

**Metropolitan Washington Airports Authority
Response to Questions from the Council of the District of Columbia**

February 18, 2019

1. Please provide, as an attachment to your answers, a current organizational chart for MWAAs with the number of vacant and filled FTEs marked in each box. Include the names of all senior personnel, if applicable. Also include the effective date on the chart.

See attachment A

2. Please provide in table format a list of the Board of Directors. Include vacant seats. List the incumbent, the appointment authority (e.g. Mayor of the District of Columbia) and the date the term expired (or will expire).

The Metropolitan Washington Airports Authority consists of 17 Members, who form its Board of Directors. The Board establishes policy and provides direction to management, and its authority is plenary. Members of the Board are appointed by the Governors of Virginia and Maryland, the Mayor of the District of Columbia, and the President of the United States as follows:

- The Mayor of the District of Columbia appoints four Members, subject to confirmation by the D.C. Council;
- The Governor of Virginia appoints seven Members, subject to confirmation by the Virginia General Assembly;
- The Governor of Maryland appoints three Members; and
- The President appoints three Members with the advice and consent of the U.S. Senate.

Members' terms are for six years, and can be reappointed once. The Board elects a Chairman, Vice Chairman and Secretary, annually.

<u>Jurisdiction</u>	<u>Appointment Date</u>	<u>Expiration of Term</u>
District of Columbia		
Warner Session	March 15, 2011	January 5, 2023
Thorn Pozen	July 14, 2015	January 5, 2021
Joslyn N. Williams	January 11, 2013	January 5, 2025
Judith N. Batty	December 5, 2018	October 4, 2024
Virginia		
Albert Dwoskin	October 12, 2018	October 11, 2024
Katherine K. Hanley	November 24, 2014	November 23, 2020
John Braun	November 24, 2018	November 23, 2024
William E. Sudow	May 13, 2016	October 11, 2024
J. Walter Tejada	May 13, 2016	November 23, 2024
David Speck	December 13, 2016	November 23, 2020
Robert Lazaro	December 13, 2016	November 23, 2022
Maryland		
Earl Adams, Jr.	October 11, 2012	October 10, 2024
A. Bradley Mims	December 20, 2014	November 30, 2020
Mark E. Uncapher	December 1, 2016	November 30, 2022

Federal

Vacant

Vacant

Vacant

3. Please list all currently open capital projects for MWAA as of the date of your response, including those projects that are managed or overseen by another agency or entity. Include a brief description of each, the total estimated cost, expenditures to date, the start and completion dates, and the current status of the project. Also, indicate which projects are experiencing delays and which require additional funding.

The Airports Authority has two enterprise funds, Aviation and Dulles Corridor. Aviation activities are funded from airline rates and charges, airport concessions, bond proceeds, passenger facility charges and grants (Federal and Commonwealth of Virginia). Dulles Corridor activities are currently funded with Dulles Toll road revenues, bond proceeds, Federal Transit Administration grant, transportation Infrastructure Finance and Innovation Act (TIFIA) proceeds, and contributions from Fairfax County and the Commonwealth of Virginia.

The Airports Authority has six budgeted programs, five that include ongoing capital projects. The largest of these projects is the Metrorail Silver Line Phases 1 and 2. The remaining projects include repair work, planning, design, and construction for airport and Dulles Corridor projects other than rail facilities. The Airports Authority also is working on Project Journey, a multi-year effort at Reagan National Airport to improve the passenger experience by adding two new security checkpoints and a new commuter concourse. All projects are specific to the Airports Authority's operations and receive no District of Columbia funding. All active capital projects are included in the Airports Authority 2019 Budget.

- [Link to MWAA 2019 budget](#)

4. (a) Please list and describe any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed at any time in fiscal years 2018 or 2019 (through January 31).

