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our customers and the world



**50<sup>TH</sup> DULLES**  
1962-2012  
ANNIVERSARY

METROPOLITAN WASHINGTON AIRPORTS AUTHORITY  
WWW.MWAA.COM

**A** two-lane country road, 10,000 acres surrounded by rich farmland—and a promising vision of aviation’s future. Those were the elements in the mix in 1958 when President Dwight Eisenhower selected the site of the Washington region’s second Airport. ▶ Fast-forward 50 years. Look at the region’s growth: It parallels the emergence of Washington Dulles International Airport, which now has 139 airline gates and 198 miles of roads. ▶ This year, international passengers can choose from almost 500 flight departures to almost 50 international destinations per week every week at Dulles. Domestically, there are 7 airlines flying to 85 destinations, approximately 300 departures a day. ▶ When the Airport cut its glistening red ribbon in 1962, it reeled in 52,846 passengers during its inaugural year, which was pretty good for the first Airport in the country designed for commercial jets. It was a modern marvel, complete with an architecturally sublime futuristic terminal building designed by Finnish mastermind Eero Saarinen. ▶ But review the numbers now: More than 23 million passengers annually, with 25 percent of those passengers traveling on international flights. ▶ “We’ve seen tremendous economic development in this region, and it has been driven by transportation,” says Jack Potter, President and Chief Executive Officer of the Metropolitan Washington Airports Authority. ▶ So, yes, this is a story about a revolutionary vision. ▶ But, as you’ll read over the following pages, it’s also a story about people, planning and growth, and how those factors continue to play a critical role in Dulles International as it boosts the region’s economy and gears up for a future that will be just as celebrated as its past.





The new AeroTrain Main Terminal station will eventually connect to future concourses.



PHOTO BY J. DAVID BUERK

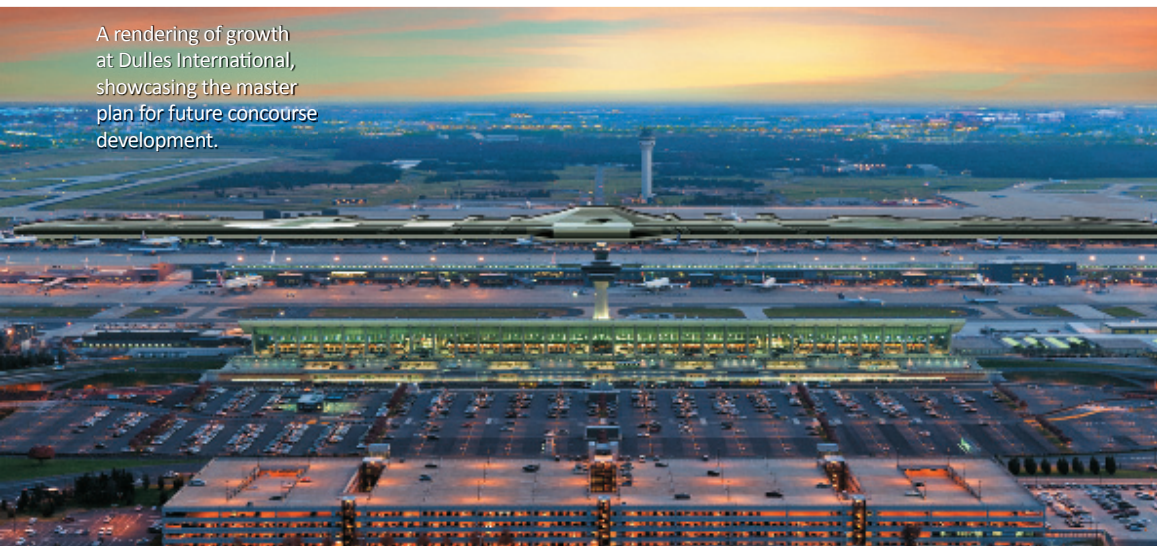


“I worked with a team on the Airport’s recent Dulles Development expansion phase, called D2. It was a huge challenge. Whether it was the rollout of the expanded International Arrivals Building, the seamless integration of our terminal extension or the introduction of the AeroTrain, it was essential that we kept the Airport community connected with all of the changes—and that customers could still get from point A to point B smoothly. Looking back, I’d say we pulled it off exceptionally well! I’m honored to contribute, in a small way, to such a great and friendly Airport.”

