

ANNUAL REPORT 2002



METROPOLITAN WASHINGTON
AIRPORTS AUTHORITY

MESSAGE
from the
CHAIRMAN
2 0 0 2

Norman M. Glasgow, Jr.



For the aviation industry, 2002 was expected to be a year of increasing security. It was also to be a year of recovery, the first of several, as Americans were to take up flying again. All these things it was, but more significantly, it shaped up to be a period of profound change for the industry.

Passengers returned but did not travel in the same style they used to, most notably the business traveler. This has resulted in overall lower fares and substantial losses. Airlines and airports share the same customers, and are weathering the same storm through the vicissitudes of the changing industry.

The Airports Authority has fared well through this year only through the foresight of its management, its quick reactions and proactive measures. Through effective fiscal measures and deft cutbacks, the Authority has thus far managed to maintain its financial ratings and keep its d^2 construction projects going at Dulles.

As we move into 2003, no one can say where all this change will lead us. Over the next few years, operating airports in times of uncertainty will be a great challenge as the carriers are restructured and rearranged. It will also be a great opportunity.

The Airports Authority remains confident that more passengers will ultimately return. In the meantime, we must adjust to the new realities and maintain fiscally responsible measures to expand for the future. It remains our goal to provide the best services and facilities for the greater Washington community and those who travel here. Nothing that happened in 2002 has changed our commitment.

Change has been more than external. In 2002 a quarter of the Board of Directors turned over. The Honorable H.R. Crawford, a new Director from the District of Columbia, joined us in June. In November, we had the bittersweet experience of saying farewell to two Directors whose terms had expired, Bo Young and Bob Calhoun, and of welcoming two new ones, Anne Crossman and Mame Reiley, both from the Commonwealth of Virginia.

Before this report went to press, we learned of yet another change. On February 5, James A. Wilding, President and Chief Executive Officer, announced that he would retire on May 2.

It is not easy to express our feelings of gratitude to Jim for his service. He is not just a superb executive running Washington Dulles International and Ronald Reagan Washington National airports; he is also a preeminent statesman among airport executives worldwide. He has served on both the national and international boards of the Airports Council International, and has chaired the North American board. Since his graduation from Catholic University, he has worked at the airports and has been at the helm since 1979, steering them through some of their worst times when they barely had the resources to keep operating, and their best times since independence as the Metropolitan Washington Airports Authority. Jim's career has been truly extraordinary and we wish him well in the future. The Board has selected his successor, James E. Bennett, Executive Vice President and Chief Operating Officer since 1996.

We at the Airports Authority embrace the change and challenge of 2003 as we endeavor to provide you, the traveling public, with the best facilities and service available.

A handwritten signature in black ink, reading "Norman M. Glasgow, Jr." with a stylized flourish at the end.



After the tumultuous events of 2001, the 2002 priorities for the Airports Authority were very clear: regain momentum, reassess development plans and adjust to operating in a new environment that demands the highest possible levels of security. Working closely with air carriers and with the Transportation Security Administration (TSA), both airports implemented more stringent security procedures; and new baggage screening equipment was installed by the Congressionally-mandated December 31, 2002 deadline.

The restoration of full air carrier service at Reagan Washington National was an important step toward recovery, a move that was welcomed by the Airports Authority and the community. We saw other signs of progress – increasing levels of passenger and cargo activity, rising revenues from concessions including parking, and the announcement of new routes by several carriers.

Nationwide, the combination of rising operating costs and lower passenger volumes has resulted in billions of dollars in financial losses for the airline industry. Of special significance to the Airports Authority was the August 2002 bankruptcy filing of US Airways, the

largest carrier at Reagan Washington National and the December 2002 bankruptcy filing of United Airlines, the largest carrier at Washington Dulles. Although we remain confident in the long-term strength of the region's economy and its air travel market, we also recognize the

Even in this time of change and challenge, one element has remained constant: an active role in the community for the Airports Authority and its people.

immediate implications of operating in this environment. In response, we have scaled back our capital construction program at Washington Dulles by \$1.5 billion, tightened budgets and held the line on costs for airlines to operate at our airports while, at the same time, sharply increasing our spending for security measures.

Even in this time of change and challenge, one element has remained constant: an active role in the community for the Airports Authority and its people. Although busy with their daily duties, especially during the past year, individual employees still found time to raise

**MESSAGE
from the
PRESIDENT and
EXECUTIVE
VICE PRESIDENT**

2002



James A. Wilding



James E. Bennett



funds for charity, mentor local schoolchildren and support numerous other activities that make the Washington region a better place to live. We deeply appreciate their commitment, leadership and spirit of community service. Some of these activities are highlighted in this report.

Above all, we should remember that the Washington region still has one of the finest airport systems in the nation. It is a system created by the hard work and vision of many talented people, and a vital asset as we work together to continue the process of recovery.

A handwritten signature in black ink, appearing to read "James A. Wilding".

James A. Wilding
President and Chief Executive Officer

A handwritten signature in black ink, appearing to read "James E. Bennett".

