

DRAFT TECHNICAL MEMORANDUM NO. 1

## **MASTER PLANS GOALS, OBJECTIVE AND APPROACH**

Airport Master Plan Update

Detroit Metropolitan Wayne County Airport

Prepared for  
Wayne County Airport Authority  
Detroit, Michigan

May 2016



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## 1.0 VISION

This vision serves as a guide for the planning lifecycle of the Detroit Metropolitan Wayne County Airport Master Plan Update’s Goals and Objectives.

The overall vision of the Airport Authority is simply **“Making the world available.”**

## 1.1 Mission

Our overall mission applies to the Master Plan Update:

**“To provide an achievable, flexible and fiscally responsible development plan that will help ensure that the Airport can accommodate further activity levels, further its position as an international gateway and world-class hub airport, and support aviation-related economic development.”**

## 1.2 Core Values

The Airport Authority will remain consistent with our core values throughout the Master Plan Update to encourage teamwork through collaboration; hold ourselves accountable through decision-making; promote customer satisfaction in everything we do; ensure respect for our employees and consultants; live up to the highest level of integrity through transparency, and foster diversity through the inclusion of disadvantaged business enterprise opportunities to produce the Master Plan Update.

## 1.3 Strategic Focus Area

The vision, mission and core values are the foundation that supports the overall strategic focus areas as shown on Figure 1-1.



In order to translate the voice of the customer into actionable objectives, we have established five critical initiatives. The outputs below represent the characteristics defined by the Airport Authority. Critical requirements must be interpreted from a qualitative customer statement into an actionable, quantitative business specification. Establishing critical requirements are vital in understanding what and how to meet customer needs:

1. **Critical to Safety** assures we address safety and compliance in accordance to FAA requirements and regulations. Ensure that all airport facilities meet current regulatory requirements and tenant policies, and specifically address federal regulations regarding the preparation and submittal of the FAA required Master Plan Airport Layout Plan. The key measurable characteristics associated with FAA advisory circular aviation safety performance standards that must be met in order to satisfy the Master Plan approval.
2. **Critical to Cost** ensure financial feasibility of recommendations. Given ongoing capital improvements program, prepare a funding plan for the Master Plan Update improvements that aligns limited sources of capital with allowable and optimal users in order to maximize the Authority's financing capacity for recommended future projects. The key measurable characteristics associated with airport capital improvement funding and improved revenue performance. Adheres to General Acceptance Accounting Practices, and satisfy other requirements to secure future grant assurances.
3. **Critical to Quality** will position the airport to capitalize on future opportunities. Ensure the Airport will remain positioned, and continue to be a strong economic engine in the Detroit region by identifying the highest and best use of underdeveloped property and supporting infrastructure. Identify long-term plans aimed at developing areas for growth demand. The key measurable characteristics associated with the Authority's Airport System Plan, infrastructure planning, as well as airport land management asset necessary to meet future market opportunities, revenue growth and aviation capacity needs.
4. **Critical to Customer Satisfaction** enhances the Airport's passenger hub status while maintaining competitiveness. Foster and promote new and existing activities, including tenant expansion into new domestic and global market environments. Ensure tenants are in alignment with potential changes to avoid adversely cost impact to the Airport Authority and travelers. Moreover, evaluate all technical considerations associated with long-term passenger terminal and ground transportation developments while identifying compatible with near-term facilities to enhance the Airport's passenger hub status, optimize operations, and address passenger level of service deficiencies. The key measurable characteristics associated with airport amenities within passenger terminals, ground transportation and parking, as well as other campus wide services typically used ASQ to measure customer experience.
5. **Critical to Outreach** provides for a comprehensive stakeholder involvement process. Establish a robust coordination and involvement between alternative development programs and key stakeholders throughout the duration of the Master Plan Update to ensure adequacy of assumptions, acceptance of key findings, and buy-in of recommendations. The key measurable characteristics associated with environmental impact statement awareness and information sharing with internal and external stakeholders in accordance to the National Environmental Policy Act (NEPA).

The Master Plan Update process will allow for considerations to be fluid and evergreen as the stakeholder pool expands. All considerations will be evaluated as part of the quantitative and qualitative critical flow down methodology with results tabulated and shared via the Master Plan Update project website:

[www.detroitmetroairportmasterplan.org](http://www.detroitmetroairportmasterplan.org)

Input from the entire Airport Authority senior leadership team will be necessary to refine priorities in order to achieve alignment with FAA requirements from a safety and compliance perspective, garner support to ensure financial feasibility and funding is achievable to sustain the Authority's competitiveness for airlines, tenants and general aviation operators, as well as passengers.

