



**Recommendation to the  
Human Resources Committee on  
the Proposed Amendment to the  
Airports Authority Statement of Functions**

**MARCH 2014**

## **Background**

Pursuant to Resolution No. 01-20, the Board of Directors reserves the right to approve any change in the functions of Offices reporting to the President and Chief Executive Officer (CEO) or the Executive Vice President and Chief Operating Officer.

The President and CEO requests the establishment of a Chief Revenue Officer position and a Corporate Risk and Strategy position. These reporting relationships, along with the existing Office of Technology, would be elevated directly to the CEO.

The accompanying slides provide descriptions of these changes. An updated and revised Airports Authority Statement of Functions that details the recommended changes is included in the package of material provided.



## Objectives

Reorganize select functions and processes to address key risk areas and further Airports Authority business strategy:

- Demonstrate organizational commitment to ‘walk the walk’ by enhancing internal controls
- Maximize untapped potential for non-airline revenue development
- Centralize and standardize technologies and IT investment to minimize complexity and reduce vulnerability to security attacks
- Create necessary skill sets and line of sight accountability throughout the organization

Build talent pipeline, standardize operations, minimize cost, and strengthen organization focus on controls, strategic development, continuous improvement, and revenue generation.



## Key Changes

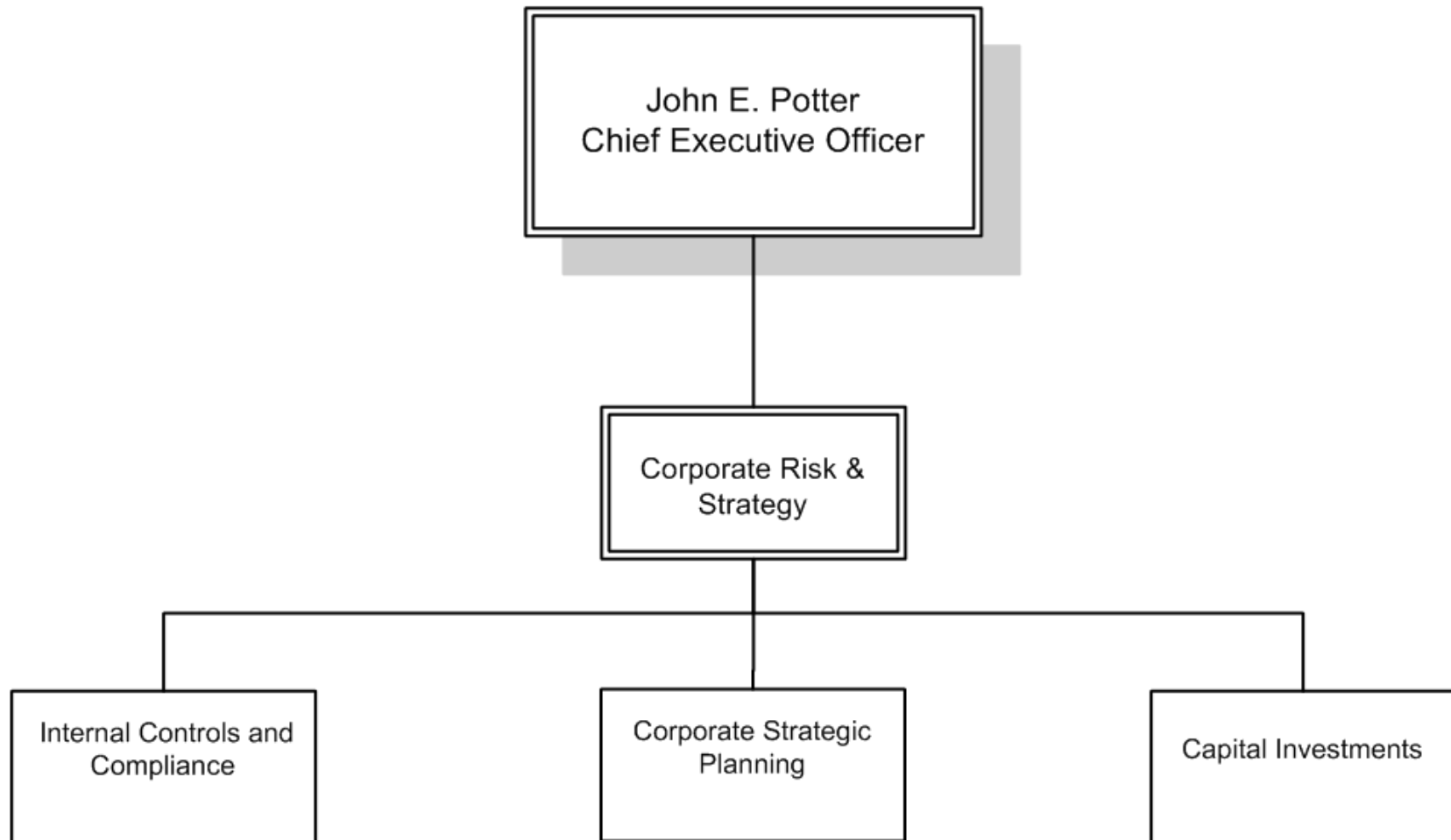
1. Elevate reporting relationship of Internal Controls & Compliance functions and broaden areas of responsibility to Corporate Risk and Strategy
2. Elevate reporting relationship of the Office of Technology
3. Establish a centralized Revenue Office for revenue-focused functions
4. Establish a full time Real Estate Development function in the Revenue Office
5. Centralize and consolidate the Airline Use and Lease Agreement under the Executive Vice President and Chief Operating Officer