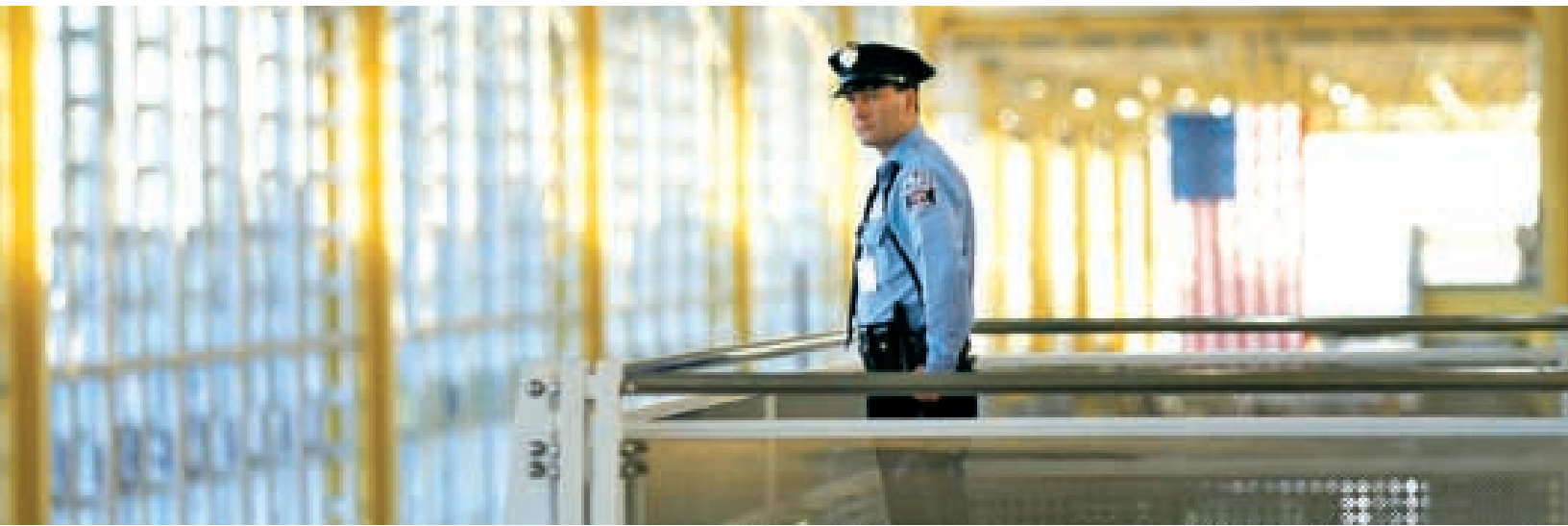
James E. Bennett
Executive Vice President and Chief Operating Officer



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

OPERATING
in a NEW
ENVIRONMENT





Safety has always been an important aspect of air travel, but never more so than in the past year as the Airports Authority implemented new security plans and strengthened safety programs to protect the flying public.

ADDRESSING NEW SECURITY REGULATIONS

The most visible change was the introduction of new security scanning equipment and procedures. Forty-eight baggage screening units were installed at the airports before the December 31, 2002 deadline, as required by federal legislation. Airports Authority personnel worked closely with air carriers and the Transportation Security Administration (TSA) staff to coordinate the massive logistical requirements for equipment installation and accommodate some 1,200 TSA personnel. These activities included airport orientation for TSA personnel; engineering assistance for the placement of security equipment; and providing space for TSA administration, operations and storage.

Airports Authority personnel worked with air carriers and the TSA on ways to expedite the ticketing and screening of passengers and reduce waiting times created by the new security regulations. The airports also fingerprinted more than 12,100 airport employees and tenant staffs in a federally-mandated program to ensure that no employed personnel had disqualifying crimes or links to terrorist activities.



INITIATIVES for HEALTH and SAFETY

The Fire & Rescue Department moved into its new station at Washington Dulles (Fire Station #302). The new facility, which replaces the airport's original fire station, houses the department's Aircraft Rescue & Fire Fighting (ARFF) vehicles, HazMat unit, tunnel rescue unit and a medic unit. It will also contain a rescue engine and a medic unit to provide services to the new Smithsonian Air & Space Museum (scheduled to open in December 2003) and other new facilities.

Work continues on the permanent installation of Automatic External Defibrillator (AED) units. Two lives have been saved since the AED program began, and the permanent installation of these units will help many other people receive prompt emergency treatment. In 2002, more than 630 people were trained in CPR and the use of AEDs, and some 700 were trained in the use of fire extinguishers through the department's customer service program.

Personnel at Reagan Washington National were trained by Fire & Rescue staff to be Hazardous Materials Emergency Response Technicians. A vehicle and equipment have been ordered, with the goal of making the team fully operational in 2003. With the team at Washington Dulles already in place, hazardous materials response capabilities will then be available at both airports.

The Airports Authority also maintains a strong commitment to providing a safe workplace for employees and contractors by administering a wrap-up insurance program for construction projects. In 2002, coverage was provided for 690 contractors involved in 100 projects. The lost-time injury rate of 0.28, which is significantly below the national average of 3.5, demonstrates the effectiveness of work-safety measures in place.



K-9 EXPLOSIVE DETECTION TEAMS

For the second consecutive year, the Airports Authority's K-9 Explosive Detection Teams achieved a 100 percent accuracy rate in an annual federal testing program. Eight teams were evaluated on the detection of explosives in aircraft, cargo, luggage, vehicles and terminals. According to the TSA Evaluation Team, this certification is unprecedented in the 30 years of the nationwide program's existence.



