



DETROIT METRO • WILLOW RUN
WAYNE COUNTY AIRPORT AUTHORITY

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News Release

Release Date: September 29, 2011
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Wayne County Airport Authority takes action to right-size operations

The Wayne County Airport Authority (WCAA) will significantly realign its business operations and aggressively pursue new revenue sources as part of an intensive plan to reduce expenses by \$20 million over the next 12 to 15 months.

The Authority governs operations at Detroit Metropolitan (DTW) and Willow Run (YIP) Airports.

The Authority's Board today approved a \$292 million budget for fiscal year 2012 that will include the strategic reorganization of staffing resources, wage and benefit changes for employees, and the exploration of shared services and partnerships with other governmental entities.

"It's imperative that we re-engineer Detroit Metro and Willow Run Airports so that they become the most competitive in North America," said **Turkia Awada Mullin, WCAA chief executive officer**. "Our region has made major investments in our world-class airport facilities and we must operate them efficiently to maximize the economic benefits that they generate for southeast Michigan."

Mullin said that the Authority's cost-cutting measures would in no way impact the safety and security of passengers or employees.

The economic downturn throughout Michigan over the past decade has contributed to the Authority's financial pressures, as Detroit Metro Airport served four million fewer passengers than it did at its peak in 2005. In addition, the Authority carries high debt loads on the McNamara and North terminals, both of which opened within the last nine years and were designed to accommodate projected traffic growth that has yet to materialize.

"I commend my fellow board members for being so engaged and transparent and for initiating bold cost-cutting measures and efficiencies," said **WCAA Board Chair Renee Pipis Axt**. "We believe these moves are necessary and will position our airports and our region strongly for future growth

Earlier this year, the board initiated \$21 million in additional cuts by reducing operational costs and deferring planned capital improvement projects.

“We are demonstrating fiscal discipline by not passing our budget shortfalls on to the airlines,” Axt said. “That was the previous practice, but our current board rightfully recognized it wasn’t a sustainable one.”

Mullin said there are many opportunities for the Authority to realize savings and efficiencies through cross-training and consolidation of staff and also by working together with Wayne County government and local municipalities in the areas of human resources, information technology, dispatch, homeland security and emergency management.

In addition, Mullin said that the Authority must make moves to generate new sources of non-airline revenue and improve customer amenities.

“We will be adding free airport Wi-Fi and introducing new approaches to concessions where consumers may soon be able to download applications and use their Smart phones to have their food and beverage selections delivered to their gates,” she said.

The Authority will construct a new cargo processing facility at DTW to better serve the freight needs of local corporations and work closely with the business community to pursue additional, direct flights to emerging markets in South America, India and the Pacific Rim.

“Our goal is to become faster, better and cheaper so we will be the preferred choice for airlines and their business and leisure travelers,” Mullin said. “We believe the changes we are making beginning today will help us get to that status.”

About Wayne County Airport Authority

Established in 2002 by the Michigan State Legislature, Wayne County Airport Authority is an independent agency responsible for the management and operation of Detroit Metropolitan Airport and Willow Run Airport, which together comprise Michigan’s largest airport system and one of the world’s busiest air transportation hubs. Studies conducted by the University of Michigan-Dearborn in 2005 and 2007 found that the two airports contribute an estimated \$7.8 billion to the state economy each year and are responsible for as many as 72,000 Michigan jobs.

About Detroit Metropolitan Airport

Having welcomed more than 32 million passengers in 2010, Detroit Metropolitan Airport (DTW) is Michigan's busiest airport and one of the world's largest air transportation hubs with more than 1,200 flights per day to and from more than 150 destinations on four continents. DTW is home to the world's sixth-busiest airline hub--and the second-busiest for Delta--where the airline operates its primary U.S. transpacific gateway. DTW is also served by a total of 13 airlines, including four foreign-flag carriers, and handled nearly 357 million pounds of air cargo in 2010. With two new passenger terminals and six jet runways, DTW is among the most efficient and operationally-capable airports in North America. DTW is operated by Wayne County Airport Authority (WCAA).

