

West Michigan Airport Authority

60 Geurink Boulevard, Holland, MI 49423

P (616) 368-3023

Comprising City of Zeeland, Park Township and City of Holland



West Michigan Airport Authority

Regular Meeting Agenda

May 9th, 2022

11:30 a.m. –1:00 p.m.

60 Geurink Blvd. Holland, MI 49423

<https://us06web.zoom.us/j/82240548984>

Authority Members

City of Holland

Dave Hoekstra
Scott Corbin
Charles Murray

City of Zeeland

Kevin Klynstra
Beth Blanton
Doug Barens

Park Township

Russ Sylte
Skip Keeter
Jeff King

Ex-officio

Jim Storey
Frank Garcia

1. Public Comment.
2. Recognition of Jeff King for his service to the Board.
3. Consideration of April 11th, 2022 Meeting Minutes (Action Requested).
4. Airport Insurance Projections (No Action).
5. Gentex Fuel Farm Discussion (Action Requested).
6. Minimum Operating Standards re-write: Update (No Action).
7. Memorandum of Understanding Renewal: Palisades (Action Requested).
8. Adoption of Envision for Airport Project Planning (Action Requested).
9. Staffing Structure: Full Time Position Proposal (Action Requested).
10. Airport Business Park Planning Taskforce: Flagship Tenant Recruitment (No Action).
11. Communications Report (No Action).
12. FBO Progress Report (Action Requested).
13. FBO Report (Action Requested).
14. Financial Reports (Action Requested).
15. Updates from Board.
16. Other Business:

The West Michigan Airport Authority will provide the public with state-of-the-art global air access to strengthen the local economy and improve the area's quality of life.

West Michigan Airport Authority

60 Geurink Boulevard, Holland, MI 49423

P (616) 368-3023

Comprising City of Zeeland, Park Township and City of Holland



- A. Tulip time Fly-in
- B. Aviation Day Planning Volunteers
- C. Elected Official Visits
- D. Call with Go Rentals
- E. Local Business Engagement

17. Adjourn.

Next Meeting will be held June 13th, 2022

West Michigan Airport Authority

MEETING MINUTES

April 11th, 2022

*****11:30 a.m. – 1:00 p.m.*****

60 Geurink Blvd. Holland, MI

PRESENT: Corbin, Klynstra, Keeter, Barensen, King (zoom)

ABSENT: None

OTHERS PRESENT: Adam Feenstra, Jeff Thoman, Andrew Rittenhouse, Alan Radlow, Peter Eichley, Tyler VandenBrand, Leanne Shaeffer, Lynn McCammon, Paul Elzinga

Board Chair Sylte called the meeting to order at 11:30 a.m.

22.04.01 Public Comments.

None.

22.04.02 Consideration of March 7th & 14th, 2022 Meeting Minutes

Barensen made a motion with support by Klynstra to approve the minutes as presented.

Aye votes: **Corbin, Klynstra, Keeter, Barensen**

Nays: None

Motion carried.

22.04.03 FBO Land Lease Approval

Director Thelenwood presented to the Board the Land Lease Renewal for FlightLevel Aviation on the terms that any significant changes following the FBO's review will be brought back to the Board for approval.

Keeter made a motion with support by Klynstra to approve the terms in the FBO Land Lease Renewal as presented.

Aye votes: **Corbin, Klynstra, Keeter, Barensen**

Nays: None

Motion carried.

22.04.04 124 Veterans Drive Variance Approval

Director Thelenwood presented preliminary plans for the development of 124 Veterans Drive by

the Rittenhouse brothers which had developed a property adjacent to 124 Veterans more than a year ago. In accordance to the Unified Development Ordinance (UDO) last year, the project falls in Zone 2 of the Airport Zone District and is not outlined as an authorized use of the land. The area was developed densely with other residential properties prior to the Airport Layout Plan and the parcel in question is one of the last available for development. It has been discussed with Veterans 124 Developers, Airport Consultants, and the B&D committee and has been determined that the developmental plans for the parcel do not pose any additional risk.

King expressed concern about any development in a designated airport zone providing an inherent risk. Corbin commented as long as it follows FAA building code, he sees no issue in approving the variance if plans for the development of the parcel remain the same as discussed. King emphasized there still being a risk if the runway is developed. Corbin replied that it does not pose a significant risk to the airport as the condo development would not be a high-density structure. Thelenwood clarified that a site plan still needs to be seen and if the site plan reflects differently than discussed, then the variance will not be approved and that we're not asking for a variance in the ALP but in the UDO. Klynstra expressed approval noting the area is already developed with similar structures and businesses.

Klynstra made a motion with support by Barese to approve the minutes as presented.

Aye votes: **Corbin, Klynstra, Keeter, Barese**

Nays: None

Motion carried.

22.04.05 Annual Report

Annual Report

Leanne Schaffer of Boileau communications presented the annual report to the Board noting a difference in distribution as compared to the previous year which shares the report mainly digitally but that formatting still allows for print if desired. The annual report highlights the Runway Rehab Project, Airport Partnerships (ie. Flight Path, STEM flights), available land parcels and events that the airport took part in over the last year including Dream Flights, Bissell Pet Flights, and Operation Good Cheer.

Keeter and Barese commended the report and the Board accepted the report as information.

22.04.06 Communications Report

Leanne Schaffer presented the Communications report discussing the annual report, quarterly newsletter, and showcasing the Key Performance Indicators board for related Airport digital traffic performance stats. The Board accepted this report as information.

22.04.07 Update on Envision

Project Administrator Davio presented an update on investigations into project framework,

Envision, developed by the Institute for Sustainable Infrastructure. Envision offers an adaptable project planning tool for the airport to utilize to implement more cost-effective, resource efficient, and adaptable long-term infrastructure investments. The framework has been utilized and recommended by community partner, Board of Public Works Holland, and increasingly being considered across aviation projects with airports state and nationwide receiving accreditation for a variety of projects. Davio noted the FAAs increased focus toward sustainability and equity and the potential payoff in implementing a framework such as Envision and that final certification through the project's framework is eligible for BIL funding.

22.04.08 FBO Progress Report

Tyler Vandenbrand presented the FBO Progress Report to the Board. The Board established a 90 day monitoring of FBO progress with the present Board Meeting being the 90 day mark. Vandenbrand reported on reliable communication from the maintenance department and noted continued organization of what was left from previous maintenance team. The FBO continues to search for qualified mechanics to supplement the current department, have updated hours of operations, and are focusing communication and advertising efforts to better represent services through WMRA and FlightLevel. Customer Support Representatives are also focused on maintaining a Holland centric approach with in house communication. Ashley Cramer has been brought on the team to head up charter operations--Paul Elzinga commented on his experience working with Ashely and commended her abilities.

Corbin expressed concern about the language still used by the FBO "trying, attempting, in progress" recommending another 90 days of monitored progress because there is still work to do. Keeter asked about the ability to have this report structure as a regular report and Vandenbrand agreed that it's not a difficult report to pull together on a monthly basis going forward.

Keeter made a motion with support by Klynstra to accept the 90 day report and extend progress reports for an additional 90 days.

Aye votes: **Corbin, Klynstra, Keeter, Barensen**

Nays: None

Motion carried.

22.04.09 FBO Report

Tyler Vandenbrand presented the monthly FBO fuel sales report noting that sales are not only meeting but exceeded volume in fuel sales for 2021. Peter Eichley highlighted the severity of climb in oil prices on the east coast (cost tripled over a short amount of time), preparing the Board for a lag on how the market responds to it in West MI.

Keeter made a motion with support by Barensen to accept the FBO report.

Aye votes: **Corbin, Klynstra, Keeter, Barensen**

Nays: None

Motion carried.

22.04.10 Financial Reports

Treasurer McCammon presented the Financial Reports through the end of March to the Board. Director Thelenwood commented on CRSSA funds + ARPA over the coming months as additional revenue.

Barense made a motion with support by Klynstra to accept the financial report.

Aye votes: **Corbin, Klynstra, Keeter, Barense**

Nays: None

Motion carried.

22.04.11 Updates from Board

A. Parcel K Update - parcel K no offers yet but a few interested

B. Marketing Strategy Launch - development materials being followed up after mailing

C. Tulip Time Fly-In – May 14th, Bikes for rent from Cross Country cycle—still no bus transportation available. Corbin recommended looking into Allegan County Transportation as an option.

D. Aviation Day- August 20th- Meeting on the horizon with Wings of Mercy, Young Eagles, City of Holland, BSA, and other participating partners.

Meeting Adjourned at 1:00 p.m.

Minutes Approved: (Secretary)

Date:_____

West Michigan Airport Authority

July 1, 2022 to July 1, 2023



Premium and Rate Analysis Projections for Renewal

Coverage	21-22 Exposures @ 21-22 Rates	22-23 Exposures @ 22-23 Estimated Rates	% Change	\$ Change	Notes
Workers Compensation	Accident Fund	Accident Fund			
Exposure (Total Payroll)	\$ 15,000	\$ 15,000	0.00%	\$ -	0-5% Estimated Increase.
Rate per \$100 in Payroll	\$ 0.090	\$ 0.090	0.00%	\$ -	
Modified Premium	\$ 14	\$ 14	0.00%	\$ -	
Fees and Taxes	\$ 362	\$ 362	0.00%	\$ -	
Total Premium	\$ 376	\$ 395	5.14%	\$ 19	
Property	Travelers	Travelers			
Exposure (TIV)	\$ 6,827,340	\$ 7,527,431	10.25%	\$ 700,091	Inflationary Increase of 10% Building Values. Estimated 12% Rate Increase.
Rate per \$100 in TIV	\$ 0.184	\$ 0.21	12.00%	\$ 0	
Premium	\$ 12,574	\$ 15,527	23.48%	\$ 2,953	
Public Officials and EPLI	Greenwich	Greenwich			
Premium	\$ 7,062	\$ 8,474	20.00%	\$ 1,412	10-20% Estimated Increase.
Engineering Fee	\$ 195	\$ 195	0.00%	\$ -	
Total Premium	\$ 7,257	\$ 8,669	19.46%	\$ 1,412	
Airport Owners and Operators Liability	Chubb	Chubb			
Premium	\$ 5,400	\$ 6,480	20.00%	\$ 1,080	Coming off a 3 Year Term 15-20% Estimated Increase.
Cyber Liability	BCS	BCS			
Premium	\$ 1,701	\$ 2,211		\$ 510	\$1 Million Limit- Rate increases on this line are at minimum of 25%.
Total Premium	\$ 27,308	\$ 33,282	21.88%	\$ 5,975	All Premiums Annualized

Notes:

Above Summary is ESTIMATED increases. Firm quotes have not yet been received. Pricing is subject to change.

Winter Market Report

FEBRUARY 2022



Gallagher

Insurance | Risk Management | Consulting

Winter Market Report

The big picture

Where we were: 2021

- Like 2019 and 2020, 2021 was a challenging market overall. Our clients faced significant difficulties trying to find coverage, with capacity issues and significant rate increases—for some clients as much as 50%–100% increases, often multiple years in a row.
- A confluence of factors continued to challenge the industry, including social inflation—the trend of rising insurance costs as a result of increased litigation, plaintiff-friendly judgements and high jury awards—increased storm activity and pandemic losses. Additionally, carriers' ability to offset these results through investment income remained a challenge due to the low interest rate environment.

Where we are: What we're seeing now

- Rate increases are moderating for some lines. After three years of substantial rate increases, we're approaching a point of rate adequacy in the market, which is leading to more moderate rate increases.
- The market is trending slightly flatter, though not in every coverage line. Cyber, for example, has kept up sizeable year-over-year rate increases, with median increases of 39%, while Workers' Compensation rates were flat.
- Three years of carriers raising rates, restricting limits and increasing deductibles have generally made the market more attractive to new business. Carriers' combined ratios improved throughout 2021.

Where we're going: Trends we are watching

- With improving rate adequacy comes increased carrier competition. There are a number of new entrants to the market and increasing competition as underwriters look to write new business. We expect this to level off rate increases further into 2022. Exceptions are challenged placements, those with elevated risk profiles, and accounts that have experienced losses.
- Pandemic concerns about how COVID-19 will impact the industry both from a loss and exposure standpoint is starting to ebb, but some uncertainty remains.
- Social inflation remains a concern, with a particular impact on Commercial Auto, General Liability, Directors and Officers (D&O), and Umbrella/Excess insurance. This trend continues to drive rates up, albeit more moderately than in prior years.
- Modest rate reductions may be attainable for clients with an attractive risk profile that have not been out to market in years.

Read on for our analysis of the market conditions for each major line of coverage and guidance that will help ensure a successful renewal outcome.

In this report

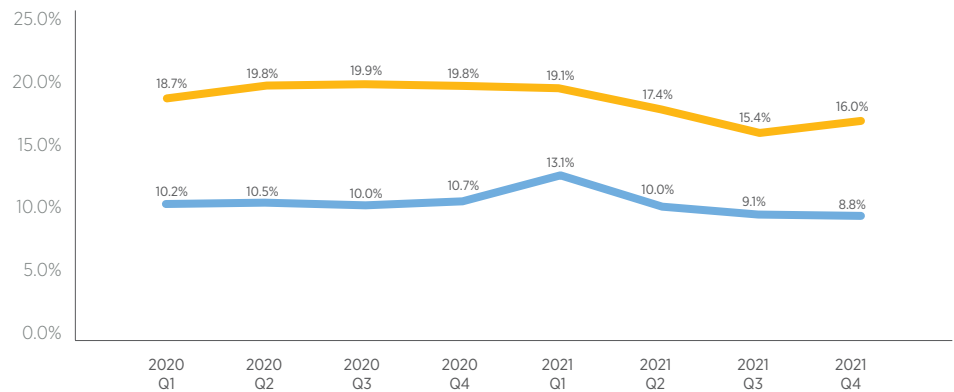
Property	3
Workers' Compensation	4
Commercial Auto	6
General Liability	7
Umbrella/Excess	8
Directors & Officers	9
Cyber	11
Maximizing Renewal Success	13
About Our Data	14

Property

Where we were: 2021

- Between wildfires, civil commotion and major freeze events, carriers responded to 2020 and 2021 events with increased deductibles, reduced capacity, and changes in coverage. For the third straight year, carriers obtained significant rate increases across their Property portfolios.
- Less-modeled and unmodeled risks continued to plague the Property marketplace, such as wildfires, flood and convective storms.
- Carriers scrutinized their clients' statements of value, demanding in many cases that values be raised.
- Carriers required clients to address existing engineering recommendations. In many cases, particularly for clients going to market, carriers required or strongly recommended third-party engineering.

Property Rate Trends 2020–2021



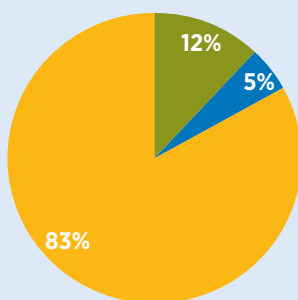
Source: Gallagher U.S. Clients

■ Median Rate Change

■ 75th Percentile Rate Change

Q4 2021 Property Rate Changes

Gallagher — U.S. Clients



● Decrease ● Flat ● Increase

8.8%

median rate change
in Q4 2021*

Where we are: What we're seeing now

- FM Global published an overall average annual inflation index (January 2022 v January 2021) of approximately 18% for real property and roughly 7% for machinery & equipment as well as approximately 30% for some specialty engineering equipment. The cost and availability of materials, increased labor costs and sparse contractor availability are driving up higher replacement costs.
- There is rising carrier competition in the marketplace, with carriers looking to write new business now that rates have risen for three consecutive years.
- There are still challenging renewals out there, especially challenging occupancies, lack of third-party engineering reports, and catastrophe-exposed businesses.
- 2021 was a very active year in climate-driven claims, including winter storm Uri in February, which many meteorologists claim was a one-in-1,000-year event.
- Hurricane Ida, which made landfall in August, caused significant damage in the Southeast and Northeastern United States. Carriers are now looking at \$25 to \$35 billion in insured losses in Louisiana and other affected areas.¹

¹<https://www.rms.com/newsroom/press-releases/press-detail/2021-09-06/rms-estimates-us25-35-billion-in-onshore-and-offshore-insured-losses-in-the-gulf-of-mexico-from-hurricane-ida>

- The median increase for Property policies was 8.8% in Q4 2021, with 83% taking an increase.
- While the median rate of increase has not changed dramatically since Q3 2020 (10%), the rate increases for the top 25% of companies dropped from 19.9% in Q3 2020 to 16.0% as of Q4 2021 (up slightly from Q3 2021).

Where we're going: Trends we are watching

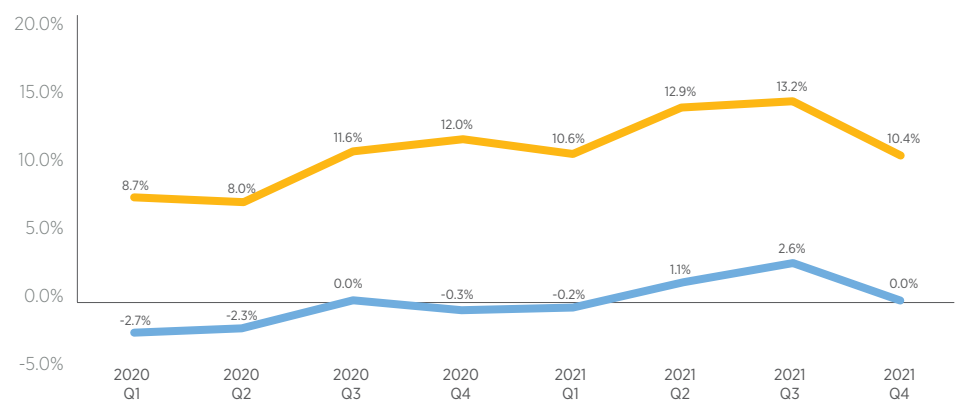
- Companies with challenging occupancies, loss activity and/or CAT-exposed can expect to see rate increases in the higher quartile.
- There are continued changes globally in the frequency and severity of perils such as tropical storms, wildfires and floods. In addition, we continue to watch some of the less well-modeled and non-modeled causes of loss, such as COVID-19.
- Third-party valuations are increasingly useful (and oftentimes required) to ensure adequate valuations. Huge discrepancies between current insured values and the actual replacement cost at time of loss may exist for companies that have not had a third-party valuation of their buildings and contents, such as machinery, equipment or stock in a few years—or sometimes ever. Insured values, without an updated valuation, typically roll over year to year, with an arbitrary inflation factor applied to them.

Workers' Compensation

Where we were: 2021

- A drop in claim frequency during COVID-19 has positively impacted the industry's results.
- Favorable loss development in prior years (because loss estimates were initially overstated) continues to positively impact most carriers.

Workers' Compensation Rate Trends 2020–2021

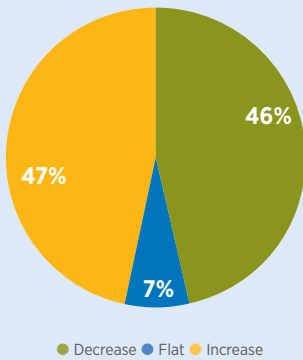


Source: Gallagher U.S. Clients

■ Median Rate Change

■ 75th Percentile Rate Change

Q4 2021 WC Rate Changes Gallagher — U.S. Clients



0.0%
median increase
in Q4 2021*

Where we are: What we're seeing now

- Workers' Compensation continues to be a profitable line of insurance for most carriers.
- Claim activity and frequency have declined recently due to more employees working from home. The industry will monitor claim activity if and when many employees return to the workplace.
- The median increase in Q4 2021 for Workers' Compensation policies was 0.0%, with 47% taking an increase. This is nearly identical to a median increase of 0.0% in Q3 2020, with 49% taking an increase. Nearly five in 10 (46%) of respondents saw Workers' Compensation rates drop in Q4 2021.