RONALD REAGAN WASHINGTON NATIONAL AIRPORT

Returns to Full Carrier Service

In April 2002, the Department of Transportation authorized the return of full air carrier service to all cities previously served by Reagan Washington National's air carriers – more than 60 destinations in all. The late-night ban on flights and the prohibition of B757 operations at the airport were eliminated. Despite the lifting of these restrictions, Reagan Washington National continued to experience lower-than-normal passenger volumes, causing many air carriers to reduce the number of flights and employ smaller aircraft. Passengers served at Reagan Washington National totaled 12.9 million for 2002. By the end of the year, volume had returned to approximately 97 percent of pre-September 11th activity, demonstrating significant progress toward full recovery.

Because of continuing national security concerns, however, the Department of Transportation maintained its prohibition of general aviation activities at Reagan Washington National, which affects some 45,000 operations annually. Airports Authority general aviation is now based at Washington Dulles.

In light of uncertain economic conditions, no major construction projects were undertaken at Reagan Washington National. Planned interior renovations to historic Terminal A were postponed. However, exterior concrete restoration work was initiated. Police kiosks and bollards were planned for Terminal B/C as part of the expanded security program.



WASHINGTON DULLES INTERNATIONAL MARKS 40 YEARS of SERVICE

Opened on November 17, 1962, the Main Terminal was dedicated by President John F. Kennedy and named in honor of former Secretary of State John Foster Dulles. In its first year of operation, Washington Dulles served six airlines and handled 53,000 passengers. By the end of 2002, 35 airlines operated from Washington Dulles, serving 17.2 million passengers.



CONSTRUCTION PROGRESSES at WASHINGTON DULLES INTERNATIONAL

The Office of Engineering completed a draft environmental assessment for a new air traffic control tower, initiated development of an environmental impact statement for a new runway, and received a “finding of no significant impact” from the FAA on an automated people mover system and related infrastructure improvements. To further support these efforts, the Airports Authority is updating its airport-wide environmental data base, completing plans for additional stormwater and deicing fluid control, and has contracted for offsite wetlands development to mitigate the impact of airport development.

Two large flight information display boards (*see photo above*) at Washington Dulles were replaced by banks of 40-inch rear-projection liquid crystal units, which can display more flight data than the old boards. The new units are located on the ticketing level of the Main Terminal near the stairs and escalators, and at other sites.

Construction projects completed at Washington Dulles in 2002 included the remote employee parking lot (Phase I), Taxiway J extension/Taxiway F (Phase I), Aircraft Parking Apron VI infill, ARFF facility and utilities, and the rehabilitation of the Main Terminal’s baggage basement.

Among the continuing and new projects started in 2002 were upgrades to the natural gas distribution system and to heating and cooling systems, a four-gate addition to Concourse B, the widening of aviation and cargo drives, the Main Terminal security mezzanine and people mover station, the north garage pedestrian connector to the terminal (*see photo above*) and a variety of mechanical, facility and runway improvements and repairs.



“ d^2 ” PLANS REVISED for WASHINGTON DULLES INTERNATIONAL

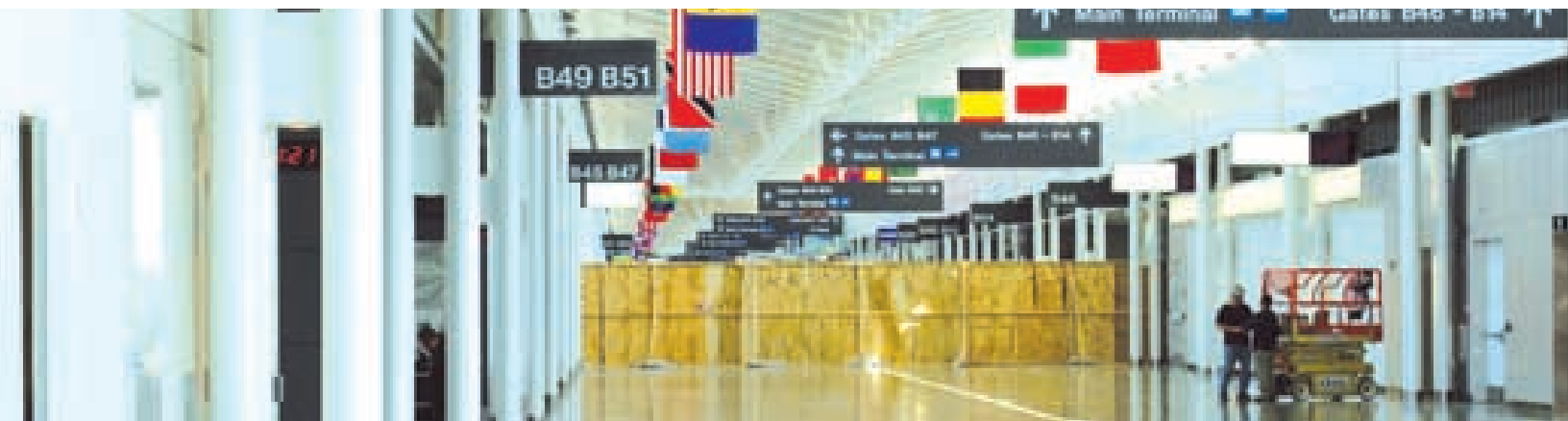
The d^2 \$4.1 billion Capital Construction Program for Washington Dulles was reevaluated in 2002. The result was a revised \$2.6 billion program that retained most of the previously planned enhancements to address airport capacity and passenger safety and security. The Board of Directors approved of moving forward with a wide-ranging schedule of projects, including:

An Automated People Mover (APM) to replace the mobile lounges; a new runway, the first in the region in 40 years; a pedestrian tunnel connection (*see photo above*); a walkway with moving sidewalks between the Main Terminal and Concourses A/B; Concourse B Expansion, with as many as 16 new gates (*see photo below*); expanded baggage facilities to accommodate new security screening requirements; a new air traffic control tower; a new fire station, which opened in 2002 (*see photo above*); airfield expansion and improvement, including the reconstruction of the east-west runway and expanded taxiways and parking areas for aircraft.

WORK BEGINS on the APM SYSTEM

The defining project of the revised d^2 program at Washington Dulles is the construction of an underground people mover system that will connect the Main Terminal with the midfield concourses. The new APM project will provide a convenient and comfortable rubber-tired train system that will move passengers more efficiently and in greater comfort. Planned station locations in the concourses will also reduce walking distances to the gates.

In the first phase of the APM project, the contractor will construct a connection from the Main Terminal to Concourses A/B and C. The APM system will have more than two miles of dual-lane guideway. Passengers will board the train at one of four stations: one at the Main Terminal, two at Concourses A/B and one at Concourse C. Scheduled to begin service in 2008, the fully-automated trains will operate 24 hours a day, with an initial capacity of 6,550 passengers per hour, per direction. When fully implemented in future programs, the APM system will include a loop with six miles of tunnels, eight stations, and separate systems for domestic passengers and arriving international passengers.



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- Existing
 - Extension of Concourse B
 - Alternate Locations for Additional Runway
 - Airport Automated Train System
 - Original Terminal Renovation
 - Passenger Walkway
 - Parking Garages
 - Airport Traffic Control Tower
 - New East-West Taxiway



NEW PARKING OPTIONS at WASHINGTON DULLES INTERNATIONAL

The first of two daily parking garages opened in March, providing 3,563 additional public parking spaces, with access to the Main Terminal via free shuttle bus service or a 220-foot passenger walkway. By November, peak occupancy for the daily garage had risen to 89 percent. The opening of the new garage brought total public parking spaces at Washington Dulles to more than 20,000. A second daily parking garage, providing an additional 4,700 parking spaces, will open in 2003.

A new parking payment system at Washington Dulles called *Pay & Go* was introduced in October to speed the flow of traffic from the daily parking garage and hourly parking lots through the exit plaza. *Pay & Go* machines are located in the Main Terminal near the exit doors and on the pedestrian bridge that links the terminal to the daily parking garage. Using these machines, drivers can pay their parking fees with cash or major credit cards and receive a ticket that is inserted into one of the *Pay & Go* machines at the exit plaza, eliminating the need to stop at the cashier booth. As a result, the new system has reduced the need for manned cashier booths by more than two-thirds.

The *Pay & Go* system was promoted with directional signs, flyers and live demonstrations at the ticket machines to familiarize customers with the program. Response has been excellent, with *Pay & Go* usage accounting for up to 50 percent of vehicles in the hourly lot and 40 percent in daily parking.



CONCESSION VOLUMES SIGNAL IMPROVEMENT

Even with a decreased level of passenger activity in 2002, total retail sales at both airports increased over 2001. Sales at Reagan Washington National rose by 17 percent, while retail sales at Washington Dulles were up 6 percent. Retail and food sales per enplaned passenger reached a new high of nearly \$8 per individual at Reagan Washington National, placing it among the top 10 airports in the country. Washington Dulles also reached a new high of almost \$6 per passenger, a 10 percent increase over 2001.

New retailers at Reagan Washington National included Olsson's Books and Crabtree & Evelyn. A new Smithsonian Museum store opened at Washington Dulles.



CONTINUED OPPORTUNITIES for LOCAL BUSINESSES

In November 2002, the Airports Authority hosted its twelfth annual Business Opportunity Seminar for Local Disadvantaged Business Enterprises (LDBE), Disadvantaged Business Enterprises, and Minority- and Women-Owned Businesses. The seminar provided information on upcoming contracting opportunities in construction and goods and services for the airports, either contracting directly with the Airports Authority or as subcontractors.

Additionally, Airports Authority personnel attended or participated in the DC Government LDBE Procurement Fair; the National Association of Minority Contractors Annual Conference in Baltimore; the DC Minority Business Coalition ProBiz 2002; the DC Chamber of Commerce Women's Procurement Fair; the Small Business Administration Procurement Fair and the Business Connections Match-Maker in Fairfax.

In 2002, the Airports Authority recorded approximately \$519 million in procurement activities for construction and other goods and services. Local small businesses received \$165 million, or 33.7 percent of the total. Minority- and Women-Owned Businesses accounted for \$90 million, or 17.3 percent of the procurement budget.





METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

**A SPIRIT of
COMMUNITY
SERVICE and
INDUSTRY
LEADERSHIP**





Since its establishment in 1987, the Airports Authority has built a strong tradition of community service, encouraging employees to participate in charities, civic organizations and fundraising events. The results of these initiatives have been both impressive and personally rewarding for participants. This report highlights some of these activities and how they have benefited the greater community.

