West Michigan Airport Authority
60 Geurink Boulevard, Holland, MI 49423
Comprising City of Zeeland, Park Township and City of Holland

WEST MICHIGAN™ REGIONAL AIRPORT

Authority Members

City of Holland

Charles Murray
Quincy Byrd*
Devin Shea*

City of Zeeland

Heather Roden
Sally Gruppen*
Al Dannenberg

Park Township

Elisa Hoekwater
Ken Brandsen
Joan Zeerip*

Ex-officio

Craig Van Beek (Allegan)
Ben Fogg (Ottawa)

**Denotes Municipal Elected Participant*

West Michigan Airport Authority

Meeting Agenda

March 17, 2025

4:00 p.m. – 5:30 p.m.

60 Geurink Blvd. Holland, MI 49423

https://us06web.zoom.us/j/83777032853

1. Call to Order
2. Roll Call
3. Public Comment

   *All public comments are limited to **3 minutes** per speaker on an Agenda item. The Public Comment period is established for members of the public to voice opinions to the Board only. The Chair holds discretion on any interaction by the Board, otherwise Members of the Airport Authority Board or staff do not respond during this period.*
4. Approval of Agenda (3 Minutes): **Action Requested**.
5. Approval of Prior Meeting Minutes: (3 Minutes): **Action Requested**.
   A. February 10, 2025, Minutes
6. Approval of consent agenda (3 Minutes): **Action Requested**.
   A. FBO Report
   B. Report on 1200.AERO data collection
   C. Report on Snow Removal / Ice Management this season
   D. Crosswind Runway Committee Update
7. Unfinished Business
   A. Verification WMAA Board Members Conflict of Interest documentation submitted (5 minutes): **Action Requested**
   B. Discussion on 4 One Air Franchisee proposed contract modification; Determine how to proceed (25 minutes): **Action Requested**
8. New Business
   A. ODC expansion of wetland mitigation site (10 minutes): **Action Requested**

B. Public Relations Activity Update (10 minutes): **No Action Requested**
C. Freedom of Information Act Policy (15 minutes): **Action Requested**
D. Airport Manager Hiring Committee Update (15 minutes): **Action Requested**
E. Financial Reports (5 Minutes): **Action Requested**.

9. Airport Authority Manager Report (5 minutes)
10. Updates from the Board
11. Adjourn: **Action Requested.**

Next Meeting will be held April 14, 2025, at 4:00 PM.

**All agenda item times are approximate*

West Michigan Airport Authority
Minutes
February 10, 2025

CTO: Chair Murray called the board to order at 4:01 pm (1601)

Roll Call: The following members answered the roll call: Shea, Roden, Gruppen, Dannenberg, Hoekwater, Brandsen; *ex-officio*: Van Beek, Fogg. Members Zeerip and Byrd were absent. Others present: Rachel Hillegonds, WMAA counsel; Lynn McCammon, treasurer; Tyler VandenBrand, FBO-AvFlight; Leanne Schaeffer, communications-marketing consultant; Storey, Sawyer, WMAA staff.

Public Comment: None offered.

Agenda: Dannenberg moved approval, Gruppen second. Motion passes voice vote.

Minutes: Dannenberg moved approval of January 13, 2025, minutes; seconded by Shea. Corrected spelling of Ms. Roden's name noted. Motion passes voice vote.

Introductions: Chair Murray introduced new board member Heather Roden representing city of Zeeland and Craig Van Beek, ex-officio member representing Allegan County.

Consent Agenda: Dannenberg moved approval of the consent agenda consisting of the FBO report, 1200 Aero data collection, snow removal costs, WMAA member terms of office. Seconded by Hoekwater. Motion passed voice vote. Storey directed to follow-up on questions and statements concerning 1200 Aero submission.

Conflict of Interest Documentation: Storey read out the names of members who filed conflict of interest statements. All but two statements from board members were received. Storey directed to follow-up.

OMA presentation: WMAA legal counsel Rachel Hillegonds briefed the board on the essential requirements of the state open meetings act (OMA). Ms. Hillegonds distributed a fact sheet developed by the Michigan Municipal League, and a copy of the OMA. Hillegonds noted: all decisions and deliberations of the board must be made in public when a quorum is present; public has right to attend, record, and speak at meetings (Board by rule can set boundaries on public comment); emails cannot be used to deliberate an issue; a quorum of members can attend outside meetings as long as no deliberation of authority business is conducted; limitations on closed meetings; minutes posting requirements; calling a special meeting; remote attendance and in person attendance requirements; OMA does

not apply to committees consisting of less than a board member quorum and are not a decision body.

Airport Manager Hiring Committee: Committee chair Brandsen reported that candidate submissions have been shared with the board; city of Holland human resources director Orme is assisting and contacted applicants for a phone assessment; candidates will be given a Kolbe assessment; committee intends to present list for board interviews by March meeting.

Crosswind Runway Committee: Committee member Voss said that committee is gathering data and deciding direction.

4 One Air LLC franchise: Board members discussed the company's proposed modification of the franchise agreement that was distributed at the January 13 WMAA meeting. Company CEO Rick Thompson responded to questions on the details of the proposal. Member Shea verified submissions by Thompson of other flight schools' financial arrangements with their host airport. Dannenberg moved to reject the company's January 7, 2025; seconded by Gruppen. After brief discussion, Gruppen moved an amendment to form a committee to negotiate an alternative proposal and bring back a recommendation at the March meeting. Seconded by Shea. Amendment adopted on voice vote. The amended motion passed on voice vote. Dannenberg moved to appoint members Shea and Hoekwater with support from Treasurer McCammon to the committee to develop a proposal. Motion passed voice vote.

AEV Charging Station (BETA): Board reviewed a schematic submitted by Beta Technologies locating an aircraft electric charging station at the north-south midpoint of the west edge of the business center apron and two alternative EV charging locations adjacent to the vehicle parking lot. Discussion ensued on the revenue yield from the charging stations; the decision whether the agreement with Beta for the installation and operation of the stations should be with the WMAA or AvFlight, the FBO. Hoekwater moved that WMAA accept the proposal by Beta Technologies as depicted in the diagram for the location of the aircraft charger and alternative one for the vehicle charging station. Second, by Dannenberg. Motion passes voice vote.

Financial Reports: Treasurer McCammon repeated her recommendation not to act on whether to transfer funds to capital budget. Murray reminded the board that the new snowplow may be a stretch goal. Brandsen moved acceptance of the financial reports; Dannenberg seconded. Motion passed voice vote.

Veregy Solar Array – Dr. Jeff Studebaker of Veregy presented the company's proposal to install solar panels at WMRA. He was accompanied by Corey Harper and Tyler Grant. The

board reviewed the case study handouts of MBS International Airport's and Jackson County Airport with Veregy and the company's payback projections from installation. The board presented several questions to the Veregy representatives.

Members Gruppen and VanBeek departed meeting for other commitments at 5:45pm.

Airport Authority Manager Communications– Storey brought to the board's attention the request of HoM Flats for a waiver to the city of Holland's airport overlay development ordinance height restriction for its proposed development on Cabill Drive. Airport consultant Mead & Hunt found the proposed height of forty-nine feet not an impediment to aircraft operations. Board members discussed the request. Dannenberg moved the board waive objection to the HoM Flats proposed development; seconded by Shea. Murray announced a quorum was still present. Motion passed voice vote. Other airport manager communications were in a written report sent to the board.

Board Updates – Hoekwater announced her absence from the March 10 meeting. Brandsen noted he would also be absent. Zeerip previously advised her intended absence. As a result, the meeting would be absent a quorum. Hoekwater moved, Brandsen seconded motion to move March 10 meeting to March 17. Motion passed voice vote.

Adjourn: The business of board having been completed, Dannenberg moved to adjourn; seconded by Shea. Motion passed voice vote at 1753 (5:53pm).

Respectfully submitted,

Jim Storey
Interim Airport Manager

WMAA MONTHLY FBO REPORT

West Michigan Regional Airport FBO Report
Avflight Holland
February 2025

Total Fuel Gallons Delivered

	Current Month 02/25	One Year Ago 02/24	Current Year To Date 01/01/25-02/28/25	F/Y to Date Compared 01/01/24-02/29/24	
Avgas	1,272	2,173	779	417	
Jet Fuel	34,179	37,954	24,728	25,390	
Total Gallons Delivered	35,451	40,127	25,507	25,807	(300)

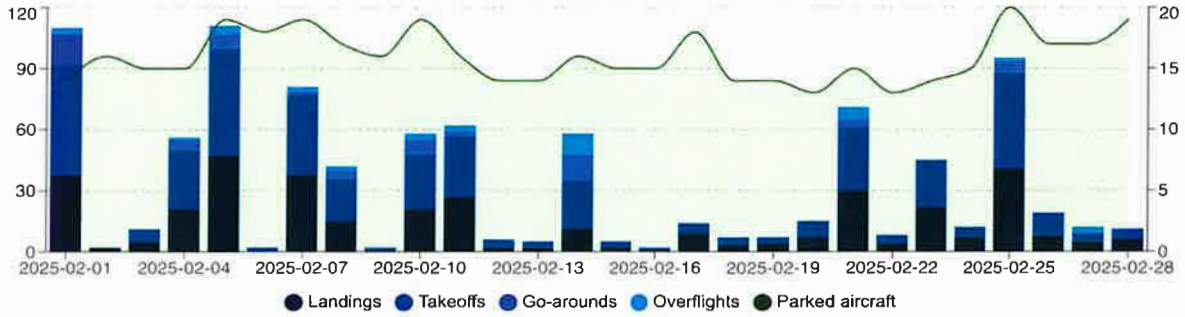
Landing Fees Collected $1581 (85% to airport = 1280.61)

KBIV - West Michigan Regional

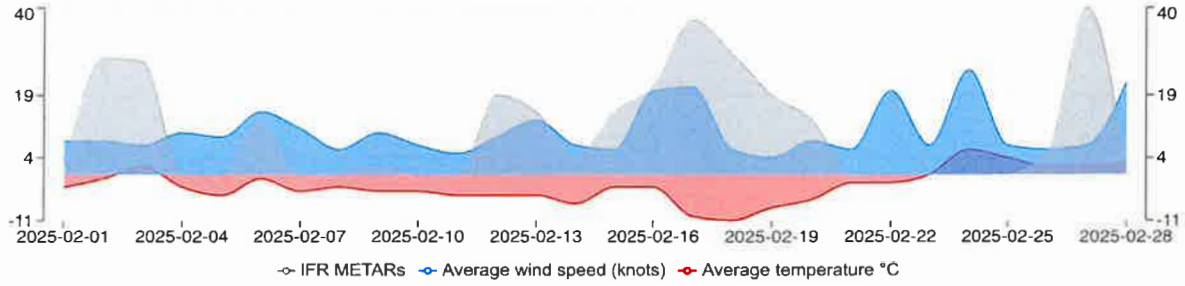
Operations Report for February 2025

Operations	Landings	Takeoffs	Go-arounds	Overflights
929	379	447	65	38

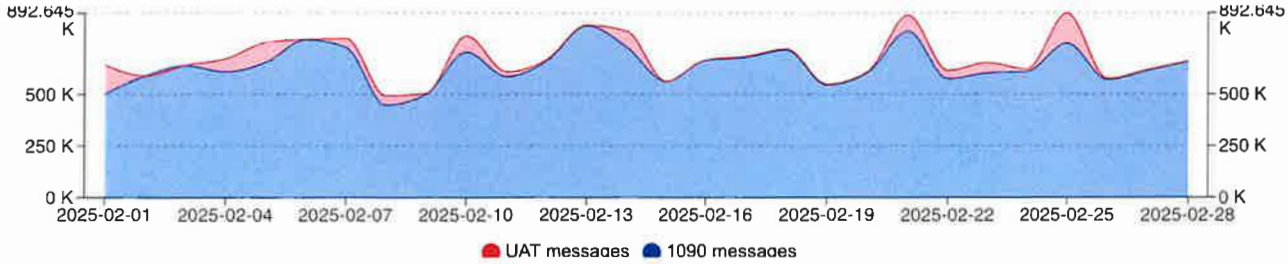
Operations by Day



Weather Conditions

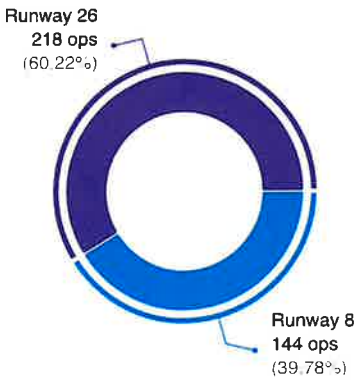


Receiver health

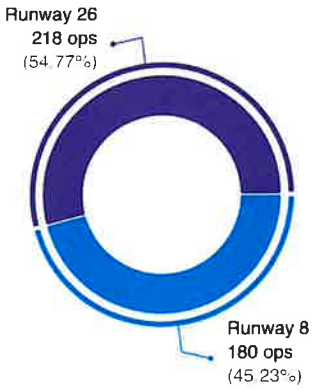


Operations by Runway

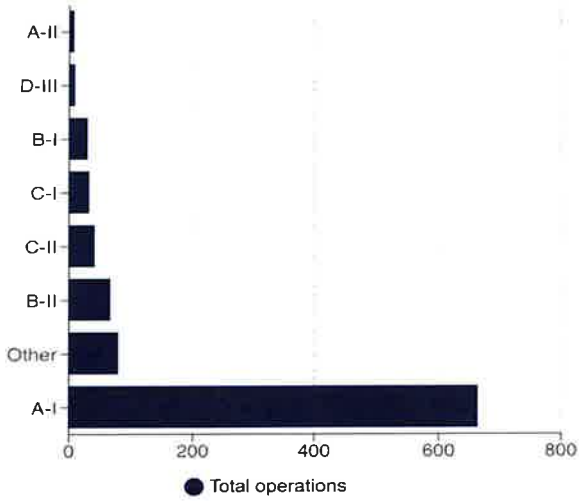
Landings



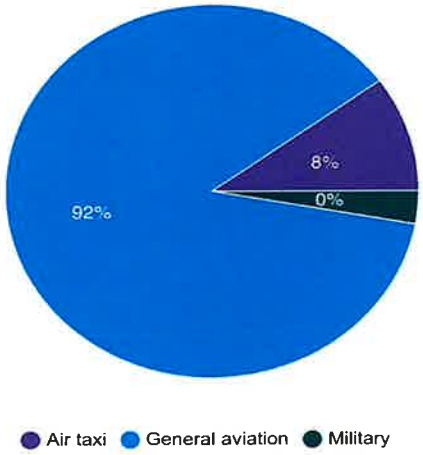
Takeoffs



Operations by Category

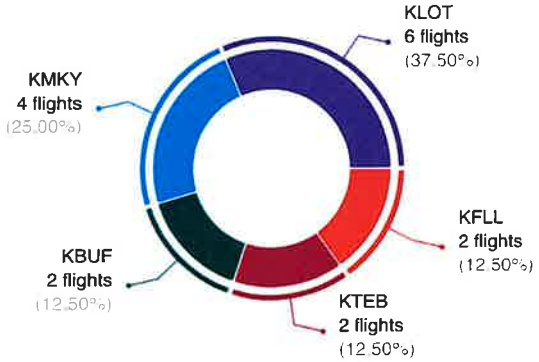


Operations by Type

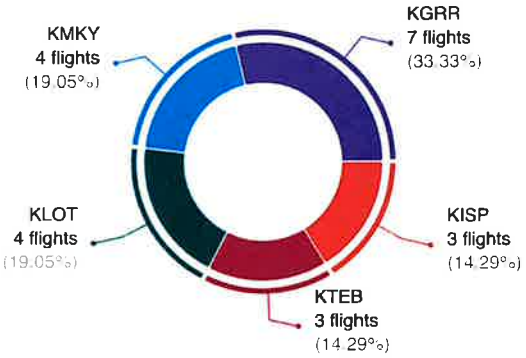


Top Airports

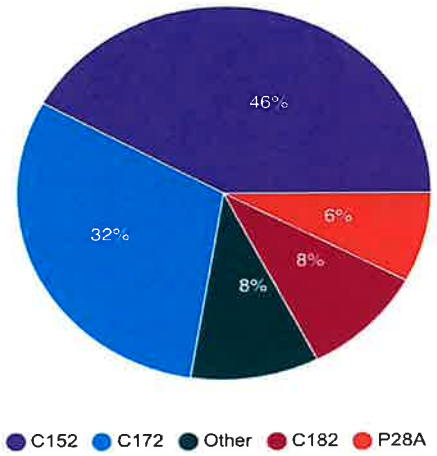
Top Origin Airports



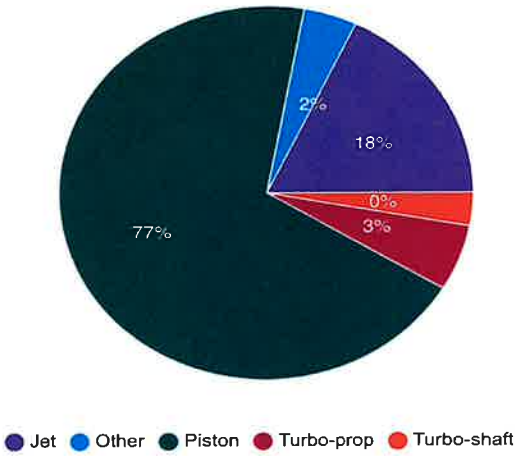
Top Destination Airports



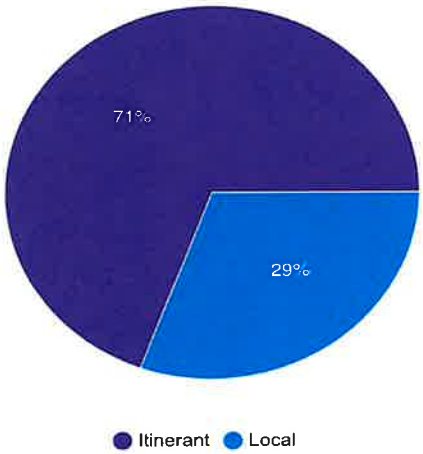
Top Aircraft Types



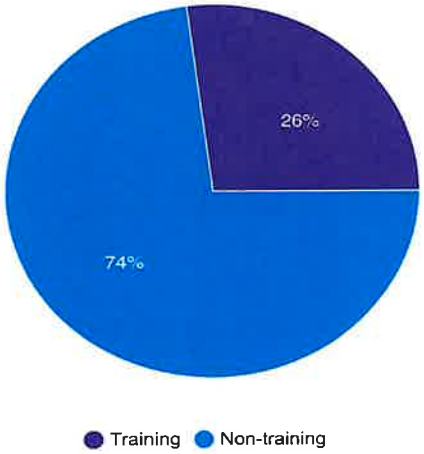
Operations by Engine Type



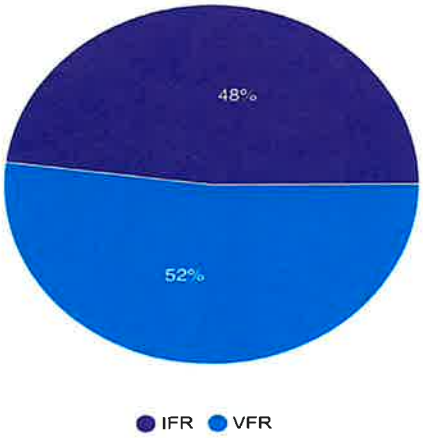
Local vs. Itinerant Flights



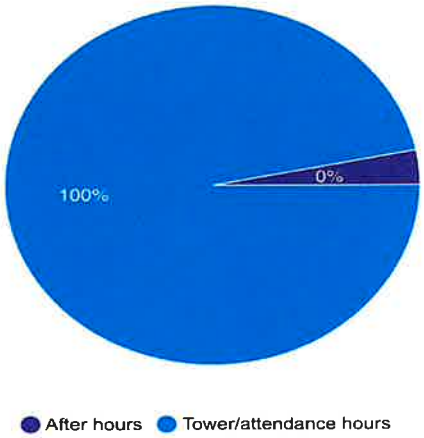
Training Operations



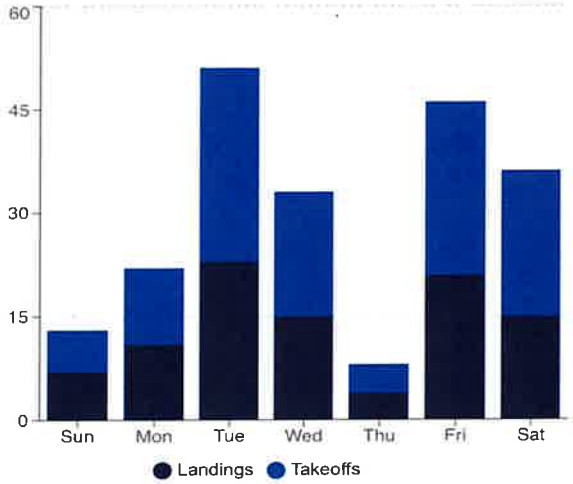
IFR vs. VFR flights



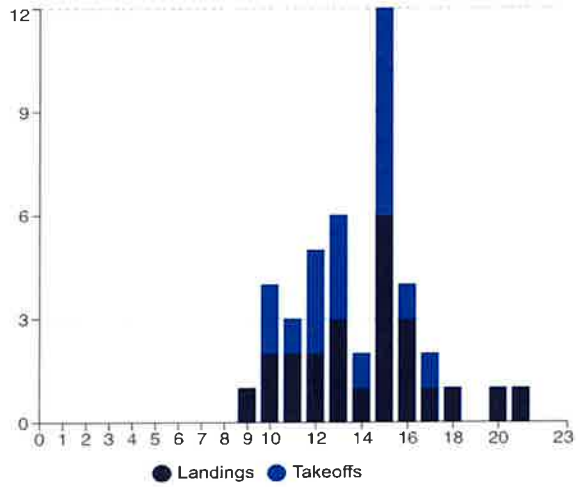
After Hours Operations



Operations by Day of Week

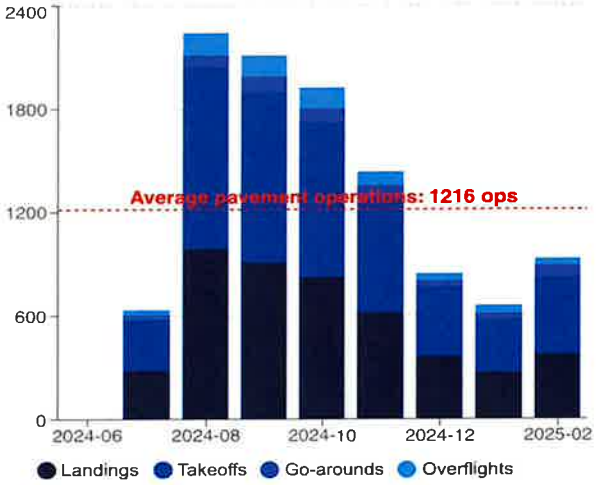


Operations by Hour



Historical Data

Landings and Takeoffs by Month



Busiest Days on Record

Rank	Date	Pavement ops	Aircraft
1	2024-09-26 (Thu)	152	30
2	2024-11-12 (Tue)	131	28
3	2024-08-08 (Thu)	119	29
4	2024-08-22 (Thu)	116	32
5	2024-11-08 (Fri)	115	27
6	2024-09-10 (Tue)	114	24
6	2024-08-13 (Tue)	114	29
7	2024-11-27 (Wed)	111	29
7	2024-08-21 (Wed)	111	29
8	2024-10-27 (Sun)	108	27

