



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

ANNUAL REPORT 2000





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METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

WORKING TOGETHER



Each day, the Board of Directors and the 1,182 employees of the Metropolitan Washington Airports Authority work to accomplish a common goal – serving the air transportation needs of businesses, travelers and governments.

Washington Dulles International Airport and Ronald Reagan Washington National Airport are two very different facilities, which together make up one of the finest air transportation systems in the nation. Washington Dulles is the region's main airport for international travel, cross-country travel, and cargo transport. Closer to the Nation's Capital, Reagan Washington National's passengers fly – with some exceptions – nonstop to and from destinations less than 1,250 miles from Washington, D.C.

As the two airports have grown, the organizational structure of the Airports Authority has evolved to meet the challenges of growth, access and service. Success is measured by the collective achievement of many functions that create a safe, efficient and satisfying experience for patrons.

This report highlights the staff areas responsible for making the Airports Authority a thriving operation. Plans and policies are important in setting the stage for progress, but it takes people, working together, to turn plans into accomplishments.

I can't think of a more apt theme for the Airports Authority today than *working together*. Given the challenges that will face us in the year to come as our \$3.4 billion "A2" capital program for Washington Dulles takes off, working together clearly is the surest path to success.

Early in 2000, following a year in which Dulles led the world in passenger traffic growth, the Airports Authority developed the basic elements of the enormous "A2" project. Putting the program together required serious teamwork – with staff, management and the Board of Directors working together. Carrying it out will require even greater collaboration.

The experience, however, will not be entirely new. The Airports Authority has a notable tradition of working together. To begin with, it is inherent in the structure of our Board. Our charter brings together appointees of the Governor of Virginia, the Mayor of the District of Columbia, the Governor of Maryland, and the President of the United States – men and women with different politics, different perspectives and different experiences. Rather than overcoming differences, Board members have demonstrated how important it is to understand, appreciate and be informed by them. Our successes have in no small part resulted from the dynamic and diverse synergy of the several perspectives.

Experience has demonstrated that the mutual opportunities and common problems of the metropolitan Washington region are best addressed when the jurisdictions work together – with a clear sense of interdependence. Thus, it is no surprise that, along with the Transit Authority, we have become one of the most prominent examples of regional cooperation – a model for officials looking to create new regional organizations and seeking solutions to pressing regional transportation issues.

Working together is also inherent in the structure of the organization. The Airports Authority operates two major airports, with a central staff that provides core services and management for both. Staffs of the two airports learn from each other; our central staff benefits from serving in two different airport environments.

Finally, the Airports Authority has always worked closely with the external community: the surrounding neighborhoods and communities; other regional agencies, such as the Transit Authority and the Council of Governments; transportation executives, both local and state; local task forces; the federal government; and our parent jurisdictions, the District of Columbia and Virginia, and their partner, Maryland. Reagan Washington National and Washington Dulles are key elements of the regional transportation infrastructure, and we work together with the other transportation agencies to provide the region with the mobility it requires.

The Metropolitan Washington Airports Authority, only 14 years old in 2000, has enjoyed extraordinary success in providing the region with world-class access to the global aviation system. The level of air service here has improved dramatically. An outstanding staff, excellent management, a distinguished Board and an unusually strong aviation market have all contributed to this success.

But in so many ways good people working together have made the difference. Going forward, working together will enable us to meet the challenges of the future as we continue to expand this successful enterprise.



"The Airports Authority has a notable tradition of working together – of bringing together talent from local jurisdictions to craft solutions that benefit us all and advance the quality of aviation services and facilities in the metropolitan Washington region."

Carolyn Boone Lewis
Chairman

The theme of this year's annual report is *working together*, which captures the spirit of cooperation that has existed throughout the history of the Airports Authority while reflecting the many entities – internal and external – that come together to accomplish a common purpose.

In 2000, the staff of the Airports Authority accomplished some tasks that will impact the operations and vitality of both Washington Dulles International and Ronald Reagan Washington National Airports for decades to come.

A highlight of 2000 was the \$3.4 billion expansion plan for Washington Dulles authorized by the Board of Directors. The Dulles Development Program known as “d²” features an automated underground train system, two new parking garages, new and expanded midfield concourses, enhanced baggage handling capacity, a new runway and many other components. “d²” is designed to ensure that Washington Dulles will remain a center of commercial aviation activity in the region far into the future. It is, by far, the most significant capital investment the Airports Authority has made since its inception.

