

## 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 10, 2021**

**11:30 a.m. –1:00 p.m.**

**Meeting will be conducted through Zoom**

<https://zoom.us/j/91410444383>

#### Authority Members

##### City of Holland

Dave Hoekstra  
Scott Corbin  
Megan Stumbo

##### City of Zeeland

Kevin Klynstra  
Beth Blanton  
Les Hoogland

##### Park Township

Russ Sylte  
Skip Keeter  
Jeff King

##### Ex-officio

Jim Storey  
Frank Garcia

1. Public Comment.
2. Consideration of April 14th, 2021 Meeting Minutes (Action Requested).
3. Updates from the Board.
4. Airport Insurance Renewal: Review Proposals (Action Requested).
5. Review Airport Website Update (No Action).
6. Review Airport Annual Report (No Action).
7. Review Boileau K-12 Educational Video Proposal (Action Requested).
8. Fence Clearing Proposal (Action Requested).
9. Professional Development Authorization: Harvard Executive Education for Sustainability Leadership (Action Requested).
10. Airport Development Update (No Action).
11. FBO Report (Accept as Information).
12. Financial Reports (Action Requested).
13. Other Business
  - A. Slagh visit.
  - B. North Hangar Taxilane Consultant Search
  - C. Fogg Hangar
14. Adjourn.

Next Meeting will be held June 14<sup>th</sup>, 2021 via Zoom

*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**

## **MEETING MINUTES**

**April 12th, 2021**

**\*\*\*11:30 a.m. – 1:00 p.m.\*\*\***

**Virtual Meeting Using ZOOM**

**PRESENT:** Hoekstra, Corbin, Stumbo, Blanton, Hoogland, Keeter, King, Storey.

**ABSENT:** Klynstra, Sylte, Garcia.

**OTHERS PRESENT:** FBO Boer, Airport Authority Director Thelenwood, Administrative Analyst McCormick, Lynn McCammon, Finance Director City of Holland, Jodi Owczarski, West Coast Chamber

*Actin Board Chair Corbin called the meeting to order at 11:30 a.m.*

### **Board Members in Attendance (Roll Call):**

Dave Hoekstra, City of Holland, MI  
Scott Corbin, City of Holland, MI  
Megan Stumbo, City of Holland, MI  
Beth Blanton, City of Zeeland, MI  
Les Hoogland, City of Zeeland, MI  
Skip Keeter, Park Township, MI  
Jeff King, Park Township, MI

### **21.04.01 Public Comments.**

None

### **21.04.02 March 11th, 2021 Meeting Minutes.**

Hoekstra made a motion with support by King to approve the March 11th Meeting Minutes as written.

Aye votes: Hoekstra, Stumbo, Blanton, Hoogland, Keeter, King, Corbin

Nays: None

Motion carried.

### **21.04.3 Updates from the Board.**

None

### **21.04.4 Review SWOT Analysis & Objective Ranking.**

Director Thelenwood reviewed the Strengths Weaknesses Objectives and Threats analysis

compiled from the Board's input at the March 11<sup>th</sup> Strategic planning session. The Board had no comments or changes.

Thelenwood then asked the Board to review the Objective Ranking and explained how the weighted vote numbers were compiled. The Board discussed the rankings and agreed on the positioning of each item.

Keeter made a motion with support by Blanton to approve both the SWOT Analysis and the Objective Ranking as presented.

Aye votes: Hoekstra, Stumbo, Blanton, Hoogland, Keeter, King, Corbin

Nays: None

Motion carried.

#### **21.04.05 Strategic Planning Next Steps**

Thelenwood discussed the key objectives and what the Board Committees are moving forward with at this time.

No Action was taken.

#### **21.04.06 Consultant Selection Process for North Taxilane Project**

To be eligible for funding through the Michigan Department of Transportation Aeronautics Division (MDOT-AERO), and the Federal Aviation Administration (FAA), the West Michigan Regional Airport is required to perform Engineering/Planning Consultant searches and interviews every five (5) years. The process stipulated by MDOT is a qualifications-based assessment and is intended to ensure that consultant contracts are reviewed on a regular basis and executed in an open and transparent process based solely on the consultant's qualifications – fees are not considered. The last time the WMAA completed this process was in 2018.

Since the last search, however, the Airport Authority has decided to pursue an additional project that was not included in the original five-year plan – the North Taxilane Project. This project has been deemed critical for future development of the Airport. MDOT requires a similar search process as described above for individual significant engineering & construction projects as well. Since MDOT is planning to provide funding for the Taxilane and has approved the project as part of our five-year plan, we will be required to complete an engineering search accordingly.

Historically, the Airport Authority's Building & Development Committee has served as the Search Committee during this process, and they will be tapped again this time around. The committee will be comprised of an odd number of members (in-line with MDOT protocol) and will incorporate the appropriate level of expertise necessary to make a recommendation to the Authority Board. If staff determine additional expertise are needed, we'll request engineering support from the City of Holland or other member communities as needed.

Staff will post an advertisement for Engineering & Planning services requesting statements of qualifications (SOQ) from consultants and interviews will likely be completed as well. The B&D committee will rate respondents based on their demonstrated expertise and will provide a recommendation to the Board. After the Board approves a final recommendation, the Authority

will enter into contract negotiations with the selected consultant.

### **Recommendation**

It is recommended that the Board Approve staff to begin the Consultant Selection Process for the North Taxilane Project as described.

Hoekstra made a motion with support by Hoogland to approve staff to begin the Consultant Selection process for the North Taxilane Project as described.

Aye votes: Hoekstra, Stumbo, Blanton, Hoogland, Keeter, King, Corbin

Nays: None

Motion carried.

### **21.04.07 Temporary Project Administrator Position**

Director Thelenwood reported that due to the upcoming vacancy of the Administrative Analyst, it is proposed that the Board approve filling this gap on a temporary basis with a Project Administrator role. This role will differ significantly from the Administrative Analyst in that the role will be highly focused on direct technical and project support to the Authority Director rather than general administrative support. Recruitment for this role will be targeted at current students or graduates from a related Master's program and, in addition to supporting the Authority, will also provide key experiences and exposure to projects that will benefit the candidate in establishing a career in their respective field. Some flexibility should be maintained in the role to accommodate internship or capstone project requirements, so long as the align with the intended outcomes of the Authority.

The commitment will be up to six (6) months at 23 hours per week. Proposed pay is \$15.00 per hour. The current Budget Estimate for this role is **\$10,000.00**

Given the current strategic planning efforts underway, and the types of projects prioritized by the Board, I believe it would make the most sense to fill this position on a temporary basis as we review/revise the staffing structure of the Authority. Additionally, having this focus on highly technical research and data management will be key over the coming months.

### **Recommendation**

It is recommended that the Board Approve the Temporary Project Administrator Role as presented.

Hoogland made a motion with support by Hoekstra to approve the Temporary Project Administrator Role as presented.

Aye votes: Hoekstra, Stumbo, Blanton, Hoogland, Keeter, King, Corbin

Nays: None

Motion carried.



#### **21.04.08 Authorization of AA Director to Execute Operational Leases and Agreements.**

In addition to major contracts and agreements like consulting services, construction agreements, land leases, grant agreements and the like, there are a number of budgets approved smaller scale agreements the Authority Director manages throughout the year. Examples of this include: T-hangar leases, annual renewal of services (like landscaping and custodial services), agricultural leases, and so on. Under current practice, the Authority Board Chair signs off on all these agreements. What is being proposed in this report is the Board formally authorize the Director to sign off on these agreements instead.

Due to the intermittent nature of some of these agreements (for example, T-hangar leases) there would be certain operational advantages and efficiencies gained in having the Director sign off on these instead of the Chair. Additionally, the currently adopted purchasing policy authorizes the Director to sign off on agreements such as these, so long as they are currently budgeted for. The proposal to the Board is not necessarily to grant "additional" authorization to the Director but, rather, approve a change in established protocol. The intent of this proposal is first to streamline processing of these agreements and increase turnaround time.

In the case of multiyear agreements, like landscaping for example, which require an annual renewal, the Director would only sign off for the years of the initially approved agreement. When the agreement comes up for renewal, it would be brought to the Board again as part of the standard bidding process.

The Board spent some time discussing the Director's role in this matter and agreed that the Director's approval would only pertain to previously approved agreements and contracts by the Board where reoccurring yearly signatures were needed (e.g., T-Hangar leases, Agricultural land leases, Cleaning and Janitorial contracts, land use contracts).

#### **Recommendation**

It is recommended that the Board Approve Authorization of Airport Authority Director to Execute Operational Leases & Agreements as presented.

Hoekstra made a motion with support by Keeter to approve the AA Director's authorization on reoccurring yearly Operational Leases and Agreements previously approved by the Board.

Aye votes: Hoekstra, Stumbo, Blanton, Hoogland, Keeter, King, Corbin

Nays: None

Motion carried.

#### **21.04.09 FBO Report.**

FBO Boer reported that they are currently in a good place and recovering from a year ago with hopes to continue growth. Freight has also increased which is a good indicator of things to come.

The Board accepted the report as information.

**21.04.10 Financial Reports.**

Lynn McCammon discussed the provided reports for Revenues and Expenses. She also stated that the City is working on the Care's Act reporting.

Hoekstra made a motion with support by Hoogland to accept the March financial reports as presented.

Aye votes: Hoekstra, Stumbo, Blanton, Hoogland, Keeter, King, Corbin

Nays: None

Motion carried.

**21.04.11 Other Business.**

A. Visioning Projects-Thelenwood discussed his conversations with the FAA as they pertained to the projects with the airport.

B. CARES Act Update -The City of Holland is reviewing past airport expenses as they relate to the approved \$157,000 CARES Act for the airport. A second CARES Act was approved for an additional \$57,000 which the City will be reviewing next.

C. Lakeshore Advantage is working with a project called Icarus. At this time, not much was known other than Icarus is looking for development space or land connected to an airport.

**21.04.12 Adjourn.**

Hoogland made a motion with support by Keeter to adjourn the April 12, West Michigan Airport Authority Meeting.

Aye votes: Hoekstra, Stumbo, Blanton, Hoogland, Keeter, King, Corbin

Nays: None

Motion carried.

The next Board meeting will be held May 10th, 2021, 11:30a.m., format will be a Virtual Meeting using Zoom.

Meeting Adjourned at 12:55 p.m.

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**Minutes Approved:** (Secretary)

**Date:**\_\_\_\_\_

## West Michigan Airport Authority

270 South River Avenue, Holland, MI 49423  
P (616) 510-2332

*Comprising City of Zeeland, Park Township and City of Holland*



May 10<sup>th</sup>, 2021

### REPORT 4.

**To:** West Michigan Airport Authority Board.  
**From:** Aaron Thelenwood, Operations Manager.  
**Subject:** **Fiscal Year 2022 Airport Insurance Proposal**

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The Airport Authority annually purchases insurance to cover property, liability, public officials, and workers compensation. The insurance also includes coverage for floods and terrorism; this year's proposal will also include cyber coverage. The Authority works through the City of Holland's insurance agent, AJ Gallagher, to obtain quotations and purchase the insurance. For airports, there are limited insurance providers when it comes to property and liability coverages.

