



APPROVED BUDGET FISCAL YEAR 2011



DETROIT METRO • WILLOW RUN
WAYNE COUNTY AIRPORT AUTHORITY

WAYNE COUNTY AIRPORT AUTHORITY

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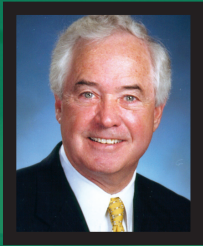
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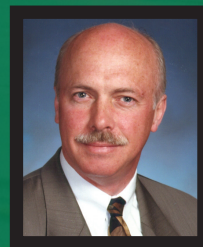
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APPROVED FISCAL YEAR 2011 BUDGET



DETROIT METRO • WILLOW RUN
WAYNE COUNTY AIRPORT AUTHORITY

Adopted by the Wayne County Authority
Board September 23, 2010

Executive Summary

CHALLENGES & OPPORTUNITIES FOR FISCAL YEAR 2011

Introduction

The Wayne County Airport Authority (the Authority) Fiscal Year 2011 Budget was formally adopted by the Authority Board on September 23, 2010. The Budget represents a comprehensive plan that considers the Authority's fiduciary responsibilities to provide a safe, secure, and efficient airport operation to all its stakeholders. The Budget is comprised of three operating funds (Detroit Metropolitan Airport, Willow Run Airport, and the Westin Hotel) and a five year Capital Improvement Program (CIP), all managed by the Authority. The Authority has sole operational jurisdiction of the airports, with the exclusive right, responsibility and authority to occupy, operate, control and use the airports.

The responsibility of managing the Detroit Metropolitan and Willow Run airports and the Westin presents great challenges and opportunities. To provide a successful framework of guiding principle, the Authority is governed by a seven-member board. Direct operation and management responsibilities reside with the Authority's executive and management teams. Authority executives execute plans by setting annual goals, aligned with the strategic plan, which provide the leaders of the Authority a sound structure to address the challenges and opportunities identified for Fiscal Year 2011.

Detroit Metropolitan Airport (Metro Airport) is the Authority's primary operating responsibility and represents 90 percent of the Authority's fiscal 2011 budget. Metro Airport houses two world-class airport terminals and six operational runways. Fiscal 2011 marks the third full year of operation for the North Terminal (opened September 17, 2008) and the ninth full year of operation for the McNamara Terminal (opened February 24, 2002). Metro Airport currently has 147 aircraft gates between the two terminals. The six carrier runways include four north/south runways from prevailing wind conditions and two east/west crosswind parallel runways. Together, Metro Airport's terminals and operational capacity provided a gateway for approximately 31 million passengers traveling to approximately 132 domestic and 29 international destinations during fiscal 2010.

Willow Run Airport (Willow Run) is a reliever airport located seven miles west of Metro Airport that serves cargo, general aviation and executive aviation clients. The Willow Run Airport Fund represents one percent of the Authority's fiscal 2011 budget. Willow Run offers five runways, a 24-hour FAA Tower operations and U.S. Customs services to its clients. In fiscal 2010, Willow Run had approximately 75,000 operations and handled approximately 92 million pounds of cargo, making it the third largest airport in the State of Michigan.

The Westin Hotel (the Westin) is Metro Airport's on-site hotel located in the McNamara Terminal. The Westin Hotel Fund represents nine percent of the Authority's Fiscal Year 2011 Budget. The Westin is a 404-room and 10-suite luxury hotel that is accessible from three entrances: the McNamara Terminal curb-front roadway, the McNamara Terminal ticket lobby and the McNamara Terminal Concourse A entrance, which features its own security checkpoint for guest convenience. Other amenities offered to hotel guests include a workout gym, an indoor pool, a fine dining restaurant and bar, and valet parking. Occupancy at the Westin is the strongest among regional peers at 79 percent during fiscal year 2010. The Westin also earned national recognition as the top-rated airport hotel in the Starwood system and guest satisfaction was rated in the top ten of all hotels in North America in 2009.

Challenges

In May, the Authority kicked-off the Fiscal Year 2011 Budget process by identifying the organization's challenges and opportunities. In addition to the national and regional economic stagnation, reduced capacity, an elevated level of security requirements and elevated fuel costs that continue to affect the industry, several other challenges were identified specific to fiscal 2011. Primary challenges identified included a no-growth scenario in terms of passenger traffic, decreased passenger facility charge funding for debt service, state and funding regulatory issues, pending labor negotiations with five of eight bargaining units represented at the Authority and

initial uncertainty with regards to the completion of the merger impact of Northwest Airlines into Delta Airlines (effective December 31, 2009).

Opportunities

Among its peers, Metro Airport has several competitive advantages. It serves a consistently strong Origin & Destination (O&D) market. Metro Airport's geographic location makes it ideal for hub operations. It is the second largest hub for its largest operating carrier, Delta Air Lines (Delta).

Additionally, Metro Airport has sufficient airfield and terminal gate capacities making it well positioned for operations and enplanement growth. It is competitive among peers in terms of on-time arrivals and departures. Financially, Metro Airport ranks competitively among its peers in terms of airline cost per enplanement.

Further, Metro Airport has earned recognition for excellence in winter weather performance (Honorable Mention, 2007-08 BALCHEN/POST Award), and was nationally recognized for overall airport satisfaction (Top Honors, 2010 J.D. Powers & Associates survey of Overall Airport Satisfaction).

Transitions

Budget Priorities

As the budget process progressed, additional considerations materialized. Three members of the Senior Management Team departed including the Authority's first and only CEO since the Authority was created. An Interim CEO was appointed from the existing Senior Management Team and a number of other organizational

restructuring changes followed. With a change in leadership, new budget priorities emerged.

The first priority identified by the Senior Management Team was to address the Americans with Disabilities Act (ADA) compliance at Metro Airport, Willow Run and the Westin. Several ADA compliance concerns were brought to the attention of the Authority by litigation actions from a group representing disabled stakeholders. The Authority has embraced an ADA compliance plan which aims to enhance the accessibility and safety of many Metro Airport facilities and services, additional training for staff, and adding positions to implement the compliance plan.

The second budget priority set by the Senior Management Team was to fund a five-year capital asset maintenance and replacement plan. Numerous maintenance projects and vehicle/equipment replacements in recent years were deferred in an effort to keep down expenses in difficult financial times for airlines. To defer these expenses for another fiscal year presented risks to the operation of Metro Airport. The Authority developed a five year plan to address mission critical capital asset maintenance and replacement priorities.

Enplanement Growth

While the Authority's management transitioned, enplanements at Metro Airport began to trend upward, the first growth experienced since fiscal 2007. This growth presented an opportunity to re-evaluate the projections for non-airline

revenue, which would directly offset costs to the airlines.

Parking

Finally, the Authority transitioned its parking pricing strategy. In 2009, shortly after the North Terminal opened, parking prices at the adjoining Blue Deck were increased to be more comparable with prices at the McNamara parking structure. On-airport parking occupancy dropped and the Authority lost market share. Recognizing an opportunity to regain market share and increase the length of stay in its parking facilities, the Authority lowered the price of parking at the Blue Deck and surface lots.

The renewed trend of enplanement growth and increased revenue opportunities enhanced Authority estimates with a sense of "cautious optimism", a term used frequently during the latter segment of the Fiscal Year 2011 Budget's development.

Responses

The Fiscal Year 2011 Budget represents the Authority's continuing efforts to estimate revenues and control costs by maximizing Metro Airport's opportunities to address the identified challenges. Budgeted expenses increases of \$14.6 million (5.5 percent compared to the 2010 Budget) are primarily due to costs associated with the capital asset maintenance and replacement plan and additional net debt service requirements.

The budget process for fiscal 2011:

- Allowed for baseline funding for required levels of service,

- Eliminated all discretionary spending,
- Provided for known contractual changes and any inflation adjustments where appropriate,
- Removed all Fiscal Year 2010 one-time expenses,
- Held funding for positions included in the Authority's staffing plan, and
- Addressed additional critical needs requirements.

The enplanement growth trend expected for fiscal 2011 allowed the Authority to re-evaluate the projected enplanements for the year. The budget allows for a three percent growth, to 16.1 million enplanements, compared to the Fiscal Year 2010 Budget. This growth projection provided an opportunity to review passenger driven non-airline revenue projections, such as parking, car rental, and concessions revenues.

Authority management also recognized an additional opportunity with regards to parking growth. Since the increase in the cost of parking at the Blue Deck in 2009, parking occupancy experienced double digit declines. This provided an opportunity to recover lost market share and in the summer of 2010, the Authority announced and implemented a new plan focused on increasing market share and length of stay at on-airport parking locations. The strong initial public response to the program has resulted in a \$3.0 million increase in parking revenue projections for fiscal 2011. The overall Fiscal Year 2011 Budget reflects a five percent growth (\$6.2 million) in non-

airline revenues, driven primarily by increases in parking and concessions revenues.

While the increased non-airline revenue for Fiscal Year 2011 helps mitigate some of the cost increases needed to address challenges, there is a budgetary increase to airlines of six percent (\$8.8 million).

While there are budgetary expense decreases in salaries and benefits (combined), parking management and utilities totaling \$3.2 million, there are challenges that need to be addressed that will have additional costs in fiscal 2011.

ADA compliance in terminal facilities and on shuttle buses is currently estimated to cost the Authority at least \$6.0 million dollars. Initial costs of over \$5.0 million were absorbed in fiscal 2010. Ongoing operating costs of \$0.9 million are included in the Fiscal Year 2011 Budget.

With the recognition that certain deferred capital asset maintenance and replacement costs needed to be addressed in the coming years, the Authority management developed and committed to a five-year program to increase operating expenses aimed at restoring maintenance and replacement of assets to more acceptable levels. Fiscal Year 2011 is the first year of the program and will cost \$14.6 million. Approximately \$5.7 million of the cost will be paid outside of the operating budget with other funding sources. The additional expense reflected in the 2011 budget is \$8.9 million.

Finally, the Authority must address increased non-operating costs associated with net debt service. Over the past several

years, the Authority has used Passenger Facility Charges (PFC) reserves to supplement debt service costs, thereby reducing the net debt service charged to the airlines. In Fiscal Year 2011, the PFC reserve will be depleted and the Authority will rely on PFCs collected within the fiscal year to offset debt service costs.

The original estimated costs to the airlines were mitigated by a 2010 bond refunding program that had a budgetary savings of approximately \$3.0 million. As a result of these savings, along with improving PFC revenues projections from enplanement growth, it is estimated that the net debt service costs impact to the airline rates and charges is limited to \$6.0 million.

Closing

The Authority has examined the economy, the industry and the Authority Strategic Plan, and has considered the impacts of all stakeholders of the Authority. Challenges and opportunities were reviewed and addressed in preparation of the budget. FP&A proudly presents this Fiscal Year 2011 Budget as the best efforts of the Authority management team to achieve the goals and expectations of all Authority stakeholders.

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Airport Authority Facts

The Wayne County Airport Authority (the Authority) is an independent public benefit agency and considered an agency of the Charter County of Wayne, Michigan (Wayne County) for the purposes of federal and state laws, but is not subject to any county charter requirements or the direction or control of either the Wayne County Executive or Commission. Pursuant to Public Act 90 (the Authority Act), Michigan Public Acts of 2002 (effective March 26, 2002), the Authority has operational jurisdiction of the Detroit Metropolitan Wayne County Airport (Metro Airport), the Willow Run Airport (Willow Run), and the Airport Westin Hotel (the Westin), with the exclusive right, responsibility, and authority to occupy, operate, control, and use them. The financial statements of the Authority include the operations of the Metro Airport, Willow Run, and the Westin, and the Authority is included in the County's Comprehensive Annual Financial Report (CAFR) as a discretely presented component unit, in accordance with the provisions of Governmental Accounting Standards Board (GASB) Statement No. 14, The Reporting Entity.

Management of the Authority

Wayne County Airport Authority Board Members

The Authority is directed and governed by a board consisting of seven members. The Governor of the State of Michigan appoints two members of the board, one member is appointed by the legislative body of the County that owns Metro Airport, and four members of the board are appointed by the Chief Executive Officer of the County.

Charlie J. Williams is Chairperson of the Wayne County Airport Authority Board. Mr. Williams currently is President and Chief Executive Officer of MPS Group, Inc. He is a resident of Detroit and was appointed to a six-year term by Wayne County Executive Robert A. Ficano. His term on the Authority Board expires in October, 2012.

Renee' C. Pipis Axt is Vice Chairperson of the Wayne County Airport Authority Board. Ms. Pipis Axt is President of RCP Associates, a business development and governmental relations consulting services firm providing services to private, public and non-profit organizations. Since 2004, Ms. Pipis Axt has served on the Blue Cross Blue Shield of Michigan Board of Directors. She is a resident of Detroit and was appointed to a six-year term by Wayne County Executive Robert A. Ficano. Her term on the Authority Board expires in October, 2014.

Mary L. Zuckerman is Secretary of the Wayne County Airport Authority Board. Ms. Zuckerman is Executive Vice President and Chief of Business Operations for the Detroit Medical Center (DMC). Before joining the DMC in January 2004, she spent ten years with Wayne County. Ms. Zuckerman is a resident of Livonia and was appointed to a six-year term by Governor Jennifer Granholm. Her term on the Wayne County Airport Authority Board expires in October, 2014.

James B. Nicholson is President, Chief Executive Officer and Principal Shareholder of PVS Chemicals, Inc., an international manufacturer and marketer of water treatment and other chemicals products. Mr. Nicholson lives in Grosse Point Farms and was appointed to an eight-year term by former Governor John Engler. His term on the Authority Board expired in October, 2010. An incumbent appointee is expected to be finalized in January, 2011.

Samuel A. Nouhan is a partner in the national law firm of Bowman and Brooke LLP's Detroit office. He previously served in the office of the Wayne County Corporation Counsel and as a clerk to two federal judges. Mr. Nouhan is a resident of Dearborn Heights and was appointed to a six-year term by Wayne County Executive Robert A. Ficano. His term on the Authority Board expires in October, 2014.

Bernard F. Parker has been a Wayne County Commissioner for District 2 on Detroit's east side since 1990. In 1971, Mr. Parker co-founded Operation Get Down (OGD), a grassroots community-service organization located on the eastside of Detroit. Commissioner Parker sits on numerous boards of directors, some of which include New Detroit, NAACP and St. Johns Hospital. Mr. Parker is a resident of Detroit and was appointed to a four-year term by the Wayne County Commission. His term on the Board expired in October, 2010. No incumbent has been appointed as of December, 2010.

James U. Settles, Jr. is a United Auto Workers (UAW) Vice President. He is a lifetime member of the NAACP and a member of the Detroit Branch NAACP Executive Board. Mr. Settles is a resident of Detroit and was appointed by Wayne County Executive Robert A. Ficano. His term on the Authority Board expired in October, 2010. No incumbent has been appointed as of December, 2010.

Senior Management Team

Genelle Allen, Interim Chief Executive Office

Thomas Naughton, Executive Vice President and Chief Financial Officer

Jon Hypnar, Senior Vice President of Facilities, Maintenance & Planning

Emily Neuberger, General Counsel

Terry Teifer, Interim Senior Vice President of Business Development and Vice President of Treasury

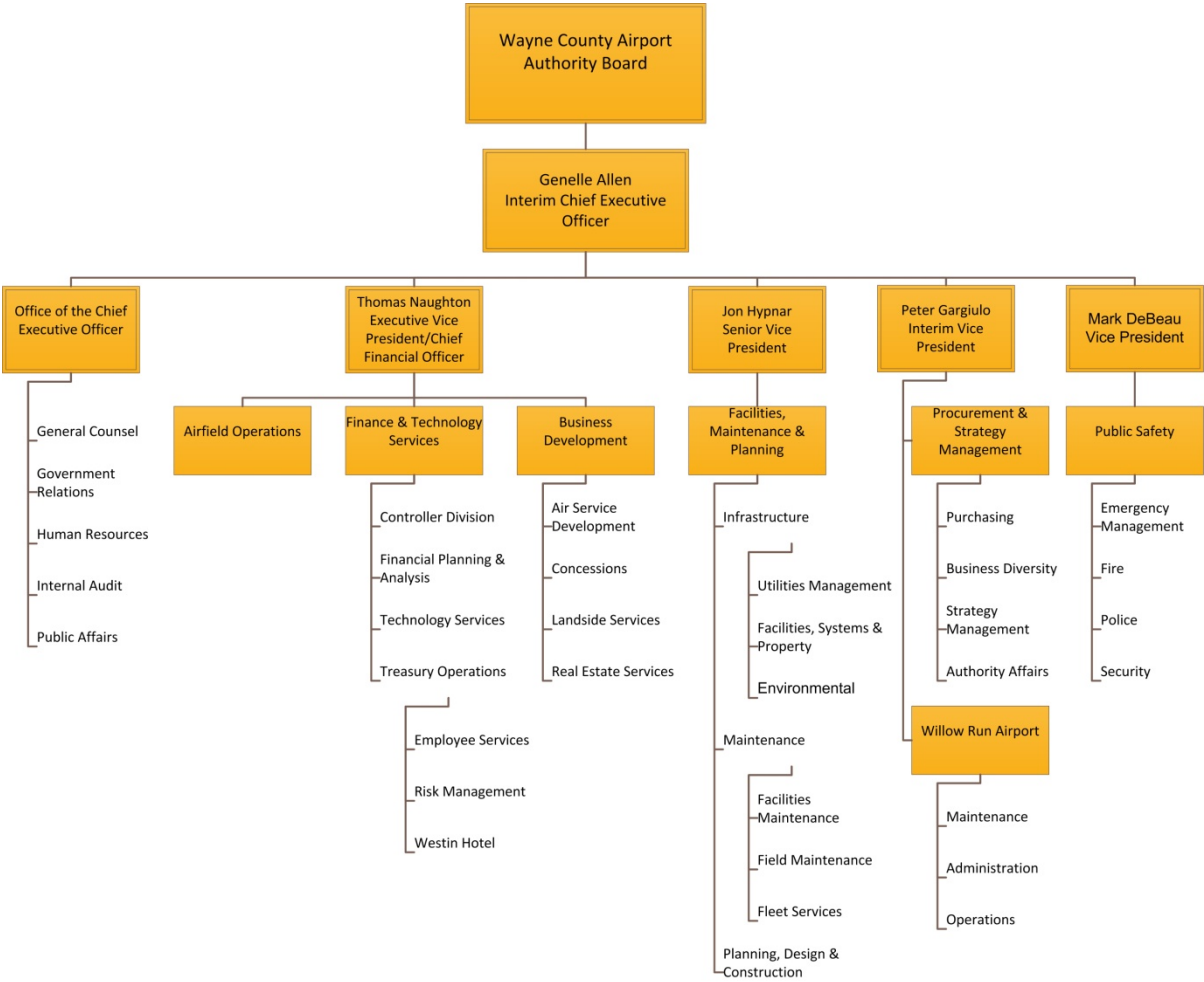
Mark Debeau, Vice President of Public Safety

Peter Gargiulo, Interim Vice President of Procurement & Strategy Management

Gail LaRoche, Vice President of Human Resources

Organization Chart

The organization chart mirrors the structure of the budget. A complete list of Senior Management Team members is listed above.



Detroit Metropolitan Airport

Detroit Metropolitan Airport (Metro Airport) is a key component of the U.S. air transportation system and the primary air carrier airport serving the City of Detroit (the 11th most populous city in the United States) and the 10-county Air Trade Area, which includes the counties of Genesee, Lapeer, Lenawee, Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw, and Wayne.

As illustrated on the chart below, Metro Airport is the 16th busiest airport in North America in terms of total passengers according to the comparative statistics compiled by Airports Council International North America (ACI) for Calendar Year (CY) 2009. In terms of total operations, Metro Airport ranked 11th nationwide and 16th worldwide with 432,589 takeoffs and landings.

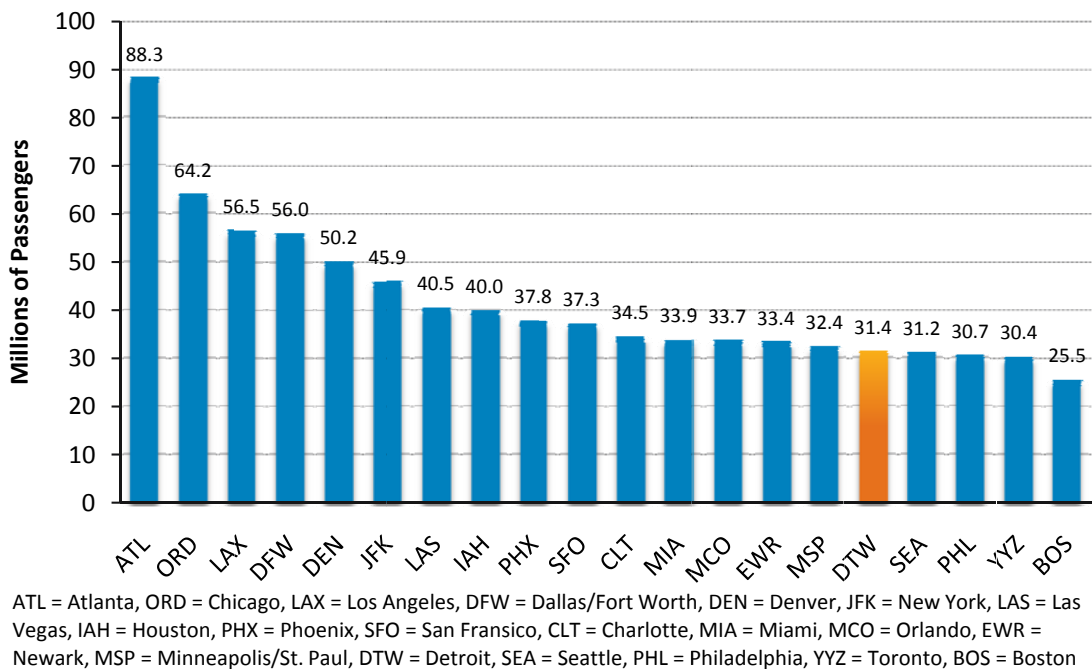


FIGURE 1: TOTAL PASSENGERS AT THE TOP 20 NORTH AMERICAN AIRPORTS

The location of the Air Trade Area along the heavily traveled east/west air routes and its relatively large population base make it a natural location for airline hubbing operations. As illustrated on the chart to the left, 53 percent of all passengers at Metro Airport are connecting. Delta and its regional affiliate carriers enplaned an estimated 12.8 million passengers at Metro Airport in fiscal 2010, which represented approximately 80.6 percent of total enplaned passengers at Metro Airport.

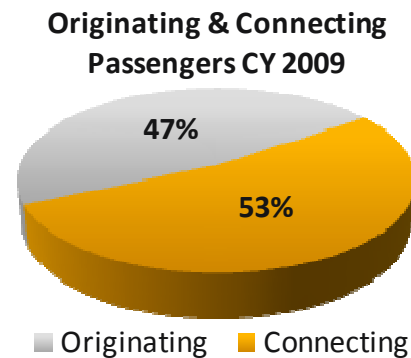


FIGURE 2: PERCENT ORIGINATING & CONNECTING PASSENGERS

Spirit Airlines, Southwest Airlines, and US Airways were the only other carriers at Metro Airport to enplane over three percent of Metro Airport’s market share. Although Delta carriers account for more than a majority of passenger activity at Metro Airport, other air carriers operating at Metro Airport, including low cost carriers, foreign flag carriers, a charter, and other legacy and regional carriers, provide complementary service to many of Metro Airport’s top origin and destination (O&D) markets.

The Air Trade Area

Population of the 10-County Air Trade Area

Wayne and Oakland counties are the Air Trade Area’s two most populous counties. According to the U.S. Census Bureau, Wayne and Oakland counties are ranked as the 13th and 31st-largest counties, respectively, in the nation for population in 2009. (A map of the Air Trade Area may be found on page 6.) Historical population for the Air Trade Area, Michigan, and the United States is illustrated below. As shown, population in the Air Trade Area increased from 5,187,171 people in 1990 to 5,456,428 people in 2000, and then decreased to 5,427,601 people in 2009. Overall, population in the Air Trade Area between 1990 and 2009 grew at a Compound Annual Growth Rate (CAGR) of 0.2 percent, slightly below Michigan’s CAGR of 0.4 percent, and below the United States’ CAGR of 1.1 percent, during this same period. The population in the Air Trade Area is expected to increase slightly between 2009 and 2020, from 5,427,601 people in 2009 to 5,542,715 in 2020. This increase represents a CAGR of 0.2 percent during this period. Projected population for Michigan is expected to increase at a CAGR of 0.3 percent between 2009 and 2020, similar to the Air Trade Area, yet lower than the 1.0 percent CAGR projected for the United States during this same period.

Population Diversity

The Air Trade Area’s diverse population contributes to the demand for air travel to and from homeland countries, as well as providing an economic advantage to the region by establishing trade and investment opportunities with international markets. This immigrant influx from various parts of the world has been a significant component of the economy of the Air Trade Area.

Top Ten Destinations

- Chicago, O’Hare*
- Atlanta*
- New York, LaGuardia*
- Philadelphia*
- Newark*
- Chicago, Midway*
- Charlotte*
- Washington, Reagan National*
- Denver*
- Orlando*

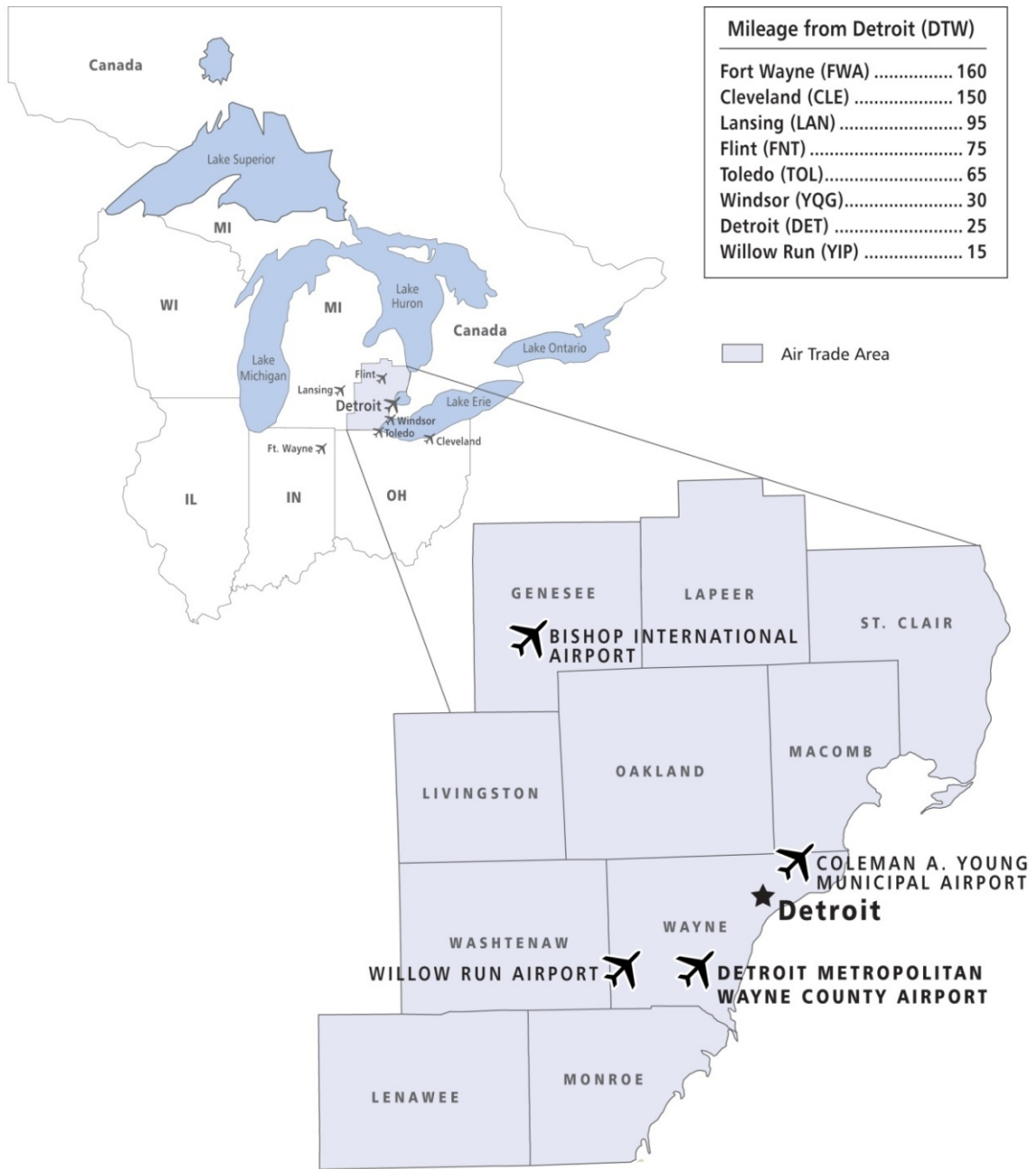


FIGURE 3: MAP OF THE TEN-COUNTY AIR TRADE AREA

Customer Service

Based on airline schedules during 2010, the airport will have approximately 606 scheduled daily departures including service to 133 non-stop domestic destinations and 29 non-stop international destinations, including Canada, China, the Dominican Republic, France, Germany, Italy, Jamaica, Japan, Jordan, Mexico, the Netherlands, the United Kingdom and the West Indies.

In February 2010, J.D. Power and Associates ranked Metro Airport first in overall customer satisfaction among U.S. airports accommodating 30 million or more passengers per year. Factors used in the survey to determine overall customer satisfaction include airport accessibility, check-in/baggage claim, security check, terminal facilities, food and beverage, retail services, baggage claim, and immigration customs/control. In November 2009, Zagat Airline Survey, a survey of frequent fliers and travel professionals awarded Metro Airport third place for “Best U.S. Airport in Overall Quality”.

	CY 1990	CY 2000	CY 2009	2020 Forecast	2009-2020 CAGR
Genessee County	430,459	436,141	424,043	424,049	0.0%
Lapeer County	74,768	87,904	89,974	98,965	0.9%
Lenawee County	91,476	98,890	99,837	101,359	0.1%
Livingston County	115,645	156,951	183,118	212,370	1.4%
Macomb County	717,400	788,149	831,427	872,603	0.4%
Monroe County	133,600	145,945	152,721	163,199	0.6%
Oakland County	1,083,592	1,194,156	1,205,508	1,270,466	0.5%
St. Clair County	145,607	164,235	167,562	180,485	0.7%
Washtenaw County	282,937	322,895	347,563	382,547	0.9%
Wayne County	2,111,687	2,061,162	1,925,848	1,836,672	-0.4%
Air Trade Area Total	5,187,171	5,456,428	5,427,601	5,542,715	0.2%
State of Michigan	9,295,297	9,938,444	9,969,727	10,324,000	0.3%
United States	248,709,873	281,421,906	307,006,556	341,251,700	1.0%

Sources: U.S. Department of Commerce, Bureau of the Census, Population Estimates, October 2010 (historical) and Woods and Poole Economics, Inc., *2011 Complete Economic and demographic Data Source (CEDDS), 2010 (projected)*.

Prepared by: Ricondo & Associates, Inc., October 2010

FIGURE 4: POPULATION CHANGES IN THE TEN-COUNTY AIR TRADE AREA

Economic Base

Employment & Household Income

Despite the recent restructuring of the “Big Three” United States automakers, the Air Trade Area continues to be a global leader in the automotive industry, including advanced battery research for alternative fuel vehicles, due to the large number of research and development

facilities located throughout the region. The globalization of the automobile industry generates additional business travel obligations and will continue to drive demand for air transportation in the Air Trade Area. Manufacturing and R&D activities for the life sciences industry are also a significant component of the Air Trade Area’s economy.

Historically, the region has been known for its manufacturing prominence but today the region employs more than two times as many people in the services sector than the manufacturing sector. A shifting of the Air Trade Area’s industrial mix occurred between 2004 and 2009, as manufacturing employment decreased from 14.4 percent of total employment in 2004 to 9.9 percent in 2009; and services employment increased from 42.3 percent of total employment in 2004 to 46.7 percent in 2009.

The Air Trade Area has a percentage of households in higher income categories (greater than \$60,000) that is significantly greater than in Michigan and the United States. Household income is a composite measurement of the Air Trade Area’s market potential and a general indicator of affluence, which corresponds to the ability to afford air travel.

Home to Fortune 500 Companies & National Brands

The Air Trade Area is home to 13 Fortune 500 companies and numerous prominent national brands. According to the Detroit Regional Chamber, the Air Trade Area has approximately 247,000 existing businesses. With its high concentration of Fortune 500 companies, high-capacity transportation infrastructure, skilled workforce, and R&D facilities, the Air Trade Area has been gaining recognition as one of the best places in the nation for new and expanded business. This optimistic assessment was echoed by an October 2010 article in Inc. Magazine, entitled “Five Reasons to Start a Business in Detroit.”

Company	Fortune 500 Rank	Headquarters	Revenue CY 2009 (\$ in millions)
Ford Motor	8	Dearborn	\$118,308
General Motors	15	Detroit	\$104,589
GMAC	122	Detroit	\$19,403
TRW Automotive Holdings	201	Livonia	\$11,614
Lear	242	Southfield	\$9,7340
Penske Automotive Group	245	Bloomfield Hills	\$9,558
DTE	285	Detroit	\$8,014
Masco	291	Taylor	\$7,858
Visteon	335	Van Buren Township	\$6,685
CMS Energy	350	Jackson	\$6,212
Autoliv	410	Auburn Hills	\$5,121
ArvinMeritor	450	Troy	\$4,617
Kelly Services	479	Troy	\$4,315

Source: The Detroit Regional Chamber

FIGURE 5: FORTUNE 500 COMPANIES OF THE TEN-COUNTY AIR TRADE AREA

Economic Impact of Metro Airport

The Airport generates more than 71,000 jobs and \$7.6 billion in total economic impact across Michigan according to a study released in 2006 by the University of Michigan-Dearborn and the Authority. According to the study, in 2005, more than 36 million passengers arrived or departed from Detroit Metropolitan Airport, including 2.9 million business and pleasure travelers who stayed in Michigan and whose spending benefited Michigan’s economy.

Airport Location & Facilities

Location

The Airport occupies approximately 6,700 acres of land within Wayne County, Michigan and the City of Romulus, which is approximately 20 miles southwest of downtown Detroit. Access to Metro Airport from the City of Detroit is by and large from Interstate 94, which generally borders Metro Airport to the north. Interstate 275 is west of Metro Airport and, generally, provides access for communities to the south and north of Metro Airport. A description of Metro Airport’s major existing facilities is provided in this section.



FIGURE 6: MAP OF METRO AIRPORT AREA

Runways

The major airfield facilities at Metro Airport consist of six air carrier runways, four of which are north/south parallels for prevailing wind conditions and two of which are east/west crosswind parallels, an extensive taxiway system which provides aircraft access to terminal areas, aircraft parking aprons, and other cargo, maintenance, and hangar areas. The Authority has invested over \$125 million in airfield reconstruction/rehabilitation costs at Metro Airport over the last five years.

Primary characteristics of each runway are as follows:

Runway 4L/22R. This runway is 10,000 feet long by 150 feet wide and is equipped with high intensity runway edge lights (HIRL) and in-pavement centerline lights. Both runway ends have precision runway markings with the Runway 4L end having Category III instrument landing system (ILS) capability and the Runway 22R end having ILS capability with a medium intensity approach lighting system (MALSR). Runway 4L/22R is the newest runway at Metro Airport, opening in December 2001.

Runway 4R/22L. This runway is 12,001 feet long by 200 feet wide and is equipped with HIRL and in-pavement centerline lights. Both runway ends have precision runway markings with the Runway 4R end having Category III instrument landing system (ILS) capability and the Runway 22L end having ILS capability with a MALSR. Runway 4R/22L is scheduled for complete reconstruction beginning in OY 2012.

Runway 3L/21R. This runway is 8,500 feet long by 200 feet wide and is equipped with HIRL and in-pavement centerline lights. Both runway ends have non-precision runway markings. The south portion of Runway 3L/21R was rehabilitated in OY 2009.

Runway 3R/21L. This runway is 10,000 feet long by 150 feet wide and is equipped with HIRL and in-pavement centerline lights. Both runway ends have precision runway markings with the Runway 3R end having Category III instrument landing system (ILS) capability and the Runway 21L end having ILS capability with a MALSR. Runway 3L/21R was reconstructed in OY 2006 and 2007.

Runway 9L/27R. This crosswind runway is 8,700 feet long by 200 feet wide and is equipped with HIRL and in-pavement centerline lights. Both runway ends have precision runway markings with the Runway 27R end having ILS capability with a MALSR. The majority of Runway 9L/27R was reconstructed in OY 2009 and reconstruction of the remaining portion is planned for FY 2012 to FY 2013.

Airport Cargo

In calendar year 2009, 161,886 metric tons of cargo was transferred through the Airport.

In that same year, the Airport was the 28th busiest cargo airport in North America.



The Airport has an extensive taxiway system providing safe and efficient access to and from runway ends, terminal facilities, apron areas, and cargo and hangar facilities. Each runway has an associated parallel, full length taxiway.

Terminal Facilities

The Airport currently has 147 aircraft gates within its two passenger terminal facilities: the Edward H. McNamara Terminal (also referred to as the McNamara or South Terminal) and the North Terminal (opened on September 17, 2008 and replaced the Smith and Berry Terminals, which were retired as passenger facilities on the same date). The McNamara Terminal serves Delta and its regional and SkyTeam partners. All other domestic and foreign flag passenger airlines operate out of the North Terminal which includes Air Canada, AirTran, American, Continental, Frontier, Lufthansa, Royal Jordanian, Southwest, Spirit, United, US Airways, and their operating partners.

The recent expansion of the McNamara Terminal and the completion of the North Terminal has resulted in Metro Airport having two of the most modern and efficient terminal facilities of any airport in the U.S.

Public Parking

Public parking at Metro Airport currently consists of approximately 19,800 spaces at both structured facilities and surface lots. The parking facilities are located near each of the terminal facilities to allow for convenient pedestrian access. Shuttle bus service is also available for parkers in the longer-term and/or economy areas. Additionally, the new Ground Transportation Center, located east of the North Terminal at the end of the pedestrian bridge (between the North Terminal and the existing Blue Parking Deck), is a two level facility of approximately 12,000 square feet which allows passengers to access the existing Blue Parking Deck and all commercial vehicles (car rental, hotel shuttles, on and off site shuttles parking, taxis, luxury sedans, etc.) that serve the North Terminal.

Other Ancillary & Support Facilities

Other ancillary and support facilities are located throughout Metro Airport property.

