



BOARD OF DIRECTORS MEETING

Minutes of March 20, 2013

The regular meeting of the Board of Directors was held in the first floor Conference Rooms 1A, 1B and 1C at 1 Aviation Circle. The Chairman called the meeting to order at 11:00 a.m. Twelve Directors were present during the meeting:

Michael A. Curto, Chairman	Barbara Lang
Thomas M. Davis III, Vice Chairman	Elaine McConnell
Richard S. Carter	William Shaw McDermott
Frank M. Conner III	Caren Merrick
Anthony H. Griffin	Warner H. Session
Shirley Robinson Hall	Nina Mitchell Wells

The Secretary and Executive Management were present:

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

The Chairman welcomed everyone to the March meeting of the Metropolitan Washington Airports Authority Board of Directors.

The day's agenda included the approval of several contracts related to the operation of the Airports; an update on the progress of the Dulles Metro-rail Project; a report on the annual hearing before the District of Columbia Council, which occurred last week; and several important policy revisions, including the approval of a revised Airports Authority Contracting Manual.

The Chairman noted that the new Contracting Manual is the result of many hours of work by numerous employees throughout the Authority who had produced a document that, in his opinion, streamlined and clarified the very complex set of rules and procedures involved in procuring goods and services. The result is a Manual that reflects the best practices of government and industry and emphasized free and open

competition in every aspect of contracting and procurement. The Chairman reported that the Board, as well as several agencies, such as the Department of Transportation, which includes the Federal Aviation Administration, as well as the Department of Transportation's (DOT) Inspector General (IG), had reviewed the latest revision to the Manual. Comments from all those reviewers had been incorporated into the document, which management believed will be an excellent guide for the Authority's purchasing processes and decisions for the years to come.

The Chairman reported that the day's agenda also included a proposed update to the Authority's Freedom of Information Policy, which sets up an additional appeal process for matters that are not resolved at the Board level.

The day's agenda also included a recommendation to approve a proposed Authority Business Expense Policy, which defines allowable business expenses and provides guidance for common purchases.

Each of the policy items is part of the Authority's ongoing effort to address issues cited in last year's audit by the DOT IG. As of this month, each of the recommendations from the audit report either had been successfully addressed or on track to being completed in the near future.

He stated that the policy revisions and the ones the Board adopted in previous months are improving the governance and operations and positioning the Authority prospectively. As staff had been doing for the past several months, it would continue to provide updates on the Authority's progress in this area.

The Chairman also noted the important vote by the Virginia General Assembly, which occurred during the February Board meeting. As reported at that time, the legislature had approved a transportation bill for the Commonwealth that included \$300 million in additional funding assistance for the Silver Line project. This money would be incredibly important in helping to reduce the size of future rate increases on the Dulles Toll Road, which is a source of funding for the Dulles Rail Project.

The Chairman acknowledged the hard work and support of many people, most notably Governor Robert McDonnell, members of the General Assembly, and others who supported this important initiative.

I. MINUTES OF THE FEBRUARY 20, 2013 BOARD OF DIRECTORS MEETING

The Chairman then called for the approval of the Minutes of the February 20 Board of Directors Meeting, which were adopted.

II. COMMITTEE REPORTS

a. Audit – Legal Committee – Shirley Robinson Hall, Co-Chairman

Ms. Hall reported that the Audit – Legal Committee had met earlier that day in executive session to hear PricewaterhouseCoopers' update on the Financial Statement Audit for Calendar Year 2012 and staff's report on an information security audit.

In regular session, Andy Rountree, Vice President for Finance and Chief Financial Officer, had reported on staff's progress regarding the status of plans to enhance internal controls. Progress is continuing; staff is working to ensure that the Comprehensive Annual Financial Report would be provided timely to the external auditors.

The Committee had also received reports on the following audits: In flight caterers at both Airports; Sole-source contract compliance; Luggage cart services; Retail concession fee manager; and Employee time off less than five consecutive days.

Ms. Hall reported that complete details of the day's meeting would be included in the summary minutes of the March 20 Audit-Legal committee Meeting that would be provided next month.

b. Business Administration Committee – Warner H. Session,
Chairman

Mr. Session reported that the Committee had met that morning to consider the Fourth Edition of the Contracting Manual. The Committee had approved the Manual, and Mr. Session stated that he would offer a resolution later that day for Board approval.

The Committee had also held a lengthy meeting on February 20. Mr. Session provided only a brief summary to report on actions that had been taken. The Committee had approved the following contract awards for: 1) foreign currency exchange and business services at both Airports to International Currency Exchange (ICE); 2) the purchase of engineering materials arresting systems at Reagan National to Engineered Arresting Systems (ESCO) Corporation; 3) the specialized electronic systems operation and maintenance services at Dulles International to International Display Systems, Inc.; and 4) less than a full and open competition of chemical water treatment services for Dulles International to the Nalco Company. Mr. Session reported that he would also offer resolutions for these four recommendations later in the day's Meeting. He noted that because the contracts to ESCO and the Nalco Company are sole-source awards, they will require a recorded vote of at least ten Directors' approval to be awarded.

With regard to the revised pre-solicitation terms for custodial services at Reagan National, the Committee had determined that the Authority needed to review its size standards and conduct an audit to determine appropriate requirements for small companies. Staff would address issues to determine if multiple contract awards would be a viable solution to address the issues associated with the contract, as well as an amendment to the current contract; and alternatives regarding size standards threshold for the Committee and Board consideration.

Mr. Session noted that a complete report of the Meeting had been included in the February 20 Summary Minutes of the Business Administration Committee.

c. Dulles Corridor Committee – Tom Davis, Chairman

Mr. Davis reported that the Dulles Corridor Committee had met that morning and on February 20; activities for the day's meeting would be covered in the April 17 Committee Report. Pat Nowakowski, Executive Director of the Metrorail Project, reported that \$37.2 million had been spent on Phase 1 in December 2012; the total project budget remained at \$2.905 billion. Contingency use through December 2012 had been \$382 million. Mr. Nowakowski had reported that the substantial completion date had remained August 2013.

Mr. Nowakowski had also reviewed key procurement milestones for Phase 2, including the issuance of a Request for Qualifications Information and the review of the qualifications of the interested teams; the issuance of a Request for Proposals (RFP); and individual meetings with five qualified teams for proposal development to assist in the issuance of an RFP. Once the proposals had been received and accepted, each team would submit its price proposal in a sealed envelope. The contract award, anticipated in May, would be presented to the team that submitted the lowest price bid. Although formal Board approval is not required to award the contract, staff would advise the Board of the results.

Mr. Nowakowski reported that it would be necessary to lease office space for the Phase 2 Project Team and the Design-Build contractor because the leased space currently used by the Rail Project Team would expire in February 2014. He noted that the Phase 1 Design-Build contractor leased space in the same complex. Staff working on the Phase 2 Project and the Design Build contractor would need to lease new space for at least five years, with two optional years. The base five-year lease is expected to cost about \$9 million. If the two one-year options were exercised, the cost of the lease could increase to \$13 million. A real estate broker would assist in the procurement to negotiate the lease transaction. The Committee concurred with the pre-solicitation terms. Staff's final recommendation would require Committee and Board approval.

Mr. Rountree had reported that Toll Road revenues year-to-date had been \$101.6 million, an increase of 7.3 percent. Toll transactions had decreased 1.6 percent and electronic payments had increased 3.7 percent, compared to the prior year. Toll Road expenditures of \$24.4 million

year-to-date had decreased 7.4 percent from the year before, which equated to approximately \$2 million savings in the operation of the Toll Road compared to its forecast.

He also reported that Toll Road revenues year-to-date had been \$10.1 million, up 22.9 percent from the same period in 2012. Toll transactions for the period had been down 1 percent and electronic payments had increased 5 percent. Toll Road expenditures had decreased 13.4 percent from the year before. Mr. Rountree explained that the large increase in revenues could be attributed to a .25 cent increase at the mainline and at the ramps in 2013.

d. Executive and Governance Committee – Michael A. Curto, Chairman

The Chairman reported that the Committee had discussed and approved the following actions at the day's Meeting: a) Proposed Amendment to the Bylaws Regarding the Indemnification Policy; b) Proposed Amendment to the Freedom of Information Policy; c) Recommendation to Approve a Proposed Authority Business Expense Policy; and d) Proposed Amendment to the Statement of Functions.

He then reported that he will present all of the items, except the Proposed Amendment to the Bylaws Regarding the Indemnification Policy, for Board approval later that day. The remaining item would be considered at the April 17 Board Meeting.

e. Finance Committee – Frank M. Conner, Chairman

Mr. Conner reported that the Finance Committee had met that morning and on February 20; activities for the day's meeting would be covered in the April 17 Committee Report.

The Committee had approved the recommendation of Siebert Branford Shank and Wells Fargo as senior managers for the Series 2013 Airport System Revenue Bonds. Mr. Conner stated that he would offer a resolution to approve the recommendation later in the day's Meeting.

The Committee had received reports from the financial advisors for the Dulles Corridor and Aviation enterprises.

Mr. Conner reported that a detailed report of the February 20 Committee Meeting had been included in the Summary Minutes for that Meeting.

III. INFORMATION ITEMS

a. President's Report

Mr. Potter provided an update on the Authority's progress in addressing the recommendations of the DOT IG. As the Chairman had acknowledged, a large number of people throughout the Authority had performed a great amount of excellent work in revising the Contracting Manual, which would be presented to the Board for approval later in the day's Meeting.

As the Chairman had stated, the Manual would streamline the Authority's processes, clarify its rules and procedures and ensure its purchases are based on free and open competition, whenever practical. The revised Manual would help to assure that the Authority is purchasing its goods and services in the most fair and efficient way and that all applicable rules and regulations are well understood and followed. Mr. Potter stated he believed it would be a major step forward in the Authority's effort to make certain that its procurement process and all of the processes follow the best practices of government and industry.

