

SUMMARY MINUTES
STRATEGIC DEVELOPMENT COMMITTEE
MEETING OF JUNE 20, 2018

Mr. Sudow chaired the June 20 Strategic Development Committee Meeting, calling it to order at 11:45 a.m. A quorum was present during the Meeting: Ms. Merrick (Co-Chair), Mr. Adams, Mr. Griffin, Ms. Hanley, Ms. Lang, Mr. Mims, Mr. Pozen, Mr. Speck, Mr. Tejada, Mr. Uncapher, and Mr. Session (ex officio).

Ronald Reagan Washington National Airport Project Journey (Project Journey). Roger Natsuhara, Vice President for Engineering, was joined by Richard Golinowski, Project Journey Integration Manager. Mr. Natsuhara provided an update on the Secure National Hall project, stated that prior month expenditures were approximately \$2.2 million and total expenditures to date were \$29.4 million. He reported that most of the work to widen the lane on the north side of the arrivals' area was complete. Mr. Natsuhara also reported that the relocation of the communication rooms on the ticketing levels is underway and is expected to be completed in February 2019. He advised that the test pile program is complete, and the installation of the auger piles would begin later in the month. Mr. Natsuhara reported that the maintenance of traffic on the outer roadways would begin the following week, with completion in November. He also reported that the Security Identification Display Area wall mockup is ongoing and would be completed in July. Mr. Natsuhara shared several slides of the progress thus far on the Secure National Hall project, including the new traffic pattern that would begin the following week. He noted that the big change on the lower level of the roadway near baggage claim is that there would be only one exit lane during the day. Mr. Natsuhara advised that all of the outer lanes in that area would be closed from midnight to 9:00 a.m. daily. He stated that the Office of Engineering is working with the Airport's Operations and Public Safety teams, as well as the contractor, and that adjustments would be made, as needed.

Mr. Natsuhara then turned to the New Concourse project and advised that prior month expenditures for the enabling projects were approximately \$1.2 million and total expenditures to date were \$36.7 million. He reported that the main enabling ongoing project for the central utility plant modifications is concluding. Mr. Natsuhara stated that the initial startup program is underway, and the

commissioning/training/closeout is projected to be completed one month earlier.

Mr. Natsuhara reported that the New Concourse prior month expenditures totaled almost \$5 million and the total expenditures to date were \$51.1 million. With regard to activities on the apron, Mr. Natsuhara stated that the surcharge settlement period is underway. He reported that the blast wall installation was complete, and Phase 1 of the electrical and communications and hydrant fueling construction is underway and will end in July and December, respectively. With regard to activities on the New Concourse, Mr. Natsuhara reported that the pavement demolition and grading is ongoing through August. He also reported that the following construction activities would begin the following week: test pile program, foundations and underslab, temporary chiller installation, and north substation enabling work. The New Concourse remains on schedule for completion. Mr. Natsuhara shared several slides of the progress thus far on the New Concourse project.

Mr. Golinowski reported that he would provide a Project Journey update from a customer's perspective. He shared slides and provided information on recent customer changes, including mock-up of the security barrier on the ticketing level; roadway changes; establishing new concourse work area; and signage improvements. As Mr. Natsuhara had reported, the mock-up of the security wall is underway. Although most of the work is occurring after hours, Mr. Golinowski stated that the staging area for the materials and the work area present a challenge. He noted that once the contractor gets approval to proceed, the work area will be lengthened and the concern would become even more pronounced. Mr. Golinowski explained that the goal is to maintain a 20-foot clearance walkway through that ticketing level, which is already fairly congested. He stated that the Airports Authority is working with its airline partners to adjust their queuing area and their stations, as well as some of their ticket kiosks, in an effort to widen the walkway area to retain a 20-foot clearance through the ticketing level. Mr. Golinowski further stated that the airlines have been very receptive to the changes because they know it also impacts their customers.

Mr. Golinowski stated that there has been extensive commentary about the roadway changes on the lower level of Terminal B/C. As Mr. Natsuhara had previously reported, Mr. Golinowski referred to slides provided for the day's meeting and explained the new traffic pattern that had begun the prior Monday when the available lanes at the north end

were reduced from two lanes to one lane from 9 a.m. to midnight. He stated that the reduction in lane requires the drivers to make a decision as they drive up the ramp, and it initially caused confusion for customers, but they had since adjusted. Mr. Golinowski reported that road signs were also changed and the Public Safety team has provided assistance in the area.