Snow Removal/Ice Management Report

February 2025

Airfield

	Hours	Cost
• AvFlight Equipment --		
Tractor with front end loader	7	$ 736.89
Snow Plowing/Pickup Truck	75.5	5,517.54
Larger Commercial Snowplow Truck	45.50	4,539.08
Blower/Sweeper	72.50	16,914.25
TOTAL:	200.5	27, 707
• HES Rental	25.5	9,150

Parking Lot and Sidewalks

Snow removal – seasonal charge	3,200
Ice melting and shoveling; chg per application	2,695
TOTAL	5,895

Subject: Recommendation for 4 One Air Flight School Franchise Fee Agreement

Dear Members of the West Michigan Airport Authority,

Per the request of the **West Michigan Airport Authority (WMAA)** board members, the subcommittee formed at the February meeting conducted research to determine a recommended franchise fee agreement for **4 One Air Flight School**, which operates on airport property. In our analysis, we reviewed the **Minimum Standards for Fixed Base Operators (FBOs),** adopted by this board in December 2022. Based on the criteria outlined in that document and a personal site visit, we determined that 4 One Air Flight School qualifies as a **Tier 1 FBO**. While the Minimum Standards document does not specify recommended fee structures, it does provide a basis for categorization, which guided our approach.

Our brief budget analysis further indicated that the board should plan to conduct a **comprehensive budget assessment** going forward. Given the ongoing **manager transition**, the subcommittee believes that a **short-term agreement** between WMAA and 4 One Air Flight School would be the most prudent course of action at this time.

Recommendation

After reviewing precedent for operational agreements and leases, the subcommittee recommends that the board offer **4 One Air Flight School** a **three-year contract** with the following terms:

- A **flat annual franchise fee of $5,000**
- An **annual adjustment based on the Consumer Price Index (CPI)**
- At the end of the three-year term, the **airport manager and board will reassess** the base rates and fee mechanisms for each FBO tier as outlined in the Minimum Standards for FBOs

Additionally, the board **requests the following:**

1. **4 One Air Flight School must clearly state on its website and any printed materials that the only services provided from the airport location are flight school operations**. This measure ensures clarity for the public and aligns with the terms of their operational agreement.
2. **4 One Air Flight School must reimburse the WMAA for legal fees accrued as a result of improper social media posts.**

Rationale

A short-term agreement aligns with the board's objective of establishing a **market-rate solution** that is **fair to both 4 One Air Flight School and the taxpayers** represented by the Airport Authority. Additionally, this approach allows for further **fine-tuning and standardization** of the fee structure under the leadership of the future airport manager.

We appreciate the board's consideration of this recommendation and look forward to continued discussions on structuring equitable and sustainable agreements for airport tenants.

Sincerely,
Devin Shea
Franchise Fee Negotiation Subcommittee
West Michigan Airport Authority

South Macatawa Mitigation Bank Development Overview

For the West Michigan Regional Airport Authority March Meeting

- The ODC Network (operators of the Outdoor Discovery Center) is working on expanding our existing wetland mitigation bank, located on property east of the West Michigan Regional Airport
- The current bank is running low on wetland mitigation credits, which can be purchased by local developers needing to offset wetland impacts
- The land, currently farmed, will be converted to vegetated wetland (not open water)
- The site of the new mitigation bank is not located under the flightpath east of the runway
- ODC is working on permitting with the Michigan Department of Environment, Great Lakes, and Energy
- Hope College completed a study during the development of the first mitigation bank that showed no adverse wildlife impacts to the airport
- Working with City Planning Department around rezoning property to Natural (Open) Space; staff may inquire airport staff for comment
- The ODC seeks to continue being good neighbors to the WMRA and are willing to help with any habitat, stormwater, or other land use concerns around the neighborhood

For further information or questions, contact Dan Callam at danc@outdoordiscovery.org

FOIA Procedures and Guidelines

West Michigan Airport Authority

Preamble: Statement of Principles

It is the policy of West Michigan Airport Authority (WMAA) that all persons, except those serving a term of imprisonment, consistent with the Michigan Freedom of Information Act (FOIA), are entitled to full and complete information regarding the affairs of government and the official acts of those who represent them as public officials and employees. The people shall be informed so that they fully participate in the democratic process.

The WMAA's policy with respect to FOIA requests is to comply with state law in all respects and to respond to FOIA requests in a consistent, fair, and even-handed manner regardless of who makes such a request.

The WMAA acknowledges that it has a legal obligation to disclose all nonexempt public records in its possession pursuant to a FOIA request. The WMAA acknowledges that sometimes it is necessary to invoke the exemptions identified under FOIA in order to ensure the effective operation of government and to protect the privacy of individuals.

WMAA will protect the public's interest in disclosure, while balancing the requirement to withhold or redact portions of certain records. WMAA's policy is to disclose public records consistent with and in compliance with state law.

WMAA has established the following written procedures and guidelines to implement the FOIA and will create a written public summary of the specific procedures and guidelines relevant to the general public regarding how to submit written requests to the public body and explaining how to understand a public body's written responses, deposit requirements, fee calculations, and avenues for challenge and appeal. The written public summary will be written in a manner so as to be easily understood by the general public.

Section 1: General Policies

The WMAA designates the Airport Director as the FOIA Coordinator. He or she is authorized to designate other WMAA staff to act on his or her behalf to accept and process written requests for the WMAA's public records and approve denials.

If a request for a public record is received by fax or email, the request is deemed to have been received on the following business day. If a request is sent by email and delivered to a spam or junk-mail folder, the request is not deemed received until one day after the FOIA Coordinator or its designee first becomes aware of the request. The FOIA Coordinator or designee shall note in the FOIA log both the date the request was delivered to the spam or junk-mail folder and the date the FOIA Coordinator or designee became aware of the request. The FOIA Coordinator or its designee shall review their spam and junk-mail folders on a regular basis, which shall be no less than once a month.

The FOIA Coordinator may, in his or her discretion, implement administrative rules, consistent with state law and these FOIA Procedures and Guidelines to administer the acceptance and processing of FOIA requests.

WMAA is not obligated to create a new public record or make a compilation or summary of information which does not already exist. Neither the FOIA Coordinator, its designee, nor other WMAA staff or board members are obligated to provide answers to questions contained in requests for public records or regarding the content of the records themselves.

The FOIA Coordinator or its designee shall keep a copy of all written requests for public records received by the WMAA on file for a period of at least one year.

WMAA will make this FOIA Procedures and Guidelines document and the Written Public Summary publicly available without charge. If it does not, WMAA cannot require deposits or charge fees otherwise permitted under the FOIA until it is in compliance.

A copy of this FOIA Procedures and Guidelines document and the WMAA's Written Public Summary must be publicly available by providing free copies both in the WMAA's response to a written request and upon request by visitors at the WMAA's business center and terminal, unless they are posted on the WMAA's website, in which case the link to the documents on the web page shall be provided.

Section 2: Requesting a Public Record

A person requesting to inspect or obtain copies of public records prepared, owned, used, possessed or retained by the

WMAA under FOIA must do so in writing. No specific form to submit a request for a public record is required. However the FOIA Coordinator or designee may make available a FOIA Request For Public Records form for use by the public.

A request from a person, other than an individual who qualifies as indigent under FOIA, must include the requesting person's complete name, address, and contact information, and, if the request is made by a person other than an individual, the complete name, address, and contact information of the person's agent who is an individual. An address must be written in compliance with United States Postal Service addressing standards. Contact information must include a valid telephone number or electronic mail address.

Written requests for public records may be submitted in person or by mail to the FOIA Coordinator or its designee. Requests may also be submitted electronically by facsimile and email. Upon their receipt, requests for public records shall be promptly forwarded to the FOIA Coordinator or its designee for processing.

The WMAA may provide requested information without receipt of a written request, provided such requested information is available in the public records.

If a person makes a verbal, non-written request for information believed to be available on the WMAA's website, the WMAA shall, where practicable, inform the requestor about the WMAA's pertinent website address.

A written request must sufficiently describe a public record so as to enable WMAA personnel to identify and find the requested public record.

A person may request that public records be provided on non-paper physical media, emailed or other otherwise provided to him or her in digital form in lieu of paper copies. The WMAA will comply with the request only if it possesses the necessary technological capability to provide records in the requested non-paper physical media format.

Section 3: Processing a Request

Unless otherwise agreed to in writing by the person making the request, the WMAA will issue a response within 5 business days of receipt of a FOIA request. If a request is received by facsimile, email or other electronic transmission, the request is deemed to have been received on the following business day. The WMAA will respond to a request in one of the following ways:

- Grant the request.
- Issue a written notice denying the request.
- Grant the request in part and issue a written notice denying in part the request.
- Issue a notice indicating that due to the nature of the request the WMAA needs an additional 10 business days to respond. Only one such extension is permitted for a particular request.
- Issue a written notice indicating that the public record requested is available at no charge on the WMAA s website and provide the specific webpage address where the requested information is available.

When a request is granted:

If the request is granted, or granted in part, the FOIA Coordinator or its designee will require that payment be made in full for the allowable fees associated with responding to the request before the public record is made available.

The FOIA Coordinator or its designee shall provide a detailed itemization of the allowable costs incurred to process the request to the person making the request.

If the cost of processing a FOIA request is $50 or less, the requester will be notified of the amount due and where the documents can be obtained.

If the cost of processing a FOIA request is expected to exceed $50 based on a good-faith calculation, or if the requestor has not paid in full for a previously granted request, the WMAA will require a good-faith deposit pursuant to Section 4 of this policy before processing the request.

In making the request for a good-faith deposit the FOIA Coordinator or its designee shall provide the requestor with a detailed itemization of the allowable costs estimated to be incurred by the WMAA to process the request and also provide a best efforts estimate of a time frame it will take the WMAA to provide the records to the requestor. The best efforts estimate shall be nonbinding on the WMAA , but will be made in good faith and will strive to be reasonably accurate, given the nature of the request in the particular instance, so as to provide the requested records in a manner based on the public policy expressed by Section 1 above.

When a request is denied or denied in part:

If the request is denied, or denied in part, the FOIA Coordinator or its designee will issue a notice of denial which shall provide in the applicable circumstance:

- An explanation as to why a requested public record is exempt from disclosure; or
- A certificate that the requested record does not exist under the name or description provided by the requestor, or another name reasonably known by the WMAA; or
- An explanation or description of the public record or information within a public record that is separated or deleted from the public record; and
- An explanation of the person's right to submit an appeal of the denial to either the WMAA Board of Directors or seek judicial review in the Ottawa County Circuit Court; and
- An explanation of the right to receive attorneys' fees, costs, and disbursements as well actual or compensatory damages, and punitive damages of $1,000, should they prevail in Circuit Court.
- The notice of denial shall be signed by the FOIA Coordinator or its designee.

If a request does not sufficiently describe a public record, the FOIA Coordinator or its designee may, in lieu of issuing a notice of denial indicating that the request is deficient, seek clarification or amendment of the request by the person making the request. Any clarification or amendment will be considered a new request subject to the timelines described in this Section.

Requests to inspect public records:

The WMAA shall provide reasonable facilities and opportunities for persons to examine and inspect public records during normal business hours. The FOIA Coordinator or its designee is authorized to promulgate rules regulating the manner in which records may be viewed so as to protect WMAA records from loss, alteration, mutilation or destruction and to prevent excessive interference with normal WMAA operations.

Requests for certified copies:

The FOIA Coordinator or its designee shall, upon written request, furnish a certified copy of a public record at no additional cost to the person requesting the public record.

Section 4: Fee Deposits

If the fee estimate is expected to exceed $50.00 based on a good-faith calculation, the requestor will be asked to provide a deposit not exceeding one-half of the total estimated fee.

If a request for public records is from a person who has not paid the WMAA in full for copies of public records made in fulfillment of a previously granted written request, the FOIA Coordinator or its designee will require a deposit of 100% of the estimated processing fee before beginning to search for a public record for any subsequent written request by that person when all of the following conditions exist:

- The final fee for the prior written request is not more than 105% of the estimated fee;
- The public records made available contained the information sought in the prior written request and remain in the WMAA's possession;
- The public records were made available to the individual, subject to payment, within the time frame estimated by the WMAA to provide the records;
- Forty-five (45) days have passed since the FOIA Coordinator or its designee notified the individual in writing that the public records were available for pickup or mailing;
- The individual is unable to show proof of prior payment to the WMAA; and
- The FOIA Coordinator or its designee has calculated a detailed itemization that is the basis for the current written request's increased estimated fee deposit.

The FOIA Coordinator or its designee will not require an increased estimated fee deposit if any of the following apply:

- The person making the request is able to show proof of prior payment in full to WMAA;
- The WMAA is subsequently paid in full for the applicable prior written request; or
- Three hundred sixty five (365) days have passed since the person made the request for which full payment was not remitted to the WMAA.

If a deposit that is required is not received by the public body within 45 days from receipt by the requesting person of the notice that a deposit is required, and if the requesting person has not filed an appeal of the deposit amount pursuant to

section 10a of FOIA, the request shall be considered abandoned by the requesting person and the public body is no longer required to fulfill the request. Notice of a deposit requirement is considered received 3 days after it is sent, regardless of the means of transmission. Notice of a deposit requirement must include notice of the date by which the deposit must be received, which date is 48 days after the date the notice is sent.

Section 5: Calculation of Fees

A fee may be charged for the actual total cost, including labor costs, of *necessary duplication or publication,* including making paper copies, making digital copies or transferring digital public records.

A fee will ***not*** be charged for the labor cost of **search, examination, review** and the **deletion** and **separation** of exempt from nonexempt information ***unless*** failure to charge a fee would result in unreasonably high costs to the WMAA because of the nature of the request in the particular instance, and WMAA specifically identifies the nature of the unreasonably high costs.

The following factors shall be used to determine an unreasonably high cost to the WMAA:

- The particular request incurs costs greater than incurred from the typical or usual request received by the WMAA.
- Volume of the public record requested.
- Amount of time spent to search for, examine, review and separate exempt from non-exempt information in the record requested.
- The available staffing to respond to the request.
- Any other similar factors identified by the FOIA Coordinator or its designee in responding to the particular request.

When and as allowed by statute, the WMAA may charge for the following costs associated with processing a request:

- Labor costs directly associated with **searching** for, **locating** and **examining** a requested public record, *but only when failure to charge a fee for such costs will result in unreasonably high costs to the WMAA* Labor costs associated with a **review** of a record to **separate** and **delete** information exempt from disclosure of information which is disclosed *but only when failure to charge a fee for such costs will result in unreasonably high costs to WMAA*

- Labor costs directly associated with copying or duplication, which includes making paper copies, making digital copies, or transferring digital public records to non-paper physical media or through the Internet.

- The actual cost of computer discs, computer tapes or other digital or similar media when the requester asks for records in non-paper physical media. This may include the cost for copies of records already on the WMAA's website if you ask for the WMAA to make copies.

- The cost of copying or duplication, not including labor, of paper copies of public records. This may include the cost for copies of records already on the WMAA website if you ask for the WMAA to make copies.

- The actual cost to mail or send a public record to a requestor.

Labor costs will be calculated based on the following requirements:

- All labor costs will be estimated and charged in 15 minute increments, with all partial time increments rounded down. If the time involved is less than 15 minutes, there will be no charge.
- Labor costs will be charged at the hourly wage of the lowest-paid WMAA employee capable of doing the work in the specific fee category, regardless of who actually performs work.
- Labor costs will also include a charge to cover or partially cover the cost of fringe benefits. The WMAA may add up to 50% to the applicable labor charge amount to cover or partially cover the cost of fringe benefits, but in no case may it exceed the actual cost of fringe benefits.
- Overtime wages will not be included in labor costs unless agreed to by the requestor; overtime costs will not be used to calculate the fringe benefit cost.
- If contracted labor is used to separate and delete exempt material from non-exempt material, the WMAA will note the name of the person or firm who does the contracted labor and the total contracted labor costs will be charged at the hourly rate of no more than 6 times the state minimum hourly wage, which is currently $12.48 per hour for a total of $74.88 per hour.

The cost to provide records on non-paper physical media when so requested will be based on the following requirements:

- Computer disks, computer tapes or other digital or similar media will be at the actual and most reasonably economical cost for the non-paper media.
- This cost will only be assessed if the WMAA has the technological capability necessary to provide the public record in the requested non-paper physical media format.
- WMAA will procure any non-paper media and will not accept media from the requestor in order to ensure integrity of the WMAA technology infrastructure.

The cost to provide paper copies of records will be based on the following requirements:

- Paper copies of public records made on standard letter (8 ½ x 11) or legal (8 ½ x 14) sized paper will not exceed $.10 per sheet of paper. Copies for non-standard sized sheets of paper will reflect the actual cost of reproduction.
- WMAA may provide records using double-sided printing, if it is cost-saving and available.

The cost to mail records to a requestor will be based on the following requirements:

- The actual cost to mail public records using a reasonably economical and justified means.
- WMAA may charge for the least expensive form of postal delivery confirmation.
- No cost will be made for expedited shipping or insurance unless specified by the requestor.

If the FOIA Coordinator or its designee does not respond to a written request in a timely manner, the WMAA must:

- Reduce the labor costs by 5% for each day the WMAA exceeds the time permitted under FOIA up to a 50% maximum reduction, if ***any*** of the following applies:
    - The WMAA's late response was willful and intentional,
    - The written request conveyed a request for information within the first 250 words of the body of a letter, facsimile, email or email attachment, or
    - The written request included the words, characters, or abbreviations for "freedom of information," "information," "FOIA," "copy" or a recognizable misspelling of such, or legal code reference to MCL 15. 231, et seq. or 1976 Public Act 442 on the front of an envelope, or in the subject line of an email, letter or facsimile cover page.
- Fully note the charge reduction in the FOIA Fee Itemization Form.

