

SUMMARY MINUTES  
STRATEGIC DEVELOPMENT COMMITTEE  
MEETING OF JANUARY 16, 2019

Mr. Sudow chaired the January 16, 2019 Strategic Development Committee Meeting, calling it to order at 10:09 a.m. A quorum was present during the Meeting: Mr. Adams, Ms. Batty, Mr. Braun, Mr. Dwoskin, Ms. Hanley, Mr. Lazaro, Mr. Mims, Mr. Pozen, Mr. Speck, Mr. Tejada, Mr. Uncapher, and Mr. Session (ex officio).

Ronald Reagan Washington National Airport Project Journey (Project Journey). Brett Blanton, Deputy Vice President for Engineering, was joined by Richard Golinowski, Manager, Engineering and Maintenance Department, Reagan National. Mr. Blanton provided an update on Project Journey. Prior to commencing his update, Mr. Blanton acknowledged Margaret McKeough, Executive Vice President and Chief Operating Officer, for her helpful support and insights for the Engineering team. Mr. Blanton stated that expenditures for Secure National Hall since the last report totaled \$4.245 million, that total expenditures on the project as of December 2018 totaled \$ 55.8 million, and that the project is still tracking for the total budget forecast of \$255.3 million. He also stated that there had been one construction modification in December 2018 for additional traffic mitigation measures to try to reduce traffic during the construction. Additionally, Mr. Blanton stated that upcoming construction work included work on the North and South pedestrian bridge tunnels involving the protective corridor, which would begin in January, and that Mr. Golinowski would provide additional information about that project during his presentation. He further stated that the loading dock B area construction would begin in February. Ongoing construction activities on the project were summarized, including: the installation of the box culvert in the north area on the outer roadway which was expected to be completed by the end of January; interior work at baggage claim areas 1 and 12 for the structural mechanical electrical work and demolition and modification of the plumbing, which were expected to be completed by the end of February; stairway demolition, construction work involving additional steel in the bowstring and reconstruction of the affected floor, which were expected to be completed in April; the completion of the auger piles, as well as the relocation of the communications room to ticketing entrances

2 and 5, and the North and South portals for the electrical communications room outfitting, all of which was expected to be completed in May.

Mr. Blanton referred to several photos of the construction work underway on the Secure National Hall Project, including interior and exterior construction projects, the North box culvert, an area where some of the congestion in the north was expected to be completed, and an examples of a pile cap comprised of multiple piles that had been connected into a single pile so that there was one area of load, and the 12 inch auger cast piles as they were installed. He also referred to photos of the structural steel in the area of the stairway where additional structural steel was being installed to bolster the security walls under construction.

Mr. Blanton stated the New Concourse expenses since the last report totaled \$3.65 million and that expenditures to date totaled \$71.6 million, and that Engineering was still forecasting the budget and construction values on the Project at \$374.5 million. He also stated that there were three modifications since the last report. Two of the modifications were deductive for work that was previously done in earlier phases of construction and the third modification was for additional site work for additional lighting and manholes. The net modifications under the contract totaled negative \$394,000.

Mr. Adams asked the technicians to return the slide presentation to a photo of Secure National Hall to which Mr. Blanton had referred during his presentation and commented that it was difficult for him to understand how the area would look once the construction was completed. He also asked if a photo could be superimposed on that picture during the next Board presentation so that the post-construction look could be viewed over the existing face of that area of the terminal. Mr. Blanton agreed to provide such a superimposed photo at the next meeting of the Strategic Development Committee.

Mr. Blanton continued his briefing on the construction work underway on the New Concourse and stated that upcoming work on the apron would include the paving of Phase 1, which was expected to be completed by the end of January, followed by phase 2 paving, and the expected demolition was expected to start in April. He stated that a temporary ramp for the loading dock was completed at the end of December 2018 and that the early apron work and installation of the emergency

generator would be completed by the end of January. Mr. Blanton also reiterated that the production pile installation should be completed in April and foundations under slab should be completed by June.

Mr. Blanton then referred to some photos of the site, and advised that as Jack Potter, President and Chief Executive Officer, had stated earlier, a video that provides a great overview of the construction work could be shown at the next Committee Meeting. Mr. Blanton described photos of some of the final concrete apron work that was ongoing, loading dock C with the relocation of the trash compactor and the demolition of the apron for the rest overnight area.

Mr. Sudow asked if there was any slippage in the milestone, commencement and completion dates from the original schedule. Mr. Blanton stated that the construction work was tracking on the schedule.