**Dennis Hazell**

**Associate Executive Staff  
Coordinator  
Metropolitan Washington  
Airports Authority  
15 years at Dulles  
28 years in the aviation industry  
Dream trips: Alaska and The  
Grand Canyon**

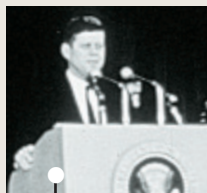
A rendering of growth at Dulles International, showcasing the master plan for future concourse development.



COVER ART BY JOSEPH CRAIG ENGLISH



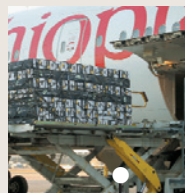
**1958**  
Construction of Washington Dulles International Airport begins.



**1962**  
Construction of Main Terminal complete.  
Official operations begin at “Dulles International Airport.”

President Kennedy dedicates Airport; Dulles Access Road opens; Air Cargo Building 1 opens.

**1966**  
Dulles handles more than 1 million passengers.



**1970**  
Air Cargo Building 2 opens.  
Marriott Hotel opens for business.



**1976**  
Supersonic Concorde begins service at Dulles, with flights to London and Paris.

**1977**  
North side of jet ramp expanded  
First air traffic control tower expansion project at Dulles.

**1978**  
Construction begins on additions to main terminal.



"The Airport is a unique environment for policing. I am assigned to the mid-night shift, so some nights my beat is in the terminal, and some nights it's on the Toll Road and Access Road. We help TSA, we'll respond to assist Customs, and we get a lot of unattended-bag calls. We're here to help people get from point A to point B as safely as possible. I'll take a couple extra seconds to help them get where they're going, because we all need our vacations. Every day I see people go by and think, it would be great to tag along."

**Jeff Jones**  
**Police Corporal**  
**Metropolitan Washington**  
**Airports Authority**  
**17 years at Dulles**  
**Dream trip: Ireland**



PHOTO BY FORREST MACCORMACK

## Our World: Closer Than Ever

When it comes to global impact, how does Dulles International make its mark?

To Chris Browne, Vice President and Airport Manager at Dulles International, it's all about the age-old idea of connecting people—and, in this case, across countries and continents for commerce and business and leisure travel.

Calling the Airport a gateway to the world seems cliché until it becomes apparent that the globe looks at Dulles International as just that—a way to develop relationships and explore the planet.

Browne says it's fairly simple: "The only means of connecting the global community to Washington and our region is Dulles International Airport."

Just this year, the Airport added daily service to Dubai on Emirates; Mexico City on Aeromexico; Toronto on Porter; and Doha, Manchester, Dublin and San Salvador (in December) on United. Next year, daily nonstop service will begin on Etihad Airways to Abu Dhabi.

By next March, Dulles will have 41 Middle Eastern flights per week, surpassing the current number at John F. Kennedy International Airport. Emerging markets in China, India and Latin America are also on tap for growth.

Mark Treadaway, Vice President of Air Service Planning and Development for the Airports Authority, says along with the increasing demands of international business travelers, the rich cultural diversity of the Washington region also contributes to the expansion of overseas air service.

This segment is called VFR—visiting friends and relatives. "We really are a global economy," Treadaway says. "We're all over the world, and in a sense, the world is getting smaller."



Dulles International is marketing itself as an import hub that would allow cargo to bypass Miami and enter the U.S. in the Mid-Atlantic region.



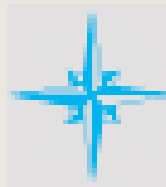
**1982**  
 New baggage make-up area added below the terminal.  
 First economy parking lot opens.

**1983**  
 Access Road extension to I-66 complete.  
 Temporary Concourse C/D opens.

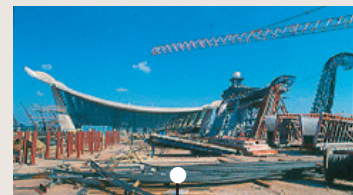
**1984**  
 Airport officially renamed Washington Dulles International Airport.

