

SUMMARY MINUTES
STRATEGIC DEVELOPMENT COMMITTEE
MEETING OF JUNE 19, 2019

Mr. Sudow chaired the June 19, 2019 Strategic Development Committee Meeting, calling it to order at 10:39 a.m. A quorum was present during the Meeting: Mr. Uncapher (Co-Chair), Mr. Adams, Ms. Batty, Mr. Dwoskin, Ms. Hanley, Mr. Lazaro, Mr. Mims, Mr. Pozen, Mr. Speck, Mr. Tejada, and Mr. Session (ex officio).

Ronald Reagan Washington National Airport Project Journey. Roger Natsuhara, Vice President for Engineering, was joined by Richard Golinowski, Acting Vice President of Operational Support. Mr. Natsuhara provided an update on Project Journey. He stated that expenditures for Secure National Hall since the last report (through April) totaled \$2.6 million and that total expenditures on the project as of April totaled \$77.2 million. The budgeting forecast remains the same at \$263 million. Mr. Natsuhara stated that no modifications occurred in April.

Mr. Natsuhara reviewed the progress of Secure National Hall, including exterior site overviews from the south and north checkpoints. He reported that work continues on the installation of pile caps on the north inner roadway, which is scheduled to be completed in July. Installation of the south secant wall columns is also scheduled to be completed in July. Mr. Natsuhara reported that work on the interior south metro bridge should be completed within a month. He further reported that a preliminary inspection revealed some deficiencies which must be corrected before the final inspection. Work continues on the Secure Identification Display Area; three remaining steel beams must be installed before an engineer record review occurs, followed by a mockup. Mr. Natsuhara stated that work is underway to complete the relocation of an unforeseen fire suppression pipe in the north median to prepare for the completion of two pile installations.

Mr. Natsuhara then provided an update on the New Concourse, reporting that expenditures in April totaled \$9.2 million, and total expenditures through April were \$103.4 million, with the project's forecasted expenditures remaining at \$385.5 million. He stated that one modification occurred in April to address a series of unforeseen issues on the apron area that totaled \$501,558. Mr. Natsuhara shared slides that

illustrated that the apron paving on the phase 2 demolition of the existing pavement is complete, and the dirt surcharge would begin within the next couple of weeks. With regard to sequence 1 of the structural steel erection, it should be completed by July. Mr. Natsuhara reported that the installation of pile caps and grade beams continues, and the overhead conduit lowering and the work on the exterior electrical ductbank are complete.

Mr. Golinowski reviewed some of the customer impacts associated with the north and south pedestrian bridges, lower roadway configuration, and the Washington Metropolitan Area Transit Authority (WMATA) Metrorail work planned for the summer. As Mr. Natsuhara had reported, construction is progressing on the north and south pedestrian bridges, and the work is taking longer than expected due to unforeseen conditions in the bridges, as well as some code issues that will be addressed before they are opened for public use. Mr. Golinowski recalled that work is being performed on the south bridge from 11:30 p.m. until 4:00 a.m. He advised that the reduced timeframe for the work has slowed down progress, noting that the Metropolitan Washington Airports Authority (Airports Authority) is more interested in the customer impact and keeping the area open as long as possible. Mr. Golinowski reported that the remaining work on the south pedestrian bridge would hopefully be completed within the next few weeks, at which time the outer walkways through both bridges would close and customers would be routed to the center area. Once the area is complete and open to the public, Turner Construction (Turner) would transition to begin on the north bridge. Mr. Golinowski stated that the Airports Authority did not want work performed concurrently between the two bridges because it did not want to impact its customers more than required. He stated that the reason why the project has been so successful thus far without many complaints is a result of efforts by Paul Malandrino, Vice President and Airport Manager, and his staff to make sure ambassadors are available at night [when the bridge is closed] to direct customers around the work. Mr. Golinowski advised that employees use the area most frequently at night but they are still rerouted and very few problems have occurred.

Mr. Golinowski recalled that he reported in May on the lower roadway configuration. He shared slides of the closure on the lower level between midnight to 9:00 a.m. during which time taxi traffic would use the queuing area (represented by the green lines on the slide) on the lower roadway between the two bridges so only taxis would be permitted in that area. Mr. Golinowski reported that currently taxis, Transportation Network Companies (TNCs) and some truck traffic use the lower level

roadway. He explained that taxi traffic would use the middle lane and TNCs, personal vehicles, and trucks would use the outer lane during the closure from midnight to 9:00 a.m. At 9:00 a.m. the area would reopen and trucks, taxis and TNC traffic would use the inner lanes while privately-owned vehicles or personal vehicles would use the outer lanes. Mr. Golinowski noted that TNCs would also use the outer lanes, as needed. He stated that the lower roadway configuration slide for traffic use during midnight to 9:00 a.m. represented how the roadway is currently used, which is working very well. Mr. Golinowski advised that the taxi drivers are pleased with the new configuration and TNCs have also adjusted; they are operating very well in that area. He shared slides of the lower roadway configuration for traffic use from midnight to 9:00 a.m. and 9:00 a.m. to 11:59 p.m., noting that the yellow areas in both slides represented roadway closures. Mr. Golinowski reported that it is necessary to close the areas completely because Mr. Natsuhara's team and Turner Construction (Turner) will be erecting steel for the new structure in that area so the closure is required to ensure that customers are not driving through that area. He stated that staff considered different hours for closures. Mr. Golinowski explained that although flight activity begins at the Airport at 5:30 a.m., most of those operations are departures so a few extra hours are given in the morning to provide Turner a broader timeframe to work.