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Operating Budget By Division

Detroit Metropolitan Airport

(\$ in thousands)

	FY 2011	FY 2012	Change	
	Budget	Budget	\$	%
REVENUES				
Airline Revenues				
Landing Fees	\$ 78,556	\$ 67,796	\$ (10,760)	-13.7%
Rent	75,023	90,638	15,615	20.8%
Facility Use Fee	6,028	6,633	605	10.0%
Total Airline Revenues	159,607	165,067	5,460	3.4%
Non-Airline Revenues				
Parking	52,530	56,488	3,958	7.5%
Car Rental	16,100	18,350	2,250	14.0%
Concessions	29,700	31,089	1,389	4.7%
Ground Transportation	4,400	4,808	408	9.3%
Shuttle Bus	5,300	5,745	445	8.4%
Utility Service Fee	4,046	4,327	281	6.9%
Rent	3,300	2,522	(778)	-23.6%
Other Revenue	800	800	-	0.0%
Charges For Services	2,000	2,182	182	9.1%
Total Non-Airline Revenues	118,176	126,311	8,135	6.9%
Non-Operating Revenues				
Grants	941	915	(26)	-2.8%
Capital Contribution	-	-	-	n/a
Interest Income	350	305	(45)	-12.9%
Insurance Recovery	-	-	-	n/a
Total Non-Operating Revenues	1,291	1,220	(71)	-5.5%
TOTAL REVENUES	\$ 279,074	\$ 292,597	\$ 13,524	4.8%
EXPENSES				
Operating Expenses				
Chief Executive Officer	\$ 1,036	\$ 1,252	\$ 217	20.9%
Authority Affairs	486	463	(23)	-4.6%
Communications	1,019	829	(190)	-18.6%
Internal Audit	752	821	69	9.2%
General Counsel	1,520	1,493	(27)	-1.8%
Chief Financial Officer	431	448	17	4.0%
Controller	1,917	1,808	(109)	-5.7%
Financial Planning & Analysis	1,104	975	(129)	-11.7%
Treasury	1,266	862	(404)	-31.9%
Employee Services	435	551	116	26.6%
Risk Management	3,154	3,051	(103)	-3.3%
Technology Services	5,050	5,477	428	8.5%

Operating Budget By Division

Detroit Metropolitan Airport

(\$ in thousands)

	FY 2011	FY 2012	Change	
	Budget	Budget	\$	%
Telecommunications	897	754	(143)	-16.0%
Procurement & Strategy Management	319	-	(319)	-100.0%
Purchasing	1,529	1,257	(272)	-17.8%
Business Diversity	312	394	82	26.2%
Strategy Management	232	125	(107)	-46.0%
Government Relations	385	186	(199)	-51.7%
Human Resources	2,263	1,845	(419)	-18.5%
Emergency Management	506	214	(292)	-57.7%
Airfield Operations	13,114	12,082	(1,032)	-7.9%
Facilities & Infrastructure	7,874	5,935	(1,940)	-24.6%
Environmental	3,160	3,051	(110)	-3.5%
Utilities Management	30,540	28,945	(1,595)	-5.2%
Maintenance Administration	1,451	1,891	441	30.4%
Facilities Maintenance	12,845	12,327	(518)	-4.0%
Field Maintenance	13,474	12,647	(827)	-6.1%
Fleet Maintenance	7,174	6,707	(467)	-6.5%
Planning, Design & Construction	2,644	1,389	(1,256)	-47.5%
Public Safety	756	734	(22)	-2.9%
Police	13,423	13,315	(108)	-0.8%
Fire & EMS	7,508	7,331	(177)	-2.4%
Security	7,172	7,116	(56)	-0.8%
Business Development	440	2,520	2,081	473.1%
Concessions	2,626	1,901	(725)	-27.6%
Landside	10,430	10,638	208	2.0%
Real Estate	573	256	(317)	-55.3%
Air Service Development	444	340	(103)	-23.2%
North Terminal Project	16	-	(16)	-100.0%
South Terminal	31,036	28,950	(2,087)	-6.7%
North Terminal	6,283	6,105	(177)	-2.8%
Total Operating Expenses	197,592	186,984	(10,609)	-5.4%
Non-Operating Expenses				
Interest & Financing	329	303	(26)	-7.8%
Net Debt Service	71,603	91,991	20,388	28.5%
Funding Requirements	9,549	13,319	3,770	39.5%
Total Non-Operating Expenses	81,481	105,614	24,132	29.6%
TOTAL EXPENSES	\$ 279,074	\$ 292,597	\$ 13,524	5.1%
REFUND (CHARGE) TO AIRLINES	\$ -	\$ -	\$ -	n/a