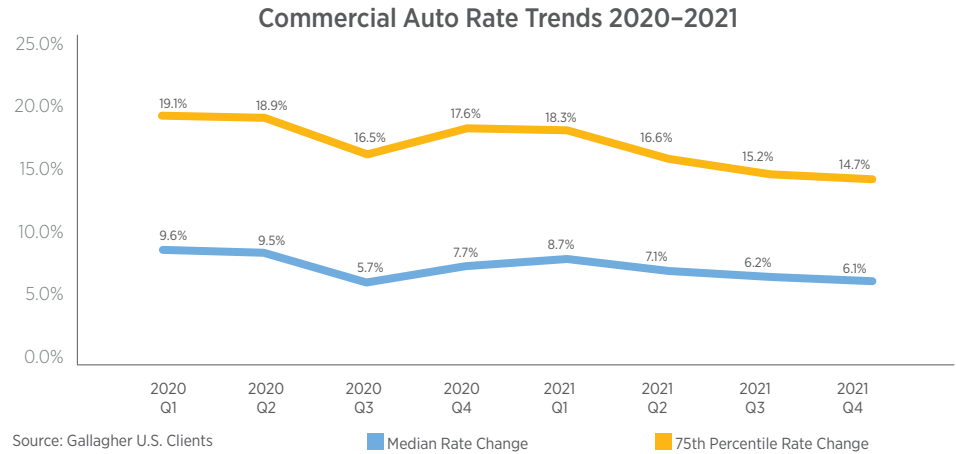
Where we're going: Trends we are watching

- Rate decreases may be moderating, after several quarters of rate drops for many companies. We have seen signs that the Workers' Compensation market may be firming as employees return to the workplace.
- The long-term impact of COVID-19 on Workers' Compensation remains to be seen.
- As the labor market tightens, claim frequency will likely rise as less experienced workers enter the workforce.
- We will likely see an increase in severity as rising medical costs will negatively impact Workers' Compensation claims.
- Wage inflation may result in increased premiums in Workers' Compensation. The rise in wages (and corresponding rise in premiums) could help offset the likely increase in claim frequency and severity.

Commercial Auto

Where we were: 2021

- Frequency of claims associated with the economic shutdown were down in 2020. Miles traveled, which is highly correlated with claim frequency, rebounded in 2021.²

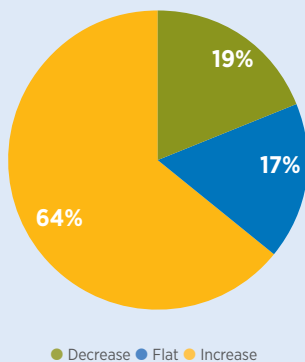


Where we are: What we're seeing now

- Commercial Auto claim frequency is almost back to pre-pandemic levels.
- Large jury awards in Commercial Auto insurance, with penalties in excess of \$10 million, are becoming increasingly prevalent.³
- Social inflation is leading to larger and catastrophic claims, particularly affecting companies with large fleets.
- The median rate change for Auto policies was 6.1%, with 64% taking increases in Q4 2021. This is a slight increase from Q3 2020, when the median rate increase was 5.7% and 66% saw increases.

Q4 2021 Commercial Auto Rate Changes

Gallagher — U.S. Clients



6.1%

median rate change
in Q4 2021*

Where we're going: Trends we are watching

- Companies with large fleets or poor loss history may experience more significant rate increases.
- Carriers insuring large fleets are looking to attach excess layers above \$1 million.
- Expect to see more and more Umbrella/Excess carriers require clients to put up a \$2/\$5 million primary Auto Combined Single Limit (CSL). In very rare cases, we have seen clients put up a \$10 million CSL.
- If a carrier will not increase their primary limit, clients may have to find an additional carrier to put up a buffer layer, adding frictional costs.
- Inflation, driven by higher parts prices, supply chain imbalances, and an increase in the cost of raw materials has impacted the Commercial Auto space. The inflation in the used car marketplace has increased dramatically, essentially increasing the value of every car on the road.

²<https://enlyte.com/sites/default/files/2021-10/Enlytened-2021-Trends-Report.pdf>

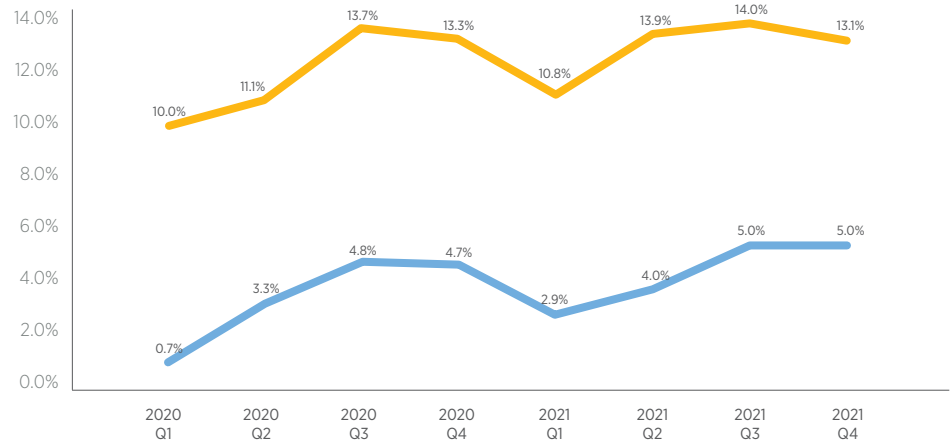
³<https://www.propertycasualty360.com/2022/02/09/social-inflation-is-a-major-driver-of-commercial-auto-rates/>

General Liability

Where we were: 2021

- The economic shutdown was responsible for a decline in claim frequency during 2020.
- Because primary General Liability's policy limits have not changed in 25+ years, carriers remained largely insulated from the severity trends (largely social inflation) associated with some of the other lines of insurance, such as D&O, Auto, Umbrella/Excess, etc.

General Liability Rate Trends 2020-2021



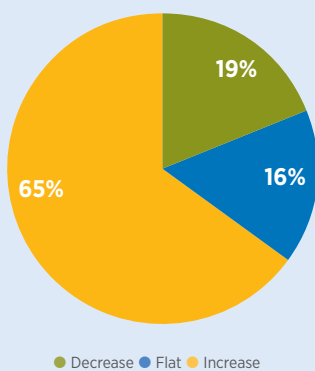
Source: Gallagher U.S. Clients

Median Rate Change

75th Percentile Rate Change

Q4 2021 GL Rate Changes

Gallagher — U.S. Clients



5.0%

median rate change
in Q4 2021*

Where we are: What we're seeing now

- Umbrella/Excess carriers are asking for higher retentions and limits in General Liability. In lieu of the traditional \$1 million limit that has been the norm for the past 30 years, carriers are now asking for \$2 million. The Umbrella/Excess market is driving this trend.

Where we're going: Trends we are watching

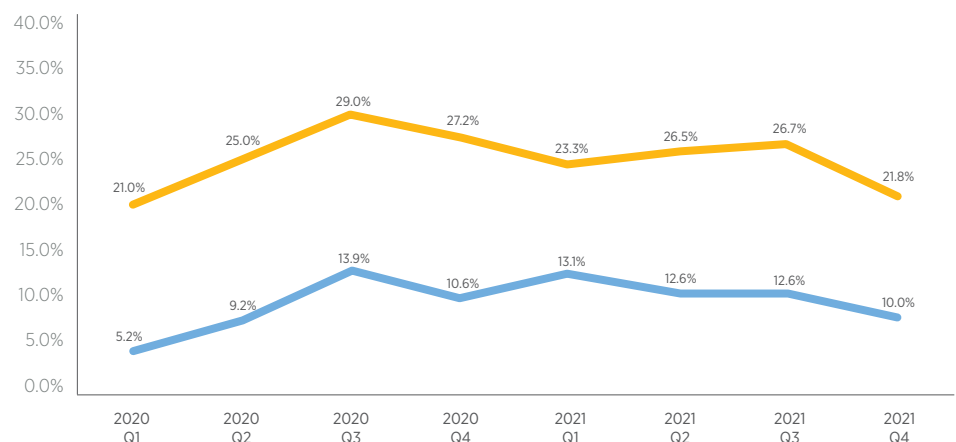
- Most policyholders will encounter rate increases but because the primary General Liability limits have by and large remained stagnant, the rate increases will likely remain in the single-digits
- Expect to see more and more Umbrella/Excess carriers require clients to put up \$2 or \$4 million in primary limits.
- If a carrier will not increase their primary limit, clients may have to find an additional carrier to put up a buffer layer, adding frictional costs.

Umbrella/Excess

Where we were: 2021

- Umbrella/Excess has been a challenging market for the last few years.
- COVID-19 paused some of the impact of social inflation in 2020, but social inflation remains a factor in rate changes.
- In recent years, underwriters have cited an increase in plaintiff activity, with the rate of attorney involvement increasing to justify rate increases and limit reductions.
- Similar to plaintiff activity, underwriters contemplated the recent trend of increased litigation funding into pricing and limit deployment.
- Large judgments and settlements targeted the deep pockets of large corporations, leading to a hefty swing in rate increases for Fortune 500 companies.

Umbrella Rate Trends 2020–2021

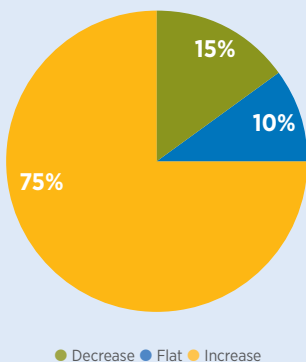


Source: Gallagher U.S. Clients

Median Rate Change

75th Percentile Rate Change

Q4 2021 Umbrella Rate Changes Gallagher — U.S. Clients



10.0%

median rate change
in Q4 2021*

Where we are: What we're seeing now

- The knee-jerk reaction of rate corrections has ended. Rates will still go up but for most clients, they won't be the substantial increases like we saw in the past.
- We're seeing new entrants and additional capacity coming into the market.

Where we're going: Trends we are watching

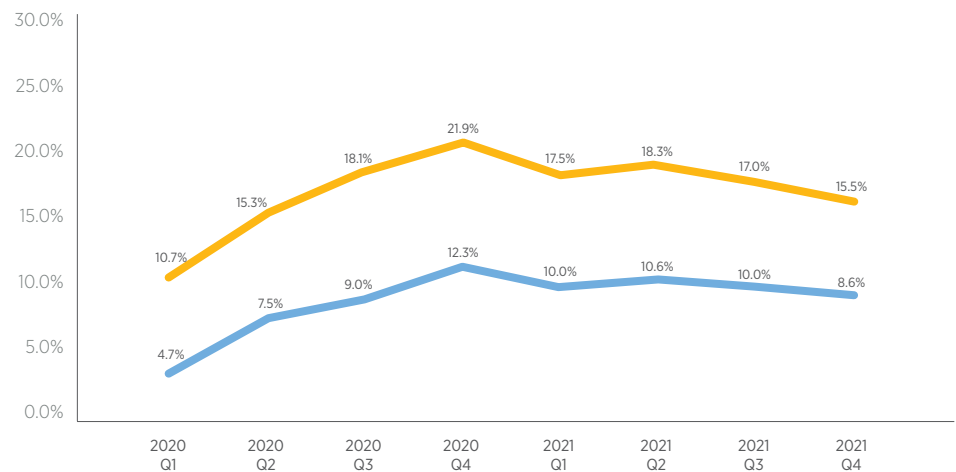
- Carriers have been able to get their portfolios into a more profitable position as a result of significant rate increases for the past few years.
- There is more competition coming into the market because it is now higher priced and hence more attractive.
- We expect rate increases to continue into 2022, yet with more moderate increases than we saw in 2021.
- In the Excess and Surplus (E&S) Casualty markets, most placements with minimal adverse loss history, including renewals, continue to require full marketing efforts and restructuring with varying attachment points.

Directors & Officers

Where we were: 2021

- The following trends contributed to 2019, 2020 and the first half of 2021 being one of the hardest D&O marketplaces in recent history. A record number of companies went public in 2020. D&O pricing for IPOs increased dramatically, with many fearing that fewer litigation cases would be dismissed; discovery costs would not be stayed in state court; and companies could face litigation in multiple states.
- Most carriers cut capacity in 2019 and 2020, especially for IPOs, and client segments with higher risks.
- Retention went up in 2020, as did premium pricing, particularly for public companies.
- Carriers tightened D&O terms and conditions to limit spiraling claims.
- Frequency of securities class actions increased, and core filings have been on the rise since 2015.⁴
- Emerging plaintiff attorneys have entered the securities litigation arena, bringing what some have suggested are lower-quality cases and targeting smaller companies, including smaller market cap drops.
- The shift from state court to federal court for merger objection cases has also contributed to the increase.
- Event-driven securities claims have increased, such as cyber breaches, COVID-19 and the #MeToo movement.

D&O Private Company Rate Trends 2020–2021



Source: Gallagher U.S. Clients

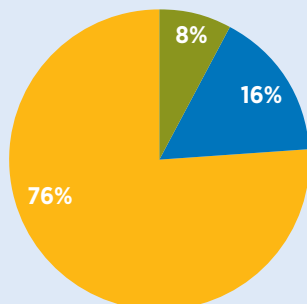
■ Median Rate Change

■ 75th Percentile Rate Change

⁴<https://www.nera.com/publications/archive/2021/recent-trends-in-securities-class-action-litigation--2020-full-y.html>

Q4 2021 D&O Private Company Rate Changes

Gallagher — U.S. Clients



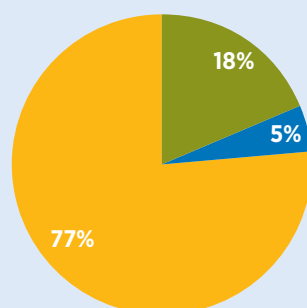
● Decrease ● Flat ● Increase

8.6%

median rate change
in Q4 2021*

Q4 2021 D&O Public Company Rate Changes

Gallagher — U.S. Clients

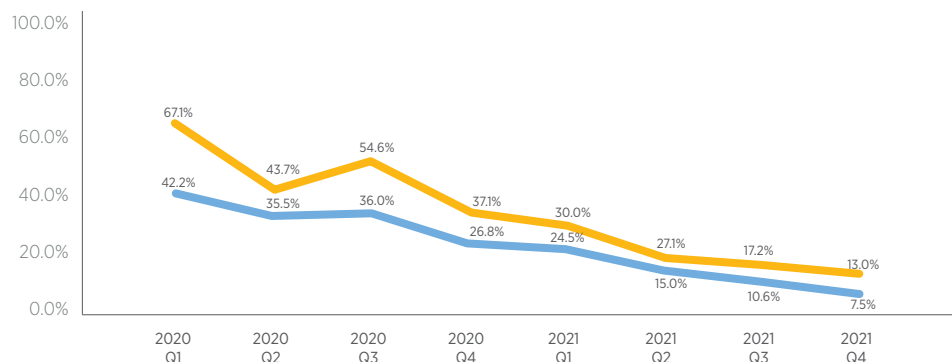


● Decrease ● Flat ● Increase

7.5%

median rate change
in Q4 2021*

D&O Public Company Rate Trends 2020–2021



Source: Gallagher U.S. Clients

■ Median Rate Change

■ 75th Percentile Rate Change

Where we are: What we're seeing now

- Premium price increases continue to take effect across the board and remain in the low double-digits for most accounts but a few companies will do even better.
- The market for privately held companies is as challenging as the publicly-traded D&O market, although larger private companies are continuing to see double-digit increases.
- After large rate increases in 2019, 2020 and the first half of 2021, most carriers have repaired their books and are looking to write new business. Moreover, there's new competition in the marketplace.
- More than 50% of D&O private companies are getting double-digit increases with 76% of all renewals taking an increase in Q4 2021.
- Median rate increases for D&O public companies have come down in the last year. The median rate increase in Q4 2021 was 7.5%, a notable decline from 36% in Q3 2020.

Where we're going: Trends we are watching

- There is still some uncertainty surrounding COVID-19 but carriers are no longer hovering over the panic button like they were a year ago, which is helping to moderate pricing.
- D&O claims related to COVID-19 did not turn out to be particularly significant, and bankruptcies related to COVID-19 leading to D&O claims, likewise, largely did not result in significant claims.
- We expect pricing to decline slightly in this space, moving from 10%–25% a year ago to single-digit rate increases.
- We expect fewer increases in retentions in 2022, absent large growth in exposures, which may continue to drive some rate increases.

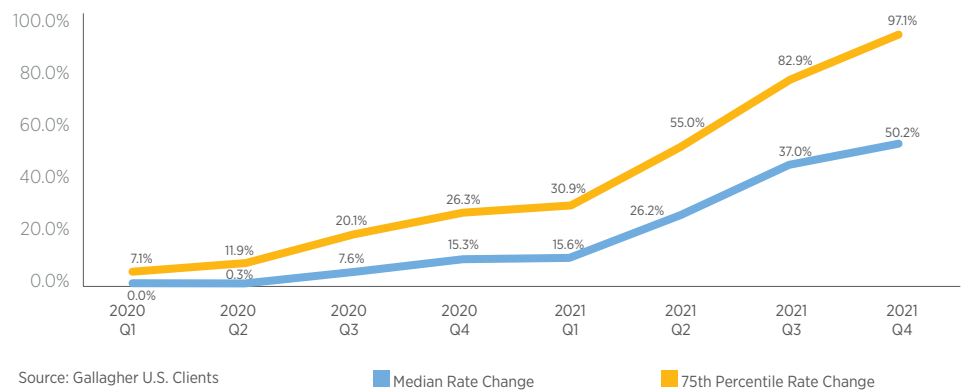
Cyber

Where we were: 2021

- With the rise in ransomware attacks across the U.S. and increases in carrier reported losses, the Cyber insurance market hit an inflection point in 2020.
- Carriers became pressured due to the increasing frequency and severity of cyber claims and a more stringent regulatory environment at the state, federal and international levels.
- 2020 began with the first real signs of a hardening market as the larger, more sophisticated risks in specific industry sectors became subject to greater underwriting scrutiny and ultimately increased premiums. In fact, in 2021, even those clients with optimal data security controls were seeing rate increases in the 25%-50% range. Less attractive risks saw 75% and greater increases, if they were offered terms at all.
- Ransomware attacks are a significant contributing factor to the hardening of the Cyber market.
- Carriers are responding with higher rates, higher retentions and coinsurance requirements.
- Social engineering losses also continued to mount. According to the FBI's IC3 2020 Internet Crime Report, 2020 saw a record 69% increase in cybercrime from the prior year's report, with business email compromise losses accounting for half of all losses.

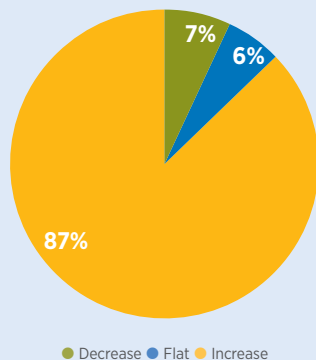
The top 25% of companies saw
Cyber rate increases of 97.1%
in Q4 2021.