A summary of the premium changes and rate analysis are attached to this report. The total premium cost for FY22 is \$25,607 which is a 12% increase from the FY21 amount of \$24,366. This increase is in part due to the inclusion of Cyber Coverage (about 7%) while the remainder is due to general increases in market rates.

The FY22 budget includes \$27,000 for insurance premiums.

A representative from AJG will attend Monday's Authority Board meeting and this insurance will need to be approved in June so that the policies can be in place by July 1, 2021.

### **Recommendation**

It is recommended that the Board approve the Fiscal Year 2022 insurance proposal as presented.

Attachment: Summary of insurance coverage.

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global air access to strengthen the local economy and improve the area's quality of life.*

# West Michigan Airport Authority

July 1, 2021 to July 1, 2022 (as of 4/30/2021)



## Premium and Rate Analysis

Coverage	20-21 Exposures @20-21 Rates	21-22 Exposures @ 21-22 Rates	% Change	\$ Change	Option 1	% Change	\$ Change	Notes
<b>Workers Compensation</b>	<b>Accident Fund</b>	<b>Accident Fund</b>			<b>Accident Fund</b>			
Exposure (Total Payroll)	\$ 15,000	\$ 15,000	0.00%	\$ -	\$ 15,000	0.00%	\$ -	
Rate per \$100 in Payroll	\$ 0.090	\$ 0.090	0.00%	\$ -	\$ 0.090	0.00%	\$ -	
Modified Premium	\$ 14	\$ 14	0.00%	\$ -	\$ 14	0.00%	\$ -	
Fees and Taxes	\$ 362	\$ 362	0.00%	\$ -	\$ 362	0.00%	\$ -	
<b>Total Premium</b>	<b>\$ 376</b>	<b>\$ 376</b>	<b>0.00%</b>	<b>\$ -</b>	<b>\$ 376</b>	<b>0.00%</b>	<b>\$ -</b>	
<b>Property</b>	<b>Travelers</b>	<b>Travelers</b>			<b>Travelers</b>			
Exposure (TIV)	\$ 6,689,537	\$ 6,827,340	2.06%	\$ 137,803	\$ 6,827,340	2.06%	\$ 137,803	
Rate per \$100 in TIV	\$ 0.179	\$ 0.184	2.88%	\$ 0	\$ 0.184	2.88%	\$ 0	
<b>Premium</b>	<b>\$ 11,975</b>	<b>\$ 12,574</b>	<b>5.00%</b>	<b>\$ 599</b>	<b>\$ 12,574</b>	<b>5.00%</b>	<b>\$ 599</b>	
<b>Public Officials and EPLI</b>	<b>Greenwich</b>	<b>Greenwich</b>			<b>ACE</b>			
Premium	\$ 6,420	\$ 7,062	10.00%	\$ 642		-100.00%	\$ (6,420)	
Engineering Fee	\$ 195	\$ 195	0.00%	\$ -		-100.00%	\$ (195)	
<b>Total Premium</b>	<b>\$ 6,615</b>	<b>\$ 7,257</b>	<b>9.71%</b>	<b>\$ 642</b>	<b>\$ -</b>	<b>-100.00%</b>	<b>\$ (6,615)</b>	
<b>Airport Owners and Operators Liability</b>	<b>Chubb</b>	<b>Chubb</b>			<b>Chubb</b>			Optional 3-year term. See below
Premium	\$ 5,400	\$ 5,400	0.00%	\$ -	\$ 5,400	0.00%	\$ -	
<b>Cyber Liability</b>	<b>Not purchased</b>	<b>BCS</b>			<b>BCS</b>			\$1 Million Limit
Premium	\$ -	\$ 1,701		\$ 1,701	\$ 1,701		\$ 1,701	
<b>Total Premium</b>	<b>\$ 24,366</b>	<b>\$ 25,607</b>	<b>5.09%</b>	<b>\$ 1,241</b>	<b>\$ 18,350</b>	<b>-24.69%</b>	<b>\$ (6,016)</b>	<b>All Premiums Annualized</b>

### Notes:

All listed rates reflect average rate calculation. Please refer to policy for specific ratings.

This form is intended as a summary of premiums and exposures. Please refer to actual quotes for detailed coverages, terms and conditions of policies.

### Airport Owners and Operators Liability

3rd Year of 3 year policy

# Airport Owners & Operators Liability



West Michigan Airport Authority  
July 1, 2019 to July 1, 2020

Coverages	Coverage Limits	Basis
<b>General Liability Limits</b>		
Each Occurrence	\$20,000,000	Each Occurrence
General Aggregate	N/A	Each Occurrence
Products / Completed Operations Aggregate	\$20,000,000	Each Occurrence
Non-Owned Aircraft Liability	\$20,000,000	Each Occurrence
Fire Damage - Any One Fire	\$100,000	Each Occurrence
Employee Benefits Liability	\$1,000,000	Each Loss
Premises Medical Payments	\$1,000	Each Person
<b>Hangerkeeper's Liability Limits</b>		
Hangerkeeper's - Any One Aircraft	\$20,000,000	Any One Aircraft
Hangerkeeper's - Any One Occurrence	\$20,000,000	Per Occurrence
<b>Deductibles</b>		
General Liability Each Occurrence	\$0	Per Loss
Hangerkeeper's Liability	\$1,000	Each Aircraft / Each Occurrence

<b>Additional Coverages</b>
Damage to Your Work and Damage to Your Products Exclusion(s) - Removed
Mutual Aid Agreements included as part of the Airport Operations definition
Incidental Medical Malpractice Liability - Included
Airside Auto Liability - Included
War Risks Liability - Included
Contingent Control Tower Liability - Included
Personal Injury extended to include Discrimination
90 Day Cancellation - 10 Day Non-Payment of Premium

# Public Officials Liability and EPLI



West Michigan Airport Authority  
July 1, 2020 to July 1, 2021

Coverages	Coverage Limits	Basis
<b>Public Officials and Employment Practices Liability Limits</b>		
Public Officials Management	\$5,000,000	Each Loss
Employment Practices Liability	\$5,000,000	Each Loss
Policy Aggregate	\$5,000,000	Each Loss
Non-Monetary Coverage - Defense Only	\$50,000	Each Loss
Non-Monetary Coverage - Defense Only Aggregate	\$100,000	Each Loss
Crisis Management	\$25,000	Each Loss
<b>Deductibles</b>		
Public Officials Management	\$2,500	Each Loss
Employment Practices Liability	\$10,000	Each Loss
Non-Monetary Coverage - Defense Only	\$2,500	Each Loss
Crisis Management	\$5,000	Each Loss
<b>Additional Coverages</b>		
Additional Insureds - Board, Commissions, etc.		
25% Minimum Earned Premium		
No Flat Cancellations		
See Policy for Extended Reporting Period		

# Workers Compensation



West Michigan Airport Authority  
July 1, 2020 to July 1, 2021

Coverages	Coverage Limits	Basis	
Basic Policy Limits			
Workers Compensation (Coverage A)	Statutory	Each Accident	
Employers Liability (Coverage B)			
Per Accident	\$1,000,000	Each Accident	
Per Disease	\$1,000,000	Per Employee	
Policy Limit	\$1,000,000	Policy Limit	
Deductible			
Deductible	\$0	Per Injury	
Payrolls			
Classification	2020 / 2021 Renewal Payroll	2020 / 2021 Renewal Payroll	% Change
8810 - Clerical	\$15,000	\$15,000	0%

ANNUAL REPORT

2020

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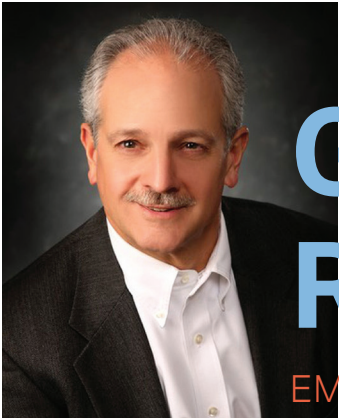
WEST MICHIGAN  
REGIONAL AIRPORT



# 2020

## S T O R I E S

- |              |                                              |              |                                             |
|--------------|----------------------------------------------|--------------|---------------------------------------------|
| <b>4-7</b>   | EMPLOYEE SPOTLIGHT: GREG ROBINSON            | <b>15</b>    | RUNWAY REHABILITATION PROJECT               |
| <b>8-9</b>   | ANNOUNCING WMRA'S NEW WEBSITE                | <b>16</b>    | NORTHERN TAXILANE PROJECT                   |
| <b>10-11</b> | "TULIP CITY AIR" CHANGES NAME TO "FLYBY AIR" | <b>17</b>    | NEXUS LEASE APPROVAL                        |
| <b>12-13</b> | WINGS OF MERCY AT WMRA                       | <b>18-19</b> | WMRA'S PLACE IN THE U.S. AVIATION STRUCTURE |
| <b>14</b>    | NEW PRIVATE HANGAR CONSTRUCTION              | <b>20</b>    | FBO REPORT DATA                             |



# GREG ROBINSON

## EMPLOYEE SPOTLIGHT

For many familiar with the West Michigan Regional Airport and our history, Greg Robinson has been a pillar of our incredible growth over the last several decades. In light of his recent retirement as the Airport Authority Manager, we would like to recognize and thank him for his years of service to the community, to our staff and to the airport.

## What We All Agree On

Through his many years of service to the City of Holland and the West Michigan Regional Airport, Greg displayed many excellent qualities. We spoke with some of the people who have had the great pleasure of working with Greg throughout the years. Everyone had similar things to say about Greg's incredible character and professionalism.

## A RELATIONAL BRIDGE-BUILDER

In his years of service, Greg has gone above and beyond his position requirements. His relationships and deep knowledge of the airport's projects and goals allowed him to lead effectively, establishing credibility with local, state and federal stakeholders.

Greg used his relational skills to earn the trust of these key stakeholders. He established such rapport that over time, everyone knew that a project backed by Greg Robinson was a project worth supporting and worthy of their attention. Much of the airport's growth in the last 25 years was due to Greg's immeasurable dedication.

*"Greg's one of those individuals who every time you're with them, they just brighten your day."*

Jim Storey,  
Ex-Officio Member Of  
WMRA Authority

## EXPERIENCED & KNOWLEDGEABLE

Throughout his years in public service, Greg consistently displayed great leadership and commitment to the growth and development of economic activity in West Michigan. At the airport, he oversaw and led countless efforts to bring additional economic interest to the region. These efforts included the building of the South Washington Avenue tunnel, which remains the largest non-utility City of Holland capital project.

*It goes without saying that Greg shepherded the airport authority to where it is today. We wouldn't have had the same success without him."*

Aaron Thelenwood,  
Executive Director of WMRA

Even before his time at the airport, Greg had an impressive resume with experience as the Assistant City Manager of Holland, the former Acting City Manager, the leader of the City of Holland's economic development team, the first Downtown Manager for the city, the leader of the Mainstreet Program and a consultant for the National Mainstreet Center in Washington, D.C.

## A COMMUNICATOR & EDUCATOR

For all of his knowledge, Greg has never been one to immediately shoot down an idea. His coworkers and teams could always count on him to listen to their ideas, take the time to think about it, then return with a well-reasoned decision. When approached for advice on a problem, people could count on Greg to help them see the problem from different perspectives to determine the best solution.