To help implement the revised manual as quickly and efficiently as possible, all employees involved in the contracting process will be trained on Procurement Integrity concepts, as well as Contracting Manual changes.

Mr. Potter said that he was pleased to announce that all employees involved in the contracting process had completed the Authority's Procurement Integrity training program. Once the revised Manual is approved, these employees would also receive training on it. He noted that the goal is to have all training on the Contracting Manual completed in March and to have the revised Manual effective in April.

Approval and implementation of the Contracting Manual, along with completion of these related Procurement training programs, would close out several recommendations from the November report of the DOT IG.

Mr. Potter reported that Lizbeth Bryan, the new Manager of Procurement and Contracts, had joined the Authority that week. Ms. Bryan was previously employed with the Washington Metropolitan Area Transit Authority (WMATA), where she handled major procurements, involving large construction projects. In addition to her WMATA experience, which will certainly be helpful on the Authority's rail project, Ms. Bryan is also an engineer by training, as well as a Certified Public Accountant. Mr. Potter said that the Authority is fortunate to have someone with her qualifications and abilities to join the organization and formally introduced Ms. Bryan.

In addition to the Contracting Manual discussed earlier, the amendment to the Freedom of Information Policy and the Business Expense Policy would also be considered by the Board later in the day's Meeting; they would complete additional recommendations made by the IG.

As the Chairman had previously noted, Mr. Potter reported that all of the IG recommendations had either been closed out or are on track to be completed in the very near future. He said that he shared the Chairman's belief that completing work on these recommendations would make the Authority a more efficient and accountable organization to better position its success in the future.

The Board would also consider an amendment to the Statement of Functions to incorporate a Department of Internal Controls, Compliance and Financial Strategy within the Office of Finance. The new department, which has been leading the implementation of the IG's recommendations, would be responsible for assisting management in developing and implementing corrective actions to ensure that the assets of the Authority are safeguarded, and to ensure that an adequate internal control structure is in place to maintain compliance with the laws and regulations to which the organization is subject.

The Authority's progress in addressing the recommendations of the IG report was just one of the topics covered in the recent briefing on March

14 before the Committee of the Whole of the District of Columbia Council. He thanked all of the Board Members from the District of Columbia for being present on March 14. Mr. Potter thanked Mr. Session, in particular, who had introduced him and had joined him at the table to provide important information and support for the presentation.

Mr. Potter reported that the Authority had received a number of questions from Chairman Phil Mendelson and Council Member David Grosso on regional economic development; Disadvantaged Business Enterprise (DBE) and Local DBE programs; noise abatement program; and regional transportation infrastructure, including the Metrorail Project, the Dulles Toll Road and the roadways near Dulles International.

He said that it had been very gratifying to hear Chairman Mendelson's positive remarks about the progress the Authority is making to address the issues raised in the IG report. Mr. Potter reported that it is always good when elected officials acknowledge staff's work to make the Authority a better organization. He thanked all the employees whose efforts are contributing to the Authority's success and progress.

Mr. Potter reported that the Authority is making excellent progress on the Metrorail Project with Phase 1 on track for substantial completion later this summer when it would be turned over to WMATA for final testing. A large part of the Authority's current focus is on testing, including those discussed previously on portions of the tunnel in the Tysons Corner area. Mr. Potter noted that some concerns had been expressed about possible settling of the tunnel. In response, the Authority had worked cooperatively with WMATA and the contractor Bechtel to perform tests to ensure the tunnel dimensions met specifications, and to correct, if necessary, any problems that were found. Mr. Potter stated that Bechtel reported that the results of its tests had revealed that no repairs would be needed. While the Authority had been aware of some settling that had occurred early in the construction process, which is fairly common for this sort of construction, the contractor's analysis of the test results had concluded that the dimensions of the tunnel are within acceptable limits. Mr. Potter said the Authority is pleased to get the contractor's positive results. The process had been a good illustration of the Authority's practice of taking concerns seriously and addressing them. Mr. Potter re-

ported that the Authority and WMATA are going to independently analyze the final report for thoroughness and to ensure accuracy.

On Phase 2 of the Metrorail Project, Mr. Potter reported that the Authority remained on track to award construction contracts in May. As the Chairman had pointed out, the Authority is most grateful for the financial support it had received from the Commonwealth of Virginia. Mr. Potter joined the Chairman in thanking the Governor, Authority supporters in the General Assembly and the many leaders here in the region and in Richmond for this assistance, which will help reduce the amount of future toll increases for people using the Dulles Toll Road.

Mr. Potter reported that the Authority continued to await word on further financial assistance for the project from the federal government through the Transportation Infrastructure Finance and Innovation Act loan program. The Authority's letter of interest is moving forward, and Mr. Potter said that all are looking forward to a positive outcome.

Turning to Airport operations, Mr. Potter reported that both Reagan National and Dulles International are looking ahead to assure that both facilities are ready for future growth. As noted earlier this year, Reagan National and Dulles International had both achieved record years in 2012 in passenger activity and international passengers, respectively. Since this occurred during a challenging period for the airline industry, these records are indicative of the region's economic strength.

As noted in the past, Mr. Potter stated that Dulles International has great potential to expand its facilities to accommodate many more passengers than it presently handled. In the Federal Aviation Administration's latest forecast, it had predicted that in terms of passenger traffic during the next decade, Dulles International would be the fourth fastest-growing U.S. airport – just behind JFK, Orlando and Houston Intercontinental.

Mr. Potter noted that an example of that growth would occur on March 31 as Etihad Airlines of the United Arab Emirates would begin daily service between Dulles International and its hub in Abu Dhabi, which further increased the role of Dulles International as a major U.S. gateway to the Middle East.

He reported that staff continued to monitor the possible impacts of sequestration on both Airports, particularly in terms of staffing for air traffic controllers and Transportation Security Administration security screeners at both Airports and Borders and Customs personnel at Dulles International. Thus far the only impact appeared to occur at Dulles Customs; overtime had been eliminated as a result of sequestration, which had caused increased clearance waits at certain times of the day.

Mr. Potter reported that interviews for the Vice Presidents of Human Resources and Information Technology are continuing; announcements regarding those selections should occur in the coming weeks. He said that he would contact several Board Members to help screen the candidates.

He then acknowledged some great work by Authority employees, including the Finance Department, which was recently honored with the Distinguished Budget Presentation Award from the Government Finance Officers Association for the Fiscal Year 2012. Finance was commended for its high standards and excellence in financial reporting and also for excellence in financial reporting for the most recent Annual Report. Mr. Potter also acknowledged members of the Authority's Fire Department for handling an unusual situation on the Dulles Toll Road that involved an expectant couple on the way to Reston Hospital during the Monday morning rush hour. The mother realized she was in active labor, and that they did not have enough time to make it to the hospital before the baby came so they pulled over and called 9-1-1. The baby arrived before the Authority Fire Department – but employees made sure the mother and her new daughter were okay and wrapped the baby in some warm blankets before transporting them to the hospital. The new mom expressed thanks to the fire department for its help. She also apologized later on local news stations to her fellow Dulles Toll Road riders for tying up traffic.

Mr. Potter gave special thanks to those employees involved and thanked all the employees at the Authority who work to serve the public every day. He also congratulated the new parents.

b. Executive Vice President's Report

Ms. McKeough reported that the Federal Aviation Administration (FAA) conducts an annual safety review at both Airports. She congratulated the Reagan National staff as no concerns had been identified in its recent FAA review. Management had not yet received a schedule for the safety review of Dulles International.

Ms. McKeough alerted the Board of several construction projects soon to be underway in Terminal A at Reagan National to upgrade a number of infrastructure and support facilities, which had been approved in the 2013 Budget. While a great deal of construction would occur, caution would be taken to alleviate the impact on customers. Ms. McKeough reported that construction work would also soon begin in the Runway Safety Areas for two crosswind runways at Reagan National. At Dulles International, Signature General Aviation would expand its fixed base operator facility services on April 3 to include maintenance and repair operations.

Ms. McKeough reported that throughout the U.S. aviation industry, there had been an average increase in passengers of 2 percent in January. The Authority's combined system had exceeded this benchmark with a 4.7 percent increase in passengers, which had been largely due to increased passenger activity at Reagan National due to the record-level of growth that had occurred. Approximately 1.5 million passengers had been served at the Airport in January 2013, which represented an increase of 15 percent compared to January 2012 results. Ms. McKeough noted that the recent inaugural activities contributed to the monthly increase. She also noted that increased flight activity at Reagan National had not occurred until March 2012; therefore, some flights now being operated had not been operational in January 2012.

At Dulles International, Ms. McKeough reported that international passenger activity had increased 7 percent in January 2013 compared to January 2012 activity. Much of the increase was attributed to new carriers operating flights that were not offered last year. Domestic activity at Dulles International had decreased approximately 7 percent compared to last year. Ms. McKeough reported that overall passenger activity at Dulles International had decreased 3 percent compared to the same period

last year results. Cargo tonnage activity had decreased approximately 8 percent compared to the previous twelve months. She noted that the majority of the cargo activity was transported in the belly of passenger aircraft and decline had resulted from U.S. economic challenges. Staff would continue to monitor the cargo activity closely. Lastly, Ms. McKeough noted that the decreased cargo activity had no significant revenue impact on the Authority as the airfield operated on a full cost recovery basis and the other cargo revenue source was derived from the rental of cargo facilities, which had a high-occupancy rate.

Mr. Session asked if Directors would have an opportunity to screen the short list of candidates for the vacant positions for Vice Presidents of Human Resources and Information Systems. As Ms. Hall had recommended at the February 20 Meeting, Mr. Potter stated that a Board Member would meet the candidates; both he and the Board Member would report back to the full Board. Mr. Davis disagreed that Directors should be involved in the process and stated that he believed that it would be a terrible precedent. He believed that since the Vice Presidents would report to Mr. Potter, that the Board should hold him accountable. While he realized that staff was trying to accommodate some Director's concerns, he thought it was a bad idea. The Chairman noted that he understood the concerns Mr. Davis expressed, but stated that Mr. Potter would lead the process.

