

SUMMARY MINUTES  
STRATEGIC DEVELOPMENT COMMITTEE  
MEETING OF NOVEMBER 14, 2018

Mr. Sudow chaired the November 14, 2018 Strategic Development Committee Meeting, calling it to order at 11:11 a.m. A quorum was present during the Meeting: Mr. Adams, Mr. Dwoskin, Mr. Griffin, Ms. Hanley, Mr. Lazaro, Mr. Mims, Mr. Pozen, Mr. Speck, Mr. Tejada, Mr. Uncapher, Mr. Williams, 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, Manager, Engineering and Maintenance Department, Reagan National. Mr. Natsuhara provided an update on the Secure National Hall project. He stated that expenditures since the last report were approximately \$4.1 million and total expenditures, as of October 2018, were \$47.6 million. Mr. Natsuhara reported that there had been one modification in the contract, totaling \$100,000 that was added to provide more flexibility for maintenance of traffic. He stated that construction activities for the Secure National Hall associated with the installation of the box culvert in the North pier would be completed within the next few weeks. Mr. Natsuhara also stated that the departures roadway waterproofing had been completed early with great coordination between the engineering staff, Mr. Golinowski, Paul Malandrino, Vice President and Airport Manager, Reagan National, and the Contractor, who were able to work around the rain the prior weekend, which improved traffic greatly on the upper deck and throughout the Airport.

Mr. Natsuhara stated that interior construction work in the baggage claim areas of both the North and South piers would be completed in December 2018 and that the National Hall stair demolition reconstruction work would continue through April 2019. He reported that the piles installation work, the relocation of the communication rooms to the ticketing level, as well as north and south electrical/telecommunications room fit out and finishes, would continue through May 2019, and that work on the tunnels on both the north and south Metro bridges would begin in January 2019.

Mr. Natsuhara then presented pictures of some of the construction underway on the Secure National Hall project, such as: the north box

drilling of the auger cast piles; the south side Airport aerial view, and additional photos of the north and south exterior site work, including the north box culvert that would be completed within the next week and the southern section of the upper roadway waterproofing in its final condition as well as the northern section of the upper roadway which had been recently completed. Photos of some of the interior building projects underway included: the north and south portal conduit and electrical/telecommunications room relocations; the vestibule 2 and 5 mechanical/electrical/plumbing utility core drillings; the north and south baggage claim areas' interior utility installation and telecommunications work; and the south escalator and south stair demolition work.

Mr. Natsuhara provided an update on the New Concourse project. He stated that expenditures for October 2018 were approximately \$846,000 and total expenditures, as of October 2018, were \$64.5 million, without incurring any modifications to date on the contract. Mr. Natsuhara reported that construction activities on the apron asphalt paving in area 1 and the surcharge settlement had been completed, and that phase 1 of the hydrant fueling project would be completed in December; while both phase 1 of the asphalt paving for Area 1 and the surcharge settlement had been completed. He stated that the storm water glycol collection installation would continue through December and that Turner Construction would begin some additional asphalt paving in the surcharge area that it had cleared. The New Concourse building construction activities since the prior month's report included: the North/South station generator and chiller relocation, temporary ramp at Loading Dock C and RON apron work, which would all be completed in the November/December timeframe. Mr. Natsuhara stated that the production pile work would continue through April 2019 and that the foundations and underslab construction work would continue through June 2019.

Mr. Natsuhara presented photos of some of the construction projects, including: aerial photos of the surcharge settlement/removal and the apron paving; the hydrant fuel piping fabrication and layout, the south substation, around which the New Concourse is being built; different types of piles being installed, including a precast pile installation; demolition underway and sanitary manhole and piping installation that had been completed, which allowed the road exits to return to normal use.

Mr. Golinowski provided an update on several key customer impact activities of the Airport that are resulting from Project Journey, a couple of which had already been mentioned by Mr. Natsuhara, including the ticket level lane closures, the [Airport] Metro station closure from November 9 to 12, 2018, ground transportation curb changes, baggage level utility work and holiday traffic management plans. He then explained that the next four slides displayed: some of the traffic issues that were addressed during the ticket level lane closures during the Engineering team's application of the water proofing; phase 1 of the work at the South end of the Airport involving the contractor's work on the inner lanes adjacent to the building and the shifting of the traffic to the outer lanes shown in the slide. Mr. Golinowski stated staff experienced some traffic issues initially, and that changes in the field helped to improve the traffic movement. He reported that during Phase 2, the Airports Authority's staff shifted the traffic to the two inner lanes and that staff was working on the two outer lanes. This phase resulted in slight traffic backups by Terminal A. Mr. Golinowski explained that phase 3 of the waterproofing work, which was at the north end of the Airport and referenced by the green arrow on the slide, was the easiest phase of the first three. However in this phase drivers needed to make a decision to either return to the Airport or proceed north to the George Washington Memorial Parkway (GW Parkway). He stated that phase 3 seemed to be working well and that the success of that phase was related to the very good weather, which allowed the water proofing to proceed quickly.

