



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

# **REPORT TO THE BOARD OF DIRECTORS**

## **2015 RECOMMENDED BUDGET**

***December 2014***



## Budget Highlights

### Aviation

**Draft - October 15, 2014**

**Recommended - November 12, 2014**

#### Operation & Maintenance (O&M) Expenses

0.8 percent overall O&M increase (including debt service)

No change from October 15, 2014 Draft

#### 2015 Salary Adjustments

\$2.57 million for pay for performance program to fund; 2 percent pay adjustment and \$500 thousand for pay range adjustments

\$3 million for pay for performance program to fund; 2.5 percent pay adjustment and \$500 thousand for pay range adjustments - funded by other personnel savings

#### Benefits Program

\$1.8 million increase in Health Insurance

No change from October 15, 2014 Draft

\$4.4 million decrease in post-retirement medical and life insurance

No change from October 15, 2014 Draft

\$5.4 million one-time decrease to annual pension contributions

No change from October 15, 2014 Draft



## Budget Highlights *(continued)*

### Aviation *(continued)*

**Draft - October 15, 2014**

**Recommended - November 12, 2014**

#### **Personnel**

Twenty-six Aviation Enterprise Positions

One new position in the Office of the Chief Revenue Officer for Deputy Vice President for Planning and Revenue Development - previously budgeted in October 15, 2014 Draft

#### **Service Contracts Cost Escalation**

\$84 thousand net decrease in services

No change from October 15, 2014 Draft

#### **Utilities**

\$75 thousand reduction based on rates and usage  
(no material change)

No change from October 15, 2014 Draft



## Budget Highlights *(continued)*

**Draft - October 15, 2014**

**Recommended - November 12, 2014**

### **Use of PFC's for Debt Service for the AeroTrain**

\$42.5 million funded with PFC revenue

No change from October 15, 2014 Draft

### **Aviation Operating Revenues**

8.6 percent increase

7.8 percent increase based on projected airline cost recovery; no change to concession revenue

### **Aviation Capital, Operating & Maintenance Investment Program New Authorization**

Prior year COMIP was being reviewed for potential closeout and new authorization was under development

Recommended program will follow

### **Capital Construction Program New Authorization**

Prior year CCP was under review

Recommended program will follow



## Budget Highlights *(continued)*

**Draft - October 15, 2014**

**Recommended - November 12, 2014**

### **Dulles Toll Road Revenue**

No toll rate increase for 2015

No change from October 15, 2014 Draft

### **Operation and Maintenance Program**

\$31.3 million (excluding debt service); 11.3 percent overall increase, 7.9 percent of the increase is attributed to the reinstatement of electronic toll collection and revenue fee structure by the Commonwealth of Virginia

No change from October 15, 2014 Draft

### **Personnel**

Three Dulles Corridor Enterprise Positions

No change from October 15, 2014 Draft

### **Renewal and Replacement Program**

Renewal and Replacement was under development

Recommended program will follow

### **Capital Improvement Program**

Capital Improvement Program was under development

Recommended program will follow



## Aviation Cost Per Enplanement and Coverage

	Actual 2013	Budget 2014	Budget 2015	Increase (Decrease)	Feasibility Report	
					2013 Official Statement	2014 Official Statement
<b><u>Signatory Airline Cost Per Enplanement</u></b>						
Reagan National	\$14.19	\$11.32	<b>\$14.68</b>	\$3.36	\$12.87	\$12.36
Dulles International	\$27.29	\$26.24	<b>\$25.48</b>	(\$0.76)	\$27.79	\$29.86
<b><u>Debt Service Coverage</u></b>						
Reagan National	1.59	1.51	<b>1.70</b>	0.19	1.42	1.73
Dulles International	1.34	1.31	<b>1.49</b>	0.18	1.35	1.34
Combined	1.40	1.36	<b>1.54</b>	0.18	1.37	1.43



# Aviation Activity Forecast\*

<i>(in thousands)</i>	<b>Actual 2013</b>	<b>Budget 2014</b>	<b>Revised Forecast** 2014</b>	<b>Projection** 2015</b>	<b>% Change 2015 Projection vs. Revised Forecast 2014</b>
<b><i>Reagan National</i></b>					
Enplanements	10,209	10,460	10,385	11,345	9.2%
Landed Weights	13,147	13,483	13,435	14,338	6.7%
<b><i>Dulles International</i></b>					
Total Enplanements	10,936	11,270	10,654	10,355	-2.8%
Domestic	7,470	7,700	7,097	6,857	-3.4%
International	3,466	3,570	3,557	3,498	-1.7%
Landed Weights	17,254	18,964	17,533	17,353	-1.0%
<b><i>MWAA Systemwide</i></b>					
Enplanements	21,145	21,730	21,039	21,700	3.1%
Domestic	17,679	18,160	17,482	18,202	4.1%
International	3,466	3,570	3,557	3,498	-1.7%
Landed Weights	30,401	32,447	30,968	31,691	2.3%

\*Enplanements and landed weights include signatory, non-signatory, general aviation and other.

\*\*Source: Series 2014A Official Statement – Report of the Airport Consultant as adjusted October 2014 by internal forecasts.



## 2015 Budget Airports Authority New Authorization Programs

Aviation Enterprise Budgets reflect terms and conditions of new Airline Use and Lease Agreement

<b>Aviation Enterprise Fund</b>	<b>Amount</b>
Aviation Operation and Maintenance (O&M) Program	\$656.1 million
Aviation Capital, Operation and Maintenance Investment Program (COMIP)	\$35.2 million
Aviation Capital Construction Program (CCP)	\$1,176.4 million

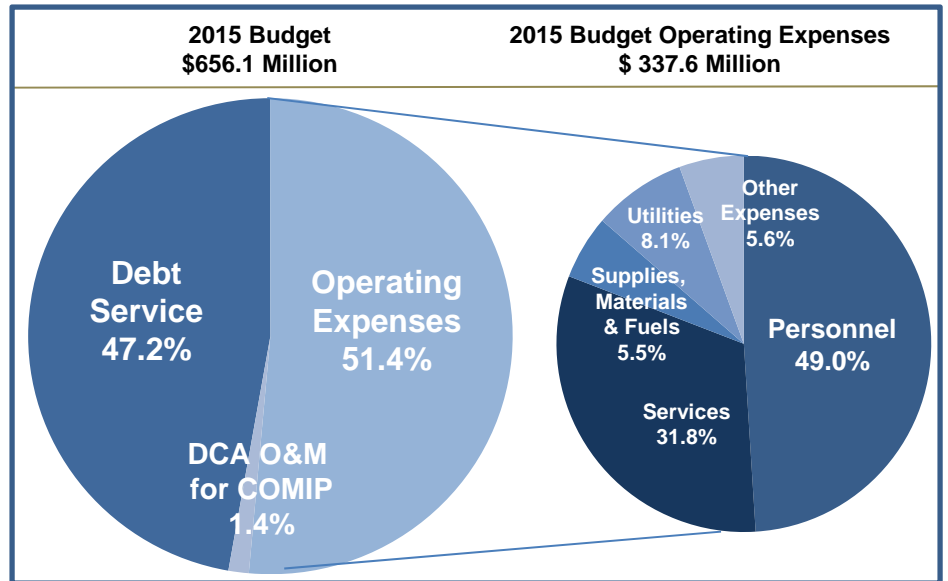
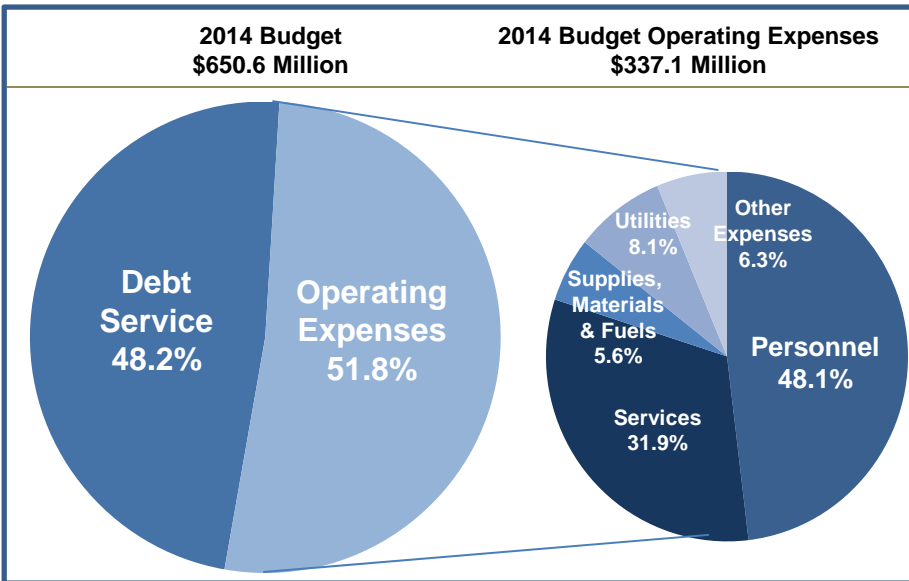
<b>Dulles Corridor Enterprise Fund</b>	<b>Amount</b>
Dulles Corridor Operation and Maintenance (O&M) Program	\$77.5 million
Dulles Corridor Renewal and Replacement Program (R&R)	\$17.6 million
Dulles Corridor Capital Improvement Program (CIP)	\$44.3 million





# Aviation Operation and Maintenance (O&M) Program

<i>(dollars in millions)</i>	Budget 2014	Budget 2015	Budget 2014	Budget 2015	% Change
Reagan National	10.0%	9.7%	\$ 65.3	\$ 63.7	-2.4%
Dulles International	21.8%	21.4%	142.0	140.5	-1.1%
Consolidated Functions	11.8%	12.4%	76.5	81.5	6.5%
Public Safety	8.2%	7.9%	53.3	51.8	-2.8%
<b>Subtotal Operating Expenses</b>	<b>51.8%</b>	<b>51.4%</b>	<b>\$ 337.1</b>	<b>\$ 337.6</b>	<b>0.1%</b>
Debt Service	48.2%	47.2%	\$ 313.5	\$ 309.6	-1.2%
<b>Subtotal Operating Expenses &amp; Debt Service</b>	<b>100.0%</b>	<b>98.6%</b>	<b>\$ 650.6</b>	<b>\$ 647.2</b>	<b>-0.5%</b>
DCA O&M for COMIP Program	0.0%	1.4%	\$ -	\$ 8.9	0.0%
<b>Grand Total Operating Program</b>	<b>100.0%</b>	<b>100.0%</b>	<b>\$ 650.6</b>	<b>\$ 656.1</b>	<b>0.8%</b>

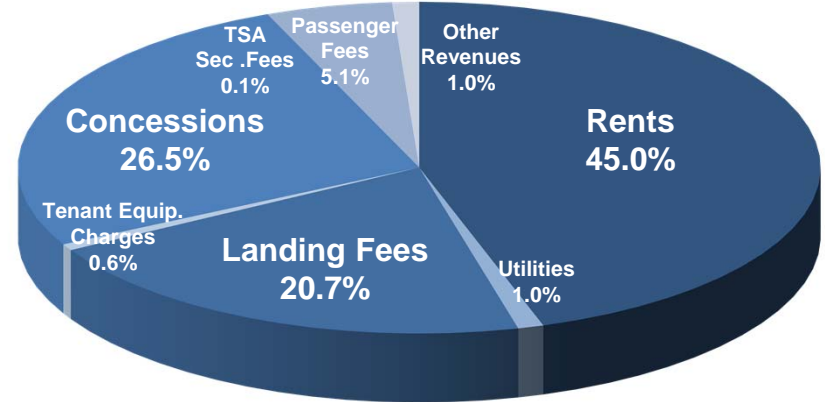




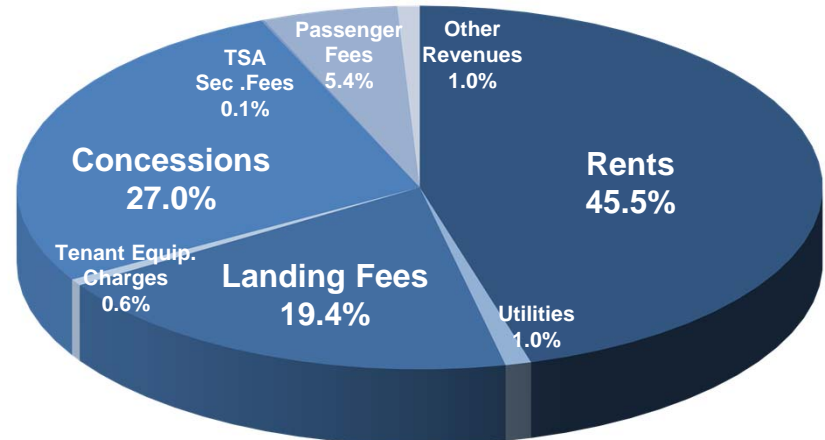
# Aviation Operating Revenues\*

<i>(dollars in millions)</i>	TOTAL AIRPORT SYSTEM		
	Budget 2014	Budget 2015	Percent Change
Rents	\$ 334.5	\$364.9	9.1%
Landing Fees	153.6	155.2	1.0%
Tenant Equipment Charges	4.6	4.6	0.9%
<b>Concessions</b>	<b>196.8</b>	<b>216.4</b>	<b>10.0%</b>
Rental Cars	36.5	36.8	0.8%
Inflight Kitchen	8.5	13.2	54.7%
Parking	73.9	77.1	4.3%
Fixed Base Operator	12.5	15.9	27.3%
Food & Beverage	19.2	19.5	1.8%
Retail & News	10.9	12.2	12.1%
Services <sup>1/</sup>	8.2	16.8	103.7%
Display Advertising	12.6	9.4	-25.5%
Other Concessions <sup>2/</sup>	14.5	15.5	7.2%
TSA Security Fees	0.2	0.9	425.0%
International Arrivals Building Fees	20.4	21.0	2.9%
Passenger Conveyance Fees	17.3	22.6	30.1%
Utilities	7.7	8.3	8.2%
Other Revenues <sup>3/</sup>	8.1	7.2	-11.4%
<b>Total</b>	<b>\$ 743.3</b>	<b>\$801.1</b>	<b>7.8%</b>

**2014 Budget Revenues - \$743.3 Million**



**2015 Budget Revenues - \$801.1 Million**



<sup>1/</sup> Includes hotel trip fees, hotel parking fees and duty free

<sup>2/</sup> Includes taxicab holding facility and areas, foreign currency and shuttle permits

<sup>3/</sup> Includes employee parking and property disposal

\*Funded by revenues from: Airlines Terminal Rents, Landing Fees, Tenant Equipment Charges, International Arrivals Building and Passenger Conveyance Fees are generated on a cost recovery basis and Airport tenants and concessionaires (i.e., parking, rental cars, etc.)



## Aviation Capital Operating and Maintenance Investment Program

### 2015 New Program

(dollars in thousands)

#### Reagan National

Sand Shed	\$	250
Passenger Loading Bridge (PLB) Rehabilitation with OLB Tire Conversions		650
Terminal B/C Painting		70
Hill Complex Heating System		200
Street Side Paving		200
Terminal B/C HVAC Energy Efficiency Improvements		550
Snow Melters		500
Warehouse Complex Renovation		150
Industrial Waste Drying Bed Upgrades		750
Terminal A Elevator Upgrade		701
Reconfiguration of Economy Lot		350
Upgrade Interactive Employee Training System		200
Ground Transportation Curbside Technology Enhancement Systems		250
Emergency Medical Services Cardiac Monitor/Defibrillators		160
Replacement of Self Contained Breathing Apparatus - Second Alarm Cache		120
Technology Infrastructure		1,655
Technology Business Collaboration		2,678
DCA Equipment 2015		709
PSD-DCA Equipment 2015		1,158

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Total Reagan National \$ 11,301

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Reagan National Funded from O&M \$ 8,916

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Reagan National Funded from Authority's Share NRR \$ 2,385

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## Aviation Capital Operating and Maintenance Investment Program *(continued)*

### 2015 New Program

(dollars in thousands)

#### Dulles International

Airfield, Pavement Maintenance and Joint Sealing	\$ 3,000
Elevators, Escalators and Moving Walks Rehabilitation	200
Landside Roadway Pavement Maintenance and Rehabilitation	500
Roof Top Unit (RTU) Replacement Program	150
Bridge Repair and Rehabilitation on DAAH	1,060
Security Improvements Access Control (Istar) Phase III of V	200
Tree/Obstacle Mitigation, Phase I of III	200
Reroofing Buildings	350
Commercial Vehicle Lane Curbside Enhancements - Main Terminal	500
Audio/Visual Paging System Replacement	475
MUFIDS Replacement and Installation, Main Terminal	150
CCTV Camera System Expansion - Main Terminal	375
Duress Alarm System Installation - Main Terminal	175
Security/Access System Enhancements	175
Emergency Operations Center, Concourse B	300
Concourse C FIS HVAC System Rehabilitation	150
Building Lighting Control Systems Replacement - Main Terminal & Concourse A/B	100
Main Terminal Ticket Counter Dynamic Signage	75
Automated Passport Control System	300



## Aviation Capital Operating and Maintenance Investment Program *(continued)*

### 2015 New Program

(dollars in thousands)

#### *Dulles International (continued)*

Independent Vulnerability/Security Analysis	150
Digital Dynamic Wayfinding Stations	75
Shop 1 HVAC Improvements	200
Main Terminal Pedestrian Door Sensor Replacement Phase II of II	150
MWAA MetroRail Contribution for Non-PFC Eligible Costs	3,914
Emergency Medical Services Cardiac Monitor/Defibrillators	160
Replacement of Self Contained Breathing Apparatus - Second Alarm Cache	120
Commercial Real Estate Professional Services	690
Rudder Road & Ariane Way Intersection Improv. for 2nd Gas Station & Food Court	250
Dulles Lake Commercial Lots - Utilities for 2nd Gas Station & Food Court	250
Commercial Real Estate Site Development Planning	300
Commercial Real Estate Leaseholds - Tenant Improvements and Leasing	1,000
Technology Infrastructure	1,655
Technology Business Collaboration	2,678
IAD Equipment 2015	2,237
PSD-IAD Equipment 2015	1,611

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**Total Dulles International Funded from the Authority's Share of NRR** \$ 23,874

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**Total Metropolitan Washington Airports Authority** \$ 35,175

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## Aviation Capital Construction Program

2015 New Program (dollars in thousands)	New Authorization	Estimated Funding	
		Bonds	Grants/PFCs
<b><u>Reagan National</u></b>			
New North Concourse (Design/Construction)	\$ 328,100	\$ 209,829	\$ 118,271
New North Concourse Enabling Projects	111,341	61,407	49,934
Secure National Hall	226,000	90,159	135,841
Secure National Hall Enabling Projects	6,742	2,615	4,127
Terminal A (Preliminary Planning), Various Airfield, Roadway, Utility and Other Projects	362,236	243,072	119,164
	<b>Total Reagan National</b>	<b>\$ 607,082</b>	<b>\$ 427,337</b>



## Aviation Capital Construction Program *(continued)*

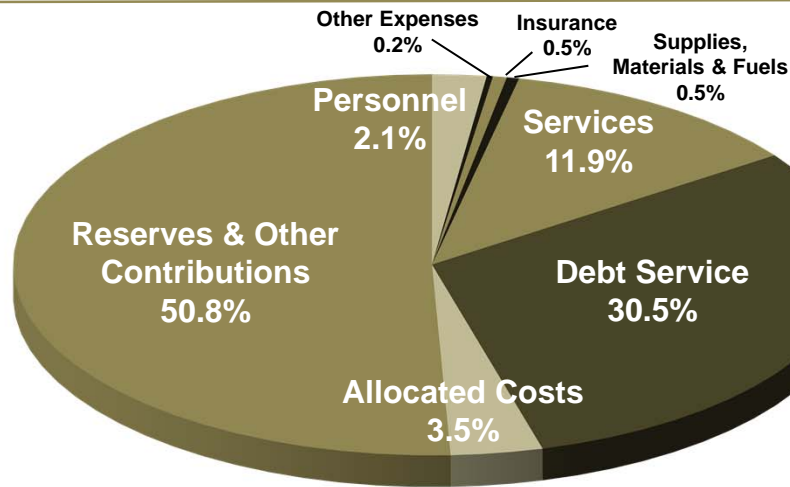
2015 New Program (dollars in thousands)	New Authorization	Estimated Funding	
		Bonds	Grants/PFCs
<b><i>Dulles International</i></b>			
Airfield Projects - Taxiways, Pavement Panel Replacement and Enhancements	\$ 34,767	\$ 8,692	\$ 26,076
Terminals - Concourse A/B, Concourse C/D, Main Terminal Exit Doors, Live Fire Training Facility Improvements and Office Buildings	38,928	38,928	-
Utility Systems - Telecommunications Ductbank Replacement and Additional System Improvements	11,125	11,125	-
Access Highway Improvements	15,000	15,000	-
Other - Technology, AeroTrain Major Maintenance Cycle, Mobile Lounge Rehabilitation and Various Other Projects	42,179	42,179	-
<b>Total Dulles International</b>	<b>\$ 141,999</b>	<b>\$ 115,924</b>	<b>\$ 26,076</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 1,176,418</b>	<b>\$ 723,006</b>	<b>\$ 453,413</b>
<b>Total Authorizations Recommended to Closeout</b>		<b>\$ (3,026)</b>	
<b>Total New Debt</b>		<b>\$ 719,980</b>	

<b>Metropolitan Washington Airports Authority</b>			
Total Estimated Carryover Balances at December 31, 2014 - Existing CCP Projects	\$ 302,848		
Total MWAA 2015 New Program Authorization	1,176,418		
<b>Grand Total - Carryover Balances and 2015 New Authorization</b>	<b>\$ 1,479,266</b>		
<b>Total 2015 Expenditures</b>	<b>\$ 248,762</b>		

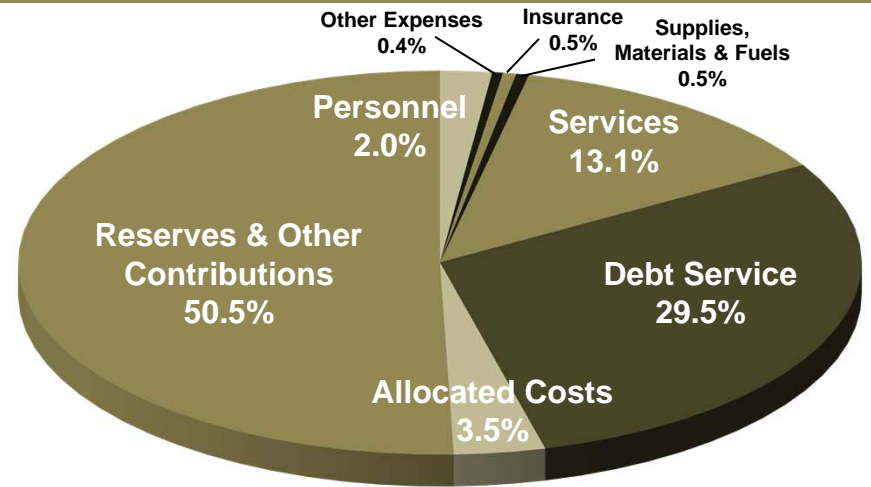


# Dulles Corridor Enterprise

**2014 Budget Operating Expenses \$149.7 Million**



**2015 Budget Operating Expenses \$156.6 Million**



*(dollars in thousands)*

**Budget 2014**

**Budget 2015**

Operating Revenue from Tolls	\$ 149,595	\$ 154,166
Interest Income	136	2,461
<b>Total Revenue</b>	<b>\$ 149,731</b>	<b>\$ 156,627</b>
Operating Expenses	\$ 28,169	\$ 31,340
Debt Service	45,634	46,155
Reserves and Other Contributions	75,928	79,132
<b>Total Operating Expenses</b>	<b>\$ 149,731</b>	<b>\$ 156,627</b>
Remaining Toll Road Revenue Fund	\$ -	\$ -





## Dulles Corridor Renewal and Replacement Program

### 2015 New Program

(dollars in thousands)

#### *Renewal and Replacement Program*

Bridges, Structures and Canopy Repairs	\$ 4,004
Joint Replacement and Repair	192
Bearing Replacement	112
Federal Highways Bridge Inspection	635
Culvert and Erosion Repairs	325
Storm Sewer and Stormwater Management	308
Repair of Sound Walls	327
Dulles Toll Road Pavement Repairs	8,545
Guardrail, Traffic Barrier and Fencing Rehabilitation	1,133
Attenuator Rehabilitation	524
Landscape Maintenance	1,221
Roadway Sign Replacement and Rehabilitation	33
Roadway Lighting	158
Communications/Data	33

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**Total Dulles Corridor Renewal and Replacement Program \$ 17,551**

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## Dulles Corridor Capital Improvement Program

### 2015 New Program

(dollars in thousands)

#### Dulles Corridor Enterprise - Capital Improvement Program

##### Dulles Corridor Improvements (other than Rail)

Long Term Conceptual Design Study	\$	172
Life Cycle Cost Report Updates		646
Raise Speed Limit (Study)		206
Stormwater Management Program Study		109
AET Constructability Study		225
Dulles Toll Road Admin. Feasibility Study		563
Performance Management Assessment Report		442
General Planning Studies		1,226
Dulles Corridor/ I-495 Interchange (Design and Construction)		1,477
Short-term Interchange Improvements		10,130
Rehabilitate Toll Road		15,282
Sound Wall Improvements		379
Sound Wall Replacement Phase 1		1,020
New Sound Wall Phase 1 (Construction)		748
Update Readers for Protocol Compliance		558
Toll Booth and Cabinet Replacement (Construction)		3
Security Implementation		94
Dulles Toll Road Admin. Bldg. Fire System (Construction)		72
Engineering, NEPA Studies, CM Services		1,628
Maintenance Storage Yard (Construction)		7,853
Dulles Toll Road Outreach		547
Geographic Information System		150
Ortho Mapping		765
<b>Total Dulles Toll Road</b>		<b>\$ 44,295</b>
<b>Total Dulles Corridor Enterprise</b>		<b>\$ 44,295</b>



## 2015 Budget Recommendation

### Authorize to be expended from the Aviation Enterprise Fund in 2015

- ( a ) \$ 656,108,000 for the Aviation Operations and Maintenance Program (Including \$309,634,239 for debt service);
  - ( b ) 63,634,617 for the Aviation Capital, Operating and Maintenance Investment Program; and
  - ( c ) 248,762,064 for the Aviation Capital Construction Program
- \$ 968,504,681**

### Authorize to be expended from the Dulles Corridor Enterprise in 2015

- ( a ) \$ 77,495,263 for the Dulles Corridor Operation and Maintenance Program (Including \$46,155,187 for debt service);
  - ( b ) 4,118,480 for the Dulles Corridor Renewal and Replacement Program;
  - ( c ) 762,971,383 for the Dulles Corridor Capital Improvement Program (\$57,767,832 for Corridor Improvements and \$705,203,551 for the Dulles Rail Project); and
  - ( d ) 79,131,000 to be transferred to reserve accounts within the Dulles Corridor Enterprise Fund, including \$6,700,000 for the Dulles Corridor Enterprise Reserve and Toll Rate Stabilization Fund
- \$ 923,716,126**

### Authorize new projects identified in the 2015 Budget in the amount of;

- ( a ) \$ 35,175,100 within the Aviation Capital Operating and Maintenance Investment Program;
  - ( b ) 1,176,418,834 within the Aviation Capital Construction Program;
  - ( c ) 17,550,819 within the Dulles Corridor Renewal and Replacement Program; and
  - ( d ) 44,294,963 within the Dulles Corridor Capital Improvement Program pertaining to no Rail Corridor Improvements
- \$1,273,439,716**



Ronald Reagan Washington National Airport



Dulles Corridor Metrorail Project



Dulles Toll Road



Washington Dulles International Airport



METROPOLITAN WASHINGTON  
AIRPORTS AUTHORITY

# 2015

Recommended

# BUDGET

January 1 through December 31, 2015

**For Consideration by the Board of Directors**  
**December 2014**



**METROPOLITAN WASHINGTON**  
**AIRPORTS AUTHORITY**

**METROPOLITAN WASHINGTON AIRPORTS AUTHORITY  
2015 BUDGET**

JANUARY 1 - DECEMBER 31, 2015

**BOARD OF DIRECTORS**

*as of December 5, 2014*

Frank M. Conner III, *Chairman*  
Warner H. Session, *Vice Chairman*  
Earl Adams, Jr.  
The Honorable C. Charles Caputo  
Lynn Chapman  
Michael A. Curto  
Bruce A. Gates  
Anthony H. Griffin  
Shirley Robinson Hall  
The Honorable Katherine K. Hanley  
Richard A. Kennedy  
Barbara Lang  
William Shaw McDermott  
Caren Merrick  
Nina Mitchell Wells  
Joslyn N. Williams

**EXECUTIVE STAFF**

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Margaret E. McKeough, Executive Vice President and Chief Operating Officer  
Jerome L. Davis, Executive Vice President and Chief Revenue Officer  
Quince T. Brinkley, Jr., Vice President and Secretary  
Andrew T. Rountree, CPA, Vice President for Finance and Chief Financial Officer  
Mark Adams, Deputy Chief Financial Officer

**BUDGET OFFICE STAFF**

Rita Alston, Budget Manager  
Teri Arnold, Rates & Charges Program Manager  
Adam Gardner, Rates & Charges Specialist  
George Kangha, Budget Analyst  
Jay Lee, Budget Analyst

Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Metropolitan Washington Airports Authority**

**District of Columbia**

For the Fiscal Year Beginning

**January 1, 2014**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the Metropolitan Washington Airports Authority for its annual budget for the fiscal year beginning January 1, 2014.

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

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



Proposed Resolution

Adopting the 2015 Budget

WHEREAS, The Finance Committee has provided direction to the staff regarding major challenges that the 2015 Budget needs to address;

WHEREAS, The Finance Committee received the details prepared by staff of the draft 2015 Budget at its October meeting;

WHEREAS, The Finance Committee considered the recommended 2015 Budget, prepared by staff, at its November 2014 meeting and recommended its approval to the Board of Directors;

WHEREAS, The recommended budget has been developed in accordance with the terms and conditions contained within the new Airport Use Agreement and Premises Lease that, following execution by the airlines, will be effective January 1, 2015;

WHEREAS, In order to assist the airlines serving Dulles International by reducing the level of debt service included in the 2015 airline rates and charges, the recommended 2015 Aviation Enterprise Fund Budget provides for \$42.5 million of the debt service attributable to the AeroTrain, which otherwise would be included in such rates and charges, to be paid by Passenger Facility Charges revenues;

WHEREAS, The 2015 Budget presents a reasonable level of expenditures, to be made or accrued in 2015, (a) from the Aviation Enterprise Fund, to operate Ronald Reagan Washington National and Washington Dulles International Airports, to repair and maintain the facilities at these Airports, and to undertake needed capital improvements at the Airports, and (b) from the Dulles Corridor Enterprise Fund, to operate the Dulles Toll Road, to repair and maintain Toll Road facilities, to undertake capital improvements for the betterment of the Toll Road and otherwise within the Dulles Corridor, and to continue construction of the Dulles Corridor Metrorail Project, and that there will be sufficient revenues in 2015 and other funds to cover these expenditures; now, therefore, be it

RESOLVED, That the 2015 Budget, as presented at the December 2014 meeting of the Board of Directors, is hereby adopted;



2. That the following sums, totaling \$968,504,681, are hereby authorized to be expended from the Aviation Enterprise Fund in 2015 for the operation, maintenance, care, improvement and protection of Ronald Reagan Washington National and Washington Dulles International Airports:

- (a) \$656,108,000 for the Aviation Operation and Maintenance Program, including \$309,634,239 of this total for debt service;
- (b) \$63,634,617 for the Aviation Capital, Operating and Maintenance Investment Program (COMIP); and
- (c) \$248,762,064 for the Aviation Capital Construction Program (CCP);

3. That the following sums, totaling \$923,716,126, are hereby authorized to be expended from the Dulles Corridor Enterprise Fund in 2015 for the operation, maintenance, care, improvement and protection of the Dulles Toll Road and for the planning, design and construction of the Dulles Corridor Metrorail Project:

- (a) \$77,495,263 for the Dulles Corridor Operation and Maintenance Program, including \$46,155,187 of this total for debt service;
- (b) \$4,118,480 for the Dulles Corridor Renewal and Replacement Program (R&R);
- (c) \$762,971,383 for the Dulles Corridor Capital Improvement Program (CIP), consisting of \$57,767,832 for Dulles Corridor Improvements and \$705,203,551 for the Dulles Corridor Rail Project; and
- (d) \$79,131,000 to be transferred to reserve accounts within the Dulles Corridor Enterprise Fund, as identified in the 2015 Budget;

4. That any revenue received or accrued by the Dulles Corridor Enterprise in 2015 that at the conclusion of 2015 has not been expended, obligated or transferred to a reserve account pursuant to this Resolution, or to a reserve fund or account under the Master Indenture of Trust Securing Dulles Toll Road Revenue Bonds, dated as of August 1, 2009, and the Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan Agreement, dated as of (August 20, 2014, shall be transferred to the Dulles Corridor Reserve and Toll Rate Stabilization Fund;

5. That the President and Chief Executive Officer is hereby authorized to modify or adjust expenditures within each of the six Programs identified in this Resolution, so long as the total expenditures within any such Program in 2015 do not exceed the level authorized herein; provided, that any such reprogramming exceeding \$10 million in a calendar year for any project in the COMIP, CCP, R&R, or CIP shall be submitted to the Finance Committee for approval and its recommendation to the Board of Directors for approval before it may take effect. All other material budget

reprogramming shall be reported to the Finance Committee on a quarterly basis, no later than two months after the end of each quarter at the May, August, November and February Committee meetings, and shall include year-to-date cumulative material budget reprogramming equal or greater than the following:

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

6. That the new and expanded projects identified in the 2015 Budget, in the amount of (i) \$35,175,100 within the Aviation Capital Operating and Maintenance Investment Program, (ii) \$1,176,418,834 within the Aviation Capital Construction Program, (iii) \$17,550,819 within the Dulles Corridor Renewal and Replacement Program, and (iv) \$44,294,963 within the Dulles Corridor Capital Improvement Program pertaining to the Dulles Toll Road, are hereby approved and hereafter shall be considered a part of their respective approved programs.

*Recommended by the Finance Committee on November 12, 2014  
For Consideration by the Board of Directors on December 10, 2014*

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December 4, 2014

Mr. Frank M. Conner III  
Chairman, Board of Directors  
Metropolitan Washington Airports Authority

Dear Mr. Conner:

The Recommended 2015 Budget (2015 Budget) for the Airports Authority for the period January 1 through December 31, 2015, is herewith presented to the Board of Directors (Board). This submission is consistent in all material respects with the presentation at the September 2014 Board Budget Workshop and the *Draft* 2015 Budget presented in October 2014. The 2015 Budget includes annual budgets for both the Aviation Enterprise Fund and the Dulles Corridor Enterprise Fund. The Aviation Enterprise Fund accounts for activity at Ronald Reagan Washington National Airport (Reagan National) and Washington Dulles International Airport (Dulles International) (collectively, the Airports) while the Dulles Corridor Enterprise Fund accounts for the activities related to the Dulles Corridor Metrorail Project (Metrorail Project) and the operations, maintenance, and improvements of the Dulles Toll Road (Toll Road) and the Dulles Corridor.

Both business Enterprises contribute to the economy of the Washington, DC, region. Reagan National and Dulles International generate an estimated 371,400 jobs and \$14.6 billion in business labor income economic activity annually. The Metrorail Project is estimated to generate over 14,000 employment opportunities.<sup>1</sup>

A discussion of the 2015 Budgets for each of the two enterprise funds follows:

### **Aviation Enterprise Fund**

The 2015 Aviation Enterprise Budget supports the operations of the Airports, Public Safety and Corporate functions with prioritization on safety, security, efficient operations and quality customer service standards while minimizing the impact to the airline cost structure in order to maximize the Airports' competitive position.

The 2015 Budget is developed using forecasted airline activity levels, concession revenues, expenses for operating programs and infrastructure maintenance expenses, the new recommended Airport Use

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<sup>1</sup> 2012 Airports Authority Economic Impact Study, released May 2014.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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Agreement and Premises Lease (Use and Lease Agreement), and review of the economic outlook of the region and the overall airline industry.

The highlight of the 2015 Budget is that it reflects the terms and conditions of a new Airport Use and Lease Agreement. As later discussed, the centerpiece of this new agreement is a \$1.2 billion Capital Construction Program (CCP) for the Airports, the majority of which will be to accommodate the existing and future activity levels at Reagan National.

*The 2015 Budget for the Aviation Enterprise Fund consists of three Programs:*

- The **Aviation Enterprise Fund Operation and Maintenance (O&M) Program** provides for the day-to-day operation and maintenance of the Airports Authority's facilities, including public safety services. Included in this program are operating expenses, debt service, facility projects and equipment expenses. The Aviation Enterprise Fund O&M Program is funded from airline rates and charges and nonairline revenue, including concession and other revenues. The 2015 Budget operating expenses, including capital and debt service are projected at \$656.1 million, 0.8 percent above the 2014 Budget. *This is net of a reduction of \$9.5 million for allocation of overhead and other indirect costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund but is appropriately allocable to the Dulles Corridor Enterprise Fund.* In 2015, as permitted by the Use and Lease Agreement, the Airports Authority will rate-base and fully recover \$8.9 million of costs at Reagan National for certain capital equipment and project requirements in the O&M Program.
- The **Aviation Enterprise Fund Capital, Operating and Maintenance Investment Program (COMIP)** provides for repair work, equipment and projects, planning, improvements, snow program, and certain operating initiatives. The COMIP budget is funded with the Airports Authority's share of net remaining revenue (NRR) from the prior year and, at Reagan National, current operating year revenues. The 2015 new program authorization for the COMIP is at \$35.2 million, \$26.3 million of which is funded by NRR from the prior year, and \$8.9 million from current year revenue at Reagan National, as noted earlier.
- The **Aviation Enterprise Fund Capital Construction Program (CCP)** provides for the planning, design, and construction of major facility improvements at the Airports. The CCP is funded from bond proceeds, Passenger Facility Charges (PFCs) and grants. The 2015 new program authorization for the CCP is \$1.2 billion, which represents the centerpiece of the proposed new Use and Lease Agreement as discussed below.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### *Airport Use Agreement and Premises Lease*

The Airports Authority's business relationship with the airlines operating at both Airports has been governed by a formal negotiated Airport Use Agreement and Premises Lease (Use and Lease Agreement) in effect since 1990 that provided for similar business terms for both Airports. That Use and Lease Agreement expired on September 30, 2014 and was extended through December 31, 2014 by Board action in September 2014 to allow sufficient time to complete negotiations of a new Agreement. The terms of the expiring 1990 Agreement have proven beneficial to the Airports Authority throughout changing industry conditions over time; therefore, the structure of the 1990 Agreement was used as the foundation for negotiation of a new Use and Lease Agreement.

In November 2014, the Airports Authority's Board approved a new Use and Lease Agreement to become effective January 1, 2015. The new Use and Lease Agreement is a single agreement, but with a 10 year term for Reagan National, and a three year term for Dulles International. As did the expiring agreement, the new Use and Lease Agreement addresses the following core business issues:

- Financial responsibilities of the Airlines, including airline rates and charges methodology,
- Operational protocols including space and equipment use and maintenance obligations,
- Airports' Capital Development Plans, and
- General Business Provisions (environmental, insurance, business rights).

The 2015 Budget has been developed in accordance with the terms and conditions contained within the new Use and Lease Agreement. Key provisions of the new Use and Lease Agreement that impacted the development of the 2015 Budget are:

- A new Capital Construction Program (CCP) at both airports,
- A revised allocation for sharing Airport Net Remaining Revenue (NRR) with airlines at Reagan National (including 100 percent of NRR from 2014 to be retained by the Airports Authority for use in 2015),
- The Airports Authority can use NRR from Reagan National at Dulles International, up to certain limitations,
- NRR generated at Dulles International will be shared between the Airports Authority and Dulles International airlines in the same manner as Dulles International NRR has been shared under the 1990 Agreement (generally 50 percent to airlines and 50 percent to the Airports Authority up to a "plateau" amount of \$15.6 M in 2014, and thereafter 75 percent to airlines and 25 percent to the Airports Authority),
- Increased Debt Service Coverage payments from airlines for airline-supported cost centers at both airports (in years 2015 through 2017 airline funded debt service coverage will be 35 percent vs. 25 percent in the expiring Agreement).



## 2015 BUDGET

### Metropolitan Washington Airports Authority

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The centerpiece of the new Airline Use and Lease Agreement at Reagan National includes a \$1 billion ten-year CCP that will provide for an additional north terminal facility, securitization of National Hall, Terminal A renovations and various airfield, roadways, utility, and other enabling projects. The CCP at Reagan National will be debt-funded by the Airports Authority, however; the Airports Authority will seek available grants and authorization during the term of the Use and Lease Agreement to impose and use Reagan National PFCs to reduce debt for the Reagan National CCP.

Equally important, but smaller in scale, the new Airline Use and Lease Agreement at Dulles International includes a \$142 million three-year CCP that will provide for various airfield, utility systems and roadway projects. Improvements to increase the operational reliability of Concourse C/D systems are also included. The CCP at Dulles International will be primarily debt-funded, and the Airports Authority will seek grant funding where available.

Within the 2015 Budget, it is estimated that Reagan National will generate \$42.5 million in NRR in 2014, of which \$40 million will be credited to airline supported cost centers at Dulles International in an effort to mitigate airline rates and charges in 2015. The majority of the remaining \$2.5 million is budgeted to fund certain COMIP projects at Reagan National. The NRR in 2014 generated at Dulles International is budgeted to be allocated in accordance with the Use and Lease Agreement between the Airports Authority and Airlines at Dulles International, with the Airports Authority share used to fund 2015 COMIP projects at Dulles International.

#### *2015 Aviation Planning Assumptions*

##### *Economic Outlook*

In 2014 the U.S. economy continued sustained growth with strong employment gains, increases in capital markets, falling gasoline prices, and low capital borrowing costs. The 2015 U.S. economic outlook by many economists' projects continued modest growth near 3 percent. The Washington Metro region economy continues to grow despite the decrease in federal employment due to diversification into technology, bioscience and other industries.

The U.S. airline industry continues to be profitable in 2014 as airlines continue restructuring flight routes based on demand, exercising capacity discipline, declining fuel prices and continued passenger fees.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### *Enplanements and Landed Weights*

Table 1-1	Actual 2013	Budget 2014	Revised Forecast*	Projection*	Percent Change 2015 Projection vs. 2014 Revised Forecast
<b><u>Reagan National</u></b>					
Enplanements	10,209,031	10,460,000	10,385,000	11,345,224	9.2%
Landed Weights	13,147,182	13,482,638	13,458,000	14,337,700	6.5%
<b><u>Dulles International</u></b>					
Total Enplanements	10,936,064	11,270,000	10,654,000	10,355,015	(2.8%)
Domestic	7,470,087	7,700,000	7,097,000	6,857,015	(3.4%)
International	3,465,977	3,570,000	3,557,000	3,498,000	(1.7%)
Landed Weights	17,253,930	18,964,390	17,533,000	17,353,284	(1.0%)
<b><u>MWAA Systemwide</u></b>					
Domestic	17,679,118	18,160,000	17,482,000	18,202,239	4.1%
International	3,465,977	3,570,000	3,557,000	3,498,000	(1.7%)

\* Enplanements and landed weights includes signatory, non-signatory, general aviation and other. Source: Series 2014A Official Statement - Report of the Airport Consultant as adjusted October 2014 by internal forecasts.

#### *Airports Authority Airline Activity*

System-wide enplanements are projected to increase 3.1 percent in 2015 over 2014 forecast enplanements. Enplanements are projected to increase 9.2 percent in 2015 at Reagan National over 2014 forecasted enplanements. Additionally, actual 2015 enplanements at Reagan National are expected to be at a historical high for the fifth consecutive year. Reagan National is one of the few U.S. airports where the number of takeoffs and landings are controlled by federal permits known as "slots." The addition of new slots in recent years, coupled with larger aircraft using those slots, is a key factor in Reagan National's growth. Reagan National is projected to show substantial growth in 2015 in enplanements as the full impact of the slot divestiture is realized.

Dulles International's domestic enplanements are projected to decrease 3.4 percent in 2015 below the 2014 forecast, while international enplanements are projected to decrease 1.7 percent below the 2014 forecast. The combined domestic and international enplanement projections at Dulles International are 2.8 percent below 2014 forecasted enplanements.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### *American Airlines and US Airways Merger*

Based on traffic, revenue, capacity, and fleet size, the American Airlines and US Airways merger created the largest U.S. airline. In 2014, the Justice Department reached a settlement to approve the merger between American Airlines and US Airways requiring the airlines to divest 104 combined slots at Reagan National, in addition to other airport divestments, and to sell certain facilities at seven airports, including Reagan National, in order to complete their planned merger. These Federal regulatory changes are driving substantial shifts in the number of passengers using Dulles International and the federally regulated Reagan National, creating new challenges for both facilities. The increase in passengers at Reagan National is being driven largely by these regulatory decisions that have prompted some airlines to switch flights from Dulles International to Reagan National putting significant strain on Reagan National's facilities and continues to negatively impact the number of domestic passengers at Dulles International. Appropriately managing this changing environment continues to be a top priority for the Airports Authority. Key provisions of the new Use and Lease Agreement manage this changing environment, including the new \$1.2 billion CCP.

#### *2015 Aviation Enterprise Fund Program Budget Highlights*

##### *Operating Revenues*

##### *Comparison Revenues*

Table 1-2 (dollars in thousands)	Budget 2014	Budget 2015	Dollar Change	Percent Change
Reagan National	\$245,912	\$265,359	\$ 19,446	7.9%
Dulles International	497,338	535,743	38,405	7.7%
<b>Total</b>	<b>\$ 743,251</b>	<b>\$ 801,102</b>	<b>\$ 57,851</b>	<b>7.8%</b>

Airline revenues including terminal rentals, landing fees and passenger conveyance fees are generated on an actual cost recovery basis with an additional amount for debt service in airline supported cost areas. Total operating revenue, including airline, non-airline and transfers for 2015, is forecasted at \$801.1 million. Based on current estimates, revenue is expected to increase approximately 7.8 percent from the 2014 Budget. A key driver to the airline revenue increase is attributable to the new Use and Lease Agreement provision that allows an additional 10 percent (from 25 to 35 percent) to be recovered for debt service coverage for 2015. Concession revenue is projected to increase 10.0 percent above the 2014 Budget primarily relating to the increased passengers at Reagan National and increased duty free revenue at Dulles International.

The comprehensive food and retail redevelopment program at Reagan National and Dulles International, launched at the end of 2013, is already bringing new and inviting choices to airport travelers. With nearly

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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60 new stores and restaurants already open or under construction, more than 20 additional new food and restaurant options were announced in 2014 and are scheduled to open next summer. The new offerings, featuring expanded dining and shopping at both Reagan National and Dulles International, are headlined by the addition of well-known local and national restaurants. The complete redesign of post-security food courts near the gates in Reagan National's Terminals B and C, provide a more cohesive, integrated space with upgraded seating and power outlets for travelers, and the addition of numerous well-known brands. The redevelopment program will culminate in the most extensive food and retail makeover in the Airports Authority's history leaving a lasting, positive impression on air service travelers.

#### *Funding of Debt Service for AeroTrain Costs*

The 2015 Budget proposes to use \$42.5 million of available PFCs for debt service for the AeroTrain consistent with the approved November 2008 Finance Committee paper, *PFC Restructuring, Recommendation to Approve Amending the Passenger Facility Charge Applications for the AeroTrain and the International Arrivals Building and subsequent Board Resolution No. 08-21*. The 2015 debt service for the AeroTrain is estimated at \$100 million, and the 2015 Budget assumes \$42.5 million of this debt is funded with PFC revenue. Previous 2010, 2011, 2012, 2013, and 2014 Budgets allocated PFCs for AeroTrain debt service totaling \$82 million, \$60 million, \$40 million, \$42 and \$40 million respectively.

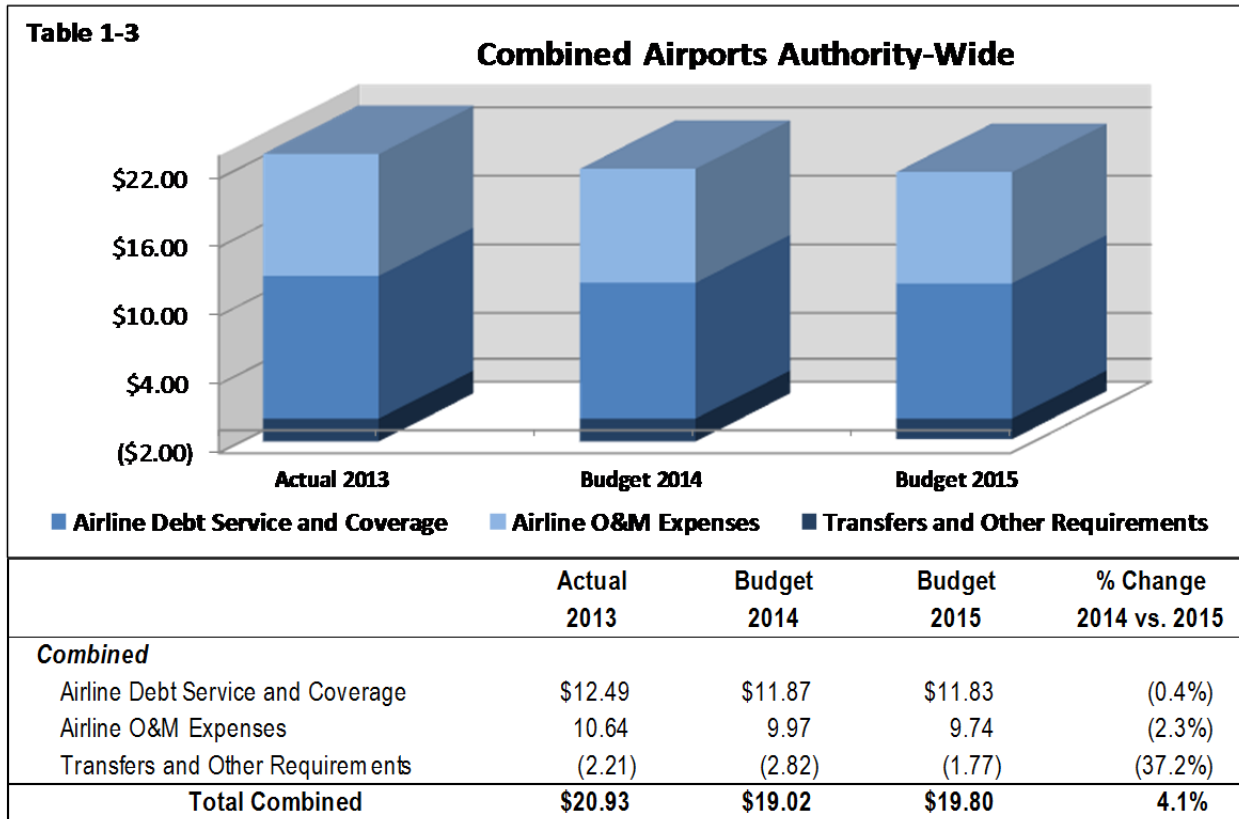
#### *Cost Per Enplanement Comparison by Year*

The 2015 Budget results in an average airline cost per enplanement (CPE) (total airline costs divided by the number of enplaned passengers) of \$14.68 at Reagan National and \$25.48 at Dulles International. At Reagan National the increase of 29.7 percent from the average 2014 CPE is reflective of the changes included in the new Use and Lease Agreement providing for additional debt service coverage charges to the airlines for airline-supported cost center debt and no prior year application of NRR. At Dulles International, the decrease of 2.9 percent from 2014 average CPE reflects a projected 2.8 percent decrease in enplanements and an offset by the additional application of \$40 million NRR from Reagan National to airline supported cost areas. Also, the use of \$42.5 million of PFCs will offset debt service at Dulles International. The chart below compares combined signatory airline average CPE broken into subcategories of cost for debt service and debt service coverage; airline O&M expenses; and airline transfers and other requirements. The 2015 Budget assumes a 4.1 percent increase in the signatory combined Airports Authority-wide airline average CPE. The average CPE reflects the new provisions of the proposed Use and Lease Agreement.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### *Signatory Combined Airport Airline Average Cost Per Enplanement Comparison*



#### *Aviation Operation and Maintenance Program*

##### *Cost Allocation*

The 2015 Aviation Budget includes a reduction of \$9.5 million of overhead and other indirect costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund, but is appropriately allocable to the Dulles Corridor Enterprise Fund as costs associated with the operation of the Toll Road, or as costs of the Metrorail Project. Of the \$9.5 million, \$5.5 million is budgeted to be allocated to the Toll Road. The remaining \$4.0 million is budgeted to be allocated as administrative overhead for the Dulles Rail Project. Annually, a true-up of costs is prepared by an external cost allocation consultant.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Cost Allocation

Table 1-4 (dollars in thousands)	Budget 2015
Aviation Prior to Cost Allocation	\$ 355,957
Cost Allocation - Road	(5,466)
Cost Allocation - Rail (Phases 1 and 2)	(4,017)
<b>Total Aviation</b>	<b>\$ 346,474</b>

#### Operating Expenses

The total 2015 operating expenses including debt service, and Reagan National O&M COMIP expenses are projected at \$656.1 million, which is a 0.8 percent increase over 2014. The 2015 operating expenses, excluding debt service and Reagan National COMIP expenses are projected at \$337.6 million; this is a 0.1 percent increase from the 2014 Budget. Total gross debt service is \$352.1 million, a decrease of 0.4 percent from 2014. Of this debt service amount, \$100 million is for the AeroTrain, and \$42.5 million will be funded through PFCs. Accordingly, net debt service is \$309.6 million or a 1.2 percent decrease.

The 2015 Budget program reflects current resource requirements resulting in a 0.8 percent increase from the 2014 Budget for both operating expenses and debt service. The slight increase primary reflects a 9.3 percent increase in personnel compensation which is offset by the one-time decrease for the annual pension contribution plan, the decrease to post-retirement medical and life insurance requirements and the reduction in technology service contracts.

#### Comparison Expenses with Cost Allocation Applied

Table 1-5 (dollars in thousands)	Budget 2014	Budget 2015	Dollar Change	Percent Change
Consolidated Functions	\$ 90,828	\$ 97,907	\$ 7,080	7.8%
Reagan National	82,379	79,291	(3,088)	(3.7%)
Dulles International	163,938	160,360	(3,577)	(2.2%)
Total Operating Expenses	337,144	337,558	415	0.1%
Debt Service	353,453	352,134	(1,319)	(0.4%)
Less: PFC Commitment	40,000	42,500	2,500	6.3%
Total Annual Debt Service	313,453	309,634	(3,819)	(1.2%)
<b>Total</b>	650,598	647,192	(3,404)	(0.5%)
Reagan National Operation & Maintenance for COMIP Program	-	8,916	8,916	0.0%
<b>Total Operating Program</b>	<b>\$ 650,598</b>	<b>\$ 656,108</b>	<b>\$ 5,512</b>	<b>0.8%</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### *Airports Authority Functional Alignment*

The 2015 Budget reflects the inclusion of various Airports Authority organization changes which were approved in 2014. These key changes include the establishment of the Corporate Risk and Strategy Office, establishment of a Chief Revenue Officer for revenue-focused functions, establishment of a full-time Real Estate Office; and the centralization and consolidation of all procurement, contracting and airports purchasing personnel under the Manager of Procurement and Contracting Department in the Office of Finance. The Risk Management and the Support Services Departments were moved to Human Resources.

#### *Personnel Compensation*

Excluding debt service, employee salaries and benefits constitute the largest component of the Airports Authority's operating budget. The 2015 Budget includes a total of \$3.0 million for incumbent staff compensation increases through the Pay for Performance (PfP) program for the performance period January 1 through December 31, 2014, reflecting an average increase of 2.5 percent pay adjustment for employees with the potential for an additional pay range adjustment for those employees in the lower quartiles of the pay scale. Actual salary increases for employees in 2015 are based on the parameters of the PfP program. The PfP program establishes specific goals for individuals and work groups, and encourages productive communication between supervisors and employees. The PfP program evaluates employees based on performance, with salary adjustments based on achieving performance goals.

Personnel expenses reflect a \$300 thousand increase for overtime based on historical usage. Budgeted personnel expenses reflect annualizations and actual staffing projections including implementation of the new organization changes. The 2015 Budget reflects the full year operations of the offices for the Chief Revenue Officer, Corporate Risk and Strategy, and Real Estate. Additionally, the 2015 Budget reflects the centralization of all procurement functions to the Office of Finance.

Personnel compensation includes \$5.4 million for 58 new non-career technology staff versus contractual services. The savings offsetting is reflected in technology services.

#### *Personnel Benefits*

The Airports Authority's 2015 budget for employee health insurance will increase 8.7 percent with no significant changes to plan coverage. The cost increase was mitigated by \$2.1 million in 2015 resulting from the new health care insurer contract.

Funding of the Government Accounting Standards Board (GASB) Statements No. 43 and No. 45 in 2015 for post-retirement health and life insurance liabilities decreased by \$4.4 million based on the current actuarial estimate. The Airports Authority's annual pension contributions will have a one-time decrease by \$5.4 million because both the annual Employee and Police and Firefighter Plans are currently fully funded.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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Excluding non-career positions, staffing is proposed to increase by twenty-seven positions. The cost for 22 Engineering positions will be included as part of the CCP and these costs are excluded from the O&M expenses to minimize the cost impact of the CCP on the O&M expenses. Detailed position descriptions are included in the Airports Authority's staffing section of the 2015 Budget.

#### 2015 New Staffing Positions

Table 1-6	Total Positions 2015
<b><u>Consolidated Functions</u></b>	
<b>Executive Vice President and Chief Revenue Officer</b>	
Deputy Vice President for Planning and Revenue Development	1
<b>Office of Corporate Risk and Strategy</b>	
Administrative Assistant	1
<b>Office of Finance</b>	
Procurement Manager Simplified Acquisition	1
<b>Office of Business Administration</b>	
Equal Business Opportunity Specialist	2
<b>Office of Engineering</b>	
Cost Estimator	2
Planning & Scheduling Analyst	1
Document Control Technician	3
Project Management System Administrator	1
Project Administrator	2
Airside/Landside Civil Engineer	1
Designer (Architectural Intern)	1
Mechanical/Electrical Engineer	1
Architecture Project Manager	1
Civil Engineer, Construction	3
General Engineer, Project Administration	4
Senior Civil Engineer, Construction	2
<b>Total Consolidated Functions</b>	<b>27</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b>27</b>

#### *Human Resources*

The Human Resources office is developing management intern, apprentice, and leadership programs. The 2015 program includes \$225 thousand for these initiatives. Additionally, \$325 thousand is included for various employee wellness program incentives and services to support review of employee benefits plans.



## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### *Air Service Development*

In 2015, the Airports Authority will continue its cooperative advertising project to stimulate new domestic and international air service, as well as encourage continuation of existing service through certain slower seasonal periods. The 2015 COMIP expenditures include \$1 million at Dulles International for this purpose.

#### *Equal Opportunity Program*

The Equal Opportunity Program (EOP) Department is adding two new Equal Business Opportunity Specialist positions to replace contractual services that have typically been provided as an extension of the EOP Department in the continued development and implementation of the Airports Authority's Business Diversity Programs. This is a reduction in contractual services of \$646 thousand.

#### *Customer Service*

The Airports Authority continues to focus on improving the customer experience with improved technology. Efforts continue on new customer centric technology applications to enable both airports to connect with our customers through enhanced digital communications and an improved website experience are being developed.

#### *Utilities*

Utility costs remain stable based on continued participation in an electric cooperative purchasing program, usage, and level natural gas prices.

#### *Other Highlights*

Maintenance of facilities, including the airport terminals, concourses and buildings, is accomplished with a balance of both in-house and contractual personnel. Service contracts were increased by \$4.2 million for various cost escalations which is offset by reductions in utilities, technology services, and equal opportunity program services. Security and safety requirements such as airport access control systems, police overtime and costs for the guard services are included in the 2015 Budget.

Operating insurance and risk management costs, including claim accounts are estimated to remain at the 2014 budget levels.

#### *2015 Capital, Operating and Maintenance and Investment Program Budget Highlights*

The 2015 new program authorization for the COMIP is at \$35.2 million, \$26.3 million of which is funded by NRR from the prior year, and \$8.9 million of which is funded by current year funding. Additionally, a total

## 2015 BUDGET

### Metropolitan Washington Airports Authority

of \$15.4 million from previously authorized COMIP projects, where the work is complete and the remaining balance is no longer required or the project is no longer required will be used to fund unanticipated future requirements as they arise. The 2015 COMIP includes \$5.7 million for replacement of various equipment at Reagan National and Dulles International. This includes \$2.8 million for fire-fighting equipment at the Airports. The 2015 COMIP includes \$8.7 million for technology equally shared by both Airports.

#### *2015 COMIP New Authorization – Reagan National*

Table 1-7 (dollars in thousands)	New Authorization
<b><u>Reagan National</u></b>	
Sand Shed	\$ 250
Passenger Loading Bridge (PLB) Rehabilitation with OLB Tire Conversions	650
Terminal B/C Painting	70
Hill Complex Heating System	200
Street Side Paving	200
Terminal B/C HVAC Energy Efficiency Improvements	550
Snow Melters	500
Warehouse Complex Renovation	150
Industrial Waste Drying Bed Upgrades	750
Terminal A Elevator Upgrade	701
Reconfiguration of Economy Lot	350
Upgrade Interactive Employee Training System	200
Ground Transportation Curbside Technology Enhancement Systems	250
Emergency Medical Services Cardiac Monitor/Defibrillators	160
Replacement of Self Contained Breathing Apparatus - Second Alarm Cache	120
Technology Infrastructure	1,655
Technology Business Collaboration	2,678
DCA Equipment 2015	709
PSD-DCA Equipment 2015	1,158
<b>Total Reagan National</b>	<b>\$ 11,301</b>
<b>Reagan National Funded from O&amp;M</b>	<b>\$ 8,916</b>
<b>Reagan National Funded from Authority's Share NRR</b>	<b>\$ 2,385</b>

**2015 BUDGET**  
Metropolitan Washington Airports Authority

*2015 COMIP New Authorization – Dulles International*

Table 1-7 (continued) (dollars in thousands)	New Authorization
<b><u>Dulles International</u></b>	
Airfield, Pavement Maintenance and Joint Sealing	\$ 3,000
Elevators, Escalators and Moving Walks Rehabilitation	200
Landside Roadway Pavement Maintenance and Rehabilitation	500
Roof Top Unit (RTU) Replacement Program	150
Bridge Repair and Rehabilitation on DAAH	1,060
Security Improvements Access Control (Istar) Phase III of V	200
Tree/Obstacle Mitigation, Phase I of III	200
Reroofing Buildings	350
Commercial Vehicle Lane Curbside Enhancements - Main Terminal	500
Audio/Visual Paging System Replacement	475
MUFIDS Replacement and Installation, Main Terminal	150
CCTV Camera System Expansion - Main Terminal	375
Duress Alarm System Installation - Main Terminal	175
Security/Access System Enhancements	175
Emergency Operations Center, Concourse B	300
Concourse C FIS HVAC System Rehabilitation	150
Building Lighting Control Systems Replacement - Main Terminal & Concourse A/B	100
Main Terminal Ticket Counter Dynamic Signage	75
Automated Passport Control System	300
Independent Vulnerability/Security Analysis	150
Digital Dynamic Wayfinding Stations	75
Shop 1 HVAC Improvements	200
Main Terminal Pedestrian Door Sensor Replacement Phase II of II	150
MWAA MetroRail Contribution for Non-PFC Eligible Costs	3,914
Emergency Medical Services Cardiac Monitor/Defibrillators	160
Replacement of Self Contained Breathing Apparatus - Second Alarm Cache	120
Commercial Real Estate Professional Services	690
Rudder Road & Ariane Way Intersection Improv. for 2nd Gas Station & Food Court	250
Dulles Lake Commercial Lots - Utilities for 2nd Gas Station & Food Court	250
Commercial Real Estate Site Development Planning	300
Commercial Real Estate Leaseholds - Tenant Improvements and Leasing	1,000
Technology Infrastructure	1,655
Technology Business Collaboration	2,678
IAD Equipment 2015	2,237
PSD-IAD Equipment 2015	1,611
<b>Total Dulles International Funded from Authority's Share NRR</b>	<b>\$ 23,874</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 35,175</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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

The Airports Authority has agreed to contribute 4.1 percent of costs of the Metrorail Project – Phase 1 and 2. PFCs have been approved as the primary source of the Airports Authority's contribution to the Metrorail Project. However, in the event PFC requirements prohibit PFCs from being used to cover the full amount; \$5 million was programmed in each of the 2012, 2013, and 2014 COMIP budgets for any non-PFC eligible costs and an additional \$3.9 million is included in COMIP for 2015. Additional installments will be recommended in future budgets as deemed necessary to meet the Airports Authority's commitment.

#### *Capital Construction Program*

The Airports Authority continues the emphasis on program management, including cost and schedule control, construction safety, and quality assurance of its capital program. The new CCP is based on facility needs and financial feasibility, specifically as provided for in the proposed Airline Agreement. The new program authorization for the CCP is \$1.2 billion. The new 2015 CCP authorization reflects certain provisions of the new Use and Lease Agreement.

New CCP authorization for projects at Reagan National is \$1.034 billion. Projects include the design and construction of a new commuter concourse, and various enabling projects including airfield, roads, and systems projects associated with the commuter concourse project; Terminal B/C to National Hall into a post security secure area and enabling projects; and preliminary planning and design to potentially expand or replace Terminal A. The Reagan National CCP new authorization also includes various airfield, roadway, utility and other ancillary support projects and \$84.2 million for construction of an approximately 1,600 space multi-level parking garage.

The CCP new authorization at Dulles International is \$142 million. Projects include facility modifications to increase the operational efficiencies of Concourse C/D, including elevator, boiler, heating ventilation, and air conditioning systems, electrical, and fuel delivery improvements. The CCP at Dulles International also includes funding for repair and maintenance of the two Airports Authority's owned buildings.

The CCP also includes \$10 million for the costs associated with building a Live Fire Training Facility at Dulles International. The costs are allocated equally at each Airport. Other projects include airfield pavement panel replacement, roadway, and utility system improvements, and funding for various engineering planning studies.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### 2015 CCP New Authorization

Table 1-8 (dollars in thousands)	New Authorization	Estimated Funding	
		Bonds	Grants/PFCs
<b><i>Reagan National</i></b>			
New North Concourse (Design/Construction)	\$ 328,100	\$ 209,829	\$ 118,271
New North Concourse Enabling Projects	111,341	61,407	49,934
Secure National Hall	226,000	90,159	135,841
Secure National Hall Enabling Projects	6,742	2,615	4,127
Terminal A (Preliminary Planning), Various Airfield, Roadway, Utility and Other Projects	362,236	243,072	119,164
<b>Total Reagan National</b>	<b>\$ 1,034,419</b>	<b>\$ 607,082</b>	<b>\$ 427,337</b>
<b><i>Dulles International</i></b>			
Airfield Projects - Taxiways, Pavement Panel Replacement and Enhancements	\$ 34,767	\$ 8,692	\$ 26,076
Terminals - Concourse A/B, Concourse C/D, Main Terminal Exit Doors, Live Fire Training Facility Improvements and Office Buildings	38,928	38,928	-
Utility Systems - Telecommunications Ductbank Replacement and Additional System Improvements	11,125	11,125	-
Access Highway Improvements	15,000	15,000	-
Other - Technology, AeroTrain Major Maintenance Cycle, Mobile Lounge Rehabilitation and Various Other Projects	42,179	42,179	-
<b>Total Dulles International</b>	<b>\$ 141,999</b>	<b>\$ 115,924</b>	<b>\$ 26,076</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 1,176,418</b>	<b>\$ 723,006</b>	<b>\$ 453,413</b>
<b>Total Authorizations Recommended to Closeout</b>		<b>\$ (3,026)</b>	
<b>Total New Debt</b>		<b>\$ 719,980</b>	

### Dulles Corridor Enterprise Fund

The 2015 Dulles Corridor Enterprise Fund Budget includes the Toll Road operations, the Metrorail Project, and other Dulles Corridor and Toll Road improvements. The Dulles Corridor Enterprise Fund Budget was prepared based on forecasted Toll Road revenues, operating and capital requirements, and requirements of the Dulles Toll Road Permit and Operating Agreement (December 2006) and Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan Agreement (August 2014).

*The 2015 Budget for the Dulles Corridor Enterprise Fund consists of three Programs:*

- The ***Dulles Corridor Enterprise Fund Operation and Maintenance Program*** is the financial plan for operating the Toll Road. It also includes debt service for the Metrorail Project and contributions to reserves. The operation and maintenance program is funded from Toll Road revenue. The total 2015 operating revenue is estimated to be \$154.2 million. No toll increase is anticipated for 2015. This reflects an increase of 3.1 percent as compared to the 2014 Budget.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

The 2015 operating expenses estimate, excluding debt service requirements and other reserve contributions, is \$31.3 million; this is an increase of 11.3 percent over 2014. Debt service and financing fees are \$46.2 million; this is a 1.1 percent increase over 2014.

- The **Dulles Corridor Enterprise Fund Renewal and Replacement Program** for the Toll Road addresses major maintenance requirements including overlays, sound wall repairs, bridge deck replacements, erosion and drainage control, and other maintenance projects. The Renewal and Replacement program is funded from Toll Road revenue. The 2015 new program authorization for a five-year plan is \$17.6 million.
- The **Dulles Corridor Enterprise Fund Capital Improvement Program** funds Dulles Corridor Capital Improvements related to the Toll Road, its ancillary ramps and interchanges, the Metrorail Project, and other corridor improvements. The Capital Improvement Program is funded from bond proceeds, Federal Transit Administration grants, and contributions from Fairfax County, Loudoun County, the Commonwealth of Virginia (Commonwealth) and the Airports Authority. The 2015 new program authorization for a five-year plan is \$44.3 million for other corridor improvements.

#### *Operation and Maintenance Program*

The Dulles Corridor Enterprise Fund budgeted revenues are \$154.2 million. The 2015 revenue estimate assumes no toll increase. There are no planned toll increases through 2018. Budgeted operating expenses of the O&M Program are \$31.3 million, an increase of 11.3 percent. The increase reflects \$2.2 million for the reinstatement of electronic toll transponder cost and revenue fee structure imposed by the Commonwealth of Virginia. Debt Service is budgeted at \$46.2 million, which is a 1.1 percent increase from 2014. The debt service estimate for 2015 is net of a \$150 million grant from the Commonwealth of Virginia, \$30 million of which will be applied to pay debt service in 2015 for the Dulles Toll Road Revenue Bonds. The grant is intended to offset required increases in toll rates. There is \$79.1 million budgeted in reserve contributions, including \$58.6 million to a TIFIA Debt Service Reserve Fund, \$10.7 million to Capital Improvement Reserves, \$2.7 million to Renewal and Replacement Reserves and \$6.7 million to the Dulles Corridor Enterprise Fund Reserve and Toll Rate Stabilization Fund.

#### *2015 Dulles Corridor Operating Revenues and Interest Income*

Table 1-9 (dollars in thousands)	BUDGET 2014	BUDGET 2015	Dollar Change	Percent Change
Electronic Toll Collection	\$ 116,072	\$ 119,637	\$ 3,565	3.1%
Cash Toll Revenue	32,738	33,744	1,006	3.1%
Violations Fee Collection	785	785	-	0.0%
<b>Total Operating Revenues</b>	<b>\$ 149,595</b>	<b>\$ 154,166</b>	<b>\$ 4,571</b>	<b>3.1%</b>
Interest Income	\$ 136	\$ 2,461	\$ 2,325	1709.6%

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### *2015 Dulles Corridor Operation and Maintenance Program*

Table 1-10 (dollars in thousands)	BUDGET 2014	BUDGET 2015	Dollar Change	Percent Change
Operating Expenses	\$ 28,169	\$ 31,340	\$ 3,171	11.3%
Debt Service	45,634	46,155	521	1.1%
<b>Total O&amp;M Program</b>	<b>\$ 73,803</b>	<b>\$ 77,495</b>	<b>\$ 3,692</b>	<b>5.0%</b>

#### *Dulles Toll Road Renewal and Replacement Program*

The 2015 Renewal and Replacement Program expenditures is \$4.1 million for various projects including sound-wall repair, environmental engineering services and geographic information system, bridge, structures and canopy repairs, guardrail, traffic barrier and fencing rehabilitation, landscape maintenance, cameras, planning and programming utility survey and rehabilitation. The Renewal and Replacement Program is developed based on TIFIA terms and conditions requiring an independent consultant to develop a life cycle cost report. The 2015 estimate for new program authorization for a five-year plan is \$17.6 million.

#### *2015 Renewal and Replacement Program – New Authorization*

Table 1-11 (dollars in thousands)	New Authorization
<b><u>Renewal and Replacement Program</u></b>	
Bridges, Structures and Canopy Repairs	\$ 4,004
Joint Replacement and Repair	192
Bearing Replacement	112
Federal Highways Bridge Inspection	635
Culvert and Erosion Repairs	325
Storm Sewer and Stormwater Management	308
Repair of Sound Walls	327
Dulles Toll Road Pavement Repairs	8,545
Guardrail, Traffic Barrier and Fencing Rehabilitation	1,133
Attenuator Rehabilitation	524
Landscape Maintenance	1,221
Roadway Sign Replacement and Rehabilitation	33
Roadway Lighting	158
Communications/Data	33
<b>Total Dulles Corridor Renewal and Replacement Program</b>	<b>\$ 17,551</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### *Dulles Corridor Capital Improvement Program*

#### *Dulles Corridor Metrorail Project*

##### Phase 1

The Airports Authority constructed an extension of the WMATA Metrorail system from East Falls Church station through Tysons Corner to Wiehle Avenue (Phase 1) which went into service in 2014. Included in Phase 1 is the procurement of 64 railcars. The total project cost of Phase 1 is currently estimated to be \$2.906 billion, including the cost of roadway-related improvements being constructed concurrently with the Project. Phase 1 received a commitment of \$900 million in New Starts funding from the Federal Transit Administration (FTA). Fairfax County provided a fixed contribution of \$400 million for Phase 1 which will subsequently be adjusted to cover their full-funding obligation on a percentage of total cost of both Phases. The Commonwealth of Virginia (Commonwealth) provided \$51.7 million in Virginia Transportation Act (VTA) 2000 revenues from 2004-2007, an additional \$125 million of Commonwealth Transportation Board (CTB) Bonds, and \$75 million of other Commonwealth funds/Surface Transportation Program (STP) funds toward the cost of Phase 1. The remaining Phase 1 project costs are being provided by the Airports Authority through a combination of bonds, or other financing agreements as the Airports Authority deems necessary, secured by a pledge of Toll Road revenues. Phase 1 of the Dulles Corridor Metrorail Project includes five stations along the 11.7 mile alignment from the East Falls Church Metrorail Station through Tysons Corner to Wiehle Avenue on the eastern edge of Reston. Ridership numbers reported by WMATA are running ahead of projections.

##### Phase 2

The Metrorail Project – Phase 2 is the 11.4 mile completion of the Metrorail Project from Wiehle Avenue to Route 772 in eastern Loudoun County. Metrorail Project – Phase 2 includes six new stations, including a station at Dulles International, and a maintenance yard located on Dulles International's property. Included in this second phase is the procurement of an additional 64 rail cars.

There is a Memorandum of Agreement, a multi-party agreement that outlines federal, the Commonwealth, Loudoun and Fairfax Counties' and the Airports Authority's fiscal responsibilities. Additionally, the Commonwealth has provided \$150 million which is being used to pay debt service in order to mitigate toll increases. The Commonwealth has also pledged an additional \$300 million to fund capital costs. The revised budget authorization for Phase 2 of the Metrorail Project, including contingency, is \$2.8 billion. Phase 2 Parking Garages are being funded directly by Fairfax and Loudoun Counties.

A design and build contract for the rail line, stations and systems for Phase 2 of the Metrorail Project was awarded in 2013. Included are new stations at Reston Town Center, Herndon Innovation Center, Dulles International, Route 606, and Route 772. The contract for the construction of the rail yard and



## 2015 BUDGET

### Metropolitan Washington Airports Authority

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maintenance facility for WMATA at Dulles International was awarded in summer 2014. The estimated construction completion period is 60 months.

Staffing is proposed to increase by three positions to support the Metrorail Project Office for Phase 2. Detailed position descriptions are included in the Airports Authority's staffing section of the 2015 Budget.

#### New 2015 Dulles Corridor Positions

Table 1-12	Total Positions 2015
<b><i><u>Dulles Corridor</u></i></b>	
Metrorail Project Office	
TIFIA Compliance Accountant	1
Contracting Officer	2
<b>Total Dulles Corridor</b>	<b>3</b>

#### *Other Dulles Corridor Capital Improvements*

The new authorization for capital improvements related to the Dulles Corridor other than Rail for a five-year plan is \$44.3 million. CIP expenditures for the Dulles Corridor improvements other than rail are developed based on TIFIA terms and conditions requiring an independent consultant to develop a life-cycle cost report.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### 2015 Capital Improvement Program

Table 1-13 (dollars in thousands)	New Authorization
<b><u>Dulles Corridor Enterprise - Capital Improvement Program</u></b>	
<b><u>Dulles Corridor Improvements (other than Rail)</u></b>	
Long Term conceptual Design Study	\$ 172
Life Cycle Cost Report Updates	646
Raise Speed Limit (Study)	206
Stormwater Management Program Study	109
AET Constructability Study	225
Dulles Toll Road Admin. Feasibility Study	563
Performance Management Assessment Report	442
General Planning Studies	1,226
Dulles Corridor/ I-495 Interchange (Design and Construction)	1,477
Short Term Interchange Improvements	10,130
Rehabilitate Toll Road	15,282
Sound Wall Improvements	379
Sound Wall Replacement Phase I	1,020
New Sound Wall Phase I (Construction)	748
Update Readers for Protocol Compliance	558
Toll Booth and Cabinet Replacement (Construction)	3
Security Implementation	94
Dulles Toll Road Admin. Bldg. Fire System (Construction)	72
Engineering, NEPA Studies, CM Services	1,628
Maintenance Storage Yard (Construction)	7,853
Dulles Toll Road Outreach	547
Geographic Information System	150
Ortho Mapping	765
<b>Total Dulles Toll Road</b>	<b>\$ 44,295</b>
<hr/>	
<b>Total Dulles Corridor Enterprise</b>	<b>\$ 44,295</b>

### Summary

The 2015 Budget as developed continues to manage resources through cost containment, using best value procurement for critical out-sourced service contracts, including health care costs.

The effective management of the Airports Authority's operating expenses has made it possible to weather the past years' economic volatility and maintain our financial strength. The Airports Authority's

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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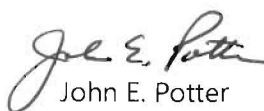
outstanding airport system bonds continue to be rated among the highest in the aviation industry by the independent rating agencies of Moody's, Standard and Poor's, and Fitch<sup>2</sup>. Management continues to believe in the strategic importance of air service to the Washington region and is cautiously optimistic about the aviation industry in 2015.

