



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

# **REPORT TO THE FINANCE COMMITTEE**

## **RECOMMENDED 2014 BUDGET**

***December 2013***



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## Purpose

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To present the recommended  
Budget for 2014



## Background

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- October 2013 – presented details of the draft 2014 Budget
- November 2013 – presented the 2014 Budget update
- December 2013 – recommend 2014 Budget (consistent with the update provided in November 2013)



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## 2014 Budget Airports Authority New Authorization Programs

| Aviation Enterprise Fund   | Amount          |
|--|-----------------|
| Aviation Operation and Maintenance (O&M) Program                       | \$650.6 million |
| Aviation Capital, Operation and Maintenance Investment Program (COMIP) | \$35.2 million  |
| Aviation Capital Construction Program (CCP)                            | \$44.4 million  |

| Dulles Corridor Enterprise Fund                         | Amount         |
|---|----------------|
| Dulles Corridor Operation and Maintenance (O&M) Program | \$73.8 million |
| Dulles Corridor Renewal and Replacement Program (R&R)   | \$1.4 million  |
| Dulles Corridor Capital Improvement Program (CIP)       | \$2.3 million  |





# Proposed Resolution

## **Authorize to be expended form the Aviation Enterprise Fund in 2014:**

- (a) \$ 650,597,000 for the Aviation Operations and Maintenance Program ( Including \$313,453,000 for debt service);
  - (b) 77,095,000 for the Aviation Capital, Operating and Maintenance Investment Program: and
  - (c) 199,193,000 for the Aviation Capital Construction Program
- \$926,885,000**

## **Authorize to be expended from the Dulles Corridor Enterprise Fund in 2014:**

- (a) \$ 73,803,000 for the Dulles Corridor operation and Maintenance Program (including \$45,634,000 for debt service);
  - (b) 7,665,222 for the Dulles Corridor Renewal and Replacement Program;
  - (c) 730,708,993 for the Dulles Corridor Capital Improvement Program (\$87,440,938 for Corridor Improvements and \$643,268,055 for the Dulles Rail Project); and
  - (d) 74,503,000 to be transferred to reserve accounts within the Dulles Corridor Enterprise Fund, as identified in the 2014 Budget to the Corridor Capital Improvements Reserve and DCE Reserve and Toll Rate Stabilization Fund
- \$886,680,215**

## **Authorize new and expanded projects identified in the 2014 Budget in the amount of:**

- (a) \$ 35,247,000 within the Aviation Capital Operating and Maintenance Investment Program;
  - (b) 44,424,000 within the Aviation Capital Construction Program;
  - (c) 1,425,000 within the Dulles Corridor Renewal and Replacement Program; and
  - (d) 2,250,000 within the Dulles Corridor Capital Improvement Program pertaining to no Rail Corridor Improvement
- \$ 83,346,000**



## Recommendation

- Staff recommends the adoption of the 2014 Budget.
- The following is included in your materials:
  - 2014 Budget document
  - Proposed Resolution
  - Presentation of the “Report to the Finance Committee – 2014 Budget Update” provided in November 2013
- Received TSA letter of decision regarding “Exit Lane” staffing at Reagan National after development of the 2014 Budget. Staff will study options and recommend a Budget amendment in January/February that would be up to \$2 million.



Ronald Reagan Washington National Airport



Dulles Corridor Metrorail Project



Dulles Toll Road



Washington Dulles International Airport



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METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

# **REPORT TO THE FINANCE COMMITTEE**

## **2014 BUDGET UPDATE SUBMITTED TO THE FINANCE COMMITTEE**

***November 2013***



## Budget Highlights

### Draft - October 16, 2013

### Update - November 13, 2013

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

2.9 percent overall O&M decrease (including debt service)

No change from October 16, 2013 Draft

#### 2014 Salary Adjustments

\$3.2 million for pay for performance program (compensation increases)

No change from October 16, 2013 Draft

#### Benefit Programs

- Health Insurance estimated at 12.7 percent increase
- Pension funds are funded at annual required contribution levels

Health insurance estimate at 12.2 percent increase, reflecting a \$104 thousand reduction to estimated cost

#### Personnel

- Eight Aviation Enterprise Positions
- Three Dulles Corridor Positions

No change from October 16, 2013 Draft

#### Service Contracts Cost Escalation

\$1.3 Million cost escalations

No change from October 16, 2013 Draft

#### Utilities

Reductions are expected based on the Airport continued participation in the electric cooperative, stable natural gas prices and usage

No change from October 16, 2013 Draft



## Budget Highlights *(continued)*

### Draft - October 16, 2013

### Update - November 13, 2013

#### Use of PFCs for Debt Service for the AeroTrain

\$40 Million funded with PFC revenue

No change from October 16, 2013 Draft

#### Aviation Operating Revenues

1.4 percent decrease

1.0 percent decrease

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

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

\$35.2 Million new authorization funded by  
\$32 Million Net Remaining Revenue (NRR)  
from 2013 and \$3.2 Million from  
reprogramming

#### Capital Construction Program New Authorization

Prior year CCP was under review and appropriately scaled  
with limited debt added to Dulles International

\$44.4 Million new program authorization  
is offset by closed-out project balances of  
\$43.7 Million for a new increase to the  
total CCP of only \$744 thousand

#### Dulles Corridor Enterprise Budgets

Operation and Maintenance Program \$28.1 Million  
Renewal and Replacement Program \$1.4 Million  
Capital Improvement Program \$2.3 Million

No change from October 16, 2013 Draft



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## Aviation Cost Per Enplanement and Coverage

|  |                |                |                |   | Feasibility Report                 |                                    |
|--|----------------|----------------|----------------|---|------------------------------------|------------------------------------|
|  |                |                |                |   | 2012 Official Statement<br>FY 2013 | 2013 Official Statement<br>FY 2014 |
|  | Actual<br>2012 | Budget<br>2013 | Budget<br>2014 | Increase<br>(Decrease)<br>2013 vs. 2014 |                                    |                                    |
| <b><u>Signatory Airline Cost Per Enplanement</u></b> |                |                |                |   |                                    |                                    |
| Reagan National                                      | \$12.27        | \$14.73        | <b>\$11.32</b> | (\$3.41)                                | \$13.17                            | <b>\$12.87</b>                     |
| Dulles International                                 | \$25.84        | \$27.30        | <b>\$26.24</b> | (\$1.06)                                | \$27.49                            | <b>\$27.79</b>                     |
| <b><u>Debt Service Coverage</u></b>                  |                |                |                |   |                                    |                                    |
| Reagan National                                      | 1.51           | 1.32           | <b>1.51</b>    | 0.19                                    |                                    |                                    |
| Dulles International                                 | 1.29           | 1.30           | <b>1.31</b>    | 0.01                                    |                                    |                                    |
| Combined   | 1.35           | 1.31           | <b>1.36</b>    | 0.05                                    |                                    |                                    |





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## Aviation Activity Forecast

| ( '000)                            | Actual<br>2012 | Budget<br>2013 | Projection*<br>2014 | % Change<br>2013 vs. 2014 |
|------------------------------------|----------------|----------------|---------------------|---------------------------|
| <b><i>Reagan National</i></b>      |                |                |                     |                           |
| Enplanements                       | 9,788          | 10,190         | 10,460              | 2.6%                      |
| Landed Weights                     | 12,846         | 13,517         | 13,435              | -0.6%                     |
| <b><i>Dulles International</i></b> |                |                |                     |                           |
| Total Enplanements                 | 11,517         | 11,125         | 11,270              | 1.3%                      |
| Domestic                           | 8,293          | 7,709          | 7,701               | -0.1%                     |
| International                      | 3,224          | 3,416          | 3,569               | 4.5%                      |
| Landed Weights                     | 18,625         | 17,965         | 18,964              | 5.6%                      |
| <b><i>MWAA Systemwide</i></b>      |                |                |                     |                           |
| Enplanements                       | 21,305         | 21,315         | 21,730              | 1.9%                      |
| Domestic                           | 18,081         | 17,899         | 18,161              | 1.5%                      |
| International                      | 3,224          | 3,416          | 3,569               | 4.5%                      |
| Landed Weights                     | 31,471         | 31,482         | 32,399              | 2.9%                      |

\* Source: Series 2013ABC Official Statement - Report of the Airport Consultant





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## 2014 Budget Airports Authority New Authorization Programs

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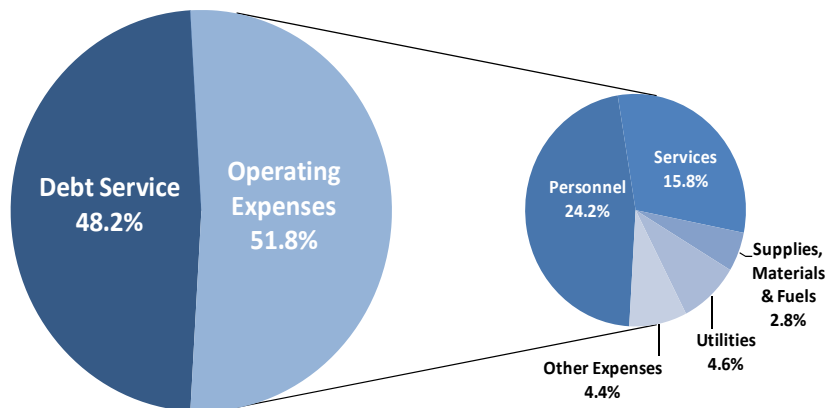
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## Aviation Operation and Maintenance (O&M) Program

| <i>(dollars in millions)</i>    | Budget 2013   | Budget 2014   |  | Budget 2013     | Budget 2014     | % Change     |
|---------------------------------|---------------|---------------|--|-----------------|-----------------|--------------|
| Reagan National                 | 10.5%         | 10.0%         |  | \$ 70.1         | \$ 65.3         | -6.9%        |
| Dulles International            | 21.4%         | 21.8%         |  | 143.2           | 142.0           | -0.8%        |
| Consolidated Functions          | 11.4%         | 11.8%         |  | 76.7            | 76.5            | -0.3%        |
| Public Safety                   | 8.6%          | 8.2%          |  | 57.3            | 53.4            | -7.0%        |
| <b>Total Operating Expenses</b> | <b>51.8%</b>  | <b>51.8%</b>  |  | <b>\$ 347.4</b> | <b>\$ 337.1</b> | <b>-2.9%</b> |
| Debt Service                    | 48.2%         | 48.2%         |  | \$ 322.8        | \$ 313.5        | -2.9%        |
| <b>Total O&amp;M Program</b>    | <b>100.0%</b> | <b>100.0%</b> |  | <b>\$ 670.2</b> | <b>\$ 650.6</b> | <b>-2.9%</b> |

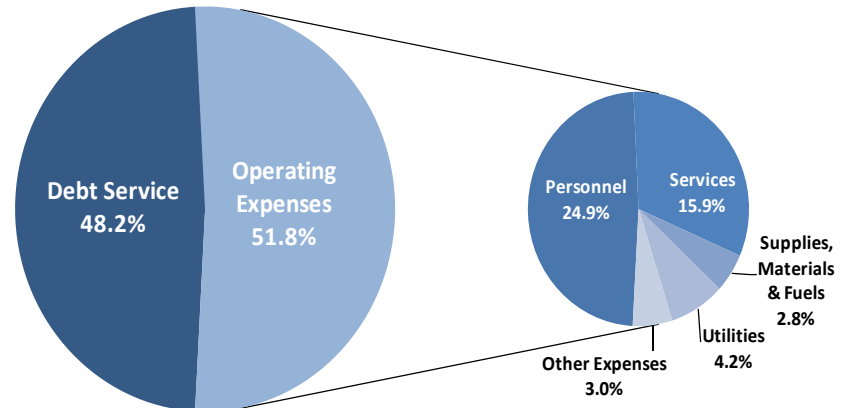
2013 Budget - \$670.2 Million

2013 Budget Operating Expenses  
\$347.4 Million



2014 Budget - \$650.6 Million

2014 Budget Operating Expenses  
\$337.1 Million





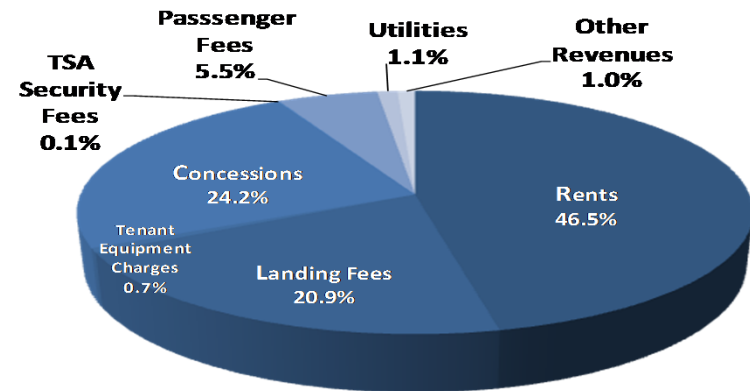
# Aviation Operating Revenues\*

| (dollars in millions)                | TOTAL AIRPORT SYSTEM |                 |                |
|--------------------------------------|----------------------|-----------------|----------------|
|                                      | Budget 2013          | Budget 2014     | Percent Change |
| Rents                                | \$ 346.8             | \$ 334.5        | -3.6%          |
| Landing Fees                         | 156.1                | 153.6           | -1.6%          |
| Tenant Equipment Charges             | 4.4                  | 4.6             | 4.3%           |
| <b>Concessions</b>                   | <b>180.7</b>         | <b>196.8</b>    | <b>8.9%</b>    |
| Rental Cars**                        | 30.3                 | 36.5            | 20.4%          |
| Inflight Kitchen                     | 7.4                  | 8.5             | 15.9%          |
| Parking                              | 68.9                 | 73.9            | 7.4%           |
| Fixed Base Operator                  | 12.0                 | 12.5            | 3.9%           |
| Food & Beverage                      | 18.1                 | 19.2            | 6.0%           |
| Retail & News                        | 12.4                 | 10.9            | -12.1%         |
| Services                             | 11.2                 | 8.2             | -26.7%         |
| Display Advertising                  | 6.2                  | 12.6            | 103.6%         |
| Other                                | 14.2                 | 14.5            | 1.7%           |
| TSA Security Fees                    | 0.8                  | 0.2             | -78.8%         |
| International Arrivals Building Fees | 23.8                 | 20.4            | -14.0%         |
| Passenger Conveyance Fees            | 17.6                 | 17.3            | -1.2%          |
| Utilities                            | 8.3                  | 7.7             | -7.5%          |
| Other Revenues                       | 7.2                  | 8.1             | 13.0%          |
| <b>Total</b>                         | <b>\$ 745.6</b>      | <b>\$ 743.3</b> | <b>-0.3%</b>   |

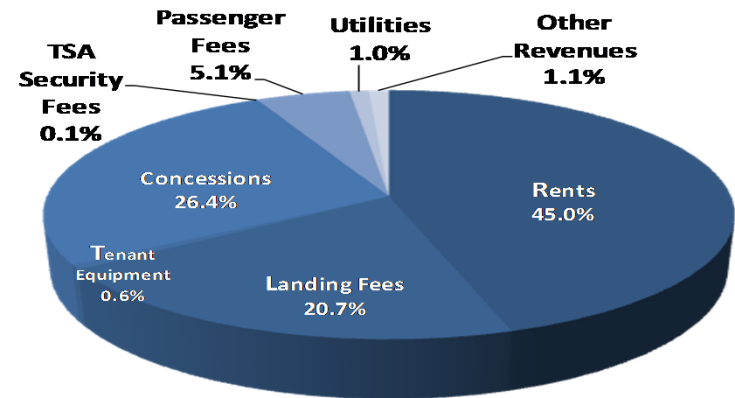
\*Funded by revenues from: Airlines Terminal Rents, Landing Fees, Tenant Equipment Charges, International Arrivals Building and Passenger Conveyance Fees are generated on a cost recovery basis and Airport tenants and concessionaires (i.e., parking, rental cars, etc.)

\*\*Includes Customer Contract Fee

## 2013 Budget Revenues - \$745.6 Million



## 2014 Budget Revenues - \$743.3 Million





METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## Aviation Capital Operating and Maintenance Investment Program

### 2014 New Program

*(dollars in thousands)*

#### Consolidated Functions

|                                      |    |          |
|--------------------------------------|----|----------|
| Technology - Infrastructure          | \$ | 2,558    |
| Technology - Business Collaboration  |    | 3,950    |
| Consultant (Use and Lease Agreement) |    | 750      |
| CF Equipment 2014                    |    | 32       |
| Total Consolidated Functions         |    | \$ 7,290 |

#### Reagan National

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



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

### 2014 New Program

*(dollars in thousands)*

#### Dulles International

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

**Total Dulles International \$ 19,634**

**Total Metropolitan Washington Airports Authority \$ 35,247**



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

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

*(dollars in thousands)*

### Reprogrammed From:

|  |                   |
|--|-------------------|
| Consolidated Functions                     | \$ (6,497)        |
| <b>Total Identified to be Reprogrammed</b> | <b>\$ (6,497)</b> |

### Reprogrammed To:

|  |                 |
|--|-----------------|
| Technology Project Initiatives                         | \$ 3,270        |
| <b>Balance used for 2014 New Program Authorization</b> | <b>\$ 3,227</b> |
| <b>Total Reprogrammed</b>                              | <b>\$ 6,497</b> |



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## Aviation Capital Construction Program

| 2014 New Program  |             |                   |            |
|---|-------------|-------------------|------------|
| (dollars in thousands)                                    | Amount      | Estimated Funding |            |
|   |             | Bonds             | Grants/PCs |
| <u>Reagan National</u>                                    |             |                   |            |
| Taxiway and Taxilane Resurfacing Program                  | \$ 11,505   | \$ 11,505         | \$ -       |
| DCA Special Systems (i.e., camera upgrades, MUFIDS, etc.) | 1,600       | 1,600             | -          |
| Hangar 7 Roof Replacement                                 | 1,500       | 1,500             | -          |
| Runways Overlay Program: 1-19, 15-33, and 4-22            | 8,092       | 2,023             | 6,069      |
| Modify Dedicated Fire Service (DFS) System                | 650         | 650               | -          |
| Total Reagan National                                     | \$ 23,347   | \$ 17,278         | \$ 6,069   |
| Total Reagan National Closed-out Projects                 | \$ (12,645) | \$ (12,645)       | \$ -       |
| Total Reagan National Net Increase                        | \$ 10,702   | \$ 4,633          | \$ 6,069   |



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## Aviation Capital Construction Program *(continued)*

| 2014 New Program   |             |                   |            |   |
|--|-------------|-------------------|------------|---|
| (dollars in thousands)                                     | Amount      | Estimated Funding |            |   |
|  |             | Bonds             | Grants/PCs |   |
| <u>Dulles International</u>                                |             |                   |            |   |
| Hydrant Fueling Cathodic Protection System (Concourse A/B) | \$ 600      | \$ 600            | \$         | - |
| Cargo Building 7 Apron (GA Parking)                        | 7,100       | 7,100             |            | - |
| Airfield Pavement Panel Replacement                        | 5,905       | 5,905             |            | - |
| Concourse Modifications for Airbus 380                     | 120         | 120               |            | - |
| Concourse C/D Rehabilitation - Hydrant Fueling             | 2,437       | 2,437             |            | - |
| Parking Revenue Control System Replacement                 | 4,915       | 4,915             |            | - |
| Total Dulles International                                 | \$ 21,077   | \$ 21,077         | \$         | - |
| Total Dulles International Closed-out Projects             | \$ (31,035) | \$ (31,035)       | \$         | - |
| Total Dulles International Net Decrease                    | \$ (9,958)  | \$ (9,958)        | \$         | - |





METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## Aviation Capital Construction Program *(continued)*

| 2014 New Program   |             | Estimated Funding |            |
|--|-------------|-------------------|------------|
| <i>(dollars in thousands)</i>  | Amount      | Bonds             | Grants/PCs |
| <u><i>Metropolitan Washington Airports Authority</i></u>                 |             |                   |            |
| Total Metropolitan Washington Airports Authority New Program             | \$ 44,424   | \$ 38,355         | \$ 6,069   |
| Total Metropolitan Washington Airports Authority Closed-out Projects     | \$ (43,680) | \$ (43,680)       | \$ -       |
| Total Metropolitan Washington Airports Authority Net Increase (Decrease) | \$ 744      | \$ (5,325)        | \$ 6,069   |



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## Aviation Capital Construction Program *(continued)*

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### Reagan National *(dollars in thousands)*

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- ***Taxiway and Taxilane Resurface Program (\$11,505)*** – Rehabilitation of portions of the taxiway network
- ***Special Systems (\$1,600)*** - Project provides improvement to certain system technologies including flight information display systems, security systems, crashnet phone and others requiring improvement
- ***Hanger 7 Facility Rehabilitation (\$1,500)*** - Project includes design and construction of several major components of the hangar facility. Work includes replacement of the lower roof. This is a multi phase rehabilitation effort
- ***Runway 1/19, 15-33 and 4-22 Overlays (\$8,092)*** - Project funds the balance to complete design and construction
- ***Dedicated Fire Service Modification (\$650)*** - Project addresses modifications to the fire service to improve water surge and pressure issues



## Aviation Capital Construction Program *(continued)*

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### Dulles International *(dollars in thousands)*

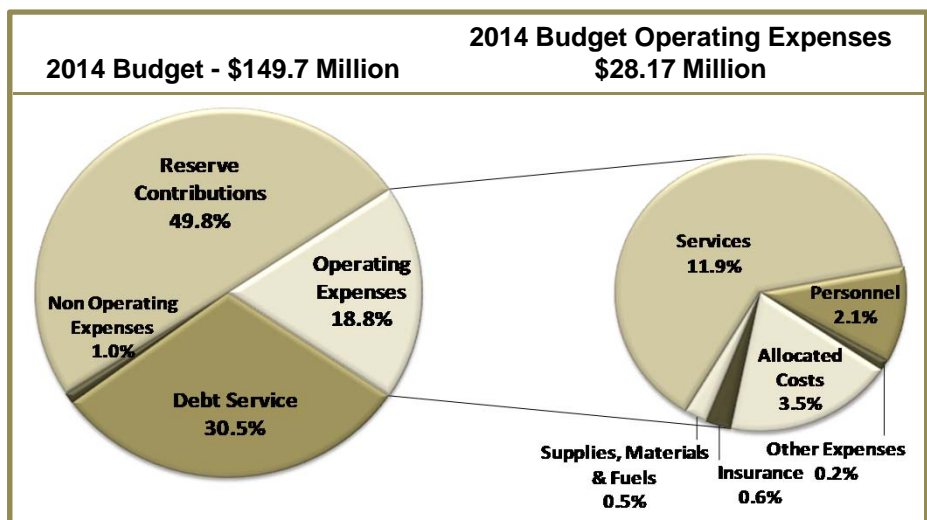
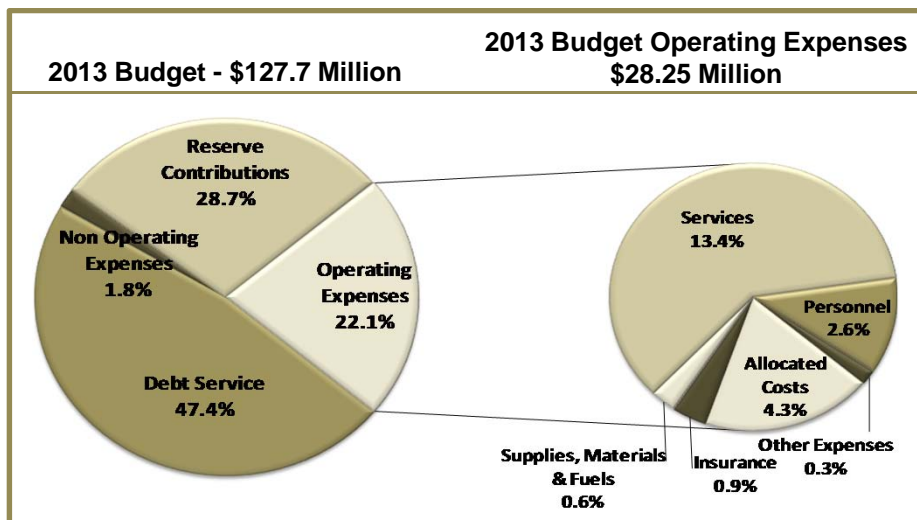
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- **Hydrant Fueling Cathodic Protection System (\$600)** - Project provides for improvements to ensure the integrity of the fuel distribution system
- **Cargo Building 7 Apron (\$7,100)** – Project provides for design and construction of pavement for aircraft parking
- **Airfield Pavement Panel Replacement (\$5,905)** – Project provides for the reconstruction of various sections of taxilane and taxiway pavements.
- **Concourse Modification for Airbus 380 (\$120)** - Project provides funding to complete modification to Concourse A to accommodate the airbus 380
- **Concourse C/D Rehabilitation Hydrant Fueling (\$2,437)** - Project provides improvements to the aircraft fueling system
- **Public Parking Revenue Control System Replacement (\$4,915)** - Project will complete the new public parking revenue control system



## Dulles Corridor Enterprise

| <i>(dollars in thousands)</i>    | Budget<br>2013    | Budget<br>2014    |
|----------------------------------|-------------------|-------------------|
| Operating Revenue from Tolls     | \$ 127,542        | \$ 149,595        |
| Non Operating Revenue            | 122               | 136               |
| <b>Total Operating Revenue</b>   | <b>\$ 127,664</b> | <b>\$ 149,731</b> |
| Operating Expenses               | \$ 28,245         | \$ 28,169         |
| Debt Service                     | 60,509            | 45,634            |
| Subtotal O&M Program             | \$ 88,754         | \$ 73,803         |
| R&R                              | \$ 2,285          | \$ 1,425          |
| Reserve Contributions            | 36,625            | 74,503            |
| <b>Total Operating Expenses</b>  | <b>\$ 127,664</b> | <b>\$ 149,731</b> |
| Remaining Toll Road Revenue Fund | \$ -              | \$ -              |





METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## Dulles Corridor Renewal and Replacement Program

### 2014 New Program

*(dollars in thousands)*

|  |                 |
|--|-----------------|
| Bridges, Structures and Canopy Repairs                       | \$ 350          |
| Guardrail, Traffic Barrier and Fencing Rehabilitation        | 100             |
| Landscape Maintenance  | 100             |
| Cameras  | 50              |
| Planning and Programming                                     | 75              |
| Utility Survey and Rehabilitation                            | 250             |
| Claim Reserve 2014 Contribution                              | 200             |
| Emergency Snow Removal Reserve 2014 Contribution             | 300             |
| <b>Total Dulles Corridor Renewal and Replacement Program</b> | <b>\$ 1,425</b> |



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## Dulles Corridor Capital Improvement Program

### 2014 New Program

*(dollars in thousands)*

#### Dulles Corridor Improvements (Other Than Rail)

|   |                 |
|---|-----------------|
| Sound Wall Replacement Phase 2 (Construction)               | \$ 1,900        |
| Environmental Engineering Services                          | 200             |
| Geographic Information System (GIS)                         | 150             |
| <b>Total Dulles Corridor Improvements (Other than Rail)</b> | <b>\$ 2,250</b> |



## Draft Resolution

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**\$ 83,346,000**





## Board Schedule

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***November 13***

- 2014 Budget Update Presented to the Finance Committee

***December 4***

- 2014 Budget Distributed to the Finance Committee and Board

***December 11***

- Finance Committee Recommendation for Approval of 2014 Budget
- Board Approval of 2014 Budget





Ronald Reagan Washington National Airport



Dulles Corridor Metrorail Project



Dulles Toll Road



Washington Dulles International Airport



METROPOLITAN WASHINGTON  
AIRPORTS AUTHORITY



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

# 2014 BUDGET





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Metropolitan Washington Airports Authority  
District of Columbia**

For the Fiscal Year Beginning

**January 1, 2013**

Executive Director

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

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

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





## Proposed Resolution

### Adopting the 2014 Budget

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

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

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

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

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

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

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

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

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

3. That the following sums, totaling \$886,680,215, are hereby authorized to be expended from the Dulles Corridor Enterprise Fund in 2014 for the operation, maintenance, care, improvement and protection of the Dulles Toll Road and for the planning, design and construction of the Dulles Corridor Metrorail Project:

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

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

5. That the President and Chief Executive Officer is hereby authorized to modify or adjust expenditures within each of the six Programs identified in this Resolution, so long as the total expenditures within any such Program in 2014 do not

exceed the level authorized herein; provided, that any such reprogramming exceeding \$10 million in a calendar year for any project in the COMIP, CCP, R&R, or CIP shall be submitted to the Finance Committee for approval and its recommendation to the Board of Directors for approval before it may take effect. All other material budget reprogramming shall be reported to the Finance Committee on a quarterly basis, no later than two months after the end of each quarter at the May, August, November and February Committee meetings, and shall include year-to-date cumulative material budget reprogramming equal or greater than the following:

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

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

*For Consideration by the Finance Committee and Board of Directors  
on December 11, 2013*



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December 5, 2013

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

Dear Mr. Curto:

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

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

### **Aviation Enterprise**

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

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

### **Dulles Corridor Enterprise**

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

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

## AVIATION ENTERPRISE FUND

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

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

### 2014 Aviation Planning Assumptions

#### Economic Outlook

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

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

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

### *Enplanements and Landed Weights*

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

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

### *Airports Authority Airline Activity*

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

### *American Airlines and US Airways Merger*

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



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

#### *Airline Use Agreement and Premises Lease*

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

### **2014 Aviation Enterprise Fund Program Budget Highlights**

#### *Operating Revenues*

#### *Comparison Revenues*

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

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

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

#### *Airline Cost and Net Remaining Revenue*

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

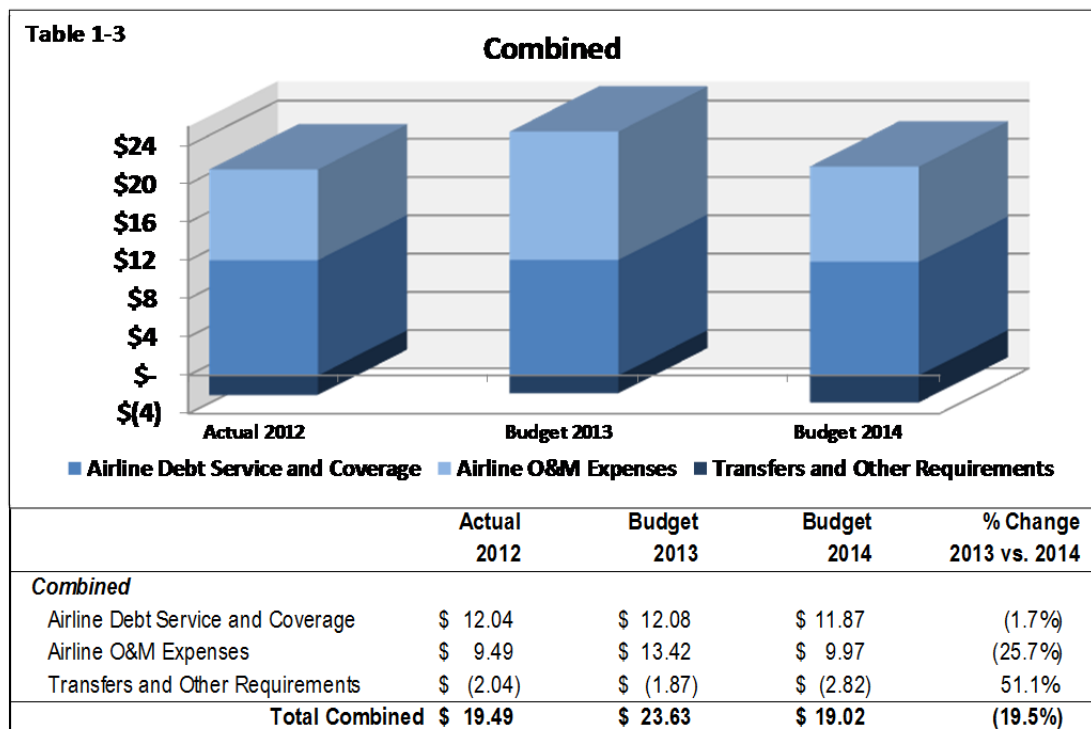
### *Funding of Debt Service AeroTrain Costs*

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

### *Cost Per Enplanement Comparison by Year*

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

*Signatory Combined Airport Airline Cost Per Enplanement Comparison*



## Aviation Operation and Maintenance Program

### Cost Allocation

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

### Cost Allocation

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

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

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

### Comparison Expenses with Cost Allocation Applied

| Table 1-5<br>(dollars in thousands) | Budget<br>2013    | Budget<br>2014    | Dollar<br>Change   | Percent<br>Change |
|-------------------------------------|-------------------|-------------------|--------------------|-------------------|
| Consolidated Functions              | \$ 95,820         | \$ 91,256         | \$ (4,564)         | (4.8%)            |
| Reagan National                     | 86,720            | 81,951            | (4,769)            | (5.5%)            |
| Dulles International                | 164,823           | 163,938           | (885)              | (0.5%)            |
| <b>Total Operating Expenses</b>     | <b>\$ 347,363</b> | <b>\$ 337,145</b> | <b>\$ (10,218)</b> | <b>(2.9%)</b>     |
| Debt Service                        | \$ 364,829        | \$ 353,453        | \$ (11,376)        | (3.1%)            |
| Less: PFC Commitment                | 42,000            | 40,000            | (2,000)            | (4.8%)            |
| <b>Total Annual Debt Service</b>    | <b>\$ 322,829</b> | <b>\$ 313,453</b> | <b>\$ (9,376)</b>  | <b>(2.9%)</b>     |
| <b>Total</b>                        | <b>\$ 670,192</b> | <b>\$ 650,598</b> | <b>\$ (19,594)</b> | <b>(2.9%)</b>     |

### *Personnel Compensation*

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

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

### *Personnel Benefits*

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

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

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

Table 1-6

New  
Positions  
2014

**Consolidated Functions**

**Executive Vice President and Chief Operations Officer**

Emergency Planner 1

**Office of Finance**

Contracting Manager (Phase 2) 1

Business Analyst - Internal Controls and Compliance 1

**Office of Technology**

Deputy Vice President of Technology 1

Business Intelligence Specialist 1

Enterprise Architect 1

**Total Consolidated Functions 6**

**Dulles International**

Physical Security Technician 1

Heavy Equipment Mechanic (Shop 1) 1

**Total Dulles International 2**

**Total Metropolitan Washington Airports Authority 8**

*Travel*

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

*Air Service Development*

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

*Technology Investment*

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

*Customer Service*

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

### *Utilities*

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

### *Other Highlights*

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

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

### **2014 Capital, Operating and Maintenance and Investment Program Budget Highlights**

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

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

#### *2014 COMIP New Authorization – Consolidated Functions*

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

*2014 COMIP New Authorization – Reagan National*

**Table 1-7 (continued)**

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

*2014 COMIP New Authorization – Dulles International*

**Table 1-7 (continued)**

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



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

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

### **Capital Construction Program**

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

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

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

## 2014 CCP New Authorization

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

**DULLES CORRIDOR ENTERPRISE FUND (DCE)****The 2014 Budget for the Dulles Corridor Enterprise Fund consists of three Programs:**

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

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

### **Operation and Maintenance Program**

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

#### *2014 Dulles Corridor Operating Revenues and Interest Income*

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

#### *2014 Dulles Corridor Operation and Maintenance Program*

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

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

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

*2014 Renewal and Replacement Program*

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

***Dulles Corridor Capital Improvement Program***

*Dulles Corridor Metrorail Project*

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

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

*Phase 1*

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

subsequently be adjusted to cover their full-funding obligation on a percentage of total cost of both Phases. The Commonwealth of Virginia (Commonwealth) provided \$51.7 million in Virginia Transportation Act (VTA) 2000 revenues from 2004-2007, an additional \$125 million of Commonwealth Transportation Board (CTB) Bonds, and \$75 million of other Commonwealth funds/Surface Transportation Program (STP) funds toward the cost of Phase 1. The remaining Phase 1 project costs is being provided by the Airports Authority through a combination of bonds, or other financing agreements as the Airports Authority deems necessary, secured by a pledge of Toll Road revenues.

### *Phase 2*

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

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

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

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

### New 2014 Dulles Corridor Positions

| Table 1-12                      |                            |
|---------------------------------|----------------------------|
|                                 | Total<br>Positions<br>2014 |
| <b><u>Dulles Corridor</u></b>   |                            |
| <b>Metrorail Project Office</b> |                            |
| Lead Accountant                 | 1                          |
| Financial project Manager       | 1                          |
| Controller                      | 1                          |
| <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 is \$2.3 million.

### *2014 Capital Improvement Program*

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

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

### **SUMMARY**

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

The prudent management of the Airports Authority's operating expenses, over the last several years, has made it possible to weather the past years' economic volatility and maintain our financial strength. The Airports Authority's outstanding airport system bonds continue to be rated among the highest in the aviation industry by the independent rating agencies of Moody's, Standard and Poor's, and Fitch<sup>1</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 2014.

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

<sup>1</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.

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "John E. Potter". The signature is fluid and cursive, with the first name "John" and last name "Potter" clearly distinguishable.

John E. Potter  
President and Chief Executive Officer





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## BUDGET FOR AVIATION AND DULLES CORRIDOR ENTERPRISE FUNDS

### Budget Programs

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

### Aviation Enterprise Fund

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



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

### *Cost Allocation*

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

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

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

### **Dulles Corridor Enterprise Fund**

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



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

## Major 2013 Airports Authority Accomplishments

### Reagan National

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

### Dulles International

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



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

**Dulles Corridor Metrorail Project**

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

**Dulles Toll Road**

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



## PURPOSE, MISSION, AND GOALS

### Purpose

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

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

### Mission

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

### Values

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

### Goals

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

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

**Objectives**

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

**Business Plan**

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





## **BUDGET PREPARATION, REPORTING & AMENDMENT PROCESS**

### **Budget Overview**

Historical, financial, aviation and statistical information as well as debt issuance information is available on the Airports Authority's website, at [www.mwaa.com](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 with the applicable provisions of the Airline Agreement, which provides for cost recovery for the operation of the Airports. Additionally, the Airline Agreement provides for directly expensing O&M capital equipment and facility projects and recovering the bond-financed capital improvements through debt service. The Airports Authority prepares a balanced budget on an annual basis in which revenues and other resources equal or exceed expenditures and other uses. A balanced budget is an integral part of maintaining the Airports Authority's financial integrity.

### **Aviation Enterprise Fund**

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

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

### **Dulles Corridor Enterprise Fund**

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



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

### **Budget Process**

#### **Budget Preparation**

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

#### **Board Action**

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

#### **Budget Management**

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



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

### **Criteria for Budget Reprogramming Reporting**

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

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

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

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

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



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

**Amendment Process**

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



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## **BUDGET CALENDAR FOR 2014**

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

### **January**

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

### **February/March**

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

### **April/May**

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

### **June**

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

### **July/August**

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

### **September**

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



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

#### **October**

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

#### **November**

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

#### **December**

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



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## ORGANIZATIONAL STRUCTURE

### The Airports Authority

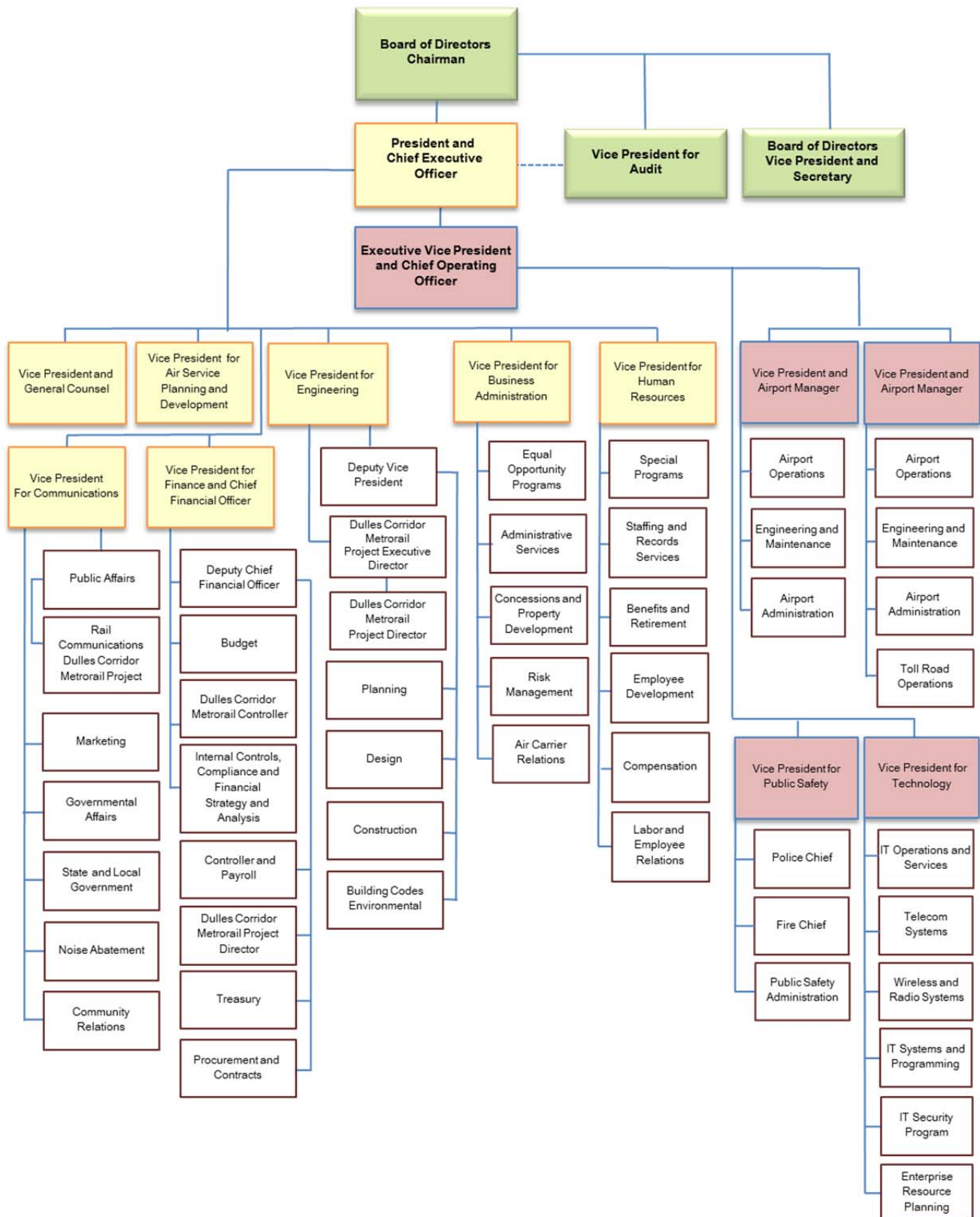
The Airports Authority was created by the District of Columbia Regional Airports Authority Act of 1985, as amended, and Ch. 598, Virginia Acts of Assembly of 1985, as amended, for the purpose of operating, maintaining, and improving Reagan National and Dulles International. The Metropolitan Washington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

The Airports Authority initially operated the Airports under a 50-year lease agreement with the U.S. Department of Transportation (DOT) ending June 6, 2037. On June 17, 2003, the Federal Lease was amended to extend the term to June 6, 2067. The impetus for the formation of the Airports Authority as an independent government entity was the need for substantial capital improvements at the Airports. Operating responsibility was transferred to the Airports Authority on June 7, 1987. The Airports Authority's capital program, initiated in 1988, provides for major expansion of facilities at Dulles International and modernization of facilities at Reagan National.

On November 1, 2008, the Virginia Department of Transportation (VDOT) transferred operational and financial control of the Dulles Toll Road from VDOT to the Airports Authority for a term of 50 years, upon the terms and conditions set forth by the Master Transfer Agreement and the Permit and Operating Agreement (the VDOT Agreements) each dated December 29, 2006, entered into by and between VDOT and the Airports Authority. In exchange for the rights to the revenues from operation of the Dulles Toll Road and certain other revenues described in the VDOT Agreements, the Airports Authority agreed to (i) operate and maintain the Dulles Toll Road, (ii) cause the design and construction of the extension of the Metrorail from the West Falls Church station in Fairfax County, along the Dulles Corridor to Dulles International and beyond into Loudoun County (the Metrorail Project) and (iii) make other improvements in the Dulles corridor consistent with VDOT and regional plans. The Airports Authority is responsible for setting toll rates and collecting tolls following its process for issuing regulations and in consultation with the Dulles Corridor Advisory Committee. The Airports Authority initially adopted the existing toll structure established by the Commonwealth of Virginia (the Commonwealth) and contracted with VDOT for the interim operation of the Dulles Toll Road. Effective October 1, 2009, all operations related to the Dulles Toll Road, including Public Safety, are directly performed by Airports Authority employees or third-party contracts managed by Airports Authority employees. The Airports Authority adopted a 3-year toll structure in November 2009, effective January 1, 2010 through December 31, 2012. A new toll structure was adopted in November 2012, effective January 1, 2013 – December 2014.