## Corporate Risk and Strategy Position

- Plans and facilitates strategic planning for the organization, including the formulation, development, implementation and evaluation of business strategies.
- Identifies internal control weaknesses and assists management in developing and implementing corrective actions to realize strategic organizational objectives while ensuring that the assets of the Airports Authority are safeguarded and that an adequate internal control structure is in place to maintain compliance with the laws and regulations to which the organization is subject.
- Develops and implements Airports Authority-wide performance standards and measurements, including capital investment strategies and other cross-functional initiatives, at the direction of the CEO.



# Corporate Risk and Strategy



## Office of Revenue

- Plans and directs activities that generate revenue for the Airports Authority. Develops business development plans, design and implement processes to support revenue growth.
- Communicates the company vision and revenue strategy across all relevant functions and ensures that revenue goals are defined and met.
- Responsible for driving integration and alignment between all revenue-related functions, including Concessions; Communications; Air Service Planning and Development; and Real Estate.



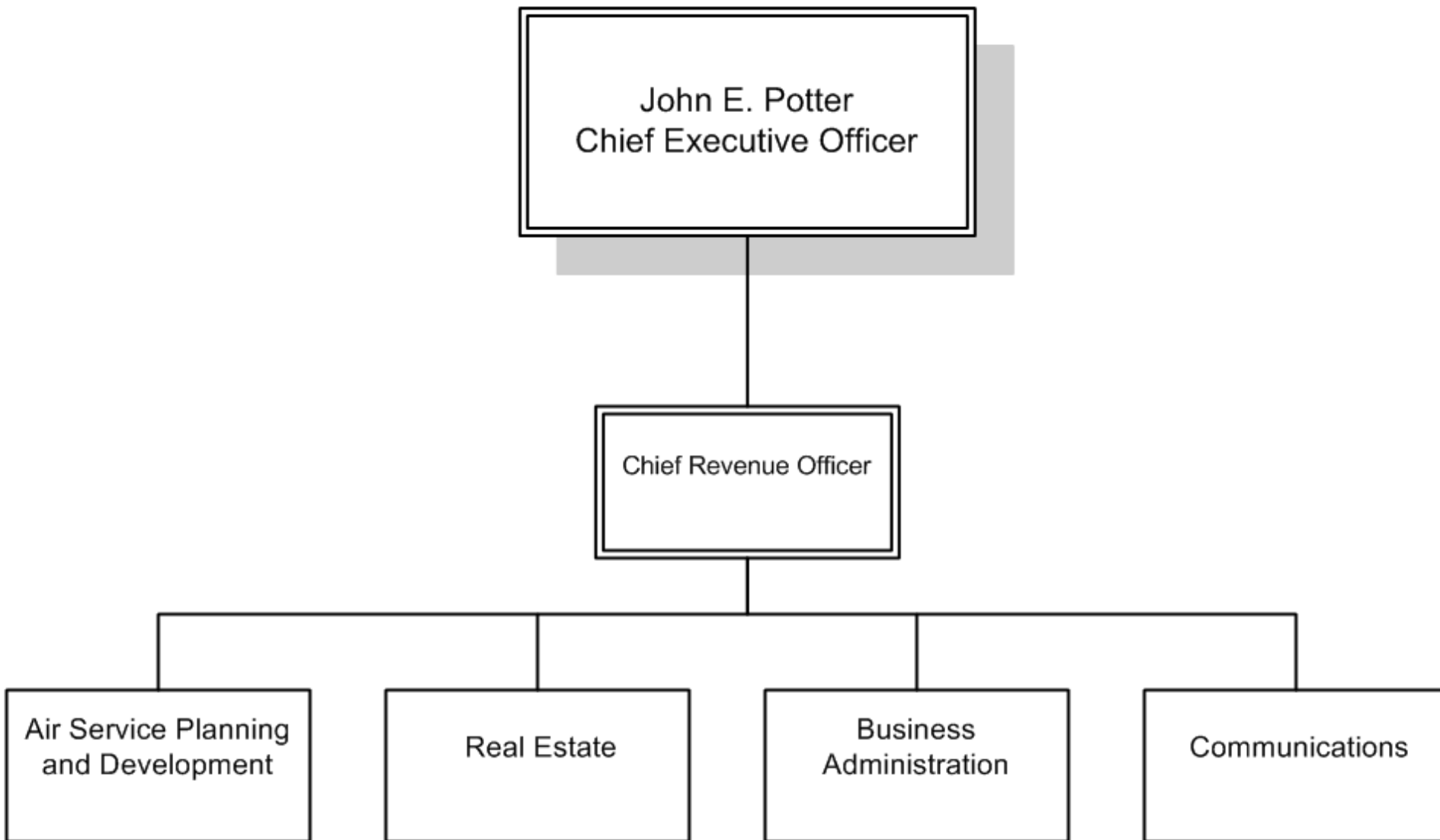
## Real Estate Function

- Responsible for maximizing performance of the Airports Authority's portfolio of real estate assets.
- Formulates and implements long-term real estate asset management and strategy.
- Responsible for the business strategies relating to the Airports Authority's land and real estate development.





## Chief Revenue Officer





## Office of Technology

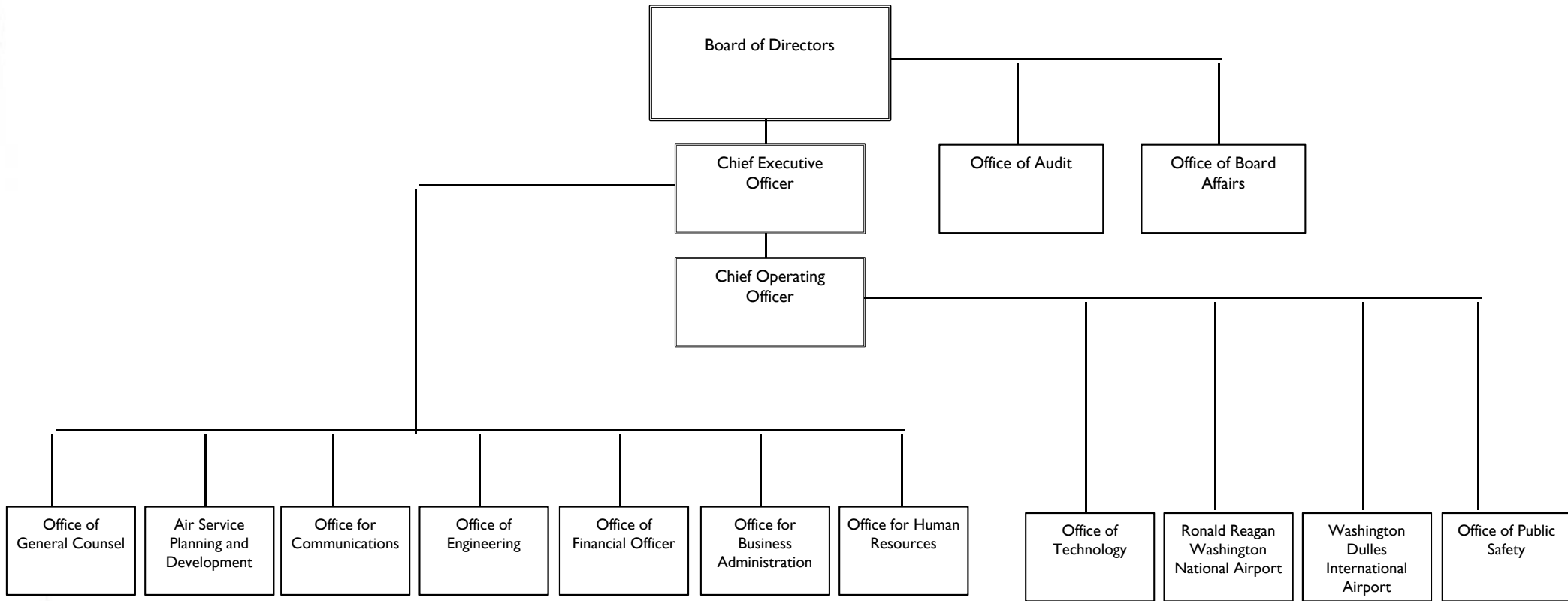
- Provides a corporate approach to manage Information Technology
- Enhances independence of Information Technology structure
- Centralizes and standardizes delivery of Information Technology services

