 Airports Authority's MetroRail Contribution for Non-PFC Eligible Costs, \$10,000,000. This project provides funding for the Airports Authority's contribution of 4.1 percent of costs of the Metrorail Project – Phase 1 and 2. PFCs have been targeted as the source of the Airports Authority's contribution to the Metrorail Project. However, should PFC eligibility requirements prohibit PFCs from being used to cover the full amount; \$10 million is programmed in the COMIP budget for any non-PFC eligible costs.



10149 Roof Top Unit (RTU) Replacement Program, \$304,000. This project provides funding for this multi-phase project to replace old or damaged RTUs at various locations around the airport. These locations include Concourse A, Joint Police-Fire Facility, Commissary Building, Shops & Warehouse Building, West Parking Garage, Office of Valet Check-in, and Daily Garages 1 and 2.

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

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

10209 CAD2CAD Dispatch System, \$56,000. This project will support the Public Safety branch of Dulles International.

10211 Fire Truck – Twin Agent Unit, \$122,000. This project provides funding for the purchase of a twin agent fire truck to support the Public Safety branch of Dulles International.

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

10226 Risk Mitigation Measures for Baggage Conveyance Systems, \$150,000. This project provides funding for a study to develop engineering improvements and/or administrative controls for the baggage conveyance systems at Reagan National and Dulles International to assure those working around the systems (in secure areas) conduct themselves in a safe manner. Project would evaluate compliance with OSHA and ANSI standards and develop a list of recommendations. Recommendations could include field improvements and/or employee training.

10270 Enterprise Resource Program (ERP), \$2,000,000. This project provides funding for operational support for the ERP projects now that the system is live.

10242 Dulles East Building Substation Replacement, \$575,000. This project provides funding to replace the Dulles East Building substation. The funding will support replacing the high and low voltage components, including the 13.2kV equipment, distribution transformer and 480 volt distribution switchgear.

10241 Dulles Equipment, \$1,357,000. This project provides funding for the purchase and replacement of various capital equipment.

10247 IAD Security Area Network, \$138,000. This project provides funding for operational support for the Security Area Network at Dulles International.



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

10281 AOA Access Gate Rehabilitation, \$125,000. This project will fund the widening of Gates 221 and 222 to accommodate modern emergency response ground equipment at Dulles International.

New Plane-Mate Lift Transition Device and Turntable Rehabilitation Upgrade – Phase 1, \$295,000. This project provides funding for a multi-phased project to rehabilitate Plane-Mate lift transition devices and turntables on all 30 units. Phase 1 will fund the following: development of mechanical drawings, design and fabrication of press fixture, development of a prototype roller unit, and rehabilitation of turntables and roller units for ten Plane-Mates.

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

New Dulles East Building Fire Alarm System Replacement, \$350,000. This project replaces the current fire alarm system including head-end system, devices, and wiring throughout the building. Replacement parts for this system are no longer available or supported by the manufacturer.

New Automated Passport Control System, \$1,250,000. This projects installs 32 new passport control system kiosk to expedite the international arrivals experience at the airport. There will be 18 kiosk installed in the IAB and 12 kiosks installed in the FIS.

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

New Ultraviolet Infrared (UVIR) Fire Detection Retro-Commissioning of Z-Gates, Concourse A and C-30, \$50,000. The project funds the retro-commissioning of the UVIR fire detection system that activates the deluge fire suppression system at the Z-Gate, Concourse A, and C-30 bus stop. On several occasions the system has activated the deluge systems with apparent cause. With the system malfunctioning the system is not in compliance with NFPA requirements.

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



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CAPITAL CONSTRUCTION PROGRAM

The Airports Authority's Master Plans

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

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

Reagan National

The Master Plan for Reagan National became effective on April 15, 1988, and has been amended periodically. Major projects completed at Reagan National include the pedestrian tunnel from the parking garage to Terminal A, security enhancements and various improvements including historical Terminal A façade renovations, construction of additional decks to parking garages, electrical and life safety improvements and commercial curb upgrades. All major elements of the Master Plan at Reagan National have been completed with the exception of renovation of Terminal A.

Dulles International

The Master Plan for Dulles International was adopted and approved by the FAA prior to the Lease Effective Date and has been amended periodically. Major projects completed at Dulles International Airport include the new Runway 1L-19R, Daily Parking Garages 1 and 2, the Main Terminal rehabilitation, the Concourse B expansion, the south and east baggage basements, the airside and landside pedestrian tunnels, the air traffic control tower, construction of the Z-gates, the construction of the remote employee parking lot, the cargo building expansions, and the completion of the AeroTrain system.

Remaining elements in the Master Plan for Dulles International contemplate construction of one additional runways, construction of permanent midfield concourses, future mass transit along a right-of-way in the Access Highway corridor, expansion of automobile parking facilities, construction of additional roads on airport land and expansion of the capacity of the existing roads.



Capital Construction Program

The Capital Construction Program initiated by the Airports Authority in 1988 provides for planning, designing and constructing certain facilities at Reagan National and Dulles International as contemplated by the Master Plans. Between 1988 and 2000, major capital projects completed under the CCP at Reagan National include, among others, two new main terminals, three parking garages and an airport traffic control tower. Major capital projects completed under the CCP at Dulles International include expansion and rehabilitation of the Main Terminal and construction of Concourses A and B, an international arrivals building and expansion, runway, AeroTrain system and road improvements, among others.

In the aftermath of the events of September 11, 2001, and due to the deteriorating financial condition of many airlines, the Airports Authority began, and continues, to re-examine the CCP. As a result, since the spring of 2002, the Airports Authority has made additional adjustments to the CCP as part of its periodic CCP review process. To accommodate then-existing and expected growth in operations and passenger enplanements as well as to maintain and improve certain of its existing facilities, in the fall of 2006, the Airports Authority revised the scheduled completion date for the CCP from 2011 to 2016 and added \$2.1 billion (\$2.4 billion in inflated dollars) of projects to the CCP. In 2006, the estimated total cost of the 2001-2016 CCP was \$7.06 billion.

Due to a number of factors, including economic conditions, increases in the cost of aviation fuel and their impact on the financial condition of airlines, in September 2008, the Airports Authority revised the scope, timing and size of certain 2001-2016 CCP projects, including deferring the construction of the Tier 2 Concourse and related facilities, the construction of the consolidated rental car facility and the expansion of the south utility service complex, resulting in a \$2.22 billion reduction in the cost of the 2001-2016 CCP.

The Airports Authority currently estimates the cost of the 2001-2016 CCP to be approximately \$5.0 billion (including allowances for inflation dollars). The Airports Authority expended approximately \$4.3 billion of the \$5.0 billion total estimated cost of the 2001-2016 CCP between 2001 and December 2012.

The Airports Authority reassess its capital needs on a regular basis and modify its construction schedule as necessary to accommodate passenger and aircraft activity, security needs and other factors, which could result in changes to the CCP.

The Project Elements of the CCP in 2014

The 2014 Budget includes authorization of \$44.4 million for new projects and additional funding for existing projects in the CCP. CCP expenditures for 2014 for both new program authorization and prior year projects are estimated at \$199.2 million. The CCP is funded from bond proceeds, PFCs, and grants. The Airports Authority continues the emphasis on program management, including cost and schedule control, construction safety, and quality assurance of its capital program.



2014 Aviation Capital Construction Program

The CCP new program authority provides for major expansion of facilities at Dulles International and facilities modernization at Reagan National.

The new 2014 CCP authorization totals \$44.4 million.

Funding Source: Bonds/Grants/PFCs

\$44,424,000

New program authority for the CCP in 2014:

Reagan National, \$23.3 million new program authority and \$21.1 million at Dulles International provides for:

List of Projects

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

Expenditure estimates for 2014 include the continuation of projects started in prior periods in addition to projects to be initiated in 2014. Expenditure estimates for 2014 include only the impact of continuing with projects authorized in 2014 or in prior periods. Completed projects reflect actual project costs, while continuing projects are presented in 2012 dollars. Project estimates reflect annual inflation cost escalation.

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



Table 3-42 (dollars in thousands)	New Authorization	Estimated Funding	
		Bonds	Grants/PFCs
<i>Reagan National</i>			
Taxiway and Taxilane Resurfacing Program	\$ 11,505	\$ 11,505	\$ -
DCA Special Systems (i.e., camera upgrades, MUFIDS, etc.)	1,600	1,600	-
Hangar 7 Roof Replacement	1,500	1,500	-
Runways Overlay Program: 1-19, 15-33, and 4-22	8,092	2,023	6,069
Modify Dedicated Fire Service (DFS) System	650	650	-
Total Reagan National	\$ 23,347	\$ 17,278	\$ 6,069
<i>Dulles International</i>			
Hydrant Fueling Cathodic Protection System (Concourse A/B)	\$ 600	\$ 600	\$ -
Cargo Building 7 Apron (GA Parking)	7,100	7,100	-
Airfield Pavement Panel Replacement	5,905	5,905	-
Concourse Modifications for Airbus 380	120	120	-
Concourse C/D Rehabilitation - Hydrant Fueling	2,437	2,437	-
Parking Revenue Control System Replacement	4,915	4,915	-
Total Dulles International	\$ 21,077	\$ 21,077	\$ -
Total Metropolitan Washington Airports Authority	\$ 44,424	\$ 38,355	\$ 6,069
Total Authorizations Recommended Closed-out Projects	\$ (43,680)	\$ (43,680)	\$ -
Total	\$ 744	\$ (5,325)	\$ 6,069

Project Descriptions

Descriptions of projects in previous budgets are repeated in this budget if the projects are still active in 2014. These descriptions, as well as descriptions of new projects authorized in prior years and the deferred projects, are included. The project amount shown is the total current cost estimate for the project.



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RONALD REAGAN WASHINGTON NATIONAL AIRPORT 2014 CCP PROJECTS



● PROJECTS IN DESIGN

1. Terminal A Building Long Term Design – Phase 1
2. Campus Utility and Central Plant Improvements - Phase 1
3. Route 233 and South Bound GWMP Ramp Bridges Rehabilitation
4. Taxiway and Taxilane Resurfacing Program
5. Hangar 7 Roof Replacement
6. Police Range and Training Facility (at IAD)
7. DCA Special Systems - Airport Wide

● PROJECTS IN CONSTRUCTION

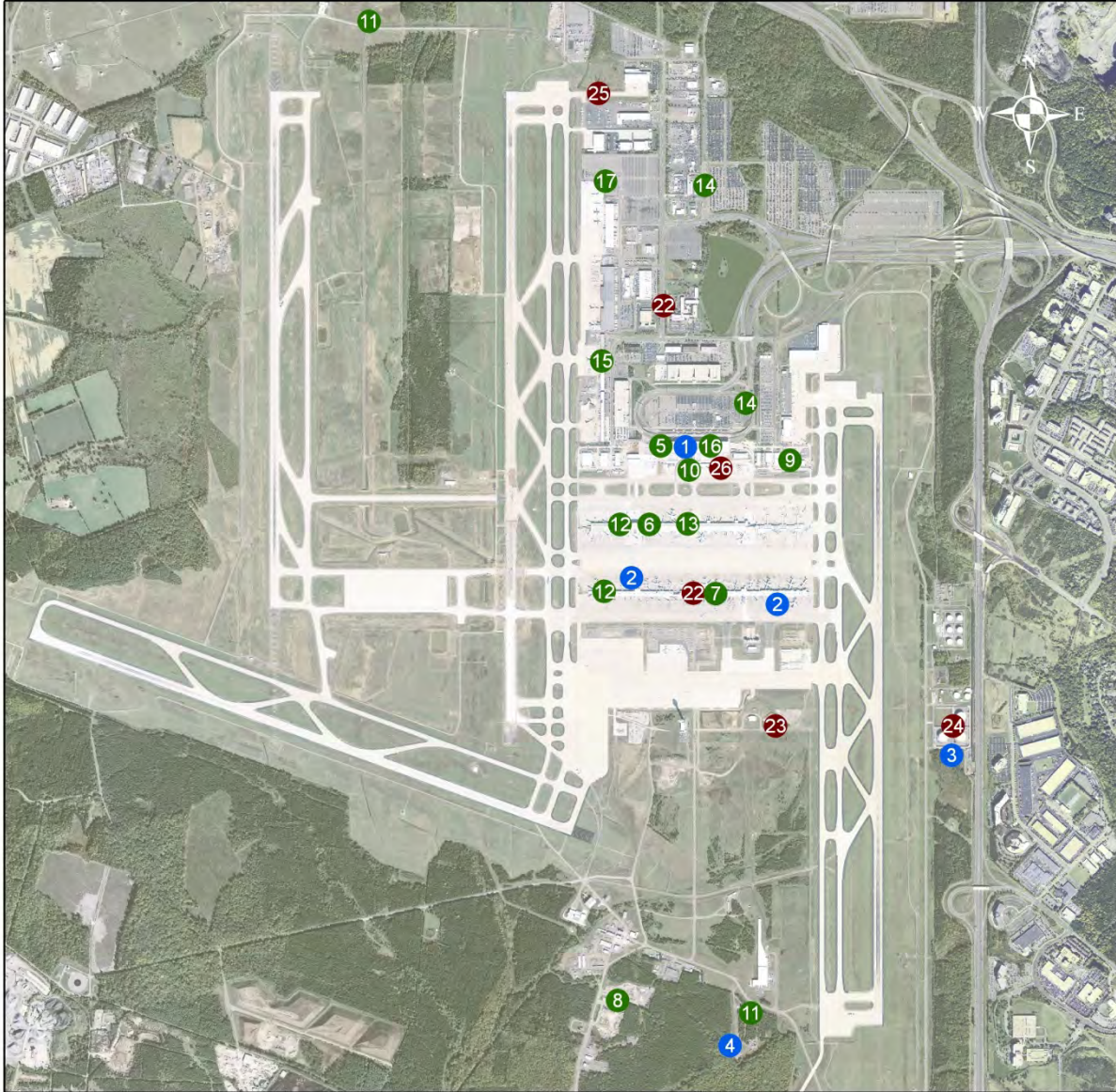
8. COB Full Power Backup
9. DFS Hydraulic Work
10. Terminal A Building Rehabilitation (Near Term)
11. Emergency Generator and Transformer Upgrades
12. Runway 15-33 and 4-22 RSA Improvements
13. NextGen Public Communication System
14. Hangar 6 Roof Replacement
15. Power Distribution Upgrades - Phase 1 & 2 - Airport Wide

● PROJECTS COMPLETED

16. Power Distribution North Substation Gear
17. Terminal B/C Building Improvements - Phase 1
18. River Rescue Facility



WASHINGTON DULLES INTERNATIONAL AIRPORT 2014 CCP PROJECTS



● PROJECTS IN DESIGN

- 1. Main Terminal Unmanned Exit Doors at Bag Claim Level
- 2. Concourse C/D Hydrant Fueling
- 3. Hydrant Fueling Cathodic Protection
- 4. Police Range and Training Facility

● PROJECTS IN CONSTRUCTION

- 5. Main Terminal Commissioning Phase 2
- 6. A380 Gate Modifications (B 42/44)
- 7. Concourse C/D Rehabilitation – Phase II Design
- 8. Maintenance Equipment Storage Building (Snow Shed)
- 9. High Temperature HW Generator Replacement
- 10. Historical ATCT Exterior Preservation

- 11. NextGen Public Communication System
- 12. MUFIDS Upgrades – Phase II Design
- 13. Access Control and Alarm Monitoring System Integration
- 14. Public Parking Rev. Control Sys. Replacement
- 15. Cargo Building Rehabilitation – Phase I & II
- 16. EBB & WBB EDS InLine High Volume Bag Screening
- 17. Cargo Building 7 Apron
- 18. Airfield Pavement Panel Replacement - Airport Wide
- 19. Comprehensive Airport Security System - Airport Wide
- 20. Deluge Fire System Surge Prevention - Airport Wide
- 21. Hydrant Fuel Line Improvements - Airport Wide

● PROJECTS COMPLETED

- 22. Comprehensive Electrical Utility Critical Rehabilitation
- 23. Domestic Water Distribution System Integration
- 24. Fuel Inbound Particle Separators
- 25. UAL Hangar Taxiway and Utilities
- 26. SBB EDS InLine High Volume Baggage Screening
- 27. Telecommunication Infrastructure Improvements - Airport Wide

Capital Construction Program

2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

SUMMARY

DESCRIPTION	TOTAL BUDGET AUTHORIZATION*	CARRYOVER BALANCES	2014 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2014 NEW PROGRAM AUTHORIZATION	EXPENDITURES				FUNDING SOURCE**		
					ESTIMATED OCT-DEC 2013	2014	2015	2016	BONDS	GRANTS	PFCs
REAGAN NATIONAL AIRPORT Total Reagan National Airport	\$ 419,383,776	\$ 143,798,286	\$ 23,347,000	\$ 167,145,286	\$ 13,913,787	\$ 67,103,334	\$ 65,376,604	\$ 20,751,560	\$ 114,576,286	\$ 48,927,600	\$ 3,641,400
DULLES INTERNATIONAL AIRPORT Total Dulles International Airport (excluding Dulles Metrorail contribution) Capitalized Interest	\$ 1,909,559,523	\$ 204,368,650	\$ 21,077,000	\$ 225,445,650	\$ 36,856,491	\$ 122,619,051	\$ 54,412,966	\$ 11,557,142	\$ 154,646,319	\$ 68,805,837	\$ 1,993,494
TOTAL METROPOLITAN WASHINGTON AIRPORTS AUTHORITY	\$ 2,328,943,299	\$ 364,869,459	\$ 44,424,000	\$ 409,293,459	\$ 50,770,278	\$ 199,193,236	\$ 125,485,091	\$ 33,844,853	\$ 285,925,128	\$ 117,733,437	\$ 5,634,894

* Total Budget Authorization - includes Closed-out, Reprogramming and 2014 New Authorization

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

Capital Construction Program

2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

REAGAN NATIONAL AIRPORT

PROJ NUM	DESCRIPTION	TOTAL BUDGET AUTHORIZATION*	CARRYOVER BALANCES	2014 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2014 NEW PROGRAM AUTHORIZATION	ESTIMATED OCT-DEC 2013	EXPENDITURES			FUNDING SOURCE**			
							2014	2015	2016	BONDS	GRANTS	PFCs	
	BUILDINGS	\$ 750,000	\$ 750,000	\$ -	\$ 750,000	\$ -	750,000	\$ -	\$ -	\$ -	750,000	\$ -	\$ -
	BUILDINGS												
3015	Route 233 & South Bound GWMP Ramp Bridges Rehabilitation	24,510,000	1,199,855	-	1,199,855	-	1,199,855	-	-	-	1,199,855	-	-
3172	Public Safety Communication Center	6,258,000	693,648	-	693,648	300,000	393,648	-	-	-	693,648	-	-
3183	Restroom Modifications and Upgrades	2,864,000	266,538	-	266,538	266,538	-	-	-	-	266,538	-	-
3219	River Rescue Support Facility	157,000	157,000	-	157,000	-	157,000	-	-	-	157,000	-	-
3221	Public Safety, Airport Engineering, and Maintenance Relocation Study	43,526,000	25,239,626	-	25,239,626	4,370,788	18,148,562	2,720,276	-	-	25,239,626	-	-
4458	Terminal A Building Rehabilitation	54,932,000	559,811	-	559,811	559,811	-	-	-	-	559,811	-	-
10095	Terminal A Building Rehabilitation	4,751,376	3,536,727	-	3,536,727	50,444	2,627,638	858,645	-	-	3,536,727	-	-
10237	Terminal B/C Improvements	1,590,000	1,590,000	-	1,590,000	-	795,000	795,000	-	-	1,590,000	-	-
10231	Terminal B/C Long Term Re-Development Program - Phase 1	1,080,378	1,080,378	-	1,080,378	-	723,750	356,628	-	-	1,080,378	-	-
10238	Terminal A Long Term Re-Development Program - Phase 1	1,607,000	1,408,059	-	1,408,059	56,116	1,202,848	149,095	-	-	1,408,059	-	-
NEW	Hangar 6 Roof Replacement	1,500,000	1,500,000	-	1,500,000	-	170,331	1,329,669	-	-	1,500,000	-	-
NEW	Hangar 7 Roof Replacement	1,500,000	1,500,000	-	1,500,000	-	170,331	1,329,669	-	-	1,500,000	-	-
	AIRFIELD FACILITIES												
3104	Runway 1 RSA and Hold Apron Expansion	43,261,685	2,048,680	-	2,048,680	-	2,048,680	-	-	-	2,048,680	-	-
3105	Runway 1 RSA and Hold Apron Expansion	1,912,701	871	-	871	871	-	-	-	-	871	-	-
3132	Environmental Impact Statement - Crosswind Runways Safety Area	49,775,614	2,557,033	8,092,000	10,649,033	-	641,666	6,192,039	3,815,329	-	4,580,033	2,427,600	3,641,400
3133	Runway Overlays and Taxiway Rehabilitation	937,000	450,000	-	450,000	-	450,000	-	-	-	450,000	-	-
3133	Noise Monitoring System	72,660,550	60,468,550	-	60,468,550	4,629,579	17,906,279	25,304,246	12,628,446	-	22,468,550	38,000,000	-
3222	Runway 4-22 and 15-33 RSA Improvements Funding	11,505,000	11,505,000	-	11,505,000	-	912,384	8,804,133	1,788,483	-	6,505,000	5,000,000	-
NEW	Taxiway and Taxi Lane Resurfacing Program	11,505,000	11,505,000	-	11,505,000	-	912,384	8,804,133	1,788,483	-	6,505,000	5,000,000	-
	PARKING FACILITIES												
3167	Parking Revenue Control System Replacement	7,449,000	1,148,910	-	1,148,910	122,662	869,865	156,383	-	-	1,148,910	-	-
	UTILITY SYSTEMS												
3223	Modify DFS Sys. to Accommodate Surge Transients/Oper. Characteristics	1,301,000	509,923	650,000	1,159,923	33,150	1,126,773	-	-	-	1,159,923	-	-
3224	Power Distribution Upgrades - Phases 1 and 2	12,779,000	11,011,625	-	11,011,625	2,932,087	4,327,300	3,752,238	-	-	11,011,625	-	-
10220	Campus Utility and Central Plant Improvements - Phase 1	3,000,000	2,990,313	-	2,990,313	122,222	1,088,889	1,779,201	-	-	2,990,313	-	-
NEW	Special Systems	1,600,000	1,600,000	-	1,600,000	-	1,454,945	145,055	-	-	1,600,000	-	-
	OTHER												
3079	Other Planning and Programming	6,469,000	2,975,465	-	2,975,465	52,003	1,585,433	1,338,029	-	-	2,975,465	-	-
3087	Enterprise Resource Program	28,495,323	169,181	-	169,181	-	169,181	-	-	-	169,181	-	-
3107	Geographical Information System	4,327,983	277,023	-	277,023	138,500	138,523	-	-	-	277,023	-	-
3225	Color Digital Orthophotography	1,041,000	575,409	-	575,409	203,083	372,326	-	-	-	575,409	-	-
3226	Next Generation Public Safety Communications System	16,443,000	16,102,278	-	16,102,278	75,933	7,143,835	7,329,722	1,552,788	-	16,102,278	-	-
4177	Asbestos Removal	6,900,716	31,384	-	31,384	-	31,384	-	-	-	31,384	-	-
10229	Police Range and Training Facility	6,000,000	6,000,000	-	6,000,000	-	667,240	4,366,246	966,514	-	2,500,000	3,500,000	-
	TOTAL REAGAN NATIONAL AIRPORT	\$ 419,383,776	\$143,798,286	\$ 23,347,000	\$167,145,286	\$ 13,913,787	\$ 67,103,334	\$ 65,376,604	\$ 20,751,560	\$ 114,576,286	\$ 48,927,600	\$ 3,641,400	\$ -

* Total Budget Authorization - includes Closed-out, Reprogramming and 2014 New Authorization

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

Capital Construction Program

2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

DULLES INTERNATIONAL AIRPORT

PROJ/ NUM	DESCRIPTION	TOTAL BUDGET AUTHORIZATION*	CARRYOVER BALANCES	2014 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2014 NEW PROGRAM AUTHORIZATION	EXPENDITURES				FUNDING SOURCE**			
						ESTIMATED OCT-DEC 2013	2014	2015	2016	BONDS	GRANTS	PFCs	
	BUILDINGS												
3559	Security Mezzanine and Main Tml. AeroTrain Station, Pkg 6	\$ 524,283,497	\$ 167,913	\$ -	\$ 167,913	\$ 72,956	\$ 94,957	\$ -	\$ -	\$ 167,913	\$ -	\$ -	
3561	Concourse B West Expansion	115,248,000	450,020	-	450,020	-	450,020	-	-	450,020	-	-	
3696	Conveyor and Building Changes for Inline Baggage Screening	262,333,000	86,352,854	-	86,352,854	17,898,945	46,181,875	14,163,581	8,108,453	21,588,214	64,764,641	-	
3697	Concourse C/D Rehabilitation	66,656,000	8,887,751	2,437,000	11,324,751	2,576,776	4,603,150	3,775,067	369,758	11,324,751	-	-	
3720	Airport AOA Security Cameras	5,966,081	81	-	81	81	-	-	-	81	-	-	
	Concourse Modifications for Airbus A-380	9,244,000	4,770,575	120,000	4,890,575	392,324	4,014,674	483,577	-	4,890,575	-	-	
3748	International Arrivals Building (IAB) Exp.	145,221,197	1,993,494	-	1,993,494	718,784	943,031	331,679	-	-	-	-	1,993,494
3865	Gates A27-A31 (B27-B31) Sterile Corridor Restoration	1,135,806	54,861	-	54,861	-	54,861	-	-	54,861	-	-	
3914	Historic ATCT Exterior Preservation Phase 1B	6,773,000	6,065,852	-	6,065,852	800,921	3,890,646	1,374,285	-	6,065,852	-	-	
3915	Main Terminal Commissioning Phase 2	5,183,000	2,487,378	-	2,487,378	1,280,340	1,207,038	-	-	2,487,378	-	-	
3918	Unmanned Exit Doors at Bag Claim Level	347,769	18,690	-	18,690	18,690	-	-	-	18,690	-	-	
3919	Cargo Bldg. Rehabilitation - Phase 1	3,643,000	1,182,920	-	1,182,920	584,190	598,730	-	-	1,182,920	-	-	
10230	Cargo Building Rehabilitation - Phase 1 and 2	3,292,000	2,931,224	-	2,931,224	77,019	2,854,205	-	-	2,931,224	-	-	
	AIRFIELD FACILITIES												
10270	Fourth Runway & Associated Taxiways	242,241,138	541,196	-	541,196	191,735	349,461	-	-	541,196	-	-	
10279	Concourse B Apron Paving	3,695,000	725,000	-	725,000	-	725,000	-	-	725,000	-	-	
3635	Airfield Pavement Panel Replacement	61,898,000	988,157	-	988,157	85,000	903,157	-	-	988,157	-	-	
10292	Cargo Building 7 Apron (GA Parking)	7,800,000	700,000	7,100,000	7,800,000	99,960	2,445,434	5,254,606	-	7,800,000	-	-	
3781	Future Runway 1C-19C&Future Taxiways W&W1	44,849,858	4,555	-	4,555	-	-	-	4,555	4,555	-	-	
3838	Fourth Runway Maintenance Equipment	10,834,000	785,179	-	785,179	-	785,179	-	-	785,179	-	-	
10089	Proposed Taxiways Improvements (Hangar Facility)	5,855,269	1,671,533	-	1,671,533	351,255	1,320,278	-	-	1,671,533	-	-	
10090	Airfield Pavement Panel Replacement	22,823,000	13,249,590	5,905,000	19,154,590	2,560,316	14,535,872	2,058,403	-	19,154,590	-	-	
10221	Hydrant Fuel Line Improvements	5,354,000	5,328,831	-	5,328,831	307,332	4,056,125	965,374	-	5,328,831	-	-	
NEW	Hydrant Fueling Cathodic Protection System (Concourse A/B)	600,000	-	600,000	600,000	-	157,400	442,600	-	600,000	-	-	
	PARKING FACILITIES												
10091	Public Parking Rev Control Sys Replacement	11,915,000	6,915,493	4,915,000	11,830,493	65,491	5,915,246	5,849,756	-	11,830,493	-	-	
	UTILITY SYSTEMS												
3536	Utility Systems Planning & Programming	469,000	109,119	-	109,119	-	57,000	52,119	-	109,119	-	-	
3655	Special System - Tie-ins and Upgrades	19,332,000	828,775	-	828,775	-	828,775	-	-	828,775	-	-	
3726	Jet Fuel Pipeline - Fuel Settling Tank Farm	82,257,457	771,162	-	771,162	446,635	324,528	-	-	771,162	-	-	
3795	Domestic Water Pump System Renovation	651,112	10,662	-	10,662	10,662	-	-	-	10,662	-	-	
3841	Maintenance Equipment Storage Building	8,166,650	5,563,417	-	5,563,417	2,689,328	2,874,089	-	-	5,563,417	-	-	
3920	High Temperature Hot Water Gen. Replacement	13,174,895	7,980,973	-	7,980,973	2,078,588	5,902,385	-	-	7,980,973	-	-	
3921	Comprehensive Electrical Utility Critical Rehabilitation - Phase 1	5,204,000	3,420,324	-	3,420,324	1,123,910	1,106,432	1,189,982	-	3,420,324	-	-	
4851	Radio Program Upgrades	15,454,000	573,714	-	573,714	-	-	-	573,714	573,714	-	-	
10092	Domestic Water Distribution System Integration	763,000	160,011	-	160,011	160,011	-	-	-	160,011	-	-	
10248	Access Control & Alarm Monitoring System Integration	1,473,000	1,468,112	-	1,468,112	15,000	218,538	1,234,574	-	1,468,112	-	-	
10222	Dedicated Fire System Surge Prevention	1,100,000	1,092,141	-	1,092,141	108,785	905,689	77,667	-	1,092,141	-	-	

Capital Construction Program

2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

DULLES INTERNATIONAL AIRPORT

PROJ/ NUM	DESCRIPTION	TOTAL BUDGET AUTHORIZATION*	CARRYOVER BALANCES	2014 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2014 NEW PROGRAM AUTHORIZATION	ESTIMATED OCT-DEC 2013	EXPENDITURES			FUNDING SOURCE**		
							2014	2015	2016	BONDS	GRANTS	PFCs
	OTHER											
3537	Other Planning & Programming	15,180,000	565,325	-	565,325	125,817	439,508	-	-	565,325	-	-
3582	Comprehensive Airport Security System Study	18,708,000	2,748,975	-	2,748,975	590,843	1,529,037	-	-	2,748,975	-	-
3657	Site Development for Commercial Hangars	99,549,000	674,710	-	674,710	-	-	629,095	674,710	674,710	-	-
3659	Asbestos Removal-Beyond Stages I & II	203,407	68,425	-	68,425	-	68,425	-	-	68,425	-	-
3660	Contaminated Soils Rem/Disposal Beyond Stages I&II	1,363,633	12,417	-	12,417	-	12,417	-	-	12,417	-	-
3752	Access Control & Monitoring Sys, CCTV and Video Monitoring Sys	9,509,000	2,853,674	-	2,853,674	62,667	785,125	2,005,882	-	2,853,674	-	-
3753	Geographical Information System	4,071,380	252,685	-	252,685	2,685	-	250,000	-	252,685	-	-
3797	Contribution to Dulles Metrorail	233,041,165	233,041,165	-	233,041,165	-	5,000,000	18,000,000	210,041,165	-	-	233,041,165
3922	Next Generation Public Safety Communications System	16,443,000	15,975,403	-	15,975,403	75,933	7,359,079	6,987,603	1,552,787	15,975,403	-	-
3923	Color Digital Orthophotography	1,041,000	715,664	-	715,664	223,232	111,615	380,817	-	715,664	-	-
3924	Special Systems	4,581,000	1,563,241	-	1,563,241	932,965	630,276	-	-	1,563,241	-	-
4673	Compliance	2,928,373	116,348	-	116,348	-	-	116,348	-	116,348	-	-
4884	Permanent Sign System	10,417,000	828,313	-	828,313	-	-	828,313	-	828,313	-	-
10093	Other Planning & Programming	3,000,000	2,432,554	-	2,432,554	97,315	1,842,556	492,683	-	2,432,554	-	-
10094	Environ. Asses. for Western Airport Support Zone & Gen. Av.	1,328,000	1,328,000	-	1,328,000	30,000	870,000	428,000	-	1,328,000	-	-
10229	Police Range and Training Facility	6,000,000	5,981,359	-	5,981,359	-	667,240	4,366,246	947,873	2,481,359	3,500,000	-
	TOTAL DULLES INTERNATIONAL AIRPORT	\$ 2,142,600,688	\$437,409,815	\$ 21,077,000	\$458,486,815	\$36,856,491	\$127,619,051	\$72,412,966	\$221,598,307	\$ 154,646,319	\$ 68,805,837	\$235,034,659
	TOTAL DULLES INTERNATIONAL AIRPORT EXCLUDING DULLES METRO RAIL CONTRIBUTION	\$ 1,909,559,523	\$204,368,650	\$ 21,077,000	\$225,445,650	\$36,856,491	\$122,619,051	\$54,412,966	\$11,557,142	\$ 154,646,319	\$ 68,805,837	\$ 1,993,494
	CAPITALIZED INTEREST	\$ -	\$ 16,702,523	\$ -	\$ 16,702,523	\$ -	\$ 9,470,851	\$ 5,695,521	\$ 1,536,151	\$ 16,702,523	\$ -	\$ -
	TOTAL CAPITAL CONSTRUCTION PROGRAM EXCLUDING DULLES METRO RAIL	\$ 2,328,943,299	\$364,869,459	\$ 44,424,000	\$409,293,459	\$50,770,278	\$199,193,236	\$125,485,091	\$ 33,844,853	\$ 285,925,128	\$ 117,733,437	\$ 5,634,894

* Total Budget Authorization - includes Closed-out, Reprogramming and 2014 New Authorization

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



CAPITAL CONSTRUCTION PROGRAM

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

RONALD REAGAN WASHINGTON NATIONAL AIRPORT

Roads

Route 233 and South Bound GWMP Ramp Bridges Rehabilitation, \$750,000. This project will rehabilitate two fifty-year-old bridges over the George Washington Memorial Parkway – one on Route 233 and one on the airport exit to the southbound Parkway – will receive new wearing surfaces on decks and approaches, and will have sidewalks and railings improved. An abandoned ramp into the airport near Hangar 7 will be converted to an emergency-only entrance.