Mr. Carter asked if the Authority had ever conducted a customer service survey relative to the concessions. Mr. Potter responded affirmatively. Mr. Carter stated that he would like the new concession fee manager to provide feedback on improvements it would like to implement and asked if a report addressing concession activity could be provided at a future Board Meeting. Mr. Potter said that he had met with the new concession fee manager and had invited Mr. Session and Mr. Curto, who had participated and asked several questions. Mr. Session had also indicated that he wanted the concessionaire to provide a report at a future Board Meeting. Mr. Potter said that he would have a follow-up meeting in a month to provide information about the timeframe when physical changes would occur at the Airports and when customers would begin to have better experiences, as well as when the Authority would see economic gains. He said that a series of meetings would occur in preparation for the concessionaire to make a presentation to the Board in the coming

months. Chairman Curto stated that Mr. Potter had clearly expressed the occurrences, and the report would be provided in the near future.

IV. NEW BUSINESS

a. Amendment to the Freedom of Information Policy

The Chairman moved that the Freedom of Information Policy be amended to provide for an external appeal process, as presented at the day's Executive and Governance Committee Meeting. The amended Freedom of Information Policy was unanimously approved; a copy is attached.

b. Recommendation to Approve a Proposed Authority Business Expense Policy

The Chairman moved that the Board approve an Authority Business Expense Policy, as presented at the day's Executive and Governance Committee Meeting. The Authority Business Expense Policy was unanimously approved; a copy is attached.

c. Amendment to the Statement of Functions

The Chairman moved that the Statement of Functions be amended to add the Internal Controls, Compliance and Financial Strategy Department in the Office of Finance, as presented at the day's Executive and Governance Committee Meeting. The amended Statement of Functions was unanimously approved; a copy is attached.

d. Recommendation to Approve the Fourth Edition of the Contracting Manual

Mr. Session moved the adoption of the following Resolution, which was unanimously adopted:

WHEREAS, In November 2012, revisions to the Third Edition of the Contracting Manual were prepared by staff to address recommendations made by the U.S. Department of Transportation Office of Inspector General (OIG) in its November 1, 2012, report on the Airports Authority (OIG Report);

WHEREAS, In December 2012, the Business Administration Committee concurred with a draft version of a new Fourth Edition of the Contracting Manual that contained these staff revisions, and the Committee directed that this draft version be issued for public comment;

WHEREAS, Staff has addressed all comments submitted on the December 2012 draft version of the Fourth Edition in a new draft of the Fourth Edition of the Contracting Manual, including recommendations received from the Federal Transit Administration (FTA), and this new draft version was presented to the Business Administration Committee for consideration at its March 20, 2013, meeting;

WHEREAS, this new draft version of the Fourth Edition of the Contracting Manual addresses all recommendations regarding the Contracting Manual made in the OIG Report and all changes to the Manual recommended by the FTA, and includes other changes that staff has determined to be necessary or desirable;

WHEREAS, The Business Administration Committee has reviewed the new draft version Fourth Edition and has recommended to the Board of Directors that it formally approve and adopt it as the Fourth Edition of the Contracting Manual; now, therefore, be it

RESOLVED, That the Board approves and adopts the Fourth Edition of the Contracting Manual as presented for its consideration on March 20, 2013, and as it may be modified by the President and Chief Executive pursuant to Paragraph 2 of this resolution;

2. That the President and Chief Executive Officer is authorized and directed to publish the Fourth Edition of the Contracting Manual in the form presented to the Board on March 20, 2013, with such modifications as are determined by the President and Chief Executive Officer to be necessary or desirable to address errors in grammar, spelling, punctua-

tion and format and similar non-substantive matters, and as are made prior to April 1, 2013;

3. That the Fourth Edition of the Contracting Manual shall be effective on April 1, 2013;

4. That the Fourth Edition of the Contracting Manual shall apply to all Airports Authority solicitations issued, and other procurement actions initiated, on or after April 1, 2013, and to contracts that are executed on the basis of and following these solicitations and procurement actions; that the Fourth Edition shall not apply to solicitations or other procurement actions initiated before and ongoing as of April 1, 2013, which shall continue to be governed by the Third Edition, but shall apply to contracts executed on the basis of and following such solicitations and procurement actions; and that the Fourth Edition shall apply to contracts in effect on April 1, 2013, that were executed on the basis of and following a solicitation or other procurement action undertaken pursuant to a prior edition of the Contracting Manual, except to the extent application of the Fourth Edition to any such contract would diminish, enlarge or otherwise alter a contractual right or obligation of any party to the contract, in which case the Third Edition of the Contracting Manual shall apply to and govern the contract to the extent necessary to avoid such alteration of right or obligation.

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

e. Recommendation to Award the Foreign Currency Exchange and Business Services Contract at both Airports

Mr. Session moved the adoption of the following Resolution, which was unanimously adopted:

WHEREAS, A pre-solicitation paper relating to the procurement of foreign currency exchange and business services at both Airports was not originally presented to the Business

Administration Committee because the annual revenue that would result from the procurement was projected to fall below the \$3 million threshold for such services;

WHEREAS, A Request for Proposals for foreign currency exchange and business services was issued October 1, 2012, and the annual revenue projected in the submitted proposals exceeded \$3 million;

WHEREAS, As a result of the projected annual revenue from this procurement exceeding \$3 million, action on the procurement is required by the Business Administration Committee and the Board of Directors;

WHEREAS, An Evaluation Committee has reviewed the competing proposals and has recommended contract award to International Currency Exchange (ICE);

WHEREAS, The Business Administration Committee is satisfied with the results of the competitive procurement process, as presented at its February 20, 2013 meeting, and has recommended that the Board approve the award of this contract to ICE; now, therefore, be it

RESOLVED, That the President and Chief Executive Officer is authorized and directed to enter into a seven-year contract with ICE for the provision of foreign currency exchange and business services at both Airports, consistent with the terms presented to the Business Administration Committee at its February 20, 2013 meeting.

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

f. Recommendation to Purchase Engineered Material Arresting Systems from Engineered Arresting Systems Corporation at Reagan National

Mr. Session moved the adoption of the following Resolution, which was unanimously adopted by all twelve Directors present:

WHEREAS, The U.S. Department of Transportation Appropriations Act for Federal Fiscal Year 2006 and Federal Aviation Administration (FAA) Order 5200.8, Runway Safety Area Program, obligate Airports to comply with regulatory requirements for Runway Safety Areas by December 31, 2015;

WHEREAS, Engineered Arresting Systems Company, Inc., (ESCO) is the only Engineered Material Arresting System (EMAS) manufacturer approved by the FAA and eligible for reimbursement under the Federal Grants program;

WHEREAS, Runways 15, 33 and 22 at Reagan National require the combination of relocating runway landing and take-off thresholds and the installation of EMAS materials in order to comply with the FAA regulatory and the Congressionally-mandated requirements; now, therefore, be it

RESOLVED, That the President and Chief Executive Officer is authorized and directed to enter into a sole-source contract with ESCO for materials and installation of three engineered material arresting systems, consistent with the terms presented to the Business Administration Committee at its February 20, 2013 meeting.

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

g. Recommendation for the Specialized Electronics Systems Operations and Maintenance Services at Dulles International

Mr. Session moved the adoption of the following Resolution, which was unanimously adopted:

WHEREAS, The Business Administration Committee in May 2012 concurred in the pre-solicitation report for the procurement of specialized electronic systems operation and maintenance services at Dulles International;

WHEREAS, An Evaluation Committee has reviewed the competing proposals and has recommended the award to International Display Systems, Inc. of Dayton, Ohio;

WHEREAS, The Business Administration Committee is satisfied with the results of the competitive procurement process, as presented at its February 20, 2013 meeting; now, therefore, be it

RESOLVED, That the President and Chief Executive Officer is authorized and directed to enter into a two-year contract, with three one-year extension options, with International Display Systems, Inc., consistent with the terms presented to the Business Administration Committee at its February 20, 2013 meeting.

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

h. Recommendation for a Less than Full and Open Competition of Chemical Water Treatment Services for Dulles International

Mr. Session moved the adoption of the following Resolution, which was unanimously adopted by all twelve Directors present:

WHEREAS, The existing monitoring system and software for chemical water treatment at Dulles International was supplied by Ondeo-Nalco when the central plant was expanded as part of the Airport's capital development program;

WHEREAS, The chemicals needed to support this system have a proprietary fluorescent additive that is integral to maintain the efficient water treatment design of Dulles International, the computer control by Nalco's software is licensed

to Dulles International, and the distribution equipment is also Nalco's;

WHEREAS, It is not prudent to solicit these services, products and software through a full and open competition procurement because achieving a new equilibrium of chemical treatment in the systems at Dulles International may present equipment or system failures causing a loss of heating, ventilation and air conditioning; now, therefore, be it

RESOLVED, That the President and Chief Executive Officer is authorized and directed to enter into a five-year contract, with one five-year extension option, with Nalco Company, consistent with the terms presented to the Business Administration Committee at its February 20, 2013 meeting.

