

**RECOMMENDED 2013 BUDGET  
AS SUBMITTED  
TO THE FINANCE COMMITTEE**

***November 14, 2012***



# Budget Highlights

Draft - October 17, 2012	Proposed - November 14, 2012
<b>Aviation Operation &amp; Maintenance (O&amp;M) Expenses</b>	
1.5 percent overall O&M increase (including debt service)	2.5 percent overall O&M increase (including debt service and \$9 million in capital equipment and projects)
<b>2013 Salary Adjustments</b>	
\$3 million for pay for performance program (compensation increases)	No Change from October 17, 2012 Draft
<b>Benefit Programs</b>	
<ul style="list-style-type: none"><li>Health insurance estimated at 7.9 percent increase</li><li>Pension funds are funded at annual required contribution levels</li></ul>	No Change from October 17, 2012 Draft
<b>Personnel</b>	
Five net new positions	Zero net new positions as a result of ten unfilled previously authorized positions converting to Internal Controls and Compliance, Procurement, Accounting, Public Safety and Reagan National operations
<b>Service Contracts Cost Escalation</b>	
\$2.9 million includes \$857 thousand for custodial contract at Reagan National	No Change from October 17, 2012 Draft
<b>Utilities</b>	
Modest increases are expected based on the Airports Authority's continued participation in the electric cooperative and stable natural gas prices	No Change from October 17, 2012 Draft



## Budget Highlights *(continued)*

**Draft - October 17, 2012****Proposed - November 14, 2012****Use of PFCs for Debt Service for the AeroTrain**

\$40 million funded with PFC revenue

Increase PFC revenue by an additional \$2 million for a total of \$42 million as a result of the most current estimate

**Aviation Operating Revenues**

0.9 Percent Increase

2.4 percent increase as a result of recovery of \$9 million of capital equipment and projects cost from airlines and 0.4 percent increase in concession revenue

**Aviation Capital, Operating & Maintenance Investment Program**

\$33.9 Million

\$33.9 million as a result of including \$9 million in O&amp;M at Reagan National and \$9 million for airport cost stabilization reserve

**Capital Construction Program**

\$130.6 Million

Increased by an additional \$775 thousand for additional funding for hydrant fuel line improvements for a total of \$131.4 million

**Dulles Corridor Enterprise Budgets**

\$127.6 Million

No Change from October 17, 2012 Draft



## Aviation Cost Per Enplanement and Coverage

	Actual 2011	2 <sup>nd</sup> Half 2012	Budget 2013
<b><u>Signatory Airline Cost Per Enplanement</u></b>			
Reagan National	\$13.94	\$12.72	<b>\$14.73</b>
Dulles International	\$20.25	\$25.30	<b>\$27.30</b>
<i>Domestic</i>	\$17.08	\$21.23	\$21.74
<i>International</i>	\$30.22	\$38.33	\$39.80
Reagan National Feasibility Report	\$12.20	\$12.73	<b>\$13.17</b>
Dulles International Feasibility Report	\$23.15	\$27.46	<b>\$27.49</b>
<b><u>Debt Service Coverage</u></b>			
Reagan National	1.47	1.44	<b>1.32</b>
Dulles International	1.34	1.27	<b>1.30</b>
Combined	1.37	1.31	<b>1.31</b>
Combined Feasibility Report	1.35	1.30	<b>1.30</b>



## Aviation Activity Forecast

	Actual 2011	Budget Forecast* 2012	Budget Forecast** 2013	2012 vs. 2013 Percent Change
<b><i>Reagan National</i></b>				
Enplanements	9,372,361	9,655,000	10,190,000	5.5%
Landed Weights	12,648,645	12,895,000	13,517,000	4.8%
<b><i>Dulles International</i></b>				
Total Enplanements	11,589,188	11,815,000	11,125,000	(5.8%)
Domestic	8,363,196	8,385,000	7,709,000	(8.1%)
International	3,225,992	3,430,000	3,416,000	(0.4%)
Landed Weights	18,625,191	18,795,000	17,965,000	(4.4%)
<b><i>Combined</i></b>				
Enplanements	20,961,549	21,470,000	21,315,000	(0.7%)
Domestic	17,735,557	18,040,000	17,899,000	(0.8%)
International	3,225,992	3,430,000	3,416,000	(0.4%)
Landed Weights	31,273,836	31,690,000	31,482,000	(0.7%)
<b><i>US Systemwide***</i></b>	730,700,000	731,800,000	745,600,000	1.9%

\*Activity used in the 2012 Budget, based on "Budget Forecast 2012"

\*\*Revised Projections from Leigh Fischer, September 20, 2012

\*\*\*Source: FAA Aerospace Forecast, Fiscal Years 2012-2032. Represents total scheduled U.S. revenue passenger enplanements



## Airports Authority Programs

### New Authorization - 2013 Budget

<b>Aviation Enterprise Fund</b>	<b>\$ 835,466,000</b>
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Aviation Operation and Maintenance (O&M) Program (includes Debt Service)	\$ 670,192,000
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Aviation Capital, Operating and Maintenance Investment Program	\$ 33,850,000
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Aviation Capital Construction Program (CCP)	\$ 131,424,000
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<b>Dulles Corridor Enterprise Fund</b>	<b>\$ 136,405,000</b>
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Dulles Corridor Operation and Maintenance Program (includes Debt Service and Reserve)	\$ 125,379,000
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Dulles Corridor Renewal and Replacement (R&R) Program	\$ 2,285,000
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Dulles Corridor Capital Improvement Program (CIP)	\$ 8,741,000
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## Aviation Operation and Maintenance (O&M) Program

<i>(dollars in millions)</i>	Budget 2012	Budget 2013	Budget 2012	Budget 2013	Percent Change
Reagan National	11.9%	11.8%	\$ 77.6	\$ 79.2	2.1%
Dulles International	25.0%	24.6%	163.7	164.8	0.7%
Consolidated Functions	13.9%	14.1%	91.0	94.3	3.6%
<b>Sub-total</b>	<b>50.8%</b>	<b>50.5%</b>	<b>\$ 332.3</b>	<b>\$ 338.3</b>	<b>1.8%</b>
Aviation Capital Equipment and Projects	0.0%	1.4%	\$ -	\$ 9.0	
Debt Service	49.2%	48.2%	\$ 361.3	\$ 364.8	1.0%
Less: Intended PFC Commitment			(40.0)	(42.0)	5.0%
Debt Service Net of PFC Commitment			\$ 321.3	\$ 322.8	0.5%
<b>Total O&amp;M Program</b>	<b>100.0%</b>	<b>100.0%</b>	<b>\$ 653.6</b>	<b>\$ 670.2</b>	<b>2.5%</b>

2012 Budget - \$653.6 Million

2012 Budget Operating Expenses  
\$332.3 Million

2013 Budget - \$670.2 Million

2013 Budget Operating Expenses  
\$347.4 Million



# Aviation Operating Revenues\*

(dollars in millions)	TOTAL AIRPORT SYSTEM		
	Budget 2012	Budget 2013	Percent Change
Rents	\$ 339,273	\$ 346,834	2.2%
Landing Fees	141,325	156,079	10.4%
Tenant Equipment	3,951	4,409	11.6%
Concessions	<b>187,440</b>	<b>180,670</b>	<b>(3.6%)</b>
<i>Rental Cars</i>	32,680	30,338	(7.2%)
<i>Inflight Kitchen</i>	7,359	7,359	0.0%
<i>Parking</i>	73,839	68,859	(6.7%)
<i>Fixed Base Operator</i>	11,513	12,013	4.3%
<i>Food &amp; Beverage</i>	18,066	18,066	0.0%
<i>Retail &amp; News</i>	12,284	12,384	0.8%
<i>Display Advertising</i>	11,470	11,222	(2.2%)
<i>Services</i>	6,190	6,190	0.0%
<i>Other</i>	14,039	14,239	1.4%
Passenger Fees	39,080	41,307	0.0%
TSA Security Fees	1,261	828	(34.4%)
Utilities	8,264	8,291	0.3%
Other Revenues	7,162	7,162	(0.0%)
<b>Total</b>	<b>\$ 727,756</b>	<b>\$ 745,578</b>	<b>2.4%</b>

## 2012 Budget Revenues - \$727.8 Million

	TSA Security Fees 0.2%	Utilities 1.1%	Other Revenues 1.0%
Passenger Fees 5.4%			

## 2013 Budget Revenues - \$745.6 Million

	TSA Security Fees 0.1%	Utilities 1.1%	Other Revenues 1.0%
Passenger Fees 5.5%			

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



## Aviation Capital Equipment and Projects *(included in O&M Program)*

### Reagan National - 2013 New Program

Commerical Program Investment	\$ 150,000
Dedicated Fire System (DFS) Line Replacement	350,000
Design Support Services	250,000
Enterprise Resource Program	2,000,000
Environmental and Building Compliance Program	300,000
New Facility Startup	350,000
Optical Cable Bandwidth Upgrade Study Between DCA and IAD	55,000
Passenger Loading Bridge (PLB) Rehabilitation	300,000
Perimeter Security Camera Upgrade	300,000
Radio Local Area Network (RLAN) Switch Replacement Program	100,000
Radio System UPS Replacement Program	35,000
Redundant Power Feed for Airfield NAVAIDS	450,000
Replace Terminal Pan Tilt Zoom (PT Z) Cameras with Mega Pixel IP Cameras	400,000
Risk Mitigation Measures For Baggage Conveyance Systems	150,000
Security Identification Display Area (SIDA) APC Panel Replacement	300,000
South Hangar Line Bay Doors Rehabilitation	500,000
Supplemental Radiating System (SRS) Improvements	50,000
Terminal B/C Uninterrupted Power Supply (UPS) Replacement	250,000
Color Copier, FAX and Scanner	34,000
Dump Truck	85,000
Portable Bus Lifts	40,000
Purchase Utility Vans (14 Units)	266,000
Push Behind Sweeper	10,000
Replacement of Foam Unit	1,100,000
Replacement of Medic Unit	300,000
Replacement of Police Vehicles (5)	155,000
Small Utility Vehicles (2)	50,000
Sweepers (2)	90,000
Truck (2), Street/Runway Sweepers (3)	629,000

**Total Reagan National \$ 9,049,000**

# Aviation Capital, Operating and Maintenance Investment Program

## 2013 New Program

### Consolidated Functions

Airport Cost Stabilization Reserve	\$ 9,000,000
<b>Total Consolidated Functions</b>	<b>\$ 9,000,000</b>

### Dulles International

Airfield Storm Sewer Inlet Erosion/Sinkhole Repairs, Phase V	\$ 800,000
Airfield, Pavement Maintenance and Joint Sealing	2,500,000
Audio/Visual Paging System Upgrade	475,000
Authority-Owned Podiums, Gates, Gate Areas and Jet Bridge Modifications	760,000
Authority's MetroRail Contribution for Non-PFC Eligible Costs	5,000,000
Carpet Replacement	200,000
Commerical Program Investment	150,000
Design Support Services	250,000
Dulles East Building Substation Replacement	575,000
Elevators, Escalators and Moving Walks Rehabilitation	190,000
Enterprise Resource Program	2,000,000
Environmental and Building Compliance Program	400,000
Fiber and Cable Plant Infrastructure	630,000
Guardrail Maintenance and Rehabilitation, Dulles Airport Access Highway	450,000
Landside Roadway Rehabilitation	600,000
MUFIDS Replacement and Installation, Main Terminal	525,000
New Facility Startup and Fit out	1,000,000
Optical Cable Bandwidth Upgrade Study between DCA and IAD	55,000
Plane-Mate Lift Controller System Upgrade Phase III	370,000
Plane-Mate Passenger Transition Device and Turntable Rehabilitation	295,000
Radio Local Area Network (RLAN) Switch Replacement Program	100,000
Radio System UPS Replacement Program	35,000
Rehabilitation/Repair Access Highway Bridges	500,000
Risk Mitigation Measures For Baggage Conveyance Systems	150,000
Roadway Signage Rehab	500,000
Security Improvements Access Control (iStar) Phase II	350,000
Snow Removal Program	1,200,000
Supplemental Radiating System (SRS) Improvements	50,000
Dulles Equipment	1,500,000
Parking Operations Shuttle Buses	3,240,000
<b>Total Dulles International</b>	<b>\$ 24,850,000</b>
<b>Total Aviation Capital, Operating and Maintenance Investment Program</b>	<b>\$ 33,850,000</b>



## Aviation Capital Construction Program

Reagan National - 2013 New Program		Estimated Funding	
		Bonds	Grants
Campus Utility and Central Plant Improvements - Phase 1	\$ 3,000,000	\$ 3,000,000	\$ -
Hangar 6 Roof Replacement	1,607,000	1,607,000	-
Police Range and Training Facility	6,000,000	2,500,000	3,500,000
Power Distribution Upgrades - Phase 1 & 2	1,115,000	1,115,000	-
Route 233 and South Bound GWMP Ramp Bridges Rehabilitation	750,000	750,000	-
Runway 15-33 and 4-22 RSA Improvements	60,950,000	22,950,000	38,000,000
Terminal A Building Rehabilitation (Near Term)	8,255,000	8,255,000	-
Terminal A Long Term Re-Development Program - Phase 1	3,000,000	3,000,000	-
Terminal B/C Long Term Re-Development Program - Phase 1	5,000,000	5,000,000	-
Total Reagan National \$ 89,677,000		\$ 48,177,000	\$ 41,500,000
Reagan National Authorizations Recommended to Unschedule and Closeout		\$ (4,392,744)	
Total Reagan National New Debt		\$ 43,784,256	



## Aviation Capital Construction Program *(continued)*

Dulles International - 2013 New Program		Estimated Funding	
		Bonds	Grants
Access Control and Alarm Monitoring System Integration	\$ 1,473,000	\$ 1,473,000	\$ -
Airfield Pavement Panel Replacement	15,028,000	8,128,000	6,900,000
Cargo Building Rehabilitation - Phases 1 and 2	3,292,000	3,292,000	-
Comprehensive Airport Security System	1,500,000	1,500,000	-
Concourse C/D Rehabilitation	1,000,000	1,000,000	-
Deluge Fire System Surge Prevention	1,100,000	1,100,000	-
Hydrant Fuel Line Improvements	5,354,000	5,354,000	-
Other Planning and Programming	1,000,000	1,000,000	-
Police Range and Training Facility	6,000,000	2,500,000	3,500,000
Public Parking Revenue Control System Replacement	6,000,000	6,000,000	-
Total Dulles International		\$ 31,347,000	\$ 10,400,000
Dulles International Authorizations Recommended to Unschedule and Closeout		\$ (29,939,339)	
Total Dulles International New Debt		\$ 1,407,661	



## Aviation Capital Construction Program *(continued)*

Total 2013 New Program Capital Construction Program		Estimated Funding	
		Bonds	Grants
Total Reagan National	\$ 89,677,000	\$ 48,177,000	\$ 41,500,000
Total Dulles international	41,747,000	31,347,000	10,400,000
Total Capital Construction Program	\$ 131,424,000	\$ 79,524,000	\$ 51,900,000
Total Authorizations Recommended to Unschedule and Closeout		\$ (34,332,083)	
Total New Debt		\$ 45,191,917	



## Aviation Capital Construction Program Highlights

### Reagan National

- ***Police Range and Training Facility (\$6,000,000)*** - Project includes design and construction of new replacement facility. Split between each airport for total cost of \$12 million, of which approximately \$7 million will be provided by Arlington County
- ***Runway 15-33 and 4-22 Runway Safety Improvement Area (\$60,950,000)*** - Project funds the balance to complete construction, \$38 million is eligible for airport improvement grant funding
- ***Terminal A Building Rehabilitation Near Term (\$8,255,000)*** - Project provides for planning and preliminary engineering capacity solutions for the increase gate to gate traffic generated by additional slots including lobby connection (including checkpoint for TSA), baggage system, and public and non-public areas
- ***Terminal A Long Term Redevelopment Program (\$3,000,000)*** - Project addresses design alternative for the overall long term redevelopment solutions
- ***Terminal B/C Improvements Long Term Modifications (\$5,000,000)*** - Project addresses facility modifications for the increase gate to gate traffic generated by additional slots

## Aviation Capital Construction Program Highlights (continued)

### Dulles International

- ***Airfield Pavement Panel Replacement (\$15,028,000)*** - Project provides for the reconstruction of various sections of Taxiway Y and Taxiway B
- ***Cargo Building Rehabilitation (\$3,292,000)*** - Projects includes airside canopies, roof replacement and lighting for general building condition
- ***Comprehensive Airport Security System (\$1,500,000)*** - Project includes upgrades to various perimeter security systems
- ***Concourse C/D Rehabilitation (\$1,000,000)*** - Project includes design of various electrical substations and control centers
- ***Police Range and Training Facility (\$6,000,0000)*** - Project includes design and construction of new replacement facility. Split between each airport for a total cost of \$12 million, of which approximately \$7 million will be provided by Arlington County
- ***Public Parking Revenue Control System Replacement (\$6,000,000)*** - Project will install the new public parking revenue control system



## Dulles Corridor Enterprise

**2012 Budget - \$108.8 Million**

**2012 Budget Operating Expenses  
\$28.7 Million**

<i>(dollars in thousands)</i>	<b>Budget 2012</b>
Operating Revenue	\$ 107,823
Non Operating Revenue	1,010
Total Operating Revenue	<u>\$ 108,833</u>
Operating Expenses	\$ 28,746
Debt Service	50,079
R&R	6,190
Reserve Contributions	23,818
Total Operating Expenses	<u>\$ 108,833</u>
Remaining Toll Road Revenue Fund	<u>\$ -</u>

**2013 Budget - \$127.7 Million**

**2013 Budget Operating Expenses  
\$28.2 Million**

<i>(dollars in thousands)</i>	<b>Budget 2013</b>
Operating Revenue	\$ 127,542
Non Operating Revenue	122
Total Operating Revenue	<u>\$ 127,664</u>
Operating Expenses	\$ 28,245
Debt Service	60,509
R&R	2,285
Reserve Contributions	36,625
Total Operating Expenses	<u>\$ 127,664</u>
Remaining Toll Road Revenue Fund	<u>\$ -</u>





## Dulles Corridor Renewal and Replacement Program

### 2013 New Program

Bridges, Structures and Canopy Repairs	\$ 500,000
Erosion Repairs	400,000
Guardrail, Traffic Barrier and Fencing Rehabilitation	800,000
Roadway Sign Replacement and Rehabilitation	200,000
Landscape Maintenance	10,000
Cameras	50,000
Other Planning and Programming	75,000
Utility Survey and Rehabilitation	250,000

**Total Dulles Corridor Renewal and Replacement Program \$ 2,285,000**



## Dulles Corridor Capital Improvement Program

### 2013 New Program

#### Dulles Corridor Enterprise - Capital Improvement Program

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

Comprehensive Corridor Interchange Study	\$ 1,237,000
Ultimate Interchange Configuration (various Routes)	500,000
Ramp and Terminal Operations	500,000
New Sound Wall Phase I	5,100,000
New Sound Walls for Impacted Communities	500,000
Violation Enforcement System (VES)	51,000
Plaza Approach Signing and Channelization	403,000
Backtrack Monitoring System (Study)	50,000
Engineering NEPA Studies	400,000

Total Dulles Toll Road	\$ 8,741,000
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Total Dulles Corridor Enterprise	\$ 8,741,000
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## Recommendation

**Approve and recommend to the Board of Directors the Proposed Resolution to:**

**Authorize to be expended from the Aviation Enterprise Fund in 2013:**

- (a) \$ 670,192,000 for the Aviation Operation and Maintenance Program (including \$322,829,000 for debt service);
  - (b) 60,911,000 for the Aviation Capital, Operating and Maintenance Investment Program; and
  - (c) 235,902,000 for the Aviation Capital Construction Program
- \$ 967,005,000

**Authorize to be expended from the Dulles Corridor Enterprise Fund in 2013:**

- (a) \$ 88,754,000 for the Dulles Corridor Operation and Maintenance Program (including \$60,509,000 for debt service);
  - (b) 12,624,530 for the Dulles Corridor Renewal and Replacement Program;
  - (c) 657,123,005 for the Dulles Corridor Capital Improvement Program (\$61,264,005 for Corridor Improvements and \$595,859,000 for the Dulles Rail Project); and
  - (d) 36,625,000 to be transferred to reserve accounts within the Dulles Corridor Enterprise Fund, as identified in the 2013 Budget
- \$ 795,126,535

**Authorize new and expanded projects identified in the 2013 Budget in the amount of:**

- (a) \$ 33,850,000 within the Aviation Capital Operating and Maintenance Investment Program;
  - (b) 131,424,000 within the Aviation Capital Construction Program;
  - (c) 2,285,000 within the Dulles Corridor Renewal and Replacement Program; and
  - (d) 8,741,000 within the Dulles Corridor Capital Improvement Program pertaining to the Dulles Toll Road
- \$ 176,300,000

## **RESOLUTION NO. 12-xx**

### **Adopting the 2013 Budget**

WHEREAS, The Finance Committee held a September 18 session, at which it provided direction to the staff regarding major challenges that the 2013 Budget would need to address;

WHEREAS, The Finance Committee considered an initial draft, prepared by the staff, of the proposed 2013 Budget at its October 17 meeting;

WHEREAS, The Finance Committee considered a draft, prepared by the staff, of the proposed 2013 Budget at its November 14 meeting and recommended its approval to the Board;

WHEREAS, To benefit the airlines serving Dulles International by reducing the level of debt service included in the 2013 airline rates and charges, the 2013 Aviation Enterprise Fund Budget incorporates the prior restructuring of the Passenger Facility Charges Program to pay \$42.0 million of debt service attributable to the AeroTrain; and

WHEREAS, The 2013 Budget presents a reasonable level of expenditures, to be made or accrued in 2013, (a) from the Aviation Enterprise Fund, to operate Ronald Reagan Washington National and Washington Dulles International Airports, to repair and maintain the facilities at these Airports, and to undertake needed capital improvements at the Airports, and (b) from the Dulles Corridor Enterprise Fund, to operate the Dulles Toll Road, to repair and maintain Toll Road facilities, to undertake capital improvements for the betterment of the Toll Road and otherwise within the Dulles Corridor, and to continue construction of the Metrorail Project, and that there will be sufficient revenues in 2013 and other funds to cover these expenditures; now, therefore, be it

RESOLVED, That the 2013 Budget, as presented at this meeting, is hereby adopted;

1. That the following sums, totaling \$967,005,000, are hereby authorized to be expended from the Aviation Enterprise Fund in 2013 for the operation, mainte-

nance, care, improvement and protection of Ronald Reagan Washington National and Washington Dulles International Airports:

- (a) \$670,192,000 for the Aviation Operation and Maintenance Program, including \$322,829,000 of this total for debt service;
- (b) \$60,911,000 for the Aviation Capital, Operating and Maintenance Investment Program; and
- (c) \$235,902,000 for the Aviation Capital Construction Program;

2. That the following sums, totaling \$795,126,535, are hereby authorized to be expended from the Dulles Corridor Enterprise Fund in 2013 for the operation, maintenance, care, improvement and protection of the Dulles Toll Road and for the planning, design and construction of the Dulles Rail Project:

- (a) \$88,754,000 for the Dulles Corridor Operation and Maintenance Program, including \$60,509,000 of this total for debt service;
- (b) \$12,624,530 for the Dulles Corridor Renewal and Replacement Program;
- (c) \$657,123,005 for the Dulles Corridor Capital Improvement Program, consisting of \$61,264,005 for Corridor Improvements and \$595,859,000 for the Dulles Rail Project; and
- (d) \$36,625,000 to be transferred to reserve accounts within the Dulles Corridor Enterprise Fund, as identified in the 2013 Budget;

3. That any revenue received or accrued by the Dulles Corridor Enterprise in 2013 that at the conclusion of 2013 has not been expended, obligated or transferred to a reserve account pursuant to this Resolution, or to a reserve fund or account under the Master Indenture of Trust Securing Dulles Toll Road Revenue Bonds dated as of August 1, 2009, shall be transferred to the Dulles Corridor Capital Improvement Reserve;

4. That the President and Chief Executive Officer is hereby authorized to modify or adjust expenditures within each of the six Programs identified in this Resolution, so long as the total expenditures within any such Program in 2012 do not exceed the level authorized herein; that any such reprogramming exceeding \$10 million in a calendar year for any project in the COMIP, CCP, R&R, or CIP shall be submitted to the Finance Committee for recommendation to the Board of Directors

for approval before it takes effect. All other material budget reprogramming shall be reported to the Finance Committee on a quarterly basis, two months after the end of each quarter at the May, August, November and February Committee meetings and shall include year-to-date cumulative material budget reprogramming equal or greater than the following:

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

5. That the new and expanded projects identified in the 2013 Budget in the amount of (i) \$ 33,850,000 within the Aviation Capital Operating and Maintenance Investment Program, (ii) \$131,424,000 within the Aviation Capital Construction Program, (iii) \$2,285,000 within the Dulles Corridor Renewal and Replacement Program, and (iv) \$8,741,000 within the Dulles Corridor Capital Improvement Program pertaining to the Dulles Toll Road, are hereby approved, and hereafter shall be considered a part of their respective approved programs.

*For Consideration by the Finance Committee on November 14, 2012*



METROPOLITAN WASHINGTON  
AIRPORTS AUTHORITY

# 2013 BUDGET

*Recommended 2013 Budget  
as submitted to the  
Finance Committee*

*November 9, 2012*



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# **METROPOLITAN WASHINGTON AIRPORTS AUTHORITY**

## **2013 BUDGET**

JANUARY 1 - DECEMBER 31, 2013

### **BOARD OF DIRECTORS**

*as of November 8, 2012*

Michael A. Curto, *Chairman*

The Honorable Thomas M. Davis III, *Vice Chairman*

Earl Adams, Jr.

Richard S. Carter

Lynn Chapman

Frank M. Conner III

The Honorable H.R. Crawford

Shirley Robinson Hall

Barbara Lang

Elaine McConnell

Caren Merrick

Michael L. O'Reilly

Warner H. Session

Todd A. Stottlemeyer

**Note:** The President has nominated two candidates who must be confirmed by the U.S. Senate.

### **EXECUTIVE STAFF**

John E. Potter, President and Chief Executive Officer

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

Quince T. Brinkley, Jr., Vice President and Secretary

Andrew T. Rountree, CPA, Vice President for Finance and Chief Financial Officer

Mark Adams, Deputy Chief Financial Officer

Rita Alston, Budget Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Metropolitan Washington Airports Authority  
District of Columbia**

For the Fiscal Year Beginning

**January 1, 2012**

*Christopher P. Morrell*

President

*Jeffrey R. Egan*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the Metropolitan Washington Airports Authority for its annual budget for the fiscal year beginning January 1, 2012.

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

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

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November 9, 2012

Mr. Frank M. Conner III  
Chairman, Finance Committee  
Metropolitan Washington Airports Authority

Dear Mr. Conner:

The recommended 2013 Budget for the Airports Authority for the period January 1 through December 31, 2013, is herewith presented to the Finance Committee. This submission is consistent with the presentation at the September 2013 Board of Directors (Board) Budget Workshop and the *Draft* 2013 Budget presented in October to the Board Finance Committee. The 2013 Budget includes annual budgets for both the Aviation Enterprise Fund and the Dulles Corridor Enterprise Fund. The Aviation Enterprise Fund accounts for activity at Reagan National and Dulles International while the Dulles Corridor Enterprise Fund accounts for the activities related to the Dulles Corridor Metrorail Project (Project) and the operations, maintenance, and improvements of the Dulles Toll Road (Toll Road) and the Dulles Corridor.

Both business Enterprises contribute to the economy of the Washington, DC, region. Ronald Reagan Washington National Airport (Reagan National) and Washington Dulles International Airport (Dulles International) generate 179,600 jobs and \$17.4 billion in economic activity annually. The Metrorail Project Phase 1 construction has employed 1,800 people at its peak.

#### *Aviation Enterprise*

The 2013 Aviation Enterprise Budget supports the operations of the Airports, Public Safety and Corporate functions with prioritization on safety, security, efficient operations and high customer service standards.

The 2013 Budget is developed using forecasted airline activity levels, concession revenues, increased operating expenses for current program and infrastructure maintenance requirements, and review of the economic outlook of the region and the overall airline industry.

### *Dulles Corridor Enterprise*

The 2013 Dulles Corridor Enterprise Budget includes the Dulles Toll Road operations, Phase 1 and Phase 2 of the Metrorail Project, and other Dulles Corridor and Dulles Toll Road improvements. The Dulles Corridor Enterprise Fund Budget was prepared based on forecasted toll revenues, operating expenses, and capital requirements.

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

### **AVIATION ENTERPRISE FUND**

**The 2013 Budget for the Aviation Enterprise Fund consists of three Programs:**

The ***Aviation Operation and Maintenance (O&M) Program*** provides for the day-to-day operation and maintenance of the Airports Authority's facilities, including public safety services and an allocation of corporate expenses. Included in this program are operating expenses, debt service, facility projects and equipment expenses. The Aviation O&M Program is funded from airline rates and charges and nonairline revenue, including concession and other revenues. The 2013 Budget operating expenses, excluding debt service and other capital expenses are projected at \$338.3 million, 1.8 percent over the 2012 Budget. *This is net of a reduction of \$8.7 million for allocation of overhead and other indirect costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund but is appropriately allocable to the Dulles Corridor Enterprise Fund.* In 2013, the Airports Authority will rate-base and fully recover all costs at Reagan National including capital equipment, and project requirements in the O&M Program.

The ***Aviation Capital, Operating and Maintenance Investment Program (COMIP)*** provides for repair work, equipment and projects, planning, improvements, snow program, and certain operating initiatives. The COMIP budget is funded with the Airports Authority's share of net remaining revenue (NRR) from the prior year. The 2013 new program authorization for the COMIP is projected at \$33.9 million.

The ***Aviation Capital Construction Program (CCP)*** provides for the planning, design, and construction of major facility improvements at both Airports. The CCP is funded from bond proceeds, passenger facility charges (PFCs) and grants. The 2013 new program authorization for the CCP is projected at \$131.4 million and includes \$51.9 million in anticipated grant funds.



## 2013 Aviation Planning Assumptions

### *Airline Activity*

In 2012 the U.S. economic recovery has gained slight momentum with moderate employment gains and small increases in the pace of consumer spending. The 2013 U.S. economic outlook projects continued modest growth of 2.5 to 3 percent. Overall, the Washington region leads the national average for the highest real income and spending power among the top 12 major metropolitan regions in the U.S. The U.S. airline industry continues to stay profitable in 2012 as airlines continue restructuring flight routes based on demand and declining fuel prices.

### *Enplanements and Landed Weights*

Table 1-1				
	Actual 2011	Budget 2012	Projection* 2013	Percent Change 2013 Projection vs. 2012 Budget
<b><u>Reagan National</u></b>				
Enplanements	9,372,000	9,655,000	10,190,000	5.5%
Landed Weights	12,649,000	12,895,000	13,517,000	4.8%
<b><u>Dulles International</u></b>				
Total Enplanements	11,589,000	11,815,000	11,125,000	(5.8%)
Domestic	8,398,000	8,385,000	7,709,000	(8.1%)
International	3,191,000	3,430,000	3,416,000	(0.4%)
Landed Weights	18,624,000	18,795,000	17,965,000	(4.4%)
<b><u>MWAA Systemwide</u></b>				
Domestic	17,770,000	18,040,000	17,899,000	(0.8%)
International	3,191,000	3,430,000	3,416,000	(0.4%)
<b><u>US Systemwide**</u></b>				
	730,700,000	731,800,000	745,600,000	1.9%

\* Enplanement and Landed Weights' revised projections from Leigh Fischer, September 20, 2012. Landed Weights include Signatory, Non-Signatory and General Aviation.

\*\* Source: FAA Aerospace Forecast, Fiscal Years 2012-2032. Represents total scheduled U.S. revenue passenger enplanements.

The 2012 FAA Modernization and Reform Act authorized eight slot pairs for beyond the perimeter flight activity at Reagan National (four new and four converted from inside the perimeter). These additional flights resulted in larger aircraft, more passengers, more baggage, increased aircraft gate utilization and extended parking duration.

As a result, enplanements are projected to increase 5.5 percent in 2013 at Reagan National over 2012 budgeted enplanements. Additionally, actual 2012 enplanements at Reagan National are expected to be at a historical high for the second consecutive year. The growth at Reagan National has impacted passenger activity at Dulles International. Dulles

International's domestic enplanements are projected to decrease 8.1 percent in 2013 below the 2012 Budget, while international enplanements are projected to decrease 0.4 percent below the 2012 Budget. The combined domestic and international enplanement projections at Dulles International are 5.8 percent below 2012 budgeted enplanements.

## **2013 Aviation Enterprise Fund Program Budget Highlights**

### **Operating Revenues**

#### *Comparison Revenues*

<b>Table 1-2</b>	<b>Budget 2012</b>	<b>Budget 2013</b>	<b>Dollar Change</b>	<b>Percent Change</b>
Reagan National	\$227,150,000	\$243,346,000	\$ 16,196,000	7.1%
Dulles International	500,606,000	502,232,000	1,626,000	0.3%
<b>Total</b>	<b>\$727,756,000</b>	<b>\$745,578,000</b>	<b>\$ 17,822,000</b>	<b>2.4%</b>

Airline revenues including terminal rentals, landing fees, and passenger conveyance fees are generated on an actual cost recovery basis. Total operating revenue, including transfers for 2013, is forecasted at \$745.7 million. Based on current estimates, airline revenues are expected to increase approximately 2.4 percent over the 2012 Budget. Concession revenue is projected to decrease 3.6 percent below the 2012 Budget primarily due to lower payments from the revised rental car contracts at Reagan National and reduced parking revenue at Dulles International.

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

Total Net Remaining Revenue (NRR) is budgeted at \$86.8 million for 2013, a decrease from the \$92.8 million budgeted in 2012. The decrease to NRR is due to decreased passenger activity and concession revenue at Dulles International. Under the Airline Use Agreement and Premises Lease (Airline Agreement), NRR is allocated between the Airports Authority and the Signatory Airlines according to an established formula. The Signatory Airlines' share, in 2012, of NRR (transfers) included in the 2013 operating revenue is estimated at \$69.5 million.

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

The 2013 debt service for the AeroTrain is estimated at \$100 million, and the 2013 Budget assumes \$42 million of this debt is funded with PFC revenue.

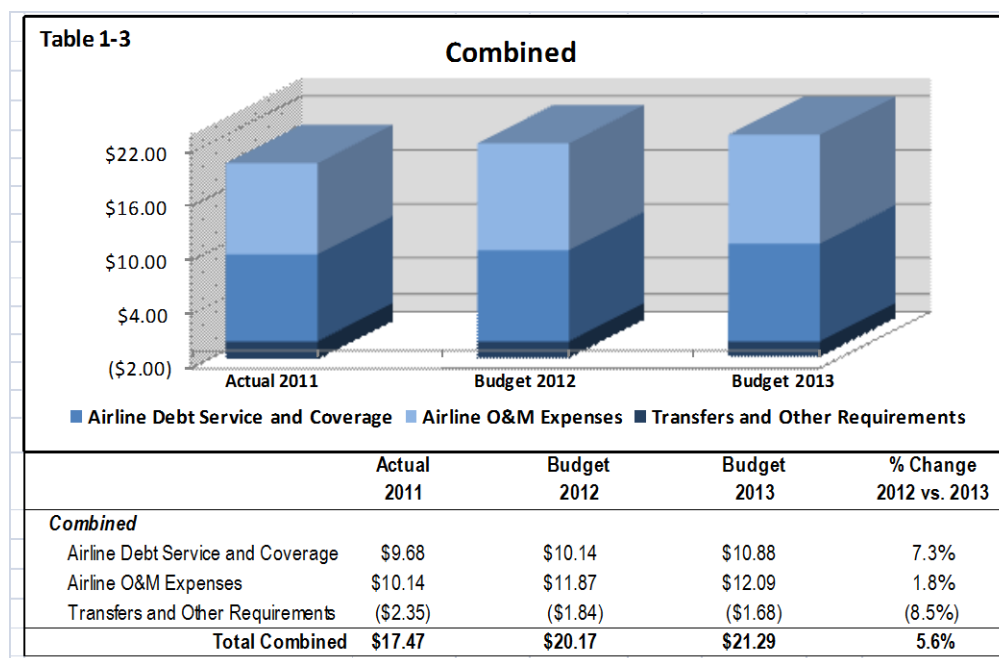
The 2013 Budget proposes to use \$42 million of available PFCs for debt service for the AeroTrain consistent with the approved November 2008 Finance Committee paper, *PFC Restructuring, Recommendation to Approve Amending the Passenger Facility Charge Applications for the AeroTrain and the International Arrivals Building and subsequent Board*

*Resolution No. 08-21.* Previous 2010, 2011 and 2012 Budgets allocated PFCs for AeroTrain debt service totaling \$82 million, \$60 million, and \$40 million respectively.

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

The 2013 Budget results in an average airline cost per enplanement (airline costs divided by enplaned passengers) of \$14.73 at Reagan National and \$27.30 at Dulles International (domestic cost per enplanement at Dulles International is \$21.74). At Reagan National the increase of 21 percent over 2012 in cost per enplanement is reflective of the increase in enplanements and the full recovery of costs to operate the Airports including equipment and maintenance and other support projects. At Dulles International, the cost per enplanement increase of 2.1 percent over 2012 reflects the projected decrease in passenger activity. The use of PFCs to offset debt service has mitigated further increases in cost per enplanement at Dulles International. The chart below compares combined signatory airline cost per enplanement for debt service and debt service coverage; airline O&M expenses; and airline transfers and other requirements. The 2013 Budget assumes a 5.6 percent increase in the signatory combined airline cost per enplanement.

*Signatory Combined Airport Airline Cost Per Enplanement Comparison*



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

#### *Cost Allocation*

The 2013 Aviation Budget includes a reduction of \$8.7 million of overhead and other indirect costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund, but is appropriately allocable to the Dulles Corridor Enterprise Fund as costs associated with the operation of the Dulles Toll Road, or as costs of the Metrorail Project. Of the \$8.7 million,

\$5.5 million is budgeted to be allocated to the Dulles Toll Road. The remaining \$3.2 million is budgeted to be allocated as administrative overhead to the Dulles Rail Project. Annually, a true-up of costs is prepared by an external cost allocation consultant.

*Cost Allocation*

Table 1-4	Budget 2013
Aviation Prior to Cost Allocation	\$ 356,032,000
Cost Allocation - Road	(5,454,000)
Cost Allocation - Rail (Phases 1 and 2)	(3,215,000)
<b>Total Aviation</b>	<b>\$ 347,363,000</b>

The total operating expenses 2013 including debt service are projected at \$670.2 million, which is a 2.5 percent increase over 2012. The 2013 operating expenses, excluding debt service and other capital expenses, are projected at \$338.3 million; this is a 1.8 percent increase over the 2012 Budget. Total gross debt service is \$364.8 million, an increase of 1 percent over 2012. Of this debt service amount, \$100 million is for the AeroTrain, and \$42 million will be funded through PFCs. Accordingly, net debt service is \$322.8 million.

*Comparison Expenses with Cost Allocation Applied*

Table 1-5	Budget 2012	Budget 2013	Dollar Change	Percent Change
Consolidated Functions	\$ 90,968,000	\$94,265,000	\$ 3,297,000	3.6%
Reagan National	77,644,000	79,226,000	1,582,000	2.0%
Dulles International	163,729,000	164,823,000	1,094,000	0.7%
Sub-total Operating Expenses	\$ 332,341,000	\$ 338,314,000	\$ 5,973,000	1.8%
Aviation Capital Equipment and Projects	\$ -	\$ 9,049,000	\$ 9,049,000	
Debt Service	\$ 361,317,000	\$ 364,829,000	\$ 3,512,000	1.0%
Less: PFC Commitment	40,000,000	42,000,000	2,000,000	5.0%
Total Annual Debt Service	\$ 321,317,000	\$ 322,829,000	\$ 1,512,000	0.5%
<b>Total</b>	<b>\$ 653,658,000</b>	<b>\$ 670,192,000</b>	<b>\$ 16,534,000</b>	<b>2.5%</b>

*Personnel Expenses*

The 2013 Budget includes a total of \$3.0 million for incumbent staff compensation increases through the Performance Management Partnership (PMP) program for the performance period January 1 through December 31, 2012, reflecting an average increase of

3.0 percent to the overall personnel compensation. Actual salary increases for employees in 2013 are based on the parameters of the PMP program. The PMP program establishes specific goals and measurements for individuals and encourages productive communication between supervisors and employees. The PMP program evaluates employees based on performance, with salary adjustments based on achieving performance goals. Budgeted personnel expenses reflect annualizations and actual staffing projections.

The Airports Authority's 2013 budget for employee health insurance will increase 7.2 percent with no significant changes to plan coverage. Employee paid premium levels for health insurance coverage for 2013 will increase an average of 2.7 percent. Funding of the Government Accounting Standards Board (GASB) Statements No. 43 and No. 45 in 2013 for post retirement health and life insurance liabilities decreased by \$1.8 million based on the current actuarial estimate.

In 2013 ten vacant previously authorized positions will be converted to address staffing priority needs for internal controls and compliance, procurement, accounting, public safety, and Reagan National operations. No new additional positions are requested. Personnel costs also includes partial-year funding for previous authorized engineering positions to support the CCP when the program management contract expires.

### **Other Costs Adjustments**

#### *Enterprise Resource Program (ERP)*

The Oracle ERP system was activated in summer 2011. Included in the 2012 Budget is \$6 million in expenditures to address system architecture and post-implementation operation support issues. In 2013, an additional \$4.0 million expense is included, \$2.0 million in the O&M Program at Reagan National and \$2.0 million in COMIP at Dulles International.

#### *Travel*

Travel expenses are reduced by \$118 thousand in 2013.

#### *Financial Policies and Procedures*

The implementation of the new Oracle ERP System necessitates continued update to financial policies and procedures. Consulting services are needed to achieve this update. The O&M program includes an additional \$450 thousand for these efforts.

#### *Air Service Development*

The O&M Program includes \$300 thousand to restore the Airports Authority's Cooperative Program to 2011 levels for a total of \$1.95 million.

*Equal Opportunity Program*

The O&M Program includes \$580 thousand to support the equal opportunity business diversity program. Funding was previously budgeted in the COMIP and CCP Programs.

*All Other Highlights*

Maintenance of facilities, including the airport terminals, concourses and buildings, is accomplished with a balance of both in-house and contractual personnel. A total of \$2.9 million has been added in the services categories. Of this, \$0.9 million is for additional custodial services for Reagan National. Security and safety requirements such as airport access control systems, police overtime and costs for the guard services are included in the 2013 Budget.

Electricity costs are based on continued participation in an electric cooperative purchasing program.

Operating insurance and risk management costs are estimated to remain at the 2012 budget levels.

The capital equipment and projects category includes \$9 million in Reagan National's O&M Program.

*2013 New Authorization*  
*Reagan National Capital Equipment and Projects*

Table 1-6	New Authorization
<b><u>Reagan National</u></b>	
Commerical Program Investment	\$ 150,000
Dedicated Fire System (DFS) Line Replacement	350,000
Design Support Services	250,000
Enterprise Resource Program	2,000,000
Environmental and Building Compliance Program	300,000
New Facility Startup	350,000
Optical Cable Bandwidth Upgrade Study Between DCA and IAD	55,000
Passenger Loading Bridge (PLB) Rehabilitation	300,000
Perimeter Security Camera Upgrade	300,000
Radio Local Area Network (RLAN) Switch Replacement Program	100,000
Radio System UPS Replacement Program	35,000
Redundant Power Feed for Airfield NAVAIDs	450,000
Replace Terminal Pan Tilt Zoom (PTZ) Cameras with Mega Pixel IP Cameras	400,000

**Table 1-6 (continued)**

Risk Mitigation Measures For Baggage Conveyance Systems	150,000
Security Identification Display Area (SIDA) APC Panel Replacement	300,000
South Hangar Line Bay Doors Rehabilitation	500,000
Supplemental Radiating System (SRS) Improvements	50,000
Terminal B/C Uninterrupted Power Supply (UPS) Replacement	250,000
Color Copier, FAX and Scanner	34,000
Dump Truck	85,000
Portable Bus Lifts	40,000
Purchase Utility Vans (14 Units)	266,000
Push Behind Sweeper	10,000
Replacement of Foam Unit	1,100,000
Replacement of Medic Unit	300,000
Replacement of Police Vehicles (5)	155,000
Small Utility Vehicles (2)	50,000
Sweepers (2)	90,000
Truck (2), Street/Runway Sweepers (3)	629,000
<hr/>	
<b>Total Reagan National \$ 9,049,000</b>	

**2013 Capital, Operating and Maintenance and Investment Program Budget Highlights**

The 2013 Budget includes \$33.9 million for new authorization of COMIP for Consolidated Functions and Dulles International. The COMIP for Consolidated Functions includes \$9.0 million for contribution to an airport cost stabilization reserve fund.

The COMIP program includes replacement of eight passenger parking shuttle buses at Dulles International. The COMIP funds \$1.2 million in snow removal reserve in the event of extraordinary snow events at Dulles International. Snow events on the Toll Road are eligible for Federal Emergency Management Agency (FEMA) reimbursement; however, aviation snow expenses are not.

2013 COMIP New Authorization – Consolidated Functions

Table 1-7	New Authorization
<b><u>Consolidated Functions</u></b>	
Airport Cost Stabilization Reserve	\$ 9,000,000
<b>Total Consolidated Functions</b>	<b>\$ 9,000,000</b>
<b><u>Dulles International</u></b>	
Airfield Storm Sewer Inlet Erosion/Sinkhole Repairs, Phase V	\$ 800,000
Airfield, Pavement Maintenance and Joint Sealing	2,500,000
Audio/Visual Paging System Upgrade	475,000
Authority-Owned Podiums, Gates, Gate Areas and Jet Bridge Modifications	760,000
Authority's MetroRail Contribution for Non-PFC Eligible Costs	5,000,000
Carpet Replacement	200,000
Commerical Program Investment	150,000
Design Support Services	250,000
Dulles East Building Substation Replacement	575,000
Elevators, Escalators and Moving Walks Rehabilitation	190,000
Enterprise Resource Program	2,000,000
Environmental and Building Compliance Program	400,000
Fiber and Cable Plant Infrastructure	630,000
Guardrail Maintenance and Rehabilitation, Dulles Airport Access Highway (DAAH)	450,000
Landside Roadway Rehabilitation	600,000
MUFIDS Replacement and Installation, Main Terminal	525,000
New Facility Startup and Fit out	1,000,000
Optical Cable Bandwidth Upgrade Study between DCA and IAD	55,000
Plane-Mate Lift Controller System Upgrade Phase III	370,000
Plane-Mate Passenger Transition Device and Turntable Rehabilitation	295,000
Radio Local Area Network (RLAN) Switch Replacement Program	100,000
Radio System UPS Replacement Program	35,000
Rehabilitation/Repair Access Highway Bridges	500,000
Risk Mitigation Measures For Baggage Conveyance Systems	150,000
Roadway Signage Rehab	500,000
Security Improvements Access Control (iStar) Phase II	350,000
Snow Removal Program	1,200,000
Supplemental Radiating System (SRS) Improvements	50,000
Dulles Equipment	1,500,000
Parking Operations Shuttle Buses	3,240,000
<b>Total Dulles International</b>	<b>\$ 24,850,000</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 33,850,000</b>



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

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

**Capital Construction Program**

The 2013 Budget includes authorization of \$131.4 million for new projects and additional funding for existing projects in the CCP. CCP expenditures for 2013 for both new program authorization and prior year initiated projects are estimated at \$235.9 million. The CCP is funded from bond proceeds, PFCs, and grants. The Airports Authority continues the emphasis on program management, including cost and schedule control, construction safety, and quality assurance of its capital program.

The CCP is periodically reviewed by the Airports Authority based on facility needs and financial feasibility. The Office of Engineering has reviewed and recommended to close out various projects with available budget balances totaling \$34.3 million. New CCP program authorization for projects at Reagan National is \$89.7 million and includes estimated grant funds of \$41.5 million and recommended close-out of various projects totaling \$4.4 million for a forecasted new debt need of \$43.8 million. Of particular note are immediate improvements to Reagan National Terminal A rehabilitation including a second baggage facility and other miscellaneous property modifications to accommodate additional flight activity. Funding is also included to develop long-term redevelopment plans for Terminal A and B/C. Significant improvements of \$61 million to the Airport's Runway 15-33 and runway safety areas are also planned. The CCP new program authorization at Dulles International is \$41.7 million and includes estimated grant funds of \$10.4 million and recommended close-out of various projects totaling \$29.9 million for a forecasted new debt need of \$1.4 million. At Dulles International, the 2013 Budget highlights include \$15 million for the airfield pavement panel replacement, \$6 million for the replacement of public parking revenue control system, \$5.4 million for hydrant fuel line improvements, and \$3.3 million for cargo building rehabilitation. The new net debt to be added for new program authorization is approximately \$45.2 million. The 2013 CCP budget includes \$12 million, \$6 million at each Airport for a new police range and training facility to be located at Dulles International with Arlington County proposing to contribute approximately \$7 million for this project in exchange for lease usage. This new police range and training facility will not be built without an approved business agreement with Arlington County.

2013 CCP New Authorization

Table 1-8	New Authorization	Estimated Funding	
		Bonds	Grants
<b><u>Reagan National</u></b>			
Campus Utility and Central Plant Improvements - Phase 1	\$ 3,000,000	\$ 3,000,000	\$ -
Hangar 6 Roof Replacement	1,607,000	1,607,000	-
Police Range and Training Facility	6,000,000	2,500,000	3,500,000
Power Distribution Upgrades - Phase 1 & 2	1,115,000	1,115,000	-
Route 233 and South Bound GWMP Ramp Bridges Rehabilitation	750,000	750,000	-
Runway 15-33 and 4-22 RSA Improvements	60,950,000	22,950,000	38,000,000
Terminal A Building Rehabilitation (Near Term)	8,255,000	8,255,000	-
Terminal A Long Term Re-Development Program - Phase 1	3,000,000	3,000,000	-
Terminal B/C Long Term Re-Development Program - Phase 1	5,000,000	5,000,000	-
<b>Total Reagan National</b>	<b>\$ 89,677,000</b>	<b>\$ 48,177,000</b>	<b>\$41,500,000</b>
<b><u>Dulles International</u></b>			
Access Control and Alarm Monitoring System Integration	\$ 1,473,000	\$ 1,473,000	\$ -
Airfield Pavement Panel Replacement	15,028,000	8,128,000	6,900,000
Cargo Building Rehabilitation - Phases 1 and 2	3,292,000	3,292,000	-
Comprehensive Airport Security System	1,500,000	1,500,000	-
Concourse C/D Rehabilitation	1,000,000	1,000,000	-
Deluge Fire System Surge Prevention	1,100,000	1,100,000	-
Hydrant Fuel Line Improvements	5,354,000	5,354,000	-
Other Planning and Programming	1,000,000	1,000,000	-
Police Range and Training Facility	6,000,000	2,500,000	3,500,000
Public Parking Revenue Control System Replacement	6,000,000	6,000,000	-
<b>Total Dulles International</b>	<b>\$ 41,747,000</b>	<b>\$ 31,347,000</b>	<b>\$10,400,000</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 131,424,000</b>	<b>\$ 79,524,000</b>	<b>\$51,900,000</b>
<b>Total Authorizations Recommended to Unschedule and Closeout</b>		<b>\$(34,332,000)</b>	
<b>Total New Debt</b>		<b>\$ 45,192,000</b>	

## DULLES CORRIDOR ENTERPRISE FUND (DCE)

**The 2013 Budget for the Dulles Corridor Enterprise Fund consists of three Programs:**

The ***Operation and Maintenance Program*** is the financial plan for operating the Dulles Toll Road. It also includes debt service and contributions to reserves. The operation and maintenance program is funded from Toll Road revenue. The total 2013 operating revenue is \$127.5 million. This is an increase of 18.3 percent over 2012. The 2013 operating expenses estimate, excluding debt service requirements and other reserve contributions, is \$28.2 million. This is a decrease of 1.7 percent over 2012.

The ***Renewal and Replacement Program*** for the Dulles Toll Road addresses major maintenance requirements including overlays, sound wall repairs, bridge deck replacements, erosion and drainage control, and other maintenance projects. The Renewal and Replacement program is funded from Toll Road revenue. The 2013 new program authorization is \$2.3 million.

The ***Dulles Corridor Capital Improvement Program*** funds Dulles Corridor Capital Improvements related to the Dulles Toll Road, its ancillary ramps and interchanges, the Dulles Corridor Metrorail Project, and other corridor improvements. The Capital Improvement Program is funded from bond proceeds, Federal Transit Administration grants, and contributions from Fairfax County and the Commonwealth. The 2013 new program authorization is \$8.7 million for other corridor improvements.

### **Operation and Maintenance Program**

The DCE Fund estimated operating revenues are \$127.5 million and estimated operating expenses of the O&M Program are \$28.2 million. The 2013 revenue estimate assumes a toll increase of \$0.25 at the mainline plaza and \$0.25 at the ramp for a trip cost of \$2.75, effective January 1, 2013. The decrease in interest income is due to the continued low bank interest rates. In 2013, operating expenses have decreased 1.7 percent below 2013 based on the Commonwealth of Virginia now charging transponder fees directly to motorists and not through the electronic toll collection agreement. The non-operating expenses category includes \$2.3 million additional authorization for Renewal and Replacement Program expenses. Debt Service is budgeted at \$60.5 million. There is \$36.6 million budgeted in contributions to the Dulles Corridor Capital Improvements Reserve.

*2013 Dulles Corridor Operating Revenues and Interest Income*

Table 1-9	BUDGET 2012	BUDGET 2013	Dollar Change	Percent Change
Electronic Toll Collection	\$ 74,973,000	\$ 88,776,000	\$ 13,803,000	18.4%
Cash Toll Revenue	32,131,000	38,047,000	5,916,000	18.4%
Violations Fee Collection	719,000	719,000	-	0.0%
<b>Total Operating Revenues</b>	<b>\$ 107,823,000</b>	<b>\$ 127,542,000</b>	<b>\$ 19,719,000</b>	<b>18.3%</b>
Interest Income	\$ 1,010,000	\$ 122,000	\$ (888,000)	(87.9%)

*2013 Dulles Corridor Operation and Maintenance Program*

Table 1-10	BUDGET 2012	BUDGET 2013	Dollar Change	Percent Change
Operating Expenses	\$ 28,746,000	\$ 28,245,000	\$ (501,000)	(1.7%)
Debt Service	50,079,000	60,509,000	10,430,000	20.8%
<b>Total O&amp;M Program</b>	<b>\$ 78,825,000</b>	<b>\$ 88,754,000</b>	<b>\$ 9,929,000</b>	<b>12.6%</b>

**Dulles Toll Road Renewal and Replacement Program**

The 2013 Renewal and Replacement Program expenditures include \$12.6 million for various new and previously authorized projects including bridge, structures and canopy repairs, erosion repairs, and guardrail, traffic barrier and fencing rehabilitation. The 2013 estimate for new program authorization is \$2.3 million.

*2013 Renewal and Replacement Program*

Table 1-11	New Authorization
<b><u>Renewal and Replacement Program</u></b>	
Bridges, Structures and Canopy Repairs	\$ 500,000
Erosion Repairs	400,000
Guardrail, Traffic Barrier and Fencing Rehabilitation	800,000
Roadway Sign Replacement and Rehabilitation	200,000
Landscape Maintenance	10,000
Cameras	50,000
Other Planning and Programming	75,000
Utility Survey and Rehabilitation	250,000
<b>Total Dulles Corridor Renewal and Replacement Program</b>	<b>\$ 2,285,000</b>

## **Dulles Corridor Capital Improvement Program**

### *Dulles Corridor Metrorail Project*

Progress on the Dulles Corridor Metrorail Project continues with construction under way along the 11.7 mile alignment of Phase 1 of the Dulles Corridor Metrorail Project from the East Falls Church Metrorail Station through Tysons Corner to Wiehle Avenue on the eastern edge of Reston. All five of the Phase 1 stations are under construction four in Tysons Corner and the Wiehle Avenue Station. Phase 1 of the Dulles Corridor Metrorail Project is expected to be substantially complete in 2013 in preparation for the Washington Metropolitan Area Transit Authority (WMATA) to begin acceptance testing. Preliminary engineering for Phase 2 of the Dulles Corridor Metrorail Project is 100% complete and the procurement process the design-build of Phase 2 is underway.

### *Phase 1*

The Airports Authority is constructing an extension of the WMATA Metrorail system from West Falls Church station through Tysons Corner to Wiehle Avenue (Phase 1) and through Dulles International to Route 772 in Loudoun (Phase 2). Included in Phase 1 is the procurement of 64 railcars. The total project cost of Phase 1 is currently estimated to be \$2.906 billion, including the cost of roadway-related improvements being constructed concurrently with the Project. This current project cost includes the addition of \$150 million provided in Resolution No. 12.17 Amending the 2012 Budget for the Dulles Corridor Enterprise Fund. Phase 1 received a commitment of \$900 million in New Starts funding from the Federal Transit Administration (FTA). Fairfax County will provide a fixed contribution of \$400 million for Phase 1 which will subsequently be adjusted to cover their full-funding obligation on a percentage of total cost of both Phases. The Commonwealth of Virginia (Commonwealth) provided \$51.7 million in Virginia Transportation Act (VTA) 2000 revenues from 2004-2007, an additional \$125 million of Commonwealth Transportation Board (CTB) Bonds, and \$75 million of other Commonwealth funds/Surface Transportation Program (STP) funds toward the cost of Phase 1. The remaining Phase 1 project costs will be provided by the Airports Authority through a combination of bonds, or other financing agreements as the Airports Authority deems necessary, secured by a pledge of Dulles Toll Road revenues.

### *Phase 2*

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

The Metropolitan Washington Airports Authority Board has approved a resolution ratifying a Memorandum of Agreement that will ensure the continuation of the Dulles Rail extension to Loudoun County. The Memorandum of Agreement is a multi-party agreement that outlines federal, Commonwealth of Virginia, and Loudoun and Fairfax Counties' fiscal

responsibilities. Additionally, the Commonwealth of Virginia has pledged an additional \$150 million which is expected to be used to mitigate toll increases. The current budget recommendation for Phase 2 of the Metrorail Project, including contingency, is \$3.2 billion. Approximately \$400 million is included for project elements that may be developed by Loudoun and Fairfax Counties.

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

#### *Other Dulles Corridor Capital Improvements*

The new authorization for capital improvements related to the Dulles Corridor Toll Road is \$8.7 million.

#### *2013 Capital Improvement Program*

Table 1-12	New Authorization
<b><u>Dulles Corridor Enterprise - Capital Improvement Program</u></b>	
<b><u>Dulles Corridor Improvements (other than Rail)</u></b>	
Comprehensive Corridor Interchange Study	\$ 1,237,000
Ultimate Interchange Configuration	500,000
Ramp and Terminal Operations	500,000
New Sound Wall Phase I	5,100,000
New Sound Walls for Impacted Communities	500,000
Violation Enforcement System (VES)	51,000
Plaza Approach Signing and Channelization	403,000
Backtrack Monitoring System (Study)	50,000
Engineering NEPA Studies	400,000
<b>Total Dulles Toll Road \$ 8,741,000</b>	
<b>Total Dulles Corridor Enterprise \$ 8,741,000</b>	



## SUMMARY

The prudent management of the Airports Authority's operating expenses, over the last several years, has made it possible to weather the past years' economic volatility and maintain our financial strength. The Airports Authority's outstanding airport system bonds continue to be rated among the highest in the aviation industry by the independent rating agencies of Moody's, Standard and Poor's, and Fitch<sup>1</sup>. Management continues to believe in the strategic importance of air service to the Washington region and is cautiously optimistic about the aviation industry in 2013.

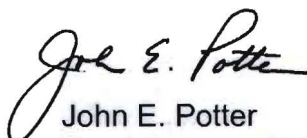
The Airports Authority's commitment to building rail to Dulles International and into Loudoun County will assure greater public access and enhance the future competitiveness of Dulles Corridor including Dulles International.

To strengthen transparency and accountability and instill public trust, the Airports Authority has initiated new or revised policies and procedures governing its financial operations including the Freedom of Information (FOI), code of ethics, contracting practices, travel parameters, revisions to Board by-laws and establishment of an internal controls and compliance division. Additionally, the Airports Authority is developing further revisions to its procurement and human resource programs, which are expected to be completed in the coming months.

This 2013 Budget presents a realistic approach to funding the operating and capital requirements necessary to support the activity and the needs of the Airports Authority. Management continues to focus efforts on developing opportunities to maximize our non-airline revenue including advertising, cargo, and in-fill site development for the western land areas at Dulles International. The management team is committed to effectively balancing our immediate and long-term objectives while looking to provide operational, technological, and capital improvements. We will be disciplined in monitoring the Airports Authority's financial performance throughout the year and if necessary, adapt to changing circumstances to ensure our financial stability.

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

Sincerely,



John E. Potter  
President and Chief Executive Officer

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<sup>1</sup> As of the date of this Budget, the underlying ratings on the Airport System Bonds assigned by the rating agencies are "Aa3" by Moody's, "AA-" by S&P, and "AA-" by Fitch.



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## BUDGET FOR AVIATION AND DULLES CORRIDOR ENTERPRISE FUNDS

### Budget Programs

Table 2-1	New Authorization
Aviation Operation and Maintenance Program, including Debt Service	\$ 670,192,000
Aviation Capital, Operating and Maintenance Investment Program	33,850,000
Aviation Capital Construction Program	131,424,000
<b>Total Aviation Enterprise Fund</b>	<b>\$ 835,466,000</b>
Dulles Corridor Operation and Maintenance Program, including Reserves and Debt Service	\$ 125,379,000
Dulles Corridor Renewal and Replacement Program	2,285,000
Dulles Corridor Capital Improvement Program	8,741,000
<b>Total Dulles Corridor Enterprise Fund</b>	<b>\$ 136,405,000</b>
<b>Total New Program Authority</b>	<b>\$ 971,871,000</b>
<b>FUNDING SOURCES</b>	
Operating Accounts	\$ 670,192,000
Net Remaining Revenue and Previously Authorized Projects	33,850,000
Bonds/Grants/PFCs	131,424,000
<b>Total Aviation Enterprise Fund</b>	<b>\$ 835,466,000</b>
Toll Road Revenue	\$ 127,542,000
Bonds/Grants	8,863,000
<b>Total Dulles Corridor Enterprise Fund</b>	<b>\$ 136,405,000</b>
<b>Total Funding Sources</b>	<b>\$ 971,871,000</b>

### Aviation Enterprise Fund

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

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

### *Cost Allocation*

The 2013 Aviation Budget includes a reduction of \$8.7 million of overhead costs for the Metropolitan Washington Airports Authority (Airports Authority) that is initially paid from the Aviation Enterprise Fund, but is appropriately allocable to the Dulles Corridor Enterprise Fund as costs associated with the operation of the Dulles Toll Road, or as cost of the Dulles Corridor Metrorail Project. Of the \$8.7 million, \$5.5 million will be allocated to the Dulles Toll Road. The remaining \$3.2 million will be allocated as administrative overhead to the Dulles Rail Project.

Table 2-2	Budget 2013
Aviation Prior to Cost Allocation	\$ 356,032,000
Cost Allocation - Road	(5,454,000)
Cost Allocation - Rail (Phases 1 and 2)	(3,215,000)
<b>Total Aviation</b>	<b>\$ 347,363,000</b>

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

### **Dulles Corridor Enterprise Fund**

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

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

### Major 2012 Airports Authority Accomplishments

#### *Reagan National*

Passenger counts grew to record levels.

A new passenger loading bridge installed in Terminal A allows 737 size aircraft to park at all 9 gates simultaneously.

Hold room was expanded in Terminal B/C to accommodate an increase in US Airways Express passengers.

A new security screening lane was added on the South Pier to accommodate increased passenger flow.

All restrooms in Terminal B/C were renovated.

Electric vehicle charging stations were added in the Daily parking garage.

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### ***Dulles International***

The airport is celebrating 50 years of service since its dedication on November 17, 1962.

International air service grew to nearly 500 weekly departures to almost 50 international destinations.

The International Arrivals Building (IAB) became fully operational, doubling the space into a world-class facility.

United Airlines broke ground for the airport's first widebody aircraft maintenance hangar.

Electric vehicle charging stations were added in the Daily parking garage.

TSA's first dedicated "Pre-Check" screening checkpoint opened.

The first airport in the country to debut Paige, a virtual assistant, to guide travelers.

The first airport in the country to introduce real-time security checkpoint wait times using data from video analytics.

### ***Dulles Corridor Metrorail Project***

Metrorail Phase 1 construction is over 82 percent complete, scheduled for completion in 2013.

The procurement process for Phase 2 is underway. The contract will be awarded in 2013.

### ***Dulles Toll Road***

The newly opened ramp connecting the Dulles Airport Access Highway to I-495 improves safety and traffic flow along the toll road.

A dedicated Safety Service Patrol assisted 2,959 customers in the first nine months of this year.

Roadway accidents and incidents declined 24 percent from 2011 to 2012.

## **PURPOSE, MISSION, AND GOALS**

### **Purpose**

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

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

### **Mission**

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

### **Values**

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

### **Goals**

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

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

## **Objectives**

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

## **Business Plan**

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

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

### **Budget Overview**

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

### **Basis of Budgeting**

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

### **Aviation Enterprise Fund**

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

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

### **Dulles Corridor Enterprise Fund**

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

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

## **Budget Process**

### **Budget Preparation**

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

### **Board Action**

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

### **Budget Management**

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



## 2013 BUDGET

### Metropolitan Washington Airports Authority

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

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

Any Budget reprogramming exceeding \$10 million in a calendar year for any project in the COMIP, CCP, R&R, and CIP is submitted to the Finance Committee for recommendation to the Board for approval before it takes effect.

#### **Amendment Process**

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

## BUDGET CALENDAR FOR 2013

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

### January

- ✓ 2013 Fiscal Year Begins
- ✓ 2012 Budget Year-End Close-out
- ✓ 2013 Financial Plan sent to Offices

### February / March

- ✓ Evaluation of 2012 Budget Performance

### April / May

- ✓ Request to Offices for 2013-2017 O&M
- ✓ Program Planning Process
- ✓ 2012 Airline Rates and Charges Settlement
- ✓ 2013 First Quarter Review prepared by Offices
- ✓ 2013 Budget Preparations Guidelines prepared

### June

- ✓ 2013-2017 O&M Program Planning Process responses prepared by Offices
- ✓ Preliminary 2013 Activity Level Forecast developed
- ✓ 2013 Budget Preparation Handbook distributed to Office

### July / August

- ✓ 2013 Second Quarter Review prepared by Offices
- ✓ Responses received for 2014 Budget Estimates

### September

- ✓ Board of Directors 2014 Budget work session
- ✓ Analysis of Preliminary 2014 budgets prepared
- ✓ President confers with Offices on 2014 Budget Submissions
- ✓ Airline Committee 2014 Budget Briefing
- ✓ 2014 Activity Level Forecasts finalized
- ✓ President's 2014 Budget recommendations to Office of Finance

### October

- ✓ 2013 Third Quarter Review prepared by Offices
- ✓ 2014 Draft Budget submitted to Finance Committee for review
- ✓ Office of Finance prepares the President's recommended 2014 Budget

### November

- ✓ Preliminary 2014 Airline Rates and Charges developed
- ✓ 2014 Proposed Budget presented to Finance Committee for action
- ✓ 2014 Proposed Budget submitted to Board for action

### December

- ✓ 2014 Budget adopted by Board
- ✓ 2014 Rates and Charges sent to Airlines

## ORGANIZATIONAL STRUCTURE

### **The Airports Authority**

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

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

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

## **Board of Directors**

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

## **President and Chief Executive Officer**

The executive direction and overall management of the Airports Authority is the responsibility of the President and Chief Executive Officer. The President and Chief Executive Officer plans and directs all of the programs and activities of the Airports Authority, subject to policy direction and guidance provided by the Board.

## **Executive Vice President and Chief Operating Officer**

The operation of the Airports Authority, including the support elements necessary to deliver high quality customer service, is undertaken by the Executive Vice President and Chief Operating Officer. In the absence of the President and Chief Executive Officer, the Executive Vice President and Chief Operating Officer acts with the full authority of the President and Chief Executive Officer.

## **Office of Finance**

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

## **Office of General Counsel**

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

## **Office of Audit**

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

#### **Office of Air Service Planning and Development**

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

#### **Office of Communications**

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

#### **Office of Engineering**

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

#### **Office of Business Administration**

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

## **Office of Human Resources**

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

## **Office of Information and Telecommunications**

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

## **RONALD REAGAN WASHINGTON NATIONAL AIRPORT WASHINGTON DULLES INTERNATIONAL AIRPORT**

Since the organization structure at both Airports is similar, a single definition is included for both.

### **Airport Managers**

The Airport Managers for each respective Airport are responsible for managing a range of operational, maintenance, construction, commercial and business activities, and for directing on-site administration at each Airport.

### **Operations Departments**

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

### **Engineering and Maintenance Departments**

The Engineering and Maintenance Departments are responsible for providing day-to-day oversight, management, and quality control for both the Airports Authority and tenant-financed construction projects; developing and managing repair and preventive maintenance programs related to the terminals, service buildings, hangars, airfields, roadways, including the Dulles Airport Access Highway (Access Highway), grounds, and plant facilities; providing operation and maintenance of Airport facilities for

provision and distribution of electrical energy, water, heat, and air-conditioning; and for snow removal operations.

### **Airport Administration Departments**

The Airport Administration Departments are responsible for managing on-airport air carrier and air cargo activities including the lease and use of gates, ticket counters, baggage areas, and other in-terminal space; coordinating necessary changes to the Airports Authority's Airline Agreement with the Business Administration Office; and managing contracts that provide to travelers parking and ground transportation services. The Airport Administration Departments also administer fiscal and personnel programs; manage personal property assets; procure and warehouse supplies, materials, and equipment; and perform other administrative support functions for the Airports.

### **Dulles Toll Road Department (Dulles International)**

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

### **Office of Public Safety**

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

#### ***Police Department***

The Police Department directs law enforcement functions within the property boundaries of the Airports including the Access Highway and Dulles Toll Road, including investigating crimes, controlling automotive and pedestrian traffic, and assisting in enforcement of FAA Civil Aviation Security Regulations.

#### **Fire Department**

The Fire Department is responsible for the overall fire protection, prevention, and suppression programs for the Airports; directing activities associated with the operation of fire, crash, search and rescue, and related emergency equipment; and directing programs to provide emergency first-aid treatment and advanced life support systems at the Airports and Dulles Toll Road.