General Aviation. General aviation and corporate aviation facilities are generally located on the southern portion of Metro Airport with one facility on the northern end. The fixed base operators (FBO) at Metro Airport are ASIG General Aviation Services and Metro Flight Services, which accommodate aircraft parking, fuel, hangars, catering, and other flight support services.

Air Cargo/Mail Facilities. Air cargo facilities at Metro Airport are located in three general areas of Airport property. The largest air cargo tenants, Federal Express and United Parcel Service, are located in different areas of the airfield.

Aircraft Maintenance Facilities. Several aircraft maintenance operation facilities are based at Metro Airport. These facilities are located in various areas of Metro Airport; however, several are located north of the North Terminal core area. Some of these include facilities for Delta Air

Lines, United Parcel Service, and FedEx. Aircraft serviced at these facilities include large wide-body aircraft (i.e., Boeing 747s) to smaller general aviation type aircraft.

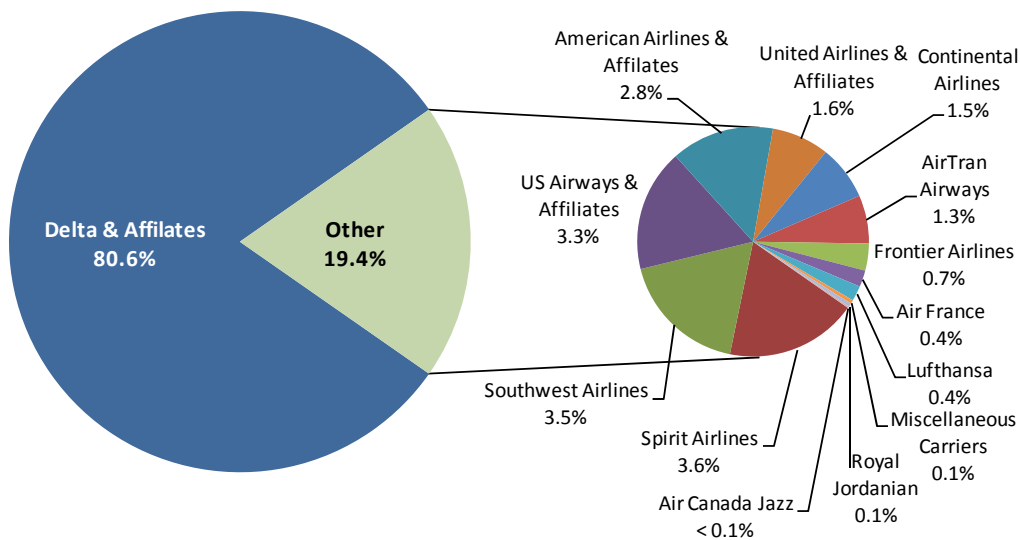
Fuel Farm. The fuel farm at Metro Airport is located in the northwestern section of the airfield, and consists of four 20,000-barrel fuel storage tanks and two 65,000-barrel fuel storage tanks. The fuel farm has a capacity of over four million gallons, an estimated five days of storage capacity.

Other Airport support facilities include, but are not limited to, aircraft rescue and firefighting (ARFF) facilities, flight kitchens, and an airport traffic control tower (ATCT).

Airlines Operating at Metro Airport

The Airport has scheduled passenger service by five legacy/mainline carriers (including several regional carriers that supplement the mainline service), four low-cost carriers, four foreign-flag airlines, and non-scheduled passenger service by one charter airline. In addition, two all-cargo airlines provide scheduled service at Metro Airport. As a large connecting hub for Delta, 80.6 percent of all enplanements in fiscal 2010 were Delta passengers. The chart below illustrates enplanements as a percent of total for all carriers operating at Metro Airport.

Fiscal Year 2010 Enplanements by Carrier as a Percent of Total



Affiliates include all operating carriers, but exclude alliance partners.

FIGURE 7: FY 2010 ENPLANEMENTS BY CARRIER

Metro Airport Demographic Data

	FY 2008	FY 2009	FY 2010	FY 2011
	Actual	Actual	Actual	Budget
Airside				
Aircraft Operations	467,390	437,316	445,500	450,250
Landed Weight (1,000 lbs)	23,358,910	21,004,646	20,167,265	21,000,000
Landing Fee (DTW)	\$ 3.44	\$ 2.89	\$ 3.48	\$ 3.73
Airfield (Acres)				
Runways	266	266	266	266
Taxiways	235	235	235	235
Ramps/Aprons	357	357	357	357
Overall Airport	6,700	6,700	6,700	6,700
Runways - all runways have FAA rating for group V aircraft				
North-south runways in the primary wind direction				
Runway 4R - 22L	12,003 ft.	12,003 ft.	12,003 ft.	12,003 ft.
Runway 4L - 22R	10,000 ft.	10,000 ft.	10,000 ft.	10,000 ft.
Runway 3L - 21R	8,501 ft.	8,501 ft.	8,501 ft.	8,501 ft.
Runway 3R - 21L	10,001 ft.	10,001 ft.	10,001 ft.	10,001 ft.
East-west crosswind runways				
Runway 9L - 27R	8,708 ft.	8,708 ft.	8,708 ft.	8,708 ft.
Runway 9R - 27L	8,500 ft.	8,500 ft.	8,500 ft.	8,500 ft.
Terminal Buildings				
Domestic Enplaned Passengers				
McNamara Terminal	13,048,561	11,887,649	11,841,624	12,111,000
North Terminal	N/A	2,740,698	2,779,296	2,777,000
Smith Terminal	3,152,394	N/A	N/A	N/A
Berry Terminal	83,851	N/A	N/A	N/A
Total Domestic	16,284,806	14,628,347	14,620,920	14,888,000
International Enplaned Passengers				
McNamara Terminal	1,475,521	1,179,111	1,143,911	1,115,000
North Terminal	N/A	133,674	111,550	97,000
Smith Terminal	19,464	N/A	N/A	N/A
Berry Terminal	51,440	N/A	N/A	N/A
Total International	1,546,425	1,312,785	1,255,461	1,212,000
Total Enplanements	17,831,231	15,941,132	15,876,381	16,100,000
O&D Enplaned Passengers (Domestic)	8,612,485	7,364,803	6,711,002	6,848,480
O&D Enplaned Passengers (Domestic)	48%	46%	46%	46%
Gates				
McNamara Terminal				
Concourse A	64	64	63	63
Concourse B	17	17	17	17
Concourse C	41	41	41	41
Total McNamara	122	122	121	121
North Terminal	N/A	23	26	26
Smith Terminal	37	N/A	N/A	N/A
Berry Terminal	4	N/A	N/A	N/A

Airport Authority Facts

	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget
Terminal Buildings - Continued				
Terminal Square Footage				
McNamara Terminal	2,427,049	2,427,049	2,359,992	2,359,992
North Terminal	N/A	851,049	851,049	851,049
Smith Terminal	321,079	N/A	N/A	N/A
Berry Terminal	78,202	N/A	N/A	N/A
Number of Concourses				
McNamara Terminal	3	3	3	3
North Terminal	N/A	1	1	1
Smith Terminal	3	N/A	N/A	N/A
Berry Terminal	1	N/A	N/A	N/A
Square Footage of Concession Space				
McNamara Terminal	114,872	113,360	113,360	113,360
North Terminal	N/A	50,233	50,233	50,233
Smith Terminal	18,910	N/A	N/A	N/A
Berry Terminal	5,635	N/A	N/A	N/A
Total	139,417	163,593	163,593	163,593
Landside				
On-Airport Parking Spaces				
McNamara Deck	10,209	10,209	9,733	9,733
Blue Deck	6,281	6,281	6,226	6,226
Surface Lots	2,171	871	1,006	2,306
Total	18,661	17,361	16,965	18,265
Off-Airport Parking Spaces	16,000	16,000	13,875	13,875
Roadways Maintained (Lane-Mileage)	130	130	130	130

Willow Run Airport

Willow Run has a rich history, dating back to 1941 when Henry Ford and Charles Lindbergh built the world's largest bomber facility at the airport. During World War II, nearly 8,700 B-24 "Liberator" bombers were built at Willow Run. During its peak production, the plant employed 42,000 people including "Rosie the Riveter."

After the war, the bomber plant was converted into a luxury passenger terminal. Commercial airline traffic was transferred from Detroit City Airport, and Willow Run became Detroit's principal airport.

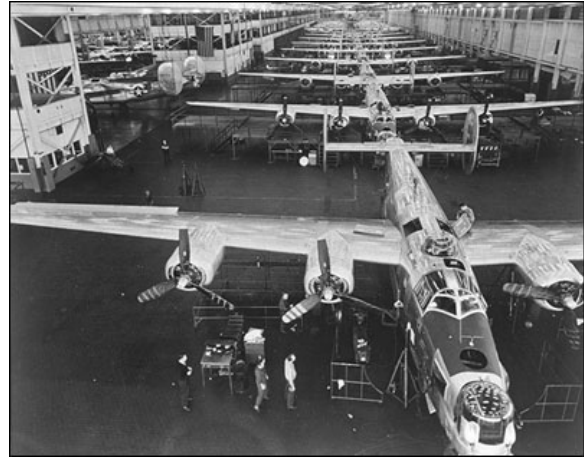


FIGURE 8 B-24 FINAL ASSEMBLY, WILLOW RUN PLANT, 1944

In 1947, the federal government sold Willow Run to the University of Michigan for \$1.00. Soon after, commercial air traffic began moving from Willow Run to Metro Airport. By 1966, all commercial airline operations at Willow Run ceased. It has been a cargo, general aviation, and executive aviation airport since. In 1977, the University of Michigan sold Willow Run to Wayne County for \$1.00.

Today, Willow Run is one of the largest cargo airports in the United States. The airport offers five runways 24-hour FAA Tower and U.S. Customs operations, to provide ease of access for its users. Willow Run's runways include ILS all-weather and crosswind runways. The airport accommodates small private planes as well as international 747 cargo jets.

Willow Run has over 75,000 operations per year. Approximately 92 million pounds of cargo are transferred through the airport annually, making Willow Run the third largest airport in the State of Michigan.

Willow Run Demographic Data

	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>
Airside				
Aircraft Operations	121,581	116,411	77,504	75,000
Airfield (Acres)				
Runways	127	127	127	127
Taxiways	22	22	22	22
Ramps/Aprons	91	91	91	91
Overall Airport	2,600	2,600	2,600	2,600
Runways				
Runway 5R - 23L	7,526 ft.	7,526 ft.	7,526 ft.	7,526 ft.
Runway 5L - 23R	6,655 ft.	6,655 ft.	6,655 ft.	6,655 ft.
Runway 9R - 27L	6,511 ft.	6,511 ft.	6,511 ft.	6,511 ft.
Runway 9L - 27R	7,294 ft.	7,294 ft.	7,294 ft.	7,294 ft.
Runway 14/32	6,914 ft.	6,914 ft.	6,914 ft.	6,914 ft.

The Airport Westin Hotel

The Westin is a 404-room and 10-suite luxury-class hotel. The amenities within the hotel include a gym, an indoor pool, and a restaurant and bar. It is connected to both Concourse A and the ticket lobby of the McNamara terminal. The hotel is accessible from the curb front roadway, the McNamara Terminal ticket lobby and also offers a security checkpoint for direct access to Concourse A.

The Westin Hotel was the top-rated airport hotel in the Starwood system and guest satisfaction was rated in the top ten of all hotels in North America for 2009.

In March 2001, the County of Wayne issued \$110.9 million in Airport Hotel Revenue Bonds, Series 2001A and Series 2001B. The 2001A Bonds, \$99.6 million, were issued for the purpose of paying the cost of acquiring, constructing, equipping, and furnishing an airport hotel (the Westin) and related improvements at the new McNamara Terminal of Metro Airport to be owned by the County. In addition, these bonds will pay capitalized interest and certain costs of issuance for this series. The 2001B Bonds, \$11.3 million, were issued for the purpose of paying the County Credit Enhancement Fee, funding the Operation and Maintenance Reserve Fund, and paying capitalized interest and certain costs of issuance related to this series.

The Authority has pledged all net Airport Hotel revenues solely for the payment of the Bonds and the Parity Obligations, and a statutory first lien has been granted upon all net Airport Hotel revenues for such purpose. In addition, the County has pledged its limited tax full faith and credit as additional security for payment of the principal, premium, if any, and interest on the bonds, subject to constitutional, statutory, and charter tax rate limitations.

Westin Hotel Operating Metrics

	FY 2008	FY 2009	FY 2010	FY 2011
	Actual	Actual	Actual	Budget
Westin Hotel				
Average Daily Rate	\$ 166.23	\$ 135.42	\$ 126.06	\$ 129.03
Revenue Per Available Room	\$ 111.29	\$ 83.92	\$ 99.26	\$ 99.11
Occupancy	67.0%	62.0%	78.7%	76.8%
Operating Margin	40.9%	33.4%	41.4%	39.1%

FIGURE 9: WESTIN OPERATING METRICS FY 2008 TO FY 2011 BUDGET

Budget Highlights

Introduction

The Fiscal Year 2011 Annual Budget, which was adopted on September 23, 2010, is a management tool and financial reflection of the operations plan for Fiscal Year 2011. By allocating our resources through a balanced combination of strategic alignment with the Authority's five priorities and balanced scorecard indicators, we believe this budget will successfully meet today's challenges while positioning the Authority for tomorrow's opportunities.

Budget in Brief

The proposed operating budget for Fiscal Year 2011 for all funds totals \$308,519,000. This represents an increase of \$13,527,000 or 4.6% more than the Fiscal Year 2010 budget. The Fiscal Year 2011 Budget is prudent, responsive to the need of our stakeholders and consistent with our strategic plan. The Airport's rates and charges are competitive among its peers. Sufficient funding is budgeted to sustain operational excellence and provide a superior level of customer service air travelers.

Budget Priorities

At the onset of the Fiscal Year 2011 Budget process, the Authority's Senior Management Team identified two mission-critical budget priorities: (1) Americans with Disability Act (ADA)/Title VI compliance requirements and (2) restoring funding for capital asset maintenance and replacement. Each priority is described below.

Americans with Disabilities Act and Title IV Compliance

The provision of superior customer service is a key component of the Authority's strategic plan. To ensure that Metro Airport is a welcoming environment for all passengers and stakeholders, the Authority engaged a federal compliance consultant to address ADA and Title IV concerns. A month later, a group of individuals with disabilities brought legal action against Northwest Airlines and the Authority alleging ADA compliance violations. The Authority and Delta Airlines have negotiated an "Action Plan" with plaintiffs to address issues raised in litigation and to promote accessible Airport facilities, customer service, and safety.

The impact to the budget of the action plan items to be implemented in fiscal 2011 is \$917,000. The projects include:

- The addition of a full-time ADA coordinator position to the Authority's staffing plan
- An employee training program
- Shuttle bus enhancements

- Surveys and consulting services to assess the accessibility of existing Airport facilities

The action plan also includes capital construction projects that would improve the accessibility of Airport parking facilities and modify the Westin Hotel interior access ramp. Funding for these projects has been accrued; there is no impact to the Fiscal Year 2011 Budget.

Capital Asset Maintenance & Replacement

In 2005, Metro Airport's hub carrier Northwest Airlines (now Delta Airlines) entered into Chapter 11 bankruptcy protection. During Northwest's reorganization the Authority undertook a variety of measures to assist the airline through difficult financial times. Among the cost mitigations aimed to reduce airline costs included the deferral of corrective maintenance projects and fixed asset replacement. Continued deferral of maintenance for Metro Airport's infrastructure and fixed asset replacement is not sustainable. The assets in need of repair or replacement are critical to the Authority's mission to operate a safe, secure and efficient airport.

The Senior Management Team adopted a five-year capital asset maintenance and replacement plan, to be launched in Fiscal Year 2011. The plan's goal is to catch-up on all deferred maintenance and replacement projects by Fiscal Year 2015. Secondly, the plan aims to enhance preventive maintenance to ensure that assets sustain optimal performance through the end of its useful life. The projects included in the plan are mission-critical; their completion is necessary to:

- Maintain Metro Airport's operating certificate
- Address various legal and regulatory requirements
- Sustain security and safety
- Preserve operational effectiveness

The total need required for fiscal 2011 is \$14.6 million, of which \$5.7 million will be financed through alternative funding sources. The impact to the operating budget is \$8.9 million.

Consolidated Wayne County Airport Authority Budget

(\$ in thousands)	Detroit Metropolitan Airport	Westin Hotel	Willow Run Airport	Authority Total
Airline Revenue				
Landing Fees	\$ 78,556	\$ -	\$ 475	\$ 79,031
Airline Rents and Other Fees	75,023	-	1,660	76,683
Facility Use Fee	6,028	-	303	6,331
Total	\$ 159,607	\$ -	\$ 2,438	\$ 162,045
Non-Airline Revenue				
Parking	\$ 52,530		\$ -	\$ 52,530
Car Rental	16,100		-	16,100
Concessions	29,700		-	29,700
Ground Transportation	4,400		-	4,400
Shuttle Bus	5,300		-	5,300
Utility Service Fee	4,046		95	4,141
Rent	3,300	-	2	3,302
Other Revenue	800	-	11	811
Charges For Services	2,000	24,957	516	27,473
Total	\$ 118,176	\$ 24,957	\$ 624	\$ 143,757
Non-Operating Revenue				
Interest Income	941	36	2	979
Grants	350	-	-	350
Total	\$ 1,291	\$ 36	\$ 2	\$ 1,329
Total Revenue	\$ 279,074	\$ 24,993	\$ 3,064	\$ 307,131
Operating Expenses by Category				
Salaries & Wages	\$ 42,990	\$ -	\$ 715	\$ 43,705
Employee Benefits	25,462	-	435	25,897
Materials & Supplies	6,618	-	114	6,732
Parking Management	6,800	-	-	6,800
Shuttle Bus	8,500	-	-	8,500
Janitorial	11,821	-	20	11,841
Security	2,660	-	-	2,660
Contractual Services	18,001	-	989	18,990
Hotel Expenses	4	17,530	-	17,534
Insurance	2,813	-	32	2,845
Utilities	27,687	-	765	28,452
Buildings & Grounds	15,121	-	230	15,351
Equipment Repair	17,038	-	177	17,215
Other Operating Expense	4,372	-	441	4,813
O&M Capital	7,706	-	20	7,726
Total	\$ 197,592	\$ 17,530	\$ 3,938	\$ 219,060
Non-Operating Expenses				
Net Debt Service	\$ 71,932	\$ 7,229	\$ 16	\$ 79,177
Fund Requirements	9,549	1,622	(890)	10,281
Total	\$ 81,481	\$ 8,851	\$ (874)	\$ 89,458
Total Expenses	\$ 279,074	\$ 26,381	\$ 3,064	\$ 308,519
Change in Net Assets	\$ -	\$ (1,388)	\$ -	\$ (1,388)

Wayne County Airport Authority: Three-Year Consolidated Financial Summary

(\$ in thousands)	Detroit Metropolitan Airport		Willow Run Airport		Westin Hotel		Total	
	FY 2009	FY 2010	FY 2009	FY 2010	FY 2009	FY 2010	FY 2009	FY 2010
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Airline Revenues								
Landing Fees	\$ 59,723	\$ 70,874	\$ 336	\$ 330	\$ -	\$ -	\$ 60,060	\$ 71,204
Rent	65,977	75,359	1,726	1,900	-	-	67,703	77,259
Facility Use Fee	6,320	4,623	149	83	-	-	6,469	4,706
Total	132,021	150,856	2,211	2,313	-	-	134,232	153,169
Non-Airline Revenues								
Parking	49,911	48,000	-	-	-	-	49,911	48,000
Car Rental	17,540	16,700	-	-	-	-	17,540	16,700
Concessions	30,563	27,900	-	-	-	-	30,563	27,900
Ground Transportation	6,510	4,000	-	-	-	-	6,510	4,000
Shuttle Bus	5,655	5,120	-	-	-	-	5,655	5,120
Utility Service Fee	4,320	4,100	216	156	-	-	4,536	4,256
Rent	3,767	3,800	6	14	2	-	3,773	3,814
Other Revenue	671	1,000	28	1	11	-	699	1,001
Charges For Services	2,223	1,400	348	278	-	-	2,571	1,678
Hotel Operating Revenue	-	-	-	-	23,247	22,805	23,247	22,805
Total	121,161	112,020	597	449	624	24,957	145,005	143,757
Non-Operating Revenues								
Grants	999	900	-	-	-	-	999	900
Capital Contribution	-	-	94	-	-	-	94	-
Interest Income	730	700	13	36	144	370	887	1,070
Total	1,730	1,600	106	2	144	36	1,980	1,970
Total Revenues	\$ 254,912	\$ 264,476	\$ 2,914	\$ 2,762	\$ 3,064	\$ 24,993	\$ 281,216	\$ 290,413
EXPENSES								
Operating Expenses								
Salaries & Wages	\$ 46,274	\$ 41,949	\$ 42,990	\$ 42,990	\$ 711	\$ -	\$ 47,885	\$ 42,625
Employee Benefits	26,422	27,723	25,462	25,462	432	-	27,213	28,194
Materials & Supplies	5,969	5,722	6,618	6,618	114	-	6,096	5,855
Parking Management	7,082	6,700	6,800	6,800	-	-	7,082	6,700
Shuttle Bus	8,483	8,000	8,500	8,500	-	-	8,483	8,000
Janitorial	10,576	10,597	11,821	11,821	15	20	10,592	10,622
Security	2,657	2,660	2,660	2,660	-	-	2,657	2,660
Contractual Services	14,644	17,460	18,001	18,001	989	-	15,542	18,990
Hotel Expenses	4	4	4	4	-	-	18,726	19,258
Insurance	2,710	2,831	2,813	2,813	32	-	2,755	2,856
Utilities	26,933	29,800	27,687	27,687	765	-	28,134	30,495
Buildings & Grounds	12,705	13,320	15,121	15,121	230	-	13,041	13,506
Equipment Repair	15,740	17,040	17,038	17,038	177	-	15,969	17,257
Other Operating Expense	3,374	2,850	4,372	4,372	441	(36)	3,828	3,300
O&M Capital	1,500	2,456	7,706	7,706	20	-	1,508	2,476
Total	185,074	189,112	197,593	197,593	3,951	18,690	209,517	211,627
Non-Operating Expenses								
Net Debt Service	59,774	65,829	71,932	71,932	16	7,014	66,751	72,843
Funding Requirements	10,064	9,534	9,549	9,549	(883)	1,482	1,677	10,288
Total	69,838	75,364	81,481	81,481	(867)	8,496	68,428	83,366
Total Expenses	\$ 254,912	\$ 264,476	\$ 279,074	\$ 279,074	\$ 3,064	\$ 27,754	\$ 277,945	\$ 294,992
Change in Net Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4,579)	\$ 3,272	\$ (1,388)

May not sum to total due to rounding.

FIGURE 10: WAYNE COUNTY AIRPORT AUTHORITY THREE-YEAR CONSOLIDATED FINANCIAL SUMMARY

Staffing Summary

	<u>FY 2009 Budget</u>	<u>FY 2010 Budget</u>	<u>FY 2011 Budget</u>	<u>FY11 vs. FY10</u>
Detroit Metropolitan Airport				
Office of the CEO				
Chief Executive Officer	2	2	2	-
Public Affairs	6	6	6	-
Internal Audit	3	2	3	1
General Counsel	7	5	5	-
Government Relations	3	3	2	(1)
Human Resources	15	11	14	3
North Terminal Redevelopment Project	4	-	-	-
Total	40	29	32	3
Finance & Technology				
Office of the Chief Financial Officer	2	2	2	-
Controller	14	14	17	3
Financial Planning & Analysis	8	5	7	2
Treasury	3	3	4	1
Employee Services	6	5	3	(2)
Risk Management	3	2	2	-
Technology Services	14	14	14	-
Total	50	45	49	4
Airfield Operations				
Chief Operating Officer	2	-	-	-
Airfield Operations	47	44	44	-
Total	49	44	44	-
Procurement / Strategy Management				
Procurement Administration	2	2	1	(1)
Authority Affairs	4	4	4	-
Purchasing	18	14	14	-
Business Diversity	3	3	3	-
Strategy Management	2	1	1	-
Total	29	24	23	(1)
Facilities, Maintenance & Planning				
Facilities, Maintenance & Planning Administration	3	3	3	-
Facilities, Systems & Property	28	27	30	3
Maintenance	193	176	173	(3)
Planning, Design & Construction	14	16	19	3
Total	238	222	225	3
Public Safety				
Public Safety Administration	6	5	5	-
Police	139	112	112	-
Fire	66	60	60	-
Security	33	27	29	2
Emergency Management	3	3	3	-
Total	247	207	209	2
Business Development				
Business Development Administration	6	6	2	(4)
Concessions and Quality Services	8	6	6	-
Landside Services	32	22	23	1
Real Estate Services	5	2	2	-
Air Service Development	1	1	1	-
Total	52	37	34	(3)
Detroit Metropolitan Airport Total	705	608	616	8
Willow Run Airport				
Administration	3	3	3	-
Operations	4	1	1	-
Maintenance	16	7	7	-
Willow Run Airport Total	23	11	11	-
AIRPORT AUTHORITY TOTAL	728	619	627	8

FIGURE 11: WAYNE COUNTY AIRPORT AUTHORITY STAFFING SUMMARY

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Strategic Plan

Making the World Available

Strategic Plan Overview

Fiscal Year 2008 represented the first full year of implementing the Authority's updated strategic plan. In addition, the Authority's use of the "Balanced Scorecard" methodology to link performance measures with the strategic plan started that year. The Authority-level scorecard of financial and non-financial measures has been used as the basis for monthly business reviews between the CEO and the Senior Management Team.

During fiscal years 2009 and 2010, the Strategy Management Division continued to work with each senior manager to develop department scorecards and, as appropriate, division scorecards. This is an on-going process as the Senior Management Team seeks to find the best measures to help manage the Authority's business. Furthermore, each Department developed initiatives linked to the balanced scorecard and/or a strategic priority. Funding for these organization-wide initiatives were considered as a part of the Fiscal Year 2011 Budget process.

In Fiscal Year 2011, particular emphasis will be placed on achieving the Authority's annual priorities.

Mission & Vision

Mission – To operate safe, secure and dynamic air transportation facilities for our customers, creating economic vitality by providing global travel, cargo and business opportunities

Vision – Making the world available



FIGURE 12: THE MID-FIELD TUNNEL CONNECTS THE MCNAMARA TERMINAL'S CONCOURSE A TO CONCOURSES B & C

Our Core Values

The Authority's core values are the standards of the organization and principles by which it strives to conduct its business. They guide the organization's decision-making and influence its approach and performance.

Teamwork – *Work across functional areas to achieve our common goals through trust, sharing information, and open discussion of ideas.*

Accountability – *Follow-through on commitments, take ownership, and accept responsibility for all outcomes.*

Customer Satisfaction – *Commit ourselves to understand our customers' needs and deliver services and facilities that exceed expectations.*

Employee Respect – *Value and treat all team members with respect, regardless of his or her position or status.*

Integrity – *Adhere to a high ethical standard at all times while doing our job.*

Diversity – *Foster a welcoming environment for all airport users.*

Strategic Priorities

To support its mission of operating safe, secure, and dynamic air transportation facilities for its customers and creating economic vitality by providing global travel, cargo and business opportunities, Metro Airport Authority has established five priorities for Fiscal Year 2011 to guide its operations:

- Implement the Capital Asset Maintenance & Replacement Plan
- Mitigate the Forecasted Disparity between the Terminal Rental Rates
- Increase Land Use Revenue Opportunities
- Enhance the Small Business Enterprise (SBE) Program
- Work toward recognition as one of "Metro Detroit's 101 Best & Brightest Companies to Work For"

The Balanced Scorecard – Authority Level

The Balanced Scorecard methodology was developed in the early 1990's by Harvard professor Robert Kaplan and Boston-area consultant David Norton. It was originally devised as a performance measurement system that encompassed not only financial metrics, but also non-financial measures such as customer service, process improvement, and learning and growth. The Balanced Scorecard has evolved to become a method of linking an organization's vision to its day-to-day operations.

General Benefits. The key benefits of using the Balanced Scorecard include aligning the organization on implementing the strategy, encouraging cross-functional dialogue and implementation, and communicating clear and objective performance measures and expectations.

Airport Authority Approach. The Airport Authority approach is to use the Scorecard to make the strategy relevant for all levels of the organization and to reinforce its values, particularly teamwork, accountability, and customer satisfaction. As such, the Authority takes a holistic “program-oriented” view of performance measurement, instead of grouping measures by division.

The Authority-wide score card is illustrated starting on page 26.

Plans for Fiscal Year 2011

Business Reviews – A critical component in Metro Airport Authority’s strategic plan execution are the monthly business reviews between the CEO and the Senior Management Team. These reviews focus on the sustained improvement of the Authority’s key business measures. The Authority believes the key benefits of this practice include highlighting underperforming strategic measures, identifying and eliminating the root causes of poor performance, and ensuring the timely implementation of key initiatives.

Customer Satisfaction Benchmarking – In 2006 the Authority joined Metro Airport Service Quality (ASQ) program, a customer satisfaction and performance survey designed specifically for the airport environment. The ASQ program has become the industry leader in customer satisfaction surveying with more than 145 airports participating worldwide. The survey questionnaire covers a variety of topics including: ground transportation and parking availability, security wait times, concessions quality, and airport cleanliness. Participants are required to keep information on other airports confidential, but may publish their own survey results.

The quarterly results of the customer satisfaction survey continue to help Metro Airport Authority serve the traveling passenger by benchmarking its performance relative to peer airports, identifying other airports’ successful practices, and in turn, optimizing future customer satisfaction and performance improvement decisions. For its customer satisfaction performance during the past four years, the Authority has received three ASQ awards and one “recognition”, based on feedback from domestic and international travelers. The Authority strives to improve customer satisfaction against a highly competitive global benchmarking set including the Dallas-Ft. Worth (DFW), Minneapolis-St. Paul (MSP), Seoul-Incheon (ICN), Shanghai-Pudong (PVG), Singapore (SIN), and Tokyo-Naritia (NRT) airports.

ASQ scores for Detroit Metropolitan Airport are illustrated on page 82.

Balanced Score Card

Perspective	Objective	Measure
Customer Service	CS 1 Provide an exciting & friendly airport experience	CS 1.1 Airport Service Quality (ASQ) survey: Overall customer satisfaction rating
		CS 1.2 Westin Hotel survey: Guest experience composite rating
		CS 1.3 Terminal food & beverage/retail revenue per enplanement
	CS 2 Improve non-traveler customer service	CS 2.1 Internal support services survey: Overall customer satisfaction rating
		CS 2.2 Business partner survey: Overall customer satisfaction rating
Financial	F 1 Grow non-airline revenues	F 1.1 Non-airline, passenger related revenue per enplanement
		F 1.2 Overall cargo tonnage handled by metric ton (DTW/YIP)
	F 2 Ensure fiscal responsibility	F 2.1 Operating cost per enplanement (DTW) / Operating cost per 1,000 lbs landed weight (YIP)
		F 2.2 North Terminal maintenance cost per square foot
		F 2.3 Airfield operations and maintenance cost per acre (on airfield)
		F 2.4 Westin Hotel EBITDA
		F 2.5 Average healthcare cost per contract
		F 2.6 Net debt service per enplanement
		F 2.7 Cost to produce 1,000 lbs of steam

The Balance Score Card continues on the next page.

Perspective	Objective	Measure
Internal Process Improvement	IP 1 Improve business & operating processes	IP 1.1 Impact of runway closures on airfield availability (DTW/YIP)
		IP 1.2 Percent (%) change construction contract cost due to change orders
		IP 1.3 Number of days from requisition to purchase order
		IP 1.4 Percent (%) maintenance labor hours spent on scheduled maintenance
		IP 1.5 Emergency response time above industry standard
		IP 1.6 Time to fill vacancy / Time to start new employee
		IP 1.7 Percent (%) of contracts completed prior to Board approval
		IP 1.8 Total electric / gas consumption (all facilities and infrastructure)
Learning & Growth	LG 1 Build a healthy organization	LG 1.1 Employee survey: Overall employee satisfaction rating
		LG 1.2 "Living the Values" survey: Overall rating
		LG 1.3 Percent (%) of employees successfully completed probation period
	LG 2 Grow the skills of the workforce	F 2.2 North Terminal maintenance cost per square foot
		F 2.3 Airfield operations and maintenance cost per acre (on airfield)

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Overview & Financial Policies

Introduction

This section contains an overview of the operating budgets for the Authority's main operating funds (Metro Airport, Willow Run and the Westin) and the Capital Improvement Program, along with a discussion of the process, policies and guidelines used to develop the budget.

The first section details the budget process, including other planning processes which coincide with the development of the budget. Following that is a discussion of the Authority's fund structure and a schedule of fund balances.

The next section illustrates the assumptions the Authority used to develop the Fiscal Year 2011 Budget.

The final section details the financial policies of the Authority, upon which all budgeting decisions are made. Any policies that impact the budget, including reserve policies, surplus policies, capital and debt management, and fixed asset policies immediately follow this overview.



FIGURE 13: THE AUTHORITY'S FY 2010 BUDGET BOOK RECEIVED THE GOVERNMENT FINANCE OFFICERS ASSOCIATION'S DISTINGUISHED BUDGET PRESENTATION AWARD

Budget Process Overview

Budgeting serves as an important management tool to plan, control, and evaluate the operations of the Authority. Metro Airport and Willow Run O&M budgets, and the Westin Hotel's budget are the Authority's annual financial plan for operating and maintaining the airports and hotel. These budgets must be sufficient to cover the operation and maintenance expenses of the airports, the debt service payable on bonds and other known financial requirements for the ensuing fiscal year. The Capital Improvement Program budget is the Authority's plan for the design and construction of major improvements and new facilities at the airports with a five year horizon.

The Airport Use and Lease Agreement provides for cost recovery for the operation of Detroit Metropolitan Airport and provides for directly expensing O&M capital equipment and facility projects and recovering the bond-financed capital improvements through specified requirements from funding of debt service.

Budget Process for Fiscal Year 2011

DEVELOPING THE PROPOSED BUDGET
The Financial Planning & Analysis Division (FP&A) began the 2011 budget process by forecasting airline activity, a key driver of earned revenue at Metro Airport. The FP&A forecast started with an analysis of landed weights and enplanement projections provided by the airlines. Actual and projected airline schedules in the Official Airline Guide (OAG), current and projected load factors, Federal Aviation Administration (FAA) forecasts, and

historical actual levels were compared to the airline provided data before the activity forecasts were finalized.

To communicate the current economic and operational conditions based on factual research collected, FP&A prepared a white paper that analyzed the state of the aviation industry and the challenges for the year ahead. The paper was presented to the Authority Board and Senior Management Team on May 26 as a primer to the Fiscal Year 2011 Budget.

FP&A then developed a "current services" budget that:

- Assumed all WCAA Departments would provide a level of service consistent with the current fiscal year,
- Provided for known contractual changes and any inflation adjustments where appropriate,
- Removes all Fiscal Year 2010 one-time expenses, and
- Provides funding for positions as indicated in the WCAA staffing plan.

The Senior Management Team identified two mission-critical priorities: (1) adequate funding to address Americans with Disabilities and Title VI compliance and (2) enhanced funding for capital asset maintenance and replacement. The estimated cost to fund the Authority's mission critical needs in Fiscal Year 2011 is \$8.9 million, of which \$4.1 million in the O&M budget and \$5.7 million is funded from other sources. Together, the sum of the current services budget and the

estimated cost to satisfy the expense of mission-critical needs produces the Proposed Budget.

On August 17, a presentation of the Proposed Budget was given to the Detroit Airline Airport Affairs Committee (DAAAC) to discuss revenue and expenditure trends, budget assumptions, and the Authority's mission-critical needs.

THE FIVE-YEAR CAPITAL IMPROVEMENT PLAN

Concurrently, the Five Year Plans for the Capital Improvement Programs at Detroit Metropolitan and Willow Run airports were analyzed and updated. The Five Year Plans report active capital projects, as well as all projects that are scheduled to begin within the next five years. The Five Year Plans are an important tool used for formulating future bond issues, maximizing federal and state grant opportunities, pro-actively planning for the replacement or reconstruction of essential infrastructure components that are nearing the end of their service life, and scheduling and coordinating execution of multiple projects to minimize operational impact and maximize fiscal impact.

BOARD APPROVAL

A presentation of the Fiscal Year 2011 Proposed Budget was given to the Board in a study session on September 9, 2010 to provide the Board Members an opportunity to comment and make suggestions to the proposed budget. A final budget was presented to the full Board for adoption on September 23, 2010.

BUDGET CALENDAR

April – May 2010

- Chief Executive Officer and Senior Management Team deliberate and communicate the organization's Fiscal Year 2011 priorities
- Circulation of a White Paper outlining the challenges and opportunities to the aviation industry to the Authority's Board and Senior management Team
- Activity data request from airlines
- FP&A begins preparation of current services budget
- Division of Strategy Management begins business review meetings with all Authority divisions

June 2010

- Preparation of initial revenue projections
- Payroll and benefits calculated
- Current Services budget reviews meetings with departments/divisions

July 2010

- Mission-critical needs review and cost estimations
- FP&A due diligence review
- CEO and Senior Management Team Budget Study Session and initiative deliberations

August 2010

- 2011 Proposed Budget sent to the Airlines and the Board

- Preliminary 2011 Airline Rates and Charges disseminated
- Review meeting conducted with DAAAC
- FP&A due diligence review

September 2010

- Proposed final adjustments reviewed with Senior Management Team
- Board study session to review the Proposed Budget
- Fiscal Year 2011 Recommended Budget adopted by the Board

October 2010

- Fiscal Year 2011 starts
- Approved activity fee communicated to Airlines

GFOA Distinguished Budget Award

The Fiscal Year 2011 Budget has been prepared in conformance with the guidelines recommended by the Government Finance Officers Association’s (GFOA) Distinguished Budget Presentation Award program. The Authority has received the GFOA’s award for Fiscal Years 2005 through 2010.

Fund Structure & Balances

There are three separate operating funds used to manage the Authority’s finances: the Detroit Metropolitan Airport Fund, the Willow Run Airport Fund and the Westin Hotel Fund. The largest fund covers the operations of Metro Airport and accounts for about 90 percent of the Authority’s estimated expenses for Fiscal Year 2011.

The approved budget includes all three funds.

The Authority manages separate designated and construction funds to account for specific activities and projects. As described above, the entire Authority is reported as an enterprise fund of the County of Wayne. The terms “designated” and “construction funds” are categories used internally for the management and operation of the Authority. The matrix chart below illustrates the relationship between the Authority’s Departments and Terminals, and the funds managed and utilized.