By virtue of the Airports Authority's lease with the federal government, its receipt of federal grants and its status as a sponsor and operator of domestic airports, the Authority is subject to periodic reviews by the U.S Department of Transportation, including the Federal Aviation Administration and the Federal Transit Administration, and the Government Accountability Office. Reviews by these agencies can cover a range of activities and transactions of the Authority and typically focus on the Authority's adherence to generally accepted management principles and its compliance with federal requirements that are applicable to the Authority (e.g., requirements in grant agreements with the FAA and FTA, and requirements federal statutes and U.S DOT regulations pertaining to airports).

- (b) Please list and describe any ongoing investigations, audits, or reports of your agency or any employee of your agency.

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Administration and the Federal Transit Administration, and the Government Accountability Office. Reviews by these agencies can cover a range of activities and transactions of the Authority and typically focus on the Authority's adherence to generally accepted management principles and its compliance with federal requirements that are applicable to the Authority (e.g., requirements in grant agreements with the FAA and FTA, and requirements federal statutes and U.S DOT regulations pertaining to airports).

5. (a) Please list each contract over \$500,000 million for goods or services procured by MWAA from District businesses including the name of the vendor and contract value.

The Metropolitan Washington Airports Authority (MWAA) actively encourages the participation of qualified vendors (including) Disadvantaged Business Enterprises (DBEs) and Local Disadvantaged Business Enterprises (LDBEs) in its contracting opportunities. OSCM engages in various strategic outreach activities to increase the pool of qualified businesses' participation in the MWAA procurement opportunities.

In 2018, MWAA made eight awards, each valued over \$500,000, to DC firms, as follows:

DC Awards (Greater than \$500,000)		
Contractor	Description of Work	Value
USI Insurance Services National, Inc.	Insurance Brokerage Services, Aviation Enterprise	\$22,024,655
USI Insurance Services National, Inc.	Insurance Brokerage Services, Dulles Corridor Enterprise	\$2,418,092
Environment Design & Construction, LLC	Dynamic Messaging Sign Installation Along International Airports Access Highway	\$1,305,208
Intervistas Consulting, Inc.	Airlines Business Development Consulting Services	\$1,000,000
Protec Construction, Inc.	Minor General Construction Services	\$900,000
J Roberts, Inc.	Minor General Construction Services	\$900,000
Xenophon Strategies, Inc.	Strategic Communication Consulting Services	\$625,000
Catalyst Partners, LLC	Safety Act Consulting Services	\$600,000
Total Value		\$29,772,955

(b) How has this volume increased or decreased since your fiscal year 2017? Explain reasons for the change.

In 2017, MWAA made four awards worth approximately \$10 million to DC firms. The increase in 2018 is largely attributable to the award of two significant insurance brokerage services contracts and continued outreach efforts by OSCM.

Of note, seven contracts awarded in 2018 valued between \$100,000-\$500,000 were awarded to DC firms, as follows:

DC Awards (\$100,000-\$500,000)		
Contractor	Description of Work	Value
VTECH Solution, Inc.	Network Engineering Staff Augmentation Services	\$295,226
Excalibur Legal Staffing	Temporary Staffing	\$162,500

Midtown Personnel, Inc.	Temporary Staffing	\$162,500
EX Nihilo Management, LLC	Information Technology Policies Analysis and Recommendation	\$152,800
GKA PC	Special Audit Services	\$144,000
LED Partners and Associates, LLC	Light Fixtures	\$140,842
Websulting Business Solution, LLC	Flightstats Contract Plan	\$114,960
Total Value		\$1,172,829

(c) What is MWAA doing to increase the volume (dollar value and number of vendors) with District businesses?