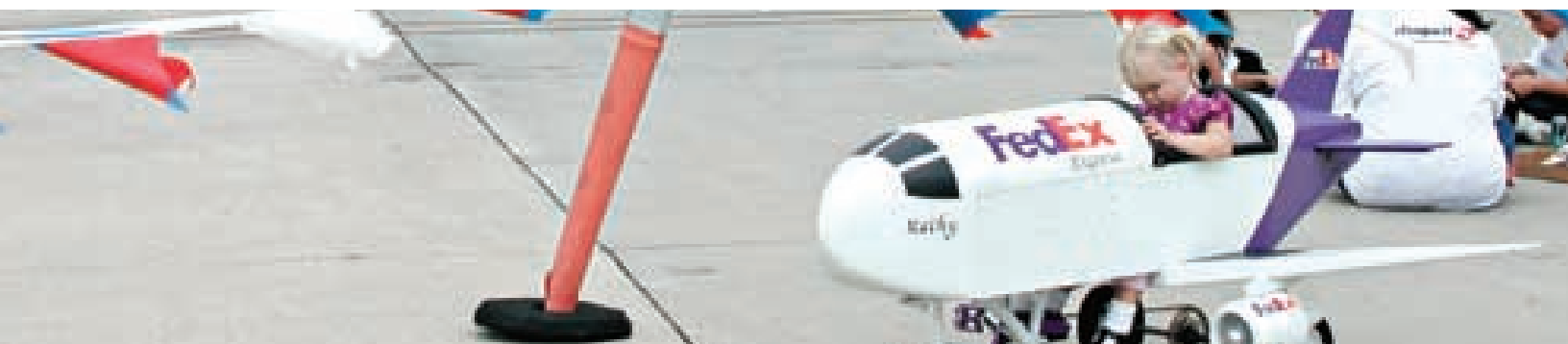
ACTIVE and
INVOLVED
in the
COMMUNITY

FUNDRAISING for CHARITY

Employees at Reagan Washington National created *Charity by Choice* in 2002, a grassroots effort to assist those less fortunate in nearby communities. Through fundraising activities and food drives, the group assisted those who were directly affected by the downturn in the airline industry and the temporary closing of the airport after September 11.

At Washington Dulles, the Dulles Day Family Festival attracted more than 25,000 people and raised \$110,000 for Special Olympics Virginia – the most successful Dulles Day in history. The highlight of the day-long festival was the tenth annual Plane Pull, in which 60 teams competed to pull a 145,000-pound Boeing 727 by rope in a timed event. Over 10 years, more than \$600,000 has been raised for Special Olympics Virginia at this event.

In another event to support Special Olympics Virginia, members of the Airports Authority Police Department traded their uniforms for aprons and trays as they participated in the annual “Cops & Lobsters” charity event at the Red Lobster





restaurant in Herndon, Virginia. Over the eight years that the Police Department has been involved in “Cops & Lobsters,” it has raised more than \$22,000 in tips that were donated to Special Olympics Virginia.

Airports Authority personnel at Washington Dulles hosted an annual charity golf tournament to raise funds for the United Way of Loudoun County. Now in its third year, the tournament has raised over \$96,000.

Representatives of Human Resources volunteered to participate in the Independence Expo and Safeway *Feast of Sharing* Event, held for more than 3,000 needy District of Columbia families during Thanksgiving week. In addition to serving the meal, Airports Authority personnel spoke to the audience about possible careers and accepted employment applications for positions that were open at the time.

Employees at headquarters and Washington Dulles participated in the Salvation Army’s *Angel Tree* program, which ensures that needy children are not forgotten during the holiday season.



PARTNERING with LOCAL SCHOOLS

The Airports Authority is in its thirteenth year of a partnership program with Carl Sandburg Middle School in Fairfax County, Virginia, where staff serve as reading mentors, help at school sporting events, speak to students at the school's annual Career Day and offer CPR and first aid instruction to faculty and students. In turn, students tour the airports, offer musical recitals and display their artwork in the terminals.

A similar partnership with Stone Bridge High School in Ashburn, Virginia, is now in its third year. Airports Authority employees participate in classroom and lunchtime career discussions, judge marketing competitions and science & technology fairs, serve as facilitators for an Ethics and Leadership Day and offer CPR instruction for faculty members. The student orchestra, jazz and choral groups regularly perform at Washington Dulles and, on occasion, at Reagan Washington National.

Other student-focused activities with the District of Columbia, Arlington County (Virginia) and Prince George's County (Maryland) public schools include job shadowing programs and airport art exhibitions. In the spring, the lower level of Terminal B/C at Reagan Washington National is transformed into an art gallery, displaying more than 300 works of art created by students of the District of Columbia's public schools. The 2002 exhibit, with the theme, "Preserving Treasures of Liberty," included works from more than 100 schools, pre-kindergarten through twelfth grades.



SERVING in MANY OTHER WAYS

The Health and Wellness Committee hosted three successful blood drives in conjunction with the Inova Health System. The drives at both airports produced more than 100 pints of much-needed blood for Washington area hospitals.