Operating Budget

Westin Hotel

(\$ in thousands)

	FY 2011	FY 2012	Change	
	Budget	Budget	\$	%
REVENUES				
Hotel Revenues				
Rooms	\$ 14,615	\$ 16,735	\$ 2,120	14.5%
Food & Beverage	8,926	9,086	160	1.8%
Minor Operating Dept. Revenue	1,143	1,183	40	3.5%
Rent & Other	273	158	(115)	-42.2%
Total Operating Revenues	24,957	27,162	2,205	8.8%
Non-Operating Revenues				
Interest Income	36	36	-	0.0%
Total Non-Operating Revenues	36	36	-	0.0%
TOTAL REVENUES	\$ 24,993	\$ 27,198	\$ 2,205	8.8%
EXPENSES				
Operating Expenses				
Rooms	\$ 3,492	\$ 3,845	\$ 353	10.1%
Food & Beverage	5,989	5,985	(4)	-0.1%
Minor Operating Departments	830	874	44	5.3%
Undistributed Departments	5,295	6,004	709	13.4%
Management Fee	1,742	1,913	171	9.8%
Rent, Taxes & Insurance	182	256	73	40.2%
Total Operating Expenses	17,530	18,876	1,346	7.7%
Non-Operating Expenses				
Debt Service	6,810	7,007	197	2.9%
Interest Expense	419	373	(46)	-10.9%
Fund Requirements	1,622	1,766	144	8.9%
Total Non-Operating Expenses	8,851	9,146	295	3.3%
TOTAL EXPENSES	\$ 26,381	\$ 28,022	\$ 1,641	6.2%
NET CHANGE IN OPERATING ASSETS	\$ (1,388)	\$ (824)	\$ 564	40.6%

Operating Budget

Willow Run Airport

(\$ in thousands)

	FY 2011	FY 2012	Change	
	Budget	Budget	\$	%
REVENUES				
Airline Revenues				
Landing Fees	\$ 475	\$ 630	\$ 155	32.6%
Rent	1,660	720	(940)	-56.6%
Facility Use Fee	303	455	152	50.2%
Total Airline Revenues	2,438	1,805	(633)	-26.0%
Non-Airline Revenues				
Utility Service Fee	95	122	27	27.9%
Rent	2	1,150	1,148	57400.0%
Other Revenue	11	31	20	177.3%
Charges For Services	516	655	139	26.9%
Total Non-Airline Revenues	624	1,957	1,333	213.6%
Non-Operating Revenues				
Interest Income	2	2	-	0.0%
Total Non-Operating Revenues	2	2	-	0.0%
TOTAL REVENUES	\$ 3,064	\$ 3,764	\$ 700	22.8%
EXPENSES				
Operating Expenses				
Administration	\$ 1,233	\$ 1,597	\$ 364	29.5%
Operations	1,257	1,216	(40)	-3.2%
Maintenance	1,449	1,450	1	0.1%
Total Operating Expenses	3,938	4,263	325	8.2%
Non-Operating Expenses				
Interest & Financing	16	38	22	137.5%
Funding Requirements	(890)	(537)	353	39.6%
Total Non-Operating Expenses	(874)	(499)	375	42.9%
TOTAL EXPENSES	\$ 3,064	\$ 3,764	\$ 700	22.8%
NET INCOME (LOSS)	\$ -	\$ -	\$ -	n/a