***"Greg was one of the best communicators I've ever worked with, and I've been around for awhile."***

Russ Sylte, WMRAA Board Chair

This penchant for critically thinking, carefully considering and effectively communicating helped the airport through the building of the new terminal. During the project, Greg truly showed the strength of his quiet leadership, ensuring that the staff and board understood any goings-on, keeping them up-to-date on important project developments.



***"Greg is a quiet presence in a room. You know he's there, he doesn't dominate the room, and as a result you listen to him when he speaks. I've found him to be very thoughtful, honest and well-spoken."***

Skip Keeter, Park Township Clerk

## A HUMBLE LEADER OF INTEGRITY

Between his time with the City of Holland to his eventual retirement as WMRA's general manager, Greg's fingerprints are on nearly every foundational project that led to community-wide improvements and growth. But just like fingerprints, much of Greg's impact on the community is predominantly unseen. He prefers to stay out of the limelight, keeping his impact on the community quiet.

***"Greg has proven leadership abilities and an unwavering commitment to integrity, creativity, and working with others to accomplish community and organizational objectives."***

Sinka Babinec, City of Holland Executive Assistant

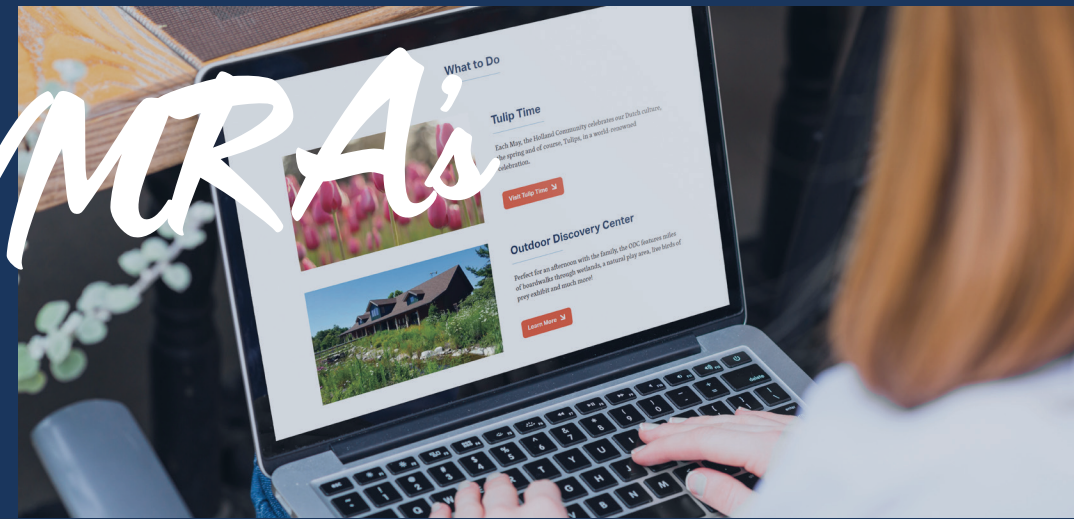
***"He was a great guy to work with, he was down to earth. He never talked down to anyone even if he knew more about something."***

Kevin Klynstra, Mayor of Zeeland and WMRAA





# Announcing WMRA's New Website



➤ The new homepage provides access to flight information, amenities, current weather conditions and runway status.

➤ New mobile friendly design to visit from all of your devices.

➤ A local guide page offers helpful information to plan your trip to West Michigan with ease.

➤ New tools add convenience for quoting and booking flights or conference rooms.

We are excited to announce that our new and updated website launched in April 2021. This website features a new interface that mirrors the airport's contemporary design with all the helpful information you need to charter a flight, find information about terminals and amenities or ground transportation.

We are proud to provide a convenient and user-friendly location for you to access the latest information and updates on health and safety guidelines, flying lessons, business and cargo transportation information and much more.

Airport users know us for our pristine runways, beautiful facility, helpful staff, state of the art navigation and commitment to safety. Check out our new website to see WMRA for yourself.







# “TULIP CITY AIR” CHANGES NAME TO “FLYBY AIR”

WMRA [fixed-based operator](#) Tulip City Air has changed their name to FlyBy Air. FlyBy Air continues to support WMRA with services such as maintenance, in-flight catering, fueling and aircraft storage. FlyBy Air also services Muskegon County Airport and will soon service Traverse City’s Cherry Capital Airport.

[Learn more about FlyBy Air here.](#)

# Wings of Mercy at WMRA



Founded in 1991, Wings of Mercy is a nonprofit organization that provides transportation to distant medical facilities for patients who cannot afford to fly. They enable life-saving services and transport patients to medical appointments anywhere east of the Rocky Mountains, oftentimes to larger hospitals that can specialize in serious or rare conditions. Over 60 pilots and planes volunteer for an average of 200 flights per year through the West Michigan chapter of Wings of Mercy to support patients from their closest airport, often a regional airport such as WMRA.

Over the years, Wings of Mercy has organized over 5,600 flights from the West Michigan area, with approximately 1,120 flights for patients living in Ottawa and Allegan County. Wings of Mercy makes an effort to partner with regional airports in particular, in part to minimize travel for patients and to introduce the community to their closest airport.

Wings of Mercy also utilizes WMRA's modern business center for pilot meetings, and hosts their fundraising breakfasts and 5ks at WMRA. "They're great hosts," said Grace Spelde, Wings of Mercy Managing Director about WMRA. "We enjoy raising awareness for potential patients and introducing others to this beautiful airport through our events."

## BY THE NUMBERS

### Wings of Mercy West Michigan Flights in 2020

140\*

### Average number of yearly flights from West Michigan

200

### Average number of yearly flights from WMRA each year

10-12

(All numbers are approximate)

\*reduction in numbers for 2020 mainly due to hospital restrictions in areas hard-hit by the pandemic.





# NEW PRIVATE HANGAR CONSTRUCTION AT WMRA

The West Michigan Regional Airport is currently in the process of finalizing a land lease for a new private hangar on airport property. This will be the first new hangar built on-site in nearly two decades and will add much-needed capacity to our facility. This latest expansion project shows a strong continued interest in development at the airport and in the surrounding areas.

The new private hangar is expected to measure 14,400 square feet and will accommodate aircraft of all different sizes. Serving as a multi-functional space, the hangar will also likely include additional office space. Revenue from the land lease is expected to bring in over \$8,000 annually for the airport, not including fuel flowage fees and landing fees for incoming planes stored on-site.

This new hangar represents the continued positive economic impact of the West Michigan Regional Airport on the surrounding area, both bringing additional jobs to Holland but also building capacity for additional engagement with the community. This capacity expansion will create more avenues for additional incoming jets and planes to visit West Michigan, and may support additional economic activity in the area. We expect land lease finalization by [month year] and anticipate breaking ground on the project early spring of 2021.

# WMRA RUNWAY REHABILITATION PROJECT

The West Michigan Regional Airport Authority is excited to announce our runway renovation project, slated to begin Spring 2021. The project’s scope includes completely resurfacing all of our runways and other paved surfaces, as well as updating all of our light fixtures and signage.

We last repaved the airport’s runways over a decade ago, and despite diligent maintenance there are still significant repair needs. The runway itself will be completely shut down for up to 14 days during the removal, repaving and repainting process. We’ll have all hands on deck to return our facilities to full functionality as soon as possible.

This project also provides us the opportunity to install new lighting and signage on-site, switching all light fixtures from incandescent to low-energy LED. According to the U.S. Department of Energy, LED bulbs use about 75% less energy than incandescent bulbs and last about 25% longer. This will improve our facility’s energy efficiency and reduce maintenance costs while still providing a safe, well-lit environment for our visitors.

Though the runway will only be shut down for a maximum of two weeks, the entire project will take approximately 28 days to complete all incidental work. This is a critical component of adequately maintaining the airport’s core infrastructure and supporting the general transportation infrastructure in West Michigan, and we look forward to providing WMRA visitors and staff with an improved experience at our facility.



# AIRPORT GROWTH: NORTHERN TAXILANE PROJECT

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We've seen significant growth in both facilities and capabilities at West Michigan Regional Airport over the last two decades, and we're looking forward to continuing that growth into the decades to come. With that future growth in mind, we are beginning preliminary work on the Northern Taxilane project as an upcoming priority for airport construction.

While the airport is blessed to be surrounded by vacant land in the direct vicinity, there are environmental limitations to what we can build in certain locations. We've determined that the area north of the airport offers the most development space with minimal environmental barriers. As such, we've begun drafting proposals for a hangar park north of our current facilities.

The first step for this long-term project is connecting this new park to the airport's main runway via a new taxilane. Based on our current plan, this taxilane will run adjacent to the east side of the Business Center, then north to the prospective hangar park. The West Michigan Regional Airport Authority has already begun working with MDOT to include this project as part of the Airport's five-year capital improvement plan.

As we head into FY22, we plan to begin comprehensively identifying the environmental and structural feasibility of the taxilane. Based on our current timeline, we hope to begin concrete, in-depth project planning and evaluations heading into FY23. In total, we anticipate that the hangar park project will take approximately three years to complete.

By expanding our facilities to include this northern property, we hope to continue acting as a gateway to West Michigan, attracting additional businesses, organizations and other partners to the area.

# NEXUS LEASE APPROVAL AT WMRA

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Nexus, an aircraft climate control system manufacturer and installer based out of Benton Harbor, is officially expanding their operations into one of the hangars at West Michigan Regional Airport. They're subleasing the space through a large local manufacturer.

The team at Nexus was seeking a large, well-cared for space with a reliable track record. They ultimately decided to move a significant portion of their system manufacturing and installation operations to WMRA.

As the first manufacturing company to come on-site in the airport's history, the WMRA team is excited to have this critical asset on-site and for Nexus to continue developing their business in Holland. We see this as an incredible step toward diversifying the operational footprint of the airport and continuing to bring new and exciting companies and opportunities to the area.







## WMRA'S PLACE IN THE U.S. AVIATION STRUCTURE

As we develop plans for the West Michigan Regional Airport's continued growth, we must keep in mind the important role that the airport fills in our community, in our state, and in our country. The official classification of the airport helps to define who we are and what services we provide to the community, but it also impacts the funding we're eligible to receive. To make sense of this, we've outlined how the government classifies our airport. As of 2020, the U.S. Department of Transportation reported the presence of 19,636 operational airports in the United States.

Within this amount, only 3,304 airports are "considered significant to national air transportation" to land themselves on the National Plan of Integrated Airport Systems (NPIAS) list. Updated every two years, the airports on this list, including WMRA, are the only airports in the United State that are eligible for federal funding.

Looking specifically at Michigan, of the 226 public-use airports in the state, only 96 are NPIAS airports. Once on the list, airports are categorized even further by their capabilities and how they serve their communities.

Overall, there are two categories of NPIAS airports: commercial, where individuals can book flights with major airlines, and general aviation, which encompasses a wide variety of other non-military aviation needs. Within these two larger categories, there are four additional classifications: national, regional, local and basic.

The United States' aviation structure classifies the West Michigan Regional Airport as a regional airport in the general aviation category. This means that our airport is responsible for supporting regional economies by connecting our communities to statewide and interstate markets, offering both charter plane services and business services to airport visitors.