	Operating Funds			Non-Operating Funds	
	Detroit Metropolitan Airport	Willow Run Airport	Westin Hotel	Designated Funds	Construction Funds
Office of the CEO	→			→	
Finance	→		→	→	→
Procurement, Strategy Management & Authority Affairs	→				
Airport Operations	→			→	
Facilities, Maintenance & Planning	→			→	→
Public Safety	→			→	
Business Development	→			→	
North Terminal	→				→
McNamara (South) Terminal	→				→
Willow Run Airport		→		→	→

FIGURE 14: AUTHORITY FUND STRUCTURE

Wayne County Airport Authority Projected Fund Balance

(\$ in thousands)	9/30/2010	Revenue	Expenses	Change	9/30/2011
Operating Funds					
Metro Airport Operating Fund	\$ 29,212	\$ 279,074	\$ 279,074	\$ -	\$ 29,212
O&M Reserve	16,651	63	-	63	16,714
Revenue Fund	24,236	42	-	42	24,278
Willow Run Operating Fund	(1,272)	3,064	\$ 3,064	-	(1,272)
Westin Hotel Operating Fund	3,044	24,993	26,381	(1,388)	1,656
Subtotal	\$ 71,871	\$ 307,236	\$ 308,519	\$ (1,283)	\$ 70,588
Designated Funds					
Marketing Fund	\$ 2,157	\$ 286	\$ 117	\$ 169	\$ 2,326
Central Communications	1,642	11	528	(517)	1,125
Drug Forfeitures	1,688	374	50	324	2,012
Airport Development Fund	22,838	8,940	23,520	(14,580)	8,258
Renewal/Replacement	-	500	400	100	100
Discretionary Fund	394	350	350	-	394
Noise Fund	17,009	91	58	33	17,042
Post Retirement Liability	10,118	3,500	-	3,500	13,618
Subtotal	\$ 55,846	\$ 14,052	\$ 25,023	\$ (10,971)	\$ 44,875
Construction Funds					
Passenger Facility Charges	\$ 36,038	\$ 61,209	\$ 83,977	\$ (22,768)	\$ 13,270
General Revenue Bonds	(1,853,419)	167,024	99,030	67,994	(1,785,425)
General Construction	2,100,620	3,052	69,348	(66,296)	2,034,324
Bonded Construction	116,512	21,780	85,000	(63,220)	53,292
Willow Construction	54,047	3,300	3,900	(600)	53,447
Westin Hotel Bonds	(99,150)	-	485	(485)	(99,635)
Westin Hotel Construction	54,384	-	5,200	(5,200)	49,184
Subtotal	\$ 409,032	\$ 256,365	\$ 346,940	\$ (90,575)	\$ 318,457
Total	\$ 536,749	\$ 577,653	\$ 680,482	\$ (102,829)	\$ 433,920

FIGURE 15: PROJECTED FUND BALANCE

Balanced Budget

The Authority defines a balanced budget as current revenues equal to current expenditures plus available fund balance. Metro Airport has a residual funding structure. Under this structure, the Signatory Airlines have guaranteed to pay the expenses of the airport therefore the operating fund is guaranteed to be balanced with current revenues always

equaling expenditures. (Airport Use and Lease Agreements are described in greater detail below.)

Net Assets

Net assets are the difference between a fund's assets and liabilities. A positive balance is necessary for several purposes:

- To have funds available for an emergency or unexpected event

- To maintain or enhance the Authority’s financial position and bond ratings
- To provide cash flow for operations prior to the receipt of airline and non-airline revenues

Figure 15 on page 33 illustrates the Authority’s projected fund balance for Fiscal Years 2010 and 2011.

Budget Assumptions

Revenues

Airport revenue is largely driven by aviation passenger traffic and aircraft traffic, measured in passenger enplanements and aircraft landed weights respectively. Following consecutive years of declines, enplanements at Metro Airport stabilized in fiscal 2010. Since a peak of 18.1 million enplanements in fiscal 2007, Metro Airport experienced annual declines in fiscal years 2008 and 2009 to 17.8 million and 15.9 million, respectively. The forecast for fiscal 2011 is for one percent enplanement

growth. Figure 16 below illustrates enplanements since fiscal 2003; Metro Airport’s performance has declined slightly more than national levels, but has a consistent trend to the industry.

The large enplanement declines of the previous two years are attributed to the recession of the U.S. and global economies. Despite a positive outlook for moderate economic growth, the health of the airline industry is fragile. Yields remain low. In response to the shock of jet fuel prices and a weak economy over the past two years, airlines have cut capacity by flying smaller aircraft with fewer frequencies to reduce supply and increase pricing power. While these measures have lowered airline operating costs, airfares have remained low as economic conditions have not supported higher prices. “Business travel, a key component of airline yields due to its typically high fares, remains weak,” Moody’s Investor Services reported in February 2010. As the economy improves, airlines are unlikely to increase capacity immediately. Moderate demand increases

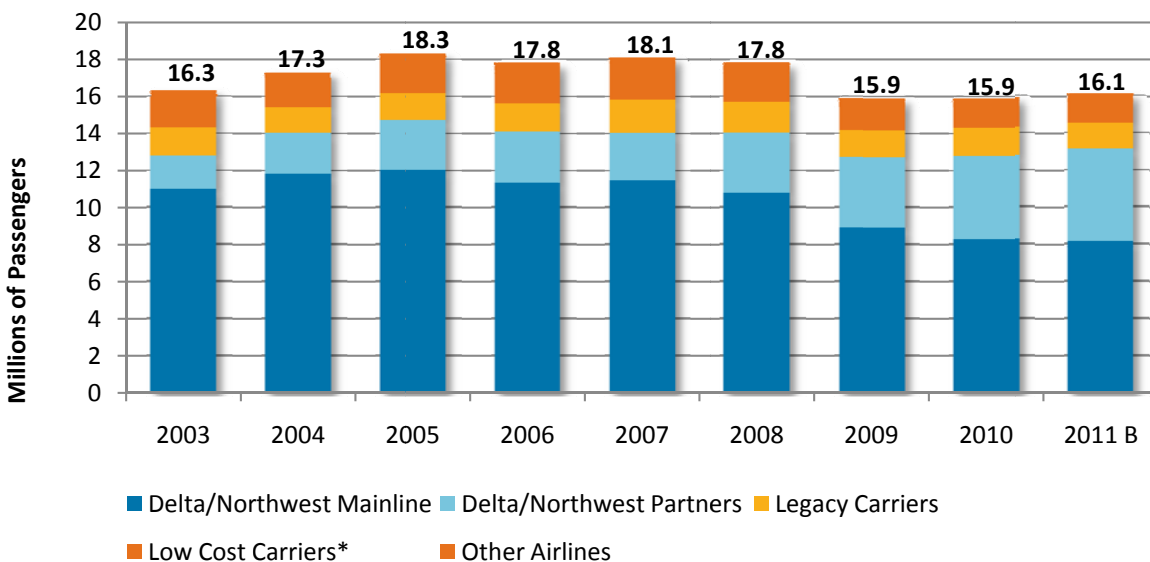


FIGURE 16: METRO AIRPORT ENPLANED PASSENGERS FY 2003 TO FY 2011 BUDGET

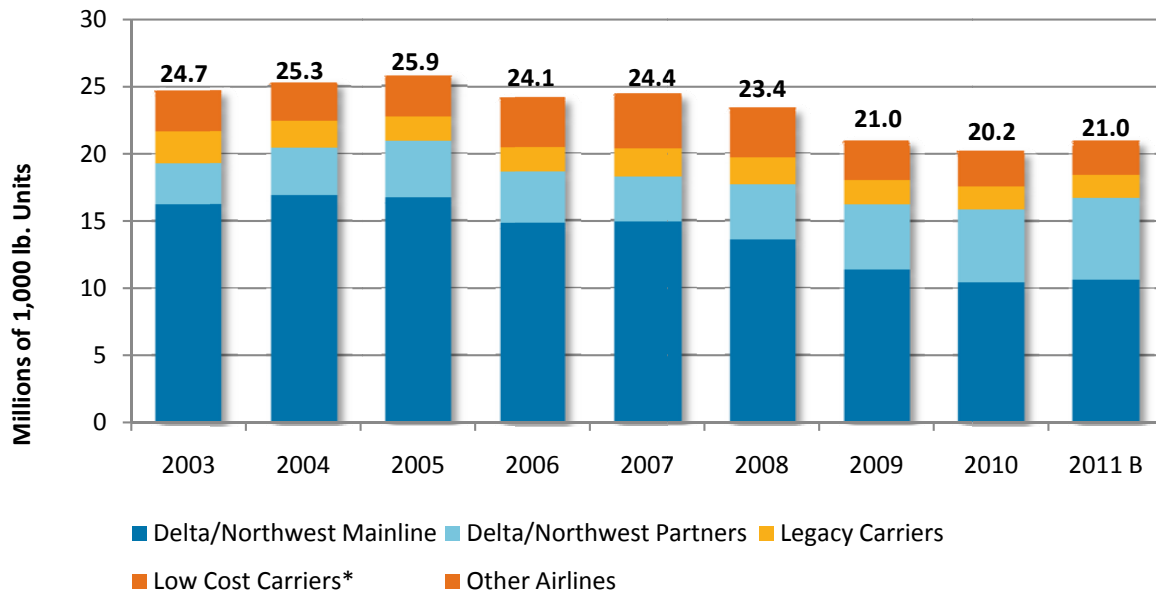


FIGURE 17: METRO AIRPORT LANDED WEIGHTS FY 2003 TO FY 2011 BUDGET

will raise load factors on planes and improve yields while limiting operating expenses.

Airline Revenue

LANDING FEES

As a residual Airport, landing fee revenue (or airline requirement) is determined by the total budgeted expenses of the airport cost center less rent, non-airline, and non-operating revenues also attributed to the airport cost center. Therefore the budget assumption is equivalent to the forecast for the airline requirement. The Fiscal Year 2011 budget for airport cost center expenses is \$201 million with an offset of \$123 million. Assumptions for all of the offsets are detailed below.

AIRLINE RENT

Like landing fees, the total expense to operate each terminal, less facility use fees and other non-airline revenues, determines the terminal rental rates charged to the airlines. Consequently, the budget assumptions for terminal rents are

equivalent to the projected expense to operate the terminal and associated offsets. The rental requirement for the South Terminal is \$53.9 million, a budgetary increase of \$0.9 million or two percent. The North Terminal rent requirement is \$15 million, a budgetary decrease of \$1.5 million.

Budget assumptions for non-terminal airline revenue, primarily the facilities rented by the airlines for cargo, maintenance and other operational need, are based on known rental space lease agreements in place for the terms that span fiscal 2011.

FACILITY USE FEES

The airlines pay a Facility Use Fee of \$5.00 for each international passenger who deplanes at Metro Airport for use of the Federal Inspection Station (FIS), the holding area that includes customs processing. Therefore, the international deplanement forecast, multiplied by \$5.00 is the assumption for Facility Use Fee revenue. There will be no increase to the \$5.00 rate for Facility Use Fees in fiscal 2011.

Non-Operating Revenues

PARKING

The parking revenue assumption is based on a forecast for parking transactions, average length of stay, and rates at the parking facilities located at Metro Airport. The Fiscal Year 2011 Budget assumes growth in the number in transactions and average length of stay at the Blue Deck as the result of a new pricing strategy that lowers rates from \$16 per day to \$10 per day which management believes will drive a \$3 million increase in parking revenue. Rates will remain the same at the McNamara Deck and Yellow Lot. Therefore, parking transactions and average length of stay is assumed to be consistent with fiscal 2010 for those facilities.

Parking revenues approved in the Fiscal Year 2011 Budget represent gross revenue less State of Michigan Parking Taxes, which are 27 percent of revenues collected. Previously, parking revenues were budgeted and reported net of credit card processing fees and charges. The budget assumes that credit card transaction fees are three percent of gross revenues. The budget has been adjusted according to the change in accounting practices and an offsetting expense is budgeted in Other Operating Expenses, as illustrated on page 39. Accounting for all of the changes affecting parking revenue, the budget represents a budgetary increase of 9 percent (\$4.5 million) compared to fiscal 2010.

CAR RENTALS & CONCESSIONS

All car rental agencies operating at Metro Airport pay ten percent of gross revenue or

a minimum annual guarantee (MAG), whichever is greater. For concessions space, the percentage paid or a minimum annual guarantee (MAG) for each concessionaire varies based on the location, square footage and concept. Gross revenues for car rental agencies and concessions are correlated with Airport enplanements. Given the positive enplanement growth projected for fiscal 2011; the Fiscal Year 2011 Budget assumes the revenues will increase.

GROUND TRANSPORTATION

Ground transportation revenues are comprised of the concession fees and permits paid by taxi and limousine services. The "courtesy vehicles" of off-airport parking and hotel shuttles buses pay a monthly access fee. The assumption for fiscal 2011 is conservative. Taxi and limousine revenues are budgeted at current contractual levels. The budget assumes no growth in the number of permits issued or rates charged for off airport shuttle services or public vehicles licensed.

SHUTTLE BUS

The Airport operates shuttle bus service to transport airline and other on-Airport employees from designated employee-parking lots to their work location. Revenue is collected from the purchase of decals by employers for employees whom require shuttle bus service. As there are no major changes to Airport operations expected for fiscal 2011, the number of decals to be purchased is expected be consistent with historical levels. Therefore, the budget assumes no growth in the number of decals purchased or in the rates charged per decal.

UTILITY SERVICE FEES

Utility services fees are collected from concessionaires and other parties who operate on Airport property for utility consumption. The budget assumes utility consumption and rates will be flat year over year.

NON-AIRLINE RENT

Non-airline rent includes rental revenue collected from non-airline tenants on Airport property including, but not limited to, hangars, cargo facilities, rental car locations, and office space. Non-airline rent revenue is budgeted for existing leases or any known changes to become effective in fiscal 2011, based on signed contracts.

OTHER REVENUES & CHARGES FOR SERVICES

Other Revenue includes funds collected from employee credential fees and traffic violation ticket revenue. Charges for Services are reimbursements from third-parties for the provision of service from Airport resources. Examples include Fire Department services provided to Willow Run Airport, maintenance work orders, and ambulance services. For both categories, the budget assumes no change in existing rates and that volume will be consistent with historic trends.

GRANTS

The Fiscal Year 2011 Budget for grant revenue is a conservative estimate that only budgets for grants which the Authority has received commitments from federal, state or other granting entities.

Operating Expenses

Operating expenses are budgeted with an assumption that all Departments will provide a level of service consistent with the current fiscal year. The budget is adjusted for:

- All known contractual increases or decreases
- Economic enhancements specified in bargaining unit contracts
- Shifting trends in the consumption or rates for goods and services; and
- One-time expenses for the current and upcoming fiscal year.

The financial impact of changes to the level of service provided by the Authority – be they enhancements, modifications, or discontinuations – are added or subtracted after the base is established.

SALARIES & WAGES

The Salary & Wage budget for fiscal 2011 is based on current staffing levels and the actual salaries for incumbent positions as of August 1, 2010. The budget provides for economic enhancements in accordance with existing collective bargaining agreements.

A two percent general increase has been budgeted for all bargaining units with contracts in negotiation. If a contract is not settled before the close of the fiscal year, the Authority records a liability accrual for the anticipated payout.

No economic enhancement is budgeted for executive service employees.

Overtime is budgeted as a percent of total salaries of classified employees who are eligible for overtime pay.

EMPLOYEE BENEFITS

Employee benefits includes expenses for active and retired employee health care, pension contributions, Federal Insurance Contributions Act (FICA) taxes, workers compensation insurance, disability insurance, unemployment insurance, and tuition reimbursements.

Health care insurance costs for the Authority, which is self-insured, is budgeted based on the results of an actuarial analysis. The budget takes into account cost saving measures, including active employee co-pays, which have been phased-in since fiscal 2008. The reduction in active employee costs is illustrated in the chart below.

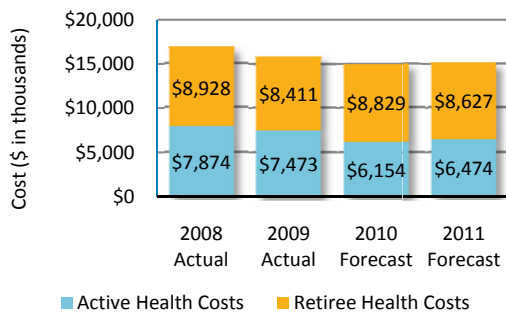


FIGURE 18: ACTIVE & RETIREE EMPLOYEE HEALTH CARE COSTS

Pension obligations are budgeted based on an actuarial study that estimates the Authority’s required contribution.

MATERIALS & SUPPLIES

The materials and supplies budget assumes the Authority will provide a level of service consistent with the current year. A vast majority of the materials and supplies budget includes expenses for snow removal

bulk chemicals (deicing fluid and rock salt) and gasoline and diesel fuel. The budget for deicing fluid and rock salt for snow removal on the airfield and roads is based on a three-year average of consumption and a forecast of pricing trends. Likewise, gasoline and diesel fuel are budgeted on a three-year average of consumption and a forecast of commodity prices.

CONTRACTUAL SERVICES

Parking Management

The Airport’s existing parking management contract is set to expire in fiscal 2011. The budget assumes that the level of service solicited in the Authority’s request for proposal will be consistent with current service level and the value of the contract will not change significantly.

Shuttle Bus

Shuttle bus services include transportation for employees, airside and landside, and for passenger transportation between parking locations, terminals and the Westin Hotel. The Airport’s existing shuttle bus contract is set to expire in fiscal 2011. The budget assumes that the level of service solicited in the request for proposal will include an enhancement to shuttle buses to better serve individuals with disabilities. (See the American with Disabilities Act (ADA) and Title IV Compliance section illustrated below.) The budget assumes that the base level of service will be priced consistent to the existing contract with a \$1 million annual increase for the ADA enhancement. The new contract will start in March 2011, so the fiscal 2011 impact is budgeted at \$500,000.

Security

The Airport’s contract for Security guards expires in fiscal 2011 and the budget assumes that the level of service solicited will be consistent to the expiring contract. Further, the budget assumes that the price will not significantly change.

Other Contractual Services

Listed below are other notable assumptions for contractual services.

- **Legal Fees.** The budget assumes that expenses for legal services will be consistent with spending patterns over the past two-years. The approved budget for fiscal 2011 is \$925,000, a 22.5 percent reduction from the current year.
- **Computer Services.** Due to substantial completion of the installation of the parking revenue management system, fiscal 2011 will be the first year the Authority will be responsible for the maintenance costs of the parking revenue management system. The budget estimates maintenance costs based on the contract. However, as a result of other cost reductions in the computer services area, the impact of the added expense is mitigated.
- **Snow Removal.** The snow removal service budget is estimated using a three-year average of snow-fall and ice events. The snow removal contract expired in fiscal 2010. The new contract was awarded to the same company that held the contract in the past, but with new management. Costs are expected to

be consistent with the previous contract.

UTILITIES

Utility expenses for electricity, gas, water, and sewer are budgeted at the rate and volume of historic trends. The Fiscal Year 2010 Budget assumes that utility consumption will be consistent with utilization since the opening of the North Terminal. Further, the budget assumes that rates will not substantially fluctuate.

BUILDING & GROUNDS AND EQUIPMENT REPAIR

Corrective maintenance expenses are budgeted at amounts consistent with historic spending trends. Adjustments to corrective maintenance budgets are made for one-time expenses or projects. Preventative maintenance expenses are budgeted at known contractual amounts. The Fiscal Year 2010 Budget includes additional funds for the enhancement of Metro Airport’s preventative, corrective and deferred maintenance projects. See the Budget Priorities section below.

OTHER OPERATING EXPENSES

The Other Operating Expenses category includes fees charged to the Authority for processing credit card transactions at parking decks and lots. These fees were previously netted from Parking Revenues. The budget assumes these fees are 3 percent of gross parking revenues.

Non-Operating Expenses

NET DEBT SERVICE

Debt service expenses budgeted in the Metro Airport O&M Fund represents the transfer requirement, from airline rates and

charges, to the Bond Fund for payment of interest and principal on existing debt.

The debt service requirement from airline rates and charges is forecasted to increase in fiscal 2011 given the depletion of Passenger Facility Charges (PFCs) reserves used in recent years to offset gross debt service. (For more information about PFCs, see page 56.)

The net debt service budget assumes the Authority will pursue a fiscal 2011 refunding program that aims to take advantage of lower interest rates, provides a more conservative debt portfolio and possibly takes advantage of the Alternative Minimum Tax (AMT) holiday. The American Recovery and Reinvestment Act eliminated the AMT, for debt-financing until the end of 2010, which will lower the cost of issuing debt for various government entities. The AMT is levied on bonds issued by government organizations to fund projects leased out to the private sector. Terminals leased by airlines and docks or warehouses leased by commercial shippers fall into this category.

While the net debt service is budgeted to increase by 10 percent (\$6.2 million) in 2011, the impact of the PFC disparity between PFCs being collected and the PFCs being applied to debt service will be fully realized in fiscal 2012.

FUNDING REQUIREMENTS

The annual transfer from Metro Airport's Budget to Metro Airport Development Fund (ADF) is adjusted annually by the consumer price index. The Fiscal Year 2011 Budget assumes no growth in the consumer price

index and the transfer amount is consistent with the current fiscal year.

Further, the Fiscal Year 2011 Budget estimates that current reserve requirements are sufficient to support 30 days of operating expenses. The budget assumes that no transfer to reserve accounts will be necessary and nothing is budgeted for this purpose.

Willow Run Airport Budget Assumptions

The Fiscal Year 2011 Budget for Willow Run Airport assumes that landed weights and activity fees will be consistent with current trends. Landed weights are estimated to be 300,000 (thousands of pounds). No change in demand or rates is projected for fueling fees. Revenue from the rental of hangars or other on-airport facilities is budgeted for existing leases.

Operating expenses budgeted are based on costs to maintain current service levels. Salaries and wages based on current staffing plan with increases per bargaining unit contracts and no general increase is budgeted for executive service staff. A chargeback to Willow Run for firefighting and rescue services is budgeted in fiscal 2011. This charge was not budgeted in fiscal 2010, although the Willow Run was charged for these services.

Financial Policies & Procedures

Operation Budget Policies

Accounting Basis

The Authority's basis of budgeting is on an accrual basis: revenues are recorded when earned, and expenses are recorded as incurred. The Authority's basis for budgeting is identical to the basis of accounting, as reflected in the Comprehensive Annual Financial Report (CAFR).

The enactment of Act 90, which created the Authority, transferred all operations and management of Detroit Metropolitan Airport and Willow Run Airport from the County of Wayne. However, the County of Wayne retained all title to real property, including buildings and improvements, so the Comprehensive Annual Financial Report (CAFR) is reported as a discrete component of the County. Therefore, the Authority's basis of accounting and measurement focus is consistent with the generally accepted accounting principles of an enterprise fund.

As allowed by Government Accounting Standards Boards (GASB) Statements No. 20 and No. 34, the Authority follows all GASB pronouncements and Financial Accounting Standards Board (FASB) Statements and Interpretations, Accounting Principles Board Opinions, and Accounting Research Bulletins issued on or before November 30, 1989, except those that conflict with GASB pronouncements. The Authority has the option to apply FASB pronouncements issued after November 30, 1989 but has chosen to follow the GASB guidelines.

Revenues & Expenditures

CLASSIFICATION

The Authority has classified its revenues and expenses as either operating or non-operating according to the following criteria:

Operating – Operating revenues and expenses include activities that have the characteristics of exchange transactions, such as revenues from landing and related fees and concession fees, and expenses paid to employees and vendors.

Non-operating – Non-operating revenues and expenses include activities that have the characteristics of non-exchange transactions that are defined as non-operating by GASB No. 9, Reporting Cash Flows of Proprietary and Nonexpendable Trust Funds and Governmental Entities That Use Proprietary Fund Accounting, such as revenue from federal and state grants and contributions and investment income, and expenses for capital debt.

REVENUE RECOGNITION

Operating revenues are recorded as revenues at the time services are rendered. Non-exchange transactions, in which the Authority receives value without directly giving equal value in return, include grants and capital contributions. Federal and state grants and capital contributions are recognized as revenues when the eligibility requirements, if any, are met.

Balanced Budget

The Airport Authority defines a balanced budget as current revenues equal to current expenditures plus available fund balance. Detroit Metropolitan Airport has a residual funding structure. Under this structure, the Signatory Airlines have guaranteed to pay the expenses of the airport therefore the operating fund is guaranteed to be balanced with current revenues always equaling expenditures. (Airport Use and Lease Agreements are described in greater detail below.)

Revenue Procedures

Recognition

Operating revenues are recorded as revenues at the time services are rendered. Non-exchange transactions, in which the Authority receives value without directly giving equal value in return, include grants and capital contributions. Federal and state grants and capital contributions are recognized as revenues when the eligibility requirements, if any, are met.

Revenue Projections

The Authority estimates revenues by objective and analytical processes.

Airline Rates & Charges

Funding for Metro Airport operations is predicated upon the stipulations in the Airport Use and Lease Agreements (the Agreements) between the Authority and most of the airlines operating at Metro Airport. The Agreements set forth the terms of the business relationship between the Authority and the airlines. Once an airline signs an Agreement, it is designated a Signatory Airline.

The Agreements set forth the agreed upon methodology for calculating airline rates and charges (landing fee and terminal rental rates) and the prescribed budget process. Airport rates and charges methodologies throughout the United States are usually characterized as either compensatory or residual, although some airports have hybrid methodologies that combine both features.

Following the end of each operating year, the Authority must provide the Signatory Airlines with a report of terminal rentals and activity (landing) fees actually chargeable for such year based on actual data for the year. The Signatory Airlines are required to pay additional amounts owed, and the Authority is required to refund airline overpayments, if the rates on which Signatory Airline activity fee and terminal rent payments during the year were either too low or too high based on actual data.

The Authority has Airport Signatory Use and Lease Agreements in place with Air France, AirTran, American, Continental, Delta, Federal Express, KLM (does not currently operate at Metro Airport), Mesaba, Pinnacle, Southwest, Spirit, United, United Parcel Service, and US Airways, with terms expiring September 30, 2032. The Authority has separate month-to-month lease and operating agreements with Frontier, Lufthansa, and Royal Jordanian.

Capital Improvement Plan Guidelines

Alignment

The Authority coordinates the development of the Capital Improvement Program (CIP) with the development of the 20-year

Master Plan, Strategic Plan, and Operating Budget. Projects are selected based on their alignment to the long-term goals and strategic priorities.

Capital Budget Development

The proposed CIP is developed by the Capital Improvement Committee, which is chaired by the Chief Financial Officer, and includes representatives from selected Departments and Divisions. The committee:

- Affirms the linkage between proposed capital projects and the Authority's Master Plan and strategic goals and objectives
- Reviews the qualitative and quantitative (including financial analysis) evaluation of capital projects to determine the priority of projects
- Recommends funding sources for projects
- Ensures compliance with the Signatory Airline Agreements, the Authority's Master Bond Ordinance, and other obligations

Capital Replacement Programs

The Authority develops equipment replacement and maintenance needs for at least a five-year period and will update this plan each year. The following replacement programs have been established:

- Five-Year Fleet & Equipment Replacement
- Five-Year Capital Asset Maintenance
- Five-Year Information Technology Replacement

Weighted Majority Approval

The Airline Agreements contain Authority covenants with regard to capital expenditures. One such covenant allows the Authority to issue bonds to finance the cost of capital projects (including all reasonable costs incidental to the issuance and sale of the bonds) and include bond debt service and coverage requirements in Signatory Airline fees, only after first receiving a Weight Majority Approval for such capital projects. The Airline Agreements define Weighted Majority as either (1) Signatory Airlines which, in the aggregate, landed 85 percent or more of the landed weight of all Signatory Airlines for the preceding 12-month period for which records are available, or (2) all but one of the Signatory Airlines regardless of landed weight.

The Authority has received Weighted Majority approval for some, but not all, of the projects in the current CIP.

Debt Management Procedures

Issuance

The Authority issues Airport Revenue Bonds (Bonds) to finance a major portion of its Capital Improvement Program (CIP). The Bonds are revenue obligations of the Authority and do not constitute indebtedness to the County of Wayne or the State of Michigan within the meaning of any constitutional, statutory or charter provision or limitation. Neither the credit nor the taxing power of the County or the State is pledged for the payment of principal, premium, if any, or interest on the Bonds. The Authority pledges its net revenues, as defined in the Authority's

Master Airport Revenue Bond Ordinance toward the repayment of the Bonds.

The Authority has established the following guidelines for managing its long-term debt program:

- Debt financing is undertaken for required capital projects after all reasonable financing alternatives, including the use of PFCs and grants are considered. No debt limit exists.
- Pay-as-you-go mode of financing is utilized to fund capital improvement projects to the extent feasible.
- Long-term debt is not used to finance current non-capital expenditures.
- Debt issues are structured based on attributes of the types of projects financed and market conditions at the time of issuance.
- Financial advisors are retained for advice on debt structuring.
- Policy on required continuing disclosure is maintained, including filing certain financial information and operating data with Nationally Recognized Municipal Securities Information Depositories and with the relevant State Information Depository.
- Bond issuance costs are amortized over the period the bond is outstanding based on the ratio of debt outstanding to original debt issued.

- The Authority defers the difference between the reacquisition price and the net carrying amount of the old debt in refundings in accordance with the provisions of GASB Statement No. 23, Accounting and Financial Reporting for Refundings of Debt Reported by Proprietary Activities. The deferred amount is amortized and recorded as a component of interest expense in accordance with the standard.

Additional information concerning the Authority's debt management program, including complete debt repayment schedules, starts on page 145.

Debt Limits

The Authority has no legal debt limit; however, bonds cannot be issued without weighted majority approval of the signatory airlines.

Financial Reserve Policies

Working Capital

Net assets are the difference between a fund's assets and liabilities. A positive balance is necessary for several purposes:

- To have funds available for an emergency or unexpected event
- To maintain or enhance the Authority's financial position and bond ratings
- To provide cash flow for operations prior to the receipt of airline and non-airline revenues

DETROIT METROPOLITAN AIRPORT
The Detroit Metropolitan Airport Operating Fund is required (ordinance 319 of the

County of Wayne, Michigan) to maintain an operating reserve equal to one-twelfth of operating expenses. The reserve must be funded quarterly as needed and based on budgeted operating expenses.

WILLOW RUN AIRPORT

The Willow Run Airport Operating fund is not required to maintain any operating reserve.

WESTIN HOTEL

The Westin Hotel Operating Fund is required (ordinance 334 of the County of Wayne, Michigan) to maintain an operating reserve of \$3,000,000, a reserve for centralized services fees equal to one-twelfth of the fixed centralized services fee for any year, and a reserve for replacement of furniture, fixtures, and equipment equal to 5 percent of hotel gross revenue for the year.

Surplus & Deficit Procedures

Detroit Metropolitan Airport Fund

The residual funding methodology stipulates that Signatory Airlines are required to fund any deficit of Metro Airport and the Authority is required to refund any surplus.

Willow Run Airport Fund

Excess operational surpluses may be used to pay down debt, fund capital improvement projects, or support ongoing operations. Operational deficits are made whole by transfers from the Authority’s discretionary funds.

Airport Hotel Fund

After Metro Airport Hotel Fund’s operating needs, Furniture, Fixtures & Equipment (FF&E) investments, reserve requirements and debt obligations have been met, excess proceeds may be transferred to Metro Airport Development Fund (ADF). The Airport Fund draws on reserve balances to manage cash short-falls and operating.

Investment Policies

Cash & Investments

Cash resources of the individual funds of the Authority, except as specifically stated by ordinance, are pooled and invested. Interest on pooled investments is allocated monthly among the respective funds based on average investment balances. Interest earned, but not received, at year end is accrued. Investments are stated at fair market value, which is based on quoted market prices.

Michigan Compiled Laws Section 129.9 1 (Public Act 20 of 1943, as amended), authorizes the Authority to make deposits and invest in the accounts of federally insured banks, credit unions, and savings and loan associations that have offices in Michigan. The Authority is allowed to invest in bonds, securities, and other direct obligations of the United States or any agency or instrumentality of the United States; repurchase agreements; bankers’ acceptances of United States banks; commercial paper rated within the two highest classifications, which matures not more than 270 days after the date of purchase; obligations of the State of Michigan or its political subdivisions, which are rated as investment grade; and mutual

funds composed of investment vehicles that are legal for direct investment by local units of government in Michigan.

The investment policy adopted by the Authority in accordance with Public Act 20 of 1943, as amended, authorizes investments in U.S. Treasuries, U.S. agencies and instrumentalities (date specific maturities only), non-negotiable certificates of deposits, commercial paper (rated A2/P2 or above), bankers' acceptances, repurchase agreements, overnight deposits, or mutual funds. For overnight deposits, the treasurer may invest in overnight or short-term liquid assets to cover cash flow requirements in the following types of pools: investment pools organized under the Surplus Funds Investment Pool Act of 1982, PA 367, 1 MCL 129.111 to MCL 129.118 or investment pools organized under the Urban Cooperation Act of 1967, PA 7, MCL 124.501 to 124.512. For mutual funds, the treasurer may invest in no-load fixed income mutual funds composed of investment vehicles, which are legal for direct investment by local units of government in Michigan, either taxable or tax-exempt. This authorization is limited to mutual funds whose intent is to maintain a net asset value of \$1.00 per share.

Cash Flows

For purposes of the statement of cash flows, the Authority considers all highly liquid investments, including restricted assets, with a maturity of three months or less when purchased to be cash equivalents. All pooled investments qualify as cash equivalents.

Fixed Asset Accounting Procedures

Definition of a Fixed Asset

Capital assets are stated at the estimated historical cost. Depreciation is computed using the straight line method over the estimated useful lives of the assets as follows:

- Buildings & Improvements 10 – 50 years
- Equipment & Vehicles 3 – 12 years
- Infrastructure 10 – 40 years

Expenditures with a cost of \$5,000 or more for capital assets and for major renewals and betterments that extend the estimated useful life of the assets are capitalized; routine maintenance and repairs are charged to expense as incurred. All costs relating to the construction of property and equipment owned by the Authority are capitalized, including salaries, employee benefits, and interest costs during construction. At the time fixed assets are sold, retired, or disposed of, the costs of such assets and related accumulated depreciation are removed from the accounts, and any gain or loss is reflected in the results of operations.

Acquisition of Fixed Asset

Assets may be acquired through many methods including: purchases, project construction, capital leases, donations, exchanges, fabrication, loans, trials, grants, contract receipts, or rent credits.

Capital items (fixed assets) are identified as either:

1. **New.** Through the initiative of the approved budget and/or the Capital Improvement Plan that justifies its purchase and alignment with the Authority's strategic plan.
2. **Replacement.** Through capital asset maintenance programs, or as budgeted funds allow, for items already in the inventory.
3. **Emergency.** Ad hoc needs are addressed at the discretion of the Chief Executive Officer.

The procedures for purchasing fixed assets are:

- New and replacement capital items must be identified in the approved budget.
- The departments must coordinate with the Department of Finance to ensure that funding is secured before initiating the procurement sequence.
- The departments initiate the purchase of an item in accordance with the Authority's procurement ordinance.
- Once the item has been ordered or received, the departments forward any invoices to Accounts Payable. The capitalization and subsequent addition to the inventory is made on payment date.

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Financial Summaries

The Authority's budget is structured on the basis of individual funds. Each fund is a distinct financial entity with its own revenues and expenses.

Detroit Metropolitan Airport Fund – This fund is used to account for the operations and maintenance of Metro Airport.

Willow Run Airport Fund – This fund is used to account for the operations and maintenance of the Willow Run.

Airport Hotel Fund – This fund is used to account for the activity associated with the funding, furnishing, and operations of the Westin hotel.

In this chapter, three-year summaries of revenues for each fund are provided.



FIGURE 19: THE WATER FEATURE LOCATED IN CONCOURSE A OF THE MCNAMARA TERMINAL

Detroit Metropolitan Airport

Summary of Revenues & Expenditures by Category

(\$ in thousands)	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
REVENUES					
Airline Revenues					
Landing Fees	\$ 59,723	\$ 70,874	\$ 78,556	\$ 7,682	10.8%
Rent	65,977	75,359	75,023	(337)	-0.4%
Facility Use Fees	6,320	4,623	6,028	1,405	30.4%
Total Airline Revenues	132,021	150,856	159,607	8,751	5.8%
Non-Airline Revenues					
Parking	49,911	48,000	52,530	4,530	9.4%
Car Rental	17,540	16,700	16,100	(600)	-3.6%
Concessions	30,563	27,900	29,700	1,800	6.5%
Ground Transportation	6,510	4,000	4,400	400	10.0%
Shuttle Bus	5,655	5,120	5,300	180	3.5%
Utility Service Fee	4,320	4,100	4,046	(54)	-1.3%
Rent	3,767	3,800	3,300	(500)	-13.2%
Other Revenue	671	1,000	800	(200)	-20.0%
Charges For Services	2,223	1,400	2,000	600	42.9%
Total Non-Airline Revenues	121,161	112,020	118,176	6,156	5.5%
Non-Operating Revenues					
Grants	999	900	941	41	4.6%
Interest Income	730	700	350	(350)	-50.0%
Insurance Recovery	-	-	-	-	-
Total Non-Operating Revenues	1,730	1,600	1,291	(309)	-19.3%
TOTAL REVENUES	\$ 254,912	\$ 264,476	\$ 279,074	\$ 14,598	6%
EXPENSES					
Operating Expenses					
Salaries & Wages	\$ 46,274	\$ 41,649	\$ 42,990	\$ 1,341	3.2%
Employee Benefits	26,422	27,723	25,462	(2,262)	-8.2%
Materials & Supplies	5,969	5,722	6,618	896	15.7%
Parking Management	7,082	7,000	6,800	(200)	-2.9%
Shuttle Bus	8,483	8,000	8,500	500	6.3%
Janitorial	10,576	10,597	11,821	1,224	11.6%
Security	2,657	2,660	2,660	0	0.0%
Contractual Services	14,644	17,460	18,001	541	3.1%
Hotel Expenses	4	4	4	-	0.0%
Insurance	2,710	2,831	2,813	(18)	-0.6%
Utilities	26,933	29,800	27,687	(2,114)	-7.1%
Buildings & Grounds	12,705	13,320	15,121	1,801	13.5%
Equipment Repair	15,740	17,040	17,038	(3)	0.0%
Other Operating Expense	3,374	2,850	4,372	1,523	53.4%
O&M Capital	1,500	2,456	7,706	5,250	213.7%
Total Operating Expenses	185,074	189,112	197,592	8,480	4.5%
Non-Operating Expenses					
Interest & Financing	556	429	329	(100)	-23.4%
Debt Service & Coverage	59,218	65,400	71,603	6,203	9.5%
Funding Requirements	10,064	9,534	9,549	15	0.2%
Total Non-Operating Expenses	69,838	75,364	81,481	6,118	8.1%
TOTAL EXPENSES	\$ 254,912	\$ 264,476	\$ 279,074	\$ 14,598	5.5%

May not sum to total due to rounding.

