

**RESOLUTION**  
**No. 20-101**

**APPROVAL OF WAYNE COUNTY AIRPORT AUTHORITY**  
**FISCAL YEAR 2021 BUDGET**  
***Control #2050248***

**By Board Member Mark Ouimet**

WHEREAS, the Wayne County Airport Authority (the "Authority"), pursuant to the Aeronautics Code of the Michigan Public Airport Authority Act, being MCL 259.108 – 259.125c, (the "Aeronautics Code") is vested with the power and authority to undertake the management and operation of the Detroit Metropolitan Wayne County Airport and Willow Run Airport (the "Airports"); and

WHEREAS, the Wayne County Airport Authority is governed by the Wayne County Airport Authority Board (the "Board"); and

WHEREAS, the Aeronautics Code requires that prior to the beginning of each fiscal year, the Board shall prepare a budget containing an itemized statement of the estimated current operational expenses and the expenses for capital outlay including funds for the operation and development of the Airports under the jurisdiction of the Board, and the amount necessary to pay the principal and interest of any outstanding bonds or other obligations of the Authority maturing during the ensuing fiscal year or which have previously matured and are unpaid, and an estimate of the revenue of the Authority from all sources for the ensuing fiscal year; and

WHEREAS, the Aeronautics Code further requires that money of the Authority be deposited, invested, and paid by the Chief Financial Officer only in accordance with policies, procedures, ordinances or resolutions adopted by the Board; and

WHEREAS, the Aeronautics Code further requires that a vote of a majority of the members of the Board serving at the time of the vote is necessary to approve or amend the annual budget; and

WHEREAS, the Board desires to, among other things, approve the annual budget for fiscal year 2021;

NOW THEREFORE, BE IT RESOLVED, that the Wayne County Airport Authority Board hereby approves:

1. The annual operating budgets for the Detroit Metropolitan Airport Fund and the Willow Run Airport Fund for the fiscal year beginning January 1, 2021 and ending December 31, 2021, as prepared by the Chief Financial Officer of the Authority and reviewed by the Board, copies of which are attached to this Resolution;

2. The Wayne County Airport Authority Five-Year Capital Improvement Plan for Detroit Metropolitan Airport and Willow Run Airport for fiscal years 2021-2025, a copy of which is attached to this Resolution.

All prior Resolutions and parts of prior Resolutions insofar as they conflict with the provisions of this Resolution hereby are rescinded.

This Resolution was supported by Board Member Marvin Beatty and carried by the following vote:

AYES: Ajami, Beatty, Haidous, Hall, Ivery, Ouimet, Papas

NAYS: None

DATE: December 2, 2020



DETROIT METRO • WILLOW RUN  
WAYNE COUNTY AIRPORT AUTHORITY

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**MEMORANDUM**

To: Wayne County Airport Authority Board Members

From: Amber Hunt, Chief Financial Officer  
Brian Pollack, Deputy Director - Financial Planning & Analysis

CC: Chad Newton, Chief Executive Officer

Date: December 2, 2020

RE: Fiscal Year 2021 Recommended Budget

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Please find enclosed the proposed Resolution for the Fiscal Year 2021 Recommended Budget (the "Resolution") to be considered at the December 2, 2020 Board meeting. The Resolution addresses the annual operating budgets for Detroit Metropolitan Airport (DTW), including the Westin Hotel, and Willow Run Airport (YIP). Also included are the Five-Year Capital Improvement Plans (CIP) for Detroit Metropolitan and Willow Run Airports for Fiscal Years 2021-2025.

As previously discussed with the Board, the COVID-19 pandemic is having a significant impact on passenger levels and this will continue into Fiscal Year 2021. Enplanements are forecast to be 11 million, a 40% decrease from 2019, and this is impacting non-airline revenue generation at DTW with a \$84.3 million or 39.1 decrease from the prior year. Non-operating expenses have also been negatively affected due to the shortfall in Passenger Facility Charge (PFC) collections, with net debt service increasing by \$18.7 million or 19.7%. In response to this revenue loss, operating expenses have been reduced by \$51.4 million or 18.3%. Notwithstanding these efforts, there is still an unavoidable increase to airline rates and charges with the airline revenue requirement increasing by \$25.1 million or 13.7% as compared to the Fiscal Year 2020 Budget.

The DTW and YIP FY 2021-2025 CIPs continue to address airfield and infrastructure improvement projects.

The Wayne County Airport Authority's consolidated budget is attached for your review and consideration. We respectfully request approval of the Fiscal Year 2021 Recommended Budget on December 2, 2020.