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

- i. Appointment of Co-Senior Managers and Bookrunning Manager for Airport System Revenue Refunding Bonds, Series 2013

Mr. Conner moved the adoption of the following Resolution:

WHEREAS, The Metropolitan Washington Airports Authority (the "Airports Authority") is preparing for the issuance of its Airport System Revenue Refunding Bonds, Series 2013 (the "Series 2013 Bonds") which may be issued in one or more series or subseries;

WHEREAS, The Airports Authority has selected a syndicate of investment banking firms to serve as underwriters for financing or refinancing the costs of certain capital improvements at Ronald Reagan Washington National Airport and Washington Dulles International Airport; and

WHEREAS, The Airports Authority desires to appoint from the syndicate two investment banking firms to serve as co-senior managers, with one of such firms serving as bookrunning

senior manager, for the sale of the Series 2013 Bonds; now, therefore, be it

RESOLVED, That Siebert Brandford Shank & Co., L.L.C. and Wells Fargo Securities N.A. are appointed as co-senior managers, and Siebert Brandford Shank & Co., L.L.C. is appointed as bookrunning senior manager for the sale of the Series 2013 Bonds.

Mr. McDermott stated that although his firm represents Wells Fargo Securities N.A., he wanted to make a declaration that he believed that he is able to participate in a fair and ethical manner.

The resolution was thereupon adopted by all Directors present at that time; Mr. Davis was not in attendance.

j. Appointment of Member to the Ethics Review Committee

The Chairman noted that all were aware that the Code of Ethics for Board Members was effective December 1, 2012, which provided for an Ethics Review Committee. Three Committee Members had been appointed previously and one additional Member still needed to be appointed. The Chairman moved that Shaw McDermott be nominated as a Member of this Committee. The Board unanimously approved the appointment.

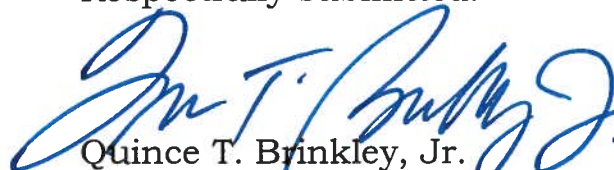
V. UNFINISHED BUSINESS

There was not any unfinished business.

VI. OTHER BUSINESS & ADJOURNMENT

The Meeting was thereupon adjourned at 11:40 a.m.

Respectfully submitted:



Quince T. Brinkley, Jr.
Vice President and Secretary



Freedom of Information Policy

The Metropolitan Washington Airports Authority is committed to transparency in all its operations. From the beginning, it has maintained its own Freedom of Information Policy that continued the disclosure rules in force at the two Airports from the enactment of the federal Freedom of Information Act in 1966. All its records are available to the public, except those that are not required to be disclosed pursuant to the exemptions set out in Part 3 below.

Given its commitment to transparency, the Airports Authority encourages anyone interested in its activities to seek information informally. This document is designed to assist in that process, and is divided into three parts.

Part 1 identifies records easy to get from the Authority's website; Part 2 provides contacts for answering questions and help in obtaining other records; Part 3 provides a formal Freedom of Information procedure for obtaining Authority records that are not readily available, and includes standards for the withholding of certain types of records.

Part 1 – Records Generally Available

The Airports Authority makes most of its important records readily available, principally through the Authority website, www.mwaa.com, under the “About the Authority”, “Business Information” and “News and Publications” tabs. There anyone can read and download many records. The following are among those to be found there:

Board of Directors Records

(About the Authority tab – Board of Directors – Meeting Information)

- Calendars and Schedules
- Agendas and Papers prepared for Board and Committee Meetings (Minutes are included with the link for each meeting)

(About the Authority tab – Board of Directors – Reference Materials)

- Bylaws
- Committee Membership
- Committee Jurisdiction
- Travel and Business Expense Guidelines
- Resolution No. 01-20 – General Delegations and Reservations of Authority
- The Code of Ethical Responsibilities for Members of the Board of Directors
- The Lease of the Metropolitan Washington Airports between the United States and the Metropolitan Washington Airports Authority
- Provisions of the District of Columbia Code establishing, jointly with the Commonwealth of Virginia, the Metropolitan Washington Airports Authority
- Provisions of the Commonwealth of Virginia Code establishing, jointly with the District of Columbia, the Metropolitan Washington Airports Authority
- Provisions of the United States Code, authorizing the transfer of Washington National and Washington Dulles International Airports to the Metropolitan Washington Airports Authority, with conditions.
- The Freedom of Information Policy

(About the Authority tab – Annual Reports)

- Annual Reports from 2000 to present
- Comprehensive Annual Financial Reports from 2000 to present

Business Information Records

(Business Information tab)

- Contracting Manual and forms
- Construction Opportunities
- Concession Opportunities
- Equal Opportunity Programs

(About the Authority tab – Regulations and Policies)

- Regulations
- Code of Ethics for Directors
- Code of Ethics for Employees
- Airline Use and Lease Agreement

Other Records

(About the Authority tab – Financial)

- The Budget
- Comprehensive Annual Financial Reports
- Monthly Financial Statements
- Airline Rates and Charges
- Master Trust Indenture
- Official Statements

Dulles Rail Documents

(Link on the home page, under the Dulles Corridor logo; also Dulles – About Dulles International – Dulles Corridor Information)

- Historical and current documents, including contracts, for the Dulles Corridor Rail Project

Part 2 – Contacts

The Airports Authority maintains its principal corporate offices at 1 Aviation Circle on Ronald Reagan Washington National Airport. Records are kept there, at the airport offices at both Reagan National and Washington Dulles International Airport, and at the Dulles Corridor Metrorail Project office at 1593 Spring Hill Road in Vienna.

To obtain records informally, questions or requests can be directed to any office in the Authority likely to have them. If uncertain which office to call, contact the Secretary's office, 703-417-8740, which will refer you to the right office.

Part 3 – Formal Freedom of Information Procedures

I. Where to file a request – Formal Freedom of Information requests for records located anywhere within the Authority should be addressed to the Freedom of Information Officer, Office of the Secretary, MA-BD, Metropolitan Washington Airports Authority, 1 Aviation Circle, Suite 210, Washington, D.C. 20001-6000. They can also be submitted to [\[FOI@mwaa.com\]](mailto:FOI@mwaa.com). Questions may be directed to the e-mail address or to 703-417-8740.

II. Content of a request – Such requests should identify the records requested or set out as clearly as possible their nature, state the format requested (paper or electronic) and provide a telephone number and/or an e-mail address for clarifying communications.

III. Internal processing – The Freedom of Information Officer will assure a copy of the request is directed to the office holding the requested records, and will respond to a request as soon as possible, but not later than within two weeks of the receipt of the request. The Freedom of Information Officer will keep a docket of all Freedom of Information requests.

IV. Requests sent elsewhere – Copies of written FOI requests submitted to offices other than the Office of the Secretary will be promptly provided to the Freedom of Information Officer.

V. Response – The Authority’s written response shall (a) provide the records requested, (b) explain why more time is required to respond, or (c) deny the release of records, in whole or in part, based on the exemptions in paragraph VII below. If denied, the withheld records shall be identified, and reasons shall be provided for their withholding. Responses may not be sent without the concurrence of the Secretary and appropriate consultation with the General Counsel’s Office.

VI. Appeal

A. Step 1. If a request is denied, in whole or in part, or is not responded to within the two week period referenced in paragraph III of this part, the requester may appeal to the Chairman of the Legal Committee of the Board of Directors. Such an appeal must be addressed to the Secretary of the Authority at the address in paragraph I, clearly identified as an appeal under the Freedom of Information Policy, and filed with the Secretary within five business days of the date of the denial. The decision of the Committee Chairman shall be final unless Step 2 of the appeal process is pursued.

B. Step 2. A requester dissatisfied with a Step 1 decision may file a notice of an appeal of that decision to the FOI Review Panel. The FOI Review Panel will consist of not more than three retired judges who shall be selected for the panel by the Chairman of the Legal Committee and the Authority’s General Counsel. The requester’s notice of appeal must be filed with the Secretary of the Authority within five business days of the Step 1 decision. The requester and the General Counsel shall then jointly select a member of the FOI Review Panel to consider and de-

cide the Step 2 appeal. Within 10 business days of the selection, the requester and the General Counsel each may make a written submission to the selected panel member setting out their position on the Step 1 decision. Thereafter, the panel member shall issue a written decision on the appeal. That decision shall be final, and the requester shall have no further right of appeal under this Policy.

VII. Reasons for withholding – Records or portions of records in the following categories of exemptions may be, but are not required to be, withheld from disclosure. Records are rarely withheld in their entirety; when an exemption applies to only a portion of a requested record, the rest of the record will be released. Any decision to withhold must set out the reasons for doing so, based on the exemptions stated below:

A. Personal Privacy. Personnel, payroll and financial records containing information concerning identifiable individuals, except that access shall not be denied to the person who is the subject thereof. The name, position and salary of Authority employees, however, are public information.

B. Confidential Business Information.

(1) Confidential business information of the Authority: records containing commercial, financial, or proprietary information which, if disclosed, could harm the competitive or negotiating position of the Authority; and

(2) Confidential business information provided by others and held by the Authority: records containing commercial, financial or proprietary information provided from outside the Authority, if the submitter claims a privilege for the information and gives adequate reasons why protection is necessary, or the information has been identified as exempt in the Authority Contracting Manual.

(3) Confidential procurement records, such as proposals, offers, bids and proposal scoring records, including competitive negotiation proposals, sealed bidding records, cost estimates, and business plans, the withholding of which is specifically addressed in the Authority Contracting Manual.

C. Law Enforcement and Security Records. Records compiled for law enforcement and security purposes, but only to the extent that and as long as the production of such records would: (1) interfere with investigative or enforcement proceedings; (2) deprive a person of a right to a fair trial or an impartial adjudication; (3) constitute an unwarranted invasion of personal privacy; (4) disclose the identity

of a confidential source and confidential information furnished only by the confidential source; (5) disclose law enforcement and security techniques and procedures not generally known outside the law enforcement community; (6) cause a suspect to flee or evade detection; (7) result in the destruction of evidence; or (8) endanger the life or physical safety of an individual.

D. Privileged Documents. Records subject to a generally recognized privilege, such as the attorney work product privilege and the attorney-client privilege; records that would not be available to a person in litigation with the Authority; and records with respect to matters addressed by the Board of Directors in Executive Session.

