

News Release

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Wayne County Airport Authority announces planned leadership changes

DETROIT (July 20, 2016) – At a meeting today, Wayne County Airport Authority CEO Thomas Naughton announced he will be retiring from the Airport Authority upon the expiration of his contract at the end of September. The Wayne County Airport Authority Board voted to approve an executive consulting services agreement with Naughton, effective Oct. 1, to assist with transition needs as the Board conducts a search for a new executive to lead the management of Detroit Metropolitan (DTW) and Willow Run (YIP) airports.

“It has been an honor and a privilege to lead one of the best teams of aviation professionals in the world,” said Naughton. “Together, we have been at the forefront of aviation management and successfully guided the Airport Authority through many improvements, including the construction of two new passenger terminals and the full reconstruction of the largest, most capable runway at Detroit Metro Airport.”

Naughton began working with WCAA in 2002, when Public Act 90 established the Authority, and has served in a number of leadership positions including chief financial officer, executive vice president and interim chief executive officer. He was promoted to chief executive officer in 2012. During Naughton’s tenure with WCAA, DTW was named one of the Best Airports in North America by Airports Council International’s Airport Service Quality Program for its customer service and quality. The Authority has made significant progress in diversifying the workforce and improving succession planning across the organization. Also, WCAA has increased opportunities for small-, women- and minority-owned businesses to work with the airports. In a 10-month period, the number of certified small business enterprises jumped by more than 300 percent. As CFO, Naughton assembled the financing for DTW’s capital overhaul including construction of two award-winning passenger terminals, a new airport access road from I-275, the Westin hotel and Crosswinds Marsh, a wetland preserve.

“Tom is rightly recognized as a strong leader in the aviation field who combines considerable financial acumen with a deep knowledge of airport operations,” said Airport

Authority Board Chairperson Sue Hall. “Thanks to Tom’s leadership, airline passengers consistently rank Detroit Metro Airport as one of the best airports in the world. We are pleased that he has agreed to advise the Airport Authority through the transition to his successor and want to thank him for his continuing service to the Airport Authority, the aviation industry and, most importantly, the millions of passengers who safely fly to and from our airports each year.”

“I look forward to working with the Airport Authority’s Board and staff during the transition period, and to being available to advise management after retiring as CEO,” Naughton said.

Today, the Board also voted to appoint Joe Nardone as interim CEO. Nardone is currently the Vice President of Business Development and Real Estate for the Authority. He will begin serving in his new role Oct. 1 as the Board takes steps to implement a transition plan.

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Detroit Metropolitan Wayne County Airport (DTW) welcomed more than 33 million passengers in 2015 and is one of the world’s leading air transportation hubs. With service from 13 scheduled passenger airlines, Michigan’s largest airport offers more than 1,100 flights per day to and from more than 140 non-stop destinations on four continents. With two award-winning passenger terminals, six jet runways, and an onsite AAA Four-Diamond Westin Hotel, DTW is among the world’s most efficient, customer friendly and operationally capable airports in North America. DTW is operated by **Wayne County Airport Authority**, which also operates nearby **Willow Run Airport** – an important corporate, cargo and general aviation facility. **The Airport Authority is entirely self-sustaining and does not receive tax dollars to support airport operations.** Visit www.metroairport.com for more information.

RECENT ACCOMPLISHMENTS AT DETROIT METROPOLITAN / WILLOW RUN AIRPORTS

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Talent Development & Succession Planning

2011/12/13/14/15 – Developed Future Public Safety Talent. The Airport Authority has developed an aggressive outreach program with local colleges to recruit the best and brightest for our Public Safety Division. The Police and Fire Departments have participated in dozens of job fairs throughout the state. This program continues to advance senior leadership's goal of building a professional and inclusive workforce at our airports, while supporting the Authority's primary mission of operating safe and secure air transportation facilities.

2012 – Implemented an Integrated Employee Development & Performance System. Rolled out a Learning Management System (LMS) for tracking and delivering employee training, performance evaluations, progress toward organizational goals, and accomplishment of development plans. Currently, more than 75% of employees have formalized development plans for their career growth within the WCAA.

2014 – Won the “Visionary in Performance Management” RAVE (Remarkable Achievements and Visionary Elites) Award from Cornerstone OnDemand. Recognized for innovation and excellence in talent management for integrating talent management with organizational processes for continued employee development and success.