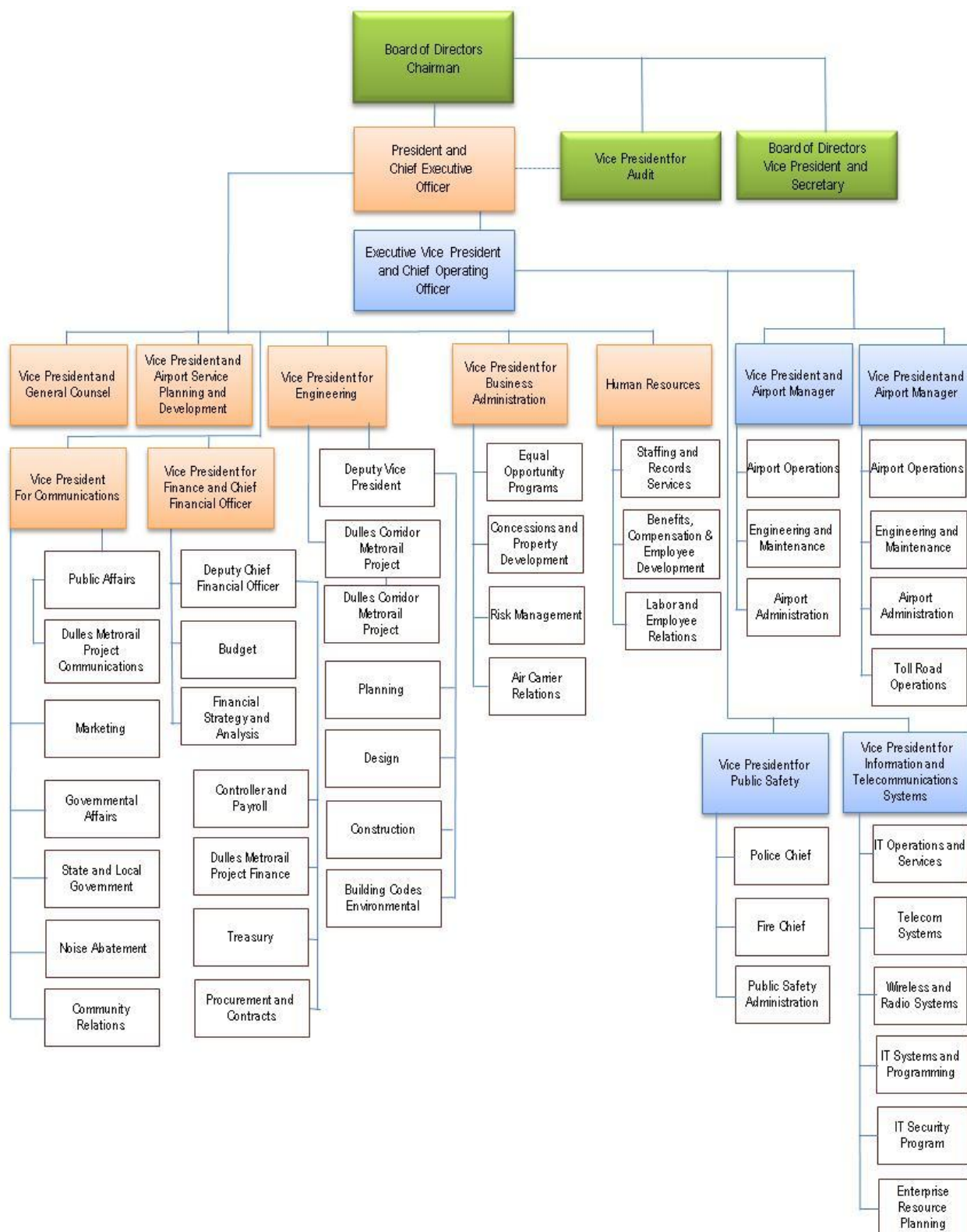
### **Public Safety Administration Department**

The Public Safety Administration Department administers fiscal and personnel programs; manages personal property assets; procures supplies, materials, and

equipment; and performs other administrative support functions for the Office of Public Safety.



## ORGANIZATIONAL CHART





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## BUDGET SUMMARY FOR AVIATION

### 2013 Aviation Operating Revenues and Interest Income

Table 3-1		Budget		
Operating Revenues*		2013		
<u>Metropolitan Washington Airports Authority</u>				
Rents**				\$346,832,000
Landing Fees**				156,078,000
Tenant Equipment Charges**				4,409,000
Concessions				180,670,000
TSA Security Fees				828,000
International Arrivals Building Fees**				23,755,000
Passenger Conveyance Fees**				17,552,000
Utilities				8,291,000
Other Revenues				7,161,000
Total Operating Revenues				\$745,576,000
	Budget	Budget	Dollar	Percent
	2012	2013	Change	Change
Transfers**	\$ 75,537,000	\$ 69,446,000	\$ (6,091,000)	(8.1%)
* Revenue projections for airline supported areas are based on current expense estimates and are generated on a cost recovery basis.				
** Includes estimated transfers, which are the Signatory Airlines' share of net remaining revenue for each year applied as credits in the calculation of signatory airline rates, rentals, fees, and charges for the next year.				
Interest Income				\$17,445,000

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

#### Airline Activity:

- Enplanements are projected to increase 5.5 percent at Reagan National over 2013 budgeted enplanements. Actual 2013 enplanements at Reagan National are expected to be at a historical high.
- Dulles International's domestic enplanements are projected to decrease 8.1 percent in 2013 over the 2012 Budget, while international enplanements are projected to decrease 0.4 percent below the 2013 Budget. The combined domestic and international enplanement projections at Dulles International are a

5.8 percent decrease below 2012 budgeted enplanements.

**Concession Revenue:**

- Concession revenue is projected to decrease 3.6 percent over the 2012 Budget primarily due to the revised rental car contract at Reagan National and reduced parking revenue at Dulles International.

**2013 Aviation Operation and Maintenance Program**

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

Table 3-2	Budget 2013
Operating Expenses	\$ 347,363,000
Debt Service	322,829,000
<b>Total O&amp;M Program \$ 670,192,000</b>	

**Cost Allocation**

The 2013 Aviation Budget includes a reduction of \$8.7 million of overhead costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund, but is appropriately allocable to the Dulles Corridor Enterprise Fund as costs associated with the operation of the Dulles Toll Road, or as cost of the Dulles Corridor Metrorail Project. Of the \$8.7 million, \$5.5 million will be allocated to the Dulles Toll Road. The remaining \$3.2 million will be allocated as administrative overhead to the Dulles Rail Project.

The Airports Authority's NRR is projected to decrease by 6.5 percent from the 2012 Budget. Operating revenues are projected to increase by 2.4 percent and total operating expenses are projected to increase by 4.5 percent in 2013. The overall increase in total operating expenses is a result of operating expenses increasing by 4.5 percent and debt service increasing by 0.5 percent.

Highlights of the 2013 operating expenses to support continuing operations and maintain facilities include the following:

- The 2013 Budget includes a total of \$3 million for incumbent staff compensation increases through the Performance Management Partnership (PMP) program for the performance period January 1 through December 31, 2012, reflecting an average increase of 3 percent to the overall personnel compensation.
- The Airports Authority's 2013 cost for employee health insurance will increase 7.2 percent with no significant changes to plan coverage. Employee paid

## 2013 BUDGET

### Metropolitan Washington Airports Authority

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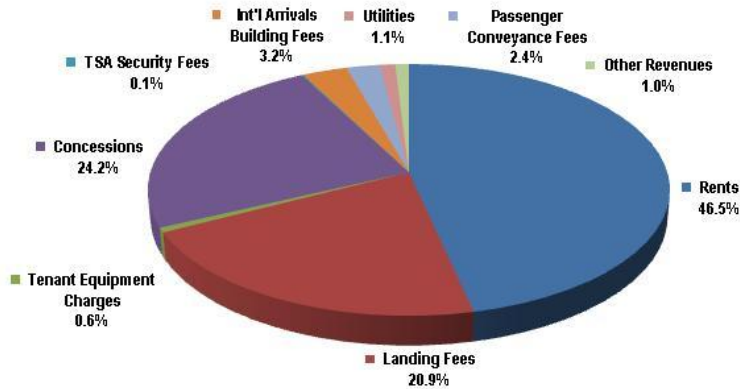
premium levels for health insurance coverage for 2013 will increase an average of 2.7 percent.

- Funding of the Government Accounting Standards Board (GASB) Statements No. 43 and No. 45 in 2013 for post retirement health and life insurance liabilities decreased by \$1.8 million based on the current actuarial estimate.
- Maintenance of facilities, including the terminals, concourses and buildings, is accomplished with a balance of both in-house and contractual personnel.
- Travel expenses are reduced by \$120 thousand.
- Security and safety requirements such as airport access control systems, police overtime and costs for guard services are included in the 2013 Budget.
- It is anticipated that the total estimated expense for law enforcement support of the Transportation Security Administration (TSA) will be primarily offset by TSA revenues of \$828 thousand.
- Utility expenses increased by \$343.3 thousand to reflect current expense alignment.
- An increase of \$389.9 thousand for supplies and materials reflects an adjustment to reflect current expense alignment offset by costs associated with utilities and supplies, as well as computer supplies.
- An increase of \$125 thousand for noncapital equipment purchases and replacements of noncapital equipment.
- Based on leasing in 2013, the net loss projected for the 45025 Aviation Drive Building at Dulles International is \$913.3 thousand.
- A total of \$2.9 million has been added in the services categories. Of this, \$857 thousand is for additional custodial costs for Reagan National. Other items include: business administration, financial policies and maintenance contractors.
- The new authorization in the COMIP includes \$3.2 million for parking operations shuttle buses, and \$2.5 million for pavement maintenance of the airfield.
- The Airports Authority will rate-base and fully recover all costs at Reagan National with the inclusion of \$9 million for capital equipment, and project requirements in the O&M Program in 2013.

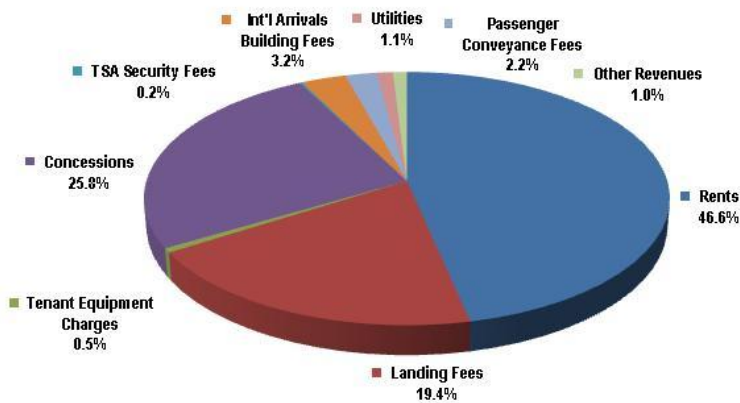
Table 3-3

## OPERATING REVENUES

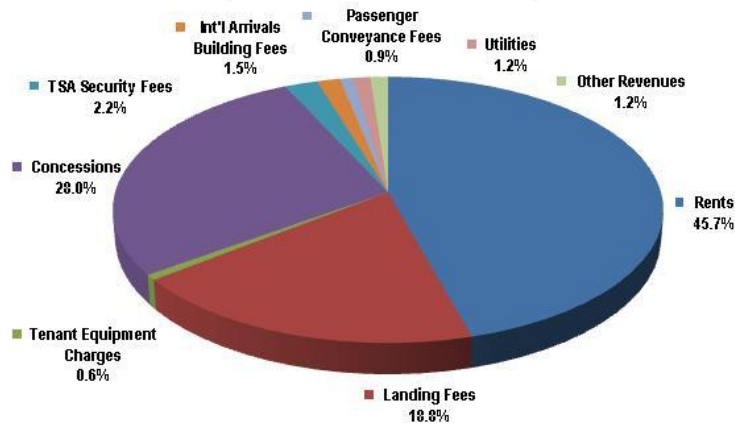
### 2013 Budget \$745.6 Million



### 2012 Budget \$727.8 Million



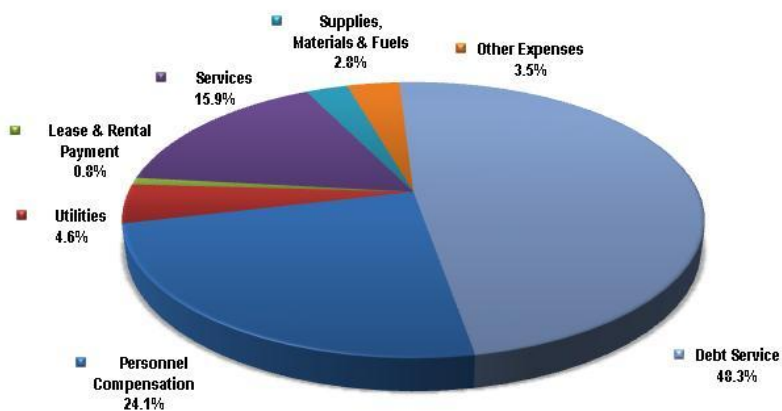
### 2011 Actual \$678.8 Million



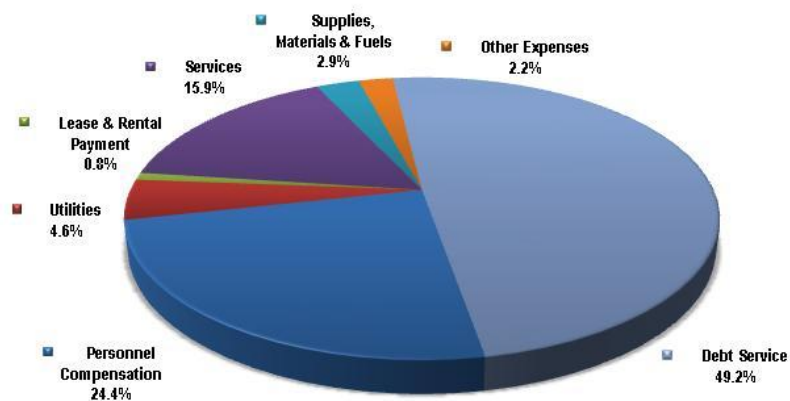
## OPERATING EXPENSES

Table 3-4

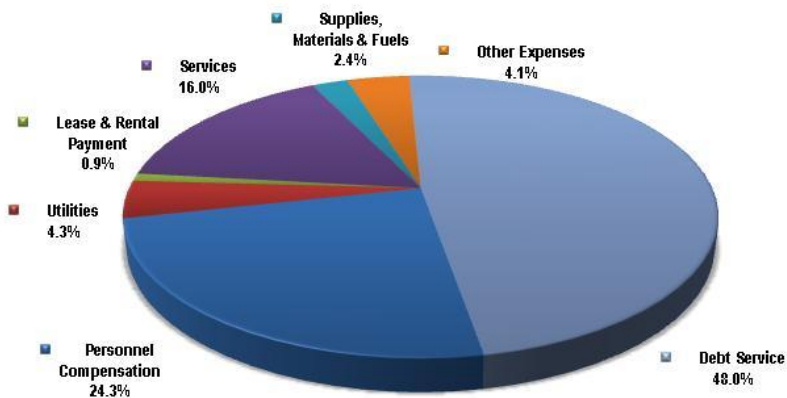
### 2013 Budget - \$670.2 Million



### 2012 Budget - \$653.7 Million



### 2011 Actual - \$605.4 Million





## FINANCIAL OVERVIEW

### Airport Use Agreement and Premises Lease

To provide the financial stability necessary to accomplish the contractual Capital Development Program (CDP) portion of the CCP, the Airports Authority entered into a long-term Airline Agreement with substantially identical terms with a majority of the airlines serving Reagan National and Dulles International effective October 1, 1989. The Airline Agreement is for a term of 25 years, subject to cancellation rights by the Airports Authority after 15 years. The Agreement will expire on September 30, 2014, but could have been terminated by the Airports Authority effective at midnight December 31, 2004, or on September 30 of any year thereafter, on 180 days notice to the Signatory Airlines. The Airports Authority did not exercise those rights in 2012, but may exercise those rights in a future year. The Airline Agreement provides for the use and occupancy of facilities at the Airports and establishes the rates and charges, including landing fees and terminal rents to be paid by the Signatory Airlines. The Airports Authority is currently negotiating a new airline agreement.

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

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

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

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



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

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

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

### Signatory Airline Cost Per Enplanement

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

The Signatory Airline cost per enplanement for 2010 through 2013:

<b>Table 3-5</b>				
<i>Signatory Airline Cost per Enplanement</i>	Actual 2011	Budget 2012	Budget 2013	% Change 2012 vs. 2013
Reagan National	\$13.94	\$12.17	\$14.73	21.0%
Dulles International	\$20.25	\$26.74	\$27.30	2.1%
Combined	\$17.48	\$20.17	\$21.30	5.6%

## **Federal Grants**

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

## **Commonwealth of Virginia Grants**

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

For the period of 1998 through 2012, the Airports Authority has received approximately \$25.5 million in state grants. The Airports Authority expects to receive an additional \$12.0 million between 2013 and 2017.

## **Passenger Facility Charges**

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

The Airports Authority has submitted and gained approval of nine series of PFC applications, with associated amendments, covering both Airports in the amount of \$3.0 billion. As of September 30, 2012, the Airports Authority had collected \$525.9 million under the first four of these (including interest earned) at Reagan National and \$608.9 million (including interest earned) at Dulles International. The collection dates for approved PFC applications at Reagan National will expire on March 1, 2015, and at Dulles International on December 31, 2038. If the amounts authorized to be collected have not been collected by the expiration dates, it is expected that the authorization to collect the PFCs will be extended.

## 2013 BUDGET

### Metropolitan Washington Airports Authority

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

In 2013, the Airports Authority expects to collect a total of \$85.5 million in PFCs of which \$42 million will be applied toward the debt for the AeroTrain.

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

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

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

## OPERATING REVENUES

### 2013 Revenues

Airline terminal rentals, landing fees, and passenger fees are generated on a cost recovery basis. Total operating revenue, including transfers for 2013, is forecasted at \$745.6 million. Based on current estimates, airline revenues are expected to increase approximately 2.4 percent over the 2012 Budget.

Table 3-6	Budget 2012	Budget 2013	Dollar Change	Percent Change
Reagan National	\$227,150,000	\$243,346,000	\$ 16,196,000	7.1%
Dulles International	500,606,000	502,232,000	1,626,000	0.3%
<b>Total</b>	<b>\$727,756,000</b>	<b>\$745,578,000</b>	<b>\$ 17,822,000</b>	<b>2.4%</b>

### Methodology

Revenue estimates for 2013 were developed after reviewing passenger activity, airline operations, aircraft landing weight forecasts and projected operating expenses. Airline forecasted activity is based on an analysis of historical trends, leases, contracts, and other agreements are also considered in these analyses. Airline rates and charges are based on full cost recovery through the allocation of direct and indirect expenses to cost centers of the Airports Authority.

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

### Rents

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

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

2013 BUDGET  
Metropolitan Washington Airports Authority

Table 3-7	Budget 2012	Budget 2013	Increase/ Decrease	Percent Change
Reagan National	\$ 94,615,000	\$106,789,000	12,174,000	12.9%
Dulles International	208,493,000	240,043,000	31,550,000	15.1%
<b>Total</b>	<b>\$303,108,000</b>	<b>\$346,832,000</b>	<b>\$43,724,000</b>	<b>14.4%</b>

### Landing Fees

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

Table 3-8	Budget 2012	Budget 2013	Increase/ Decrease	Percent Change
Reagan National	\$ 46,569,000	\$60,468,000	\$13,899,000	29.8%
Dulles International	94,757,000	95,610,000	853,000	0.9%
<b>Total</b>	<b>\$141,326,000</b>	<b>\$156,078,000</b>	<b>\$14,752,000</b>	<b>10.4%</b>

### Tenant Equipment Charges

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

Table 3-9	Budget 2012	Budget 2013	Increase/ Decrease	Percent Change
Reagan National	\$ 2,924,000	\$ 3,156,000	\$ 232,000	7.9%
Dulles International	1,028,000	1,253,000	225,000	21.9%
<b>Total</b>	<b>\$ 3,952,000</b>	<b>\$ 4,409,000</b>	<b>\$ 457,000</b>	<b>11.6%</b>

## Concessions

Concession revenues are a major portion of the Airports Authority's operating revenues. These revenues are derived from contracts with concessionaires that generally obligate payment of a percentage of gross revenues to the Airports Authority with an annual minimum amount. Typically these contracts extend for three to five years, although some contracts may extend over longer periods. The Airports Authority awards concession contracts on the basis of competitive procedures. Major concessions include rental cars, public parking, food and beverage, retail stores, and newsstands. Concession revenue estimates are based on a review of each concessionaire's recent performance, adjusted for passenger activity forecasts and other known variables. Concession revenue is projected to decrease 3.6 percent over the 2012 Budget primarily due to the revised rental car contract estimates and reduced parking revenue at Dulles International.

<b>Table 3-10</b>	<b>Budget 2012</b>	<b>Budget 2013</b>	<b>Increase/ Decrease</b>	<b>Percent Change</b>
Reagan National	\$ 69,026,000	\$ 68,095,000	\$ (931,000)	(1.3%)
Dulles International	118,378,000	112,575,000	(5,803,000)	(4.9%)
<b>Total</b>	<b>\$ 187,404,000</b>	<b>\$ 180,670,000</b>	<b>\$ (6,734,000)</b>	<b>(3.6%)</b>

<b>Table 3-11</b>	<b>Actual 2011</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
<b>Concession Revenue Per Enplanement</b>			
<b>Reagan National Airport</b>			
Landside	\$5.42	\$4.54	\$4.06
Terminal	\$1.62	\$1.56	\$1.47
Other	\$0.75	\$1.15	\$0.51
<b>Total National</b>	<b>\$7.79</b>	<b>\$7.25</b>	<b>\$6.04</b>
<b>Washington Dulles Airport</b>			
Landside	\$5.44	\$5.46	\$5.19
Terminal	\$1.30	\$1.41	\$1.48
Other	\$2.95	\$3.34	\$3.03
<b>Total Dulles</b>	<b>\$9.69</b>	<b>\$10.21</b>	<b>\$9.69</b>
<b>COMBINED</b>	<b>\$8.87</b>	<b>\$8.87</b>	<b>\$7.95</b>

## Security Fees

The Transportation Security Administration (TSA) is responsible for providing passenger screening at departure gates. A portion of the Airports Authority costs for providing police coverage in support of passenger screening activities is reimbursed by TSA. The TSA reimbursement rate for 2013 is \$20.00 per hour.

Table 3-12	Budget 2012	Budget 2013	Increase/ Decrease	Percent Change
Reagan National	\$ 859,000	\$ 565,000	\$ (294,000)	(34.2%)
Dulles International	402,000	263,000	(139,000)	(34.6%)
<b>Total</b>	<b>\$ 1,261,000</b>	<b>\$ 828,000</b>	<b>\$ (433,000)</b>	<b>(34.3%)</b>

## International Arrivals Building Fees

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

Table 3-13	Budget 2012	Budget 2013	Increase/ Decrease	Percent Change
Dulles International	\$ 23,004,000	\$ 23,757,000	\$ 753,000	3.3%

## Passenger Conveyance Fees

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

Table 3-14	Budget 2012	Budget 2013	Increase/ Decrease	Percent Change
Dulles International	\$ 16,077,000	\$ 17,555,000	\$ 1,478,000	9.2%

## Utilities

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

<b>Table 3-15</b>	<b>Budget 2012</b>	<b>Budget 2013</b>	<b>Increase/ Decrease</b>	<b>Percent Change</b>
Reagan National	\$ 2,323,000	\$ 2,350,000	\$ 27,000	1.2%
Dulles International	5,941,000	5,941,000	-	0.0%
<b>Total</b>	<b>\$ 8,264,000</b>	<b>\$ 8,291,000</b>	<b>\$ 27,000</b>	<b>0.3%</b>

## Other Revenues

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



## COMPARISON OF 2012 AND 2013 OPERATING REVENUES

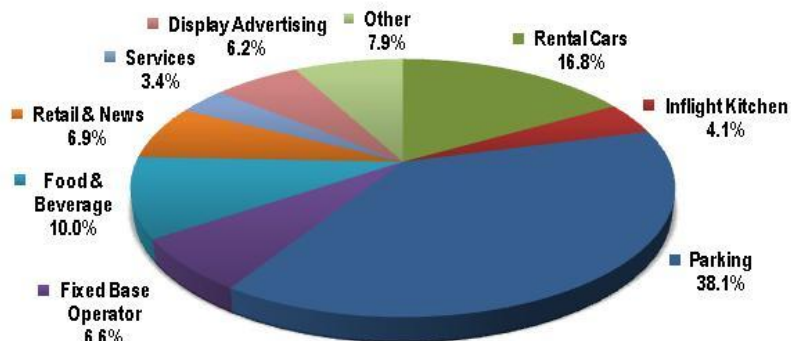
<b>Table 3-16</b> <i>(dollars in thousands)</i>	<b>Budget</b> <b>2012</b>	<b>Budget</b> <b>2013</b>	<b>Dollar</b> <b>Change</b>	<b>Percent</b> <b>Change</b>
<b>Ronald Reagan Washington National Airport</b>				
Rents	\$ 86,369	\$ 92,748	\$ 6,379	7.4%
Rent Transfers	17,120	14,041	(3,079)	(18.0%)
Landing Fees	40,549	54,877	14,328	35.3%
Landing Fee Transfers	6,020	5,591	(429)	(7.1%)
Tenant Equipment Charges	2,413	2,555	142	5.9%
Tenant Equipment Transfers	511	601	90	17.6%
Concessions	69,062	68,095	(967)	(1.4%)
TSA Security Fees	859	565	(294)	(34.2%)
Utilities	2,323	2,350	27	1.1%
Other Revenues	1,924	1,923	(1)	(0.1%)
<b>Total National Operating Revenue</b>	<b>\$ 227,150</b>	<b>\$ 243,346</b>	<b>\$ 16,196</b>	<b>7.1%</b>
<b>Washington Dulles International Airport</b>				
Rents	\$ 207,870	\$ 215,403	\$ 7,533	3.6%
Rent Transfers	27,912	24,641	(3,271)	(11.7%)
Landing Fees	82,648	84,960	2,312	2.8%
Landing Fee Transfers	12,108	10,650	(1,458)	(12.0%)
Tenant Equipment Charges	810	1,013	203	25.0%
Tenant Equipment Transfers	217	241	24	11.0%
Concessions	118,378	112,575	(5,803)	(4.9%)
TSA Security Fees	402	263	(139)	(34.6%)
International Arrivals Building Fees	20,498	20,689	191	0.9%
International Arrivals Building Fees Transfers	2,506	3,066	560	22.4%
Passenger Conveyance Fees	6,934	6,937	3	0.0%
Passenger Conveyance Transfers	9,142	10,615	1,472	16.1%
Utilities	5,941	5,941	-	0.0%
Other Revenues	5,238	5,238	-	0.0%
<b>Total Dulles Operating Revenues</b>	<b>\$ 500,606</b>	<b>\$ 502,232</b>	<b>\$ 1,626</b>	<b>0.3%</b>
<b>Metropolitan Washington Airports Authority</b>				
Rents	\$ 294,239	\$ 308,151	\$ 13,912	4.7%
Rent Transfers	45,032	38,682	(6,351)	(14.1%)
Landing Fees	123,197	139,836	16,639	13.5%
Landing Fee Transfers	18,128	16,242	(1,887)	(10.4%)
Tenant Equipment Charges	3,223	3,568	345	10.7%
Tenant Equipment Transfers	728	841	114	15.6%
Concessions	187,440	180,670	(6,770)	(3.6%)
TSA Security Fees	1,261	828	(433)	(34.4%)
International Arrivals Building Fees	20,498	20,689	191	0.9%
International Arrivals Building Fees Transfers	2,506	3,066	560	22.4%
Passenger Conveyance Fees	6,934	6,937	3	0.0%
Passenger Conveyance Transfers	9,142	10,615	1,472	16.1%
Utilities	8,264	8,291	27	0.3%
Other Revenues	7,162	7,161	(1)	(0.0%)
<b>Total Operating Revenues</b>	<b>\$ 727,756</b>	<b>\$ 745,577</b>	<b>\$ 17,821</b>	<b>2.4%</b>

## CONCESSION REVENUES -- 2012 AND 2013

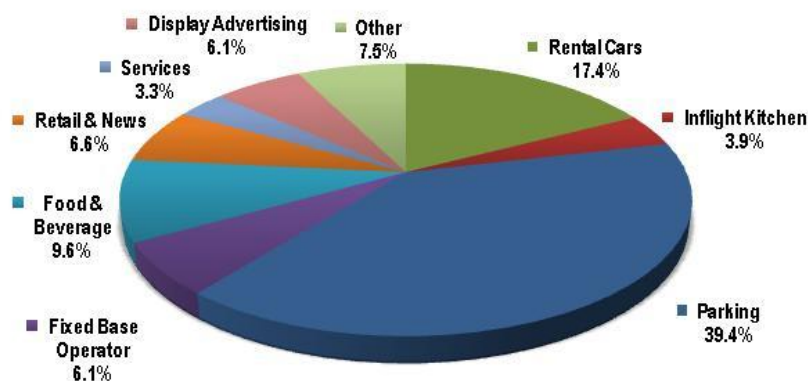
Table 3-17 (dollars in thousands)	Actual 2011	Budget 2012	Budget 2013	Dollar Change	Percent Change
<b>Ronald Reagan Washington National Airport</b>					
Rental Cars	\$ 18,644	\$ 14,800	\$ 12,458	\$ (2,342)	(15.8%)
Inflight Kitchen	779	781	781	-	0.0%
Parking	29,749	28,431	28,959	528	1.9%
Fixed Base Operator	1,039	968	968	-	0.0%
Food & Beverage	7,927	8,384	8,384	-	0.0%
Retail & News	5,476	5,556	5,656	100	1.8%
Services	151	146	146	-	0.0%
Display Advertising	4,708	5,753	6,500	747	13.0%
Other	5,753	4,243	4,243	-	0.0%
<b>Total National Concession Revenues</b>	<b>\$ 74,227</b>	<b>\$ 69,062</b>	<b>\$ 68,095</b>	<b>\$ (967)</b>	<b>(1.4%)</b>
<b>Washington Dulles International Airport</b>					
Rental Cars	\$ 17,039	\$ 17,880	\$ 17,880	\$ -	0.0%
Inflight Kitchen	6,393	6,578	6,578	-	0.0%
Parking	44,414	45,408	39,900	(5,508)	(12.1%)
Fixed Base Operator	10,907	10,545	11,045	500	4.7%
Food & Beverage	9,348	9,682	9,682	-	0.0%
Retail & News	6,527	6,728	6,728	-	0.0%
Services	5,151	6,044	6,044	0	0.0%
Display Advertising	6,979	5,717	4,722	(995)	(17.4%)
Other	8,817	9,796	9,996	200	2.0%
<b>Total Dulles Concession Revenues</b>	<b>\$ 115,575</b>	<b>\$ 118,378</b>	<b>\$ 112,575</b>	<b>\$ (5,803)</b>	<b>(4.9%)</b>
<b>Metropolitan Washington Airports Authority</b>					
Rental Cars	\$ 35,682	\$ 32,680	\$ 30,338	\$ (2,342)	(7.2%)
Inflight Kitchen	7,172	7,359	7,359	-	0.0%
Parking	74,163	73,839	68,859	(4,980)	(6.7%)
Fixed Base Operator	11,946	11,513	12,013	500	4.3%
Food & Beverage	17,275	18,066	18,066	-	0.0%
Retail & News	12,004	12,284	12,384	100	0.8%
Services	5,302	6,190	6,190	0	0.0%
Display Advertising	11,687	11,470	11,222	(248)	(2.2%)
Other	14,570	14,039	14,239	200	1.4%
<b>Total Concession Revenues</b>	<b>\$ 189,802</b>	<b>\$ 187,440</b>	<b>\$ 180,670</b>	<b>\$ (6,770)</b>	<b>(3.6%)</b>

## CONCESSION REVENUES 2011 ACTUALS TO 2012 & 2013

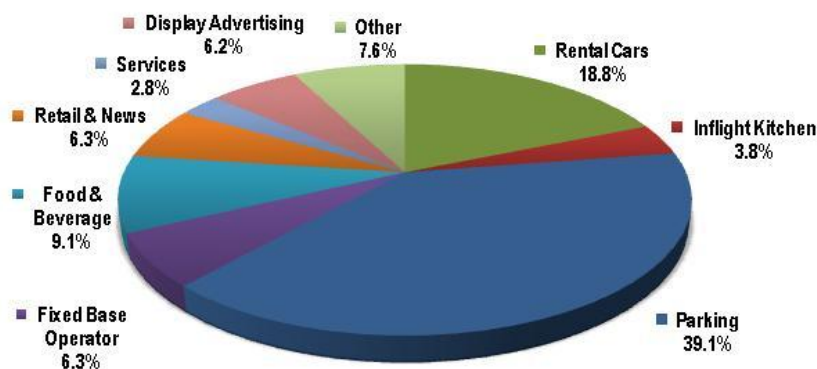
Table 3-18



2012 Budget - \$187.4 Million

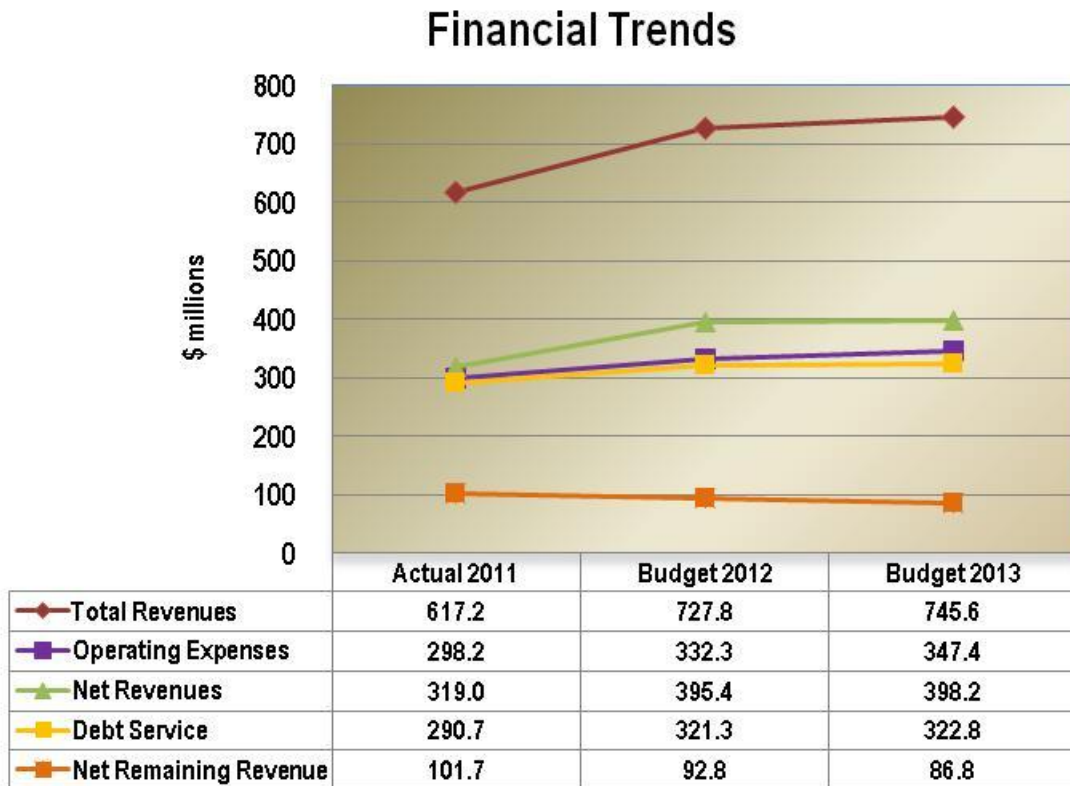


2011 Actual - \$189.8 Million



## FINANCIAL TRENDS CHART

Table 3-19



## STATEMENT OF OPERATIONS

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

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

### Operating Revenues

Operating revenues are estimated to increase from \$727.8 million in 2012 to \$745.6 million in 2013, an increase of \$17.9 million or 2.5 percent. Several important revenue impacts are reflected in this increase.

### Operating Expenses

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

### Net Revenues

In 2013, Reagan National is expected to have net revenues of \$98.5 million and Dulles International of \$299.8 million, for combined net revenues of \$398.3 million.

### Debt Service

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

***Bond Principal Payments.*** Bond principal payments for cost recovery purposes will increase by \$2.2 million, from \$127.7 million in 2012 to \$129.9 million in 2013. ***This does not include the \$42 million which is recommended to be funded through the PFCs program.***

**Interest Expense.** Interest expense will decrease by \$667 thousand from \$193.6 million in 2012 to \$193 million in 2013. Included in this amount are the Commercial Paper (CP) Program interest expenses, the fees associated with the liquidity facilities and the swap transaction payments. Excluded from interest expense is interest accruing in the lease payment reserve account, which is considered part of the lease payment for the Airports to the federal government. Also excluded is capitalized interest.

Table 3-20				
Bond Debt Service	2012	2013	Dollar Change	Percent Change
Principal	\$ 127,675,000	\$ 129,853,000	\$ 2,178,000	1.7%
Interest	193,642,000	192,975,000	(667,000)	(0.3%)
<b>Total Debt Service</b>	<b>\$ 321,317,000</b>	<b>\$ 322,828,000</b>	<b>\$ 1,511,000</b>	<b>0.5%</b>

### Reserve Requirements

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

### Non-Operating Revenue

**Interest Income.** An estimated \$18.2 million in interest will be earned during 2013. Interest income will decrease by \$1.7 million in 2013, from \$19.9 million in 2012 based on declining interest rates. Not included as interest income is the interest accruing in the federal lease payment reserve account which is payable to the U. S. Treasury on the semiannual lease payment dates and it is considered a part of the federal lease payment for the Airports. Also excluded is interest earned on bond funds.

**Interest Rate Swaps.** Year-to-date through September 30, 2012, the fair value of the swaps resulted in an unrealized loss of approximately \$5.1 million. The Airports Authority's Total Assets are adjusted by the current unrealized amount monthly. It is reasonable to expect that since the current value of the swaps is tied to changes in prevailing interest rates, this unrealized gain or loss will fluctuate significantly over the life of the transactions. Neither the unrealized gain nor unrealized loss affects the rates and charges to the Airlines.

### Net Remaining Revenue

The NRR is budgeted at \$92.8 million for 2012 and \$86.8 million for 2013. Under the Airline Agreement, NRR is allocated between the Airports Authority and the Airlines according to an established formula. The Airlines' share, included in the 2013 operating revenues as transfers, is \$69.5 million.

## COMPARISON OF 2011 ACTUAL TO 2012 AND 2013 BUDGET

<b>Table 3-21</b>			
<i>(dollars in thousands)</i>			
	<b>Actual 2011</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
<b>Operating Revenues</b>			
Rents	\$274,603	\$ 294,239	\$ 308,151
Rent Transfers	35,443	45,032	38,682
Landing Fees	110,256	123,197	139,836
Landing Fee Transfers	17,111	18,128	16,242
Tenant Equipment Charges	3,589	3,223	3,568
Tenant Equipment Transfers	786	728	841
Concessions	189,802	187,440	180,670
TSA Security Fees	1,247	1,261	828
International Arrivals Building Fees	14,188	20,498	20,689
International Arrivals Building Fees Transfers	2,734	2,506	3,066
Passenger Conveyance Fees	7,677	6,934	6,937
Passenger Conveyance Transfers	5,540	9,142	10,615
Utilities	7,843	8,264	8,291
Other Revenues	7,980	7,162	7,161
<b>Total Operating Revenues</b>	<b>\$ 678,798</b>	<b>\$ 727,756</b>	<b>\$ 745,577</b>
<b>Operating Expenses</b>			
Personnel Compensation	\$ 106,559	\$ 115,119	\$ 117,542
Employee Benefits	40,801	44,080	43,976
Travel	1,073	1,186	1,068
Lease and Rental Payments	5,331	5,477	5,561
Utilities	26,093	30,352	30,693
Telecommunications	501	1,200	1,200
42025 Aviation Drive	(283)	913	913
Dulles East Building	(403)	(998)	(998)
Services	96,832	103,938	106,689
Supplies, Materials and Fuels	14,263	18,680	19,003
Insurance and Risk Management	7,314	8,785	8,785
Noncapital Equipment	78	1,992	2,173
Noncapital Facility Projects	-	1,510	1,603
Capital Equipment	41	105	2,864
Capital Facility Projects	-	-	6,290
<b>Total Operating Expenses</b>	<b>\$ 298,200</b>	<b>\$ 332,341</b>	<b>\$ 347,363</b>
<b>Net Revenues</b>	<b>\$ 380,598</b>	<b>\$ 395,414</b>	<b>\$ 398,213</b>
<b>Debt Service</b>			
Bond Principal Payments	(107,656)	(127,675)	(129,853)
Interest Expense	(183,007)	(193,642)	(192,975)
<b>Reserve Requirements</b>	<b>(1,236)</b>	<b>(1,222)</b>	<b>(6,823)</b>
<b>Nonoperating Revenue</b>			
Interest Income	18,615	19,894	18,181
<b>Net Remaining Revenue</b>	<b>\$ 107,314</b>	<b>\$ 92,769</b>	<b>\$ 86,742</b>

## 2012 STATEMENT OF OPERATIONS BY AIRPORT

**Table 3-22**

<i>(dollars in thousands)</i>	Reagan National	Dulles International	Total
<b>Operating Revenues</b>			
Rents	\$86,369	\$ 207,870	\$ 294,238
Rent Transfers	17,120	27,912	45,033
Landing Fees	40,549	82,648	123,197
Landing Fee Transfers	6,020	12,108	18,128
Tenant Equipment Charges	2,413	810	3,223
Tenant Equipment Transfers	511	217	728
Concessions	69,062	118,378	187,440
TSA Security Fees	859	402	1,261
International Arrivals Building Fees	-	20,498	20,498
International Arrivals Building Fees Transfers	-	2,506	2,506
Passenger Conveyance Fees	-	6,934	6,934
Passenger Conveyance Transfers	-	9,142	9,142
Utilities	2,323	5,941	8,264
Other Revenues	1,924	5,238	7,162
<b>Total Operating Revenues</b>	<b>\$ 227,150</b>	<b>\$ 500,606</b>	<b>\$ 727,756</b>
<b>Operating Expenses</b>			
Personnel Compensation	\$ 50,660	\$ 64,459	\$ 115,119
Employee Benefits	19,313	24,767	44,080
Travel	651	535	1,186
Lease and Rental Payments	3,235	2,242	5,477
Utilities	9,789	20,563	30,352
Telecommunications	720	480	1,200
45025 Aviation Drive	548	365	913
Dulles East Building	-	(998)	(998)
Services	34,234	69,703	103,937
Supplies, Materials and Fuels	6,034	12,648	18,682
Insurance and Risk Management	5,271	3,514	8,785
Noncapital Equipment	1,072	921	1,993
Noncapital Facility Projects	1,235	276	1,511
Capital Equipment	63	42	105
Capital Facility Projects	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 132,824</b>	<b>\$ 199,516</b>	<b>\$ 332,341</b>
<b>Net Revenues</b>	<b>\$ 94,326</b>	<b>\$ 301,090</b>	<b>\$ 395,415</b>
<b>Debt Service</b>			
Bond Principal Payments	(\$30,012)	(\$97,663)	\$ (127,675)
Interest Expense	(45,519)	(\$148,123)	(193,642)
<b>Reserve Requirements</b>	(491)	(747)	(1,238)
<b>Nonoperating Revenue*</b>			
Interest Income	3,213	16,681	19,894
<b>Net Remaining Revenue</b>	<b>\$ 21,517</b>	<b>\$ 71,238</b>	<b>\$ 92,754</b>

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



## 2013 STATEMENT OF OPERATIONS BY AIRPORT

Table 3-23

(dollars in thousands)	Reagan National	Dulles International	Total
<b>Operating Revenues</b>			
Rents	\$92,748	\$ 215,403	\$ 308,150
Rent Transfers	14,041	24,641	38,683
Landing Fees	54,877	84,960	139,836
Landing Fee Transfers	5,591	10,650	16,242
Tenant Equipment Charges	2,555	1,013	3,568
Tenant Equipment Transfers	601	241	841
Concessions	68,095	112,575	180,670
TSA Security Fees	565	263	828
International Arrivals Building Fees	-	20,690	20,690
International Arrivals Building Fees Transfers	-	3,066	3,066
Passenger Conveyance Fees	-	6,937	6,937
Passenger Conveyance Transfers	-	10,615	10,615
Utilities	2,350	5,941	8,291
Other Revenues	1,924	5,238	7,162
<b>Total Operating Revenues</b>	<b>\$ 243,346</b>	<b>\$ 502,232</b>	<b>\$ 745,578</b>
<b>Operating Expenses</b>			
Personnel Compensation	\$ 51,295	\$ 66,247	\$ 117,542
Employee Benefits	19,343	24,634	43,976
Travel	578	490	1,068
Lease and Rental Payments	3,285	2,275	5,561
Utilities	10,130	20,563	30,693
Telecommunications	720	480	1,200
45025 Aviation Drive	-	913	913
Dulles East Building	-	(998)	(998)
Services	36,405	70,284	106,689
Supplies, Materials and Fuels	6,300	12,703	19,003
Insurance and Risk Management	5,271	3,514	8,785
Noncapital Equipment	1,182	991	2,173
Noncapital Facility Projects	1,263	340	1,603
Capital Equipment	2,822	42	2,864
Capital Facility Projects	6,290	-	6,290
<b>Total Operating Expenses</b>	<b>\$ 144,884</b>	<b>\$ 202,478</b>	<b>\$ 347,363</b>
<b>Net Revenues</b>	<b>\$ 98,461</b>	<b>\$ 299,754</b>	<b>\$ 398,214</b>
<b>Debt Service</b>			
Bond Principal Payments	(\$32,953)	(\$96,900)	\$ (129,853)
Interest Expense	(48,972)	(\$144,004)	(192,975)
<b>Reserve Requirements</b>	(2,889)	(3,935)	(6,823)
<b>Nonoperating Revenue*</b>			
Interest Income	2,863	15,318	18,181
<b>Net Remaining Revenue</b>	<b>\$ 16,511</b>	<b>\$ 70,234</b>	<b>\$ 86,743</b>

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



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## **OPERATING EXPENSES**

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

#### **Program Summary**

The Aviation Enterprise Fund O&M Program provides funding for the daily operation of Reagan National and Dulles International, including those functions performed centrally. The 2013 O&M Program level is \$670.2 million, which includes \$347.4 million for operating expenses and \$322.8 million for debt service.

As elements of the CCP are completed and brought on line, both operating and debt expenses are significantly impacted. Funding levels for the 2013 O&M Program were developed after reviewing revenue forecasts, the impact of funding increases on landing fees, rental rates, and other rates and charges, prior year actuals, our current program levels, new operating requirements, and the overall economic climate of the region and airline industry.

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

## COMPARISON OF 2012 & 2013 OPERATING EXPENSES Metropolitan Washington Airports Authority

Table 3-24

Operating Expenses (dollars in thousands)	2012	2013	Dollar Change	Percent Change
<b>PERSONNEL EXPENSES</b>				
Full-time Permanent	\$ 104,943	\$ 106,905	\$ 1,963	1.9%
Other than Full-time Permanent	1,619	2,477	859	53.0%
Overtime	9,210	9,210	(0)	(0.0%)
Other - Personnel Compensation	(653)	(1,051)	(398)	61.0%
Personnel Compensation	115,119	117,542	2,423	2.1%
Health Insurance	16,803	18,132	1,329	7.9%
Life Insurance	357	419	62	17.5%
Retirement	21,179	21,277	98	0.5%
Other - Employee Benefits	5,742	4,149	(1,593)	(27.7%)
Employee Benefits	44,080	43,976	(104)	(0.2%)
Total Personnel Expenses	159,199	161,518	2,319	1.5%
<b>TRAVEL</b>	1,186	1,068	(118)	(10.0%)
<b>LEASE AND RENTAL PAYMENTS</b>				
Airport Lease Payments	5,197	5,282	85	1.6%
Other - Lease and Rental Payments	280	279	(1)	(0.5%)
Total Lease and Rental Payments	5,477	5,561	84	1.5%
<b>UTILITIES</b>				
Electricity	21,543	21,821	278	1.3%
Natural Gas	5,303	5,312	9	0.2%
Water	1,411	1,433	22	1.5%
Sewerage	2,094	2,127	33	1.6%
Total Utilities	30,352	30,693	341	1.1%
<b>TELECOMMUNICATIONS</b>	1,200	1,200	-	0.0%
<b>45025 AVIATION DRIVE</b>	913	913	-	0.0%
<b>DULLES EAST BUILDING</b>	(998)	(998)	-	0.0%
<b>SERVICES</b>				
Custodial Services	19,475	20,332	857	4.4%
Contractual Services	84,463	86,357	1,894	2.2%
Total Services	103,938	106,689	2,751	2.6%
<b>SUPPLIES, MATERIALS AND FUELS</b>				
Fuels	4,035	4,091	56	1.4%
Supplies and Materials	14,645	14,912	267	1.8%
Total Supplies, Materials and Fuels	18,680	19,003	323	1.7%
<b>INSURANCE AND RISK MANAGEMENT</b>	8,785	8,785	-	0.0%
<b>NONCAPITAL EQUIPMENT</b>	1,992	2,173	180	9.0%
<b>NONCAPITAL FACILITY PROJECTS</b>	1,510	1,603	93	6.2%
<b>CAPITAL EQUIPMENT</b>	105	2,864	2,759	2627.6%
<b>CAPITAL FACILITY PROJECTS</b>	-	6,290	6,290	0.0%
<b>Total Operating Expenses</b>	<b>\$ 332,341</b>	<b>\$ 347,363</b>	<b>\$ 15,022</b>	<b>4.5%</b>

## COMPARISON OF 2012 & 2013 OPERATING EXPENSES Consolidated Functions

Table 3-25

Operating Expenses (dollars in thousands)	2012	2013	Dollar Change	Percent Change
<b>PERSONNEL EXPENSES</b>				
Full-time Permanent	\$ 33,106	\$ 34,756	\$ 1,650	5.0%
Other than Full-time Permanent	671	672	1	0.2%
Overtime	1,313	1,398	86	6.5%
Other - Personnel Compensation	(2,014)	(2,449)	(435)	21.6%
Personnel Compensation	33,076	34,378	1,302	3.9%
Health Insurance	4,222	4,761	540	12.8%
Life Insurance	90	110	20	22.6%
Retirement	5,998	6,509	511	8.5%
Other - Employee Benefits	1,045	584	(461)	(44.1%)
Employee Benefits	11,354	11,964	610	5.4%
Total Personnel Expenses	44,430	46,342	1,912	4.3%
<b>TRAVEL</b>	922	801	(121)	(13.2%)
<b>LEASE AND RENTAL PAYMENTS</b>				
Airport Lease Payments	5,197	5,282	85	1.6%
Other - Lease and Rental Payments	132	131	(1)	(0.4%)
Total Lease and Rental Payments	5,329	5,413	84	1.6%
<b>UTILITIES</b>				
Electricity	2	1	(0)	(3.1%)
Natural Gas	-	-	-	0.0%
Water	-	-	-	0.0%
Sewerage	-	-	-	0.0%
Total Utilities	2	1	(0)	(3.1%)
<b>TELECOMMUNICATIONS</b>	1,200	1,200	-	0.0%
<b>45025 AVIATION DRIVE</b>	913	913	-	0.0%
<b>DULLES EAST BUILDING</b>	(998)	(998)	-	0.0%
<b>SERVICES</b>				
Custodial Services	-	-	-	0.0%
Contractual Services	26,412	27,709	1,296	4.9%
Total Services	26,412	27,709	1,296	4.9%
<b>SUPPLIES, MATERIALS AND FUELS</b>				
Fuels	-	-	-	0.0%
Supplies and Materials	2,467	2,426	(41)	(1.7%)
Total Supplies, Materials and Fuels	2,467	2,426	(41)	(1.7%)
<b>INSURANCE AND RISK MANAGEMENT</b>	8,785	8,785	-	0.0%
<b>NONCAPITAL EQUIPMENT</b>	1,400	1,567	167	11.9%
<b>NONCAPITAL FACILITY PROJECTS</b>	-	-	-	0.0%
<b>CAPITAL EQUIPMENT</b>	105	105	-	0.0%
<b>CAPITAL FACILITY PROJECTS</b>	-	-	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 90,968</b>	<b>\$ 94,265</b>	<b>\$ 3,297</b>	<b>3.6%</b>

## COMPARISON OF 2012 & 2013 OPERATING EXPENSES Ronald Reagan Washington National Airport

Table 3-26				
Operating Expenses (dollars in thousands)	2012	2013	Dollar Change	Percent Change
<b>PERSONNEL EXPENSES</b>				
Full-time Permanent	\$ 26,676	\$ 26,566	\$ (110)	(0.4%)
Other than Full-time Permanent	516	713	198	38.4%
Overtime	2,501	2,431	(70)	(2.8%)
Other - Personnel Compensation	1,122	958	(164)	(14.6%)
Personnel Compensation	30,814	30,668	(146)	(0.5%)
Health Insurance	4,705	4,945	240	5.1%
Life Insurance	100	114	15	14.9%
Retirement	5,642	5,392	(250)	(4.4%)
Other - Employee Benefits	2,053	1,712	(341)	(16.6%)
Employee Benefits	12,500	12,164	(336)	(2.7%)
Total Personnel Expenses	43,315	42,832	(482)	(1.1%)
<b>TRAVEL</b>	97	97	-	0.0%
<b>LEASE AND RENTAL PAYMENTS</b>				
Airport Lease Payments	-	-	-	0.0%
Other - Lease and Rental Payments	37	37	-	0.0%
Total Lease and Rental Payments	37	37	-	0.0%
<b>UTILITIES</b>				
Electricity	6,100	6,378	278	4.6%
Natural Gas	1,870	1,879	9	0.5%
Water	797	819	22	2.7%
Sewerage	1,021	1,054	33	3.2%
Total Utilities	9,788	10,129	341	3.5%
<b>TELECOMMUNICATIONS</b>	-	-	-	0.0%
<b>45025 AVIATION DRIVE</b>	-	-	-	0.0%
<b>DULLES EAST BUILDING</b>	-	-	-	0.0%
<b>SERVICES</b>				
Custodial Services	5,460	6,317	857	15.7%
Contractual Services	12,928	13,463	535	4.1%
Total Services	18,387	19,780	1,392	7.6%
<b>SUPPLIES, MATERIALS AND FUELS</b>				
Fuels	751	807	56	7.5%
Supplies and Materials	3,802	4,037	236	6.2%
Total Supplies, Materials and Fuels	4,553	4,845	292	6.4%
<b>INSURANCE AND RISK MANAGEMENT</b>	-	-	-	0.0%
<b>NONCAPITAL EQUIPMENT</b>	232	242	10	4.3%
<b>NONCAPITAL FACILITY PROJECTS</b>	1,235	1,263	29	2.3%
<b>CAPITAL EQUIPMENT</b>	-	2,759	2,759	0.0%
<b>CAPITAL FACILITY PROJECTS</b>	-	6,290	6,290	0.0%
<b>Total Operating Expenses</b>	<b>\$ 77,644</b>	<b>\$ 88,275</b>	<b>\$ 10,631</b>	<b>13.7%</b>

## COMPARISON OF 2012 & 2013 OPERATING EXPENSES Washington Dulles International Airport

Table 3-27

Operating Expenses (dollars in thousands)	2012	2013	Dollar Change	Percent Change
<b>PERSONNEL EXPENSES</b>				
Full-time Permanent	\$ 45,161	\$ 45,584	\$ 422	0.9%
Other than Full-time Permanent	432	1,092	659	152.5%
Overtime	5,397	5,381	(16)	(0.3%)
Other - Personnel Compensation	239	440	201	84.3%
Personnel Compensation	51,229	52,496	1,267	2.5%
Health Insurance	7,876	8,426	550	7.0%
Life Insurance	168	195	27	16.3%
Retirement	9,539	9,375	(163)	(1.7%)
Other - Employee Benefits	2,643	1,852	(791)	(29.9%)
Employee Benefits	20,226	19,848	(377)	(1.9%)
Total Personnel Expenses	71,455	72,344	890	1.2%
<b>TRAVEL</b>	167	170	3	2.0%
<b>LEASE AND RENTAL PAYMENTS</b>				
Airport Lease Payments	-	-	-	0.0%
Other - Lease and Rental Payments	111	110	(1)	(0.8%)
Total Lease and Rental Payments	111	110	(1)	(0.8%)
<b>UTILITIES</b>				
Electricity	15,442	15,442	-	0.0%
Natural Gas	3,433	3,433	-	0.0%
Water	614	614	-	0.0%
Sewerage	1,073	1,073	-	0.0%
Total Utilities	20,563	20,563	-	0.0%
<b>TELECOMMUNICATIONS</b>	-	-	-	0.0%
<b>45025 AVIATION DRIVE</b>	-	-	-	0.0%
<b>DULLES EAST BUILDING</b>	-	-	-	0.0%
<b>SERVICES</b>				
Custodial Services	14,015	14,015	-	0.0%
Contractual Services	45,123	45,185	62	0.1%
Total Services	59,139	59,201	62	0.1%
<b>SUPPLIES, MATERIALS AND FUELS</b>				
Fuels	3,284	3,284	-	0.0%
Supplies and Materials	8,376	8,449	72	0.9%
Total Supplies, Materials and Fuels	11,660	11,732	72	0.6%
<b>INSURANCE AND RISK MANAGEMENT</b>	-	-	-	0.0%
<b>NONCAPITAL EQUIPMENT</b>	361	364	3	0.9%
<b>NONCAPITAL FACILITY PROJECTS</b>	276	340	65	23.4%
<b>CAPITAL EQUIPMENT</b>	-	-	-	0.0%
<b>CAPITAL FACILITY PROJECTS</b>	-	-	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 163,730</b>	<b>\$ 164,824</b>	<b>\$ 1,094</b>	<b>0.7%</b>

## 2012 OPERATION AND MAINTENANCE PROGRAM BY ORGANIZATION

**Table 3-28**

<i>(dollars in thousands)</i>	Consolidated Functions	Reagan National	Dulles International	Total
<b>Operating Expenses</b>				
Personnel Compensation	\$ 33,076	\$ 30,814	\$ 51,229	\$ 115,119
Employee Benefits	11,354	12,500	20,226	44,080
Travel	922	97	167	1,186
Lease and Rental Payments	5,329	37	111	5,477
Utilities	2	9,788	20,563	30,352
Telecommunications	1,200	-	-	1,200
45025 Aviation Drive	913	-	-	913
Dulles East Building	(998)	-	-	(998)
Services	26,412	18,387	59,139	103,938
Supplies, Materials and Fuels	2,467	4,553	11,660	18,680
Insurance and Risk Management	8,785	-	-	8,785
Noncapital Equipment	1,400	232	361	1,992
Noncapital Facility Projects	-	1,235	276	1,510
Capital Equipment	105	-	-	105
Capital Facility Projects	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 90,968</b>	<b>\$ 77,644</b>	<b>\$ 163,730</b>	<b>\$ 332,341</b>
<b>Debt Service</b>				-
Bond Principal Payments	\$ -	\$ 30,012	\$ 97,663	\$ 127,675
Interest Expense	-	45,519	148,123	193,642
<b>Total Debt Service</b>	<b>\$ -</b>	<b>\$ 75,531</b>	<b>\$ 245,786</b>	<b>\$ 321,317</b>
<b>Total Operation and Maintenance Program</b>	<b>\$ 90,968</b>	<b>\$ 153,175</b>	<b>\$ 409,516</b>	<b>\$ 653,658</b>



## 2013 OPERATION AND MAINTENANCE PROGRAM BY ORGANIZATION

**Table 3-29**

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

## OPERATION AND MAINTENANCE PROGRAM ACTUAL TO BUDGET

Table 3-30

(dollars in thousands)	Actual 2011	Budget 2012	Budget 2013	Budget 2012 vs. Budget 2013		
				Dollar Change	Percent Change	
Operating Expenses						
Personnel Compensation	\$ 106,559	\$ 115,119	\$ 117,542	\$ 2,423	2.1%	
Employee Benefits	40,801	44,080	43,976	(104)	(0.2%)	
Travel	1,073	1,186	1,068	(118)	(10.0%)	
Lease and Rental Payments	5,331	5,477	5,561	84	1.5%	
Utilities	26,093	30,352	30,693	341	1.1%	
Telecommunications	501	1,200	1,200	-	0.0%	
45025 Aviation Drive	(283)	913	913	-	0.0%	
Dulles East Building	(403)	(998)	(998)	-	0.0%	
Services	96,832	103,938	106,689	2,751	2.6%	
Supplies, Materials and Fuels	14,263	18,680	19,003	323	1.7%	
Insurance and Risk Management	7,314	8,785	8,785	-	0.0%	
Noncapital Equipment	78	1,992	2,173	180	9.0%	
Noncapital Facility Projects	-	1,510	1,603	93	6.2%	
Capital Equipment	41	105	2,864	2,759	2627.6%	
Capital Facility Projects	-	-	6,290	6,290	0.0%	
Total Operating Expenses	\$ 298,200	\$ 332,341	\$ 347,363	\$ 15,022	4.5%	
						0.0%
Debt Service						
Bond Principal Payments	\$ 107,656	\$ 127,675	\$ 129,853	\$ 2,178	1.7%	
Interest Expense	183,007	193,642	192,975	(667)	(0.3%)	
Total Debt Service	\$ 290,663	\$ 321,317	\$ 322,829	\$ 1,512	0.5%	
Total Operation and Maintenance Program	\$ 588,863	\$ 653,658	\$ 670,192	\$ 16,534	2.5%	

## CONSOLIDATED FUNCTIONS

### Operating Expenses

Table 3-31	2012	2013	Difference
Personnel Compensation and Benefits	\$ 44,430,000	\$ 46,342,000	\$ 1,912,000
Other Operating Expenses	46,538,000	47,923,000	1,385,000
<b>Total Consolidated Functions Operating Expenses</b>	<b>\$ 90,968,000</b>	<b>\$ 94,265,000</b>	<b>\$ 3,297,000</b>

The funding requirements for Consolidated Functions' operating expenses will increase by \$3.3 million in 2013.

#### **Personnel Compensation and Benefits Expenses ..... \$1,912,000**

- An increase of \$1.3 million for personnel compensation is a net of an increase due to filling vacant positions, a 3.0 percent increase for Performance Management Partnership, and an increase in budgeted allocation to the Dulles Corridor Enterprise Fund.
- An increase of \$609.5 thousand in employee benefits reflects an increase in retirement (FICA) and health insurance offset by an increase in allocation to the Dulles Corridor Enterprise Fund and a reduction of other post-employment benefits expense.

#### **Other Operating Expenses ..... \$1,385,000**

- An increase of \$85.0 thousand for other lease and rental payments relates to an increase in Airport Lease payment to the Federal government.
- Travel expense decreased \$121.4 thousand.
- An increase of \$1.3 million for various contractual services that include audit and consulting services, cooperative program and cost allocation.
- Dulles East Building is projected to bring \$997.6 thousand of revenue in 2012.
- An increase of \$167.1 thousand in non-capital equipment is a result of furniture, equipment and a decrease to the cost allocation.

## RONALD REAGAN WASHINGTON NATIONAL AIRPORT

### Operating Expenses

Table 3-32	2012	2013	Difference
Personnel Compensation and Benefits	\$ 43,315,000	\$ 42,833,000	\$ (482,000)
Other Operating Expenses	34,329,000	45,442,000	11,113,000
<b>Total Reagan National Operating Expenses</b>	<b>\$ 77,644,000</b>	<b>\$ 88,275,000</b>	<b>\$ 10,631,000</b>

The funding requirement for Reagan National's operating expenses will increase by \$10.6 million in 2013.

### **Personnel Compensation and Benefits Expenses ..... \$(482,000)**

- A decrease of \$146.1 thousand for personnel compensation reflects a decrease in overtime expense and an increase in the allocation to Dulles Corridor Enterprise Fund.
- Employee benefits decreased \$336.1 thousand due to a decrease in other post-employment benefits expense and retirement benefits offset by an increase in health insurance expenses.
- **Other Operating Expenses..... \$11,113,000**
- General travel expense remained flat.
- An increase of \$341.3 thousand for utilities, is based on increased demand and rates for gas, water, electricity, and sewage.
- An increase of \$1,392.2 thousand for contractual services related to janitorial services, new contract, and maintenance services.
- An increase of \$291.9. thousand for supplies and materials due to fuel demand based on actual usual increases and bulk supplies.
- The Airports Authority will rate-base and fully recover all costs at Reagan National with the inclusion of \$9 million for capital equipment, and project requirements in the O&M Program in 2013.

Table 3-33	New Authorization
<b><u>Reagan National</u></b>	
Commerical Program Investment	\$ 150,000
Dedicated Fire System (DFS) Line Replacement	350,000
Design Support Services	250,000
Enterprise Resource Program	2,000,000
Environmental and Building Compliance Program	300,000
New Facility Startup	350,000
Optical Cable Bandwidth Upgrade Study Between DCA and IAD	55,000
Passenger Loading Bridge (PLB) Rehabilitation	300,000
Perimeter Security Camera Upgrade	300,000
Radio Local Area Network (RLAN) Switch Replacement Program	100,000
Radio System UPS Replacement Program	35,000
Redundant Power Feed for Airfield NAVAIDs	450,000
Replace Terminal Pan Tilt Zoom (PTZ) Cameras with Mega Pixel IP Cameras	400,000
Risk Mitigation Measures For Baggage Conveyance Systems	150,000
Security Identification Display Area (SIDA) APC Panel Replacement	300,000
South Hangar Line Bay Doors Rehabilitation	500,000
Supplemental Radiating System (SRS) Improvements	50,000
Terminal B/C Uninterrupted Power Supply (UPS) Replacement	250,000
Color Copier, FAX and Scanner	34,000
Dump Truck	85,000
Portable Bus Lifts	40,000
Purchase Utility Vans (14 Units)	266,000
Push Behind Sweeper	10,000
Replacement of Foam Unit	1,100,000
Replacement of Medic Unit	300,000
Replacement of Police Vehicles (5)	155,000
Small Utility Vehicles (2)	50,000
Sweepers (2)	90,000
Truck (2), Street/Runway Sweepers (3)	629,000
<b>Total Reagan National \$ 9,049,000</b>	

**RONALD REAGAN WASHINGTON NATIONAL AIRPORT**

**Debt Service**

<b>Table 3-34</b>	<b>2012</b>	<b>2013</b>	<b>Difference</b>
Bond Principal Payments	\$ 30,012,000	\$ 32,953,027	\$ 2,941,027
Interest Expense	45,519,000	48,971,664	3,452,664
<b>Total Reagan National Debt Service</b>	<b>\$ 75,531,000</b>	<b>\$ 81,924,692</b>	<b>\$ 6,393,692</b>

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

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### Operating Expenses

Table 3-35	2012	2013	Difference
Personnel Compensation and Benefits	\$ 71,455,000	\$ 72,344,000	\$ 889,000
Other Operating Expenses	92,275,000	92,480,000	205,000
<b>Total Dulles International Operating Expenses</b>	<b>\$ 163,730,000</b>	<b>\$ 164,824,000</b>	<b>\$ 1,094,000</b>

The funding requirement for Dulles International' operating expenses will increase by \$1.1 million in 2013.

### **Personnel Compensation and Benefits Expenses ..... \$889,000**

- An increase of \$1.3 million for personnel compensation is the filling of vacant positions, and a PMP adjustment, and the student Ambassador Program (\*Account 5134 – special program pay to \$800 thousand).
- A decrease to employee benefits of \$377.3 thousand reflects a net of decrease in retirement benefits and other post-employment benefits, offset by a reduction of the allocation to the Dulles Corridor Enterprise Fund.

### **Other Operating Expenses..... \$205,000**

- An additional \$1.4 million and \$1.8 million are included for custodial services and contractual services, respectively.
- An increase of \$884.9 thousand for utilities is due to consumption and rate increases.
- An increase of \$323.1 thousand for fuels, supplies and materials.
- A majority of a \$75.7 thousand increase in non-capital equipment is Public Safety equipment.
- Contractual services increased \$62.1 thousand due to decreased allocation to the Dulles Corridor Enterprise Fund.
- Supplies and materials increased \$72.3 thousand due to decreased allocation to the Dulles Corridor Enterprise Fund.
- Non-capital facility projects increased \$64.5 thousand due to decreased allocation to the Dulles Corridor Enterprise Fund.