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

This 2015 Budget presents a realistic approach to funding the operating and capital requirements necessary to support the activity and the needs of the Airports Authority. Management continues to focus efforts on defining business strategies to maximize our non-airline revenue including concessions, cargo, and other development at Dulles International. The management team is committed to effectively balancing our immediate and long-term objectives while looking to provide needed operational, technological, and capital improvements. We will be disciplined in monitoring the Airports Authority's financial performance throughout the year and if necessary, adapt to changing circumstances to ensure our financial stability.

As we look ahead, we acknowledge the Board's leadership and partnership with management to ensure that the Airports Authority remains ready to respond to future challenges and opportunities. We will, of course, be pleased to provide assistance to the Board as it reviews this Recommended 2015 Budget proposed budget.

Sincerely,



John E. Potter

President and Chief Executive Officer

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<sup>2</sup> As of the date of this Budget, the underlying ratings on the Airport System Bonds assigned by the rating agencies are "A1" by Moody's, "AA-" by S&P, and "AA-" by Fitch.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### BUDGET PROGRAMS AND ORGANIZATION

Budget for Aviation and Dulles Corridor Enterprise Funds

*Budget Programs – 2015 New Authorizations*

Table 2-1 (dollars in thousands)	New Authorization
Aviation Operation and Maintenance Program, including Debt Service	\$ 656,108
Aviation Capital, Operating and Maintenance Investment Program	35,175
Aviation Capital Construction Program	1,176,419
<b>Total Aviation Enterprise Fund</b>	<b>\$ 1,867,702</b>
Dulles Corridor Operation and Maintenance Program, including Reserves and Debt Service	\$ 77,495
Dulles Corridor Renewal and Replacement Program	17,551
Dulles Corridor Capital Improvement Program	44,295
<b>Total Dulles Corridor Enterprise Fund</b>	<b>\$ 139,341</b>
<b>Total New Program Authority</b>	<b>\$ 2,007,043</b>

#### *Aviation Enterprise Fund*

- The **Aviation Enterprise Fund Operation and Maintenance (O&M) Program** provides for the day-to-day operation and maintenance of the Airports Authority's facilities, including public safety services. Included in this program are operating expenses, debt service, facility projects and equipment expenses. The Aviation Enterprise Fund O&M Program is funded from airline rates and charges and nonairline revenue, including concession and other revenues. The 2015 Budget operating expenses, including capital and debt service are projected at \$656.1 million, 0.8 percent above the 2014 Budget. *This is net of a reduction of \$9.5 million for allocation of overhead and other indirect costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund but is appropriately allocable to the Dulles Corridor Enterprise Fund.* In 2015, as permitted by the Use and Lease Agreement, the Airports Authority will rate-base and fully recover \$8.9 million of costs at Reagan National for certain capital equipment and project requirements in the O&M Program.

#### *Cost Allocation*

The 2015 Aviation Budget includes a reduction of \$9.5 million of overhead costs for the Metropolitan Washington Airports Authority (Airports Authority) that is initially paid from the Aviation Enterprise Fund, but is

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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appropriately allocable to the Dulles Corridor Enterprise (DCE) Fund as costs associated with the operation of the Dulles Toll Road (Toll Road), or as cost of the Dulles Corridor Metrorail Project (Metrorail Project). Of the \$9.5 million, \$5.5 million will be allocated to the Toll Road. The remaining \$4.0 million will be allocated as administrative overhead to the Dulles Rail Project.

Table 2-2 (dollars in thousands)	Budget 2015
Aviation Prior to Cost Allocation	\$ 355,957
Cost Allocation - Road	(5,466)
Cost Allocation - Rail (Phases 1 and 2)	(4,017)
<b>Total Aviation</b>	<b>\$ 346,474</b>

- The **Aviation Enterprise Fund Capital, Operating and Maintenance Investment Program (COMIP)** provides for repair work, equipment and projects, planning, improvements, snow program, and certain operating initiatives. The COMIP budget is funded with the Airports Authority's share of net remaining revenue (NRR) from the prior year and, at Reagan National, current operating year revenues. The 2015 new program authorization for the COMIP is at \$35.2 million, \$26.3 million of which is funded by NRR from the prior year, and \$8.9 million from current year revenue at Reagan National, as noted earlier.
- The **Aviation Enterprise Fund Capital Construction Program (CCP)** provides for the planning, design, and construction of major facility improvements at the Airports. The CCP is funded from bond proceeds, Passenger Facility Charges (PFCs) and grants. The 2015 new program authorization for the CCP is \$1.2 billion, which represents the centerpiece of the proposed new Use and Lease Agreement as discussed below.

#### *Dulles Corridor Enterprise Fund*

- The **Dulles Corridor Enterprise Fund Operation and Maintenance Program** is the financial plan for operating the Toll Road. It also includes debt service for the Metrorail Project and contributions to reserves. The operation and maintenance program is funded from Toll Road revenue. The total 2015 operating revenue is estimated to be \$154.2 million. No toll increase is anticipated for 2015. This reflects an increase of 3.1 percent as compared to the 2014 Budget. The 2015 operating expenses estimate, excluding debt service requirements and other reserve contributions, is \$31.3 million; this is an increase of 11.3 percent over 2014. Debt service and financing fees are \$46.2 million; this is a 1.1 percent increase over 2014.
- The **Dulles Corridor Enterprise Fund Renewal and Replacement Program** for the Toll Road addresses major maintenance requirements including overlays, sound wall repairs, bridge deck replacements, erosion and drainage control, and other maintenance projects. The Renewal and

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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Replacement program is funded from Toll Road revenue. The 2015 new program authorization for a five-year plan is \$17.6 million.

- The ***Dulles Corridor Enterprise Fund Capital Improvement Program*** funds Dulles Corridor Capital Improvements related to the Toll Road, its ancillary ramps and interchanges, the Metrorail Project, and other corridor improvements. The Capital Improvement Program is funded from bond proceeds, Federal Transit Administration grants, and contributions from Fairfax County, Loudoun County, the Commonwealth of Virginia (Commonwealth) and the Airports Authority. The 2015 new program authorization for a five-year plan is \$44.3 million for other corridor improvements.

#### *Major 2014 Airports Authority Accomplishments*

##### Reagan National

- Passenger levels continued record year-over-year growth for the fourth straight year.
- All Terminal A restrooms are renovated.
- Terminal A passenger security screening area was completed.
- Airline space reallocation was completed.
- Completed Roof Replacements on Hangars 4 and 6
- Approximately 400 spaces to the Public Parking was added to the lots and garages
- Parking Reservation and Smart Phone payment applications for Public Parking were started

##### Dulles International

- Restoration of the original Airport traffic control tower was complete.
- New Air Service from Dulles included:
  - Frontier,
  - Air China,
  - Elite,
  - Aer Lingus
  - Silver, and
  - Icelandair, extends its formerly seasonal service to year-round

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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- Completed modifications to gate B-42/44, including installation of two new jet bridges and holdroom modifications for second airline at Dulles International to have regular A-380 operations at Dulles International.
- Began the new Washington Flyer Silver Line Express in conjunction with the opening of the Silver Line. This new service has resulted in a 71% increase in passenger traffic over the same period last year.
- Pavement maintenance includes 38,000 square feet of airfield pavement patched, 250,000 square yards of asphalt shoulders sealed, 50 square yards of sidewalk replaced, 4,000 linear feet of concrete curb replaced, and 5,000 square feet of potholes repaired.

#### *Public Safety*

- Conducted public safety at the Airports with various scenarios designed to bring focus to on emergency management actions and responses.
- The Police Department Community Liaison Officers provided numerous Active Shooter classes to airports employees, tenants and contractors at the Airports.
- Conducted 56 CPR and AED training courses and trained a total of 406 airport, airline and concessionaire employees.
- Conducted 27 fire extinguisher training courses and trained a total of 260 airport, airline and concessionaire employees.

#### *Dulles Corridor Metrorail Project*

- Metrorail Phase 1 opened for revenue service in July 2014.
- Metro Phase II construction started on the Dulles International campus includes pier installation, utility relocations, UA GSE building demo, road relocations, right of way clearing and bridge work.

#### *Dulles Toll Road*

- Recognized the 30<sup>th</sup> Anniversary of the Dulles Toll Road which opened on October 1, 1984.
- Launched the Dulles Toll Road Twitter and Facebook social media connections.
- Continued paving of the Eastbound Toll Road.
- Began the 19 Lane Conversion Project converting all existing Exact Change lanes to EZPass Only lanes.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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- Began the Host Computer Replacement project replacing the existing Host Computer which is vital to the toll revenue collection system.
- Continued soundwall replacements and bridge repair projects.



## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### Purpose, Mission, and Goals

##### *Purpose*

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

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

##### *Mission*

The Airports Authority's mission is to plan, provide, and actively manage world class access to the global aviation system in a way that anticipates and serves the needs of the national capital area.

##### *Values*

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

##### *Goals*

In recognition of the continuously changing economic and industry landscape in which it operates, the Airports Authority has identified corporate goals supporting commitment to Revenue Growth, Cost Control, Customer Satisfaction, and People Development. Key strategic priorities in 2015 include:

- Pursuit of non-aviation revenue in concessions and land development
- Growth of domestic and international air service
- Cost discipline in operational and capital plans
- Conservative financial management, including execution of re-financing opportunities
- Implementation of passenger-centric programs, including concessions redevelopment and technology enhancements
- Succession planning and leadership development

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### *Management Plan*

The Management Plan identifies risk-based and strategic priorities for the Airports Authority to accomplish annually. The Management Plan is the basis for goal-setting across the organization and is shared with the Board of Directors (Board) and staff. Periodic progress is reported to the Board and its sub-committees throughout the year.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### Budget Preparation, Reporting and Amendment Process

##### *Budget Overview*

Historical, financial, aviation and statistical information as well as debt issuance information is available on the Airports Authority's website, at [www.mwaa.com](http://www.mwaa.com).

##### *Basis of Budgeting*

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

##### *Aviation Enterprise Fund*

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

Annual capital facility requirements, are reviewed and included in the COMIP and CCP budgets.

##### *Dulles Corridor Enterprise Fund*

The 2015 Dulles Corridor Enterprise Fund Budget includes the Toll Road operations, the Dulles Corridor Metrorail Project, and other Dulles Corridor and Toll Road improvements. The Dulles Corridor Enterprise Fund Budget was prepared based on forecasted Toll Road revenues, operating and capital requirements, and requirements of the Dulles Toll Road Permit and Operating Agreement (December 2006) and Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan Agreement (August 2014).

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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

#### *Budget Process*

##### Budget Preparation

- Budget instructions and formats are issued in June with submissions due from each Office in August.
- A workshop is held with the Board in September, and their guidance is incorporated into the proposed Budget.
- A draft copy of the proposed Budget is submitted to the Board at the October Finance Committee meeting.
- Preliminary Airline Rates and Charges are sent to the Airlines in November.

##### Board Action

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

##### Budget Management

- First Half Airline Rates and Charges are sent to the Airlines.
- Financial statements comparing actuals to budget are reported monthly to the Finance Committee, President, Executive Vice President and other Airports Authority management, which enables prudent management control of the budget. Monthly reports are submitted to the Board on CCP contracts.
- Vice Presidents are accountable to manage their O&M office budget.
- Each Vice President prepares quarterly budget plans which are submitted to the Office of Finance for review.
- Reprogramming funds between projects occurs to facilitate the current mission, strategic initiatives, business plan, and action plan.
- The President is authorized to modify or adjust expenditures in the Budget consistent within the

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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levels approved for each program.

#### *Criteria for Budget Reprogramming Reporting*

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

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

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

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

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

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

#### *Amendment Process*

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

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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Budget Calendar for 2015

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

#### **January**

- ❖ 2015 Fiscal Year Begins
- ❖ 2015 Financial Plan sent to Offices

#### **February/March**

- ❖ 2014 Budget Year-End Close-out
- ❖ Evaluation of 2014 Budget Performance

#### **April/May**

- ❖ 2014 Airline Rates and Charges Settlement
- ❖ 2015 First Quarter Review prepared by Offices
- ❖ 2016 Budget Preparations Guidelines prepared

#### **June**

- ❖ 2015-2019 Five-Year Planning Process
- ❖ Preliminary 2015 Activity Level Forecast developed
- ❖ 2016 Budget Preparation Handbook distributed to Offices

#### **July/August**

- ❖ 2015 Second Quarter Review prepared by Offices
- ❖ Responses received for 2016 Budget Estimates

#### **September**

- ❖ Board of Directors 2016 Budget work session
- ❖ Analysis of Preliminary 2016 budgets prepared
- ❖ President confers with Offices on 2016 Budget Submissions
  - ❖ Airline Committee 2016 Budget Briefing
  - ❖ 2016 Activity Level Forecasts finalized

## **2015 BUDGET**

### Metropolitan Washington Airports Authority

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- ❖ President's 2016 Budget recommendations to Office of Finance

#### **October**

- ❖ 2015 Third Quarter Review prepared by Offices
- ❖ 2016 Draft Budget submitted to Finance Committee for review
- ❖ Office of Finance prepares the President's recommended 2016 Budget

#### **November**

- ❖ Preliminary 2016 Airline Rates and Charges developed
- ❖ 2016 Proposed Budget presented to Finance Committee for action
- ❖ 2016 Proposed Budget submitted to Board of Directors for action

#### **December**

- ❖ 2016 Budget adopted by Board of Directors
  - ❖ 2016 Rates and Charges sent to Airlines

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### Organization Structure

##### **The Airports Authority**

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

The Airports Authority initially operated the Airports under a 50-year lease agreement with the U.S. Department of Transportation (DOT) ending June 6, 2037. On June 17, 2003, the Federal Lease was amended to extend the term to June 6, 2067. The impetus for the formation of the Airports Authority as an independent government entity was the need for substantial capital improvements at the Airports. Operating responsibility was transferred to the Airports Authority on June 7, 1987. The Airports Authority's capital program provides for major expansion of facilities at Dulles International and modernization of facilities at Reagan National.

On November 1, 2008, the Virginia Department of Transportation (VDOT) transferred operational and financial control of the Dulles Toll Road from VDOT to the Airports Authority for a term of 50 years, upon the terms and conditions set forth by the Master Transfer Agreement and the Permit and Operating Agreement (the VDOT Agreements) each dated December 29, 2006, entered into by and between VDOT and the Airports Authority. In exchange for the rights to the revenues from operation of the Dulles Toll Road and certain other revenues described in the VDOT Agreements, the Airports Authority agreed to (i) operate and maintain the Dulles Toll Road, (ii) cause the design and construction of the extension of the Metrorail from the East Falls Church station in Fairfax County, along the Dulles Corridor to Dulles International and beyond into Loudoun County (the Metrorail Project) and (iii) make other improvements in the Dulles corridor consistent with VDOT and regional plans. The Airports Authority is responsible for setting toll rates and collecting tolls following its process for issuing regulations and in consultation with the Dulles Corridor Advisory Committee. The Airports Authority initially adopted the existing toll structure established by the Commonwealth of Virginia (the Commonwealth) and contracted with VDOT for the interim operation of the Dulles Toll Road. Effective October 1, 2009, all operations related to the Dulles Toll Road, including Public Safety, are directly performed by Airports Authority employees or third-party contracts managed by Airports Authority employees. The Airports Authority adopted a 3-year toll structure in November 2009, effective January 1, 2010 through December 31, 2012, a new toll structure was adopted in November 2012, effective January 1, 2013. No toll increase is planned through 2018.



**2015 BUDGET**

Metropolitan Washington Airports Authority

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Organization Chart (TO BE UPDATED)

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Operating Expense Overview of Offices

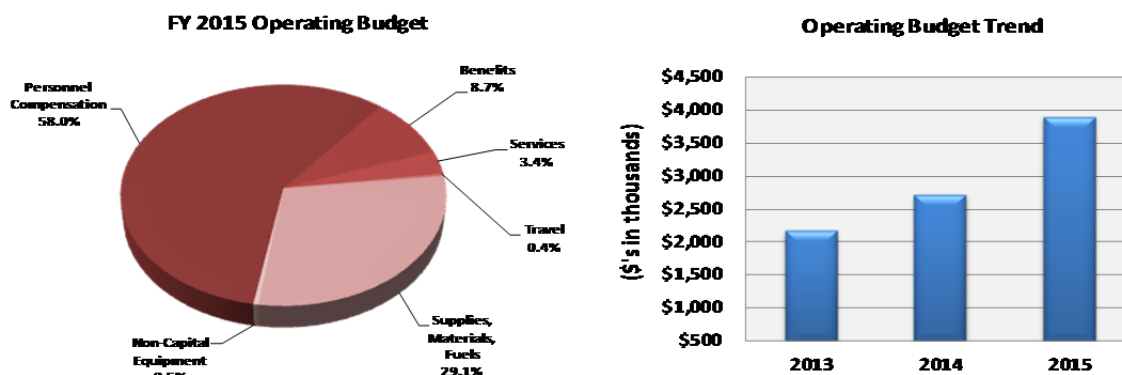
##### *Board of Directors and Executive Offices*

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

The executive direction and overall management of the Airports Authority is the responsibility of the President and Chief Executive Officer. The President and Chief Executive Officer plans and directs all of the programs and activities of the Airports Authority, subject to policy direction and guidance provided by the Board. The operation of Reagan National, Dulles International, and Public Safety, including the support elements necessary to deliver high quality customer service, is undertaken by the Executive Vice President and Chief Operating Officer. The Chief Revenue Officer plans and directs activities that generate revenues for the Airports Authority, while communicating the company vision and revenue strategy across all relevant functions to ensure that revenue goals are defined and met.

Operating Expense (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget*	Dollar Change	Percentage Change
<b>Operating Expenses by Category</b>					
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 1,325	\$ 1,593	\$ 2,264	\$ 671	42.1%
Benefits	667	431	340	(91)	(21.1%)
<b>Subtotal</b>	<b>1,992</b>	<b>2,024</b>	<b>2,605</b>	<b>581</b>	<b>28.7%</b>
<b>Non- Personnel Compensation and Benefits</b>					
Travel	\$ 23	\$ 173	\$ 132	\$ (41)	(23.4%)
Services	137	489	1,135	646	132.2%
Supplies, Materials, Fuels	7	28	15	(13)	(48.2%)
Non-Capital Equipment	11	13	18	5	40.6%
<b>Subtotal</b>	<b>178</b>	<b>702</b>	<b>1,301</b>	<b>598</b>	<b>85.1%</b>
<b>Total</b>	<b>\$ 2,170</b>	<b>\$ 2,726</b>	<b>\$ 3,905</b>	<b>\$ 1,178</b>	<b>43.3%</b>

\* Reflects the new organization structure with the Executive Vice President and Chief Revenue Officer



## 2015 BUDGET

### Metropolitan Washington Airports Authority

Office of Corporate Risk and Strategy

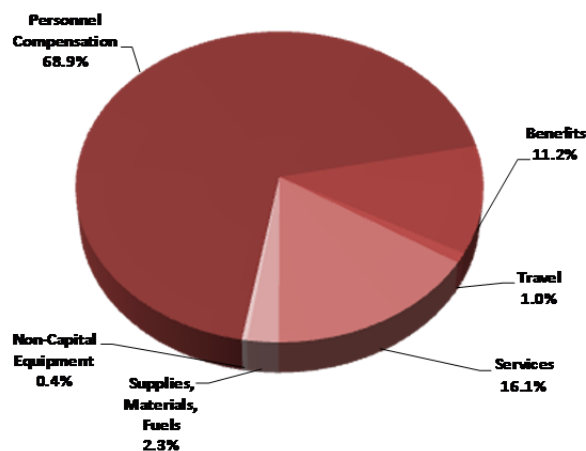
The Office of Corporate Risk and Strategy plans and facilitates strategic planning for the organization, including the formulation, development, implementation and evaluation of business strategies.

This office also identifies internal control weaknesses and assists management in developing and implementing corrective actions to realize strategic organizational objectives while ensuring that the assets of the Airports Authority are safeguarded and that an adequate internal control structure is in place to maintain compliance with the laws and regulations to which the organization is subject.

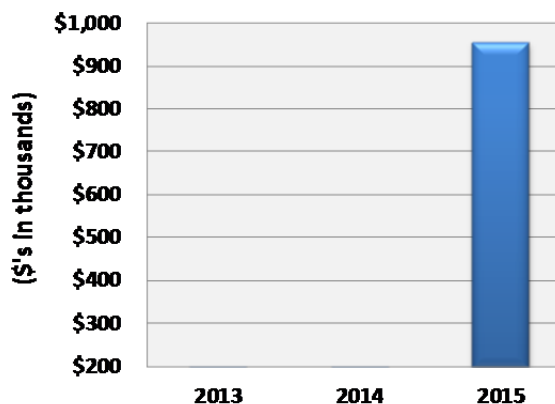
At the direction of the CEO, the Corporate Risk and Strategy office develops and implements Airports Authority-wide performance standards and measurements, including capital investment strategies and other cross-functional initiatives. This office was created in 2014.

Operating Expense (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget	Dollar Change	Percentage Change
<b>Operating Expenses by Category</b>					
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ -	\$ -	\$ 660	\$ 660	100.0%
Benefits	-	-	108	108	100.0%
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 768</b>	<b>\$ 768</b>	<b>100.0%</b>
<b>Non - Personnel Compensation and Benefits</b>					
Travel	\$ -	\$ -	\$ 10	\$ 10	100.0%
Services	-	-	154	154	100.0%
Supplies, Materials, Fuels	-	-	22	22	100.0%
Non-Capital Equipment	-	-	4	4	100.0%
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 190</b>	<b>\$ 190</b>	<b>100.0%</b>
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 958</b>	<b>\$ 958</b>	<b>100.0%</b>

**FY 2015 Operating Budget**



**Operating Budget Trend**



## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Office of General Counsel

The Office of General Counsel provides advice and a full range of legal services in areas that are essential to the formulation of policies as well as the day-to-day operation of the Airports, and serves as the primary point of contact with any special counsel that may be employed by the Airports Authority on a regular or ad hoc basis.

Operating Expense (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget	Dollar Change	Percentage Change
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#### Operating Expenses by Category

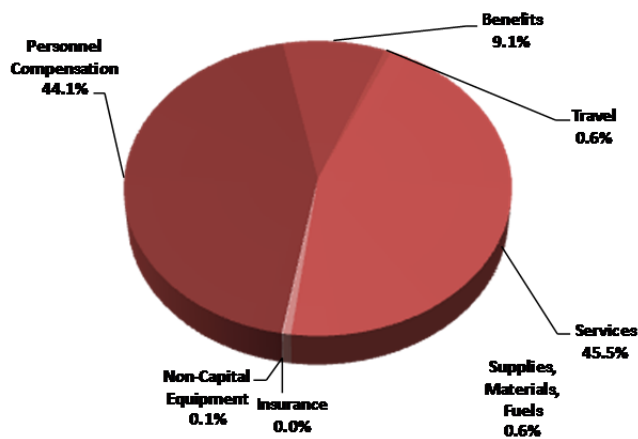
##### Personnel Compensation and Benefits

Personnel Compensation	\$ 809	\$ 966	\$ 941	\$ (25)	(2.6%)
Benefits	237	239	194	(45)	(18.8%)
<b>Subtotal</b>	<b>\$ 1,046</b>	<b>\$ 1,204</b>	<b>\$ 1,135</b>	<b>\$ (70)</b>	<b>(5.8%)</b>

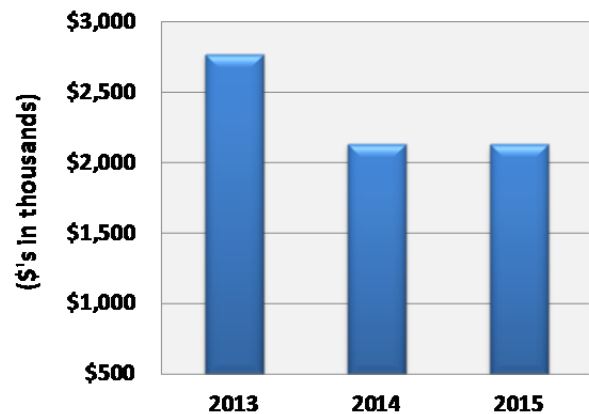
##### Non Personnel Compensation and Benefits

Travel	\$ 3	\$ 12	\$ 12	\$ (0)	(0.6%)
Services	1,522	905	971	66	7.2%
Supplies, Materials, Fuels	7	13	14	1	7.7%
Insurance	200	-	-	-	0.0%
Non-Capital Equipment	-	2	2	(0)	(20.0%)
<b>Subtotal</b>	<b>\$ 1,732</b>	<b>\$ 932</b>	<b>\$ 998</b>	<b>\$ 66</b>	<b>7.1%</b>
<b>Total</b>	<b>\$ 2,778</b>	<b>\$ 2,136</b>	<b>\$ 2,132</b>	<b>\$ (4)</b>	<b>(0.2%)</b>

**FY 2015 Operating Budget**



**Operating Budget Trend**



## 2015 BUDGET

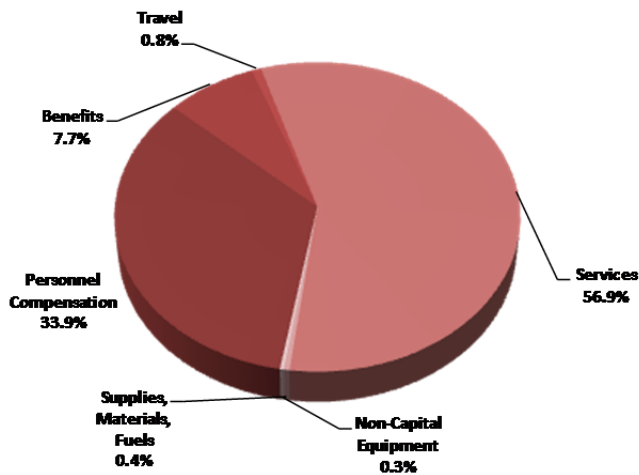
### Metropolitan Washington Airports Authority

#### Office of Audit

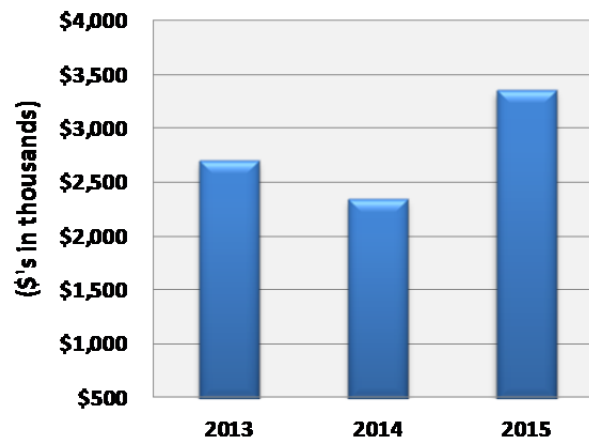
With guidance from the Board's Audit Committee, the Office of Audit develops and implements the audit plan for the Airports Authority; evaluates internal controls and recommends improvements to management, reporting results to the Audit Committee and the President; and manages the activities of external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

Operating Expense (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget	Dollar Change	Percentage Change
<b>Operating Expenses by Category</b>					
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 906	\$ 784	\$ 1,142	\$ 358	45.7%
Benefits	285	225	259	34	15.1%
<b>Subtotal</b>	<b>\$ 1,191</b>	<b>\$ 1,008</b>	<b>\$ 1,400</b>	<b>\$ 392</b>	<b>38.9%</b>
<b>Non- Personnel Compensation and Benefits</b>					
Travel	\$ 10	\$ 23	\$ 26	\$ 3	12.5%
Services	1,507	1,297	1,912	615	47.4%
Supplies, Materials, Fuels	12	16	14	(2)	(14.4%)
Non-Capital Equipment	(11)	4	10	6	169.5%
<b>Subtotal</b>	<b>\$ 1,519</b>	<b>\$ 1,341</b>	<b>\$ 1,962</b>	<b>\$ 622</b>	<b>46.4%</b>
<b>Total</b>	<b>\$ 2,710</b>	<b>\$ 2,349</b>	<b>\$ 3,363</b>	<b>\$ 1,014</b>	<b>43.2%</b>

**FY 2015 Operating Budget**



**Operating Budget Trend**



## 2015 BUDGET

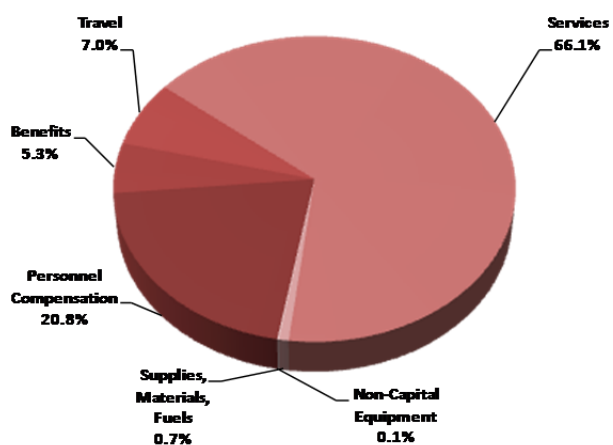
### Metropolitan Washington Airports Authority

#### Office of Air Service Planning and Development

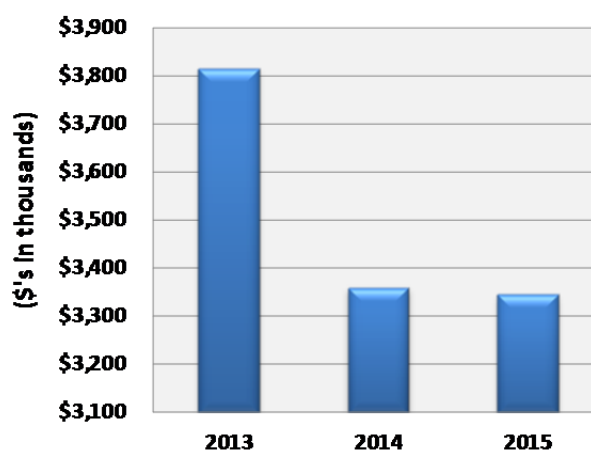
The Office of Air Service Planning and Development formulates and executes strategies and actions to maintain and improve the region's passenger and air cargo service through the development and execution of Comprehensive and Annual Air Service Plans. The Office conducts baseline research, develops projections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

Operating Expenses (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget	Dollar Change	Percentage Change
<b>Operating Expenses by Category</b>					
Personnel Compensation	\$ 650	\$ 669	\$ 694	\$ 26	3.9%
Benefits	225	227	178	(50)	(21.8%)
<b>Subtotal</b>	<b>\$ 875</b>	<b>\$ 896</b>	<b>\$ 872</b>	<b>\$ (24)</b>	<b>(2.7%)</b>
<b>Non- Personnel Compensation and Benefits</b>					
Travel	\$ 225	\$ 234	\$ 234	\$ (0)	(0.0%)
Services	2,687	2,211	2,211	(0)	(0.0%)
Supplies, Materials, Fuels	26	15	25	10	63.3%
Non-Capital Equipment	3	4	4	-	0.0%
<b>Subtotal</b>	<b>\$ 2,941</b>	<b>\$ 2,464</b>	<b>\$ 2,473</b>	<b>\$ 9</b>	<b>0.4%</b>
<b>Total</b>	<b>\$ 3,816</b>	<b>\$ 3,360</b>	<b>\$ 3,345</b>	<b>\$ (38)</b>	<b>(0.4%)</b>

**FY 2015 Operating Budget**



**Operating Budget Trend**



## 2015 BUDGET

### Metropolitan Washington Airports Authority

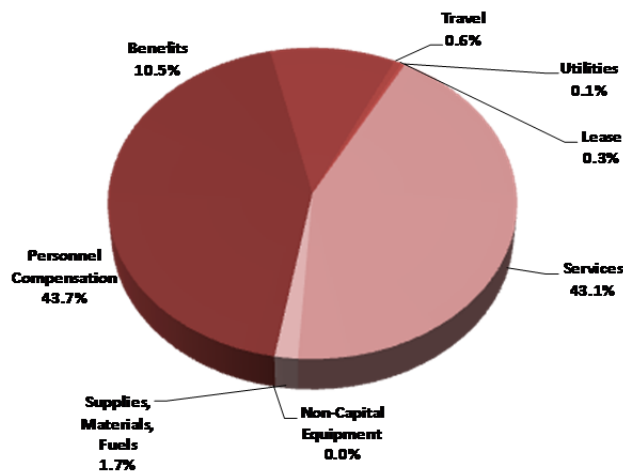
#### Office of Communications and Government Affairs

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

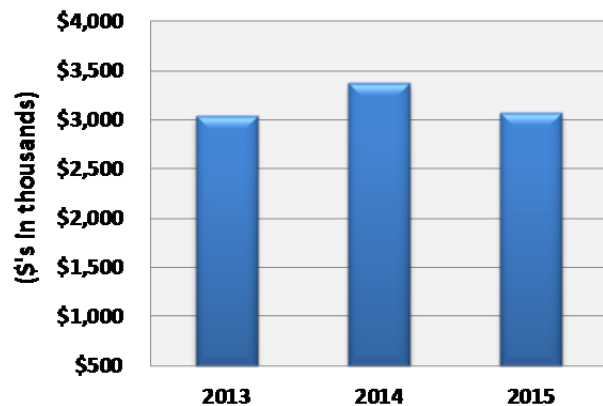
Operating Expense (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget*	Dollar Change	Percentage Change
<b>Operating Expenses by Category</b>					
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 1,224	\$ 1,379	\$ 1,343	\$ (36)	(2.6%)
Benefits	458	487	324	(163)	(33.4%)
<b>Subtotal</b>	<b>\$ 1,682</b>	<b>\$ 1,866</b>	<b>\$ 1,667</b>	<b>\$ (199)</b>	<b>(10.7%)</b>
<b>Non - Personnel Compensation and Benefits</b>					
Travel	\$ 21	\$ 14	\$ 19	\$ 5	35.9%
Lease	8	8	8	1	11.4%
Utilities	2	1	2	1	97.1%
Services	1,301	1,430	1,325	(105)	(7.3%)
Supplies, Materials, Fuels	22	51	51	0	0.4%
Non-Capital Equipment	15	6	1	(5)	(81.1%)
<b>Subtotal</b>	<b>\$ 1,368</b>	<b>\$ 1,510</b>	<b>\$ 1,407</b>	<b>\$ (103)</b>	<b>(6.8%)</b>
<b>Total</b>	<b>\$ 3,050</b>	<b>\$ 3,376</b>	<b>\$ 3,074</b>	<b>\$ (302)</b>	<b>(8.9%)</b>

\* Reflects the new organization structure

**FY 2015 Operating Budget**



**Operating Budget Trend**



## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Office of Finance

The Office of Finance is responsible for formulating and executing the annual and long-term budget activities, airline rate setting, all procurement of material and services, financing strategies, cash and debt management, investment activities, commercial banking, accounting operations, including the issuance of financial reports, and revenue and disbursement management. The 2015 Budget reflects the movement of all procurement of material and services to this office.

Operating Expense (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget	Dollars Change	Percentage Change
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#### Operating Expenses by Category

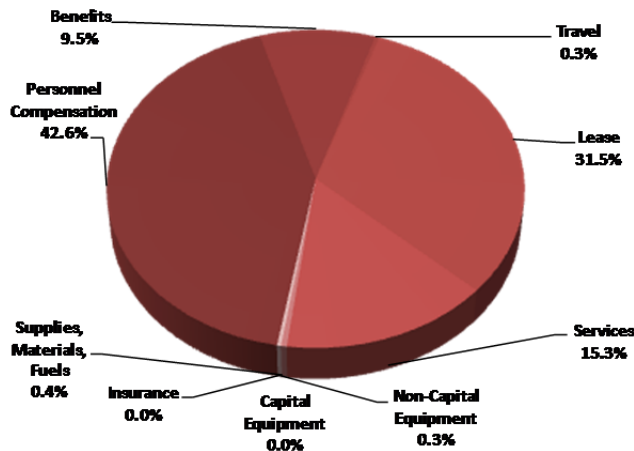
##### Personnel Compensation and Benefits

Personnel Compensation	\$ 4,389	\$ 5,651	\$ 7,157	\$ 1,507	26.7%
Benefits	1,680	1,979	1,598	(380)	(19.2%)
<b>Subtotal</b>	<b>\$ 6,069</b>	<b>\$ 7,629</b>	<b>\$ 8,756</b>	<b>\$ 1,127</b>	<b>14.8%</b>

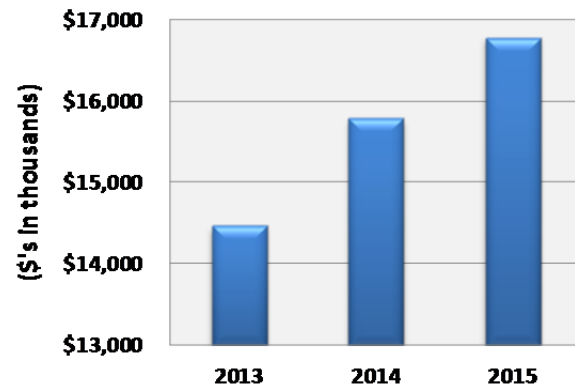
##### Non - Personnel Compensation and Benefits

Travel	\$ 28.90	\$ 60	\$ 56	\$ (3)	(5.5%)
Lease	5,335	5,429	5,297	(132)	(2.4%)
Services	2,924	2,557	2,568	11	0.4%
Supplies, Materials, Fuels	62	57	69	13	22.4%
Insurance	-	(1)	-	1	(100.0%)
Non-Capital Equipment	50	64	49	(15)	(23.2%)
Capital Equipment	-	-	-	-	0.0%
<b>Subtotal</b>	<b>\$ 8,401</b>	<b>\$ 8,165</b>	<b>\$ 8,040</b>	<b>\$ (125)</b>	<b>(1.5%)</b>
<b>Total</b>	<b>\$ 14,470</b>	<b>\$ 15,794</b>	<b>\$ 16,796</b>	<b>\$ 1,002</b>	<b>6.3%</b>

**FY 2015 Operating Budget**



**Operating Budget Trend**





## 2015 BUDGET

### Metropolitan Washington Airports Authority

*Office of Engineering*

The Office of Engineering formulates and manages all matters relating to engineering, planning, design, and construction at the Airports and the Dulles Corridor.

Operating Expense (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget	Dollar Change	Percentage Change
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**Operating Expenses by Category**

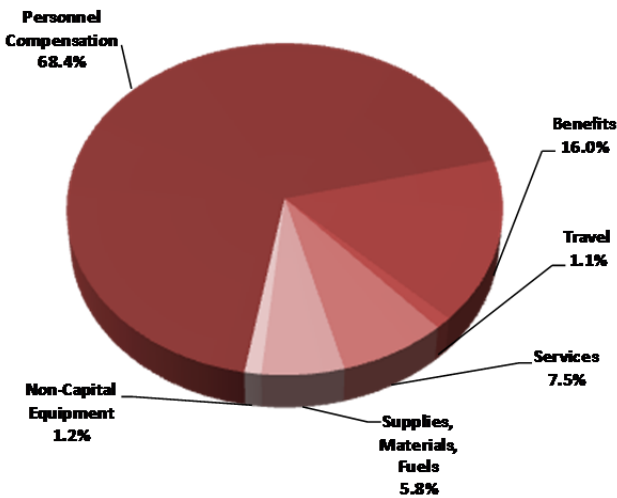
**Personnel Compensation and Benefits**

Personnel Compensation	\$ 3,171	\$ 3,717	\$ 4,032	\$ 316	8.5%
Benefits	1,156	1,220	942	(277)	(22.7%)
<b>Subtotal</b>	<b>\$ 4,327</b>	<b>\$ 4,936</b>	<b>\$ 4,974</b>	<b>\$ 38</b>	<b>0.8%</b>

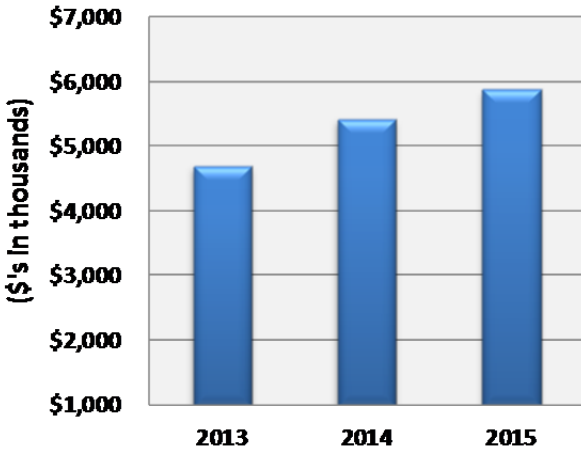
**Non-Personnel Compensation and Benefits**

Travel	\$ 39	\$ 40	\$ 67	\$ 27	68.3%
Services	224	276	443	167	60.5%
Supplies, Materials, Fuels	101	159	339	181	113.9%
Non-Capital Equipment	20	27	69	42	156.0%
<b>Subtotal</b>	<b>\$ 384</b>	<b>\$ 501</b>	<b>\$ 918</b>	<b>\$ 417</b>	<b>83.2%</b>
<b>Total</b>	<b>\$ 4,710</b>	<b>\$ 5,437</b>	<b>\$ 5,892</b>	<b>\$ 455</b>	<b>8.4%</b>

**FY 2015 Operating Budget**



**Operating Budget Trend**



## 2015 BUDGET

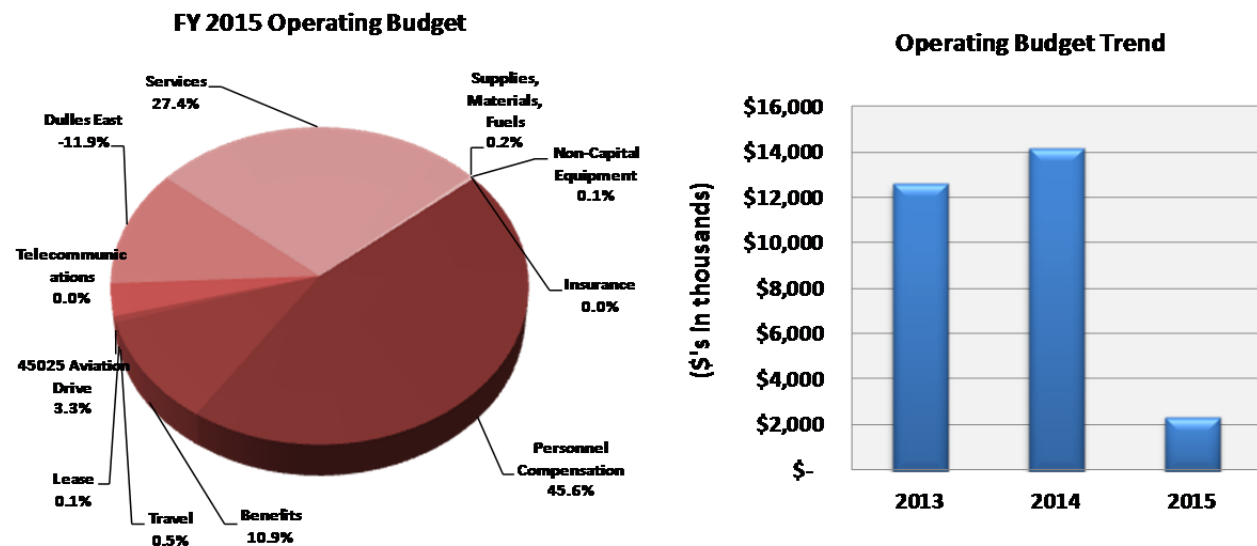
### Metropolitan Washington Airports Authority

#### Office of Customer and Concessions Development

The Office of Customer and Concessions Development directs the Airports Authority programs in the areas of business equal opportunity and concession contracting and related business activities that support the Airports Authority. The Office also manages the Airports Authority owned buildings at Dulles International. This office was formally Business Administration. The 2015 Budget reflects the movement of Risk Management and Support Services to Human Resources, and Property management to the Chief Operating Officer.

Operating Expense (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget*	Dollar Change	Percentage Change
<b>Operating Expenses by Category</b>					
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 1,986	\$ 2,633	\$ 1,428	\$ (1,205)	(45.8%)
Benefits	861	975	341	(634)	(65.0%)
<b>Subtotal</b>	<b>\$ 2,847</b>	<b>\$ 3,608</b>	<b>\$ 1,769</b>	<b>\$ (1,839)</b>	<b>(51.0%)</b>
<b>Non-Personnel Compensation and Benefits</b>					
Travel	\$ 22	\$ 21	\$ 17	\$ (3)	(16.8%)
Lease	11	18	3	(15)	(82.0%)
Telecommunications	0	(1)	-	1	(100.0%)
45025 Aviation Drive	717	1,065	102	(963)	(90.4%)
Dulles East	(953)	(1,214)	(373)	841	(69.3%)
Services	1,522	1,865	858	(1,008)	(54.0%)
Supplies, Materials, Fuels	38	57	8	(49)	(86.3%)
Insurance	8,450	8,785	-	(8,785)	(100.0%)
Non-Capital Equipment	6	36	4	(32)	(89.7%)
<b>Subtotal</b>	<b>\$ 9,813</b>	<b>\$ 10,631</b>	<b>\$ 618</b>	<b>\$ (10,013)</b>	<b>(94.2%)</b>
<b>Total</b>	<b>\$ 12,660</b>	<b>\$ 14,239</b>	<b>\$ 2,387</b>	<b>\$ (11,851)</b>	<b>(83.2%)</b>

\* Reflects the new organization structure



## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Office of Human Resources and Administrative Services

The Office of Human Resources develops and manages a full range of human resource programs including: personnel services; policy, compensation and benefit programs; employee equal opportunity program; and organizational development and training to support the Airports Authority's management and staff. The Office also represents the Airports Authority's management in labor-related issues. The 2015 Budget includes the movement of Support Services and Risk Management to this office.

Operating Expense (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget*	Dollar Change	Percentage Change
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#### Operating Expenses by Category

##### Personnel Compensation and Benefits

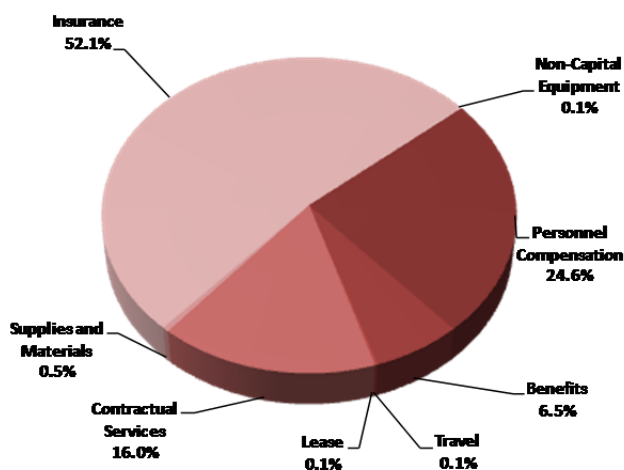
Personnel Compensation	\$ 2,705	\$ 3,046	\$ 4,143	\$ 1,097	36.0%
Benefits	864	849	1,090	241	28.4%
<b>Subtotal</b>	<b>\$ 3,569</b>	<b>\$ 3,895</b>	<b>\$ 5,233</b>	<b>\$ 1,338</b>	<b>34.4%</b>

##### Non - Personnel Compensation and Benefits

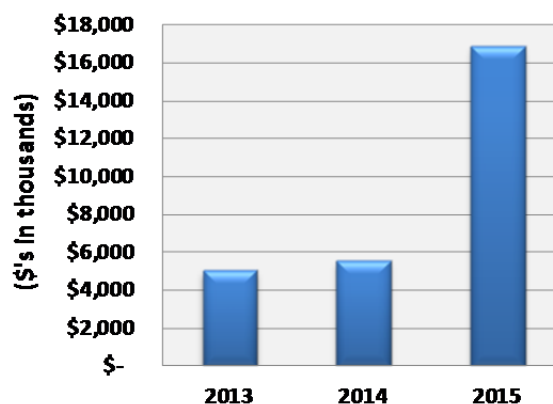
Travel	\$ 10	\$ 28	\$ 25	\$ (3)	(11.7%)
Lease	0	10	18	8	78.0%
Contractual Services	1,417	1,538	2,702	1,164	75.7%
Supplies and Materials	58	80	81	1	0.8%
Insurance	12	-	8,785	8,785	100.0%
Non-Capital Equipment	2	-	17	17	100.0%
<b>Subtotal</b>	<b>\$ 1,498</b>	<b>\$ 1,656</b>	<b>\$ 11,627</b>	<b>\$ 9,971</b>	<b>602.0%</b>
<b>Total</b>	<b>\$ 5,067</b>	<b>\$ 5,551</b>	<b>\$ 16,860</b>	<b>\$ 11,309</b>	<b>203.7%</b>

\* Reflects the new organization structure

**FY 2015 Operating Budget**



**Operating Budget Trend**



## 2015 BUDGET

### Metropolitan Washington Airports Authority

The Office of Planning and Revenue Development

#### Overview

The Office of Planning and Revenue Development oversees the Airports Authority's planning and marketing efforts to help position the increased revenue in both its Aviation Enterprise and Dulles Corridor Enterprise. Other activities include publication of the Annual Report, support for the Airports Authority's marketing and advertising program.

Operating Expense (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget*	Dollar Change	Percentage Change
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#### Operating Expenses by Category

##### Personnel Compensation and Benefits

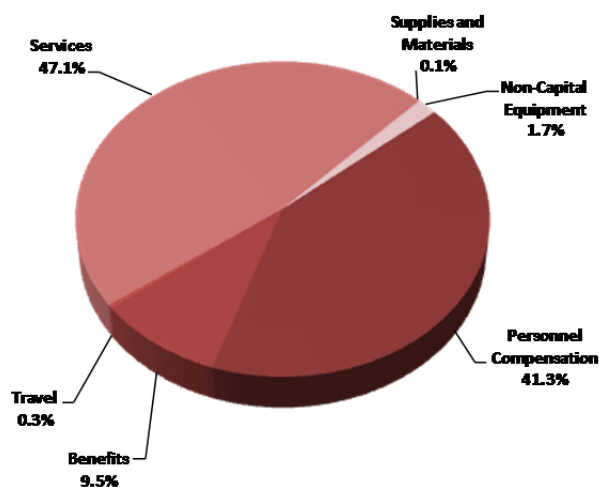
Personnel Compensation	\$ -	\$ -	\$ 373	\$ 373	100.0%
Benefits	-	-	86	86	100.0%
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 458</b>	<b>\$ 458</b>	<b>100.0%</b>

##### Non - Personnel Compensation and Benefits

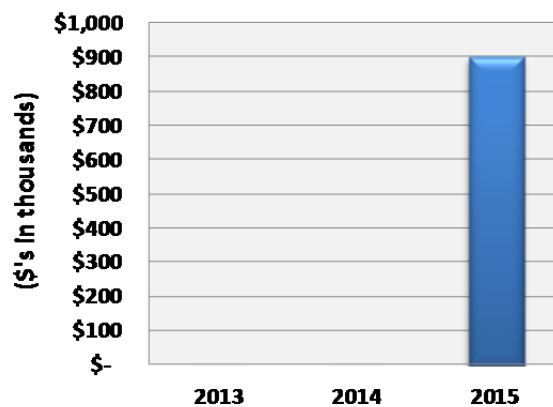
Travel	\$ -	\$ -	\$ 3	\$ 3	100.0%
Services	-	-	426	426	100.0%
Supplies and Materials	-	-	1	1	100.0%
Non-Capital Equipment	-	-	15	15	100.0%
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 445</b>	<b>\$ 445</b>	<b>100.0%</b>
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 903</b>	<b>\$ 903</b>	<b>100.0%</b>

\* Reflects the new organization structure

**FY 2015 Operating Budget**



**Operating Budget Trend**



## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Office of Technology (techWORKS)

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

The Office of Technology provides a corporate approach to manage Information Technology by centralizing and standardizing delivery of Information Technology services. The Office of Technology functions includes: Enterprise Architecture, Cyber Security, Technology Operations, Application Development, Business Innovation, and Program Support. The 2015 Budget reflects use of non-career staff versus contract services.

Operating Expense (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget	Dollar Change	Percentage Change
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#### Operating Expenses by Category

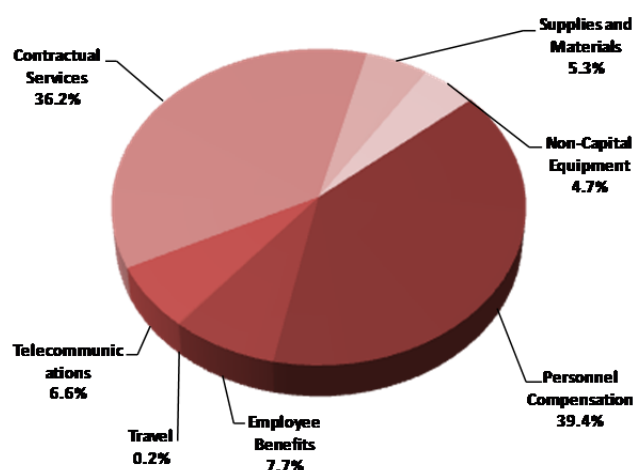
##### Personnel Compensation and Benefits

Personnel Compensation	\$ 2,068	\$ 3,033	\$ 8,457	\$ 5,424	178.8%
Employee Benefits	724	707	1,658	951	134.5%
<b>Subtotal</b>	<b>\$ 2,792</b>	<b>\$ 3,740</b>	<b>\$ 10,115</b>	<b>\$ 6,375</b>	<b>170.4%</b>

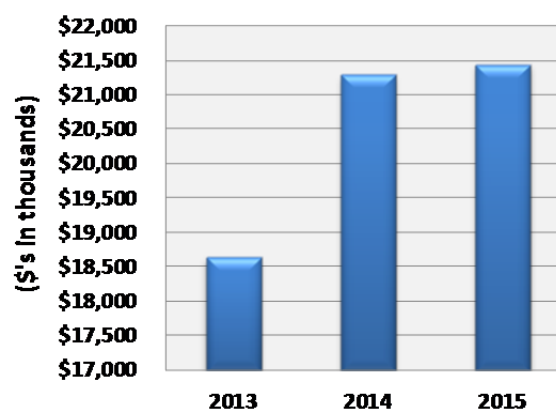
##### Non - Personnel Compensation and Benefits

Travel	\$ 18	\$ 22	\$ 33	\$ 11	52.9%
Telecommunications	1,371	1,412	1,412	(0)	(0.0%)
Contractual Services	13,203	13,498	7,765	(5,734)	(42.5%)
Supplies and Materials	748	1,425	1,130	(295)	(20.7%)
Non-Capital Equipment	508	1,198	998	(200)	(16.7%)
<b>Subtotal</b>	<b>\$ 15,848</b>	<b>\$ 17,555</b>	<b>\$ 11,338</b>	<b>\$ (6,217)</b>	<b>(35.4%)</b>
<b>Total</b>	<b>\$ 18,640</b>	<b>\$ 21,295</b>	<b>\$ 21,453</b>	<b>\$ 158</b>	<b>0.7%</b>

FY 2015 Operating Budget



Operating Budget Trend



## 2015 BUDGET

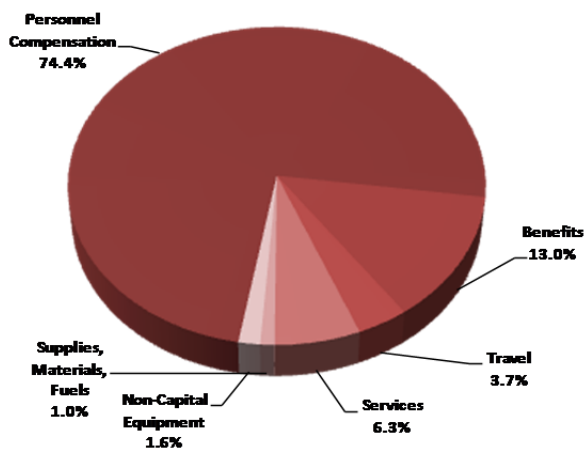
### Metropolitan Washington Airports Authority

#### Office of Real Estate Development

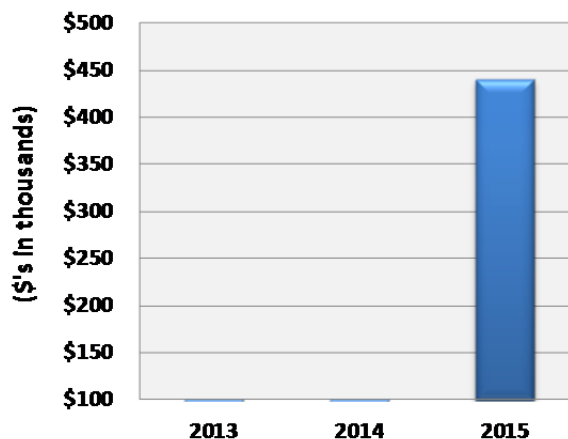
The Office of Real Estate Development is responsible for maximizing performance of the Airports Authority's portfolio of real estate assets. The office formulates and implements long-term real estate asset management and strategy and is responsible for the business strategies relating to the Airports Authority's land and real estate development.

Operating Expenses (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget	Dollar Change	Percentage Change
<b>Operating Expenses by Category</b>					
Personnel Compensation	\$ -	\$ -	\$ 328	\$ 328	100.0%
Benefits	-	-	57	57	100.0%
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 385</b>	<b>\$ 385</b>	<b>100.0%</b>
<b>Non- Personnel Compensation and Benefits</b>					
Travel	\$ -	\$ -	\$ 16	\$ 16	100.0%
Services	-	-	28	28	100.0%
Supplies, Materials, Fuels	-	-	5	5	100.0%
Non-Capital Equipment	-	-	7	7	100.0%
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>56</b>	<b>56</b>	<b>100.0%</b>
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 441</b>	<b>\$ 827</b>	<b>100.0%</b>

**FY 2015 Operating Budget**



**Operating Budget Trend**



## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### *Reagan National*

The Airport provides a range of operational, facility maintenance, minor construction engineering, and administrative activities to accomplish air commerce for the National Capital Region.

The Operations Department is responsible for providing 24-hour-a-day monitoring, guidance, and control of facilities at each Airport to ensure the safe, efficient, secure, and continuous operational use of airport runways, taxiways, terminal buildings, and other areas. In addition, the Operations Department develops and implements the airport security plans in accordance with Federal Aviation Administration (FAA) requirements.

The Engineering and Maintenance Department is responsible for providing day-to-day oversight, management, and quality control for both the Airports Authority and tenant-financed construction projects; developing and managing repair and preventive maintenance programs related to the terminals, service buildings, hangars, airfields, roadways, grounds, and plant facilities; providing operation and maintenance of Airport facilities for provision and distribution of utilities, and air-conditioning; and for snow removal operations.

The Airport Administration Department is responsible for managing on-airport air carrier and air cargo activities including the lease and use of gates, ticket counters, baggage areas, and other in-terminal space; and managing contracts that provide to travelers parking and ground transportation services. The Airport Administration Department also administers fiscal and personnel programs; manage personal property assets; procure and warehouse supplies, materials, and equipment; and perform other administrative support functions for the Airports.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Operating Expense (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget	Dollar Change	Percentage Change
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#### Operating Expenses by Category

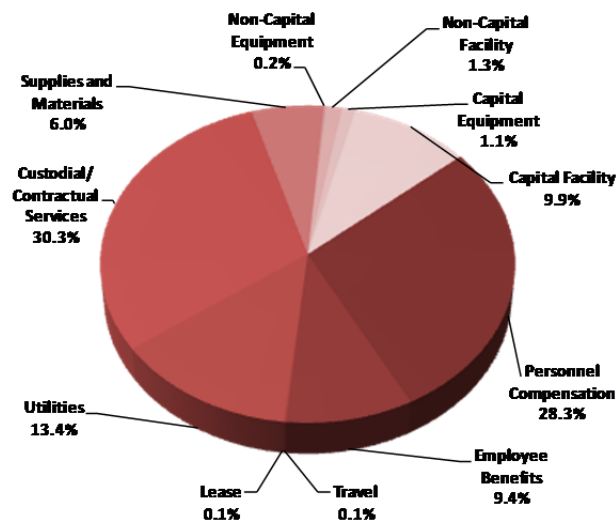
##### Personnel Compensation and Benefits

Personnel Compensation	\$ 19,249	\$ 20,122	\$ 20,273	\$ 151	0.8%
Employee Benefits	8,628	8,850	6,703	(2,147)	(24.3%)
<b>Subtotal</b>	<b>\$ 27,877</b>	<b>\$ 28,972</b>	<b>\$ 26,976</b>	<b>\$ (1,996)</b>	<b>(6.9%)</b>

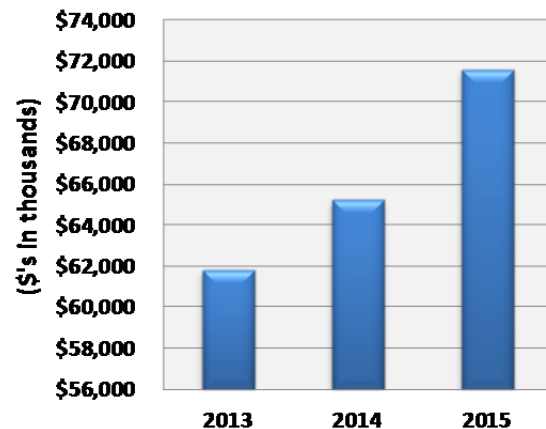
##### Non- Personnel Compensation and Benefits

Travel	\$ 61	\$ 59	\$ 60	\$ 0	0.5%
Lease	77	29	90	61	210.6%
Utilities	8,589	9,018	9,628	609	6.8%
Custodial/Contractual Services	21,379	20,613	21,600	988	4.8%
Supplies and Materials	3,570	4,195	4,271	76	1.8%
Non-Capital Equipment	154	137	133	(4)	(3.2%)
Non-Capital Facility	152	956	956	0	0.0%
Capital Equipment	-	635	804	169	26.7%
Capital Facility	-	633	7,113	6,480	1023.8%
<b>Subtotal</b>	<b>\$ 33,982</b>	<b>\$ 36,276</b>	<b>\$ 44,655</b>	<b>\$ 8,379</b>	<b>23.1%</b>
<b>Total</b>	<b>\$ 61,859</b>	<b>\$ 65,248</b>	<b>\$ 71,632</b>	<b>\$ 6,384</b>	<b>9.8%</b>

**FY 2015 Operating Budget**



**Operating Budget Trend**





## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### *Dulles International*

The Airport provides a range of operational, facility maintenance, minor construction engineering, and administrative activities to accomplish air commerce for the National Capital Region.

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

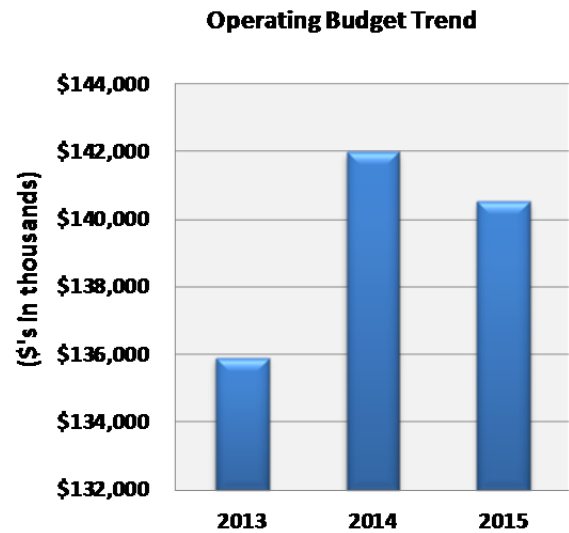
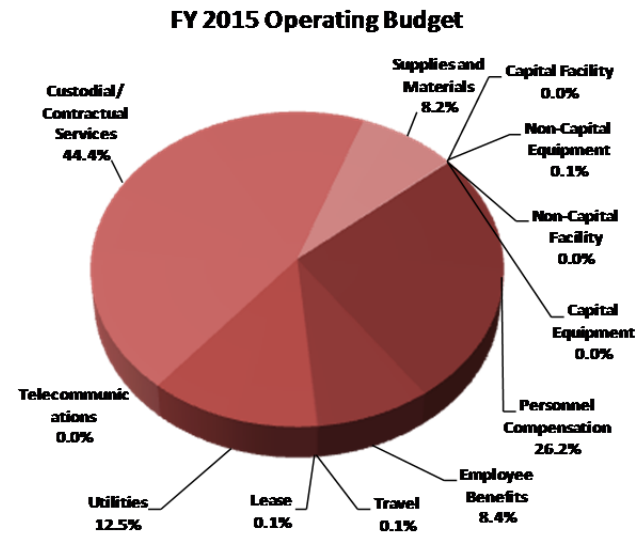
The Engineering and Maintenance Department is responsible for providing day-to-day oversight, management, and quality control for both the Airports Authority and tenant-financed construction projects; developing and managing repair and preventive maintenance programs related to the terminals, service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

The Airport Administration Department is responsible for managing on-airport air carrier and air cargo activities including the lease and use of gates, ticket counters, baggage areas, and other in-terminal space; and managing contracts that provide to travelers parking and ground transportation services. The Airport Administration Department also administers fiscal and personnel programs; manage personal property assets; procure and warehouse supplies, materials, and equipment; and perform other administrative support functions for the Airports.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Operating Expense (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget	Dollar Change	Percentage Change
<b>Operating Expenses by Category</b>					
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 35,371	\$ 35,836	\$ 36,759	\$ 924	2.6%
Employee Benefits	15,421	15,812	11,818	(3,993)	(25.3%)
<b>Subtotal</b>	<b>\$ 50,792</b>	<b>\$ 51,647</b>	<b>\$ 48,577</b>	<b>\$ (3,070)</b>	<b>(5.9%)</b>
<b>Non- Personnel Compensation and Benefits</b>					
Travel	\$ 97	\$ 117	\$ 117	\$ 1	0.5%
Lease	145	99	99	0	0.0%
Utilities	16,448	18,254	17,568	(686)	(3.8%)
Telecommunications	6	-	-	-	0%
Custodial/Contractual Services	56,965	59,864	62,464	2,600	4.3%
Supplies and Materials	11,162	11,736	11,518	(218)	(1.9%)
Non-Capital Equipment	304	288	206	(82)	(28.6%)
Non-Capital Facility	-	4	-	(4)	(100.0%)
Capital Equipment	-	-	-	-	0%
Capital Facility	-	-	-	-	0%
<b>Subtotal</b>	<b>\$ 85,128</b>	<b>\$ 90,361</b>	<b>\$ 91,972</b>	<b>\$ 1,611</b>	<b>1.8%</b>
<b>Total</b>	<b>\$ 135,920</b>	<b>\$ 142,008</b>	<b>\$ 140,549</b>	<b>\$ (1,459)</b>	<b>(1.0%)</b>



## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Office of Public Safety

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

Operating Expense (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget	Dollar Change	Percentage Change
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#### Operating Expenses by Category

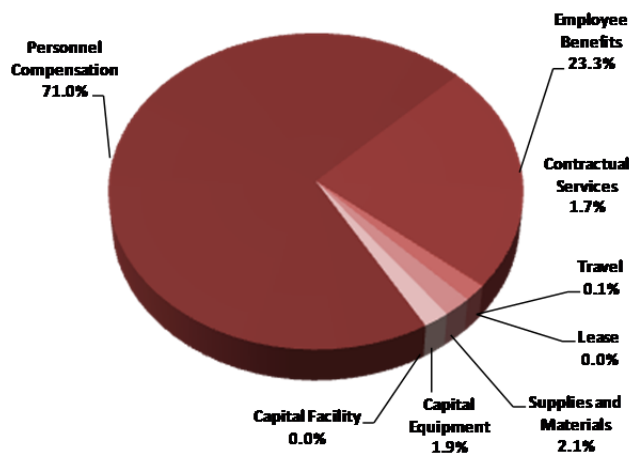
##### Personnel Compensation and Benefits

Personnel Compensation	\$ 35,662	\$ 37,170	\$ 37,452	\$ 282	0.8%
Employee Benefits	14,224	13,532	12,288	(1,245)	(9.2%)
<b>Subtotal</b>	<b>\$ 49,886</b>	<b>\$ 50,702</b>	<b>\$ 49,739</b>	<b>\$ (963)</b>	<b>(1.9%)</b>

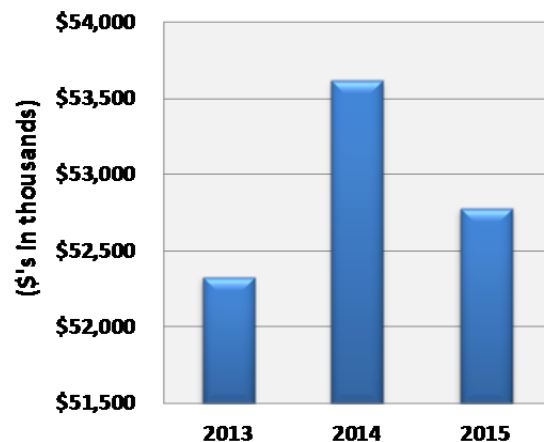
##### Non- Personnel Compensation and Benefits

Travel	\$ 146	\$ 92	\$ 62	\$ (30)	(32.5%)
Lease	29	7	6	(1)	(16.3%)
Telecommunications	11	(0)	-	0	(100.0%)
Contractual Services	912	986	882	(104)	(10.6%)
Supplies and Materials	1,117	1,142	1,096	(46)	(4.0%)
Non-Capital Equipment	232	268	-	(268)	(100.0%)
Capital Equipment	-	428	998	570	133.2%
Capital Facility	-	-	-	-	0%
<b>Subtotal</b>	<b>\$ 2,448</b>	<b>\$ 2,923</b>	<b>\$ 3,044</b>	<b>\$ 121</b>	<b>4.2%</b>
<b>Total</b>	<b>\$ 52,334</b>	<b>\$ 53,625</b>	<b>\$ 52,783</b>	<b>\$ (841)</b>	<b>(1.6%)</b>

**FY 2015 Operating Budget**



**Operating Budget Trend**



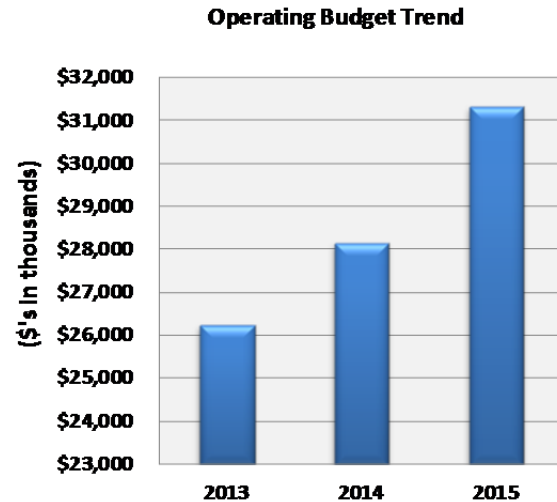
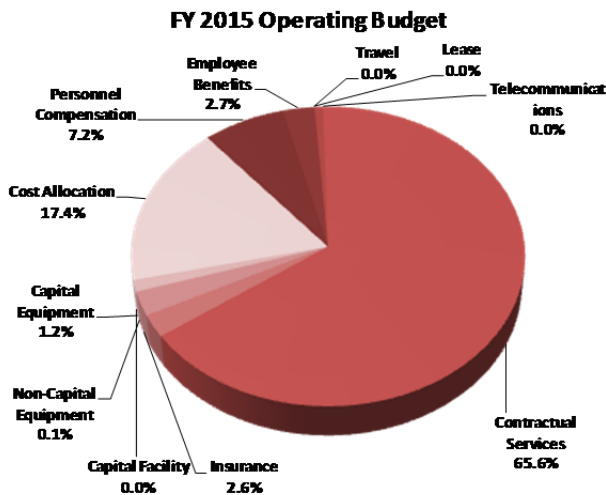
## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Dulles Toll Road

The Dulles Toll Road Department is responsible for operating and maintaining the Dulles Toll Road. This department manages and safeguards all financial transactions and toll receipts and implements and manages emergency plans for the roadway, and ensures that the DTR's revenue collection equipment and roadway management systems are operated and maintained in accordance with all appropriate regulations and protocols.

Operating Expense (dollars in thousands)	2013 Actual	2014 Budget	2015 Budget	Dollar Change	Percentage Change
<b>Operating Expenses by Category</b>					
<b>Personnel Compensation and Benefits</b>					
Personnel Compensation	\$ 1,827	\$ 2,183	\$ 2,253	\$ 70	3.2%
Employee Benefits	973	953	857	(96)	(10.1%)
<b>Subtotal</b>	<b>2,800</b>	<b>3,136</b>	<b>3,109</b>	<b>(27)</b>	<b>(0.8%)</b>
<b>Non- Personnel Compensation and Benefits</b>					
Travel	\$ 10	\$ 9	\$ 11	\$ 2	22.2%
Lease	2	10	10	-	0.0%
Utilities	199	210	210	-	0.0%
Telecommunications	16	10	10	-	0.0%
Contractual Services	17,416	17,866	20,563	2,696	15.1%
Supplies and Materials	398	712	762	50	7.0%
Insurance	357	800	800	-	0.0%
Non-Capital Equipment	40	26	26	(1)	(1.9%)
Capital Equipment	(242)	90	373	283	314.4%
Capital Facility	-	-	-	-	0.0%
Cost Allocation	5,262	5,300	5,466	166	3.1%
<b>Subtotal</b>	<b>\$ 23,459</b>	<b>\$ 25,033</b>	<b>\$ 28,231</b>	<b>\$ 3,198</b>	<b>12.8%</b>
<b>Total</b>	<b>\$ 26,259</b>	<b>\$ 28,169</b>	<b>\$ 31,340</b>	<b>\$ 3,171</b>	<b>11.3%</b>



## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### AVIATION ENTERPRISE FUND OPERATION

Budget Summary for Aviation

*2015 Aviation Operating Revenues and Interest Income*

<b>Table 3-1</b>		<b>Budget</b>	
<b>Operating Revenues*</b> (dollars in thousands)		<b>2015</b>	
<b>Metropolitan Washington Airports Authority</b>			
Rents**		\$	364,883
Landing Fees**			155,170
Tenant Equipment Charges**			4,640
Concessions			216,416
TSA Security Fees			920
International Arrivals Building Fees**			21,015
Passenger Conveyance Fees**			22,552
Utilities			8,331
Other Revenues			7,174
<b>Total Operating Revenues</b>			<b>\$ 801,102</b>
	<b>Budget</b>	<b>Budget</b>	<b>Dollar</b>
	<b>2014</b>	<b>2015</b>	<b>Change</b>
			<b>Percent</b>
			<b>Change</b>
Transfers**	\$ 72,079	\$59,842	\$(12,237) (17.0%)
* Revenue projections for airline supported areas are based on current expense estimates and are generated on a cost recovery basis.			
** Includes estimated transfers, which are the Signatory Airlines' share of net remaining revenue for each year applied as credits in the calculation of signatory airline rates, rentals, fees, and charges for the next year.			
<b>Interest Income</b>			<b>\$ 15,630</b>

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

*Airline Activity:*

- Enplanements are projected to increase 9.2 percent at Reagan National over 2014 budgeted enplanements. Actual 2015 enplanements at Reagan National are expected to be at a historical high.
- Dulles International's domestic enplanements are projected to decrease 3.4 percent in 2015

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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from the 2014 Budget, while international enplanements are projected to decrease 1.7 percent below the 2014 Budget. The combined domestic and international enplanement projections at Dulles International are a 2.8 percent below 2014 forecasted enplanements.

#### *Concession Revenue:*

- Concession revenue is projected to increase 10.0 percent above the 2014 Budget primarily relating to the increased passengers at Reagan National and increased duty free revenue at Dulles International.

#### *2015 Aviation Operation and Maintenance Program*

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

<b>Table 3-2</b>	
(dollars in thousands)	Budget 2015
Operating Expenses	\$ 346,474
Debt Service	309,634
<b>Total O&amp;M Program \$ 656,108</b>	

#### *Cost Allocation*

The 2015 Aviation Budget includes a reduction of \$9.5 million of overhead costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund, but is appropriately allocable to the Dulles Corridor Enterprise Fund as costs associated with the operation of the Dulles Toll Road, or as cost of the Dulles Corridor Metrorail Project. Of the \$9.5 million, \$5.5 million will be allocated to the Dulles Toll Road. The remaining \$4.0 million will be allocated as administrative overhead to the Dulles Rail Project.

#### *Operating Revenue*

Total NRR is estimated at \$133.0 million for 2015, an increase from the \$105.6 million budgeted in 2014. The increase to NRR is due to increased passenger activity, concession revenue at Reagan National and certain provisions under the proposed Airline Agreement. The Signatory Airlines' share, in 2014, of NRR (transfers) included in the 2015 operating revenue is estimated at \$59.8 million.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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Highlights of the 2015 operating expenses to support continuing operations and maintain facilities include the following:

- Excluding debt service, employee salaries and benefits constitute the largest component of the Airports Authority's operating budget. The 2015 Budget includes a total of \$3.0 million for incumbent staff compensation increases through the Pay for Performance (PfP) program for the performance period January 1 through December 31, 2014, reflecting an average increase of 2.5 percent pay adjustment for employees with the potential for an additional pay range adjustment for those employees in the lower quartiles of the pay scale. Actual salary increases for employees in 2015 are based on the parameters of the PfP program. The PfP program establishes specific goals for individuals and work groups, and encourages productive communication between supervisors and employees. The PfP program evaluates employees based on performance, with salary adjustments based on achieving performance goals.
- Personnel expenses reflect a \$300 thousand increase for overtime based on historical usage. Budgeted personnel expenses reflect annualizations and actual staffing projections including implementation of the new organization changes. The 2015 Budget reflects the full year operations of the offices for the Chief Revenue Officer, Corporate Risk and Strategy, and Real Estate. Additionally, the 2015 Budget reflects the centralization of all procurement functions to the Office of Finance.
- Personnel compensation includes \$5.4 million for 58 new non-career technology staff versus contractual services. The savings offsetting is reflected in technology services.
- The Airports Authority's 2015 budget for employee health insurance will increase 8.7 percent with no significant changes to plan coverage. The cost increase was mitigated by \$2.1 million in 2015 resulting from the new health care insurer contract.
- Funding of the Government Accounting Standards Board (GASB) Statements No. 43 and No. 45 in 2015 for post-retirement health and life insurance liabilities decreased by \$4.4 million based on the current actuarial estimate. The Airports Authority's annual pension contributions will have a one-time decrease by \$5.4 million because both the annual Employee and Police and Firefighter Plans are currently fully funded.
- Excluding non-career positions, staffing is proposed to increase by twenty-seven positions. The cost for 22 Engineering positions will be included as part of the CCP and these costs are excluded from the O&M expenses to minimize the cost impact of the CCP on the O&M expenses. Detailed position descriptions are included in the Airports Authority's staffing section of the 2015 Budget.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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- The Human Resources office is developing management intern, apprentice, and leadership programs. The 2015 program includes \$225 thousand for these initiatives. Additionally, \$325 thousand is included for various employee wellness program incentives and services to support review of employee benefits plans.
- In 2015, the Airports Authority will continue its cooperative advertising project to stimulate new domestic and international air service, as well as encourage continuation of existing service through certain slower seasonal periods. The 2015 COMIP expenditures include \$1 million at Dulles International for this purpose.
- The Equal Opportunity Program (EOP) Department is adding two new Equal Business Opportunity Specialist positions to replace contractual services that have typically been provided as an extension of the EOP Department in the continued development and implementation of the Airports Authority's Business Diversity Programs. This is a reduction in contractual services of \$646 thousand.
- The Airports Authority continues to focus on improving the customer experience with improved technology. Efforts continue on new customer centric technology applications to enable both airports to connect with our customers through enhanced digital communications and an improved website experience are being developed.
- Utility costs remain stable based on continued participation in an electric cooperative purchasing program, usage, and level natural gas prices.
- Maintenance of facilities, including the airport terminals, concourses and buildings, is accomplished with a balance of both in-house and contractual personnel. Service contracts were increased by \$4.2 million for various cost escalations which is offset by reductions in utilities, technology services, and equal opportunity program services. Security and safety requirements such as airport access control systems, police overtime and costs for the guard services are included in the 2015 Budget.
- Operating insurance and risk management costs, including claim accounts are estimated to remain at the 2014 budget levels.