Cyber Rate Trends 2020-2021



Q4 2021 Cyber Rate Changes

Gallagher — U.S. Clients



50.2%

median rate change
in Q4 2021*

Where we are: What we're seeing now

- The ransomware and cybersecurity risk trends we saw in 2020 continued to plague the Cyber insurance market throughout 2021.
- Cyber claim frequency and severity continued spiraling upward, which led to a swift response from the Cyber insurance market. Carriers imposed significant limitations of capacity, narrowed the scope of coverage terms, heightened underwriting scrutiny and significantly increased rates.
- Nearly all carriers now require attestation of at least some preventive controls, which likely include multifactor authentication, remote desktop protocol, data backup practices, segregation of networks, encryption, patch management, privileged account management, employee training and a host of others.
- Rate increases were experienced across most industry sectors, with larger companies subject to greater increases and higher underwriting scrutiny.
- Companies without best-in-class data security are likely to see rate increases in the 100%-200% range, and in some cases as high as 300%. Even those that comply with all underwriting required security controls are seeing increases in the excess of 75%.
- Most Cyber insurance buyers are feeling the impact through time consuming and complex renewals, with many obtaining less coverage at a higher cost.
- The median increase in Q4 2021 for Cyber companies was 50.2%, with 87% taking an increase.

Where we're going: Trends we are watching

- The Cyber underwriting community has responded to 2020 and 2021 loss data and Cyber claim trends with a laser focus on data security controls when evaluating risks.
- We expect even greater underwriting scrutiny of cybersecurity controls in the Cyber insurance market throughout the remainder of 2022, with capacity continuing to shrink.
- Insurance products will reflect decreasing carrier appetites to fully cover ransomware costs, as they push for cost-sharing in the form of ransomware coinsurance and sublimits.
- Rate hikes show no real signs of leveling off in the near term.
- This will likely force insureds to offset these costs by assuming greater self-insured retentions and taking an even greater role in actively managing cyber risk.

Maximizing Renewal Success

We recommend the following actions and considerations in preparing for a successful renewal. These tips and best practices apply to all lines of coverage:

- Start early; build in time for delays in the quoting process. We recommend four to six months ahead of your renewal date to begin gathering data.
- Communicate early and often with your internal and external stakeholders.
- Create a thorough underwriting submission that is accurate and up-to-date, including narrative regarding lessons learned from losses and steps you are taking to prevent future losses. Risk managers need to be willing to change and evolve with the times or will face an uphill battle with regard to renewal.
- Take the opportunity to strengthen your risk readiness by identifying and remediating vulnerabilities. Showcase positive risk factors.
- Be proactive with providing information such as third-party valuation reports, third-party engineering reports, information on assets, lists of tenants in a warehouse, outstanding recommendations from their incumbent carrier, operations, loss mitigation and loss prevention plans, etc.
- Be ready for supplemental applications that may involve highly specific questions around specialized areas such as Cyber. For example, a Cyber renewal may have dozens of questions around controls specifically designed to prevent or mitigate the effects of ransomware attacks.
- If a carrier offers free or discounted risk management services such as employee training; incident response planning; and technology scans to flag known vulnerabilities, identify intrusions and address security flaws, take advantage of the opportunity. Many Cyber insurance carriers offer these types of services.
- Develop relationships with underwriters, including your incumbent and alternatives.
- Align primary and excess marketing strategies to maximize options. If appropriate, consider leveraging ancillary lines or alternative structures, such as captives and other layered and shared solutions.

While market conditions have begun to stabilize, make no mistake: this remains a challenging marketplace overall. We expect to see rate increases continue to moderate in many lines throughout 2022. Gallagher has expert leaders in all industries and coverage lines to provide solutions for our clients in this marketplace.

About Our Data

Gallagher Drive® is our premier data and analytics platform that combines market condition, claims history and industry benchmark information to give our clients and carriers the real-time data they need to optimize risk management programs. When used as part of **CORE360®**, our unique comprehensive approach to evaluating our client's risk management program, Gallagher Drive creates meaningful insights to help them make more informed risk management decisions, find efficient use of capital, and identify the top markets with the best solutions for their risks.

Rate changes in this report were calculated by using the changes in premium and exposure of Gallagher clients renewing in Q4 2021.



About the contributors

Linton B. Puckett is responsible for the leadership of Gallagher's National Market Relations practice. In this role, B. is responsible for developing and managing strategic carrier and intermediary relationships in Gallagher's U.S. Brokerage division. B. leads SmartMarket, Gallagher's platform that couples data with a dedicated engagement model to enhance carrier relationship strategies. B. also leads Gallagher's Client Advantage strategy, which partners with carriers to bring proprietary products and solutions to clients.

Linton B. Puckett

Vice President, Market Relations Leader for Gallagher Global Brokerage — U.S.

Linton_Puckett@ajg.com



Mark Stachura is responsible for the leadership of Market Relations & Placement, and developing and managing strategic carrier relationships in Gallagher's Central Zone. In addition, Mark is responsible for all placement teams and activities within the zone.

Mark Stachura

Regional Vice President, Market Relations & Placement for Gallagher Global Brokerage — U.S.

Mark_Stachura@ajg.com

For more information, contact your local Gallagher representative.

For up-to-date information regarding COVID-19, please visit **ajg.com/pandemic**.

***Source:** Gallagher Drive U.S. Client Data, October 2021 – December 2021. The median is the value separating the higher half from the lower half data sample (or the middle value). Due to the variability that we're seeing in this market and specific account characteristics, individual rates may vary.



Gallagher

Insurance | Risk Management | Consulting

The Gallagher Way. Since 1927.

Gallagher provides insurance, risk management and consultation services for our clients in response to both known and unknown risk exposures. When providing analysis and recommendations regarding potential insurance coverage, potential claims and/or operational strategy in response to national emergencies (including health crises), we do so from an insurance/risk management perspective, and offer broad information about risk mitigation, loss control strategy and potential claim exposures. We have prepared this commentary and other news alerts for general informational purposes only and the material is not intended to be, nor should it be interpreted as, legal or client-specific risk management advice. General insurance descriptions contained herein do not include complete insurance policy definitions, terms and/or conditions, and should not be relied on for coverage interpretation. The information may not include current governmental or insurance developments, is provided without knowledge of the individual recipient's industry or specific business or coverage circumstances, and in no way reflects or promises to provide insurance coverage outcomes that only insurance carriers control.

Gallagher publications may contain links to non-Gallagher websites that are created and controlled by other organizations. We claim no responsibility for the content of any linked website, or any link contained therein. The inclusion of any link does not imply endorsement by Gallagher, as we have no responsibility for information referenced in material owned and controlled by other parties. Gallagher strongly encourages you to review any separate terms of use and privacy policies governing use of these third party websites and resources.

Insurance brokerage and related services to be provided by Arthur J. Gallagher Risk Management Services, Inc. (License No. OD69293) and/or its affiliate Arthur J. Gallagher & Co. Insurance Brokers of California, Inc. (License No. 0726293).

West Michigan Airport Authority

60 Geurink Boulevard, Holland, MI 49423
P (616) 510-2332

Comprising City of Zeeland, Park Township and City of Holland



May 9th, 2022

REPORT 5

To: West Michigan Airport Authority Board.
From: Aaron Thelenwood, Airport Authority Director.
Subject: **Gentex Fuel Farm Discussion**

Earlier this year, the Airport Authority received notice from Gentex of their desire to replace their current underground fuel tank. The tank is near the end of its serviceable life and will ultimately need to be replaced. Though the Airport Authority's fuel standards prohibit underground fuel farms, Gentex, as well as the FBO Fuel Farm, are both underground and were installed before the updated fuel standards were adopted, and were grandfathered in. Any fueling facility built after 1998 was required to be above ground. The general understanding is that the above ground preference allows for easier monitoring, and, in the occurrence of a leak, the ecological damage is much simpler to mitigate for.

Gentex has requested a variance from this policy, as the size of their replacement fuel tank will be substantially larger than the current tank (approximately the size of a tanker trailer) and they are concerned about both aesthetics as well as safety, due to possible incursions with the large tank. The variance request was reviewed by the Building & Development Committee and though they were sympathetic to Gentex's request, the determination was the committee lacked sufficient authority under current policy to recommend such a variance. Since there is not an established variance policy under the fueling standards, we would defer to the variance requirements under the Building Standards: which allows for a variance only due to a limiting condition inherent to the parcel itself. Technically, there's nothing preventing Gentex from building above ground, so the policy doesn't provide much room here.

Following the conversation with the Building & Development Committee, staff were requested to reach out to FAA, EPA, MDOT, EGLE, and other relevant regulatory agencies to determine if there was either a clear directive or guiding policy indicating preference for one model over the other (above vs below ground). The closest thing we found was from FAA, but only inasmuch as they do not fund underground tanks with FAA grants. FAA does, however, provide guidance for above

The West Michigan Airport Authority will provide the public with state-of-the-art global air access to strengthen the local economy and improve the area's quality of life.

West Michigan Airport Authority

60 Geurink Boulevard, Holland, MI 49423

P (616) 510-2332

Comprising City of Zeeland, Park Township and City of Holland



and below ground fuel storage tanks. We found similar feedback from other relevant regulatory agencies listed.

After reviewing the request again at the Building Development Committee Meeting on April 28th, the Committee agreed they still lacked sufficient authority to grant a variance and that the only way forward would be to amend the fuel standards. Amending the policy would require more research into the levels of insurance required, long term obligations of current fuel farm owners, and monitoring requirements. Further, though Gentex is currently making the request, there are two other fuel farms on field that will likely be approaching the end of their useful life over the next few years, one below ground and one above. Any change of the policy would set a precedent for any future fuel farms.

Before going further, I would like to gauge the Board's interest in review of the policy, and whether a deeper review of the Fueling Standards is a prudent next step.

Recommendation

No direct action is requested at this time, Director is requesting guidance from the Board on how to proceed next.

West Michigan Airport Authority

60 Geurink Boulevard, Holland, MI 49423
P (616) 510-2332

Comprising City of Zeeland, Park Township and City of Holland



May 9th, 2022

REPORT 6

To: West Michigan Airport Authority Board.
From: Aaron Thelenwood, Airport Authority Director.
Subject: **Minimum Operating Standards Re-write**

Over the past twelve months, the Operations Committee has been working on revising, and codifying the Airport's Minimum Operating Standards into a standalone policy. The current Minimum Operating Standards exist as an attachment to the Airports FBO agreement, rather than as a formal policy. The intent of the re-write is to clearly establish baseline expectations and requirements for on-filed operators that also promote on-field development and activity.

The focus of the revision has been to establish categories of likely operators on field, using the current FBO agreement and minimum operating standards as the baseline. The revision currently identifies the following types of potential operators:

- Tier 1 FBO: offers a single service (ex: charter only)
- Tier 2 FBO: offers 2-3 services (ex: charter & maintenance)
- Tier 3 FBO: Full service, offers more than 3 services
- Non-FBO Business: Offers aviation related services or products, not typically associated with an FBO

In addition to identifying types of operators, the re-write looks to also establish a fee structure associated with each operator type. Currently, the Airport Authority assesses a franchise fee for full service FBOs (approximately \$26,000 annually). The proposed fee schedule would divide the franchise fee by thirds for each operator tier (1/3 for Tier 1, 2/3 for Tier 2, full franchise fee for full service). The Operations Committee is still weighing a relevant operator fee for non-FBO services.

The Minimum Operating Standards, as written, are being presented to the Board at this time for general review and feedback. The next step will be to take the standards out from the committee and begin engagement with key stakeholders.

West Michigan Airport Authority

60 Geurink Boulevard, Holland, MI 49423

P (616) 510-2332

Comprising City of Zeeland, Park Township and City of Holland



Recommendation

Accept as information.

The West Michigan Airport Authority will provide the public with state-of-the-art global air access to strengthen the local economy and improve the area's quality of life.

DRAFT

WEST MICHIGAN REGIONAL AIRPORT

60 Geurink Blvd. Holland, MI 49423

MINIMUM STANDARDS FOR FIXED BASE OPERATORS AND PERMIT HOLDERS TO PROVIDE AERONAUTICAL SERVICES TO THE PUBLIC

ESTABLISHED BY

**THE WEST MICHIGAN REGIONAL AIRPORT
AUTHORITY BOARD**

ADOPTED: TBD

REVISED:

DRAFT

**MINIMUM STANDARDS
TABLE OF CONTENTS**

CHAPTER ONE GENERAL PROVISIONS

SECTION 1.1	PURPOSES OF MINIMUM STANDARDS	4
SECTION 1.2	DEFINITIONS.....	4
SECTION 1.3	ABBREVIATIONS	7
SECTION 1.4	LEASING TERMS FOR COUNTY-OWNED LAND AT THE WEST MICHIGAN REGIONAL AIRPORT.....	8

CHAPTER TWO BUSINESS ACTIVITIES

SECTION 2.1	POLICY	9
SECTION 2.2	OPERATING AGREEMENT/LEASE.....	9
SECTION 2.3	QUALIFICATIONS	10
SECTION 2.4	ACTIONS ON APPLICATION.....	11
SECTION 2.5	FIXED BASE OPERATORS (FBO).....	12
SECTION 2.6	MINIMUM QUALIFICATIONS.....	13
SECTION 2.7	SPECIFIC REQUIREMENTS.....	17
SECTION 2.8	WAIVER OF MINIMUM STANDARDS PROVISIONS.....	18
SECTION 2.9	VIOLATIONS	18
SECTION 2.10	HEARINGS	19
SECTION 2.11	PENALTIES	19

CHAPTER THREE SAMPLE LEASE PROVISIONS

SECTION 3.1	TERMINATION.....	20
SECTION 3.2	INSPECTIONS AND MAINTENANCE	22
SECTION 3.3	SUBLEASING/SALE OF LEASE	22
SECTION 3.4	ASSIGNED AREAS.....	23
SECTION 3.5	SIGN REQUIREMENTS	23
SECTION 3.6	FAA REQUIRED LEASE PROVISIONS.....	23

CHAPTER FOUR MISCELLANEOUS

SECTION 4.1	SEVERABILITY	25
SECTION 4.2	EFFECTIVE DATE.....	25

APPENDIX

APPENDIX A	REFERENCES	26
------------	------------------	----

CHAPTER ONE

GENERAL PROVISIONS

SECTION 1.1 PURPOSES OF THE MINIMUM STANDARDS

Minimum standards as outlined in this document are intended to provide the minimum requirements for those wishing to provide aeronautical services to the public at the West Michigan Regional Airport, and to do so in such manner as to ensure the safety of its users and allow fair competition for those who choose to provide services to the public on the premises. These minimum standards are intended to be reasonable, non-arbitrary and nondiscriminatory, and therefore apply equally to everyone making application to the Airport Authority Board to provide aeronautical services on the airport.

SECTION 1.2 DEFINITIONS

AERONAUTICAL ACTIVITY means any activity commonly conducted at airports which involves, makes possible or is required for the operation of aircraft, or which contributes to, or is required, for the safety of such operations. These activities include, but are not limited to, air taxi and charter operations, pilot training, aircraft renting, sightseeing, aerial photography, crop dusting, aerial advertising, aerial surveying, air carrier operations, aircraft sales and services, sale of aviation petroleum products, repair and maintenance of aircraft, or sale of aircraft parts and aircraft storage.

AERONAUTICAL SERVICE means any service which involves, makes possible or is required for the operation of aircraft, or which contributes to, or is required for, the safety of aircraft operations commonly conducted on the Airport by a person who has a lease or permit from the Airport Authority Board to provide such service.

AIRCRAFT means a device that is used, or intended to be used, for flight in the air.

AIR OPERATIONS AREA (AOA) means that portion of the Airport designated for use by aircraft and includes all runways, taxiways, taxilanes, ramps, and aprons.

AIRPORT means all property including easements and rights of way belonging to the West Michigan Regional Airport and also including areas not used for aeronautical purposes.

AIRPORT OPERATIONS MOVEMENT AREA means that portion of the Airport under control of the air traffic control tower including runways and taxiways. All other areas are considered non-movement areas by the air traffic control tower.

AIRPORT AUTHORITY BOARD shall mean the governing body that is lawfully empowered to exercise legal control and set policy over the airport.

AIRPORT AUTHORITY DIRECTOR is the Chief Executive Officer as designated by the Authority to enact policies and directives set by the Board and oversee operations of the Airport.

Commented [AT1]: How should we define this, sans Tower?

Commented [AD2R1]: The runways, taxiways, and other areas of an airport/heliport that are used for taxiing/hover taxiing, air taxiing, takeoff and landing of aircraft, exclusive of loading ramps, and parking areas.

Commented [AD3R1]: Per the FAA

Commented [AD4R1]:

AIRPORT MANAGER means the ~~Airport Authority Director or other designated appointee of the Board serving as manager of the airport, as understood under relevant MDOT & FAA definitions, as appointed by the Airport Authority Board or the designated acting manager.~~ The airport manager is responsible for ~~ensuring execution of~~ the roles and responsibilities of the Airport Manager Agreement ~~with the West Michigan Regional Airport Authority between the West Michigan Regional Airport Authority and its designated FBO.~~

Commented [AT5]: Re-define based on manager responsibilities of Director.

ASSISTANT AIRPORT MANAGER means the appointed representative of the airport's FBO, or current holder of the Airport Authority's Airport Manager Agreement, responsible for executing the duties of the agreement as directed by the Airport Manager.

AIRPORT LAYOUT PLAN (ALP) means the West Michigan Regional Airport Field Plan that is current and approved by the FAA but may be revised from time to time.

~~BUSINESS means a commercial or industrial enterprise that is located physically on the airport property for the purpose of providing goods or services to the public.~~

BUSINESS FLIGHT DEPARTMENT means an enterprise on Airport property providing in-house aeronautical services and facilities not for public use.

COMMERCIAL OPERATING AGREEMENT means a written agreement with the Airport Authority Board to conduct an aeronautical activity or service or a business enterprise, as defined herein, on Airport property.

EMERGENCY VEHICLE means a police or fire vehicle, ambulance, or any vehicle conveying an authorized Airport official or employee in response to an emergency call.

FIXED BASE OPERATOR (FBO) means any person, authorized by the Airport Authority Board to provide a wide range of aeronautical services, as a tenant, sub-tenant or by permit, that are most demanded from aviation users and at a minimum provides any of the following: fuel sales, Line Services, Hangar/Tie-Down Services, or any similarly related aeronautical service on a twenty- four (24) hour, seven (7) day per week schedule as defined in section 2.6 MINIMUM QUALIFICATIONS.

Commented [AT6]: review with ops committee

FBO LEASE means any lease agreement between the Airport Authority Board and a person, leasing property at the Airport, or sub-lease agreement approved by the Airport Authority Board between any tenant at the Airport and/or a person sub-leasing property at the Airport, in either case, for the purpose of providing aeronautical services to the public on Airport property.

Commented [AT7]: Change to Operator Lease?

LESSEE/TENANT means a person who leases or rents something from someone. A lessee of land is a tenant. A person who holds land or a building by rent or lease is a tenant.

MINIMUM STANDARDS means the standards that are established by the Airport Authority Board, as amended from time to time, stating the minimum requirements to be met by a tenant,

DRAFT

sub-tenant, or proposed tenant as a condition for the right to provide aeronautical services to the public on Airport property.

NON-FBO BUSINESS means a commercial or industrial enterprise that is located physically on the airport property for the purpose of providing goods or services to the public that do not fall under the classification of a Fixed Base Operator.

Commented [AT8]: Meaning component manufacturer, R&D, freight/cargo/logistics, etc.

NORMAL BUSINESS HOURS means 8 a.m. to 5 p.m. Monday through Friday.

PERSON means any individual, firm, partnership, corporation, company, association, or any other legal entity, and includes any director, trustee, receiver, agent, or similar representative.

PILOT means any person who is physically responsible for the control of an aircraft.

OPERATOR shall be used as shorthand when referring to FBO.

RESTRICTED AREA means an area of the airport open only to authorized vehicles.

SHALL means mandatory and not merely directory.

TAXIWAY means a defined path established for the taxiing of aircraft from one part of an airport to another.