Buildings

3015 Public Safety Communication Center, \$24,510,000. This project includes a study, design, and construction of an expanded consolidated communications center at Reagan National. The center, located on the first floor of Hangar 5, will be expanded and reconfigured to include fire and police positions for both Reagan National and Dulles International's operations. Additional space for radio equipment and personnel will also be provided. Building-wide rehabilitations of aged Hangar 5 utility systems such as plumbing, electrical and HVAC are also planned. Included are relocation of existing radio control consoles, 911 software supplements, integration of the AeroTrain emergency monitoring systems and upgrade of telephone switches.

3172 Restroom Modifications and Upgrades, \$6,258,000. This project includes the modification and upgrade of restrooms in the Airport terminal.

3183 River Rescue Support Facility, \$2,864,000. The project consists of designing and constructing a new River Rescue Facility to protect the emergency boats and to provide space for equipment storage. The new facility will be used by the River Rescue Team who provides emergency response to situations on the Potomac River adjacent to the Airport.

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

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



4458 Terminal A Building Rehabilitation, \$54,932,000. This project includes planning, design and construction authorization to address rehabilitation and capacity improvements needed at the “Banjo” concourse, the concourse and lobby connection including an expansion of the security checkpoint to accommodate TSA’s AIT devices, curb and curbside check-in, ticket lobbies, outbound and inbound baggage makeup systems, other public and non-public areas that are related/enabling projects, and optical fiber cable. The project also includes planning and preliminary engineering efforts for the long-term rehabilitation and partial reconstruction of Terminal A.

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

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

10231 Terminal A Long-Term Re-Development Program-Phase 1, \$1,080,378. This project will fund Phase 1, consisting of project planning, programming and schematic design, will establish an overall redevelopment vision/program, allow for the selection of the re-development design architect, establish an overall schematic design frame-work, and produce design and construction drawings for the first phase effort, envisioned to include a permanent baggage claim hall for the public, the relocation of administrative space to allow the expansion of public areas, and the creation of a lower-level public curb for taxi loading and dispatch. The long-term will complement the on-going near-term rehabilitation.

10238 Hangar 6 Roof Replacement, \$1,607,000. This project will replace the upper and lower roofs of Hangar 6 will be designed and constructed. Installation will include a new roof membrane, insulation, and drain bodies. Since approximately 2010, Hangar 6 has gained long-term tenants who have made significant investments in interior renovations.

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

Airfield

3104 Runway 1/19 Safety Area Improvements and Hold Apron Modification, \$43,261,685. Design and construct improvements necessary to mitigate FAA-identified, RSA deficiencies for Runway 1/19. Currently, the dimensions of the RSA at Reagan National do not meet the FAA design criteria and the Airport is operating under a waiver.



The RSA is an area surrounding the runway that is prepared for or suitable for reducing the risk of injury to passengers or damage to aircraft should an aircraft happen to depart from the runway in the event of an undershoot, overshoot, or excursion from the runway boundary for any other reason. The RSA includes all pavements, shoulders, turf, blast pads, and stopways as applicable. The project also includes enhancements to the Runway 1 hold apron and infrastructure.

3105 Environmental Impact Statement (EIS) – Crosswind Runways Safety Area (RSAs), \$1,912,701. This project will prepare an EIS for the RSAs of Runways 4/22 and 15/33 by conducting a study in accordance with the National Environmental Protection Act and FAA guidelines.

3132 Runway Overlays and Taxiway Rehabilitation, \$49,775,614. Various sections of the runway and taxiways require asphalt resurfacing. This project consists of installing four inches of asphalt mill and overlay and associated pavement markings on the 6,869 foot runway 1-19, the 4,911 foot runway 4-22, and the 5,204 foot runway 15-33. Preliminary design results on the initial phase of the project indicate that additional rehabilitation will be required on the runway and taxiway. The 37 percent increase in estimated costs is due to a rise in the price of asphalt.

3133 Noise Monitoring System, \$937,000. The project replaces and/or upgrades the current noise monitoring equipment at Reagan National and Dulles International to provide a long-term commitment for monitoring aircraft noise from Reagan National and Dulles International flight operations.

3222 Runway 15-33 and 4-22 RSA Improvements, \$72,660,000. This project will provide funding for the design, construction, and environmental mitigation for the required safety area improvements for crosswind Runways 4-22 and 15-33. Work is to be complete by December 31, 2015 as required by Congress.

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

Taxiway And Taxilane Resurfacing Program, \$11,505,000. Funds for design and construction for the rehabilitation of portions of the taxiway network located in front of the terminal apron.

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.



Utility Systems

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

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

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

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

Other

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

3087 Enterprise Resource Program (ERP), \$28,495,323. An Airports Authority-wide Enterprise Resource Planning System will provide a comprehensive, integrated system encompassing core administration functional areas. The project will link business processes, integrate data, and share data information across applications.

3107 Geographical Information System (GIS), \$4,327,983. Design and implement the GIS for both Reagan National and Dulles International. Implementation involves refining system requirements; defining system interfaces with existing Airports Authority systems; procuring GIS software, hardware, and database management tools; and preparing data for conversion to the GIS system and for the upcoming Enterprise Resource Planning system.



3225 Color Digital Orthophotography, \$1,041,000. An orthophoto is an aerial photograph planimetrically corrected. As a result, the digital photo has spatial accuracy (uniform scale and true geometry) that support GIS functions.

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

4177 Asbestos Removal, \$6,900,716. When asbestos is identified, an abatement contract is awarded for its removal, drawing on this funding allocation.

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



WASHINGTON DULLES INTERNATIONAL AIRPORT

Buildings

3559 Security Mezzanine and Main Terminal AeroTrain Station, Package 6 (includes Haul Road), \$524,283,497.

This project will provide the funds for design and construction of the security mezzanines and Main Terminal AeroTrain Station. Also included is the renovation of the South Finger/Tower Area, which will provide improved connections between the Z-Gates, Walkback Tunnel, and the AeroTrain. This project has received multiple budget increments over the years as scope definition related to security, life safety requirements and project phasing changes have developed. Additional funding needs address construction and commissioning of the station as well as known time delay exposure.

3561 Concourse B West Expansion, \$115,248,000. This project will provide for a westward extension and the completion of existing Concourse B.

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

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

3720 Airport AOA Security Cameras, \$5,966,081. This project will provide for the design and installation of the surveillance system. Security cameras on doors leading to the AOA to provide increased surveillance and control of the secure areas are needed.

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

3748 International Arrivals Building (IAB) Expansion, \$145,221,197. This project involves the planning, design and construction of an addition to the IAB. This project will provide additional square footage to the queuing area in the immigration lobby, increase the number of passport control booths to comply with current Customs and Border Patrol processing requirements and regulations, and construct new claim devices with a presentation length to assure optimum baggage holding capacity. The project does not include a sterile tunnel from Concourse B to the IAB or modifications to Concourse B.



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

3914 Historic ATCT Exterior Preservation – Phase 1B, \$6,773,000. This project includes the design and construction of exterior repairs on the Airport Traffic Control tower at the Main Terminal. The scope includes replacing the roofs, restoring the original system of exterior panels, cleaning the concrete tower shaft, and repairing or replacing the windows and metal fascia that have been destroyed or deteriorated.

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

3918 Unmanned Exit Doors at Bag Claim Level, MT Passenger Automatic Security Revolving Doors, \$347,769. Procure and install five automatic security revolving doors in the 3 Main Terminal Exit points: 2 each in the East and West exits, and 1 in the South Finger.

3919 Cargo Building Rehabilitation – Phase 1, \$3,643,000. Multi-phase project rehabilitates Cargo Buildings 1, 2, 3 & 4. Scope includes life safety requirements, deteriorated roofing and canopies.

10230 Cargo Building Rehabilitation – Phases 1 and 2, \$3,292,000. 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.

Airfield

3570 Fourth Runway and Associated Taxiways, \$242,241,138. Aircraft operations have been approaching the nominal capacity of the Dulles International airfield system, and further growth will cause increasing delays in aircraft departures. The addition of a new runway will alleviate airfield congestion and accommodate traffic growth. This project provides for the design and construction of a fourth Dulles International runway. The project also will include a taxiway parallel to the runway as well as taxiway connections to the existing runway/taxiway system. The runway is equipped with an instrument landing system and associated lighting systems.

3629 Concourse B Apron Paving, \$3,695,000. This project provides for apron paving associated with the completion of the Concourse B West Extension and the mobile lounge road.



3635 Airfield Pavement Panel Replacement, \$61,898,000. This project will reconstruct airfield panels which have deteriorated, replacing them with new pavement of higher aircraft load-carrying capability. A priority of pavement panels to be repaired or replaced will be set annually.

3781 Future Runway 1C-19C and Future Taxiways W and W1, \$44,849,858. This project provides for the planning and design of the reconstruction of future Runway 1C/19C (currently 1L/19R) and the construction of new Taxiways W and W1. The project includes the reconstruction of the runway at 11,500 feet long by 150 feet wide with 10 feet wide shoulders. It also includes the construction of Taxiways W and W1, which are 3,400 feet long by 75 feet wide with 35 feet wide shoulders. The taxiways will connect Runway 1L/19R to future Runway 1C/19C. Portions of this project are deferred.

3838 Fourth Runway Maintenance Equipment, \$10,834,000. This project provides for the purchase of heavy snow removal and grounds maintenance equipment associated with the increased maintenance requirements related to the new fourth runway.

10089 Proposed Taxiways Improvement (Hangar Facility), \$5,855,269. Water, gas and data trunk lines will be extended to the leasehold from the nearest points of adequate capacity. The extensions will be sized to include other, future tenants in on nearby, vacant parcels which are proposed in the Dulles Master Plan for eventual development.

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

10292 Cargo Building 7 Apron (General Aviation Parking), \$7,800,000. Approximately four acres of pavement will be designed and constructed for wide body aircraft parking at the site of future Cargo Building 7. This project will be used in the interim for overflow general aviation parking.

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

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



Parking

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

Utility Systems

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

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

3726 Jet Fuel Pipeline – Fuel Settling Tank Farm, \$82,257,457. To accommodate the extension of a jet fuel pipeline to the Airport to increase the supply and storage of jet fuel, planning, design and construction of on-airport facilities are required.

3795 Domestic Water Pump System Renovation, \$651,112. In order to adequately meet water demands and fire protection requirements for the North Area Facilities at Dulles International, the pressure capability and system operability will be upgraded.

3841 Maintenance Equipment Storage Building (Snow Barn), \$8,166,650. This project will provide the design of a shelter and associated driving surface for the parking and storage of equipment used in the removal and disposal of snow from the airfield facilities at Washington Dulles International. The first phase consists of construction of a 165' x 500' metal clad single story building spanning the equipment storage area with an apron adjacent to the building and circulation road.

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

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



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

10092 Domestic Water Distribution System Integration, \$763,000. The North Domestic Water System (NDWS) and South Domestic Water System (SDWS) will be interconnected at several key points in the midfield area. As a result, there will be improved system reliability to reduce potential service interruptions. Additionally, interconnecting these two systems will improve water pressure and quality to customers, enhance fire protection, and improve pressure surge control. Reducing pressure transients will in turn reduce strain and wear on the water lines and valves.

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

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

Other

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

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

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

3659 Asbestos Removal - Beyond Stages I and II, \$203,407. Asbestos is known to exist throughout Dulles International's facilities constructed prior to 1976. When asbestos is identified by the asbestos consultant, an abatement contract will be awarded for its removal. Portions of this project are deferred.



3660 Contaminated Soils Removal/Disposal – Beyond Stages I & II, \$1,363,633. When a contractor encounters soil suspected of being contaminated, samples will be taken and analyzed. If contamination is found, the general procedure is to dispose of the soil at a state-permitted treatment facility or accomplish on-site remediation. Portions of this project are deferred.

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

3753 Geographical Information System (GIS), \$4,071,380. This project provides funding for the GIS for both Dulles International and Reagan National including refining system requirements, defining system interfaces with existing Airports Authority systems (such as CMMS, CADD archival, Propworks, Electronic Document Management, and Public Safety’s Computer Aided Dispatch system); procuring GIS software, hardware, and database management tools; preparing data for conversion to the GIS system and for the upcoming Enterprise Resource Planning system.

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

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

3923 Color Digital Orthophotography, \$1,041,000. An orthophoto is an aerial photograph planimetrically corrected. As a result, the digital photo has spatial accuracy (uniform scale and true geometry) that support GIS functions.

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

4673 Contaminated Soils Removal/Disposal and Environmental Compliance, \$2,928,373. When a contractor encounters soil suspected of being contaminated, samples will be taken and analyzed. If contamination is



found, the general procedure is to dispose of the soil at a state permitted treatment facility or accomplish on-site remediation. The project also addresses any remedial environmental compliance action required.

4884 Permanent Sign System, \$10,417,000. Wayfinding to the new facilities will be improved by replacing the existing sign system to list for new destinations and to account for the increasing complexity of the Airport. Signage within the Main Terminal and Tiers will also be changed to reflect improvements to the passenger boarding facilities.

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

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

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



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DULLES CORRIDOR OPERATIONS

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

DULLES TOLL ROAD

Transfer History

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

Dulles Toll Road Flow of Funds

As a part of this transaction and as stipulated in the Dulles Toll Road Permit and Operating Agreement, the Airports Authority has established segregated accounts, management and operational functions, where appropriate, for the operations of the Toll Road. This segregation of operational functions, as well as the asset management and improvement responsibilities and contract obligations, require that the Airports Authority budget appropriate and expend funds in a specified manner. Specifically, all toll revenues shall be budgeted and used solely to pay, in the following order of priority, (i) Operations and Maintenance (O&M) Fund requirements (including the O&M account, O&M reserve account and emergency O&M reserve account); (ii) Extraordinary Maintenance and Repair Reserve Account requirements; (iii) debt service and debt service reserve fund requirements, including other amounts payable under any Toll Road financing documents (including, without limitation, swaps, letter of credit reimbursement agreements and standby bond purchase agreements, commercial paper or any other similar products or any scheduled TIFIA debt), together with deposits to federal tax law rebate funds and any reasonable cash reserves or escrow accounts in respect thereof; (iv) all deposits in respect of the Renewal and Replacement Program and costs of the renewal and replacement work incurred during such year not funded from the renewal and replacement reserves; (v) Dulles Corridor Enterprise Reserve and Toll Rate Stabilization Fund; (vi) all costs and expenses of constructing any road and highway capital improvements (other than the Dulles Toll Road) required to be paid during such year not paid from proceeds of Toll Revenue Bonds; (vii) capital costs of the Dulles Corridor Metrorail Project then due and payable and not otherwise paid or reasonably expected to be paid from proceeds of the Toll Revenue Bonds; (viii) Latent Defects Reserve Fund, including the funding of a reasonable cash reserve in an amount not to exceed \$10 million plus any accrued interest earnings thereon for costs associated with remedying any latent defects related thereto, all



in accordance with the Washington Metropolitan Area Transit Authority (WMATA) Agreement; (ix) eligible costs and expenses for transit operations within the Dulles Corridor; and (x) all remaining Toll Revenues shall be paid to the Commonwealth for allocation by the Commonwealth Transportation Board (CTB) for transportation programs and projects that are reasonably related to or benefit the users of the Toll Road. The Dulles Toll Road Operation and Maintenance Budget will be prepared and funds are allocated for performing all toll collection (cash and electronic toll collection), administrative service, customer service, violation enforcement public safety and incident management activities. For major asset repair and rehabilitation for the Toll Road, a Renewal and Replacement Program was established to fund various projects necessary to keep the toll operation in proper maintenance and operational condition. A Capital Improvement Program was established for major construction projects, including the Metrorail extension and other corridor improvements.

Dulles Toll Road Description

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

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

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

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



The Smart Tag system is installed in all toll collection lanes, seven of which are dedicated Smart Tag only lanes. The equipment is interoperable with the E-ZPass system used by surrounding states for ETC. Toll revenues will be used to pay all operations and maintenance expenses of the Toll Road and to fund the various reserve and debt service funds.

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

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

DULLES CORRIDOR METRORAIL PROJECT

Overview

Dulles Corridor Metrorail Project

Progress on the Metrorail Project continues with construction nearing completion along the 11.7 mile alignment of Phase 1 of the Metrorail Project from the East Falls Church Metrorail Station through Tysons Corner to Wiehle Avenue on the eastern edge of Reston. All five of the Phase 1 stations are under construction four in Tysons Corner and the Wiehle Avenue Station. Phase 1 of the Metrorail Project is expected to be substantially complete in 2013 in preparation for the Washington Metropolitan Area Transit Authority (WMATA) to begin acceptance testing. WMATA will announce the revenue service date, the date the rail line begins carrying passengers. Opening is expected in early 2014.

Preliminary engineering for Phase 2 of the Metrorail Project is 100% complete. Phase 2 of the Metrorail Project is 11.4 miles and consists of six stations and runs from Wiehle Avenue through Dulles International and into Ashburn in eastern Loudoun County. A design-build contract was awarded in May 2013 and notice to proceed was issued in July. Geological testing, survey and design work, as well as drilling at utility location is now underway in the median of the Dulles Airport Access Highway and along parts of the Dulles Greenway. The estimated construction completion period is 60 months with targeted completion in July 2018.

Phase 1

The Airports Authority is constructing an extension of the WMATA Metrorail system from West Falls Church station through Tysons Corner to Wiehle Avenue (Phase 1) and through Dulles International to Route 772



in Loudoun (Phase 2). Included in Phase 1 is the procurement of 64 railcars. The total project cost of Phase 1 is currently estimated to be \$2.906 billion, including the cost of roadway-related improvements being constructed concurrently with the Project. This current project cost includes the addition of \$150 million provided in Resolution No. 12.17 Amending the 2012 Budget for the Dulles Corridor Enterprise Fund. Phase 1 received a commitment of \$900 million in New Starts funding from the Federal Transit Administration (FTA). Fairfax County will provide a fixed contribution of \$400 million for Phase 1 which will subsequently be adjusted to cover their full-funding obligation on a percentage of total cost of both Phases. The Commonwealth (Commonwealth) provided \$51.7 million in Virginia Transportation Act (VTA) 2000 revenues from 2004-2007, an additional \$125 million of Commonwealth Transportation Board (CTB) Bonds, and \$75 million of other Commonwealth funds/Surface Transportation Program (STP) funds toward the cost of Phase 1. The remaining Phase 1 project costs is 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 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.

The Metropolitan Washington Airports Authority Board has approved a resolution ratifying a Memorandum of Agreement that will ensure the continuation of the Dulles Rail Project extension to Loudoun County. The Memorandum of Agreement is a multi-party agreement that outlines federal, the Commonwealth, and Loudoun and Fairfax Counties’ fiscal responsibilities. Additionally, the Commonwealth has provided \$150 million which is being used to pay interest expense and debt service in order to mitigate toll increases. The Commonwealth has also pledged an additional \$300 million to fund capital costs. The revised budget authorization for Phase 2 of the Metrorail Project, including contingency, is \$2.8 billion. Approximately \$315 million is excluded for project elements that may be developed by Loudoun and Fairfax Counties.

Using full and open competition, the Airports Authority selected five teams to proceed to the final major step of the competitive procurement process to design and build the rail line, stations and systems for Phase 2 of the Metrorail Project. Included are new stations at Reston Town Center, Herndon Innovation Center, Dulles International, Route 606, and Route 772. Additional procurement process steps included the submission of a technical plan and pricing. The award was made to the offeror submitting an acceptable technical proposal and lowest price with the award in May 2013. Notice to proceed was issued in July 2013. The procurement process is underway for construction of the rail yard and maintenance facility for WMATA at Dulles International. The completion of construction for Phase 2 is anticipated for mid-2018. Future budget adjustment may be necessary to further align the budget to reflect the final determination of project elements to be developed by Loudoun and Fairfax Counties.

Staffing is proposed to increase by three positions to support the Metrorail Project Office for Phase 2. Detailed position descriptions are included in the Airports Authority’s staffing section of the 2014 Budget.

Other Dulles Corridor Capital Improvements

The new authorization for capital improvements related to the Dulles Corridor Toll Road is \$2.3 million.



2014 DULLES CORRIDOR OPERATING REVENUES AND INTEREST INCOME

Table 4-1	Budget 2013	Budget 2014	Dollar Change	Percent Change
Electronic Toll Collection	\$ 88,776,000	\$ 116,071,800	\$ 27,295,800	30.7%
Cash Toll Revenue	38,047,000	32,738,200	(5,308,800)	(14.0%)
Violations Fee Collection	719,000	785,000	66,000	9.2%
Total Operating Revenues	\$ 127,542,000	\$ 149,595,000	\$ 22,053,000	17.3%
Interest Income	\$ 122,000	\$ 136,000	\$ 14,000	11.5%

2014 DULLES CORRIDOR OPERATION AND MAINTENANCE PROGRAM

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

Table 4-2	Budget 2013	Budget 2014	Dollar Change	Percent Change
Operating Expenses	\$ 28,245,000	\$ 28,168,818	\$ (76,182)	(0.3%)
Debt Service	60,509,000	45,634,000	(14,875,000)	(24.6%)
Total O&M Program	\$ 88,754,000	\$ 73,802,818	\$ (14,951,182)	(16.8%)

- The 2014 Budget for the Dulles Corridor Enterprise Fund includes the Dulles Toll Road, the Dulles Corridor Metrorail Project, and other Corridor improvements. The Dulles Corridor Enterprise Fund Budget was prepared after review of expected toll collections, operating expenses, and capital requirements. Effective October 1, 2009, all operations related to the Dulles 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.



STATEMENT OF OPERATIONS

Table 4-3 (dollars in thousands)	Budget 2013	Budget 2014	Dollar Change	Percent Change
OPERATING REVENUES				
Electronic Toll Collection (ETC) Toll Revenue	\$ 88,776	\$ 116,072	\$ 27,296	30.7%
Cash Toll Revenue	38,047	32,738	(5,309)	(14.0%)
SUBTOTAL TOLL REVENUE	\$ 126,823	\$ 148,810	\$ 21,987	17.3%
Violations Fee Collections	719	785	66	9.2%
SUBTOTAL OTHER INCOME	719	785	66	9.2%
TOTAL OPERATING REVENUES	\$ 127,542	\$ 149,595	\$ 22,053	17.3%
OPERATING EXPENSES				
Personnel Compensation	\$ 2,264	\$ 2,183	\$ (81)	(3.6%)
Employee Benefits	1,005	953	(52)	(5.2%)
Travel	9	9	-	0.0%
Lease and Rental Payments	30	10	(20)	(66.7%)
Utilities	210	210	-	0.0%
Information Technology and Telecommunications	24	10	(14)	(58.3%)
Services	17,090	17,866	776	4.5%
Supplies, Materials, and Fuels	828	712	(116)	(14.0%)
Insurance and Risk Management	1,100	800	(300)	(27.3%)
Noncapital Equipment	21	26	5	21.4%
Capital Equipment	210	90	(120)	(57.1%)
Noncapital Facility Projects	-	-	-	0.0%
Capital Facility Projects	-	-	-	0.0%
Allocated Costs	5,454	5,300	(154)	(2.8%)
TOTAL OPERATING EXPENSES	\$ 28,245	\$ 28,169	\$ (76)	(0.3%)
NET OPERATING INCOME	\$ 99,297	\$ 121,426	\$ 22,129	22.3%
NONOPERATING REVENUE				
Interest Income	\$ 122	\$ 136	\$ 14	11.6%
TOTAL NONOPERATING REVENUE	\$ 122	\$ 136	\$ 14	11.6%
NONOPERATING EXPENSES				
Renewal and Replacement Program	\$ 2,285	\$ 1,425	\$ (860)	(37.6%)
Corridor Capital Improvements (Transportation Management Program)	-	-	-	0.0%
Metrorail Capital Projects & Latent Defects	-	-	-	0.0%
Eligible Transit Operating Costs	-	-	-	0.0%
SUBTOTAL NONOPERATING EXPENSES	\$ 2,285	\$ 1,425	\$ (860)	(37.6%)
DEBT SERVICE				
Debt Service (Principal/Interest)/Reserve ¹	\$ 60,509	\$ 45,634	\$ (14,875)	(24.6%)
TOTAL DEBT SERVICE	\$ 60,509	\$ 45,634	\$ (14,875)	(24.6%)
RESERVE CONTRIBUTIONS				
Emergency Operations and Maintenance Reserve ²	\$ -	\$ -	-	0.0%
Renewal and Replacement Reserve	-	-	-	0.0%
Corridor Capital Improvements Reserve	36,625	22,076	(14,549)	(39.7%)
Eligible Transit Operating Costs Reserve	-	-	-	0.0%
WMATA Latent Defects Reserve ³	-	-	-	0.0%
DCE Reserve and Toll Rate Stabilization Fund	-	52,427	52,427	0.0%
TOTAL RESERVE CONTRIBUTIONS	\$ 36,625	\$ 74,503	\$ 37,878	103.4%
REMAINING TOLL RD REVENUE FUND	\$ -	\$ -	\$ -	0.0%

¹ The debt service estimate for 2014 includes an allowance for approximately \$446 million of DTR revenue bonds that may be issued. The Airports Authority may also obtain a federal loan under the Transportation Infrastructure Finance and Innovation Act (TIFIA) program, but it is expected that no interest would be payable on that loan during construction of the Dulles Corridor Metrorail Project. The debt service estimates for 2013 and 2014 are net of the annual direct federal subsidy on existing Build America Bonds (BABs). The actual debt service for 2013 is net of \$10 million of state funding used to pay interest on existing debt service and the debt service estimate for 2014 is net of \$30 million of the Commonwealth of Virginia funding.

² The Emergency Operations and Maintenance Reserve is funded monthly on an as needed basis in order to maintain a balance equal to not more than \$1 million. (Fully Funded)

³ The Airports Authority is required to fund \$15 million. \$5 million was added to the 2009 Budget, \$3 million was included in the 2010 Budget, and \$7 million in 2011. (Fully Funded)



DULLES TOLL ROAD

Operating Expenses*

Table 4-4	2013	2014	Difference
Personnel Compensation and Benefits	\$ 3,269,000	\$ 3,135,863	\$ (133,137)
Other Operating Expenses	24,976,000	25,032,955	56,955
Total Dulles Toll Road Operating Expenses	\$ 28,245,000	\$ 28,168,818	\$ (76,182)

The funding requirement for the Dulles Toll Road’s operating expenses will decrease by \$76.0 thousand in 2014.

Personnel Compensation and Benefits Expenses (\$133,137)

- Personnel compensation decreased \$81 thousand.
- Employee benefits decreased \$52 thousand.

Other Operating Expenses..... \$56,955

- Lease decreased by \$20 thousand to reflect historical spending trends.
- Telecommunications decreased by \$14 thousand to reflect historical spending trends.
- Services increased by \$777 thousand. The most significant increases are for the Electronic Toll Collection-AVI Transaction Fee, Toll Road violation processing, temporary staff, storm water management ponds, and maintenance & repair administration data processing.
- Supplies decreased by \$116 thousand for snow and ice control supplies, non-AOA roads and ground supplies, and for promotional supplies.
- Insurance decreased by \$300 thousand.
- Capital Equipment decreased by \$120 thousand.
- There were no significant changes in the budget for travel, utilities, and non-capital equipment.
- The net increase is due to increases in cost allocation.

* Does not include cost allocation.



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DULLES CORRIDOR RENEWAL AND REPLACEMENT PROGRAM

The Renewal and Replacement Program for the Dulles Toll Road addresses major maintenance requirements including overlays, sound wall repairs, bridge deck replacements, erosion and drainage control, and other maintenance projects. The Renewal and Replacement program is funded from toll road revenue. The estimate for 2014 for the Renewal and Replacement Program new program authorization is \$1.4 million.

Renewal and Replacement Program

\$1,425,000

Table 4-5 (dollars in thousands)	New Authorization
<u>Renewal and Replacement Program</u>	
Bridges, Structures and Canopy Repairs	\$ 350
Guardrail, Traffic Barrier and Fencing Rehabilitation	100
Landscape Maintenance	100
Cameras	50
Other Planning and Programming	75
Utility Survey and Rehabilitation	250
Claim Reserve 2014 Contribution	200
Emergency Snow Removal Reserve 2014 Contribution	300
Total Dulles Corridor Renewal and Replacement Program	\$ 1,425



RENEWAL AND REPLACEMENT PROGRAM

PROJ NUM.	DESCRIPTION	TOTAL BUDGET AUTHORIZATION	CARRYOVER BALANCES	2014 NEW PROGRAM AUTHORIZATION	CARRY-OVER BALANCES & 2014 NEW PROGRAM AUTHORIZATION	EXPENDITURES 2014	2015-2018 PLAN - EXPENDITURES						
							2015	2016	2017	2018			
5001	BRIDGE AND STRUCTURAL REHABILITATION												
5024	Bridges, Structures and Canopy Repairs	\$ 1,575,000	\$ 56,628	\$ 350,000	\$ 406,628	\$ 2,000,000	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -
5025	Erosion Repairs	1,361,000	678,203	-	678,203	1,078,203	778,203	100,000	100,000	100,000	100,000	100,000	100,000
10007	Federal Highways Bridge Inspection	100,000	21,000	-	21,000	200,000	100,000	-	-	-	-	-	-
	Betterment-Beulah Road Bridge	700,000	700,000	-	700,000	-	-	-	-	-	-	-	-
	Subtotal Bridge and Structural Restoration	3,736,000	1,455,831	350,000	1,805,831	3,278,203	1,878,203	100,000	100,000	1,200,000	100,000	100,000	100,000
5004	SOUND WALL REPAIR												
	Repair of Sound Walls	550,000	437,859	-	437,859	200,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	Subtotal Sound Wall Repair	550,000	437,859	-	437,859	200,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
5005	ROADWAY AND PAVEMENT REHABILITATION												
	Dulles Toll Road Pavement Repairs	2,000,000	772,126	-	772,126	2,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
	Subtotal Pavement Repairs	2,000,000	772,126	-	772,126	2,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
5006	ROADSIDE												
5007	Guardrail, Traffic Barrier and Fencing Rehabilitation	1,000,000	584,260	100,000	684,260	-	-	-	-	-	-	-	-
	Attenuator Rehabilitation	250,000	774	-	774	-	-	-	-	-	-	-	-
	Subtotal Roadside	1,250,000	585,034	100,000	685,034	-	-	-	-	-	-	-	-
5008	SIGNING AND LIGHTING												
5009	Authority Identification Signage	150,000	150,000	-	150,000	-	-	-	-	-	-	-	-
5010	Roadway Sign Replacement and Rehabilitation	900,000	516,383	-	516,383	800,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
5011	Street/Plaza Lighting Rehabilitation	310,000	284,809	-	284,809	284,809	70,000	70,000	70,000	70,000	70,000	70,000	70,000
	Sign Lighting	315,000	249,813	-	249,813	400,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Subtotal Signing and Lighting	1,675,000	1,201,005	-	1,201,005	1,480,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000
5012	ROADWAY MAINTENANCE												
	Landscape Maintenance	510,000	200,492	100,000	300,492	800,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
	Subtotal Roadway Maintenance	510,000	200,492	100,000	300,492	800,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
5014	TECHNOLOGY												
10213	Communications/Data	360,000	241,313	-	241,313	200,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
10188	Cameras	100,000	100,000	50,000	150,000	-	-	-	-	-	-	-	-
	Herndon Monroe Toll Revenue Collection System	282,000	282,000	-	282,000	-	-	-	-	-	-	-	-
	Subtotal Technology	742,000	623,313	50,000	673,313	200,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
5015	OPERATIONAL STUDIES												
5016	Corridor Safety Study	200,000	200,000	-	200,000	180,000	-	-	-	-	-	-	-
5017	Revenue Collection Security Study	145,576	145,576	-	145,576	200,000	-	-	-	-	-	-	-
5018	Bridge/Structural Management System Program	210,000	103,100	-	103,100	120,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
	Other Planning and Programming	350,000	313,630	75,000	388,630	400,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	Subtotal Operational Studies	905,576	762,306	75,000	837,306	400,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
5019	ADMIN BUILDING/TOLL BOOTHS												
5026	Electrical Admin Bldg. Generator	950,000	309,539	-	309,539	-	-	-	-	-	-	-	-
5020	Code Compliance - Electrical Room	400,000	157,530	-	157,530	-	-	-	-	-	-	-	-
5027	HVAC	700,000	196,763	-	196,763	-	-	-	-	-	-	-	-
5021	Main Plaza Revenue Collection Tunnel Assessment	100,000	56,370	-	56,370	200,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	Structural Repair and Rehabilitation	500,000	330,033	-	330,033	200,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	Subtotal Admin Building	2,650,000	1,050,235	-	1,050,235	200,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
5022	UTILITIES												
5028	Utility Survey and Rehabilitation	800,000	230,224	250,000	480,224	550,000	250,000	100,000	100,000	100,000	100,000	100,000	100,000
	Right of Way Mapping	100,000	100,000	-	100,000	-	-	-	-	-	-	-	-
	Subtotal Utilities	900,000	330,224	250,000	580,224	550,000	250,000	100,000	100,000	100,000	100,000	100,000	100,000
10171	OTHER												
10172	Claim Reserve 2014 Contribution	1,300,000	1,300,000	200,000	1,500,000	1,500,000	-	-	-	-	-	-	-
	Emergency Snow Removal Reserve 2014 Contribution	1,200,000	1,200,000	300,000	1,500,000	1,500,000	-	-	-	-	-	-	-
	Subtotal Other	2,500,000	2,500,000	500,000	3,000,000	3,000,000	-	-	-	-	-	-	-
	Total Dulles Corridor	\$ 17,418,576	\$ 9,918,425	\$ 1,425,000	\$ 11,343,425	\$ 12,108,203	\$ 3,403,203	\$ 1,535,000	\$ 2,635,000	\$ 4,535,000	\$ 2,635,000	\$ 4,535,000	\$ 4,535,000



The **Renewal and Replacement Program** for the Dulles Toll Road addresses major maintenance requirements including pavement overlays, sound wall repairs, bridge deck replacements, erosion and drainage control, and other routine maintenance projects. The Renewal and Replacement program is funded from toll road revenue. The 2014 Renewal and Replacement Program authorization is \$1.4 million.