Summary of Expenses by Division

(\$ in thousands)	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Chief Executive Officer					
Chief Executive Officer	\$ 732	\$ 975	\$ 1,036	\$ 60	6.2%
Public Affairs	875	1,124	1,019	(104)	-9.3%
Internal Audit	774	765	752	(14)	-1.8%
General Counsel	1,803	1,779	1,520	(259)	-14.6%
Government Relations	726	652	385	(267)	-40.9%
Human Resources	1,849	2,074	2,263	189	9.1%
North Terminal Project	397	16	16	-	0.0%
Finance					
Chief Financial Officer	420	454	431	(23)	-5.0%
Controller	1,608	1,840	1,917	78	4.2%
Financial Planning & Analysis	909	873	1,104	230	26.3%
Treasury	5,460	4,993	4,855	(138)	-2.8%
Technology Services	3,928	5,863	5,947	84	1.4%
Procurement & Strategy Management					
Procurement & Strategy Management	369	388	319	(69)	-17.8%
Authority Affairs	464	491	486	(5)	-1.0%
Purchasing	1,988	1,802	1,841	39	2.2%
Strategy Management	279	244	232	(11)	-4.6%
Airfield Operations					
Chief Operating Officer	509	-	-	-	-
Airfield Operations	12,828	12,686	13,114	428	3.4%
Facilities, Maintenance & Planning					
Facilities, Maintenance & Planning	387	498	475	(23)	-4.7%
Facilities & Infrastructure	33,764	36,828	41,099	4,272	11.6%
Maintenance Administration	32,621	31,930	34,943	3,013	9.4%
Planning, Design & Construction	1,743	2,523	2,644	121	4.8%
Public Safety					
Public Safety	848	812	756	(56)	-6.9%
Police	15,214	13,674	13,423	(251)	-1.8%
Fire & EMS	7,148	7,655	7,508	(148)	-1.9%
Security	6,417	7,036	7,172	136	1.9%
Emergency Management	472	504	506	2	0.4%
Business Development					
Business Development	843	761	440	(321)	-42.2%
Concessions	3,251	2,733	2,626	(107)	-3.9%
Landside	9,633	9,120	10,430	1,310	14.4%
Real Estate	1,009	721	573	(148)	-20.5%
Air Service Development	320	474	444	(31)	-6.5%
South Terminal	28,898	30,275	31,036	761	2.5%
North Terminal	6,108	6,551	6,283	(268)	-4.1%
Unassigned	479	-	-	-	-
Total Operating Expenses	\$ 185,074	\$ 189,112	\$ 197,592	\$ 8,480	4.5%

May not sum to total due to rounding.

Summary of Expenses by Cost Center

(\$ in thousands)	Detroit Metropolitan Airport: Three-Year Budget by Cost Center											
	Airport			South Terminal			North Terminal			Total		
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget
Airline Revenue												
Landing Fees	\$ 59,723	\$ 70,874	\$ 78,556	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 59,723	\$ 70,874	\$ 78,556
Rent	5,737	5,800	6,000	46,639	53,029	53,942	13,600	16,530	15,080	65,977	75,359	75,023
Facility Use Fee	-	-	-	5,758	4,158	5,575	563	465	453	6,320	4,623	6,028
Total	\$ 65,461	\$ 76,673	\$ 84,556	\$ 52,397	\$ 57,187	\$ 59,517	\$ 14,163	\$ 16,995	\$ 15,533	\$ 132,021	\$ 150,856	\$ 159,607
Non-Airline Revenue												
Parking	49,911	48,000	52,530	-	-	-	-	-	-	49,911	48,000	52,530
Car Rental	17,540	16,700	16,100	-	-	-	-	-	-	17,540	16,700	16,100
Concession Fees	30,563	27,900	29,700	-	-	-	-	-	-	30,563	27,900	29,700
Ground Transportation	6,510	4,000	4,400	-	-	-	-	-	-	6,510	4,000	4,400
Shuttle Bus	5,655	5,120	5,300	-	-	-	-	-	-	5,655	5,120	5,300
Utility Service Fee	2,770	2,470	2,459	1,059	1,090	1,124	490	540	463	4,320	4,100	4,046
Rent	3,458	3,170	2,960	-	-	20	309	630	320	3,767	3,800	3,300
Other Revenue	671	1,000	800	-	-	-	-	-	-	671	1,000	800
Charges For Services	2,207	1,400	1,399	7	-	5	9	-	596	2,223	1,400	2,000
Total	119,287	109,760	115,648	1,066	1,090	1,149	808	1,170	1,379	121,161	112,020	118,176
Non-Operating Revenue												
Grants	999	900	941	-	-	-	-	-	-	999	900	941
Interest Income	706	700	350	25	-	-	-	-	-	730	700	350
Total	1,705	1,600	1,291	25	-	-	-	-	-	1,730	1,600	1,291
Total Revenue	\$ 186,453	\$ 188,033	\$ 201,495	\$ 53,488	\$ 58,277	\$ 60,666	\$ 14,971	\$ 18,165	\$ 16,912	\$ 254,912	\$ 264,476	\$ 279,074
Operating Expenses												
Salaries & Wages	\$ 46,274	\$ 41,949	\$ 42,990	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,274	\$ 41,949	\$ 42,990
Employee Benefits	26,422	27,723	25,462	-	-	-	-	-	-	26,422	27,723	25,462
Materials & Supplies	4,863	4,767	5,529	1,061	920	1,039	45	35	50	5,969	5,722	6,618
Parking Management	7,082	6,700	6,800	-	-	-	-	-	-	7,082	6,700	6,800
Shuttle Bus	8,483	8,000	8,500	-	-	-	-	-	-	8,483	8,000	8,500
Janitorial	724	721	732	6,932	6,920	8,149	2,921	2,956	2,940	10,576	10,597	11,821
Security	2,657	2,660	2,660	-	-	-	0	-	0	2,657	2,660	2,660
Contractual Services	7,949	10,364	10,566	3,252	3,420	4,068	3,443	3,676	3,368	14,644	17,460	18,001
Hotel	4	4	4	-	-	-	-	-	-	4	4	4
Insurance	1,435	1,560	1,560	810	810	810	465	461	443	2,710	2,831	2,813
Utilities	8,244	8,497	9,895	15,141	16,327	14,631	3,548	4,977	3,161	26,933	29,800	27,687
Buildings & Grounds	4,547	4,579	9,271	7,683	8,180	5,096	474	560	754	12,705	13,320	15,121
Equipment Repair	3,457	4,065	4,096	9,964	10,400	10,383	2,319	2,575	2,558	15,740	17,040	17,038
Other Operating Exp.	3,074	2,595	4,104	175	200	220	125	55	49	3,374	2,850	4,372
O&M Capital	1,097	1,566	4,983	403	890	2,723	-	-	-	1,500	2,456	7,706
Total	126,310	125,750	137,151	45,422	48,067	47,118	13,342	15,296	13,323	185,074	189,112	197,592
Non-Operating Expenses												
Debt Service	50,078	52,749	54,795	8,066	10,210	13,548	1,629	2,870	3,589	59,774	65,829	71,932
Fund Requirements	10,064	9,534	9,549	-	-	-	-	-	-	10,064	9,534	9,549
Total	60,142	62,284	64,344	8,066	10,210	13,548	1,629	2,870	3,589	69,838	75,364	81,481
Total Expenses	\$ 186,453	\$ 188,033	\$ 201,495	\$ 53,488	\$ 58,277	\$ 60,666	\$ 14,971	\$ 18,166	\$ 16,912	\$ 254,912	\$ 264,476	\$ 279,074
Change in Net Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

May not sum to total due to rounding.

Willow Run Airport

(\$ in thousands)	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
REVENUES					
Airline Revenues					
Landing Fees	\$ 336,476	\$ 330,000	\$ 475,000	\$ 145,000	43.9%
Rent	1,726,271	1,900,000	1,660,000	(240,000)	-12.6%
Facility Use Fees	148,546	83,000	303,000	220,000	265.1%
Total Airline Revenues	2,211,293	2,313,000	2,438,000	125,000	5.4%
Non-Airline Revenues					
Utility Service Fee	215,805	156,000	95,000	(61,000)	-39.1%
Rent	5,500	14,000	2,000	(12,000)	-85.7%
Other Revenue	27,870	1,000	11,000	10,000	1000.0%
Charges For Services	347,529	278,000	516,000	238,000	85.6%
Total Non-Airline Revenues	596,704	449,000	624,000	175,000	39.0%
Non-Operating Revenues					
Interest Income	12,577	-	2,000	2,000	n/a
Total Non-Operating Revenues	12,577	-	2,000	2,000	n/a
TOTAL REVENUES	\$ 2,820,574	\$ 2,762,000	\$ 3,064,000	\$ 302,000	10.9%
EXPENSES					
Operating Expenses					
Salaries & Wages	\$ 1,611,811	\$ 676,000	\$ 715,000	\$ 39,000	5.8%
Employee Benefits	791,249	471,000	435,300	(35,700)	-7.6%
Materials & Supplies	126,934	132,600	114,100	(18,500)	-14.0%
Janitorial	15,364	25,000	20,000	(5,000)	-20.0%
Contractual Services	897,888	358,500	989,000	630,500	175.9%
Insurance	44,986	25,000	32,000	7,000	28.0%
Utilities	1,201,346	695,000	765,000	70,000	10.1%
Buildings & Grounds	336,136	186,000	230,000	44,000	23.7%
Equipment Repair	228,648	217,000	177,000	(40,000)	-18.4%
Other Operating Expense	489,713	450,200	440,700	(9,500)	-2.1%
O&M Capital	8,547	20,000	20,000	-	0.0%
Total Operating Expenses	5,752,621	3,256,300	3,938,100	681,800	20.9%
Non-Operating Expenses					
Interest & Financing	(59,159)	-	16,000	16,000	n/a
Funding Requirements	(8,081,881)	(494,300)	(890,100)	(395,800)	80.1%
Total Non-Operating Expenses	(8,141,040)	(494,300)	(874,100)	(379,800)	76.8%
TOTAL EXPENSES	\$ (2,388,419)	\$ 2,762,000	\$ 3,064,000	\$ 302,000	10.9%
Change in Net Assets	\$ 5,208,993	\$ -	\$ -	\$ -	-

May not sum to total due to rounding.

The Westin Hotel

(\$ in thousands)	FY 2009	FY 2010	FY 2011	Change	
	Actual	Budget	Budget	\$	%
REVENUES					
Hotel Revenues					
Rooms	\$ 12,375	\$ 12,581	\$ 14,615	\$ 2,034	16.2%
Food & Beverage	7,111	8,786	8,926	141	1.6%
Other Revenue	1,356	1,438	1,416	(22)	-1.5%
Total Operating Revenues	20,842	22,805	24,957	2,152	9.4%
Non-Operating Revenues					
Interest Income	194	370	36	(334)	-90.3%
Total Non-Operating Revenues	194	370	36	(334)	-90.3%
TOTAL REVENUES	\$ 21,036	\$ 23,175	\$ 24,993	\$ 1,818	7.8%
EXPENSES					
Operating Expenses	\$ 13,883	\$ 15,685	\$ 15,200	\$ (485)	-3.1%
Management Fees	2,320	2,886	1,745	(1,141)	-39.5%
Rent, Taxes & Insurance	211	199	180	(19)	-9.5%
Total Expenses	16,414	18,770	17,125	(1,645)	-8.8%
Debt Obligations					
Construction Debt	6,476	6,639	6,810	171	2.6%
Initial FF&E Loan	692	692	704	12	1.7%
Working Capital Loan	120	120	120	-	0.0%
FF&E Fund Requirements	(519)	1,482	1,622	140	9.4%
Cost Recovery Payment	427	-	-	-	n/a
Total Debt Obligations	7,196	8,933	9,256	323	3.6%
TOTAL EXPENSES	\$ 23,610	\$ 27,703	\$ 26,381	\$ (1,322)	-4.8%
NET CHANGE IN OPERATING ASSETS	\$ (2,574)	\$ (4,528)	\$ (1,388)	\$ 3,140	69.3%

May not sum to total due to rounding.

Capital Improvement Plan

Overview

Major Construction Program

The Authority manages the capital projects at Detroit Metropolitan Airport under a Capital Improvement Program (CIP). The plans for current and future capital projects at Detroit Metropolitan Airport are summarized in a Five Year Plan.

The Five Year Plan is an important tool used for formulating future project financing plans, maximizing federal and state grant opportunities, pro-actively planning for the replacement or reconstruction of essential infrastructure components that are nearing the end of their service life, and scheduling and coordinating execution of multiple projects to minimize operational impact.

Definition of Capital Projects

Capital projects are defined as assets with an individual unit cost of \$5,000 or greater, with an estimated service life of longer than one year. Capital projects are not consumed by their use. However, they do lose their usefulness over time from age, technical obsolescence, and use. The majority of the capital projects in the Five Year Plan are considered “routine” projects for a major airport, including reconstruction of runways and taxiways, rehabilitation of parking decks, and roadway improvements. In general, routine capital projects do not affect the annual operating budget. As an example, if a runway is taken out of service to be reconstructed, the maintenance efforts that would have been expended on that runway are reassigned to maintain other portions of the airfield pavement that require attention.

As part of the budget approval process, the Authority Board approved \$102 million in capital spending for Fiscal Year 2011.

Funding of Capital Improvement Program Projects

The Authority’s funding sources for the CIP are airport revenue bonds, Passenger Facility Charges (PFCs), federal grants and Authority discretionary funds. Given the multiple funding sources that comprise this plan, board approval of the CIP does not imply that the source of funding has been determined.

Funding Sources

The Authority's funding sources for the CIP include, but are not limited to, airport revenue bonds, Passenger Facility Charges (PFCs), grants, and discretionary funds. Given the multiple funding sources that comprise this plan, board approval of the CIP does not imply funding as many of the revenues come from grants the Authority anticipates receiving. The Finance Department is responsible for recommending and determining the proper source of funding for capital projects. Interest income earned in a particular capital fund will remain in the same fund where the interest was earned.

Airport Revenue Bonds

The Authority issues airport revenue bonds to finance the cost of capital projects at Detroit Metropolitan Airport and includes the debt service on such bonds in the fees and charges of the airlines, subject to receiving the approval of a weighted majority of signatory airlines for such capital projects as outlined in the airline agreements. Airport revenue bonds have already been issued to fund many of the projects in the Authority's CIP. Other capital projects will require weighted majority approval before the Authority may issue bonds to fund any portion of the costs of these projects.

The Authority is required from time to time to establish borrowing capacity by publishing a notice of intent to issue bonds pursuant to Act 94. Act 94 provides that prior to the issuance of revenue bonds a notice of intent to issue bonds shall be published in a newspaper which has general circulation in the territory of the borrower.

Passenger Facility Charges

Under the Aviation Safety and Capacity Expansion Act of 1990 (the "PFC Act"), the FAA may authorize a public agency, such as the Authority, that controls an airport to impose a PFC of up to \$4.50 for each qualifying enplaned passenger at such airport to be used to finance eligible airport-related projects. In order to receive authorization to impose a PFC and use the PFC revenue, the Authority must submit an application requesting that the FAA approve the imposition of a PFC for, and the use of PFC revenues on, specific eligible projects described in such application. PFCs are collected on behalf of airports by air carriers and their agents (the "Collecting Carriers") and remitted to the public agency.

Grants

The Airport and Airway Improvement Act of 1982 created a grant program that is administered by the Federal Aviation Administration (FAA). The FAA allocates federal grants through the Airport Improvement Program (AIP). The AIP grants include entitlement grants, which are allocated among airports by the FAA in accordance with a formula based on enplaned passengers and cargo-landed weight, and discretionary grants, which are allocated by the FAA in accordance with its guidelines. FAA grants are subject to annual Congressional appropriation.

Airport Development Fund

Per the Master Bond Ordinance, a fixed amount in accordance with the Signatory Airline Agreements is transferred from the Operating & Maintenance fund to the Airport Development Fund and applied, at the discretion of the Chief Executive Officer, for any capital to the payment of any capital cost or expense incurred by the Authority for any lawful purpose.

Airport Renewal & Replacement Fund

Per the Master Bond Ordinance, an amount of \$500,000 is transferred annually into the Airport Renewal & Replacement Fund (R&R) from the Operating & Maintenance fund. R&R funds may be used for the purpose of paying (a) the costs of completing or replacing capital improvements at Metro Airport and (b) making repairs, replacements or renovations.

Airport Discretionary Fund

Per the Master Bond Ordinance, an amount of \$350,000 is transferred annually into the Airport Discretionary Fund from the O&M fund. Monies received from the sale of assets will be deposited into the Airport Discretionary Fund. Discretionary funds may be used by the Authority for any lawful purpose.

Operations & Maintenance Funds

The Authority's annual operating budget may provide an appropriation for Capital Acquisition expenses funded through rates and charges.

Seized Funds

The Authority retains monies that are seized from arrests within the Authority's jurisdiction. This money is restricted to law enforcement uses.

Master Plan Update

The Master Plan for Metro Airport addresses the phased development of Metro Airport over the 2008 – 2027 planning horizon. The Master Plan reflects all airfield, terminal, landside/ground access and support facility projects necessary to meet the anticipated demand for air travel over the planning horizon. The FAA requires an airport master plan from any airport that plans to seek federal funding for airport development projects. The Authority Board approved the proposed Preferred Development Plan on July 24, 2008. The Master Plan was submitted to the FAA for review and acceptance in early October, 2008. As part of the Master Plan submittal, the Authority also submitted a new Airport Layout Plan (ALP) for the FAA's approval. The ALP submittal consisted of Current, Future, and Ultimate ALP's. The "Future ALP" includes preferred development projects anticipated before 2016 (approximately \$996 million). The "Ultimate ALP" includes the projects anticipated in 2016 and beyond (approximately \$2.313 billion). The projects on the "Future ALP" were added to the five year plan update. Most of them are scheduled for the later plan time frame.

Significant Non-Routine Projects with Impact to Future Operating Budgets

As previously stated, the majority of capital projects in the Five Year Plan are considered routine projects for a major airport, and are unlikely to result in material changes to the annual operating budget. Below are descriptions of the non-routine projects that will have an impact on current or future operating budgets, along with a discussion of the expected impact. (Project descriptions for all CIP items start on page 58.)

- **Back-up Electric Generator for the North Powerhouse** (Item No. 25) – The acquisition of a fourteen megawatt natural gas turbine at the North Power House will enable the airport to generate electricity in the event of a power outage or at times when electricity demand peaks for the northern portion of the airport. The generator’s impact to the operating budget will be a savings in electricity expenses. With the new generator, the Authority will have the ability to switch to self-production when natural gas generation is less expensive than purchasing electricity off the grid. Additional savings will come from preferential electrical rates which DTW Energy Company provides to power plants with co-generation capabilities. The South Power House currently has this capability. By adding the back-up generator to the North Power House, Metro Airport will receive preferential rates for the entire Airport, not just portions supplied by the South Power House.
- **Airport Administration Building** (Item No. 71) – The Authority management and administrative staff are currently still housed at the Smith Terminal, occupying only approximately 30 percent of the building. The space not being used requires budget expenditures for heating, cooling, lighting and nominal maintenance. Plans are being developed to provide management and administrative spaces that are both operationally efficient and cost effective. The exact impact to the operating budget cannot be determined at this time as the new facility has not yet been designed.
- **Voice Over-Internet Phone System** (Item No. 73) – Replacement of the Centrex phone and voice mail services with in-house telephone and voice mail systems provides immediate benefit to the Authority by virtue of improved functionality and reduced operating cost. Tenants who elect to use the system will not only reduce their operating cost, but will provide the Authority with a greater savings due to overall volume impact. The full-year financial impact to the operating budget is a savings of \$200,000.

Metro Airport Five Year Capital Improvement Plan

Wayne County Airport Authority Capital Improvement Plan Fiscal Years 2011-2015

Item No.	Project Description	Estimated Total Cost	Estimated Spent to 9/30/2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 through Completion
Detroit Metropolitan Airport								
Airfield								
<i>In Progress</i>	1	Portions of Taxiways "V", "H", & "F" Reconstruction	\$ 20,399,240	\$ 3,289,783	\$ 17,109,457			
	2	Taxiways "Y-16", "Y-17" and Portions of "Z" Reconstruction	9,100,000	499,492	687,264	6,000,000	1,913,244	
	3	Extend Taxiway "G" Runway 4R/22L Reconstruction (Environmental & Pre-Design only)	2,006,038	279,551	1,726,487			
	5	Taxiway "Y-11" Reconstruction	1,500,000	1,025,008	474,992			
	6	Balance of Taxiway "W" Reconstruction	1,247,000	65,658	150,000	500,000	531,342	
<i>Starts 2011</i>	7	Runway 4R/22L Reconstruction (Design Only)	27,232,000	1,932,000	21,000,000	3,300,000	1,000,000	
	8	Runway Surface Monitor System (SCAN) Improvements	1,000,000	200,000	200,000	800,000		
	9	ARFF Response Road West of Runway 3L/21R	800,000	100,000	100,000	600,000		
<i>Starts 2012</i>	10	Runway 4R/22L, Western Portion of Runway 9L/27R & Adjacent Taxiways Reconstruction	137,000,000		68,000,000	51,000,000	18,000,000	
	11	Southern Portion of RW 3L/21R & Taxiways "M" & "F" Reconstruction (Design Only)	3,000,000		500,000	2,500,000		
	12	Runway 3L/21R Extension (Pre-design & Environmental Processing)	2,667,000		100,000	500,000	1,200,000	867,000
<i>Starts 2013</i>	13	Taxiways "S", "S4" & "S5" Reconstruction	6,400,000		200,000	200,000	900,000	5,300,000
	14	Taxiway "G" Reconstruction	3,400,000		400,000	400,000	2,500,000	500,000
	15	Runway 3L/21R Enhancements (Planning only)	700,000		200,000	200,000	500,000	
<i>Starts 2014</i>	16	Southern Portion of Runway 3L/21R & Taxiways "M" & "F" Reconstruction	54,000,000				27,000,000	27,000,000
	17	Taxiway "P4" Reconfiguration & Reconstruction	7,500,000				200,000	7,300,000
<i>Starts 2015</i>	18	Northern Portions of Taxiways "M" & "P" Reconstruction	18,400,000					18,400,000
	19	Runway 4L/22R High Speed Taxiways Development	13,433,015					13,433,015
	20	Eastern Portion of Taxiway "V" Reconstruction	12,000,000					12,000,000
	21	Runway 3L/21R Extension & Land Acquisition - Part 1	10,000,000					10,000,000
	22	Taxiways "M3", "M4", & "M5"	5,300,000					5,300,000
	23	Western Portion of Taxiway "H" Reconstruction	1,500,000					1,500,000
		Airfield Total	341,144,293	7,091,492	43,948,200	79,860,000	58,344,586	101,600,015
Bridges								
<i>Starts 2011</i>	24	Bridge Repair - Dingell over AOA	408,000		408,000			
		Bridges Total	408,000	-	408,000	-	-	-
Electrical Distribution System								
<i>Starts 2011</i>	25	Electrical Generator for North Powerhouse	13,000,000		13,000,000			
<i>Starts 2012</i>	26	Utility Command Center & Remote Metering	6,000,000		2,000,000	2,000,000	2,000,000	
	27	Site Substation Replacements	4,000,000		1,000,000	1,000,000	1,000,000	1,000,000
<i>Starts 2014</i>	28	Primary Cable & Switchgear Replacement	650,000		350,000	300,000		
	29	Primary Loop Upgrade & Expansion	1,975,000				975,000	1,000,000
		Electrical Distribution System Total	25,625,000	-	13,000,000	3,350,000	3,975,000	2,000,000

Wayne County Airport Authority Capital Improvement Plan Fiscal Years 2011-2015

Item No.	Project Description	Estimated Total Cost	Estimated Spent to 9/30/2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 through Completion
Detroit Metropolitan Airport								
Fleet & Equipment								
Starts 2011	30 Five-Year Fleet Replacement Plan	17,037,000		2,683,000	3,656,000	3,601,000	3,535,000	3,562,000
Starts 2011	31 Upgrade Fuel Management System	325,000		325,000				
	Fleet & Equipment Total	17,362,000	-	3,008,000	3,656,000	3,601,000	3,535,000	3,562,000
Heating, Ventilating & Air Conditioning (HVAC)								
Starts 2011	32 Boilers, Fuel Tanks, Control Room	4,000,000		4,000,000				
Starts 2012	33 Chillers 2 & 4, Rebuild Cooling Tower	2,000,000			2,000,000			
Starts 2013	34 Secondary Pump Replacement & Condensation Pump Upgrade	2,000,000				2,000,000		
Starts 2014	35 HVAC / Air Handler Replacement/Upgrade	2,000,000					2,000,000	
Starts 2015	36 Combined Cycle, Waste Heat Boiler, Steam Condenser	1,000,000						1,000,000
	Heating, Ventilating & Air Conditioning (HVAC) Total	11,000,000	-	4,000,000	2,000,000	2,000,000	2,000,000	1,000,000
Noise Mitigation								
In Progress	37 Ground Run-up Facility	10,441,331	287,493	9,000,000	1,153,838			
Starts 2011	38 Noise Mitigation Plan Implementation	300,000	100,000	100,000	100,000			
	Noise Mitigation Total	10,741,331	387,493	9,100,000	1,253,838	-	-	-
Parking Decks & Lots								
In Progress	39 Blue Deck - Restoration	5,200,000	4,789,190	410,810				
Starts 2011	40 Automated Vehicle Identification (AVI) System	2,000,000		2,000,000				
Starts 2011	41 Yellow Lot Reconstruction	1,500,000		300,000	1,100,000	100,000		
Starts 2011	42 Blue Deck ADA Modifications	900,000		600,000	300,000			
Starts 2011	43 McNamara Deck ADA Modifications	650,000		550,000	100,000			
Starts 2011	44 Blue Deck Emergency Power Supply	325,000		75,000	250,000			
Starts 2011	45 Green & Yellow Lots ADA Improvements	200,000		80,000	120,000			
Starts 2012	46 Blue Deck - Field Investigation & Design for Emergency Lighting	75,000		75,000				
Starts 2012	47 McNamara Deck Upper Level Coating (Levels 6,7,8,9,10)	2,255,000		640,000	640,000	660,000	955,000	
	Parking Decks & Lots Total	13,105,000	4,789,190	4,090,810	2,510,000	760,000	955,000	-
Roads								
In Progress	48 Rehabilitate Airport Service Drives	5,000,000	22,823	450,000	4,000,000			
Starts 2011	49 Roadway Bridge Repairs - Design Only	355,000	300,000	55,000				
Starts 2011	50 Evaluate South Access Road Exhaust Fans	150,000	67,334	41,333	41,333			
Starts 2011	51 Rogell Re-Alignment at LC Smith Terminal (Ramp)	1,600,000		600,000	1,000,000			
Starts 2012	52 Berry Terminal Roadways Modifications	825,000		125,000	600,000	100,000		
Starts 2012	53 Rogell Drive-Dingell Drive Connector	3,500,000			250,000	3,000,000	250,000	

Wayne County Airport Authority Capital Improvement Plan Fiscal Years 2011-2015

Item No.	Project Description	Estimated Total Cost	Estimated Spent to 9/30/2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 through Completion
Detroit Metropolitan Airport								
54	Intelligent Transportation System	3,143,527	124,527		400,000	2,000,000	619,000	
55	Roadway Pavement - PASER Pavement Rated 2-7	5,600,000			1,475,000	925,000	750,000	2,450,000
	Roads Total	20,173,527	514,684	1,271,333	7,766,333	6,552,177	1,619,000	2,450,000
Roofing								
Roof Replacements - Bldg. 356 (ASIG), Bldg. 513 (Concessions MI), Bldg. 515 (Old Post Office), Bldg. 534 (Old Flight Kitchen)								
56	Roof Replacements - Bldg. 530 (GM), Bldg. 711 (Old NWA), Bldg. 719 (Old Spirit)	1,950,000			1,000,000	950,000		
57	Annual Planned Replacement of Existing Roofs Based on the Roof Study in 2009	2,400,000			1,400,000	1,000,000		
58	Roofing Total	725,000	-	-	175,000	180,000	185,000	185,000
Security & Communications								
59	Perimeter Security Enhancements	442,000	200,000	242,000				
60	Advanced Surveillance Program	2,125,000	-	2,000,000	125,000			
	Security & Communications Total	2,567,000	200,000	2,242,000	125,000	-	-	-
Storm Water System								
61	De-icing Fluid Force Main to DWSD Development	12,000,000	4,896,159	6,000,000	1,103,841			
62	Replace Outfall Structure at Pond 4	1,200,000	180,000		20,000	900,000	100,000	
63	Primary Pump Station 6 Replacement	200,000			100,000		100,000	
64	Pond 6 Structural Upgrade	1,200,000				200,000	500,000	500,000
65	Pump Station 6 Switchgear Replacement	100,000				50,000		50,000
66	South Storm Water Detention Pond Development	6,177,000						6,177,000
	Storm Water System Total	20,877,000	5,076,159	6,000,000	1,223,841	1,150,000	700,000	6,727,000
Support Facilities								
67	LC Smith Building & Building 358 Improvements	1,650,000		1,100,000	550,000			
68	Public Safety Training Facility Enhancements	1,500,000		1,300,000	200,000			
69	Vehicle Driving/Training Range	500,000		50,000	450,000			
70	LC Smith Concourses A & B Decommissioning	150,000		150,000				
71	Airport Authority Administration Building	37,692,596	330,298			1,400,000	6,000,000	29,962,298
72	Building 278 Demolition	1,200,000				200,000	1,000,000	
	Support Facilities Total	42,692,596	330,298	2,600,000	1,200,000	1,600,000	7,000,000	29,962,298
Technology								
73	Voice Over-Internet Phone (VOIP) System	500,000	300,000	200,000				
74	Munis & Maximo Systems Interface Development	136,000		136,000				
75	Maximo System Upgrade	175,000		175,000				
	Technology Total	500,000	300,000	200,000	-	-	-	-

Wayne County Airport Authority Capital Improvement Plan Fiscal Years 2011-2015

Item No.	Project Description	Estimated Total Cost	Estimated Spent to 9/30/2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 through Completion
Detroit Metropolitan Airport								
Terminals								
	Westin Interior Public/Valet Public Access Ramp ADA			1,100,000	1,900,000			
Starts 2011	76 Modifications	3,000,000						
Starts 2013	77 Demolition of Berry Terminal	7,000,000			1,400,000	1,400,000	3,500,000	2,100,000
	Terminals Total	10,000,000		1,100,000	1,900,000	1,400,000	3,500,000	2,100,000
Water Distribution System								
Starts 2011	78 West Service Drive 8" Run	250,000	250,000					
Starts 2012	79 12" Line Between Master Pits #2 & #3	1,750,000			1,000,000	750,000		
Starts 2013	80 Watermain - Various Sizes within Master Meter Pit #1 Area	750,000				200,000	550,000	
Starts 2014	81 Watermain - Various Sizes within Master Meter Pit #4 Area	450,000					200,000	250,000
Starts 2015	82 Watermain - Various Sizes within Remaining Old System	550,000						550,000
	Water Distribution System Total	3,750,000		250,000	1,000,000	950,000	750,000	800,000
Detroit Metropolitan Airport Total		\$ 525,176,247	\$ 18,689,316	\$ 91,373,843	\$ 108,420,012	\$ 81,787,763	\$ 74,519,000	\$ 150,386,313

Willow Run Five Year Capital Improvement Plan

Wayne County Airport Authority Capital Improvement Plan Fiscal Years 2011-2015

Item No.	Project Description	Estimated Total Cost	Estimated Spent to 9/30/2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 through Completion
Willow Run Airport								
Airfield								
<i>In Progress</i>		\$	\$	\$	\$	\$	\$	\$
83	Part 150 Study	788,000	578,244	150,000	59,756			
Starts 2011	Runway 5R/23L Design & Reconstruction	31,881,000		1,500,000	7,500,000	7,500,000	7,500,000	7,881,000
85	East Ramp Rehabilitation	2,000,000		50,000	200,000	1,000,000	750,000	
86	East General Aviation & Cargo Apron Expansion	1,100,000		50,000	100,000	900,000	50,000	
87	Taxiway "D" Electrical Improvements	637,000	32,000	600,000	5,000			
88	Portions of Runway 5L/23R Temporary Rehabilitation	225,000		25,000	50,000	50,000	50,000	50,000
89	Airport Layout Plan Update	150,000		25,000	125,000			
Starts 2012	Extend Runway 9/27 & Add Parallel Taxiway "G" - Design	1,100,000			100,000	800,000	200,000	
91	Runway 9/27 Extension Environmental Assessment	580,000		80,000	500,000			
Starts 2013	West Apron Rehabilitation	2,715,000			2,715,000			
Starts 2014	Runway 9L/27R Extension & Parallel Taxiway "G" Construction	13,000,000				10,000,000		3,000,000
Starts 2015	Runway 5L/23R Reconstruction	30,000,000						30,000,000
	Airfield Total	84,176,000	610,244	2,400,000	8,219,756	13,465,000	18,550,000	40,931,000
Electrical Distribution System								
	East Side Obsolete Transformer & Electrical Lines			100,000				
Starts 2011	Decommissioning	100,000		100,000				
Starts 2013	Electrical Improvements - East Side	500,000				500,000		
	Electrical Distribution System Total	100,000	-	100,000	-	-	-	-
Heating, Ventilating & Air Conditioning (HVAC)								
Starts 2011	Hangar 1 Heating Improvements & Gas Line	1,511,000		1,511,000				
98	Hangar 1 Offices Air Conditioning Replacement	230,000		230,000				
	Heating, Ventilating & Air Conditioning (HVAC) Total	1,741,000	-	1,741,000	-	-	-	-
Noise Mitigation								
Starts 2011	Noise Mitigation Program (4 Year)	12,000,000		3,000,000	3,000,000	3,000,000	3,000,000	
	Noise Mitigation Total	12,000,000	-	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Roads								
<i>In Progress</i>								
100	Pavement Condition Study	220,000			220,000			
Starts 2011	East Side Roadways Resurface	500,000		500,000				
	Roads Total	720,000	-	720,000	-	-	-	-
Roofing								
Starts 2011	Hangar 1 Roof Repairs	1,250,000		50,000	1,000,000	200,000		
	Roofing Total	1,250,000	-	50,000	1,000,000	200,000	-	-

Wayne County Airport Authority Capital Improvement Plan Fiscal Years 2011-2015

Item No.	Project Description	Estimated Total Cost	Estimated Spent to 9/30/2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 through Completion
Willow Run Airport								
Security & Communications								
<i>Starts 2013</i>								
103	Security Improvements	1,500,000	-	-	-	500,000	1,000,000	
	Security & Communications Total	1,500,000				500,000	1,000,000	
Support Facilities								
<i>In Progress</i>								
104	Fire Pump Upgrade - East Airfield Buildings	200,000	120,000	80,000				
<i>Starts 2011</i>								
105	ARFF & Snow Removal Equipment Facility	8,700,000		25,000	200,000	200,000	4,000,000	4,275,000
106	Hangar 2 Rehabilitation or Demolition	2,310,000		25,000	300,000	1,000,000	985,000	
107	Airfield Maintenance Storage Facility Replacement	500,000		50,000	200,000	200,000	50,000	
108	Fuel Farm Improvements	200,000		200,000				
109	National Airlines Office Renovations	100,000		100,000				
110	Hangar 2 Engineering Study	50,000		50,000				
<i>Starts 2012</i>								
111	Hangar 1 Electrical/Lighting Rehabilitation	2,000,000				200,000	1,000,000	800,000
<i>Starts 2013</i>								
112	Upgrade Hangar 1 Non-office Areas	2,089,000				89,000	1,500,000	500,000
113	Hangar 1 Parking Lot Overlay	200,000				200,000		
<i>Starts 2015</i>								
114	Second Floor of Hangar 1 Rehabilitation	89,000						89,000
	Support Facilities Total	16,438,000	120,000	530,000	700,000	1,889,000	7,535,000	5,664,000
Water Distribution System								
<i>In Progress</i>								
115	Fire Suppression Waterline - East Side	400,000		400,000				
<i>Starts 2011</i>								
116	Hangar 1 Water & Sanitary	1,000,000		150,000	150,000	350,000	350,000	
<i>Starts 2011</i>								
117	Eastside Water & Sanitary Improvements	1,400,000		1,400,000				
<i>Starts 2012</i>								
118	East Side Waterline Extend to West Side	500,000			500,000			
	Water Distribution System Total	1,400,000		550,000	150,000	350,000	350,000	
Other								
<i>Starts 2011</i>								
119	Wildlife Fence Replacement - Phase 2	2,105,000		105,000	500,000	500,000	500,000	500,000
	Other Total	2,105,000		105,000	500,000	500,000	500,000	500,000
Willow Run Airport Total		\$ 122,630,000	\$ 730,244	\$ 9,896,000	\$ 13,819,756	\$ 20,154,000	\$ 30,935,000	\$ 47,095,000

Project Descriptions

Item No.	Project Title	Project Description
1	Portions of Taxiways "V", "H", & "F" Reconstruction	This project consists of design and construction efforts necessary to address the deteriorated Taxiways "V", "F" & "H" pavement and associated systems. The project will also modify the geometry of these taxiways where necessary to improve safety. The pavement to be reconstructed under this project is located between Runway 4R/22L and Runway 3L/21R.
2	Taxiways "Y-16", "Y-17" and Portions of "Z" Reconstruction	This project consists of the design and construction efforts necessary to address the deteriorated Taxiway "Y-16", "Y-17" and portions of "Z" pavement and associated systems. Necessary geometry modifications of these connector taxiways are also included in this project
3	Extend Taxiway "G"	This project consists of the design and construction efforts necessary to extend Taxiway "G" from Taxiway "F" to Taxiway "U", and will include associated systems.
4	Runway 4R/22L Reconstruction (Environmental & Pre-Design only)	This project consists of the environmental processing and preliminary design efforts necessary to address the deteriorated pavement of Runway 4R/22L, its connector and parallel taxiways, and associated systems.
5	Taxiway "Y-11" Reconstruction	This project consists of the design and construction efforts necessary to address the deteriorated Taxiway "Y-11" pavement and associated systems. This project is a companion of the Runway 4R/22L project and it is anticipated that removal of the pavement currently known as "Y-11" will be removed but not replaced in order to improve aircraft movement.
6	Balance of Taxiway "W" Reconstruction	This project consists of the design and construction efforts to complete the reconstruction of Taxiway "W". This project includes approximately 7,600 linear feet of the northerly portion of Taxiway "W". This project also includes improvements of the associated airfield signs and electrical systems, and reconstruction of the pavement shoulders.
7	Runway 4R/22L Reconstruction (Design Only)	This project consists of the remainder of engineering and design efforts necessary to address the deteriorated pavement of Runway 4R/22L, its connector and parallel taxiways, and associated systems.