Airports Authority staff also serve the community on an individual basis. One employee in the Administrative Services Department volunteered his time to coordinate a basketball program and tournament in the historic Shaw community in Northwest Washington, DC, helping to strengthen the community by providing athletic opportunities for youth.

In 2002, the Airports Authority received recognition and a number of awards for community service in the areas of education and public safety. Specifically, Fairfax County awarded cash to a student for her winning essay entitled “Someone Who Made a Difference” based on her Airports Authority reading mentor. Arlington County Public Schools awarded a certificate of “heartfelt appreciation” to the Airports Authority for partnering in a summer job shadowing program.



A RECORD of INDUSTRY LEADERSHIP

Just as Airports Authority staff are actively involved in community and charitable activities, they also contribute their time and skills to associations and organizations that support and promote the air travel, air cargo and tourism industries.

Staff participate in local chambers of commerce and business development organizations, including the Alexandria Chamber of Commerce, the Arlington Chamber of Commerce, the DC Chamber of Commerce, the Fairfax Chamber of Commerce, the Loudoun County Chamber of Commerce, the Greater Washington Board of Trade, the Greater Washington Initiative, the DC Convention and Tourism Corporation, and both the Arlington and Loudoun County Economic Development Commissions.

Over the years, staff has participated in county leadership programs such as Leadership Fairfax and Leadership Arlington. Sponsored by local chambers of commerce, the mission of these organizations is to develop leaders who are committed to building and strengthening the community.

Airports Authority managers hold positions of leadership in many industry organizations and related groups, among them the Airports Council International – North America, the American Association of Airport Executives, the International Air Cargo Association, the International Association of Airport Executives, the International Trade Association of Northern Virginia, the National Business Travel Association, and the Virginia Airport Operators Council.



A close-up photograph of the tail fin of a jetBlue aircraft. The tail fin is dark blue with a white grid pattern. The word "jetBlue" is written in white, lowercase letters. The aircraft is white with a dark blue stripe along the top of the fuselage. The background is a clear blue sky.

jetBlue



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

**AIR SERVICES,
CARGO and
GENERAL AVIATION**





Several carriers added new international and U.S. flights in 2002, indicating an improving environment for air travel.

AIR CARRIERS OFFER NEW ROUTES

At Washington Dulles, both British Airways and United Airlines began daily morning flights to London in April. In May, JetBlue initiated two daily flights to Long Beach and Oakland, while United Airlines initiated new daily service to Oakland. In October, United Airlines inaugurated daily nonstop service to Sao Paulo, Brazil and Buenos Aires, Argentina.

At Reagan Washington National, US Airways began seasonal service to Bermuda in July and initiated service to Nassau, Bahamas in November.

The Airports Authority continued its participation with local and state tourism and economic development agencies in cooperative advertising, trade shows, sales missions and trade seminars to promote international air service and business travel to the region. In the past year, marketing activities were carried out in Argentina, Brazil, France, Germany, Mexico and the United Kingdom.

There were almost 150,000 general aviation passengers at Washington Dulles throughout 2002, representing a 38% increase over the prior year, in part due to the cessation of general aviation activity at Reagan Washington National since September 2001.



**RONALD REAGAN
WASHINGTON
NATIONAL AIRPORT**

Air Carriers

**North American
Service**

Air Canada
Alaska Airlines
America West Airlines
America West Express
American Airlines
American Eagle

American Trans Air¹
Continental Airlines
Continental Express
Delta Air Lines
Delta Connection
Delta Shuttle
Frontier Airlines
Midwest Express²

Midwest Express
Connection²
Northwest Airlines
United Airlines
US Airways
US Airways Express
US Airways Shuttle



**WASHINGTON
DULLES
INTERNATIONAL
AIRPORT**

Air Carriers

**North American
Service**

Air Canada
AirTran Airlines
Alaska Airlines
America West Airlines³
American Airlines
American Eagle
BWIA West Indies Airways
Continental Airlines
Continental Express
Delta Air Lines
Delta Connection
Delta Express
JetBlue
Midwest Express
Connection⁴
Northwest Airlines

United Airlines
United Express
US Airways
US Airways Express

International Service

Aeroflot Russian Airlines
Air France
All Nippon Airways
Austrian Airlines
bmi British Midland⁵
British Airways
Ethiopian Airlines
Grupo TACA International
Airlines
Korean Air
Lufthansa German Airlines
Northwest Airlines

SAS
Saudi Arabian Airlines
Swiss International Air Lines
United Airlines
Virgin Atlantic Airways

Air Cargo Integrators

Airborne Express
Federal Express
Corporation
Mountain Air Cargo
United Parcel Service