Bridge and Structural Rehabilitation

5001 Bridges, Structures and Canopy Repairs, \$1,925,000. The Dulles Toll Road has a total of 39 structures that are maintained and classified as bridges, as well as, 11 culverts, 22 plazas with associated structural canopies and 27,456 feet of retaining walls. Bridges and structures are inspected on a scheduled basis (every two years) and are assigned a rating signifying the conditions of the structure. Canopy structures are generally inspected each year during the annual asset inspection. This project will provide for the repair of various structural components: bridge substructure concrete repair, bridge deck repair and resurfacing, and backwall, culvert repair and railing repair, replacement and/or repair of armored joints on the bridges as well as associated canopy structure and roof repair.

5024 Erosion Repairs, \$1,361,000. 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.

5025 Federal Highways Bridge Inspection, \$100,000. 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.

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

Sound Wall Repair

5004 Repair of Sound Walls, \$550,000. This project will provide for miscellaneous repair of sound walls to ensure the stability and to extend the life of the sound walls. Due to weathering, age and traffic damage, sections of the sound walls throughout the corridor will be in need of minor repairs during the year to include panel repair for spalling, chipping, exposed steel and other damage, deteriorated or missing acoustic material, post repair and replacement, and aesthetic/cosmetic repairs for concrete, wood and steel sound walls.

Roadway and Pavement Rehabilitation

5005 Dulles Toll Road Pavement Repairs, \$2,000,000. This project will provide for repairs of mainline, entrance/exit ramps, plaza approach, auxiliary lane pavements that do not meet roughness requirements after



the resurfacing or exhibit failure due to poor pavement conditions and potholes. This work consists of small sections of pavement repairs along the Dulles Toll Road and plaza ramps which could include sub-base repair, milling and resurfacing operations, temporary and permanent striping and specialty symbol striping (HOV, E-ZPass etc). Traffic maintenance will be a significant item of work.

Roadside

5006 Guardrail, Traffic Barriers and Fencing Rehabilitation, \$1,100,000. Various guardrails, cable fencings and traffic barriers as well as those items as required and identified by VDOT Safety Orders will be replaced or added. Right of way fencing may be added/modified to remove hazards or increase security.

5007 Attenuator Rehabilitation, \$250,000. Many of the attenuators, delineators/candle stick separators at the toll booths and plazas may not be 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.

Signing and Lighting

5008 Airports Authority Identification Signage, \$150,000. Immediate signage changes such as at the Administration Building will be required to convey to the public the agency responsible for the overall management and operation of the Dulles Toll Road. Other sign changes will include logos present on equipment and vehicles and other VDOT-designated signage throughout the corridor.

5009 Roadway Sign Replacement and Rehabilitation, \$900,000. 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.

5010 Street/Plaza Lighting Rehabilitation, \$310,000. Light poles, will be replaced with higher intensity lighting commonly used at decision points (merging zones, exits, toll areas, etc.) in order to increase the driver's awareness of these decision areas.

5011 Sign Lighting, \$315,000. Lights for overhead signs periodically need to be relamped. Additionally, higher intensity lighting is required to be used at decision points to increase the driver's awareness of these decision areas and increase safety.



Roadway Maintenance

5012 Landscape Maintenance, \$610,000. 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.

Technology

5014 Communications/Data, \$360,000. This project will maintain and/or replace the tunnel telephone equipment, fiber optic lines, landing phones, traffic cameras, weather station, road sensors, which are all primarily based at the Main Line Toll plaza.

10213 Cameras, \$150,000. Cameras will be replaced and added as needed at the Dulles Toll Road Administration Building and at the toll plazas. Pan zoom tilt cameras will enhance security around the Administration Building. At the toll plazas, cameras will be used to enhance the Vehicle Enforcement System (VES) to capture clear images of license plates as supporting evidence when presented in court. New cameras will be utilized to monitor roadway traffic to provide for a more efficient and safe travel.

10188 Herndon Monroe Toll Revenue collection System, \$282,000. The Airports Authority has identified the need to install the existing DTR Toll Collection System allowing for maximization of toll collection at the Herndon Monroe toll location.

Operational Studies

5015 Corridor Safety Study, \$200,000 The safety elements of the roadway including a review of: guardrail, attenuators, fencing, traffic barriers, edge drop offs, curbs, shoulders, lighting, signage, and clear zones will be studied periodically. The study would identify safety issues and recommend improvements as needed. Additionally, yearly crash data reports will be prepared. The study will not include pavement friction testing.

5016 Revenue Collection Security Study, \$146,000. A security study is recommended to ensure that all money collected is logged and recorded properly. The study would involve auditing the toll transactions and physical observation of the toll collecting activity. The recommendations may result in changes to the toll collection process. This project also includes the purchase of various security related items.

5017 Bridge and Structural Management System, \$210,000. 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.

5018 Other Planning and Programming, \$425,000. These funds are intended for use on studies and preliminary engineering to support coordination with other regional agencies and communities along the corridor. To include traffic monitoring and analysis done in conjunction with Fairfax County or the Metropolitan Washington



Council of Governments as we;; as support for the DTR Rate Increase Public Meetings.. This funding will also support the collection and preparation of Dulles Corridor data and information to be used within the Dulles Corridor and to support adjacent roadway system analysis.

Administration Building/Toll Booths

5019 Administration Building Electrical, \$950,000. This project provides for the design and replacement of the Administration Building generator and building electrical switchgear. This project will also replace the electrical lighting and conduits in the Main Line Toll Plaza tunnel.

5026 Code Compliance – Electrical Room, \$400,000. This project will provide for the design and upgrade of various electrical components in the main electrical room of the Administration Building to conform to existing code requirements.

5020 Administration Building HVAC, \$700,000. This project will replace the heating and cooling units on the Administration Building and in the Telecommunications Room. This project will also rehabilitate the plumbing and sprinkler systems.

5027 Main Plaza Revenue Collection Tunnel Assessment, \$100,000. This project is to provide a full assessment of the Main Plaza tunnel and its associated systems including a structural assessment, water intrusion assessment, and a review of the tunnel systems. The study would identify operational, structural and safety issues and recommend improvements as needed.

5021 Structural and Repair Rehabilitation, \$500,000. The existing Administration Building and toll booths require structural repairs. This project provides for structural and aesthetic upgrades to the buildings. The Toll Booths need temporary repairs to keep them operational until they are replaced or converted to cashless lanes. Repairs to the booths include structural, electrical, mechanical, plumbing, HVAC etc.

Utilities

5022 Utility Survey and Rehabilitation, \$1,050,000. 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, sanitary sewer laterals and septic system locations. The electrical, water and sewer systems will be located using GPS. The condition of each system will be evaluated and any needed repairs will be made.

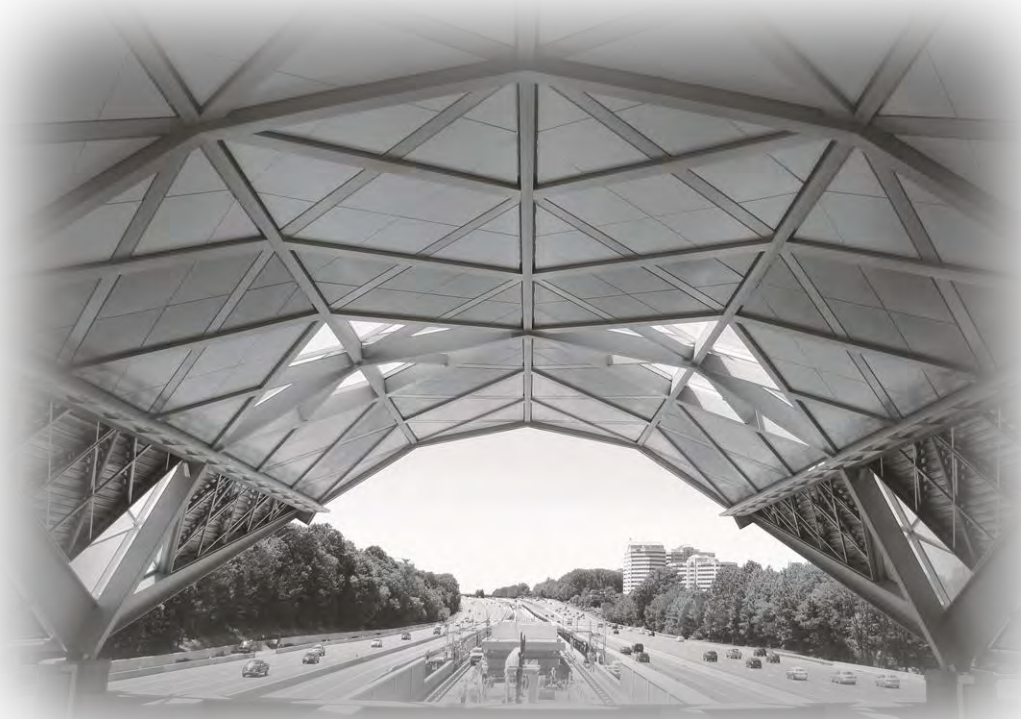
5028 Right of Way Mapping, \$100,000. The limits of maintenance responsibility of the Dulles Toll Road have not been mapped to include VDOT easements obtained separately from the original corridor right of way or other licenses/easements obtained by utility companies. This project provides for a consolidated review of the Airports Authority's right of way of the corridor as well as the existing VDOT right of ways obtained during the expansion of the Dulles Toll Road and utility licenses/easements as they are identified.



Other

10171 Claim Reserve, \$1,500,000. The Airports Authority's risk management program includes a portion for self insurance, including a claims account. An additional \$1.3 million is included in the R&R program as a reserve fund for extraordinary claims.

10172 Emergency Snow, \$1,500,000. This project provides funding for snow removal requirements, excluding personnel related costs, during extraordinary snow events.



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**DULLES CORRIDOR ENTERPRISE
CAPITAL IMPROVEMENT PROGRAM**

The **Dulles Corridor Capital Improvement Program** funds Dulles Corridor Capital Improvements related to the Dulles Toll Road, its ancillary ramps and interchanges, and the Dulles Rail Project. The Capital Improvement Program is funded from bond proceeds, Federal Transit Administration grant, and contributions from Fairfax County and the Commonwealth of Virginia.

2014 Capital Improvement Program

Table 4-6 (dollars in thousands)	New Authorization
<u><i>Dulles Corridor Enterprise - Capital Improvement Program</i></u>	
<u><i>Dulles Corridor Improvements (other than Rail)</i></u>	
Sound Wall Replacement Phase II (Construction)	\$ 1,900
Engineering, NEPA Studies, CM Services	200
Geographic Information System	150
Total Dulles Toll Road	\$ 2,250
Total Dulles Corridor Enterprise	\$ 2,250

Other Dulles Corridor Capital Improvements

The new program authorization for capital improvements related to the Dulles Corridor other than rail is \$2.3 million.

Bonds/Grants/Funding Source **\$2,250,000**

DULLES CORRIDOR ENTERPRISE - CAPITAL IMPROVEMENT PROGRAM

2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

PROJECT DETAIL

PROJ NUM	DESCRIPTION	ORIGINAL TOTAL BUDGET AUTHORIZATION	REVISED TOTAL BUDGET AUTHORIZATION*	PLANNED	CARRYOVER BALANCES	2014 NEW PROGRAM AUTHORIZATION	PLANNED CARRYOVER BALANCES & 2014 NEW PROGRAM AUTHORIZATION	EXPENDITURES										
								2013	2014	2015	2016	2017	2018 & Beyond					
	RAIL																	
	RAIL PHASE1																	
	Guideway and Track Elements	\$ 552,979,500	\$ 614,541,000	\$ -	\$ (620,000)	\$ -	\$ (620,000)	\$ (6,327,000)	\$ 5,707,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Stations, Stops, Terminals, and Intermodals	277,643,500	349,366,000	-	96,986,000	-	96,986,000	95,374,000	1,612,000	-	-	-	-	-	-	-	-	-
	Support Facilities: Yards, Shops, Admin Building	53,040,996	74,058,000	-	52,788,000	-	52,788,000	34,310,000	18,478,000	-	-	-	-	-	-	-	-	-
	Sitework and Special Conditions	275,614,000	261,989,000	-	55,653,000	-	55,653,000	37,452,000	18,201,000	-	-	-	-	-	-	-	-	-
	Systems	255,603,000	304,308,000	-	39,711,000	-	39,711,000	32,304,000	7,407,000	-	-	-	-	-	-	-	-	-
	Right-of-Way (ROW), Land and Existing Improvements	82,148,000	61,899,000	-	5,604,000	-	5,604,000	5,604,000	-	-	-	-	-	-	-	-	-	-
	Vehicles (Rail Cars and Support Vehicles)	163,725,000	194,649,000	-	137,306,000	-	137,306,000	25,639,000	39,084,000	55,833,000	16,750,000	-	-	-	-	-	-	-
	Professional Services	606,215,001	806,893,000	-	87,272,000	-	87,272,000	71,112,000	14,760,000	1,400,000	-	-	-	-	-	-	-	-
	Unallocated Contingency	80,000,000	36,584,000	-	36,584,000	-	36,584,000	12,933,000	23,651,000	-	-	-	-	-	-	-	-	-
	Finance Charges	24,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Escalation	276,517,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Subtotal Project Cost - Phase 1	\$ 2,647,485,997	\$ 2,704,287,000	\$ -	\$ 511,284,000	\$ -	\$ 511,284,000	\$ 308,401,000	\$ 128,900,000	\$ 57,233,000	\$ 16,750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Concurrent Roadway Improvements (Route 7, Spring Hill Road and Emergency Crossover Enhancements. Includes Traction Power Sub Stations TPSS#7 & 9)	\$ -	\$ 201,408,000	\$ -	\$ 101,929,000	\$ -	\$ 101,929,000	\$ 91,917,000	\$ 10,012,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Subtotal Project Cost including Concurrent Roadway Improvements - Phase 1	\$ 2,647,485,997	\$ 2,905,695,000	\$ -	\$ 613,213,000	\$ -	\$ 613,213,000	\$ 400,318,000	\$ 138,912,000	\$ 57,233,000	\$ 16,750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Finance Charges	\$ 509,984,571	\$ 438,084,886	\$ -	\$ 334,953,451	\$ -	\$ 334,953,451	\$ 36,193,686	\$ 75,245,000	\$ 73,804,145	\$ 149,710,620	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other Cost Associated w/DRPT, Comprehensive Agreement & Acquisition Cost	50,000,000	50,000,000	-	18,400,000	-	5,239,055	2,500,000	2,739,055	-	-	-	-	-	-	-	-	-
	Transportation Management Plan (Rail Construction)	-	12,500,000	-	5,239,055	-	15,000,000	-	-	-	-	-	-	-	-	-	-	-
	WMATA Latent Defects Reserve	15,000,000	15,000,000	-	15,000,000	-	15,000,000	-	-	-	-	-	-	-	-	-	-	-
	Total - Phase 1	\$ 3,222,470,568	\$ 3,421,279,886	\$ -	\$ 986,805,506	\$ -	\$ 986,805,506	\$ 439,011,686	\$ 231,896,055	\$ 131,037,145	\$ 166,460,620	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	RAIL PHASE2																	
	Guideway and Track Elements	\$ 1,126,304,000	\$ 408,505,000	\$ -	\$ 408,505,000	\$ -	\$ 408,505,000	\$ 2,625,000	\$ 56,982,000	\$ 107,373,000	\$ 111,967,000	\$ 116,639,000	\$ 12,919,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Stations, Stops, Terminals, and Intermodals	725,194,000	260,732,000	-	260,732,000	-	260,732,000	1,380,000	75,221,000	63,573,000	46,713,000	57,236,000	16,609,000	-	-	-	-	-
	Support Facilities: Yards, Shops, Admin Building	261,690,000	284,581,000	-	284,580,000	-	284,580,000	4,630,000	29,414,000	60,192,000	68,192,000	69,419,000	52,733,000	-	-	-	-	-
	Sitework and Special Conditions	220,702,000	438,253,000	-	438,253,000	-	438,253,000	10,325,000	74,789,000	87,144,000	102,589,000	109,562,000	53,844,000	-	-	-	-	-
	Systems	271,784,000	210,053,000	-	210,053,000	-	210,053,000	695,000	18,337,000	43,512,000	59,254,000	55,442,000	32,813,000	-	-	-	-	-
	Right-of-Way (ROW), Land and Existing Improvements	37,435,000	63,646,000	-	63,646,000	-	63,646,000	7,530,000	9,700,000	15,878,000	16,283,000	13,184,000	1,071,000	-	-	-	-	-
	Vehicles (Rail Cars and Support Vehicles)	228,955,000	213,383,000	-	187,883,000	-	187,883,000	-	16,666,000	17,355,000	45,039,000	40,742,000	68,081,000	-	-	-	-	-
	Professional Services	780,484,000	523,429,000	-	438,020,000	-	438,020,000	66,185,000	65,991,000	71,177,000	75,578,000	78,345,000	80,744,000	-	-	-	-	-
	Unallocated Contingency	178,168,000	375,654,000	-	375,654,000	-	375,654,000	11,697,000	64,272,000	71,571,000	83,959,000	86,443,000	57,712,000	-	-	-	-	-
	Finance Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Escalation (Additional Escalation - Deferred DB Start)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Airport Operations Impacts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total - Phase 2	\$ 3,830,716,000	\$ 2,778,236,000	\$ -	\$ 2,667,326,000	\$ -	\$ 2,667,326,000	\$ 105,067,000	\$ 411,372,000	\$ 537,775,000	\$ 609,574,000	\$ 627,012,000	\$ 376,526,000	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL RAIL	\$ 7,053,186,568	\$ 6,199,515,886	\$ -	\$ 3,654,131,506	\$ -	\$ 3,635,731,506	\$ 544,078,686	\$ 643,268,055	\$ 668,812,145	\$ 776,034,620	\$ 627,012,000	\$ 376,526,000	\$ -	\$ -	\$ -	\$ -	\$ -

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

DULLES CORRIDOR ENTERPRISE - CAPITAL IMPROVEMENT PROGRAM

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PROJECT DETAIL

PROJ NUM	DESCRIPTION	TOTAL BUDGET AUTHORIZATION	PLANNED**	CARRYOVER BALANCES	2014 NEW PROGRAM AUTHORIZATION	PLANNED CARRYOVER BALANCES & 2014 NEW PROGRAM AUTHORIZATION	EXPENDITURES							
							2014	2015	2016	2017	2018-2019			
	DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)*													
	INTERCHANGE IMPROVEMENTS, BRIDGES, AND STRUCTURES													
5050	Dulles Corridor/ I-495 Interchange (Design and Construction)	\$ 52,175,000	\$ -	\$ 1,351,859	\$ -	\$ 1,351,859	\$ -	\$ -	\$ 1,351,859	\$ -	\$ -	\$ -	\$ -	\$ -
5051	Comprehensive Corridor Interchange Study	1,737,000	-	1,432,158	-	1,432,158	-	540,193	-	-	-	-	-	-
5052	Ultimate Interchange Conf. Study (Rte. 657, 28, 7, 674, 828, 602, 7100)	250,000	-	250,000	-	250,000	-	-	-	-	-	-	-	-
5053	Ultimate Interchange Configuration Design	1,250,000	-	1,250,000	-	1,250,000	-	750,000	-	-	-	-	-	-
5054	Ultimate Interchange Configuration Construction	-	9,250,000	-	-	9,250,000	-	-	-	4,250,000	-	-	-	-
	Subtotal Interchange Improvements, Bridges, and Structures	55,412,000	9,250,000	4,284,017	-	13,534,017	1,641,965	1,290,193	5,601,859	5,000,000	-	-	-	-
	MOBILITY AND CAPACITY IMPROVEMENTS													
5053	Route 606 Widening Phase I (Design)	4,000,000	-	3,252,000	-	3,252,000	-	-	-	-	-	-	-	-
5053	Route 606 Widening Phase I (Construction)	20,000,000	-	20,000,000	-	20,000,000	-	-	-	-	-	-	-	-
5054	Hunter Mill Road Widening Study	-	100,000	-	-	100,000	-	-	-	-	-	-	-	100,000
5054	Hunter Mill Road Widening Design	-	800,000	-	-	800,000	-	-	-	-	-	-	-	800,000
5054	Hunter Mill Road Widening Construction	-	4,000,000	-	-	4,000,000	-	-	-	-	-	-	-	4,000,000
5055	FFX Co. Pkwy. - Reston Pkwy. Auxiliary Lane Study	300,000	-	300,000	-	300,000	-	-	-	-	-	-	-	300,000
5055	FFX Co. Pkwy. - Reston Pkwy. Auxiliary Lane Design	800,000	-	800,000	-	800,000	-	-	-	-	-	-	-	800,000
5055	FFX Co. Pkwy. - Reston Pkwy. Auxiliary Lane Construction	3,500,000	-	3,500,000	-	3,500,000	-	-	-	3,500,000	-	-	-	-
5056	Reston Pkwy. - Wiehle Ave. Auxiliary Lane Study	100,000	-	100,000	-	100,000	-	-	-	-	-	-	-	100,000
5056	Reston Pkwy. - Wiehle Ave. Auxiliary Lane Design	700,000	-	700,000	-	700,000	-	-	-	-	-	-	-	700,000
5056	Reston Pkwy. - Wiehle Ave. Auxiliary Lane Construction	3,500,000	-	3,500,000	-	3,500,000	-	-	-	-	-	-	-	3,500,000
5057	Spring Hill Road Study	100,000	-	100,000	-	100,000	-	-	-	-	-	-	-	100,000
NEW	Spring Hill Road Interchange Improvements (Design and Construction)	500,000	-	500,000	-	500,000	-	-	-	-	-	-	-	500,000
5058	Ramp and Ramp Terminal Operations (Study)	500,000	-	3,021	-	3,021	-	-	-	-	-	-	-	3,021
5058	Ramp and Ramp Terminal Operations (Design and Construction)	500,000	-	500,000	-	500,000	-	-	-	-	-	-	-	500,000
	Subtotal Mobility and Capacity Improvements	25,000,000	20,400,000	23,755,021	-	44,155,021	23,755,021	-	1,500,000	7,000,000	-	-	-	11,900,000
	SOUND WALLS													
5059	Sound Wall Improvements	3,700,000	-	3,700,000	-	3,700,000	-	-	-	-	-	-	-	-
5059	Sound Wall Replacement Phase I	7,000,000	-	2,492,254	-	2,492,254	-	-	-	-	-	-	-	-
5060	New Sound Wall Phase I (Construction)	9,300,000	-	9,076,973	-	9,076,973	-	-	-	-	-	-	-	-
	New Sound Walls for Impacted Communities	500,000	10,300,000	-	-	10,300,000	-	-	-	-	-	-	-	-
5061	Sound Wall Replacement Phase II (Design)	500,000	-	500,000	-	500,000	-	-	-	-	-	-	-	-
5061	Sound Wall Replacement Phase II (Construction)	4,500,000	-	4,500,000	1,900,000	6,400,000	-	-	-	-	-	-	-	-
	Subtotal Sound Walls	25,500,000	10,300,000	20,269,227	1,900,000	32,469,227	22,169,227	10,300,000	-	-	-	-	-	-
	PAVEMENT RECONSTRUCTION													
5063	Rehabilitate Toll Road (Study)	200,000	200,000	-	-	200,000	-	-	-	-	-	-	-	200,000
5063	Rehabilitate Toll Road (Design)	500,000	1,000,000	500,000	-	1,500,000	300,000	300,000	300,000	300,000	-	-	-	300,000
5063	Rehabilitate Toll Road (Construction)	15,900,000	7,700,000	13,500,680	-	21,200,680	3,700,680	3,500,000	3,500,000	3,500,000	-	-	-	7,000,000
	Subtotal Pavement Resurfacing	16,600,000	8,900,000	14,000,680	-	22,900,680	4,000,680	3,800,000	3,800,000	3,800,000	-	-	-	7,500,000
	TECHNOLOGY AND TRAFFIC MANAGEMENT													
5065	ITS & TMS Master Plan	300,000	-	300,000	-	300,000	-	-	-	-	-	-	-	-
5065	ITS & TMS Traffic Management Infrastructure (Design and Construction)	5,000,000	-	-	-	-	-	-	-	-	-	-	-	-
5066	Toll Collection System	10,000,000	-	19,915,713	-	19,915,713	-	-	-	-	-	-	-	-
	Subtotal Technology and Traffic Management	15,300,000	-	20,215,713	-	20,215,713	-	-	-	-	-	-	-	-

DULLES CORRIDOR ENTERPRISE - CAPITAL IMPROVEMENT PROGRAM

2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

PROJECT DETAIL

PROJ NUM	DESCRIPTION	TOTAL BUDGET AUTHORIZATION	PLANNED**	CARRYOVER BALANCES	2014 NEW PROGRAM AUTHORIZATION	PLANNED CARRYOVER BALANCES & 2014 NEW PROGRAM AUTHORIZATION	EXPENDITURES					
							2014	2015	2016	2017-2019		
	DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)*											
	TOLL PLAZAS (MAINLANE AND RAMPS)											
5070	Plaza Approach Signing and Channelization (Design)	300,000	-	300,000	-	300,000	300,000	-	-	-	-	-
5070	Plaza Approach Signing and Channelization (Construction)	1,903,000	-	1,903,000	-	1,903,000	1,903,000	-	-	-	-	-
5070	Plaza Approach Signing and Channelization (Study)	-	2,758,000	-	-	2,758,000	-	2,758,000	-	-	-	-
5072	Toll Booth and Cabinet Replacement (Design)	500,000	-	500,000	-	500,000	200,000	-	-	-	-	100,000
5072	Toll Booth and Cabinet Replacement (Construction)	9,267,000	-	9,267,000	-	9,267,000	5,236,000	-	-	-	-	1,000,000
5073	Security Implementation	750,000	-	750,000	-	750,000	750,000	-	-	-	-	750,000
5081	DTR Admin. Bldg. Fire System (Construction)	250,000	-	250,000	-	250,000	70,170	-	-	-	-	-
10174	Main Plaza Revenue Collection Tunnel Rehabilitation	4,625,000	-	4,625,000	-	4,625,000	4,316,998	-	-	-	-	-
	Subtotal Toll Plazas/Booths	17,595,000	3,758,000	13,076,168	-	16,834,168	12,026,168	2,958,000	-	-	-	1,850,000
	SIGNING, LIGHTING, AND ROADWAY APPURTENANCES											
5075	Overhead and Guide Sign (Study)	200,000	-	200,000	-	200,000	200,000	-	-	-	-	-
5075	Overhead and Guide Sign (Design and Construction)	2,000,000	-	2,000,000	-	2,000,000	-	-	-	-	-	-
5076	Sign Structure Replacement	1,000,000	-	1,000,000	-	1,000,000	-	-	-	-	-	-
5077	Guardrails, Barriers, Fencing (Design)	200,000	-	200,000	-	200,000	200,000	-	-	-	-	-
5077	Guardrails, Barriers, Fencing (Construction)	1,800,000	-	1,800,000	-	1,800,000	200,000	-	-	-	-	-
	Subtotal Signing, Lighting, and Roadway Appurtenances	5,200,000	3,000,000	400,000	-	3,400,000	400,000	-	-	-	-	-
	OTHER											
5078	Engineering, NEPA Studies, CM Services	4,958,000	-	4,958,000	-	4,958,000	2,559,340	-	-	-	-	-
5080	Maintenance Storage Yard (Design)	500,000	-	500,000	200,000	500,000	500,000	1,000,000	-	-	-	500,000
5080	Maintenance Storage Yard (Construction)	4,500,000	-	4,500,000	-	4,500,000	341,772	-	-	-	-	341,772
5082	Geographic Information System	346,000	-	346,000	150,000	346,000	172,824	-	-	-	-	-
5084	Backtrack Monitoring System (Study)	200,000	-	200,000	-	200,000	200,000	-	-	-	-	-
5084	Backtrack Monitoring System (Design and Construction)	300,000	-	300,000	-	300,000	300,000	-	-	-	-	-
	Subtotal Other	10,804,000	6,500,000	3,723,936	350,000	10,573,936	3,232,164	1,500,000	5,000,000	-	-	841,772
	TOTAL DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)	\$ 171,411,000	\$ 62,108,000	\$ 99,724,762	\$ 2,250,000	\$ 164,082,762	\$ 87,440,938	\$ 19,848,193	\$ 18,901,859	\$ 15,800,000	\$ 22,091,772	
	TOTAL DULLES CORRIDOR***	\$ 6,370,926,886	\$ 62,108,000	\$ 3,753,856,268	\$ 2,250,000	\$ 3,799,814,268	\$ 1,274,787,679	\$ 688,660,338	\$ 794,936,479	\$ 642,812,000	\$ 398,617,772	

FUND: Bonds - All Bonds and Commercial Paper; FTA - Federal Transit Administration Act of 2000; Commonwealth of Virginia VTA 2000; FC - Fairfax County; DTRC - Dulles Toll Road Cash; DTRB - Dulles Toll Road Bonds

* Corridor Improvements (Other than Rail) include Expenditures 2014-2019

** Planned: Future estimated provided by the Office of Engineering and may not have received Board approval. Estimates are presented for planning purposes

*** Total Dulles Corridor includes the following Expenditures: Rail - 2013-2018 & Beyond and Dulles Corridor Improvements (Other than Rail) - 2014-2019



RAIL PROJECTS

Rail Phase 1 (\$614,541,000); Rail Phase 2 (\$408,505,000)

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 (\$349,366,000); Rail Phase 2 (\$260,732,000)

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 (\$74,058,000); Rail Phase 2 (\$284,581,000)

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 (\$261,989,000); Rail Phase 2 (\$438,253,000)

Sitework and Special Conditions

This section includes anticipated costs for environmental mitigation, roadway modifications, utility modifications and demolitions.

Rail Phase 1 (\$304,308,000); Rail Phase 2 (\$210,053,000)

Systems

This section includes costs for control systems, electrification, communications, revenue collection, and vertical access (escalators and elevators).



Rail Phase 1 (\$61,899,000); Rail Phase 2 (\$63,646,000)

ROW, Land and Existing Improvements

This section includes land, property rights, and relocation costs, if required. Also includes costs associated with services related to these items of work, agency staff oversight and administration, real estate and relocation consultants, legal counsel, court expenses and insurance.

Rail Phase 1 (\$194,649,000); Rail Phase 2 (\$213,383,000)

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 (\$806,893,000); Rail Phase 2 (\$523,429,000)

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 (\$36,584,000); Rail Phase 2 (\$375,654,000)

Unallocated Contingency

This section includes costs for unanticipated events or occurrences that may occur.

Rail Phase 1 (\$201,408,000)

Concurrent Roadway Improvements (Route 7 and Spring Hill Road and emergency crossover enhancements)

Route 7 and Spring Hill Road

The section includes work activities on Route 7 that are beyond what is essential to the functionality of the Project. These activities include boulevard and pedestrian improvements, mid-block crossings, some utility relocations, and street reconfiguration. The Route 7 improvements are consistent with Fairfax County's long-range comprehensive plan, in which Route 7 is redeveloped into a pedestrian-friendly, transit-oriented boulevard. These activities are being done concurrently with the Metrorail Project construction to avoid multiple disruptions of traffic and inconvenience to project stakeholders. The value of this Concurrent Non-Project Activity (CNPA) reflects the cost of utility relocations in Route 7 that are beyond what is essential to the project



and additional streetscape, pedestrian and lighting features beyond VDOT standard practice. The value is based on cost data submitted by DTP derived from their currently proposed and agreed to price.

Emergency Crossover Enhancements

This section includes the planned moveable barriers and select vehicular crossovers on the Access Highway designed to help provide access for fire and rescue vehicles to respond to events in the corridor. This infrastructure solution is being done in lieu of mutual aid agreements that would have assigned emergency response responsibilities to various local jurisdictions. This activity is not essential to the functioning of the Project, but it would improve safety and emergency operations on the Access Highway. It is being done concurrently with construction of the rail guideway to maximize the use of funds and to reduce future impacts and multiple disruptions to Access Highway users. The value of this CNPA is the cost of these improvements and is based on cost data submitted by DTP derived from their currently proposed and agreed to price.

Transportation Management Plan, \$12,500,000. This section includes costs for the Transportation Management Plan (TMP) which comprises a set of strategies that being implemented during the construction of the Dulles Corridor Metrorail Project – Extension to Wiehle Avenue (the Project) to manage or mitigate the congestion effects of construction. The TMP strategies include: (i) Transportation demand management (TDM) programs to promote carpooling, vanpooling, alternative work hours, telecommuting, and parking management; (ii) Traffic operational improvements such as intersection widening, signalization improvements, and re-routing traffic through other intersections; (iii) Incident management strategies including a comprehensive approach to detection/verification of incidents, coordinated response/removal practices and a program to provide motorists with timely and relevant information; (iv) Application of intelligent transportation systems (ITS) technologies relating to advanced traffic management (ATMS) and advanced traveler information (ATIS); and (v) Transit operational improvements.

These strategies will be implemented by VDOT using funding from the Airports Authority and Fairfax County. The total TMP budget is \$25 million, and the Airports Authority is contributing \$12.5 million between 2007 and 2012.

WMATA Latent Defects Reserve, \$15,000,000. The Airports Authority and WMATA have entered into an agreement related to the construction of the Metrorail Extension Phase 1. The parties recognize that, (i) under the Design-Build Contract, the Airports Authority has agreed to limit the Design-Build Contractor's liability to five (5) years after Substantial Completion; (ii) the Design-Build Contract contemplates future work, known as "Allowances" for which the entirety of the WMATA standard warranty provisions are intended to be, but for commercial reasons may not be provided; and (iii) the Design-Build Contract further limits the Design-Build Contractor's liability for indemnity obligations under Section 26.2.4(b) of the Design-Build Contract. WMATA agrees that it is bound by the exclusions and limitations of the Design-Build Contract. Therefore, to mitigate WMATA's risks associated with these provisions the Airports Authority will establish an escrow fund (Escrow) for the benefit of WMATA that is to be used exclusively (1) to pay the capital costs of correcting any latent defects discovered after the expiration of the five-year limitation on the Design-Build Contractor's liability, (2) to pay claims for work performed under any Allowances that would have been covered under WMATA's standard



warranty, had it been provided as part of that contract, and (3) to pay claims for indemnity otherwise extinguished pursuant to Section 26.2.4(b) of the Design-Build Contract. The Airports Authority has agreed to create the Escrow and transfer, by one or more deposits, fifteen million dollars into the Escrow. The Airports Authority has agreed to fully fund the Escrow within thirty six months of transfer of the Toll Road to the Airports Authority.