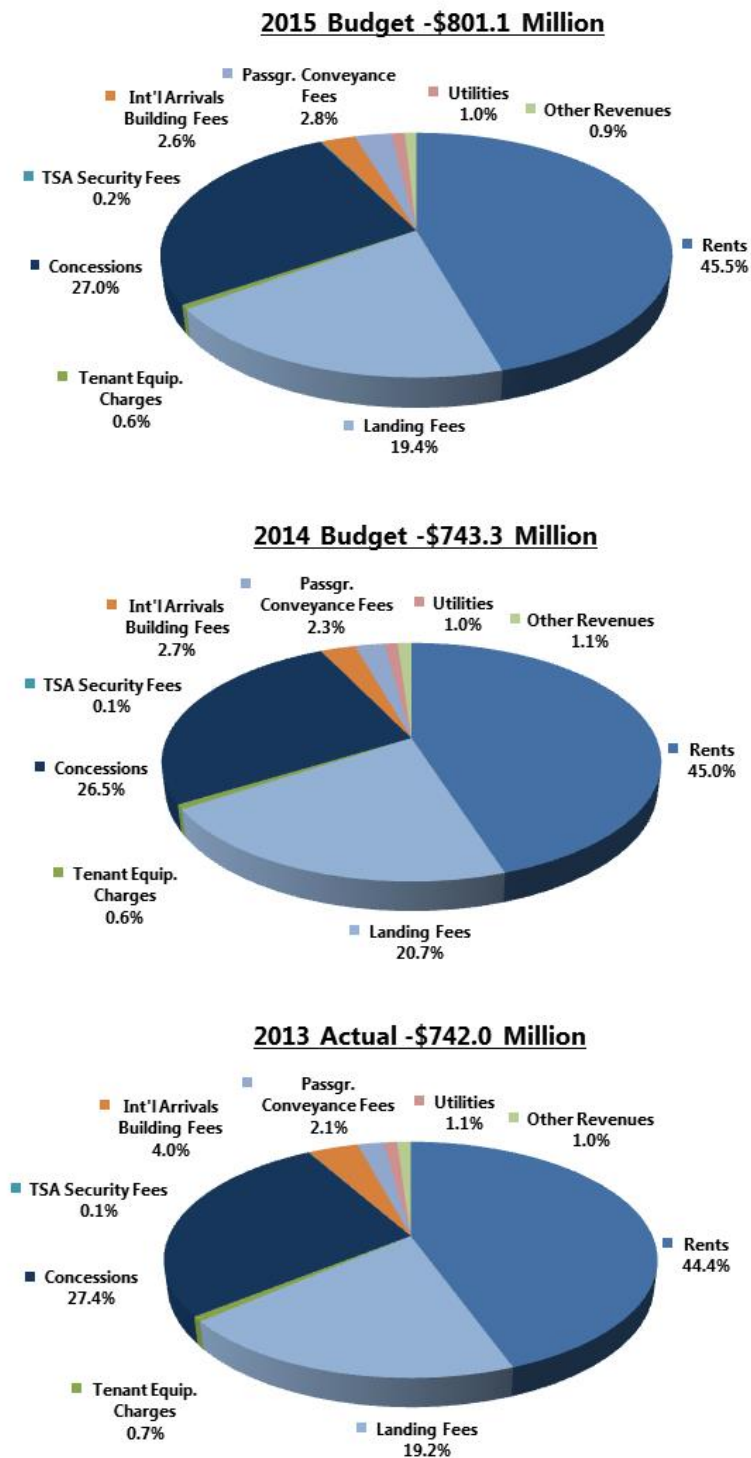
## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### Operating Revenues

**Table 3-3**



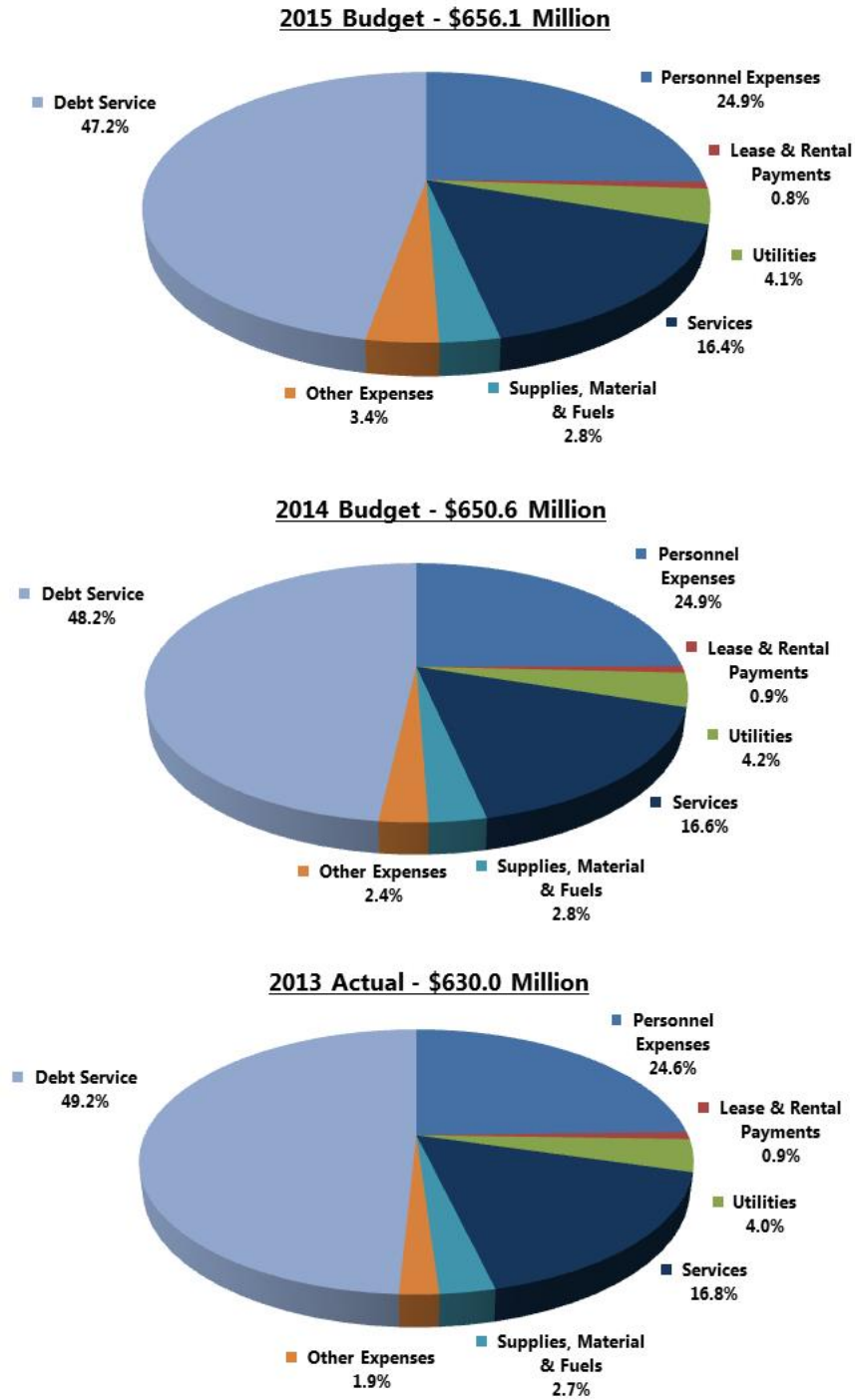
## 2015 BUDGET

### Metropolitan Washington Airports Authority

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Operating Expenses

**Table 3-4**



## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### **FINANCIAL OVERVIEW**

##### *Airport Use Agreement and Premises Lease*

The Airports Authority's business relationship with the airlines operating at both Airports has been governed by a formal negotiated Airport Use Agreement and Premises Lease (Use and Lease Agreement) in effect since 1990 that provided for similar business terms for both Airports. That Use and Lease Agreement expired on September 30, 2014 and was extended through December 31, 2014 by Board action in September 2014 to allow sufficient time to complete negotiations of a new Agreement. The terms of the expiring 1990 Agreement have proven beneficial to the Airports Authority throughout changing industry conditions over time; therefore, the structure of the 1990 Agreement was used as the foundation for negotiation of a new Use and Lease Agreement.

In November 2014, the Airports Authority's Board approved a new Use and Lease Agreement to become effective January 1, 2015. The new Use and Lease Agreement is a single agreement, but with a 10 year term for Reagan National, and a three year term for Dulles International. As did the expiring agreement, the new Use and Lease Agreement addresses the following core business issues:

- Financial responsibilities of the Airlines, including airline rates and charges methodology,
- Operational protocols including space and equipment use and maintenance obligations,
- Airports' Capital Development Plans, and
- General Business Provisions (environmental, insurance, business rights).

The 2015 Budget has been developed in accordance with the terms and conditions contained within the new Use and Lease Agreement. Key provisions of the new Use and Lease Agreement that impacted the development of the 2015 Budget are:

- A new Capital Construction Program (CCP) at both airports,
- A revised allocation for sharing Airport Net Remaining Revenue (NRR) with airlines at Reagan National (including 100 percent of NRR from 2014 to be retained by the Airports Authority for use in 2015),
- The Airports Authority can use NRR from Reagan National at Dulles International, up to certain limitations,
- NRR generated at Dulles International will be shared between the Airports Authority and Dulles International airlines in the same manner as Dulles International NRR has been shared under the 1990 Agreement (generally 50 percent to airlines and 50 percent to the Airports Authority up to a "plateau" amount of \$15.6 M in 2014, and thereafter 75 percent to airlines and 25 percent to the Airports Authority),

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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- Increased Debt Service Coverage payments from airlines for airline-supported cost centers at both airports (in years 2015 through 2017 airline funded debt service coverage will be 35 percent vs. 25 percent in the expiring Agreement).

The centerpiece of the new Airline Use and Lease Agreement at Reagan National includes a \$1 billion ten-year CCP that will provide for an additional north terminal facility, securitization of National Hall, Terminal A renovations and various airfield, roadways, utility, and other enabling projects. The CCP at Reagan National will be debt-funded by the Airports Authority, however; the Airports Authority will seek available grants and authorization during the term of the Use and Lease Agreement to impose and use Reagan National PFCs to reduce debt for the Reagan National CCP.

Equally important, but smaller in scale, the new Airline Use and Lease Agreement at Dulles International includes a \$142 million three-year CCP that will provide for various airfield, utility systems and roadway projects. Improvements to increase the operational reliability of Concourse C/D systems are also included. The CCP at Dulles International will be primarily debt-funded, and the Airports Authority will seek grant funding where available.

Within the 2015 Budget, it is estimated that Reagan National will generate \$42.5 million in NRR in 2014, of which \$40 million will be credited to airline supported cost centers at Dulles International in an effort to mitigate airline rates and charges in 2015. The majority of the remaining \$2.5 million is budgeted to fund certain COMIP projects at Reagan National. The NRR in 2014 generated at Dulles International is budgeted to be allocated in accordance with the Use and Lease Agreement between the Airports Authority and Airlines at Dulles International, with the Airports Authority share used to fund 2015 COMIP projects at Dulles International.

#### Signatory Airline Cost Per Enplanement

A benchmark used throughout the airport industry to measure the financial performance of airports is the signatory airline cost per enplaned passenger. Since airport operators primarily build, operate, and maintain structural facilities (terminals, hangars, runways, roadways, etc.), the average airline cost per enplaned passenger is generally higher for airports with recent major construction and/or underutilized facilities.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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The Signatory Airline cost per enplanement for 2013 through 2015:

Table 3-5 <i>Signatory Airline Cost per Enplanement</i>	Actual 2013	Budget 2014	Budget 2015	% Change 2014 vs. 2015
Reagan National	\$14.19	\$11.32	\$14.68	29.7%
Dulles International	\$27.29	\$26.24	\$25.48	-2.9%
Combined	\$20.93	\$19.02	\$19.80	4.1%

#### Federal Grants

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

#### Commonwealth of Virginia Grants

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

For the period of 1998 through 2014, the Airports Authority has received approximately \$31.5 million in state grants. The Airports Authority expects to receive an additional \$8.0 million between 2015 and 2018.

#### Passenger Facility Charges

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

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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use the PFCs collected for specific FAA-approved projects. The PFC funds collected are used to finance the projects described in the Airports Authority's approved PFC applications.

The Airports Authority has submitted and gained approval of nine series of PFC applications, with associated amendments, covering both Airports in the amount of \$3.5 billion. As of September 30, 2014, the Airports Authority had collected \$609.3 million under the first five of these (including interest earned) at Reagan National and \$692.0 million (including interest earned) at Dulles International. The collection dates for approved PFC applications at Reagan National will expire on February 1, 2023, and at Dulles International on December 31, 2038. If the amounts authorized to be collected have not been collected by the expiration dates, it is expected that the authorization to collect the PFCs will be extended.

In 2011, the Airports Authority expanded its PFC Program to include payment for construction and debt service of the AeroTrain and the International Arrivals Building expansion. The expanded program will extend the PFC collection through 2038.

In 2015, the Airports Authority expects to collect a total of \$87.0 million in PFCs of which \$42.5 million will be applied toward the debt for the AeroTrain.

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

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

To minimize the impact of the costs associated with the CCP on the O&M Program, the Engineering operating costs directly associated with the CCP will be directly charged and capitalized to the CCP.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### Operating Revenues

##### *2015 Revenues*

Airline terminal rentals, landing fees, and passenger fees are generated on a cost recovery basis. Total operating revenue, including transfers for 2015, is forecasted at \$801.1 million. Based on current estimates, revenues are expected to increase approximately 7.8 percent over the 2014 Budget.

Table 3-6 (dollars in thousands)	Budget 2014	Budget 2015	Dollar Change	Percent Change
Reagan National	\$ 245,912	\$ 265,359	\$ 19,447	7.9%
Dulles International	497,338	535,743	38,404	7.7%
<b>Total</b>	<b>\$ 743,251</b>	<b>\$ 801,102</b>	<b>\$ 57,851</b>	<b>7.8%</b>

##### *Methodology*

The 2015 Budget has been developed in accordance with the terms and conditions contained within the new Use and Lease Agreement. Key provisions of the new Use and Lease Agreement that impacted the development of the 2015 Budget are:

- A new Capital Construction Program (CCP) at both airports,
- A revised allocation for sharing Airport Net Remaining Revenue (NRR) with airlines at Reagan National (including 100 percent of NRR from 2014 to be retained by the Airports Authority for use in 2015),
- The Airports Authority can use NRR from Reagan National at Dulles International, up to certain limitations,
- NRR generated at Dulles International will be shared between the Airports Authority and Dulles International airlines in the same manner as Dulles International NRR has been shared under the 1990 Agreement (generally 50 percent to airlines and 50 percent to the Airports Authority up to a "plateau" amount of \$15.6 M in 2014, and thereafter 75 percent to airlines and 25 percent to the Airports Authority),
- Increased Debt Service Coverage payments from airlines for airline-supported cost centers at both airports (in years 2015 through 2017 airline funded debt service coverage will be 35 percent vs. 25 percent in the expiring Agreement).

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### *Rents*

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

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

Table 3-7 (dollars in thousands)	Budget 2014	Budget 2015	Increase/ Decrease	Percent Change
Reagan National	\$ 101,965	\$ 115,496	\$ 13,531	13.3%
Dulles International	232,532	249,386	16,854	7.2%
<b>Total</b>	<b>\$ 334,498</b>	<b>\$ 364,883</b>	<b>\$ 30,385</b>	<b>9.1%</b>

#### *Landing Fees*

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

Table 3-8 (dollars in thousands)	Budget 2014	Budget 2015	Increase/ Decrease	Percent Change
Reagan National	\$ 55,062	\$ 55,855	\$ 793	1.4%
Dulles International	98,567	\$99,315	749	0.8%
<b>Total</b>	<b>\$ 153,628</b>	<b>\$ 155,170</b>	<b>\$ 1,542</b>	<b>1.0%</b>

#### *Tenant Equipment Charges*

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



## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 3-9 (dollars in thousands)	Budget 2014	Budget 2015	Increase/ Decrease	Percent Change
Reagan National	\$ 3,385	\$ 3,332	\$ (54)	(1.6%)
Dulles International	1,215	1,309	94	7.7%
<b>Total</b>	<b>\$ 4,600</b>	<b>\$ 4,640</b>	<b>\$ 40</b>	<b>0.9%</b>

#### Concessions

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

Table 3-10 (dollars in thousands)	Budget 2014	Budget 2015	Increase/ Decrease	Percent Change
Reagan National	\$ 80,913	\$ 85,109	\$ 4,196	5.2%
Dulles International	115,912	131,307	15,395	13.3%
<b>Total</b>	<b>\$ 196,825</b>	<b>\$ 216,416</b>	<b>\$ 19,591</b>	<b>10.0%</b>

Table 3-11 <i>Concession Revenue Per Enplanement</i>	Actual 2013	Budget 2014	Budget 2015
<b>Reagan National Airport</b>			
Landside	\$ 5.69	\$ 5.50	\$ 5.25
Terminal	1.51	1.37	1.38
Other	0.86	0.87	0.88
<b>Total National</b>	<b>\$ 8.06</b>	<b>\$ 7.74</b>	<b>\$ 7.50</b>
<b>Washington Dulles Airport</b>			
Landside	\$ 6.01	\$ 5.58	\$ 6.19
Terminal	1.50	1.41	1.55
Other	3.59	3.40	4.94
<b>Total Dulles</b>	<b>\$11.10</b>	<b>\$10.39</b>	<b>\$12.68</b>
<b>COMBINED</b>	<b>\$ 9.63</b>	<b>\$ 9.11</b>	<b>\$ 9.97</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### *Security Fees*

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

Table 3-12 (dollars in thousands)	Budget 2014	Budget 2015	Increase/ Decrease	Percent Change
Reagan National	\$ -	\$ 569	\$ 569	0.0%
Dulles International	175	350	175	100.0%
<b>Total</b>	<b>\$ 175</b>	<b>\$ 920</b>	<b>\$ 745</b>	<b>425.0%</b>

#### *International Arrivals Building Fees*

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

Table 3-13 (dollars in thousands)	Budget 2014	Budget 2015	Increase/ Decrease	Percent Change
Dulles International	\$ 20,428	\$ 21,015	\$ 587	2.9%

#### *Passenger Conveyance Fees*

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

Table 3-14 (dollars in thousands)	Budget 2014	Budget 2015	Increase/ Decrease	Percent Change
Dulles International	\$ 17,334	\$ 22,552	\$ 5,218	30.1%

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### *Utilities*

Utility revenues are generated by charging utilities back to the tenants and other users of the facilities on a cost recovery formula. This reflects the electric cooperative agreement.

Table 3-15 (dollars in thousands)	Budget 2014	Budget 2015	Increase/ Decrease	Percent Change
Reagan National	\$ 2,182	\$ 2,512	\$ 330	15.1%
Dulles International	5,486	5,820	334	6.1%
<b>Total</b>	<b>\$ 7,668</b>	<b>\$ 8,331</b>	<b>\$ 664</b>	<b>8.7%</b>

#### *Other Revenues*

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

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Comparison of 2014 and 2015 Operating Revenues

Table 3-16 (dollars in thousands)	Budget 2014	Budget 2015	Dollar Change	Percent Change
<b>Ronald Reagan Washington National Airport</b>				
Rents	\$ 86,879	\$ 115,496	\$ 28,618	32.9%
Rent Transfers	15,086	-	(15,086)	(100.0%)
Landing Fees	48,052	55,855	7,803	16.2%
Landing Fee Transfers	7,010	-	(7,010)	(100.0%)
Tenant Equipment Charges	2,831	3,332	501	17.7%
Tenant Equipment Transfers	554	-	(554)	(100.0%)
Concessions	80,913	85,109	4,196	5.2%
TSA Security Fees	-	569	569	0.0%
Utilities	2,182	2,512	330	15.1%
Other Revenues	2,405	2,485	80	3.3%
<b>Total National Operating Revenue</b>	<b>\$ 245,912</b>	<b>\$ 265,359</b>	<b>\$ 19,447</b>	<b>7.9%</b>
<b>Washington Dulles International Airport</b>				
Rents	\$ 209,121	\$ 218,606	\$ 9,484	4.5%
Rent Transfers	23,411	30,781	7,370	31.5%
Landing Fees	86,184	86,102	(82)	(0.1%)
Landing Fee Transfers	12,383	13,213	830	6.7%
Tenant Equipment Charges	954	1,053	100	10.4%
Tenant Equipment Transfers	261	255	(5)	(2.1%)
Concessions	115,912	131,307	15,395	13.3%
TSA Security Fees	175	350	175	100.0%
International Arrivals Building Fees	17,201	17,434	233	1.4%
International Arrivals Building Fees Transfers	3,227	3,581	353	10.9%
Passenger Conveyance Fees	7,187	10,540	3,352	46.6%
Passenger Conveyance Transfers	10,147	12,012	1,865	18.4%
Utilities	5,486	5,820	334	6.1%
Other Revenues	5,689	4,689	(1,000)	(17.6%)
<b>Total Dulles Operating Revenues</b>	<b>\$ 497,338</b>	<b>\$ 535,743</b>	<b>\$ 38,404</b>	<b>7.7%</b>
<b>Metropolitan Washington Airports Authority</b>				
Rents	\$ 296,000	\$ 334,102	\$ 38,102	12.9%
Rent Transfers	38,497	30,781	(7,717)	(20.0%)
Landing Fees	134,236	141,957	7,722	5.8%
Landing Fee Transfers	19,393	13,213	(6,179)	(31.9%)
Tenant Equipment Charges	3,785	4,385	600	15.9%
Tenant Equipment Transfers	815	255	(560)	(68.7%)
Concessions	196,825	216,416	19,591	10.0%
TSA Security Fees	175	920	745	425.0%
International Arrivals Building Fees	17,201	17,434	233	1.4%
International Arrivals Building Fees Transfers	3,227	3,581	353	10.9%
Passenger Conveyance Fees	7,187	10,540	3,352	46.6%
Passenger Conveyance Transfers	10,147	12,012	1,865	18.4%
Utilities	7,668	8,331	664	8.7%
Other Revenues	8,094	7,174	(920)	(11.4%)
<b>Total Operating Revenues</b>	<b>\$ 743,251</b>	<b>\$ 801,102</b>	<b>\$ 57,851</b>	<b>7.8%</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Concession Revenues – 2013, 2014 and 2015

Table 3-17 (dollars in thousands)	Actual 2013	Budget 2014	Budget 2015	Dollar Change	Percent Change
<b>Ronald Reagan Washington National Airport</b>					
Rental Cars	\$ 18,544	\$ 18,040	\$ 18,900	\$ 860	4.8%
Inflight Kitchen	1,109	781	1,650	869	111.3%
Parking	34,296	33,977	35,422	1,445	4.3%
Fixed Base Operator	1,026	1,000	1,250	250	25.0%
Food & Beverage	9,411	9,474	9,567	93	1.0%
Retail & News	5,957	4,856	6,052	1,196	24.6%
Services	263	1,277	635	(642)	(50.2%)
Display Advertising	5,546	6,300	5,308	(992)	(15.7%)
Other	6,073	5,208	6,325	1,117	21.4%
<b>Total National Concession Revenues</b>	<b>\$ 82,225</b>	<b>\$ 80,913</b>	<b>\$ 85,109</b>	<b>\$ 4,196</b>	<b>5.2%</b>
<b>Washington Dulles International Airport</b>					
Rental Cars	\$ 17,872	\$ 18,487	\$ 17,924	\$ (563)	(3.0%)
Inflight Kitchen	8,897	7,750	11,550	3,800	49.0%
Parking	43,287	39,957	41,714	1,757	4.4%
Fixed Base Operator	14,517	11,487	14,650	3,163	27.5%
Food & Beverage	9,581	9,682	9,928	246	2.5%
Retail & News	6,857	6,029	6,150	121	2.0%
Services	8,026	6,923	16,119	9,196	132.8%
Display Advertising	4,695	6,300	4,075	(2,225)	(35.3%)
Other	7,391	9,297	9,197	(100)	(1.1%)
<b>Total Dulles Concession Revenues</b>	<b>\$ 121,121</b>	<b>\$ 115,912</b>	<b>\$ 131,307</b>	<b>\$ 15,395</b>	<b>13.3%</b>
<b>Metropolitan Washington Airports Authority</b>					
Rental Cars	\$ 36,416	\$ 36,527	\$ 36,824	\$ 297	0.8%
Inflight Kitchen	10,005	8,531	13,200	4,669	54.7%
Parking	77,583	73,934	77,136	3,202	4.3%
Fixed Base Operator	15,543	12,487	15,900	3,413	27.3%
Food & Beverage	18,993	19,156	19,494	338	1.8%
Retail & News	12,815	10,885	12,202	1,317	12.1%
Services	8,289	8,200	16,754	8,555	104.3%
Display Advertising	10,241	12,600	9,384	(3,216)	(25.5%)
Other	13,463	14,505	15,522	1,017	7.0%
<b>Total Concession Revenues</b>	<b>\$ 203,347</b>	<b>\$ 196,825</b>	<b>\$ 216,416</b>	<b>\$ 19,591</b>	<b>10.0%</b>

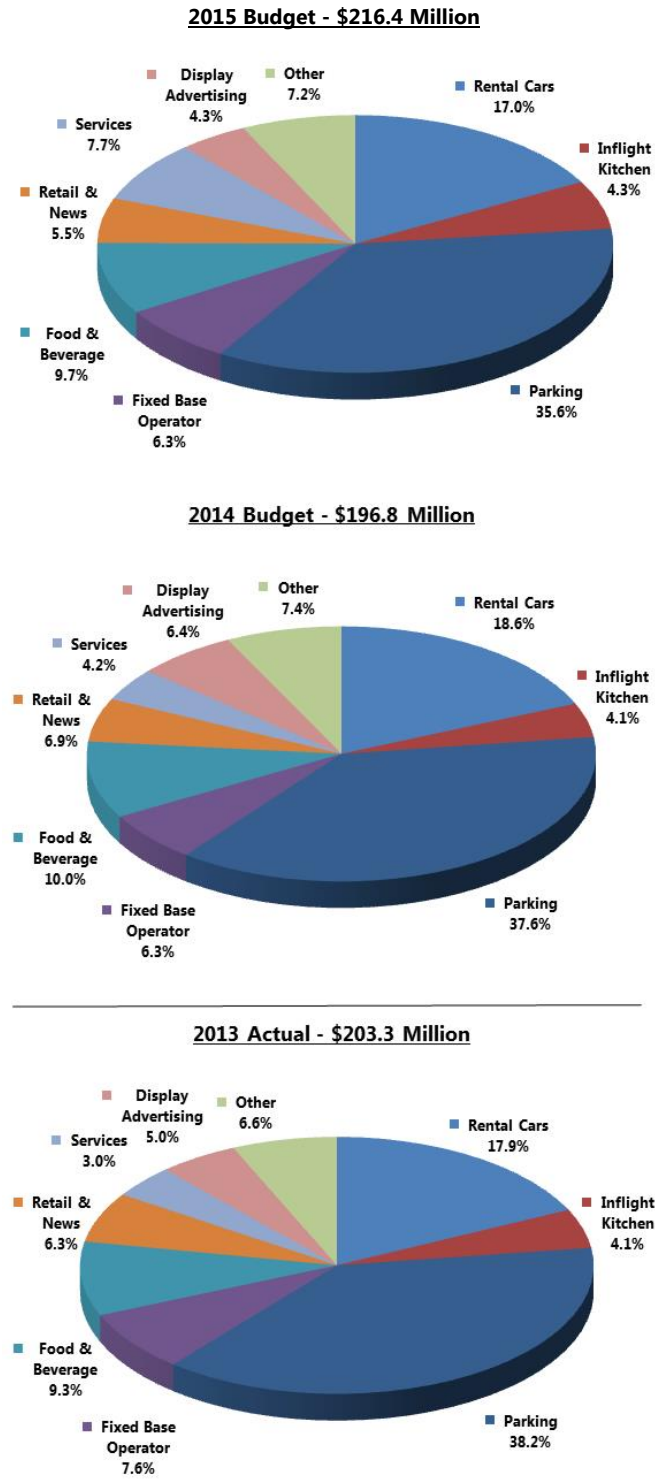
## 2015 BUDGET

### Metropolitan Washington Airports Authority

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Concession Revenues – 2013 Actuals to 2014 & 2015 Budget

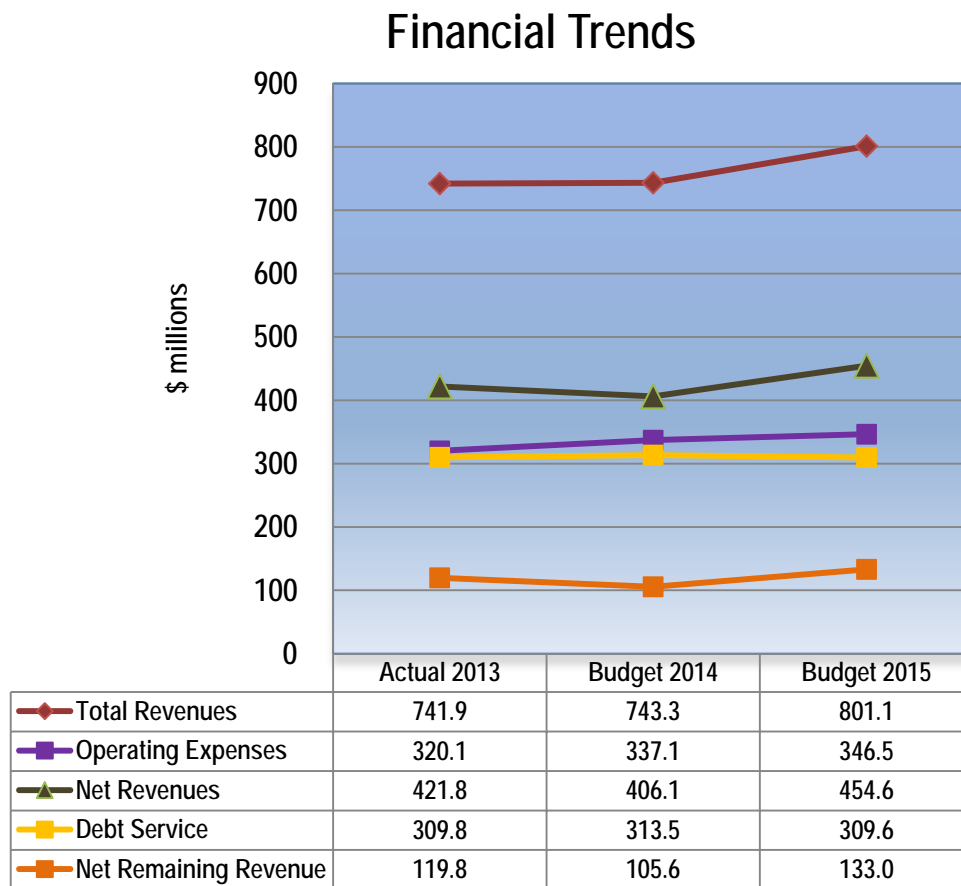
**Table 3-18**



## 2015 BUDGET

### Metropolitan Washington Airports Authority

Financial Trends Chart

**Table 3-19**

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### Statement of Operations

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

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

#### *Operating Revenues*

Operating revenues are estimated to increase from \$743.3 million in 2014 to \$801.1 million in 2015, an increase of 7.8 percent.

#### *Operating Expenses*

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

#### *Net Revenues*

In 2015, Reagan National is expected to have net revenues of \$118.2 million and Dulles International of \$336.4 million, for combined net revenues of \$454.6 million.

#### *Debt Service*

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

***Bond Principal Payments.*** Bond principal payments for cost recovery purposes will increase slightly, from \$127.6 million in 2014 to \$131.3 million in 2015. ***This does not include the \$42.5 million which is recommended to be funded through the PFCs program.***



## 2015 BUDGET

### Metropolitan Washington Airports Authority

**Interest Expense.** Interest expense will decrease by \$7.5 million from \$185.9 million in 2014 to \$178.3 million in 2015. Included in this amount are the Commercial Paper (CP) Program interest expenses, the fees associated with the liquidity facilities and the swap transaction payments. Excluded from interest expense is interest accruing in the lease payment reserve account, which is considered part of the lease payment for the Airports to the federal government. Also excluded is capitalized interest.

#### Bond Debt Service — 2014 and 2015

Table 3-20 (dollars in thousands)	Budget 2014	Budget 2015	Dollar Change	Percent Change
<b><u>Bond Debt Service</u></b>				
Principal	\$ 127,571	\$ 131,300	\$ 3,729	2.8%
Interest	185,882	178,334	(7,548)	(4.2%)
<b>Total Debt Service</b>	<b>\$ 313,453</b>	<b>\$ 309,634</b>	<b>\$ (3,819)</b>	<b>(1.2%)</b>

#### *Reserve Requirements*

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

#### *Non-Operating Revenue*

**Interest Income.** An estimated \$15.6 million in interest will be earned during 2015. Not included as interest income is the interest accruing in the federal lease payment reserve account which is payable to the U. S. Treasury on the semiannual lease payment dates and it is considered a part of the federal lease payment for the Airports. Also excluded is interest earned on bond funds.

**Interest Rate Swaps.** Year-to-date through September 30, 2014, the fair value of the swaps resulted in an unrealized loss of approximately \$29.7 million. The Airports Authority's total assets are adjusted by the current unrealized amount monthly. It is reasonable to expect that since the current value of the swaps is tied to changes in prevailing interest rates, this unrealized gain or loss will fluctuate significantly over the life of the transactions. Neither the unrealized gain nor unrealized loss affects the rates and charges to the Airlines.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Comparison of 2013 Actual to 2014 and 2015 Budget

Table 3-21 (dollars in thousands)	Actual 2013	Budget 2014	Budget 2015
<b>Operating Revenues</b>			
Rents	\$295,387	\$ 296,000	\$ 334,102
Rent Transfers	34,247	38,497	30,781
Landing Fees	128,387	134,236	141,957
NRR Share	-	-	(40,000)
Landing Fee Transfers	14,081	19,393	13,213
Tenant Equipment Charges	4,084	3,785	4,385
Tenant Equipment Transfers	841	815	255
Concessions	203,347	196,825	216,416
TSA Security Fees	460	175	920
International Arrivals Building Fees	26,363	17,201	17,434
International Arrivals Building Fees Transfers	3,251	3,227	3,581
Passenger Conveyance Fees	6,006	7,187	10,540
Passenger Conveyance Transfers	9,487	10,147	12,012
Utilities	7,959	7,668	8,331
Other Revenues	8,071	8,094	7,174
<b>Total Operating Revenues</b>	<b>\$ 741,970</b>	<b>\$ 743,251</b>	<b>\$ 761,102</b>
<b>Operating Expenses</b>			
Personnel Compensation	\$ 109,515	\$ 116,597	\$ 127,446
Employee Benefits	45,430	45,530	37,984
Travel	704	895	890
Lease and Rental Payments	5,606	5,600	5,522
Utilities	25,038	27,274	27,198
Telecommunications	1,371	1,412	1,412
42025 Aviation Drive	381	1,065	102
Dulles East Building	(953)	(1,214)	(373)
Services	105,700	107,528	107,442
Supplies, Materials and Fuels	16,930	18,973	18,658
Insurance and Risk Management	8,662	8,784	8,785
Noncapital Equipment	9,905	2,045	1,536
Noncapital Facility Projects	152	961	956
Capital Equipment	-	1,061	1,803
Capital Facility Projects	-	635	7,113
<b>Total Operating Expenses</b>	<b>\$ 328,441</b>	<b>\$ 337,144</b>	<b>\$ 346,474</b>
<b>Net Revenues</b>	<b>\$ 413,529</b>	<b>\$ 406,106</b>	<b>\$ 414,627</b>
<b>Debt Service</b>			
Bond Principal Payments	(125,388)	(127,571)	(131,300)
Interest Expense	(184,440)	(185,882)	(178,334)
<b>Reserve Requirements</b>	<b>(61)</b>	<b>(1,726)</b>	<b>(3,531)</b>
<b>Nonoperating Revenue</b>			
Interest Income	16,137	14,702	15,630
<b>Net Remaining Revenue</b>	<b>\$ 119,777</b>	<b>\$ 105,629</b>	<b>\$ 117,092</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### 2014 Statement of Operations by Airport

Table 3-22 (dollars in thousands)	Reagan National	Dulles International	Total
<b>Operating Revenues</b>			
Rents	\$86,879	\$ 209,121	\$296,000
Rent Transfers	15,086	23,411	38,497
Landing Fees	48,052	86,184	134,236
Landing Fee Transfers	7,010	12,383	19,393
Tenant Equipment Charges	2,831	954	3,785
Tenant Equipment Transfers	554	261	815
Concessions	80,913	115,912	196,825
TSA Security Fees	-	175	175
International Arrivals Building Fees	-	17,201	17,201
International Arrivals Building Fees Transfers	-	3,227	3,227
Passenger Conveyance Fees	-	7,187	7,187
Passenger Conveyance Transfers	-	10,147	10,147
Utilities	2,182	5,486	7,668
Other Revenues	2,405	5,689	8,094
<b>Total Operating Revenues</b>	<b>\$ 245,912</b>	<b>\$ 497,338</b>	<b>\$ 743,251</b>
<b>Operating Expenses</b>			
Personnel Compensation	\$ 48,994	\$ 67,603	\$ 116,597
Employee Benefits	18,261	27,269	45,530
Travel	415	480	895
Lease and Rental Payments	2,764	2,835	5,600
Utilities	9,019	18,255	27,274
Telecommunications	706	706	1,412
45025 Aviation Drive	532	532	1,065
Dulles East Building	(607)	(607)	(1,214)
Services	34,085	73,443	107,528
Supplies, Materials and Fuels	5,631	13,342	18,973
Insurance and Risk Management	4,392	4,392	8,784
Noncapital Equipment	949	1,096	2,045
Noncapital Facility Projects	957	4	961
Capital Equipment	1,061	-	1,061
Capital Facility Projects	635	-	635
<b>Total Operating Expenses</b>	<b>\$ 127,793</b>	<b>\$ 209,351</b>	<b>\$ 337,144</b>
<b>Net Revenues</b>	<b>\$ 118,119</b>	<b>\$ 287,988</b>	<b>\$ 406,106</b>
<b>Debt Service</b>			
Bond Principal Payments	(\$30,858)	(\$96,713)	\$ (127,571)
Interest Expense	(44,962)	(\$140,920)	(185,882)
<b>Reserve Requirements</b>	<b>(449)</b>	<b>(1,277)</b>	<b>(1,726)</b>
<b>Nonoperating Revenue*</b>			
Interest Income	3,015	11,688	14,702
<b>Net Remaining Revenue</b>	<b>\$ 44,865</b>	<b>\$ 60,765</b>	<b>\$ 105,629</b>

\* Changes in the fair value of the Forward Interest Rate Swaps are reflected as non-operating revenue and are recorded as unrealized gains or losses on the Statement of Revenues, Expenses and Changes in Net Assets. This is reported in the Airports Authority's monthly and annual financial statements and is not reflected within the Operating Accounts or Interest Income. Neither the unrealized gain nor unrealized loss affects the rates and charges to the airlines.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### 2015 Statement of Operations by Airport

Table 3-23 (dollars in thousands)	Reagan National	Dulles International	Total
<b>Operating Revenues</b>			
Rents	\$ 115,496	\$ 218,606	\$ 334,102
Rent Transfers	-	30,781	30,781
Landing Fees	55,855	86,102	141,957
Landing Fee Transfers	-	13,213	13,213
NRR Share	-	(40,000)	(40,000)
Tenant Equipment Charges	3,332	1,053	4,385
Tenant Equipment Transfers	-	255	255
Concessions	85,109	131,307	216,416
TSA Security Fees	569	350	920
International Arrivals Building Fees	-	17,434	17,434
International Arrivals Building Fees Transfers	-	3,581	3,581
Passenger Conveyance Fees	-	10,540	10,540
Passenger Conveyance Transfers	-	12,012	12,012
Utilities	2,512	5,820	8,331
Other Revenues	2,485	4,689	7,174
<b>Total Operating Revenues</b>	<b>\$ 265,359</b>	<b>\$ 495,743</b>	<b>\$ 761,102</b>
<b>Operating Expenses</b>			
Personnel Compensation	\$ 58,402	\$ 69,045	\$ 127,446
Employee Benefits	17,061	20,923	37,984
Travel	476	414	890
Lease and Rental Payments	3,290	2,232	5,522
Utilities	9,629	17,569	27,198
Telecommunications	706	706	1,412
45025 Aviation Drive	-	102	102
Dulles East Building	-	(373)	(373)
Services	35,556	71,886	107,442
Supplies, Materials and Fuels	5,858	12,800	18,658
Insurance and Risk Management	5,271	3,514	8,785
Noncapital Equipment	991	545	1,536
Noncapital Facility Projects	956	-	956
Capital Equipment	1,803	-	1,803
Capital Facility Projects	7,113	-	7,113
<b>Total Operating Expenses</b>	<b>\$ 147,113</b>	<b>\$ 199,361</b>	<b>\$ 346,474</b>
<b>Net Revenues</b>	<b>\$ 118,246</b>	<b>\$ 296,382</b>	<b>\$ 414,627</b>
<b>Debt Service</b>			
Bond Principal Payments	\$ (31,023)	\$ (100,277)	\$ (131,300)
Interest Expense	(42,136)	(136,198)	(178,334)
<b>Reserve Requirements</b>	<b>(1,490)</b>	<b>(2,041)</b>	<b>(3,531)</b>
<b>Nonoperating Revenue*</b>			
Interest Income	2,633	12,997	15,630
<b>Net Remaining Revenue</b>	<b>\$ 46,230</b>	<b>\$ 70,863</b>	<b>\$ 117,092</b>

\* Changes in the fair value of the Forward Interest Rate Swaps are reflected as non-operating revenue and are recorded as unrealized gains or losses on the Statement of Revenues, Expenses and Changes in Net Assets. This is reported in the Airports Authority's monthly and annual financial statements and is not reflected within the Operating Accounts or Interest Income. Neither the unrealized gain nor unrealized loss affects the rates and charges to the airlines.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### **OPERATING EXPENSES**

Aviation Enterprise Fund Operation and Maintenance Program

##### *Program Summary*

The Aviation Enterprise Fund O&M Program provides funding for the daily operation of Reagan National and Dulles International, including those functions performed centrally. The 2015 O&M Program level is \$656.1 million, which includes \$337.6 million for operating expenses and \$309.6 million for debt service. This excludes the Reagan National O&M funded COMIP of \$8.9 million.

As elements of the CCP are completed and brought on-line, both operating and debt expenses are significantly impacted. Funding levels for the 2015 O&M Program were developed after reviewing revenue forecasts, the impact of funding increases on landing fees, rental rates, and other rates and charges, prior year actuals, our current program levels, new operating requirements, and the overall economic climate of the region and airline industry.

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

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Comparison of 2014 & 2015 Operating Expenses  
Metropolitan Washington Airports Authority

Operating Expenses (dollars in thousands)	2014	2015	Dollar Change	Percent Change
<b>PERSONNEL EXPENSES</b>				
Full-time Permanent	\$ 108,670	\$ 115,582	\$ 6,912	6.4%
Other than Full-time Permanent	2,156	6,129	3,973	184.2%
Overtime	6,299	6,588	289	4.6%
Other - Personnel Compensation	(530)	(852)	(323)	60.9%
<b>Personnel Compensation</b>	116,597	127,446	10,849	9.3%
Health Insurance	20,339	22,100	1,761	8.7%
Life Insurance	447	521	74	16.6%
Retirement	19,658	14,802	(4,856)	(24.7%)
Other - Employee Benefits	5,086	562	(4,524)	(89.0%)
<b>Employee Benefits</b>	45,530	37,984	(7,545)	(16.6%)
<b>Total Personnel Expenses</b>	162,127	165,431	3,304	2.0%
<b>TRAVEL</b>	895	890	(5)	(0.5%)
<b>LEASE AND RENTAL PAYMENTS</b>				
Airport Lease Payments	5,429	5,297	(132)	(2.4%)
Other - Lease and Rental Payments	171	224	54	31.4%
<b>Total Lease and Rental Payments</b>	5,600	5,522	(78)	(1.4%)
<b>UTILITIES</b>				
Electricity	20,070	19,896	(174)	(0.9%)
Natural Gas	3,513	3,756	243	6.9%
Water	1,565	1,473	(93)	(5.9%)
Sewerage	2,125	2,074	(52)	(2.4%)
<b>Total Utilities</b>	27,274	27,198	(76)	(0.3%)
<b>TELECOMMUNICATIONS</b>	1,412	1,412	-	0.0%
<b>45025 AVIATION DRIVE</b>	1,065	102	(963)	(90.4%)
<b>DULLES EAST BUILDING</b>	(1,214)	(373)	841	(69.3%)
<b>SERVICES</b>				
Custodial Services	22,288	23,562	1,274	5.7%
Contractual Services	85,240	83,879	(1,361)	(1.6%)
<b>Total Services</b>	107,528	107,442	(86)	(0.1%)
<b>SUPPLIES, MATERIALS AND FUELS</b>				
Fuels	3,760	3,372	(388)	(10.3%)
Supplies and Materials	15,213	15,286	73	0.5%
<b>Total Supplies, Materials and Fuels</b>	18,973	18,658	(315)	(1.7%)
<b>INSURANCE AND RISK MANAGEMENT</b>	8,784	8,785	1	0.0%
<b>NONCAPITAL EQUIPMENT</b>	2,045	1,536	(509)	(24.9%)
<b>NONCAPITAL FACILITY PROJECTS</b>	961	956	(4)	(0.4%)
<b>CAPITAL EQUIPMENT</b>	1,061	1,803	742	69.9%
<b>CAPITAL FACILITY PROJECTS</b>	635	7,113	6,478	0.0%
<b>Total Operating Expenses</b>	<b>\$ 337,144</b>	<b>\$ 346,474</b>	<b>\$ 9,330</b>	<b>2.8%</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Comparison of 2014 & 2015 Operating Expenses  
Consolidated Functions

<b>Table 3-25</b>				
<b>Operating Expenses (dollars in thousands)</b>	<b>2014</b>	<b>2015</b>	<b>Dollar Change</b>	<b>Percent Change</b>
<b>PERSONNEL EXPENSES</b>				
Full-time Permanent	\$ 35,763	\$ 41,273	\$ 5,510	15.4%
Other than Full-time Permanent	1,025	5,334	4,308	420.2%
Overtime	540	566	26	4.9%
Other - Personnel Compensation	(2,638)	(2,973)	(335)	12.7%
<b>Personnel Compensation</b>	<b>34,691</b>	<b>44,200</b>	<b>9,509</b>	<b>27.4%</b>
Health Insurance	3,531	6,623	3,092	87.6%
Life Insurance	82	151	69	84.8%
Retirement	5,593	4,887	(706)	(12.6%)
Other - Employee Benefits	203	(598)	(801)	(394.2%)
<b>Employee Benefits</b>	<b>9,410</b>	<b>11,063</b>	<b>1,654</b>	<b>17.6%</b>
<b>Total Personnel Expenses</b>	<b>44,101</b>	<b>55,264</b>	<b>11,163</b>	<b>25.3%</b>
<b>TRAVEL</b>	<b>654</b>	<b>681</b>	<b>27</b>	<b>4.1%</b>
<b>LEASE AND RENTAL PAYMENTS</b>				
Airport Lease Payments	5,429	5,297	(132)	(2.4%)
Other - Lease and Rental Payments	42	36	(7)	(15.6%)
<b>Total Lease and Rental Payments</b>	<b>5,471</b>	<b>5,333</b>	<b>(138)</b>	<b>(2.5%)</b>
<b>UTILITIES</b>				
Electricity	1	2	1	100.0%
Natural Gas	-	-	-	0.0%
Water	-	-	-	0.0%
Sewerage	-	-	-	0.0%
<b>Total Utilities</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>37.6%</b>
<b>TELECOMMUNICATIONS</b>	<b>1,412</b>	<b>1,412</b>	<b>-</b>	<b>0.0%</b>
<b>45025 AVIATION DRIVE</b>	<b>1,065</b>	<b>102</b>	<b>(963)</b>	<b>(90.4%)</b>
<b>DULLES EAST BUILDING</b>	<b>(1,214)</b>	<b>(373)</b>	<b>841</b>	<b>(69.3%)</b>
<b>SERVICES</b>				
Custodial Services	-	-	-	0.0%
Contractual Services	26,727	23,156	(3,571)	(13.4%)
<b>Total Services</b>	<b>26,727</b>	<b>23,156</b>	<b>(3,571)</b>	<b>(13.4%)</b>
<b>SUPPLIES, MATERIALS AND FUELS</b>				
Fuels	-	5	5	0.0%
Supplies and Materials	2,475	2,343	(132)	(5.3%)
<b>Total Supplies, Materials and Fuels</b>	<b>2,475</b>	<b>2,348</b>	<b>(127)</b>	<b>(5.1%)</b>
<b>INSURANCE AND RISK MANAGEMENT</b>	<b>8,784</b>	<b>8,785</b>	<b>1</b>	<b>0.0%</b>
<b>NONCAPITAL EQUIPMENT</b>	<b>1,352</b>	<b>1,198</b>	<b>(154)</b>	<b>(11.4%)</b>
<b>NONCAPITAL FACILITY PROJECTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>CAPITAL EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>CAPITAL FACILITY PROJECTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Operating Expenses</b>	<b>\$ 90,828</b>	<b>\$ 97,907</b>	<b>\$ 7,079</b>	<b>7.8%</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Comparison 2014 & 2015 Operating Expenses  
*Ronald Reagan Washington National Airport*

**Table 3-26**

Operating Expenses (dollars in thousands)	2014	2015	Dollar Change	Percent Change
<b>PERSONNEL EXPENSES</b>				
Full-time Permanent	\$ 28,184	\$ 28,563	\$ 379	1.3%
Other than Full-time Permanent	363	91	(273)	(75.0%)
Overtime	1,882	2,024	142	7.6%
Other - Personnel Compensation	1,219	1,204	(15)	(1.2%)
<b>Personnel Compensation</b>	<b>31,648</b>	<b>31,882</b>	<b>234</b>	<b>0.7%</b>
Health Insurance	6,335	5,839	(496)	(7.8%)
Life Insurance	137	140	2	1.7%
Retirement	4,899	3,698	(1,200)	(24.5%)
Other - Employee Benefits	2,185	747	(1,439)	(65.8%)
<b>Employee Benefits</b>	<b>13,556</b>	<b>10,423</b>	<b>(3,132)</b>	<b>(23.1%)</b>
<b>Total Personnel Expenses</b>	<b>45,204</b>	<b>42,305</b>	<b>(2,899)</b>	<b>(6.4%)</b>
<b>TRAVEL</b>	<b>88</b>	<b>67</b>	<b>(21)</b>	<b>(23.4%)</b>
<b>LEASE AND RENTAL PAYMENTS</b>				
Airport Lease Payments	-	-	-	0.0%
Other - Lease and Rental Payments	29	90	61	212.8%
<b>Total Lease and Rental Payments</b>	<b>29</b>	<b>90</b>	<b>61</b>	<b>212.8%</b>
<b>UTILITIES</b>				
Electricity	5,984	6,093	109	1.8%
Natural Gas	1,081	1,240	159	14.7%
Water	918	1,024	107	11.6%
Sewerage	1,036	1,271	235	22.7%
<b>Total Utilities</b>	<b>9,019</b>	<b>9,628</b>	<b>609</b>	<b>6.8%</b>
<b>TELECOMMUNICATIONS</b>				
	-	-	-	0.0%
<b>45025 AVIATION DRIVE</b>				
	-	-	-	0.0%
<b>DULLES EAST BUILDING</b>				
	-	-	-	0.0%
<b>SERVICES</b>				
Custodial Services	7,175	8,450	1,274	17.8%
Contractual Services	13,546	13,212	(334)	(2.5%)
<b>Total Services</b>	<b>20,721</b>	<b>21,662</b>	<b>941</b>	<b>4.5%</b>
<b>SUPPLIES, MATERIALS AND FUELS</b>				
Fuels	752	684	(68)	(9.1%)
Supplies and Materials	3,641	3,765	124	3.4%
<b>Total Supplies, Materials and Fuels</b>	<b>4,393</b>	<b>4,449</b>	<b>56</b>	<b>1.3%</b>
<b>INSURANCE AND RISK MANAGEMENT</b>				
	-	-	-	0.0%
<b>NONCAPITAL EQUIPMENT</b>				
	273	133	(140)	(51.4%)
<b>NONCAPITAL FACILITY PROJECTS</b>				
	957	956	(0)	(0.0%)
<b>CAPITAL EQUIPMENT</b>				
	1,061	1,803	742	69.9%
<b>CAPITAL FACILITY PROJECTS</b>				
	635	7,113	6,478	0.0%
<b>Total Operating Expenses</b>	<b>\$ 82,379</b>	<b>\$ 88,207</b>	<b>\$ 5,828</b>	<b>7.1%</b>



## 2015 BUDGET

### Metropolitan Washington Airports Authority

Comparison of 2014 & 2015 Operating Expenses  
Washington Dulles International Airport

Operating Expenses (dollars in thousands)	2014	2015	Dollar Change	Percent Change
<b>PERSONNEL EXPENSES</b>				
Full-time Permanent	\$ 44,723	\$ 45,746	\$ 1,023	2.3%
Other than Full-time Permanent	768	705	(63)	(8.3%)
Overtime	3,877	3,997	120	3.1%
Other - Personnel Compensation	890	917	27	3.0%
<b>Personnel Compensation</b>	<b>50,258</b>	<b>51,364</b>	<b>1,106</b>	<b>2.2%</b>
Health Insurance	10,473	9,638	(835)	(8.0%)
Life Insurance	228	230	2	1.1%
Retirement	9,166	6,216	(2,949)	(32.2%)
Other - Employee Benefits	2,698	413	(2,284)	(84.7%)
<b>Employee Benefits</b>	<b>22,564</b>	<b>16,498</b>	<b>(6,066)</b>	<b>(26.9%)</b>
<b>Total Personnel Expenses</b>	<b>72,822</b>	<b>67,862</b>	<b>(4,960)</b>	<b>(6.8%)</b>
<b>TRAVEL</b>	<b>153</b>	<b>142</b>	<b>(11)</b>	<b>(6.9%)</b>
<b>LEASE AND RENTAL PAYMENTS</b>				
Airport Lease Payments	-	-	-	0.0%
Other - Lease and Rental Payments	100	99	(1)	(1.1%)
<b>Total Lease and Rental Payments</b>	<b>100</b>	<b>99</b>	<b>(1)</b>	<b>(1.1%)</b>
<b>UTILITIES</b>				
Electricity	14,085	13,801	(284)	(2.0%)
Natural Gas	2,432	2,516	84	3.5%
Water	648	448	(199)	(30.8%)
Sewerage	1,089	803	(286)	(26.3%)
<b>Total Utilities</b>	<b>18,254</b>	<b>17,568</b>	<b>(686)</b>	<b>(3.8%)</b>
<b>TELECOMMUNICATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>45025 AVIATION DRIVE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>DULLES EAST BUILDING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>SERVICES</b>				
Custodial Services	15,113	15,113	(0)	(0.0%)
Contractual Services	44,967	47,511	2,544	5.7%
<b>Total Services</b>	<b>60,080</b>	<b>62,623</b>	<b>2,543</b>	<b>4.2%</b>
<b>SUPPLIES, MATERIALS AND FUELS</b>				
Fuels	3,008	2,683	(325)	(10.8%)
Supplies and Materials	9,097	9,177	80	0.9%
<b>Total Supplies, Materials and Fuels</b>	<b>12,105</b>	<b>11,860</b>	<b>(245)</b>	<b>(2.0%)</b>
<b>INSURANCE AND RISK MANAGEMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>NONCAPITAL EQUIPMENT</b>	<b>421</b>	<b>206</b>	<b>(216)</b>	<b>(51.2%)</b>
<b>NONCAPITAL FACILITY PROJECTS</b>	<b>4</b>	<b>-</b>	<b>(4)</b>	<b>(100.0%)</b>
<b>CAPITAL EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>CAPITAL FACILITY PROJECTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Operating Expenses</b>	<b>\$ 163,938</b>	<b>\$ 160,360</b>	<b>\$ (3,578)</b>	<b>(2.2%)</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

2014 Operation and Maintenance Program  
By Organization

Table 3-28

(dollars in thousands)	Consolidated Functions	Reagan National	Dulles International	Total
<b>Operating Expenses</b>				
Personnel Compensation	\$ 34,691	\$ 31,648	\$ 50,258	\$ 116,597
Employee Benefits	9,410	13,556	22,564	45,530
Travel	654	88	153	895
Lease and Rental Payments	5,471	29	100	5,600
Utilities	1	9,019	18,254	27,274
Telecommunications	1,412	-	-	1,412
45025 Aviation Drive	1,065	-	-	1,065
Dulles East Building	(1,214)	-	-	(1,214)
Services	26,727	20,721	60,080	107,528
Supplies, Materials and Fuels	2,475	4,393	12,105	18,973
Insurance and Risk Management	8,784	-	-	8,784
Noncapital Equipment	1,352	273	421	2,045
Noncapital Facility Projects	-	957	4	961
Capital Equipment	-	1,061	-	1,061
Capital Facility Projects	-	635	-	635
<b>Total Operating Expenses</b>	<b>\$ 90,828</b>	<b>\$ 82,379</b>	<b>\$ 163,938</b>	<b>\$ 337,144</b>
<b>Debt Service</b>				
Bond Principal Payments	-	\$ 30,858	\$ 96,713	\$ 127,571
Interest Expense	-	44,962	140,920	185,882
<b>Total Debt Service</b>	<b>\$ -</b>	<b>\$ 75,820</b>	<b>\$ 237,633</b>	<b>\$ 313,453</b>
<b>Total Operation and Maintenance Program</b>	<b>\$ 90,828</b>	<b>\$ 158,199</b>	<b>\$ 401,571</b>	<b>\$ 650,597</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

2015 Operation and Maintenance Program  
By Organization

(dollars in thousands)	Consolidated Functions	Reagan National	Dulles International	Total
<b>Operating Expenses</b>				
Personnel Compensation	\$ 44,200	\$ 31,882	\$ 51,364	\$ 127,446
Employee Benefits	11,063	10,423	16,498	37,984
Travel	681	67	142	890
Lease and Rental Payments	5,333	90	99	5,522
Utilities	2	9,628	17,568	27,198
Telecommunications	1,412	-	-	1,412
45025 Aviation Drive	102	-	-	102
Dulles East Building	(373)	-	-	(373)
Services	23,156	21,662	62,623	107,442
Supplies, Materials and Fuels	2,348	4,449	11,860	18,658
Insurance and Risk Management	8,785	-	-	8,785
Noncapital Equipment	1,198	133	206	1,536
Noncapital Facility Projects	-	956	-	956
Capital Equipment	-	1,803	-	1,803
Capital Facility Projects	-	7,113	-	7,113
<b>Total Operating Expenses</b>	<b>\$ 97,907</b>	<b>\$ 88,207</b>	<b>\$ 160,360</b>	<b>\$ 346,474</b>
<b>Debt Service</b>				
Bond Principal Payments	\$ -	\$ 31,023	\$ 100,277	\$ 131,300
Interest Expense	-	42,136	136,198	178,334
<b>Total Debt Service</b>	<b>\$ -</b>	<b>\$ 73,159</b>	<b>\$ 236,475</b>	<b>\$ 309,634</b>
<b>Total Operation and Maintenance Program</b>	<b>\$ 97,907</b>	<b>\$ 161,366</b>	<b>\$ 396,835</b>	<b>\$ 656,108</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Operation and Maintenance Program  
2013 Actual to 2014 & 2015 Budget

(dollars in thousands)	Actual 2013	Budget 2014	Budget 2015	Budget 2014 vs. Budget 2015	
				Dollar Change	Percent Change
<b>Operating Expenses</b>					
Personnel Compensation	\$ 109,515	\$ 116,597	\$ 127,446	\$ 10,849	9.3%
Employee Benefits	45,430	45,530	37,984	(7,545)	(16.6%)
Travel	704	895	890	(5)	(0.6%)
Lease and Rental Payments	5,606	5,600	5,522	(78)	(1.4%)
Utilities	25,038	27,274	27,198	(75)	(0.3%)
Telecommunications	1,371	1,412	1,412	-	0.0%
45025 Aviation Drive	381	1,065	102	(963)	(90.4%)
Dulles East Building	(953)	(1,214)	(373)	841	(69.3%)
Services	105,700	107,528	107,442	(86)	(0.1%)
Supplies, Materials and Fuels	16,930	18,973	18,658	(315)	(1.7%)
Insurance and Risk Management	8,662	8,784	8,785	1	0.0%
Noncapital Equipment	9,905	2,045	1,536	(509)	(24.9%)
Noncapital Facility Projects	152	961	956	(4)	(0.4%)
Capital Equipment	-	1,061	1,803	742	69.9%
Capital Facility Projects	-	635	7,113	6,478	0.0%
<b>Total Operating Expenses</b>	<b>\$ 328,441</b>	<b>\$ 337,144</b>	<b>\$ 346,474</b>	<b>\$ 9,330</b>	<b>2.8%</b>
<b>Debt Service</b>					
Bond Principal Payments	\$ 125,388	\$ 127,571	\$ 131,300	\$ 3,729	2.9%
Interest Expense	184,440	185,882	178,334	(7,547)	(4.1%)
<b>Total Debt Service</b>	<b>\$ 309,828</b>	<b>\$ 313,453</b>	<b>\$ 309,634</b>	<b>\$ (3,818)</b>	<b>(1.2%)</b>
<b>Total Operation and Maintenance Program</b>	<b>\$ 638,269</b>	<b>\$ 650,597</b>	<b>\$ 656,108</b>	<b>\$ 5,511</b>	<b>0.8%</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### Consolidated Functions

#### Operating Expenses

<b>Table 3-31</b> (dollars in thousands)	<b>Budget 2014</b>	<b>Budget 2015</b>	<b>Difference</b>
Personnel Compensation and Benefits	\$ 44,101	\$ 55,264	\$ 11,163
Other Operating Expenses	46,727	42,644	(4,083)
<b>Total Consolidated Functions Operating Expenses</b>	<b>\$90,828</b>	<b>\$97,907</b>	<b>\$ 7,079</b>

The funding requirements for Consolidated Functions' operating expenses will increase by \$7.1 million in 2015.

#### **Personnel Compensation and Benefits Expenses ..... \$11,163,000**

- Personnel Compensation increased by \$9.5 million due to the addition of new Consolidated Function offices and positions and the transfer of procurement functions from both Reagan National and Dulles International to Consolidated Functions.
- Employee Benefits increased by \$1.7 million as a result of realigning public safety benefits costs between the airports and consolidated functions.

#### **Other Operating Expenses.....(\$4,083,000)**

- Travel expense increased by \$27 thousand due to the addition of new Consolidated Function offices.
- Lease and rental payments decreased by \$138 thousand due to a revision of the implicit price deflator.
- 45025 Aviation Drive Building decreased its net loss by \$963 thousand based on additional tenant revenue and reduction in the yearly debt service payment.
- Dulles East Building decreased its net income by \$841 thousand as a result of the loss of tenant revenue.
- Contractual services decreased by \$3.6 million due to an overall decrease in technology service contracts.
- Supplies decreased by \$127 thousand.
- Non-capital equipment decreased by \$154 thousand.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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Ronald Reagan Washington National Airport

#### Operating Expenses

<b>Table 3-32</b> (dollars in thousands)	<b>Budget</b> <b>2014</b>	<b>Budget</b> <b>2015</b>	<b>Difference</b>
Personnel Compensation and Benefits	\$ 45,204	\$ 42,305	\$ (2,899)
Other Operating Expenses	37,175	45,902	8,727
<b>Total Reagan National Operating Expenses</b>	<b>\$ 82,379</b>	<b>\$ 88,207</b>	<b>\$ 5,828</b>

The funding requirements for Reagan National's operating expenses will increase by \$5.8 million in 2015.

#### **Personnel Compensation and Benefits Expenses .....(\$2,899,000)**

- Personnel Compensation increased by \$234 thousand.
- Employee Benefits decreased by \$3.1 million due to a reduction in retirement benefits.

#### **Other Operating Expenses..... \$8,727,000**

- Travel expense decreased by \$21 thousand.
- Other lease and rental payments increased by \$61 thousand.
- Utilities increased by \$609 thousand due to an increase in the costs for natural gas, electricity, water and sewerage.
- Services increased by \$941 thousand due to a new custodial contract.
- Supplies increased by \$56 thousand.
- Non-capital equipment decreased by \$140 thousand.
- Capital equipment and capital facility projects increased by \$7.2 million to cover capital equipment and project requirements at Reagan National.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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*Ronald Reagan Washington National Airport*

Debt Service

<b>Table 3-33</b> (dollars in thousands)	<b>Budget</b> <b>2014</b>	<b>Budget</b> <b>2015</b>	<b>Difference</b>
Bond Principal Payments	\$ 30,858	\$ 31,023	\$ 165
Interest Expense	44,962	42,136	(2,826)
<b>Total Reagan National Debt Service</b>	<b>\$75,820</b>	<b>\$73,159</b>	<b>\$ (2,660)</b>

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

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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Washington Dulles International Airport

Operating Expenses

<b>Table 3-34</b> (dollars in thousands)	<b>Budget</b> <b>2014</b>	<b>Budget</b> <b>2015</b>	<b>Difference</b>
Personnel Compensation and Benefits	\$ 72,822	\$ 67,862	\$ (4,960)
Other Operating Expenses	91,116	92,498	1,382
<b>Total Dulles International Operating Expenses</b>	<b>\$ 163,938</b>	<b>\$ 160,360</b>	<b>\$ (3,578)</b>

The funding requirements for Dulles International operating expenses will decrease by \$3.6 million in 2015.

**Personnel Compensation and Benefits Expenses ..... \$4,960,000**

- Personnel Compensation increased by \$1.1 million.
- Employee Benefits decreased by \$6.1 million due to a reduction in retirement benefits and realigning of public safety benefits costs between the airport and consolidated functions.

**Other Operating Expenses..... \$1,382,000**

- Travel expense decreased by \$11 thousand.
- Other lease and rental payments decreased by \$1 thousand.
- Utilities decreased by \$686 thousand.
- Services increased by \$2.5 million due to the in-line baggage handling and AeroTrain contracts.
- Supplies decreased by \$245 thousand.
- Non-capital equipment decreased by \$216 thousand.
- Non-capital facility projects decreased by \$4 thousand.



## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### *Washington Dulles International Airport*

#### Debt Service

<b>Table 3-35</b> (dollars in thousands)	<b>Budget</b> <b>2014</b>	<b>Budget</b> <b>2015</b>	<b>Difference</b>
Bond Principal Payments	\$ 96,713	\$ 100,277	\$ 3,563
Interest Expense	140,920	136,198	(4,721)
<b>Total Dulles International Debt Service</b>	<b>\$ 237,633</b>	<b>\$ 236,475</b>	<b>\$ (1,158)</b>

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

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### 2015 Operating Expenses by Organization

Table 3-36 (dollars in thousands)	Consolidated Functions	Reagan National	Dulles International	Total
<b>PERSONNEL EXPENSES</b>				
Full-time Permanent	\$ 41,273	\$ 28,563	\$ 45,746	\$ 115,582
Other than Full-time Permanent	5,334	91	705	6,129
Overtime	566	2,024	3,997	6,588
Other - Personnel Compensation	(2,973)	1,204	917	(852)
<b>Personnel Compensation</b>	<b>44,200</b>	<b>31,882</b>	<b>51,364</b>	<b>127,446</b>
Health Insurance	6,623	5,839	9,638	22,100
Life Insurance	151	140	230	521
Retirement	4,887	3,698	6,216	14,802
Other - Employee Benefits	(598)	747	413	562
<b>Employee Benefits</b>	<b>11,063</b>	<b>10,423</b>	<b>16,498</b>	<b>37,984</b>
<b>Total Personnel Expenses</b>	<b>55,264</b>	<b>42,305</b>	<b>67,862</b>	<b>165,431</b>
<b>TRAVEL</b>	<b>681</b>	<b>67</b>	<b>142</b>	<b>890</b>
<b>LEASE AND RENTAL PAYMENTS</b>				
Airport Lease Payments	5,297	-	-	5,297
Other - Lease and Rental Payments	36	90	99	224
<b>Total Lease and Rental Payments</b>	<b>5,333</b>	<b>90</b>	<b>99</b>	<b>5,522</b>
<b>UTILITIES</b>				
Electricity	2	6,093	13,801	19,896
Natural Gas	-	1,240	2,516	3,756
Water	-	1,024	448	1,473
Sewerage	-	1,271	803	2,074
<b>Total Utilities</b>	<b>2</b>	<b>9,628</b>	<b>17,568</b>	<b>27,198</b>
<b>TELECOMMUNICATIONS</b>	<b>1,412</b>	<b>-</b>	<b>-</b>	<b>1,412</b>
<b>45025 AVIATION DRIVE</b>	<b>102</b>	<b>-</b>	<b>-</b>	<b>102</b>
<b>DULLES EAST BUILDING</b>	<b>(373)</b>	<b>-</b>	<b>-</b>	<b>(373)</b>
<b>SERVICES</b>				
Custodial Services	-	8,450	15,113	23,562
Contractual Services	23,156	13,212	47,511	83,879
<b>Total Services</b>	<b>23,156</b>	<b>21,662</b>	<b>62,623</b>	<b>107,442</b>
<b>SUPPLIES, MATERIALS AND FUELS</b>				
Fuels	5	684	2,683	3,372
Supplies and Materials	2,343	3,765	9,177	15,286
<b>Total Supplies, Materials and Fuels</b>	<b>2,348</b>	<b>4,449</b>	<b>11,860</b>	<b>18,658</b>
<b>INSURANCE AND RISK MANAGEMENT</b>	<b>8,785</b>	<b>-</b>	<b>-</b>	<b>8,785</b>
<b>NONCAPITAL EQUIPMENT</b>	<b>1,198</b>	<b>133</b>	<b>206</b>	<b>1,536</b>
<b>NONCAPITAL FACILITY PROJECTS</b>	<b>-</b>	<b>956</b>	<b>-</b>	<b>956</b>
<b>CAPITAL EQUIPMENT</b>	<b>-</b>	<b>1,803</b>	<b>-</b>	<b>1,803</b>
<b>CAPITAL FACILITY PROJECTS</b>	<b>-</b>	<b>7,113</b>	<b>-</b>	<b>7,113</b>
<b>Total Operating Expenses</b>	<b>\$ 97,907</b>	<b>\$ 88,207</b>	<b>\$ 160,360</b>	<b>\$ 346,474</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### 2015 Operating Expenses for Consolidated Functions

**Table 3-37(a)**

(dollars in thousands)	Board of Directors & Executive Offices	Legal	Audit	Corporate Risk & Strategy	Finance	Engineering	Human Resources & Administrative Services
<b>PERSONNEL EXPENSES</b>							
Full-time Permanent	\$ 2,609	\$ 1,101	\$ 1,136	\$ 870	\$ 7,248	\$ 4,796	\$ 3,895
Other than Full-time Permanent	4	-	46	-	647	-	623
Overtime	1	1	1	-	35	2	3
Other - Personnel Compensation	(350)	(161)	(41)	(210)	(772)	(766)	(377)
<b>Personnel Compensation</b>	<b>2,264</b>	<b>941</b>	<b>1,142</b>	<b>660</b>	<b>7,157</b>	<b>4,032</b>	<b>4,143</b>
Health Insurance	208	96	130	95	1,015	586	645
Life Insurance	5	2	3	2	24	14	15
Retirement	252	125	122	75	762	563	493
Other - Employee Benefits	(125)	(29)	4	(64)	(202)	(221)	(64)
<b>Employee Benefits</b>	<b>340</b>	<b>194</b>	<b>259</b>	<b>108</b>	<b>1,598</b>	<b>942</b>	<b>1,090</b>
<b>Total Personnel Expenses</b>	<b>2,605</b>	<b>1,135</b>	<b>1,400</b>	<b>768</b>	<b>8,756</b>	<b>4,974</b>	<b>5,233</b>
<b>TRAVEL</b>	<b>132</b>	<b>12</b>	<b>26</b>	<b>10</b>	<b>56</b>	<b>67</b>	<b>25</b>
<b>LEASE AND RENTAL PAYMENTS</b>							
Airport Lease Payments	-	-	-	-	5,297	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	18
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,297</b>	<b>-</b>	<b>18</b>
<b>UTILITIES</b>							
Electricity	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TELECOMMUNICATIONS</b>							
<b>45025 AVIATION DRIVE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DULLES EAST BUILDING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SERVICES</b>							
Custodial Services	-	-	-	-	-	-	-
Contractual Services	1,135	971	1,912	154	2,568	443	2,702
<b>Total Services</b>	<b>1,135</b>	<b>971</b>	<b>1,912</b>	<b>154</b>	<b>2,568</b>	<b>443</b>	<b>2,702</b>
<b>SUPPLIES, MATERIALS AND FUELS</b>							
Fuels	-	-	-	-	-	-	-
Supplies and Materials	15	14	14	22	69	339	81
<b>Total Supplies, Materials and Fuels</b>	<b>15</b>	<b>14</b>	<b>14</b>	<b>22</b>	<b>69</b>	<b>339</b>	<b>81</b>
<b>INSURANCE AND RISK MANAGEMENT</b>							
<b>NONCAPITAL EQUIPMENT</b>	<b>18</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>49</b>	<b>69</b>	<b>17</b>
<b>NONCAPITAL FACILITY PROJECTS</b>							
<b>CAPITAL EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL FACILITY PROJECTS</b>							
<b>Total Operating Expenses</b>	<b>\$ 3,905</b>	<b>\$ 2,132</b>	<b>\$ 3,363</b>	<b>\$ 958</b>	<b>\$ 16,796</b>	<b>\$ 5,892</b>	<b>\$ 16,860</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### 2015 Operating Expenses for Consolidated Functions (continued)

**Table 3-37(b)**

(dollars in thousands)	Technology	Air Service Planning & Development	Communications & Government Affairs	Customer & Concessions Development	Planning & Revenue Development	Real Estate	Public Safety	Total
<b>PERSONNEL EXPENSES</b>								
Full-time Permanent	\$ 4,808	\$ 689	\$ 1,438	\$ 1,699	\$ 373	\$ 163	\$ 10,451	\$ 41,273
Other than Full-time Permanent	3,730	-	26	9	-	165	84	5,334
Overtime	8	-	1	-	-	-	514	566
Other - Personnel Compensation	(90)	5	(121)	(280)	-	-	189	(2,973)
<b>Personnel Compensation</b>	<b>8,457</b>	<b>694</b>	<b>1,343</b>	<b>1,428</b>	<b>373</b>	<b>328</b>	<b>11,238</b>	<b>44,200</b>
Health Insurance	852	78	187	237	40	29	2,424	6,623
Life Insurance	19	2	4	6	1	1	53	151
Retirement	709	80	153	177	38	25	1,313	4,887
Other - Employee Benefits	78	18	(21)	(78)	7	2	97	(598)
<b>Employee Benefits</b>	<b>1,658</b>	<b>178</b>	<b>324</b>	<b>341</b>	<b>86</b>	<b>57</b>	<b>3,888</b>	<b>11,063</b>
<b>Total Personnel Expenses</b>	<b>10,115</b>	<b>872</b>	<b>1,667</b>	<b>1,769</b>	<b>458</b>	<b>385</b>	<b>15,126</b>	<b>55,264</b>
<b>TRAVEL</b>	<b>33</b>	<b>234</b>	<b>19</b>	<b>17</b>	<b>3</b>	<b>16</b>	<b>29</b>	<b>681</b>
<b>LEASE AND RENTAL PAYMENTS</b>								
Airport Lease Payments	-	-	-	-	-	-	-	5,297
Other - Lease and Rental Payments	-	-	8	3	-	-	6	36
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>-</b>	<b>8</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>5,333</b>
<b>UTILITIES</b>								
Electricity	-	-	2	-	-	-	-	2
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>
<b>TELECOMMUNICATIONS</b>	<b>1,412</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,412</b>
<b>45025 AVIATION DRIVE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>102</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>102</b>
<b>DULLES EAST BUILDING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(373)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(373)</b>
<b>SERVICES</b>								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	7,765	2,211	1,325	858	426	28	661	23,156
<b>Total Services</b>	<b>7,765</b>	<b>2,211</b>	<b>1,325</b>	<b>858</b>	<b>426</b>	<b>28</b>	<b>661</b>	<b>23,156</b>
<b>SUPPLIES, MATERIALS AND FUELS</b>								
Fuels	-	-	-	-	-	-	5	5
Supplies and Materials	1,130	25	51	8	1	5	570	2,343
<b>Total Supplies, Materials and Fuels</b>	<b>1,130</b>	<b>25</b>	<b>51</b>	<b>8</b>	<b>1</b>	<b>5</b>	<b>575</b>	<b>2,348</b>
<b>INSURANCE AND RISK MANAGEMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,785</b>
<b>NONCAPITAL EQUIPMENT</b>	<b>998</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>15</b>	<b>7</b>	<b>-</b>	<b>1,198</b>
<b>NONCAPITAL FACILITY PROJECTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL FACILITY PROJECTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Operating Expenses</b>	<b>\$ 21,453</b>	<b>\$ 3,345</b>	<b>\$ 3,074</b>	<b>\$ 2,387</b>	<b>\$ 903</b>	<b>\$ 441</b>	<b>\$ 16,397</b>	<b>\$ 97,907</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### 2015 Operating Expenses for Reagan National

(dollars in thousands)	Airport Manager	Airport Operations	Engineering & Maintenance	Airport Administration	Total
<b>Table 3-38</b>					
<b>PERSONNEL EXPENSES</b>					
Full-time Permanent	\$ 516	\$ 1,966	\$ 14,675	\$ 1,791	\$ 18,948
Other than Full-time Permanent	40	41	9	-	91
Overtime	-	63	742	20	824
Other - Personnel Compensation	6	118	271	16	410
<b>Personnel Compensation</b>	<b>563</b>	<b>2,187</b>	<b>15,697</b>	<b>1,826</b>	<b>20,273</b>
Health Insurance	45	328	3,040	300	3,713
Life Insurance	1	8	73	7	89
Retirement	48	244	1,875	191	2,358
Other - Employee Benefits	27	39	266	212	543
<b>Employee Benefits</b>	<b>121</b>	<b>618</b>	<b>5,254</b>	<b>711</b>	<b>6,703</b>
<b>Total Personnel Expenses</b>	<b>683</b>	<b>2,805</b>	<b>20,951</b>	<b>2,537</b>	<b>26,976</b>
<b>TRAVEL</b>	-	11	32	17	60
<b>LEASE AND RENTAL PAYMENTS</b>					
Airport Lease Payments	-	-	-	-	-
Other - Lease and Rental Payments	4	-	85	1	90
<b>Total Lease and Rental Payments</b>	<b>4</b>	<b>-</b>	<b>85</b>	<b>1</b>	<b>90</b>
<b>UTILITIES</b>					
Electricity	-	-	6,093	-	6,093
Natural Gas	-	-	1,240	-	1,240
Water	-	-	1,024	-	1,024
Sewerage	-	-	1,271	-	1,271
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>9,628</b>	<b>-</b>	<b>9,628</b>
<b>TELECOMMUNICATIONS</b>					
<b>45025 AVIATION DRIVE</b>	-	-	-	-	-
<b>DULLES EAST BUILDING</b>	-	-	-	-	-
<b>SERVICES</b>					
Custodial Services	-	-	8,450	-	8,450
Contractual Services	632	3,998	8,235	286	13,151
<b>Total Services</b>	<b>632</b>	<b>3,998</b>	<b>16,684</b>	<b>286</b>	<b>21,600</b>
<b>SUPPLIES, MATERIALS AND FUELS</b>					
Fuels	-	-	667	3	670
Supplies and Materials	28	56	3,487	31	3,601
<b>Total Supplies, Materials and Fuels</b>	<b>28</b>	<b>56</b>	<b>4,154</b>	<b>33</b>	<b>4,271</b>
<b>INSURANCE AND RISK MANAGEMEN</b>					
<b>NONCAPITAL EQUIPMENT</b>	1	21	104	7	133
<b>NONCAPITAL FACILITY PROJECTS</b>	-	-	956	-	956
<b>CAPITAL EQUIPMENT</b>	-	-	804	-	804
<b>CAPITAL FACILITY PROJECTS</b>	3,570	-	3,543	-	7,113
<b>Total Operating Expenses</b>	<b>\$ 4,918</b>	<b>\$ 6,891</b>	<b>\$ 56,943</b>	<b>\$ 2,881</b>	<b>\$ 71,632</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### 2015 Operating Expenses for Dulles International

**Table 3-39**

(dollars in thousands)	Airport Manager	Operations	Engineering & Maintenance	Airport Administration	Total
<b>PERSONNEL EXPENSES</b>					
Full-time Permanent	\$ 736	\$ 8,993	\$ 21,098	\$ 1,857	\$ 32,684
Other than Full-time Permanent	526	3	175	-	705
Overtime	9	458	1,659	72	2,197
Other - Personnel Compensation	(13)	565	595	27	1,173
<b>Personnel Compensation</b>	<b>1,258</b>	<b>10,019</b>	<b>23,527</b>	<b>1,956</b>	<b>36,759</b>
Health Insurance	91	1,919	4,429	345	6,783
Life Insurance	2	46	106	8	162
Retirement	127	1,175	2,713	221	4,237
Other - Employee Benefits	10	189	413	25	637
<b>Employee Benefits</b>	<b>231</b>	<b>3,328</b>	<b>7,660</b>	<b>599</b>	<b>11,818</b>
<b>Total Personnel Expenses</b>	<b>1,488</b>	<b>13,347</b>	<b>31,187</b>	<b>2,555</b>	<b>48,577</b>
<b>TRAVEL</b>	<b>20</b>	<b>35</b>	<b>14</b>	<b>47</b>	<b>117</b>
<b>LEASE AND RENTAL PAYMENTS</b>					
Airport Lease Payments	-	-	-	-	-
Other - Lease and Rental Payments	-	5	94	-	99
<b>Total Lease and Rental Payments</b>	<b>-</b>	<b>5</b>	<b>94</b>	<b>-</b>	<b>99</b>
<b>UTILITIES</b>					
Electricity	-	-	13,801	-	13,801
Natural Gas	-	-	2,516	-	2,516
Water	-	-	448	-	448
Sewerage	-	-	803	-	803
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>17,568</b>	<b>-</b>	<b>17,568</b>
<b>TELECOMMUNICATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>45025 AVIATION DRIVE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DULLES EAST BUILDING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SERVICES</b>					
Custodial Services	-	-	15,113	-	15,113
Contractual Services	833	9,295	32,898	4,326	47,352
<b>Total Services</b>	<b>833</b>	<b>9,295</b>	<b>48,011</b>	<b>4,326</b>	<b>62,464</b>
<b>SUPPLIES, MATERIALS AND FUELS</b>					
Fuels	-	-	2,110	520	2,629
Supplies and Materials	58	195	8,427	208	8,889
<b>Total Supplies, Materials and Fuels</b>	<b>58</b>	<b>195</b>	<b>10,537</b>	<b>728</b>	<b>11,518</b>
<b>INSURANCE AND RISK MANAGEMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NONCAPITAL EQUIPMENT</b>	<b>2</b>	<b>53</b>	<b>126</b>	<b>25</b>	<b>206</b>
<b>NONCAPITAL FACILITY PROJECTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL FACILITY PROJECTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Operating Expenses</b>	<b>\$ 2,401</b>	<b>\$ 22,930</b>	<b>\$ 107,537</b>	<b>\$ 7,681</b>	<b>\$ 140,549</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### 2015 Operating Expenses for Public Safety

(dollars in thousands)	Public Safety				Total
	Consolidated Functions	National	International	Dulles	
<b>PERSONNEL EXPENSES</b>					
Full-time Permanent	\$ 10,451	\$ 9,615	\$ 13,062	\$ 33,128	
Other than Full-time Permanent	84	-	-	84	
Overtime	514	1,200	1,800	3,514	
Other - Personnel Compensation	189	793	(257)	726	
<b>Personnel Compensation</b>	<b>11,238</b>	<b>11,609</b>	<b>14,605</b>	<b>37,452</b>	
Health Insurance	2,424	2,126	2,854	7,405	
Life Insurance	53	51	68	172	
Retirement	1,313	1,340	1,980	4,633	
Other - Employee Benefits	97	203	(223)	77	
<b>Employee Benefits</b>	<b>3,888</b>	<b>3,720</b>	<b>4,679</b>	<b>12,288</b>	
<b>Total Personnel Expenses</b>	<b>15,126</b>	<b>15,329</b>	<b>19,285</b>	<b>49,739</b>	
<b>TRAVEL</b>	<b>29</b>	<b>8</b>	<b>25</b>	<b>62</b>	
<b>LEASE AND RENTAL PAYMENTS</b>					
Airport Lease Payments	-	-	-	-	
Other - Lease and Rental Payments	6	-	-	6	
<b>Total Lease and Rental Payments</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>6</b>	
<b>UTILITIES</b>					
Electricity	-	-	-	-	
Natural Gas	-	-	-	-	
Water	-	-	-	-	
Sewerage	-	-	-	-	
<b>Total Utilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>TELECOMMUNICATIONS</b>					
<b>45025 AVIATION DRIVE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>DULLES EAST BUILDING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>SERVICES</b>					
Custodial Services	-	-	-	-	
Contractual Services	661	62	159	882	
<b>Total Services</b>	<b>661</b>	<b>62</b>	<b>159</b>	<b>882</b>	
<b>SUPPLIES, MATERIALS AND FUELS</b>					
Fuels	5	14	54	73	
Supplies and Materials	570	165	289	1,023	
<b>Total Supplies, Materials and Fuels</b>	<b>575</b>	<b>179</b>	<b>342</b>	<b>1,096</b>	
<b>INSURANCE AND RISK MANAGEMENT</b>					
<b>NONCAPITAL EQUIPMENT</b>					
<b>NONCAPITAL FACILITY PROJECTS</b>					
<b>CAPITAL EQUIPMENT</b>	<b>-</b>	<b>998</b>	<b>-</b>	<b>998</b>	
<b>CAPITAL FACILITY PROJECTS</b>					
<b>Total Operating Expenses</b>	<b>\$ 16,397</b>	<b>\$ 16,575</b>	<b>\$ 19,811</b>	<b>\$ 52,783</b>	

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### NET BUDGET ENTITIES

The Airports Authority reports certain distinct operations as a net income/ (loss) single line item. These net budget entities are sub components of the operating revenue/expense framework and are managed by various departments across the organization.