¹ Now known as ATA

² Now known as Midwest Airlines

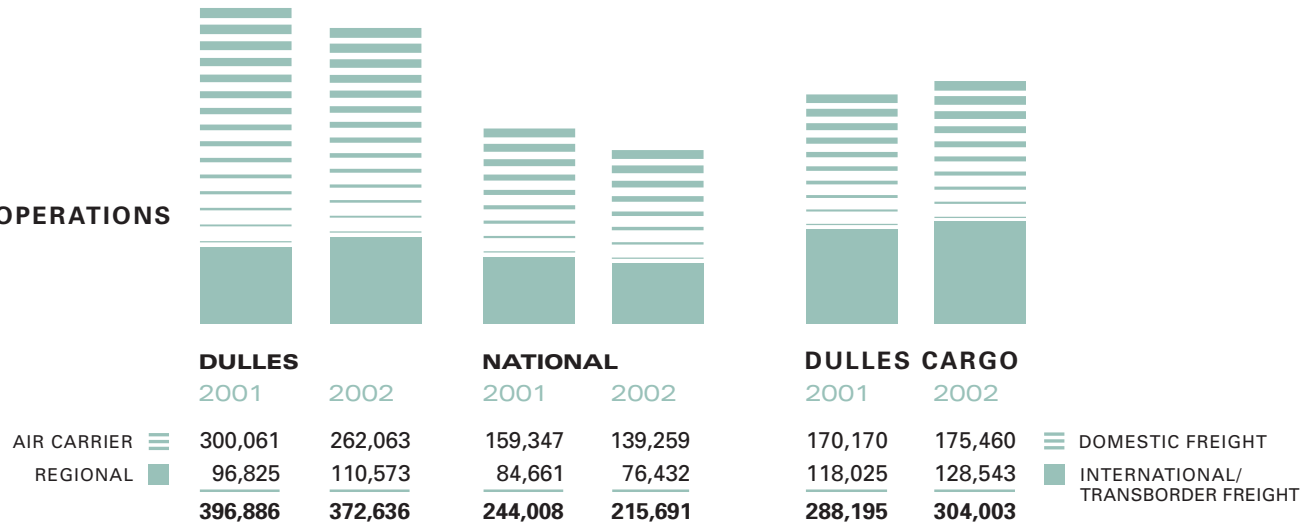
³ Resumed operations 12/1/02

⁴ Ceased operations 10/31/02

⁵ Suspended operations 12/2/02



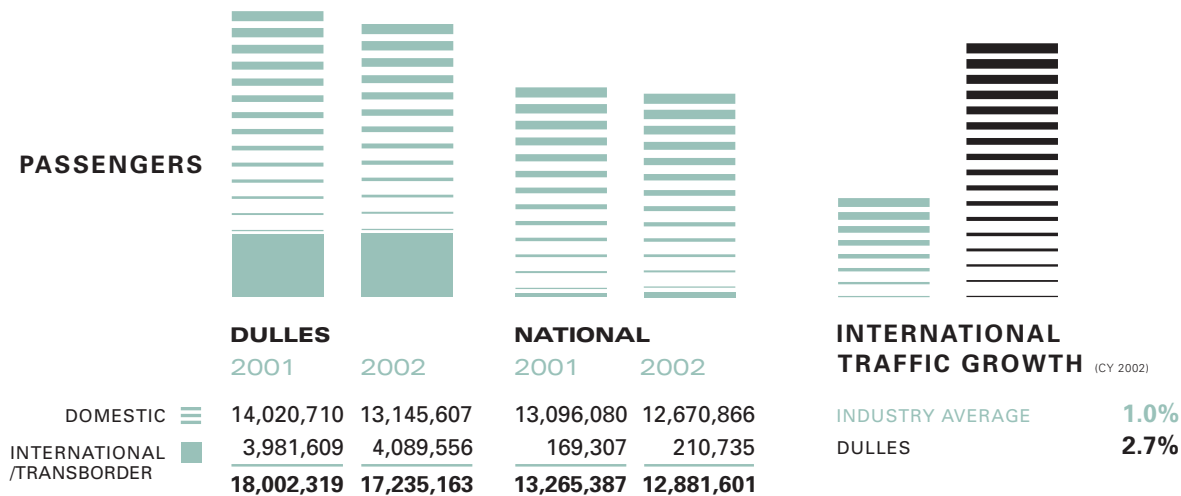
OPERATIONS



Note: Regional includes General Aviation and Military Traffic



PASSENGERS



Source: Metropolitan Washington Airports Authority



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

**BOARD
of DIRECTORS**





Norman M. Glasgow, Jr.



David T. Ralston, Jr.



**The Honorable
Robert L. Calhoun**



Robert Clarke Brown



**The Honorable
H.R. Crawford**

Norman M. Glasgow, Jr., *Chairman*, is a Partner in the law firm of Holland & Knight LLP, specializing in general real estate, particularly zoning, land use, building code and historic preservation law. He served previously as Vice Chairman, Chairman of the Planning Committee, and Chairman of the Finance Committee. He is a member of the Executive Committee of the Federal City Council and the Greater Washington Board of Trade. (Maryland)

David T. Ralston, Jr., *Vice Chairman*, was Chairman of the Authority from 1997 through 2000. He is a Partner in the law firm of Foley & Lardner, where he specializes in civil and criminal litigation, government contracts, corporate and aviation law. He is a member of the Greater Washington Board of Trade, and serves on the Virginia Debt Capacity Advisory Committee. (Virginia)

The Honorable Robert L. Calhoun, for most of 2002 *Vice Chairman and Chairman of the Business Administration Committee*, is a member of the law firm of Redmon, Peyton & Braswell LLP of Alexandria, Virginia. He served as a member of the Senate of Virginia from 1988 to 1995, representing the 30th District, and is a former member of the Alexandria City Council, serving as Vice Mayor from 1979 until 1982. He is a member of the Virginia Code Commission, former Chairman of the Northern Virginia Transportation Commission, and a past member of the Washington Metropolitan Area Transit Authority. (Virginia)