### Office Functions include:

- Enterprise Architecture
- Cyber Security
- Technology Operations
- Application Development
- Business Innovation
- Program Support

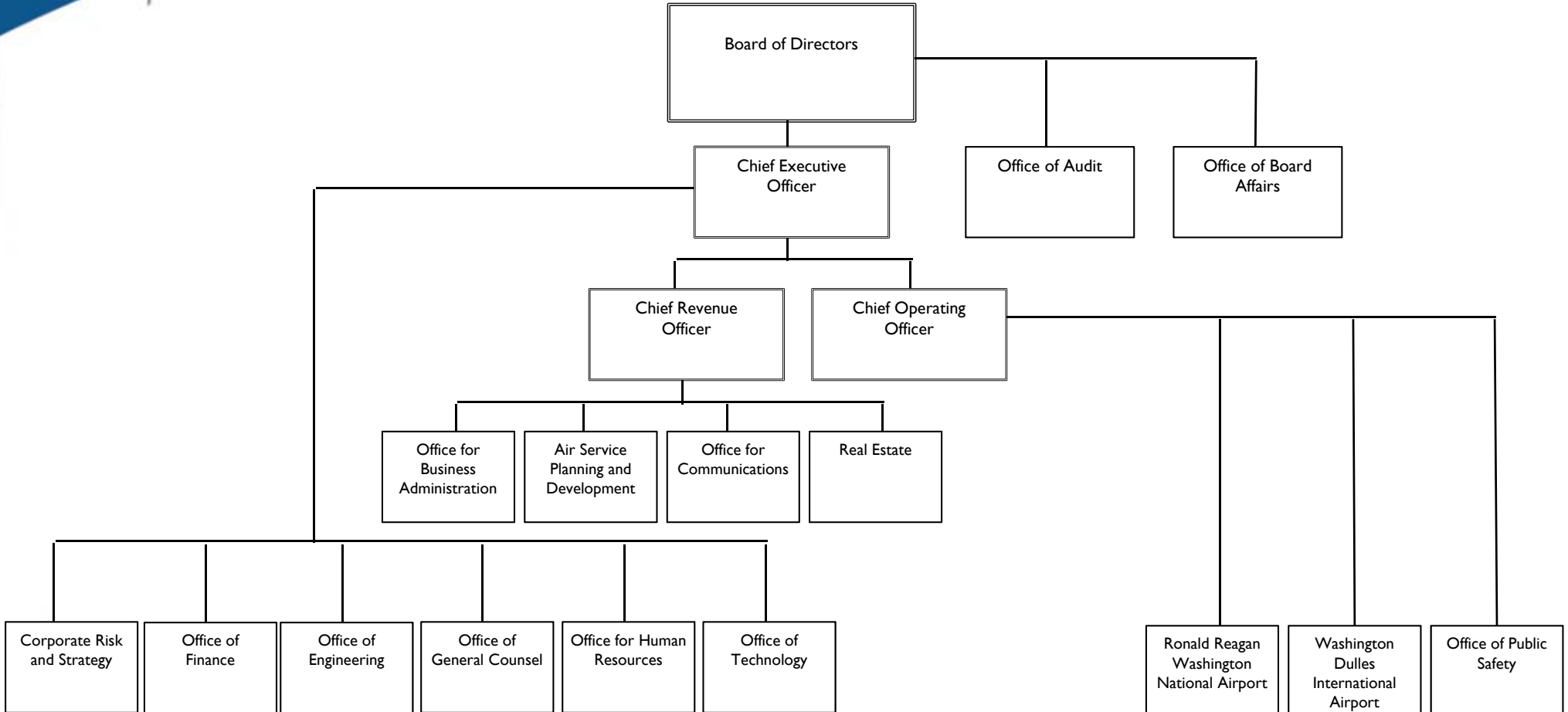


# Current Organization Structure





# Proposed Organization Structure





## **Recommendation**

Staff recommends that the Committee approve and recommend that the Board of Directors approve the proposed amendment to the Statement of Functions.



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## **STATEMENT OF FUNCTIONS**

**December 3, 1997**

**Amended December 6, 2000**

**Amended January 10, 2001**

**Amended July 11, 2001**

**Amended June 20, 2012**

**Amended March 20, 2013**

**Amended March 19, 2014**

## INTRODUCTION

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

### CHIEF EXECUTIVE OFFICER

Plans and directs all of the programs and activities of the Authority, subject to policy direction and guidance provided by the Board of Directors. Focuses on the future and the development of long-term business strategies that will result in high quality and broad-based air service to the National Capital Region and the Executive of the Dulles Corridor Enterprise while retaining a strong financial posture. Supplies support services to the Authority's Board of Directors.

Responsible for the activities of the following offices: General Counsel; Corporate Risk and Strategy; Revenue; Finance; Engineering; Information Technology; and Human Resources.

#### Corporate Risk and Strategy

Plans and facilitates strategic planning for the organization, including the formulation, development, implementation and evaluation of business Strategies. Identifies internal control weaknesses and assists management in developing and implementing corrective actions to realize strategic organizational objectives while ensuring that the assets of the Airports Authority are safeguarded and that an adequate internal control structure is in place to maintain compliance with the laws and regulations to which the organization is subject. Develops and implements Authority-wide performance standards and measurements, including capital investment strategies, and other cross-functional initiatives at the direction of the Chief Executive Officer.

### CHIEF OPERATING OFFICER

Plans and directs the operations of the Authority including the support elements necessary to deliver high quality customer service. Coordinates and recommends Authority policies regarding airline operations including administration of the Authority's Airport Use Agreement and Premises Lease. Responsible for airport