DULLES CORRIDOR IMPROVEMENTS (other than Rail)

Interchange Improvement, Bridges and Structures Projects

5050 Dulles Corridor/I-495 Interchange (Design and Construction), \$52,175,000. This Capital Improvement Project utilizes the traffic warrants and operational analyses performed during the study phase and provide preliminary design development concurrent with NEPA documentation for additional direct HOV and/or Access Highway flyover connections in addition to those being added by the I-495 HOT Lanes PPP project. This will involve preliminary engineering, and NEPA documentation and project design in advance of selecting a contractor and delivery method for construction of the project(s).

5051 Comprehensive Corridor Interchange (Study), \$1,737,000. This project is to perform a high-level evaluation of all interchanges within the boundaries of the Dulles Toll Road (Rt. 267) corridor. The study will identify the deficiencies with each interchange and develop a prioritized list, allowing for improvements to be targeted on an as needed basis. Particular attention will be given to short-term deficiencies with interchange operation and physical condition. Consideration will also be given to coordination efforts and modifications required by the Dulles Metrorail Project. The issues surrounding the interchanges may show commonality; therefore, suggested improvements may apply to one or all interchanges pending traffic analysis and conditions. Low-cost improvements will be recommended. This effort could involve obtaining recent traffic data and construction plans, performing basic traffic operations analyses, and conducting field visits to observe localized conditions.

5052 Ultimate Interchange Configuration (Study) (Rte. 657, 28, 7, 674, 828, 602, and 7100), \$250,000. This project is to perform an in-depth analysis of those interchanges identified as "high priority" locations in the Comprehensive Corridor Interchange Study. Particular attention will be given to the interchanges at Centreville Road (Rt. 657), Route 28 (Sully Road), Route 7 (Leesburg Pike), Hunter Mill Road (Rt. 674), Wiehle Avenue (Rt. 828), Reston Parkway (Route 602), and Fairfax County Parkway (Route 7100). The study will determine warrants for widened ramps, direct access flyover connections, and/or unique configurations that will optimize interchange efficiency. This will involve obtaining recent traffic data, performing traffic demand and usage analyses, and developing preliminary alignment plans. If warranted, a full interchange justification or modification report may be required (as a separate task).

5052 Ultimate Interchange Configuration (Design and Construction), \$1,250,000 (\$9,250,000-Planned). This project is to develop 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. This will involve preliminary engineering, NEPA documentation, and design in advance of selecting a contractor and delivery method for construction of the project. It is anticipated that one major interchange configuration design will occur every 4 to 5 years.

Mobility and Capacity Improvement Projects

5053 Route 606 Widening, Phase I (Design), \$4,000,000. This Capital Improvement Project utilizes the traffic warrants and operational analyses performed during the study phase to provide preliminary and design



development concurrent with NEPA documentation for the anticipated improvements. This will involve preliminary engineering, and NEPA documentation, and design in advance of selecting a contractor and delivery method for construction of the project.

5053 Route 606 Widening, Phase I (Construction), \$20,000,000. This project encompasses construction activities for the improvements to Route 606. This will involve significant maintenance of traffic operations during construction to maintain access for the multiple tenants along Route 606. Major construction items/activities would include pavement sub-base, pavement, pavement markings, traffic control and signing.

5054 Hunter Mill Road Improvements (Study, Design, and Construction), (\$4,900,000-Planned). This study will assess traffic movements at the intersection of Hunter Mill Road (Rt. 674) and the Dulles Toll Road to determine appropriate safety and capacity improvements. The study area will include Sunset Hills Road north of the DTR and Sunrise Valley Drive (Route 5320) to the south of DTR as well as the on-ramps and off-ramps. The design phase will involve preliminary engineering, NEPA documentation, and design in advance of selecting a contractor and delivery method for construction of the project. This project has two phases of development, short-term and long-term. The short-term improvements will be a series of modest improvements designed to enhance safety, circulation and mobility. The long-term improvements are dependent on future studies which will determine the need and ability to increase the capacity of the interchange.

5055 Fairfax County Parkway Improvements (Study, Design, and Construction), (\$4,600,000-Planned). Project includes short-term and long-term improvements. The short-term improvements include modest lane reassignments to improve safety and traffic circulation at signalized intersections of Fairfax County Parkway and the Dulles Toll Road. The long-term improvements include a study along WB mainline Dulles Toll Road (Rt. 267) between Fairfax County Parkway (Rt. 3000) and Reston Parkway (Rt. 602) to determine the need for an auxiliary lane. The provision of an auxiliary lane would facilitate weaving of entering and exiting traffic between the two locations, primarily during peak traffic flow periods. This will involve obtaining recent traffic data, performing traffic demand warrants, and developing preliminary design plans. 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. This will involve preliminary engineering, NEPA documentation, and design in advance of selecting a contractor and a delivery method for construction of the project.

5056 Reston Parkway Improvements (Study, Design, and Construction), (\$4,300,000-Planned). This project consists of modifications to the intersections of the Reston Parkway and the Dulles Toll Road ramps with right and left turn lane modifications designed to enhance safety, circulation and mobility. The long term improvements will include a study along WB mainline Dulles Toll Road (Rt. 267) between Reston Parkway (Rt. 602) and Wiehle Avenue (Rt. 828) to determine the need for an auxiliary lane. The provision of an auxiliary lane would facilitate weaving of entering and exiting traffic between the two locations, primarily during peak traffic flow periods. This will involve obtaining recent traffic data, performing traffic demand warrants, and developing preliminary design plans. The design will involve preliminary engineering, NEPA documentation, and design in advance of selecting a contractor and a delivery method for construction of the project.



5057 Spring Hill Road (Study), (\$100,000-Planned). This project will perform evaluations of the Spring Hill Road interchange at Dulles Toll Road (Rt. 267). This study will identify deficiencies within the intersection and exit/entrance ramps leading to the Dulles Toll Road and provide short and long-term solutions. This effort could involve obtaining recent traffic data and construction plans, performing basic traffic operations analyses, and conducting field visits to observe localized conditions.

TBD Centerville Road Interchange Improvements, (\$5,000,000-Planned). This study will assess traffic movements at the intersection of Centerville Road and the Dulles Toll Road to determine appropriate safety and capacity improvements. The study area will include Sunset Hills Road north of the DTR and Sunrise Valley Drive (Route 5320) to the south of DTR as well as the on-ramps and off-ramps. The design phase will involve preliminary engineering, NEPA documentation, and design in advance of selecting a contractor and delivery method for construction of the project. This project has two phases of development, short-term and long-term. The short-term improvements will be a series of modest improvements designed to enhance safety, circulation and mobility. The long-term improvements are dependent on future studies which will determine the need and ability to increase the capacity of the interchange.

5058 Ramp and Ramp Terminal Operations (Study, Design, and Construction), \$1,000,000, (\$1,500,000-Planned). This project is to assess the operations of the ramps entering or exiting Dulles Toll Road and the ramp terminals at the surface streets. The study will evaluate the capacity of each entrance/exit ramp with regard to the number of lanes, lane use, acceleration/deceleration lane length, etc. Signal timings and phasing at the ramp termini of diamond interchanges will also be analyzed for optimal intersection performance (i.e., overall intersection delay, approach delay, queue lengths, etc.). It is anticipated that simulation software will be used to determine current performance measures and to evaluate potential improvements (e.g., lane use changes, signal timing/phasing changes, acceleration/deceleration lane extensions, etc.). The project will involve obtaining current traffic data, signal timings and phasing, and geometric characteristics. This may require coordination with VDOT and/or local jurisdictions.

Sound Wall Projects

5059 Sound Wall Improvements, \$3,700,000. This project provides for design and emergency repair of failing sound walls along the Dulles Corridor. Visual inspections have determined that many sections of sound walls are in immediate need of repair to prevent failure. This project would replace panels, add fasteners and connections to support unstable walls and generally shore up sound walls which are severely deteriorated.

5059 Sound Wall Replacement Phase I (Design and Construction), \$7,000,000. This project is for the structural design for those walls and areas that meet the required Federal Highway Administration Noise Wall Guidelines and are designated by the study as candidates for replacement under the Sound Wall Replacement Study. This work will include the design, plans and specifications to let the required work for construction. Design will include aesthetics as well as noise abatement design. The Dulles Toll Road Traffic Noise Model will determine the noise mitigation effectiveness of existing sound walls. Based on the recommendations of the Traffic Noise Model Study, designs will be developed incorporating aesthetics, adjacent communities and modern sound attenuation techniques. This provides an opportunity to use modern noise reduction techniques and provide



improvements to the Dulles Corridor and adjoining neighborhoods. This project will consist of the removal (if necessary) and construction of replacement sound walls for Phase I based on recommendations from the Traffic Noise Model.

5060 New Sound Wall Phase I (Construction) and New Sound Walls for Impacted Communities, \$9,800,000 (\$10,300,000-Planned). This work will include the design, plans and specifications to let the required work for construction. Design will include aesthetics as well as noise abatement design. The Dulles Toll Road Traffic Noise Model will determine the noise mitigation requirements and locations for sound walls. Based on the recommendations of the Traffic Noise Model Study, designs will be developed incorporating aesthetics, adjacent communities and modern sound attenuation techniques. This provides an opportunity to use modern noise reduction techniques and provide improvements to the Dulles Corridor and adjoining neighborhoods.

5061 Sound Wall Replacement Phase II (Design and Construction), \$6,900,000. This project is for the structural design for those walls and areas that meet the required Federal Highway Administration Noise Wall Guidelines and are designated by the study as candidates for replacement under the Sound Wall Replacement Study. This work will include the design, plans and specifications to let the required work for construction. Design will include aesthetics as well as noise abatement design. The Dulles Toll Road Traffic Noise Model will determine the noise mitigation effectiveness of existing sound walls. Based on the recommendations of the Traffic Noise Model Study, designs will be developed incorporating aesthetics, adjacent communities and modern sound attenuation techniques. This provides an opportunity to use modern noise reduction techniques and provide improvements to the Dulles Corridor and adjoining neighborhoods. This project will consist of the removal (if necessary) and construction of replacement sound walls for Phase I based on recommendations from the Traffic Noise Model.

Pavement Reconstruction

5063 Rehabilitate Toll Road, (Study, Design and Construction), \$16,600,000 (\$8,900,000-Planned). This project will provide for the repair and resurfacing of the Dulles Toll Road ramp pavements. Initial surveys have identified areas of pavement that may be distressed below the surface course that will require full depth repair and/or replacement of subgrade materials. This work can usually be phased over multiple years. Traffic maintenance will be a significant item of work. This work is usually confined to night-time operations in the Northern Virginia region. Work needs to be planned with adequate timeframes for shifting traffic and ancillary construction; therefore, the size of projects will be determined by the quantity of work that can be accomplished in a construction season.

Technology and Traffic Management

5065 ITS and TMS Master Plan, \$300,000. This project is to develop an ITS and TMS Master Plan for the Dulles Toll Road (Rt. 267) corridor. Components of the master plan may include incident monitoring cameras and speed detection, road weather information, dynamic message signs, Automated Vehicle Identification and Location (AVI and AVL), and communication feeds to transmit the information to control facilities and informational sources (e.g., dynamic message signs and other traveler information systems). Electronic tolling is



likely to tie into the Master Plan. A more in-depth study will be conducted in the "Toll Collection System" project.

5065 ITS and TMS Traffic Management Infrastructure (Design and Construction), \$0. This project is to design and construct components of an ITS traffic management system for the Dulles Toll Road and the Dulles Corridor. Major construction items/activities will depend on the nature of the work to be completed, as identified in the ITS Master Plan. It is anticipated that the system will include incident monitoring cameras and speed detection, road weather information, dynamic message signs, Automated Vehicle Identification and Location (AVI and AVL), and communication feeds to transmit the information to control facilities and informational sources (e.g., dynamic message signs and other traveler information systems). The dynamic message signs along the corridor would be designed to provide travelers with traffic information, lane closures, toll rates, and contact numbers for emergency and courtesy patrol. It is anticipated the dynamic message signs would be linked with the VDOT Traffic Management Center and will provide a method of conveying traffic conditions to travelers through their active traffic management system. The signs will also be designed so that they could be utilized to convey time-of-day pricing or variable pricing along the corridor. Further development of the infrastructure may occur in future years.

5066 Toll Collection System, \$23,451,911. This work includes the development of design and procurement documents, interfacing with VDOT, design, software, and hardware required for a possible new Automated Revenue Collection System (ARCS), a Maintenance On-Line Monitoring System (MOMS), and an upgraded Violation Enforcement System (VES). The Airports Authority may wish to implement its own Automated Revenue Collection System (ARCS) to replace the existing Transcore system presently on the Dulles Toll Road. Additionally, a MOMS would link the operations of the toll transaction equipment to a central monitoring point so that problems in operation could be quickly identified. Maintenance On-Line Systems allow technicians to monitor the toll system outputs to determine technology issues prior to complete failures that cause lane shut downs. It also provides an active log of the type of equipment and location of equipment that generate the most repair notices. This project would include the software, hardware, communications and integration for a violation enforcement system at the Mainline plaza and ramp plazas. This project would include installation/upgrade of equipment and back office processing.

Toll Plazas (Mainline and Ramps)

5070 Plaza Approach Signing and Channelization (Design), \$300,000. The toll booth areas are a decision making point for the traveling motorist. Clear signage and markings improve the decision process resulting in fewer incidents at the toll booths. For example, this would mean fewer wrong lane choices when an attended booth is desired but the motorist chose an unattended toll lane. This project would study potential improvements to lane striping and configuration, delineation and signing to provide traveling motorists information prior to entering into the toll plaza. This project would also include the design, engineering analysis and recommendations.

5070 Plaza Approach Signing and Channelization Implementation (Construction), \$1,903,000. This project will include the construction elements to implement the improvements noted in the Plaza Approach Signing and



Channelization Study. Plaza approach upgrades may include: striping, channelization markers and delineation, new signage in advance and at the toll plaza. Traffic control will be a major part of this work.

5070 Plaza Optimization/Open Road Tolling (Study), (\$2,758,000-Planned). At the toll plazas (Mainline and ramp) there are a mix of lanes including attended lanes, automated cash machine lanes and electronic toll payment lanes (Smart Tag and E-ZPass Lanes). Currently the total number of Smart Tag users continues to increase, especially since the inception of the E-ZPass with electronic toll payments approaching nearly 60 percent of the total toll transactions. With the increased growth of traffic and customers within the corridor there is a need for increased efficiency and mobility through the Dulles Toll Road Plazas. This study would look at the traffic patterns at the plazas, review the types of transactions, customers and the respective quantity of transactions for each type. Recommendations will be made for an optimal plaza configuration to include the quantity of lane types, location of lane types and equipment and plaza migration plan.

5072 Toll Booth and Cabinet Replacement (Design and Construction), \$9,767,000 (\$1,000,000-Planned). This project is to design and construct the Toll Booth Replacement project. VDOT has shelved a design for the Toll Booth Replacement and this design will update the current VDOT plans and prepare plans for construction. It was noted in the Dulles Toll Road and Dulles Connector Road Asset Assessment Summary Report that the toll booths are now showing their age. Many of the booths were in poor condition. Inspection of the toll booths revealed the only consistent safety issue was the failure of emergency lighting inside the toll booths. The electrical enclosures are rusted due to climate and its proximity to the road. The concrete curb in the outside lane are also failing. Drainage problems were apparent within the interior lanes, exhibiting cracks in the concrete and sediment at low points. Deterioration of the walkways in the toll lanes was present. The deficiencies noted at some of the plazas include loose and/or non-enclosed wiring and separating flashing. It is recommended to replace the existing toll booths with pre-fabricated units, designed to meet the Airports Authority's requirements and provide a unique system identity. This project should be scheduled in coordination with the Toll Plaza Optimization Study to ensure that the appropriate number of booths being replaced corresponds with the overall Plaza Optimization Plan.

5073 Security Implementation, \$750,000. The DTR has the capability of transmitting data via dedicated fiber optic cable. The cable was designed to have excess capability to accommodate video feed to the DTR Control Room from each remote plaza. There are currently no cameras or camera housings wired to the main Administration building. This situation does not provide adequate security for the toll collectors or the funds being collected at these locations. Some of the remote plazas are miles from the Administration building and are located in remote areas. Although there is supervisory staff driving the roadway, the toll collector is alone and can only communicate with the DTR Control room by intercom. This project would augment personal safety and fiscal security at the remote ramp locations.

The project will install multiplexed video feed from the remote locations to the control room at the main administration building. This will enhance the security of the toll collector, the funds being collected, all lane activity and the assets located at the ramp plazas. Multiplexed video also provides the opportunity to do surveillance of the toll collectors while they are performing their routine duties for audit review purposes and criminal activity surveillance.



5081 Dulles Toll Road Administration Building Fire System (Construction), \$250,000. This project will replace the existing water based sprinkler system with an Intergen foam suppression system for the computer/server room at the Administration Building. The computer/server room houses all of the MWAA servers, telephone systems, toll lane equipment and violation data processing equipment. The replacement of the system will prevent damage to the vital computer equipment.

10174 Main Plaza Revenue Collection Tunnel Rehabilitation, \$4,625,000. This project is to provide for the final design and preparation of contract documents for repairs to the Main Plaza tunnel and its associated systems to address structural deterioration, water intrusion, and non-code compliance of the tunnel systems. The design would address operational, structural and safety deficiencies.

Lighting and Roadway Appurtenances

5075 Overhead and Guide Sign (Study), \$200,000. As noted in the Dulles Toll Road and Dulles Connector Road Asset Assessment Summary Report many of the current overhead sign structures have signs that were damaged, have lost reflectivity, and have overhead lighting that is non functional. Many DOTs are currently migrating their overhead signs to a high intensity reflectorized sheeting that does not require the continued use of lighting. As the Airports Authority may be required to update a significant portion of these signs in the near future, a study should be conducted as the cost benefit analysis considering the benefits of high reflectorized sheeting or to upgrade the current overhead sign lighting. This study would provide a recommendation to the Airports Authority on the cost of the various alternatives both short term and long term including capital, utility cost considerations and life cycle costs. This study will further suggest an overall project design and phasing.

5075 Overhead and Guide Sign (Design and Construction), \$248,000 (\$3,000,000-Planned). As noted in the Dulles Toll Road and Dulles Connector Road Asset Assessment Summary Report many of the current overhead sign structures have signs that were damaged, have lost reflectivity and have overhead lighting that is non functional. This project will implement the recommendations as outlined in the Overhead Guide Sign Study regarding the upgrade and replacement of those signs that do not meet the current reflectivity and lighting requirements. Depending on the study, this project will include the construction and implementation of new guide signs and/or lighting and traffic control. This project should be performed in consideration with the Sign Structure Replacement project if possible.

5076 Sign Structure Replacement, \$0. Appendix 7 of the Dulles Toll Road and Dulles Connector Road Asset Assessment Summary Report identified a number of sign structure deficiencies that required correction. Each sign structure on the system has information in Appendix 7 noting the work needed to repair the deficiency. This will ensure that the sign structures are sound and within safety standards.

5077 Guardrails, Barriers, and Fencing (Design and Construction), \$200,000. This project is to implement those recommendations as outlined in the Safety Study. Such safety enhancements may include guardrail, terminal anchor section, and traffic and cable barrier improvements as well as channelization improvements. Additional safety improvements not currently within the corridor may include adding barriers at clear zone hazards,



upgrading existing barriers to current standards, adding barriers in areas where there are high occurrence of incidents or changing the barrier type to decrease maintenance costs. Fencing may be added/modified to remove hazards or increase security.

Other

5078 Engineering, NEPA Studies, \$5,158,000 (\$1,000,000-Planned). This project is to provide 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. Examples of such projects include HOV and HOT Lanes studies, as well other studies that are conducted in joint coordination with other agencies or partners. These studies will aid in developing the Capital Improvement Program, with full detail of designated projects and expenditures assigned to appropriate budget years. The studies will review all aspects of the corridor and provide project cost estimates, scopes, and plans.

5080 Maintenance Storage Yard (Design and Construction), \$1,100,089. This project will be to 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, security fencing and lighting, parking and access.

5082 Geographic Information System, \$496,000. This project includes the implementation of the interface and preparing data for conversion to the GIS system for the upcoming Enterprise Resource Planning system.

5084 Backtrack Monitoring (Design, Study, and Construction), \$500,000 (\$5,500,000-Planned). The Metropolitan Washington Airports Authority (Airports Authority) is responsible for the operation of the Dulles International Airport Access Highway (DIAAH), all roads on the Dulles International Airport property, and the Dulles Toll Road. Over the years the Airports Authority has experienced vehicles traveling on the DIAAH and Dulles Airport roads that were not carrying persons conducting business at Dulles International but rather individuals seeking an alternative parallel route to the Dulles Toll Road and other east-west corridors. This phenomenon has come to be known as "backtracking" and "cut-through" traffic. The Commonwealth of Virginia passed new legislation effective July 1, 2010, which allows for the photo-enforcement of unauthorized use of the DIAAH. This task is intended to develop strategies for addressing this unauthorized use of Airports Authority roads. This task will assess the number of illegal users of Airports Authority roads during the morning and evening peak periods, associated with known backtracking and cut-through routes. Knowing the vehicle volumes by routes will allow the project team and stakeholders to refine the possible violator detection techniques and/or deterrent strategies for resolving the illegal usage, develop detailed cost estimates and toll revenue recovery potential, and to prepare a Project Definition Document (PDD) for the recommended strategy. The project will then design the recommended deterrent strategy and develop construction cost estimates.



APPENDICES

THE APPENDICES SECTION CONSISTS OF THE FOLLOWING:

Cost Allocation Plan

Airports Authority Facts

- Airports Snapshot of Reagan National and Dulles International
- Airlines Serving the Airports
- General Information About Airports
- History of Enplaned Passengers (Charts) for Reagan National and Dulles International
- Airport Activity Charts for Enplanements, Landed Weights, and Aircraft Departures
- Activity Indicators

Airports Authority Staffing

Airports Authority Position Summary

- Consolidated Functions
- Reagan National
- Dulles International
- Public Safety
- Dulles Rail

New Reclassified Positions and Descriptions

Debt Programs

Aviation Debt Program

- Long-Term Debt Management Guidelines
- Airport System Revenue bonds
- Variable Rate Programs
- Passenger Facility Charges
- Future Bonds
- Debt Service Coverage
- Summary of Outstanding Aviation Bonds
- Summary of Bonded Debt Service
- Long-Term Debt Scheduled Airport Revenue Bonds

Dulles Corridor Debt Program

- Dulles Toll Road Revenue Bonds
- Variable Rate Program



- Future Bonds
- Debt Service Coverage
- Annual Debt Service Requirements and Projected Debt Service
- Summary of Outstanding Dulles Toll Road Bonds
- Long-Term Debt Scheduled – Dulles Toll Road Revenue Bonds
- Summary of Bonded Debt Service – Dulles Toll Road



COST ALLOCATION PLAN

Cost Allocation Plan (CAP) from the Aviation to the Dulles Corridor Enterprise Enterprise Fund

The majority of costs related to the Aviation Enterprise Fund and the Dulles Corridor Enterprise Fund are directly charged to the appropriate fund. In certain instances, overhead costs for the Airports Authority are initially paid from the Aviation Enterprise Fund, but are appropriately allocable to the Dulles Corridor Enterprise Fund as costs associated with operation of the Dulles Toll Road, or as costs of the Dulles Corridor Metrorail Project.

The purpose of the CAP is to identify and quantify all indirect and overhead costs appropriately allocable to the Dulles Corridor Enterprise Fund, and to appropriately allocate those costs.

The bases of allocations were determined after interviews with senior level management of the Airports Authority, obtaining an understanding of the Airports Authority's current organizational structure, and review of the chart of accounts and general ledger. The basis of allocations is as best practices, that will ensure compliance with requirements of the Federal Government in instances where allocated costs may ultimately be charged to Federal Grants.

Cost Allocation

The 2014 Aviation Budget includes a reduction of \$9.5 million of overhead and other indirect costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund, but is appropriately allocable to the Dulles Corridor Enterprise Fund as costs associated with the operation of the Dulles Toll Road, or as costs of the Metrorail Project. Of the \$9.5 million, \$5.3 million is budgeted to be allocated to the Dulles Toll Road. The remaining \$4.2 million is budgeted to be allocated as administrative overhead to the Dulles Rail Project.

Table 5-1 (dollars in thousands)	Budget 2014
Aviation Prior to Cost Allocation	\$ 346,690
Cost Allocation - Road	(5,300)
Cost Allocation - Rail (Phases 1 and 2)	(4,244)
Total Aviation	\$ 337,146

The charts on the following pages show the application of cost allocation to all offices. The explanation of the titles is as follows:

- 1 . Dulles Toll Road Direct – Total expenses that directly hit the Dulles Toll Road under an office.
- 2 . Dulles Rail Project Direct – Total expenses that directly hit the Dulles Rail project under an office.
- 3 . Cost Allocation to Dulles Toll Road – Portion of an office's total expenses that are allocated to the Dulles Toll Road.



- 4 . Cost Allocation to the Dulles Rail Project – Portion of an office's total expenses that are allocated to the Rail project.



2014 OPERATING EXPENSES COST ALLOCATION TABLES

Table 5-2
2014 OPERATING EXPENSES COST ALLOCATION - TOTAL

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 110,742	\$ 108,670	\$ 108,670	\$ 2,072	\$ -	\$ -	\$ -	\$ 2,072
Other than Full-time Permanent	2,156	2,156	2,156	-	-	-	-	-
Overtime	6,344	6,299	6,299	45	-	-	-	45
Other - Personnel Compensation	4,627	4,561	(529)	66	-	3,039	2,051	5,156
Personnel Compensation	123,869	121,686	116,597	2,183	-	3,039	2,051	7,273
Health Insurance	20,784	20,339	20,339	445	-	-	-	445
Life Insurance	457	447	447	10	-	-	-	10
Retirement	20,013	19,658	19,658	355	-	-	-	355
Other - Employee Benefits	7,041	6,897	5,086	144	-	1,155	656	1,955
Employee Benefits	48,295	47,341	45,530	954	-	1,155	656	2,765
Total Personnel Expenses	172,165	169,028	162,127	3,137	-	4,194	2,707	10,037
TRAVEL	942	933	895	9	-	19	19	47
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	5,429	5,429	5,429	-	-	-	-	-
Other - Lease and Rental Payments	183	173	171	10	-	1	1	12
Total Lease and Rental Payments	5,612	5,602	5,600	10	-	1	1	12
UTILITIES								
Electricity	20,301	20,101	20,070	200	-	11	20	231
Natural Gas	3,513	3,513	3,513	-	-	-	-	-
Water	1,570	1,565	1,565	5	-	-	-	5
Sewerage	2,130	2,125	2,125	5	-	-	-	5
Total Utilities	27,514	27,304	27,274	210	-	11	20	241
TELECOMMUNICATIONS	1,671	1,661	1,412	10	-	178	71	259
45025 AVIATION DRIVE	1,065	1,065	1,065	-	-	-	-	-
DULLES EAST BUILDING	(1,214)	(1,214)	(1,214)	-	-	-	-	-
SERVICES								
Custodial Services	22,394	22,288	22,288	106	-	-	-	106
Contractual Services	105,210	87,450	85,240	17,760	-	839	1,371	19,970
Total Services	127,604	109,738	107,528	17,866	-	839	1,371	20,076
SUPPLIES, MATERIALS AND FUELS								
Fuels	3,971	3,760	3,760	211	-	-	-	211
Supplies and Materials	15,798	15,297	15,213	501	-	44	40	585
Total Supplies, Materials and Fuels	19,769	19,057	18,973	712	-	44	40	796
INSURANCE AND RISK MANAGEMENT	9,584	8,784	8,784	800	-	-	-	800
NONCAPITAL EQUIPMENT	2,076	2,050	2,020	26	-	14	16	56
NONCAPITAL FACILITY PROJECTS	958	958	958	-	-	-	-	-
CAPITAL EQUIPMENT	1,177	1,087	1,087	90	-	-	-	90
CAPITAL FACILITY PROJECTS	638	638	638	-	-	-	-	-
TOTAL OPERATING EXPENSES	\$ 369,560	\$ 346,691	\$ 337,144	\$ 22,869	\$ -	\$ 5,300	\$ 4,244	\$ 32,414



Table 5-2.1
2014 OPERATING EXPENSES COST ALLOCATION - TOTAL CONSOLIDATED FUNCTIONS

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 35,763	\$ 35,763	\$ 35,763	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	1,026	1,026	1,025	-	-	-	-	-
Overtime	540	540	540	-	-	-	-	-
Other - Personnel Compensation	591	591	(2,638)	-	-	990	1,633	2,623
Personnel Compensation	37,921	37,921	34,691	-	-	990	1,633	2,623
Health Insurance	3,531	3,531	3,531	-	-	-	-	-
Life Insurance	81	81	82	-	-	-	-	-
Retirement	5,593	5,593	5,593	-	-	-	-	-
Other - Employee Benefits	1,061	1,061	203	-	-	328	530	858
Employee Benefits	10,268	10,268	9,410	-	-	328	530	858
Total Personnel Expenses	48,187	48,187	44,101	-	-	1,318	2,163	3,481
TRAVEL	683	683	654	-	-	11	18	29
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	5,429	5,429	5,429	-	-	-	-	-
Other - Lease and Rental Payments	44	44	42	-	-	1	1	2
Total Lease and Rental Payments	5,473	5,473	5,471	-	-	1	1	2
UTILITIES								
Electricity	1	1	1	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	1	1	1	-	-	-	-	-
TELECOMMUNICATIONS	1,671	1,661	1,412	10	-	178	71	259
45025 AVIATION DRIVE	1,065	1,065	1,065	-	-	-	-	-
DULLES EAST BUILDING	(1,214)	(1,214)	(1,214)	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	28,962	28,557	26,727	405	-	670	1,160	2,235
Total Services	28,962	28,557	26,727	405	-	670	1,160	2,235
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	2,523	2,523	2,475	-	-	21	26	48
Total Supplies, Materials and Fuels	2,523	2,523	2,475	-	-	21	26	48
INSURANCE AND RISK MANAGEMENT	9,584	8,784	8,784	800	-	-	-	800
NONCAPITAL EQUIPMENT	1,378	1,378	1,352	-	-	11	15	26
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	1	1	-	-	-	1	-	1
TOTAL CF OPERATING EXPENSES	\$ 97,708	\$ 96,493	\$ 90,828	\$ 1,215		\$ 2,210	\$ 3,455	\$ 6,880



Table 5-2.2
2014 OPERATING EXPENSES COST ALLOCATION - TOTAL DCA

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 28,184	\$ 28,184	\$ 28,184	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	363	363	363	-	-	-	-	-
Overtime	1,882	1,882	1,882	-	-	-	-	-
Other - Personnel Compensation	1,249	1,249	1,218	-	-	11	20	31
Personnel Compensation	31,679	31,679	31,648	-	-	11	20	31
Health Insurance	6,335	6,335	6,335	-	-	-	-	-
Life Insurance	137	137	137	-	-	-	-	-
Retirement	4,899	4,899	4,899	-	-	-	-	-
Other - Employee Benefits	2,198	2,198	2,185	-	-	5	8	13
Employee Benefits	13,569	13,569	13,556	-	-	5	8	13
Total Personnel Expenses	45,248	45,248	45,204	-	-	16	28	44
TRAVEL	88	88	88	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	29	29	29	-	-	-	-	-
Total Lease and Rental Payments	29	29	29	-	-	-	-	-
UTILITIES								
Electricity	6,015	6,015	5,984	-	-	11	20	31
Natural Gas	1,081	1,081	1,081	-	-	-	-	-
Water	918	918	918	-	-	-	-	-
Sewerage	1,036	1,036	1,036	-	-	-	-	-
Total Utilities	9,050	9,050	9,019	-	-	11	20	31
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	7,175	7,175	7,175	-	-	-	-	-
Contractual Services	13,672	13,672	13,546	-	-	45	81	126
Total Services	20,847	20,847	20,721	-	-	45	81	126
SUPPLIES, MATERIALS AND FUELS								
Fuels	808	808	752	-	-	-	-	-
Supplies and Materials	3,645	3,645	3,641	-	-	1	3	4
Total Supplies, Materials and Fuels	4,397	4,397	4,393	-	-	1	3	4
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	273	273	273	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	957	957	957	-	-	-	-	-
CAPITAL EQUIPMENT	1,061	1,061	1,061	-	-	-	-	-
CAPITAL FACILITY PROJECTS	635	635	635	-	-	-	-	-
TOTAL DCA OPERATING EXPENSES	\$ 82,583	\$ 82,583	\$ 82,378	\$ -	\$ -	\$ 74	\$ 131	\$ 205