Wayne County Airport Authority Capital Improvement Plan Fiscal Years 2012-2016

Project Description	Estimated Total Cost	Estimated Spent to 9/30/11	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 through Completion
Detroit Metropolitan Airport							
Major Runway Projects							
Runway 4R/22L & Associated Taxiways							
Runway 4R/22L Reconstruction (Design Only)	\$ 7,253,351	\$ 4,789,369	\$ 2,463,982	\$ -	\$ -	\$ -	\$ -
Runway 4R/22L, Western Portion of Runway 9L/27R & Adjacent Taxiways Reconstruction	136,316,368	-	67,316,368	51,000,000	18,000,000	-	-
Taxiways "Y-16" and "Y-17" Reconstruction	668,281	89,324	578,957	-	-	-	-
Taxiway "Y-11" Removal	1,247,000	142,112	1,104,888	-	-	-	-
Runway 3L/21R & Associated Taxiways							
Runway 3L/21R & Taxiways "M" & "F" Reconstruction Design	4,000,000	-	-	1,500,000	2,500,000	-	-
Southern Portion of Runway 3L/21R & Taxiways "M" & "F" Reconstruction	54,000,000	-	-	-	-	27,000,000	27,000,000
Taxiway "PP2" Reconstruction	3,900,000	-	-	-	-	3,000,000	900,000
Northern Portions Runway 3L/21R Reconstruction	22,500,000	-	-	-	-	-	22,500,000
Taxiway "P4" Reconfiguration & Reconstruction	7,500,000	-	-	-	-	-	7,500,000
Northern Portions of Taxiways "M", "P" & "P-5" Reconstruction	18,400,000	-	-	-	-	-	18,400,000
Taxiways "M3", "M4", & "M5"	5,300,000	-	-	-	-	-	5,300,000
Other Airfield Projects							
Portions of Taxiways "V", "H", & "F" Reconstruction	20,723,000	19,725,742	997,258	-	-	-	-
Airfield Lighting Vault	3,200,000	60,435	3,139,565	-	-	-	-
Airfield Service Road West of Taxiway "M" Improvements	1,800,000	10,847	1,600,000	189,153	-	-	-
Berry Apron/Remain Over Night Stands & Zipper Road Rehabilitation	3,531,000	-	3,531,000	-	-	-	-
Taxiway "Z" Reconstruction & Relocation	18,700,000	1,103,793	17,596,207	-	-	-	-
Balance of Taxiway "W" Reconstruction	27,232,000	2,370,104	-	1,000,000	20,000,000	3,861,896	-
Airfield Surface Monitor System Improvements	1,000,000	-	-	-	200,000	800,000	-
Runway 3L/21R Enhancements - Planning & Environmental Processing	700,000	-	-	-	-	700,000	-
Runway 4L/22R Reconstruction - Planning & Design	6,000,000	-	-	-	-	-	6,000,000
Taxiways "S", "S4" & "S5" Reconstruction	6,400,000	-	-	-	-	-	6,400,000
Taxiway "G" Reconstruction	3,400,000	-	-	-	-	-	3,400,000
Eastern Portion of Taxiway "V" Reconstruction	12,000,000	-	-	-	-	-	12,000,000
Western Portion of Taxiway "H" Reconstruction	1,500,000	-	-	-	-	-	1,500,000
Airfield Total	367,271,000	28,291,726	98,328,225	53,689,153	40,700,000	35,361,896	110,900,000

All project expenses are estimates.