Concur:

A handwritten signature in black ink, appearing to read "Chad Newton", written over a horizontal line.

Chad Newton, Chief Executive Officer

**Wayne County Airport Authority**  
**FY 2021 Consolidated Operating Budget**  
(\$ in thousands)

	Detroit Metropolitan Airport	Willow Run Airport	Authority Total
<b>Revenues</b>			
<b>Airline Revenues</b>			
Landing Fees	\$ 104,904	\$ 564	\$ 105,468
Airline Rents and Other Fees	98,702	171	98,873
Facility Use Fees	4,223	160	4,383
<b>Total Airline Revenues</b>	<b>207,829</b>	<b>895</b>	<b>208,725</b>
<b>Non-Airline Revenues</b>			
Parking	51,215	-	51,215
Car Rental	15,096	-	15,096
Concessions	22,896	-	22,896
Ground Transportation	6,237	-	6,237
Shuttle Bus	3,000	-	3,000
Utility Service Fee	4,000	101	4,101
Rent	3,981	929	4,910
Other Revenues	2,000	46	2,046
Charges For Services	1,600	539	2,139
Hotel Revenues	21,325	-	21,325
<b>Total Non-Airline Revenues</b>	<b>131,350</b>	<b>1,615</b>	<b>132,965</b>
<b>Total Non-Operating Revenues</b>	<b>26,210</b>	<b>12</b>	<b>26,222</b>
<b>Total Revenues</b>	<b>\$ 365,390</b>	<b>\$ 2,522</b>	<b>\$ 367,912</b>
<b>Expenses</b>			
<b>Operating Expenses</b>			
Salaries & Wages	\$ 50,000	\$ 275	\$ 50,275
Employee Benefits	27,000	150	27,150
Materials & Supplies	6,348	156	6,504
Parking Management	6,937	-	6,937
Shuttle Bus	10,105	-	10,105
Janitorial	18,263	31	18,294
Security	5,300	-	5,300
Contractual Services	25,609	1,273	26,882
Insurance	1,877	33	1,910
Utilities	21,752	702	22,454
Buildings & Grounds	13,178	554	13,732
Equipment Repair	20,718	270	20,988
Other Operating Expenses	3,316	462	3,777
O&M Capital	4,682	-	4,682
Hotel Expenses	14,457	-	14,457
<b>Total Operating Expenses</b>	<b>229,543</b>	<b>3,904</b>	<b>233,446</b>
<b>Non-Operating Expenses</b>			
Net Debt Service	113,749	-	113,749
Funding Requirements	15,500	(1,382)	14,118
Hotel Funding Requirements	6,598	-	6,598
<b>Total Non-Operating Expenses</b>	<b>135,847</b>	<b>(1,382)</b>	<b>134,465</b>
<b>Total Expenses</b>	<b>\$ 365,390</b>	<b>\$ 2,522</b>	<b>\$ 367,911</b>
<b>Net Income/(Loss)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Recommended Detroit Metropolitan Airport Capital Improvement Plan - Fiscal Years 2021 - 2025