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**Debt Service**

<b>Table 3-36</b>	<b>2012</b>	<b>2013</b>	<b>Difference</b>
Bond Principal Payments	\$ 97,663,000	\$ 96,900,147	\$ (762,853)
Interest Expense	148,123,000	144,003,809	(4,119,191)
<b>Total Dulles International Debt Service</b>	<b>\$ 245,786,000</b>	<b>\$ 240,903,957</b>	<b>\$ (4,882,043)</b>

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



## 2013 OPERATING EXPENSES BY ORGANIZATION

Table 3-37				
(dollars in thousands)	Consolidated Functions	Reagan National	Dulles International	Total
<b>PERSONNEL EXPENSES</b>				
Full-time Permanent	\$ 34,756	\$ 26,566	\$ 45,584	\$ 106,905
Other than Full-time Permanent	672	713	1,092	2,477
Overtime	1,398	2,431	5,381	9,210
Other - Personnel Compensation	(2,449)	958	440	(1,051)
Personnel Compensation	34,378	30,668	52,496	117,542
Health Insurance	4,761	4,945	8,426	18,132
Life Insurance	110	114	195	419
Retirement	6,509	5,392	9,375	21,277
Other - Employee Benefits	584	1,712	1,852	4,149
Employee Benefits	11,964	12,164	19,848	43,976
Total Personnel Expenses	46,342	42,832	72,344	161,518
<b>TRAVEL</b>	801	97	170	1,068
<b>LEASE AND RENTAL PAYMENTS</b>				
Airport Lease Payments	5,282	-	-	5,282
Other - Lease and Rental Payments	131	37	110	279
Total Lease and Rental Payments	5,413	37	110	5,561
<b>UTILITIES</b>				
Electricity	1	6,378	15,442	21,821
Natural Gas	-	1,879	3,433	5,312
Water	-	819	614	1,433
Sewerage	-	1,054	1,073	2,127
Total Utilities	1	10,129	20,563	30,693
<b>TELECOMMUNICATIONS</b>	1,200	-	-	1,200
<b>45025 AVIATION DRIVE</b>	913	-	-	913
<b>DULLES EAST BUILDING</b>	(998)	-	-	(998)
<b>SERVICES</b>				
Custodial Services	-	6,317	14,015	20,332
Contractual Services	27,709	13,463	45,185	86,357
Total Services	27,709	19,780	59,201	106,689
<b>SUPPLIES, MATERIALS AND FUELS</b>				
Fuels	-	807	3,284	4,091
Supplies and Materials	2,426	4,037	8,449	14,912
Total Supplies, Materials and Fuels	2,426	4,845	11,732	19,003
<b>INSURANCE AND RISK MANAGEMENT</b>	8,785	-	-	8,785
<b>NONCAPITAL EQUIPMENT</b>	1,567	242	364	2,173
<b>NONCAPITAL FACILITY PROJECTS</b>	-	1,263	340	1,603
<b>CAPITAL EQUIPMENT</b>	105	2,759	-	2,864
<b>CAPITAL FACILITY PROJECTS</b>	-	6,290	-	6,290
<b>Total Operating Expenses</b>	<b>\$ 94,265</b>	<b>\$ 88,275</b>	<b>\$ 164,824</b>	<b>\$ 347,363</b>

## 2013 OPERATING EXPENSES FOR CONSOLIDATED FUNCTIONS

Table 3-38(a)							
(dollars in thousands)	Board of Directors Executive Offices		Legal	Air Svc Planning Audit & Development		Communications	Finance
<b>PERSONNEL EXPENSES</b>							
Full-time Permanent	\$	2,053	\$ 984	\$ 962	\$ 657	\$ 1,418	\$ 6,001
Other than Full-time Permanent		9	-	-	-	70	-
Overtime		2	2	2	2	2	236
Other - Personnel Compensation		(451)	(257)	(176)	(14)	(100)	(386)
Personnel Compensation		1,612	729	788	645	1,391	5,850
Health Insurance		142	78	91	65	179	811
Life Insurance		3	2	2	1	4	19
Retirement		304	157	158	117	262	1,060
Other - Employee Benefits		(59)	(30)	(16)	22	10	132
Employee Benefits		390	206	236	205	455	2,021
Total Personnel Expenses		2,002	935	1,024	851	1,845	7,872
<b>TRAVEL</b>		246	14	26	260	17	68
<b>LEASE AND RENTAL PAYMENTS</b>							
Airport Lease Payments		-	-	-	-	-	5,282
Other - Lease and Rental Payments		-	-	-	-	8	-
Total Lease and Rental Payments		-	-	-	-	8	5,282
<b>UTILITIES</b>							
Electricity		-	-	-	-	1	-
Natural Gas		-	-	-	-	-	-
Water		-	-	-	-	-	-
Sewerage		-	-	-	-	-	-
Total Utilities		-	-	-	-	1	-
<b>TELECOMMUNICATIONS</b>		-	-	-	-	-	-
<b>45025 AVIATION DRIVE</b>		-	-	-	-	-	-
<b>DULLES EAST BUILDING</b>		-	-	-	-	-	-
<b>SERVICES</b>							
Custodial Services		-	-	-	-	-	-
Contractual Services		678	983	1,802	2,789	1,760	2,498
Total Services		678	983	1,802	2,789	1,760	2,498
<b>SUPPLIES, MATERIALS AND FUELS</b>							
Fuels		-	-	-	-	-	-
Supplies and Materials		23	13	11	15	58	62
Total Supplies, Materials and Fuels		23	13	11	15	58	62
<b>INSURANCE AND RISK MANAGEMENT</b>		-	-	-	-	-	-
<b>NONCAPITAL EQUIPMENT</b>		44	2	3	4	6	155
<b>NONCAPITAL FACILITY PROJECTS</b>		-	-	-	-	-	-
<b>CAPITAL EQUIPMENT</b>		-	-	-	-	-	105
<b>CAPITAL FACILITY PROJECTS</b>		-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$</b>	<b>2,994</b>	<b>\$ 1,946</b>	<b>\$ 2,866</b>	<b>\$ 3,919</b>	<b>\$ 3,695</b>	<b>\$ 16,042</b>

## 2013 OPERATING EXPENSES FOR CONSOLIDATED FUNCTIONS

(continued)

Table 3-38(b)						
(dollars in thousands)	Engineering	Business Administration	Human Resources	Information & Telecom.	Public Safety	Total
<b>PERSONNEL EXPENSES</b>						
Full-time Permanent	\$ 4,040	\$ 2,885	\$ 2,685	\$ 2,476	\$ 10,594	\$ 34,756
Other than Full-time Permanent	-	-	588	-	-	666
Overtime	6	(1)	11	16	1,121	1,398
Other - Personnel Compensation	(578)	(459)	(145)	(89)	213	(2,443)
Personnel Compensation	3,468	2,425	3,139	2,403	11,927	34,378
Health Insurance	446	418	333	282	1,918	4,761
Life Insurance	10	10	8	7	44	110
Retirement	711	500	500	448	2,291	6,509
Other - Employee Benefits	12	(43)	25	86	444	584
Employee Benefits	1,179	885	866	822	4,697	11,964
Total Personnel Expenses	4,648	3,311	4,005	3,225	16,625	46,342
<b>TRAVEL</b>	57	26	31	24	31	801
<b>LEASE AND RENTAL PAYMENTS</b>	-	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-	5,282
Other - Lease and Rental Payments	-	49	42	-	33	131
Total Lease and Rental Payments	-	49	42	-	33	5,413
<b>UTILITIES</b>						
Electricity	-	-	-	-	-	1
Natural Gas	-	-	-	-	-	-
Water	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	1
<b>TELECOMMUNICATIONS</b>	-	-	-	1,200	-	1,200
<b>45025 AVIATION DRIVE</b>	-	913	-	-	-	913
<b>DULLES EAST BUILDING</b>	-	(998)	-	-	-	(998)
<b>SERVICES</b>						
Custodial Services	-	-	-	-	-	-
Contractual Services	336	2,154	1,418	12,970	322	27,709
Total Services	336	2,154	1,418	12,970	322	27,709
<b>SUPPLIES, MATERIALS AND FUELS</b>						
Fuels	-	-	-	-	-	-
Supplies and Materials	314	74	139	1,257	460	2,426
Total Supplies, Materials and Fuels	314	74	139	1,257	460	2,426
<b>INSURANCE AND RISK MANAGEMENT</b>	-	8,785	-	-	-	8,785
<b>NONCAPITAL EQUIPMENT</b>	47	46	13	1,148	100	1,567
<b>NONCAPITAL FACILITY PROJECTS</b>	-	-	-	-	-	-
<b>CAPITAL EQUIPMENT</b>	-	-	-	-	-	105
<b>CAPITAL FACILITY PROJECTS</b>	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 5,403</b>	<b>\$ 14,359</b>	<b>\$ 5,647</b>	<b>\$ 19,823</b>	<b>\$ 17,572</b>	<b>\$ 94,265</b>

## 2013 OPERATING EXPENSES FOR RONALD REAGAN WASHINGTON NATIONAL AIRPORT

Table 3-39

(dollars in thousands)	Airport Manager	Operations	Engineering & Maintenance	Airport Administration	Total
<b>PERSONNEL EXPENSES</b>					
Full-time Permanent	\$ 535	\$ 1,608	\$ 13,985	\$ 1,990	\$ 18,117
Other than Full-time Permanent	234	-	-	-	234
Overtime	-	25	648	18	691
Other - Personnel Compensation	9	95	157	6	267
Personnel Compensation	778	1,728	14,789	2,014	19,310
Health Insurance	52	242	2,531	356	3,180
Life Insurance	1	6	58	8	74
Retirement	100	320	2,539	323	3,281
Other - Employee Benefits	68	77	770	271	1,185
Employee Benefits	220	645	5,898	958	7,720
Total Personnel Expenses	998	2,373	20,687	2,972	27,030
<b>TRAVEL</b>	-	12	35	19	66
<b>LEASE AND RENTAL PAYMENTS</b>	-	-	-	-	-
Airport Lease Payments	-	-	-	-	-
Other - Lease and Rental Payments	4	-	23	2	29
Total Lease and Rental Payments	4	-	23	2	29
<b>UTILITIES</b>	-	-	-	-	-
Electricity	-	-	6,378	-	6,378
Natural Gas	-	-	1,879	-	1,879
Water	-	-	819	-	819
Sewerage	-	-	1,054	-	1,054
Total Utilities	-	-	10,129	-	10,129
<b>TELECOMMUNICATIONS</b>	-	-	-	-	-
<b>45025 AVIATION DRIVE</b>	-	-	-	-	-
<b>DULLES EAST BUILDING</b>	-	-	-	-	-
<b>SERVICES</b>	-	-	-	-	-
Custodial Services	-	-	6,317	-	6,317
Contractual Services	510	3,990	8,389	355	13,245
Total Services	510	3,990	14,706	355	19,562
<b>SUPPLIES, MATERIALS AND FUELS</b>	-	-	-	-	-
Fuels	-	-	766	3	768
Supplies and Materials	59	58	3,468	47	3,632
Total Supplies, Materials and Fuels	59	58	4,234	50	4,400
<b>INSURANCE AND RISK MANAGEMENT</b>	-	-	-	-	-
<b>NONCAPITAL EQUIPMENT</b>	1	36	110	13	159
<b>NONCAPITAL FACILITY PROJECTS</b>	0	-	1,263	-	1,263
<b>CAPITAL EQUIPMENT</b>	-	-	1,170	34	1,204
<b>CAPITAL FACILITY PROJECTS</b>	-	600	2,840	2,850	6,290
<b>Total Operating Expenses</b>	<b>\$ 1,573</b>	<b>\$ 7,068</b>	<b>\$ 55,198</b>	<b>\$ 6,294</b>	<b>\$ 70,133</b>

## 2013 OPERATING EXPENSES FOR WASHINGTON DULLES INTERNATIONAL AIRPORT

Table 3-40

<i>(dollars in thousands)</i>	Airport Manager	Operations	Mobile Lounge Ramp Control	Engineering & Maintenance	Airport Administration	Total
<b>PERSONNEL EXPENSES</b>						
Full-time Permanent	\$ 681	\$ 8,875	\$ -	\$ 20,550	\$ 2,552	\$ 32,658
Other than Full-time Permanent	800	-	-	-	-	800
Overtime	2	542	-	2,641	168	3,354
Other - Personnel Compensation	15	508	-	360	(8)	875
Personnel Compensation	1,499	9,925	-	23,551	2,712	37,687
Health Insurance	73	1,567	-	3,836	490	5,967
Life Insurance	2	36	-	89	11	138
Retirement	178	1,663	-	3,758	455	6,054
Other - Employee Benefits	35	473	-	1,093	142	1,743
Employee Benefits	287	3,740	-	8,777	1,098	13,902
Total Personnel Expenses	1,786	13,665	-	32,328	3,809	51,589
<b>TRAVEL</b>	20	35	-	28	47	130
<b>LEASE AND RENTAL PAYMENTS</b>						
Airport Lease Payments	-	-	-	-	-	-
Other - Lease and Rental Payments	-	5	-	94	(0)	99
Total Lease and Rental Payments	-	5	-	94	(0)	99
<b>UTILITIES</b>						
Electricity	-	-	-	15,442	-	15,442
Natural Gas	-	-	-	3,433	-	3,433
Water	-	-	-	614	-	614
Sewerage	-	-	-	1,073	-	1,073
Total Utilities	-	-	-	20,563	-	20,563
<b>TELECOMMUNICATIONS</b>	-	-	-	-	-	-
<b>45025 AVIATION DRIVE</b>	-	-	-	-	-	-
<b>DULLES EAST BUILDING</b>	-	-	-	-	-	-
<b>SERVICES</b>						
Custodial Services	-	-	-	14,015	-	14,015
Contractual Services	704	10,522	8	28,843	4,897	44,974
Total Services	704	10,522	8	42,859	4,897	58,989
<b>SUPPLIES, MATERIALS AND FUELS</b>						
Fuels	-	-	-	2,762	372	3,134
Supplies and Materials	58	146	49	7,641	173	8,068
Total Supplies, Materials and Fuels	58	146	49	10,403	545	11,202
<b>INSURANCE AND RISK MANAGEMENT</b>	-	-	-	-	-	-
<b>NONCAPITAL EQUIPMENT</b>	1	136	-	114	25	276
<b>NONCAPITAL FACILITY PROJECTS</b>	-	1	-	336	3	340
<b>CAPITAL EQUIPMENT</b>	-	-	-	-	-	-
<b>CAPITAL FACILITY PROJECTS</b>	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 2,569</b>	<b>\$ 24,510</b>	<b>\$ 57</b>	<b>\$ 106,725</b>	<b>\$ 9,326</b>	<b>\$ 143,187</b>

## 2013 OPERATING EXPENSES FOR PUBLIC SAFETY

Table 3-41				
<i>(dollars in thousands)</i>	Public Safety			
	Consolidated Functions	National	Dulles International	Total
<b>PERSONNEL EXPENSES</b>				
Full-time Permanent	\$ 10,594	\$ 8,448	\$ 12,925	\$ 31,968
Other than Full-time Permanent	-	479	292	771
Overtime	1,121	1,740	2,027	4,888
Other - Personnel Compensation	213	691	(435)	468
Personnel Compensation	11,927	11,359	14,809	38,095
Health Insurance	1,918	1,765	2,458	6,141
Life Insurance	44	41	57	142
Retirement	2,291	2,111	3,321	7,723
Other - Employee Benefits	444	527	110	1,081
Employee Benefits	4,697	4,444	5,946	15,088
Total Personnel Expenses	16,625	15,803	20,755	53,183
<b>TRAVEL</b>	31	31	40	102
<b>LEASE AND RENTAL PAYMENTS</b>				
Airport Lease Payments	-	-	-	-
Other - Lease and Rental Payments	33	9	11	53
Total Lease and Rental Payments	33	9	11	53
<b>UTILITIES</b>				
Electricity	-	-	-	-
Natural Gas	-	-	-	-
Water	-	-	-	-
Sewerage	-	-	-	-
Total Utilities	-	-	-	-
<b>TELECOMMUNICATIONS</b>	-	-	-	-
<b>45025 AVIATION DRIVE</b>	-	-	-	-
<b>DULLES EAST BUILDING</b>	-	-	-	-
<b>SERVICES</b>				
Custodial Services	-	-	-	-
Contractual Services	322	217	211	751
Total Services	322	217	211	751
<b>SUPPLIES, MATERIALS AND FUELS</b>				
Fuels	-	39	150	189
Supplies and Materials	460	405	381	1,246
Total Supplies, Materials and Fuels	460	444	531	1,435
<b>INSURANCE AND RISK MANAGEMENT</b>	-	-	-	-
<b>NONCAPITAL EQUIPMENT</b>	100	83	88	271
<b>NONCAPITAL FACILITY PROJECTS</b>	-	-	-	-
<b>CAPITAL EQUIPMENT</b>	-	1,555	-	1,555
<b>CAPITAL FACILITY PROJECTS</b>	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 17,572</b>	<b>\$ 18,141</b>	<b>\$ 21,636</b>	<b>\$ 57,349</b>

## **BUDGET BY COST CENTERS**

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

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

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

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

The total requirement budget is provided for certain cost centers.

2013 BUDGET  
Metropolitan Washington Airports Authority

<b>Ronald Reagan Washington National Airport Airfield</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Signatory Landing Fee (Net Stlmnt)	\$40,340,805	\$54,763,066
Nonsignatory Landing Fees	169,042	0
General Aviation	38,734	154,020
Transfers	6,020,007	5,591,474
Other Rents	131,000	178,201
Concessions	0	0
Utilities	42,000	68,560
Other Revenues	0	0
Total Revenues Plus Transfer	\$46,741,588	\$60,755,321
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	4,199,891	3,490,887
Other Services	3,454,091	5,377,714
Supplies & Materials	1,261,279	301,289
Miscellaneous	438,568	301,703
Capital Expenditures	0	1,050,000
<u>O&amp;M Expenses (Indirect):</u>		
Maintenance	2,852,365	3,416,477
Public Safety	7,778,944	12,596,910
Administration	12,265,659	15,682,263
Systems & Services	446,806	592,142
Tenant Equipment	N/A	N/A
Total O&M Expenses	32,697,603	42,809,386
NET REVENUES	\$14,043,985	\$17,945,935
O&M Reserve Requirement Increment	124,613	984,251
Debt Service	9,407,216	11,947,289
Federal Lease Payment	791,381	899,939
NET CASH FLOW	\$3,720,775	\$4,114,456
Coverage (All Debt)	1.49	1.50



2013 BUDGET  
Metropolitan Washington Airports Authority

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<b>Ronald Reagan Washington National Airport Terminal A</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Signatory Terminal Rntls (Net Stlmnt)	\$6,889,803	\$8,418,470
Transfers	1,731,917	1,467,770
Security Reimb (Net Settlement)	0	0
Other Rents	614,000	614,001
Concessions	1,809,000	2,109,000
Utilities	11,000	11,000
Other Revenues	0	0
Total Revenues Plus Transfer	\$11,055,720	\$12,620,241
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	1,178,383	1,119,807
Other Services	1,169,388	1,876,926
Supplies & Materials	203,763	191,819
Miscellaneous	1,095,843	599,129
Capital Expenditures	0	550,000
<u>O&amp;M Expenses (Indirect):</u>		
Maintenance	1,112,234	1,366,246
Public Safety	1,035,061	1,270,482
Administration	3,700,813	4,008,317
Systems & Services	370,084	240,789
Tenant Equipment	N/A	N/A
Total O&M Expenses	9,865,570	11,223,515
NET REVENUES	\$1,190,150	\$1,396,726
O&M Reserve Requirement Increment	37,598	292,238
Debt Service	3,347,696	3,693,856
Federal Lease Payment	238,777	230,020
NET CASH FLOW	(\$2,433,922)	(\$2,819,389)
Coverage (All Debt)	0.36	0.38

2013 BUDGET  
Metropolitan Washington Airports Authority

<b>Ronald Reagan Washington National Airport Terminal B&amp;C</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Signatory Terminal Rntls (Net Stlmnt)	\$70,605,304	\$75,414,603
Transfers	15,388,285	12,572,895
Security Reimb (Net Settlement)	0	0
Other Rents	285,000	285,000
Concessions	18,493,000	19,040,000
TSA Security Fees	859,000	564,820
Utilities	1,497,000	1,497,000
Other Revenues	0	0
<b>Total Revenues Plus Transfer</b>	<b>\$107,127,589</b>	<b>\$109,374,319</b>
<u><b>O&amp;M Expenses (Direct):</b></u>		
Payroll & Employee Benefits	2,661,884	2,831,532
Other Services	6,411,957	7,498,543
Supplies & Materials	636,162	314,077
Miscellaneous	2,847,680	2,283,098
Capital Expenditures	0	750,000
<u><b>O&amp;M Expenses (Indirect):</b></u>		
Maintenance	3,829,351	4,662,960
Public Safety	7,026,966	8,023,997
Administration	19,691,896	21,426,542
Systems & Services	10,247,456	10,579,563
Tenant Equipment	N/A	N/A
<b>Total O&amp;M Expenses</b>	<b>53,353,351</b>	<b>58,370,312</b>
<b>NET REVENUES</b>	<b>\$53,774,238</b>	<b>\$51,004,007</b>
O&M Reserve Requirement Increment	200,060	1,053,925
Debt Service	41,228,468	38,454,719
Federal Lease Payment	1,270,521	1,229,579
<b>NET CASH FLOW</b>	<b>\$11,075,189</b>	<b>\$10,265,784</b>
Coverage (All Debt)	1.30	1.33

2013 BUDGET  
Metropolitan Washington Airports Authority

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<b>Ronald Reagan Washington National Airport Ground Transportation</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Other Rents	\$102,000	\$102,001
Concessions	47,003,000	45,188,811
Utilities	200,000	200,000
Other Revenues	1,784,000	1,784,000
DSRF Investment Earnings	2,787,856	2,384,103
P&I Investment Earnings	8,253	(63,547)
O&M Fund Investment Earnings	417,076	542,000
<b>Total Revenues</b>	<b>\$52,302,184</b>	<b>\$50,137,368</b>
<u><b>O&amp;M Expenses (Direct):</b></u>		
Payroll & Employee Benefits	938,166	647,253
Other Services	4,795,016	2,003,867
Supplies & Materials	482,708	67,512
Miscellaneous	2,674,624	2,123,313
Capital Expenditures	0	40,000
<u><b>O&amp;M Expenses (Indirect):</b></u>		
Maintenance	2,711,081	1,746,527
Public Safety	2,681,454	1,981,478
Administration	9,118,242	5,865,453
Systems & Services	905,977	1,183,372
Tenant Equipment	N/A	N/A
<b>Total O&amp;M Expenses</b>	<b>24,307,267</b>	<b>15,658,775</b>
<b>NET REVENUES</b>	<b>\$27,994,917</b>	<b>\$34,478,593</b>
O&M Reserve Requirement Increment	92,637	351,453
Debt Service	14,393,531	20,071,362
Federal Lease Payment	588,309	336,594
<b>NET CASH FLOW</b>	<b>\$12,920,440</b>	<b>\$13,719,184</b>
<b>Coverage (All Debt)</b>	<b>1.94</b>	<b>1.72</b>

2013 BUDGET  
Metropolitan Washington Airports Authority

<b>Ronald Reagan Washington National Airport Aviation</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Other Rents	\$7,742,000	\$7,742,000
Concessions	1,757,000	1,757,000
Utilities	573,000	573,000
Other Revenues	0	0
Total Revenues	\$10,072,000	\$10,072,000
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	461,638	507,335
Other Services	212,147	331,044
Supplies & Materials	85,957	39,500
Miscellaneous	805,475	575,873
Capital Expenditures	0	0
<u>O&amp;M Expenses (Indirect):</u>		
Maintenance	477,299	524,380
Public Safety	2,281,964	2,296,142
Administration	3,370,962	3,351,069
Systems & Services	1,290,817	1,298,023
Tenant Equipment	N/A	N/A
Total O&M Expenses	8,986,258	8,923,366
NET REVENUES	\$1,085,742	\$1,148,634
O&M Reserve Requirement Increment	34,247	198,587
Debt Service	4,680,366	4,988,655
Federal Lease Payment	217,495	192,304
NET CASH FLOW	(\$3,846,366)	(\$4,230,912)
Coverage (All Debt)	0.23	0.23

2013 BUDGET  
Metropolitan Washington Airports Authority

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<b>Ronald Reagan Washington National Airport Nonaviation</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Other Rents	\$0	\$0
Concessions	0	0
Utilities	0	0
Other Revenues	140,000	140,000
Total Revenues	\$140,000	\$140,000
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	4,503	3,229
Other Services	2,899	3,047
Supplies & Materials	1,569	896
Miscellaneous	119	0
Capital Expenditures	0	0
<u>O&amp;M Expenses (Indirect):</u>		
Maintenance	2,772	2,587
Public Safety	30,270	23,281
Administration	181,617	290,382
Systems & Services	260,402	449,820
Tenant Equipment	N/A	N/A
Total O&M Expenses	484,150	773,242
NET REVENUES	(\$344,150)	(\$633,242)
O&M Reserve Requirement Increment	1,845	8,279
Debt Service	135,587	244,227
Federal Lease Payment	11,718	16,664
NET CASH FLOW	(\$493,300)	(\$902,412)
Coverage (All Debt)	(2.54)	(2.59)

<b>Ronald Reagan Washington National Airport Tenant Equipment</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Equipment Charges	\$2,412,795	\$2,555,135
Transfers	510,847	600,596
Total Revenues Plus Transfer	\$2,923,642	\$3,155,731
O&M Reserve Requirement Increment	0	0
Debt Service	2,338,914	2,524,584
<b>NET CASH FLOW</b>	<b>\$584,728</b>	<b>\$631,146</b>
Coverage (All Debt)	1.25	1.25

<b>Ronald Reagan Washington National Airport</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
<b>Maintenance</b>		
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$7,703,840	\$8,182,983
Other Services	1,415,649	728,040
Supplies & Materials	1,799,375	1,669,517
Miscellaneous	66,237	8,637
Capital Expenditures	0	1,130,000
Total O&M Expenses	\$10,985,102	\$11,719,177
<b>Public Safety</b>		
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$22,781,899	\$22,228,932
Other Services	476,402	742,682
Supplies & Materials	(2,618,606)	1,190,623
Miscellaneous	194,963	125,053
Capital Expenditures	0	1,905,000
Total O&M Expenses	\$20,834,658	\$26,192,290
<b>Administration</b>		
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$28,153,839	\$27,380,887
Other Services	15,876,953	15,553,304
Supplies & Materials	3,561,762	2,003,209
Miscellaneous	684,134	2,250,126
Capital Expenditures	52,500	3,436,500
Total O&M Expenses	\$48,329,188	\$50,624,026
<b>Systems &amp; Services</b>		
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$1,888,656	\$1,927,605
Utilities	10,508,700	10,789,947
Other Services	419,418	981,288
Supplies & Materials	619,970	400,539
Miscellaneous	84,798	4,331
Capital Expenditures	0	240,000
Total O&M Expenses	\$13,521,543	\$14,343,709

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<b>Washington Dulles International Airport Airfield</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Signatory Landing Fee (Net Stlmnt)	\$72,107,830	\$74,066,479
Signatory Apron Fees	4,722,208	4,765,396
Nonsignatory Landing Fees	1,302,265	1,275,360
General Aviation	4,515,920	4,849,865
Transfers	12,108,489	10,656,898
Other Rents	0	0
Concessions	338,298	338,298
Utilities	30,000	30,000
Other Revenues	0	0
Total Revenues Plus Transfer	\$95,125,011	\$95,982,296
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	3,821,951	2,256,398
Other Services	6,922,646	6,584,579
Supplies & Materials	2,912,382	2,314,097
Miscellaneous	728,605	683,210
Capital Expenditures	0	0
<u>O&amp;M Expenses (Indirect):</u>		
Maintenance	4,068,140	4,130,674
Public Safety	9,079,053	9,616,166
Administration	8,141,796	7,296,142
Systems & Services	2,847	2,985
Tenant Equipment	N/A	N/A
Total O&M Expenses	35,677,419	32,884,250
NET REVENUES	\$59,447,592	\$63,098,046
O&M Reserve Requirement Increment	158,507	741,517
Debt Service	43,129,063	45,777,479
Federal Lease Payment	441,103	469,976
NET CASH FLOW	\$15,718,919	\$16,109,074
Coverage (All Debt)	1.38	1.38

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<b>Washington Dulles International Airport Concourse C&amp;D</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Signatory Terminal Rntls (Net Stlmnt)	\$27,186,946	\$26,986,107
Transfers	3,323,996	2,862,308
Other Rents	1,000,000	1,000,000
Concessions	9,714,000	9,614,000
Utilities	204,000	204,000
Other Revenues	0	0
Total Revenues Plus Transfer	\$41,428,942	\$40,666,415
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	777,891	820,075
Other Services	3,745,686	4,204,194
Supplies & Materials	151,618	445,733
Miscellaneous	407,624	52,504
Capital Expenditures	0	0
<u>O&amp;M Expenses (Indirect):</u>		
Maintenance	1,437,385	1,926,941
Public Safety	1,424,637	199,197
Administration	2,804,554	2,319,505
Systems & Services	1,540,187	486,033
Tenant Equipment	N/A	N/A
Total O&M Expenses	12,289,580	10,454,182
NET REVENUES	\$29,139,362	\$30,212,233
O&M Reserve Requirement Increment	54,600	150,348
Debt Service	7,610,160	8,413,139
Federal Lease Payment	151,944	149,409
NET CASH FLOW	\$21,322,657	\$21,499,337
Coverage (All Debt)	3.83	3.59



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<b>Washington Dulles International Airport Concourse B</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Signatory Terminal Rntls (Net Stlmnt)	\$33,653,134	\$30,456,218
Transfers	3,152,749	1,163,834
Other Rents	187,000	187,001
Concessions	9,193,000	9,168,000
Utilities	242,000	242,000
Other Revenues	0	0
Total Revenues Plus Transfer	\$46,427,883	\$41,217,052
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$1,787,474	\$1,702,301
Other Services	5,774,030	5,106,506
Supplies & Materials	361,958	923,688
Miscellaneous	358,941	666,911
Capital Expenditures	0	0
<u>O&amp;M Expenses (Indirect):</u>		
Maintenance	2,342,204	2,930,763
Public Safety	1,701,805	1,397,563
Administration	4,406,209	4,186,704
Systems & Services	2,575,423	1,955,347
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$19,308,043	\$18,869,782
NET REVENUES	\$27,119,840	\$22,347,270
O&M Reserve Requirement Increment	85,781	405,821
Debt Service	14,102,800	12,474,765
Direct Senior Bond Debt Service	8,984,705	7,770,604
Indirect Senior Bond Debt Service	5,118,095	4,704,161
Federal Lease Payment	238,718	269,684
NET CASH FLOW	\$12,692,541	\$9,197,000
Coverage (All Debt)	1.92	1.79

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<b>Washington Dulles International Airport Main Terminal</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Signatory Terminal Rntls (Net Stlmnt)	\$109,334,229	\$118,758,358
Transfers	19,105,395	18,565,259
Other Rents	419,000	419,000
Concessions	9,935,000	9,065,000
TSA Security Fees	402,000	262,800
Utilities	46,000	46,000
Other Revenues	0	0
Total Revenues Plus Transfer	\$139,241,624	\$147,116,417
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$2,191,596	\$2,826,477
Other Services	10,028,586	10,402,132
Supplies & Materials	354,549	987,110
Miscellaneous	642,168	1,563,289
Capital Expenditures	0	0
<u>O&amp;M Expenses (Indirect):</u>		
Maintenance	3,737,644	5,505,691
Public Safety	6,056,258	5,718,990
Administration	8,713,113	10,185,946
Systems & Services	6,859,020	8,981,978
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$38,582,934	\$46,171,613
NET REVENUES	\$100,658,690	\$100,944,804
O&M Reserve Requirement Increment	169,629	944,521
Debt Service	67,731,352	67,921,828
Federal Lease Payment	472,056	656,121
NET CASH FLOW	\$32,285,653	\$31,422,334
Coverage (All Debt)	1.49	1.49

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<b>Washington Dulles International Airport Airside Operations Building</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Signatory Terminal Rntls (Net Stlmnt)	\$349,048	\$337,916
Transfers	56,953	39,118
Other Rents	189,000	189,000
Concessions	0	0
Utilities	20,000	20,000
Other Revenues	0	0
Total Revenues Plus Transfer	\$615,001	\$586,034
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$650	\$1,592
Other Services	0	0
Supplies & Materials	0	0
Miscellaneous	0	0
Capital Expenditures	0	0
<u>O&amp;M Expenses (Indirect):</u>		
Maintenance	184	556
Public Safety	214,250	199,903
Administration	69,794	63,362
Systems & Services	20,961	20,163
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$305,840	\$285,575
NET REVENUES	\$309,161	\$300,459
O&M Reserve Requirement Increment	1,359	5,839
Debt Service	124,692	121,507
Direct Senior Bond Debt Service	60,684	60,719
Indirect Senior Bond Debt Service	64,008	60,788
Federal Lease Payment	3,781	4,081
NET CASH FLOW	\$179,329	\$169,030
Coverage (All Debt)	2.48	2.47

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<b>Washington Dulles International Airport International Arrivals Building</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Signatory IAB Fees	\$20,498,334	\$20,689,720
Transfers	2,505,840	3,067,941
Total Revenues Plus Transfer	\$23,004,174	\$23,757,661
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$276,686	\$294,936
Other Services	1,775,882	2,033,100
Supplies & Materials	35,115	64,265
Miscellaneous	117,915	142,118
Capital Expenditures	0	0
<u>O&amp;M Expenses (Indirect):</u>		
Maintenance	623,727	884,323
Public Safety	769,139	275,375
Administration	1,602,500	1,387,894
Systems & Services	1,821,206	1,173,331
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$7,022,169	\$6,255,342
NET REVENUES	\$15,982,005	\$17,502,319
O&M Reserve Requirement Increment	31,198	103,386
Debt Service	12,631,114	13,803,636
Direct Senior Bond Debt Service	10,095,897	11,882,356
Indirect Senior Bond Debt Service	2,535,217	1,921,280
Federal Lease Payment	86,820	89,400
NET CASH FLOW	\$3,232,873	\$3,505,896
Coverage (All Debt)	1.27	1.27

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<b>Washington Dulles International Airport Concourse C IAB</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Signatory IAB Fees	\$8,107,326	\$8,940,338
Transfers	783,509	729,374
Total Revenues Plus Transfer	\$8,890,835	\$9,669,713
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$50,227	\$52,951
Other Services	241,853	271,458
Supplies & Materials	9,790	28,780
Miscellaneous	26,320	3,390
Capital Expenditures	0	0
<u>O&amp;M Expenses (Indirect):</u>		
Maintenance	92,810	124,420
Public Safety	109,481	2,754
Administration	172,770	139,959
Systems & Services	53,831	7,092
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$757,081	\$630,803
NET REVENUES	\$8,133,753	\$9,038,909
O&M Reserve Requirement Increment	3,364	8,563
Debt Service	783,137	764,123
Direct Senior Bond Debt Service	618,655	645,684
Indirect Senior Bond Debt Service	164,482	118,439
Federal Lease Payment	9,360	9,015
NET CASH FLOW	\$7,337,893	\$8,257,208
Coverage (All Debt)	10.39	11.83

<b>Washington Dulles International Airport Concourse A</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Signatory Terminal Rntls (Net Stlmnt)	\$9,367,778	\$10,216,015
Transfers	1,183,990	1,088,963
Concessions	1,371,000	1,371,000
Utilities	71,000	71,000
Other Revenues	0	0
Total Revenues Plus Transfer	\$11,993,768	\$12,746,978
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$348,857	\$323,985
Other Services	1,558,286	1,384,042
Supplies & Materials	79,001	67,433
Miscellaneous	68,971	116,216
Capital Expenditures	0	0
<u>O&amp;M Expenses (Indirect):</u>		
Maintenance	581,172	660,053
Public Safety	906,336	1,185,340
Administration	1,174,571	1,241,226
Systems & Services	429,787	616,003
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$5,146,981	\$5,594,299
NET REVENUES	\$6,846,787	\$7,152,679
O&M Reserve Requirement Increment	22,867	99,284
Debt Service	1,551,258	1,799,057
Direct Senior Bond Debt Service	387,785	396,598
Indirect Senior Bond Debt Service	1,163,472	1,402,459
Federal Lease Payment	63,635	79,953
NET CASH FLOW	\$5,209,027	\$5,174,385
Coverage (All Debt)	4.41	3.98

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<b>Washington Dulles International Airport Z Gates</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Signatory Terminal Rntls (Net Stlmnt)	\$1,879,514	\$1,180,766
Transfers	305,049	217,276
Concessions	124,000	124,000
Utilities	6,000	6,000
Other Revenues	0	0
Total Revenues Plus Transfer	\$2,314,563	\$1,528,041
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$80,143	\$55,970
Other Services	107,020	49,768
Supplies & Materials	13,147	28,499
Miscellaneous	71,216	0
Capital Expenditures	0	0
<u>O&amp;M Expenses (Indirect):</u>		
Maintenance	76,786	46,839
Public Safety	0	0
Administration	102,990	51,632
Systems & Services	0	0
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$451,303	\$232,707
NET REVENUES	\$1,863,260	\$1,295,334
O&M Reserve Requirement Increment	2,005	5,700
Debt Service	1,071,013	1,034,343
Direct Senior Bond Debt Service	996,984	992,412
Indirect Senior Bond Debt Service	74,029	41,931
Federal Lease Payment	5,580	3,326
NET CASH FLOW	\$784,662	\$251,965
Coverage (All Debt)	1.74	1.25

<b>Washington Dulles International Airport Ground Transportation</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Other Rents	\$1,905,000	\$1,905,000
Concessions	65,640,000	60,131,923
Utilities	313,000	313,000
Other Revenues	4,953,000	4,953,000
DSRF Investment Earnings	16,015,144	14,212,897
P&I Investment Earnings	30,800	292,547
O&M Fund Investment Earnings	634,968	813,000
<b>Total Revenues</b>	<b>\$89,491,913</b>	<b>\$82,621,367</b>
<u><b>O&amp;M Expenses (Direct):</b></u>		
Payroll & Employee Benefits	\$1,487,727	\$833,187
Other Services	10,410,349	7,621,561
Supplies & Materials	914,567	966,752
Miscellaneous	739,615	392,410
Capital Expenditures	0	0
<u><b>O&amp;M Expenses (Indirect):</b></u>		
Maintenance	3,832,482	3,424,320
Public Safety	2,628,874	3,530,118
Administration	6,539,557	5,255,792
Systems & Services	2,103,220	1,664,104
Tenant Equipment	N/A	N/A
<b>Total O&amp;M Expenses</b>	<b>\$28,656,392</b>	<b>\$23,688,244</b>
<b>NET REVENUES</b>	<b>\$60,835,520</b>	<b>\$58,933,123</b>
O&M Reserve Requirement Increment	127,314	423,254
Debt Service	26,553,629	22,103,132
Direct Senior Bond Debt Service	20,267,535	16,773,618
Indirect Senior Bond Debt Service	6,286,094	5,329,514
Federal Lease Payment	354,298	338,548
<b>NET CASH FLOW</b>	<b>\$33,800,280</b>	<b>\$36,068,189</b>
<b>Coverage (All Debt)</b>	<b>2.29</b>	<b>2.67</b>



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<b>Washington Dulles International Airport Aviation</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Other Rents	\$9,998,000	\$9,998,001
Concessions	19,758,000	20,258,000
Utilities	2,386,000	2,386,000
Other Revenues	0	0
Total Revenues	\$32,142,000	\$32,642,001
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$99,204	\$93,404
Other Services	205,258	146,218
Supplies & Materials	12,297	36,621
Miscellaneous	344,312	467,936
Capital Expenditures	0	0
<u>O&amp;M Expenses (Indirect):</u>		
Maintenance	186,946	259,663
Public Safety	1,816,737	2,272,259
Administration	1,835,551	2,051,682
Systems & Services	3,543,094	3,919,301
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$8,043,398	\$9,247,083
NET REVENUES	\$24,098,602	\$23,394,918
O&M Reserve Requirement Increment	35,735	266,637
Debt Service	17,382,919	18,614,075
Direct Senior Bond Debt Service	13,372,780	14,323,515
Indirect Senior Bond Debt Service	4,010,139	4,290,560
Federal Lease Payment	99,446	132,158
NET CASH FLOW	\$6,580,502	\$4,382,049
Coverage (All Debt)	1.39	1.26

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<b>Washington Dulles International Airport Nonaviation</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Other Rents	\$610,000	\$1,110,000
Concessions	1,875,000	2,075,001
Utilities	1,606,000	1,606,000
Other Revenues	285,000	285,000
Total Revenues	\$4,376,000	\$5,076,001
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$48,167	\$83,138
Other Services	5,813	142,847
Supplies & Materials	762	1,395
Miscellaneous	159,793	(720,897)
Capital Expenditures	0	0
<u>O&amp;M Expenses (Indirect):</u>		
Maintenance	60,669	(172,201)
Public Safety	1,716,192	1,781,372
Administration	1,633,547	1,417,297
Systems & Services	3,533,277	3,854,911
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$7,158,218	\$6,387,862
NET REVENUES	(\$2,782,218)	(\$1,311,861)
O&M Reserve Requirement Increment	31,802	(64,135)
Debt Service	4,861,747	4,654,802
Direct Senior Bond Debt Service	1,002,354	912,167
Indirect Senior Bond Debt Service	3,859,393	3,742,636
Federal Lease Payment	88,502	91,294
NET CASH FLOW	(\$7,764,268)	(\$5,993,822)
Coverage (All Debt)	(0.57)	(0.28)

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<b>Washington Dulles International Airport Cargo</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Other Rents	\$3,684,000	\$3,766,000
Concessions	430,000	430,000
Utilities	1,017,000	1,017,000
Other Revenues	0	0
<b>Total Revenues</b>	<b>\$5,131,000</b>	<b>\$5,213,000</b>
<u><b>O&amp;M Expenses (Direct):</b></u>		
Payroll & Employee Benefits	\$149,129	\$109,832
Other Services	179,835	113,839
Supplies & Materials	6,594	17,838
Miscellaneous	336,057	553,409
Capital Expenditures	0	0
<u><b>O&amp;M Expenses (Indirect):</b></u>		
Maintenance	189,928	277,367
Public Safety	1,418,761	1,621,228
Administration	1,173,127	1,303,018
Systems & Services	1,687,221	1,876,269
Tenant Equipment	N/A	N/A
<b>Total O&amp;M Expenses</b>	<b>\$5,140,653</b>	<b>\$5,872,800</b>
<b>NET REVENUES</b>	<b>(\$9,653)</b>	<b>(\$659,800)</b>
O&M Reserve Requirement Increment	22,839	185,426
Debt Service	3,554,546	3,948,475
Direct Senior Bond Debt Service	1,434,696	1,645,264
Indirect Senior Bond Debt Service	2,119,850	2,303,211
Federal Lease Payment	63,557	83,933
<b>NET CASH FLOW</b>	<b>(\$3,650,595)</b>	<b>(\$4,877,634)</b>
<b>Coverage (All Debt)</b>	<b>(0.00)</b>	<b>(0.17)</b>

2013 BUDGET  
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<b>Washington Dulles International Airport Passenger Conveyance</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Signatory Revenue (Net Settlement)	\$6,934,446	\$6,936,851
Passenger Conveyance Transfers	9,142,211	10,621,349
Mobile Lounge Fees	0	0
Total Revenues Plus Transfer	\$16,076,657	\$17,558,200
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$11,390,214	\$13,609,643
Other Services	15,185,578	19,757,821
Supplies & Materials	1,812,079	3,686,032
Miscellaneous	522,218	694,803
Capital Expenditures	0	0
<u>O&amp;M Expenses (Indirect):</u>		
Maintenance	0	0
Public Safety	0	0
Administration	0	0
Systems & Services	0	0
Tenant Equipment	N/A	N/A
Total O&M Expenses	\$28,910,089	\$37,748,299
NET REVENUES	(\$12,833,432)	(\$20,190,099)
O&M Reserve Requirement Increment	0	658,353
Debt Service	43,875,855	38,470,824
Direct Senior Bond Debt Service	43,875,855	38,470,824
Indirect Senior Bond Debt Service	0	0
NET CASH FLOW	(\$56,709,287)	(\$59,319,276)
Coverage (All Debt)	(0.29)	(0.52)

2013 BUDGET  
Metropolitan Washington Airports Authority

<b>Washington Dulles International Airport Tenant Equipment</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
Equipment Charges	\$810,239	\$1,012,695
Transfers	217,417	240,771
Total Revenues Plus Transfer	\$1,027,655	\$1,253,466
NET REVENUES	\$1,027,655	\$1,253,466
O&M Reserve Requirement Increment	0	0
Debt Service	822,124	1,002,773
Direct Senior Bond Debt Service	822,124	1,002,773
NET CASH FLOW	\$205,531	\$250,693
Coverage (All Debt)	1.25	1.25

<b>Washington Dulles International Airport</b>	<b>Budget 2012</b>	<b>Budget 2013</b>
<b>Maintenance</b>		
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$13,700,862	\$14,575,526
Other Services	1,033,790	1,514,296
Supplies & Materials	2,290,444	3,753,075
Miscellaneous	204,979	156,511
Capital Expenditures	0	0
Total O&M Expenses	\$17,230,075	\$19,999,407
<b>Public Safety</b>		
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$23,773,667	\$25,005,171
Other Services	751,059	553,311
Supplies & Materials	3,140,273	2,715,309
Miscellaneous	176,523	(473,527)
Capital Expenditures	0	0
Total O&M Expenses	\$27,841,522	\$27,800,265
<b>Administration</b>		
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	\$27,796,355	\$28,975,205
Other Services	10,646,517	10,658,236
Supplies & Materials	60,924	(3,938,895)
Miscellaneous	(186,217)	1,153,114
Capital Expenditures	52,500	52,500
Total O&M Expenses	38,370,079	36,900,159
<b>Systems &amp; Services</b>		
<u>O&amp;M Expenses (Direct):</u>		
Payroll & Employee Benefits	1,445,899	1,578,217
Utilities	21,043,400	21,103,450
Other Services	1,130,593	1,188,613
Supplies & Materials	492,259	726,561
Miscellaneous	57,923	(39,326)
Capital Expenditures	\$0	\$0
Total O&M Expenses	\$24,170,074	\$24,557,516



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## CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM

### Program Summary

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

### 2013 Funding Requirements

The new 2013 program authority for COMIP totals \$33.9 million. This includes \$9 million at Consolidated Functions and \$24.9 million for Dulles International.

### 2013 Aviation Capital, Operating and Maintenance Investment Program

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

### List of Projects

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

Table 3-42		New Authorization
<b><u>Consolidated Functions</u></b>		
Airport Cost Stabilization	\$	9,000,000
<b>Total Consolidated Functions</b>		<b>\$ 9,000,000</b>
<b><u>Dulles International</u></b>		
Airfield Storm Sewer Inlet Erosion/Sinkhole Repairs, Phase V	\$	800,000
Airfield, Pavement Maintenance and Joint Sealing		2,500,000
Audio/Visual Paging System Upgrade		475,000
Authority-Owned Podiums, Gates, Gate Areas and Jet Bridge Modifications		760,000
Authority's MetroRail Contribution for Non-PFC Eligible Costs		5,000,000
Carpet Replacement		200,000
Commerical Program Investment		150,000

**Table 3-42 (continued)**

Design Support Services	250,000
Dulles East Building Substation Replacement	575,000
Elevators, Escalators and Moving Walks Rehabilitation	190,000
Enterprise Resource Program	2,000,000
Environmental and Building Compliance Program	400,000
Fiber and Cable Plant Infrastructure	630,000
Guardrail Maintenance and Rehabilitation, Dulles Airport Access Highway (DAAH)	450,000
Landside Roadway Rehabilitation	600,000
MUFIDS Replacement and Installation, Main Terminal	525,000
New Facility Startup and Fit out	1,000,000
Optical Cable Bandwidth Upgrade Study between DCA and IAD	55,000
Plane-Mate Lift Controller System Upgrade Phase III	370,000
Plane-Mate Passenger Transition Device and Turntable Rehabilitation	295,000
Radio Local Area Network (RLAN) Switch Replacement Program	100,000
Radio System UPS Replacement Program	35,000
Rehabilitation/Repair Access Highway Bridges	500,000
Risk Mitigation Measures For Baggage Conveyance Systems	150,000
Roadway Signage Rehab	500,000
Security Improvements Access Control (iStar) Phase II	350,000
Snow Removal Program	1,200,000
Supplemental Radiating System (SRS) Improvements	50,000
Dulles Equipment	1,500,000
Parking Operations Shuttle Buses	3,240,000
<b>Total Dulles International</b>	<b>\$ 24,850,000</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 33,850,000</b>



# CAPITAL, OPERATING & MAINTENANCE INVESTMENT PROGRAM

2013 BUDGET METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## SUMMARY BY FUNDING SOURCE

DESCRIPTION	FUND	PROJECTED CARRY-OVER	2012 PROGRAM	PROJECTED CARRY OVER & 2012 PROGRAM	EXPENDITURES		
					2012	2013	2014 & 2015
<b>CONSOLIDATED FUNCTIONS</b>							
Capital Fund	12	\$14,137,000	\$9,000,000	\$23,137,000	\$2,505,000	\$10,666,000	\$9,966,000
Federal Grant	FG	0	0	0	0	0	0
Airline	AR	0	0	0	0	0	0
Letter of Intent Discretionary Grant	LOI	0	0	0	0	0	0
Commonwealth of Virginia State Grant	CVG	0	0	0	0	0	0
<b>Total Consolidated Functions</b>		\$14,137,000	\$9,000,000	\$23,137,000	\$2,505,000	\$10,666,000	\$9,966,000
<b>RONALD REAGAN WASHINGTON NATIONAL AIRPORT</b>							
Capital Fund	12	\$31,628,000	\$0	\$31,628,000	\$8,911,000	\$10,519,000	\$12,199,000
Federal Grant	FG	839,000	0	839,000	0	276,000	563,000
Airline	AR	69,000	0	69,000	28,000	27,000	14,000
Letter of Intent Discretionary Grant	LOI	0	0	0	0	0	0
Commonwealth of Virginia State Grant	CVG	0	0	0	0	0	0
<b>Total Ronald Reagan Washington National Airport</b>		\$32,534,000	\$0	\$32,536,000	\$8,939,000	\$10,822,000	\$12,776,000
<b>WASHINGTON DULLES INTERNATIONAL AIRPORT</b>							
Capital Fund	12	\$67,583,000	\$24,850,000	\$92,433,000	\$19,301,000	\$39,423,000	\$33,709,000
Federal Grant	FG	0	0	0	0	0	0
Airline	AR	0	0	0	0	0	0
Letter of Intent Discretionary Grant	LOI	0	0	0	0	0	0
Commonwealth of Virginia State Grant	CVG	0	0	0	0	0	0
<b>Total Washington Dulles International Airport</b>		\$67,583,000	\$24,850,000	\$92,433,000	\$19,301,000	\$39,423,000	\$33,709,000
<b>METROPOLITAN WASHINGTON AIRPORTS AUTHORITY</b>							
Capital Fund	12	\$113,348,000	\$33,850,000	\$147,198,000	\$30,717,000	\$60,608,000	\$55,874,000
Federal Grant	FG	839,000	0	839,000	0	276,000	563,000
Airline	AR	0	0	0	0	0	0
Letter of Intent Discretionary Grant	LOI	0	0	0	0	0	0
Commonwealth of Virginia State Grant	CVG	0	0	0	0	0	0
<b>Total Metropolitan Washington Airports Authority</b>		\$114,254,000	\$33,850,000	\$148,106,000	\$30,745,000	\$60,911,000	\$56,451,000

Fund 12 - Capital Fund; FG - Federal Grant; LOI - Letter of Intent Discretionary Grant; A/R Airline Reimbursement; and CVG - Commonwealth of Virginia State Grant

# CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

2013 BUDGET METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## CONSOLIDATED FUNCTIONS

PROJ NUM	DESCRIPTION	FUND	BEGINNING CARRYOVER	2013 NEW PROGRAM AUTHORIZATION	BEGINNING CARRYOVER & 2013 NEW PROGRAM AUTHORIZATION	EXPENDITURES		
						2012	2013	2014 & 2015
<b><u>OTHER</u></b>								
0605	Compensation Studies	12	1,279,000	0	1,279,000	0	500,000	779,000
0608	Revenue Collection Systems	12	70,000	0	70,000	0	0	70,000
0614	Organization Planning and Programming	12	276,000	0	276,000	0	0	276,000
0618	Board Room Renovations at DCA	12	95,000	0	95,000	0	0	95,000
0619	Consultant (Use & Lease Agreement, Legal, FA)	12	685,000	0	685,000	255,000	430,000	0
0620	ERP Operational Support	12	1,927,000	0	1,927,000	1,927,000	0	0
0621	Public Safety - Vehicles (6)	12	13,000	0	13,000	0	13,000	0
0622	COB Office Rehabilitation	12	3,489,000	0	3,489,000	0	500,000	2,989,000
0623	Equipment – Multi-functional copiers – Office of HR and Financial	12	14,000	0	14,000	0	14,000	0
10088	Multi-Functional Copiers (4)	12	15,000	0	15,000	9,000	6,000	0
10096	Document Management Support	12	200,000	0	200,000	0	100,000	100,000
10097	Pinney Bowes Mail Machine (pending confirmation)	12	35,000	0	35,000	24,000	11,000	0
10098	Claim Account Reserve	12	750,000	0	750,000	0	0	750,000
10099	Public Safety Fire Vehicles (3)	12	135,000	0	135,000	135,000	0	0
10100	Public Safety Police Vehicles (6)	12	200,000	0	200,000	112,000	88,000	0
10101	Public Safety Police Vehicles K9	12	30,000	0	30,000	26,000	4,000	0
New	Rate Stabilization	12	0	9,000,000	9,000,000	0	9,000,000	0
	Subtotal Other		9,213,000	9,000,000	18,213,000	2,488,000	10,666,000	5,059,000
3130	Dulles Toll Road/Rail Program	12	4,907,000	0	4,907,000	0	0	4,907,000
<b><u>ALL OTHER</u></b>								
		12	17,000	0	17,000	17,000	0	0
<b>Summary of Funding Source</b>								
	Capital Fund	12	14,137,000	9,000,000	23,137,000	2,505,000	10,666,000	9,966,000
	Federal Grant	FG	0	0	0	0	0	0
	Airline	AR						
	Letter of Intent Discretionary Grant	LOI	0	0	0	0	0	0
	Commonwealth of Virginia State Grant	CVG	0	0	0	0	0	0
<b>Subtotal Consolidated Functions</b>			<b>\$14,137,000</b>	<b>\$9,000,000</b>	<b>\$23,137,000</b>	<b>\$2,505,000</b>	<b>\$10,666,000</b>	<b>\$9,966,000</b>

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

# CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

2013 BUDGET METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## RONALD REAGAN WASHINGTON NATIONAL AIRPORT

PROJ NUM	DESCRIPTION	FUND	BEGINNING CARRYOVER	2013 NEW PROGRAM AUTHORIZATION	BEGINNING CARRYOVER & 2013 NEW PROGRAM AUTHORIZATION	EXPENDITURES		
						2012	2013	2014 & 2015
<b><u>ROADS</u></b>								
3186	Expansion Joint Replacement	12	297,000	0	297,000	96,000	201,000	0
3198	Bridge Pan deck Repair	12	500,000	0	500,000	0	200,000	300,000
3199	Replace Old Street Light Poles	12	281,000	0	281,000	0	150,000	131,000
3203	Economy Lot Rehab/Satellite Lot Demo	12	150,000	0	150,000	0	100,000	50,000
	Subtotal Roads		1,228,000	0	1,228,000	96,000	601,000	531,000
<b><u>BUILDINGS</u></b>								
3080	Terminal B/C Structural Paint	12	177,000	0	177,000	163,000	14,000	0
3091	West Building Mechanical & Electrical MODs	12	343,000	0	343,000	0	114,000	229,000
3135	Fixed Camera - Blue Doors Access to AOA	12	165,000	0	165,000	0	55,000	110,000
3158	Operations Computer Room Rehabilitation	12	193,000	0	193,000	0	64,000	129,000
3160	Rehabilitation of Sanitary Force Main	12	832,000	0	832,000	0	277,000	555,000
3162	Facility Start-up-ConsCommCenter	12	208,000	0	208,000	0	69,000	139,000
3171	Hangar 7 Elevator & Stairs Repair	12	216,000	0	216,000	0	72,000	144,000
3174	Terminal B/C Communications Room Ceiling Replacement	12	172,000	0	172,000	0	57,000	115,000
3187	Repair Baggage Belt System	12	100,000	0	100,000	0	33,000	67,000
3188	North Hangar Dedicated Fire System (DFS) Upgrade	12	100,000	0	100,000	0	33,000	67,000
3189	Refill Line for Central Plant	12	146,000	0	146,000	0	49,000	97,000
3190	Inbound Baggage Handling System Refurbishment	12	200,000	0	200,000	200,000	0	0
3191	Terminal A Freight Elevator	12	250,000	0	250,000	0	83,000	167,000
4464	Replace Roofing	12	168,000	0	168,000	0	56,000	112,000
3204	Terminal B/C Freight Elevators and Elevator Doors	12	500,000	0	500,000	0	167,000	333,000
3205	COB and Hangar 12 Office Renovations	12	298,000	0	298,000	284,000	14,000	0
10027	South Pier - 7th Lane	12	190,000	0	190,000	185,000	5,000	0
10103	Security Camera Digital Video Recorder Replacement	12	200,000	0	200,000	19,000	67,000	114,000
10104	Terminal A Restroom Renovations	12	900,000	0	900,000	199,000	300,000	401,000
10105	Outbound Baggage Handling System Refurbishment	12	200,000	0	200,000	0	67,000	133,000
10106	Hangar 4 Roof Replacement	12	600,000	0	600,000	0	200,000	400,000
10107	South Hangar Line Exterior Painting	12	500,000	0	500,000	500,000	0	0
	Subtotal Buildings		6,658,000	0	6,658,000	1,550,000	1,796,000	3,312,000

# CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

2013 BUDGET METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## RONALD REAGAN WASHINGTON NATIONAL AIRPORT

PROJ NUM	DESCRIPTION	FUND	BEGINNING CARRYOVER	2013 NEW PROGRAM AUTHORIZATION	BEGINNING CARRYOVER & 2013 NEW PROGRAM AUTHORIZATION	EXPENDITURES		
						2012	2013	2014 & 2015
	<b>AIRFIELD FACILITIES</b>							
3092	Runway Safety Area (RSA) Evaluation Analysis	12	52,000	0	52,000	0	17,000	35,000
3113	Pavement Marking & Signage	12	26,000	0	26,000	0	26,000	0
3149	Pavement Management System - Airside	12	168,000	0	168,000	0	0	168,000
3176	Airfield Pavement	12	2,747,000	0	2,747,000	241,000	500,000	2,006,000
10111	Storm Drain Replacement (South Area)	12	700,000	0	700,000	34,000	444,000	222,000
	Subtotal Airfield Facilities		3,693,000	0	3,693,000	275,000	987,000	2,431,000
	<b>PARKING FACILITIES</b>							
3169	Runway 04 - Parking Lot	12	103,000	0	103,000	0	0	103,000
3192	Facility Startup - Garages	12	150,000	0	150,000	0	75,000	75,000
10108	Garage C Elevator Rehabilitation	12	300,000	0	300,000	0	0	300,000
10109	Garage A Elevator Rehabilitation	12	350,000	0	350,000	0	117,000	233,000
10110	Garage Seal Coat	12	125,000	0	125,000	0	42,000	83,000
	Subtotal Parking Facilities		1,028,000	0	1,028,000	0	234,000	794,000
	<b>UTILITY SYSTEMS</b>							
3082	Electronic Information Modification	12	214,000	0	214,000	5,000	110,000	99,000
3115	Radio Communication Fiber Link	12	87,000	0	87,000	0	29,000	58,000
3117	Utility Meter Automation	12	124,000	0	124,000	0	41,000	83,000
3119	800 MHz Licensing Support	12	98,000	0	98,000	0	33,000	65,000
3142	Public Safety Command Vehicle Radio Upgrade	12	13,000	0	13,000	13,000	0	0
3144	Radio Projects & Misc Upgrades	12	106,000	0	106,000	5,000	68,000	33,000
3193	Tyson Corner Site Radio Capacity Expansion	12	75,000	0	75,000	0	25,000	50,000
3194	Replace Non-Public Safety Radios	12	150,000	0	150,000	150,000	0	0
3195	New Authority Radio Requirements	12	10,000	0	10,000	0	10,000	0
4447	Communications F&E System Integration	12	304,000	0	304,000	208,000	64,000	32,000
3206	South Sewer Pump House Rehabilitation	12	250,000	0	250,000	45,000	100,000	105,000
3207	Data Network Intrusion Detection System	12	112,000	0	112,000	0	37,000	75,000
3208	Replace End-of-Life Storage Area Networks (SANs)	12	410,000	0	410,000	0	137,000	273,000
3210	Radio System UPS Replacement Program	12	60,000	0	60,000	0	0	60,000
3211	Supplemental Radiation System (SRS) Upgrade	12	65,000	0	65,000	0	22,000	43,000
3212	Replace End-of-Life Uninterruptible Power Supply for IT Servers	12	45,000	0	45,000	0	15,000	30,000
3213	Replace Cisco IT Line Modules	12	23,000	0	23,000	0	8,000	15,000
10112	Electrical Coordination Study	12	100,000	0	100,000	0	33,000	67,000
10113	Cooling for Terminal B/C Electrical Substations	12	450,000	0	450,000	0	150,000	300,000
10114	Replace Servers	12	250,000	0	250,000	0	83,000	167,000
10115	Exterior Electric Shop HVAC	12	100,000	0	100,000	31,000	46,000	23,000
10116	Flight Kitchen Fire Alarm Panel Replacement	12	150,000	0	150,000	0	50,000	100,000
10117	Upgrade Local Area Network (LAN) Backbone	12	175,000	0	175,000	0	58,000	117,000
10118	Optical Cable (OC)-48 Bandwidth Upgrade Between IAD and DCA	12	35,000	0	35,000	0	0	35,000
10119	Radio Local Area Network (RLAN) Switch Replacement Program	12	125,000	0	125,000	0	42,000	83,000
10120	Compliance with New FCC Mandatory Narrowband Radio Requirements	12	100,000	0	100,000	0	33,000	67,000
10121	Telecommunications Battery Back Up Replacement	12	115,000	0	115,000	0	38,000	77,000
10122	Radio System UPS Replacement Program	12	60,000	0	60,000	0	20,000	40,000
10123	Supplemental Radiation System (SRS) Major Component Replacement Program	12	65,000	0	65,000	0	22,000	43,000
	Subtotal Utility Systems		3,871,000	0	3,871,000	457,000	1,274,000	2,140,000

# CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

2013 BUDGET METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## RONALD REAGAN WASHINGTON NATIONAL AIRPORT

PROJ NUM	DESCRIPTION	FUND	BEGINNING CARRYOVER	2013 NEW PROGRAM AUTHORIZATION	BEGINNING CARRYOVER & 2013 NEW PROGRAM AUTHORIZATION	EXPENDITURES		
						2012	2013	2014 & 2015
	<b>OTHER</b>							
3014	Commercial Program Investment	12	1,607,000	0	1,607,000	89,000	1,518,000	0
3036	Noise Abatement	FG	26,000	0	26,000	0	26,000	0
3060	Security Study and Infrastructure Improvements	FG	813,000	0	813,000	0	250,000	563,000
3061	Capital Equipment & Facility Repair Projects	12	523,000	0	523,000	33,000	490,000	0
3073	Snow Removal Program	12	1,980,000	0	1,980,000	0	0	1,980,000
3084	Public Safety Capital Equipment	12	185,000	0	185,000	0	185,000	0
3102	Environmental Compliance Program	12	643,000	0	643,000	166,000	477,000	0
3128	Planning/Programming Studies	12	704,000	0	704,000	9,000	400,000	295,000
3129	Business Process Reengineering	12	247,000	0	247,000	82,000	0	165,000
3145	Payment Card Industry (PCI) Compliance	12	42,000	0	42,000	8,000	34,000	0
3146	Security Study & Infrastructure Improvements (Landside Enhancement)	12	254,000	0	254,000	0	254,000	0
3150	Information Technology Systems Enhancements	12	37,000	0	37,000	0	37,000	0
3151	CrashNet System Replacement	12	58,000	0	58,000	0	58,000	0
3154	Arts Program	12	103,000	0	103,000	0	103,000	0
3156	2009 Public Safety Equipment - Regan National	12	34,000	0	34,000	0	34,000	0
3179	2010 Regan National Capital Equipment & Facility Projects	12	78,000	0	78,000	0	78,000	0
6001	Airport Rescue and Fire Fighting (ARFF) Vehicle	12	91,000	0	91,000	0	91,000	0
3184	Equal Opportunity Program Business Diversity Program	12	96,000	0	96,000	61,000	23,000	12,000
3185	Replace Last Remaining Lead Sheath at Reagan National	12	200,000	0	200,000	200,000	0	0
3214	Energy Audit Buy-out	12	300,000	0	300,000	250,000	0	50,000
3215	Capital Equipment and Facility Projects	12	683,000	0	683,000	0	342,000	341,000
3216	Parking Operations Shuttle Buses (4)	12	1,600,000	0	1,600,000	1,517,000	83,000	0
3217	Public Safety - Mobile Command Post Vehicle	12	1,100,000	0	1,100,000	571,000	529,000	0
3218	Maintenance Services Agreement for PSCC	12	180,000	0	180,000	0	60,000	120,000
3227	Electric Vehicle Charging Stations	12	37,000	0	37,000	36,000	1,000	0
10009	Fire Utility Vehicle	12	135,000	0	135,000	135,000	0	0
10010	Baggage System & PLB Equip Terminal A (Delta)	AR	69,000	0	69,000	28,000	27,000	14,000
10124	Public Safety Communication Center (PSCC) Supplemental HVAC	12	150,000	0	150,000	0	150,000	0
10125	Dedicated Fire System/Domestic Water - Williams Hydrant	12	40,000	0	40,000	0	40,000	0
10126	Safety Management Systems (SMS)	12	150,000	0	150,000	0	150,000	0
10127	Recycling Containers	12	100,000	0	100,000	100,000	0	0
10128	2012 DCA Equipment	12	1,320,000	0	1,320,000	1,198,000	122,000	0
10129	Public Safety Police Vehicles (2)	12	60,000	0	60,000	54,000	6,000	0
10130	Passenger Shuttle Bus (4)	12	1,600,000	0	1,600,000	1,519,000	54,000	27,000
10131	Talking Bus Equipment Replacement	12	80,000	0	80,000	0	80,000	0
10132	Truck, One-ton pickup, 4-wheel drive, (Diesel)	12	58,000	0	58,000	47,000	11,000	0
10133	Minivan	12	35,000	0	35,000	0	35,000	0
10134	Truck, 3/4-ton pickup, 4-wheel drive, (Diesel) (2)	12	80,000	0	80,000	80,000	0	0
10135	Curbside Signage for Taxi Dispatch Operation - Taxi Operations Subtotal Other	12	100,000	0	100,000	0	100,000	0
			15,598,000	0	15,598,000	6,101,000	5,930,000	3,567,000
	<b>ALL OTHER</b>	12	460,000	0	460,000	460,000	0	0
	<b>SUMMARY OF FUNDING SOURCE</b>							
	Capital Fund	12	\$31,628,000	0	31,628,000	8,911,000	10,519,000	12,198,000
	Federal Grant	FG	839,000	0	839,000	0	276,000	563,000
	Airline	AR	69,000	0	69,000	28,000	27,000	14,000
	Letter of Intent Discretionary Grant	LOI	0	0	0	0	0	0
	Commonwealth of Virginia State Grant	CVG	0	0	0	0	0	0
	<b>Subtotal National Airport</b>		<b>\$32,536,000</b>	<b>\$0</b>	<b>\$32,536,000</b>	<b>\$8,939,000</b>	<b>\$10,822,000</b>	<b>\$12,775,000</b>

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

# CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

2013 BUDGET METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## WASHINGTON DULLES INTERNATIONAL AIRPORT

PROJ NUM	DESCRIPTION	FUND	BEGINNING CARRYOVER	2013 NEW PROGRAM AUTHORIZATION	BEGINNING CARRYOVER & 2013 NEW PROGRAM AUTHORIZATION	EXPENDITURES		
						2012	2013	2014 & 2015
	<b><u>ROADS</u></b>							
3852	Horsepen Lake/Marriott Lake Dam Rehabilitation	12	163,000	0	163,000	0	163,000	0
3853	Landside Roadway Rehabilitation	12	1,257,000	600,000	1,857,000	275,000	1,055,000	527,000
3854	Rehabilitation/Repair Access Highway Bridges	12	464,000	500,000	964,000	37,000	618,000	399,000
3870	Guardrail Maintenance and Rehabilitation, Dulles Airport Access Highway	12	642,000	450,000	1,092,000	4,000	725,000	363,000
10136	Zone Signs - Greenway Ramp E	12	675,000	0	675,000	55,000	620,000	0
10137	Culvert Replacement on Vortac Lane	12	450,000	0	450,000	0	150,000	300,000
New	Roadway Signage Rehab		0	500,000	500,000	0	500,000	0
	Subtotal Roads		3,651,000	2,050,000	5,701,000	371,000	3,831,000	1,499,000
	<b><u>BUILDINGS</u></b>							
3597	Rehabilitate Cargo Buildings	12	171,000	0	171,000	0	171,000	0
3707	Baggage Belt Rehabilitation	12	203,000	0	203,000	203,000	0	0
3708	Paint Spray Building Fire Suppression	12	15,000	0	15,000	15,000	0	0
3731	Reroof Buildings	12	509,000	0	509,000	241,000	268,000	0
3743	Authority-Owned Jet Bridge Modifications	12	969,000	760,000	1,729,000	343,000	924,000	462,000
3757	Sprinkler System Modification Concourse B	12	184,000	0	184,000	0	184,000	0
3759	Airline Space Relocation	12	724,000	0	724,000	0	241,000	483,000
3760	Baggage Belt Replacement (Claims 3&4)	12	129,000	0	129,000	0	129,000	0
3761	Engineering & Maintenance Relocation	12	198,000	0	198,000	6,000	128,000	64,000
3763	ATC Space Conversion - Authority Use & Pass & ID	12	83,000	0	83,000	41,000	42,000	0
3780	New Facility Start-Up	12	1,169,000	1,000,000	2,169,000	195,000	1,316,000	658,000
3783	Transportation Security Agency (TSA) Offices	12	136,000	0	136,000	0	136,000	0
3799	Fueling Station Improvements - Shop 2	12	1,164,000	0	1,164,000	13,000	1,151,000	0
3835	Buy-out & Enhance of Taxicab Lounge & Ops Bldg	12	22,000	0	22,000	22,000	0	0
3835	Improvements to the Supplemental Radiating Systems (SRS)	12	129,000	0	129,000	76,000	53,000	0
3856	Buy - out of Airports Authority Permitted Space (Conc B/D)	12	705,000	0	705,000	0	235,000	470,000
3857	Hydrant Fuel Piping Cathodic Protection Life-Extension	12	97,000	0	97,000	77,000	20,000	0
3866	New Facility Start-Up and Fitout	12	2,521,000	0	2,521,000	922,000	1,599,000	0
3867	Elevators, Escalators and Moving Walks Rehabilitation	12	387,000	190,000	577,000	137,000	294,000	146,000
3868	Capital Equipment and Facility Projects	12	924,000	0	924,000	317,000	607,000	0
3869	Shop 3 Equipment Maintenance Building Expansion	12	581,000	0	581,000	20,000	561,000	0
3881	Cooling Tower Basins Rehabilitation , Utility Bldg.	12	400,000	0	400,000	194,000	206,000	0
3882	Vehicle Storage Building Conversion to Maintenance Building Shop	12	695,000	0	695,000	10,000	685,000	0
3883	Salt/Sand Facility Rehabilitation - Corrosion Issues	12	149,000	0	149,000	55,000	0	94,000
3884	MUFIDS Installation, Main Terminal	12	450,000	525,000	975,000	0	650,000	325,000
3885	Expansion Joint & Terrazzo Replacement, Main Terminal, Ticketing Level	12	1,500,000	0	1,500,000	1,085,000	445,000	0
3886	Carpet Replacement	12	200,000	200,000	400,000	0	400,000	0
10020	Hourly Lot Admin Bldg	12	250,000	0	250,000	250,000	0	0
10138	Dulles East Building Rehabilitation Ph. I	12	350,000	0	350,000	44,000	306,000	0
10139	Terrazzo Replacement - Landside Walkback Tunnel	12	730,000	0	730,000	62,000	445,000	223,000
10140	JP Morgan Chase Bldg – HVAC System Connection to - EMCS	12	350,000	0	350,000	55,000	295,000	0
10141	Live Fire Training Facility Enhancements- Pavilion	12	10,000	0	10,000	0	10,000	0
10142	Fire Station 302 Floor Covering Replacement	12	50,000	0	50,000	50,000	0	0
	Subtotal Buildings		16,154,000	2,675,000	18,829,000	4,403,000	11,501,000	2,925,000

# CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

2013 BUDGET METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## WASHINGTON DULLES INTERNATIONAL AIRPORT

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						2012	2013	2014 & 2015
<b><u>AIRFIELD FACILITIES</u></b>								
3593	Airfield Pavement Maintenance and Joint Sealing Repairs	12	4,432,000	2,500,000	6,932,000	2,407,000	3,500,000	1,025,000
3710	Airfield Storm Sewer Inlet Erosion Repairs	12	817,000	800,000	1,617,000	96,000	800,000	721,000
3837	Taxilane A, B, & C Trench Drain Repairs	12	1,600,000	0	1,600,000	10,000	1,590,000	0
10143	Glycol Runoff Enhancements	12	975,000	0	975,000	0	975,000	0
10144	Dedicated Fire System/Domestic Water - Williams Hydrant	12	75,000	0	75,000	75,000	0	0
	Subtotal Airfield Facilities		7,899,000	3,300,000	11,199,000	2,588,000	6,865,000	1,746,000
<b><u>PARKING FACILITIES</u></b>								
10145	Public Parking Operations Enhancements	12	410,000	0	410,000	0	137,000	273,000
10146	Parking Hourly Lot Exit Business Trailer Replacement	12	300,000	0	300,000	0	0	300,000
	Subtotal Parking Facilities		710,000	0	710,000	0	137,000	573,000
<b><u>UTILITY SYSTEMS</u></b>								
3509	Radio Communication Systems	12	145,000	0	145,000	0	145,000	0
3549	Comprehensive Utility Survey Update	12	363,000	0	363,000	123,000	240,000	0
3679	Global Positioning System Field Data	12	182,000	0	182,000	182,000	0	0
3735	Federal Compliance Law	12	16,000	0	16,000	0	16,000	0
3738	Radio System Security Initiative	12	20,000	0	20,000	0	20,000	0
3765	Electrical Unit Substation Replacement	12	281,000	0	281,000	0	281,000	0
3766	Replace Electrical Feeder Laterals	12	713,000	0	713,000	20,000	693,000	0
3767	Utility Meter Automation	12	200,000	0	200,000	0	133,000	67,000
3768	Telephone Cable Plant Improvements & Additions	12	27,000	0	27,000	11,000	16,000	0
3804	Public Safety Command Vehicle Radios	12	45,000	0	45,000	45,000	0	0
3805	HVAC Improvements (Shop 1, 2 & Metal Shop)	12	104,000	0	104,000	13,000	91,000	0
3859	Electricity Assistance Program	12	3,000,000	0	3,000,000	0	0	3,000,000
3871	Arc Flash Hazard Analysis - Implementation, Phase II	12	247,000	0	247,000	105,000	0	142,000
3872	Replace Non-Public Safety Radios	12	150,000	0	150,000	150,000	0	0
3873	Fiber and Cable Plant Infrastructure	12	74,000	630,000	704,000	45,000	630,000	29,000
3874	New Authority Radio Requirements	12	32,000	0	32,000	0	11,000	21,000
3875	Tyson's Corner Site Radio capacity Expansion Project	12	32,000	0	32,000	0	11,000	21,000
3887	Data Network Intrusion Detection System	12	125,000	0	125,000	0	42,000	83,000
3888	Replace End-of-Life Storage Area Networks (SANs)	12	324,000	0	324,000	0	216,000	108,000
3890	Storm Sewer Lift Station Repairs/Improvements	12	960,000	0	960,000	922,000	38,000	0
3891	Radio System UPS Replacement Program	12	60,000	0	60,000	57,000	3,000	0
3892	Supplemental Radiation System (SRS) Upgrade	12	65,000	0	65,000	65,000	0	0
3893	Replace End-of-Life Uninterruptible Power Supply for IT Servers	12	45,000	0	45,000	0	15,000	30,000
3894	Replace Cisco IT Line Modules	12	5,000	0	5,000	0	5,000	0
10147	Replace Servers	12	250,000	0	250,000	0	250,000	0
10148	HVAC Improvements (Shop 1 and Vehicle Body Shop)	12	750,000	0	750,000	0	750,000	0
10149	Roof Top Unit (RTU) Replacement Program	12	250,000	0	250,000	200,000	50,000	0
10150	Safety Management Systems (SMS) Plan	12	150,000	0	150,000	0	150,000	0
10151	Security Improvements Access Control (Istar and Biometrics)	12	350,000	350,000	700,000	331,000	350,000	19,000
10152	Radio Local Area Network (RLAN) Switch Replacement Program	12	125,000	100,000	225,000	0	100,000	125,000
10153	Upgrade Local Area Network (LAN) Backbone	12	175,000	0	175,000	0	175,000	0
10154	Improvements to the Supplemental Radiating Systems (SRS)	12	75,000	0	75,000	0	75,000	0
10155	Optical Cable (OC)-48 Bandwidth Upgrade Between IAD and DCA	12	35,000	55,000	90,000	0	90,000	0
10156	Compliance with New FCC Mandatory Narrowband Radio Requirements	12	100,000	0	100,000	0	100,000	0
10157	Telecommunications Battery Back Up Replacement	12	115,000	0	115,000	0	115,000	0
10158	Concourse C/D HVAC Building Automation System (BAS) Network	12	300,000	0	300,000	251,000	49,000	0
10159	Radio System UPS Replacement Program	12	60,000	35,000	95,000	0	35,000	60,000
10160	Supplemental Radiation System (SRS) Major Component Replacement Program	12	65,000	50,000	115,000	0	115,000	0
New	Audio/Visual Paging System Upgrade		0	475,000	475,000	0	475,000	0
	Subtotal Utility Systems		10,015,000	1,695,000	11,710,000	2,520,000	5,485,000	3,705,000

# CAPITAL OPERATING, MAINTENANCE & INVESTMENT PROGRAM

2013 BUDGET METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## WASHINGTON DULLES INTERNATIONAL AIRPORT

PROJ NUM	DESCRIPTION	FUND	BEGINNING CARRYOVER	2013 NEW PROGRAM AUTHORIZATION	BEGINNING CARRYOVER & 2013 NEW PROGRAM AUTHORIZATION	EXPENDITURES		
						2012	2013	2014 & 2015
	<b>OTHER</b>							
3770	Planning/Programming Studies	12	706,000	0	706,000	9,000	450,000	247,000
3547	Commercial Programs Investments	12	791,000	150,000	941,000	72,000	690,000	179,000
3698	Snow Removal Program	12	2,348,000	1,200,000	3,548,000	0	1,200,000	2,348,000
3746	Environmental Compliance Program ("4866)	12	1,290,000	400,000	1,690,000	630,000	400,000	660,000
3771	Automated Vehicle ID-System Development	12	67,000	0	67,000	67,000	0	0
2006	Equipment & Facility Repair Maintenance Projects	12	403,000	0	403,000	0	403,000	0
3776	2006 Consolidated Function (CF) Capital Equipment	12	29,000	0	29,000	0	29,000	0
3779	Energy Assistance Program	12	600,000	0	600,000	0	0	600,000
3807	Gate 317 Security Improvements	12	344,000	0	344,000	0	115,000	229,000
3808	Airport Access Control Systems	12	4,000	0	4,000	0	4,000	0
3809	Operation Command Center Modifications	12	295,000	0	295,000	0	98,000	197,000
3813	2007 Public Safety - Capital Equipment	12	61,000	0	61,000	0	61,000	0
3825	Card Reader Installation	12	291,000	0	291,000	0	291,000	0
3826	Security	12	84,000	0	84,000	0	28,000	56,000
3827	2008 Equipment & Facility Repair Projects	12	683,000	0	683,000	0	683,000	0
3828	Arts Program	12	287,000	0	287,000	0	96,000	191,000
3831	ARFF Vehicle (Replacement)	12	108,000	0	108,000	0	108,000	0
3851	AeroTrain Support	12	14,000	0	14,000	0	14,000	0
3860	Arc Flash Hazard Analysis Study	12	52,000	0	52,000	52,000	0	0
3862	2009 Public Safety Capital Equipment & Facility Projects	12	101,000	0	101,000	0	101,000	0
3876	Collateral Land Support	12	500,000	0	500,000	300,000	200,000	0
3877	Equal Opportunity Program Business Diversity Program	12	195,000	0	195,000	178,000	0	17,000
3878	Air Service Incentive Program	12	5,000,000	0	5,000,000	0	0	5,000,000
3895	Plane-Mate HED Lift Controller System Upgrade	12	455,000	370,000	825,000	0	0	825,000
3896	Aero Train Safety and Security Oversight	12	200,000	0	200,000	98,000	102,000	0
3897	Parking Operations Shuttle Busses (6)	12	5,295,000	3,240,000	8,535,000	5,104,000	720,000	2,711,000
3898	Public Safety - Vehicles (5)	12	6,000	0	6,000	0	6,000	0
3899	Public Safety - Firefighting Turret	12	12,000	0	12,000	12,000	0	0
3913	Public Safety - Medic and Foam Units	12	240,000	0	240,000	230,000	10,000	0
3928	Electric Vehicle Charging Stations	12	23,000	0	23,000	23,000	0	0
10102	Authority's MetroRail Contribution for Non-PFC Eligible Costs	12	5,000,000	5,000,000	10,000,000	0	0	10,000,000
10162	Mobile Command Post Vehicle (split between DCA and IAD)	12	400,000	0	400,000	389,000	11,000	0
10163	Medic Unit 303	12	260,000	0	260,000	0	0	0
10164	Public Safety ARFF Foam Unit	12	900,000	0	900,000	26,000	4,000	0
10165	Public Safety Police Vehicle (1)	12	30,000	0	30,000	26,000	4,000	0
10166	Flooring - Fire Station 302	12	71,000	0	71,000	71,000	0	0
New	Design Support Services	12	0	250,000	250,000	0	250,000	0
New	Risk Mitigation Measures For Baggage Conveyance Systems (Split 50/50)	12	0	150,000	150,000	0	150,000	0
New	Enterprise Resource Program	12	0	2,000,000	2,000,000	0	2,000,000	0
New	Plane-Mate Passenger Transition Device and Turntable Rehabilitation	12	0	295,000	295,000	0	295,000	0
New	Dulles East Building Substation Replacement	12	0	575,000	575,000	0	575,000	0
New	Dulles Equipment	12	0	1,500,000	1,500,000	0	1,500,000	0
	Subtotal Other		28,145,000	15,130,000	44,275,000	9,414,000	11,601,000	23,260,000
	<b>ALL OTHER</b>	12	9,000	0	9,000	9,000	0	0
	<b>SUMMARY OF SOURCE FUNDS</b>							
	Capital Fund	12	67,583,000	24,850,000	92,433,000	19,301,000	39,423,000	33,709,000
	Federal Grant	FG	0	0	0	0	0	0
	Airline	AR	0	0	0	0	0	0
	Letter of Intent Discretionary Grant	LOI	0	0	0	0	0	0
	Commonwealth of Virginia State Grant	CVG	0	0	0	0	0	0
	<b>Subtotal Dulles Airport</b>		<b>\$67,583,000</b>	<b>\$24,850,000</b>	<b>\$92,433,000</b>	<b>\$19,301,000</b>	<b>\$39,423,000</b>	<b>\$33,709,000</b>

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



## CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM

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

### CONSOLIDATED FUNCTIONS

#### Other

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

Revenue Collection Systems-Finance, \$70,000. This funding consists of two project initiatives. The first project entails the initial set-up of PASSUR for direct billing system of landing fees to the airlines. It provides accurate billings of landing fees (i.e., correct certificated weight) and improves the speed and efficiency of landing fee collection. The second project is for Electronic Collection Activity Tracking System, which will automate the record keeping of all account and administrative activities. It provides an electronic tracking and reporting system for revenue management collection activities.