E. Pre-Decisional Documents. Records containing analyses and recommendations with respect to matters to be decided by the President and Chief Executive Officer or the Board of Directors, except to the extent the analyses and/or recommendations are disclosed or otherwise addressed in a final decision document. Documents prepared for the Board of Directors and its committees and not otherwise exempt from disclosure under paragraph VII are normally made available at www.mwaa.com before the meeting at which the matters addressed in the documents are to be discussed, but only after they have been provided to the Directors.

VIII. Other Considerations – Only existing records are subject to release. The Authority does not create new records in response to a Freedom of Information requests, including records summarizing data or other information. Only records held by the Authority can be released, paper records in its own files or electronic records on its own servers; this Policy does not reach records held by vendors, contractors, or other third parties. In addition, personal notes, papers and any other records created and maintained by the preparer solely as work papers for personal use are not treated as Authority records.

IX. Fees – Requests for a limited number of readily available records that do not require significant staff resources to locate and produce will normally be answered without charge. More substantial requests will be assessed fees to cover the costs of locating the requested records and in producing and delivering hard or electronic copies of the records. A schedule of such fees will be provided to the requester; if

the projected fees exceed \$250, a 50 percent deposit may be required before Authority resources are committed to locating and producing the requested records.

March 20, 2013

FI-005

DIRECTIVE

Metropolitan Washington Airports Authority



Business Expense Policy

DISTRIBUTION: 1,9

OPI: MA-20

DATE: 3/20/13

Foreword

This Directive sets forth the Airports Authority Business Expense Policy, which covers employee meetings during a meal (including specific limits by type of meal), Office or Authority-wide functions, meals with Directors or Outside Individuals (including specific limits by type of meal), meals for unusual or unplanned circumstances, official gifts issued by the Airports Authority, non-allowable expenses, as well as the business expense approval process. This Directive applies to all Airports Authority employees and Directors.

The Board of Directors voted to approve this Business Expense Policy at a Board of Directors Meeting held March 20, 2013.

Periodic updates shall be issued by the Office of Finance, after approval by the President and Chief Executive Officer.



John E. Potter
President and Chief Executive Officer

3/20/13
Date

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1. Background and Purpose

The purpose of this Policy is to define allowable Business Expenses and to establish procedures for obtaining reimbursement for allowable Business Expenses. The Policy applies to all Directors and employees incurring expenses on behalf of the Metropolitan Washington Airports Authority (Airports Authority).

This Policy is not intended to represent a comprehensive list of items that are allowable, but rather to provide guidance for purchases commonly made by Directors and employees.

2. Distribution

This Policy shall be distributed to all Directors and employees and supersedes Airports Authority Directive AC-001B, dated April 15, 2005 and the Travel and Business Expense Guidelines for Board of Directors dated December 3, 2008.

It should be noted that the Travel Expense policies have been revised and are included in Airports Authority Directive FI-004, Change 1, dated December 12, 2012.

This Policy will be presented to Directors during members' initial orientation and provided to Directors annually thereafter and presented to employees during new employee orientation.

3. Definitions

3.1. Approving Official

Those authorized to approve Business Expense Reimbursement Requests. The Approving Official is responsible for ensuring knowledge and compliance with this Business Expense Policy.

3.2. Business Expense

Business Expense refers to any expense incurred in conjunction with an Airports Authority-related business activity that is allowable, has a clear business purpose, and does not violate the Code of Ethics for Members of the Board of Directors and the Code of Ethics for Employees, as applicable, or does not violate limitations within this policy. Questions concerning the Codes of Ethics should be addressed to the Airports Authority's Ethics Officer.

3.3. Business Expense Reimbursement Request

The Business Expense Reimbursement Request is the Requestor's statement to the Airports Authority of reimbursable Business Expenses incurred on behalf of the Airports Authority.

Directors submit the Business Expense Reimbursement Request using the Form AC-100, which is available on Livelink, under MA-20 (Finance), in the Finance Forms folder and in the warehouse at each airport. The Vice President & Secretary shall transmit all documentation to Accounts Payable for Directors.

Employees submit this form electronically through the Oracle EBS system using the appropriate MWAA Employee Expense Entry template (i-Expense).

3.4. Personal Expenses

Personal Expenses are expenses not considered necessary to conduct official Airports Authority business and are non-reimbursable.

3.5. Requestor

Any person authorized to incur Business Expenses on behalf of the Airports Authority.

4. Policy

4.1. General Policy

- 4.1.1. The Airports Authority will pay for, or reimburse employees and Directors for, necessary, reasonable, appropriately documented, allowable, and properly authorized Business Expenses within the guidelines of this Policy.
- 4.1.2. This Policy shall not be considered an exception to, or exclusion from, the Airport Purchasing Manual, Small Purchasing Manual, or Procurement Card (P-Card) Manual.
- 4.1.3. Use of P-Cards whenever possible (within the limits of the P-Card usage restrictions) is encouraged because doing so increases efficiencies by reducing paperwork.
- 4.1.4. Purchases made under these guidelines should be made as a single group purchase whenever possible, unless circumstances warrant individual purchases.
- 4.1.5. Failure to comply with this Policy or falsification of Business Expense Reimbursement Requests will result in denial of reimbursement and may result in disciplinary action to employees.
 - 4.1.5.1. Expenses claimed that are found to be in violation of this Policy shall be rejected by the Approving Official. If payment or reimbursement occurred and further review by management, accounting staff, or audit staff determines it was made in error, the Requestor shall be required to make restitution.
- 4.1.6. This Policy is not expected to cover every possible situation. Items of an unusual nature or other items typically purchased or reimbursed but not addressed in this Policy (e.g., uniforms or safety apparel) must be discussed with the Office's Vice President or Designee before the expense is incurred. Board Members should consult with the Board Secretary.
- 4.1.7. This information is intended as management guidance, and does not constitute a change in a term or condition of employment. Bargaining unit employees seeking further information should consult their respective Standard Operating Procedures (SOPs) and/or collective bargaining agreement.

4.2. Allowable Expenses

4.2.1. Meals and Functions

- 4.2.1.1. Meetings: In cases where Airports Authority employees are meeting during a meal and the primary purpose of the meeting is to conduct Authority business (e.g., business discussion, training session, etc.) and there is a need to meet during the meal because the meeting could not be scheduled during regular working hours, the expense is allowable.

The average meal or catering expense per-person cannot exceed the approved maximum rate for that type of meal (see Attachment 1). For employees, appropriate authorization must be obtained in advance from the Office's Vice President or Designee.

Vice Presidents may authorize light refreshments (e.g., cookies, coffee, soft drinks, pastries, etc.) for meetings or in the case of unusual circumstances (e.g., staff required to work on their regularly scheduled days off) at their discretion, at a cost not to exceed the amount for Breakfast in Attachment 1.

- 4.2.1.2. Employee functions: Occasional functions for employees to promote employee relations/morale (such as an employee seasonal celebration) or to recognize a business accomplishment of a group or individual achievements within a group are allowable. Expenses related to functions to celebrate occasions that are personal in nature, such as parties to celebrate births, marriages, retirements, promotions, etc. are not allowable.

Total annual expenses for this type of employee function is limited for each Office and generally shall not exceed \$25 per full-time employee per year, as individual Office budget authorization permits. Such employee functions must be approved in advance by the Office's Vice President or Designee. Each Office is responsible for ensuring it does not exceed the annual \$25 per full-time employee amount.

In addition, the President and CEO or COO may authorize Authority-wide social events intended to promote employee relations/morale (such as a summer picnic, seasonal celebration, or employee outing) or employee recognition events (such as employee service awards, Presidential awards, or retirements of key Authority officials) and may authorize reasonable expense budgets for such events. Such events may include employee spouses or guests.

- 4.2.1.3. Business events with Directors or outside individuals: Expenses for hosted business events involving dining and/or catering and including Directors or individuals who are not employees, that are sponsored by an employee or Director of the Airports Authority, are considered allowable.

To qualify as a business event, a Director or employee must (1) reasonably expect—and have as his/her primary motivation for the expenditure—that the Airports Authority will derive economic or another business benefit as a result of the activity; (2) incur the expense in a setting where the other party would reasonably understand that the expenditure was for an Airports Authority business objective; and (3) use the expenditure for the person from whom the Airports Authority employee expects the business benefit, as well as for the employee him/herself and other Airports Authority staff necessarily in attendance. Authority business interests in this instance may, for example, be advanced when the function is intended to conduct or discuss Authority business or matters relating to Authority business (such as monthly Board of Directors meetings), or to promote business relationships.

Directors and employees shall ensure that the average meal or catering expense (excluding alcohol as further defined below) per attendee does not exceed the approved maximum rate for that type of meal (see Attachment 1). Verbal pre-approval must be obtained from the Approving Official (see Section 5.1) prior to exceeding the per person meal maximum. The total cost must be accommodated within existing approved budgets.

For staff below the Vice President level, authorization to incur expenses for functions covered by this Section must be obtained in advance from the Office's Vice President or higher, or Designee. Directors must coordinate functions covered by this Section through the Vice President and Secretary.

4.2.1.3.1. Alcohol

Alcohol is not a reimbursable business expense and will not be reimbursed, except for rare circumstances such as major institutional ceremonial events, or key business events in which all of the following criteria are met: (1) the event is considered a major institutional ceremonial event or otherwise a key business event, in which it must meet the criteria in accordance with Section 4.2.1.3. above, (2) involves an outside individual or individuals, and (3) must be pre-authorized by the President and Chief Executive Officer or the Chief Operating Officer for staff sponsored events, or the Chairman of the Board of Directors for Director sponsored events. Pre-approval is hereby granted for key business events sponsored by the Vice President for Air Service Planning & Development and Managers in the Air Service Planning & Development Office, who by definition are necessarily required to host key business events.