**1985**  
 Air Cargo Building 4 opens.  
 Red and Blue economy parking lots open with total of 4,200 spaces.

**1986**  
 Green economy lot opens with 4,300 spaces.  
 Dulles handles more than 10 million passengers.



Bill transferring the operation of National and Dulles to a new regional Airports Authority is signed by President Ronald Reagan.



**1991**  
 International Arrivals Building opens.

**1992**  
 Main Terminal expansion begins.

"I was working for minimum wage at my uncle's gas station in 1983 when I got the job as a fleet service clerk at Dulles International. So I was loading cargo, mail, freight, baggage, whatever goes on the plane. I thought I'd died and gone to heaven! I love the outdoors, I like working with big equipment, and I enjoy the people. Four years ago, I became a crew chief. A perfect day is 75 degrees, computers and planes are working, you have a full crew in the cabin and cockpit, and nobody calls in sick. Over the years I've seen all sorts of things being loaded onto planes—Lamborghinis, monkeys, alligators—if you can fit it in the door, we take it."

**Dennis Fincham**  
**Ramp Crew Chief**  
**American Airlines**  
**29 years at Dulles**  
**29 years at American**  
**Dream trip: Hawaii**



PHOTO BY FORREST MACCORMACK

## Our Growth: Steady and Smart

Remember those 10,000 acres mentioned earlier? Only a portion of the land has been used—with more impressive development to follow.

"If you look at the Eastern seaboard Airports—Philadelphia, Boston, Newark, Miami—many of them are fully built to their master plan," says Browne. In other words, they will not be able to spread their wings like Dulles International.

When Dulles International is fully built out in the years ahead, it will be able to accommodate 40 million passengers annually.

Dulles has put itself in a solid position by recently completing the Dulles Development Program, called D2, a 12-year initiative that delivered everything from a fourth runway and a gorgeous new concourse to an expanded International Arrivals Building and the crown jewel, the sleek \$1.7 billion AeroTrain system. When the Metrorail extension to Dulles International is completed, the Airport will have even greater connectivity to the Metropolitan Washington region.

To someone like Michael Curto, the Airports Authority's board chairman and a Washington native, seeing the growth of Dulles has been astounding. "As a child, a car ride to Dulles seemed like a long road trip to a foreign land! The growth you see today required planners who were like great chess masters. They had to think four or five moves ahead to plan for future development of the Airport, which would ultimately impact the region."

Curto and other Airport leaders continue to position Dulles International to take advantage of its gateway status. "With passenger growth at the Airport, the economy of the region will grow exponentially. Dulles International will continue to grow as the portal through which businesses and people arrive," he says.

"Super hubs" used to be only European or Asian cities. Now the focus has shifted to include the Middle East—specifically Dubai, Doha and Abu Dhabi.

## Our Impact: Numbers Don't Lie

How does Dulles International truly impact the region? James Wilding, who was President and CEO of the Airports Authority from 1987–2003 says: "If you close your eyes and try to imagine the Washington region without Dulles, it's almost impossible to do."

Jim Dinegar, president and CEO of the Greater Washington Board of Trade, says one clue stems from a powerful moniker. "The fact that it's known as the Dulles Corridor is significant! Not every transportation hub in the world can lay claim to such a dynamic business and technology center," he says. The Corridor, which generally follows the 16-mile Dulles Access Road, has become synonymous with technology, growth and economic development.

Professor Kenneth Button, director of George Mason University's Center for Transportation, Policy, Operations and Logistics, agrees and says Dulles International has been perfectly situated to spur growth in the region.

Another first was recorded earlier this year—Dulles became the first destination of the Boeing 747-8, the world's longest passenger aircraft.



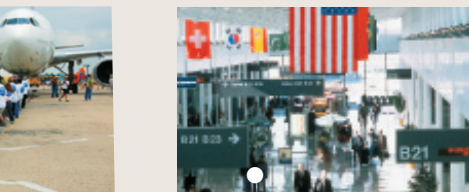
PHOTO BY FORREST MACCORMACK

"When I started here in the '70s, the biggest thing I had to worry about was hitting a cow. At some point on the highway, you're a little bit elevated, and you look out over those fields and see this unusual, beautifully designed Airport. At that time, Airport security was a table set up outside the mobile lounges so they could look in your handbag. So much has changed. It's an exciting time to be working at Dulles. There's so much growth."