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/NR Gale ASE \(2\).pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/NR_Gale_ASE_(2).pdf)

RECENT ACCOMPLISHMENTS AT DETROIT METROPOLITAN / WILLOW RUN AIRPORTS

2014 – Completed Succession Planning for WCAA Leadership Positions. Identified potential internal candidates to succeed current senior leadership team members and created plans for individual training and development of career paths to optimize opportunities for successful advancement. Succession planning continues in positions throughout the organization.

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/NR Brian Lassa line.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/NR%20Brian%20Lassa%20line.pdf)

2015 – Negotiated New Progressive Labor Agreements with Bargaining Units. Pay-for-Performance criteria was incorporated into labor agreements for all bargaining unit employees, integrating organizational goals and objectives into employee performance.

2015 – Implemented a Performance Compensation Program for At-Will Employees. Initiated a performance payment for achievement of individual performance and WCAA Strategic Performance Measures.

2015 – Established a Leadership Academy. Developed and conducted initial academy with leadership staff to build and enhance their management skills for identified career paths and advancement opportunities. Participants also developed and completed team projects aimed at benefiting the airport and the community. A second Academy has been established for 2016.

2015 – Launched College Internship Program. Developed and initiated an internship program for college students working toward degrees with major coursework in engineering, aviation, finance, business, public administration or aviation-related field. The program provided valuable experience in many areas of airport operations/management, increased awareness of careers at our airport, and assisted in advancing key projects/initiatives of the WCAA. All college interns received a development plan to support their training and growth while here at the WCAA.

2015 – Created High School Co-Op Program. Initiated a high school co-op program in conjunction with Davis Aerospace Technical High School in Detroit, Michigan in support of the “Grow Detroit’s Young Talent” program. Students were mentored by the Director of Maintenance, were exposed to many areas of the airport operations and were provided opportunities for training courses and received a transcript of their achievements while here at the WCAA. This program will continue on an annual basis.

2015 – Implemented Apprenticeship/Development Program. Created specific programs focused on providing development for entry-level maintenance workers, skilled trades such as painters, carpenters, HVAC technicians, locksmiths, and many other positions at the WCAA.

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2015 – Swore-in WCAA’s First Woman Police Chief. Deputy Chief Jennifer Williams was promoted to Police Chief in June 2015.

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/NR Williams appointed Police Chief Jun 2015.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/NR_Williams_appointed_Police_Chief_Jun_2015.pdf)

2015 – Focusing on Improving Diversity & Inclusion. Embedded core values, which include diversity, into WCAA training, performance evaluation, and succession planning processes. Re-evaluated recruitment outreach strategies to ensure alignment with WCAA’s focus on diversity and inclusion. Hired a professional Talent Acquisition specialist in the HR group. As of 2016, 34% of the WCAA’s employees are women; 4% are veterans, and 41% are Gen Xers. In the last year, 43% of the employees hired were minorities and 56% of internal promotions were minorities.

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/NR AMAC Great Lakes Regional Forum 032916 FINAL.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/NR_AMAC_Great_Lakes_Regional_Forum_032916_FINAL.pdf)

2016 – Developed Supervisor Institute. Implemented a Supervisor Institute to enhance the leadership capabilities of the WCAA’s front-line management staff and to prepare other employees for potential management positions.

Air Service Development

2013 - Added new Non-Stop Service from DTW. Frontier Airlines expanded service to Trenton, New Jersey. Spirit Airlines expanded service to Fort Myers, Florida and Houston, Texas.

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/NR air service adds nov 2013.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/NR_air_service_adds_nov_2013.pdf)

2014 - Attracted Two New Airlines to DTW. Jet Blue service to Boston began in March 2014 and Alaska started its flights to Seattle in September 2014.

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/AlaskaAirlines NewAirService release 2-11-14.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/AlaskaAirlines_NewAirService_release_2-11-14.pdf)

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/10_15_2013 BOSDTW release FINAL.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/10_15_2013_BOSDTW_release_FINAL.pdf)

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2014 - Added new Non-Stop Service from DTW. Spirit started service to Atlanta, Kansas City, Minneapolis and New Orleans. Frontier Airlines expanded to Washington Dulles and Wilmington, Delaware. American Airlines re-established service to Washington National.

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/NR New D TW Air Service 7-23-14.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/NR%20New%20D%20TW%20Air%20Service%207-23-14.pdf)

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/NR-NewAirService2015-1-8-15.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/NR-NewAirService2015-1-8-15.pdf)

2014 - Promoted Region at World Routes event in Chicago. Staff utilized this event to showcase DTW and the Detroit region at the exposition and by conducting more than 20 one-on-one meetings with airlines.