Item No.	Project Title	Project Description
8	Runway Surface Monitor System (SCAN) Improvements	This project consists of improvements and expansion of the in-pavement surface sensor system at DTW. This system is currently in operation at DTW and provides real-time information on runway surface conditions during poor weather. These sensors measure pavement temperature and ice build-up, and forward data to a monitoring panel at the Airfield Operations Center.
9	ARFF Response Road West of Runway 3L/21R	This project consists of the design and construction efforts necessary to improve and construct airfield service drives in order to maintain and/or improve ARFF response access to Taxiways "J" and "T" for access to Runway 3R/21L.
10	Runway 4R/22L, Western Portion of Runway 9L/27R & Adjacent Taxiways Reconstruction	This project consists of the construction efforts necessary to address the deteriorated pavement of Runway 4R/22L and its connector taxiways, and associated systems.
11	Southern Portion of RW 3L/21R & Taxiways "M" & "F" Reconstruction (Design Only)	This project consists of the design efforts required for the reconstruction of Runway 3L/21R, as well as Taxiways "M" & "F" located south of Runway 9L/27R.
12	Runway 3L/21R Extension (Pre-design & Environmental Processing)	This project involves completion of the necessary environmental study and related efforts required by the National Environmental Policy Act (NEPA) and related to the selected aspects of the enhancement of Runway 3L/21R planning project.
13	Taxiways "S", "S4" & "S5" Reconstruction	This project consists of the design and construction efforts necessary to address the deteriorated Taxiway "S", "S4" & "S5" pavement and associated systems.
14	Taxiway "G" Reconstruction	This project consists of the design and construction efforts necessary to address the deteriorated Taxiway "G" pavement and associated systems located north of Taxiway "V".

Item No.	Project Title	Project Description
15	Runway 3L/21R Enhancements (Planning only)	This project consists of conducting a feasibility study of possible enhancements to Runway 3L/21R. This study includes examination of the operational benefit of improving the runway by evaluating alternatives for extending Runway 3L/21R; as well as the extending Taxiway "PP" from Taxiway "F" to Taxiway "P"; extending Taxiway "S" from Taxiway "F" to Taxiway "T"; and extending Taxiway "U" from Taxiway "M" to Runway 3L. The study also includes examination of improvements to centerline lighting, navigational aids of at least CAT I at both ends of the runway, drainage, lighting, shoulders, pavement markings, signs, and blast pads. The addition of a hold pad northeast of Runway 21R is also included in the study.
16	Southern Portion of Runway 3L/21R & Taxiways "M" & "F" Reconstruction	This project consists of the design efforts required for the reconstruction of Runway 3L/21R, Taxiways "M" & "F" located south of Runway 9L/27R.
17	Taxiway "P4" Reconfiguration & Reconstruction	This project consists of the design and construction efforts necessary to address the deteriorated Taxiway "P4" pavement and associated systems. This project also includes the removal of Taxiway "P4" pavement between Taxiway "P" and Runway 3L/21R.
18	Northern Portions of Taxiways "M" & "P" Reconstruction	This project consists of the design efforts required for the reconstruction of Runway 3L/21R, Taxiways "M" & "P" located north of Runway 9L/27R.
19	Runway 4L/22R High Speed Taxiways Development	This project consist of the design and construction efforts required to add two high speed exit taxiways (Miami Spiral or similar design) connecting Runway 4L/22R to the parallel Taxiway "A" from the approximate midpoint of the runway. The project includes all site work, pavement, lighting, signage and pavement markings.
20	Eastern Portion of Taxiway "V" Reconstruction	This project consists of the design and construction efforts necessary for the reconstruction of Taxiway "V" from Runway 3L/21R to its east end.

Item No.	Project Title	Project Description
21	Runway 3L/21R Extension & Land Acquisition - Part 1	This project consists of the design and construction efforts required to add a 1,500 foot extension of Runway 21R and Taxiways "M" and "P" to the north. The runway extension is expected to be 200 feet wide, while the taxiways will be 75 feet wide. This project includes all site work, utilities, pavement, lighting, signage, and pavement markings. The project also includes acquisition of approximately eight acres of land and relocation of two businesses to comply with federal guidelines for ownership of the Runway Protection Zone.
22	Taxiways "M3", "M4", & "M5"	This project consists of the design and construction efforts necessary to address the deteriorated Taxiways "M3", "M4", & "M5" pavement and associated systems.
23	Western Portion of Taxiway "H" Reconstruction	This project consists of the design and construction efforts necessary to address the remaining deteriorated concrete pavement of Taxiway "H" near Runway 4R/22L.
24	Bridge Repair - Dingell over AOA	This project consists of the design and rehabilitation of the Dingell Drive bridge that extends over the Airfield Operation Area
25	Electrical Generator for North Powerhouse	The acquisition of a fourteen megawatt natural gas turbine at the North Power House will enable the airport to generate electricity in the event of a power outage or at times when electricity demand peaks for the northern portion of the airport.
26	Utility Command Center & Remote Metering	This project replaces the existing utility command center and adds remote meter reading capabilities.
27	Site Substation Replacements	This project replaces primary substations to ensure reliability of the electrical distribution system.
28	Primary Cable & Switchgear Replacement	This project repairs and reconditions primary switch gears, breakers and sub stations to ensure reliability of the electrical distribution system.
29	Primary Loop Upgrade & Expansion	This project replaces and extends the reach of the primary switch loop system to ensure reliability of the electrical distribution throughout Metro Airport.
30	Five-Year Fleet Replacement Plan	This item is a five-year fleet and equipment replacement program.

Item No.	Project Title	Project Description
31	Upgrade Fuel Management System	This project consists of the design and installation efforts necessary to provide a Fuel Management system to monitor fuel usage by department, by vehicle, and by specific personnel. Various management reports will then be available using the Maximo system.
32	Boilers, Fuel Tanks, Control Room	This project consists of updates to the North Complex Power Plant that include the replacement of boilers, condensate tank, deaerating, fuel oil tanks, and associated pumps, controls, and indicators.
33	Chillers 2 & 4, Rebuild Cooling Tower	This project rebuilds the chillers and the cooler tower that furnish HVAC service at the North Power Plant .
34	Secondary Pump Replacement & Condensation Pump Upgrade	This project rebuilds pumps that furnish HVAC service at the North Power Plant .
35	HVAC / Air Handler Replacement/Upgrade	The replacement of HVAC and Air Handlers equipment on various Metro Airport buildings.
36	Combined Cycle, Waste Heat Boiler, Steam Condenser	The acquisition of equipment to recycle steam and improve the efficiency of HVAC production at the North Power Plant .
37	Ground Run-up Facility	This project consists of the design and construction of a Ground Run-Up Enclosure (GRE) Facility. This project will develop a structure that uses acoustical dampening principles to reduce the noise impacts of aircraft engine ground run-ups. Aircraft engine ground run-ups are routine aircraft engine maintenance tests which require the operation of an engine at high power for extended periods of time generating continuous elevated noise levels.
38	Noise Mitigation Plan Implementation	This project consists of the preparation of a study that including environmental processing required by the National Environmental Policy Act (NEPA) related to recommendations of the Part 150 study completed in 2008.
39	Blue Deck - Restoration	This project consists of concrete and structural repairs, installation of concrete deck coating on the roof levels and architectural, fire suppression, and electrical work necessary to comply with life/safety standards.

Item No.	Project Title	Project Description
40	Automated Vehicle Identification (AVI) System	This project includes the design and installation efforts necessary to provide an automatic commercial vehicle tracking system to monitor and document commercial vehicle utilization of the Airport's roadway system. This allows WCAA to more accurately charge commercial vehicles for using the Airport's roadways.
41	Yellow Lot Reconstruction	This project consists of the design and construction efforts necessary to modify and improve surfaces and associated systems in the Blue Deck in order to provide greater accessibility for its users.
42	Blue Deck ADA Modifications	This project consists of the design and construction efforts necessary to modify and improve surfaces and associated systems in the McNamara Deck in order to provide greater accessibility for its users.
43	McNamara Deck ADA Modifications	This project consists of the construction efforts necessary for the replacement and upgrade of the existing emergency lighting system at the Blue Deck parking structure to improve lighting if an emergency situations occurs.
44	Blue Deck Emergency Power Supply	This project consists of the replacement of the existing emergency lighting system at the Blue Deck parking structure to ensure compliance with life safety exit lighting standards.
45	Green & Yellow Lots ADA Improvements	This project consists of the design and construction efforts necessary to modify and improve the pavement and associated systems of the parking lots to provide greater accessibility for its users.
46	Blue Deck - Field Investigation & Design for Emergency Lighting	This project consists of the design efforts necessary for the replacement and upgrade of the existing emergency lighting system at the Blue Deck parking structure to improve lighting if an emergency situations occurs.
47	McNamara Deck Upper Level Coating (Levels 6,7,8,9,10)	This project consists of concrete coating to sustain the structural integrity of the upper levels of the McNamara Parking Deck.
48	Rehabilitate Airport Service Drives	This project consists of the design and construction efforts necessary to address portions of the deteriorated concrete and asphalt roadways of the East Service Drive and the West Service Drive.

Item No.	Project Title	Project Description
49	Roadway Bridge Repairs - Design Only	This project covers the design of corrective action repairs needed for roadways bridges.
50	Evaluate South Access Road Exhaust Fans	This project consists of the evaluation and preparation of the study that will specify corrective actions required to ensure that the South Access Road Exhaust Fans operate properly.
51	Rogell Re-Alignment at LC Smith Terminal (Ramp)	This project consists of the re-alignment of Rogell Drive to re-route traffic from Upper Rogell Drive at the North Terminal to Lower Rogell Drive prior to the LC Smith Terminal.
52	Berry Terminal Roadways Modifications	This project consists of the design and construction efforts necessary to modify and improve the roads near the Berry Terminal.
53	Rogell Drive-Dingell Drive Connector	This project consists of the design and construction of a vehicular access ramp from northbound Rogell to northbound Dingell Drive.
54	Intelligent Transportation System	This project consists of the design and installation of an Intelligent Transportation System (ITS) on airport roadways. This project includes vehicular traffic control system infrastructure, changeable message signs, lane control signs, traffic light control as well as the necessary infrastructure, Closed Circuit Television cameras, communication, and control equipment.
55	Roadway Pavement - PASER Pavement Rated 2-7	This project consists of spot replacement of roadways with PASER ratings of 2-7 that can be rehabilitated without complete replacement.
56	Roof Replacements - Bldg. 356 (ASIG), Bldg. 513 (Concessions MI), Bldg. 515 (Old Post Office), Bldg. 534 (Old Flight Kitchen)	This project consists of roof replacements of various Metro Airport building required to extend the useful life of the property.
57	Roof Replacements - Bldg. 530 (GM), Bldg. 711 (Old NWA), Bldg. 719 (Old Spirit)	This project consists of roof replacements of various Metro Airport building required to extend the useful life of the property.
58	Annual Planned Replacement of Existing Roofs Based on the Roof	This project is an annual roof replacements program of various Metro Airport building required to extend the useful life of the

Item No.	Project Title	Project Description
	Study in 2009	property.
59	Perimeter Security Enhancements	This project consists of the design and installation efforts necessary to provide a TSA-approved system to enhance the airport's perimeter fence.
60	Advanced Surveillance Program	This project consists of the design and installation efforts necessary to provide an advanced security surveillance system.
61	De-icing Fluid Force Main to DWSD Development	This project consists of the design and construction efforts to provide the force main which will connect the Airport's de-icing storage pond to an identified interceptor leading to the Detroit Water and Sewer Department (DWSD). This project will include all necessary easement acquisition, manholes, pump stations, valves, clean-outs, and associated equipment.
62	Replace Outfall Structure at Pond 4	This project consists of the design and construction of a replacement storm system outfall structure at Pond 4.
63	Primary Pump Station 6 Replacement	This project consists of the replacement of equipment and pumps at pond six that have reached their useful life.
64	Pond 6 Structural Upgrade	This project rebuilds the perimeter dam surrounding pond six which is periodically required due to erosion of the existing asset.
65	Pump Station 6 Switchgear Replacement	This project consists of the replacement of electrical equipment for pumps at pond six that have reached their useful life.
66	South Storm Water Detention Pond Development	This project consists of the design and construction efforts necessary to provide an additional storm water storage pond on the south end of Metro Airport.
67	LC Smith Building & Building 358 Improvements	This project consists of the design and construction efforts necessary to make improvements to LC Smith Building and Building #358.
68	Public Safety Training Facility Enhancements	This project consists of the design and construction of expansion and improvements to the Public Safety Training Facility located west of Fire Station #300.

Item No.	Project Title	Project Description
69	Vehicle Driving/Training Range	The project consists of design and construction efforts necessary to improve the Vehicle Driving/Training Range located north of the fuel farm.
70	LC Smith Concourses A & B Decommissioning	This project consists of the design and construction efforts necessary to construct fire barriers and disconnect steam and chilled water to LC Smith concourses A and B.
71	Airport Authority Administration Building	This project consists of the design and construction efforts necessary to create facilities that can accommodate operations currently located in the LC Smith Terminal and Building #358.
72	Building 278 Demolition	This project consists of the design and construction efforts necessary to demolish Building #278.
73	Voice Over-Internet Phone (VOIP) System	This project replaces the Authority's existing phone and voice mail services with an in-house voice over internet phone (VOIP) system.
74	Munis & Maximo Systems Interface Development	This project develops an interface between MUNIS, The Authority's primary financial system, and Maximo, a system used by maintenance to track work orders.
75	Maximo System Upgrade	This item upgrades the MAXIMO system to the most current release of the software. The Authority's current software will soon be obsolete and no longer supported by the vendor.
76	Westin Interior Public/Valet Public Access Ramp ADA Modifications	This project consists of the design and construction efforts necessary to modify and improve the hotel's main entrance and concourse access ramps and their associated features and systems to provide greater accessibility for its users.
77	Demolition of Berry Terminal	This project consists of the design and construction efforts related to demolition of the Berry Terminal.
78	West Service Drive 8" Run	This project replaces approximately 4,000 feet of eight-inch water main that runs along the West Service Drive.
79	12" Line Between Master Pits #2 & #3	This project replaces 12-inch water main that feeds Metro Airport's water distribution system at the western and eastern feeds.
80	Watermain - Various Sizes within Master Meter Pit	This project replaces various sized water mains that feeds Metro Airport's water distribution system at the northern feeds.

Item No.	Project Title	Project Description
	#1 Area	
81	Watermain - Various Sizes within Master Meter Pit #4 Area	This project replaces various sized water mains that feeds Metro Airport's water distribution system at the southern feeds.
82	Watermain - Various Sizes within Remaining Old System	This project is an annual water main replacement program of Metro Airport's water distribution system.
83	Part 150 Study	This project consists of a study that will determine noise level contours surrounding the airport. The noise contours will assist in identifying noise mitigation project requirements.
84	Runway 5R/23L Design & Reconstruction	This project consists of the design efforts required to reconstruct Runway 5R/23L. This project includes installation of new lighting and drainage systems, installation of new Portland concrete, and installation of pavement markings.
85	East Ramp Rehabilitation	This project includes the design and construction efforts to rehabilitate and improve the aircraft apron on the east side of the airport.
86	East General Aviation & Cargo Apron Expansion	This project includes the design and construction efforts to expand the aircraft apron on the east side of the airport.
87	Taxiway "D" Electrical Improvements	This project includes the design and construction efforts to improve the electrical and taxiway lighting systems associated with Taxiway "D".
88	Portions of Runway 5L/23R Temporary Rehabilitation	This project includes the selective repair of portion of pavement on Runway 5L/23R.
89	Airport Layout Plan Update	This project includes the necessary services to update the Airport Layout Plan documents.
90	Extend Runway 9/27 & Add Parallel Taxiway "G" - Design	This project extends Runway 9L/27R by 1,200 feet to a new length of 9,525 feet. The project scope includes the construction of a standard runway safety area within the current Willow Run Airport boundaries. Off-site project scope will include creation of an object free zone extending east from Beck Road and noise abatement. Taxiway "G" will be extended east to provide access to the Runway 27R end.

Item No.	Project Title	Project Description
91	Runway 9/27 Extension Environmental Assessment	The Environmental Assessment will evaluate environmental items such as: noise, historical, air quality, cultural, etc. - which could be impacted by the proposed construction project to extend Runway 9L/27R.
92	West Apron Rehabilitation	This project includes the design and construction efforts necessary to rehabilitate the deteriorated pavement of the west aircraft apron.
93	Runway 9L/27R Extension & Parallel Taxiway "G" Construction	This project consists of the design and construction efforts required to extend Runway 9L/27R and Parallel Taxiway "G".
94	Runway 5L/23R Reconstruction	This project includes the design and construction efforts to reconstruct Runway 5L/23R and replace its associated systems.
95	East Side Obsolete Transformer & Electrical Lines Decommissioning	This project consists of removing an electrical distribution system that is not in use or necessary for Willow Run's operation.
96	Electrical Improvements - East Side	This project consists the replacement the electrical distribution system that services the eastern side of Willow Run.
97	Hangar 1 Heating Improvements & Gas Line	This project consists of the design and construction efforts required to provide a gas line to Hangar #1, disconnect the facility from the existing steam system, and modify the heating equipment in Hangar #1 to gas equipment
98	Hangar 1 Offices Air Conditioning Replacement	This project consists of removing the existing Air Conditioning unit on the 4th floor of Hangar #1, cleaning the existing ductwork, installing a new air conditioning unit, extending energy to the unit, and upgrading the electrical switchgear that feeds the unit.
99	Noise Mitigation Program (4 Year)	Following the completion of the Part 150 Noise Study, the noise mitigation recommendations developed in the Study will be implemented. Mitigation techniques will be prioritized to meet the objectives of the noise program as well as the development of the airport. The mitigation program will be a phased program based on the availability of Federal Aviation Administration funding.
100	Pavement Condition Study	This project is a project evaluation required by the FAA to prioritize runway replacement and rehabilitation schedules.

Item No.	Project Title	Project Description
101	East Side Roadways Resurface	This project includes the design and construction efforts necessary to resurface deteriorated portions of Third St., Tyler Road, and "E" Street.
102	Hangar 1 Roof Repairs	This project replaces the roof of hanger number one which houses tenants, the U.S. Immigration and Customs Enforcement Agency, and Willow Run administration offices.
103	Security Improvements	This project includes the necessary design and construction efforts to implement security improvements to meet anticipated future FAA requirements.
104	Fire Pump Upgrade - East Airfield Buildings	This project includes the design and construction efforts necessary to replace water and sanitary infrastructure on the east side of the airport.
105	ARFF & Snow Removal Equipment Facility	This project will replace the existing boiler with a new heating unit to insure that the tank holding water for fire protection purposes does not freeze.
106	Hangar 2 Rehabilitation or Demolition	This project consists of the design and construction efforts related to demolition or rehabilitation of Hangar 2.
107	Airfield Maintenance Storage Facility Replacement	This project consists of the design and construction efforts necessary to demolish existing and built new storage facilities.
108	Fuel Farm Improvements	This project consists of the design and construction efforts related to improving fuel farm facilities.
109	National Airlines Office Renovations	This project will provide steel platforms or life/safety catwalks for above ground storage tanks. Life Safety Catwalks need to be installed on each of the above ground tanks for OSHA. The Oil Separator needs to be improved, and the drainage from the canopy needs to be corrected at the Fuel Farm.
110	Hangar 2 Engineering Study	This project consists of a study to determine the highest and best use of Hangar 2 site as well as provide recommended options for its demolition or rehabilitation.
111	Hangar 1 Electrical/Lighting Rehabilitation	This project upgrades the current electrical distribution system that services hanger number one which houses tenants, the U.S. Immigration and Customs Enforcement Agency, and Willow Run administration offices.

Item No.	Project Title	Project Description
112	Upgrade Hangar 1 Non-office Areas	This project consists of the design and construction efforts related to improving the spaces and associated systems in Hangar 1 aircraft bays.
113	Hangar 1 Parking Lot Overlay	This project will design and replace the existing HVAC system, including an upgraded electrical service and cleaning of the existing ducts.
114	Second Floor of Hangar 1 Rehabilitation	This project consists of the design and construction efforts related to improving the space and associated systems on and related to the second floor of Hangar 1.
115	Fire Suppression Waterline - East Side	This project replaces various sized water mains and tanks that support Willow Run's fire suppression system.
116	Hangar 1 Water & Sanitary	This project upgrades various sized water and sanitary mains that serve hanger number one which houses tenants, the U.S. Immigration and Customs Enforcement Agency, and Willow Run administration offices.
117	Eastside Water & Sanitary Improvements	This project upgrades various sized water and sanitary mains that serves the eastern side of Willow Run Airport.
118	East Side Waterline Extend to West Side	This project extends water mains that feed the eastern side of Willow Run to supply a secondary feed to the western side.
119	Wildlife Fence Replacement - Phase 2	This project involves replacement of approximately 10,000 linear feet of fence on the east side of the Airport. The project includes concurrent removal of old 8-foot high fence with installation of new 10-foot high chain link fence, replacement of obstruction lighting to alert pilots to the presence of the fence, as well as associated automatic gates and gate operators.

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Department & Division Summaries

Listed below are summaries of all Authority Departments and Divisions. Each Department summary includes a list of its Divisions, an overview of its responsibilities, financial schedules, an organization chart, and balanced score card measures. More details of responsibilities and financial schedules are included within each Division's section.

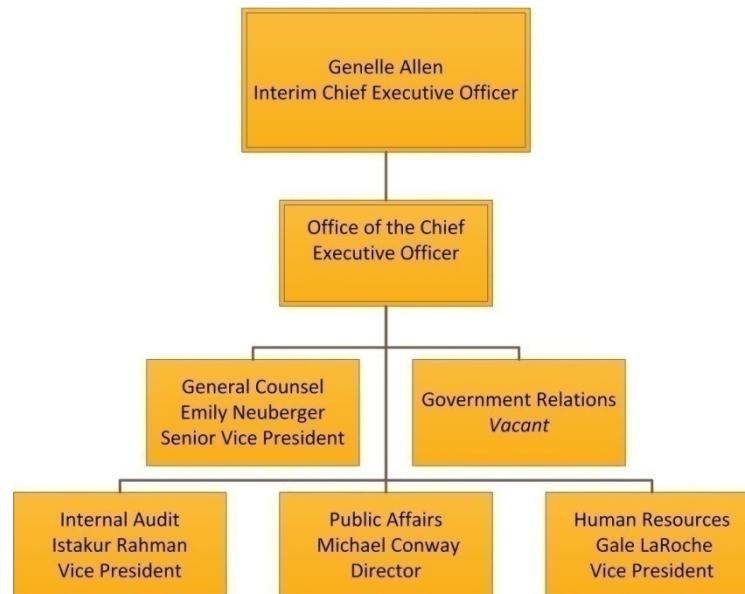
At the conclusion of Fiscal Year 2010 all Departments and Divisions were thoroughly examined and numerous Divisions were reassigned to new Departments within the Authority. The Divisions are arranged accordingly in the Fiscal Year 2011 Budget Book.

An organization chart for the Authority as a whole is illustrated on page 3.

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Office of the Chief Executive Officer

The Office of the Chief Executive Officer (CEO) consists of the CEO and several staff functions that report directly to the CEO. These functions consist of Internal Audit, General Counsel, Public Affairs, Government Affairs, and Human Resources.



The responsibilities of each function within the Office of the CEO are summarized below.

- **Internal Audit** is charged with providing independent, objective assurance services. This includes performing audits and consulting projects, reporting findings and implementation status to the Audit Committee, and managing a comprehensive three year rolling risk based internal audit plan.
- **General Counsel** delivers legal services to all Divisions including preparing all contracts, operating agreements, and leases between the Authority and third parties; providing legal counsel to all Divisions when requested; handling litigation and other legal proceedings against or by the Authority; coordinating the legal services provided by outside counsel; and handling all legal matters related to the governance of the Authority.
- **Public Affairs** is responsible for managing the Authority's communication with the public including providing the public and airport users with accurate and helpful information, managing media relations, managing the public's involvement in Authority-related projects (e.g., airfield and terminal improvements, special events, etc.) improving community relations, facilitating excellent customer service, and managing the impact of aircraft generated noise on residents living nearby.

Department & Division Summaries

- ➔ **Government Relations** is responsible for cultivating and maintaining effective relationships with a wide range of external constituencies (e.g., government, businesses, nonprofits, and universities).
- ➔ **Human Resources** is responsible for providing recruiting and promotional opportunity services, facilitating labor contract negotiations, administering grievance and arbitration procedures, interpreting collective bargaining agreements, and coordinating training of employees in matters of customer service, computer software, and professional development.

Balanced Scorecard

Objectives & Measures	Scorecard Code	FY 2008	FY 2009	FY 2010	FY 2011 Target
Provide an Exciting and Friendly Airport Experience (CS)					
Airport Service Quality (ASQ) Survey: Overall Customer Satisfaction Rating	CS 1.1				
McNamara Terminal	CS 1.1	4.24	4.23	4.20	4.25
Smith Terminal	CS 1.1	3.50	N/A	N/A	N/A
North Terminal	CS 1.1	N/A	4.21	4.29	4.25
DTW	CS 1.1	4.10	4.23	4.21	4.25
Ensure Fiscal Responsibility (F)					
Operating Cost per Enplanement (DTW)	F 2.1	\$ 10.12	\$ 11.42	\$ 11.35	\$ 11.79
Operating Cost per 1,000 lbs Landed Weight (YIP)	F 2.1	\$ 21.93	\$ 27.23	\$ 14.41	\$ 10.37
Average Cost per Healthcare Contract	F 2.5	N/A	N/A	\$ 9,190	\$ 10,500
Improve Business and Operating Processes (IP)					
% of Contracts Completed Prior to Board Approval	IP 1.7	66.3%	98.7%	100.0%	80.0%
Time to Fill Vacancy / Time to Start New Employee	IP 1.7	90 days	55 days	99 days	70 days
Build a Healthy Organization (LG)					
Employee Survey: Overall Employee Satisfaction Rating	LG 1.1	N/A	N/A	3.35	tbd
% of Employees Successfully Completing Probation Period	LG 1.3	92.3%	97.4%	100.0%	95.0%
Training Survey: Overall Satisfaction Rating	LG 2.1	4.76	4.68	4.67	4.60
Training Test: Overall Effectiveness Rating	LG 2.2	97.3%	92.2%	96.3%	85.0%

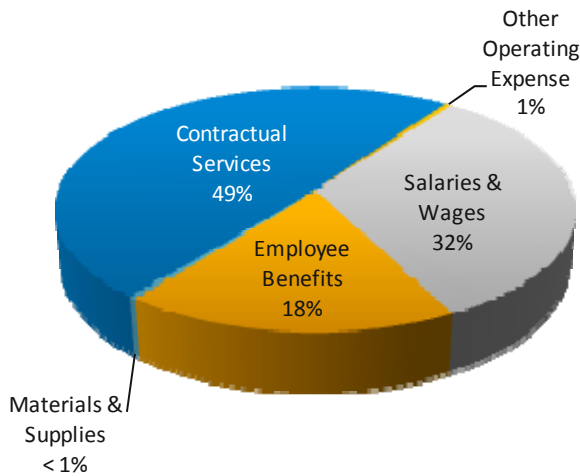
Internal Audit

DIVISION BUDGET

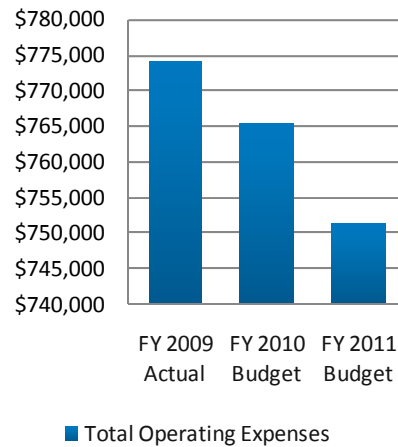
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 298,007	\$ 240,000	\$ 240,600	\$ 600	0.3%
Employee Benefits	157,605	158,000	136,900	(21,100)	-13.4%
Materials & Supplies	2,563	3,200	3,200	-	0.0%
Contractual Services	310,725	360,500	367,000	6,500	1.8%
Other Operating Expense	5,181	3,750	3,800	50	1.3%
Total Operating Expenses	\$ 774,081	\$ 765,450	\$ 751,500	\$ (13,950)	-1.8%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



RESPONSIBILITIES

- Perform audits in accordance with internal audit plan and special projects as directed by the audit committee, CEO, and senior management
- Communicate accurate, objective, and useful results for each audit/project performed on a timely basis
- Follow-up on audit/project findings completed in prior years and report the status and implementation of findings to the audit committee
- Coordinate external audit services
- Develop and implement a comprehensive three year rolling risk based on the internal audit plan for forthcoming fiscal years

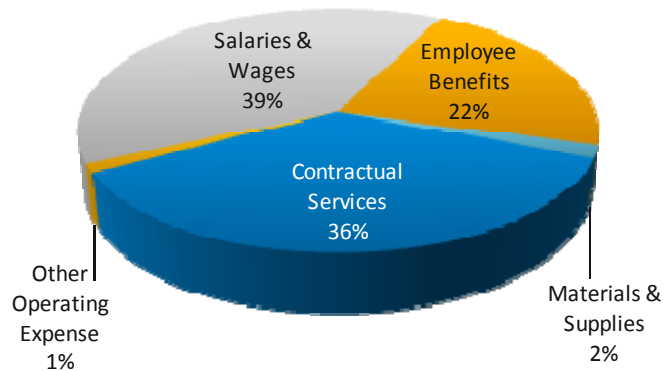
General Counsel

DIVISION BUDGET

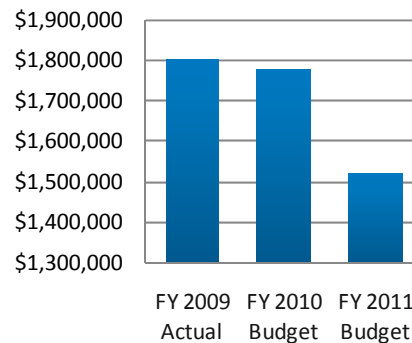
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 785,254	\$ 605,000	\$ 598,400	\$ (6,600)	-1.1%
Employee Benefits	439,283	380,000	329,200	(50,800)	-13.4%
Materials & Supplies	25,080	27,000	24,500	(2,500)	-9.3%
Contractual Services	543,485	750,000	550,000	(200,000)	-26.7%
Other Operating Expense	10,238	17,300	17,800	500	2.9%
Total Operating Expenses	\$ 1,803,340	\$ 1,779,300	\$ 1,519,900	\$ (259,400)	-14.6%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



■ Total Operating Expenses

RESPONSIBILITIES

- Respond to all legal questions raised by Authority staff and Board members; prepare legal opinions
- Provide legal support in all business matters for all Authority Departments and Divisions
- Provide legal counsel to ensure compliance with the Authority's Procurement/Ethics Ordinance and other Authority policies
- Draft forms of agreement for competitive solicitations; negotiate and complete all agreements following award
- Draft and negotiate leases with all tenants prior to the tenant's occupancy of the leased premises
- Review drafts prepared by third parties of all agreements entered into by the Authority

- Hire outside counsel for appropriate matters; review pleadings, contracts, and other work products produced by outside counsel
- Work with Freedom of Information Act (FOIA) coordinator and Public Affairs to respond to all requests, appeals, and litigation
- Provide legal representation for all transactions involving Authority property

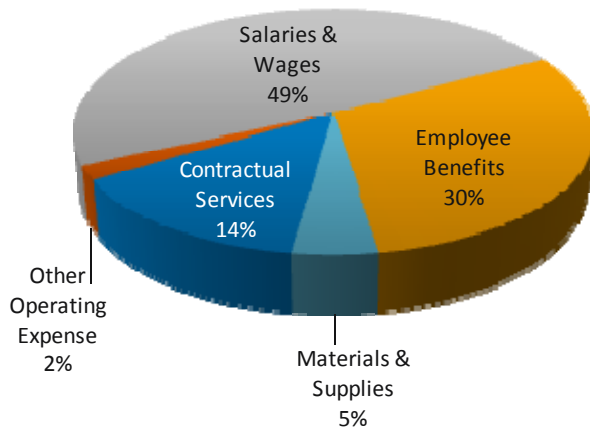
Public Affairs

DIVISION BUDGET

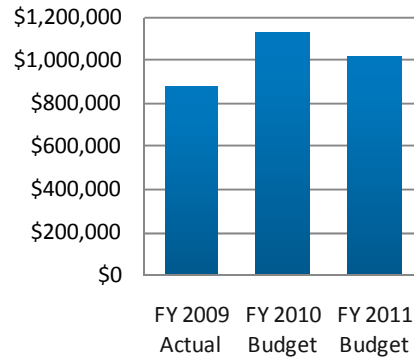
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 479,960	\$ 537,000	\$ 497,400	\$ (39,600)	-7.4%
Employee Benefits	306,926	378,000	309,800	(68,200)	-18.0%
Materials & Supplies	46,696	46,800	47,700	900	1.9%
Contractual Services	23,803	145,500	145,500	-	0.0%
Equipment Repair	915	-	-	-	-
Other Operating Expense	17,015	16,400	18,900	2,500	15.2%
Total Operating Expenses	\$ 875,315	\$ 1,123,700	\$ 1,019,300	\$ (104,400)	-9.3%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



■ Total Operating Expenses

RESPONSIBILITIES

- Provide the public with accurate and helpful information, including brochures, maps, and website content
- Facilitate excellent customer service including monitoring customers' experiences and expectations and respond to customer requests or complaints
- Manage WCAA media relations

Department & Division Summaries

- ➔ Improve community relations by networking and developing relationships with community leaders, and actively participating in membership meetings with community
- ➔ Support internal divisions by assisting in developing presentations, collateral materials, marketing activities, and air service development activities
- ➔ Inform the Board and Senior Management of published and broadcast news stories and public relations activities relative to the airport
- ➔ Administer Federal Aviation Regulation (FAR) Part 150 Program (Residential Sound Insulation Program (RSIP) and Noise Compatibility Study)

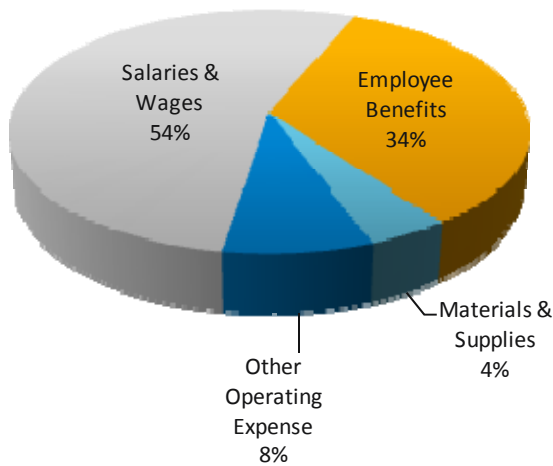
Government Relations

DIVISION BUDGET

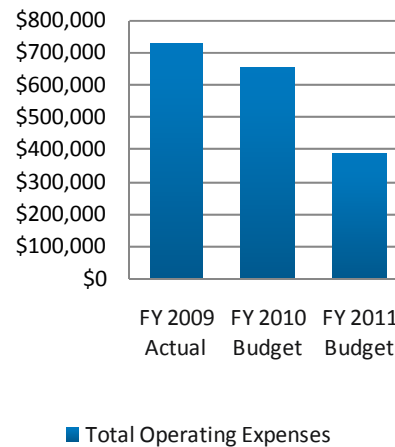
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 442,347	\$ 363,000	\$ 207,000	\$ (156,000)	-43.0%
Employee Benefits	242,558	240,000	129,400	(110,600)	-46.1%
Materials & Supplies	9,765	17,200	17,200	-	0.0%
Other Operating Expense	31,507	31,300	31,300	-	0.0%
Total Operating Expenses	\$ 726,178	\$ 651,500	\$ 384,900	\$ (266,600)	-40.9%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



RESPONSIBILITIES

- ➔ Develop funding streams at the federal and state level
- ➔ Lobby government at all levels on issues that affect the airport (e.g., supporting tenant carriers in obtaining new routes)

- ➔ Promote the Authority’s strategic plan with outside community (e.g., business, universities, non-profits, and government entities)
- ➔ Assist departments with matters regarding external constituents
- ➔ Manage special projects as assigned by the CEO

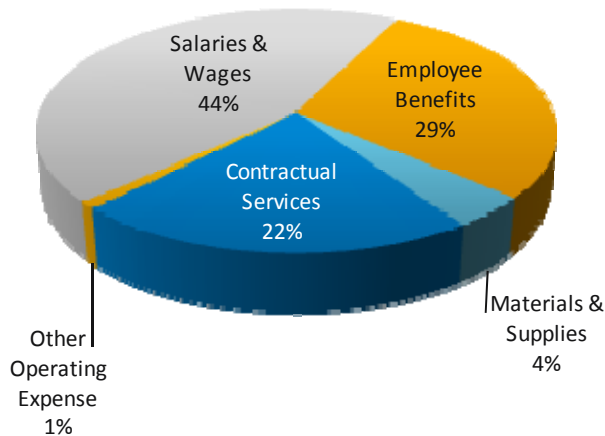
Human Resources

DIVISION BUDGET

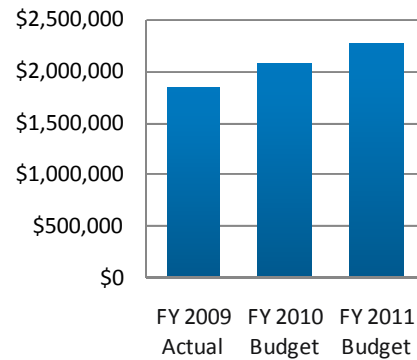
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 1,018,880	\$ 830,000	\$ 999,000	\$ 169,000	20.4%
Employee Benefits	571,222	607,000	647,000	40,000	6.6%
Materials & Supplies	68,504	97,300	97,300	-	0.0%
Contractual Services	170,571	518,200	498,200	(20,000)	-3.9%
Other Operating Expense	19,598	21,650	21,700	50	0.2%
Total Operating Expenses	\$ 1,848,775	\$ 2,074,150	\$ 2,263,200	\$ 189,050	9.1%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



■ Total Operating Expenses

RESPONSIBILITIES

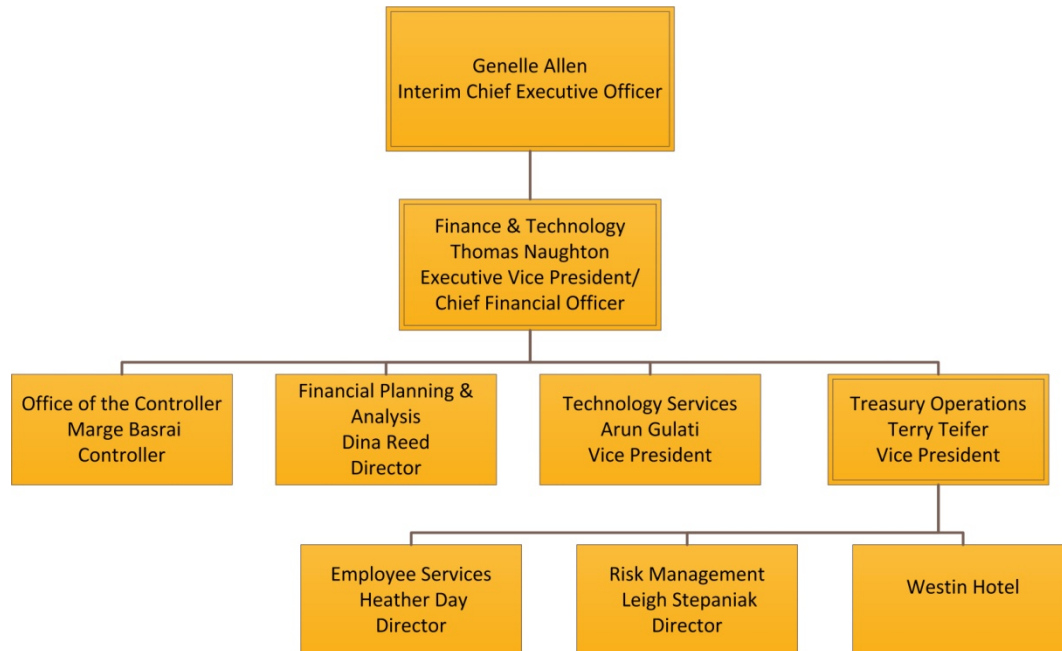
- ➔ Manage recruitment, selection, promotion, and employee orientation processes
- ➔ Provide counseling and direction to employees and managers regarding contract interpretation, work rules, and human resources procedures
- ➔ Ensure compliance with labor, employment, and Equal Employment Opportunity (EEO) laws, rules, and regulations; maintain required human resources records
- ➔ Partner with managers in workforce planning needs; administer performance management system; assist employees in creating and pursuing developmental goals

Department & Division Summaries

- Negotiate and administer the Authority's collective bargaining agreements; advise managers on collective bargaining agreement terms; administer grievance/conflict resolution process
- Determine Authority training needs; design, develop, and implement training programs

Finance Department

The Finance Department is responsible for the overall budgetary, fiscal, and financial management of the Authority's activities, including financial administration of the Capital Improvement Program (CIP), the annual operating budget, cash and debt management, payroll, all technology services, and the Westin Hotel management.



