



## BOARD OF DIRECTORS MEETING

Minutes of September 17, 2014

The regular meeting of the Board of Directors was held in the first floor Conference Rooms 1A, 1B and 1C at 1 Aviation Circle. The Chairman called the meeting to order at 9:45 a.m. Fifteen Directors were present during the meeting:

Frank M. Conner III, Chairman  
Warner H. Session, Vice Chairman  
Earl Adams, Jr.  
Richard S. Carter  
Lynn Chapman  
Michael A. Curto  
Bruce A. Gates  
Anthony H. Griffin

Shirley Robinson Hall  
Richard A. Kennedy  
Barbara Lang  
William Shaw McDermott  
Caren Merrick  
Nina Mitchell Wells  
Joslyn N. Williams

The Secretary and Executive Management were present:

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

Mr. Conner reported that the Board had not met in August, but staff, and some Directors, had continued to work as reflected by the day's schedule. He welcomed Richard Kennedy to the Board and stated that he looked forward to his contributions to the Board. Mr. Conner reported that the full slate of 17 Directors was now complete and that Mr. Kennedy had first learned of his nomination to the Authority Board of Directors in March 2013.

Mr. Conner reported that the July 26 ribbon-cutting celebration for Phase 1 of the Silver Line had been a tremendous success. He noted that the Authority's reward with respect to the Dulles Corridor Metrorail Project (Project) would occur in 2018 once Phase 2 of the Silver Line to Dulles International is complete. Soon after the Phase 1 opening, Mr. Potter had distributed e-mails to Authority employees, some of whom

had worked on the Project for more than five years, thanking them for their contributions. Mr. Conner said that the Board wanted to also acknowledge the staff for their work and asked that such acknowledgment be included in the records. [A copy of these e-mails is attached.]

Mr. Conner also reported that the Authority had hosted a gathering the prior night for Authority staff, financial advisors and underwriters who had contributed to the successful financings for the Aviation and Dulles Corridor Enterprises. He stated that it had been a remarkable effort over a number of years to reposition the balance sheet of the Aviation Enterprise, lower the debt service costs, and find a way to finance \$5.7 billion for the Silver Line. When the Project first started, no one was certain how it would be financed. Mr. Conner stated that Tony Griffin, Co-Chair, Dulles Corridor Committee, had shared a historical review, noting that the assumption at that time had been that the federal government would pay approximately 50 percent of the costs associated with the Silver Line since it had paid 80 percent of the costs when the original Metrorail system had been built. While it had been a reasonable assumption at that time, it had not materialized so the Dulles Toll Road (DTR) had become the primary funding source for the Project. Mr. Conner said that the Authority had done everything it could to minimize the cost and would continue to do so.

Mr. Conner shared his recent experience using the Dulles Airport Silver line Express bus service, which had been extremely efficient and pleasant.

## I. MINUTES OF THE JULY 16, 2014 BOARD OF DIRECTORS MEETING

The Chairman called for the approval of the Minutes of the July 16, 2014 Board of Directors Meeting, which were unanimously adopted.

## II. COMMITTEE REPORTS

### a. Dulles Corridor Committee – Tony Griffin, Co-Chair

Mr. Griffin reported that the Dulles Corridor Committee had last met July 16. Staff had presented the Monthly Cost and Schedule Update for Phases 1 and 2. Keith Couch of Capital Rail Constructors had presented the first quarterly update on Phase 2 of the Project.

b. Strategic Development Committee – Lynn Chapman, Co-Chair

Mr. Chapman reported that the Strategic Development Committee had met July 16. Staff had presented the Air Service Development Report. In executive session, the Committee had received an update on the Use and Lease Agreement negotiations.

The Committee had also met that morning and had received another update on the Use and Lease Agreement. Additional details from the day's Committee Meeting would be provided in October.

III. INFORMATION ITEMS

a. President's Report

Mr. Potter reported that it had been very busy at the Authority since the July Board Meeting, as evidenced by the day's full agenda. He also welcomed Mr. Kennedy and stated that the Authority looked forward to benefiting from his expertise and perspective.