2015 – Attracted a New International Airline. Virgin Atlantic started non-stop service to London Heathrow beginning June 2015.

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/NR Virgin Announcement rev1.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/NR%20Virgin%20Announcement%20rev1.pdf)

2015 – Increased Cargo Operations. DHL initiated new 767 cargo flights out of DTW.

2016 – Added Nine Non-Stop Service Opportunities from DTW. Delta begins non-stop service to Munich, Germany in May 2016. Other carriers have already started their new non-stop service, including Spirit to Boston, Philadelphia and Baltimore/Washington (BWI); Frontier to Orlando, Ft. Lauderdale, Ft. Myers and Phoenix; JetBlue to Ft. Lauderdale; and Southwest to Dallas Love Field.

<http://detroit.cbslocal.com/2015/01/08/detroit-metro-airport-add-new-routes-airline-in-2015/>

<http://www.freep.com/story/travel/2016/05/14/new-detroit-munich-flight-opens-door-bavaria-beyond/83830238/>

Ensured Airfield Capacity, Efficiency and Safety

2012 – Created Large Aircraft Capable Taxiway. Leveraging FAA grant funds, this \$18.7 M project reconstructed and relocated Taxiway Z, on the west side of DTW's longest Runway, 4R/22L, to accommodate simultaneous operations of large aircraft on both the taxiway and runway in the worst weather conditions.

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2012 – Developed New Airfield Lighting Equipment Facility. This \$3.2M project developed a new facility to accommodate relocation and replacement of airfield lighting systems critical to the operation of DTW's airfield.

2012 – Improved Remain Overnight (RON) Aircraft Parking Positions. This project improved the airport's pavement and adjacent vehicular zipper road - providing benefits to DTW Airlines for their nightly aircraft parking needs, and improved efficiency for closely timed morning departures.

2012 – Installed Systems Emergency Generator. This \$13M project installed electrical generation equipment to provide electrical power to the North Terminal and airfield during power failure events in order to minimize impacts on terminal and airfield operations.

2013 – Reconstructed Critical Airfield Service Road. This \$1.8M project widened and reconstructed the airfield road west of Taxiway M, which serves as a critical route for aircraft rescue & firefighting equipment and airfield maintenance vehicles.

2014 – Completed Reconstruction of Willow Run's Primary Runway. Reconstructed 75-year old Runway 5R/23L. This \$45M project was completed over two construction seasons, and leveraged federal and state grant funding.

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/NR Runway 5R-23L rededicated Oct 30 2014.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/NR%20Runway%205R-23L%20rededicated%20Oct%2030%202014.pdf)

2014 – Completed Reconstruction & Enhancements of DTW Most Capable Runway. This \$150M project leveraged FAA funding and fully reconstructed DTW's 12,000 foot-long Runway 4R/22L. The project implemented modifications to accommodate uninterrupted flow of large aircraft on adjacent Taxiway Q when the runway is being used for aircraft arrivals from the south.

Achieved Operational Excellence in Safety

2011 – Accredited by Commission on Fire Accreditation International (CFAI). The Airport Fire Department was accredited by the Commission on Fire Accreditation International (CFAI); one of the only accredited Michigan departments.

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/PDFs/9-13-11 CFAI Accreditation 2011.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/PDFs/9-13-11%20CFAI%20Accreditation%202011.pdf)

2013 – Recognized by FAA for Safety Improvements. Federal Aviation Administration (FAA) Great Lakes Region presented a 2012 Safety Award for safety enhancements and operational

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improvements at Detroit Metropolitan Airport. FAA recognized the Airport's Pavement Management Program, a new Ground Run-up Enclosure, and the adoption of a Safety Management System framework to "...successfully manage the busy, daily operation and ongoing airfield pavement rehabilitation projects."

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/NR 3 awards March 12 2013.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/NR_3_awards_March_12_2013.pdf)

2014 – Construction Safety Advocacy. Implemented a random drug screening program for contractors working at Detroit Metro and Willow Run airports.

2014 – Improved Emergency Communication System. Converted WCAA radio system to State Police Radio System to improve communication between WCAA public safety resources and mutual aid partners. Vastly expanded radio system range/coverage at DTW, YIP, and Crosswinds Marsh.