management at Ronald Reagan Washington National and Washington Dulles International Airports and the activities of the Office of Public Safety. In the absence of the Chief Executive Officer, acts with the full authority of the Chief Executive Officer.

## **OFFICE OF BOARD OF DIRECTORS**

Provides executive and administrative support services to the Authority's Board of Directors. The incumbent Vice President is available for annual election by the Board as Secretary, responsible for performing the functions outlined in the Bylaws, including serving as the custodian of all records and of the Seal of the Authority. Executive and administrative support provided to the Board includes review and analysis of Board papers and other documents; research and advice on matters of policy, as requested by the Board, Board Committee or Board Chairman; research and advice on matters of procedures, as requested by management and other staff; responses to Freedom of Information requests; and responsibility for arranging meeting agendas and attendance.

Responsible for maintaining the Board's records and governing documents, e.g., minutes, resolutions, Bylaws, delegations, freedom of information requests, ethics and conflict of interests statements. Provides other support services including: executing all arrangements pertaining to the scheduling and conduct of monthly Board and Committee Meetings; preparing and distributing annotated agendas, resolutions, Committee Reports and papers for all meetings; assisting with administrative matters regarding the nomination process for new Board members; conducting new Board member orientations; keeping Board members informed of industry events and conferences impacting their service and decisions made as a Board member; making arrangements for Board members traveling on Authority business, as well as certifying accuracy to process travel and business-related expenses in compliance with the various Authority policies; drafting letters and correspondence for Board members; facilitating all meeting requests with Board members; planning of all Board retreats; participating in litigation involving the Board; and supporting other Board needs, as required.

## **OFFICE OF THE CHIEF REVENUE OFFICER**

Plans and directs activities that generate revenue for the Airports Authority. Develops business development plans, design and implement processes to support revenue growth. Communicates the company vision and revenue strategy across



all relevant functions and ensures that revenue goals are defined and met. Responsible for driving integration and alignment between all revenue-related functions, including Concessions; Communications; Air Service Planning and Development; and Real Estate.