Mr. Sudow inquired about the 9 a.m. to midnight time reference. Mr. Golinowski stated that both lanes are open from 9 a.m. to midnight. He recalled that prior to the construction, a total of four lanes were available. Mr. Golinowski clarified that there is only one lane at the north end as customers “Proceed to George Washington Parkway” or “Return to the Airport” where they can access the inner lanes and take the lower roadway to exit the Airport. He reiterated that the roadway changes would require a great deal of intervention by the Police Department, as well as the Airport Operations and Construction teams to be effective. Mr. Golinowski advised that after-midnight flights from the south during the storm season usually result in vehicular congestion on the lower level. He reported that adjustments are made regularly in an effort to ensure that traffic flow is not impeded.

Mr. Golinowski shared slides of the New Concourse work area, formerly Lot H, that was established two weeks ago. He stated that the area was previously clear and used by trucks going through the area to get to the loading dock. Mr. Golinowski advised that a fence was erected so that the New Concourse construction could begin, which has impacted the trucks’ ability to travel to the loading dock. He explained the route that trucks entering the loading dock currently use, noting that they enter through the inner lane, back into the loading dock, unload concession supplies, and exit using Thomas Avenue.

Ms. Merrick asked that Mr. Golinowski explain the inner commercial lane route further. He stated that the same pattern was used several months ago when utility work was underway. Mr. Golinowski explained that trucks that come onto the Airport to make deliveries to the north loading dock have to travel down by Terminal A, drop down to the lower inner roadway, and drive up towards the north loading dock. He stated that the arrangement works for the most part because there is less traffic present in the area during the timing of deliveries. He noted that if occasional problems occur, the Public Safety and Airport Operations teams get involved to attempt to mitigate the problem. Mr. Golinowski stated that the Airports Authority continues to adjust signs for the

customers and ground transportation providers. He shared slides of signs that were recently added on the inside of the terminal to notify customers using the stairs and the escalators on directions to get to the taxi service queue lines as quickly and efficiently as possible while remaining inside the terminal. Mr. Golinowski advised that the signage change occurred as a result of staff conversations with Members of the Board, including Mr. Session, and taxi drivers in an attempt to address some of their concerns. He noted that there has been an ongoing effort with staff to address all of the taxi drivers' concerns. Mr. Golinowski stated that the Airports Authority wants to ensure that the needs of the customers and service providers are addressed.

Mr. Session requested staff further explain the challenges associated with managing the traffic congestion as a result of the Project Journey roadway construction. Mr. Golinowski referred to a slide illustrating the construction zone located directly underneath the north and south Metro bridges, which would ultimately consume the full width of the eight lanes of the roads. He explained that the roadway construction had caused the taxi queue lines to move -- the north one further south and the south one further north, so all the taxi pickup areas are now located between the two Metro bridges. As a result of the change in the taxi queue areas, staff is trying to ensure that there are enough taxis queued up to meet the customers' taxi demand. Mr. Golinowski reported that a shift was also required with the pick-up area for the Uber and Lyft drivers so that the outer lanes could be used for personally-owned vehicles to accommodate customers who do not use the Airport's commercial ground transportation services.

Mr. Session asked about the duration of the accommodations that were previously explained. Mr. Golinowski stated that the schedule presently reflects that the roadway would return to its original configuration in the third quarter of 2019. He advised that another year of massive challenges would occur, requiring extra patience from everyone.

Mr. Sudow recognized the challenges that staff encounters on a daily basis to manage the traffic; customers, public and otherwise; and curb access. Mr. Golinowski stated that there is a large team of dedicated people who are making adjustments on a daily basis in an effort to ensure that customers and ground transportation service providers are satisfied.

Mr. Session inquired about the hours that are most severely impacted by the changes associated with Project Journey construction. Mr. Golinowski stated that the banks of flights that arrive around 10:00 a.m. and between 4:00 to 6:00 p.m. are most severely impacted. He further stated that Thursday, Friday, and Sunday evenings are also challenging, and congestion becomes even worse during the summer months, with potential bad weather on late arriving flights from Texas, Atlanta, and Florida.