## ORGANIZATIONAL CHART





## Board of Directors and Executive Office

### Overview

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

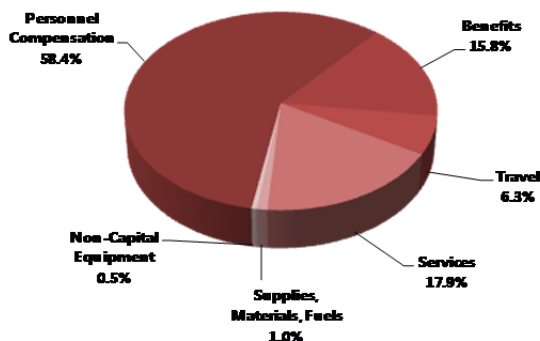
The executive direction and overall management of the Airports Authority is the responsibility of the President and Chief Executive Officer. The President and Chief Executive Officer plans and directs all of the programs and activities of the Airports Authority, subject to policy direction and guidance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

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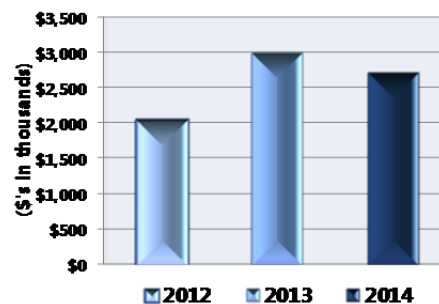
### Operating Expense

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

**FY 2014 Operating Budget**



**Operating Budget Trend**





## Office of General Counsel

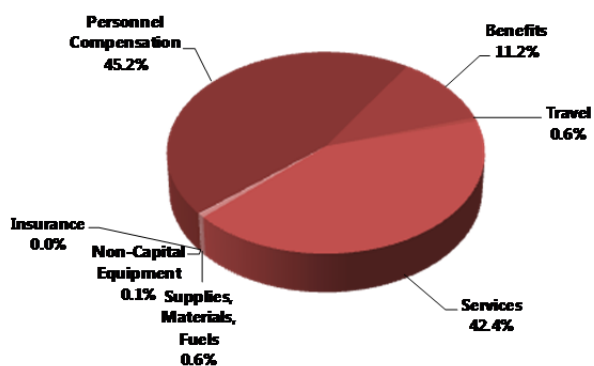
### Overview

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

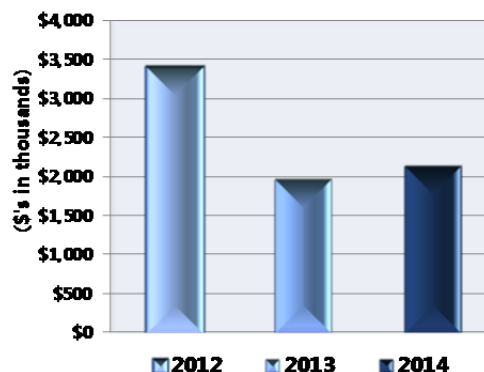
### Operating Expense

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

**FY 2014 Operating Budget**



**Operating Budget Trend**





## Office of Audit

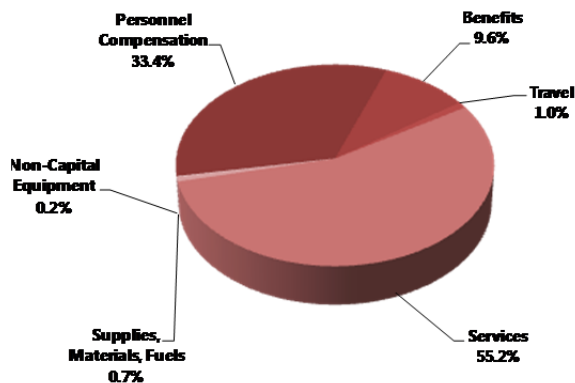
### Overview

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

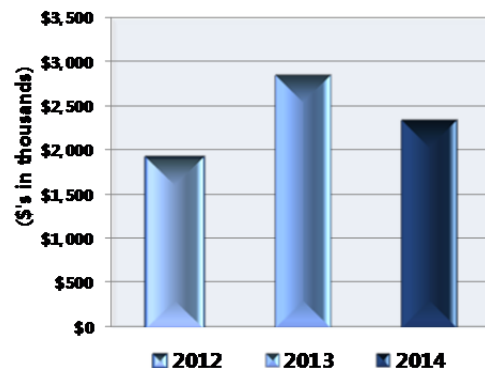
### Operating Expense

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

**FY 2014 Operating Budget**



**Operating Budget Trend**





## Office of Air Service Planning and Development

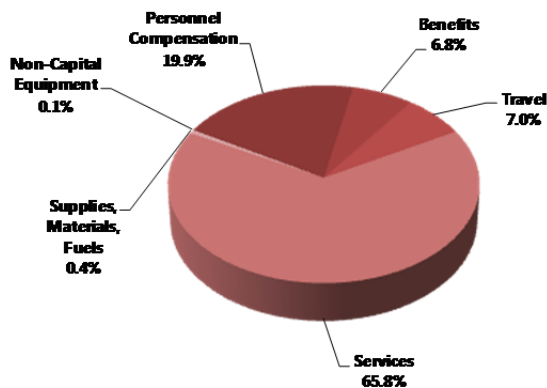
### Overview

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

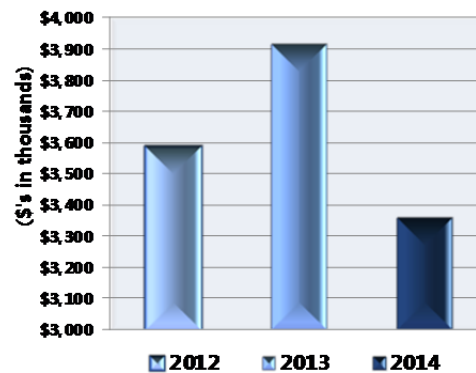
### Operating Expense

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

**FY 2014 Operating Budget**



**Operating Budget Trend**





## Office of Communications

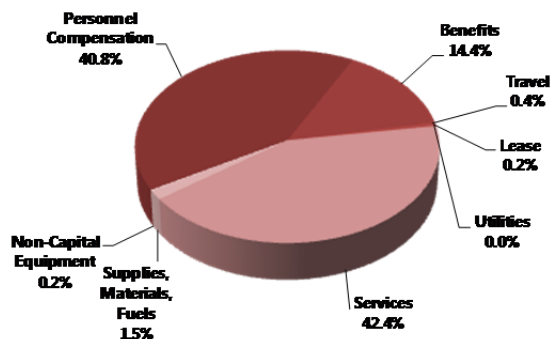
### Overview

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

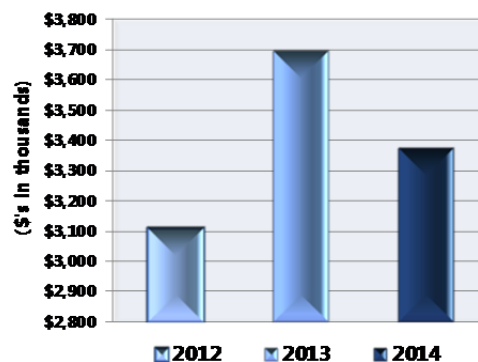
### Operating Expense

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

**FY 2014 Operating Budget**



**Operating Budget Trend**







### Office of Finance

#### Overview

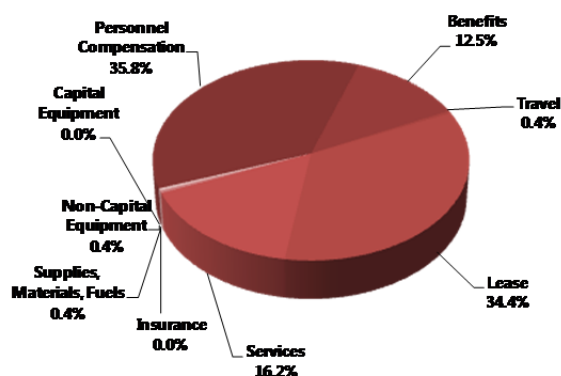
The Office of Finance is responsible for formulating and executing the annual and long-term budget activities, airline rate setting, procurement of material and services, financing and planning strategies, internal controls and compliance, cash and debt management, investment activities, commercial banking,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

#### Operating Expense

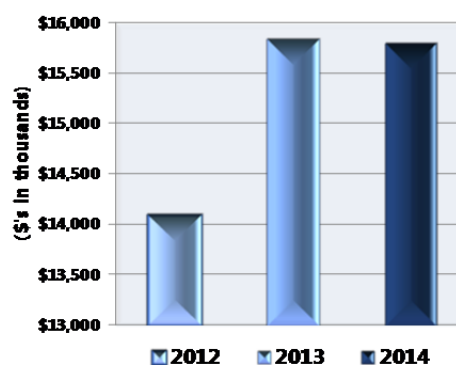
(dollars in thousands)

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

**FY 2014 Operating Budget**



**Operating Budget Trend**







## Office of Engineering

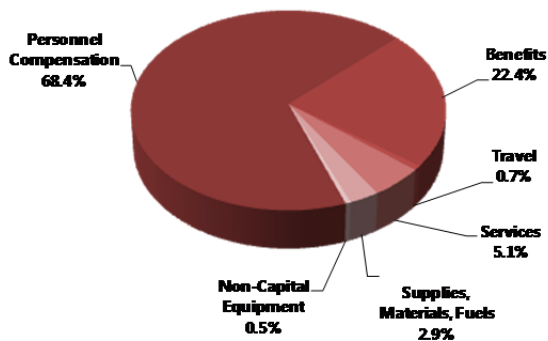
### Overview

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

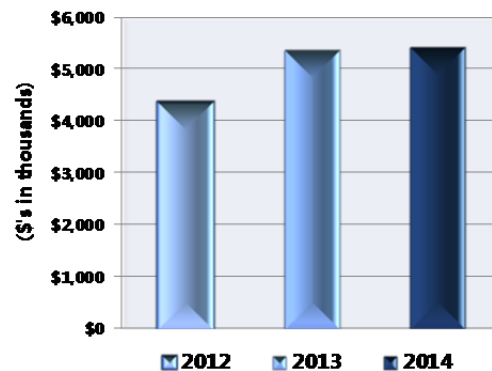
### Operating Expense

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

**FY 2014 Operating Budget**



**Operating Budget Trend**





## Office of Business Administration

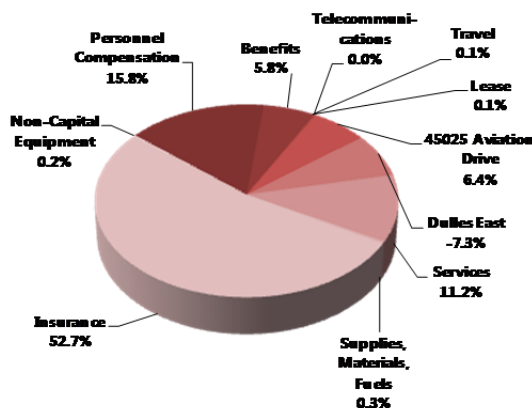
### Overview

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

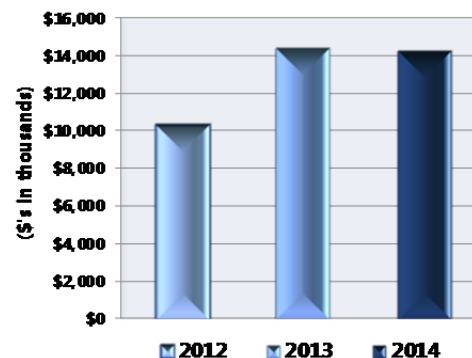
### Operating Expense

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

**FY 2014 Operating Budget**



**Operating Budget Trend**





## Office of Human Resources

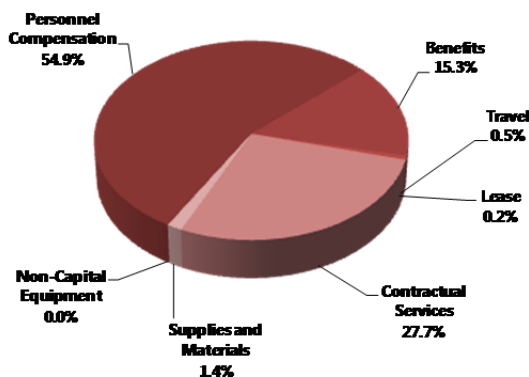
### Overview

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

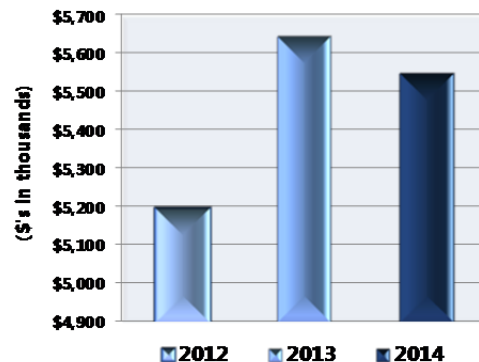
### Operating Expense

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

**FY 2014 Operating Budget**



**Operating Budget Trend**





## Office of Technology (techWORKS)

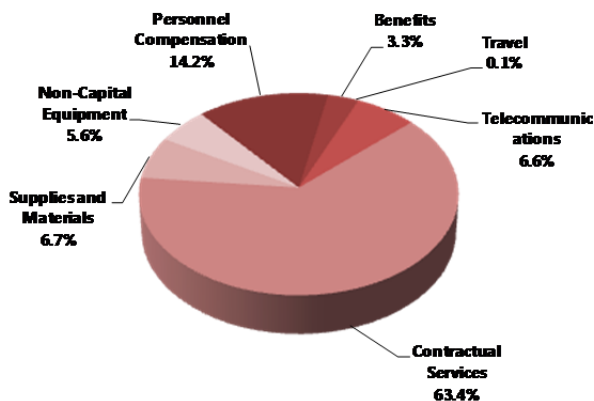
### Overview

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

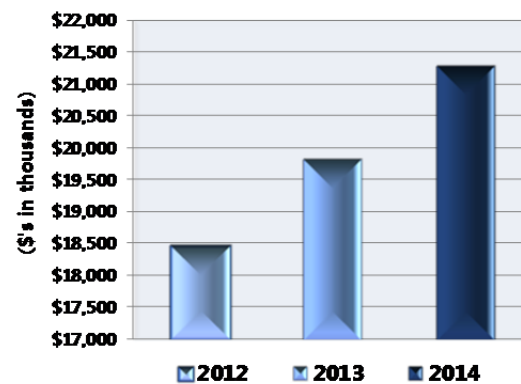
### Operating Expense

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

**FY 2014 Operating Budget**



**Operating Budget Trend**





## Reagan National

### Overview

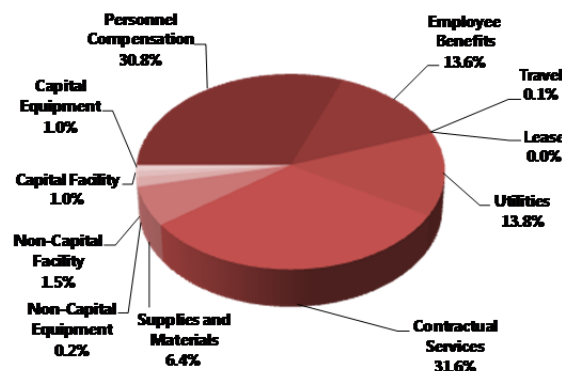
The Operations Departments are responsible for providing 24-hour-a-day monitoring, guidance, and control of facilities at each Airport to ensure the safe, efficient, secure, and continuous operational use of airport runways, taxiways, terminal buildings, and other areas, and at Dulles International,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

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

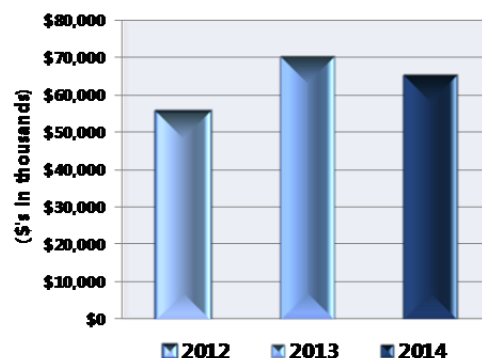
### Operating Expense

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

**FY 2014 Operating Budget**



**Operating Budget Trend**





## Dulles International

### Overview

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

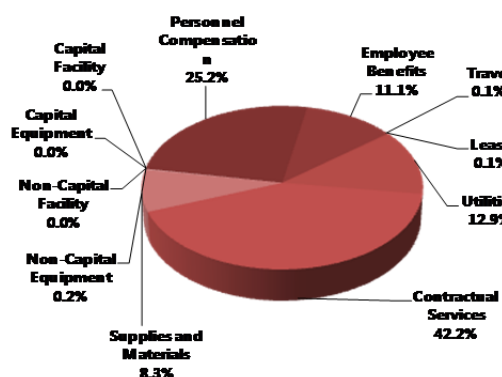
The Engineering and Maintenance Departments are responsible for providing day-to-day oversight, management, and quality control for both the Airports Authority and tenant-financed construction projects; developing and managing repair and preventive maintenance programs related to the terminals, service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

### Operating Expense

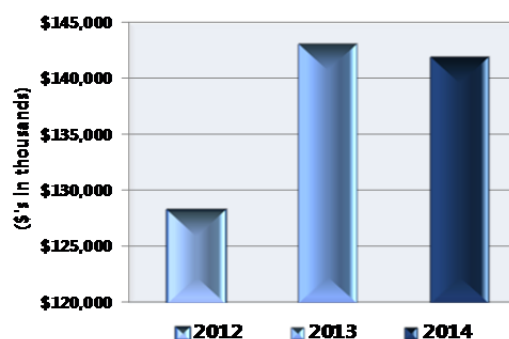
(dollars in thousands)

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

**FY 2014 Operating Budget**



**Operating Budget Trend**





## Office of Public Safety

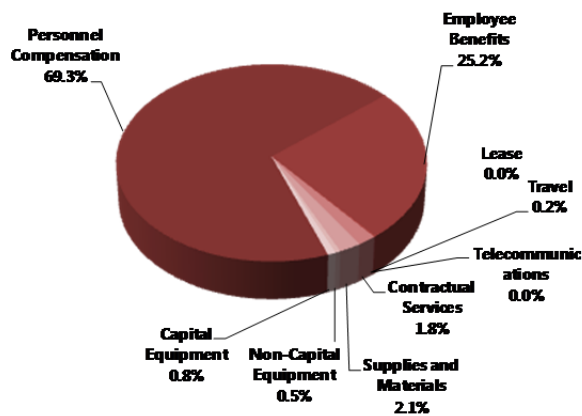
### Overview

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

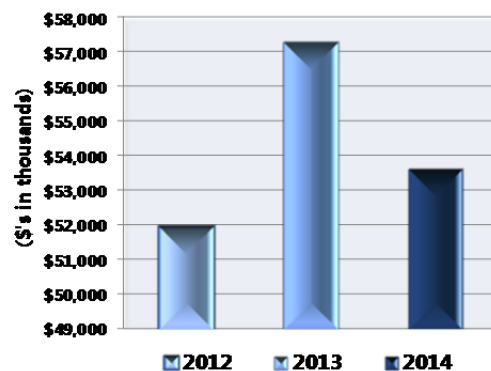
### Operating Expense

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

**FY 2014 Operating Budget**



**Operating Budget Trend**





## Dulles Toll Road

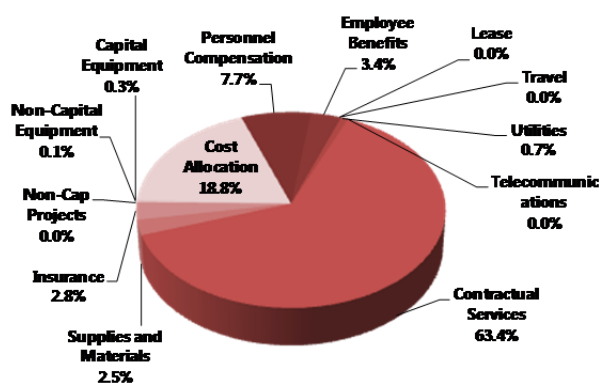
### Overview

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

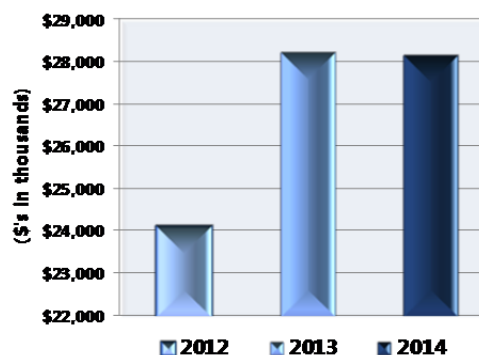
### Operating Expense

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

**FY 2014 Operating Budget**



**Operating Budget Trend**







## BUDGET SUMMARY FOR AVIATION

### 2014 Aviation Operating Revenues and Interest Income

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

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

#### Airline Activity:

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



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

**Concession Revenue:**

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

**2014 Aviation Operation and Maintenance Program**

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

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

**Cost Allocation**

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

**Operating Revenue**

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



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

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



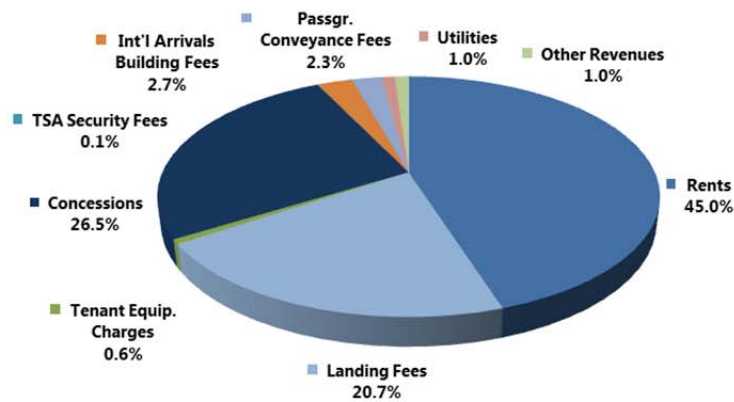
- New automated passenger passport control system for expedited processing will be installed in the International Arrivals Building and Federal Inspection Station at Dulles International.
- Based on continued participation in an electric cooperative purchasing program, usage and stable natural gas prices,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



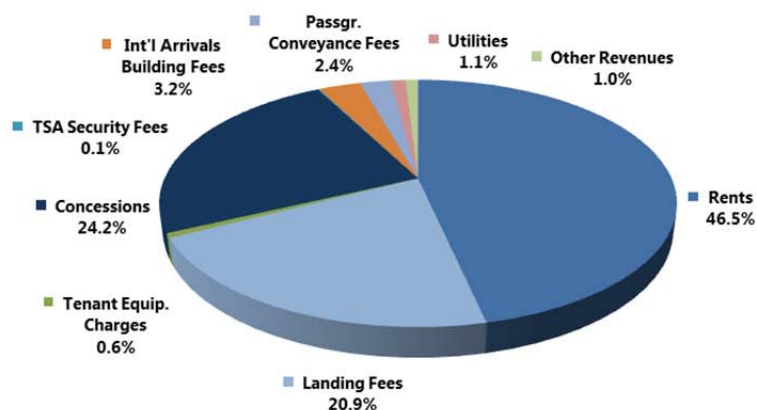
## OPERATING REVENUES

Table 3-3

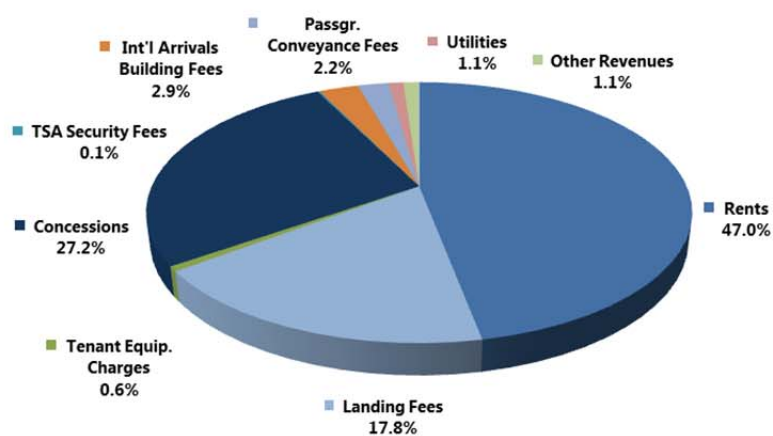
### 2014 Budget - \$743.3 Million



### 2013 Budget \$745.6 Million



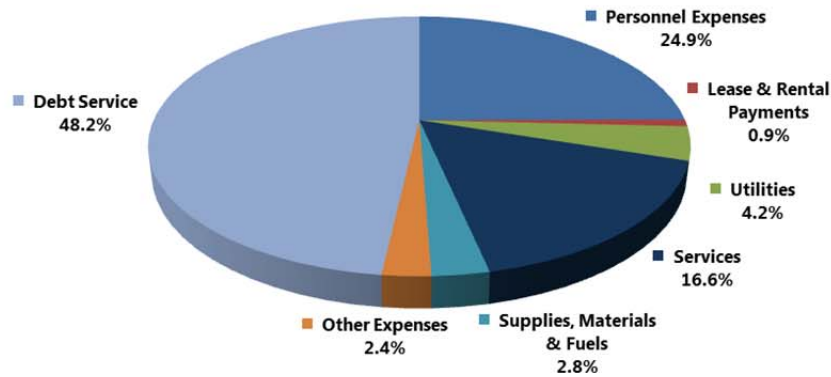
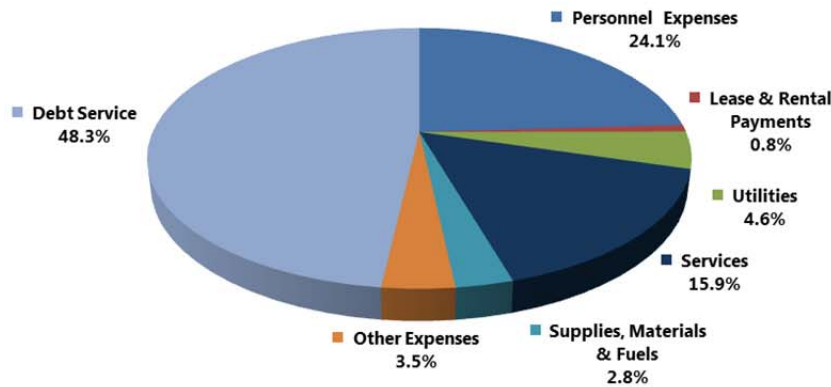
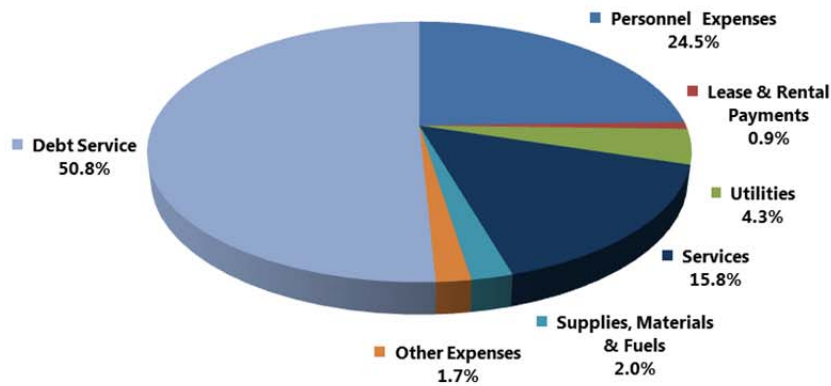
### 2012 Actual \$712.0 Million





## OPERATING EXPENSES

Table 3-4

2014 Budget - \$650.6 Million2013 Budget - \$670.2 Million2012 Actual - \$614.4 Million



## FINANCIAL OVERVIEW

### Airport Use Agreement and Premises Lease

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

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

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

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

*The Airline Agreement achieved several key Airports Authority objectives:*

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



that go beyond the CCP; and

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

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

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

### **Signatory Airline Cost Per Enplanement**

A benchmark used throughout the airport industry to measure the financial performance of airports is the signatory airline cost per enplaned passenger. Since airport operators primarily build, operate, and maintain structural facilities (terminals, hangars, runways, roadways, etc.), the airline cost per enplaned passenger is generally higher for airports with recent major construction and/or underutilized facilities. Because the Airports Authority has been expanding facilities at Dulles International and modernizing Reagan National, fees and charges paid by the Airlines to the Airports Authority have increased to recover the debt issued to finance these improvements.

The Signatory Airline cost per enplanement for 2012 through 2014:

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





### **Federal Grants**

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

### **Commonwealth of Virginia Grants**

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

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

### **Passenger Facility Charges**

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

The Airports Authority has submitted and gained approval of nine series of PFC applications, with associated amendments, covering both Airports in the amount of \$3.0 billion. As of September 30, 2013, the Airports Authority had collected \$569.2 million under the first four of these (including interest earned) at Reagan National and \$651.6 million (including interest earned) at Dulles International. The collection dates for approved PFC applications at Reagan National will expire on June 1, 2014, and at Dulles International on April 1, 2041. If the amounts authorized to be collected have not been collected by the expiration dates, it is expected that the authorization to collect the PFCs will be extended.



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

In 2014, the Airports Authority expects to collect a total of \$85.6 million in PFCs of which \$40 million will be applied toward the debt for the AeroTrain.

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

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

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



## OPERATING REVENUES

### 2014 Revenues

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

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

### Methodology

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

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

### Rents

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

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



| Table 3-7<br>(dollars in thousands) | Budget<br>2013   | Budget<br>2014    | Increase/<br>Decrease | Percent<br>Change |
|-------------------------------------|------------------|-------------------|-----------------------|-------------------|
| Reagan National                     | \$ 106,789       | \$ 101,965        | \$ (4,824)            | (4.5%)            |
| Dulles International                | 240,043          | 232,532           | (7,511)               | (3.1%)            |
| <b>Total</b>                        | <b>\$346,832</b> | <b>\$ 334,498</b> | <b>\$ (12,334)</b>    | <b>(3.6%)</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<br>(dollars in thousands) | Budget<br>2013    | Budget<br>2014    | Increase/<br>Decrease | Percent<br>Change |
|-------------------------------------|-------------------|-------------------|-----------------------|-------------------|
| Reagan National                     | \$ 60,468         | \$ 55,062         | \$ (5,406)            | (8.9%)            |
| Dulles International                | 95,610            | 98,567            | 2,957                 | 3.1%              |
| <b>Total</b>                        | <b>\$ 156,078</b> | <b>\$ 153,628</b> | <b>\$ (2,450)</b>     | <b>(1.6%)</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.

| Table 3-9<br>(dollars in thousands) | Budget<br>2013  | Budget<br>2014  | Increase/<br>Decrease | Percent<br>Change |
|-------------------------------------|-----------------|-----------------|-----------------------|-------------------|
| Reagan National                     | \$ 3,156        | \$ 3,385        | \$ 229                | 7.3%              |
| Dulles International                | 1,253           | 1,215           | (38)                  | (3.1%)            |
| <b>Total</b>                        | <b>\$ 4,409</b> | <b>\$ 4,600</b> | <b>\$ 191</b>         | <b>4.3%</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, retail stores, and newsstands. Concession revenue estimates are based on a review of each concessionaire's recent performance, adjusted for passenger activity forecasts and other known variables. Concession revenue is projected to increase over the 2013 Budget primarily due to increased income at Reagan National relating to the increased passengers and increased foreign currency revenue at Dulles International.

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

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



### 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.

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

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

### Passenger Conveyance Fees

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

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



## 2014 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.

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



### COMPARISON OF 2013 AND 2014 OPERATING REVENUES

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



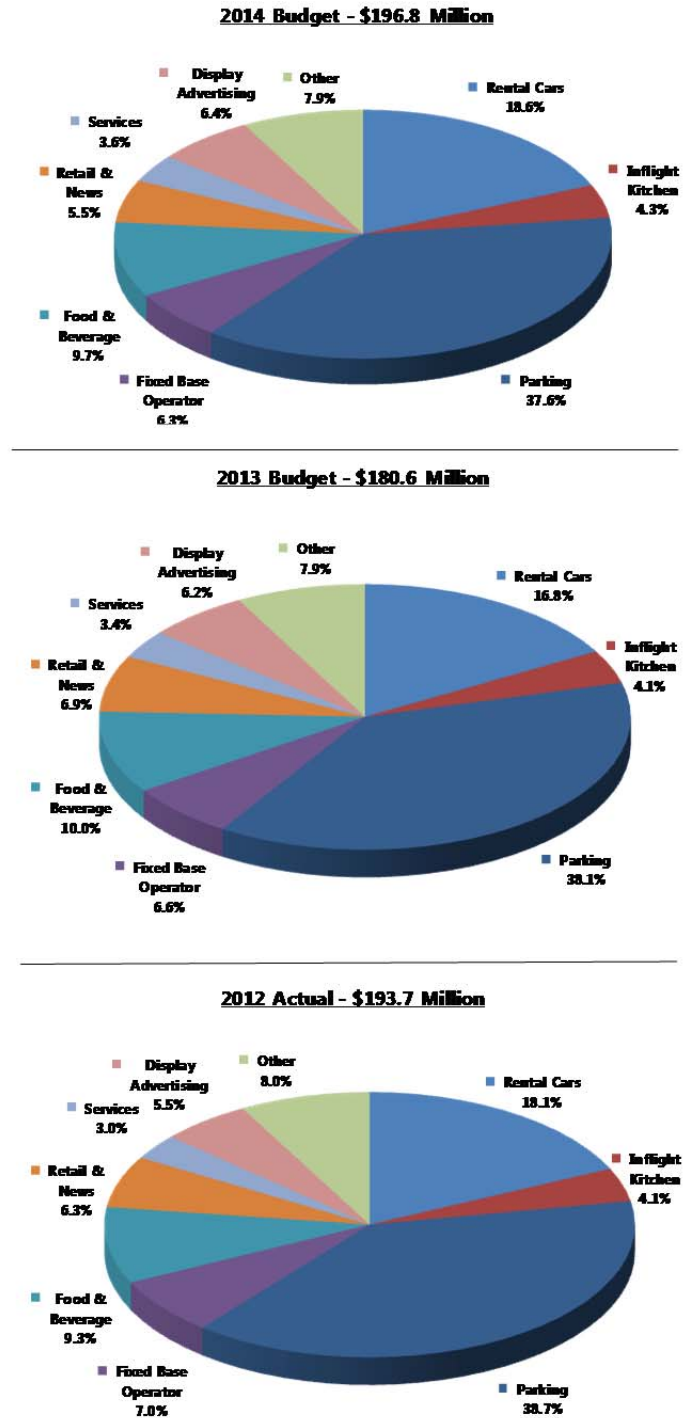


**CONCESSION REVENUES – 2012, 2013 AND 2014**

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

**CONCESSION REVENUES**  
**2012 ACTUALS TO 2013 & 2014 BUDGET**

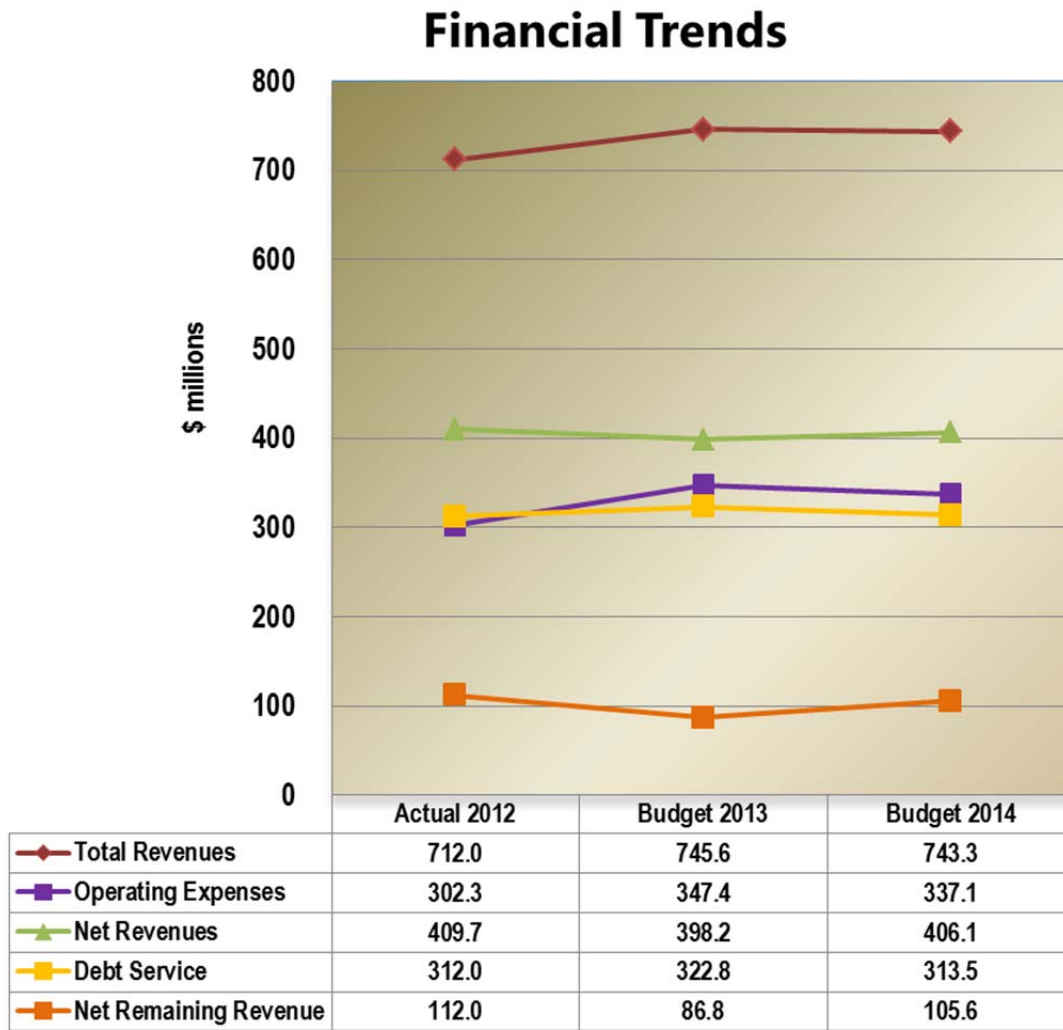
Table 3-18





### FINANCIAL TRENDS CHART

Table 3-19





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## STATEMENT OF OPERATIONS

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

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

### Operating Revenues

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

### Operating Expenses

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

### Net Revenues

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

### Debt Service

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

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



**Interest Expense.** Interest expense will decrease by \$7.1 million from \$193 million in 2013 to \$185.9 million in 2014. Included in this amount are the Commercial Paper (CP) Program interest expenses, the fees associated with the liquidity facilities and the swap transaction payments. Excluded from interest expense is interest accruing in the lease payment reserve account, which is considered part of the lease payment for the Airports to the federal government. Also excluded is capitalized interest.

| <b>Table 3-20</b><br><b>(dollars in thousands)</b> | <b>Budget</b><br><b>2013</b> | <b>Budget</b><br><b>2014</b> | <b>Dollar</b><br><b>Change</b> | <b>Percent</b><br><b>Change</b> |
|--|------------------------------|------------------------------|--------------------------------|---------------------------------|
| <b><u>Bond Debt Service</u></b>                    |                              |                              |                                |                                 |
| Principal  | \$ 129,853                   | \$ 127,571                   | \$ (2,282)                     | (1.8%)                          |
| Interest   | 192,975                      | 185,882                      | (7,093)                        | (3.8%)                          |
| <b>Total Debt Service</b>                          | <b>\$ 322,828</b>            | <b>\$ 313,453</b>            | <b>\$ (9,375)</b>              | <b>(3.0%)</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 \$14.7 million in interest will be earned during 2014. Interest income will decrease from \$18.2 million in 2013 based on declining interest rates. Not included as interest income is the interest accruing in the federal lease payment reserve account which is payable to the U. S. Treasury on the semiannual lease payment dates and it is considered a part of the federal lease payment for the Airports. Also excluded is interest earned on bond funds.

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

### **Net Remaining Revenue**

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



COMPARISON OF 2012 ACTUAL TO 2013 AND 2014 BUDGET

Table 3-21

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



## 2013 STATEMENT OF OPERATIONS BY AIRPORT

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





### 2014 STATEMENT OF OPERATIONS BY AIRPORT

| <b>Table 3-23</b>                              |                            |                                 |                   |
|--|----------------------------|---------------------------------|-------------------|
| <b>(dollars in thousands)</b>                  |                            |                                 |                   |
|  | <b>Reagan<br/>National</b> | <b>Dulles<br/>International</b> | <b>Total</b>      |
| <b>Operating Revenues</b>                      |                            |                                 |                   |
| Rents  | \$ 86,879                  | \$ 209,121                      | \$ 295,999        |
| Rent Transfers                                 | 15,086                     | 23,411                          | 38,498            |
| Landing Fees                                   | 48,052                     | 86,184                          | 134,236           |
| Landing Fee Transfers                          | 7,010                      | 12,383                          | 19,393            |
| Tenant Equipment Charges                       | 2,831                      | 954                             | 3,785             |
| Tenant Equipment Transfers                     | 554                        | 261                             | 815               |
| Concessions                                    | 80,913                     | 115,912                         | 196,825           |
| TSA Security Fees                              | -                          | 175                             | 175               |
| International Arrivals Building Fees           | -                          | 17,201                          | 17,201            |
| International Arrivals Building Fees Transfers | -                          | 3,227                           | 3,227             |
| Passenger Conveyance Fees                      | -                          | 7,187                           | 7,187             |
| Passenger Conveyance Transfers                 | -                          | 10,147                          | 10,147            |
| Utilities                                      | 2,182                      | 5,486                           | 7,668             |
| Other Revenues                                 | 2,405                      | 5,689                           | 8,094             |
| <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                        | 1,072                           | 2,020             |
| Noncapital Facility Projects                   | 957                        | 1                               | 958               |
| Capital Equipment                              | 1,061                      | 26                              | 1,087             |
| Capital Facility Projects                      | 635                        | 3                               | 638               |
| <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.



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## **OPERATING EXPENSES**

### **AVIATION ENTERPRISE FUND OPERATION AND MAINTENANCE PROGRAM**

#### **Program Summary**

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

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

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

**COMPARISON OF 2013 & 2014 OPERATING EXPENSES**  
**Metropolitan Washington Airports Authority****Table 3-24**

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



**COMPARISON OF 2013 & 2014 OPERATING EXPENSES**  
**Consolidated Functions**

**Table 3-25**

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

**COMPARISON OF 2013 & 2014 OPERATING EXPENSES**  
**Ronald Reagan Washington National Airport****Table 3-26**

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



**COMPARISON OF 2013 & 2014 OPERATING EXPENSES**  
**Washington Dulles International Airport**

**Table 3-27**

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



**2013 OPERATION AND MAINTENANCE PROGRAM  
BY ORGANIZATION**

| Table 3-28                              |                           |        |                    |                         |         |         |         |         |         |
|---|---------------------------|--------|--------------------|-------------------------|---------|---------|---------|---------|---------|
| (dollars in thousands)                  | Consolidated<br>Functions |        | Reagan<br>National | Dulles<br>International | Total   |         |         |         |         |
| Operating Expenses                      |                           |        |                    |                         |         |         |         |         |         |
| Personnel Compensation                  | \$                        | 34,378 | \$                 | 30,668                  | \$      | 52,496  | \$      | 117,542 |         |
| Employee Benefits                       |                           | 11,964 |                    | 12,164                  |         | 19,848  |         | 43,976  |         |
| Travel                                  |                           | 801    |                    | 97                      |         | 170     |         | 1,068   |         |
| Lease and Rental Payments               |                           | 5,413  |                    | 37                      |         | 110     |         | 5,561   |         |
| Utilities                               |                           | 1      |                    | 10,129                  |         | 20,563  |         | 30,693  |         |
| Telecommunications                      |                           | 1,200  |                    | -                       |         | -       |         | 1,200   |         |
| 45025 Aviation Drive                    |                           | 913    |                    | -                       |         | -       |         | 913     |         |
| Dulles East Building                    |                           | (998)  |                    | -                       |         | -       |         | (998)   |         |
| Services                                |                           | 27,709 |                    | 19,780                  |         | 59,201  |         | 106,689 |         |
| Supplies, Materials and Fuels           |                           | 2,426  |                    | 4,845                   |         | 11,732  |         | 19,003  |         |
| Insurance and Risk Management           |                           | 8,785  |                    | -                       |         | -       |         | 8,785   |         |
| Noncapital Equipment                    |                           | 1,567  |                    | 242                     |         | 364     |         | 2,173   |         |
| Noncapital Facility Projects            |                           | -      |                    | 1,263                   |         | 340     |         | 1,603   |         |
| Capital Equipment                       |                           | 105    |                    | 2,759                   |         | -       |         | 2,864   |         |
| Capital Facility Projects               |                           | -      |                    | 6,290                   |         | -       |         | 6,290   |         |
| Total Operating Expenses                |                           | \$     | 94,265             | \$                      | 88,275  | \$      | 164,824 | \$      | 347,363 |
| Debt Service                            |                           |        |                    |                         |         | -       |         |         |         |
| Bond Principal Payments                 | \$                        | -      | \$                 | 32,953                  | \$      | 96,900  | \$      | 129,853 |         |
| Interest Expense                        |                           | -      |                    | 48,972                  |         | 144,004 |         | 192,975 |         |
| Total Debt Service                      |                           | \$     | -                  | \$                      | 81,925  | \$      | 240,904 | \$      | 322,829 |
| Total Operation and Maintenance Program |                           | \$     | 94,265             | \$                      | 170,199 | \$      | 405,728 | \$      | 670,192 |





**2014 OPERATION AND MAINTENANCE PROGRAM  
BY ORGANIZATION**

**Table 3-29**

| <b>(dollars in thousands)</b>                  | <b>Consolidated<br/>Functions</b> | <b>Reagan<br/>National</b> | <b>Dulles<br/>International</b> | <b>Total</b>      |
|--|-----------------------------------|----------------------------|---------------------------------|-------------------|
| <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                        | 396                             | 2,020             |
| Noncapital Facility Projects                   | -                                 | 957                        | 1                               | 958               |
| Capital Equipment                              | -                                 | 1,061                      | 26                              | 1,087             |
| Capital Facility Projects                      | -                                 | 635                        | 3                               | 638               |
| <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> |



**OPERATION AND MAINTENANCE PROGRAM**  
**ACTUAL TO BUDGET**

**Table 3-30**

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



## CONSOLIDATED FUNCTIONS

### Operating Expenses

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

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

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

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

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

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

**RONALD REAGAN WASHINGTON NATIONAL AIRPORT****Operating Expenses**

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

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

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

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



## RONALD REAGAN WASHINGTON NATIONAL AIRPORT

### Debt Service

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

**WASHINGTON DULLES INTERNATIONAL AIRPORT****Operating Expenses**

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

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

**Personnel Compensation and Benefits Expenses ..... \$477,900**

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



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## WASHINGTON DULLES INTERNATIONAL AIRPORT

### Debt Service

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

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



## 2014 OPERATING EXPENSES BY ORGANIZATION

| <b>Table 3-36</b>                          |                                   |                            |                                 |                   |
|--|-----------------------------------|----------------------------|---------------------------------|-------------------|
| <b>(dollars in thousands)</b>              |                                   |                            |                                 |                   |
|  | <b>Consolidated<br/>Functions</b> | <b>Reagan<br/>National</b> | <b>Dulles<br/>International</b> | <b>Total</b>      |
| <b>PERSONNEL EXPENSES</b>                  |                                   |                            |                                 |                   |
| Full-time Permanent                        | \$ 46,177                         | \$ 28,184                  | \$ 44,723                       | \$ 119,084        |
| Other than Full-time Permanent             | 1,109                             | 363                        | 768                             | 2,240             |
| Overtime                                   | 1,054                             | 1,882                      | 3,877                           | 6,813             |
| Other - Personnel Compensation             | (2,428)                           | 1,219                      | 890                             | (320)             |
| <b>Personnel Compensation</b>              | <b>45,913</b>                     | <b>31,648</b>              | <b>50,258</b>                   | <b>127,819</b>    |
| Health Insurance                           | 3,773                             | 6,335                      | 10,473                          | 20,581            |
| Life Insurance                             | 92                                | 137                        | 228                             | 457               |
| Retirement                                 | 7,404                             | 4,899                      | 9,166                           | 21,468            |
| Other - Employee Benefits                  | 214                               | 2,185                      | 2,698                           | 5,097             |
| <b>Employee Benefits</b>                   | <b>11,484</b>                     | <b>13,556</b>              | <b>22,564</b>                   | <b>47,604</b>     |
| <b>Total Personnel Expenses</b>            | <b>57,397</b>                     | <b>45,204</b>              | <b>72,822</b>                   | <b>175,422</b>    |
| <b>TRAVEL</b>                              | <b>682</b>                        | <b>88</b>                  | <b>153</b>                      | <b>923</b>        |
| <b>LEASE AND RENTAL PAYMENTS</b>           |                                   |                            |                                 |                   |
| Airport Lease Payments                     | 5,429                             | -                          | -                               | 5,429             |
| Other - Lease and Rental Payments          | 48                                | 29                         | 100                             | 177               |
| <b>Total Lease and Rental Payments</b>     | <b>5,477</b>                      | <b>29</b>                  | <b>100</b>                      | <b>5,606</b>      |
| <b>UTILITIES</b>                           |                                   |                            |                                 |                   |
| Electricity                                | 1                                 | 5,984                      | 14,085                          | 20,070            |
| Natural Gas                                | -                                 | 1,081                      | 2,432                           | 3,513             |
| Water                                      | -                                 | 918                        | 648                             | 1,565             |
| Sewerage                                   | -                                 | 1,036                      | 1,089                           | 2,125             |
| <b>Total Utilities</b>                     | <b>1</b>                          | <b>9,019</b>               | <b>18,254</b>                   | <b>27,274</b>     |
| <b>TELECOMMUNICATIONS</b>                  | <b>1,412</b>                      | <b>-</b>                   | <b>-</b>                        | <b>1,412</b>      |
| <b>45025 AVIATION DRIVE</b>                | <b>1,065</b>                      | <b>-</b>                   | <b>-</b>                        | <b>1,065</b>      |
| <b>DULLES EAST BUILDING</b>                | <b>(1,214)</b>                    | <b>-</b>                   | <b>-</b>                        | <b>(1,214)</b>    |
| <b>SERVICES</b>                            |                                   |                            |                                 |                   |
| Custodial Services                         | -                                 | 7,175                      | 15,113                          | 22,288            |
| Contractual Services                       | 27,388                            | 13,546                     | 44,967                          | 85,901            |
| <b>Total Services</b>                      | <b>27,388</b>                     | <b>20,721</b>              | <b>60,080</b>                   | <b>108,189</b>    |
| <b>SUPPLIES, MATERIALS AND FUELS</b>       |                                   |                            |                                 |                   |
| Fuels                                      | -                                 | 752                        | 3,008                           | 3,760             |
| Supplies and Materials                     | 3,050                             | 3,641                      | 9,097                           | 15,788            |
| <b>Total Supplies, Materials and Fuels</b> | <b>3,050</b>                      | <b>4,393</b>               | <b>12,105</b>                   | <b>19,548</b>     |
| <b>INSURANCE AND RISK MANAGEMENT</b>       | <b>8,784</b>                      | <b>-</b>                   | <b>-</b>                        | <b>8,784</b>      |
| <b>NONCAPITAL EQUIPMENT</b>                | <b>1,352</b>                      | <b>273</b>                 | <b>396</b>                      | <b>2,020</b>      |
| <b>NONCAPITAL FACILITY PROJECTS</b>        | <b>-</b>                          | <b>957</b>                 | <b>1</b>                        | <b>958</b>        |
| <b>CAPITAL EQUIPMENT</b>                   | <b>-</b>                          | <b>1,061</b>               | <b>26</b>                       | <b>1,087</b>      |
| <b>CAPITAL FACILITY PROJECTS</b>           | <b>-</b>                          | <b>635</b>                 | <b>3</b>                        | <b>638</b>        |
| <b>Total Operating Expenses</b>            | <b>\$ 105,394</b>                 | <b>\$ 82,379</b>           | <b>\$ 163,938</b>               | <b>\$ 351,710</b> |





### 2014 OPERATING EXPENSES FOR CONSOLIDATED FUNCTIONS

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


**2014 OPERATING EXPENSES FOR CONSOLIDATED FUNCTIONS**
*(continued)*

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



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

**Table 3-38**

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



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

Table 3-39

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



### 2014 OPERATING EXPENSES FOR PUBLIC SAFETY

**Table 3-40**

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



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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.