## **Business Administration**

Directs Authority programs in the areas of equal opportunity, concession contracting and administration, risk management and related business activities that support the Authority.

### **Equal Opportunity Programs**

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

### **Administrative Services**

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

### **Concessions Development**

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

### **Risk Management**

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

## **Communications**

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

### **Noise Abatement**

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

### **Governmental Affairs**

Represents the Authority to federal, state, county, and other municipal officials and governmental organizations on matters related to the Authority's operations. Responsible for developing harmonious and effective working relationships with the core constituency of government officials and organizations that have the most direct impact on the Authority. This includes the local congressional and state delegations; the District of Columbia Mayor's office and City Council; congressional committees; Executive Branch agencies involved in matters related to Authority operations (FAA, EPA, National Park Service, federal inspection agencies, etc.); and elected officials and transportation agencies of states, counties, and municipalities. Broadly responsible for monitoring the official actions of the above noted constituency; communicating with them on Authority initiatives, plans, programs, and issues of mutual interest; and generally establishing and maintaining a visible presence with this constituency that will facilitate the type of positive communications and interactions that are in the long-term interest of the Authority.

### **Public Affairs**

Is the primary source of Authority information for the news media and provides public affairs assistance to Authority staff. Establishes and maintains communications with the media whenever one of the airports closes, the parking lots are full, or any other unusual situation

existing at Authority facilities, including emergencies. Issues news releases and prepares and distributes the Authority employee newsletter. Arranges interviews with the Chief Executive Officer and other staff by the news media and is the Authority conduit for information flow to the news media.

### **Community Relations**

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

### **Marketing Support**

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

### **Air Service Planning and Development**

Develops and executes strategies and actions to maintain and improve the region's passenger and cargo air service through the development and execution of Comprehensive and Annual Air Service Plans. Conducts research, develops projections and recommends strategic actions in airline, air cargo, and aviation areas, as well as demographic and travel trends focusing on long-range opportunities to enhance the Airports' competitive positions and access to the global aviation system. Conducts internal and external outreach activities designed to influence and educate target audiences about the positive economic impacts of air service to the region.

## **Real Estate**

Responsible for maximizing performance of the Authority's portfolio of real estate assets. Formulates and implements long-term real estate asset management and strategy. Responsible for the business strategies relating to the Authority's land and real estate development.

## **OFFICE OF GENERAL COUNSEL**

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

## **OFFICE OF AUDIT**

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

## **FINANCE OFFICE**

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

### **Controller**

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

### **Treasury**

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

### **Budget**

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

### **Procurement and Contracts**

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

## **OFFICE OF ENGINEERING**

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

### **Planning**

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

### **Design**

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

### **Construction**

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

### **Building Codes/Environmental**

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

### **Dulles Corridor Metrorail Project**

Oversees the design and construction of the Dulles Corridor Metrorail Project. Responsible for the day-to-day management of the Project Office,

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

## **OFFICE FOR HUMAN RESOURCES**

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

### **Employment Resources Planning and Management**

Manages programs and procedures that facilitate identification, attraction, employment, and retention of a high quality diverse work force. Develops and manages programs to ensure diversity of the work force. Provides assistance to employees and applicants who inquire about employment, promotion, and career growth opportunities. Manages programs to orient recently hired employees to the Authority and promote long-term employee retention.

### **Benefits**

Develops and manages benefit programs that motivate and retain highly qualified employees. Provides for the accurate and confidential handling and maintenance of employee records. Provides counseling and assistance to current and former employees regarding benefit, and retirement programs.

### **Organization Development**

Provides guidance and assistance to work groups to enhance employee acceptance of change within and across work groups. Facilitates training

and other interventions to improve work group efficiency and effectiveness. Serves as the focal point for the adoption of a performance management culture. Directs management retreats and seminars to reinforce and improve supervisor and managerial skills.

### **Compensation**

Develops and manages competitive compensation systems to attract and retain a high quality work force. Conducts research, special projects or surveys to remain aware of developments or trends in human resource management. Develops, evaluates and recommends compensation programs.