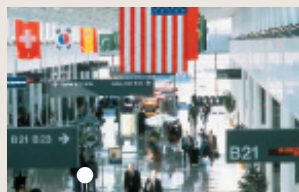
**Shar Angle**  
**Engineering and Maintenance**  
**Department Secretary**  
**Metropolitan Washington Airports Authority**  
**16 years at Dulles**  
**35 years in the aviation industry**  
**Dream trip: The five U.S. states she hasn't yet visited.**



**1993**  
 First Dulles Plane Pull is held, beginning what is now a 20-year tradition for a local charity.



**1996**  
 Main Terminal expansion completed, bringing the Terminal to 1,240 feet in length and 1.1 million square feet.



**1998**  
 First permanent concourse opens with 20 gates—Concourse B. Gold economy parking opens with 1,355 spaces.



**1999**  
 Airport acquires an additional 1,000 acres for future expansion.

Third lane added to on-airport roadway. Cargo Building 6 opens.



Purple economy lot opens with 4,400 spaces.

19.8 million passengers travel through Dulles, an increase of 26 percent from 1998.





PHOTO BY FORREST MACCORMACK

“The Airport is near the nation’s capital, and it’s surrounded by a highly skilled workforce and people with a very high income level—who tend to fly more” and add to the bottom line of the region’s businesses, Button says.

The current master plan calls for a fifth runway; construction of a south terminal; and expansion of the AeroTrain system.

Of course, the millions of visitors who arrive through Dulles International every year also spend billions of dollars at hotels, restaurants, entertainment facilities and retail outlets in the region, which has a significant impact on the local economies.

There’s still plenty of room for the wow factor, too. Earlier this year, Dulles International became the first destination of the colossal Boeing 747-8, a modern version of the classic international aircraft. Dulles is one of the few airports in the United States that has daily service on the Airbus A380, the world’s largest passenger aircraft.

The Airports Authority President and CEO Jack Potter says he’s also looking forward to the Boeing 787 and its impact on the local economy. “Dulles International has the adaptability for virtually anything,” he says. “Whatever else is coming in the future, the Airport can handle it. That’s especially true for international passengers, where we’re uniquely positioned to grow.”

That growth, in turn, moves Dulles International closer to world markets. “When two population centers come within a day’s journey—typically 12 hours—there’s an upsurge in travel and trade between them, stimulating economic growth at either end,” says Leo Schefer, president of the Washington Airports Task Force.

That’s the future of Dulles International and, to a large extent, the nation’s capital.

**Our Services: Ready for a Revolution**

In a region that is one of America’s leaders in high tech, consulting and a host of other progressive services, what’s next?

Get ready for cargo.

Dulles International is especially attractive for international shipping companies because it can deliver overnight to more than 56 percent of the U.S. population.

Cargo has always been a critical aspect of passenger travel, even though most of us never see it. According to Joe Maly, head of air cargo development for the Airports Authority, it’s about to take on an even bigger role at Dulles International.

Currently, Dulles International moves 305,000 tons of cargo in the bellies of passenger planes every year. Top exports include electrical machinery, optical and medical equipment, pharmaceuticals, computer hardware and software, and communications equipment.

“We’re really excited about our unique position along the Eastern seaboard,” Maly says. “We have more than 400 acres of airport land available for cargo development, and that sets us apart from other Airports on the East Coast. We have the opportunity to develop this land based on a cargo focus, with storage and cooling facilities, which will spur a lot of economic development in the region.”

“The first time I came to the Airport, I was looking for a job. I saw a shoe shine guy, and he ended up hiring me. I learned everything from him. I worked for him and then opened my own business. Now I have two Airport stands, and in 20 years I have served 250,000 pair of shoes. Fifty to 75 percent of my clients are people flying business or first class, and they need to look sharp all the way. Some of them I see three times a month, and I get to know them. I treat everyone as someone famous. With my shoe shines, you’re not only getting the shine; you’re getting an experience. I call it art. It’s my passion.”

**Raul Claros**  
**Owner and Shoe Shiner**  
**Professional Leather Care**  
**20 years at Dulles**  
**Dream trip: Fiji**



PHOTO BY FORREST MACCORMACK

“I always wanted to work for an airline, because I wanted to travel. I’d started in reservations in Chicago, and I requested Washington. They said I could go to Dulles International or Reagan National, and I didn’t know anything about either. I said, ‘Well, I hear Dulles is out in the country.’ There was so much open space, and you knew everyone who worked here. Now Dulles is like a city. I love helping people from all over the world.”