# 2014 BUDGET

## Metropolitan Washington Airports Authority

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





**2014 BUDGET**  
Metropolitan Washington Airports Authority

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

**2014 BUDGET**  
Metropolitan Washington Airports Authority

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



**2014 BUDGET**  
Metropolitan Washington Airports Authority

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

**2014 BUDGET**  
Metropolitan Washington Airports Authority

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



**2014 BUDGET**  
Metropolitan Washington Airports Authority

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

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

**2014 BUDGET**  
Metropolitan Washington Airports Authority

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



**2014 BUDGET**  
Metropolitan Washington Airports Authority

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



# 2014 BUDGET Metropolitan Washington Airports Authority

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





**2014 BUDGET**  
Metropolitan Washington Airports Authority

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



# 2014 BUDGET Metropolitan Washington Airports Authority

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



**2014 BUDGET**  
Metropolitan Washington Airports Authority

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



# 2014 BUDGET Metropolitan Washington Airports Authority

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



**2014 BUDGET**  
Metropolitan Washington Airports Authority

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



# 2014 BUDGET Metropolitan Washington Airports Authority

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



**2014 BUDGET**  
Metropolitan Washington Airports Authority

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

**2014 BUDGET**  
Metropolitan Washington Airports Authority

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





**2014 BUDGET**  
Metropolitan Washington Airports Authority

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



# 2014 BUDGET Metropolitan Washington Airports Authority

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



**2014 BUDGET**  
Metropolitan Washington Airports Authority

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



## 2014 BUDGET

### Metropolitan Washington Airports Authority

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

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



**2014 BUDGET**  
Metropolitan Washington Airports Authority

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



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**CAPITAL, OPERATING AND MAINTENANCE  
INVESTMENT PROGRAM**

**Program Summary**

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

**2014 Funding Requirements**

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

**2014 Aviation Capital, Operating and Maintenance Investment Program**

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

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

**List of Projects**

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

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



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



# CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

## 2014 BUDGET

## → METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

### SUMMARY BY FUNDING SOURCE

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

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

# CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

## 2014 BUDGET

## → METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

### CONSOLIDATED FUNCTIONS

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

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

# CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

## 2014 BUDGET

## → METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

### REAGAN NATIONAL AIRPORT

| PROJ<br>NUM | DESCRIPTION  | FUND* | TOTAL BUDGET<br>AUTHORIZATION | CARRYOVER<br>BALANCES | 2014 NEW<br>PROGRAM<br>AUTHORIZATION | CARRYOVER<br>BALANCES & 2014<br>NEW PROGRAM<br>AUTHORIZATION | EXPENDITURES                 |            |           |
|-------------|--|-------|-------------------------------|-----------------------|--------------------------------------|--|------------------------------|------------|-----------|
|             |  |       |                               |                       |                                      |  | ESTIMATED<br>OCT-DEC<br>2013 | 2014       | 2015-2016 |
|             | <b>ROADS</b>                                       |       |                               |                       |                                      |  |                              |            |           |
| 3186        | Expansion Joint Replacement                        | 12    | \$ 640,000                    | \$ 201,000            | \$ -                                 | \$ 201,000   | \$ -                         | \$ 201,000 | \$ -      |
| 3198        | Bridge Pan Deck Repair                             | 12    | 500,000                       | 216,000               | -                                    | 216,000  | -                            | 216,000    | -         |
| 3199        | Replace Old Street Light Poles                     | 12    | 400,000                       | 281,000               | -                                    | 281,000  | -                            | 281,000    | -         |
| 3203        | Economy Lot Rehab/Satellite Lot Demo               | 12    | 150,000                       | 150,000               | -                                    | 150,000  | -                            | 150,000    | -         |
|             | <b>BUILDINGS</b>                                   |       |                               |                       |                                      |  |                              |            |           |
| 3080        | Terminal B/C Structural Paint                      | 12    | 957,000                       | 61,000                | -                                    | 61,000   | 60,000                       | 1,000      | -         |
| 3091        | West Building Mechanical & Electrical MODs         | 12    | 500,000                       | 343,000               | -                                    | 343,000  | -                            | -          | -         |
| 3135        | Fixed Camera - Blue Doors Access to AOA            | 12    | 358,000                       | 5,000                 | -                                    | 5,000  | -                            | -          | -         |
| 3158        | Operations Computer Room Rehabilitation            | 12    | 858,000                       | 194,000               | -                                    | 194,000  | 25,000                       | 169,000    | -         |
| 3160        | Rehabilitation of Sanitary Force Main              | 12    | 900,000                       | 832,000               | -                                    | 832,000  | -                            | 200,000    | 632,000   |
| 3162        | Facility Start-up-ConsCommCenter                   | 12    | 250,000                       | 208,000               | -                                    | 208,000  | -                            | -          | -         |
| 3171        | Hangar 7 Elevator & Stairs Repair                  | 12    | 320,000                       | 56,000                | -                                    | 56,000   | -                            | -          | -         |
| 3187        | Repair Baggage Belt System                         | 12    | 100,000                       | 100,000               | -                                    | 100,000  | -                            | 100,000    | -         |
| 3188        | North Hangar Dedicated Fire System (DFS) Upgrade   | 12    | 100,000                       | 100,000               | -                                    | 100,000  | -                            | 100,000    | -         |
| 3189        | Refill Line for Central Plant                      | 12    | 180,000                       | 106,000               | -                                    | 106,000  | 14,000                       | 50,000     | 42,000    |
| 3190        | Inbound Baggage Handling System Refurbishment      | 12    | 200,000                       | 1,000                 | -                                    | 1,000  | -                            | -          | -         |
| 4464        | Replace Roofing                                    | 12    | 1,080,000                     | 6,000                 | -                                    | 6,000  | -                            | -          | -         |
| 3205        | COB and Hangar 12 Office Renovations               | 12    | 425,000                       | 27,000                | -                                    | 27,000   | -                            | -          | -         |
| 10027       | South Pier - 7th Lane Security Check Point         | 12    | 250,000                       | 5,000                 | -                                    | 5,000  | -                            | -          | -         |
| 10103       | Security Camera Digital Video Recorder Replacement | 12    | 200,000                       | 181,000               | -                                    | 181,000  | -                            | 181,000    | -         |
| 10104       | Terminal A Restroom Renovations                    | 12    | 900,000                       | 706,000               | -                                    | 706,000  | 623,000                      | 83,000     | -         |
| 10105       | Outbound Baggage Handling System Refurbishment     | 12    | 200,000                       | 200,000               | -                                    | 200,000  | -                            | 100,000    | 100,000   |
| 10106       | Hangar 4 Roof Replacement                          | 12    | 1,400,000                     | 1,400,000             | -                                    | 1,400,000  | 1,274,000                    | 126,000    | -         |
| 10107       | South Hangar Line Exterior Painting                | 12    | 500,000                       | 425,000               | -                                    | 425,000  | 303,000                      | 122,000    | -         |
| 10246       | Passenger Loading Bridge (PLB) Rehabilitation      | 12    | 900,000                       | 50,000                | 850,000                              | 900,000  | -                            | 500,000    | 400,000   |
| 10250       | South Hangar Line Bay Doors Rehabilitation         | 12    | 962,000                       | 462,000               | 500,000                              | 962,000  | -                            | 500,000    | 462,000   |
| 10260       | Terminal A Facility Start Up                       | 12    | 668,000                       | 318,000               | 350,000                              | 668,000  | -                            | 350,000    | 318,000   |
| 10287       | ARFF Bunk Renovations                              | 12    | 60,000                        | 60,000                | -                                    | 60,000   | -                            | 60,000     | -         |
| New         | Warehouse Complex Renovation                       | 12    | 200,000                       | -                     | 200,000                              | 200,000  | -                            | 200,000    | -         |
|             | <b>AIRFIELD FACILITIES</b>                         |       |                               |                       |                                      |  |                              |            |           |
| 3092        | Runway Safety Area (RSA) Evaluation Analysis       | 12    | 190,000                       | 52,000                | -                                    | 52,000   | -                            | -          | -         |
| 3113        | Pavement Marking & Signage                         | 12    | 300,000                       | 26,000                | -                                    | 26,000   | -                            | -          | -         |
| 3149        | Pavement Management System - Airside               | 12    | 350,000                       | 168,000               | -                                    | 168,000  | -                            | -          | -         |
| 3176        | Airfield Pavement                                  | 12    | 3,400,000                     | 1,859,000             | -                                    | 1,859,000  | 500,000                      | 859,000    | 500,000   |
| 10111       | Storm Drain Replacement (South Area)               | 12    | 700,000                       | 669,000               | -                                    | 669,000  | 349,000                      | 320,000    | -         |
| 10251       | Redundant Power Feed for Airfield NAVAIDS          | 12    | 850,000                       | 400,000               | 450,000                              | 850,000  | -                            | 450,000    | 400,000   |
| New         | North Boat House Demolition                        | 12    | 350,000                       | -                     | 350,000                              | 350,000  | -                            | 350,000    | -         |

# CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

## 2014 BUDGET

## → METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

### REAGAN NATIONAL AIRPORT

| PROJ<br>NUM               | DESCRIPTION   | FUND* | TOTAL BUDGET<br>AUTHORIZATION | CARRYOVER<br>BALANCES | 2014 NEW<br>PROGRAM<br>AUTHORIZATION | CARRYOVER<br>BALANCES & 2014<br>NEW PROGRAM<br>AUTHORIZATION | ESTIMATED<br>OCT-DEC<br>2013 | 2014      | 2015-2016 |
|---------------------------|---|-------|-------------------------------|-----------------------|--------------------------------------|--|------------------------------|-----------|-----------|
| <b>PARKING FACILITIES</b> |   |       |                               |                       |                                      |  |                              |           |           |
| 3169                      | Runway 04 - Parking Lot   | 12    | 600,000                       | 45,000                | -                                    | 45,000   | -                            | -         | -         |
| 3192                      | Facility Startup - Garages                                      | 12    | 150,000                       | 150,000               | -                                    | 150,000  | -                            | -         | -         |
| 10108                     | Garage C Elevator Rehabilitation                                | 12    | 99,000                        | 99,000                | -                                    | 99,000   | 99,000                       | -         | -         |
| 10109                     | Garage A Elevator Rehabilitation                                | 12    | 551,000                       | 551,000               | -                                    | 551,000  | 551,000                      | -         | -         |
| 10110                     | Garage Seal Coat  | 12    | 125,000                       | 125,000               | -                                    | 125,000  | -                            | 125,000   | -         |
| <b>UTILITY SYSTEMS</b>    |   |       |                               |                       |                                      |  |                              |           |           |
| 3082                      | Electronic Information Modification                             | 12    | 4,495,000                     | 240,000               | -                                    | 240,000  | 190,000                      | 50,000    | -         |
| 3115                      | Radio Communication Fiber Link                                  | 12    | 175,000                       | 87,000                | -                                    | 87,000   | -                            | -         | -         |
| 3117                      | Utility Meter Automation  | 12    | 100,000                       | 24,000                | -                                    | 24,000   | -                            | -         | -         |
| 3119                      | 800 MHz Licensing Support                                       | 12    | 145,000                       | 98,000                | -                                    | 98,000   | -                            | -         | -         |
| 3144                      | Radio Projects & Misc Upgrades                                  | 12    | 315,000                       | 102,000               | -                                    | 102,000  | -                            | -         | -         |
| 3193                      | Tyson Corner Site Radio Capacity Expansion                      | 12    | 75,000                        | 75,000                | -                                    | 75,000   | -                            | -         | -         |
| 3195                      | New Authority Radio Requirements                                | 12    | 50,000                        | 10,000                | -                                    | 10,000   | -                            | -         | -         |
| 3206                      | South Sewer Pump House Rehabilitation                           | 12    | 250,000                       | 209,000               | -                                    | 209,000  | 4,000                        | 85,000    | 120,000   |
| 3207                      | Data Network Intrusion Detection System                         | 12    | 227,000                       | 15,000                | -                                    | 15,000   | -                            | -         | -         |
| 3208                      | Replace End-of-Life Storage Area Networks (SANs)                | 12    | 410,000                       | 410,000               | -                                    | 410,000  | -                            | -         | -         |
| 3210                      | Radio System UPS Replacement Program                            | 12    | 60,000                        | 60,000                | -                                    | 60,000   | -                            | -         | -         |
| 3211                      | Supplemental Radiation System (SRS) Upgrade                     | 12    | 65,000                        | 5,000                 | -                                    | 5,000  | -                            | -         | -         |
| 3212                      | Replace End-of-Life Uninterruptible Power Supply for IT Servers | 12    | 45,000                        | 45,000                | -                                    | 45,000   | -                            | -         | -         |
| 3213                      | Replace Cisco IT Line Modules                                   | 12    | 90,000                        | 23,000                | -                                    | 23,000   | -                            | -         | -         |
| 10112                     | Electrical Coordination Study                                   | 12    | 100,000                       | 100,000               | -                                    | 100,000  | -                            | 100,000   | -         |
| 10113                     | Cooling for Terminal B/C Electrical Substations                 | 12    | 450,000                       | 450,000               | -                                    | 450,000  | -                            | 200,000   | 250,000   |
| 10114                     | Replace Servers   | 12    | 250,000                       | 214,000               | -                                    | 214,000  | -                            | -         | -         |
| 10115                     | Exterior Electric Shop HVAC                                     | 12    | 60,000                        | 29,000                | -                                    | 29,000   | -                            | -         | -         |
| 10116                     | Flight Kitchen Fire Alarm Panel Replacement                     | 12    | 150,000                       | 150,000               | -                                    | 150,000  | -                            | 150,000   | -         |
| 10117                     | Upgrade Local Area Network (LAN) Backbone                       | 12    | 175,000                       | 175,000               | -                                    | 175,000  | -                            | -         | -         |
| 10118                     | Optical Cable (OC)-48 Bandwidth Upgrade Between IAD and DCA     | 12    | 35,000                        | 35,000                | -                                    | 35,000   | -                            | -         | -         |
| 10119                     | Radio Local Area Network (RLAN) Switch Replacement Program      | 12    | 125,000                       | 51,000                | -                                    | 51,000   | -                            | -         | -         |
| 10120                     | Compliance with New FCC Mandatory Narrowband Radio Requirements | 12    | 100,000                       | 71,000                | -                                    | 71,000   | -                            | -         | -         |
| 10121                     | Telecommunications Battery Back Up Replacement                  | 12    | 115,000                       | 78,000                | -                                    | 78,000   | -                            | -         | -         |
| 10122                     | Radio System UPS Replacement Program                            | 12    | 60,000                        | 60,000                | -                                    | 60,000   | -                            | -         | -         |
| 10123                     | Supplemental Radiation System (SRS) Major Component Replacement | 12    | 65,000                        | 17,000                | -                                    | 17,000   | -                            | -         | -         |
| 10228                     | Supplemental Radiation System (SRS)                             | 12    | 50,000                        | -                     | 50,000                               | 50,000   | -                            | 50,000    | -         |
| New                       | Replace Terminal A Gas Fired Boiler                             | 12    | 600,000                       | -                     | 600,000                              | 600,000  | -                            | 600,000   | -         |
| <b>OTHER</b>              |   |       |                               |                       |                                      |  |                              |           |           |
| 3014                      | Commercial Program Investment                                   | 12    | 3,796,000                     | 1,506,000             | 150,000                              | 1,656,000  | 31,000                       | 1,100,000 | 525,000   |
| 3036                      | Noise Abatement   | FG    | 1,429,000                     | 26,000                | -                                    | 26,000   | -                            | -         | -         |
| 3061                      | Capital Equipment & Facility Repair Projects                    | 12    | 3,338,000                     | 217,000               | -                                    | 217,000  | -                            | 217,000   | -         |
| 3073                      | Snow Removal Program  | 12    | 2,463,000                     | 1,980,000             | -                                    | 1,980,000  | -                            | -         | 1,980,000 |
| 3084                      | Public Safety Capital Equipment                                 | 12    | 408,000                       | 185,000               | -                                    | 185,000  | -                            | -         | -         |

# CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

## 2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

### REAGAN NATIONAL AIRPORT

| PROJ<br>NUM   | DESCRIPTION   | FUND* | TOTAL BUDGET<br>AUTHORIZATION | CARRYOVER<br>BALANCES | 2014 NEW<br>PROGRAM<br>AUTHORIZATION | CARRYOVER<br>BALANCES & 2014<br>NEW PROGRAM<br>AUTHORIZATION | EXPENDITURES                 |                      |                     |
|---|---|-------|-------------------------------|-----------------------|--------------------------------------|--|------------------------------|----------------------|---------------------|
|   |   |       |                               |                       |                                      |  | ESTIMATED<br>OCT-DEC<br>2013 | 2014                 | 2015-2016           |
| <b>OTHER (continued)</b>                            |   |       |                               |                       |                                      |  |                              |                      |                     |
| 3102  | Environmental Compliance Program                                  | 12    | 2,714,000                     | 546,000               | -                                    | 546,000  | 113,000                      | 233,000              | 200,000             |
| 3128  | Planning/Programming Studies                                      | 12    | 1,050,000                     | 686,000               | -                                    | 686,000  | 108,000                      | 578,000              | -                   |
| 3145  | Payment Card Industry (PCI) Compliance                            | 12    | 300,000                       | 54,000                | -                                    | 54,000   | -                            | -                    | -                   |
| 3150  | Information Technology Systems Enhancements                       | 12    | 502,000                       | 93,000                | -                                    | 93,000   | -                            | -                    | -                   |
| 3151  | CrashNet System Replacement                                       | 12    | 350,000                       | 58,000                | -                                    | 58,000   | -                            | -                    | -                   |
| 3154  | Arts Program  | 12    | 225,000                       | 103,000               | -                                    | 103,000  | -                            | 33,000               | 70,000              |
| 3156  | 2009 Public Safety Equipment - Regan National                     | 12    | 127,000                       | 34,000                | -                                    | 34,000   | -                            | -                    | -                   |
| 3178  | Arc Flash Hazard Analysis Study                                   | 12    | 350,000                       | 150,000               | -                                    | 150,000  | -                            | 150,000              | -                   |
| 3179  | 2010 Regan National Capital Equipment & Facility Projects         | 12    | 527,000                       | 78,000                | -                                    | 78,000   | -                            | -                    | -                   |
| 6001  | Airport Rescue and Fire Fighting (ARFF) Vehicle                   | 12    | 1,079,000                     | 54,000                | -                                    | 54,000   | -                            | -                    | -                   |
| 3184  | Equal Opportunity Program Business Diversity Program              | 12    | 96,000                        | 35,000                | -                                    | 35,000   | -                            | -                    | -                   |
| 3215  | Capital Equipment and Facility Projects                           | 12    | 1,479,000                     | 621,000               | -                                    | 621,000  | -                            | 400,000              | 221,000             |
| 3216  | Parking Operations Shuttle Buses (4)                              | 12    | 1,600,000                     | 83,000                | -                                    | 83,000   | -                            | -                    | -                   |
| 3217  | Public Safety - Mobile Command Post Vehicle                       | 12    | 1,100,000                     | 921,000               | -                                    | 921,000  | 921,000                      | -                    | -                   |
| 3218  | Maintenance Services Agreement for PSCC                           | 12    | 180,000                       | 180,000               | -                                    | 180,000  | -                            | -                    | -                   |
| 10124   | Public Safety Communication Center (PSCC) Supplemental HVAC       | 12    | 190,000                       | 70,000                | -                                    | 70,000   | 60,000                       | 10,000               | -                   |
| 10125   | Dedicated Fire System/Domestic Water - Williams Hydrant           | 12    | 40,000                        | 40,000                | 50,000                               | 90,000   | -                            | 90,000               | -                   |
| 10126   | Safety Management Systems (SMS)                                   | 12    | 150,000                       | 150,000               | -                                    | 150,000  | -                            | 150,000              | -                   |
| 10128   | 2012 DCA Equipment  | 12    | 1,320,000                     | 489,000               | -                                    | 489,000  | 44,000                       | 445,000              | -                   |
| 10129   | Public Safety Police Vehicles (2)                                 | 12    | 60,000                        | 6,000                 | -                                    | 6,000  | -                            | -                    | -                   |
| 10130   | Passenger Shuttle Bus (4)   | 12    | 1,600,000                     | 78,000                | -                                    | 78,000   | -                            | -                    | -                   |
| 10131   | Talking Bus Equipment Replacement                                 | 12    | 80,000                        | 80,000                | -                                    | 80,000   | -                            | 80,000               | -                   |
| 10132   | Truck, One-ton pickup, 4-wheel drive, (Diesel)                    | 12    | 58,000                        | 11,000                | -                                    | 11,000   | -                            | -                    | -                   |
| 10133   | Minivan   | 12    | 35,000                        | 35,000                | -                                    | 35,000   | -                            | 35,000               | -                   |
| 10135   | Curbside Signage for Taxi Dispatch Operation - Taxi Operations    | 12    | 100,000                       | 100,000               | -                                    | 100,000  | -                            | 100,000              | -                   |
| 10239   | ARFF Vehicle Replacement  | 12    | 1,100,000                     | -                     | 1,100,000                            | 1,100,000  | -                            | 1,100,000            | -                   |
| 10254   | DCA Security Enhancements   | 12    | 1,257,000                     | 557,000               | 700,000                              | 1,257,000  | -                            | 700,000              | 557,000             |
| 10258   | Security Identification Display Area (SIDA) APC Panel Replacement | 12    | 310,000                       | 10,000                | 300,000                              | 310,000  | -                            | 300,000              | 10,000              |
| 10261   | DCA H12 DFS Line Replacement                                      | 12    | 350,000                       | -                     | 350,000                              | 350,000  | -                            | 350,000              | -                   |
| New   | Terminal A Curbside Rehabilitation                                | 12    | 250,000                       | -                     | 250,000                              | 250,000  | -                            | 250,000              | -                   |
| New   | DCA Equipment 2014  | 12    | 580,000                       | -                     | 580,000                              | 580,000  | -                            | 580,000              | -                   |
| New   | PSD-DCA Equipment 2014  | 12    | 1,493,000                     | -                     | 1,493,000                            | 1,493,000  | -                            | -                    | 1,493,000           |
| <b>Total Reagan National Airport</b>                |   |       | <b>\$62,746,000</b>           | <b>\$22,907,000</b>   | <b>\$8,323,000</b>                   | <b>\$31,230,000</b>  | <b>\$ 5,269,000</b>          | <b>\$ 13,930,000</b> | <b>\$ 8,280,000</b> |
| <b>SUMMARY OF FUNDING SOURCE</b>                    |   |       |                               |                       |                                      |  |                              |                      |                     |
|   | Capital Fund  | 12    | \$ 61,317,000                 | \$ 22,881,000         | \$ 8,323,000                         | \$ 31,204,000  | \$ 5,269,000                 | \$ 13,930,000        | \$ 8,280,000        |
|   | Federal Grant   | FG    | 1,429,000                     | 26,000                | -                                    | 26,000   | -                            | -                    | -                   |
| <b>Total Reagan National Airport Funding Source</b> |   |       | <b>\$62,746,000</b>           | <b>\$22,907,000</b>   | <b>\$8,323,000</b>                   | <b>\$31,230,000</b>  | <b>\$ 5,269,000</b>          | <b>\$ 13,930,000</b> | <b>\$ 8,280,000</b> |

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

# CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

## 2014 BUDGET →METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

### DULLES INTERNATIONAL AIRPORT

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



# CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

## 2014 BUDGET → METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

### DULLES INTERNATIONAL AIRPORT

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

# CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

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### 2014 BUDGET DULLES INTERNATIONAL AIRPORT

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



# CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

## 2014 BUDGET DULLES INTERNATIONAL AIRPORT

### →METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

| PROJ<br>NUM  | DESCRIPTION   | FUND* | TOTAL BUDGET<br>AUTHORIZATION | CARRYOVER<br>BALANCES | 2014 NEW PROGRAM<br>AUTHORIZATION | CARRYOVER<br>BALANCES & 2014<br>NEW PROGRAM<br>AUTHORIZATION | EXPENDITURES                 |                      |                     |
|--|---|-------|-------------------------------|-----------------------|-----------------------------------|--|------------------------------|----------------------|---------------------|
|  |   |       |                               |                       |                                   |  | ESTIMATED<br>OCT-DEC<br>2013 | 2014                 | 2015-2016           |
| 10083  | OTHER (continued)   | 12    | 170,000                       | 47,000                | -                                 | 47,000   | -                            | -                    | -                   |
| 10102  | 2011 PSD Copiers  | 12    | 10,000,000                    | 10,000,000            | -                                 | 15,000,000   | -                            | 10,000,000           | 5,000,000           |
| 10149  | Authority's MetroRail Contribution for Non-PFC Eligible Costs                 | 12    | 250,000                       | 4,000                 | 5,000,000                         | 304,000  | -                            | 304,000              | -                   |
| 10157  | Roof Top Unit (RTU) Replacement Program                                       | 12    | 115,000                       | 3,000                 | -                                 | 3,000  | -                            | -                    | -                   |
| 10159  | Telecom Battery Replacement   | 12    | 95,000                        | 95,000                | -                                 | 95,000   | -                            | -                    | -                   |
| 10161  | Radio System UPS Replacement  | 12    | 2,000,000                     | 1,367,000             | -                                 | 1,367,000  | 809,000                      | 558,000              | -                   |
| 10162  | 2013 IAD Equipment  | 12    | 400,000                       | 400,000               | -                                 | 400,000  | -                            | 400,000              | -                   |
| 10165  | Mobile Command Post Vehicle (split between DCA and IAD)                       | 12    | 30,000                        | 4,000                 | -                                 | 4,000  | -                            | -                    | -                   |
| 10190  | Public Safety Police Vehicle  | 12    | 1,200,000                     | 336,000               | -                                 | 336,000  | -                            | -                    | -                   |
| 10209  | IAD Snow Melters  | 12    | 178,020                       | 56,000                | -                                 | 56,000   | -                            | 56,000               | -                   |
| 10211  | CAD2CAD Dispatch System   | 12    | 125,000                       | 122,000               | -                                 | 122,000  | -                            | 122,000              | -                   |
| 10219  | Fire Truck - Twin Agent Unit  | 12    | 250,000                       | 250,000               | -                                 | 250,000  | -                            | 250,000              | -                   |
| 10226  | Design Support Services   | 12    | 150,000                       | 150,000               | -                                 | 150,000  | 83,000                       | 67,000               | -                   |
| 10227  | Risk Mitigation Measures For Baggage Conveyance Systems                       | 12    | 2,000,000                     | 1,052,000             | -                                 | 1,052,000  | 1,052,000                    | -                    | -                   |
| 10242  | Enterprise Resource Program   | 12    | 945,000                       | 899,000               | -                                 | 899,000  | 55,000                       | 100,000              | 744,000             |
| 10241  | Dulles East Building Substation Replacement                                   | 12    | 1,500,000                     | 1,357,000             | -                                 | 1,357,000  | 122,000                      | 1,235,000            | -                   |
| 10247  | 2013 Capital Equipment and Facility Repair Projects                           | 12    | 138,000                       | 138,000               | -                                 | 138,000  | -                            | 138,000              | -                   |
| 10249  | IAD Security Area Network   | 12    | 200,000                       | 200,000               | -                                 | 200,000  | -                            | 200,000              | -                   |
| 10281  | IAD Security Camera Project C/D   | 12    | 125,000                       | 125,000               | -                                 | 125,000  | 119,000                      | 6,000                | -                   |
| 10282  | AOA Access Gate Rehabilitation  | 12    | 50,000                        | 9,000                 | -                                 | 9,000  | -                            | -                    | -                   |
| New  | Plane-Mate Passenger Transition Device and Turntable Rehabilitation           | 12    | 295,000                       | 295,000               | -                                 | 295,000  | -                            | 295,000              | -                   |
| New  | Automated Passport Control System   | 12    | 1,250,000                     | -                     | 1,250,000                         | 1,250,000  | -                            | 1,250,000            | -                   |
| New  | Lift Net Installation at Concourse A Bridge and Concourse C FIS               | 12    | 300,000                       | -                     | 300,000                           | 300,000  | -                            | 300,000              | -                   |
| New  | IAD Equipment 2014  | 12    | 1,124,000                     | -                     | 1,124,000                         | 1,124,000  | -                            | 1,124,000            | -                   |
| New  | JP Morgan Chase Fire Alarm System Replacement                                 | 12    | 100,000                       | -                     | 100,000                           | 100,000  | -                            | 100,000              | -                   |
| New  | Dulles East Building Fire Alarm System Replacement                            | 12    | 100,000                       | -                     | 100,000                           | 100,000  | -                            | 100,000              | -                   |
| New  | Ultraviolet Infrared (UVIR) Fire Detect.Retro-Cor. of Z-Gates, Conca and C-30 | 12    | 50,000                        | -                     | 50,000                            | 50,000   | -                            | 50,000               | -                   |
| New  | LFTF Water Lateral/ Hydrant/ Cistern Connection                               | 12    | 50,000                        | -                     | 50,000                            | 50,000   | -                            | 50,000               | -                   |
| New  | PSD-IAD Equipment 2014  | 12    | 1,535,000                     | -                     | 1,535,000                         | 1,535,000  | -                            | -                    | 1,535,000           |
| <b>Total Dulles International Airport</b>                |   |       | <b>\$ 180,425,020</b>         | <b>\$71,675,000</b>   | <b>\$ 19,634,000</b>              | <b>\$ 91,309,000</b>   | <b>\$ 14,640,000</b>         | <b>\$ 44,978,000</b> | <b>\$20,998,000</b> |
| <b>SUMMARY OF SOURCE FUNDS</b>                           |   |       |                               |                       |                                   |  |                              |                      |                     |
|  | Capital Fund  | 12    | \$ 180,425,020                | \$ 71,675,000         | \$ 19,634,000                     | \$ 91,309,000  | \$ 14,640,000                | \$ 44,978,000        | \$ 20,998,000       |
| <b>Total Dulles International Airport Funding Source</b> |   |       | <b>\$ 180,425,020</b>         | <b>\$71,675,000</b>   | <b>\$ 19,634,000</b>              | <b>\$ 91,309,000</b>   | <b>\$ 14,640,000</b>         | <b>\$ 44,978,000</b> | <b>\$20,998,000</b> |

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

**CAPITAL, OPERATING AND MAINTENANCE  
INVESTMENT PROGRAM**

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

**CONSOLIDATED FUNCTIONS****Other**

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

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

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

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

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

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

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

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



## 2014 BUDGET

### Metropolitan Washington Airports Authority

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

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



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

## **RONALD REAGAN WASHINGTON NATIONAL AIRPORT**

### **Roads**

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

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

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

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

### **Buildings**

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

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

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



## 2014 BUDGET

### Metropolitan Washington Airports Authority

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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 fire fighting capabilities during times of major volume losses in the system.

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

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

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

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

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

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

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

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



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

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

### **Airfield Facilities**

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

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

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

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

### **Parking Facilities**

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

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

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





## 2014 BUDGET

### Metropolitan Washington Airports Authority

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#### Utility Systems

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

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

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

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

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

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

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

#### Other

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



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

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

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

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

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

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

3178 Arc Flash Hazard Analysis Study, \$150,000. This project provides funding for the study and the identification of the flash protection boundaries and the establishment of the maximum hazard/risk categories for Reagan National's electrical power distribution system.

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

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

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

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

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





## 2014 BUDGET

### Metropolitan Washington Airports Authority

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

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

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

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

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

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

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

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

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



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

## **WASHINGTON DULLES INTERNATIONAL AIRPORT**

### **Roads**

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

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

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

3870 Guardrail Maintenance and Rehabilitation, Dulles International Airport Access Highway (DAAH), \$1,250,000. This project provides funding for a multi-year project for both routine and major corrective maintenance services for guardrail, guide cables and attenuators on the DIAAH. Work consists of upgrading sub-standard guardrails, replacing damaged guard cable and replacing rusted and weathered guardrails on overpasses and bridge abutments.

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

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

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

### **Buildings**

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



## 2014 BUDGET

### Metropolitan Washington Airports Authority

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

3743 Airports Authority-Owned Jet Bridge Modifications, \$2,500,000. This project provides funding for modifications to Airports Authority-owned gates, gate areas, and jet bridges. Work for 2014 will include roof fall protection hand rail kits, double swing door retrofits, and lift column screw shaft and motor replacements on jet bridges.

3759 Airline Space Relocation, \$860,000. This project provides funding for the Airports Authority to relocate airline tenants and/or their operational support space to accommodate new service or to make the best use of facilities.

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

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

3780 New Facility Startup, \$4,700,000. These funds will provide the resources necessary to accomplish the integration of newly-constructed facilities into existing operational systems. This multi-year program will provide a contingency source of funds for critical items outside the scope of CCP projects. The program will also provide for critical repairs to items which are discovered late in the turnover process or after start-up. The requested amount is approximately two percent of the amount of construction.

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

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

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



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

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

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

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

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

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

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

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

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

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



## 2014 BUDGET

### Metropolitan Washington Airports Authority

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

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

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

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

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

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

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

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

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

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

**Airfield Facilities**

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

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

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

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

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

**Parking Facilities**

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

**Utility Systems**

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

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



## 2014 BUDGET

### Metropolitan Washington Airports Authority

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

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

3766 Replace Electrical Feeder Laterals, \$1,650,000. This project provides funding to replace the existing main electrical feeder(s), feeder laterals, and the associated control systems, throughout IAD, that have reached the end of their useful life, demonstrate unreliable performance and/or eventual failure or show signs of danger to airport operations or employee safety.

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

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

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

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

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

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

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





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

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

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

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

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

#### **Other**

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

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

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

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





## 2014 BUDGET

### Metropolitan Washington Airports Authority

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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



## 2014 BUDGET

### Metropolitan Washington Airports Authority

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

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

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

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

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

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

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

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

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



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## CAPITAL CONSTRUCTION PROGRAM

### The Airports Authority's Master Plans

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

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

#### *Reagan National*

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

#### *Dulles International*

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

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

**Capital Construction Program**

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

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

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

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

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

**The Project Elements of the CCP in 2014**

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



### **2014 Aviation Capital Construction Program**

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

The new 2014 CCP authorization totals \$44.4 million.

**Funding Source: Bonds/Grants/PFCs**

**\$44,424,000**

New program authority for the CCP in 2014:

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

#### **List of Projects**

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

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

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



# 2014 BUDGET

## Metropolitan Washington Airports Authority

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

### Project Descriptions

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





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## RONALD REAGAN WASHINGTON NATIONAL AIRPORT 2014 CCP PROJECTS



### PROJECTS IN DESIGN

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

### PROJECTS IN CONSTRUCTION

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

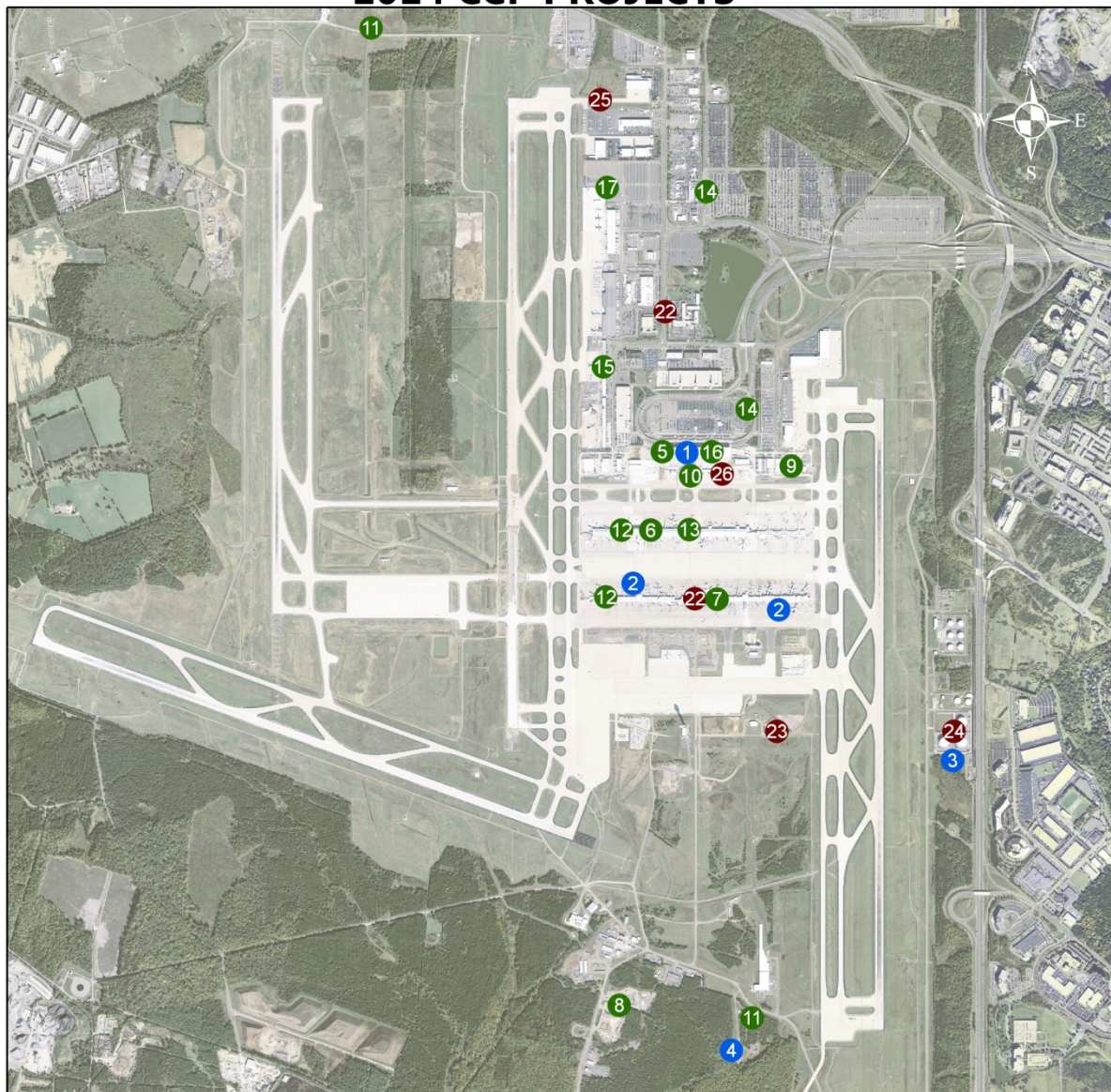
### PROJECTS COMPLETED

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





## WASHINGTON DULLES INTERNATIONAL AIRPORT 2014 CCP PROJECTS



### ● PROJECTS IN DESIGN

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

### ● PROJECTS IN CONSTRUCTION

5. Main Terminal Commissioning Phase 2
6. A380 Gate Modifications (B 42/44)
7. Concourse C/D Rehabilitation – Phase II Design
8. Maintenance Equipment Storage Building (Snow Shed)
9. High Temperature HW Generator Replacement
10. Historical ATCT Exterior Preservation
11. NextGen Public Communication System
12. MUFIDS Upgrades – Phase II Design
13. Access Control and Alarm Monitoring System Integration
14. Public Parking Rev. Control Sys. Replacement
15. Cargo Building Rehabilitation – Phase I & II
16. EBB & WBB EDS InLine High Volume Bag Screening
17. Cargo Building 7 Apron
18. Airfield Pavement Panel Replacement - Airport Wide
19. Comprehensive Airport Security System - Airport Wide
20. Deluge Fire System Surge Prevention - Airport Wide
21. Hydrant Fuel Line Improvements - Airport Wide

### ● PROJECTS COMPLETED

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

## Capital Construction Program

### 2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

#### SUMMARY

| DESCRIPTION  | TOTAL BUDGET AUTHORIZATION* | CARRYOVER BALANCES | 2014 NEW PROGRAM AUTHORIZATION | CARRYOVER BALANCES & 2014 NEW PROGRAM AUTHORIZATION | EXPENDITURES           |                |               | FUNDING SOURCE** |                |               |              |
|--|-----------------------------|--------------------|--------------------------------|---|------------------------|----------------|---------------|------------------|----------------|---------------|--------------|
|  |                             |                    |                                |   | ESTIMATED OCT-DEC 2013 | 2014           | 2015          | 2016             | BONDS          | GRANTS        | PFCs         |
| REAGAN NATIONAL AIRPORT  |                             |                    |                                |   |                        |                |               |                  |                |               |              |
| Total Reagan National Airport  | \$ 419,383,776              | \$ 143,798,286     | \$ 23,347,000                  | \$ 167,145,286                                      | \$ 13,913,787          | \$ 67,103,334  | \$ 65,376,604 | \$ 20,751,560    | \$ 114,576,286 | \$ 48,927,600 | \$ 3,641,400 |
| DULLES INTERNATIONAL AIRPORT   |                             |                    |                                |   |                        |                |               |                  |                |               |              |
| Total Dulles International Airport (excluding Dulles Metrorail contribution) | \$ 1,909,559,523            | \$ 204,368,650     | \$ 21,077,000                  | \$ 225,445,650                                      | \$ 36,856,491          | \$ 122,619,051 | \$ 54,412,966 | \$ 11,557,142    | \$ 154,646,319 | \$ 68,805,837 | \$ 1,993,494 |
| Capitalized Interest   | \$ -                        | \$ 16,702,523      | \$ -                           | \$ 16,702,523                                       | \$ -                   | \$ 9,470,851   | \$ 5,695,521  | \$ 1,536,151     | \$ 16,702,523  | \$ -          | \$ -         |
| TOTAL METROPOLITAN WASHINGTON AIRPORTS AUTHORITY                             | \$2,328,943,299             | \$364,869,459      | \$ 44,424,000                  | \$ 409,293,459                                      | \$50,770,278           | \$199,193,236  | \$125,485,091 | \$ 33,844,853    | \$ 285,925,128 | \$117,733,437 | \$ 5,634,894 |

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

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

# Capital Construction Program

## 2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

### REAGAN NATIONAL AIRPORT

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

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

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



# Capital Construction Program

## 2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

### DULLES INTERNATIONAL AIRPORT

| PROJ.<br>NUM        | DESCRIPTION  | TOTAL BUDGET<br>AUTHORIZATION* | CARRYOVER<br>BALANCES | 2014 NEW PROGRAM<br>AUTHORIZATION | CARRYOVER<br>BALANCES & 2014<br>NEW PROGRAM<br>AUTHORIZATION | EXPENDITURES                 |            |            |           | FUNDING SOURCE** |            |           |
|---------------------|--|--------------------------------|-----------------------|-----------------------------------|--|------------------------------|------------|------------|-----------|------------------|------------|-----------|
|                     |  |                                |                       |                                   |  | ESTIMATED<br>OCT-DEC<br>2013 | 2014       | 2015       | 2016      | BONDS            | GRANTS     | PFCs      |
| BUILDINGS           |  |                                |                       |                                   |  |                              |            |            |           |                  |            |           |
| 3559                | Security Mezzanine and Main Tml. AeroTrain Station, Pkg.6          | \$ 524,283,497                 | \$ 167,913            | \$ -                              | \$ 167,913   | \$ 72,956                    | \$ 94,957  | \$ -       | \$ -      | \$ 167,913       | \$ -       | \$ -      |
| 3561                | Concourse B West Expansion   | 115,248,000                    | 450,020               | -                                 | 450,020  | -                            | 450,020    | -          | -         | 450,020          | -          | -         |
| 3696                | Conveyor and Building Changes for Inline Baggage Screening         | 262,333,000                    | 86,352,854            | -                                 | 86,352,854   | 17,898,945                   | 46,181,875 | 14,163,581 | 8,108,453 | 21,588,214       | 64,764,641 | -         |
| 3697                | Concourse C/D Rehabilitation                                       | 66,656,000                     | 8,887,751             | 2,437,000                         | 11,324,751   | 2,576,776                    | 4,603,150  | 3,775,067  | 369,758   | 11,324,751       | -          | -         |
| 3720                | Airport AOA Security Cameras                                       | 5,966,081                      | 81                    | -                                 | 81   | -                            | -          | -          | -         | 81               | -          | -         |
| 3722                | Concourse Modifications for Airbus A-380                           | 9,244,000                      | 4,770,575             | 120,000                           | 4,890,575  | 392,324                      | 4,014,674  | 483,577    | -         | 4,890,575        | -          | -         |
| 3748                | International Arrivals Building (IAB) Exp.                         | 145,221,197                    | 1,993,494             | -                                 | 1,993,494  | 718,784                      | 943,031    | 331,679    | -         | -                | -          | 1,993,494 |
| 3865                | Gates A27-A31 (B27-B31) Sterile Corridor Restoration               | 1,135,806                      | 54,861                | -                                 | 54,861   | -                            | 54,861     | -          | -         | 54,861           | -          | -         |
| 3914                | Historic ATCT Exterior Preservation Phase 1B                       | 6,773,000                      | 6,065,852             | -                                 | 6,065,852  | 800,921                      | 3,890,646  | 1,374,285  | -         | 6,065,852        | -          | -         |
| 3915                | Main Terminal Commissioning Phase 2                                | 5,183,000                      | 2,487,378             | -                                 | 2,487,378  | 1,280,340                    | 1,207,038  | -          | -         | 2,487,378        | -          | -         |
| 3918                | Unmanned Exit Doors at Bag Claim Level                             | 347,769                        | 18,690                | -                                 | 18,690   | 18,690                       | -          | -          | -         | 18,690           | -          | -         |
| 3919                | Cargo Bldg. Rehabilitation - Phase 1                               | 3,643,000                      | 1,182,920             | -                                 | 1,182,920  | 584,190                      | 598,730    | -          | -         | 1,182,920        | -          | -         |
| 10230               | Cargo Building Rehabilitation - Phase 1 and 2                      | 3,292,000                      | 2,931,224             | -                                 | 2,931,224  | 77,019                       | 2,854,205  | -          | -         | 2,931,224        | -          | -         |
| AIRFIELD FACILITIES |  |                                |                       |                                   |  |                              |            |            |           |                  |            |           |
| 3570                | Fourth Runway & Associated Taxiways                                | 242,241,138                    | 541,196               | -                                 | 541,196  | 191,735                      | 349,461    | -          | -         | 541,196          | -          | -         |
| 3629                | Concourse B Apron Paving   | 3,695,000                      | 725,000               | -                                 | 725,000  | -                            | 725,000    | -          | -         | 725,000          | -          | -         |
| 3635                | Airfield Pavement Panel Replacement                                | 61,898,000                     | 988,157               | -                                 | 988,157  | 85,000                       | 903,157    | -          | -         | 988,157          | -          | -         |
| 10292               | Cargo Building 7 Apron (GA Parking)                                | 7,800,000                      | 700,000               | 7,100,000                         | 7,800,000  | 99,960                       | 2,445,434  | 5,254,606  | -         | 7,800,000        | -          | -         |
| 3781                | Future Runway 1C-19C&Future Taxiways W&W1                          | 44,849,858                     | 4,555                 | -                                 | 4,555  | -                            | -          | -          | 4,555     | 4,555            | -          | -         |
| 3838                | Fourth Runway Maintenance Equipment                                | 10,834,000                     | 785,179               | -                                 | 785,179  | -                            | 785,179    | -          | -         | 785,179          | -          | -         |
| 10089               | Proposed Taxiways Improvements (Hangar Facility)                   | 5,855,269                      | 1,671,533             | -                                 | 1,671,533  | 351,255                      | 1,320,278  | -          | -         | 1,671,533        | -          | -         |
| 10090               | Airfield Pavement Panel Replacement                                | 22,823,000                     | 13,249,590            | 5,905,000                         | 19,154,590   | 2,560,316                    | 14,535,872 | 2,058,403  | -         | 19,154,590       | -          | -         |
| 10221               | Hydrant Fuel Line Improvements                                     | 5,354,000                      | 5,328,831             | -                                 | 5,328,831  | 307,332                      | 4,056,125  | 965,374    | -         | 5,328,831        | -          | -         |
| NEW                 | Hydrant Fueling Cathodic Protection System (Concourse A/B)         | 600,000                        | -                     | 600,000                           | 600,000  | -                            | 157,400    | 442,600    | -         | 600,000          | -          | -         |
| PARKING FACILITIES  |  |                                |                       |                                   |  |                              |            |            |           |                  |            |           |
| 10091               | Public Parking Rev Control Sys Replacement                         | 11,915,000                     | 6,915,493             | 4,915,000                         | 11,830,493   | 65,491                       | 5,915,246  | 5,849,756  | -         | 11,830,493       | -          | -         |
| UTILITY SYSTEMS     |  |                                |                       |                                   |  |                              |            |            |           |                  |            |           |
| 3536                | Utility Systems Planning & Programming                             | 469,000                        | 109,119               | -                                 | 109,119  | -                            | 57,000     | 52,119     | -         | 109,119          | -          | -         |
| 3655                | Special System - Tie-ins and Upgrades                              | 19,332,000                     | 828,775               | -                                 | 828,775  | -                            | 828,775    | -          | -         | 828,775          | -          | -         |
| 3726                | Jet Fuel Pipeline - Fuel Settling Tank Farm                        | 82,257,457                     | 771,162               | -                                 | 771,162  | 446,635                      | 324,528    | -          | -         | 771,162          | -          | -         |
| 3795                | Domestic Water Pump System Renovation                              | 651,112                        | 10,662                | -                                 | 10,662   | -                            | -          | -          | -         | 10,662           | -          | -         |
| 3841                | Maintenance Equipment Storage Building                             | 8,166,650                      | 5,563,417             | -                                 | 5,563,417  | 2,689,328                    | 2,874,089  | -          | -         | 5,563,417        | -          | -         |
| 3920                | High Temperature Hot Water Gen. Replacement                        | 13,174,895                     | 7,980,973             | -                                 | 7,980,973  | 2,078,588                    | 5,902,385  | -          | -         | 7,980,973        | -          | -         |
| 3921                | Comprehensive Electrical Utility Critical Rehabilitation - Phase 1 | 5,204,000                      | 3,420,324             | -                                 | 3,420,324  | 1,123,910                    | 1,106,432  | 1,189,982  | -         | 3,420,324        | -          | -         |
| 4851                | Radio Program Upgrades   | 15,454,000                     | 573,714               | -                                 | 573,714  | -                            | -          | -          | 573,714   | 573,714          | -          | -         |
| 10092               | Domestic Water Distribution System Integration                     | 763,000                        | 160,011               | -                                 | 160,011  | 160,011                      | -          | -          | -         | 160,011          | -          | -         |
| 10248               | Access Control & Alarm Monitoring System Integration               | 1,473,000                      | 1,468,112             | -                                 | 1,468,112  | 15,000                       | 218,538    | 1,234,574  | -         | 1,468,112        | -          | -         |
| 10222               | Dedicated Fire System Surge Prevention                             | 1,100,000                      | 1,092,141             | -                                 | 1,092,141  | 108,785                      | 905,689    | 77,667     | -         | 1,092,141        | -          | -         |

## Capital Construction Program

### 2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

#### DULLES INTERNATIONAL AIRPORT

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

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

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

**CAPITAL CONSTRUCTION PROGRAM**

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

**RONALD REAGAN WASHINGTON NATIONAL AIRPORT****Roads**

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

**Buildings**

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

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

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

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

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





## 2014 BUDGET

### Metropolitan Washington Airports Authority

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

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

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

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

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

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

### **Airfield**

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



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

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

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

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

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

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

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

## **Parking Facilities**

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



## Utility Systems

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

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

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

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

## Other

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

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

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



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

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

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

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



## WASHINGTON DULLES INTERNATIONAL AIRPORT

### Buildings

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

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

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

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

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

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

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

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



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

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

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

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

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

10230 Cargo Building Rehabilitation – Phases 1 and 2, \$3,292,000. This project provides for a multi-phase project to rehabilitate Cargo Buildings 1, 2, 3, and 4. Scope includes life safety requirements, deteriorating roofs and canopies.