- 4.2.1.4. *Meals purchased for employees during unusual or unplanned circumstances* are at the discretion of the Vice President and are allowable Business Expenses. Examples of such circumstances would be when employees are required to be at the workplace for extended periods during inclement weather or when significant overtime is required.

The occurrence of such unusual or unplanned situations does not create a requirement that meals be purchased for employees. Whether to expend funds is at the discretion of the Vice President or Designee and is not a requirement of every unusual or unplanned circumstance.

The average per person meal or catering expense shall not exceed the approved maximum rate for that type of meal (see Attachment 1). Authorization must be obtained in advance from the Office's Vice President or Designee.

4.2.2. Gifts

- 4.2.2.1. Occasional gifts for unusual circumstances, such as bereavement gifts and ceremonial gifts, must be pre-authorized in writing by the CEO, COO, or Vice President & Secretary. The amount shall not exceed \$100 per occasion. Cash and cash equivalent gifts (e.g., gift cards and gift certificates) are prohibited.

4.2.3. Professional Membership Dues and Licenses

- 4.2.3.1. The cost of individual memberships in professional associations and the cost incurred to maintain professional certifications or licenses that are directly related to Director's governance responsibilities or the employee's job responsibilities at the Airports Authority and have a clear business benefit to the Authority are allowable Business Expenses.

4.2.4. Miscellaneous Business Expenses

- 4.2.4.1. Other expenses including but not limited to postage, supplies, photocopying charges, etc. purchased for business use are considered allowable Business Expenses. When these items are stocked by the Airports Authority's warehouse, these items shall generally be obtained through the warehouse.

4.3. Non-allowable Expenses

This list is not intended to be all-inclusive, but rather to provide a guide that Requestors should use when exercising judgment.

- 4.3.1. Excessive or extravagant expenses.
- 4.3.2. Any unexplained or undocumented expenses.
- 4.3.3. Political contributions.
- 4.3.4. Alcohol expenses except as authorized in Section 4.2.1.3.1.
- 4.3.5. Expenses incurred in connection with personal business or that are personal in nature.
- 4.3.6. Expenses for companions and spouses, except on occasions when attendance of a companion/spouse at an event serves a bona fide business purpose for the Airports Authority and the presence of the companion/spouse is essential (not just beneficial) to the employee being able to carry out the business purpose for the Authority. Such expenses must be pre-authorized by the CEO, COO, or Vice President & Secretary.
- 4.3.7. Expenses reimbursed from any outside sources (unless the Airports Authority will be reimbursed for the expense under an existing agreement).
- 4.3.8. The cost of memberships in athletic clubs (to the extent it exceeds the maximum amount reimbursable under approved Airports Authority employee benefits programs such as the wellness benefit), country clubs, social clubs, shopping clubs, fraternal orders, or other similar organizations.
- 4.3.9. Expenses to commemorate occasions that are personal in nature, such as parties to celebrate births, marriages, etc., or small in-office functions with food or beverages purchased by the employees.
- 4.3.10. Recognition gifts to Airports Authority employees are only issued directly through programs administered by Human Resources (i.e., "On the Spot Awards" and "I Made a Difference Awards").

5. Business Expense Approvals and Submissions

5.1. Approving Officials

If the Requestor is...	Approval must be made by...
Chairman of the Board	Vice-Chairman of the Board
Directors (other than Chairman) and Vice President & Secretary	Chairman of the Board
CEO or COO	CFO or Designee
Vice President	CEO or COO
Staff or other Requestor not listed above	Vice President or Designee

5.2. Business Expense Submissions

5.2.1. General Guidelines

- 5.2.1.1. The Requestor must complete a Business Expense Reimbursement Request to request reimbursement of Business Expenses. Business Expense Reimbursement Requests must be typed and signed by the Requestor or submitted electronically through the i-Expense system. The address used on the form shall be the Requestor's preferred check mailing address or note electronic funds transfer for direct deposit.
- 5.2.1.2. Expenses related to travel must be submitted pursuant to the Travel Policy and not as part of the Business Expense Reimbursement Request (i.e., on a separate reimbursement request form), except in cases involving local travel, where the travel does not require a travel authorization. Please see the Travel Policy for more information on requirements for travel reimbursements.
- 5.2.1.3. Expenses made using a P-Card must be documented and submitted in accordance with the guidelines set forth in this Section.

5.2.2. Receipts

- 5.2.2.1. Requestors shall maintain all receipts related to expenses incurred in the course of Airports Authority business. If submitting the Business Expense Reimbursement Request electronically through the i-Expense system, receipts must be submitted electronically and must be legible. Those not required to submit the Business Expense Reimbursement Request electronically must attach original receipts to the Business Expense Reimbursement Request and forward them to Accounts Payable, MA-22B.
- 5.2.2.2. Detailed receipts are required for all Business Expenses. For a credit card purchase, the signature page, as well as the detail of the purchase, are required.
- 5.2.2.3. The business purpose of the Business Expense must be included.

- 5.2.2.4. One receipt may apply to allowable Business Expenses for multiple attendees. If so, a list of attendees must be included with the company affiliation and position title.
- 5.2.2.5. When authorization shall be obtained in advance, it will be evidenced by final approval of the expense.

5.2.3. Business Expense Reimbursement Request Approval

- 5.2.3.1. The Business Expense Reimbursement Request approval by the Chairman of the Board or Vice Chairman of the Board shall be applied consistently and shall not be unreasonably withheld.
- 5.2.3.2. If there is a vacancy or extended unavailability of an Approving Official on the Board, the Chairman of the Board or other Board Officer shall submit a Business Expense Request Reimbursement Request to the Secretary for approval.

5.3. Submission Requirements and Timing

- 5.3.1. Directors shall submit the approved Business Expense Reimbursement Request using the Form AC-100 (Attachment 2), which is available on Livelink, under MA-20 (Finance), in the Finance Forms folder and in the warehouse of each airport to Accounts Payable (MA-22B).
- 5.3.2. Employees shall submit Business Expense Reimbursement Requests electronically through the i-Expense system. Upon appropriate approvals, the electronic Business Expense Reimbursement Request will be routed to Accounts Payable.
- 5.3.3. The Business Expense Reimbursement Request must be submitted within 30 days after incurring the expense. Business Expense Reimbursement Requests submitted more than 30 days after incurring the expense will not be approved without an exception in accordance with Section 6.

6. Exceptions to the Policy

Any exception to this Policy requested by Directors or the Vice President & Secretary must be approved in writing by the Chairman of the Board of Directors. If denied, the decision may be appealed to the Executive and Governance Committee.

Any exception to this Policy requested by staff must be approved in writing by the CEO or COO.

When an exception to this Policy is so approved, it shall be explained in detail on the Business Expense Reimbursement Request. When circumstances arise that are not directly covered in these written procedures, Directors and employees are expected to use sound judgment and provide detailed documentation in support of variances.

7. Questions

Questions regarding this Policy should be directed to Accounts Payable, MA-22B, on (703) 417-8722.

Attachment 1 – Meal Expense Limits

Maximum rates for meals and non-alcoholic beverages (including applicable taxes and tips) within the continental (contiguous) United States (excludes Alaska, Hawaii, and U.S. Territories) must not exceed the authorized limit, which is based in part on §301-11.18 of the Federal Travel Regulation and peer benchmarks (excluding incidentals and alcoholic beverages). The Office of Finance shall adjust these limits as necessary to remain in accordance with the Federal Travel Regulation and peer benchmarks.

As of March 20, 2013, the authorized limits for meals and non-alcoholic beverages (including any taxes and tips) are as follows:

Meal Type	Per Person Maximum	
	Business Events with Directors or Outside Individuals (§4.2.1.3.)	Other than Business Events with Directors or Outside Individuals (§4.2.1.1., §4.2.1.4.)
Breakfast	\$15	\$12
Lunch	\$30	\$18
Dinner	\$60	\$36

For meals consumed outside the continental United States, the Requestor must exercise judgment to limit the amounts to reasonable levels.

The Airports Authority will reimburse for out-of-country expenses for approved business expenses on the basis of credit card statements and receipts. The reimbursement rate is based on the exchange rate used by the Traveler’s credit card company in calculating its “local currency” payment.

Attachment 2 – Business Expense Reimbursement Request Form AC-100

Metropolitan Washington Airports Authority

Page ____ of ____

BUSINESS EXPENSE REIMBURSEMENT REQUEST - 2013

Name (Last, First, MI)										Date expense(s) incurred	
Address (Street, City, State, Zip Code)										Routing Symbol MA-BD	
Business Purpose										Daytime Phone Number	

LINE #	DESCRIPTION	MEALS and BEVERAGES (excluding alcohol)				Non-milage fare/park/tra	Milage		OTHER	TOTAL CLAIMED	FOR FINANCE DIVISION USE ONLY
		BREAKFAST	LUNCH	DINNER	ALCOHOL		# of miles	\$0.585			
1		\$	\$	\$	\$			\$ -	\$	\$ -	\$
		For claims, include number of attendees (including self):									
2		\$	\$	\$	\$			\$ -	\$	\$ -	\$
		For claims, include number of attendees (including self):									
3		\$	\$	\$	\$			\$ -	\$	\$ -	\$
		For claims, include number of attendees (including self):									
4		\$						\$ -	\$	\$ -	\$
		For claims, include number of attendees (including self):									
5		\$						\$ -	\$	\$ -	\$
		For claims, include number of attendees (including self):									

List attendee(s) for meals and/or alcohol claimed above (indicate corresponding line number above):											
Line #	Attendee Name	Position	Company	Additional Comments							

Expense Type Totals:										\$	\$	\$	\$	\$	\$	\$	\$
----------------------	--	--	--	--	--	--	--	--	--	----	----	----	----	----	----	----	----

REQUESTOR'S SIGNATURE	DATE	<div style="text-align: right; font-weight: bold;">Total amount claimed</div> <div style="text-align: right; border-top: 1px solid black;">\$ -</div>
APPROVING OFFICIAL'S SIGNATURE	DATE	

Metropolitan Washington Airports Authority

STATEMENT OF FUNCTIONS

December 3, 1997

Amended December 6, 2000

Amended January 10, 2001

Amended July 11, 2001

Amended June 20, 2012

Amended March 20, 2013

INTRODUCTION

The Metropolitan Washington Airports Authority is governed by a seventeen-member Board of Directors. Executive direction and overall management of the Authority are provided by a Chief Executive Officer. A Chief Operating Officer is responsible to the Chief Executive Officer for the operations of the Authority.