While a classification may not seem important on the surface, it greatly came into play at the onset of the COVID-related precautionary measures put in place in the early months of 2020. Our classification as a regional general aviation airport determined the monetary support we could receive through the CARES Act. As business and travel slowed to a crawl, these additional monetary funds supplemented the costs to maintain our facilities and keep them operational through the slowest months of last year.

Our NPIAS classification as a regional general aviation airport has allowed us to continue bringing new economic opportunities to the area through our necessary non-commercial aviation services. Through emergency air services through Wings of Mercy, flight classes through Fly By Air, or any of the other capabilities available through the airport, West Michigan Regional continues to act as a gateway to West Michigan communities.

# FBO REPORT DATA

## AVERAGE MONTHLY SALES

AV Gas Sales

**\$4,526**

Jet Fuel Sales

**\$37,334**

## AVERAGE MONTHLY GALLONS DELIVERED

**48,688** | Total Gallons Delivered

## YEARLY TOTAL FLIGHTS

Transplant Flights

**1**

Wings of Mercy Flights

**6**

Freight Flights

**73**

## TOTAL FREIGHT WEIGHT

**81,152LBS**



## West Michigan Airport Authority

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*Comprising City of Zeeland, Park Township and City of Holland*



May 10, 2021

### Report 7

**To:** West Michigan Airport Authority Board.  
**From:** Aaron Thelenwood, Authority Director  
**Subject:** **Boileau K-12 Educational Video Proposal**

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A key component of the Airport Authority's outreach and engagement strategy has historically been tour groups from local K-12 schools visiting the airport and exploring its facilities. Unfortunately, the ongoing COVID-19 pandemic has prevented these site visits and we are looking for alternative opportunities to engage students.

Boileau Communications has pulled together a proposal for an engaging video geared toward K-12 groups to teach students about the airport. The video could be used as a standalone tool, or in conjunction with a Q&A zoom call and will cover common topics explored in prior site visits as well as inquiries we have received from K-12 groups interested in learning more about who we are and what we do. Staff will work with the Communications Committee regarding the final content to be included in the video.

The estimate for the project is \$6,000.00 and will be paid for out of the Communications and Outreach budget. This project is not currently included in Boileau's scope of services previously approved by the Board, so this request does require Board approval.

### **Recommendation**

It is recommended that the Board Approve the Educational Video Proposal as presented.

## Proposal for Video Production Services

Created for WMRAA, 04/19/21 | V.1.2

### PROPOSAL BRIEF

Thank you for inviting us to quote on this important work for WMRA's education outreach. In the proposal that follows, we outline our understanding of your goals and our estimate for production.

#### You Want to:

- Develop a tool that helps children understand what the airport does and about general aviation in lieu of a tour or in combination with a tour in the future.
- Have engaging content that keeps middle schoolers interested throughout the video.
- Create a video that supports your partnerships with local STEM organizations in a COVID safe way.

#### What We Propose to Meet Those Goals is:

- One 4-6-minute educational video fit for students of all ages, though primarily focusing on middle school students.
- Shoot in a single day at WMRA.
- Use an engaging host to ask questions and guide the students through the video.
- Light graphics to help explain concepts.

#### Deliverables:

- 1x Educational Video

### TOTAL INVESTMENT:

**\$6,000**

To move forward, please reply with written acceptance and a desired date for us to get started. Thank you!

**Leanne Schaeffer**, Partner

\*Please note these estimates do not account for changes in the scope of work. Estimates also do not account for rescheduling costs for moving shoots on account of talent availability or COVID restrictions.

## Topics to cover in Education video:

- The role WMRA plays in our community & state/national infrastructure
- Who our airport serves: Special coverage of Wings of Mercy
- Parts of a hangar
- How people work together at the airport
- Operations of an aircraft
- Safety Check of a plane
- The parts of an airplane
- How planes fly: The four forces of a plane
- End with a take-off

Samples:

<https://www.youtube.com/watch?v=JqIR3rivbBc> -

<https://www.youtube.com/watch?v=zKSNudPI9UI> - Smithsonian

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May 10, 2021

### Report 8

**To:** West Michigan Airport Authority Board.

**From:** Aaron Thelenwood, Authority Director

**Subject:** Fence Clearing Proposal

Airport staff have identified the need to address the growth of woody brush growing up and through the majority of the airfield fence, surrounding the airport. This brush has grown unrestricted for quite a number of years and if left unchecked will continue to strain and damage the fence line. There are substantial portions of the fence where heavy woody brush and small trees have begun to grow in and through the fence, intertwining with the chain-link itself.

The Airport Authority solicited bids for both the initial clearing of the entirety of the fence line (8 miles) and for five (5) years of additional maintenance to mitigate future growth. The maintenance agreement could be extended for an additional three years at the Board's discretion.

Contractor bids were consistent regarding the scope of approach as well as equipment and services utilized. The Authority received five (5) total bids and one (1) letter of intent not to bid. Bids received are summarized below:

Contractor	Item A	Item B	Item B Frequency	Proposal Total
C&R Out on a Limb	\$ 40,300.00	\$ 4,850.00	Annually or as needed	\$ 64,550.00
Chop Tree Services	\$ 40,000.00	\$ 7,600.00	Three Times Annually	\$ 78,000.00
Wildlife & Wetlands Solutions	\$ 11,600.00	\$ 30,525.00	Twice Per year	\$ 164,225.00
Treeworks	\$ 60,000.00	\$15,000	Annually or as needed	\$ 135,000.00
Landscape Design Services	\$ 148,924.00	\$ 18,948.00	Twice per season (4 times total)	\$ 243,664.00

This project is not in the current budget or FY22. The recommendation would be to fund the preliminary brush removal (year 1) through Working Capital and budget accordingly for maintenance years 2-5.

### **Recommendation**

It is recommended that the Board approve C&R Out on a Limb tree services as the lowest qualified bidder, and approve a contract for the Tree Clearing Project totaling \$40,300 for year one and ongoing maintenance for years two through five as presented - subject to final approval as to form by the Airport Authority's attorney.



**West Michigan Airport Authority**

60 Geurink Boulevard, Holland, MI 49423

P (616) 368-3023

*Comprising City of Zeeland, Park Township and City of Holland***REQUEST FOR PROPOSALS – BRUSH & TREE CLEARING**

West Michigan Regional Airport Authority

Holland, MI

March 5<sup>th</sup>, 2021

The West Michigan Regional Airport Authority is seeking proposals to remove brush growing along and through the fence surrounding the Airfield at the West Michigan Regional Airport in addition to ongoing brush control along the fence. Contractors are expected to provide a one year proposal for initial brush removal; however, if in the contractor's opinion the work may require more than one year they may submit a clearly labeled alternative proposal outlining proposed timeline to complete the work and any additional mobilization costs. This work is expected to be completed in the Spring or Fall of 2021.

**I. SCOPE OF WORK**

- A. The Airport Authority is seeking bids to remove brush that has grown along and through the fence surrounding the airfield, and to apply chemical defoliant to treated areas to inhibit/reduce regrowth. The airfield fence runs a total length of approximately eight (8) miles around the airfield.

The airport authority will rely on Contractors to propose the best means for removing and remediating brush growing along and through the fence line.

- B. Brush Control Maintenance: Contractor will provide a quote for ongoing treatment (via combination of removal equipment and commercial defoliant) to maintain clearance around the airport fence and mitigate future growth.

**II. CONTRACTOR REQUIREMENTS**

Contractors are expected to meet the following requirements:

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1. Have demonstrable experience performing similar work in the past, prior airport experience is a plus;
2. Provide all relevant equipment and materials for completing the work as described;
3. Designate an individual safety/site supervisor to coordinate and communicate via two-way radio with airport operations staff if/when working within the airport fence;
4. Provide readily available access to first aid materials for staff completing the work;
5. At least one member of contractor's staff operating on site must be first aid certified;
6. Contractors should familiarize themselves with the terrain surrounding the airfield before submitting a bid and identify any areas which may require specialized equipment or pose significant challenges in advance;
7. Contractor is expected to perform a site visit before bidding. The Contractor, at a minimum, should drive around the airport property; the Airport Authority is willing to schedule on-site visits and provide access to the airfield, when requested in advance.
8. Contractor will provide pricing for initial brush removal two ways:
  - a. If the contractor can complete the work in one project year
  - b. Work phased over more than one project year.

### III. TERM

Item A: Final term will be dependent on proposals provided by contractors but is expected to be between 1-3 years to complete the entirety of the proposed brush clearing.

The Airport Authority requests the contractor provide an estimate on how long it will take to complete the above work, based on past experience and their review of the property.

Item B: Term of ongoing maintenance will be five (5) years, with an optional extension for a three (3) year period at the sole discretion of the Airport Authority.

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### **IV. INDEMNIFICATION**

The Contractor will agree to defend, indemnify, and save harmless the Airport Authority, its officers, agents, and employees, from any and all claims and liabilities that may result from the Contractors work. This covenant of indemnification shall include reasonable attorney's fees and costs incurred by the Airport Authority, its officers, agents, and employees in defense of such claim or liability.

### **V. INSURANCE**

The Contractor is to maintain the following insurance:

- a. General liability insurance with bodily injury limits of not less than \$1,000,000.
- b. Automobile Liability insurance with bodily injury limits of not less than \$1,000,000.
- c. Workers Compensation insurance in accordance with statutory requirements and employer's liability insurance with limits of not less than \$100,000 for each occurrence.
- d. Property Damage insurance in an amount of not less than \$1,000,000.
- e. 100% Performance Bond will be required if work exceeds \$50,000.
- f. The Contractor shall name the Airport Authority, its officers, agents, and employees as additional insureds and the insurance coverage for general liability, automobile liability, and property damage shall waive subrogation against the Airport Authority, its officers, agents, and employees.

### **VI. WARRANTY**

Contractor shall perform the work in a workmanlike manner consistent with Owner's airport operations requiring safety, aesthetics, and visual enhancement of the airport. In the event the Contractor fails to meet these standards, Contractor will redo and reperform the work to Owners satisfaction.

### **VII. QUALIFICATIONS**

Contractors must have demonstrable experience performing work as described, preference may be given to contractors with experience working for airports or similar

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entities. Contractors are encouraged to provide a list of references that can speak to the contractor's abilities in completing the work described above.

**VII. CONTRACTOR BID**

Contractor agrees to hold it's bid pricing for one hundred and twenty (120) days.

**Item A – Brush Clearing**

Sum of Services outlined under item A (1 Year proposal)

"Scope of Work": ..... \$40,300.00

Expected timeline for

completion (Wks.) ..... 8-12 weeks

Sum of Services outlined under item A (Multi Year proposal)

"Scope of Work": ..... \$40,300.00

Expected timeline for

completion (Wks. Mos. Yrs) ..... 1-2 years

**Item B – Ongoing Maintenance**

Sum of Services outlined under item B

"Scope of Work": ..... \$4,850.00

Proposed frequency

(Quarterly, Monthly) ..... Annually or  
As Needed

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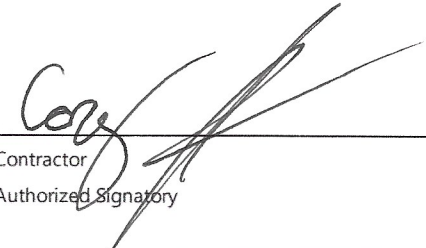
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X   
\_\_\_\_\_  
Contractor  
Authorized Signatory  
\_\_\_\_\_

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**Proposals are due by 5:00 p.m. on TBD, 2020;** two (2) sealed hard copies and one PDF (USB) copy must be delivered to Front Desk at the Airport Business Center. The envelope should be addressed to:

**The West Michigan Regional Airport Authority**

**60 Geurink Blvd.**

**Holland, MI 49423**

And labeled as:

**West Michigan Regional Airport Authority, Brush & Tree Clearing**

And must include the name of the contractor and business address.