Prepared by Financial Planning Analysis, 9/28/2011

Wayne County Airport Authority Capital Improvement Plan Fiscal Years 2012-2016

Project Description	Estimated Total Cost	Estimated Spent to 9/30/11	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 through Completion
Power Plant & Electrical Distribution System							
Electrical Generator for North Powerhouse	13,000,000	11,181,009	1,818,991	-	-	-	-
Utility Command Center & Remote Metering	6,000,000	-	250,000	2,000,000	2,000,000	1,750,000	-
North Powerhouse Substation	2,000,000	-	-	250,000	1,750,000	-	-
Primary Cable & Switchgear Replacement - Line Up #2 Breaker #1 at North Powerhouse	350,000	-	-	350,000	-	-	-
Primary Cable & Switchgear Replacement - Centrifugal Chiller & Line Up #1	300,000	-	-	-	300,000	-	-
Building 358 & McNamara Deck Substation	1,000,000	-	-	-	1,000,000	-	-
Primary Loops 1, 2 & 3 Upgrade & Expansion - Design Only	325,000	-	-	-	325,000	-	-
Primary Loop No. 1 Expansion	1,650,000	-	-	-	-	1,650,000	-
South Tunnel & Substation	1,000,000	-	-	-	-	1,000,000	-
Electrical Distribution System Total	25,625,000	11,181,009	2,068,991	2,600,000	5,375,000	4,400,000	-
Fleet & Equipment							
Fleet & Heavy Equipment Five Year Plan	17,037,000	2,683,000	3,656,000	3,601,000	3,535,000	3,562,000	-
Fueling Facility Improvements (Building 703)	1,309,000	-	300,000	1,009,000	-	-	-
Fleet & Equipment Total	18,346,000	2,683,000	3,956,000	4,610,000	3,535,000	3,562,000	-
Heating, Ventilating & Air Conditioning (HVAC)							
Boilers, Fuel Tanks, Control Room	4,000,000	440,553	3,559,447	-	-	-	-
Chillers 2 & 4, Rebuild Cooling Tower	2,000,000	-	300,000	1,700,000	-	-	-
Secondary Pump Replacement & Condensation Pump Upgrade	2,000,000	-	-	300,000	1,700,000	-	-
HVAC / Air Handler Replacement/Upgrade	2,000,000	-	-	-	500,000	1,500,000	-
Combined Cycle, Waste Heat Boiler, Steam Condenser	1,000,000	-	-	-	-	1,000,000	-
Heating, Ventilating & Air Conditioning (HVAC) Total	11,000,000	440,553	3,859,447	2,000,000	2,200,000	2,500,000	-
Noise Mitigation							
Ground Run-up Facility	11,200,000	944,918	9,000,000	1,200,000	55,083	-	-
Noise Mitigation Total	11,200,000	944,918	9,000,000	1,200,000	55,083	-	-

All project expenses are estimates.

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Wayne County Airport Authority Capital Improvement Plan Fiscal Years 2012-2016

Project Description	Estimated Total Cost	Estimated Spent to 9/30/11	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 through Completion
Parking Decks & Lots							
Blue Deck Rehabilitation	5,200,000	4,760,127	439,873	-	-	-	-
Automated Vehicle Identification (AVI) System	2,000,000	-	1,000,000	1,000,000	-	-	-
Public Parking Lots & Decks ADA Modifications	1,950,000	66,000	1,884,000	-	-	-	-
Green Lot Rehabilitation	3,300,000	-	3,000,000	300,000	-	-	-
Rehabilitation of South Employee Parking Lot	9,300,000	-	8,500,000	800,000	-	-	-
Blue Deck - Field Investigation & Design for Emergency Lighting	400,000	18,980	319,328	61,692	-	-	-
McNamara Deck Upper Level Coating (Levels 6 - 10)	2,255,000	-	919,500	1,335,500	-	-	-
Yellow Lot Reconstruction	1,500,000	-	50,000	150,000	1,300,000	-	-
Parking Decks & Lots Total	25,905,000	4,845,107	16,112,701	3,647,192	1,300,000	-	-
Bridges & Roadways							
East Service Drive Rehabilitation	1,800,000	26,192	1,500,000	273,808	-	-	-
West Service Drive Rehabilitation	3,200,000	62,843	520,000	2,617,157	-	-	-
Berry Terminal Roadways Modifications	825,000	-	600,000	225,000	-	-	-
Rogell Drive-Dingell Drive Connector	3,500,000	50,885	250,000	3,000,000	199,115	-	-
Bridges & Roadways Total	9,325,000	139,920	2,870,000	6,115,965	199,115	-	-
Roofing							
Building 356 (ASIG) Roof Replacement	131,000	-	131,000	-	-	-	-
Building 530 (GM) Roof Replacement	1,426,000	-	1,426,000	-	-	-	-
Building 704 Roof Replacement	161,000	-	161,000	-	-	-	-
Building 805 Roof Replacement	19,000	-	19,000	-	-	-	-
Building FS 700 Roof Replacement	45,000	-	-	45,000	-	-	-
Building 703 Roof Replacement	250,000	-	-	-	250,000	-	-
Roofing Total	2,032,000	-	1,737,000	45,000	250,000	-	-
Security & Communications							
Advanced Surveillance Program	2,125,000	-	1,900,000	225,000	-	-	-
Security & Communications Total	2,125,000	-	1,900,000	225,000	-	-	-