2014 - DTW Vehicle Technology Project Enhances Safety and Efficiency. Vehicle Movement Area Transponders installed in Airport Rescue and Fire Fighting, Airport Maintenance, and Airfield Operations vehicles operating in the Aircraft Operating Area (AOA).

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/NR VMAT 2014 Exelis 11-25-14.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/NR_VMAT_2014_Exelis_11-25-14.pdf)

2015 – Completed Development of New Airport Public Safety Facility and Airport Response Center (ARC). This \$20M project consolidated public safety related functions and staff into a state of the art center creating operational efficiencies and enhanced communications. This facility also includes an enhanced hardened area designed to provide protection of critical systems and staff during severe weather events.

2015 – Increased Staff in the Authority's Public Safety Division. Added 25 new or reassigned employees to the Airport's Public Safety Division, including Security, Special Services, Police and Fire. The staff members will enhance the top-notch services already offered by Public Safety.

2015 – Recertified by Commission on Accreditation for Law Enforcement Agencies (CALEA). In February 2015, CALEA reaffirmed the Airport Authority Police Department is among the world's best, and one of only 10 law enforcement agencies in Michigan that is CALEA certified. CALEA standards are viewed by many in the law enforcement community as a blueprint for industry-recognized best practices. Certification signifies that a law enforcement agency has maintained

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compliance with more than 390 professional requirements and is a top performer amongst its peers.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/NR_CALEA_2015.pdf

2015 – Hosted the very first NTSB/FEMA Airport Disaster Response and Family Assistance Seminar. The purpose of this two-day event was to help prepare organizations to respond and support families and survivors of a major aviation disaster. The event included a Large-Scale Aviation Accident Response Tabletop Exercise and was well attend by aviation officials from all over the region.

2016 – DTW is a Recognized Leader in Public Safety Training. The FAA requires that all airport firefighters receive a live aircraft fire training annually. DTW has trained firefighters from the City of Detroit, Windsor Ontario, and Kalamazoo. Cleveland Hopkins International Airport Fire Department is the latest agency to be trained by our Airport Fire Department in aircraft rescue and firefighting techniques.

Transformational Terminal Improvements

2012 – Transformative Airport Retail Concession Program Commences. McNamara Terminal Retail overhaul approved and initiated.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/NR_McNamara_New_Retail_w_Listings_2012.pdf

2013 – McNamara Terminal Retail Program Construction. Construction of 37 new retail venues have generated approximately \$13.8 million in private-sector investment. Concessionaires spent approximately \$425 per sq. ft. on new award-winning retail concessions.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/FINAL-DTWandWDFGUNveilNewFlagshipBeautyBoutique5-20-14.pdf

2014 – McNamara Terminal Food & Beverage Redevelopment Program Commences. P.F. Chang's, Andiamo, Chick-fil-A, Plum Market/Zingerman's Deli, Eastern Market and state-of-the-art gate area dining / technology are among the new program highlights. Construction of 26 new restaurant venues have generated approximately \$31.6 million of private-sector investment. Concessionaires spend approx. \$614 per sq. ft. on new award winning food & beverage concessions.

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http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/McNamaraTerminalFBNR3-20-14.pdf

2015 – DTW Retail Concessions honored by Airport’s Council International – North America (ACI-NA). DTW Retail stores receive industry recognition from ACI-NA in the categories of Best New News and Gift Concept – Wall Street Journal/Starbucks, and Best New Retail Concept – Estee Lauder Beauty Boutique.

2015 - Industry-leading Airport Concession Disadvantage Business Enterprise (ACDBE) Program. DTW’s new combined airport retail & restaurant program boasts 42% ACDBE participation – more than double the program’s original goal.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/NR%20Contracting%20Opportunities%20%20AMAC_FINAL_041816.PDF

2016 – ACI-NA Concession Award Winner. 2nd Place - Best New Large Airport Retail Program in North America

2016 – New DTW Restaurants Recognized Among the Best. ACI-NA Excellence in Concessions - 1st Place: Best New Food & Beverage Concept – P.F. Changs; - 2nd Place: Best New Food & Beverage – Quick-Serve Concept – Plum Market/Zingerman’s; Airport Revenue News (ARN) names DTW’s Andiamo Best New Food & Beverage Concept.