**VIII. AWARD OF BID**

The contract will be awarded to the lowest, responsible, and qualified bidder.

The Airport Authority reserves the right to accept or reject any or all bids, in whole or part, or rebid if it is in the best interest of the Authority. The Authority also retains the right to waive any informalities/irregularities in the bids, as well as the right to split the award or bid between two or more bidders.

Further information can be obtained from Airport Authority Director, Aaron Thelenwood at [a.thelenwood@wmairportauthority.com](mailto:a.thelenwood@wmairportauthority.com).

*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.*

April 10, 2021

# Bid Proposal for Brush and Tree Clearing

Midwest Regional Airport Authority  
Holland, MI

Submitted by:  
C&R's Out on a Limb Tree Care, LLC  
Bangor, MI

We performed a site visit to Southwest Michigan Regional Airport in Holland on Saturday, March, 13<sup>th</sup>, 2021. We drove around the perimeter of the fence and were permitted to go into the airfield for a closer look. We were able to observe all 8 miles of fence and identified the brush to be controlled.

**Work Proposal:** Our proposed work plan is to remove all the brush along the 8 mile perimeter fence to establish 5 to 10 feet of space from the fence and to maintain that distance by eliminating woody species growth. The work plan includes cutting and removing brush, and herbicide application to kill all stumps and eliminate the regrowth of woody species along the fence perimeter. The plan will consist of 2 phases.

**Item A-** During the first phase, all sizable brush will be cut and removed. All brush 2 feet and taller will be removed and controlled in phase one. This work will be performed by a tree trimming/removal crew. The equipment to be used for this work will be 2 trucks, a chipper, chainsaws, backpack sprayers, and potentially a 4-wheeler/quad. The cut brush will be chipped up and hauled away from the airport grounds. During our observations, we identified some areas where brush may be able to be staged and hidden from view. That may be the easiest way to dispose of the brush in those areas. Outside of those areas, all brush will be removed.

As the brush is cut, herbicide will be applied to all cut stumps. A systemic herbicide will be used to treat the stumps. A systemic herbicide will kill the root systems to eliminate regrowth. These two steps will immediately and effectively clear the area around the 8 miles of perimeter fence. The work for phase one should take 2-4 weeks to complete and can be done any time this year. We can plan for it as early as the first of May, but it can be done effectively until late fall.

The second phase will be an application of a foliar herbicide. We will use an herbicide that targets woody species and will not kill grasses, leaving a more aesthetic appearance along the fence. The application of this herbicide will be effective on any stumps that may still be alive from phase 1 and will target other small woody plants. A foliar herbicide application will control regrowth and new sprouts of woody species and will maintain the cleared space away from the fence. The equipment used for this phase will be a combination of a truck, 4-wheeler/quad, tank sprayer rig, and backpack sprayers. This work will take 1-2 weeks to complete, but will be dependent on weather conditions for proper application.

Phase 1 and 2 can be done in one year (see item A, 1 year proposal). Phase 1 and 2 can also be done over a 2 year period (see item A, multi-year proposal). In the multi-year proposal, removal of brush and stump treatment will be done in year 1, the foliar application would be done in year 2.

**Item B-** Maintenance would begin in the year following the completion of Item A and would be a continuation of a foliar herbicide application along the perimeter fence. The same herbicide and equipment would be used as in phase 2. Applying the herbicide would further control any regrowth of woody species. After year 3, herbicide application would take place every 1-3 years, as necessary.

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May 10, 2021

## Report 9

**To:** West Michigan Airport Authority Board.

**From:** Aaron Thelenwood, Authority Director

**Subject:** **Professional Development Authorization: Harvard Executive Education for Sustainability Leadership**

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As part of my role as the Director of the West Michigan Regional Airport Authority, I continually look for opportunities to improve in a professional capacity and will on occasion request the Board consider supporting professional development opportunities for myself and other staff to better meet the needs of the Authority. Recently, I was accepted into the Harvard T.H. Chan School of Public Health's Executive Education for Sustainability Leadership certification program. This is a virtual offering that will run from September to December of 2021 and will include 55 hours of coursework and participation in a cohort. The cost of the course is \$3,200.

Though billed as a "Sustainability Leadership" program, the core content is centered around an organizational theory known as "Flow Management" which incorporates concepts of Design Thinking, Systems Thinking, Biomimicry, and Forensic Project Mapping. This is an area I've received prior training in, and this course would serve effectively as a capstone to that prior experience. The core function of this theory is to better manage organizational structures and goals by incorporating the needs of internal and external stakeholders to reduce operational "friction."

This concept of Flow Management already heavily influences my operational mindset and through completing this course I will have a stronger understanding on how best to implement it's principles. Being taught through a "sustainability lens" provides an additional benefit as a core component of sustainability is identifying, assessing, and addressing latent connections between policy decisions, operations, and interests of core constituents.

The recommendation would be to fund participation in this program partially through the FY21 Travel/Conferences/Seminars line item (\$2000) and the remainder through working capital.

### **Recommendation**

*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.*



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It is recommended that the Board approve my participation in the Harvard T.H. Chan School of Public Health Executive Education for Sustainability Leadership certification program as described.

*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.*





SCHOOL OF PUBLIC HEALTH  
Department of Environmental Health

## Executive Education for Sustainability Leadership 2021 Virtual Offering

September 13 - December 17, 2021

Participants attend this program to succeed as sustainability leaders in an era of global upheaval fuelled by the climate crisis, the pandemic, escalating social and economic inequality, political uncertainty and exponential technology. Supporting sustainability leaders to guide humankind toward global well-being over the long term, delivering on the SDGs and beyond, has never been so important or so challenging. This is why we view personal sustainability as being central to reaching our full impact potential as sustainability leaders. To this end, we encourage sustainability leaders from all sectors to apply to this program as a matter of personal, professional and global urgency.

### Course Content

Attendees gain mastery in a powerful new flow leadership framework and lexicon designed to increase rates of engagement, change and innovation across their organization through purpose-driven organizational design and idea flow. Our content draws upon flow leadership research, biomimicry, research into global CEOs along with a variety of sustainability leadership case stories. We emphasize purpose-driven change leadership, adapting to uncertainty, rapid sense-making within shifting contexts, working within complex stakeholder ecosystems, de-risking and scaling new ideas by reducing friction and increasing flow.

### Course Design

Our 2021 executive education experience will provide:

- A rich immersion into **sustainability and flow leadership content**;
- Direct access to our **faculty and guest presenters**, cutting edge thought leaders, many of whom are working on the frontlines of the sustainability agenda;
- **Peer to peer network** development and engagement;
- Space to work on **real world application** with other like-minded sustainability leaders from across all sectors.

The program delivers a strong balance of guiding theory, case stories from the field, activities & direct application.

Dynamic networking across sectors and the sharing of best practices are key elements of the program design. Our selective admissions process ensures that you will be as stimulated and

inspired to action by members of your cohort as you are by the course material and program faculty.

**Upon completion of the program you will receive a Harvard certificate of participation for the program** (please note: Executive Education programs are, by their very nature, not degree or credit-bearing programs). Most importantly, you will leave with a vibrant new network of sustainability leaders, along with many new leadership tools and practices for your future success.

## **Course Delivery & Schedule**

### ***Delivery Design in a Covid Era***

The virtual 2021 Executive Education for Sustainability Leadership offering will run as a mix of intensive online content delivery, smaller groups activities and discussions over a period of three months. Our 2021 approach will allow participants to feel assured of a successful completion of the program, regardless of world events.

*Note:* Normally, this program is offered once a year in a 5-day residential format on Harvard's campus. To guarantee completion regardless of Covid 19 restrictions, we have redesigned the program for delivery in a more flexible virtual format, maintaining the same world class content, faculty, peer network development and application focus. This extended format will provide the additional benefit of allowing attendees to apply what they are learning over a longer time period.

### ***Dates and Time commitment***

Total contact hours will be around 52-55 hours, spread over the three months period, starting September 13th, 2021 and continuing through to December 17th, 2021. During this time, participants will be supported as they integrate their learnings and practice into their respective professional contexts.

### ***Module Format***

The program offering will be structured into 7 two week long modules (14 weeks total). Each module will incorporate course content, Q&A and discussion, and small group activities with an application focus.

In the first week of each module, participants must view up to 3 hours of pre-recorded content. Participants can either view the content according to their own schedule, or they may attend during scheduled collective viewing times to allow for live discussion.

In the second week of each module, participants must attend:

- a live session with course faculty programmed for Monday afternoons (3pm-4:30pm ET).
- a 2 hour small group working session. Small groups will schedule their own meeting time

Beyond the seven modules, we will also host up to four full cohort sessions over the course of the offering. Dates and times of these large group sessions will be posted at a later date.

### **Price and Registration**

Our 2021 program fee will be \$3200 USD, making this program one of the most affordable executive education programs to run at Harvard University.

Once your application has been accepted, we strongly recommend completing full registration as early as possible. We can accommodate up to 80 participants in this cohort.