Mr. Golinowski made remarks acknowledging Ms. McKeough's contributions to the work that had been done to keep the Engineering team focused on the details and the customer impact of Project Journey prior to providing an update on the work, which included the Washington Metropolitan Area Transit Authority's (WMATA) closure of the airport metro stop the prior weekend, work on the North and South pedestrian bridges, closure of some vestibules on the arrivals level of Terminal B/C and a recap on holiday traffic levels experienced over the Christmas and New Year's periods. Mr. Golinowski stated that the WMATA closure went as scheduled starting on the January 12 at midnight, when the rail stations to the north of Reagan National were closed and WMATA operated the bus bridge from the Airport to the closed stations, adding that there was minimal impact to the Airport, partially due to the lower customer traffic experienced on Sunday in light of the snowstorm that had occurred. As a result of the snowstorm, WMATA ended up cancelling the work on Sunday and reopened the rail stations instead of the buses to serve the Airport.

Mr. Golinowski stated that the bigger issue involved the team's continued planning for the 2019 shutdown of the Metro rail stations to the south of the Reagan National Metro station which is scheduled to start on Memorial Day and last through Labor Day, adding that the Metro station shutdown the prior weekend was a little precursor to the 2019 planned closure. He acknowledged that the team learned some lessons over the Veterans' Day holiday that were applied during the recent station

closure, which would be helpful during the Memorial Day through Labor closure that has been scheduled.

Mr. Golinowski stated that in December 2018 the Directors had been briefed on the pedestrian bridges on the north and south ends of the Airport and that work would commence in the next several weeks on the walls and signage that would be installed on the walls to minimize the impact on customers who would be walking through a narrow area within an area between eight and ten feet. He stated further that the moving walkways would be taken out of service permanently. In response to a question asked by Mr. Williams in December, a photo that he displayed highlighted a section in yellow where the moving sidewalks would be removed permanently and the green section outlined the area between the Metro platform and the garage, which would remain open. Mr. Golinowski stated further that an extensive sign package is underway to alert Airport customers to the transition. He then displayed a photo which depicted the next phase of work of the contractor to move into the inner roadway lanes slightly ahead of schedule, so that time lost due to weather issues over the summer could be recovered and explained further that the contractor is now being allowed to move and work in both areas. Mr. Golinowski stated that part of the work would also require the closure of the vestibules that were shown at the red X on a photo displayed. He also stated that vestibules 1, 2, 3, 10, 11 and 12 (South) were closed already, and that work on vestibule 12 (North) was progressing.

Mr. Golinowski stated that part of the work undertaken when the inner lanes were moved to adjust the Airport's traffic flow through the area had allowed the traffic to flow well, and that the police department and operations had been able to keep cars moving freely through the area, in addition to a lower traffic volume at the Airport probably due to the government shutdown. He then referred to a photo showing the South area sidewalk that had been boarded up to protect the glass, and the walls painted. Mr. Golinowski stated that the sidewalk was being demolished to allow for the utility relocation work and to prepare for the pile installation in that area.

Mr. Golinowski stated that the week between Christmas and New Year's was fairly uneventful in terms of holiday traffic, adding that while there were some traffic issues from one or two days during that time period, overall the traffic moved freely. He re-emphasized that as he advised in December 2018, the Transportation Network Companies (TNCs) moved to

the upstairs (ticketing) level in addition to picking up on the arrivals level downstairs, and the Airport staff continues to see high use of the free 60 minute parking garage option. Mr. Golinowski stated that one drawback of the TNCs moving to the ticketing level was that it slowed down the Airports Authority's snow removal on that level. He then referred to a few photos from the Christmas weekend and stated that the traffic pinch points could still be seen at the north end, both exiting and entering the Airport.

Mr. Golinowski stated that staff planned to meet with the National Park Service (NPS) but those meetings might be delayed because of the government shutdown. He emphasized that staff intended to move forward with those meetings, including the original stakeholders and other regional partners as had been mentioned previously, and that they would be focusing on the traffic pinch point areas in discussions with the NPS and other entities.

Mr. Speck stated that it was his impression that the TNCs and taxis had reached a level of "detente". Mr. Golinowski stated that the two groups were getting along well.

Mr. Adams complimented Ms. McKeough for all of her work with staff, the TNCs and the taxi operators and expressed a desire to keep things operating smoothly between those two groups.