In 2000, the Airports Authority also worked to implement changes to some of the operating restrictions at Reagan Washington National, which were mandated by federal law. With the addition of 24 commercial daily operations, including 12 exemptions granted to the current 1,250-mile “Perimeter Rule,” we worked with four new airlines to allocate gates and arrange appropriate space. Washington Dulles was also the beneficiary of additional new services and a major increase in cargo activity.

Finally, of particular importance to the future of the Airports Authority was the adoption of a new management approach, the Performance Management Partnership (PMP). PMP will help us to emphasize participation and inclusiveness. It will also assist us by demonstrating to employees that what they do on a daily basis determines the success of the Airports Authority and by more directly linking compensation to performance.

The primary resource that enables us to accomplish our objectives is the people of the Airports Authority. They are dedicated, hardworking and highly professional and they have proven time and again that they are our most important asset.

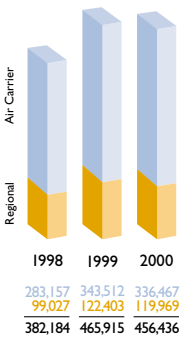
We have accomplished much by working together in the past year, and we look forward to working together on the challenges and opportunities ahead.



James A. Wilding
President and Chief Executive Officer

James E. Bennett
Executive Vice President and Chief Operating Officer

Left to right: James E. Bennett and James A. Wilding



OPERATIONS

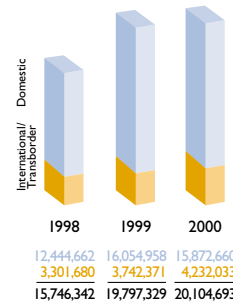
Note: Regional includes General Aviation and Military Traffic
Source: Metropolitan Washington Airports Authority

Following unprecedented growth in 1999, Washington Dulles continued to set records in 2000 with international passenger activity that outpaced the national average.

Accomplishments during the year:

- With more than 4 million international travelers, the airport established a new record for international passenger traffic. By year end, 16 airlines provided flights to 30 foreign cities with more than 270 international flights per week;
- Mobile lounges made 752,488 trips bringing passengers to and from aircraft, up from the 686,554 trips made in 1999;
- Total direct employment on the airport topped 15,000, including personnel of the Airports Authority, airlines, contractors, concessions and the FAA.

With almost 11,000 acres of land, Washington Dulles can be the “growth airport” for the region for decades to come. The “d²” program ensures that the airport can continue as a center of activity and development for the region.



PASSENGERS

Source: Metropolitan Washington Airports Authority

“To keep this region vibrant and growing economically, we have to improve our facilities and our service. Our challenge, and our goal, is to make the upcoming construction programs as unobtrusive to the passenger as we can while continually improving our service to the customer.”

Keith W. Meurlin, Vice President and Airport Manager, Washington Dulles International Airport (left), pictured with Janene Doll, Airport Operations Duty Manager, and William R. Davis, Airport Ramp Controller.



With most capital construction programs completed at Reagan Washington National, the Airports Authority began renovation of historic Terminal A. This building, "home" of the original Washington National Airport, is scheduled to be restored to its historic 1941 condition and maintained as a terminal for commercial airline operations. In 2000, the President of the United States signed legislation that added 24 additional flights per day from Reagan Washington National. The airport welcomed four new carriers and, for the first time, commercial jet operations to destinations outside the 1,250-mile limit. The challenges in accommodating these new airlines and new service were significant but were met successfully.

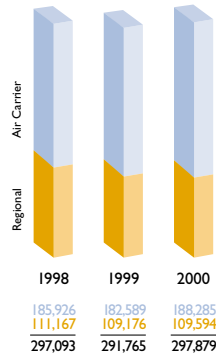
Highlights in 2000:

- A consumer satisfaction survey conducted by J.D. Power in 2000 ranked Reagan Washington National fourth among medium-sized airports. The ratings included all aspects of passenger travel, including check-ins, arrivals, departures, terminal facilities and baggage claim;
- Public parking at the airport continued to increase, with growth in both garage parking and the Economy Lot. Nearly 2.1 million patrons used these facilities, up 4% from 1999;
- The airport conducted an extensive exercise to test the adequacy of the Family Assistance Support Team plan – a plan to ensure that the families of aircraft accident victims are properly treated and informed. It also tested plans to accommodate passengers who are stranded overnight at the airport;
- Some 32,000 plants, flowers and trees were planted on the grounds, enhancing the airport's reputation as both a functional and attractive facility. To care for the airport's horticultural program, a new irrigation system was installed;
- Travelers Aid volunteers assisted nearly 385,000 travelers.