Table 5-2.3
2014 OPERATING EXPENSES COST ALLOCATION - TOTAL IAD

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 44,723	\$ 44,723	\$ 44,723	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	768	768	768	-	-	-	-	-
Overtime	3,877	3,877	3,877	-	-	-	-	-
Other - Personnel Compensation	2,455	2,455	890	-	-	1,471	94	1,565
Personnel Compensation	51,823	51,823	50,258	-	-	1,471	94	1,565
Health Insurance	10,473	10,473	10,473	-	-	-	-	-
Life Insurance	228	228	228	-	-	-	-	-
Retirement	9,165	9,165	9,165	-	-	-	-	-
Other - Employee Benefits	3,353	3,353	2,698	-	-	620	35	655
Employee Benefits	23,219	23,219	22,564	-	-	620	35	655
Total Personnel Expenses	75,042	75,042	72,822	-	-	2,091	129	2,220
TRAVEL	157	157	153	-	-	4	-	4
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	100	100	100	-	-	-	-	-
Total Lease and Rental Payments	100	100	100	-	-	-	-	-
UTILITIES								
Electricity	14,085	14,085	14,085	-	-	-	-	-
Natural Gas	2,432	2,432	2,432	-	-	-	-	-
Water	648	648	648	-	-	-	-	-
Sewerage	1,089	1,089	1,089	-	-	-	-	-
Total Utilities	18,254	18,254	18,254	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	15,113	15,113	15,113	-	-	-	-	-
Contractual Services	45,026	45,012	44,968	14	-	38	6	58
Total Services	60,139	60,125	60,081	14	-	38	6	58
SUPPLIES, MATERIALS AND FUELS								
Fuels	3,008	3,008	3,008	-	-	-	-	-
Supplies and Materials	9,223	9,110	9,097	113	-	10	3	126
Total Supplies, Materials and Fuels	12,231	12,118	12,105	113	-	10	3	126
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	398	398	396	-	-	2	-	2
NONCAPITAL FACILITY PROJECTS	1	1	1	-	-	-	-	-
CAPITAL EQUIPMENT	26	26	26	-	-	-	-	-
CAPITAL FACILITY PROJECTS	3	3	3	-	-	-	-	-
TOTAL IAD OPERATING EXPENSES	\$ 166,347	\$ 166,220	\$ 163,938	\$ 127	\$ -	\$ 2,144	\$ 138	\$ 2,409



Table 5-2.4
2014 OPERATING EXPENSES COST ALLOCATION - DCE

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,072	\$ -	\$ -	\$ 2,072	\$ -	\$ -	\$ -	\$ 2,072
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	45	-	-	45	-	-	-	45
Other - Personnel Compensation	5,156	-	(5,089)	66	-	3,039	2,051	5,156
Personnel Compensation	7,273	-	(5,089)	2,183	-	3,039	2,051	7,273
Health Insurance	445	-	-	445	-	-	-	445
Life Insurance	10	-	-	10	-	-	-	10
Retirement	355	-	-	355	-	-	-	355
Other - Employee Benefits	1,955	-	(1,811)	144	-	1,155	656	1,955
Employee Benefits	2,765	-	(1,811)	954	-	1,155	656	2,765
Total Personnel Expenses	10,037	-	(6,900)	3,137	-	4,194	2,707	10,037
TRAVEL	47	-	(38)	9	-	19	19	47
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	12	-	(2)	10	-	1	1	12
Total Lease and Rental Payments	12	-	(2)	10	-	1	1	12
UTILITIES								
Electricity	231	-	(31)	200	-	11	20	231
Natural Gas	-	-	-	-	-	-	-	-
Water	5	-	-	5	-	-	-	5
Sewerage	5	-	-	5	-	-	-	5
Total Utilities	241	-	(31)	210	-	11	20	241
TELECOMMUNICATIONS	259	-	(249)	10	-	178	71	259
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	106	-	-	106	-	-	-	106
Contractual Services	19,970	-	(2,210)	17,760	-	839	1,371	19,970
Total Services	20,076	-	(2,210)	17,866	-	839	1,371	20,076
SUPPLIES, MATERIALS AND FUELS								
Fuels	211	-	-	211	-	-	-	211
Supplies and Materials	585	-	(84)	501	-	44	40	585
Total Supplies, Materials and Fuels	796	-	(84)	712	-	44	40	796
INSURANCE AND RISK MANAGEMENT	800	-	-	800	-	-	-	800
NONCAPITAL EQUIPMENT	56	-	(30)	26	-	14	16	56
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	90	-	-	90	-	-	-	90
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL DCE OPERATING EXPENSES	\$ 32,414	\$ -	\$ (9,544)	\$ 22,869		\$ 5,300	\$ 4,244	\$ 32,414



Table 5-2.5
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF BOARD & CEO

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,029	\$ 2,029	\$ 2,029	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	3	3	3	-	-	-	-	-
Overtime	1	1	1	-	-	-	-	-
Other - Personnel Compensation	107	107	(440)	-	-	242	305	547
Personnel Compensation	2,140	2,140	1,593	-	-	242	305	547
Health Insurance	166	166	166	-	-	-	-	-
Life Insurance	4	4	4	-	-	-	-	-
Retirement	345	345	345	-	-	-	-	-
Other - Employee Benefits	62	62	(83)	-	-	63	82	145
Employee Benefits	577	577	432	-	-	63	82	145
Total Personnel Expenses	2,717	2,717	2,023	-	-	305	387	692
TRAVEL	176	176	173	-	-	2	1	3
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	697	697	489	-	-	84	124	208
Total Services	697	697	489	-	-	84	124	208
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	42	42	28	-	-	6	8	14
Total Supplies, Materials and Fuels	42	42	28	-	-	6	8	14
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	13	13	13	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL BOARD & CEO OPERATING EXPENSES	\$ 3,643	\$ 3,643	\$ 2,726	\$ -	\$ -	\$ 397	\$ 520	\$ 917



Table 5-2.6
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF LEGAL

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 1,169	\$ 1,169	\$ 1,169	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	1	1	1	-	-	-	-	-
Other - Personnel Compensation	6	6	(204)	-	-	-	210	210
Personnel Compensation	1,176	1,176	966	-	-	-	210	210
Health Insurance	97	97	97	-	-	-	-	-
Life Insurance	2	2	2	-	-	-	-	-
Retirement	157	157	157	-	-	-	-	-
Other - Employee Benefits	38	38	(17)	-	-	-	55	55
Employee Benefits	294	294	239	-	-	-	55	55
Total Personnel Expenses	1,470	1,470	1,204	-	-	-	265	265
TRAVEL	13	13	12	-	-	-	1	1
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	1,004	994	905	10	-	-	89	99
Total Services	1,004	994	905	10	-	-	89	99
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	15	15	13	-	-	-	2	2
Total Supplies, Materials and Fuels	15	15	13	-	-	-	2	2
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	2	2	2	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL LEGAL OPERATING EXPENSE	\$ 2,504	\$ 2,494	\$ 2,135	\$ 10	\$ -	\$ -	\$ 357	\$ 367



Table 5-2.7
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AUDIT

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 1,023	\$ 1,023	\$ 1,023	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	1	1	1	-	-	-	-	-
Other - Personnel Compensation	9	9	(240)	-	-	21	228	249
Personnel Compensation	1,033	1,033	784	-	-	21	228	249
Health Insurance	103	103	102	-	-	-	-	-
Life Insurance	2	2	2	-	-	-	-	-
Retirement	150	150	150	-	-	-	-	-
Other - Employee Benefits	42	42	(30)	-	-	6	66	72
Employee Benefits	297	297	224	-	-	6	66	72
Total Personnel Expenses	1,330	1,330	1,009	-	-	27	294	321
TRAVEL	26	26	23	-	-	-	3	3
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	2,030	1,705	1,297	325	-	34	374	733
Total Services	2,030	1,705	1,297	325	-	34	374	733
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	19	19	16	-	-	-	3	3
Total Supplies, Materials and Fuels	19	19	16	-	-	-	3	3
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	4	4	4	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL AUDIT OPERATING EXPENSE	\$ 3,408	\$ 3,083	\$ 2,348	\$ 325	\$ -	\$ 61	\$ 675	\$ 1,061



Table 5-2.8
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIR SERVICE

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 665	\$ 665	\$ 665	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Other - Personnel Compensation	8	8	3	-	-	2	3	5
Personnel Compensation	675	675	669	-	-	2	3	5
Health Insurance	82	82	82	-	-	-	-	-
Life Insurance	2	2	2	-	-	-	-	-
Retirement	108	108	108	-	-	-	-	-
Other - Employee Benefits	37	37	35	-	-	1	1	1
Employee Benefits	229	229	227	-	-	1	1	2
Total Personnel Expenses	903	903	896	-	-	3	4	7
TRAVEL	234	234	234	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	2,211	2,211	2,211	-	-	-	-	-
Total Services	2,211	2,211	2,211	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	15	15	15	-	-	-	-	-
Total Supplies, Materials and Fuels	15	15	15	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	4	4	4	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL AIR SERVICE OPERATING EXPENSES	\$ 3,366	\$ 3,366	\$ 3,359	\$ -	\$ -	\$ 2	\$ 4	\$ 6



Table 5-2.9
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF COMMUNICATIONS

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 1,470	\$ 1,470	\$ 1,470	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	4	4	4	-	-	-	-	-
Overtime	1	1	1	-	-	-	-	-
Other - Personnel Compensation	18	18	(96)	-	-	48	66	114
Personnel Compensation	1,493	1,493	1,379	-	-	48	66	114
Health Insurance	217	217	217	-	-	-	-	-
Life Insurance	5	5	5	-	-	-	-	-
Retirement	223	223	223	-	-	-	-	-
Other - Employee Benefits	78	78	41	-	-	16	22	37
Employee Benefits	523	523	486	-	-	16	22	37
Total Personnel Expenses	2,015	2,015	1,864	-	-	64	88	151
TRAVEL	18	18	14	-	-	2	2	4
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	9	9	8	-	-	-	1	1
Total Lease and Rental Payments	9	9	8	-	-	-	1	1
UTILITIES								
Electricity	1	1	1	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	1	1	1	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	1,548	1,548	1,430	-	-	49	69	118
Total Services	1,548	1,548	1,430	-	-	49	69	118
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	56	56	51	-	-	2	3	5
Total Supplies, Materials and Fuels	56	56	51	-	-	2	3	5
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	6	6	6	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL COMMUNICATIONS OPERATING EXPENSES	\$ 3,654	\$ 3,654	\$ 3,375	\$ -	\$ -	\$ 117	\$ 162	\$ 279



Table 5-2.10
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF FINANCE

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 6,336	\$ 6,336	\$ 6,336	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	10	10	10	-	-	-	-	-
Other - Personnel Compensation	28	28	(695)	-	-	185	538	723
Personnel Compensation	6,374	6,374	5,651	-	-	185	538	723
Health Insurance	914	914	914	-	-	-	-	-
Life Insurance	20	20	20	-	-	-	-	-
Retirement	937	937	937	-	-	-	-	-
Other - Employee Benefits	356	356	108	-	-	61	187	248
Employee Benefits	2,227	2,227	1,979	-	-	61	187	248
Total Personnel Expenses	8,601	8,601	7,630	-	-	246	725	971
TRAVEL	66	66	60	-	-	1	4	6
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	5,429	5,429	5,429	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	5,429	5,429	5,429	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	2,946	2,876	2,557	70	-	79	240	389
Total Services	2,946	2,876	2,557	70	-	79	240	389
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	67	67	57	-	-	2	8	10
Total Supplies, Materials and Fuels	67	67	57	-	-	2	8	10
INSURANCE AND RISK MANAGEMENT	(1)	(1)	(1)	-	-	-	-	-
NONCAPITAL EQUIPMENT	73	73	64	-	-	1	8	9
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL FINANCE OPERATING EXPENSES	\$ 17,180	\$ 17,110	\$ 15,795	\$ 70	\$ -	\$ 329	\$ 986	\$ 1,385



Table 5-2.11
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF ENGINEERING

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 4,269	\$ 4,269	\$ 4,269	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	2	2	2	-	-	-	-	-
Other - Personnel Compensation	32	32	(554)	-	-	389	196	586
Personnel Compensation	4,303	4,303	3,717	-	-	389	196	586
Health Insurance	567	567	567	-	-	-	-	-
Life Insurance	12	12	12	-	-	-	-	-
Retirement	658	658	658	-	-	-	-	-
Other - Employee Benefits	176	176	(17)	-	-	131	62	193
Employee Benefits	1,413	1,413	1,220	-	-	131	62	193
Total Personnel Expenses	5,716	5,716	4,937	-	-	520	258	779
TRAVEL	47	47	40	-	-	5	2	7
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	309	309	276	-	-	15	18	33
Total Services	309	309	276	-	-	15	18	33
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	164	164	159	-	-	2	3	5
Total Supplies, Materials and Fuels	164	164	159	-	-	2	3	5
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	29	29	27	-	-	1	1	2
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL ENGINEERING OPERATING EXPENSES	\$ 6,265	\$ 6,265	\$ 5,439	\$ -	\$ -	\$ 543	\$ 282	\$ 826



Table 5-2.12
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF BUSINESS ADMINISTRATION

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 3,024	\$ 3,024	\$ 3,024	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	3	3	3	-	-	-	-	-
Other - Personnel Compensation	16	16	(394)	-	-	127	283	410
Personnel Compensation	3,043	3,043	2,633	-	-	127	283	410
Health Insurance	506	506	506	-	-	-	-	-
Life Insurance	11	11	11	-	-	-	-	-
Retirement	440	440	440	-	-	-	-	-
Other - Employee Benefits	170	170	18	-	-	48	105	152
Employee Benefits	1,127	1,127	975	-	-	48	105	152
Total Personnel Expenses	4,170	4,170	3,608	-	-	175	388	562
TRAVEL	28	28	20	-	-	2	5	7
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	19	19	18	-	-	1	-	1
Total Lease and Rental Payments	19	19	18	-	-	1	-	1
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS								
45025 AVIATION DRIVE	1,065	1,065	1,065	-	-	-	-	-
DULLES EAST BUILDING	(1,214)	(1,214)	(1,214)	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	1,996	1,996	1,865	-	-	51	80	131
Total Services	1,996	1,996	1,865	-	-	51	80	131
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	61	61	57	-	-	2	3	5
Total Supplies, Materials and Fuels	61	61	57	-	-	2	3	5
INSURANCE AND RISK MANAGEMENT	9,585	8,785	8,785	800	-	-	-	800
NONCAPITAL EQUIPMENT	41	41	36	-	-	2	4	6
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL BUSINESS ADMINISTRATION OPERATING EXPENSES	\$ 15,750	\$ 14,950	\$ 14,239	\$ 800	\$ -	\$ 232	\$ 479	\$ 1,511



Table 5-2.13
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF HUMAN RESOURCES

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,746	\$ 2,746	\$ 2,746	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	479	479	479	-	-	-	-	-
Overtime	4	4	4	-	-	-	-	-
Other - Personnel Compensation	37	37	(182)	-	-	142	77	219
Personnel Compensation	3,265	3,265	3,046	-	-	142	77	219
Health Insurance	361	361	361	-	-	-	-	-
Life Insurance	8	8	8	-	-	-	-	-
Retirement	412	412	412	-	-	-	-	-
Other - Employee Benefits	131	131	68	-	-	41	22	63
Employee Benefits	912	912	849	-	-	41	22	63
Total Personnel Expenses	4,267	4,267	3,895	-	-	183	99	282
TRAVEL	29	29	28	-	-	1	-	1
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	10	10	10	-	-	-	-	-
Total Lease and Rental Payments	10	10	10	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	2	2	-	-	-	1	1	2
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	1,654	1,654	1,538	-	-	75	41	116
Total Services	1,654	1,654	1,538	-	-	75	41	116
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	83	83	80	-	-	2	1	3
Total Supplies, Materials and Fuels	83	83	80	-	-	2	1	3
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL HUMAN RESOURCES OPERATING EXPENSES	\$ 5,953	\$ 5,953	\$ 5,551	\$ -	\$ -	\$ 260	\$ 141	\$ 402



Table 5-2.14
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,619	\$ 2,619	\$ 2,619	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	456	456	456	-	-	-	-	-
Overtime	3	3	3	-	-	-	-	-
Other - Personnel Compensation	61	61	(45)	-	-	76	30	106
Personnel Compensation	3,139	3,139	3,033	-	-	76	30	106
Health Insurance	278	278	278	-	-	-	-	-
Life Insurance	6	6	6	-	-	-	-	-
Retirement	352	352	352	-	-	-	-	-
Other - Employee Benefits	106	106	70	-	-	26	10	36
Employee Benefits	743	743	707	-	-	26	10	36
Total Personnel Expenses	3,882	3,882	3,740	-	-	102	40	142
TRAVEL	23	23	22	-	-	1	-	1
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	1,671	1,661	1,412	10	-	178	71	259
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	14,115	14,115	13,498	-	-	367	250	617
Total Services	14,115	14,115	13,498	-	-	367	250	617
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	1,440	1,440	1,425	-	-	11	4	15
Total Supplies, Materials and Fuels	1,440	1,440	1,425	-	-	11	4	15
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	1,208	1,208	1,198	-	-	7	3	10
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TECHNOLOGY AND TELECOMMUNICATIONS OPERATING EXPENSES	\$ 22,338	\$ 22,328	\$ 21,294	\$ 10	\$ -	\$ 665	\$ 369	\$ 1,044



Table 5-2.15
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF PUBLIC SAFETY - CF

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 10,414	\$ 10,414	\$ 10,414	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	84	84	84	-	-	-	-	-
Overtime	514	514	514	-	-	-	-	-
Other - Personnel Compensation	536	536	210	-	-	326	-	326
Personnel Compensation	11,548	11,548	11,222	-	-	326	-	326
Health Insurance	242	242	242	-	-	-	-	-
Life Insurance	10	10	10	-	-	-	-	-
Retirement	1,810	1,810	1,810	-	-	-	-	-
Other - Employee Benefits	151	151	11	-	-	139	-	139
Employee Benefits	2,213	2,213	2,074	-	-	139	-	139
Total Personnel Expenses	13,761	13,761	13,296	-	-	465	-	465
TRAVEL	30	30	28	-	-	2	-	2
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	6	6	6	-	-	-	-	-
Total Lease and Rental Payments	6	6	6	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	663	663	661	-	-	2	-	2
Total Services	663	663	661	-	-	2	-	2
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	581	581	575	-	-	6	-	6
Total Supplies, Materials and Fuels	581	581	575	-	-	6	-	6
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	-	-	(1)	-	-	1	-	1
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL PUBLIC SAFETY - CF								
OPERATING EXPENSES	\$ 15,041	\$ 15,041	\$ 14,566	\$ -	\$ -	\$ 475	\$ -	\$ 475



Table 5-2.16
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIRPORT MANAGER - DCA

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 583	\$ 583	583	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Other - Personnel Compensation	8	8	8	-	-	-	-	-
Personnel Compensation	591	591	591	-	-	-	-	-
Health Insurance	82	82	82	-	-	-	-	-
Life Insurance	2	2	2	-	-	-	-	-
Retirement	105	105	105	-	-	-	-	-
Other - Employee Benefits	43	43	43	-	-	-	-	-
Employee Benefits	232	232	232	-	-	-	-	-
Total Personnel Expenses	823	823	823	-	-	-	-	-
TRAVEL	-	-	-	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	4	4	4	-	-	-	-	-
Total Lease and Rental Payments	4	4	4	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	690	690	690	-	-	-	-	-
Total Services	690	690	690	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	28	28	28	-	-	-	-	-
Total Supplies, Materials and Fuels	28	28	28	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	1	1	1	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
MAINTENANCE - DCA OPERATING EXPENSES	\$ 1,546	\$ 1,546	\$ 1,546	\$ -	\$ -	\$ -	\$ -	\$ -



Table 5-2.17
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF OPERATIONS - DCA

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 1,948	\$ 1,948	\$ 1,948	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	33	33	33	-	-	-	-	-
Other - Personnel Compensation	114	114	114	-	-	-	-	-
Personnel Compensation	2,095	2,095	2,095	-	-	-	-	-
Health Insurance	334	334	334	-	-	-	-	-
Life Insurance	7	7	7	-	-	-	-	-
Retirement	317	317	317	-	-	-	-	-
Other - Employee Benefits	111	111	111	-	-	-	-	-
Employee Benefits	769	769	769	-	-	-	-	-
Total Personnel Expenses	2,864	2,864	2,864	-	-	-	-	-
TRAVEL	11	11	10	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	3,972	3,972	3,972	-	-	-	-	-
Total Services	3,972	3,972	3,972	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	56	56	56	-	-	-	-	-
Total Supplies, Materials and Fuels	56	56	56	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	20	20	20	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL OPERATIONS - DCA								
OPERATING EXPENSES	\$ 6,923	\$ 6,923	\$ 6,923	\$ -	\$ -	\$ -	\$ -	\$ -



Table 5-2.18
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF ENGINEERING AND MAINTENANCE - DCA

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 14,226	\$ 14,226	\$ 14,226	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	633	633	633	-	-	-	-	-
Other - Personnel Compensation	341	341	310	-	-	11	20	31
Personnel Compensation	15,200	15,200	15,169	-	-	11	20	31
Health Insurance	3,241	3,241	3,241	-	-	-	-	-
Life Insurance	70	70	70	-	-	-	-	-
Retirement	2,404	2,404	2,404	-	-	-	-	-
Other - Employee Benefits	1,039	1,039	1,026	-	-	5	8	13
Employee Benefits	6,754	6,754	6,741	-	-	5	8	13
Total Personnel Expenses	21,943	21,943	21,909	-	-	16	28	44
TRAVEL	32	32	31	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	22	22	22	-	-	-	-	-
Total Lease and Rental Payments	22	22	22	-	-	-	-	-
UTILITIES								
Electricity	6,015	6,015	5,984	-	-	11	20	31
Natural Gas	1,081	1,081	1,081	-	-	-	-	-
Water	918	918	918	-	-	-	-	-
Sewerage	1,036	1,036	1,036	-	-	-	-	-
Total Utilities	9,050	9,050	9,019	-	-	11	20	31
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	7,175	7,175	7,175	-	-	-	-	-
Contractual Services	8,632	8,632	8,505	-	-	45	81	126
Total Services	15,807	15,807	15,681	-	-	45	81	126
SUPPLIES, MATERIALS AND FUELS								
Fuels	711	711	711	-	-	-	-	-
Supplies and Materials	3,425	3,425	3,420	-	-	2	3	5
Total Supplies, Materials and Fuels	4,136	4,136	4,131	-	-	2	3	5
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	106	106	106	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	957	957	957	-	-	-	-	-
CAPITAL EQUIPMENT	633	633	633	-	-	-	-	-
CAPITAL FACILITY PROJECTS	635	635	635	-	-	-	-	-
TOTAL AIRPORT MANAGER - DCA OPERATING EXPENSES	\$ 53,329	\$ 53,329	\$ 53,123	\$ -	\$ -	\$ 74	\$ 131	\$ 205



Table 5-2.19
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIRPORT ADMINISTRATION - DCA

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,235	\$ 2,235	\$ 2,235	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	16	16	16	-	-	-	-	-
Other - Personnel Compensation	16	16	16	-	-	-	-	-
Personnel Compensation	2,267	2,267	2,267	-	-	-	-	-
Health Insurance	460	460	460	-	-	-	-	-
Life Insurance	10	10	10	-	-	-	-	-
Retirement	333	333	333	-	-	-	-	-
Other - Employee Benefits	305	305	305	-	-	-	-	-
Employee Benefits	1,108	1,108	1,108	-	-	-	-	-
Total Personnel Expenses	3,375	3,375	3,375	-	-	-	-	-
TRAVEL	19	19	19	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	2	2	2	-	-	-	-	-
Total Lease and Rental Payments	2	2	2	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	270	270	270	-	-	-	-	-
Total Services	270	270	270	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	3	3	3	-	-	-	-	-
Supplies and Materials	(22)	(22)	(22)	-	-	-	-	-
Total Supplies, Materials and Fuels	(19)	(19)	(19)	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	10	10	10	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL AIRPORT ADMINISTRATION - DCA OPERATING EXPENSES	\$ 3,658	\$ 3,658	\$ 3,658	\$ -	\$ -	\$ -	\$ -	\$ -



Table 5-2.20
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF PUBLIC SAFETY - DCA

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 9,192	\$ 9,192	\$ 9,192	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	363	363	363	-	-	-	-	-
Overtime	1,200	1,200	1,200	-	-	-	-	-
Other - Personnel Compensation	771	771	771	-	-	-	-	-
Personnel Compensation	11,526	11,526	11,526	-	-	-	-	-
Health Insurance	2,218	2,218	2,218	-	-	-	-	-
Life Insurance	48	48	48	-	-	-	-	-
Retirement	1,740	1,740	1,740	-	-	-	-	-
Other - Employee Benefits	700	700	700	-	-	-	-	-
Employee Benefits	4,706	4,706	4,706	-	-	-	-	-
Total Personnel Expenses	16,232	16,232	16,232	-	-	-	-	-
TRAVEL	28	28	28	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	108	108	108	-	-	-	-	-
Total Services	108	108	108	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	39	39	39	-	-	-	-	-
Supplies and Materials	159	159	159	-	-	-	-	-
Total Supplies, Materials and Fuels	198	198	198	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	136	136	136	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	428	428	428	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL PUBLIC SAFETY - DCA OPERATING EXPENSES	\$ 17,130	\$ 17,130	\$ 17,130	\$ -	\$ -	\$ -	\$ -	\$ -



Table 5-2.21
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIRPORT MANAGER - IAD

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 643	\$ 643	\$ 643	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	526	526	526	-	-	-	-	-
Overtime	2	2	2	-	-	-	-	-
Other - Personnel Compensation	10	10	(21)	-	-	28	3	31
Personnel Compensation	1,180	1,180	1,149	-	-	28	3	31
Health Insurance	82	82	82	-	-	-	-	-
Life Insurance	2	2	2	-	-	-	-	-
Retirement	145	145	145	-	-	-	-	-
Other - Employee Benefits	32	32	26	-	-	5	1	6
Employee Benefits	261	261	255	-	-	5	1	6
Total Personnel Expenses	1,441	1,441	1,404	-	-	33	4	37
TRAVEL	21	21	20	-	-	1	-	1
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	712	712	703	-	-	7	1	8
Total Services	712	712	703	-	-	7	1	8
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	61	61	59	-	-	2	-	3
Total Supplies, Materials and Fuels	61	61	59	-	-	2	-	3
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	1	1	1	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	1	1	1	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL AIRPORT MANAGER - IAD OPERATING EXPENSES	\$ 2,237	\$ 2,237	\$ 2,188	\$ -	\$ -	\$ 44	\$ 5	\$ 49



Table 5-2.22
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF OPERATIONS - IAD

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 8,748	\$ 8,748	8,748	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	732	732	732	-	-	-	-	-
Other - Personnel Compensation	612	612	610	-	-	2	-	2
Personnel Compensation	10,091	10,091	10,089	-	-	2	-	2
Health Insurance	1,978	1,978	1,978	-	-	-	-	-
Life Insurance	43	43	43	-	-	-	-	-
Retirement	1,549	1,549	1,549	-	-	-	-	-
Other - Employee Benefits	640	640	639	-	-	1	-	1
Employee Benefits	4,209	4,209	4,208	-	-	1	-	1
Total Personnel Expenses	14,301	14,301	14,298	-	-	3	-	3
TRAVEL	35	35	35	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	5	5	5	-	-	-	-	-
Total Lease and Rental Payments	5	5	5	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	9,211	9,211	9,211	-	-	-	-	-
Total Services	9,211	9,211	9,211	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	195	195	195	-	-	-	-	-
Total Supplies, Materials and Fuels	195	195	195	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	136	136	136	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	1	1	1	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL OPERATIONS - IAD OPERATING EXPENSES	\$ 23,884	\$ 23,884	\$ 23,881	\$ -	\$ -	\$ 3	\$ -	\$ 3



Table 5-2.23
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF MOBILE LOUNGE & RAMP CONTROL - IAD

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Other - Personnel Compensation	-	-	-	-	-	-	-	-
Personnel Compensation	-	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-	-
Life Insurance	-	-	-	-	-	-	-	-
Retirement	-	-	-	-	-	-	-	-
Other - Employee Benefits	-	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-	-
Total Personnel Expenses	-	-	-	-	-	-	-	-
TRAVEL	-	-	-	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	-	-	-	-	-	-	-	-
Total Services	-	-	-	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	-	-	-	-	-	-	-	-
Total Supplies, Materials and Fuels	-	-	-	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CONTROL - IAD OPERATING EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Table 5-2.24
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF ENGINEERING & MAINTENANCE - IAD

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 19,841	\$ 19,841	19,841	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	1,287	1,287	1,287	-	-	-	-	-
Other - Personnel Compensation	754	754	583	-	-	83	89	171
Personnel Compensation	21,882	21,882	21,711	-	-	83	89	171
Health Insurance	4,856	4,856	4,856	-	-	-	-	-
Life Insurance	105	105	105	-	-	-	-	-
Retirement	3,574	3,574	3,574	-	-	-	-	-
Other - Employee Benefits	1,547	1,547	1,480	-	-	34	34	67
Employee Benefits	10,083	10,083	10,016	-	-	34	34	67
Total Personnel Expenses	31,968	31,968	31,728	-	-	117	123	240
TRAVEL	14	14	14	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	94	94	94	-	-	-	-	-
Total Lease and Rental Payments	94	94	94	-	-	-	-	-
UTILITIES								
Electricity	14,085	14,085	14,085	-	-	-	-	-
Natural Gas	2,432	2,432	2,432	-	-	-	-	-
Water	648	648	648	-	-	-	-	-
Sewerage	1,089	1,089	1,089	-	-	-	-	-
Total Utilities	18,254	18,254	18,254	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	15,113	15,113	15,113	-	-	-	-	-
Contractual Services	30,533	30,519	30,498	14	-	16	5	35
Total Services	45,646	45,632	45,611	14	-	16	5	35
SUPPLIES, MATERIALS AND FUELS								
Fuels	2,338	2,338	2,338	-	-	-	-	-
Supplies and Materials	8,547	8,434	8,430	113	-	2	2	117
Total Supplies, Materials and Fuels	10,885	10,772	10,768	113	-	2	2	117
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	126	126	126	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	1	1	-	-	-	1	-	1
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL ENGINEERING & MAINTENANCE - IAD OPERATING EXPENSES	\$ 106,986	\$ 106,859	\$ 106,594	\$ 127	\$ -	\$ 135	\$ 130	\$ 392



Table 5-2.25
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIRPORT ADMINISTRATION - IAD

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,827	\$ 2,827	\$ 2,827	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	57	57	57	-	-	-	-	-
Other - Personnel Compensation	22	22	2	-	-	18	2	20
Personnel Compensation	2,906	2,906	2,886	-	-	18	2	20
Health Insurance	643	643	643	-	-	-	-	-
Life Insurance	14	14	14	-	-	-	-	-
Retirement	475	475	475	-	-	-	-	-
Other - Employee Benefits	209	209	200	-	-	8	1	9
Employee Benefits	1,341	1,341	1,332	-	-	8	1	9
Total Personnel Expenses	4,247	4,247	4,218	-	-	26	3	29
TRAVEL	47	47	47	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	4,345	4,345	4,339	-	-	5	1	6
Total Services	4,345	4,345	4,339	-	-	5	1	6
SUPPLIES, MATERIALS AND FUELS								
Fuels	520	520	520	-	-	-	-	-
Supplies and Materials	195	195	194	-	-	1	-	1
Total Supplies, Materials and Fuels	715	715	714	-	-	1	-	1
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	25	25	25	-	-	-	-	-
CAPITAL FACILITY PROJECTS	3	3	3	-	-	-	-	-
TOTAL AIRPORT ADMINISTRATION - IAD OPERATING EXPENSES	\$ 9,381	\$ 9,381	\$ 9,345	\$ -	\$ -	\$ 33	\$ 3	\$ 36



Table 5-2.26
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF PUBLIC SAFETY - IAD

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 12,665	\$ 12,665	\$ 12,665	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	242	242	242	-	-	-	-	-
Overtime	1,800	1,800	1,800	-	-	-	-	-
Other - Personnel Compensation	1,056	1,056	(284)	-	-	1,340	-	1,340
Personnel Compensation	15,762	15,762	14,422	-	-	1,340	-	1,340
Health Insurance	2,914	2,914	2,914	-	-	-	-	-
Life Insurance	64	64	64	-	-	-	-	-
Retirement	3,421	3,421	3,421	-	-	-	-	-
Other - Employee Benefits	925	925	353	-	-	572	-	572
Employee Benefits	7,141	7,141	6,752	-	-	572	-	572
Total Personnel Expenses	23,087	23,087	21,175	-	-	1,912	-	1,912
TRAVEL	39	39	36	-	-	3	-	3
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	1	1	1	-	-	-	-	-
Total Lease and Rental Payments	1	1	1	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	226	226	217	-	-	9	-	9
Total Services	226	226	217	-	-	9	-	9
SUPPLIES, MATERIALS AND FUELS								
Fuels	150	150	150	-	-	-	-	-
Supplies and Materials	265	224	219	41	-	5	-	46
Total Supplies, Materials and Fuels	415	374	369	41	-	5	-	46
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	134	134	133	-	-	1	-	1
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL PUBLIC SAFETY - IAD OPERATING EXPENSES	\$ 23,902	\$ 23,861	\$ 21,930	\$ 41	\$ -	\$ 1,931	\$ -	\$ 1,972



Table 5-2.27
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF DULLES TOLL ROAD

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT ¹	DULLES RAIL PROJECT DIRECT ²	TO DULLES TOLL ROAD ³	TO DULLES RAIL PROJECT ⁴	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,183	\$ -	\$ -	\$ 2,072	\$ -	\$ -	\$ -	\$ 2,072
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	45	-	-	45	-	-	-	45
Other - Personnel Compensation	66	-	-	66	-	-	-	66
Personnel Compensation	2,183	-	-	2,183	-	-	-	2,183
Health Insurance	445	-	-	445	-	-	-	445
Life Insurance	10	-	-	10	-	-	-	10
Retirement	355	-	-	355	-	-	-	355
Other - Employee Benefits	144	-	-	144	-	-	-	144
Employee Benefits	954	-	-	954	-	-	-	954
Total Personnel Expenses	3,137	-	-	3,137	-	-	-	3,137
TRAVEL	9	-	-	9	-	-	-	9
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	10	-	-	10	-	-	-	10
Total Lease and Rental Payments	10	-	-	10	-	-	-	10
UTILITIES								
Electricity	200	-	-	200	-	-	-	200
Natural Gas	-	-	-	-	-	-	-	-
Water	5	-	-	5	-	-	-	5
Sewerage	5	-	-	5	-	-	-	5
Total Utilities	210	-	-	210	-	-	-	210
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	110	-	-	110	-	-	-	110
Contractual Services	17,337	-	-	17,337	-	-	-	17,337
Total Services	17,447	-	-	17,447	-	-	-	17,447
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	561	-	-	561	-	-	-	561
Total Supplies, Materials and Fuels	561	-	-	561	-	-	-	561
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	22	-	-	22	-	-	-	22
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	90	-	-	90	-	-	-	90
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL DULLES TOLL ROAD OPERATING EXPENSES	\$ 21,486	\$ -	\$ -	\$ 21,486	\$ -	\$ -	\$ -	\$ 21,486



AIRPORTS SNAPSHOTS



Ronald Reagan Washington National Airport
Airline Service as of September 2013



Washington Dulles International Airport
Airline Service as of September 2013

REAGAN NATIONAL

Major/National Airlines

Air Tran
Alaska Airlines
American Airlines
Delta Air Lines
Frontier Airlines
JetBlue Airways
MN Airlines
Southwest/AirTran
United Airlines/Continental
US Airways*
Virgin America

Transborder Service

Air Canada Jazz

Regional/Commuter Airlines

Air Wisconsin
American Eagle
Chautauqua
Compass
Endeavor
Express Jet
PSA
Piedmont Airlines
Republic^{3*}
Shuttle America⁴
Sky Regional (Air Canada)
Sky West (United Express)

Fixed Base Operators

Signature Flight Support Services

Cargo Airlines

Fed Ex

Date Opened: June 16, 1941

Distance from downtown:
DC: 3 miles/15 minutes
Size: 860 acres
Location: Arlington County, Virginia
Public Parking Spaces: 9,103
Aircraft Gates/Parking Positions: 44

Length of Runways:

1/19 - 6, 869 ft.
15/33 - 5, 204 ft.
4/22 - 4,911 ft.