Mr. Adams commented that he had been a victim at the choke points at the Airport and asked what solutions might be available options during conversations with the NPS. Mr. Golinowski stated that staff had looked at options to add another exit lane from the Airport to the George Washington Memorial Parkway (Parkway), and stated that there might be enough lane-width going north toward the 14<sup>th</sup> Street Bridge to accommodate the extra lane. He added that another option under consideration is improved signage or the use of traffic lights to meter the traffic onto the Parkway as a possible way of regulating traffic. Mr. Golinowski stated that the issue becomes problematic especially during rush hour as people approach the 14<sup>th</sup> Street Bridge and are moving from the left and center lanes over to the right lane as they pass the Airport. Discussions with the NPS would explore what can be done on that issue and also explore how to get more traffic to the south end access point to the northbound Parkway to see if that will relieve any of the northbound congestion.

Mr. Adams then asked about possible approaches to address the inbound traffic from the Parkway. Mr. Golinowski stated that the inbound Parkway traffic is another issue in that there are two lanes coming off the Parkway onto the west entrance road, which begins to choke on the Airport property at the west entrance roads, and that the timing of the traffic lights in that area is a potential consideration to help with traffic flow at that end of the Airport.

Mr. Adams stated that the traffic is an ongoing problem, which has perhaps intensified due to Project Journey, but began prior to the construction.

Mr. Potter stated that with the knowledge that Amazon is coming to Arlington, there will be a need for an extensive traffic plan and that the Airports Authority intends to stay engaged with its partners because whatever happens on Route 1 can have a dramatic effect on the Airport traffic, and there must be an integrated plan, in which the Airports staff will remain engaged.

Mr. Sudow stated that as he had stated previously, long-term solutions will require engaging the District of Columbia because of the 14<sup>th</sup> Street Bridge traffic. He added that he did not believe any number of exits from the Airport would really solve the traffic problem without engaging the District. Mr. Sudow also suggested that consideration be given to utilizing Route 110 off Route 1 through Crystal City for traffic that is traveling north on the Parkway with no need to exit onto the 14<sup>th</sup> Street Bridge, adding that that option is probably a longer-term solution and may be part of the overall Amazon plan. Mr. Sudow stated that the Project Journey construction work is a temporary disruption but long-term solutions must recognize that traffic will continue to grow in and around the Airport, and that issue must be addressed. He then added a final comment that the construction-related disruptions around the terminal were to be completed by the end of 2019 and asked if that is the current timetable so that normal back-up on the Parkway would be expected following the Project Journey construction.

Mr. Tejada stated that at the conclusion of the long-term planning discussions that Mr. Golinowski referred to earlier, Arlington County should be included, and added that it is important to also look at the ramps that surround the Airport that caused the massive traffic jam during the holidays. He urged staff to also consider traffic back-ups that occur during the morning rush hour. He then offered comments

regarding Ms. McKeough, whom he had only known and worked with over the past few years, and that her handling of the TNC/taxi operator issues at the Airport during Project Journey construction was a good example of her inclusive and professional, hands-on approach to solving problems, and thanked her for her dedication to the customer, support of staff, and professionalism at all times. He wished her the best of luck in her future endeavors.

Mr. Sudow thanked Ms. McKeough for the opportunity to work with her and stated his particular appreciation to her for her focus on the passenger experience, and his delight in knowing that she would continue to take pictures and provide feedback on the customer experience at both Airports since those would support the continued improvement of the Airports.

Quarterly Update – Ronald Reagan Washington National Airport Project Journey. In Kevin Sharkey's absence, Carolyn Ellison stated that she was joined by Ahmed Al Amin, a Project Executive at Turner Construction (Turner) who has been with the company for more than 10 years. Mr. Al Amin reported that he would review the program overview, project status, and safety, which would be followed by an update on the Community Benefits Plan by Ms. Ellison.

Mr. Al Amin provided a quick overview of the phases, noting that preconstruction is 100 percent complete. He reported that construction is underway for Package 2B and is currently 28 percent complete. Mr. Al Amin stated that the phase 1 one surcharge is complete, and the placement of airfield paving and the installation of utilities are progressing well. He advised that Turner is also performing rehabilitation for some of the existing utilities. Mr. Al Amin shared photos of major work activity underway for Package 2B. He reported that construction for Package 3 was currently 7 percent complete, and he provided an update on major activities underway, including the underpinning for the North Sub-Station, generator installation, test pitting for utilities, pile installation, and demolition of some of the existing utilities. Mr. Al Amin shared photos of Secure National Hall, noting that the construction was 18 percent complete. He reported that the following work was underway: demolition of south stair and escalator, Security Identification Display Area wall, pile installation, and box culvert work.