Mr. Speck shared a recent personal experience when he arrived at Reagan National. He advised that he was unable to accurately identify his pickup area to a TNC driver, noting that there is more than one area, with different colors, marked number 7. Mr. Speck reported that the driver stopped in an area differently than the one where he was located. Mr. Golinowski stated that the zones in the area were set up originally for taxis and TNCs and he was hopeful that the next phase will include one color with sequential numbers. He advised that TNC drivers generally contact their customers to identify their location or the customer flags the driver down, which Mr. Speck confirmed based on his experience.

Mr. Speck stated that he realizes that staff is attempting to maintain normal operations while rebuilding everything and confronting new adventures every day, but he observed that the signage to enter and exit Reagan National seems somewhat confusing. He stated that his TNC driver was preparing to go north on the George Washington Memorial Parkway when he needed to go south so he directed him to the correct exit.

Mr. Speck advised that he and Mr. Malandrino had taken a field trip of the Airport about a year ago at which time he had identified signage that he believed was confusing for an unfamiliar driver. He requested staff periodically review the Airport's signage from an unfamiliar driver's point of view. Mr. Golinowski stated that members of the Airports Operations, Police and Engineering teams are always reviewing the signage to determine how to make the Airport's signage as clear and concise as possible. He further stated that it is unfortunate that temporary signs are sometimes moved during construction and it takes some time to restore the signs. Mr. Golinowski advised that he believed that he was familiar with the area on the lower level roadway under the bridge that Mr. Speck referenced and that staff would look to determine if signage improvements can be made.

Mr. Tejada inquired if the numbers [used to allow customers to identify pick-up locations for TNC drivers] that Mr. Speck referenced would be sequential and not repeated. Mr. Golinowski stated that staff is currently looking at options to determine the best way to address the TNC signage. Mr. Tejada inquired whether the signage affects the information that customers access when using TNC applications (app). Mr. Golinowski stated that he believed that the TNC app provides the customer with two or three door numbers, which may have contributed to the confusion with Mr. Speck's driver since the door numbers are different from the coded (or the color zone) numbers. He further stated that the Airports Authority will talk to the TNC drivers to learn if they have any suggestions on how to improve the signage to ensure that they are picking up the customers from the correct locations. Mr. Golinowski advised that most of the TNC users are accustomed to having to flag down their drivers when requesting TNC services at Reagan National.

Mr. Golinowski reported that the WMATA Metrorail work had begun on May 25, as planned. He shared the map [used at last month's meeting when a comprehensive report was presented] that illustrated that the Metrorail stations south of Reagan National were impacted by the Metrorail work. Mr. Golinowski reported that the blue line shuttle provides service to Franconia, Van Dorn, King Street, and National Airport. He stated that only a few problems had occurred during the week. Mr. Golinowski advised that the teams for Alexandria DASH system [under contract with WMATA], WMATA, and Reagan National Airport Operations (teams) were extremely involved during the first week to ensure proper signage was displayed, bus routes were being followed properly, and that customers knew where to go. He further advised that after only a couple of issues during the first week, operations associated

with the WMATA Metrorail closures at Reagan National appear to be running very smoothly. Mr. Golinowski recalled that Mr. Potter had previously reported that the Metrorail ridership at the Reagan National station had increased 31 percent the first week, but he noted that the ridership had trailed off slightly during the second and third weeks. He reported that he believed that a leveling out of the entire summer shutdown operation for WMATA is underway. The teams are working to make necessary adjustments to ensure that operations during the July 4 week run equally well.

Mr. Sudow inquired about the number of TNCs and taxis that provide services at Reagan National. Mr. Golinowski stated that the numbers have remained the same throughout Project Journey and that he would provide updated numbers at the July Committee Meeting.

Mr. Sudow also inquired whether the current phase of construction of Project Journey remains on track for completion by the end of the year. Mr. Natsuhara stated that some of the roadway work is slightly behind and will likely extend into 2020.

Mr. Sudow reinforced Mr. Tejada's request regarding the TNC signage. He advised that he had recently exited Reagan National and stated that it would be helpful to have clear, concise signage identifying the north and south Airport exits.

Mr. Sudow stated that Mr. Natsuhara had mentioned an unforeseen issue with a utility pipe and asked whether other issues contributed to the roadwork delay. Mr. Natsuhara stated that the 20-inch utility pipe that he had reported on earlier was a late find, and it had taken Turner a while to determine how to reroute it. Issues such as that, coupled with the weather, other construction issues, and mistakes made by Turner contributed to the delay. Mr. Natsuhara stated that the Airports Authority continues to monitor the project closely.

Mr. Sudow thanked Mr. Natsuhara for hosting a planning meeting to provide a good overview of the efforts that he and his Engineering team handle on a continual basis at both Reagan National and Dulles International. He stated that he was unaware of the amount and depth of work that Mr. Natsuhara and his team perform regularly.

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