<http://www.detroitnews.com/story/business/2016/05/22/metro-airport-concessions/84757258/>

<http://www.dbusiness.com/March-April-2016/Andiamos-Detroit-Metro-Airport-Location-Earns-Top-Award/#.V0cfQ420jcs>

Enhanced the Passenger’s Experience

2012 – New Children’s Play Area Opens at North Terminal. DTW opens an innovative sponsored play area in the North Terminal, featuring aviation and recycling themes.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/PR_20120808_NR_Aquafina_PlayPort_Aug_2012.pdf

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2013 – DTW Upgrades In-Terminal WiFi. New network improvements and unlimited complimentary wi-fi access for travelers is well-received by customers. DTW's wi-fi rated as one of the fastest airport wi-fi networks in the country.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/PR_20120620_NR_WiFi_June_2012.pdf

2013 – DTW Partners with *Paws with a Cause* for Assistance Dog Training. Partnering with Delta Airlines and the TSA, the Airport Authority facilitated the launch of a new series of training programs designed to help train puppies destined to become service animals and assistance dogs.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/NR_Paws_With_A_Cause_launch_July_2013-final.pdf

2013 – Global Entry Kiosk Program Enhanced. Working with U.S. Customs and Border Protection (CBP), seven new Global Entry kiosks are added at the airport to improve the international passenger facilitation processes.

http://www.wcaa.us/Portals/WCAACorp/Detroit_Airport-GLOBALENTY-Kiosks.pdf

2013 – Airport Authority Customer Service Program Grows. The Airport Authority brings its voluntary customer service Ambassador Program in-house, and increases volunteer participation by more than 50%.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/NR_PVSA_2012.pdf

2014 - Automated Passport Control (APC) Kiosks Installed at the McNamara Terminal. In partnership with Delta Air Lines and CBP, 30 new APC kiosks were installed, helping reduce wait times for arriving international travelers by up to 25 - 40 percent.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/NR_Automated_Passport_Control.pdf

2014 – Airport Authority launches its own *On-board with Autism* Program. Innovative flight rehearsal programs commence for families that have children with autism.

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[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/NR on board with Autism March 2014.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/NR_on_board_with_Autism_March_2014.pdf)

2014 – Innovative & Unique Service Animal Relief Area Added. International media attention was generated by the opening of an innovative service animal relief area near gate A-34 at the McNamara Terminal. DTW was one of the first airports to open any type of facility like this - enabling passengers traveling with service animals or pets to not leave the secured area of the terminal to find a relief area.

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/NR RIBBON Biting Ceremony-April-21-2014.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/NR_RIBBON_Biting_Ceremony-April-21-2014.pdf)

2015 – WCCA Recognized as Leader in Travel and Tourism. The Airport Authority was recognized by Detroit's Travel and Tourism industry - receiving the prestigious William F. McLaughlin Hospitality Award for Service Excellence at the Detroit Metropolitan Convention and Visitor's Bureau's (DMCVB's) annual ROSE Awards ceremony.

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/Wayne County Airport Authority Awarded for Service Excellence Sept%202015.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/Wayne%20County%20Airport%20Authority%20Awarded%20for%20Service%20Excellence%20Sept%202015.pdf)

2015 – Transformed Websites for International Passengers. To better communicate the capabilities and offerings of DTW and its terminals, the WCAA implemented to allow access in eight (8) different languages.

2015 – Expanded Military Lounge Added to DTW's North Terminal. A new Freedom Center Military Lounge, located adjacent to Gate D-17 at Detroit Metropolitan Airport's North Terminal, officially opened on December 17, 2015.

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/NR FREEDOM CENTER MILITARY LOUNGE EXPANDS TO DTWS NORTH TERMINAL.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/NR_FREEDOM_CENTER_MILITARY_LOUNGE_EXPANDS_TO_DTWS_NORTH_TERMINAL.pdf)

2015/16 – Installed Passenger Directories at McNamara Terminal. Installed twenty three new state-of-the-art digital terminal directories, with two unique 98-inch ultra-high definition (UHD) 4K displays, which feature boarding pass scanners that visually plot the shortest path to a customer's gate. The 98 inch displays are the largest in the world installed for passenger wayfinding.

2016 - Pure Michigan Welcoming International Passengers at DTW. Through a partnership with Pure Michigan, the Detroit Metro Convention & Visitors Bureau and the United States Customs

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and Border Protection (CBP) the Airport Authority collaborated on a first-of-its-kind photo experience installation to welcome international travelers to Detroit and Michigan.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/NR-2016-01-11-DTW-Pure-Michigan-Photo-Experience.pdf

2016 – DTW Ranked in Top Ten by J.D. Power. J.D. Power and Associates consistently ranks Detroit Metro in the top ten for passenger satisfaction among large airports. In their most recent study (February, 2016), DTW received higher rankings than airports in Phoenix, Charlotte, Minneapolis and Dallas.