Organization Planning and Programming, \$1,250,000. Review various components of the organization and implement changes where needed.

Renovations at DCA \$95,000. The project will fund the design of the Authority's COB Board Room renovations.

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

ERP Operational Support, \$2,000,000. Provides operational support for ERP project once the system goes live

Public Safety – Vehicles (6), \$154,000. The project funds the purchase of replacement public safety vehicles in support of Consolidated Functions Offices' public safety operations.

Corporate Office Building Rehabilitation, \$3,600,000. This project includes renovation/expansion for the existing Corporate Office Building (COB) at 1 Aviation Circle, and the hangars, at Ronald Reagan Washington National Airport.

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

Equipment – Multi-functional Copiers (4), \$15,000. This project will fund the replacement of copiers due to heavy usage.

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

Pitney Bowes Mail Machine, \$35,000. This machine will replace the existing mail processing machine.

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

Public Safety Vehicles (9) , \$335,000. The project funds the purchase of replacement public safety vehicles in support of Consolidated Functions Offices' public safety operations.

Public Safety Vehicle K9 (1), \$30,000. This project will fund the purchase of one K9 vehicles to be used for transportation of Explosives Detector Dogs for EDD patrol and response both DCA and IAD which includes routine patrol in terminals and other airport areas.

Dulles Toll Road/Rail Program, \$14,600,000. This project funds activity related to the acquisition and operation of the Toll Road and the construction of rail to Dulles. These costs include legal, financial and feasibility analysis, preliminary engineering planning studies, and other due diligence activities.

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

## 2013 BUDGET

### Metropolitan Washington Airports Authority

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

#### **RONALD REAGAN WASHINGTON NATIONAL AIRPORT**

##### **Roads**

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

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

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

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

##### **Buildings**

Terminal B/C Structural Paint \$1,000,000. The metal components of Terminal B/C are beginning to show signs of rust due to weathering. This project will continue a multi-year program to paint the exterior surfaces of the terminal. Terminal B/C is approximately 15 years old and major corrosion prevention and control efforts are now routinely required.

West Building Mechanical & Electrical Modifications, \$500,000. This project supports the necessary infrastructure rehabilitation in the West Building. The work includes the rehabilitation of the air-conditioning system; replace deteriorated roofing, and making other essential repairs to extend the useful life of the building by approximately 10 years.

Fixed Cameras at Blue Doors Access to AOA, \$518,000. Various doors that have direct access to the AOA will have security cameras installed.

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

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

Facility Start-up - Consolidated Communication Center, \$250,000. These funds will provide the resources necessary to accomplish the transition from a newly constructed facility to an operational one.

Hangar 7 Elevator & Stairs Repair, \$480,000. These funds will provide repairs for Hangar 7's elevator and stairs.

Terminal B/C Communications Room Ceiling Replacement, \$220,000. This project will fund the replacement of the ceiling in the Terminal B/C Communications Room, as well as the installation of a new catwalk system above this room to allow better access to the above baggage handling system.

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

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

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

Inbound Baggage Handling System (BHS) Refurbishment, \$200,000. Funds for this multi-year project will be used to refurbish and rehabilitate the Inbound Baggage Handling System (BHS) at Terminal B/C.

Terminal A Freight Elevator, \$250,000. This project will fund the installation of a freight elevator post security in Terminal A.

## 2013 BUDGET

### Metropolitan Washington Airports Authority

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Replace Roofing, \$1,425,000. This project is part of a recurring program to repair and rehabilitate facility roofs that have reached the end of their useful life. The scope of work will include the design of the boiler house roof and the final studies and design of repairs for the Terminal B/C roof.

Terminal B/C Freight Elevators and Elevator Doors, \$500,000. This phased project will replace 1 of 2 elevator passenger cabs on the loading docks at Terminal B & C with freight cabs. The current cabs are not configured for use of pallets in loading areas. In addition this project will also replace Terminal B/C Elevator Doors. Frequent usage and daily wear and tear have caused many of the Terminal B/C elevator cab doors to malfunction and many times become inoperable. These doors are original and are at the end of their useful life. This project will be a three year phased program to replace cab doors, controls, and tracks in each of the 50 elevators.

COB and Hangar 12 Office Renovations, \$425,000. This project is for office renovations in COB and Hangar 12.

The South Pier Security Checkpoint at Terminal B/C, \$250,000. The security checkpoint at Terminal B/C is at capacity and requires the modification of Delta's shuttle area to accommodate the addition of a new (7th) lane to the security checkpoint. This additional lane will allow for more efficient screening of passengers as well as eliminate the potential for a security breach at the South Pier temporary exit lane.

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

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

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

Hangar 4 Roof Replacement, \$600,000. This project preserves and restores the roof of Hangar 4 on the historic hangar line. Execution of this project will protect structural roof components essential to the integrity of this hangar. New tenants are in the process of fitting out office space in Hangar 4.

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

## Airfield Facilities

Runway Safety Area (RSA) Evaluation Analysis, \$190,000. This project will evaluate the current conditions of the RSA for each runway in terms of soft ground, improper grades, infrangible objects or other items reviewed in Part 139 certification inspections, and identify improvements needed to meet the RSA standard.

Pavement Marking & Signage, \$300,000. This project will fund the re-striping of taxiway pavement markings and the replacement of taxiway panel signs in an effort to comply with FAA requirements.

Pavement Management System - Airside, \$350,000. The Pavement Management System provides recurring and federally-required conditions assessments for the airside pavements. This project will fund the data collection for the Pavement Management System.

Airfield Pavement, \$3,400,000. The existing airfield pavements deteriorate due to aircraft traffic and weathering requiring repair and replacement of airfield pavements to ensure these areas remain safe and structurally sound. Funds will be used to replace concrete panels in the aircraft gate pad alleys of Terminal B/C and on the Taxiway Bravo holding pad.

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

## Parking Facilities

Runway 04 – Parking Lot, \$600,000. This project consists of constructing approximately 800+ space public parking lot on the south end of the Airport. The scope of work includes civil, electrical, and telecommunications, which requires installation of 60 parking lot lights, a four-lane entry, exit plaza, and four shuttle bus stops.

Facility Startup – Garages, \$150,000. These funds will provide the resources necessary to accomplish the transition from a newly modified facility to an operational one.

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

Garage A Elevator Rehabilitation, \$350,000. This project funds for the replacement of all elevator controllers, traveling cables, hatch switches, selectors, drive units, and car top operating devices on four elevators in Garage A.



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

#### Utility Systems

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

Radio Communication Fiber Link, \$175,000. This project establishes a fiber link between the Airports Authority's 800 MHz radio system and the Arlington County public safety system so that county mutual aid responders are able to communicate within the terminal areas. The existing county signal does not penetrate into the terminals.

Utility Meter Automation, \$100,000. This project will replace manual processing with an automated utility metering system at the Airport and tenant facilities. The project includes a study, purchase of meter equipment and software, as well as partial implementation.

800 MHz Licensing Support, \$145,000. This funding provides licensing assistance support service that interprets regulatory issues between the Airports Authority and Federal Communications Commission (FCC). Such regulatory issues include compliance to transmission frequencies from the FCC environment and the personalities within the structure.

Public Safety Command Vehicle Radio Upgrade, \$65,000. This project will upgrade radio equipment in the mobile Public Safety Command Vehicle.

Radio Projects & Miscellaneous Upgrades, \$315,000. The radio communications system requires equipment upgrades, software/hardware upgrades, and system support to function efficiently and reliably.

Tysons Corner Site Radio Capacity Expansion, \$75,000. This project is required to provide the Airports Authority's 800MHz Radio System with sufficient capacity to accommodate increased radio usage expected along the Dulles Access Corridor.

Replace Non-Public Safety Radios, \$150,000. Legacy 800MHz radios (mobile/portable/desktop) need to be replaced when they no longer work properly. These radios are up to 12 years old and the Motorola service-maintenance will no longer support them after December 30, 2010. This is part of a 5-year plan to replace approximately 1,000 radios.

New Airports Authority Radio Requirements, \$50,000. These funds will be used to purchase 22 radios (portable/mobile) for the Police/Fire, and Operations and Maintenance Departments.

Communications Facilities and Equipment System Integration, \$898,000. Communication facilities, equipment, and system integration are needed to support the Airport's communication requirements. This includes construction of duct banks, purchase of switches, connectivity for data transmission, premises distribution systems, and other equipment as identified in the comprehensive communications plan.

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

Data Network Intrusion Detection System, \$215,000. This project enhances the security of the data network and is part of an IT Security Strategic Initiative that identifies vulnerabilities. This project funds for the installation and tuning of additional Intrusion Detection System (IDS) sensor devices across the Airports Authority data network. IDS monitors network activity for malicious activity, policy violations and stops or mitigates these activities. This phased program will implement 10 sensors a year for five years totaling 50 sensors system wide.

Replace End-of-Life Storage Area Networks (SANs), \$410,000. SANs store most Airports Authority data on network and shared drives and are needed for continuity of IT operations. The new SANs ensure data safety and security. The project will procure and install two SANs, one each at Reagan National and Dulles International, to replace the existing units. The existing units have reached their End-of-Life and will no longer be supported by the manufacturer warranty after January 2012.

Radio System UPS Replacement Program, \$60,000. To maintain continuity and reliability of the Public Safety radio system, the older Uninterruptible Power Supply (UPS) must be replaced. They are no longer covered under the manufacturer's warranty. This project replaces approximately 3 UPS systems in strategic areas of the radio system (Tysons Corner Radio site, Dulles International Ramp Tower, Dulles International Radio NOC). These units have exceeded their useful life. This is part of a multi-year program to replace 15 units.

Supplemental Radiation System (SRS) Upgrade, \$65,000. To maintain continuity and reliability of the Public Safety radio system, end-of-life SRS components must be replaced. Components of the SRS system have reached their useful life and are no longer supported by the manufacturer. Additionally, upgrades are needed to support the newly assigned 800 Mhz frequencies. This will fund replacement of the Kaval bi-directional amplifiers. This is part of a five year program to upgrade the system.



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Replace End-of-Life Uninterruptible Power Supply for IT Servers, \$45,000. To maintain and protect the integrity of the data network, UPS's that have reached their useful life must be replaced. They are no longer covered under the manufacturer's warranty. This project will replace UPS systems in smaller IT racks not located in major IT facilities not on a grid supported by generator power. They support systems that provide network services to users remote from IT facilities. Approximately 50 units will be purchased.

Replace Cisco IT Line Modules, \$90,000. Replace all Cisco line modules that have reached end-of-life and no longer supported by manufacturer's warranty. The line modules provide network connection for users to all network resources like internet, email, Ere FP, etc. Locations are in computer rooms and communication closets. Part of a two year program to replace 45 - 50 units per year for a total of 90 - 100 units. On January 2011 these systems reach EOL at which time they are no longer supported by the manufacturer.

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

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

Replace Servers, \$250,000. This multi-year project will replace 50 of 500 servers that have reached end-of-life and are no longer supported by the manufacturer. These servers provide access to production data including email, application data, and file servers.

Exterior Electric Shop HVAC, \$100,000. This project funds a cooling unit to be installed in the new exterior electric shop located in the cargo facility. The existing space is not fit out for air conditioning units or ducts.

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

Upgrade Local Area Network (LAN) Backbone, \$175,000. This project upgrades LAN system switches to 10Gb speed to accommodate increased data and security requirements. This project will match server capacity with LAN capacity.

Optical Cable (OC)-48 Bandwidth Upgrade Between IAD and DCA, \$35,000. This project will upgrade current OC-12 between DCA and IAD to an OC-48. This upgrade requires hardware/software upgrades at four locations. The existing OC-12 is reaching capacity and additional bandwidth is needed to accommodate ERP, security feeds, and data and voice between campuses.

Radio Local Area Network (RLAN) Switch Replacement Program, \$125,000. This multi-year project will replace switches that have or will shortly reach end-of-life. Funds in 2012 will be

used to replace approximately seven switches. Approximately 14 additional switches will need to be replaced through 2014.

Compliance with New FCC Mandatory Narrowband Radio Requirements, \$100,000. The FCC's narrow banding initiative requires legacy UHF/VHF radio systems to migrate to narrowband technology (12.5kHz). This project will transition the radios used for the MWAA's shuttle bus and parking garage operations.

Telecommunications Battery Back Up Replacement, \$115,000. The current private branch exchange battery backup system has reached end-of-life and is no longer serviced by the manufacturer or covered under warranty. There are ten battery plants at IAD and two at DCA. This project will replace battery backup systems that are located at various telecommunications switches. The switches must be operational during a power outage or telecommunications will be lost.

Radio System UPS Replacement Program, \$60,000. UPS systems are used to in strategic areas of the radio system to power equipment in the event of power failure from the grid. This project is part of a phased program to replace UPS systems at both airport campuses and Tyson's Corner. The UPS's have reached end-of-life and exhibited failure symptoms. They are no longer covered by the manufacturer's warranty or service agreement.

Supplemental Radiation System (SRS) Major Component Replacement Program, \$65,000. The SRS system provides in-building radio coverage and runs throughout the interiors of buildings, terminals, and concourses at both campuses. Its components include antenna, radiating coax, amplifiers, and headend equipment. When these components reach their useful life, they are no longer supported by the manufacturer or warranty and need to be replaced. This project is part of a multi-year program that will end in 2015 to upgrade the critical system components.

## **Other**

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

Noise Abatement, \$1,429,000. This project will provide a complete review of the Airport's Noise Compatibility Program in accordance with the FAA Part 150 Program.

Security Study & Infrastructure Improvements, \$13,850,000. This project provides continued security enhancements and improvements of the Airport's facilities and area perimeters such as landside perimeter security, ground-based radar intrusion detection, explosive proof trash

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cans, design for ARFF and K gates. Additionally, this funds new card readers and lock sets for the hangar line and connection to the Fire Alarm System, APC panel upgrades.

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

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

Public Safety Capital Equipment, \$408,000. This project funds various replacements of capital equipment including police vehicles and medical units in support of Reagan National's Public Safety operation.

Environmental Compliance Program, \$1,925,000. These funds will be used to continue an ongoing environmental management program. The statutory requirements, which are regulated by federal and state agencies, stipulate that the Airports Authority permit, update, monitor and assess environmental impacts. The following compliance programs are included: water quality, deicing/anti-icing runoff, pollution prevention, underground/aboveground storage tanks, energy initiatives and air quality.

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

Business Process Re-engineering and ERP Preparation, \$4,660,000. This project supports the Airports Authority's efforts in Business Process Re-engineering (BPR) directly related to Enterprise Resource Planning (ERP) program. BPR will review the analysis and design of workflows within and between the organizations. Where necessary, certain workflows and business process will be modified to achieve improvement in quality, time management, and cost. These funds will also be used to help prepare the Airports Authority for implementation of the ERP until a software solution is identified.

Payment Card Industry (PCI) Compliance, \$300,000. This project upgrades the Airports Authority's network components that are used by the Airports Authority and its tenants to electronically process credit card transactions. The credit card industry has established new regulatory data security standards that must be met to help protect merchants and cardholder data.

Security Study & Infrastructure Improvements (Landside Enhancement), \$991,000. The project funds the Landside Security Enhancements for eight hydraulic vehicle barrier gates, fence-line cabling, and security cameras.

Information Technology Systems Enhancements, \$600,000. This project supports the various information systems and technology equipment purchases to maintain and develop a safe, secure, and efficient information technology infrastructure.

CrashNet System Replacement, \$350,000. The existing analog CrashNet system installed in 1996 has been discontinued by the manufacturer and is no longer supported. The new system will be installed over a private internet protocol (IP) network allowing for better airfield communication during emergency situations.

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

2009 Public Safety Capital Equipment - Reagan National, \$127,000. This project funds various replacements of capital equipment including police vehicles and medical units in support of Reagan National's Public Safety operations.

2010 Reagan National Capital Equipment & Facility Projects, \$527,000. This project funds various replacements of capital equipment, including police vehicles and medical units in support of Reagan National's Public Safety operations.

Airport Rescue and Firefighting (ARFF) Vehicle, \$1,200,000. This equipment will replace the 1989 ARFF vehicle, Foam 356.

Equal Opportunity Program Business Diversity Program, \$96,000. The Equal Opportunity Program (EOP) contracts for a broad range of on-site business diversity support services such as: DBE/LDBE pre and post award compliance/monitoring; certification and application review; data management; business research; planning; and outreach.

Replace Last Remaining Lead Sheath Cables at Reagan National, \$200,000. This project funds the replacement of the lead sheath cables between Terminal A, Hangar 3, and the Shops building.

Energy Audit Buy-Out, \$300,000. This project buys out the preliminary energy audits conducted through the Commonwealth of Virginia's Energy Savings Program if the Airports Authority chooses not to go forward with the performance contract.

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

2011 Parking Operations Shuttle Busses (4), \$1,600,000. This project funds the replacement of four shuttle busses in support of parking operations.

Public Safety – Mobile Command Post Vehicle, \$1,100,000. This vehicle will be used as a Mobile Command Post and back up to the Public Safety Communications Center.

Maintenance Services Agreement PSCC, \$180,000. This project will fund the extension of expiring service contracts needed to support proprietary and licensed equipment.

Electric Vehicle Charging Stations, \$37,000. This project will fund the installation of Electric Vehicle Recharging Stations at Reagan National.

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Fire Utility Vehicle, \$162,000. This project will fund the replacement of Fire/Life Safety equipment.

Baggage System & PLB Equipment Terminal A (Delta), \$400,000. This project fund the repair of the Delta baggage system. Funds were provided by Delta for the repair of the system.

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

Dedicated Fire System/Domestic Water - Williams Hydrant, \$40,000. This project will fund the installation of needed infrastructure to support special firefighting equipment at the airport fuel farm. This new equipment facilitates supplemental fire suppression capability consistent with other airports.

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

Recycling Containers, \$100,000. This project will fund the purchase of 25 additional recycling stations for pre-security terminal locations.

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

Public Safety – Vehicles (2), \$60,000. This project will fund the purchase of replacement public safety vehicles in support of Ronald Reagan public safety operations.

Passenger Shuttle Buses (4), \$1,600,000. This project will fund for the phased replacement of the aging fleet of Van Hool shuttle buses. This first phase of will fund for the procurement of 4 CNG buses.

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

Truck, One-ton pickup, 4-wheel drive, (Diesel), \$57,500. This project will fund for the procurement of a pickup truck.

Minivan, \$35,000. This project will fund the purchase of a pickup truck.

Truck, 3/4-ton pickup, 4-wheel drive, (Diesel), \$80,000. This project will fund the procurement of two pickup trucks.

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



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

## **WASHINGTON DULLES INTERNATIONAL AIRPORT**

### **Roads**

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

*Landside Roadway Rehabilitation, \$2,450,000.* This project provides funding for a multi-year project for all cyclical preventive, routine and major corrective maintenance services for the landside roadways, employee lots and public parking areas at IAD. This program includes Dulles East and JP Morgan Chase building pavement repairs, Compass Court repairs, Hourly Lot exit area, potholes on Dulles Airport Access Highway and airport wide curb repairs.

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

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

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

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

*Roadway Signage Rehabilitation, \$500,000.* This project provides funding for the replacement of severely fading roadway signs.

### **Buildings**

*Rehabilitate Cargo Buildings, \$444,000.* This project will repair and rehabilitate Cargo Buildings 1, 2 and 3. The repairs will include improvements to all life-safety components throughout the facility.

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

Paint Spray Building Fire Suppression, \$200,000. This project entails the design and construction of a new water-based fire suppression system that is appropriate for the size of the facility and the activities that take place within the paint spray building.

Reroof Buildings, \$954,000. This multi-phase project will replace old or damaged RTUs at various locations around the airport. These locations include Concourse A, Joint Police-Fire Facility, Commissary Building, Shops & Warehouse Building, West Parking Garage, Office of Valet Check-in, and Daily Garages 1 & 2.

Airports Authority-Owned Jet Bridge Modifications, \$2,510,000. Modifications to Airports Authority-owned gates, gate areas, and jet bridges on Concourses B and D, and the Z Gates will be accomplished.

Sprinkler System Modification Concourse B, \$500,000. This project will repair the exterior fire suppression system at Concourse B. Repairs will include replacing the fin-tube system and adding a monitoring system to alert personnel when the overhang becomes too cold.

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

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

Engineering and Maintenance Relocation, \$500,000. This project will relocate the office functions of the Engineering & Maintenance Department to the Airports Authority-owned JP Morgan Chase Building.

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

New Facility Startup, \$4,700,000. These funds will provide the resources necessary to accomplish the integration of newly-constructed facilities into existing operational systems. This multi-year program will provide a contingency source of funds for critical items outside the scope of CCP projects. The program will also provide for critical repairs to items which



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are discovered late in the turnover process or after start-up. The requested amount is approximately two percent of the amount of construction.

Transportation Security Agency (TSA) Offices, \$240,000. This project relates to TSA facility fit-out for the two side-by-side Lost and Found Offices in the Main Terminal.

Fueling Station Improvements - Shop 2, \$1,200,000. The existing canopy over the fuel tanks will be demolished and replaced with a new canopy and catwalks.

Buy-out and Enhancement of Taxicab Lounge and Operations Building, \$600,000. This project will provide funding to buy-out the unamortized amount of the taxicab lounge and operations building from its current operator and also fund various improvements to this facility.

Improvements to the Supplemental Radiating Systems (SRS), \$300,000. This project funds for the maintenance and preservation of the SRS systems for both airport campuses. This project will install SRS systems in the four main office buildings on Aviation Drive to meet Public Safety radio communications standards.

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

Hydrant Fuel Piping Cathodic Protection Life Extension, \$100,000. This project will extend the life of the existing cathodic protection system on the high pressure underground carbon steel fuel piping system.

New Facility Startup & Fitout, \$5,500,000. This multi-year program provides a contingency source from which funds can be drawn for critical items outside the scope of CCP projects, and for critical repairs to items that are identified in the turnover process or after start-up. In 2012 projects will be in support of the International Arrivals Building and South Baggage Basement.

Elevators, Escalators, and Moving Walks Rehabilitation, \$780,500. This multi-year project will fund the rehabilitation of aging conveyance system units per the Original Equipment Manufacturer (OEM) requirements.

Capital Equipment and Facility Projects, \$3,000,000. Includes funding various capital facility projects.

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

Cooling Tower Basins Rehabilitation, Utility Building, \$400,000. Project will replace damaged water proofing membrane in four cooling tower basins at the Utility Bldg.

Vehicle Storage Building Conversion to Vehicle Maintenance Building Shop, \$695,000. Project funds the modification of Vehicle Storage Building # 3245 to a vehicle maintenance facility to support the maintenance of snow removal equipment in support of the 4th Runway complex.

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

MUFIDS Installation, Main Terminal, \$975,000. Project installs 2 LCD MUFIDS displaying departure information on the ticketing level of the terminal. These MUFID banks will be in line with the east and west escalators.

Expansion Joint & Terrazzo Replacement Main Terminal, Ticketing Level, \$1,560,000. Replace existing expansion joint material on the east and west ends of the Main Terminal near the ticketing level escalators; Joints are located where original Main Terminal and Main Terminal expansion meet; cracks and depressions have developed along joints. Depressions and compression of the joint have buckled surrounding terrazzo and caused trip hazards.

Carpet Replacement, \$400,000. This project replaces carpet in Temporary Mobile Lounge Docks at the Main Terminal, Mobile Lounge Docks in Concourses A & B, Jet Bridges Concourse A & B and grey wall carpet in Plane-Mates.

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

Dulles East Building Rehabilitation Ph. I, \$350,000. This multi-phased project will rehabilitate the Dulles East Building over a five year period. Phase I will fund for life-safety issues, address ADA compliance requirements, and rehabilitate the building's mechanical systems.

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

JP Morgan Chase Building – HVAC System Connection to Energy Management Control System (EMCS), \$350,000. This project will establish an EMCS connection to the mechanical room and major mechanical equipment (air handling units, chillers, boilers, etc.)

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serving the JP Morgan Chase Building. This project will also establish sufficient capacity to allow for future connections and automation of each floor in the building.

Live Fire Training Facility Enhancements- Pavilion, \$10,000. This project will fund for the construction of a pavilion that will provide a shaded area during training exercises. Additionally, the roof will provide a platform on which firefighters can train different methods of rescue.

Fire Station 302 Floor Covering Replacement, \$50,000. This project will replace approximately 9,000 square-feet of worn floor coverings in the fire station.

#### **Airfield Facilities**

Airfield Pavement Maintenance and Joint Sealing, \$32,694,000. This project funds for cyclical preventative and corrective maintenance services; work will consist of spall and pothole repairs, joint sealing, shoulder sealing and slab leveling.

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

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

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

Dedicated Fire System/Domestic Water - Williams Hydrant, \$75,000. This project will install the needed infrastructure to support special firefighting equipment at the airport fuel farm. This new equipment facilitates supplemental fire suppression capability consistent with current practice.

#### **Parking Facilities**

Public Parking Operations Enhancements, \$410,000. This project will fund for revenue control and customer service enhancements for the public parking operation. This includes expansion joint replacement, installation of electronic parking exit signs at the hourly exit plaza, and replacement of safes used for revenue control.

Parking Hourly Lot Exit Business Trailer Replacement, \$300,000. This project will fund the construction of the PRCS work stations, electronic safe and sewerage in the new building.

## Utility Systems

Radio Communication Systems, \$1,422,000. The 800MHz radio communications system requires equipment upgrades, software/hardware upgrades, and system support so that the system can function efficiently and reliably. This project will purchase control and diagnostic equipment, test equipment, battery management equipment, technical support, and other equipment and services.

Comprehensive Utility Survey Update, \$1,150,000. This project relates to a utility survey of the entire Airport. The survey will identify the location and type of all sewer, sanitary sewer, electrical, and water lines.

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

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

Radio System Security Initiative, \$85,500. This security system initiative provides encryption of radio communications to maintain privacy and enhance information security and enable the Radio Services and Wireless Systems department to address system alerts in a timely and efficient manner.

Electrical Unit Substation Replacement, \$1,500,000. This project will replace substations at Cargo 1, 2, 3 and Landmark Aviation, fund a study for North/South power connection, replace wood poles with metal poles at North Switching Station, and construct a shelter for the Fuel Farm Substation.

Replace Electrical Feeder Laterals, \$1,650,000. This project will replace portions of the existing main electrical feeder and controls serving the loading dock on Windsock, Aviation, and Autopilot Drives. The new feeder will increase capacity and replace old cables to serve current and future tenants.

Utility Meter Automation, \$200,000. This project will replace manual processing with an automated utility metering system at the Airport and tenant facilities. The project includes a study, purchase of meter equipment and software, as well as partial implementation.

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

## 2013 BUDGET

### Metropolitan Washington Airports Authority

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Public Safety Command Vehicle Radios, \$110,000. The radio equipment in the mobile Public Safety Command Vehicle will be upgraded.

HVAC Improvements (Shop 1 & 2 and Metal Shop) \$500,000. The HVAC equipment salvaged from the Concourse G will be relocated and installed at Shops 1, 2, and the Metal Shop.

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

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

Replace Non-Public Safety Radios, \$150,000. Legacy 800MHz radios (mobile/portable/desktop) need to be replaced when they no longer work properly. These radios are up to 12 years old and the Motorola service-maintenance will no longer support them after December 30, 2010. This is part of 5 year plan to replace approximately 1,000 radios.

Fiber and Cable Plant Infrastructure, \$830,000. The cable plant capacity has been completely subscribed in certain areas at Dulles International. Projects have been placed on hold because of the lack of cable to provide services. Additional fiber and cable is vital to continue providing services to: Cargo 5, the former Independence Air building, and Building 8.

New Airports Authority Radio Requirements, \$50,000. These funds will be used to purchase 22 radios (portable/mobile) for the Police/Fire, and Operations and Maintenance Departments.

Tysons Corner Site Radio Capacity Expansion, \$75,000. This project is required to provide the Airports Authority's 800MHz Radio System with sufficient capacity to accommodate increased radio usage expected along the Dulles Access Corridor.

Data Network Intrusion Detection System, \$215,000. This project enhances the security of the data network and is part of an IT Security Strategic Initiative that identifies vulnerabilities. This project funds the installation and tuning of additional Intrusion Detection System (IDS) sensor devices across the Airports Authority data network. IDS monitors network activity for malicious activity, policy violations and stops or mitigates these activities. This phased program will implement 10 sensors a year for five years totaling 50 sensors system wide.

Replace End-of-Life Storage Area Networks (SANs), \$250,000. SANs store most MWAA data on network and shared drives and are needed for continuity of IT operations. The new



SANs ensure data safety and security. The project will procure and install two SANs, one each at Reagan National and Dulles International, to replace the existing units. The existing units have reached their End-of-Life and will no longer be supported by the manufacturer warranty after January 2012.

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

Radio System UPS Replacement Program, \$60,000. To maintain continuity and reliability of the Public Safety radio system, the older Uninterruptible Power Supply (UPS) must be replaced. They are no longer covered under the manufacturer's warranty. This project replaces approximately 3 UPS systems in strategic areas of the radio system (Tyson's Corner Radio site, Dulles International Ramp Tower, Dulles International Radio NOC). These units have exceeded their useful life. This is part of a multi-year program to replace 15 units.

Supplemental Radiation System (SRS) Upgrade, \$65,000. The SRS system provides in-building radio coverage and runs throughout the interiors of buildings, terminals, and concourses at both campuses. Its components include antenna, radiating coax, amplifiers, and headend equipment. When these components reach their useful life, they are no longer supported by the manufacturer or warranty and need to be replaced. This project is part of a multi-year program that will end in 2015 to upgrade the critical system components.

Replace End-of-Life Uninterruptible Power Supply for IT Servers, \$45,000. To maintain and protect the integrity of the data network, UPS's that have reached their useful life must be replaced. They are no longer covered under the manufacturer's warranty. This project will replace UPS systems in smaller IT racks not located in major IT facilities or on a grid supported by generator power. They support systems that provide network services to users remote from IT facilities. Approximately 50 units will be purchased.

Replace Cisco IT Line Modules, \$90,000. Replace all Cisco line modules that have reached end-of-life and no longer supported by manufacturer's warranty. The line modules provide network connection for users to all network resources like internet, email, Ere FP, etc. Locations are in computer rooms and communication closets. Part of a two year program to replace 45 - 50 units per year for a total of 90 - 100 units. On January 2011 these systems reach EOL at which time they are no longer supported by the manufacturer.

Replace Servers, \$250,000. This multi-year project will replace 50 of 500 servers that have reached end-of-life and no longer supported by the manufacturer. These servers provide access to production data including email, application data, and file servers.

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

Roof Top Unit (RTU) Replacement Program, \$250,000. This multi-phase project will replace old or damaged RTUs at various locations around the airport. These locations include

## 2013 BUDGET

### Metropolitan Washington Airports Authority

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Concourse A, Joint Police-Fire Facility, Commissary Building, Shops & Warehouse Building, West Parking Garage, Office of Valet Check-in, and Daily Garages 1 & 2.

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

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

*Radio Local Area Network (RLAN) Switch Replacement Program, \$225,000.* This multi-year project will replace switches that have or will shortly reach end-of-life. Funds in 2012 will be used to replace approximately seven switches. Approximately 14 additional switches will need to be replaced through 2014.

*Upgrade Local Area Network (LAN) Backbone, \$175,000.* This project upgrades LAN system switches to 10Gb speed to accommodate increased data and security requirements. This project will match server capacity with LAN capacity.

*Improvements to the Supplemental Radiating Systems (SRS), \$75,000.* This project funds the expansion of the SRS systems for both Airport campuses. This year's funding will install SRS systems in the four main office buildings on Aviation Drive.

*Optical Cable (OC)-48 Bandwidth Upgrade Between IAD and DCA , \$80,000.* This project will upgrade current OC-12 between DCA and IAD to an OC-48. This upgrade requires hardware/software upgrades at four locations. The existing OC-12 is reaching capacity and additional bandwidth is needed to accommodate ERP, security feeds, and data and voice between campuses.

*Compliance with New FCC Mandatory Narrowband Radio Requirements, \$100,000.* The FCC's narrow banding initiative requires legacy UHF/VHF radio systems to migrate to narrowband technology (12.5kHz). This project will transition the radios used for the MWAA's shuttle bus and parking garage operations.

*Telecommunications Battery Back Up Replacement, \$115,000.* The current private branch exchange battery backup system has reached end-of-life and is no longer serviced by the manufacturer or covered under warranty. There are ten battery plants at IAD and two at DCA. This project will replace battery backup systems that are located at various telecommunications switches. The switches must be operational during a power outage or telecommunications will be lost.

*Concourse C/D HVAC Building Automation System (BAS) Network, \$300,000.* This multi-year project will include RS-232 BACnet network connections to Concourse C/D Roof-top air handling unit's controllers, VAV terminal boxes and energy meters. The initial phase of this

project will network 35-40 of the 105 select RTU units serving a few of the most important tenant areas and provide network BAS (Building Automation System) connections that will allow greater monitoring and control capability.

Radio System UPS Replacement Program, \$60,000. UPS systems are used to in strategic areas of the radio system to power equipment in the event of power failure from the grid. This project is part of a phased program to replace UPS systems at both airport campuses and Tyson's Corner. The UPS's have reached end-of-life and exhibited failure symptoms. They are no longer covered by the manufacturer's warranty or service agreement.

Supplemental Radiation System (SRS) Major Component Replacement Program, \$65,000. The SRS provides in-building radio coverage and runs throughout the interiors of buildings, terminals, and concourses at both campuses. Its components include antenna, radiating coax, amplifiers, and headend equipment. When these components reach their useful life, they are no longer supported by the manufacturer or warranty and need to be replaced. This project is part of a multi-year program that will end in 2015 to upgrade the critical system components.

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

## **Other**

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

Commercial Program Investments, \$2,207,000. This project will fund commercial program initiatives that help increase the value of Airport facilities. Some of the initiatives include: retail, food and beverage facility improvements, installation of commercial signage, purchase of advertising dioramas, and other initiatives.

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

Environmental Compliance Program, \$3,137,000. These funds will be used to continue an ongoing environmental management program. The statutory requirements, which are regulated by federal and state agencies, stipulate that the Airports Authority permit, update, monitor and assess environmental impacts. The following compliance programs are included: water quality, deicing/anti-icing runoff, pollution prevention, underground/aboveground storage tanks, energy initiatives and air quality.

Automated Vehicle ID - System Development, \$400,000. This project will provide the system development, hardware and software for AVI to be implemented with CCP projects on Ariane



## 2013 BUDGET

### Metropolitan Washington Airports Authority

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Way and the commercial curb.

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

2006 Consolidated Functions (CF) Capital Equipment, \$99,000. This funding will pay for replacement of capital equipment located at the Consolidated Offices.

Energy Assistance Program, \$600,000. The impact of unforeseen natural disasters resulted in higher utility and fuel costs. This funding will provide contingency in the event the Operation and Maintenance Budget is not sufficient.

Gate 317 Security Improvements \$900,000. After the security improvement evaluation study at Gate 317, various physical security enhancements such as bollards, pop-up barriers, and arrestor cables in the adjacent perimeter fence will be installed.

Airport Access Control Systems (Lock/Key Replacement), \$190,000. All keys at the Airport will be replaced in compliance with TSA Part 49 CFR 152.207 (Airport Security-Access Control Systems) regulation.

Operation Command Center Modifications \$295,000. The existing space in the Operations Command Center located in Concourse B will be reconfigured to accommodate new systems and equipment.

2007 Public Safety Capital Equipment, \$323,000. The funds will purchase replacement capital equipment including police vehicles and medical units in support of Dulles International's Public Safety operation.

Card Reader Installation, \$300,000. This multi-year project will install 140 card readers on all mechanical, electrical and communication rooms. The completion of this project will control the access to the rooms for safety and security reasons by eliminating the issuance of keys, eliminating code violations due to materials left by contractors blocking electric and service panels, and eliminating unauthorized use of these spaces as break rooms.

Security, \$250,000. This project funds operational security systems.

2008 Capital Equipment and Facility Repair Projects, \$3,011,500. These funds will be used to fund critical facility projects and equipment.

Arts Program, \$425,000. This project will establish the Arts Master Plan and Archival Program for Dulles International.

ARFF Vehicle, \$1,100,000. This equipment will replace the 1989 ARFF vehicle, Foam 356.

AeroTrain Support, \$9,400,000. These funds will be used for operating costs of the AeroTrain.

Arc Flash Hazard Analysis Study, \$100,000. This project will fund the study and the identification of the Flash Protection Boundaries and the establishment of the maximum hazard/risk categories for Dulles International's electrical power distribution system. The study will also specify personal protective equipment needed at each location in accordance with National Fire Prevention Association (NFPA).

2009 Public Safety Capital Equipment & Facility Projects, \$1,202,000. Funding for this project will support the Airport's capital and operating programs. The program includes the purchase of required maintenance equipment, and the completion of major and minor facility repairs.

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

Equal Opportunity Program Business Diversity Program, \$194,500. The Equal Opportunity Program (EOP) contracts for a broad range of on-site business diversity support services such as: DBE/LDBE pre and post award compliance/monitoring; certification and application review; data management; business research; planning; and outreach.

Air Service Incentive Program, \$5,000,000. The Air Service Incentive Program will be developed to encourage new non-stop air service at Dulles International for qualifying air carriers.

Plane-Mate HED Lift Controller System Upgrade, \$455,000. This multi-phased project will replace obsolete electronic passenger pod electronic controllers on Plane-Mates. Phase II will consist of the rehab of 10 Plane-Mate units. The continued hardstand operations will extend the need for these vehicles.

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

Parking Operations Shuttle Buses, \$5,295,000. This program will fund the purchase of low-floor diesel buses to replace eight buses to be retired in 2011 due to high mileage and maintenance costs.

Public Safety – Vehicles (5), \$135,000. These funds will purchase replacement capital equipment in support of Dulles International's public safety operations.

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

## 2013 BUDGET

### Metropolitan Washington Airports Authority

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Public Safety – Medic and Foam Unit, \$260,000. This project will fund the replacement of Medic unit in support of Dulles International's public safety operations.

Electrical Vehicle Charging Stations \$23,000. This project will fund a number of electric vehicle recharging stations timed to meet the roll-out of new production-line vehicles in 2011 for the general public by several prominent auto-manufactures

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

2012 Capital Equipment and Facility Repair Projects, \$2,000,000. These funds will be used to purchase critical capital equipment and complete facility repair projects.

Public Safety – Mobile Command Post Vehicle, \$400,000. This vehicle will be used as a Mobile Command Post and back up to the Public Safety Communications Center.

Medic Unit \$260,000. This project will fund the replacement of Medic unit in support of Dulles International's public safety operations.

2012 ARFF Vehicle, \$900,000. This project will fund the new purchase for a ARFF vehicle in support of Dulles International's public safety operations.

Public Safety – Vehicle (1), \$30,000. The project funds the purchase of replacement public safety vehicles in support of Dulles International's public safety operations.

Flooring – Fire Station 302, \$71,000. This project will modify the existing kitchen for Fire Station 303 by expanding the area into the dining room, relocate existing utilities to support the revised kitchen layout. Provide new kitchen equipment and related storage items, upgrade the existing utility services to support the new equipment and layout.

Design Support Services, \$250,000. This multi-year project provides funding for outside on-call consultant support and expertise to the Office of Engineering Design Department in providing design policies, cost estimates and other professional services to the various Airports Authority Enterprises (CCP, COMIP, R&R, & CIP).

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

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

Plane-Mate Lift Transition Device and Turntable Rehabilitation Upgrade Phase I, \$295,000. This project provides funding for a multi-phased project to rehabilitate Plane-Mate lift transition devices and turntables on all 30 units. Phase 1 will fund the following: development of mechanical drawings, design and fabrication of press fixture, development of a prototype roller unit, and rehabilitation of turntables and roller units for 10 Plane-Mates.

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

Dulles Equipment, \$1,500,000. This project provides funding for the purchase and replacement of various capital equipment.

## CAPITAL CONSTRUCTION PROGRAM

### The Airports Authority's Master Plans

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

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

#### *Reagan National*

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

#### *Dulles International*

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

Remaining elements in the Master Plan for Dulles International contemplate construction of one additional runways, construction of permanent midfield concourses, future mass transit along a right-of-way in the Access Highway corridor, expansion of automobile

parking facilities, construction of additional roads on airport land and expansion of the capacity of the existing roads.

### **Capital Construction Program**

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

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

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

The Airports Authority currently estimates the cost of the 2001-2016 CCP to be approximately \$5.1 billion (in inflated dollars). The Airports Authority expended approximately \$4.1 billion of the \$5.1 billion total estimated cost of the 2001-2016 CCP between 2001 and June 2011.

The Airports Authority currently estimates the cost of the deferred CCP projects to be approximately \$2.2 billion (in 2008 dollars). The Airports Authority expects to reassess its capital needs on a regular basis and modify its construction schedule as necessary to accommodate passenger and aircraft activity, security needs and other factors, which could result in changes to the CCP.

### **The Project Elements of the CCP in 2013**

The 2013 Budget includes authorization of \$131.4 million for new projects and additional funding for existing projects in the CCP. CCP expenditures for 2013 for both new program authorization and prior year projects are estimated at \$235.9 million. The CCP is funded



from bond proceeds, PFCs, and grants. The Airports Authority continues the emphasis on program management, including cost and schedule control, construction safety, and quality assurance of its capital program.

The CCP is periodically reviewed by the Airports Authority based on facility needs and financial feasibility. New CCP program authorization for projects at Reagan National is \$89.7 million. The CCP new program authorization at Dulles International is \$41.7 million. The Office of Engineering has reviewed and recommended to unschedule and close out various projects totaling \$34.4 million. The new net debt to be added for new program authorization is approximately \$45.2 million. The 2013 CCP budget includes \$12 million, \$6 million at each Airport, for new police range and training facility to be located at Dulles International with Arlington County proposing to fund approximately \$7 million for this project. This new police range and training facility will not be built without an approved business agreement with Arlington County.

Of particular note are immediate improvements to Reagan National Terminal A rehabilitation including a second baggage facility and other miscellaneous property modifications to accommodate slot reallocations. Funding is also included to develop long-term redevelopment plans for Terminal A and B/C. Significant improvements of \$61 million to the Airport's Runway 15-33 and runway safety areas are also planned. At Dulles International, the 2013 Budget highlights include \$15 million for the airfield pavement panel replacement, replacement of public parking revenue control system, \$5.4 million for hydrant fuel line improvements, and \$3.3 million for cargo building rehabilitation.

### **2013 Aviation Capital Construction Program**

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

The new 2013 CCP authorization totals \$131.4 million.

<b>Funding Source: Bonds/Grants/PFCs</b>	<b>\$131,424,000</b>
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New program authority for the CCP in 2012:

Reagan National, \$89.7 million new program authority and \$41.7 million at Dulles International provides for:

### **List of Projects**

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

Expenditure estimates for 2013 include the continuation of projects started in prior periods in addition to projects to be initiated in 2013. Expenditure estimates for 2013 include only the impact of continuing with projects authorized in 2013 or in prior periods. Completed projects

reflect actual project costs, while continuing projects are presented in 2011 dollars. Project estimates reflect annual inflation cost escalation.

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

Table 3-43	New Authorization
<b><u>Reagan National</u></b>	
Campus Utility and Central Plant Improvements - Phase 1	\$ 3,000,000
Hangar 6 Roof Replacement	1,607,000
Police Range and Training Facility	6,000,000
Power Distribution Upgrades - Phase 1 & 2	1,115,000
Route 233 and South Bound GWMP Ramp Bridges Rehabilitation	750,000
Runway 15-33 and 4-22 RSA Improvements	60,950,000
Terminal A Building Rehabilitation (Near Term)	8,255,000
Terminal A Long Term Re-Development Program - Phase 1	3,000,000
Terminal B/C Long Term Re-Development Program - Phase 1	5,000,000
<b>Total Reagan National</b>	<b>\$ 89,677,000</b>
<b><u>Dulles International</u></b>	
Access Control and Alarm Monitoring System Integration	\$ 1,473,000
Airfield Pavement Panel Replacement	15,028,000
Cargo Building Rehabilitation - Phases 1 and 2	3,292,000
Comprehensive Airport Security System	1,500,000
Concourse C/D Rehabilitation	1,000,000
Deluge Fire System Surge Prevention	1,100,000
Hydrant Fuel Line Improvements	5,354,000
Other Planning and Programming	1,000,000
Police Range and Training Facility	6,000,000
Public Parking Revenue Control System Replacement	6,000,000
<b>Total Dulles International</b>	<b>\$ 41,747,000</b>
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 131,424,000</b>



**Project Descriptions**

Descriptions of projects in previous budgets are repeated in this budget if the projects are still active in 2013. These descriptions, as well as descriptions of new projects authorized in prior years and the deferred projects, are included. The project amount shown is the total current cost estimate for the project.

## RONALD REAGAN WASHINGTON NATIONAL AIRPORT 2013 CCP PROJECTS



### ● PROJECTS IN DESIGN

1. Power Distribution North Substation Gear Replacement
2. COB Full Power Backup
3. Terminal B/C Building Improvements – Phase 1
4. DFS Hydraulic Work
5. Terminal A Building Long Term Design – Phase 1
6. Terminal A Building Rehabilitation (Near Term)
7. Emergency Generator and Transformer Upgrades
8. Runway 15-33 and 4-22 RSA Improvements
9. NextGen Public Communication System
10. Hangar 6 Roof Replacement
11. Police Range and Training Facility (at IAD)

12. Campus Utility and Central Plant Improvements - Phase 1
13. Power Distribution Upgrades - Phase 1 & 2 (Airport wide)
14. Route 233 and South Bound GWMP Ramp Bridges Rehabilitation

### ● PROJECTS IN CONSTRUCTION

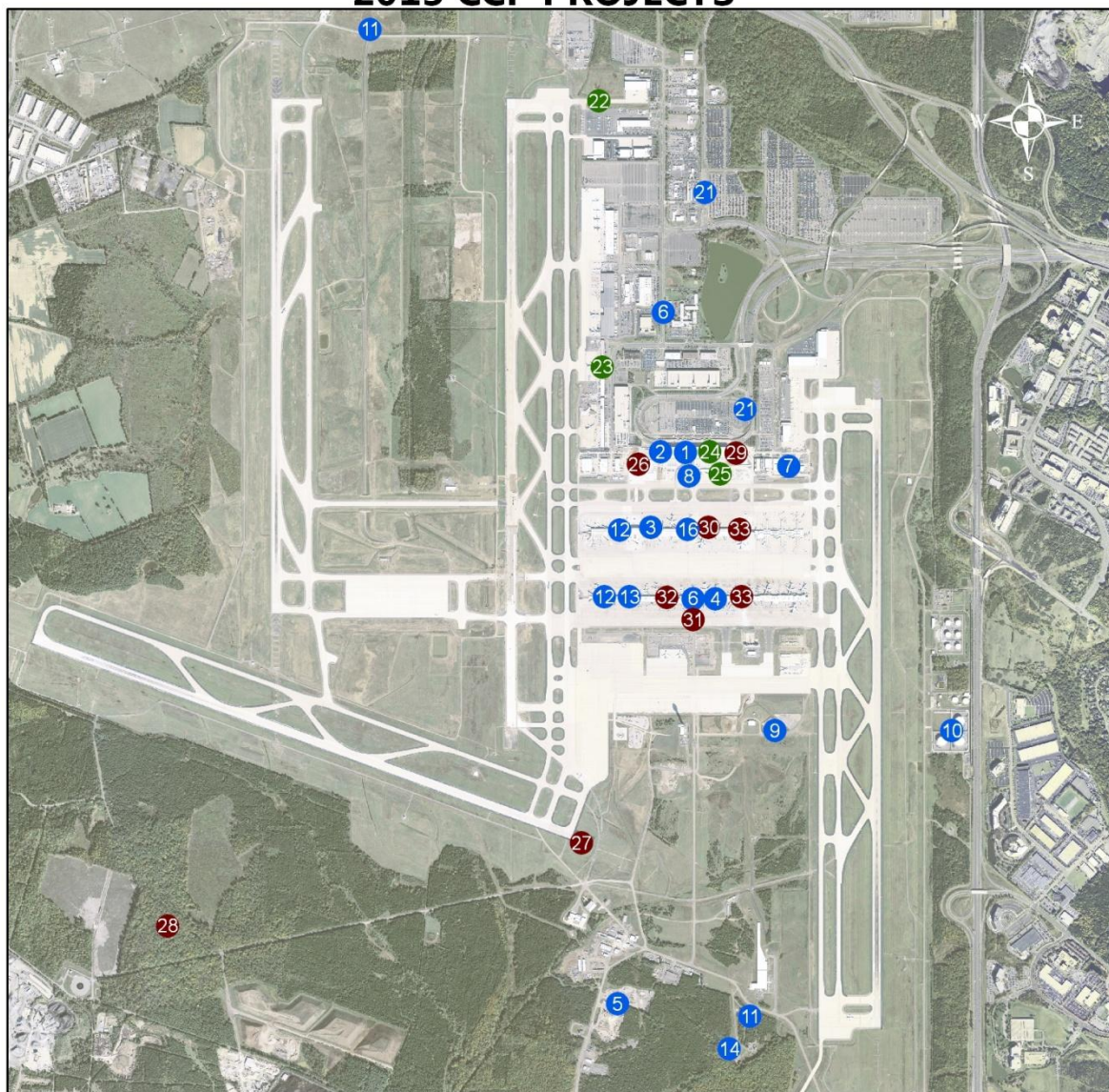
15. River Rescue Facility

### ● PROJECTS COMPLETED

16. Runway 15-33 RSA Environmental Mitigation
17. Runway 1-19 Safety Area/Hold Apron General Package
18. Runway 1-19 RSA ALSF-2
19. Runway 1-19 Overlay and Taxiway Rehabilitation
20. Runway 15-33 Overlay



## WASHINGTON DULLES INTERNATIONAL AIRPORT 2013 CCP PROJECTS



### ● PROJECTS IN DESIGN

1. Main Terminal Unmanned Exit Doors at Bag Claim Level
2. Main Terminal Commissioning Phase 2
3. A380 Gate Modifications (B 41/43)
4. Concourse C/D Rehabilitation – Phase II Design
5. Maintenance Equipment Storage Building (Snow Shed)
6. Comprehensive Electrical Utility Critical Rehabilitation
7. High Temperature HW Generator Replacement
8. Historical ATCT Exterior Preservation
9. Domestic Water Distribution System Integration
10. Fuel Inbound Particle Separators
11. NextGen Public Communication System

12. MUFIDS Upgrades – Phase II Design
13. Audio Visual Paging System Upgrades
14. Police Range and Training Facility
15. Telecommunication Infrastructure Improvements – Airport Wide
16. Access Control and Alarm Monitoring System Integration
17. Airfield Pavement Panel Replacement - Airport Wide
18. Comprehensive Airport Security System - Airport Wide
19. Deluge Fire System Surge Prevention - Airport Wide
20. Hydrant Fuel Line Improvements - Airport Wide
21. Public Parking Rev. Control Sys. Replacement

### ● PROJECTS IN CONSTRUCTION

22. UAL Hangar Taxiway and Utilities
23. Cargo Building Rehabilitation – Phase I & II
24. EBB & WBB EDS InLine High Volume Bag Screening
25. SBB EDS InLine High Volume Baggage Screening

### ● PROJECTS COMPLETED

26. IAB Expansion
27. Runway 30 Blast Pad
28. 5th RW/Airfield Tree Clearing & Site Preparation
29. EBB Adv. Utility & Tug Traffic Relocation
30. Concourse B Sterile Corridor Gates B27/31
31. TW E Rehab and Concourse C/D Apron
32. Concourse C/D Rehabilitation – Phase I
33. MUFIDS Upgrades – Phase I

# Capital Construction Program

## 2013 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## SUMMARY

DESCRIPTION	BEGINNING CARRYOVER	2013 NEW PROGRAM AUTHORIZATION	BEGINNING CARRYOVER & 2013 NEW PROGRAM AUTHORIZATION	UNSCCHEDULED				FUNDING SOURCE* (Excludes Unscheduled)	
				2012	2013	2014	2015-2016	BONDS	PFCs
<b>REAGAN NATIONAL AIRPORT</b> Total Reagan National Airport	\$ 262,978,000	\$ 89,677,000	\$ 352,655,000	\$ 47,677,000	\$ 75,476,000	\$ 105,399,000	\$ 124,103,000	\$ 137,372,000	\$ -
<b>DULLES INTERNATIONAL AIRPORT</b> Total Dulles International Airport	544,385,000	41,747,000	586,132,000	64,728,000	154,737,000	120,009,000	246,658,000	229,979,000	233,951,000
Capitalized Interest	-	-	42,869,000	19,195,000	5,689,000	5,622,000	12,363,000	42,869,000	-
<b>Total Metropolitan Washington Airports Authority</b>	<b>\$ 807,363,000</b>	<b>\$ 131,424,000</b>	<b>\$ 981,656,000</b>	<b>\$ 131,600,000</b>	<b>\$ 235,902,000</b>	<b>\$ 231,030,000</b>	<b>\$ 383,124,000</b>	<b>\$ 259,574,000</b>	<b>\$ 233,951,000</b>

FUNDING SOURCE: Bonds - All Bonds and Commercial Paper; AIP - Airport Improvement Program Grant; LOI - Letter of Intent; TSA - FAA Security Grant; CVG - Commonwealth of Virginia State Grant; PFC2 - 2nd Passenger Facility Charge; PFC3 - 3rd Passenger Facility Charge; PFC4 - 4th Passenger Facility Charge; and Future PFC - Future Passenger Facility Charge

# Capital Construction Program

## 2013 BUDGET

✈ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

### REAGAN NATIONAL AIRPORT

PROJ NUM	DESCRIPTION	BEGINNING CARRYOVER	2013 NEW PROGRAM AUTHORIZATION	BEGINNING CARRYOVER & 2013 NEW PROGRAM AUTHORIZATION	2012 2013 2014 2015- 2016				FUNDING SOURCE (Excludes Unscheduled)	
					2012	2013	2014	2015- 2016	BONDS	GRANTS
	<b>ROADS</b>				\$ -	\$ 150,000	\$ 600,000	\$ -	\$ 750,000	\$ -
	<b>BUILDINGS</b>				\$ 750,000					
NEW	Route 233 & South Bound GWMP Ramp Bridges Rehabilitation		\$ 750,000	\$ 750,000						
3015	Public Safety Communication Center	1,720,000	-	1,720,000	605,000	848,000	267,000	-	1,720,000	-
3072	Building Modifications to Accommodate Inline Baggage Screening	127,829,000	-	127,829,000	21,000	-	45,000,000	82,808,000	31,957,000	95,872,000
3172	Restroom Modifications and Upgrades	3,038,000	-	3,038,000	2,904,000	134,000	-	-	3,038,000	-
3183	River Rescue Support Facility	2,491,000	-	2,491,000	1,385,000	1,106,000	-	-	2,491,000	-
3219	Public Safety, Airport Engineering and Maintenance Relocation Study	154,000	-	154,000	-	154,000	-	-	154,000	-
3221	Terminal A Building Rehabilitation	29,649,000	-	29,649,000	4,193,000	24,055,000	1,401,000	-	29,649,000	-
4468	Terminal A Building Rehabilitation	3,059,000	-	3,059,000	-	-	3,059,000	-	3,059,000	-
10095	Terminal B/C Improvements	8,090,000	-	8,090,000	1,125,000	1,576,000	3,356,000	2,033,000	8,090,000	-
NEW	Terminal B/C Long Term Re-Development Program - Phase 1	-	5,000,000	5,000,000	-	1,000,000	3,000,000	1,000,000	5,000,000	-
NEW	Terminal A Building Rehabilitation (Near Term)	-	8,255,000	8,255,000	-	1,651,000	6,604,000	-	8,255,000	-
NEW	Terminal A Long Term Re-Development Program - Phase 1	-	3,000,000	3,000,000	-	1,000,000	2,000,000	-	3,000,000	-
NEW	Hangar 6 Roof Replacement	-	1,607,000	1,607,000	-	322,000	1,285,000	-	1,607,000	-
	<b>AIRFIELD</b>									
3104	Runway 1 RSA and Hold Apron Expansion	16,448,000	-	16,448,000	15,360,000	1,088,000	-	-	16,448,000	-
3105	Environmental Impact Statement - Crosswind Runways Safety Area	2,057,000	-	2,057,000	162,000	1,895,000	-	-	2,057,000	-
3132	Runway Overlays and Taxiway Rehabilitation	10,128,000	-	10,128,000	6,089,000	4,039,000	-	-	10,128,000	-
3133	Noise Monitoring System	562,000	-	562,000	-	163,000	163,000	236,000	562,000	-
3222	Runway 4-22 and 15-33 RSA Improvements Funding	10,503,000	60,950,000	71,453,000	2,968,000	16,869,000	21,023,000	30,593,000	33,453,000	38,000,000
	<b>PARKING FACILITIES</b>									
3167	Parking Revenue Control System Replacement	5,914,000	-	5,914,000	3,818,000	1,382,000	-	714,000	5,914,000	-
	<b>UTILITY SYSTEMS</b>									
3013	Radio Program Enhancements	67,000	-	67,000	67,000	-	-	-	67,000	-
3223	Modify DFS Sys. Accommodate Surge Transients/Oper Characteristics	639,000	-	639,000	197,000	442,000	-	-	639,000	-
3224	Power Distribution Upgrades - Phases 1 and 2	11,437,000	1,115,000	12,552,000	2,670,000	7,785,000	2,097,000	-	12,552,000	-
4447	Communication Facilities and Equipment (F&E) System Integration	347,000	-	347,000	347,000	-	-	-	347,000	-
NEW	Campus Utility and Central Plant Improvements - Phase 1	-	3,000,000	3,000,000	-	1,000,000	2,000,000	-	3,000,000	-
	<b>OTHER</b>									
3079	Other Planning and Programming	4,594,000	-	4,594,000	156,000	1,000,000	1,000,000	2,438,000	4,594,000	-
3087	Enterprise Resource Program	5,126,000	-	5,126,000	4,032,000	1,094,000	-	-	5,126,000	-
3107	Geographical Information System	1,023,000	-	1,023,000	193,000	313,000	-	517,000	1,023,000	-
3225	Color Digital Orthophotography	1,022,000	-	1,022,000	526,000	22,000	-	474,000	1,022,000	-
3226	Next Generation Public Safety Communications System	16,090,000	-	16,090,000	744,000	5,113,000	7,669,000	2,564,000	16,090,000	-
4177	Asbestos Removal	876,000	-	876,000	-	75,000	75,000	726,000	876,000	-
NEW	Police Range and Training Facility	-	6,000,000	6,000,000	-	1,200,000	4,800,000	-	2,500,000	3,500,000
	All Other	115,000	-	115,000	115,000	-	-	-	115,000	-
	<b>TOTAL REAGAN NATIONAL AIRPORT</b>	\$ 262,978,000	\$ 89,677,000	\$ 352,655,000	\$ 47,677,000	\$ 75,476,000	\$ 105,399,000	\$ 124,103,000	\$ 215,283,000	\$ 137,372,000

# Capital Construction Program

## 2013 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

### DULLES INTERNATIONAL AIRPORT

PROJ NUM	DESCRIPTION	BEGINNING CARRYOVER	2013 NEW PROGRAM AUTHORIZATION	BEGINNING CARRYOVER & 2013 NEW PROGRAM AUTHORIZATION	2012-2016				FUNDING SOURCE (Excludes Unscheduled)	
					2012	2013	2014	2015- 2016	BONDS	GRANTS
BUILDINGS										
3559	Security Mezzanine and Main Terminal AeroTrain Station, Package 6	2,384,000	-	2,384,000	1,647,000	737,000	-	-	2,384,000	-
3561	Concourse B West Expansion	2,610,000	-	2,610,000	2,004,000	606,000	-	-	2,610,000	-
3696	Conveyor and Building Changes for Inline Baggage Screening	135,950,000	-	135,950,000	21,941,000	48,481,000	47,482,000	18,046,000	33,987,500	101,962,500
3697	Concourse C/D Rehabilitation	17,958,000	1,000,000	18,958,000	7,840,000	9,455,000	1,663,000	-	18,958,000	-
3720	Airport AOA Security Cameras	289,000	-	289,000	57,000	-	-	232,000	289,000	-
3722	Concourse Modifications for Airbus A-380	4,605,000	-	4,605,000	-	921,000	3,684,000	-	4,605,000	-
3748	International Arrivals Building (IAB) Exp.	4,568,000	-	4,568,000	1,293,000	2,627,000	-	648,000	-	4,568,000
3749	Airport Rescue&FireFightingFacility-Station 304 (includesRoads&Utilities)	136,000	-	136,000	31,000	16,000	-	89,000	136,000	-
3791	North Area Maintenance Facility	100,000	-	100,000	36,000	47,000	-	17,000	100,000	-
3845	Historic ATCT Facilities Life Safety Preservation Phase 1	426,000	-	426,000	8,000	27,000	-	391,000	426,000	-
3849	Restroom Renovation Program (Main Terminal)	182,000	-	182,000	20,000	162,000	-	-	182,000	-
3865	Gates A27-A31 (B27-B31) Sterile Corridor Restoration	1,073,000	-	1,073,000	772,000	301,000	-	-	1,073,000	-
3914	Historic ATCT Exterior Preservation Phase 1B	6,838,000	-	6,838,000	388,000	4,468,000	1,982,000	-	6,838,000	-
3915	Main Terminal Commissioning Phase 2	4,899,000	-	4,899,000	395,000	3,024,000	1,480,000	-	4,899,000	-
3916	International Arrivals Bldg. (IAB) Exp. Phase 4	541,000	-	541,000	447,000	94,000	-	-	541,000	-
3918	Unmanned Exit DoorsBag Claim Lvl/MT-Passgr. Auto Sec.Revolving Doors	3,248,000	-	3,248,000	287,000	2,050,000	911,000	-	3,248,000	-
3919	Cargo Bldg. Rehabilitation - Phase 1	3,291,000	-	3,291,000	986,000	2,305,000	-	-	3,291,000	-
4708	Tenant Relocation	1,836,000	-	1,836,000	-	-	-	1,836,000	1,836,000	-
NEW	Cargo Building Rehabilitation - Phase 1 and 2	-	3,292,000	3,292,000	-	2,625,000	667,000	-	3,292,000	-
AIRFIELD										
3542	Taxiway J Extension	33,000	-	33,000	-	-	-	33,000	33,000	-
3570	Fouth Runway & Associated Taxiways	3,953,000	-	3,953,000	1,508,000	2,445,000	-	-	-	3,953,000
3629	Concourse B Apron Paving	720,000	-	720,000	-	-	-	720,000	720,000	-
3635	Airfield Pavement Panel Replacement	7,670,000	-	7,670,000	2,989,000	3,148,000	-	1,533,000	1,917,500	5,752,500
3639	Relocate/Expand Airfield Electrical Vaults	686,000	-	686,000	426,000	260,000	-	-	686,000	-
3724	Tier 3 Apron	134,000	-	134,000	-	-	-	134,000	-	134,000
3781	Future Runway 1C-19C&Future Taxiways W&W1	172,000	-	172,000	15,000	-	-	157,000	172,000	-
3792	Noise Monitoring System	618,000	-	618,000	-	163,000	163,000	292,000	618,000	-
3838	Fourth Runway Maintenance Equipment	7,704,000	-	7,704,000	6,919,000	785,000	-	-	7,704,000	-
3839	Runway 1R-19L Light Base & Conduit Replacement	177,000	-	177,000	-	-	-	177,000	177,000	-
3850	Airfield Tree Clearing and Site Preparation	114,000	-	114,000	17,000	97,000	-	-	114,000	-
10089	Proposed Taxiways Improvements (Hangar Facility)	8,900,000	-	8,900,000	1,448,000	4,073,000	3,379,000	-	8,900,000	-
10090	Airfield Pavement Panel Replacement	1,890,000	15,028,000	16,918,000	402,000	13,521,000	2,995,000	-	10,018,000	6,900,000
NEW	Hydrant Fuel Line Improvements	-	5,354,000	5,354,000	-	2,281,000	3,073,000	-	5,354,000	-
PARKING FACILITIES										
10091	Public Parking Rev Control Sys Replacement	1,000,000	6,000,000	7,000,000	-	2,600,000	3,800,000	600,000	7,000,000	-