As part of MWAA's ongoing efforts to maximize opportunities to DC-based firms, OSCM:

- Continues to keep DC businesses and Business Organizations Groups informed of MWAA's procurement opportunities through the posting of all solicitations greater than \$25,000 on mwaa.com, in addition to specific dissemination of MWAA solicitation notices and planned procurement reports;
- Enhances partnerships with DC Business Organizations through targeted strategic;
- outreach, sponsorship, speaking engagements and business opportunity seminars;
- Continues to educate DC businesses about MWAA's electronic supplier diversity management system implemented in November 2016;
- Continues to utilize MWAA's new Supplier Diversity Management System to conduct targeted outreach and track results;
- Continues to promote the Joint Certification Program Addendum between MWAA and DC DSLBD, allowing DC CBEs to complete a shortened and simplified one page application to certify as an LDBE with MWAA; and
- Hosts information sessions about How to Do Business with MWAA as well as certification workshops to increase the pool of DC-certified businesses

In October 2015, MWAA and DC Department of Small and Local Business Development (DSLBD) implemented a streamlined Joint Certification Program Addendum to increase the number of DC-based Certified Business Enterprises (CBEs) in MWAA contracting opportunities.

- Since the launch of this initiative, the number of DC-based LDBE firms increased from 261 in October 2015 to 537 in January 2019 (up 106% since inception).

Additionally, OSCM, in partnership with other MWAA offices, continues to actively engage in various strategic events and partnerships throughout the DC metropolitan area to increase strategic outreach efforts, promote MWAA's Small Business Programs, and ultimately increase DC-based firms' participation in MWAA procurement opportunities. These events included:

- January 16, 2018 - Washington Business Journal's "Book of Lists" Celebration – OSCM participated in the book of List celebration which honor top local business owners. This event drew approximately 1200 attendees including local businesses representing a variety of industries.
- February 15, 2018 – OSCM participated in the Greater Washington Hispanic Chamber of Commerce Executive Breakfast. This event focused on increasing opportunity for small business enterprises while helping larger firms comply with local diversity.

- February 24, 2018 –OSCM and MWAA Human Resources participated in the Offices of DC Mayor and Deputy Mayor of Greater Economic Development African American Job and Prosperity in honor of Black history month. This event was designed to educate, inform and empower DC job and business opportunity seekers.
- February 28, 2018 – OSCM participated in the Fort Myer Construction Corporation Small Business Roundtable to foster and promote professionalism and integrity through a series of roundtable meetings. This event was designed to help small business leaders enhance their skills and expand their professional network.
- March 16, 2018 – OSCM participated in the 9th Annual Minority Biz Expo for the Greater Washington Hispanic Chamber of Commerce (GWHCC). This event was designed to link Hispanic business enterprise to the private and public sectors.
- March 20, 2018 – OSCM attended the Airport Minority Advisory Council (AMAC) Leadership Summit on Capitol Hill. This event provided networking and advocacy opportunities for minority, small, and local business enterprises to voice their opinions to decision makers who could impact real change and help policymakers understand the challenges and opportunities of operating in the aviation industry.
- March 22, 2018 – OSCM attended the annual “Celebrating Women Who Move the Nation” conference held by the Conference of Minority Transportation Officials (COMTO). This event honored women who move the nation by impacting their communities.
- March 27, 2018 – OSCM participated in the DSLBD's DC Procurement Technical Assistance Center (PTAP) Construction Forum to educate DC-based construction business enterprises on doing business with MWAA.
- April 19, 2018 – OSCM exhibited and participated in the 28th Annual Government Procurement Conference. This conference/trade-fair and matchmaking event provided a platform for more than 2,000 small business enterprises to link and pursue business opportunities with local and federal government procurement representatives and prime contractors.
- May 18, 2018 – MWAA launched its first DC-specific Career and Business Opportunity Expo in partnership with key DC-based organizations (DC Department of Employment Services, DC Department of Small and Local Business Development, Office of DC Deputy Mayor of Economic Development etc.).
- June 17, 2018 – OSCM participated in Congresswoman Eleanor Norton's Annual Small Business Fair. This all-day event provided opportunities for small business enterprises to link with private and public sectors procurement representatives.
- September 26, 2018 – OSCM partnered with the DC Department of Small & Local Business Development (DSLBD) to provide a LDBE certification workshop for DC CBEs and help them understand how to access MWAA contracting opportunities.
- November 6, 2018 – OSCM participated in the DDOT 8th Annual Disadvantaged Business Enterprise (DBE) Summit & Networking Symposium to promote MWAA small business programs and procurement opportunities.
- November 14, 2018 – OSCM participated in the COMTO “Meet and Greet” to educate COMTO - DC members about navigating MWAA’s procurement, LDBE/DBE/ACDBE certification processes, and upcoming contracting opportunities.
- December 4, 2018 – OSCM exhibited and participated in the WPEO DC Breakthrough Breakfast & Procurement Fair to further share MWAA procurement opportunities with regional Women Business Enterprises.