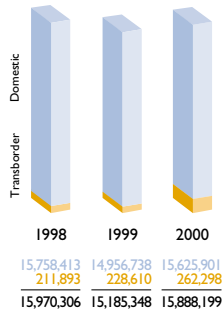


"We believe that small details make a big impact. That's why we go to the effort we do in landscaping, maintenance, and ensuring that our grounds and buildings are clean. We want whoever comes to our region through this airport to remember their visit to Reagan Washington National as a highlight of their experience."

Christopher U. Browne, Vice President and Airport Manager, Ronald Reagan Washington National Airport (center), pictured with Janie Guthrie, Staff Assistant, and Andre Davis, Terminal Services.



OPERATIONS
Note: Regional includes General Aviation and Military Traffic
Source: Metropolitan Washington Airports Authority



PASSENGERS
Source: Metropolitan Washington Airports Authority





HUMAN RESOURCES: MEETING STAFFING NEEDS AND GOALS

Attracting and retaining skilled people with diverse talents is critical to the continued success of the Airports Authority. The Office of Human Resources develops and manages programs and services that enable the Airports Authority to meet its personnel needs.

Among major accomplishments for the year:

- Developed and implemented a goal-oriented Performance Management Partnership (PMP), including successful negotiations with five bargaining units to enlist their participation;
- Launched "Prospecting for People," a referral program that offers incentives to encourage employees to recruit for hard-to-fill positions;
- Introduced market-based wage and compensation systems, and converted to new and improved health and life insurance programs;
- Established an on-site benefits counseling program for employees at Washington Dulles;
- Sponsored a "Dress for Success Day" at Ballou Senior High School in S.E. Washington, D.C. as part of its Stay-In-School Program and recruited five students who were placed in areas of interest at Reagan Washington National for exposure to professionals at work.



"The Performance Management Partnership will help us move to an efficient participatory management style. I'm proud that we were able to design this program and provide training and support to help the organization and its people make this important transition."

Arl B. Williams, Vice President for Human Resources (center), pictured with Lorita Schlegel, Electrical Division Manager, and Jeffrey Smith, Interior Electrician.

COMMUNICATIONS: WORKING WITH THE PUBLIC

Since its inception, the Airports Authority has made working with the public one of its highest priorities. In 2000, the Office of Communications continued to work with government agencies, media, business and community organizations.

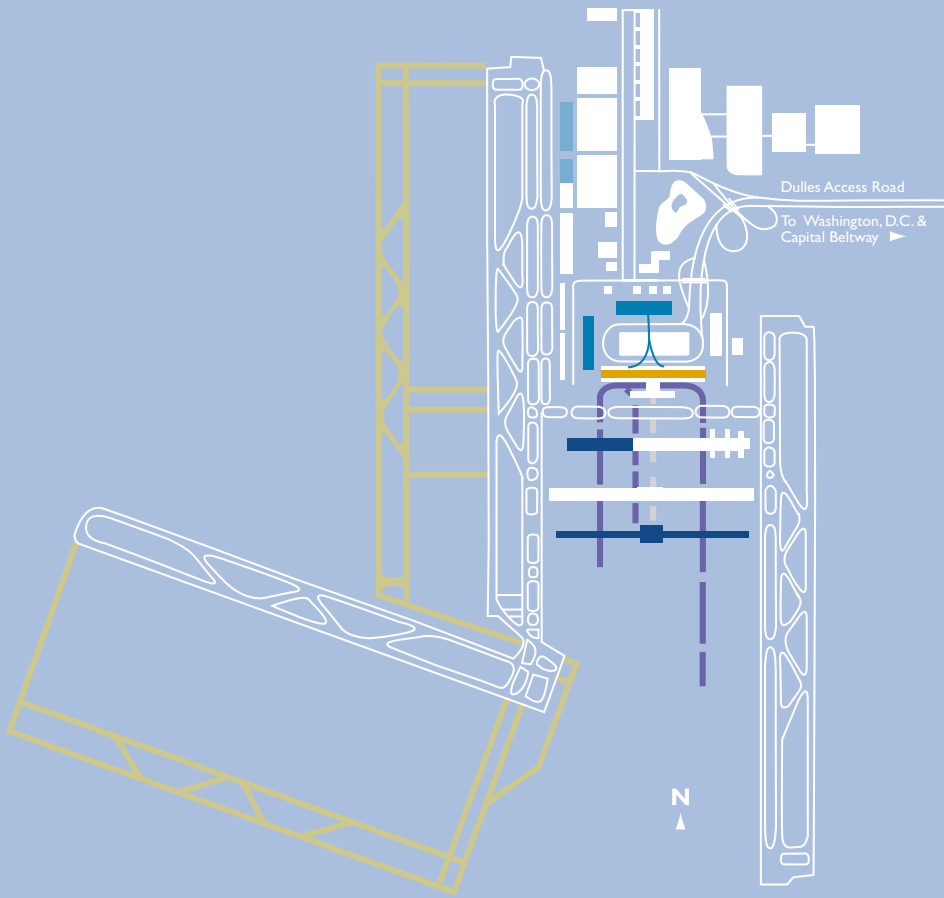
Highlights for the year:

- Public Affairs handled more than 2,000 media inquiries on many airport and aviation issues ranging from the "d²" program to the arrival of two giant pandas from China;
- Government Affairs worked on a wide range of issues with officials from the federal government and Congress, the Commonwealth of Virginia, District of Columbia and numerous local governments;
- Noise Abatement continued to monitor aircraft noise through the Airports Authority's Aircraft Tracking/Noise Monitoring System and maintained its relationship with both regional and national aircraft noise organizations. On January 1, 2000, the phase-out of noisier commercial Stage 2 aircraft was completed;
- Marketing guided the design and implementation of an Airports Authority-wide graphics standard as well as the graphic design for the "d²" program;
- Community Relations coordinated presentations for more than 400 foreign and domestic visitors and launched a new school-business partnership with Stone Bridge High School in Loudoun County.

"I believe that one of the greatest assets of the Authority is the strong support that we have received from our neighbors, travelers, the media, businesses, government officials, and many others. We are very fortunate to have it, constantly work to reinforce it, and fully appreciate the responsibility that comes with it."

Jonathan Gaffney, Vice President for Communications (center), pictured with Tara Hamilton, Manager of Public Affairs, and Frank H. Staley, Airport Operations Officer.





- Existing
- Extension of Concourse B and New Concourse
- Alternative Locations for Additional Runway
- Airport Automated Train System
- Original Terminal Renovation
- Passenger Walkway
- Parking Garages
- Cargo Facilities



“We look forward to completing the many construction projects at Washington Dulles on time and within budget. We have most of our architect/engineering firms on board for the major projects, and we’re working with the airlines to make sure that their requirements are fully understood.”

Frank Holly, Vice President for Engineering, pictured with Ken Vogel, Manager of Construction (left), and David Jones, Manager of Design (right).

The Office of Engineering is responsible for managing capital construction programs. Its four departments – Planning, Design, Construction, and Building Codes and Environmental – play an important role in ensuring timely, quality construction of all major Airports Authority capital development projects.

Highlights for the year included:

- The Airports Authority’s “d¹²” program – a \$3.4 billion plan to enable the continued expansion of Washington Dulles; extensive involvement with regional planning groups; and a number of planning studies for both airports;
- Designs for numerous projects at Washington Dulles including two Daily Parking garages, which will create 8,500 spaces; a 700-foot underground pedestrian connector between the north parking garage and the Main Terminal; an Airport Rescue and Firefighting facility; a 50,000 square-foot expansion of Cargo Building 6; and a four-gate extension of Concourse B;
- Construction management of projects at both airports with an estimated value of some \$520 million; at Washington Dulles these included completion of a new fuel storage tank farm, which increased capacity at the airport from a one-day supply to seven days; a large aircraft hold pad and bypass taxiway; an apron for four wide-body aircraft; a 4,000-space surface parking lot; and an international passenger in-transit lounge facility;
- Relocation of entrance and exit roads at Reagan Washington National, which improved traffic flow; additionally, the Airports Authority opened two pedestrian bridges to provide pedestrians, joggers and cyclists a safe trip through the airport grounds as they travel on the Mount Vernon Trail;
- Support by Building Codes and Environmental staff who reviewed designs, issued building and occupancy permits and conducted compliance inspections; improved methods for disposal of aircraft deicing fluids at both airports; and worked with state and federal regulatory agencies to resolve air quality and wetlands delineation issues and develop procedures related to underground fuel lines.

One of the primary goals of the Airports Authority is to recruit, retain, and expand air services for the benefit of the region, and the responsibility for this lies with the Air Service Planning and Development Office. This Office works with airlines throughout the world in an attempt to increase passenger and cargo business at the Airports Authority's two airports.