Mr. Adams stated that Mr. Golinowski had explained his experience in making the choice between the two paths at the north end of the Airport, noting that he had travelled from Reagan National frequently over the two weeks before the Board Meeting during pretty treacherous rainstorms, and that although the choice between the two options had been made many times previously, the decision was not easy to make.

Mr. Golinowski advised that as the construction work proceeded to Phase 4 the prior week, it was affected by a lot of bad weather, which he referred to in a photo, explaining that the contractor staged his material deliveries pending a weather break, and that staff had to direct traffic to the two right lanes moving north during that time period. He reiterated that the drivers had a very short decision point during which they had to decide whether to return to the Airport or proceed north to the GW Parkway. Mr. Golinowski stated further that the traffic control design in that area forced drivers to proceed into one of two lanes to try and force the drivers to make a decision, which he stated did not help with the

traffic congestion. He reported that staff decided to shorten the length of the area at the point of decision to try to give as much curb and lane width as possible to the drivers. Mr. Golinowski explained, however, that unfortunately, this situation was in effect during the November 9 gridlock at the Airport. He stated that the good weather on Saturday and Sunday [November 10 and 11] allowed the contractor to complete the work ahead of schedule, as Mr. Natsuhara had stated earlier. He stated that the blocked lane was reopened on November 13 at 3:00 a.m.

Mr. Golinowski reminded the Directors that the Airports Authority had closed the cell phone lot and encouraged drivers to use the garage for 60 minutes of free parking, and that at the October Board Meeting staff had reported that an average of approximately 200 drivers had taken advantage of the free parking were parked in the garage per day. He stated that by the end of the ticket lane closures, the amount had increased to more than 500 cars per day, which demonstrated that drivers understood and took advantage of the free parking, and staff believes that the free parking helped with the Airports Authority's traffic flow. Mr. Golinowski stated that although the cell phone lot is now available for use, the Airports Authority was holding it in reserve for possible use during the Thanksgiving period, and would reopen it if necessary, but prefers to have Airport drivers park in the parking garages since that seemed to work better in improving overall traffic flow.

Mr. Golinowski referred to a slide that showed the location of extra Metro buses used during the closure of the Airport Metro station, stating that while the National Avenue roadway was congested, the buses seemed to move Airport customers fairly well although there was rail maintenance traffic for workers who were trying to gain access to the rail station for maintenance work. He also advised that there was some debate about which group should use the space -- the buses or the rail maintenance workers. By the end of the first day, the rail maintenance workers realized they could not use the area, and it was reserved for Metro buses.

Mr. Golinowski stated that over the past several weeks tests continued to address congestion on the ground transportation curb inner lanes and a decision was made to split the inner lanes so that the Transportation Network Companies (TNCs) operated in the left two lanes with passengers boarding from the inner median or center median strip, and the taxis using the two right lanes for taxi only queuing and boarding which seemed to be a good compromise between the two [ground transportation] groups.

Mr. Golinowski stated that congestion remained on the Airport roadways during peak times but that overall traffic flow seemed to be working well. He stated further that staff had received positive feedback from the taxi organizations, as well as the TNCs, that the current approach was better than what was previously in place. Mr. Golinowski also reported that staff was preparing for pile installation work that would occur in a few months, which would require movement of the traffic to the inner lanes so that the curb lanes would shrink. He observed, however, that when that change occurred, much of the outer curb lane would become available and the TNCs could move back to the outer lanes as they were before construction began.

Mr. Golinowski referred to Mr. Natsuhara's reference to the baggage claim level utility work, which includes rerouting of utilities that is taking longer than was anticipated, and is now anticipated to be completed by the end of 2018.

With respect to holiday traffic management, Mr. Golinowski reported as follows: that staff is anticipating increases in holiday traffic; that the airlines have increased their customer communications through e-mails and aircraft announcements so the Airport passengers understand existing Airport traffic conditions; Travelers Aid has planned increases in its Airport staff to try to help customers adjust to traffic flow at the Airport, and the Airport Operations staff and Airport police were activating the traffic management center that week in preparation for the increased Airport traffic. He also advised that Public Safety was increasing the number of traffic control officers on site, that the Airport communications staff was promoting heavily the 60 minutes of complimentary garage parking, that the Airport was marketing a new feature of the rideshare App so that Uber and Lyft customers could be picked up on the ticketing level instead of only on the arrivals level, which would allow more seasoned customers or those without much baggage to be picked up upstairs. In addition, Lyft was initiating the rematch option, which had been used very successfully by Uber for the past year, based on Uber's reported 55 percent rate of use for the rematch option. Mr. Golinowski explained rematch as a system that allows a TNC driver currently on the Airport premises to receive a 'ping' from that company's notification system that signals that a customer is ready to be picked up on the Airport's premises so that the driver does not need to circle the Airport or drive to the staging lot in Crystal City, which saves times for both the customer and the driver, and reduces [traffic] congestion on the Airport.

Mr. Pozen asked whether Rematch is an Airport or TNC App. Mr. Golinowski responded that Rematch is an Uber feature.