## **Airfield**

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

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



## 2014 BUDGET

### Metropolitan Washington Airports Authority

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

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

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

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

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

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

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

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



**Parking**

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

**Utility Systems**

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

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

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

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

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

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

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





## 2014 BUDGET

### Metropolitan Washington Airports Authority

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

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

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

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

#### **Other**

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

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

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

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



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

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

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

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

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

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

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

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



## 2014 BUDGET

### Metropolitan Washington Airports Authority

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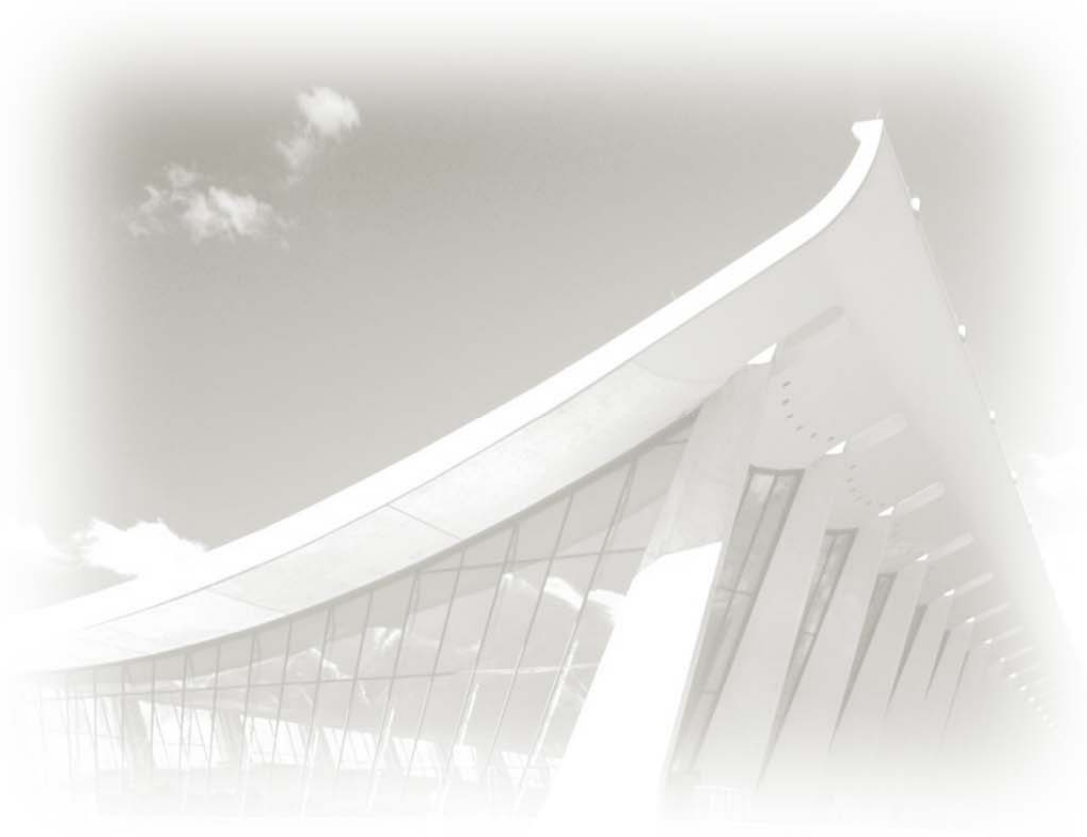
found, the general procedure is to dispose of the soil at a state permitted treatment facility or accomplish on-site remediation. The project also addresses any remedial environmental compliance action required.

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

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

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

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



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## **DULLES CORRIDOR OPERATIONS**

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

### **DULLES TOLL ROAD**

#### **Transfer History**

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



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

### **Dulles Toll Road Description**

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

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

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

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



## 2014 BUDGET

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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 E-ZPass system used by surrounding states for ETC. Toll revenues will be used to pay all operations and maintenance expenses of the Toll Road and to fund the various reserve and debt service funds.

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

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

### **DULLES CORRIDOR METRORAIL PROJECT**

#### **Overview**

##### *Dulles Corridor Metrorail Project*

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

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

##### *Phase 1*

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



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

#### *Phase 2*

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

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

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

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

#### *Other Dulles Corridor Capital Improvements*

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





## 2014 BUDGET

### Metropolitan Washington Airports Authority

#### 2014 DULLES CORRIDOR OPERATING REVENUES AND INTEREST INCOME

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

#### 2014 DULLES CORRIDOR OPERATION AND MAINTENANCE PROGRAM

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

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

- The 2014 Budget for the Dulles Corridor Enterprise Fund includes the Dulles Toll Road, the Dulles Corridor Metrorail Project, and other Corridor improvements. The Dulles Corridor Enterprise Fund Budget was prepared after review of expected toll collections, operating expenses, and capital requirements. Effective October 1, 2009, all operations related to the Dulles Toll Road are performed by Airports Authority employees and all contracts are administered by Airports Authority employees, including Public Safety.
- A cost allocation plan allocates the costs of staff and other shared operational costs that have duties in both the Aviation Enterprise and Dulles Corridor Enterprise Funds.



# STATEMENT OF OPERATIONS

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

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

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

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



## 2014 BUDGET

### Metropolitan Washington Airports Authority

#### DULLES TOLL ROAD

##### Operating Expenses\*

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

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

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

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

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

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

\* Does not include cost allocation.



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### DULLES CORRIDOR RENEWAL AND REPLACEMENT PROGRAM

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

#### Renewal and Replacement Program

**\$1,425,000**

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



# 2014 BUDGET

## Metropolitan Washington Airports Authority

### RENEWAL AND REPLACEMENT PROGRAM

| PROJ<br>NUM. | DESCRIPTION   | TOTAL<br>BUDGET<br>AUTHORIZATION | CARRYOVER<br>BALANCES | 2014 NEW<br>PROGRAM<br>AUTHORIZATION | CARRY-OVER<br>BALANCES &<br>2014 NEW<br>PROGRAM<br>AUTHORIZATION | EXPENDITURES<br>2014 | 2015 - 2018<br>PLAN  | 2015-2018 PLAN - EXPENDITURES |                     |                     |                     |
|--------------|---|----------------------------------|-----------------------|--------------------------------------|--|----------------------|----------------------|-------------------------------|---------------------|---------------------|---------------------|
|              |   |                                  |                       |                                      |  |                      |                      | 2015                          | 2016                | 2017                | 2018                |
| 5001         | <b>BRIDGE AND STRUCTURAL REHABILITATION</b>           | \$                               | \$                    | \$                                   | \$   | \$                   | \$                   | \$                            | \$                  | \$                  | \$                  |
| 5024         | Bridges, Structures and Canopy Repairs                | 1,575,000                        | 56,628                | 350,000                              | 406,628  | 406,628              | 2,000,000            | 1,000,000                     | -                   | 1,000,000           | -                   |
| 5025         | Erosion Repairs                                       | 1,361,000                        | 678,203               | -                                    | 678,203  | -                    | 1,078,203            | 778,203                       | 100,000             | 100,000             | 100,000             |
| 10007        | Federal Highways Bridge Inspection                    | 100,000                          | 21,000                | -                                    | 21,000   | 21,000               | 200,000              | 100,000                       | -                   | 100,000             | -                   |
|              | Betterment-Beulah Road Bridge                         | 700,000                          | 700,000               | -                                    | 700,000  | 700,000              | -                    | -                             | -                   | -                   | -                   |
|              | Subtotal Bridge and Structural Restoration            | 3,736,000                        | 1,455,831             | 350,000                              | 1,805,831  | 1,127,628            | 3,278,203            | 1,878,203                     | 100,000             | 1,200,000           | 100,000             |
| 5004         | <b>SOUND WALL REPAIR</b>                              |                                  |                       |                                      |  |                      |                      |                               |                     |                     |                     |
|              | Repair of Sound Walls                                 | 550,000                          | 437,859               | -                                    | 437,859  | 437,859              | 200,000              | 50,000                        | 50,000              | 50,000              | 50,000              |
|              | Subtotal Sound Wall Repair                            | 550,000                          | 437,859               | -                                    | 437,859  | 437,859              | 200,000              | 50,000                        | 50,000              | 50,000              | 50,000              |
| 5005         | <b>ROADWAY AND PAVEMENT REHABILITATION</b>            |                                  |                       |                                      |  |                      |                      |                               |                     |                     |                     |
|              | Dulles Toll Road Pavement Repairs                     | 2,000,000                        | 772,126               | -                                    | 772,126  | 772,126              | 2,000,000            | 500,000                       | 500,000             | 500,000             | 500,000             |
|              | Subtotal Pavement Repairs                             | 2,000,000                        | 772,126               | -                                    | 772,126  | 772,126              | 2,000,000            | 500,000                       | 500,000             | 500,000             | 500,000             |
| 5006         | <b>ROADSIDE</b>                                       |                                  |                       |                                      |  |                      |                      |                               |                     |                     |                     |
| 5007         | Guardrail, Traffic Barrier and Fencing Rehabilitation | 1,000,000                        | 584,260               | 100,000                              | 684,260  | 684,260              | -                    | -                             | -                   | -                   | -                   |
|              | Attenuator Rehabilitation                             | 250,000                          | 774                   | -                                    | 774  | 774                  | -                    | -                             | -                   | -                   | -                   |
|              | Subtotal Roadside                                     | 1,250,000                        | 585,034               | 100,000                              | 685,034  | 685,034              | -                    | -                             | -                   | -                   | -                   |
| 5008         | <b>SIGNING AND LIGHTING</b>                           |                                  |                       |                                      |  |                      |                      |                               |                     |                     |                     |
|              | Authority Identification Signage                      | 150,000                          | 150,000               | -                                    | 150,000  | 150,000              | -                    | -                             | -                   | -                   | -                   |
| 5009         | Roadway Sign Replacement and Rehabilitation           | 900,000                          | 516,383               | -                                    | 516,383  | 516,383              | 800,000              | 200,000                       | 200,000             | 200,000             | 200,000             |
| 5010         | Street/Plaza Lighting Rehabilitation                  | 310,000                          | 284,809               | -                                    | 284,809  | 284,809              | 280,000              | 70,000                        | 70,000              | 70,000              | 70,000              |
| 5011         | Sign Lighting   | 315,000                          | 249,813               | -                                    | 249,813  | 249,813              | 400,000              | 100,000                       | 100,000             | 100,000             | 100,000             |
|              | Subtotal Signing and Lighting                         | 1,675,000                        | 1,201,005             | -                                    | 1,201,005  | 1,201,005            | 1,480,000            | 370,000                       | 370,000             | 370,000             | 370,000             |
| 5012         | <b>ROADWAY MAINTENANCE</b>                            |                                  |                       |                                      |  |                      |                      |                               |                     |                     |                     |
|              | Landscape Maintenance                                 | 510,000                          | 200,492               | 100,000                              | 300,492  | 300,492              | 800,000              | 200,000                       | 200,000             | 200,000             | 200,000             |
|              | Subtotal Roadway Maintenance                          | 510,000                          | 200,492               | 100,000                              | 300,492  | 300,492              | 800,000              | 200,000                       | 200,000             | 200,000             | 200,000             |
| 5014         | <b>TECHNOLOGY</b>                                     |                                  |                       |                                      |  |                      |                      |                               |                     |                     |                     |
| 10213        | Communications/Data                                   | 360,000                          | 241,313               | -                                    | 241,313  | 241,313              | 200,000              | 50,000                        | 50,000              | 50,000              | 50,000              |
| 10188        | Cameras   | 100,000                          | 100,000               | 50,000                               | 150,000  | 150,000              | -                    | -                             | -                   | -                   | -                   |
|              | Herndon Monroe Toll Revenue Collection System         | 282,000                          | 282,000               | -                                    | 282,000  | 282,000              | -                    | -                             | -                   | -                   | -                   |
|              | Subtotal Technology                                   | 742,000                          | 623,313               | 50,000                               | 673,313  | 673,313              | 200,000              | 50,000                        | 50,000              | 50,000              | 50,000              |
| 5015         | <b>OPERATIONAL STUDIES</b>                            |                                  |                       |                                      |  |                      |                      |                               |                     |                     |                     |
|              | Corridor Safety Study                                 | 200,000                          | 200,000               | -                                    | 200,000  | 200,000              | 180,000              | -                             | 60,000              | 60,000              | 60,000              |
| 5016         | Revenue Collection Security Study                     | 145,576                          | 145,576               | -                                    | 145,576  | 145,576              | -                    | -                             | -                   | -                   | -                   |
| 5017         | Bridge/Structural Management System Program           | 210,000                          | 103,100               | -                                    | 103,100  | 103,100              | 120,000              | 30,000                        | 30,000              | 30,000              | 30,000              |
| 5018         | Other Planning and Programming                        | 350,000                          | 313,630               | 75,000                               | 388,630  | 388,630              | 100,000              | 25,000                        | 25,000              | 25,000              | 25,000              |
|              | Subtotal Operational Studies                          | 905,576                          | 762,306               | 75,000                               | 837,306  | 837,306              | 400,000              | 55,000                        | 115,000             | 115,000             | 115,000             |
| 5019         | <b>ADMIN BUILDING/TOLL BOOTHS</b>                     |                                  |                       |                                      |  |                      |                      |                               |                     |                     |                     |
|              | Electrical Admin Bldg. Generator                      | 950,000                          | 309,539               | -                                    | 309,539  | 309,539              | -                    | -                             | -                   | -                   | -                   |
| 5026         | Code Compliance - Electrical Room                     | 400,000                          | 157,530               | -                                    | 157,530  | 157,530              | -                    | -                             | -                   | -                   | -                   |
| 5020         | HVAC  | 700,000                          | 196,763               | -                                    | 196,763  | 196,763              | -                    | -                             | -                   | -                   | -                   |
| 5027         | Main Plaza Revenue Collection Tunnel Assessment       | 100,000                          | 56,370                | -                                    | 56,370   | 56,370               | -                    | -                             | -                   | -                   | -                   |
| 5021         | Structural Repair and Rehabilitation                  | 500,000                          | 330,033               | -                                    | 330,033  | 330,033              | 200,000              | 50,000                        | 50,000              | 50,000              | 50,000              |
|              | Subtotal Admin Building                               | 2,650,000                        | 1,050,235             | -                                    | 1,050,235  | 1,050,235            | 200,000              | 50,000                        | 50,000              | 50,000              | 50,000              |
| 5022         | <b>UTILITIES</b>                                      |                                  |                       |                                      |  |                      |                      |                               |                     |                     |                     |
|              | Utility Survey and Rehabilitation                     | 800,000                          | 230,224               | 250,000                              | 480,224  | 480,224              | 550,000              | 250,000                       | 100,000             | 100,000             | 100,000             |
| 5028         | Right of Way Mapping                                  | 100,000                          | 100,000               | -                                    | 100,000  | 100,000              | -                    | -                             | -                   | -                   | -                   |
|              | Subtotal Utilities                                    | 900,000                          | 330,224               | 250,000                              | 580,224  | 580,224              | 550,000              | 250,000                       | 100,000             | 100,000             | 100,000             |
| 10171        | <b>OTHER</b>  |                                  |                       |                                      |  |                      |                      |                               |                     |                     |                     |
| 10172        | Claim Reserve 2014 Contribution                       | 1,300,000                        | 1,300,000             | 200,000                              | 1,500,000  | 1,500,000            | 1,500,000            | -                             | -                   | -                   | 1,500,000           |
|              | Emergency Snow Removal Reserve 2014 Contribution      | 1,200,000                        | 1,200,000             | 300,000                              | 1,500,000  | 1,500,000            | 1,500,000            | -                             | -                   | -                   | 1,500,000           |
|              | Subtotal Other  | 2,500,000                        | 2,500,000             | 500,000                              | 3,000,000  | 3,000,000            | 3,000,000            | -                             | -                   | -                   | 3,000,000           |
|              | <b>Total Dulles Corridor</b>                          | <b>\$ 17,418,576</b>             | <b>\$ 9,918,425</b>   | <b>\$ 1,425,000</b>                  | <b>\$ 11,343,425</b>   | <b>\$ 7,665,222</b>  | <b>\$ 12,108,203</b> | <b>\$ 3,403,203</b>           | <b>\$ 1,535,000</b> | <b>\$ 2,635,000</b> | <b>\$ 4,535,000</b> |



## 2014 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 2014 Renewal and Replacement Program authorization is \$1.4 million.

#### **Bridge and Structural Rehabilitation**

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

5024 Erosion Repairs, \$1,361,000. This project will provide for the repair of various areas along the Dulles Corridor that have experienced severe erosion. This work will address areas adjacent to structures and adjacent to roadway surfaces to include ditches to ensure the safety of the travelling public as well as preserving the integrity of the structure.

5025 Federal Highways Bridge Inspection, \$100,000. The Dulles Toll Road has 39 structures that are maintained and classified as bridges. Bridges and structures are required to be inspected on a scheduled basis (every two years) and are assigned a rating signifying the conditions of the structure. These inspections will determine the specific bridge repairs required.

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

#### **Sound Wall Repair**

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

#### **Roadway and Pavement Rehabilitation**

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



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

### **Roadside**

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

5007 Attenuator Rehabilitation, \$250,000. Many of the attenuators, delineators/candle stick separators at the toll booths and plazas may not be able to handle a high speed (60 mph) impact and are frequently hit and damaged. This project will repair and add lane delineation to increase system safety by limiting lane changes at decision points near the toll booths.

### **Signing and Lighting**

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

5009 Roadway Sign Replacement and Rehabilitation, \$900,000. Overhead and ground mounted signs throughout the Dulles Toll Road corridor are deteriorating due to age and weather conditions as well as being damaged from vehicular impacts. With the introduction of more modern materials, the life of the signs can be increased through replacement. This project is necessary to maintain the directional and informational standard for the current signage and provide for more efficient passage of the traveling public.

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

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





## 2014 BUDGET

### Metropolitan Washington Airports Authority

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#### **Roadway Maintenance**

5012 Landscape Maintenance, \$610,000. A number of aesthetic elements such as landscaping, bushes and trees will be maintained or replaced. Preventative maintenance in the corridor including: landscaping, mowing, graffiti removal, turf maintenance, etc., will also occur.

#### **Technology**

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

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

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

#### **Operational Studies**

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

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

5017 Bridge and Structural Management System, \$210,000. This project provides for the continued maintenance of an annual management system for the structural assessment of bridge structures. The project provides annual license fees and data maintenance of the Bridge and Structural Maintenance System program which is used to track and monitor bridge maintenance and to maintain records for the FHWA.

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



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

### **Administration Building/Toll Booths**

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

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

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

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

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

### **Utilities**

5022 Utility Survey and Rehabilitation, \$1,050,000. This project provides for the site survey and replacement of utility services that may be damaged or serving loads not related to the Dulles Toll Road. This includes but is not limited to studying electrical meters, water meters, sanitary sewer laterals and septic system locations. The electrical, water and sewer systems will be located using GPS. The condition of each system will be evaluated and any needed repairs will be made.

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



## 2014 BUDGET

### Metropolitan Washington Airports Authority

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#### **Other**

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

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



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**DULLES CORRIDOR ENTERPRISE  
CAPITAL IMPROVEMENT PROGRAM**

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

**2014 Capital Improvement Program**

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

**Other Dulles Corridor Capital Improvements**

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

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

# DULLES CORRIDOR ENTERPRISE - CAPITAL IMPROVEMENT PROGRAM

## 2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

### PROJECT DETAIL

| PROJ<br>NUM  | DESCRIPTION   | ORIGINAL TOTAL<br>BUDGET<br>AUTHORIZATION | REVISED TOTAL<br>BUDGET<br>AUTHORIZATION* | PLANNED          | CARRYOVER<br>BALANCES | 2014 NEW<br>PROGRAM<br>AUTHORIZATION | PLANNED,<br>CARRYOVER<br>BALANCES & 2014<br>NEW PROGRAM<br>AUTHORIZATION | EXPENDITURES     |                |                |                |                |                |
|--------------|---|---|---|------------------|-----------------------|--------------------------------------|--|------------------|----------------|----------------|----------------|----------------|----------------|
|              |   |   |   |                  |                       |                                      |  | 2013             | 2014           | 2015           | 2016           | 2017           | 2018 & Beyond  |
| RAIL         | RAIL PHASE I  |   |   |                  |                       |                                      |  |                  |                |                |                |                |                |
|              | Guideway and Track Elements   | \$ 552,979,500                            | \$ 614,541,000                            | \$ -             | \$ (620,000)          | \$ -                                 | \$ (620,000)   | \$ (6,327,000)   | \$ 5,707,000   | \$ -           | \$ -           | \$ -           | \$ -           |
|              | Stations, Stops, Terminals, and Intermodals   | 277,643,500                               | 349,366,000                               | -                | 96,986,000            | -                                    | 96,986,000   | 95,374,000       | 1,612,000      | -              | -              | -              | -              |
|              | Support Facilities: Yards, Shops, Admin Building  | 53,040,996                                | 74,058,000                                | -                | 52,788,000            | -                                    | 52,788,000   | 34,310,000       | 18,478,000     | -              | -              | -              | -              |
|              | Sitework and Special Conditions   | 275,614,000                               | 261,989,000                               | -                | 55,653,000            | -                                    | 55,653,000   | 37,452,000       | 18,201,000     | -              | -              | -              | -              |
|              | Systems   | 255,603,000                               | 304,308,000                               | -                | 39,711,000            | -                                    | 39,711,000   | 32,304,000       | 7,407,000      | -              | -              | -              | -              |
|              | Right-of-Way (ROW), Land and Existing Improvements  | 82,148,000                                | 61,899,000                                | -                | 5,604,000             | -                                    | 5,604,000  | 5,604,000        | -              | -              | -              | -              | -              |
|              | Vehicles (Rail Cars and Support Vehicles)   | 163,725,000                               | 194,649,000                               | -                | 137,306,000           | -                                    | 137,306,000  | 25,639,000       | 39,084,000     | 55,833,000     | 16,750,000     | -              | -              |
|              | Professional Services   | 606,215,001                               | 806,893,000                               | -                | 87,272,000            | -                                    | 87,272,000   | 71,112,000       | 14,760,000     | 1,400,000      | -              | -              | -              |
|              | Unallocated Contingency   | 80,000,000                                | 36,584,000                                | -                | 36,584,000            | -                                    | 36,584,000   | 12,933,000       | 23,651,000     | -              | -              | -              | -              |
|              | Finance Charges   | 24,000,000                                | -   | -                | -                     | -                                    | -  | -                | -              | -              | -              | -              | -              |
|              | Escalation  | 276,517,000                               | -   | -                | -                     | -                                    | -  | -                | -              | -              | -              | -              | -              |
|              |   | Subtotal Project Cost - Phase 1           | \$ 2,647,485,997                          | \$ 2,704,287,000 | \$ -                  | \$ 511,284,000                       | \$ -   | \$ 511,284,000   | \$ 308,401,000 | \$ 128,900,000 | \$ 57,233,000  | \$ 16,750,000  | \$ -           |
|              | Concurrent Roadway Improvements (Route 7, Spring Hill Road and Emergency Crossover Enhancements. Includes Traction Power Sub Stations TPSS#7 & 9) | \$ -                                      | \$ 201,408,000                            | \$ -             | \$ 101,929,000        | \$ -                                 | \$ 101,929,000   | \$ 91,917,000    | \$ 10,012,000  | \$ -           | \$ -           | \$ -           | \$ -           |
|              | Subtotal Project Cost including Concurrent Roadway Improvements - Phase 1   | \$ 2,647,485,997                          | \$ 2,905,695,000                          | \$ -             | \$ 613,213,000        | \$ -                                 | \$ 613,213,000   | \$ 400,318,000   | \$ 138,912,000 | \$ 57,233,000  | \$ 16,750,000  | \$ -           | \$ -           |
|              | Finance Charges   | \$ 509,984,571                            | \$ 438,084,886                            | \$ -             | \$ 334,953,451        | \$ -                                 | \$ 334,953,451   | \$ 36,193,686    | \$ 75,245,000  | \$ 73,804,145  | \$ 149,710,620 | \$ -           | \$ -           |
|              | Other Cost Associated w/VDPRPT, Comprehensive Agreement & Acquisition Cost  | 50,000,000                                | 50,000,000                                | -                | 18,400,000            | -                                    | 5,239,055  | 2,500,000        | 2,739,055      | -              | -              | -              | -              |
|              | Transportation Management Plan (Rail Construction)  | -   | 12,500,000                                | -                | 5,239,055             | -                                    | 15,000,000   | -                | -              | -              | -              | -              | -              |
|              | WMATA Latent Defects Reserve  | 15,000,000                                | 15,000,000                                | -                | 15,000,000            | -                                    | 15,000,000   | -                | -              | -              | -              | -              | -              |
|              | Total - Phase 1   | \$ 3,222,470,568                          | \$ 3,421,279,886                          | \$ -             | \$ 986,805,506        | \$ -                                 | \$ 986,405,506   | \$ 439,011,686   | \$ 231,896,055 | \$ 131,037,145 | \$ 166,460,620 | \$ -           | \$ -           |
| RAIL PHASE 2 | Guideway and Track Elements   | \$ 1,126,304,000                          | \$ 408,505,000                            | \$ -             | \$ 408,505,000        | \$ -                                 | \$ 408,505,000   | \$ 2,625,000     | \$ 56,982,000  | \$ 107,373,000 | \$ 111,967,000 | \$ 116,639,000 | \$ 12,919,000  |
|              | Stations, Stops, Terminals, and Intermodals   | 725,194,000                               | 260,732,000                               | -                | 260,732,000           | -                                    | 260,732,000  | 1,380,000        | 75,221,000     | 63,573,000     | 46,713,000     | 57,236,000     | 16,609,000     |
|              | Support Facilities: Yards, Shops, Admin Building  | 261,690,000                               | 284,581,000                               | -                | 284,580,000           | -                                    | 284,580,000  | 4,630,000        | 29,414,000     | 60,192,000     | 68,192,000     | 69,419,000     | 52,733,000     |
|              | Sitework and Special Conditions   | 220,702,000                               | 438,253,000                               | -                | 438,253,000           | -                                    | 438,253,000  | 10,325,000       | 74,789,000     | 87,144,000     | 102,589,000    | 109,562,000    | 53,844,000     |
|              | Systems   | 271,784,000                               | 210,053,000                               | -                | 210,053,000           | -                                    | 210,053,000  | 695,000          | 18,337,000     | 43,512,000     | 59,254,000     | 55,442,000     | 32,813,000     |
|              | Right-of-Way (ROW), Land and Existing Improvements  | 37,435,000                                | 63,646,000                                | -                | 63,646,000            | -                                    | 63,646,000   | 7,530,000        | 9,700,000      | 15,878,000     | 16,283,000     | 13,184,000     | 1,071,000      |
|              | Vehicles (Rail Cars and Support Vehicles)   | 228,955,000                               | 213,383,000                               | -                | 187,883,000           | -                                    | 187,883,000  | -                | 16,666,000     | 17,355,000     | 45,039,000     | 40,742,000     | 68,081,000     |
|              | Professional Services   | 780,484,000                               | 523,429,000                               | -                | 438,020,000           | -                                    | 438,020,000  | 66,185,000       | 65,991,000     | 71,177,000     | 75,578,000     | 78,345,000     | 80,744,000     |
|              | Unallocated Contingency   | 178,168,000                               | 375,654,000                               | -                | 375,654,000           | -                                    | 375,654,000  | 11,697,000       | 64,272,000     | 71,571,000     | 83,959,000     | 86,443,000     | 57,712,000     |
|              | Finance Charges   | -   | -   | -                | -                     | -                                    | -  | -                | -              | -              | -              | -              | -              |
|              | Escalation (Additional Escalation - Deferred DB Start)  | -   | -   | -                | -                     | -                                    | -  | -                | -              | -              | -              | -              | -              |
|              | Airport Operations Impacts  | -   | -   | -                | -                     | -                                    | -  | -                | -              | -              | -              | -              | -              |
|              |   | Total - Phase 2                           | \$ 3,830,716,000                          | \$ 2,778,236,000 | \$ -                  | \$ 2,667,326,000                     | \$ -   | \$ 2,667,326,000 | \$ 105,067,000 | \$ 411,372,000 | \$ 537,775,000 | \$ 609,574,000 | \$ 627,012,000 |
|              | TOTAL RAIL  | \$ 7,053,186,568                          | \$ 6,199,515,886                          | \$ -             | \$ 3,654,131,506      | \$ -                                 | \$ 3,635,731,506   | \$ 544,078,686   | \$ 643,268,055 | \$ 668,812,145 | \$ 776,034,620 | \$ 627,012,000 | \$ 376,526,000 |

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

# DULLES CORRIDOR ENTERPRISE - CAPITAL IMPROVEMENT PROGRAM

## 2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

### PROJECT DETAIL

| PROJ<br>NUM  | DESCRIPTION   | TOTAL BUDGET<br>AUTHORIZATION | PLANNED**         | CARRYOVER<br>BALANCES | 2014 NEW<br>PROGRAM<br>AUTHORIZATION | PLANNED,<br>CARRYOVER<br>BALANCES & 2014<br>NEW PROGRAM<br>AUTHORIZATION | EXPENDITURES      |                   |                  |                   |
|--|---|-------------------------------|-------------------|-----------------------|--------------------------------------|--|-------------------|-------------------|------------------|-------------------|
|  |   |                               |                   |                       |                                      |  | 2014              | 2015              | 2016             | 2017              |
| <b>DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)*</b>   |   |                               |                   |                       |                                      |  |                   |                   |                  |                   |
| <b>INTERCHANGE IMPROVEMENTS, BRIDGES, AND STRUCTURES</b> |   |                               |                   |                       |                                      |  |                   |                   |                  |                   |
| 5050   | Dulles Corridor/ I-495 Interchange (Design and Construction)            | \$ 52,175,000                 | \$ -              | \$ 1,351,859          | \$ -                                 | \$ 1,351,859   | \$ -              | \$ 1,351,859      | \$ -             | \$ -              |
| 5051   | Comprehensive Corridor Interchange Study                                | 1,737,000                     | -                 | 1,432,158             | -                                    | 1,432,158  | 891,965           | 540,193           | -                | -                 |
| 5052   | Ultimate Interchange Conf. Study (Rte. 657, 28, 7, 674, 828, 602, 7100) | 250,000                       | -                 | 250,000               | -                                    | 250,000  | 250,000           | -                 | -                | -                 |
| 5052   | Ultimate Interchange Configuration Design                               | 1,250,000                     | -                 | 1,250,000             | -                                    | 1,250,000  | 500,000           | 750,000           | -                | -                 |
| 5052   | Ultimate Interchange Configuration Construction                         | -                             | 9,250,000         | -                     | -                                    | 9,250,000  | -                 | -                 | 4,250,000        | 5,000,000         |
| 5052   | <b>Subtotal Interchange Improvements, Bridges, and Structures</b>       | <b>55,412,000</b>             | <b>9,250,000</b>  | <b>4,284,017</b>      | <b>-</b>                             | <b>13,534,017</b>  | <b>1,641,965</b>  | <b>1,290,193</b>  | <b>5,601,859</b> | <b>5,000,000</b>  |
| <b>MOBILITY AND CAPACITY IMPROVEMENTS</b>                |   |                               |                   |                       |                                      |  |                   |                   |                  |                   |
| 5053   | Route 606 Widening Phase I (Design)                                     | 4,000,000                     | -                 | 3,252,000             | -                                    | 3,252,000  | 3,252,000         | -                 | -                | -                 |
| 5053   | Route 606 Widening Phase I (Construction)                               | 20,000,000                    | -                 | 20,000,000            | -                                    | 20,000,000   | 20,000,000        | -                 | -                | -                 |
| 5054   | Hunter Mill Road Widening Study   | -                             | 100,000           | -                     | -                                    | 100,000  | -                 | -                 | -                | 100,000           |
| 5054   | Hunter Mill Road Widening Design  | -                             | 800,000           | -                     | -                                    | 800,000  | -                 | -                 | -                | 800,000           |
| 5054   | Hunter Mill Road Widening Construction                                  | -                             | 4,000,000         | -                     | -                                    | 4,000,000  | -                 | -                 | -                | 4,000,000         |
| 5055   | FFX Co. Pkwy. - Reston Pkwy. Auxiliary Lane Study                       | -                             | 300,000           | -                     | -                                    | 300,000  | -                 | -                 | -                | 300,000           |
| 5055   | FFX Co. Pkwy. - Reston Pkwy. Auxiliary Lane Design                      | -                             | 800,000           | -                     | -                                    | 800,000  | -                 | -                 | -                | 800,000           |
| 5055   | FFX Co. Pkwy. - Reston Pkwy. Auxiliary Lane Construction                | -                             | 3,500,000         | -                     | -                                    | 3,500,000  | -                 | -                 | -                | 3,500,000         |
| 5056   | Reston Pkwy. - Wiehle Ave. Auxiliary Lane Study                         | -                             | 100,000           | -                     | -                                    | 100,000  | -                 | -                 | -                | 100,000           |
| 5056   | Reston Pkwy. - Wiehle Ave. Auxiliary Lane Design                        | -                             | 700,000           | -                     | -                                    | 700,000  | -                 | -                 | -                | 700,000           |
| 5056   | Reston Pkwy. - Wiehle Ave. Auxiliary Lane Construction                  | -                             | 3,500,000         | -                     | -                                    | 3,500,000  | -                 | -                 | -                | 3,500,000         |
| 5057   | Spring Hill Road Study  | -                             | 100,000           | -                     | -                                    | 100,000  | -                 | -                 | -                | 100,000           |
| NEW  | Centreville Rd. Interchange Improvements (Design and Construction)      | -                             | 5,000,000         | -                     | -                                    | 5,000,000  | -                 | -                 | -                | 5,000,000         |
| 5058   | Ramp and Ramp Terminal Operations (Study)                               | 500,000                       | -                 | 3,021                 | -                                    | 3,021  | 3,021             | -                 | -                | -                 |
| 5058   | Ramp and Ramp Terminal Operations (Design and Construction)             | 500,000                       | 1,500,000         | 500,000               | -                                    | 2,000,000  | 500,000           | -                 | 1,500,000        | -                 |
| 5058   | <b>Subtotal Mobility and Capacity Improvements</b>                      | <b>25,000,000</b>             | <b>20,400,000</b> | <b>23,755,021</b>     | <b>-</b>                             | <b>44,155,021</b>  | <b>23,755,021</b> | <b>-</b>          | <b>1,500,000</b> | <b>11,900,000</b> |
| <b>SOUND WALLS</b>                                       |   |                               |                   |                       |                                      |  |                   |                   |                  |                   |
| 5059   | Sound Wall Improvements   | 3,700,000                     | -                 | 3,700,000             | -                                    | 3,700,000  | 3,700,000         | -                 | -                | -                 |
| 5059   | Sound Wall Replacement Phase I  | 7,000,000                     | -                 | 2,492,254             | -                                    | 2,492,254  | 2,492,254         | -                 | -                | -                 |
| 5060   | New Sound Wall Phase I (Construction)                                   | 9,300,000                     | -                 | 9,076,973             | -                                    | 9,076,973  | 9,076,973         | -                 | -                | -                 |
| 5060   | New Sound Walls for Impacted Communities                                | 500,000                       | 10,300,000        | -                     | -                                    | 10,300,000   | -                 | 10,300,000        | -                | -                 |
| 5061   | Sound Wall Replacement Phase II (Design)                                | 500,000                       | -                 | 500,000               | -                                    | 500,000  | 500,000           | -                 | -                | -                 |
| 5061   | Sound Wall Replacement Phase II (Construction)                          | 4,500,000                     | -                 | 4,500,000             | 1,900,000                            | 6,400,000  | 6,400,000         | -                 | -                | -                 |
| 5061   | <b>Subtotal Sound Walls</b>   | <b>25,500,000</b>             | <b>10,300,000</b> | <b>20,269,227</b>     | <b>1,900,000</b>                     | <b>32,469,227</b>  | <b>22,169,227</b> | <b>10,300,000</b> | <b>-</b>         | <b>-</b>          |
| <b>PAVEMENT RECONSTRUCTION</b>                           |   |                               |                   |                       |                                      |  |                   |                   |                  |                   |
| 5063   | Rehabilitate Toll Road (Study)  | 200,000                       | 200,000           | -                     | -                                    | 200,000  | -                 | -                 | -                | 200,000           |
| 5063   | Rehabilitate Toll Road (Design)   | 500,000                       | 1,000,000         | 500,000               | -                                    | 1,500,000  | 300,000           | 300,000           | 300,000          | 300,000           |
| 5063   | Rehabilitate Toll Road (Construction)                                   | 15,900,000                    | 7,700,000         | 13,500,680            | -                                    | 21,200,680   | 3,700,680         | 3,500,000         | 3,500,000        | 7,000,000         |
| 5063   | <b>Subtotal Pavement Resurfacing</b>                                    | <b>16,600,000</b>             | <b>8,900,000</b>  | <b>14,000,680</b>     | <b>-</b>                             | <b>22,900,680</b>  | <b>4,000,680</b>  | <b>3,800,000</b>  | <b>3,800,000</b> | <b>7,500,000</b>  |
| <b>TECHNOLOGY AND TRAFFIC MANAGEMENT</b>                 |   |                               |                   |                       |                                      |  |                   |                   |                  |                   |
| 5065   | ITS & TMS Master Plan   | 300,000                       | -                 | 300,000               | -                                    | 300,000  | 300,000           | -                 | -                | -                 |
| 5065   | ITS & TMS Traffic Management Infrastructure (Design and Construction)   | 5,000,000                     | -                 | -                     | -                                    | -  | -                 | -                 | -                | -                 |
| 5066   | Toll Collection System  | 10,000,000                    | -                 | 19,915,713            | -                                    | 19,915,713   | 19,915,713        | -                 | -                | -                 |
| 5066   | <b>Subtotal Technology and Traffic Management</b>                       | <b>15,300,000</b>             | <b>-</b>          | <b>20,215,713</b>     | <b>-</b>                             | <b>20,215,713</b>  | <b>20,215,713</b> | <b>-</b>          | <b>-</b>         | <b>-</b>          |

# DULLES CORRIDOR ENTERPRISE - CAPITAL IMPROVEMENT PROGRAM

## 2014 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

### PROJECT DETAIL

| PROJ<br>NUM | DESCRIPTION  | TOTAL BUDGET<br>AUTHORIZATION | PLANNED**            | CARRYOVER<br>BALANCES   | 2014 NEW<br>PROGRAM<br>AUTHORIZATION | PLANNED<br>CARRYOVER<br>BALANCES & 2014<br>NEW PROGRAM<br>AUTHORIZATION | EXPENDITURES            |                       |                       |                       |
|-------------|--|-------------------------------|----------------------|-------------------------|--------------------------------------|---|-------------------------|-----------------------|-----------------------|-----------------------|
|             |  |                               |                      |                         |                                      |   | 2014                    | 2015                  | 2016                  | 2017-2019             |
|             | <b>DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)*</b>       |                               |                      |                         |                                      |   |                         |                       |                       |                       |
|             | <b>TOLL PLAZAS (MAINLANE AND RAMPS)</b>                      |                               |                      |                         |                                      |   |                         |                       |                       |                       |
| 5070        | Plaza Approach Signing and Channelization (Design)           | 300,000                       | -                    | 300,000                 | -                                    | 300,000   | 300,000                 | -                     | -                     | -                     |
| 5070        | Plaza Approach Signing and Channelization (Construction)     | 1,903,000                     | -                    | 1,903,000               | -                                    | 1,903,000   | 1,903,000               | -                     | -                     | -                     |
| 5070        | Plaza Approach Signing and Channelization (Study)            | -                             | 2,758,000            | -                       | -                                    | 2,758,000   | -                       | 2,758,000             | -                     | -                     |
| 5072        | Toll Booth and Cabinet Replacement (Design)                  | 500,000                       | -                    | 500,000                 | -                                    | 500,000   | 200,000                 | 200,000               | -                     | 100,000               |
| 5072        | Toll Booth and Cabinet Replacement (Construction)            | 9,267,000                     | 1,000,000            | 5,236,000               | -                                    | 6,236,000   | 5,236,000               | -                     | -                     | 1,000,000             |
| 5073        | Security Implementation                                      | 750,000                       | -                    | 750,000                 | -                                    | 750,000   | -                       | -                     | -                     | 750,000               |
| 5081        | DTR Admin. Bldg. Fire System (Construction)                  | 250,000                       | -                    | 70,170                  | -                                    | 70,170  | 70,170                  | -                     | -                     | -                     |
| 10174       | Main Plaza Revenue Collection Tunnel Rehabilitation          | 4,625,000                     | -                    | 4,316,998               | -                                    | 4,316,998   | 4,316,998               | -                     | -                     | -                     |
|             | <b>Subtotal Toll Plazas/Booths</b>                           | <b>17,595,000</b>             | <b>3,758,000</b>     | <b>13,076,168</b>       | -                                    | <b>16,834,168</b>   | <b>12,026,168</b>       | <b>2,958,000</b>      | -                     | <b>1,850,000</b>      |
|             | <b>SIGNING, LIGHTING, AND ROADWAY APPURTENANCES</b>          |                               |                      |                         |                                      |   |                         |                       |                       |                       |
| 5075        | Overhead and Guide Sign (Study)                              | 200,000                       | -                    | 200,000                 | -                                    | 200,000   | 200,000                 | -                     | -                     | -                     |
| 5075        | Overhead and Guide Sign (Design and Construction)            | 2,000,000                     | 3,000,000            | -                       | -                                    | 3,000,000   | -                       | -                     | 3,000,000             | -                     |
| 5076        | Sign Structure Replacement                                   | 1,000,000                     | -                    | -                       | -                                    | -   | -                       | -                     | -                     | -                     |
| 5077        | Guardrails, Barriers, Fencing (Design)                       | 200,000                       | -                    | 200,000                 | -                                    | 200,000   | 200,000                 | -                     | -                     | -                     |
| 5077        | Guardrails, Barriers, Fencing (Construction)                 | 1,800,000                     | -                    | -                       | -                                    | -   | -                       | -                     | -                     | -                     |
|             | <b>Subtotal Signing, Lighting, and Roadway Appurtenances</b> | <b>5,200,000</b>              | <b>3,000,000</b>     | <b>400,000</b>          | -                                    | <b>3,400,000</b>  | <b>400,000</b>          | -                     | <b>3,000,000</b>      | -                     |
|             | <b>OTHER</b>   |                               |                      |                         |                                      |   |                         |                       |                       |                       |
| 5078        | Engineering, NEPA Studies, CM Services                       | 4,958,000                     | 1,000,000            | 2,359,340               | 200,000                              | 3,559,340   | 2,559,340               | 1,000,000             | -                     | -                     |
| 5080        | Maintenance Storage Yard (Design)                            | 500,000                       | -                    | 500,000                 | -                                    | 500,000   | -                       | -                     | -                     | 500,000               |
| 5080        | Maintenance Storage Yard (Construction)                      | 4,500,000                     | -                    | 341,772                 | -                                    | 341,772   | -                       | -                     | -                     | 341,772               |
| 5082        | Geographic Information System                                | 346,000                       | -                    | 22,824                  | 150,000                              | 172,824   | 172,824                 | -                     | -                     | -                     |
| 5084        | Backtrack Monitoring System (Study)                          | 200,000                       | -                    | 200,000                 | -                                    | 200,000   | 200,000                 | -                     | -                     | -                     |
| 5084        | Backtrack Monitoring System (Design and Construction)        | 300,000                       | 5,500,000            | 300,000                 | -                                    | 5,800,000   | 300,000                 | 500,000               | 5,000,000             | -                     |
|             | <b>Subtotal Other</b>  | <b>10,804,000</b>             | <b>6,500,000</b>     | <b>3,723,936</b>        | <b>350,000</b>                       | <b>10,573,936</b>   | <b>3,232,164</b>        | <b>1,500,000</b>      | <b>5,000,000</b>      | <b>841,772</b>        |
|             | <b>TOTAL DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)</b>  | <b>\$ 171,411,000</b>         | <b>\$ 62,108,000</b> | <b>\$ 99,724,762</b>    | <b>\$ 2,250,000</b>                  | <b>\$ 164,082,762</b>   | <b>\$ 87,440,938</b>    | <b>\$ 19,848,193</b>  | <b>\$ 18,901,859</b>  | <b>\$ 22,091,772</b>  |
|             | <b>TOTAL DULLES CORRIDOR***</b>                              | <b>\$ 6,370,926,886</b>       | <b>\$ 62,108,000</b> | <b>\$ 3,753,856,268</b> | <b>\$ 2,250,000</b>                  | <b>\$ 3,799,814,268</b>   | <b>\$ 1,274,787,679</b> | <b>\$ 688,660,338</b> | <b>\$ 794,936,479</b> | <b>\$ 398,617,772</b> |

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

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

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

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





## **RAIL PROJECTS**

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

Guideway and Track Elements. This section includes the surface, aerial and subway/tunnel construction costs, including track work for Metrorail. Also includes costs associated with rough grading, dirt work, and concrete base where applicable.

### **Rail Phase 1 (\$349,366,000); Rail Phase 2 (\$260,732,000)**

#### Stations, Stops, Terminals and Intermodals

This section includes the stations, platforms, parking lots, access roads, parking garages, pedestrian overpasses, and support infrastructure associated with the passenger stations (e.g. bus park-and-rides, Kiss & Ride). Also includes costs associated with rough grading, excavation, station structures, enclosures, finishes, equipment, and mechanical and electrical equipment.

### **Rail Phase 1 (\$74,058,000); Rail Phase 2 (\$284,581,000)**

#### Support Facilities: Yards, Shops, Administrative Building

This section includes vehicle storage yards and maintenance buildings, office support buildings and shop equipment. Also includes costs associated with support facilities, rough grading, excavation, support structures, enclosures, finishes, equipment, and mechanical and electrical equipment. Where a support facility is associated with a station, its costs may be included with the station costs.

### **Rail Phase 1 (\$261,989,000); Rail Phase 2 (\$438,253,000)**

#### Sitework and Special Conditions

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

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

#### Systems

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

**Rail Phase 1 (\$61,899,000); Rail Phase 2 (\$63,646,000)***ROW, Land and Existing Improvements*

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

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

This section includes the costs of new Metrorail vehicles that would operate on the Dulles Corridor Metrorail Project. The vehicle cost estimates are derived from a planned WMATA procurement of rail cars.

**Rail Phase 1 (\$806,893,000); Rail Phase 2 (\$523,429,000)***Professional Services*

This section includes preliminary engineering, final design, construction management, project management, owner administration, FTA and other agency coordination, insurance, and project start-up and testing.

**Rail Phase 1 (\$36,584,000); Rail Phase 2 (\$375,654,000)***Unallocated Contingency*

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

**Rail Phase 1 (\$201,408,000)****Concurrent Roadway Improvements (Route 7 and Spring Hill Road and emergency crossover enhancements)***Route 7 and Spring Hill Road*

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



## 2014 BUDGET

### Metropolitan Washington Airports Authority

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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



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



## **DULLES CORRIDOR IMPROVEMENTS (other than Rail)**

### ***Interchange Improvement, Bridges and Structures Projects***

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

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

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

5052 Ultimate Interchange Configuration (Design and Construction), \$1,250,000 (\$9,250,000-Planned). This project is to develop preliminary design plans concurrent with NEPA documentation for the anticipated improvements. The task will utilize the traffic warrants and operational analyses performed during the study phase. This will involve preliminary engineering, NEPA documentation, and design in advance of selecting a contractor and delivery method for construction of the project. It is anticipated that one major interchange configuration design will occur every 4 to 5 years.

### **Mobility and Capacity Improvement Projects**

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



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

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

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

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

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



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

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

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

### **Sound Wall Projects**

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

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



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

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

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

### **Pavement Reconstruction**

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

### **Technology and Traffic Management**

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





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

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

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

#### **Toll Plazas (Mainline and Ramps)**

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

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



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

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

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

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

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



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

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

### **Lighting and Roadway Appurtenances**

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

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

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

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



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

**Other**

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

5080 Maintenance Storage Yard (Design and Construction), \$1,100,089. This project will be to construct the maintenance storage facility as determined in the Maintenance Storage Yard/Emergency Resource Location Study. It is anticipated that this project will include a storage facility, security fencing and lighting, parking and access.

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

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



## APPENDICES

### THE APPENDICES SECTION CONSISTS OF THE FOLLOWING:

#### Cost Allocation Plan

#### Airports Authority Facts

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

#### Airports Authority Staffing

##### Airports Authority Position Summary

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

##### New Reclassified Positions and Descriptions

#### Debt Programs

##### Aviation Debt Program

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

##### Dulles Corridor Debt Program

- Dulles Toll Road Revenue Bonds
- Variable Rate Program



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



## COST ALLOCATION PLAN

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

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

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

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

### Cost Allocation

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

| Table 5-1<br>(dollars in thousands)     | Budget<br>2014    |
|---|-------------------|
| Aviation Prior to Cost Allocation       | \$ 346,690        |
| Cost Allocation - Road                  | (5,300)           |
| Cost Allocation - Rail (Phases 1 and 2) | (4,244)           |
| <b>Total Aviation</b>                   | <b>\$ 337,146</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 to the Rail project.