# Capital Construction Program

## 2013 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

### DULLES INTERNATIONAL AIRPORT

PROJ NUM	DESCRIPTION	BEGINNING CARRYOVER	2013 NEW PROGRAM AUTHORIZATION	BEGINNING CARRYOVER & 2013 NEW PROGRAM AUTHORIZATION	2012	2013	2014	2015- 2016	FUNDING SOURCE (Excludes Unscheduled)	BONDS	GRANTS	PFCs
	<b>UTILITY SYSTEMS</b>											
3536	Utility Systems Planning & Programming	480,000	-	480,000	-	110,000	-	370,000	-	480,000	-	-
3655	Special System - Tie-ins and Upgrades	477,000	-	477,000	191,000	286,000	-	-	-	477,000	-	-
3726	Jet Fuel Pipeline - Fuel Settling Tank Farm	5,335,000	-	5,335,000	558,000	3,485,000	1,292,000	-	-	5,335,000	-	-
3794	Public Safety Radio Compatibility Project	104,000	-	104,000	68,000	36,000	-	-	-	104,000	-	-
3795	Domestic Water Pump System Renovation	66,000	-	66,000	-	-	-	66,000	-	66,000	-	-
3841	Maintenance Equipment Storage Building	10,589,000	-	10,589,000	613,000	8,664,000	1,312,000	-	-	10,589,000	-	-
3920	High Temperature Hot Water Gen. Replacement (Des)	15,504,000	-	15,504,000	963,000	7,853,000	6,688,000	-	-	15,504,000	-	-
3921	Comprehensive Electrical Utility Critical Rehabilitation - Phase 1	5,010,000	-	5,010,000	495,000	3,465,000	1,050,000	-	-	5,010,000	-	-
4851	Radio Program Upgrades	1,469,000	-	1,469,000	300,000	-	-	1,169,000	-	1,469,000	-	-
10092	Domestic Water Distribution System Integration	750,000	-	750,000	335,000	415,000	-	-	-	750,000	-	-
NEW	Access Control & Alarm Monitoring System Integration	-	1,473,000	1,473,000	-	568,000	518,000	387,000	-	1,473,000	-	-
NEW	Deluge Fire System Surge Protection	-	1,100,000	1,100,000	-	220,000	880,000	-	-	1,100,000	-	-
	<b>OTHER</b>											
3537	Other Planning & Programming	3,261,000	-	3,261,000	597,000	1,400,000	780,000	484,000	-	3,261,000	-	-
3582	Comprehensive Airport Security System Study	4,126,000	1,500,000	5,626,000	411,000	3,189,000	1,500,000	526,000	-	5,626,000	-	-
3657	Site Development for Commercial Hangars	676,000	-	676,000	2,000	674,000	-	-	-	676,000	-	-
3659	Asbestos Removal-Beyond Stages I & II	1,104,000	-	1,104,000	20,000	31,000	50,000	1,003,000	-	1,104,000	-	-
3660	Contaminated Soils Rem/Disposal Beyond Stages I&II	605,000	-	605,000	25,000	159,000	50,000	371,000	-	605,000	-	-
3728	Enterprise Resource Program	6,111,000	-	6,111,000	1,125,000	1,750,000	1,750,000	1,486,000	-	6,111,000	-	-
3752	Access Control&Monitoring Sys., CCTV&Video Monitoring Systems Integ.	3,053,000	-	3,053,000	546,000	822,000	-	1,685,000	-	3,053,000	-	-
3753	Geographical Information System	1,246,000	-	1,246,000	204,000	92,000	-	950,000	-	1,246,000	-	-
3796	Environmental Mitigation (Wetlands & Stream)	2,443,000	-	2,443,000	1,935,000	-	-	508,000	-	2,443,000	-	-
3797	Contribution to Dulles Metrorail	229,383,000	-	229,383,000	-	4,287,000	18,803,000	206,293,000	-	-	-	229,383,000
3922	Next Generation Public Safety Communications System	16,010,000	-	16,010,000	1,018,000	5,113,000	7,669,000	2,210,000	-	16,010,000	-	-
3923	Color Digital Orthophotography	1,022,000	-	1,022,000	356,000	358,000	-	308,000	-	1,022,000	-	-
3924	Special Systems	3,866,000	-	3,866,000	2,049,000	1,653,000	-	164,000	-	3,866,000	-	-
4673	Contaminated Soils Removal/Disposal & Environmental Compliance	2,155,000	-	2,155,000	72,000	125,000	125,000	1,833,000	-	2,155,000	-	-
4884	Permanent Sign System	833,000	-	833,000	5,000	-	-	828,000	-	833,000	-	-
10093	Other Planning & Programming	2,000,000	1,000,000	3,000,000	462,000	963,000	963,000	612,000	-	3,000,000	-	-
10094	Environmental Assess. Western Airport Support Zone & Gen.Aviation	1,500,000	-	1,500,000	-	500,000	500,000	500,000	-	1,500,000	-	-
NEW	Police Range and Training Facility	-	6,000,000	6,000,000	-	1,200,000	4,800,000	-	-	2,500,000	3,500,000	-
	All Other	502,000	-	502,000	502,000	-	-	-	-	502,000	-	-
	<b>TOTAL DULLES INTERNATIONAL AIRPORT</b>	<b>\$ 544,385,000</b>	<b>\$ 41,747,000</b>	<b>\$ 586,132,000</b>	<b>\$ 64,728,000</b>	<b>\$ 154,737,000</b>	<b>\$ 120,009,000</b>	<b>\$ 246,658,000</b>		<b>\$ 229,979,000</b>	<b>\$ 122,202,000</b>	<b>\$ 233,951,000</b>
	<b>TOTAL CAPITALIZED INTEREST NATIONAL/DULLES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 19,195,000</b>	<b>\$ 5,689,000</b>	<b>\$ 5,622,000</b>	<b>\$ 12,363,000</b>		<b>\$ 42,869,000</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>TOTAL CAPITAL CONSTRUCTION PROGRAM</b>	<b>\$ 807,363,000</b>	<b>\$ 131,424,000</b>	<b>\$ 981,656,000</b>	<b>\$ 131,600,000</b>	<b>\$ 235,902,000</b>	<b>\$ 231,030,000</b>	<b>\$ 383,124,000</b>		<b>\$ 488,131,000</b>	<b>\$ 259,574,000</b>	<b>\$ 233,951,000</b>

## Capital Construction Program

### 2013 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

### UNSCHEDULED

PROJ NUM	DESCRIPTION	UNSCHEDULED
<b>REAGAN NATIONAL AIRPORT</b>		
3006	South Area Roads East Access	\$ 363,000
3022	Connect North Hangars to Chilled Water	898,000
3076	Airline Regional Facilities	98,086,000
3165	Baggage Handling System Rehabilitation - Terminal A	10,641,000
3166	New Apron at Demolished ARFF Site	1,140,000
4267	Landscaping	4,909,000
4288	Convert Interim Terminal to Aircraft Hangar	8,112,000
4292	Terminal A Apron Rehab (Design)	544,000
4489	Upgrade Airfield Storm Drainage Systems	470,000
<b>TOTAL REAGAN NATIONAL AIRPORT</b>		<b>\$125,163,000</b>



# 2013 BUDGET

## Metropolitan Washington Airports Authority

<b>Capital Construction Program</b>		
<b>2013 BUDGET</b>		
<b>→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY</b>		
<b>UNSCHEDULED</b>		
<b>PROJ NUM</b>	<b>DESCRIPTION</b>	<b>UNSCHEDULED</b>
<b>DULLES INTERNATIONAL AIRPORT</b>		
3532	North Area Roads Capacity Expansion	\$ 550,000
3563	Tier 2 Concourse	666,486,000
3567	New Airport Traffic Control Tower/FAA Facilities	484,000
3570	Fourth Runway & Associated Taxiways	9,962,000
3571	Tier 2 Apron Paving	93,800,000
3574	Main Lot Exit Plaza Expansion	2,169,000
3575	Storm Water Management Facilities	1,121,000
3578	South Utility Building	95,447,000
3580	Aerial Topographic Survey	330,000
3602	North Area Roads - Phases II-V	5,064,000
3613	Main Tml Commercial Curb Expansion	1,161,000
3614	Tier 2 Baggage Equipment	85,021,000
3616	Concourse B Building Adaptations for the AeroTrain (East/West)	13,889,000
3617	Concourse B Building Adaptations for the IAB AeroTrain	46,561,000
3618	Walkback Tunnel, Tier 1 to Tier 2	78,975,000
3619	High Speed Conveyor Baggage System (Main Terminal to Tier 2)	82,398,000
3620	IAB AeroTrain Stations, Tunnels & System	255,788,000
3621	AeroTrain - Tier 1 to Tier 2	105,641,000
3622	AeroTrain - Tier 3 East Increment (non-service)	13,737,000
3624	New Engineering and Maintenance Facility - Phase I	4,648,000
3625	Maintenance Equipment and Storage Warehouse	3,577,000
3626	Baggage Conveyor Tunnels to Tier 2	147,965,000
3627	Cargo Building Phase III and 7	12,515,000
3631	Hydrant Fueling at Z-Gates	5,920,000
3632	Hydrant Fueling for Concourse B West Extension	1,473,000
3633	Hydrant Fueling for Tiers 2 and 3	8,413,000
3634	Demolish Old C/D Concourses, Repave Apron & T/W C/D	84,198,000
3635	Airfield Pavement Panel Replacement	10,696,000
3638	Deicing Fluid Controls per Heightened Regulations	382,000
3643	Employee Parking: South Lot Phase I	13,536,000
3645	Cargo 7 Public/Employee Parking	2,332,000
3648	Rental Car Area Utilities Upgrades	2,097,000
3649	Utility Tunnels	67,316,000
3650	South Electrical Substation & Distribution Center	5,015,000
3651	South Area Utility Trunk Lines	5,608,000
3656	Cargo 7 Site Utilities	23,000
3657	Site Development for Commercial Hangars	9,830,000
3659	Asbestos Removal-Beyond Stages I & II	1,792,000
3660	Contaminated Soils Rem/Disposal Beyond Stages I&II	6,945,000
3663	Contractor Staging Area	307,000
3683	Access Highway Widening Pre-Engineering Study	780,000
3706	Airline Commuter Facilities	24,046,000
3718	Access Highway Rehabilitation	1,135,000
3719	Tier 3 East Concourse/Automated AeroTrain Station	597,452,000
3721	Main Terminal Exp. Joint Replacement	1,448,000
3723	Taxiway G	63,660,000
3724	Tier 3 Apron	78,598,000
3725	Airfield Modifications for Airbus A-380	1,860,000
3748	International Arrivals Building (IAB) Exp.	48,893,000
3751	Blue Lot Relocation	2,771,000
3781	Future Runway 1C-19C&Future Taxiways W&W1	98,323,000
3790	Consolidated Rental Car Facility (Design)	13,017,000
3791	North Area Maintenance Facility	849,000
3839	Runway 1R-19L Light Base & Conduit Replacement	968,000
3847	Main Terminal South Finger Configuration	968,000
3848	Main Terminal Mezzanine Security Checkpoint	599,000
3849	Restroom Renovation Program (Main Terminal)	2,146,000
3917	Joint Firearm Training Facility	18,922,000
4884	Permanent Sign System	1,191,000
<b>TOTAL DULLES INTERNATIONAL AIRPORT</b>		<b>\$ 2,910,798,000</b>
<b>TOTAL UNSCHEDULED</b>		<b>\$ 3,035,961,000</b>



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## CAPITAL CONSTRUCTION PROGRAM

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

### RONALD REAGAN WASHINGTON NATIONAL AIRPORT

#### Roads

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

#### Buildings

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

Building Modifications to Accommodate Inline Baggage Screening, \$139,293,000. Due to changes in security requirements at airports, and specifically for checking baggage, this project will modify the building structure and space allocation required to accommodate the automated baggage screening systems. This project provides for the design and construction of those changes to building infrastructure.

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

River Rescue Support Facility, \$2,814,000. The project consists of designing and constructing a new River Rescue Facility to protect the emergency boats and to provide space for equipment storage. The new facility will be used by the River Rescue Team who provides emergency response to situations on the Potomac River adjacent to the airport.

Public Safety, Airport Engineering, and Maintenance Relocation Study, \$154,000. This project is an update of a previous study to determine relocation of MA-30, MA-120, and MA-300 functions into the South Hanger Line and South Area.

Terminal A Building Rehabilitation, \$54,932,000. The existing historic Terminal A will be restored and rehabilitated to improve air carrier and commuter aircraft accommodations. Work will include demolition of additions to the original terminal, installation of new loading bridges, reconfiguration and/or relocation of ticketing and baggage claim areas, rehabilitation of the heating/cooling systems for compatibility with the Airport's new boiler/chiller system, and other related improvements.

Terminal A Building Rehabilitation, \$35,271,000. This project includes planning, design and construction authorization to address rehabilitation and capacity improvements needed at the "Banjo" concourse, the concourse and lobby connection including an expansion of the security checkpoint to accommodate TSA's AIT devices, curb and curbside check-in, ticket lobbies, outbound and inbound baggage makeup systems, other public and non-public areas that are related/enabling projects, and optical fiber cable. The project also includes planning and preliminary engineering efforts for the long-term rehabilitation and partial reconstruction of Terminal A.

Terminal B/C Capacity Improvements – Phase I - \$8,090,000. This project includes planning, design and construction authorization to address hold room, security screening, public and non-public capacity improvements in Terminal B/C and other buildings that are related/enabling projects.

Terminal B/C Long-Term Re-Development Program-Phase 1, \$5,000,000. This project will provide funding for Phase 1, consisting of project planning, programming and schematic design, will establish an overall modification vision and program, allow for the selection of a design architect, and produce design and construction drawings for the first phase effort, envisioned to include security and concession improvements at the North and Middle Concourse transepts, a Terminal C secure connector, and a new north facility for regional carriers.

Terminal A Building Rehabilitation, \$8,255,000. This project will provide funding which includes planning, design and construction authorization to address rehabilitation and capacity improvements needed at: the "Banjo" concourse, the concourse and lobby connection including an expansion of the security checkpoint to accommodate TSA's AIT devices, curb and curbside check-in, ticket lobbies, outbound and inbound baggage makeup systems, other public and non-public areas that are related/enabling projects, and optical fiber cable. The project also includes planning and preliminary engineering efforts for the long-term rehabilitation and partial reconstruction of Terminal A. [Same as current budget.

Terminal A Long-Term Re-Development Program-Phase 1, \$3,000,000. This project will fund Phase 1, consisting of project planning, programming and schematic design, will establish an overall redevelopment vision/program, allow for the selection of the re-development design architect, establish an overall schematic design frame-work, and produce design and construction drawings for the first phase effort, envisioned to include a permanent baggage claim hall for the public, the relocation of administrative space to allow the expansion of

## 2013 BUDGET

### Metropolitan Washington Airports Authority

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public areas, and the creation of a lower-level public curb for taxi loading and dispatch. The long-term will complement the on-going near-term rehabilitation.

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

#### **Airfield**

Runway 1/19 Safety Area Improvements and Hold Apron Modification, \$41,120,000. Design and construct improvements necessary to mitigate FAA-identified, RSA deficiencies for Runway 1/19. Currently, the dimensions of the RSA at Reagan National do not meet the FAA design criteria and the Airport is operating under a waiver. The RSA is an area surrounding the runway that is prepared for or suitable for reducing the risk of injury to passengers or damage to aircraft should an aircraft happen to depart from the runway in the event of an undershoot, overshoot, or excursion from the runway boundary for any other reason. The RSA includes all pavements, shoulders, turf, blast pads, and stopways as applicable. The project also includes enhancements to the Runway 1 hold apron and infrastructure.

Environmental Impact Statement (EIS) – Crosswind Runways Safety Area (RSAs), \$3,759,000. This project will prepare an EIS for the RSAs of Runways 4/22 and 15/33 by conducting a study in accordance with the National Environmental Protection Act and FAA guidelines.

Runway Overlays and Taxiway Rehabilitation, \$41,979,000. Various sections of the runway and taxiways require asphalt resurfacing. This project consists of installing four inches of asphalt mill and overlay and associated pavement markings on the 6,869 foot runway 1-19, the 4,911 foot runway 4-22, and the 5,204 foot runway 15-33. Preliminary design results on the initial phase of the project indicate that additional rehabilitation will be required on the runway and taxiway. The 37 percent increase in estimated costs is due to a rise in the price of asphalt.

Noise Monitoring System, \$1,049,000. The project replaces and/or upgrades the current noise monitoring equipment at Reagan National and Dulles International to provide a long-term commitment for monitoring aircraft noise from Reagan National and Dulles International flight operations.

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

The proposed solution for meeting runway safety area (RSA) criteria on Runway 15-33 consists of shifting the runway thresholds 270 feet south. The project includes approximately 3.6 acres of fill in the Potomac River to accommodate this shift. Engineered Material

Arresting Systems (EMAS) will be installed at both runway ends. Taxiway connectors to the new locations of each threshold will also be constructed. The proposed solution to meeting RSA criteria for Runway 4-22 consists of shifting the Runway 4 end 460 feet to the south as well as extension of Taxiway B to the new runway end. This provides space for installation of EMAS on the Runway 22 end and includes a new taxiway connector to the new threshold location. The safety area of the Runway 4 end will meet RSA criteria with the removal of the existing parking lot.

## **Parking Facilities**

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

## **Utility Systems**

*Radio Program Enhancements, \$1,375,000.* This project will provide enhancements to the 800MHz radio system. The following are included: new tower site selection and construction, additional talk channels, purchase of elite dispatch consoles, system management terminal and software, and other improvements.

*Modify DFS System to Accommodate Surge Transients / Operating Characteristics, \$639,000.* Project addresses the DCA Dedicated Fire Service system surge and pressure concerns that affected two pipe failures in 2009. Scope includes new Surge Tank, piping, and other improvements.

*Power Distribution Upgrades – Phase 1 and 2, \$11,664,000.* This project will improve the reliability, efficiency and stability of electrical service distribution. It is a multi-phased project spanning several years. Phase 1 includes the North Substation Gear Replacement, COB Full Backup Power and Terminal A Banjo Emergency Generator. Phase 2 adds a Terminal B/C emergency generator upgrade, a South Hangar emergency power upgrade, replaces electrical transformers, and provides for the replacement of 20 Uninterruptible Power Supply (UPS) units.

*Communication Facilities and Equipment System Integration, \$4,290,000.* Communication facilities, equipment, and system integration are needed to support the Airport's communications requirements. These include duct banks, switches, connectivity for data transmission, premises distribution systems, and other equipment as identified by the Airports Authority's comprehensive communications plan.

*Campus Utility Distribution and Central Plant Improvements-Phase 1, \$3,000,000.* This project will provide funding for the first phase in a multi-year program for a complete review of central plant facilities and primary utility distribution. The review is to consider: 1) rehabilitation of facilities that have deteriorated or reached the end of their service life; 2) higher efficiency equipment that is more environmentally friendly and economical to operate; and 3) load demands in 0-5, 5-10, and 10-20 year increments recognizing the growth



## 2013 BUDGET

### Metropolitan Washington Airports Authority

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pressures on Terminals A, B, and C. This effort will consider and incorporate appropriate Energy Conservation Measures (ECMs) from the recent Energy Audit Study.

#### Other

Other Planning and Programming, \$7,088,000. This project provides funding for all ranges of facility planning, project programming and other project studies as needed.

Enterprise Resource Program (ERP), \$30,044,000. An Airports Authority-wide Enterprise Resource Planning System will provide a comprehensive, integrated system encompassing core administration functional areas. The project will link business processes, integrate data, and share data information across applications.

Geographical Information System (GIS), \$4,872,000. Design and implement the GIS for both Reagan National and Dulles International. Implementation involves refining system requirements; defining system interfaces with existing Airports Authority systems; procuring GIS software, hardware, and database management tools; and preparing data for conversion to the GIS system and for the upcoming Enterprise Resource Planning system.

Color Digital Orthophotography, \$1,022,000. An orthophoto is an aerial photograph planimetrically corrected. As a result, the digital photo has spatial accuracy (uniform scale and true geometry) that support GIS functions.

Next Generation Public Safety Communications System, \$16,145,000. Implementation of the Next Generation Radio Communications Systems by migrating to the P25 System from the current 800 MHz radio communication. The request allocates \$1,000,000 for 175 Radio Replacements.

Asbestos Removal, \$7,711,000. When asbestos is identified, an abatement contract is awarded for its removal, drawing on this funding allocation.

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

## WASHINGTON DULLES INTERNATIONAL AIRPORT

### Buildings

Security Mezzanine and Main Terminal AeroTrain Station, Package 6 (includes Haul Road), \$539,465,000. This project will provide the funds for design and construction of the security mezzanines and Main Terminal AeroTrain Station. Also included is the renovation of the South Finger/Tower Area, which will provide improved connections between the Z-Gates, Walkback Tunnel, and the AeroTrain. This project has received multiple budget increments over the years as scope definition related to security, life safety requirements and project phasing changes have developed. Additional funding needs address construction and commissioning of the station as well as known time delay exposure.

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

Conveyor and Building Changes for Inline Baggage Screening, \$258,685,000. In order to satisfy new security requirements at the Airports, and specifically for checking baggage, there are significant changes to the building structure and space allocation required to accommodate the automated baggage screening systems. This project provides for the design and construction of those changes to building infrastructure.

Concourse C/D Rehabilitation, \$64,219,000. This project involves the design and rehabilitation of Concourse C/D to effectively extend the useful operating life for an additional 10 years. The project includes two phases: Phase 1 - Design and replacement of rooftop air conditioning units; and Phase 2 - Design and construction for general facility refurbishments including exterior and interior repairs and upgrades; electrical upgrades associated with Phase 1 work; plumbing upgrades and repairs; fire protection upgrades; and modifications to the baggage conveyance system.

Airport AOA Security Cameras, \$6,255,000. Security cameras on doors leading to the AOA to provide increased surveillance and control of the secure areas are needed. This project will provide for the design and installation of the surveillance system.

Concourse Modifications for the Airbus A-380 Aircraft, \$9,036,000. Two gates, associated loading bridges, and other ground support equipment on Concourse B require modification to accommodate upper-deck boarding of the A-380 aircraft. This project provides for design and construction of the necessary concourse modifications.

International Arrivals Building (IAB) Expansion, \$145,883,000. This project involves the planning, design and construction of an addition to the IAB. This project will provide additional square footage to the queuing area in the immigration lobby, increase the number of passport control booths to comply with current Customs and Border Patrol processing requirements and regulations, and construct new claim devices with a presentation length to assure optimum baggage holding capacity. The project does not include a sterile tunnel from Concourse B to the IAB or modifications to Concourse B.



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*Airport Rescue and Fire Fighting Facility – Station 304 (includes Roads and Utilities), \$20,778,000.* This project is for the planning, design and construction of a new fire station. The scope of work includes a facility of approximately 14,000 square feet containing vehicle bays for emergency response equipment, offices, storage, employee living quarters, training facilities, and local command and control. The project includes design and construction of approximately 7,000 linear feet of electrical, communication, sanitary, water, natural gas and other related utilities. Also included is the design and construction of approximately 13,200 linear feet of airside, facility and landside roadways, and related security fencing, pavement striping and directional signage. The utility infrastructure and road network is in direct support of the New Fire Station 304. This project excludes firefighting equipment.

*North Area Maintenance Facility, \$4,389,000.* This project provides infrastructure solutions to improve and/or expand the engineering and maintenance facilities located west of the Saarinen Terminal.

*Historic ATCT Facilities Life Safety Preservation Phase 1, \$1,108,000.* This project is part of a phased program to preserve the historical ATCT in accordance with statutory requirements for historic structures. Phase 1 addresses critical issues related to fire suppression and detections. Subsequent phases and funding needs will be identified based upon the ability to utilize the structure for alternate functions.

*Restroom Renovation Program (Main Terminal), \$4,531,000.* This project includes the modification and upgrade of restrooms in the Airport Main Terminal.

*Gates A27-A31 (B27-B31) Sterile Corridor Restoration, \$1,399,000.* - This project consists of designing and constructing an extension of the sterile corridor between gates B-27 and B31 at Concourse B, including the removal of existing escalators at the entry/exit to the mobile lounge docks to allow for a new sterile corridor wall to align with the existing walls. The project also includes the following: new floor finishes, new access controlled doors, modifications to the HVAC, sprinkler, and lighting systems, additional departure lounge seating, removal/replacement of existing wayfinding signs, demolition of abandoned boiler building, and passenger boarding bridge removal and relocation.

*Historic ATCT Exterior Preservation - Phase 1B, \$6,650,000.* This project includes the design and construction of exterior repairs on the Airport Traffic Control tower at the Main Terminal. The scope includes replacing the roofs, restoring the original system of exterior panels, cleaning the concrete tower shaft, and repairing or replacing the windows and metal fascia that have been destroyed or deteriorated.

*Main Terminal Commissioning - Phase 2, \$5,089,000.* This project includes; High Window Neoprene Gasket replacement (not addressed during Phase 1), MT Loading Dock Doors, HTHW Main Line Insulation, IAB 3 Main Air Handling Renovation, IAB Hot Water Distribution / Heat Exchanger, IAB Compressed Air System, IAB Automation Systems, and Sump Pumps.

International Arrivals Building Expansion - Phase 4, \$1,900,000. This project is for the replacement of all the existing skylights and light well finishes.

Unmanned Exit Doors at Bag Claim Level, MT Passenger Automatic Security Revolving Doors, \$3,311,000. Procure and install five automatic security revolving doors in the 3 Main Terminal Exit points: 2 each in the East and West exits, and 1 in the South Finger.

Cargo Building Rehabilitation – Phase 1, \$3,577,000. Multi-phase project rehabilitates Cargo Buildings 1, 2, 3 & 4. Scope includes life safety requirements - deteriorated roofing and canopies.

Tenant Relocation, \$7,262,000. During the course of the CCP at Dulles, costs related to relocation, construction of temporary facilities, modifications to existing facilities, or other actions required to facilitate construction phasing will be incurred by, or imposed on, air carriers and other Airport tenants. A portion of these costs will be reimbursed by the Airports Authority.

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

## **Airfield**

Taxiway J Extension, \$9,372,000. The departure end and hold apron of Runway 1R are currently accessed by a single parallel (Taxiway K). To add redundancy and improve circulation, Taxiway J will be extended approximately 4300' to the south as a second link to the Runway 1R hold apron. The additional access will enhance ground sortation and queuing for air traffic controllers as they maneuver aircraft to the runway threshold, thus improving the rate of aircraft departures. The project will also connect the ARFF roadway to the extended Taxiway J. Connector taxiway stubs will also be constructed for future Taxiways G and H.

Fourth Runway and Associated Taxiways, \$240,253,000. Aircraft operations have been approaching the nominal capacity of the Dulles International airfield system, and further growth will cause increasing delays in aircraft departures. The addition of a new runway will alleviate airfield congestion and accommodate traffic growth. This project provides for the design and construction of a fourth Dulles runway. The project also will include a taxiway parallel to the runway as well as taxiway connections to the existing runway/taxiway system. The runway is equipped with an instrument landing system and associated lighting systems.

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

Airfield Pavement Panel Replacement, \$61,898,000. This project will reconstruct airfield panels which have deteriorated, replacing them with new pavement of higher aircraft load-

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### Metropolitan Washington Airports Authority

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carrying capability. A priority of pavement panels to be repaired or replaced will be set annually.

Relocate/Expand Airfield Electrical Vaults, \$13,455,000. Airfield electrical requirements have increased due to the expansion of the airfield facilities. This project is part of a program to relocate or expand the three airfield electric vaults. Included will be the expansion of Vault 1 to provide electrical capacity needed for the growing demand associated with future airfield runway, taxiway and apron projects.

Tier 3 Apron, \$14,019,000. This project will design and construct a portion of the future Tier 3 apron and associate drainage and hydrant fueling to be used as aircraft hardstand area until needed for the future Tier 3 Concourse. Portions of this project are deferred.

Future Runway 1C-19C and Future Taxiways W and W1, \$45,007,000. This project provides for the planning and design of the reconstruction of future Runway 1C/19C (currently 1L/19R) and the construction of new Taxiways W and W1. The project includes the reconstruction of the runway at 11,500 feet long by 150 feet wide with 10 feet wide shoulders. It also includes the construction of Taxiways W and W1, which are 3,400 feet long by 75 feet wide with 35 feet wide shoulders. The taxiways will connect Runway 1L/19R to future Runway 1C/19C. Portions of this project are deferred.

Noise Monitoring System, \$1,049,000. The project replaces and/or upgrades the current noise monitoring equipment at Reagan National and Dulles International to provide a long-term commitment for monitoring aircraft noise from Reagan National and Dulles International flight operations.

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

Runway 1R-19L Light Base and Conduit Replacement, \$3,232,000. This project will replace deteriorating light bases and collapsed conduits on Runway 1R-19L. The project replaces 10,000 feet of conduit, 80,000 feet of cable and 420 light bases.

Airfield Tree Clearing and Site Preparation, \$1,521,000. The project includes tree clearing and environmental water quality monitoring within the 5th runway site. This project will be funded annually based upon coordination with FAA on activities necessary to ensure continued viability of the FEIS-Record of Decision.

Proposed Taxiways Improvement (Hangar Facility), \$8,900,000. Water, gas and data trunk lines will be extended to the leasehold from the nearest points of adequate capacity. The extensions will be sized to include other, future tenants in on nearby, vacant parcels which are proposed in the Dulles Master Plan for eventual development.

Airfield Pavement Panel Replacement, \$16,918,000. This project provides funding for construction in 2012 is the Runway 30 Blast Pad which experienced unexpected failure in

2011. This project will also fund 2012 PMS investigations for midfield taxiways and taxilanes, and the three north-south runways. 2013 efforts include the reconstruction of Taxiway Y from Taxiway B to Taxiway Y4, the design reconstructions of portions of Taxiway Z and Taxilane C, and another increment of PMS investigations.

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

## **Parking**

Public Parking Revenue Control System Replacement, \$7,000,000. This project will replace the existing parking revenue control system, will consider customer service enhancements, and will include enhanced security encryption required by outside financial and credit industry standards. The initial authorization of \$1,000,000 in 2012 funded a technology and service alternatives assessment, and the development of a performance specification for the system. The additional \$6,000,000 provided in the FY2013 budget funds the actual system purchase and installation oversight.

## **Utility Systems**

Utility Systems Planning & Programming, \$769,000. These funds will be used to conduct studies as required to support capital utility projects including, a stormwater management plan, and a south area utility building program criteria document.

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

Jet Fuel Pipeline – Fuel Settling Tank Farm, \$83,650,000. To accommodate the extension of a jet fuel pipeline to the Airport to increase the supply and storage of jet fuel, planning, design and construction of on-airport facilities are required.

Public Safety Radio Compatibility Project, \$900,000. This project funds the upgrade of radios and other equipment to meet project 25 (p25) standards. Project 25 addresses the needs of common digital public safety radio communications standards for first responders and Homeland Security/Emergency Response professionals, which allows for a high degree of equipment interoperability and compatibility.

Domestic Water Pump System Renovation, \$703,000. In order to adequately meet water demands and fire protection requirements for the North Area Facilities at Dulles International, the pressure capability and system operability will be upgraded.

## 2013 BUDGET

### Metropolitan Washington Airports Authority

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Maintenance Equipment Storage Building (Snow Barn), \$10,719,000. This project will provide the design of a shelter and associated driving surface for the parking and storage of equipment used in the removal and disposal of snow from the airfield facilities at Washington Dulles International Airport. The first phase consists of construction of a 165' x 500' metal clad single story building spanning the equipment storage area with an apron adjacent to the building and circulation road.

High Temperature Hot Water Generator Replacement, \$15,925,000. The project will install replacement HTHW Generators within the existing Utility Building. Design will incorporate construction phasing to ensure existing units can be removed and new units installed while continually supplying airport heating demands.

Comprehensive Electrical Utility Critical Rehabilitation – Phase 1, \$5,109,000. To improve system reliability, this multi-phase project rehabilitates or replaces existing main electrical feeders (Autopilot, Cargo Drive, and Runways), obsolete electrical substation equipment, failed duct banks.

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

Domestic Water Distribution System Integration, \$750,000. The North Domestic Water System (NDWS) and South Domestic Water System (SDWS) will be interconnected at several key points in the midfield area. As a result, there will be improved system reliability to reduce potential service interruptions. Additionally, interconnecting these two systems will improve water pressure and quality to customers, enhance fire protection, and improve pressure surge control. Reducing pressure transients will in turn reduce strain and wear on the water lines and valves.

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

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



## Other

Other Planning and Programming, \$16,680,000. Planning studies of various kinds are conducted at a comprehensive, or system, level or are focused to an individual project. The former represent investigations to either complete or revisit elements of the Master Plan. The planning and programming phases of an individual project define the site location and other major elements of the scope, provide a refined project cost, provide coordination with users and stakeholders, and summarize project concepts in sufficient detail so as to focus design efforts.

Comprehensive Airport Security System Study, \$17,208,000. This project will install hydraulic pop-up barriers on vehicle gate access and egress, reinforce/rehab existing gates and fences, upgrade security lighting, rehab/upgrade guardhouses, reconfigure vehicle passing and queuing lanes, miscellaneous work related to pedestrian and vehicle access and intrusion detection system.

Site Development for Commercial Hangars, \$106,379,000. This funding provides for clearing, grading, site utilities, and site access in undeveloped areas. These areas are remote from current development and include an allowance for property enhancements. A portion of this project is deferred.

Asbestos Removal - Beyond Stages I and II, \$1,225,000. Asbestos is known to exist throughout Dulles International's facilities constructed prior to 1976. When asbestos is identified by the asbestos consultant, an abatement contract will be awarded for its removal. Portions of this project are deferred.

Contaminated Soils Removal/Disposal - Beyond Stages I & II, \$1,971,000. When a contractor encounters soil suspected of being contaminated, samples will be taken and analyzed. If contamination is found, the general procedure is to dispose of the soil at a state-permitted treatment facility or accomplish on-site remediation. Portions of this project are deferred.

Enterprise Resource Program (ERP), \$30,044,000. An Airports Authority-wide ERP System will provide a comprehensive, integrated system encompassing core administration functional areas, linking business processes, integrating data, and sharing data information across applications and with users.

Access Control and Monitoring Systems, CCTV and Video Monitoring System Integration, \$9,464,000. This two-phased project initially designs and constructs a replacement Video Management System. The second phase provides for the integration of the Access Control and Alarm Monitoring System (ACAM) with the Closed Circuit Television (CCTV) and Video Management (VM) System and establishes a dedicated security network. Presently these three systems operate independently and do not allow for 100% resolution of door alarms as dictated by the TSA. The integration of these systems and the establishment of a dedicated security network will create the "resolution" required at the Reagan National Dispatch Center (and future CCC) for the majority of the door alarms at Dulles International, and significantly

## 2013 BUDGET

### Metropolitan Washington Airports Authority

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reduce the requirement to dispatch personnel to a door when a “false” breach of security occurs.

Geographical Information System (GIS), \$4,872,000. This project designs and implements the GIS for both Dulles International and Reagan National. Implementation in 2006 will involve refining system requirements, defining system interfaces with existing Airports Authority systems (such as CMMS, CADD archival, Propworks, Electronic Document Management, and Public Safety’s Computer Aided Dispatch system); procuring GIS software, hardware, and database management tools; preparing data for conversion to the GIS system and for the upcoming Enterprise Resource Planning system.

Environmental Mitigation (Wetlands and Stream), \$7,271,000. Wetlands are a valuable feature of the ecology as defined by State and Federal laws and regulations. Wetlands taken during construction must be mitigated by replacement in kind or in a greater amount. This project will identify and address unknown wetlands and streams on airport property and determine the impact to wetlands and streams by the construction project.

Contribution to Dulles Metrorail, \$229,383,000. The Airports Authority’s contribution to the Dulles Metrorail Project. The funding for this portion of the rail project will come from passenger facility charges (PFCs).

Next Generation Public Safety Communications System \$16,145,000. Implementation of the Next Generation Radio Communications Systems by migrating to the P25 System from the current 800 MHz radio communication. The request allocates \$1,000,000 for 175 Radio Replacements.

Color Digital Orthophotography, \$1,022,000. An orthophoto is an aerial photograph planimetrically corrected. As a result, the digital photo has spatial accuracy (uniform scale and true geometry) that support GIS functions.

Special Systems, \$4,498,000. This project provides for the extension and replacement of outside plant fiber optic cable and copper wire; upgrades to MUFIDS servers, software platforms and monitors; upgrades to the Public Address System Visual Paging Monitors, and the integration of Main Terminal and the International Arrival Building lighting control systems.

Contaminated Soils Removal/Disposal and Environmental Compliance, \$4,868,000. When a contractor encounters soil suspected of being contaminated, samples will be taken and analyzed. If contamination is found, the general procedure is to dispose of the soil at a state permitted treatment facility or accomplish on-site remediation. The project also addresses any remedial environmental compliance action required.

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

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

Environmental Assessment for Western Dulles Development, \$1,500,000. The Airports Authority will conduct environmental studies and assessments, and prepare related permits to facilitate the first phases of development of lands west of new Runway 1L-19R.

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



## **DULLES CORRIDOR OPERATIONS**

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

### **DULLES TOLL ROAD**

#### **Transfer History**

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

#### **Dulles Toll Road Flow of Funds**

As a part of this transaction and as stipulated in the Dulles Toll Road Permit and Operating Agreement, the Airports Authority has established segregated accounts, management and operational functions, where appropriate, for the operations of the Toll Road. This segregation of operational functions, as well as the asset management and improvement responsibilities and contract obligations, require that the Airports Authority budget appropriate and expend funds in a specified manner. Specifically, all toll revenues shall be budgeted and used solely to pay, in the following order of priority, (i) Operations and Maintenance (O&M) Fund requirements (including the O&M account, O&M reserve account and emergency O&M reserve account); (ii) Extraordinary Maintenance and Repair Reserve Account requirements; (iii) debt service and debt service reserve fund requirements, including other amounts payable under any Toll Road financing documents (including, without limitation, swaps, letter of credit reimbursement agreements and standby bond purchase agreements, commercial paper or any other similar products or any scheduled TIFIA debt), together with deposits to federal tax law rebate funds and any reasonable cash reserves or escrow accounts in respect thereof; (iv) all deposits in respect of the Renewal and Replacement Program and costs of the renewal and replacement work incurred during such year not funded from the renewal and replacement reserves; (v) Dulles Corridor Enterprise Reserve and Toll Rate Stabilization Fund; (vi) all costs and expenses of constructing any road and highway capital improvements (other than the Dulles Toll Road) required to be paid during such year not paid from proceeds of Toll Revenue Bonds; (vii) capital costs of the Dulles Corridor Metrorail Project then due and payable and not otherwise paid or reasonably expected to be paid from proceeds of the

Toll Revenue Bonds; (viii) Latent Defects Reserve Fund, including the funding of a reasonable cash reserve in an amount not to exceed \$10 million plus any accrued interest earnings thereon for costs associated with remedying any latent defects related thereto, all in accordance with the Washington Metropolitan Area Transit Authority (WMATA) Agreement; (ix) eligible costs and expenses for transit operations within the Dulles Corridor; and (x) all remaining Toll Revenues shall be paid to the Commonwealth for allocation by the Commonwealth Transportation Board (CTB) for transportation programs and projects that are reasonably related to or benefit the users of the Toll Road. The Dulles Toll Road Operation and Maintenance Budget will be prepared and funds are allocated for performing all toll collection (cash and electronic toll collection), administrative service, customer service, violation enforcement public safety and incident management activities. For major asset repair and rehabilitation for the Toll Road, a Renewal and Replacement Program was established to fund various projects necessary to keep the toll operation in proper maintenance and operational condition. A Capital Improvement Program was established for major construction projects, including the Metrorail extension and other corridor improvements.

### **Dulles Toll Road Description**

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

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

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

- *A Radio Frequency Identification (RFID) Automatic Vehicle Identification (AVI) system, called Smart Tag*
- *Two vehicle detection and classification systems*
- *A coin collection system using Automatic Coin Machines (ACMs)*

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- *A toll attendant interface system*
- *A Violation Enforcement System (VES)*
- *A database host*

The Smart Tag system is installed in all toll collection lanes, seven of which are dedicated Smart Tag only lanes. The equipment is interoperable with the E-ZPass system used by surrounding states for ETC. Toll revenues will be used to pay all operations and maintenance expenses of the Toll Road and to fund the various reserve and debt service funds.

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

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

## **DULLES CORRIDOR METRORAIL PROJECT**

### **Overview**

The Airports Authority in cooperation with the Commonwealth of Virginia Department of Rail and Public Transportation (DRPT), the Washington Metropolitan Area Transit Authority (WMATA), Fairfax County, and Loudoun County is planning to construct a 23.1-mile transit system in the rapidly growing Dulles Corridor in Fairfax and Loudoun counties, Virginia.

The Dulles Corridor is home to several of the Washington D.C., metropolitan region's most dynamic and rapidly growing activity centers, including Tysons Corner, the Reston-Herndon area, Dulles International and the emerging activity centers in eastern Loudoun County.

The purpose of the Dulles Corridor Metrorail Project is to provide high-quality, high-capacity transit service in the Dulles Corridor. New Metrorail service in the corridor will result in travel time savings between the corridor and downtown D.C., expand the reach of the existing regional rail system, offer a viable alternative to automobile travel and support future development along the corridor.

The Project extends the existing Metrorail system from the East Falls Church station on the Orange Line in Fairfax County through Tysons Corner to Dulles International and beyond the Airport to Route 772/Ryan Road in Loudoun County. Service on the new Metrorail line will continue from stations in the Dulles Corridor onto the existing Orange Line tracks and serve the Orange Line stations from East Falls Church through Arlington County and into Washington D.C., to the Stadium-Armory Station.

Most of the extension will be constructed in the median of the Access Highway and Dulles Connector Road, but the alignment also serves Tysons Corner and Dulles International. The extension includes 11 new Metrorail stations, a new rail yard on Dulles International's property and improvements to an existing rail yard at the West Falls Church Station. This alignment was selected because it offers the highest ridership potential with the fewest impacts on residential areas and the natural environment.

A Draft Environmental Impact Statement (Draft EIS) for the Project was completed in June 2002. This Draft EIS evaluated several alternatives, including three Bus Rapid Transit (BRT) options, a combined BRT/Metrorail alternative and a full Metrorail extension. Public hearings on the Draft EIS were held in July 2002. Based on extensive public comments and input from local jurisdictions, the full extension of Metrorail was recommended as the preferred option or the Locally Preferred Alternative.

This Dulles Corridor Metrorail Project was approved by the WMATA Board of Directors in November 2002 and the Commonwealth Transportation Board (CTB) in December 2002. The Metrorail Project was also endorsed by Fairfax County, Loudoun County and the Airports Authority.

Following these approvals, a Final EIS was published in December 2004 and the FTA issued its Record of Decision approving the environmental process in March 2005. Following an environmental assessment of design refinements made during preliminary engineering, an amended record of decision was issued by FTA in November 2006.

Preliminary engineering on Phase 1 was completed in April 2006, and supplemental engineering work was completed in May 2009. The Airports Authority received FTA approval to enter final design on May 12, 2009. The Airports Authority received a full-funding grant agreement in March 2009.

#### *Dulles Corridor Metrorail Project*

Progress on the Dulles Corridor Metrorail Project continues with construction under way along the 11.6 mile alignment of Phase 1 of the Dulles Corridor Metrorail Project from the East Falls Church Metro Station through Tysons Corner to Wiehle Avenue on the eastern edge of Reston. All five of the Phase 1 stations are under construction; four in Tysons Corner and the Wiehle Avenue Station. Phase 1 of the Dulles Corridor Metrorail Project is expected to be substantially completed in 2013 for the Washington Metropolitan Area Transit Authority (WMATA) to begin acceptance testing.

### *Phase 1*

The Airports Authority is constructing an extension of the WMATA Metrorail system from West Falls Church station through Tysons Corner to Wiehle Avenue (Phase 1) and through Dulles International to Route 772 in Loudoun (Phase 2). Included in Phase 1 is the procurement of 64 railcars. The total project cost of Phase 1 is currently estimated to be \$2.906 billion, including the cost of roadway-related improvements being constructed concurrently with the Project. This current project cost includes the addition of \$150 million provided in Resolution No. 12.17 Amending the 2012 Budget for the Dulles Corridor Enterprise Fund. Phase 1 received a commitment of \$900 million in New Starts funding from the Federal Transit Administration (FTA). Fairfax County will provide a fixed contribution of \$400 million for Phase 1 which will subsequently be adjusted to cover their full-funding obligation on a percentage of total cost of both Phases. The Commonwealth of Virginia (Commonwealth) provided \$51.7 million in Virginia Transportation Act (VTA) 2000 revenues from 2004-2007, an additional \$125 million of Commonwealth Transportation Board (CTB) Bonds, and \$75 million of other Commonwealth funds/Surface Transportation Program (STP) funds toward the cost of Phase 1. The remaining Phase 1 project costs will be provided by the Airports Authority through a combination of bonds, or other financing agreements as the Airports Authority deems necessary, secured by a pledge of Dulles Toll Road revenues.

### *Phase 2*

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

The Metropolitan Washington Airports Authority Board has approved a resolution ratifying a Memorandum of Agreement that will ensure the continuation of the Dulles Rail extension to Loudoun County. The Memorandum of Agreement is a multi-party agreement that outlines federal, Commonwealth of Virginia, and Loudoun and Fairfax Counties' fiscal responsibilities. Additionally, the Commonwealth of Virginia has pledged an additional \$150 million which is expected to be used to mitigate toll increases. The current budget recommendation for Phase 2 of the Metrorail Project, including contingency, is \$3.2 billion. Approximately \$400 million is included for project elements that may be developed by Loudoun and Fairfax Counties.

Using full and open competition, the Airports Authority selected five teams to proceed to the final major step of the competitive procurement process to design and build the rail line, stations and systems for Phase 2 of the Dulles Corridor Metrorail Project. Included are new stations at Reston Town Center, Herndon Innovation Center, Dulles International, Route 606, and Route 772. Additional procurement process steps will include the submission of a technical plan and pricing. The award will be made to the offeror submitting an acceptable technical proposal and lowest price. An award is anticipated in May 2013. The completion of construction for Phase 2 is anticipated for mid-2018. Future budget adjustment may be

necessary to further align the budget to reflect the impact of actual final bids as well as a final determination of project elements to be developed by Loudoun and Fairfax Counties.

*Other Dulles Corridor Capital Improvements*

The new authorization for capital improvements related to the Dulles Corridor Toll Road is \$8.7 million.

## 2013 DULLES CORRIDOR OPERATING REVENUES AND INTEREST INCOME

Table 4-1	Budget 2012	Budget 2013	Dollar Change	Percent Change
Electronic Toll Collection	\$ 74,973,000	\$ 88,776,100	\$ 13,803,100	18.4%
Cash Toll Revenue	32,131,000	38,046,900	5,915,900	18.4%
Violations Fee Collection	719,000	719,000	-	0.0%
<b>Total Operating Revenues</b>	<b>\$ 107,823,000</b>	<b>\$ 127,542,000</b>	<b>\$ 19,719,000</b>	<b>18.3%</b>
Interest Income	\$ 1,010,000	\$ 122,000	\$ (888,000)	(87.9%)

## 2013 DULLES CORRIDOR OPERATION AND MAINTENANCE PROGRAM

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

Table 4-2	Budget 2012	Budget 2013	Dollar Change	Percent Change
Operating Expenses	\$ 28,746,000	\$ 28,245,000	\$ (501,000)	(1.7%)
Debt Service	50,079,000	60,509,000	10,430,000	20.8%
<b>Total O&amp;M Program</b>	<b>\$ 78,825,000</b>	<b>\$ 88,754,000</b>	<b>\$ 9,929,000</b>	<b>12.6%</b>

- The 2013 Budget for the Dulles Corridor Enterprise Fund includes the Dulles Toll Road, the Dulles Corridor Metrorail Project, and other Corridor improvements. The Dulles Corridor Enterprise Fund Budget was prepared after review of expected toll collections, operating expenses, and capital requirements. Effective October 1, 2009, all operations related to the Dulles Toll Road are performed by Airports Authority employees and all contracts are administered by Airports Authority employees, including Public Safety.
- A cost allocation plan allocates the costs of staff and other shared operational costs that have duties in both the Aviation Enterprise and Dulles Corridor Enterprise Funds.



## STATEMENT OF OPERATIONS

Table 4-3 (dollars in thousands)					
	Budget 2012	Budget 2013	Dollar Change	Percent Change	
<b>OPERATING REVENUES</b>					
Electronic Toll Collection (ETC) Toll Revenue	\$ 74,973	\$ 88,776	\$ 13,803	18.4%	
Cash Toll Revenue	32,131	38,047	5,916	18.4%	
<b>SUBTOTAL TOLL REVENUE</b>	<b>107,104</b>	<b>126,823</b>	<b>19,719</b>	<b>18.4%</b>	
Violations Fee Collections	719	719	-	0.0%	
<b>SUBTOTAL OTHER INCOME</b>	<b>719</b>	<b>719</b>	<b>-</b>	<b>0.0%</b>	
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 107,823</b>	<b>\$ 127,542</b>	<b>\$ 19,719</b>	<b>18.3%</b>	
Personnel Compensation	\$ 2,198	\$ 2,264	\$ 66	3.0%	
Employee Benefits	900	1,005	105	11.7%	
Travel	9	9	-	0.0%	
Lease and Rental Payments	30	30	-	0.0%	
Utilities	210	210	-	0.0%	
Information Technology and Telecommunications	24	24	-	0.0%	
Services	17,844	17,090	(754)	(4.2%)	
Supplies, Materials, and Fuels	815	828	13	1.6%	
Insurance and Risk Management	1,100	1,100	-	0.0%	
Noncapital Equipment	16	21	5	31.3%	
Capital Equipment	432	210	(222)	(51.4%)	
Noncapital Facility Projects	50	-	(50)	(100.0%)	
Capital Facility Projects	-	-	-	0.0%	
Allocated Costs	5,117	5,454	337	6.6%	
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 28,745</b>	<b>\$ 28,245</b>	<b>\$ (500)</b>	<b>(1.7%)</b>	
<b>NET OPERATING INCOME</b>	<b>\$ 79,078</b>	<b>\$ 99,297</b>	<b>\$ 20,219</b>	<b>25.6%</b>	
<b>NONOPERATING REVENUE</b>					
Interest Income	\$ 1,010	\$ 122	\$ (888)	(87.9%)	
<b>TOTAL NONOPERATING REVENUE</b>	<b>\$ 1,010</b>	<b>\$ 122</b>	<b>\$ (888)</b>	<b>(87.9%)</b>	
<b>NONOPERATING EXPENSES</b>					
Renewal and Replacement Program	\$ 6,190	\$ 2,285	\$ (3,905)	(63.1%)	
Corridor Capital Improvements (Transportation Management Program)	-	-	-	0.0%	
Metrorail Capital Projects & Latent Defects	-	-	-	0.0%	
Eligible Transit Operating Costs	-	-	-	0.0%	
<b>SUBTOTAL NONOPERATING EXPENSES</b>	<b>\$ 6,190</b>	<b>\$ 2,285</b>	<b>\$ (3,905)</b>	<b>(63.1%)</b>	
<b>DEBT SERVICE</b>					
Debt Service (Principal/Interest)/Reserve <sup>1</sup>	\$ 50,079	\$ 60,509	\$ 10,430	20.8%	
<b>TOTAL DEBT SERVICE</b>	<b>\$ 50,079</b>	<b>\$ 60,509</b>	<b>\$ 10,430</b>	<b>20.8%</b>	
<b>RESERVE CONTRIBUTIONS</b>					
Emergency Operations and Maintenance Reserve <sup>2</sup>	\$ -	\$ -	\$ -	0.0%	
Renewal and Replacement Reserve	-	-	-	0.0%	
Corridor Capital Improvements Reserve	23,819	36,625	12,806	53.8%	
Eligible Transit Operating Costs Reserve	-	-	-	0.0%	
WMATA Latent Defects Reserve <sup>3</sup>	-	-	-	0.0%	
DCE Reserve and Toll Rate Stabilization Fund	-	-	-	0.0%	
<b>TOTAL RESERVE CONTRIBUTIONS</b>	<b>\$ 23,819</b>	<b>\$ 36,625</b>	<b>\$ 12,806</b>	<b>53.8%</b>	
<b>REMAINING TOLL RD REVENUE FUND</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	

<sup>1</sup> The total 2012 debt service is \$64.7 million, the \$50.1 million above excludes the \$14.7 million direct federal subsidy on Build America Bonds (BAB).

The amount for 2013 includes an allowance for the accrued interest on \$700 million of new debt that may be issued in 2013 (\$150 million FFGA Loan, \$150 million of commercial paper and \$400 million of bonds) and is net of the annual \$14.6 million direct federal subsidy on existing Build America Bonds (BABs). In addition, the debt service estimate for 2013 is net of \$10 million of funding available pursuant to an agreement between the Airports Authority, the Virginia Department of Rail and Public Transportation, and the Virginia Department of Transportation relating to the use of \$150,000,000 of Commonwealth Transportation Funds that has been provided for the Dulles Metrorail Project.

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

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

<sup>4</sup> Fully funded at the time of the transfer of DTR to MWAA.



## DULLES TOLL ROAD

### Operating Expenses\*

Table 4-4	2012	2013	Difference
Personnel Compensation and Benefits	\$ 3,098,000	\$ 3,269,000	\$ 171,000
Other Operating Expenses	20,531,000	19,522,000	(1,009,000)
<b>Total Dulles Toll Road Operating Expenses</b>	<b>\$ 23,629,000</b>	<b>\$ 22,791,000</b>	<b>\$ (838,000)</b>

The funding requirement for the Dulles Toll Road's operating expenses will decrease by \$838 thousand in 2013.

### **Personnel Compensation and Benefits Expenses ..... \$170,000**

- An increase of \$65.9 thousand for personnel compensation reflects annualizations, vacant positions and an increase for PMP.
- Employee benefits increased \$104.6 thousand due to reflect actual annualization of retirement costs.

### **Other Operating Expenses ..... \$(1,009,000)**

- Services decreased by \$754.0 thousand due to a reduction in the collection service expense contract.
- Capital equipment decreased by \$222 thousand.
- Non-capital equipment decreased by \$50 thousand.

\* Does not include cost allocation.



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## DULLES CORRIDOR RENEWAL AND REPLACEMENT PROGRAM

The Renewal and Replacement Program for the Dulles Toll Road addresses major maintenance requirements including overlays, sound wall repairs, bridge deck replacements, erosion and drainage control, and other maintenance projects. The Renewal and Replacement program is funded from toll road revenue. The estimate for 2013 for the Renewal and Replacement Program new program authorization is \$2.3 million.

### Renewal and Replacement Program

**\$2,285,000**

Table 4-5	New Authorization
<b><u>Renewal and Replacement Program</u></b>	
Bridges, Structures and Canopy Repairs	\$ 500,000
Erosion Repairs	400,000
Guardrail, Traffic Barrier and Fencing Rehabilitation	800,000
Roadway Sign Replacement and Rehabilitation	200,000
Landscape Maintenance	10,000
Cameras	50,000
Other Planning and Programming	75,000
Utility Survey and Rehabilitation	250,000
<b>Total Dulles Corridor Renewal and Replacement Program</b>	<b>\$ 2,285,000</b>

## RENEWAL AND REPLACEMENT PROGRAM

PROJ NUM.	DESCRIPTION	PROJECTED CARRY-OVER 2012	NEW PROGRAM 2013	PROJECTED CARRY-OVER & NEW PROGRAM 2013	EXPENDITURES		2014-2017 PLAN - EXPENDITURES			
					2013	PLAN 2014 - 2017	2014	2015	2016	2017
	<b><u>BRIDGE AND STRUCTURAL REHABILITATION</u></b>									
5001	Bridges, Structures and Canopy Repairs	\$ 587,983	\$ 500,000	\$ 1,087,983	\$ 1,087,983	\$ 2,000,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
5024	Erosion Repairs	447,240	400,000	847,240	847,240	400,000	100,000	100,000	100,000	100,000
5002	Joint Replacement and Repair	125,000	-	125,000	125,000	-	-	-	-	-
5025	Federal Highways Bridge Inspection	100,000	-	100,000	100,000	200,000	100,000	-	100,000	-
5003	Bearing Replacement	50,000	-	50,000	50,000	-	-	-	-	-
10007	Betterment-Beulah Road Bridge	700,000	-	700,000	700,000	-	-	-	-	-
	Subtotal Bridge and Structural Restoration	2,010,223	900,000	2,910,223	2,910,223	2,600,000	700,000	600,000	700,000	600,000
	<b><u>SOUND WALL REPAIR</u></b>									
5004	Repair of Sound Walls	537,859	-	537,859	537,859	200,000	50,000	50,000	50,000	50,000
	Subtotal Sound Wall Repair	537,859	-	537,859	537,859	200,000	50,000	50,000	50,000	50,000
	<b><u>ROADWAY AND PAVEMENT REHABILITATION</u></b>									
5005	Dulles Toll Road Pavement Repairs	1,272,125	-	1,272,125	1,272,125	2,000,000	500,000	500,000	500,000	500,000
	Subtotal Pavement Repairs	1,272,125	-	1,272,125	1,272,125	2,000,000	500,000	500,000	500,000	500,000
	<b><u>ROADSIDE</u></b>									
5006	Guardrail, Traffic Barrier and Fencing Rehabilitation	34,260	800,000	834,260	834,260	400,000	100,000	100,000	100,000	100,000
5007	Attenuator Rehabilitation	155,078	-	155,078	155,078	400,000	100,000	100,000	100,000	100,000
	Subtotal Roadside	189,338	800,000	989,338	989,338	800,000	200,000	200,000	200,000	200,000
	<b><u>SIGNING AND LIGHTING</u></b>									
5008	Airports Authority Identification Signage	150,000	-	150,000	150,000	-	-	-	-	-
5009	Roadway Sign Replacement and Rehabilitation	462,383	200,000	662,383	662,383	800,000	200,000	200,000	200,000	200,000
5010	Street/Plaza Lighting Rehabilitation	284,809	-	284,809	284,809	280,000	70,000	70,000	70,000	70,000
5011	Sign Lighting	249,813	-	249,813	249,813	400,000	100,000	100,000	100,000	100,000
	Subtotal Signing and Lighting	1,147,005	200,000	1,347,005	1,347,005	1,480,000	370,000	370,000	370,000	370,000
	<b><u>ROADWAY MAINTENANCE</u></b>									
5012	Landscape Maintenance	190,492	10,000	200,492	200,492	1,600,000	400,000	400,000	400,000	400,000
	Subtotal Roadway Maintenance	190,492	10,000	200,492	200,492	1,600,000	400,000	400,000	400,000	400,000
	<b><u>TECHNOLOGY</u></b>									
5013	Slip Ramp Gates	-	-	-	-	200,000	50,000	50,000	50,000	50,000
5014	Communications/Data	239,959	-	239,959	239,959	200,000	50,000	50,000	50,000	50,000
10170	Cameras	50,000	50,000	100,000	100,000	-	-	-	-	-
10188	Herndon Monroe Toll Revenue Collection System	84,787	-	84,787	84,787	-	-	-	-	-
	Subtotal Technology	374,746	50,000	424,746	424,746	400,000	100,000	100,000	100,000	100,000
	<b><u>OPERATIONAL STUDIES</u></b>									
5015	Corridor Safety Study	185,000	-	185,000	185,000	-	-	-	-	-
5016	Revenue Collection Security Study	145,576	-	200,000	200,000	-	-	-	-	-
5017	Bridge/Structural Management System	139,100	-	139,100	139,100	320,000	130,000	30,000	130,000	30,000
5018	Other Planning and Programming	238,630	75,000	313,630	313,630	300,000	75,000	75,000	75,000	75,000
	Subtotal Operational Studies	708,306	75,000	837,730	837,730	620,000	205,000	105,000	205,000	105,000
	<b><u>ADMIN BUILDING/TOLL BOOTHS</u></b>									
5019	Administration Building Electrical	159,977	-	159,977	159,977	-	-	-	-	-
5026	Code Compliance - Electrical Room	13,785	-	13,785	13,785	-	-	-	-	-
5020	Administration Building HVAC	16,344	-	16,344	16,344	-	-	-	-	-
5027	Main Plaza Revenue Collection Tunnel Assessment	56,370	-	56,370	56,370	-	-	-	-	-
5021	Structural and Repair Rehabilitation	458,536	-	458,536	458,536	200,000	50,000	50,000	50,000	50,000
	Subtotal Admin Building	705,012	-	705,012	705,012	200,000	50,000	50,000	50,000	50,000
	<b><u>UTILITIES</u></b>									
5022	Utility Survey and Rehabilitation	550,000	250,000	800,000	800,000	400,000	100,000	100,000	100,000	100,000
5028	Right of Way Mapping	100,000	-	100,000	100,000	-	-	-	-	-
	Subtotal Utilities	650,000	250,000	900,000	900,000	400,000	100,000	100,000	100,000	100,000
	<b><u>OTHER</u></b>									
10171	Claim Reserve	1,300,000	-	1,300,000	1,300,000	-	-	-	-	-
10172	Emergency Snow Reserve	1,200,000	-	1,200,000	1,200,000	-	-	-	-	-
	Subtotal Other	2,500,000	-	2,500,000	2,500,000	-	-	-	-	-
	<b>Total Dulles Corridor</b>	<b>\$ 10,285,106</b>	<b>\$ 2,285,000</b>	<b>\$ 12,624,530</b>	<b>\$ 12,624,530</b>	<b>\$ 10,300,000</b>	<b>\$ 2,675,000</b>	<b>\$ 2,475,000</b>	<b>\$ 2,675,000</b>	<b>\$ 2,475,000</b>

The **Renewal and Replacement Program** for the Dulles Toll Road addresses major maintenance requirements including pavement overlays, sound wall repairs, bridge deck replacements, erosion and drainage control, and other routine maintenance projects. The Renewal and Replacement program is funded from toll road revenue. The 2013 Renewal and Replacement Program authorization is \$2.3 million.

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

Bridges, Structures and Canopy Repairs, \$1,575,000. The Dulles Toll Road has a total of 39 structures that are maintained and classified as bridges, as well as, 11 culverts, 22 plazas with associated structural canopies and 27,456 feet of retaining walls. Bridges and structures are inspected on a scheduled basis (every two years) and are assigned a rating signifying the conditions of the structure. Canopy structures are generally inspected each year during the annual asset inspection. This project will provide for the repair of various structural components: bridge substructure concrete repair, bridge deck repair and resurfacing, and backwall, culvert repair and railing repair as well as associated canopy structure and roof repair.

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

Joint Replacement and Repair, \$125,000. This project will provide for the replacement and/or repair of armored joints on the bridges. Sealing of the joints on bridges has been shown to be a proven method of corrosion prevention in regions where salt is used during winter operations.

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

Bearing Replacement, \$50,000. This project will provide for the replacement of bridge bearings to assure the performance of bridge structures as designed in accordance with the findings in the bi-yearly FHWA inspection report. This work will be phased over multiple years. Traffic maintenance will be a significant item of work, as this work may involve the temporary closing of lanes during shoring operations.

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

### **Sound Wall Repair**

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

### **Roadway and Pavement Rehabilitation**

Dulles Toll Road Pavement Repairs, \$2,000,000. This project will provide for repairs of mainline, entrance/exit ramps, plaza approach, auxiliary lane pavements that do not meet roughness requirements after the resurfacing or exhibit failure due to poor pavement conditions and potholes. This work consists of small sections of pavement repairs along the Dulles Toll Road and plaza ramps which could include sub-base repair, milling and resurfacing operations, temporary and permanent striping and specialty symbol striping (HOV, E-ZPass etc). Traffic maintenance will be a significant item of work.

### **Roadside**

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

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

### **Signing and Lighting**

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

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

## 2013 BUDGET

### Metropolitan Washington Airports Authority

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

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

#### **Roadway Maintenance**

Landscape Maintenance, \$510,000. A number of aesthetic elements such as landscaping, bushes and trees will be maintained or replaced. Preventative maintenance in the corridor including: landscaping, mowing, graffiti removal, turf maintenance, etc., will also occur.

#### **Technology**

Slip Ramp Gates, \$11,000. Various slip ramp gates that are used between the toll road and the access road will be repaired or replaced.

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

Cameras, \$100,000. Cameras will be replaced and added as needed at the Dulles Toll Road Administration Building and at the toll plazas. Pan zoom tilt cameras will enhance security around the Administration Building. At the toll plazas, cameras will be used to enhance the Vehicle Enforcement System (VES) to capture clear images of license plates as supporting evidence when presented in court. New cameras will be utilized to monitor roadway traffic to provide for a more efficient and safe travel.

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

#### **Operational Studies**

Corridor Safety Study, \$200,000. A study on all of the safety elements of the roadway including a review of: guardrail, attenuators, fencing, traffic barriers, edge drop offs, curbs, shoulders, lighting, signage, and clear zones will be performed. The study would identify safety issues and recommend improvements as needed. The study will not include pavement friction testing.

Revenue Collection Security Study, \$146,000. A security study is recommended to ensure that all money collected is logged and recorded properly. The study would involve auditing the toll transactions and physical observation of the toll collecting activity. The

recommendations may result in changes to the toll collection process. This project also includes the purchase of various security related items.

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

Other Planning and Programming, \$350,000. These funds are intended for use on studies and preliminary engineering to support coordination with other regional agencies and communities along the corridor. Studies may include traffic monitoring and analysis done in conjunction with Fairfax County or the Metropolitan Washington Council of Governments. This funding will also support the collection and preparation of Dulles Corridor data and information to be used within the Dulles Corridor and to support adjacent roadway system analysis.

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

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

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

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

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

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



#### **Utilities**

Utility Survey and Rehabilitation, \$800,000. This project provides for the site survey and replacement of utility services that may be damaged or serving loads not related to the Dulles Toll Road. This includes but is not limited to studying electrical meters, water meters, sanitary sewer laterals and septic system locations. The electrical, water and sewer systems will be located using GPS. The condition of each system will be evaluated and any needed repairs will be made.

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

#### **Other**

Claim Reserve, \$1,300,000. The Airports Authority's risk management program includes a portion for self insurance, including a claims account. An additional \$1.3 million is included in the R&R program as a reserve fund for extraordinary claims.

Emergency Snow, \$1,200,000. This project provides funding for snow removal requirements, excluding personnel related costs, during extraordinary snow events.



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## DULLES CORRIDOR ENTERPRISE CAPITAL IMPROVEMENT PROGRAM

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

### 2012 Capital Improvement Program

Table 4-6	New Authorization
<b><u>Dulles Corridor Enterprise - Capital Improvement Program</u></b>	
<b><u>Dulles Corridor Improvements (other than Rail)</u></b>	
Comprehensive Corridor Interchange Study	\$ 1,237,000
Ultimate Interchange Configuration	500,000
Ramp and Terminal Operations	500,000
New Sound Wall Phase I	5,100,000
New Sound Walls for Impacted Communities	500,000
Violation Enforcement System (VES)	51,000
Plaza Approach Signing and Channelization	403,000
Backtrack Monitoring System (Study)	50,000
Engineering NEPA Studies	400,000
<b>Total Dulles Toll Road \$ 8,741,000</b>	
<b>Total Dulles Corridor Enterprise \$ 8,741,000</b>	

### Other Dulles Corridor Capital Improvements

The new program authorization for capital improvements related to the Dulles Corridor other than rail is \$8.7 million.