Non-stop destinations:

83 U.S. cities
Halifax, Montreal, Toronto, and Ottawa, Canada
Nassau, Bahamas

DULLES INTERNATIONAL

Major/National Airlines

American Airlines
Delta Air Lines
JetBlue Airways
North American*
Southwest Airlines
United Airlines
Virgin America

Cargo Airlines

Fed Ex
Mountain Air Cargo
United Parcel Service
Volga-Dnepr

Fixed Base Operators

Landmark Aviation
Signature Flight Support Services

Foreign Flag Carriers

Aeroflot Russian Airlines
Aeromexico
Air France
All Nippon Airways
Austrian Airlines
Avianca/TACA
British Airways
Brussels
COPA
Emirates
Ethiopian Airlines
Icelandair
KLM-Royal Dutch Airlines
Korean Air
Lufthansa German Airlines
Porter Airlines**
Qatar Amiri Air
Saudi Arabian Airlines
Scandinavian Airlines System
South African Airways
Turkish Airlines
Virgin Atlantic Airways

Regional/Commuter Airlines

Air Wisconsin
Chautauqua
Commutair
Compass
Express Jet**
Go-Jet**
Mesa Airlines
PSA
Republic
Sun Air

Endeavor
Shuttle America**
Silver Airways
Sky West**
Trans States

Date Opened:

November 19, 1962
Distance from downtown:
DC: 26 miles/30 minutes
Size: Approximately
11,830 acres
Location: Fairfax & Loudoun Counties, Virginia
Public Parking Spaces: 27,209

Aircraft Gates/Parking Positions: 123

Length of Runways:

1R/19L (North-South) - 11,500 ft.
11/19R (North-South) - 9,400 ft.
12/30 (Crosswind) - 10,500 ft.
1C/19C (North-South) - 11,500 ft.

Non-stop destinations:

79 U.S. Cities/Nationwide
42 Foreign Cities

* U.S. carriers offering international services

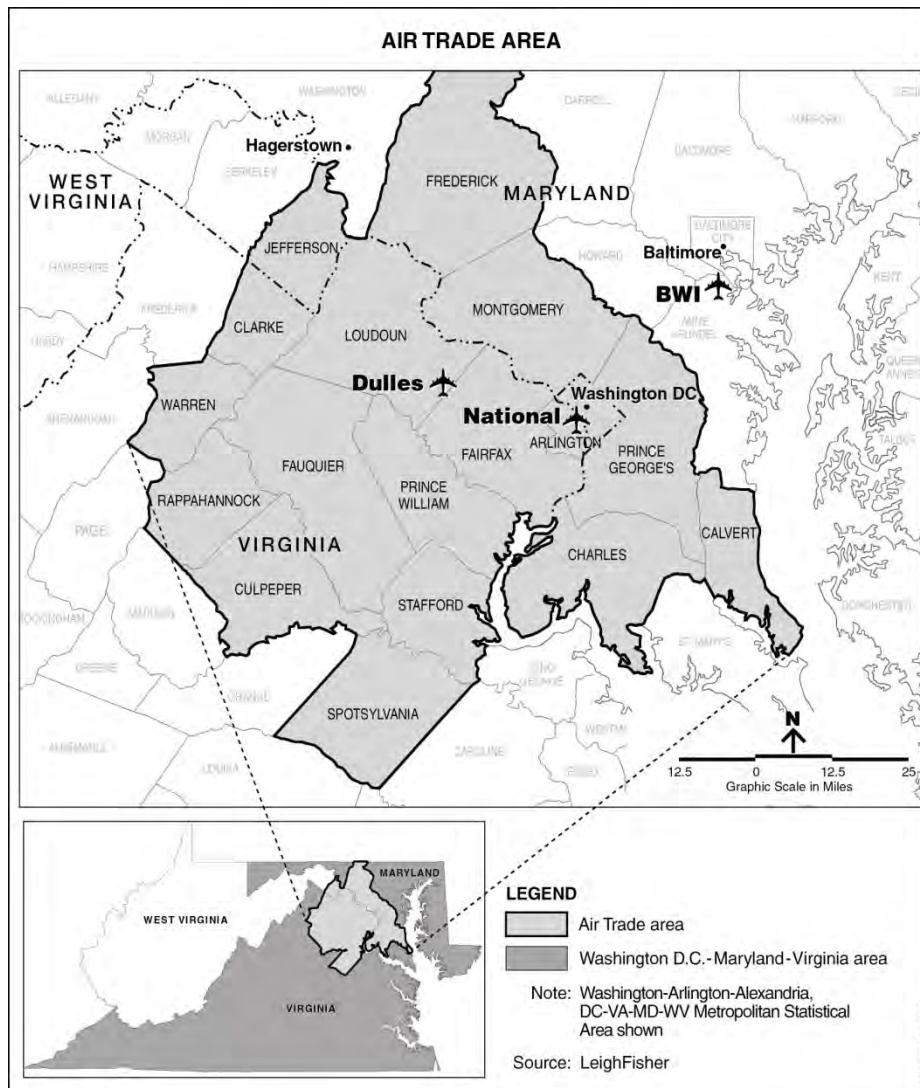
** Includes Transborder services



AIRLINES SERVING THE AIRPORTS

Airports Service Region

The Airports service region is comprised of the following jurisdictions: the District of Columbia; the Maryland counties of Calvert, Charles, Frederick, Montgomery, and Prince George's; the Virginia counties of Arlington, Clarke, Fairfax, Fauquier, Loudoun, Prince William, Spotsylvania, Stafford, and Warren; the independent Virginia cities¹ of Alexandria, Fairfax, Falls Church, Fredericksburg, Manassas, and Manassas Park; and the West Virginia county of Jefferson.



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



GENERAL INFORMATION ABOUT AIRPORTS

Ronald Reagan Washington National Airport

Reagan National was opened for service in 1941. It is located on approximately 860 acres along the Potomac River in Arlington County, Virginia, approximately three miles from Washington, D.C. It has three interconnected terminals, three runways and 44 air carrier gates. As of September 2013, Reagan National was served by 26 airlines, including 10 major/national, 3 foreign flags, and 13 regional. US Airways is the largest carrier in terms of numbers of flights and enplanements. US Airways and its code-share affiliates enplaned 44.9 percent of total passengers at the airport from January through September 2013.

As of August 2013, daily nonstop service was provided from Reagan National to 85 destinations, including 82 cities nationwide as well as international destinations such as Montreal, Ottawa and Toronto in Canada. In 2012, approximately 81.4 percent of enplanements at Reagan National were origin and destination (O&D) passengers, and traffic in Reagan National's top 20 domestic O&D city markets represented 54.7 percent of its total domestic O&D passengers. Reagan National's three largest domestic O&D markets in 2012 were Boston, Chicago, and Atlanta.

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

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



General aviation activity had been excluded at Reagan National since September 11, 2001 but, as of October 2006, general aviation activity is permitted with strict security requirements.

Washington Dulles International Airport

Dulles International was opened for service in 1962. It is located on approximately 11,830 acres (exclusive of the Access Highway) in Fairfax and Loudoun Counties, Virginia, approximately 26 miles west of Washington, D.C. In addition to a main terminal, it has four concourses (A, B, C, and D), four runways and 125 aircraft gates. As of September 2013, Dulles International was served by 56 airlines, including 8 major/national airlines, 16 regional/commuter airlines, 29 foreign flag carriers and 3 all-cargo carriers. United maintains a major domestic hub and international gateway operation at Dulles International. United and its regional code-share affiliates enplaned 66.6 percent of passengers at the airport from January through September 2013.

As of September 2013, daily nonstop service was provided from Dulles International to 81 cities nationwide and to 37 international destinations. In 2012, 85.1 percent of passengers enplaned at Dulles International departed on domestic flights and 57.0 percent total enplaned passengers were O&D passengers while 43.0 percent were connecting. In 2012, traffic in Dulles International's top 20 domestic O&D markets represented 69.5 percent of its total domestic O&D passengers. Dulles International's three largest domestic O&D markets were, San Francisco, Los Angeles and Orlando.

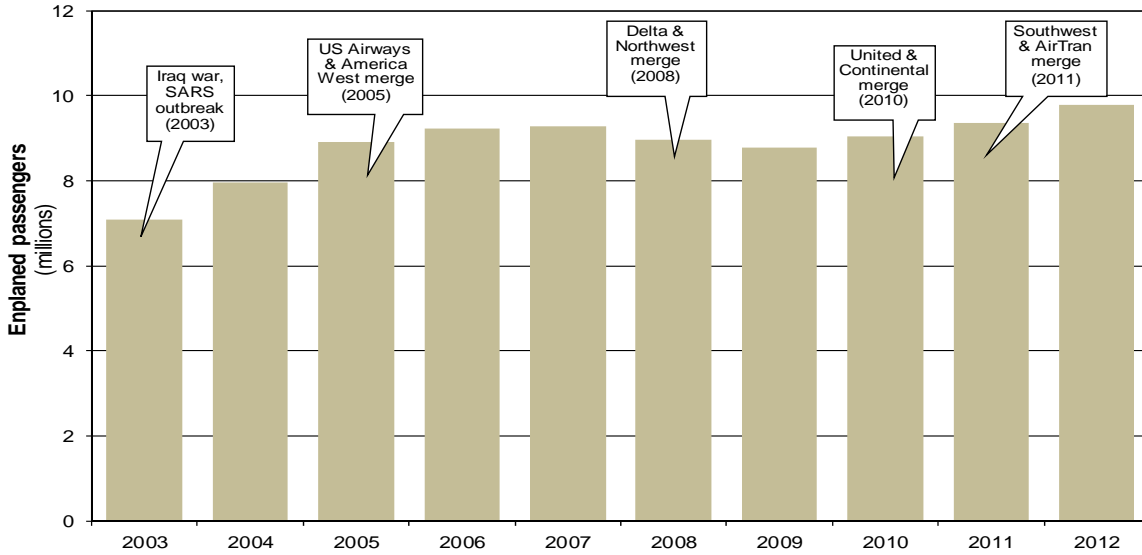
Dulles International serves long, medium and short-haul markets. Dulles International is not constrained by perimeter restrictions as is Reagan National, with numerous long-haul markets being served with nonstop flights.



HISTORY OF ENPLANED PASSENGERS

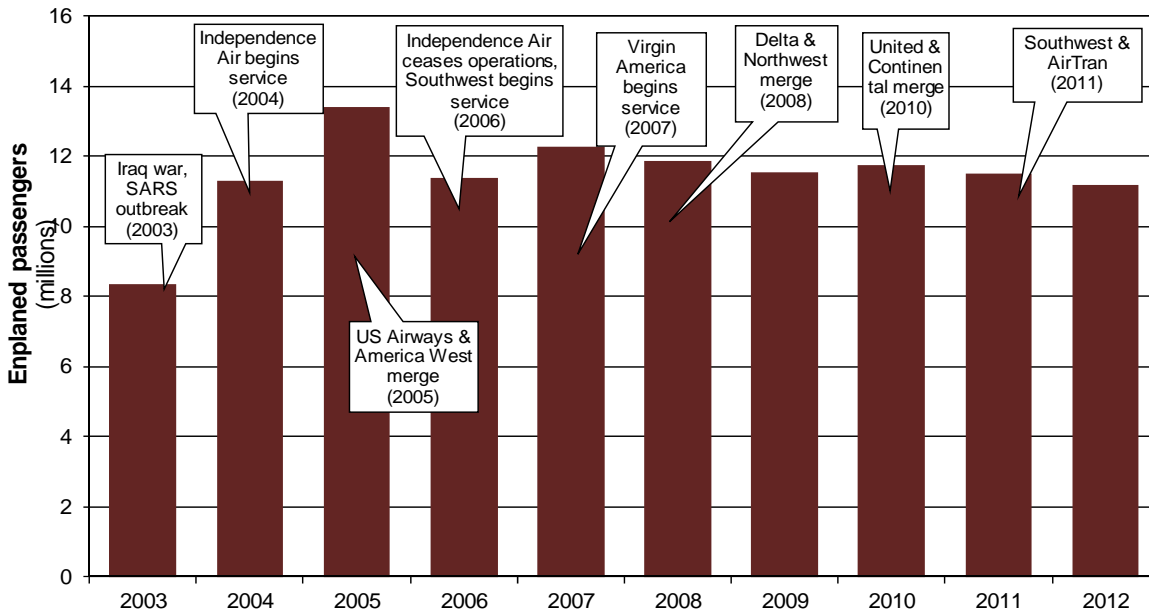
Reagan National Enplaned Passengers

Table 7(a)



Dulles International Enplaned Passengers

Table 7(b)



Notes: Includes both domestic and international, and revenue and nonrevenue passengers. Excludes passengers enplaned on general aviation and military flights.

Sources: Metropolitan Washington Airports Authority records; LeighFisher.



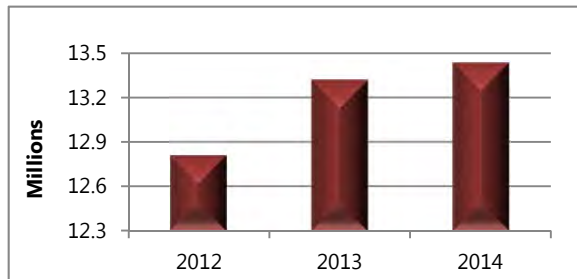
ACTIVITY INDICATORS

Reagan National Airport and Dulles International Airport, considered together, accommodated 21.0 million enplaned passengers in 2012 and is expected to increase to 21.7 million in 2014. A projected increase in enplanements at Reagan National and a decrease at Dulles International led to a combined projected increase in 2013 of 2.1 percent and 1.5 percent increase in 2014. The changes envisaged over the course of the next year are based on projections of travel demand associated with the economic recovery, changes in service levels, and airline consolidations.

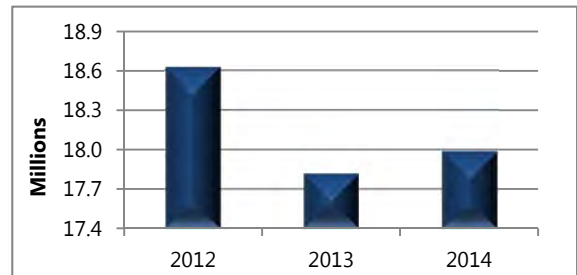
LANDED WEIGHTS

- The projection of total landed weight follows generally the same pattern as the enplanement projection. Landed weight levels at **Reagan National** are expected to increase by 4.0 percent in 2013 and increase again by 0.8 percent in 2014. An estimated 1.0 percent decrease in landed weight is expected at **Dulles International** in 2013, followed by a 2.0 percent increase in 2014.

Reagan National Landed Weight



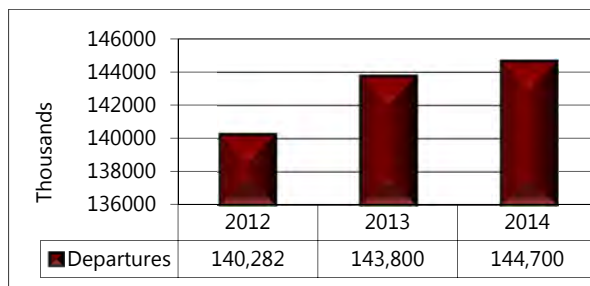
Dulles International Landed Weight



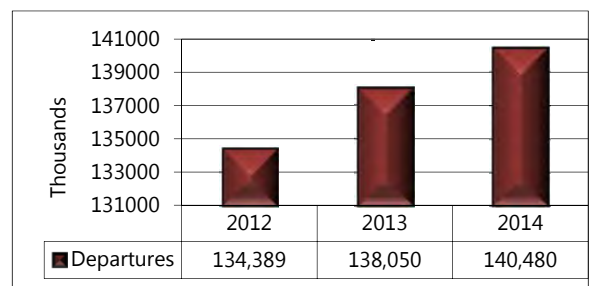
AIRCRAFT DEPARTURES

- Aircraft departures at **Reagan National** are projected to increase in 2013 by 2.5 percent. Flight departures are projected to increase by a further 0.6 percent for a total of 144,700 in 2014. Aircraft departures at **Dulles International** are expected to increase by approximately 2.7 percent in 2013 and then increase by 1.8 percent in 2014 to a total of 140,480.

Reagan National Aircraft Departures



Dulles International Aircraft Departures





ACTIVITY INDICATORS – REAGAN NATIONAL

Table 5-16	Actual	Budget	Budget
Reagan National Airport	2012	2013	2014
AIRPORT BUILDINGS (Square Feet)			
Terminals	1,436,384	1,436,384	1,461,831
Hangars	753,236	753,326	753,326
Other	242,241	242,241	242,241
UTILITIES			
Electricity (Kilowatts)	96,199	102,000	97,000
Natural Gas (Therms)	1,675,158	1,866,116	1,719,237
Water (Gallons)	156,345,804	171,700,000	159,472,720
Sewage (Gallons)	111,669,000	111,100,000	113,902,380
Fuel Oil for Heating (Gallons)	25	42,000	-
AIRFIELD (Square Feet)			
Runways	2,584,450	2,584,450	2,584,450
Taxiways	1,662,310	1,662,310	1,662,310
Ramps/Aprons	5,087,550	5,087,550	5,087,550
ROADWAYS (Lane Mileage)	20	20	20
PARKING			
Public Surfaced Spaces	2,575	2,575	2,461
Public Structured Spaces	6,499	6,499	6,568
Employee Surfaced Spaces	3,062	3,200	3,002
VEHICLES IN FLEET	308	308	308
<u>PUBLIC SAFETY, REAGAN NATIONAL</u>			
POLICE			
Calls for Service:	31,856	33,000	35,000
Assistance to Other Agencies	1,170	1,200	1,250
Traffic Violations	1,668	1,700	1,800
Parking Violations	5,419	6,500	6,800
FIRE			
<i>Calls for Service:</i>			
Aircraft & Fuel Spills	66	87	96
Structural Responses	542	535	588
Emergency Medical	1,688	1,817	1,998
Fire Prevention Inspections	130	84	92



ACTIVITY INDICATORS – DULLES INTERNATIONAL

Table 5-17 Dulles International Airport	Actual 2012	Budget 2013	Budget 2014
OPERATIONS			
Mobile Lounge Trips, (Shuttle Operations)	199,892	206,838	210,000
Plane-Mate Trips	35,866	39,000	42,150
AeroTrain System Fleet (Cars)	29	29	29
Airports Authority Owned Passenger Loading Bridges	53	53	53
AIRPORT BUILDINGS (Square Feet)			
Terminal/Concourse/APM Stations			
APM Stations	3,704,957	3,704,957	3,704,957
Other	1,543,129	1,746,231	1,746,231
UTILITIES			
Electricity (Kilowatts)	230,057,859	239,912,051	242,095,150
Natural Gas (Millions of Cubic Feet)	372,503	398,921	408,610
Water (Gallons)	290,952,000	286,513,000	288,058,000
Sewage (Gallons)	316,738,000	321,618,244	337,137,843
Fuel Oil for Heating (Gallons)	14,517	15,000	15,000
AIRFIELD (Square Feet)			
Runways	6,435,000	6,435,000	6,435,000
Taxiways	15,394,677	15,394,677	15,394,677
Ramps/Aprons	13,683,142	13,683,142	13,683,142
Shoulders & Blast Pads	10,961,426	10,961,426	10,961,426
ROADWAYS (Lane Mileage)	232	232	233
PARKING			
Public Surfaced Spaces	15,151	15,151	15,151
Public Structured Spaces	8,315	8,315	8,315
Employee Surfaced Spaces	6,596	6,529	6,529
VEHICLES IN FLEET	545	629	629
<u>PUBLIC SAFETY, DULLES</u>			
POLICE			
Calls for Service:	44,741	46,720	47,000
Assistance to Other Agencies	581	600	650
Traffic Violations	13,725	14,500	15,000
Parking Violations	4,043	5,000	5,500
FIRE			
<i>Calls for Service:</i>			
Aircraft & Fuel Spills	171	234	257
Structural Responses	741	980	1,078
Emergency Medical	2,154	2,053	2,258
Fire Prevention Inspections	1,008	1,099	1,208



ACTIVITY INDICATORS – DULLES TOLL ROAD

Table 5-18	ACTUAL	BUDGET	BUDGET
DULLES TOLL ROAD	2012	2013	2014
Length of Toll Road (miles)	13.4	13.4	13.4
Toll Plazas	21	21	21
Transactions	99,114,000	94,038,000	91,990,000



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AIRPORTS AUTHORITY POSITION SUMMARY

Table 5-19	Org Code	Total Positions 2012	Total Positions 2013	New Positions 2014	Total Positions 2014
<u>CONSOLIDATED FUNCTIONS*</u>					
Board of Directors	MA-BD	4	4		4
President and Chief Executive Officer	MA-1	1	1		1
Executive Vice President and Chief Operating Officer	MA-2	4	4	1	5
Office of Communications	MA-10	15	15		15
Office of Air Service Planning and Development	MA-40	7	5		5
Legal Office	MA-70	8	8		8
Office of Audit	MA-80	8	8		8
Office of Finance	MA-20	3	3		3
<i>Deputy Chief Financial Officer</i>	MA-21	1	1		1
<i>Accounting Department</i>	MA-22	22	26		26
<i>Treasury Department</i>	MA-24	6	4		4
<i>Budget Department</i>	MA-25	5	5		5
<i>Financial Strategy and Analysis Department</i>	MA-26	6	7		7
<i>Internal Controls and Compliance</i>	MA-26	0	2	1	3
<i>Procurement and Contracts Department</i>	MA-29	16	18	1	19
Office of Engineering	MA-30	5	6		6
<i>Projects Controls and Management Department</i>	MA-31	5	4		4
<i>Planning Department</i>	MA-32	8	8		8
<i>Design Department</i>	MA-34	15	15		15
<i>Construction Department</i>	MA-36	7	7		7
<i>Building Code and Environmental Department</i>	MA-38	7	7		7
Office for Human Resources	MA-500	4	4		4
<i>Staffing and Records Services</i>	MA-510	7	7		7
<i>Benefits Department</i>	MA-520	5	5		5
<i>Organizational Development and Training Department</i>	MA-530	5	4		4
<i>Compensation</i>	MA-540	4	4		4
<i>Labor and Employee Relations Department</i>	MA-550	4	3		3
Office of Business Administration	MA-400	5	4		4
<i>Equal Opportunity Programs Department</i>	MA-410	7	7		7
<i>Administrative Support Department</i>	MA-420	9	9		9
<i>Concession and Property Development Department</i>	MA-430	9	8		8
<i>Risk Management Department</i>	MA-450	7	7		7
Office of Information Technology & Telecommunications	MA-600	2	2	2	4
<i>IT Operations and Services</i>	MA-610	4	4	1	5
<i>Telecommunications Department</i>	MA-620	3	3		3
<i>Wireless Services and Radio Systems Department</i>	MA-630	4	4		4
<i>IT Systems and Program Development</i>	MA-640	1	1		1
<i>Information Security Department</i>	MA-650	2	2		2
<i>Enterprise Resource Management Department</i>	MA-660	6	6		6
Total Consolidated Functions		241	242	6	248
<u>RONALD REAGAN NATIONAL AIRPORT</u>					
Airport Manager	MA-100	4	4		4
Operations Department	MA-110	17	19		19
Engineering and Maintenance Department	MA-120	6	4		4
<i>Engineering Division</i>	MA-121	10	10		10
<i>Structures and Grounds Division</i>	MA-122	50	50		50
<i>Electrical Division</i>	MA-123	42	42		42
<i>Utilities Division</i>	MA-124	49	48		48
<i>Equipment Maintenance Division</i>	MA-125	19	19		19
<i>Maintenance Engineering Division</i>	MA-126	11	12		12
<i>Terminal Service Center Division</i>	MA-127	21	21		21
<i>Resource Support Division</i>	MA-128	9	9		9
Airport Administration Department	MA-130	2	2		2
<i>Budget and Administration Division</i>	MA-131	6	6		6
<i>Contract Management Division</i>	MA-132	4	4		4
<i>Materials Management Division</i>	MA-133	16	16		16
<i>Leasing and Terminal Division</i>	MA-135	3	3		3
Total Reagan National Airport		269	269	0	269

*A portion of the costs of certain positions in the Aviation Enterprise Fund is allocated to the Dulles Corridor Enterprise Fund operations.



Table 5-19 (continued)		Total	Total	New	Total
	Org	Positions	Positions	Positions	Positions
	Code	2012	2013	2014	2014
<u>DULLES INTERNATIONAL AIRPORT*</u>					
Airport Manager	MA-200	5	6		6
Operations Department	MA-210	37	37	1	38
<i>Ramp Control Division</i>	MA-214	21	21		21
<i>Mobile Lounge Division</i>	MA-215	66	66		66
Engineering and Maintenance Department	MA-220	12	11		11
<i>Electrical Services Division Manager</i>	MA-221	0	56		56
<i>Structures and Grounds Division</i>	MA-222	62	62		62
<i>Utilities Services Division</i>	MA-223	116	60		60
<i>Engineering Division</i>	MA-224	17	17		17
<i>Equipment Maintenance Division</i>	MA-225	78	78	1	79
<i>Maintenance Engineering Division</i>	MA-226	28	28		28
Airport Administration Department	MA-230	5	5		5
<i>Financial Management Division</i>	MA-232	5	5		5
<i>Leasing Management Division</i>	MA-235	3	3		3
<i>Contract Management Division</i>	MA-236	6	6		6
<i>Materials Management Division</i>	MA-238	20	20		20
Dulles Toll Road Department	MA-240	39	37		37
<i>Total Dulles International Airport</i>		520	518	2	520
<u>PUBLIC SAFETY*</u>					
Headquarters, Consolidated Functions	MA-300	2	2		2
<i>Police Department, Headquarters</i>	MA-310	74	75		75
<i>Police Department, Communications</i>	MA-310CU	51	51		51
<i>Fire Department, Headquarters</i>	MA-320	21	21		21
<i>Public Safety Administration Department</i>	MA-330	4	4		4
Reagan National		-	-		
<i>Police Department</i>	MA-311	91	91		91
<i>Fire Department</i>	MA-321	49	49		49
Dulles		-	-		
<i>Police Department</i>	MA-312	97	97		97
<i>Fire Department</i>	MA-322	87	87		87
<i>Total Public Safety</i>		476	477	0	477
<i>Total Aviation Enterprise</i>		1,506	1,506	8	1,514
<u>DULLES RAIL*</u>					0
Dulles Rail Project	MA-39	26	26	3	29
<i>Total Dulles Rail Department</i>		26	26	3	29
<i>Total Metropolitan Washington Airports Authority</i>		1,532	1,532	11	1,543

*A portion of the costs of certain positions in the Aviation Enterprise Fund is allocated to the Dulles Corridor Enterprise Fund operations.



NEW POSITIONS AND DESCRIPTIONS

CONSOLIDATED FUNCTIONS

Executive Vice President and Chief Operations Officer

Emergency Planner, S-21

The Emergency Planner anticipates and strategizes how to respond to incidents to operations and public safety. The Emergency Planner will conduct risk assessments and advise the executive team on implementing safety measures and develop policies and procedures for emergency response.

Office of Finance

Contract Manager (Phase 2), S-21

The Contract Manager (Manager) will work primarily on Phase 2 of the Dulles Corridor Metrorail Project (Design and Construction) and related goods and services. The Manager will perform pre-award and post-award contracting functions, including, reviewing, planning, soliciting, evaluating, awarding and administering large dollar value construction and architectural/engineering (A/E) contracts, including high-impact projects.

Business Analyst – Internal Controls and Compliance, S-21

The Business Analyst assists executive management, line management, and administrators, Airports Authority-wide, in developing and maintaining an effective internal control environment. This position is responsible for assisting management in identifying internal control weaknesses and developing and implementing potential corrective actions in a timely manner to mitigate audit concerns.

Office of Technology

Deputy Vice President of Technology, S-24

The Deputy Vice President of Technology will support the Vice President in planning, implementing, and maintaining current and future systems for the Airports Authority including staff coordination, and the coordination of all stakeholders' technology requirements and system functions.

Business Intelligence Specialist, S-23

The Business Intelligence Specialist is responsible for defining, implementing and supporting the Business Intelligence applications and capabilities across the organization including all efforts to implement more passenger-centric technologies, and innovative business solutions.



Enterprise Architect S-23

The Enterprise Architect (Architect) is responsible for planning, directing, designing, coordinating and administering enterprise systems. The Architect will resolve enterprise operational issues; maintain the enterprise network; and provide direction regarding the Airports Authority's network requirements.

DULLES INTERNATIONAL

Physical Security Technician, S-15

The Physical Security Technician (Technician) will review Identification (ID) applications and other vital documents for accuracy, completion and authenticity. The Technician is responsible for accounting, issuing and renewing of airport ID badges, as well as AOA driving permits, airport issued keys, and other duties as required in order to comply with Transportation Security Administration (TSA) regulations, aviation security directives, Federal Aviation Administration (FAA) training requirements, and other internal policies and procedures.

Heavy Equipment Mechanic (Shop 1), T-19

The Heavy Equipment Mechanic will support the on-going mid-life rehabilitation of legacy Passenger Boarding Bridges maintained by the Airports Authority, provide support of airline boarding bridge requirements, and the continuing cycle of rehabilitation on Mobile Lounges and Plane-Mates at Shop 1.

DULLES RAIL

Lead Accountant, S-21

The Lead Accountant is assigned complex accounts, with responsibilities of reconciliations and all other accounting matters for the Dulles Corridor Enterprise. The Lead Accountant assists with the year-end audit and places special emphasis on controls as well as other areas identified for improvement.

Financial Project Manager, S-22

The Financial Project Manager oversees the utilization of financial systems to ensure that project activities are properly and timely accounted for and accurately reported, including reporting for budgetary, cash flows, and funding purposes.

Project Controller, S-24

The Project Controller manages the Airports Authority's accounting functions for the Dulles Metro Rail Project including internal and external financial reporting.



AVIATION DEBT PROGRAM

The Airports Authority uses debt financing to fund a major portion of its capital program for Reagan National and Dulles International.

Long-Term Debt Management Guidelines

The Airports Authority has established the following guidelines for managing its long-term debt.

- All reasonable financing alternatives before undertaking debt financing, including PFCs and grants will be explored.
- Pay-as-you-go financing of capital improvements will be utilized where feasible.
- Long-term debt will not be used to fund current noncapital operations.
- Debt issues will be structured based on the attributes of the types of projects financed, market conditions at the time of debt issue, and the policy direction provided by the Board.
- Bonds will be paid back in a period not exceeding the expected life of those projects. The exceptions to this requirement are the traditional costs of marketing and other costs of issuing debt, capitalized interest for design and construction of capital projects, and small component parts that are attached to major equipment purchases.
- Refunding existing debt will be considered when the total present value cost (including debt issuance costs of the refunding debt) is less than the present value cost of the existing debt.
- Financial advisors will be retained for advice on debt structuring.
- Good communication will be maintained with bond rating agencies about the Airports Authority's financial condition.
- Annually the Business Plan will include the Plan of Finance. Monthly updates will be submitted to the Finance Committee.
- A procedure providing continuing disclosure will be followed, including filing certain annual financial information and operating data and certain event notices as required by the Securities and Exchange Commission (SEC) under Rule 15c2-12 of the SEC Exchange Act of 1934, as amended.



Airport System Revenue Bonds

Liens

Subordinate Bonds

In 1988, to provide for the initial stages of the CCP, and other capital financing needs while negotiations with the Airlines on the Airline Agreement were underway, five series of subordinated bonds backed by major financial institutions were issued for \$263.4 million. These subordinate bonds have either been refunded or the debt retired. Since October 1998, no subordinate bonds have been outstanding.

Senior Bonds

A Senior Master Indenture of Trust (Master Indenture) was created in 1990 for the Airports Authority. A Supplemental Indenture is required before a series of Bonds is issued under the Master Indenture. The Master Indenture was amended effective September 1, 2001, to in part, change the definition of Annual Debt Service to accommodate the issuance of secured commercial paper to permit the Airports Authority to release certain revenues from the definition of revenues, and to expand the list of permitted investments to include innovative investment vehicles designed to increase the return on the Airports Authority investments. A total of \$10.14 billion of bonds has been issued by the Airports Authority since March 1988. The proceeds of the Bond issues are used to finance capital improvements at both Airports and refund outstanding Bonds when savings meet the Airports Authority's refunding criteria. The Airports Authority anticipates the issuance of bonds over the next year to fund projects in the CCP and refund outstanding debt when advantageous.

Ratings

The uninsured fixed rate bonds are rated long-term "A1" by Moody's, "AA-" by S&P, and "AA-" by Fitch Ratings. In June 2013, Fitch Ratings affirmed the "AA-" rating and the "Stable Outlook," S&P affirmed the "AA-" rating with "Stable Outlook", and Moody's downgraded the rating from "Aa3" to "A1" and changed the outlook from "Negative" to "Stable."