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Metropolitan Washington Airports Authority

**2014 OPERATING EXPENSES COST ALLOCATION TABLES**

Table 5-2

**2014 OPERATING EXPENSES COST ALLOCATION - TOTAL**

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



Table 5-2.1

## 2014 OPERATING EXPENSES COST ALLOCATION - TOTAL CONSOLIDATED FUNCTIONS

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



# 2014 BUDGET

## Metropolitan Washington Airports Authority

Table 5-2.2

## 2014 OPERATING EXPENSES COST ALLOCATION - TOTAL DCA

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



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

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



# 2014 BUDGET

## Metropolitan Washington Airports Authority

Table 5-2.4  
2014 OPERATING EXPENSES COST ALLOCATION - DCE

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



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

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



# 2014 BUDGET

## Metropolitan Washington Airports Authority

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

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



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

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





# 2014 BUDGET

## Metropolitan Washington Airports Authority

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

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



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

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



# 2014 BUDGET

## Metropolitan Washington Airports Authority

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

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



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

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



# 2014 BUDGET

## Metropolitan Washington Airports Authority

Table 5-2.12

## 2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF BUSINESS ADMINISTRATION

|   | TOTAL<br>AUTHORITY<br>BUDGET | AVIATION ENTERPRISE         |                           | DULLES CORRIDOR ENTERPRISE                 |   | COST ALLOCATION                     |  | NET<br>DCE<br>BUDGET |
|---|------------------------------|-----------------------------|---------------------------|--|---|-------------------------------------|--|----------------------|
|   |                              | TOTAL<br>AVIATION<br>BUDGET | NET<br>AVIATION<br>BUDGET | DULLES TOLL<br>ROAD<br>DIRECT <sup>1</sup> | DULLES RAIL<br>PROJECT<br>DIRECT <sup>2</sup> | TO DULLES<br>TOLL ROAD <sup>3</sup> | TO DULLES<br>RAIL PROJECT <sup>4</sup> |                      |
| <i>(dollars in thousands)</i>                       |                              |                             |                           |  |   |                                     |  |                      |
| PERSONNEL EXPENSES                                  |                              |                             |                           |  |   |                                     |  |                      |
| Full-time Permanent                                 | \$ 3,024                     | \$ 3,024                    | \$ 3,024                  | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |
| Other than Full-time Permanent                      | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Overtime  | 3                            | 3                           | 3                         | -  | -   | -                                   | -                                      | -                    |
| Other - Personnel Compensation                      | 16                           | 16                          | (394)                     | -  | -   | 127                                 | 283                                    | 410                  |
| Personnel Compensation                              | 3,043                        | 3,043                       | 2,633                     | -  | -   | 127                                 | 283                                    | 410                  |
| Health Insurance                                    | 506                          | 506                         | 506                       | -  | -   | -                                   | -                                      | -                    |
| Life Insurance                                      | 11                           | 11                          | 11                        | -  | -   | -                                   | -                                      | -                    |
| Retirement  | 440                          | 440                         | 440                       | -  | -   | -                                   | -                                      | -                    |
| Other - Employee Benefits                           | 170                          | 170                         | 18                        | -  | -   | 48                                  | 105                                    | 152                  |
| Employee Benefits                                   | 1,127                        | 1,127                       | 975                       | -  | -   | 48                                  | 105                                    | 152                  |
| Total Personnel Expenses                            | 4,170                        | 4,170                       | 3,608                     | -  | -   | 175                                 | 388                                    | 562                  |
| TRAVEL  | 28                           | 28                          | 20                        | -  | -   | 2                                   | 5                                      | 7                    |
| LEASE AND RENTAL PAYMENTS                           |                              |                             |                           |  |   |                                     |  |                      |
| Airport Lease Payments                              | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Other - Lease and Rental Payments                   | 19                           | 19                          | 18                        | -  | -   | 1                                   | -                                      | 1                    |
| Total Lease and Rental Payments                     | 19                           | 19                          | 18                        | -  | -   | 1                                   | -                                      | 1                    |
| UTILITIES   |                              |                             |                           |  |   |                                     |  |                      |
| Electricity   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Natural Gas   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Water   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Sewerage  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Utilities                                     | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TELECOMMUNICATIONS                                  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| 45025 AVIATION DRIVE                                | 1,065                        | 1,065                       | 1,065                     | -  | -   | -                                   | -                                      | -                    |
| DULLES EAST BUILDING                                | (1,214)                      | (1,214)                     | (1,214)                   | -  | -   | -                                   | -                                      | -                    |
| SERVICES  |                              |                             |                           |  |   |                                     |  |                      |
| Custodial Services                                  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Contractual Services                                | 1,996                        | 1,996                       | 1,865                     | -  | -   | 51                                  | 80                                     | 131                  |
| Total Services                                      | 1,996                        | 1,996                       | 1,865                     | -  | -   | 51                                  | 80                                     | 131                  |
| SUPPLIES, MATERIALS AND FUELS                       |                              |                             |                           |  |   |                                     |  |                      |
| Fuels   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Supplies and Materials                              | 61                           | 61                          | 57                        | -  | -   | 2                                   | 3                                      | 5                    |
| Total Supplies, Materials and Fuels                 | 61                           | 61                          | 57                        | -  | -   | 2                                   | 3                                      | 5                    |
| INSURANCE AND RISK MANAGEMENT                       | 9,585                        | 8,785                       | 8,785                     | 800  | -   | -                                   | -                                      | 800                  |
| NONCAPITAL EQUIPMENT                                | 41                           | 41                          | 36                        | -  | -   | 2                                   | 4                                      | 6                    |
| NONCAPITAL FACILITY PROJECTS                        | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL EQUIPMENT                                   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL FACILITY PROJECTS                           | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TOTAL BUSINESS ADMINISTRATION<br>OPERATING EXPENSES | \$ 15,750                    | \$ 14,950                   | \$ 14,239                 | \$ 800                                     | \$ -  | \$ 232                              | \$ 479                                 | \$ 1,511             |



Table 5-2.13

## 2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF HUMAN RESOURCES

|   | TOTAL<br>AUTHORITY<br>BUDGET | AVIATION ENTERPRISE         |                           | DULLES CORRIDOR ENTERPRISE                 |   | COST ALLOCATION                     |  | NET<br>DCE<br>BUDGET |
|---|------------------------------|-----------------------------|---------------------------|--|---|-------------------------------------|--|----------------------|
|   |                              | TOTAL<br>AVIATION<br>BUDGET | NET<br>AVIATION<br>BUDGET | DULLES TOLL<br>ROAD<br>DIRECT <sup>1</sup> | DULLES RAIL<br>PROJECT<br>DIRECT <sup>2</sup> | TO DULLES<br>TOLL ROAD <sup>3</sup> | TO DULLES<br>RAIL PROJECT <sup>4</sup> |                      |
| (dollars in thousands)                      |                              |                             |                           |  |   |                                     |  |                      |
| PERSONNEL EXPENSES                          |                              |                             |                           |  |   |                                     |  |                      |
| Full-time Permanent                         | \$ 2,746                     | \$ 2,746                    | \$ 2,746                  | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |
| Other than Full-time Permanent              | 479                          | 479                         | 479                       | -  | -   | -                                   | -                                      | -                    |
| Overtime                                    | 4                            | 4                           | 4                         | -  | -   | -                                   | -                                      | -                    |
| Other - Personnel Compensation              | 37                           | 37                          | (182)                     | -  | -   | 142                                 | 77                                     | 219                  |
| Personnel Compensation                      | 3,265                        | 3,265                       | 3,046                     | -  | -   | 142                                 | 77                                     | 219                  |
| Health Insurance                            | 361                          | 361                         | 361                       | -  | -   | -                                   | -                                      | -                    |
| Life Insurance                              | 8                            | 8                           | 8                         | -  | -   | -                                   | -                                      | -                    |
| Retirement                                  | 412                          | 412                         | 412                       | -  | -   | -                                   | -                                      | -                    |
| Other - Employee Benefits                   | 131                          | 131                         | 68                        | -  | -   | 41                                  | 22                                     | 63                   |
| Employee Benefits                           | 912                          | 912                         | 849                       | -  | -   | 41                                  | 22                                     | 63                   |
| Total Personnel Expenses                    | 4,267                        | 4,267                       | 3,895                     | -  | -   | 183                                 | 99                                     | 282                  |
| TRAVEL                                      | 29                           | 29                          | 28                        | -  | -   | 1                                   | -                                      | 1                    |
| LEASE AND RENTAL PAYMENTS                   |                              |                             |                           |  |   |                                     |  |                      |
| Airport Lease Payments                      | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Other - Lease and Rental Payments           | 10                           | 10                          | 10                        | -  | -   | -                                   | -                                      | -                    |
| Total Lease and Rental Payments             | 10                           | 10                          | 10                        | -  | -   | -                                   | -                                      | -                    |
| UTILITIES                                   |                              |                             |                           |  |   |                                     |  |                      |
| Electricity                                 | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Natural Gas                                 | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Water                                       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Sewerage                                    | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Utilities                             | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TELECOMMUNICATIONS                          | 2                            | 2                           | -                         | -  | -   | 1                                   | 1                                      | 2                    |
| 45025 AVIATION DRIVE                        | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| DULLES EAST BUILDING                        | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| SERVICES                                    |                              |                             |                           |  |   |                                     |  |                      |
| Custodial Services                          | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Contractual Services                        | 1,654                        | 1,654                       | 1,538                     | -  | -   | 75                                  | 41                                     | 116                  |
| Total Services                              | 1,654                        | 1,654                       | 1,538                     | -  | -   | 75                                  | 41                                     | 116                  |
| SUPPLIES, MATERIALS AND FUELS               |                              |                             |                           |  |   |                                     |  |                      |
| Fuels                                       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Supplies and Materials                      | 83                           | 83                          | 80                        | -  | -   | 2                                   | 1                                      | 3                    |
| Total Supplies, Materials and Fuels         | 83                           | 83                          | 80                        | -  | -   | 2                                   | 1                                      | 3                    |
| INSURANCE AND RISK MANAGEMENT               | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL EQUIPMENT                        | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL FACILITY PROJECTS                | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL EQUIPMENT                           | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL FACILITY PROJECTS                   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TOTAL HUMAN RESOURCES<br>OPERATING EXPENSES | \$ 5,953                     | \$ 5,953                    | \$ 5,551                  | \$ -                                       | \$ -  | \$ 260                              | \$ 141                                 | \$ 402               |



# 2014 BUDGET

## Metropolitan Washington Airports Authority

Table 5-2.14

## 2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

|  | TOTAL<br>AUTHORITY<br>BUDGET | AVIATION ENTERPRISE         |                           | DULLES CORRIDOR ENTERPRISE                 |   | COST ALLOCATION                     |  | NET<br>DCE<br>BUDGET |
|--|------------------------------|-----------------------------|---------------------------|--|---|-------------------------------------|--|----------------------|
|  |                              | TOTAL<br>AVIATION<br>BUDGET | NET<br>AVIATION<br>BUDGET | DULLES TOLL<br>ROAD<br>DIRECT <sup>1</sup> | DULLES RAIL<br>PROJECT<br>DIRECT <sup>2</sup> | TO DULLES<br>TOLL ROAD <sup>3</sup> | TO DULLES<br>RAIL PROJECT <sup>4</sup> |                      |
| <i>(dollars in thousands)</i>                              |                              |                             |                           |  |   |                                     |  |                      |
| PERSONNEL EXPENSES   |                              |                             |                           |  |   |                                     |  |                      |
| Full-time Permanent  | \$ 2,619                     | \$ 2,619                    | \$ 2,619                  | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |
| Other than Full-time Permanent                             | 456                          | 456                         | 456                       | -  | -   | -                                   | -                                      | -                    |
| Overtime   | 3                            | 3                           | 3                         | -  | -   | -                                   | -                                      | -                    |
| Other - Personnel Compensation                             | 61                           | 61                          | (45)                      | -  | -   | 76                                  | 30                                     | 106                  |
| Personnel Compensation                                     | 3,139                        | 3,139                       | 3,033                     | -  | -   | 76                                  | 30                                     | 106                  |
| Health Insurance   | 278                          | 278                         | 278                       | -  | -   | -                                   | -                                      | -                    |
| Life Insurance   | 6                            | 6                           | 6                         | -  | -   | -                                   | -                                      | -                    |
| Retirement   | 352                          | 352                         | 352                       | -  | -   | -                                   | -                                      | -                    |
| Other - Employee Benefits                                  | 106                          | 106                         | 70                        | -  | -   | 26                                  | 10                                     | 36                   |
| Employee Benefits  | 743                          | 743                         | 707                       | -  | -   | 26                                  | 10                                     | 36                   |
| Total Personnel Expenses                                   | 3,882                        | 3,882                       | 3,740                     | -  | -   | 102                                 | 40                                     | 142                  |
| TRAVEL   | 23                           | 23                          | 22                        | -  | -   | 1                                   | -                                      | 1                    |
| LEASE AND RENTAL PAYMENTS                                  |                              |                             |                           |  |   |                                     |  |                      |
| Airport Lease Payments                                     | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Other - Lease and Rental Payments                          | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Lease and Rental Payments                            | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| UTILITIES  |                              |                             |                           |  |   |                                     |  |                      |
| Electricity  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Natural Gas  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Water  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Sewerage   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Utilities  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TELECOMMUNICATIONS   | 1,671                        | 1,661                       | 1,412                     | 10   | -   | 178                                 | 71                                     | 259                  |
| 45025 AVIATION DRIVE                                       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| DULLES EAST BUILDING                                       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| SERVICES   |                              |                             |                           |  |   |                                     |  |                      |
| Custodial Services   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Contractual Services                                       | 14,115                       | 14,115                      | 13,498                    | -  | -   | 367                                 | 250                                    | 617                  |
| Total Services   | 14,115                       | 14,115                      | 13,498                    | -  | -   | 367                                 | 250                                    | 617                  |
| SUPPLIES, MATERIALS AND FUELS                              |                              |                             |                           |  |   |                                     |  |                      |
| Fuels  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Supplies and Materials                                     | 1,440                        | 1,440                       | 1,425                     | -  | -   | 11                                  | 4                                      | 15                   |
| Total Supplies, Materials and Fuels                        | 1,440                        | 1,440                       | 1,425                     | -  | -   | 11                                  | 4                                      | 15                   |
| INSURANCE AND RISK MANAGEMENT                              | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL EQUIPMENT                                       | 1,208                        | 1,208                       | 1,198                     | -  | -   | 7                                   | 3                                      | 10                   |
| NONCAPITAL FACILITY PROJECTS                               | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL EQUIPMENT  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL FACILITY PROJECTS                                  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TECHNOLOGY AND<br>TELECOMMUNICATIONS<br>OPERATING EXPENSES | \$ 22,338                    | \$ 22,328                   | \$ 21,294                 | \$ 10                                      | \$ -  | \$ 665                              | \$ 369                                 | \$ 1,044             |



Table 5-2.15  
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF PUBLIC SAFETY - CF

|  |                              | AVIATION ENTERPRISE         |                           | DULLES CORRIDOR ENTERPRISE                 |   | COST ALLOCATION                     |  |                      |
|--|------------------------------|-----------------------------|---------------------------|--|---|-------------------------------------|--|----------------------|
|  | TOTAL<br>AUTHORITY<br>BUDGET | TOTAL<br>AVIATION<br>BUDGET | NET<br>AVIATION<br>BUDGET | DULLES TOLL<br>ROAD<br>DIRECT <sup>1</sup> | DULLES RAIL<br>PROJECT<br>DIRECT <sup>2</sup> | TO DULLES<br>TOLL ROAD <sup>3</sup> | TO DULLES<br>RAIL PROJECT <sup>4</sup> | NET<br>DCE<br>BUDGET |
| (dollars in thousands)                         |                              |                             |                           |  |   |                                     |  |                      |
| PERSONNEL EXPENSES                             |                              |                             |                           |  |   |                                     |  |                      |
| Full-time Permanent                            | \$ 10,414                    | \$ 10,414                   | \$ 10,414                 | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |
| Other than Full-time Permanent                 | 84                           | 84                          | 84                        | -  | -   | -                                   | -                                      | -                    |
| Overtime                                       | 514                          | 514                         | 514                       | -  | -   | -                                   | -                                      | -                    |
| Other - Personnel Compensation                 | 536                          | 536                         | 210                       | -  | -   | 326                                 | -                                      | 326                  |
| Personnel Compensation                         | 11,548                       | 11,548                      | 11,222                    | -  | -   | 326                                 | -                                      | 326                  |
| Health Insurance                               | 242                          | 242                         | 242                       | -  | -   | -                                   | -                                      | -                    |
| Life Insurance                                 | 10                           | 10                          | 10                        | -  | -   | -                                   | -                                      | -                    |
| Retirement                                     | 1,810                        | 1,810                       | 1,810                     | -  | -   | -                                   | -                                      | -                    |
| Other - Employee Benefits                      | 151                          | 151                         | 11                        | -  | -   | 139                                 | -                                      | 139                  |
| Employee Benefits                              | 2,213                        | 2,213                       | 2,074                     | -  | -   | 139                                 | -                                      | 139                  |
| Total Personnel Expenses                       | 13,761                       | 13,761                      | 13,296                    | -  | -   | 465                                 | -                                      | 465                  |
| TRAVEL   | 30                           | 30                          | 28                        | -  | -   | 2                                   | -                                      | 2                    |
| LEASE AND RENTAL PAYMENTS                      |                              |                             |                           |  |   |                                     |  |                      |
| Airport Lease Payments                         | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Other - Lease and Rental Payments              | 6                            | 6                           | 6                         | -  | -   | -                                   | -                                      | -                    |
| Total Lease and Rental Payments                | 6                            | 6                           | 6                         | -  | -   | -                                   | -                                      | -                    |
| UTILITIES                                      |                              |                             |                           |  |   |                                     |  |                      |
| Electricity                                    | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Natural Gas                                    | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Water  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Sewerage                                       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Utilities                                | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TELECOMMUNICATIONS                             | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| 45025 AVIATION DRIVE                           | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| DULLES EAST BUILDING                           | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| SERVICES                                       |                              |                             |                           |  |   |                                     |  |                      |
| Custodial Services                             | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Contractual Services                           | 663                          | 663                         | 661                       | -  | -   | 2                                   | -                                      | 2                    |
| Total Services                                 | 663                          | 663                         | 661                       | -  | -   | 2                                   | -                                      | 2                    |
| SUPPLIES, MATERIALS AND FUELS                  |                              |                             |                           |  |   |                                     |  |                      |
| Fuels  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Supplies and Materials                         | 581                          | 581                         | 575                       | -  | -   | 6                                   | -                                      | 6                    |
| Total Supplies, Materials and Fuels            | 581                          | 581                         | 575                       | -  | -   | 6                                   | -                                      | 6                    |
| INSURANCE AND RISK MANAGEMENT                  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL EQUIPMENT                           | -                            | -                           | (1)                       | -  | -   | 1                                   | -                                      | 1                    |
| NONCAPITAL FACILITY PROJECTS                   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL EQUIPMENT                              | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL FACILITY PROJECTS                      | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TOTAL PUBLIC SAFETY - CF<br>OPERATING EXPENSES | \$ 15,041                    | \$ 15,041                   | \$ 14,566                 | \$ -                                       | \$ -  | \$ 475                              | \$ -                                   | \$ 475               |





# 2014 BUDGET

## Metropolitan Washington Airports Authority

Table 5-2.16

## 2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIRPORT MANAGER - DCA

|                                      | TOTAL<br>AUTHORITY<br>BUDGET | AVIATION ENTERPRISE         |                           | DULLES CORRIDOR ENTERPRISE                 |   | COST ALLOCATION                     |  | NET<br>DCE<br>BUDGET |
|--------------------------------------|------------------------------|-----------------------------|---------------------------|--|---|-------------------------------------|--|----------------------|
|                                      |                              | TOTAL<br>AVIATION<br>BUDGET | NET<br>AVIATION<br>BUDGET | DULLES TOLL<br>ROAD<br>DIRECT <sup>1</sup> | DULLES RAIL<br>PROJECT<br>DIRECT <sup>2</sup> | TO DULLES<br>TOLL ROAD <sup>3</sup> | TO DULLES<br>RAIL PROJECT <sup>4</sup> |                      |
|                                      |                              |                             |                           |  |   |                                     |  |                      |
| <i>(dollars in thousands)</i>        |                              |                             |                           |  |   |                                     |  |                      |
| PERSONNEL EXPENSES                   |                              |                             |                           |  |   |                                     |  |                      |
| Full-time Permanent                  | \$ 583                       | \$ 583                      | 583                       | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |
| Other than Full-time Permanent       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Overtime                             | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Other - Personnel Compensation       | 8                            | 8                           | 8                         | -  | -   | -                                   | -                                      | -                    |
| Personnel Compensation               | 591                          | 591                         | 591                       | -  | -   | -                                   | -                                      | -                    |
| Health Insurance                     | 82                           | 82                          | 82                        | -  | -   | -                                   | -                                      | -                    |
| Life Insurance                       | 2                            | 2                           | 2                         | -  | -   | -                                   | -                                      | -                    |
| Retirement                           | 105                          | 105                         | 105                       | -  | -   | -                                   | -                                      | -                    |
| Other - Employee Benefits            | 43                           | 43                          | 43                        | -  | -   | -                                   | -                                      | -                    |
| Employee Benefits                    | 232                          | 232                         | 232                       | -  | -   | -                                   | -                                      | -                    |
| Total Personnel Expenses             | 823                          | 823                         | 823                       | -  | -   | -                                   | -                                      | -                    |
| TRAVEL                               | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| LEASE AND RENTAL PAYMENTS            |                              |                             |                           |  |   |                                     |  |                      |
| Airport Lease Payments               | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Other - Lease and Rental Payments    | 4                            | 4                           | 4                         | -  | -   | -                                   | -                                      | -                    |
| Total Lease and Rental Payments      | 4                            | 4                           | 4                         | -  | -   | -                                   | -                                      | -                    |
| UTILITIES                            |                              |                             |                           |  |   |                                     |  |                      |
| Electricity                          | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Natural Gas                          | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Water                                | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Sewerage                             | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Utilities                      | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TELECOMMUNICATIONS                   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| 45025 AVIATION DRIVE                 | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| DULLES EAST BUILDING                 | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| SERVICES                             |                              |                             |                           |  |   |                                     |  |                      |
| Custodial Services                   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Contractual Services                 | 690                          | 690                         | 690                       | -  | -   | -                                   | -                                      | -                    |
| Total Services                       | 690                          | 690                         | 690                       | -  | -   | -                                   | -                                      | -                    |
| SUPPLIES, MATERIALS AND FUELS        |                              |                             |                           |  |   |                                     |  |                      |
| Fuels                                | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Supplies and Materials               | 28                           | 28                          | 28                        | -  | -   | -                                   | -                                      | -                    |
| Total Supplies, Materials and Fuels  | 28                           | 28                          | 28                        | -  | -   | -                                   | -                                      | -                    |
| INSURANCE AND RISK MANAGEMENT        | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL EQUIPMENT                 | 1                            | 1                           | 1                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL FACILITY PROJECTS         | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL EQUIPMENT                    | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL FACILITY PROJECTS            | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| MAINTENANCE - DCA OPERATING EXPENSES | \$ 1,546                     | \$ 1,546                    | \$ 1,546                  | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |



Table 5-2.17  
2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF OPERATIONS - DCA

|  | TOTAL<br>AUTHORITY<br>BUDGET | AVIATION ENTERPRISE         |                           | DULLES CORRIDOR ENTERPRISE                 |   | COST ALLOCATION                     |  | NET<br>DCE<br>BUDGET |
|--|------------------------------|-----------------------------|---------------------------|--|---|-------------------------------------|--|----------------------|
|  |                              | TOTAL<br>AVIATION<br>BUDGET | NET<br>AVIATION<br>BUDGET | DULLES TOLL<br>ROAD<br>DIRECT <sup>1</sup> | DULLES RAIL<br>PROJECT<br>DIRECT <sup>2</sup> | TO DULLES<br>TOLL ROAD <sup>3</sup> | TO DULLES<br>RAIL PROJECT <sup>4</sup> |                      |
| <i>(dollars in thousands)</i>                |                              |                             |                           |  |   |                                     |  |                      |
| PERSONNEL EXPENSES                           |                              |                             |                           |  |   |                                     |  |                      |
| Full-time Permanent                          | \$ 1,948                     | \$ 1,948                    | \$ 1,948                  | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |
| Other than Full-time Permanent               | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Overtime                                     | 33                           | 33                          | 33                        | -  | -   | -                                   | -                                      | -                    |
| Other - Personnel Compensation               | 114                          | 114                         | 114                       | -  | -   | -                                   | -                                      | -                    |
| Personnel Compensation                       | 2,095                        | 2,095                       | 2,095                     | -  | -   | -                                   | -                                      | -                    |
| Health Insurance                             | 334                          | 334                         | 334                       | -  | -   | -                                   | -                                      | -                    |
| Life Insurance                               | 7                            | 7                           | 7                         | -  | -   | -                                   | -                                      | -                    |
| Retirement                                   | 317                          | 317                         | 317                       | -  | -   | -                                   | -                                      | -                    |
| Other - Employee Benefits                    | 111                          | 111                         | 111                       | -  | -   | -                                   | -                                      | -                    |
| Employee Benefits                            | 769                          | 769                         | 769                       | -  | -   | -                                   | -                                      | -                    |
| Total Personnel Expenses                     | 2,864                        | 2,864                       | 2,864                     | -  | -   | -                                   | -                                      | -                    |
| TRAVEL                                       | 11                           | 11                          | 10                        | -  | -   | -                                   | -                                      | -                    |
| LEASE AND RENTAL PAYMENTS                    |                              |                             |                           |  |   |                                     |  |                      |
| Airport Lease Payments                       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Other - Lease and Rental Payments            | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Lease and Rental Payments              | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| UTILITIES                                    |                              |                             |                           |  |   |                                     |  |                      |
| Electricity                                  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Natural Gas                                  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Water  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Sewerage                                     | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Utilities                              | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TELECOMMUNICATIONS                           | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| 45025 AVIATION DRIVE                         | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| DULLES EAST BUILDING                         | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| SERVICES                                     |                              |                             |                           |  |   |                                     |  |                      |
| Custodial Services                           | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Contractual Services                         | 3,972                        | 3,972                       | 3,972                     | -  | -   | -                                   | -                                      | -                    |
| Total Services                               | 3,972                        | 3,972                       | 3,972                     | -  | -   | -                                   | -                                      | -                    |
| SUPPLIES, MATERIALS AND FUELS                |                              |                             |                           |  |   |                                     |  |                      |
| Fuels  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Supplies and Materials                       | 56                           | 56                          | 56                        | -  | -   | -                                   | -                                      | -                    |
| Total Supplies, Materials and Fuels          | 56                           | 56                          | 56                        | -  | -   | -                                   | -                                      | -                    |
| INSURANCE AND RISK MANAGEMENT                | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL EQUIPMENT                         | 20                           | 20                          | 20                        | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL FACILITY PROJECTS                 | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL EQUIPMENT                            | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL FACILITY PROJECTS                    | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TOTAL OPERATIONS - DCA<br>OPERATING EXPENSES | \$ 6,923                     | \$ 6,923                    | \$ 6,923                  | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |



# 2014 BUDGET

## Metropolitan Washington Airports Authority

Table 5-2.18

## 2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF ENGINEERING AND MAINTENANCE - DCA

|   | TOTAL<br>AUTHORITY<br>BUDGET | AVIATION ENTERPRISE         |                           | DULLES CORRIDOR ENTERPRISE                 |   | COST ALLOCATION                     |  | NET<br>DCE<br>BUDGET |
|---|------------------------------|-----------------------------|---------------------------|--|---|-------------------------------------|--|----------------------|
|   |                              | TOTAL<br>AVIATION<br>BUDGET | NET<br>AVIATION<br>BUDGET | DULLES TOLL<br>ROAD<br>DIRECT <sup>1</sup> | DULLES RAIL<br>PROJECT<br>DIRECT <sup>2</sup> | TO DULLES<br>TOLL ROAD <sup>3</sup> | TO DULLES<br>RAIL PROJECT <sup>4</sup> |                      |
|   |                              |                             |                           |  |   |                                     |  |                      |
| <i>(dollars in thousands)</i>                     |                              |                             |                           |  |   |                                     |  |                      |
| PERSONNEL EXPENSES                                |                              |                             |                           |  |   |                                     |  |                      |
| Full-time Permanent                               | \$ 14,226                    | \$ 14,226                   | \$ 14,226                 | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |
| Other than Full-time Permanent                    | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Overtime  | 633                          | 633                         | 633                       | -  | -   | -                                   | -                                      | -                    |
| Other - Personnel Compensation                    | 341                          | 341                         | 310                       | -  | -   | 11                                  | 20                                     | 31                   |
| Personnel Compensation                            | 15,200                       | 15,200                      | 15,169                    | -  | -   | 11                                  | 20                                     | 31                   |
| Health Insurance                                  | 3,241                        | 3,241                       | 3,241                     | -  | -   | -                                   | -                                      | -                    |
| Life Insurance                                    | 70                           | 70                          | 70                        | -  | -   | -                                   | -                                      | -                    |
| Retirement  | 2,404                        | 2,404                       | 2,404                     | -  | -   | -                                   | -                                      | -                    |
| Other - Employee Benefits                         | 1,039                        | 1,039                       | 1,026                     | -  | -   | 5                                   | 8                                      | 13                   |
| Employee Benefits                                 | 6,754                        | 6,754                       | 6,741                     | -  | -   | 5                                   | 8                                      | 13                   |
| Total Personnel Expenses                          | 21,943                       | 21,943                      | 21,909                    | -  | -   | 16                                  | 28                                     | 44                   |
| TRAVEL  | 32                           | 32                          | 31                        | -  | -   | -                                   | -                                      | -                    |
| LEASE AND RENTAL PAYMENTS                         |                              |                             |                           |  |   |                                     |  |                      |
| Airport Lease Payments                            | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Other - Lease and Rental Payments                 | 22                           | 22                          | 22                        | -  | -   | -                                   | -                                      | -                    |
| Total Lease and Rental Payments                   | 22                           | 22                          | 22                        | -  | -   | -                                   | -                                      | -                    |
| UTILITIES   |                              |                             |                           |  |   |                                     |  |                      |
| Electricity                                       | 6,015                        | 6,015                       | 5,984                     | -  | -   | 11                                  | 20                                     | 31                   |
| Natural Gas                                       | 1,081                        | 1,081                       | 1,081                     | -  | -   | -                                   | -                                      | -                    |
| Water   | 918                          | 918                         | 918                       | -  | -   | -                                   | -                                      | -                    |
| Sewerage  | 1,036                        | 1,036                       | 1,036                     | -  | -   | -                                   | -                                      | -                    |
| Total Utilities                                   | 9,050                        | 9,050                       | 9,019                     | -  | -   | 11                                  | 20                                     | 31                   |
| TELECOMMUNICATIONS                                | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| 45025 AVIATION DRIVE                              | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| DULLES EAST BUILDING                              | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| SERVICES  |                              |                             |                           |  |   |                                     |  |                      |
| Custodial Services                                | 7,175                        | 7,175                       | 7,175                     | -  | -   | -                                   | -                                      | -                    |
| Contractual Services                              | 8,632                        | 8,632                       | 8,505                     | -  | -   | 45                                  | 81                                     | 126                  |
| Total Services                                    | 15,807                       | 15,807                      | 15,681                    | -  | -   | 45                                  | 81                                     | 126                  |
| SUPPLIES, MATERIALS AND FUELS                     |                              |                             |                           |  |   |                                     |  |                      |
| Fuels   | 711                          | 711                         | 711                       | -  | -   | -                                   | -                                      | -                    |
| Supplies and Materials                            | 3,425                        | 3,425                       | 3,420                     | -  | -   | 2                                   | 3                                      | 5                    |
| Total Supplies, Materials and Fuels               | 4,136                        | 4,136                       | 4,131                     | -  | -   | 2                                   | 3                                      | 5                    |
| INSURANCE AND RISK MANAGEMENT                     | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL EQUIPMENT                              | 106                          | 106                         | 106                       | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL FACILITY PROJECTS                      | 957                          | 957                         | 957                       | -  | -   | -                                   | -                                      | -                    |
| CAPITAL EQUIPMENT                                 | 633                          | 633                         | 633                       | -  | -   | -                                   | -                                      | -                    |
| CAPITAL FACILITY PROJECTS                         | 635                          | 635                         | 635                       | -  | -   | -                                   | -                                      | -                    |
| TOTAL AIRPORT MANAGER - DCA<br>OPERATING EXPENSES | \$ 53,329                    | \$ 53,329                   | \$ 53,123                 | \$ -                                       | \$ -  | \$ 74                               | \$ 131                                 | \$ 205               |



Table 5-2.19

## 2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIRPORT ADMINISTRATION - DCA

|  | TOTAL<br>AUTHORITY<br>BUDGET | AVIATION ENTERPRISE         |                           | DULLES CORRIDOR ENTERPRISE                 |   | COST ALLOCATION                     |  | NET<br>DCE<br>BUDGET |
|--|------------------------------|-----------------------------|---------------------------|--|---|-------------------------------------|--|----------------------|
|  |                              | TOTAL<br>AVIATION<br>BUDGET | NET<br>AVIATION<br>BUDGET | DULLES TOLL<br>ROAD<br>DIRECT <sup>1</sup> | DULLES RAIL<br>PROJECT<br>DIRECT <sup>2</sup> | TO DULLES<br>TOLL ROAD <sup>3</sup> | TO DULLES<br>RAIL PROJECT <sup>4</sup> |                      |
| <i>(dollars in thousands)</i>                            |                              |                             |                           |  |   |                                     |  |                      |
| PERSONNEL EXPENSES                                       |                              |                             |                           |  |   |                                     |  |                      |
| Full-time Permanent                                      | \$ 2,235                     | \$ 2,235                    | \$ 2,235                  | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |
| Other than Full-time Permanent                           | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Overtime   | 16                           | 16                          | 16                        | -  | -   | -                                   | -                                      | -                    |
| Other - Personnel Compensation                           | 16                           | 16                          | 16                        | -  | -   | -                                   | -                                      | -                    |
| Personnel Compensation                                   | 2,267                        | 2,267                       | 2,267                     | -  | -   | -                                   | -                                      | -                    |
| Health Insurance   | 460                          | 460                         | 460                       | -  | -   | -                                   | -                                      | -                    |
| Life Insurance   | 10                           | 10                          | 10                        | -  | -   | -                                   | -                                      | -                    |
| Retirement   | 333                          | 333                         | 333                       | -  | -   | -                                   | -                                      | -                    |
| Other - Employee Benefits                                | 305                          | 305                         | 305                       | -  | -   | -                                   | -                                      | -                    |
| Employee Benefits  | 1,108                        | 1,108                       | 1,108                     | -  | -   | -                                   | -                                      | -                    |
| Total Personnel Expenses                                 | 3,375                        | 3,375                       | 3,375                     | -  | -   | -                                   | -                                      | -                    |
| TRAVEL   | 19                           | 19                          | 19                        | -  | -   | -                                   | -                                      | -                    |
| LEASE AND RENTAL PAYMENTS                                |                              |                             |                           |  |   |                                     |  |                      |
| Airport Lease Payments                                   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Other - Lease and Rental Payments                        | 2                            | 2                           | 2                         | -  | -   | -                                   | -                                      | -                    |
| Total Lease and Rental Payments                          | 2                            | 2                           | 2                         | -  | -   | -                                   | -                                      | -                    |
| UTILITIES  |                              |                             |                           |  |   |                                     |  |                      |
| Electricity  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Natural Gas  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Water  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Sewerage   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Utilities  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TELECOMMUNICATIONS                                       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| 45025 AVIATION DRIVE                                     | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| DULLES EAST BUILDING                                     | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| SERVICES   |                              |                             |                           |  |   |                                     |  |                      |
| Custodial Services                                       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Contractual Services                                     | 270                          | 270                         | 270                       | -  | -   | -                                   | -                                      | -                    |
| Total Services   | 270                          | 270                         | 270                       | -  | -   | -                                   | -                                      | -                    |
| SUPPLIES, MATERIALS AND FUELS                            |                              |                             |                           |  |   |                                     |  |                      |
| Fuels  | 3                            | 3                           | 3                         | -  | -   | -                                   | -                                      | -                    |
| Supplies and Materials                                   | (22)                         | (22)                        | (22)                      | -  | -   | -                                   | -                                      | -                    |
| Total Supplies, Materials and Fuels                      | (19)                         | (19)                        | (19)                      | -  | -   | -                                   | -                                      | -                    |
| INSURANCE AND RISK MANAGEMENT                            | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL EQUIPMENT                                     | 10                           | 10                          | 10                        | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL FACILITY PROJECTS                             | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL EQUIPMENT  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL FACILITY PROJECTS                                | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TOTAL AIRPORT ADMINISTRATION -<br>DCA OPERATING EXPENSES | \$ 3,658                     | \$ 3,658                    | \$ 3,658                  | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |



# 2014 BUDGET

## Metropolitan Washington Airports Authority

Table 5-2.20

## 2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF PUBLIC SAFETY - DCA

|   | TOTAL<br>AUTHORITY<br>BUDGET | AVIATION ENTERPRISE         |                           | DULLES CORRIDOR ENTERPRISE                 |   | COST ALLOCATION                     |  | NET<br>DCE<br>BUDGET |
|---|------------------------------|-----------------------------|---------------------------|--|---|-------------------------------------|--|----------------------|
|   |                              | TOTAL<br>AVIATION<br>BUDGET | NET<br>AVIATION<br>BUDGET | DULLES TOLL<br>ROAD<br>DIRECT <sup>1</sup> | DULLES RAIL<br>PROJECT<br>DIRECT <sup>2</sup> | TO DULLES<br>TOLL ROAD <sup>3</sup> | TO DULLES<br>RAIL PROJECT <sup>4</sup> |                      |
|   |                              | (dollars in thousands)      |                           |  |   |                                     |  |                      |
| PERSONNEL EXPENSES                              |                              |                             |                           |  |   |                                     |  |                      |
| Full-time Permanent                             | \$ 9,192                     | \$ 9,192                    | \$ 9,192                  | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |
| Other than Full-time Permanent                  | 363                          | 363                         | 363                       | -  | -   | -                                   | -                                      | -                    |
| Overtime  | 1,200                        | 1,200                       | 1,200                     | -  | -   | -                                   | -                                      | -                    |
| Other - Personnel Compensation                  | 771                          | 771                         | 771                       | -  | -   | -                                   | -                                      | -                    |
| Personnel Compensation                          | 11,526                       | 11,526                      | 11,526                    | -  | -   | -                                   | -                                      | -                    |
| Health Insurance                                | 2,218                        | 2,218                       | 2,218                     | -  | -   | -                                   | -                                      | -                    |
| Life Insurance                                  | 48                           | 48                          | 48                        | -  | -   | -                                   | -                                      | -                    |
| Retirement                                      | 1,740                        | 1,740                       | 1,740                     | -  | -   | -                                   | -                                      | -                    |
| Other - Employee Benefits                       | 700                          | 700                         | 700                       | -  | -   | -                                   | -                                      | -                    |
| Employee Benefits                               | 4,706                        | 4,706                       | 4,706                     | -  | -   | -                                   | -                                      | -                    |
| Total Personnel Expenses                        | 16,232                       | 16,232                      | 16,232                    | -  | -   | -                                   | -                                      | -                    |
| TRAVEL  | 28                           | 28                          | 28                        | -  | -   | -                                   | -                                      | -                    |
| LEASE AND RENTAL PAYMENTS                       |                              |                             |                           |  |   |                                     |  |                      |
| Airport Lease Payments                          | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Other - Lease and Rental Payments               | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Lease and Rental Payments                 | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| UTILITIES                                       |                              |                             |                           |  |   |                                     |  |                      |
| Electricity                                     | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Natural Gas                                     | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Water   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Sewerage  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Utilities                                 | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TELECOMMUNICATIONS                              | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| 45025 AVIATION DRIVE                            | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| DULLES EAST BUILDING                            | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| SERVICES  |                              |                             |                           |  |   |                                     |  |                      |
| Custodial Services                              | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Contractual Services                            | 108                          | 108                         | 108                       | -  | -   | -                                   | -                                      | -                    |
| Total Services                                  | 108                          | 108                         | 108                       | -  | -   | -                                   | -                                      | -                    |
| SUPPLIES, MATERIALS AND FUELS                   |                              |                             |                           |  |   |                                     |  |                      |
| Fuels   | 39                           | 39                          | 39                        | -  | -   | -                                   | -                                      | -                    |
| Supplies and Materials                          | 159                          | 159                         | 159                       | -  | -   | -                                   | -                                      | -                    |
| Total Supplies, Materials and Fuels             | 198                          | 198                         | 198                       | -  | -   | -                                   | -                                      | -                    |
| INSURANCE AND RISK MANAGEMENT                   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL EQUIPMENT                            | 136                          | 136                         | 136                       | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL FACILITY PROJECTS                    | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL EQUIPMENT                               | 428                          | 428                         | 428                       | -  | -   | -                                   | -                                      | -                    |
| CAPITAL FACILITY PROJECTS                       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TOTAL PUBLIC SAFETY - DCA<br>OPERATING EXPENSES | \$ 17,130                    | \$ 17,130                   | \$ 17,130                 | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |



Table 5-2.21

## 2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIRPORT MANAGER - IAD

|   | TOTAL<br>AUTHORITY<br>BUDGET | AVIATION ENTERPRISE         |                           | DULLES CORRIDOR ENTERPRISE                 |   | COST ALLOCATION                     |  | NET<br>DCE<br>BUDGET |
|---|------------------------------|-----------------------------|---------------------------|--|---|-------------------------------------|--|----------------------|
|   |                              | TOTAL<br>AVIATION<br>BUDGET | NET<br>AVIATION<br>BUDGET | DULLES TOLL<br>ROAD<br>DIRECT <sup>1</sup> | DULLES RAIL<br>PROJECT<br>DIRECT <sup>2</sup> | TO DULLES<br>TOLL ROAD <sup>3</sup> | TO DULLES<br>RAIL PROJECT <sup>4</sup> |                      |
| <i>(dollars in thousands)</i>                     |                              |                             |                           |  |   |                                     |  |                      |
| PERSONNEL EXPENSES                                |                              |                             |                           |  |   |                                     |  |                      |
| Full-time Permanent                               | \$ 643                       | \$ 643                      | \$ 643                    | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |
| Other than Full-time Permanent                    | 526                          | 526                         | 526                       | -  | -   | -                                   | -                                      | -                    |
| Overtime  | 2                            | 2                           | 2                         | -  | -   | -                                   | -                                      | -                    |
| Other - Personnel Compensation                    | 10                           | 10                          | (21)                      | -  | -   | 28                                  | 3                                      | 31                   |
| Personnel Compensation                            | 1,180                        | 1,180                       | 1,149                     | -  | -   | 28                                  | 3                                      | 31                   |
| Health Insurance                                  | 82                           | 82                          | 82                        | -  | -   | -                                   | -                                      | -                    |
| Life Insurance                                    | 2                            | 2                           | 2                         | -  | -   | -                                   | -                                      | -                    |
| Retirement  | 145                          | 145                         | 145                       | -  | -   | -                                   | -                                      | -                    |
| Other - Employee Benefits                         | 32                           | 32                          | 26                        | -  | -   | 5                                   | 1                                      | 6                    |
| Employee Benefits                                 | 261                          | 261                         | 255                       | -  | -   | 5                                   | 1                                      | 6                    |
| Total Personnel Expenses                          | 1,441                        | 1,441                       | 1,404                     | -  | -   | 33                                  | 4                                      | 37                   |
| TRAVEL  | 21                           | 21                          | 20                        | -  | -   | 1                                   | -                                      | 1                    |
| LEASE AND RENTAL PAYMENTS                         |                              |                             |                           |  |   |                                     |  |                      |
| Airport Lease Payments                            | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Other - Lease and Rental Payments                 | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Lease and Rental Payments                   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| UTILITIES   |                              |                             |                           |  |   |                                     |  |                      |
| Electricity                                       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Natural Gas                                       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Water   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Sewerage  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Utilities                                   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TELECOMMUNICATIONS                                | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| 45025 AVIATION DRIVE                              | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| DULLES EAST BUILDING                              | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| SERVICES  |                              |                             |                           |  |   |                                     |  |                      |
| Custodial Services                                | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Contractual Services                              | 712                          | 712                         | 703                       | -  | -   | 7                                   | 1                                      | 8                    |
| Total Services                                    | 712                          | 712                         | 703                       | -  | -   | 7                                   | 1                                      | 8                    |
| SUPPLIES, MATERIALS AND FUELS                     |                              |                             |                           |  |   |                                     |  |                      |
| Fuels   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Supplies and Materials                            | 61                           | 61                          | 59                        | -  | -   | 2                                   | -                                      | 3                    |
| Total Supplies, Materials and Fuels               | 61                           | 61                          | 59                        | -  | -   | 2                                   | -                                      | 3                    |
| INSURANCE AND RISK MANAGEMENT                     | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL EQUIPMENT                              | 1                            | 1                           | 1                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL FACILITY PROJECTS                      | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL EQUIPMENT                                 | 1                            | 1                           | 1                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL FACILITY PROJECTS                         | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TOTAL AIRPORT MANAGER - IAD<br>OPERATING EXPENSES | \$ 2,237                     | \$ 2,237                    | \$ 2,188                  | \$ -                                       | \$ -  | \$ 44                               | \$ 5                                   | \$ 49                |



# 2014 BUDGET

## Metropolitan Washington Airports Authority

Table 5-2.22

## 2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF OPERATIONS - IAD

|  | TOTAL<br>AUTHORITY<br>BUDGET | AVIATION ENTERPRISE         |                           | DULLES CORRIDOR ENTERPRISE                 |   | COST ALLOCATION                     |  | NET<br>DCE<br>BUDGET |
|--|------------------------------|-----------------------------|---------------------------|--|---|-------------------------------------|--|----------------------|
|  |                              | TOTAL<br>AVIATION<br>BUDGET | NET<br>AVIATION<br>BUDGET | DULLES TOLL<br>ROAD<br>DIRECT <sup>1</sup> | DULLES RAIL<br>PROJECT<br>DIRECT <sup>2</sup> | TO DULLES<br>TOLL ROAD <sup>3</sup> | TO DULLES<br>RAIL PROJECT <sup>4</sup> |                      |
| <i>(dollars in thousands)</i>                |                              |                             |                           |  |   |                                     |  |                      |
| PERSONNEL EXPENSES                           |                              |                             |                           |  |   |                                     |  |                      |
| Full-time Permanent                          | \$ 8,748                     | \$ 8,748                    | 8,748                     | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |
| Other than Full-time Permanent               | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Overtime                                     | 732                          | 732                         | 732                       | -  | -   | -                                   | -                                      | -                    |
| Other - Personnel Compensation               | 612                          | 612                         | 610                       | -  | -   | 2                                   | -                                      | 2                    |
| Personnel Compensation                       | 10,091                       | 10,091                      | 10,089                    | -  | -   | 2                                   | -                                      | 2                    |
| Health Insurance                             | 1,978                        | 1,978                       | 1,978                     | -  | -   | -                                   | -                                      | -                    |
| Life Insurance                               | 43                           | 43                          | 43                        | -  | -   | -                                   | -                                      | -                    |
| Retirement                                   | 1,549                        | 1,549                       | 1,549                     | -  | -   | -                                   | -                                      | -                    |
| Other - Employee Benefits                    | 640                          | 640                         | 639                       | -  | -   | 1                                   | -                                      | 1                    |
| Employee Benefits                            | 4,209                        | 4,209                       | 4,208                     | -  | -   | 1                                   | -                                      | 1                    |
| Total Personnel Expenses                     | 14,301                       | 14,301                      | 14,298                    | -  | -   | 3                                   | -                                      | 3                    |
| TRAVEL                                       | 35                           | 35                          | 35                        | -  | -   | -                                   | -                                      | -                    |
| LEASE AND RENTAL PAYMENTS                    |                              |                             |                           |  |   |                                     |  |                      |
| Airport Lease Payments                       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Other - Lease and Rental Payments            | 5                            | 5                           | 5                         | -  | -   | -                                   | -                                      | -                    |
| Total Lease and Rental Payments              | 5                            | 5                           | 5                         | -  | -   | -                                   | -                                      | -                    |
| UTILITIES                                    |                              |                             |                           |  |   |                                     |  |                      |
| Electricity                                  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Natural Gas                                  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Water  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Sewerage                                     | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Utilities                              | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TELECOMMUNICATIONS                           | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| 45025 AVIATION DRIVE                         | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| DULLES EAST BUILDING                         | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| SERVICES                                     |                              |                             |                           |  |   |                                     |  |                      |
| Custodial Services                           | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Contractual Services                         | 9,211                        | 9,211                       | 9,211                     | -  | -   | -                                   | -                                      | -                    |
| Total Services                               | 9,211                        | 9,211                       | 9,211                     | -  | -   | -                                   | -                                      | -                    |
| SUPPLIES, MATERIALS AND FUELS                |                              |                             |                           |  |   |                                     |  |                      |
| Fuels  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Supplies and Materials                       | 195                          | 195                         | 195                       | -  | -   | -                                   | -                                      | -                    |
| Total Supplies, Materials and Fuels          | 195                          | 195                         | 195                       | -  | -   | -                                   | -                                      | -                    |
| INSURANCE AND RISK MANAGEMENT                | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL EQUIPMENT                         | 136                          | 136                         | 136                       | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL FACILITY PROJECTS                 | 1                            | 1                           | 1                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL EQUIPMENT                            | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL FACILITY PROJECTS                    | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TOTAL OPERATIONS - IAD<br>OPERATING EXPENSES | \$ 23,884                    | \$ 23,884                   | \$ 23,881                 | \$ -                                       | \$ -  | \$ 3                                | \$ -                                   | \$ 3                 |

[illegible]