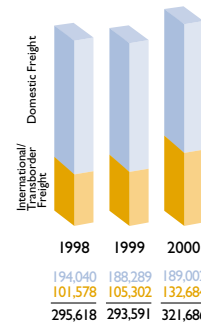
Participating with regional tourism and economic development partners in Virginia, Maryland and the District of Columbia, the Airports Authority took part in numerous trade shows and executed marketing programs in 14 foreign countries.

Developments in 2000:

- At Reagan Washington National, four new airlines began service – American Trans Air, National, Spirit, and Frontier. In addition, incumbent airlines including Midwest Express/Midwest Express Connection, American Eagle, America West, Midway, Delta Shuttle, TWA and US Airways Shuttle added service;
- At Washington Dulles, Austrian Airlines returned to the airport and Air Canada, Midwest Express, and Atlantic Coast Airlines (operating as United Express) added service.

Air cargo achievements:

- More than 421,000 metric tonnes of cargo (mail and freight) were shipped through the two airports, 91% of which transited Washington Dulles. Total cargo tonnage at Washington Dulles grew by 10.5%, while international cargo tonnage increased by 26% over 1999;
- Construction began on the second phase of the newest cargo warehouse at Washington Dulles, Cargo 6. When completed in 2001, it will add more than 50,000 square feet of warehouse and office space;
- The Galaxy Alliance, an association that has grown to include 17 airports, was officially launched in September 2000. The goal of this alliance is to stimulate air cargo growth through joint ventures and involvement in significant international policy matters;
- The Airports Authority hosted The International Air Cargo Association's "Air Cargo Forum 2000" in Washington, D.C. This event attracted nearly 3,000 members of the air cargo industry to the region and allowed the Airports Authority to promote its facilities at Washington Dulles.



CARGO
Note: Measured in Metric Tonnes
Source: Metropolitan Washington Airports Authority

"Attracting the best passenger and cargo air service providers, nationally and internationally, is a critical part of our function. This ensures that travelers and businesses in the Washington region have the options to go where they want, when they want."

Mark Treadaway, Vice President, Air Service Planning and Development, pictured with Don Fields, Air Service Development Manager (left), and Richard Norris, Air Cargo Development Manager (right).





The Airports Authority operates within a complex legal framework that involves federal, state and local law and regulations. In addition to ensuring that the Airports Authority operates within these rules, the Office of the General Counsel also prepares and advises on contracts for goods and services, leases and concessions. The Office provides counsel on issues such as federal aviation regulations and the Americans with Disabilities Act.

Highlights for the year:

- Participated in a new taxicab contract at Washington Dulles and initiated formation of the Taxi Advisory Committee to address taxi operation issues. At Reagan Washington National, developed regulations to improve cab service, including a limit on the age of cabs;
- Acquired property for the construction of parking garages, a new road at Washington Dulles and a runway protection zone at Reagan Washington National;
- Successfully defended the validity of the Airports Authority's right of eminent domain against a constitutional challenge;
- Drafted licenses and easements for utility companies to cross airport property and an easement to the Virginia Department of Transportation (VDOT) for the Western Regional Park and Ride facility.



"Everything the Airports Authority does has legal aspects. Our legal posture is stronger than it has ever been, and it was further solidified by some recent court decisions that clarified our contracting authority and our right to acquire property."

Edward S. Faggen, *Vice President and General Counsel*, pictured with Carol Rager, *Executive Secretary* (seated); Assistant General Counsel/s Naomi C. Klaus, Joseph E. Kalet, Jana M. Phillips, and Dennis M. Dayton (standing, left to right).

BUSINESS ADMINISTRATION: DIRECTING NEW BUSINESS INITIATIVES



"As the primary contracting office for the Airports Authority, we work with many different internal areas and external groups. Our goals are to ensure that our travelers receive good value; that our tenants receive good support and services; and that local small businesses have an opportunity to participate in building a better airport system."

Margaret McKeough, *Vice President for Business Administration* (center), pictured with Cheryl Nashir, *Manager, Terminal Concessions and Services*, and Eugene Sharpe, *Contract Manager, Information and Services*.

The Office of Business Administration is responsible for concession contracting and administration; lease agreements for the use of space and land at the two airports; airline relations; procurement of goods and services; risk management and equal opportunity programs.