TAXILANE means a taxiway designed for low speed and precise taxiing. Taxilanes are usually, but not always, located outside the movement area.

Commented [AT9]: True?

VEHICLE means any device used primarily for the ground transportation of persons or property.

SECTION 1.3 ABBREVIATIONS

Commented [AT10]: review for relevancy

Automated Flight Service Station	AFSS
Above Ground Level	AGL
At mean seal level	AMSL
Airport operation Area	AOA
Air Traffic Control Tower	ATCT
Airport Traffic Pattern	ATP
Common Traffic Advisory Frequency	CTAF
FAA Contract Tower	FCT
Federal Aviation Administration	FAA
Federal Aviation Regulations	FAR
Fixed Base Operator	FBO
Instrument Flight Rules	IFR
Instrument Landing System	ILS
Michigan Aeronautics Commission	MAC
Notice to Airman	NOTAM
National Transportation Safety Board	NTSB
Visual Flight Rules	VFR

**SECTION 1.4 LEASING TERMS FOR AIRPORT-OWNED LAND AT
THE WEST MICHIGAN REGIONAL AIRPORT**

The following will be used by the Airport Authority Board in developing the terms and conditions of leases at the West Michigan Regional Airport:

- A. Lessee's activity must comply with the Minimum Standards and the Rules & Regulations.
- B. Lessee may construct additional buildings, fueling facilities or other facilities on Airport property, but only with the prior written consent of the Airport Authority Board and after obtaining proper written approval from the City of Holland, appropriate fire control official and any other local, state, and/or federal entity which may have additional authority and responsibility above those of the Airport Authority Board.
- C. All new leases and existing leases, upon the next renewal thereof, shall include a provision allowing Airport Authority the first right of refusal to match any offer to purchase any building located on leased property. The Airport Authority shall have 30 days from the date of receipt, by the Director of the Airport Authority, of notification of a bona fide offer to purchase any building and/or structure located on leased airport property, in which to match said offer, including all of its terms. In the event that written notice is not given to the proposed seller by Certified Mail to Lessee's address of record in said Lease, within 30 days of the receipt of notice of the offer by the Director of the Airport Authority, Airport Authority shall have waived its right to match said offer, and the facility owner is then free to accept said offer. Said offer shall have no modifications and/or qualifications that are not revealed to the Airport Authority Board, through a written notice to its Director.
- D. Buildings and facilities may not be removed from Airport property without the prior written consent of the Airport Authority Board.
- E. Land area leases not associated with buildings and facilities shall be for a period of time approved in writing by the Airport Authority Board, but not to exceed five years, with renewal options at the request of the Lessee and with the prior written consent of the Airport Authority Board.

Commented [AT11]: Review in context of reversion requirements under AIP

CHAPTER TWO

AERONAUTICAL ACTIVITIES

SECTION 2.1 POLICY

The minimum standards are intended to be the minimum requirements for those wishing to provide aeronautical services to the public and to ensure that those who have undertaken to provide commodities and services as approved are not exposed to unfair or irresponsible competition. These minimum standards were developed taking into consideration the aviation role of the airport, facilities that currently exist at the airport, services being offered at the airport, the future development planned for the Airport and to promote fair competition at West Michigan Regional Airport. The uniform application of these minimum standards, containing the minimum levels of service that must be offered by the prospective service provider, relates primarily to the public interest and discourages substandard entrepreneurs, thereby protecting both the established aeronautical activity and the airport patrons.

SECTION 2.2 OPERATING AGREEMENT/LEASE

- A. Any person who intends to conduct a business or service to the public, wherein use of the airport provides a commercial benefit to said person, must negotiate an Operating Agreement and/or Lease with the Airport Authority Board relative to qualification, operating areas, and rent and/or fee payments, and such other matters as the Airport Authority Board may require. The authorization by the Airport Authority Board to a person wishing to provide aeronautical services to the public **does not imply that said business has exclusive rights** to provide those services on the airport. The West Michigan Regional Airport, being the recipient of Federal funds via the FAA, is obligated to comply with Federal Aviation Administration Policy Statement on “Exclusive Rights at Airports.” A copy of said Policy Statement shall be on file at the Airport Authority Director’s office for review, upon reasonable notice and during regular office hours.
- B. The Federal Aviation Administration considers that the existence of an exclusive right to conduct any aeronautical activity limits the usefulness of an airport and deprives the using public of the benefits of competitive enterprise. Apart from the legal considerations, the FAA considers that it is inappropriate to apply Federal funds to the improvement of any airport where full realization of the benefit would be restricted by the exercise of an exclusive right to engage in aeronautical activity.

Commented [AT12]: find a copy of this statement and keep on hand

Commented [AT13]: Also available on website?

SECTION 2.3 QUALIFICATIONS

Demonstration of intent to conduct a business operation at the airport shall **made by application** to the Airport Authority Board. The written application shall contain, at the minimum:

Commented [AT14]: Create application process?
Reviewed by Committee; - ops and/or B&D likely

- A. The proposed nature of the business.
- B. The signatures of all parties owning an interest in the business, and those whose signatures will appear on leases or other documents as being a partner, director or corporate officer and those who will be managing the business.
- C. A written authorization for the FAA, any aviation or aeronautics commissions, administrators, and departments of all states in which the applicant, or its officers, directors, or principal shareholders, have engaged in aviation business, to release information in their files relating to the applicant or its operation. The applicant shall execute such forms, releases or discharges as may be required by those agencies.
- D. Preliminary plans, specifications and dates for any improvements which the applicant intends to make on the airport as part of the activity for which approval is sought. Applicant must comply with all applicable ordinances and building codes.
- E. Proof (provide copy) of liability insurance coverage for the business operation, flight operations, itinerant aircraft and operators and premises insurance, as designated by the Airport Authority Board.
- F. All insurance required by the Airport Authority Board for any operation, lease, or other activity on the airport property shall include City of Holland, The Airport Authority, it's executives and officers as an additional insured.
- G. A current credit report for each party owning or having a financial interest in the aeronautical activity and a credit report, financial statements, and any other financial information deemed necessary by the Airport Authority on the aeronautical activity itself covering all geographical areas in which it has done business in the ten-year period immediately prior to such application or such lesser period of time if the prior business has been in operation less than 10 years.
- H. Such other information as the Airport Authority Board may require.

SECTION 2.4 ACTIONS ON APPLICATION

All applications will be reviewed and acted upon by the Airport Authority Board within 60 days from receipt of the application. Applications may be denied for one or more of the following reasons:

- A. The applicant does not meet qualifications, standards and requirements established by these minimum standards.
- B. The applicant's proposed operations or construction will create a safety hazard on Airport property.
- C. Granting the application will require the expenditure of local funds, labor or materials on the facilities described in, or related to, the application; or the operation will result in a financial loss to the Airport.
- D. There is no adequate available space or building on Airport property to accommodate the entire activity of the applicant.
- E. The proposed operation, airport development or construction does not comply with the approved Airport Layout Plan.
- F. The development or use of the area requested will result in a congestion of aircraft or buildings, or will result in significant interference with the operations of any present Operator (FBO) on the Airport. Such problems may include, but are not limited to, problems in connection with aircraft traffic or service, preventing free access to and from the existing Operator area, or will result in depriving, without the proper economic study, an existing Operator of the use of significant portions of leased area in which it is operating.
- G. Any party applying, or having an interest in the business, has supplied false information, or has misrepresented any material fact in the application or in supporting documents, or has failed to make full disclosure on the application.
- H. Any party applying, or having an interest in the business, or its management, has a record of violating the West Michigan Regional Airport Rules & Regulations or the rules and regulations of any other Airport, Civil Air Regulations, Federal Aviation Regulations, or any other rules and regulations applicable to this or any other airport.
- I. Any party applying, or having an interest in the business, has defaulted in the performance of any lease or other agreement with the Airport Authority Board or any lease or other agreement at any other airport.
- J. Any party applying, or having an interest in the business, is not sufficiently credit worthy and responsible, in the sole judgment of the Airport Authority Board, to provide and maintain the business to which the application relates and to promptly pay amounts due under the Operator Lease

- K. The applicant has committed any crime, or violated any City of Holland ordinance, rule or regulation which adversely reflects on its ability to operate the FBO operation for which the application is made.

SECTION 2.5 FIXED BASE OPERATORS (FBO)

- A. A fixed base operator (FBO) is a person who has entered into a valid operating agreement, paid all applicable fees, and has entered into a lease agreement with the Airport Authority Board establishing airport space lease terms, rental amounts, insurance requirements or other terms and conditions required by the Airport Authority Board; and has met the qualifications, standards and requirements contained herein for the aeronautical services to be provided to the public. The FBO may be in business to provide one or more of the following services to the public at the Airport (this list is not exhaustive, and represents the most common likely FBO Services):

1. Aircraft sales.
2. Charter operations which include, but are not limited to, passenger or air taxi, freight or delivery services.
3. Aircraft rental.
4. Flight instruction and ground schools.
5. Maintenance services, parts and accessories sales which shall include services in one or more of the following:
 - a. Airframe overhaul and repair.
 - b. Engine overhaul and repair.
 - c. Radio and electrical shop.
 - d. Instrument shop.
 - e. Aircraft interior work.
 - f. Refinishing and painting.
6. Aircraft fueling including line services.
7. The storage of aircraft, inside and/or outside of building structures.
8. ~~Manufacture and/or assembly of parts and accessories directly or indirectly related to aircraft, or conduct Research, Development, Testing and Evaluation (RDT&E) of aircraft and related systems.~~
- 9.8. Sale of pilot supplies, accessories & gifts.

- B. The application for an FBO operating agreement shall specify all services from the above list which the applicant desires to offer at the airport. The applicant may also propose services other than on the above list with appropriate justification for consideration by the

Airport Authority Board. An FBO may provide or conduct only those services for which it has executed a lease agreement.

SECTION 2.6 MINIMUM QUALIFICATIONS

An FBO, shall, in addition to meeting all other requirements and qualifications of its written agreement, meet the following minimum qualifications for each type of service which it intends to provide:

A. Aircraft Sales

1. The Operator who engages in an aircraft sales business at the airport shall lease from the Airport Authority Board, or provide under terms agreeable to the Airport Authority Board, an area of airport and of 25,000 square feet to provide space for all buildings, aircraft parking, storage, aircraft display, employee parking, and customer parking.
2. The Operator will lease or construct a building, to provide a minimum of 5,000 square feet of properly lighted and heated space to perform work, provide office space, storage, and a public waiting area that includes indoor restroom facilities and a public telephone
3. Have available a minimum of two fully qualified demonstrator pilots with appropriate and current FAA pilot certificates and ratings appropriate for the types of aircraft to be demonstrated, and current Airman Medical Certificate.
4. Have Available or on call at least one current new or used model demonstrator.
5. The Operator shall provide personnel on duty during normal business hours, or at othertimes, subject to the operator's discretion with the prior written approval of the Airport Authority Director.
6. Have satisfactory arrangements at the Airport or at another airport for repair and servicing of aircraft sold with service guarantees.
7. It shall be at the sole discretion of the operator (1) whether or not to be an authorized factory dealer; or what manufacturer he/she/they chooses to represent. All aircraft dealers shall hold a dealership license, or permit, if required.
8. Normal operating hours will be posted, and are to be from 8:00 am to 5:00pm five (5) days per week at a minimum.

B. Charter Operations

1. The Operator who engages in a charter operation at the Airport shall lease from the Airport Authority Board, or provide under terms agreeable to the Airport Authority

Commented [AT15]: still relevant?

Board, an area of airport land sufficient in size to provide the office space required to support their operation. The Operator shall also lease sufficient apron area to stage flights and provide for the storage, parking or tie-down of as many aircraft as such operator reasonably expects to have on hand in such FAR Part 135 business at any one time.

Commented [AT16]: I believe this is in our current agreement, but confirm

Commented [AT17]: Correct designation for WMRA?

Commented [AT18]: Currently, WMRA does not have minimums for Charter. These are from Jackson, keep, amend, revise?

C. Aircraft Rental

1. An Operator who engages in an aircraft rental business at the airport shall lease from the Airport Authority Board, or provide under terms agreeable to the Airport Authority Board, an area of airport and of 25,000 square feet to provide space for all buildings, aircraft parking, storage, aircraft display, employee parking, and customer parking.
2. The Operator will lease or construct a building, to provide a minimum of 5,000 square feet of properly lighted and heated space to perform work, provide office space, storage, and a public waiting area that includes indoor restroom facilities .
3. Operator will provide a minimum of two commercial pilots, with appropriate ratings, currently certified by the Federal Aviation Administration.
4. Operator will maintain two airworthy single-engine and/or multi-engine aircraft owned or leased in writing to lessee.
5. Normal hours of operation are to be from 8:00am to 5:00pm, five (5) days a week.
6. Operator will maintain sufficient equipment, supplies, and availability of parts to perform maintenance in accordance with manufacturers' recommendations or equivalent.
7. Operator will maintain insurance coverage in accordance with requirements of the Airport Authority.
8. Have adequate facilities or arrangements for storing, parking, servicing, and repairing all of its aircraft.

Commented [AT19]: from our current requirements, still relevant?

D. Flight Instruction and/or Ground School

1. An Operator who engages in operation of Flight Instruction/Ground School at the airport shall lease from the Airport Authority Board, or provide under terms agreeable to the Airport Authority Board, an area of airport and of 25,000 square feet to provide space for all buildings, aircraft parking, storage, aircraft display, employee parking, and customer parking.
2. The Operator will lease or construct a building, to provide a minimum of 5,000 square feet of properly lighted and heated space to perform work, provide office space, storage, and a public waiting area that includes indoor restroom facilities and a public telephone

Commented [AT20]: Need to review. What's the Sq ft of the terminal building.

Commented [AT21]: still relevant?

DRAFT

3. Operator will provide a minimum of two commercial pilots, with appropriate rating to cover types of training offered.
4. Operator will maintain two airworthy single-engine and/or multi-engine aircraft owned or leased in writing to lessee.
5. Normal hours of operation are to be from 8:00am to 5:00pm, five (5) days a week.
6. Operator will maintain insurance coverage in accordance with requirements of the Airport Authority.

E. Aircraft Maintenance Services and Sale of Parts and Accessories

1. An Operator who engages in Maintenance Services and Sale of Parts and Accessories shall lease from the Airport Authority Board, or provide under terms agreeable to the Airport Authority Board, an area of airport and of 25,000 square feet to provide space for all buildings, aircraft parking, storage, aircraft display, employee parking, and customer parking. Maintenance services may include Airframe, power plant, Avionics, Instrument, and Propulsion and other similar repair services.
2. The Operator will lease or construct a building, to provide a minimum of 5,000 square feet of properly lighted and heated space to perform work, provide office space, storage, and a public waiting area that includes indoor restroom facilities and a public telephone
3. Normal hours of operation are to be from 8:00am to 5:00pm, five (5) days a week.
4. The hangar required herein shall be equipped with such tools, machinery, equipment, parts and supplies as are normally necessary to conduct a full-time business operation in the maintenance service area being offered and shall be staffed by mechanic/mechanics and other full or part time personnel who are qualified and competent and who hold all necessary certificates required by the FAA.
5. If the business includes aircraft refinishing and painting it shall:
 - a. Comply with and abide by all applicable Federal, State and Local laws.
 - b. Comply with the current standards of the National Fire Protection Association on Paint Spraying and Spray Booths with regard to the arrangement, construction, and protection of spray booths and the storing and handling of materials used in connection with aircraft painting, varnishing and spray painting operations.
 - c. Prohibit any stripping, painting, varnishing, doping, materials or agents, or other contaminants from flowing into rivers, lakes, streams, etc., or being placed in any sewer system, unless pretreated and the pre-treating process has been approved in

Commented [AT22]: still relevant?

DRAFT

advance and in writing by the Airport Authority.

- d. Properly treat and dispose of all hazardous material in compliance with the governing agencies.
- 6. Operator will maintain insurance coverage in accordance with requirements of the Airport Authority.

F. Aircraft Fueling and Line Services

1. An Operator who engages in Aircraft Fueling and Line Services shall lease from the Airport Authority Board, or provide under terms agreeable to the Airport Authority Board, an area of airport and of 40,000 square feet to provide space for all buildings, aircraft parking, paved ramp areas, employee parking and customer parking.

The operator shall also lease the space needed to accommodate at least two 10,000-gallon storage tanks, line servicing equipment and supply storage for the aircraft being serviced and the flow of traffic in and out of the aircraft fuel servicing areas.

2. The Operator will lease or construct a building, to provide a minimum of 5,000 square feet of properly lighted and heated space to perform work, provide office space, storage, and a public waiting area that includes indoor restroom facilities.

3. Operator shall provide and maintain the following minimum equipment: one 10,000-gallon tank for Jet-A, one 10,000-gallon tank for AVGAS, and all necessary pumps, mobile gas trucks, fueling areas, ramps and other fueling facilities that may be necessary, provided that the operator shall not place or maintain any fueling facilities on the airport, mobile or fixed, which have not previously been approved by the Airport Authority and the appropriate fire authorities as designated by the Airport Authority. The operator shall not deliver fuel into any aircraft unless the fuel has first been placed in a suitable and approved filtration tank. There shall be no direct fueling from a common carrier transport truck into mobile refueler without filtration. In all fueling operations the Operator will comply with State and Local Fire Code and the current edition of NFPA 407 including all NFPA Standards referenced in NFPA 407. The Airport Manager may have available a copy of NFPA 407 or be able to direct any inquiries to an appropriate source for that information.

4. An operator under this provision shall keep a current, complete and accurate record of all fuel, oil and other products sold and shall, at the request of the Airport Authority, make available all records of such sales for at least two years after the sale of such products. Failure of an operator to keep an accurate record of all sales shall be reason to revoke the operator's license and authority to do business on the airport.

5. Each operator offering aircraft fuel sales and line services shall maintain sufficient attendants on duty to service aircraft without unreasonable delay during the hours of operation. The hours of operation for fuel sales and line services shall be from dawn to dusk daily except for holidays as established by the Airport Authority Board. Any deviation from this schedule must be approved in advance and in writing by the Airport Authority. In addition to the above, line service shall be available 24 hours per day upon two hours' notice.

6. The operator with fueling facilities shall at all times maintain an adequate supply of the fuels, oils, and fluids normally called for at this airport.

7. Services provided in addition to fuel will include emergency starting, non-chemical de-icing, parking, washing, tire inflation, adding oil and any service not requiring

Commented [AT23]: from Jackson, does this also make sense for WMRA?

Commented [AT24R23]: Do we want to say at least one 10k tank/fuel type

Commented [AT25]: still relevant?

Commented [AT26]: Confirm with M&H that these are all still the relevant regs

Commented [AT27]: Check with City re: auditing purposes

Commented [AT28]: current hours are 6am to 8pm 6 days a week.

Commented [AT29]: relevant/necessary to include?

DRAFT

a certified mechanic rating. All equipment necessary to provide these services shall be available.

8. Operator will maintain insurance coverage in accordance with requirements of the Airport Authority.

G. Aircraft Storage, Inside and/or Outside

1. Inside Storage: An Operator who engages in the business of storing airplanes inside at the Airport shall lease from the Airport Authority an area of airport land sufficient in size for the construction of a storage building with proper access ramps and other accessories and shall construct the building, ramps and accessories in locations stipulated in the approved Airport Layout Plan at the operator's sole cost and expense, according to plans and specifications previously submitted and approved, and according to all applicable laws and regulations. ~~If no office is maintained on the airport, the operator shall post in conspicuous places on the building the name, address and telephone number of the person who is in charge of such business.~~

2. The operator will maintain adequate office space on site to accommodate staff.

3. The operator will provide the appropriate level of staffing required to meet the needs of its users and customers.

4. The Operator will provide all necessary equipment to safely move aircraft in and out of their hangar and onto ramp areas.