Mr. Al Amin reported that more than 352,000 man hours had been worked, with a new recordable incident rate, which he hoped would continue.

Ms. Ellison stated that Turner continues to take the company benefit portion of the Project very seriously, noting that it is used as an opportunity to promote economic development and to educate the communities. With respect to the Training and Apprenticeship Program, she shared the customary list of the key union firms, including the apprenticeship requirements. Ms. Ellison advised that at staff's request the jurisdictional location of the firms' headquarters was also included. She noted that the firms provide a mixture of locations headquartered throughout the region, as well as specialty firms located outside of the immediate area. In regards to apprenticeship activity, Ms. Ellison reported that there were approximately 6 percent apprentices overall, with the skilled trades, predominantly electrical and mechanical services, representing the most apprenticeship hours as of December 15, 2018, which is expected to be consistent throughout the entire Project.

Ms. Ellison reported that Turner has a significant commitment as a company to engage in recruiting veterans. In addition to the four veterans that currently work on the Project, Turner has extended two additional offers, and it should learn of potential acceptances within the next two weeks. Ms. Ellison advised that Mr. Al Amin spearheads the Veterans resource groups, one of which would soon formally support Turner's ongoing veteran recruitment in addition to the current veteran employees. She reported that one of Turner's former General Managers who had served the company for 40 years had established a foundation called Hunt for Entrepreneurs, which is specifically dedicated to supporting veterans who are either planning to leave or are on the verge of leaving the military in the near future. Ms. Ellison stated that Turner is engaging with that group to provide a pipeline into its Hire our Heroes Program. She advised that a couple of candidates had been recently identified to potentially be a part of the program. She reported that the Winter Haven Project, which is an annual event that Turner has hosted for 30 years, would be held on January 26. Ms. Ellison explained that the Winter Haven Project provides homeless veterans with clothing, food, and access to other resources.

Ms. Ellison reported that Turner also conducts an annual elf gift program. She stated that Turner supplies the boxes to its employees, who personally stuff the boxes with items purchased with their own

financial resources. Ms. Ellison advised that approximately 300 employees had participated in the 2018 Elf Gift Program, which yielded 600 boxes. She stated that she was proud of the employees who generously contributed to the effort.

With regard to the Local Disadvantaged Business Enterprise Programs (LDBEs), Ms. Ellison stated that Turner had committed all of the existing contracts for the Project, noting that it is continuing to engage firms so that they can be considered for second tier work and other projects. She reported that Turner had communicated with approximately 2,000 firms for its initial recruitment for the Project. Ms. Ellison advised that Turner meets bi-monthly with firms that prequalified in 2018, noting that it had met with a total of 38 firms. She reported that Turner had engaged with eight of the firms. Additionally, it would continue its bi-monthly meetings in 2019 with six to eight firms. Ms. Ellison reported that Turner continues to participate in Disadvantaged Business Enterprise exhibition events, noting the most recent one held in Baltimore, Maryland, where a representative from AGX, an LDBE firm that performed pre-construction work on Secure National Hall and the New Concourse, was in attendance.

In regard to Turner's contracts, Ms. Ellison reported that Turner still anticipates that it would deliver 29 percent in LDBE contract awards associated with Project Journey, noting that the award percentage exceeded the 25 percent requirement goal. She referenced the materials provided for the day's meeting and stated that completion for the two largest sections of the Secure National Hall and New Concourse packages are under 20 percent. Ms. Ellison reported that Turner's payments to LDBEs and non-LDBEs totaled 17 percent and 5 percent, respectively. She stated that Turner is on track to meet its objectives.

In terms of ethnicity, Ms. Ellison reported that the highest representation in the labor force on the Airports Authority Project is Hispanic, which is 46 percent; followed by Caucasian workers who represent 26 percent; and African American workers, who represent 15 percent. She advised that Turner's labor by state continues to reflect significant representation in Maryland, which represents 40 percent of the workforce. Ms. Ellison stated that Choice, a union firm that partners with Turner, observed that two or three years after people become a part of the skilled trades that they move into Maryland because a stable income allows them an opportunity to buy an affordable house in the state, which is sometimes a significant plight in the District of Columbia. She advised that there is

still a significant representation of labor in Virginia and statistics continue to reflect that Washington, DC has a significantly lower number of workers on the Airports Authority Project. Ms. Ellison reported that Turner had provided a significant amount of data to Ms. Hargrove for distribution to Mr. Williams to potentially identify options to more aggressively drive recruitment from District of Columbia residents into skilled trades.