### **Labor and Employee Relations**

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

## **OFFICE OF TECHNOLOGY**

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

### **Enterprise Architecture**

Initiates modernization projects aimed at standardizing technologies and applications across Airports, governing technology investments across MWAA, consolidating/ converging technologies and building state-of-the-art cyber security. As part of this modernization effort this department works directly with business leaders to design and implement enterprise solutions to a business challenge. This role will work closely with the cross functional competency leaders to ensure an optimal end to end solution to meet business needs and drive value. The team focuses on designing and demonstrating the value of the end-to-end solutions.



## **Cyber Security**

Establishes, implements, monitors and enforces information security standards and policies Airports Authority-wide. Responsible for the creation and maintenance of Airports Authority-wide information security strategies and overseeing the execution of plans. Responsible for the creation and maintenance of information security policy, leads on-going Airports Authority-wide security risk assessment and status reporting efforts, and is responsible for the creation and roll-out of security awareness and training programs. In addition, the team is responsible for review and direction of business system continuity and disaster recovery plans as well as information security audit and regulatory compliance.

## **Technology Operations**

Plans, designs, and coordinates all operational activities for the Office of Technology. Provides direction and support related to all technology solutions specific to the Airports Authority's mission critical 24x7x365 operations. Provides support to data centers, databases, networks, radio and wireless, network and telecommunication infrastructure and operations. Works directly with the other business teams to identify, recommend, implement, and maintain appropriate technology solutions for all aspects of the organization.

## **Application Development**

Leads the direction and operation of the Airports Authority technology Business technology applications including Enterprise Resource Planning (ERP). Oversees the analysis, design, development, configuration/implementation and support of all Applications that support the Airport's Authority business processes. Works with Business Stakeholders of various departments to lead the application delivery process by way of the following responsibilities: solution architecture, configuration and custom development, implementation, management and support of various operational applications. Responsibilities include: deliverables associated with the development, configuration, unit testing, implementation, enhancement and maintenance of the Airport Authority's systems and applications during their lifecycle.

## **Business Innovation**

Directs the introduction of projects in all facets of web, mobile, social, digital content, customer relationship management (CRM), business intelligence and software development. Develops, expands, and meets the interactive and digital needs of the Airports Authority's employees, passengers and tenant base, as well as the Dulles Toll Road users to lead and influence the digital revenue generation growth. Develops business intelligence solutions to mine and analyze data. Designs and supports the implementation of the Enterprise Cloud Transformation Strategy across the enterprise and establishes a framework for delivering technology services in support of the Airports Authority's enterprise architecture.

## **Program Support**

Serves as the Office's centralized team to oversee Project Management, Quality Assurance and Governances, Technology Service/Help Desk, Contract administration, budgets and Technology Administration.

## **RONALD REAGAN WASHINGTON NATIONAL AIRPORT**

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

### **Airport Operations**

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

### **Engineering and Maintenance**

Provide oversight, management, and quality control for Authority maintenance projects and tenant-financed construction projects. Execute preventive maintenance and repair programs related to terminals and associated service buildings, hangars, landing field, roadways, grounds, and

plant facilities. Responsible for operation and maintenance of Authority facilities and equipment for provision and distribution of electrical energy, water, heat, and air conditioning. Provide management, operation, and maintenance support for automotive, construction material, and weight handling equipment. Responsible for Authority snow removal operations.

### **Airport Administration**

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

## **WASHINGTON DULLES INTERNATIONAL AIRPORT**

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

### **Airport Operations**

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

### **Engineering and Maintenance**

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

facilities and equipment for provision and distribution of electrical energy, water, heat, and air conditioning. Provide management, operation, and maintenance support for automotive, construction material, and weight handling equipment. Responsible for Authority snow removal operations.

### **Airport Administration**

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

### **Dulles Toll Road**

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

## **OFFICE OF PUBLIC SAFETY**

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

### **Police Department**

Provides full service law enforcement and related services within Authority property boundaries, and the Dulles Toll Road enforcing the laws of the

Commonwealth of Virginia, FAA Civil Aviation Security Regulations, and Authority Regulations. Conducts criminal investigations, controls vehicular and pedestrian traffic, conducts employment background reviews, specialized and tactical police operations, and administers routine and specialized training programs for Authority police. Provides community and customer services to tenants, concessionaires, employees, and the traveling public.

### **Fire Department**

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

### **Public Safety Administration**

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