Item No.	Project Description	Estimated Total Project Cost	Projected Expenses to 12/31/20	Memo: Total 5 Year CIP Expenditures \$ 660,104,000					FY 2026 to Completion
				FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
<b>Airfield</b>									
1	Taxiway Z Reconstruction & Relocation of Southern Portion & including Jug Handle	\$ 16,000,000	\$ -	-	\$ -	\$ -	\$ 500,000	\$ 15,500,000	\$ -
2	Taxiway Y Reconstruction	87,437,000	287,000	2,750,000	53,000,000	31,400,000	-	-	-
3	Taxiway K Reconstruction	83,175,000	190,000	-	-	3,185,000	25,300,000	54,500,000	-
4	Taxiway Z, Taxiway K & Other AOA Pavement Repairs	10,000,000	-	4,500,000	5,500,000	-	-	-	-
5	McNamara Terminal Apron Rehabilitation - Phase 1: Gates A1 thru A35 and Taxilanes J7 & J8	56,000,000	-	56,000,000	-	-	-	-	-
6	McNamara Terminal Apron Tunnel Repair	30,000,000	-	3,000,000	-	27,000,000	-	-	-
7	McNamara Terminal Apron Rehabilitation - Phase 2: Gates B1 thru B21, C1 thru C27 and A74 thru A78	55,000,000	-	-	4,000,000	51,000,000	-	-	-
8	McNamara Terminal Apron Rehabilitation - Phase 3: Taxilane U9 West of Gates A4 thru A60	62,250,000	-	-	-	-	4,400,000	57,850,000	-
9	McNamara Terminal Apron Rehabilitation - Phase 4: Gates C2 thru C22 & B2 thru B20 and Runway 4R De-ice Pad	76,000,000	-	-	-	-	-	6,000,000	70,000,000
10	Runway 9R/27L Mill & Overlay	15,000,000	-	-	-	1,000,000	14,000,000	-	-
11	North Terminal Apron Expansion/RON Parking and Apron West of Delta Hangars	9,150,000	-	-	-	-	-	110,000	9,040,000
12	Hangar 516 & 518 Apron Reconstruction	2,250,000	-	-	-	-	-	-	2,250,000
13	3L De-ice Pad Reconstruction & Expansion	50,000,000	-	-	-	-	-	5,000,000	45,000,000
14	Aircraft Apron - Building 715 (\$4M Grant Funding)	5,000,000	-	5,000,000	-	-	-	-	-
15	Fuel Truck AOA Service Road	3,500,000	-	-	-	3,500,000	-	-	-
<b>Airfield Sub-Total</b>		<b>560,762,000</b>	<b>477,000</b>	<b>71,250,000</b>	<b>62,500,000</b>	<b>117,085,000</b>	<b>44,200,000</b>	<b>138,960,000</b>	<b>126,290,000</b>
<b>Power Plants &amp; Electrical Distribution System</b>									
16	Medium Voltage Transmission Lines for Primary Service to the North Campus & Airfield - Phase 1	16,500,000	-	11,000,000	5,500,000	-	-	-	-
17	Medium Voltage Transmission Lines for Primary Service to the North Campus & Airfield - Phase 2 Generator Upgrade and Powerhouse	4,000,000	-	-	400,000	3,600,000	-	-	-
18	North Campus Electrical Distribution Loops 1, 2 & 3	20,900,000	6,300,000	8,600,000	-	6,000,000	-	-	-
19	South Power Plant Site Generators	10,000,000	-	-	-	-	500,000	9,500,000	-
<b>Power Plants &amp; Electrical Distribution System Sub-Total</b>		<b>51,400,000</b>	<b>6,300,000</b>	<b>19,600,000</b>	<b>5,900,000</b>	<b>9,600,000</b>	<b>500,000</b>	<b>9,500,000</b>	<b>-</b>

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				FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
<b>Parking &amp; Ground Transportation Facilities</b>									
20	Big Blue Parking Deck Concrete Floor Repairs, Guardrails & Waterproofing	8,750,000	-	150,000	3,000,000	1,250,000	4,350,000	-	-
21	Big Blue Parking Deck Roof & Gutter Rehabilitation	4,250,000	-	4,250,000	-	-	-	-	-
22	Big Blue Parking Deck Steam Condensate Line Replacement	1,000,000	-	1,000,000	-	-	-	-	-
23	Big Blue Parking Deck Conveyance Modernizations	10,500,000	-	-	-	250,000	3,750,000	4,000,000	2,500,000
24	North Terminal GTC - Third Elevator & Escalator	1,750,000	-	-	-	-	150,000	1,600,000	-
25	McNamara Parking Deck Elastomeric Coating	9,000,000	-	3,000,000	2,500,000	3,500,000	-	-	-
26	McNamara Parking Deck Concrete Wall Restoration	37,000,000	2,000,000	-	500,000	3,000,000	4,000,000	5,000,000	22,500,000
27	Parking Lots Rehabilitation - North Power Plant, ARFF #2 and WCAA Employee Lot	2,150,000	150,000	2,000,000	-	-	-	-	-
28	Parking Guidance System	12,000,000	-	-	-	6,000,000	6,000,000	-	-
<b>Parking &amp; Ground Transportation Facilities Sub-Total</b>		<b>86,400,000</b>	<b>2,150,000</b>	<b>10,400,000</b>	<b>6,000,000</b>	<b>14,000,000</b>	<b>18,250,000</b>	<b>10,600,000</b>	<b>25,000,000</b>
<b>Bridges &amp; Roadways</b>									
29	Bridges & Roadways Rehabilitation Program: NB Dingell Drive - North Tunnel to Rogell Drive	4,400,000	-	300,000	4,100,000	-	-	-	-
30	Bridges & Roadways Rehabilitation Program: Rogell HMA - East Service Drive - SB Dingell Drive - Rogell Drive to North Tunnel	5,000,000	-	-	500,000	4,500,000	-	-	-
31	Bridges & Roadways Rehabilitation Program: Dingell Drive NB - McNamara Terminal to Middle Tunnel	5,700,000	-	-	-	-	5,700,000	-	-
32	Bridges & Roadways Rehabilitation Program: Dingell Drive SB Middle Tunnel to McNamara	5,900,000	-	-	-	-	-	5,900,000	-
33	Tunnel Rehabilitation Program - South Tunnel	8,800,000	-	1,000,000	5,000,000	2,800,000	-	-	-
34	Tunnel Rehabilitation Program - North Tunnel & Middle Tunnel	18,200,000	-	-	200,000	2,000,000	16,000,000	-	-
<b>Bridges &amp; Roadways Sub-Total</b>		<b>48,000,000</b>	<b>-</b>	<b>1,300,000</b>	<b>9,800,000</b>	<b>9,300,000</b>	<b>21,700,000</b>	<b>5,900,000</b>	<b>-</b>
<b>Security &amp; Communications</b>									
35	Perimeter Security Fence Enhancements	1,650,000	75,000	1,575,000	-	-	-	-	-
36	Security Gate 103 Relocation - Dingell Drive Service Road	1,200,000	-	-	-	-	-	1,200,000	-
37	Security System & Network Upgrades - Phases 2 through 5	20,020,000	8,070,000	550,000	4,070,000	3,830,000	3,500,000	-	-
<b>Security &amp; Communications Sub-Total</b>		<b>22,870,000</b>	<b>8,145,000</b>	<b>2,125,000</b>	<b>4,070,000</b>	<b>3,830,000</b>	<b>3,500,000</b>	<b>1,200,000</b>	<b>-</b>