<b>Bonds/Grants/Funding Source</b>	<b>\$8,741,000</b>
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# DULLES CORRIDOR ENTERPRISE - CAPITAL IMPROVEMENT PROGRAM

## 2013 BUDGET

→ METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

PROJECT DETAIL		DESCRIPTION	ORIGINAL BUDGET	REVISED BUDGET*	CARRYOVER	2013 NEW PROGRAM	2012 - 2018 TOTAL EXPENDITURES	2012	2013	2014	2015	2016	2017-2018
5101	RAIL	RAIL PHASE 1											
		Guideway and Track Elements	\$ 552,980,000	\$ 630,524,000	\$ 138,069,000	\$ -	\$ 138,069,000	\$ 138,190,000	\$ 1,879,000	\$ -	\$ -	\$ -	\$ -
		Stations, Stops, Terminals, and Intermodals	277,643,500	354,550,000	235,092,000	\$ -	235,092,000	116,558,000	118,534,000	-	-	-	-
		Support Facilities: Yards, Shops, Admin Building	53,040,396	41,759,000	35,678,000	\$ -	35,678,000	18,769,000	16,909,000	-	-	-	-
		Stewards and Special Conditions	276,614,000	287,158,000	93,885,000	\$ -	93,885,000	39,201,000	54,684,000	-	-	-	-
		Systems	255,003,000	272,869,000	163,280,000	\$ -	163,280,000	147,752,000	21,328,000	-	-	-	-
		Right-of-Way (ROW), Land and Existing Improvements	183,735,000	216,656,000	182,852,000	\$ -	182,852,000	29,400,000	19,000,000	46,811,000	31,030,000	2,379,000	54,142,000
		Vehicles (Rail Cars and Support Vehicles)	696,215,001	792,718,000	171,417,000	\$ -	171,417,000	102,357,000	64,500,000	4,560,000	-	-	-
		Professional Services	80,000,000	36,011,000	36,011,000	\$ -	36,011,000	30,000,000	6,011,000	-	-	-	-
		Unallocated Contingency	24,000,000	-	-	\$ -	-	-	-	-	-	-	-
		Finance Charges	276,517,000	-	-	\$ -	-	-	-	-	-	-	-
		Escalation	-	-	-	\$ -	-	-	-	-	-	-	-
		Subtotal Project Cost - Phase 1	\$ 2,647,486,497	\$ 2,697,287,000	\$ 1,071,440,000	\$ -	\$ 1,071,440,000	\$ 625,317,000	\$ 307,201,000	\$ 51,371,000	\$ 31,030,000	\$ 2,379,000	\$ 54,142,000
		Concurrent Roadway Improvements (Route 7, Spring Hill Road and Emergency Crossover Enhancements & Traction Power Sub Stations TPSS#7 & 9)	\$ -	\$ -	\$ 208,407,694	\$ -	\$ 129,866,000	\$ 81,122,000	\$ 48,844,000	\$ -	\$ -	\$ -	\$ -
5103													
5105	RAIL	Subtotal Project Cost including Concurrent Roadway Improvements - Phase 1	\$ 2,647,486,497	\$ 2,905,694,694	\$ 1,201,406,000	\$ -	\$ 1,201,406,000	\$ 706,439,000	\$ 356,045,000	\$ 51,371,000	\$ 31,030,000	\$ 2,379,000	\$ 54,142,000
		Finance Charges	\$ -	\$ -	\$ 438,064,886	\$ -	\$ 372,286,000	\$ 61,077,000	\$ 90,314,000	\$ 75,245,000	\$ 73,804,000	\$ 71,846,000	\$ -
		Other Cost Associated with VDRPT, Comprehensive Agreement and Acquisition Cost	50,000,000	50,000,000	50,000,000	\$ -	7,461,000	2,222,000	2,500,000	2,739,000	-	-	-
		Transportation Management Plan (Rail Construction)	15,000,000	12,500,000	15,000,000	\$ -	15,000,000	-	-	-	-	-	-
		WMA/TA/Land Use/Deeds Reserve	-	-	-	\$ -	-	-	-	15,000,000	-	-	-
		Total - Phase 1	\$ 2,712,486,497	\$ 3,421,279,580	\$ 1,596,153,000	\$ -	\$ 1,596,153,000	\$ 769,738,000	\$ 448,859,000	\$ 144,355,000	\$ 104,834,000	\$ 74,225,000	\$ 54,142,000
		RAIL PHASE 2											
		Guideway and Track Elements	\$ 1,126,304,000	\$ 568,220,638	\$ 568,231,000	\$ -	\$ 568,231,000	\$ -	\$ -	\$ 142,058,000	\$ 170,469,000	\$ 170,469,000	\$ 85,235,000
		Stations, Stops, Terminals, and Intermodals	725,194,000	511,654,560	511,655,000	\$ -	511,655,000	-	-	76,748,000	127,914,000	153,496,000	153,497,000
		Support Facilities: Yards, Shops, Admin Building	281,690,000	354,661,944	354,662,000	\$ -	354,662,000	-	20,000,000	16,733,000	83,665,000	117,132,000	117,132,000
		Stewards and Special Conditions	220,702,000	401,384,120	401,384,000	\$ -	401,384,000	-	12,000,000	77,877,000	97,346,000	116,815,000	97,346,000
		Systems	271,784,000	236,642,290	236,642,000	\$ -	236,642,000	-	-	11,832,000	47,328,000	70,993,000	106,488,000
		Right-of-Way (ROW), Land and Existing Improvements	37,435,000	65,594,712	65,595,000	\$ -	65,595,000	1,000,000	8,000,000	11,319,000	16,978,000	19,808,000	8,490,000
		Vehicles (Rail Cars and Support Vehicles)	228,955,000	231,926,046	206,426,000	\$ -	206,426,000	-	-	-	20,643,000	51,607,000	134,176,000
		Professional Services	780,494,000	672,305,690	601,597,000	\$ -	601,597,000	20,000,000	107,000,000	118,649,000	142,379,000	118,649,000	94,920,000
		Unallocated Contingency	178,168,000	157,750,000	157,750,000	\$ -	157,750,000	-	-	-	39,438,000	47,325,000	39,437,000
		Finance Charges	-	-	-	\$ -	-	-	-	-	-	-	-
		Escalation (Additional Escalation - Deferred DB Start)	-	-	-	\$ -	-	-	-	-	-	-	-
		Airport Operations Impacts	-	-	-	\$ -	-	-	-	-	-	-	-
		Subtotal Project Cost - Phase 2	\$ 3,530,716,000	\$ 3,200,150,000	\$ 3,103,942,000	\$ -	\$ 3,103,942,000	\$ 21,000,000	\$ 147,000,000	\$ 486,766,000	\$ 746,160,000	\$ 866,294,000	\$ 836,722,000
		TOTAL RAIL	\$ 6,543,202,497	\$ 6,621,429,580	\$ 4,700,095,000	\$ -	\$ 4,700,095,000	\$ 790,738,000	\$ 595,859,000	\$ 631,121,000	\$ 850,994,000	\$ 940,519,000	\$ 890,864,000

\* Revised Budget includes Impact of Resolution No. 12-17 which added \$150.0M to Phase I on June 20, 2012 and finance reduction of \$71.8M

# DULLES CORRIDOR ENTERPRISE - CAPITAL IMPROVEMENT PROGRAM

## 2013 BUDGET

→METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

PROJ NUM	DESCRIPTION	CURRENT BUDGET	PLANNED**	CARRYOVER	2013 NEW PROGRAM	2013 - 2015 TOTAL EXPENDITURES	EXPENDITURES			
							2013	2014	2015	2017-2019
5060	<b>DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)*</b>									
5060	<b>INTERCHANGE IMPROVEMENTS, BRIDGES, AND STRUCTURES</b>									
5060	Dulles Corridor / I-495 Interchange Study (Flyovers)	750,000					1,480,000			
5063	Dulles Corridor / I-495 Interchange (Design and Construction)	51,500,000		1,480,000						
5061	Tiger Grant	500,000			1,236,895					
5061	Comprehensive Corridor Interchange Study	500,000			250,000		1,236,895			
5062	Ultimate Interchange Conf. Study (Rte. 667, 28, 7, 674, 628, 602, 7100)	500,000			250,000		250,000			
5062	Ultimate Interchange Configuration Design		9,250,000	1,000,000			500,000			750,000
5062	Ultimate Interchange Configuration Construction						9,250,000			9,250,000
5062	<b>Subtotal Interchange Improvements, Bridges, and Structures</b>	<b>53,750,000</b>	<b>9,250,000</b>	<b>2,480,000</b>	<b>1,736,895</b>	<b>13,466,895</b>	<b>3,466,895</b>	-	-	<b>10,000,000</b>
5063	<b>MOBILITY AND CAPACITY IMPROVEMENTS</b>									
5063	Route 606 Improvements Phase I (Study)	550,000								
5063	Route 606 Improvements Phase I (Design)	4,000,000		2,252,000		2,252,000	2,252,000			
5063	Route 606 Improvements Phase I (Construction)	5,000,000		5,000,000		5,000,000	5,000,000			
5063	Route 606 Improvements Phase I (Construction)	15,000,000	15,000,000	15,000,000		30,000,000		15,000,000		
5064	Hunter Mill Road Widening Study		100,000			100,000				100,000
5064	Hunter Mill Road Widening Design		800,000			800,000				800,000
5064	Hunter Mill Road Widening Construction		4,000,000			4,000,000				4,000,000
5065	FFX Co. Pkwy. - Reston Pkwy. Auxiliary Lane Study		300,000			300,000				300,000
5065	FFX Co. Pkwy. - Reston Pkwy. Auxiliary Lane Design		800,000			800,000				800,000
5065	FFX Co. Pkwy. - Reston Pkwy. Auxiliary Lane Construction		3,500,000			3,500,000				3,500,000
5066	Reston Pkwy. - Wiehle Ave. Auxiliary Lane Study		100,000			100,000				100,000
5066	Reston Pkwy. - Wiehle Ave. Auxiliary Lane Design		700,000			700,000				700,000
5066	Reston Pkwy. - Wiehle Ave. Auxiliary Lane Construction		3,500,000			3,500,000				3,500,000
5067	Spring Hill Road Study		100,000			100,000				100,000
NEW	Centreville Rd. Interchange Improvements (Design and Construction)									
5068	Ramp and Ramp Terminal Operations (Study)	500,000		344,000		344,000				
5068	Ramp and Ramp Terminal Operations (Design and Construction)				500,000	500,000				
5068	<b>Subtotal Mobility and Capacity Improvements</b>	<b>25,050,000</b>	<b>35,400,000</b>	<b>22,596,000</b>	<b>500,000</b>	<b>58,496,000</b>	<b>8,096,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>11,900,000</b>
5069	<b>SOUND WALLS</b>									
5069	Sound Wall Study	900,000		200,000		200,000				
5069	Sound Wall Improvements	3,700,000		3,700,000		3,700,000	200,000			
5069	Sound Wall Replacement Phase I (Design)	500,000		200,000		200,000				
5069	Sound Wall Replacement Phase I (Design)	7,000,000		5,454,000		5,454,000				
5069	New Sound Wall Phase I (Design)	500,000		300,000	300,000	600,000				
5069	New Sound Wall Phase I (Design)	4,500,000		4,163,000		8,963,000				
5061	New Sound Walls for Impacted Communities		20,700,000			21,200,000				
5061	Sound Wall Replacement Phase II (Design)	500,000		500,000		500,000				
5061	Sound Wall Replacement Phase II (Design)	4,500,000				4,500,000				
5061	<b>Subtotal Sound Walls</b>	<b>22,100,000</b>	<b>22,600,000</b>	<b>19,017,000</b>	<b>5,600,000</b>	<b>47,217,000</b>	<b>20,117,000</b>	<b>6,400,000</b>	<b>20,700,000</b>	<b>-</b>
5063	<b>PAVEMENT RECONSTRUCTION</b>									
5063	Rehabilitate Toll Road (Study)	400,000								
5063	Rehabilitate Toll Road (Study)	200,000				200,000				200,000
5063	Rehabilitate Toll Road (Design)	1,000,000				1,500,000				
5063	Rehabilitate Toll Road (Design)	500,000		500,000		3,647,000	300,000			
5063	Rehabilitate Toll Road (Construction)	5,300,000		3,647,000		3,647,000				
5063	Rehabilitate Toll Road (Construction)	10,600,000		10,600,000		17,600,000				
5063	<b>Subtotal Pavement Resurfacing</b>	<b>18,000,000</b>	<b>8,200,000</b>	<b>14,747,000</b>	<b>-</b>	<b>22,947,000</b>	<b>3,947,000</b>	<b>3,800,000</b>	<b>3,800,000</b>	<b>7,500,000</b>
5065	<b>TECHNOLOGY AND TRAFFIC MANAGEMENT</b>									
5065	ITS & TMS Master Plan	300,000		300,000		300,000				
5065	ITS & TMS Traffic Management Infrastructure (Design and Construction)	2,500,000		2,500,000		2,500,000				
5065	ITS & TMS Traffic Management Infrastructure (Design and Construction)	2,500,000		2,500,000		2,500,000				
5066	Toll Collection System	10,000,000	1,400,000	9,797,000		11,197,000	8,710,000	2,487,000		2,000,000
5066	Automated Revenue Collection System (ARCS)									
5068	Host Computer									
5068	Violation Enforcement System (VES)						50,572			
5068	<b>Subtotal Technology and Traffic Management</b>	<b>15,300,000</b>	<b>1,400,000</b>	<b>15,097,000</b>	<b>50,572</b>	<b>16,547,572</b>	<b>9,060,572</b>	<b>2,987,000</b>	<b>1,250,000</b>	<b>2,000,000</b>

# DULLES CORRIDOR ENTERPRISE - CAPITAL IMPROVEMENT PROGRAM

## 2013 BUDGET

→METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

PROJ NUM	DESCRIPTION	CURRENT BUDGET	PLANNED**	CARRYOVER	2013 NEW PROGRAM	2013-2015 TOTAL EXPENDITURES	EXPENDITURES			
							2013	2014	2015	2016-2018
5070	<b>TOLL PLAZAS (MAINLANE AND RAMPS)</b>	300,000		300,000		300,000	300,000	-	-	-
5070	Plaza Approach Signing and Channelization (Design)	1,500,000		1,500,000		1,902,538	1,902,538	-	-	-
5070	Plaza Approach Signing and Channelization (Construction)		2,758,000		402,538	2,758,000		2,758,000		
5071	Plaza Optimization/Open Road Tolling Study	550,000		85,000		85,000	85,000			
5072	Toll Booth and Cabinet Replacement (Design)	4,131,000		500,000		500,000	200,000	200,000		100,000
5072	Toll Booth and Cabinet Replacement (Construction)	5,136,000		5,136,000		5,136,000	550,000	3,800,000		786,000
5073	Security Implementation	750,000		750,000		750,000				750,000
5081	DTR Admin. Bldg. Fire System (Design)	85,000		3,000		3,000	3,000			-
5081	DTR Admin. Bldg. Fire System (Construction)	250,000				4,360,000	4,360,000			-
10174	Main Plaza Revenue Collection Tunnel Rehabilitation	4,625,000		4,360,000		15,794,538	7,400,538	6,758,000	-	1,636,000
	<b>Subtotal Toll Plazas/Booths</b>	<b>17,827,000</b>	<b>2,758,000</b>	<b>12,634,000</b>	<b>402,538</b>					
5075	<b>SIGNING, LIGHTING, AND ROADWAY APPURTENANCES</b>									
5075	Overhead and Guide Sign (Study)	200,000		200,000		200,000	200,000			
5075	Overhead and Guide Sign (Design and Construction)	2,000,000		1,752,000		1,752,000	1,752,000			
5076	Overhead and Guide Sign (Design and Construction)	-	3,000,000			3,000,000	-		3,000,000	
5076	Sign Structure Replacement	1,000,000		1,000,000		1,000,000	1,000,000			
5077	Guardrails, Barriers, Fencing (Design)	200,000		200,000		200,000	200,000			
5077	Guardrails, Barriers, Fencing (Construction)	1,800,000		1,800,000		1,800,000	1,800,000			
	<b>Subtotal Signing, Lighting, and Roadway Appurtenances</b>	<b>5,200,000</b>	<b>3,000,000</b>	<b>4,952,000</b>		<b>7,952,000</b>	<b>4,952,000</b>	-	<b>3,000,000</b>	-
5078	<b>OTHER</b>									
5078	Engineering, NEPA Studies	757,000		-		-	-			
5078	Engineering, NEPA Studies, CM Services	4,558,000		3,184,000	400,000	3,584,000	3,584,000			
5080	Maintenance Storage Yard (Study)	50,000		-		-	-			
5080	Maintenance Storage Yard (Design)	500,000		-		-	-			
5080	Maintenance Storage Yard (Construction)	4,500,000		-		-	-			
5082	Geographic Information System	346,000		140,000		140,000	140,000			
5084	Backtrack Monitoring System (Study)	150,000		150,000		200,000	200,000			
5084	Backtrack Monitoring System (Design and Construction)	269,000	5,500,000	269,000	50,000	5,769,000	269,000	500,000	5,000,000	
5084	Backtrack Monitoring System (Design and Construction)	31,000		31,000		31,000	31,000			
	<b>Subtotal Other</b>	<b>11,161,000</b>	<b>5,500,000</b>	<b>3,774,000</b>	<b>450,000</b>	<b>9,724,000</b>	<b>4,224,000</b>	<b>500,000</b>	<b>5,000,000</b>	-
	<b>TOTAL DULLES CORRIDOR IMPROVEMENTS (OTHER THAN RAIL)</b>	<b>168,388,000</b>	<b>88,108,000</b>	<b>95,297,000</b>	<b>8,740,005</b>	<b>192,145,005</b>	<b>61,264,005</b>	<b>35,445,000</b>	<b>48,750,000</b>	<b>33,036,000</b>
	<b>TOTAL DULLES CORRIDOR</b>	<b>6,711,590,497</b>	<b>6,709,537,580</b>	<b>4,795,392,000</b>	<b>8,740,005</b>	<b>4,892,240,005</b>	<b>657,123,005</b>	<b>666,566,000</b>	<b>899,744,000</b>	<b>923,900,000</b>

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

\* Corridor Improvements (Other than Rail) Include Expenditures 2013 through 2018

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

## **RAIL PROJECTS**

### **Rail Phase 1 (\$630,524,000); Rail Phase 2 (\$568,230,638)**

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

### **Rail Phase 1 (\$354,550,000); Rail Phase 2 (\$511,654,560)**

#### Stations, Stops, Terminals and Intermodals

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

### **Rail Phase 1 (\$41,759,000); Rail Phase 2 (\$354,661,944)**

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

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

### **Rail Phase 1 (\$287,158,000); Rail Phase 2 (\$401,384,120)**

#### Sitework and Special Conditions

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

### **Rail Phase 1 (\$272,899,000); Rail Phase 2 (\$236,642,290)**

#### Systems

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

**Rail Phase 1 (\$65,012,000); Rail Phase 2 (\$65,594,712)**

*ROW, Land and Existing Improvements*

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

**Rail Phase 1 (\$216,656,000); Rail Phase 2 (\$231,926,046)**

*Vehicles*

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

**Rail Phase 1 (\$792,718,000); Rail Phase 2 (\$672,305,690)**

*Professional Services*

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

**Rail Phase 1 (\$36,011,000); Rail Phase 2 (\$157,750,000)**

*Unallocated Contingency*

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

**Rail Phase 1 (\$208,407,694)**

**Concurrent Roadway Improvements (Route 7 and Spring Hill Road and emergency crossover enhancements)**

*Route 7 and Spring Hill Road*

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



what is essential to the project and additional streetscape, pedestrian and lighting features beyond VDOT standard practice. The value is based on cost data submitted by DTP derived from their currently proposed and agreed to price.

#### Emergency Crossover Enhancements

This section includes the planned moveable barriers and select vehicular crossovers on the Access Highway designed to help provide access for fire and rescue vehicles to respond to events in the corridor. This infrastructure solution is being done in lieu of mutual aid agreements that would have assigned emergency response responsibilities to various local jurisdictions. This activity is not essential to the functioning of the Project, but it would improve safety and emergency operations on the Access Highway. It is being done concurrently with construction of the rail guideway to maximize the use of funds and to reduce future impacts and multiple disruptions to Access Highway users. The value of this CNPA is the cost of these improvements and is based on cost data submitted by DTP derived from their currently proposed and agreed to price.

Transportation Management Plan, \$12,500,000. This section includes costs for the transportation management plan (TMP) which comprises a set of strategies that being implemented during the construction of the Dulles Corridor Metrorail Project – Extension to Wiehle Avenue (the Project) to manage or mitigate the congestion effects of construction. The TMP strategies include: (i) Transportation demand management (TDM) programs to promote carpooling, vanpooling, alternative work hours, telecommuting, and parking management; (ii) Traffic operational improvements such as intersection widening, signalization improvements, and re-routing traffic through other intersections; (iii) Incident management strategies including a comprehensive approach to detection/verification of incidents, coordinated response/removal practices and a program to provide motorists with timely and relevant information; (iv) Application of intelligent transportation systems (ITS) technologies relating to advanced traffic management (ATMS) and advanced traveler information (ATIS); and (v) Transit operational improvements.

These strategies will be implemented by VDOT using funding from the Airports Authority and Fairfax County. The total TMP budget is \$25 million, and the Airports Authority is contributing \$12.5 million between 2007 and 2012.

WMATA Latent Defects Reserve, \$15,000,000. The Airports Authority and WMATA have entered into an agreement related to the construction of the Metrorail Extension Phase 1. The parties recognize that, (i) under the Design-Build Contract, the Airports Authority has agreed to limit the Design-Build Contractor's liability to five (5) years after Substantial Completion; (ii) the Design-Build Contract contemplates future work, known as "Allowances" for which the entirety of the WMATA standard warranty provisions are intended to be, but for commercial reasons may not be provided; and (iii) the Design-Build Contract further limits the Design-Build Contractor's liability for indemnity obligations under Section 26.2.4(b) of the Design-Build Contract. WMATA agrees that it is bound by the exclusions and limitations of the Design-Build Contract. Therefore, to mitigate WMATA's risks associated with these provisions the Airports Authority will establish an escrow fund (Escrow) for the benefit of

WMATA that is to be used exclusively (1) to pay the capital costs of correcting any latent defects discovered after the expiration of the five-year limitation on the Design-Build Contractor's liability, (2) to pay claims for work performed under any Allowances that would have been covered under WMATA's standard warranty, had it been provided as part of that contract, and (3) to pay claims for indemnity otherwise extinguished pursuant to Section 26.2.4(b) of the Design-Build Contract. The Airports Authority has agreed to create the Escrow and transfer, by one or more deposits, fifteen million dollars into the Escrow. The Airports Authority has agreed to fully fund the Escrow within thirty six months of transfer of the Toll Road to the Airports Authority.

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

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

Dulles Corridor / I-495 Interchange Study (Flyovers), \$750,000. This Capital Improvement project will be the first step in assessing improvements to the I-495 interchange. A study will be performed within the boundaries of the Dulles Corridor and I-495 Interchange to determine the warrants for additional direct HOV and/or Access Highway flyover connections in addition to those being added by the I-495 HOT Lanes Public Private Partnership (PPP) project. This will involve obtaining recent traffic data; performing traffic demand and usage analyses; and preliminary alignment plans and coordination with the current PPP project underway.

Dulles Corridor / I-495 Interchange (Design and Construction), \$51,500,000. This Capital Improvement Project utilizes the traffic warrants and operational analyses performed during the study phase and provide preliminary design development concurrent with NEPA documentation for additional direct HOV and/or Access Highway flyover connections in addition to those being added by the I-495 HOT Lanes PPP project. This will involve preliminary engineering, and NEPA documentation and project design in advance of selecting a contractor and delivery method for construction of the project(s).

Dulles Corridor/I-495 Interchange Ramp 3, \$40,000,000. Utilizing the preliminary engineering design this project will complete the design and construction for a direct flyover connection between southbound I-495 and westbound DIAAH in addition to those being added by the I-495 HOT Lanes project. This will involve negotiating a Memorandum of Agreement (MOA) with the Commonwealth of Virginia for design and construction. NEPA documentation for this project was completed as part of the preliminary engineering effort. The Airports Authority has applied for TIGER II grant funding for this project seeking \$40,000,000 in grant money to complete the project.

Comprehensive Corridor Interchange (Study), \$700,000. This project is to perform a high-level evaluation of all interchanges within the boundaries of the Dulles Toll Road (Rt. 267) corridor. The study will identify the deficiencies with each interchange and develop a prioritized list, allowing for improvements to be targeted on an as needed basis. Particular attention will be given to short-term deficiencies with interchange operation and physical condition. Consideration will also be given to coordination efforts and modifications required by the Dulles Metrorail Project. The issues surrounding the interchanges may show commonality; therefore, suggested improvements may apply to one or all interchanges pending traffic analysis and conditions. Low-cost improvements will be recommended. This effort could involve obtaining recent traffic data and construction plans, performing basic traffic operations analyses, and conducting field visits to observe localized conditions.

Ultimate Interchange Configuration (Study) (Rte. 657, 28, 7, 674, 828, 602, and 7100), \$750,000. This project is to perform an in-depth analysis of those interchanges identified as "high priority" locations in the Comprehensive Corridor Interchange Study. Particular attention will be given to the interchanges at Centreville Road (Rt. 657), Route 28 (Sully Road), Route 7 (Leesburg Pike), Hunter Mill Road (Rt. 674), Wiehle Avenue (Rt. 828),

Reston Parkway (Route 602), and Fairfax County Parkway (Route 7100). The study will determine warrants for widened ramps, direct access flyover connections, and/or unique configurations that will optimize interchange efficiency. This will involve obtaining recent traffic data, performing traffic demand and usage analyses, and developing preliminary alignment plans. If warranted, a full interchange justification or modification report may be required (as a separate task).

Ultimate Interchange Configuration Design and Construction, \$750,000. This project is to develop preliminary design plans concurrent with NEPA documentation for the anticipated improvements. The task will utilize the traffic warrants and operational analyses performed during the study phase. This will involve preliminary engineering, NEPA documentation, and design in advance of selecting a contractor and delivery method for construction of the project. It is anticipated that one major interchange configuration design will occur every 4 to 5 years.

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

Route 606 Widening, Phase I (Study), \$550,000. This project is to perform a study within the boundaries of Route 606 in the immediate vicinity of Dulles International and the Dulles Toll Road Corridor to determine the warrants for widening and upgrading the performance characteristics of this roadway. This will involve obtaining recent traffic data; performing traffic demand and access warrants and preliminary alignment plans.

Route 606 Widening, Phase I (Design), \$4,000,000. This Capital Improvement Project utilizes the traffic warrants and operational analyses performed during the study phase to provide preliminary and design development concurrent with NEPA documentation for the anticipated improvements. This will involve preliminary engineering, and NEPA documentation, and design in advance of selecting a contractor and delivery method for construction of the project.

Route 606 Widening, Phase I (Construction), \$20,000,000. This project encompasses construction activities for the improvements to Route 606. This will involve significant maintenance of traffic operations during construction to maintain access for the multiple tenants along Route 606. Major construction items/activities would include pavement sub-base, pavement, pavement markings, traffic control and signing.

Hunter Mill Road Improvements, \$4,900,000-Planned. This study will assess traffic movements at the intersection of Hunter Mill Road (Rt. 674) and the Dulles Toll Road to determine appropriate safety and capacity improvements. The study area will include Sunset Hills Road north of the DTR and Sunrise Valley Drive (Route 5320) to the south of DTR as well as the on-ramps and off-ramps. The design phase will involve preliminary engineering, NEPA documentation, and design in advance of selecting a contractor and delivery method for construction of the project. This project has two phases of development, short-term and long-term. The short-term improvements will be a series of modest improvements designed to enhance safety, circulation and mobility. The long-term improvements are dependent on

future studies which will determine the need and ability to increase the capacity of the interchange.

*Fairfax County Parkway Improvements, \$4,600,000-Planned.* Project includes short-term and long-term improvements. The short-term improvements include modest lane reassignments to improve safety and traffic circulation at signalized intersections of Fairfax County Parkway and the Dulles Toll Road. The long-term improvements include a study along WB mainline Dulles Toll Road (Rt. 267) between Fairfax County Parkway (Rt. 3000) and Reston Parkway (Rt. 602) to determine the need for an auxiliary lane. The provision of an auxiliary lane would facilitate weaving of entering and exiting traffic between the two locations, primarily during peak traffic flow periods. This will involve obtaining recent traffic data, performing traffic demand warrants, and developing preliminary design plans. The design phase of the project will include developing preliminary design plans concurrent with NEPA documentation for the anticipated improvements. The task will utilize the traffic warrants and operational analyses performed during the study phase. This will involve preliminary engineering, NEPA documentation, and design in advance of selecting a contractor and a delivery method for construction of the project.

*Reston Parkway Improvements, \$4,300,000-Planned.* This project consists of modifications to the intersections of the Reston Parkway and the Dulles Toll Road ramps with right and left turn lane modifications designed to enhance safety, circulation and mobility. The long term improvements will include a study along WB mainline Dulles Toll Road (Rt. 267) between Reston Parkway (Rt. 602) and Wiehle Avenue (Rt. 828) to determine the need for an auxiliary lane. The provision of an auxiliary lane would facilitate weaving of entering and exiting traffic between the two locations, primarily during peak traffic flow periods. This will involve obtaining recent traffic data, performing traffic demand warrants, and developing preliminary design plans. The design will involve preliminary engineering, NEPA documentation, and design in advance of selecting a contractor and a delivery method for construction of the project.

*Spring Hill Road (Study), \$100,000-Planned.* This project will perform evaluations of the Spring Hill Road interchange at Dulles Toll Road (Rt. 267). This study will identify deficiencies within the intersection and exit/entrance ramps leading to the Dulles Toll Road and provide short and long-term solutions. This effort could involve obtaining recent traffic data and construction plans, performing basic traffic operations analyses, and conducting field visits to observe localized conditions.

*Centerville Road Interchange Improvements, \$5,000,000.* This study will assess traffic movements at the intersection of Centerville Road and the Dulles Toll Road to determine appropriate safety and capacity improvements. The study area will include Sunset Hills Road north of the DTR and Sunrise Valley Drive (Route 5320) to the south of DTR as well as the on-ramps and off-ramps. The design phase will involve preliminary engineering, NEPA documentation, and design in advance of selecting a contractor and delivery method for construction of the project. This project has two phases of development, short-term and long-term. The short-term improvements will be a series of modest improvements designed to enhance safety, circulation and mobility. The long-term improvements are dependent on

future studies which will determine the need and ability to increase the capacity of the interchange.

Ramp and Ramp Terminal Operations (Study), \$500,000. This project is to assess the operations of the ramps entering or exiting Dulles Toll Road and the ramp terminals at the surface streets. The study will evaluate the capacity of each entrance/exit ramp with regard to the number of lanes, lane use, acceleration/deceleration lane length, etc. Signal timings and phasing at the ramp termini of diamond interchanges will also be analyzed for optimal intersection performance (i.e., overall intersection delay, approach delay, queue lengths, etc.). It is anticipated that simulation software will be used to determine current performance measures and to evaluate potential improvements (e.g., lane use changes, signal timing/phasing changes, acceleration/deceleration lane extensions, etc.). The project will involve obtaining current traffic data, signal timings and phasing, and geometric characteristics. This may require coordination with VDOT and/or local jurisdictions.

### **Sound Wall Projects**

Sound Wall (Study), \$900,000. This project will establish an Airports Authority Noise Policy for the Dulles Toll Road, create a design standard for the construction of sound walls and determine where noise impacts occur by developing a Traffic Noise model. The policy shall meet the Federal Highway Administration (FHWA) Noise Guidelines. The noise study will involve taking sound measurement readings, determining sound generation mechanisms and creating a Traffic Noise Model. The development of the Traffic noise Model has been expanded to include modeling the noise mitigation effectiveness of existing sound walls. The Traffic Noise model will assist in determining where noise impacts occur and what mitigation can be provided. This project will also establish design standards for Dulles Toll Road sound walls which will be incorporated into the Airports Authority Design manual.

Sound Wall Improvements, \$3,700,000. This project provides for design and emergency repair of failing sound walls along the Dulles Corridor. Visual inspections have determined that many sections of sound walls are in immediate need of repair to prevent failure. This project would replace panels, add fasteners and connections to support unstable walls and generally shore up sound walls which are severely deteriorated.

Sound Wall Replacement Phase I (Design and Construction), \$7,500,000. This project is for the structural design for those walls and areas that meet the required Federal Highway Administration Noise Wall Guidelines and are designated by the study as candidates for replacement under the Sound Wall Replacement Study. This work will include the design, plans and specifications to let the required work for construction. Design will include aesthetics as well as noise abatement design. The Dulles Toll Road Traffic Noise Model will determine the noise mitigation effectiveness of existing sound walls. Based on the recommendations of the Traffic Noise Model Study, designs will be developed incorporating aesthetics, adjacent communities and modern sound attenuation techniques. This provides an opportunity to use modern noise reduction techniques and provide improvements to the Dulles Corridor and adjoining neighborhoods. This project will consist of the removal (if necessary) and construction of replacement sound walls for Phase I based on



recommendations from the Traffic Noise Model.

*New Sound Wall Phase 1 (Design and Construction) or other noise mitigation, \$5,000,000.*

This work will include the design, plans and specifications to let the required work for construction. Design will include aesthetics as well as noise abatement design. The Dulles Toll Road Traffic Noise Model will determine the noise mitigation requirements and locations for sound walls. Based on the recommendations of the Traffic Noise Model Study, designs will be developed incorporating aesthetics, adjacent communities and modern sound attenuation techniques. This provides an opportunity to use modern noise reduction techniques and provide improvements to the Dulles Corridor and adjoining neighborhoods.

*Sound Wall Replacement Phase II (Design and Construction), \$5,000,000.* This project is for the structural design for those walls and areas that meet the required Federal Highway Administration Noise Wall Guidelines and are designated by the study as candidates for replacement under the Sound Wall Replacement Study. This work will include the design, plans and specifications to let the required work for construction. Design will include aesthetics as well as noise abatement design. The Dulles Toll Road Traffic Noise Model will determine the noise mitigation effectiveness of existing sound walls. Based on the recommendations of the Traffic Noise Model Study, designs will be developed incorporating aesthetics, adjacent communities and modern sound attenuation techniques. This provides an opportunity to use modern noise reduction techniques and provide improvements to the Dulles Corridor and adjoining neighborhoods. This project will consist of the removal (if necessary) and construction of replacement sound walls for Phase I based on recommendations from the Traffic Noise Model.

## **Pavement Reconstruction**

*Rehabilitate Toll Road, (Study, Design and Construction), \$18,000,000.* This project will provide for the repair and resurfacing of the Dulles Toll Road ramp pavements. Initial surveys have identified areas of pavement that may be distressed below the surface course that will require full depth repair and/or replacement of subgrade materials. This work can usually be phased over multiple years. Traffic maintenance will be a significant item of work. This work is usually confined to night-time operations in the Northern Virginia region. Work needs to be planned with adequate timeframes for shifting traffic and ancillary construction; therefore, the size of projects will be determined by the quantity of work that can be accomplished in a construction season.

## **Technology and Traffic Management**

*ITS and TMS Master Plan, \$300,000.* This project is to develop an ITS and TMS Master Plan for the Dulles Toll Road (Rt. 267) corridor. Components of the master plan may include incident monitoring cameras and speed detection, road weather information, dynamic message signs, Automated Vehicle Identification and Location (AVI and AVL), and communication feeds to transmit the information to control facilities and informational sources (e.g., dynamic message signs and other traveler information systems). Electronic tolling is likely to tie into the Master Plan. A more in-depth study will be conducted in the "Toll

Collection System” project.

*ITS and TMS Traffic Management Infrastructure (Design and Construction), \$5,000,000.*

This project is to design and construct components of an ITS traffic management system for the Dulles Toll Road and the Dulles Corridor. Major construction items/activities will depend on the nature of the work to be completed, as identified in the ITS Master Plan. It is anticipated that the system will include incident monitoring cameras and speed detection, road weather information, dynamic message signs, Automated Vehicle Identification and Location (AVI and AVL), and communication feeds to transmit the information to control facilities and informational sources (e.g., dynamic message signs and other traveler information systems). The dynamic message signs along the corridor would be designed to provide travelers with traffic information, lane closures, toll rates, and contact numbers for emergency and courtesy patrol. It is anticipated the dynamic message signs would be linked with the VDOT Traffic Management Center and will provide a method of conveying traffic conditions to travelers through their active traffic management system. The signs will also be designed so that they could be utilized to convey time-of-day pricing or variable pricing along the corridor. Further development of the infrastructure may occur in future years.

*Toll Collection System, \$10,000,000.* This work includes the development of design and procurement documents, interfacing with VDOT, design, software, and hardware required for a possible new Automated Revenue Collection System (ARCS), a Maintenance On-Line Monitoring System (MOMS), and an upgraded Violation Enforcement System (VES). The Airports Authority may wish to implement its own Automated Revenue Collection System (ARCS) to replace the existing Transcore system presently on the Dulles Toll Road. Additionally, a MOMS would link the operations of the toll transaction equipment to a central monitoring point so that problems in operation could be quickly identified. Maintenance On-Line Systems allow technicians to monitor the toll system outputs to determine technology issues prior to complete failures that cause lane shut downs. It also provides an active log of the type of equipment and location of equipment that generate the most repair notices. This project would include the software, hardware, communications and integration for a violation enforcement system at the Mainline plaza and ramp plazas. This project would include installation/upgrade of equipment and back office processing.

**Toll Plazas (Mainline and Ramps)**

*Plaza Approach Signing and Channelization (Design), \$300,000.* The toll booth areas are a decision making point for the traveling motorist. Clear signage and markings improve the decision process resulting in fewer incidents at the toll booths. For example, this would mean fewer wrong lane choices when an attended booth is desired but the motorist chose an unattended toll lane. This project would study potential improvements to lane striping and configuration, delineation and signing to provide traveling motorists information prior to entering into the toll plaza. This project would also include the design, engineering analysis and recommendations.

*Plaza Approach Signing and Channelization Implementation (Construction), \$1,900,000.*

This project will include the construction elements to implement the improvements noted in



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### Metropolitan Washington Airports Authority

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the Plaza Approach Signing and Channelization Study. Plaza approach upgrades may include: striping, channelization markers and delineation, new signage in advance and at the toll plaza. Traffic control will be a major part of this work.

Plaza Optimization/Open Road Tolling (Study), \$550,000. At the toll plazas (Mainline and ramp) there are a mix of lanes including attended lanes, automated cash machine lanes and electronic toll payment lanes (Smart Tag and E-ZPass Lanes). Currently the total number of Smart Tag users continues to increase, especially since the inception of the E-ZPass with electronic toll payments approaching nearly 60 percent of the total toll transactions. With the increased growth of traffic and customers within the corridor there is a need for increased efficiency and mobility through the Dulles Toll Road Plazas. This study would look at the traffic patterns at the plazas, review the types of transactions, customers and the respective quantity of transactions for each type. Recommendations will be made for an optimal plaza configuration to include the quantity of lane types, location of lane types and equipment and plaza migration plan.

Toll Booth and Cabinet Replacement (Design and Construction), \$9,767,000. This project is to design and construct the Toll Booth Replacement project. VDOT has shelved a design for the Toll Booth Replacement and this design will update the current VDOT plans and prepare plans for construction. It was noted in the Dulles Toll Road and Dulles Connector Road Asset Assessment Summary Report that the toll booths are now showing their age. Many of the booths were in poor condition. Inspection of the toll booths revealed the only consistent safety issue was the failure of emergency lighting inside the toll booths. The electrical enclosures are rusted due to climate and its proximity to the road. The concrete curb in the outside lane are also failing. Drainage problems were apparent within the interior lanes, exhibiting cracks in the concrete and sediment at low points. Deterioration of the walkways in the toll lanes was present. The deficiencies noted at some of the plazas include loose and/or non-enclosed wiring and separating flashing. It is recommended to replace the existing toll booths with pre-fabricated units, designed to meet the Airports Authority's requirements and provide a unique system identity. This project should be scheduled in coordination with the Toll Plaza Optimization Study to ensure that the appropriate number of booths being replaced corresponds with the overall Plaza Optimization Plan.

Security Implementation, \$750,000. The DTR has the capability of transmitting data via dedicated fiber optic cable. The cable was designed to have excess capability to accommodate video feed to the DTR Control Room from each remote plaza. There are currently no cameras or camera housings wired to the main Administration building. This situation does not provide adequate security for the toll collectors or the funds being collected at these locations. Some of the remote plazas are miles from the Administration building and are located in remote areas. Although there is supervisory staff driving the roadway, the toll collector is alone and can only communicate with the DTR Control room by intercom. This project would augment personal safety and fiscal security at the remote ramp locations.

The project will install multiplexed video feed from the remote locations to the control room at the main administration building. This will enhance the security of the toll collector, the funds being collected, all lane activity and the assets located at the ramp plazas. Multiplexed video

also provides the opportunity to do surveillance of the toll collectors while they are performing their routine duties for audit review purposes and criminal activity surveillance.

*Dulles Toll Road Administration Building Fire System (Design and Construction), \$335,000.* This project will replace the existing water based sprinkler system with an Intergen foam suppression system for the computer/server room at the Administration Building. The computer/server room houses all of the MWAA servers, telephone systems, toll lane equipment and violation data processing equipment. The replacement of the system will prevent damage to the vital computer equipment.

*Main Plaza Revenue Collection Tunnel Rehabilitation, \$4,625,000.* This project is to provide for the final design and preparation of contract documents for repairs to the Main Plaza tunnel and its associated systems to address structural deterioration, water intrusion, and non-code compliance of the tunnel systems. The design would address operational, structural and safety deficiencies.

### **Lighting and Roadway Appurtenances**

*Overhead and Guide Sign (Study), \$200,000.* As noted in the Dulles Toll Road and Dulles Connector Road Asset Assessment Summary Report many of the current overhead sign structures have signs that were damaged, have lost reflectivity, and have overhead lighting that is non functional. Many DOTs are currently migrating their overhead signs to a high intensity reflectorized sheeting that does not require the continued use of lighting. As the Airports Authority may be required to update a significant portion of these signs in the near future, a study should be conducted as the cost benefit analysis considering the benefits of high reflectorized sheeting or to upgrade the current overhead sign lighting. This study would provide a recommendation to the Airports Authority on the cost of the various alternatives both short term and long term including capital, utility cost considerations and life cycle costs. This study will further suggest an overall project design and phasing.

*Overhead and Guide Sign (Design and Construction), \$2,000,000.* As noted in the Dulles Toll Road and Dulles Connector Road Asset Assessment Summary Report many of the current overhead sign structures have signs that were damaged, have lost reflectivity and have overhead lighting that is non functional. This project will implement the recommendations as outlined in the Overhead Guide Sign Study regarding the upgrade and replacement of those signs that do not meet the current reflectivity and lighting requirements. Depending on the study, this project will include the construction and implementation of new guide signs and/or lighting and traffic control. This project should be performed in consideration with the Sign Structure Replacement project if possible.

*Sign Structure Replacement, \$1,000,000.* Appendix 7 of the Dulles Toll Road and Dulles Connector Road Asset Assessment Summary Report identified a number of sign structure deficiencies that required correction. Each sign structure on the system has information in Appendix 7 noting the work needed to repair the deficiency. This will ensure that the sign structures are sound and within safety standards.

## 2013 BUDGET

### Metropolitan Washington Airports Authority

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Guardrails, Barriers, and Fencing (Design and Construction), \$2,000,000. This project is to implement those recommendations as outlined in the Safety Study. Such safety enhancements may include guardrail, terminal anchor section, and traffic and cable barrier improvements as well as channelization improvements. Additional safety improvements not currently within the corridor may include adding barriers at clear zone hazards, upgrading existing barriers to current standards, adding barriers in areas where there are high occurrence of incidents or changing the barrier type to decrease maintenance costs. Fencing may be added/modified to remove hazards or increase security.

#### Other

Engineering, NEPA Studies, \$5,700,000. This project is to provide engineering support services to implement the Dulles Toll Road Capital Improvement Program. Support services include planning studies, design and NEPA support services, and construction services. Examples of such projects include HOV and HOT Lanes studies, as well other studies that are conducted in joint coordination with other agencies or partners. These studies will aid in developing the Capital Improvement Program, with full detail of designated projects and expenditures assigned to appropriate budget years. The studies will review all aspects of the corridor and provide project cost estimates, scopes, and plans.

Maintenance Storage Yard (Study), \$50,000. This project is to assess possible locations, develop a site location plan and concept for storage facility for snow and ice removal and sanding operations.

Maintenance Storage Yard (Design and Construction), \$5,000,000. This project will be to construct the maintenance storage facility as determined in the Maintenance Storage Yard/Emergency Resource Location Study. It is anticipated that this project will include a storage facility, security fencing and lighting, parking and access.

Geographic Information System, \$346,000. This project includes the implementation of the interface and preparing data for conversion to the GIS system for the upcoming Enterprise Resource Planning system.

Backtrack Monitoring, \$500,000. The Metropolitan Washington Airports Authority (Airports Authority) is responsible for the operation of the Dulles International Airport Access Highway (DIAAH), all roads on the Dulles International Airport property, and the Dulles Toll Road. Over the years the Airports Authority has experienced vehicles traveling on the DIAAH and Dulles Airport roads that were not carrying persons conducting business at Dulles International but rather individuals seeking an alternative parallel route to the Dulles Toll Road and other east-west corridors. This phenomenon has come to be known as “backtracking” and “cut-through” traffic. The Commonwealth of Virginia passed new legislation effective July 1, 2010, which allows for the photo-enforcement of unauthorized use of the DIAAH. This task is intended to develop strategies for addressing this unauthorized use of Airports Authority roads. This task will assess the number of illegal users of Airports Authority roads during the morning and evening peak periods, associated with known backtracking and cut-through routes. Knowing the vehicle volumes by routes will allow the

project team and stakeholders to refine the possible violator detection techniques and/or deterrent strategies for resolving the illegal usage, develop detailed cost estimates and toll revenue recovery potential, and to prepare a Project Definition Document (PDD) for the recommended strategy. The project will then design the recommended deterrent strategy and develop construction cost estimates.

## **APPENDICES**

### **THE APPENDICES SECTION CONSISTS OF THE FOLLOWING:**

#### **Cost Allocation Plan**

#### **Airports Authority Facts**

- Airports Snapshot of Reagan National and Dulles International
- Carrier Shares of Total Enplaned Passengers
- Air Trade Area
- Population
- History charts of Reagan National and Dulles International
- Airport Activity Forecast Charts for Enplanements, Landed Weights, Aircraft Operations and Cargo
- Activity Indicators

#### **Debt Programs**

- Airport System Revenue Bonds
- Summary of Outstanding Bonds
- Summary of Bonded Debt Service – Airport Revenue Bonds
- Long-Term Debt Scheduled – Airport Revenue Bonds
- Dulles Toll Road Revenue Bonds
- Long-Term Debt Scheduled – Dulles Toll Road Revenue Bonds
- Summary of Bonded Debt Service – Dulles Toll Road



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## COST ALLOCATION PLAN

### Cost Allocation Plan (CAP) from the Aviation to the Dulles Corridor Enterprise Enterprise Fund

The majority of costs related to the Aviation Enterprise Fund and the Dulles Corridor Enterprise Fund are directly charged to the appropriate fund. In certain instances, overhead costs for the Airports Authority are initially paid from the Aviation Enterprise Fund, but are appropriately allocable to the Dulles Corridor Enterprise Fund as costs associated with operation of the Dulles Toll Road, or as costs of the Dulles Corridor Metrorail Project.

The purpose of the CAP is to identify and quantify all indirect and overhead costs appropriately allocable to the Dulles Corridor Enterprise Fund, and to appropriately allocate those costs.

The bases of allocations were determined after interviews with senior level management of the Airports Authority, obtaining an understanding of the Airports Authority's current organizational structure, and review of the chart of accounts and general ledger. The basis of allocations are as best practices, that will ensure compliance with requirements of the Federal Government in instances where allocated costs may ultimately be charged to Federal Grants.

### Cost Allocation

The 2013 Aviation Budget includes a reduction of \$8.7 million of overhead and other indirect costs for the Airports Authority that is initially paid from the Aviation Enterprise Fund, but is appropriately allocable to the Dulles Corridor Enterprise Fund as costs associated with the operation of the Dulles Toll Road, or as costs of the Metrorail Project. Of the \$8.7 million, \$5.5 million is budgeted to be allocated to the Dulles Toll Road. The remaining \$3.2 million is budgeted to be allocated as administrative overhead to the Dulles Rail Project.

Table 1-4	Budget 2013
Aviation Prior to Cost Allocation	\$ 356,032,000
Cost Allocation - Road	(5,454,000)
Cost Allocation - Rail (Phases 1 and 2)	(3,215,000)
<b>Total Aviation</b>	<b>\$ 347,363,000</b>

The charts on the following pages show the application of cost allocation to all offices. The explanation of the titles is as follows:

- 1 . Dulles Toll Road Direct – Total expenses that directly hit the Dulles Toll Road under an office.

- 2 . Dulles Rail Project Direct – Total expenses that directly hit the Dulles Rail project under an office.
- 3 . Cost Allocation to Dulles Toll Road – Portion of an office's total expenses that are allocated to the Dulles Toll Road.
- 4 . Cost Allocation to the Dulles Rail Project – Portion of an office's total expenses that are allocated to the Rail project.



## 2013 OPERATING EXPENSES COST ALLOCATION TABLES

Table 5-2  
2013 OPERATING EXPENSES COST ALLOCATION - TOTAL

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 109,002	\$ 106,904	\$ 106,904	\$ 2,098	\$ -	\$ -	\$ -	\$ 2,098
Other than Full-time Permanent	2,487	2,478	2,478	9	-	-	-	9
Overtime	9,296	9,210	9,210	86	-	-	-	86
Other - Personnel Compensation	4,055	3,984	(1,050)	71	-	3,244	1,790	5,105
Personnel Compensation	124,840	122,576	117,542	2,264	-	3,244	1,790	7,298
Health Insurance	18,533	18,133	18,133	400	-	-	-	400
Life Insurance	427	419	419	8	-	-	-	8
Retirement	21,592	21,276	21,276	316	-	-	-	316
Other - Employee Benefits	6,163	5,882	4,149	281	-	1,217	516	2,014
Employee Benefits	46,715	45,710	43,977	1,005	-	1,217	516	2,738
Total Personnel Expenses	171,555	168,286	161,519	3,269	-	4,461	2,306	10,036
TRAVEL	1,108	1,098	1,067	10	-	16	15	41
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	5,282	5,282	5,282	-	-	-	-	-
Other - Lease and Rental Payments	311	281	280	30	-	1	-	31
Total Lease and Rental Payments	5,593	5,563	5,562	30	-	1	-	31
UTILITIES								
Electricity	22,049	21,849	21,821	200	-	12	16	228
Natural Gas	5,312	5,312	5,312	-	-	-	-	-
Water	1,438	1,433	1,433	5	-	-	-	5
Sewerage	2,132	2,127	2,127	5	-	-	-	5
Total Utilities	30,931	30,721	30,693	210	-	12	16	238
TELECOMMUNICATIONS	1,452	1,428	1,200	24	-	145	83	252
45025 AVIATION DRIVE	913	913	913	-	-	-	-	-
DULLES EAST BUILDING	(998)	(998)	(998)	-	-	-	-	-
SERVICES								
Custodial Services	20,438	20,332	20,332	106	-	-	-	106
Contractual Services	106,309	87,814	86,356	16,984	1,511	728	730	19,953
Total Services	126,747	108,146	106,688	17,090	1,511	728	730	20,059
SUPPLIES, MATERIALS AND FUELS								
Fuels	4,299	4,092	4,092	207	-	-	-	207
Supplies and Materials	15,755	15,133	14,911	622	-	134	88	844
Total Supplies, Materials and Fuels	20,054	19,225	19,003	829	-	134	88	1,051
INSURANCE AND RISK MANAGEMENT	9,885	8,785	8,785	1,100	-	-	-	1,100
NONCAPITAL EQUIPMENT	2,186	2,165	2,175	21	-	5	(15)	11
NONCAPITAL FACILITY PROJECTS	1,541	1,541	1,603	-	-	(53)	(9)	(62)
CAPITAL EQUIPMENT	3,074	2,864	2,864	210	-	-	-	210
CAPITAL FACILITY PROJECTS	6,291	6,291	6,290	-	-	1	-	1
TOTAL OPERATING EXPENSES	\$ 380,332	\$ 356,028	\$ 347,364	\$ 22,793	\$ 1,511	\$ 5,450	\$ 3,214	\$ 32,968

**Table 5-2.1**  
**2013 OPERATING EXPENSES COST ALLOCATION - TOTAL CONSOLIDATED FUNCTIONS**

(dollars in thousands)	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
PERSONNEL EXPENSES								
Full-time Permanent	\$ 34,755	\$ 34,755	\$ 34,755	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	673	673	673	-	-	-	-	-
Overtime	1,399	1,399	1,399	-	-	-	-	-
Other - Personnel Compensation	780	780	(2,448)	-	-	1,595	1,633	3,228
Personnel Compensation	37,607	37,607	34,379	-	-	1,595	1,633	3,228
Health Insurance	4,763	4,763	4,763	-	-	-	-	-
Life Insurance	110	110	110	-	-	-	-	-
Retirement	6,508	6,508	6,508	-	-	-	-	-
Other - Employee Benefits	1,584	1,584	583	-	-	518	483	1,001
Employee Benefits	12,965	12,965	11,964	-	-	518	483	1,001
Total Personnel Expenses	50,572	50,572	46,343	-	-	2,113	2,116	4,229
TRAVEL	828	828	800	-	-	13	15	28
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	5,282	5,282	5,282	-	-	-	-	-
Other - Lease and Rental Payments	132	132	132	-	-	-	-	-
Total Lease and Rental Payments	5,414	5,414	5,414	-	-	-	-	-
UTILITIES								
Electricity	1	1	1	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	1	1	1	-	-	-	-	-
TELECOMMUNICATIONS	1,452	1,428	1,200	24	-	145	83	252
45025 AVIATION DRIVE	913	913	913	-	-	-	-	-
DULLES EAST BUILDING	(998)	(998)	(998)	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	31,279	29,036	27,710	732	1,511	656	670	3,569
Total Services	31,279	29,036	27,710	732	1,511	656	670	3,569
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	2,629	2,629	2,426	-	-	122	81	203
Total Supplies, Materials and Fuels	2,629	2,629	2,426	-	-	122	81	203
INSURANCE AND RISK MANAGEMENT	9,885	8,785	8,785	1,100	-	-	-	1,100
NONCAPITAL EQUIPMENT	1,550	1,550	1,568	-	-	(3)	(15)	(18)
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	105	105	105	-	-	-	-	-
CAPITAL FACILITY PROJECTS	1	1	-	-	-	1	-	1
TOTAL CF OPERATING EXPENSES	\$ 103,631	\$ 100,264	\$ 94,267	\$ 1,856	\$ 1,511	\$ 3,047	\$ 2,950	\$ 9,364

# 2013 BUDGET

## Metropolitan Washington Airports Authority

**Table 5-2.2**  
**2013 OPERATING EXPENSES COST ALLOCATION - TOTAL DCA**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 26,566	\$ 26,566	\$ 26,566	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	713	713	713	-	-	-	-	-
Overtime	2,431	2,431	2,431	-	-	-	-	-
Other - Personnel Compensation	1,105	1,105	958	-	-	64	83	147
Personnel Compensation	30,815	30,815	30,668	-	-	64	83	147
Health Insurance	4,946	4,946	4,946	-	-	-	-	-
Life Insurance	114	114	114	-	-	-	-	-
Retirement	5,393	5,393	5,393	-	-	-	-	-
Other - Employee Benefits	1,724	1,724	1,713	-	-	5	6	11
Employee Benefits	12,177	12,177	12,166	-	-	5	6	11
Total Personnel Expenses	42,992	42,992	42,834	-	-	69	89	158
TRAVEL	97	97	97	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	38	38	38	-	-	-	-	-
Total Lease and Rental Payments	38	38	38	-	-	-	-	-
UTILITIES								
Electricity	6,406	6,406	6,378	-	-	12	16	28
Natural Gas	1,879	1,879	1,879	-	-	-	-	-
Water	819	819	819	-	-	-	-	-
Sewerage	1,054	1,054	1,054	-	-	-	-	-
Total Utilities	10,158	10,158	10,130	-	-	12	16	28
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	6,317	6,317	6,317	-	-	-	-	-
Contractual Services	13,555	13,555	13,461	-	-	41	53	94
Total Services	19,872	19,872	19,778	-	-	41	53	94
SUPPLIES, MATERIALS AND FUELS								
Fuels	808	808	808	-	-	-	-	-
Supplies and Materials	4,046	4,046	4,037	-	-	4	5	9
Total Supplies, Materials and Fuels	4,854	4,854	4,845	-	-	4	5	9
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	243	243	243	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	1,263	1,263	1,263	-	-	-	-	-
CAPITAL EQUIPMENT	2,759	2,759	2,759	-	-	-	-	-
CAPITAL FACILITY PROJECTS	6,290	6,290	6,290	-	-	-	-	-
TOTAL DCA OPERATING EXPENSES	\$ 88,566	\$ 88,566	\$ 88,277	\$ -	\$ -	\$ 126	\$ 163	\$ 289

**Table 5-2.3**  
**2013 OPERATING EXPENSES COST ALLOCATION - TOTAL IAD**

		AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		
	TOTAL AUTHORITY BUDGET	TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	NET DCE BUDGET
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 45,583	\$ 45,583	\$ 45,583	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	1,092	1,092	1,092	-	-	-	-	-
Overtime	5,380	5,380	5,380	-	-	-	-	-
Other - Personnel Compensation	2,099	2,099	440	-	-	1,585	74	1,659
Personnel Compensation	54,154	54,154	52,495	-	-	1,585	74	1,659
Health Insurance	8,424	8,424	8,424	-	-	-	-	-
Life Insurance	195	195	195	-	-	-	-	-
Retirement	9,375	9,375	9,375	-	-	-	-	-
Other - Employee Benefits	2,574	2,574	1,853	-	-	694	27	721
Employee Benefits	20,568	20,568	19,847	-	-	694	27	721
Total Personnel Expenses	74,722	74,722	72,342	-	-	2,279	101	2,380
TRAVEL	173	173	170	-	-	3	-	3
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	141	111	110	30	-	1	-	31
Total Lease and Rental Payments	141	111	110	30	-	1	-	31
UTILITIES								
Electricity	15,642	15,442	15,442	200	-	-	-	200
Natural Gas	3,433	3,433	3,433	-	-	-	-	-
Water	619	614	614	5	-	-	-	5
Sewerage	1,078	1,073	1,073	5	-	-	-	5
Total Utilities	20,772	20,562	20,562	210	-	-	-	210
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	14,015	14,015	14,015	-	-	-	-	-
Contractual Services	47,786	45,223	45,185	2,563	-	31	7	2,601
Total Services	61,801	59,238	59,200	2,563	-	31	7	2,601
SUPPLIES, MATERIALS AND FUELS								
Fuels	3,491	3,284	3,284	207	-	-	-	207
Supplies and Materials	8,957	8,458	8,448	499	-	8	2	509
Total Supplies, Materials and Fuels	12,448	11,742	11,732	706	-	8	2	716
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	372	372	364	-	-	8	-	8
NONCAPITAL FACILITY PROJECTS	278	278	340	-	-	(53)	(9)	(62)
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL IAD OPERATING EXPENSES	\$ 170,707	\$ 167,198	\$ 164,820	\$ 3,509	\$ -	\$ 2,277	\$ 101	\$ 5,887

# 2013 BUDGET

## Metropolitan Washington Airports Authority

**Table 5-2.4**  
**2013 OPERATING EXPENSES COST ALLOCATION - DCE**

	TOTAL AUTHORITY BUDGET	AMAVION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AMAVION BUDGET	NET AMAVION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,098	\$ -	\$ -	\$ 2,098	\$ -	\$ -	\$ -	\$ 2,098
Other than Full-time Permanent	9	-	-	9	-	-	-	9
Overtime	86	-	-	86	-	-	-	86
Other - Personnel Compensation	5,105	-	(5,034)	71	-	3,244	1,790	5,105
Personnel Compensation	7,298	-	(5,034)	2,264	-	3,244	1,790	7,298
Health Insurance	400	-	-	400	-	-	-	400
Life Insurance	8	-	-	8	-	-	-	8
Retirement	316	-	-	316	-	-	-	316
Other - Employee Benefits	2,014	-	(1,733)	281	-	1,217	516	2,014
Employee Benefits	2,738	-	(1,733)	1,005	-	1,217	516	2,738
Total Personnel Expenses	10,036	-	(6,767)	3,269	-	4,461	2,306	10,036
TRAVEL	41	-	(31)	10	-	16	15	41
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	31	-	(1)	30	-	1	-	31
Total Lease and Rental Payments	31	-	(1)	30	-	1	-	31
UTILITIES								
Electricity	228	-	(28)	200	-	12	16	228
Natural Gas	-	-	-	-	-	-	-	-
Water	5	-	-	5	-	-	-	5
Sewerage	5	-	-	5	-	-	-	5
Total Utilities	238	-	(28)	210	-	12	16	238
TELECOMMUNICATIONS	252	-	(228)	24	-	145	83	252
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	106	-	-	106	-	-	-	106
Contractual Services	19,953	-	(1,458)	16,984	1,511	728	730	19,953
Total Services	20,059	-	(1,458)	17,090	1,511	728	730	20,059
SUPPLIES, MATERIALS AND FUELS								
Fuels	207	-	-	207	-	-	-	207
Supplies and Materials	844	-	(222)	622	-	134	88	844
Total Supplies, Materials and Fuels	1,051	-	(222)	829	-	134	88	1,051
INSURANCE AND RISK MANAGEMENT	1,100	-	-	1,100	-	-	-	1,100
NONCAPITAL EQUIPMENT	11	-	10	21	-	5	(15)	11
NONCAPITAL FACILITY PROJECTS	(62)	-	62	-	-	(53)	(9)	(62)
CAPITAL EQUIPMENT	210	-	-	210	-	-	-	210
CAPITAL FACILITY PROJECTS	1	-	(1)	-	-	1	-	1
TOTAL DCE OPERATING EXPENSES	\$ 32,968	\$ -	\$ (8,664)	\$ 22,793	\$ 1,511	\$ 5,450	\$ 3,214	\$ 32,968

**Table 5-2.5**  
**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF BOARD & CEO**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,053	\$ 2,053	\$ 2,053	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	15	15	15	-	-	-	-	-
Overtime	2	2	2	-	-	-	-	-
Other - Personnel Compensation	3	3	(457)	-	-	222	238	460
Personnel Compensation	2,073	2,073	1,613	-	-	222	238	460
Health Insurance	142	142	142	-	-	-	-	-
Life Insurance	3	3	3	-	-	-	-	-
Retirement	304	304	304	-	-	-	-	-
Other - Employee Benefits	61	61	(59)	-	-	57	63	120
Employee Benefits	510	510	390	-	-	57	63	120
Total Personnel Expenses	2,583	2,583	2,003	-	-	279	301	580
TRAVEL	246	246	246	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	1	1	-	-	-	-	1	1
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	933	933	678	-	-	112	143	255
Total Services	933	933	678	-	-	112	143	255
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	37	37	23	-	-	6	8	14
Total Supplies, Materials and Fuels	37	37	23	-	-	6	8	14
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	44	44	44	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL BOARD & CEO OPERATING EXPENSES	\$ 3,844	\$ 3,844	\$ 2,994	\$ -	\$ -	\$ 397	\$ 453	\$ 850

# 2013 BUDGET

## Metropolitan Washington Airports Authority

**Table 5-2.6**  
**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF LEGAL**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 984	\$ 984	\$ 984	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	2	2	2	-	-	-	-	-
Other - Personnel Compensation	-	-	(257)	-	-	3	254	257
Personnel Compensation	986	986	729	-	-	3	254	257
Health Insurance	78	78	78	-	-	-	-	-
Life Insurance	2	2	2	-	-	-	-	-
Retirement	157	157	157	-	-	-	-	-
Other - Employee Benefits	30	30	(30)	-	-	1	59	60
Employee Benefits	267	267	207	-	-	1	59	60
Total Personnel Expenses	1,253	1,253	936	-	-	4	313	317
TRAVEL	15	15	14	-	-	-	1	1
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	1,004	994	983	10	-	-	11	21
Total Services	1,004	994	983	10	-	-	11	21
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	17	17	13	-	-	-	4	4
Total Supplies, Materials and Fuels	17	17	13	-	-	-	4	4
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	2	2	2	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL LEGAL OPERATING EXPENSE	\$ 2,291	\$ 2,281	\$ 1,948	\$ 10	\$ -	\$ 4	\$ 329	\$ 343

**Table 5-2.7**  
**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AUDIT**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 962	\$ 962	\$ 962	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	2	2	2	-	-	-	-	-
Other - Personnel Compensation	(4)	(4)	(176)	-	-	38	134	172
Personnel Compensation	960	960	788	-	-	38	134	172
Health Insurance	91	91	91	-	-	-	-	-
Life Insurance	2	2	2	-	-	-	-	-
Retirement	158	158	158	-	-	-	-	-
Other - Employee Benefits	34	34	(16)	-	-	11	39	50
Employee Benefits	285	285	235	-	-	11	39	50
Total Personnel Expenses	1,245	1,245	1,023	-	-	49	173	222
TRAVEL	31	31	26	-	-	1	4	5
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	3,725	1,839	1,802	375	1,511	8	29	1,923
Total Services	3,725	1,839	1,802	375	1,511	8	29	1,923
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	13	13	11	-	-	-	2	2
Total Supplies, Materials and Fuels	13	13	11	-	-	-	2	2
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	11	11	3	-	-	2	6	8
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL AUDIT OPERATING EXPENSES	\$ 5,025	\$ 3,139	\$ 2,865	\$ 375	\$ 1,511	\$ 60	\$ 214	\$ 2,160



# 2013 BUDGET

## Metropolitan Washington Airports Authority

**Table 5-2.8**  
**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIR SERVICE**

	TOTAL AUTHORITY BUDGET	AMATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AMATION BUDGET	NET AMATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 657	\$ 657	\$ 657	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	2	2	2	-	-	-	-	-
Other - Personnel Compensation	9	9	(14)	-	-	10	13	23
Personnel Compensation	668	668	645	-	-	10	13	23
Health Insurance	65	65	65	-	-	-	-	-
Life Insurance	1	1	1	-	-	-	-	-
Retirement	117	117	117	-	-	-	-	-
Other - Employee Benefits	29	29	22	-	-	3	4	7
Employee Benefits	212	212	205	-	-	3	4	7
Total Personnel Expenses	880	880	850	-	-	13	17	30
TRAVEL	260	260	260	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	2,789	2,789	2,789	-	-	-	-	-
Total Services	2,789	2,789	2,789	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	15	15	15	-	-	-	-	-
Total Supplies, Materials and Fuels	15	15	15	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	4	4	4	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL AIR SERVICE OPERATING EXPENSES	\$ 3,948	\$ 3,948	\$ 3,918	\$ -	\$ -	\$ 13	\$ 17	\$ 30

**Table 5-2.9**  
**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF COMMUNICATIONS**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 1,418	\$ 1,418	\$ 1,418	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	70	70	70	-	-	-	-	-
Overtime	2	2	2	-	-	-	-	-
Other - Personnel Compensation	44	44	(100)	-	-	62	82	144
Personnel Compensation	1,534	1,534	1,390	-	-	62	82	144
Health Insurance	179	179	179	-	-	-	-	-
Life Insurance	4	4	4	-	-	-	-	-
Retirement	262	262	262	-	-	-	-	-
Other - Employee Benefits	59	59	10	-	-	21	28	49
Employee Benefits	504	504	455	-	-	21	28	49
Total Personnel Expenses	2,038	2,038	1,845	-	-	83	110	193
TRAVEL	19	19	17	-	-	1	1	2
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	8	8	8	-	-	-	-	-
Total Lease and Rental Payments	8	8	8	-	-	-	-	-
UTILITIES								
Electricity	1	1	1	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	1	1	1	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	1,991	1,869	1,760	122	-	47	62	231
Total Services	1,991	1,869	1,760	122	-	47	62	231
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	62	62	58	-	-	2	2	4
Total Supplies, Materials and Fuels	62	62	58	-	-	2	2	4
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	6	6	6	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL COMMUNICATIONS OPERATING EXPENSES	\$ 4,125	\$ 4,003	\$ 3,695	\$ 122	\$ -	\$ 133	\$ 175	\$ 430

# 2013 BUDGET

## Metropolitan Washington Airports Authority

**Table 5-2.10**  
**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF FINANCE**

	TOTAL AUTHORITY BUDGET	AMATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AMATION BUDGET	NET AMATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 6,001	\$ 6,001	\$ 6,001	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	236	236	236	-	-	-	-	-
Other - Personnel Compensation	21	21	(386)	-	-	125	282	407
Personnel Compensation	6,258	6,258	5,851	-	-	125	282	407
Health Insurance	811	811	811	-	-	-	-	-
Life Insurance	19	19	19	-	-	-	-	-
Retirement	1,060	1,060	1,060	-	-	-	-	-
Other - Employee Benefits	256	256	132	-	-	34	90	124
Employee Benefits	2,146	2,146	2,022	-	-	34	90	124
Total Personnel Expenses	8,404	8,404	7,873	-	-	159	372	531
TRAVEL	72	72	68	-	-	1	3	4
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	5,282	5,282	5,282	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	5,282	5,282	5,282	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	2,851	2,751	2,498	100	-	88	165	353
Total Services	2,851	2,751	2,498	100	-	88	165	353
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	67	67	62	-	-	2	3	5
Total Supplies, Materials and Fuels	67	67	62	-	-	2	3	5
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	97	97	155	-	-	(26)	(32)	(58)
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	105	105	105	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL FINANCE OPERATING EXPENSES	\$ 16,878	\$ 16,778	\$ 16,043	\$ 100	\$ -	\$ 224	\$ 511	\$ 835

**2013 BUDGET**  
Metropolitan Washington Airports Authority

**Table 5-2.11**  
**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF ENGINEERING**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 4,040	\$ 4,040	\$ 4,040	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	6	6	6	-	-	-	-	-
Other - Personnel Compensation	46	46	(578)	-	-	377	247	624
Personnel Compensation	4,092	4,092	3,468	-	-	377	247	624
Health Insurance	446	446	446	-	-	-	-	-
Life Insurance	10	10	10	-	-	-	-	-
Retirement	711	711	711	-	-	-	-	-
Other - Employee Benefits	188	188	12	-	-	108	68	176
Employee Benefits	1,355	1,355	1,179	-	-	108	68	176
Total Personnel Expenses	5,447	5,447	4,647	-	-	485	315	800
TRAVEL	65	65	57	-	-	5	3	8
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	374	374	336	-	-	21	17	38
Total Services	374	374	336	-	-	21	17	38
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	318	318	314	-	-	2	2	4
Total Supplies, Materials and Fuels	318	318	314	-	-	2	2	4
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	48	48	47	-	-	1	-	1
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL ENGINEERING OPERATING EXPENSES	\$ 6,252	\$ 6,252	\$ 5,401	\$ -	\$ -	\$ 514	\$ 337	\$ 851

# 2013 BUDGET

## Metropolitan Washington Airports Authority

**Table 5-2.12**  
**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF BUSINESS ADMINISTRATION**

	TOTAL AUTHORITY BUDGET	AMATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AMATION BUDGET	NET AMATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,885	\$ 2,885	\$ 2,885	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	(1)	(1)	(1)	-	-	-	-	-
Other - Personnel Compensation	24	24	(459)	-	-	215	268	483
Personnel Compensation	2,908	2,908	2,425	-	-	215	268	483
Health Insurance	418	418	418	-	-	-	-	-
Life Insurance	10	10	10	-	-	-	-	-
Retirement	500	500	500	-	-	-	-	-
Other - Employee Benefits	137	137	(43)	-	-	80	100	180
Employee Benefits	1,065	1,065	885	-	-	80	100	180
Total Personnel Expenses	3,973	3,973	3,310	-	-	295	368	663
TRAVEL	31	31	26	-	-	2	3	5
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	49	49	49	-	-	-	-	-
Total Lease and Rental Payments	49	49	49	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	913	913	913	-	-	-	-	-
DULLES EAST BUILDING	(998)	(998)	(998)	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	2,280	2,280	2,154	-	-	57	69	126
Total Services	2,280	2,280	2,154	-	-	57	69	126
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	81	81	74	-	-	3	4	7
Total Supplies, Materials and Fuels	81	81	74	-	-	3	4	7
INSURANCE AND RISK MANAGEMENT	9,885	8,785	8,785	1,100	-	-	-	1,100
NONCAPITAL EQUIPMENT	46	46	46	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	1	1	-	-	-	1	-	1
TOTAL BUSINESS ADMINISTRATION OPERATING EXPENSES	\$ 16,261	\$ 15,161	\$ 14,359	\$ 1,100	\$ -	\$ 358	\$ 444	\$ 1,902

**Table 5-2.13**  
**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF HUMAN RESOURCES**

(dollars in thousands)	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,685	\$ 2,685	\$ 2,685	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	588	588	588	-	-	-	-	-
Overtime	11	11	11	-	-	-	-	-
Other - Personnel Compensation	110	110	(145)	-	-	174	81	255
Personnel Compensation	3,394	3,394	3,139	-	-	174	81	255
Health Insurance	333	333	333	-	-	-	-	-
Life Insurance	8	8	8	-	-	-	-	-
Retirement	500	500	500	-	-	-	-	-
Other - Employee Benefits	91	91	25	-	-	45	21	66
Employee Benefits	932	932	866	-	-	45	21	66
Total Personnel Expenses	4,326	4,326	4,005	-	-	219	102	321
TRAVEL	32	32	31	-	-	1	-	1
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	42	42	42	-	-	-	-	-
Total Lease and Rental Payments	42	42	42	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	2	2	-	-	-	1	1	2
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	1,535	1,535	1,418	-	-	80	37	117
Total Services	1,535	1,535	1,418	-	-	80	37	117
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	142	142	139	-	-	2	1	3
Total Supplies, Materials and Fuels	142	142	139	-	-	2	1	3
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	13	13	13	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL HUMAN RESOURCES OPERATING EXPENSES	\$ 6,092	\$ 6,092	\$ 5,648	\$ -	\$ -	\$ 303	\$ 141	\$ 444

# 2013 BUDGET

## Metropolitan Washington Airports Authority

**Table 5-2.14**

**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,476	\$ 2,476	\$ 2,476	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	16	16	16	-	-	-	-	-
Other - Personnel Compensation	5	5	(89)	-	-	60	34	94
Personnel Compensation	2,497	2,497	2,403	-	-	60	34	94
Health Insurance	282	282	282	-	-	-	-	-
Life Insurance	7	7	7	-	-	-	-	-
Retirement	448	448	448	-	-	-	-	-
Other - Employee Benefits	116	116	86	-	-	19	11	30
Employee Benefits	853	853	823	-	-	19	11	30
Total Personnel Expenses	3,350	3,350	3,226	-	-	79	45	124
TRAVEL	25	25	24	-	-	1	-	1
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	1,449	1,425	1,200	24	-	144	81	249
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	13,474	13,349	12,970	125	-	242	137	504
Total Services	13,474	13,349	12,970	125	-	242	137	504
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	1,409	1,409	1,257	-	-	97	55	152
Total Supplies, Materials and Fuels	1,409	1,409	1,257	-	-	97	55	152
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	1,178	1,178	1,148	-	-	19	11	30
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS OPERATING EXPENSES	\$ 20,885	\$ 20,736	\$ 19,825	\$ 149	\$ -	\$ 582	\$ 329	\$ 1,060

**Table 5-2.15**  
**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF PUBLIC SAFETY - CF**

		AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		
	TOTAL AUTHORITY BUDGET	TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	NET DCE BUDGET
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 10,594	\$ 10,594	\$ 10,594	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	1,121	1,121	1,121	-	-	-	-	-
Other - Personnel Compensation	522	522	213	-	-	309	-	309
Personnel Compensation	12,237	12,237	11,928	-	-	309	-	309
Health Insurance	1,918	1,918	1,918	-	-	-	-	-
Life Insurance	44	44	44	-	-	-	-	-
Retirement	2,291	2,291	2,291	-	-	-	-	-
Other - Employee Benefits	583	583	444	-	-	139	-	139
Employee Benefits	4,836	4,836	4,697	-	-	139	-	139
Total Personnel Expenses	17,073	17,073	16,625	-	-	448	-	448
TRAVEL	32	32	31	-	-	1	-	1
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	33	33	33	-	-	-	-	-
Total Lease and Rental Payments	33	33	33	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	323	323	322	-	-	1	-	1
Total Services	323	323	322	-	-	1	-	1
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	468	468	460	-	-	8	-	8
Total Supplies, Materials and Fuels	468	468	460	-	-	8	-	8
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	101	101	100	-	-	1	-	1
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL PUBLIC SAFETY - CF OPERATING EXPENSES	\$ 18,030	\$ 18,030	\$ 17,571	\$ -	\$ -	\$ 459	\$ -	\$ 459



# 2013 BUDGET

## Metropolitan Washington Airports Authority

**Table 5-2.16**  
**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIRPORT MANAGER - DCA**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 535	\$ 535	535	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	234	234	234	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Other - Personnel Compensation	9	9	9	-	-	-	-	-
Personnel Compensation	778	778	778	-	-	-	-	-
Health Insurance	52	52	52	-	-	-	-	-
Life Insurance	1	1	1	-	-	-	-	-
Retirement	100	100	100	-	-	-	-	-
Other - Employee Benefits	68	68	68	-	-	-	-	-
Employee Benefits	221	221	221	-	-	-	-	-
Total Personnel Expenses	999	999	999	-	-	-	-	-
TRAVEL	-	-	-	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	4	4	4	-	-	-	-	-
Total Lease and Rental Payments	4	4	4	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	510	510	510	-	-	-	-	-
Total Services	510	510	510	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	59	59	59	-	-	-	-	-
Total Supplies, Materials and Fuels	59	59	59	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	1	1	1	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
MAINTENANCE - DCA OPERATING EXPENSES	\$ 1,573	\$ 1,573	\$ 1,573	\$ -	\$ -	\$ -	\$ -	\$ -