Mr. Potter stated that since the day's meeting was the first one since the Board had recently approved Charles Stark to succeed Pat Nowakowski as the new Chief Executive of the Dulles Corridor Metrorail Project, he officially introduced him and invited Mr. Stark and Ginger Evans, Vice President for Engineering, to make brief remarks. Ms. Evans stated that staff is pleased that Mr. Stark had joined the Authority and that he had extensive experience in many specialized, critical areas that would also be beneficial in working with the Washington Metropolitan Area Transit Authority (WMATA). She noted that she was certain that Mr. Stark's leadership and approach would produce excellent results. Mr. Stark thanked Ms. Evans and Mr. Potter for their support. He stated that he had worked in rail transit his entire career and building rail is most exciting to him. Mr. Stark noted that some of his strengths include bringing projects to completion on a timely basis and under budget with high quality construction while ensuring safety. He stated that he is looking forward to leading the team to a successful conclusion and opening of Phase 2.

Mr. Potter announced that Sam Carnaggio, who had been a key leader of the Project for more than a decade and instrumental in the successful completion of Phase 1, had announced his retirement from the Authority. Mr. Carnaggio had accepted a consulting job with the Honolulu Authority

for Rapid Transit. Mr. Potter thanked Mr. Carnaggio for his years of leadership at the Authority.

The most notable event since the July 16 Board Meeting had been the inaugural day of revenue service for Phase 1 of the Silver Line. Mr. Potter reported that lots of politicians had attended the July 26 event. Mr. Potter thanked Co-Chair Tom Davis for his dedication in leading the Dulles Corridor Committee. He noted that Mr. Davis had done an excellent job representing the Authority as its spokesman at the event and had recognized many of the Authority staff whose hard work had been instrumental in making the Silver Line possible.

Mr. Potter reported that at the end of the July 26 celebratory event, thousands of people from across the area had lined up at the new Wiehle Avenue Metro Station to take the first official public ride on the Silver Line. As part of the celebration, the Dulles Airport Silver Line Express bus had begun its service, which has been heavily used by passengers since opening day for a quick and convenient ride from the Metro station to the Airport. The Silver Line opening was a monumental milestone in the Authority's effort to bring rail service to Dulles International and provide better services to its passengers. Mr. Potter stated that the Authority looked forward to the completion of Phase 2 of the Silver Line when passengers could ride the Metro train directly to the Dulles terminal.

Mr. Potter also reported that another major milestone for the Project had occurred on August 20 when the Authority had officially closed on its Transportation Infrastructure Finance and Innovation Act (TIFIA) loan, which represented \$1.2 billion of support for users of the DTR. He noted that the Authority and its project partners had made securing the TIFIA loan a top priority because of the financial benefits it offered to the DTR users. As a result of the favorable interest rates the TIFIA loan provided and the financial commitment from the Commonwealth of Virginia, the Authority will be able to hold tolls at current levels through 2018 and limit any future toll increases.

Mr. Potter reported that the Authority appreciated the support and dedication of Northern Virginia's congressional delegation, legislators and officials in Richmond and numerous other leaders who assisted with the loan. He stated that the Authority is also grateful to the TIFIA team at the U.S. Department of Transportation, especially Secretary Anthony Foxx, his predecessor Ray LaHood and to Chief Financial Officer and Assistant Secretary for Budget and Programs Sylvia Garcia and her team.

Mr. Potter also recognized Authority staff, financial advisors and others who had assisted with the TIFIA loan.

Mr. Potter then reported that Frontier Airlines (Frontier) had begun its new low-fare service for domestic travel at Dulles International on August 19 and is experiencing strong passenger support for its new routes.

Mr. Potter reported that new stores and restaurants continue to open at Reagan National and Dulles International as the new revamped concessions program will offer passengers more and better choices when shopping or dining at the Airport and enhance their traveling experience. As part of this ongoing project, the Authority and concessions management firm, MarketPlace Development, would conduct a special outreach event on September 23 at the Residence Inn in Arlington for companies that want to participate in the concessions program. Mr. Potter thanked and congratulated Steve Baker, Vice President for Business Administration, and his team for their great work on the success of the concessions redevelopment.