Insurance

As of October 1, 2013, the Airports Authority had \$2.2 billion or 45.8 percent of Bonds insured either by National Public Finance Guarantee Corporation (National), Financial Guaranty Insurance Company (FGIC), Financial Security Assurance (FSA) Ambac Assurance Corporation (Ambac), Berkshire Hathaway Assurance Corporation (BHAC), or Syncora.

Insurer	Insured
Ambac	10.7%
BHAC	4.6%
FGIC	8.3%
FSA	12.4%
National (MBIA)	8.5%
Syncora (XL)	1.2%
Uninsured	54.2%



Variable Rate Programs

The Airports Authority has a diversified variable rate debt program which consists of multi-modal variable rate demand obligations (VRDOs) with weekly, daily and 2-day resets and Commercial Paper (CP). The table below lists all the Airports Authority's variable rate counterparties.

Table 5-21

Firm	Facility	Program/ Series	Amount (millions)	Expiration Date
JPMorgan	Letter of Credit	CP One	\$250.0	Mar 2014
LBBW	Letter of Credit	CP Two	\$21.0	Dec 2015
Bank of America	Index Floaters	2003D1	\$61.5	Dec 2016
TD Bank	Letter of Credit	2009D VRDO	\$127.8	Dec 2017
Barclays Bank	Letter of Credit	2010C VRDO	\$159.6	Sept 2015
Wells Fargo	Index Floaters	2010D	\$161.8	Dec 2015
Wells Fargo	Index Floaters	2011A	\$219.3	Sept 2016
Citibank	Index Floaters	2011B	\$185.2	Sept 2015

Commercial Paper (CP) Program

The Airports Authority authorized a CP Program in an aggregate principal amount not to exceed \$500.0 million outstanding at any time. The Airports Authority currently has in place two credit facilities allowing the Airports Authority to draw up to \$271.0 million in CP Notes. The CP Program is a funding source for on-going capital expenditures. Long-term fixed and/or variable rate bonds will be issued to periodically recycle the CP capacity.

Series One CP Notes

The issuance of up to \$250 million of the Series One CP Notes is authorized pursuant to the Amended and Restated Eleventh Supplemental Indenture. The Series One CP Notes are structured as Short-Term /Demand Obligations under the Indenture and secured by certain pledged funds including Net Revenues on a parity with other Bonds. They are further secured by an irrevocable direct pay letter of credit issued by JPMorgan Chase Bank, N.A. which expires on March 13, 2014. As of October 31, 2013, there are no Notes outstanding.

Series Two CP Notes

The issuance of up to \$21 million of the Series Two CP Notes is authorized pursuant to 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 a parity with other Bonds. They are further secured by an irrevocable direct pay letter of credit issued by Landesbank Baden-Württemberg, acting through



its New York Branch, which expires on December 29, 2015. As of October 31, 2013, there are \$21 million of the Series Two CP Notes outstanding.

Passenger Facility Charges

The Airports Authority was granted permission by the FAA to use PFC funds collected to finance the projects described in the Airports Authority’s approved PFC applications. A portion of PFC revenues is being used to finance certain CCP projects previously expected to be financed through the issuance of bonds.

In March 2009, the FAA approved the Airports Authority’s request to amend PFC Application No. 4 to extend the collection period through 2038, and allow the Airports Authority to use PFC revenues to pay the principal and interest on the Bonds used to fund certain CCP projects at Dulles International.

In July 2009, the Airports Authority made an irrevocable commitment to use \$35 million of PFC revenues per year to pay Annual Debt Service on the Bonds from 2009 through 2017.

Interest Rate Swaps

The Airports Authority has entered into interest rate swap agreements (the Swap Agreements) in an effort to lower its overall cost of borrowing. All of the Airports Authority’s Swap Agreements (i) were entered into in connection with the planned issuance of variable rate debt and represent floating-to-fixed rate agreements and (ii) were written on a forward-starting basis to either hedge future new money Bonds or to synthetically advance refund Bonds that could not be advance refunded on a conventional basis because of their tax status. To manage its exposure to counterparty risk, the Airports Authority has entered into Swap Agreements only with counterparties having a rating of at least “A.”

The Airports Authority’s obligations under the Swap Agreements constitute Junior Lien Obligations of the Airports Authority secured by a pledge of the Airports Authority’s Net Revenues that is subordinate to the pledge of Net Revenues securing the Bonds and any Subordinated Bonds issued in the future.

The chart below provides summary information with respect to the Airports Authority’s current Swap Agreements.

Table 5-22						
Trade Date	Effective Date	Termination Date (“final maturity”)	Swap Providers	Ratings Moody’s/S&P/Fitc	Notional Amount	Fixed Rate
7/31/2001	8/29/2002	10/1/2021	Bank of Americ.	A3/A/A	\$47.6	4.445%
6/15/2006	10/1/2009	10/1/2039	JPMorgan Chas	Aa3/A+/A+	\$180.8	4.099%
			Bank of Americ.	A3/A/A	\$104.7	
6/15/2006	10/1/2010	10/1/2040	Wells Fargo	Aa3,AA-,AA-	\$164.7	4.112%
5/13/2005	10/1/2011	10/1/2039	Wells Fargo	Aa3,AA-,AA-	\$125.0	3.862%
Aggregate Swaps					\$622.8	



Future Bonds

The Airports Authority anticipates issuing additional Bonds to fund projects in the CCP and also to refund certain outstanding CP Notes and Bonds. The Airports Authority annually, with periodic updates, prepares a Plan of Finance that is presented to the Finance Committee. The Airports Authority has sufficient proceeds to adequately fund projects in the CCP through late spring of 2014.

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 debt service coverage for 2012 through 2014 is as follows:

	Actual 2012	Budget 2013	Budget 2014
Reagan National	1.51x	1.32x	1.51x
Dulles International	1.29x	1.30x	1.31x
Combined Airports	1.35x	1.31x	1.36x



SUMMARY OF OUTSTANDING AVIATION BONDS

Table 5-24							
Series	Dated Date	Originally Issued		Tax Status	Tenor	Credit Enhancement	
		Par Amount	Outstanding as of Oct. 1, 2013			Provider	Purpose
2003D	October 1, 2003	\$ 150,000,000	\$ 61,525,000	AMT	Variable	Bank of Amercia	New Money
2004A	August 26, 2004	13,600,000	10,000	Non-AMT	Fixed	MBIA	Refunding
2004B	May 18, 2004	250,000,000	245,000,000	AMT	Fixed	FSA	New Money
2004C-1	July 7, 2004	97,730,000	31,300,000	AMT	Fixed	FSA	Refunding
2004C-2	August 12, 2004	111,545,000	93,860,000	AMT	Fixed	FSA	Refunding
2004D	August 26, 2004	218,855,000	131,865,000	AMT	Fixed	MBIA	Refunding
2005A	April 12, 2005	320,000,000	244,920,000	AMT	Fixed	MBIA	New Money/Refunding
2005B	April 12, 2005	19,775,000	14,640,000	Non-AMT	Fixed	MBIA	Refunding
2005C	April 12, 2005	30,000,000	30,000,000	Taxable	Fixed	MBIA	New Money
2005D	October 12, 2005	11,450,000	7,650,000	Non-AMT	Fixed	Ambac	Refunding
2006A	January 25, 2006	300,000,000	245,000,000	AMT	Fixed	FSA	New Money/Refunding
2006B	December 6, 2006	400,000,000	375,320,000	AMT	Fixed	FGIC	New Money
2006C	December 6, 2006	37,865,000	34,225,000	Non-AMT	Fixed	FGIC	Refunding
2007A	July 2, 2007	164,460,000	117,165,000	AMT	Fixed	AMBAC	Refunding
2007B	September 27, 2007	530,000,000	407,275,000	AMT	Fixed	AMBAC	New Money
2008A	June 24, 2008	250,000,000	210,365,000	AMT	Fixed	n/a	Refunding/New Money
2009B	April 1, 2009	236,825,000	225,745,000	Non-AMT	Fixed	BHAC	New Money/Refunding
2009C	July 2, 2009	314,435,000	293,410,000	Non-AMT	Fixed	n/a	Refunding PFC
2009D *	July 2, 2009	136,825,000	127,755,000	Non-AMT	Variable	TD Bank	Refunding PFC
2010A	July 28, 2010	348,400,000	336,435,000	Non-AMT	Fixed	n/a	New Money/OMP
2010B	July 28, 2010	229,005,000	191,755,000	AMT	Fixed	n/a	Refunding
2010C-1	September 22, 2010	66,750,000	61,350,000	AMT	Variable	Wells Fargo	Refunding
2010C-2 *	September 22, 2010	103,250,000	98,210,000	Non-AMT	Variable	Wells Fargo	Refunding
2010D *	September 22, 2010	170,000,000	161,785,000	Non-AMT	Variable	Barclays Bank	New Money/Refunding
2010F1	November 17, 2010	61,820,000	61,820,000	Non-AMT	Fixed	n/a	OMP
2011A *	September 21, 2011	233,635,000	219,340,000	AMT	Variable	Wells Fargo	New Money/Refunding
2011B	September 21, 2011	207,640,000	185,195,000	Non-AMT	Variable	Citibank	New Money/Refunding
2011C	September 21, 2011	185,390,000	171,060,000	AMT	Fixed	n/a	Refunding
2011D	September 21, 2011	10,385,000	9,635,000	Non-AMT	Fixed	n/a	Refunding
2012A	July 3, 2012	291,035,000	291,035,000	Non-AMT	Fixed	n/a	Refunding
2012B	July 3, 2012	20,790,000	20,570,000	AMT	Fixed	n/a	Refunding
2013A	July 11, 2013	207,205,000	207,205,000	AMT	Fixed	n/a	Refunding
2013B	July 11, 2013	27,405,000	27,405,000	Taxable	Fixed	n/a	Refunding
2013C	July 11, 2013	11,005,000	11,005,000	Non-AMT	Fixed	n/a	Refunding
Total		\$ 5,767,080,000	\$ 4,950,835,000				

* Subject of a floating-to-fixed rate swaps



SUMMARY OF BONDED DEBT SERVICE

Table 5-25			Bonds		FY 2014	Oct. 2014	
Airport Revenue Bonds	Date of Issue	Maturity	Outstanding 10/1/2013	*FY 2013 Debt Service	Interest Payments	Principal Payment	FY 2014 Debt Service
Senior Debt:							
Series 2003A	9/11/2003	2004-2033	\$ -	\$ 7,005,476	\$ -	\$ -	\$ -
Series 2003B	9/11/2003	2004-2019	-	2,277,600	-	-	-
Series 2003C	9/11/2003	2004-2023	-	2,615,852	-	-	-
Series 2003D	9/16/2003	2004-2033	61,525,000	2,178,520	549,735	1,800,000	2,349,735
Series 2004A	8/26/2004	2006-2022	10,000	445,227	282	7,500	7,782
Series 2004B	5/18/2004	2027-2034	245,000,000	12,253,665	12,253,665	-	12,253,665
Series 2004C-1	7/7/2004	2006-2021	31,300,000	1,565,000	1,565,000	-	1,565,000
Series 2004C-2	8/12/2004	2005-2024	93,860,000	4,818,750	4,691,438	126,250	4,817,688
Series 2004D	8/26/2004	2005-2019	131,865,000	26,084,724	6,288,515	19,545,000	25,833,515
Series 2005A	4/12/2005	2006-2035	244,920,000	22,326,155	12,084,506	9,421,250	21,505,756
Series 2005B	4/12/2005	2011-2020	14,640,000	2,514,006	658,900	1,857,500	2,516,400
Series 2005C	4/12/2005	2020-2035	30,000,000	1,703,619	1,703,619	-	1,703,619
Series 2005D	10/12/2005	2008-2023	7,650,000	382,500	382,500	-	382,500
Series 2006A	1/25/2006	2030-2035	245,000,000	12,218,750	12,218,750	-	12,218,750
Series 2006B	12/6/2006	2031-2036	375,320,000	18,500,410	18,500,410	-	18,500,410
Series 2006C	12/6/2006	2009-2032	34,225,000	2,957,581	1,571,664	1,323,750	2,895,414
Series 2007A	7/3/2007	2008-2023	117,165,000	15,105,588	5,671,338	9,432,500	15,103,838
Series 2007B	9/12/2007	2008-2035	407,275,000	34,063,513	20,158,297	13,911,250	34,069,547
Series 2008A	6/24/2008	2012-2029	210,365,000	21,945,653	11,140,681	9,782,500	20,923,181
Series 2009B	4/1/2009	2010-2029	225,745,000	14,254,756	11,002,531	4,213,750	15,216,281
Series 2009C	7/2/2009	2010-2039	293,410,000	20,827,000	14,952,938	5,875,000	20,827,938
Series 2009D	7/2/2009	2010-2039	127,755,000	7,714,043	5,211,818	2,581,250	7,793,068
Series 2010A	7/28/2010	2011-2039	336,435,000	20,495,506	16,113,581	6,577,500	22,691,081
Series 2010B	7/28/2010	2011-2027	191,755,000	23,332,100	9,228,750	14,098,750	23,327,500
Series 2010C	9/22/2010	2011-2039	159,560,000	7,274,337	4,315,569	3,282,500	7,598,069
Series 2010D	9/22/2010	2011-2040	161,785,000	10,574,908	6,618,436	3,046,250	9,664,686
Series 2010F-1	11/17/2010	2020-2031	61,820,000	3,076,938	3,076,938	-	3,076,938
Series 2011A	9/21/2011	2012-2038	219,340,000	19,975,700	10,860,678	9,305,000	20,165,678
Series 2011B	9/21/2011	2012-2041	185,195,000	13,703,286	1,555,932	12,148,750	13,704,682
Series 2011C	9/29/2011	2012-2028	171,060,000	15,708,838	8,160,850	7,548,750	15,709,600
Series 2011D	9/29/2011	2012-2031	9,635,000	778,275	388,125	392,500	780,625
Series 2012A	7/3/2012	2016-2032	291,035,000	14,269,981	14,269,981	-	14,269,981
Series 2012B	7/3/2012	2013-2019	20,570,000	1,815,700	806,300	3,260,000	4,066,300
Series 2013A	7/11/2013	2018-2043	207,205,000	4,864,479	10,301,250	-	10,301,250
Series 2013B	7/11/2013	2016-2023	27,405,000	387,703	821,019	-	821,019
Series 2013C	7/11/2013	2020-2022	11,005,000	249,451	528,250	-	528,250
			\$4,950,835,000	\$370,265,590	\$227,652,246	\$139,537,500	\$367,189,746
Series ONE	8/16/2007	2008-2014	\$ -	\$ -	\$ -	\$ -	\$ -
Series TWO	1/12/2005	2006-2014	21,000,000	113,494	107,004	52,500	159,504
			\$ 21,000,000	\$ 113,494	\$ 107,004	\$ 52,500	\$ 159,504
TOTALS			\$ 4,971,835,000	\$ 370,379,084	\$ 227,759,250	\$ 139,590,000	\$ 367,349,250

* FY 2013 Debt Service reflects new issues and refundings that occurred during the year.



LONG-TERM DEBT SCHEDULED – AIRPORT REVENUE BONDS

Table 5-26	Commercial Paper Debt		Senior Debt (Long-Term)		Total
	Principal	Interest	Principal	Interest	Debt Service
2014	\$ 52,500	107,004	\$ 139,537,500	\$ 227,652,246	\$ 367,349,250
2015	52,500	1,844,734	145,065,000	236,494,530	383,456,764
2016	20,895,000	1,844,734	157,260,000	229,701,204	409,700,938
2017			174,985,000	222,249,854	397,234,854
2018			189,280,000	213,940,088	403,220,088
2019			194,615,000	204,841,353	399,456,353
2020			203,535,000	195,377,648	398,912,648
2021			218,360,000	185,382,677	403,742,677
2022			208,580,000	174,570,292	383,150,292
2023			209,865,000	164,318,607	374,183,607
2024			219,090,000	154,000,811	373,090,811
2025			179,275,000	143,122,117	322,397,117
2026			188,995,000	134,183,301	323,178,301
2027			198,920,000	124,831,844	323,751,844
2028			196,175,000	114,917,664	311,092,664
2029			193,980,000	105,258,186	299,238,186
2030			229,510,000	82,605,594	312,115,594
2031			280,130,000	84,967,483	365,097,483
2032			279,205,000	71,341,722	350,546,722
2033			256,280,000	70,674,004	326,954,004
2034			260,480,000	44,309,367	304,789,367
2035			233,945,000	31,349,867	265,294,867
2036			139,515,000	19,653,200	159,168,200
2037			67,755,000	12,687,480	80,442,480
2038			71,160,000	9,312,741	80,472,741
2039			76,640,000	5,770,849	82,410,849
2040			20,075,000	1,965,626	22,040,626
2041			10,120,000	999,333	11,119,333
2042			5,045,000	517,250	5,562,250
2043			5,300,000	265,000	5,565,000
Total	\$ 21,000,000	\$ 3,796,472	\$ 4,952,677,500	\$ 3,267,261,938	\$ 8,244,735,910

2014 is on FY(cy) not Bond Year, and will not check to O.S. information for 2014..



DULLES CORRIDOR DEBT PROGRAM

The Airports Authority uses debt financing to fund Capital Improvement Program (CIP) for the Dulles Corridor Enterprise Fund, including funding a portion of the costs of the Dulles Metrorail Project.

Dulles Toll Road Revenue Bonds

A Senior Master Indenture of Trust (Master Indenture) was created in 2009 for the Airports Authority. A Supplemental Indenture is required before a series of Bonds is issued under the Master Indenture. A total of \$1.3 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. The Airports Authority anticipates the issuance of additional bonds over the next year to fund projects in the CIP.

Liens

First Senior Lien Bonds

A total of \$198.0 million of Series 2009A Bonds, issued as Current Interest Bonds were issued in August 2009.

Second Senior Lien Bonds

The Second Senior Lien includes the 2009B, 2009C, 2009D, 2010A and 2010B series of Bonds, totaling \$957.9 million. The Airports Authority issued \$261.9 million of Capital Appreciation Bonds; \$296 million of Convertible Capital Appreciation Bonds; \$400.0 million issued as Current Interest Bonds and are Federally Taxable – Issuer Subsidy – Build America Bonds (BABs).

Subordinate Lien Bonds

In May 2010, a total of \$150 million of Series 2010D Bonds, were issued as BABs.



Summary Description of Dulles Toll Road Transactions

Table 5-27		
Series	Lien Position	Rating
2009A	First Senior	A2, A
2009B	Second Senior	Aa2, AAA (Insured), Baa1, BBB+
2009C	Second Senior	Aa2, AAA (Insured), Baa1, BBB+
2009D	Second Senior	Baa1, BBB+
2010A	Second Senior	Baa1, BBB+
2010B	Second Senior	Baa1, BBB+
2010D	Subordinate	Baa2, BBB

Ratings

The Series 2009A bonds have assigned a long-term rating of "A2" from Moody's and "A" by Standard & Poor's (S&P). In the Second Senior Lien Bonds (other than the Insured 2009 Bonds) have been assigned the long-term rating of "Baa1" by Moody's and "BBB+" by S&P. The Subordinate Lien Bonds have assigned a "Baa2" from Moody's and a "BBB" from S&P.

Assured Guaranty insures \$188.0 million of the \$207.1 million Series 2009B Bonds and all of the Series 2009C Bonds. The Insured Series 2009 Bonds are assigned a rating of "AAA" (negative outlook) by S&P and "Aa3" (Negative Outlook) by Moody's.

Insurance

A total of \$346.5 million or 36 percent of the \$963.3 million Series 2009 Bonds are insured by Assured Guaranty.

Variable Rate Program

Commercial Paper Program

The issuance of up to \$300 million of the Series One CP Notes is authorized pursuant to the Seventh Supplemental Indenture. The Airports Authority currently has in place a three-year credit facility with J.P. Morgan Chase Bank, expiring in August 2014. The Series One CP Notes are secured as Second Senior Lien Bonds under the Master Indenture. As of October 31, 2013, there are \$300.0 million outstanding of Series One CP Notes.



Future Bonds

The Airports Authority anticipates issuing additional bonds to fund projects in the CIP and the Dulles Corridor Metrorail Project. The Airports Authority; annually, with periodic updates, prepares a Plan of Finance that is presented to the Finance Committee. The Airports Authority anticipates entering the market in mid-winter 2014.

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 Dulles 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.



**ANNUAL DEBT SERVICE REQUIREMENTS
AND PROJECTED DEBT SERVICE**

Table 5-28

ANNUAL DEBT SERVICE REQUIREMENTS AND PROJECTED DEBT SERVICE (1)

<i>(dollars in millions)</i>	2011	2012	2013	2014
DTR Gross Toll Revenue	\$ 97.13	107.10	125.51	148.81
Other Income	-	-	-	-
Toll Road O&M	(25.12)	(26.00)	(28.25)	(29.23)
Interest Income	-	-	-	-
NET REVENUE AVAILABLE FOR DEBT SERVICE	\$ 72.01	81.10	97.26	119.58
First Senior Lien, Series 2009A	10.14	10.14	10.14	10.14
Second Senior Lien, Series 2009B (2)	-	6.41	10.57	5.22
Second Senior Lien, Series 2009C (2)	-	-	-	-
Second Senior Lien, Series 2009D	29.85	29.85	29.85	29.85
less direct subsidy on 2009D BABs (4)	(10.45)	(10.45)	(9.99)	(9.69)
less state funding for interest payments			(10.00)	(30.00)
Second Senior Lien, Series 2010A (3)	-	-	-	-
Subordinate Lien, Series 2010B (3)	-	-	-	-
Subordinate Lien, Series 2010D	12.00	12.00	12.00	12.00
less direct subsidy on 2010 BABs (4)	(4.20)	(4.20)	(4.02)	(3.90)
TOTAL NET DEBT SERVICE	\$ 37.34	\$ 43.75	\$ 38.55	\$ 13.61
<i>First Senior Lien Debt Service Coverage</i>	<i>7.10 x</i>	<i>8.00 x</i>	<i>9.59 x</i>	<i>11.79 x</i>
<i>Second Senior Lien Debt Service Coverage</i>	<i>2.44 x</i>	<i>2.26 x</i>	<i>3.18 x</i>	<i>21.70 x</i>
<i>Subordinate Lien Debt Service Coverage</i>	<i>1.93 x</i>	<i>1.85 x</i>	<i>2.52 x</i>	<i>8.78 x</i>

(1) The table does not include estimated debt service on additional bonds that will be issued in 2014.

(2) The Second Senior Lien Bonds, Series 2009B and 2009C, are structured as capital appreciation bonds and convertible capital appreciation bonds with debt service payable between October 1, 2012, and October 1, 2041.

(3) The Second Senior Lien Bonds, Series 2010A and 2010B, are structured as capital appreciation bonds and convertible capital appreciation bonds with debt service payable between April 1, 2019, and October 1, 2044.

(4) Federal subsidy payments on BABs are subject to sequestration reductions. Net subsidy rate in 2013 was 33.48%. For 2014, the estimated net subsidy rate is 32.48%.



SUMMARY OF OUTSTANDING DULLES TOLL ROAD BONDS

Table 5-29 SUMMARY OF OUTSTANDING DULLES TOLL ROAD REVENUE BONDS (1)

Series	Dated Date	Originally Issued Par Amount	Outstanding as of 10/1/2013	Tax Status	Tenor	Credit Enhancement Provider	Purpose
2009A	8/12/2009	\$ 198,000,000	\$ 198,000,000	Tax-Exempt Current Interest Bonds	Fixed	None	Dulles Corridor improvements and
2009B	8/12/2009	207,056,689	261,585,614	Tax-Exempt CABs	Fixed	\$188,266,435 Assured	Metrorail
2009C	8/12/2009	158,234,960	206,161,787	Tax-Exempt Convertible CABs	Fixed	\$158,234,960 Assured	Dulles Corridor improvements and
2009D	8/12/2009	400,000,000	400,000,000	Taxable Build America Bonds	Fixed	None	Metrorail
2010A	5/27/2010	54,813,219	68,163,069	Tax-Exempt CABs	Fixed	None	Metrorail
2010B	5/27/2010	137,801,650	170,673,450	Tax-Exempt Convertible CABs	Fixed	None	Metrorail
2010D	5/27/2010	150,000,000	150,000,000	Taxable Build America Bonds	Fixed	None	Metrorail
CP Series One	8/1/2011	550,000	300,000,000	Commercial Paper Program	Variable	JP Morgan LOC	Metrorail
		<u>\$ 1,306,456,518</u>	<u>\$ 1,754,583,920</u>				

(1) Table does not include \$200 million of fixed rate notes issued on December 17, 2012, that are secured by the remaining Federal funding anticipated to be received pursuant to a Full Funding Grant Agreement (FFGA) with the Federal Transit Administration for Phase 1 of the Rail Project.



LONG-TERM DEBT SCHEDULED – DULLES TOLL ROAD REVENUE BONDS

	LONG-TERM DEBT SCHEDULED - DULLES TOLL ROAD REVENUE BONDS						FFGA NOTES (4)	
	Originally Issued	Interest on DTR			Commonwealth of	Total Net Debt	Principal	Interest
	Principal Amount	Bonds	Total Debt Service	BABs Subsidy (2)	Virginia Funding	Service on DTR		
(1)				(3)	Bonds			
2011	-	51,990,988	51,990,988	(14,646,800)	-	37,344,188		
2012	5,744,580	52,651,407	58,395,988	(14,646,800)	-	43,749,188		
2013	9,041,633	53,514,355	62,555,988	(14,010,710)	(10,000,000)	38,545,277		4,128,000
2014	4,201,882	53,004,106	57,205,988	(13,592,230)	(30,000,000)	13,613,757		4,320,000
2015	8,687,272	54,718,716	63,405,988	(14,646,800)	(30,000,000)	18,759,188	100,000,000	2,160,000
2016	7,588,182	55,047,806	62,635,988	(14,646,800)	(30,000,000)	17,989,188	100,000,000	1,080,000
2017	4,032,707	70,268,656	74,301,363	(14,646,800)	(30,000,000)	29,654,563		
2018	4,086,658	70,759,704	74,846,363	(14,646,800)	(20,000,000)	40,199,563		
2019	7,259,874	88,886,489	96,146,363	(14,646,800)	-	81,499,563		
2020	3,505,221	86,586,142	90,091,363	(14,646,800)	-	75,444,563		
2021	3,466,610	87,034,753	90,501,363	(14,646,800)	-	75,854,563		
2022	3,422,177	87,519,186	90,941,363	(14,646,800)	-	76,294,563		
2023	9,267,174	96,354,189	105,621,363	(14,646,800)	-	90,974,563		
2024	10,631,131	100,255,232	110,886,363	(14,646,800)	-	96,239,563		
2025	8,106,897	97,974,465	106,081,363	(14,646,800)	-	91,434,563		
2026	7,501,716	98,919,647	106,421,363	(14,646,800)	-	91,774,563		
2027	6,929,769	99,671,594	106,601,363	(14,646,800)	-	91,954,563		
2028	4,706,906	95,874,456	100,581,363	(14,646,800)	-	85,934,563		
2029	12,171,834	115,988,786	128,160,620	(14,646,800)	-	113,513,820		
2030	15,365,811	124,368,227	139,734,038	(14,646,800)	-	125,087,238		
2031	24,908,287	133,091,960	158,000,247	(14,646,800)	-	143,353,447		
2032	24,405,382	133,630,452	158,035,834	(14,646,800)	-	143,389,034		
2033	29,514,564	157,871,268	187,385,833	(14,646,800)	-	172,739,033		
2034	28,856,763	159,030,534	187,887,297	(14,646,800)	-	173,240,497		
2035	28,077,105	158,806,292	186,883,396	(14,646,800)	-	172,236,596		
2036	27,584,571	159,302,882	186,887,453	(14,646,800)	-	172,240,653		
2037	25,584,430	161,302,008	186,886,438	(14,646,800)	-	172,239,638		
2038	51,662,687	124,978,141	176,640,828	(14,646,800)	-	161,994,028		
2039	43,393,197	147,608,527	191,001,724	(14,646,800)	-	176,354,924		
2040	72,107,185	125,029,797	197,136,982	(14,646,800)	-	182,490,182		
2041	107,186,064	66,446,288	173,632,352	(14,646,800)	-	158,985,552		
2042	98,148,875	56,073,225	154,222,100	(14,646,800)	-	139,575,300		
2043	79,205,725	46,658,775	125,864,500	(14,226,800)	-	111,637,700		
2044	84,553,650	40,322,075	124,875,725	(12,966,800)	-	111,908,925		
2045	200,000,000	33,448,000	233,448,000	(11,706,800)	-	221,741,200		
2046	200,000,000	18,524,000	218,524,000	(6,483,400)	-	212,040,600		
2047	45,000,000	3,600,000	48,600,000	(1,260,000)	-	47,340,000		
Total	\$ 1,305,906,518	\$ 3,367,113,122	\$ 4,673,019,640	\$ (513,650,741)	\$ (150,000,000)	\$ 4,009,368,899	\$ 200,000,000	\$ 11,688,000

(1) Does not include approximately \$149 million of accreted value on outstanding capital appreciation bonds and convertible capital appreciation bonds as of October 1, 2013 (see Table 5-29).

(2) Cash subsidy payments from the United States Treasury rebating up to 35 percent of the interest payable on Build America Bonds (BAB). Amounts in 2013 and 2014 are subject to sequestration reductions resulting in net subsidy rates of 33.48 percent and 32.48 percent respectively.

(3) Pursuant to a January 2013 Funding Agreement with the Commonwealth of Virginia, the Airports Authority is using \$150 million of state funding to pay interest on DTR revenue bonds in order to reduce the toll increases required to fund the Dulles Corridor Metrorail Project.

(4) Fixed rate notes that are secured by the remaining Federal funding anticipated to be received pursuant to a Full Funding Grant Agreement (FFGA) with the Federal Transit Administration for Phase 1 of the Rail Project.



SUMMARY OF BONDED DEBT SERVICE – DULLES TOLL ROAD

Table 5-31

SUMMARY OF BONDED DEBT SERVICE - DULLES TOLL ROAD

Existing Debt	Date of Issue	Maturity	Bonds Outstanding 10/1/2013	Debt Service 2013	Debt Service 2014
Series 2009A	8/12/2009	2030 - 2042	\$ 198,000,000	10,142,988	\$10,142,988
Series 2009B	(1) 8/12/2009	2012 - 2040	261,585,614	9,227,500	6,765,000
Series 2009C	8/12/2009	2038 - 2041	206,161,787	0	0
Series 2009D	(2) 8/12/2009	2045 - 2046	400,000,000	19,854,890	20,153,370
Series 2010A	5/27/2010	2029 - 2037	68,163,069	0	0
Series 2010B	5/27/2010	2040 - 2044	170,673,450	0	0
Series 2010D	(2) 5/27/2010	2042 - 2047	150,000,000	7,982,400	8,102,400
LESS: Commonwealth of VA funds for DTR Bonds Debt Service (3)				(10,000,000)	(30,000,000)
CP Series One	(4) 8/1/2011	2014	300,000,000	1,500,000	1,500,000
<i>Subtotal</i>			\$ 1,754,583,920	\$ 38,707,777	\$ 16,663,757
					Debt Service
					2014
Potential New Issuance	Date of Issue	Maturity	Amount Issued		
Series 2014A	(5) 1/1/2014	2052-2054	445,695,000	28,970,175	
TOTALS			\$ 2,200,278,920	\$ 45,633,932	

- (1) Annual debt service equals nine twelfths of the debt service payable in current year and three twelfths of the debt service payment scheduled for the following year.
- (2) Annual debt service is net of federal subsidy for Build America Bonds.
- (3) State funding is used to pay interest on DTR revenue bonds in order to reduce the toll increases required to fund the Dulles Corridor Metrorail Project.
- (4) Interest rate on commercial paper notes is assumed to average 1/2 percent.
- (5) Debt service for 2014 equals one year of interest at an assumed rate of 6.50 percent.



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GLOSSARY

ACCRUAL BASIS — An accounting method whereby income and expense items are recognized as they are earned or incurred, even though they may not have been received or actually paid in cash.

AEROTRAIN — The AeroTrain system is a fully automated transit system that will take passengers between the Main Terminal and the midfield Concourses of Dulles International. The AeroTrain is open.

AIR 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. In an average month, more than 800,000 calls are processed through the ACS, including more than 180,000 minutes of domestic long distance calls. 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 and the major airlines serving Reagan National and Dulles International entered into an agreement effective January 1, 1990, that defines their operating and financial relationship for the next 25 years. The Airline Agreement includes the concurrence of the Airlines in the CCP and continues a close working relationship between the Air Carriers and the Airports. Fees and charges paid by the airlines are used along with other income from the Airports to service the debt issued to finance the CCP. The Airline Agreement and Premises Lease is also referred to as the “Airline Agreement.”

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 Dulles Toll Road.



AVI — The automatic vehicle identification equipment used as part of Electronic Toll Collection (ETC) or the Electronic Toll and Traffic Management (ETTM) equipment.

BOARD OF DIRECTORS — The Board of Directors (Board) of the Airports Authority consists of 17 members, seven appointed by the Governor of Virginia, four appointed by the Mayor of the District of Columbia, two appointed by the Governor of Maryland, and three appointed by the President of the United States. Board members serve six-year terms, which are staggered.

BOND — A certificate of debt issued by the Airports Authority pursuant to the Master Indenture relating to the Aviation Enterprise Fund and the Dulles 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.

BUILD AMERICA BONDS — Build America Bonds (BABs) were introduced in 2009 as part of President Obama's American Recovery and Reinvestment Act to create jobs and stimulate the economy. BABs attempt to achieve this by lowering the cost of borrowing for state and local governments in financing new projects. Taxable municipal bonds that feature tax credits and/or federal subsidies for bondholders and state and local government bond issuers.

CAPITAL APPRECIATION BONDS — Capital appreciation is one of the two main sources of investment returns, with the other being dividend or interest income. A rise in the value of an asset based on a rise in market price. Essentially, the capital that was invested in the security has increased in value, and the capital appreciation portion of the investment includes all of the market value exceeding the original investment or cost basis.