Section 6: Waiver of Fees

The cost of the search for and copying of a public record may be waived or reduced if in the sole judgment of the FOIA Coordinator or its designee a waiver or reduced fee is in the public interest because it can be considered as primarily benefitting the general public, based on criteria approved by the FOIA Coordinator. The WMAA will waive the first $10.00 of a specific public records request, but reserves the right to charge fees otherwise allowable under these FOIA Procedures and Guidelines if any request is made in a piecemeal manner in an effort to circumvent charges otherwise allowed under these FOIA Procedures and Guidelines. In determining whether any specific request is a piecemeal request, the FOIA Coordinator or its designee may consider any specific requests made within a 30 day time period that are made in separate parts or stages and are cumulatively part of a request for a larger quantity of public records, which if combined as one request would incur charges of more than $10.00.

Section 7: Discounted Fees

Indigence

The FOIA Coordinator or its designee will discount the first $20.00 of the processing fee for a request if the person requesting a public record submits an affidavit stating that they are:

- Indigent and receiving specific public assistance, or
- If not receiving public assistance, stating facts demonstrating an inability to pay because of indigence.

An individual is not eligible to receive the waiver if:

- The requester has previously received discounted copies of public records from the WMAA twice during the calendar year; or
- The requestor requests information in connection with other persons who are offering or providing

payment to make the request.

The FOIA Coordinator or its designee may make a fee waiver affidavit form available for use by the public.

Nonprofit organization advocating for developmentally disabled or mentally ill individuals

The FOIA Coordinator or its designee will discount the first $20.00 of the processing fee for a request from:

- A nonprofit organization formally designated by the state to carry out activities under subtitle C of the Developmental Disabilities Assistance and Bill of Rights Act of 2000, Public Law 106-402, and the Protection and Advocacy for Individuals with Mental Illness act, Public Law 99-319, or their successors, if the request meets all of the following requirements:
    - Is made directly on behalf of the organization or its clients;
    - Is made for a reason wholly consistent with the mission and provisions of those laws under Section 931 of the Mental Health Code, MCL 330.1931; and
    - Is accompanied by documentation of its designation by the state.

Section 8: Appeal of a Denial of a Public Record

When a requestor believes that all or a portion of a public record has not been disclosed or has been improperly exempted from disclosure, he or she may appeal the denial to the WMAA's Board of Directors.

The appeal must be in writing, specifically state the word "appeal" and identify the reason or reasons the requester is seeking a reversal of the denial. The FOIA Appeal Form – To Appeal a Denial of Records, may be used.

Within 10 business days of receiving the appeal the WMAA will respond in writing by:

- Reversing the disclosure denial;
- Upholding the disclosure denial; or
- Reverse the disclosure denial in part and uphold the disclosure denial in part; or
- Under unusual circumstances, such as the need to examine or review a voluminous amount of separate and distinct public records or the need to collect the requested records from numerous facilities located apart from the office receiving or processing the request, the WMAA may issue not more than 1 notice extending for not more than 10 business days the period during which the WMAA shall respond to the written appeal.

If the WMAA fails to respond to a written appeal, or if the WMAA upholds all or a portion of the disclosure denial that is the subject of the written appeal, the requesting person may seek judicial review of the nondisclosure by commencing a civil action in Ottawa County Circuit Court.

Whether or not a requester submitted an appeal of a denial to the WMAA, he or she may file a civil action in Ottawa County Circuit Court within 180 days after the WMAA's final determination to deny the request.

If a court that determines a public record is not exempt from disclosure, it shall order the WMAA to cease withholding or to produce all or a portion of a public record wrongfully withheld, regardless of the location of the public record. Failure to comply with an order of the court may be punished as contempt of court.

If a person asserting the right to inspect, copy, or receive a copy of all or a portion of a public record prevails in such an action, the court shall award reasonable attorneys' fees, costs, and disbursements. If the person or WMAA prevails in part, the court may, in its discretion, award all or an appropriate portion of reasonable attorneys' fees, costs, and disbursements.

If the court determines that the WMAA has arbitrarily and capriciously violated the FOIA by refusal or delay in disclosing or providing copies of a public record, the court shall order the WMAA to pay a civil fine of $1,000.00, which shall be deposited into the general fund of the state treasury. The court shall award, in addition to any actual or compensatory damages, punitive damages in the amount of $1,000.00 to the person seeking the right to inspect or receive a copy of a public record. The damages shall not be assessed against an individual, but shall be assessed against the next succeeding public body that is not an individual and that kept or maintained the public record as part of its public function.

Section 9: Appeal of an Excessive FOIA Processing Fee

"Fee" means the total fee or any component of the total fee calculated under section 4 of the FOIA, including any deposit.

If a requester believes that the fee charged by the WMAA to process a FOIA request exceeds the amount permitted by state law or under this policy, he or she must first appeal to the WMAA's Board of Directors by submitting a written appeal

for a fee reduction to the WMAA's Board of Directors.

The appeal must be in writing, specifically state the word "appeal" and identify how the required fee exceeds the amount permitted. The FOIA Appeal Form – To Appeal an Excess Fee may be used.

Within 10 business days after receiving the appeal, the WMAA will respond in writing by:

- Waiving the fee;
- Reducing the fee and issuing a written determination indicating the specific basis that supports the remaining fee, accompanied by a certification by the WMAA Board of Directors that the statements in the determination are accurate and the reduced fee amount complies with these FOIA Procedures and Guidelines and section 4 of the FOIA;
- Upholding the fee and issuing a written determination indicating the specific basis that supports the required fee, accompanied by a certification by WMAA Board of Directors that the statements in the determination are accurate and the reduced fee amount complies with these FOIA Procedures and Guidelines and section 4 of the FOIA; or
- Issuing a notice detailing the reason or reasons for extending for not more than 10 business days the period during which the WMAA will respond to the written appeal. The WMAA shall not issue more than 1 notice of extension for a particular written appeal.

Within 45 days after receiving notice of the WMAA's determination of an appeal, the requesting person may commence a civil action in Ottawa County Circuit Court for a fee reduction.

If a civil action is commenced against the WMAA for an excess fee, the WMAA is not obligated to complete the processing of the written request for the public record at issue until the court resolves the fee dispute.

An action shall not be filed in circuit court unless ***one*** of the following applies:

- The WMAA does not provide for appeals of fees,
- The WMAA failed to respond to a written appeal as required, or
- The WMAA issued a determination to a written appeal.

If a court determines that the WMAA required a fee that exceeds the amount permitted under its publicly available FOIA Procedures and Guidelines and section 4 of the FOIA, the court shall reduce the fee to a permissible amount. Failure to comply with an order of the court may be punished as contempt of court.

If the requesting person prevails in court by receiving a reduction of 50% or more of the total fee, the court may award all or an appropriate portion of reasonable attorneys' fees, costs, and disbursements. The award shall be assessed against the public body liable for damages.

If the court determines that the WMAA has arbitrarily and capriciously violated the FOIA by charging an excessive fee, the court shall order the WMAA to pay a civil fine of $500.00, which shall be deposited in the general fund of the state treasury. The court may also award, in addition to any actual or compensatory damages, punitive damages in the amount of $500.00 to the person seeking the fee reduction. The fine and any damages shall not be assessed against an individual, but shall be assessed against the next succeeding public body that is not an individual and that kept or maintained the public record as part of its public function.

Section 10: Conflict with State Law; Effective Date

To the extent that any provision of these FOIA Procedures and Guidelines or any administrative rule promulgated by the FOIA Coordinator pertaining to the release of public records is found to be in conflict with any state statute, the applicable statute shall control. The FOIA Coordinator may adopt such administrative rules as he or she may deem necessary, to facilitate the legal review and processing of requests for public records made pursuant to Michigan's FOIA statute, provided that such modifications and rules are consistent with state law and these FOIA Procedures and Guidelines.

These FOIA Policies and Guidelines become effective March __, 2025.

Section 11: Appendix of WMAA FOIA Forms

- FOIA Request for Public Records form
- Notice to Extend Response Time for FOIA Request form
- Notice of Denial of FOIA Request form
- FOIA Fee Itemization Form
- FOIA Appeal Form – To Appeal Denial of Records
- FOIA Appeal Form – To Appeal an Excess Fee

WEST MICHIGAN AIRPORT AUTHORITY

WRITTEN PUBLIC SUMMARY OF FOIA PROCEDURES AND GUIDELINES

Consistent with Public Act 563 of 2014 amending the Michigan Freedom of Information Act (FOIA), the West Michigan Airport Authority (WMAA) provides this Written Public Summary of the WMAA's FOIA Procedures and Guidelines.

1. **How do I submit a FOIA request to the WMAA?**

   - Requests to inspect or obtain copies of public records prepared, owned, used, possessed or retained by the WMAA under FOIA must be in writing.
   - A request must sufficiently describe a public record to allow the WMAA to find it.
   - No specific form is required to submit a written request. However, a FOIA request form is available on the WMAA's website at _____.
   - A written request can be made in person by delivery to WMAA's FOIA Coordinator or its designee at the West Michigan Regional Airport located at 60 Geurink Blvd, Holland, MI, 49423 in person or by mail.
   - Requests can be made by facsimile by dialing _____.
   - A request may also be submitted by e-mail. To ensure a prompt response, e-mail requests should contain the term "FOIA" or "FOIA Request" in the subject line and be sent to the Airport Manager.

2. **What kind of response can I expect to my request?**

   - Within 5 business days of receiving a FOIA request the WMAA will respond. If a request is received by facsimile or e-mail, the request will be considered received on the following business day. The WMAA will respond to your request in one of the following ways:

     - Grant the request.
     - Deny the request.
     - Grant the request, in part, and deny the request, in part.
     - Issue a notice that the WMAA needs and additional 10 business days to respond due to the nature of the request.
     - Issue a written notice that the public record requested is available at no charge on the WMAA's website.

3. **If the request is granted, or granted in part, the WMAA will ask that payment be made for the allowable fees associated with responding to the request before the public record is made available. If the cost of processing the request is expected to exceed $50.00, or if you have not paid for a previously granted request, the WMAA will require a deposit before processing the request. What are the WMAA's fee deposit requirements?**

   - The WMAA will estimate the total fee for processing the request. If the WMAA's good faith fee estimate shows that the fee will exceed $50.00, then the WMAA will require a deposit in the amount of 50% of the total estimated fee. When the WMAA requests the deposit it will provide you a non-binding best efforts estimate of how long it will take to process the request after the WMAA receives your deposit.

   - If the WMAA receives a request from a person who has not paid the WMAA for copies of a previously granted request, then the WMAA will require a deposit of 100% of the estimated processing fee before it begins a new search for a public record. Such deposit will be required when all of the following conditions exist:
     - the final fee for the prior written request is not more than 105% of the estimated fee;
     - the public records made available contained the information sought in the prior written request and remain in the WMAA's possession;
     - the public records were made available to the individual, subject to payment, within the time frame estimated by the WMAA to provide the records;
     - 90 days have passed since the WMAA notified the individual in writing that the public records were available for pickup or mailing;
     - the individual is unable to show proof of prior payment to the WMAA; and
     - the WMAA has calculated a detailed itemization supporting the increased estimated fee deposit for the current written request.

   - The WMAA will not require the 100% estimated fee deposit if any of the following apply:
     - the person making the request is able to show proof of prior payment in full to the WMAA;
     - the WMAA is paid in full for all applicable prior written requests; or
     - 365 days have passed since the person made the request for which full payment was not made to the WMAA.

4. **How does the WMAA calculate FOIA processing fees?**

   - A fee will not be charged for the cost to search, examine, review and delete and separate exempt from nonexempt information unless not charging a fee would result in unreasonably high costs to the WMAA because of the nature of the request in the particular instance, and the WMAA specifically identifies the nature of the unreasonably high costs.

   - The WMAA may charge and collect a fee for the following six items:
     1) Labor costs for searching, locating and examining a requested public record, but only when failure to charge for such costs will result in unreasonably high costs to the WMAA.
     2) Labor costs for review of a record and to separate and delete information exempt from disclosure, but only when failure to charge for such costs will result in unreasonably high costs to the WMAA.
     3) The cost of computer discs, computer tapes or other digital or similar media when the

requester asks for records in non-paper physical media.

4) The cost of duplication or publication, not including labor, of paper copies of public records.
5) Labor costs for duplication or publication, which includes making paper copies, making digital copies, or transferring digital public records to non-paper physical media or through the Internet.
6) The cost to mail or send a public record to a requestor.

Labor Costs

- All labor costs will be estimated and charged in 15 minute time increments with all partial time increments rounded down.
- Labor costs will be charged at the hourly wage of the lowest-paid WMAA employee able to do the work in the specific fee category, regardless of who actually performs the work.
- Labor costs will also include a charge to cover or partially cover the cost of fringe benefits.

Non-paper Physical Media

- The cost for records provided on non-paper physical media, such as computer discs, computer tapes or other digital or similar media will be at the actual and most reasonably economical cost for the non-paper media.
- This cost will only be charged if the WMAA has the technological capability necessary to provide the public record in the requested non-paper physical media format.

Paper Copies

- Paper copies of public records made on a standard letter (8 ½ x 11) or legal (8 ½ x 14) sized paper will not exceed $.10 per sheet of paper. Copies for non-standard sized sheets paper will reflect the actual cost of reproduction.
- The WMAA may provide records using double-sided printing, if cost-saving and available.

Mailing Costs

- The cost to mail public records will use a reasonably economical and justified means.
- The WMAA may charge for the least expensive form of postal delivery confirmation.
- No cost will be made for expedited shipping or insurance unless requested.

5. How do I qualify for a reduction of processing fees?

- The WMAA may waive or reduce the fee associated with a request when WMAA determines that a waived or reduced fee is in the public interest because the labor and resources expended in producing the requested information is considered as primarily benefitting the general public. The WMAA will waive the first $10.00 of a specific public records request, but will charge such fee if any request is made in an effort to avoid charges otherwise allowed under the FOIA Procedures and Guidelines policy.

- The WMAA will discount the first $20.00 of the processing fee for a request if you submit and affidavit stating that you are:
    - indigent and receiving specific public assistance; or
    - if not receiving public assistance, stating facts showing that you lack the ability to pay because of your lack of income or other financial resources.

- You are not eligible to receive the $20.00 waiver if you:
    - have previously received discounted copies of public records from the WMAA twice during the calendar year; or
    - are requesting information on behalf of other persons who are offering or providing payment to you to make the request.

- An affidavit is a sworn statement.

- The WMAA will waive the fee for a nonprofit organization which meets all of the following conditions:
    - the organization is designated by the State under federal law to carry out activities under the Developmental Disabilities Assistance and Bill of Rights Act of 2000 and the Protection and Advocacy for Individuals with Mental Illness Act;
    - the request is made directly on behalf of the organization or its clients'
    - the request is made for a reason wholly consistent with the provisions of federal law under Section 931 of the Mental Health Code; and
    - the request is accompanied by documentation of the organization's designation by the State

6. How may I challenge the denial of a public record or an excessive fee?

- <u>Appeal of a Denial of a Public Record</u>

  If you believe that all or a portion of a public record has not been disclosed or has been improperly exempted from disclosure, you may file an appeal of the denial with the WMAA Board of Directors. The appeal must be in writing, state the word "appeal" and identify the reason or reasons you are seeking a reversal of the denial.

  Within 10 business days of receiving the appeal the WMAA Board of Directors will respond in writing by:
    - reversing the disclosure denial;
    - upholding the disclosure denial; or
    - reverse the disclosure denial, in part, and uphold the disclosure denial, in part.

  Whether or not you submitted an appeal of a denial to the WMAA Board of Directors, you may file a civil action in Ottawa County Circuit Court within 180 days after the WMAA's final determination to deny your request. Should you prevail in the civil action the court will award you reasonable attorneys' fees, costs and disbursements. If the court determines that the WMAA acted arbitrarily and capriciously in refusing to disclose or provide a public record, the court shall award you damages in the amount of $1,000.00.

- <u>Appeal of an Excessive FOIA Processing Fee</u>

If you believe that the fee charged by the WMAA to process your FOIA request exceeds the amount permitted by state law, you must first submit a written appeal for a fee reduction to the WMAA Board of Directors. The appeal must be in writing, specifically state the word "appeal" and identify how the required fee exceeds the amount permitted.

Within 10 business days after receiving the appeal, the WMAA Board of Directors will respond in writing by:

- waiving the fee;
- reducing the fee and issue a written determination indicating the specific basis that supports the remaining fee;
- upholding the fee and issue a written determination indicating the specific basis that supports the required fee; or
- issuing a notice detailing the reason or reasons for extending for not more than 10 business days the period during which the WMAA Board of Directors will respond to the written appeal

Within 45 days after receiving notice of the WMAA determination of the processing fee appeal, you may commence a civil action in the Ottawa County Circuit Court for a fee reduction. If you prevail in the civil action by receiving a reduction of 50% or more of the total fee, the court may award all or appropriate amount of reasonable attorneys' fees, costs and disbursements. If the court determines that the WMAA acted arbitrarily and capriciously by charging an excessive fee, court may also award you punitive damages in the amount of $500.00.

Need more details or information?

This is only a summary of the WMAA's FOIA Procedures and Guidelines. For more details and information, copies of the WMAA's FOIA Procedures and Guidelines are available at no charge at any City office and on the City's website, _____.

Keep original and provide copy, along with Procedures and Guidelines and Public Summary to requestor at no charge, if not on web site.

West Michigan Airport Authority

Denial Form

Notice of Denial of FOIA Request

Michigan Freedom of Information Act, Public Act 442 of 1976, MCL 15.231, *et seq.*

Request No.: _____ Date Received: _____ Check if received via: ☐ Email ☐ Fax ☐ Other Electronic Method

Date of This Notice: _____ Date delivered to junk/spam folder: _____

(Please Print or Type) Date discovered in junk/spam folder: _____

Request for: ☐ Copy ☐ Certified copy ☐ Record inspection ☐ Subscription to record issued on regular basis

Name		Phone
Firm/Organization		Fax
Street		Email
City	State	Zip

Delivery Method: Will pick up Mail to address above Email to address above

Deliver on digital media provided by the WMAA: _____

Record(s) You Requested: *(Listed here or see attached copy of original request)* _____

_____

_____

_____

All OR Part of your request for records has been denied. Please refer to this form for an explanation. If you have any questions regarding this denial, contact the FOIA Coordinator or Designee.

Reason for Denial:

1. **Exempt from Disclosure:** This item is exempt from disclosure under FOIA Section 13, Subsection _____ *(insert number)*, because: _____

_____

_____

2. **Record Does Not Exist:** This item does not exist under the name provided in your request or by another name reasonably known to the WMAA. A certificate that the public record does not exist under the name given is attached. If you believe this record does exist, provide a description that will enable us to locate the record: _____

_____

3. **Redaction:** A portion of the requested record had to be separated or deleted (redacted) as it is exempt under FOIA Section 13, Subsection _____ *(insert number)*, because: _____

_____

A brief description of the information that had to be separated or deleted:

_____

_____

_____

Notice of Requestor's Right to Seek Judicial Review

You are entitled under Section 10 of the Michigan Freedom of Information Act, MCL 15.240, to appeal this denial to the WMAA Board of Directors or to commence an action in the Circuit Court to compel disclosure of the requested records if you believe they were wrongfully withheld from disclosure. If, after judicial review, the court determines that the WMAA has not complied with MCL 15.235 in making this denial and orders disclosure of all or a portion of a public record, you have the right to receive attorneys' fees and damages as provided in MCL 15.240. (*See back of this form for additional information on your rights.*)

Signature of FOIA Coordinator or Designee: **Date:**

FREEDOM OF INFORMATION ACT (EXCERPT)
Act 442 of 1976

15.240.amended Options by requesting person; appeal; actions by public body; receipt of written appeal; judicial review; civil action; venue; de novo proceeding; burden of proof; private view of public record; contempt; assignment of action or appeal for hearing, trial, or argument; attorneys' fees, costs, and disbursements; assessment of award; damages.

Sec. 10.

(1) If a public body makes a final determination to deny all or a portion of a request, the requesting person may do 1 of the following at his or her option:

(a) Submit to the head of the public body a written appeal that specifically states the word "appeal" and identifies the reason or reasons for reversal of the denial.

(b) Commence a civil action in the circuit court, or if the decision of a state public body is at issue, the court of claims, to compel the public body's disclosure of the public records within 180 days after a public body's final determination to deny a request.

(2) Within 10 business days after receiving a written appeal pursuant to subsection (1)(a), the head of a public body shall do 1 of the following:

(a) Reverse the disclosure denial.

(b) Issue a written notice to the requesting person upholding the disclosure denial.

(c) Reverse the disclosure denial in part and issue a written notice to the requesting person upholding the disclosure denial in part.

(d) Under unusual circumstances, issue a notice extending for not more than 10 business days the period during which the head of the public body shall respond to the written appeal. The head of a public body shall not issue more than 1 notice of extension for a particular written appeal.