Mr. Potter reported that the Authority is pleased with the excellent progress achieved thus far in talks with the airlines on a new Use and Lease Agreement. He noted that the Authority had an agreement in principle terms with the major carriers for a new agreement. Later in the day's meeting, staff would request a three-month extension of the current agreement so that all carriers can get on board and document the new agreement. Mr. Potter thanked Ms. McKeough and the other members of the Use and Lease Agreement team for their excellent work on this important issue.

Mr. Potter also reported that Authority staff is working with the Loudoun County government on zoning issues that could have a very significant impact on Dulles International and its future. As a result of the growth in population and economic success in Loudoun County, there is an increased demand for new homes. Developers are proposing to build new housing in some areas very close to the Airport, which are subject to considerable aircraft noise because of their proximity to the runways. Mr. Potter reported that the Authority had worked with Loudoun officials for many years to assure that residential construction is kept at a reasonable distance from areas prone to aircraft noise but the pressure to build houses in these areas is increasing. In an effort to help assure that homes would not be built too close to the runways, managers and technical experts from the Airport's staff, as well as from the Authority's En-

gineering and Government Affairs groups, are working to explain these noise issues to county zoning officials, county supervisors and others. The goal is for Dulles International to be considered a good neighbor to residents in the area rather than have a situation that may result in additional complaints about aircraft noise which might prompt calls for restrictions that could hinder the Airport's growth or curtail its role as a key driver of jobs and economic development across the region.

Mr. Potter stated that aircraft noise is becoming a larger issue at both Airports. A growing number of complaints had been received from residents near Reagan National, which focused on the increasing amount of flights in the early morning and late night hours. Mr. Potter stated that staff would provide a more detailed briefing at a future meeting and noted that he would keep the Board apprised of progress regarding aircraft noise complaints.

Mr. Potter reported that the Dulles Day celebration and Plane Pull would be held on September 20 at Dulles International. The day's activities would include tours, exhibits, food and fun that would convey a greater public awareness and greater public appreciation of the role Dulles International plays in the economic life of the National Capital Region. To help raise money for charity, approximately 2,500 runners will race down the runway for the new 10-K race and the 5-K race, which began last year. These races would begin at the Smithsonian's Udvar-Hazy Center on the Dulles campus. The main Dulles Day event will include an aircraft display, a classic car show, airfield tours in Dulles International's unique mobile lounges and equipment displays by fire and rescue and airport operations and maintenance teams, food courts and kids' play areas. Mr. Potter reported that the annual Plane Pull is another major attraction that raises money for Special Olympics of Virginia and other charities. He noted that last year's Plane Pull had raised nearly \$250,000 and a record crowd of approximately 16,000 people had attended. While traffic had been problematic last year, Authority staff is working together so that traffic and parking would be as easy and convenient as possible. Mr. Potter reminded everyone that they could avoid traffic and take the new Silver Line to the Wiehle Avenue station where the Dulles Airport Silver Line Express bus would bring guests to the Dulles Main Terminal and a special shuttle would transport them to the Dulles Day site.

## b. Executive Vice President's Report

Ms. McKeough reported that it had been a busy summer at both Airports and along the DTR. She stated that the full impact of the changes occurring as a result of the slot divestiture between the new American Airlines, Southwest Airlines, jetBlue and Virgin America would be in effect by December. Ms. McKeough noted that the transition of the slots at Reagan National had resulted in suspended activity and a gap in service for the affected carriers, as currently reflected in the monthly air traffic statistics. She reported that the first major achievement at Reagan National to accommodate the changes had occurred earlier in the month when jetBlue had relocated its operations from Terminal A to the center pier in Terminal B. Ms. McKeough noted that staff is continuing to relocate other airlines and make additional adjustments in Terminal A. She reported that all of the activities associated with the relocations were going well.

As Mr. Potter had mentioned, Ms. McKeough reported that the launch of Frontier at Dulles International had been well received by the traveling public. She noted that Frontier would soon launch four additional destinations to Cleveland, Nassau, West Palm Beach and Cancun. Once the additional service began, Frontier would offer service to 19 destinations for a total of 78 weekly flights.