## 2.0 GOALS AND OBJECTIVES

The goals for the Master Plan Update are the foundation that drives development alternatives and serve as the ultimate criteria for the selection of a preferred development plan, as well as facilitates other major decisions that are required throughout the planning process. The Master Plan goals were developed in part following the September 2015 strategic planning workshop with Authority staff and were summarized to Authority leadership during a February 2016 Project Steering Committee. The Master Plan Update objectives are summarized in the following sections and are presented according to the major functional components of the Airport.

### 2.1 Airfield

Planning objectives specifically focused on airfield facilities include the following:

- Plan an operationally efficient future airfield that meets all FAA standards; address and rectify all known modifications to design standards and FAA documented airfield "hot-spots".
- Minimize airfield and airspace congestion and potential delays for aircraft operations through procedural changes, new or modified facilities, and/or provision of additional navigational aids, including opportunities provided by Next Gen.
- Review the operational benefits, costs, and implications of changes to the airfield; consider the results of technical modeling and all user (FAA ATC, airlines, etc.) input in this assessment.
- Optimize and facilitate remain overnight parking (RON), deicing and ground hold operations by identifying new or existing facilities to accommodate these activities.

### 2.2 Passenger Terminals

Planning objectives specifically focused on the development of the passenger terminal facilities include the following:

- Modify and develop (if necessary) the existing passenger terminal facilities to (a) efficiently accommodate future activity levels; (b) facilitate the expansion needs of existing carriers as well as new entrants; and (c) maintain high levels of passenger satisfaction.
- Ensure long-term passenger comfort and convenience in both terminals by considering factors such as walking distances, terminal-to-terminal connections, and amount and variety of concessions.

- Increase passenger safety by integrating evolving security/TSA requirements in all terminal development options.
- Optimize and efficiently use areas opened for development by demolition of the existing Smith Terminal.

## 2.3 Ground Transportation and Parking Facilities

Planning objectives specifically focused on the development of ground transportation and parking facilities include the following:

- Improve vehicular transportation within the Airport campus from all directions and to and from all airport facilities.
- Identify site alternatives for the development of a consolidated rental car center.
- Address, analyze and evaluate curbside congestion at both passengers terminals, paying particular attention to congestion and operational issues associated with the McNamara GTC.
- Identify and evaluate a range of potential strategies to mitigate imbalances on existing and future public parking facilities.
- Improve intra-Airport accessibility, transportation, and roadways, paying particular attention to the long-term location of the maintenance campus.
- Identify optimum locations for existing and future cell phone lot(s).
- Consider and integrate into the preferred development plan local/regional initiatives to improve public transit to and from the Airport.
- Prepare for potential long-term intermodal access to the Airport by addressing appropriate land use options.

## 2.4 Commercial and Economic Development

Planning objectives specifically focused on commercial and economic development include the following:

- Identify appropriate locations for commercial and business development opportunities that advance long-term economic interest in the Airport and the region and are consistent with the land use planning and development objectives of local governments.
- Identify opportunities for Airport-related collateral development, such as hotels, offices, retail and other commercial development that enhance economic development in the region and are compatible with Airport operations.
- Consider highest and best use of vacant properties.
- Provide land use guidelines to inform near- and long-term decisions on potential development opportunities.

## 2.5 Financial and Environmental

Planning objectives specifically focused on financial and environmental factors include the following:

- Assess the Authority’s financing capacity for near- and long-term capital projects, and ensure that all recommended development plans can be accommodated within the financial boundaries.
- Provide plans that will diversify Airport revenues and strengthen the financial position of the Airport.
- Identify ways in which to develop and operate all Airport facilities in a more economical manner.
- Provide a preferred recommended development plan that is fiscally and environmentally sound and that meets the aviation needs of the Detroit region in a socially responsible manner.
- Seek to minimize adverse environmental impacts that may result from future development.
- Evaluate the need, timing and viability of future development through appropriate environmental review, and establish the purpose and need for near-term projects to expedite environmental reviews.
- Ensure recommendations are consistent with the Authority’s sustainability plans and policies.
- Make use of existing facilities through renewal or modernization versus replacement.

## 3.0 CONCLUSION

The final version of the Master Plan Update vision will incorporate the goals and objectives, in addition to the findings of the Authority’s Airport System Plan which will identify the most appropriate roles and long-range air transportation facilities at the Authority’s two airports as part of the executive summary of the final Master Plan Report.