Highlights in 2000:

- Some 500 procurement contracts were awarded for expenditures of more than \$455 million. Of this amount, 31% benefited small businesses through the Airports Authority's Local Disadvantaged Business Enterprises (LDBE) program. Approximately 70% of these businesses were women- or minority-owned;
- Terminal concessions generated in excess of \$135 million in gross sales, with LDBE's contributing \$36 million;
- Reagan Washington National's concessions program earned three awards from *Airport Retail News'* Best Concessions 2000 Poll, including Best Overall Airport Concessions Program;
- The Airports Authority's annual Business Opportunity Seminar attracted record participation, with an attendance of more than 600 business participants;
- The wrap-up insurance program provided coverage to more than 900 contractors working on 190 construction projects. The Airports Authority's construction safety record was notable, with an injury rate of 0.65%, compared to a national average of 4.9%.

AUDIT: SAFEGUARDING THE PUBLIC INTEREST

Security comes in many forms at the Airports Authority – from the security of passengers and facilities to the security of the procedures and practices of the departments and functions in the organization. The Office of Audit ensures that the Airports Authority has an effective system of internal controls in its accounting, finance, administrative, operations and computer areas.

Highlights:

- The Airports Authority moved toward risk-based auditing, which establishes priorities based on both financial exposure and risk;
- Reviews included the Accounting Department, investments, parking, fixed-base operators, rates and charges, equal opportunity programs, ground transportation ticketing, Washington Flyer Bus operations, taxi dispatch operations, drug enforcement agency funds, in-flight kitchens and rental cars.



“We are an independent and objective resource that takes a systematic approach to evaluating the Airports Authority’s operations. In our auditing function, we seek to ensure that the people who use our airports receive the high level of service stipulated in our contracts.”

Henry Heishman, *Acting Vice President for Audit*, pictured with Sharon Carbonell, *Auditor*.

FINANCE: FUNDING THE FUTURE

The Office of Finance plans and administers the fiscal activities of the Airports Authority. By working with the Board, other Airports Authority offices, investment bankers, attorneys, and financial advisors, the office plans financing for capital construction projects at the two airports. Through the maintenance of an excellent credit rating, the Airports Authority is able to attract capital at a relatively low cost. The Office of Finance consists of Administration, Budget, Treasury and Accounting.

2000 Highlights:

- Maintenance of the Airports Authority’s bond rating of Aa3 from Moody’s, AA- from Standard and Poor’s, and AA- from Fitch. All are among the highest ratings for North American airports;
- Issuance of the Airports Authority’s first commercial paper to refinance its Series 1990A bonds, significantly lowering the cost of capital;
- Presentation of the financing plan for the \$3.4 billion “d²” project to the rating agencies;
- For the eleventh consecutive year, the Airports Authority received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada (GFOA) for its 1999 Comprehensive Annual Financial Report; the Airports Authority also received the Distinguished Budget Presentation Award from the GFOA for its 2000 Budget.



“Finance is responsible for the fiscal health of the Airports Authority, ensuring that funds are managed and available for operations, maintenance and new capital construction. We are very proud of our strong bond rating, because access to low-cost financing is part and parcel of keeping the cost to our customers at a reasonable level!”

Lynn Hampton, *Vice President for Finance and Chief Financial Officer* (center), pictured with Ronald W. Stange, *Airport Administration*, and Rochelle Cameron, *Manager, Financial Management*.



**INFORMATION SYSTEMS:
TECHNOLOGY FOR TRANSPORTATION**

Good airport communications rely on modern, effective communications and data systems. The Office of Information Systems and Telecommunications develops, operates and maintains these systems at both airports through three departments: Information Systems, Telecommunications and Wireless and Radio Systems.

Highlights for 2000:

- Information Systems, responsible for office, business, networking and business applications, reported more than one million visits to the Airports Authority web site for the first time since its creation;
- Telecommunications, charged with operating telephone hardware, software and cables throughout both airports, provided more than 10,000 employees, tenants, and contractors with phone service;
- Wireless and Radio Systems supported more than 3,000 portable and mobile communications units used for airport operations and public safety.



"We continually assess the technical environment to stay abreast of new systems and applications that will improve the flow of information and communications. Looking ahead, we see wireless access to both voice and data services as the most important new service we can provide to the traveling public."

George R. Ellis, *Vice President for Information Systems and Telecommunications* (left), pictured with **Derek W. Kelley**, *Manager, Wireless and Radio Systems*.

**PUBLIC SAFETY:
PROGRESS AND PROTECTION**

The Airports Authority's Public Safety Division is responsible for the security of more than 36 million passengers a year passing through the airports, and its personnel are prepared for virtually any emergency. Some 350 professionals staff the division, composed of three departments: Police, Fire & Rescue and River Rescue.