Ms. Ellison reported that the Turner School had just finished its most recent offering of an advanced class in Baltimore, which was attended by 15 firms. She stated that the Turner School had partnered with Morgan State University in an effort to drive students' interest in the industry and encourage job placement. Ms. Ellison reported that the next offering would be held in the spring of 2019 in the District of Columbia. In addition to English, she advised that Turner is still working through the details to offer a pilot course in Spanish. Ms. Ellison advised that the Turner School had partnered again with the Rosario School to hopefully expand nationally. She further advised that the course would be offered in Virginia and via webinar to the entire area and other markets.

Ms. Ellison reported that Turner continues to engage in three relationships as part of its LDBE Mentor/Protégé Program. She advised that Turner is focusing on continuing to build Gotta GO NOW's financial competency by helping to improve its recordkeeping, billing, and internal tracking systems. Turner is also mentoring Dynamic Contracting Inc., which is an LDBE that is performing work on the Secure National Hall Project, as well as CAP 8, in an effort to double its business volume over the next year.

Ms. Ellison reported that Turner is committed to employing two college interns during the summer. In 2018, six college interns worked on the Airports Authority Project. Ms. Ellison advised that two of those interns were offered full-time opportunities and two were offered opportunities to gain additional internship experience. She noted that none of the 2018 interns would be returning to the Airports Authority Project. Ms. Ellison reported that Turner will keep the Committee advised of its progress to recruit two college interns for this summer. She also reported that Turner will continue its participation in the District Summer Program and expects to have four Phelps ACE High School (ACE) interns in the summer of 2019. Ms. Ellison advised that the Airports Authority recently conducted a workshop with ACE that involved a leadership

exercise to help students develop interview skills and become confident speakers. She reported that Turner had also begun to participate in a weekly Girl's Code Program with approximately 20 students held in Maryland. Another youth activity in Virginia with Girls Inspired to Lead was recently postponed until the spring of this year.

Ms. Ellison stated that Turner's website continues to serve as a source of information and advised that no calls had been received recently on the hotline. In response to inquiries of Turner's activities in different jurisdictions of the region, she advised of Turner's support of young children and stated that it had recently held a safety day with Forcey Christian School in Maryland and Girls on the Run in the District of Columbia. In addition to the Holiday Elves Program, which Ms. Ellison provided details about earlier, Turner was recently honored with the Legacy Award for its participation in the AEDC Scholarship Program to support youth in Wards 7 and 8.

Mr. Tejada congratulated Ms. Ellison on Turner's partnership with the Rosario School, which is viewed as a tremendous organization with a great reputation. He inquired about Turner expanding the proposed pilot classes on a national basis. Ms. Ellison stated that demographics in the market are changing. She advised that Turner is providing help to firms to navigate the path for those working with a large general contractor. Ms. Ellison observed the changing demographics of the workforce, as well as entrepreneurs, noting that nearly 50 percent of the labor force on the Airports Authority Project is Hispanic. She stated that she believed that a discussion is more meaningful when it occurs in a language that is most comfortable for all participants. Ms. Ellison advised that similar pilot courses have been held in similar demographic markets, including Florida, New York, California, and Texas, and all of them had been quite successful.

With regard to labor by state, Mr. Tejada observed that Maryland and Virginia are leading the way with the highest representation and inquired whether additional outreach efforts could be held in Virginia. Ms. Ellison responded affirmatively.

On behalf of Joslyn Williams, who was unable to attend the day's meeting, and him, Mr. Tejada thanked Ms. Ellison and stated that he appreciated the recent conversation on the workforce demographics and the numbers of workers. He further stated that he looked forward to continued dialogue.

Mr. Mims commended Ms. Ellison and the Turner team for their commitment thus far. He stated that he also wanted to encourage Turner to hold more core activities in Maryland.

Mr. Sudow stated that Virginia is ranked first or second in terms of the largest population of women veterans in the country. He inquired about the composition of Turner's Veterans Program. Ms. Ellison stated that the Airports Authority Project includes three male veterans and one female veteran. She further stated that she would provide comprehensive information about the composition of Turner's Veterans Program.

The meeting was thereupon adjourned at 10:57 a.m.