**Table 5-2.17**  
**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF OPERATIONS - DCA**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 1,608	\$ 1,608	\$ 1,608	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	25	25	25	-	-	-	-	-
Other - Personnel Compensation	95	95	95	-	-	-	-	-
Personnel Compensation	1,728	1,728	1,728	-	-	-	-	-
Health Insurance	242	242	242	-	-	-	-	-
Life Insurance	6	6	6	-	-	-	-	-
Retirement	320	320	320	-	-	-	-	-
Other - Employee Benefits	77	77	77	-	-	-	-	-
Employee Benefits	645	645	645	-	-	-	-	-
Total Personnel Expenses	2,373	2,373	2,373	-	-	-	-	-
TRAVEL	12	12	12	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	3,990	3,990	3,990	-	-	-	-	-
Total Services	3,990	3,990	3,990	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	58	58	58	-	-	-	-	-
Total Supplies, Materials and Fuels	58	58	58	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	36	36	36	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	600	600	600	-	-	-	-	-
<b>TOTAL OPERATIONS - DCA</b>								
<b>OPERATING EXPENSES</b>	<b>\$ 7,069</b>	<b>\$ 7,069</b>	<b>\$ 7,069</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 2013 BUDGET

## Metropolitan Washington Airports Authority

**Table 5-2.18**

**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF ENGINEERING AND MAINTENANCE - DCA**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 13,985	\$ 13,985	\$ 13,985	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	648	648	648	-	-	-	-	-
Other - Personnel Compensation	304	304	157	-	-	64	83	147
Personnel Compensation	14,937	14,937	14,790	-	-	64	83	147
Health Insurance	2,531	2,531	2,531	-	-	-	-	-
Life Insurance	58	58	58	-	-	-	-	-
Retirement	2,539	2,539	2,539	-	-	-	-	-
Other - Employee Benefits	781	781	770	-	-	5	6	11
Employee Benefits	5,909	5,909	5,898	-	-	5	6	11
Total Personnel Expenses	20,846	20,846	20,688	-	-	69	89	158
TRAVEL	35	35	35	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	23	23	23	-	-	-	-	-
Total Lease and Rental Payments	23	23	23	-	-	-	-	-
UTILITIES								
Electricity	6,406	6,406	6,378	-	-	12	16	28
Natural Gas	1,879	1,879	1,879	-	-	-	-	-
Water	819	819	819	-	-	-	-	-
Sewerage	1,054	1,054	1,054	-	-	-	-	-
Total Utilities	10,158	10,158	10,130	-	-	12	16	28
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	6,317	6,317	6,317	-	-	-	-	-
Contractual Services	8,483	8,483	8,389	-	-	41	53	94
Total Services	14,800	14,800	14,706	-	-	41	53	94
SUPPLIES, MATERIALS AND FUELS								
Fuels	766	766	766	-	-	-	-	-
Supplies and Materials	3,477	3,477	3,468	-	-	4	5	9
Total Supplies, Materials and Fuels	4,243	4,243	4,234	-	-	4	5	9
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	110	110	110	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	1,263	1,263	1,263	-	-	-	-	-
CAPITAL EQUIPMENT	1,170	1,170	1,170	-	-	-	-	-
CAPITAL FACILITY PROJECTS	2,840	2,840	2,840	-	-	-	-	-
TOTAL AIRPORT MANAGER - DCA OPERATING EXPENSES	\$ 55,488	\$ 55,488	\$ 55,199	\$ -	\$ -	\$ 126	\$ 163	\$ 289

**Table 5-2.19**  
**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIRPORT ADMINISTRATION - DCA**

(dollars in thousands)	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES		
						TO DULLES TOLL ROAD <sup>3</sup>	RAIL PROJECT <sup>4</sup>	
PERSONNEL EXPENSES								
Full-time Permanent	\$ 1,990	\$ 1,990	\$ 1,990	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	18	18	18	-	-	-	-	-
Other - Personnel Compensation	6	6	6	-	-	-	-	-
Personnel Compensation	2,014	2,014	2,014	-	-	-	-	-
Health Insurance	356	356	356	-	-	-	-	-
Life Insurance	8	8	8	-	-	-	-	-
Retirement	323	323	323	-	-	-	-	-
Other - Employee Benefits	271	271	271	-	-	-	-	-
Employee Benefits	958	958	958	-	-	-	-	-
Total Personnel Expenses	2,972	2,972	2,972	-	-	-	-	-
TRAVEL	19	19	19	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	2	2	2	-	-	-	-	-
Total Lease and Rental Payments	2	2	2	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	355	355	355	-	-	-	-	-
Total Services	355	355	355	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	3	3	3	-	-	-	-	-
Supplies and Materials	47	47	47	-	-	-	-	-
Total Supplies, Materials and Fuels	50	50	50	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	13	13	13	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	34	34	34	-	-	-	-	-
CAPITAL FACILITY PROJECTS	2,850	2,850	2,850	-	-	-	-	-
TOTAL AIRPORT ADMINISTRATION - DCA OPERATING EXPENSES	\$ 6,295	\$ 6,295	\$ 6,295	\$ -	\$ -	\$ -	\$ -	\$ -

# 2013 BUDGET

## Metropolitan Washington Airports Authority

**Table 5-2.20**  
**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF PUBLIC SAFETY - DCA**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 8,448	\$ 8,448	\$ 8,448	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	479	479	479	-	-	-	-	-
Overtime	1,740	1,740	1,740	-	-	-	-	-
Other - Personnel Compensation	691	691	691	-	-	-	-	-
Personnel Compensation	11,358	11,358	11,358	-	-	-	-	-
Health Insurance	1,765	1,765	1,765	-	-	-	-	-
Life Insurance	41	41	41	-	-	-	-	-
Retirement	2,111	2,111	2,111	-	-	-	-	-
Other - Employee Benefits	527	527	527	-	-	-	-	-
Employee Benefits	4,444	4,444	4,444	-	-	-	-	-
Total Personnel Expenses	15,802	15,802	15,802	-	-	-	-	-
TRAVEL	31	31	31	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	9	9	9	-	-	-	-	-
Total Lease and Rental Payments	9	9	9	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	217	217	217	-	-	-	-	-
Total Services	217	217	217	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	39	39	39	-	-	-	-	-
Supplies and Materials	405	405	405	-	-	-	-	-
Total Supplies, Materials and Fuels	444	444	444	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	83	83	83	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	1,555	1,555	1,555	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL PUBLIC SAFETY - DCA OPERATING EXPENSES	\$ 18,141	\$ 18,141	\$ 18,141	\$ -	\$ -	\$ -	\$ -	\$ -

**Table 5-2.21**

**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIRPORT MANAGER - IAD**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
		(dollars in thousands)						
PERSONNEL EXPENSES								
Full-time Permanent	\$ 681	\$ 681	\$ 681	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	800	800	800	-	-	-	-	-
Overtime	2	2	2	-	-	-	-	-
Other - Personnel Compensation	49	49	15	-	-	30	4	34
Personnel Compensation	1,532	1,532	1,498	-	-	30	4	34
Health Insurance	73	73	73	-	-	-	-	-
Life Insurance	2	2	2	-	-	-	-	-
Retirement	178	178	178	-	-	-	-	-
Other - Employee Benefits	41	41	35	-	-	5	1	6
Employee Benefits	294	294	288	-	-	5	1	6
Total Personnel Expenses	1,826	1,826	1,786	-	-	35	5	40
TRAVEL	20	20	20	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	713	713	704	-	-	8	1	9
Total Services	713	713	704	-	-	8	1	9
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	58	58	58	-	-	-	-	-
Total Supplies, Materials and Fuels	58	58	58	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	2	2	1	-	-	1	-	1
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL AIRPORT MANAGER - IAD OPERATING EXPENSES	\$ 2,619	\$ 2,619	\$ 2,569	\$ -	\$ -	\$ 44	\$ 6	\$ 50

# 2013 BUDGET

## Metropolitan Washington Airports Authority

**Table 5-2.22**

**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF OPERATIONS - IAD**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 8,875	\$ 8,875	8,875	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	542	542	542	-	-	-	-	-
Other - Personnel Compensation	510	510	508	-	-	2	-	2
Personnel Compensation	9,927	9,927	9,925	-	-	2	-	2
Health Insurance	1,567	1,567	1,567	-	-	-	-	-
Life Insurance	36	36	36	-	-	-	-	-
Retirement	1,663	1,663	1,663	-	-	-	-	-
Other - Employee Benefits	474	474	473	-	-	1	-	1
Employee Benefits	3,740	3,740	3,739	-	-	1	-	1
Total Personnel Expenses	13,667	13,667	13,664	-	-	3	-	3
TRAVEL	35	35	35	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	5	5	5	-	-	-	-	-
Total Lease and Rental Payments	5	5	5	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	10,522	10,522	10,522	-	-	-	-	-
Total Services	10,522	10,522	10,522	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	146	146	146	-	-	-	-	-
Total Supplies, Materials and Fuels	146	146	146	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	136	136	136	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	1	1	1	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL OPERATIONS - IAD OPERATING EXPENSES	\$ 24,512	\$ 24,512	\$ 24,509	\$ -	\$ -	\$ 3	\$ -	\$ 3

**Table 5-2.23**

**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF MOBILE LOUNGE & RAMP CONTROL - IAD**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
<i>(dollars in thousands)</i>								
PERSONNEL EXPENSES								
Full-time Permanent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-
Other - Personnel Compensation	-	-	-	-	-	-	-	-
Personnel Compensation	-	-	-	-	-	-	-	-
Health Insurance	-	-	-	-	-	-	-	-
Life Insurance	-	-	-	-	-	-	-	-
Retirement	-	-	-	-	-	-	-	-
Other - Employee Benefits	-	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-	-
Total Personnel Expenses	-	-	-	-	-	-	-	-
TRAVEL	-	-	-	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	8	8	8	-	-	-	-	-
Total Services	8	8	8	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	49	49	49	-	-	-	-	-
Total Supplies, Materials and Fuels	49	49	49	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
<b>CONTROL - IAD OPERATING EXPENSES</b>	<b>\$ 57</b>	<b>\$ 57</b>	<b>\$ 57</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# 2013 BUDGET

## Metropolitan Washington Airports Authority

**Table 5-2.24**

**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF ENGINEERING & MAINTENANCE - IAD**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 20,550	\$ 20,550	20,550	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	2,641	2,641	2,641	-	-	-	-	-
Other - Personnel Compensation	573	573	360	-	-	144	69	213
Personnel Compensation	23,764	23,764	23,551	-	-	144	69	213
Health Insurance	3,836	3,836	3,836	-	-	-	-	-
Life Insurance	89	89	89	-	-	-	-	-
Retirement	3,758	3,758	3,758	-	-	-	-	-
Other - Employee Benefits	1,176	1,176	1,093	-	-	57	26	83
Employee Benefits	8,859	8,859	8,776	-	-	57	26	83
Total Personnel Expenses	32,623	32,623	32,327	-	-	201	95	296
TRAVEL	28	28	28	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	124	94	94	30	-	-	-	30
Total Lease and Rental Payments	124	94	94	30	-	-	-	30
UTILITIES								
Electricity	15,642	15,442	15,442	200	-	-	-	200
Natural Gas	3,433	3,433	3,433	-	-	-	-	-
Water	619	614	614	5	-	-	-	5
Sewerage	1,078	1,073	1,073	5	-	-	-	5
Total Utilities	20,772	20,562	20,562	210	-	-	-	210
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	14,015	14,015	14,015	-	-	-	-	-
Contractual Services	31,420	28,857	28,843	2,563	-	8	6	2,577
Total Services	45,435	42,872	42,858	2,563	-	8	6	2,577
SUPPLIES, MATERIALS AND FUELS								
Fuels	2,969	2,762	2,762	207	-	-	-	207
Supplies and Materials	8,106	7,645	7,641	461	-	2	2	465
Total Supplies, Materials and Fuels	11,075	10,407	10,403	668	-	2	2	672
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	114	114	114	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	274	274	336	-	-	(53)	(9)	(62)
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL ENGINEERING & MAINTENANCE - IAD OPERATING EXPENSES	\$ 110,445	\$ 106,974	\$ 106,722	\$ 3,471	\$ -	\$ 158	\$ 94	\$ 3,723

**Table 5-2.25**  
**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF AIRPORT ADMINISTRATION - IAD**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,552	\$ 2,552	\$ 2,552	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	-	-	-	-	-	-	-	-
Overtime	168	168	168	-	-	-	-	-
Other - Personnel Compensation	13	13	(8)	-	-	20	1	21
Personnel Compensation	2,733	2,733	2,712	-	-	20	1	21
Health Insurance	490	490	490	-	-	-	-	-
Life Insurance	11	11	11	-	-	-	-	-
Retirement	455	455	455	-	-	-	-	-
Other - Employee Benefits	150	150	142	-	-	8	-	8
Employee Benefits	1,106	1,106	1,098	-	-	8	-	8
Total Personnel Expenses	3,839	3,839	3,810	-	-	28	1	29
TRAVEL	47	47	47	-	-	-	-	-
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	4,897	4,897	4,897	-	-	-	-	-
Total Services	4,897	4,897	4,897	-	-	-	-	-
SUPPLIES, MATERIALS AND FUELS								
Fuels	372	372	372	-	-	-	-	-
Supplies and Materials	173	173	173	-	-	-	-	-
Total Supplies, Materials and Fuels	545	545	545	-	-	-	-	-
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	25	25	25	-	-	-	-	-
NONCAPITAL FACILITY PROJECTS	3	3	3	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL AIRPORT ADMINISTRATION - IAD OPERATING EXPENSES	\$ 9,356	\$ 9,356	\$ 9,327	\$ -	\$ -	\$ 28	\$ 1	\$ 29

# 2013 BUDGET

## Metropolitan Washington Airports Authority

**Table 5-2.26**

**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF PUBLIC SAFETY - IAD**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
(dollars in thousands)								
PERSONNEL EXPENSES								
Full-time Permanent	\$ 12,925	\$ 12,925	\$ 12,925	\$ -	\$ -	\$ -	\$ -	\$ -
Other than Full-time Permanent	292	292	292	-	-	-	-	-
Overtime	2,027	2,027	2,027	-	-	-	-	-
Other - Personnel Compensation	954	954	(435)	-	-	1,389	-	1,389
Personnel Compensation	16,198	16,198	14,809	-	-	1,389	-	1,389
Health Insurance	2,458	2,458	2,458	-	-	-	-	-
Life Insurance	57	57	57	-	-	-	-	-
Retirement	3,321	3,321	3,321	-	-	-	-	-
Other - Employee Benefits	733	733	110	-	-	623	-	623
Employee Benefits	6,569	6,569	5,946	-	-	623	-	623
Total Personnel Expenses	22,767	22,767	20,755	-	-	2,012	-	2,012
TRAVEL	43	43	40	-	-	3	-	3
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	12	12	11	-	-	1	-	1
Total Lease and Rental Payments	12	12	11	-	-	1	-	1
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	-	-	-	-	-	-	-	-
Contractual Services	226	226	211	-	-	15	-	15
Total Services	226	226	211	-	-	15	-	15
SUPPLIES, MATERIALS AND FUELS								
Fuels	150	150	150	-	-	-	-	-
Supplies and Materials	425	387	381	38	-	6	-	44
Total Supplies, Materials and Fuels	575	537	531	38	-	6	-	44
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	95	95	88	-	-	7	-	7
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	-	-	-	-	-	-	-	-
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL PUBLIC SAFETY - IAD OPERATING EXPENSES	\$ 23,718	\$ 23,680	\$ 21,636	\$ 38	\$ -	\$ 2,044	\$ -	\$ 2,082

**Table 5-2.27**  
**2013 OPERATING EXPENSES COST ALLOCATION - OFFICE OF DULLES TOLL ROAD**

	TOTAL AUTHORITY BUDGET	AVIATION ENTERPRISE		DULLES CORRIDOR ENTERPRISE		COST ALLOCATION		NET DCE BUDGET
		TOTAL AVIATION BUDGET	NET AVIATION BUDGET	DULLES TOLL ROAD DIRECT <sup>1</sup>	DULLES RAIL PROJECT DIRECT <sup>2</sup>	TO DULLES TOLL ROAD <sup>3</sup>	TO DULLES RAIL PROJECT <sup>4</sup>	
		(dollars in thousands)						
PERSONNEL EXPENSES								
Full-time Permanent	\$ 2,098	\$ -	\$ -	\$ 2,098	\$ -	\$ -	\$ -	\$ 2,098
Other than Full-time Permanent	9	-	-	9	-	-	-	9
Overtime	86	-	-	86	-	-	-	86
Other - Personnel Compensation	71	-	-	71	-	-	-	71
Personnel Compensation	2,264	-	-	2,264	-	-	-	2,264
Health Insurance	400	-	-	400	-	-	-	400
Life Insurance	8	-	-	8	-	-	-	8
Retirement	316	-	-	316	-	-	-	316
Other - Employee Benefits	281	-	-	281	-	-	-	281
Employee Benefits	1,005	-	-	1,005	-	-	-	1,005
Total Personnel Expenses	3,269	-	-	3,269	-	-	-	3,269
TRAVEL	10	-	-	10	-	-	-	10
LEASE AND RENTAL PAYMENTS								
Airport Lease Payments	-	-	-	-	-	-	-	-
Other - Lease and Rental Payments	-	-	-	-	-	-	-	-
Total Lease and Rental Payments	-	-	-	-	-	-	-	-
UTILITIES								
Electricity	-	-	-	-	-	-	-	-
Natural Gas	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-
Total Utilities	-	-	-	-	-	-	-	-
TELECOMMUNICATIONS	-	-	-	-	-	-	-	-
45025 AVIATION DRIVE	-	-	-	-	-	-	-	-
DULLES EAST BUILDING	-	-	-	-	-	-	-	-
SERVICES								
Custodial Services	106	-	-	106	-	-	-	106
Contractual Services	13,689	-	-	13,689	-	-	-	13,689
Total Services	13,795	-	-	13,795	-	-	-	13,795
SUPPLIES, MATERIALS AND FUELS								
Fuels	-	-	-	-	-	-	-	-
Supplies and Materials	123	-	-	123	-	-	-	123
Total Supplies, Materials and Fuels	123	-	-	123	-	-	-	123
INSURANCE AND RISK MANAGEMENT	-	-	-	-	-	-	-	-
NONCAPITAL EQUIPMENT	21	-	-	21	-	-	-	21
NONCAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
CAPITAL EQUIPMENT	210	-	-	210	-	-	-	210
CAPITAL FACILITY PROJECTS	-	-	-	-	-	-	-	-
TOTAL DULLES TOLL ROAD OPERATING EXPENSES	\$ 17,428	\$ -	\$ -	\$ 17,428	\$ -	\$ -	\$ -	\$ 17,428

## AIRPORTS SNAPSHOTS



**Ronald Reagan Washington National Airport**  
**Airline Service as of September 2012**



**Washington Dulles International Airport**  
**Airline Service as of September 2012**

### REAGAN NATIONAL

#### Major/National Airlines

Alaska Airlines  
American Airlines  
Delta Air Lines  
Frontier Airlines  
JetBlue Airways  
MN Airlines  
Southwest/AirTran  
Spirit Airlines  
United Airlines/Continental  
US Airways\*  
Virgin America

#### Transborder Service

Air Canada  
Air Canada Jazz

#### Regional/Commuter Airlines

Air Wisconsin\*\*  
American Eagle  
Chautauqua  
Colgan Air  
Comair  
Express Jet  
PSA  
Piedmont Airlines  
Pinnacle  
Republic\*  
Shuttle America  
Sky West

#### Fixed Base Operators

Signature Flight Support  
Services

#### Cargo Airlines

Fed Ex

**Date Opened: June 16, 1941**

\* U.S. carriers offering international services

\*\* Includes Transborder services

Distance from downtown:

DC: 3 miles/15 minutes

Size: 860 acres

Location: Arlington County,  
Virginia

Public Parking Spaces: 9,103

Aircraft Gates/Parking

Positions: 44

#### Length of Runways:

1/19 - 6, 869 ft.

15/33 - 5, 204 ft.

4/22 - 4,911 ft.

#### Non-stop destinations:

83 U.S. cities  
Halifax, Montreal, Toronto, and  
Ottawa, Canada  
Nassau, Bahamas

### DULLES INTERNATIONAL

#### Major/National Airlines

American Airlines  
Delta Air Lines  
JetBlue Airways  
North American\*  
Southwest Airlines  
United Airlines  
Virgin America

#### Cargo Airlines

Fed Ex  
Mountain Air Cargo  
United Parcel Service  
Volga-Dnepr

#### Fixed Base Operators

Landmark Aviation  
Signature Flight Support  
Services

#### Foreign Flag Carriers

Aer Lingus  
Aeroflot Russian Airlines  
Aeromexico  
Air France  
All Nippon Airways  
Austrian Airlines  
Avianca/TACA  
British Airways  
Cayman Airways  
COPA  
Emirates  
Ethiopian Airlines  
Icelandair  
KLM-Royal Dutch Airlines  
Korean Air  
Lufthansa German Airlines  
Porter Airlines\*\*  
Qatar Amiri Air  
Saudi Arabian Airlines  
Scandinavian Airlines System  
South African Airways  
Turkish Airlines  
Virgin Atlantic Airways

#### Regional/Commuter Airlines

Air Wisconsin  
Chautauqua  
Colgan Air  
Commutair  
Compass  
Express Jet\*\*  
Go-Jet\*\*  
Mesa Airlines  
PSA

Pinnacle

Shuttle America\*\*

Silver Airways

Sky West\*\*

Trans States

#### Date Opened:

November 19, 1962

Distance from downtown:

DC: 26 miles/30 minutes

Size: Approximately

11,830 acres

Location: Fairfax & Loudoun

Counties, Virginia

Public Parking Spaces: 27,209

Aircraft Gates/Parking

Positions: 123

#### Length of Runways:

1R/19L (North-South) - 11,500 ft.

1L/19R (North-South) - 9,400 ft.

12/30 (Crosswind) - 10,500 ft.

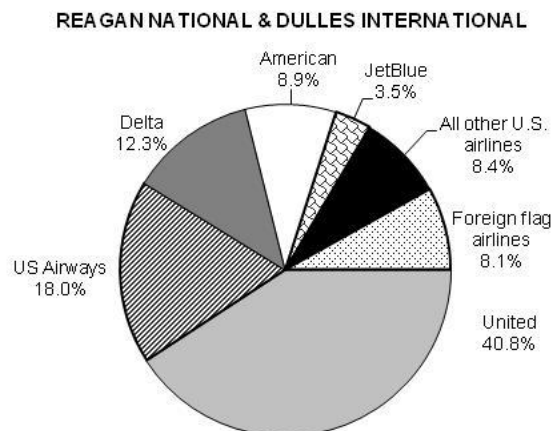
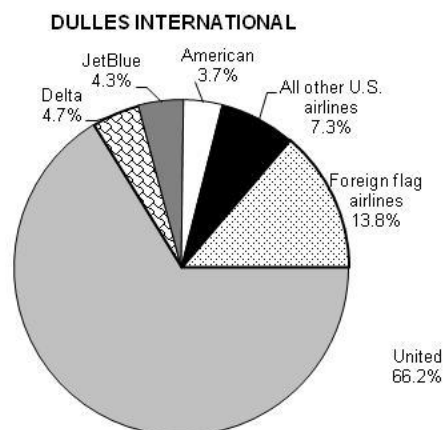
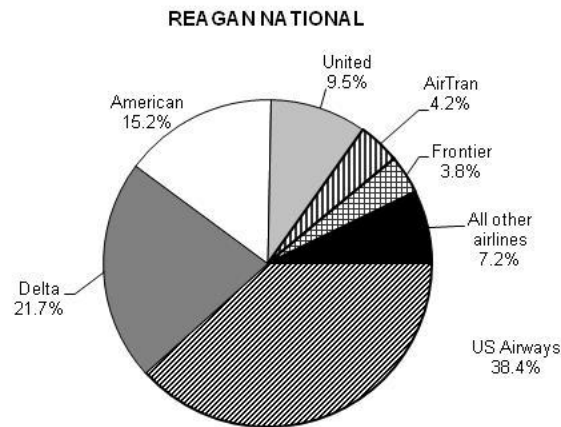
1C/19C (North-South) - 11,500 ft.

#### Non-stop destinations:

79 U.S. Cities/Nationwide

42 Foreign Cities

## CARRIER SHARES OF TOTAL ENPLANED PASSENGERS (for calendar year 2011)



Notes: Airlines include regional code-sharing affiliated carriers, if any. Continental included with United.  
Percentages may not add to 100% because of rounding.

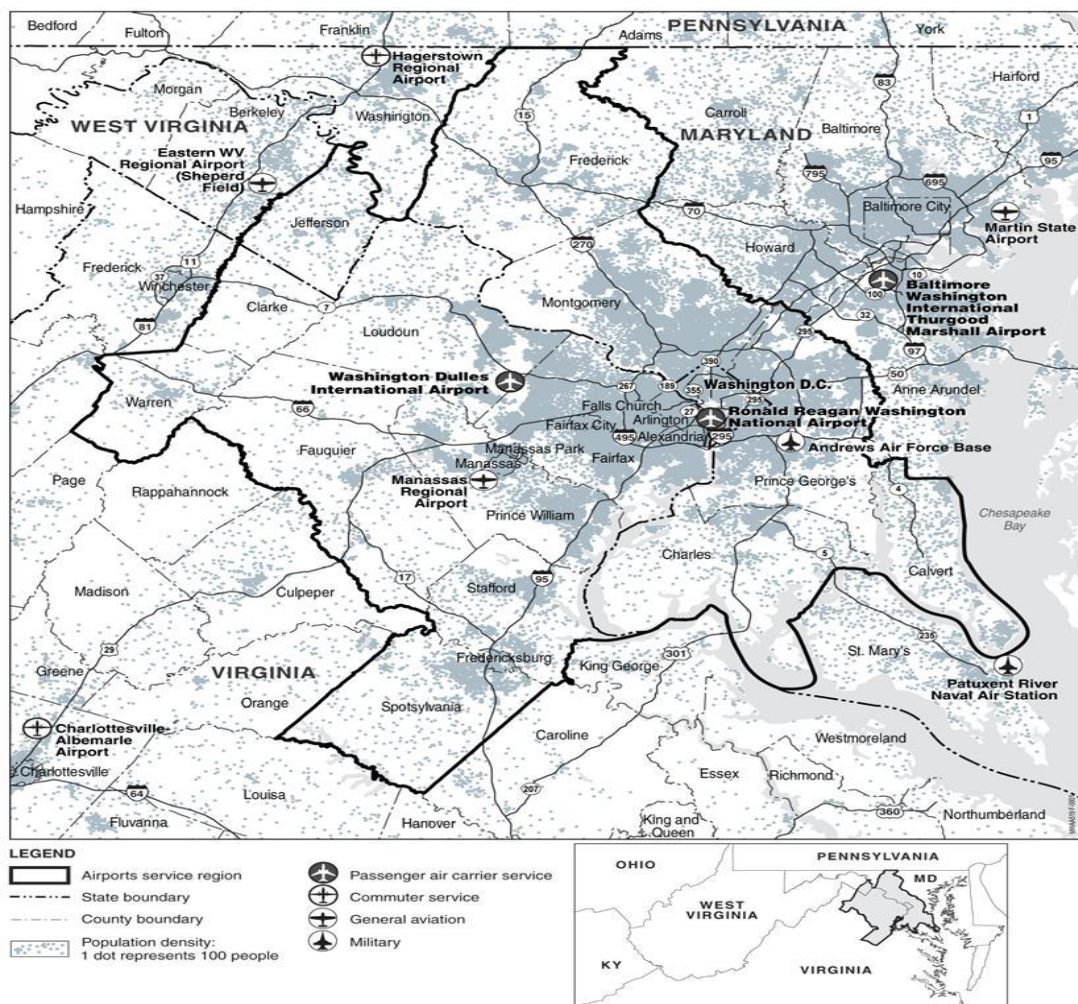
Source: Metropolitan Washington Airports Authority records.



## AIRLINES SERVING THE AIRPORTS

### Airports Service Region

The Airports service region is comprised of the following jurisdictions: the District of Columbia; the Maryland counties of Calvert, Charles, Frederick, Montgomery, and Prince George's; the Virginia counties of Arlington, Clarke, Fairfax, Fauquier, Loudoun, Prince William, Spotsylvania, Stafford, and Warren; the independent Virginia cities<sup>1</sup> of Alexandria, Fairfax, Falls Church, Fredericksburg, Manassas, and Manassas Park; and the West Virginia county of Jefferson.



<sup>1</sup> These six Virginia cities are separate jurisdictions and are not included in any county statistics.

## POPULATION

The following table presents the population in the Airports service region, by county. Between 2000 and 2011, the population of the Airports service region increased an annual average of 1.5% compared with a 1.1% average annual increase for the nation as a whole. The Virginia portion of the Airports service region (i.e., the area most proximate to the Airports) accounted for 47% of the population of the region in 2011 and for 64% of the population growth in the region between 2000 and 2011. The increase in the population base immediately surrounding Dulles International and south of the Airports supports growth in aviation activity and air service.

### AIRPORTS SERVICE REGION POPULATION BY COUNTY

Table 5-5				Average annual increase	Percentage of Airports service region in 2011
	2000	2011			
District of Columbia					
District of Columbia	571,744	617,996		0.7%	10.8%
State of Maryland					
Montgomery County	877,363	989,794		1.1%	17.4%
Prince George's County	803,189	871,233		0.7%	15.3%
Other Maryland Counties	392,888	475,131		1.7%	8.3%
Commonwealth of Virginia					
Arlington County	189,527	216,004		1.2%	3.8%
City of Alexandria	129,424	144,301		1.0%	2.5%
Fairfax County, Fairfax City, and Falls Church City	1,006,803	1,135,992		1.1%	19.9%
Loudoun County	173,897	325,405		5.9%	5.7%
Prince William County, Manassas City, and Manassas Park City	329,524	473,638		3.4%	8.3%
Other Virginia Jurisdictions	304,233	400,229		2.5%	7.0%
State of West Virginia					
Jefferson County	42,439	54,225		2.3%	1.0%
<b>Air Trade Area total</b>	<b>4,821,031</b>	<b>5,703,948</b>		<b>1.5%</b>	<b>100.0%</b>

Note: Columns may not add to totals shown due to rounding.

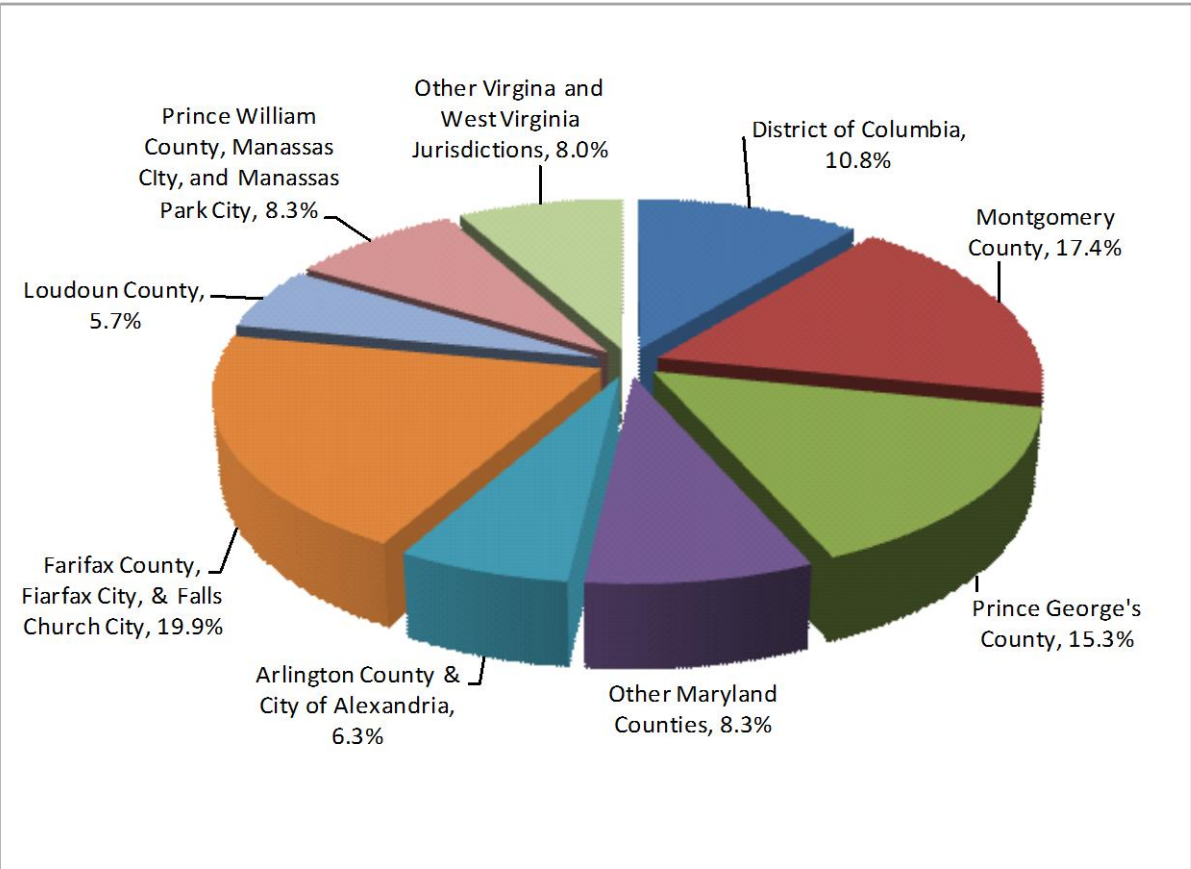
Source: Department of Commerce, Bureau of the Census.



District of Columbia, State of Maryland  
Commonwealth of Virginia and State of West Virginia

Table 5-5a

GEOGRAPHIC DISTRIBUTION OF THE AIR SERVICE AREA’S 200X POPULATION



Source: National Planning Association, Data Services, Inc. Key Indicators of County Growth.

## AIRPORT ACTIVITY FORECASTS

### Ronald Reagan Washington National Airport

Reagan National was opened for service in 1941. It is located on approximately 860 acres along the Potomac River in Arlington County, Virginia, approximately three miles from Washington, D.C. It has three interconnected terminals, three runways and 44 air carrier gates. As of September 2012, Reagan National was served by 26 airlines, including 11 major/national, 2 foreign flags, 12 regional, and 1 all-cargo carrier. US Airways is the largest carrier in terms of numbers of flights and enplanements. US Airways and its code-share affiliates enplaned 41.6 percent of total passengers at the airport from January through September 2012.

As of August 2012, daily nonstop service was provided from Reagan National to 83 destinations, including 81 cities nationwide as well as international destinations such as Halifax, Montreal, Ottawa and Toronto in Canada, and the Bahamas. In 2012, approximately 83 percent of enplanements at Reagan National were origin and destination (O&D) passengers, and traffic in Reagan National's top 15 domestic O&D city markets represented 53.7 percent of its total domestic O&D passengers. Reagan National's three largest domestic O&D markets in 2011 were Boston, Chicago, and Atlanta.

Reagan National serves primarily short-and medium-haul markets, as a result of federally-mandated operating restrictions. Reagan National is controlled by the "High Density Rule" and one of two airports controlled by a "Perimeter Rule", which generally limits nonstop flights at Reagan National to a radius of 1,250 statute miles. The High Density Rule imposes limits on the number of flights that may be scheduled at Reagan National through the assignment of hourly operating slots. All slots are authorized by the FAA and exemptions are awarded by the U.S. Department of Transportation (USDOT). Air carriers are required to use each slot a significant percent of the time or the slots may be withdrawn by the FAA.

From time to time the USDOT pursuant to legislation has made available a limited number of additional slots at Reagan National. Since 2000, a total of 44 additional slot exemptions have been granted at Reagan National, bringing the total number of daily slots at the Airport to 912. A slot is an authorization from the FAA for a single takeoff or landing. The AIR-21 legislation created 24 new slots in 2000, 12 of which were allocated beyond the perimeter and 12 within the perimeter. In 2003, under Vision 100 legislation, the USDOT granted an additional 20 slot exemptions, comprising 12 beyond-perimeter slots and 8 within-perimeter slots. Following the enactment of federal legislation in February 2012 (the FAA Modernization and Reform Act of 2012), slot exemptions provided for 8 additional "beyond perimeter" daily nonstop round-trip flights—4 for new entrant or incumbent airlines with little or no service at the airport and 4 for incumbent airlines in exchange for slots within the perimeter.

General aviation activity had been excluded at Reagan National since September 11, 2001 but, as of October 2006, general aviation activity is permitted with strict security requirements

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

Dulles International was opened for service in 1962. It is located on approximately 11,830 acres (exclusive of the Access Highway) in Fairfax and Loudoun Counties, Virginia, approximately 26 miles west of Washington, D.C. In addition to a main terminal, it has four concourses (A, B, C, and D), four runways and 117 aircraft gates. As of September 2012, Dulles International was served by 48 airlines, including 7 major/national airlines, 14 regional/commuter airlines, 23 foreign flag carriers and 4 all-cargo carriers. United maintains a major domestic hub and international gateway operation at Dulles International. United and its regional code-share affiliates enplaned 66.2 percent of passengers at the airport from January through September 2012.

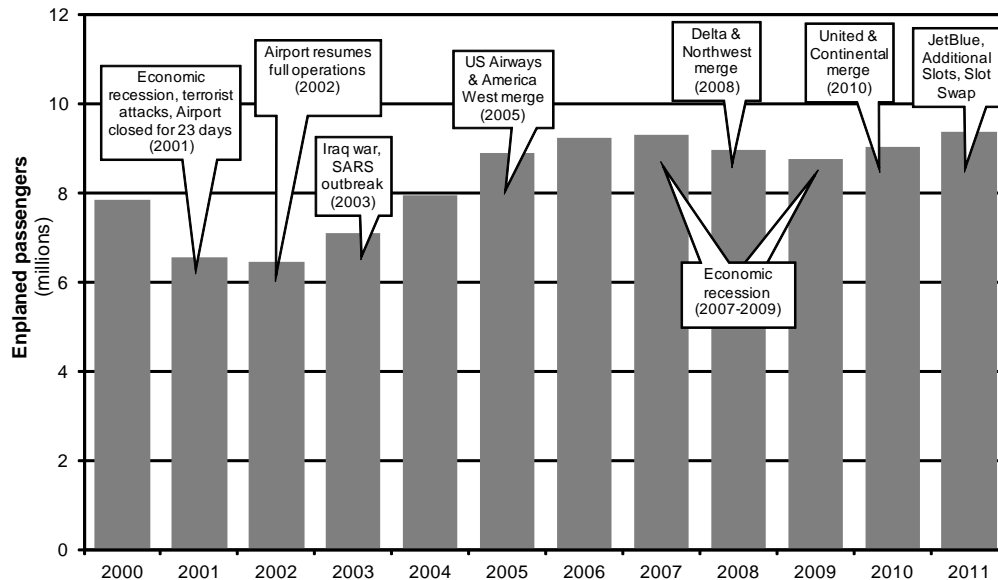
As of September 2012, daily nonstop service was provided from Dulles International to 79 cities nationwide and to 42 international destinations. In 2011, 72.0 percent of passengers enplaned at Dulles International departed on domestic flights and 59.2 percent total enplaned passengers were O&D passengers while 40.8 percent were connecting. In 2011, traffic in Dulles International's top 15 domestic O&D markets represented 62.7 percent of its total domestic O&D passengers. Dulles International's three largest domestic O&D markets were Los Angeles, San Francisco and Chicago.

Dulles International serves long, medium and short-haul markets. Dulles International is not constrained by perimeter restrictions as is Reagan National, with numerous long-haul markets being served with nonstop flights.

## HISTORY OF ENPLANED PASSENGERS

### Reagan National Enplaned Passengers

Table 7(a)

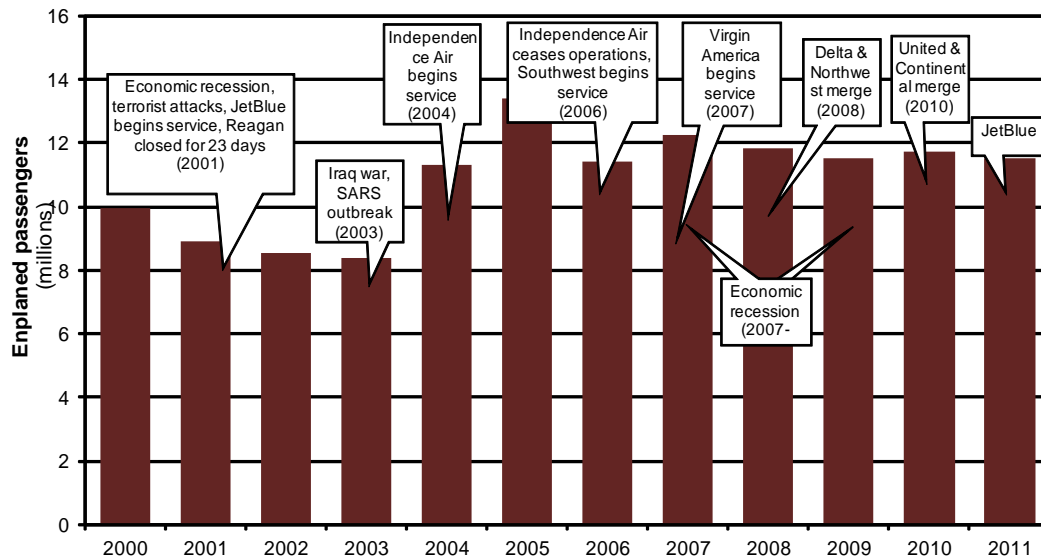


Notes: Includes both domestic and international, and revenue and nonrevenue passengers. Excludes passengers enplaned on general aviation and military flights.

Sources: Metropolitan Washington Airports Authority records; LeighFisher.

### Dulles International Enplaned Passengers

Table 7(b)



Notes: Includes both domestic and international, and revenue and nonrevenue passengers. Excludes passengers enplaned on general aviation and military flights.

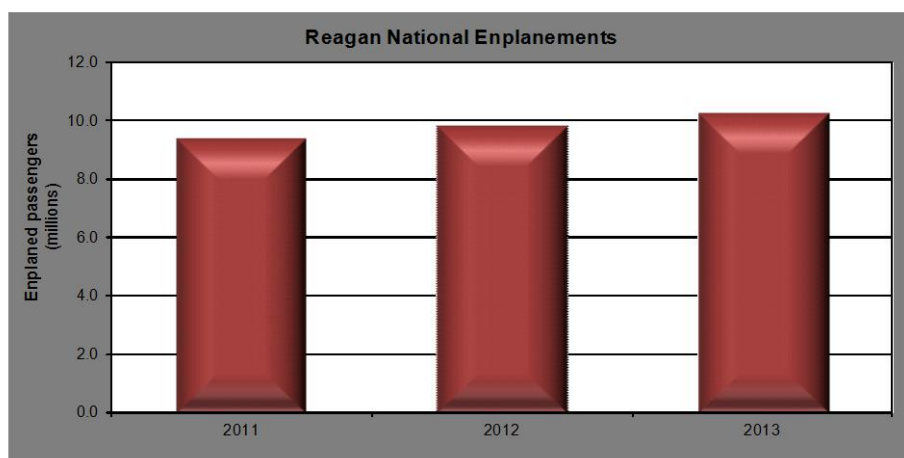
Sources: Metropolitan Washington Airports Authority records; LeighFisher.

## ACTIVITY INDICATORS

**Reagan National Airport and Dulles International Airport**, considered together, accommodated 20.9 million enplaned passengers in 2011 and is expected to increase to 21.1 million in 2013. A projected increase in enplanements at Reagan National and a decrease at Dulles International led to a combined increase in 2012 of 1.1 percent and virtually no change in 2013. The changes envisaged over the course of the next year are based on projections of travel demand associated with the economic recovery, changes in service levels, and airline consolidations.

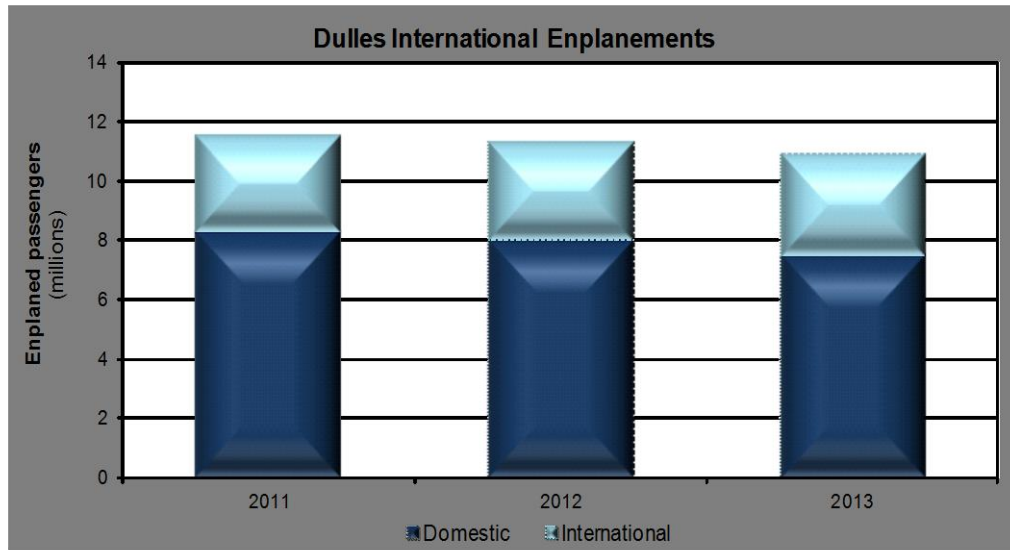
### ENPLANEMENTS

**Reagan National** — In 2012, enplaned passengers at Reagan National are projected to increase 4.8 percent to 9.8 million up from 9.4 million in 2011. In 2013, enplaned passengers at Reagan National are projected to increase by 4.2 percent to 10.2 million.



Sources: Historical: Metropolitan Washington Airports Authority records.  
Forecast: Leigh Fisher, September 2012.

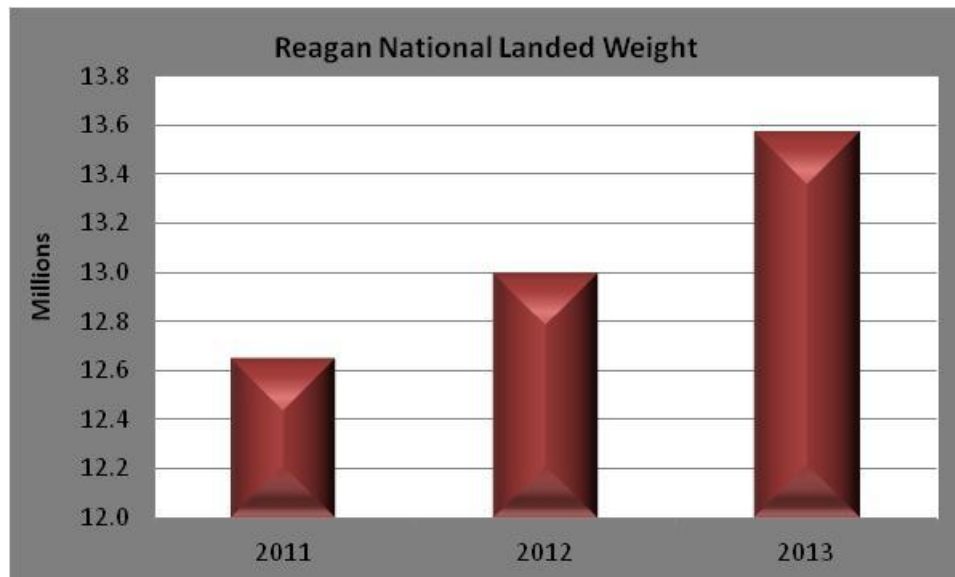
**Dulles International** — Enplaned passengers at Dulles International are projected to decrease 1.9 percent to 11.3 million in 2012 down from 11.5 million in 2011, and decrease a further 3.6 percent to 10.9 million in 2013. Domestic enplaned passengers are projected to decrease in 2012 by 3.5 percent and decrease a further 6.2 percent in 2013. In 2012, international enplaned passengers at Dulles International are projected to increase by 2.3 percent to 3.3 million and then increase to 3.4 million, a 2.8 percent increase, in 2013.



Sources: Historical: Metropolitan Washington Airports Authority records.  
Forecast: LeighFisher, August 2012.

## LANDED WEIGHTS

The projection of total landed weight follows generally the same pattern as the enplanement projection. Landed weight levels at Reagan National are expected to increase by 2.8 percent in 2012 and increase again by 4.4 percent in 2013.

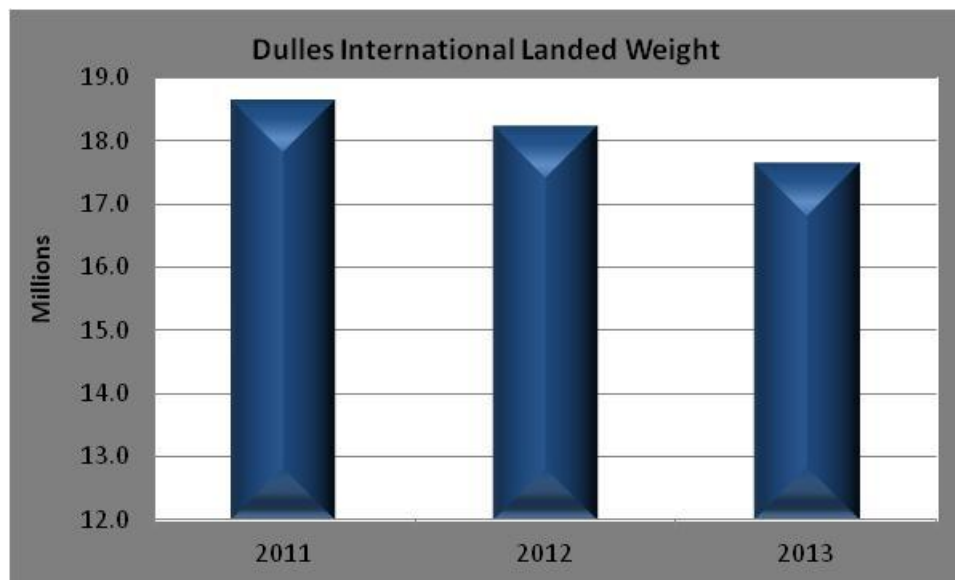


## 2013 BUDGET

### Metropolitan Washington Airports Authority

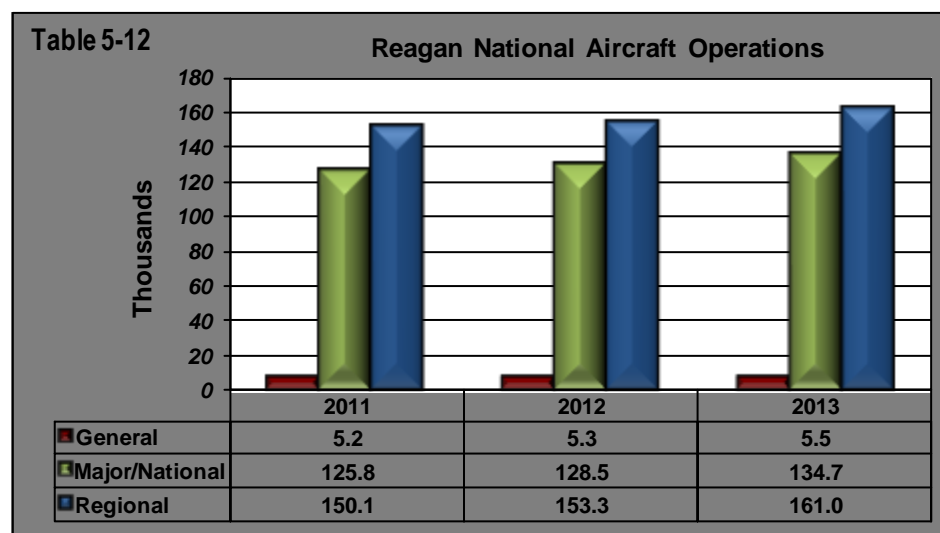
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An estimated 2.2 percent decrease in landed weight is expected at Dulles International in 2012, followed by a 3.3 percent decrease in 2013.

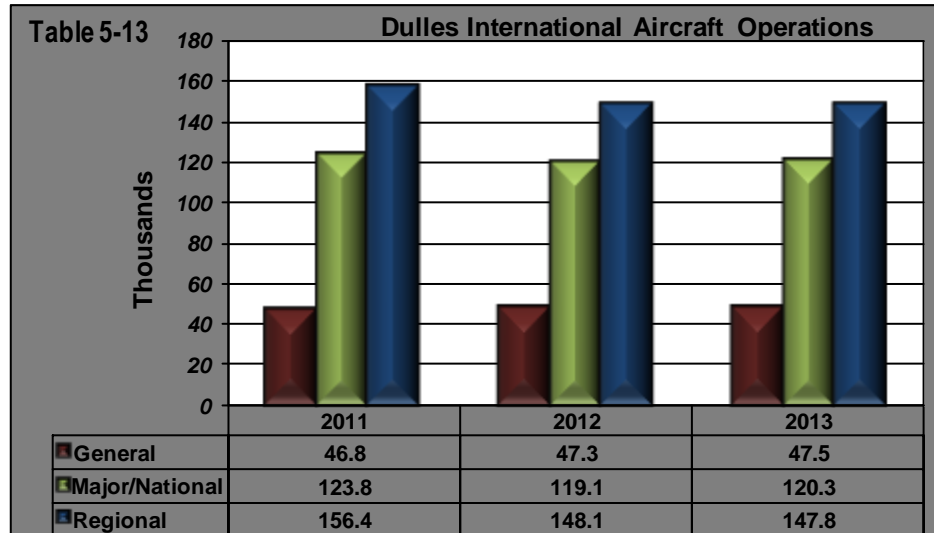


## AIRCRAFT OPERATIONS

Aircraft operations at **Reagan National** are projected to increase in 2012 by 2.1 percent. Flight operations are projected to increase by a further 4.9 percent for a total of 301,200 in 2013.

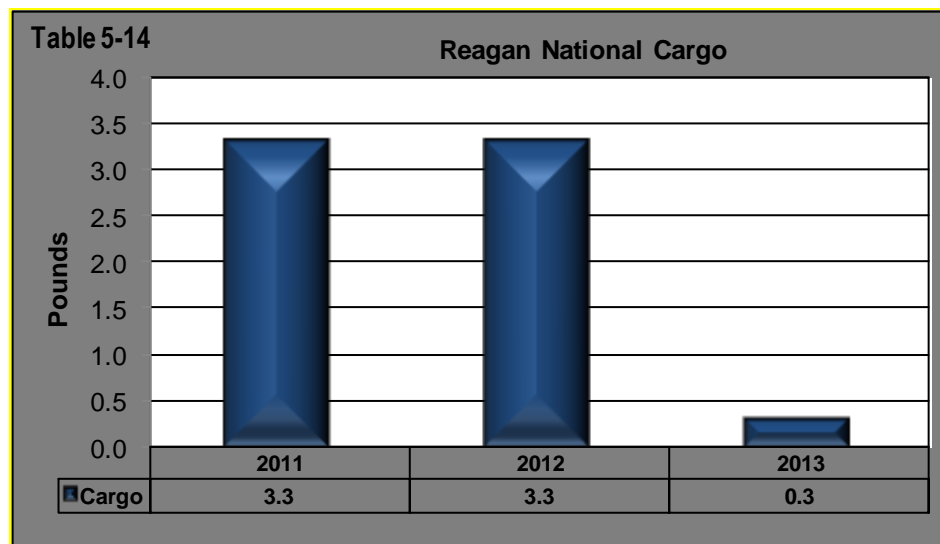


Aircraft operations at **Dulles International** are expected to decrease by approximately 3.8 percent in 2012 and then increase by 0.5 percent in 2013 to a total of 316,100.



## CARGO

Reagan National. Cargo, which includes freight and mail, is expected to stay flat in 2012 and decrease 91.9 percent in 2013.



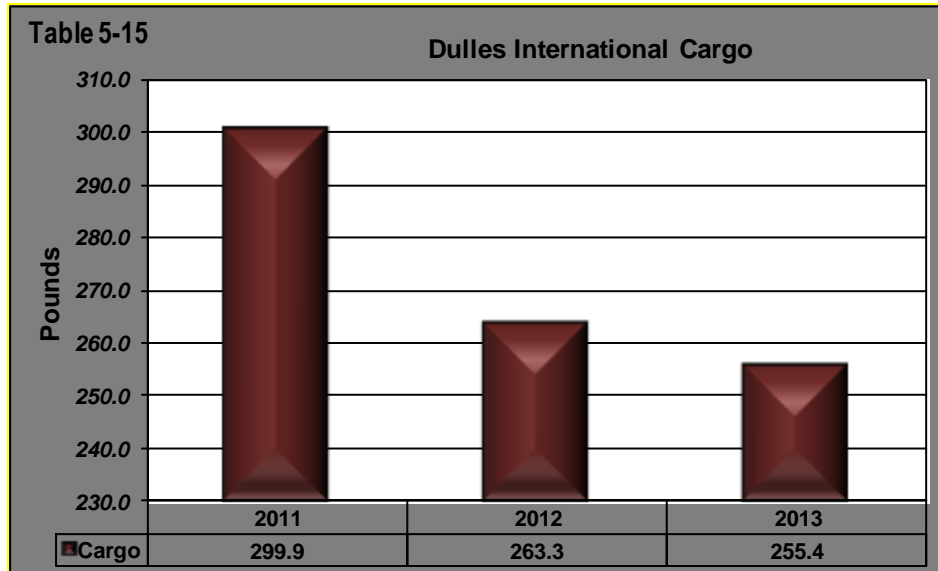


## 2013 BUDGET

### Metropolitan Washington Airports Authority

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Dulles International. Cargo at Dulles International is projected to decrease by 12.2 percent in 2012 and continue to decrease by 3.0 percent in 2013.



## ACTIVITY INDICATORS – REAGAN NATIONAL

Table 5-16	Actual	Budget	Budget
Reagan National Airport	2011	2012	2013
<b>AIRPORT BUILDINGS (Square Feet)</b>			
Terminals	1,436,384	1,436,384	1,436,384
Hangars	753,326	753,236	753,326
Other	242,241	242,241	242,241
<b>UTILITIES</b>			
Electricity (Kilowatts)	96,334	97,000	97,000
Natural Gas (Therms)	1,918,170	1,850,000	1,850,000
Water (Gallons)	158,381,515	156,000,000	156,000,000
Sewage (Gallons)	116,910,000	118,000,000	118,000,000
Fuel Oil for Heating (Gallons)	25	25	25
<b>AIRFIELD (Square Feet)</b>			
Runways	2,484,450	2,584,450	2,584,450
Taxiways	1,622,000	1,662,310	1,662,310
Ramps/Aprons	5,074,800	5,087,550	5,087,550
<b>ROADWAYS (Lane Mileage)</b>		20	20
<b>PARKING</b>			
Public Surfaced Spaces	2,575	2,575	2,575
Public Structured Spaces	6,499	6,499	6,499
Employee Surfaced Spaces	3,200	3,200	3,200
<b>VEHICLES IN FLEET</b>	308	308	308
<b><u>PUBLIC SAFETY, NATIONAL</u></b>			
<b>POLICE</b>			
Calls for Service:	24,198	35,200	26,280
Assistance to Other Agencies	535	649	708
Traffic Violations	1,401	1,200	1,660
Parking Violations	5,186	4,200	6,682
<b>FIRE</b>			
<i>Calls for Service:</i>			
Aircraft & Fuel Spills	93	64	102
Structural Responses	688	710	757
Emergency Medical	1,503	1,650	1,653
Fire Prevention Inspections	293	430	322

## ACTIVITY INDICATORS – DULLES INTERNATIONAL

Table 5-17 Dulles International Airport	Actual 2011	Budget 2012	Budget 2013
<b>OPERATIONS</b>			
Mobile Lounge Trips, (Shuttle Operations)	204,834	226,000	225,000
Plane-Mate Trips	34,356	35,500	39,000
AeroTrain System Fleet (Cars)	29	29	29
Airports Authority Owned Passenger Loading Bridges	50	50	50
<b>AIRPORT BUILDINGS (Square Feet)</b>			
Terminal/Concourse/APM Stations			
APM Stations	3,704,957	3,704,957	3,704,957
Other	1,454,125	1,467,266	1,746,231
<b>UTILITIES</b>			
Electricity (Kilowatts)	228,097,949	240,880,941	249,087,300
Natural Gas (Millions of Cubic Feet)	412,717	454,420	402,152
Water (Gallons)	302,989,860	300,020,000	293,678,400
Sewage (Gallons)	356,031,000	328,268,561	324,543,398
Fuel Oil for Heating (Gallons)	6,230	10,500	7,500
<b>AIRFIELD (Square Feet)</b>			
Runways	6,435,000	6,435,000	6,435,000
Taxiways	15,394,677	15,394,677	15,394,677
Ramps/Aprons	13,683,142	13,683,142	13,683,142
Shoulders & Blast Pads	10,961,426	10,961,426	10,961,426
<b>ROADWAYS (Lane Mileage)</b>	230	232	232
<b>PARKING</b>			
Public Surfaced Spaces	15,151	15,151	15,151
Public Structured Spaces	8,315	8,315	8,315
Employee Surfaced Spaces	6,596	5,539	6,529
<b>VEHICLES IN FLEET</b>	562	551	543
<b><u>PUBLIC SAFETY, DULLES</u></b>			
<b>POLICE</b>			
Calls for Service:	43,022	44,800	46,720
Assistance to Other Agencies	371	451	492
Traffic Violations	16,098	14,500	19,090
Parking Violations	5,289	4,300	6,817
<b>FIRE</b>			
Calls for Service:			
Aircraft & Fuel Spills	193	200	212
Structural Responses	1,137	1,030	1,251
Emergency Medical	2,184	2,184	2,266
Fire Prevention Inspections	1,341	809	1,475

## ACTIVITY INDICATORS – DULLES TOLL ROAD

Table 5-18	ACTUAL	BUDGET	BUDGET
DULLES TOLL ROAD	2011	2012	2013
Length of Toll Road (miles)	13.4	13.4	13.4
Toll Plazas	21	21	21
Transactions	101,526,913	103,389,000	98,534,000

## AVIATION DEBT PROGRAM

The Airports Authority uses debt financing to fund a major portion of its capital program for Reagan National and Dulles International.

### Long-Term Debt Management Guidelines

The Airports Authority has established the following guidelines for managing its long-term debt.

- All reasonable financing alternatives before undertaking debt financing, including PFCs and grants will be explored.
- Pay-as-you-go financing of capital improvements will be utilized where feasible.
- Long-term debt will not be used to fund current noncapital operations.
- Debt issues will be structured based on the attributes of the types of projects financed, market conditions at the time of debt issue, and the policy direction provided by the Board.
- Bonds will be paid back in a period not exceeding the expected life of those projects. The exceptions to this requirement are the traditional costs of marketing and other costs of issuing debt, capitalized interest for design and construction of capital projects, and small component parts that are attached to major equipment purchases.
- Refunding existing debt will be considered when the total present value cost (including debt issuance costs of the refunding debt) is less than the present value cost of the existing debt.
- Financial advisors will be retained for advice on debt structuring.
- Good communication will be maintained with bond rating agencies about the Airports Authority's financial condition.
- Annually the Business Plan will include the Plan of Finance. Monthly updates will be submitted to the Finance Committee.
- A procedure providing continuing disclosure will be followed, including filing certain annual financial information and operating data and certain event notices as required by the Securities and Exchange Commission (SEC) under Rule 15c2-12 of the SEC Exchange Act of 1934, as amended.

## Airport System Revenue Bonds

### Liens

#### *Subordinate Bonds*

In 1988, to provide for the initial stages of the CCP, and other capital financing needs while negotiations with the Airlines on the Airline Agreement were underway, five series of subordinated bonds backed by major financial institutions were issued for \$263.4 million. These subordinate bonds have either been refunded or the debt retired. Since October 1998, no subordinate bonds have been outstanding.

#### *Senior Bonds*

A Senior Master Indenture of Trust (Master Indenture) was created in 1990 for the Airports Authority. A Supplemental Indenture is required before a series of Bonds is issued under the Master Indenture. The Master Indenture was amended effective September 1, 2001, to in part, change the definition of Annual Debt Service to accommodate the issuance of secured commercial paper to permit the Airports Authority to release certain revenues from the definition of revenues, and to expand the list of permitted investments to include innovative investment vehicles designed to increase the return on the Airports Authority investments. A total of \$9.9 billion of bonds has been issued by the Airports Authority since March 1988. The proceeds of the Bond issues are used to finance capital improvements at both Airports and refund outstanding Bonds when savings meet the Airports Authority's refunding criteria. The Airports Authority anticipates the issuance of bonds over the next year to fund projects in the CCP and refund outstanding debt when advantageous.

### Ratings

The uninsured fixed rate bonds are rated long-term "Aa3" by Moody's, "AA-" by S&P, and "AA-" by Fitch Ratings. In May 2012, Fitch Ratings affirmed the "AA-" rating and the "Stable Outlook," Moody's affirmed the "Aa3" rating and the outlook of "Negative," and S&P affirmed the "AA-" rating with "Stable Outlook".

### Insurance

As of October 31, 2012, the Airports Authority had \$2.7 billion or 56.2 percent of Bonds insured either by National Public Finance Guarantee Corporation (National), Financial Guaranty Insurance Company (FGIC), Financial Security Assurance (FSA) Ambac Assurance Corporation (Ambac), Berkshire Hathaway Assurance Corporation (BHAC), or Syncora.

**Table 5-20**

**Aviation Enterprise**

Insurer	Insured
Ambac	11.0%
BHAC	4.5%
FGIC	11.9%
FSA	12.2%
National (MBIA)	9.2%
Syncora (XL)	1.3%
Uninsured	49.8%

## Variable Rate Programs

The Airports Authority has a diversified variable rate debt program which consists of multi-modal variable rate demand obligations (VRDOs) with weekly, daily and 2-day resets and Commercial Paper (CP). The table below lists all the Airports Authority's variable rate counterparties.

Firm	Facility	Program/ Series	Amount (millions)	Expiration Date
JPMorgan	Letter of Credit	CP One	\$250.0	Mar 2014
LBBW	Letter of Credit	CP Two	\$21.0	Dec 2015
Wells Fargo	Letter of Credit	2003D1 VRDO	\$63.2	Mar 2013
Banc of Amer.	Letter of Credit	2009D VRDO	\$130.2	Jul 2013
Barclays Bank	Letter of Credit	2010C VRDO	\$162.7	Sept 2013
Wells Fargo	Index Floaters	2010D	\$164.7	Sept 2013
Wells Fargo	Index Floaters	2011A	\$228.2	Sept 2016
Citibank	Index Floaters	2011B	\$191.4	Sept 2015

### *Commercial Paper (CP) Program*

The Airports Authority authorized a CP Program in an aggregate principal amount not to exceed \$500.0 million outstanding at any time. The Airports Authority currently has in place two credit facilities allowing the Airports Authority to draw up to \$271.0 million in CP Notes. The CP Program is a funding source for on-going capital expenditures. Long-term fixed and/or variable rate bonds will be issued to periodically recycle the CP capacity.

#### Series One CP Notes

The issuance of up to \$250 million of the Series One CP Notes is authorized pursuant to the Amended and Restated Eleventh Supplemental Indenture. The Series One CP Notes are structured as Short-Term /Demand Obligations under the Indenture and secured by certain pledged funds including Net Revenues on a parity with other Bonds. They are further secured by an irrevocable direct pay letter of credit issued by JPMorgan Chase Bank, N.A. which expires on March 13, 2014. As of October 31, 2012, there are no Notes outstanding.

#### Series Two CP Notes

The issuance of up to \$21 million of the Series Two CP Notes is authorized pursuant to the Twenty-second Supplemental Indenture. The Series Two CP Notes are structured as Short-Term/Demand Obligations under the Indenture and are secured by certain pledged funds including Net Revenues on a parity with other Bonds. They are further secured by an irrevocable direct pay letter of

credit issued by Landesbank Baden-Württemberg, acting through its New York Branch, which expires on December 29, 2015. As of October 31, 2012, there are \$21 million of the Series Two CP Notes outstanding.

### **Passenger Facility Charges**

The Airports Authority was granted permission by the FAA to use PFC funds collected to finance the projects described in the Airports Authority's approved PFC applications. A portion of PFC revenues is being used to finance certain CCP projects previously expected to be financed through the issuance of bonds.

In March 2009, the FAA approved the Airports Authority's request to amend PFC Application No. 4 to extend the collection period through 2038, and allow the Airports Authority to use PFC revenues to pay the principal and interest on the Bonds used to fund certain CCP projects at Dulles International.

In July 2009, the Airports Authority made an irrevocable commitment to use \$35 million of PFC revenues per year to pay Annual Debt Service on the Bonds from 2009 through 2017.

### *Interest Rate Swaps*

The Airports Authority has entered into interest rate swap agreements (the Swap Agreements) in an effort to lower its overall cost of borrowing. All of the Airports Authority's Swap Agreements (i) were entered into in connection with the planned issuance of variable rate debt and represent floating-to-fixed rate agreements and (ii) were written on a forward-starting basis to either hedge future new money Bonds or to synthetically advance refund Bonds that could not be advance refunded on a conventional basis because of their tax status. To manage its exposure to counterparty risk, the Airports Authority has entered into Swap Agreements only with counterparties having a rating of at least "A."

The Airports Authority's obligations under the Swap Agreements constitute Junior Lien Obligations of the Airports Authority secured by a pledge of the Airports Authority's Net Revenues that is subordinate to the pledge of Net Revenues securing the Bonds and any Subordinated Bonds issued in the future.

The chart below provides summary information with respect to the Airports Authority's current Swap Agreements.



Table 5-22

Trade Date	Effective Date	Termination Date ("final maturity")	Swap Providers	Ratings Moody's/S&P/Fitch	Notional Amount	Fixed Rate
7/31/2001	8/29/2002	10/1/2021	Bank of America	A3/A/A	\$51.7	4.445%
6/15/2006	10/1/2009	10/1/2039	JPMorgan Chase	Aa3/A+/A+	\$184.0	4.099%
			Bank of America	A2/A1/A	\$106.5	
6/15/2006	10/1/2010	10/1/2040	Wells Fargo	Aa3,AA-,AA-	\$167.4	4.110%
5/13/2005	10/1/2011	10/1/2039	Wells Fargo	Aa3,AA-,AA-	\$125.0	3.862%
<b>Aggregate Swaps</b>					<b>\$634.6</b>	

### Future Bonds

The Airports Authority anticipates issuing additional Bonds to fund projects in the CCP and also to refund certain outstanding CP Notes and Bonds. The Airports Authority annually, with periodic updates, prepares a Plan of Finance that is presented to the Finance Committee. The Airports Authority has sufficient proceeds to adequately fund projects in the CCP through late spring of 2013.

### Debt Service Coverage

The Master Indenture includes a rate covenant provision specifying that the Airports Authority will fix and adjust fees and other charges for use of the Airports Authority, including services rendered by the Airports Authority pursuant to the Airline Agreement calculated to be at least sufficient to produce net revenues to provide for the larger of the following: (i) amounts needed for making required deposits to various accounts in the fiscal year or (ii) an amount not less than 125 percent of the annual debt service with respect to Bonds.