- December 18, 2018 – Multiple MWAA Offices participated in the GWHCC Annual Holiday Fiesta. This event brought the Hispanic and broader minority community together to celebrate the Chamber’s accomplishments and those of its members.

New Initiatives launched in 2018:

- MWAA launched its DC specific Career and business Opportunity Expo in May 2018. In partnership with key DC-based organizations (DC Department of Employment Services, DC Department of Small and Local Business Development, Office of DC Deputy Mayor of Economic Development etc.) This event was uniquely designed to educate DC residents and Business communities on how to obtain Business and employment opportunities with MWAA and its business partners including Airlines, TSA, Parking, Concessions, large contractors etc. The agenda also included an educational component specific to the needs of DC Business Enterprises and residents. The event drew over 350 participants. Preparations for the 2019 event are underway.
- MWAA launched the “Small Business University” (SBU), which is a partnership between MWAA Department of Supplier Diversity (DSD) and 1863 Ventures (formerly known as Project 500), a District-based non-profit supplier development organization. The goal of the program is to assist small business enterprises in various stages of growth to get to the next level of success. Under this program, we have launched three efforts:
 - MWAA Small Business Educational Workshop Series which was attended by over 80 local businesses
 - MWAA Jurisdictional Impact Workshops Series which was held in conjunction with DC specific Career and business Opportunity Expo; and drew over 350 participants
 - MWAA non-credit Georgetown University Executive Certificate Program attended by 28 local businesses.
 - Two DC-based SBU graduates have subsequently received MWAA awards for a combined value of over \$400,000.

**DC-based Small and Minority Business Groups/Agencies
DSD Contacts for Outreach**

ORGANIZATION NAME	CITY	State	ZIP
1863 Ventures	Washington	DC	20009
African American Real Estate Professional of DC	Washington	DC	20005
Airport Minority Advisory Council (AMAC)	Washington	DC	20003
Conference of Minority Transportation Officials (COMTO)	Washington	DC	20006
DC Department of Transportation (DDOT)	Washington	DC	20020
DC Department of Small & Local Business Development (DSLBD)	Washington	DC	20001
District of Columbia Building Industry Association (DCBIA)	Washington	DC	20001
DC Water	Washington	DC	20032
DC Chamber of Commerce	Washington	DC	20004

District of Columbia Government Procurement	Washington	DC	20001
Greater Washington Board of Trade	Washington	DC	20006
Greater Washington Hispanic Chamber of Commerce (GWHCC)	Washington	DC	20006
Minority Business Development Agency Business Center	Washington	DC	20036
National Association of Minority Contractors DC Metro Chapter	Washington	DC	20020
National Association of Black Women in Construction	Washington	DC	20001
National Forum for Black Public Administrators (NFBPA)	Washington	DC	20002
NFBPA DC Chapter	Washington	DC	20024
Small Business Administration	Washington	DC	20416
Washington Metropolitan Area Transit Authority (WMATA)	Washington	DC	20001
Women Construction Owners and Executives, USA	Washington	DC	20008

6. Is any progress being made to reduce noise impacts on residents from aircraft landing or departing Reagan National Airport? Explain.

Progress is being made on the very difficult and complex issue of aircraft noise. It is important to note that the Metropolitan Washington Airports Authority has no jurisdiction over any aspect of airplanes in flight, including their noise output. The Federal Aviation Administration and its Air Traffic Control function have sole jurisdiction over flight paths, flight procedures, altitudes and all other activities of planes in the air. Individual airlines control their flight schedules and the types of aircraft they fly.