# 2014 BUDGET

## Metropolitan Washington Airports Authority

Table 5-2.24

## 2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF ENGINEERING &amp; MAINTENANCE - IAD

|  | TOTAL<br>AUTHORITY<br>BUDGET | AVIATION ENTERPRISE         |                           | DULLES CORRIDOR ENTERPRISE                 |   | COST ALLOCATION                     |  | NET<br>DCE<br>BUDGET |
|--|------------------------------|-----------------------------|---------------------------|--|---|-------------------------------------|--|----------------------|
|  |                              | TOTAL<br>AVIATION<br>BUDGET | NET<br>AVIATION<br>BUDGET | DULLES TOLL<br>ROAD<br>DIRECT <sup>1</sup> | DULLES RAIL<br>PROJECT<br>DIRECT <sup>2</sup> | TO DULLES<br>TOLL ROAD <sup>3</sup> | TO DULLES<br>RAIL PROJECT <sup>4</sup> |                      |
| (dollars in thousands)   |                              |                             |                           |  |   |                                     |  |                      |
| PERSONNEL EXPENSES   |                              |                             |                           |  |   |                                     |  |                      |
| Full-time Permanent  | \$ 19,841                    | \$ 19,841                   | 19,841                    | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |
| Other than Full-time Permanent                                 | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Overtime   | 1,287                        | 1,287                       | 1,287                     | -  | -   | -                                   | -                                      | -                    |
| Other - Personnel Compensation                                 | 754                          | 754                         | 583                       | -  | -   | 83                                  | 89                                     | 171                  |
| Personnel Compensation   | 21,882                       | 21,882                      | 21,711                    | -  | -   | 83                                  | 89                                     | 171                  |
| Health Insurance   | 4,856                        | 4,856                       | 4,856                     | -  | -   | -                                   | -                                      | -                    |
| Life Insurance   | 105                          | 105                         | 105                       | -  | -   | -                                   | -                                      | -                    |
| Retirement   | 3,574                        | 3,574                       | 3,574                     | -  | -   | -                                   | -                                      | -                    |
| Other - Employee Benefits                                      | 1,547                        | 1,547                       | 1,480                     | -  | -   | 34                                  | 34                                     | 67                   |
| Employee Benefits  | 10,083                       | 10,083                      | 10,016                    | -  | -   | 34                                  | 34                                     | 67                   |
| Total Personnel Expenses                                       | 31,968                       | 31,968                      | 31,728                    | -  | -   | 117                                 | 123                                    | 240                  |
| TRAVEL   | 14                           | 14                          | 14                        | -  | -   | -                                   | -                                      | -                    |
| LEASE AND RENTAL PAYMENTS                                      |                              |                             |                           |  |   |                                     |  |                      |
| Airport Lease Payments   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Other - Lease and Rental Payments                              | 94                           | 94                          | 94                        | -  | -   | -                                   | -                                      | -                    |
| Total Lease and Rental Payments                                | 94                           | 94                          | 94                        | -  | -   | -                                   | -                                      | -                    |
| UTILITIES  |                              |                             |                           |  |   |                                     |  |                      |
| Electricity  | 14,085                       | 14,085                      | 14,085                    | -  | -   | -                                   | -                                      | -                    |
| Natural Gas  | 2,432                        | 2,432                       | 2,432                     | -  | -   | -                                   | -                                      | -                    |
| Water  | 648                          | 648                         | 648                       | -  | -   | -                                   | -                                      | -                    |
| Sewerage   | 1,089                        | 1,089                       | 1,089                     | -  | -   | -                                   | -                                      | -                    |
| Total Utilities  | 18,254                       | 18,254                      | 18,254                    | -  | -   | -                                   | -                                      | -                    |
| TELECOMMUNICATIONS   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| 45025 AVIATION DRIVE   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| DULLES EAST BUILDING   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| SERVICES   |                              |                             |                           |  |   |                                     |  |                      |
| Custodial Services   | 15,113                       | 15,113                      | 15,113                    | -  | -   | -                                   | -                                      | -                    |
| Contractual Services   | 30,533                       | 30,519                      | 30,498                    | 14   | -   | 16                                  | 5                                      | 35                   |
| Total Services   | 45,646                       | 45,632                      | 45,611                    | 14   | -   | 16                                  | 5                                      | 35                   |
| SUPPLIES, MATERIALS AND FUELS                                  |                              |                             |                           |  |   |                                     |  |                      |
| Fuels  | 2,338                        | 2,338                       | 2,338                     | -  | -   | -                                   | -                                      | -                    |
| Supplies and Materials   | 8,547                        | 8,434                       | 8,430                     | 113  | -   | 2                                   | 2                                      | 117                  |
| Total Supplies, Materials and Fuels                            | 10,885                       | 10,772                      | 10,768                    | 113  | -   | 2                                   | 2                                      | 117                  |
| INSURANCE AND RISK MANAGEMENT                                  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL EQUIPMENT   | 126                          | 126                         | 126                       | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL FACILITY PROJECTS                                   | 1                            | 1                           | -                         | -  | -   | 1                                   | -                                      | 1                    |
| CAPITAL EQUIPMENT  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL FACILITY PROJECTS                                      | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TOTAL ENGINEERING &<br>MAINTENANCE - IAD OPERATING<br>EXPENSES | \$ 106,986                   | \$ 106,859                  | \$ 106,594                | \$ 127                                     | \$ -  | \$ 135                              | \$ 130                                 | \$ 392               |



Table 5-2.25

## 2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIRPORT ADMINISTRATION - IAD

|  |                              | AVIATION ENTERPRISE         |                           | DULLES CORRIDOR ENTERPRISE                 |   | COST ALLOCATION                     |  |                      |
|--|------------------------------|-----------------------------|---------------------------|--|---|-------------------------------------|--|----------------------|
|  | TOTAL<br>AUTHORITY<br>BUDGET | TOTAL<br>AVIATION<br>BUDGET | NET<br>AVIATION<br>BUDGET | DULLES TOLL<br>ROAD<br>DIRECT <sup>1</sup> | DULLES RAIL<br>PROJECT<br>DIRECT <sup>2</sup> | TO DULLES<br>TOLL ROAD <sup>3</sup> | TO DULLES<br>RAIL PROJECT <sup>4</sup> | NET<br>DCE<br>BUDGET |
| (dollars in thousands)                                   |                              |                             |                           |  |   |                                     |  |                      |
| PERSONNEL EXPENSES                                       |                              |                             |                           |  |   |                                     |  |                      |
| Full-time Permanent                                      | \$ 2,827                     | \$ 2,827                    | \$ 2,827                  | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |
| Other than Full-time Permanent                           | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Overtime   | 57                           | 57                          | 57                        | -  | -   | -                                   | -                                      | -                    |
| Other - Personnel Compensation                           | 22                           | 22                          | 2                         | -  | -   | 18                                  | 2                                      | 20                   |
| Personnel Compensation                                   | 2,906                        | 2,906                       | 2,886                     | -  | -   | 18                                  | 2                                      | 20                   |
| Health Insurance   | 643                          | 643                         | 643                       | -  | -   | -                                   | -                                      | -                    |
| Life Insurance   | 14                           | 14                          | 14                        | -  | -   | -                                   | -                                      | -                    |
| Retirement   | 475                          | 475                         | 475                       | -  | -   | -                                   | -                                      | -                    |
| Other - Employee Benefits                                | 209                          | 209                         | 200                       | -  | -   | 8                                   | 1                                      | 9                    |
| Employee Benefits  | 1,341                        | 1,341                       | 1,332                     | -  | -   | 8                                   | 1                                      | 9                    |
| Total Personnel Expenses                                 | 4,247                        | 4,247                       | 4,218                     | -  | -   | 26                                  | 3                                      | 29                   |
| TRAVEL   | 47                           | 47                          | 47                        | -  | -   | -                                   | -                                      | -                    |
| LEASE AND RENTAL PAYMENTS                                |                              |                             |                           |  |   |                                     |  |                      |
| Airport Lease Payments                                   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Other - Lease and Rental Payments                        | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Lease and Rental Payments                          | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| UTILITIES  |                              |                             |                           |  |   |                                     |  |                      |
| Electricity  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Natural Gas  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Water  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Sewerage   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Utilities  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TELECOMMUNICATIONS                                       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| 45025 AVIATION DRIVE                                     | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| DULLES EAST BUILDING                                     | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| SERVICES   |                              |                             |                           |  |   |                                     |  |                      |
| Custodial Services                                       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Contractual Services                                     | 4,345                        | 4,345                       | 4,339                     | -  | -   | 5                                   | 1                                      | 6                    |
| Total Services   | 4,345                        | 4,345                       | 4,339                     | -  | -   | 5                                   | 1                                      | 6                    |
| SUPPLIES, MATERIALS AND FUELS                            |                              |                             |                           |  |   |                                     |  |                      |
| Fuels  | 520                          | 520                         | 520                       | -  | -   | -                                   | -                                      | -                    |
| Supplies and Materials                                   | 195                          | 195                         | 194                       | -  | -   | 1                                   | -                                      | 1                    |
| Total Supplies, Materials and Fuels                      | 715                          | 715                         | 714                       | -  | -   | 1                                   | -                                      | 1                    |
| INSURANCE AND RISK MANAGEMENT                            | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL EQUIPMENT                                     | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL FACILITY PROJECTS                             | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL EQUIPMENT  | 25                           | 25                          | 25                        | -  | -   | -                                   | -                                      | -                    |
| CAPITAL FACILITY PROJECTS                                | 3                            | 3                           | 3                         | -  | -   | -                                   | -                                      | -                    |
| TOTAL AIRPORT ADMINISTRATION -<br>IAD OPERATING EXPENSES | \$ 9,381                     | \$ 9,381                    | \$ 9,345                  | \$ -                                       | \$ -  | \$ 33                               | \$ 3                                   | \$ 36                |



# 2014 BUDGET

## Metropolitan Washington Airports Authority

Table 5-2.26

## 2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF PUBLIC SAFETY - IAD

|   | TOTAL<br>AUTHORITY<br>BUDGET | AVIATION ENTERPRISE         |                           | DULLES CORRIDOR ENTERPRISE                 |   | COST ALLOCATION                     |  | NET<br>DCE<br>BUDGET |
|---|------------------------------|-----------------------------|---------------------------|--|---|-------------------------------------|--|----------------------|
|   |                              | TOTAL<br>AVIATION<br>BUDGET | NET<br>AVIATION<br>BUDGET | DULLES TOLL<br>ROAD<br>DIRECT <sup>1</sup> | DULLES RAIL<br>PROJECT<br>DIRECT <sup>2</sup> | TO DULLES<br>TOLL ROAD <sup>3</sup> | TO DULLES<br>RAIL PROJECT <sup>4</sup> |                      |
|   |                              | (dollars in thousands)      |                           |  |   |                                     |  |                      |
| PERSONNEL EXPENSES                              |                              |                             |                           |  |   |                                     |  |                      |
| Full-time Permanent                             | \$ 12,665                    | \$ 12,665                   | \$ 12,665                 | \$ -                                       | \$ -  | \$ -                                | \$ -                                   | \$ -                 |
| Other than Full-time Permanent                  | 242                          | 242                         | 242                       | -  | -   | -                                   | -                                      | -                    |
| Overtime  | 1,800                        | 1,800                       | 1,800                     | -  | -   | -                                   | -                                      | -                    |
| Other - Personnel Compensation                  | 1,056                        | 1,056                       | (284)                     | -  | -   | 1,340                               | -                                      | 1,340                |
| Personnel Compensation                          | 15,762                       | 15,762                      | 14,422                    | -  | -   | 1,340                               | -                                      | 1,340                |
| Health Insurance                                | 2,914                        | 2,914                       | 2,914                     | -  | -   | -                                   | -                                      | -                    |
| Life Insurance                                  | 64                           | 64                          | 64                        | -  | -   | -                                   | -                                      | -                    |
| Retirement                                      | 3,421                        | 3,421                       | 3,421                     | -  | -   | -                                   | -                                      | -                    |
| Other - Employee Benefits                       | 925                          | 925                         | 353                       | -  | -   | 572                                 | -                                      | 572                  |
| Employee Benefits                               | 7,141                        | 7,141                       | 6,752                     | -  | -   | 572                                 | -                                      | 572                  |
| Total Personnel Expenses                        | 23,087                       | 23,087                      | 21,175                    | -  | -   | 1,912                               | -                                      | 1,912                |
| TRAVEL  | 39                           | 39                          | 36                        | -  | -   | 3                                   | -                                      | 3                    |
| LEASE AND RENTAL PAYMENTS                       |                              |                             |                           |  |   |                                     |  |                      |
| Airport Lease Payments                          | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Other - Lease and Rental Payments               | 1                            | 1                           | 1                         | -  | -   | -                                   | -                                      | -                    |
| Total Lease and Rental Payments                 | 1                            | 1                           | 1                         | -  | -   | -                                   | -                                      | -                    |
| UTILITIES                                       |                              |                             |                           |  |   |                                     |  |                      |
| Electricity                                     | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Natural Gas                                     | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Water   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Sewerage  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Total Utilities                                 | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TELECOMMUNICATIONS                              | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| 45025 AVIATION DRIVE                            | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| DULLES EAST BUILDING                            | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| SERVICES  |                              |                             |                           |  |   |                                     |  |                      |
| Custodial Services                              | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Contractual Services                            | 226                          | 226                         | 217                       | -  | -   | 9                                   | -                                      | 9                    |
| Total Services                                  | 226                          | 226                         | 217                       | -  | -   | 9                                   | -                                      | 9                    |
| SUPPLIES, MATERIALS AND FUELS                   |                              |                             |                           |  |   |                                     |  |                      |
| Fuels   | 150                          | 150                         | 150                       | -  | -   | -                                   | -                                      | -                    |
| Supplies and Materials                          | 265                          | 224                         | 219                       | 41   | -   | 5                                   | -                                      | 46                   |
| Total Supplies, Materials and Fuels             | 415                          | 374                         | 369                       | 41   | -   | 5                                   | -                                      | 46                   |
| INSURANCE AND RISK MANAGEMENT                   | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL EQUIPMENT                            | 134                          | 134                         | 133                       | -  | -   | 1                                   | -                                      | 1                    |
| NONCAPITAL FACILITY PROJECTS                    | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL EQUIPMENT                               | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL FACILITY PROJECTS                       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TOTAL PUBLIC SAFETY - IAD<br>OPERATING EXPENSES | \$ 23,902                    | \$ 23,861                   | \$ 21,930                 | \$ 41                                      | \$ -  | \$ 1,931                            | \$ -                                   | \$ 1,972             |



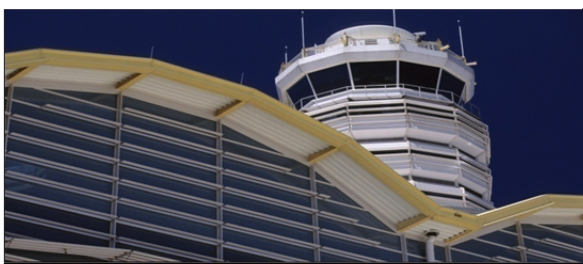
Table 5-2.27

## 2014 OPERATING EXPENSES COST ALLOCATION - OFFICE OF DULLES TOLL ROAD

|  | TOTAL<br>AUTHORITY<br>BUDGET | AVIATION ENTERPRISE         |                           | DULLES CORRIDOR ENTERPRISE                 |   | COST ALLOCATION                     |  | NET<br>DCE<br>BUDGET |
|--|------------------------------|-----------------------------|---------------------------|--|---|-------------------------------------|--|----------------------|
|  |                              | TOTAL<br>AVIATION<br>BUDGET | NET<br>AVIATION<br>BUDGET | DULLES TOLL<br>ROAD<br>DIRECT <sup>1</sup> | DULLES RAIL<br>PROJECT<br>DIRECT <sup>2</sup> | TO DULLES<br>TOLL ROAD <sup>3</sup> | TO DULLES<br>RAIL PROJECT <sup>4</sup> |                      |
| <i>(dollars in thousands)</i>                |                              |                             |                           |  |   |                                     |  |                      |
| PERSONNEL EXPENSES                           |                              |                             |                           |  |   |                                     |  |                      |
| Full-time Permanent                          | \$ 2,183                     | \$ -                        | \$ -                      | \$ 2,072                                   | \$ -  | \$ -                                | \$ -                                   | \$ 2,072             |
| Other than Full-time Permanent               | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Overtime                                     | 45                           | -                           | -                         | 45   | -   | -                                   | -                                      | 45                   |
| Other - Personnel Compensation               | 66                           | -                           | -                         | 66   | -   | -                                   | -                                      | 66                   |
| Personnel Compensation                       | 2,183                        | -                           | -                         | 2,183                                      | -   | -                                   | -                                      | 2,183                |
| Health Insurance                             | 445                          | -                           | -                         | 445  | -   | -                                   | -                                      | 445                  |
| Life Insurance                               | 10                           | -                           | -                         | 10   | -   | -                                   | -                                      | 10                   |
| Retirement                                   | 355                          | -                           | -                         | 355  | -   | -                                   | -                                      | 355                  |
| Other - Employee Benefits                    | 144                          | -                           | -                         | 144  | -   | -                                   | -                                      | 144                  |
| Employee Benefits                            | 954                          | -                           | -                         | 954  | -   | -                                   | -                                      | 954                  |
| Total Personnel Expenses                     | 3,137                        | -                           | -                         | 3,137                                      | -   | -                                   | -                                      | 3,137                |
| TRAVEL                                       | 9                            | -                           | -                         | 9  | -   | -                                   | -                                      | 9                    |
| LEASE AND RENTAL PAYMENTS                    |                              |                             |                           |  |   |                                     |  |                      |
| Airport Lease Payments                       | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Other - Lease and Rental Payments            | 10                           | -                           | -                         | 10   | -   | -                                   | -                                      | 10                   |
| Total Lease and Rental Payments              | 10                           | -                           | -                         | 10   | -   | -                                   | -                                      | 10                   |
| UTILITIES                                    |                              |                             |                           |  |   |                                     |  |                      |
| Electricity                                  | 200                          | -                           | -                         | 200  | -   | -                                   | -                                      | 200                  |
| Natural Gas                                  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Water  | 5                            | -                           | -                         | 5  | -   | -                                   | -                                      | 5                    |
| Sewerage                                     | 5                            | -                           | -                         | 5  | -   | -                                   | -                                      | 5                    |
| Total Utilities                              | 210                          | -                           | -                         | 210  | -   | -                                   | -                                      | 210                  |
| TELECOMMUNICATIONS                           | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| 45025 AVIATION DRIVE                         | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| DULLES EAST BUILDING                         | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| SERVICES                                     |                              |                             |                           |  |   |                                     |  |                      |
| Custodial Services                           | 110                          | -                           | -                         | 110  | -   | -                                   | -                                      | 110                  |
| Contractual Services                         | 17,337                       | -                           | -                         | 17,337                                     | -   | -                                   | -                                      | 17,337               |
| Total Services                               | 17,447                       | -                           | -                         | 17,447                                     | -   | -                                   | -                                      | 17,447               |
| SUPPLIES, MATERIALS AND FUELS                |                              |                             |                           |  |   |                                     |  |                      |
| Fuels  | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| Supplies and Materials                       | 561                          | -                           | -                         | 561  | -   | -                                   | -                                      | 561                  |
| Total Supplies, Materials and Fuels          | 561                          | -                           | -                         | 561  | -   | -                                   | -                                      | 561                  |
| INSURANCE AND RISK MANAGEMENT                | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| NONCAPITAL EQUIPMENT                         | 22                           | -                           | -                         | 22   | -   | -                                   | -                                      | 22                   |
| NONCAPITAL FACILITY PROJECTS                 | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| CAPITAL EQUIPMENT                            | 90                           | -                           | -                         | 90   | -   | -                                   | -                                      | 90                   |
| CAPITAL FACILITY PROJECTS                    | -                            | -                           | -                         | -  | -   | -                                   | -                                      | -                    |
| TOTAL DULLES TOLL ROAD<br>OPERATING EXPENSES | \$ 21,486                    | \$ -                        | \$ -                      | \$ 21,486                                  | \$ -  | \$ -                                | \$ -                                   | \$ 21,486            |



## AIRPORTS SNAPSHOTS



**Ronald Reagan Washington National Airport**  
**Airline Service as of September 2013**

### REAGAN NATIONAL

#### Major/National Airlines

Air Tran  
Alaska Airlines  
American Airlines  
Delta Air Lines  
Frontier Airlines  
JetBlue Airways  
MN Airlines  
Southwest/AirTran  
United Airlines/Continental  
US Airways\*  
Virgin America

#### Transborder Service

Air Canada Jazz

#### Regional/Commuter Airlines

Air Wisconsin  
American Eagle  
Chautauqua  
Compass  
Endeavor  
Express Jet  
PSA  
Piedmont Airlines  
Republic<sup>3\*</sup>  
Shuttle America<sup>4</sup>  
Sky Regional (Air Canada)  
Sky West (United Express)

#### Fixed Base Operators

Signature Flight Support  
Services

#### Cargo Airlines

Fed Ex

**Date Opened: June 16, 1941**

Distance from downtown:  
DC: 3 miles/15 minutes  
Size: 860 acres  
Location: Arlington County,  
Virginia  
Public Parking Spaces: 9,103  
Aircraft Gates/Parking  
Positions: 44

#### Length of Runways:

1/19 - 6, 869 ft.  
15/33 - 5, 204 ft.  
4/22 - 4,911 ft.

#### Non-stop destinations:

83 U.S. cities  
Halifax, Montreal, Toronto, and  
Ottawa, Canada  
Nassau, Bahamas

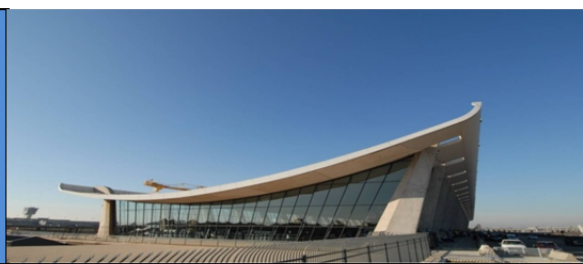
### DULLES INTERNATIONAL

#### Major/National Airlines

American Airlines  
Delta Air Lines  
JetBlue Airways  
North American\*  
Southwest Airlines  
United Airlines  
Virgin America

#### Cargo Airlines

Fed Ex  
Mountain Air Cargo  
United Parcel Service  
Volga-Dnepr



**Washington Dulles International Airport**  
**Airline Service as of September 2013**

#### Fixed Base Operators

Landmark Aviation  
Signature Flight Support  
Services

#### Foreign Flag Carriers

Aeroflot Russian Airlines  
Aeromexico  
Air France  
All Nippon Airways  
Austrian Airlines  
Avianca/TACA  
British Airways  
Brussels  
COPA  
Emirates  
Ethiopian Airlines  
Icelandair  
KLM-Royal Dutch Airlines  
Korean Air  
Lufthansa German Airlines  
Porter Airlines\*\*  
Qatar Amiri Air  
Saudi Arabian Airlines  
Scandinavian Airlines System  
South African Airways  
Turkish Airlines  
Virgin Atlantic Airways

#### Regional/Commuter Airlines

Air Wisconsin  
Chautauqua  
Commutair  
Compass  
Express Jet\*\*  
Go-Jet\*\*  
Mesa Airlines  
PSA  
Republic  
Sun Air

#### Endeavor

Shuttle America\*\*  
Silver Airways  
Sky West\*\*  
Trans States

#### Date Opened:

November 19, 1962  
Distance from downtown:  
DC: 26 miles/30 minutes  
Size: Approximately  
11,830 acres  
Location: Fairfax & Loudoun  
Counties, Virginia  
Public Parking Spaces: 27,209

Aircraft Gates/Parking  
Positions: 123

#### Length of Runways:

1R/19L (North-South) - 11,500 ft.  
11/19R (North-South) - 9,400 ft.  
12/30 (Crosswind) - 10,500 ft.  
1C/19C (North-South) - 11,500 ft.

#### Non-stop destinations:

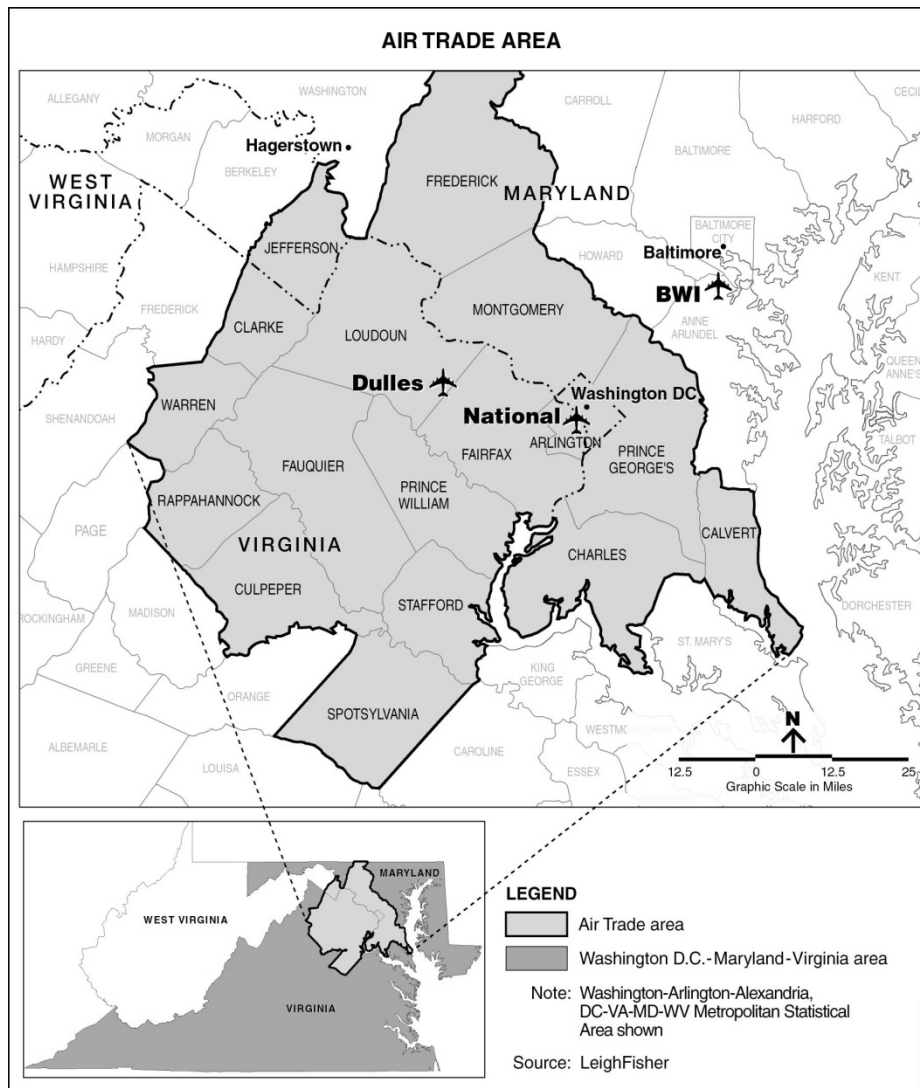
79 U.S. Cities/Nationwide  
42 Foreign Cities

\* U.S. carriers offering international services

\*\* Includes Transborder services

**AIRLINES SERVING THE AIRPORTS****Airports Service Region**

The Airports service region is comprised of the following jurisdictions: the District of Columbia; the Maryland counties of Calvert, Charles, Frederick, Montgomery, and Prince George's; the Virginia counties of Arlington, Clarke, Fairfax, Fauquier, Loudoun, Prince William, Spotsylvania, Stafford, and Warren; the independent Virginia 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.



## GENERAL INFORMATION ABOUT AIRPORTS

### Ronald Reagan Washington National Airport

Reagan National was opened for service in 1941. It is located on approximately 860 acres along the Potomac River in Arlington County, Virginia, approximately three miles from Washington, D.C. It has three interconnected terminals, three runways and 44 air carrier gates. As of September 2013, Reagan National was served by 26 airlines, including 10 major/national, 3 foreign flags, and 13 regional. US Airways is the largest carrier in terms of numbers of flights and enplanements. US Airways and its code-share affiliates enplaned 44.9 percent of total passengers at the airport from January through September 2013.

As of August 2013, daily nonstop service was provided from Reagan National to 85 destinations, including 82 cities nationwide as well as international destinations such as Montreal, Ottawa and Toronto in Canada. In 2012, approximately 81.4 percent of enplanements at Reagan National were origin and destination (O&D) passengers, and traffic in Reagan National's top 20 domestic O&D city markets represented 54.7 percent of its total domestic O&D passengers. Reagan National's three largest domestic O&D markets in 2012 were Boston, Chicago, and Atlanta.

Reagan National serves primarily short-and medium-haul markets, as a result of federally-mandated operating restrictions. Reagan National is controlled by the "High Density Rule" and one of two airports controlled by a "Perimeter Rule", which generally limits nonstop flights at Reagan National to a radius of 1,250 statute miles. The High Density Rule imposes limits on the number of flights that may be scheduled at Reagan National through the assignment of hourly operating slots. All slots are authorized by the FAA and exemptions are awarded by the U.S. Department of Transportation (USDOT). Air carriers are required to use each slot a significant percent of the time or the slots may be withdrawn by the FAA.

From time to time the USDOT pursuant to legislation has made available a limited number of additional slots at Reagan National. Since 2000, a total of 44 additional slot exemptions have been granted at Reagan National, bringing the total number of daily slots at the Airport to 912. A slot is an authorization from the FAA for a single takeoff or landing. The AIR-21 legislation created 24 new slots in 2000, 12 of which were allocated beyond the perimeter and 12 within the perimeter. In 2003, under Vision 100 legislation, the USDOT granted an additional 20 slot exemptions, comprising 12 beyond- perimeter slots and 8 within-perimeter slots. Following the enactment of federal legislation in February 2012 (the FAA Modernization and Reform Act of 2012), slot exemptions provided for 8 additional "beyond perimeter" daily nonstop round-trip flights—4 for new entrant or incumbent airlines with little or no service at the airport and 4 for incumbent airlines in exchange for slots within the perimeter.



General aviation activity had been excluded at Reagan National since September 11, 2001 but, as of October 2006, general aviation activity is permitted with strict security requirements.

### **Washington Dulles International Airport**

Dulles International was opened for service in 1962. It is located on approximately 11,830 acres (exclusive of the Access Highway) in Fairfax and Loudoun Counties, Virginia, approximately 26 miles west of Washington, D.C. In addition to a main terminal, it has four concourses (A, B, C, and D), four runways and 125 aircraft gates. As of September 2013, Dulles International was served by 56 airlines, including 8 major/national airlines, 16 regional/commuter airlines, 29 foreign flag carriers and 3 all-cargo carriers. United maintains a major domestic hub and international gateway operation at Dulles International. United and its regional code-share affiliates enplaned 66.6 percent of passengers at the airport from January through September 2013.

As of September 2013, daily nonstop service was provided from Dulles International to 81 cities nationwide and to 37 international destinations. In 2012, 85.1 percent of passengers enplaned at Dulles International departed on domestic flights and 57.0 percent total enplaned passengers were O&D passengers while 43.0 percent were connecting. In 2012, traffic in Dulles International's top 20 domestic O&D markets represented 69.5 percent of its total domestic O&D passengers. Dulles International's three largest domestic O&D markets were, San Francisco, Los Angeles and Orlando.

Dulles International serves long, medium and short-haul markets. Dulles International is not constrained by perimeter restrictions as is Reagan National, with numerous long-haul markets being served with nonstop flights.

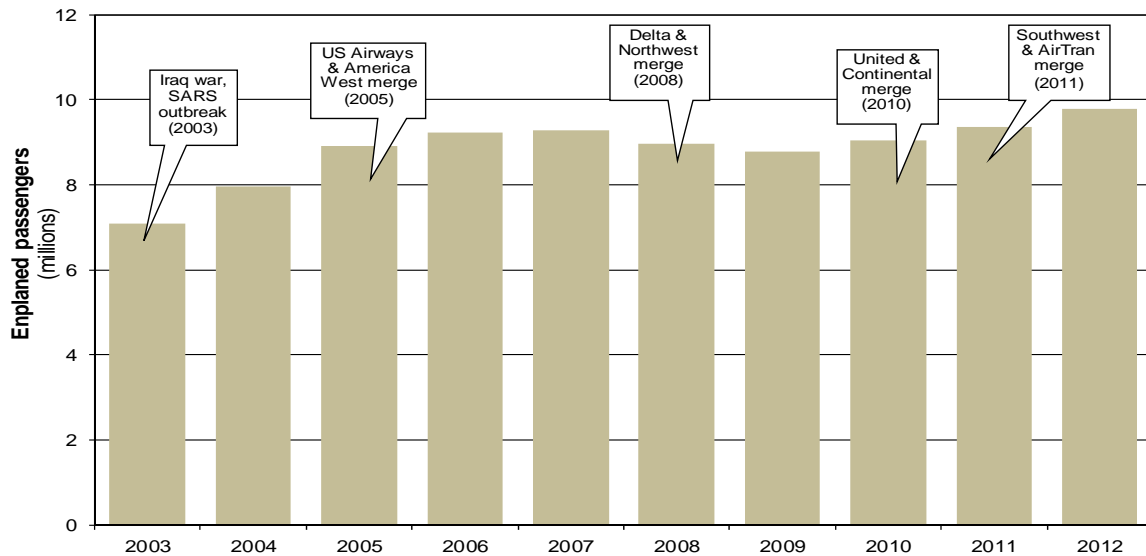




## HISTORY OF ENPLANED PASSENGERS

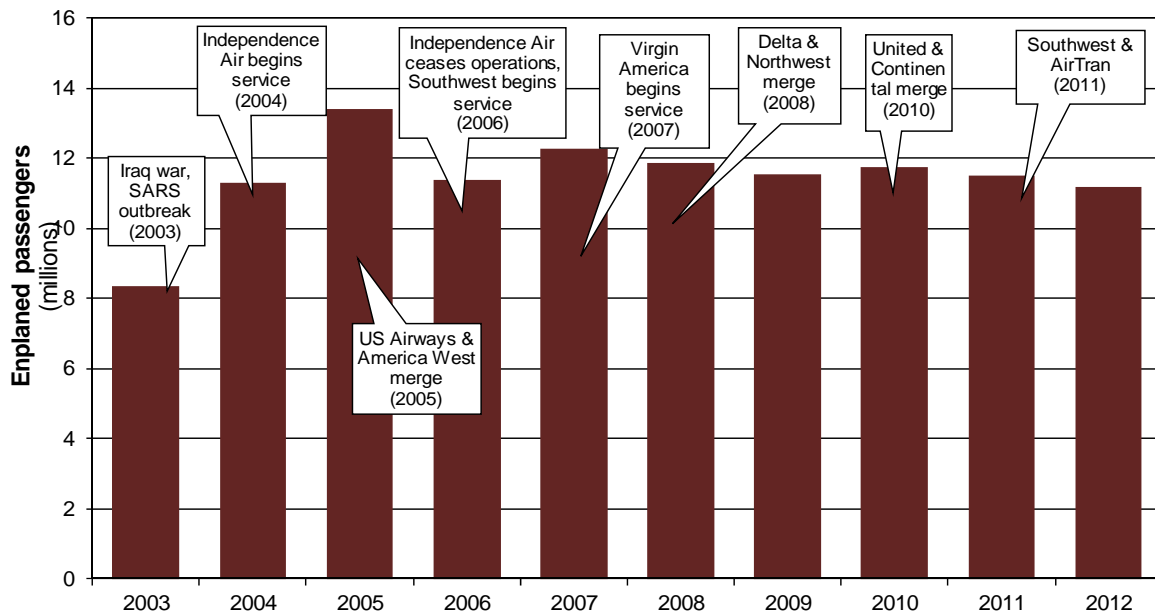
### Reagan National Enplaned Passengers

Table 7(a)



### Dulles International Enplaned Passengers

Table 7(b)



Notes: Includes both domestic and international, and revenue and nonrevenue passengers. Excludes passengers enplaned on general aviation and military flights.

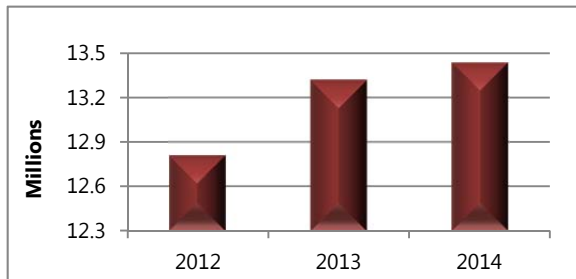
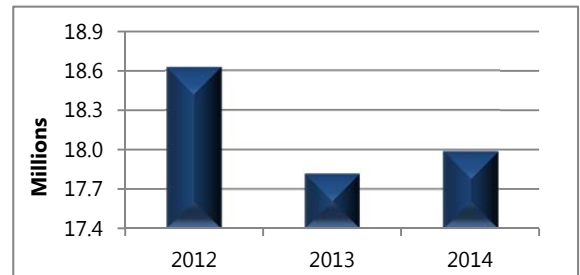
Sources: Metropolitan Washington Airports Authority records; LeighFisher.

**ACTIVITY INDICATORS**

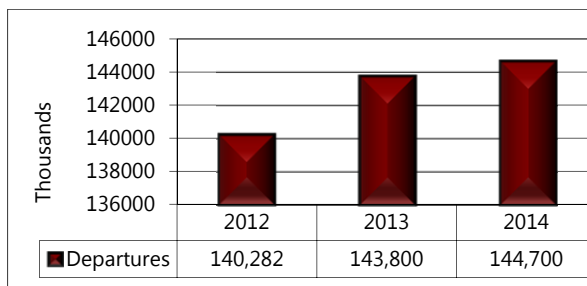
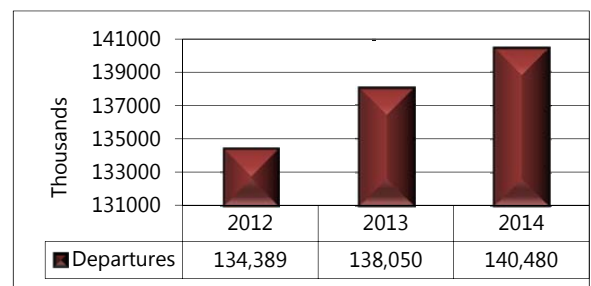
**Reagan National Airport and Dulles International Airport**, considered together, accommodated 21.0 million enplaned passengers in 2012 and is expected to increase to 21.7 million in 2014. A projected increase in enplanements at Reagan National and a decrease at Dulles International led to a combined projected increase in 2013 of 2.1 percent and 1.5 percent increase in 2014. The changes envisaged over the course of the next year are based on projections of travel demand associated with the economic recovery, changes in service levels, and airline consolidations.

**LANDED WEIGHTS**

- The projection of total landed weight follows generally the same pattern as the enplanement projection. Landed weight levels at **Reagan National** are expected to increase by 4.0 percent in 2013 and increase again by 0.8 percent in 2014. An estimated 1.0 percent decrease in landed weight is expected at **Dulles International** in 2013, followed by a 2.0 percent increase in 2014.

**Reagan National Landed Weight****Dulles International Landed Weight****AIRCRAFT DEPARTURES**

- Aircraft departures at **Reagan National** are projected to increase in 2013 by 2.5 percent. Flight departures are projected to increase by a further 0.6 percent for a total of 144,700 in 2014. Aircraft departures at **Dulles International** are expected to increase by approximately 2.7 percent in 2013 and then increase by 1.8 percent in 2014 to a total of 140,480.

**Reagan National Aircraft Departures****Dulles International Aircraft Departures**



**2014 BUDGET**  
Metropolitan Washington Airports Authority

**ACTIVITY INDICATORS – REAGAN NATIONAL**

Table 5-16

| Reagan National Airport                      | Actual<br>2012 | Budget<br>2013 | Budget<br>2014 |
|--|----------------|----------------|----------------|
| <b>AIRPORT BUILDINGS (Square Feet)</b>       |                |                |                |
| Terminals                                    | 1,436,384      | 1,436,384      | 1,461,831      |
| Hangars                                      | 753,236        | 753,326        | 753,326        |
| Other  | 242,241        | 242,241        | 242,241        |
| <b>UTILITIES</b>                             |                |                |                |
| Electricity (Kilowatts)                      | 96,199         | 102,000        | 97,000         |
| Natural Gas (Therms)                         | 1,675,158      | 1,866,116      | 1,719,237      |
| Water (Gallons)                              | 156,345,804    | 171,700,000    | 159,472,720    |
| Sewage (Gallons)                             | 111,669,000    | 111,100,000    | 113,902,380    |
| Fuel Oil for Heating (Gallons)               | 25             | 42,000         | -              |
| <b>AIRFIELD (Square Feet)</b>                |                |                |                |
| Runways                                      | 2,584,450      | 2,584,450      | 2,584,450      |
| Taxiways                                     | 1,662,310      | 1,662,310      | 1,662,310      |
| Ramps/Aprons                                 | 5,087,550      | 5,087,550      | 5,087,550      |
| <b>ROADWAYS (Lane Mileage)</b>               | 20             | 20             | 20             |
| <b>PARKING</b>                               |                |                |                |
| Public Surfaced Spaces                       | 2,575          | 2,575          | 2,461          |
| Public Structured Spaces                     | 6,499          | 6,499          | 6,568          |
| Employee Surfaced Spaces                     | 3,062          | 3,200          | 3,002          |
| <b>VEHICLES IN FLEET</b>                     | 308            | 308            | 308            |
| <b><u>PUBLIC SAFETY, REAGAN NATIONAL</u></b> |                |                |                |
| <b>POLICE</b>                                |                |                |                |
| Calls for Service:                           | 31,856         | 33,000         | 35,000         |
| Assistance to Other Agencies                 | 1,170          | 1,200          | 1,250          |
| Traffic Violations                           | 1,668          | 1,700          | 1,800          |
| Parking Violations                           | 5,419          | 6,500          | 6,800          |
| <b>FIRE</b>                                  |                |                |                |
| <i>Calls for Service:</i>                    |                |                |                |
| Aircraft & Fuel Spills                       | 66             | 87             | 96             |
| Structural Responses                         | 542            | 535            | 588            |
| Emergency Medical                            | 1,688          | 1,817          | 1,998          |
| Fire Prevention Inspections                  | 130            | 84             | 92             |

**ACTIVITY INDICATORS – DULLES INTERNATIONAL**

| Table 5-17<br>Dulles International Airport         | Actual<br>2012 | Budget<br>2013 | Budget<br>2014 |
|--|----------------|----------------|----------------|
| <b>OPERATIONS</b>                                  |                |                |                |
| Mobile Lounge Trips, (Shuttle Operations)          | 199,892        | 206,838        | 210,000        |
| Plane-Mate Trips                                   | 35,866         | 39,000         | 42,150         |
| AeroTrain System Fleet (Cars)                      | 29             | 29             | 29             |
| Airports Authority Owned Passenger Loading Bridges | 53             | 53             | 53             |
| <b>AIRPORT BUILDINGS (Square Feet)</b>             |                |                |                |
| Terminal/Concourse/APM Stations                    |                |                |                |
| APM Stations                                       | 3,704,957      | 3,704,957      | 3,704,957      |
| Other  | 1,543,129      | 1,746,231      | 1,746,231      |
| <b>UTILITIES</b>                                   |                |                |                |
| Electricity (Kilowatts)                            | 230,057,859    | 239,912,051    | 242,095,150    |
| Natural Gas (Millions of Cubic Feet)               | 372,503        | 398,921        | 408,610        |
| Water (Gallons)                                    | 290,952,000    | 286,513,000    | 288,058,000    |
| Sewage (Gallons)                                   | 316,738,000    | 321,618,244    | 337,137,843    |
| Fuel Oil for Heating (Gallons)                     | 14,517         | 15,000         | 15,000         |
| <b>AIRFIELD (Square Feet)</b>                      |                |                |                |
| Runways  | 6,435,000      | 6,435,000      | 6,435,000      |
| Taxiways   | 15,394,677     | 15,394,677     | 15,394,677     |
| Ramps/Aprons                                       | 13,683,142     | 13,683,142     | 13,683,142     |
| Shoulders & Blast Pads                             | 10,961,426     | 10,961,426     | 10,961,426     |
| <b>ROADWAYS (Lane Mileage)</b>                     |                |                |                |
|  | 232            | 232            | 233            |
| <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          | 5,539          | 6,529          |
| <b>VEHICLES IN FLEET</b>                           |                |                |                |
|  | 545            | 629            | 629            |
| <b><u>PUBLIC SAFETY, DULLES INTERNATIONAL</u></b>  |                |                |                |
| <b>POLICE</b>                                      |                |                |                |
| Calls for Service:                                 | 44,741         | 46,720         | 47,000         |
| Assistance to Other Agencies                       | 581            | 600            | 650            |
| Traffic Violations                                 | 13,725         | 14,500         | 15,000         |
| Parking Violations                                 | 4,043          | 5,000          | 5,500          |
| <b>FIRE</b>  |                |                |                |
| <i>Calls for Service:</i>                          |                |                |                |
| Aircraft & Fuel Spills                             | 171            | 234            | 257            |
| Structural Responses                               | 741            | 980            | 1,078          |
| Emergency Medical                                  | 2,154          | 2,053          | 2,258          |
| Fire Prevention Inspections                        | 1,008          | 1,099          | 1,208          |



**ACTIVITY INDICATORS – DULLES TOLL ROAD**

| Table 5-18                  | ACTUAL     | BUDGET     | BUDGET     |
|-----------------------------|------------|------------|------------|
| DULLES TOLL ROAD            | 2012       | 2013       | 2014       |
| Length of Toll Road (miles) | 13.4       | 13.4       | 13.4       |
| Toll Plazas                 | 21         | 21         | 21         |
| Transactions                | 99,114,000 | 94,038,000 | 91,990,000 |



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# 2014 BUDGET

## Metropolitan Washington Airports Authority

### AIRPORTS AUTHORITY POSITION SUMMARY

| Table 5-19  | Org Code | Total Positions 2012 | Total Positions 2013 | New Positions 2014 | Total Positions 2014 |
|---|----------|----------------------|----------------------|--------------------|----------------------|
| <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                    | 4                    | 1                  | 5                    |
| Office of Communications                              | MA-10    | 15                   | 15                   |                    | 15                   |
| Office of Air Service Planning and Development        | MA-40    | 7                    | 5                    |                    | 5                    |
| Legal Office  | MA-70    | 8                    | 8                    |                    | 8                    |
| Office of Audit                                       | MA-80    | 8                    | 8                    |                    | 8                    |
| Office of Finance                                     | MA-20    | 3                    | 3                    |                    | 3                    |
| Deputy Chief Financial Officer                        | MA-21    | 1                    | 1                    |                    | 1                    |
| Accounting Department                                 | MA-22    | 22                   | 26                   |                    | 26                   |
| Treasury Department                                   | MA-24    | 6                    | 4                    |                    | 4                    |
| Budget Department                                     | MA-25    | 5                    | 5                    |                    | 5                    |
| Financial Strategy and Analysis Department            | MA-26    | 6                    | 7                    |                    | 7                    |
| Internal Controls and Compliance                      | MA-26    | 0                    | 2                    | 1                  | 3                    |
| Procurement and Contracts Department                  | MA-29    | 16                   | 18                   | 1                  | 19                   |
| Office of Engineering                                 | MA-30    | 5                    | 6                    |                    | 6                    |
| Projects Controls and Management Department           | MA-31    | 5                    | 4                    |                    | 4                    |
| Planning Department                                   | MA-32    | 8                    | 8                    |                    | 8                    |
| Design Department                                     | MA-34    | 15                   | 15                   |                    | 15                   |
| Construction Department                               | MA-36    | 7                    | 7                    |                    | 7                    |
| Building Code and Environmental Department            | MA-38    | 7                    | 7                    |                    | 7                    |
| Office for Human Resources                            | MA-500   | 4                    | 4                    |                    | 4                    |
| Staffing and Records Services                         | MA-510   | 7                    | 7                    |                    | 7                    |
| Benefits Department                                   | MA-520   | 5                    | 5                    |                    | 5                    |
| Organizational Development and Training Department    | MA-530   | 5                    | 4                    |                    | 4                    |
| Compensation  | MA-540   | 4                    | 4                    |                    | 4                    |
| Labor and Employee Relations Department               | MA-550   | 4                    | 3                    |                    | 3                    |
| Office of Business Administration                     | MA-400   | 5                    | 4                    |                    | 4                    |
| Equal Opportunity Programs Department                 | MA-410   | 7                    | 7                    |                    | 7                    |
| Administrative Support Department                     | MA-420   | 9                    | 9                    |                    | 9                    |
| Concession and Property Development Department        | MA-430   | 9                    | 8                    |                    | 8                    |
| Risk Management Department                            | MA-450   | 7                    | 7                    |                    | 7                    |
| Office of Information Technology & Telecommunications | MA-600   | 2                    | 2                    | 2                  | 4                    |
| IT Operations and Services                            | MA-610   | 4                    | 4                    | 1                  | 5                    |
| Telecommunications Department                         | MA-620   | 3                    | 3                    |                    | 3                    |
| Wireless Services and Radio Systems Department        | MA-630   | 4                    | 4                    |                    | 4                    |
| IT Systems and Program Development                    | MA-640   | 1                    | 1                    |                    | 1                    |
| Information Security Department                       | MA-650   | 2                    | 2                    |                    | 2                    |
| Enterprise Resource Management Department             | MA-660   | 6                    | 6                    |                    | 6                    |
| <b>Total Consolidated Functions</b>                   |          | <b>241</b>           | <b>242</b>           | <b>6</b>           | <b>248</b>           |
| <b><u>RONALD REAGAN NATIONAL AIRPORT</u></b>          |          |                      |                      |                    |                      |
| Airport Manager                                       | MA-100   | 4                    | 4                    |                    | 4                    |
| Operations Department                                 | MA-110   | 17                   | 19                   |                    | 19                   |
| Engineering and Maintenance Department                | MA-120   | 6                    | 4                    |                    | 4                    |
| Engineering Division                                  | MA-121   | 10                   | 10                   |                    | 10                   |
| Structures and Grounds Division                       | MA-122   | 50                   | 50                   |                    | 50                   |
| Electrical Division                                   | MA-123   | 42                   | 42                   |                    | 42                   |
| Utilities Division                                    | MA-124   | 49                   | 48                   |                    | 48                   |
| Equipment Maintenance Division                        | MA-125   | 19                   | 19                   |                    | 19                   |
| Maintenance Engineering Division                      | MA-126   | 11                   | 12                   |                    | 12                   |
| Terminal Service Center Division                      | MA-127   | 21                   | 21                   |                    | 21                   |
| Resource Support Division                             | MA-128   | 9                    | 9                    |                    | 9                    |
| Airport Administration Department                     | MA-130   | 2                    | 2                    |                    | 2                    |
| Budget and Administration Division                    | MA-131   | 6                    | 6                    |                    | 6                    |
| Contract Management Division                          | MA-132   | 4                    | 4                    |                    | 4                    |
| Materials Management Division                         | MA-133   | 16                   | 16                   |                    | 16                   |
| Leasing and Terminal Division                         | MA-135   | 3                    | 3                    |                    | 3                    |
| <b>Total Reagan National Airport</b>                  |          | <b>269</b>           | <b>269</b>           | <b>0</b>           | <b>269</b>           |

\*A portion of the costs of certain positions in the Aviation Enterprise Fund is allocated to the Dulles Corridor Enterprise Fund operations.