All project expenses are estimates.

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Wayne County Airport Authority Capital Improvement Plan Fiscal Years 2012-2016

Project Description	Estimated Total Cost	Estimated Spent to 9/30/11	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 through Completion
Storm Water System							
De-icing Fluid Force Main to DWSD Development	10,000,000	8,290,207	1,709,793	-	-	-	-
Replace Outfall Structure at Pond 4	1,200,000	-	200,000	900,000	100,000	-	-
Primary Pump Station 6 Replacement	200,000	-	-	100,000	100,000	-	-
Pond 6 Structural Upgrade	2,200,000	-	-	-	200,000	500,000	1,500,000
Pump Station 6 Switchgear Replacement	100,000	-	-	-	50,000	50,000	-
Storm Water System Total	13,700,000	8,290,207	1,909,793	1,000,000	450,000	550,000	1,500,000
Support Facilities							
Public Safety Training Facility Enhancements	1,500,000	395,563	1,104,437	-	-	-	-
Airport Authority Administration Building	12,000,000	814,578	6,000,000	5,185,422	-	-	-
LC Smith Building & Building 358 Improvements	1,650,000	-	1,100,000	550,000	-	-	-
LC Smith Concourses A & B Decommissioning	150,000	-	40,000	110,000	-	-	-
Command/Control Center Consolidation	8,000,000	-	-	4,000,000	4,000,000	-	-
Building 278 Demolition	1,200,000	-	-	200,000	1,000,000	-	-
Police Station Replacement -Design & Construction	12,000,000	-	-	-	1,000,000	10,000,000	1,000,000
Building 358 (Police Station) Demolition	3,000,000	-	-	-	1,000,000	2,000,000	-
Vehicle Driving/Training Range	500,000	63,128	-	-	-	436,872	-
Support Facilities Total	40,000,000	1,273,269	8,244,437	10,045,422	7,000,000	12,436,872	1,000,000
Terminals							
Additional Flight Displays at North Terminal	110,000	-	110,000	-	-	-	-
Westin Interior Public/Valet Public Access Ramp ADA Modifications	3,000,000	-	900,000	2,100,000	-	-	-
Interior Wall Replacement at North Terminal	477,000	-	50,000	427,000	-	-	-
Visual Paging System in North Terminal	200,000	-	150,000	50,000	-	-	-
Demolition of LC Smith & Berry Terminals	14,000,000	-	-	-	-	2,800,000	11,200,000
Terminals Total	17,787,000	-	1,210,000	2,577,000	-	2,800,000	11,200,000
Water Distribution System							
12" Line Between Master Pits #2 & #3	1,750,000	-	1,000,000	750,000	-	-	-
Watermain - Various Sizes within Master Meter Pit #1 Area	750,000	-	-	200,000	550,000	-	-
Watermain - Various Sizes within Master Meter Pit #4 Area	450,000	-	-	-	200,000	250,000	-
Watermain - Various Sizes within Remaining Old System	550,000	-	-	-	-	550,000	-
Water Distribution System Total	3,500,000	-	1,000,000	950,000	750,000	800,000	-
Detroit Metropolitan Airport Total	\$ 547,816,000	\$ 58,089,708	\$ 152,196,595	\$ 88,704,731	\$ 61,814,198	\$ 62,410,768	\$ 124,600,000

All project expenses are estimates.