Ms. McKeough reported that Dulles International had also welcomed two new regional carriers. Elite Airways had begun a twice-weekly non-stop service to Melbourne, Florida, and Silver Airways, which had previously operated at Dulles International as a United Express carrier, is transitioning to a fully-independent airline that will serve nine smaller markets in the region with increased seat capacity. Mark Treadaway, Vice President for Air Service Planning and Development, would provide additional details regarding the airlines' activities later that day at the Strategic Development Committee Meeting.

Ms. McKeough also reported that Dulles International had continued to attract and accommodate strong and steady growth in international traffic. British Airways would begin to offer service at Dulles International on October 2 using the Airbus A-380, the largest commercial airline currently used. She noted that it would be the second Airbus A-380 used at Dulles International and that staff had completed the necessary jetbridge modifications and other facility changes to accommodate the large aircraft. Ms. McKeough stated that Iceland Air had announced that it

would increase its frequency and continue to offer service throughout the winter.

Ms. McKeough reported that Authority staff is actively engaged at state and local levels and throughout the region on the emerging issue of how to accommodate the internet-based ground transportation services such as Uber, Lyft and Sidecar as part of the ground transportation services offered at Reagan National and Dulles International. She noted that the new mode of ground transportation is a significant issue for airports across the country. Similar to other airports, the Authority is working to analyze how the commercial curb should be managed at both Airports and to include new ground transportation service as part of its regulatory structure. Ms. McKeough stated that staff anticipated presenting a recommendation to amend the Airports' Regulations with respect to the ground transportation services to the Business Administration Committee and to the Board of Directors later this year. She noted that the Authority will continue to embrace all changes to the ground transportation services while ensuring that the curbs at Reagan National and Dulles International would be managed safely and the revenue generated from all modes of ground transportation services would be preserved.

With respect to the DTR, Ms. McKeough reported that staff had initiated the process to convert all cash-only toll lanes to E-ZPass lanes. The first conversion on the ramp to the Fairfax County Parkway area had been completed. Ms. McKeough noted that the full service lanes on the DTR would still be maintained. She also reported that pavement enhancements had begun on the DTR.

Ms. McKeough reported that in early October the DTR would mark 30 years of support to the region. In an effort to celebrate the importance of the DTR, thank those who use it and encourage all users to convert to E-ZPass, the Authority would give away one new E-ZPass transponder daily during the month of October.

#### IV. NEW BUSINESS

##### a. Recommendation for Custodial Services at Reagan National

Mr. McDermott moved the adoption of the following resolution, which was unanimously approved:



WHEREAS, In October 2013, staff presented the Business Administration Committee with a pre-solicitation paper on a solicitation of firms to provide custodial services at Ronald Reagan Washington National (Reagan National) Airport, and a Request for Proposals (RFP) was issued on December 16, 2013;

WHEREAS, The evaluation of firms submitted proposals in response to the RFP concluded that only one firm, Metropolitan Building Services, was technically acceptable to perform the custodial scope of services;

WHEREAS, On September 17, 2014, the Business Administration Committee was presented with the evaluation results and recommended that the Board of Directors approve the award of this custodial services contract to Metropolitan Building Services; now, therefore, be it

RESOLVED, That the award of a two-year contract with three one-year options to Metropolitan Building Services for the provision of comprehensive custodial services at Reagan National, including the provision of all labor, materials, equipment and supervision, is approved; and

2. That the President and Chief Executive Officer is authorized to execute a contract with Metropolitan Building Services for the provision of these custodial services, consistent with the terms and conditions presented to the Business Administration Committee on September 17, 2014.

In response to Ms. Merrick's earlier inquiry, she stated that staff had informed her that the contractor would be responsible for providing custodial services for an area at Reagan National of 1.5 million square feet.

The final resolution filed in the Board of Directors Office includes a copy of the staff recommendation paper.

b. Recommendation to Approve Disadvantaged Business Enterprise Goal for Federally-Assisted Design and Construction Contracts for 2014-2016

Mr. McDermott moved the adoption of the following resolution, which was unanimously approved:

WHEREAS, The Federal Aviation Administration, under the Airport and Airway Improvement Act, requires airport proprietors to develop and submit annual goals for the participation of Disadvantaged Business Enterprises (DBEs) in federally-assisted construction aviation contracts;

WHEREAS, The Office of Business Administration Staff in June through August 2014 sought public comment on a proposed goal for the Airports Authority of at least 25 percent participation; and

WHEREAS, Public comment was supportive of the 25 percent goal; now, therefore be it

RESOLVED, That the 2014-2016 goal of the Airports Authority for DBE participation in federally-assisted construction aviation contracts shall be at least 25 percent of the total contracting dollars.