5. Operator will maintain insurance coverage in accordance with requirements of the Airport Authority.

~~6.~~

~~7.~~ All outside aircraft tie-downs are coordinated by or through the Airport Authority.

H. Specialized Commercial Aeronautical Services

1. A specialized commercial aeronautical service is a person engaged in air transportation for hire for the purpose of providing the use of aircraft for the aeronautical activities listed below:

- a. Non-stop sightseeing flights.
- b. Aerial photography or survey.
- c. Fire watch and fire fighting.
- d. Power line, underground cable or pipeline patrol.
- e. Aerial application of agricultural chemicals.
- f. Other operations specifically excluded from Part 135 of Federal Aviation Regulations.

2. Other specialized commercial aeronautical services which have varied requirements are:

Commented [AT30]: Not currently included in WMRA Minimum ops, review & adopt?

Commented [AT31]: Should this reflect the requirements of Aircraft Sales, rentals, etc? 25k sq ft lease with 5k sq building of office etc?

Commented [AT32]: Explore Commercially Operated T-hangar. Livingston county,

Formatted: Indent: Left: 1.19", No bullets or numbering

Formatted: Font: 12 pt

Formatted: Normal, No bullets or numbering

Formatted: Font: 12 pt

Formatted: Normal, No bullets or numbering

Formatted: Font: 12 pt

Formatted: Normal, No bullets or numbering

DRAFT

a. Avionics sales and/or service.

b. Aircraft manufacturing.

b.c. Aircraft component manufacturing.

e.d. Engine or sub-assembly overhaul (station).

d.e. Upholstery shop.

f. Sale of pilot supplies, accessories and gifts.

e.g. Dining & hospitality services.

Formatted: Not Expanded by / Condensed by

Formatted: Font: 12 pt

Formatted: Indent: Left: 0.21", Hanging: 0.5", No bullets or numbering, Tab stops: Not at 1.71" + 1.71"

3. Requirements for these activities are so varied that the minimum standards and insurance coverage will be determined by the Airport Authority Board based upon a recommendation from the Airport Director. Relevant existing minimum operating standards, fees, and insurance requirements will be used as a baseline for comparison, when applicable.

Commented [AT33]: Not included in WMRA min-ops currently, this is from Jackson. Does this make sense here?

Formatted: Not Expanded by / Condensed by

SECTION 2.X NON-FBO BUSINESS [Minimum Commercial Standards]

Commented [AT34]: Does this fall under -

The minimum standards are intended to be the minimum requirements for those wishing to operate a Non-FBO Business or provide similar services to the public and to ensure that those who have undertaken to provide commodities and services as approved are not exposed to unfair or irresponsible competition. These minimum standards were developed taking into consideration the aviation role of the airport, facilities that currently exist at the airport, services being offered at the airport, the future development planned for the Airport and to promote fair competition at West Michigan Regional Airport. The uniform application of these minimum standards, containing the minimum levels of service that must be offered by the prospective service provider, relates primarily to the public interest and discourages substandard entrepreneurs, thereby protecting both the established aeronautical activity and the airport patrons.

1. Operator will provide adequate facilities necessary for the safe efficient operation of their business.
2. Operator will provide appropriate levels of staffing to meet the needs of their customers and users.
3. Operator will make publicly available contact information of key staff related to their business.
4. Operator will carry appropriate level of insurance coverage as deemed necessary by the Airport Authority.
5. Operator will take all steps necessary to ensure operations are executed in a safe manner that does not negatively impact the aviation functions of the Airport Authority or other operators on-field.

Formatted: List Paragraph, Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.4" + Indent at: 0.65"

Formatted: Font: 12 pt

Formatted: Normal, Indent: Left: 0.4", No bullets or numbering

3.

SECTION 2.7 SPECIFIC REQUIREMENTS

- A. Commencement of Activities: Each FBO shall, upon authorization, and as the construction of any required physical facilities permits, immediately commence and conduct on a full-time basis all business activities and services which are authorized.
- B. Office Space
1. Each Operator shall provide and maintain an office adequate for the services provided and open to the public during Normal Business Hours or as otherwise required. The offices shall be at the operator's place of business on the Airport.
 2. These facilities shall be kept in a neat, clean and orderly condition and be properly maintained.

3. These facilities will be in accordance with Airport Minimum standards where specified

Commented [AT35]: fine tune language, but the goal is to assure alignment with 5k sq ft requirements spelled out above

C. Auto Parking: The Operator shall provide auto parking for its employees and customers in its leased area or make adequate arrangements for such parking, acceptable to the Airport Authority.

D. FAA/MAC Requirements: The Operator and all personnel and employees shall be competent and shall hold all current and valid certificates, permits, licenses or other authorizations required by the FAA and MAC including any FAA air taxi permits. If, as a result of any action, order, or ruling of the FAA, any of the Operator's aircraft are grounded or commercial pilot certificates or instructor's certificates are suspended or revoked, and this reduces the Operator's operation to less than the minimum standard for the activity being provided for a period of ninety (90) days or more, the Operator's license and authority to operate at the Airport may be revoked by the Airport Authority.

E. Indemnity and Insurance

1. The Operator shall agree, and by his operation at the Airport does agree, to indemnify, defend, and save the City of Holland and the Airport Authority Board, its authorized agents, officers, representatives and employees, and hold harmless from and against any and all actions, penalties, liabilities, claims, demands, damages, or losses, resulting from claims or court action, whether civil, criminal or in equity, and arising directly or indirectly out of acts or omissions of the Operator, its agents, employees, servants, guests, business visitors, invitees or customers.
2. In addition to the foregoing indemnity agreement provisions, the Operator agrees to secure, maintain and keep in force during the term of the agreement the insurance policies, forms and conditions required by the Airport Authority Board and the Rules & Regulations.
3. Nondiscriminatory Service: The Operator shall furnish to all users all authorized or licensed services on a fair, equal, and not unjustly discriminatory basis and shall charge fair, reasonable, and not unjustly discriminatory prices for each unit or service, provided that the Operator may make reasonable and nondiscriminatory discounts, rebates, or other similar types of price reductions to volume purchasers, if permitted by law and the Rules & Regulations.

F. Approval of Construction

1. No buildings, structures tie downs, ramps, paving, taxi areas, or any other improvements or additions shall be placed or constructed on the airport, or altered or removed there from without prior written approval of the Airport Authority Board. In the event of any construction, alteration or removal, an appropriate bond to guarantee the completion of the work may be required in accordance with submitted plans and specifications and all applicable state and local standards.

DRAFT

2. Unless otherwise agreed to within its designated area, any aeronautical service provider shall at its own expense, provide, construct, install, equip and maintain all utilities, buildings, structures, ramps, tie-down areas, taxiway, fences and all other facilities and improvements which have been approved by the Airport Authority Board as being necessary for the operation.
3. Final plans and specifications for all construction shall be submitted within 90 days after approval of the application, and construction shall commence and be completed pursuant to a progress schedule coordinated and approved by the Airport Authority Board. All construction shall comply with applicable building codes and state and local ordinances.
4. Construction areas will be in accordance with the Rules and Regulations, approved plans and the current approved Airport Layout Plan.

Commented [AT36]: should we differentiate from public & private

Commented [AT37]: WMRA Maintains fences currently

SECTION 2.8 FIXED BASE OPERATOR FRANCHISE FEES

Any Fixed Base Operator providing services or operating a business on field will be assessed an annual franchise based on the number of services provided. The franchise fee will be based on a tiered system, as described below:

- Tier 1: Single (1) Services
- Tier 2: Limited (2-3) Services
- Tier 3: Full Service (3 <) Services

Formatted: Underline

Formatted: Justified, Indent: Left: 2.06"

Formatted: Underline

Formatted: Underline

The annual Franchise Fee will be billed to the operator on a monthly basis, and will be subject to an annual CPI adjustment. If the CPI decreases, the fee will remain at it's current rate. The Authority also reserves the right to collect a percentage of the adjusted gross receipts from all business conducted and carried out by an Operator at the Airport. Current Airport Authority fees will be adjusted on an annual basis and updated separately in the Airport Authority's Fee Schedule.

Commented [AT38]: From current FBO agreement

SECTION 2.8 WAIVERS OF MINIMUM STANDARDS PROVISIONS

Upon the written recommendation of the Airport Authority Director the Airport Authority Board may, at its discretion, waive ~~all or any an or all~~ portions of the Minimum Standards set forth herein for the benefit of any government or governmental agency performing non-profit public services to the aircraft industry or performing fire prevention or firefighting or rescue service operations. The Airport Authority Board may further temporarily waive any of the minimum standards for non-governmental applicants when it deems such waiver to be in the best interest of the airport and/or its operation.

Commented [AT39]: From Jackson, review with Attorney

SECTION 2.9 VIOLATIONS OF MINIMUM STANDARDS

The Airport Authority may cause to be removed or evicted from the Airport any person who knowingly or willfully violates any Minimum Standards prescribed herein, or any rule or regulation in effect by the City of Holland, as the same applies to the Airport and may deny the use of the Airport and its facilities to any such person.

Any violation of the Minimum Standards governing the operation of the Airport, or any violation

of the regulations described herein shall be a civil infraction and shall be addressed in a manner the Airport Authority Board determines appropriate.

Commented [AT40]: not sure we have this authority to determine "civil infractions." remove and maybe review for future revisions/legal review

SECTION 2.10 HEARINGS FOR ALLEGED VIOLATIONS

When a violation of these Minimum Standards may cause revocation of an Operating Agreement, a permit and/or privileges exercised by a person at the Airport, such person shall receive written notification from the Airport Authority of such alleged violations giving the time and place and such other details as shall adequately apprise such person of the alleged violation the proposed action by the Airport Authority Board and/or Airport Authority Director. A copy of the notification shall be sent to Board Chair and the Co-chair of the Airport Authority Board. In the event the person receiving such notification desires to contest the alleged violation or the proposed action, they shall submit a written appeal within 10 days of receipt or constructive delivery of such notification to the Airport Authority, the Chairman, and the Co-chair of the Airport Authority Board. The alleged violator will be allowed to address and hold a discussion with the Airport Authority Board for a reasonable period of time. The Airport Authority Board shall furnish a written determination to the alleged violator within 30 days after the hearing and such determination shall be final. Any determination of the Airport Authority Board adverse to the violator requesting the hearing shall be subject to appeal in accordance with applicable laws of the State of Michigan.

Commented [AT41]: We currently do not have such a hearing process in place, legal to review.

SECTION 2.11 PENALTIES

Except as otherwise provided in these rules, a person who violates these rules is responsible for a state civil infraction as provided for in Chapter 88 of the Revised Judicature Act of 1961, Act No. 236 of the Public Acts of 1961, being sections 600.8801 of the Michigan Compiled Laws and is subject to a civil fine of not more than \$500.00.

Commented [AT42]: Again. not sure we have legal authority to issue civil infractions. Maybe can for future review?

CHAPTER THREE
LEASE PROVISIONS

SECTION 3.1 TERMINATIONS

The Airport Authority Board shall have the right, at its discretion, to terminate any lease, operating agreement, or other agreement with any permit holder, or FBO which authorizes any services on the Airport and to revoke any FBO license, authority, or permit to do business on the Airport for any reason provided in the Rules & Regulations, Operating Agreement, or by law, and, in addition thereto, upon the happening of any one or more of the following:

- A. For Cause (Termination)
1. Filing of petition, voluntarily or involuntarily, for an adjudication of bankruptcy.
 2. The permit holder or Operator making any general assignment for the benefit of creditors without the written approval of the Airport Authority Board.
 3. The abandonment or discontinuance of any licensed operation at the Airport by said permit holder or Operator or the failure to conduct such operation on a full-time basis without prior approval of the Airport Authority Board.
 4. The failure of the permit holder or Operator to pay, when due, to the Airport, all rents, fees and other charges.
 5. The failure of the permit holder or Operator to remedy any default, breach or violation by the operator, or their employees, in keeping, observing, performing and complying with the Rules & Regulations and the terms and conditions in any lease or agreement entered into, pursuant hereto, on the part of the permit holder or Operator to be performed, kept or preserved (not involving the payment of rents, fees and other charges to be paid to the Airport) within thirty (30) days from the date written notice from the Airport Authority Director has been mailed or delivered to the place of business of the permitholder or Operator at the Airport.
 6. The permit holder or Operator, or any partner, officer, director, employee or agent thereof, commits any of the following:
 - a. Violates any of the Rules & Regulations; or
 - b. Engages in unsafe, or reckless practices in the operation of any aircraft or motor vehicle on, or in the vicinity of the Airport which creates a hazard to the safety of other airport users, other aircraft, or the general public; endangers property; or which could, result in causing personal injuries or death to a person, or damage to property; or

- c. Causes serious personal injury or the death of a person, or property damage involving in excess of \$10,000 for repairs or loss arising from the permit holder's or the Operator's negligent or wrongful conduct of business at the Airport; or
 - d. Operates the permitted activity or the Operation in such fashion as to create a safety hazard on the Airport for other airport users, aircraft or property on the Airport, the general public, or the Airport, or any pilots, students or passengers; or
 - e. Is convicted of a felony that occurred on Airport property; or
 - f. Engages in any conduct on Airport property that disrupts to good order or safe operation the Airport; or
 - g. Has been convicted of any serious crime that directly relates to moral character and/or trustworthiness and the ability of that person to conduct business at the Airport.
7. It becomes known to the Airport Authority Board that the permit holder or Operator, or someone on its behalf and with its knowledge, supplied false information, or misrepresented any material fact in the application, supporting documents, or in statements to, or before, the Airport Authority Board pertaining to the application; or failed to make full disclosure in the application, the supporting documents, or in statements to, or before, the Airport Authority Board.

B. Without Cause (Termination)

1. In the event the Airport Authority Board determines to close the Airport in its entirety or close the Airport to all traffic it is not legally bound to honor existing leases or operating agreements.

C. Vacation and Possession of Premises After Termination

1. In the event of termination, the permit holder or FBO shall forthwith peaceably vacate the Airport and surrender possession of the premises and cease all operations on the premises and cease all operations on the Airport. Should the operator or permit holder fail to make such surrender, the Airport Authority Board shall have the immediate right, and without further notice to the permit holder or FBO, to enter by force, or otherwise, and take full possession of the space occupied by the permit holder or FBO on the Airport and, with legal process, expel, oust and remove any, and all, parties and, any and all goods and chattels not belonging to the Airport Authority Board that may be found within or upon the space at the expense of the operator or permit holder and without being liable to prosecution or to any claim for damages therefore. Upon such termination, all rights, powers and privileges of the permit holder or FBO here-under shall cease and the permit holder or FBO shall immediately vacate any space it occupies under this Agreement, or any permit or lease, and shall make no claim of any kind whatsoever against the Airport Authority Board,

Formatted: Font: 12 pt

its agents or representatives by reason of such termination or any act incident thereto. In the event of termination for cause, all structures and other improvements made to the airport by the permit holder or FBO shall become the property of the Airport Authority Board and shall remain on the airport after the permit holder or FBO ceases operations and vacates the premises. In the event of termination without cause, the operator or permit holder shall be given a reasonable period of time, not to exceed 90 days from the actual stated date of termination, within which to negotiate with the Airport Authority Board the sale to the Airport Authority Board at Fair Market value all structures and improvements erected by it on Airport property. Any structures or improvements on the Airport after such reasonable period has elapsed shall be and remain the property of the Airport Authority Board.

Formatted: Font: 12 pt

Commented [AT43]: Review in regards to current lease terms, Language should effectively indicate right of first refusal purchase by the authority, or lessor should be allowed to sell said property at approval by the board, or be required to remove at own expense.

Formatted: Font: 12 pt

2. In addition to all other rights and remedies provided in these minimum standards, the Airport Authority Board shall have any and all other rights and remedies at law or in equity.

Commented [AT44]: Legal to review.

Commented [AT45]: What does this actually mean?

- D. Appeals will be processed in a manner set forth by the Airport Rules and Regulations.

SECTION 3.2 INSPECTIONS AND MAINTENANCE

- A. To the extent necessary to protect its rights and interests or to investigate compliance with the terms of the lease and the Airport Rules & Regulations, the Airport Authority Board, its Airport Director, its Airport Manager, its Engineer, its Attorney, and appropriate Public Safety Officers shall have the right to inspect, at all reasonable times all Airport premises together with all structures or improvements, and as provided by law and/or Federal Regulations and/or Rules of the MAC, all aircraft, equipment, all licenses and registrations and determine the identity of all employees.
- B. Each Operator shall be responsible for the removal of snow and ice from its leased area or areas in which it is authorized to operate and shall keep such leased area and areas in which it is authorized to operate free and clear of all weeds, rocks, debris and other material which is unsightly or could cause damage to aircraft, buildings, persons or automobiles.
- C. No Person shall throw, dump or deposit any waste, refuse or garbage on the Airport property. All waste, refuse or garbage shall be placed and kept in closed garbage cans or containers and all operating areas shall be kept in a safe, neat, clean and orderly manner at all times and in such a manner as to minimize any hazards.

SECTION 3.3 SUBLEASING / SALE OF LEASE

No right, privilege, permit or license to do business on the Airport, or any lease of any area of the Airport, or personal property located thereon, shall be assigned, sublet, sold, or otherwise transferred or conveyed in whole or in part without prior written consent of the Airport Authority Board based upon recommendation of the Airport Authority Director. Any unauthorized attempt to do so shall result in the immediate cancellation and/or revocation of said right, privilege, lease, permit or license.

Commented [AT46]: Appropriate response? – “may result in”

SECTION 3.4 ASSIGNED AREAS

No Person or persons authorized to operate as an Operator on, or conduct business activities as a permitholder at the airport shall conduct any of its business activities or park any aircraft on any areas except those specified in the lease or written agreement. An Aeronautical Service provider shall not use any common areas except as authorized by the Rules & Regulations or as approved in writing in advance by the Airport Authority.

SECTION 3.5 SIGN REQUIREMENTS

No signs shall be placed on Airport property, or buildings thereon, without prior written permission from the Airport Authority Board in accordance with the Airport Authority Board Policies or Rules. All signage must comply with Airport Building Standards, City of Holland codes and/or other relevant ordinances.

Commented [AT47]: will this be governed by Airport rezoning or City sign policy? I believe we defer to internal Building standards currently

SECTION 3.6 FAA REQUIRED LEASE PROVISIONS

Each lease at the Airport shall contain the following provisions regarding subordination, emergency leasing to the U.S., and nondiscrimination. The language for these provisions is as follows:

- A. Lease Subordinate to Agreement between Lessor and the United States: This lease shall be subordinate to the provisions of any existing agreement between the Lessor and the United States, relative to the operation or maintenance of the Airport, the execution of which has been required as a condition precedent to the expenditure of Federal funds for the development of the Airport.
- B. Emergency Lease to United States
1. During time of war or national emergency, the lessor shall have the right to lease the landing area or any part thereof to the United States Government for military or naval use, and if any such lease is executed, the provisions of this instrument insofar as they are inconsistent with the provisions of the lease to the Government shall be suspended.
 2. All facilities of the Airport developed with Federal financial assistance and all facilities usable for landing and takeoff of aircraft will be available to the United States for use by Government aircraft, in common with other aircraft, at all times without charge, except, if the use by Government aircraft is substantial, a charge may be made for a reasonable share, proportional to such use, of the cost for operating and maintaining the facilities used.