**Maureen Doscher**  
**Customer Service Agent**  
**Delta Air Lines**  
**26 years at Dulles**  
**34 years at Delta**  
**Next trip: Singapore**



**2000**  
 20 million passengers travel through Dulles, including nearly 4 million international passengers.



**2002**  
 Daily Parking Garage 2 opens at Dulles, adding 3,700 parking spaces.

**2003**  
 Daily Parking Garage 1 opens, adding another 4,700 parking spaces.



**2004**  
 Pedestrian walkway opens at Dulles to connect the Main Terminal to Concourse B via underground moving sidewalks.

**2005**  
 Airport acquires an additional 830 acres for future expansion.



East Z-gates open, adding the first set of permanent airline gates to the main terminal.

**2007**  
 New Airport Traffic Control Tower construction completed.

New Airport Traffic Control Tower becomes operational and is dedicated by the Federal Aviation Administration.

Dulles International is also the reason behind Washington's position as a major conference destination each year, adding millions in revenue to the region.

Currently, there are six cargo buildings on Airport property with more than 540,000 square feet of total operational space. Dulles International offers companies cargo operations 24/7, heated and refrigerated areas to accommodate perishable shipments, special handling for live animals to protect them from extreme temperatures and noise, and secure areas for storing high-value shipments.

The Airports Authority is also working on bringing an all-cargo international carrier to Dulles International in the next year.

“We’re well positioned here with the high-tech industry and the federal government,” Maly says. “There will never be a shortage of high-value commodities that need to be moved quickly in and out of this area. And that’s good news for us.”

### The Skies Ahead: Customers First

Amid the planning, the development and the international recognition, one factor continues to guide Dulles International: service.

As you read the vignettes from employees throughout this special section, you’ll note that service to passengers resonates above all other themes—it has been part of the Airport Authority’s core values from day one, and it continues to guide every improvement that is made to Dulles International.

In the decades ahead, more change is inevitable at the Airport, with new directions even futurists can’t predict. Yet, for the people who call Dulles International home—from police officers and baggage handlers to airline employees and ramp crew—the mission of helping you enjoy your experience at Dulles will always be the highest priority.

“People will always yearn to explore the world—and we’re proud to be the first step in one exciting journey after another,” says Chris Browne.



PHOTO BY FORREST MACCORMACK

“I grew up five minutes from the Airport, so I could see and hear the planes from my house. It was in my blood. I started at Dulles as a summer intern. Today, I make sure all airfield pavements and grounds are maintained. We have more than 100 pieces of equipment, such as tractors, backhoes, rollers, pavers and graders, and 75 different things in our job description. The most important thing is making sure there’s no FOD—that’s foreign objects or debris. Each night we inspect the runways. Our shop used to be open Monday through Friday. Now it’s open 24/7, and when you’ve finished, you can stand back and admire your work.”

### Joe Shaw

**Pavement and Grounds Supervisor**  
**Metropolitan Washington Airports Authority**  
**34 years at Dulles**  
**Annual trip after snow-removal season: Caribbean**

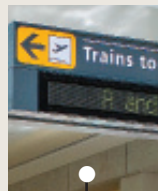


**2008**  
 Concourse B 15-gate expansion opens Jan. 15.  
 Fourth runway (1L/19R) opens Nov. 20.

**2009**  
 Construction of the AeroTrain System is completed; testing begins.

Two New Security Mezzanines open Sept. 15.

The first phase of the IAB expansion opens.

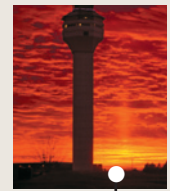


**2010**  
 The AeroTrain system opens.



**2011**  
 A major expansion of the International Arrivals Building is completed.

**2012**  
 Space Shuttle Discovery piggybacks to Dulles and is then ushered to the Air and Space Museum’s Steven F. Udvar-Hazy Center.



**Future**  
 In the years ahead, Dulles International will include everything from new concourses to an expanded AeroTrain and cargo capacity.