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				FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
<b>Support Facilities</b>									
38	Roof Replacement Plan	2,099,000	230,000	144,000	1,725,000	-	-	-	-
39	Fire Training Facility Restoration & Burn Pit Replacement	13,500,000	200,000	-	-	-	-	13,300,000	-
40	ARFF Station 100 Improvements	2,250,000	250,000	-	-	2,000,000	-	-	-
41	Snow Removal Equipment Storage Facility	8,000,000	-	-	-	-	8,000,000	-	-
42	Glycol Storage Tanks	3,000,000	200,000	-	-	-	2,800,000	-	-
<b>Support Facilities Sub-Total</b>		<b>28,849,000</b>	<b>880,000</b>	<b>144,000</b>	<b>1,725,000</b>	<b>2,000,000</b>	<b>10,800,000</b>	<b>13,300,000</b>	<b>-</b>
<b>Site Redevelopment &amp; Demolitions</b>									
43	Buildings 714, 714A & 714B (Former Metro Flight Buildings) Site Redevelopment & Demolition	2,000,000	160,000	-	-	-	400,000	1,440,000	-
44	Building 358 (Former Police Station) Demolition	2,600,000	1,400,000	1,200,000	-	-	-	-	-
<b>Site Redevelopment &amp; Demolitions Sub-Total</b>		<b>4,600,000</b>	<b>1,560,000</b>	<b>1,200,000</b>	<b>-</b>	<b>-</b>	<b>400,000</b>	<b>1,440,000</b>	<b>-</b>
<b>Terminals</b>									
45	McNamara Terminal Baggage Handling System Controls	42,000,000	37,850,000	4,150,000	-	-	-	-	-
46	North Terminal Pre-Conditioned Air Unit Replacement	3,100,000	-	1,023,000	2,077,000	-	-	-	-
47	North Terminal Ground Power Unit Replacement	1,850,000	-	610,500	1,239,500	-	-	-	-
48	North Terminal Baggage Handling System Controls	3,300,000	-	2,250,000	1,050,000	-	-	-	-
49	McNamara Terminal, North Terminal and Hotel Roof Life Cycle Enhancements	3,000,000	100,000	-	-	1,400,000	1,500,000	-	-
50	North Terminal Fire Alarm Systems Improvement	3,725,000	-	-	-	225,000	3,500,000	-	-
<b>Terminals Sub-Total</b>		<b>56,975,000</b>	<b>37,950,000</b>	<b>8,033,500</b>	<b>4,366,500</b>	<b>1,625,000</b>	<b>5,000,000</b>	<b>-</b>	<b>-</b>

Recommended Detroit Metropolitan Airport Capital Improvement Plan - Fiscal Years 2021 - 2025