#### *Parking*

Public parking provides the largest non-airline revenue to the Airports Authority. The parking rates charged for the public parking lots provide revenue to cover operating expenses such as personnel compensation, utility costs, contractual services and supply and material costs. Net parking is reported as a single line item under concessions revenue.

In 2015, total parking revenue is higher by \$3.0 million due to estimated domestic passenger activity from new airline services while parking operating expenses are reduced by \$149 thousand as a result of contractor wage decreases.

**Table 3-41**

Reagan National (dollars in thousands)	Actual 2013	Budget 2014	Budget 2015	Difference
Total Revenues	\$ 49,706	\$ 51,000	\$ 53,000	\$ 2,000
Operating Expenses	15,410	17,023	17,578	555
<b>Net Income (Loss)</b>	<b>\$ 34,296</b>	<b>\$ 33,977</b>	<b>\$ 35,422</b>	<b>\$ 1,445</b>

**Table 3-42**

Dulles International (dollars in thousands)	Actual 2013	Budget 2014	Budget 2015	Difference
Total Revenues	\$ 60,409	\$ 60,000	\$ 61,053	\$ 1,053
Operating Expenses	17,122	20,043	19,339	(704)
<b>Net Income (Loss)</b>	<b>\$ 43,287</b>	<b>\$ 39,957</b>	<b>\$ 41,714</b>	<b>\$ 1,757</b>

#### *Buildings*

The Airports Authority owns and manages two office buildings at Dulles International. These buildings are 45025 Aviation Drive (commonly referred to as JP Morgan Building) and 45045 Aviation Drive (commonly referred to as Dulles East Building). Revenue is generated from tenant rent payments for office and storage space while expenses are incurred from utility expenses, janitorial services, building maintenance, building supplies as well as debt service payment for 45025 Aviation Drive building only. The net income (loss) from the 2 buildings is reported under operating expenses for the Office of Business Administration in Consolidated Functions.

Total revenues for 45025 Aviation Drive are higher by \$254 thousand in 2015 due to additional tenant revenue while operating expenses are lower by \$709 thousand due to lower expected debt payments to be serviced.



## 2015 BUDGET

### Metropolitan Washington Airports Authority

Revenue for the Dulles East Building is lower by \$902 thousand due to loss of tenant and operating expenses are reduced by \$61 thousand due to the termination of some spending programs.

<b>Table 3-43</b>				
<b>45025 Aviation Drive Building</b> (dollars in thousands)	<b>Actual</b> <b>2013*</b>	<b>Budget</b> <b>2014</b>	<b>Budget</b> <b>2015</b>	<b>Difference</b>
Total Revenues	\$ 823	\$ 455	\$ 709	\$ 254
Operating Expenses	1,540	1,520	811	(709)
<b>Net Income (Loss)</b>	<b>\$ (717)</b>	<b>\$ (1,065)</b>	<b>\$ (102)</b>	<b>\$ 963</b>

\* Includes depreciation expense

<b>Table 3-44</b>				
<b>45045 Aviation Drive Building</b> (dollars in thousands)	<b>Actual</b> <b>2013</b>	<b>Budget</b> <b>2014</b>	<b>Budget</b> <b>2015</b>	<b>Difference</b>
Total Revenues	\$ 1,605	\$ 1,931	\$ 1,029	\$ (902)
Operating Expenses	652	717	656	(61)
<b>Net Income (Loss)</b>	<b>\$ 953</b>	<b>\$ 1,214</b>	<b>\$ 373</b>	<b>\$ (841)</b>

#### *Telecommunications*

Telecommunications program provides voice and data services to both staff and tenants throughout the Airports Authority. Specific services include telephone, fax and internet services; Management services include 24 hour customer support, billing services and general operator services while Public Safety services includes 911 and Crash Net support services. Revenue is generated from charges for these services to tenants and operating expenses are incurred from contractual service payments to the service provider.

Telecommunications net income (loss) is not expected to change in 2015 and is reported as part of the operating expenses for the Office of Technology in Consolidated Functions.

<b>Table 3-45</b>				
<b>Telecommunications</b> (dollars in thousands)	<b>Actual</b> <b>2013</b>	<b>Budget</b> <b>2014</b>	<b>Budget</b> <b>2015</b>	<b>Difference</b>
Total Revenues	\$ 3,880	\$ 3,711	\$ 3,711	\$ -
Operating Expenses	5,251	5,123	5,123	-
<b>Net Income (Loss)</b>	<b>\$ (1,371)</b>	<b>\$ (1,412)</b>	<b>\$ (1,412)</b>	<b>\$ -</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### AIRPORTS AUTHORITY SNOW REMOVAL PROGRAM

In the Metropolitan Washington Region, the first snowfall of winter usually arrives in late fall and ends in March. The region is normally free of snow from May to October every year. The Airports Authority's snow removal program is extensive given the massive surface area covered by Reagan National and Dulles International (including the Dulles Access Highway) as well as the Dulles Toll Road. Reagan National covers over 860 acres; Dulles International covers approximately 11,830 acres and the Dulles Toll Road stretches across 13.4 miles. The management of the likely occurrence of snow storms and its aftermath is a critical operation for the Airports Authority.

At Reagan National, snow removal operations are performed primarily by in house personnel. The airport maintains a small contract for on call snow removal services. The 2015 budget is relatively flat and includes emergency heating fuel oil and glycol recovery/removal expenses which are incurred in all inclement weather conditions and not just for snow removal efforts at the airport.

At Dulles International, snow removal is performed by both in-house personnel and contracted services. For Airports Authority owned gate positions and other selected areas, airside snow removal is performed by contracted services, with the responsible contractor providing the requisite equipment and labor necessary. All other airside snow removal is performed by in-house personnel. Landside snow removal, including the Dulles Airport Access Highway, is accomplished by in-house personnel augmented by contractual services for snow removal on sidewalks, employee parking areas and ancillary roads. In 2015, the snow removal budget remains flat and anticipates an average of 14 inches of snow.

The Dulles Toll Road incurs snow removal costs as it relates to contractual snow removal services and snow and ice control supplies. In 2015 the Dulles Toll Road snow removal budget is higher by \$100 thousand due to an increase in the snow and ice control supplies contract.

Prior to the beginning of each snow year, the Airports Authority snow removal teams at the airports convene to review lessons learned throughout the year and set up guidelines for snow removal operations, ice control operations, cleanup operations as well as policies and procedures for the new snow period.

<b>Table 3-46</b>				
<b>(dollars in thousands)</b>	<b>Actual 2013</b>	<b>Budget 2014</b>	<b>Budget 2015</b>	<b>Difference</b>
<b>Operating Expenses</b>				
Reagan National*	\$ 1,237	\$ 2,024	\$ 2,044	\$ 20
Dulles International	4,647	5,289	5,356	67
Dulles Toll Road	1,153	935	1,035	100
<b>Total</b>	<b>\$ 7,038</b>	<b>\$ 8,247</b>	<b>\$ 8,435</b>	<b>\$ 187</b>

\*Includes Glycol recovery and removal costs

Snow removal operations costs are typically funded in the Operating and Maintenance budget. The Capital, Operating and Maintenance Investment program maintains a snow removal program contingency reserve.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### **BUDGET BY COST CENTERS**

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

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

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

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

The total requirement budget is provided for certain cost centers.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Ronald Reagan Washington National Airport Airfield</b>	<b>Budget 2014</b>	<b>Budget 2015</b>
Signatory Landing Fee (Net Stlmnt)	\$ 47,625,178	\$ 55,673,086
Nonsignatory Landing Fees	-	-
General Aviation	194,384	181,949
Transfers	6,964,999	-
Other Rents	184,511	-
Concessions	-	-
Utilities	58,588	58,588
Other Revenues	-	-
<b>Total Revenues Plus Transfer</b>	<u>55,027,660</u>	<u>55,913,624</u>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	2,843,765	4,476,879
Other Services	4,162,400	4,540,348
Supplies & Materials	419,062	895,239
Miscellaneous	310,987	241,859
Capital Expenditures	400,000	2,604,630
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	2,564,868	3,181,936
Public Safety	10,611,822	12,389,824
Administration	14,653,503	14,526,362
Systems & Services	2,803,991	697,798
<b>Total O&amp;M Expenses</b>	<u>38,770,397</u>	<u>43,554,874</u>
<b>NET REVENUES</b>	<u>16,257,262</u>	<u>12,358,750</u>
O&M Reserve Requirement Increment	(46,139)	453,819
Debt Service	11,623,828	7,567,777
Federal Lease Payment	940,204	968,074
<b>NET CASH FLOW</b>	<u>\$ 3,739,369</u>	<u>\$ 3,369,079</u>
Coverage (All Debt)	1.40	1.63

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Ronald Reagan Washington National Airport Terminal A</b>	<b>Budget 2014</b>	<b>Budget 2015</b>
Signatory Terminal Rntls (Net Stlmnt)	\$ 9,178,557	\$ 12,223,125
Transfers	1,818,071	-
Other Rents	837,658	967,658
Concessions	1,993,964	2,116,912
Utilities	11,000	11,000
Other Revenues	-	-
<b>Total Revenues Plus Transfer</b>	<b>13,839,250</b>	<b>15,318,694</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	1,046,404	1,227,432
Other Services	1,957,125	2,210,238
Supplies & Materials	170,426	160,084
Miscellaneous	631,946	578,502
Capital Expenditures	400,000	1,170,047
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	1,261,810	1,308,662
Public Safety	801,272	1,237,784
Administration	3,947,751	4,058,699
Systems & Services	520,504	660,193
<b>Total O&amp;M Expenses</b>	<b>10,737,239</b>	<b>12,611,641</b>
<b>NET REVENUES</b>	<b>3,102,012</b>	<b>2,707,053</b>
O&M Reserve Requirement Increment	37,284	126,798
Debt Service	4,251,122	3,768,091
Federal Lease Payment	253,297	270,482
<b>NET CASH FLOW</b>	<b>\$ (1,439,692)</b>	<b>\$ (1,458,317)</b>
Coverage (All Debt)	0.73	0.72

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Ronald Reagan Washington National Airport Terminal B&amp;C</b>	<b>Budget 2014</b>	<b>Budget 2015</b>
Signatory Terminal Rntls (Net Stlmnt)	\$ 67,669,784	\$ 93,024,976
Transfers	13,291,045	-
Other Rents	415,221	415,221
Concessions	19,562,037	20,163,555
TSA Security Fees	-	569,400
Utilities	1,447,662	1,447,662
Other Revenues	-	-
<b>Total Revenues Plus Transfer</b>	<u>102,385,750</u>	<u>115,620,815</u>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	2,915,323	2,756,471
Other Services	7,954,111	6,037,920
Supplies & Materials	604,445	530,021
Miscellaneous	2,467,218	3,609,981
Capital Expenditures	83,000	4,119,652
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	4,622,037	4,053,092
Public Safety	7,606,892	10,398,322
Administration	20,777,559	20,691,704
Systems & Services	7,458,736	10,822,415
<b>Total O&amp;M Expenses</b>	<u>54,489,321</u>	<u>63,019,579</u>
<b>NET REVENUES</b>	<u>47,896,429</u>	<u>52,601,236</u>
O&M Reserve Requirement Increment	174,572	646,430
Debt Service	35,119,144	37,762,789
Federal Lease Payment	<u>1,333,139</u>	<u>1,378,949</u>
<b>NET CASH FLOW</b>	<u>\$ 11,269,574</u>	<u>\$ 12,813,068</u>
Coverage (All Debt)	1.36	1.39

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Ronald Reagan Washington National Airport Ground Transportation</b>	<b>Budget 2014</b>	<b>Budget 2015</b>
Other Rents	\$ 205,959	\$ 185,959
Concessions	57,568,835	59,918,458
Utilities	127,689	207,689
Other Revenues	1,947,981	1,947,981
DSRF Investment Earnings	2,394,315	1,678,131
P&I Investment Earnings	55,770	163,082
O&M Fund Investment Earnings	564,517	792,089
<b>Total Revenues</b>	<u>62,865,065</u>	<u>64,893,389</u>
<i><u>O&amp;M Expenses (Direct):</u></i>		
Payroll & Employee Benefits	916,264	1,362,596
Other Services	3,337,198	2,963,679
Supplies & Materials	200,219	486,172
Miscellaneous	2,340,694	1,148,529
Capital Expenditures	-	669,358
<i><u>O&amp;M Expenses (Indirect):</u></i>		
Maintenance	2,252,610	1,867,918
Public Safety	3,333,873	1,888,015
Administration	7,965,779	5,807,773
Systems & Services	511,863	847,602
<b>Total O&amp;M Expenses</b>	<u>20,858,500</u>	<u>17,041,642</u>
<b>NET REVENUES</b>	<u>42,006,565</u>	<u>47,851,746</u>
O&M Reserve Requirement Increment	171,593	181,441
Debt Service	17,529,221	17,263,784
Federal Lease Payment	511,104	387,045
<b>NET CASH FLOW</b>	<u>\$ 23,794,648</u>	<u>\$ 30,019,476</u>
Coverage (All Debt)	2.40	2.77

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Ronald Reagan Washington National Airport Aviation</b>	<b>Budget 2014</b>	<b>Budget 2015</b>
Other Rents	\$ 8,640,445	\$ 8,679,445
Concessions	1,788,165	2,910,164
Utilities	536,800	786,800
Other Revenues	-	-
<b>Total Revenues</b>	<b>10,965,409</b>	<b>12,376,409</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	579,435	451,160
Other Services	468,454	191,264
Supplies & Materials	39,597	67,811
Miscellaneous	632,620	721,996
Capital Expenditures	-	334,307
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	570,285	448,801
Public Safety	2,357,079	1,925,066
Administration	3,644,817	2,509,379
Systems & Services	1,251,716	758,536
<b>Total O&amp;M Expenses</b>	<b>9,544,004</b>	<b>7,408,320</b>
<b>NET REVENUES</b>	<b>1,421,405</b>	<b>4,968,089</b>
O&M Reserve Requirement Increment	108,740	78,396
Debt Service	4,506,646	4,249,788
Federal Lease Payment	233,860	167,232
<b>NET CASH FLOW</b>	<b>\$ (3,427,841)</b>	<b>\$ 472,673</b>
Coverage (All Debt)	0.32	1.17



## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Ronald Reagan Washington National Airport Nonaviation</b>	<b>Budget 2014</b>	<b>Budget 2015</b>
Other Rents	\$ -	\$ -
Concessions	-	-
Utilities	-	-
Other Revenues	457,317	537,317
<b>Total Revenues</b>	<b>457,317</b>	<b>537,317</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	2,253	2,416
Other Services	2,630	3,352
Supplies & Materials	893	596
Miscellaneous	-	-
Capital Expenditures	-	17,989
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	1,915	1,994
Public Safety	20,512	11,198
Administration	108,617	99,769
Systems & Services	147,595	161,927
<b>Total O&amp;M Expenses</b>	<b>284,415</b>	<b>299,240</b>
<b>NET REVENUES</b>	<b>172,902</b>	<b>238,076</b>
O&M Reserve Requirement Increment	2,886	3,117
Debt Service	81,626	79,245
Federal Lease Payment	6,969	6,649
<b>NET CASH FLOW</b>	<b>\$ 81,421</b>	<b>\$ 149,065</b>
Coverage (All Debt)	2.12	3.00

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Ronald Reagan Washington National Airport</b>	<b>Budget</b>	<b>Budget</b>
<b>Tenant Equipment</b>	<b>2014</b>	<b>2015</b>
Equipment Charges	\$ 2,830,825	\$ 3,331,619
Transfers	554,434	-
<b>Total Revenues Plus Transfer</b>	<b>3,385,259</b>	<b>3,331,619</b>
O&M Reserve Requirement Increment	-	-
Debt Service	2,708,207	2,467,866
<b>NET CASH FLOW</b>	<b>\$ 677,052</b>	<b>\$ 863,753</b>
Coverage (All Debt)	1.25	1.35

<b>Ronald Reagan Washington National Airport</b>	<b>Budget</b>	<b>Budget</b>
<b>Maintenance</b>	<b>2014</b>	<b>2015</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	\$ 8,629,839	\$ 8,765,841
Other Services	889,672	848,110
Supplies & Materials	1,600,701	1,248,414
Miscellaneous	3,312	38
Capital Expenditures	150,000	-
<b>Total O&amp;M Expenses</b>	<b>\$ 11,273,525</b>	<b>\$ 10,862,403</b>
<b>Public Safety</b>		
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	22,944,215	26,253,700
Other Services	553,489	598,233
Supplies & Materials	678,204	921,075
Miscellaneous	127,542	77,201
Capital Expenditures	428,000	-
<b>Total O&amp;M Expenses</b>	<b>\$ 24,731,450</b>	<b>\$ 27,850,209</b>
<b>Administration</b>		
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	30,029,811	28,045,993
Other Services	17,140,133	17,553,189
Supplies & Materials	1,742,552	853,328
Miscellaneous	1,985,529	1,241,176
Capital Expenditures	200,000	-
<b>Total O&amp;M Expenses</b>	<b>\$ 51,098,025</b>	<b>\$ 47,693,686</b>
<b>Systems &amp; Services</b>		
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	1,928,937	2,120,840
Utilities	9,871,572	10,476,169
Other Services	395,629	609,428
Supplies & Materials	432,055	695,549
Miscellaneous	31,213	46,487
Capital Expenditures	35,000	-
<b>Total O&amp;M Expenses</b>	<b>\$ 12,694,405</b>	<b>\$ 13,948,472</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Washington Dulles International Airport Airfield</b>	<b>Budget 2014</b>	<b>Budget 2015</b>
Signatory Landing Fee (Net Stlmnt)	\$ 75,315,642	\$ 35,222,333
Signatory Apron Fees	4,902,663	4,952,437
Nonsignatory Landing Fees	642,702	1,110,680
General Aviation	4,786,076	4,816,625
Transfers	12,560,428	13,213,226
Other Rents	-	-
Concessions	211,524	289,350
Utilities	32,633	33,041
Other Revenues	-	-
<b>Total Revenues Plus Transfer</b>	<b>98,451,668</b>	<b>59,637,692</b>
Total Transfers from DCA to IAD	-	40,000,000
<b>ADJUSTED REVENUES</b>	<b>98,451,668</b>	<b>99,637,692</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	4,242,148	3,484,890
Other Services	10,037,785	9,480,848
Supplies & Materials	1,133,067	1,723,037
Miscellaneous	517,901	20,673
Capital Expenditures	-	-
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	5,550,224	4,452,018
Public Safety	5,572,926	5,582,585
Administration	9,015,382	6,687,577
Systems & Services	2,301	2,254
<b>Total O&amp;M Expenses</b>	<b>36,071,733</b>	<b>31,433,882</b>
<b>NET REVENUES</b>	<b>62,379,935</b>	<b>68,203,809</b>
O&M Reserve Requirement Increment	(200,467)	395,021
Debt Service	46,566,012	46,333,430
Federal Lease Payment	474,424	410,109
<b>NET CASH FLOW</b>	<b>\$ 15,539,966</b>	<b>\$ 21,065,249</b>
Coverage (All Debt)	1.34	1.47

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Washington Dulles International Airport Concourse C&amp;D</b>	<b>Budget 2014</b>	<b>Budget 2015</b>
Signatory Terminal Rntls (Net Stlmnt)	\$ 26,658,327	\$ 28,154,793
Transfers	2,972,083	3,773,168
Other Rents	1,281,557	38,553
Concessions		13,295,358
Utilities	240,840	240,840
Other Revenues	-	-
<b>Total Revenues Plus Transfer</b>	<b>41,285,830</b>	<b>45,502,712</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	792,049	1,072,573
Other Services	3,718,955	3,988,825
Supplies & Materials	227,907	192,605
Miscellaneous	37,747	296,495
Capital Expenditures	-	-
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	1,664,157	1,679,935
Public Safety	129,219	499,717
Administration	2,544,075	2,364,767
Systems & Services	1,065,072	1,020,291
<b>Total O&amp;M Expenses</b>	<b>10,179,182</b>	<b>11,115,208</b>
<b>NET REVENUES</b>	<b>31,106,649</b>	<b>34,387,503</b>
O&M Reserve Requirement Increment	67,182	139,682
Debt Service	7,598,220	8,593,918
Federal Lease Payment	133,879	145,017
<b>NET CASH FLOW</b>	<b>\$ 23,307,368</b>	<b>\$ 25,508,886</b>
Coverage (All Debt)	4.09	4.00

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Washington Dulles International Airport Concourse B</b>	<b>Budget 2014</b>	<b>Budget 2015</b>
Signatory Terminal Rntls (Net Stlmnt)	\$ 32,121,802	\$ 29,421,420
Transfers	1,477,409	4,400,987
Other Rents	312,260	312,260
Concessions	9,197,314	13,774,603
Utilities	256,826	256,826
Other Revenues	-	-
<b>Total Revenues Plus Transfer</b>	<b>43,365,612</b>	<b>48,166,097</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	1,821,836	1,958,442
Other Services	4,870,920	4,676,910
Supplies & Materials	481,729	461,305
Miscellaneous	477,443	767,961
Capital Expenditures	-	-
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	2,665,883	2,380,336
Public Safety	1,370,276	3,000,656
Administration	4,775,741	3,989,140
Systems & Services	2,644,541	1,515,561
<b>Total O&amp;M Expenses</b>	<b>19,108,368</b>	<b>18,750,311</b>
<b>NET REVENUES</b>	<b>24,257,243</b>	<b>29,415,787</b>
O&M Reserve Requirement Increment	174,677	235,630
Debt Service	12,786,627	11,561,859
Federal Lease Payment	251,318	244,630
<b>NET CASH FLOW</b>	<b>\$ 11,044,622</b>	<b>\$ 17,373,668</b>
Coverage (All Debt)	1.90	2.54

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Washington Dulles International Airport</b>	<b>Budget</b>	<b>Budget</b>
<b>Main Terminal</b>	<b>2014</b>	<b>2015</b>
Signatory Terminal Rntls (Net Stlmnt)	\$ 109,443,247	\$ 118,865,511
Transfers	17,256,419	20,393,424
Other Rents	100,000	100,000
Concessions	9,919,932	6,761,966
TSA Security Fees	175,200	350,400
Utilities	7,341	47,341
Other Revenues	-	-
<b>Total Revenues Plus Transfer</b>	<b>136,902,139</b>	<b>146,518,642</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	1,539,601	2,370,763
Other Services	8,532,181	10,540,290
Supplies & Materials	581,499	459,685
Miscellaneous	1,123,300	1,579,450
Capital Expenditures	-	-
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	4,102,885	4,524,882
Public Safety	4,839,538	6,047,767
Administration	9,422,120	8,842,396
Systems & Services	7,733,221	7,547,430
<b>Total O&amp;M Expenses</b>	<b>37,874,344</b>	<b>41,912,661</b>
<b>NET REVENUES</b>	<b>99,027,795</b>	<b>104,605,980</b>
O&M Reserve Requirement Increment	424,617	522,302
Debt Service	65,697,959	67,807,368
Federal Lease Payment	495,828	542,251
<b>NET CASH FLOW</b>	<b>\$ 32,409,391</b>	<b>\$ 35,734,060</b>
Coverage (All Debt)	1.51	1.54

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Washington Dulles International Airport International Arrivals Building</b>	<b>Budget 2014</b>	<b>Budget 2015</b>
Signatory IAB Fees	\$ 17,176,526	\$ 17,434,100
Transfers	3,251,651	3,580,662
<b>Total Revenues Plus Transfer</b>	<b>20,428,178</b>	<b>21,014,762</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	252,728	331,130
Other Services	1,855,985	1,611,107
Supplies & Materials	32,718	45,142
Miscellaneous	119,361	-
Capital Expenditures	-	-
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	787,645	601,508
Public Safety	5,169	1,189
Administration	1,107,051	714,632
Systems & Services	268,800	54,304
<b>Total O&amp;M Expenses</b>	<b>4,429,456</b>	<b>3,359,012</b>
<b>NET REVENUES</b>	<b>15,998,722</b>	<b>17,655,751</b>
O&M Reserve Requirement Increment	29,517	42,212
Debt Service	12,701,319	12,908,274
Direct Senior Bond Debt Service	11,777,011	12,235,728
Indirect Senior Bond Debt Service	924,308	672,546
Federal Lease Payment	58,257	43,824
<b>NET CASH FLOW</b>	<b>\$ 3,209,629</b>	<b>\$ 4,661,441</b>
Coverage (All Debt)	1.26	1.37

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Washington Dulles International Airport Concourse C IAB</b>	<b>Budget 2014</b>	<b>Budget 2015</b>
Signatory IAB Fees	\$ 8,397,567	\$ 8,342,317
Transfers	719,283	895,409
<b>Total Revenues Plus Transfer</b>	<b>9,116,850</b>	<b>9,237,726</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	51,141	68,543
Other Services	240,127	254,908
Supplies & Materials	14,716	12,309
Miscellaneous	2,437	18,948
Capital Expenditures	-	-
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	107,452	107,357
Public Safety	2,584	-
Administration	141,767	151,522
Systems & Services	7,005	98,618
<b>Total O&amp;M Expenses</b>	<b>567,230</b>	<b>712,206</b>
<b>NET REVENUES</b>	<b>8,549,620</b>	<b>8,525,520</b>
O&M Reserve Requirement Increment	2,756	8,950
Debt Service	781,335	870,352
Direct Senior Bond Debt Service	683,972	661,277
Indirect Senior Bond Debt Service	97,364	209,075
Federal Lease Payment	7,460	9,292
<b>NET CASH FLOW</b>	<b>\$ 7,758,069</b>	<b>\$ 7,636,926</b>
Coverage (All Debt)	10.94	9.80



## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Washington Dulles International Airport Concourse A</b>	<b>Budget 2014</b>	<b>Budget 2015</b>
Signatory Terminal Rntls (Net Stlmnt)	\$ 9,839,174	\$ 9,817,089
Transfers	1,029,798	1,214,236
Concessions	1,364,493	1,384,905
Utilities	64,099	64,099
Other Revenues	-	-
<b>Total Revenues Plus Transfer</b>	<b>12,297,565</b>	<b>12,480,329</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	182,165	156,107
Other Services	1,378,483	1,357,017
Supplies & Materials	62,904	55,184
Miscellaneous	83,552	34,814
Capital Expenditures	-	-
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	594,744	485,207
Public Safety	1,220,774	1,336,102
Administration	1,350,670	1,062,734
Systems & Services	530,916	508,045
<b>Total O&amp;M Expenses</b>	<b>5,404,209</b>	<b>4,995,208</b>
<b>NET REVENUES</b>	<b>6,893,356</b>	<b>7,485,121</b>
O&M Reserve Requirement Increment	41,469	62,773
Debt Service	1,654,665	1,723,939
Direct Senior Bond Debt Service	390,612	397,798
Indirect Senior Bond Debt Service	1,264,053	1,326,140
Federal Lease Payment	71,077	65,171
<b>NET CASH FLOW</b>	<b>\$ 5,126,145</b>	<b>\$ 5,633,237</b>
Coverage (All Debt)	4.17	4.34

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Washington Dulles International Airport</b>	<b>Budget</b>	<b>Budget</b>
<b>Z Gates</b>	<b>2014</b>	<b>2015</b>
Signatory Terminal Rntls (Net Stlmnt)	\$ 1,153,465	\$ 337,257
Transfers	193,599	62,528
Concessions	99,601	99,601
Utilities	9,613	9,613
Other Revenues	-	-
<b>Total Revenues Plus Transfer</b>	<b>1,456,278</b>	<b>508,999</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	54,366	42,209
Other Services	45,674	47,987
Supplies & Materials	18,633	22,092
Miscellaneous	-	-
Capital Expenditures	-	-
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	41,345	33,985
Public Safety	2,584	30,173
Administration	54,180	47,684
Systems & Services	-	-
<b>Total O&amp;M Expenses</b>	<b>216,782</b>	<b>224,129</b>
<b>NET REVENUES</b>	<b>1,239,496</b>	<b>284,870</b>
O&M Reserve Requirement Increment	1,480	2,817
Debt Service	1,009,154	184,961
Direct Senior Bond Debt Service	974,017	142,888
Indirect Senior Bond Debt Service	35,137	42,073
Federal Lease Payment	2,851	2,924
<b>NET CASH FLOW</b>	<b>\$ 226,011</b>	<b>\$ 94,167</b>
Coverage (All Debt)	1.23	1.54

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<i>Washington Dulles International Airport</i>	<b>Budget</b>	<b>Budget</b>
<b>Ground Transportation</b>	<b>2014</b>	<b>2015</b>
Other Rents	\$ 2,926,600	\$ 3,186,600
Concessions	62,263,315	64,445,536
Utilities	274,008	329,008
Other Revenues	5,522,151	4,522,151
DSRF Investment Earnings	10,851,703	11,461,300
P&I Investment Earnings	10,055	450,204
O&M Fund Investment Earnings	825,848	1,085,438
<b>Total Revenues</b>	<u>82,673,679</u>	<u>85,480,236</u>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	832,272	1,518,035
Other Services	7,870,481	10,111,464
Supplies & Materials	1,598,797	2,021,492
Miscellaneous	275,336	150,750
Capital Expenditures	-	-
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	3,684,919	4,177,288
Public Safety	6,898,788	4,732,361
Administration	7,696,407	6,862,503
Systems & Services	1,937,342	2,682,197
<b>Total O&amp;M Expenses</b>	<u>30,794,342</u>	<u>32,256,090</u>
<b>NET REVENUES</b>	<u>51,879,337</u>	<u>53,224,146</u>
O&M Reserve Requirement Increment	590,186	405,354
Debt Service	23,641,256	24,143,873
Direct Senior Bond Debt Service	17,269,807	16,035,533
Indirect Senior Bond Debt Service	6,371,449	8,108,341
Federal Lease Payment	405,015	420,836
<b>NET CASH FLOW</b>	<u>\$ 27,242,880</u>	<u>\$ 28,254,083</u>
Coverage (All Debt)	2.19	2.20

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Washington Dulles International Airport</b>	<b>Budget</b>	<b>Budget</b>
<b>Aviation</b>	<b>2014</b>	<b>2015</b>
Other Rents	\$ 11,094,290	\$ 13,694,290
Concessions	19,399,738	26,362,738
Utilities	2,409,734	2,509,734
Other Revenues	-	-
<b>Total Revenues</b>	<b>32,903,762</b>	<b>42,566,762</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	124,119	101,301
Other Services	123,566	401,103
Supplies & Materials	20,446	15,156
Miscellaneous	318,296	139,255
Capital Expenditures	-	-
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	204,308	198,794
Public Safety	2,105,788	1,749,244
Administration	2,014,305	1,497,175
Systems & Services	3,148,673	2,935,202
<b>Total O&amp;M Expenses</b>	<b>8,059,500</b>	<b>7,037,230</b>
<b>NET REVENUES</b>	<b>24,844,262</b>	<b>35,529,532</b>
O&M Reserve Requirement Increment	121,775	88,435
Debt Service	17,023,608	16,772,479
Direct Senior Bond Debt Service	13,339,739	13,209,378
Indirect Senior Bond Debt Service	3,683,869	3,563,100
Federal Lease Payment	106,000	91,813
<b>NET CASH FLOW</b>	<b>\$ 7,592,879</b>	<b>\$ 18,576,805</b>
Coverage (All Debt)	1.46	2.12

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<i>Washington Dulles International Airport</i>	<b>Budget</b>	<b>Budget</b>
<b>Nonaviation</b>	<b>2014</b>	<b>2015</b>
Other Rents	\$ 758,970	\$ 788,970
Concessions	2,572,515	4,067,472
Utilities	1,332,783	1,282,783
Other Revenues	166,927	166,927
<b>Total Revenues</b>	<b>4,831,194</b>	<b>6,306,151</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	(7,008)	23,941
Other Services	(19,153)	7,041
Supplies & Materials	16,227	5,598
Miscellaneous	(1,015,370)	(199,044)
Capital Expenditures	-	-
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	(357,209)	(49,172)
Public Safety	1,737,080	1,607,630
Administration	1,257,793	1,269,849
Systems & Services	3,420,236	3,302,877
<b>Total O&amp;M Expenses</b>	<b>5,032,596</b>	<b>5,968,721</b>
<b>NET REVENUES</b>	<b>(201,402)</b>	<b>337,430</b>
O&M Reserve Requirement Increment	(249,489)	75,007
Debt Service	3,628,155	3,840,363
Direct Senior Bond Debt Service	221,484	196,746
Indirect Senior Bond Debt Service	3,406,671	3,643,617
Federal Lease Payment	66,190	77,872
<b>NET CASH FLOW</b>	<b>\$ (3,646,258)</b>	<b>\$ (3,655,812)</b>
Coverage (All Debt)	(0.06)	0.09

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Washington Dulles International Airport</b>	<b>Budget</b>	<b>Budget</b>
<b>Cargo</b>	<b>2014</b>	<b>2015</b>
Other Rents	\$ 4,222,333	\$ 4,868,321
Concessions	750,544	825,443
Utilities	836,336	1,024,472
Other Revenues	-	-
<b>Total Revenues</b>	<b>5,809,214</b>	<b>6,718,236</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	121,076	87,064
Other Services	114,162	208,487
Supplies & Materials	49,083	8,407
Miscellaneous	397,869	174,068
Capital Expenditures	-	-
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	237,671	144,681
Public Safety	1,901,722	1,789,669
Administration	1,402,419	1,011,192
Systems & Services	1,387,260	1,329,374
<b>Total O&amp;M Expenses</b>	<b>5,611,262</b>	<b>4,752,943</b>
<b>NET REVENUES</b>	<b>197,951</b>	<b>1,965,293</b>
O&M Reserve Requirement Increment	112,987	59,729
Debt Service	3,539,234	3,490,449
Direct Senior Bond Debt Service	1,596,974	1,582,387
Indirect Senior Bond Debt Service	1,942,260	1,908,063
Federal Lease Payment	73,801	62,010
<b>NET CASH FLOW</b>	<b>\$ (3,528,070)</b>	<b>\$ (1,646,895)</b>
Coverage (All Debt)	0.06	0.56

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Washington Dulles International Airport</b>	<b>Budget</b>	<b>Budget</b>
<b>Passenger Conveyance</b>	<b>2014</b>	<b>2015</b>
Signatory Revenue (Net Settlement)	\$ 7,151,222	\$ 10,539,598
Passenger Conveyance Transfers	10,236,334	12,012,073
Mobile Lounge Fees	-	-
<b>Total Revenues Plus Transfer</b>	<b>17,387,556</b>	<b>22,551,670</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	12,473,578	12,328,298
Other Services	17,992,918	19,496,638
Supplies & Materials	2,385,059	2,452,961
Miscellaneous	503,414	200,403
Capital Expenditures	-	-
<i>O&amp;M Expenses (Indirect):</i>		
Maintenance	-	-
Public Safety	-	-
Administration	-	-
Systems & Services	-	-
<b>Total O&amp;M Expenses</b>	<b>33,354,969</b>	<b>34,478,299</b>
<b>NET REVENUES</b>	<b>(15,967,413)</b>	<b>(11,926,629)</b>
O&M Reserve Requirement Increment	158,184	-
Debt Service	39,912,811	37,151,901
Direct Senior Bond Debt Service	39,912,811	37,151,901
Indirect Senior Bond Debt Service	-	-
<b>NET CASH FLOW</b>	<b>\$ (56,038,408)</b>	<b>\$ (49,078,530)</b>
Coverage (All Debt)	(0.40)	(0.32)

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Washington Dulles International Airport</b>	<b>Budget</b>	<b>Budget</b>
<b>Tenant Equipment</b>	<b>2014</b>	<b>2015</b>
Equipment Charges	\$ 953,895	\$ 1,053,405
Transfers	260,870	255,428
<b>Total Revenues Plus Transfer</b>	<u>1,214,766</u>	<u>1,308,833</u>
<b>NET REVENUES</b>	<u>1,214,766</u>	<u>1,308,833</u>
O&M Reserve Requirement Increment	-	-
Debt Service	971,812	969,506
Direct Senior Bond Debt Service	971,812	969,506
<b>NET CASH FLOW</b>	<u>\$ 242,953</u>	<u>\$ 339,327</u>
Coverage (All Debt)	1.25	1.35
<b>Washington Dulles International Airport</b>	<b>Budget</b>	<b>Budget</b>
<b>Maintenance</b>	<b>2014</b>	<b>2015</b>
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	\$ 15,305,638	\$ 14,921,883
Other Services	1,479,886	1,205,256
Supplies & Materials	2,466,716	2,527,038
Miscellaneous	31,967	83,111
Capital Expenditures	-	-
<b>Total O&amp;M Expenses</b>	<u>\$ 19,284,207</u>	<u>\$ 18,737,287</u>
<b>Public Safety</b>		
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	\$ 24,010,466	\$ 24,662,008
Other Services	612,429	485,105
Supplies & Materials	1,291,791	1,339,843
Miscellaneous	104,358	61,517
Capital Expenditures	-	-
<b>Total O&amp;M Expenses</b>	<u>\$ 26,019,044</u>	<u>\$ 26,548,474</u>
<b>Administration</b>		
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	\$ 27,042,913	\$ 25,324,761
Other Services	11,103,359	7,063,698
Supplies & Materials	1,531,438	1,038,527
Miscellaneous	1,186,398	1,126,454
Capital Expenditures	-	-
<b>Total O&amp;M Expenses</b>	<u>\$ 40,864,107</u>	<u>\$ 34,553,440</u>
<b>Systems &amp; Services</b>		
<i>O&amp;M Expenses (Direct):</i>		
Payroll & Employee Benefits	\$ 1,451,406	\$ 1,513,950
Utilities	18,813,537	18,133,850
Other Services	1,264,721	949,163
Supplies & Materials	629,985	419,218
Miscellaneous	(905)	-
Capital Expenditures	-	-
<b>Total O&amp;M Expenses</b>	<u>\$ 22,158,743</u>	<u>\$ 21,016,180</u>



## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### **CAPITAL, OPERATING AND MAINTENANCE PROGRAM -- AVIATION**

Investment Program

##### *Program Summary*

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

##### *2015 Funding Requirements*

The new 2015 program authority for COMIP totals \$35.2 million.

##### *2015 Aviation Capital, Operating and Maintenance Investment Program*

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

The 2015 new program authorization for the COMIP is at \$35.2 million, \$26.3 million of which is funded by NRR from the prior year, \$8.9 million from current operating revenue.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### List of Projects

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

#### Reagan National

<b>Table 3-47</b>	<b>New</b>
<b>(dollars in thousands)</b>	<b>Authorization</b>
<b><u>Reagan National</u></b>	
Sand Shed	\$ 250
Passenger Loading Bridge (PLB) Rehabilitation with OLB Tire Conversions	650
Terminal B/C Painting	70
Hill Complex Heating System	200
Street Side Paving	200
Terminal B/C HVAC Energy Efficiency Improvements	550
Snow Melters	500
Warehouse Complex Renovation	150
Industrial Waste Drying Bed Upgrades	750
Terminal A Elevator Upgrade	701
Reconfiguration of Economy Lot	350
Upgrade Interactive Employee Training System	200
Ground Transportation Curbside Technology Enhancement Systems	250
Emergency Medical Services Cardiac Monitor/Defibrillators	160
Replacement of Self Contained Breathing Apparatus - Second Alarm Cache	120
Technology Infrastructure	1,655
Technology Business Collaboration	2,678
DCA Equipment 2015	709
PSD-DCA Equipment 2015	1,158
<b>Total Reagan National</b>	<b>\$ 11,301</b>
<b>Reagan National Funded from O&amp;M</b>	<b>\$ 8,916</b>
<b>Reagan National Funded from Authority's Share NRR</b>	<b>\$ 2,385</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Dulles International

Table 3-47 (continued) (dollars in thousands)	New Authorization
<b><i><u>Dulles International</u></i></b>	
Airfield, Pavement Maintenance and Joint Sealing	\$ 3,000
Elevators, Escalators and Moving Walks Rehabilitation	200
Landside Roadway Pavement Maintenance and Rehabilitation	500
Roof Top Unit (RTU) Replacement Program	150
Bridge Repair and Rehabilitation on DAAH	1,060
Security Improvements Access Control (Istar) Phase III of V	200
Tree/Obstacle Mitigation, Phase I of III	200
Reroofing Buildings	350
Commercial Vehicle Lane Curbside Enhancements - Main Terminal	500
Audio/Visual Paging System Replacement	475
MUFIDS Replacement and Installation, Main Terminal	150
CCTV Camera System Expansion - Main Terminal	375
Duress Alarm System Installation - Main Terminal	175
Security/Access System Enhancements	175
Emergency Operations Center, Concourse B	300
Concourse C FIS HVAC System Rehabilitation	150
Building Lighting Control Systems Replacement - Main Terminal & Concourse A/B	100
Main Terminal Ticket Counter Dynamic Signage	75
Automated Passport Control System	300
Independent Vulnerability/Security Analysis	150
Digital Dynamic Wayfinding Stations	75
Shop 1 HVAC Improvements	200
Main Terminal Pedestrian Door Sensor Replacement Phase II of II	150
MWAA MetroRail Contribution for Non-PFC Eligible Costs	3,914
Emergency Medical Services Cardiac Monitor/Defibrillators	160
Replacement of Self Contained Breathing Apparatus - Second Alarm Cache	120
Commercial Real Estate Professional Services	690
Rudder Road & Ariane Way Intersection Improv. for 2nd Gas Station & Food Court	250
Dulles Lake Commercial Lots - Utilities for 2nd Gas Station & Food Court	250
Commercial Real Estate Site Development Planning	300
Commercial Real Estate Leaseholds - Tenant Improvements and Leasing	1,000
Technology Infrastructure	1,655
Technology Business Collaboration	2,678
IAD Equipment 2015	2,237
PSD-IAD Equipment 2015	1,611
<b>Total Dulles International</b>	<b>\$ 23,874</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 35,175</b>

2015 BUDGET

Metropolitan Washington Airports Authority

**CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM**  
**2015 BUDGET**

**SUMMARY BY FUNDING SOURCE**

DESCRIPTION	FUND*	CARRYOVER BALANCES AS OF OCTOBER 1, 2014	2015 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2015 NEW PROGRAM AUTHORIZATION	EXPENDITURES		
					ESTIMATED OCT-DEC 2014	2015	2016-2017
<b>CONSOLIDATED FUNCTIONS</b>							
Capital Fund	12	\$ 17,874,323	\$ -	\$ 17,874,323	\$ 1,138,410	\$ 2,654,387	\$ 14,081,525
Federal Grant	FG	-	-	-	-	-	-
<b>Total Consolidated Functions</b>		\$ 17,874,323	\$ -	\$ 17,874,323	\$ 1,138,410	\$ 2,654,387	\$ 14,081,525
<b>RONALD REAGAN WASHINGTON NATIONAL AIRPORT</b>							
Aviation Fund	10	-	\$ 8,915,986	\$ 8,915,986	\$ -	\$ 8,915,986	\$ -
Capital Fund	12	21,944,252	2,385,114	24,329,366	4,435,248	11,556,521	8,337,596
<b>Total Reagan National Airport</b>		\$ 21,944,252	\$ 11,301,100	\$ 33,245,352	\$ 4,435,248	\$ 20,472,507	\$ 8,337,596
<b>WASHINGTON DULLES INTERNATIONAL AIRPORT</b>							
Capital Fund	12	58,642,207	23,874,000	82,516,207	8,776,165	40,507,723	33,232,316
Federal Grant	FG	-	-	-	-	-	-
<b>Total Washington Dulles International Airport</b>		\$ 58,642,207	\$ 23,874,000	\$ 82,516,207	\$ 8,776,165	\$ 40,507,723	\$ 33,232,316
<b>METROPOLITAN WASHINGTON AIRPORTS AUTHORITY</b>							
Capital Fund	12	98,460,782	26,259,114	124,719,896	14,349,823	54,718,631	55,651,437
<b>Total Metropolitan Washington Airports Authority</b>		\$ 98,460,782	\$ 35,175,100	\$ 133,635,882	\$ 14,349,823	\$ 63,634,617	\$ 55,651,437

\* Fund 10 - Aviation Fund; Fund 12 - Capital Fund; FG - Federal Grant; LOI - Letter of Intent Discretionary Grant; AR - Airline Reimbursement; and CVG - Commonwealth of Virginia State Grant

**2015 BUDGET**

Metropolitan Washington Airports Authority

**CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM**

**2015 BUDGET**

**CONSOLIDATED FUNCTIONS**

PROJ NUM	DESCRIPTION	FUND*	CARRYOVER BALANCES AS OF OCTOBER 1, 2014	2015 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2015 NEW PROGRAM AUTHORIZATION	EXPENDITURES		
						ESTIMATED OCT-DEC 2014	2015	2016-2017
	<b>OTHER</b>							
605	Compensation Studies	12	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -
619	Consultant (Use & Lease Agreement)	12	680,460	-	680,460	-	680,460	-
623	Copiers For The Offices Of Human Resources	12	23,927	-	23,927	-	23,927	-
10096	Document Management Support	12	200,000	-	200,000	-	200,000	-
10098	Claim Account Reserve	12	750,000	-	750,000	-	750,000	-
10291	Web Tech.-Psngr. Centric	12	858,298	-	858,298	858,298	-	-
10309	Legacy Technology Infrastructure	12	210,917	-	210,917	210,917	-	-
10310	2014 Police Vehicles	12	2,195	-	2,195	2,195	-	-
10316	FRD Staff Vehicle Replacements	12	35,000	-	35,000	35,000	-	-
TBD	CF Equipment 2014	12	32,000	-	32,000	32,000	-	-
TBD	Rate Stabilization	12	9,000,000	-	9,000,000	-	-	9,000,000
TBD	CF COMIP Consolidation**	12	5,081,525	-	5,081,525	-	-	5,081,525
	<b>Total Consolidated Functions</b>		<b>\$ 17,874,323</b>	<b>\$ -</b>	<b>\$ 17,874,323</b>	<b>\$ 1,138,410</b>	<b>\$ 2,654,387</b>	<b>\$ 14,081,525</b>
	<b>SUMMARY OF FUNDING SOURCE</b>							
	Capital Fund	12	\$ 17,874,323	\$ -	\$ 17,874,323	\$ 1,138,410	\$ 2,654,387	\$ 14,081,525

\* Fund 10 - Aviation Fund; Fund 12 - Capital Fund; FG - Federal Grant; LOI - Letter of Intent/Discretionary Grant; AR, Airline Reimbursement; and CVG - Commonwealth of Virginia State Grant

\*\*Reprogrammed from previously authorized COMIP funds

2015 BUDGET

Metropolitan Washington Airports Authority

CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM  
2015 BUDGET

REAGAN NATIONAL AIRPORT

PROJ. NUM	DESCRIPTION	FUND*	CARRYOVER BALANCES AS OF OCTOBER 1, 2014	2015 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2015 NEW PROGRAM AUTHORIZATION	EXPENDITURES		
						ESTIMATED OCT-DEC 2014	2015	2016-2017
<b>ROADS</b>								
3186	Expansion Joint Replacement	12	\$ 200,743	\$ -	\$ 200,743	\$ -	\$ 200,743	\$ -
3198	Bridge Pan Deck Repair	12	216,008	-	216,008	16,008	100,000	100,000
3199	Replace Old Street Light Poles	12	280,644	-	280,644	-	280,644	-
3203	Economy Lot Rehab/Satellite Lot Demo	12	150,000	350,000	500,000	-	500,000	-
<b>BUILDINGS</b>								
3080	Terminal B/C Structural Paint	12	1,863	-	1,863	-	1,863	-
3080	Terminal B/C Structural Paint	10	-	70,000	70,000	-	70,000	-
3158	Operations Computer Room Rehabilitation	12	193,357	-	193,357	153,357	40,000	-
3160	Rehabilitation of Sanitary Force Main	12	831,976	-	831,976	-	300,000	531,976
3187	Repair Baggage Belt System	12	100,000	-	100,000	-	-	100,000
3188	North Hangar Dedicated Fire System (DFS) Upgrade	12	100,000	-	100,000	-	60,000	40,000
3189	Refill Line for Central Plant	12	91,675	-	91,675	-	91,675	-
10103	Security Camera Digital Video Recorder Replacement	12	16,265	-	16,265	16,265	-	-
10104	Terminal A Restroom Renovations	12	56,214	-	56,214	56,214	-	-
10106	Hangar 4 Roof Replacement	12	117,000	-	117,000	117,000	-	-
10107	South Hangar Line Exterior Painting	12	149,473	-	149,473	-	149,473	-
10246	Passenger Loading Bridge (PLB) Rehabilitation	10	-	650,000	650,000	-	650,000	-
10250	South Hangar Line Bay Doors Rehabilitation	12	492,075	-	492,075	-	350,000	142,075
10260	Terminal A Facility Start Up	12	350,000	-	350,000	-	200,000	150,000
10287	ARFF Bunk Renovations	12	46,629	-	46,629	46,629	-	-
10328	Terminal B-C Consolidation	12	149,206	-	149,206	-	149,206	-
TBD	Warehouse Complex Renovation	12	200,000	31,950	231,950	-	31,950	200,000
New	Warehouse Complex Renovation	10	-	118,050	118,050	-	118,050	-
New	Terminal B/C HVAC Energy Efficiency Improvements	10	-	550,000	550,000	-	550,000	-
New	Terminal A Elevator Upgrade	10	-	701,000	701,000	-	701,000	-
<b>AIRFIELD FACILITIES</b>								
3176	Airfield Pavement	12	1,418,248	-	1,418,248	400,000	300,000	718,248
10111	Storm Drain Replacement (South Area)	12	415,789	-	415,789	35,789	380,000	-
10251	Redundant Power Feed for Airfield NAVAIDS	12	369,206	-	369,206	-	200,000	169,206
10333	North Boat House Demolition	12	100,000	-	100,000	-	100,000	-
New	Sand Shed	12	-	125,000	125,000	-	125,000	-
New	Sand Shed	10	-	125,000	125,000	-	125,000	-

2015 BUDGET

Metropolitan Washington Airports Authority

CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

2015 BUDGET

REAGAN NATIONAL AIRPORT

PROJ NUM	DESCRIPTION	FUND	CARRYOVER BALANCES AS OF OCTOBER 1, 2014	2015 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2015 NEW PROGRAM AUTHORIZATION	EXPENDITURES		
						ESTIMATED OCT-DEC 2014	2015	2016-2017
<b>PARKING FACILITIES</b>								
10108	Garage C Elevator Rehabilitation	12	43,216	-	43,216	43,216	-	-
10109	Garage A Elevator Rehabilitation	12	551,000	-	551,000	-	551,000	-
10110	Garage Seal Coat	12	125,000	-	125,000	-	125,000	-
<b>UTILITY SYSTEMS</b>								
3082	Electronic Information Modification	12	209,697	-	209,697	-	109,697	100,000
3206	South Sewer Pump House Rehabilitation	12	204,854	-	204,854	-	150,000	54,854
10112	Electrical Coordination Study	12	100,000	-	100,000	-	100,000	-
10113	Cooling for Terminal B/C Electrical Substations	12	450,000	-	450,000	-	300,000	150,000
10116	Flight Kitchen Fire Alarm Panel Replacement	12	150,000	-	150,000	-	150,000	-
10228	Supplemental Radiation System (SRS)	12	5,200	-	5,200	5,200	-	-
10297	Multifunctional Copier W7845PT	12	21,700	-	21,700	-	21,700	-
10334	Replace Terminal A Gas Fired Boiler	12	2,344	-	2,344	2,344	-	-
New	Hill Complex Heating System	12	-	25,400	25,400	-	25,400	-
New	Hill Complex Heating System	10	-	174,600	174,600	-	174,600	-
<b>OTHER</b>								
3014	Commercial Program Investment	12	1,599,840	-	1,599,840	-	1,100,000	499,840
3061	Capital Equipment & Facility Repair Projects	12	187,140	-	187,140	-	187,140	-
3073	Snow Removal Program	12	1,980,409	-	1,980,409	-	-	1,980,409
3102	Environmental Compliance Program	12	161,316	-	161,316	-	113,000	48,316
3128	Planning/Programming Studies	12	577,947	-	577,947	-	577,947	-
3154	Arts Program	12	103,028	-	103,028	-	33,028	70,000
3178	Arc Flash Hazard Analysis Study	12	110,446	-	110,446	-	110,446	-
3215	Capital Equipment and Facility Projects	12	369,866	-	369,866	259,866	110,000	-
3217	Public Safety - Mobile Command Post Vehicle	12	395,542	-	395,542	-	395,542	-
10125	Dedicated Fire System/Domestic Water - Williams Hydrant	12	67,801	-	67,801	-	67,801	-
10126	Safety Management Systems (SMS)	12	150,000	-	150,000	-	150,000	-
10128	2012 DCA Equipment	12	341,619	-	341,619	-	150,000	191,619
10135	Curbside Signage for Taxi Dispatch Operation - Taxi Operations	12	80,000	-	80,000	-	80,000	-
10239	ARFF Vehicle Replacement	12	163,332	-	163,332	-	163,332	-
10254	DCA Security Enhancements	12	700,000	-	700,000	600,000	100,000	-
10258	Security Identification Display Area (SIDA) APC Panel Replacement	12	179,870	-	179,870	-	179,870	-

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CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

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REAGAN NATIONAL AIRPORT

PROJ. NUM	DESCRIPTION	FUND*	CARRYOVER BALANCES AS OF OCTOBER 1, 2014	2015 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2015 NEW PROGRAM AUTHORIZATION	ESTIMATED OCT-DEC 2014	EXPENDITURES	
							2015	2016-2017
10261	DCA H12 DFS Line Replacement	12	83,477	-	83,477	-	83,477	-
10305	Technology Infrastructure	12	1,279,000	291,280	1,570,280	1,279,000	291,280	-
10305	Technology Infrastructure	10	-	1,363,720	1,363,720	-	1,363,720	-
10306	Technology Business Collaboration	12	1,404,360	471,240	1,875,600	1,404,360	471,240	-
10306	Technology Business Collaboration	10	-	2,206,260	2,206,260	-	2,206,260	-
10332	DCA Equipment 2014	12	488,558	-	488,558	-	488,558	-
10312	2014 ARFF Vehicle Replacement	12	270,265	-	270,265	-	270,265	-
TBD	Terminal A Curbside Rehabilitation	12	250,000	-	250,000	-	250,000	-
New	Street Side Paving	12	-	200,000	200,000	-	200,000	-
New	Snow Melters	10	-	500,000	500,000	-	500,000	-
New	Industrial Waste Drying Bed Upgrades	12	-	95,250	95,250	-	95,250	-
New	Industrial Waste Drying Bed Upgrades	10	-	654,750	654,750	-	654,750	-
New	Upgrade Interactive Employee Training Systems	12	-	35,200	35,200	-	35,200	-
New	Upgrade Interactive Employee Training Systems	10	-	164,800	164,800	-	164,800	-
New	Emergency Medical Services Cardiac Monitor/Defibrillators	12	-	160,000	160,000	-	160,000	-
New	Replacement of Self Contained Breathing Apparatus - Second Alarm Cache	12	-	120,000	120,000	-	120,000	-
New	Ground Transportation Curbside Technology Enhancements Systems	12	-	250,000	250,000	-	250,000	-
New	DCA Capital Equipment	12	-	68,990	68,990	-	68,990	-
New	DCA Capital Equipment	10	-	639,610	639,610	-	639,610	-
New	DCA-PSD Capital Equipment	12	-	159,804	159,804	-	159,804	-
New	DCA-PSD Capital Equipment	10	-	998,196	998,196	-	998,196	-
TBD	DCA COMIP Consolidation**	12	3,091,053	-	3,091,053	-	-	3,091,053
<b>Total Reagan National Airport</b>			<b>\$ 21,944,252</b>	<b>\$ 11,301,100</b>	<b>\$ 33,245,352</b>	<b>\$ 4,435,248</b>	<b>\$ 20,472,507</b>	<b>\$ 8,337,596</b>
<b>SUMMARY OF FUNDING SOURCE</b>								
	Aviation Fund	10	\$ -	\$ 8,915,986	\$ 8,915,986	\$ -	\$ 8,915,986	\$ -
	Capital Fund	12	21,944,252	2,385,114	24,329,366	4,435,248	11,556,521	8,337,596
<b>Total Reagan National Airport Funding Source</b>			<b>\$ 21,944,252</b>	<b>\$ 11,301,100</b>	<b>\$ 33,245,352</b>	<b>\$ 4,435,248</b>	<b>\$ 20,472,507</b>	<b>\$ 8,337,596</b>

\* Fund 10 - Aviation Fund; Fund 12 - Capital Fund; FG - Federal Grant; LOI - Letter of Intent Discretionary Grant; AR - Airline Reimbursement; and CVG - Commonwealth of Virginia State Grant

\*\*Reprogrammed from previously authorized COMIP funds



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Metropolitan Washington Airports Authority

CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

2015 BUDGET

DULLES INTERNATIONAL AIRPORT

PROJ NUM	DESCRIPTION	FUND	CARRYOVER BALANCES AS OF OCTOBER 1, 2014	2015 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2015 NEW PROGRAM AUTHORIZATION	EXPENDITURES		
						ESTIMATED OCT-DEC 2014	2015	2016-2017
	<b>ROADS</b>							
3852	Horsepen Lake/Marriott Lake Dam Rehabilitation	12	\$ 162,679	\$ -	\$ 162,679	\$ 48,000	\$ 114,679	\$ -
3853	Landside Roadway Rehabilitation	12	250,047	500,000	750,047	250,047	500,000	-
3854	Rehabilitation/Repair Access Highway Bridges	12	696,309	1,060,000	1,756,309	300,000	1,456,309	-
3870	Guardrail Maintenance&Rehab, Dulles Airport Access Highway	12	752,533	-	752,533	272,533	480,000	-
10136	Zone Signs - Greenway Ramp E	12	612,230	-	612,230	-	612,230	-
10137	Culvert Replacement on Vortac Lane	12	150,000	-	150,000	-	150,000	-
10243	Roadway Signage Rehab	12	2,011	-	2,011	-	2,011	-
	<b>BUILDINGS</b>							
3597	Rehabilitate Cargo Buildings	12	100,000	-	100,000	30,000	70,000	-
3707	Baggage Belt Rehabilitation	12	100,507	-	100,507	-	100,507	-
3731	Reroof Buildings	12	85,070	350,000	435,070	-	435,070	-
3743	Authority-Owned Jet Bridge Modifications	12	501,480	-	501,480	100,000	401,480	-
3759	Airline Space Relocation	12	500,000	-	500,000	-	500,000	-
3760	Baggage Belt Replacement (Claims 3&4)	12	129,332	-	129,332	-	129,332	-
3780	New Facility Start-Up	12	1,193,471	-	1,193,471	271,000	922,471	-
3799	Fueling Station Improvements - Shop 2	12	74,417	-	74,417	-	74,417	-
3856	Buy -out of Airports Authority Permitted Space (Conc B/D)	12	500,000	-	500,000	-	500,000	-
3866	New Facility Start-Up and Fitout	12	1,527,789	-	1,527,789	137,000	1,390,789	-
3867	Elevators, Escalators and Moving Walks Rehabilitation	12	71,628	200,000	271,628	74,000	197,628	-
3868	Capital Equipment and Facility Projects	12	306,934	-	306,934	145,000	161,934	-
3869	Shop 3 Equipment Maintenance Building Expansion	12	541,994	-	541,994	175,000	366,994	-
3882	Vehicle Storage Building Conversion to Maintenance Building Shop	12	460,105	-	460,105	100,000	360,105	-
3883	Salt/Sand Facility Rehabilitation - Corrosion Issues	12	23,448	-	23,448	-	23,448	-
3884	MUFIDS Installation, Main Terminal	12	483,151	150,000	633,151	200,000	433,151	-
3886	Carpet Replacement	12	424,726	-	424,726	125,000	299,726	-
10020	Hourly Lot Admin Bldg	12	251,025	-	251,025	251,025	-	-
10138	Dulles East Building Rehabilitation Ph. I	12	32,066	-	32,066	32,066	-	-
10140	JP Morgan Chase Bldg - HVAC System Connection to - EMCS	12	295,420	-	295,420	7,000	288,420	-
TBD	Main Terminal Pedestrian Door Sensor Replacement Phase I of II	12	100,000	-	100,000	20,000	80,000	-
TBD	Concourse B Holdroom Modifications	12	275,000	-	275,000	-	275,000	-
10317	Dulles East Building Boiler and Chiller Replacement	12	445,000	-	445,000	35,000	410,000	-
10318	Dulles East Building Perimeter Fan Coil Unit Replacement - Ph. I	12	495,000	-	495,000	25,000	470,000	-

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CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

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DULLES INTERNATIONAL AIRPORT

PROJ. NUM	DESCRIPTION	FUND*	CARRYOVER BALANCES AS OF OCTOBER 1, 2014	2015 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2015 NEW PROGRAM AUTHORIZATION	ESTIMATED OCT-DEC 2014	EXPENDITURES	
							2015	2016-2017
TBD	Bus Maintenance Facility Improvements	12	250,000	-	250,000	-	250,000	-
TBD	Commercial Vehicle Lane Curbside Enhancements - Main Terminal	12	500,000	500,000	1,000,000	-	1,000,000	-
New	CCTV Camera System Expansion - Main Terminal	12	375,000	375,000	375,000	-	300,000	75,000
New	Duress Alarm System Installation - Main Terminal	12	175,000	175,000	175,000	-	175,000	-
New	Security/Access System Enhancements	12	175,000	175,000	175,000	-	150,000	25,000
New	Emergency Operations Center, Concourse B	12	300,000	300,000	300,000	-	75,000	225,000
New	Main Terminal Ticket Counter Dynamic Signage	12	75,000	75,000	75,000	-	75,000	-
New	Digital Dynamic Wayfinding Stations, Main Terminal	12	75,000	75,000	75,000	-	75,000	-
New	Main Terminal Pedestrian Door Sensor Replacement Phase II of II	12	150,000	150,000	150,000	-	150,000	-
New	Commercial Real Estate Professional Services	12	690,000	690,000	690,000	-	690,000	-
New	Rudder Road & Ariane Way Inter. Improv. for 2nd Gas Station and Food Court	12	250,000	250,000	250,000	-	250,000	-
New	Dulles Lake Commercial Lots - Utilities for 2nd Gas Station and Food Court	12	250,000	250,000	250,000	-	250,000	-
New	Commercial Real Estate Site Development Planning	12	300,000	300,000	300,000	-	300,000	-
New	Commercial Real Estate Leaseholds - Tenant Improvements and Leasing	12	1,000,000	1,000,000	1,000,000	-	1,000,000	-
	<b>AIRFIELD FACILITIES</b>							
3593	Airfield Pavement Maintenance and Joint Sealing Repairs	12	1,197,890	3,000,000	4,197,890	1,197,890	3,000,000	-
3710	Airfield Storm Sewer Inlet Erosion Repairs	12	29,542	-	29,542	-	29,542	-
3837	Taxilane A, B, & C Trench	12	299,064	-	299,064	-	299,064	-
10143	Glycol Runoff Enhancements	12	158,854	-	158,854	17,000	141,854	-
10340	West ARFF Road Split	12	75,000	-	75,000	-	75,000	-
	<b>PARKING FACILITIES</b>							
10167	Public Parking Operations Enhancements	12	534,300	-	534,300	130,000	404,300	-
	<b>UTILITY SYSTEMS</b>							
3549	Comprehensive Utility Survey Update	12	240,620	-	240,620	25,000	215,620	-
3679	Global Positioning System Field Data	12	50,000	-	50,000	-	50,000	-
3735	Federal Compliance Law	12	16,235	-	16,235	-	16,235	-
3765	Electrical Unit Substation Replacement	12	280,734	-	280,734	-	280,734	-
3766	Replace Electrical Feeder Laterals	12	43,368	-	43,368	-	43,368	-
3768	Telephone Cable Plant Improvements & Additions	12	2,965	-	2,965	-	2,965	-
3805	HVAC Improvements (Shop 1, 2 & Metal Shop)	12	25,435	200,000	225,435	41,500	183,935	-
3859	Electricity Assistance Program	12	3,000,000	-	3,000,000	-	3,000,000	-
3871	Arc Flash Hazard Analysis - Implementation, Phase II	12	90,930	-	90,930	-	90,930	-
4887	Electrical Unit Substation Rehabilitation	12	292,853	-	292,853	-	292,853	-

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Metropolitan Washington Airports Authority

CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

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DULLES INTERNATIONAL AIRPORT

PROJ NUM	DESCRIPTION	FUND	CARRYOVER BALANCES AS OF OCTOBER 1, 2014	2015 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2015 NEW PROGRAM AUTHORIZATION	ESTIMATED OCT-DEC 2014	EXPENDITURES	
							2015	2016-2017
10148	HVAC Improvements (Shop 1, and Vehicle Body Shop)	12	661,817	-	661,817	38,000	623,817	-
10149	Roof Top Unit (RTU) Replacement Program	12	251,977	150,000	401,977	-	401,977	-
10150	Safety Management Systems (SMS) Plan	12	150,000	-	150,000	-	150,000	-
10151	Security Improvements Access Control (Istar and Biometrics)	12	81,862	200,000	281,862	40,000	241,862	-
10158	Concourse C/D HVAC Building Automation System (BAS) Network	12	161,586	-	161,586	27,000	134,586	-
10244	Audio/Visual Paging System Upgrade	12	475,000	475,000	950,000	-	950,000	-
New	Concourse C FIS HVAC System Rehabilitation	12	150,000	150,000	150,000	-	65,000	85,000
New	Building Lighting Control System Repl. - Main Terminal & Concourse A/B	12	100,000	100,000	100,000	-	45,000	55,000
	<b>OTHER</b>							
3770	Planning/Programming Studies	12	405,186	-	405,186	78,000	327,186	-
3547	Commercial Programs Investments	12	777,379	-	777,379	150,000	627,379	-
3698	Snow Removal Program	12	3,547,652	-	3,547,652	-	-	3,547,652
3746	Environmental Compliance Program	12	910,084	-	910,084	-	910,084	-
3775	2006 Equipment & Facility Repair Maintenance Projects	12	24,051	-	24,051	24,051	-	-
3827	2008 Equipment & Facility Repair Projects	12	48,356	-	48,356	48,356	-	-
3828	Arts Program	12	286,764	-	286,764	-	286,764	-
3876	Collateral Land Support	12	200,000	-	200,000	-	200,000	-
3878	Air Service Incentive Program	12	2,500,000	-	2,500,000	1,000,000	1,500,000	-
3895	Plane-Mate HED Lift Controller System Upgrade	12	425,000	-	425,000	-	425,000	-
3896	Aero Train Safety and Security Oversight	12	147,500	-	147,500	-	147,500	-
3897	Parking Operations Shuttle Buses (6)	12	608,899	-	608,899	-	608,899	-
3899	Public Safety - Firefighting Turret	12	9,897	-	9,897	-	9,897	-
10019	Regional Air Passenger Survey	12	100,000	-	100,000	-	100,000	-
10102	Authority's MetroRail Contribution for Non-PFC Eligible Costs	12	15,000,000	3,913,500	18,913,500	-	-	18,913,500
10161	2013 IAD Equipment	12	930,456	-	930,456	309,000	621,456	-
10162	Mobile Command Post Vehicle (split between DCA and IAD)	12	10,664	-	10,664	-	10,664	-
10209	CAD/CAD Dispatch System	12	19,674	-	19,674	-	19,674	-
10211	Fire Truck - Twin Agent Unit	12	24,266	-	24,266	-	24,266	-
10219	Design Support Services	12	250,000	-	250,000	-	250,000	-
10226	Risk Mitigation Measures For Baggage Conveyance Systems	12	67,246	-	67,246	-	67,246	-
10242	Dulles East Building Substation Replacement	12	15,006	-	15,006	-	15,006	-
10241	2013 Capital Equipment and Facility Repair Projects	12	610,130	-	610,130	122,000	488,130	-
10249	IAD Security Camera Project C/D	12	11,287	-	11,287	11,287	-	-

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Metropolitan Washington Airports Authority

CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

2015 BUDGET

DULLES INTERNATIONAL AIRPORT

PROJ NUM	DESCRIPTION	FUND*	CARRYOVER BALANCES AS OF OCTOBER 1, 2014	2015 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2015 NEW PROGRAM AUTHORIZATION	EXPENDITURES		
						ESTIMATED OCT-DEC 2014	2015	2016-2017
10294	Plane-Mate Passenger Transition Device and Turntable Rehabilitation	12	295,000	-	295,000	-	295,000	-
10305	Technology Infrastructure	12	1,279,000	1,655,000	2,934,000	1,279,000	1,655,000	-
10306	Technology Business Collaboration	12	1,404,360	2,677,500	4,081,860	1,404,360	2,677,500	-
10321	Automated Passport Control System	12	47,978	300,000	347,978	47,978	300,000	-
10308	Lift Net Installation at Concourse A Bridge and Concourse C FIS	12	282,862	-	282,862	-	282,862	-
10307	IAD Equipment 2014	12	88,072	-	88,072	88,072	-	-
10320	Fire Pumper Replacement (#380)	12	293,582	-	293,582	-	293,582	-
TBD	JP Morgan Chase Fire Alarm System Replacement	12	100,000	-	100,000	50,000	50,000	-
TBD	Dulles East Building Fire Alarm System Replacement	12	100,000	-	100,000	50,000	50,000	-
TBD	Ultraviolet Infrared(UVIR)Fire Detect.Retro-Com.o/IZ-Gates, ConcA&C-30	12	50,000	-	50,000	-	50,000	-
TBD	LFTF Water Lateral/ Hydrant/ Cistern Connection	12	50,000	-	50,000	-	50,000	-
10319	Ambulance	12	47,285	-	47,285	-	47,285	-
New	Tree/Obstacle Mitigation, Ph. I of III	12	-	200,000	200,000	-	200,000	-
New	Independent Vulnerability/Security Analysis	12	-	150,000	150,000	-	150,000	-
New	Emergency Medical Services Cardiac Monitor/Defibrillators	12	-	160,000	160,000	-	160,000	-
New	Replacement of Self Contained Breathing Apparatus - Second Alarm Cache	12	-	120,000	120,000	-	120,000	-
New	IAD Capital Equipment	12	-	2,237,000	2,237,000	-	492,000	1,745,000
New	PSD-IAD Capital Equipment	12	-	1,611,000	1,611,000	-	311,000	1,300,000
TBD	IAD COMIP Consolidation**	12	7,261,164	-	7,261,164	-	-	7,261,164
<b>Total Dulles International Airport</b>			<b>\$ 58,642,207</b>	<b>\$ 23,874,000</b>	<b>\$ 82,516,207</b>	<b>\$ 8,776,165</b>	<b>\$ 40,507,723</b>	<b>\$ 33,232,316</b>
<b>SUMMARY OF SOURCE FUNDS</b>								
	Capital Fund	12	\$ 58,642,207	\$ 23,874,000	\$ 82,516,207	\$ 8,776,165	\$ 40,507,723	\$ 33,232,316
<b>Total Dulles International Airport Funding Source</b>			<b>\$ 58,642,207</b>	<b>\$ 23,874,000</b>	<b>\$ 82,516,207</b>	<b>\$ 8,776,165</b>	<b>\$ 40,507,723</b>	<b>\$ 33,232,316</b>

\* Fund 10 - Aviation Fund; Fund 12 - Capital Fund; FG - Federal Grant; LOI - Letter of Intent Discretionary Grant; AR Airline Reimbursement; and CVG - Commonwealth of Virginia State Grant

\*\*Reprogrammed from previously authorized COMIP funds

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM

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

#### **Consolidated Functions**

##### **Other**

0605 Compensation Studies, \$1,221,000. Various segments of the organization's workforce pay structures and other compensation will be evaluated and potentially adjusted.