Commented [AT48]: Not currently in our lease agreements

Commented [AT49]: legal to review

C. Public Responsibility

1. All permit holders and operators shall furnish to all users, all authorized or licensed services on a fair, equal, and not unjustly discriminatory basis and shall charge fair, reasonable, and not unjustly discriminatory prices for each unit or service, provided that the permit holder or Operator may make reasonable and nondiscriminatory discounts, rebates, or other similar types of price reductions to volume purchasers as described in these Minimum Standards and as governed by the Rules & Regulations.
2. The Aeronautical Operator for itself, its personal representative, successors in interest and assignees shall agree that:
 - a. No person on the grounds of race, color, gender identity, religion, or national origin shall be Excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the use of said facilities,
 - b. In the construction of any improvements on, over, or under such land and the furnishing of services thereon, no person on the grounds of race, color, or national origin shall be excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination,
 - c. The lessee shall use the premises in compliance with all other requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Non-discrimination in Federally-assisted programs of the Department of Transportation Effectuation of Title VI of the Civil Rights Act of 1964, and as said Regulations may be amended.
 - d. That in the event of breach of any of the above non-discrimination covenants, the Airport Authority Board shall have the right to terminate the lease and re-enter and repossess said land and the facilities thereon and hold the same as if said lease had never been issued.

Commented [AT50]: legal to review

CHAPTER FOUR

MISCELLANEOUS

SECTION 4.1 SEVERABILITY

In the event that any provision of these Minimum Standards shall for any reason be determined to be invalid, illegal or unenforceable in any respect, the other provisions of these Minimum Standards shall remain in full force and effect.

SECTION 4.2 EFFECTIVE DATE

These Minimum Standards shall be effective fifteen (15) days following the date of their approval by the Airport Authority Board and publication of notice in a newspaper of general circulation.

DRAFT

APPENDIX A

REFERENCES

1. Federal Aviation Administration Advisory Circular AC 150/5190-7, Minimum Standards for Commercial Aeronautical Activities Dated August 28, 2006.
2. West Michigan Regional Airport Minimum Standards adopted in 1998, as revised on December 19, 2002, October 1, 2005, April 16, 2009, and June 17, 2015.

Commented [AT51]: review

West Michigan Airport Authority

60 Geurink Boulevard, Holland, MI 49423
P (616) 510-2332

Comprising City of Zeeland, Park Township and City of Holland



August 10, 2020

Report 7.

To: West Michigan Airport Authority Board.
From: Amanda Davio, Project Administrator
Subject: Memorandum of Understanding Renewal: Palisades

In 2020, the Authority Board approved a Memorandum of Understanding (MOU) with Entergy Energy Solutions (now Palisades) to use the airport as a staging area if an extreme event were to occur at the Palisades Nuclear Plant. This MOU is part of a national nuclear industry effort to provide additional layers of protection in the case of an extreme event.

With the exception of the name change, the MOU attached to this report is identical to that approved by the Board in 2020 and extends for another two year period. It essentially would allow Palisades to house backup safety equipment at the airport on a temporary basis. The MOU provides language that will allow the temporary staging of this equipment, provided that airport operations are not disrupted.

This MOU is another opportunity for West Michigan Regional Airport to serve the broader community, in event of a major emergency. This agreement has been approved, as to form, by the Airport's Attorney.

Recommendation

It is recommended that the Authority Board approve another two year Memorandum of Understanding with Palisades Nuclear Operations as described in this report.

Memorandum of Understanding (MOU)
Between
West Michigan Airport Authority
and
Palisades Nuclear Power, LLC

This Memorandum of Understanding ("MOU") is entered into this 15 day of April, 2022, by and between the **West Michigan Airport Authority** ("WMAA") and **Palisades Nuclear Power, LLC** ("PLP"). The purpose of this MOU is to establish the use the West Michigan Regional Airport ("Airport") as a staging area in the event that the PLO would experience an emergency event. The Airport has been selected because it is located approximately 30 air miles (36 driving miles) from the PLP. This MOU is established under the following terms and conditions:

1. An authorized representative of the PLP shall request use and assistance of the Airport from the Airport Manager. The request for use of the Airport by the PLP shall include the duration of such use. The PLP liaison and SAFER Staging Area Coordinator will work with the Airport Manager to help ensure the normal air operations are not disrupted to the extent possible.
2. The WMAA and the PLP shall use areas of the Airport for the staging of equipment which may include helicopter operations and semi-tractor trailer operations. This MOU does not include: reserving equipment or resources for the sole purchase by the PLP and controlling the movement, sales, or purchase of equipment used at the Airport.
3. A 24 hour contact name and number shall be provided by the WMAA and the PLP for contact information.
4. Any cost incurred by the WMAA relating to the request to use the Airport as a staging area shall be paid and reimbursed by the PLP. The WMAA shall submit an invoice for such costs within thirty (30) days of the termination of the use of the Airport.
5. The PLP shall save, indemnify, and hold harmless the WMAA, its officers, directors, and employees from any claim, action, or liability, arising out of or relating to the authorized use of the Airport by the PLO. This covenant of indemnifications shall include reasonable attorney's fees and costs incurred by the WMAA in defense of such claim, action, or liability. In addition, the PLP shall file with the WMAA a certificated of insurance listing the WMAA, its officers, directors, and employees as additional insureds relating to general liability and automobile coverage during the term of this Agreement. The certificate of insurance shall waive subrogation of any claim against the WMAA, its officers, directors, and employees.
6. This MOU may be terminated upon thirty (30) days written notice by either party.
7. This Agreement is subject to all requirements mandated by any federal or state agency establishing restrictions or limitations relating to the Airport.
8. This Agreement should be reviewed and updated as appropriate by each party once every two years.

9. The 24-Hour West Michigan Regional Airport Contact Name and Number:

Name: _____

Number: _____

10. The contact name and number for PLP is:

Dan Malone - Manager, Emergency Planning
Phone: 269.764.2463 (W)
269.303.6516 (C)

This MOU is executed on the date noted above.

Russell Sylte
Chairman, West Michigan Airport Authority
West Michigan Regional Airport

Dan Malone
Manager, Emergency Planning
Palisades Nuclear Power, LLC

Darrell Corbin
Site Vice President
Palisades Nuclear Power, LLC

APPROVAL AS TO FORM:
WEST MICHIGAN AIRPORT AUTHORITY

BY: Andrew J. Mulder
Andrew J. Mulder, Attorney
DATE: 4/19/, 2022



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/30/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Stephens Insurance, LLC
111 Center Street, Suite 100
Little Rock, AR 72201

CONTACT NAME: Tricia Brazil
PHONE (A/C, No, Ext): 800-852-5053 FAX (A/C, No): 501-210-4683
E-MAIL ADDRESS: tricia.brazil@stephens.com

www.stephensinsurance.com

INSURED Palisades Nuclear Power LLC
c/o Entergy Services, LLC
639 Loyola Ave
New Orleans LA 70113

INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A:	Liberty Insurance Corporation	42404
INSURER B:	Associated Electric & Gas Insurance Ser., Ltd	319004
INSURER C:		
INSURER D:		
INSURER E:		
INSURER F:		

COVERAGES

CERTIFICATE NUMBER: 67461902

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY						
	<input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR						EACH OCCURRENCE \$
							DAMAGE TO RENTED PREMISES (Ea occurrence) \$
							MED EXP (Any one person) \$
							PERSONAL & ADV INJURY \$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE \$
	<input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						PRODUCTS - COMP/OP AGG \$
	OTHER:						\$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> OWNED AUTOS ONLY						BODILY INJURY (Per accident) \$
	<input type="checkbox"/> HIRED AUTOS ONLY						PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> SCHEDULED AUTOS						\$
	<input type="checkbox"/> NON-OWNED AUTOS ONLY						
B	UMBRELLA LIAB			XL5044811P	11/1/2021	11/1/2022	EACH OCCURRENCE \$ 10,000,000
	<input checked="" type="checkbox"/> EXCESS LIAB						AGGREGATE \$ 10,000,000
	DED <input checked="" type="checkbox"/> RETENTION \$3,000,000						\$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			WA764D436301051	5/31/2021	5/31/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y/N	N/A	Ded \$ 1,000,000			E.L. EACH ACCIDENT \$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

West Michigan Airport Authority
West Michigan Regional Airport
officers, directors, and employees of the WMAA
60 Geurink Boulevard
Holland MI 49423

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

James Fortner

© 1988-2015 ACORD CORPORATION. All rights reserved.

ACORD 25 (2016/03)

The ACORD name and logo are registered marks of ACORD

AGENCY CUSTOMER ID: _____

LOC #: _____



ADDITIONAL REMARKS SCHEDULE

Page ____ of ____

AGENCY Stephens Insurance, LLC		NAMED INSURED Palisades Nuclear Power LLC c/o Entergy Services, LLC 639 Loyola Ave New Orleans LA 70113	
POLICY NUMBER XL5044811P		EFFECTIVE DATE: 11/1/2021	
CARRIER Associated Electric & Gas Insurance Ser., Ltd	NAIC CODE 319004		

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 FORM TITLE: Certificate of Liability (03/16)

HOLDER: West Michigan Airport Authority West Michigan Regional Airport officers, directors, and employees of the WMAA

ADDRESS: 60 Geurink Boulevard Holland MI 49423

Entergy does not purchase any General Liability or Commercial Automobile Liability insurance below the \$3,000,000 self-insured retention point in the Excess Policy shown.

The Excess Policy contains blanket additional insured and waiver of subrogation endorsements when required by written contract subject to all policy terms, conditions, and exclusions. The Excess Policy contains a blanket primary and noncontributory endorsement when required by written contract subject to all policy terms, conditions, and exclusions.

The Workers Compensation Policy contains a blanket waiver of subrogation endorsement when required by written contract subject to all policy terms, conditions, and exclusions.

West Michigan Airport Authority

60 Geurink Boulevard, Holland, MI 49423

P (616) 368-3023

Comprising City of Zeeland, Park Township and City of Holland



May 9, 2022

REPORT #8

To: West Michigan Airport Authority Board.
From: Amanda Davio, Project Administrator
Subject: **Adoption of Envision for Airport Project Planning**

Over the last few months, the Board and Authority staff have been exploring The Envision Program framework as a project planning tool for future airport projects. As a tool, Envision provides a decision-making guide structured to be adaptable to a number of infrastructure projects with the overall intent to promote resiliency in the final project and collaboration between stakeholders to implement more cost-effective, resource-efficient, and adaptable long-term infrastructure investments.

It's been used and recommended by community partner Holland BPW, Airport Consultants Mead and Hunt, and airports both state and nationwide. Compared to other project certification frameworks and planning tools, its adaptability and collaborative approach is ideal for WMAA's developmental and community engagement goals.

With a variety of projects on the horizon, and FAA focus moving increasingly toward sustainability and equity, incorporating a collaborative and guided process such as Envision would help promote cost effective investment, set WMAA apart and ahead of other airports, and aligning with the trajectory of other community partners and nearby stakeholders. Additionally Envision provides the option of individual certification as an Envision Specialist to bring first-hand knowledge and deeper understanding of the program to a team. There's no up-front cost to adopt Envision and Envision reviews are AIP eligible as part of federally funded capital projects. There is a nominal fee (\$250) to get staff certified in Envision. Mead and Hunt currently have staff on hand versed in the framework.

Recommendation

It is recommended that the Airport Authority Board adopt the Envision project framework for airport project planning going forward.

West Michigan Airport Authority

60 Geurink Boulevard, Holland, MI 49423
P (616) 510-2332

Comprising City of Zeeland, Park Township and City of Holland



May 9th, 2022

REPORT 9

To: West Michigan Airport Authority Board.
From: Aaron Thelenwood, Airport Authority Director.
Subject: **Staffing Structure: Full Time Position Proposal**

As I've settled into my role as Director over the last year and a half, and have taken on the additional responsibilities of the Airport Manager, it has become apparent that we have need for additional staffing. Much of my role has been split between outward facing business engagement, development and site readiness planning, key stakeholder engagement, and on-field code enforcement, in addition to my day-to-day administrative responsibilities. Further, we are seeing continued interest and demands of airport authority staff time and new regulatory requirements working their way down from FAA, especially in sustainability space.

Having the additional staffing on hand, through Amanda Davio in her role as Project Administrator, has proved critical in ensuring the Airport Authority is able to continue to meet its current demands and expectations along with new challenges; specifically, the duplication of staffing allowed us to respond seamlessly to the short turn around of our updated ACIP as it related to the Bipartisan Infrastructure Law funding. Further, we've been able to be proactive in creating new opportunities and engagement initiatives due to the additional staffing support; exemplified by the upcoming Tulip Time Fly-in, Aviation Day, and food truck Friday events this summer, as well as the Dream Flights Event and Bissel Pet Flight Event last summer.

Additional staffing has allowed me to focus more on proactive business engagement, specifically in finding leads for new hangar park tenants and developers for Parcel K. Maintaining and expanding staffing capacity will be critical in building on current moment.

There is currently a budget line item for a new staff position in FY 23 (starting July 1, 2022). It would be recommended that the Board form an Advisory Taskforce to begin the review the merits of additional staffing as well as review the long term financial impact of a new position. The Taskforce would include two or three Board

The West Michigan Airport Authority will provide the public with state-of-the-art global air access to strengthen the local economy and improve the area's quality of life.

West Michigan Airport Authority

60 Geurink Boulevard, Holland, MI 49423

P (616) 510-2332

Comprising City of Zeeland, Park Township and City of Holland



Members as well as the Airport's Treasurer (Lynn McCammon). The goal would be to determine the feasibility and salary of a new position compared against the financial and fund balance obligations of the Authority.

Recommendation

It is recommended that the Board authorize formation of a Staffing Advisory Taskforce to review the merits of a new full-time position, with the intent to have a recommendation back to the Board by the June 13th meeting date.

The West Michigan Airport Authority will provide the public with state-of-the-art global air access to strengthen the local economy and improve the area's quality of life.

West Michigan Airport Authority

60 Geurink Boulevard, Holland, MI 49423
P (616) 510-2332

Comprising City of Zeeland, Park Township and City of Holland



May 9th, 2022

REPORT 10

To: West Michigan Airport Authority Board.
From: Aaron Thelenwood, Airport Authority Director.
Subject: **Aviation Business & Development Park: DEVELOPMENT TASKFORCE**

OBJECTIVE: Secure Flagship Tenant(s) for the Aviation Business Development Park through promotion of development opportunities at West Michigan Regional Airport, following construction of the North Taxilane Project in 2023.

TASKFORCE MEMBERS: Members of the Taskforce will represent relevant priorities and stakeholder groups on and off field, and will provide a relevant set of experiences, expertise, perspectives, and skills reflective of these priority areas. Recommended composition of expertise on the Taskforce could include (one member for each area):

- Business Engagement
- Economic Development (Internal)
- Economic Development (External)
- Construction
- Aviation/Pilot (GA)
- Aviation/Pilot (Corporate)
- Community Engagement
- Airport Consultant
- Marketing & Communications
- Airport Authority Treasurer
- Legal Team (Floating Member)
- Staff
- Other?

TACTICS: The Taskforce will engage in a series of tactics, each designed to build on the last, to attract and secure tenants at the end of the 2023 Taxilane Construction Process. Example Tactics are included below:

- Establish a “Marketable” Name for the Park:
 - Airport Business Park
 - Innovation & Development Park
 - Etc.
- Stakeholder engagement to determine needs and priorities (on-field and off-field stakeholders)
- Coordinate and participate in public engagement sessions

The West Michigan Airport Authority will provide the public with state-of-the-art global air access to strengthen the local economy and improve the area's quality of life.

West Michigan Airport Authority

60 Geurink Boulevard, Holland, MI 49423
P (616) 510-2332

Comprising City of Zeeland, Park Township and City of Holland



- Identify priority businesses, partners, and industries as potential tenants
- Use feedback from stakeholder and business engagement to produce RFQ(s):
 - RFQ - Potentially multiple based on tenant type:
 - Mfg./R&D
 - Aircraft Storage
 - Education
 - Misc. Sales
 - Rental Cars
- Review RFQ Responses
- Identify responses that best understood the priorities of the Airport Authority in Development
- Uses responses to refine RFQ and Develop RFP
- Coordinate RFP process and review responses
- Identify ranked priority responses for review by Board and relevant committees
- Assist in final negotiations with “finalist tenants”
- Additional duties:
 - Maintain PR throughout process
 - Assist in updates to the Board
 - Promote RFQ/RFP processes
 - Identify avenues for public/private partnership if/when applicable.
 - Coordinate RFQ/RFP process in-line with established purchasing policies.

Recommendation

It is recommended that the Board approve the proposal for a new full-time position as presented, or provide direction to the Director on how they'd like to proceed next.

The West Michigan Airport Authority will provide the public with state-of-the-art global air access to strengthen the local economy and improve the area's quality of life.

West Michigan Airport Authority

60 Geurink Boulevard, Holland, MI 49423
P (616) 510-2332

Comprising City of Zeeland, Park Township and City of Holland



May 9th, 2022

REPORT 12

To: West Michigan Airport Authority Board.
From: Tyler VandenBrand, Director of Michigan Operations, FlightLevel Aviation
Subject: **Maintenance & Operations Progress Report.**

Esteemed Board,

Following the vote and decision from the WMAA to extend the Progress Improvement Plan for FlightLevel BIV, the proceeding report is compiled of information from mid-April 2022 to present.

Our fuel prices have climbed somewhat sharply in the last two weeks after remaining relatively consistent for the previous 30 days. Next week will be an important indicator on whether we continue to trend upwards in cost, or whether we start to level off. Some additional items to note:

- JetA Prices are still some of the lowest in the state for Full-Service FBO facilities.
- 100LL Prices remain lower than nearly all Full-Service FBO's, with the exception of Signature at GRR. We believe this is due to large stored volumes of unused fuel coupled with below-average fuel sales.

Victor Grahn has held several more interviews in attempts to get mechanics hired. He has a mechanic lined up and will be making an offer to onboard him in the coming days. We also have a headhunter out to recruit additional mechanics, and have gone so far as to offer to cover moving costs to incentivize individuals to consider employment with us.

Additionally, our marketing and branding footprint has grown substantially over the past 30 days. We have continued to adjust our online listings, promote FlightLevel and our services, and look for additional ways to attract more attention to the WMRA. We also have been working with Director Thelenwood to create avenues for community involvement and airport growth. Some of these conversations have included future airport development and attracting new based customers.

Finally, we have hired additional staff to our Line Department and CSR team to assist with the larger influx of summer traffic. We are adequately prepared for the busy season in 2022, and have a very solid group of individuals that will represent not only

The West Michigan Airport Authority will provide the public with state-of-the-art global air access to strengthen the local economy and improve the area's quality of life.

West Michigan Airport Authority

60 Geurink Boulevard, Holland, MI 49423

P (616) 510-2332

Comprising City of Zeeland, Park Township and City of Holland



FlightLevel Aviation, but the West Michigan Regional Airport as a whole in a positive and professional manner.

Blue Skies and Tailwinds,

Tyler VandenBrand

Director of Michigan Operations

FlightLevel Aviation

Recommendation

It is recommended that the Board approve the FBO Progress Report as presented.

The West Michigan Airport Authority will provide the public with state-of-the-art global air access to strengthen the local economy and improve the area's quality of life.



To: West Michigan Airport Authority Board
From: City of Holland Finance Department
Re: Financial Report for the ten months ended April 30, 2022
Date: May 05, 2022

The West Michigan Airport Authority (WMAA) Fiscal Year 2022 Amended Budget (Operations) includes revenues of 661,757 and expenses of 705,832. Attached is a Budget Performance Report (Operating Departments) for the ten months ended April 30, 2022 (83.33% of the Fiscal Year July 1, 2021 through June 30, 2022). Also included is a Budget Performance Report for the Capital Project Department 999, a Trial Balance Listing, Fund Equity Changes Report and the estimated fund balance summary.