Robert Clarke Brown, *Chairman of the Finance Committee*, is a consultant and capital markets advisor to the U.S. Department of Transportation. He was previously the Managing Director of Public Finance at Key Capital Markets, the investment banking subsidiary of KeyCorp, based in Cleveland, Ohio, and a senior investment banker at Lehman Brothers. He has served as Ohio's Assistant Director of Transportation and as counsel to two Congressional investigating committees. (United States)



Anne Crossman



Mamadi Diané

The Honorable H.R. Crawford, *Chairman of the Business Administration Committee*, is the President of Crawford Edgewood Managers, Inc., a real estate firm that develops and manages residential properties throughout the District of Columbia. He was an Assistant Secretary of Housing and Urban Development from 1973 to 1976, and a member of the Greater Washington Council of Governments for three terms, serving as both President and Chairman. From 1980 to 1992, he represented Ward 7 as a Member of the Council of the District of Columbia, where he chaired several Committees. He currently serves on the board of the Alzheimer's Association. (District of Columbia)

Anne Crossman is the President of Completed Systems, Inc., a software development firm she founded in 1996. She serves on the boards of the Leukemia and Lymphoma Society, the Northern Virginia Technology Council (NVTC), and the Fairfax Chamber of Commerce. She was named 1998 Bloomingdale's Woman of the Year, and co-founded MindShare, the NVTC Anti-Establishment Awards, and the Board of Trade's CIO Forum. (Virginia)

Mamadi Diané is the President/Chief Executive Officer and founder of AMEX International. He is active in the planning, promotion, development and management of several business enterprises in the U.S., Europe and Africa, as well as in the worldwide import and export trade of agricultural and manufactured goods. He is currently a member of the U.S. Industry Policy Board and serves on a number of international finance, insurance and export/import companies. (District of Columbia)



The Honorable John Paul Hammerschmidt



William A. Hazel



Weldon H. Latham

**MWAA
BOARD of
DIRECTORS
2002**



Mame Reiley



Robert M. Rosenthal



Jeffrey Earl Thompson



Robert B. Young, Jr.

The Honorable John Paul Hammerschmidt represented the Third District of Arkansas in the U.S. House of Representatives from 1967 to 1993, and retired from the Congress as the Ranking Republican Member of the Committee on Public Works and Transportation. He is also active in public and private enterprises in Arkansas, currently serving on the boards of several corporations, as well as Arkansas State University and the University of the Ozarks at Clarksville. He was a decorated combat pilot in World War II, awarded the Distinguished Flying Cross four times, and has been awarded the highest honors by eight national veterans service organizations. (United States)

William A. Hazel, *Chairman of the Planning Committee*, is the Chairman of the Board of William A. Hazel, Inc., a total site development contractor. He currently serves on several Boards of Directors, including the Virginia Literacy Foundation and the Washington Airports Task Force. He is a past member of the Board of Visitors for the Virginia Military Institute and a former Trustee of the Virginia Foundation for Independent Colleges. (Virginia)

Weldon H. Latham, *Chairman of the Legal Committee*, is a Senior Partner in the law firm of Holland & Knight LLP and Practice Area Leader of the firm's Corporate Diversity Group. He served as Assistant General Counsel, Office of Management and Budget during the Ford Administration, and as General Deputy Assistant Secretary of the Department of Housing and Urban Development during the Carter Administration. He chairs the Deloitte & Touche Diversity Advisory Board, and serves on the Corporate Advisory Council of the Congressional Black Caucus Foundation and the Economic Club of Washington. (Maryland)

Mame Reiley is Vice President and General Manager of PGI Washington, an events and communications agency, where her productions have included the opening gala for the new Reagan Washington National terminal and the Inaugural of Governor Mark R. Warner. Previously she served as Chief of Staff to Representative Jim Moran (D-VA) and a staff member of the House Committee on Appropriations. (Virginia)

Robert M. Rosenthal is the Chairman of Rosenthal Automotive, one of America's largest automotive dealership groups. He has been the recipient of the *Time* Magazine Quality Dealer Award and the International American Automobile Dealers/*Sports Illustrated* Dealer of Distinction. He also serves on the Board of Directors of First Virginia Banks, Inc. and on the Board of the Phillips Collection Museum. He is a founding member of the Capital Automotive REIT and is currently serving on the Trustees' Council of the National Gallery of Art. (Virginia)

Jeffrey Earl Thompson, CPA, *Chairman of the Audit Committee*, is the Founder, President and CEO of Thompson, Cobb, Bazilio & Associates, P.C., one of the largest minority-owned accounting, management, information technology and financial consulting services firms with headquarters in Washington, DC. The firm has a major specialization in asset securitization, financial management systems and management accounting services. Mr. Thompson is also the Owner, Chairman and CEO of DC Healthcare Systems, Inc., and DC Chartered Health Plan, Inc., the largest minority-owned HMO in the DC area. (District of Columbia)

Robert B. Young, Jr. is the Owner and President of Classic Homes of Virginia, Inc. He was Vice Chairman of the Authority from September 1996 to September 1997, and Chairman of the Planning Committee from September 1995 to September 1996. He is a Life Director of the Board of Directors of the Northern Virginia Building Industry Association and a member of the Northern Virginia Business Roundtable. (Virginia)