(3) A board or commission that is the head of a public body is not considered to have received a written appeal under subsection (2) until the first regularly scheduled meeting of that board or commission following submission of the written appeal under subsection (1)(a). If the head of the public body fails to respond to a written appeal pursuant to subsection (2), or if the head of the public body upholds all or a portion of the disclosure denial that is the subject of the written appeal, the requesting person may seek judicial review of the nondisclosure by commencing a civil action under subsection (1)(b).

(4) In an action commenced under subsection (1)(b), a court that determines a public record is not exempt from disclosure shall order the public body to cease withholding or to produce all or a portion of a public record wrongfully withheld, regardless of the location of the public record. Venue for an action against a local public body is proper in the circuit court for the county in which the public record or an office of the public body is located has venue over the action. The court shall determine the matter de novo and the burden is on the public body to sustain its denial. The court, on its own motion, may view the public record in controversy in private before reaching a decision. Failure to comply with an order of the court may be punished as contempt of court.

(5) An action commenced under this section and an appeal from an action commenced under this section shall be assigned for hearing and trial or for argument at the earliest practicable date and expedited in every way.

(6) If a person asserting the right to inspect, copy, or receive a copy of all or a portion of a public record prevails in an action commenced under this section, the court shall award reasonable attorneys' fees, costs, and disbursements. If the person or public body prevails in part, the court may, in its discretion, award all or an appropriate portion of reasonable attorneys' fees, costs, and disbursements. The award shall be assessed against the public body liable for damages under subsection (7).

(7) If the court determines in an action commenced under this section that the public body has arbitrarily and capriciously violated this act by refusal or delay in disclosing or providing copies of a public record, the court shall order the public body to pay a civil fine of $1,000.00, which shall be deposited into the general fund of the state treasury. The court shall award, in addition to any actual or compensatory damages, punitive damages in the amount of $1,000.00 to the person seeking the right to inspect or receive a copy of a public record. The damages shall not be assessed against an individual, but shall be assessed against the next succeeding public body that is not an individual and that kept or maintained the public record as part of its public function.

History: 1976, Act 442, Eff. Apr. 13, 1977 ;-- Am. 1978, Act 329, Imd. Eff. July 11, 1978 ;-- Am. 1996, Act 553, Eff. Mar. 31, 1997 ;-- Am. 2014, Act 563, Eff. July 1, 2015

Keep original and provide copy, along with Procedures and Guidelines and Public Summary to requestor at no charge, if not on web site.

West Michigan Airport Authority

FOIA Appeal Form—To Appeal an Excess Fee

Michigan Freedom of Information Act, Public Act 442 of 1976, MCL 15.231, *et seq.*

Request No.: _____ Date Received: _____ Check if received via: ☐ Email ☐ Fax ☐ Other Electronic Method

Date of This Notice: _____ Date delivered to junk/spam folder: _____

(Please Print or Type) Date discovered in junk/spam folder: _____

Request for: ☐ Copy ☐ Certified copy ☐ Record inspection ☐ Subscription to record issued on regular basis

Name		Phone
Firm/Organization		Fax
Street		Email
City	State	Zip

Delivery Method: Will pick up Mail to address above Email to address above

Deliver on digital media provided by the WMAA: _____

Record(s) You Requested: *(Listed here or see attached copy of original request)* _____

_____

_____

Reason(s) for Appeal:

The appeal must specifically identify how the required fee(s) exceed the amount permitted. You may use this form or attach additional sheets:

_____

_____

_____

Requestor's Signature: _____ **Date:** _____

West Michigan Airport Authority Response:

The WMAA must provide a response within 10 business days after receiving this appeal, including a determination or taking one 10-day extension.

WMAA Extension: We are extending the date to respond to your FOIA fee appeal for no more than 10 business days, until _____ (*month, day, and year*). Only one extension may be taken per FOIA appeal.

Unusual circumstances warranting extension: _____

_____

If you have any questions regarding this extension, contact the FOIA Coordinator or Designee.

WMAA Determination: ☐ Fee Waived ☐ Fee Reduced ☐ Fee Upheld

Written basis for WMAA determination: _____

_____

_____

Notice of Requestor's Right to Seek Judicial Review

If you believe the fee exceeds the amount permitted under the WMAA's written Procedures and Guidelines or FOIA statute, you are entitled under Section 10a of the Michigan Freedom of Information Act, MCL 15.240a, to commence an action in the Circuit Court for a fee reduction within 45 days after receiving the notice of the required fee or a determination of an appeal to the WMAA Board of Directors. If a civil action is commenced in court, the WMAA is not obligated to compete processing the request until the court resolves the fee dispute. If the court determines that the WMAA required a fee that exceeded the permitted amount, the court shall reduce the fee to a permissible amount. (*See back of this form for additional information on your rights.*)

Signature of FOIA Coordinator or Designee: **Date:**

Keep original and provide copy, along with Procedures and Guidelines and Public Summary to requestor at no charge, if not on web site.

West Michigan Airport Authority
FOIA Fee Itemization Form

Itemization Form

Michigan Freedom of Information Act, Public Act 442 of 1976, MCL 15.231, *et seq.*

Component	Cost Calculations	Total
1. Labor Costs- Search, Location and Examination of Records*	Enter the hourly wage of lowest paid employee capable of performing the search, location and examination $_____ per hour Multiply the wage by the fringe benefit multiplier (maximum of 50% of the hourly wage); OR, if the requested information is available online and the requestor request the documents to be provided in another format, the fringe benefit multiplier may exceed 50% (not to exceed actual cost) _____% Multiply the hourly wage times the fringe benefit multiplier $_____ x 1. ___= $_____ Divide the resulting hourly wage by four (4) to determine the charge per fifteen (15) minute increment $_____ / 4 = $_____	
	Number of 15 minute increments (partial time increments must be rounded down) multiplied by the permitted rate _____ x $_____= $_____	$_____
2. Employee Labor Costs- Redaction*	If performed by the public body's employee: Enter the hourly wage of lowest paid employee capable of performing the reaction $_____ per hour Multiply the wage by the fringe benefit multiplier (maximum of 50% of the hourly wage); OR, if the requested information is available online and the requestor request the documents to be provided in another format, the fringe benefit multiplier may exceed 50% (not to exceed actual cost) _____% Multiply the hourly wage times the fringe benefit multiplier $_____ x 1. ___ = $_____ If stipulated by the requestor, add the hourly overtime wage increment (but do not include in the calculation of fringe benefit costs) $_____ + _____= $_____ Divide the resulting hourly wage by four (4) to determine the charge per fifteen (15) minute increment $_____ / 4 = $_____	
	Number of 15 minute increments (partial time increments must be rounded down) multiplied by the permitted rate _____ x $_____= $_____	$_____
2. Contracted Labor Costs- Redaction*	If performed by Contracted Labor (Only permitted if the public body does not employ a person capable of redacting the records as determined by the FOIA Coordinator): Name of person or firm contracted: _____ Enter the hourly rate charged by the contractor (may not exceed six (6) times the State minimum wage (i.e. $12.48 x 6=$74.88) $_____ per hour	

	Divide the hourly rate by four (4) to determine the charge per fifteen (15) minute increment $_____ / 4 = $_____	
	Number of 15 minute increments (partial time increments must be rounded down) multiplied by the permitted rate _____ x $_____= $_____	$_____
3. Non-Paper Physical Media	Actual and most reasonably economical cost of: Flash Drives $_____ x number used _____= $_____ Computer Discs $_____ x number used _____= $_____ Other Media $_____ x number used _____= $_____	$_____
4. Paper Copies	Actual total incremental cost of duplication (not including labor) up to a <u>maximum of 10 cents per page:</u> Letter paper (8 ½" x 11") number of sheets ___ x $0.___= $_____ Legal paper (8 ½" x 14") number of sheets ___ x $0.___= $_____ Actual cost of other types of paper: Type of Paper: _____ number of sheets ___ x $_____= $_____ Type of Paper: _____ number of sheets ___ x $_____= $_____ (**<u>NOTE</u>**: Must print double-sided if available and costs less)	$_____
5. Labor Cost-Duplication Copying, and transferring records to non-paper physical media	Enter the hourly wage of lowest paid employee capable of performing the duplication, copying, or transferring digital records to non-paper physical media $_____ per hour Multiply the wage by the fringe benefit multiplier (maximum of 50% of the hourly wage); OR, if the requested information is available online and the requestor request the documents to be provided in another format, the fringe benefit multiplier may exceed 50% (not to exceed actual cost) _____% Multiply the hourly wage times the fringe benefit multiplier $_____ x 1. ___ = $_____ If stipulated by the requestor, add the hourly overtime wage increment (but do not include in the calculation of fringe benefit costs) $_____ + _____= $_____ Divide the resulting hourly wage by _____ to determine the charge per _____ (__) minute increment $_____ / 4 = $_____ (**<u>NOTE</u>**: May use any time increment for this category)	
	Number of __ minute increments (partial time increments must be rounded down) multiplied by the permitted rate _____ x $_____= $_____	$_____

6. Mailing	Actual cost of mailing records in a reasonable and economical manner: Cost of mailing: $_____ Cost of least expensive form of postal delivery confirmation: $_____ Cost of expedited shipping or insurance only if specifically stipulated by the requestor: $_____	$_____
	Subtotal	$_____
Waivers and Reductions	Subtract any Fee Waiver or Reduction: $20.00 for indigence or nonprofit organization as further described in the Public Body's Procedures and Guidelines. Any amount determined by the Public Body due to the search and furnishing of the Public Record determined to be in the public interest. $_____ The reduction amount due to the late response of the Public Body. 5% of fee x ____ days late = _____% reduction (maximum reduction is 50%)	-$_____
Deposit	Subtract any good-faith deposit received: $_____	-$_____
	Total Due	$_____

*Note: Labor costs for search, location, examination and redaction (categories 1 and 2 on the itemization form) may not be charged unless the failure to charge a fee would result in unreasonably high costs to the public body because of the nature of the request in the particular instance, and the public body specifically identifies the nature of these unreasonably high costs.

The Court of Appeals has interpreted this provision to require that the determination be made relative to the usual or typical costs uncured by the public body in responding to FOIA requests. The key factor in determining whether the costs are "unreasonably high" is the extent to which the particular request differs from the usual request. *Bloch v Davison Cmty Schools,* (Mich.App. Apr. 26, 2011), 2011 WL 1564645.

Keep original and provide copy, along with Procedures and Guidelines and Public Summary to requestor at no charge, if not on web site.

West Michigan Airport Authority

Extension Form

Notice to Extend Response Time for FOIA Request

Michigan Freedom of Information Act, Public Act 442 of 1976, MCL 15.231, *et seq.*

Request No.: _____ Date Received: _____
Date of This Notice: _____
(Please Print or Type)

Check if received via: ☐ Email ☐ Fax ☐ Other Electronic Method
Date delivered to junk/spam folder: _____
Date discovered in junk/spam folder: _____

Name		Phone
Firm/Organization		Fax
Street		Email
City	State	Zip

Request for: ☐ Copy ☐ Certified copy ☐ Record inspection ☐
Delivery Method: ☐ Will pick up ☐ Mail to address above ☐ Email to address above
☐ Deliver on digital media provided by the WMAA: _____

Record(s)You Requested: (Listed here or see attached copy of original request) _____

We are extending the date to respond to your FOIA request for no more than 10 business days, until _____ (*month, day, year*). Only one extension may be taken per FOIA request. If you have any questions regarding this extension, contact the FOIA Coordinator or Designee.

Estimated Time Frame to Provide Records: _____ (*days or date*)
The time frame estimate is non-binding upon the WMAA, but the WMAA is providing the estimate in good faith. Providing a a time frame does not relieve a public body from any of the other requirements of this act.

Reason for Extension:

☐ **1.** The WMAA needs to search for, collect, or appropriately examine or review a voluminous amount of separate and distinct public records pursuant to your request. Specifically, the WMAA must:

☐ **2.** The WMAA needs to collect the requested public records from numerous field offices, facilities, or other establishments that are located apart from the WMAA office. Specifically, the WMAA must coordinate documents from the following locations:

☐ **3.** Other (describe): _____

Signature of FOIA Coordinator or Designee:	**Date:**

Adam Marymee
[redacted]

December 16, 2024

City of Holland, Michigan
West Michigan Airport Authority
270 S. River Avenue
Holland, MI 49423

Dear City of Holland Hiring Authority,

Experienced Aviation Leader; Organized; Avid Learner; These are qualities that have driven me through my career and in life. Growing up, I have always been around airports and loved aviation. From watching aircraft at Mitchell field in Milwaukee, to my first full time position as a Line Service Technician, I have always known that aviation was my future. This position is in line with my passion for aviation and I'm thrilled to apply for Airport Manager.

We live in a day and age where airports need to support their local communities with an assortment of services. It is up to the Airport Manager to be able to work with a diverse group of stakeholders. Doing this requires a diverse knowledge of background of the aviation industry. I spent over twenty years learning new positions within the Fixed Base Operator business where I rose to the position of General Manager. I worked in large airports like Dulles (IAD), medium size airports like Savannah (SAV), and smaller airports like Cincinnati (LUK). I then expanded my knowledge of aviation over the last three years working with the Savannah Airport Commission as an Operations Agent II. I recently completed my bachelors degree with Liberty University in aviation, and am an instrument rated commercial pilot.

With my extensive background in Fixed Base Operations/General Aviation and airport operations, it is my privilege to apply for Airport Manager. I am seeking for a salary of $90,000 annually. I look forward to learning more about this position in the future and I hope to hear back from you soon. Thank you for your time and consideration.

Sincerely,

Adam Marymee

Adam Marymee

[redacted] [redacted]

Savannah Airport Commission, *Savannah GA* August 2021-Current
Airport Operations Agent II
Assists with the safe, secure, and efficient operations of the airport. Ensures compliance with airport issues, contracts, FAA FAR Part 139, CFR 1500 series, as well as applicable local, state, and federal regulations. Acts as point of contact for safety, security, compliance and information for airlines, passengers, and tenants. Monitors real-time airfield conditions (NOTAMS, FAA 7460, weather, diversions), maintaining situational awareness, and responds to irregular operations, coordinating with relevant stakeholders. Conducts airfield and perimeter inspections, ensuring tenant compliance with CFR 1500 series Airport Security Program. Effectively communicates and enforces compliance of relevant airport regulations.

Signature Flight Support, *Savannah, GA* August 1999 – July 2021
Past locations: Milwaukee, WI (MKE), Dulles, VA (IAD), and Saint Louis, MO (STL)
General Manager *for a Fix Base Operator*

Operations: Oversaw operations at top five profit location. Managed daily activity of seventy employees with the emphasis on safety and customer service. Improved customer loyalty index 20%, winning company leadership awards. Continued development of a safety culture, reducing accident and injuries. Enforce established policies and procedures set forth by the company. Developed best management practices and processes to ensure efficient base operations at numerous locations. Coordinated and scheduled proper staffing levels by tracking trends in traffic. Negotiated tenant leases with base customers. Liaison with airport and government agencies for coordination of base operations and long-term lease solutions.

Human Resources: Responsible for employee development through reviews, disciplinary actions, and day-to-day behavioral reinforcement. Processing and ensuring accurate pay for all employees. Interviewing and hiring of new candidates. Managed union contracts and employee compliance. Assists employees with Company programs such as tuition reimbursement, medical and dental insurance.

Facility Maintenance: Facilitated the proper repair and general maintenance of facilities, to include, hanger and office space, to Signature standards and budgetary guidelines. Negotiated with outside contractors for projects through bidding processes for facility upgrades and daily upkeep.

Special Projects and Events: Transitioned bases and mentored new General Managers in: Cincinnati, OH (LUK), Rochester, MN (RST), Midland, TX (MAF), and Columbus, OH (CMH); G8 Summit; Enterprise and Discovery Shuttle operation with Udvar-Hazy Air and Space Smithsonian Museum; Air Force One; Foreign Dignitaries; Transition team: Frederick MD (FDK), Charlottesville, VA (CHO), and Wichita, KS (ICT); AirTran Milwaukee Brewers Boeing-717 unveiling

Education:
Liberty University, Lynchburg, VA *Expected Graduation: December 2024*
Bachelor of Science in Aviation *GPA: 3.88/4.0*
Key Courses: Airline Operations, Air Carrier Management, Corporate & Business Aviation

Certifications: AAAE: Airport Security Coordinator (ASC); Fuel Safety Supervisor 14 CRF 139.321(e)(1); Compliance with FAR Part 139, 77 and CFR 1542 Regulations; FAA Instrument Rated Commercial Pilot

James Ludema
[redacted] | Holland, MI
September 18, 2024

Dear Hiring Manager,

I am writing to express my strong interest in the Interim Airport Manager position, as well as to be considered for the permanent role. With over 25 years of leadership experience and a deep connection to the West Michigan Regional Airport, I am confident that I possess the skills, expertise, and passion required to effectively lead and support the growth of the airport.

As detailed in my attached resume, I recently retired after 25 years with the Holland Department of Public Safety, where I served as a Detective Sergeant and founded the Digital Forensics Lab. I am a recognized expert in digital forensics, with substantial experience in project management, state and federal grant acquisition, and building strong networks with government, civilian, and corporate stakeholders globally.

In addition to my technical and managerial experience, I have a personal connection to the aviation industry, having been raised in an aviation family. I am a Multi-Engine Land (MEL) Instrument-rated pilot, and my family was instrumental in founding and managing the West Michigan Regional Airport for its first 50 years. Aviation has always been a part of my life, and my deep-rooted passion for the airport fuels my desire to contribute to its continued success.

My career has been defined by my ability to lead projects from concept to implementation while balancing the needs of diverse stakeholders. I am committed to fostering a collaborative environment and ensuring that strategic goals are met efficiently and effectively.

I would welcome the opportunity to bring my unique combination of law enforcement leadership, aviation experience, and community engagement to the West Michigan Airport Authority. I am excited about the possibility of working with you and the broader community to ensure the airport remains a vital asset for years to come.

Please find my resume attached for further details on my qualifications and experience. I am happy to provide professional references upon request and am available to discuss this opportunity at your convenience. Thank you for your time and consideration.

Sincerely,

James Ludema

JAMES D. LUDEMA

[redacted]

Updated 9/18/24

AVIATION BACKGROUND:

- MEL Instrument Rated Pilot
- Was a member and treasurer of Macatawa Flyers Club N92777. Managed the billing, budget, airplane maintenance schedule, membership compliance, and insurance for N92777.
- Was appointed to Allegan Airport Advisory Board (35D): Discussed and voted on topics such as pavement rehabilitation, budgets, strategic planning, community engagement, obstacle clearance, FAA compliance issues, hangar maintenance and expansion, etc.
- Grew up around BIV since I was a small child. I have a passion for aviation, and an ardent desire to see the Airport thrive.

MANAGEMENT AND LEADERSHIP EXPERIENCE:

- 25 Years Law Enforcement, nearly 30 years with the City of Holland – Retired July 22, 2024 (Detective Sergeant): responsible for emergency response to, and investigation of, cases from theft to homicide. Coordinating and leading major investigations.
- Holland Police Officer's Association Union Board Treasurer: (Elected) Responsible for the HPOA budget, board meetings, contract negotiations, employee disciplinary issues, etc.
- 2012-2024 Conceptualized, created, Implemented, and managed a regional co-operative digital forensics laboratory: I was responsible for Budgeting, equipment and training acquisitions and obtaining quotes and bids per department policy, cyber security, equipment lifecycle management, training, policy/procedures/workflow, forms creation, gap analysis, digital forensics analysis, grant reporting, and expert witness testimony. The lab was primarily funded by state and federal grants which I applied for, wrote, and obtained on an annual basis since 2012.
- Created and led the Holland Police Department peer-support team: Responsible for leading critical incident debriefs, mental health referrals, wrote policy, conceptualized, and implemented the program.
- Collaborated with Sheriff's, Chiefs, County Emergency Managers in a 13 county region and Michigan State partners to obtain buy-in for the digital forensics project and to obtain Homeland Security Grant funding for the project. Developed the project into a top priority program for the region 6 homeland security grant (FEMA).
- Appointed Regional Information Coordinator (RIC): developed a regional information sharing platform and was responsible for sharing and coordinating information related to potential terrorism activity, coordinated information sharing between the state, Michigan Intelligence Operation Center (MIOC) and Homeland Security Region 6 stake holders.
- Member of FBI Joint Terrorism Task Force with Secret Security Clearance: I was an information and resource point of contact for federal and local investigative resources.
- Member of Michigan Internet Crimes Against Children Task Force (ICAC): Tasked with investigating and managing crimes against children from report to prosecution.

[redacted]

- East Saugatuck CRC Church Elder: Responsible for leading the church and it's members, making decisions related to church operations, membership, and planning. Appointed to security team subcommittee.

PLANNING AND COORDINATING PUBLIC EVENTS:

- I was a community policing Officer where I was responsible for identifying and solving problems in my assigned area by collaborating with community members and leaders, attending meetings, and conducting presentations. I also worked closely with members of Holland City executive team and council.
- I own a wedding venue (The Robinson Manor) in Allegan, Michigan where we coordinate weddings, dinner shows, craft shows, Live music. Some events see over 1000 attendees. The current craft show has an estimated crowd response of over 3000.