### **Faculty / Guest Presenters**

While additional faculty and guest presenters will be announced as they are confirmed, our current 2021 faculty roster includes:

- Leith Sharp, M.Ed., Director and Lead Faculty, Executive Education for Sustainability Leadership, Harvard T.H. Chan School of Public Health
- John Spengler, Ph.D., Akira Yamaguchi Professor of Environmental Health and Human Habitation, Harvard T.H. Chan School of Public Health
- Malcolm Preston, Former Partner | Global Leader, Sustainability & Climate, PwC
- Erin Meezan, VP and Chief Sustainability Officer, Interface Inc.
- Jane Davidson, Ph.D., Pro Vice Chancellor Emeritus, University of Wales Trinity Saint David; Former Minister of Environment, Sustainability and Housing, Wales
- Anne-Claire Berg, Global Culture and Engagement Director, Danone
- Matthew Kamakani Lynch, Director of Sustainability Initiatives, University of Hawai'i System

### **Possible Additional In-Person Convening**

If the demand is there and conditions are right for it, we may consider hosting an additional two-day in person culminating convening for attendees of our 2021 Executive Education for Sustainability Leadership virtual program. The final dates of this additional convening would be pending attendee demand, world events, travel and event restrictions. If offered, this will be an additional cost of \$1800 plus travel. We are watching circumstance

## **Testimonials**

**"The program promotes the right balance of pragmatism and optimism, leaving participants feeling rejuvenated and invigorated by the end. The result is a unique, academic experience and a "must do" for any sustainability executive."** - *Jason H. Giffen, Assistant Vice President, Port of San Diego*

**"I learned from faculty and presenters who are not just the experts in the field but also possess a level of life wisdom and inner peace that demonstrates how sustainability work can be so fulfilling. I have returned to my work with a set of tools I immediately applied and saw measurable progress."** - *Gretchen Enninga, Director of Performance Management, Optum Health*

**"The program offers strong guidance and encouragement for professionals to understand what it takes to set wheels in motion to make positive changes in small and large ways. It is also an affirming and validating curriculum that allows participants time to reflect and realize actions already taken to inspire change and use those thoughts to motivate us for future action."** - *Jessica Wurwarg, Executive Director of Real Estate, Planning and Sustainability, Facilities Management, NYC Department of Transportation*

## **Questions?**

Please contact Maggie Husak, Program Coordinator, [mhusak@hsph.harvard.edu](mailto:mhusak@hsph.harvard.edu) or leave a voicemail message at 617.384.7276

# ***WMAA MONTHLY FBO REPORT***

## **West Michigan Regional Airport FBO Report March 20201**

### **Total Fuel Gallons Delivered**

	<b>Current Month Apr 2021</b>	<b>One Year Ago Apr 2020</b>	<b>Fiscal Year To Date 01/01/21-03/31/21</b>	<b>F/Y to Date Compared 01/01/20-03/31/20</b>
<b>Avgas Sales</b>	<b>3,781</b>			
<b>Jet Fuel Sales</b>	<b>42,678</b>			
<b>Total Gallons Delivered</b>	<b>46,459</b>	<b>14,476</b>	<b>148,650</b>	<b>+16,896</b>

### **Transplant Flights**

**2**

### **Wings Of Mercy Flights**

**1**

### **Freight Flights From/To Holland**

**1**

### **Freight Weight**

**1,200**

### **Number of Parts if Known**

**4 skids**

WMAA Fund Balance as of 6/30/2020					\$ 1,003,851.26
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	<u>Operating</u>	<u>Capital (999)</u>	<u>EEC Project (546)</u>	<u>Capital Funds (999)</u>	
Year to date Revenues	569,293.24	-	-	-	\$ 569,293.24
Year to date Expenses	340,730.71	182,593.00	-	-	<u>\$ 523,323.71</u>

Estimated Fund Balance as of 05/05/2021					<u><u>\$ 1,049,820.79</u></u>
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	<u>Budget</u>	<u>YTD</u>		
Remaining Operating Revenues	765,800.00	569,293.24		\$ 196,506.76

	<u>Budget</u>	<u>YTD</u>	<u>Encumbrances</u>	
Remaining Operating Expenses (excluding contingences)	594,200.00	340,730.71	9,197.50	<u>\$ 244,271.79</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>138,600.00</u>	<u>\$ 178,600.00</u>

Ending Fund Balance as of 05/05/2021		<u><u>\$ 823,455.76</u></u>
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Other Expected Expenses:

	<u>Estimated amount</u>	<u>Spent</u>	
FY21 Runway Rehabilitation Contruction and Lighting	206,363.00	(182,593.00)	
FY21 N. Hangar Park Taxiway Design/Construction	400,000.00		
FY21 Taxiway Crack Sealing	<u>20,000.00</u>		<u>\$ 443,770.00</u>

Ending Fund balance after expected capital expenses		<u><u>\$ 379,685.76</u></u>
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# Budget Performance Report

Fiscal Year to Date 05/05/21

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
<b>Fund Z01 - WMAA (Airport) General Fund</b>										
<b>REVENUE</b>										
Department <b>000 - General Revenues</b>										
420528	Federal Grant - Other	.00	157,000.00	157,000.00	.00	.00	.00	157,000.00	0	.00
440573	State-Reim Local PPT Tax Loss	10,000.00	.00	10,000.00	.00	.00	13,467.25	(3,467.25)	135	21,447.01
450582.C	Contributions from Other Govts From City of Holland	107,000.00	.00	107,000.00	.00	.00	111,065.84	(4,065.84)	104	107,136.71
450582.P	Contributions from Other Govts From Park Township	108,000.00	.00	108,000.00	.00	.00	113,984.61	(5,984.61)	106	110,057.44
450582.Z	Contributions from Other Govts From City of Zeeland	60,000.00	.00	60,000.00	.00	.00	60,724.02	(724.02)	101	72,955.31
460654.1	Franchise Fees FBO Franchise Fees	23,400.00	.00	23,400.00	.00	.00	17,602.74	5,797.26	75	23,350.20
460654.5	Franchise Fees Fuel Flowage Fee	80,000.00	.00	80,000.00	.00	.00	48,892.69	31,107.31	61	72,666.17
460654.7	Franchise Fees Landing Fees	28,000.00	.00	28,000.00	.00	.00	17,848.97	10,151.03	64	21,552.43
480665.0	Investment Income General	15,000.00	.00	15,000.00	.00	.00	7,454.40	7,545.60	50	17,252.53
480669.A	Rental Airport Business Center	8,300.00	.00	8,300.00	.00	.00	6,183.36	2,116.64	74	8,202.36
480669.24	Rental Hangar Land Lease	98,600.00	.00	98,600.00	.00	.00	97,898.43	701.57	99	98,531.43
480669.25	Rental Agricultural Land Lease	12,500.00	.00	12,500.00	.00	.00	12,608.52	(108.52)	101	12,523.65
480669.26	Rental T-Hangars	58,000.00	.00	58,000.00	.00	.00	57,837.41	162.59	100	58,280.00
490685.1	Recoveries Insurance	.00	.00	.00	.00	.00	3,725.00	(3,725.00)	+++	.00
490692.0	Miscellaneous General	.00	.00	.00	.00	.00	.00	.00	+++	1,999.33
Department <b>000 - General Revenues Totals</b>		<b>\$608,800.00</b>	<b>\$157,000.00</b>	<b>\$765,800.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$569,293.24</b>	<b>\$196,506.76</b>	<b>74%</b>	<b>\$625,954.57</b>
<b>REVENUE TOTALS</b>		<b>\$608,800.00</b>	<b>\$157,000.00</b>	<b>\$765,800.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$569,293.24</b>	<b>\$196,506.76</b>	<b>74%</b>	<b>\$625,954.57</b>
<b>EXPENSE</b>										
Department <b>540 - Airport Operations</b>										
710701.0	Payroll-Regular General	23,000.00	41,200.00	64,200.00	.00	.00	34,377.54	29,822.46	54	19,086.82
710707.0	Payroll-Temporary Help General	33,800.00	.00	33,800.00	.00	.00	22,631.68	11,168.32	67	31,129.07
710709.0	Payroll-Overtime General	.00	.00	.00	.00	.00	.00	.00	+++	16.06
711702.0	Payroll-Vacation/PTO General	2,800.00	.00	2,800.00	.00	.00	1,759.01	1,040.99	63	1,269.43
711703	Payroll-Holidays	1,000.00	.00	1,000.00	.00	.00	875.21	124.79	88	627.78
711716.1	Insurance Health	7,800.00	.00	7,800.00	.00	.00	4,821.63	2,978.37	62	7,711.32
711716.2	Insurance Dental	200.00	.00	200.00	.00	.00	38.02	161.98	19	68.03
711716.4	Insurance Health Care Savings Plan	.00	.00	.00	.00	.00	210.43	(210.43)	+++	.00
711717	Insurance-Life & AD&D	50.00	.00	50.00	.00	.00	18.92	31.08	38	33.86
711718.1	Retirement Contribution MERS	1,500.00	.00	1,500.00	.00	.00	2,566.22	(1,066.22)	171	1,454.01
711720	Insurance-Income Protection	200.00	.00	200.00	.00	.00	79.58	120.42	40	140.99
712715	Employer FICA/Medicare Contribution	4,200.00	.00	4,200.00	.00	.00	4,463.73	(263.73)	106	3,799.86
712723	Unemployment Comp Insurance	20.00	.00	20.00	.00	.00	31.97	(11.97)	160	14.35
712724	Workers Comp Insurance	30.00	.00	30.00	.00	.00	9.70	20.30	32	19.28
721730.0	Postage General	100.00	.00	100.00	.00	.00	.00	100.00	0	23.26
721740.0	Operating Supplies General	1,500.00	4,500.00	6,000.00	.00	.00	1,958.34	4,041.66	33	4,679.98
721740.CAP	Operating Supplies Controlled Items-Capital Type	2,500.00	.00	2,500.00	.00	.00	1,678.34	821.66	67	4,757.22
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	13,000.00	.00	13,000.00	.00	.00	1,531.00	11,469.00	12	8,461.20