The final resolution filed in the Board of Directors Office includes a copy of the staff recommendation paper.

c. Recommendation to Approve the Proposed Resolution Authorizing Direct Purchase of Bonds for the Airport System Revenue Variable Rate Bonds, Series 2010D and the Airport System Revenue and Refunding Variable Rate Bonds, Series 2011B

Mr. Curto moved the adoption of the following resolution, which was unanimously approved by all 15 Directors present:

WHEREAS, The Airports Authority issued its Airport System Revenue Variable Rate Bonds, Series 2010D (the "Series 2010D Bonds") under the Amended and Restated Master Indenture of Trust, dated as of September 1, 2001, as amended (the "Master Indenture"), as supplemented by a Thirty-eighth

Supplemental Indenture of Trust, dated as of September 1, 2010, (the “Thirty-eighth Supplemental”) between the Airports Authority and the Trustee, as amended by Amendment No. 1 thereto, dated as of December 1, 2012 (the “Original Amendment”) and the Series 2010D Bonds bear interest at a rate based on the LIBOR Index Rate Mode in the manner described in the Thirty-eighth Supplemental, as amended by the Original Amendment, for a period that extends to December 18, 2015;

WHEREAS, Wells Fargo Bank, National Association (“Wells”) directly purchased the Series 2010D Bonds pursuant to an Amended and Restated Continuing Covenants Agreement, dated December 1, 2012, between the Airports Authority and Wells (the “Wells CCA”) and the Airports Authority desires to extend the Initial Index Rate Period (as such term is defined in the Wells CCA) during which Wells will remain the direct purchaser of the Series 2010D Bonds; and

WHEREAS, The Airports Authority issued its Airport System Revenue and Refunding Variable Rate Bonds, Series 2011B (the “Series 2011B Bonds”) under the Master Indenture, as supplemented by a Forty-first Supplemental Indenture of Trust, dated as of September 1, 2011 (the “Forty-first Supplemental”) between the Airports Authority and the Trustee, and the Series 2011B Bonds bear interest at a rate based on the SIFMA Index Rate Mode in the manner described in the Forty-first Supplemental for a period that extends to September 17, 2015;

WHEREAS, Citibank, N.A. is the Holder of the Series 2011B Bonds during that initial period;

WHEREAS, The Airports Authority desires to convert the Series 2011B Bonds from the SIFMA Index Rate Mode to the LIBOR Index Rate Mode by having the Series 2011B Bonds tendered for mandatory purchase by Citibank, N.A. as a result of such mode change and selling the Series 2011B Bonds to PNC Bank, National Association (“PNC Bank”), as direct purchaser;

WHEREAS, There has been presented to the Board of Directors the form of the documents described below that the Airports Authority proposes to execute in connection with the extension of the Initial Index Rate Period in which Wells is the direct purchaser of the Series 2010D Bonds and the mandatory tender of the Series 2011B Bonds and conversion of the Series 2011B Bonds to the LIBOR Index Rate Mode in which PNC Bank will be the direct purchaser of the Series 2011B Bonds, copies of which documents shall be filed in the records of the Airports Authority:

(a) Amended and Restated Amendment No. 1 to the Thirty-eighth Supplemental Indenture of Trust (the "Amended and Restated Amendment to the Thirty-eighth Supplemental"), between the Airports Authority and the Trustee, relating to the Series 2010D Bonds; and

(b) the Amended and Restated Continuing Covenants Agreement relating to the Series 2010D Bonds between the Airports Authority and Wells (the "Amended Wells Continuing Covenants Agreement"); and

(c) Amendment No. 1 to the Forty-first Supplemental Indenture of Trust (the "Amendment to the Forty-first Supplemental"), between the Airports Authority and the Trustee, relating to the Series 2011B Bonds; and