The Department is comprised of four divisions.

- **Controller** is responsible for providing concise, accurate, and timely financial information through accounting activities (e.g., general ledger, fixed asset, accounts receivable, accounts payable, and grant management), disbursement management, billing and collection management, and coordination of the annual financial audit with the Authority's external auditors.
- **Financial Planning & Analysis** is responsible for development and administration of the Authority's budget and CIP, in addition to routinely providing detailed financial and operational information to the Senior Leadership Team and the Authority Board through the annual operating budget, the monthly management report, aviation industry statistical reports, financial analysis, and special studies and analyses.
- **Treasury** is responsible for protecting the Authority's investment in assets through providing cash and debt management services, maximizing the operational and financial performance of the Westin Hotel, delivering payroll services, and providing risk management services.

Department & Division Summaries

- **Technology Services** is responsible for providing computer application system services, developing software solutions, implementing technology products, maintaining the technology infrastructure, and providing technical support 24 hours, 7 day schedule for all technology and communications systems.

Balanced Scorecard

Objectives & Measures	Scorecard Code	FY 2008	FY 2009	FY 2010	FY 2011 Target
Provide an Exciting and Friendly Airport Experience (CS)					
Westin Hotel Survey: Guest Experience Composite Rating	CS 1.2	8.88	8.89	8.88	8.75
Ensure Fiscal Responsibility (F)					
Westin Hotel EBITDA	F 2.4	\$ 8,912,809	\$ 4,501,444	\$ 7,878,130	tbd
Net Debt Service per Enplanement	F 2.6	N/A	\$ 3.68	\$ 3.96	tbd

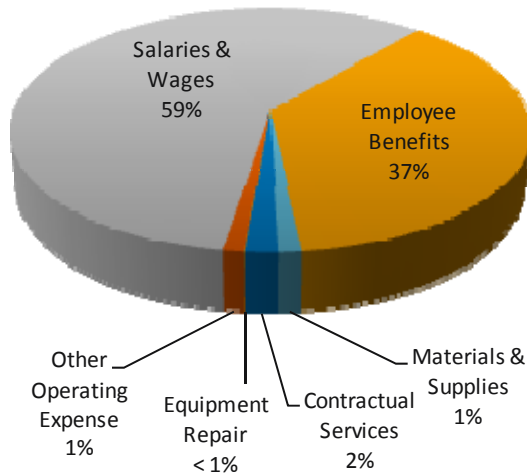
Controller

DIVISION BUDGET

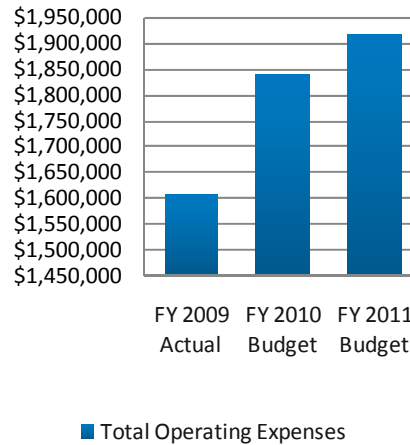
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 914,711	\$ 1,011,000	\$ 1,125,000	\$ 114,000	11.3%
Employee Benefits	625,339	723,000	711,500	(11,500)	-1.6%
Materials & Supplies	21,313	24,500	24,500	-	0.0%
Contractual Services	26,456	58,000	33,000	(25,000)	-43.1%
Equipment Repair	1,244	700	700	-	0.0%
Other Operating Expense	18,500	22,500	22,500	-	0.0%
Total Operating Expenses	\$ 1,607,563	\$ 1,839,700	\$ 1,917,200	\$ 77,500	4.2%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



RESPONSIBILITIES

- ➔ Ensure integrity of the Authority's general ledger and all other required financial records through an effective system of internal controls and procedures to safeguard assets
- ➔ Manage the grant reimbursement and PFC processes for application, amendment, usage, and compliance reporting requirements
- ➔ Process and record all payments to the Authority's vendors and contractors; ensure accountability of the Authority's disbursements
- ➔ Prepare the Comprehensive Annual Financial Report (CAFR)
- ➔ Ensure compliance with all IRS and government regulations for tax and vendor reporting
- ➔ Bill and collect all monies owed from airlines, concessionaires, tenants, and government agencies to ensure accountability of the Authority's revenues

- Analyze, determine, ensure, and report compliance with all financial aspects of each revenue type contract

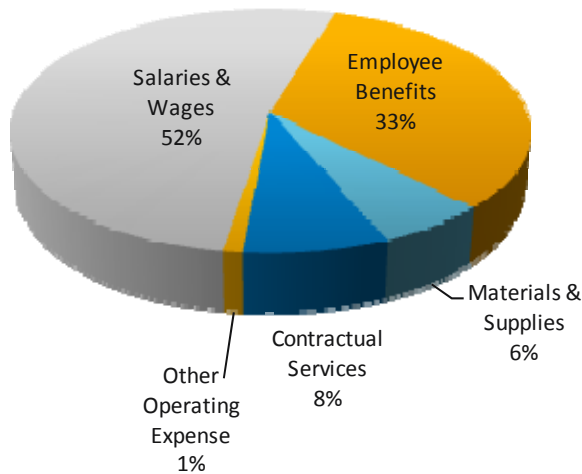
Financial Planning & Analysis

DIVISION BUDGET

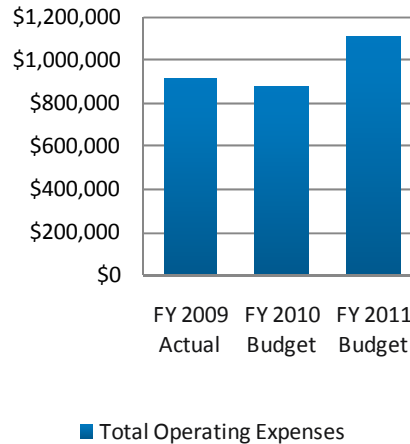
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 658,615	\$ 413,000	\$ 576,600	\$ 163,600	39.6%
Employee Benefits	256,822	294,000	361,500	67,500	23.0%
Materials & Supplies	57,533	67,700	66,700	(1,000)	-1.5%
Contractual Services	(67,202)	86,700	86,700	-	0.0%
Other Operating Expense	3,650	12,000	12,000	-	0.0%
Total Operating Expenses	\$ 909,418	\$ 873,400	\$ 1,103,500	\$ 230,100	26.3%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



RESPONSIBILITIES

- Manage the annual budget process in an efficient and effective manner
- Monitor budget activity, provide support to divisions, provide periodic reporting, and ensure compliance with overall budgetary controls
- Provide independent analysis and recommendations to Senior Leadership Team on division requests for funding of new initiatives funded from O&M expense and capital
- Collect, review, and analyze operating and financial data from internal and external sources

- Generate timely management reports on the operating and financial performance of the airports; provide independent assessment to CEO and CFO on operating and financial results
- Control, facilitate, and analyze the ongoing financial plans for the Authority's Capital Improvement Program (CIP)
- Conduct independent analysis in areas of cost management, operational effectiveness, process improvements, and productivity
- Conduct special studies and/or financial/operational analyses at the request of the CEO and CFO
- Perform detailed analysis for non-airline revenue sources as previously performed in the Business Development Department

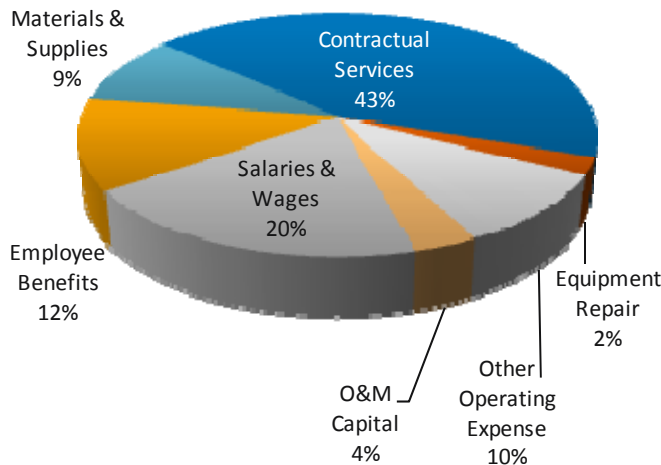
Technology Services

DIVISION BUDGET

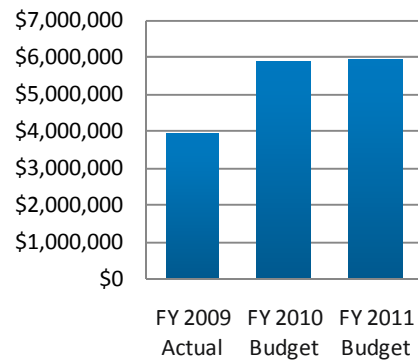
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 1,085,893	\$ 1,165,000	\$ 1,166,000	\$ 1,000	0.1%
Employee Benefits	692,458	805,000	707,400	(97,600)	-12.1%
Materials & Supplies	242,988	499,600	546,000	46,400	9.3%
Contractual Services	1,312,303	1,834,900	2,585,600	750,700	40.9%
Utilities	815	7,500	-	(7,500)	-
Equipment Repair	106,645	239,500	139,500	(100,000)	-41.8%
Other Operating Expense	397,209	593,400	592,300	(1,100)	-0.2%
O&M Capital	89,422	718,100	210,000	(508,100)	-70.8%
Total Operating Expenses	\$ 3,927,734	\$ 5,863,000	\$ 5,946,800	\$ 83,800	1.4%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



■ Total Operating Expenses

RESPONSIBILITIES

- Operate information technology infrastructure solutions (networks, server computers, desktop computers, internet, and e-mail services, etc.)
- Provide computer and network operations support services
- Provide and maintain computer-based business software system solutions
- Provide telecommunications infrastructure solutions (e.g., desk phones, cell phones, pagers, emergency pull boxes/phones, local/long distance services, voice mail, and radios) and operations support services

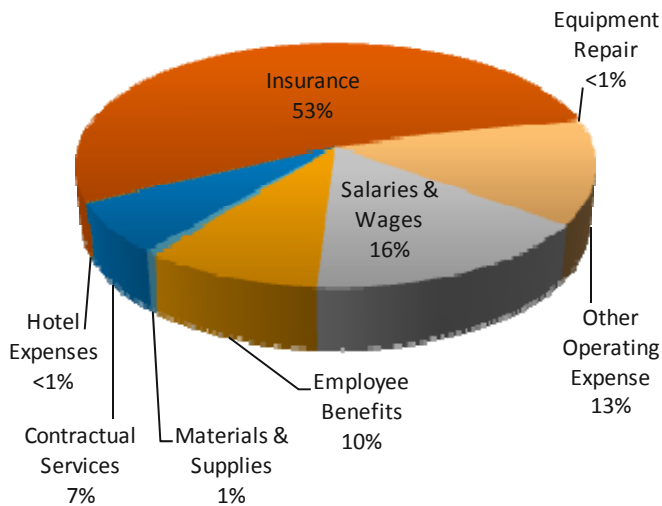
Treasury

DIVISION BUDGET

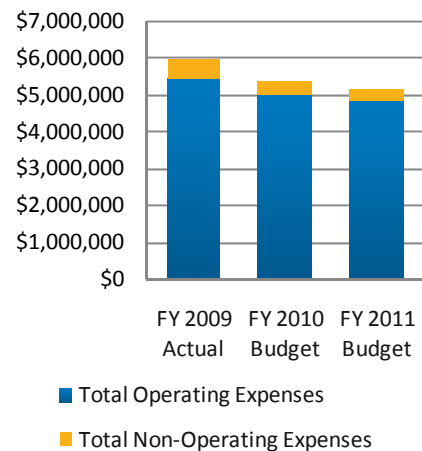
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 893,552	\$ 807,000	\$ 776,600	\$ (30,400)	-3.8%
Employee Benefits	544,375	547,000	467,200	(79,800)	-14.6%
Materials & Supplies	34,424	31,800	31,800	-	0.0%
Contractual Services	288,683	352,000	323,300	(28,700)	-8.2%
Hotel Expenses	3,500	3,500	3,500	-	0.0%
Insurance	2,474,748	2,600,000	2,600,000	-	0.0%
Equipment Repair	173	-	-	-	-
Other Operating Expense	1,220,345	651,900	652,700	800	0.1%
Total Operating Expenses	5,459,801	4,993,200	4,855,100	(138,100)	-2.8%
Non-Operating Expenses					
Interest & Financing	503,931	395,200	294,900	(100,300)	-25.4%
Total Non-Operating Expenses	503,931	395,200	294,900	(100,300)	-25.4%
TOTAL EXPENSES	\$ 5,963,732	\$ 5,388,400	\$ 5,150,000	\$ (238,400)	-4.4%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



Total Expenses FY 2009 to FY 2011



RESPONSIBILITIES

- Manage centralized payroll information including retirement/deferred compensation, payroll taxes, travel administration, all employee deductions, and other employee reimbursements
- Administer employee health and dental benefits, life insurance, employee optical reimbursement, cafeteria plan, unemployment cost analysis, and COBRA compliance and track retiree health and life insurance benefits
- Oversees the operations and performance of the Westin Hotel
- Provide for efficient vendor and employee payment systems including wire transfer and check printing
- Invest Authority funds and manage bonds in a manner that protects safety, insures adequate liquidity, maximizes net earnings, reduces borrowing costs, and complies with the Airport's Master Bond Ordinance, the Series Ordinances, and the Airline Use and Lease Agreements
- Protect people (employees and others), property, and the environment from potential hazards consistent with the requirements of governmental safety, health, and environmental regulations (e.g., OSHA mandated training and compliance, and oversight of contractor safety)
- Evaluate, analyze, negotiate, and forecast Authority's property and liability insurance programs through risk transfer and self insured programs
- Administer insurance claims and litigation for liability, automobile, workers compensation, property, and long-term disability matters

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Procurement / Strategy Management Department

The Procurement/Strategy Management Department is responsible for managing all purchasing, contract compliance, business diversity, strategy, and Authority-wide performance measurement functions.



The Department is comprised of three divisions. The responsibilities of each division are noted below.

- **Authority Affairs** is responsible for Board meeting planning and coordination, correspondence logistics, Freedom of Information Act (FOIA) compliance, Authority administration office reception staff and functions, and other related activities that advance the image of the Authority.
- **Procurement** is responsible for purchasing goods, services and construction, providing oversight of contract compliance, surplus property disposal, and managing the business diversity programs related to Authority contracts.
- **Strategy Management** is responsible for overseeing the overall strategy of the Authority, including managing the Authority's Balanced Scorecard, leading the initiative and business planning process, improving customer satisfaction, developing and implementing organization-wide performance improvement programs, and benchmarking performance against peer airports.

Balanced Scorecard

Objectives & Measures	Scorecard Code	FY 2008	FY 2009	FY 2010	FY 2011 Target
Improve Non-Traveler Customer Service (CS)					
Internal Support Services Survey: Overall Customer Satisfaction Rating	CS 2.1	3.80	3.79	3.83	3.90
Business Partner Survey: Overall Customer Satisfaction Rating	CS 2.2	N/A	4.12	N/A	4.00
Improve Business and Operating Processes (IP)					
Number of Days from Requisition to Purchase Order	IP 1.3				
Formal Competitive	IP 1.3	104 days	129 days	111 days	100 days
Informal Competitive	IP 1.3	39 days	28 days	28 days	30 days
Non-Competitive	IP 1.3	9 days	7 days	11 days	21 days
Build a Healthy Organization (LG)					
"Living the Values" Survey: Overall Rating	LG 1.2	3.94	3.96	3.93	4.20

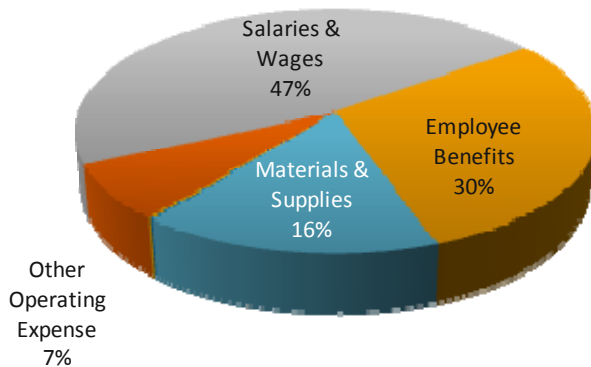
Authority Affairs

DIVISION BUDGET

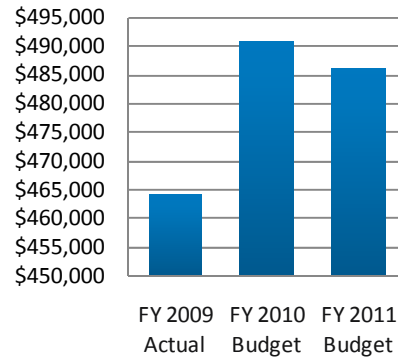
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 220,541	\$ 222,000	\$ 227,000	\$ 5,000	2.3%
Employee Benefits	138,095	159,000	142,600	(16,400)	-10.3%
Materials & Supplies	63,815	78,600	79,300	700	0.9%
Contractual Services	-	-	500	500	n/a
Equipment Repair	-	-	1,100	1,100	n/a
Other Operating Expense	41,775	31,100	35,300	4,200	13.5%
Total Operating Expenses	\$ 464,227	\$ 490,700	\$ 485,800	\$ (4,900)	-1.0%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



■ Total Operating Expenses

RESPONSIBILITIES

- Coordinate Authority Board and committee meeting logistics and planning (including details of locations, schedules, agendas, correspondence, creation of resolution and minutes, and follow up to the Board, management, and staff) while supporting the CEO on a variety of matters in advance of meetings to ensure effective communication to all involved
- Coordinate Freedom of Information Act (FOIA) compliance activities by working with appropriate divisions to provide the required documents within prescribed deadlines
- Manage administrative support to advance a professional image to our internal and external customers including front desk reception, incoming phone call distribution, providing information to callers, and as-needed clerical support to all divisions
- Organize and/or facilitate special activities/events at the request of the CEO (e.g., charity activities, Red Cross blood drive)

- Facilitate the collection and reporting of disclosure statements in accordance with the Authority's Ethics Ordinance

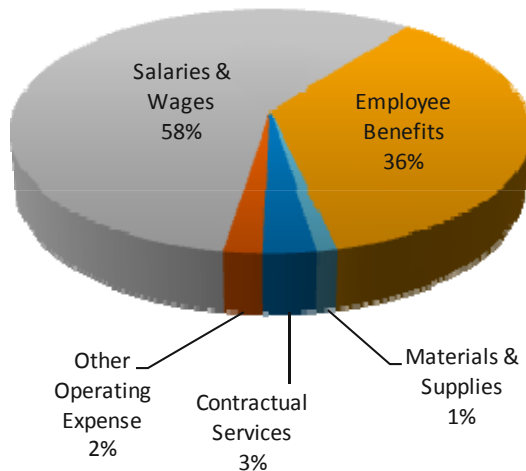
Purchasing & Business Diversity

DIVISION BUDGET

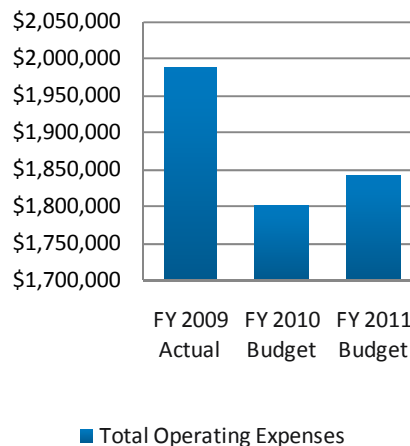
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 1,207,861	\$ 1,002,000	\$ 1,065,100	\$ 63,100	6.3%
Employee Benefits	714,357	713,000	663,800	(49,200)	-6.9%
Materials & Supplies	17,649	16,200	19,300	3,100	19.1%
Contractual Services	17,097	34,500	53,000	18,500	53.6%
Equipment Repair	2,661	-	-	-	-
Other Operating Expense	28,639	36,200	39,900	3,700	10.2%
Total Operating Expenses	\$ 1,988,264	\$ 1,801,900	\$ 1,841,100	\$ 39,200	2.2%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



RESPONSIBILITIES

- Acquire goods and services by competitive solicitation and approved exceptions for the Authority in compliance with Authority ordinances, policies and procedures, and federal and state laws and regulations
- Develop and participate in outreach activities to expand the Authority's vendor base and communicate business opportunities
- Manage approval, execution, and distribution processes of CEO and Board approved contracts and amendments in compliance with Authority ordinances and other legal requirements
- Manage the Authority's official contract library; ensure ongoing compliance with contractual requirements, including insurance and performance guarantees

- ➔ Manage the Authority's Disadvantaged Business Enterprise (DBE) Program, Small Business Enterprise (SBE) Program, and any other targeted business program in compliance with all applicable laws
- ➔ Monitor compliance with Davis-Bacon Act wage requirements for federally-funded contracts
- ➔ Facilitate the disposal of the Authority's surplus property and equipment
- ➔ Develop, maintain, and enforce the Authority's records retention and disposal policy

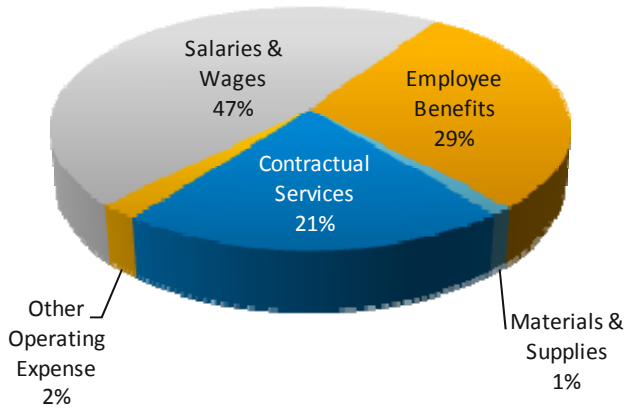
Strategy Management

DIVISION BUDGET

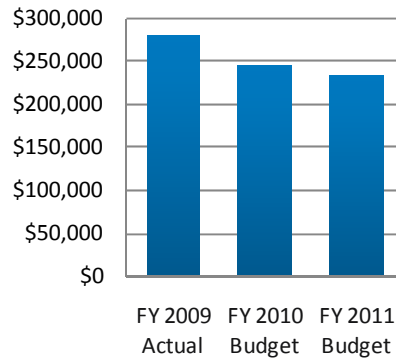
	<u>FY 2009 Actual</u>	<u>FY 2010 Budget</u>	<u>FY 2011 Budget</u>	<u>Budget Change</u>	<u>Percent Change</u>
Operating Expenses					
Salaries & Wages	\$ 139,731	\$ 107,000	\$ 109,000	\$ 2,000	1.9%
Employee Benefits	82,072	72,000	66,200	(5,800)	-8.1%
Materials & Supplies	1,502	2,500	2,700	200	8.0%
Contractual Services	50,793	54,000	49,500	(4,500)	-8.3%
Other Operating Expense	5,006	8,000	5,000	(3,000)	-37.5%
Total Operating Expenses	\$ 279,104	\$ 243,500	\$ 232,400	\$ (11,100)	-4.6%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



■ Total Operating Expenses

Responsibilities

- ➔ Develop, promote, and guide the overall management of the Authority's strategic plan
- ➔ Plan and manage the Authority's Balanced Scorecard; manage and facilitate regular business reviews between the CEO and direct reports
- ➔ Leads in development and implementation of the Authority's annual business planning process, including the alignment of Business Unit initiatives with the Authority's strategic plan

Department & Division Summaries

- Manage the Authority's internal and external customer satisfaction survey function
- Assess internal processes and conduct benchmarking/best practice studies to improve the Authority's operations

Airfield Operations Department

Airfield Operations is responsible for administering a safe airfield operating environment, maintaining the Authority’s Operating Certificate through compliance with and enforcement of FAR Part 139, coordinating emergency response activities, enforcing FAA rules and regulations, coordinating North Terminal common use gates, and managing the Authority's shuttle services contract (employee parking, customer parking, and intra-terminal transportation).



BALANCED SCORECARD

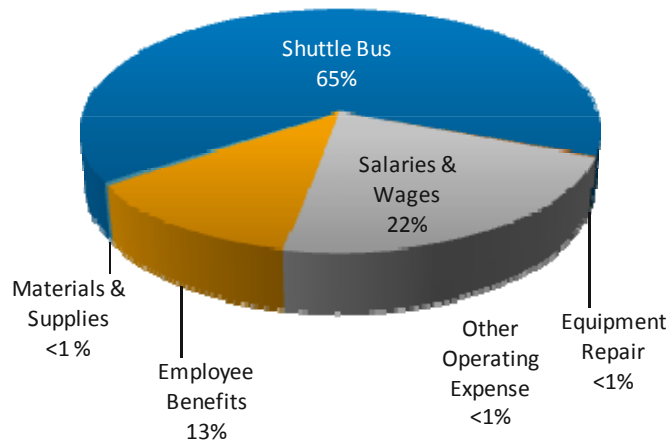
Objectives & Measures	Scorecard Code	FY 2008	FY 2009	FY 2010	FY 2011 Target
Ensure Fiscal Responsibility (F)					
Airfield Operations and Maintenance Cost per Acre (on Airfield)	F 2.3	\$ 3,999	\$ 2,378	\$ 1,925	\$ 2,376
Improve Business and Operating Processes (IP)					
Impact of Runway Closures on Airfield Availability	IP 1.1	DTW 8.9% YIP 10.2%	DTW 10.0% YIP 12.6%	DTW 7.9% YIP 5.4%	DTW 12.0% YIP 5.4%

DEPARTMENT BUDGET

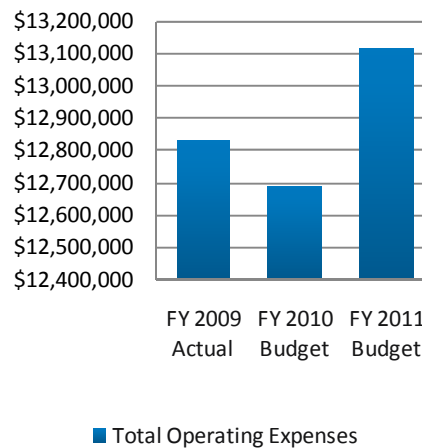
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 2,712,280	\$ 2,787,000	\$ 2,901,600	\$ 114,600	4.1%
Employee Benefits	1,602,827	1,828,000	1,635,400	(192,600)	-10.5%
Materials & Supplies	20,558	50,000	56,400	6,400	12.8%
Shuttle Bus	8,482,900	8,000,000	8,500,000	500,000	6.3%
Equipment Repair	2,041	5,000	5,000	-	0.0%
Other Operating Expense	7,318	15,700	15,700	-	0.0%
Total Operating Expenses	\$ 12,827,925	\$ 12,685,700	\$ 13,114,100	\$ 428,400	3.4%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



RESPONSIBILITIES

- ➔ Ensure compliance with FAR Part 139 through effective enforcement, reporting, planning, and education
- ➔ Perform daily Aircraft Operations Area (AOA) inspections, including monitoring of airfield pavement, lighting, signage, tenant areas, perimeter, FAR Part 77 construction activities, and aircraft run-up compliance
- ➔ Manage airfield capacity and coordinate airfield maintenance activities
- ➔ Monitor, communicate, and coordinate dispatch response activities
- ➔ Inform air carriers, FAA Air Traffic Control (ATC), and Terminal Radar Approach Control (TRACON) about airfield conditions through publication of Notices to Airmen (NOTAMS) and other advisories
- ➔ Process contractor, vendor, and tenant vehicle permit and access requests (including training) for AOA access
- ➔ Manage the Authority's shuttle services contract which includes employee parking, customer parking, and intra-terminal transportation

Facilities, Maintenance & Planning Department

Facilities & Infrastructure is responsible for fulfilling facility and infrastructure management service needs (e.g., preparing lease exhibits, managing the water distribution system, maintenance of parking decks); providing heating, cooling, ventilation, and power distribution to airport users; and ensuring compliance with permits and regulations for stormwater management, air emissions, waste storage and disposal, hazardous materials, wetland and endangered flora management, and wildlife standards.



Maintenance is responsible for ensuring the Detroit Metropolitan Airport airfield, landside grounds, and Authority buildings and property are clean, safe, and compliant with federal, state, and local standards by maintaining signage for a safe traverse of the airfield, roadways, and facilities; delivering core trades services (e.g., electrical, plumbing, carpentry, painting); and maintaining the Authority's vehicles and equipment.

Planning, Design & Construction is responsible for providing oversight, management, and services required to plan, design, construct and/or improve facilities and other infrastructure at Detroit Metropolitan and Willow Run Airports.

Balanced Scorecard

Objectives & Measures	Scorecard Code	FY 2008	FY 2009	FY 2010	FY 2011 Target
Ensure Fiscal Responsibility (F)					
North Terminal Maintenance Cost per Square Foot	F 2.2	\$ 15.48	\$ 11.87	\$ 11.75	\$ 12.42
Cost to Produce 1,000 lbs Steam	F 2.7	N/A	N/A	\$ 146.06	tbd
Improve Business and Operating Processes (IP)					
% Change Construction Contract Cost Due to Change Orders	IP 1.2	5.8%	2.5%	2.8%	5.0%
% Maintenance Labor Hours Spent on Scheduled Maintenance	IP 1.4	59.1%	95.7%	91.5%	90%
Total Electric Consumption (All Facilities and Infrastructure)	IP 1.8	N/A	212.2 million Kwh	210.1 million Kwh	210 million Kwh
Total Gas Consumption (All Facilities and Infrastructure)	IP 1.8	N/A	3.2 million CCF	2.9 million CCF	2.9 million CCF

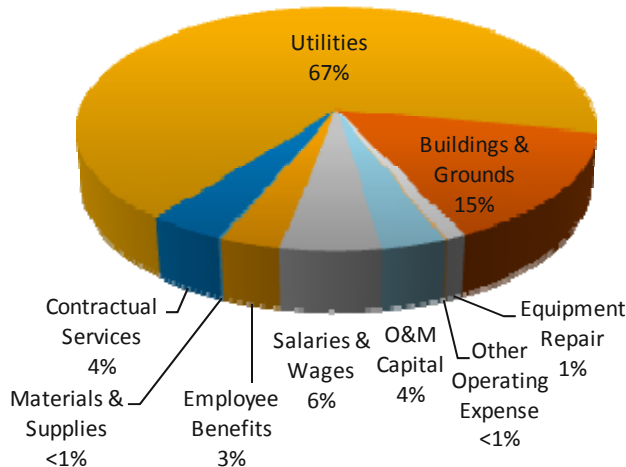
Facilities & Infrastructure

DIVISION BUDGET

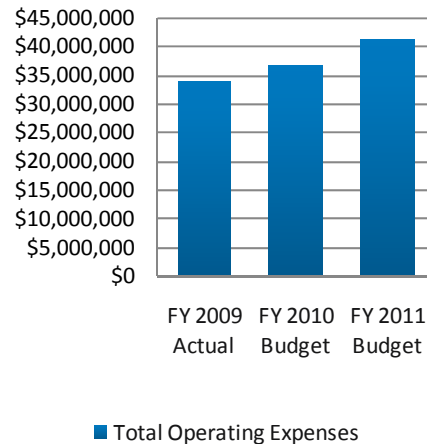
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 1,755,738	\$ 1,443,000	\$ 2,239,500	\$ 796,500	55.2%
Employee Benefits	1,054,794	960,000	1,333,500	373,500	38.9%
Materials & Supplies	39,467	96,900	72,300	(24,600)	-25.4%
Contractual Services	1,098,471	1,905,900	1,714,000	(191,900)	-10.1%
Utilities	26,932,133	29,792,900	27,686,700	(2,106,200)	-7.1%
Buildings & Grounds	2,428,888	2,103,700	6,142,300	4,038,600	192.0%
Equipment Repair	288,304	447,000	445,900	(1,100)	-0.2%
Other Operating Expense	44,223	78,100	57,000	(21,100)	-27.0%
O&M Capital	121,914	-	1,408,000	1,408,000	n/a
Total Operating Expenses	\$ 33,763,931	\$ 36,827,500	\$ 41,099,200	\$ 4,271,700	11.6%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



Responsibilities

- ➔ Monitor utility resource distribution network, access, and consumption including the Authority’s drinking water, natural gas and electrical distribution systems; procure and sell utility commodities; and ensure reliability and compliance with all utility-related codes and regulations
- ➔ Manage airfield pavement, lighting, signage, roads, and bridge infrastructure; ensure inspections and pavement condition index are completed and results provided to governing agencies in a timely manner
- ➔ Manage property/facility space assignments and infrastructure assets, including wayfinding signage design and management
- ➔ Maintain Detroit Metropolitan and Willow Run airports’ infrastructure record drawings and specifications

Department & Division Summaries

- Manage the stormwater system in compliance with federal Natural Pollutant Discharge Elimination System (NPDES) permits
- Oversee environmental activities including de-icing fluid collection, recycling, and disposal; hazardous material testing and abatement; wetlands mitigation; air quality permits management; and oversight of Metro Airport's wildlife management plan

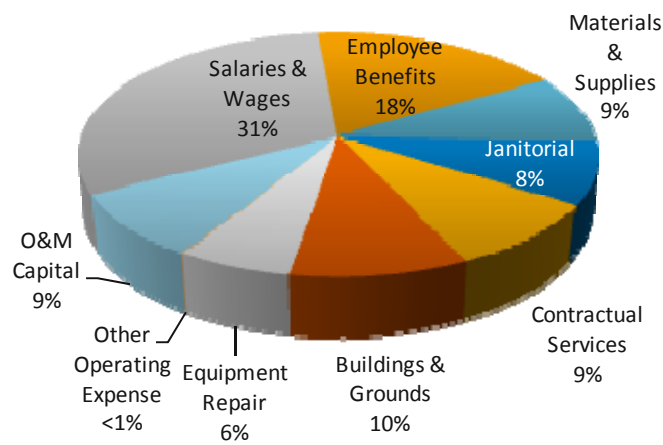
Maintenance

DIVISION BUDGET

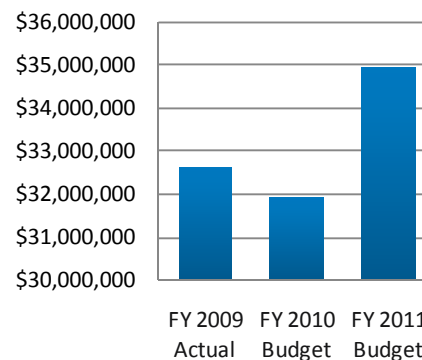
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 11,827,532	\$ 11,007,000	\$ 10,868,600	\$ (138,400)	-1.3%
Employee Benefits	6,409,733	7,154,000	6,328,400	(825,600)	-11.5%
Materials & Supplies	3,176,672	2,410,500	3,098,200	687,700	28.5%
Janitorial	2,746,510	2,741,000	2,902,300	161,300	5.9%
Contractual Services	3,723,194	3,522,700	3,145,600	(377,100)	-10.7%
Buildings & Grounds	2,362,767	2,675,700	3,382,800	707,100	26.4%
Equipment Repair	2,002,793	2,033,400	2,154,800	121,400	6.0%
Other Operating Expense	33,202	35,600	29,400	(6,200)	-17.4%
O&M Capital	338,770	350,000	3,033,000	2,683,000	766.6%
Total Operating Expenses	\$ 32,621,173	\$ 31,929,900	\$ 34,943,100	\$ 3,013,200	9.4%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



Total Expenses FY 2009 to FY 2011



■ Total Operating Expenses

RESPONSIBILITIES

- Perform building maintenance, including plumbing infrastructure, painting services, interior electrical systems, exterior electrical systems (e.g., parking lots/decks, roadways, airfield lighting), and carpentry work
- Fabricate, install, and maintain signage on the airfield and roadways, in the terminals, and in administration buildings

- ➔ Manage major service internal building contracts (e.g. elevator/escalator repair, janitorial) and exterior service contracts (e.g. snow removal, pavement repair, landscaping)
- ➔ Maintain, and repair power plant and heating, ventilation, and air conditioning (HVAC) equipment on Authority property
- ➔ Manage equipment repair services; prepare new equipment and vehicles for users
- ➔ Ensure FAR Part 139 compliance through management of field maintenance services
- ➔ Maintain airfield, roadway, and non-revenue parking lots, including the repair of pavement and fences

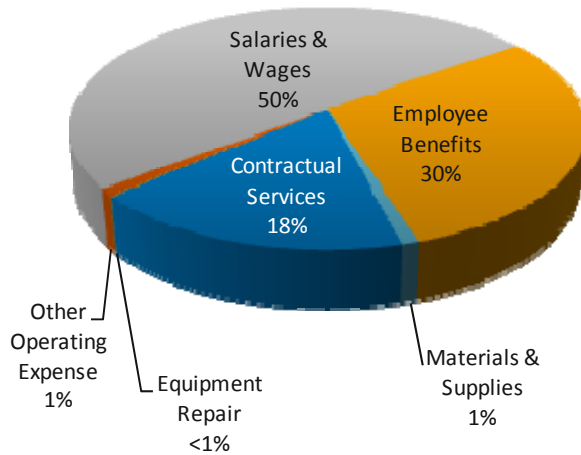
Planning, Design & Construction

DIVISION BUDGET

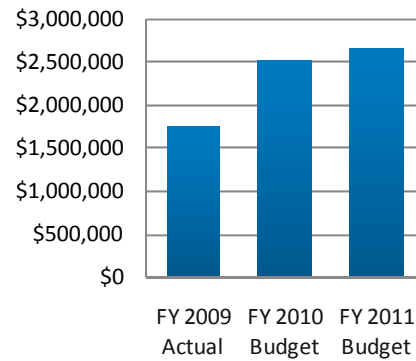
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 986,887	\$ 1,329,000	\$ 1,333,100	\$ 4,100	0.3%
Employee Benefits	621,087	891,000	788,700	(102,300)	-11.5%
Materials & Supplies	20,446	24,700	25,700	1,000	4.0%
Contractual Services	103,160	261,000	470,000	209,000	80.1%
Equipment Repair	2,820	2,000	2,000	-	0.0%
Other Operating Expense	8,323	15,700	24,800	9,100	58.0%
Total Operating Expenses	\$ 1,742,722	\$ 2,523,400	\$ 2,644,300	\$ 120,900	4.8%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



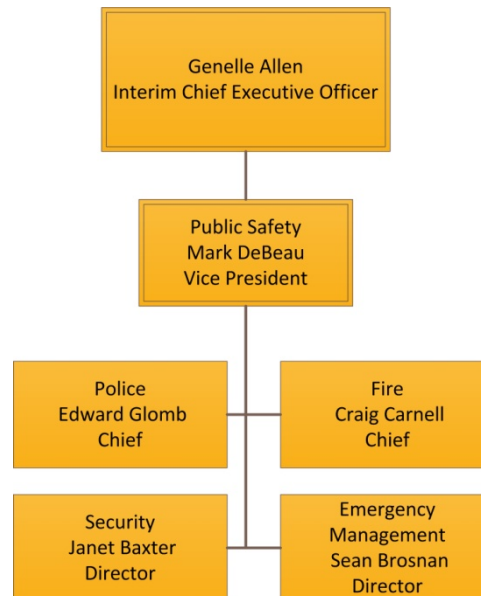
■ Total Operating Expenses

RESPONSIBILITIES

- Development and implementation of the Authority's Capital Improvement Program (CIP)
- Manage project planning, design, and construction phases including environmental testing, bidding, contract award, and project initiation processes
- Administer engineering and construction contracts
- Provide construction oversight, inspection and material testing
- Develop and guide the implementation of the Airport Master Plan
- Issue construction and alteration (C/A) permits for acceptable tenant projects; review compliance with applicable requirements
- Develop, maintain, and ensure compliance with Authority standards for construction and development

Public Safety Department

Public Safety is responsible for providing for the safety and security of all airport users and their property and for preserving Authority assets through police, fire and aircraft rescue, security, emergency medical, dispatch, and emergency management personnel.