Item No.	Project Description	Estimated Total Project Cost	Projected Expenses to 12/31/20	Memo: Total 5 Year CIP Expenditures \$ 660,104,000					FY 2026 to Completion
				FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
<b>Water, Sanitary &amp; Stormwater Systems</b>									
51	Primary Pump & Switchgear Replacements	3,000,000	-	-	-	3,000,000	-	-	-
52	Water Main Replacement - Phase 2	3,400,000	-	-	-	1,400,000	2,000,000	-	-
53	Stormwater Forcemain Between Ponds	1,800,000	-	-	-	-	1,800,000	-	-
<b>Water, Sanitary &amp; Stormwater Systems Sub-Total</b>		<b>8,200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,400,000</b>	<b>3,800,000</b>	<b>-</b>	<b>-</b>
<b>Other Projects</b>									
54	Noise Contour Map	800,000	-	-	-	800,000	-	-	-
<b>Other Projects Sub-Total</b>		<b>800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Detroit Metropolitan Airport FY 2021 - 2025 CIP</b>		<b>\$ 868,856,000</b>	<b>\$ 57,462,000</b>	<b>\$ 114,052,500</b>	<b>\$ 94,361,500</b>	<b>\$ 162,640,000</b>	<b>\$ 108,150,000</b>	<b>\$ 180,900,000</b>	<b>\$ 151,290,000</b>



Recommended Willow Run Airport Capital Improvement Plan - Fiscal Years 2021 - 2025

Item No.	Project Description	Estimated Total Project Cost	Projected Expenses to 12/31/20	Memo: Total 5 Year CIP Expenditures \$ 77,545,000					FY 2026 to Completion
				FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
<b>Airfield</b>									
1	Runway 9/27 De-Coupling and Reconstruction	\$ 25,300,000	\$ 300,000	\$ 14,600,000	\$ 10,400,000	\$ -	\$ -	\$ -	\$ -
2	New Taxiway Parallel East of Runway 5R/23L - Env. & Design	1,000,000	250,000	750,000	-	-	-	-	-
3	New Taxiway Parallel East of Runway 5R/23L - Construction	37,600,000	-	-	-	18,800,000	18,800,000	-	-
	<b>Airfield Sub-Total</b>	<b>63,900,000</b>	<b>550,000</b>	<b>15,350,000</b>	<b>10,400,000</b>	<b>18,800,000</b>	<b>18,800,000</b>	<b>-</b>	<b>-</b>
<b>Cargo, Hangar &amp; Commercial Development</b>									
4	East Side Hangar Site Development	1,835,000	-	1,835,000	-	-	-	-	-
	<b>Cargo, Hangar &amp; Commercial Development Sub-Total</b>	<b>1,835,000</b>	<b>-</b>	<b>1,835,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Power Plants &amp; Electrical Distribution System</b>									
5	Electrical Cable Vault Replacement/Emergency Generator Relocation	3,900,000	150,000	3,750,000	-	-	-	-	-
6	Power & Network Upgrades	250,000	-	250,000	-	-	-	-	-
7	Utility Building	1,000,000	-	1,000,000	-	-	-	-	-
	<b>Power Plants &amp; Electrical Distribution System Sub-Total</b>	<b>5,150,000</b>	<b>150,000</b>	<b>5,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fleet &amp; Equipment</b>									
8	Fleet & Heavy Equipment Acquisitions	-	-	-	-	-	-	-	-
	<b>Fleet &amp; Equipment Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Security &amp; Communications</b>									
9	Communications Duct Bank, Fiber & Network Head-End & Relocation	800,000	-	800,000	-	-	-	-	-
	<b>Security &amp; Communications Sub-Total</b>	<b>800,000</b>	<b>-</b>	<b>800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Support Facilities</b>									
10	CBP Office Space Relocation	1,550,000	50,000	1,500,000	-	-	-	-	-
11	ARFF Station Addition	400,000	-	-	400,000	-	-	-	-
	<b>Support Facilities Sub-Total</b>	<b>1,950,000</b>	<b>50,000</b>	<b>1,500,000</b>	<b>400,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Water, Sanitary &amp; Stormwater Systems</b>									
12	East Side Water Main & Sanitary Sewer - Phase 2	7,260,000	2,600,000	4,660,000	-	-	-	-	-
	<b>Water, Sanitary &amp; Stormwater Systems Sub-Total</b>	<b>7,260,000</b>	<b>2,600,000</b>	<b>4,660,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Willow Run Airport FY 2021 - 2025 CIP</b>		<b>\$ 80,895,000</b>	<b>\$ 3,350,000</b>	<b>\$ 29,145,000</b>	<b>\$ 10,800,000</b>	<b>\$ 18,800,000</b>	<b>\$ 18,800,000</b>	<b>\$ -</b>	<b>\$ -</b>