# 2014 BUDGET Metropolitan Washington Airports Authority

| Table 5-19 (continued)   |          | Total<br>Org Positions<br>Code | Total<br>Positions<br>2012 | Total<br>Positions<br>2013 | New<br>Positions<br>2014 | Total<br>Positions<br>2014 |
|--|----------|--------------------------------|----------------------------|----------------------------|--------------------------|----------------------------|
| <b><u>DULLES INTERNATIONAL AIRPORT*</u></b>                    |          |                                |                            |                            |                          |                            |
| Airport Manager  | MA-200   | 5                              | 6                          |                            |                          | 6                          |
| Operations Department  | MA-210   | 37                             | 37                         |                            | 1                        | 38                         |
| <i>Ramp Control Division</i>                                   | MA-214   | 21                             | 21                         |                            |                          | 21                         |
| <i>Mobile Lounge Division</i>                                  | MA-215   | 66                             | 66                         |                            |                          | 66                         |
| Engineering and Maintenance Department                         | MA-220   | 12                             | 11                         |                            |                          | 11                         |
| <i>Electrical Services Division Manager</i>                    | MA-221   | 0                              | 56                         |                            |                          | 56                         |
| <i>Structures and Grounds Division</i>                         | MA-222   | 62                             | 62                         |                            |                          | 62                         |
| <i>Utilities Services Division</i>                             | MA-223   | 116                            | 60                         |                            |                          | 60                         |
| <i>Engineering Division</i>                                    | MA-224   | 17                             | 17                         |                            |                          | 17                         |
| <i>Equipment Maintenance Division</i>                          | MA-225   | 78                             | 78                         |                            | 1                        | 79                         |
| <i>Maintenance Engineering Division</i>                        | MA-226   | 28                             | 28                         |                            |                          | 28                         |
| Airport Administration Department                              | MA-230   | 5                              | 5                          |                            |                          | 5                          |
| <i>Financial Management Division</i>                           | MA-232   | 5                              | 5                          |                            |                          | 5                          |
| <i>Leasing Management Division</i>                             | MA-235   | 3                              | 3                          |                            |                          | 3                          |
| <i>Contract Management Division</i>                            | MA-236   | 6                              | 6                          |                            |                          | 6                          |
| <i>Materials Management Division</i>                           | MA-238   | 20                             | 20                         |                            |                          | 20                         |
| Dulles Toll Road Department                                    | MA-240   | 39                             | 37                         |                            |                          | 37                         |
| <b><i>Total Dulles International Airport</i></b>               |          |                                | 520                        | 518                        | 2                        | 520                        |
| <b><u>PUBLIC SAFETY*</u></b>                                   |          |                                |                            |                            |                          |                            |
| Headquarters, Consolidated Functions                           | MA-300   | 2                              | 2                          |                            |                          | 2                          |
| <i>Police Department, Headquarters</i>                         | MA-310   | 74                             | 75                         |                            |                          | 75                         |
| <i>Police Department, Communications</i>                       | MA-310CU | 51                             | 51                         |                            |                          | 51                         |
| <i>Fire Department, Headquarters</i>                           | MA-320   | 21                             | 21                         |                            |                          | 21                         |
| <i>Public Safety Administration Department</i>                 | MA-330   | 4                              | 4                          |                            |                          | 4                          |
| Reagan National  |          | -                              | -                          |                            |                          |                            |
| <i>Police Department</i>                                       | MA-311   | 91                             | 91                         |                            |                          | 91                         |
| <i>Fire Department</i>   | MA-321   | 49                             | 49                         |                            |                          | 49                         |
| Dulles   |          | -                              | -                          |                            |                          |                            |
| <i>Police Department</i>                                       | MA-312   | 97                             | 97                         |                            |                          | 97                         |
| <i>Fire Department</i>   | MA-322   | 87                             | 87                         |                            |                          | 87                         |
| <b><i>Total Public Safety</i></b>                              |          |                                | 476                        | 477                        | 0                        | 477                        |
| <b><i>Total Aviation Enterprise</i></b>                        |          |                                | 1,506                      | 1,506                      | 8                        | 1,514                      |
| <b><u>DULLES RAIL*</u></b>                                     |          |                                |                            |                            |                          |                            |
| Dulles Rail Project  | MA-39    | 26                             | 26                         |                            | 3                        | 29                         |
| <b><i>Total Dulles Rail Department</i></b>                     |          |                                | 26                         | 26                         | 3                        | 29                         |
| <b><i>Total Metropolitan Washington Airports Authority</i></b> |          |                                | 1,532                      | 1,532                      | 11                       | 1,543                      |

\*A portion of the costs of certain positions in the Aviation Enterprise Fund is allocated to the Dulles Corridor Enterprise Fund operations.





## NEW RECLASSIFIED POSITIONS AND DESCRIPTIONS

### CONSOLIDATED FUNCTIONS

#### Executive Vice President and Chief Operations Officer

##### Emergency Planner, S-21

The Emergency Planner anticipates and strategizes how to respond to incidents to operations and public safety. The Emergency Planner will conduct risk assessments and advise the executive team on implementing safety measures and develop policies and procedures for emergency response.

#### Office of Finance

##### Contract Manager (Phase 2), S-21

The Contract Manager (Manager) will work primarily on Phase 2 of the Dulles Corridor Metrorail Project (Design and Construction) and related goods and services. The Manager will perform pre-award and post-award contracting functions, including, reviewing, planning, soliciting, evaluating, awarding and administering large dollar value construction and architectural/engineering (A/E) contracts, including high-impact projects.

##### Business Analyst – Internal Controls and Compliance, S-21

The Business Analyst assists executive management, line management, and administrators, Airports Authority-wide, in developing and maintaining an effective internal control environment. This position is responsible for assisting management in identifying internal control weaknesses and developing and implementing potential corrective actions in a timely manner to mitigate audit concerns.

#### Office of Technology

##### Deputy Vice President of Technology, S-24

The Deputy Vice President of Technology will support the Vice President in planning, implementing, and maintaining current and future systems for the Airports Authority including staff coordination, and the coordination of all stakeholders' technology requirements and system functions.

##### Business Intelligence Specialist, S-23

The Business Intelligence Specialist is responsible for defining, implementing and supporting the Business Intelligence applications and capabilities across the organization including all efforts to implement more passenger-centric technologies, and innovative business solutions.

**Enterprise Architect S-23**

The Enterprise Architect (Architect) is responsible for planning, directing, designing, coordinating and administering enterprise systems. The Architect will resolve enterprise operational issues; maintain the enterprise network; and provide direction regarding the Airports Authority's network requirements.

**DULLES INTERNATIONAL****Physical Security Technician, S-15**

The Physical Security Technician (Technician) will review Identification (ID) applications and other vital documents for accuracy, completion and authenticity. The Technician is responsible for accounting, issuing and renewing of airport ID badges, as well as AOA driving permits, airport issued keys, and other duties as required in order to comply with Transportation Security Administration (TSA) regulations, aviation security directives, Federal Aviation Administration (FAA) training requirements, and other internal policies and procedures.

**Heavy Equipment Mechanic (Shop 1), T-19**

The Heavy Equipment Mechanic will support the on-going mid-life rehabilitation of legacy Passenger Boarding Bridges maintained by the Airports Authority, provide support of airline boarding bridge requirements, and the continuing cycle of rehabilitation on Mobile Lounges and Plane-Mates at Shop 1.

**DULLES RAIL****Lead Accountant, S-21**

The Lead Accountant is assigned complex accounts, with responsibilities of reconciliations and all other accounting matters for the Dulles Corridor Enterprise. The Lead Accountant assists with the year-end audit and places special emphasis on controls as well as other areas identified for improvement.

**Financial Project Manager, S-22**

The Financial Project Manager oversees the utilization of financial systems to ensure that project activities are properly and timely accounted for and accurately reported, including reporting for budgetary, cash flows, and funding purposes.

**Project Controller, S-24**

The Project Controller manages the Airports Authority's accounting functions for the Dulles Metro Rail Project including internal and external financial reporting.



## AVIATION DEBT PROGRAM

The Airports Authority uses debt financing to fund a major portion of its capital program for Reagan National and Dulles International.

### Long-Term Debt Management Guidelines

The Airports Authority has established the following guidelines for managing its long-term debt.

- All reasonable financing alternatives before undertaking debt financing, including PFCs and grants will be explored.
- Pay-as-you-go financing of capital improvements will be utilized where feasible.
- Long-term debt will not be used to fund current noncapital operations.
- Debt issues will be structured based on the attributes of the types of projects financed, market conditions at the time of debt issue, and the policy direction provided by the Board.
- Bonds will be paid back in a period not exceeding the expected life of those projects. The exceptions to this requirement are the traditional costs of marketing and other costs of issuing debt, capitalized interest for design and construction of capital projects, and small component parts that are attached to major equipment purchases.
- Refunding existing debt will be considered when the total present value cost (including debt issuance costs of the refunding debt) is less than the present value cost of the existing debt.
- Financial advisors will be retained for advice on debt structuring.
- Good communication will be maintained with bond rating agencies about the Airports Authority's financial condition.
- Annually the Business Plan will include the Plan of Finance. Monthly updates will be submitted to the Finance Committee.
- A procedure providing continuing disclosure will be followed, including filing certain annual financial information and operating data and certain event notices as required by the Securities and Exchange Commission (SEC) under Rule 15c2-12 of the SEC Exchange Act of 1934, as amended.



## Airport System Revenue Bonds

### Liens

#### *Subordinate Bonds*

In 1988, to provide for the initial stages of the CCP, and other capital financing needs while negotiations with the Airlines on the Airline Agreement were underway, five series of subordinated bonds backed by major financial institutions were issued for \$263.4 million. These subordinate bonds have either been refunded or the debt retired. Since October 1998, no subordinate bonds have been outstanding.

#### *Senior Bonds*

A Senior Master Indenture of Trust (Master Indenture) was created in 1990 for the Airports Authority. A Supplemental Indenture is required before a series of Bonds is issued under the Master Indenture. The Master Indenture was amended effective September 1, 2001, to in part, change the definition of Annual Debt Service to accommodate the issuance of secured commercial paper to permit the Airports Authority to release certain revenues from the definition of revenues, and to expand the list of permitted investments to include innovative investment vehicles designed to increase the return on the Airports Authority investments. A total of \$10.14 billion of bonds has been issued by the Airports Authority since March 1988. The proceeds of the Bond issues are used to finance capital improvements at both Airports and refund outstanding Bonds when savings meet the Airports Authority's refunding criteria. The Airports Authority anticipates the issuance of bonds over the next year to fund projects in the CCP and refund outstanding debt when advantageous.

### Ratings

The uninsured fixed rate bonds are rated long-term "A1" by Moody's, "AA-" by S&P, and "AA-" by Fitch Ratings. In June 2013, Fitch Ratings affirmed the "AA-" rating and the "Stable Outlook," S&P affirmed the "AA-" rating with "Stable Outlook", and Moody's downgraded the rating from "Aa3" to "A1" and changed the outlook from "Negative" to "Stable."

### Insurance

As of October 1, 2013, the Airports Authority had \$2.2 billion or 45.8 percent of Bonds insured either by National Public Finance Guarantee Corporation (National), Financial Guaranty Insurance Company (FGIC), Financial Security Assurance (FSA) Ambac Assurance Corporation (Ambac), Berkshire Hathaway Assurance Corporation (BHAC), or Syncora.

Table 5-20

#### Aviation Enterprise

| Insurer         | Insured |
|-----------------|---------|
| Ambac           | 10.7%   |
| BHAC            | 4.6%    |
| FGIC            | 8.3%    |
| FSA             | 12.4%   |
| National (MBIA) | 8.5%    |
| Syncora (XL)    | 1.2%    |
| Uninsured       | 54.2%   |



### Variable Rate Programs

The Airports Authority has a diversified variable rate debt program which consists of multi-modal variable rate demand obligations (VRDOs) with weekly, daily and 2-day resets and Commercial Paper (CP). The table below lists all the Airports Authority's variable rate counterparties.

**Table 5-21**

| Firm            | Facility         | Program/<br>Series | Amount<br>(millions) | Expiration<br>Date |
|-----------------|------------------|--------------------|----------------------|--------------------|
| JPMorgan        | Letter of Credit | CP One             | \$250.0              | Mar 2014           |
| LBBW            | Letter of Credit | CP Two             | \$21.0               | Dec 2015           |
| Bank of America | Index Floaters   | 2003D1             | \$61.5               | Dec 2016           |
| TD Bank         | Letter of Credit | 2009D VRDO         | \$127.8              | Dec 2017           |
| Barclays Bank   | Letter of Credit | 2010C VRDO         | \$159.6              | Sept 2015          |
| Wells Fargo     | Index Floaters   | 2010D              | \$161.8              | Dec 2015           |
| Wells Fargo     | Index Floaters   | 2011A              | \$219.3              | Sept 2016          |
| Citibank        | Index Floaters   | 2011B              | \$185.2              | Sept 2015          |

### Commercial Paper (CP) Program

The Airports Authority authorized a CP Program in an aggregate principal amount not to exceed \$500.0 million outstanding at any time. The Airports Authority currently has in place two credit facilities allowing the Airports Authority to draw up to \$271.0 million in CP Notes. The CP Program is a funding source for on-going capital expenditures. Long-term fixed and/or variable rate bonds will be issued to periodically recycle the CP capacity.

#### Series One CP Notes

The issuance of up to \$250 million of the Series One CP Notes is authorized pursuant to the Amended and Restated Eleventh Supplemental Indenture. The Series One CP Notes are structured as Short-Term /Demand Obligations under the Indenture and secured by certain pledged funds including Net Revenues on a parity with other Bonds. They are further secured by an irrevocable direct pay letter of credit issued by JPMorgan Chase Bank, N.A. which expires on March 13, 2014. As of October 31, 2013, there are no Notes outstanding.

#### Series Two CP Notes

The issuance of up to \$21 million of the Series Two CP Notes is authorized pursuant to the Twenty-second Supplemental Indenture. The Series Two CP Notes are structured as Short-Term/Demand Obligations under the Indenture and are secured by certain pledged funds including Net Revenues on a parity with other Bonds. They are further secured by an irrevocable direct pay letter of credit issued by Landesbank Baden-Württemberg, acting through



its New York Branch, which expires on December 29, 2015. As of October 31, 2013, there are \$21 million of the Series Two CP Notes outstanding.

### Passenger Facility Charges

The Airports Authority was granted permission by the FAA to use PFC funds collected to finance the projects described in the Airports Authority's approved PFC applications. A portion of PFC revenues is being used to finance certain CCP projects previously expected to be financed through the issuance of bonds.

In March 2009, the FAA approved the Airports Authority's request to amend PFC Application No. 4 to extend the collection period through 2038, and allow the Airports Authority to use PFC revenues to pay the principal and interest on the Bonds used to fund certain CCP projects at Dulles International.

In July 2009, the Airports Authority made an irrevocable commitment to use \$35 million of PFC revenues per year to pay Annual Debt Service on the Bonds from 2009 through 2017.

### Interest Rate Swaps

The Airports Authority has entered into interest rate swap agreements (the Swap Agreements) in an effort to lower its overall cost of borrowing. All of the Airports Authority's Swap Agreements (i) were entered into in connection with the planned issuance of variable rate debt and represent floating-to-fixed rate agreements and (ii) were written on a forward-starting basis to either hedge future new money Bonds or to synthetically advance refund Bonds that could not be advance refunded on a conventional basis because of their tax status. To manage its exposure to counterparty risk, the Airports Authority has entered into Swap Agreements only with counterparties having a rating of at least "A."

The Airports Authority's obligations under the Swap Agreements constitute Junior Lien Obligations of the Airports Authority secured by a pledge of the Airports Authority's Net Revenues that is subordinate to the pledge of Net Revenues securing the Bonds and any Subordinated Bonds issued in the future.

The chart below provides summary information with respect to the Airports Authority's current Swap Agreements.

| Table 5-22      |                |                                     |                 |                           |                 |            |
|-----------------|----------------|-------------------------------------|-----------------|---------------------------|-----------------|------------|
| Trade Date      | Effective Date | Termination Date ("final maturity") | Swap Providers  | Ratings Moody's/S&P/Fitch | Notional Amount | Fixed Rate |
| 7/31/2001       | 8/29/2002      | 10/1/2021                           | Bank of America | A3/A/A                    | \$47.6          | 4.445%     |
| 6/15/2006       | 10/1/2009      | 10/1/2039                           | JPMorgan Chase  | Aa3/A+/A+                 | \$180.8         | 4.099%     |
|                 |                |                                     | Bank of America | A3/A/A                    | \$104.7         |            |
| 6/15/2006       | 10/1/2010      | 10/1/2040                           | Wells Fargo     | Aa3,AA-,AA-               | \$164.7         | 4.112%     |
| 5/13/2005       | 10/1/2011      | 10/1/2039                           | Wells Fargo     | Aa3,AA-,AA-               | \$125.0         | 3.862%     |
| Aggregate Swaps |                |                                     |                 |                           | \$622.8         |            |



### **Future Bonds**

The Airports Authority anticipates issuing additional Bonds to fund projects in the CCP and also to refund certain outstanding CP Notes and Bonds. The Airports Authority annually, with periodic updates, prepares a Plan of Finance that is presented to the Finance Committee. The Airports Authority has sufficient proceeds to adequately fund projects in the CCP through late spring of 2014.

### **Debt Service Coverage**

The Master Indenture includes a rate covenant provision specifying that the Airports Authority will fix and adjust fees and other charges for use of the Airports Authority, including services rendered by the Airports Authority pursuant to the Airline Agreement calculated to be at least sufficient to produce net revenues to provide for the larger of the following: (i) amounts needed for making required deposits to various accounts in the fiscal year or (ii) an amount not less than 125 percent of the annual debt service with respect to Bonds.

The debt service coverage for 2012 through 2014 is as follows:

| Table 5-23            |                |                |                |
|-----------------------|----------------|----------------|----------------|
| Debt Service Coverage |                |                |                |
|                       | Actual<br>2012 | Budget<br>2013 | Budget<br>2014 |
| Reagan National       | 1.51x          | 1.32x          | 1.51x          |
| Dulles International  | 1.29x          | 1.30x          | 1.31x          |
| Combined Airports     | 1.35x          | 1.31x          | 1.36x          |



## SUMMARY OF OUTSTANDING AVIATION BONDS

| Series       | Dated Date         | Originally Issued       |                         | Outstanding as of<br>Oct. 1, 2013 | Tax<br>Status | Tenor           | Credit<br>Enhancement |                     |
|--------------|--------------------|-------------------------|-------------------------|-----------------------------------|---------------|-----------------|-----------------------|---------------------|
|              |                    | Par<br>Amount           |                         |                                   |               |                 | Provider              | Purpose             |
| 2003D        | October 1, 2003    | \$ 150,000,000          | \$ 61,525,000           | AMT                               | Variable      | Bank of America |                       | New Money           |
| 2004A        | August 26, 2004    | 13,600,000              | 10,000                  | Non-AMT                           | Fixed         | MBIA            |                       | Refunding           |
| 2004B        | May 18, 2004       | 250,000,000             | 245,000,000             | AMT                               | Fixed         | FSA             |                       | New Money           |
| 2004C-1      | July 7, 2004       | 97,730,000              | 31,300,000              | AMT                               | Fixed         | FSA             |                       | Refunding           |
| 2004C-2      | August 12, 2004    | 111,545,000             | 93,860,000              | AMT                               | Fixed         | FSA             |                       | Refunding           |
| 2004D        | August 26, 2004    | 218,855,000             | 131,865,000             | AMT                               | Fixed         | MBIA            |                       | Refunding           |
| 2005A        | April 12, 2005     | 320,000,000             | 244,920,000             | AMT                               | Fixed         | MBIA            |                       | New Money/Refunding |
| 2005B        | April 12, 2005     | 19,775,000              | 14,640,000              | Non-AMT                           | Fixed         | MBIA            |                       | Refunding           |
| 2005C        | April 12, 2005     | 30,000,000              | 30,000,000              | Taxable                           | Fixed         | MBIA            |                       | New Money           |
| 2005D        | October 12, 2005   | 11,450,000              | 7,650,000               | Non-AMT                           | Fixed         | Ambac           |                       | Refunding           |
| 2006A        | January 25, 2006   | 300,000,000             | 245,000,000             | AMT                               | Fixed         | FSA             |                       | New Money/Refunding |
| 2006B        | December 6, 2006   | 400,000,000             | 375,320,000             | AMT                               | Fixed         | FGIC            |                       | New Money           |
| 2006C        | December 6, 2006   | 37,865,000              | 34,225,000              | Non-AMT                           | Fixed         | FGIC            |                       | Refunding           |
| 2007A        | July 2, 2007       | 164,460,000             | 117,165,000             | AMT                               | Fixed         | AMBAC           |                       | Refunding           |
| 2007B        | September 27, 2007 | 530,000,000             | 407,275,000             | AMT                               | Fixed         | AMBAC           |                       | New Money           |
| 2008A        | June 24, 2008      | 250,000,000             | 210,365,000             | AMT                               | Fixed         | n/a             |                       | Refunding/New Money |
| 2009B        | April 1, 2009      | 236,825,000             | 225,745,000             | Non-AMT                           | Fixed         | BHAC            |                       | New Money/Refunding |
| 2009C        | July 2, 2009       | 314,435,000             | 293,410,000             | Non-AMT                           | Fixed         | n/a             |                       | Refunding PFC       |
| 2009D *      | July 2, 2009       | 136,825,000             | 127,755,000             | Non-AMT                           | Variable      | TD Bank         |                       | Refunding PFC       |
| 2010A        | July 28, 2010      | 348,400,000             | 336,435,000             | Non-AMT                           | Fixed         | n/a             |                       | New Money/OMP       |
| 2010B        | July 28, 2010      | 229,005,000             | 191,755,000             | AMT                               | Fixed         | n/a             |                       | Refunding           |
| 2010C-1      | September 22, 2010 | 66,750,000              | 61,350,000              | AMT                               | Variable      | Wells Fargo     |                       | Refunding           |
| 2010C-2 *    | September 22, 2010 | 103,250,000             | 98,210,000              | Non-AMT                           | Variable      | Wells Fargo     |                       | Refunding           |
| 2010D *      | September 22, 2010 | 170,000,000             | 161,785,000             | Non-AMT                           | Variable      | Barclays Bank   |                       | New Money/Refunding |
| 2010F1       | November 17, 2010  | 61,820,000              | 61,820,000              | Non-AMT                           | Fixed         | n/a             |                       | OMP                 |
| 2011A *      | September 21, 2011 | 233,635,000             | 219,340,000             | AMT                               | Variable      | Wells Fargo     |                       | New Money/Refunding |
| 2011B        | September 21, 2011 | 207,640,000             | 185,195,000             | Non-AMT                           | Variable      | Citibank        |                       | New Money/Refunding |
| 2011C        | September 21, 2011 | 185,390,000             | 171,060,000             | AMT                               | Fixed         | n/a             |                       | Refunding           |
| 2011D        | September 21, 2011 | 10,385,000              | 9,635,000               | Non-AMT                           | Fixed         | n/a             |                       | Refunding           |
| 2012A        | July 3, 2012       | 291,035,000             | 291,035,000             | Non-AMT                           | Fixed         | n/a             |                       | Refunding           |
| 2012B        | July 3, 2012       | 20,790,000              | 20,570,000              | AMT                               | Fixed         | n/a             |                       | Refunding           |
| 2013A        | July 11, 2013      | 207,205,000             | 207,205,000             | AMT                               | Fixed         | n/a             |                       | Refunding           |
| 2013B        | July 11, 2013      | 27,405,000              | 27,405,000              | Taxable                           | Fixed         | n/a             |                       | Refunding           |
| 2013C        | July 11, 2013      | 11,005,000              | 11,005,000              | Non-AMT                           | Fixed         | n/a             |                       | Refunding           |
| <b>Total</b> |                    | <b>\$ 5,767,080,000</b> | <b>\$ 4,950,835,000</b> |                                   |               |                 |                       |                     |

\* Subject of a floating-to-fixed rate swaps



# 2014 BUDGET

## Metropolitan Washington Airports Authority



### SUMMARY OF BONDED DEBT SERVICE

| Table 5-25          |            |           | Bonds                   |                       | FY 2014               | Oct. 2014             |                       |
|---------------------|------------|-----------|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Airport             | Date       |           | Outstanding             | *FY 2013              | Interest              | Principal             | FY 2014               |
| Revenue Bonds       | of Issue   | Maturity  | 10/1/2013               | Debt Service          | Payments              | Payment               | Debt Service          |
| <b>Senior Debt:</b> |            |           |                         |                       |                       |                       |                       |
| Series 2003A        | 9/11/2003  | 2004-2033 | \$ -                    | \$ 7,005,476          | \$ -                  | \$ -                  | \$ -                  |
| Series 2003B        | 9/11/2003  | 2004-2019 | -                       | 2,277,600             | -                     | -                     | -                     |
| Series 2003C        | 9/11/2003  | 2004-2023 | -                       | 2,615,852             | -                     | -                     | -                     |
| Series 2003D        | 9/16/2003  | 2004-2033 | 61,525,000              | 2,178,520             | 549,735               | 1,800,000             | 2,349,735             |
| Series 2004A        | 8/26/2004  | 2006-2022 | 10,000                  | 445,227               | 282                   | 7,500                 | 7,782                 |
| Series 2004B        | 5/18/2004  | 2027-2034 | 245,000,000             | 12,253,665            | 12,253,665            | -                     | 12,253,665            |
| Series 2004C-1      | 7/7/2004   | 2006-2021 | 31,300,000              | 1,565,000             | 1,565,000             | -                     | 1,565,000             |
| Series 2004C-2      | 8/12/2004  | 2005-2024 | 93,860,000              | 4,818,750             | 4,691,438             | 126,250               | 4,817,688             |
| Series 2004D        | 8/26/2004  | 2005-2019 | 131,865,000             | 26,084,724            | 6,288,515             | 19,545,000            | 25,833,515            |
| Series 2005A        | 4/12/2005  | 2006-2035 | 244,920,000             | 22,326,155            | 12,084,506            | 9,421,250             | 21,505,756            |
| Series 2005B        | 4/12/2005  | 2011-2020 | 14,640,000              | 2,514,006             | 658,900               | 1,857,500             | 2,516,400             |
| Series 2005C        | 4/12/2005  | 2020-2035 | 30,000,000              | 1,703,619             | 1,703,619             | -                     | 1,703,619             |
| Series 2005D        | 10/12/2005 | 2008-2023 | 7,650,000               | 382,500               | 382,500               | -                     | 382,500               |
| Series 2006A        | 1/25/2006  | 2030-2035 | 245,000,000             | 12,218,750            | 12,218,750            | -                     | 12,218,750            |
| Series 2006B        | 12/6/2006  | 2031-2036 | 375,320,000             | 18,500,410            | 18,500,410            | -                     | 18,500,410            |
| Series 2006C        | 12/6/2006  | 2009-2032 | 34,225,000              | 2,957,581             | 1,571,664             | 1,323,750             | 2,895,414             |
| Series 2007A        | 7/3/2007   | 2008-2023 | 117,165,000             | 15,105,588            | 5,671,338             | 9,432,500             | 15,103,838            |
| Series 2007B        | 9/12/2007  | 2008-2035 | 407,275,000             | 34,063,513            | 20,158,297            | 13,911,250            | 34,069,547            |
| Series 2008A        | 6/24/2008  | 2012-2029 | 210,365,000             | 21,945,653            | 11,140,681            | 9,782,500             | 20,923,181            |
| Series 2009B        | 4/1/2009   | 2010-2029 | 225,745,000             | 14,254,756            | 11,002,531            | 4,213,750             | 15,216,281            |
| Series 2009C        | 7/2/2009   | 2010-2039 | 293,410,000             | 20,827,000            | 14,952,938            | 5,875,000             | 20,827,938            |
| Series 2009D        | 7/2/2009   | 2010-2039 | 127,755,000             | 7,714,043             | 5,211,818             | 2,581,250             | 7,793,068             |
| Series 2010A        | 7/28/2010  | 2011-2039 | 336,435,000             | 20,495,506            | 16,113,581            | 6,577,500             | 22,691,081            |
| Series 2010B        | 7/28/2010  | 2011-2027 | 191,755,000             | 23,332,100            | 9,228,750             | 14,098,750            | 23,327,500            |
| Series 2010C        | 9/22/2010  | 2011-2039 | 159,560,000             | 7,274,337             | 4,315,569             | 3,282,500             | 7,598,069             |
| Series 2010D        | 9/22/2010  | 2011-2040 | 161,785,000             | 10,574,908            | 6,618,436             | 3,046,250             | 9,664,686             |
| Series 2010F-1      | 11/17/2010 | 2020-2031 | 61,820,000              | 3,076,938             | 3,076,938             | -                     | 3,076,938             |
| Series 2011A        | 9/21/2011  | 2012-2038 | 219,340,000             | 19,975,700            | 10,860,678            | 9,305,000             | 20,165,678            |
| Series 2011B        | 9/21/2011  | 2012-2041 | 185,195,000             | 13,703,286            | 1,555,932             | 12,148,750            | 13,704,682            |
| Series 2011C        | 9/29/2011  | 2012-2028 | 171,060,000             | 15,708,838            | 8,160,850             | 7,548,750             | 15,709,600            |
| Series 2011D        | 9/29/2011  | 2012-2031 | 9,635,000               | 778,275               | 388,125               | 392,500               | 780,625               |
| Series 2012A        | 7/3/2012   | 2016-2032 | 291,035,000             | 14,269,981            | 14,269,981            | -                     | 14,269,981            |
| Series 2012B        | 7/3/2012   | 2013-2019 | 20,570,000              | 1,815,700             | 806,300               | 3,260,000             | 4,066,300             |
| Series 2013A        | 7/11/2013  | 2018-2043 | 207,205,000             | 4,864,479             | 10,301,250            | -                     | 10,301,250            |
| Series 2013B        | 7/11/2013  | 2016-2023 | 27,405,000              | 387,703               | 821,019               | -                     | 821,019               |
| Series 2013C        | 7/11/2013  | 2020-2022 | 11,005,000              | 249,451               | 528,250               | -                     | 528,250               |
|                     |            |           | <b>\$4,950,835,000</b>  | <b>\$370,265,590</b>  | <b>\$227,652,246</b>  | <b>\$139,537,500</b>  | <b>\$367,189,746</b>  |
| <b>Series ONE</b>   | 8/16/2007  | 2008-2014 | \$ -                    | \$ -                  | \$ -                  | \$ -                  | \$ -                  |
| <b>Series TWO</b>   | 1/12/2005  | 2006-2014 | 21,000,000              | 113,494               | 107,004               | 52,500                | 159,504               |
|                     |            |           | <b>\$ 21,000,000</b>    | <b>\$ 113,494</b>     | <b>\$ 107,004</b>     | <b>\$ 52,500</b>      | <b>\$ 159,504</b>     |
| <b>TOTALS</b>       |            |           | <b>\$ 4,971,835,000</b> | <b>\$ 370,379,084</b> | <b>\$ 227,759,250</b> | <b>\$ 139,590,000</b> | <b>\$ 367,349,250</b> |

\* FY 2013 Debt Service reflects new issues and refundings that occurred during the year.



## LONG-TERM DEBT SCHEDULED – AIRPORT REVENUE BONDS

| Table 5-26   | Commercial Paper Debt |                     | Senior Debt (Long-Term) |                         | Total                   |
|--------------|-----------------------|---------------------|-------------------------|-------------------------|-------------------------|
|              | Principal             | Interest            | Principal               | Interest                | Debt Service            |
| 2014         | \$ 52,500             | 107,004             | \$ 139,537,500          | \$ 227,652,246          | \$ 367,349,250          |
| 2015         | 52,500                | 1,844,734           | 145,065,000             | 236,494,530             | 383,456,764             |
| 2016         | 20,895,000            | 1,844,734           | 157,260,000             | 229,701,204             | 409,700,938             |
| 2017         |                       |                     | 174,985,000             | 222,249,854             | 397,234,854             |
| 2018         |                       |                     | 189,280,000             | 213,940,088             | 403,220,088             |
| 2019         |                       |                     | 194,615,000             | 204,841,353             | 399,456,353             |
| 2020         |                       |                     | 203,535,000             | 195,377,648             | 398,912,648             |
| 2021         |                       |                     | 218,360,000             | 185,382,677             | 403,742,677             |
| 2022         |                       |                     | 208,580,000             | 174,570,292             | 383,150,292             |
| 2023         |                       |                     | 209,865,000             | 164,318,607             | 374,183,607             |
| 2024         |                       |                     | 219,090,000             | 154,000,811             | 373,090,811             |
| 2025         |                       |                     | 179,275,000             | 143,122,117             | 322,397,117             |
| 2026         |                       |                     | 188,995,000             | 134,183,301             | 323,178,301             |
| 2027         |                       |                     | 198,920,000             | 124,831,844             | 323,751,844             |
| 2028         |                       |                     | 196,175,000             | 114,917,664             | 311,092,664             |
| 2029         |                       |                     | 193,980,000             | 105,258,186             | 299,238,186             |
| 2030         |                       |                     | 229,510,000             | 82,605,594              | 312,115,594             |
| 2031         |                       |                     | 280,130,000             | 84,967,483              | 365,097,483             |
| 2032         |                       |                     | 279,205,000             | 71,341,722              | 350,546,722             |
| 2033         |                       |                     | 256,280,000             | 70,674,004              | 326,954,004             |
| 2034         |                       |                     | 260,480,000             | 44,309,367              | 304,789,367             |
| 2035         |                       |                     | 233,945,000             | 31,349,867              | 265,294,867             |
| 2036         |                       |                     | 139,515,000             | 19,653,200              | 159,168,200             |
| 2037         |                       |                     | 67,755,000              | 12,687,480              | 80,442,480              |
| 2038         |                       |                     | 71,160,000              | 9,312,741               | 80,472,741              |
| 2039         |                       |                     | 76,640,000              | 5,770,849               | 82,410,849              |
| 2040         |                       |                     | 20,075,000              | 1,965,626               | 22,040,626              |
| 2041         |                       |                     | 10,120,000              | 999,333                 | 11,119,333              |
| 2042         |                       |                     | 5,045,000               | 517,250                 | 5,562,250               |
| 2043         |                       |                     | 5,300,000               | 265,000                 | 5,565,000               |
| <b>Total</b> | <b>\$ 21,000,000</b>  | <b>\$ 3,796,472</b> | <b>\$ 4,952,677,500</b> | <b>\$ 3,267,261,938</b> | <b>\$ 8,244,735,910</b> |

2014 is on FY(cy) not Bond Year, and will not check to O.S. information for 2014..



### **DULLES CORRIDOR DEBT PROGRAM**

The Airports Authority uses debt financing to fund Capital Improvement Program (CIP) for the Dulles Corridor Enterprise Fund, including funding a portion of the costs of the Dulles Metrorail Project.

#### **Dulles Toll Road Revenue Bonds**

A Senior Master Indenture of Trust (Master Indenture) was created in 2009 for the Airports Authority. A Supplemental Indenture is required before a series of Bonds is issued under the Master Indenture. A total of \$1.3 billion of Bonds has been issued by the Airports Authority since August 2009. The proceeds of the Bonds are used to finance capital improvements to the Dulles Corridor and construction of the Silver Line to Metrorail System. The Airports Authority anticipates the issuance of additional bonds over the next year to fund projects in the CIP.

#### **Liens**

##### *First Senior Lien Bonds*

A total of \$198.0 million of Series 2009A Bonds, issued as Current Interest Bonds were issued in August 2009.

##### *Second Senior Lien Bonds*

The Second Senior Lien includes the 2009B, 2009C, 2009D, 2010A and 2010B series of Bonds, totaling \$957.9 million. The Airports Authority issued \$261.9 million of Capital Appreciation Bonds; \$296 million of Convertible Capital Appreciation Bonds; \$400.0 million issued as Current Interest Bonds and are Federally Taxable – Issuer Subsidy – Build America Bonds (BABs).

##### *Subordinate Lien Bonds*

In May 2010, a total of \$150 million of Series 2010D Bonds, were issued as BABs.

*Summary Description of Dulles Toll Road Transactions*

| Table 5-27   |               |                                |
|--------------|---------------|--------------------------------|
| Series       | Lien Position | Rating                         |
| <b>2009A</b> | First Senior  | A2, A                          |
| <b>2009B</b> | Second Senior | Aa2, AAA (Insured), Baa1, BBB+ |
| <b>2009C</b> | Second Senior | Aa2, AAA (Insured), Baa1, BBB+ |
| <b>2009D</b> | Second Senior | Baa1, BBB+                     |
| <b>2010A</b> | Second Senior | Baa1, BBB+                     |
| <b>2010B</b> | Second Senior | Baa1, BBB+                     |
| <b>2010D</b> | Subordinate   | Baa2, BBB                      |

**Ratings**

The Series 2009A bonds have assigned a long-term rating of "A2" from Moody's and "A" by Standard & Poor's (S&P). In the Second Senior Lien Bonds (other than the Insured 2009 Bonds) have been assigned the long-term rating of "Baa1" by Moody's and "BBB+" by S&P. The Subordinate Lien Bonds have assigned a "Baa2" from Moody's and a "BBB" from S&P.

Assured Guaranty insures \$188.0 million of the \$207.1 million Series 2009B Bonds and all of the Series 2009C Bonds. The Insured Series 2009 Bonds are assigned a rating of "AAA" (negative outlook) by S&P and "Aa3" (Negative Outlook) by Moody's.

**Insurance**

A total of \$346.5 million or 36 percent of the \$963.3 million Series 2009 Bonds are insured by Assured Guaranty.

**Variable Rate Program***Commercial Paper Program*

The issuance of up to \$300 million of the Series One CP Notes is authorized pursuant to the Seventh Supplemental Indenture. The Airports Authority currently has in place a three-year credit facility with J.P. Morgan Chase Bank, expiring in August 2014. The Series One CP Notes are secured as Second Senior Lien Bonds under the Master Indenture. As of October 31, 2013, there are \$300.0 million outstanding of Series One CP Notes.



### **Future Bonds**

The Airports Authority anticipates issuing additional bonds to fund projects in the CIP and the Dulles Corridor Metrorail Project. The Airports Authority; annually, with periodic updates, prepares a Plan of Finance that is presented to the Finance Committee. The Airports Authority anticipates entering the market in mid-winter 2014.

### **Debt Service Coverage**

The Airports Authority has covenanted in the Master Indenture that it will establish, charge and collect tolls for the privilege of traveling on the Dulles Toll Road at rates sufficient to meet the Operation and Maintenance Expenses and produce Net Revenues in any Fiscal Year, and in each Fiscal Year thereafter, that are at least:

- 200 percent of the Maximum Annual Debt Service with respect to all *Outstanding First Senior Lien Bonds*;
- 135 percent of the Annual Debt Service with respect to all *Outstanding First Senior Lien Bonds and all Outstanding Second Senior Lien Bonds* for such Fiscal Year;
- 120 percent of the Annual Debt Service with respect to all *Outstanding First Senior Lien Bonds, all Outstanding Second Senior Lien Bonds and all Outstanding Subordinate Lien Bonds* for such Fiscal Year; and
- 100 percent of the Annual Debt Service with respect to all *Outstanding Bonds* and all other obligations of the Airports Authority secured by Toll Road Revenues for such Fiscal Year.



**ANNUAL DEBT SERVICE REQUIREMENTS  
AND PROJECTED DEBT SERVICE**

**Table 5-28**

**ANNUAL DEBT SERVICE REQUIREMENTS AND PROJECTED DEBT SERVICE (1)**

| <i>(dollars in millions)</i>                    | 2011          | 2012          | 2013          | 2014           |
|---|---------------|---------------|---------------|----------------|
| DTR Gross Toll Revenue                          | \$ 97.13      | 107.10        | 125.51        | 148.81         |
| Other Income                                    | -             | -             | -             | -              |
| Toll Road O&M                                   | (25.12)       | (26.00)       | (28.25)       | (29.23)        |
| Interest Income                                 | -             | -             | -             | -              |
| NET REVENUE AVAILABLE FOR DEBT SERVICE          | \$ 72.01      | 81.10         | 97.26         | 119.58         |
| First Senior Lien, Series 2009A                 | 10.14         | 10.14         | 10.14         | 10.14          |
| Second Senior Lien, Series 2009B (2)            | -             | 6.41          | 10.57         | 5.22           |
| Second Senior Lien, Series 2009C (2)            | -             | -             | -             | -              |
| Second Senior Lien, Series 2009D                | 29.85         | 29.85         | 29.85         | 29.85          |
| less direct subsidy on 2009D BABs (4)           | (10.45)       | (10.45)       | (9.99)        | (9.69)         |
| less state funding for interest payments        |               |               | (10.00)       | (30.00)        |
| Second Senior Lien, Series 2010A (3)            | -             | -             | -             | -              |
| Subordinate Lien, Series 2010B (3)              | -             | -             | -             | -              |
| Subordinate Lien, Series 2010D                  | 12.00         | 12.00         | 12.00         | 12.00          |
| less direct subsidy on 2010 BABs (4)            | (4.20)        | (4.20)        | (4.02)        | (3.90)         |
| TOTAL NET DEBT SERVICE                          | \$ 37.34      | \$ 43.75      | \$ 38.55      | \$ 13.61       |
| <i>First Senior Lien Debt Service Coverage</i>  | <i>7.10 x</i> | <i>8.00 x</i> | <i>9.59 x</i> | <i>11.79 x</i> |
| <i>Second Senior Lien Debt Service Coverage</i> | <i>2.44 x</i> | <i>2.26 x</i> | <i>3.18 x</i> | <i>21.70 x</i> |
| <i>Subordinate Lien Debt Service Coverage</i>   | <i>1.93 x</i> | <i>1.85 x</i> | <i>2.52 x</i> | <i>8.78 x</i>  |

(1) The table does not include estimated debt service on additional bonds that will be issued in 2014.

(2) The Second Senior Lien Bonds, Series 2009B and 2009C, are structured as capital appreciation bonds and convertible capital appreciation bonds with debt service payable between October 1, 2012, and October 1, 2041.

(3) The Second Senior Lien Bonds, Series 2010A and 2010B, are structured as capital appreciation bonds and convertible capital appreciation bonds with debt service payable between April 1, 2019, and October 1, 2044.

(4) Federal subsidy payments on BABs are subject to sequestration reductions. Net subsidy rate in 2013 was 33.48%. For 2014, the estimated net subsidy rate is 32.48%.



**SUMMARY OF OUTSTANDING DULLES TOLL ROAD BONDS**

| Table 5-29 SUMMARY OF OUTSTANDING DULLES TOLL ROAD REVENUE BONDS (1) |            |                              |                             |                                   |          |                             |                                  |
|--|------------|------------------------------|-----------------------------|-----------------------------------|----------|-----------------------------|----------------------------------|
| Series   | Dated Date | Originally Issued Par Amount | Outstanding as of 10/1/2013 | Tax Status                        | Tenor    | Credit Enhancement Provider | Purpose                          |
| 2009A  | 8/12/2009  | \$ 198,000,000               | \$ 198,000,000              | Tax-Exempt Current Interest Bonds | Fixed    | None                        | Dulles Corridor improvements and |
| 2009B  | 8/12/2009  | 207,056,689                  | 261,585,614                 | Tax-Exempt CABs                   | Fixed    | \$188,266,435 Assured       | Metrorail                        |
| 2009C  | 8/12/2009  | 158,234,960                  | 206,161,787                 | Tax-Exempt Convertible CABs       | Fixed    | \$158,234,960 Assured       | Dulles Corridor improvements and |
| 2009D  | 8/12/2009  | 400,000,000                  | 400,000,000                 | Taxable Build America Bonds       | Fixed    | None                        | Metrorail                        |
| 2010A  | 5/27/2010  | 54,813,219                   | 68,163,069                  | Tax-Exempt CABs                   | Fixed    | None                        | Metrorail                        |
| 2010B  | 5/27/2010  | 137,801,650                  | 170,673,450                 | Tax-Exempt Convertible CABs       | Fixed    | None                        | Metrorail                        |
| 2010D  | 5/27/2010  | 150,000,000                  | 150,000,000                 | Taxable Build America Bonds       | Fixed    | None                        | Metrorail                        |
| CP Series One  | 8/1/2011   | 550,000                      | 300,000,000                 | Commercial Paper Program          | Variable | JP Morgan LOC               | Metrorail                        |
|  |            | \$ 1,306,456,518             | \$ 1,754,583,920            |                                   |          |                             |                                  |

(1) Table does not include \$200 million of fixed rate notes issued on December 17, 2012, that are secured by the remaining Federal funding anticipated to be received pursuant to a Full Funding Grant Agreement (FFGA) with the Federal Transit Administration for Phase 1 of the Rail Project.



# LONG-TERM DEBT SCHEDULED – DULLES TOLL ROAD REVENUE BONDS

Table 5-30

| LONG-TERM DEBT SCHEDULED - DULLES TOLL ROAD REVENUE BONDS |  |                          |                         |                         |  |   | FFGA NOTES (4)        |                      |
|---|--|--------------------------|-------------------------|-------------------------|--|---|-----------------------|----------------------|
|   | Originally Issued<br>Principal Amount<br>(1) | Interest on DTR<br>Bonds | Total Debt Service      | BABs Subsidy (2)        | Commonwealth of<br>Virginia Funding<br>(3) | Total Net Debt<br>Service on DTR<br>Bonds | Principal             | Interest             |
| 2011  | -  | 51,990,988               | 51,990,988              | (14,646,800)            | -  | 37,344,188                                |                       |                      |
| 2012  | 5,744,580                                    | 52,651,407               | 58,395,988              | (14,646,800)            | -  | 43,749,188                                |                       |                      |
| 2013  | 9,041,633                                    | 53,514,355               | 62,555,988              | (14,010,710)            | (10,000,000)                               | 38,545,277                                |                       | 4,128,000            |
| 2014  | 4,201,882                                    | 53,004,106               | 57,205,988              | (13,592,230)            | (30,000,000)                               | 13,613,757                                |                       | 4,320,000            |
| 2015  | 8,687,272                                    | 54,718,716               | 63,405,988              | (14,646,800)            | (30,000,000)                               | 18,759,188                                | 100,000,000           | 2,160,000            |
| 2016  | 7,588,182                                    | 55,047,806               | 62,635,988              | (14,646,800)            | (30,000,000)                               | 17,989,188                                | 100,000,000           | 1,080,000            |
| 2017  | 4,032,707                                    | 70,268,656               | 74,301,363              | (14,646,800)            | (30,000,000)                               | 29,654,563                                |                       |                      |
| 2018  | 4,086,658                                    | 70,759,704               | 74,846,363              | (14,646,800)            | (20,000,000)                               | 40,199,563                                |                       |                      |
| 2019  | 7,259,874                                    | 88,886,489               | 96,146,363              | (14,646,800)            | -  | 81,499,563                                |                       |                      |
| 2020  | 3,505,221                                    | 86,586,142               | 90,091,363              | (14,646,800)            | -  | 75,444,563                                |                       |                      |
| 2021  | 3,466,610                                    | 87,034,753               | 90,501,363              | (14,646,800)            | -  | 75,854,563                                |                       |                      |
| 2022  | 3,422,177                                    | 87,519,186               | 90,941,363              | (14,646,800)            | -  | 76,294,563                                |                       |                      |
| 2023  | 9,267,174                                    | 96,354,189               | 105,621,363             | (14,646,800)            | -  | 90,974,563                                |                       |                      |
| 2024  | 10,631,131                                   | 100,255,232              | 110,886,363             | (14,646,800)            | -  | 96,239,563                                |                       |                      |
| 2025  | 8,106,897                                    | 97,974,465               | 106,081,363             | (14,646,800)            | -  | 91,434,563                                |                       |                      |
| 2026  | 7,501,716                                    | 98,919,647               | 106,421,363             | (14,646,800)            | -  | 91,774,563                                |                       |                      |
| 2027  | 6,929,769                                    | 99,671,594               | 106,601,363             | (14,646,800)            | -  | 91,954,563                                |                       |                      |
| 2028  | 4,706,906                                    | 95,874,456               | 100,581,363             | (14,646,800)            | -  | 85,934,563                                |                       |                      |
| 2029  | 12,171,834                                   | 115,988,786              | 128,160,620             | (14,646,800)            | -  | 113,513,820                               |                       |                      |
| 2030  | 15,365,811                                   | 124,368,227              | 139,734,038             | (14,646,800)            | -  | 125,087,238                               |                       |                      |
| 2031  | 24,908,287                                   | 133,091,960              | 158,000,247             | (14,646,800)            | -  | 143,353,447                               |                       |                      |
| 2032  | 24,405,382                                   | 133,630,452              | 158,035,834             | (14,646,800)            | -  | 143,389,034                               |                       |                      |
| 2033  | 29,514,564                                   | 157,871,268              | 187,385,833             | (14,646,800)            | -  | 172,739,033                               |                       |                      |
| 2034  | 28,856,763                                   | 159,030,534              | 187,887,297             | (14,646,800)            | -  | 173,240,497                               |                       |                      |
| 2035  | 28,077,105                                   | 158,806,292              | 186,883,396             | (14,646,800)            | -  | 172,236,596                               |                       |                      |
| 2036  | 27,584,571                                   | 159,302,882              | 186,887,453             | (14,646,800)            | -  | 172,240,653                               |                       |                      |
| 2037  | 25,584,430                                   | 161,302,008              | 186,886,438             | (14,646,800)            | -  | 172,239,638                               |                       |                      |
| 2038  | 51,662,687                                   | 124,978,141              | 176,640,828             | (14,646,800)            | -  | 161,994,028                               |                       |                      |
| 2039  | 43,393,197                                   | 147,608,527              | 191,001,724             | (14,646,800)            | -  | 176,354,924                               |                       |                      |
| 2040  | 72,107,185                                   | 125,029,797              | 197,136,982             | (14,646,800)            | -  | 182,490,182                               |                       |                      |
| 2041  | 107,186,064                                  | 66,446,288               | 173,632,352             | (14,646,800)            | -  | 158,985,552                               |                       |                      |
| 2042  | 98,148,875                                   | 56,073,225               | 154,222,100             | (14,646,800)            | -  | 139,575,300                               |                       |                      |
| 2043  | 79,205,725                                   | 46,658,775               | 125,864,500             | (14,226,800)            | -  | 111,637,700                               |                       |                      |
| 2044  | 84,553,650                                   | 40,322,075               | 124,875,725             | (12,966,800)            | -  | 111,908,925                               |                       |                      |
| 2045  | 200,000,000                                  | 33,448,000               | 233,448,000             | (11,706,800)            | -  | 221,741,200                               |                       |                      |
| 2046  | 200,000,000                                  | 18,524,000               | 218,524,000             | (6,483,400)             | -  | 212,040,600                               |                       |                      |
| 2047  | 45,000,000                                   | 3,600,000                | 48,600,000              | (1,260,000)             | -  | 47,340,000                                |                       |                      |
| <b>Total</b>  | <b>\$ 1,305,906,518</b>                      | <b>\$ 3,367,113,122</b>  | <b>\$ 4,673,019,640</b> | <b>\$ (513,650,741)</b> | <b>\$ (150,000,000)</b>                    | <b>\$ 4,009,368,899</b>                   | <b>\$ 200,000,000</b> | <b>\$ 11,688,000</b> |

(1) Does not include approximately \$149 million of accreted value on outstanding capital appreciation bonds and convertible capital appreciation bonds as of October 1, 2013 (see Table 5-29).