- **Police** is responsible for ensuring the safety and protection of the Detroit Metropolitan Airport community through professional law enforcement and public service and providing professional police, fire, and emergency management dispatch services in order to ensure safety, protection, and efficient and effective communications.
- **Security** is responsible for the safe and efficient movement of authorized individuals and vehicles into restricted areas of Metro Airport while maintaining compliance with Federal regulations and the Authority security program.
- **Fire** is responsible for delivering aircraft rescue/firefighting, structural fire suppression, fire prevention, emergency medical services, and public education to the public and business community in order to maintain the safest environment possible for the traveling public, contracted parties, and Authority employees.
- **Emergency Management** is responsible for providing the highest level of emergency preparedness, planning, response, and recovery for the Detroit Metropolitan and Willow Run airports, other government entities, public and private sector employees, and the traveling public. Specific duties include soliciting grants/funding to support emergency management efforts and serving as a liaison between the Authority, the Airport community, and other regional communities for emergency preparedness, training activities, and related events.

Balanced Scorecard

Objectives & Measures	Scorecard Code	FY 2008	FY 2009	FY 2010	FY 2011 Target
Improve Business and Operating Processes (IP)					
Emergency Response Time Above Industry Standard	IP 1.5				
% Dispatch Response Less Than 60 seconds	IP 1.5	68.3%	96.0%	98.1%	95.0%
% Police Response Less Than 5 Minutes	IP 1.5	85.9%	94.8%	94.6%	95.0%
% Fire Response Less Than 3 Minutes	IP 1.5	97.0%	100.0%	100.0%	100.0%
% EMS Response Less Than 4 Minutes	IP 1.5	89.0%	95.4%	91.5%	90.0%

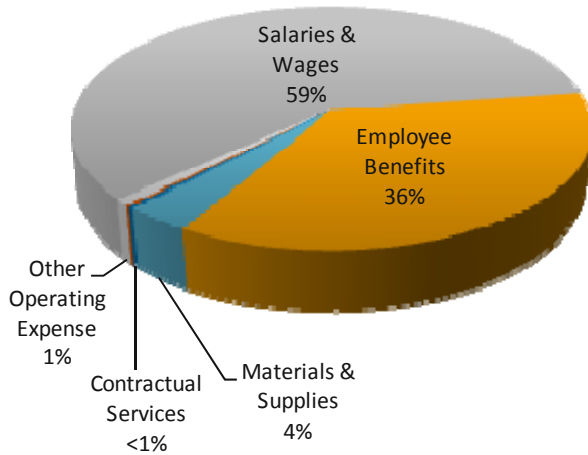
Police

DIVISION BUDGET

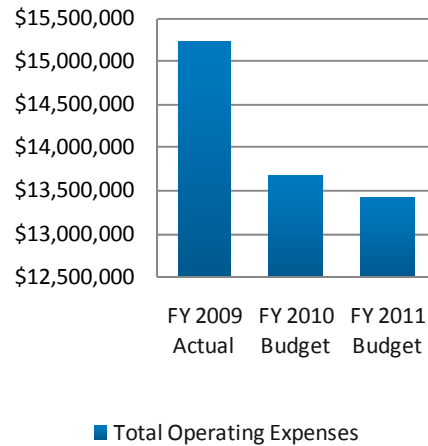
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 9,350,146	\$ 7,828,000	\$ 7,976,600	\$ 148,600	1.9%
Employee Benefits	5,355,243	5,187,000	4,769,400	(417,600)	-8.1%
Materials & Supplies	390,704	471,200	489,300	18,100	3.8%
Contractual Services	21,665	38,000	39,800	1,800	4.7%
Buildings & Grounds	220	-	-	-	-
Equipment Repair	3,222	32,200	32,200	-	0.0%
Other Operating Expense	92,910	117,700	115,500	(2,200)	-1.9%
Total Operating Expenses	\$ 15,214,108	\$ 13,674,100	\$ 13,422,800	\$ (251,300)	-1.8%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



RESPONSIBILITIES

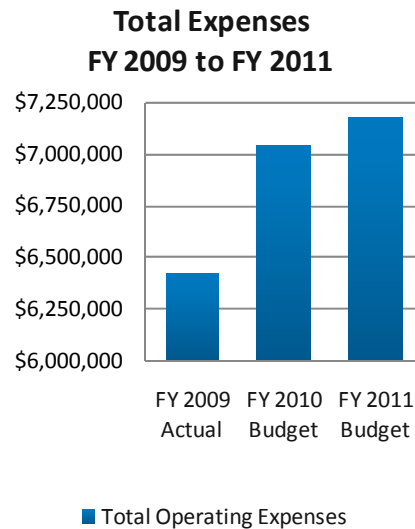
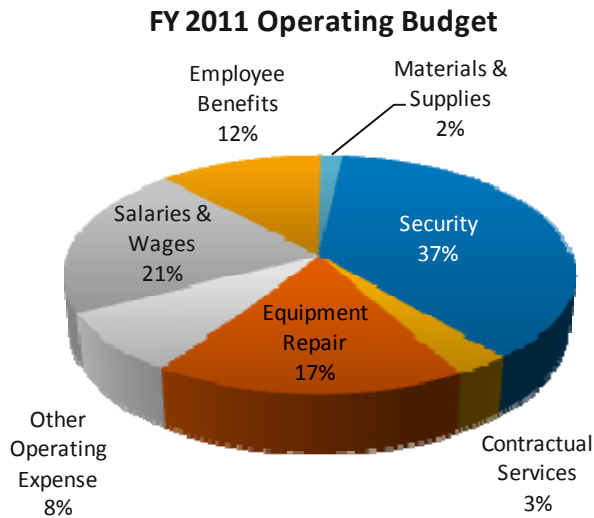
- ➔ Ensure the safety and protection of the Detroit Metropolitan Airport community through professional law enforcement and public service
- ➔ Provide professional police, fire, and emergency management dispatch services in order to ensure safety, protection, and efficient and effective communications for the Authority community

Security

DIVISION BUDGET

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 1,515,193	\$ 1,345,000	\$ 1,478,800	\$ 133,800	9.9%
Employee Benefits	981,221	896,000	866,400	(29,600)	-3.3%
Materials & Supplies	95,580	99,600	109,600	10,000	10.0%
Security	2,657,097	2,660,000	2,660,000	-	0.0%
Contractual Services	153,252	200,100	222,000	21,900	10.9%
Equipment Repair	977,959	1,230,600	1,230,600	-	0.0%
Other Operating Expense	10,400	604,400	604,400	-	0.0%
O&M Capital	26,764	-	-	-	-
Total Operating Expenses	\$ 6,417,465	\$ 7,035,700	\$ 7,171,800	\$ 136,100	1.9%

Figures in table may not sum to total due to rounding.



RESPONSIBILITIES

- ➔ Enforce security rules and regulations in restricted areas (e.g., monitor/ respond to access control issues 24x7, patrol by Authority staff, checkpoint management by contracted guards)
- ➔ Control access to secured areas through effective management of the airport badging system (including credential checks, security checks, and controlling accountability for all IDs)
- ➔ Maintain compliance with Code of Federal Regulations (CFR) 1542, Airport security plan, and rules and regulations

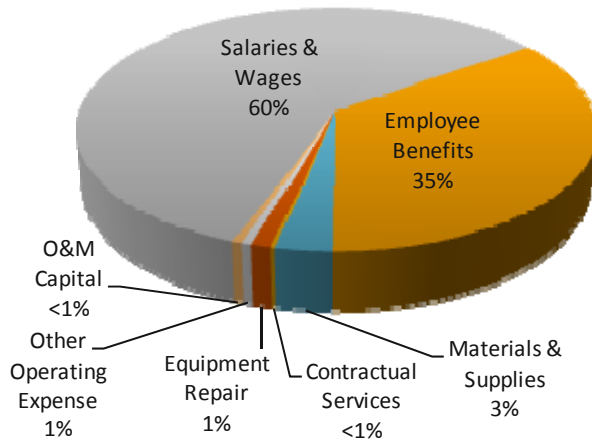
Fire

DIVISION BUDGET

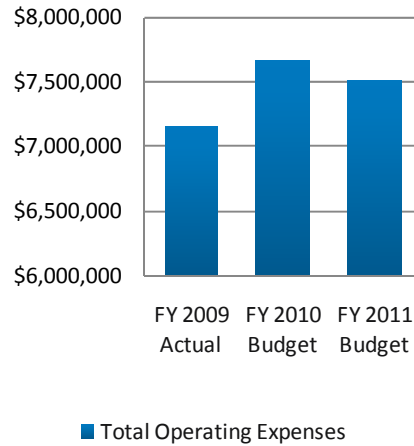
	<u>FY 2009 Actual</u>	<u>FY 2010 Budget</u>	<u>FY 2011 Budget</u>	<u>Budget Change</u>	<u>Percent Change</u>
Operating Expenses					
Salaries & Wages	\$ 4,308,672	\$ 4,384,000	\$ 4,479,800	\$ 95,800	2.2%
Employee Benefits	2,583,838	2,872,000	2,617,800	(254,200)	-8.9%
Materials & Supplies	169,926	231,450	233,000	1,550	0.7%
Janitorial	552	-	-	-	-
Contractual Services	5,881	7,000	17,500	10,500	150.0%
Equipment Repair	67,810	73,500	83,500	10,000	13.6%
Other Operating Expense	11,205	39,400	41,000	1,600	4.1%
O&M Capital	-	48,000	35,000	(13,000)	-27.1%
Total Operating Expenses	\$ 7,147,885	\$ 7,655,350	\$ 7,507,600	\$ (147,750)	-1.9%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



RESPONSIBILITIES

- ➔ Provide airport rescue and fire fighting (ARFF) and emergency medical services (EMS)
- ➔ Coordinate and implement fire inspection and prevention program services
- ➔ Coordinate fire/rescue/EMS training activities that pertain to FAR Part 139 and State of Michigan Department of Consumer Industrial Services

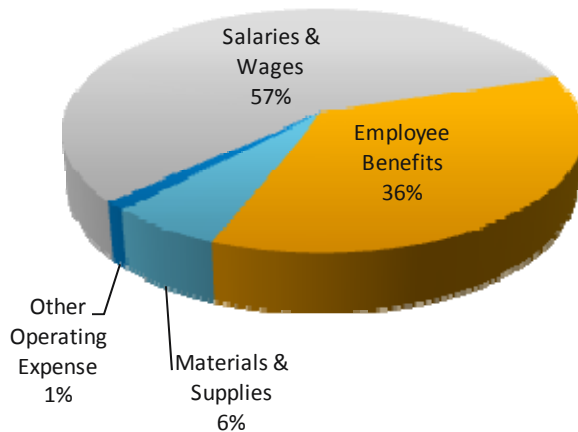
Emergency Management

DIVISION BUDGET

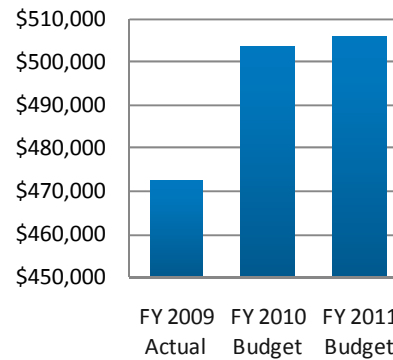
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 282,688	\$ 285,000	\$ 287,400	\$ 2,400	0.8%
Employee Benefits	175,220	202,000	181,100	(20,900)	-10.3%
Materials & Supplies	12,610	10,350	31,100	20,750	200.5%
Other Operating Expense	1,728	6,400	6,400	-	0.0%
Total Operating Expenses	\$ 472,246	\$ 503,750	\$ 506,000	\$ 2,250	0.4%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



■ Total Operating Expenses

RESPONSIBILITIES

- Administer the Authority’s emergency management response to “all hazards”
- Ensure that the Authority’s emergency plans meet local, state, and federal regulations
- Solicit grants/funding to support emergency management and other Authority programs
- Act as a liaison with the airport community for emergency preparedness and training, and related event activities
- Provide the airport community with emergency preparedness training in compliance with FAR Part 139 and TSA part 1542
- Represent the Authority on local, regional, and state emergency management and/or homeland security committees, boards, etc. as appropriate

Business Development Department

Business Development and Management Department is responsible for planning, organizing, and managing all non-airline revenue-generating functions and consists of five functional Divisions.



Business Development Administration is responsible for supplying Authority decision makers with accurate and timely financial information for decisions on revenue generation and provides support to the Concessions, Landside Services, Aviation Services, and Real Estate divisions.

Concessions is responsible for delivering a variety of services to the traveling public, airlines, and visitors (including food, beverage, retail, duty-free, car rental, in-flight kitchen, and fixed-based operator services) as well as overseeing the design of new and existing venues, managing all related construction and contractual obligations, conducting plan reviews of renovations, and monitoring and evaluating existing concession performance.

Landside Services is responsible for delivering on-airport parking and ground transportation services to airport patrons through overseeing Detroit Metropolitan Airport's parking contractor, managing the airport's parking facilities, and enforcing ground transportation customer service standards.

Air Service Development is responsible for improving air service through the development and implementation of research, marketing, and media outreach programs.

Real Estate Services manages airline and commercial real estate, collectively responsible for maximizing the utilization of airport property to increase revenues.

Balanced Scorecard

Objectives & Measures	Scorecard Code	FY 2008	FY 2009	FY 2010	FY 2011 Target
Provide an Exciting and Friendly Airport Experience (CS)					
Terminal Food & Beverage/Retail Revenue per Enplanement (reported to Authority)	CS 1.3	\$ 1.37	\$ 1.60	\$ 1.52	\$ 1.49
Grow Non-Airline Revenue (F)					
Non-Airline, Passenger Related Revenue per Enplanement	F 1.1	\$ 7.52	\$ 7.60	\$ 7.42	\$ 7.34
Overall Cargo Tonnage Handled by Metric Ton (DTW)	F 1.2	223,605	161,368	184,394	185,000
Overall Cargo Landed by Metric Ton (YIP)	F 1.2	88,643	41,172	84,092	85,000

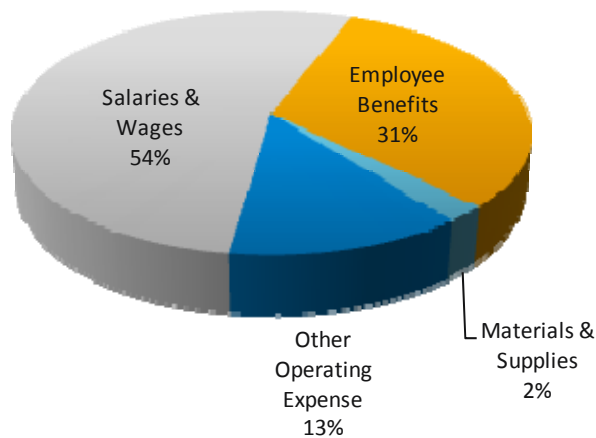
Business Development Administration

DIVISION BUDGET

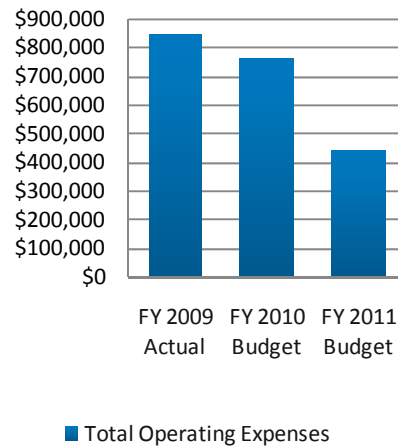
	<u>FY 2009 Actual</u>	<u>FY 2010 Budget</u>	<u>FY 2011 Budget</u>	<u>Budget Change</u>	<u>Percent Change</u>
Operating Expenses					
Salaries & Wages	\$ 535,288	\$ 419,000	\$ 236,100	\$ (182,900)	-43.7%
Employee Benefits	247,676	275,000	137,200	(137,800)	-50.1%
Materials & Supplies	6,736	10,000	9,800	(200)	-2.0%
Other Operating Expense	53,521	56,700	56,700	-	0.0%
Total Operating Expenses	\$ 843,221	\$ 760,700	\$ 439,800	\$ (320,900)	-42.2%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



RESPONSIBILITIES

- Compile sales and revenue data to maximize concessionaire's performance by reviewing monthly operating statements, venue comparisons, merchandising adjustments, and re-concepting of venues
- Reconcile all Certified Annual Audit reports from Concessions
- Provide parking ticket security and control

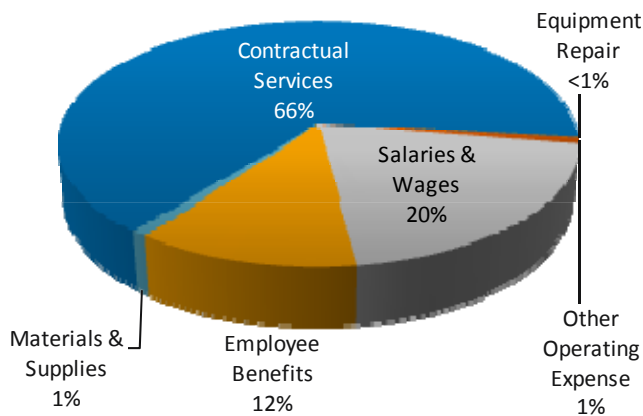
Concessions

Division Budget

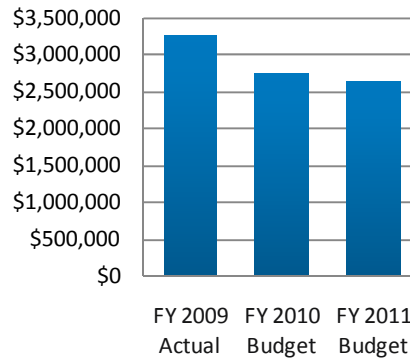
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 632,959	\$ 541,000	\$ 535,700	\$ (5,300)	-1.0%
Employee Benefits	368,239	370,000	318,000	(52,000)	-14.1%
Materials & Supplies	6,017	9,000	24,000	15,000	166.7%
Contractual Services	1,746,787	1,792,000	1,727,000	(65,000)	-3.6%
Equipment Repair	408	1,000	1,000	-	0.0%
Other Operating Expense	496,996	20,300	20,300	-	0.0%
Total Operating Expenses	\$ 3,251,406	\$ 2,733,300	\$ 2,626,000	\$ (107,300)	-3.9%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



■ Total Operating Expenses

RESPONSIBILITIES

- Ensure that all venues open for business comply with design/construction code requirements and Federal Food Code through plan reviews, monitoring, and enforcement
- Maximize the quality of goods and services delivered by concessionaires through site reviews, review of concessionaires' monthly operating statements, venue comparisons, merchandising adjustments, and "re-concepting" of venues
- Conduct mystery shopper survey program, review findings, and use the results for quality and customer service improvements
- Administer the market basket and benchmark surveys, report findings to concessionaires, and either correct or implement adjustments
- Facilitate completion of concessionaire venues by tracking/monitoring the design, permit, and construction schedules

- Market the concession program to internal and external audience to enhance Detroit Metropolitan Airport's revenue stream and industry-wide image

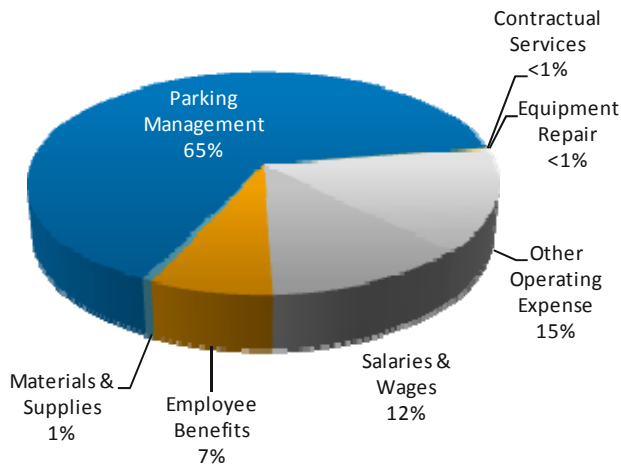
Landside Services

DIVISION BUDGET

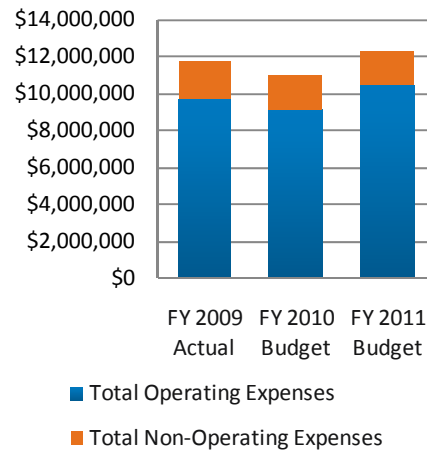
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 1,598,268	\$ 1,221,000	\$ 1,274,300	\$ 53,300	4.4%
Employee Benefits	907,811	823,000	747,700	(75,300)	-9.1%
Materials & Supplies	27,701	59,500	61,500	2,000	3.4%
Parking Management	7,082,235	7,000,000	6,800,000	(200,000)	-2.9%
Contractual Services	9,000	12,000	12,000	-	0.0%
Equipment Repair	7	-	-	-	-
Other Operating Expense	7,574	4,700	1,534,700	1,530,000	32553.2%
Total Operating Expenses	9,632,596	9,120,200	10,430,200	1,310,000	14.4%
Non-Operating Expenses					
Funding Requirements	2,077,625	1,865,000	1,880,000	15,000	0.8%
Total Non-Operating Expenses	2,077,625	1,865,000	1,880,000	15,000	0.8%
TOTAL EXPENSES	\$ 11,710,221	\$ 10,985,200	\$ 12,310,200	\$ 1,325,000	12.1%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



RESPONSIBILITIES

- Oversee financial and operational performance of the parking contractor and parking operation, including financial and operational planning, customer service improvements, marketing enhancements, and annual performance audit
- Manage commercial vehicle access program, including limousines, taxicabs, rental car shuttle buses

Department & Division Summaries

- Facilitate high quality parking and commercial vehicle access facilities and amenities, including curbside, informational/directional signage, lighting, and roadway improvements
- Organize special event requirements

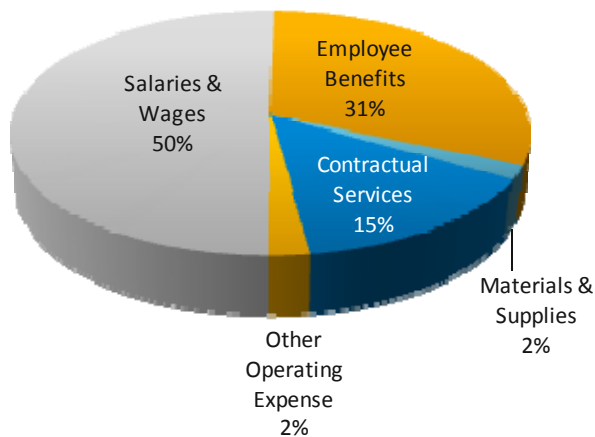
Real Estate Services

DIVISION BUDGET

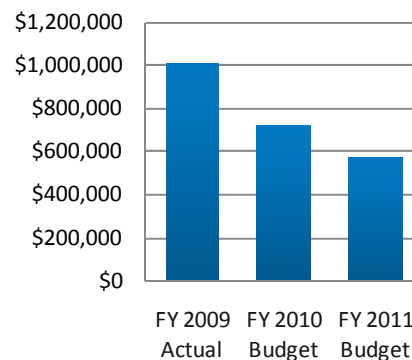
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 341,180	\$ 129,000	\$ 138,500	\$ 9,500	7.4%
Employee Benefits	127,925	90,000	86,000	(4,000)	-4.4%
Materials & Supplies	4,218	5,500	5,000	(500)	-9.1%
Contractual Services	-	40,000	40,000	-	0.0%
Other Operating Expense	6,559	6,000	6,000	-	0.0%
Total Operating Expenses	\$ 1,009,486	\$ 720,500	\$ 572,500	\$ (148,000)	-20.5%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



Total Expenses FY 2009 to FY 2011



■ Total Operating Expenses

RESPONSIBILITIES

- Manage airport property activity, including coordination of property issues among Authority staff, airline tenants, and non-airline tenants
- Create internal checklist for proper notification, follow-up, and resolution of property management issues
- Create/update an airport property inventory list to accurately reflect on-airport property status and implement into real estate inventory list for all airport properties
- Develop design criteria for consistent leasehold areas in North Terminal
- Create land use plan (LUP)
- Explore and pursue growth and new commercial development opportunities

- Initiate development for commercial projects

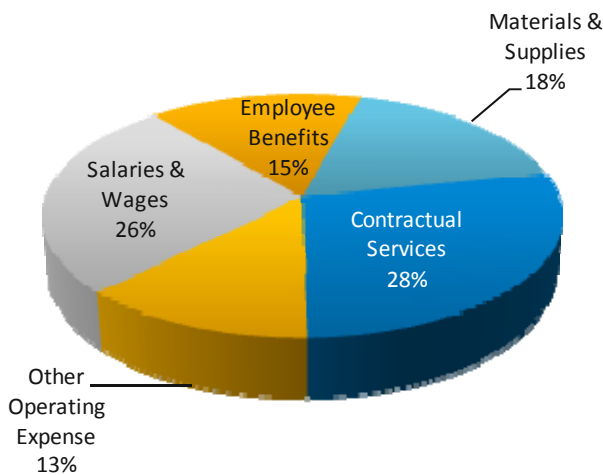
Air Service Development

DIVISION BUDGET

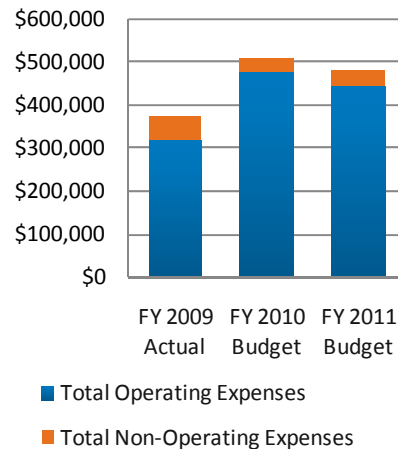
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
Operating Expenses					
Salaries & Wages	\$ 98,400	\$ 117,000	\$ 117,000	\$ -	0.0%
Employee Benefits	78,103	77,000	68,400	(8,600)	-11.2%
Materials & Supplies	69,805	74,500	77,500	3,000	4.0%
Contractual Services	27,519	124,000	124,000	-	0.0%
Other Operating Expense	45,820	81,600	56,600	(25,000)	-30.6%
Total Operating Expenses	319,647	474,100	443,500	(30,600)	-6.5%
Non-Operating Expenses					
Interest & Financing	51,680	34,000	34,000	-	0.0%
Total Non-Operating Expenses	51,680	34,000	34,000	-	0.0%
TOTAL EXPENSES	\$ 371,326	\$ 508,100	\$ 477,500	\$ (30,600)	-6.0%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



Total Expenses FY 2009 to FY 2011



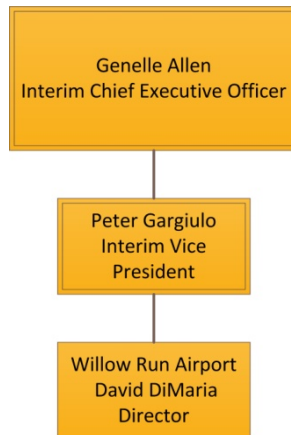
RESPONSIBILITIES

- Develop and/or maintain air service development and marketing strategies for Detroit Metropolitan Airport
- Analyze aviation industry data and trends resulting in recommendations for new and/or improved air service
- Develop passenger and revenue forecasts for airlines; direct economic impact analyses of air service
- Identify positive air service trends that can be used to enhance Detroit Metropolitan Airport's image in the local community and with connecting passengers

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Willow Run Airport

Managed by the Wayne County Airport Authority, Willow Run Airport is located seven miles west of Detroit Metropolitan Airport. Occupying 2,600 acres, Willow Run serves cargo, corporate, and general aviation clients. The airport offers five runways, 24-hour FAA Tower, and U.S. customs operations, to provide ease of access for its users. Willow Run's runways include ILS all-weather and crosswind runways. The airport accommodates small private planes, as well as international 747 cargo jets. Cargo, corporate, and general aviation clients prefer Willow Run, as it provides the advantages of a large airport and the conveniences of a small one.



In its National Plan of Airport Systems (NPIAS), the FAA classifies the airport as a reliever. Reliever airports are high-capacity general aviation airports in major metropolitan areas that provide an alternative to more congested commercial service airports. There are 260 airports listed in the NPIAS.

Willow Run Airport handles over 100,000 operations per year. Approximately 500 million pounds of cargo are transferred through the airport annually, making Willow Run the third largest airport in the State of Michigan.

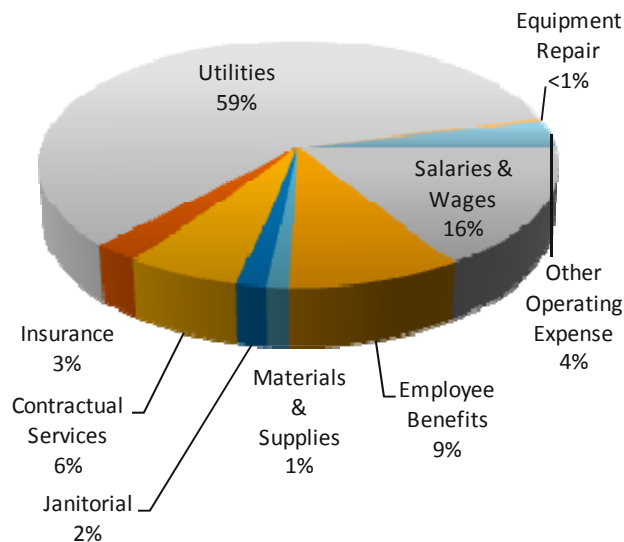
Willow Run Administration

DIVISION BUDGET

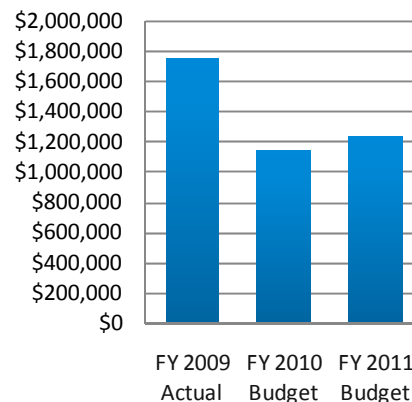
	<u>FY 2009 Actual</u>	<u>FY 2010 Budget</u>	<u>FY 2011 Budget</u>	<u>Budget Change</u>	<u>Percent Change</u>
EXPENSES					
Operating Expenses					
Salaries & Wages	\$ 252,119	\$ 186,000	\$ 196,000	\$ 10,000	5.4%
Employee Benefits	92,276	127,000	117,400	(9,600)	-7.6%
Materials & Supplies	13,321	19,100	15,600	(3,500)	-18.3%
Janitorial	5,160	-	20,000	20,000	n/a
Contractual Services	76,500	80,000	78,000	(2,000)	-2.5%
Insurance	44,986	25,000	32,000	7,000	28.0%
Utilities	1,179,990	650,000	725,000	75,000	11.5%
Equipment Repair	41	5,000	5,000	-	0.0%
Other Operating Expense	87,287	53,100	43,600	(9,500)	-17.9%
Total Operating Expenses	1,751,680	1,145,200	1,232,600	87,400	7.6%
Non-Operating Expenses					
Interest & Financing	34,733	-	16,000	16,000	n/a
Funding Requirements	(8,081,881)	(494,300)	(890,100)	(395,800)	80.1%
Total Non-Operating Expenses	(8,047,148)	(494,300)	(874,100)	(379,800)	76.8%
TOTAL EXPENSES	\$ (6,295,469)	\$ 650,900	\$ 358,500	\$ (292,400)	-44.9%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Operating Expenses
FY 2009 to FY 2011**



■ Total Operating Expenses

RESPONSIBILITIES

- Deliver Operations, Maintenance, and Public Safety services to ensure a safe and secure operation

- Manage the airport's business affairs, including finance, data collection, leases, procurement, billings, and receivables
- Participates in the development and implementation of Willow Run’s Capital Improvement Program, including grant development, plan reviews, construction oversight, master plan updates, and environmental assessments
- Expand the marketing reach of airport facilities and services
- Address all FAA Part 139 Letter Of Correction (LOC) items to be completed by Willow Run Airport within FAA’s required time frame

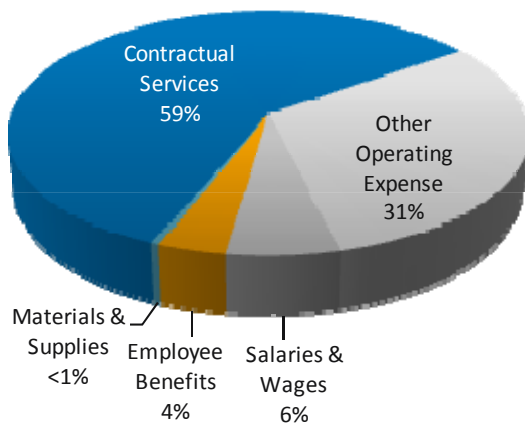
Willow Run Operations

DIVISION BUDGET

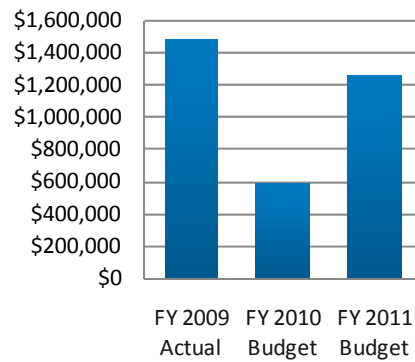
	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Budget Change	Percent Change
EXPENSES					
Operating Expenses					
Salaries & Wages	\$ 273,974	\$ 74,000	\$ 77,000	\$ 3,000	4.1%
Employee Benefits	117,352	50,000	46,000	(4,000)	-8.0%
Materials & Supplies	5,142	13,000	5,500	(7,500)	-57.7%
Contractual Services	673,179	56,000	740,500	684,500	1222.3%
Utilities	8,856	-	-	-	-
Equipment Repair	1,390	-	-	-	-
Other Operating Expense	395,595	387,500	387,500	-	0.0%
Total Operating Expenses	\$ 1,475,488	\$ 580,500	\$ 1,256,500	\$ 676,000	116.5%

Figures in table may not sum to total due to rounding.