2016 – DTW Named One of Best Airports in North America by ACI. Airports Council International's (ACI) Airport Service Quality (ASQ) Program, which surveys more than half a million passengers at airports around the world, recently (February, 2016) named DTW one of the best large airports in North America for service quality and stellar passenger experiences. The airport is receiving some of the best scores we have seen from our quarterly Airport Service Quality (ASQ) surveys.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/ASQ_2015_results_29_February_7.00_AM_FINAL.PDF

Improving Roads, Parking and Other Landside Facilities

2012 – Completed Blue Parking Deck Improvements. This \$5.2M project improved the parking deck's structural systems.

2014 – Primary Road Gateway Improvements. Executed MOA with MDOT for Authority to maintain landscaping/signage and completed initial improvements within I-94 Right-of-Way which serves 75% of the visitors at DTW.

2014 – Enhanced Airport Access Roadways and Service Drives. Reconstructed Northline Road, portions of West Service Drive, and East Bound Eureka Road ramp to North Bound Dingell Drive Repairs.

2014/15 - Created Multiple Jurisdiction Road Team. The WCAA is leading the Michigan International Airports Roadway System Strategy Team focused on identifying, encouraging, and coordinating improvements to non-airport roads around DTW. Staff from DTW, MDOT, SEMCOG, Romulus, and Wayne County Roads work to identify and prioritize road improvements and

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advance strategies to secure funding. Currently, work has been completed or is scheduled for Merriman Road, Middle Belt Road, I-94 and its freeway interchanges serving DTW.

2014 – Reconstructed Major Employee Parking Lot – This \$7M project reconstructed and enhanced the South Employee Parking Lot providing efficiencies to operations and improving lighting.

2014 – Reconstructed DTW’s Largest Public Surface Parking Lot – This \$3.3M project reconstructed and enhanced Green Parking Lot providing improved parking surfaces and lighting to passengers.

2015/2016 – Improved Airport Roadway Condition and Landscape. Rehabilitating portions of Dingell Drive, Rogell Drive, and West Service Road at cost of approximately \$4M to improve pavement condition for airport users and visitors of the region.

2015/16 – Completing McNamara Parking Deck Improvements. This \$7.7M project is improving the parking deck’s structural systems.

Ensuring Financial Competitiveness and Stability

2012/13/14/15 – Received Budget Award and Recognition for Excellence in Financial Reporting. Presented Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting awards from Government Finance Officers Association (GFOA).

2012 – Restructured Health Care and Retirement Plans. Plan changes drive long-term savings for the Airport Authority and reduce long-term plan liabilities.

2012/14/15 – Successful Airport Revenue Bonds Issuances for Capital Projects. Approximately \$202 million, \$128 million and \$221 million of Airport Revenue Bonds sold in 2012, 2014 and 2015, respectively. Funds to be used for airfield projects including runway reconstruction, parking lot reconstruction, upgrading the power plant and electrical distribution systems, site development/demolition, bridge and roadway work, and other airport projects.

2012/13/15 – Successful Debt Refinancing Provides Significant Interest Rate Savings. Refinanced approximately \$75 million, \$391 million, and \$410 million in 2012, 2013, and 2015, respectively. The refinanced debt is anticipated to result in interest rate savings of at least \$6 million annually.

2013 – Recognized for Financial & Procurement Excellence. Wayne County Airport Authority was honored as *Entity of the Year* by the Michigan Public Purchasing Officers Association.

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2015 – Successfully Refinanced DTW Westin Hotel debt with General Airport Revenue Bonds.

The new refinanced debt is now guaranteed by the airport’s signatory airlines, and is anticipated to generate interest rate savings of approximately \$1.1 million annually. With these savings, it is anticipated that the hotel revenues will provide additional non-airline revenue for the Authority. The financing plan also eliminated a Wayne County limited tax obligation back-up pledge on the original debt, thereby relieving the county of any related debt obligation.

2012/13/14/15 – Maintaining Upper Medium Grade Ratings. In 2012 Moody’s upgraded the Authority’s credit rating to A2 Stable. Since 2012 the Authority has maintained A, A- and A2 credit rating agencies by S&P, Fitch and Moody’s respectively; all with a stable credit outlook.