PUBLIC INFORMATION EXPERIENCE:

- Interviewed by news outlets several times during my law enforcement career related to major investigations, and community presentations I conducted related fraud prevention, internet safety, Law Enforcement suicide/mental health, digital forensics, and more.

DETAILED EMPLOYMENT HISTORY:

LAW ENFORCEMENT:

1998-2005: Holland Department of Public Safety, Patrol Officer

●Specialized Positions included: Field Training Officer (Teach, Supervise, and Evaluate New Recruits), TAC (Team Area Coordinator-Coordinate resources to solve targeted area problems), Community Policing Officer, Defensive Tactics Instructor, Created and led the Peer Support Team and developed the associated CISM policies. Coordinated and led critical incident stress debriefings/peer support meetings and assisted with mental health resource referrals to EAP programs.

2005-July 22, 2024: Holland DPS, Detective, Promoted to Detective Sergeant Oct-2015,

-Retired from Law Enforcement July 22, 2024

●(2005-2024) General Case Investigator: Investigated all types of crimes and specialized in Fraud and technology related investigations, as well as digital forensic analysis. Was a member of banking and corporate loss prevention work group in West Michigan. Investigated several large multi-state cases involving theft, unemployment fraud, network intrusions, Crypto, Banking, Counterfeiting, Retail Fraud, etc.

●(2005-2024) Created and Managed the Holland Police Department Digital Forensics Unit, including workflows, policies, and identify processes for efficient intake, processing, analysis, and production of high-quality reports for successful prosecution of criminal cases.

●(2006-2024) Certified Forensic Computer Examiner (CFCE): Responsible for the forensic examinations of digital devices to identify relevant evidence and specialized in the investigation of technology related crimes as well as creation of and installation of covert and public video surveillance systems for the department.

●(2010) Recipient of the iXP award from the International Association of Chiefs of Police Excellence in Technology for medium sized police agency.

●(2011-2024) Member of Michigan Internet Crimes Against Children (ICAC), and FBI Joint Terrorism Task Force (JTTF), Grand Rapids. Possess FBI Secret Security Clearance.

●(2012) Created and in charge of managing a co-operative digital forensics lab in partnership with the Ottawa County Sheriff Department with funds I obtained through Homeland Security Grant acquisitions. Created documentation, workflow, procedures, and processes for efficient intake, processing, analysis, and production of high-quality reports for successful prosecution of criminal cases.

●(2012-2024) Increased the digital forensics capabilities of Michigan's Homeland Security Region 6 by developing a digital communications network for the region's digital forensics examiners, obtained grant

funds from Homeland Security and organized the training and acquisition of forensic equipment for new and existing examiners in the region. By developing relationships and program buy-in with County Emergency Managers, County Sheriff's and other stakeholders in the 13 county region I developed the digital forensics program into a top priority project throughout homeland security grant program (HSGP) region 6. Sat on Interview panels for new examiner selection.

●(2014) Selected as the Lead Michigan Homeland Security Region 6 Regional Information Coordinator (RIC) and established a regional communications list of points of contacts for disseminating and sharing intelligence information related to terrorism to stakeholder partners which include critical infrastructure, law enforcement, and emergency operations.

●Examined thousands of digital devices such as: cellphones, computers, tablets, flash drives, GPS devices, PCAP files, memory dumps, IoT devices, Network and system logs, etc.

●Successfully investigated hundreds of computer, network, and Internet related crimes. Also investigated and managed cases of all types from fraud to homicide. Cases Include a high profile international threats to infrastructure and federal agents where foreign suspects were identified and charged and a network intrusion incident involving political figures, etc. Worked with federal and state partners in MSP, IRS, FBI, DHS, US Secret Service, Social Security Administration, on extensive fraud investigations and organized crime cases.

● Wrote the original policy for digital evidence storage and developed a Secure Digital Evidence System, DES (On-Site Cloud storage System) for 5 agencies in Ottawa County, MI. Allowing efficient and secure storage of all types of digital evidence and secure transfer/sharing of case files with prosecutor offices, defense counsel, and outside agencies.

PRIVATE/CIVILIAN PROFESSIONAL EXPERIENCE:

<u>1995-1999: JL Computer Concepts, Owner</u>

- New Computer System Build, Repairs, Upgrades

<u>1999-2001: Aspen Computers & Software LLC, Partner/President</u>

- New Computer Sales, System Repairs, Upgrades, Network Systems Setup, Small Business IT Support.

<u>2001-2020: MOA Shooting Supply LLC</u>

- Retail Firearms and Sporting Goods sales, estate sales, budgeting, billing, business operations, web site development.

<u>2017-Present: Soarin Enterprises LLC</u>

- Wedding and Event Venue (The Robinson Manor, Allegan, MI). Remodeled an abandoned 1909 historic building served as general contractor worked with inspectors, learned NFPA compliance rules, presented before Zoning Board to obtain variances. Worked with Allegan City Council. Coordinated schedules for subcontractors resulting in timely completion of the venue and within budget. Operations primarily managed by Bethany Ludema.

January 2018-Present: Calutech Digital Services LLC, CEO, Licensed Professional Investigator.

- eDiscovery, Litigation Support, Digital Forensics, Expert Testimony, Incident Response, Security Consulting.
- Business Operations, Sales, Website Development. Developed NIST 800-171, Cybersecuity Maturity Model Certification (CMMC) 2 compliant System Security Plan for Controlled Unclassified Information, CUI.
- Vendor compliance auditing and on-boarding procedures.
- GRC Audited for contractor compliance with large multinational corporate client.

EXPERT WITNESS COURT TESTIMONY – JURISDICTIONS

20th Circuit Court of Ottawa County, Michigan (Criminal and Civil Investigations)

58th District Court of Ottawa County, Michigan

48th Circuit Court of Allegan County, Michigan

Federal Western District of Michigan

Private Depositions, Grand Rapids, MI

CERTIFICATIONS/EDUCATION

[1] Certified Forensic Computer Examiner (CFCE) from the International Association of Computer Investigative Specialists (IACIS)

[2] Certified Electronic Evidence Collection Specialist (CEECS) from the International Association of Computer Investigation Specialists (IACIS)

[3] Cellebrite UFED Certified from Cellebrite

[4] Cellebrite UFED Physical from Cellebrite

[5] Certified Blacklight Examiner (CBE) from BlackBag Technologies.

[6] Oxygen Forensics Certified from Oxygen Forensics

[7] B.A. Grand Valley State University, Criminal Justice

[8] A.A. Muskegon Community College, Criminal Justice

[9] Insider Threat Cleared Facility Program Management Certificate, Department of Defense, DCSA [k9mqnnczNd]

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

[1] High Tech Crime Investigation Association, 2013-Present

[2] International Association of Computer Investigative Specialists (IACIS), 2006-Present

[3] Independent Instructor for National White Collar Crime Center (NW3C), 2013

INVITED TALKS AND COURSES INSTRUCTED OR CO-INSTRUCTED

[1] "Digital Evidence and Investigations," Grand Valley State University Police Academy. Annually since June 17, 2014, through 2022.

[2] "Secure Techniques for Onsite Preview (STOP), National White Collar Crime Center, Holland, MI, November 4-5, 2013 and November 6-7, 2013

[3] "The Internet of Things is Here – And Everything is Connected," Grand Rapids IT, Panelist West Michigan Cyber Security Consortium, Grand Rapids, MI, June 3, 2014

[4] Panelist Grand Rapids Cyber Security Conference GVSU Eberhard Center Grand Rapids, MI April 2014

[5] Panelist Davenport College

[6] Presented multiple Internet safety and fraud prevention presentations for community groups.

[7] Instructed multiple In-service presentations on Identifying and Seizing Digital Evidence and video surveillance system operations and collection, Holland Police Department.

[8] Ottawa County Prosecutors Office: Digital Forensics Process and Capabilities April 2015 (3 Hours)

[9] Herman Miller: Internet Safety Panel Presentation, Zeeland, MI October 2015 (1 Hour)

[10] Co-Creator for online webinar series for parents: Technology Safety Series, May 2016.

[11] Co-Creator and Instructor for Internet Safety for kids/parent: juvenile court program, June 2016 (On Going).

[12] Instructor: Cellebrite UFED Reader familiarization and reporting, May 2023 [WEMET Task Force, HDPS, GHDPS, ZPD, OCSO]

TRAINING HISTORY

Provided Upon Request

Blaise H. Sharkey [redacted]

A seasoned aviation professional with over 30 years of quantifiable achievements and a proven record in enhancing morale, efficiency, and productivity, along with continued growth and dynamic operational development.

EXPERIENCE

Menzies Aviation Nov 2017 - Present General Manager Manage daily support operations for 4 Airline fueling contracts and 3 Ground Support Equipment Maintenance contracts. Responsible for achieving revenue and profit objectives while maintaining operational service standards. Maintain training levels and equipment per Airline and Company requirements. Qualified as an airline refueler and GSE mechanic to provide assistance at peak times.

Signature Flight Support Feb 2017-Nov 2017 GSE Maintenance Mechanic Solely responsible for preventative maintenance, emergency breakdown repair, Inspections, and operational readiness of over 20 pieces of ground support equipment used in general aviation and commercial aviation refueling and ground handling operations. Completes all required company documentation. Ensures compliance with industry standards such as

A4A 103 (Aviation Fuel Quality Standards), NFPA 407 (fire compliance), State Weights and Measures, and Airport Operations guidelines.

Aviation Fueling Equipment Consultant May 2015-Feb 2017 Consultant Assisted in establishing and training the Technical Service and Support Team at one of the world's largest aircraft refueling equipment manufacturer. Wrote guidelines and provided training on proper set up, calibration, and highly technical equipment. Coordinated shipping, customer training and in-service of new equipment. Coordinated and trained over 20 field service technicians to support equipment worldwide. Performed field repairs, customer in-service, and warranty repairs when required.

Titan Logix Corp Jan 2014-May 2015 Territory Manager, USA North Responsible for driving and growing profitable sales for the Company. Provide hands-on training, sales, and service support to nearly 100 customers in assigned territory. Worked collaboratively with other Company business functions (i.e., Business Development, Business Systems, Human Resources, Manufacturing, Product Management, Marketing, Engineering, Finance, Accounting), to achieve business goals, including the successful sales and delivery of Titan products. Build, nurture and maintain relationships with key customers. In conjunction with the Business Development Manager and Product Manager, develop new markets and promote new products.

Garsite Aviation Refueling Equip May 2011- Jan 2014 Technical Support and Warranty Manager Responsible for global service and customer support for highly technical aircraft refueling equipment built by Garsite. Responsible for all after production related support including warranty repairs, end user training, technical consulting. Manage and maintain qualified technicians and contractors throughout the nation. Manage warranty expense budget.

Million Air Feb 2007- May 2011 General Manager/Operations Manager Oversaw all aspects of the Fixed Base Operation (FBO) including customer relations, line operations, accounting, and health, safety and environmental functions. Plans, directs and coordinates activities for the sale and provision of general aviation support services such as fuel, hangar rental, and P&L. Manages and directs activities of subordinate supervisors and employees. Acts as company liaison in matters related to the airport community. Developed new business plans resulting in multi-year military fueling contract. Responsible for financial management of base including capital expenditures, forecasting, budgeting, audit performance and expense management.

Air BP Aviation Services Jun 1999-Feb 2007 Senior Regional Technical Rep Quality Control Inspector for 85 branded Air BP dealers at airports through-out territory. Conducted on-site quality control inspection/training quarterly and annually. Provided customer service, equipment repairs, accident investigations, and sales calls. Documented compliance of all Air BP regulations for Federal, State, and Local laws and codes. Maintained company vehicle, company equipment, and manage monthly expense account. Conducted "over the phone" technical support and emergency assistance 24/7 with follow-up visits. Primary instructor for numerous regional quality control and equipment maintenance training seminars for customers. Extensive travel schedule

Training/Other Accomplishments Total Control Systems (TCS) register support training Liquid Controls register support training Meggitt/Whitaker pressure control support training Peco Facet aviation fuel filtration training Airport Operations Area (AOA) vehicle operations training

Military Service
US Navy

Veteran

Douglas B. Miller
[redacted]

West Michigan Regional Airport
60 Geurink Blvd
Holland, MI 49423

December 10, 2024

Dear Hiring Committee,

I am writing to express my interest in the Airport Manager position at West Michigan Regional Airport and the City of Holland. As a Holland native and a recently retired United States Army veteran with over 22 years of service, I am confident that my extensive experience in aviation operations, leadership, and project management uniquely qualifies me for this role.

I am a certified Air Traffic Control specialist with additional credentials, including two Control Tower Operator certifications from the Federal Aviation Administration (FAA). Throughout my military career, I held various leadership roles that involved managing air traffic, ensuring safety, and overseeing complex operational projects. Most recently, I served as an Airspace Manager for the United States Army Pacific, where I managed airspace requirements for the Army, allied forces, and other government entities within the Pacific region. This role required frequent coordination with local airspace and FAA personnel, as well as a deep understanding of operational and regulatory requirements.

Earlier in my career, I served as the Air Traffic Control Chief in Africa, where I led efforts to establish sustainable airfield operations in the Horn of Africa. This included developing air traffic control capabilities at four locations, two of which required full fixed-base operations. These projects honed my skills in strategic planning, managing teams, and providing clear communication to senior leadership—all while maintaining a focus on safety and operational efficiency.

I understand that the Airport Manager must be a decisive leader with the ability to manage complex operations, ensure safety, and achieve goals under pressure. I have consistently applied these principles throughout my career, with a strong emphasis on "Safe, Orderly, and Expeditious" operations. I am committed to maintaining the highest standards of integrity, collaboration, and accountability in every decision and action.

The opportunity to bring my skills to West Michigan Regional Airport is one I greatly value, and I am excited by the prospect of contributing to the continued success of the airport and the City of Holland. I look forward to the chance to discuss how my experience and background align with your needs in more detail.

Thank you for your time and consideration.

Sincerely,

Douglas B. Miller

DOUGLAS MILLER
[redacted]

Professional Summary

A highly experienced U.S. Army Aviation Veteran with 22 years of leadership expertise in airport operations, airfield management, aviation safety, and regulatory compliance. Seeking the Airport Manager position at the West Michigan Regional Airport (WMRA), I bring a proven track record of successfully overseeing operations, managing budgets, contracts, and federal/state grants, and fostering strong relationships with local tenants, including local communities, businesses, and aviation partners. Skilled in airport operations management, including air traffic control, safety, and flight following, experienced in managing large operational budgets, applying for and overseeing aviation-related grants, and collaborating with Fixed Base Operators (FBOs) to ensure efficient airport operations. My in-depth knowledge of aviation safety standards and federal regulations enables me to ensure compliance with state and federal aviation requirements. With extensive experience in strategic planning, project management, and team leadership, I am committed to driving safe, efficient, and business-focused airport operations while enhancing long-term growth and business development at WMRA.

Available immediately
Will obtain Airport Manager Certification as required by Michigan law.

Skills

- Airport Operations Management
- Regulatory Compliance & Safety
- Budget Management
- Strategy & Capital Improvement
- Customer Service
- FBO Coordination
- Airfield & Airspace Management
- Grant Applications
- Team Building
- Project & Program Management
- Emergency Response
- Contract & Vendor Management

Professional Experience

United States Army | Multiple Locations
Airspace Authority and Direction Manager *(May 2021 – June 2024)*

- Directed aviation operations and airfield management across multiple locations in the Pacific, managing military airspace and air traffic coordination between the federal government and allied nations.
- Liaison between executive leadership, FAA, and community tenants, ensuring efficient airspace use and compliance with aviation safety standards and Army regulatory policies.
- Oversaw air traffic control (ATC) for complex operations and military exercises involving unmanned aircraft and joint international training tasks, ensuring safety and operational efficiency.
- Provided strategic planning for airfield operations and coordinated logistics with military and federal agencies.

Key Achievements:

- Led airspace deconfliction and safety planning for military exercises in collaboration with the FAA and international aviation authorities.
- Successfully managed cross-border operations, ensuring seamless integration of unmanned aerial vehicle missions across multiple countries, and fostering strong relationships with international aviation agencies.

Air Traffic Control Chief *(June 2019 – April 2021)*

- Managed ATC operations, personnel, and training for airfields supporting critical missions in high-traffic zones such as Somalia and Kenya.
- Directed airfield management and air traffic safety for over 100,000 air traffic control movements, ensuring compliance with aviation regulations and best practices.
- Developed and implemented training programs for air traffic controllers and airfield managers, ensuring personnel were equipped to handle complex airport and air traffic operations.

Key Achievements:

- Oversaw air traffic operations in multiple high-risk environments, including remote areas in Africa, ensuring safe airfield operations in support of U.S. military missions.
- Spearheaded the transition of air traffic control duties in Somalia and Kenya, securing recognition through Airfield and ATC awards.

Frontline Supervisor *(April 2017 – June 2019)*

- Managed a platoon of 35 personnel, overseeing air traffic control operations and training and flight operations for military airfields.
- Directed airfield management efforts and ensured the availability and readiness of equipment valued over $2 million.
- Led the team in maintaining safe, efficient operations at tactical airfields, liaising with aviation and logistics units to support mission success.

Key Achievements:

- Directed a team responsible for ATC operations and flight operations across multiple airfields, ensuring mission-critical flight safety and airfield readiness.
- Coordinated flight operations and scheduling to meet training and operational objectives in complex and high-demand environments.

Airfield Operations Supervisor *(September 2007 – September 2009)*

- Managed flight operations for combat missions, coordinating the scheduling and monitoring of assault, heavy-lift, and MEDEVAC missions.
- Ensured compliance with aviation safety regulations and flight following services for over 1,000 missions per month.
- Worked directly with aviation unit leaders to assess and ensure safe airfield operations and efficient use of airspace.

Key Achievements:

- Developed and managed flight operations for a diverse range of aviation missions, ensuring compliance with FAA regulations and military flight safety standards.
- Oversaw airfield operations for key airfield infrastructure in Iraq, ensuring readiness for mission-critical flight operations.

Air Traffic Control Operator (October 2005 – September 2007)

- Air Traffic Controller for the US Army's largest flying unit, controlling 200,000 flying hours annually with zero aircraft mishaps or safety violations.
- Controlled air traffic for flight training at Allen stage field. Served as a local/ground controller, a flight data controller, and a shift leader for stage field operations.
- We provided first-hand positive control ATC Communication services and emergency services to assist in pilot training for the future Army Aviator.

United States Air Force | Minot AFB, ND

Pavement Maintenance and Construction Equipment Operator (August 2001 – October 2005)

- Specialized in concrete and asphalt repair to conduct stress tests, and evaluate, and maintain runways, taxiways, and parking aprons.
- Addressed operational issues and coordinated asphalt and concrete repair to maintain an efficient aviation ground environment.

Key Achievements:

- Completed dirt removal, leveling, re-construction, and stabilizing to reopen a strategic aerial port and US interests in Iraq and Afghanistan.
- Led airport's snow removal in controlled movement areas to clear 13,198 feet of the runway, along with taxiways and aprons.

Education | Training | Certifications

121 Hours Towards Bachelor of Applied Science, Air Traffic Control | *Thomas Edison State University, Trenton, NJ*
FAA Air Traffic Control Certification | *U.S. Army, Fort Rucker, AL* (*June 2006)*
Master Resiliency Trainer (MRT) | *Fort Jackson, SC*
Advanced Leaders Courses | *Fort Novosel, AL*

Emily Teall

[redacted]

Aerospace Project Manager • Security Clearance

Experienced aerospace project manager, payload launch engineer, and technical writer; former spacecraft technician, aircraft mechanic, and line service manager. Contributed to the return of human spaceflight to the USA in 2020 on the Demo-2 and Crew-1 SpaceX Dragon missions as a spacecraft technician.

Key Accomplishments

- **Led Payload Integration for SES O3b mPOWER Satellite Mission Series:** Selected by leadership to serve as Payload Launch Engineer for the first SES O3b mPOWER satellite mission series launched by SpaceX. Successfully guided the mission from inception to launch, designing and implementing custom Payload Integration work instructions that led to three successful payload launches to orbit. Awarded a bonus for high-quality work and subsequently requested to lead additional missions in the series.
- **Spearheaded Mission Planning and Stakeholder Alignment:** Designed a tailored concept of operations for the SES O3b mPOWER mission, ensuring compliance with customer payload hardware requirements. Led mission readiness reviews and post-mission debriefs, facilitating collaboration among internal stakeholders to resolve critical issues, align resources, and maintain timelines. This effort contributed to the seamless execution of three consecutive payload launches.