Fund Balance Estimate

WMAA Fund Balance at the beginning of FY 2022 totaled \$1,174,469. The ending fund balance is currently estimated to total \$1,137,285, representing a decrease of \$37,184 for the year.

Budget Performance Report (Operating)

Revenues for this period totaled \$608,221, or 92% of budget. The slightly higher than anticipated primarily reflects the timing of tax revenue and is anticipated to smooth out by the end of the year. Expenditures for the ten months totaled \$507,655, or 73% of total. Vendor invoices typically lag by one month, contributing to the slightly lower than anticipated level of expenditures.

Budget Performance Report (Capital)

Most capital expenditures reported by WMAA are tied to Michigan Department of Transportation (MDOT). MDOT provides the information to be recorded at the end of the fiscal year. Thus, the report included does not have any activity at this time.

WMAA MONTHLY FBO REPORT

West Michigan Regional Airport FBO Report FlightLevel BIV APRIL 2022

**Total Fuel Gallons
Delivered**

	Current Month Apr 2022	One Year Ago Apr 2021	Fiscal Year To Date 01/01/22-12/31/22	F/Y to Date Compared 01/01/21-12/31/21
Avgas	3,292			
Jet Fuel	40,592			
Total Gallons Delivered	43,884	46,459	168,179	+19529

Transplant Flights

0

Wings Of Mercy Flights

0

Freight Flights From/To Holland

2

Freight Weight

860

Number of Parts if Known

44 boxes

WMAA Fund Balance as of 6/30/2021					\$ 1,174,468.80
-----------------------------------	--	--	--	--	-----------------

	<u>Operating</u>	<u>Capital (999)</u>	<u>EEC Project (546)</u>	<u>Capital Funds (999)</u>	
Year to date Revenues	608,260.65	-	-	-	\$ 608,260.65
Year to date Expenses	507,655.00	-	-	-	<u>\$ 507,655.00</u>

Estimated Fund Balance as of 05/05/2022					<u>\$ 1,275,074.45</u>
---	--	--	--	--	------------------------

	<u>Budget</u>	<u>YTD</u>		
Remaining Operating Revenues	661,757.00	608,260.65		\$ 53,496.35

	<u>Budget</u>	<u>YTD</u>	<u>Encumbrances</u>	
Remaining Operating Expenses (excluding contingences)	553,475.00	507,655.00	6,891.25	<u>\$ 38,928.75</u>

Contingency Account (Reserves for Capital Projects):

Contingency - General	10,000.00	
T Hangar Repairs	5,000.00	
Reserves for ABC Mnct/Repairs	25,000.00	
Reserves for Capital Projects	<u>112,357.00</u>	<u>\$ 152,357.00</u>

Ending Fund Balance as of 05/05/2022		<u>\$ 1,137,285.05</u>
--------------------------------------	--	------------------------

Other Expected Expenses:

	<u>Estimated amount</u>	<u>Spent</u>	
FY22 Construction of Hangar Project (Fogg)			\$ 6,874.75
FY22 North Taxilane			<u>\$ 9,700.00</u>

Ending Fund balance after expected capital expenses		<u>\$ 1,127,585.05</u>
---	--	------------------------



Budget Performance Report

Fiscal Year to Date 05/05/22

Exclude Rollup Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
Fund Z01 - WMAA (Airport) General Fund										
REVENUE										
Department 000 - General Revenues										
420528	Federal Grant - Other	.00	57,000.00	57,000.00	.00	.00	.00	57,000.00	0	157,000.00
440573	State-Reim Local PPT Tax Loss	10,000.00	.00	10,000.00	.00	.00	13,268.74	(3,268.74)	133	21,516.15
450582.C	Contributions from Other Govts From City of Holland	110,000.00	.00	110,000.00	.00	.00	115,357.57	(5,357.57)	105	111,559.60
450582.P	Contributions from Other Govts From Park Township	109,000.00	.00	109,000.00	.00	.00	100,168.59	8,831.41	92	115,640.92
450582.Z	Contributions from Other Govts From City of Zeeland	60,000.00	.00	60,000.00	.00	.00	78,316.67	(18,316.67)	131	77,715.05
460626.Y	Fees-Finance/Mgmt Treas Fee-Recovery Court Costs	.00	.00	.00	.00	.00	84.40	(84.40)	+++	.00
460647.7	Sales Sale of Merchandise-Taxable	.00	.00	.00	.00	.00	10.60	(10.60)	+++	.00
460654.1	Franchise Fees FBO Franchise Fees	23,500.00	.00	23,500.00	.00	.00	18,682.20	4,817.80	79	23,470.32
460654.5	Franchise Fees Fuel Flowage Fee	70,000.00	.00	70,000.00	.00	.00	62,777.22	7,222.78	90	62,505.63
460654.7	Franchise Fees Landing Fees	24,000.00	.00	24,000.00	.00	.00	20,895.74	3,104.26	87	24,280.07
480665.0	Investment Income General	12,000.00	.00	12,000.00	.00	.00	5,126.24	6,873.76	43	9,433.30
480669.A	Rental Airport Business Center	8,400.00	.00	8,400.00	.00	.00	6,562.62	1,837.38	78	8,244.48
480669.24	Rental Hangar Land Lease	107,357.00	.00	107,357.00	.00	.00	111,414.10	(4,057.10)	104	101,550.51
480669.25	Rental Agricultural Land Lease	12,500.00	.00	12,500.00	.00	.00	13,363.74	(863.74)	107	12,608.52
480669.26	Rental T-Hangars	58,000.00	.00	58,000.00	(66.67)	.00	57,573.33	426.67	99	57,717.41
490685.1	Recoveries Insurance	.00	.00	.00	.00	.00	2,789.61	(2,789.61)	+++	3,725.00
490685.2	Recoveries Other Parties	.00	.00	.00	.00	.00	1,656.74	(1,656.74)	+++	.00
490692.0	Miscellaneous General	.00	.00	.00	.00	.00	212.54	(212.54)	+++	.00
Department 000 - General Revenues Totals		\$604,757.00	\$57,000.00	\$661,757.00	(\$66.67)	\$0.00	\$608,260.65	\$53,496.35	92%	\$786,966.96
REVENUE TOTALS		\$604,757.00	\$57,000.00	\$661,757.00	(\$66.67)	\$0.00	\$608,260.65	\$53,496.35	92%	\$786,966.96
EXPENSE										
Department 540 - Airport Operations										
710701.0	Payroll-Regular General	71,780.00	.00	71,780.00	.00	.00	57,871.41	13,908.59	81	48,477.54
710707.0	Payroll-Temporary Help General	12,300.00	6,650.00	18,950.00	.00	.00	15,390.00	3,560.00	81	26,381.97
711702.0	Payroll-Vacation/PTO General	6,400.00	.00	6,400.00	.00	.00	7,884.46	(1,484.46)	123	1,759.01
711703	Payroll-Holidays	2,400.00	.00	2,400.00	.00	.00	1,800.00	600.00	75	1,175.21
711716.1	Insurance Health	3,000.00	.00	3,000.00	.00	.00	2,500.00	500.00	83	5,321.63
711716.2	Insurance Dental	.00	.00	.00	.00	.00	.00	.00	+++	38.02
711716.4	Insurance Health Care Savings Plan	.00	.00	.00	.00	.00	.00	.00	+++	210.43
711717	Insurance-Life & AD&D	.00	.00	.00	.00	.00	.00	.00	+++	18.92
711718.1	Retirement Contribution MERS	6,300.00	.00	6,300.00	.00	.00	5,164.47	1,135.53	82	3,718.22
711720	Insurance-Income Protection	.00	.00	.00	.00	.00	816.95	(816.95)	+++	458.58
712715	Employer FICA/Medicare Contribution	7,200.00	550.00	7,750.00	.00	.00	6,536.61	1,213.39	84	5,890.46
712723	Unemployment Comp Insurance	20.00	.00	20.00	.00	.00	1.90	18.10	10	38.81
712724	Workers Comp Insurance	.00	.00	.00	.00	.00	.10	(.10)	+++	11.18
721730.0	Postage General	.00	.00	.00	.00	.00	62.03	(62.03)	+++	.00
721740.0	Operating Supplies General	1,500.00	.00	1,500.00	.00	.00	2,916.48	(1,416.48)	194	2,326.36
721740.CAP	Operating Supplies Controlled Items-Capital Type	1,600.00	.00	1,600.00	.00	.00	.00	1,600.00	0	2,473.34



Budget Performance Report

Fiscal Year to Date 05/05/22

Exclude Rollup Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
Fund Z01 - WMAA (Airport) General Fund										
EXPENSE										
Department 540 - Airport Operations										
721905.0	Photocopies/In-House Printing General	100.00	.00	100.00	.00	.00	.00	100.00	0	.00
721931.0	Bldg & Grnds Maint General	9,000.00	.00	9,000.00	.00	.00	1,429.06	7,570.94	16	1,738.00
721933.0	Equipment Maintenance General	20,000.00	.00	20,000.00	.00	.00	22,085.79	(2,085.79)	110	9,504.75
721933.INS	Equipment Maintenance Repairs-Insurance Claims	.00	.00	.00	.00	.00	2,789.61	(2,789.61)	+++	.00
722801.9010	Contr-Printing/Promo Advertising/Promotional	35,000.00	794.00	35,794.00	.00	6,891.25	40,544.25	(11,641.50)	133	40,527.50
722804.0	Contractual-Legal General	20,000.00	.00	20,000.00	.00	.00	10,383.50	9,616.50	52	27,274.12
722805.1	Contractual-Finance Independent Audit	7,900.00	.00	7,900.00	.00	.00	7,900.00	.00	100	7,700.00
722805.4	Contractual-Finance Financial Service Fees	.00	.00	.00	.00	.00	2,000.00	(2,000.00)	+++	833.35
722807.2	Contractual-Architect/Engineer Plan Development	.00	50,000.00	50,000.00	.00	.00	30,985.60	19,014.40	62	.00
722807.5	Contractual-Architect/Engineer Engineering	15,000.00	.00	15,000.00	.00	.00	29,003.91	(14,003.91)	193	5,604.50
722808.1	Contr-Bldgs&Grnds Janitorial	.00	.00	.00	.00	.00	.00	.00	+++	598.00
722808.8	Contr-Bldgs&Grnds Tree Clearing	.00	40,300.00	40,300.00	.00	.00	40,300.00	.00	100	.00
722808.MOW	Contr-Bldgs&Grnds Mowing	30,000.00	.00	30,000.00	.00	.00	26,676.38	3,323.62	89	49,001.33
722808.MTCE	Contr-Bldgs&Grnds Maintenance-General Repairs	23,000.00	.00	23,000.00	.00	.00	17,476.84	5,523.16	76	32,170.86
722808.SNOW	Contr-Bldgs&Grnds Snowplowing	50,000.00	.00	50,000.00	.00	.00	56,022.38	(6,022.38)	112	40,457.20
722809.61	Contractual-Misc Management Services	28,000.00	.00	28,000.00	2,266.67	.00	25,468.70	2,531.30	91	26,476.35
722809.62	Contractual-Misc Airport Manager-Tulip City Air	2,000.00	.00	2,000.00	.00	.00	1,256.99	743.01	63	2,266.75
723850.0	Communications Telephone	.00	.00	.00	.00	.00	368.39	(368.39)	+++	442.20
723850.CELL	Communications Cellular	.00	.00	.00	.00	.00	600.00	(600.00)	+++	900.00
723860.0	Travel, Conf, Seminars General	1,000.00	.00	1,000.00	.00	.00	1,833.16	(833.16)	183	3,200.00
723910.0	Commercial Insurance Premiums General	27,000.00	.00	27,000.00	.00	.00	27,308.00	(308.00)	101	18,966.00
723920.GATE	Public Utilities Fence Gates	700.00	.00	700.00	.00	.00	439.49	260.51	63	571.81
723920.LAND	Public Utilities Landing Lights & System	4,500.00	.00	4,500.00	.00	.00	2,760.05	1,739.95	61	4,079.64
723920.PLOT	Public Utilities Parking Lot Lights	1,700.00	.00	1,700.00	.00	.00	1,184.11	515.89	70	923.51
723920.RUNW	Public Utilities Runway Lights	6,700.00	.00	6,700.00	.00	.00	4,369.35	2,330.65	65	6,989.02
723920.THAN	Public Utilities T-Hangars	5,000.00	.00	5,000.00	.00	.00	5,811.01	(811.01)	116	5,243.44
723942.0	Building Rental/Lease General	1,000.00	.00	1,000.00	.00	.00	1,000.00	.00	100	2,500.00
723955.0	Misc. General	2,000.00	.00	2,000.00	.00	.00	2,809.64	(809.64)	140	2,276.75
723961.0	Dues & Subscriptions General	600.00	.00	600.00	.00	.00	1,647.98	(1,047.98)	275	1,936.78
723963.2	Write-Offs Uncoll Property Taxes	.00	.00	.00	.00	.00	.00	.00	+++	15.84
723963.3	Write-Offs Court Fees A/R or PP Pursuit	.00	.00	.00	.00	.00	84.40	(84.40)	+++	.00
723964.2	Refunds Property Tax Prior Years	.00	.00	.00	.00	.00	58.46	(58.46)	+++	21.40
770956.0	Contingency General	127,357.00	.00	127,357.00	.00	.00	.00	127,357.00	0	.00
Department 540 - Airport Operations Totals		\$530,057.00	\$98,294.00	\$628,351.00	\$2,266.67	\$6,891.25	\$465,541.46	\$155,918.29	75%	\$390,518.78
Department 541 - Business Center										
721931.GRND	Bldg & Grnds Maint Grounds Maintenance	5,000.00	.00	5,000.00	.00	.00	4,649.22	350.78	93	8,373.74
721933.0	Equipment Maintenance General	5,000.00	2,781.00	7,781.00	.00	.00	2,342.70	5,438.30	30	4,707.28
722808.1	Contr-Bldgs&Grnds Janitorial	8,000.00	.00	8,000.00	.00	.00	9,428.55	(1,428.55)	118	10,739.10

Budget Performance Report

Fiscal Year to Date 05/05/22

Exclude Rollup Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
Fund Z01 - WMAA (Airport) General Fund										
EXPENSE										
Department 541 - Business Center										
723850.0	Communications Telephone	2,600.00	.00	2,600.00	.00	.00	2,640.00	(40.00)	102	2,160.00
723850.WIFI	Communications WIFI Internet Connection	4,100.00	.00	4,100.00	.00	.00	3,437.50	662.50	84	3,125.00
723920.BPW	Public Utilities BPW	20,000.00	.00	20,000.00	.00	.00	14,020.94	5,979.06	70	17,871.51
723920.GAS	Public Utilities Natural Gas	5,000.00	.00	5,000.00	.00	.00	5,594.63	(594.63)	112	4,393.33
770956.0	Contingency General	25,000.00	.00	25,000.00	.00	.00	.00	25,000.00	0	.00
Department 541 - Business Center Totals		\$74,700.00	\$2,781.00	\$77,481.00	\$0.00	\$0.00	\$42,113.54	\$35,367.46	54%	\$51,369.96
EXPENSE TOTALS		\$604,757.00	\$101,075.00	\$705,832.00	\$2,266.67	\$6,891.25	\$507,655.00	\$191,285.75	73%	\$441,888.74
Fund Z01 - WMAA (Airport) General Fund Totals										
REVENUE TOTALS		604,757.00	57,000.00	661,757.00	(66.67)	.00	608,260.65	53,496.35	92%	786,966.96
EXPENSE TOTALS		604,757.00	101,075.00	705,832.00	2,266.67	6,891.25	507,655.00	191,285.75	73%	441,888.74
Fund Z01 - WMAA (Airport) General Fund Totals		\$0.00	(\$44,075.00)	(\$44,075.00)	(\$2,333.34)	(\$6,891.25)	\$100,605.65	(\$137,789.40)		\$345,078.22
Grand Totals										
REVENUE TOTALS		604,757.00	57,000.00	661,757.00	(66.67)	.00	608,260.65	53,496.35	92%	786,966.96
EXPENSE TOTALS		604,757.00	101,075.00	705,832.00	2,266.67	6,891.25	507,655.00	191,285.75	73%	441,888.74
Grand Totals		\$0.00	(\$44,075.00)	(\$44,075.00)	(\$2,333.34)	(\$6,891.25)	\$100,605.65	(\$137,789.40)		\$345,078.22



Budget Performance Report

Fiscal Year to Date 05/05/22

Exclude Rollup Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
Fund Z01 - WMAA (Airport) General Fund										
REVENUE										
Department 999 - Airport Capital Projects										
420502.24	Federal Grant FAA Capital	175,599.00	.00	175,599.00	.00	.00	.00	175,599.00	0	3,749,641.11
430502.24	State Grant MDOT State Capital	9,756.00	.00	9,756.00	.00	.00	.00	9,756.00	0	164,237.11
Department 999 - Airport Capital Projects Totals		\$185,355.00	\$0.00	\$185,355.00	\$0.00	\$0.00	\$0.00	\$185,355.00	0%	\$3,913,878.22
REVENUE TOTALS		\$185,355.00	\$0.00	\$185,355.00	\$0.00	\$0.00	\$0.00	\$185,355.00	0%	\$3,913,878.22
EXPENSE										
Department 999 - Airport Capital Projects										
Division 045 - Runway										
730974.0	Land Improvements General	255,110.00	.00	255,110.00	.00	.00	.00	255,110.00	0	4,088,338.90
Division 045 - Runway Totals		\$255,110.00	\$0.00	\$255,110.00	\$0.00	\$0.00	\$0.00	\$255,110.00	0%	\$4,088,338.90
Department 999 - Airport Capital Projects Totals		\$255,110.00	\$0.00	\$255,110.00	\$0.00	\$0.00	\$0.00	\$255,110.00	0%	\$4,088,338.90
EXPENSE TOTALS		\$255,110.00	\$0.00	\$255,110.00	\$0.00	\$0.00	\$0.00	\$255,110.00	0%	\$4,088,338.90
Fund Z01 - WMAA (Airport) General Fund Totals										
REVENUE TOTALS		185,355.00	.00	185,355.00	.00	.00	.00	185,355.00	0%	3,913,878.22
EXPENSE TOTALS		255,110.00	.00	255,110.00	.00	.00	.00	255,110.00	0%	4,088,338.90
Fund Z01 - WMAA (Airport) General Fund Totals		(\$69,755.00)	\$0.00	(\$69,755.00)	\$0.00	\$0.00	\$0.00	(\$69,755.00)		(\$174,460.68)
Grand Totals										
REVENUE TOTALS		185,355.00	.00	185,355.00	.00	.00	.00	185,355.00	0%	3,913,878.22
EXPENSE TOTALS		255,110.00	.00	255,110.00	.00	.00	.00	255,110.00	0%	4,088,338.90
Grand Totals		(\$69,755.00)	\$0.00	(\$69,755.00)	\$0.00	\$0.00	\$0.00	(\$69,755.00)		(\$174,460.68)