(2) Cash subsidy payments from the United States Treasury rebating up to 35 percent of the interest payable on Build America Bonds (BAB). Amounts in 2013 and 2014 are subject to sequestration reductions resulting in net subsidy rates of 33.48 percent and 32.48 percent respectively.

(3) Pursuant to a January 2013 Funding Agreement with the Commonwealth of Virginia, the Airports Authority is using \$150 million of state funding to pay interest on DTR revenue bonds in order to reduce the toll increases required to fund the Dulles Corridor Metrorail Project.

(4) Fixed rate notes that are secured by the remaining Federal funding anticipated to be received pursuant to a Full Funding Grant Agreement (FFGA) with the Federal Transit Administration for Phase 1 of the Rail Project.





**SUMMARY OF BONDED DEBT SERVICE – DULLES TOLL ROAD**

**Table 5-31 SUMMARY OF BONDED DEBT SERVICE - DULLES TOLL ROAD**

| Existing Debt   | Date of Issue        | Maturity        | Bonds Outstanding<br>10/1/2013 | Debt Service<br>2013 | Debt Service<br>2014 |
|---|----------------------|-----------------|--------------------------------|----------------------|----------------------|
| Series 2009A  | 8/12/2009            | 2030 - 2042     | \$ 198,000,000                 | 10,142,988           | \$10,142,988         |
| Series 2009B  | (1) 8/12/2009        | 2012 - 2040     | 261,585,614                    | 9,227,500            | 6,765,000            |
| Series 2009C  | 8/12/2009            | 2038 - 2041     | 206,161,787                    | 0                    | 0                    |
| Series 2009D  | (2) 8/12/2009        | 2045 - 2046     | 400,000,000                    | 19,854,890           | 20,153,370           |
| Series 2010A  | 5/27/2010            | 2029 - 2037     | 68,163,069                     | 0                    | 0                    |
| Series 2010B  | 5/27/2010            | 2040 - 2044     | 170,673,450                    | 0                    | 0                    |
| Series 2010D  | (2) 5/27/2010        | 2042 - 2047     | 150,000,000                    | 7,982,400            | 8,102,400            |
| LESS: Commonwealth of VA funds for DTR Bonds Debt Service (3) |                      |                 |                                | (10,000,000)         | (30,000,000)         |
| CP Series One   | (4) 8/1/2011         | 2014            | 300,000,000                    | 1,500,000            | 1,500,000            |
| <i>Subtotal</i>   |                      |                 | \$ 1,754,583,920               | \$ 38,707,777        | \$ 16,663,757        |
|   |                      |                 |                                |                      | <b>Debt Service</b>  |
| <b>Potential New Issuance</b>                                 | <b>Date of Issue</b> | <b>Maturity</b> | <b>Amount Issued</b>           | <b>2014</b>          |                      |
| Series 2014A  | (5) 1/1/2014         | 2052-2054       | 445,695,000                    | 28,970,175           |                      |
| <b>TOTALS</b>   |                      |                 | \$ 2,200,278,920               | \$ 45,633,932        |                      |

(1) Annual debt service equals nine twelfths of the debt service payable in current year and three twelfths of the debt service payment scheduled for the following year.

(2) Annual debt service is net of federal subsidy for Build America Bonds.

(3) State funding is used to pay interest on DTR revenue bonds in order to reduce the toll increases required to fund the Dulles Corridor Metrorail Project.

(4) Interest rate on commercial paper notes is assumed to average 1/2 percent.

(5) Debt service for 2014 equals one year of interest at an assumed rate of 6.50 percent.



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## GLOSSARY

**ACCRUAL BASIS** — An accounting method whereby income and expense items are recognized as they are earned or incurred, even though they may not have been received or actually paid in cash.

**AEROTRAIN** — The AeroTrain system is a fully automated transit system that will take passengers between the Main Terminal and the midfield Concourses of Dulles International. The AeroTrain is open.

**AIR OPERATIONS AREA** — The secured areas of each Airport utilized by aircraft, including runways, taxiways, and ramps.

**AIRLINE COST PER ENPLANEMENT** — For each Airport, the total annual cost of fees and charges paid by the Signatory Airlines to the Airports Authority divided by the total signatory enplanements.

**AIRPORT COMMUNICATIONS SYSTEM (ACS)** — The Airports Authority owns the Airport Communications System at both Reagan National and Dulles International. The ACS consists of more than 12,000 lines used by the Airports Authority and numerous airport tenants. In an average month, more than 800,000 calls are processed through the ACS, including more than 180,000 minutes of domestic long distance calls. Tenants are invoiced for the services they receive, based on a proportionate share of the operating cost of the ACS. The tenants are also invoiced for any local or long distance costs they incur. The Airports Authority budgets in the O&M Program for the net cost of the ACS.

**AIRPORT IMPROVEMENT PROGRAM (AIP)** — See "Federal Grants."

**AIR TRAFFIC CONTROL TOWER (ATCT)** — A terminal facility which, through the use of air/ground communications, visual signaling, and other devices, provides air traffic control services to airborne aircraft operating in the vicinity of an airport and to aircraft operating on the airport airfield.

**AIRPORT USE AGREEMENT AND PREMISES LEASE** — The Airports Authority and the major airlines serving Reagan National and Dulles International entered into an agreement effective January 1, 1990, that defines their operating and financial relationship for the next 25 years. The Airline Agreement includes the concurrence of the Airlines in the CCP and continues a close working relationship between the Air Carriers and the Airports. Fees and charges paid by the airlines are used along with other income from the Airports to service the debt issued to finance the CCP. The Airline Agreement and Premises Lease is also referred to as the "Airline Agreement."

**AIRPORTS** — Refers to Ronald Reagan Washington National and Washington Dulles International Airports, the two Airports operated by the Airports Authority.

**AIRPORTS AUTHORITY** — The Metropolitan Washington Airports Authority, a body corporate and politic created by interstate compact between the Commonwealth of Virginia and the District of Columbia.

**AUTOMATED REVENUE COLLECTION SYSTEM (ARCS)** — The collective equipment and procedures that record and process an electronic, video or other automated toll payment that occurs at a toll collection point on the Dulles Toll Road.



## 2014 BUDGET

### Metropolitan Washington Airports Authority

**AVI** — The automatic vehicle identification equipment used as part of Electronic Toll Collection (ETC) or the Electronic Toll and Traffic Management (ETTM) equipment.

**BOARD OF DIRECTORS** — The Board of Directors (Board) of the Airports Authority consists of 17 members, seven appointed by the Governor of Virginia, four appointed by the Mayor of the District of Columbia, two appointed by the Governor of Maryland, and three appointed by the President of the United States. Board members serve six-year terms, which are staggered.

**BOND** — A certificate of debt issued by the Airports Authority pursuant to the Master Indenture relating to the Aviation Enterprise Fund and the Dulles Toll Road and a Supplemental Indenture securing payment of the original investment plus interest by a specified future date.

**BOND ANTICIPATION NOTE** — A short-term borrowing that is retired with proceeds of a bond sale.

**BUDGET AMENDMENT** — Recommendations from the President to amend the adopted budget are submitted to the Finance Committee. Budget Amendments approved by the Finance Committee are submitted to the Board for adoption.

**BUILD AMERICA BONDS** — Build America Bonds (BABs) were introduced in 2009 as part of President Obama's American Recovery and Reinvestment Act to create jobs and stimulate the economy. BABs attempt to achieve this by lowering the cost of borrowing for state and local governments in financing new projects. Taxable municipal bonds that feature tax credits and/or federal subsidies for bondholders and state and local government bond issuers.

**CAPITAL APPRECIATION BONDS** — Capital appreciation is one of the two main sources of investment returns, with the other being dividend or interest income. A rise in the value of an asset based on a rise in market price. Essentially, the capital that was invested in the security has increased in value, and the capital appreciation portion of the investment includes all of the market value exceeding the original investment or cost basis.

**CAPITAL CONSTRUCTION PROGRAM (CCP)** — The CCP (including the contractual CDP and Dulles Development ( $d^2$ ) Program) provides for major expansion of facilities at Dulles International and facilities modernization of facilities at Reagan National.

**CAPITAL DEVELOPMENT PROGRAM (CDP)** — The CDP contractually provides for major expansion of facilities at Dulles International and modernization of facilities at Reagan National as defined by the Airline Agreement.

**CAPITAL FACILITY PROJECTS—DULLES CORRIDOR** — Any extensions of, additions to, or major modifications, replacements or reconstruction of the Toll Road or any other roads or highways within the Dulles Corridor, excluding the Access Highway, but including (a) additional ramps or interchanges provide direct access to and from the Toll Road; or (b) addition of traffic lanes for bus only, high occupancy vehicle or high occupancy toll use or similar restricted use.

**CAPITAL IMPROVEMENT** — Any extensions of, additions to, or major modifications, replacements or reconstruction of the Toll Road or any other roads or highways within the Dulles Corridor, excluding the Access Highway, but including (a) additional ramps or interchanges provide direct access to and from the Toll Road; or (b) addition of



traffic lanes for bus only, high occupancy vehicle or high occupancy toll use or similar restricted use.

**CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM (COMIP)** — The COMIP (formerly the Capital Maintenance and Investment Program, and initially, the Repair and Rehabilitation Program) provides for repair work at the Airports, as well as equipment, planning, improvements and operational initiatives. The COMIP is funded from the Airports Authority's share of net remaining revenue and is recovered through depreciation. Any COMIP expenditure funded from bonds are recovered through debt service.

**CARGO** — Mail and freight at both Airports.

**CASH TOLL REVENUE** — Monies generated from a customer by payment of tolls through cash at the time of transaction at toll booth on the toll facility.

**COMMERCIAL PAPER (CP)** — A short-term promissory note issued for periods up to 270 days, with maturities commonly at 30, 60 and 90 days. The Airports Authority currently has two Series of CP Notes financing the Airport facilities.

**COMMERCIAL PAPER (CP) PROGRAM** — The Airports Authority has an Aviation CP Program with authorization to issue up to \$500 million. The Aviation CP program is supported by two liquidity facility agreements; Landesbank Baden - Wurttemberg (LBBW) for \$21 million and JPMorgan Chase Bank for \$250 million. The Dulles Corridor Enterprise has a CP Program supported by JP Morgan Chase Bank for \$300 million.

**COMMONWEALTH OF VIRGINIA GRANTS** — The Commonwealth of Virginia, through the aviation portion of the Transportation Trust Fund provides grants to Virginia airport sponsors. The Airports Authority will receive 60 percent of any new money

available for allocation by the Virginia Aviation Board, up to a maximum of \$2 million annually. These funds will be used as an additional source of funding for capital equipment and projects.

**COMMONWEALTH TRANSPORTATION BOARD (CTB)** — CTB is a 17-member Board appointed by the Governor of Virginia that is charged with establishing the administrative policies for Virginia's transportation system.

**COMMUTER AIRLINE** — An airline that operates aircraft with a maximum of 60 seats with an operating frequency of at least five scheduled round trips per week between two or more points. See also "Major Airline," "National Airline" and "Regional Airline."

**COMPENSATORY RATE** — A rate based on cost recovery, which excludes application of transfers for signatory airlines of the Airline Agreement.

**CONCESSIONS** — The Airports Authority contracts with private firms for many of the services provided to Airport users, including public parking facilities, rental cars, in-flight kitchens, fixed base operators, food and beverage facilities, newsstands, and retail stores. The concessionaires are generally required to pay a percentage of gross revenues to the Airports Authority with an annual minimum amount. Revenues from concessions comprise a significant portion of the Airports Authority's operating revenues.

**CONCOURSE A** — A regional concourse at Dulles International opened in May 1999, with more than 71,000 square feet to accommodate 35 regional aircraft positions. Concourse A and B are joined by a pedestrian bridge.

**CONCOURSE B** — A midfield passenger terminal at Dulles International that opened in February 1998



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and was expanded in the Spring 2003, to a total of 550,000 square feet to serve 29 aircraft gates for international and domestic airliners.

**CONCOURSE C/D** — A temporary midfield passenger terminal at Dulles International opened in 1985 (D) and 1986 (C) to serve 47 aircraft gates. United is the main tenant in these concourses. See "Midfield Concourses."

**CONCOURSE C FEDERAL INSPECTION STATION** — See "Federal Inspection Station."

**CONNECTING PASSENGER** — A passenger who transfers from one flight to another en route to a final destination.

**CONTINGENCY RESERVE** — A reserve comprised of deposits from Toll Road Revenues and other revenue sources to be used for eligible costs and expenses within the Dulles Corridor for unanticipated events or occurrences. Funds will be deposited upon availability.

#### **CONVERTIBLE CAPITAL APPRECIATION**

**BONDS** — Convertible Bonds are bonds that can be exchanged at the option of the holder, for a specific number of preferred or common shares. They combine the characteristics of bonds and equities. Like traditional bonds, convertible bonds are issued at par, pay fixed coupons and have fixed maturities. The bonds can be redeemed at maturity or converted into company's shares at holder's discretion.

**CORRIDOR CAPITAL IMPROVEMENTS PROGRAM (CIP)** — A program to methodically address the planning and implementation of Capital Improvements on the Toll Road and which shall be subject to annual review by the Virginia Department of Transportation.

**COST CENTER** — An area of the Airports to which a revenue or expense is attributed, i.e., airfield, terminal, public parking, rental cars, etc.

**CUSTOMER SERVICE CENTER** — A facility used to service users of the Toll Road including registration and maintenance of customer toll accounts, violation processing and verification, and responding to general inquiries.

**DAILY GARAGES 1 and 2** — Two public parking garages that flank the Hourly Parking Lot in front of the Main Terminal. An underground pedestrian connector provides passengers with a safe and convenient way to cross the terminal roadways and surface parking lot between the Main Terminal and the Daily Garage 1. The connector includes moving sidewalks and climate control. These garages provide approximately 8,550 public parking spaces.

**DEBT SERVICE FOR AVIATION** — Principal and interest payments on bonds financing airport facilities. The bond financed portions of the CCP are recovered through debt service, instead of depreciation. See "Statement of Operations" for further clarification.

**DEBT SERVICE FOR DULLES CORRIDOR** — Principal and interest payment on Toll Revenue Bonds. As stated in the Permit and Operating Agreement, the Airports Authority is solely responsible for obtaining and repaying all financing, at its own cost and risk and without recourse to the Virginia Department of Transportation, necessary to maintain, improve, equip, modify, repair and operate the Toll Road and any Capital Improvements throughout the Term and necessary to develop and construct the Dulles Corridor Metrorail Project.

**DEBT SERVICE COVERAGE FOR AVIATION** — An amount equal to 125 percent of the portion of Debt



Service attributable to bonds, plus other such amounts as may be established by any financial agreement.

**DEBT SERVICE RESERVE FUND FOR DULLES CORRIDOR** — Not less frequently than annually, all Toll Road Revenues shall be budgeted and used solely to pay reserve funds such as the Debt Service Reserve Fund. This reserve will fund debt service and other amounts payable under any Toll Road Financing Documents (including, without limitation, swaps, reimbursement agreements, commercial paper or any other similar products, or any scheduled TIFIA debt), together with deposits to any reserves created under any Toll Road Financing Documents, including the funding of any reasonable cash reserves or escrow accounts in respect thereof.

**DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION (DRPT)** — DRPT is an agency of the State of Virginia that reports to the Secretary of Transportation. DRPT is primarily responsible for activities that pertain to rail, public transportation, and commuter services.

**DEPLANING PASSENGER** — Any revenue passenger disembarking at the Airports, including any passenger who will board another aircraft (i.e., connecting passenger).

**DEPRECIATION** — The annual amount charged by the Airports Authority to recover its investment in capital equipment and capital facility projects acquired by the Airports Authority during the period from June 7, 1987, through September 30, 1989, and to recover its investment in COMIP projects funded from revenues. See "Statement of Operations" for further clarification. Depreciation is not charged for Rates and Charges.

**DISCRETIONARY GRANTS** — See "Federal Grants."

**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.





**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





roadway that displays text information that may affect traffic conditions and travel times. Also known as a Variable Message Sign (VMS). This signage usually displays information regarding travel times, roadway conditions and toll pricing if relevant.

**EARLY PROGRAM** — Those projects of the CCP funded from the proceeds of subordinated bonds issued prior to January 1, 1990.

**EFFECTIVE BUYING INCOME** — Referred to as EBI. Disposable income after taxes and mandatory non-tax payments.

**ELECTRONIC TOLL COLLECTION (ETC) TOLL REVENUE** — Monies generated from a customer payment of tolls using a toll transponder.

**ELECTRONIC TOLL AND TRAFFIC MANAGEMENT EQUIPMENT (ETTM)** — The AVI equipment, video monitoring equipment, toll violator systems, manual, automatic and electronic toll collection equipment; the transportation management system equipment; communications equipment; and all other computer hardware necessary to meet the performance specification for electronic toll and traffic management.

**ELIGIBLE TRANSIT OPERATING COSTS** — Nonoperating expenses designated to pay for operating costs of the Dulles Corridor Metrorail Project.

**ELIGIBLE TRANSIT OPERATING COSTS RESERVE** — A reserve comprised of at least an annual deposit from Toll Road Revenues and other revenue sources to be used for eligible costs and expenses for transit operations within the Dulles Corridor.

**EMERGENCY (R&R) RESERVE** — The reserve required by the Master Indenture for emergency repair and rehabilitation of the Airports.

**ENPLANING PASSENGER** — Any revenue passenger boarding at the Airports, including any passenger that previously disembarked from another aircraft (i.e., connecting passenger).

**ENTITLEMENT GRANTS** — See "Federal Grants."

**ENTERPRISE RESOURCE PROGRAM (ERP)** — An Airports Authority-wide Enterprise Resource Planning system which will provide a comprehensive integrated system encompassing core administration functional areas and link business processes, integrate data, and share data information across applications and with users.

**FEDERAL AVIATION ADMINISTRATION (FAA)** — The FAA is a component of the Department of Transportation and, within the airspace of the United States, promotes air safety, regulates air commerce, controls the use of navigable airspace, develops and operates air navigation facilities, develops and operates the air traffic control system, and administers Federal Grants for development of public-use airports. The FAA operated the Airports prior to their transfer to the Airports Authority on June 7, 1987. The Airports Authority coordinates with the FAA on numerous aviation programs including air security and noise abatement. The Federal Grants received by the Airports Authority are administered by the FAA.

**FEDERAL GRANTS** — FAA's Airport Improvement Program provides both entitlement and discretionary grants for eligible airport projects. Entitlement funds are determined by a formula according to enplanements at individual airports. These grants are permitted to be used by the Airports Authority at either or both Airports. The



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Airports Authority applies for discretionary grants from the FAA through a Letter of Intent (LOI) process. Each LOI represents an intention to obligate funds from future federal budget appropriations. The issuance of a Letter of Intent is subject to receipt of Congressional appropriations for grants to airports, and does not itself constitute a binding commitment of funds by the FAA. For planning purposes, the amounts in an approved LOI from FAA are used by the Airports Authority as the estimate of federal discretionary grants to be received. The Airports Authority has also received other federal grants including those from the Federal Emergency Management Agency (FEMA) and the Homeland Security Grant Program.

**FEDERAL LEASE** — Congress authorized the Secretary of Transportation to lease the Airports to the Airports Authority by the Metropolitan Washington Airports Act of 1986. The lease was signed on March 2, 1987, and operating responsibility for the Airports was transferred to the Airports Authority on June 7, 1987, for an initial term of 50 years ending June 6, 2037. The lease was amended effective June 17, 2003, to extend the terms to June 6, 2067.

**FEDERAL TRANSIT ADMINISTRATION (FTA)** — FTA is an administration within the U.S. Department of Transportation responsible for supporting a variety of public transportation systems nationwide.

**FISCAL YEAR** — The Airports Authority formally changed its Fiscal Year from an annual period ending September 30th to an annual period ending December 31st, effective January 1, 1997.

**FIXED BASE OPERATORS (FBO)** — Those commercial businesses at the Airports authorized by the Airports Authority to sell aviation fuels and provide other aviation-related services, primarily to General Aviation operators.

**FIXED-RATE BONDS** — Fixed-rate bonds in finance, are a type of debt instrument bond with a fixed coupon (interest) rate, as opposed to a floating rate note. A fixed rate bond is a long term debt paper that carries a predetermined interest rate.

**FUELING AGENT** — The agent selected to operate and maintain the fueling system for each Airport and deliver fuel through the fueling system.

**FUELING SYSTEM** — At each Airport, the Airports Authority-owned hydrant fueling system and the Airports Authority-owned fuel farm.

**FULL FUNDING GRANT AGREEMENT (FFGA)** — The FFGA is an agreement between the Federal Transit Administration and a project sponsor to provide a guaranteed level of funding for a transit project. The FFGA is the culmination of the New Starts project development process.

**GASB STATEMENTS NO. 43 AND 45** — See "OTHER POST EMPLOYMENT BENEFITS" (OPEB).

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** — Conventions, rules and procedures that define accepted accounting practices, including broad guidelines, as well as detailed procedures.

**GENERAL AVIATION** — An operator of private or corporate aircraft not used in the common carriage of passengers, cargo, or freight, and an operation of aircraft as a non-scheduled air taxi.

**GEOGRAPHIC INFORMATION SYSTEM (GIS)** — The GIS was implemented in 2009 by the Airports Authority and integrates spatial data into the Airports Authority system to facilitate sharing of information and streamlining of processes.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)**

— An independent private-sector, not-for-profit organization that establishes and improves standards of financial accounting and reporting for U.S. state and local governments. Governments and the accounting industry recognize the GASB as the official source of generally accepted accounting principles (GAAP) for state and local governments.

**GRANTS** — See “Federal Grants,” and “Commonwealth of Virginia Grants.”

**GROSS TOLL REVENUES** — The full total amount of toll revenue collected.

**HIGH DENSITY RULE** — U.S. DOT regulation that imposes limits on the number of flights scheduled at Reagan National through assignment of hourly operational slots.

**HUBBING** — A practice whereby the Airlines schedule large numbers of flights to arrive at an airport within a short time and to depart shortly thereafter, thus maximizing connecting passenger traffic.

**INDENTURE** — Any trust agreement or similar instrument between the Airports Authority and a trustee or collateral agent pursuant to which Net Revenues or Toll Revenues are pledged to the holders of debt issued by the Airports Authority to finance airport facilities or the Dulles Corridor Metrorail Project and improvements to the Dulles Toll Road, respectively.

**INDEX FLOATER BONDS** — Index Floater Bonds are a type of debt whose coupon rate changes with market conditions (short-term interest rates). They are also known as “floating-rate debt.”

**INTEREST RATE SWAP** — An interest rate swap (IRS) is a popular and highly liquid financial

derivative instrument in which two parties agree to exchange interest rate cash flows, based on a specified notional amount from a fixed rate to a floating rate (or vice versa) or from one floating rate to another.

**INTEREST RATE SWAP** — An agreement between two parties to exchange future flows of interest payments. One party agrees to pay the other a fixed rate; the other pays the first party an adjustable rate usually tied to a short-term index.

**INTERIM TERMINAL** — The temporary terminal facilities built in a hangar at the north end of Reagan National. The Interim Terminal began operations in July 1989 and remained operational as a passenger terminal facility until Terminal B and C opened in July 1997.

**INTERNATIONAL ARRIVALS BUILDING (IAB) and FEDERAL INSPECTION STATION (FIS)** — Dulles International has two international clearance facilities: one located at the Main Terminal and a second facility at Concourse C (FIS). These facilities are used for processing international deplaned passengers by the U.S. Customs and Immigration Services. The Main Terminal IAB was opened in 1991 and subsequently enlarged in 1993 because of growth in international activity. The Concourse C FIS was opened in 1996. See also “Federal Inspection Station.”

**INTERNATIONAL ARRIVALS FACILITY** — In 1996 United opened a second international arrivals facility in the Midfield Concourse C so transferring international passengers (those not ending their journey at Dulles International) could clear U.S. Customs without being transported back and forth to the Main Terminal IAB. Since opening, the Concourse C FIS has primarily served United, Lufthansa and other Star Alliance carriers connecting passengers. All terminating international passengers, including United’s,



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continue to use the Main Terminal IAB. In late 1997, the Airports Authority bought out United's investment in the Concourse C FIS to better control airline access to the facility. See also "International Arrivals Building."

**J. P. MORGAN CHASE OFFICE BUILDING (45025 Aviation Drive)** — Building purchased by the Airports Authority in 2000 to accommodate the construction of the public parking garage at Dulles International. This building was formally referred to as the Vastera Office Building.

**LANDED WEIGHT** — Refers to the maximum gross certificated landed weight in one thousand pound units, as stated in the airlines' flight operations manual. Landed weight is used to calculate landing fees for both airline and General Aviation aircraft operated at the Airports.

**LANDING FEES** — Fees for payment for the use of the airfield for both airline and General Aviation aircraft, calculated based on airfield costs and recovered based on aircraft landed weight. A separate fee structure is developed for each Airport.

**LATENT DEFECTS RESERVE FUND** — Amounts in the Latent Defects Reserve Fund shall be used exclusively to fund a cash reserve for costs associated with remedying any latent defects related to the Dulles Metrorail Project required pursuant to Section 4.01(d)(v) of the Permit and Operating Agreement and Article 6 of the Cooperative Agreement. The amounts on deposit in the Latent Defects Reserve Fund shall equal the Latent Defects Reserve Requirement.

**LETTER OF INTENT (LOI)** — See "Federal Grants."

**LIEN** — A Lien is the legal right of a creditor to sell the collateral property of a debtor who fails to meet the obligations of a loan contract. A lien exists, for example, when an individual takes out an automobile loan. The lien holder is the bank that grants the loan, and the lien is released when the loan is paid in full. Another type of lien is a mechanic's lien, which can be attached to real property if the property owner fails to pay a contractor for services rendered. If the debtor never pays, the property can be auctioned off to pay the lien holder.

**LIFE CYCLE MAINTENANCE PLAN** — A maintenance plan that is to be prepared annually covering a full five-year period and considering life cycle asset maintenance for the Toll Road, and including a description of all Renewal and Replacement Program Work to be undertaken during the following five years, the estimated costs and timing related to each task specified therein, and such other reasonably related information.

**LOCAL DISADVANTAGED BUSINESS ENTERPRISE (LDBE) PROGRAM** — The Airports Authority is committed to full participation in its contracting programs by minority, women-owned, disadvantaged, and small and local business enterprises. The LDBE Program was adopted by the Board at the June 6, 1990 Board meeting and replaced earlier outreach programs. The LDBE Program aggressively seeks increased participation of minority and women-owned business enterprises in the Airports Authority's contracting opportunities and includes a preference for local disadvantaged businesses in selected Airports Authority contracts.

**LONG-TERM DISABILITY PROGRAM** — The Airports Authority has established a Long-Term Disability Program for employees hired after the June 7, 1987, transfer of the Airports. The program provides disability benefits until age 65 or older, depending on the age of the employee at the time of disability.



**MAIN TERMINAL** — At Reagan National, refers to the historic Terminal A. At Dulles International, refers to the terminal building designed by the late Eero Saarinen, with subsequent additions, served by an upper level roadway for departing passengers and a lower level roadway for arriving passengers.

**MAINTENANCE ON-LINE MONITORING SYSTEM (MOMS)** — An automated system designed to monitor and report equipment failures and record maintenance activity.

**MAJOR AIRLINE** — An airline with gross operating revenues during any calendar year of more than \$1 billion. See also "Commuter Airline," "National Airline," and "Regional Airline."

**MASTER INDENTURE** — With respect to Aviation Enterprise, the Master Indenture of Trust dated February 1, 1990 as amended and restated by the Amended and Restated Master Indenture of Trust dated September 1, 2001, securing the Airports Authority's Airport System Revenue Bonds. With respect to the Dulles Corridor Enterprise, the Master Indenture of Trust dated August 1, 2009, securing the Dulles Toll Road Bonds.

**MASTER PLAN** — For Reagan National, refers to the plan that became effective on April 15, 1988, after adoption by the Board of Directors and submission to its Board of Review, and for Dulles International, refers to the plan for which the Airports Authority assumed responsibility under the federal lease, including any amendments to either plan.

**MASTER TRANSFER AGREEMENT** — The agreement between the Airports Authority and the Department relating to the transfer of the Dulles Toll Road and the Dulles Corridor Metrorail Project dated December 29, 2006.

**MEMORANDUM OF AGREEMENT** — The Metropolitan Washington Airports Authority Board of Directors today unanimously approved a resolution ratifying a Memorandum of Agreement (MOA) that will ensure the continuation of the Dulles Rail extension to Loudoun County. The Memorandum of Agreement is a multi-party agreement that outlines the fiscal responsibilities of federal, state and local entities for Phase 2 of the rail project.

**METROPOLITAN WASHINGTON AIRLINES COMMITTEE (MWAC)** — MWAC provides technical representative from the airline community to the Airports Authority to coordinate on the CCP.

**METROPOLITAN WASHINGTON AIRPORTS AUTHORITY** — The Airports Authority operates Reagan National and Dulles International under an 80-year lease agreement with the U.S. Department of Transportation. Congress authorized the lease of the Airports, formerly operated by the Federal Aviation Administration, in October 1986. The lease of the Airports to the Airports Authority by the federal government was signed on March 2, 1987, and operating responsibility for the Airports was transferred to the Airports Authority on June 7, 1987. The lease was amended effective June 17, 2003, to extend the terms to June 6, 2067.

**MIDFIELD CONCOURSES** — Midfield Concourses B and C/D, were built at Dulles International by the Airlines, one at each end of the jet ramp, to accommodate growth in activity until replaced by permanent facilities. A permanent midfield concourse, Midfield Concourse B, built by the Airports Authority and opened in February 1998, was funded from PFCs and Airports Authority net remaining revenue. A Regional Airline Midfield Concourse, connected to Concourse B/Concourse A opened in April 1999 to accommodate both turboprop and jet regional/commuter aircraft.



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Mobile Lounges and Plane-Mates are used to shuttle passengers between the Midfield Concourses and the Main Terminal.

**MOBILE LOUNGE** — A vehicle for transporting passengers between and among the Dulles International terminals, concourses, and aircraft. Developed specifically for use at Dulles International, these vehicles can carry up to 102 passengers, with 71 seated. One end of the lounge mates with the terminal building, the other is equipped with a passenger bridge to connect with aircraft.

**NATIONAL AIRLINE** — An airline with gross operating revenues of between \$100 million and \$1 billion during any calendar year. See also "Commuter Airline," "Major Airline," and "Regional Airline."

**NET INCOME** — Operating and nonoperating revenues less nonoperating expenses, debt service and reserve contributions.

**NET OPERATING INCOME** — Total operating revenues less total operating expenses.

**NET REMAINING REVENUE (NRR)** — For any fiscal year, the total of revenues and transfers less (a) operation and maintenance expenses, including the federal lease payment; (b) debt service; (c) the amount of rental credits given to certain scheduled air carriers as set forth in the surviving agreements; and (d) required deposits to maintain the operation and maintenance reserve and the COMIP reserve. Under the Airline Agreement, NRR is further adjusted by deducting depreciation and airline subordinated debt service coverage. The resulting balance is then divided by a formula between the Airports Authority and the Signatory Airlines.

**NET TOLL REVENUES** — The total amount of toll revenue collected minus expenditures for

operations, administration, and maintenance and uncollectible tolls.

**NONOPERATING EXPENSES** — The collective term for expenses associated with the Renewal and Replacement Program, Corridor Capital Improvements, Metrorail Capital Project and Latent Defects, and Eligible Transit Operating Costs.

**NONOPERATING REVENUE** — The collective term for monies generated by interest income, other capital contributed, and investment income on capital contributed.

**OPERATING EXPENSES** — The Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP). For budget purposes, however, operating expenses have been modified to conform to the provisions of the Airline Agreement. Under the terms of the Airline Agreement, beginning on October 1, 1989, capital equipment and capital facility projects funded from the O&M Program are treated as operating expenses. Previously acquired capital equipment and capital facility projects continue to be recovered through depreciation. The bond-financed portion of the CCP and the bond-financed pension liability are recovered through debt service. The COMIP is recovered through depreciation and funded from the Airports Authority's share of net remaining revenue. Any maintenance-type projects funded from bonds are recovered through debt service.

**OPERATING INCOME** — Operating revenues less operating expenses equal operating income. Although the Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP), for budget purposes, operating revenues and operating expenses are defined under





the terms of the Airline Agreement. See the definitions of "Operating Revenues" and "Operating Expenses" for clarification.

**OPERATING REVENUES** — The Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP). For budget purposes, however, operating revenues have been modified to conform to the provisions of the Airline Agreement. Under the terms of this Airline Agreement, transfers are applied as credits in the calculation of signatory airline rates for rentals, fees, and charges for the next year. Transfers are the signatory airlines' share of net remaining revenue for each year.

**OPERATING REVENUES FOR THE DULLES CORRIDOR** — Revenues for the Dulles Corridor Enterprise Fund are generated by ETC, cash tolls, violations fee collections, concessions, and other income associated with this project.

**OPERATION AND MAINTENANCE (O&M) PROGRAM** — The O&M Program provides for the day-to-day operation and maintenance of the Airports, including those functions performed by the Consolidated Functions staff for both Airports. The O&M Program includes operating expenses and debt service.

**OPERATION AND MAINTENANCE (O&M) AVIATION RESERVE** — The two-month cash reserve for operation and maintenance expenses required by the Master Indenture.

**OPERATING EXPENSES** — The collective term for expenses associated with personnel compensation and benefits, other personnel expenses, travel, internal audit, lease and rental payments, utilities, telecommunications, services, supplies, materials, fuels, insurance and risk management, noncapital

equipment, noncapital facility projects, and capital facility projects.

**ORIGINATION AND DESTINATION (O&D)**

**PASSENGER** — A passenger who is beginning or ending air travel at a particular airport, as compared to a connecting passenger who is transferring from one flight to another en route to a final destination.

**OTHER POST EMPLOYMENT BENEFITS (OPEB)** —

The GASB Statements No. 43 and 45 address the identification and disclosure of the liability and funding status of post-retirement benefits, other than pensions. The OPEB's are earned during working years and should be part of the current cost of providing public services. The OPEB liability will be actuarially determined and funded similar to pensions.

**PARKING GARAGE A** — A three and one-half level public parking facility at Reagan National with approximately 2,000 parking spaces, Parking Garage A is the principal parking facility for Terminal A. It is also used by the rental car operators. A pedestrian tunnel was constructed between Parking Garage A and Terminal A to provide passengers with safe and convenient access between the two facilities.

**PARKING GARAGE B/C** — A four and one-half level public parking facility at Reagan National with approximately 4,400 spaces, Parking Garage B and C is the principal parking facility for Terminal B and C. Pedestrian bridges connect Parking Garage B and C to both Terminal B and C and the Metro Station.

**PASSENGER CONVEYANCES** — The Dulles International Mobile Lounges/Plane-Mates or other ground transportation devices for the movement of passengers between and among terminals, concourses, and aircraft at Dulles International.



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**PASSENGER FACILITY CHARGES (PFCs)** — The Aviation Safety and Capacity Expansion Act of 1990, enacted November 5, 1990, and amended in February 2001, enables airports to impose a PFC of \$1, \$2, \$3, \$4 or \$4.50 on enplaning passengers. PFCs can be used for any projects determined by the FAA to be eligible, primarily those projects that are eligible for Airport Improvement Program grants. The Airports Authority began collecting PFCs in November 1993 at Reagan National and January 1994 at Dulles International. In February 2001, the Airports Authority received FAA approval to increase PFC collection authority from \$3.00 to \$4.50 on each qualified enplaning passenger. PFCs collected by the Airports Authority replace federal entitlement grants received in an amount equal to 75 percent of the total federal entitlement grant to which each Airport is entitled.

**PENSION LIABILITY** — Under the provisions of the transfer legislation, the Airports Authority was required to pay to the U.S. Civil Service Retirement and Disability Fund (1) the actual added costs incurred by the Fund due to discontinued service retirements and (2) the estimated future unfunded liability of employees who transferred to the Airports Authority and remained under the U.S. Civil Service Retirement System. Series 1988C and Series 1988D Bonds issued for \$24,505,000 were used to pay the pension liability. For cost recovery purposes, this amount was recovered through debt service. These bonds were retired October 1, 1998.

**PERFORMANCE MANAGEMENT PARTNERSHIP (PMP) PROGRAM** — The Airports Authority's method of managing employee performance. PMP promotes group and individual goals, communication between supervisors and employees.

**PERIMETER RULE** — U.S. DOT regulation which generally limits non-stop flights at Reagan National to a radius of 1,250 statute miles.

**PERMIT AND OPERATING AGREEMENT** — The Dulles Toll Road Permit and Operating Agreement in its entirety between the Airports Authority and the Department as of December 29, 2006.

**PLANE-MATE** — A second generation passenger conveyance vehicle used to supplement the Mobile Lounge fleet at Dulles International. Plane-Mates are also used at several other airports throughout the world and have a passenger capacity of 150, with 94 seated. Designed for the newer wide-bodied jets, the body of the Plane-Mate elevates on electrically driven ball screw jacks to connect with terminals, concourses, and aircraft.

**PREMISES** — Areas of the Airports leased by airlines pursuant to the Airline Agreement.

**PRIOR YEAR ENCUMBRANCES** — See "Encumbrances."

**REGIONAL AIRLINE** — An airline with gross operating revenues during any calendar year of less than \$100 million that operates aircraft with a capacity of more than [60] seats. See also "Commuter Airline," "Major Airline," and "National Airline."

**RENEWAL AND REPLACEMENT FUND** — Moneys that the Airports Authority shall annually budget and, at a minimum but no less than annually, that shall be available exclusively for funding the Renewal and Replacement Program for the Toll Road and which shall budgeted in consideration of, among other factors, the amounts necessary to be expended to meet the performance standards set forth in the Dulles Toll Road Permit and Operating Agreement, dated December 29, 2006, as between





the Virginia Department of Transportation and the Airports Authority.

**RENEWAL AND REPLACEMENT PROGRAM (R&R)**

— A program to be developed by and funded with Toll Road Revenues to address major maintenance needs and expenditures, including, but not limited to, overlays, bridge deck replacements, erosion and drainage control, and similar projects not normally encompassed in routine maintenance activities.

**REVENUES** — See “Operating Revenues.”

**SECOND SENIOR LIEN** — Debts that are subordinate to the rights of other, more senior debts issued against the same collateral, or a portion of the same collateral. If a borrower defaults, second lien debts stand behind higher lien debts in terms of rights to collect proceeds from the debt's underlying collateral.

**SECURITY FEES** — Fees paid by the Transportation Security Administration to the Airports Authority for its costs associated with FAA-required police coverage for passenger screening at departure gates.

**SENIOR BONDS** — Any bonds or other financing instrument or obligation issued pursuant to the Master Indenture.

**SIGNATORY AIRLINE** — A scheduled air carrier that has executed the Airline Agreement effective during the period from January 1, 1990, through September 30, 2014.

**SOUTH DEVELOPMENT AREA** — The South Development Area is an 85-acre complex in the southwest corner of Reagan National. Included in the plan for the South Development Area are various airline/tenant support buildings, the airmail facility, remote public parking lots, the new fuel

farm, various maintenance and equipment storage buildings, and the industrial waste treatment plant.

**STATEMENT OF OPERATIONS** — The Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP). For budget purposes, however, the Statement of Operations has been modified to conform to the provisions of the Airline Agreement. Depreciation includes the annual amount charged by the Airports Authority to recover its investment in capital equipment and capital facility projects acquired by the Airports Authority during the period from June 7, 1987, through September 30, 1989, and to recover its investment in COMIP projects funded from revenues. Capital equipment and capital facility projects acquired by the Airports Authority after October 1, 1989, are treated as operating expenses and are recovered in full in the year purchased. The bond financed CCP and the bond-financed federal pension liability are recovered through debt service.

**SUBORDINATE BONDS** — The Airports Authority's General Airport Subordinate Revenue Bonds issued pursuant to the subordinated indenture dated March 1, 1988.

**TELECOMMUNICATIONS SYSTEM** — See “Airport Communications System.”

**TERMINAL A** — At Reagan National, refers to the historic Main Terminal.

**TERMINAL B and C** — This terminal at Reagan National was built north of Terminal A and is served by a new dual-level roadway. A number of facilities, including the old North Terminal, were demolished to make way for the new terminal. Terminal B and C have the capacity to handle approximately two-thirds of the Airport's passengers.



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**TERMINAL RADAR APPROACH CONTROL (TRACON)** — An FAA air traffic control facility using radar and air/ground communications to provide approach control services to aircraft arriving, departing, or transiting the airspace controlled by the facility.

**TIERS** — Term for concourses at Dulles International prior to construction.

**TIFIA LOANS** — The Transportation Infrastructure Finance and Innovation Act of 1998 (TIFIA), enacted as part of the Transportation Equity Act for the 21st Century (TEA-21), established a new Federal program under which the U.S. Department of Transportation (USDOT) provides credit assistance to major surface transportation projects of national or regional significance. The TIFIA program provides Federal credit assistance to nationally or regionally significant surface transportation projects, including highway, transit, and rail.

**TOLL FACILITIES** — The Electronic Toll and Transaction Monitor (ETTM) Facilities, Equipment and System and administration/operations buildings, toll booths, canopies, utility connections, lighting facilities, pedestrian tunnels, etc. related to the manual toll collection system, including all manual toll collection equipment and systems.

**TOLL REVENUE BONDS** — The bond, notes or other financial obligations secured by Toll Revenues outstanding from time to time under the Toll Road Financing Documents, including obligation issued in connection with any TIFIA loans.

**TOLL REVENUES** — All amounts received by or on behalf of the Airports Authority from tolls and other user fees applicable to vehicles for the privilege of traveling on the Toll Road imposed pursuant to the Dulles Toll Road Permit and Operating Agreement, dated December 29, 2006 between the Virginia

Department of Transportation (the “Department”) and the Airports Authority or from proceeds of any concession or similar agreement as contemplated by Section 18.01(b) of this Agreement, and with the exception of revenues and proceeds arising out of or relation to Reserved Rights of the Department. Monies collected from customers of the Dulles Toll Road by means of cash collection and ETC accounts.

**TOLL ROAD** — Collectively, (a) the Omer L. Hirst – Adelard L. Brault Expressway (formerly the Dulles Toll Road), extending from Virginia Route 28 immediately east of Dulles International to the vicinity of Interstate 495; (b) all related operating assets, tangible and intangible, which are used are used in the operation of the Toll Road; (c) any Capital Improvements located thereon; and (d) any associated assets as identified in Exhibit C of the Toll Road Permit and Operating Agreement which is entitled the “Operations and Maintenance Standards and Performance Requirements”.

**TOLL ROAD FINANCING DOCUMENTS** — The Indentures and any other documents relating to the issuance of Toll Revenue Bonds issued in accordance with the terms of the Permitting and Operating Agreement, together with any and all amendments and supplements thereto.

**TOLL ROAD OPERATIONS** — The operation, management, maintenance, rehabilitation, and tolling of and all other actions relating to the Toll Road. Toll Operations typically consist of cash and electronic toll collection, customer service center services, violation processing and toll reconciliation.

**TOLL ROAD PURPOSES** — Purpose is limited to developing, permitting, design financing, acquisition, construction, installation, equipping, maintenance, repair, preservation, modification, operation, management and administration of the Toll Road or any related Capital Improvements.



**TOTAL PASSENGERS** — The total of all enplaning passengers and all deplaning passengers. A connecting passenger is counted as both a deplaning passenger and an enplaning passenger.

**TRANSFERS** — The Signatory Airlines' share of net remaining revenue for each year. Transfers are applied as credits in the calculation of Signatory Airline rates for rentals, fees, and charges in the next year.

**TRANSPORTATION SECURITY ADMINISTRATION (TSA)** — As part of the Aviation Security Act passed in November 2001, TSA handles passenger security screening at all U.S. Airports.

**U.S. DEPARTMENT OF TRANSPORTATION (U.S. DOT)** — The U.S. DOT was established by an act of Congress on October 15, 1966 and consists of multiple agencies, including the FAA, and is charged with the overall responsibility of ensuring a fast, safe, and efficient transportation system.

**U.S. IMPLICIT PRICE DEFLATOR INDEX** — Refers to the most recently issued year-to-year U.S. Gross National Product (GNP) Implicit Price Deflator Index, issued by the United States Department of Commerce.

**VARIABLE RATE BONDS** — Variable Rate Bonds are bonds whose yield is not fixed but is adjusted periodically according to a prescribed formula.

**VIOLATION ENFORCEMENT SYSTEM (VES)** — The collective equipment and procedures that record the occurrence of a violation transaction and vehicle information, and generate the violation notice or citation process.

**VIOLATION FEE COLLECTIONS** — A fee collected from the motorist or registered owner of the vehicle

resulting from a motorist's failure to pay the proper toll for use of the Toll Road.

**VIOLATION PROCESSING** — The composite set of procedures, equipment and operations used to determine the occurrence of a toll violation resulting from a motorist's failure to pay the proper toll for the vehicle classification, and notifying and collecting the sums due from the motorist or registered owner of the vehicle of the violation.

**VIRGINIA DEPARTMENT OF TRANSPORTATION (VDOT)** — A department of the Commonwealth of Virginia.

**WASHINGTON FLYER MAGAZINE** — The Airports Authority publishes bimonthly the Washington Flyer Magazine, which is distributed without charge at the Airports. The purpose of the magazine is to provide helpful information to the users of the Airports and to promote and market the use of the Airports to the frequent traveler in and out of the Washington Metropolitan Area.

**WRAP-UP INSURANCE** — Traditionally, contractors purchase insurance coverage which is included in their bids. The wrap-up insurance approach removes the obligation for purchasing insurance from the individual contractors. The Airports Authority, using the wrap-up insurance approach, purchases the insurance for the CCP in one package.

**WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY (WMATA)** — An authority created in 1967 by an Interstate Compact to plan, develop, build, finance and operate a balanced regional transportation system in the National Capital area. Construction of the Metrorail system began in 1969. Four area bus systems were acquired in 1973. The first phase of Metrorail began operation in 1976. The final leg of the original 103-mile rail network



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was completed in early 2001. Today, there are 86 Metro stations in service within a 106.3 mile network.

**WIEHLE AVENUE EXTENSION (Phase 1)** — The Dulles Metrorail Corridor Project that will extend the MetroRail from the vicinity of West Falls Church Station on the Orange Line to a terminus at the Dulles Toll Road / Wiehle Avenue intersection. This will be a temporary terminus until Phase 2 extends the project to its ultimate limits.

**WMATA AGREEMENT** — An agreement made in 2007 between the Airports Authority and the WMATA for WMATA's oversight services during the term of the Design Build Contract, the provision of rail cars for the Dulles Corridor Metrorail Project, the transfer of the Dulles Corridor Metrorail Project and for other services.

**WMATA LATENT DEFECTS RESERVE** — As defined and in accordance with the WMATA Agreement, those costs associated with the Metrorail Capital Project and Latent Defects.