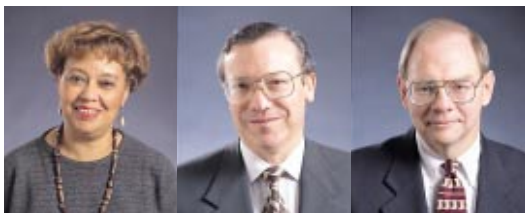
Highlights for the year:

- In addition to responding to more than 55,000 calls for assistance, the Police Department escorted more than 1,000 foreign and other dignitaries without incident as they arrived or departed the Nation's Capital;
- All Airports Authority K-9 explosive detection teams were fully certified by the FAA, making our airports one of the few systems in the nation to achieve this distinction;
- Fire & Rescue personnel taught classes in CPR and first aid to tenants, airlines, local school faculty, and other groups as a part of its Customer Service Program and provided blood pressure screenings for passengers and visitors at both airports. The department's Live Fire Training facility was used to train fire personnel from various Northern Virginia jurisdictions;
- Thankful for an uneventful year, the River Rescue Unit continued to train with other water rescue agencies in the area, including a simulated fire exercise on The Spirit of Washington, and an oil spill exercise on the Potomac River;
- Organized and managed by the Police Department, the Dulles Day Family Festival has become a popular event for local residents. Over the last seven years, more than \$400,000 – \$83,000 from the 2000 event – has been raised for the Virginia Special Olympics through the annual Plane Pull and other activities.



"People who use our airports, both tenants and travelers, are served and protected by one of the most professional Police, Fire & Rescue and River Rescue organizations in the United States. We care, and we're here to help."

Elmer H. Tippet, Jr., *Vice President for Public Safety* (right), pictured with *Firefighters Gregory G. Long* (left) and *Christopher Sanchez*.



Carolyn Boone Lewis, *Chairman of the Authority*, serves on several Boards of Directors of national and local health care organizations, including the Board of Trustees of the American Hospital Association, which she chaired in 2000. She also serves on the Board of Governors of the Philadelphia Stock Exchange and the Board of Directors of the TD Waterhouse Mutual Funds. In 1997, she retired after 12 years as Assistant Director, Division of Investment Management, at the U.S. Securities and Exchange Commission. (District of Columbia)

Norman M. Glasgow, Jr., *Vice Chairman of the Authority and Chairman of the Planning Committee*, is a Partner in the law firm of Holland & Knight LLP, specializing in general real estate, particularly zoning, land use, building code and historic preservation law. He served previously as Chairman of the Authority's Finance Committee. (Maryland)

David T. Ralston, Jr., *Chairman of the Authority from 1997 through 2000*, is a Partner in the law firm of Foley & Lardner. He specializes in civil and criminal litigation, government contracts, corporate and aviation law. He is a member of the Executive Committees of the Federal City Council, the Washington Airports Task Force, and the Greater Washington Board of Trade, and serves on the Virginia Debt Capacity Advisory Committee. (Virginia)



Robert Clarke Brown, *Chairman of the Finance Committee*, is a consultant and capital markets advisor to the U.S. Department of Transportation. He was previously the Managing Director of Public Finance at Key Capital Markets, the investment banking subsidiary of KeyCorp, a bank holding company based in Cleveland, Ohio, and a senior investment banker at Lehman Brothers. He has served as Ohio's Assistant Director of Transportation and as counsel to two Congressional investigating committees. He has been a member of the Committee on Finance of the Transportation Research Board and of the Executive Committee of the Municipal Securities Divisions of the Bond Market Association. (United States)

The Honorable Robert L. Calhoun, *Chairman of the Business Administration Committee*, is a member of the law firm of Redmon, Peyton & Braswell LLP of Alexandria, Virginia. He served as a member of the Senate of Virginia from 1988 to 1995, representing the 30th District, and is a former member of the Alexandria City Council, serving as Vice Mayor from 1979 until 1982. He is a member of the Virginia Code Commission, former Chairman of the Northern Virginia Transportation Commission, and a past member of the Washington Metropolitan Area Transit Authority. (Virginia)

Mamadi Diané is the President/Chief Executive Officer and founder of AMEX International. He is active in the planning, promotion, development and management of several business enterprises in the U.S., Europe and Africa, as well as worldwide import and export trade of agricultural and manufactured goods. He is currently a member of the U.S. Industry Policy Board and serves on a number of international finance, insurance and export/import companies. (District of Columbia)

