

SUMMARY MINUTES
STRATEGIC DEVELOPMENT COMMITTEE
MEETING OF DECEMBER 13, 2017

Ms. Lang chaired the December 13, 2017 Strategic Development Committee Meeting, calling it to order at 11:29 a.m. A quorum was present during the Meeting: Ms. Wells (Co-Chair), Mr. Griffin, Mr. Lazaro, Mr. Mims, Mr. Pozen, Mr. Sudow, Mr. Uncapher, and Mr. Session (Acting Chairman). Mr. Adams, Ms. Merrick, Mr. Speck, and Mr. Tejada were also present.

Ronald Reagan Washington National Airport Project Journey (Project Journey). Roger Natsuhara, Vice President for Engineering, provided an update on Project Journey, and stated that he would continue to provide monthly updates on the construction aspects of Project Journey, that Margaret McKeough, Executive Vice President and Chief Operating Officer, and her team would provide updates on the operational aspects of Project Journey, and that beginning in January 2018, a representative of Turner Construction (Turner) would provide quarterly updates to the Board on the project, similar to the quarterly updates that are provided on the Dulles Corridor Rail project.

Mr. Natsuhara stated that the prior month expenditure for Secure National Hall totaled \$107,095 and advised that the contract award for the project was made in November. The schedule of activities included contractor mobilization and administrative submittals, which were ongoing; establishing contractor laydown, temporary access roads and staging areas; exterior surveys and utility locations; and interior surveys and utility assessment. Mr. Natsuhara stated that completion of the project is anticipated during the first quarter of 2021.

Mr. Natsuhara provided the cost summary for the enabling projects, and stated that the prior month's expenditures totaled \$4,038,115. He stated that the demolition of Hangars 11 and 12 had been completed, that work on the central utility plant continues, as does work on the American Airlines Terminal C baggage basement renovations and sanitary sewer Terminal C to North Pump Station, and that the North Area Airport Security fence/gate modifications and special systems work would be ongoing as the project continues. Mr. Natsuhara then referred to a photo that showed the progress on the enabling projects, and stated that the site has been cleared, the security fence has been relocated and the American Airlines operations have been totally relocated.

With respect to the New Concourse, Mr. Natsuhara reported prior month expenditures of \$2,141,209 and total expenditures [as of 11/2017] of \$34,354,672. He also reported that the New Concourse design work had been completed, which was a major milestone for the Airports Authority. He stated that Turner had just provided initial costing, and that the Airports Authority anticipates receiving a Notice to Proceed for construction of the New Concourse in February 2018. Mr. Natsuhara stated that as was reported at the November Board meeting, the apron package was awarded, and contractor mobilization, the AOA fencing and administrative submittals were underway with completion estimated by February 2018, and site survey and pavement demolition beginning in December 2017. The New North Concourse completion is anticipated by the summer of 2021.

Mr. Natsuhara stated that Turner held another [Pre-Bid Meeting] outreach at Ronald Reagan Washington National Airport (Reagan National) on November 16, with the typical presentations on scheduled topics, but with additional participation by the DC Department of Employee Services and the DC Department of Small and Local Business Development. There were a total of 185 attendees, 145 of whom were representatives of subs and suppliers, including 53 Local Disadvantaged Business Enterprises. Mr. Natsuhara referenced a slide in the presentation that showed that the breakout of attendance by jurisdiction reflected a pretty even number of participants from the District of Columbia, Maryland and Virginia area, and other jurisdictions.

Ms. McKeough stated that following the holidays, construction would be underway on Project Journey and the customer impacts of the construction project would become self-evident. Following her introductory remarks, Ms. McKeough reintroduced Richard Golinowski, Manager, Engineering and Maintenance Department, Reagan National, who had been asked to take on the additional leadership role of the Project Journey Integration Director for Reagan National.

Mr. Golinowski stated that as Paul Malandrino, Vice President and Airport Manager, Reagan National, and Ms. McKeough had previously advised the Board during the briefing in July on the challenges that would be presented for customers at Reagan National as Project Journey began, he would provide greater details on the Airport's operational plans, especially during Phase 1 of the project. He further stated that the Secure National Hall construction would be multi-phased with significant impact to the Airport roadways in the early phases, although the roadways would be impacted primarily from January 2018 through

July 2019. After July 2019, Mr. Golinowski stated that most construction would be inside the terminal building and roadway disruptions should be minimal.

Mr. Golinowski stated that landside construction impacting Reagan National customers would take place during off-peak hours, primarily from midnight to 9:00 a.m., especially where roadways are involved. He further stated that a customer communications plan had been developed to assist Airport passengers for the duration of the project. It was anticipated that continual briefings on operations impacts would be provided to the Board, when necessary.

A public messaging campaign had been developed to update Reagan National customers, including: an overview of Project Journey and communication on specific construction impacts as the project progresses; frequent roadway traffic management reports; and traffic advisory messages encouraging customers to: (a) use the Metro to reach the Airport, (b) use public parking if driving to the Airport and/or (c) allow extra time when driving to the Airport as construction progresses.

Mr. Golinowski also stated that several communications tools, including three categories of visual displays had been developed, namely: mobile terminal monitors; Airport directories and overhead displays. Each of those communications tools would be used to inform customers of changes within the Airport and on the Airport's premises that might impact passenger flow in and around the Airport. In addition, customers would be encouraged to view construction advisories that would be posted to the Airports Authority's website. The construction advisories are currently available and anyone can subscribe to the construction advisories and updates on the Airports Authority's website.

Mr. Golinowski explained that during Phase 1 of the project, which would cover the time period January through April 2018, Airport roadway changes would be significant. There would be three median crossovers constructed to facilitate traffic movement and that roads would be widened and two temporary lanes would be added to improve traffic throughput at the north and south ends of the Airport. Mr. Golinowski further explained, referencing an aerial diagram from his presentation, that there would be continual monitoring of the traffic impact of the Project Journey construction, and once launched in January 2018, ongoing evaluations would be made of the impact of the south and north cut-throughs on traffic congestion at the Airport, and of their relative value in controlling traffic.

Mr. Golinowski advised further of the creation of a Traffic Control Center reflective of a team approach to monitoring traffic congestion at the Airport. He stated that since Thanksgiving of 2016, the Airport Operations, Airport Police and Airport Management staffs had been monitoring and managing traffic at Reagan National to improve efficiencies and benefit customers. Mr. Golinowski explained that the Traffic Control Center's cameras had allowed the Airports Authority to identify problems and make modifications strategically and quickly for the benefit of the Airport's customers. He stated that the necessary team to ensure that traffic is managed well during the Project Journey construction period is already in place, and that the team's focus will be on ensuring a seamless customer experience.

Ms. Wells asked about the reference to "off-peak hours of midnight to 9 a.m." with respect to construction periods that would minimize traffic congestion at the Airport. Mr. Golinowski explained that since most of the construction work associated with Project Journey would take place on the arrivals level at Reagan National, the midnight to 9 a.m. hours are the times during which less airline flight operational and associated customer activity occurs at Reagan National on the arrivals level, and is therefore considered "off-peak."

Mr. Speck asked about the Airport construction advisories that encourage travelers to use "Public Parking". More specifically, he asked for clarification of what constitutes "Public Parking." Mr. Golinowski explained that all Airport parking [not reserved for employees] is essentially "Public Parking" as referenced in the advisories.

The meeting was thereupon adjourned at 11:42 a.m.