The debt service coverage for 2011 through 2013 is as follows:

Table 5-23			
Debt Service Coverage			
	Actual 2011	Budget 2012	Budget 2013
Reagan National	1.47x	1.33x	1.32x
Dulles International	1.34x	1.30x	1.30x
Combined Airports	1.37x	1.31x	1.31x

## SUMMARY OF OUTSTANDING AVIATION BONDS

Table 5-24		Originally Issued					Credit
Series	Dated Date	Par Amount	Outstanding as of Oct. 1, 2012	Tax Status	Tenor	Enhancement Provider	Purpose
2003A	October 1, 2003	\$ 185,000,000	\$ 153,310,000	AMT	Fixed	FGIC	New Money/Refunding
2003B	October 1, 2003	44,135,000	2,920,000	Non-AMT	Fixed	FGIC	Refunding
2003C	October 1, 2003	52,565,000	33,850,000	Taxable	Fixed	FGIC	New Money/Refunding
2003D	October 1, 2003	150,000,000	63,225,000	AMT	Variable	Bank of America	New Money
2004A	August 26, 2004	13,600,000	13,530,000	Non-AMT	Fixed	MBIA	Refunding
2004B	May 18, 2004	250,000,000	245,000,000	AMT	Fixed	FSA	New Money
2004C-1	July 7, 2004	97,730,000	31,300,000	AMT	Fixed	FSA	Refunding
2004C-2	August 12, 2004	111,545,000	93,980,000	AMT	Fixed	FSA	Refunding
2004D	August 26, 2004	218,855,000	150,430,000	AMT	Fixed	MBIA	Refunding
2005A	April 12, 2005	320,000,000	254,525,000	AMT	Fixed	MBIA	New Money/Refunding
2005B	April 12, 2005	19,775,000	16,410,000	Non-AMT	Fixed	MBIA	Refunding
2005C	April 12, 2005	30,000,000	30,000,000	Taxable	Fixed	MBIA	New Money
2005D	October 12, 2005	11,450,000	7,650,000	Non-AMT	Fixed	Ambac	Refunding
2006A	January 25, 2006	300,000,000	245,000,000	AMT	Fixed	FSA	New Money/Refunding
2006B	December 6, 2006	400,000,000	375,320,000	AMT	Fixed	FGIC	New Money
2006C	December 6, 2006	37,865,000	35,570,000	Non-AMT	Fixed	FGIC	Refunding
2007A	July 2, 2007	164,460,000	126,040,000	AMT	Fixed	AMBAC	Refunding
2007B	September 27, 2007	530,000,000	420,355,000	AMT	Fixed	AMBAC	New Money
2008A	June 24, 2008	250,000,000	220,450,000	AMT	Fixed	n/a	Refunding/New Money
2009B	April 1, 2009	236,825,000	228,655,000	Non-AMT	Fixed	BHAC	New Money/Refunding
2009C	July 2, 2009	314,435,000	298,965,000	Non-AMT	Fixed	n/a	Refunding PFC
2009D*	July 2, 2009	136,825,000	130,185,000	Non-AMT	Variable	TD Bank	Refunding PFC
2010A	July 28, 2010	348,400,000	340,565,000	Non-AMT	Fixed	n/a	New Money/OMP
2010B	July 28, 2010	229,005,000	205,055,000	AMT	Fixed	n/a	Refunding
2010C-1	September 22, 2010	66,750,000	63,050,000	AMT	Variable	Wells Fargo	Refunding
2010C-2 *	September 22, 2010	103,250,000	99,660,000	Non-AMT	Variable	Wells Fargo	Refunding
2010D*	September 22, 2010	170,000,000	164,655,000	Non-AMT	Variable	Barclays Bank	New Money/Refunding
2010F1	November 17, 2010	61,820,000	61,820,000	Non-AMT	Fixed	n/a	OMP
2011A*	September 21, 2011	233,635,000	228,165,000	AMT	Variable	Wells Fargo	New Money/Refunding
2011B	September 21, 2011	207,640,000	196,675,000	Non-AMT	Variable	Citibank	New Money/Refunding
2011C	September 21, 2011	185,390,000	178,315,000	AMT	Fixed	n/a	Refunding
2011D	September 21, 2011	10,385,000	10,015,000	Non-AMT	Fixed	n/a	Refunding
2012A	July 3, 2012	291,035,000	291,035,000	Non-AMT	Fixed	n/a	Refunding
2012B	July 3, 2012	20,790,000	20,790,000	AMT	Fixed	n/a	Refunding
Total		\$ 5,803,165,000	\$ 5,036,470,000				

\* Subject of a floating-to-fixed rate swaps

## SUMMARY OF BONDED DEBT SERVICE

Table 5-25							
Airport	Date		Bonds		FY 2013	Oct. 2013	
Revenue Bonds	of Issue	Maturity	Outstanding	*FY 2012	Interest	Principal	FY 2013
			10/1/2012	Debt Service	Payments	Payment	Debt Service
<b>Senior Debt:</b>							
Series 2001A	4/1/2001	2002-2031	\$ -	\$ 1,978,083	\$ -	\$ -	\$ -
Series 2002A	6/4/2002	2003-2032	-	8,697,038	-	-	-
Series 2002B	6/4/2002	2003-2012	-	508,463	-	-	-
Series 2002D	8/28/2002	2003-2032	-	4,076,377	-	-	-
Series 2003A	9/11/2003	2004-2033	153,310,000	12,009,088	7,865,250	4,323,750	12,189,000
Series 2003B	9/11/2003	2004-2019	2,920,000	3,650,417	87,600	2,190,000	2,277,600
Series 2003C	9/11/2003	2004-2023	33,850,000	4,485,619	1,906,615	2,577,500	4,484,115
Series 2003D	9/16/2003	2004-2033	63,225,000	1,777,244	314,001	1,718,750	2,032,751
Series 2004A	8/26/2004	2006-2022	13,530,000	662,981	652,656	2,210,000	2,862,656
Series 2004B	5/18/2004	2027-2034	245,000,000	12,253,665	12,253,665	-	12,253,665
Series 2004C-1	7/7/2004	2006-2021	31,300,000	1,565,000	1,565,000	-	1,565,000
Series 2004C-2	8/12/2004	2005-2024	93,980,000	4,815,625	4,697,500	121,250	4,818,750
Series 2004D	8/26/2004	2005-2019	150,430,000	26,085,465	7,275,974	18,808,750	26,084,724
Series 2005A	4/12/2005	2006-2035	254,525,000	22,327,981	12,594,905	9,731,250	22,326,155
Series 2005B	4/12/2005	2011-2020	16,410,000	2,514,591	726,506	1,787,500	2,514,006
Series 2005C	4/12/2005	2020-2035	30,000,000	1,703,619	1,703,619	-	1,703,619
Series 2005D	10/12/2005	2008-2023	7,650,000	382,500	382,500	-	382,500
Series 2006A	1/25/2006	2030-2035	245,000,000	12,218,750	12,218,750	-	12,218,750
Series 2006B	12/6/2006	2031-2036	375,320,000	18,500,410	18,500,410	-	18,500,410
Series 2006C	12/6/2006	2009-2032	35,570,000	2,444,426	1,621,331	1,336,250	2,957,581
Series 2007A	7/3/2007	2008-2023	126,040,000	15,218,588	6,120,588	8,985,000	15,105,588
Series 2007B	9/12/2007	2008-2035	420,355,000	34,034,413	20,819,763	13,243,750	34,063,513
Series 2008A	6/24/2008	2012-2029	220,450,000	21,862,929	11,698,153	10,247,500	21,945,653
Series 2009B	4/1/2009	2010-2029	228,655,000	13,994,131	11,097,256	3,157,500	14,254,756
Series 2009C	7/2/2009	2010-2039	298,965,000	20,827,313	15,209,500	5,617,500	20,827,000
Series 2009D	7/2/2009	2010-2039	130,185,000	7,742,026	5,312,678	2,460,000	7,772,678
Series 2010A	7/28/2010	2011-2039	340,565,000	20,494,856	16,313,006	4,182,500	20,495,506
Series 2010B	7/28/2010	2011-2027	205,055,000	23,332,038	9,867,100	13,465,000	23,332,100
Series 2010C	9/22/2010	2011-2039	162,710,000	7,230,946	4,384,326	3,186,250	7,570,576
Series 2010D	9/22/2010	2011-2040	164,655,000	10,783,968	6,737,831	2,905,000	9,642,831
Series 2010F-1	11/17/2010	2020-2031	61,820,000	3,076,938	3,076,938	-	3,076,938
Series 2011A	9/21/2011	2012-2038	228,165,000	17,176,524	10,823,565	8,920,000	19,743,565
Series 2011B	9/21/2011	2012-2041	196,675,000	13,305,911	5,909,097	11,612,500	17,521,597
Series 2011C	9/29/2011	2012-2028	178,315,000	15,679,375	8,398,838	7,310,000	15,708,838
Series 2011D	9/29/2011	2012-2031	10,015,000	775,725	395,775	382,500	778,275
Series 2012A	7/3/2012	2016-2032	291,035,000	7,055,713	14,269,981	-	14,269,981
Series 2012B	7/3/2012	2013-2019	20,790,000	469,023	835,700	980,000	1,815,700
			<b>\$5,036,470,000</b>	<b>\$375,717,759</b>	<b>\$235,636,377</b>	<b>\$141,460,000</b>	<b>\$377,096,377</b>
Series ONE	8/16/2007	2008-2013	\$ -	\$ 72,679	\$ -	\$ -	\$ -
Series TWO	1/12/2005	2006-2013	21,000,000	132,223	107,004	52,500	159,504
			<b>\$ 21,000,000</b>	<b>\$ 204,902</b>	<b>\$ 107,004</b>	<b>\$ 52,500</b>	<b>\$ 159,504</b>
<b>TOTALS</b>			<b>\$ 5,057,470,000</b>	<b>\$ 375,922,661</b>	<b>\$ 235,743,381</b>	<b>\$ 141,512,500</b>	<b>\$ 377,255,881</b>

\* FY 2011 Debt Service reflects new issues and refundings that occurred during the year.

## LONG-TERM DEBT SCHEDULED – AIRPORT REVENUE BONDS

Table 5-26	Commercial Paper Debt		Senior Debt (Long-Term)		Total
	Principal	Interest	Principal	Interest	Debt Service
2013	\$ 52,500	\$ 107,004	\$ 141,460,000	\$ 235,636,377	\$ 377,255,881
2014	52,500	1,877,734	144,825,000	235,188,822	381,944,056
2015	20,895,000	1,877,734	152,540,000	228,609,572	403,922,306
2016			162,585,000	221,646,259	384,231,259
2017			179,600,000	214,033,937	393,633,937
2018			190,175,000	205,596,242	395,771,242
2019			192,580,000	196,535,129	389,115,129
2020			202,055,000	187,327,163	389,382,163
2021			217,080,000	177,565,257	394,645,257
2022			207,735,000	167,043,290	374,778,290
2023			207,805,000	156,941,060	364,746,060
2024			216,950,000	146,877,535	363,827,535
2025			177,040,000	136,269,283	313,309,283
2026			186,650,000	127,627,550	314,277,550
2027			196,460,000	118,576,878	315,036,878
2028			193,605,000	108,982,112	302,587,112
2029			191,295,000	99,651,126	290,946,126
2030			226,700,000	90,345,800	317,045,800
2031			277,180,000	79,434,037	356,614,037
2032			276,105,000	66,204,234	342,309,234
2033			253,025,000	52,950,081	305,975,081
2034			257,065,000	40,670,648	297,735,648
2035			230,360,000	28,107,594	258,467,594
2036			135,750,000	16,794,412	152,544,412
2037			63,800,000	10,229,492	74,029,492
2038			67,010,000	7,275,341	74,285,341
2039			72,280,000	4,174,534	76,454,534
2040			15,495,000	843,851	16,338,851
2041			5,315,000	212,600	5,527,600
<b>Total</b>	<b>\$ 21,000,000</b>	<b>\$3,862,472</b>	<b>\$ 5,040,525,000</b>	<b>\$ 3,361,350,217</b>	<b>\$ 8,426,737,689</b>

2013 is on FY(cy) not Bond Year, and will not check to O.S. information for 2013..

## **DULLES CORRIDOR DEBT PROGRAM**

The Airports Authority uses debt financing to fund Capital Improvement Program (CIP) for the Dulles Corridor Enterprise Fund, including funding a portion of the costs of the Dulles Metrorail Project.

### **Dulles Toll Road Revenue Bonds**

A Senior Master Indenture of Trust (Master Indenture) was created in 2009 for the Airports Authority. A Supplemental Indenture is required before a series of Bonds is issued under the Master Indenture. A total of \$1.3 billion of Bonds has been issued by the Airports Authority since August 2009. The proceeds of the Bonds are used to finance capital improvements to the Dulles Corridor and construction of the Silver Line to Metrorail System. The Airports Authority anticipates the issuance of additional bonds over the next year to fund projects in the CIP.

### **Liens**

#### *First Senior Lien Bonds*

A total of \$198.0 million of Series 2009A Bonds, issued as Current Interest Bonds were issued in August 2009.

#### *Second Senior Lien Bonds*

The Second Senior Lien includes the 2009B, 2009C, 2009D, 2010A and 2010B series of Bonds, totaling \$957.9 million. The Airports Authority issued \$261.9 million of Capital Appreciation Bonds; \$296 million of Convertible Capital Appreciation Bonds; \$400.0 million issued as Current Interest Bonds and are Federally Taxable – Issuer Subsidy – Build America Bonds (BABs).

#### *Subordinate Lien Bonds*

In May 2010, a total of \$150 million of Series 2010D Bonds, were issued as BABs.

*Summary Description of Dulles Toll Road Transactions*

Table 5-27		
Series	Lien Position	Rating
<b>2009A</b>	First Senior	A2, A
<b>2009B</b>	Second Senior	Aa2, AAA (Insured), Baa1, BBB+
<b>2009C</b>	Second Senior	Aa2, AAA (Insured), Baa1, BBB+
<b>2009D</b>	Second Senior	Baa1, BBB+
<b>2010A</b>	Second Senior	Baa1, BBB+
<b>2010B</b>	Second Senior	Baa1, BBB+
<b>2010D</b>	Subordinate	Baa2, BBB

## Ratings

The Series 2009A bonds have assigned a long-term rating of “A2” from Moody’s and “A” by Standard & Poor’s (S&P). In the Second Senior Lien Bonds (other than the Insured 2009 Bonds) have been assigned the long-term rating of “Baa1” by Moody’s and “BBB+” by S&P. The Subordinate Lien Bonds have assigned a “Baa2” from Moody’s and a “BBB” from S&P.

Assured Guaranty insures \$188.0 million of the \$207.1 million Series 2009B Bonds and all of the Series 2009C Bonds. The Insured Series 2009 Bonds are assigned a rating of “AAA” (negative outlook) by S&P and “Aa3” (Negative Outlook) by Moody’s.

## Insurance

A total of \$346.5 million or 36 percent of the \$963.3 million Series 2009 Bonds are insured by Assured Guaranty.

## Variable Rate Program

### *Commercial Paper Program*

The issuance of up to \$300 million of the Series One CP Notes is authorized pursuant to the Seventh Supplemental Indenture. The Airports Authority currently has in place a three-year credit facility with J.P. Morgan Chase Bank, expiring in August 2014. The Series One CP Notes are secured as Second Senior Lien Bonds under the Master Indenture. As of October 31, 2012, there are \$149.6 million outstanding of Series One CP Notes.

#### **Future Bonds**

The Airports Authority anticipates issuing additional bonds to fund projects in the CIP and the Dulles Corridor Metrorail Project. The Airports Authority; annually, with periodic updates, prepares a Plan of Finance that is presented to the Finance Committee. The Airports Authority anticipates entering the market in late spring 2013.

#### **Debt Service Coverage**

The Airports Authority has covenanted in the Master Indenture that it will establish, charge and collect tolls for the privilege of traveling on the Dulles Toll Road at rates sufficient to meet the Operation and Maintenance Expenses and produce Net Revenues in any Fiscal Year, and in each Fiscal Year thereafter, that are at least:

- 200 percent of the Maximum Annual Debt Service with respect to all *Outstanding First Senior Lien Bonds*;
- 135 percent of the Annual Debt Service with respect to all *Outstanding First Senior Lien Bonds and all Outstanding Second Senior Lien Bonds* for such Fiscal Year;
- 120 percent of the Annual Debt Service with respect to all *Outstanding First Senior Lien Bonds, all Outstanding Second Senior Lien Bonds and all Outstanding Subordinate Lien Bonds* for such Fiscal Year; and
- 100 percent of the Annual Debt Service with respect to all *Outstanding Bonds* and all other obligations of the Airports Authority secured by Toll Road Revenues for such Fiscal Year.

## ANNUAL DEBT SERVICE REQUIREMENTS AND PROJECTED DEBT SERVICE

**Table 5-28**

Annual Debt Service Requirements and Projected Debt Service as of November 2012<sup>1</sup>

<i>(dollars in millions)</i>	2011	2012	2013
DTR Gross Toll Revenue	\$ 97.13	107.10	124.91
Other Income	-	-	-
Toll Road O&M	(25.12)	(26.00)	(26.91)
Interest Income	-	-	-
<b>NET REVENUE AVAILABLE FOR DEBT SERVICE</b>	<b>\$ 72.01</b>	<b>81.10</b>	<b>98.00</b>
First Senior Lien, Series 2009A	10.14	10.14	10.14
Second Senior Lien, Series 2009B (2)	-	6.41	10.57
Second Senior Lien, Series 2009C (2)	-	-	-
Second Senior Lien, Series 2009D	29.85	29.85	29.85
less 35% direct subsidy on 2009D BABs	(10.45)	(10.45)	(10.45)
less \$10 million of state funding for interest payments			(10.00)
Second Senior Lien, Series 2010A (3)	-	-	-
Subordinate Lien, Series 2010B (3)	-	-	-
Subordinate Lien, Series 2010D	12.00	12.00	12.00
less 35% direct subsidy on 2010 BABs	(4.20)	(4.20)	(4.20)
<b>TOTAL NET DEBT SERVICE</b>	<b>\$ 37.34</b>	<b>\$ 43.75</b>	<b>\$ 37.91</b>
 <i>First Senior Lien Debt Service Coverage</i>	 <i>7.10 x</i>	 <i>8.00 x</i>	 <i>9.66 x</i>
 <i>Second Senior Lien Debt Service Coverage</i>	 <i>2.44 x</i>	 <i>2.26 x</i>	 <i>3.25 x</i>
 <i>Subordinate Lien Debt Service Coverage</i>	 <i>1.93 x</i>	 <i>1.85 x</i>	 <i>2.59 x</i>

(1) The table does not include estimated debt service on additional bonds that will be issued in 2013.

(2) The Second Senior Lien Bonds, Series 2009B and 2009C, are structured as capital appreciation bonds and convertible capital appreciation bonds with debt service payable between October 1, 2012, and October 1, 2041.

(3) The Second Senior Lien Bonds, Series 2010A and 2010B, are structured as capital appreciation bonds and convertible capital appreciation bonds with debt service payable between April 1, 2019, and October 1, 2044.



## SUMMARY OF OUTSTANDING DULLES TOLL ROAD BONDS

**Table 5-29**

Series	Dated Date	Originally Issued Par Amount	Outstanding as of October 1, 2012	Tax Status	Tenor	Credit Enhancement Provider	Purpose
<b>2009A</b>	August 12, 2009	\$198,000,000	\$198,000,000	Tax-Exempt Current Interest Bonds	Fixed	None	Dulles Corridor Improvements and Metrorail
<b>2009B</b>	August 12, 2009	\$207,056,689	\$251,899,535	Tax-Exempt CABs	Fixed	Assured Guaranty \$188,266,435	Metrorail
<b>2009C</b>	August 12, 2009	\$158,234,960	\$193,385,796	Tax-Exempt Convertible CABs	Fixed	Assured Guaranty \$158,234,960	Dulles Corridor Improvements and Metrorail
<b>2009D</b>	August 12, 2009	\$400,000,000	\$400,000,000	Taxable Build America Bonds	Fixed	None	Metrorail
<b>2010A</b>	May 27, 2010	\$54,813,219	\$63,862,971	Tax-Exempt CABs	Fixed	None	Metrorail
<b>2010B</b>	May 27, 2010	\$137,801,650	\$160,098,454	Tax-Exempt Convertible CABs	Fixed	None	Metrorail
<b>2010D</b>	May 27, 2010	\$150,000,000	\$150,000,000	Taxable Build America Bonds	Fixed	None	Metrorail
<b>CP Series One</b>	August 1, 2011	\$550,000	\$149,550,000	Commercial Paper Program	Variable	JP Morgan LOC	Metrorail
<b>Total</b>		<b>\$1,306,456,518</b>	<b>\$1,566,796,756</b>				

## LONG-TERM DEBT SCHEDULED – DULLES TOLL ROAD REVENUE BONDS

Table 5-30 LONG-TERM DEBT SCHEDULED - DULLES TOLL ROAD REVENUE BONDS						
	Originally Issued		Total		Total Net	
	Principal Amount (1)	Interest	Debt Service	BABs Subsidy (2)	Debt Service	
2011	\$ -	\$ 51,990,988	\$ 51,990,988	\$ (14,646,800)	\$ 37,344,188	
2012	5,744,580	52,651,407	58,395,988	(14,646,800)	43,749,188	
2013	9,041,633	53,514,355	62,555,988	(14,646,800)	47,909,188	
2014	4,201,882	53,004,106	57,205,988	(14,646,800)	42,559,188	
2015	8,687,272	54,718,716	63,405,988	(14,646,800)	48,759,188	
2016	7,588,182	55,047,806	62,635,988	(14,646,800)	47,989,188	
2017	4,032,707	70,268,656	74,301,363	(14,646,800)	59,654,563	
2018	4,086,658	70,759,704	74,846,363	(14,646,800)	60,199,563	
2019	7,259,874	88,886,489	96,146,363	(14,646,800)	81,499,563	
2020	3,505,221	86,586,142	90,091,363	(14,646,800)	75,444,563	
2021	3,466,610	87,034,753	90,501,363	(14,646,800)	75,854,563	
2022	3,422,177	87,519,186	90,941,363	(14,646,800)	76,294,563	
2023	9,267,174	96,354,189	105,621,363	(14,646,800)	90,974,563	
2024	10,631,131	100,255,232	110,886,363	(14,646,800)	96,239,563	
2025	8,106,897	97,974,465	106,081,363	(14,646,800)	91,434,563	
2026	7,501,716	98,919,647	106,421,363	(14,646,800)	91,774,563	
2027	6,929,769	99,671,594	106,601,363	(14,646,800)	91,954,563	
2028	4,706,906	95,874,456	100,581,363	(14,646,800)	85,934,563	
2029	12,171,834	115,988,786	128,160,620	(14,646,800)	113,513,820	
2030	15,365,811	124,368,227	139,734,038	(14,646,800)	125,087,238	
2031	24,908,287	133,091,960	158,000,247	(14,646,800)	143,353,447	
2032	24,405,382	133,630,452	158,035,834	(14,646,800)	143,389,034	
2033	29,514,564	157,871,268	187,385,833	(14,646,800)	172,739,033	
2034	28,856,763	159,030,534	187,887,297	(14,646,800)	173,240,497	
2035	28,077,105	158,806,292	186,883,396	(14,646,800)	172,236,596	
2036	27,584,571	159,302,882	186,887,453	(14,646,800)	172,240,653	
2037	25,584,430	161,302,008	186,886,438	(14,646,800)	172,239,638	
2038	51,662,687	124,978,141	176,640,828	(14,646,800)	161,994,028	
2039	43,393,197	147,608,527	191,001,724	(14,646,800)	176,354,924	
2040	72,107,185	125,029,797	197,136,982	(14,646,800)	182,490,182	
2041	107,186,064	66,446,288	173,632,352	(14,646,800)	158,985,552	
2042	98,148,875	56,073,225	154,222,100	(14,646,800)	139,575,300	
2043	79,205,725	46,658,775	125,864,500	(14,226,800)	111,637,700	
2044	84,553,650	40,322,075	124,875,725	(12,966,800)	111,908,925	
2045	200,000,000	33,448,000	233,448,000	(11,706,800)	221,741,200	
2046	200,000,000	18,524,000	218,524,000	(6,483,400)	212,040,600	
2047	45,000,000	3,600,000	48,600,000	(1,260,000)	47,340,000	
2048	-	-	-	-	-	
2049	-	-	-	-	-	
2050	-	-	-	-	-	
2051	-	-	-	-	-	
2052	-	-	-	-	-	
2053	-	-	-	-	-	
2054	-	-	-	-	-	
2055	-	-	-	-	-	
2056	-	-	-	-	-	
2057	-	-	-	-	-	
2058	-	-	-	-	-	
<b>Total</b>	<b>\$ 1,305,906,518</b>	<b>\$ 3,367,113,122</b>	<b>\$ 4,673,019,640</b>	<b>\$ (515,341,400)</b>	<b>\$ 4,157,678,240</b>	

(1) Does not include approximately \$70 million of accreted value on outstanding capital appreciation bonds and convertible capital appreciation bonds as of October 1, 2012 (see Table 5-29).

(2) Cash subsidy payments from the United States Treasury rebating 35 percent of the interest payable on Build America Bonds (BAB).

## SUMMARY OF BONDED DEBT SERVICE – DULLES TOLL ROAD

Table 5-31			Bonds	Debt Service	Debt Service
Existing Debt	Date of Issue	Maturity	Outstanding 10/1/2012	2012 (1)	2013 (1)
<b><u>Senior Debt</u></b>					
Series 2009A	8/12/2009	2030 - 2042	\$ 198,000,000	\$ 10,142,988	\$ 10,142,988
Series 2009B	8/12/2009	2012 - 2040	251,899,535	7,445,000	9,227,500
Series 2009C	8/12/2009	2038 - 2041	193,385,796	-	-
Series 2009D (2)	8/12/2009	2045 - 2046	400,000,000	19,401,200	19,401,200
Series 2010A	5/27/2010	2029 - 2037	63,862,971	-	-
Series 2010B	5/27/2010	2040 - 2044	160,098,454	-	-
Series 2010D (2)	5/27/2010	2042 - 2047	150,000,000	7,800,000	7,800,000
CP Series One (3)	8/1/2011	2011-2014	149,550,000	221,597	747,750
Subtotal			\$ 1,566,796,756	\$ 45,010,785	\$ 47,319,438
<b><u>Potential New Issuance in 2013</u></b>					
FFGA Loan (4)	1/1/2013	2013-2016	150,000,000		1,500,000
CP Series One (3)	3/1/2013	2013-2015	150,450,000		564,188
Series 2013A (5)	7/1/2013	2042-2052	650,000,000		21,125,000
Subtotal			950,450,000		23,189,188
<b>*TOTALS</b>			<b>\$ 2,517,246,756</b>		<b>\$ 70,508,626</b>

(1) Annual debt service equals nine twelfths of the debt service payable in current bond year and three twelfths of the debt service payment scheduled for the following bond year.

(2) Annual debt service is net of federal subsidy for Build America Bonds.

(3) Interest rate on commercial paper notes is assumed to average 1/2 percent.

(4) Interest rate on FFGA Loan is assumed to average 1 percent.

(5) Debt service for 2013 equals six months of interest at an assumed rate of 6.50 percent.



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## GLOSSARY

**ACCRUAL BASIS** — An accounting method whereby income and expense items are recognized as they are earned or incurred, even though they may not have been received or actually paid in cash.

**AEROTRAIN** — The AeroTrain system is a fully automated transit system that will take passengers between the Main Terminal and the midfield Concourses of Dulles International. The AeroTrain is open.

**AIR OPERATIONS AREA** — The secured areas of each Airport utilized by aircraft, including runways, taxiways, and ramps.

**AIRLINE COST PER ENPLANEMENT** — For each Airport, the total annual cost of fees and charges paid by the Signatory Airlines to the Airports Authority divided by the total signatory enplanements.

**AIRPORT COMMUNICATIONS SYSTEM (ACS)** — The Airports Authority owns the Airport Communications System at both Reagan National and Dulles International. The ACS consists of more than 12,000 lines used by the Airports Authority and numerous airport tenants. In an average month, more than 800,000 calls are processed through the ACS, including more than 180,000 minutes of domestic long distance calls. Tenants are invoiced for the services they receive, based on a proportionate share of the operating cost of the ACS. The tenants are also invoiced for any local or long distance costs they incur. The Airports Authority budgets in the O&M Program for the net cost of the ACS.

**AIRPORT IMPROVEMENT PROGRAM (AIP)** — See “Federal Grants.”

**AIR TRAFFIC CONTROL TOWER (ATCT)** — A terminal facility which, through the use of air/ground communications, visual signaling, and other devices, provides air traffic control services to airborne aircraft operating in the vicinity of an airport and to aircraft operating on the airport airfield.

**AIRPORT USE AGREEMENT AND PREMISES LEASE** — The Airports Authority and the major airlines serving Reagan National and Dulles International entered into an agreement effective January 1, 1990, that defines their operating and financial relationship for the next 25 years. The Airline Agreement includes the concurrence of the Airlines in the CCP and continues a close working relationship between the Air Carriers and the Airports. Fees and charges paid by the airlines are used along with other income from the Airports to service the debt issued to finance the CCP. The Airline Agreement and Premises Lease is also referred to as the “Airline Agreement.”

**AIRPORTS** — Refers to Ronald Reagan Washington National and Washington Dulles International Airports, the two Airports operated by the Airports Authority.

**AIRPORTS AUTHORITY** — The Metropolitan Washington Airports Authority, a body corporate and politic created by interstate compact between the Commonwealth of Virginia and the District of Columbia.

**AUTOMATED REVENUE COLLECTION SYSTEM (ARCS)** — The collective equipment and procedures that record and process an electronic, video or other automated toll payment that occurs at a toll collection point on the Dulles Toll Road.

**AVI** — The automatic vehicle identification equipment used as part of Electronic Toll Collection (ETC) or the Electronic Toll and Traffic Management (ETTM) equipment.

**BOARD OF DIRECTORS** — The Board of Directors (Board) of the Airports Authority consists of 17 members, seven appointed by the Governor of Virginia, four appointed by the Mayor of the District of Columbia, two appointed by the Governor of Maryland, and three appointed by the President of the United States. Board members serve six-year terms, which are staggered.

**BOND** — A certificate of debt issued by the Airports Authority pursuant to the Master Indenture relating to the Aviation Enterprise Fund and the Dulles Toll Road and a Supplemental Indenture securing payment of the original investment plus interest by a specified future date.

**BOND ANTICIPATION NOTE** — A short-term borrowing that is retired with proceeds of a bond sale.

**BUDGET AMENDMENT** — Recommendations from the President to amend the adopted budget are submitted to the Finance Committee. Budget Amendments approved by the Finance Committee are submitted to the Board for adoption.

**CAPITAL CONSTRUCTION PROGRAM (CCP)** — The CCP (including the contractual CDP and Dulles Development (d<sup>2</sup>) Program) provides for major expansion of facilities at Dulles International and facilities modernization of facilities at Reagan National.

**CAPITAL DEVELOPMENT PROGRAM (CDP)** — The CDP contractually provides for major expansion of facilities at Dulles International and modernization of facilities at Reagan National as defined by the Airline Agreement.

**CAPITAL FACILITY PROJECTS–DULLES CORRIDOR** — Any extensions of, additions to, or major modifications, replacements or reconstruction of the Toll Road or any other roads or highways within the Dulles Corridor, excluding the Access Highway, but including (a) additional ramps or interchanges provide direct access to and from the Toll Road; or (b) addition of traffic lanes for bus only, high occupancy vehicle or high occupancy toll use or similar restricted use.

**CAPITAL IMPROVEMENT** — Any extensions of, additions to, or major modifications, replacements or reconstruction of the Toll Road or any other roads or highways within the

Dulles Corridor, excluding the Access Highway, but including (a) additional ramps or interchanges provide direct access to and from the Toll Road; or (b) addition of traffic lanes for bus only, high occupancy vehicle or high occupancy toll use or similar restricted use.

**CAPITAL, OPERATING AND MAINTENANCE INVESTMENT PROGRAM (COMIP)** — The COMIP (formerly the Capital Maintenance and Investment Program, and initially, the Repair and Rehabilitation Program) provides for repair work at the Airports, as well as equipment, planning, improvements and operational initiatives. The COMIP is funded from the Airports Authority's share of net remaining revenue and is recovered through depreciation. Any COMIP expenditure funded from bonds are recovered through debt service.

**CARGO** — Mail and freight at both Airports.

**CASH TOLL REVENUE** – Monies generated from a customer by payment of tolls through cash at the time of transaction at toll booth on the toll facility.

**COMMERCIAL PAPER (CP)** — A short-term promissory note issued for periods up to 270 days, with maturities commonly at 30, 60 and 90 days. The Airports Authority currently has two Series of CP Notes financing the Airport facilities.

**COMMERCIAL PAPER (CP) PROGRAM**—The Airports Authority has an Aviation CP Program with authorization to issue up to \$500 million. The Aviation CP program is supported by two liquidity facility agreements; Landesbank Baden - Wurttemberg (LBBW) for \$21 million and JPMorgan Chase Bank for \$250 million. The Dulles Corridor Enterprise has a CP Program supported by JP Morgan Chase Bank for \$300 million.

**COMMONWEALTH OF VIRGINIA GRANTS** — The Commonwealth of Virginia, through the aviation portion of the Transportation Trust Fund provides grants to Virginia airport sponsors. The Airports Authority will receive 60 percent of any new money available for allocation by the Virginia Aviation Board, up to a maximum of \$2 million annually. These funds will be used as an additional source of funding for capital equipment and projects.

**COMMONWEALTH TRANSPORTATION BOARD (CTB)** — CTB is a 17-member Board appointed by the Governor of Virginia that is charged with establishing the administrative policies for Virginia's transportation system.

**COMMUTER AIRLINE** — An airline that operates aircraft with a maximum of 60 seats with an operating frequency of at least five scheduled round trips per week between two or more points. See also "Major Airline," "National Airline" and "Regional Airline."

**COMPENSATORY RATE** — A rate based on cost recovery, which excludes application of transfers for signatory airlines of the Airline Agreement.

**CONCESSIONS** — The Airports Authority contracts with private firms for many of the services provided to Airport users, including public parking facilities, rental cars, in-flight kitchens, fixed base operators, food and beverage facilities, newsstands, and retail stores.



The concessionaires are generally required to pay a percentage of gross revenues to the Airports Authority with an annual minimum amount. Revenues from concessions comprise a significant portion of the Airports Authority's operating revenues.

**CONCOURSE A** — A regional concourse at Dulles International opened in May 1999, with more than 71,000 square feet to accommodate 35 regional aircraft positions. Concourse A and B are joined by a pedestrian bridge.

**CONCOURSE B** — A midfield passenger terminal at Dulles International that opened in February 1998 and was expanded in the Spring 2003, to a total of 550,000 square feet to serve 29 aircraft gates for international and domestic airliners.

**CONCOURSE C/D** — A temporary midfield passenger terminal at Dulles International opened in 1985 (D) and 1986 (C) to serve 47 aircraft gates. United is the main tenant in these concourses. See "Midfield Concourses."

**CONCOURSE C FEDERAL INSPECTION STATION** — See "Federal Inspection Station."

**CONNECTING PASSENGER** — A passenger who transfers from one flight to another en route to a final destination.

**CONTINGENCY RESERVE** — A reserve comprised of deposits from Toll Road Revenues and other revenue sources to be used for eligible costs and expenses within the Dulles Corridor for unanticipated events or occurrences. Funds will be deposited upon availability.

**CORRIDOR CAPITAL IMPROVEMENTS PROGRAM (CIP)** — A program to methodically address the planning and implementation of Capital Improvements on the Toll Road and which shall be subject to annual review by the Virginia Department of Transportation.

**COST CENTER** — An area of the Airports to which a revenue or expense is attributed, i.e., airfield, terminal, public parking, rental cars, etc.

**CUSTOMER SERVICE CENTER** — A facility used to service users of the Toll Road including registration and maintenance of customer toll accounts, violation processing and verification, and responding to general inquiries.

**DAILY GARAGES 1 and 2** — Two public parking garages that flank the Hourly Parking Lot in front of the Main Terminal. An underground pedestrian connector provides passengers with a safe and convenient way to cross the terminal roadways and surface parking lot between the Main Terminal and the Daily Garage 1. The connector includes moving sidewalks and climate control. These garages provide approximately 8,550 public parking spaces.

**DEBT SERVICE FOR AVIATION** — Principal and interest payments on bonds financing airport facilities. The bond financed portions of the CCP are recovered through debt service, instead of depreciation. See "Statement of Operations" for further clarification.



**DEBT SERVICE FOR DULLES CORRIDOR** — Principal and interest payment on Toll Revenue Bonds. As stated in the Permit and Operating Agreement, the Airports Authority is solely responsible for obtaining and repaying all financing, at its own cost and risk and without recourse to the Virginia Department of Transportation, necessary to maintain, improve, equip, modify, repair and operate the Toll Road and any Capital Improvements throughout the Term and necessary to develop and construct the Dulles Corridor Metrorail Project.

**DEBT SERVICE COVERAGE FOR AVIATION** — An amount equal to 125 percent of the portion of Debt Service attributable to bonds, plus other such amounts as may be established by any financial agreement.

**DEBT SERVICE RESERVE FUND FOR DULLES CORRIDOR** — Not less frequently than annually, all Toll Road Revenues shall be budgeted and used solely to pay reserve funds such as the Debt Service Reserve Fund. This reserve will fund debt service and other amounts payable under any Toll Road Financing Documents (including, without limitation, swaps, reimbursement agreements, commercial paper or any other similar products, or any scheduled TIFIA debt), together with deposits to any reserves created under any Toll Road Financing Documents, including the funding of any reasonable cash reserves or escrow accounts in respect thereof.

**DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION (DRPT)** — DRPT is an agency of the State of Virginia that reports to the Secretary of Transportation. DRPT is primarily responsible for activities that pertain to rail, public transportation, and commuter services.

**DEPLANING PASSENGER** — Any revenue passenger disembarking at the Airports, including any passenger who will board another aircraft (i.e., connecting passenger).

**DEPRECIATION** — The annual amount charged by the Airports Authority to recover its investment in capital equipment and capital facility projects acquired by the Airports Authority during the period from June 7, 1987, through September 30, 1989, and to recover its investment in COMIP projects funded from revenues. See “Statement of Operations” for further clarification. Depreciation is not charged for Rates and Charges.

**DISCRETIONARY GRANTS** — See “Federal Grants.”

**Ⓐ PROGRAM** — In August 2000, the Board approved a \$3.4 billion Budget Amendment to authorize new capital projects at Dulles International including: construction of one of the remaining two parallel runways, including associated taxiway and apron improvements; development of new and expanded terminal facilities, including a Tier 2 Concourse and completion of the Concourse B (Tier 1); construction of a People Mover System from the Main Terminal to each of the Tiers; development of a sterile International People Mover System; construction of a new air traffic control tower; development of new support facilities and utilities; and various roadway and parking improvements to support increased annual growth. The program has since been modified.

**DULLES AIRPORT ACCESS HIGHWAY (ACCESS HIGHWAY) (DAAH)** — A 17-mile, four-lane divided highway reserved for use by Airport traffic, connecting Dulles with Interstate Route 66. The Commonwealth of Virginia has constructed a multi-lane, divided toll road for non-airport users flanking both sides of the Access Highway.

**DULLES CORRIDOR** — The transportation corridor with an eastern terminus of the East Falls Church Metrorail station at Interstate Route 66 and a western terminus of Virginia Route 772 in Loudoun County, including without limitation, the Dulles Toll Road, the Access Highway, outer roadways adjacent or parallel thereto, mass transit, including rail, bus rapid transit and capacity enhancing treatments such as High-Occupancy Vehicle lanes, High-Occupancy Toll Lanes, interchange improvements, commuter parking lots and other transportation management strategies.

**DULLES CORRIDOR — EMERGENCY OPERATION AND MAINTENANCE RESERVE ACCOUNT** – Amounts in the Emergency Operation and Maintenance Reserve Account in the Operation and Maintenance Fund may be used by the Airports Authority to pay the costs of emergency repairs and replacements to the Dulles Toll Road. The amount deposited in the Emergency Operation and Maintenance Reserve Account shall equal not more than \$1 million. If on any April 1 and any October 1, the amounts on deposit in the Emergency Operation and Maintenance Reserve Account are in excess of \$1 million, the Airports Authority will transfer an amount equal to such excess to the Revenue Fund for Dulles Toll Road operations.

**DULLES CORRIDOR ENTERPRISE RESERVE AND TOLL RATE STABILIZATION FUND** – Amounts in the Dulles Corridor Enterprise Reserve and Toll Rate Stabilization Fund shall be used by the Airports Authority to fund costs relating to the Dulles Metrorail Project and other Capital Improvements in the Dulles Corridor, provide funds to make up any deficiencies in the Operation and Maintenance Fund, the Extraordinary Maintenance and Repair Reserve Fund, any Bond Fund or any Debt Service Reserve Fund, and redeem any Outstanding Bonds. Amounts in the Dulles Corridor Enterprise Reserve and Toll Rate Stabilization Fund shall be pledged to Bondholders for Dulles Toll Road Revenue Bonds.

**DULLES CORRIDOR — EXTRAORDINARY MAINTENANCE AND REPAIR RESERVE** – The moneys in this reserve, including all interest earnings thereon, shall be deposited with a third party trustee and shall be supplemented by the Airports Authority on an annual basis as necessary, taking into account accumulated earnings thereon, such that the total amount in this reserve is increased in accordance with the U.S. Implicit Price Deflator Index. All moneys in this reserve shall be invested in Eligible Investments. All moneys in this reserve shall be treated as an operating and maintenance expense of the Toll Road.

**DULLES CORRIDOR METRORAIL PROJECT** – Phases 1 and 2 of the rail facility as defined and per the conditions decision in the March 2, 2005 Record of Decision of the Federal Transit Administration, as amended on November 17, 2006, and the July 12 Impact Statement for the project, as they may be further amended or supplemented from time to time, including all related systems, stations, parking and maintenance facilities.

**DULLES CORRIDOR METRORAIL PURPOSES** – Purposes limited to the developing, permitting, design financing, construction, installation and equipping of the Dulles Corridor Metrorail Project.

**DULLES CORRIDOR — OPERATION AND MAINTENANCE RESERVE ACCOUNT** – Amounts in the Operation and Maintenance Reserve Account in the Operation and Maintenance Fund shall be used by the Airports Authority to pay Operation and Maintenance Expenses for the Dulles Toll Road in the event that amounts on deposit in the Operation and Maintenance Account are insufficient to pay all Operation and Maintenance Expenses when due. The amount deposited in the Operation and Maintenance Reserve Account shall equal one-sixth (1/6<sup>th</sup>) of the Operation and Maintenance Expenses for the Dulles Corridor Enterprise Fund set forth in the Airports Authority's current Fiscal Year budget.

**DULLES GREENWAY** — The Dulles Greenway is a 14-mile, four-lane, privately-operated toll road that extends the state-operated Dulles Toll Road to Leesburg, Virginia. The Airports Authority granted easement to developers to build a 2½-mile segment of the Dulles Greenway on Dulles property.

**DYNAMIC MESSAGE SIGN (DMS)** — Changeable message boards located on or adjacent to a roadway that displays text information that may affect traffic conditions and travel times. Also known as a Variable Message Sign (VMS). This signage usually displays information regarding travel times, roadway conditions and toll pricing if relevant.

**EARLY PROGRAM** — Those projects of the CCP funded from the proceeds of subordinated bonds issued prior to January 1, 1990.

**EFFECTIVE BUYING INCOME** - Referred to as EBI. Disposable income after taxes and mandatory non-tax payments.

**ELECTRONIC TOLL COLLECTION (ETC) TOLL REVENUE** — Monies generated from a customer payment of tolls using a toll transponder.

**ELECTRONIC TOLL AND TRAFFIC MANAGEMENT EQUIPMENT (ETTM)** — The AVI equipment, video monitoring equipment, toll violator systems, manual, automatic and electronic toll collection equipment; the transportation management system equipment; communications equipment; and all other computer hardware necessary to meet the performance specification for electronic toll and traffic management.

**ELIGIBLE TRANSIT OPERATING COSTS** — Nonoperating expenses designated to pay for operating costs of the Dulles Corridor Metrorail Project.

**ELIGIBLE TRANSIT OPERATING COSTS RESERVE** — A reserve comprised of at least an annual deposit from Toll Road Revenues and other revenue sources to be used for eligible costs and expenses for transit operations within the Dulles Corridor.

**EMERGENCY (R&R) RESERVE** — The reserve required by the Master Indenture for emergency repair and rehabilitation of the Airports.

**ENPLANING PASSENGER** — Any revenue passenger boarding at the Airports, including any passenger that previously disembarked from another aircraft (i.e., connecting passenger).

**ENTITLEMENT GRANTS** — See “Federal Grants.”

**ENTERPRISE RESOURCE PROGRAM (ERP)** — An Airports Authority-wide Enterprise Resource Planning system which will provide a comprehensive integrated system encompassing core administration functional areas and link business processes, integrate data, and share data information across applications and with users.

**FEDERAL AVIATION ADMINISTRATION (FAA)** — The FAA is a component of the Department of Transportation and, within the airspace of the United States, promotes air safety, regulates air commerce, controls the use of navigable airspace, develops and operates air navigation facilities, develops and operates the air traffic control system, and administers Federal Grants for development of public-use airports. The FAA operated the Airports prior to their transfer to the Airports Authority on June 7, 1987. The Airports Authority coordinates with the FAA on numerous aviation programs including air security and noise abatement. The Federal Grants received by the Airports Authority are administered by the FAA.

**FEDERAL GRANTS** — FAA’s Airport Improvement Program provides both entitlement and discretionary grants for eligible airport projects. Entitlement funds are determined by a formula according to enplanements at individual airports. These grants are permitted to be used by the Airports Authority at either or both Airports. The Airports Authority applies for discretionary grants from the FAA through a Letter of Intent (LOI) process. Each LOI represents an intention to obligate funds from future federal budget appropriations. The issuance of a Letter of Intent is subject to receipt of Congressional appropriations for grants to airports, and does not itself constitute a binding commitment of funds by the FAA. For planning purposes, the amounts in an approved LOI from FAA are used by the Airports Authority as the estimate of federal discretionary grants to be received. The Airports Authority has also received other federal grants including those from the Federal Emergency Management Agency (FEMA) and the Homeland Security Grant Program.

**FEDERAL LEASE** — Congress authorized the Secretary of Transportation to lease the Airports to the Airports Authority by the Metropolitan Washington Airports Act of 1986. The lease was signed on March 2, 1987, and operating responsibility for the Airports was transferred to the Airports Authority on June 7, 1987, for an initial term of 50 years ending June 6, 2037. The lease was amended effective June 17, 2003, to extend the terms to June 6, 2067.

**FEDERAL TRANSIT ADMINISTRATION (FTA)** — FTA is an administration within the U.S. Department of Transportation responsible for supporting a variety of public transportation systems nationwide.

**FISCAL YEAR** — The Airports Authority formally changed its Fiscal Year from an annual period ending September 30th to an annual period ending December 31st, effective January 1, 1997.

**FIXED BASE OPERATORS (FBO)** — Those commercial businesses at the Airports authorized by the Airports Authority to sell aviation fuels and provide other aviation-related services, primarily to General Aviation operators.

**FUELING AGENT** — The agent selected to operate and maintain the fueling system for each Airport and deliver fuel through the fueling system.

**FUELING SYSTEM** — At each Airport, the Airports Authority-owned hydrant fueling system and the Airports Authority-owned fuel farm.

**GASB STATEMENTS NO. 43 AND 45** — See “OTHER POST EMPLOYMENT BENEFITS” (OPEB).

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** — Conventions, rules and procedures that define accepted accounting practices, including broad guidelines, as well as detailed procedures.

**GENERAL AVIATION** — An operator of private or corporate aircraft not used in the common carriage of passengers, cargo, or freight, and an operation of aircraft as a non-scheduled air taxi.

**GEOGRAPHIC INFORMATION SYSTEM (GIS)** — The GIS was implemented in 2009 by the Airports Authority and integrates spatial data into the Airports Authority system to facilitate sharing of information and streamlining of processes.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)** — An independent private-sector, not-for-profit organization that establishes and improves standards of financial accounting and reporting for U.S. state and local governments. Governments and the accounting industry recognize the GASB as the official source of generally accepted accounting principles (GAAP) for state and local governments.

**GRANTS** — See “Federal Grants,” and “Commonwealth of Virginia Grants.”

**GROSS TOLL REVENUES** — The full total amount of toll revenue collected.

**HIGH DENSITY RULE** — U.S. DOT regulation that imposes limits on the number of flights scheduled at Reagan National through assignment of hourly operational slots.

**HUBBING** — A practice whereby the Airlines schedule large numbers of flights to arrive at an airport within a short time and to depart shortly thereafter, thus maximizing connecting passenger traffic.

**INDENTURE** — Any trust agreement or similar instrument between the Airports Authority and a trustee or collateral agent pursuant to which Net Revenues or Toll Revenues are pledged to the holders of debt issued by the Airports Authority to finance airport facilities or the Dulles Corridor Metrorail Project and improvements to the Dulles Toll Road, respectively.

**INTEREST RATE SWAP** — An agreement between two parties to exchange future flows of interest payments. One party agrees to pay the other a fixed rate; the other pays the first party an adjustable rate usually tied to a short-term index.

**INTERIM TERMINAL** — The temporary terminal facilities built in a hangar at the north end of Reagan National. The Interim Terminal began operations in July 1989 and remained operational as a passenger terminal facility until Terminal B and C opened in July 1997.

**INTERNATIONAL ARRIVALS BUILDING (IAB) and FEDERAL INSPECTION STATION (FIS)** — Dulles International has two international clearance facilities: one located at the Main Terminal and a second facility at Concourse C (FIS). These facilities are used for processing international deplaned passengers by the U.S. Customs and Immigration Services. The Main Terminal IAB was opened in 1991 and subsequently enlarged in 1993 because of growth in international activity. The Concourse C FIS was opened in 1996. See also “Federal Inspection Station.”

**INTERNATIONAL ARRIVALS FACILITY** — In 1996 United opened a second international arrivals facility in the Midfield Concourse C so transferring international passengers (those not ending their journey at Dulles International) could clear U.S. Customs without being transported back and forth to the Main Terminal IAB. Since opening, the Concourse C FIS has primarily served United, Lufthansa and other Star Alliance carriers connecting passengers. All terminating international passengers, including United’s, continue to use the Main Terminal IAB. In late 1997, the Airports Authority bought out United’s investment in the Concourse C FIS to better control airline access to the facility. See also “International Arrivals Building.”

**LANDED WEIGHT** — Refers to the maximum gross certificated landed weight in one thousand pound units, as stated in the airlines’ flight operations manual. Landed weight is used to calculate landing fees for both airline and General Aviation aircraft operated at the Airports.

**LANDING FEES** — Fees for payment for the use of the airfield for both airline and General Aviation aircraft, calculated based on airfield costs and recovered based on aircraft landed weight. A separate fee structure is developed for each Airport.

**LATENT DEFECTS RESERVE FUND** — Amounts in the Latent Defects Reserve Fund shall be used exclusively to fund a cash reserve for costs associated with remedying any latent



defects related to the Dulles Metrorail Project required pursuant to Section 4.01(d)(v) of the Permit and Operating Agreement and Article 6 of the Cooperative Agreement. The amounts on deposit in the Latent Defects Reserve Fund shall equal the Latent Defects Reserve Requirement.

**LETTER OF INTENT (LOI)** — See “Federal Grants.”

**LIFE CYCLE MAINTENANCE PLAN** — A maintenance plan that is to be prepared annually covering a full five-year period and considering life cycle asset maintenance for the Toll Road, and including a description of all Renewal and Replacement Program Work to be undertaken during the following five years, the estimated costs and timing related to each task specified therein, and such other reasonably related information.

**LOCAL DISADVANTAGED BUSINESS ENTERPRISE (LDBE) PROGRAM** — The Airports Authority is committed to full participation in its contracting programs by minority, women-owned, disadvantaged, and small and local business enterprises. The LDBE Program was adopted by the Board at the June 6, 1990 Board meeting and replaced earlier outreach programs. The LDBE Program aggressively seeks increased participation of minority and women-owned business enterprises in the Airports Authority’s contracting opportunities and includes a preference for local disadvantaged businesses in selected Airports Authority contracts.

**LONG-TERM DISABILITY PROGRAM** — The Airports Authority has established a Long-Term Disability Program for employees hired after the June 7, 1987, transfer of the Airports. The program provides disability benefits until age 65 or older, depending on the age of the employee at the time of disability.

**MAIN TERMINAL** — At Reagan National, refers to the historic Terminal A. At Dulles International, refers to the terminal building designed by the late Eero Saarinen, with subsequent additions, served by an upper level roadway for departing passengers and a lower level roadway for arriving passengers.

**MAINTENANCE ON-LINE MONITORING SYSTEM (MOMS)** — An automated system designed to monitor and report equipment failures and record maintenance activity.

**MAJOR AIRLINE** — An airline with gross operating revenues during any calendar year of more than \$1 billion. See also “Commuter Airline,” “National Airline,” and “Regional Airline.”

**MASTER INDENTURE** — With respect to Aviation Enterprise, the Master Indenture of Trust dated February 1, 1990 as amended and restated by the Amended and Restated Master Indenture of Trust dated September 1, 2001, securing the Airports Authority’s Airport System Revenue Bonds. With respect to the Dulles Corridor Enterprise, the Master Indenture of Trust dated August 1, 2009, securing the Dulles Toll Road Bonds.

**MASTER PLAN** — For Reagan National, refers to the plan that became effective on April 15, 1988, after adoption by the Board of Directors and submission to its Board of Review, and for

Dulles International, refers to the plan for which the Airports Authority assumed responsibility under the federal lease, including any amendments to either plan.

**MASTER TRANSFER AGREEMENT** — The agreement between the Airports Authority and the Department relating to the transfer of the Dulles Toll Road and the Dulles Corridor Metrorail Project dated December 29, 2006.

**MEMORANDUM OF AGREEMENT** — The Metropolitan Washington Airports Authority Board of Directors today unanimously approved a resolution ratifying a Memorandum of Agreement (MOA) that will ensure the continuation of the Dulles Rail extension to Loudoun County. The Memorandum of Agreement is a multi-party agreement that outlines the fiscal responsibilities of federal, state and local entities for Phase 2 of the rail project.

**METROPOLITAN WASHINGTON AIRLINES COMMITTEE (MWAC)** — MWAC provides technical representative from the airline community to the Airports Authority to coordinate on the CCP.

**METROPOLITAN WASHINGTON AIRPORTS AUTHORITY** — The Airports Authority operates Reagan National and Dulles International under an 80-year lease agreement with the U.S. Department of Transportation. Congress authorized the lease of the Airports, formerly operated by the Federal Aviation Administration, in October 1986. The lease of the Airports to the Airports Authority by the federal government was signed on March 2, 1987, and operating responsibility for the Airports was transferred to the Airports Authority on June 7, 1987. The lease was amended effective June 17, 2003, to extend the terms to June 6, 2067.

**MIDFIELD CONCOURSES** — Midfield Concourses B and C/D, were built at Dulles International by the Airlines, one at each end of the jet ramp, to accommodate growth in activity until replaced by permanent facilities. A permanent midfield concourse, Midfield Concourse B, built by the Airports Authority and opened in February 1998, was funded from PFCs and Airports Authority net remaining revenue. A Regional Airline Midfield Concourse, connected to Concourse B/Concourse A opened in April 1999 to accommodate both turboprop and jet regional/commuter aircraft. Mobile Lounges and Plane-Mates are used to shuttle passengers between the Midfield Concourses and the Main Terminal.

**MOBILE LOUNGE** — A vehicle for transporting passengers between and among the Dulles International terminals, concourses, and aircraft. Developed specifically for use at Dulles International, these vehicles can carry up to 102 passengers, with 71 seated. One end of the lounge mates with the terminal building, the other is equipped with a passenger bridge to connect with aircraft.

**NATIONAL AIRLINE** — An airline with gross operating revenues of between \$100 million and \$1 billion during any calendar year. See also “Commuter Airline,” “Major Airline,” and “Regional Airline.”



**NET INCOME** — Operating and nonoperating revenues less nonoperating expenses, debt service and reserve contributions.

**NET OPERATING INCOME** — Total operating revenues less total operating expenses.

**NET REMAINING REVENUE (NRR)** — For any fiscal year, the total of revenues and transfers less (a) operation and maintenance expenses, including the federal lease payment; (b) debt service; (c) the amount of rental credits given to certain scheduled air carriers as set forth in the surviving agreements; and (d) required deposits to maintain the operation and maintenance reserve and the COMIP reserve. Under the Airline Agreement, NRR is further adjusted by deducting depreciation and airline subordinated debt service coverage. The resulting balance is then divided by a formula between the Airports Authority and the Signatory Airlines.

**NET TOLL REVENUES** — The total amount of toll revenue collected minus expenditures for operations, administration, and maintenance and uncollectible tolls.

**NONOPERATING EXPENSES** — The collective term for expenses associated with the Renewal and Replacement Program, Corridor Capital Improvements, Metrorail Capital Project and Latent Defects, and Eligible Transit Operating Costs.

**NONOPERATING REVENUE** — The collective term for monies generated by interest income, other capital contributed, and investment income on capital contributed.

**OPERATING EXPENSES** — The Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP). For budget purposes, however, operating expenses have been modified to conform to the provisions of the Airline Agreement. Under the terms of the Airline Agreement, beginning on October 1, 1989, capital equipment and capital facility projects funded from the O&M Program are treated as operating expenses. Previously acquired capital equipment and capital facility projects continue to be recovered through depreciation. The bond-financed portion of the CCP and the bond-financed pension liability are recovered through debt service. The COMIP is recovered through depreciation and funded from the Airports Authority's share of net remaining revenue. Any maintenance-type projects funded from bonds are recovered through debt service.

**OPERATING INCOME** — Operating revenues less operating expenses equal operating income. Although the Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP), for budget purposes, operating revenues and operating expenses are defined under the terms of the Airline Agreement. See the definitions of "Operating Revenues" and "Operating Expenses" for clarification.

**OPERATING REVENUES** — The Airports Authority's financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP). For budget purposes, however, operating revenues have been modified to conform to the

provisions of the Airline Agreement. Under the terms of this Airline Agreement, transfers are applied as credits in the calculation of signatory airline rates for rentals, fees, and charges for the next year. Transfers are the signatory airlines' share of net remaining revenue for each year.

**OPERATING REVENUES FOR THE DULLES CORRIDOR** — Revenues for the Dulles Corridor Enterprise Fund are generated by ETC, cash tolls, violations fee collections, concessions, and other income associated with this project.

**OPERATION AND MAINTENANCE (O&M) PROGRAM** — The O&M Program provides for the day-to-day operation and maintenance of the Airports, including those functions performed by the Consolidated Functions staff for both Airports. The O&M Program includes operating expenses and debt service.

**OPERATION AND MAINTENANCE (O&M) AVIATION RESERVE** — The two-month cash reserve for operation and maintenance expenses required by the Master Indenture.

**OPERATING EXPENSES** — The collective term for expenses associated with personnel compensation and benefits, other personnel expenses, travel, internal audit, lease and rental payments, utilities, telecommunications, services, supplies, materials, fuels, insurance and risk management, noncapital equipment, noncapital facility projects, and capital facility projects.

**ORIGINATION AND DESTINATION (O&D) PASSENGER** — A passenger who is beginning or ending air travel at a particular airport, as compared to a connecting passenger who is transferring from one flight to another en route to a final destination.

**OTHER POST EMPLOYMENT BENEFITS (OPEB)** — The GASB Statements No. 43 and 45 address the identification and disclosure of the liability and funding status of post-retirement benefits, other than pensions. The OPEB's are earned during working years and should be part of the current cost of providing public services. The OPEB liability will be actuarially determined and funded similar to pensions.

**PARKING GARAGE A** — A three and one-half level public parking facility at Reagan National with approximately 2,000 parking spaces, Parking Garage A is the principal parking facility for Terminal A. It is also used by the rental car operators. A pedestrian tunnel was constructed between Parking Garage A and Terminal A to provide passengers with safe and convenient access between the two facilities.

**PARKING GARAGE B/C** — A four and one-half level public parking facility at Reagan National with approximately 4,400 spaces, Parking Garage B and C is the principal parking facility for Terminal B and C. Pedestrian bridges connect Parking Garage B and C to both Terminal B and C and the Metro Station.

**PASSENGER CONVEYANCES** — The Dulles International Mobile Lounges/Plane-Mates or other ground transportation devices for the movement of passengers between and among terminals, concourses, and aircraft at Dulles International.

**PASSENGER FACILITY CHARGES (PFCs)** — The Aviation Safety and Capacity Expansion Act of 1990, enacted November 5, 1990, and amended in February 2001, enables airports to impose a PFC of \$1, \$2, \$3, \$4 or \$4.50 on enplaning passengers. PFCs can be used for any projects determined by the FAA to be eligible, primarily those projects that are eligible for Airport Improvement Program grants. The Airports Authority began collecting PFCs in November 1993 at Reagan National and January 1994 at Dulles International. In February 2001, the Airports Authority received FAA approval to increase PFC collection authority from \$3.00 to \$4.50 on each qualified enplaning passenger. PFCs collected by the Airports Authority replace federal entitlement grants received in an amount equal to 75 percent of the total federal entitlement grant to which each Airport is entitled.

**PENSION LIABILITY** — Under the provisions of the transfer legislation, the Airports Authority was required to pay to the U.S. Civil Service Retirement and Disability Fund (1) the actual added costs incurred by the Fund due to discontinued service retirements and (2) the estimated future unfunded liability of employees who transferred to the Airports Authority and remained under the U.S. Civil Service Retirement System. Series 1988C and Series 1988D Bonds issued for \$24,505,000 were used to pay the pension liability. For cost recovery purposes, this amount was recovered through debt service. These bonds were retired October 1, 1998.

**PERFORMANCE MANAGEMENT PARTNERSHIP (PMP) PROGRAM** — The Airports Authority's method of managing employee performance. PMP promotes group and individual goals, communication between supervisors and employees.

**PERIMETER RULE** — U.S. DOT regulation which generally limits non-stop flights at Reagan National to a radius of 1,250 statute miles.

**PERMIT AND OPERATING AGREEMENT** — The Dulles Toll Road Permit and Operating Agreement in its entirety between the Airports Authority and the Department as of December 29, 2006.

**PLANE-MATE** — A second generation passenger conveyance vehicle used to supplement the Mobile Lounge fleet at Dulles International. Plane-Mates are also used at several other airports throughout the world and have a passenger capacity of 150, with 94 seated. Designed for the newer wide-bodied jets, the body of the Plane-Mate elevates on electrically driven ball screw jacks to connect with terminals, concourses, and aircraft.

**PREMISES** — Areas of the Airports leased by airlines pursuant to the Airline Agreement.

**PRIOR YEAR ENCUMBRANCES** — See "Encumbrances."

**REGIONAL AIRLINE** — An airline with gross operating revenues during any calendar year of less than \$100 million that operates aircraft with a capacity of more than [60] seats. See also “Commuter Airline,” “Major Airline,” and “National Airline.”

**RENEWAL AND REPLACEMENT FUND** – Moneys that the Airports Authority shall annually budget and, at a minimum but no less than annually, that shall be available exclusively for funding the Renewal and Replacement Program for the Toll Road and which shall be budgeted in consideration of, among other factors, the amounts necessary to be expended to meet the performance standards set forth in the Dulles Toll Road Permit and Operating Agreement, dated December 29, 2006, as between the Virginia Department of Transportation and the Airports Authority.

**RENEWAL AND REPLACEMENT PROGRAM (R&R)** — A program to be developed by and funded with Toll Road Revenues to address major maintenance needs and expenditures, including, but not limited to, overlays, bridge deck replacements, erosion and drainage control, and similar projects not normally encompassed in routine maintenance activities.

**REVENUES** — See “Operating Revenues.”

**SECURITY FEES** — Fees paid by the Transportation Security Administration to the Airports Authority for its costs associated with FAA-required police coverage for passenger screening at departure gates.

**SENIOR BONDS** — Any bonds or other financing instrument or obligation issued pursuant to the Master Indenture.

**SIGNATORY AIRLINE** — A scheduled air carrier that has executed the Airline Agreement effective during the period from January 1, 1990, through September 30, 2014.

**SOUTH DEVELOPMENT AREA** — The South Development Area is an 85-acre complex in the southwest corner of Reagan National. Included in the plan for the South Development Area are various airline/tenant support buildings, the airmail facility, remote public parking lots, the new fuel farm, various maintenance and equipment storage buildings, and the industrial waste treatment plant.

**STATEMENT OF OPERATIONS** — The Airports Authority’s financial statements are prepared on the accrual basis in accordance with generally accepted accounting principles (GAAP). For budget purposes, however, the Statement of Operations has been modified to conform to the provisions of the Airline Agreement. Depreciation includes the annual amount charged by the Airports Authority to recover its investment in capital equipment and capital facility projects acquired by the Airports Authority during the period from June 7, 1987, through September 30, 1989, and to recover its investment in COMIP projects funded from revenues. Capital equipment and capital facility projects acquired by the Airports Authority after October 1, 1989, are treated as operating expenses and are recovered in full in the year purchased. The bond-financed CCP and the bond-financed federal pension liability are recovered through debt service.

**SUBORDINATE BONDS** — The Airports Authority's General Airport Subordinate Revenue Bonds issued pursuant to the subordinated indenture dated March 1, 1988.

**TELECOMMUNICATIONS SYSTEM** — See "Airport Communications System."

**TERMINAL A** — At Reagan National, refers to the historic Main Terminal.

**TERMINAL B and C** — This terminal at Reagan National was built north of Terminal A and is served by a new dual-level roadway. A number of facilities, including the old North Terminal, were demolished to make way for the new terminal. Terminal B and C have the capacity to handle approximately two-thirds of the Airport's passengers.

**TERMINAL RADAR APPROACH CONTROL (TRACON)** — An FAA air traffic control facility using radar and air/ground communications to provide approach control services to aircraft arriving, departing, or transiting the airspace controlled by the facility.

**TIERS** — Term for concourses at Dulles International prior to construction.

**TIFIA LOANS** — The Transportation Infrastructure Finance and Innovation Act of 1998 (TIFIA), enacted as part of the Transportation Equity Act for the 21st Century (TEA-21), established a new Federal program under which the U.S. Department of Transportation (USDOT) provides credit assistance to major surface transportation projects of national or regional significance. The TIFIA program provides Federal credit assistance to nationally or regionally significant surface transportation projects, including highway, transit, and rail.

**TOLL FACILITIES** — The Electronic Toll and Transaction Monitor (ETTM) Facilities, Equipment and System and administration/operations buildings, toll booths, canopies, utility connections, lighting facilities, pedestrian tunnels, etc. related to the manual toll collection system, including all manual toll collection equipment and systems.

**TOLL REVENUE BONDS** — The bond, notes or other financial obligations secured by Toll Revenues outstanding from time to time under the Toll Road Financing Documents, including obligation issued in connection with any TIFIA loans.

**TOLL REVENUES** — All amounts received by or on behalf of the Airports Authority from tolls and other user fees applicable to vehicles for the privilege of traveling on the Toll Road imposed pursuant to the Dulles Toll Road Permit and Operating Agreement, dated December 29, 2006 between the Virginia Department of Transportation (the "Department") and the Airports Authority or from proceeds of any concession or similar agreement as contemplated by Section 18.01(b) of this Agreement, and with the exception of revenues and proceeds arising out of or relation to Reserved Rights of the Department. Monies collected from customers of the Dulles Toll Road by means of cash collection and ETC accounts.

**TOLL ROAD** — Collectively, (a) the Omer L. Hirst – Adelard L. Brault Expressway (formerly the Dulles Toll Road), extending from Virginia Route 28 immediately east of Dulles International to the vicinity of Interstate 495; (b) all related operating assets, tangible and

intangible, which are used are used in the operation of the Toll Road; (c) any Capital Improvements located thereon; and (d) any associated assets as identified in Exhibit C of the Toll Road Permit and Operating Agreement which is entitled the "Operations and Maintenance Standards and Performance Requirements".

**TOLL ROAD FINANCING DOCUMENTS** — The Indentures and any other documents relating to the issuance of Toll Revenue Bonds issued in accordance with the terms of the Permitting and Operating Agreement, together with any and all amendments and supplements thereto.

**TOLL ROAD OPERATIONS** — The operation, management, maintenance, rehabilitation, and tolling of and all other actions relating to the Toll Road. Toll Operations typically consist of cash and electronic toll collection, customer service center services, violation processing and toll reconciliation.

**TOLL ROAD PURPOSES** — Purpose is limited to developing, permitting, design financing, acquisition, construction, installation, equipping, maintenance, repair, preservation, modification, operation, management and administration of the Toll Road or any related Capital Improvements.

**TOTAL PASSENGERS** — The total of all enplaning passengers and all deplaning passengers. A connecting passenger is counted as both a deplaning passenger and an enplaning passenger.

**TRANSFERS** — The Signatory Airlines' share of net remaining revenue for each year. Transfers are applied as credits in the calculation of Signatory Airline rates for rentals, fees, and charges in the next year.

**TRANSPORTATION SECURITY ADMINISTRATION (TSA)** — As part of the Aviation Security Act passed in November 2001, TSA handles passenger security screening at all U.S. Airports.

**U.S. DEPARTMENT OF TRANSPORTATION (U.S. DOT)** — The U.S. DOT was established by an act of Congress on October 15, 1966 and consists of multiple agencies, including the FAA, and is charged with the overall responsibility of ensuring a fast, safe, and efficient transportation system.

**U.S. IMPLICIT PRICE DEFLATOR INDEX** — Refers to the most recently issued year-to-year U.S. Gross National Product (GNP) Implicit Price Deflator Index, issued by the United States Department of Commerce.

**J. P. MORGAN CHASE OFFICE BUILDING (45025 Aviation Drive)** — Building purchased by the Airports Authority in 2000 to accommodate the construction of the public parking garage at Dulles International. This building was formally referred to as the Vastera Office Building.



**VIOLATION ENFORCEMENT SYSTEM (VES)** — The collective equipment and procedures that record the occurrence of a violation transaction and vehicle information, and generate the violation notice or citation process.

**VIOLATION FEE COLLECTIONS** — A fee collected from the motorist or registered owner of the vehicle resulting from a motorist's failure to pay the proper toll for use of the Toll Road.

**VIOLATION PROCESSING** — The composite set of procedures, equipment and operations used to determine the occurrence of a toll violation resulting from a motorist's failure to pay the proper toll for the vehicle classification, and notifying and collecting the sums due from the motorist or registered owner of the vehicle of the violation.

**VIRGINIA DEPARTMENT OF TRANSPORTATION (VDOT)** — A department of the Commonwealth of Virginia.

**WASHINGTON FLYER MAGAZINE** — The Airports Authority publishes bimonthly the Washington Flyer Magazine, which is distributed without charge at the Airports. The purpose of the magazine is to provide helpful information to the users of the Airports and to promote and market the use of the Airports to the frequent traveler in and out of the Washington Metropolitan Area.

**WRAP-UP INSURANCE** — Traditionally, contractors purchase insurance coverage which is included in their bids. The wrap-up insurance approach removes the obligation for purchasing insurance from the individual contractors. The Airports Authority, using the wrap-up insurance approach, purchases the insurance for the CCP in one package.

**WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY (WMATA)** — An authority created in 1967 by an Interstate Compact to plan, develop, build, finance and operate a balanced regional transportation system in the National Capital area. Construction of the Metrorail system began in 1969. Four area bus systems were acquired in 1973. The first phase of Metrorail began operation in 1976. The final leg of the original 103-mile rail network was completed in early 2001. Today, there are 86 Metro stations in service within a 106.3 mile network.

**WIEHLE AVENUE EXTENSION (Phase 1)** — The Dulles Metrorail Corridor Project that will extend the MetroRail from the vicinity of West Falls Church Station on the Orange Line to a terminus at the Dulles Toll Road / Wiehle Avenue intersection. This will be a temporary terminus until Phase 2 extends the project to its ultimate limits.

**WMATA AGREEMENT** — An agreement made in 2007 between the Airports Authority and the WMATA for WMATA's oversight services during the term of the Design Build Contract, the provision of rail cars for the Dulles Corridor Metrorail Project, the transfer of the Dulles Corridor Metrorail Project and for other services.

**WMATA LATENT DEFECTS RESERVE** — As defined and in accordance with the WMATA Agreement, those costs associated with the Metrorail Capital Project and Latent Defects.



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