The Honorable John Paul Hammerschmidt represented the Third District of Arkansas in the U.S. House of Representatives from 1967 to 1993, and retired from the Congress as the Ranking Republican Member of the Committee on Public Works and Transportation. He is also active in public and private enterprises in Arkansas, currently serving on the Boards of several corporations, as well as Arkansas State University and the University of the Ozarks at Clarksville. He was a decorated combat pilot in World War II, awarded the Distinguished Flying Cross four times, and has been awarded the highest honors by eight national veterans service organizations. (United States)



William A. Hazel is the Chairman of the Board of William A. Hazel, Inc., a total site development contractor. He currently serves on several Boards of Directors, including the Virginia Literacy Foundation and the Washington Airports Task Force. He is a past member of the Board of Visitors for the Virginia Military Institute and a former Trustee of the Virginia Foundation for Independent Colleges. (Virginia)

Weldon H. Latham, *Chairman of the Legal Committee*, is a Partner in the law firm of Holland & Knight LLP, practicing in the firm's corporate law, government contracts, government relations and corporate diversity practice groups. He served as Assistant General Counsel, Office of Management and Budget during the Ford Administration, and during the Carter Administration as General Deputy Assistant Secretary of the Department of Housing and Urban Development. He currently serves as a member of the Small Business Administration National Advisory Council. (Maryland)

The Honorable Norman Y. Mineta is the U.S. Secretary of Transportation. He represented California's Silicon Valley in the House of Representatives from 1975 to 1995, where he was a Member for 20 years of the Committee on Public Works and Transportation. He served as Chairman of the Aviation Subcommittee, then Chairman of the Surface Transportation Committee, and finally Chairman and Ranking Democratic Member of the full Committee. At Lockheed Martin Corporation, he served as Vice President Special Business Initiative until July 2000, when President Clinton appointed him Secretary of Commerce and he was obliged to leave the Board of Directors. (United States)



Robert M. Rosenthal is the Chairman of Rosenthal Automotive, the largest automotive dealership in the Washington, D.C. area. He has been the recipient of the *Time* Magazine Quality Dealer Award and the International American Automobile Dealers/*Sports Illustrated* Dealer of Distinction. He also serves on the Board of Directors of First Virginia Banks, Inc., has served as an officer of the Phillips Collection Museum and is a founding member of the Capital Automotive REIT. (Virginia)

Jeffrey Earl Thompson is the Founder, President and CEO of Thompson, Cobb, Bazilio & Associates, P.C., an accounting, management, information technology and financial consulting firm headquartered in Washington, D.C., with a major specialization in asset securitization and consulting services. Mr. Thompson is also the Owner, Chairman and CEO of DC Healthcare Systems, Inc., and DC Chartered Health Plan, Inc. He also serves as a Trustee of the University of the District of Columbia, and is on the Board of Directors of The Good Samaritans Foundation, the Lincoln Theater Foundation and the District of Columbia Chamber of Commerce. (District of Columbia)

Robert B. Young, Jr. is the Owner and President of Classic Homes of Virginia, Inc. He was Vice Chairman of the Authority from September 1996 to September 1997, and Chairman of the Planning Committee from September 1995 to September 1996. He is a Life Director of the Board of Directors of the Northern Virginia Building Industry Association and a member of the Northern Virginia Business Roundtable. He has served as a Trustee of the Loudoun Healthcare Foundation, a member of the Governor's Regional Economic Development Commission and the Governor's Military Base Retention Commission. (Virginia)



Gregory Wolfe
*Secretary and Counsellor
to the Board of Directors*



The Airports Advisory Committee is composed of local residents appointed by the Governor of Virginia, the Mayor of the District of Columbia and the Governor of Maryland. In monthly meetings, the Committee discusses issues of importance to the Airports Authority and to users and neighbors of Washington Dulles International and Ronald Reagan Washington National Airports.

In 2000, the Airports Advisory Committee focused on areas of the airports' operations such as the impact of additional flights at Reagan Washington National on noise and the impact of the new taxi contract at Washington Dulles on service to airport patrons. The Committee is also keenly interested in the development plans at Washington Dulles.

Left to right: Edward T. Morgan, Jacqueline North, Warner Session, Esq., Mary Downs, Eric Peterson, James P. Anderson, Diana E. Hudson-Taylor, Darlene Weir

Not shown: Santiago Caballero, Alex DeBoissiere, Steve Ogunwo, Don Toker, Marc Weiss