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Wayne County Airport Authority Capital Improvement Plan Fiscal Years 2012-2016

Project Description	Estimated Total Cost	Estimated Spent to 9/30/11	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 through Completion
Willow Run Airport							
Airfield							
Part 150 Study	\$ 780,000	\$ 728,000	\$ 52,000	\$ -	\$ -	\$ -	-
Taxiway "D" Electrical Improvements	230,000	32,000	198,000	-	-	-	-
Runway 5R/23L Design & Reconstruction	31,800,000	-	7,900,000	7,900,000	7,900,000	7,900,000	200,000
Runways 14/32 & 5R/23L Decommission - Environmental Assessment	300,000	-	200,000	100,000	-	-	-
Runway 14/32 Decommission & Removal	2,200,000	-	100,000	2,100,000	-	-	-
Runway 5R/23L Decommission & Removal	2,400,000	-	-	150,000	2,250,000	-	-
Airport Layout Plan Update	150,000	-	-	150,000	-	-	-
East Ramp Rehabilitation	4,250,000	-	-	250,000	2,000,000	2,000,000	-
West Apron Rehabilitation	5,250,000	-	-	-	-	400,000	4,850,000
Taxiways "E1" & "E2" Rehabilitation	3,250,000	-	-	-	-	150,000	3,100,000
Taxilane "B" Rehabilitation	4,500,000	-	-	-	-	250,000	4,250,000
Runway 9/27 Reconstruction	32,000,000	-	-	-	-	-	32,000,000
Taxiway "H" (Former Runway 9R/27L) Construction	16,000,000	-	-	-	-	-	16,000,000
New Taxiway Parallel East of Runway 5R/23L Construction	17,200,000	-	-	-	-	-	17,200,000
Airfield Total	120,310,000	760,000	8,450,000	10,650,000	12,150,000	10,700,000	77,600,000
Noise Mitigation							
Noise Mitigation Program (4 Year)	12,000,000	-	-	-	3,000,000	3,000,000	6,000,000
Noise Mitigation Total	12,000,000	-	-	-	3,000,000	3,000,000	6,000,000
Security & Communications							
Security Improvements	1,500,000	-	-	-	150,000	1,350,000	-
Security & Communications Total	1,500,000	-	-	-	150,000	1,350,000	-
Support Facilities							
Fire Pump Upgrade, East Airfield Buildings	50,000	-	50,000	-	-	-	-
Fuel Farm Improvements	200,000	5,000	195,000	-	-	-	-
Hangar 1 Fire Suppression System Installation	650,000	-	650,000	-	-	-	-
Hangar 1 Rehabilitation	6,400,000	150,000	1,525,000	2,525,000	1,400,000	680,000	120,000
East Complex Infrastructure Improvements	2,250,000	100,000	1,400,000	500,000	250,000	-	-
Hangar 2 Demolition	2,310,000	-	300,000	1,500,000	510,000	-	-
Oil-Water Separator Installations	600,000	-	100,000	500,000	-	-	-
ARFF Station Construction	2,500,000	-	-	-	200,000	2,300,000	-
Maintenance Storage & Snow Equipment Facilities	6,200,000	-	-	-	350,000	5,850,000	-
Support Facilities Total	21,160,000	255,000	4,220,000	5,025,000	2,710,000	8,830,000	120,000
Willow Run Airport Total	\$ 154,970,000	\$ 1,015,000	\$ 12,670,000	\$ 15,675,000	\$ 18,010,000	\$ 23,880,000	\$ 83,720,000

All project expenses are estimates.

Prepared by Financial Planning Analysis, 9/28/2011