CAPITAL CONSTRUCTION PROGRAM (CCP) — The CCP (including the contractual CDP and Dulles Development (*d*²) Program) provides for major expansion of facilities at Dulles International and facilities modernization of facilities at Reagan National.

CAPITAL DEVELOPMENT PROGRAM (CDP) — The CDP contractually provides for major expansion of facilities at Dulles International and modernization of facilities at Reagan National as defined by the Airline Agreement.

CAPITAL FACILITY PROJECTS—DULLES CORRIDOR — Any extensions of, additions to, or major modifications, replacements or reconstruction of the Toll Road or any other roads or highways within the Dulles Corridor, excluding the Access Highway, but including (a) additional ramps or interchanges provide direct access to and from the Toll Road; or (b) addition of traffic lanes for bus only, high occupancy vehicle or high occupancy toll use or similar restricted use.

CAPITAL IMPROVEMENT — Any extensions of, additions to, or major modifications, replacements or reconstruction of the Toll Road or any other roads or highways within the Dulles Corridor, excluding the Access Highway, but including (a) additional ramps or interchanges provide direct access to and from the Toll Road; or (b) addition of



traffic lanes for bus only, high occupancy vehicle or high occupancy toll use or similar restricted use.

CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM (COMIP) — The COMIP (formerly the Capital Maintenance and Investment Program, and initially, the Repair and Rehabilitation Program) provides for repair work at the Airports, as well as equipment, planning, improvements and operational initiatives. The COMIP is funded from the Airports Authority's share of net remaining revenue and is recovered through depreciation. Any COMIP expenditure funded from bonds are recovered through debt service.

CARGO — Mail and freight at both Airports.

CASH TOLL REVENUE — Monies generated from a customer by payment of tolls through cash at the time of transaction at toll booth on the toll facility.

COMMERCIAL PAPER (CP) — A short-term promissory note issued for periods up to 270 days, with maturities commonly at 30, 60 and 90 days. The Airports Authority currently has two Series of CP Notes financing the Airport facilities.

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 two liquidity facility agreements; Landesbank Baden - Wurttemberg (LBBW) for \$21 million and JPMorgan Chase Bank for \$250 million. The Dulles Corridor Enterprise has a CP Program supported by JP Morgan Chase Bank for \$300 million.

COMMONWEALTH OF VIRGINIA GRANTS — The Commonwealth of Virginia, through the aviation portion of the Transportation Trust Fund provides grants to Virginia airport sponsors. The Airports Authority will receive 60 percent of any new money

available for allocation by the Virginia Aviation Board, up to a maximum of \$2 million annually. These funds will be used as an additional source of funding for capital equipment and projects.

COMMONWEALTH TRANSPORTATION BOARD (CTB) — CTB is a 17-member Board appointed by the Governor of Virginia that is charged with establishing the administrative policies for Virginia's transportation system.

COMMUTER AIRLINE — An airline that operates aircraft with a maximum of 60 seats with an operating frequency of at least five scheduled round trips per week between two or more points. See also "Major Airline," "National Airline" and "Regional Airline."

COMPENSATORY RATE — A rate based on cost recovery, which excludes application of transfers for signatory airlines of the Airline Agreement.

CONCESSIONS — The Airports Authority contracts with private firms for many of the services provided to Airport users, including public parking facilities, rental cars, in-flight kitchens, fixed base operators, food and beverage facilities, newsstands, and retail stores. The concessionaires are generally required to pay a percentage of gross revenues to the Airports Authority with an annual minimum amount. Revenues from concessions comprise a significant portion of the Airports Authority's operating revenues.

CONCOURSE A — A regional concourse at Dulles International opened in May 1999, with more than 71,000 square feet to accommodate 35 regional aircraft positions. Concourse A and B are joined by a pedestrian bridge.

CONCOURSE B — A midfield passenger terminal at Dulles International that opened in February 1998



and was expanded in the Spring 2003, to a total of 550,000 square feet to serve 29 aircraft gates for international and domestic airliners.

CONCOURSE C/D — A temporary midfield passenger terminal at Dulles International opened in 1985 (D) and 1986 (C) to serve 47 aircraft gates. United is the main tenant in these concourses. See “Midfield Concourses.”

CONCOURSE C FEDERAL INSPECTION STATION — See “Federal Inspection Station.”

CONNECTING PASSENGER — A passenger who transfers from one flight to another en route to a final destination.

CONTINGENCY RESERVE — A reserve comprised of deposits from Toll Road Revenues and other revenue sources to be used for eligible costs and expenses within the Dulles Corridor for unanticipated events or occurrences. Funds will be deposited upon availability.

CONVERTIBLE CAPITAL APPRECIATION BONDS — Convertible Bonds are bonds that can be exchanged at the option of the holder, for a specific number of preferred or common shares. They combine the characteristics of bonds and equities. Like traditional bonds, convertible bonds are issued at par, pay fixed coupons and have fixed maturities. The bonds can be redeemed at maturity or converted into company's shares at holder's discretion.

CORRIDOR CAPITAL IMPROVEMENTS PROGRAM (CIP) — A program to methodically address the planning and implementation of Capital Improvements on the Toll Road and which shall be subject to annual review by the Virginia Department of Transportation.

COST CENTER — An area of the Airports to which a revenue or expense is attributed, i.e., airfield, terminal, public parking, rental cars, etc.

CUSTOMER SERVICE CENTER — A facility used to service users of the Toll Road including registration and maintenance of customer toll accounts, violation processing and verification, and responding to general inquiries.

DAILY GARAGES 1 and 2 — Two public parking garages that flank the Hourly Parking Lot in front of the Main Terminal. An underground pedestrian connector provides passengers with a safe and convenient way to cross the terminal roadways and surface parking lot between the Main Terminal and the Daily Garage 1. The connector includes moving sidewalks and climate control. These garages provide approximately 8,550 public parking spaces.

DEBT SERVICE FOR AVIATION — Principal and interest payments on bonds financing airport facilities. The bond financed portions of the CCP are recovered through debt service, instead of depreciation. See “Statement of Operations” for further clarification.

DEBT SERVICE FOR DULLES CORRIDOR — Principal and interest payment on Toll Revenue Bonds. As stated in the Permit and Operating Agreement, the Airports Authority is solely responsible for obtaining and repaying all financing, at its own cost and risk and without recourse to the Virginia Department of Transportation, necessary to maintain, improve, equip, modify, repair and operate the Toll Road and any Capital Improvements throughout the Term and necessary to develop and construct the Dulles Corridor Metrorail Project.

DEBT SERVICE COVERAGE FOR AVIATION — An amount equal to 125 percent of the portion of Debt



Service attributable to bonds, plus other such amounts as may be established by any financial agreement.

DEBT SERVICE RESERVE FUND FOR DULLES CORRIDOR — Not less frequently than annually, all Toll Road Revenues shall be budgeted and used solely to pay reserve funds such as the Debt Service Reserve Fund. This reserve will fund debt service and other amounts payable under any Toll Road Financing Documents (including, without limitation, swaps, reimbursement agreements, commercial paper or any other similar products, or any scheduled TIFIA debt), together with deposits to any reserves created under any Toll Road Financing Documents, including the funding of any reasonable cash reserves or escrow accounts in respect thereof.

DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION (DRPT) — DRPT is an agency of the State of Virginia that reports to the Secretary of Transportation. DRPT is primarily responsible for activities that pertain to rail, public transportation, and commuter services.

DEPLANING PASSENGER — Any revenue passenger disembarking at the Airports, including any passenger who will board another aircraft (i.e., connecting passenger).

DEPRECIATION — The annual amount charged by the Airports Authority to recover its investment in capital equipment and capital facility projects acquired by the Airports Authority during the period from June 7, 1987, through September 30, 1989, and to recover its investment in COMIP projects funded from revenues. See “Statement of Operations” for further clarification. Depreciation is not charged for Rates and Charges.

DISCRETIONARY GRANTS — See “Federal Grants.”

d² PROGRAM — In August 2000, the Board approved a \$3.4 billion Budget Amendment to authorize new capital projects at Dulles International including: construction of one of the remaining two parallel runways, including associated taxiway and apron improvements; development of new and expanded terminal facilities, including a Tier 2 Concourse and completion of the Concourse B (Tier 1); construction of a People Mover System from the Main Terminal to each of the Tiers; development of a sterile International People Mover System; construction of a new air traffic control tower; development of new support facilities and utilities; and various roadway and parking improvements to support increased annual growth. The program has since been modified.

DULLES AIRPORT ACCESS HIGHWAY (ACCESS HIGHWAY) (DAAH) — A 17-mile, four-lane divided highway reserved for use by Airport traffic, connecting Dulles with Interstate Route 66. The Commonwealth of Virginia has constructed a multi-lane, divided toll road for non-airport users flanking both sides of the Access Highway.

DULLES CORRIDOR — The transportation corridor with an eastern terminus of the East Falls Church Metrorail station at Interstate Route 66 and a western terminus of Virginia Route 772 in Loudoun County, including without limitation, the Dulles 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 Dulles Toll Road. The amount deposited in the Emergency Operation and Maintenance Reserve Account shall equal not more than \$1 million. If on any April 1 and any October 1, the amounts on deposit in the Emergency Operation and Maintenance Reserve Account are in excess of \$1 million, the Airports Authority will transfer an amount equal to such excess to the Revenue Fund for Dulles 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 Dulles 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 Dulles Toll Road in the event that amounts on deposit in the Operation and Maintenance Account are insufficient to pay all Operation and Maintenance Expenses when due. The amount deposited in the Operation and Maintenance Reserve Account shall equal one-sixth (1/6th) of the Operation and Maintenance Expenses for the Dulles Corridor Enterprise Fund set forth in the Airports Authority's current Fiscal Year budget.

DULLES GREENWAY —

The Dulles Greenway is a 14-mile, four-lane, privately-operated toll road that extends the state-operated Dulles 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.

EARLY PROGRAM — Those projects of the CCP funded from the proceeds of subordinated bonds issued prior to January 1, 1990.

EFFECTIVE BUYING INCOME — Referred to as EBI. Disposable income after taxes and mandatory non-tax payments.

ELECTRONIC TOLL COLLECTION (ETC) TOLL REVENUE — Monies generated from a customer payment of tolls using a toll transponder.

ELECTRONIC TOLL AND TRAFFIC MANAGEMENT EQUIPMENT (ETTM) — The AVI equipment, video monitoring equipment, toll violator systems, manual, automatic and electronic toll collection equipment; the transportation management system equipment; communications equipment; and all other computer hardware necessary to meet the performance specification for electronic toll and traffic management.

ELIGIBLE TRANSIT OPERATING COSTS — Nonoperating expenses designated to pay for operating costs of the Dulles Corridor Metrorail Project.

ELIGIBLE TRANSIT OPERATING COSTS RESERVE — A reserve comprised of at least an annual deposit from Toll Road Revenues and other revenue sources to be used for eligible costs and expenses for transit operations within the Dulles Corridor.

EMERGENCY (R&R) RESERVE — The reserve required by the Master Indenture for emergency repair and rehabilitation of the Airports.

ENPLANING PASSENGER — Any revenue passenger boarding at the Airports, including any passenger that previously disembarked from another aircraft (i.e., connecting passenger).

ENTITLEMENT GRANTS — See "Federal Grants."

ENTERPRISE RESOURCE PROGRAM (ERP) — An Airports Authority-wide Enterprise Resource Planning system which will provide a comprehensive integrated system encompassing core administration functional areas and link business processes, integrate data, and share data information across applications and with users.

FEDERAL AVIATION ADMINISTRATION (FAA) — The FAA is a component of the Department of Transportation and, within the airspace of the United States, promotes air safety, regulates air commerce, controls the use of navigable airspace, develops and operates air navigation facilities, develops and operates the air traffic control system, and administers Federal Grants for development of public-use airports. The FAA operated the Airports prior to their transfer to the Airports Authority on June 7, 1987. The Airports Authority coordinates with the FAA on numerous aviation programs including air security and noise abatement. The Federal Grants received by the Airports Authority are administered by the FAA.

FEDERAL GRANTS — FAA's Airport Improvement Program provides both entitlement and discretionary grants for eligible airport projects. Entitlement funds are determined by a formula according to enplanements at individual airports. These grants are permitted to be used by the Airports Authority at either or both Airports. The



Airports Authority applies for discretionary grants from the FAA through a Letter of Intent (LOI) process. Each LOI represents an intention to obligate funds from future federal budget appropriations. The issuance of a Letter of Intent is subject to receipt of Congressional appropriations for grants to airports, and does not itself constitute a binding commitment of funds by the FAA. For planning purposes, the amounts in an approved LOI from FAA are used by the Airports Authority as the estimate of federal discretionary grants to be received. The Airports Authority has also received other federal grants including those from the Federal Emergency Management Agency (FEMA) and the Homeland Security Grant Program.

FEDERAL LEASE — Congress authorized the Secretary of Transportation to lease the Airports to the Airports Authority by the Metropolitan Washington Airports Act of 1986. The lease was signed on March 2, 1987, and operating responsibility for the Airports was transferred to the Airports Authority on June 7, 1987, for an initial term of 50 years ending June 6, 2037. The lease was amended effective June 17, 2003, to extend the terms to June 6, 2067.

FEDERAL TRANSIT ADMINISTRATION (FTA) — FTA is an administration within the U.S. Department of Transportation responsible for supporting a variety of public transportation systems nationwide.

FISCAL YEAR — The Airports Authority formally changed its Fiscal Year from an annual period ending September 30th to an annual period ending December 31st, effective January 1, 1997.

FIXED BASE OPERATORS (FBO) — Those commercial businesses at the Airports authorized by the Airports Authority to sell aviation fuels and provide other aviation-related services, primarily to General Aviation operators.

FIXED-RATE BONDS — Fixed-rate bonds in finance, are a type of debt instrument bond with a fixed coupon (interest) rate, as opposed to a floating rate note. A fixed rate bond is a long term debt paper that carries a predetermined interest rate.

FUELING AGENT — The agent selected to operate and maintain the fueling system for each Airport and deliver fuel through the fueling system.

FUELING SYSTEM — At each Airport, the Airports Authority-owned hydrant fueling system and the Airports Authority-owned fuel farm.

FULL FUNDING GRANT AGREEMENT (FFGA) — The FFGA is an agreement between the Federal Transit Administration and a project sponsor to provide a guaranteed level of funding for a transit project. The FFGA is the culmination of the New Starts project development process.

GASB STATEMENTS NO. 43 AND 45 — See “OTHER POST EMPLOYMENT BENEFITS” (OPEB).

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) — Conventions, rules and procedures that define accepted accounting practices, including broad guidelines, as well as detailed procedures.

GENERAL AVIATION — An operator of private or corporate aircraft not used in the common carriage of passengers, cargo, or freight, and an operation of aircraft as a non-scheduled air taxi.

GEOGRAPHIC INFORMATION SYSTEM (GIS) — The GIS was implemented in 2009 by the Airports Authority and 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 Dulles 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 interest rate swap (IRS) is a popular and highly liquid financial

derivative instrument in which two parties agree to exchange interest rate cash flows, based on a specified notional amount from a fixed rate to a floating rate (or vice versa) or from one floating rate to another.

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.

INTERIM TERMINAL — The temporary terminal facilities built in a hangar at the north end of Reagan National. The Interim Terminal began operations in July 1989 and remained operational as a passenger terminal facility until Terminal B and C opened in July 1997.

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. The Main Terminal IAB was opened in 1991 and subsequently enlarged in 1993 because of growth in international activity. The Concourse C FIS was opened in 1996. See also “Federal Inspection Station.”

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."

J. P. MORGAN CHASE OFFICE 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.

LANDED WEIGHT — Refers to the maximum gross certificated landed weight in one thousand pound units, as stated in the airlines' flight operations manual. Landed weight is used to calculate landing fees for both airline and General Aviation aircraft operated at the Airports.

LANDING FEES — Fees for payment for the use of the airfield for both airline and General Aviation aircraft, calculated based on airfield costs and recovered based on aircraft landed weight. A separate fee structure is developed for each Airport.

LATENT DEFECTS RESERVE FUND — Amounts in the Latent Defects Reserve Fund shall be used exclusively to fund a cash reserve for costs associated with remedying any latent defects related to the Dulles Metrorail Project required pursuant to Section 4.01(d)(v) of the Permit and Operating Agreement and Article 6 of the Cooperative Agreement. The amounts on deposit in the Latent Defects Reserve Fund shall equal the Latent Defects Reserve Requirement.

LETTER OF INTENT (LOI) — See "Federal Grants."

LIEN — A Lien is the legal right of a creditor to sell the collateral property of a debtor who fails to meet the obligations of a loan contract. A lien exists, for example, when an individual takes out an automobile loan. The lien holder is the bank that grants the loan, and the lien is released when the loan is paid in full. Another type of lien is a mechanic's lien, which can be attached to real property if the property owner fails to pay a contractor for services rendered. If the debtor never pays, the property can be auctioned off to pay the lien holder.

LIFE CYCLE MAINTENANCE PLAN — A maintenance plan that is to be prepared annually covering a full five-year period and considering life cycle asset maintenance for the Toll Road, and including a description of all Renewal and Replacement Program Work to be undertaken during the following five years, the estimated costs and timing related to each task specified therein, and such other reasonably related information.

LOCAL DISADVANTAGED BUSINESS ENTERPRISE (LDBE) PROGRAM — The Airports Authority is committed to full participation in its contracting programs by minority, women-owned, disadvantaged, and small and local business enterprises. The LDBE Program was adopted by the Board at the June 6, 1990 Board meeting and replaced earlier outreach programs. The LDBE Program aggressively seeks increased participation of minority and women-owned business enterprises in the Airports Authority's contracting opportunities and includes a preference for local disadvantaged businesses in selected Airports Authority contracts.

LONG-TERM DISABILITY PROGRAM — The Airports Authority has established a Long-Term Disability Program for employees hired after the June 7, 1987, transfer of the Airports. The program provides disability benefits until age 65 or older, depending on the age of the employee at the time of disability.



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 Dulles Toll Road Bonds.

MASTER PLAN — For Reagan National, refers to the plan that became effective on April 15, 1988, after adoption by the Board of Directors and submission to its Board of Review, and for Dulles International, refers to the plan for which the Airports Authority assumed responsibility under the federal lease, including any amendments to either plan.

MASTER TRANSFER AGREEMENT — The agreement between the Airports Authority and the Department relating to the transfer of the Dulles Toll Road and the Dulles Corridor Metrorail Project dated December 29, 2006.

MEMORANDUM OF AGREEMENT — The Metropolitan Washington Airports Authority Board of Directors today unanimously approved a resolution ratifying a Memorandum of Agreement (MOA) that will ensure the continuation of the Dulles Rail extension to Loudoun County. The Memorandum of Agreement is a multi-party agreement that outlines the fiscal responsibilities of federal, state and local entities for Phase 2 of the rail project.

METROPOLITAN WASHINGTON AIRLINES COMMITTEE (MWAC) — MWAC provides technical representative from the airline community to the Airports Authority to coordinate on the CCP.

METROPOLITAN WASHINGTON AIRPORTS AUTHORITY — The Airports Authority operates Reagan National and Dulles International under an 80-year lease agreement with the U.S. Department of Transportation. Congress authorized the lease of the Airports, formerly operated by the Federal Aviation Administration, in October 1986. The lease of the Airports to the Airports Authority by the federal government was signed on March 2, 1987, and operating responsibility for the Airports was transferred to the Airports Authority on June 7, 1987. The lease was amended effective June 17, 2003, to extend the terms to June 6, 2067.

MIDFIELD CONCOURSES — Midfield Concourses B and C/D, were built at Dulles International by the Airlines, one at each end of the jet ramp, to accommodate growth in activity until replaced by permanent facilities. A permanent midfield concourse, Midfield Concourse B, built by the Airports Authority and opened in February 1998, was funded from PFCs and Airports Authority net remaining revenue. A Regional Airline Midfield Concourse, connected to Concourse B/Concourse A opened in April 1999 to accommodate both turboprop and jet regional/commuter aircraft.



Mobile Lounges and Plane-Mates are used to shuttle passengers between the Midfield Concourses and the Main Terminal.

MOBILE LOUNGE — A vehicle for transporting passengers between and among the Dulles International terminals, concourses, and aircraft. Developed specifically for use at Dulles International, these vehicles can carry up to 102 passengers, with 71 seated. One end of the lounge mates with the terminal building, the other is equipped with a passenger bridge to connect with aircraft.

NATIONAL AIRLINE — An airline with gross operating revenues of between \$100 million and \$1 billion during any calendar year. See also "Commuter Airline," "Major Airline," and "Regional Airline."

NET INCOME — Operating and nonoperating revenues less nonoperating expenses, debt service and reserve contributions.

NET OPERATING INCOME — Total operating revenues less total operating expenses.

NET REMAINING REVENUE (NRR) — For any fiscal year, the total of revenues and transfers less (a) operation and maintenance expenses, including the federal lease payment; (b) debt service; (c) the amount of rental credits given to certain scheduled air carriers as set forth in the surviving agreements; and (d) required deposits to maintain the operation and maintenance reserve and the COMIP reserve. Under the Airline Agreement, NRR is further adjusted by deducting depreciation and airline subordinated debt service coverage. The resulting balance is then divided by a formula between the Airports Authority and the Signatory Airlines.

NET TOLL REVENUES — The total amount of toll revenue collected minus expenditures for

operations, administration, and maintenance and uncollectible tolls.

NONOPERATING EXPENSES — The collective term for expenses associated with the Renewal and Replacement Program, Corridor Capital Improvements, Metrorail Capital Project and Latent Defects, and Eligible Transit Operating Costs.

NONOPERATING REVENUE — The collective term for monies generated by interest income, other capital contributed, and investment income on capital contributed.

OPERATING EXPENSES — The Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP). For budget purposes, however, operating expenses have been modified to conform to the provisions of the Airline Agreement. Under the terms of the Airline Agreement, beginning on October 1, 1989, 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. The COMIP is 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 by 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 en route to a final destination.

OTHER POST EMPLOYMENT BENEFITS (OPEB) — The GASB Statements No. 43 and 45 address the identification and disclosure of the liability and funding status of post-retirement benefits, other than pensions. The OPEB's are earned during working years and should be part of the current cost of providing public services. The OPEB liability will be actuarially determined and funded similar to pensions.

PARKING GARAGE A — A three and one-half level public parking facility at Reagan National with approximately 2,000 parking spaces, Parking Garage A is the principal parking facility for Terminal A. It is also used by the rental car operators. A pedestrian tunnel was constructed between Parking Garage A and Terminal A to provide passengers with safe and convenient access between the two facilities.

PARKING GARAGE B/C — A four and one-half level public parking facility at Reagan National with approximately 4,400 spaces, Parking Garage B and C is the principal parking facility for Terminal B and C. Pedestrian bridges connect Parking Garage B and C to both Terminal B and C and the Metro Station.

PASSENGER CONVEYANCES — The Dulles International Mobile Lounges/Plane-Mates or other ground transportation devices for the movement of passengers between and among terminals, concourses, and aircraft at Dulles International.



PASSENGER FACILITY CHARGES (PFCs) — The Aviation Safety and Capacity Expansion Act of 1990, enacted November 5, 1990, and amended in February 2001, enables airports to impose a PFC of \$1, \$2, \$3, \$4 or \$4.50 on enplaning passengers. PFCs can be used for any projects determined by the FAA to be eligible, primarily those projects that are eligible for Airport Improvement Program grants. The Airports Authority began collecting PFCs in November 1993 at Reagan National and January 1994 at Dulles International. In February 2001, the Airports Authority received FAA approval to increase PFC collection authority from \$3.00 to \$4.50 on each qualified enplaning passenger. PFCs collected by the Airports Authority replace federal entitlement grants received in an amount equal to 75 percent of the total federal entitlement grant to which each Airport is entitled.

PENSION LIABILITY — Under the provisions of the transfer legislation, the Airports Authority was required to pay to the U.S. Civil Service Retirement and Disability Fund (1) the actual added costs incurred by the Fund due to discontinued service retirements and (2) the estimated future unfunded liability of employees who transferred to the Airports Authority and remained under the U.S. Civil Service Retirement System. Series 1988C and Series 1988D Bonds issued for \$24,505,000 were used to pay the pension liability. For cost recovery purposes, this amount was recovered through debt service. These bonds were retired October 1, 1998.

PERFORMANCE MANAGEMENT PARTNERSHIP (PMP) PROGRAM — The Airports Authority's method of managing employee performance. PMP promotes group and individual goals, communication between supervisors and employees.

PERIMETER RULE — U.S. DOT regulation which generally limits non-stop flights at Reagan National to a radius of 1,250 statute miles.

PERMIT AND OPERATING AGREEMENT — The Dulles Toll Road Permit and Operating Agreement in its entirety between the Airports Authority and the Department as of December 29, 2006.

PLANE-MATE — A second generation passenger conveyance vehicle used to supplement the Mobile Lounge fleet at Dulles International. Plane-Mates are also used at several other airports throughout the world and have a passenger capacity of 150, with 94 seated. Designed for the newer wide-bodied jets, the body of the Plane-Mate elevates on electrically driven ball screw jacks to connect with terminals, concourses, and aircraft.

PREMISES — Areas of the Airports leased by airlines pursuant to the Airline Agreement.

PRIOR YEAR ENCUMBRANCES — See "Encumbrances."

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 Dulles Toll Road Permit and Operating Agreement, dated December 29, 2006, as between



the Virginia Department of Transportation and the Airports Authority.

RENEWAL AND REPLACEMENT PROGRAM (R&R)

— A program to be developed by and funded with Toll Road Revenues to address major maintenance needs and expenditures, including, but not limited to, overlays, bridge deck replacements, erosion and drainage control, and similar projects not normally encompassed in routine maintenance activities.

REVENUES — See “Operating Revenues.”

SECOND SENIOR LIEN — Debts that are subordinate to the rights of other, more senior debts issued against the same collateral, or a portion of the same collateral. If a borrower defaults, second lien debts stand behind higher lien debts in terms of rights to collect proceeds from the debt's underlying collateral.

SECURITY FEES — Fees paid by the Transportation Security Administration to the Airports Authority for its costs associated with FAA-required police coverage for passenger screening at departure gates.

SENIOR BONDS — Any bonds or other financing instrument or obligation issued pursuant to the Master Indenture.

SIGNATORY AIRLINE — A scheduled air carrier that has executed the Airline Agreement effective during the period from January 1, 1990, through September 30, 2014.

SOUTH DEVELOPMENT AREA — The South Development Area is an 85-acre complex in the southwest corner of Reagan National. Included in the plan for the South Development Area are various airline/tenant support buildings, the airmail facility, remote public parking lots, the new fuel

farm, various maintenance and equipment storage buildings, and the industrial waste treatment plant.

STATEMENT OF OPERATIONS — The Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP). For budget purposes, however, the Statement of Operations has been modified to conform to the provisions of the Airline Agreement. Depreciation includes the annual amount charged by the Airports Authority to recover its investment in capital equipment and capital facility projects acquired by the Airports Authority during the period from June 7, 1987, through September 30, 1989, and to recover its investment in COMIP projects funded from revenues. Capital equipment and capital facility projects acquired by the Airports Authority after October 1, 1989, are treated as operating expenses and are recovered in full in the year purchased. The bond financed CCP and the bond-financed federal pension liability are recovered through debt service.

SUBORDINATE BONDS — The Airports Authority's General Airport Subordinate Revenue Bonds issued pursuant to the subordinated indenture dated March 1, 1988.

TELECOMMUNICATIONS SYSTEM — See “Airport Communications System.”

TERMINAL A — At Reagan National, refers to the historic Main Terminal.

TERMINAL B and C — This terminal at Reagan National was built north of Terminal A and is served by a new dual-level roadway. A number of facilities, including the old North Terminal, were demolished to make way for the new terminal. Terminal B and C have the capacity to handle approximately two-thirds of the Airport's passengers.



TERMINAL RADAR APPROACH CONTROL (TRACON) — An FAA air traffic control facility using radar and air/ground communications to provide approach control services to aircraft arriving, departing, or transiting the airspace controlled by the facility.

TIERS — Term for concourses at Dulles International prior to construction.

TIFIA LOANS — The Transportation Infrastructure Finance and Innovation Act of 1998 (TIFIA), enacted as part of the Transportation Equity Act for the 21st Century (TEA-21), established a new Federal program under which the U.S. Department of Transportation (USDOT) provides credit assistance to major surface transportation projects of national or regional significance. The TIFIA program provides Federal credit assistance to nationally or regionally significant surface transportation projects, including highway, transit, and rail.

TOLL FACILITIES — The Electronic Toll and Transaction Monitor (ETTM) Facilities, Equipment and System and administration/operations buildings, toll booths, canopies, utility connections, lighting facilities, pedestrian tunnels, etc. related to the manual toll collection system, including all manual toll collection equipment and systems.

TOLL REVENUE BONDS — The bond, notes or other financial obligations secured by Toll Revenues outstanding from time to time under the Toll Road Financing Documents, including obligation issued in connection with any TIFIA loans.

TOLL REVENUES — All amounts received by or on behalf of the Airports Authority from tolls and other user fees applicable to vehicles for the privilege of traveling on the Toll Road imposed pursuant to the Dulles Toll Road Permit and Operating Agreement, dated December 29, 2006 between the Virginia

Department of Transportation (the “Department”) and the Airports Authority or from proceeds of any concession or similar agreement as contemplated by Section 18.01(b) of this Agreement, and with the exception of revenues and proceeds arising out of or relation to Reserved Rights of the Department. Monies collected from customers of the Dulles Toll Road by means of cash collection and ETC accounts.

TOLL ROAD — Collectively, (a) the Omer L. Hirst – Adelard L. Brault Expressway (formerly the Dulles Toll Road), extending from Virginia Route 28 immediately east of Dulles International to the vicinity of Interstate 495; (b) all related operating assets, tangible and intangible, which are used are used in the operation of the Toll Road; (c) any Capital Improvements located thereon; and (d) any associated assets as identified in Exhibit C of the Toll Road Permit and Operating Agreement which is entitled the “Operations and Maintenance Standards and Performance Requirements”.

TOLL ROAD FINANCING DOCUMENTS — The Indentures and any other documents relating to the issuance of Toll Revenue Bonds issued in accordance with the terms of the Permitting and Operating Agreement, together with any and all amendments and supplements thereto.

TOLL ROAD OPERATIONS — The operation, management, maintenance, rehabilitation, and tolling of and all other actions relating to the Toll Road. Toll Operations typically consist of cash and electronic toll collection, customer service center services, violation processing and toll reconciliation.

TOLL ROAD PURPOSES — Purpose is limited to developing, permitting, design financing, acquisition, construction, installation, equipping, maintenance, repair, preservation, modification, operation, management and administration of the Toll Road or any related Capital Improvements.



TOTAL PASSENGERS — The total of all enplaning passengers and all deplaning passengers. A connecting passenger is counted as both a deplaning passenger and an enplaning passenger.

TRANSFERS — The Signatory Airlines' share of net remaining revenue for each year. Transfers are applied as credits in the calculation of Signatory Airline rates for rentals, fees, and charges in the next year.

TRANSPORTATION SECURITY ADMINISTRATION (TSA) — As part of the Aviation Security Act passed in November 2001, TSA handles passenger security screening at all U.S. Airports.

U.S. DEPARTMENT OF TRANSPORTATION (U.S. DOT) — The U.S. DOT was established by an act of Congress on October 15, 1966 and consists of multiple agencies, including the FAA, and is charged with the overall responsibility of ensuring a fast, safe, and efficient transportation system.

U.S. IMPLICIT PRICE DEFLATOR INDEX — Refers to the most recently issued year-to-year U.S. Gross National Product (GNP) Implicit Price Deflator Index, issued by the United States Department of Commerce.

VARIABLE RATE BONDS — Variable Rate Bonds are bonds whose yield is not fixed but is adjusted periodically according to a prescribed formula.

VIOLATION ENFORCEMENT SYSTEM (VES) — The collective equipment and procedures that record the occurrence of a violation transaction and vehicle information, and generate the violation notice or citation process.

VIOLATION FEE COLLECTIONS — A fee collected from the motorist or registered owner of the vehicle

resulting from a motorist's failure to pay the proper toll for use of the Toll Road.

VIOLATION PROCESSING — The composite set of procedures, equipment and operations used to determine the occurrence of a toll violation resulting from a motorist's failure to pay the proper toll for the vehicle classification, and notifying and collecting the sums due from the motorist or registered owner of the vehicle of the violation.

VIRGINIA DEPARTMENT OF TRANSPORTATION (VDOT) — A department of the Commonwealth of Virginia.

WASHINGTON FLYER MAGAZINE — The Airports Authority publishes bimonthly the Washington Flyer Magazine, which is distributed without charge at the Airports. The purpose of the magazine is to provide helpful information to the users of the Airports and to promote and market the use of the Airports to the frequent traveler in and out of the Washington Metropolitan Area.

WRAP-UP INSURANCE — Traditionally, contractors purchase insurance coverage which is included in their bids. The wrap-up insurance approach removes the obligation for purchasing insurance from the individual contractors. The Airports Authority, using the wrap-up insurance approach, purchases the insurance for the CCP in one package.

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY (WMATA) — An authority created in 1967 by an Interstate Compact to plan, develop, build, finance and operate a balanced regional transportation system in the National Capital area. Construction of the Metrorail system began in 1969. Four area bus systems were acquired in 1973. The first phase of Metrorail began operation in 1976. The final leg of the original 103-mile rail network



was completed in early 2001. Today, there are 86 Metro stations in service within a 106.3 mile network.

WIEHLE AVENUE EXTENSION (Phase 1) — The Dulles Metrorail Corridor Project that will extend the MetroRail from the vicinity of West Falls Church Station on the Orange Line to a terminus at the Dulles Toll Road / Wiehle Avenue intersection. This will be a temporary terminus until Phase 2 extends the project to its ultimate limits.

WMATA AGREEMENT — An agreement made in 2007 between the Airports Authority and the WMATA for WMATA's oversight services during the term of the Design Build Contract, the provision of rail cars for the Dulles Corridor Metrorail Project, the transfer of the Dulles Corridor Metrorail Project and for other services.

WMATA LATENT DEFECTS RESERVE — As defined and in accordance with the WMATA Agreement, those costs associated with the Metrorail Capital Project and Latent Defects.