Professional Experience

SpaceX

Payloads Process Specialist (Engineering Project Manager) • Cape Canaveral, FL • Oct 2021 – Present

Promoted to this role to have greater oversight over planning documents and process improvement projects. Manage the revision cycles of work instruction templates, ensuring alignment with engineering changes and user feedback. Support the success of Payloads Engineers, Technicians, and floor operations by reviewing, editing, and approving work instructions to maintain project schedules and quality and safety standards.

- *Hold prioritization and accountability meetings with a bicoastal team of 10 engineers, technician supervisors, and Quality Assurance to negotiate priorities and meet project schedules, resulting in weekly reports for management.*
- *Represent the Payloads team as a subject matter expert, providing critical launch site feedback to Design Engineers during design reviews for both flight and ground hardware.*
- *Trained 108+ people in launch site process planning best practices via 82 training sessions total, and continued to update my training curriculum in Launch Site Process Planning.*
- *Collaborated with a colleague to increase the departmental intern hiring rate from 0 to 6 interns per year, and participated in diversity recruiting initiatives.*
- *Partnered with a colleague to create Payload Integration work instructions for the Transporter-8, -9, -10, and -11 customer rideshare missions, resulting in 346 payloads delivered to orbit.*
- *Consistently make Payload Integration work instructions for SpaceX Starlink satellite missions, directly resulting in 112 successful missions to create an active Internet satellite constellation.*

Payloads Process Planner (Engineering Technical Writer) • Cape Canaveral, FL • Nov. 2020 – Oct. 2021

Provided oversight for and completed key projects to revise work instruction templates, incorporate critical updates, and improve labor efficiency while ensuring compliance with defined procedures and organizational practices. Led the planning, development, and maintenance of the spacecraft integration work instructions for the entire Cape Payloads department to meet an aggressive launch cadence.

- *Attained significant reduction in payload integration time by revising departmental work instructions and incorporating a record amount of outstanding departmental end user feedback within the first three months on the job.*
- *Managed an external planning creation project when aid was requested by leadership, assisting two other departments to ensure labor estimation, scheduling and documentation of hardware maintenance on mission critical GSE.*
- *Developed a training curriculum in Launch Site Process Planning best practices, personally trained 14 people across 20 training sessions, and delivered an internal technical talk to 80+ attendees to introduce this training curriculum across multiple launch sites. Awarded a bonus for exceeding the expectations of my role by developing and delivering training.*

Dragon Integration Technician • Cape Canaveral, FL • Jan. – Nov. 2020

Performed spacecraft maintenance for production and final integration of spacecraft to ensure smooth functionality. Drove multiple projects to improve the department's maintenance efficiency and capacity to meet launch deadlines.

- *Contributed to the return of human spaceflight in the USA by performing final integration on the Demo-2 and Crew-1 Dragon capsules.*
- *Assisted development of SpaceX Cape Canaveral's first in-house SCAPE suit program for hazardous hypergolic operations, ending dependency on NASA's SCAPE contractor to save $550,000 the first year, and $716,500 every following year.*
- *Improved operational efficiency and quality by developing a technician onboarding program, and by writing walkdown operations to ensure adequate tool control, FOD (foreign object debris) control, and clean room/GSE maintenance.*

Gulfstream Aerospace

Gulfstream Aircraft Mechanic • Appleton, WI • Sept. 2018 – Jan. 2020

Performed and improved aircraft maintenance processes as a part of a team in an MRO (Maintenance Repair Operation) environment. Supported decision-making by drafting and presenting comprehensive turnover reports.

- *Prepared and recommended frequent maintenance manual corrections to positively affect the entire aircraft fleet, attaining reduction in maintenance labor hours, delivering safer outcomes, and ensuring customer satisfaction.*
- *Reduced the time required to process tooling requests by building and maintaining a searchable online tooling database in SharePoint with a partner to replace outdated hard copy inventories.*
- *Presented at 2019 Gulfstream Continuous Improvement Symposium on "3D Printing Adaptive Tools: Closing Ergonomic Gaps for a Diverse Workforce."*

West Star Aviation

Falcon Aircraft Mechanic • East Alton, IL • Sept. 2015 – Sept. 2018

Progressed from an apprentice, to an A&P licensed aircraft mechanic performing major maintenance and training team members.

- *Tracked daily tasks during 30 months of full-time aircraft maintenance, petitioned the FAA for approval to take the A&P licensing exams, passed exams at Baker's School of Aeronautics' two week course, and received A&P Certificate from FAA.*
- *Managed the successful decoupling of a jet engine by personally preparing the engine for removal, communicating with other mechanics, and coordinating GSE.*
- *Trained coworkers on Falcon-specific processes that required management of materials, personnel, and time, while ensuring successful completion.*

WestShore Aviation Management

Aircraft Services Manager • Holland, MI • Aug. 2012 – Aug. 2013, Aug. 2014 – Sept. 2015

Improved aircraft services for both customers and direct report employees. Reported to the Director of Maintenance.

- *Managed line service operations, including ground operations, aircraft cleaning, airport facility maintenance, and staff training of 11 part-time personnel.*
- *Planned and executed various projects such as creating training materials and checklists, streamlining personnel scheduling, defining guidelines for cost-of-living compensation adjustments, establishing two-way personnel reviews.*
- *Managed and documented inventory of facility materials and catering supplies, and purchasing from vendors.*

EARLY CAREER: WestShore Aviation Management • Holland, MI • 2008 – 2012 • Line Service Technician

Education & Professional Development

A&P License Preparation Course: **BAKER'S SCHOOL OF AERONAUTICS, LEBANON, TN**

Bachelor of Science: **GRAND VALLEY STATE UNIVERSITY HONORS COLLEGE, ALLENDALE, MI**

Clearance: **Current SSBI dated 07 April 2021 by OPM/DSS, with TS/SCI eligibility through the NRO.**

Mentor/Mentee: **SpaceX DiversifyX, JEDI, & Liftoff Mentorship Programs**

License: **Airframe and Powerplant Mechanic Certificate**

Technical Skills

Microsoft Office Suite, SharePoint, Confluence, Outlook, Corridor, SmarTeam, CAMP, MyCMP, SpaceX's Warpdrive (ERP), CATIA (CAD), Teamcenter/NX (CAD), SQL

Geddy Whalen
[redacted]

December 8, 2024

West Michigan Airport Authority
Holland, MI

Subject: Application for Airport Manager Position

Dear Members of the West Michigan Airport Authority Board,

I am excited to submit my application for the Airport Manager position at West Michigan Regional Airport (WMRA). With over a decade of leadership experience, a strong foundation in aviation operations, and a history of fostering stakeholder relationships, I am confident in my ability to advance WMRA's mission of being a business-focused and community-centered aviation hub.

My aviation experience began with hands-on roles at Midwest Connect and ATA Connection, where I managed ticketing, passenger check-ins, and aircraft loading. These early experiences fueled my passion for aviation and customer service, eventually leading me to positions such as Line Technician at Northern Air and a recent role at Executive Air Muskegon. Through these positions, I honed my skills in Fixed Base Operations (FBO), including fueling coordination, de-icing, and providing exceptional service to passengers and stakeholders.

In addition to my aviation expertise, I bring a proven track record of leadership and operational excellence. At Lakeshore Federal Credit Union, I managed a $30,000,000 portfolio, identifying areas for cost savings and reallocation to drive growth. My current role as Facilities Services Coordinator at Wesco has strengthened my ability to ensure regulatory compliance, oversee maintenance operations, and negotiate vendor contracts for maximum efficiency. These experiences have equipped me to manage the complexities of daily airport operations while planning for long-term improvements.

I am eager to apply my skills to WMRA's strategic initiatives, including managing budgets, coordinating with local and federal agencies, and expanding the airport's impact within the community. My ability to communicate effectively with diverse stakeholders, coupled with a willingness to pursue the Michigan Airport Manager Certification, demonstrates my commitment to both personal and organizational growth.

Thank you for considering my application. I look forward to the opportunity to discuss how my background, skills, and enthusiasm can contribute to the continued success of WMRA. I am available at your earliest convenience and can be reached [redacted]

Sincerely,

Geddy Whalen

Geddy Whalen

[redacted]

Objective

Experienced aviation professional seeking to contribute my diverse skill set to the Airport Manager role at West Michigan Regional Airport. With a background in airport operations, financial management, and regulatory compliance, I am poised to lead efforts in optimizing airport functions, fostering community relationships, and ensuring efficient operations.

Professional Experience

Wesco Inc.
Facilities Services Coordinator
July 2023 – Present

- Oversee compliance efforts related to Underground Storage Tank (UST) registrations and inspections.
- Dispatch contractors and coordinate maintenance activities to ensure regulatory compliance and operational efficiency.
- Manage vendor contracts, ensuring cost-effective service delivery and operational optimization.

CUAnswers
Conversion Coordinator
November 2022 – April 2023

- Led conversion projects for credit unions, coordinating internal teams and external stakeholders to ensure seamless transitions.
- Managed timelines, budgets, and scope to ensure successful project delivery.

Lakeshore Federal Credit Union
Branch Manager/CEO
May 2022 – August 2022

- Directed a $30 million portfolio, including managing an operational budget of $30,000/month.
- Implemented cost-saving measures and strategically reallocated funds to support growth and financial stability.
- Ensured smooth day-to-day branch operations while fostering strong community relationships.

AAC Credit Union
Branch Manager
February 2016 – April 2022

- Built and maintained relationships with local businesses and dealerships to promote credit union products and services.
- Developed sales agreements for indirect lending, expanding the credit union's customer base and loan portfolio.
- Promoted financial products to drive membership growth.

Executive Air Muskegon
Front Desk Staff
2015 – 2016

- Managed passenger check-in, greeted clients, and ensured smooth airport operations.
- Coordinated fueling services and dispatch for aircraft, maintaining safety and timeliness.
- Oversaw office operations, ensuring a clean and professional environment for clients and staff.

Northern Air
Line Technician
2005

- Conducted aircraft fueling and de-icing for general aviation and commercial aircraft.
- Ensured safe operations and compliance with safety protocols during adverse weather conditions.

ATA Connection (Chicago Express Airlines)
Customer Service & Ramp Agent
2003 – 2005

- Managed customer service at the ticket counter and assisted with baggage handling.
- Supported ground operations, ensuring the safe and efficient departure of flights.

Midwest Connect (Skyway Airlines)
Customer Service & Ramp Agent
2002 – 2003

- Provided excellent customer service at the ticket counter, including passenger check-in and luggage handling.
- Assisted with ramp operations, ensuring safe ground handling and timely departures.

Skills

- **Financial Management:** Budget oversight, cost optimization, financial analysis, and resource allocation.

- **Regulatory Compliance:** Expertise in state and federal regulations, including underground storage tank standards and aviation industry protocols.
- **Aviation Operations:** Aircraft fueling, de-icing, ground handling, and dispatch coordination.
- **Leadership & Team Management:** Strong interpersonal skills, team development, and fostering a positive work environment.
- **Project Management:** Coordination of complex projects, managing timelines, stakeholders, and budgets to ensure successful outcomes.
- **Vendor & Contract Management:** Negotiation, vendor management, and ensuring efficient service delivery.

Education

Baker College
Aviation Management (1 year)
2002-2003

Certifications & Training

- **Airport Manager Certification:** Willing to pursue if required

Jim Storey

[redacted]

Airport Manager Selection Committee
West Michigan Airport Authority
270 S. River Avenue
Holland, Michigan 49423

Members of the Committee,

Eight weeks as your interim airport director has enthused my desire to be selected for the permanent position. Balancing the duties of my outgoing position with those of airport director has been both challenging and rewarding. It tests my ability to organize activities so neither responsibility is neglected.

West Michigan Regional Airport has an unlimited ceiling. In the last few weeks, I have had preliminary discussions with individuals interested in building a new hanger, a future proposed tenant that wants to start a non-profit charter business, a company that started discussions on reducing our electric demand with the previous director, and BETA that wants to install an electric aircraft charging station.

All of the preceding are without a planned, sustained marketing effort to fill our vacant land with new employers and thereby contribute to the authority's bottom line, which will reduce dependence on the modest millage.

I have applied for certification as an airport manager and am awaiting a testing date from the State of Michigan-MDOT. I have monitored transmissions from the state's airport managers' association and will apply for *bona fide* membership once the manager certification comes through. In the meantime, I have had several conversations with MDOT-Aero employees and have revitalized my relationship with Chair Andy Platz, S1tephanie Ward and Jeff Thomen of Mead & Hunt

Thank you for the opportunity to report to the airport every day. While I see opportunities for reducing cost, and understand the angst of some users, I believe we can stir enthusiasm for the

airport as Holland-Zeeland's connection to the wider world and thereby win renewal of the millage so important to a strong financial foundation.

With your support, will give the enthusiasm, energy, desire and commitment to serve West Michigan Regional Airport and the Authority itself.

Sincerely,

Jim Storey
Interim Airport Director

References:

Here are some individuals with whom I've worked over time. I am happy to offer them as references:

Greg Robinson, retired assistant Holland city manager and first airport director;

Steve Currie, executive director, Michigan Association of Counties

Margaret Zurich Bakker, Judge, Allegan County Circuit Court

Derek Emerson, Hope College Director of Events, Conferences and Haworth Hotel

Jason Latham, Director of Macatawa Area Coordinating Council

Resume of James M. (Jim) Storey

[redacted]

Allegan County Board of Commissioners – January 1, 2013 – December 31, 2024

- Represented 22,00 residents in five jurisdictions including Holland City on the governance board of fourth-fastest growing county in state.
- Chaired Board of Commissioners January 2021 to December 2024 presiding at two meeting days a month; represented county on regional boards: West Michigan Works, West Michigan Regional Planning Commission, Lakeshore Regional (Mental Health) board as well as several county boards.
- President of Michigan Association of Counties Board, 2023-2024, preceded by 8 years representing Southwest Michigan Boards of Commissioners.

StoreyLine Connections: January 2008 – present – Liquor Licensing campaign management Consultant

- Prepared, filed, and monitored agency actions of Liquor Control Commission and U.S. Alcohol and Firearms handling of license applications for a variety of clients, including Hope College, New Holland Brewing and individual stores and restaurants.
- Prepared and managed election campaigns for the Jobs and Economy Team support for WMAA creation, the Say Yes campaign to equalize beer and wine status with distilled spirits, Marge Bakker for Circuit Court Judge, and others.

Michigan Liquor Control Commission – Hearing Commissioner – May 1999 – May 2007

- As hearing commissioner, conducted liquor license violation hearings at 13 hearing sites in both Michigan Peninsulas; received evidence, decided issues, and wrote decisions in six hundred cases each year.
- Four other commissioners conducted the affairs of the agency including evaluating new and removing regulations, attending industry meetings and conferences, informing elected state leadership of emerging issues.

SEMCO Energy Gas Company – December 1995 – May 1997 – Community Relations Manager

- Developed and conducted the community and some operational duties for Michigan's third largest natural gas utility in Ottawa and Allegan counties. Successfully organized community introduction of automated meter reading system, first in the region.

Michigan Jobs Commission – Air Base Conversion Director – May 1994 – December 1996

- Directed the State of Michigan's Wurtsmith and K.I. Sawyer Air Force base conversion activities to enable local communities to establish productive civilian uses and job creation for two B-52 Air Force Bases in rural Michigan. Following successful efforts, promoted to President, Michigan Strategic Fund, helping finance new baseball stadium for Detroit Tigers and other strategic economic creation efforts.

Education:

St. Mary's Cathedral High School, 1964-1968, diploma

University of Michigan, 1968-1972, History and Journalism.

University of Nevada-Reno, National Judicial College, completed course in conducting. Fair administrative law hearings.

Justin Thompson

Team Building and Leadership through effective communication

[redacted]

Professional Summary

I utilize clear communication, and decisiveness to form relationships. I leverage my education and experience to build those relationships into highly productive teams.

My wide array of operational experience and leadership across the globe in the military, logistics, and aviation sectors has equipped me with the knowledge and adaptability to meet any challenge and exceed any goal.

Willing to relocate to: Michigan, Virginia, Alaska or Internationally.

Authorized to work in the US for any employer

Work Experience

Operations Manager

Omni Air International-Washington, DC

December 2019 to Present

Operations Manager

US Dept of State Secret Clearance (Valid/Active) Top Secret (Inactive)

Leader and supervisor of teams of up to 25 employees and contractors.

I utilize technical expertise, decisive leadership, effective communication, stakeholder engagement, and detail-oriented organization to create stability and efficiency in chaotic and often austere environments.

During International Operations on 6 continents in 39 countries, I built and led teams across cultural lines, political division, and religious differences.

Expertise in Airfield Operations, Fixed Base Operations, Program Management and Airfield Management.

I focus on quality communication, and attention to detail, while leveraging metrics to exceed expectations and deliver results.

I utilize Lean methodology and adapt Scrum processes to remain agile in decision making and execution.

I specialize in Operations Planning in a Staff environment and have completed the Marine Corps MAGTF Staff Planning Course, and the Rapid Response Planning Process (R2P2) course, both delivered through the Expeditionary Warfare Training Group, Pacific.

Five years Aviation Logistics Planning and Coordination experience.

Certified Ground Security Coordinator and Boeing 77/76/75/737 loadmaster.

Certified Scrum Master

Telecommunicator II

Michigan State Police-Gaylord, MI
August 2018 to November 2019

Law Enforcement Information Network Operator
Network Security Operations

As a member of a dynamic telecommunication team, I provided clear, concise, and timely information to field units, ensuring officer safety, managing crisis situations, providing customer service, and enhancing community trust in our organization.

Post Achievement Award: During 48 hours of sustained emergency operations during a blizzard affecting all emergency services and causing dozens of severe traffic collisions, a building collapse, and a structure fire of a major downtown structure. I provided sustained uninterrupted emergency services until roads were cleared and relief could be mobilized.

Police Officer

Fort Greely Police Department-Fort Greely, AK
August 2015 to August 2018

Patrol Officer
Dept of Defense Top Secret/SSBI Clearance (Expired May 2023)
Shift Supervisor of 3-5 officers.
Defensive Tactics Instructor
Non-Lethal Weapons Instructor

Managed and supervised a shift of 3-5 Officers, monitored and conducted Criminal Investigations, Drug Investigations, Interrogations, and ensured the accurate and timely inventory and reporting of evidence, incident reports, and officer qualifications.

Completed FBI Academy distance education for Basic Cyber Crimes Investigation

Education

Professional Military Education Resident Course in Operations Management Expeditionary Warfare Training Group
April 2002 to June 2002

Professional Military Education Resident Course in Operations Planning Expeditionary Warfare Training Group

Lake Superior State University, 3 years Geology Major, Geographic Information Systems, and Mathematics minors. Did not complete due to a family emergency.

Military Service

Branch: United States Marine Corps
Rank: Sergeant

Awards

Navy/Marine Corps Achievement Medal

August 2003

For superior performance of duties as Infantry Intelligence Operations Marine. While preparing for combat operations in Iraq, I was asked to learn three new communications systems and develop training courses to instruct Marines on these systems for use during the invasion. While operating in Iraq I kept a peer to peer secured wireless network operating and managed an intelligence and operations platform. I also assisted in the planning of intelligence gathering operations and coordination of intelligence and infantry operations

Civilian Achievement

May 2018

For superior performance as a Federal Law Enforcement Officer with the DOD in Fort Greely, Alaska.

Certifications and Licenses

CompTIA A+ Certified, 1997

Secret Clearance Active, Top Secret Eligible/Inactive

Google Cybersecurity Certificate, 2024.

Certified Scrum Master, 2024

Certified Boeing 77/76/75/737 Loadmaster

Licensed Ground Security Coordinator (GSC)

Kylie Griffin

[redacted]

Passionate business professional and communications specialist positioned to provide direct support to executive leadership. Extensive experience with 10+ years toward customer service, leadership, and building the most effective workforce.