# Budget Performance Report

Fiscal Year to Date 05/05/21

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
<b>Fund Z01 - WMAA (Airport) General Fund</b>										
<b>EXPENSE</b>										
<b>Department 540 - Airport Operations</b>										
721933.0	Equipment Maintenance General	20,000.00	.00	20,000.00	.00	.00	9,504.75	10,495.25	48	19,312.56
722801.9010	Contr-Printing/Promo Advertising/Promotional	40,000.00	7,000.00	47,000.00	.00	9,197.50	26,575.57	11,226.93	76	19,204.99
722803.7	Contr-Human Resources County Correctional Crew	.00	.00	.00	.00	.00	.00	.00	+++	389.00
722804.0	Contractual-Legal General	10,000.00	20,000.00	30,000.00	.00	.00	23,584.58	6,415.42	79	12,310.69
722805.1	Contractual-Finance Independent Audit	7,800.00	7,700.00	15,500.00	.00	.00	7,700.00	7,800.00	50	7,600.00
722805.4	Contractual-Finance Financial Service Fees	.00	.00	.00	.00	.00	833.35	(833.35)	+++	.00
722807.5	Contractual-Architect/Engineer Engineering	15,000.00	.00	15,000.00	.00	.00	4,928.50	10,071.50	33	21,072.99
722808.1	Contr-Bldgs&Grnds Janitorial	.00	.00	.00	.00	.00	598.00	(598.00)	+++	.00
722808.8	Contr-Bldgs&Grnds Tree Clearing	.00	.00	.00	.00	.00	.00	.00	+++	204.73
722808.MOW	Contr-Bldgs&Grnds Mowing	30,000.00	62,400.00	92,400.00	.00	.00	36,486.20	55,913.80	39	26,926.89
722808.MTCE	Contr-Bldgs&Grnds Maintenance-General Repairs	25,000.00	.00	25,000.00	.00	.00	12,036.01	12,963.99	48	19,682.71
722808.SNOW	Contr-Bldgs&Grnds Snowplowing	60,000.00	.00	60,000.00	.00	.00	40,457.20	19,542.80	67	30,412.64
722809.16	Contractual-Misc Consulting	.00	.00	.00	.00	.00	.00	.00	+++	1,441.50
722809.61	Contractual-Misc Management Services	28,000.00	.00	28,000.00	.00	.00	20,791.69	7,208.31	74	25,922.75
722809.62	Contractual-Misc Airport Manager-Tulip City Air	2,000.00	.00	2,000.00	.00	.00	1,695.75	304.25	85	1,490.25
723850.0	Communications Telephone	.00	.00	.00	.00	.00	368.39	(368.39)	+++	427.14
723850.CELL	Communications Cellular	.00	.00	.00	.00	.00	300.00	(300.00)	+++	600.00
723860.0	Travel, Conf, Seminars General	2,000.00	.00	2,000.00	.00	.00	.00	2,000.00	0	1,246.00
723910.0	Commercial Insurance Premiums General	27,000.00	2,400.00	29,400.00	.00	.00	18,966.00	10,434.00	65	30,993.00
723920.BPW	Public Utilities BPW	.00	.00	.00	.00	.00	.00	.00	+++	160.00
723920.GATE	Public Utilities Fence Gates	700.00	.00	700.00	.00	.00	431.37	268.63	62	571.84
723920.LAND	Public Utilities Landing Lights & System	4,600.00	4,700.00	9,300.00	.00	.00	3,212.33	6,087.67	35	4,036.83
723920.PLOT	Public Utilities Parking Lot Lights	1,800.00	.00	1,800.00	.00	.00	699.34	1,100.66	39	1,670.47
723920.RUNW	Public Utilities Runway Lights	6,700.00	9,400.00	16,100.00	.00	.00	5,252.61	10,847.39	33	6,336.55
723920.THAN	Public Utilities T-Hangars	5,000.00	4,700.00	9,700.00	.00	.00	3,920.60	5,779.40	40	5,391.97
723942.0	Building Rental/Lease General	1,000.00	.00	1,000.00	.00	.00	2,500.00	(1,500.00)	250	5,500.00
723955.0	Misc. General	2,000.00	.00	2,000.00	.00	.00	1,704.94	295.06	85	2,756.18
723961.0	Dues & Subscriptions General	600.00	.00	600.00	.00	.00	1,936.78	(1,336.78)	323	566.70
723963.2	Write-Offs Uncoll Property Taxes	.00	.00	.00	.00	.00	.00	.00	+++	(35.19)
723964.2	Refunds Property Tax Prior Years	.00	.00	.00	.00	.00	21.40	(21.40)	+++	5.01
730974.0	Land Improvements General	.00	.00	.00	.00	.00	.00	.00	+++	241,668.14
770956.0	Contingency General	153,600.00	.00	153,600.00	.00	.00	.00	153,600.00	0	.00
<b>Department 540 - Airport Operations Totals</b>		<b>\$534,600.00</b>	<b>\$164,000.00</b>	<b>\$698,600.00</b>	<b>\$0.00</b>	<b>\$9,197.50</b>	<b>\$301,556.68</b>	<b>\$387,845.82</b>	<b>44%</b>	<b>\$571,158.86</b>
<b>Department 541 - Business Center</b>										
721931.GRND	Bldg & Grnds Maint Grounds Maintenance	5,000.00	.00	5,000.00	.00	.00	5,958.82	(958.82)	119	1,941.48
721933.0	Equipment Maintenance General	5,000.00	.00	5,000.00	.00	.00	3,481.28	1,518.72	70	3,716.69
722808.1	Contr-Bldgs&Grnds Janitorial	7,500.00	.00	7,500.00	.00	.00	7,410.60	89.40	99	7,917.13
723850.0	Communications Telephone	2,600.00	.00	2,600.00	.00	.00	1,920.00	680.00	74	2,672.00





# Budget Performance Report

Fiscal Year to Date 05/05/21

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 <b>Z01 - WMAA (Airport) General Fund</b>										
EXPENSE										
Department <b>541 - Business Center</b>										
723850.WIFI	Communications WIFI Internet Connection	4,100.00	.00	4,100.00	.00	.00	2,500.00	1,600.00	61	3,437.50
723920.BPW	Public Utilities BPW	20,000.00	.00	20,000.00	.00	.00	13,870.60	6,129.40	69	16,661.19
723920.GAS	Public Utilities Natural Gas	5,000.00	.00	5,000.00	.00	.00	4,032.73	967.27	81	4,033.67
770956.0	Contingency General	25,000.00	.00	25,000.00	.00	.00	.00	25,000.00	0	.00
Department <b>541 - Business Center Totals</b>		\$74,200.00	\$0.00	\$74,200.00	\$0.00	\$0.00	\$39,174.03	\$35,025.97	53%	\$40,379.66
EXPENSE TOTALS		\$608,800.00	\$164,000.00	\$772,800.00	\$0.00	\$9,197.50	\$340,730.71	\$422,871.79	45%	\$611,538.52
Fund <b>Z01 - WMAA (Airport) General Fund Totals</b>										
REVENUE TOTALS		608,800.00	157,000.00	765,800.00	.00	.00	569,293.24	196,506.76	74%	625,954.57
EXPENSE TOTALS		608,800.00	164,000.00	772,800.00	.00	9,197.50	340,730.71	422,871.79	45%	611,538.52
Fund <b>Z01 - WMAA (Airport) General Fund Totals</b>		\$0.00	(\$7,000.00)	(\$7,000.00)	\$0.00	(\$9,197.50)	\$228,562.53	(\$226,365.03)		\$14,416.05
Grand Totals										
REVENUE TOTALS		608,800.00	157,000.00	765,800.00	.00	.00	569,293.24	196,506.76	74%	625,954.57
EXPENSE TOTALS		608,800.00	164,000.00	772,800.00	.00	9,197.50	340,730.71	422,871.79	45%	611,538.52
Grand Totals		\$0.00	(\$7,000.00)	(\$7,000.00)	\$0.00	(\$9,197.50)	\$228,562.53	(\$226,365.03)		\$14,416.05



# Budget Performance Report

Fiscal Year to Date 05/05/21  
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 <b>Z01 - WMAA (Airport) General Fund</b>										
<b>REVENUE</b>										
Department <b>999 - Airport Capital Projects</b>										
420502.24	Federal Grant FAA Capital	4,275,131.00	.00	4,275,131.00	.00	.00	.00	4,275,131.00	0	214,392.30
430502.24	State Grant MDOT State Capital	206,363.00	.00	206,363.00	.00	.00	.00	206,363.00	0	11,910.68
Department <b>999 - Airport Capital Projects Totals</b>		<b>\$4,481,494.00</b>	<b>\$0.00</b>	<b>\$4,481,494.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$4,481,494.00</b>	<b>0%</b>	<b>\$226,302.98</b>
<b>REVENUE TOTALS</b>		<b>\$4,481,494.00</b>	<b>\$0.00</b>	<b>\$4,481,494.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$4,481,494.00</b>	<b>0%</b>	<b>\$226,302.98</b>
<b>EXPENSE</b>										
Department <b>999 - Airport Capital Projects</b>										
Division <b>045 - Runway</b>										
730974.0	Land Improvements General	5,107,857.00	.00	5,107,857.00	.00	.00	182,593.00	4,925,264.00	4	12,050.00
Division <b>045 - Runway Totals</b>		<b>\$5,107,857.00</b>	<b>\$0.00</b>	<b>\$5,107,857.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$182,593.00</b>	<b>\$4,925,264.00</b>	<b>4%</b>	<b>\$12,050.00</b>
Division <b>050 - Business Center</b>										
730975.0	Buildings & Structures General	.00	.00	.00	.00	.00	.00	.00	+++	42,515.00
Division <b>050 - Business Center Totals</b>		<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>+++</b>	<b>\$42,515.00</b>
Department <b>999 - Airport Capital Projects Totals</b>		<b>\$5,107,857.00</b>	<b>\$0.00</b>	<b>\$5,107,857.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$182,593.00</b>	<b>\$4,925,264.00</b>	<b>4%</b>	<b>\$54,565.00</b>
<b>EXPENSE TOTALS</b>		<b>\$5,107,857.00</b>	<b>\$0.00</b>	<b>\$5,107,857.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$182,593.00</b>	<b>\$4,925,264.00</b>	<b>4%</b>	<b>\$54,565.00</b>
Fund <b>Z01 - WMAA (Airport) General Fund Totals</b>										
<b>REVENUE TOTALS</b>		<b>4,481,494.00</b>	<b>.00</b>	<b>4,481,494.00</b>	<b>.00</b>	<b>.00</b>	<b>.00</b>	<b>4,481,494.00</b>	<b>0%</b>	<b>226,302.98</b>
<b>EXPENSE TOTALS</b>		<b>5,107,857.00</b>	<b>.00</b>	<b>5,107,857.00</b>	<b>.00</b>	<b>.00</b>	<b>182,593.00</b>	<b>4,925,264.00</b>	<b>4%</b>	<b>54,565.00</b>
Fund <b>Z01 - WMAA (Airport) General Fund Totals</b>		<b>(\$626,363.00)</b>	<b>\$0.00</b>	<b>(\$626,363.00)</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>(\$182,593.00)</b>	<b>(\$443,770.00)</b>		<b>\$171,737.98</b>
Grand Totals										
<b>REVENUE TOTALS</b>		<b>4,481,494.00</b>	<b>.00</b>	<b>4,481,494.00</b>	<b>.00</b>	<b>.00</b>	<b>.00</b>	<b>4,481,494.00</b>	<b>0%</b>	<b>226,302.98</b>
<b>EXPENSE TOTALS</b>		<b>5,107,857.00</b>	<b>.00</b>	<b>5,107,857.00</b>	<b>.00</b>	<b>.00</b>	<b>182,593.00</b>	<b>4,925,264.00</b>	<b>4%</b>	<b>54,565.00</b>
Grand Totals		<b>(\$626,363.00)</b>	<b>\$0.00</b>	<b>(\$626,363.00)</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>(\$182,593.00)</b>	<b>(\$443,770.00)</b>		<b>\$171,737.98</b>



# Fund Equity Changes Report

Through 05/05/21

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	<b>GOVERNMENTAL</b>								
Fund Type	<b>GENERAL FUND</b>								
Fund	<b>Z01 - WMAA (Airport) General Fund</b>								
341390.A	Fund Balance - Assigned (By Action) Apron, Building & Sitework	.00	.00	.00	.00				
341390.ABC	Fund Balance - Assigned (By Action) Business Center Maintenance	50,000.00	25,000.00	.00	75,000.00				
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	953,851.26	.00	25,000.00	928,851.26				
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	<b>Z01 - WMAA (Airport) General Fund Totals</b>	<b>\$1,003,851.26</b>	<b>\$25,000.00</b>	<b>\$25,000.00</b>	<b>\$1,003,851.26</b>	<b>\$0.00</b>	<b>\$569,293.24</b>	<b>\$523,323.71</b>	<b>\$1,049,820.79</b>
Fund Type	<b>GENERAL FUND Totals</b>	<b>\$1,003,851.26</b>	<b>\$25,000.00</b>	<b>\$25,000.00</b>	<b>\$1,003,851.26</b>	<b>\$0.00</b>	<b>\$569,293.24</b>	<b>\$523,323.71</b>	<b>\$1,049,820.79</b>
Fund Category	<b>GOVERNMENTAL Totals</b>	<b>\$1,003,851.26</b>	<b>\$25,000.00</b>	<b>\$25,000.00</b>	<b>\$1,003,851.26</b>	<b>\$0.00</b>	<b>\$569,293.24</b>	<b>\$523,323.71</b>	<b>\$1,049,820.79</b>
	<b>Grand Totals</b>	<b>\$1,003,851.26</b>	<b>\$25,000.00</b>	<b>\$25,000.00</b>	<b>\$1,003,851.26</b>	<b>\$0.00</b>	<b>\$569,293.24</b>	<b>\$523,323.71</b>	<b>\$1,049,820.79</b>