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

0623 2011 Multi-functional Copiers – Office of HR and Finance, \$55,350. This project will fund the replacement of copiers due to heavy usage.

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

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

10291 Web Technology Passenger Centric, \$950,000. This project includes the identification, design and implementation of emerging web technologies that directly impact passenger centric services and interfaces.

10309 Legacy Technology Infrastructure, \$3,278,047. This project includes the replacement of several key technologies that have aged over time within the Authority.

10310 2014 Police Vehicles, \$368,000. This project includes the replacement of twelve vehicles with the Public Safety division of the Authority.

10316 FRD Staff Vehicle Replacement, \$245,000. This project includes the replacement of five vehicles with the Public Safety division of the Authority.

2014 Consolidated Functions Equipment, \$32,000. These funds will be used to purchase a Sport Utility Vehicle for the COB.

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

COMIP Consolidation, \$5,081,525. This project includes prior year funding from projects where the work is complete and the remaining balance is no longer required or the project is no longer required. This project will

**2015 BUDGET**Metropolitan Washington Airports Authority

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be used to fund unanticipated requirements as they arise. Authorization by the CEO through the Budget Office is required.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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

#### **Ronald Reagan Washington National Airport**

##### **Roads**

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

3198 Bridge Pan Deck Repair, \$250,000. This project replaces damaged sections of the Terminal B/C bridge pan deck and replaces expansion joint. Water and chemical infiltration due to failing expansion joints have oxidized portions of the bridge pan deck. Failure to make the necessary repairs could compromise the integrity of the deck and allow for the infiltration of water and other debris to fall below.

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

3203 Economy Lot Rehab/Satellite Lot Demo, \$500,000. This project funds asphalt pavement repairs in the Economy Lot and the demolition of the Satellite lot as directed by the FAA. The Satellite lot was constructed to handle overflow due to the construction of the decks at Garages A, B, and C. With garage expansion now complete, above-ground features of the satellite lot must be removed.

##### **Buildings**

3080 Terminal B/C Structural Paint \$1,026,548. The metal components of Terminal B/C are beginning to show signs of rust due to weathering. This project will continue a multi-year program to paint the exterior surfaces of the terminal. Terminal B/C is approximately 15 years old and major corrosion prevention and control efforts are now routinely required.

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

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

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

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

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

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

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

10106 Hangar 4 Roof Replacement, \$1,391,000. This project preserves and restores the roof of Hangar 4 on the historic hangar line. Execution of this project will protect structural roof components essential to the integrity of this hangar. New tenants are in the process of fitting out office space in Hangar 4.

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

10246 Passenger Loading Bridge (PLB) Rehabilitation, \$1,509,000. This multi-year project will upgrade the motor drives and tires on 35 Authority owned PLBs. Work will include the replacement of the existing D.C. drives with A.C. drives, replace the air-filled tires with solid rubber wheels, and replace the original ball screws on each gate.

10250 South Hangar Line Bay Doors Rehabilitation, \$500,000. This multi-year project funds for the rehabilitation of the large hangar bay doors. Work will include brake replacement, roller and guide replacement, weather seal installation, and rehabilitation of cables and motors for Hangars 2, 3, and 4.

10260 Terminal A Facility Start Up, \$350,000. This project will provide facility startup funds requested for projects associated with the new security checkpoint and baggage make up facility.

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



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10328 Terminal B-C Consolidation, \$200,000. This project will focus on the consolidation of several different aspects of Terminal B and Terminal C in Reagan National.

New Warehouse Complex Renovation, \$350,000. This project will make modifications to the warehouse complex in order to provide for a safer and more efficient work environment. Work will include demolishing a structurally deficient second floor to provide more storage area with the use of more heavy metal gauge stackable racks.

New Terminal B/C HVAC Energy Efficiency Improvements, \$550,000. This project is the initial phase of a multiyear project to add airside economizer equipment and controls to reduce cooling load. Add CO2 and CO monitors to control fresh air intake volume. Add variable frequency drives (VFDs) to air handling unit fans and secondary chilled water pumps to improve efficiency.

New Terminal A Elevator Upgrades, \$701,000. This project will refurbish the two oldest elevators in Terminal A (adjacent to the historic lobby and the USO). The units will be upgraded to be in compliance with current mechanical and ADA codes.

#### **Airfield Facilities**

3176 Airfield Pavement, \$3,100,000. This project provides funding for cyclical, preventive and corrective maintenance services. Over time the existing airfield pavements deteriorate due to aircraft loading and weathering. In order to keep our pavements in compliance with the FAA funding, this is needed to ensure these areas are safe and structurally sound. Funds will be used to replace concrete panels in the aircraft gate pad alleys of Terminal B/C and on the Taxiway Bravo holding pad.

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

10251 Redundant Power Feed for Airfield NAVAIDs, \$450,000. This project provides a redundant power feed to the new FAA facilities (ALSF, ASDE-X, Glide slope) relocated by the RW 1-19 expansion project.

10333 North Boat House Demolition, \$350,000. This project will remove the old north boat house and associated pier and pilings.

New Sand Shed, \$250,000. This new facility will be designed for the proper storage of corrosive chemicals and improved loading operations during snow events.

#### **Parking Facilities**

10108 Parking Facilities Garage C Elevator Rehabilitation, \$99,000. This project replaces elevator controllers, traveling cables, hoist way electrical components, hatch switches, selectors, drive units, door operators, safety

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edges, door interlocks, car top operating devices, car operating panels and hall call buttons on the three elevators located in Garage C.

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

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

#### **Utility Systems**

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

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

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

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

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

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

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10297 Multifunctional Copier W7845PT, \$21,700. This project funds for the replacement of a Multifunctional Copier.

10334 Replace Terminal A Gas Fired Boiler, \$600,000. This project will replace the deteriorating gas fired boiler to ensure heating in Terminal A is maintained. The existing boilers were installed in 1968 and have exceeded their useful life. Over time the boiler has warped and become inefficient. Replacement parts are no longer available.

New Hill Complex Heating System, \$200,000. This project will replace temporary trailer boiler that provides heat to the Hill complex offices. Current system is a rental unit which was installed as a temporary solution for heating of the hill complex. The new permanent system will be a gas fired high efficiency boiler system located inside.

#### **Other**

3014 Commercial Program Investment, \$3,919,000. This project will fund commercial program initiatives that help increase the value of the Airport's facilities. Some initiatives include: retail, food and beverage facility improvements, installation of commercial signage, architectural services to review concessionaires, and designs for store fronts and store layouts, and other improvements that are part of the initiative. As tenant leases expire, infrastructure modifications may be required to attract new tenants. This may include relocation of utilities, facility enhancements, and incentives to attract prospective tenants. This project will also provide funds to meet contractual obligations to food and beverage management companies.

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

3073 Snow Removal Program, \$2,463,400. This project provides funding for snow removal requirements, excluding personnel related costs, during extraordinary snow events.

3102 Environmental Compliance Program, \$2,713,000. These funds will be used to continue an ongoing environmental management program. The statutory requirements, which are regulated by federal and state agencies, stipulate that the Airports Authority permit, update, monitor and assess environmental impacts. The following compliance programs are included: water quality, deicing/anti-icing runoff, pollution prevention, underground and above ground storage tanks, energy initiatives and air quality.

3128 Planning & Programming Studies, \$1,050,000. This project provides funding for planning and programming related to facilities rehabilitation, reuse, or expansion anticipated to be of a COMIP scale or content.

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

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3178 Arc Flash Hazard Analysis Study, \$350,000. This project provides funding for the study and the identification of the flash protection boundaries and the establishment of the maximum hazard/risk categories for Reagan National's electrical power distribution system.

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

3217 Public Safety – Mobile Command Post Vehicle, \$1,100,000. This project provides funding for a vehicle to be used as a Mobile Command Post and back-up to the Public Safety Communications Center.

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

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

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

10135 Curbside Signage for Taxi Dispatch Operation, \$80,000. This project will provide funding for the curbside signage for the taxi dispatch operation. This signage will alert passengers to prevailing conditions with taxi availability.

10239 ARFF Vehicle Replacement, \$1,100,000. This project provides funding to replace the 1989 ARFF vehicle, Foam 356.

10254 DCA Security Enhancements, \$700,000. This multi-year project will harden and upgrade our perimeter security system and convert existing analog cameras to IP mega-pixel cameras with-in the facility.

10258 Security Identification Display Area (SIDA) APC Panel Replacement, \$300,000. This multi-phased project will support the airports transition to a new security access technology. The existing system is at capacity due to the increasing numbers of badge holders. This new system will provide more capacity and provides a platform for more advanced access control applications. This project is the third phase of a multi-year project to transition to the latest security access control system. The current system has reached end of life and will not be supported by the manufacturer in the near term.

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

10305 Technology Infrastructure (Infrastructure Improvements), \$2,934,000. Funds to study existing LAN/WAN infrastructure architecture (data, telecommunications, radio) across both campuses, develop and implement

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

10306 Technology Business Collaboration, \$4,652,500. The Enterprise Application Roadmap and its subsequent implementation will provide a more tightly integrated set of applications than operate currently supported software, address security risks, and are more cost effective to maintain. Funds for Phase I of a III phase program will be used for ongoing operation and maintenance of Oracle ERP (EBS, PropWorks, OBIEE), and enhancement of the ERP and PropWorks system to include technology and application upgrades. A study and implementation of a data warehouse(s) system which will enable the Authority to make better use of data via trending reports and market analysis for business users are also funded.

10332 2014 Reagan National Equipment, \$580,000. These funds will be used to purchase critical equipment and complete facility repair projects.

10312 2014 ARFF Vehicle Replacement, \$1,200,000. This project provides funding to replace an aged ARFF vehicle at Reagan National.

New Terminal A Curbside Rehab, \$250,000. This project installs new bus shelters, safety railing, lights and concrete to improve the use and appearance of the Terminal A curbside.

New Street Side Paving, \$200,000. This project is the initial phase of a multiyear project for landside asphalt maintenance paving with an emphasis on the Economy and Employee parking lot areas.

New Snow Melters, \$500,000. This equipment will provide additional resources needed to remove snow and reopen DCA after a weather event.

New Industrial Waste Drying Bed Upgrades, \$750,000. This project will upgrade the current Industrial Waste Drying Bed that is aging and in need of repair.

New Upgrade Interactive Employee Training System, \$200,000. This project will replace the existing IET (Interactive Employee Training) work stations and videos. Hardware is beyond useful life and needs to be replaced to improve efficiency of training process.

New Emergency Medical Services Cardiac Monitor/Defibrulators, \$160,000. This project will replace the existing devices that have surpassed the 5 year benchmark for replacement. 4 units.

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New Replacement of Self Contained Breathing Apparatus – Second Alarm Cache, \$120,000. This project will replace the existing SCBA (Second Alarm Cache) as they are the oldest Fire & Rescue emergency back-up supply inventory. 15 units.

New Ground Transportation Curbside Technology Enhancements Systems, \$250,000. This project will update the current curbside area for newer, more technology based transportation couriers such as Uber, Lyft, etc.

COMIP Consolidation, \$3,091,053. This project includes prior year funding from projects where the work is complete and the remaining balance is no longer required or the project is no longer required. This project will be used to fund unanticipated requirements as they arise. Authorization by the CEO through the Budget Office is required.

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

#### **Washington Dulles International Airport**

##### **Roads**

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

3853 Landside Roadway Rehabilitation, \$4,271,000. This project provides funding for a multi-year project for all cyclical preventive, routine and major corrective maintenance and pavement marking services for the Dulles Airport Access Highway, landside roadways, employee lots, cargo lots and public parking areas at Dulles International.

3854 Rehabilitation/Repair Access Highway Bridges, \$2,397,000. This project provides funding for the rehabilitation of the bridges along the Dulles International Airport Access Highway (DIAAH). The bridges identified for repair and rehabilitation are as follows: East-West service (Aviation Drive) bridge over the Access Highway, Eastbound over W&OD, Westbound over W&OD, and Westbound over Hunter Mill Road.

3870 Guardrail Maintenance and Rehabilitation, Dulles International Airport Access Highway (DAAH), \$1,300,000. This project provides funding for a multi-year project for both routine and major corrective maintenance services for guardrail, guide cables and attenuators on the DIAAH. Work consists of upgrading sub-standard guardrails, replacing damaged guard cable and replacing rusted and weathered guardrails on overpasses and bridge abutments.

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

10137 Culvert Replacement on Vortac Lane, \$150,000. This project will provide funding for a hydraulic analysis and the construction of culverts near Vortac Lane. The existing size of culverts on Vortac Lane is undersized for current storm water demand.

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

##### **Buildings**

3597 Rehabilitate Cargo Buildings, \$373,688. This project provides funding for the repair and rehabilitation of Cargo Buildings 1, 2, 3, and 4. The repairs will include improvements to all life-safety components, structural, and utilities throughout the facilities.

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

3731 Reroof Buildings, \$1,303,000. This multi-year program will replace/repair roofs airport-wide. The 2014 program provides funding for the Grounds Equipment Storage Building, JP Morgan Chase Building, Vehicle Storage Building, Old FedEx Building, Joint Police/Fire Facility, Fueling Station, and Sand and Salt Building.

3743 Airports Authority-Owned Jet Bridge Modifications, \$3,310,000. This project provides funding for modifications to Airports Authority-owned gates, gate areas, and jet bridges. Work for 2014 will include roof fall protection hand rail kits, double swing door retrofits, and lift column screw shaft and motor replacements on jet bridges.

3759 Airline Space Relocation, \$635,918. This project provides funding for the Airports Authority to relocate airline tenants and/or their operational support space to accommodate new service or to make the best use of facilities.

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

3780 New Facility Startup, \$6,200,000. These funds will provide the resources necessary to accomplish the integration of newly-constructed facilities into existing operational systems. This multi-year program will provide a contingency source of funds for critical items outside the scope of CCP projects. The program will also provide for critical repairs to items which are discovered late in the turnover process or after start-up. The requested amount is approximately two percent of the amount of construction.

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

3856 Buy-out of Airports Authority Airline Permitted Space – Concourse B/D, \$500,000. This project provides funding for the relocation of displaced airline tenants to accommodate support services at the new gate areas.

3866 New Facility Startup & Fitout, \$3,500,000. This project provides funding for this multi-year program and provides a contingency source from which funds can be drawn for critical items outside the scope of CCP projects, and for critical repairs to items that are identified in the turnover process or after start-up. In 2014 projects will be in support of installing a bag tag reader system in south baggage basement and installing an elevator in the Concourse C APM Station.



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3867 Elevators, Escalators, and Moving Walks Rehabilitation, \$1,170,500. This project provides funding, for this multi-year project, for the rehabilitation of aging conveyance system units per the Original Equipment Manufacturer (OEM) requirements.

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

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

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

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

3884 MUFIDS Installation, Main Terminal, \$1,125,000. This project provides funding to install two LCD MUFIDS displaying departure information on the ticketing level of the terminal. These MUFID banks will be in line with the east and west escalators.

3886 Carpet Replacement, \$600,000. This project replaces carpet in Temporary Mobile Lounge Docks at the Main Terminal, Mobile lounge floors, plane-Mate wall and floors, Mobile Lounge Docks in Concourses A and B, and Jet Bridges Concourse A and B.

10020 Hourly Parking Lot Building, \$750,000. This project will fund the design to replacement of the existing Hourly Parking Lot Building. It is required that the building reside in close proximity to the exit plaza which is in the historic core at Dulles International (per the Design Manual). The project also required additional utilities to service the building.

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

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

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

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

10317 Dulles East Building Boiler and Chiller Replacement, \$445,000.

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

10318 Dulles East Building Perimeter Fan Coil Unit Replacement - Ph. I, \$495,000. This multi-phase project will replace the perimeter heating/cooling fan coil units throughout the building over a four year period. These units and valves have exceeded their 15-20 year useful life expectancy and are failing.

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

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

New CCTV Camera System Expansion – Main Terminal, \$375,000. This project will provide CCTV coverage of all working positions, on all kiosks – Northside and Southside, Departure, Arrival and Commercial Levels of the airport as well as overall surveillance of the hourly parking lot.

New Duress Alarm System Installation, \$175,000. This project will install duress alarms at all Main Terminal ticket counters & FIS supervisor position locations. They will be tied into the current CCURE alarm system and report specific alarm location to the PSCC.

New Security/Access System Enhancements, \$175,000. This project will purchase and install a visitor escort management system, as well as continue the installation of Biometric card readers in portals leading to the secure area from the Main Terminal.

New Emergency Operations Center, Concourse B, \$300,000. This project will build an Emergency Operations Center in Concourse B. A location has been identified within the Airport Operations space below Gate A32. There would need to be some office reconfiguration to create a large enough space to accommodate the EOC facility. The room would be able to be used for other purposes when not in use as an Emergency Operations Center, such as a training facility.

New Main Terminal Ticket Counter Dynamic Signage, \$75,000. This project will upgrade the 269 ticket counter LEDs, software, and computers. This is a one-time project that addresses the requirement for better communication with the traveling public accessing all airlines at Dulles International.

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*New Digital Dynamic Wayfinding Stations, \$75,000.* This project will install Touch Screen interactive digital wayfinding kiosks that are capable of driving web and mobile content from a single, flexible digital signage software platform.

*New Main Terminal Pedestrian Door Sensor Replacement Phase II of II, \$150,000.* This project will replace the 276 pedestrian doors located on the Departures, Arrivals, and Commercial Vehicle Levels within the Main Terminal.

*New Commercial Real Estate Professional Services, \$690,000.* This project would provide funding to advance the real estate portfolio to market through necessary services relating to internal feasibility and strategy, and to the investigation and preparation of "due diligence" information to identify the specifics and the condition of offered property.

*New Rudder Road & Ariane Way Intersection Improvements for Second Gas Station and Food Court, \$250,000.* This project will provide for the design and construction to modify the intersection between Rudder Road and Ariane Way.

*New Dulles Lake Commercial Lots – Utilities for Second Gas Station and Food Court, \$250,000.* This project will provide for the design and construction of service utilities to the leasehold/pad sites for the second gas station and food court, which is along Dulles Lake in the southwest quadrant of the Rudder Road and Arianne Way intersection. Utilities include water, sewer, gas, telephone/communications, and electricity.

*New Commercial Real Estate Site Development Planning, \$300,000.* This project would provide funding to prepare the real estate portfolio for market through necessary studies and investigations dealing with the subdivision and development of land parcels.

*New Commercial Real Estate Leaseholds – Tenant Improvements and Leasing, \$1,000,000.* This project would provide funding to attract tenants into existing IAD property. In 2015, this is specifically envisioned as a portion of the unoccupied space in the office buildings at 45025 and 45045 Aviation Drive (J.P. Morgan and Dulles East Buildings respectively).

#### **Airfield Facilities**

*3593 Airfield Pavement Maintenance and Joint Sealing, \$38,694,000.* This project provides funding for cyclical preventative and corrective maintenance services; work will consist of spall and pothole repairs, joint sealing, shoulder sealing and slab leveling.

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

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

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

10340 West ARFF Road Split, \$75,000. This project will create a split on the West ARFF Road and build a section of new road that intersects the eastern end of RW 12-30 run-up block thereby providing emergency response vehicles (medics) quicker access to respond to calls throughout the airfield. The split would also allow MWAAs maintenance vehicles access to the airfield without encroaching on the Object Free Area (OFA) adjacent to TW Y-11.

#### **Parking Facilities**

10167 Public Parking Operations Enhancements, \$880,000. This project provides funding for revenue control and customer service enhancements to the public parking operation. In 2014 this project will fund for the design and construction of canopies over the existing entrances to public parking surface lots and install security cameras in the cashier booths related to public parking.

#### **Utility Systems**

3549 Comprehensive Utility Survey Update, \$1,050,000. This project provides funding for and update for a utility survey of the entire Airport. The survey will identify the location and type of all sewer, sanitary sewer, Fuel Lines, electrical, and water lines.

3679 Global Positioning System (GPS) Field Data, \$550,000. This project provides funding for the collection of field data on infrastructure as it is constructed, verifies existing survey monuments, and monitors the accuracy of the Airport's survey monuments to support various construction projects. Data will also be used for future implementation of Geographical Information System databases.

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

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

3766 Replace Electrical Feeder Laterals, \$1,000,000. This project provides funding to replace the existing main electrical feeder(s), feeder laterals, and the associated control systems, throughout IAD, that have reached the end of their useful life, demonstrate unreliable performance and/or eventual failure or show signs of danger to airport operations or employee safety.

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

3805 HVAC Improvements (Shop 1 and 2 and Metal Shop) \$700,000. This project provides funding for the HVAC equipment salvaged from the Concourse G to be relocated and installed at Shops 1, 2, and the Metal Shop.

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

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

4887 Electrical Unit Substation Rehabilitation, \$406,000. This project provides funding for the rehabilitation of existing electrical substations (as well as the space in which they are located) throughout IAD to extend the useful life of the unit substation.

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

10149 Roof Top Unit (RTU) Replacement Program, \$700,000. This project provides funding for this multi-phase project to replace old or damaged RTUs at various locations around the airport. In 2014 this project will concentrate on the replacement of deteriorated or damaged RTUs at various locations on Concourse A.

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

10151 Security Improvements Access Control (Istar and Biometrics), \$900,000. This project provides funding for a multi-phase project to support the Airports transition to a new security access technology. The existing system is at capacity due to the increasing numbers of badge holders. This new system will provide more capacity and provides a platform for more advanced access control applications.

10158 Concourse C/D HVAC Building Automation System (BAS) Network, \$400,000. This project provides funding for this multi-year project to include RS-232 BACnet network connections to Concourse C/D Roof-top air handling unit's controllers, VAV terminal boxes and energy meters. The second phase of this project will network an additional 40 units of the 105 select RTU serving a few of the most important tenant areas and

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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provide network BAS (Building Automation System) connections that will allow greater monitoring and control capability.

10244 Audio/Visual Paging System Upgrade, \$950,000. This project provides funding for upgrading the obsolete system hardware, monitors, and software associated with the Visual Paging and Audio Messaging System (VPAMS) within the Main Terminal, International Arrivals Building, and Concourse A/B.

New Concourse C FIS HVAC System Rehabilitation, \$150,000. This project will assess and redesign the original HVAC system in operation in the Concourse C FIS.

New Building Lighting Control System Repl.- Main Terminal & Concourse A/B, \$100,000. This project entails the replacement of the lighting control systems that operate various interior and exterior lighting systems within the Main Terminal, the A & B Concourses and the AeroTrain People Mover (APM) Stations including Interior & Exterior Up-Lights, Exterior Down Lights, Departures and Arrivals Levels Rail Lights, Hold Room Lighting, Corridor Lighting, Canopy Lighting, Bag Claim Level Lighting, etc.

#### **Other**

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

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

3698 Snow Removal Program, \$14,094,600. This project provides funding for snow removal requirements, excluding personnel related costs, during extraordinary snow events.

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

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

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

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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

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

3878 Air Service Incentive Program, \$2,500,000. This project provides funding for the Air Service Incentive Program that will be developed to encourage new non-stop air service at Dulles International for qualifying air carriers.

3895 Plane-Mate HED Lift Controller System Upgrade, \$425,000. This project provides funding for this multi-phased project to replace obsolete electronic passenger pod electronic controllers on Plane-Mates. Phase 2 will consist of the rehab of ten Plane-Mate units. The continued hardstand operations will extend the need for these vehicles.

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

3897 Parking Operations Shuttle Buses, \$10,535,000. This project provides funding for the purchase of low-floor diesel buses to replace eight high mileage and high maintenance cost buses.

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

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

10102 Airports Authority's Metrorail Contribution for Non-PFC Eligible Costs, \$18,913,500. This project provides funding for the Airports Authority's contribution of 4.1 percent of costs of the Metrorail Project – Phase 1 and 2. PFCs have been targeted as the source of the Airports Authority's contribution to the Metrorail Project. However, should PFC eligibility requirements prohibit PFCs from being used to cover the full amount; \$10 million is programmed in the COMIP budget for any non-PFC eligible costs.

10161 2013 Capital Equipment and Facility Projects, 2,000,000. This project provides funding to purchase critical capital equipment and complete facility repair projects.

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

10209 CAD2CAD Dispatch System, \$178,000. This project will support the Public Safety branch of Dulles International.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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10211 Fire Truck – Twin Agent Unit, \$125,000. This project provides funding for the purchase of a twin agent fire truck to support the Public Safety branch of Dulles International.

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

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

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

10242 Dulles East Building Substation Replacement, \$945,000. This project provides funding to replace the Dulles East Building substation. The funding will support replacing the high and low voltage components, including the 13.2kV equipment, distribution transformer and 480 volt distribution switchgear.

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

10294 Plane-Mate Lift Transition Device and Turntable Rehabilitation Upgrade – Phase 1, \$295,000. This project provides funding for a multi-phased project to rehabilitate Plane-Mate lift transition devices and turntables on all 30 units. Phase 1 will fund the following: development of mechanical drawings, design and fabrication of press fixture, development of a prototype roller unit, and rehabilitation of turntables and roller units for ten Plane-Mates.

10305 Technology Infrastructure (Infrastructure Improvements), \$2,934,000. Funds to study existing LAN/WAN infrastructure architecture (data, telecommunications, radio) across both campuses, develop and implement more efficient architecture. The existing Data Centers across the Office of Technology consolidate to improve efficiencies, reduce power requirements, and reduce carbon footprint. New data centers, servers, routers, switches, and additional fiber connectivity will be purchased. This is Phase I of a III phase program. An IT Information Library (ITIL) Study and Gap Analysis to develop an ITIL framework will be conducted. Additionally, funds will also be used to improve wireless access for Airports Authority users, enhance web-based training for employees, and enable 800MHz radio service via mobile devices. This is Phase I of a III phase program.

10306 Technology Business Collaboration, \$4,652,500. The Enterprise Application Roadmap and its subsequent implementation will provide a more tightly integrated set of applications than operate currently supported



## 2015 BUDGET

### Metropolitan Washington Airports Authority

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software, address security risks, and are more cost effective to maintain. Funds for Phase I of a III phase program will be used for ongoing operation and maintenance of Oracle ERP (EBS, PropWorks, OBIEE), and enhancement of the ERP and PropWorks system to include technology and application upgrades. A study and implementation of a data warehouse(s) system which will enable the Authority to make better use of data via trending reports and market analysis for business users are also funded.

10321 Automated Passport Control System, \$2,250,000. This project installs 32 new passport control system kiosk to expedite the international arrivals experience at the airport. There will be 18 kiosk installed in the IAB and 12 kiosks installed in the FIS.

10308 Lift Net Installation at Concourse A Bridge and Concourse C FIS, \$300,000. Install a LiftNet monitoring system to support Concourse A bridge and Concourse C FIS. This system will monitor 18 units that do not have redundancy, that are vital to Airport operations, security, and for ADA egress by the public. This system will allow maintainers real-time information of conveyance system operations and allow faster response times for deficiencies.

10307 IAD Equipment 2014, 1,124,000. This project provides funding to purchase critical capital equipment and complete facility repair projects.

10320 Fire Pumper Replacement, \$900,000. This project provides funding to replace an aged Fire Pumper at Dulles International.

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

New Dulles East Building Fire Alarm System Replacement, \$100,000. This project replaces the current fire alarm system including head-end system, devices, and wiring throughout the building. Replacement parts for this system are no longer available or supported by the manufacturer.

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

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

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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10319 Ambulance Replacement, \$315,000. This project provides funding to replace an aged ambulance vehicle at Dulles International.

New Tree/Obstacle Mitigation, \$200,000. This project includes the removal or mitigation of trees in the 19L departure 1R approach. A multi-year program is envisioned to address all of the obstructions that have been identified.

New Independent Vulnerability/Security Analysis, \$150,000. This project will initiate a joint solicitation for IAD/DCA to hire a contractor to complete an Independent Vulnerability/Security Risk Analysis, specifically in regards to Active Shooter and Terminal Bomber scenarios.

New Emergency Medical Services Cardiac Monitor/Defibrulators, \$160,000. This project will replace the existing devices that have surpassed the 5 year benchmark for replacement. 4 units.

New Replacement of Self Contained Breathing Apparatus – Second Alarm Cache, \$120,000. This project will replace the existing SCBA (Second Alarm Cache) as they are the oldest Fire & Rescue emergency back-up supply inventory. 15 units.

COMIP Consolidation, \$7,261,164. This project includes prior year funding from projects where the work is complete and the remaining balance is no longer required or the project is no longer required. This project will be used to fund unanticipated requirements as they arise. Authorization by the CEO through the Budget Office is required.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### **CAPITAL CONSTRUCTION PROGRAM — AVIATION**

##### The Airports Authority's Master Plans

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

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

##### Reagan National

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

##### Dulles International

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

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

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### Capital Construction Program

The Airports Authority continues the emphasis on program management, including cost and schedule control, construction safety, and quality assurance of its capital program. The new CCP is based on facility needs and financial feasibility, specifically as provided for in the proposed Airline Agreement. The new program authorization for the CCP is \$1.2 billion. The new 2015 CCP authorization reflects certain provisions of the new Use and Lease Agreement.

New CCP authorization for projects at Reagan National is \$1.034 billion. Projects include the design and construction of a new commuter concourse, and various enabling projects including airfield, roads, and systems projects associated with the commuter concourse project; Terminal B/C to National Hall into a post security secure area and enabling projects; and preliminary planning and design to potentially expand or replace Terminal A. The Reagan National CCP new authorization also includes various airfield, roadway, utility and other ancillary support projects and \$84.2 million for construction of an approximately 1,600 space multi-level parking garage.

The CCP new authorization at Dulles International is \$142 million. Projects include facility modifications to increase the operational efficiencies of Concourse C/D, including elevator, boiler, heating ventilation, and air conditioning systems, electrical, and fuel delivery improvements. The CCP at Dulles International also includes funding for repair and maintenance of the two Airports Authority's owned buildings.

The CCP also includes \$10 million for the costs associated with building a Live Fire Training Facility at Dulles International. The costs are allocated equally at each Airport. Other projects include airfield pavement panel replacement, roadway, and utility system improvements, and funding for various engineering planning studies.

#### List of Projects

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

Expenditure estimates for 2015 include the continuation of projects started in prior periods in addition to projects to be initiated in 2015. Expenditure estimates for 2015 include only the impact of continuing with projects authorized in 2015 or in prior periods. Completed projects reflect actual project costs, while continuing projects are presented in 2013 dollars. Project estimates reflect annual inflation cost escalation.

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

**2015 BUDGET**  
Metropolitan Washington Airports Authority

Table 3-48 (dollars in thousands)	New Authorization	Estimated Funding	
		Bonds	Grants/PCs
<b><i>Reagan National</i></b>			
New North Concourse (Design/Construction)	\$ 328,100	\$ 209,829	\$ 118,271
New North Concourse Enabling Projects	111,341	61,407	49,934
Secure National Hall	226,000	90,159	135,841
Secure National Hall Enabling Projects	6,742	2,615	4,127
Terminal A (Preliminary Planning), Various Airfield, Roadway, Utility and Other Projects	362,236	243,072	119,164
<b>Total Reagan National</b>	<b>\$ 1,034,419</b>	<b>\$ 607,082</b>	<b>\$ 427,337</b>
<b><i>Dulles International</i></b>			
Airfield Projects - Taxiways, Pavement Panel Replacement and Enhancements	\$ 34,767	\$ 8,692	\$ 26,076
Terminals - Concourse A/B, Concourse C/D, Main Terminal Exit Doors, Live Fire Training Facility Improvements and Office Buildings	38,928	38,928	-
Utility Systems - Telecommunications Ductbank Replacement and Additional System Improvements	11,125	11,125	-
Access Highway Improvements	15,000	15,000	-
Other - Technology, AeroTrain Major Maintenance Cycle, Mobile Lounge Rehabilitation and Various Other Projects	42,179	42,179	-
<b>Total Dulles International</b>	<b>\$ 141,999</b>	<b>\$ 115,924</b>	<b>\$ 26,076</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 1,176,418</b>	<b>\$ 723,006</b>	<b>\$ 453,413</b>
<b>Total Authorizations Recommended to Closeout</b>		<b>\$ (3,026)</b>	
<b>Total New Debt</b>		<b>\$ 719,980</b>	

#### Project Descriptions

Descriptions of projects in previous budgets are repeated in this budget if the projects are still active in 2015. These descriptions, as well as descriptions of new projects authorized in prior years and the deferred projects, are included. The project amount shown is the total current cost estimate for the project.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Reagan National Map

## RONALD REAGAN WASHINGTON NATIONAL AIRPORT 2015 CCP PROJECTS



### ● 2015 CCP PROJECTS

1. Terminal A Redevelopment
2. Secure National Hall
3. New North Concourse
4. Terminal C Bag Room Renovations
5. Terminal A Hardening and Safety
6. South Area Airfield Improvements
7. Airfield Trench Drains
8. Glycol Collection Systems
9. Interim Roadway Improvements
10. Structured Parking Garage
11. Campus Utility Distribution and Central Plant Improvements

12. Sanitary Sewer Main Reconstruction - Terminal C To North Pump Station
13. Live Fire Training Facility Improvements (at IAD)

### AIRPORT WIDE PROJECTS

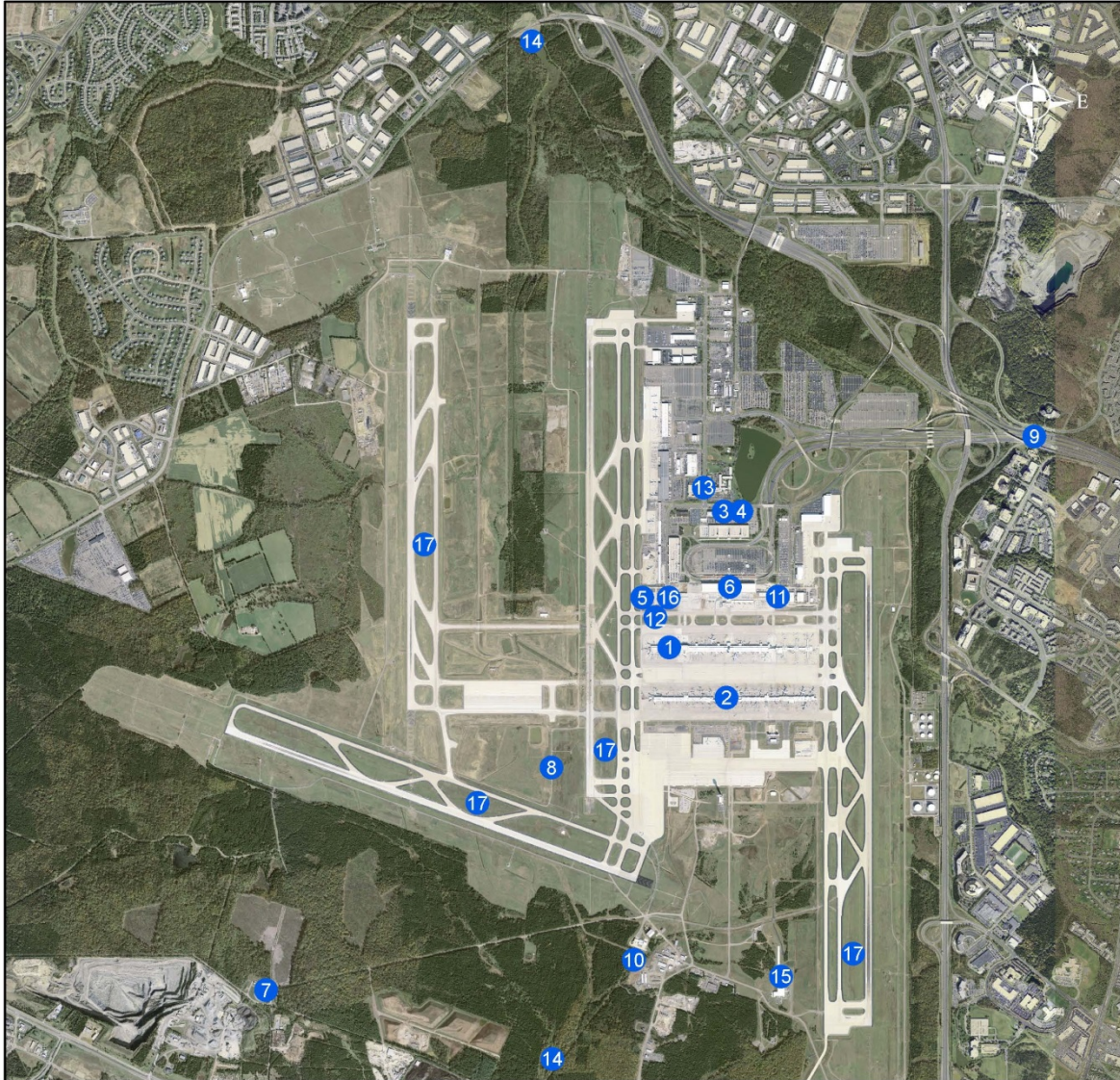
15. Airfield Pavement Rehabilitation Program
16. Airfield Geometry Requirements
17. Electrical System Upgrades
18. Other Planning and Programming
19. Severe Storm Resiliency Improvements
20. Security Infrastructure/Enhancements
21. Aerial Imagery and Contour Lines

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Dulles International Map

## WASHINGTON DULLES INTERNATIONAL AIRPORT 2015 CCP PROJECTS



#### ● 2015 CCP PROJECTS

1. Concourse A/B Enhancements
2. Concourse C/D Enhancements
3. JP Morgan Chase Office Building Rehabilitation
4. Dulles East Building Office Building Rehabilitation
5. Shops / Warehouse Building Renovations
6. Main Terminal Entrance Doors
7. Live Fire Training Facility Improvements
8. Taxiway S and W-5
9. Access Highway Road Improvements
10. Cub Run Pump Station Improvements
11. Utility Building Main Feeder Replacement
12. Convert Underground to Above Ground Storage Tanks
13. Replace Telecommunications Duct Bank

14. Stormwater Management Facilities (North and South)
15. Aero Train Major Maintenance Cycle
16. Mobile Lounge/Planemate Rehabilitation
17. Airfield Stormwater Sewer Reconstruction

#### AIRPORT WIDE PROJECTS

18. Airfield Pavement Panel Replacement
19. Sanitary Sewer System Improvements
20. Aerial Imagery and Contour Lines
21. Other Planning and Programming
22. Special Systems

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Capital Construction Program

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

2015 BUDGET

SUMMARY

DESCRIPTION	CARRYOVER BALANCES AS OF OCTOBER 1, 2014	2015 NEW PROGRAM AUTHORIZATION	CARRYOVER BALANCES & 2015 NEW PROGRAM AUTHORIZATION	ESTIMATED OCT-DEC 2014	EXPENDITURES			FUNDING SOURCE*		
					2015	2016	2017-2025	BONDS	GRANTS	PFCs
<b>REAGAN NATIONAL AIRPORT</b> Total Reagan National Airport	\$ 121,137,919	\$ 1,034,419,346	\$ 1,155,557,265	\$ 13,195,790	\$ 117,246,707	\$ 193,457,952	\$ 831,656,816	\$ 680,343,310	\$ 67,277,000	\$ 407,936,955
<b>DULLES INTERNATIONAL AIRPORT</b> Total Dulles International Airport (excluding Dulles Metrorail contribution)	135,395,788	141,999,488	277,395,276	17,140,958	122,455,749	79,448,647	58,349,921	246,440,620	30,313,615	641,041
Capitalized Interest	81,313,664	-	81,313,664	5,236,755	9,059,608	17,629,192	49,388,110	81,313,664	-	-
<b>TOTAL METROPOLITAN WASHINGTON AIRPORTS AUTHORITY</b>	<b>\$ 337,847,371</b>	<b>\$ 1,176,418,834</b>	<b>\$ 1,514,266,205</b>	<b>\$ 35,573,503</b>	<b>\$ 248,762,064</b>	<b>\$ 290,535,791</b>	<b>\$ 939,394,846</b>	<b>\$ 1,008,097,594</b>	<b>\$ 97,590,615</b>	<b>\$ 408,577,996</b>

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



## 2015 BUDGET

### Metropolitan Washington Airports Authority

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY												
Capital Construction Program												
2015 BUDGET												
REAGAN NATIONAL AIRPORT												
PROJ NUM	DESCRIPTION	CARRYOVER BALANCES AS OF OCTOBER 1, 2014	2015 NEW PROGRAM AUTHORIZATION (2015-2025)	CARRYOVER BALANCES & 2015 NEW PROGRAM AUTHORIZATION	ESTIMATED OCT-DEC 2014	EXPENDITURES			FUNDING SOURCE*			
						2015	2016	2017-2025	BONDS	GRANTS	PFCs	
	<b>ROADS</b>											
10342 NEW	Route 233 & South Bound GWMP Ramp Bridges Rehabilitation Interim Roadway Improvements (Phase V Roadways)	\$ 1,100,000	\$ 12,000,000	\$ 1,100,000	\$ -	\$ 1,100,000	\$ 900,000	\$ -	\$ 1,100,000	\$ -	\$ -	\$ 7,346,000
	<b>BUILDINGS</b>											
3172	Restroom Modifications and Upgrades	343,648	-	343,648	-	343,648	-	-	343,648	-	-	-
3219	Public Safety, Airport Engineering, and Maintenance Relocation Study	157,000	-	157,000	-	157,000	-	-	157,000	-	-	-
3221	Terminal A Building Rehabilitation	10,731,711	-	10,731,711	3,019,521	7,712,190	-	-	10,731,711	-	-	-
10095	Terminal B/C Improvements	3,438,493	-	3,438,493	196,792	3,241,701	-	-	3,438,493	-	-	-
10237	Terminal B/C Long Term Re-Development Program - Phase 1	1,260,155	-	1,260,155	132,517	755,301	372,337	-	1,260,155	-	-	-
10238	Hangar 6 Roof Replacement	730,530	-	730,530	243,200	487,330	-	-	730,530	-	-	-
10331	Hangar 7 Roof Replacement	1,500,000	-	1,500,000	98,408	1,401,592	-	-	1,500,000	-	-	-
NEW	Terminal A Planning/Programming/Schematic Design/Enabling Project Des	-	4,600,000	-	-	4,600,000	-	-	4,600,000	-	-	-
NEW	Terminal A General Rehabilitation	-	55,800,000	-	-	420,000	3,080,000	52,300,000	35,684,000	-	-	20,116,000
NEW	Secure National Hall	-	226,000,000	-	-	2,962,800	24,465,200	198,572,000	90,160,000	-	-	135,840,000
NEW	Secure National Hall Enabling Projects (South/North Checkpoint)	-	6,742,197	-	-	468,669	1,075,050	5,198,278	2,615,197	-	-	4,127,000
NEW	New North Concourse (NNC)	-	328,100,000	-	-	8,778,000	21,270,000	298,052,000	200,524,000	-	-	127,576,000
NEW	NNC Enabling Projects	-	74,155,748	-	-	15,186,682	31,697,026	27,272,040	23,608,748	-	-	50,547,000
NEW	NNC Enabling Projects - MWAA Corporate Office Building (Demo & Reloc)	-	37,185,639	-	-	4,663,093	31,060,885	1,461,681	37,185,639	-	-	-
NEW	Terminal C Bag Room Renovations	-	36,973,000	-	-	900,000	2,700,000	33,373,000	36,973,000	-	-	-
NEW	Live Fire Training Facility Improvements	-	5,000,000	-	-	875,000	4,125,000	-	5,000,000	-	-	-
NEW	Terminal A Hardening and Safety	-	4,000,000	-	-	250,000	1,800,000	1,950,000	1,551,000	-	-	2,449,000
	<b>AIRFIELD FACILITIES</b>											
3104	Runway 1 RSA and Hold Apron Expansion	913,964	-	913,964	85,815	828,149	-	-	913,964	-	-	-
3132	Runway Overlays and Taxiway Rehabilitation	10,105,226	-	10,105,226	323,624	1,245,887	6,673,815	1,861,900	4,036,826	2,427,000	-	3,641,400
3222	Runway 4-22 and 15-33 RSA Improvements Funding	43,447,915	-	43,447,915	6,800,066	20,991,587	14,043,016	1,613,246	10,861,980	-	-	32,585,935
10326	Taxiway and Taxiway Resurfacing Program	11,498,247	-	11,498,247	278,173	4,361,697	6,858,377	-	5,775,627	-	-	5,722,620
NEW	Hold Apron 1 Expansion	-	19,400,000	-	-	-	-	19,400,000	4,850,000	-	-	14,550,000
NEW	TV-900 Airfield Electric Vault Relocation	-	10,000,000	-	-	130,000	1,170,000	8,700,000	2,500,000	-	-	7,500,000
NEW	Airfield Trench Drains	-	13,000,000	-	-	-	-	13,000,000	3,250,000	-	-	9,750,000
NEW	Glycol Collection System	-	4,000,000	-	-	-	-	4,000,000	1,000,000	-	-	3,000,000
NEW	Pad B Hold Block Expansion	-	13,000,000	-	-	-	-	13,000,000	3,250,000	-	-	9,750,000
NEW	Airfield Pavement Rehabilitation Program	-	24,200,000	-	-	660,500	2,225,846	21,313,654	7,400,000	-	-	16,800,000
NEW	Airfield Geometry Requirements	-	3,000,000	-	-	100,000	1,450,000	1,450,000	3,000,000	-	-	-
	<b>PARKING FACILITIES</b>											
3167 NEW	Parking Revenue Control System Replacement Structured Parking Garages	895,456	-	895,456	-	595,456	200,000	100,000	895,456	-	-	-
			84,200,000			500,000	7,500,000	76,200,000	84,200,000	-	-	-

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Capital Construction Program

##### 2015 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

PROJ NUM	DESCRIPTION	CARRYOVER BALANCES AS OF OCTOBER 1, 2014	2015 NEW PROGRAM AUTHORIZATION (2015-2025)	CARRYOVER BALANCES & 2015 NEW PROGRAM AUTHORIZATION	ESTIMATED OCT-DEC 2014	EXPENDITURES			FUNDING SOURCE*			
						2015	2016	2017-2025	BONDS	GRANTS	PFCs	
<b>REAGAN NATIONAL AIRPORT</b>												
	<b>UTILITY SYSTEMS</b>											
3223	Modify DFS Sys. to Accommodate Surge Transients/Oper. Characteristics	1,145,923	-	1,145,923	15,250	1,130,673	-	-	-	1,145,923	-	-
3224	Power Distribution Upgrades - Phases 1 and 2	5,185,224	-	5,185,224	659,627	2,102,799	2,422,798	-	-	5,185,224	-	-
10220	Campus Utility and Central Plant Improvements - Phase 1	2,848,923	-	2,848,923	522,476	2,326,447	-	-	-	2,848,923	-	-
NEW	DCA Special Systems	1,600,000	-	1,600,000	-	158,241	1,441,759	600,000	-	1,600,000	-	-
NEW	Replace Emergency Generators	-	600,000	600,000	-	-	-	600,000	-	600,000	-	-
NEW	Power Distribution Upgrades - Phase 3	-	2,000,000	2,000,000	-	750,000	1,050,000	200,000	-	2,000,000	-	-
NEW	Campus Utility Distribution & Central Plant Improvements - Phase 2	-	18,000,000	18,000,000	-	2,400,000	8,500,000	7,100,000	-	13,000,000	-	5,000,000
NEW	Switchgear Upgrade	-	4,000,000	4,000,000	-	400,000	2,500,000	1,100,000	-	2,156,000	-	1,864,000
NEW	Sanitary Sewer Main Reconstruction - Trm C to North Pump Station	-	1,000,000	1,000,000	-	200,000	800,000	-	-	1,000,000	-	-
NEW	Pump Station and Force Main Rehabilitation	-	10,300,000	10,300,000	-	-	250,000	950,000	-	5,300,000	-	5,000,000
NEW	Power Cable Replacement	-	1,200,000	1,200,000	-	-	-	-	-	1,200,000	-	-
	<b>OTHER</b>											
3079	Other Planning and Programming	2,331,618	-	2,331,618	187,817	1,271,640	872,161	-	-	2,331,618	-	-
3107	Geographical Information System	233,023	-	233,023	-	132,420	100,603	-	-	233,023	-	-
3225	Color Digital Orthophotography	277,588	-	277,588	44,041	233,547	-	-	-	277,588	-	-
3226	Next Generation Public Safety Communications System	14,229,315	-	14,229,315	75,933	6,100,000	500,000	7,553,382	-	14,229,315	-	-
10229	Police Range and Training Facility	5,532,796	-	5,532,796	81,220	2,724,603	2,726,973	-	-	2,032,796	3,500,000	-
NEW	Infrastructure Modernization & Integration Services	-	6,000,000	6,000,000	-	4,500,000	1,500,000	-	-	6,000,000	-	-
NEW	Data Center Consolidation	-	1,750,000	1,750,000	-	900,000	600,000	250,000	-	1,750,000	-	-
NEW	Public Wi-Fi and Cellular Services Business Study and Program Mgmt.	-	750,000	750,000	-	750,000	-	-	-	750,000	-	-
NEW	Public Safety Sys Replacement (911, Crashnet, AEGIS) Des & Phase 1 Imp.	1,199,855	3,000,000	4,199,855	-	2,699,855	750,000	750,000	-	4,199,855	-	-
NEW	Unified Digital Signage and Content Mgmt Sys Des Study & Phase 1 Imp.	-	1,750,000	1,750,000	-	600,000	600,000	550,000	-	1,750,000	-	-
NEW	Enterprise Mobile Applications and Website Phase 2 Implementation	-	1,350,000	1,350,000	-	1,350,000	400,000	-	-	1,750,000	-	-
NEW	Other Planning and Programming	-	10,000,000	10,000,000	-	1,000,000	1,000,000	8,000,000	-	6,939,000	-	3,061,000
NEW	Severe Storm Resiliency Improvements	-	5,000,000	5,000,000	-	500,000	2,000,000	2,500,000	-	1,939,000	-	3,061,000
NEW	Perimeter Security Fence	-	3,200,000	3,200,000	-	350,000	1,450,000	1,400,000	-	3,200,000	-	-
NEW	Security Infrastructure	-	2,000,000	2,000,000	-	500,000	500,000	1,000,000	-	2,000,000	-	-
NEW	Aerial Imagery and Contour Lines	-	762,762	762,762	-	-	127,127	635,635	-	762,762	-	-
NEW	Other	431,310	-	431,310	431,310	-	-	-	-	431,310	-	-
	<b>TOTAL REAGAN NATIONAL AIRPORT</b>	<b>\$ 121,137,919</b>	<b>\$ 1,034,419,346</b>	<b>\$ 1,155,557,265</b>	<b>\$ 13,195,790</b>	<b>\$ 117,246,707</b>	<b>\$ 193,457,952</b>	<b>\$ 831,656,816</b>	<b>\$ 680,343,310</b>	<b>\$ 67,277,000</b>	<b>\$ 407,936,955</b>	

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

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Capital Construction Program		METROPOLITAN WASHINGTON AIRPORTS AUTHORITY											
2015 BUDGET		DULLES INTERNATIONAL AIRPORT											
PROJ NUM	DESCRIPTION	CARRYOVER BALANCES AS OF OCTOBER 1, 2014	2015 NEW PROGRAM AUTHORIZATION (2015 2017)	CARRYOVER BALANCES & 2015 NEW PROGRAM AUTHORIZATION	ESTIMATED OCT-DEC 2014	EXPENDITURES			FUNDING SOURCE*				
						2015	2016	2017-2025	BONDS	GRANTS	PFCs		
	<b>ROADS</b>												
	Access Highway Road Improvements	\$ -	\$ 15,000,000	\$ 15,000,000	\$ -	\$ -	\$ 15,000,000	\$ -	\$ -	\$ -	\$ 15,000,000	\$ -	\$ -
	<b>BUILDINGS</b>												
3695	Conveyor and Building Changes for Inline Baggage Screening	40,235,720	-	40,235,720	7,943,912	27,470,426	4,821,382	-	-	-	40,235,720	-	-
3697	Concourse C/D Rehabilitation	8,176,465	-	8,176,465	952,495	3,087,306	3,571,042	565,622	-	-	8,176,465	-	-
3722	Concourse Modifications for Airbus A-380	1,306,025	-	1,306,025	686,704	619,321	-	-	-	-	1,306,025	-	-
3748	International Arrivals Building (IAB) Exp.	641,041	-	641,041	63,846	577,195	-	-	-	-	-	-	641,041
3865	Gates A27-A31 (B27-B31) Sterile Corridor Restoration	24,861	-	24,861	600	24,261	-	-	-	-	24,861	-	-
3914	Historic ATCT Exterior Preservation Phase 1B	2,012,154	-	2,012,154	767,697	1,244,457	-	-	-	-	2,012,154	-	-
3915	Main Terminal Commissioning Phase 2	796,239	-	796,239	83,749	712,490	-	-	-	-	796,239	-	-
3919	Cargo Bldg. Rehabilitation - Phase 1	1,981,367	-	1,981,367	805,242	1,176,125	-	-	-	-	1,981,367	-	-
10230	Cargo Building Rehabilitation - Phase 1 and 2	4,664,971	-	4,664,971	-	3,986,439	678,532	-	-	-	4,664,971	-	-
NEW	Concourse A/B	-	1,175,000	1,175,000	-	1,175,000	-	-	-	-	1,175,000	-	-
NEW	Concourse C/D	-	22,527,881	22,527,881	-	8,262,280	6,444,765	7,820,836	-	-	22,527,881	-	-
NEW	Main Terminal Exit Doors	-	220,000	220,000	-	-	-	220,000	-	-	220,000	-	-
NEW	JP Morgan Chase Office Building Rehabilitation	-	4,415,000	4,415,000	-	4,415,000	-	-	-	-	4,415,000	-	-
NEW	Dulles East Building	-	3,990,000	3,990,000	-	3,990,000	-	-	-	-	3,990,000	-	-
NEW	Shops and Warehouse Building Renovation	-	1,600,000	1,600,000	-	505,000	1,095,000	-	-	-	1,600,000	-	-
NEW	Live Fire Training Facility Improvements	-	5,000,000	5,000,000	-	250,000	4,750,000	-	-	-	5,000,000	-	-
	<b>AIRFIELD FACILITIES</b>												
3570	Fourth Runway & Associated Taxiways	288,028	-	288,028	91,178	196,850	-	-	-	-	-	288,028	-
3635	Airfield Pavement Panel Replacement	322,359	-	322,359	46,201	276,158	-	-	-	-	322,359	-	-
10262	Cargo Building 7 Apron (CA Parking)	7,800,000	-	7,800,000	797,269	785,179	5,816,411	1,186,320	-	-	7,800,000	-	-
3838	Fourth Runway Maintenance Equipment	785,179	-	785,179	785,179	-	-	-	-	-	785,179	-	-
10089	Proposed Taxiways Improvements (Hangar Facility)	385,112	-	385,112	206,943	178,169	-	-	-	-	385,112	-	-
10050	Airfield Pavement Panel Replacement	9,863,489	-	9,863,489	2,225,172	6,032,691	1,605,626	-	-	-	9,863,489	-	-
10221	Hydrant Fuel Line Improvements	4,930,324	-	4,930,324	943,225	3,875,333	111,766	-	-	-	4,930,324	-	-
NEW	Hydrant Fueling Cathodic Protection System (Concourse A/B)	600,000	-	600,000	-	157,400	442,600	-	-	-	150,000	450,000	-
NEW	Airfield Pavement Panel Replacement	-	31,267,450	31,267,450	-	7,020,000	11,290,000	12,957,450	-	-	7,816,863	23,450,588	-
NEW	Taxiway S and W-5	-	3,500,000	3,500,000	-	3,500,000	-	-	-	-	875,000	2,625,000	-
	<b>PARKING FACILITIES</b>												
10081	Public Parking Rev. Control Sys Replacement	11,714,746	-	11,714,746	-	654,544	200,000	10,860,202	-	-	11,714,746	-	-
	<b>UTILITY SYSTEMS</b>												
3536	Utility Systems Planning & Programming	109,119	-	109,119	-	65,723	43,396	-	-	-	109,119	-	-
3655	Special System - Tie-ins and Upgrades	456,877	-	456,877	25,394	431,483	-	-	-	-	456,877	-	-
3841	Maintenance Equipment Storage Building	1,175,701	-	1,175,701	87,769	1,087,932	-	-	-	-	1,175,701	-	-

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Capital Construction Program 2015 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

PROJ NUM	DESCRIPTION	CARRYOVER BALANCES AS OF OCTOBER 1, 2014	2015 NEW PROGRAM AUTHORIZATION (2015 2017)	CARRYOVER BALANCES & 2015 NEW PROGRAM AUTHORIZATION	ESTIMATED OCT-DEC 2014	EXPENDITURES			FUNDING SOURCE*		
						2015	2016	2017-2025	BONDS	GRANTS	PFCs
3820	High Temperature Hot Water Gen. Replacement	2,900,228	-	2,900,228	786,459	2,113,769	-	-	2,900,228	-	-
3821	Comprehensive Electrical Utility Critical Rehabilitation - Phase 1	1,075,063	-	1,075,063	34,380	1,040,683	-	-	1,075,063	-	-
4851	Radio Program Upgrades	573,714	-	573,714	-	-	573,714	-	573,714	-	-
10248	Access Control & Alarm Monitoring System Integration	1,365,408	-	1,365,408	178,445	1,116,139	70,824	-	1,365,408	-	-
10222	Dedicated Fire System Surge Prevention	913,996	-	913,996	333,935	580,061	-	-	913,996	-	-
NEW	Cub Run Pump Station Improvements	-	1,500,000	1,500,000	-	1,500,000	-	-	1,500,000	-	-
NEW	Utility Building Main Feeder Replacement	-	225,000	225,000	-	225,000	-	-	225,000	-	-
NEW	Convert Underground to above Ground Storage Tanks	-	1,250,000	1,250,000	-	1,250,000	-	-	1,250,000	-	-
NEW	Airfield Stormwater Sewer Reconstruction	-	250,000	250,000	-	-	250,000	-	250,000	-	-
NEW	Replace Telecommunications Ductbank - Autpilot Drive	-	3,600,000	3,600,000	-	1,500,000	2,100,000	-	3,600,000	-	-
NEW	Sanitary Sewer System Improvements (misc. projects)	-	3,700,000	3,700,000	-	400,000	3,300,000	-	3,700,000	-	-
NEW	Stormwater Management Facilities (North and South)	-	600,000	600,000	-	100,000	500,000	-	600,000	-	-
	<b>OTHER</b>										
3537	Other Planning & Programming	178,450	-	178,450	84,430	94,020	-	-	178,450	-	-
3682	Comprehensive Airport Security System Study	1,131,592	-	1,131,592	245,020	886,572	-	-	1,131,592	-	-
3657	Site Development for Commercial Hangars	674,710	-	674,710	-	674,710	-	-	674,710	-	-
3762	Access Control & Monitoring Sys, CCTV and Video Monitoring Sys	2,484,418	-	2,484,418	52,049	1,983,607	448,762	-	2,484,418	-	-
3763	Geographical Information System	252,685	-	252,685	-	102,685	150,000	-	252,685	-	-
3707	Contribution to Dulles Metrolink	233,041,165	-	233,041,165	-	15,000,000	18,000,000	200,041,165	-	-	233,041,165
3822	Next Generation Public Safety Communications System	14,160,773	-	14,160,773	-	6,100,000	500,000	7,560,773	14,160,773	-	-
3823	Color Digital Orthophotography	342,589	-	342,589	55,960	286,629	-	-	342,589	-	-
3924	Special Systems	1,094,994	-	1,094,994	93,989	563,305	437,700	-	1,094,994	-	-
4884	Permanent Sign System	828,313	-	828,313	-	-	828,313	-	828,313	-	-
10983	Other Planning & Programming	2,191,089	-	2,191,089	81,615	1,541,610	567,864	-	2,191,089	-	-
10094	Environ. Asses. for Western Airport Support Zone & Gen. Av.	1,247,241	-	1,247,241	5,376	529,924	711,941	-	1,247,241	-	-
10229	Police Range and Training Facility	5,532,796	-	5,532,796	81,220	2,724,603	2,726,973	-	2,032,796	3,500,000	-
NEW	Infrastructure Modernization & Integration Services	-	6,000,000	6,000,000	-	4,500,000	1,500,000	-	6,000,000	-	-
NEW	Data Center Consolidation	-	1,750,000	1,750,000	-	900,000	600,000	250,000	1,750,000	-	-
NEW	Public Wi-Fi and Cellular Services Business Study and Program Mgmt.	-	750,000	750,000	-	750,000	-	-	750,000	-	-
NEW	Public Safety Sys Replacement (911, Crashnet, AEGIS) Des&Phase1 Imp	-	3,000,000	3,000,000	-	1,500,000	750,000	750,000	3,000,000	-	-
NEW	Unified Digital Signage and Content Mgmt Sys Des Study & Phase1 Imp	-	1,750,000	1,750,000	-	600,000	600,000	550,000	1,750,000	-	-
NEW	Enterprise Mobile Applications and Website Phase 2 Implementation	-	1,750,000	1,750,000	-	1,350,000	400,000	-	1,750,000	-	-
NEW	Aero Train Major Maintenance Cycle	-	10,162,422	10,162,422	-	2,849,439	3,647,367	3,665,616	10,162,422	-	-
NEW	Mobile Lounge/PlaneMate Rehabilitation	-	7,330,000	7,330,000	-	-	-	7,330,000	7,330,000	-	-

## 2015 BUDGET

### Metropolitan Washington Airports Authority

<b>Capital Construction Program</b>											
<b>2015 BUDGET</b>											
<b>→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY</b>											
<b>DULLES INTERNATIONAL AIRPORT</b>											
PROJ NUM	DESCRIPTION	CARRYOVER BALANCES AS OF OCTOBER 1, 2014	2015 NEW PROGRAM AUTHORIZATION (2015 2017)	CARRYOVER BALANCES & 2015 NEW PROGRAM AUTHORIZATION	ESTIMATED OCT-DEC 2014	EXPENDITURES			FUNDING SOURCE*		
						2015	2016	2017-2025	BONDS	GRANTS	PFCs
NEW	Other Planning and Programming	-	3,000,000	3,000,000	-	1,000,000	1,000,000	1,000,000	3,000,000	-	-
NEW	Special Systems	-	5,300,000	5,300,000	-	1,900,000	1,700,000	1,700,000	5,300,000	-	-
NEW	Aerial Imagery And Contour Lines	-	1,386,735	1,386,735	-	138,674	138,674	1,109,387	1,386,735	-	-
	Other	177,953	-	177,953	177,953	-	-	-	177,953	-	-
	<b>TOTAL DULLES INTERNATIONAL AIRPORT</b>	<b>\$ 368,436,953</b>	<b>\$ 141,999,488</b>	<b>\$ 510,436,441</b>	<b>\$ 17,140,958</b>	<b>\$ 137,455,749</b>	<b>\$ 97,448,647</b>	<b>\$ 258,391,086</b>	<b>\$ 246,440,620</b>	<b>\$ 30,313,615</b>	<b>\$ 233,682,206</b>
	<b>TOTAL DULLES INTERNATIONAL AIRPORT EXCLUDING DULLES METROAIRL CONTRIBUTION</b>	<b>\$ 135,395,788</b>	<b>\$ 141,999,488</b>	<b>\$ 277,395,276</b>	<b>\$ 17,140,958</b>	<b>\$ 122,455,749</b>	<b>\$ 79,448,647</b>	<b>\$ 58,349,921</b>	<b>\$ 246,440,620</b>	<b>\$ 30,313,615</b>	<b>\$ 641,041</b>
	<b>CAPITALIZED INTEREST</b>	<b>\$ 81,313,664</b>	<b>\$ -</b>	<b>\$ 81,313,664</b>	<b>\$ 5,236,755</b>	<b>\$ 9,059,608</b>	<b>\$ 17,629,192</b>	<b>\$ 49,388,110</b>	<b>\$ 81,313,664</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>TOTAL METROPOLITAN WASHINGTON AIRPORTS AUTHORITY (excluding Dulles Metrorail Contribution)</b>	<b>\$ 337,847,371</b>	<b>\$ 1,176,418,834</b>	<b>\$ 1,514,266,205</b>	<b>\$ 35,573,503</b>	<b>\$ 248,762,064</b>	<b>\$ 290,535,791</b>	<b>\$ 939,394,846</b>	<b>\$ 1,006,097,594</b>	<b>\$ 97,590,615</b>	<b>\$ 408,577,996</b>

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

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### **CAPITAL CONSTRUCTION PROGRAM**

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

#### **Ronald Reagan Washington National Airport**

##### **Roads**

0000 Route 233 and South Bound GWMP Ramp Bridges Rehabilitation, \$1,100,000. This project will rehabilitate two fifty-year-old bridges over the George Washington Memorial Parkway – one on Route 233 and one on the airport exit to the southbound Parkway – will receive new wearing surfaces on decks and approaches, and will have sidewalks and railings improved. An abandoned ramp into the airport near Hangar 7 will be converted to an emergency-only entrance.

(NEW U&L) Interim Roadway Improvements, \$12,000,000. This project provides for interim roadway improvements to increase capacity to roadways. The project includes new lanes, intersections and merge areas, reconfiguration of existing road alignments, traffic controls, and additional wayfinding.

##### **Buildings**

3015 Public Safety Communication Center, \$23,310,145. This project includes a study, design, and construction of an expanded consolidated communications center at Reagan National. The center, located on the first floor of Hangar 5, will be expanded and reconfigured to include fire and police positions for both Reagan National and Dulles International's operations. Additional space for radio equipment and personnel will also be provided. Building-wide rehabilitations of aged Hangar 5 utility systems such as plumbing, electrical and HVAC are also planned. Included are relocation of existing radio control consoles, 911 software supplements, integration of the AeroTrain emergency monitoring systems and upgrade of telephone switches.

3172 Restroom Modifications and Upgrades, \$5,908,000. This project includes the modification and upgrade of restrooms in the Airport terminal.

3183 River Rescue Support Facility, \$3,057,637. The project consists of designing and constructing a new River Rescue Facility to protect the emergency boats and to provide space for equipment storage. The new facility will be used by the River Rescue Team who provides emergency response to situations on the Potomac River adjacent to the Airport.

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

3221 Terminal A Building Rehabilitation, \$43,526,000. The existing historic Terminal A will be restored and rehabilitated to improve air carrier and commuter aircraft accommodations. Work will include demolition of

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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additions to the original terminal, installation of new loading bridges, reconfiguration and/or relocation of ticketing and baggage claim areas, rehabilitation of the heating/cooling systems for compatibility with the Airport's new boiler/chiller system, and other related improvements.

4458 Terminal A Building Rehabilitation, \$55,487,082. This project includes planning, design and construction authorization to address rehabilitation and capacity improvements needed at the "Banjo" concourse, the concourse and lobby connection including an expansion of the security checkpoint to accommodate TSA's AIT devices, curb and curbside check-in, ticket lobbies, outbound and inbound baggage makeup systems, other public and non-public areas that are related/enabling projects, and optical fiber cable. The project also includes planning and preliminary engineering efforts for the long-term rehabilitation and partial reconstruction of Terminal A.

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

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

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

10331 Hangar 7 Facility Rehabilitation, \$1,500,000. Funds design and construction of several major components of the hangar facility that are in need of rehabilitation. This first phase of work includes replacement of the lower roof membrane and insulation. Hangar 7 is listed on the National Register and is the center of operations for general aviation activity. This project is part of a multi-phase rehabilitation effort.

(NEW U&L) Terminal A Planning/Programming/Schematic Design/Enabling Project Design and Terminal A General Rehabilitation, \$60,400,000. This project provides for the planning and programming efforts in support of the Terminal A development program. This includes design efforts for all enabling projects, including additional restroom design/construction, terminal interim general rehabilitation including baggage improvements, ticket counter relocation, improved gates and boarding bridges, banjo additions, special systems, utility/HVAC modifications, and asbestos abatement.

(NEW U&L) Secure National Hall and Secure National Hall Enabling projects (south/North Checkpoint), \$232,742,197. The secure National Hall project provides for Terminal B/C improvements to convert National Hall

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into a post-security secure area. Security screening check points will be developed on the north and south end of Terminal B/C. Certain enabling projects such as implementation of special systems and tenant/Authority relocations are also included.

(NEW U&L) New North Concourse (NCC), NCC Enabling Projects, NCC Enabling projects – MWA Corporate Office Building (Demo & Reloc), \$439,441,387. A new concourse north of existing Terminal C to accommodate the hardstand gates adjacent to Hangars 11 and 12 will be constructed. A new pier-concourse connected to Terminal B/C will provide no more than 14 contact gates to replace the 14 hardstand gates. Certain enabling projects such as Corporate Office Building and Hangar 11 and 12 demolition, tenant relocation, triturator, utility plant upgrades, and special systems infrastructure are also included.

(NEW U&L) Terminal C Bag Room Renovations, \$36,973,000. Modifications to the outbound baggage handling system in Terminal C will be made to accommodate additional airline activity and the New North Concourse. Work includes common ticket level agent counter (check-in) to bag room processing, new make-up carousel, relocation of the TSA screening station, relocation of the tug charging stations (south), modification to utility conduits, and new baggage handling system equipment and control room.

(NEW U&L) Live Fire Training Facility Improvements, \$5,000,000. This project provides for a master plan study, design, and construction of a modern firefighters' training facility to meet FAA training requirements. The facility will include new and rehabilitated fuselage, galley, wheel well, and cockpit propane-fueled training props with automated controls. This project is located at Dulles International and the cost will be allocated to the Airports.

(NEW U&L) Terminal A Hardening and Safety, \$4,000,000. This project will improve security and safety measures and associated infrastructure for Terminal A. These improvements include a hardened barrier in front of the terminal, enhanced lighting and CCTV surveillance, enhanced vehicular and passenger flows, improve pedestrian safety railing, and bus stops.

#### **Airfield**

3104 Runway 1/19 Safety Area Improvements and Hold Apron Modification, \$43,850,206. Design and construct improvements necessary to mitigate FAA-identified, RSA deficiencies for Runway 1/19. Currently, the dimensions of the RSA at Reagan National do not meet the FAA design criteria and the Airport is operating under a waiver. The RSA is an area surrounding the runway that is prepared for or suitable for reducing the risk of injury to passengers or damage to aircraft should an aircraft happen to depart from the runway in the event of an undershoot, overshoot, or excursion from the runway boundary for any other reason. The RSA includes all pavements, shoulders, turf, blast pads, and stopways as applicable. The project also includes enhancements to the Runway 1 hold apron and infrastructure.

3132 Runway Overlays and Taxiway Rehabilitation, \$49,775,614. Various sections of the runway and taxiways require asphalt resurfacing. This project consists of installing four inches of asphalt mill and overlay and associated pavement markings on the 6,869 foot runway 1-19, the 4,911 foot runway 4-22, and the 5,204 foot runway 15-33. Preliminary design results on the initial phase of the project indicate that additional rehabilitation



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will be required on the runway and taxiway. The 37 percent increase in estimated costs is due to a rise in the price of asphalt.

3222 Runway 15-33 and 4-22 RSA Improvements, \$72,071,479. This project will provide funding for the design, construction, and environmental mitigation for the required safety area improvements for crosswind Runways 4-22 and 15-33. Work is to be complete by December 31, 2015 as required by Congress.

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

10326 Taxiway and Taxilane Resurfacing Program, \$11,505,000. Funds for design and construction for the rehabilitation of portions of the taxiway network located in front of the terminal apron.

(NEW U&L) South Area Airfield Improvements – Hold Apron 1 Expansion and TV-900 Airfield Electric Vault Relocation, and Pad B Hold Block Expansion, \$42,400,000. Hold Apron 1 and Pad B will be expanded to accommodate addition aircraft for departure holds and sequencing, parking, circulation, and deicing operations during winter snow events. The TV 900 electric vault will be relocated and the emergency generator replaced.

(NEW U&L) Airfield Trench Drains, \$13,000,000. This project will install storm water trench drains adjacent to the primary departure end of Runway 1 and adjacent to Taxiways B, C and J. The trench drains will be piped and connected into the glycol collection system.

(NEW U&L) Glycol Collection Systems, \$4,000,000. This system consists of above ground storage tanks used to store spent glycol fluids, associated piping, pumps, and controls. The tank will be connected via a network of pipes and pumps to Runway 1 Hold Apron, Pad B, and the runway/taxiway trench drains. The tank will be located in the south area of the airport.

(NEW U&L) Airfield Pavement Rehabilitation Program, \$24,200,000. The program consists of a multi-year effort to repair and or rehabilitate existing deteriorated airfield pavements. Pavement repairs are prioritized based on Pavement Condition Index analysis and airfield operational constraints. This project also includes the maintenance of the Pavement Management System.

(NEW U&L) Airfield Geometry Requirements, \$3,000,000. This project provides for planning and design analysis of the airfield to be conducted to determine if improvements need to be considered to mitigate the potential risk of runway incursions and to bring the airfield into compliance with new FAA geometric standards.

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#### **Parking Facilities**

3167 Parking Revenue Control System Replacement, \$7,449,000. This project includes the replacement of the existing parking revenue control system with a system that includes enhanced security encryption to satisfy outside financial and credit industry standards.

(NEW U&L) Structured Parking Garage, \$84,200,000. A multi-level parking garage with approximately 1,600 parking spaces will be constructed. The project also includes major utility relocation, stormwater management, and remediation of petroleum impacted soils.

#### **Utility Systems**

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

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

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

10311 Special Systems, \$1,600,000. Replace end-of-life special system technologies and improve networks that do not meet the Authority's Information Security Standards (ISS). These systems include: Multi-User Flight Information Display System (MUFIDS), Electronic Security Systems, Supervisory Control and Data Acquisition System (SCADA), CrashNet Phone System, and other systems that are determined to need replacement / enhancement.

(NEW U&L) Electrical System Upgrades – Replace Emergency Generators, Power Distribution Upgrades – Phase 3, Switchgear Upgrade and Power Cable Replacement, \$7,800,000. Electrical upgrades are needed to replace end-of-life systems/components to meet the new demand due to facility development. This project will replace electrical switchgear (approximately 4 systems), voltage terminations, T-bodies and stress cones, upgrade feeders and breakers, and replace end-of-life medium voltage cable.

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(NEW U&L) Campus Utility Distribution and Central Plant Improvements, \$18,000,000. Improvements are needed to an aging central utility plant system in order to maintain heating and cooling requirements for existing and future facilities. This project provides for campus-wide control and distribution equipment, variable speed motors/drives, refurbish five existing cooling towers, new cooling tower, and connecting Hangar 7 and Garage A to the utility plant distribution.

(NEW U&L) Sanitary Sewer Main Reconstruction- Terminal C To North Pump Station, \$1,000,000. This project provides for reconstructing approximately 900 linear feet of gravity line in order to achieve proper flow rates.

(NEW U&L) Pump Station and Force Main Rehabilitation, \$10,300,000. The two main sanitary pump stations serving the airport are near 60 years old and near capacity. Upgrades are needed to wet well capacity, pumps, and controls to continue to serve existing and future development. Additionally, the three force mains extending into Crystal City are aged and deteriorated and have reached capacity and need full-length replacement.

#### **Other**

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

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

3225 Color Digital Orthophotography, \$900,000. An orthophoto is an aerial photograph planimetrically corrected. As a result, the digital photo has spatial accuracy (uniform scale and true geometry) that support GIS functions.

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

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

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(NEW U&L) Infrastructure Modernization and Integration Services, \$6,000,000. This project facilitates the convergence of disparate data and voice networks across the Airports Authority. The project components include business cases, assessments, design and implementation of network infrastructure to address single points of failure including the physical data network, SONET Ring and legacy business telephone system technologies.

(NEW U&L) Data Center Consolidation, \$1,750,000. The data center consolidation project scope includes the design and implementation of mass storage solutions, hardware virtualization, and leveraging cloud brokerage services to achieve maximum efficiency through shared services. This project provides for development and implementation of a consolidation strategy to reduce physical data centers across the Airports Authority.

(NEW U&L) Public Wi-Fi and Cellular Services business Study and Program Management, \$750,000. This project provides for the assessment, design and business case evaluation to implement a public Wi-Fi infrastructure throughout both airport campuses. The project includes the planning for a phased implementation and associated operational and sustainment support services.

(NEW U&L) Public Safety System Replacement and Content Management System Design Study and Phase I Implementation, \$5,949,855. This project provides for the development and implementation strategy to converge the Airports Authority's public safety systems. The project includes analysis, architecture, design and integration services for the replacement of the end of life systems such as 911, crash net, security system with a federated solution.

(NEW U&L) Enterprise Mobile Applications and Website Phase II Implementation, \$1,750,000. Passenger centric technologies including passenger information system, mobile applications, website services, way-finding will be designed, developed and implemented.

(NEW U&L) Other Planning and Programming, \$10,000,000. Planning studies are conducted at a comprehensive, system, or individual project level to define alternatives, preferred site locations, airfield simulations, obstruction surveys, cost estimates, and cost-benefit analysis. Additionally, environmental and FAA mandated submittals are prepared.

(NEW U&L) Severe Storm Resiliency Improvements, \$5,000,000. The Airport is susceptible to severe weather events such as flooding, tornados, hurricanes and associated storm surge, and other natural hazards including earthquakes. This project will conduct an assessment, and evaluate the risk and vulnerabilities. The assessment will guide the development of recommendations to improve airport resiliency.

(NEW U&L) Security Infrastructure/Enhancements – Perimeter Security Fence and Security Infrastructure, \$5,200,000. Security across the airport will be expanded, enhanced and upgraded to maintain integrity of the secure area.

(NEW U&L) Aerial Imagery and Contour Lines, \$762,762. This project provides for high quality color digital aerial imagery with 1-foot topography for the purpose of planning, design, and construction activities. Imagery will be updated once every other year or on an as-needed basis.

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#### Washington Dulles International Airport

##### Roads

(NEW U&L) Access Highway Road Improvements, \$15,000,000. Asphalt overlay of approximately 3 miles of dual lane road in both directions from Saarinen Circle to just east of Centreville Road will be completed. Additionally, select ramps in both directions will be overlaid.

##### Buildings

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

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

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

3748 International Arrivals Building (IAB) Expansion, \$144,965,197. This project involves the planning, design and construction of an addition to the IAB. This project will provide additional square footage to the queuing area in the immigration lobby, increase the number of passport control booths to comply with current Customs and Border Patrol processing requirements and regulations, and construct new claim devices with a presentation length to assure optimum baggage holding capacity. The project does not include a sterile tunnel from Concourse B to the IAB or modifications to Concourse B.