Education:

CENTRAL MICHIGAN UNIVERSITY

Graduation Date: May 2011

Bachelor of Science in Organizational Communications and Conflict Management

Experience

ALLEGIANT AIR – (GRR) **AUG/2022 – CURRENT**

Inflight Base Supervisor

- Lead initiatives to achieve on time performance goals
- Coach and develop Flight Attendants to exceed performance expectations
- Promotion of safety and compliance, conduct investigations, and perform line checks
- Interview, hire, and terminate

EXIT REAL ESTATE SOLUTIONS & INDEPENDENT CONTRACTOR – (GA, FL, TX, TN, & MI) **OCT/2013 – CURRENT**

Real Estate Professional & Property management

- Contractual agreements and negotiations
- Generating and converting leads - sales
- Marketing and event planning

SOUTHWEST AIRLINES – (HOU) **APR/2017 – MAY/2019**

Customer Service Supervisor

- Achieve station metrics and goals by supporting more than 50+ ground operations team members daily
- Ensuring compliance, quality control, and performance for team members
- Working knowledge of the collective bargaining agreements between two separate work groups

SOUTHWEST AIRLINES – (HOU & MDW) **MAR/2016 – APR/2017**

Station Administrator/Administrative Coordinator

- New hire orientation and direct support to the Station Manager and Leadership team

SOUTHWEST AIRLINES – (HOU) **AUG/2015 – MAR/2016**

Customer Service – Ground Operations

- Provided legendary customer service including but not limited to complaint resolution and customer experience

EXPRESSJET AIRLINES – (HQ: ATL) **AUG/2013 – AUG/2015**

HR ADMINISTRATOR: Benefits

- New Hire Orientation: On-boarding, employment benefits, leave of absence, employee assistance programs

ATLANTIC SOUTHEAST AIRLINES & EXPRESSJET AIRLINES – (DTW) **AUG/2011 – AUG/2013**

FLIGHT ATTENDANT

- Safety professional ensuring comfort and quality customer care aboard an aircraft

Qualifications & Accomplishments

- Proficient with Microsoft office: Word, Excel, PowerPoint, Adobe: InDesign, Photoshop, Illustrator
- Leaders of the 21st Century recognition award 2007 – HOPE COLLEGE (Holland, MI)
- Founder of Mount Pleasant Beautification Day: April 15, 2011
- SOUTHWEST AIRLINES CARE TEAM MEMBER – CRISIS MANAGEMENT
- ALLEGIANT AIR CARE TEAM MEMBER – CRISIS MANAGEMENT

Mark Lynn

[redacted]

OBJECTIVE: CHALLENGING CAREER AS AN AIRPORT DIRECTOR

PROFILE

Mission focused highly skilled Aviation professional, multi-engine pilot, Aviation Management and broad experience in Aviation Safety.

EXPERIENCE

Deputy Director
Muskegon County Airport
99 Sinclair Drive, Muskegon Mi 49444
12/2023-Present
Hours per week 48
Duties, Accomplishments and Related Skills:

- I am responsible for engaging internal and external stakeholders regarding organizational strategy, airside business development, budgeting, project management, planning, land use, outreach, marketing, advertising, and related programs. I have strong leadership skills and experience in airport operations part 139, finance, maintenance, administration, emergency response, business development, project oversight; have excellent verbal and written communications skills, and be available 24/7 to respond to, and possibly lead, emergency situations.
- I Consult with Airport Director regarding day-to-day administration of all airport activities.
- I perform the responsibilities and duties of Airport Director, as needed, or in their absence.
- I communicate with stakeholders to ensure safe and efficient operation of the airport.
- I provide regular contact with Muskegon County Administration to provide regular reporting on airport operational performance, discuss suggestions for improvements, maintain financial integrity, and ensure F3 is meeting the needs and goals of the client.
- I contribute to the development marketing and public relations activities, including promotion of the airport at public presentations and special event planning.
- I coordinates & monitor the review, renewal, and compliance of all contracts, leases, and agreements with tenants, leaseholders, and legal counsel and negotiate terms when required.
- I develop and administer the airport's annual budget in conjunction with the client's financial staff, provide recommendations required to improve airport operations and meet client goals.
- I assist in the preparation of project requests for state and federal funds, and subsequently monitor projects to ensure coordination with contractors, engineers, tenants and users, and compliance with project requirements and budgetary considerations.
- I act as a point of contact for project management with the FAA, MDOT and C&S engineering consultants with contracts, permits and accounts payable and receivable.
- I track all State and Federal project payments.
- I accomplished ZEV grant and taking delivery of two Ford F-150 Lightening vehicles.
- I develop and implement approved Airport security, certification, and safety programs in accordance with Federal Aviation Administration (FAA) and Transportation Security Administration (TSA) regulations and guidelines.
- I assist the Airport Director with personnel matters, as needed.
- I have recently taken over all Airport Operations Management both First and Second Shift including fleet equipment as well as all SRE.
- Implementation of "New Deal" liquid de-icing mixing station and airfield spraying equipment.
- I organize, administer, and prepare material for Airport Advisory Committee.
- I work directly with Denver Air Connection D.A.C. Eastern Station's Manager with any unforeseen issues as they arise.
- I work directly with Fixed Base Operator Executive Air a needed.

Full Time Faculty Staff
Sonoran Desert Institute
1555 W University Dr #103, Tempe, AZ 85281
Tempe, AZ
3/2016 - Present
Hours per week: 45
Duties, Accomplishments and Related Skills:

- Started as an Adjunct Instructor teaching metal restoration, hand tools and their specific uses along with theory. Also taught machining theory, fabrication theory and general metal manufacturing theory. Manual milling machines (general uses, set-up and peripheral tools and equipment) manual lathe (general uses, set up as well as peripheral tools and equipment). General machine shop practices i.e. reading micrometers, calipers, height gauges etc. were also covered.
- Promoted to "Full Time" Faculty and I continued instructing the aforementioned. In 2020, in addition to my Faculty role I was recruited as a SME (subject matter expert) to the curriculum department.
- Key player in creating the following classes in design technology: CAD/CAM, Mathematics and Measurements, Blueprint reading and Additive Manufacturing.
- In the process of developing Lathe 1 and Lathe 2. SDI's intention will be shipping a mini lathe to students; creating one of the first distance education institutions to teach hands on machining lab.

COMPUTER INFORMATION TECHNOLOGY SKILLS

- Proficient in use of most major computer systems, information systems, spreadsheet applications, graphic and presentation applications, and word processing applications
- Michigan NOTAM Manager/FICON reporting

HONORS, AWARDS AND SPECIAL ACHIEVEMENTS

- FACULTY OF THE QUARTER

PROFESSIONAL AFFILIATIONS/ ASSOCIATIONS

- IBEW Electrical Apprenticeship
- Beechcraft Heritage Museum - ACTIVE MEMBERSHIP
- EXPERIMENTAL AIRCRAFT ASSOCIATION - VOLUNTEER
- AOPA - MEMBER
- SRA STEARMAN RESTORERS ASSOCIATION - VOLUNTEER/MEMBER
- Michigan Association of Airport Executives
- President of EAA Chapter 211

LICENSES/ CERTIFICATIONS

- FAA Pilot's certificate with Single and Multi-Engine Ratings
- FAA Airframe and Powerplant certificate
- Michigan Department of Transportation Airport Manager Certificate.
- Part 139 certified

PUBLICATIONS/ PRESENTATIONS

- Contributor to Kitplanes magazine. The articles that I contributed were called "metal magic" and the articles included English wheel, blocking and roughing, gas welding aluminum. I would be happy to provide a couple example articles if interested.
- Member of Michigan Association of Airport Executives "Roundtable" advisors.

PROFESSIONAL SKILLS AND TRAINING

- Inspection Authorization Renewal 03/22
- Inspection Authorization Renewal 03/23
- Inspection Authorization Renewal 03/24
- Various FAA Wings credit for both Pilot and Mechanic
- Michigan Association of Airport Manager Conference February 2024
- Michigan Association of Airport Manager Conference October 2024

EDUCATION

Baker College of Muskegon Muskegon, MI
Some college (no degree) 8 / 2005
GPA: 3.0 of a maximum 3.9
Credits Earned: Semester Hours
Major: Aviation Management Minor: Business
Relevant Coursework, Licenses and Certifications:
Private pilot, multi-engine pilot

- REFERENCES AVAILABLE UPON REQUEST

Mark Lynn

Matthew Neyens, C.M., ACE

Airport Operations Manager

Highly skilled and results-driven airport operations professional with over 9 years of progressive leadership experience in managing complex airport environments. Proven experience in regulatory compliance, emergency management, project coordination, stakeholder engagement and team leadership. Experienced at developing innovative solutions and improving operational efficiency to meet FAA and local expectations.

[redacted] [redacted] [redacted]

WORK EXPERIENCE

Airport Operations Manager – Construction Liaison
Denver International Airport - Airside Operations

04/2020 – Present

- Act as the lead Representative for Denver International Airport during the 2024 Annual FAA Part 139 Inspection.
- Supervise operational staff to maintain FAA Part 139 standards and implement safety measures.
- Evaluate and recommend modifications to airfield construction projects to minimize operational impacts to the airfield.
- Manage emergency situations, providing strategic and timely decision-making to ensure the airports best response.

Assistant Airport Operations Manager
Denver International Airport - Airside Operations

06/2019 - 04/2020

- Led the development of work plans and schedules to meet diverse airport stakeholder requirements.
- Inspected and initiated corrective actions to maintain FAA part 139 compliance.
- Promoted to Operations Manager within 10 months due to exemplary performance and leading by example.

Airport Operations Representative
Denver International Airport - Communication Center

07/2016 - 06/2019

- Served as interim supervisor, overseeing a team of 4+ employees during critical operations.
- Restructured Emergency Radio alert protocols, streamlining intertestamental communications.
- provided comprehensive training for new hires, ensuring operations readiness and certification.

EDUCATION: Western Michigan University

Bachelor of Science in Aviation Science and Administration

SKILLS

Communication | Airport Operations Compliance | Open minded | Problem Solving

QUALIFICATIONS

- Extensive experience in FAA compliance, participating and leading three successful inspections.

-Started DEN's drone program, filed for a COA allowing DEN Airside Ops personnel to operate a drone in Class B airspace.

-Skilled in managing large-scale snow removal operations, ensuring airfield safety and functionality.

-Proven ability to lead teams in high-pressure emergency situations, delivering effective and rapid solutions.

HONOR AWARDS

Perfect FAA Part 139 Inspection (2019)
Denver International Airport

Balchen/Post Award (2019 - 2020)
NEC/AAAE
- Excellence in Airport snow removal

CERTIFICATES

Certified Member
AAAE

ACE Operations
AAAE

Advance & Basic ASOS
AAAE

Part 107 Pilot
FAA

Nick Biniker
[redacted]

11/24/2024

To Whom It May Concern,

I am excited to apply for the Airport Manager position at KBIV. With a decade of leadership in economic development, a Commercial Single Engine Land and Instrument Airplane rating, and a lifelong passion for aviation, I am eager to bring my operational expertise and enthusiasm for the aviation community to this role.

Throughout my career, I have honed the skills necessary to manage complex operations, lead teams, and foster community partnerships. As Vice President of Entrepreneurship and Small Business Development at Williamson, Inc., I established the Franklin Innovation Center, securing grants, managing advisory boards, and overseeing day-to-day operations. These responsibilities required meticulous attention to detail, strategic planning, and a commitment to exceptional service—all qualities essential for managing airport operations.

My aviation credentials and personal connection to flying uniquely position me for this role. While I chose not to pursue a commercial pilot career to prioritize my growing family, my love for aviation has never waned. I am eager to apply my leadership and administrative experience to support the operational and strategic goals of Holland while immersing myself in the dynamic aviation community.

Equally, the opportunity to relocate my family to Holland resonates personally. Much of my family resides in Michigan and Northwest Ohio, and this role represents a chance to contribute to an already thriving regional asset and continuing the economic development work I've done for a decade through the avenue of aviation.

I would welcome the opportunity to discuss how my experience and passion align with the vision of the City of Holland. Thank you for considering my application. I look forward to the possibility of contributing to the airport and region's continued success.

Best,
Nick Biniker

NICK BINIKER

[redacted]

PROFILE

Innovative, motivated, and detail oriented economic development professional with a decade of experience in project management, operations, and business administration, working across public and private sectors while representing one of the fastest growing counties in the country. Aviation enthusiast with CSEL and instrument rating.

EXPERIENCE

Williamson, Inc. Office of Economic Development

Franklin, TN

VP of Entrepreneurship & Small Business Development Jan 2022 – Present

- Collaborate closely with city managers and mayors aligning economic development initiatives with community goals including but not limited to recruitment and expansion projects.
- Started the Franklin Innovation Center, an incubator established in the fall of 2021, and currently:
  - Administer grants through Tennessee Economic and Community Development and Kauffman Foundation for the buildout of the center and subsequent programming efforts
  - Manage advisory board and sub-committees for the center
  - Run corporate board focused on issues facing entrepreneurs across Middle Tennessee
  - Direct all space operations including billing, applications, and space programming
  - Provide exceptional customer service for existing tenants and work in cross collaborative way with the non-profit building owner.
- Lead 10-week course guiding entrepreneurs through the process of starting their own business

Director of Talent Development Sept 2019 – Jan 2022

- Coordinated efforts between local industry and our K-12 school district, leading to new programs including autonomous vehicles programming and unmanned aerial systems
- Led annual STEAM and Manufacturing Days, including joint tours and programming with local businesses that gave 300-400 K-12 students exposure to in demand careers every year.
- Convened and led quarterly programming for HR managers
- Traveled to DC annually with regional delegation to lobby for increased funding for workforce development programming in the state of Tennessee
- Planned yearly out of market peer city visits for 75-100 local executives and community leaders

Director of Economic Development May 2017 – Sept 2019

- Project managed new-to-market projects, highlighted by the consolidation of CKE holdings group and Mitsubishi Motors
- Produced annual county trends report to guide local executives and out-of-market prospects that led to one of our largest events of the year, "Outlook Williamson".
- Worked on two successful funding campaigns, with the team raising more than $14 million in public and private funding to help expand our efforts over a 10-year operating period

Senior Economic Development Manager Mar 2016 – May 2017

Existing Business Manager Jan 2015 – Mar 2016

EXPERIENCE CONTINUED

Crosstown Courier

Lavergne, TN

Account Manager Aug 2014 – Jan 2015

- Directed a fleet of 30 drivers for the company's largest pharmaceutical client performing last mile delivery service.
- Increased on-time percentage by 28% within 3 months
- Built and delivered daily reporting protocol through Microsoft Office suite for all lines of the business.

COMMUNITY INVOLVEMENT

Board Member, Leadership Brentwood Alumni 2018-present

Member, City of Franklin Development Services Advisory Commission 2018-2022

TN Achieves Student Mentor 2018-2021

Transit Leadership Academy Class of 2015

EDUCATION

Nashville Flight Training July 2017 – June 2022

Commercial Single Engine Land and Instrument Airplane

College of Wooster Aug 2010 – May 2014

Bachelor of Arts, Political Science and Economics

REFERENCES

Nathan Zipper – Chief Economic Development Officer

Williamson, Inc. | [redacted]

Additional references available upon request

PHANEL PETIT, MPA, PMP, CSM

[redacted]

[redacted]

Embry-Riddle Aeronautical University Daytona Beach, FL **Bachelor of Science in Aviation Business Administration** Completion Date: December 2003 Concentration: General Management Minor: Computer Information Technology Daytona Beach Community College Daytona Beach, FL **Associate of Science in Information Technology** Completion Date: May 2007 NOVA Southeastern University Fort Lauderdale, FL **Master of Public Administration** Completion Date: December 2008	**Project Management Professional (PMP)®** Project Management Institute Issued Jun 2021 Expires Jun 2030 Credential ID Certification Number 3017882 *See credential* Certified ScrumMaster® (CSM®) **Scrum Alliance** Issued Nov 2019 Expires Nov 2030 Credential ID 001015960 *See credential*

EXPERIENCE:

Information Technology Portfolio Manager / IT Manager
October 2019 – Present
State of Nebraska Department of Transportation

- Implemented Project Portfolio Management Office (PPMO) at the Nebraska Department of Transportation (NDOT).
- Provide leadership in developing IT project plans and managing diverse professional and technical staff.
- Manage a group of IT leaders.
- Set strategic direction for projects and ensured consistent, successful execution aligned with organizational strategies.
- Developed and enforced standards and methodologies to improve project performance.

- Oversee highly complex IT projects within NDOT, advising on feasibility and technology selection.
- Manage and motivate cross-functional teams, emphasizing customer satisfaction.
- Supervise unit supervisors, communicate expectations, and ensure task completion.
- Continuously assessed risks, implemented change management, and managed IT Quality Assurance practices.
- Handle and negotiate contracting procedures for IT contractors in coordination with the OCIO.
- Demonstrated organizational, time management, budget management, and transportation expertise.

Chief Executive Officer / Owner
November 2019 – Present
NAOSSOFT LLC

- Initiated and oversaw the establishment of multiple companies under the NAOSSOFT umbrella, showcasing versatility and business acumen. Proven ability to conceptualize, launch, and manage successful start-ups in diverse industries.
- *Start-Up Management:* Successfully managed all facets of start-ups, from inception to ongoing operations, encompassing marketing, resource management, and strategic planning.
- *Company Portfolio*: Launched and operated diverse entities including:
  Naos Trip (Travel Startup): Pioneered the development and management of a travel startup, implementing innovative strategies to penetrate the competitive travel industry.
- **Petit Domicile** (Long- and Short-Term Stay): Directed the creation and operation of Petit Domicile, a venture specializing in long and short-term accommodation solutions.
- Strategic Leadership: Provide visionary leadership and strategic direction for NAOSSOFT LLC and its subsidiary ventures.
- *Resource Management:* Oversee resource allocation, budgeting, and financial planning to ensure optimal operational efficiency and sustained growth.
- *Marketing and Branding*: Develop and implement comprehensive marketing strategies for each venture, driving brand awareness and market penetration.
- *Operations Oversight*: Direct day-to-day operations, ensuring compliance with industry standards and regulatory requirements.
  Innovation and Growth: Drive innovation and identify opportunities for business expansion, fostering a culture of continuous improvement.

DHHS Administrator II / Health Informatics Supervisor
August 2019 – October 2019
State of Nebraska Department of Health and Human Services

- Led Medicaid and Long-Term Care staff in managing health care delivery services.
- Provided ongoing support and supervision, including hiring, training, monitoring, and evaluating staff.
- Established a collaborative environment with performance measures and leadership in health informatics.
- Managed MLTC information technology projects, meeting federal deadlines and documentation requirements.

- Coordinated with Information Services & Technology (IS&T) and managed healthcare projects using PMBOK®.
- Ensured compliance with patient information regulations and communicated effectively with stakeholders.

Lead Project Manager / Business Analyst & Testing Team Supervisor
Feb 2015 – August 2019
State of Nebraska Department of Labor

- Implemented and led the new IT Project Management Office (PMO).
- Managed all agency IT projects, reporting directly to the Director of Administrative Services.
- Developed project management policies and standards, addressing goals, dependencies, resources, and security.
- Conducted cross-functional project management, business process support, and coordination.
- Integrated financial controls for project portfolio management and automated key business processes.
- Communicated metrics, evaluated performance, and cost, and built multi-year transformation roadmaps.
- Standardized performance metrics, automated reporting, and tracked project health.
- Managed a team, coordinated work efforts, prepared project/work plans, and mentored and trained staff.

IT Systems Analyst & Project Lead
August 2014 to February 2015
State of Nebraska Department of Health & Human Services

- Led staff in implementing, maintaining, and training of the Netsmart AVATAR computer software system.
- Applied structured analysis, methodologies, and design principles for AVATAR system development.
- Designed, implemented, and monitored the testing process for the AVATAR system.
- Provided technical assistance/instructions to AVATAR users and coordinated project-related audits.
- Created and maintained training materials and implemented standardized processes for improvement.

Staff Business Analyst / Product Owner
March 2013 – August 2014
Southwest Florida Water Management District

- Coordinated and managed activities related to the deployment, configuration, and usage of systems.
- Oversaw multiple applications and systems projects, managing consultants, contractors, and developers.

- Conducted research, analysis, and advised management on operational systems and organizational processes.
- Reviewed and analyzed forms, reports, and performance indicators, recommending solutions and improvements.
- Designed, evaluated, recommended, and approved changes to forms, reports, and systems.

Business Analyst / Customer Support Agent / Product Owner
June 2011 – December 2012
Trax USA Corp – Aviation Maintenance Management Software

- Oversaw the maintenance, support, and upgrade of existing software applications.
- Served as a lead on multiple million-dollar projects for airlines software improvements.
- Acted as a liaison between the Software Development Department and Customers.
- Identified, researched, and resolved technical problems with the software, ensuring timely resolutions.
- Conducted training, software testing, and collaborated with both independent and group settings.

Airport Operations Agent & Business Enterprise (DBE) Coordinator
June 2006 – November 2009
County of Volusia – Daytona Beach International Airport

- Monitored and coordinated airport functional areas, responding to emergencies, and maintaining wildlife programs.
- Served as the DBE Coordinator, certifying and assisting disadvantaged businesses.
- Designed and implemented database systems for TSA Threat Analysis, Airport keys, and Training.

Manager
March 2004 -- November 2005
Racetrac Petroleum Inc. Palm Coast, FL

- Led, coached, and mentored a staff of 20 employees.
- Managed store operations, ensuring customer satisfaction and overseeing various tasks.
- Implemented computer-generated task lists and a schedule database system.

Aviation Technician I / Intern
April 2000 - September 2000
Pacific Scientific Aerospace Miami, FL

- Performed inspection, overhaul, and repair on aircraft fire extinguishers and oxygen supply.
- Completed FAA paperwork and data entry.