Mr. Pozen asked for clarification of the purpose of the Rematch App and an explanation of how the App works. Mr. Golinowski explained that Rematch is currently an Uber feature that allows an Uber driver who receives a 'ping' to know that an Uber passenger needs to be picked up at the Airport, and whether to pick up that passenger on the arrivals or ticketing level. Mr. Golinowski explained further, in response to a question from Mr. Speck, that a TNC driver cannot just hang around on Airport roadways without direction to pick up a customer, unless the driver receives a 'ping' within three minutes of being on an Airport roadway; absent a 'ping' while on Airport premises, the driver must return to an off-Airport staging lot to await the receipt of a 'ping' which assigns that driver of a passenger pickup at the Airport. Mr. Golinowski stated that a driver cannot receive a pickup signal on the Airport if on the premises for three minutes or more.

Mr. Speck asked if the driver knows where the passenger is located at the Airport. Mr. Golinowski explained that when the passenger books the Uber trip, he or she is asked where they would like to be picked up, and the driver is provided information about the passenger's pick up location. He explained further that Lyft has been working to get a Rematch feature implemented, which Airport staff hopes is capable of being implemented once the waterproofing is completed so that Lyft passengers can also be picked up upstairs.

Mr. Potter stated that the rematch system has been used at other airports, and its use was suggested by Uber at Reagan National and Dulles International.

Mr. Golinowski stated that the Airports Authority's communications program is in full swing and staff has ensured that all messages to Airport customers have been updated for the holidays. He reported that the construction advisory system, which is a subscription system, allows Airport patrons to sign up for and receive the advisories; that in addition information is provided on the Airports Authority website which is constantly updated; and that the Airport staff added a new website page the previous day providing holiday travel tips; that WAZE updated the Airport Global Positioning System maps in its system to highlight the location of traffic pinch points at the Airport, so that as people come to the Airport they are informed of where the traffic problems are located. Mr. Golinowski stated that earlier there was an issue with improper

driving directions received from the WAZE map, which was actually directing Airport passengers to the airfield somehow and staff actually experienced several drivers going down by the south hangar line getting lost because they did not know where they were, which has been corrected.

Mr. Golinowski also reported that the airlines are doing a great job of notifying their customers about the construction project. He cited JetBlue Airways as a good example, displaying one of that carrier's communications within his visual presentation, and advising that Airport staff recently received a new communication page from American Airlines (American), which was displayed to the Directors as a communication to American's customers to highlight all the construction underway at the Airport. Mr. Golinowski stated that staff scheduled interviews with local media explaining Airport traffic patterns, including information concerning the varied phases of the Project Journey construction, as well as articles in the current issue of the Airports Authority's Washington Flyer magazine about the construction. With respect to all Airport advisory radio broadcasts, Mr. Golinowski stated that Communications staff has updated the radio messages for the holiday weeks so that when persons come on the Airport, and tune into the Airport advisory station, which is on 1640 AM, they will know about Airport traffic conditions. Communications staff has also increased the Airports Authority's representation on the local radio stations to make sure they broadcast the messages.

Mr. Golinowski also emphasized the Airports Authority's communications through social media, advising that the organization is relying heavily on Facebook and Twitter and social media to obtain customer feedback, which proved very important on November 9 as the Airports Authority worked through the gridlock problem. In sum, Mr. Golinowski stated many people are working hard to get through the holiday season, which staff acknowledges will be challenging for everyone, not just for Airport staff, but for the customers and the local area, and the Airports Authority is doing its best to make sure everyone is informed.

Mr. Sudow thanked Mr. Golinowski and Mr. Natsuhara for their reports, which were informational only and required no action. He asked for either of them to remind everyone of the final completion dates for both the Secure National Hall and the New Concourse projects, and whether the construction is still on track.

Mr. Natsuhara stated that the projects are still on track and that the overall projection for the opening of the New Concourse is the summer of 2021. Mr. Sudow asked if the opening of the New Concourse would occur during the second or third quarter, or middle (summer) of 2021. Mr. Natsuhara advised that the opening is scheduled to occur by the middle of the summer but that staff is working to attain an opening prior to that date.

Mr. Sudow asked whether Mr. Natsuhara thought Secure National Hall would be open before that or whether June 30, 2021 is the target. Mr. Natsuhara indicated the latter date is anticipated.

Mr. Session thanked Mr. Natsuhara and Mr. Golinowski for their presentations. He stated that it is impossible to overstate the traffic management challenges that are faced by the Airports Authority, and added that some of the Directors had the opportunity to walk the arrivals areas a few months earlier to address the taxi cab concerns raised and that the Directors appreciate the time and attention it takes to make the construction project work. He emphasized that the traffic management issue during the Project Journey construction is very, very difficult and that he was in constant communication with Margaret McKeough, Executive Vice President and Chief Operating Officer, and Jack Potter, President and Chief Executive Officer, about progress on ground transportation management on the arrivals level because that is something that requires ongoing attention and robust communication with stakeholders and users to hopefully mitigate a difficult situation and what can be done in an attempt to anticipate and predict situations, similar to what happened on November 9. Mr. Session acknowledged the time and attention that Airports staff members have given to traffic management because it is very, very difficult.

The meeting was thereupon adjourned at 11:34 a.m.