Fund Equity Changes Report

Through 05/05/22

Detail Listing

Exclude Rollup Account

Account	Account Description	Beginning Balance	YTD Credits	YTD Debits	Current Balance	Prior Year Fund Equity Adjustment	YTD Revenues	YTD Expenses	Estimate Fund Balance
Fund Category	GOVERNMENTAL								
Fund Type	GENERAL FUND								
Fund	Z01 - WMAA (Airport) General Fund								
341390.A	Fund Balance - Assigned (By Action) Apron, Building & Sitework	.00	.00	.00	.00				
341390.ABC	Fund Balance - Assigned (By Action) Business Center Maintenance	75,000.00	25,000.00	.00	100,000.00				
341390.E	Fund Balance - Assigned (By Action) For Emergencies	.00	.00	.00	.00				
341390.R	Fund Balance - Assigned (By Action) For Capital Acquisitions	.00	.00	.00	.00				
342390	Fund Balance-Unassigned	1,099,468.80	.00	25,000.00	1,074,468.80				
345390.C	Fund Balance Committed (By Resolution) For Capital Projects	.00	.00	.00	.00				
345390.E	Fund Balance Committed (By Resolution) For Emergencies	.00	.00	.00	.00				
Fund	Z01 - WMAA (Airport) General Fund Totals	\$1,174,468.80	\$25,000.00	\$25,000.00	\$1,174,468.80	\$0.00	\$608,260.65	\$507,655.00	\$1,275,074.45
Fund Type	GENERAL FUND Totals	\$1,174,468.80	\$25,000.00	\$25,000.00	\$1,174,468.80	\$0.00	\$608,260.65	\$507,655.00	\$1,275,074.45
Fund Category	GOVERNMENTAL Totals	\$1,174,468.80	\$25,000.00	\$25,000.00	\$1,174,468.80	\$0.00	\$608,260.65	\$507,655.00	\$1,275,074.45
	Grand Totals	\$1,174,468.80	\$25,000.00	\$25,000.00	\$1,174,468.80	\$0.00	\$608,260.65	\$507,655.00	\$1,275,074.45



Trial Balance Listing

Through 05/05/22

Detail Balance Sheet Listing

Exclude Rollup Account

Account	Account Description	Balance Forward	YTD Debits	YTD Credits	Ending Balance	Prior Year YTD Balance
Fund	Z01 - WMAA (Airport) General Fund					
ASSETS						
110001.675	Cash Due from Cash/Inv Pool	1,142,755.58	642,177.34	538,265.55	1,246,667.37	1,028,548.56
113040.0	Accounts Receivable General	26,419.01	288,351.96	285,278.17	29,492.80	56,233.72
114026.2014	Taxes Receivable 2014	.00	.00	.00	.00	.20
114026.2015	Taxes Receivable 2015	.37	.00	.00	.37	16.22
114026.2016	Taxes Receivable 2016	15.49	.00	.47	15.02	17.43
114026.2017	Taxes Receivable 2017	30.41	.00	.16	30.25	32.45
114026.2018	Taxes Receivable 2018	21.95	.00	.87	21.08	26.13
114026.2019	Taxes Receivable 2019	36.95	.00	3.31	33.64	49.34
114026.2020	Taxes Receivable 2020	61.96	.00	10.22	51.74	.00
114031	Allowance for Uncollectible Taxes	(116.40)	.00	.00	(116.40)	(134.10)
118123	Prepaid Items	469.83	.00	469.83	.00	.00
118123.I	Prepaid Items Insurance	376.00	376.00	752.00	.00	.00
119073.2	Due from Local Govt Units Due from Park Township	17.74	100,168.59	100,186.33	.00	1,617.25
119073.3	Due from Local Govt Units Due from Zeeland City	.00	78,585.25	78,585.25	.00	.00
119078.1	Due from State of Michigan Due from State-Aeronautics	16,208.58	.00	.00	16,208.58	1,201.51
119079.0	Due from Federal Govt General	48,918.01	.00	48,918.01	.00	.00
ASSETS TOTALS		\$1,235,215.48	\$1,109,659.14	\$1,052,470.17	\$1,292,404.45	\$1,087,608.71
LIABILITIES AND FUND EQUITY						
LIABILITIES						
210202.0	Accounts Payable General	(26,941.18)	408,792.46	381,851.28	.00	(15,918.54)
211202	Contracts Payable	(1,130.00)	1,130.00	.00	.00	.00
212257.0	Accrued Wages Payable General	(2,400.00)	2,400.00	.00	.00	.00
212262.1	Accrued Fringes Payable FICA-Social Security/Medicare	(183.60)	183.60	.00	.00	.00
212262.4	Accrued Fringes Payable Pension	(192.00)	192.00	.00	.00	.00
216278.L	Deposits Lease	.00	.00	.00	.00	(200.00)
21B339.0	Unearned Revenue General	(29,899.90)	12,569.90	.00	(17,330.00)	(26,595.00)
LIABILITIES TOTALS		(\$60,746.68)	\$425,267.96	\$381,851.28	(\$17,330.00)	(\$42,713.54)
FUND EQUITY						
341390.ABC	Fund Balance - Assigned (By Action) Business Center Maintenance	(75,000.00)	.00	25,000.00	(100,000.00)	(75,000.00)
342390	Fund Balance-Unassigned	(1,099,468.80)	25,000.00	.00	(1,074,468.80)	(928,851.26)
	Fund Revenues	.00	6,605.60	614,866.25	(608,260.65)	(582,411.82)
	Fund Expenses	.00	510,278.49	2,623.49	507,655.00	541,367.91
FUND EQUITY TOTALS		(\$1,174,468.80)	\$541,884.09	\$642,489.74	(\$1,275,074.45)	(\$1,044,895.17)
LIABILITIES AND FUND EQUITY TOTALS		(\$1,235,215.48)	\$967,152.05	\$1,024,341.02	(\$1,292,404.45)	(\$1,087,608.71)
Fund	Z01 - WMAA (Airport) General Fund Totals	\$0.00	\$2,076,811.19	\$2,076,811.19	\$0.00	\$0.00
	Grand Totals	\$0.00	\$2,076,811.19	\$2,076,811.19	\$0.00	\$0.00



Trial Balance Listing

Through 05/05/22
Detail Balance Sheet Listing
Exclude Rollup Account

City of Holland

Accounts Payable Payment Post Listing

Batch Department / Invoice Department		Bank Account		Check Date		Starting Check Number
AIR Airport		PAYABLES ACCOUNT		04/07/2022		68783
Selected Invoices	Vendor	Invoice Number	Invoice Description	Invoice Date	Due Date	Invoice Net Amount
AIR Airport						
	101 - CUNNINGHAM DALMAN P.C.	303871	AIRPORT LEGAL SERVICES	03/31/2022	03/31/2022	2,424.50
	2060 - MICHIGAN WEST COAST CHAMBER OF COMMERCE	2022-00002630	AIRPORT INV 4983, 4984, 4985, 4986	04/01/2022	04/07/2022	230.00
	4837 - VHM ENTERPRISES INC.	17474	AIRPORT - APRIL SERVICES	04/01/2022	04/07/2022	594.50
	206 - WEST MICHIGAN UNIFORM	345912	AIRPORT - SUPPLIES	03/31/2022	03/31/2022	327.20
Total Selected Invoices: 4						\$3,576.20

City of Holland
Payment Batch Register
 Bank Account: CITY AP - PAYABLES ACCOUNT
 Batch Date: 04/07/2022

Type	Date	Number Source	Payee Name	EFT Bank/Account	Transaction Amount
Bank Account: CITY AP - PAYABLES ACCOUNT					
Check	04/07/2022	68783 Accounts Payable	CUNNINGHAM DALMAN P.C.		2,424.50
	Invoice	Date	Description		Amount
	303871	03/31/2022	AIRPORT LEGAL SERVICES		2,424.50
Check	04/07/2022	68784 Accounts Payable	MICHIGAN WEST COAST CHAMBER OF COMMERCE		230.00
	Invoice	Date	Description		Amount
	2022-00002630	04/01/2022	AIRPORT INV 4983, 4984, 4985, 4986		230.00
Check	04/07/2022	68785 Accounts Payable	VHM ENTERPRISES INC.		594.50
	Invoice	Date	Description		Amount
	17474	04/01/2022	AIRPORT - APRIL SERVICES		594.50
Check	04/07/2022	68786 Accounts Payable	WEST MICHIGAN UNIFORM		327.20
	Invoice	Date	Description		Amount
	345912	03/31/2022	AIRPORT - SUPPLIES		327.20
CITY AP PAYABLES ACCOUNT Totals:			Transactions: 4		\$3,576.20
Checks:	4		\$3,576.20		

City of Holland

Accounts Payable Payment Post Listing

Batch Department / Invoice Department		Bank Account	Check Date		Starting Check Number		
AIR Airport		PAYABLES ACCOUNT	04/14/2022		68869		
Selected Invoices		Vendor	Invoice Number	Invoice Description	Invoice Date	Due Date	Invoice Net Amount
AIR Airport		4804 - ARR AVIATION BV	2022-00002639	AIRPORT - MARCH 2022 SERVICES	03/31/2022	03/31/2022	3,098.88
		459 - LANDSCAPE DESIGN SERVICES INC	16701	AIRPORT - LATE FALL APPLICATION	11/30/2021	03/31/2022	90.00
		4680 - SMALL BUSINESS ASSOCIATION OF MICHIGAN	2022-00002640	AIRPORT SBAM MEMBER #234212 UPGRADE TO PREMIUM MEMBERSHIP	04/14/2022	04/14/2022	249.00
		4680 - SMALL BUSINESS ASSOCIATION OF MICHIGAN	2022-00002641	AIRPORT - MAY SERVICES SBAM ID 234212 CID 234212	04/08/2022	04/14/2022	99.99
		4623 - THE HOLLAND SENTINEL - ADS	2022-00002642	AIRPORT REISSUE CHECK FOR FEB ADS ACCT 54672	02/28/2022	04/14/2022	144.30
Total Selected Invoices: 5							\$3,682.17

City of Holland
Payment Batch Register
Bank Account: CITY AP - PAYABLES ACCOUNT
Batch Date: 04/14/2022

Type	Date	Number	Source	Payee Name	EFT Bank/Account	Transaction Amount
Bank Account: CITY AP - PAYABLES ACCOUNT						
Check	04/14/2022	68869	Accounts Payable	ARR AVIATION BIV		3,098.88
	Invoice		Date	Description		Amount
	2022-00002639		03/31/2022	AIRPORT - MARCH 2022 SERVICES		3,098.88
Check	04/14/2022	68870	Accounts Payable	LANDSCAPE DESIGN SERVICES INC		90.00
	Invoice		Date	Description		Amount
	16701		11/30/2021	AIRPORT - LATE FALL APPLICATION		90.00
Check	04/14/2022	68871	Accounts Payable	SMALL BUSINESS ASSOCIATION OF MICHIGAN		348.99
	Invoice		Date	Description		Amount
	2022-00002640		04/14/2022	AIRPORT SBAM MEMBER #234212 UPGRADE TO PREMIUM MEMBERSHIP		249.00
	2022-00002641		04/08/2022	AIRPORT - MAY SERVICES SBAM ID 234212 CID 234212		99.99
Check	04/14/2022	68872	Accounts Payable	THE HOLLAND SENTINEL - ADS		144.30
	Invoice		Date	Description		Amount
	2022-00002642		02/28/2022	AIRPORT REISSUE CHECK FOR FEB ADS ACCT 54672		144.30
CITY AP PAYABLES ACCOUNT Totals:						\$3,682.17
Transactions: 4						

Checks: 4 \$3,682.17

City of Holland

Accounts Payable Payment Post Listing

Batch Department / Invoice Department		Bank Account		Check Date		Starting Check Number
AIR Airport		PAYABLES ACCOUNT		04/21/2022		68971
Selected Invoices	Vendor	Invoice Number	Invoice Description	Invoice Date	Due Date	Invoice Net Amount
AIR Airport	3338 - BOILEAU COMMUNICATIONS MANAGEMENT LLC	25069	AIRPORT - COMMUNICATIONS SUPPORT	04/12/2022	04/21/2022	3,000.00
	316 - MEAD & HUNT INC - ACH	330297	AIRPORT - MARCH SERVICES	04/13/2022	04/21/2022	6,264.10
	316 - MEAD & HUNT INC - ACH	330304	AIRPORT - MARCH SERVICES	04/13/2022	04/21/2022	2,086.13
	800 - STATE OF MICHIGAN	591-11005143	AIRPORT - WEATHER OBSERVATION 1/22-3/22	04/07/2022	04/21/2022	103.50
	USDA, APHIS GENERAL	2022-00002708	AIRPORT - SERVICES MARCH 2022 - ANIMAL CONTROL	04/21/2022	04/21/2022	535.33
Total Selected Invoices: 5						\$11,989.06

City of Holland

Payment Batch Register

Bank Account: CITY AP - PAYABLES ACCOUNT
Batch Date: 04/21/2022

Type	Date	Number	Source	Payee Name	EFT Bank/Account	Transaction Amount
Bank Account: CITY AP - PAYABLES ACCOUNT						
Check	04/21/2022	68971	Accounts Payable	BOILEAU COMMUNICATIONS MANAGEMENT LLC		3,000.00
	Invoice		Date	Description		Amount
	25069		04/12/2022	AIRPORT - COMMUNICATIONS SUPPORT		3,000.00
Check	04/21/2022	68972	Accounts Payable	STATE OF MICHIGAN		103.50
	Invoice		Date	Description		Amount
	591-11005143		04/07/2022	AIRPORT - WEATHER OBSERVATION 1/22-3/22		103.50
Check	04/21/2022	68973	Accounts Payable	USDA, APHIS GENERAL		535.33
	Invoice		Date	Description		Amount
	2022-00002708		04/21/2022	AIRPORT - SERVICES MARCH 2022 - ANIMAL CONTROL		535.33
EFT	04/21/2022	8336	Accounts Payable	MEAD & HUNT INC - ACH	075000019 / 547284589	8,350.23
	Invoice		Date	Description		Amount
	330297		04/13/2022	AIRPORT - MARCH SERVICES		6,264.10
	330304		04/13/2022	AIRPORT - MARCH SERVICES		2,086.13
CITY AP PAYABLES ACCOUNT Totals:						\$11,989.06

Transactions: 4

Checks: 3 \$3,638.83
EFTs: 1 \$8,350.23

City of Holland

Accounts Payable Payment Post Listing

Batch Department / Invoice Department		Bank Account		Check Date		Starting Check Number
AIR Airport		PAYABLES ACCT-HUNTINGTON		04/28/2022		75002
Selected Invoices	Vendor	Invoice Number	Invoice Description	Invoice Date	Due Date	Invoice Net Amount
AIR Airport	234 - FIFTH THIRD BANK - CREDIT CARD - ACH	2022-00002756	AIRPORT - MARCH 2022 CREDIT CARD STMT	03/31/2022	04/28/2022	675.86
	146 - HOLLAND BOARD OF PUBLIC WORKS	2022-00002757	AIRPORT - UTILITIES	04/28/2022	04/28/2022	3,002.31
	130 - SEMCO ENERGY GAS COMPANY - ACH	2022-00002758	AIRPORT - APRIL READ DATE	04/28/2022	04/28/2022	857.04
	733 - THE HOLLAND SENTINEL - CIRCULATION	2022-00002759	AIRPORT - ACCT 1446594080	04/28/2022	04/28/2022	150.80
Total Selected Invoices: 4						\$4,686.01

City of Holland
Payment Batch Register
 Bank Account: CITY AP - HUNT - PAYABLES ACCT-HUNTINGTON
 Batch Date: 04/28/2022

Type	Date	Number	Source	Payee Name	EFT Bank/Account	Transaction Amount
Bank Account: CITY AP - HUNT - PAYABLES ACCT-HUNTINGTON						
Check	04/28/2022	75002	Accounts Payable	HOLLAND BOARD OF PUBLIC WORKS		
	Invoice		Date	Description		Amount
	2022-00002757	04/28/2022		AIRPORT - UTILITIES		3,002.31
Check	04/28/2022	75003	Accounts Payable	THE HOLLAND SENTINEL - CIRCULATION		
	Invoice		Date	Description		Amount
	2022-00002759	04/28/2022		AIRPORT - ACCT 1446594080		150.80
EFT	04/28/2022	9002	Accounts Payable	FIFTH THIRD BANK - CREDIT CARD - ACH	072499952 / 7661394601	
	Invoice		Date	Description		Amount
	2022-00002756	03/31/2022		AIRPORT - MARCH 2022 CREDIT CARD STMT		675.86
EFT	04/28/2022	9003	Accounts Payable	SEMCO ENERGY GAS COMPANY - ACH	072499952 / 7661394601	
	Invoice		Date	Description		Amount
	2022-00002758	04/28/2022		AIRPORT - APRIL READ DATE		857.04
CITY AP - HUNT PAYABLES ACCT-HUNTINGTON Totals:						Transactions: 4
						\$4,686.01

Checks: 2 \$3,153.11
 EFTs: 2 \$1,532.90

City of Holland

Accounts Payable Payment Post Listing

Batch Department / Invoice Department	Bank Account	Check Date	Starting Check Number			
AIR Airport	PAYABLES ACCT-HUNTINGTON	05/05/2022	75105			
Selected Invoices	Vendor	Invoice Number	Invoice Description	Invoice Date	Due Date	Invoice Net Amount
AIR Airport	4804 - ARR AVIATION BIV	21-003394	AIRPORT - PHONE AND WIFI	12/31/2021	04/30/2022	552.50
	4804 - ARR AVIATION BIV	22-004093	AIRPORT - WIFI AND PHONE	03/31/2021	04/30/2022	552.50
	4804 - ARR AVIATION BIV	22-04393	AIRPORT - PHONE AND WIFI	04/30/2021	04/30/2022	552.50
	4679 - BRV VENTURES LLC	2022-00002830	AIRPORT - PEST CONTROL SERVICES	04/30/2022	04/30/2022	96.00
	733 - THE HOLLAND SENTINEL - CIRCULATION	2022-00002831	AIRPORT - ACCT 1446594080	04/11/2022	04/30/2022	150.80
	4837 - VHM ENTERPRISES INC.	17517	AIRPORT - CLEANING SERVICES	04/30/2022	04/30/2022	594.50
	206 - WEST MICHIGAN UNIFORM	348000	AIRPORT - RUGS	04/30/2022	04/30/2022	193.50
Total Selected Invoices: 7						\$2,692.30

City of Holland

Payment Batch Register

Bank Account: CITY AP - HUNT - PAYABLES ACCT-HUNTINGTON
Batch Date: 05/05/2022

Type	Date	Number	Source	Payee Name	EFT Bank/Account	Transaction Amount
Bank Account: CITY AP - HUNT - PAYABLES ACCT-HUNTINGTON						
Check	05/05/2022	75105	Accounts Payable	ARR AVIATION BIV		1,657.50
	Invoice		Date	Description		Amount
	22-04393		04/30/2021	AIRPORT - PHONE AND WIFI		552.50
	22-004093		03/31/2021	AIRPORT - WIFI AND PHONE		552.50
	21-003394		12/31/2021	AIRPORT - PHONE AND WIFI		552.50
Check	05/05/2022	75106	Accounts Payable	BRV VENTURES LLC		96.00
	Invoice		Date	Description		Amount
	2022-00002830		04/30/2022	AIRPORT - PEST CONTROL SERVICES		96.00
Check	05/05/2022	75107	Accounts Payable	THE HOLLAND SENTINEL - CIRCULATION		150.80
	Invoice		Date	Description		Amount
	2022-00002831		04/11/2022	AIRPORT - ACCT 1446594080		150.80
Check	05/05/2022	75108	Accounts Payable	VHM ENTERPRISES INC.		594.50
	Invoice		Date	Description		Amount
	17517		04/30/2022	AIRPORT - CLEANING SERVICES		594.50
Check	05/05/2022	75109	Accounts Payable	WEST MICHIGAN UNIFORM		193.50
	Invoice		Date	Description		Amount
	348000		04/30/2022	AIRPORT - RUGS		193.50
CITY AP - HUNT PAYABLES ACCT-HUNTINGTON Totals:						\$2,692.30
Checks:						5
						\$2,692.30

Transactions: 5