(d) the Continuing Covenants Agreement relating to the Series 2011B Bonds between the Airports Authority and PNC Bank (the "PNC Continuing Covenants Agreement"); now, therefore, be it

RESOLVED, That the Amended and Restated Amendment to the Thirty-eighth Supplemental, the Amended Wells Continuing Covenants Agreement, the Amendment to the Forty-first Supplemental and the PNC Continuing Covenants Agreement shall be and hereby are approved in substantially the form submitted to the Board of Directors at this meeting, with such completions, omissions, insertions and changes necessary to

reflect the transactions to be accomplished by such documents or as otherwise may be approved by the persons executing them, their execution to constitute conclusive evidence of the Board of Directors' approval of such completions, omissions, insertions and changes;

2. That Wells shall remain the direct purchaser of the Series 2010D Bonds pursuant to, and for the term provided in, the Amended Wells Continuing Covenants Agreement, and such Series 2010D Bonds shall bear interest in the LIBOR Index Rate Mode in the manner provided in the Thirty-eighth Supplemental as amended by the Amended and Restated Amendment to the Thirty-eighth Supplemental;

3. That the Series 2011B Bonds shall be tendered for mandatory purchase by Citibank, N.A. and that PNC Bank shall become the direct purchaser of the Series 2011B Bonds pursuant to, and for the term provided in, the PNC Continuing Covenants Agreement, and such Series 2011B Bonds shall be converted from the SIFMA Index Rate Mode and shall bear interest in the LIBOR Index Rate Mode in the manner provided in the Forty-first Supplemental as amended by the Amendment to the Forty-first Supplemental;

4. That the Chairman and the Vice Chairman of the Board of Directors are each authorized to execute the Amended and Restated Amendment to the Thirty-eighth Supplemental, the Amended Wells Continuing Covenants Agreement, the Amendment to the Forty-first Supplemental and the PNC Continuing Covenants Agreement, and any other document, and to take any further action that the Chairman or Vice Chairman determines to be necessary or desirable to complete any of the transactions addressed and authorized by this Resolution;

5. That the Secretary or Assistant Secretary is authorized and directed to affix the Seal of the Airports Authority on any document executed pursuant to paragraph 4 of this Resolution, and to attest the same;

6. That the President and Chief Executive Officer and the Vice President for Finance and Chief Financial Officer are

each authorized and directed to execute, deliver and file, as applicable, a tax certificate and all other required notices, certificates and instruments with respect to the actions addressed and authorized by this Resolution, including Internal Revenue Service Form 8038 or 8038-G, on behalf of the Airports Authority and to take any further action as the officers may consider necessary or desirable in connection with such actions;

7. That all other acts of the Chairman and the Vice Chairman of the Board of Directors, the President and Chief Executive Officer and the Vice President for Finance and Chief Financial Officer, whether before or after the adoption of this Resolution, that are in conformity with the purposes and intent of this Resolution are hereby approved, ratified and confirmed; and

8. That any authorization provided in this Resolution to execute a document shall include authorization to deliver the document to the other parties thereto.

The final resolution filed in the Board of Directors Office includes a copy of the staff recommendation paper.

d. Recommendation to Approve the Office of Audit Charter

Mr. Adams recommended that the Board of Directors approve the Office of Audit Charter, consistent with the information that the Risk Management Committee had approved earlier that day. The Board unanimously approved the Charter.

e. Amendment to the Airline Use and Lease Agreement

Mr. Chapman moved the adoption of the following resolution, which was unanimously approved:

WHEREAS, The current master Airport Use Agreement and Premises Lease between the Authority and signatory airlines operating at the Airports ("Current Use and Lease Agreement") is scheduled to expire on September 30, 2014;

WHEREAS, For many months, representatives of the Authority and various airlines have been negotiating a new agreement that would replace the Current Use and Lease Agreement;

WHEREAS, Consensus has been reached on the major terms of a new agreement, but the approval and execution of an agreement incorporating these terms by the airlines will not be obtained before September 30, 2014;

WHEREAS, The Authority and the airlines involved in the negotiations have agreed that it is desirable to extend the Current Use and Lease Agreement for three months, to and including December 31, 2014, to provide time in which a new agreement can be executed; now, therefore, it is

RESOLVED, That the President and Chief Executive Officer is authorized to execute an amendment to the Current Use and Lease Agreement that extends its expiration date from September 30, 2014, to and including December 31, 2014, consistent with the form of the amendment attached to this resolution.