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

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3914 Historic ATCT Exterior Preservation – Phase 1B, \$5,721,000. This project includes the design and construction of exterior repairs on the Airport Traffic Control tower at the Main Terminal. The scope includes replacing the roofs, restoring the original system of exterior panels, cleaning the concrete tower shaft, and repairing or replacing the windows and metal fascia that have been destroyed or deteriorated.

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

3919 Cargo Building Rehabilitation – Phase 1, \$5,332,000. Multi-phase project rehabilitates Cargo Buildings 1, 2, 3 & 4. Scope includes life safety requirements, deteriorated roofing and canopies.

10230 Cargo Building Rehabilitation – Phases 1 and 2, \$5,169,000. This project provides for a multi-phase project to rehabilitate Cargo Buildings 1, 2, 3, and 4. Scope includes life safety requirements, deteriorating roofs and canopies.

(NEW U&L) Concourse A and B Enhancements, \$1,175,000. Upgrades are needed to accommodate international traffic. Design-only funds for: Creating a sterile corridor for Gates B64 – B69, converting two narrow-body gates to wide-body gates with double boarding bridges, and creating an A380 gate by combining two narrow-body gates.

(NEW N&L) Concourse C and D Enhancements, \$22,527,881. Concourse C/D requires several enhancements to maintain and/or increase operational efficiencies. This project includes concessionaire delivery elevator access, boiler replacements, electric panel board replacement, electric feeder/ductbank replacement, electric substation replacement, fuel line system improvements, and rooftop air conditioner replacements.

(NEW U&L) Main Terminal Entrance Doors, \$220,000. The Main Terminal entrance doors will be replaced with revolving doors or other similar configuration to better insulate the interior. This funds design only.

(NEW U&L) 45025 Aviation Drive (JP Morgan Chase Office Building) Rehabilitation, \$4,415,000. This project provides for rehabilitation and improves this 40-year old building. These improvements include: Roof replacement, HVAC improvements, exterior building panel replacement, public toilet room renovations, wall air-conditioning circulation unit rehabilitation, boiler replacement, and other repairs as described in the building assessment.

(NEW U&L) Dulles East Building Office Building Rehabilitation, \$3,990,000. This project provides for rehabilitation and improvements to the 40-year old Dulles East Building. These improvements include: exterior building panel and mullion replacement, public toilet room renovations, replacement of perimeter fan coil AC/heating units, air handling unit replacements, pumps/motor/control unit replacements, building-wide ADA compliance, and other repairs as described in the building assessment.

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(NEW U&L) Shops and Warehouse Building Renovations, \$1,600,000. The shops and warehouse building will be renovated to more efficiently align Engineering and Maintenance functions. The warehouse storage space available will be increased to meet requirements and the Sign Shop will be relocated to the building. Additionally, the swing spaces will be enhanced to better accommodate snow crews during weather events.

(NEW U&L) Live Fire Training Facility Improvements, \$5,000,000. This project provides for a master plan study, design, and construction of a modern firefighters' training facility to meet FAA training requirements. The facility will include new and rehabilitated fuselage, galley, wheel well, and cockpit propane-fueled training props with automated controls. This project is located at Dulles International and the cost will be allocated to the Airports.

#### **Airfield**

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

3629 Concourse B Apron Paving, \$3,694,522. This project provides for apron paving associated with the completion of the Concourse B West Extension and the mobile lounge road.

3635 Airfield Pavement Panel Replacement, \$61,418,000. This project will reconstruct airfield panels which have deteriorated, replacing them with new pavement of higher aircraft load-carrying capability. A priority of pavement panels to be repaired or replaced will be set annually.

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

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

10089 Proposed Taxiways Improvement (Hangar Facility), \$5,475,269. Water, gas and data trunk lines will be extended to the leasehold from the nearest points of adequate capacity. The extensions will be sized to include other, future tenants in on nearby, vacant parcels which are proposed in the Dulles Master Plan for eventual development.

10090 Airfield Pavement Panel Replacement, \$22,823,000. This project provides funding for construction of the Runway 30 Blast Pad which experienced unexpected failure in 2011. This project will also fund 2012 PMS

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investigations for midfield taxiways and taxilanes, and the three north-south runways. 2013 efforts include the reconstruction of Taxiway Y from Taxiway B to Taxiway Y4, the design reconstructions of portions of Taxiway Z and Taxilane C, and another increment of PMS investigations.

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

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

(NEW U&L) Airfield Pavement Rehabilitation Program, \$31,267,450. The program consists of a multi-year effort to repair and or rehabilitate existing deteriorated airfield pavements. Pavement repairs are prioritized based on Pavement Condition Index analysis and airfield operational constraints. This project also includes the maintenance of the Pavement Management System.

(NEW U&L) Taxiway S and W-5, \$3,500,000. This project funds design for Taxiway S and W5 which will increase airfield efficiencies and reduce delays particularly when aircraft are utilizing R/W 1L/19R and 1C/19C. Additionally, during weather events these taxiways will reduce delays and enable more efficient use of the deicing pads.

#### **Parking**

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

#### **Utility Systems**

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

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



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3841 Maintenance Equipment Storage Building (Snow Barn), \$7,329,650. This project will provide the design of a shelter and associated driving surface for the parking and storage of equipment used in the removal and disposal of snow from the airfield facilities at Washington Dulles International. The first phase consists of construction of a 165' x 500' metal clad single story building spanning the equipment storage area with an apron adjacent to the building and circulation road.

3920 High Temperature Hot Water Generator Replacement, \$11,109,895. The project will install replacement HTHW Generators within the existing Utility Building. Design will incorporate construction phasing to ensure existing units can be removed and new units installed while continually supplying airport heating demands.

3921 Comprehensive Electrical Utility Critical Rehabilitation – Phase 1, \$4,578,000. To improve system reliability, this multi-phase project rehabilitates or replaces existing main electrical feeders (Autopilot, Cargo Drive, and Runways), obsolete electrical substation equipment, failed duct banks.

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

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

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

(NEW U&L) Cub Run Pump Station Improvements, \$1,500,000. This main sanitary sewer pump station in the southern portion of the airport is experiencing ground water infiltration. This project will investigate the issue and implement repairs.

(NEW U&L) Utility Building Main Feeder Replacement, \$225,000. The existing main electrical feeders that serve the East Utility Building, which provides heating/cooling to the entire airport, are reaching end-of-life and need to be replaced. This project will fund a design study.

(NEW U&L) Convert Underground to Above Ground Storage Tanks, \$1,250,000. Three underground fuel tanks at Shops 1 and 2 fuel tanks at the Bus Maintenance Facility will be replaced with above ground tanks. Surrounding soils will be remediated as necessary.

(NEW U&L) Airfield Stormwater Sewer Reconstruction, \$250,000. Airfield storm drains adjacent to runways and taxiways need to be replaced due to weathering and erosion. Repairs will be made to the inlets, pipes, and soil.

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Additionally, select airfield sign bases have considerable soil erosion and need to be repaired. This project funds the design study.

(NEW U&L) Replace Telecommunications Duct Bank, \$3,600,000. The telecommunications duct bank connecting the Main Terminal core with the north area of the airport need will be replaced because they are over 50 years old and at their end of useful life.

(NEW U&L) Sanitary Sewer System Improvements, \$3,700,000. Sections of the E-Line sanitary system and other failing sections have excessive ground water infiltration and will be reconstructed/rehabilitated. Additionally, the Cub Run Pump Station pumps will be upgraded as they reach capacity.

(NEW U&L) Stormwater Management Facilities (North and South), \$600,000. Environmental regulations regarding stormwater management have recently become stricter and will require new projects to incorporate enhanced stormwater facilities.

#### **Other**

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

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

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

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

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

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

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

3923 Color Digital Orthophotography, \$900,000. An orthophoto is an aerial photograph planimetrically corrected. As a result, the digital photo has spatial accuracy (uniform scale and true geometry) that support GIS functions.

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

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

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

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

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

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Airports Authority is working closely with Arlington County), and to share rifle and training classroom space in an effort to cost-share and economize.

(NEW U&L) Infrastructure Modernization and Integration Services, \$6,000,000. This project facilitates the convergence of disparate data and voice networks across the Airports Authority. The project components include business cases, assessments, design and implementation of network infrastructure to address singles points of failure including the physical data network, SONET Ring and legacy business telephone system technologies.

(NEW U&L) Data Center Consolidation, \$1,750,000. The data center consolidation project scope includes the design and implementation of mass storage solutions, hardware virtualization, and leveraging cloud brokerage services to achieve maximum efficiency through shared services. This project provides for development and implementation of a consolidation strategy to reduce physical data centers across the Airports Authority.

(NEW U&L) Public Wi-Fi and Cellular Services business Study and Program Management, \$750,000. This project provides for the assessment, design and business case evaluation to implement a public Wi-Fi infrastructure throughout both airport campuses. The project includes the planning for a phased implementation and associated operational and sustainment support services.

(NEW U&L) Public Safety System Replacement and Content Management System Design Study and Phase I Implementation, \$5,949,855. This project provides for the development and implementation strategy to converge the Airports Authority's public safety systems. The project includes analysis, architecture, design and integration services for the replacement of the end of life systems such as 911, crash net, security system with a federated solution.

(NEW U&L) Enterprise Mobile Applications and Website Phase II Implementation, \$1,750,000. Passenger centric technologies including passenger information system, mobile applications, website services, way-finding will be designed, developed and implemented.

(NEW U&L) Aero Train Major Maintenance Cycle, \$10,162,422. The original equipment manufacturer requires periodic major overall maintenance of the cars (brakes, tires, drive systems, etc.) which requires contractual support. This funds three years of maintenance.

(NEW U&L) Mobile Lounge/Planemate Rehabilitation, \$7,330,000. The fleet of 19 mobile lounges and 30 Planemates require rehabilitation due normal wear and tear. This project provides funding for a major maintenance cycle (engines, drive axles, HVAC and electrical systems, interior renovations) of approximately 12 vehicles over the next three years.

(NEW U&L) Other Planning and Programming, \$3,000,000. Planning studies are conducted at a comprehensive, system, or individual project level to define alternatives, preferred site locations, airfield simulations, obstruction surveys, cost estimates, and cost-benefit analysis. Additionally, environmental and FAA mandated submittals are prepared. This funds three years of work.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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(NEW U&L) Special Systems, \$5,300,000. Various software and hardware systems (such as security, building automation, flight and baggage information, public address, etc.) across the airport will be expanded, upgraded, and/or maintained to new technologies, functionality, regulations, revisions.

(NEW U&L) Aerial Imagery and Contour Lines, \$762,762. This project provides for high quality color digital aerial imagery with 1-foot topography for the purpose of planning, design, and construction activities. Imagery will be updated once every other year or on an as-needed basis.

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#### **DULLES CORRIDOR ENTERPRISE FUND OPERATION**

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

Dulles Toll Road

#### *Transfer History*

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

#### *Dulles Toll Road Flow of Funds*

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

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

#### *Dulles Toll Road Description*

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

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

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

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

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

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

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

#### Dulles Corridor Metrorail Project

##### *Overview*

##### *Phase 1*

The Airports Authority constructed an extension of the WMATA Metrorail system from East Falls Church station through Tysons Corner to Wiehle Avenue (Phase 1) which went into service in 2014. Included in Phase 1 is the procurement of 64 railcars. The total project cost of Phase 1 is currently estimated to be \$2.906 billion, including the cost of roadway-related improvements being constructed concurrently with the Project. Phase 1 received a commitment of \$900 million in New Starts funding from the Federal Transit Administration (FTA). Fairfax County provided a fixed contribution of \$400 million for Phase 1 which will subsequently be adjusted to cover their full-funding obligation on a percentage of total cost of both Phases. The Commonwealth of Virginia (Commonwealth) provided \$51.7 million in Virginia Transportation Act (VTA) 2000 revenues from 2004-2007, an additional \$125 million of Commonwealth Transportation Board (CTB) Bonds, and \$75 million of other Commonwealth funds/Surface Transportation Program (STP) funds toward the cost of Phase 1. The remaining Phase 1 project costs are being provided by the Airports Authority through a combination of bonds, or other financing agreements as the Airports Authority deems necessary, secured by a pledge of Toll Road revenues. Phase 1 of the Dulles Corridor Metrorail Project includes five stations along the 11.7 mile alignment from the East Falls Church Metrorail Station through Tysons Corner to Wiehle Avenue on the eastern edge of Reston. Ridership numbers reported by WMATA are running ahead of projections.



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#### Phase 2

The Metrorail Project – Phase 2 is the 11.4 mile completion of the Metrorail Project from Wiehle Avenue to Route 772 in eastern Loudoun County. Metrorail Project – Phase 2 includes six new stations, including a station at Dulles International, and a maintenance yard located on Dulles International’s property. Included in this second phase is the procurement of an additional 64 rail cars.

There is a Memorandum of Agreement, a multi-party agreement that outlines federal, the Commonwealth, Loudoun and Fairfax Counties’ and the Airports Authority’s fiscal responsibilities. Additionally, the Commonwealth has provided \$150 million which is being used to pay debt service in order to mitigate toll increases. The Commonwealth has also pledged an additional \$300 million to fund capital costs. The revised budget authorization for Phase 2 of the Metrorail Project, including contingency, is \$2.8 billion. Phase 2 Parking Garages are being funded directly by Fairfax and Loudoun Counties.

A design and build contract for the rail line, stations and systems for Phase 2 of the Metrorail Project was awarded in 2013. Included are new stations at Reston Town Center, Herndon Innovation Center, Dulles International, Route 606, and Route 772. The contract for the construction of the rail yard and maintenance facility for WMATA at Dulles International was awarded in summer 2014. The estimated construction completion period is 60 months.

Staffing is proposed to increase by three positions to support the Metrorail Project Office for Phase 2. Detailed position descriptions are included in the Airports Authority’s staffing section of the 2015 Budget.

#### Other Dulles Corridor Capital Improvements

The new authorization for capital improvements related to the Dulles Corridor Toll Road is \$44.3 million.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### 2015 DULLES CORRIDOR OPERATION AND MAINTENANCE PROGRAM

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

Table 4-1	Budget 2014	Budget 2015	Dollar Change	Percent Change
Operating Expenses	\$ 28,168,818	\$ 31,340,076	\$ 3,171,258	11.3%
Debt Service and Financing Fees	45,634,000	46,155,187	521,187	1.1%
<b>Total O&amp;M Program</b>	<b>\$ 73,802,818</b>	<b>\$ 77,495,263</b>	<b>\$ 3,692,445</b>	<b>5.0%</b>

- The 2015 Budget for the Dulles Corridor Enterprise Fund includes the Dulles Toll Road, the Dulles Corridor Metrorail Project, and other Corridor improvements. The Dulles Corridor Enterprise Fund Budget was prepared after review of expected toll collections, operating expenses, and capital requirements. Effective October 1, 2009, all operations related to the Dulles Toll Road are performed by Airports Authority employees and all contracts are administered by Airports Authority employees, including Public Safety.
- A cost allocation plan allocates the costs of staff and other shared operational costs that have duties in both the Aviation Enterprise and Dulles Corridor Enterprise Funds.

#### 2015 Dulles Corridor Operating Revenues and Interest Income

Table 4-2	Budget 2014	Budget 2015	Dollar Change	Percent Change
Electronic Toll Collection	\$ 116,071,800	\$ 119,637,180	\$ 3,565,380	3.1%
Cash Toll Revenue	32,738,200	33,743,820	1,005,620	3.1%
Violations Fee Collection	785,000	785,000	-	0.0%
<b>Total Operating Revenues</b>	<b>\$ 149,595,000</b>	<b>\$ 154,166,000</b>	<b>\$ 4,571,000</b>	<b>3.1%</b>
Interest Income	\$ 136,124	\$ 2,460,621	\$ 2,324,497	1707.6%

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Statement of Operations

Table 4-3 (dollars in thousands)	Budget 2014	Budget 2015	Dollar Change	Percent Change
<b>OPERATING REVENUES</b>				
Electronic Toll Collection (ETC) Toll Revenue	\$ 116,072	\$ 119,637	\$ 3,565	3.1%
Cash Toll Revenue	32,738	33,744	1,006	3.1%
<b>SUBTOTAL TOLL REVENUE</b>	<b>\$ 148,810</b>	<b>\$ 153,381</b>	<b>\$ 4,571</b>	<b>3.1%</b>
Violations Fee Collections	785	785	-	0.0%
<b>SUBTOTAL OTHER INCOME</b>	<b>785</b>	<b>785</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 149,595</b>	<b>\$ 154,166</b>	<b>\$ 4,571</b>	<b>3.1%</b>
<b>OPERATING EXPENSES</b>				
Personnel Compensation	\$ 2,183	\$ 2,253	\$ 70	3.2%
Employee Benefits	953	857	(96)	(10.1%)
Travel	9	11	2	22.2%
Lease and Rental Payments	10	10	-	0.0%
Utilities	210	210	-	0.0%
Information Technology and Telecommunications	10	10	-	0.0%
Services	17,866	20,563	2,696	15.1%
Supplies, Materials, and Fuels	712	762	50	7.0%
Insurance and Risk Management	800	800	-	0.0%
Noncapital Equipment	26	26	-	0.0%
Capital Equipment	90	373	283	314.4%
Noncapital Facility Projects	-	-	-	0.0%
Capital Facility Projects	-	-	-	0.0%
Allocated Costs	5,300	5,466	166	3.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 28,169</b>	<b>\$ 31,340</b>	<b>\$ 3,171</b>	<b>11.3%</b>
<b>NET OPERATING INCOME</b>	<b>\$ 121,426</b>	<b>\$ 122,826</b>	<b>\$ 1,400</b>	<b>1.2%</b>
<b>NONOPERATING REVENUE</b>				
Interest Income	\$ 136	\$ 2,461	\$ 2,324	1707.6%
<b>TOTAL NONOPERATING REVENUE</b>	<b>\$ 136</b>	<b>\$ 2,461</b>	<b>\$ 2,324</b>	<b>1707.6%</b>
<b>DEBT SERVICE</b>				
Debt Service (Principal/Interest)/Reserve <sup>1</sup>	\$ 45,634	\$ 41,474	\$ (4,160)	(9.1%)
Financing Fee	-	4,681	4,681	0.0%
<b>TOTAL DEBT SERVICE</b>	<b>\$ 45,634</b>	<b>\$ 46,155</b>	<b>\$ 521</b>	<b>1.1%</b>
<b>RESERVE CONTRIBUTIONS</b>				
Operations and Maintenance Reserve	\$ -	\$ 170	\$ 170	0.0%
Extraordinary Maintenance and Repair Escrow	-	293	293	0.0%
Junior Lien TIFIA Debt Service Reserve Fund <sup>2</sup>	-	58,563	58,563	0.0%
Renewal and Replacement Reserve	1,425	2,679	1,254	88.0%
Corridor Capital Improvements Reserve	22,076	10,718	(11,358)	(51.5%)
DCE Reserve and Toll Rate Stabilization Fund	52,427	6,708	(45,719)	(87.2%)
<b>TOTAL RESERVE CONTRIBUTIONS</b>	<b>\$ 75,928</b>	<b>\$ 79,131</b>	<b>\$ 3,203</b>	<b>4.2%</b>
<b>REMAINING TOLL RD REVENUE FUND</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

<sup>1</sup> The debt service estimates for 2014 and 2015 are net of the annual direct federal subsidy on existing Build America Bonds (BABs).

The debt service amounts for 2014 and 2015 are net of \$30 million of state funding used to pay interest on Dulles Toll Road revenue bonds.

<sup>2</sup> Pursuant to the TIFIA Loan Agreement, the TIFIA Debt Service Reserve deposit for 2015 is \$58,563,250.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### 2015 Operating Expenses for Dulles Toll Road

Table 4-4 (dollars in thousands)	Dulles Toll Road
<b>PERSONNEL EXPENSES</b>	
Full-time Permanent	\$ 2,122
Other than Full-time Permanent	-
Overtime	65
Other - Personnel Compensation	65
Cost Allocation	3,113
<b>Personnel Compensation</b>	<b>5,366</b>
Health Insurance	504
Life Insurance	12
Retirement	290
Other - Employee Benefits	50
Cost Allocation	1,203
<b>Employee Benefits</b>	<b>2,060</b>
<b>Total Personnel Expenses</b>	<b>7,426</b>
<b>TRAVEL</b>	
Travel	11
Cost Allocation	16
<b>Total Travel</b>	<b>27</b>
<b>LEASE AND RENTAL PAYMENTS</b>	
Airport Lease Payments	-
Other - Lease and Rental Payments	10
Cost Allocation	2
<b>Total Lease and Rental Payments</b>	<b>12</b>
<b>UTILITIES</b>	
Electricity	200
Natural Gas	-
Water	10
Sewerage	-
Cost Allocation	4
<b>Total Utilities</b>	<b>214</b>
<b>TELECOMMUNICATIONS</b>	
TELECOMMUNICATIONS	10
Cost Allocation	210
<b>Total Telecommunications</b>	<b>220</b>
<b>SERVICES</b>	
Custodial Services	112
Contractual Services	20,451
Cost Allocation	840
<b>Total Services</b>	<b>21,403</b>
<b>SUPPLIES, MATERIALS AND FUELS</b>	
Fuels	168
Supplies and Materials	594
Cost Allocation	58
<b>Total Supplies, Materials and Fuels</b>	<b>820</b>
<b>INSURANCE AND RISK MANAGEMENT</b>	
Cost Allocation	800
	1
<b>NONCAPITAL EQUIPMENT</b>	
Cost Allocation	26
	19
<b>NONCAPITAL FACILITY PROJECTS</b>	
	-
<b>CAPITAL EQUIPMENT</b>	
	373
<b>CAPITAL FACILITY PROJECTS</b>	
	-
<b>Total Operating Expenses \$ 31,340</b>	

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Dulles Toll Road

#### Operating Expenses

Table 4-5	2014	2015	Difference
Personnel Compensation and Benefits	\$ 3,135,863	\$ 3,109,460	\$ (26,403)
Other Operating Expenses*	25,032,955	28,230,616	3,197,661
<b>Total Dulles Toll Road Operating Expenses</b>	<b>\$ 28,168,818</b>	<b>\$ 31,340,076</b>	<b>\$ 3,171,258</b>

The funding requirement for the Dulles Toll Road's operating expenses will increase by \$3.2 million in 2015.

*Personnel Compensation and Benefits Expenses*..... **(\$26,403)**

- Personnel compensation increased \$70 thousand.
- Employee benefits decreased \$96 thousand.

*Other Operating Expenses*..... **\$3,197,661**

- Services increased by \$2.7 million. The most significant increases are to the Electronic Toll Collection (ETC) fee increased by \$2.2 million and violation processing fee increased by \$300 thousand due to fee structure change and volume increase, plus Service of IT Equipment increased by \$119.5 thousand to reflect historical spending trends. These increases were off-set by decreases in Audit Services by \$105 thousand.
- Supplies, Material, and Fuels increased by \$50 thousand. Snow and ice control supplies increased by \$100 thousand but off-set by decreases in gasoline by \$45 thousand and promotional supplies by \$5 thousand.
- Capital Equipment increased by \$283 thousand for 9 vehicles and for two coin counting machines.
- Allocation Costs increased by \$166 thousand.
- There are no significant changes in the budget for travel, lease and rental payments, utilities, telecommunications, insurance, non-capital equipment and non-capital facility projects.

\* *Includes cost allocation.*

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### Metropolitan Washington Airports Authority

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#### **DULLES CORRIDOR RENEWAL AND REPLACEMENT PROGRAM**

The 2015 Renewal and Replacement Program expenditures is \$4.1 million for various projects including sound-wall repair, environmental engineering services and geographic information system, bridge, structures and canopy repairs, guardrail, traffic barrier and fencing rehabilitation, landscape maintenance, cameras, planning and programming utility survey and rehabilitation. The Renewal and Replacement Program is developed based on TIFIA terms and conditions requiring an independent consultant to develop a life cycle cost report. The 2015 estimate for new program authorization for a five-year plan is \$17.6 million.

Table 4-6 (dollars in thousands)	New Authorization
<i><u>Renewal and Replacement Program</u></i>	
Bridges, Structures and Canopy Repairs	\$ 4,004
Joint Replacement and Repair	192
Bearing Replacement	112
Federal Highways Bridge Inspection	635
Culvert and Erosion Repairs	325
Storm Sewer and Stormwater Management	308
Repair of Sound Walls	327
Dulles Toll Road Pavement Repairs	8,545
Guardrail, Traffic Barrier and Fencing Rehabilitation	1,133
Attenuator Rehabilitation	524
Landscape Maintenance	1,221
Roadway Sign Replacement and Rehabilitation	33
Roadway Lighting	158
Communications/Data	33
<b>Total Dulles Corridor Renewal and Replacement Program</b>	<b>\$ 17,551</b>

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Metropolitan Washington Airports Authority

DULLES CORRIDOR ENTERPRISE - RENEWAL AND REPLACEMENT PROGRAM

2015 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

PROJ NUM	DESCRIPTION	CARRYOVER	2015 NEW PROGRAM AUTHORIZATION	2015 - 2019 PLAN EXPENDITURES	2015-2019 PLAN - EXPENDITURES				
					2015	2016	2017	2018	2019
<b>BRIDGE AND STRUCTURAL REHABILITATION</b>									
5001	Bridges, Structures and Canopy Repairs	\$ 94,888	\$ 4,003,805	\$ 4,098,693	\$ 772,500	\$ 607,269	\$ 625,487	\$ 635,755	\$ 1,457,682
5002	Joint Replacement and Repair	-	192,048	192,048	36,173	37,258	38,376	39,528	40,713
5003	Bearing Replacement	-	111,625	111,625	21,291	21,592	22,240	22,907	23,595
5017	Bridge/Structural Management System Program	56,275	-	56,275	-	-	-	56,275	-
5025	Federal Highways Bridge Inspection	21,000	635,400	656,400	206,000	-	218,545	-	231,855
10007	Betterment-Beulah Road Bridge	700,000	-	700,000	700,000	-	-	-	-
	Subtotal Bridge and Structural Rehabilitation	872,163	4,942,878	5,815,041	1,735,964	666,119	904,648	754,465	1,753,845
<b>HYDRAULIC REHABILITATION</b>									
5024	Culvert and Erosion Repairs	605,914	325,355	931,269	175,409	180,671	186,091	191,674	197,424
NEW	Storm Sewer and Stormwater Management	-	307,701	307,701	48,148	49,593	51,081	52,613	106,266
	Subtotal Bridge and Structural Restoration	605,914	633,056	1,238,970	223,557	230,264	237,172	244,287	303,690
<b>SOUND WALL REPAIR</b>									
5004	Repair of Sound Walls	437,859	327,050	764,909	-	-	764,909	-	-
	Subtotal Sound Wall Repair	437,859	327,050	764,909	-	-	764,909	-	-
<b>ROADWAY AND PAVEMENT REHABILITATION</b>									
5005	Dulles Toll Road Pavement Repairs	752,875	8,544,994	9,297,869	369,462	1,897,633	3,560,871	1,709,312	1,760,591
	Subtotal Pavement Repairs	752,875	8,544,994	9,297,869	369,462	1,897,633	3,560,871	1,709,312	1,760,591
<b>ROADSIDE</b>									
5006	Guardrail, Traffic Barrier and Fencing Rehabilitation	343,154	1,133,316	1,476,470	276,100	286,443	295,036	303,887	313,004
5007	Attenuator Rehabilitation	774	524,193	524,967	98,880	101,846	104,902	108,049	111,290
5012	Landscape Maintenance	200,492	1,221,294	1,421,786	267,800	275,834	284,109	292,632	301,411
	Subtotal Roadside	544,420	2,878,803	3,423,223	644,780	664,123	684,047	704,568	725,705
<b>SIGNING AND LIGHTING</b>									
5009	Roadway Sign Replacement and Rehabilitation	1,537,803	32,623	1,570,426	295,797	304,671	313,811	323,225	332,922
5010	Street/Plaza Lighting Rehabilitation	-	-	-	-	-	-	-	-
5011	Sign and Roadway Lighting Rehabilitation	930,260	157,954	1,088,214	204,970	211,119	217,453	223,976	230,696
	Subtotal Signing and Lighting	2,468,063	190,577	2,658,640	500,767	515,790	531,264	547,201	563,618
<b>TECHNOLOGY</b>									
5014	Communications/Data	-	33,461	273,420	51,500	53,045	54,636	56,275	57,964
	Subtotal Technology	239,959	33,461	273,420	51,500	53,045	54,636	56,275	57,964

**2015 BUDGET**

Metropolitan Washington Airports Authority

**DULLES CORRIDOR ENTERPRISE - RENEWAL AND REPLACEMENT PROGRAM**

**2015 BUDGET**

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

PROJ NUM	DESCRIPTION	CARRYOVER	2015 NEW PROGRAM AUTHORIZATION	2015 - 2019 PLAN EXPENDITURES	2015-2019 PLAN - EXPENDITURES				
					2015	2016	2017	2018	2019
	<b>ADMIN BUILDING/TOLL BOOTHS</b>								
5021	Structural Repair and Rehabilitation	1,940,903	-	1,940,903	334,950	1,183,109	136,803	140,907	145,134
	Subtotal Admin Building	1,940,903	-	1,940,903	334,950	1,183,109	136,803	140,907	145,134
	<b>UTILITIES</b>								
5022	Utility Rehabilitation	1,639,760	-	1,639,760	154,500	1,485,260	-	-	-
5028	Right of Way Mapping	103,000	-	103,000	103,000	-	-	-	-
	Subtotal Utilities	1,742,760	-	1,742,760	257,500	1,485,260	-	-	-
	<b>Total Dulles Corridor</b>	<b>\$ 9,604,916</b>	<b>\$ 17,550,819</b>	<b>\$ 27,155,735</b>	<b>\$ 4,118,480</b>	<b>\$ 6,695,343</b>	<b>\$ 6,874,350</b>	<b>\$ 4,157,015</b>	<b>\$ 5,310,547</b>



## 2015 BUDGET

### Metropolitan Washington Airports Authority

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The **Renewal and Replacement Program** for the Dulles Toll Road addresses major maintenance requirements including pavement overlays, sound wall repairs, bridge deck replacements, erosion and drainage control, and other routine maintenance projects. The Renewal and Replacement program is funded from toll road revenue. The 2015 Renewal and Replacement Program authorization is \$17.6 million.

#### **Bridge and Structural Rehabilitation**

5001 Bridges, Structures and Canopy Repairs, \$5,578,805. The Dulles Toll Road has a total of 39 structures that are maintained and classified as bridges, as well as, 11 culverts, 22 plazas with associated structural canopies and 27,456 feet of retaining walls. Bridges and structures are inspected on a scheduled basis (every two years) and are assigned a rating signifying the conditions of the structure. Canopy structures are generally inspected each year during the annual asset inspection. This project will provide for the repair of various structural components: bridge substructure concrete repair, bridge deck repair and resurfacing, and backwall, culvert repair and railing repair, replacement and/or repair of armored joints on the bridges as well as associated canopy structure and roof repair.

5002 Joint Replacement and Repair, \$317,048. The project provides for ongoing repairs of joints of bridges under the DTR's Responsibility of Maintenance, project ensure structural integrity of bridges, as well as ensuring the safety of the travelling public.

5003 Bearing Replacements, \$161,625. This project provides for necessary repairs and replacements for bridge bearings of Dulles Toll Road bridges; ensuring the safety of the travelling public as well as preserving the integrity of the structure.

5017, Bridge/Structural Management System Program, \$2,053,175. This project provides for the continued maintenance of an annual management system for the structural assessment of bridge structures. The project provides annual license fees and data maintenance of the Bridge and Structural Maintenance System program which is used to track and monitor bridge maintenance and to maintain records for the FHWA.

5025 Federal Highways Bridge Inspection, \$735,400. The Dulles Toll Road has 39 structures that are maintained and classified as bridges. Bridges and structures are required to be inspected on a scheduled basis (every two years) and are assigned a rating signifying the conditions of the structure. These inspections will determine the specific bridge repairs required.

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

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### Hydraulic Rehabilitation

5024 Culvert and Erosion Repairs, \$1,686,355. This project will provide for the repair of various areas along the Dulles Corridor that have experienced severe erosion. This work will address areas adjacent to structures and adjacent to roadway surfaces to include ditches to ensure the safety of the travelling public as well as preserving the integrity of the structure. This project will also provide for on-going repairs to restore and maintain culvert rip-rap protection areas, which would maintain integrity of culverts, reducing the chance for failures; ensuring the safety of the travelling public as well as preserving the integrity of the structure.

(New) Storm Sewer and Stormwater Management, \$307,701. This project would provide for necessary repair work for stormwater management facilities to ensure structural integrity of the facilities, reducing the chance for failures; ensuring the safety of the traveling public as well as preserving the integrity of the structure. This project will also provide for repairs of various storm sewer systems along the corridor.

#### Sound Wall Repair

5004 Repair of Sound Walls, \$877,050. This project will provide for miscellaneous repair of sound walls to ensure the stability and to extend the life of the sound walls. Due to weathering, age and traffic damage, sections of the sound walls throughout the corridor will be in need of minor repairs during the year to include panel repair for spalling, chipping, exposed steel and other damage, deteriorated or missing acoustic material, post repair and replacement, and aesthetic/cosmetic repairs for concrete, wood and steel sound walls.

#### Roadway and Pavement Rehabilitation

5005 Dulles Toll Road Pavement Repairs, \$10,544,994. This project will provide for repairs of mainline, entrance/exit ramps, plaza approach, auxiliary lane pavements that do not meet roughness requirements after the resurfacing or exhibit failure due to poor pavement conditions and potholes. This work consists of small sections of pavement repairs along the Dulles Toll Road and plaza ramps which could include sub-base repair, milling and resurfacing operations, temporary and permanent striping and specialty symbol striping (HOV, EZPass etc.). Traffic maintenance will be a significant item of work.

#### Roadside

5006 Guardrail, Traffic Barriers and Fencing Rehabilitation, \$2,133,316. Various guardrails, cable fencings and traffic barriers as well as those items as required and identified by VDOT Safety Orders will be replaced or added. Right of way fencing may be added/modified to remove hazards or increase security.

5007 Attenuator Rehabilitation, \$774,193. Many of the attenuators, delineators/candle stick separators at the toll booths and plazas are not able to handle a high speed (60 mph) impact and are frequently hit and damaged. This project will repair and add lane delineation to increase system safety by limiting lane changes at decision points near the toll booths.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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5012 Landscape Maintenance, \$1,731,294. A number of aesthetic elements such as landscaping, bushes and trees will be maintained or replaced. Preventative maintenance in the corridor including: landscaping, mowing, graffiti removal, turf maintenance, etc., will also occur.

#### **Signing and Lighting**

5009 Roadway Sign Replacement and Rehabilitation, \$1,954,043. Overhead and ground mounted signs throughout the Dulles Toll Road corridor are deteriorating due to age and weather conditions as well as being damaged from vehicular impacts. With the introduction of more modern materials, the life of the signs can be increased through replacement. This project is necessary to maintain the directional and informational standard for the current signage and provide for more efficient passage of the traveling public.

5011 Sign and Roadway Lighting Rehabilitation, \$1,153,401. This project provides for rehabilitation of roadway, sign lighting, and plaza lighting at existing points along the corridor. Lights for overhead signs periodically need to be re-lamped. Additionally, higher intensity lighting is required to be used at decision points to increase the driver's awareness of these decision areas and increase safety. This project also provides for rehabilitation for electric service panels along the corridor which provides power to components.

#### **Technology**

5014 Communications/Data, \$393,461. This project will maintain and/or replace the tunnel telephone equipment, fiber optic lines, landing phones, traffic cameras, weather station, road sensors, which are all primarily based at the Main Line Toll plaza.

#### **Administration Building/Toll Booths**

5021 Structural and Repair Rehabilitation, \$2,110,870. The existing Administration Building and toll booths require structural repairs. This project provides for structural and aesthetic upgrades to the buildings. The Toll Booths need temporary repairs to keep them operational until they are replaced or converted to cashless lanes. Repairs to the booths include structural, electrical, mechanical, plumbing, HVAC etc.

#### **Utilities**

5022 Utility Rehabilitation, \$2,209,536. This project provides for the site survey and replacement of utility services that may be damaged or serving loads not related to the Dulles Toll Road. This includes but is not limited to studying electrical meters, water meters, sanitary sewer laterals and septic system locations.

5028 Right of Way Mapping, \$103,000. The limits of maintenance responsibility of the Dulles Toll Road have not been mapped to include VDOT easements obtained separately from the original corridor right of way or other licenses/easements obtained by utility companies. This project provides for a consolidated review of the Airports Authority's right of way of the corridor as well as the existing VDOT right of ways obtained during the expansion of the Dulles Toll Road and utility licenses/easements as they are identified.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### DULLES CORRIDOR ENTERPRISE CAPITAL IMPROVEMENT PROGRAM

The new authorization for capital improvements related to the Dulles Corridor other than Rail for a five-year plan is \$44.3 million. CIP expenditures for the Dulles Corridor improvements other than rail are developed based on TIFIA terms and conditions requiring an independent consultant to develop a life-cycle cost report.

#### 2015 Capital Improvement Program

Table 4-7 (dollars in thousands)	New Authorization
<b><u>Dulles Corridor Enterprise - Capital Improvement Program</u></b>	
<b><u>Dulles Corridor Improvements (other than Rail)</u></b>	
Long Term conceptual Design Study	\$ 172
Life Cycle Cost Report Updates	646
Raise Speed Limit (Study)	206
Stormwater Management Program Study	109
AET Constructability Study	225
Dulles Toll Road Admin. Feasibility Study	563
Performance Management Assessment Report	442
General Planning Studies	1,226
Dulles Corridor/ I-495 Interchange (Design and Construction)	1,477
Short Term Interchange Improvements	10,130
Rehabilitate Toll Road	15,282
Sound Wall Improvements	379
Sound Wall Replacement Phase I	1,020
New Sound Wall Phase I (Construction)	748
Update Readers for Protocol Compliance	558
Toll Booth and Cabinet Replacement (Construction)	3
Security Implementation	94
Dulles Toll Road Admin. Bldg. Fire System (Construction)	72
Engineering, NEPA Studies, CM Services	1,628
Maintenance Storage Yard (Construction)	7,853
Dulles Toll Road Outreach	547
Geographic Information System	150
Ortho Mapping	765
<b>Total Dulles Toll Road</b>	<b>\$ 44,295</b>
<b>Total Dulles Corridor Enterprise</b>	<b>\$ 44,295</b>

#### Other Dulles Corridor Capital Improvements

The new program authorization for capital improvements related to the Dulles Corridor other than rail is \$44.3 million.

# 2015 BUDGET

## Metropolitan Washington Airports Authority

### DULLES CORRIDOR ENTERPRISE - CAPITAL IMPROVEMENT PROGRAM 2015 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

**PROJECT DETAIL**

PROJ NUM	DESCRIPTION	CARRYOVER	2015 NEW PROGRAM AUTHORIZATION	2014 - 2018 & BEYOND TOTAL EXPENDITURES	EXPENDITURES				
					2014	2015	2016	2017	2018 & BEYOND
	<b>RAIL</b>								
	<b>RAIL PHASE 1</b>								
	Guideway and Track Elements	\$ 4,752,275	\$ -	\$ 4,752,275	\$ 4,752,275	\$ -	\$ -	\$ -	\$ -
	Stations, Stops, Terminals, and Intermodels	3,824,953	-	3,824,953	-	-	-	-	-
	Support Facilities: Yards, Shops, Admin Building	27,707,516	-	27,707,516	-	-	-	-	-
	Stewart and Special Conditions	31,182,237	-	31,182,237	-	-	-	-	-
	Systems	14,880,712	-	14,880,712	-	-	-	-	-
	Right-of-Way (ROW), Land and Existing Improvements	1,775,795	-	1,775,795	-	-	-	-	-
	Vehicles (Rail Cars and Support Vehicles)	118,617,489	-	118,617,489	51,352,915	55,833,000	11,431,674	-	-
	Professional Services	37,271,693	-	37,271,693	33,271,693	4,000,000	-	-	-
	Unallocated Contingency	16,241,509	-	16,241,509	-	-	-	-	-
	Finance Charges	-	-	-	-	-	-	-	-
	Escalation	-	-	-	-	-	-	-	-
	<b>Subtotal Project Cost - Phase 1</b>	<b>256,254,181</b>	<b>-</b>	<b>256,254,181</b>	<b>184,989,507</b>	<b>59,833,000</b>	<b>11,431,674</b>	<b>-</b>	<b>-</b>
	Concurrent Roadway Improvements (Route 7, Spring Hill Road and Emergency Crossover Enhancements, Also Traction Power Sub Stations TPSS#7 & 8.	52,464,207	-	52,464,207	-	-	-	-	-
	<b>Subtotal Project Cost Including Concurrent Roadway Improvements - Phase 1</b>	<b>308,718,388</b>	<b>-</b>	<b>308,718,388</b>	<b>237,453,714</b>	<b>59,833,000</b>	<b>11,431,674</b>	<b>-</b>	<b>-</b>
	Finance Charges	316,956,450	-	316,956,450	68,087,445	73,804,145	175,064,860	-	-
	Other Cost Associated with VDRPT, Comprehensive Agreement and Acquisition Cost	-	-	-	-	-	-	-	-
5103	Transportation Management Plan (Rail Construction)	2,739,055	-	2,739,055	-	-	-	-	-
5101	WMATA Latent Defects Reserve	15,000,000	-	15,000,000	-	-	-	-	15,000,000
	<b>Total - Phase 1</b>	<b>\$ 643,413,893</b>	<b>-</b>	<b>\$ 643,413,893</b>	<b>\$ 308,280,214</b>	<b>\$ 133,637,145</b>	<b>\$ 186,496,533</b>	<b>\$ -</b>	<b>\$ 15,000,000</b>
	<b>RAIL PHASE 2</b>								
	Guideway and Track Elements	\$ 167,928,670	\$ -	\$ 167,928,670	\$ 16,638,897	\$ 93,848,750	\$ 46,856,801	\$ 7,804,374	\$ 2,879,948
	Stations, Stops, Terminals, and Intermodels	227,697,000	-	227,697,000	2,220,139	34,544,933	106,874,963	82,740,813	1,316,153
	Support Facilities: Yards, Shops, Admin Building	219,626,476	-	219,626,476	5,507,713	1,788,161	66,972,255	141,028,700	4,332,648
	Stewart and Special Conditions	520,439,088	-	520,439,088	80,489,161	167,338,189	130,177,556	119,581,155	22,863,027
	Systems	212,663,916	-	212,663,916	12,630,801	73,503,013	58,182,728	49,093,968	19,253,405
	Right-of-Way (ROW), Land and Existing Improvements	58,600,000	-	58,600,000	5,063,389	24,214,000	5,195,934	17,465,874	6,681,004
	Vehicles (Rail Cars and Support Vehicles)	187,429,406	-	187,429,406	14,490,139	108,468,360	67,621,741	138,103,967	33,865,300
	Professional Services	442,686,986	-	442,686,986	97,170,116	106,468,360	70,047,795	101,368,974	202,989,874
	Unallocated Contingency	554,918,874	-	554,918,874	32,040,000	69,841,000	113,860,000	136,168,000	-
	Finance Charges	-	-	-	-	-	-	-	-
	Escalation (Additional Escalation - Deferred DB Start)	-	-	-	-	-	-	-	-
	Airport Operations Impacts	-	-	-	-	-	-	-	-
	<b>Total - Phase 2</b>	<b>\$ 2,592,000,415</b>	<b>\$ -</b>	<b>\$ 2,592,000,415</b>	<b>\$ 266,250,354</b>	<b>\$ 571,566,405</b>	<b>\$ 595,871,978</b>	<b>\$ 762,821,446</b>	<b>\$ 395,490,233</b>
	<b>TOTAL RAIL</b>	<b>\$ 3,235,414,308</b>	<b>\$ -</b>	<b>\$ 3,235,414,308</b>	<b>\$ 574,530,568</b>	<b>\$ 705,203,551</b>	<b>\$ 782,368,511</b>	<b>\$ 762,821,446</b>	<b>\$ 410,490,233</b>

2015 BUDGET

Metropolitan Washington Airports Authority

DULLES CORRIDOR ENTERPRISE - CAPITAL IMPROVEMENT PROGRAM  
2015 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

PROJECT DETAIL

PROJ NUM	DESCRIPTION	CARRYOVER	2015 NEW PROGRAM AUTHORIZATION	2015-2019 TOTAL EXPENDITURES	EXPENDITURES				
					2015	2016	2017	2018	2019
	<b>DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)*</b>								
	<b>PLANNING AND PRELIMINARY ENGINEERING</b>								
5051	Comprehensive Corridor Interchange Study	\$ 20,691	\$ -	\$ 20,691	\$ 20,691	\$ -	\$ -	\$ -	\$ -
NEW	Short Term Mainline Improvements Study	257,500	-	257,500	257,500	-	-	-	-
NEW	Ramp Terminal Improvements Study - Western End	309,000	-	309,000	309,000	-	-	-	-
NEW	Modeling Support	206,000	-	206,000	206,000	-	-	-	-
NEW	Long Term Conceptual Design Study	291,830	171,670	463,500	463,500	-	-	-	-
NEW	Life Cycle Cost Report Updates	-	646,370	646,370	154,500	159,135	163,909	168,826	-
NEW	Raise Speed Limit (study)	-	206,000	206,000	206,000	-	-	-	-
5065	ITS & TMS Master Plan	309,432	-	309,432	309,432	-	-	-	-
NEW	Maintenance Storage Yard (Study)	51,500	-	51,500	51,500	-	-	-	-
NEW	Stormwater Management Program study	-	109,273	109,273	109,273	-	-	-	-
NEW	AET Conceptual Study	283,250	-	283,250	283,250	-	-	-	-
NEW	AET Constructability Study	-	225,102	225,102	225,102	-	-	-	225,102
NEW	DTR Admin. Feasibility Study	-	562,754	562,754	562,754	-	-	-	562,754
NEW	Performance Management Assessment Report	858,333	442,042	1,300,375	858,333	442,042	-	-	-
NEW	General Planning Studies	-	1,226,007	1,226,007	154,500	159,135	163,909	168,826	579,637
	<b>Subtotal Planning and Preliminary Engineering</b>	<b>2,587,536</b>	<b>3,589,218</b>	<b>6,176,754</b>	<b>3,274,206</b>	<b>760,312</b>	<b>437,091</b>	<b>1,125,508</b>	<b>579,637</b>
	<b>ROADWAY</b>								
5050	Dulles Corridor/I-495 Interchange (Design and Construction)	-	1,477,213	1,477,213	-	-	1,477,213	-	-
NEW	Short Term Interchange Improvements	-	10,129,579	10,129,579	-	-	-	10,129,579	-
NEW	Bridge Joint Closures	2,305,500	-	2,305,500	2,305,500	-	-	-	-
5063	Rehabilitate Toll Road	2,617,800	1,399,999	4,017,799	4,017,799	-	-	-	-
5063	Rehabilitate Toll Road	10,600,000	13,882,161	24,482,161	2,500,284	5,254,263	5,411,891	5,574,248	5,741,475
	<b>Subtotal Roadway</b>	<b>15,523,300</b>	<b>26,888,952</b>	<b>42,412,252</b>	<b>8,823,583</b>	<b>5,254,263</b>	<b>6,888,104</b>	<b>15,703,827</b>	<b>5,741,475</b>
	<b>SOUND WALLS</b>								
5059	Sound Wall Improvements	-	379,111	379,111	379,111	-	-	-	-
5059	Sound Wall Replacement Phase I	5,980,109	1,019,891	7,000,000	7,000,000	-	-	-	-
5060	New Sound Wall Phase I (Construction)	8,287,433	747,466	9,034,899	9,034,899	-	-	-	-
	New Sound Walls for Impacted Communities	5,150,000	-	5,150,000	5,150,000	-	-	-	-
5061	Sound Wall Replacement Phase II (Design)	383,075	-	383,075	383,075	-	-	-	-
5061	Sound Wall Replacement Phase II (Construction)	6,400,000	-	6,400,000	6,400,000	-	-	-	-
	<b>Subtotal Sound Walls</b>	<b>26,200,617</b>	<b>2,146,468</b>	<b>28,347,085</b>	<b>28,347,085</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

2015 BUDGET

Metropolitan Washington Airports Authority

**DULLES CORRIDOR ENTERPRISE - CAPITAL IMPROVEMENT PROGRAM**  
**2015 BUDGET** → METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

**PROJECT DETAIL**

PROJ NUM	DESCRIPTION	CARRYOVER	2015 NEW PROGRAM AUTHORIZATION	2015-2019 TOTAL EXPENDITURES	EXPENDITURES				
					2015	2016	2017	2018	2019
	<b>DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)*</b>								
	<b>TOLLING PROJECTS</b>								
5070	Plaza Approach Signing and Channelization (Design)	230,546	-	230,546	230,546	-	-	-	-
5070	Plaza Approach Signing and Channelization (Construction)	54,946	-	54,946	54,946	-	-	-	-
5086	Toll Collection System	22,497,528	-	22,497,528	10,359,843	8,830,698	2,943,566	363,421	-
NEW	Update Readers for Protocol Compliance	-	557,680	557,680	274,724	-	282,966	-	-
5072	Toll Booth and Cabinet Replacement (Construction)	2,451,131	3,000	2,454,131	268,677	-	2,185,454	-	-
5073	Security Implementation	750,000	94,132	844,132	-	-	-	844,132	-
5081	DTR Admin. Bldg. Fire System (Construction)	-	72,275	72,275	-	-	-	-	-
10174	Main Plaza Revenue Collection Tunnel Rehabilitation	2,000,000	-	2,000,000	2,000,000	-	-	-	-
10175	Main Plaza Revenue Collection Tunnel Rehabilitation	27,984,151	727,097	28,711,248	12,986,287	9,105,422	5,411,986	1,207,553	-
	<b>OTHER</b>								
5078	Engineering, NEPA Studies, CM Services	3,432,888	1,627,959	5,060,847	4,060,847	1,000,000	-	-	-
5080	Maintenance Storage Yard (Construction)	841,371	7,853,185	8,694,556	-	-	-	8,694,556	-
NEW	DTR Outreach	-	546,841	546,841	103,000	106,090	109,273	112,551	115,927
5082	Geographic Information System	22,824	150,000	172,824	172,824	-	-	-	-
NEW	Ortho Mapping	-	765,243	765,243	-	371,315	-	393,928	-
	Subtotal Other	4,297,083	10,943,228	15,240,311	4,336,671	1,477,405	109,273	506,479	8,810,483
	<b>TOTAL DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)</b>	<b>\$ 76,592,687</b>	<b>\$ 44,294,963</b>	<b>\$ 120,887,650</b>	<b>\$ 57,767,832</b>	<b>\$ 16,597,402</b>	<b>\$ 12,847,454</b>	<b>\$ 18,543,367</b>	<b>\$ 15,131,595</b>
	<b>TOTAL DULLES CORRIDOR**</b>	<b>\$ 3,312,006,995</b>	<b>\$ 44,294,963</b>	<b>\$ 3,356,301,958</b>	<b>\$ 762,971,383</b>	<b>\$ 798,965,913</b>	<b>\$ 775,668,900</b>	<b>\$ 429,033,600</b>	<b>\$ 15,131,595</b>

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

\* Corridor Improvements (Other than Rail) include Expenditures 2015-2019

\*\* Total Dulles Corridor includes the following Expenditures: Rail includes expenditures for 2014 through 2018 & Beyond and Dulles Corridor Improvements (Other than Rail) includes expenditures for 2015-2019

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### **Rail Projects**

**Rail Phase 1 (\$610,572,856); Rail Phase 2 (\$167,928,670)**

#### *Guideway and Track Elements*

This section includes the surface, aerial and subway/tunnel construction costs, including track work for Metrorail. Also includes costs associated with rough grading, dirt work, and concrete base where applicable.

**Rail Phase 1 (\$361,505,267); Rail Phase 2 (\$227,697,000)**

#### *Stations, Stops, Terminals and Intermodals*

This section includes the stations, platforms, parking lots, access roads, parking garages, pedestrian overpasses, and support infrastructure associated with the passenger stations (e.g. bus park-and-rides, Kiss & Ride). Also includes costs associated with rough grading, excavation, station structures, enclosures, finishes, equipment, and mechanical and electrical equipment.

**Rail Phase 1 (\$74,887,678); Rail Phase 2 (\$229,467,709)**

#### *Support Facilities: Yards, Shops, Administrative Building*

This section includes vehicle storage yards and maintenance buildings, office support buildings and shop equipment. Also includes costs associated with support facilities, rough grading, excavation, support structures, enclosures, finishes, equipment, and mechanical and electrical equipment. Where a support facility is associated with a station, its costs may be included with the station costs.

**Rail Phase 1 (\$243,308,565); Rail Phase 2 (\$550,537,624)**

#### *Sitework and Special Conditions*

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

**Rail Phase 1 (\$307,005,098); Rail Phase 2 (\$210,763,916)**

#### *Systems*

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



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#### **Rail Phase 1 (\$67,631,026); Rail Phase 2 (\$58,600,000)**

##### ROW, Land and Existing Improvements

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

#### **Rail Phase 1 (\$195,352,701); Rail Phase 2 (\$212,771,989)**

##### Vehicles

This section includes the costs of new Metrorail vehicles that would operate on the Dulles Corridor Metrorail Project. The vehicle cost estimates are derived from a planned WMATA procurement of rail cars.

#### **Rail Phase 1 (\$749,528,339); Rail Phase 2 (\$569,017,477)**

##### Professional Services

This section includes preliminary engineering, final design, construction management, project management, owner administration, FTA and other agency coordination, insurance, and project start-up and testing.

#### **Rail Phase 1 (\$94,495,534); Rail Phase 2 (\$551,451,179)**

##### Unallocated Contingency

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

#### **Rail Phase 1 (\$201,408,229)**

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

##### Route 7 and Spring Hill Road

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

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

#### Emergency Crossover Enhancements

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

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

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

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

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

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#### **Dulles Corridor Improvements (other than Rail)**

##### **Planning and Preliminary Engineering Projects**

5051 Comprehensive Corridor Interchange (Study), \$569,279. This project is to perform a high-level evaluation of all interchanges within the boundaries of the Dulles Toll Road (Rt. 267) corridor. The study will identify the deficiencies with each interchange and develop a prioritized list, allowing for improvements to be targeted on an as needed basis. Particular attention will be given to short-term deficiencies with interchange operation and physical condition. Consideration will also be given to coordination efforts and modifications required by the Dulles Metrorail Project. The issues surrounding the interchanges may show commonality; therefore, suggested improvements may apply to one or all interchanges pending traffic analysis and conditions. Low-cost improvements will be recommended. This effort could involve obtaining recent traffic data and construction plans, performing basic traffic operations analyses, and conducting field visits to observe localized conditions.

(New) Short Term Mainline Improvements Study, \$257,500. This project is to develop recommendations for short-term improvements for the DTR mainline from the Capital Beltway to Route 28, including ramp merge and diverge areas. Such improvements would address operational and safety deficiencies that are deemed low-cost improvements.

(New) Ramp Termini Improvements Study – Western End, \$309,000. This project is to develop recommendations for short-term improvements for the ramp termini at interchanges in the corridor. Such improvements would address operational and safety deficiencies that are deemed low-cost improvements.

(New) Modeling Support, \$206,000. To promote greater efficiencies amongst the planning tasks, this sub-task combines all work associated with traffic modeling and simulation. A benefit to using this approach is that the modeling and simulation efforts can support multiple studies but retain a focus that yields consistent and integrated results.

(New) Long Term Conceptual Design Study, \$463,500. Conceptual study to define the long term configuration of the Dulles Toll Road, scenarios include evaluating if the existing HOV lane should be converted into a Managed Lane; define locations and limits or auxiliary lanes improvements between interchanges.

(New) Life Cycle Cost Report Updates, \$646,370. Prepare updates to the Life Cycle Cost Report, as required by the parameters in the TIFIA Loan agreement. This exercise will revise the previous report based on actions by MWAA of implementing projects and changes in funding. Project will be done annually for the period 2015-2019, then will occur once every four years.

(New) Raise Speed Limit Study, \$206,000. This project will perform a speed study from Route 28 to I-495 to determine the feasibility of raising the speed limit from 55 mph to 65 mph. The study will determine the 85<sup>th</sup> percentile speed, and will evaluate the roadway for safety and geometric issues. The primary benefit of this project would be increased mobility.

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5065 ITS and TMS Master Plan, \$538,013. This project will develop a master plan and vision to implement ITS and TMS (traffic management systems) along the Dulles Corridor. Primary benefits of this project include operational efficiency and increased safety. Components of the master plan may include incident monitoring cameras and speed detection, road weather information, dynamic message signs, Automated Vehicle Identification and Location (AVI and AVL), and communication feeds to transmit the information to control facilities and informational sources (e.g., dynamic message signs and other traveler information systems).

(New) Maintenance Storage Yard (Study), \$51,500. This project is to assess possible locations and develop a site location plan and concept for a storage facility for snow and ice removal and sanding operations.

(New) Stormwater Management Program (Study), \$109,273. The new Virginia Stormwater Management Program (VSMP) general permitting began on July 1, 2014. New construction and redevelopment/development will be subject to the new permitting criteria set forth in the updated VSMP regulations, which contain more restrictive stormwater quantity and quality controls, especially from an outfall perspective. This study will develop recommendations for MWAA to upgrade its existing stormwater management facilities to meet the Part IIB requirements. The primary benefit of this project is increased resiliency.

(New) AET Conceptual Study, \$283,250. This study would identify tolling policies (including congestion pricing) and infrastructure needs, develop criteria for siting tolling equipment, and alternative layouts for each tolling site/tolling zone.

(New) AET Constructability Study, \$225,102. This study would identify the requirements for gantry selection (i.e. single gantry versus double gantry), site requirements, design criteria, and utilities requirements.

(New) DTR Administration Feasibility Study, \$562,754. This project is a feasibility study to identify the ideal location for the DTR Toll Administration Building at the time the DTR converts to AET; whether to retain the existing location, move it to the Airport or identify another site. It will consider the potential to house other operations for the building to serve as a joint-center or shared-facility. The study would also consider the proposed improvements by Fairfax County to construct a CD-road in the vicinity of the existing administration building. The study would also include initial site planning for the recommended site location.

(New) Performance Management Assessment Report, \$1,300,375. This report consists of the assessment of assets for the Dulles Toll Road in accordance with the Permit and Operating Agreement with VDOT. All assets for the Dulles Toll Road must be assessed every 8 years and a report on the condition of these assets must be submitted to VDOT. This report will also assess the Authority's performance on maintaining or improving assets over the last 8 years.

(New) General Planning Studies, \$1,226,007. This project is to preserve a pool of funds for general planning studies to address unspecified (at this time) needs for the corridor. Projects could include special studies to address new planning requirements as regulation change, or studies to respond to emergency situations (i.e. culvert failure requiring a needs assessment).

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#### Roadway Projects

5050 Dulles Corridor/I-495 Interchange (Design and Construction), \$53,652,213. This Capital Improvement Project utilizes the traffic warrants and operational analyses performed during the study phase and provides preliminary design development for an additional direct flyover connection from I-495 Outer Loop to the westbound Access Road. This will involve preliminary engineering, and NEPA documentation in advance of project design.

(New) Short Term Interchange Improvements (Design, and Construction), \$10,129,579. Short-term ramp improvements include modest lane reassignments to improve safety and traffic circulation at signalized intersections on yet to be determined ramps to and from the Dulles Toll Road. A planning study will determine which ramps and the type of improvements to be accomplished. The design phase of the project will include developing preliminary design plans concurrent with NEPA documentation for the anticipated improvements. The task will utilize the traffic warrants and operational analyses performed during the study phase.

(New) Bridge Joint Closures, \$2,305,500. VDOT is closing bridge joints on bridges over the Dulles Corridor in the segments impacted by the Metrorail Phase 2 project. It is being completed ahead of Phase 2, to eliminate any bridge joints over the Metrorail, so to eliminate impacts to rail operations. The funding represents MWAA's contribution to the project. Primary benefit of this project is improved operational efficiency, as project will reduce subsequent R&R costs.

5063 Rehabilitate Toll Road, (Study, Design and Construction), \$31,882,160. This project will provide for the repair and resurfacing of the Dulles Toll Road pavements. Initial surveys have identified areas of pavement that may be distressed below the surface course that will require full depth repair and/or replacement of subgrade materials. This work can usually be phased over multiple years. Traffic maintenance will be a significant item of work. This work is usually confined to night-time operations in the Northern Virginia region. Work needs to be planned with adequate timeframes for shifting traffic and ancillary construction; therefore, the size of projects will be determined by the quantity of work that can be accomplished in a construction season.

#### Sound Wall Projects

5059 Sound Wall Improvements, \$4,079,111. This project provides for design and emergency repair of failing sound walls along the Dulles Corridor. Visual inspections have determined that many sections of sound walls are in immediate need of repair to prevent failure. This project would replace panels, add fasteners and connections to support unstable walls and generally shore up sound walls which are severely deteriorated.

5059 Sound Wall Replacement Phase I (Design and Construction), \$8,019,891. This project is for the structural design for those walls and areas that meet the required Federal Highway Administration Noise Wall Guidelines and are designated by the study as candidates for replacement under the Sound Wall Replacement Study. This work will include the design, plans, and specifications to let the required work for construction. Design will include aesthetics as well as noise abatement design. The Dulles Toll Road Traffic Noise Model will determine the noise mitigation effectiveness of existing sound walls. Based on the recommendations of the Traffic Noise

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Model Study, designs will be developed incorporating aesthetics, adjacent communities and modern sound attenuation techniques. This provides an opportunity to use modern noise reduction techniques and provide improvements to the Dulles Corridor and adjoining neighborhoods. This project will consist of the removal (if necessary) and construction of replacement sound walls for Phase I based on recommendations from the Traffic Noise Model.

5060 New Sound Wall Phase I (Construction) and New Sound Walls for Impacted Communities, \$15,697,466. This project will include the design, plans and specifications to let the required work for construction. Design will include aesthetics as well as noise abatement design. The Dulles Toll Road Traffic Noise Model will determine the noise mitigation requirements and locations for sound walls. Based on the recommendations of the Traffic Noise Model Study, designs will be developed incorporating aesthetics, adjacent communities and modern sound attenuation techniques. This provides an opportunity to use modern noise reduction techniques and provide improvements to the Dulles Corridor and adjoining neighborhoods.

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

#### **Tolling**

5070 Plaza Approach Signing and Channelization Implementation (Construction), \$354,946. This project will include the construction elements to implement the improvements noted in the Plaza Approach Signing and Channelization Study. As part of the conversion of additional toll lanes to EZ Pass only, this project will replace signage for the new dedicated lanes. Traffic control will be a major part of this work.

5066 Toll Collection System, \$23,500,000. This work includes the development of design and procurement documents, interfacing with VDOT, design, software, and hardware required for a possible new Automated Revenue Collection System (ARCS), a Maintenance On-Line Monitoring System (MOMS), and an upgraded Violation Enforcement System (VES). The Airports Authority may wish to implement its own Automated Revenue Collection System (ARCS) to replace the existing Transcore system presently on the Dulles Toll Road. Additionally, a MOMS would link the operations of the toll transaction equipment to a central monitoring point so that problems in operation could be quickly identified. Maintenance On-Line Systems allow technicians to monitor the toll system outputs to determine technology issues prior to complete failures that cause lane shut downs. It also provides an active log of the type of equipment and location of equipment that generate the

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most repair notices. This project would include the software, hardware, communications and integration for a violation enforcement system at the Mainline plaza and ramp plazas. This project would include installation/upgrade of equipment and back office processing. As an initial phase, this work includes the replacement of the host computer for the existing ARCS. This project also supports the conversion of Exact Change Lanes to EZ Pass Only in locations where EZ Pass usage exceeds 80% and traffic queues utilizing exact change/full service lanes are not expected to impact operations.

(New) Update Readers for Protocol Compliance, \$557,690. This project will update toll readers for protocol compliance, allowing the Dulles Toll Road equipment to read all transponders based on requirements set forth in the National Protocol Standard. Deployment cost will depend on selected system, costs include all installation and testing costs. The primary benefit of this project is revenue enhancement.

5072 Toll Booth and Cabinet Replacement (Design and Construction), \$2,454,131. This project is to design and construct the Toll Booth Replacement project. VDOT has shelved a design for the Toll Booth Replacement and this design will update the current VDOT plans and prepare plans for construction. It was noted in the Dulles Toll Road and Dulles Connector Road Asset Assessment Summary Report that the toll booths are now showing their age. Many of the booths are in poor condition. Inspection of the toll booths revealed the only consistent safety issue was the failure of emergency lighting inside the toll booths. The electrical enclosures are rusted due to climate and its proximity to the road. The concrete curbs in the outside lane are also failing. Drainage problems were apparent within the interior lanes, exhibiting cracks in the concrete and sediment at low points. Deterioration of the walkways in the toll lanes was present. The deficiencies noted at some of the plazas include loose and/or non-enclosed wiring and separating flashing. It is recommended to replace the existing toll booths with pre-fabricated units, designed to meet the Airports Authority's requirements and provide a unique system identity.

5073 Security Implementation, \$844,132. The DTR has the capability of transmitting data via dedicated fiber optic cable. The cable was designed to have excess capability to accommodate video feed to the DTR Control Room from each remote plaza. There are currently no cameras or camera housings wired to the main Administration building. This situation does not provide adequate security for the toll collectors or the funds being collected at these locations. Some of the remote plazas are miles from the Administration building and are located in remote areas. Although there is supervisory staff driving the roadway, the toll collector is alone and can only communicate with the DTR Control room by intercom. This project would augment personal safety and fiscal security at the remote ramp locations.

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

5081 Dulles Toll Road Administration Building Fire System (Construction), \$322,275. This project will replace the existing water based sprinkler system with an Intergeren foam suppression system for the computer/server room



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at the Administration Building. The computer/server room houses all of the MWAA servers, telephone systems, toll lane equipment and violation data processing equipment. The replacement of the system will prevent damage to the vital computer equipment.

10174 Main Plaza Revenue Collection Tunnel Rehabilitation, \$2,331,567. This project is to provide for the final design and preparation of contract documents for repairs to the Main Plaza tunnel and its associated systems to address structural deterioration, water intrusion, and non-code compliance of the tunnel systems. The design would address operational, structural and safety deficiencies.

#### **Other**

5078 Engineering, NEPA Studies, \$8,121,718. This project is to provide engineering support services to implement the Dulles Toll Road Capital Improvement Program. Support services include planning studies, design and NEPA support services, and construction services.

5080 Maintenance Storage Yard (Design and Construction), \$8,905,185. This project will be to construct the maintenance storage facility as determined in the Maintenance Storage Yard/Emergency Resource Location Study. It is anticipated that this project will include a storage facility with salt dome, security fencing and lighting, parking, and site access. This project can be phased based on the results from the study for maintenance storage yard, such as construction of a new salt dome and deferring other storage requirements at a later date.

(New) Outreach to Support Dulles Toll Road Strategic Initiatives, \$546,841. This project involves conducting public outreach for projects such as noise wall improvements, toll rate increases, and other betterment projects. The primary benefit of this project is customer service, providing fair and equitable service to consumers.

5082 Geographic Information System, \$646,000. This project includes the implementation of the interface and preparing data for conversion to the GIS system for the upcoming Enterprise Resource Planning system.

(New) Ortho Mapping, \$765,243. This project provides digital orthographic mapping of the Dulles corridor, project to begin in 2016, completed every two years.

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#### APPENDICES

The Appendices Section consists of the following:

#### Cost Allocation Plan

#### Airports Authority Facts

- Airports Snapshots of Reagan National and Dulles International
- Airlines Serving the Airports
- General Information About Airports
- History of Enplaned Passengers (Charts) for Reagan National and Dulles International
- Activity Indicators

#### Airports Authority Staffing

##### Airports Authority Position Summary

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

##### New Positions and Descriptions

#### Debt Programs

##### Aviation Debt Program

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

##### Dulles Corridor Debt Program

- Dulles Toll Road Revenue Bonds
- Variable Rate Program
- Future Bonds
- Debt Service Coverage

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

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#### Cost Allocation Plan

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

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

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

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

#### Cost Allocation

The 2015 Aviation Budget includes a reduction of \$9.5 million of overhead and other indirect costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund, but is appropriately allocable to the Dulles Corridor Enterprise Fund as costs associated with the operation of the Dulles Toll Road, or as costs of the Metrorail Project. Of the \$9.5 million, \$5.5 million is budgeted to be allocated to the Dulles Toll Road. The remaining \$4.0 million is budgeted to be allocated as administrative overhead for the Dulles Rail Project.