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



■ Total Operating Expenses

RESPONSIBILITIES

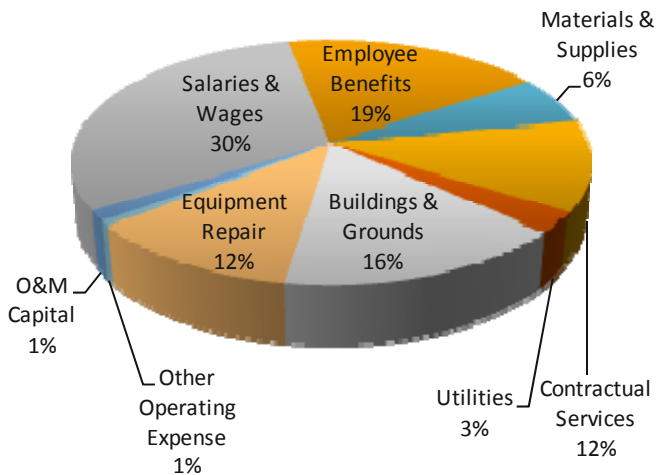
- Ensure the safety and protection of Willow Run properties through crime prevention, enforcement of laws, recovery of lost or stolen property, facilitation of the safe and efficient movement of vehicular and pedestrian traffic, and support and enforcement of all appropriate related regulations
- Provide fire suppression and emergency medical services to all airlines, tenants, employees, and passengers
- Ensure the safety, security, and protection of the traveling public and Willow Run community through the enforcement of all applicable federal and Airport rules and procedures
- Perform U.S. Customs inspections of inbound and outbound international aircraft
- Respond to incidents and emergencies (e.g. fire, security, snow removal, construction, special occasions, and dignitary details)
- Perform daily AOA inspections, including monitoring and condition reporting of airfield pavement, lighting, signage, perimeter, and tenant areas
- Inform air carriers, FAA, and ATC about airfield conditions through publication of Notices to Airmen (NOTAMs)
- Administer restricted area access privileges, issue credentials, and provide security and driver's training for all internal and external customers requiring AOA access
- Respond to incidents and emergencies (e.g., aircraft emergencies/crashes, fire, security, snow removal, and wildlife mitigation)
- Ensure compliance of Transportation Security Administration (TSA) Part 1542 (Airport Security) for cargo airports

Willow Run Maintenance

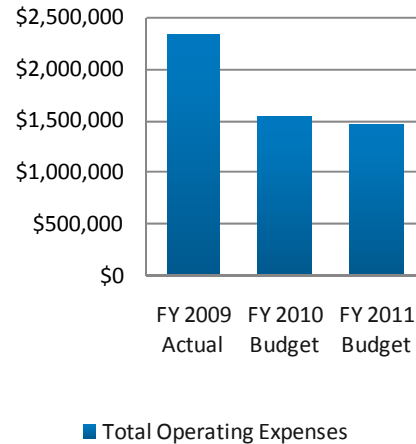
DIVISION BUDGET

	<u>FY 2009 Actual</u>	<u>FY 2010 Budget</u>	<u>FY 2011 Budget</u>	<u>Budget Change</u>	<u>Percent Change</u>
EXPENSES					
Operating Expenses					
Salaries & Wages	\$ 1,085,718	\$ 416,000	\$ 442,000	\$ 26,000	6.3%
Employee Benefits	581,620	294,000	271,900	(22,100)	-7.5%
Materials & Supplies	108,471	100,500	93,000	(7,500)	-7.5%
Janitorial	10,204	25,000	-	(25,000)	-
Contractual Services	148,209	222,500	170,500	(52,000)	-23.4%
Utilities	12,500	45,000	40,000	(5,000)	-11.1%
Buildings & Grounds	138,895	186,000	230,000	44,000	23.7%
Equipment Repair	227,218	212,000	172,000	(40,000)	-18.9%
Other Operating Expense	6,832	9,600	9,600	-	0.0%
O&M Capital	8,547	20,000	20,000	-	0.0%
Total Operating Expenses	\$ 2,328,214	\$ 1,530,600	\$ 1,449,000	\$ (81,600)	-5.3%

FY 2011 Operating Budget



**Total Expenses
FY 2009 to FY 2011**



RESPONSIBILITIES

- ➔ Maximize the safety, cleanliness, and overall quality of the Willow Run Airport grounds
- ➔ Optimize vendor performance through effective contract management
- ➔ Perform snow removal and landscaping services

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Appendix A: Supplemental Aviation Statistics

Departures – Metro Airport

Airline	September 2009	September 2010	Change	Percent Change
Air Canada Jazz / Air Georgian	2.3	2.5	0.2	9%
Air France	1.0	1.0	0.0	3%
Air Tran Airways	5.4	5.7	0.3	6%
American Airlines / American Eagle	17.5	16.6	-0.9	-5%
Continental Airlines / Continental Express	9.8	9.8	0.0	0%
Delta Air Lines / Delta Connection	449.3	512.7	63.4	14%
Frontier Airlines / Republic Airlines	2.9	3.0	0.1	3%
Lufthansa German Airlines	1.0	1.0	0.0	0%
Royal Jordanian Airlines	0.3	0.2	-0.1	-33%
Southwest Airlines	15.4	15.7	0.2	2%
Spirit Airlines	12.7	13.7	1.0	8%
United Airlines / United Express	13.1	13.1	0.0	0%
US Airways / US Airways Express	18.9	19.6	0.7	4%
Total DTW	549.5	614.5	65.1	12%

FIGURE 20: AVERAGE DAILY DEPARTURES AT METRO AIRPORT SEPTEMBER 2009 COMPARED TO SEPTEMBER 2010

Departures – Top U.S. Airports

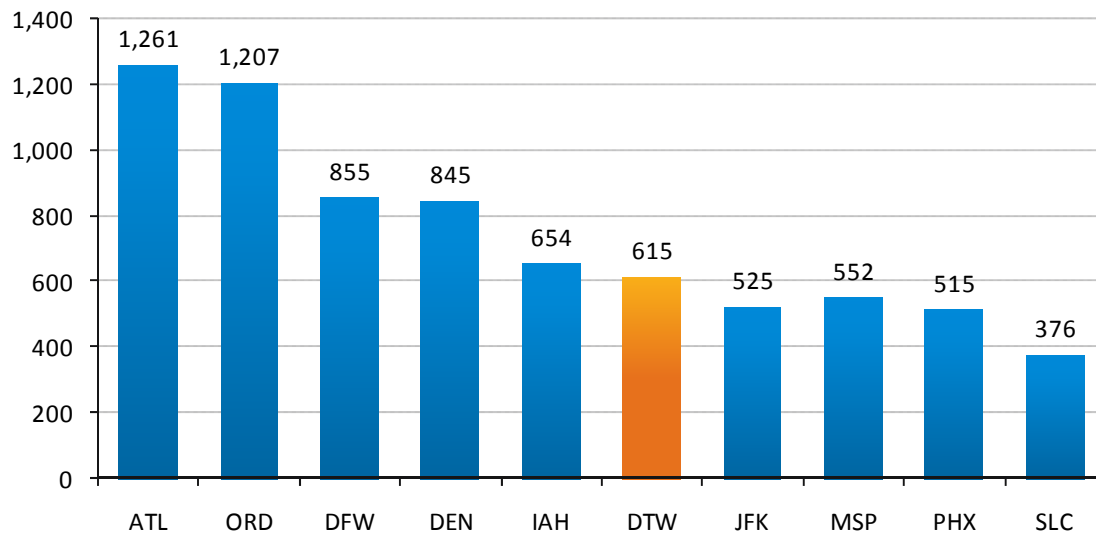


FIGURE 21: METRO AIRPORT & PEER AIRPORTS SCHEDULED DAILY DEPARTURES SEPTEMBER 2010

A list of airport codes is found on page 136.

Daily Departures Percentage Change - Metro Airport & Peer Airports

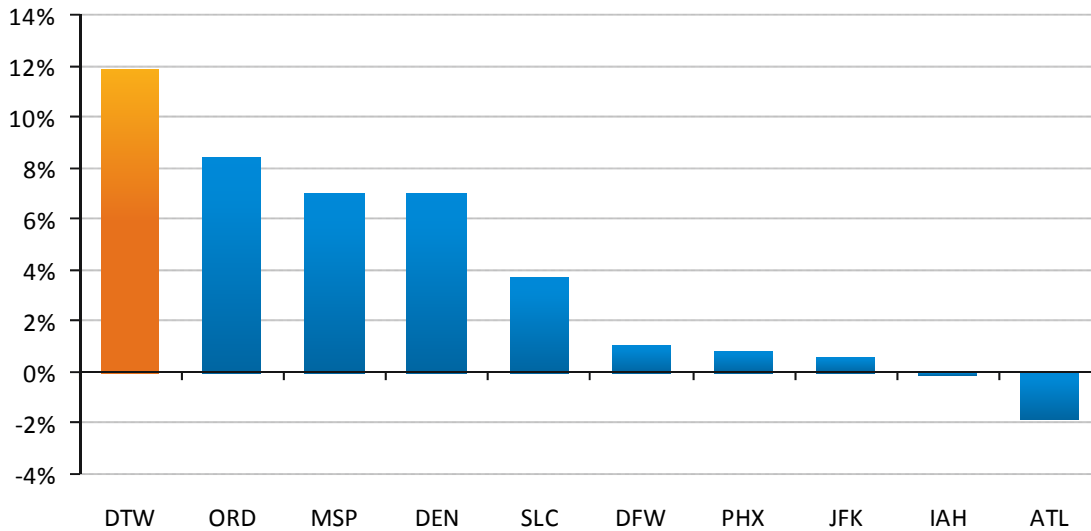


FIGURE 22: METRO AIRPORT & PEER AIRPORTS PERCENT CHANGE IN DAILY DEPARTURES SEPTEMBER 2009 COMPARED TO SEPTEMBER 2010

Passenger Traffic - Top U.S. & Canadian Airports

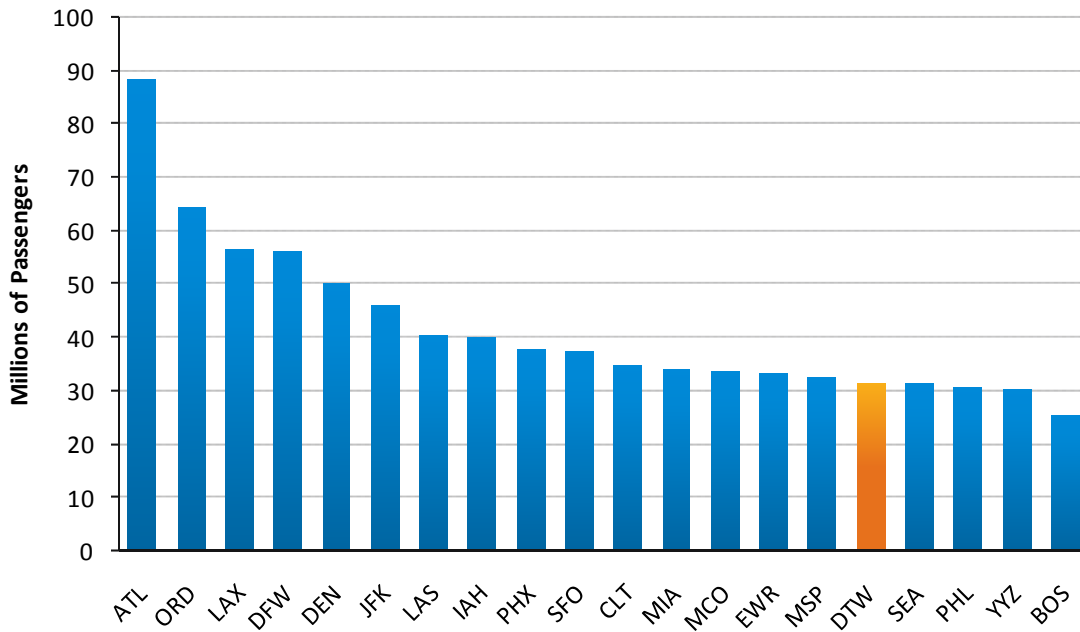


FIGURE 23: METRO AIRPORT & PEER AIRPORTS PASSENGER TRAFFIC CY 2009

A list of airport codes is found on page 136.

Operations - Top U.S. Airports

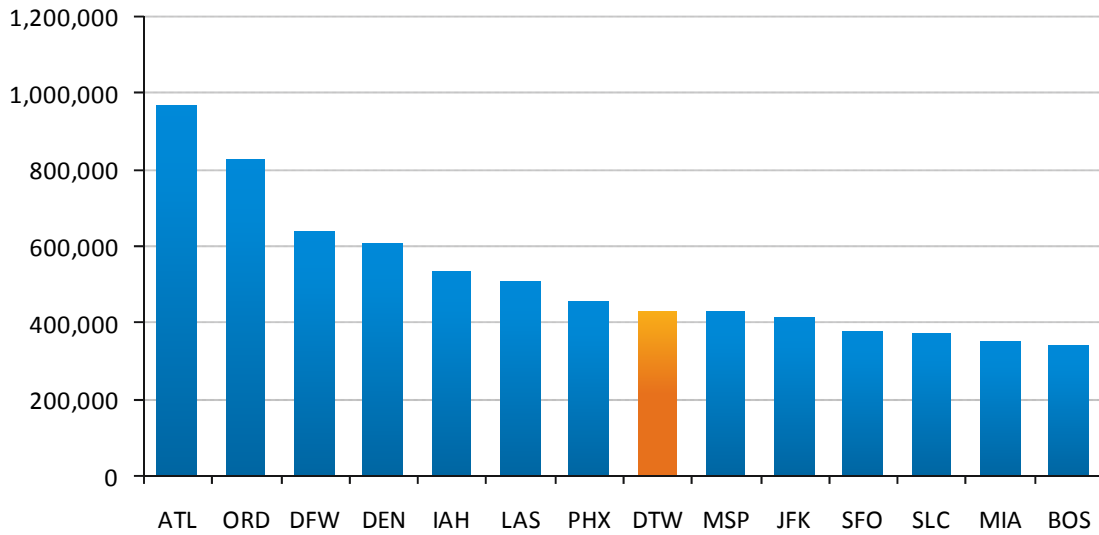


FIGURE 24: METRO AIRPORT & PEER AIRPORTS ANNUAL AIRCRAFT OPERATIONS CY 2009

On-Time Percentage - Top U.S. Airports

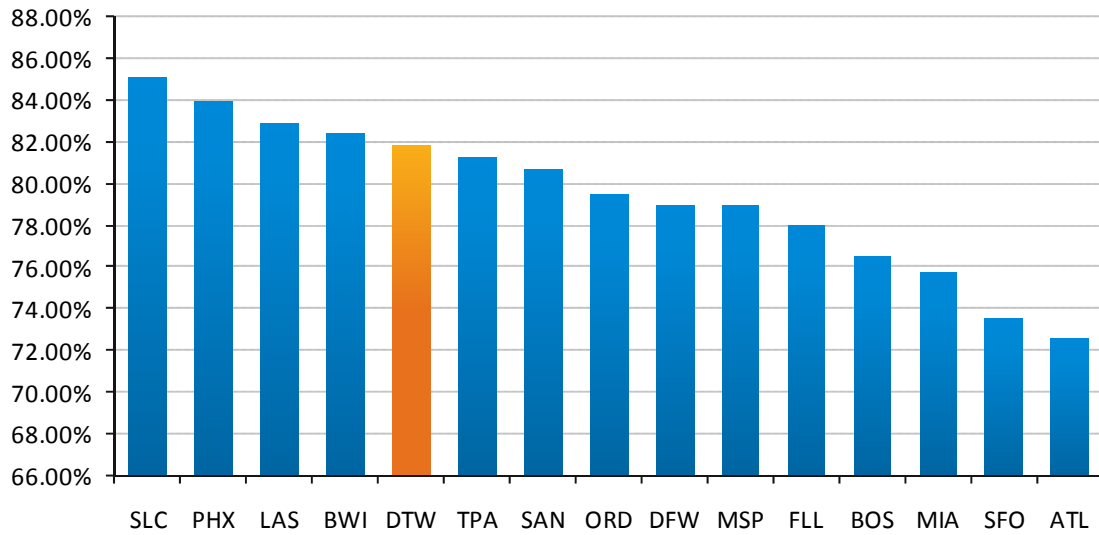


FIGURE 25: ON-TIME PERCENTAGE AT METRO AIRPORT & PEER AIRPORTS CY 2009

A list of airport codes is found on page 136 .

Airport Codes

Code	City / Airport Name
ATL	Atlanta, GA: Hartsfield-Jackson
BOS	Boston, MA: Logan International
BWI	Baltimore, MD: Baltimore/Washington International Thurgood Marshall
CLT	Charlotte, NC: Charlotte Douglas International
DEN	Denver, CO: Denver International
DFW	Dallas/Ft. Worth, TX: Dallas/Ft Worth International
DTW	Detroit, MI: Detroit Metro Wayne County
EWR	Newark, NJ: Newark Liberty International
FLL	Fort Lauderdale, FL: Fort Lauderdale International
IAH	Houston, TX: Houston Intercontinental
JFK	New York, NY: La Guardia
LAS	Las Vegas, NV: McCarran International
LAX	Los Angeles, CA: Los Angeles International
MCO	Orlando, FL: Orlando International
MIA	Miami, FL: Miami International
MSP	Minneapolis, MN: Minneapolis-St Paul International
ORD	Chicago, IL: O'Hare
PHL	Philadelphia, PA: Philadelphia International
PHX	Phoenix, AZ: Sky Harbor International
SAN	San Diego, CA: San Diego International
SEA	Seattle, WA: Seattle/Tacoma International
SFO	San Francisco, CA: San Francisco International
SLC	Salt Lake City, UT: Salt Lake International
TPA	Tampa, FL: Tampa International
YYZ	Toronto, Ontario, Canada: Pearson International

Appendix B: Metro Airport Rates & Charges

	FY 2010				FY 2011
	Approved	Mid-Year		Year-End	Approved
	Budget	Annual Rate	Paying Rate		Budget
Airfield Activity and Fees					
Enplanements	15,700,000	15,700,000	15,700,000	15,876,381	16,100,000
Airline Cost per Enplanement	\$ 9.61	\$ 9.47	\$ 9.47	\$ 9.17	\$ 9.91
Landed Weights (1,000 lbs.)	19,800,000	19,700,000	19,700,000	20,167,265	21,000,000
Signatory Landing Fee	\$ 3.57	\$ 3.48	\$ 3.36	\$ 3.44	\$ 3.73
Non-Signatory Landing Fee	\$ 4.46	\$ 4.35	\$ 4.20	\$ 4.30	\$ 4.66
South Terminal Activity and Fees					
Terminal Rental Rates					
Signatory Airline	\$ 59.00	\$ 59.00	\$ 59.00	\$ 54.51	\$ 60.00
Non-Signatory Airline	\$ 68.00	\$ 68.00	\$ 68.00	\$ 68.00	\$ 69.00
International Facility Use Fee	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00
North Terminal Activity and Fees					
Terminal Rental Rates					
Signatory Airline	\$ 76.00	\$ 76.00	\$ 76.00	\$ 65.17	\$ 68.00
Non-Signatory Airline	\$ 88.00	\$ 88.00	\$ 88.00	\$ 88.00	\$ 78.00
International Facility Use Fee	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00
Shared Use Per Enplaned Passenger (Sig)	\$ 3.62	\$ 3.62	\$ 3.62	\$ 3.62	\$ 2.97
Shared Use Per Enplaned Passenger (Non-Sig)	\$ 4.16	\$ 4.16	\$ 4.16	\$ 4.16	\$ 3.42
Common Use Gate Fee*					
Signatory Airline	\$ 224.00	\$ 224.00	\$ 224.00	\$ 224.00	\$ 190.00
Non-Signatory Airline	\$ 258.00	\$ 258.00	\$ 258.00	\$ 258.00	\$ 219.00
Overnight Aircraft Parking					
Common Use Gates**					
Signatory Airline - Overnight	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00
Non-Signatory Airline - Overnight	\$ 230.00	\$ 230.00	\$ 230.00	\$ 230.00	\$ 230.00
Signatory Airline - Hourly Rate	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00
Non-Signatory Airline - Hourly Rate	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
Remote Hardstand Aircraft Parking					
Signatory Airline - Overnight	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
Non-Signatory Airline - Overnight	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00
Signatory Airline - Hourly Rate	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00
Non-Signatory Airline - Hourly Rate	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00

Notes:

* Common Use Gate Fee is for Narrow Body Equivalent aircraft. Fee is adjusted based on actual aircraft size; refer to "Definitions Section" of Airport Use & Lease Agreement.

** Please refer to WCAA Gate Access Procedures for North Terminal Common Use Gates

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Appendix C: Glossary

Abbreviations

Appendix A provides a glossary of abbreviations and key terms that are referenced in the budget document. In addition, some abbreviations and terms not referenced in the budget document are provided as a reference for commonly used terminology as it relates to the aviation industry.

AAAE	American Association of Airport Executives	ASQ	Airport Service Quality-worldwide customer satisfaction survey sponsored by ACI
ACH	Automatic Clearing House (Standard Bank Wire Transfer)	ATA	Air Trade Area (also Air Transportation Association)
ACI	Airports Council International of North America	ATMS	Advanced Traffic Management System
ACM	Airport Certification Manual	ATC	Air Traffic Control
ADF	Airport Development Fund (also Aircraft Deicing Fluid)	AVI	Automatic Vehicle Identification
ADO	FAA Airport District Office	BGR	Boarding Gate Readers
A/E	Architecture/Engineering	C/A	Construction/Alteration
AED	Automated External Defibrillator	CAD	Computer Aided Design
AIP	Airport Improvement Program	CASM	Cost per Available Seat Mile
ALO	Airline Liaison Office	CBA	Collective Bargaining Agreement
ALP	Airfield Layout Plan (or Airport Layout Plan)	CEO	Chief Executive Officer
AOA	Aircraft Operations Area	CFO	Chief Financial Officer
APO	Aviation Policy and Plans Office	CFR	Code of Federal Regulations
AR	Airport Revenue Bonds	CIP	Capital Improvement Program
ARFF	Aircraft Rescue and Firefighting	CLEMIS	Courts Law Enforcement Management Information Systems
ASAP	Airport Safety and Program Preservation	CM	Construction Manager
ASDEIII	Airport Surface Detection System Program	CMMS	Computerized Maintenance Management System

CMRS	Concessions Management Revenue System	EDS	Explosive Detection System
COBRA	Consolidated Omnibus Budget Reconciliation Act	EIS	Environmental Impact Study
CPE	Cost Per Enplanement	EMS	Emergency Medical Services
CUPP	Common Use Passenger Processing	EOC	Emergency Operations Center
CUPPS	Common Use Passenger Processing System	EPAX	Enplaned Passenger
CUSS	Customer Use Self-Service (for kiosks in airports)	ETDS	Explosive Trace Detection System
CUTE	Common Use Terminal Equipment	FAA	Federal Aviation Administration
CY	Calendar Year	FAQ	Frequently Asked Questions
DAAAC	Detroit Airline Airport Affairs Committee	FAR	Federal Aviation Regulation
DANTEC	Detroit Airlines North Terminal Consortium	FASB	Financial Accounting Standards Board
Davis-Bacon	The Davis-Bacon Act of 1931 is federal legislation which established the requirement for paying "prevailing wages"	FBO	Fixed Based Operator
DBE	Disadvantaged Business Enterprise	FF&E	Furniture Fixtures & Equipment
DCS	Departure Control System	FG	Federal Grant (from the FAA)
DF	Drug Forfeiture Fund	FIS	Federal Inspection Station
DTW	Industry code for Detroit Metropolitan Airport	FHWA	Federal Highway Administration Grant
DWSD	Detroit Water and Sewerage Department	FOD	Foreign Object Debris (or Foreign Object Damage)
EA	Environmental Analysis	FOIA	Freedom of Information Act (1966) pertains to fulfillment of requests for government records
EEO	Equal Employment Opportunity	FP&A	Financial Planning & Analysis
EEOC	Equal Employment Opportunity Commission	FTE	Full Time Equivalent
		FTZ	Free Trade Zone
		FY	Fiscal Year
		GA	General Aviation
		GARB	General Airport Revenue Bond

GASB	Government Accounting Standards Board	LOI	Letter of Intent, a multiyear commitment or promise by the FAA to fund a large project at a particular airport
GFOA	Government Finance Officers Association	LTD	Long Term Disability
GMP	Guaranteed Maximum Price	MDCR	Michigan Department of Civil Rights
GPRC	Gate Planning and Review Committee (Applies to DTW – North Terminal)	MDEQ	Michigan Department of Environmental Quality
GTC	Ground Transportation Center	MDOT	Michigan Department of Transportation
HAZMAT	Hazardous Materials	MERC	Michigan Employment Relations Commission
HIPAA	Health Insurance Portability and Accountability Act of 1996	MII	Majority-in-Interest
HVAC	Heating Ventilation and Air Conditioning System	MIOSHA	Michigan Occupational Safety and Health Administration
HR	Human Resources	MITSC	Michigan Intelligent Transportation System Center
IATA	International Air Transportation Association	MUFIDS	Multi-User Flight Information Display System
IFR	Instrument Flight Rules	MUNIS	Financial management software used by the Authority
IFUF	International Facility Use Fee	NBEG	Narrow Body Equivalent Gates
ILLWAS	Low level wind shear alert system	NCCI	National Council on Compensation Insurance, Inc.
ILS	Instrument Landing System (radio-based guidance system)	NOTAM	Notice To Airmen
IMS	Inventory Management System	NPDES	Natural Pollutant Discharge Elimination System
ISO	International Organization for Standards	NTR	North Terminal Redevelopment Project
IT	Information Technology	NWA	Northwest Airlines
ITS	Intelligent Transportation System	OCC	Operations Control Center
LAN	Local Access Network		
LED	Light Emitting Diode		

OIG	Office of the Inspector General	PFC	Passenger Facility Charge
O&D	Origin & Destination	PM	Preventative Maintenance (also Project Manager)
O&M	Operating and Maintenance (generally refers to fund for operating expenses)	PMT	Project Management Team
Order 5500.1	FAA order providing guidance and procedures to be used in the administration of the Passenger Facility Charge (PFC) program	PRASM	Passenger Revenue per Available Seat Mile
OSHA	Occupational Safety and Health Administration (Federal)	RASM	Revenue per Available Seat Mile
PAE	Public Affairs and the Environment Division	RevPar	Revenue Per Available Room
Part 77	Code of Federal Regulations – Title 14 (Aeronautics and Space): Objects Affecting Navigable Airspace	RFID	Radio Frequency Identification
Part 139	Code of Federal Regulations – Title 14 (Aeronautics and Space): Certification of Airports	RFP	Request for Proposal
Part 150	Code of Federal Regulations – Title 14 (Aeronautics and Space): Airport Noise Compatibility Planning	RFQ	Request for Qualifications
Part 158	Code of Federal Regulations – Title 14 (Aeronautics and Space): Passenger Facility Charges	ROI	Return on Investments
Part 1542	Code of Federal Regulations – Title 49 (Transportation): Airport Security	RON	Rest Over Night (airplane parked at gate overnight)
PAX	Passengers	R&R	Renewal and Replacement Fund
PCCS	Procurement/Contract Compliance System	RSA	Runway Safety Area
P-Card	Procurement Charge Card	RSIP	Residential Sound Insulation Program
		RW	Runways
		SCAN	In-pavement surface sensor system
		SG	State Grant (Michigan)
		SOP	Standard Operating Procedure
		SWPP	Stormwater Pollution Plan
		TBD	To Be Determined
		TIN	Taxpayer Identification Number

Title VI	Federal legislation (Civil Rights Act of 1964) that prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance	USDOT	United States Department of Transportation
Title 49	Code of Federal Regulations parts 23 & 26 – guidance providing for the inclusion of disadvantaged business enterprises for programs receiving federal financial assistance	VALE	Voluntary Airport Low Emission
TPA	Third-Party Administration	VEBA	Voluntary Employee Beneficiary Association
TRACON	Terminal Radar Approach Control (FAA Control Tower)	VLJ	Very Light Jet
TSA	Transportation Security Administration	WC	Wayne County
TW	Taxiways	WCAA	Wayne County Airport Authority
		WMD	Weapons of Mass Destruction
		WMP	Wildlife Management Plan
		WWTP	Wyandotte Wastewater Treatment Plant
		YIP	Industry code for Willow Run Airport

Key Terms

The terms noted below were added to assist the unfamiliar reader to better understand certain aviation terminology or other terms used in the budget document.

Airline Revenues - Landing fee revenues and terminal rental revenues.

Airport Improvement Program (AIP) - The Airport and Airway Improvement Act of 1982 created the Airport Improvement Program (AIP) to provide grants for airport improvement projects, including projects that would increase airport capacity. Increasing airport capacity is one way to reduce aircraft delays and better accommodate passenger and cargo traffic. AIP funds are provided through three categories: entitlement, set-aside, and discretionary funds. Grants cannot extend beyond the AIP's authorization period. FAA distributes entitlement funds by formula to specific airports and states. Set-aside and discretionary funds are distributed by type of project to any eligible airport sponsor. The airport sponsor is the public agency or private entity that owns or operates the airport. Set-aside subcategories include reliever airports, non-primary commercial service airports, airport noise compatibility programs, integrated airport system plans, and the Military Airport Program. A congressionally mandated percentage of total AIP funds are allocated to each set-aside subcategory.

Airport Master Plan - A comprehensive study that describes short-, medium-, and long-term plans for airport development.

Airport Service Region (ASR) - The primary geographical area served by an airport. In

the case of Detroit Metropolitan, the ten counties of Genesee, Lapeer, Lenawee, Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw, and Wayne (the Detroit-Ann Arbor-Flint CMSA) constitute the Airport Service Region.

Air Trade Area (ATA) – See Airport Service Region

Aviation Trust Fund - Fund established by Congress to pay for improvements to the nation's airports and air traffic control system. Money in the fund comes solely from users of the system - primarily a tax on domestic airline tickets.

Balanced Budget – The Airport Authority defines a balance budget as current revenues equal to current expenditures plus available fund balance. Detroit Metropolitan airport has a residual funding structure. Under this structure the Signatory Airlines have guaranteed to pay the expenses of the airport therefore the operating fund is guaranteed to be balanced with current revenues always equaling expenditures. No reserve or fund balance is ever required.

Capital Improvement Program (CIP) - An ongoing program of major capital projects which are required to replace, reconstruct, or rehabilitate assets which have reached the end of their service life; or to add, expand, or improve facilities or infrastructure. The projects allow the

airport to continue to meet the needs of the passengers, the airlines, and the regulatory agencies that oversee it.

Cargo - Anything other than passengers, carried for hire, including both mail and freight.

Catchment Area – See Airport Service Region (ASR).

Compensatory – this refers to the rate-setting methodology employed under the airport’s airline Use and Lease Agreement, whereby the airport operates “at risk” without any airlines ensuring to keep the airport financially sufficient. It is the airport’s responsibility to budget conservatively to ensure payment of all of its costs and that certain revenues are sufficient to satisfy rate covenant coverage requirements.

Concession Revenues - Revenues collected from terminal concessions, public parking, on-airport and off-airport rental car companies, hotels, and ground transportation operators.

Connecting Flight - A flight requiring passengers to change aircraft and/or airlines at an intermediate stop.

Deregulation - The term commonly used in referring to the Airlines Deregulation Act of 1978, which ended government regulation of airline routes and rates.

Department of Transportation (DOT) - Establishes the nation's overall transportation policy. Under its umbrella there are ten administrations whose jurisdictions include highway planning, development and construction; urban mass

transit; railroads; aviation; and the safety of waterways, ports, highways, and oil and gas pipelines. The Department of Transportation (DOT) was established by act of October 15, 1966, as amended (49 U.S.C. 102 and 102 note), "to assure the coordinated, effective administration of the transportation programs of the Federal Government" and to develop "national transportation policies and programs conducive to the provision of fast, safe, efficient, and convenient transportation at the lowest cost consistent therewith." The FAA is a unit of the DOT.

Domestic Passengers - Passengers flying into or out of Detroit Metropolitan Airport on a flight with an origin or destination within the 50 states and all U.S. territories. (WCAA supplies this standard definition with one exception: passengers pre-clearing U.S. Customs at the originating airport, mostly certain Canadian cities, are counted as domestic arrivals and they do not utilize the Airport’s FIS).

Enplanements - The number of passengers boarding a flight, including origination, stopovers and connections.

Federal Aviation Administration (FAA) - The government agency responsible for air safety and operation of the air traffic control system. The FAA also administers a program, which provides grants from the Airport and Airway Trust Fund for airport development. Formerly the Federal Aviation Agency, the Federal Aviation Administration was established by the Federal Aviation Act of 1958 (49 U.S.C. 106) and became a component of the Department of Transportation in 1967 pursuant to the Department of Transportation Act (49

U.S.C. app. 1651 note). The Administration is charged with: 1) regulating air commerce in ways that best promote its development and safety and fulfill the requirements of national defense; 2) controlling the use of navigable airspace of the United States and regulating both civil and military operations in such airspace in the interest of safety and efficiency; 3) promoting, encouraging, and developing civil aeronautics; 4) consolidating research and development with respect to air navigation facilities; 5) installing and operating air navigation facilities; 6) developing and operating a common system of air traffic control and navigation for both civil and military aircraft; and 7) developing and implementing programs and regulations to control aircraft noise, sonic boom, and other environmental effects of civil aviation.

Hybrid – this is the rate-setting methodology employed under the airport’s airline Use and Lease Agreement, whereby an airport employs both residual and compensatory methodologies. In most cases, an airport sets rates on the airfield using a residual approach, while setting rates on the landside using a compensatory approach.

Impose Only PFC Approval – FAA approval to collect PFC funds for future use on a specific PFC-eligible project. A separate request to the FAA must then be submitted for the FAA to approve the spending of those PFCs (i.e. convert the PFCs to Impose and Use status).

Impose and Use PFC Approval – FAA approval to collect and spend PFC funds on a specific PFC-eligible project.

International Passengers - Passengers flying into or out of Detroit Metropolitan Airport on a flight with an origin or destination outside the 50 states and all U.S. territories. (WCAA supplies this standard definition with one exception: passengers pre-clearing U.S. Customs at the originating airport, mostly certain Canadian cities, are counted as domestic arrivals and they do not utilize the Airport’s FIS).

Itinerant Operations – All aircraft arrivals and departures, other than local operations.

Landing Fee Revenues - Revenues collected from aircraft landings.

Large Aircraft – Aircraft of more than 12,500 pounds maximum certificated takeoff weight. (FAR Part 1)

Large Hubs – Those airports that account for at least 1 percent of the total passenger enplanements

Local Operations – As pertaining to air traffic operations, aircraft operating in the local traffic pattern or within sight of the tower; aircraft known to be departing for, or arriving from, flight in local practice areas located within a 20-mile radius of the control tower; aircraft executing simulated instrument approaches or low passes at the airport.

Majority-in-Interest (MII) - “Majority-in-Interest of the air carriers” means either (1) 75 percent of the Signatory Airlines who together have landed 51 percent of the total landed weight of all such Signatory Airlines during the immediately preceding calendar year (as such weight is reflected by official Airport records), or (2) 51 percent of

the Signatory Airlines who have together landed 75 percent of the total landed weight of all such Signatory Airlines during the immediately preceding calendar year (as such weight is reflected by official Airport records).

Majority-in-Interest Clauses – Found in some airport use agreements which give the airlines accounting for a majority of traffic at an airport the opportunity to review and approve or veto capital projects that would entail significant increases in the rates and fees they pay for the use of airport facilities.

Non-Signatory Carriers - Airlines that have not signed the Airport/Airline Lease and Use Agreement.

Origin & Destination (O&D) - Passengers who begin or end their trip at a specific airport.

Non-Airline Revenue – This is operating revenue strictly derived from non-aeronautical activities, such as automobile parking revenue, rental car revenue, and concessions revenue. Operating revenue derived from passenger airline carriers, cargo airline carriers, lease revenues from aircraft maintenance facilities, and fuel farm revenues would not be counted as part of non-airline revenues.

Passenger Airline Revenue – Refers to operating revenue strictly derived from passenger airline carriers; revenue derived from cargo airline carriers are excluded.

Passenger Facility Charges (PFCs) - A tax authorized by Congress, approved by the Federal Aviation Administration, assessed by airports, and collected by airlines as an

add-on to the passenger airfare. It is designed to help pay for airport improvements that enhance safety and capacity and is not revenue for airlines.

Pay-as-you-go – Refers to PFCs that are spent on project costs.

Rate Setting Methodology – There are three possible rate-setting methodologies typically found in an airport’s airline Use and Lease Agreement:

Residual – airline tenants and users (the airlines) collectively assume financial risk by ensuring payment of all airport costs not covered by non-airline revenue sources; this obligation effectively ensures certain revenues sufficient to satisfy all operating and maintenance costs and rate covenant coverage requirements.

Compensatory – Airports operates at risk without any airlines ensuring to keep the airport financially sufficient; it is the airport’s responsibility to set budget at a level to ensure payment of all costs and that certain revenues are sufficient to satisfy rate covenant coverage requirements.

Hybrid – Airport employs both residual and compensatory methodologies; in most cases, an airport sets rates on airfield usage using residual approach, while setting rates on the landside using a compensatory approach.

Residual – See Rate Setting Methodology.

Revenue Passenger Enplanement - The number of passengers boarding a flight, including origination, stopovers and

connections, which actually paid for the flight. This does not include frequent flier awards, crew, or anyone who did not actually pay for the flight.

Sarbanes-Oxley - The Sarbanes-Oxley Act of 2002 is federal legislation which established requirements for annual assessment of the effectiveness of internal financial auditing controls.

Signatory Airlines - Airlines that have signed the Airport/Airline Lease and Use Agreement.

Terminal Rental Revenues - Revenues collected from airlines for terminal space rentals.

Through Passengers - Passengers flying into and out of Detroit Metropolitan Airport without changing aircraft.

Total Cargo - Loaded and unloaded air freight, airmail, and small air package shipments.

Total Passengers - Sum of domestic, international, and through passengers.

Traffic Movements – Landings and takeoffs of an aircraft.

Unrestricted Cash and Investments from Audit – Audited cash and investments that are uncommitted, which can be used for anything. This means funds held in the operations and maintenance reserve and the debt service reserve would be excluded.

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Appendix E: Fiscal Year 2011 Budget Resolution

RESOLUTION

No. 10 - ____

APPROVAL OF WAYNE COUNTY AIRPORT AUTHORITY FISCAL YEAR 2011 BUDGET

By Board Member _____

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 2011;

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, the Willow Run Airport Fund and the Westin Hotel Fund for the fiscal year beginning October 1, 2010 and ending September 30, 2011, 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 and Willow Run Airports for fiscal years 2011-2015, a copy of which is attached to this resolution.

All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution are and the same hereby are rescinded.

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

AYES: _____

NAYS: _____

DATE: September 23, 2010