Mr. Tejada stated that he, like all Board Members, recognizes the challenges to balancing the day-to-day adjustments that must be implemented. He noted that he had experienced an opportunity to view the challenges firsthand. Using one of the slides presented earlier regarding the roadway changes, Mr. Tejada inquired about what would happen with traffic if two areas marked seven and six would move to the outer lane. Mr. Golinowski stated that the outer lane is used by customers in privately-owned vehicles (POVs). He further stated that any reduction in the length of the curb would not accommodate Transportation Network Companies (TNCs) and POVs. Mr. Tejada observed that staff did not believe that a combined area for TNCs and POVs is a feasible option. Mr. Golinowski affirmed Mr. Tejada's observation. He stated that staff has considered various models with regard to the roadway changes and believes that the best alternative is to keep the POVs separated, using the outer lanes. Mr. Tejada inquired whether any of the POVs are Uber or Lyft drivers. Mr. Golinowski identified the area that Uber and Lyft drivers use as a cut through onto the inner lanes. He stated that the Police Department and Operations teams have witnessed that approximately 95 percent of the Uber and Lyft drivers access the inner lanes. However, occasionally, a driver will miss the turn and remain in the outer lanes, but the vast majority will follow onto the inner lanes. Mr. Golinowski stated that the Uber and Lyft app will advise the drivers to proceed to the inner lanes.

Margaret McKeough, Executive Vice President and Chief Operating Officer, identified workarounds that the Police Department occasionally uses, if and when needed. She stated that when weather impacts late flight arrivals and gridlock occurs on the inner part of the curb, police officers will occasionally post at the Uber and Lyft entrance and preclude them from accessing the inner curb and redirect pickup on the outside curb for the sole purpose of managing the traffic flow.

Mr. Tejada restated that TNCs could share the use of the roadway designated for POVs at the discretion of law enforcement, which Ms. McKeough affirmed. Mr. Tejada inquired what happens if a TNC driver misses the access to the inner curb and instead uses the outer curb. Ms. McKeough advised that TNCs are subject to violations from police officers if they try to pick up on the outer curb without being directed to do so. Mr. Tejada stated that at a future time he would be interested in learning more about the process that Ms. McKeough described to ensure he has an accurate understanding.

Mr. Griffin observed that it appears that twice as much area is allocated to the taxis as compared to the area for TNCs and he asked if his observation was correct. Mr. Golinowski affirmed Mr. Griffin's observation. Mr. Griffin stated that the percentage of TNC traffic compared to taxicab traffic is fairly equal. Mr. Golinowski stated that TNC traffic is slightly higher than taxicab traffic.

Ms. Merrick observed that an important distinction to explain is that taxicabs are allowed to dwell on the curb. She stated that they are allowed to pull up and stage at the curb and remain there until the passenger exits baggage claim. Conversely, the Uber and Lyft drivers are not allowed to stage at the curb - they pick up their passengers and depart, similar to an on-demand service, which she noted is the difference in terms of the allocation of space.

Mr. Sudow stated that he believed the discussion had been helpful. As previously noted, the challenges with the Project Journey construction are significant as conditions change on an almost daily basis. He observed that he believed it would be difficult for the Board to micromanage the Airports Authority's arrangements with the taxicabs and TNCs. Mr. Sudow stated that he hoped that the day's discussion underscored staff's attempts to make necessary adjustments to accommodate all involved, including passengers.

Mr. Tejada reported that he was compelled to state that there is no attempt from any Board Member to micromanage, as the Airports Authority staff is very capable. Rather, since stakeholders have been impacted, he believed it is important that everyone understand that their voice needs to be heard.

Mr. Golinowski reviewed the upcoming customer changes, noting that the ceiling removal on the baggage level and additional utility work at the

north end of the Airport are two key tasks. Although the ceiling panels have been removed near baggage carousel 12, Mr. Golinowski stated that Turner Construction will also remove the hard ceiling in the area to install new utility lines across the hallway. He advised that the impacted hallway is the main hallway to get to the baggage carousels, especially for customers exiting the north pier and entering the north stairwell. Mr. Golinowski stated that the Airports Authority is working with the contractor to develop a detour plan for customers arriving on the north pier on a late-night flight on their way to the lower level going through National Hall. He advised that normal flights (before midnight) typically do not present a problem.

With regard to the additional utility work on the north end of the Airport, Mr. Golinowski reported that some of the utility work has been delayed, mainly because of the recent heavy rains. He advised that new sanitary and storm lines would also be installed at which point traffic would need to be rerouted through the Lot H area, resulting in the diversion of truck traffic that he explained earlier.

The meeting was thereupon adjourned at 12:10 p.m.