Table 5-1 (dollars in thousands)	Budget 2015
Aviation Prior to Cost Allocation	\$ 355,957
Cost Allocation - Road	(5,466)
Cost Allocation - Rail (Phases 1 and 2)	(4,017)
<b>Total Aviation</b>	<b>\$ 346,474</b>

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

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

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#### 2015 Operating Expenses Cost Allocation Tables

Table 5-2  
2015 OPERATING EXPENSES COST ALLOCATION - TOTAL

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 117,704	\$ 115,582	\$ 115,582	\$ 2,122	\$ -	\$ -	\$ -	\$ 2,122
Other than Full-time Permanent	6,129	6,129	6,129	-	-	-	-	-
Overtime	6,653	6,588	6,588	65	-	-	-	65
Other - Personnel Compensation	4,589	4,524	(852)	65	-	3,113	2,263	5,441
Personnel Compensation	135,074	132,822	127,446	2,252	-	3,113	2,263	7,628
Health Insurance	22,604	22,100	22,100	504	-	-	-	504
Life Insurance	533	521	521	12	-	-	-	12
Retirement	15,092	14,802	14,802	290	-	-	-	290
Other - Employee Benefits	2,658	2,607	562	51	-	1,203	842	2,096
Employee Benefits	40,886	40,029	37,984	857	-	1,203	842	2,902
Total Personnel Expenses	175,961	172,852	165,431	3,109	-	4,316	3,105	10,530
TRAVEL	937	926	890	11	-	16	20	47
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	5,297	5,297	5,297	-	-	-	-	-
Other - Lease and Rental Payments	237	227	224	10	-	2	1	13
Total Lease and Rental Payments	5,535	5,525	5,522	10	-	2	1	60
UTILITIES								
Electricity	20,121	19,921	19,896	200	-	4	21	225
Natural Gas	3,756	3,756	3,756	-	-	-	-	-
Water	1,478	1,473	1,473	5	-	-	-	5
Sewerage	2,079	2,074	2,074	5	-	-	-	5
Total Utilities	27,433	27,223	27,198	210	-	4	21	235
TELECOMMUNICATIONS	1,717	1,707	1,412	10	-	210	85	305
45025 AVIATION DRIVE	102	102	102	-	-	-	-	-
DULLES EAST BUILDING	(373)	(373)	(373)	-	-	-	-	-
SERVICES								
Custodial Services	23,674	23,562	23,562	112	-	-	-	112
Contractual Services	105,884	85,434	83,879	20,450	600	840	715	22,605
Total Services	129,559	108,997	107,442	20,562	600	840	715	22,717
SUPPLIES, MATERIALS AND FUELS								
Fuels	3,540	3,372	3,372	168	-	-	-	168
Supplies and Materials	15,984	15,390	15,286	594	-	58	46	698
Total Supplies, Materials and Fuels	19,524	18,762	18,658	762	-	58	46	866
INSURANCE AND RISK MANAGEMENT	9,586	8,785	8,785	801	-	-	-	801
NONCAPITAL EQUIPMENT	1,603	1,577	1,536	26	-	19	22	67
NONCAPITAL FACILITY PROJECTS	956	956	956	-	-	-	-	-
CAPITAL EQUIPMENT	2,176	1,803	1,803	373	-	-	-	373
CAPITAL FACILITY PROJECTS	7,113	7,113	7,113	-	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 382,431</b>	<b>\$ 355,957</b>	<b>\$ 346,474</b>	<b>\$ 25,874</b>	<b>\$ 600</b>	<b>\$ 5,466</b>	<b>\$ 4,017</b>	<b>\$ 35,957</b>

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Table 5-2.1

## 2015 OPERATING EXPENSES COST ALLOCATION - TOTAL CONSOLIDATED FUNCTIONS

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 41,273	\$ 41,273	\$ 41,273	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	5,334	5,334	5,334	-	-	-	-	-
Overtime	566	566	566	-	-	-	-	-
Other - Personnel Compensation	897	897	(2,973)	-	-	1,732	2,138	3,870
Personnel Compensation	48,070	48,070	44,200	-	-	1,732	2,138	3,870
Health Insurance	6,623	6,623	6,623	-	-	-	-	-
Life Insurance	151	151	151	-	-	-	-	-
Retirement	4,887	4,887	4,887	-	-	-	-	-
Other - Employee Benefits	816	816	(598)	-	-	647	767	1,414
Employee Benefits	12,477	12,477	11,063	-	-	647	767	1,414
Total Personnel Expenses	60,548	60,548	55,264	-	-	2,379	2,905	5,284
TRAVEL	714	714	681	-	-	13	20	33
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	5,297	5,297	5,297	-	-	-	-	-
Other - Lease and Rental Payments	38	38	36	-	-	1	1	2
Total Lease and Rental Payments	5,335	5,335	5,333	-	-	1	1	35
UTILITIES								
Electricity	2	2	2	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	2	2	2	-	-	-	-	-
TELECOMMUNICATIONS	1,717	1,707	1,412	10	-	210	85	305
45025 AVIATION DRIVE	102	102	102	-	-	-	-	-
DULLES EAST BUILDING	(373)	(373)	(373)	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	25,521	24,621	23,156	300	600	827	638	2,365
Total Services	25,521	24,621	23,156	300	600	827	638	2,365
SUPPLIES, MATERIALS AND FUELS								
Fuels	5	5	5	-	-	-	-	-
Supplies and Materials	2,431	2,431	2,343	-	-	49	39	88
Total Supplies, Materials and Fuels	2,436	2,436	2,348	-	-	49	39	88
INSURANCE AND RISK MANAGEMENT	9,585	8,785	8,785	800	-	-	-	800
NONCAPITAL EQUIPMENT	1,237	1,237	1,198	-	-	18	21	39
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL CF OPERATING EXPENSES</b>	<b>\$ 106,823</b>	<b>\$ 105,113</b>	<b>\$ 97,907</b>	<b>\$ 1,110</b>	<b>\$ 600</b>	<b>\$ 3,497</b>	<b>\$ 3,709</b>	<b>\$ 8,916</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.2  
2015 OPERATING EXPENSES COST ALLOCATION - TOTAL DCA

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 28,563	\$ 28,563	\$ 28,563	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	91	91	91	-	-	-	-	-
Overtime	2,024	2,024	2,024	-	-	-	-	-
Other - Personnel Compensation	1,260	1,260	1,204	-	-	9	47	56
Personnel Compensation	31,938	31,938	31,882	-	-	9	47	56
Health Insurance	5,839	5,839	5,839	-	-	-	-	-
Life Insurance	140	140	140	-	-	-	-	-
Retirement	3,698	3,698	3,698	-	-	-	-	-
Other - Employee Benefits	798	798	747	-	-	8	43	51
Employee Benefits	10,474	10,474	10,423	-	-	8	43	51
Total Personnel Expenses	42,412	42,412	42,305	-	-	17	90	107
TRAVEL	67	67	67	-	-	-	-	-
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	92	92	90	-	-	-	2	2
Total Lease and Rental Payments	92	92	90	-	-	-	2	2
UTILITIES								
Electricity	6,118	6,118	6,093	-	-	4	21	25
Natural Gas	1,240	1,240	1,240	-	-	-	-	-
Water	1,024	1,024	1,024	-	-	-	-	-
Sewerage	1,271	1,271	1,271	-	-	-	-	-
Total Utilities	9,653	9,653	9,628	-	-	4	21	25
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	8,450	8,450	8,450	-	-	-	-	-
Contractual Services	13,298	13,298	13,212	-	-	14	72	86
Total Services	21,748	21,748	21,662	-	-	14	72	86
SUPPLIES, MATERIALS AND FUELS								
Fuels	684	684	684	-	-	-	-	-
Supplies and Materials	3,771	3,771	3,765	-	-	1	5	6
Total Supplies, Materials and Fuels	4,455	4,455	4,449	-	-	1	5	6
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	133	133	133	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	956	956	956	-	-	-	-	-
CAPITAL EQUIPMENT	1,803	1,803	1,803	-	-	-	-	-
CAPITAL FACILITY PROJECTS	7,113	7,113	7,113	-	-	-	-	-
<b>TOTAL DCA OPERATING EXPENSES</b>	<b>\$ 88,435</b>	<b>\$ 88,435</b>	<b>\$ 88,207</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 37</b>	<b>\$ 191</b>	<b>\$ 228</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

**Table 5-2.3**  
**2015 OPERATING EXPENSES COST ALLOCATION - TOTAL IAD**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 45,746	\$ 45,746	\$ 45,746	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	705	705	705	-	-	-	-	-
Overtime	3,997	3,997	3,997	-	-	-	-	-
Other - Personnel Compensation	2,368	2,368	917	-	-	1,373	78	1,451
Personnel Compensation	52,815	52,815	51,364	-	-	1,373	78	1,451
Health Insurance	9,638	9,638	9,638	-	-	-	-	-
Life Insurance	230	230	230	-	-	-	-	-
Retirement	6,216	6,216	6,216	-	-	-	-	-
Other - Employee Benefits	993	993	413	-	-	548	32	580
Employee Benefits	17,078	17,078	16,498	-	-	548	32	580
Total Personnel Expenses	69,893	69,893	67,862	-	-	1,921	110	2,031
TRAVEL	145	145	142	-	-	3	-	3
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	99	99	99	-	-	-	-	-
Total Lease and Rental Payments	99	99	99	-	-	-	-	-
UTILITIES								
Electricity	13,801	13,801	13,801	-	-	-	-	-
Natural Gas	2,516	2,516	2,516	-	-	-	-	-
Water	448	448	448	-	-	-	-	-
Sewerage	803	803	803	-	-	-	-	-
Total Utilities	17,568	17,568	17,568	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	15,113	15,113	15,113	-	-	-	-	-
Contractual Services	47,601	47,516	47,511	85	-	-	5	90
Total Services	62,713	62,628	62,623	85	-	-	5	90
SUPPLIES, MATERIALS AND FUELS								
Fuels	2,683	2,683	2,683	-	-	-	-	-
Supplies and Materials	9,341	9,187	9,177	154	-	8	2	164
Total Supplies, Materials and Fuels	12,024	11,870	11,860	154	-	8	2	164
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	211	207	206	4	-	1	-	5
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL IAD OPERATING EXPENSES</b>	<b>\$ 162,651</b>	<b>\$ 162,408</b>	<b>\$ 160,360</b>	<b>\$ 243</b>	<b>\$ -</b>	<b>\$ 1,932</b>	<b>\$ 116</b>	<b>\$ 2,291</b>



## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.4  
2015 OPERATING EXPENSES COST ALLOCATION - DCE

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,122	\$ -	\$ -	\$ 2,122	\$ -	\$ -	\$ -	\$ 2,122
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	65	-	-	65	-	-	-	65
Other - Personnel Compensation	5,441	-	(5,376)	65	-	3,113	2,263	5,441
Personnel Compensation	7,628	-	(5,376)	2,252	-	3,113	2,263	7,628
Health Insurance	504	-	-	504	-	-	-	504
Life Insurance	12	-	-	12	-	-	-	12
Retirement	290	-	-	290	-	-	-	290
Other - Employee Benefits	2,096	-	(2,045)	51	-	1,203	842	2,096
Employee Benefits	2,902	-	(2,045)	857	-	1,203	842	2,902
Total Personnel Expenses	10,530	-	(7,421)	3,109	-	4,316	3,105	10,530
TRAVEL	47	-	(36)	11	-	16	20	47
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	16	-	(6)	10	-	4	2	16
Total Lease and Rental Payments	16	-	(6)	10	-	4	2	63
UTILITIES								
Electricity	225	-	(25)	200	-	4	21	225
Natural Gas	-	-	-	-	-	-	-	-
Water	5	-	-	5	-	-	-	5
Sewerage	5	-	-	5	-	-	-	5
Total Utilities	235	-	(25)	210	-	4	21	235
TELECOMMUNICATIONS	305	-	(295)	10	-	210	85	305
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING SERVICES	-	-	-	-	-	-	-	-
Custodial Services	112	-	-	112	-	-	-	112
Contractual Services	22,605	-	(1,555)	20,450	600	840	715	22,605
Total Services	22,717	-	(1,555)	20,562	600	840	715	22,717
SUPPLIES, MATERIALS AND FUELS								
Fuels	168	-	-	168	-	-	-	168
Supplies and Materials	698	-	(104)	594	-	58	46	698
Total Supplies, Materials and Fuels	866	-	(104)	762	-	58	46	866
INSURANCE AND RISK MANAGEMENT	801	-	-	801	-	-	-	801
NONCAPITAL EQUIPMENT	67	-	(41)	26	-	19	22	67
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	373	-	-	373	-	-	-	373
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL DCE OPERATING EXPENSES</b>	<b>\$ 35,957</b>	<b>\$ -</b>	<b>\$ (9,483)</b>	<b>\$ 25,874</b>	<b>\$ 600</b>	<b>\$ 5,466</b>	<b>\$ 4,017</b>	<b>\$ 35,957</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

**Table 5-2.5**  
**2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF BOARD, CEO & COO**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,344	\$ 2,344	\$ 2,344	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	4	4	4	-	-	-	-	-
Overtime	1	1	1	-	-	-	-	-
Other - Personnel Compensation	109	109	(350)	-	-	202	257	459
Personnel Compensation	2,458	2,458	1,999	-	-	202	257	459
Health Insurance	195	195	195	-	-	-	-	-
Life Insurance	5	5	5	-	-	-	-	-
Retirement	229	229	229	-	-	-	-	-
Other - Employee Benefits	26	26	(131)	-	-	73	84	157
Employee Benefits	455	455	298	-	-	73	84	157
Total Personnel Expenses	2,913	2,913	2,297	-	-	275	341	616
TRAVEL	124	124	124	-	-	-	-	-
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	679	679	635	-	-	19	25	44
Total Services	679	679	635	-	-	19	25	44
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	25	25	13	-	-	5	7	12
Total Supplies, Materials and Fuels	25	25	13	-	-	5	7	12
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	23	23	8	-	-	6	9	15
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL BOARD &amp; CEO OPERATING EXPENSES</b>	<b>\$ 3,764</b>	<b>\$ 3,764</b>	<b>\$ 3,077</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 305</b>	<b>\$ 381</b>	<b>\$ 686</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.6  
2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF LEGAL

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 1,101	\$ 1,101	\$ 1,101	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	1	1	1	-	-	-	-	-
Other - Personnel Compensation	18	18	(161)	-	-	-	179	179
Personnel Compensation	1,120	1,120	941	-	-	-	179	179
Health Insurance	96	96	96	-	-	-	-	-
Life Insurance	2	2	2	-	-	-	-	-
Retirement	125	125	125	-	-	-	-	-
Other - Employee Benefits	24	24	(29)	-	-	-	53	53
Employee Benefits	247	247	194	-	-	-	53	53
Total Personnel Expenses	1,367	1,367	1,135	-	-	-	232	232
TRAVEL	13	13	12	-	-	-	1	1
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	1
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	1,014	1,004	971	10	-	-	33	43
Total Services	1,014	1,004	971	10	-	-	33	43
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	15	15	14	-	-	-	1	1
Total Supplies, Materials and Fuels	15	15	14	-	-	-	1	1
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	2	2	2	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL LEGAL OPERATING EXPENSE</b>	<b>\$ 2,410</b>	<b>\$ 2,400</b>	<b>\$ 2,132</b>	<b>\$ 10</b>	<b>\$ -</b>	<b>\$ 1</b>	<b>\$ 267</b>	<b>\$ 278</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

**Table 5-2.7**  
**2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AUDIT**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 1,136	\$ 1,136	\$ 1,136	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	46	46	46	-	-	-	-	-
Overtime	1	1	1	-	-	-	-	-
Other - Personnel Compensation	11	11	(41)	-	-	30	22	52
Personnel Compensation	1,194	1,194	1,142	-	-	30	22	52
Health Insurance	130	130	130	-	-	-	-	-
Life Insurance	3	3	3	-	-	-	-	-
Retirement	122	122	122	-	-	-	-	-
Other - Employee Benefits	20	20	4	-	-	9	7	16
Employee Benefits	275	275	259	-	-	9	7	16
Total Personnel Expenses	1,468	1,468	1,400	-	-	39	29	68
TRAVEL	26	26	26	-	-	-	-	-
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	2,210	1,990	1,912	220	600	45	33	898
Total Services	2,210	1,990	1,912	220	600	45	33	898
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	14	14	14	-	-	-	-	-
Total Supplies, Materials and Fuels	14	14	14	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	10	10	10	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL AUDIT OPERATING EXPENSES</b>	<b>\$ 3,730</b>	<b>\$ 3,510</b>	<b>\$ 3,363</b>	<b>\$ 220</b>	<b>\$ 600</b>	<b>\$ 85</b>	<b>\$ 62</b>	<b>\$ 967</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.8

## 2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIR SERVICE DEVELOPMENT

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 689	\$ 689	\$ 689	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Other - Personnel Compensation	5	5	5	-	-	-	-	-
Personnel Compensation	694	694	694	-	-	-	-	-
Health Insurance	78	78	78	-	-	-	-	-
Life Insurance	2	2	2	-	-	-	-	-
Retirement	80	80	80	-	-	-	-	-
Other - Employee Benefits	18	18	18	-	-	-	-	-
Employee Benefits	178	178	178	-	-	-	-	-
Total Personnel Expenses	872	872	872	-	-	-	-	-
TRAVEL	234	234	234	-	-	-	-	-
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	2,211	2,211	2,211	-	-	-	-	-
Total Services	2,211	2,211	2,211	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	25	25	25	-	-	-	-	-
Total Supplies, Materials and Fuels	25	25	25	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	4	4	4	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL AIR SERVICE OPERATING EXPENSES</b>	<b>\$ 3,345</b>	<b>\$ 3,345</b>	<b>\$ 3,345</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

**Table 5-2.9**  
**2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF COMMUNICATIONS**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 1,438	\$ 1,438	\$ 1,438	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	26	26	26	-	-	-	-	-
Overtime	1	1	1	-	-	-	-	-
Other - Personnel Compensation	17	17	(121)	-	-	100	38	138
Personnel Compensation	1,482	1,482	1,344	-	-	100	38	138
Health Insurance	187	187	187	-	-	-	-	-
Life Insurance	4	4	4	-	-	-	-	-
Retirement	153	153	153	-	-	-	-	-
Other - Employee Benefits	30	30	(21)	-	-	37	14	51
Employee Benefits	374	374	323	-	-	37	14	51
Total Personnel Expenses	1,856	1,856	1,667	-	-	137	52	189
TRAVEL	22	22	19	-	-	2	1	3
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	9	9	8	-	-	1	-	1
Total Lease and Rental Payments	9	9	8	-	-	1	-	1
UTILITIES								
Electricity	2	2	2	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	2	2	2	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	1,431	1,431	1,325	-	-	77	29	106
Total Services	1,431	1,431	1,325	-	-	77	29	106
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	54	54	51	-	-	2	1	3
Total Supplies, Materials and Fuels	54	54	51	-	-	2	1	3
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	1	1	1	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL COMMUNICATIONS OPERATING EXPENSES</b>	<b>\$ 3,375</b>	<b>\$ 3,375</b>	<b>\$ 3,074</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 219</b>	<b>\$ 83</b>	<b>\$ 302</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.10

## 2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF CORPORATE RISK AND STRATEGY

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 870	\$ 870	\$ 870	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Other - Personnel Compensation	0	0	(210)	-	-	30	180	210
Personnel Compensation	870	870	660	-	-	30	180	210
Health Insurance	95	95	95	-	-	-	-	-
Life Insurance	2	2	2	-	-	-	-	-
Retirement	75	75	75	-	-	-	-	-
Other - Employee Benefits	10	10	(64)	-	-	11	63	74
Employee Benefits	182	182	108	-	-	11	63	74
Total Personnel Expenses	1,052	1,052	768	-	-	41	243	284
TRAVEL	12	12	10	-	-	-	2	2
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	155	155	154	-	-	-	1	1
Total Services	155	155	154	-	-	-	1	1
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	23	23	22	-	-	-	1	1
Total Supplies, Materials and Fuels	23	23	22	-	-	-	1	1
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	4	4	4	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL CORPORATE RISK AND STRATEGY OPERATING EXPENSES</b>	<b>\$ 1,247</b>	<b>\$ 1,247</b>	<b>\$ 958</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 41</b>	<b>\$ 248</b>	<b>\$ 289</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

**Table 5-2.11**  
**2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF REAL ESTATE**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 163	\$ 163	\$ 163	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	165	165	165	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Other - Personnel Compensation	-	-	-	-	-	-	-	-
Personnel Compensation	328	328	328	-	-	-	-	-
Health Insurance	29	29	29	-	-	-	-	-
Life Insurance	1	1	1	-	-	-	-	-
Retirement	25	25	25	-	-	-	-	-
Other - Employee Benefits	2	2	2	-	-	-	-	-
Employee Benefits	57	57	57	-	-	-	-	-
Total Personnel Expenses	385	385	385	-	-	-	-	-
TRAVEL	16	16	16	-	-	-	-	-
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	28	28	28	-	-	-	-	-
Total Services	28	28	28	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	5	5	5	-	-	-	-	-
Total Supplies, Materials and Fuels	5	5	5	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	7	7	7	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL REAL ESTATE OPERATING EXPENSES</b>	<b>\$ 441</b>	<b>\$ 441</b>	<b>\$ 441</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.12  
2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF CHIEF REVENUE OFFICER

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 265	\$ 265	\$ 265	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Other - Personnel Compensation	-	-	-	-	-	-	-	-
Personnel Compensation	265	265	265	-	-	-	-	-
Health Insurance	13	13	13	-	-	-	-	-
Life Insurance	-	-	-	-	-	-	-	-
Retirement	23	23	23	-	-	-	-	-
Other - Employee Benefits	6	6	6	-	-	-	-	-
Employee Benefits	42	42	42	-	-	-	-	-
Total Personnel Expenses	307	307	307	-	-	-	-	-
TRAVEL	8	8	8	-	-	-	-	-
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	500	500	500	-	-	-	-	-
Total Services	500	500	500	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	2	2	2	-	-	-	-	-
Total Supplies, Materials and Fuels	2	2	2	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	10	10	10	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL CHIEF REVENUE OFFICER OPERATING EXPENSES</b>	<b>\$ 827</b>	<b>\$ 827</b>	<b>\$ 827</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.13

## 2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF PLANNING AND REVENUE DEVELOPMENT

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 373	\$ 373	\$ 373	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Other - Personnel Compensation	-	-	-	-	-	-	-	-
Personnel Compensation	373	373	373	-	-	-	-	-
Health Insurance	40	40	40	-	-	-	-	-
Life Insurance	1	1	1	-	-	-	-	-
Retirement	38	38	38	-	-	-	-	-
Other - Employee Benefits	7	7	7	-	-	-	-	-
Employee Benefits	86	86	86	-	-	-	-	-
Total Personnel Expenses	458	458	458	-	-	-	-	-
TRAVEL	3	3	3	-	-	-	-	-
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	451	451	426	-	-	18	7	25
Total Services	451	451	426	-	-	18	7	25
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	1	1	1	-	-	-	-	-
Total Supplies, Materials and Fuels	1	1	1	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	15	15	15	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL CHIEF REVENUE OFFICER</b>								
<b>OPERATING EXPENSES</b>	<b>\$ 928</b>	<b>\$ 928</b>	<b>\$ 903</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18</b>	<b>\$ 7</b>	<b>\$ 25</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.14  
2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF FINANCE

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 7,248	\$ 7,248	\$ 7,248	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	647	647	647	-	-	-	-	-
Overtime	35	35	35	-	-	-	-	-
Other - Personnel Compensation	64	64	(772)	-	-	191	645	836
Personnel Compensation	7,993	7,993	7,157	-	-	191	645	836
Health Insurance	1,015	1,015	1,015	-	-	-	-	-
Life Insurance	24	24	24	-	-	-	-	-
Retirement	762	762	762	-	-	-	-	-
Other - Employee Benefits	108	108	(202)	-	-	74	236	310
Employee Benefits	1,908	1,908	1,598	-	-	74	236	310
Total Personnel Expenses	9,902	9,902	8,756	-	-	265	881	1,146
TRAVEL	64	64	56	-	-	1	7	8
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	5,297	5,297	5,297	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	5,297	5,297	5,297	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	2,784	2,714	2,568	70	-	69	77	216
Total Services	2,784	2,714	2,568	70	-	69	77	216
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	82	82	69	-	-	3	10	13
Total Supplies, Materials and Fuels	82	82	69	-	-	3	10	13
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	58	58	49	-	-	1	8	9
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL FINANCE OPERATING EXPENSES</b>	<b>\$ 18,188</b>	<b>\$ 18,118</b>	<b>\$ 16,796</b>	<b>\$ 70</b>	<b>\$ -</b>	<b>\$ 339</b>	<b>\$ 983</b>	<b>\$ 1,392</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

**Table 5-2.15**  
**2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF ENGINEERING**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 4,796	\$ 4,796	\$ 4,796	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	2	2	2	-	-	-	-	-
Other - Personnel Compensation	35	35	(766)	-	-	442	359	801
Personnel Compensation	4,833	4,833	4,032	-	-	442	359	801
Health Insurance	586	586	586	-	-	-	-	-
Life Insurance	14	14	14	-	-	-	-	-
Retirement	563	563	563	-	-	-	-	-
Other - Employee Benefits	72	72	(221)	-	-	162	131	293
Employee Benefits	1,235	1,235	942	-	-	162	131	293
Total Personnel Expenses	6,068	6,068	4,974	-	-	604	490	1,094
TRAVEL	76	76	67	-	-	5	4	9
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	9
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	443	443	443	-	-	-	-	-
Total Services	443	443	443	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	345	345	339	-	-	3	3	6
Total Supplies, Materials and Fuels	345	345	339	-	-	3	3	6
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	69	69	69	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL ENGINEERING OPERATING EXPENSES</b>	<b>\$ 7,002</b>	<b>\$ 7,002</b>	<b>\$ 5,892</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 613</b>	<b>\$ 497</b>	<b>\$ 1,110</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.16

## 2015 OPERATING EXPENSES COST ALLOCATION - CUSTOMER &amp; CONCESSIONS DEVELOPMENT

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 1,699	\$ 1,699	\$ 1,699	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	9	9	9	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Other - Personnel Compensation	12	12	(280)	-	-	92	200	292
Personnel Compensation	1,720	1,720	1,428	-	-	92	200	292
Health Insurance	237	237	237	-	-	-	-	-
Life Insurance	6	6	6	-	-	-	-	-
Retirement	177	177	177	-	-	-	-	-
Other - Employee Benefits	42	42	(78)	-	-	38	82	120
Employee Benefits	462	462	342	-	-	38	82	120
Total Personnel Expenses	2,182	2,182	1,770	-	-	130	282	412
TRAVEL	22	22	17	-	-	2	3	5
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	3	3	3	-	-	-	-	-
Total Lease and Rental Payments	3	3	3	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	102	102	102	-	-	-	-	-
DULLES EAST BUILDING	(373)	(373)	(373)	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	972	972	858	-	-	36	78	114
Total Services	972	972	858	-	-	36	78	114
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	9	9	8	-	-	-	1	1
Total Supplies, Materials and Fuels	9	9	8	-	-	-	1	1
INSURANCE AND RISK MANAGEMENT	800	-	-	800	-	-	-	800
NONCAPITAL EQUIPMENT	4	4	4	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL BUSINESS ADMINISTRATION OPERATING EXPENSES</b>	<b>\$ 3,721</b>	<b>\$ 2,921</b>	<b>\$ 2,387</b>	<b>\$ 800</b>	<b>\$ -</b>	<b>\$ 168</b>	<b>\$ 364</b>	<b>\$ 1,332</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.17

## 2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF HUMAN RESOURCES &amp; ADMINISTRATION SERVICES

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 3,895	\$ 3,895	\$ 3,895	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	623	623	623	-	-	-	-	-
Overtime	3	3	3	-	-	-	-	-
Other - Personnel Compensation	33	33	(377)	-	-	184	226	410
Personnel Compensation	4,554	4,554	4,144	-	-	184	226	410
Health Insurance	645	645	645	-	-	-	-	-
Life Insurance	15	15	15	-	-	-	-	-
Retirement	493	493	493	-	-	-	-	-
Other - Employee Benefits	86	86	(64)	-	-	64	86	150
Employee Benefits	1,239	1,239	1,089	-	-	64	86	150
Total Personnel Expenses	5,793	5,793	5,233	-	-	248	312	560
TRAVEL	26	26	25	-	-	-	1	1
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	19	19	18	-	-	1	-	1
Total Lease and Rental Payments	19	19	18	-	-	1	-	1
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	2,839	2,839	2,702	-	-	82	55	137
Total Services	2,839	2,839	2,702	-	-	82	55	137
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	87	87	81	-	-	3	3	6
Total Supplies, Materials and Fuels	87	87	81	-	-	3	3	6
INSURANCE AND RISK MANAGEMENT	8,785	8,785	8,785	-	-	-	-	-
NONCAPITAL EQUIPMENT	17	17	17	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL HUMAN RESOURCES OPERATING EXPENSES</b>	<b>\$ 17,566</b>	<b>\$ 17,566</b>	<b>\$ 16,860</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 334</b>	<b>\$ 371</b>	<b>\$ 705</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.18  
2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF TECHNOLOGY

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 4,808	\$ 4,808	\$ 4,808	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	3,730	3,730	3,730	-	-	-	-	-
Overtime	8	8	8	-	-	-	-	-
Other - Personnel Compensation	28	28	(90)	-	-	84	34	118
Personnel Compensation	8,575	8,575	8,457	-	-	84	34	118
Health Insurance	852	852	852	-	-	-	-	-
Life Insurance	19	19	19	-	-	-	-	-
Retirement	709	709	709	-	-	-	-	-
Other - Employee Benefits	120	120	78	-	-	30	12	42
Employee Benefits	1,700	1,700	1,658	-	-	30	12	42
Total Personnel Expenses	10,275	10,275	10,115	-	-	114	46	160
TRAVEL	34	34	33	-	-	1	-	1
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	1
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	1,717	1,707	1,412	10	-	210	85	305
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING SERVICES	-	-	-	-	-	-	-	-
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	8,544	8,544	7,765	-	-	480	299	779
Total Services	8,544	8,544	7,765	-	-	480	299	779
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	1,169	1,169	1,130	-	-	28	11	39
Total Supplies, Materials and Fuels	1,169	1,169	1,130	-	-	28	11	39
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	1,008	1,008	998	-	-	7	3	10
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS OPERATING EXPENSES</b>	<b>\$ 22,747</b>	<b>\$ 22,737</b>	<b>\$ 21,453</b>	<b>\$ 10</b>	<b>\$ -</b>	<b>\$ 840</b>	<b>\$ 444</b>	<b>\$ 1,294</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.19

## 2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF PUBLIC SAFETY - CF

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 10,451	\$ 10,451	\$ 10,451	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	84	84	84	-	-	-	-	-
Overtime	514	514	514	-	-	-	-	-
Other - Personnel Compensation	565	565	189	-	-	376	-	376
Personnel Compensation	11,614	11,614	11,238	-	-	376	-	376
Health Insurance	2,424	2,424	2,424	-	-	-	-	-
Life Insurance	53	53	53	-	-	-	-	-
Retirement	1,313	1,313	1,313	-	-	-	-	-
Other - Employee Benefits	246	246	97	-	-	149	-	149
Employee Benefits	4,037	4,037	3,888	-	-	149	-	149
Total Personnel Expenses	15,651	15,651	15,126	-	-	525	-	525
TRAVEL	29	29	29	-	-	-	-	-
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	6	6	6	-	-	-	-	-
Total Lease and Rental Payments	6	6	6	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	662	662	661	-	-	1	-	1
Total Services	662	662	661	-	-	1	-	1
SUPPLIES, MATERIALS AND FUELS								
Fuels	5	5	5	-	-	-	-	-
Supplies and Materials	574	574	570	-	-	4	-	4
Total Supplies, Materials and Fuels	579	579	575	-	-	4	-	4
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	1	1	-	-	-	1	-	1
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL PUBLIC SAFETY - CF OPERATING EXPENSES</b>	<b>\$ 16,929</b>	<b>\$ 16,929</b>	<b>\$ 16,397</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 531</b>	<b>\$ -</b>	<b>\$ 531</b>



## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.20

## 2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIRPORT MANAGER - DCA

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 516	\$ 516	516	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	40	40	40	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Other - Personnel Compensation	6	6	6	-	-	-	-	-
Personnel Compensation	563	563	563	-	-	-	-	-
Health Insurance	45	45	45	-	-	-	-	-
Life Insurance	1	1	1	-	-	-	-	-
Retirement	49	49	49	-	-	-	-	-
Other - Employee Benefits	27	27	27	-	-	-	-	-
Employee Benefits	121	121	121	-	-	-	-	-
Total Personnel Expenses	684	684	684	-	-	-	-	-
TRAVEL	-	-	-	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	4	4	4	-	-	-	-	-
Total Lease and Rental Payments	4	4	4	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	632	632	632	-	-	-	-	-
Total Services	632	632	632	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	28	28	28	-	-	-	-	-
Total Supplies, Materials and Fuels	28	28	28	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	1	1	1	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	3,570	3,570	3,570	-	-	-	-	-
<b>MAINTENANCE - DCA OPERATING EXPENSES</b>	<b>\$ 4,918</b>	<b>\$ 4,918</b>	<b>\$ 4,918</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

**Table 5-2.21**  
**2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF OPERATIONS - DCA**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 1,966	\$ 1,966	\$ 1,966	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	41	41	41	-	-	-	-	-
Overtime	63	63	63	-	-	-	-	-
Other - Personnel Compensation	118	118	118	-	-	-	-	-
Personnel Compensation	2,187	2,187	2,187	-	-	-	-	-
Health Insurance	328	328	328	-	-	-	-	-
Life Insurance	8	8	8	-	-	-	-	-
Retirement	244	244	244	-	-	-	-	-
Other - Employee Benefits	39	39	39	-	-	-	-	-
Employee Benefits	618	618	618	-	-	-	-	-
Total Personnel Expenses	2,805	2,805	2,805	-	-	-	-	-
TRAVEL	11	11	11	-	-	-	-	-
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	3,998	3,998	3,998	-	-	-	-	-
Total Services	3,998	3,998	3,998	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	56	56	56	-	-	-	-	-
Total Supplies, Materials and Fuels	56	56	56	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	21	21	21	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL OPERATIONS - DCA</b>								
<b>OPERATING EXPENSES</b>	<b>\$ 6,891</b>	<b>\$ 6,891</b>	<b>\$ 6,891</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.22

## 2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF ENGINEERING AND MAINTENANCE - DCA

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 14,675	\$ 14,675	\$ 14,675	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	9	9	9	-	-	-	-	-
Overtime	742	742	742	-	-	-	-	-
Other - Personnel Compensation	327	327	271	-	-	9	47	56
Personnel Compensation	15,753	15,753	15,697	-	-	9	47	56
Health Insurance	3,040	3,040	3,040	-	-	-	-	-
Life Insurance	73	73	73	-	-	-	-	-
Retirement	1,875	1,875	1,875	-	-	-	-	-
Other - Employee Benefits	317	317	266	-	-	8	43	51
Employee Benefits	5,305	5,305	5,254	-	-	8	43	51
Total Personnel Expenses	21,058	21,058	20,951	-	-	17	90	107
TRAVEL	32	32	32	-	-	-	-	-
LEASE AND RENTAL PAYMENTS	2	2	-	-	-	-	2	2
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	85	85	85	-	-	-	-	-
Total Lease and Rental Payments	85	85	85	-	-	-	-	2
UTILITIES								
Electricity	6,118	6,118	6,093	-	-	4	21	25
Natural Gas	1,240	1,240	1,240	-	-	-	-	-
Water	1,024	1,024	1,024	-	-	-	-	-
Sewerage	1,271	1,271	1,271	-	-	-	-	-
Total Utilities	9,653	9,653	9,628	-	-	4	21	25
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	8,450	8,450	8,450	-	-	-	-	-
Contractual Services	8,321	8,321	8,235	-	-	14	72	86
Total Services	16,770	16,770	16,684	-	-	14	72	86
SUPPLIES, MATERIALS AND FUELS								
Fuels	667	667	667	-	-	-	-	-
Supplies and Materials	3,493	3,493	3,487	-	-	1	5	6
Total Supplies, Materials and Fuels	4,160	4,160	4,154	-	-	1	5	6
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	104	104	104	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	956	956	956	-	-	-	-	-
CAPITAL EQUIPMENT	804	804	804	-	-	-	-	-
CAPITAL FACILITY PROJECTS	3,543	3,543	3,543	-	-	-	-	-
<b>TOTAL AIRPORT MANAGER - DCA OPERATING EXPENSES</b>	<b>\$ 57,171</b>	<b>\$ 57,171</b>	<b>\$ 56,943</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 37</b>	<b>\$ 191</b>	<b>\$ 228</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.23

## 2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIRPORT ADMINISTRATION - DCA

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 1,791	\$ 1,791	\$ 1,791	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	20	20	20	-	-	-	-	-
Other - Personnel Compensation	16	16	16	-	-	-	-	-
Personnel Compensation	1,826	1,826	1,826	-	-	-	-	-
Health Insurance	300	300	300	-	-	-	-	-
Life Insurance	7	7	7	-	-	-	-	-
Retirement	191	191	191	-	-	-	-	-
Other - Employee Benefits	212	212	212	-	-	-	-	-
Employee Benefits	711	711	711	-	-	-	-	-
Total Personnel Expenses	2,537	2,537	2,537	-	-	-	-	-
TRAVEL	17	17	17	-	-	-	-	-
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	1	1	1	-	-	-	-	-
Total Lease and Rental Payments	1	1	1	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	286	286	286	-	-	-	-	-
Total Services	286	286	286	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	3	3	3	-	-	-	-	-
Supplies and Materials	31	31	31	-	-	-	-	-
Total Supplies, Materials and Fuels	33	33	33	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	7	7	7	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL AIRPORT ADMINISTRATION - DCA OPERATING EXPENSES</b>	<b>\$ 2,881</b>	<b>\$ 2,881</b>	<b>\$ 2,881</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.24

## 2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF PUBLIC SAFETY - DCA

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 9,615	\$ 9,615	\$ 9,615	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	1,200	1,200	1,200	-	-	-	-	-
Other - Personnel Compensation	793	793	793	-	-	-	-	-
Personnel Compensation	11,609	11,609	11,609	-	-	-	-	-
Health Insurance	2,126	2,126	2,126	-	-	-	-	-
Life Insurance	51	51	51	-	-	-	-	-
Retirement	1,340	1,340	1,340	-	-	-	-	-
Other - Employee Benefits	203	203	203	-	-	-	-	-
Employee Benefits	3,720	3,720	3,720	-	-	-	-	-
Total Personnel Expenses	15,329	15,329	15,329	-	-	-	-	-
TRAVEL	8	8	8	-	-	-	-	-
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	62	62	62	-	-	-	-	-
Total Services	62	62	62	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	14	14	14	-	-	-	-	-
Supplies and Materials	165	165	165	-	-	-	-	-
Total Supplies, Materials and Fuels	179	179	179	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	998	998	998	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL PUBLIC SAFETY - DCA OPERATING EXPENSES</b>	<b>\$ 16,575</b>	<b>\$ 16,575</b>	<b>\$ 16,575</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.25

## 2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIRPORT MANAGER - IAD

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 736	\$ 736	\$ 736	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	526	526	526	-	-	-	-	-
Overtime	9	9	9	-	-	-	-	-
Other - Personnel Compensation	14	14	(13)	-	-	25	2	27
Personnel Compensation	1,285	1,285	1,258	-	-	25	2	27
Health Insurance	91	91	91	-	-	-	-	-
Life Insurance	2	2	2	-	-	-	-	-
Retirement	127	127	127	-	-	-	-	-
Other - Employee Benefits	15	15	10	-	-	5	-	6
Employee Benefits	236	236	231	-	-	5	-	6
Total Personnel Expenses	1,520	1,520	1,488	-	-	30	2	33
TRAVEL	20	20	20	-	-	-	-	-
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	842	842	833	-	-	8	1	9
Total Services	842	842	833	-	-	8	1	9
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	59	59	58	-	-	1	-	1
Total Supplies, Materials and Fuels	59	59	58	-	-	1	-	1
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	2	2	2	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL AIRPORT MANAGER - IAD OPERATING EXPENSES</b>	<b>\$ 2,446</b>	<b>\$ 2,446</b>	<b>\$ 2,401</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40</b>	<b>\$ 5</b>	<b>\$ 45</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.26

## 2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF OPERATIONS - IAD

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 8,993	\$ 8,993	8,993	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	3	3	3	-	-	-	-	-
Overtime	458	458	458	-	-	-	-	-
Other - Personnel Compensation	568	568	565	-	-	3	-	3
Personnel Compensation	10,022	10,022	10,019	-	-	3	-	3
Health Insurance	1,919	1,919	1,919	-	-	-	-	-
Life Insurance	46	46	46	-	-	-	-	-
Retirement	1,175	1,175	1,175	-	-	-	-	-
Other - Employee Benefits	190	190	189	-	-	1	-	1
Employee Benefits	3,329	3,329	3,328	-	-	1	-	1
Total Personnel Expenses	13,351	13,351	13,347	-	-	4	-	4
TRAVEL	35	35	35	-	-	-	-	-
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	5	5	5	-	-	-	-	-
Total Lease and Rental Payments	5	5	5	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	9,295	9,295	9,295	-	-	-	-	-
Total Services	9,295	9,295	9,295	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	195	195	195	-	-	-	-	-
Total Supplies, Materials and Fuels	195	195	195	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	53	53	53	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL OPERATIONS - IAD OPERATING EXPENSES</b>	<b>\$ 22,934</b>	<b>\$ 22,934</b>	<b>\$ 22,930</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4</b>	<b>\$ -</b>	<b>\$ 4</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.27

## 2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF ENGINEERING &amp; MAINTENANCE - IAD

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 21,098	\$ 21,098	21,098	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	175	175	175	-	-	-	-	-
Overtime	1,659	1,659	1,659	-	-	-	-	-
Other - Personnel Compensation	747	747	595	-	-	78	74	152
Personnel Compensation	23,679	23,679	23,527	-	-	78	74	152
Health Insurance	4,429	4,429	4,429	-	-	-	-	-
Life Insurance	106	106	106	-	-	-	-	-
Retirement	2,713	2,713	2,713	-	-	-	-	-
Other - Employee Benefits	478	478	413	-	-	35	30	65
Employee Benefits	7,725	7,725	7,660	-	-	35	30	65
Total Personnel Expenses	31,404	31,404	31,187	-	-	113	104	217
TRAVEL	14	14	14	-	-	-	-	-
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	94	94	94	-	-	-	-	-
Total Lease and Rental Payments	94	94	94	-	-	-	-	-
UTILITIES								
Electricity	13,801	13,801	13,801	-	-	-	-	-
Natural Gas	2,516	2,516	2,516	-	-	-	-	-
Water	448	448	448	-	-	-	-	-
Sewerage	803	803	803	-	-	-	-	-
Total Utilities	17,568	17,568	17,568	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	15,113	15,113	15,113	-	-	-	-	-
Contractual Services	32,970	32,885	32,898	85	-	(17)	4	72
Total Services	48,083	47,998	48,011	85	-	(17)	4	72
SUPPLIES, MATERIALS AND FUELS								
Fuels	2,110	2,110	2,110	-	-	-	-	-
Supplies and Materials	8,543	8,430	8,427	113	-	2	1	116
Total Supplies, Materials and Fuels	10,653	10,540	10,537	113	-	2	1	116
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	126	126	126	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL ENGINEERING &amp; MAINTENANCE - IAD OPERATING EXPENSES</b>	<b>\$ 107,942</b>	<b>\$ 107,744</b>	<b>\$ 107,537</b>	<b>\$ 198</b>	<b>\$ -</b>	<b>\$ 98</b>	<b>\$ 109</b>	<b>\$ 405</b>



## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.28

## 2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIRPORT ADMINISTRATION - IAD

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 1,857	\$ 1,857	\$ 1,857	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	72	72	72	-	-	-	-	-
Other - Personnel Compensation	54	54	27	-	-	25	2	27
Personnel Compensation	1,983	1,983	1,956	-	-	25	2	27
Health Insurance	345	345	345	-	-	-	-	-
Life Insurance	8	8	8	-	-	-	-	-
Retirement	221	221	221	-	-	-	-	-
Other - Employee Benefits	39	39	25	-	-	13	1	14
Employee Benefits	613	613	599	-	-	13	1	14
Total Personnel Expenses	2,596	2,596	2,555	-	-	38	3	41
TRAVEL	47	47	47	-	-	-	-	-
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	4,327	4,327	4,326	-	-	1	-	1
Total Services	4,327	4,327	4,326	-	-	1	-	1
SUPPLIES, MATERIALS AND FUELS								
Fuels	520	520	520	-	-	-	-	-
Supplies and Materials	209	209	208	-	-	1	-	1
Total Supplies, Materials and Fuels	729	729	728	-	-	1	-	1
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	25	25	25	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL AIRPORT ADMINISTRATION - IAD OPERATING EXPENSES</b>	<b>\$ 7,724</b>	<b>\$ 7,724</b>	<b>\$ 7,681</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40</b>	<b>\$ 3</b>	<b>\$ 43</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-2.29

## 2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF PUBLIC SAFETY - IAD

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 13,062	\$ 13,062	\$ 13,062	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	1,800	1,800	1,800	-	-	-	-	-
Other - Personnel Compensation	985	985	(257)	-	-	1,242	-	1,242
Personnel Compensation	15,847	15,847	14,605	-	-	1,242	-	1,242
Health Insurance	2,854	2,854	2,854	-	-	-	-	-
Life Insurance	68	68	68	-	-	-	-	-
Retirement	1,980	1,980	1,980	-	-	-	-	-
Other - Employee Benefits	271	271	(223)	-	-	494	-	494
Employee Benefits	5,173	5,173	4,679	-	-	494	-	494
Total Personnel Expenses	21,021	21,021	19,285	-	-	1,736	-	1,736
TRAVEL	28	28	25	-	-	3	-	3
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	3
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	165	165	159	-	-	6	-	6
Total Services	165	165	159	-	-	6	-	6
SUPPLIES, MATERIALS AND FUELS								
Fuels	54	54	54	-	-	-	-	-
Supplies and Materials	334	293	289	41	-	4	-	45
Total Supplies, Materials and Fuels	387	346	342	41	-	4	-	45
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	4	-	-	4	-	-	-	4
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL PUBLIC SAFETY - IAD OPERATING EXPENSES</b>	<b>\$ 21,605</b>	<b>\$ 21,560</b>	<b>\$ 19,811</b>	<b>\$ 45</b>	<b>\$ -</b>	<b>\$ 1,749</b>	<b>\$ -</b>	<b>\$ 1,794</b>

## 2015 BUDGET

### Metropolitan Washington Airports Authority

**Table 5-2.30**  
**2015 OPERATING EXPENSES COST ALLOCATION - OFFICE OF DULLES TOLL ROAD**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,122	\$ -	\$ -	\$ 2,122	\$ -	\$ -	\$ -	\$ 2,122
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	65	-	-	65	-	-	-	65
Other - Personnel Compensation	66	-	-	66	-	-	-	66
Personnel Compensation	2,253	-	-	2,253	-	-	-	2,253
Health Insurance	504	-	-	504	-	-	-	504
Life Insurance	12	-	-	12	-	-	-	12
Retirement	290	-	-	290	-	-	-	290
Other - Employee Benefits	51	-	-	51	-	-	-	51
Employee Benefits	857	-	-	857	-	-	-	857
Total Personnel Expenses	3,110	-	-	3,110	-	-	-	3,110
TRAVEL	11	-	-	11	-	-	-	11
LEASE AND RENTAL PAYMENTS	-	-	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	10	-	-	10	-	-	-	10
Total Lease and Rental Payments	10	-	-	10	-	-	-	21
UTILITIES								
Electricity	200	-	-	200	-	-	-	200
Natural Gas	-	-	-	-	-	-	-	-
Water	10	-	-	10	-	-	-	10
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	210	-	-	210	-	-	-	210
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	112	-	-	112	-	-	-	112
Contractual Services	20,065	-	-	20,065	-	-	-	20,065
Total Services	20,177	-	-	20,177	-	-	-	20,177
SUPPLIES, MATERIALS AND FUELS								
Fuels	168	-	-	168	-	-	-	168
Supplies and Materials	440	-	-	440	-	-	-	440
Total Supplies, Materials and Fuels	608	-	-	608	-	-	-	608
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	22	-	-	22	-	-	-	22
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	373	-	-	373	-	-	-	373
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>TOTAL DULLES TOLL ROAD OPERATING EXPENSES</b>	<b>\$ 24,521</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,521</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,521</b>

# 2015 BUDGET

## Metropolitan Washington Airports Authority

### Airports Snapshots



**Ronald Reagan Washington National Airport**  
Airline Service as of September 2014

**Washington Dulles International Airport**  
Airline Service as of September 2014

#### REAGAN NATIONAL

##### Major/National Airlines

Alaska Airlines  
American Airlines  
Delta Air Lines  
Frontier Airlines  
JetBlue Airways  
Southwest/AirTran  
Sun Country  
United Airlines  
US Airways\*  
Virgin America

##### Transborder Service

Air Canada

##### Regional/Commuter Airlines

Air Canada Jazz  
Air Wisconsin  
Chautauqua  
Endeavor  
Envoy Air  
ExpressJet  
PSA  
Piedmont Airlines  
Republic<sup>3\*</sup>  
Shuttle America<sup>4</sup>  
Sky Regional  
Sky West

##### Fixed Base Operators

Signature Flight Support Services

##### Date Opened:

June 16, 1941

Distance from downtown:

DC: 3 miles/15 minutes

Size: 860 acres

Location: Arlington County, Virginia

Public Parking Spaces: 9,456

Aircraft Gates/Parking

Positions: 44

##### Length of Runways:

1/19 - 6, 869 ft.

15/33 - 5, 204 ft.

4/22 - 4,911 ft.

##### Non-stop destinations:

83 U.S. cities  
Halifax, Montreal, Toronto, and  
Ottawa, Canada  
Nassau, Bahamas

#### DULLES

#### INTERNATIONAL

##### Major/National Airlines

American Airlines  
Delta Air Lines  
Frontier  
JetBlue Airways  
Southwest Airlines  
United Airlines/US Airways  
Virgin America

##### Cargo Airlines

Fed Ex  
Mountain Air Cargo  
United Parcel Service

##### Fixed Base Operators

Landmark Aviation  
Signature Flight Support Services

##### Foreign Flag Carriers

Aeroflot Russian Airlines  
Aeromexico  
Air China  
Air France  
All Nippon Airways  
Austrian Airlines  
Avianca/TACA  
British Airways  
Brussels Airways  
COPA  
Emirates  
Ethiopian Airlines  
Etihad Airways  
Icelandair  
KLM-Royal Dutch Airlines  
Korean Air  
Lufthansa German Airlines  
Porter Airlines\*\*  
Qatar Airways  
Saudi Arabian Airlines  
Scandinavian Airlines System  
South African Airways  
Turkish Airlines  
Virgin Atlantic Airways

##### Endeavor

Shuttle America\*\*  
Silver Airways  
Sky West\*\*  
Trans States

##### Date Opened:

November 19, 1962

Distance from downtown:

DC: 26 miles/30 minutes

Size: Approximately

11,830 acres

Location: Fairfax & Loudoun  
Counties, Virginia

Public Parking Spaces: 27,209

Aircraft Gates/Parking

Positions: 123

##### Length of Runways:

1R/19L (North-South)-11,500 ft.

11/19R (North-South)-9,400 ft.

12/30 (Crosswind)-10,500 ft.

1C/19C (North-South)-11,500 ft.

##### Non-stop destinations:

79 U.S. Cities/Nationwide  
42 Foreign Cities

##### Regional/Commuter Airlines

Commutair	Mesa Airlines
Compass	PSA
Elite Airways	Republic
Express Jet**	Sun Air
Go-Jet**	

\* U.S. carriers offering international services

\*\* Includes Transborder services

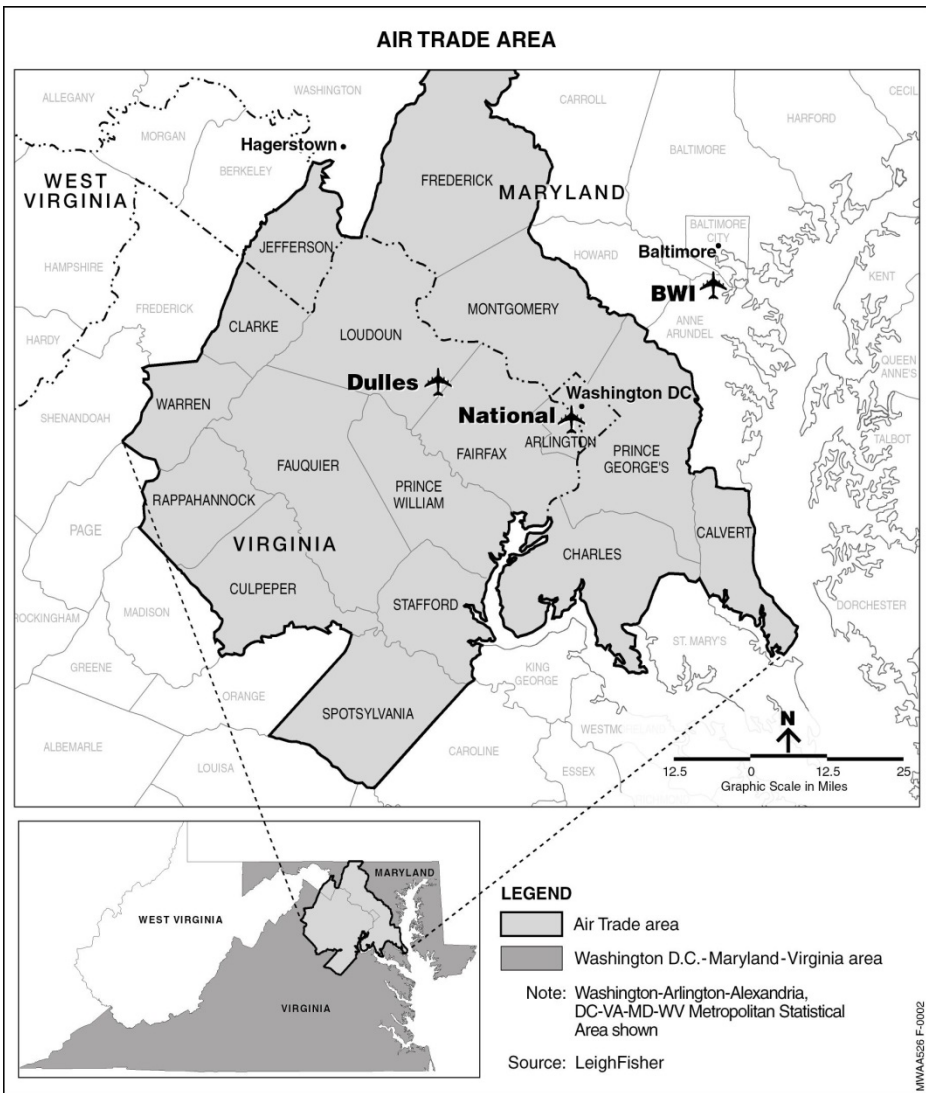
# 2015 BUDGET

## Metropolitan Washington Airports Authority

### Airlines Serving the Airports

### Airports Service Region

The Airports service region is comprised of the following jurisdictions: the District of Columbia; the Maryland counties of Calvert, Charles, Frederick, Montgomery, and Prince George’s; the Virginia counties of Arlington, Clarke, Fairfax, Fauquier, Loudoun, Prince William, Spotsylvania, Stafford, and Warren; the independent Virginia cities<sup>1</sup> of Alexandria, Fairfax, Falls Church, Fredericksburg, Manassas, and Manassas Park; and the West Virginia county of Jefferson.



<sup>1</sup> These six Virginia cities are separate jurisdictions and are not included in any county statistics.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### General Information About the Airports

##### *Ronald Reagan Washington National Airport*

Reagan National was opened for service in 1941. It is located on approximately 860 acres along the Potomac River in Arlington County, Virginia, approximately three miles from Washington, D.C. It has three interconnected terminals, three runways and 44 air carrier gates. As of September 2013, Reagan National was served by 26 airlines, including 10 major/national, 3 foreign flags, and 13 regional. US Airways is the largest carrier in terms of numbers of flights and enplanements. US Airways and its code-share affiliates enplaned 44.9 percent of total passengers at the airport from January through September 2013.

As of August 2013, daily nonstop service was provided from Reagan National to 85 destinations, including 82 cities nationwide as well as international destinations such as Montreal, Ottawa and Toronto in Canada. In 2012, approximately 81.4 percent of enplanements at Reagan National were origin and destination (O&D) passengers, and traffic in Reagan National's top 20 domestic O&D city markets represented 54.7 percent of its total domestic O&D passengers. Reagan National's three largest domestic O&D markets in 2012 were Boston, Chicago, and Atlanta.

Reagan National serves primarily short-and medium-haul markets, as a result of federally-mandated operating restrictions. Reagan National is controlled by the "High Density Rule" and one of two airports controlled by a "Perimeter Rule", which generally limits nonstop flights at Reagan National to a radius of 1,250 statute miles. The High Density Rule imposes limits on the number of flights that may be scheduled at Reagan National through the assignment of hourly operating slots. All slots are authorized by the FAA and exemptions are awarded by the U.S. Department of Transportation (USDOT). Air carriers are required to use each slot a significant percent of the time or the slots may be withdrawn by the FAA.

From time to time the USDOT pursuant to legislation has made available a limited number of additional slots at Reagan National. Since 2000, a total of 44 additional slot exemptions have been granted at Reagan National, bringing the total number of daily slots at the Airport to 912. A slot is an authorization from the FAA for a single takeoff or landing. The AIR-21 legislation created 24 new slots in 2000, 12 of which were allocated beyond the perimeter and 12 within the perimeter. In 2003, under Vision 100 legislation, the USDOT granted an additional 20 slot exemptions, comprising 12 beyond- perimeter slots and 8 within-perimeter slots. Following the enactment of federal legislation in February 2012 (the FAA Modernization and Reform Act of 2012), slot exemptions provided for 8 additional "beyond perimeter" daily nonstop round-trip flights—4 for new entrant or incumbent airlines with little or no service at the airport and 4 for incumbent airlines in exchange for slots within the perimeter.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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General aviation activity had been excluded at Reagan National since September 11, 2001 but, as of October 2006, general aviation activity is permitted with strict security requirements.

#### *Washington Dulles International Airport*

Dulles International was opened for service in 1962. It is located on approximately 11,830 acres (exclusive of the Access Highway) in Fairfax and Loudoun Counties, Virginia, approximately 26 miles west of Washington, D.C. In addition to a main terminal, it has four concourses (A, B, C, and D), four runways and 125 aircraft gates. As of September 2013, Dulles International was served by 56 airlines, including 8 major/national airlines, 16 regional/commuter airlines, 29 foreign flag carriers and 3 all-cargo carriers. United maintains a major domestic hub and international gateway operation at Dulles International. United and its regional code-share affiliates enplaned 66.6 percent of passengers at the airport from January through September 2013.

As of September 2013, daily nonstop service was provided from Dulles International to 81 cities nationwide and to 37 international destinations. In 2012, 85.1 percent of passengers enplaned at Dulles International departed on domestic flights and 57.0 percent total enplaned passengers were O&D passengers while 43.0 percent were connecting. In 2012, traffic in Dulles International's top 20 domestic O&D markets represented 69.5 percent of its total domestic O&D passengers. Dulles International's three largest domestic O&D markets were San Francisco, Los Angeles and Orlando.

Dulles International serves long, medium and short-haul markets. Dulles International is not constrained by perimeter restrictions as is Reagan National, with numerous long-haul markets being served with nonstop flights.

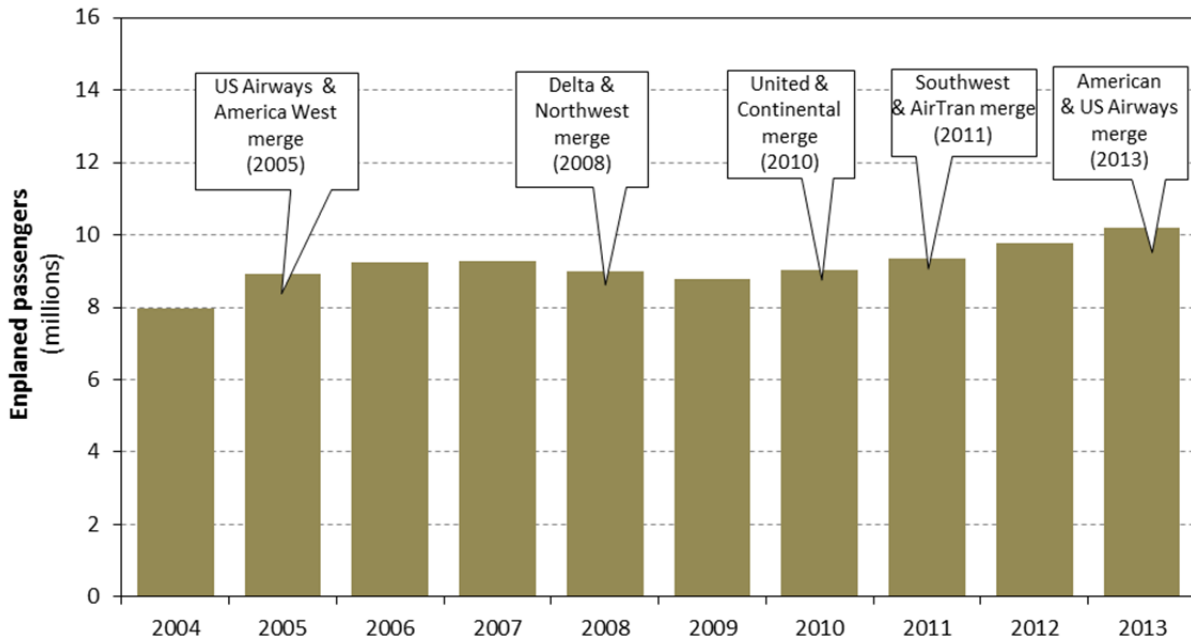
## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### History of Enplaned Passengers

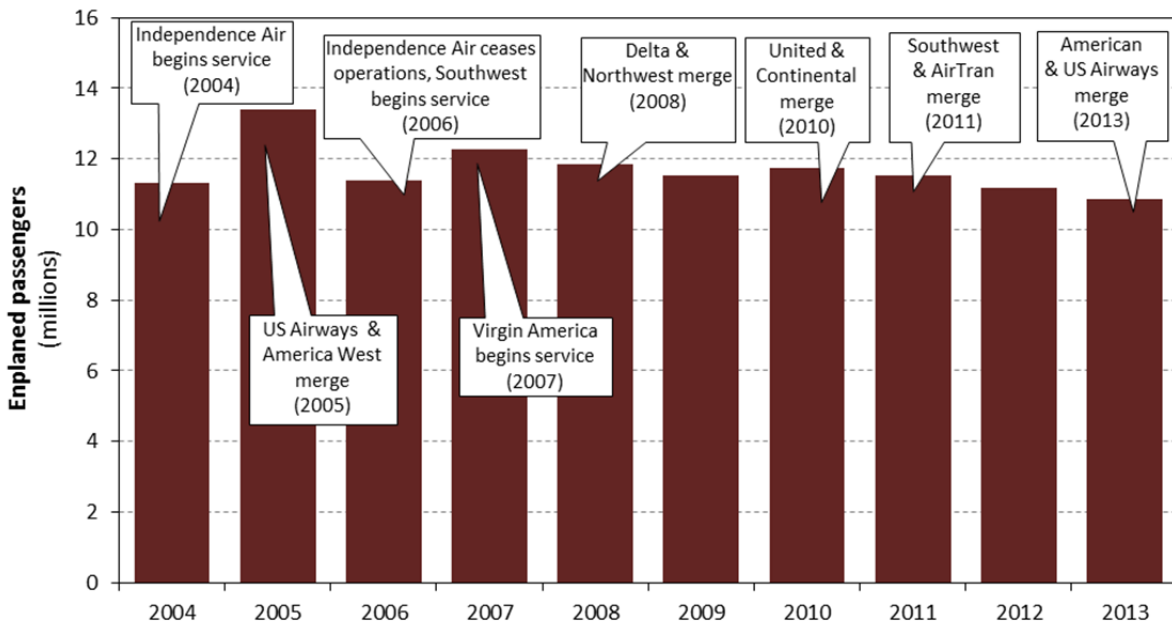
#### *Reagan National Enplaned Passengers*

Table 7(a)



#### *Dulles International Enplaned Passengers*

Table 7(b)





## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Activity Indicators – Reagan National

Table 5-16 Reagan National Airport	Actual 2013	Budget 2014	Budget 2015
<b>AIRPORT BUILDINGS (Square Feet)</b>			
Terminals	1,438,420	1,464,079	1,464,079
Hangars	753,326	753,326	753,326
Other	242,241	242,241	242,241
<b>UTILITIES</b>			
Electricity (Kilowatts)	102,000	97,000	99,143
Natural Gas (Therms)	1,866,116	1,719,237	1,936,840
Water (Gallons)	171,700,000	159,472,720	159,488,000
Sewage (Gallons)	111,100,000	119,248,200	122,304,000
Fuel Oil for Heating (Gallons)	42,000	25	25
<b>AIRFIELD (Square Feet)</b>			
Runways	2,584,450	2,584,450	2,654,409
Taxiways	1,662,310	1,662,310	1,662,310
Ramps/Aprons	5,087,550	5,087,550	5,251,957
<b>ROADWAYS (Lane Mileage)</b>	20	20	20
<b>PARKING</b>			
Public Surfaced Spaces	2,575	2,461	2,653
Public Structured Spaces	6,499	6,568	6,668
Employee Surfaced Spaces	3,062	3,002	3,000
<b>VEHICLES IN FLEET</b>	309	308	309
<b><u>PUBLIC SAFETY, REAGAN NATIONAL</u></b>			
<b>POLICE</b>			
Calls for Service:	32,453	35,000	35,500
Assistance to Other Agencies	659	1,250	840
Traffic Violations	1,718	1,800	2,300
Parking Violations	4,471	6,800	5,900
<b>FIRE</b>			
<i>Calls for Service:</i>			
Aircraft & Fuel Spills	68	96	125
Structural Responses	673	588	740
Emergency Medical	1,590	1,998	2,300
Fire Prevention Inspections	109	92	120

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Activity Indicators – Dulles International

Table 5-17 Dulles International Airport	Actual 2013	Budget 2014	Budget 2015
<b>OPERATIONS</b>			
Mobile Lounge Trips, (Shuttle Operations)	206,838	210,000	210,000
Plane-Mate Trips	39,000	42,150	40,000
AeroTrain System Fleet (Cars)	29	29	29
Airports Authority Owned Passenger Loading Bridges	53	53	53
<b>AIRPORT BUILDINGS (Square Feet)</b>			
Terminal/Concourse/APM Stations			
APM Stations	3,704,957	3,704,957	3,733,776
Other	1,679,349	1,746,231	1,772,916
<b>UTILITIES</b>			
Electricity (Kilowatts)	230,012,413	242,095,150	238,574,312
Natural Gas (Millions of Cubic Feet)	382,112	408,610	425,135
Water (Gallons)	294,743,000	288,058,000	298,036,002
Sewage (Gallons)	348,917,000	337,137,843	316,738,000
Fuel Oil for Heating (Gallons)	16,365	15,000	16,000
<b>AIRFIELD (Square Feet)</b>			
Runways	6,435,000	6,435,000	6,435,000
Taxiways	15,449,088	15,394,677	15,449,088
Ramps/Aprons	13,777,054	13,683,142	13,777,054
Shoulders & Blast Pads	10,978,547	10,961,426	10,978,547
<b>ROADWAYS (Lane Mileage)</b>	237	237	237
<b>PARKING</b>			
Public Surfaced Spaces	15,151	15,151	15,151
Public Structured Spaces	8,315	8,315	8,315
Employee Surfaced Spaces	6,596	6,529	6,644
<b>VEHICLES IN FLEET</b>	629	629	629
<b><u>PUBLIC SAFETY, DULLES INTERNATIONAL</u></b>			
<b>POLICE</b>			
Calls for Service:			
Assistance to Other Agencies	41,198	47,000	45,700
Traffic Violations	481	650	560
Parking Violations	13,656	15,000	15,400
	3,819	5,500	4,200
<b>FIRE</b>			
<i>Calls for Service:</i>			
Aircraft & Fuel Spills	199	257	225
Structural Responses	1,153	1,078	1,268
Emergency Medical	1,904	2,258	2,300
Fire Prevention Inspections	1,096	1,208	1,206

**2015 BUDGET**  
Metropolitan Washington Airports Authority

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Activity Indicators – Dulles Toll Road

Table 5-18	ACTUAL	BUDGET	BUDGET
DULLES TOLL ROAD	2013	2014	2015
Length of Toll Road (miles)	13.4	13.4	13.4
Toll Plazas	21	21	21
Transactions	98,676,217	91,990,000	98,040,000

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## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Airports Authority Position Summary

Table 5-19		Total	Total	New	Total
	Org Code	Positions 2013	Positions 2014*	Positions 2015	Positions 2015
<b><u>CONSOLIDATED FUNCTIONS**</u></b>					
Board of Directors	MA-BD	4	4		4
President and Chief Executive Officer	MA-1	1	1		1
Executive Vice President and Chief Operating Officer	MA-2	4	8		8
Executive Vice President and Chief Revenue Officer	MA-3	0	1		1
Office of Communications and Government Relations	MA-10	15	13		13
Office of Air Service Planning and Development	MA-40	5	5		5
Office of Corporate Risk & Strategy	MA-60	0	6	1	7
Office of General Counsel	MA-70	8	7		7
Office of Audit	MA-80	8	8		8
Office of Real Estate	MA-90	0	1		1
Office of Planning and Revenue Development	MA-810	0	2	1	3
Office of Finance	MA-20	3	3		3
<i>Deputy Chief Financial Officer</i>	MA-21	1	1		1
<i>Accounting Department</i>	MA-22	26	26		26
<i>Financial Systems and Project Management</i>	MA-23	5	2		2
<i>Treasury Department</i>	MA-24	4	4		4
<i>Budget Department</i>	MA-25	5	5		5
<i>Debt Management Department</i>	MA-26	2	3		3
<i>Procurement and Contracts Department</i>	MA-29	18	33	1	34
Office of Engineering	MA-30	6	7		7
<i>Projects Controls and Management Department</i>	MA-31	4	4	7	11
<i>Planning Department</i>	MA-32	8	8		8
<i>Design Department</i>	MA-34	15	15	6	21
<i>Construction Department</i>	MA-36	7	7	9	16
<i>Building Code and Environmental Department</i>	MA-38	7	6		6
Office of Customer and Concessions Development	MA-400	4	4		4
<i>Equal Opportunity Programs Department</i>	MA-410	7	7	2	9
<i>Concession Department</i>	MA-430	8	8		8
Office for Human Resources and Administrative Services	MA-500	4	4		4
<i>Staffing and Records Services</i>	MA-510	7	7		7
<i>Benefits Department</i>	MA-520	5	5		5
<i>Organizational Development and Training Department</i>	MA-530	4	4		4
<i>Compensation</i>	MA-540	4	4		4
<i>Labor and Employee Relations Department</i>	MA-550	3	3		3
<i>Support Services Department</i>	MA-420	9	6		6
<i>Risk Management Department</i>	MA-450	7	7		7
Office of Technology	MA-600	2	3		3
<i>Enterprise Architecture</i>	MA-610	4	1		1
<i>Cyber Security</i>	MA-620	3	2		2
<i>Technology Operations</i>	MA-630	4	9		9
<i>Application Development/Enterprise Resource Planning</i>	MA-640	1	5		5
<i>Business Innovation</i>	MA-650	2	2		2
<i>Program Support</i>	MA-660	6	3		3
<b>Total Consolidated Functions</b>		<b>242</b>	<b>264</b>	<b>27</b>	<b>291</b>
<b><u>RONALD REAGAN NATIONAL AIRPORT</u></b>					
Airport Manager	MA-100	4	4		4
Operations Department	MA-110	19	21		21
Engineering and Maintenance Department	MA-120	4	3		3
<i>Engineering Division</i>	MA-121	10	10		10
<i>Structures and Grounds Division</i>	MA-122	50	48		48
<i>Electrical Division</i>	MA-123	42	42		42
<i>Utilities Division</i>	MA-124	48	48		48
<i>Equipment Maintenance Division</i>	MA-125	19	19		19
<i>Maintenance Engineering Division</i>	MA-126	12	13		13
<i>Terminal Service Center Division</i>	MA-127	21	21		21
<i>Resource Support Division</i>	MA-128	9	9		9
Airport Administration Department	MA-130	2	2		2
<i>Budget and Administration Division</i>	MA-131	6	6		6
<i>Contract Management Division</i>	MA-132	4	4		4
<i>Materials Management Division</i>	MA-133	16	10		10
<i>Leasing and Terminal Division</i>	MA-135	3	3		3
<b>Total Reagan National Airport</b>		<b>269</b>	<b>263</b>		<b>263</b>

\*Reflects new organization structure

\*\*A portion of the costs of certain positions in the Aviation Enterprise Fund is allocated to the Dulles Corridor Enterprise Fund operations.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

Table 5-19 (continued)		Total	Total	New	Total
	Org	Positions	Positions	Positions	Positions
	Code	2013	2014	2015	2015
<b><u>DULLES INTERNATIONAL AIRPORT*</u></b>					
Airport Manager	MA-200	6	6		6
Operations Department	MA-210	37	38		38
<i>Ramp Control Division</i>	MA-214	21	21		21
<i>Mobile Lounge Division</i>	MA-215	66	66		66
Engineering and Maintenance Department	MA-220	11	12		12
<i>Electrical Services Division Manager</i>	MA-221	56	57		57
<i>Structures and Grounds Division</i>	MA-222	62	62		62
<i>Utilities Services Division</i>	MA-223	60	58		58
<i>Engineering Division</i>	MA-224	17	17		17
<i>Equipment Maintenance Division</i>	MA-225	78	78		78
<i>Maintenance Engineering Division</i>	MA-226	28	29		29
Airport Administration Department	MA-230	5	5		5
<i>Financial Management Division</i>	MA-232	5	5		5
<i>Leasing Management Division</i>	MA-235	3	3		3
<i>Contract Management Division</i>	MA-236	6	6		6
<i>Materials Management Division</i>	MA-238	20	12		12
Dulles Toll Road Department	MA-240	37	37		37
<b><i>Total Dulles International Airport</i></b>		<b>518</b>	<b>512</b>		<b>512</b>
<b><u>PUBLIC SAFETY*</u></b>					
Headquarters, Consolidated Functions	MA-300	2	2		2
<i>Police Department, Headquarters</i>	MA-310	75	75		75
<i>Police Department, Communications</i>	MA-310CU	51	51		51
<i>Fire Department, Headquarters</i>	MA-320	21	21		21
<i>Public Safety Administration Department</i>	MA-330	4	4		4
Reagan National					0
<i>Police Department</i>	MA-311	91	91		91
<i>Fire Department</i>	MA-321	49	49		49
Dulles					0
<i>Police Department</i>	MA-312	97	97		97
<i>Fire Department</i>	MA-322	87	87		87
<b><i>Total Public Safety</i></b>		<b>477</b>	<b>477</b>		<b>477</b>
<b><i>Total Aviation Enterprise</i></b>		<b>1,506</b>	<b>1,516</b>	<b>27</b>	<b>1,543</b>
<b><u>DULLES RAIL*</u></b>					
Dulles Rail Project	MA-39	26	29	2	31
<b><i>Total Dulles Rail Department</i></b>		<b>26</b>	<b>29</b>	<b>2</b>	<b>31</b>
<b><i>Total Metropolitan Washington Airports Authority</i></b>		<b>1,532</b>	<b>1,545</b>	<b>29</b>	<b>1,574</b>

\*A portion of the costs of certain positions in the Aviation Enterprise Fund is allocated to the Dulles Corridor Enterprise Fund operations.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### New Positions and Descriptions

#### **Consolidated Functions**

##### Executive Vice President and Chief Revenue Officer

Deputy Vice President for Planning and Revenue Development S-25. The Deputy Vice President will oversee planning and marketing efforts to help position the Authority for increased revenue. The position will participate in the development of new business/revenue streams as well as performing strategy formulation, development, financial analysis, implementation, and evaluation of marketing, social media, and print efforts.

#### **Office of Corporate Risk & Strategy**

Administrative Assistant S-17. The Administrative Assistant will serve as principal administrative support to the Deputy Vice President, Corporate Risk and Strategy and the staff of the Office of Corporate Risk and Strategy.

#### **Office of Finance**

Procurement Manager Simplified Acquisition S-21. The Procurement Manager Simplified Acquisition will manage and provide leadership and development of newly inherited staff of fourteen Purchasing Supervisor/Agents/Technicians as defined in an approved Statement of Function change that moved the procurement positions of Materials Management from both Reagan National and Dulles International to the Procurement Department in the Office of Finance.

#### **Office of Business Administration**

Equal Business Opportunity Specialist S-20 (2). The two Equal Business Opportunity Specialists will be responsible for the daily functions involved with the three core responsibilities of Equal Opportunity Programs (certification, compliance, and outreach). Their primary responsibilities will include contract compliance for construction/design, goods, services, concessions contracts and certification application reviews, investigations, approval or denials for Disadvantaged Business Enterprise (DBE) and Local Disadvantaged Business Enterprise (LDBE) Programs.

#### **Office of Engineering**

Cost Estimator S-21 (2). The Cost Estimators will assist the Senior Estimator for the Office of Engineering in the development of independent cost estimates, review of Architectural/Engineering (A/E) construction estimates, and support the resolution of contractor construction change notices. The Estimators will be capable of reviewing A/E submitted Design Construction Estimates for completeness and accuracy, as well as determining the level of risk associated with scope to assign contingency.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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Planning & Scheduling Analyst S-22. The Planning & Scheduling Analyst will be responsible for the development of detailed project schedules and the integration of the program level schedules in support of the Capital Construction Program. The Analyst will have the capability to develop and report against a Master Integrated Program Schedule (MIPS) encompassing multiple interdependent projects in all phases of development; planning, design and construction.

Document Control Technician S-19 (3). The Document Control Technicians are responsible for the design, implementation and support of the Office of Engineering Electronic Document Control (EDC) systems. The Technicians will train staff and contractors on the policy and procedures for document management; communicate changes in EDC policy and function to the staff as updates are made; assists with documentation support tasks as requested to include: distribution, categorization, filing, and archiving.

Project Management System Administrator S-20. The Project Management System Administrator will coordinate the implementation, maintenance, auditing and testing of the Office of Engineering's Unifier Enterprise Project Portfolio Management (EPPM) system, Oracle Unifier. The Administrator will support the Capital Construction project team's utilization of the Unifier system through the identification and resolution of requirements, risks and process gaps.

Project Administrator S-19 (2). The Project Administrators will provide technical and management expertise to support the Design Department in the management of all projects as well as the Enterprise Resource Planning (ERP) system at Reagan National and Dulles International. The Administrators, under the direction of the Design Manager will assist in the administration of project submissions as well as maintaining and updating budget information for each project on a monthly basis.

Airside/Landside Civil Engineer S-21. The Engineer will provide technical and management support in the overall functional and operational integrity of Airside and Landside Civil projects. The position will also provide an understanding of the design and construction of civil engineering. The Airside and Landside Civil Engineer will support Design Project Managers in the implementation of improvements to the airfield, roadways and utilities at Reagan National and Dulles international as well as the Dulles Toll Road.

Designer (Architectural Intern) S-21. The Designer will provide technical and management support in the overall functional and operational integrity of Architectural projects. The position will provide an understanding of the Architectural design and will support Design Project Managers in the implementation of architectural improvements at Reagan National and Dulles International.

Mechanical/Electrical Engineer S-21. The Mechanical/Electrical Engineer will provide technical and management support in the overall functional and operational integrity of mechanical and electrical projects. The position will also provide an understanding of the design of mechanical and electrical engineering and will support Design Project Managers in the implementation of improvements to the mechanical and electrical systems at Reagan National and Dulles International.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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Architecture Project Manager S-24. The Architecture Project Manager will provide technical and management direction for multiple major Terminal projects from concept through final design to include management of a multi-disciplinary team of designers. The position will also provide management of clients (airlines) and stakeholder relationships throughout all phases to include project completion, supporting the overall functional and operational integrity of the program.

Civil Engineer, Construction S-22 (3). The Civil Engineers will provide technical and management expertise to the Construction Department for the management of Capital Construction Projects. These positions will directly manage and also perform as the construction Resident Engineer for the administration of Capital Construction contracts.

General Engineer, Project Administration S-20 (4). The General Engineers will provide technical and management support within the Construction Department for the management of Capital Construction Projects. These positions will support the Construction Engineers/Resident Engineers with the in-house management of Capital Construction and administration of construction contracts.

Senior Civil Engineer, Construction S-24 (2). The Senior Civil Engineers will provide more experienced technical, management, and supervisory expertise for the management of multiple, complex and integrated Capital Construction projects.

#### **Dulles Rail**

TIFIA Compliance Accountant S-20. The Transportation Infrastructure Finance and Innovation Act (TIFIA) Compliance Accountant position will be responsible for the ongoing compliance of the TIFIA loan as set forth in the TIFIA Loan Agreement. This position will ensure that the Airports Authority provides timely and accurately, the required treasury, accounting and financial forecasts and reports to the Federal Transit Administration (FTA), TIFIA and Funding Partners as documented in the TIFIA Agreement.

Contracting Officer S-20 (2). The Contracting Officer position will manage the ancillary Rail related contracts that include lease, project management contract, legal support, package S (soil removal), travel and all purchases up to the Federal Transit Administration (FTA) simplified acquisition threshold of \$100,000.



## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### **Aviation Debt Program**

The Airports Authority uses debt financing to fund a major portion of its capital program for Reagan National and Dulles International.

#### Long-Term Debt Management Guidelines

The Airports Authority has established the following guidelines for managing its long-term debt.

- All reasonable financing alternatives before undertaking debt financing, including PFCs and grants will be explored.
- Pay-as-you-go financing of capital improvements will be utilized where feasible.
- Long-term debt will not be used to fund current noncapital operations.
- Debt issues will be structured based on the attributes of the types of projects financed, market conditions at the time of debt issue, and the policy direction provided by the Board.
- Bonds will be paid back in a period not exceeding the expected life of those projects. The exceptions to this requirement are the traditional costs of marketing and other costs of issuing debt, capitalized interest for design and construction of capital projects, and small component parts that are attached to major equipment purchases.
- Refunding existing debt will be considered when the total present value cost (including debt issuance costs of the refunding debt) is less than the present value cost of the existing debt.
- Financial advisors will be retained for advice on debt structuring.
- Good communication will be maintained with bond rating agencies about the Airports Authority's financial condition.
- Monthly updates of the annual Plan of Finance will be submitted to the Finance Committee.
- A procedure providing continuing disclosure will be followed, including filing certain annual financial information and operating data and certain event notices as required by the Securities and Exchange Commission (SEC) under Rule 15c2-12 of the SEC Exchange Act of 1934, as amended.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### Airport System Revenue Bonds

Liens

#### *Subordinate Bonds*

In 1988, to provide for the initial stages of the CCP, and other capital financing needs while negotiations with the Airlines on the Airline Agreement were underway, five series of subordinated bonds backed by major financial institutions were issued for \$263.4 million. These subordinate bonds have either been refunded or the debt retired. Since October 1998, no subordinate bonds have been outstanding.

#### *Senior Bonds*

A Senior Master Indenture of Trust (Master Indenture) was created in 1990 for the Airports Authority. A Supplemental Indenture is required before a series of Bonds is issued under the Master Indenture. The Master Indenture was amended effective September 1, 2001, to in part, change the definition of Annual Debt Service to accommodate the issuance of secured commercial paper to permit the Airports Authority to release certain revenues from the definition of revenues, and to expand the list of permitted investments to include innovative investment vehicles designed to increase the return on the Airports Authority investments. A total of \$10.06 billion of bonds has been issued by the Airports Authority since March 1988. The proceeds of the Bond issues are used to finance capital improvements at both Airports and refund outstanding Bonds and Notes when savings meet the Airports Authority's refunding criteria. The Airports Authority anticipates the issuance of bonds over the next year to fund projects in the CCP and refund outstanding debt when advantageous.

#### Ratings

The uninsured fixed rate bonds are rated long-term "A1" by Moody's, "AA-" by S&P, and "AA-" by Fitch Ratings. In May 2014, Fitch Ratings affirmed the "AA-" rating and the "Stable Outlook," S&P affirmed the "AA-" rating with "Stable Outlook", and Moody's affirmed the "A1" rating with "Stable Outlook."

#### Insurance

As of October 1, 2013, the Airports Authority had \$1.6 billion or 31.9 percent of Bonds insured either by National Public Finance Guarantee Corporation (National), Financial Guaranty Insurance Company (FGIC), Financial Security Assurance (FSA) Ambac Assurance Corporation (Ambac), or Berkshire Hathaway Assurance Corporation (BHAC).

Table 5-20

#### Aviation Enterprise

Insurer	Insured
Ambac	10.5%
BHAC	2.3%
FGIC	8.4%
FSA	5.0%
National (MBIA)	5.7%
Uninsured	68.1%

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### Variable Rate Programs

The Airports Authority has a diversified variable rate debt program which consists of multi-modal variable rate demand obligations (VRDOs) with weekly, daily and 2-day resets and Commercial Paper (CP). The table below lists all the Airports Authority's variable rate counterparties.

<b>Firm</b>	<b>Facility</b>	<b>Program/ Series</b>	<b>Amount (millions)</b>	<b>Expiration Date</b>
Sumitomo	Letter of Credit	CP Two	\$200.0	Mar 2017
Bank of America	Index Floaters	2003D1	\$59.8	Dec 2016
TD Bank	Letter of Credit	2009D VRDO	\$125.2	Dec 2017
Barclays Bank	Letter of Credit	2010C VRDO	\$156.3	Sep 2015
Wells Fargo	Index Floaters	2010D	\$158.8	Sep 2017
Wells Fargo	Index Floaters	2011A	\$210.1	Sep 2016
PNC	Index Floaters	2011B	\$173.2	Oct 2017

#### *Commercial Paper (CP) Program*

The Airports Authority authorized a CP Program in an aggregate principal amount not to exceed \$500.0 million outstanding at any time. The Airports Authority currently has in place one credit facility allowing the Airports Authority to draw up to \$200.0 million in CP Notes. The CP Program is a funding source for on-going capital expenditures. Long-term fixed and/or variable rate bonds will be issued to periodically recycle the CP capacity.

#### Series One CP Notes

The issuance of up to \$250 million of the Series One CP Notes is authorized pursuant to the Amended and Restated Eleventh Supplemental Indenture. As of March 2014, there are no Series One CP Notes outstanding and the Series One CP Program has been suspended indefinitely.

#### Series Two CP Notes

The issuance of up to \$200 million of the Series Two CP Notes is authorized pursuant to the Amendment No. 3 of the Twenty-second Supplemental Indenture. The Series Two CP Notes are structured as Short-Term/Demand Obligations under the Indenture and are secured by certain pledged funds including Net Revenues on parity with other Bonds. They are further secured by an irrevocable direct pay letter of credit issued by Sumitomo Mitsui Banking Corporation, acting through its New York Branch, which expires on March 6, 2017. As of October 31, 2014, there are \$21 million of the Series Two CP Notes outstanding.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### Passenger Facility Charges

The Airports Authority was granted permission by the FAA to use PFC funds collected to finance the projects described in the Airports Authority's approved PFC applications. A portion of PFC revenues is being used to finance certain CCP projects previously expected to be financed through the issuance of bonds.

In March 2009, the FAA approved the Airports Authority's request to amend PFC Application No. 4 to extend the collection period through 2038, and allow the Airports Authority to use PFC revenues to pay the principal and interest on the Bonds used to fund certain CCP projects at Dulles International.

In July 2009, the Airports Authority made an irrevocable commitment to use \$35 million of PFC revenues per year to pay Annual Debt Service on the Bonds from 2009 through 2017. In 2015, the Airports Authority will apply \$42.5 million for this purpose.

In July 2014, the FAA approved the Airports Authority's PFC Application No. 9 to impose a PFC at Reagan National. This PFC Application allows the Airports Authority to collect PFCs through February 1, 2023.

#### *Interest Rate Swaps*

The Airports Authority has entered into interest rate swap agreements (the Swap Agreements) in an effort to lower its overall cost of borrowing. All of the Airports Authority's Swap Agreements (i) were entered into in connection with the planned issuance of variable rate debt and represent floating-to-fixed rate agreements and (ii) were written on a forward-starting basis to either hedge future new money Bonds or to synthetically advance refund Bonds that could not be advance refunded on a conventional basis because of their tax status. To manage its exposure to counterparty risk, the Airports Authority has entered into Swap Agreements only with counterparties having a rating of at least "A."

The Airports Authority's obligations under the Swap Agreements constitute Junior Lien Obligations of the Airports Authority secured by a pledge of the Airports Authority's Net Revenues that is subordinate to the pledge of Net Revenues securing the Bonds and any Subordinated Bonds issued in the future.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

The chart below provides summary information with respect to the Airports Authority's current Swap Agreements.