The final resolution filed in the Board of Directors Office includes a copy of the attachment and staff recommendation paper.

f. Approval of the Selection of the Executive Vice President and Chief Revenue Officer

Mr. Session moved the approval of Jerome Davis as the Executive Vice President and Chief Revenue Officer, which was unanimously approved.

Mr. Conner welcomed Mr. Davis, who thanked the Board and Mr. Potter for their support and stated that he was looking forward to the challenge and making a significant contribution.

Mr. Conner also welcomed Mr. Stark and stated that he was looking forward to working with both of them.

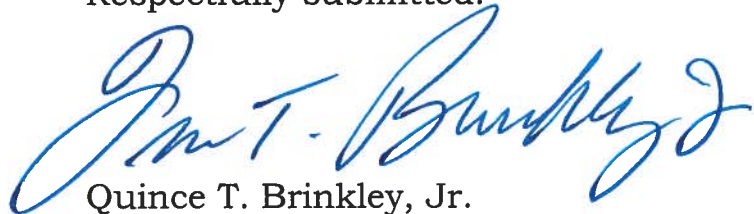
V. UNFINISHED BUSINESS

There was not any unfinished business.

VI. OTHER BUSINESS & ADJOURNMENT

The Meeting was thereupon adjourned at 10:40 a.m.

Respectfully submitted:

A handwritten signature in blue ink, reading "Quince T. Brinkley, Jr.", written in a cursive style.

Quince T. Brinkley, Jr.  
Vice President and Secretary



# On Good Authority

METROPOLITAN WASHINGTON AIRPORTS AUTHORITY OFFICE OF COMMUNICATIONS

**SPECIAL EDITION**

July 30, 2014

## **Recognition for Hard Work and Great Dedication on Phase 1 of the Silver Line**

Saturday was a very special day for the Washington region and, in particular, for Dulles International Airport, with the opening of the Silver Line to Wiehle Avenue. This opening day was the product of dedication and intense effort on the part of hundreds of people over many years.

As the Silver Line moves into its first week of commercial service, I would like to say a special word of thanks and congratulations to everyone on the Airports Authority team whose hard work and dedication have made this monumental achievement possible.

After decades of anticipation and planning, and five years of complex construction, the Airports Authority's team has delivered a major addition to the regional transportation network and expanded the foundation for the economy of Northern Virginia. With Metro, Tysons Corner is already feeling a new building boom, and Dulles International Airport is closer than ever and easier to access for our passengers.

Building this 11.7-mile extension of the Metro system was not an easy thing to do. It required the cooperation of residents, elected officials, the business community and multiple funding partners.

But most of all, it required bringing together the best and the brightest engineers, designers, architects, planners, skilled construction workers and dedicated finance, legal, communications, procurement, business, human resources, technology and operations support staff to pool their knowledge, skill and commitment through snow storms, an earthquake, difficult subcontractors and vocal, persistent opponents and skeptics.

This has been a project involving everyone at the Authority. On behalf of the Authority and our management and Board of Directors, I'd like to thank each and every one of you who used your talents and energy to build the Silver Line.

Together, we have achieved a great milestone in enhancing the transportation offerings for our region and making the Washington area a better place to live and work. And the ongoing work on Phase 2 will provide an even greater contribution as the Metro system connects directly to Dulles International Airport and points beyond.

All of us should be proud of this accomplishment and the team that made it possible. So kudos to all, and may we earn even greater success with Phase 2.