CHIEF EXECUTIVE OFFICER

Plans and directs all of the programs and activities of the Authority, subject to policy direction and guidance provided by the Board of Directors. Focuses on the future and the development of long-term business strategies that will result in high quality and broad-based air service to the National Capital Region and the Executive of the Dulles Corridor Enterprise while retaining a strong financial posture. Supplies support services to the Authority's Board of Directors. Responsible for the activities of the following offices: Air Service Planning and Development; General Counsel; Audit; Communications; Finance; Engineering; Business Administration and Human Resources.

CHIEF OPERATING OFFICER

Plans and directs the operations of the Authority including the support elements necessary to deliver high quality customer service. Responsible for airport management at Ronald Reagan Washington National and Washington Dulles International Airports and the activities of the following offices: Public Safety; and Information Systems & Telecommunications. In the absence of the Chief Executive Officer, acts with the full authority of the Chief Executive Officer.

OFFICE OF BOARD AFFAIRS

Provides executive and administrative support services to the Authority's Board of Directors. The incumbent Vice President is available for annual election by the Board as Secretary, responsible for performing the functions outlined in the By-laws. Executive and administrative support provided to the Board includes review and analysis of Board papers and other documents; research and advice on matters of policy, as requested by the Board, Board Committee or Board Chairman; responsibility for arranging meeting agendas and attendance.

Responsible for maintaining the Board's records and governing documents, e.g., minutes, resolutions, Bylaws, delegations, freedom of information requests, ethics

and conflict of interest statements. Provides other support services including: scheduling; preparing and distributing annotated agendas, resolutions, and papers for all meetings; keeping Board members informed of industry events and conferences; making arrangements for Board members traveling on Authority business; drafting letters and correspondence for Board members; participating in litigation involving the Board; and supporting other Board needs, as required.

OFFICE OF AIR SERVICE PLANNING AND DEVELOPMENT

Develops and executes strategies and actions to maintain and improve the region's passenger and cargo air service through the development and execution of Comprehensive and Annual Air Service Plans. Conducts research, develops projections and recommends strategic actions in airline, air cargo, and aviation areas, as well as demographic and travel trends focusing on long-range opportunities to enhance the Airports' competitive positions and access to the global aviation system. Conducts internal and external outreach activities designed to influence and educate target audiences about the positive economic impacts of air service to the region. Advises the Chief Executive Officer on a wide variety of aviation issues including activities with potential long-range benefits to the Authority and its customers. Supports other Authority offices, as requested, in developing policies, positions, and implementation plans regarding passenger, cargo, and industry-related issues.

OFFICE OF GENERAL COUNSEL

Provides advice and a full range of legal services in areas that are essential to the formulation of Authority policies and legal positions. Serves as a key member of the team for negotiation of air carrier use and lease agreements. Provides advice on contract solicitations, contracts, leases and other formal agreements, and represents the Authority on contract disputes and claims. Drafts, negotiates, and reviews deeds, easements, and other documents in property transactions. Serves as the primary point of contact with the Authority's bond counsel and with any other special counsel that may be employed by the Authority on an ad hoc basis. Drafts and interprets the Authority's regulations, Bylaws, and Code of Ethics. In conjunction with the staff at National Airport, enforces the nighttime noise regulations. Serves as liaison to attorneys for the Commonwealth of Virginia, for the District of Columbia, and for other jurisdictions. Represents the Authority in legal matters before administrative and judicial bodies.

OFFICE OF AUDIT

Manages the Authority's audit activities. With guidance from the Board's Audit Committee, develops and implements a broad scope audit plan. The plan is designed to provide reasonable assurance that the Authority has an effective system of internal controls, encompassing accounting, financial, administrative, operational, and computer controls. Evaluates controls and recommends improvements to management, reporting results to the Audit Committee and the Chief Executive Officer. Manages the activities of external auditors who perform an annual audit of the Authority's Financial Statements and related activities.

COMMUNICATIONS OFFICE

Designs, formulates, coordinates, and executes internal and external communication policies and strategies including legislative initiatives. Provides centralized management of official Authority communications including, but not limited to, marketing efforts, community relations, media relations, and governmental affairs.

Noise Abatement

Coordinates aircraft noise abatement and noise-related environmental activities. Develops, implements, and manages the noise compatibility programs and provides expert advice on technical issues related to aircraft noise.

Governmental Affairs

Represents the Authority to federal, state, county, and other municipal officials and governmental organizations on matters related to the Authority's operations. Responsible for developing harmonious and effective working relationships with the core constituency of government officials and organizations that have the most direct impact on the Authority. This includes the local congressional and state delegations; the District of Columbia Mayor's office and City Council; congressional committees; Executive Branch agencies involved in matters related to Authority operations (FAA, EPA, National Park Service, federal inspection agencies, etc.); and elected officials and transportation agencies of states, counties, and municipalities. Broadly responsible for monitoring the official actions of the above noted constituency; communicating with them on Authority

initiatives, plans, programs, and issues of mutual interest; and generally establishing and maintaining a visible presence with this constituency that will facilitate the type of positive communications and interactions that are in the long-term interest of the Authority.

Public Affairs

Is the primary source of Authority information for the news media and provides public affairs assistance to Authority staff. Establishes and maintains communications with the media whenever one of the airports closes, the parking lots are full, or any other unusual situation existing at Authority facilities, including emergencies. Issues news releases and prepares and distributes the Authority employee newsletter. Arranges interviews with the Chief Executive Officer and other staff by the news media and is the Authority conduit for information flow to the news media.

Community Relations

Communicates with business and civic associations, educational institutions, community groups, and interested citizens on matters related to the operation of the Authority's two airports and their impacts on the local environs. Maintains a close relationship with the Metropolitan Washington Council of Governments on issues associated with the operation of the Authority's airports. Maintains a community outreach program designed to achieve community participation in appropriate areas of Authority decision making. Responsible for distribution of noise monitoring reports and other noise and operational information to interested individuals and community groups. Serves as the point of contact within the organization on subjects and issues related to the public and community perception of the Authority.

Marketing Support

Provides support for the Authority's marketing and advertising programs. Serves as the focal point for the review, approval, and publication of Authority marketing media including the Washington Flyer magazine.

FINANCE OFFICE

Executes the Authority's annual and long-term budget activities, financing strategies, commercial banking relationships, cash and debt management, and investment activities.

Controller

Formulates, presents, and reviews the Authority's accounting activities. Directs the revenue billing and collection, disbursements and travel activities, and internal and external financial reporting. Implements accounting policies and procedures to ensure an adequate system of internal control and compliance with generally accepted accounting principles.

Treasury

Conducts investment market research and invests Authority bond and operating funds to maintain cash flow for construction and operating requirements. Manages portfolios of a variety of investment instruments for the Authority's operating fund and each bond fund. Ensures Authority compliance with Bond Covenants, Internal Revenue Service regulations, and Federal Aviation Administration requirements.

Budget

Formulates, presents, and reviews the Authority's annual budget and multi-year plan. Prepares detailed instructions to guide Authority personnel in developing budget year estimates and multi-year planning data. Conducts debt management activities for the Authority.

Procurement and Contracts

Directs activities for the purchasing or contracting of equipment and services including design and construction of facilities. Activities include issuing solicitations, evaluating offers, conducting negotiation conferences, awarding and administering contracts.

Internal Controls, Compliance and Financial Strategy

Identifies internal control weaknesses and assists management, throughout

the Authority, in developing and implementing corrective actions to ensure that the assets of the Airports Authority are safeguarded and that an adequate internal control structure is in place to maintain compliance with the laws and regulations to which the organization is subject. Facilitates financial system improvements to support enhanced internal controls and business processes. Provides financial analysis in support of performance management, strategic planning and forecasting. Administers the Airports Authority's debt management program, and is responsible for the timely and accurate reporting of aviation statistics.

OFFICE OF ENGINEERING

Formulates and manages the Authority's major facilities development activities including major repair and rehabilitation. Manages the Authority's building code compliance, environmental engineering, and federal construction grant programs.

Planning

Develops and maintains the Authority's airport master plans and recommends engineering criteria for all Authority development. Ensures conformance of construction plans and specifications to the airport master plans. Serves as Authority contact point for federal and state grants.

Design

Establishes Authority design standards and policies through maintenance and update of the Facility Design Manual. Responsible for the selection of design firms and the management, review, and approval of all facility designs. Provides architectural and engineering expertise for all designs performed for the Authority.

Construction

Responsible for construction management of major facility development. Develops and implements specific policies, objectives, procedures, and guidelines to ensure effective and timely management of major Authority construction projects. Provides technical advisors to the Authority contracting officers and Legal Counsel in construction claims and disputes management.

Building Codes/Environmental

Establishes policies and practices to ensure that all design and construction work is in full compliance with the Virginia Uniform Statewide Building Code. Provides comprehensive environmental expertise to ensure Authority compliance with local, state, and federal environmental regulations.

Dulles Corridor Metrorail Project

Oversees the design and construction of the Dulles Corridor Metrorail Project. Responsible for the day-to-day management of the Project Office, Design-Build contracts, the Final Design scope of work, the baseline schedule, the design and construction budget, and all other associated Project management tasks. Serves as the point of contact for the Federal Transit Administration (FTA), Washington Metropolitan Area Transit Authority (WMATA), and other local government partners.