Despite this lack of jurisdiction over aircraft while in flight, the Airports Authority has organized and facilitated the Reagan National Community Noise Working Group to identify potential ways to mitigate the impacts of aircraft noise associated with aircraft using Reagan National. This group, formed at the request of the FAA, brings representatives from communities in the District of Columbia, Maryland and Virginia that are near Reagan National flight paths together with representatives of the airlines and the FAA. During its three years of existence, the Working Group – through its public meetings and individual community outreach by its members – has helped residents in a number of communities better understand the technical and administrative matters related to aircraft noise and has worked with the FAA and airlines to explore potential adjustments to flight paths and other procedures.

In addition to facilitating the Working Group, the Airports Authority has worked with airlines to modify a flight procedure that has lessened noise impacts on D.C. residents near the Georgetown Reservoir and also has encouraged airlines to significantly reduce the number of MD-80 class aircraft serving Reagan National. These aircraft are considered to be among the noisiest commercial planes flying today, and airlines are voluntarily taking them out of the D.C. market. In addition, the Airports Authority actively enforces an FAA-sponsored

“Nighttime Noise Rule” at Reagan National, which restricts certain older and heavier aircraft from taking off or landing between 10 p.m. and 7 a.m. (however, most aircraft flying today are not subject to this rule). The Airports Authority, in its role as Working Group facilitator, also pursues consensus among various community representatives on noise-mitigation proposals, because the FAA requires general agreement among communities across the region on restructuring flight paths and other procedures.

7. What are your top five priorities for the agency? Please provide a detailed explanation for how the agency expects to achieve or work toward these priorities in fiscal years 2018 and 2019.

The Metropolitan Washington Airports Authority, which is not an agency of the D.C. government and receives no operating funding from the D.C. government, operates on a calendar fiscal year. Therefore, fiscal year 2018 has ended and fiscal year 2019 is underway. The Airports Authority's top five priorities for 2019 are:

- 1) Provide safe, secure, convenient and efficient facilities for customers;
- 2) Strengthen the competitive position of Dulles International Airport through revenue enhancement, growth of domestic and international air service, improvements in concessions and other passenger services and holding costs per enplaned passenger to attract and retain air service.
- 3) Continue moving forward with construction programs for the Metrorail Silver Line in Northern Virginia and Project Journey improvements to terminal facilities at Reagan National Airport.
- 4) Aggressively manage budgets and debt service to further strengthen the Airports Authority's financial position.
- 5) Work with the Federal Aviation Administration, airlines and community representatives to help address concerns related to aircraft noise.

Each of these priorities is the focus of their respective functional areas within the Airports Authority, with employee and departmental goals specifically linked to progress toward achieving their assigned aspects of each goal or objective. The Airports Authority holds individuals in all its business units accountable for successfully attaining the organization's goals and priorities.

Attachment A

Metropolitan Washington Airports Authority Senior Executives

President and Chief Executive Officer	John E. Potter
Executive Vice President and Chief Revenue Officer	Jerome L. Davis

Vice Presidents

Finance	Andrew T. Rountree, CPA
Board of Directors	Monica Hargrove
Communications and Government Affairs	David Mould
Engineering	Roger Natsuhara
Rail Project	Charles Stark
Airline Business Development	Yil Surehan
Legal	Philip Sunderland
Audit	Alan Davis
DCA Airport Manager	Paul Malandrino
IAD Airport Manager	Mike Stewart
Public Safety	Bryan Norwood
Human Resources	Tony Vegliante
Information Technology	Goutam Kundu
Marketing	Chryssa Westerlund
Supply Chain Management	Julia Hodge

Total full-time MWAA positions – 1,684

Vacant MWAA positions – 218

As of February 18, 2019

2019 Organization Chart
Metropolitan Washington Airports Authority