# Trial Balance Listing

Through 05/05/21  
Detail Balance Sheet Listing  
Exclude Rollup Account

Account	Account Description	Balance Forward	YTD Debits	YTD Credits	Ending Balance	Prior Year YTD Balance
Fund	<b>Z01 - WMAA (Airport) General Fund</b>					
	<i>CURRENT ASSETS</i>					
110001.675	Cash Due from Cash/Inv Pool	989,347.15	594,479.48	555,438.84	1,028,387.79	947,976.81
113040.0	Accounts Receivable General	37,418.03	262,259.82	279,379.23	20,298.62	61,227.68
114026.2014	Taxes Receivable 2014	.89	.00	.69	.20	25.89
114026.2015	Taxes Receivable 2015	16.77	.00	.55	16.22	16.77
114026.2016	Taxes Receivable 2016	20.75	.00	2.88	17.87	22.35
114026.2017	Taxes Receivable 2017	35.60	.00	3.15	32.45	40.16
114026.2018	Taxes Receivable 2018	34.29	.00	8.16	26.13	53.82
114026.2019	Taxes Receivable 2019	73.50	.00	22.61	50.89	.00
114031	Allowance for Uncollectible Taxes	(134.10)	.00	.00	(134.10)	(203.15)
118123.1	Prepaid Items Insurance	376.00	.00	376.00	.00	.00
119073.2	Due from Local Govt Units Due from Park Township	5.12	113,984.61	113,989.73	.00	1.27
119073.3	Due from Local Govt Units Due from Zeeland City	1.38	64,966.87	64,845.04	123.21	5.79
119078.1	Due from State of Michigan Due from State-Aeronautics	1,201.51	.00	.00	1,201.51	1,062.29
	<i>CURRENT ASSETS Totals</i>	\$1,028,396.89	\$1,035,690.78	\$1,014,066.88	\$1,050,020.79	\$1,010,229.68
	<i>CURRENT LIABILITIES</i>					
210202.0	Accounts Payable General	(12,940.95)	461,460.30	448,519.35	.00	(2,390.79)
211202	Contracts Payable	(9,541.69)	9,541.69	.00	.00	.00
212257.0	Accrued Wages Payable General	(890.00)	890.00	.00	.00	.00
212262.1	Accrued Fringes Payable FICA-Social Security/Medicare	(68.09)	68.09	.00	.00	.00
216278.L	Deposits Lease	(200.00)	.00	.00	(200.00)	.00
21B339.0	Deferred Revenue General	(904.90)	904.90	.00	.00	.00
	<i>CURRENT LIABILITIES Totals</i>	(\$24,545.63)	\$472,864.98	\$448,519.35	(\$200.00)	(\$2,390.79)
	<i>FUND BALANCE</i>					
341390.ABC	Fund Balance - Assigned (By Action) Business Center Maintenance	(50,000.00)	.00	25,000.00	(75,000.00)	(50,000.00)
342390	Fund Balance-Unassigned	(953,851.26)	25,000.00	.00	(928,851.26)	(767,697.23)
	<i>FUND BALANCE Totals</i>	(\$1,003,851.26)	\$25,000.00	\$25,000.00	(\$1,003,851.26)	(\$817,697.23)
	Fund Revenues	.00	4,481.93	573,775.17	(569,293.24)	(583,423.87)
	Fund Expenses	.00	527,892.18	4,568.47	523,323.71	393,282.21
Fund	<b>Z01 - WMAA (Airport) General Fund Totals</b>	\$0.00	\$2,065,929.87	\$2,065,929.87	\$0.00	\$0.00
	<b>Grand Totals</b>	\$0.00	\$2,065,929.87	\$2,065,929.87	\$0.00	\$0.00



# Trial Balance Listing

Through 05/05/21  
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		04/15/2021		63646
Selected Invoices	Vendor	Invoice Number	Invoice Description	Invoice Date	Due Date	Invoice Net Amount
AIR Airport						
	3338 - BOILEAU COMMUNICATIONS MANAGEMENT LLC	24619	Communications Partnership Plan	04/08/2021	04/15/2021	7,568.75
	316 - MEAD & HUNT INC - ACH	314970	AIRPORT - SERVICES	04/12/2021	04/15/2021	430.00
Total Selected Invoices: 2						\$7,998.75

City of Holland  
**Payment Batch Register**  
 Bank Account: CITY AP - PAYABLES ACCOUNT  
 Batch Date: 04/15/2021

Type	Date	Number Source	Payee Name	EFT Bank/Account	Transaction Amount
<b>Bank Account: CITY AP - PAYABLES ACCOUNT</b>					
Check	04/15/2021	63646 Accounts Payable	BOILEAU COMMUNICATIONS MANAGEMENT LLC		7,568.75
	Invoice		Date	Description	Amount
	24619		04/08/2021	Communications Partnership Plan	7,568.75
EFT	04/15/2021	6965 Accounts Payable	MEAD & HUNT INC - ACH	075000019 / 547284589	430.00
	Invoice		Date	Description	Amount
	314970		04/12/2021	AIRPORT - SERVICES	430.00
CITY AP PAYABLES ACCOUNT Totals:			Transactions: 2		<u>\$7,998.75</u>
Checks:	1		\$7,568.75		
EFTs:	1		\$430.00		

City of Holland  
**Accounts Payable Payment Post Listing**

Batch Department / Invoice Department		Bank Account		Check Date		Starting Check Number
AIR Airport		PAYABLES ACCOUNT		04/22/2021		63716
Selected Invoices	Vendor	Invoice Number	Invoice Description	Invoice Date	Due Date	Invoice Net Amount
AIR Airport	234 - FIFTH THIRD BANK - CREDIT CARD - ACH	2021-00002462	AIRPORT - MARCH CC STMT	03/31/2021	04/22/2021	1,137.79
Total Selected Invoices: 1						<u>\$1,137.79</u>



City of Holland  
**Payment Batch Register**  
Bank Account: CITY AP - PAYABLES ACCOUNT  
Batch Date: 04/22/2021

Type	Date	Number Source	Payee Name	EFT Bank/Account	Transaction Amount
<b>Bank Account: CITY AP - PAYABLES ACCOUNT</b>					
EFT	04/22/2021	6980 Accounts Payable	FIFTH THIRD BANK - CREDIT CARD - ACH	072499952 / 7661394601	1,137.79
	Invoice	Date	Description		Amount
	2021-00002462	03/31/2021	AIRPORT - MARCH CC STMT		1,137.79
CITY AP PAYABLES ACCOUNT Totals:			Transactions: 1		<u>\$1,137.79</u>
EFTs:		1	\$1,137.79		

City of Holland  
**Accounts Payable Payment Post Listing**

Batch Department / Invoice Department		Bank Account		Check Date		Starting Check Number
AIR Airport		PAYABLES ACCOUNT		04/29/2021		63790
<b>Selected Invoices</b>	Vendor	Invoice Number	Invoice Description	Invoice Date	Due Date	Invoice Net Amount
AIR Airport	130 - SEMCO ENERGY GAS COMPANY - ACH	2021-00002495	AIRPORT - 4/6/2021 READ DATE	04/29/2021	04/29/2021	525.31
Total Selected Invoices: 1						<u>\$525.31</u>

City of Holland  
**Payment Batch Register**  
Bank Account: CITY AP - PAYABLES ACCOUNT  
Batch Date: 04/29/2021

Type	Date	Number Source	Payee Name	EFT Bank/Account	Transaction Amount
<b>Bank Account: CITY AP - PAYABLES ACCOUNT</b>					
EFT	04/29/2021	6988 Accounts Payable	SEMCO ENERGY GAS COMPANY - ACH	072499952 / 7661394601	525.31
	Invoice	Date	Description		Amount
	2021-00002495	04/29/2021	AIRPORT - 4/6/2021 READ DATE		525.31
CITY AP PAYABLES ACCOUNT Totals:			Transactions: 1		<u>\$525.31</u>
EFTs:		1	\$525.31		

City of Holland  
**Accounts Payable Payment Post Listing**

Batch Department / Invoice Department		Bank Account		Check Date		Starting Check Number
•						
AIR Airport		PAYABLES ACCOUNT		05/06/2021		63870
Selected Invoices	Vendor	Invoice Number	Invoice Description	Invoice Date	Due Date	Invoice Net Amount
•						
AIR Airport						
	101 - CUNNINGHAM DALMAN P.C.	283320	AIRPORT - LEGAL SERVICES	04/21/2021	04/30/2021	2,072.54
	146 - HOLLAND BOARD OF PUBLIC WORKS	2021-00002551	AIRPORT - UTILITIES	04/30/2021	04/30/2021	2,759.74
	190 - QUALITY AIR HEATING & COOLING INC	91025224	AIRPORT - SERVICES - PREVENTITIVE MTCE	04/16/2021	04/30/2021	1,226.00
	800 - STATE OF MICHIGAN	591-10620966	AIRPORT - WEATHER OBSERVATION - 1/2021-3/2021	04/20/2021	04/30/2021	103.50
	322 - TULIP CITY AIR SERVICE INC.	20-066315	AIRPORT - INTERNET AND PHONES	04/30/2021	04/30/2021	552.50
	206 - WEST MICHIGAN UNIFORM	322748	AIRPORT - RUGS	04/30/2021	04/30/2021	321.20
Total Selected Invoices: 6						<u>\$7,035.48</u>

City of Holland  
**Payment Batch Register**  
 Bank Account: CITY AP - PAYABLES ACCOUNT  
 Batch Date: 05/06/2021

Type	Date	Number Source	Payee Name	EFT Bank/Account	Transaction Amount
<b>Bank Account: CITY AP - PAYABLES ACCOUNT</b>					
Check	05/06/2021	63870 Accounts Payable	CUNNINGHAM DALMAN P.C.		2,072.54
	Invoice	Date	Description		Amount
		283320	04/21/2021	AIRPORT - LEGAL SERVICES	2,072.54
Check	05/06/2021	63871 Accounts Payable	HOLLAND BOARD OF PUBLIC WORKS		2,759.74
	Invoice	Date	Description		Amount
		2021-00002551	04/30/2021	AIRPORT - UTILITIES	2,759.74
Check	05/06/2021	63872 Accounts Payable	QUALITY AIR HEATING & COOLING INC		1,226.00
	Invoice	Date	Description		Amount
		91025224	04/16/2021	AIRPORT - SERVICES - PREVENTITIVE MTCE	1,226.00
Check	05/06/2021	63873 Accounts Payable	STATE OF MICHIGAN		103.50
	Invoice	Date	Description		Amount
		591-10620966	04/20/2021	AIRPORT - WEATHER OBSERVATION - 1/2021-3/2021	103.50
Check	05/06/2021	63874 Accounts Payable	TULIP CITY AIR SERVICE INC.		552.50
	Invoice	Date	Description		Amount
		20-066315	04/30/2021	AIRPORT - INTERNET AND PHONES	552.50
Check	05/06/2021	63875 Accounts Payable	WEST MICHIGAN UNIFORM		321.20
	Invoice	Date	Description		Amount
		322748	04/30/2021	AIRPORT - RUGS	321.20
CITY AP PAYABLES ACCOUNT Totals:			Transactions: 6		\$7,035.48
Checks:		6	\$7,035.48		