RONALD REAGAN WASHINGTON NATIONAL AIRPORT

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

Airport Operations

Provide 24-hour management and control of Authority facilities to ensure the safe, efficient, secure, and continuous operational use of Authority runways, taxiways, terminal buildings and other areas, and ramp control. Develop and implement Authority security, certification, and safety programs in accordance with Federal Aviation Regulations.

Engineering and Maintenance

Provide oversight, management, and quality control for Authority maintenance projects and tenant-financed construction projects. Execute preventive maintenance and repair programs related to terminals and associated service buildings, hangars, landing field, roadways, grounds, and plant facilities. Responsible for operation and maintenance of Authority facilities and equipment for provision and distribution of electrical energy, water, heat, and air conditioning. Provide management, operation, and

maintenance support for automotive, construction material, and weight handling equipment. Responsible for Authority snow removal operations.

Airport Administration

Provide purchasing and warehousing of supplies and materiel in support of airport operations. Implement airport personal property, lost and found, and budget administration programs in accordance with overall Authority policies. Manage on-airport air carrier and air cargo activities including gates, ticket counters, baggage areas, and other in-terminal space arrangements. Coordinate necessary changes to the Authority's Airport Use Agreement and Premises Lease with the Business Administration Office. Manage contracts that provide to travelers parking and ground transportation services. The "Washington Flyer" system contracts are managed at Dulles.

WASHINGTON DULLES INTERNATIONAL AIRPORT

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

Airport Operations

Provide 24-hour management and control of Authority facilities to ensure the safe, efficient, secure, and continuous operational use of Authority runways, taxiways, terminal buildings and other areas, and ramp control and mobile lounge operations at Dulles. Develop and implement Authority security, certification, and safety programs in accordance with Federal Aviation Regulations.

Engineering and Maintenance

Provide oversight, management, and quality control for Authority maintenance projects and tenant-financed construction projects. Execute preventive maintenance and repair programs related to terminals and associated service buildings, hangars, landing field, roadways, grounds, and plant facilities. Responsible for operation and maintenance of Authority facilities and equipment for provision and distribution of electrical energy, water, heat, and air conditioning. Provide management, operation, and maintenance support for automotive, construction material, and weight

handling equipment. Responsible for Authority snow removal operations.

Airport Administration

Provide purchasing and warehousing of supplies and materiel in support of airport operations. Implement airport personal property, lost and found, and budget administration programs in accordance with overall Authority policies. Manage on-airport air carrier and air cargo activities including gates, ticket counters, baggage areas, and other in-terminal space arrangements. Coordinate necessary changes to the Authority's Airport Use Agreement and Premises Lease with the Business Administration Office. Manage contracts that provide to travelers parking and ground transportation services. The "Washington Flyer" system contracts are managed at Dulles.

Dulles Toll Road

Manage, operate, and develop the Dulles Toll Road (DTR) facility. Ensure that the DTR's revenue collection equipment and roadway management systems are operated and maintained in accordance with all appropriate regulations and protocols. Manage and safeguard all financial transactions and toll receipts. Monitor the revenue collection system, and satisfactorily reconcile all identified discrepancies. Implement and manage emergency plans for the roadway.

OFFICE OF PUBLIC SAFETY

Ensures the safety and security of the users of Washington Dulles International and Ronald Reagan Washington National Airports. Manages the activities of the Authority's Police and Fire Departments. Maintains emergency mutual aid support with surrounding communities. Operates physical and personnel security programs and, at National Airport, river search and rescue activities.

Police Department

Provides full service law enforcement and related services within Authority property boundaries, and the Dulles Toll Road enforcing the laws of the Commonwealth of Virginia, FAA Civil Aviation Security Regulations, and Authority Regulations. Conducts criminal investigations, controls vehicular and pedestrian traffic, conducts employment background reviews,

specialized and tactical police operations, and administers routine and specialized training programs for Authority police. Provides community and customer services to tenants, concessionaires, employees, and the traveling public.

Fire Department

Provides fire protection, prevention, and suppression programs for Authority facilities. Directs operations of fire, crash, search and rescue, and related emergency equipment for structural and aircraft emergencies. Provides emergency first aid, advanced life support systems, and public education programs. Administers training programs for firefighting, emergency medical, and the airports' community.

Public Safety Administration

Implements personal property, directives management, office support, and budget administration programs in support of public safety operations in accordance with overall Authority policies. Coordinates purchasing activities to obtain supplies and material to support public safety programs.

BUSINESS ADMINISTRATION OFFICE

Directs Authority programs in the areas of equal opportunity, concession contracting and administration, lease of Authority space and land, procurement of materiel and services, property management, risk management, and related business activities that support the Authority. Coordinates and recommends overall Authority policies regarding airline operations including administration of the Authority's Airport Use Agreement and Premises Lease.

Equal Opportunity Programs

Develops and implements policies and procedures that ensure equal opportunity in contracting programs. Maintains aggressive outreach to minorities and women to ensure equal opportunity in the Authority's contracting and purchasing activities. Maintains certification programs for firms eligible to participate in the Authority's special emphasis purchasing and contracting programs.

Administrative Services

Manages programs for the inventory and disposal of the Authority's personal and real property. Provides general office support including mail routing, delivery services, motor fleet management, and general support and maintenance of office equipment and supplies.

Concessions and Property Development

Develops and implements policies and guidelines governing lease of Authority space and land, Authority concessions, and other commercial, revenue producing activities. Develops, negotiates, and administers concession contracts and Authority leases other than those required to provide parking and ground transportation services at the airports.

Risk Management

Directs activities which focus on accidental, regulatory, and legal losses or potential losses that could affect the Authority's resources or physical assets. Identifies, analyzes, and coordinates risk control, risk financing, and safety programs to protect the Authority.

OFFICE FOR HUMAN RESOURCES

Develops and manages programs, systems, and services that enable managers to employ, compensate, motivate, and retain a diverse work force with skills needed to achieve Authority goals. Facilitates maintenance of an employee-management partnership to achieve goals and promote efficient use of positions and work groups. Implements policies and provides guidance and assistance to ensure application of sound management practices consistent with applicable laws and regulations. Develops and implements policies and procedures that ensure equal opportunity in employment programs. Manages Affirmative Action Programs, dispute resolution programs and equal employment opportunity complaint processing.

Employment

Manages programs and procedures that facilitate identification, attraction, employment, and retention of a high quality diverse work force. Develops and manages programs to ensure diversity of the work force. Provides assistance to employees and applicants who inquire about employment,

promotion, and career growth opportunities. Manages programs to orient recently hired employees to the Authority and promote long-term employee retention.

Compensation and Benefits

Develops and manages competitive compensation systems to attract and retain a high quality work force. Develops and manages benefit programs that motivate and retain highly qualified employees. Provides for the accurate and confidential handling and maintenance of employee records. Provides counseling and assistance to current and former employees regarding benefit, workers compensation, and retirement programs. Manages payroll services.

Organization Development

Provides guidance and assistance to work groups to enhance employee acceptance of change within and across work groups. Facilitates training and other interventions to improve work group efficiency and effectiveness. Serves as the focal point for the adoption of a performance management culture. Directs management retreats and seminars to reinforce and improve supervisor and managerial skills.

Labor and Employee Relations

Negotiates agreements between the Authority and certified bargaining units consistent with the Labor Code. Manages compliance of work groups with labor-management agreements. Provides supervisors guidance and advice regarding discipline administration. Administers programs and services to provide assistance with personal problems that affect work performance.

OFFICE OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS

Develops, operates, and maintains automated information systems, telecommunication, and wireless and radio systems to support Authority operations.

IT Operations & Services

Maintains the servers, desktops, operating system software, database

software, and local and wide-area networks supporting the Authority's office environment. Is also responsible for the service desk operation, internet access, and the Authority website.

IT Systems & Programming

Maintains application software (other than ERP Program applications) associated with the Authority's office environment. Provides project management support for Authority offices and contractors. Responsible for research and development for new information systems technologies.

ERP Program

Works alongside the Authority's Functional Area Leads (FALs) in Finance, Procurement, Inventory and Engineering, to implement and manage the ERP system requirements necessary to carry out core departmental functionalities. Offers system and operational guidance to meet the objectives set forth in the ERP Project Charter. Manages the ERP Application Security Strategy, which outlines the Oracle ERP best practices in relation to segregation of duties and security controls, in conjunction with IT Security and Office of Audit. Chairs the ERP Management Council. Responsible for research and development for all new ERP related information systems technologies.

Information Security

Oversees all aspects of the Airports Authority's Information Security Program to ensure the confidentiality, integrity and availability of all existing and future Airports Authority information assets. Maintains the Information Security Standards (ISS) program, supervises initiation and performance of information security risk assessments, serves as a consultant for information security issues, serves as the security liaison for enterprise software applications that integrate critical business functions, manages and administers computer security systems, and implements information security policies, procedures and standards.

Telecommunications

Maintains all telephone hardware, software, and cable associated with the Airport Voice Communications System. Solely responsible for provisioning and maintaining all high capacity intra- and inter-airport facilities using

synchronous optical network, direct fiber, or copper connections. Responsible for maintenance, changes, billing, and collections related to the telephone network and Authority cellular phones and pagers.

Wireless and Radio Systems

Manages the Authority's radio communications systems with special emphasis on installing and maintaining all wireless transmissions systems used by Public Safety and Airport Operations. Develops policy, procedures, and standards for installation and maintenance of all wireless applications for cellular and unlicensed spread spectrum technologies. Serves as principal Authority liaison with the Regional Planning Committees, the FCC, and the surrounding jurisdictions for interoperability issues on the 800-MHz Land Mobile Radio System.