2012/13/14/15 – Effectively Managing Operating Expenses. Since 2012, operating expenses for DTW have been managed to a Compounded Annual Growth Rate (CAGR) of 1.9 percent.

2012/13/14/15 – Providing Refunds to Airlines. The Authority has managed the budget to provide refunds of \$3.8 million, \$5.1 million, \$7.3 million and \$5.9 million in 2012, 2013, 2014, and 2015, respectively. The refunds have been managed within 2.4 percent of the annual budget.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/PR_20120126_1-26-12_FY2011_Refund_to_Airlines.pdf

Assisting Small and Disadvantaged Businesses

2014 – Implemented Improvements to Procurement & Contracting Ordinance. Revisions established a more open and competitive purchasing process, increased efficiencies, improved the value return on purchasing investment, and expanded Small Business Enterprise (SBE) program.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/NR%20Contracting%20Opportunities%20%20AMAC_FINAL_041816.PDF

2014 – Implemented a Business Supportive Services Program. This program was developed to help improve the competency and business capacity of the pool of certified SBE, DBE and ACDBE firms. Specific aspects included increasing outreach activity, facilitating mentor/protégé relationships, and identifying/removing barriers to participation.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/NR%20Contracting%20Opportunities%20%20AMAC_FINAL_041816.PDF

RECENT ACCOMPLISHMENTS AT DETROIT METROPOLITAN / WILLOW RUN AIRPORTS

2016 – Expanded Contracting Opportunities for Small and Minority Businesses. In less than a year, the Airport Authority increased the number of certified small business enterprises (SBEs) by 321%. Certified Small Business Enterprises at WCAA have increased 80 to 304 in that last year. In the last 10 months, \$18M in contracts have been awarded to SBEs, MBEs, WBEs.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/NR%20Contracting%20Opportunities%20%20AMAC_FINAL_041816.PDF

2016 – Hosted Airport Minority Advisory Council Regional Conference. This conference welcomed aviation industry leaders and brought airport operators, airline executives, government officials and contractors together for professional development, networking and exposure to business opportunities in the Detroit region. *“Our team strives to create a culture of inclusion at Detroit Metro and Willow Run airports and within our community,”* said Thomas Naughton, Airport Authority CEO.

Advancing Airport Development

2012/13 – Runway Rehabilitation. Full reconstruction of DTW’s longest runway, 4R/22L commenced in 2012 to continue DTW’s capability of departing large aircraft for distance destinations in Asia. This \$150 million project was completed in 2013.

2012 –Award for Design & Construction of DTW Entry Road. Detroit Metro Airport was awarded an *Award of Excellence* by Michigan Concrete Association for a road realignment project.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/NR_3_awards_March_12_2013.pdf

2013 – DTW Recognized for Innovative Ground Run-up Enclosure (GRE) Project. The American Council of Engineering Companies of Michigan and the Michigan Concrete Association presented an *Engineering Merit Award* and an *Award of Excellence* for design and construction of a new \$11 million airfield Ground Run-up Enclosure, which significantly reduces aircraft noise in the community, during aircraft maintenance procedures.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/NR_3_awards_March_12_2013.pdf

RECENT ACCOMPLISHMENTS AT DETROIT METROPOLITAN / WILLOW RUN AIRPORTS

Advancing Airport Development (Continued)

2013/14 – Cargo and General Aviation Runway Reconstruction. Leveraging federal and state grants Willow Run Airport’s 75-year-old runway, 5R/23L was replaced. This \$45M project was completed over two construction seasons.

2014 – Commenced Obsolete Facilities Removal Program. Developed and began multiple year program to demolish vacant, un-used, and failing structures at DTW. This \$31M building demolition and utility modifications program is focused on repurposing and redeveloping airport sites for aircraft related spaces, aeronautical facility development and expansion, and airport user facility developments.

2014/15/16 - Collaborating with Regional Economic Development Forces. The WCAA participates in regional economic development activities and tasks to advance the needs and development of the airport and our region. WCAA staff serves on boards or committees of regional organizations including the Detroit Metro Convention and Visitors Bureau, SEMCOG Transportation Coordinating Council, Detroit Regional Chamber Economic Development Council, Detroit Region Aerotropolis, Ann Arbor Convention and Visitors Bureau.

2015 – Created Property Data Toolbox. Created system of site data and information to improve the effectiveness of marketing available real estate. Currently, site planning activities to support this effort has occurred at ten development sites.