Special thanks and congratulations to the Airports Authority team whose efforts supported this project:

Mark Adams	Paul Elman	Alan Kolodne	Ana Rinker
Rita Alston	David English	Jessica Kruse	Cliff Roberts
Roger Atkins	Nicole Ennix	Junghan Kwak	Karl Rohrer
Stephen Barna	Ginger Evans	Jonathan LaBroi	Sarah Ross
Phil Beach	Scott Evans	Jessica Labukas	Andy Rountree
Trevor Bell	Anne Field	Michelle Latham	Charles Samuelson
Margaret Bishop	David Field	Channa Leang	Mark Sassaman
Pamela Bolls	Casey Fitzpatrick	Bill Lebegern	Michael Savina
Tyrone Bragg	Maher Gamil	Debbie Lipman	Josh Sawislak
Bon Brillantes	Bridgitte Gay	Deborah Lockhart	Grace Shao
Peter N. Bromley	Kimberly Gibbs	Philip Lu	Stefhan Sherman
Kim Brown	Ralph Gillwald	Svetlana Lyasko	Daniel Sheron
Fred Bush	Katy Gorman	Prajwal Malla	Jeremy Sims
Joseph Butler	Geoff Griffith	Rohit Mathur	Johnna Spera
Eric Carey	Nader Hamouda	Marcia McAllister	Doug Steiner
Sam Carnaggio	Chris Hara	Mark McCloud	Patrick Stethem
Philip Castellana	Sandy Harlow	Shawn McFadden	Kimberly Strickland
Kevin Chapman	Elaine Harrod	Larry Miller	Catherine Suddarth
Rick Chen	Angelic Hawkins	Ruchi Mohinder	Steve Suddarth
Jon Christensen	Donna Heid	Debra Moore	Phil Sunderland
Diane Clark	Joe Heines	Amine Moussa	Wayne Thiel
Gwen Clinton	Jonathan Heiss	Sharath Murthy	Kim Townsend
Luz Cofresi-Howe	Leo Himmel	Gary Nassau	Paul Tran
Larry Conley	Julia Hodge	Toni Ndika	Mark Treadaway
Karen Consiglio	Frank Holly	John Nerich	Ed Vanover
Michael Cooper	Nancy Hsu	Andrew Newsome	James VanZee
Michael Crehan	Alicia Huang	Pat Nowakowski	Kevin Volbrecht
Horace Culpepper	Chufeng Huang	David Olguin	Emily Wade
Chandler Cutts	Jill Hubbard	Wanda Onafuwa	Robin Wade
Gabi Daniel	Michele Jacobson	Claudia M Orozco	Chris Wedding
Denny Dayton	Verdella Jennings	Anthony Osterberg	Russ Werner
Dan Deible	Kevin Jones	Janelle Owens	Bob Whedon
Tara Dhabi	Mike Kalasankas	Don Painter	Don Wiles
Howard Dobelle	Mercedes Kamencik	Chris Paolino	Kristi Williams
Steve Doerrer	Saeed Kashani	Robert Parsons	Whitney Winn
Brian Drury	John Kearney	Felicia Payne	Frank Wojnar
Candace Dubard	Bill Kerrigan	Andrew Pittman	Lynn Wymelenberg
Albert Ducker	Ryan Kerstetter	Bill Pooton	Rob Yingling
Shelby Dyer	Ghada Khalil	Charlene Reed	Henok Zerihun
Maureen Eilbert	Naomi Klaus	Randy Richardson	

Thank you for the good work that you do every day.

*Jack Potter*

# On Good Authority

METROPOLITAN WASHINGTON AIRPORTS AUTHORITY OFFICE OF COMMUNICATIONS

August 1, 2014

## Authority News

### Silver Line Opens to Rave Reviews...

*"It's a game changer"* was a common phrase heard among riders at the Grand Opening of Silver Line Metro service to Wiehle Avenue on Saturday, July 26, 2014.

More than 50,000 people rode the new Metro line over the weekend to personally experience the state-of-the-art stations and facilities. It also passed its first "Rush Hour" test on Monday while providing service to an additional 24,000 riders.

The Silver Line's successful transition into service was no surprise to the many dedicated men and women who worked so hard to build it. Under the heavy scrutiny of a hopeful region, the new line is meeting its goal to deliver safe and reliable service to all of its new passengers!

The Airports Authority has worked as an extensive team to achieve this monumental success. In Monday's Special Edition of *On Good Authority*, several key contributors were thanked for their effort. Although it's difficult to thank everyone, the list should have also included a special thanks of gratitude to:



Cristina Aboyme  
Pam Alme  
Steve Baker  
Thomas Beatty  
Mesfin Behailu  
David Bell  
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Bobby Turner  
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