**Table 5-22**

Trade Date	Effective Date	Termination Date ("final maturity")	Swap Providers	Ratings Moody's/S&P/Fitch	Notional Amount	Fixed Rate
7/31/2001	8/29/2002	10/1/2021	Bank of America	A2/A/A	\$38.8	4.445%
6/15/2006	10/1/2009	10/1/2039	JPMorgan Chase	Aa3/A+/A+	\$173.9	4.099%
			Bank of America	A2/A/A	\$100.6	
6/15/2006	10/1/2010	10/1/2040	Wells Fargo	Aa3/AA-/AA-	\$158.8	4.112%
5/13/2005	10/1/2011	10/1/2039	Wells Fargo	Aa3/AA-/AA-	\$118.7	3.862%
<b>Aggregate Swaps</b>					<b>\$590.8</b>	

#### Future Bonds

The Airports Authority anticipates issuing additional Bonds to fund projects in the CCP and also to refund certain outstanding CP Notes and Bonds. The Airports Authority annually, with periodic updates, prepares a Plan of Finance that is presented to the Finance Committee. The Airports Authority has sufficient proceeds to adequately fund projects in the CCP through late spring of 2015.

#### Debt Service Coverage

The Master Indenture includes a rate covenant provision specifying that the Airports Authority will fix and adjust fees and other charges for use of the Airports Authority, including services rendered by the Airports Authority pursuant to the Airline Agreement calculated to be at least sufficient to produce net revenues to provide for the larger of the following: (i) amounts needed for making required deposits to various accounts in the fiscal year or (ii) an amount not less than 125 percent of the annual debt service with respect to Bonds.

The new Use and Lease Agreement increases Debt Service Coverage payments from airlines for airline-supported cost centers at both airports (in years 2015 through 2017 airline funded debt service coverage will be 35 percent vs. 25 percent in the expiring Agreement). The debt service coverage for 2013 through 2015 is as follows:

Table 5-23			
Debt Service Coverage			
	Actual 2013	Budget 2014	Budget 2015
Reagan National	1.59x	1.51x	1.70x
Dulles International	1.34x	1.31x	1.49x
Combined Airports	1.40x	1.36x	1.54x

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Summary of Outstanding Aviation Bonds

Table 5-24							
Series	Dated Date	Originally Issued Par Amount	Outstanding as of Oct. 1, 2014	Tax Status	Tenor	Credit Enhancement Provider	Purpose
2003D	October 1, 2003	150,000,000	59,750,000	AMT	Variable	Bank of Amercia	New Money New
2005A	April 12, 2005	320,000,000	234,810,000	AMT	Fixed	MBIA	Money/Refunding
2005B	April 12, 2005	19,775,000	12,800,000	Non-AMT	Fixed	MBIA	Refunding
2005C	April 12, 2005	30,000,000	30,000,000	Taxable	Fixed	MBIA	New Money
2005D	October 12, 2005	11,450,000	7,650,000	Non-AMT	Fixed	Ambac	Refunding New
2006A	January 25, 2006	300,000,000	245,000,000	AMT	Fixed	FSA	Money/Refunding
2006B	December 6, 2006	400,000,000	375,320,000	AMT	Fixed	FGIC	New Money
2006C	December 6, 2006	37,865,000	32,915,000	Non-AMT	Fixed	FGIC	Refunding
2007A	July 2, 2007	164,460,000	107,850,000	AMT	Fixed	AMBAC	Refunding
2007B	September 27, 2007	530,000,000	393,540,000	AMT	Fixed	AMBAC	New Money
2008A	June 24, 2008	250,000,000	199,630,000	AMT	Fixed	n/a	Refunding/New Money
2009B	April 1, 2009	236,825,000	221,845,000	Non-AMT	Fixed	BHAC	New Money/Refunding
2009C	July 2, 2009	314,435,000	287,605,000	Non-AMT	Fixed	n/a	Refunding PFC
2009D *	July 2, 2009	136,825,000	125,205,000	Non-AMT	Variable	TD Bank	Refunding PFC
2010A	July 28, 2010	348,400,000	332,095,000	Non-AMT	Fixed	n/a	New Money/OMP
2010B	July 28, 2010	229,005,000	177,795,000	AMT	Fixed	n/a	Refunding
2010C-1	September 22, 2010	66,750,000	59,575,000	AMT	Variable	Barclays Bank	Refunding
2010C-2 *	September 22, 2010	103,250,000	96,690,000	Non-AMT	Variable	Barclays Bank	Refunding New
2010D *	September 22, 2010	170,000,000	158,775,000	Non-AMT	Variable	Wells Fargo	Money/Refunding
2010F1	November 17,2010	61,820,000	61,820,000	Non-AMT	Fixed	n/a	OMP New
2011A *	September 21, 2011	233,635,000	210,135,000	AMT	Variable	Wells Fargo	Money/Refunding New
2011B	September 21, 2011	207,640,000	173,185,000	Non-AMT	Variable	PNC	Money/Refunding
2011C	September 21, 2011	185,390,000	163,585,000	AMT	Fixed	n/a	Refunding
2011D	September 21, 2011	10,385,000	9,245,000	Non-AMT	Fixed	n/a	Refunding
2012A	July 3, 2012	291,035,000	291,035,000	Non-AMT	Fixed	n/a	Refunding
2012B	July 3, 2012	20,790,000	17,310,000	AMT	Fixed	n/a	Refunding
2013A	July 11, 2013	207,205,000	207,205,000	AMT	Fixed	n/a	Refunding
2013B	July 11, 2013	27,405,000	27,405,000	Taxable	Fixed	n/a	Refunding
2013C	July 11, 2013	11,005,000	11,005,000	Non-AMT	Fixed	n/a	Refunding New
2014A	July 3, 2014	539,250,000	539,250,000	AMT	Fixed	n/a	Money/Refunding
<b>Total</b>		<b>\$5,614,600,000</b>	<b>\$4,870,030,000</b>				

\* Subject of a floating-to-fixed rate swaps

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Summary of Bonded Debt Service

Table 5-25			Bonds	FY 2014	FY 2015	Oct. 2015	FY 2015
Airport	Date	Maturity	Outstanding	*FY 2014	Interest	Principal	FY 2015
Revenue Bonds	of Issue		10/1/2013	Debt Service	Payments	Payment	Debt Service
<b>Senior Debt:</b>							
Series 2001A	4/1/2001	2002-2031	-	-	-	-	-
Series 2002A	6/4/2002	2003-2032	-	-	-	-	-
Series 2002B	6/4/2002	2003-2012	-	-	-	-	-
Series 2002D	8/28/2002	2003-2032	-	-	-	-	-
Series 2003A	9/11/2003	2004-2033	-	-	-	-	-
Series 2003B	9/11/2003	2004-2019	-	-	-	-	-
Series 2003C	9/11/2003	2004-2023	-	-	-	-	-
Series 2003D	9/16/2003	2004-2033	59,750,000	2,316,797	1,185,621	1,900,000	3,085,621
Series 2004A	8/26/2004	2006-2022	-	7,782	-	-	-
Series 2004B	5/18/2004	2027-2034	-	7,147,971	-	-	-
Series 2004C-1	7/7/2004	2006-2021	-	912,917	-	-	-
Series 2004C-2	8/12/2004	2005-2024	-	2,832,375	-	-	-
Series 2004D	8/26/2004	2005-2019	-	18,643,879	-	-	-
Series 2005A	4/12/2005	2006-2035	234,810,000	21,505,756	11,596,278	8,310,000	19,906,278
Series 2005B	4/12/2005	2011-2020	12,800,000	2,516,400	586,325	1,928,750	2,515,075
Series 2005C	4/12/2005	2020-2035	30,000,000	1,703,619	1,703,619	-	1,703,619
Series 2005D	10/12/2005	2008-2023	7,650,000	382,500	382,500	-	382,500
Series 2006A	1/25/2006	2030-2035	245,000,000	12,218,750	12,218,750	-	12,218,750
Series 2006B	12/6/2006	2031-2036	375,320,000	18,500,410	18,500,410	-	18,500,410
Series 2006C	12/6/2006	2009-2032	32,915,000	2,895,414	1,518,714	1,378,750	2,897,464
Series 2007A	7/3/2007	2008-2023	107,850,000	15,103,838	5,199,713	9,906,250	15,105,963
Series 2007B	9/12/2007	2008-2035	393,540,000	34,069,547	19,464,900	14,627,500	34,092,400
Series 2008A	6/24/2008	2012-2029	199,630,000	20,923,181	10,602,644	8,220,000	18,822,644
Series 2009B	4/1/2009	2010-2029	221,845,000	15,216,281	10,853,356	5,082,500	15,935,856
Series 2009C	7/2/2009	2010-2039	287,605,000	20,827,938	14,671,263	6,155,000	20,826,263
Series 2009D	7/2/2009	2010-2039	125,205,000	7,735,048	5,105,986	2,707,500	7,813,486
Series 2010A	7/28/2010	2011-2039	332,095,000	22,691,081	15,847,031	11,121,250	26,968,281
Series 2010B	7/28/2010	2011-2027	177,795,000	23,327,500	8,640,288	14,685,000	23,325,288
Series 2010C	9/22/2010	2011-2039	156,265,000	7,329,714	5,131,200	3,346,250	8,477,450
Series 2010D	9/22/2010	2011-2040	158,775,000	10,345,693	6,493,235	3,193,750	9,686,985
Series 2010F-1	11/17/2010	2020-2031	61,820,000	3,076,938	3,076,938	-	3,076,938
Series 2011A	9/21/2011	2012-2038	210,135,000	19,954,214	10,380,573	9,711,250	20,091,823
Series 2011B	9/21/2011	2012-2041	173,185,000	13,654,359	3,400,878	12,711,250	16,112,128
Series 2011C	9/29/2011	2012-2028	163,585,000	15,709,600	7,858,900	7,848,750	15,707,650
Series 2011D	9/29/2011	2012-2031	9,245,000	780,625	379,275	401,250	780,525
Series 2012A	7/3/2012	2016-2032	291,035,000	14,269,981	14,269,981	768,750	15,038,731
Series 2012B	7/3/2012	2013-2019	17,310,000	4,066,300	708,500	3,271,250	3,979,750
Series 2013A	7/11/2013	2018-2043	207,205,000	10,301,250	10,301,250	-	10,301,250
Series 2013B	7/11/2013	2016-2023	27,405,000	821,019	821,019	638,750	1,459,769
Series 2013C	7/11/2013	2020-2022	11,005,000	528,250	528,250	-	528,250
Series 2014A	7/3/2014	2015-2044	539,250,000	-	25,500,650	16,060,000	41,560,650
			<b>\$4,870,030,000</b>	<b>\$352,316,927</b>	<b>\$226,928,047</b>	<b>\$143,973,750</b>	<b>\$370,901,797</b>
<b>Series ONE</b>	8/16/2007	2008-2014	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Series TWO</b>	1/12/2005	2006-2015	21,000,000	101,401	420,000	52,500	472,500
			<b>\$ 21,000,000</b>	<b>\$ 101,401</b>	<b>\$ 420,000</b>	<b>\$ 52,500</b>	<b>\$ 472,500</b>
<b>TOTALS</b>			<b>\$ 4,891,030,000</b>	<b>\$ 352,418,328</b>	<b>\$ 227,348,047</b>	<b>\$ 144,026,250</b>	<b>\$ 371,374,297</b>

\* FY 2014 Debt Service reflects new issues and refundings that occurred during the year.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Long-Term Debt Scheduled — Airport Revenue Bonds

Table 5-26	Commercial Paper Debt		Senior Debt (Long-Term)		Total
	Principal	Interest	Principal	Interest	Debt Service
2015	\$ 52,500	420,000	\$ 143,973,750	\$ 226,928,047	\$ 371,374,297
2016	52,500	1,050,000	156,150,000	231,725,611	388,978,111
2017	20,895,000	1,050,000	173,920,000	224,232,639	420,097,639
2018			191,155,000	215,976,122	407,131,122
2019			196,530,000	206,836,138	403,366,138
2020			203,900,000	197,276,683	401,176,683
2021			218,600,000	187,401,262	406,001,262
2022			208,720,000	176,576,876	385,296,876
2023			209,390,000	166,940,692	376,330,692
2024			218,565,000	156,666,645	375,231,645
2025			191,850,000	145,814,202	337,664,202
2026			201,400,000	136,266,636	337,666,636
2027			211,365,000	126,294,928	337,659,928
2028			221,905,000	115,758,499	337,663,499
2029			232,850,000	104,816,185	337,666,185
2030			257,445,000	80,220,094	337,665,094
2031			251,795,000	81,185,233	332,980,233
2032			249,450,000	68,976,222	318,426,222
2033			225,040,000	69,796,254	294,836,254
2034			227,635,000	45,033,917	272,668,917
2035			238,305,000	33,758,567	272,063,567
2036			144,045,000	21,887,500	165,932,500
2037			72,470,000	14,740,579	87,210,579
2038			76,060,000	11,177,241	87,237,241
2039			81,740,000	7,439,349	89,179,349
2040			25,375,000	3,430,126	28,805,126
2041			15,685,000	2,198,832	17,883,832
2042			10,890,000	1,438,500	12,328,500
2043			11,435,000	894,000	12,329,000
2044			6,445,000	322,250	6,767,250
<b>Total</b>	<b>\$ 21,000,000</b>	<b>\$ 2,520,000</b>	<b>\$ 4,874,088,750</b>	<b>\$ 3,062,009,829</b>	<b>\$ 7,959,618,579</b>

**2015 is on FY(cy) not Bond Year, and will not check to O.S. information for 2015.**

**2015 does not include \$4,486,145 of annual financing fees.**



## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### **Dulles Corridor Debt Program**

The Airports Authority uses debt financing to fund Capital Improvement Program (CIP) for the Dulles Corridor Enterprise Fund, including funding a portion of the costs of the Dulles Metrorail Project.

#### Dulles Toll Road Revenue Bonds

A Senior Master Indenture of Trust (Master Indenture) was created in 2009 for the Airports Authority. A Supplemental Indenture is required before a series of Bonds is issued under the Master Indenture. A total of \$3.0 billion of Bonds has been issued by the Airports Authority since August 2009. The proceeds of the Bonds are used to finance capital improvements to the Dulles Corridor and construction of the Silver Line to Metrorail System.

#### Liens

##### *First Senior Lien Bonds*

A total of \$198.0 million of Series 2009A Bonds, issued as Current Interest Bonds were issued in August 2009.

##### *Second Senior Lien Bonds*

The Second Senior Lien includes the 2009B, 2009C, 2009D, 2010A, 2010B, 2014A Series of Bonds, totaling \$1.380 billion. The Airports Authority issued \$261.9 million of Capital Appreciation Bonds; \$296.0 million of Convertible Capital Appreciation Bonds; \$400.0 million issued as Current Interest Bonds and are Federally Taxable – Issuer Subsidy – Build America Bonds (BABs); and \$421.8 million of Current Interest Bonds.

##### *Subordinate Lien Bonds*

In May 2010, a total of \$150 million of Series 2010D Bonds, were issued as BABs.

##### *Junior Lien Bonds*

In August, 2014, the Airports Authority and the United States Department of Transportation (USDOT) executed the Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan Agreement. The TIFIA Series 2014 Bonds total \$1.278 billion and are Junior Lien Revenue Bonds.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### Ratings

Table 5-27

Series	Lien Position	Rating Moody's/S&P
2009A	First Senior	A2, A
2009B	Second Senior	A2, AA- (Insured) Baa1, BBB+
2009C	Second Senior	A2, AA- (Insured) Baa1, BBB+
2009D	Second Senior	Baa1, BBB+
2010A	Second Senior	Baa1, BBB+
2010B	Second Senior	Baa1, BBB+
2010D	Subordinate	Baa2, BBB
2014A	Second Senior	Baa1, BBB+
TIFIA Series 2014	Junior	Baa2, BBB-

The Series 2009A bonds have been assigned a long-term rating of "A2" from Moody's and "A" by Standard & Poor's (S&P). In the Second Senior Lien Bonds (other than the Insured 2009 Bonds) have been assigned the long-term rating of "Baa1" by Moody's and "BBB+" by S&P. The Subordinate Lien Bonds have assigned "Baa2" from Moody's and "BBB" from S&P. The Junior Lien TIFIA Series 2014 Bonds have been assigned the long-term rating of "Baa2" by Moody's and "BBB-" by S&P.

Assured Guaranty insures \$188.0 million of the \$207.1 million Series 2009B Bonds and all of the Series 2009C Bonds. The Insured Series 2009 Bonds are assigned a rating of "AAA" (negative outlook) by S&P and "Aa3" (Negative Outlook) by Moody's.

#### Insurance

A total of \$346.5 million or 36 percent of the \$963.3 million Series 2009 Bonds are insured by Assured Guaranty.

#### Variable Rate Program

##### *Commercial Paper Program*

The issuance of up to \$300 million of the Series One CP Notes is authorized pursuant to the Seventh Supplemental Indenture. The Airports Authority currently has in place a credit facility with J.P. Morgan Chase Bank, expiring in August 2015. The Series One CP Notes are secured as Second Senior Lien Bonds under the Master Indenture. As of October 31, 2014, there are \$164.5 million outstanding of Series One CP Notes.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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#### *FFGA Notes*

In March, 2009, the Airports Authority and Federal Transit Authority entered into the Full Funding Grant Agreement (FFGA) that provided \$900 million of federal grant funding for the Dulles Metrorail Project – Phase 1 from the New Starts Program. The Airports Authority, in December 2012, issued its FFGA Notes Series 2012 in the aggregate principal amount of \$200 million. The FFGA Notes are subject to equal mandatory redemption payments of \$100 million each in December 2015 and December 2016.

#### *DTR Subordinate Lien Revenue Notes*

The issuance of up to \$400 million of the DTR Subordinate Lien Revenue Notes is authorized pursuant to the Eighth Supplemental Indenture. In May, 2014, the Airports Authority refunded \$150 million of Dulles Toll Road Subordinate Lien Revenue Notes, Series 2013, with proceeds of the Series 2014A Bonds. Currently, there are no Subordinate Lien Notes outstanding.

#### Future Bonds

The Airports Authority currently does not anticipate issuing additional bonds to fund projects in the CIP and the Dulles Corridor Metrorail Project. The Airports Authority annually, with periodic updates, prepares a Plan of Finance that is presented to the Finance Committee. The Plan of Finance may present some opportunities for refinancing outstanding debt in the future.

#### Debt Service Coverage

The Airports Authority has covenanted in the Master Indenture that it will establish, charge and collect tolls for the privilege of traveling on the Dulles Toll Road at rates sufficient to meet the Operation and Maintenance Expenses and produce Net Revenues in any Fiscal Year, and in each Fiscal Year thereafter, that are at least:

- 200 percent of the Maximum Annual Debt Service with respect to all *Outstanding First Senior Lien Bonds*;
- 135 percent of the Annual Debt Service with respect to all *Outstanding First Senior Lien Bonds and all Outstanding Second Senior Lien Bonds* for such Fiscal Year;
- 120 percent of the Annual Debt Service with respect to all *Outstanding First Senior Lien Bonds, all Outstanding Second Senior Lien Bonds and all Outstanding Subordinate Lien Bonds* for such Fiscal Year; and
- 100 percent of the Annual Debt Service with respect to all *Outstanding Bonds* and all other obligations of the Airports Authority secured by Toll Road Revenues for such Fiscal Year.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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Further, the Airports Authority is obligated under the TIFIA Loan Agreement to maintain debt service coverage of a minimum of 120 percent of the Annual Debt Service with respect to all *Outstanding Bonds* for such Fiscal Year.

The annual debt service coverage calculations provided in the Annual Debt Service Requirements and Projected Debt Service (Table 5-28) demonstrates that Net Revenue is sufficient to comply with the applicable rate coverage tests set forth above and in Section 16(m) of the TIFIA Loan Agreement.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Annual Debt Service Requirements and Projected Debt Service

Table 5-28 ANNUAL DEBT SERVICE REQUIREMENTS				
<i>(dollars in millions)</i>	2012	2013	2014	2015
DTR Gross Toll Revenue	\$ 107.10	125.51	148.81	154.17
Other Income	-	-	-	-
Toll Road O&M	(26.00)	(28.25)	(29.23)	(29.15)
Interest Income	-	-	-	2.46
<b>NET REVENUE AVAILABLE FOR DEBT SERVICE</b>	<b>\$ 81.10</b>	<b>97.26</b>	<b>119.58</b>	<b>127.47</b>
First Senior Lien, Series 2009A	10.14	10.14	10.14	10.14
Second Senior Lien, Series 2009B (1)	6.41	10.57	5.22	11.42
Second Senior Lien, Series 2009C (1)	-	-	-	-
Second Senior Lien, Series 2009D	29.85	29.85	29.85	29.85
less direct subsidy on 2009D BABs (3)	(10.45)	(9.99)	(9.69)	(9.68)
less state funding for interest payments		(10.00)	(30.00)	(30.00)
Second Senior Lien, Series 2010A (2)	-	-	-	-
Second Senior Lien, Series 2010B (2)	-	-	-	-
Second Senior Lien, Series 2014A	-	-	7.56	21.09
Subordinate Lien, Series 2010D	12.00	12.00	12.00	12.00
less direct subsidy on 2010D BABs (3)	(4.20)	(4.02)	(3.90)	(3.89)
Junior Lien TIFIA Series 2014 (4)	-	-	-	-
<b>TOTAL NET DEBT SERVICE</b>	<b>\$ 43.75</b>	<b>\$ 38.55</b>	<b>\$ 21.17</b>	<b>\$ 40.92</b>
<i>First Senior Lien Debt Service Coverage</i>	<i>8.00 x</i>	<i>9.59 x</i>	<i>11.79 x</i>	<i>12.57 x</i>
<i>Second Senior Lien Debt Service Coverage</i>	<i>2.26 x</i>	<i>3.18 x</i>	<i>9.15 x</i>	<i>3.88 x</i>
<i>Subordinate Lien Debt Service Coverage</i>	<i>1.85 x</i>	<i>2.52 x</i>	<i>5.65 x</i>	<i>3.11 x</i>
<i>Junior Lien Debt Service Coverage</i>	<i>1.85 x</i>	<i>2.52 x</i>	<i>5.65 x</i>	<i>3.11 x</i>

(1) The Second Senior Lien Bonds, Series 2009B and 2009C, are structured as capital appreciation bonds and convertible capital appreciation bonds with debt service payable between October 1, 2012, and October 1, 2041.

(2) The Second Senior Lien Bonds, Series 2010A and 2010B, are structured as capital appreciation bonds and convertible capital appreciation bonds with debt service payable between April 1, 2019, and October 1, 2044.

(3) Federal subsidy payments on BABs are subject to sequestration reductions. The net subsidy rate for 2015 is 32.445 percent.

(4) First mandatory debt service payment is April 1, 2019.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Summary of Outstanding Dulles Toll Road Bonds

SUMMARY OF OUTSTANDING DULLES TOLL ROAD REVENUE BONDS (1)							
Series	Dated Date	Originally Issued Par Amount	Outstanding as of 10/1/2014	Tax Status	Tenor	Credit Enhancement Provider	Purpose
2009A	8/12/2009	\$ 198,000,000	\$ 198,000,000	Tax-Exempt Current Interest Bonds	Fixed	None	Dulles Corridor improvements and Metrorail
2009B	8/12/2009	207,056,689	267,789,813	Tax-Exempt CABs	Fixed	\$188,266,435 Assured Guaranty	Metrorail
2009C	8/12/2009	158,234,960	219,779,520	Tax-Exempt Convertible CABs	Fixed	\$158,234,960 Assured Guaranty	Dulles Corridor improvements and Metrorail
2009D	8/12/2009	400,000,000	400,000,000	Taxable Build America Bonds	Fixed	None	Metrorail
2010A	5/27/2010	54,813,219	72,756,594	Tax-Exempt CABs	Fixed	None	Metrorail
2010B	5/27/2010	137,801,650	181,948,039	Tax-Exempt Convertible CABs	Fixed	None	Metrorail
2010D	5/27/2010	150,000,000	150,000,000	Taxable Build America Bonds	Fixed	None	Metrorail
2014A	5/14/2014	421,760,000	421,760,000	Tax-Exempt Current Interest Bonds	Fixed	None	Metrorail
TIFIA Series 2014	8/20/2014	(2)	0	Federal Loan	Fixed	None	Metrorail
CP Series One	8/1/2011	(3)	114,455,000	Tax-Exempt Commercial Paper	Variable	JP Morgan LOC	Metrorail
		\$ 1,727,666,513	\$ 2,026,488,966				

(1) Table does not include \$200 million of fixed rate notes issued on December 17, 2012, that are secured by the remaining Federal funding anticipated to be received pursuant to a Full Funding Grant Agreement (FFGA) with the Federal Transit Administration for Phase 1 of the Rail Project.

(2) The Airports Authority is authorized to draw up to \$1.278 billion of TIFIA subject to the terms and conditions in the TIFIA Loan Agreement.

(3) The Airports Authority is authorized to draw up to \$300 million subject to the terms and conditions in the transaction documents.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Long-Term Debt Schedules —Dulles Toll Road Revenue Bonds

LONG-TERM DEBT SCHEDULED - DULLES TOLL ROAD REVENUE BONDS								FFGA NOTES (5)	
Originally Issued Principal Amount (1)	Interest on DTR Bonds	TIFIA Mandatory Debt Service (2)	Total Debt Service	BABs Subsidy (3)	Commonwealth of Virginia Funding (4)	Total Net Debt Service	Principal	Interest	
2015	8,687,272	75,806,716	-	84,493,988	(13,577,584)	(30,000,000)	40,916,404	100,000,000	2,160,000
2016	7,588,182	76,135,806	-	83,723,988	(13,577,584)	(30,000,000)	40,146,404	100,000,000	1,080,000
2017	4,032,707	91,356,656	-	95,389,363	(13,577,584)	(30,000,000)	51,811,779		
2018	4,086,658	91,847,704	-	95,934,363	(13,577,584)	(20,000,000)	62,356,779		
2019	7,259,874	109,974,489	35,141,663	152,376,025	(13,577,584)	-	138,798,442		
2020	3,505,221	107,674,142	41,490,630	152,669,993	(13,577,584)	-	139,092,409		
2021	3,466,610	108,122,753	42,739,691	154,329,053	(13,577,584)	-	140,751,470		
2022	3,422,177	108,607,186	44,333,878	156,363,241	(13,577,584)	-	142,785,657		
2023	9,267,174	117,442,189	62,877,186	189,586,548	(13,577,584)	-	176,008,965		
2024	10,631,131	121,343,232	60,640,166	192,614,528	(13,577,584)	-	179,036,945		
2025	8,106,897	119,062,465	69,546,294	196,715,657	(14,646,800)	-	182,068,857		
2026	7,501,716	120,007,647	73,292,495	200,801,857	(14,646,800)	-	186,155,057		
2027	6,929,769	120,759,594	77,285,753	204,975,115	(14,646,800)	-	190,328,315		
2028	4,706,906	116,962,456	119,711,834	241,381,197	(14,646,800)	-	226,734,397		
2029	12,171,834	137,076,786	97,010,799	246,259,419	(14,646,800)	-	231,612,619		
2030	15,365,811	145,456,227	86,843,809	247,665,847	(14,646,800)	-	233,019,047		
2031	24,908,287	154,179,960	69,701,846	248,790,093	(14,646,800)	-	234,143,293		
2032	24,405,382	154,718,452	70,238,677	249,362,511	(14,646,800)	-	234,715,711		
2033	29,514,564	178,959,268	84,289,967	292,763,799	(14,646,800)	-	278,116,999		
2034	28,856,763	180,118,534	86,255,299	295,230,597	(14,646,800)	-	280,583,797		
2035	28,077,105	179,894,292	89,740,884	297,712,280	(14,646,800)	-	283,065,480		
2036	27,584,571	180,390,882	90,514,710	298,490,162	(14,646,800)	-	283,843,362		
2037	25,584,430	182,390,008	91,297,453	299,271,891	(14,646,800)	-	284,625,091		
2038	70,278,547	146,066,141	118,317,156	334,661,844	(14,646,800)	-	320,015,044		
2039	54,723,235	168,696,527	111,910,966	335,330,729	(14,646,800)	-	320,683,929		
2040	102,978,990	146,117,797	86,929,193	336,025,981	(14,646,800)	-	321,379,181		
2041	162,725,000	87,534,288	86,097,271	336,356,559	(14,646,800)	-	321,709,759		
2042	144,680,000	77,161,225	114,807,718	336,648,943	(14,646,800)	-	322,002,143		
2043	90,580,000	67,746,775	215,122,758	373,449,533	(14,226,800)	-	359,222,733		
2044	99,030,000	61,410,075	92,904,512	253,344,587	(12,966,800)	-	240,377,787		
2045	200,000,000	54,536,000	-	254,536,000	(11,706,800)	-	242,829,200		
2046	200,000,000	39,612,000	-	239,612,000	(6,483,400)	-	233,128,600		
2047	45,000,000	24,688,000	-	69,688,000	(1,260,000)	-	68,428,000		
2048	-	21,088,000	-	21,088,000	-	-	21,088,000		
2049	-	21,088,000	-	21,088,000	-	-	21,088,000		
2050	-	21,088,000	-	21,088,000	-	-	21,088,000		
2051	133,785,000	21,088,000	-	154,873,000	-	-	154,873,000		
2052	140,475,000	14,398,750	-	154,873,750	-	-	154,873,750		
2053	147,500,000	7,375,000	-	154,875,000	-	-	154,875,000		
<b>Total</b>	<b>\$ 1,897,416,813</b>	<b>\$ 3,957,982,017</b>	<b>\$ 2,219,042,608</b>	<b>\$ 8,074,441,438</b>	<b>\$ (446,062,036)</b>	<b>\$ (110,000,000)</b>	<b>\$ 7,518,379,402</b>	<b>\$ 200,000,000</b>	<b>\$ 3,240,000</b>

(1) Includes accreted value on convertible capital appreciation bonds. Accretion on capital appreciation bonds is included in the interest column.

(2) Assumes the Airports Authority draws \$1.278 billion of TIFIA proceeds by 2019. Under the terms of the TIFIA Loan Agreement, the TIFIA Mandatory Debt Service schedule will be revised periodically to reflect the interest capitalized or payable on the actual amount of TIFIA loan disbursements. The loan amortization schedule will also be modified to reflect any early prepayments of TIFIA principal.

(3) Cash subsidy payments from the United States Treasury rebating up to 35 percent of the interest payable on Build America Bonds (BAB). Amounts in 2013 and 2014 were subject to sequestration reductions resulting in net subsidy rates of 33.48 percent and 32.48 percent respectively. This table assumes annual sequestration reductions continue through 2024 at FY15 level of 32.445 percent. The BABs subsidy is assumed to return to the full 35% thereafter.

(4) Pursuant to a January 2013 Funding Agreement with the Commonwealth of Virginia, the Airports Authority is using \$150 million of state funding to pay interest on DTR revenue bonds in order to reduce the toll increases required to fund the Dulles Corridor Metrorail Project.

(5) Fixed rate notes that are secured by the remaining Federal funding anticipated to be received pursuant to a Full Funding Grant Agreement (FFGA) with the Federal Transit Administration for Phase 1 of the Rail Project.

## 2015 BUDGET

### Metropolitan Washington Airports Authority

#### Summary of Bonded Debt Service —Dulles Toll Road

Table 5-31 SUMMARY OF BONDED DEBT SERVICE - DULLES TOLL ROAD

Existing Debt	Date of Issue	Maturity	Bonds Outstanding		
			10/1/2014	Debt Service 2014 (1)	Debt Service 2015 (1)
Series 2009A	8/12/2009	2030 - 2044	\$ 198,000,000	10,142,988	\$10,142,988
Series 2009B	8/12/2009	2012 - 2040	267,789,813	6,765,000	11,222,500
Series 2009C	8/12/2009	2038 - 2041	219,779,520	-	0
Series 2009D	(2) 8/12/2009	2045 - 2046	400,000,000	20,153,370	20,163,816
Series 2010A	5/27/2010	2029 - 2037	72,756,594	-	0
Series 2010B	5/27/2010	2040 - 2044	181,948,039	-	0
Series 2014A	5/14/2014	2051 - 2053	421,760,000	10,939,400	21,088,000
Series 2010D	(2) 5/27/2010	2042 - 2047	150,000,000	8,102,400	8,106,600
TIFIA Series 2014	(3) 8/20/2014	2023 - 2044	-	-	0
LESS: Commonwealth of VA funds for DTR Bonds Debt Service (4)				(30,000,000)	(30,000,000)
CP Series One	(5) 8/1/2011	2015	114,455,000	286,138	750,000
<b>TOTALS</b>			<b>\$ 2,026,488,966</b>	<b>\$ 26,389,295</b>	<b>\$ 41,473,904</b>

(1) Annual debt service for bonds equals nine-twelfths of the debt service payable in current year and three-twelfths of the debt service payment scheduled for the following year.

(2) Annual debt service is net of federal subsidy for Build America Bonds.

(3) The Airports Authority is authorized to draw up to \$1.278 billion of TIFIA subject to the terms and conditions in the TIFIA Loan Agreement.

(4) State funding is used to pay interest on DTR revenue bonds in order to reduce the toll increases required to fund the Dulles Corridor Metrorail Project.

(5) For budgeting purposes, the amount outstanding in 2015 is assumed to be \$300 million, the maximum amount authorized to be drawn. The interest rate on commercial paper notes is assumed to average one-quarter of one percent.



**2015 BUDGET**

Metropolitan Washington Airports Authority

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**GLOSSARY**

## 2015 BUDGET

### Metropolitan Washington Airports Authority

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**ACCRUAL BASIS** — An accounting method whereby income and expense items are recognized as they are earned or incurred, even though they may not have been received or actually paid in cash.

**AEROTRAIN** — The AeroTrain system is a fully automated transit system that takes passengers between the Main Terminal and the midfield Concourses of Dulles International.

**AIR OPERATIONS AREA** — The secured areas of each Airport utilized by aircraft, including runways, taxiways, and ramps.

**AIRLINE COST PER ENPLANEMENT** — For each Airport, the total annual cost of fees and charges paid by the Signatory Airlines to the Airports Authority divided by the total signatory enplanements.

**AIRPORT COMMUNICATIONS SYSTEM (ACS)** — The Airports Authority owns the Airport Communications System at both Reagan National and Dulles International. The ACS consists of more than 12,000 lines used by the Airports Authority and numerous airport tenants. Tenants are invoiced for the services they receive, based on a proportionate share of the operating cost of the ACS. The tenants are also invoiced for any local or long distance costs they incur. The Airports Authority budgets in the O&M Program for the net cost of the ACS.

**AIRPORT IMPROVEMENT PROGRAM (AIP)** — See “Federal Grants.”

**AIR TRAFFIC CONTROL TOWER (ATCT)** — A terminal facility which, through the use of air/ground communications, visual signaling, and other devices, provides air traffic control services to airborne aircraft operating in the vicinity of an airport and to aircraft operating on the airport airfield.

#### **AIRPORT USE AGREEMENT AND PREMISES LEASE**

— The Airports Authority’s business relationship with the airlines operating at both Airports has been governed by a formal negotiated Airport Use Agreement and Premises Lease (Use and Lease Agreement) in effect since 1990 that provided for similar business terms for both Airports. That Use and Lease Agreement expired on September 30, 2014 and was extended through December 31, 2014 by Board action in September 2014 to allow sufficient time to complete negotiations of a new Agreement. The terms of the expiring 1990 Agreement have proven beneficial to the Airports Authority throughout changing industry conditions over time; therefore, the structure of the 1990 Agreement was used as the foundation for negotiation of a new Use and Lease Agreement.

In November 2014, the Airports Authority’s Board is being asked to approve a new Use and Lease Agreement to become effective January 1, 2015. The new Use and Lease Agreement is a single agreement, but with a 10 year term for Reagan National, and a three year term for Dulles International. As did the expiring agreement, the new Use and Lease Agreement addresses core business airline relationship issues.

**AIRPORTS** — Refers to Ronald Reagan Washington National and Washington Dulles International Airports, the two Airports operated by the Airports Authority.

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**AIRPORTS AUTHORITY** — The Metropolitan Washington Airports Authority, a body corporate and politic created by interstate compact between the Commonwealth of Virginia and the District of Columbia.

**AUTOMATED REVENUE COLLECTION SYSTEM (ARCS)** — The collective equipment and procedures that record and process an electronic, video or other automated toll payment that occurs at a toll collection point on the Dulles Toll Road.

**AVI** — The automatic vehicle identification equipment used as part of Electronic Toll Collection (ETC) or the Electronic Toll and Traffic Management (ETTM) equipment.

**BOARD OF DIRECTORS** — The Board of Directors (Board) of the Airports Authority consists of 17 members, seven appointed by the Governor of Virginia, four appointed by the Mayor of the District of Columbia, two appointed by the Governor of Maryland, and three appointed by the President of the United States. Board members serve six-year terms, which are staggered.

**BOND** — A certificate of debt issued by the Airports Authority pursuant to the Master Indenture relating to the Aviation Enterprise Fund and the Dulles Toll Road and a Supplemental Indenture securing payment of the original investment plus interest by a specified future date.

**BOND ANTICIPATION NOTE** — A short-term borrowing that is retired with proceeds of a bond sale.

**BUDGET AMENDMENT** — Recommendations from the President to amend the adopted budget are submitted to the Finance Committee. Budget Amendments approved by the Finance Committee are submitted to the Board for adoption.

**BUDGET REPROGRAMMING** — Reprogramming funds between projects occurs to facilitate the current mission, strategic initiatives, business plan, and action plan. The President is authorized to modify or adjust expenditures in the Budget consistent within the levels approved for each program. Any Budget reprogramming exceeding \$10 million in a calendar year for any project in the COMIP, CCP, R&R, and CIP is submitted to the Finance committee for recommendation to the Board for approval before it takes effect. All other material budget reprogramming are reported to the Finance Committee on a quarterly basis, two months after the end of each quarter at the May, August, November and February Committee meetings.

**BUILD AMERICA BONDS** — Build America Bonds (BABs) were introduced in 2009 as part of President Obama's American Recovery and Reinvestment Act to create jobs and stimulate the economy. BABs attempt to achieve this by lowering the cost of borrowing for state and local governments in financing new projects. Taxable municipal bonds that feature tax credits and/or federal subsidies for bondholders and state and local government bond issuers.

**CAPITAL APPRECIATION BONDS** — Capital appreciation is one of the two main sources of investment returns, with the other being dividend or interest income. A rise in the value of an asset based on a rise in market price. Essentially, the capital that was invested in the security has increased in value, and the capital appreciation portion of the investment includes all of the market value exceeding the original investment or cost basis.

**CAPITAL CONSTRUCTION PROGRAM (CCP)** — The CCP (including the contractual CDP and Dulles Development (*d*<sup>2</sup>) Program) provides for major expansion of facilities at Dulles International and

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facilities modernization of facilities at Reagan National.

**CAPITAL FACILITY PROJECTS—DULLES CORRIDOR** — Any extensions of, additions to, or major modifications, replacements or reconstruction of the Toll Road or any other roads or highways within the Dulles Corridor, excluding the Access Highway, but including (a) additional ramps or interchanges provide direct access to and from the Toll Road; or (b) addition of traffic lanes for bus only, high occupancy vehicle or high occupancy toll use or similar restricted use.

**CAPITAL IMPROVEMENT** — Any extensions of, additions to, or major modifications, replacements or reconstruction of the Toll Road or any other roads or highways within the Dulles Corridor, excluding the Access Highway, but including (a) additional ramps or interchanges provide direct access to and from the Toll Road; or (b) addition of traffic lanes for bus only, high occupancy vehicle or high occupancy toll use or similar restricted use.

**CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM (COMIP)** — The COMIP provides for repair work at the Airports, as well as equipment, planning, improvements and operational initiatives.

**CARGO** — Mail and freight at both Airports.

**CASH TOLL REVENUE** — Monies generated from a customer by payment of tolls through cash at the time of transaction at toll booth on the toll facility.

**COMMERCIAL PAPER (CP)** — A short-term promissory note issued for periods up to 270 days, with maturities commonly at 30, 60 and 90 days.

**COMMERCIAL PAPER (CP) PROGRAM** — The Airports Authority has an Aviation CP Program with

authorization to issue up to \$500 million. The Aviation CP program is supported by a liquidity facility agreement with Sumitomo Mitsui Banking Corporation for \$200 million. The Dulles Corridor Enterprise has a CP Program supported by JP Morgan Chase Bank for \$300 million.

**COMMONWEALTH OF VIRGINIA GRANTS** — The Commonwealth of Virginia, through the aviation portion of the Transportation Trust Fund provides grants to Virginia airport sponsors. The Airports Authority will receive 60 percent of any new money available for allocation by the Virginia Aviation Board, up to a maximum of \$2 million annually. These funds will be used as an additional source of funding for capital equipment and projects.

**COMMONWEALTH TRANSPORTATION BOARD (CTB)** — CTB is a 17-member Board appointed by the Governor of Virginia that is charged with establishing the administrative policies for Virginia's transportation system.

**COMMUTER AIRLINE** — An airline that operates aircraft with a maximum of 60 seats with an operating frequency of at least five scheduled round trips per week between two or more points. See also "Major Airline," "National Airline" and "Regional Airline."

**COMPENSATORY RATE** — A rate based on cost recovery, which excludes application of transfers for signatory airlines of the Airline Agreement.

**CONCESSIONS** — The Airports Authority contracts with private firms for many of the services provided to Airport users, including public parking facilities, rental cars, in-flight kitchens, fixed base operators, food and beverage facilities, newsstands, and retail stores. The concessionaires are generally required to pay a percentage of gross revenues to the Airports Authority with an annual minimum amount.

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Revenues from concessions comprise a significant portion of the Airports Authority's operating revenues.

**CONCOURSE A** — A regional concourse at Dulles International opened in May 1999, with more than 71,000 square feet to accommodate 35 regional aircraft positions. Concourse A and B are joined by a pedestrian bridge.

**CONCOURSE B** — A midfield passenger terminal at Dulles International that opened in February 1998 and was expanded in the Spring 2003, to a total of 550,000 square feet to serve 29 aircraft gates for international and domestic airliners.

**CONCOURSE C/D** — A temporary midfield passenger terminal at Dulles International opened in 1985 (D) and 1986 (C) to serve 47 aircraft gates. United is the main tenant in these concourses. See "Midfield Concourses."

**CONCOURSE C FEDERAL INSPECTION STATION** — See "Federal Inspection Station."

**CONNECTING PASSENGER** — A passenger who transfers from one flight to another enroute to a final destination.

**CONTINGENCY RESERVE** — A reserve comprised of deposits from Toll Road Revenues and other revenue sources to be used for eligible costs and expenses within the Dulles Corridor for unanticipated events or occurrences. Funds will be deposited upon availability.

**CORRIDOR CAPITAL IMPROVEMENTS PROGRAM (CIP)** — A program to methodically address the planning and implementation of Capital Improvements on the Toll Road and which shall be subject to annual review by the Virginia Department of Transportation.

**COST CENTER** — An area of the Airports to which a revenue or expense is attributed, i.e., airfield, terminal, public parking, rental cars, etc.

**CUSTOMER SERVICE CENTER** — A facility used to service users of the Toll Road including registration and maintenance of customer toll accounts, violation processing and verification, and responding to general inquiries.

**DAILY GARAGES 1 and 2** — Two public parking garages that flank the Hourly Parking Lot in front of the Main Terminal. An underground pedestrian connector provides passengers with a safe and convenient way to cross the terminal roadways and surface parking lot between the Main Terminal and the Daily Garage 1. The connector includes moving sidewalks and climate control. These garages provide approximately 8,550 public parking spaces.

**DEBT SERVICE FOR AVIATION** — Principal and interest payments on bonds financing airport facilities. The bond financed portions of the CCP are recovered through debt service, instead of depreciation. See "Statement of Operations" for further clarification.

**DEBT SERVICE FOR DULLES CORRIDOR** — Principal and interest payment on Toll Revenue Bonds. As stated in the Permit and Operating Agreement, the Airports Authority is solely responsible for obtaining and repaying all financing, at its own cost and risk and without recourse to the Virginia Department of Transportation, necessary to maintain, improve, equip, modify, repair and operate the Toll Road and any Capital Improvements throughout the Term and necessary to develop and construct the Dulles Corridor Metrorail Project.

**DEBT SERVICE COVERAGE FOR AVIATION** — An amount equal to 125 percent of the portion of Debt

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Service attributable to bonds, plus other such amounts as may be established by any financial agreement.

**DEBT SERVICE RESERVE FUND FOR DULLES CORRIDOR** — Not less frequently than annually, all Toll Road Revenues shall be budgeted and used solely to pay reserve funds such as the Debt Service Reserve Fund. This reserve will fund debt service and other amounts payable under any Toll Road Financing Documents (including, without limitation, swaps, reimbursement agreements, commercial paper or any other similar products, or any scheduled TIFIA debt), together with deposits to any reserves created under any Toll Road Financing Documents, including the funding of any reasonable cash reserves or escrow accounts in respect thereof.

**DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION (DRPT)** — DRPT is an agency of the State of Virginia that reports to the Secretary of Transportation. DRPT is primarily responsible for activities that pertain to rail, public transportation, and commuter services.

**DEPLANING PASSENGER** — Any revenue passenger disembarking at the Airports, including any passenger who will board another aircraft (i.e., connecting passenger).

**DEPRECIATION** — The annual amount charged by the Airports Authority to recover its investment in capital equipment and capital facility projects acquired by the Airports Authority during the period from June 7, 1987, through September 30, 1989, and to recover its investment in COMIP projects funded from revenues. See "Statement of Operations" for further clarification. Depreciation is not charged for Rates and Charges.

**DISCRETIONARY GRANTS** — See "Federal Grants."

**d<sup>2</sup> PROGRAM** — In August 2000, the Board approved a \$3.4 billion Budget Amendment to authorize new capital projects at Dulles International including: construction of one of the remaining two parallel runways, including associated taxiway and apron improvements; development of new and expanded terminal facilities, including a Tier 2 Concourse and completion of the Concourse B (Tier 1); construction of a People Mover System from the Main Terminal to each of the Tiers; development of a sterile International People Mover System; construction of a new air traffic control tower; development of new support facilities and utilities; and various roadway and parking improvements to support increased annual growth. The program has since been modified.

**DULLES AIRPORT ACCESS HIGHWAY (ACCESS HIGHWAY) (DAAH)** — A 17-mile, four-lane divided highway reserved for use by Airport traffic, connecting Dulles with Interstate Route 66. The Commonwealth of Virginia has constructed a multi-lane, divided toll road for non-airport users flanking both sides of the Access Highway.

**DULLES CORRIDOR** — The transportation corridor with an eastern terminus of the East Falls Church Metrorail station at Interstate Route 66 and a western terminus of Virginia Route 772 in Loudoun County, including without limitation, the Dulles Toll Road, the Access Highway, outer roadways adjacent or parallel thereto, mass transit, including rail, bus rapid transit and capacity enhancing treatments such as High-Occupancy Vehicle lanes, High-Occupancy Toll Lanes, interchange improvements, commuter parking lots and other transportation management strategies.

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#### **DULLES CORRIDOR — EMERGENCY OPERATION AND MAINTENANCE RESERVE ACCOUNT —**

Amounts in the Emergency Operation and Maintenance Reserve Account in the Operation and Maintenance Fund may be used by the Airports Authority to pay the costs of emergency repairs and replacements to the Dulles Toll Road. The amount deposited in the Emergency Operation and Maintenance Reserve Account shall equal not more than \$1 million. If on any April 1 and any October 1, the amounts on deposit in the Emergency Operation and Maintenance Reserve Account are in excess of \$1 million, the Airports Authority will transfer an amount equal to such excess to the Revenue Fund for Dulles Toll Road operations.

#### **DULLES CORRIDOR ENTERPRISE RESERVE AND TOLL RATE STABILIZATION FUND —**

Amounts in the Dulles Corridor Enterprise Reserve and Toll Rate Stabilization Fund shall be used by the Airports Authority to fund costs relating to the Dulles Metrorail Project and other Capital Improvements in the Dulles Corridor, provide funds to make up any deficiencies in the Operation and Maintenance Fund, the Extraordinary Maintenance and Repair Reserve Fund, any Bond Fund or any Debt Service Reserve Fund, and redeem any Outstanding Bonds. Amounts in the Dulles Corridor Enterprise Reserve and Toll Rate Stabilization Fund shall be pledged to Bondholders for Dulles Toll Road Revenue Bonds.

#### **DULLES CORRIDOR — EXTRAORDINARY MAINTENANCE AND REPAIR RESERVE —**

The moneys in this reserve, including all interest earnings thereon, shall be deposited with a third party trustee and shall be supplemented by the Airports Authority on an annual basis as necessary, taking into account accumulated earnings thereon, such that the total amount in this reserve is increased in accordance with the U.S. Implicit Price Deflator Index. All moneys in this reserve shall be invested in Eligible Investments. All moneys in this

reserve shall be treated as an operating and maintenance expense of the Toll Road.

#### **DULLES CORRIDOR METRORAIL PROJECT —**

Phases 1 and 2 of the rail facility as defined and per the conditions decision in the March 2, 2005 Record of Decision of the Federal Transit Administration, as amended on November 17, 2006, and the July 12 Impact Statement for the project, as they may be further amended or supplemented from time to time, including all related systems, stations, parking and maintenance facilities.

#### **DULLES CORRIDOR METRORAIL PURPOSES —**

Purposes limited to the developing, permitting, design financing, construction, installation and equipping of the Dulles Corridor Metrorail Project.

#### **DULLES CORRIDOR — OPERATION AND MAINTENANCE RESERVE ACCOUNT —**

Amounts in the Operation and Maintenance Reserve Account in the Operation and Maintenance Fund shall be used by the Airports Authority to pay Operation and Maintenance Expenses for the Dulles Toll Road in the event that amounts on deposit in the Operation and Maintenance Account are insufficient to pay all Operation and Maintenance Expenses when due. The amount deposited in the Operation and Maintenance Reserve Account shall equal one-sixth (1/6<sup>th</sup>) of the Operation and Maintenance Expenses for the Dulles Corridor Enterprise Fund set forth in the Airports Authority's current Fiscal Year budget.

**DULLES GREENWAY —** The Dulles Greenway is a 14-mile, four-lane, privately-operated toll road that extends the state-operated Dulles Toll Road to Leesburg, Virginia. The Airports Authority granted easement to developers to build a 2½-mile segment of the Dulles Greenway on Dulles property.

**DYNAMIC MESSAGE SIGN (DMS) —** Changeable message boards located on or adjacent to a

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roadway that displays text information that may affect traffic conditions and travel times. Also known as a Variable Message Sign (VMS). This signage usually displays information regarding travel times, roadway conditions and toll pricing if relevant.

**EFFECTIVE BUYING INCOME** — Referred to as EBI. Disposable income after taxes and mandatory non-tax payments.

**ELECTRONIC TOLL COLLECTION (ETC) TOLL REVENUE** — Monies generated from a customer payment of tolls using a toll transponder.

**ELECTRONIC TOLL AND TRAFFIC MANAGEMENT EQUIPMENT (ETTM)** — The AVI equipment, video monitoring equipment, toll violator systems, manual, automatic and electronic toll collection equipment; the transportation management system equipment; communications equipment; and all other computer hardware necessary to meet the performance specification for electronic toll and traffic management.

**ELIGIBLE TRANSIT OPERATING COSTS** — Nonoperating expenses designated to pay for operating costs of the Dulles Corridor Metrorail Project.

**ELIGIBLE TRANSIT OPERATING COSTS RESERVE** — A reserve comprised of at least an annual deposit from Toll Road Revenues and other revenue sources to be used for eligible costs and expenses for transit operations within the Dulles Corridor.

**EMERGENCY (R&R) RESERVE** — The reserve required by the Master Indenture for emergency repair and rehabilitation of the Airports.

**ENPLANING PASSENGER** — Any revenue passenger boarding at the Airports, including any

passenger that previously disembarked from another aircraft (i.e., connecting passenger).

**ENTITLEMENT GRANTS** — See “Federal Grants.”

**ENTERPRISE RESOURCE PROGRAM (ERP)** — An Airports Authority-wide Enterprise Resource Planning system which will provide a comprehensive integrated system encompassing core administration functional areas and link business processes, integrate data, and share data information across applications and with users.

**FEDERAL AVIATION ADMINISTRATION (FAA)** — The FAA is a component of the Department of Transportation and, within the airspace of the United States, promotes air safety, regulates air commerce, controls the use of navigable airspace, develops and operates air navigation facilities, develops and operates the air traffic control system, and administers Federal Grants for development of public-use airports. The FAA operated the Airports prior to their transfer to the Airports Authority on June 7, 1987. The Airports Authority coordinates with the FAA on numerous aviation programs including air security and noise abatement. The Federal Grants received by the Airports Authority are administered by the FAA.

**FEDERAL GRANTS** — FAA’s Airport Improvement Program provides both entitlement and discretionary grants for eligible airport projects. Entitlement funds are determined by a formula according to enplanements at individual airports. These grants are permitted to be used by the Airports Authority at either or both Airports. The Airports Authority applies for discretionary grants from the FAA through a Letter of Intent (LOI) process. Each LOI represents an intention to obligate funds from future federal budget appropriations. The issuance of a Letter of Intent is subject to receipt of Congressional appropriations



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for grants to airports, and does not itself constitute a binding commitment of funds by the FAA. For planning purposes, the amounts in an approved LOI from FAA are used by the Airports Authority as the estimate of federal discretionary grants to be received. The Airports Authority has also received the Homeland Security Grant Program.

**FEDERAL LEASE** — Congress authorized the Secretary of Transportation to lease the Airports to the Airports Authority by the Metropolitan Washington Airports Act of 1986. The lease was signed on March 2, 1987, and operating responsibility for the Airports was transferred to the Airports Authority on June 7, 1987, for an initial term of 50 years ending June 6, 2037. The lease was amended effective June 17, 2003, to extend the terms to June 6, 2067.

**FEDERAL TRANSIT ADMINISTRATION (FTA)** — FTA is an administration within the U.S. Department of Transportation responsible for supporting a variety of public transportation systems nationwide.

**FISCAL YEAR** — The Airports Authority formally changed its Fiscal Year from an annual period ending September 30th to an annual period ending December 31st, effective January 1, 1997.

**FIXED BASE OPERATORS (FBO)** — Those commercial businesses at the Airports authorized by the Airports Authority to sell aviation fuels and provide other aviation-related services, primarily to General Aviation operators.

**FIXED-RATE BONDS** — Fixed-rate bonds in finance, are a type of debt instrument bond with a fixed coupon (interest) rate, as opposed to a floating rate note. A fixed rate bond is a long term debt paper that carries a predetermined interest rate.

**FUELING AGENT** — The agent selected to operate and maintain the fueling system for each Airport and deliver fuel through the fueling system.

**FUELING SYSTEM** — At each Airport, the Airports Authority-owned hydrant fueling system and the Airports Authority-owned fuel farm.

**FULL FUNDING GRANT AGREEMENT (FFGA)** — The FFGA is an agreement between the Federal Transit Administration and a project sponsor to provide a guaranteed level of funding for a transit project. The FFGA is the culmination of the New Starts project development process.

**GASB STATEMENTS NO. 43 AND 45** — See “OTHER POST EMPLOYMENT BENEFITS” (OPEB).

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** — Conventions, rules and procedures that define accepted accounting practices, including broad guidelines, as well as detailed procedures.

**GENERAL AVIATION** — An operator of private or corporate aircraft not used in the common carriage of passengers, cargo, or freight, and an operation of aircraft as a non-scheduled air taxi.

**GEOGRAPHIC INFORMATION SYSTEM (GIS)** — The GIS system integrates spatial data into the Airports Authority system to facilitate sharing of information and streamlining of processes.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)** — An independent private-sector, not-for-profit organization that establishes and improves standards of financial accounting and reporting for U.S. state and local governments. Governments and the accounting industry recognize the GASB as the official source of

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generally accepted accounting principles (GAAP) for state and local governments.

**GRANTS** — See “Federal Grants,” and “Commonwealth of Virginia Grants.”

**GROSS TOLL REVENUES** — The full total amount of toll revenue collected.

**HIGH DENSITY RULE** — U.S. DOT regulation that imposes limits on the number of flights scheduled at Reagan National through assignment of hourly operational slots.

**HUBBING** — A practice whereby the Airlines schedule large numbers of flights to arrive at an airport within a short time and to depart shortly thereafter, thus maximizing connecting passenger traffic.

**INDENTURE** — Any trust agreement or similar instrument between the Airports Authority and a trustee or collateral agent pursuant to which Net Revenues or Toll Revenues are pledged to the holders of debt issued by the Airports Authority to finance airport facilities or the Dulles Corridor Metrorail Project and improvements to the Dulles Toll Road, respectively.

**INDEX FLOATER BONDS** — Index Floater Bonds are a type of debt whose coupon rate changes with market conditions (short-term interest rates). They are also known as “floating-rate debt.”

**INTEREST RATE SWAP** — An agreement between two parties to exchange future flows of interest payments. One party agrees to pay the other a fixed rate; the other pays the first party an adjustable rate usually tied to a short-term index.

**INTERNATIONAL ARRIVALS BUILDING (IAB) and FEDERAL INSPECTION STATION (FIS)** — Dulles International has two international clearance

facilities: one located at the Main Terminal and a second facility at Concourse C (FIS). These facilities are used for processing international deplaned passengers by the U.S. Customs and Immigration Services.

**INTERNATIONAL ARRIVALS FACILITY** — In 1996 United opened a second international arrivals facility in the Midfield Concourse C so transferring international passengers (those not ending their journey at Dulles International) could clear U.S. Customs without being transported back and forth to the Main Terminal IAB. Since opening, the Concourse C FIS has primarily served United, Lufthansa and other Star Alliance carriers connecting passengers. All terminating international passengers, including United’s, continue to use the Main Terminal IAB. In late 1997, the Airports Authority bought out United’s investment in the Concourse C FIS to better control airline access to the facility. See also “International Arrivals Building.”

**45025 AVIATION DRIVE — J. P. MORGAN CHASE OFFICE BUILDING** — Building purchased by the Airports Authority in 2000 to accommodate the construction of the public parking garage at Dulles International. This building was formally referred to as the Vastera Office Building.

**LANDED WEIGHT** — Refers to the maximum gross certificated landed weight in one thousand pound units, as stated in the airlines’ flight operations manual. Landed weight is used to calculate landing fees for both airline and General Aviation aircraft operated at the Airports.

**LANDING FEES** — Fees for payment for the use of the airfield for both airline and General Aviation aircraft, calculated based on airfield costs and recovered based on aircraft landed weight. A separate fee structure is developed for each Airport.

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**LATENT DEFECTS RESERVE FUND** — Amounts in the Latent Defects Reserve Fund shall be used exclusively to fund a cash reserve for costs associated with remedying any latent defects related to the Dulles Metrorail Project required pursuant to Section 4.01(d)(v) of the Permit and Operating Agreement and Article 6 of the Cooperative Agreement. The amounts on deposit in the Latent Defects Reserve Fund shall equal the Latent Defects Reserve Requirement.

**LETTER OF INTENT (LOI)** — See “Federal Grants.”

**LIFE CYCLE MAINTENANCE PLAN** — A maintenance plan that is to be prepared annually covering a full five-year period and considering life cycle asset maintenance for the Toll Road, and including a description of all Renewal and Replacement Program Work to be undertaken during the following five years, the estimated costs and timing related to each task specified therein, and such other reasonably related information.

**LOCAL DISADVANTAGED BUSINESS ENTERPRISE (LDBE) PROGRAM** — The Airports Authority is committed to full participation in its contracting programs by minority, women-owned, disadvantaged, and small and local business enterprises. The LDBE Program was adopted by the Board at the June 6, 1990 Board meeting and replaced earlier outreach programs. The LDBE Program aggressively seeks increased participation of minority and women-owned business enterprises in the Airports Authority’s contracting opportunities and includes a preference for local disadvantaged businesses in selected Airports Authority contracts.

**MAIN TERMINAL** — At Reagan National, refers to the historic Terminal A. At Dulles International, refers to the terminal building designed by the late Eero Saarinen, with subsequent additions, served by

an upper level roadway for departing passengers and a lower level roadway for arriving passengers.

**MAINTENANCE ON-LINE MONITORING SYSTEM (MOMS)** — An automated system designed to monitor and report equipment failures and record maintenance activity.

**MAJOR AIRLINE** — An airline with gross operating revenues during any calendar year of more than \$1 billion. See also “Commuter Airline,” “National Airline,” and “Regional Airline.”

**MASTER INDENTURE** — With respect to Aviation Enterprise, the Master Indenture of Trust dated February 1, 1990 as amended and restated by the Amended and Restated Master Indenture of Trust dated September 1, 2001, securing the Airports Authority’s Airport System Revenue Bonds. With respect to the Dulles Corridor Enterprise, the Master Indenture of Trust dated August 1, 2009, securing the Dulles Toll Road Bonds.

**MASTER PLAN** — For Reagan National, refers to the plan that became effective on April 15, 1988, after adoption by the Board of Directors and submission to its Board of Review, and for Dulles International, refers to the plan for which the Airports Authority assumed responsibility under the federal lease, including any amendments to either plan.

**MASTER TRANSFER AGREEMENT** — The agreement between the Airports Authority and the Department relating to the transfer of the Dulles Toll Road and the Dulles Corridor Metrorail Project dated December 29, 2006.

**MEMORANDUM OF AGREEMENT** — The Metropolitan Washington Airports Authority Board of Directors today unanimously approved a resolution ratifying a Memorandum of Agreement

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(MOA) that will ensure the continuation of the Dulles Rail extension to Loudoun County. The Memorandum of Agreement is a multi-party agreement that outlines the fiscal responsibilities of federal, state and local entities for Phase 2 of the rail project.

**METROPOLITAN WASHINGTON AIRLINES COMMITTEE (MWAC)** — MWAC provides technical representative from the airline community to the Airports Authority on airline rated issues.

**METROPOLITAN WASHINGTON AIRPORTS AUTHORITY** — The Airports Authority operates Reagan National and Dulles International under an 80-year lease agreement with the U.S. Department of Transportation. Congress authorized the lease of the Airports, formerly operated by the Federal Aviation Administration, in October 1986. The lease of the Airports to the Airports Authority by the federal government was signed on March 2, 1987, and operating responsibility for the Airports was transferred to the Airports Authority on June 7, 1987. The lease was amended effective June 17, 2003, to extend the terms to June 6, 2067.

**MIDFIELD CONCOURSES** — Midfield Concourses B and C/D, were built at Dulles International by the Airlines, one at each end of the jet ramp, to accommodate growth in activity until replaced by permanent facilities. A permanent midfield concourse, Midfield Concourse B, built by the Airports Authority and opened in February 1998, was funded from PFCs and Airports Authority net remaining revenue. A Regional Airline Midfield Concourse, connected to Concourse B/Concourse A opened in April 1999 to accommodate both turboprop and jet regional/commuter aircraft. Mobile Lounges and Plane-Mates are used to shuttle passengers between the Midfield Concourses and the Main Terminal.

**MOBILE LOUNGE** — A vehicle for transporting passengers between and among the Dulles International terminals, concourses, and aircraft. Developed specifically for use at Dulles International, these vehicles can carry up to 102 passengers, with 71 seated. One end of the lounge mates with the terminal building, the other is equipped with a passenger bridge to connect with aircraft.

**NATIONAL AIRLINE** — An airline with gross operating revenues of between \$100 million and \$1 billion during any calendar year. See also "Commuter Airline," "Major Airline," and "Regional Airline."

**NET INCOME** — Operating and nonoperating revenues less nonoperating expenses, debt service and reserve contributions.

**NET OPERATING INCOME** — Total operating revenues less total operating expenses.

**NET REMAINING REVENUE (NRR)** — For any fiscal year, the total of revenues and transfers less (a) operation and maintenance expenses, including the federal lease payment; (b) debt service; (c) the amount of rental credits given to certain scheduled air carriers as set forth in the surviving agreements; and (d) required deposits to maintain the operation and maintenance reserve and the COMIP reserve. Under the Airline Agreement, NRR is further adjusted by deducting depreciation and airline subordinated debt service coverage. The resulting balance is then divided by a formula between the Airports Authority and the Signatory Airlines.

**NET TOLL REVENUES** — The total amount of toll revenue collected minus expenditures for operations, administration, and maintenance and uncollectible tolls.

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**NONOPERATING EXPENSES** — The collective term for expenses associated with the Renewal and Replacement Program, Corridor Capital Improvements, Metrorail Capital Project and Latent Defects, and Eligible Transit Operating Costs.

**NONOPERATING REVENUE** — The collective term for monies generated by interest income, other capital contributed, and investment income on capital contributed.

**OPERATING EXPENSES** — The Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP). For budget purposes, however, operating expenses have been modified to conform to the provisions of the Airline Agreement. Under the terms of the Airline Agreement, where, capital equipment and capital facility projects funded from the O&M Program are treated as operating expenses. Previously acquired capital equipment and capital facility projects continue to be recovered through depreciation. The bond-financed portion of the CCP and the bond-financed pension liability are recovered through debt service. Certain portions of the COMIP are recovered through depreciation and funded from the Airports Authority's share of net remaining revenue. Any maintenance-type projects funded from bonds are recovered through debt service.

**OPERATING INCOME** — Operating revenues less operating expenses equal operating income. Although the Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP), for budget purposes, operating revenues and operating expenses are defined under the terms of the Airline Agreement. See the definitions of "Operating Revenues" and "Operating Expenses" for clarification.

**OPERATING REVENUES** — The Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP). For budget purposes, however, operating revenues have been modified to conform to the provisions of the Airline Agreement. Under the terms of this Airline Agreement, transfers are applied as credits in the calculation of signatory airline rates for rentals, fees, and charges for the next year. Transfers are the signatory airlines' share of net remaining revenue for each year.

**OPERATING REVENUES FOR THE DULLES CORRIDOR** — Revenues for the Dulles Corridor Enterprise Fund are generated from electronic toll collections (ETC), cash tolls, violations fee collections, concessions, and other income associated with this project.

**OPERATION AND MAINTENANCE (O&M) PROGRAM** — The O&M Program provides for the day-to-day operation and maintenance of the Airports, including those functions performed by the Consolidated Functions staff for both Airports. The O&M Program includes operating expenses and debt service.

**OPERATION AND MAINTENANCE (O&M) AVIATION RESERVE** — The two-month cash reserve for operation and maintenance expenses required by the Master Indenture.

**OPERATING EXPENSES** — The collective term for expenses associated with personnel compensation and benefits, other personnel expenses, travel, internal audit, lease and rental payments, utilities, telecommunications, services, supplies, materials, fuels, insurance and risk management, noncapital equipment, noncapital facility projects, and capital facility projects.

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#### **ORIGINATION AND DESTINATION (O&D)**

**PASSENGER** — A passenger who is beginning or ending air travel at a particular airport, as compared to a connecting passenger who is transferring from one flight to another enroute to a final destination.

#### **OTHER POST EMPLOYMENT BENEFITS (OPEB)** —

The GASB Statements No. 43 and 45 address the identification and disclosure of the liability and funding status of post-retirement benefits, other than pensions. The OPEB's are earned during working years and should be part of the current cost of providing public services. The OPEB liability will be actuarially determined and funded similar to pensions.

**PARKING GARAGE A** — A three and one-half level public parking facility at Reagan National with approximately 2,000 parking spaces, Parking Garage A is the principal parking facility for Terminal A. It is also used by the rental car operators. A pedestrian tunnel was constructed between Parking Garage A and Terminal A to provide passengers with safe and convenient access between the two facilities.

**PARKING GARAGE B/C** — A four and one-half level public parking facility at Reagan National with approximately 4,400 spaces, Parking Garage B and C is the principal parking facility for Terminal B and C. Pedestrian bridges connect Parking Garage B and C to both Terminal B and C and the Metro Station.

**PASSENGER CONVEYANCES** — The Dulles International Mobile Lounges/Plane-Mates or other ground transportation devices for the movement of passengers between and among terminals, concourses, and aircraft at Dulles International.

**PASSENGER FACILITY CHARGES (PFCs)** — The Aviation Safety and Capacity Expansion Act of 1990, enacted November 5, 1990, and amended in

February 2001, enables airports to impose a PFC of \$1, \$2, \$3, \$4 or \$4.50 on enplaning passengers. PFCs can be used for any projects determined by the FAA to be eligible, primarily those projects that are eligible for Airport Improvement Program grants. The Airports Authority began collecting PFCs in November 1993 at Reagan National and January 1994 at Dulles International. In February 2001, the Airports Authority received FAA approval to increase PFC collection authority from \$3.00 to \$4.50 on each qualified enplaning passenger. PFCs collected by the Airports Authority replace federal entitlement grants received in an amount equal to 75 percent of the total federal entitlement grant to which each Airport is entitled.

**PENSION LIABILITY** — Under the provisions of the transfer legislation, the Airports Authority was required to pay to the U.S. Civil Service Retirement and Disability Fund (1) the actual added costs incurred by the Fund due to discontinued service retirements and (2) the estimated future unfunded liability of employees who transferred to the Airports Authority and remained under the U.S. Civil Service Retirement System. Series 1988C and Series 1988D Bonds issued for \$24,505,000 were used to pay the pension liability. For cost recovery purposes, this amount was recovered through debt service. These bonds were retired October 1, 1998.

#### **PERFORMANCE MANAGEMENT PARTNERSHIP**

**(PMP) PROGRAM** — The Airports Authority's method of managing employee performance. PMP promotes group and individual goals, communication between supervisors and employees.

**PERIMETER RULE** — U.S. DOT regulation which generally limits non-stop flights at Reagan National to a radius of 1,250 statute miles.

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**PERMIT AND OPERATING AGREEMENT** — The Dulles Toll Road Permit and Operating Agreement in its entirety between the Airports Authority and the Department as of December 29, 2006.

**PLANE-MATE** — A second generation passenger conveyance vehicle used to supplement the Mobile Lounge fleet at Dulles International. Plane-Mates are also used at several other airports throughout the world and have a passenger capacity of 150, with 94 seated. Designed for the newer wide-bodied jets, the body of the Plane-Mate elevates on electrically driven ball screw jacks to connect with terminals, concourses, and aircraft.

**PREMISES** — Areas of the Airports leased by airlines pursuant to the Airline Agreement.

**REGIONAL AIRLINE** — An airline with gross operating revenues during any calendar year of less than \$100 million that operates aircraft with a capacity of more than [60] seats. See also "Commuter Airline," "Major Airline," and "National Airline."

**RENEWAL AND REPLACEMENT FUND** — Moneys that the Airports Authority shall annually budget and, at a minimum but no less than annually, that shall be available exclusively for funding the Renewal and Replacement Program for the Toll Road and which shall budgeted in consideration of, among other factors, the amounts necessary to be expended to meet the performance standards set forth in the Dulles Toll Road Permit and Operating Agreement, dated December 29, 2006, as between the Virginia Department of Transportation and the Airports Authority.

**RENEWAL AND REPLACEMENT PROGRAM (R&R)** — Funded with Toll Road Revenues to address major maintenance needs and expenditures, including, but not limited to, overlays, bridge deck

replacements, erosion and drainage control, and similar projects not normally encompassed in routine maintenance activities.

**REVENUES** — See "Operating Revenues."

**SECOND SENIOR LIEN** — Debts that are subordinate to the rights of other, more senior debts issued against the same collateral, or a portion of the same collateral. If a borrower defaults, second lien debts stand behind higher lien debts in terms of rights to collect proceeds from the debt's underlying collateral.

**SECURITY FEES** — Fees paid by the Transportation Security Administration to the Airports Authority for its costs associated with FAA-required police coverage for passenger screening at departure gates.

**SENIOR BONDS** — Any bonds or other financing instrument or obligation issued pursuant to the Master Indenture.

**SIGNATORY AIRLINE** — A scheduled air carrier that has executed the Airline Agreement effective during the period from January 1, 1990, through September 30, 2014.

**SOUTH DEVELOPMENT AREA** — The South Development Area is an 85-acre complex in the southwest corner of Reagan National. Included in the plan for the South Development Area are various airline/tenant support buildings, the airmail facility, remote public parking lots, the new fuel farm, various maintenance and equipment storage buildings, and the industrial waste treatment plant.

**STATEMENT OF OPERATIONS** — The Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP). For budget purposes, however, the Statement of Operations has been modified to conform to the provisions of the Airline

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Agreement. Depreciation includes the annual amount charged by the Airports Authority to recover its investment in capital equipment and capital facility projects acquired by the Airports Authority during the period from June 7, 1987, through September 30, 1989, and to recover its investment in COMIP projects funded from revenues. Capital equipment and capital facility projects acquired by the Airports Authority after October 1, 1989, are treated as operating expenses and are recovered in full in the year purchased. The bond financed CCP and the bond-financed federal pension liability are recovered through debt service.

**TERMINAL A** — At Reagan National, refers to the historic Main Terminal.

**TERMINAL B and C** — This terminal at Reagan National was built north of Terminal A and is served by a new dual-level roadway. A number of facilities, including the old North Terminal, were demolished to make way for the new terminal. Terminal B and C have the capacity to handle approximately two-thirds of the Airport's passengers.

**TERMINAL RADAR APPROACH CONTROL (TRACON)** — An FAA air traffic control facility using radar and air/ground communications to provide approach control services to aircraft arriving, departing, or transiting the airspace controlled by the facility.

**TIERS** — Term for concourses at Dulles International prior to construction.

**TIFIA LOANS** — The Transportation Infrastructure Finance and Innovation Act of 1998 (TIFIA), enacted as part of the Transportation Equity Act for the 21st Century (TEA-21), established a new Federal program under which the U.S. Department of Transportation (USDOT) provides credit assistance to major surface transportation projects of national

or regional significance. The TIFIA program provides Federal credit assistance to nationally or regionally significant surface transportation projects, including highway, transit, and rail.

**TOLL FACILITIES** — The Electronic Toll and Transaction Monitor (ETTM) Facilities, Equipment and System and administration/operations buildings, toll booths, canopies, utility connections, lighting facilities, pedestrian tunnels, etc. related to the manual toll collection system, including all manual toll collection equipment and systems.

**TOLL REVENUE BONDS** — The bond, notes or other financial obligations secured by Toll Revenues outstanding from time to time under the Toll Road Financing Documents, including obligation issued in connection with any TIFIA loans.

**TOLL REVENUES** — All amounts received by or on behalf of the Airports Authority from tolls and other user fees applicable to vehicles for the privilege of traveling on the Toll Road imposed pursuant to the Dulles Toll Road Permit and Operating Agreement, dated December 29, 2006 between the Virginia Department of Transportation (the "Department") and the Airports Authority or from proceeds of any concession or similar agreement as contemplated by Section 18.01(b) of this Agreement, and with the exception of revenues and proceeds arising out of or relation to Reserved Rights of the Department. Monies collected from customers of the Dulles Toll Road by means of cash collection and ETC accounts.

**TOLL ROAD** — Collectively, (a) the Omer L. Hirst – Adelard L. Brault Expressway (formerly the Dulles Toll Road), extending from Virginia Route 28 immediately east of Dulles International to the vicinity of Interstate 495; (b) all related operating assets, tangible and intangible, which are used in the operation of the Toll Road; (c) any Capital Improvements located thereon; and (d) any



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associated assets as identified in Exhibit C of the Toll Road Permit and Operating Agreement which is entitled the “Operations and Maintenance Standards and Performance Requirements”.

**TOLL ROAD FINANCING DOCUMENTS** — The Indentures and any other documents relating to the issuance of Toll Revenue Bonds issued in accordance with the terms of the Permitting and Operating Agreement, together with any and all amendments and supplements thereto.

**TOLL ROAD OPERATIONS** — The operation, management, maintenance, rehabilitation, and tolling of and all other actions relating to the Toll Road. Toll Operations typically consist of cash and electronic toll collection, customer service center services, violation processing and toll reconciliation.

**TOLL ROAD PURPOSES** — Purpose is limited to developing, permitting, design financing, acquisition, construction, installation, equipping, maintenance, repair, preservation, modification, operation, management and administration of the Toll Road or any related Capital Improvements.

**TOTAL PASSENGERS** — The total of all enplaning passengers and all deplaning passengers. A connecting passenger is counted as both a deplaning passenger and an enplaning passenger.

**TRANSFERS** — The Signatory Airlines’ share of net remaining revenue for each year. Transfers are applied as credits in the calculation of Signatory Airline rates for rentals, fees, and charges in the next year.

**TRANSPORTATION SECURITY ADMINISTRATION (TSA)** — As part of the Aviation Security Act passed in November 2001, TSA handles passenger security screening at all U.S. Airports.

**U.S. DEPARTMENT OF TRANSPORTATION (U.S. DOT)** — The U.S. DOT was established by an act of Congress on October 15, 1966 and consists of multiple agencies, including the FAA, and is charged with the overall responsibility of ensuring a fast, safe, and efficient transportation system.

**U.S. IMPLICIT PRICE DEFLATOR INDEX** — Refers to the most recently issued year-to-year U.S. Gross National Product (GNP) Implicit Price Deflator Index, issued by the United States Department of Commerce.

**VARIABLE RATE BONDS** — Variable Rate Bonds are bonds whose yield is not fixed but is adjusted periodically according to a prescribed formula.

**VIOLATION ENFORCEMENT SYSTEM (VES)** — The collective equipment and procedures that record the occurrence of a violation transaction and vehicle information, and generate the violation notice or citation process.

**VIOLATION FEE COLLECTIONS** — A fee collected from the motorist or registered owner of the vehicle resulting from a motorist’s failure to pay the proper toll for use of the Toll Road.

**VIOLATION PROCESSING** — The composite set of procedures, equipment and operations used to determine the occurrence of a toll violation resulting from a motorist’s failure to pay the proper toll for the vehicle classification, and notifying and collecting the sums due from the motorist or registered owner of the vehicle of the violation.

**VIRGINIA DEPARTMENT OF TRANSPORTATION (VDOT)** — A department of the Commonwealth of Virginia.

**WASHINGTON FLYER MAGAZINE** — The Airports Authority publishes the Washington Flyer Magazine,

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which is distributed without charge at the Airports. The purpose of the magazine is to provide helpful information to the users of the Airports and to promote and market the use of the Airports to the frequent traveler in and out of the Washington Metropolitan Area.

those costs associated with the Metrorail Capital Project and Latent Defects.

**WRAP-UP INSURANCE** — Traditionally, contractors purchase insurance coverage which is included in their bids. The wrap-up insurance approach removes the obligation for purchasing insurance from the individual contractors. The Airports Authority, using the wrap-up insurance approach, purchases the insurance for the CCP in one package.

**WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY (WMATA)** — An authority created in 1967 by an Interstate Compact to plan, develop, build, finance and operate a balanced regional transportation system in the National Capital area. Construction of the Metrorail system began in 1969.

**WIEHLE AVENUE EXTENSION (Phase 1)** — The Dulles Metrorail Corridor Project that will extend the Metrorail from the vicinity of West Falls Church Station on the Orange Line to a terminus at the Dulles Toll Road / Wiehle Avenue intersection. This will be a temporary terminus until Phase 2 extends the project to its ultimate limits.

**WMATA AGREEMENT** — An agreement made in 2007 between the Airports Authority and the WMATA for WMATA's oversight services during the term of the Design Build Contract, the provision of rail cars for the Dulles Corridor Metrorail Project, the transfer of the Dulles Corridor Metrorail Project and for other services.

**WMATA LATENT DEFECTS RESERVE** — As defined and in accordance with the WMATA Agreement,