2015 – Completed Willow Run Airport (YIP) Hangar 2 Removal & Utility Rerouting. Completed project to make Hangar 2 site ready for future aeronautical development and investment. This \$3.9M building demolition and utility modifications project leveraged EPA grant funds toward environmental remediation.

2015 – Readied Airport Sites for Future Development. Work has continued in preparing airport sites to accommodate future expansion of commercial, cargo, corporate, and MRO activities.

2015 – Public Safety Facility and Airport Response Center (ARC) Opens. State-of-the-art Public Safety facility consolidates dispatch centers for Police, Fire, Security and Special Services and enhances airport response and preparedness.

2015 - Attracted New Spirit Airlines Maintenance Facility. In June 2015, Spirit Airlines announced development of a new 126,000 square foot facility for airline maintenance and repair. The project is expected to create more than 80 jobs. Construction of the \$31M facility is underway.

RECENT ACCOMPLISHMENTS AT DETROIT METROPOLITAN / WILLOW RUN AIRPORTS

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/6-25-15 MBDP Spirit press release with rendering.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/6-25-15%20MBDP%20Spirit%20press%20release%20with%20rendering.pdf)

2011 – DTW Honored for Sustainable Concession Practices. The Airport Authority received top honor for its industry-leading cooking oil recycling programs in the “Best ‘Green’ Concessions Practice or Concept” category of the 2011 ACI-NA Richard A. Griesbach Excellence in Airport Concessions Contest.

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/PDFs/12-13 ACINA Concessions Green Award 2011.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/PDFs/12-13%20ACINA%20Concessions%20Green%20Award%202011.pdf)

2011/13 – Plug-In Electric Vehicle Charging Stations added to DTW Parking Facilities. The program was in partnership with DTE Energy, who provided the charging stations; the Airport Authority provided the electrical connections to the stations, and does not charge for the power. As an added bonus for environmentally conscious commuters, users have some of the closest parking to the terminals with Electric vehicle parking spaces near the center of each parking garage.

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/PDFs/7-27-11 DTE PEV public charging stations.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/PDFs/7-27-11%20DTE%20PEV%20public%20charging%20stations.pdf)

2012 – Completed Noise Reducing Ground Run-up Enclosure. This \$11M project constructed at specially engineered 3-sided open acoustic structure to reduce noise impact to the surrounding community created by aircraft engine run-up after maintenance.

[http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News Release/PR 20120731 NR GRE Opening Jul 2012.pdf](http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News%20Release/PR%2020120731%20NR%20GRE%20Opening%20Jul%202012.pdf)

2012 – Activated Second Diluted Deicing Fluid Transmission System. Placed into service the new pump station and miles of new storm water pipe connecting DTW’s deicing stormwater pond to an interceptor of the DWSD Treatment Plant. This \$10M project enhanced capabilities of storm water treatment by creating a redundant treatment source and improved compliance with federal storm water regulations.

RECENT ACCOMPLISHMENTS AT DETROIT METROPOLITAN / WILLOW RUN AIRPORTS

2013 – Completed Parking Garage Lighting Conversion Project – This large Light Emitting Diode (LED) parking project installed approximately 7,000 fixtures providing estimated annual savings of approximately \$1.2 million.

http://www.wcaa.us/Portals/WCAACorp/WCAA%20Documents/News_Release/NR_Parking_re-lamping_project_Jul_2013.pdf

2013 – Installed Energy Efficient Boilers. This project engineered and installed a cost effective and environmentally sustainable boiler system at the airport’s north powerhouse – equivalent to taking 10,000 vehicles off the road per year. This project received partial funding from an FAA Voluntary Airport Low Emission (VALE) Grant.

2015/16 - Implemented Stormwater Recycling Program. Developed program to utilize airport storm water for dust control during reconstruction of runway projects.

2015/16 - Initiated ACI Airport Carbon Accreditation Process. Undertaking application to Airport Council International (ACI) Airport Carbon Accreditation program to leverage the program’s common framework and data collection protocol to improve active carbon management at DTW.

2016 – Conducted Youth Environmental Sustainability Education Program. Fifty students from Allen Academy in Detroit and Airport High School in Carleton learned about sustainability practices, and the value of wetlands at DTW’s award-winning Crosswinds Marsh nature preserve. Installation of new picnic tables and planting of native trees also took place to help celebrate Arbor Day.

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