Hiring Manager
West Michigan Airport Authority
Holland, MI

Dear Hiring Manager,

I am excited to apply for the Airport Manager position at the West Michigan Regional Airport. With over a decade of experience in operational management, stakeholder collaboration, and strategic planning, I bring a proven ability to lead daily operations, manage budgets, and foster relationships that align with organizational and community goals. The opportunity to contribute to the mission of the West Michigan Airport Authority by supporting both business and community-focused initiatives deeply resonates with my professional expertise and aspirations.

In my current role as IT Manager at viastore Systems, I have directed daily operations for a multinational organization, ensuring compliance with internal policies and external regulations while driving efficiency. My responsibilities include managing vendor relationships, developing and presenting monthly performance reports, and overseeing large-scale initiatives such as infrastructure improvements and resource optimization. These experiences have honed my ability to make swift operational assessments and implement effective solutions—skills essential for the Airport Manager role.

As an independent IT consultant, I successfully coordinated grant-funded initiatives, prepared detailed applications, and managed project budgets while delivering tailored operational strategies to meet client needs. My experience collaborating with diverse stakeholders, including government entities and private organizations, has equipped me with the interpersonal and communication skills necessary to foster strong partnerships with tenants, businesses, and the broader community.

The West Michigan Airport Authority's focus on supporting regional industries and promoting community engagement aligns with my values of service and innovation. I am eager to bring my organizational expertise and commitment to operational excellence to ensure the West Michigan Regional Airport continues to thrive as a vital resource for the region.

Based on my skills and experience, my salary requirement is $100,000 per year. I believe this is a fair and competitive figure that reflects the value I can bring to the role and the Authority.

Thank you for considering my application. I would welcome the opportunity to discuss how my experience and leadership can contribute to the continued success of the West Michigan Airport Authority. Please feel free to contact me at your convenience.

Sincerely,
Sean Marcucci

Sean Marcucci

[redacted] [redacted] [redacted]

OBJECTIVE

Proven leader with over a decade of experience in operational management, stakeholder collaboration, and strategic planning. Adept at overseeing daily operations, managing budgets, and fostering relationships with diverse stakeholders to drive organizational success. Dedicated to maintaining compliance with local, state, and federal regulations while implementing long-term strategies to enhance business and community outcomes.

EXPERIENCE

July 2021 - Present
IT Manager, *viastore Systems*

- Directed daily operations for a multinational organization, ensuring smooth functionality and compliance with internal and external standards.
- Collaborated with senior leadership and cross-functional teams to identify operational needs and develop scalable solutions aligned with organizational goals.
- Managed vendor relationships, budgets, and capital expenditures, ensuring efficient resource allocation and adherence to financial objectives.
- Created and presented monthly operational reports, including performance metrics, to executive leadership.
- Spearheaded organization-wide initiatives, including the implementation of standardized processes and infrastructure improvements.

August 2019 - July 2021
IT Consultant, *Independent Contractor*

- Delivered operational consulting services to clients, including strategic roadmap development, project implementation, and compliance management.
- Acted as a primary liaison between clients and technology teams to ensure seamless execution of operational improvements.
- Supported grant-funded initiatives by preparing applications, managing budgets, and providing detailed reports to stakeholders.
- Provided training and guidance to teams, fostering expertise and ensuring alignment with operational standards.

July 2016 – August 2019
It Technician, *Attendance On Demand*

- Managed day-to-day technical operations for a mid-sized organization, ensuring system reliability and compliance with regulatory requirements.
- Created and maintained documentation for processes, ensuring consistency and efficiency across operations.

- Provided operational support during organizational transitions, minimizing disruption and maintaining high service levels.

CERTIFICATIONS

Certified Teams Administrator, Microsoft
Certified Salesforce Administrator, Salesforce
ITIL 4 Foundations, Axelos

KEY SKILLS

- **Leadership & Collaboration:** Extensive experience leading teams, coordinating with stakeholders, and building strong community relationships.
- **Operational Management:** Skilled in overseeing daily operations, managing budgets, and ensuring compliance with industry regulations.
- **Grant Management:** Experienced in preparing, applying for, and managing grant-funded projects, including reporting and compliance.
- **Strategic Planning:** Proven ability to develop long-term operational strategies that align with business and community objectives.
- **Compliance Expertise:** Knowledgeable in local, state, and federal regulations, ensuring adherence across operational processes.

West Michigan Airport Authority

Meeting Date: March 17, 2025	**Agenda Item:**
Subject: Financial Reports for 2/28/2025-Unaudited	**Prepared By**: Julie Ziurinskas, City Finance

Recommendation: Accept Financial Reports as information

The West Michigan Airport Authority is eight months into fiscal year 2025. Attached are Budget Performance Reports for the eight months ended February 28, 2025 (66.67% of the year), and the Balance Sheet Reports through February 28, 2025.

GENERAL FUND

Revenues

Operating revenues for the first eight months totaled $609,686.40, or 78.63% of budget, and are above expectations due to summer property tax payments from the City of Holland and the City of Zeeland as well as Personal Property Tax (PPT) loss reimbursements. February operating revenues are also composed of franchise fees, quarterly hangar rentals invoiced, and quarterly/semi-annual hangar land leases billed out. The flight school franchise fee is recorded in a separate account and all invoices through February 2028 have been paid.

Expenses

Operating expenses for the first eight months totaled $520,915.82, or 74.89% of budget. Given the transition in staffing, the mid-year budget amendment has been postponed. The WMAA Treasurer (City Finance Director) will be presenting a proposed budget at the April meeting that includes projected FY 2025, which will be established as the amended FY 2025 budget. The budget presentation will also include a review of the projected long-term financial outlook for the Authority.

Some notes to consider while reviewing the current expenditures:

- FBO reimbursed expenditures have now been moved to separate accounts to allow for clearer tracking of FBO expenditures vs outside contractors (an example is snowplowing).
- City Finance has been reviewing account detail and identified several expenditures that have not been consistently recorded during the transition. These are in the process of being reclassified to the appropriate accounts which will enhance the budgeting process.
- Department 595.100 Expenditures represent costs for Airport Operations while Department 595.200 is designated for business center operational costs.
- Snowplowing costs represent a large part of the higher than anticipated costs to date and consist of FBO ($83,699.19), other contractual ($6,007.40) and equipment rental ($24,150.00)

CAPITAL FUND

Revenues/Expenses

Capital revenues and expenses do not reflect activity as funding information will be obtained from MDOT at fiscal year-end and the related transactions will be recorded then.

West Michigan Airport Authority

BALANCE SHEET/COMBINED FUND EQUITY

The West Michigan Airport Authority began FY 2025 with a combined fund balance of $2,116,155.

General Fund Assets totaled $1,278,994.42 at February 28th, comprised mostly of cash. General Fund Liabilities totaled $52,690.65 at February 28th, and represent unearned revenue (prepaid lease). The ending fund balance at February 28th is $1,278,994.42.

The combined General and Capital funds balance at February 28th is $2,602,547.

Note: A potential transfer from the General Fund to the Capital Fund in the amount of $266,945 can be considered.

West Michigan Airport Authority Budget Performance Report

Balance As Of 2/28/2025

		24-25 Amended Budget	YTD Transactions	Available Balance 2/28/2025	% Bdgt Used	End Balance 06/30/2024
Fund: 110 WMAA (AIRPORT) GENERAL FUND						
Account Category: Revenues						
000.000						
110-000.000-573.000	SMALL TAXPAYER PPT LOSS REIMBURSEMEN	18,000.00	23,840.45	(5,840.45)	132.45	(21,828.76)
110-000.000-581.100	CONTRIB FROM OTHER GOVTS-CITY OF HOL	145,000.00	137,502.96	7,497.04	94.83	(130,307.48)
110-000.000-581.110	CONTRIB FROM OTHER GOVTSCITY OF ZEEL	80,000.00	57,071.27	22,928.73	71.34	(84,809.96)
110-000.000-581.210	CONTRIB FROM OTHER GOVTS-PARK TOWNSH	120,000.00	93,338.50	26,661.50	77.78	(135,116.38)
110-000.000-615.810	FRANCHISE FEES-FBO FRANCHISE	29,000.00	19,545.29	9,454.71	67.40	(64,704.46)
110-000.000-615.815	FRANCHISE FEES-FLIGHT SCHOOL	0.00	8,926.39	(8,926.39)	100.00	0.00
110-000.000-615.820	FRANCHISE FEES-FUEL FLOWAGE FEE	84,460.00	43,074.57	41,385.43	51.00	(62,816.00)
110-000.000-615.830	FRANCHISE FEES-LANDING FEES	30,000.00	19,479.45	10,520.55	64.93	(24,868.10)
110-000.000-665.000	INVESTMENT INCOME	15,000.00	16,201.01	(1,201.01)	108.01	(47,118.65)
110-000.000-665.900	INVESTMENT INCOME-MARKET ADJUSTMENT	0.00	0.00	0.00	0.00	(11,723.36)
110-000.000-665.905	RENTAL-AGRICULTURAL LAND LEASE	12,500.00	12,738.74	(238.74)	101.91	(12,346.48)
110-000.000-665.910	RENTAL-HANGAR LAND LEASE	170,000.00	127,875.93	42,124.07	75.22	(134,886.29)
110-000.000-665.915	RENTAL-T-HANGARS	61,800.00	43,494.19	18,305.81	70.38	(57,738.06)
110-000.000-665.920	RENTAL-AIRPORT BUSINESS CENTER	9,600.00	6,597.65	3,002.35	68.73	(9,681.87)
110-000.000-691.000	OTHER SOURCES - LEASE FINANCING	0.00	0.00	0.00	0.00	(13,011.00)
Total		775,360.00	609,686.40	165,673.60	78.63	(810,956.85)
Revenues		775,360.00	609,686.40	165,673.60	78.63	(810,956.85)
Account Category: Expenditures						
595.100 Airport Operations						
110-595.100-701.000	PAYROLL-REGULAR	150,305.00	44,163.34	106,141.66	29.38	105,142.57
110-595.100-702.000	PAYROLL-TEMPORARY HELP	11,700.00	0.00	11,700.00	0.00	3,765.00
110-595.100-703.100	SPECIAL PAY ONE TIME PAYMENT	0.00	24,432.50	(24,432.50)	100.00	0.00
110-595.100-705.000	PAYROLL-OVERTIME	0.00	0.00	0.00	0.00	131.25
110-595.100-710.000	PAYROLL-VACATION/PTO GENERAL	10,000.00	8,344.67	1,655.33	83.45	7,519.17
110-595.100-712.000	PAYROLL-HOLIDAYS	3,600.00	1,656.00	1,944.00	46.00	4,574.68
110-595.100-720.005	INSURANCE HEALTH	6,516.00	2,779.59	3,736.41	42.66	4,352.30
110-595.100-720.030	INSURANCE-INCOME PROTECT (STD)	600.00	327.97	272.03	54.66	446.65
110-595.100-721.005	RETIREMENT CONTRIBUTION MERS	11,191.00	4,107.04	7,083.96	36.70	9,282.05
110-595.100-723.000	EMPLOYER FICA/MEDICARE CONTRIBUTION	12,891.00	6,225.29	6,665.71	48.29	9,599.61
110-595.100-723.500	WORKERS COMP INSURANCE	320.00	0.00	320.00	0.00	311.00
110-595.100-730.000	POSTAGE	100.00	0.00	100.00	0.00	5.93
110-595.100-740.000	OPERATING SUPPLIES GENERAL	2,000.00	2,330.69	(330.69)	116.53	8,061.09
110-595.100-741.000	OPERATING SUPPLIES-CONTROLLED CAPITA	1,000.00	0.00	1,000.00	0.00	3,116.28
110-595.100-801.000	CONTRACTUAL-LEGAL	25,000.00	24,006.00	994.00	96.02	23,677.00
110-595.100-802.005	CONTRACTUAL-AUDIT SERVICES	8,500.00	8,500.00	0.00	100.00	8,300.00
110-595.100-802.200	CONTRACTUAL-FISCAL AGENT SERVICES	37,221.00	25,100.00	12,121.00	67.44	31,380.00
110-595.100-806.000	CONTRACTUAL-TECHNOLOGY	2,000.00	5,000.00	(3,000.00)	250.00	2,000.00
110-595.100-807.000	CONTRACTUAL-ARCHITECT/ENGINEER	0.00	14,374.89	(14,374.89)	100.00	23,702.56
110-595.100-807.415	CONTRACTUAL-ARCHITECT/ENGINEER	0.00	(48.95)	48.95	100.00	1,963.00
110-595.100-808.000	CONTR-BLDGS&GRNDS	45,000.00	988.38	44,011.62	2.20	70,817.18
110-595.100-808.001	CONTR-BLDGS&GRNDS JANITORIAL	0.00	0.00	0.00	0.00	3,510.00
110-595.100-808.002	CONTR-BLDGS&GRNDS SOLID WASTE DISPOS	0.00	609.38	(609.38)	100.00	0.00
110-595.100-808.801	CONTR-BLDGS&GRNDS MAINTENANCE GENERA	20,000.00	3,667.28	16,332.72	18.34	30,929.21
110-595.100-808.802	CONTR-BLDGS&GRNDS SNOWPLOWING	60,000.00	6,007.40	53,992.60	10.01	77,736.52
110-595.100-809.001	CONTRACTUAL-MISC CONSULTING	10,000.00	18,244.52	(8,244.52)	182.45	13,924.24
110-595.100-809.005	CONTRACTUAL-MISC AIRPORT FBO	3,000.00	0.00	3,000.00	0.00	9,248.44
110-595.100-812.100	CONTR-FBO MGMT SVCS	0.00	11,448.83	(11,448.83)	100.00	0.00

West Michigan Airport Authority Budget Performance Report

Balance As Of 2/28/2025

		24-25 Amended Budget	YTD Transactions	Available Balance 2/28/2025	% Bdgt Used	End Balance 06/30/2024
Fund: 110 WMAA (AIRPORT) GENERAL FUND						
Account Category: Expenditures						
595.100						
110-595.100-812.110	CONTR-FBO MOWING	0.00	51,474.71	(51,474.71)	100.00	0.00
110-595.100-812.115	CONTR-FBO SNOWPLOWING	0.00	83,699.19	(83,699.19)	100.00	0.00
110-595.100-812.120	CONTR-FBO GEN MAINTENANCE	0.00	12,259.17	(12,259.17)	100.00	0.00
110-595.100-816.000	CONTRACTUAL-SOFTWARE SUBSCRIPTIONS	0.00	5,266.72	(5,266.72)	100.00	0.00
110-595.100-850.000	COMMUNICATIONS TELEPHONE	0.00	0.00	0.00	0.00	(76.00)
110-595.100-851.000	COMMUNICATIONS CELLULAR	2,400.00	706.58	1,693.42	29.44	1,100.00
110-595.100-852.000	COMMUNICATIONS WIFI INTERNET	0.00	0.00	0.00	0.00	620.00
110-595.100-901.000	PRINTING	2,820.00	8.56	2,811.44	0.30	0.00
110-595.100-903.000	PRINTING ADVERTISING/PROMOTIONAL	57,000.00	23,055.59	33,944.41	40.45	49,267.64
110-595.100-920.805	PUBLIC UTILITIES-FENCE GATES	550.00	306.92	243.08	55.80	523.12
110-595.100-920.810	PUBLIC UTILITIES-LANDING LIGHTS/SYST	4,000.00	2,375.08	1,624.92	59.38	3,691.51
110-595.100-920.815	PUBLIC UTILITIES-PARKING LOT LIGHTS	800.00	257.23	542.77	32.15	535.14
110-595.100-920.820	PUBLIC UTILITIES-RUNWAY LIGHTS	6,000.00	3,090.43	2,909.57	51.51	5,351.08
110-595.100-920.825	PUBLIC UTILITIES-T HANGARS	6,700.00	3,104.88	3,595.12	46.34	5,328.36
110-595.100-921.010	PUBLIC UTILITIES-NATURAL GAS	0.00	0.00	0.00	0.00	174.92
110-595.100-931.000	BLDG & GRNDS MAINT GENERAL	6,000.00	0.00	6,000.00	0.00	5,166.66
110-595.100-931.810	BLDG & GRNDS MAINT SIGNAGE	8,000.00	0.00	8,000.00	0.00	0.00
110-595.100-933.000	EQUIPMENT MAINTENANCE-GENERAL	6,500.00	0.00	6,500.00	0.00	1,312.00
110-595.100-933.015	EQUIPMENT MAINTENANCE-ILS LANDING	16,000.00	12,000.00	4,000.00	75.00	8,000.00
110-595.100-940.000	BUILDING RENTAL/LEASE	1,000.00	1,000.00	0.00	100.00	1,000.00
110-595.100-943.000	EQUIPMENT RENTAL/LEASE GENERAL	50,000.00	25,850.00	24,150.00	51.70	0.00
110-595.100-946.000	OFFICE EQUIP RENTAL/LEASE	0.00	0.00	0.00	0.00	(470.00)
110-595.100-955.000	MISC. GENERAL	9,300.00	1,109.74	8,190.26	11.93	3,299.97
110-595.100-960.000	EDUCATION, TRAINING, CONF REGISTRATI	4,500.00	375.00	4,125.00	8.33	1,717.00
110-595.100-961.000	TRAVEL, MEALS, MILEAGE	3,500.00	1,578.05	1,921.95	45.09	901.40
110-595.100-962.000	INSURANCE PREMIUMS	35,000.00	37,658.00	(2,658.00)	107.59	34,072.00
110-595.100-964.001	REFUNDS-PRIOR YEAR PROPERTY TAX	0.00	75.92	(75.92)	100.00	56.83
110-595.100-965.000	DUES & SUBSCRIPTIONS	2,220.00	488.51	1,731.49	22.00	1,872.98
110-595.100-969.200	WRITE-OFFS UNCOLL PROPERTY TAXES	0.00	0.00	0.00	0.00	(17.82)
110-595.100-977.000	MACHINERY & EQUIPMENT GENERAL	0.00	0.00	0.00	0.00	13,011.00
110-595.100-991.500	PRINCIPAL PMT-LEASE	0.00	0.00	0.00	0.00	436.00
110-595.100-993.500	INTEREST-LEASE	0.00	0.00	0.00	0.00	34.00
Total		643,234.00	478,005.10	165,228.90	74.31	590,403.52
595.200 Business Center						
110-595.200-808.001	CONTR-BLDGS&GRNDS JANITORIAL	10,000.00	6,390.48	3,609.52	63.90	7,904.12
110-595.200-850.000	COMMUNICATIONS TELEPHONE	3,800.00	5,025.38	(1,225.38)	132.25	305.00
110-595.200-852.000	COMMUNICATIONS WIFI INTERNET	4,000.00	0.00	4,000.00	0.00	6,577.02
110-595.200-901.000	PRINTING	0.00	508.87	(508.87)	100.00	0.00
110-595.200-920.005	PUBLIC UTILITIES-HBPW	19,500.00	11,545.70	7,954.30	59.21	18,384.61
110-595.200-921.010	PUBLIC UTILITIES-NATURAL GAS	5,000.00	2,877.02	2,122.98	57.54	4,316.31
110-595.200-931.000	BLDG & GRNDS MAINT GENERAL	5,000.00	3,110.04	1,889.96	62.20	7,592.58
110-595.200-933.000	EQUIPMENT MAINTENANCE-GENERAL	5,000.00	11,808.23	(6,808.23)	236.16	7,278.46
110-595.200-946.000	OFFICE EQUIP RENTAL/LEASE	0.00	1,645.00	(1,645.00)	100.00	0.00
Total		52,300.00	42,910.72	9,389.28	82.05	52,358.10
965.000						
110-965.000-995.410	TRANSFER TO WMAA CAPITAL FUND	0.00	0.00	0.00	0.00	579,698.00

West Michigan Airport Authority Budget Performance Report

Balance As Of 2/28/2025

	24-25 Amended Budget	YTD Transactions	Available Balance 2/28/2025	% Bdgt Used	End Balance 06/30/2024
Fund: 110 WMAA (AIRPORT) GENERAL FUND					
Account Category: Expenditures					
965.000					
Total	0.00	0.00	0.00	0.00	579,698.00
Expenditures	695,534.00	520,915.82	174,618.18	74.89	1,222,459.62
Fund 110 - WMAA (AIRPORT) GENERAL FUND:					
TOTAL REVENUES	775,360.00	609,686.40	165,673.60	78.63	(810,956.85)
TOTAL EXPENDITURES	695,534.00	520,915.82	174,618.18	74.89	1,222,459.62
NET OF REVENUES & EXPENDITURES:	79,826.00	88,770.58	(8,944.58)		(411,502.77)

West Michigan Airport Authority Budget Performance Report

Balance As Of 2/28/2025

		24-25 Amended Budget	YTD Transactions	Available Balance 2/28/2025	% Bdgt Used	End Balance 06/30/2024
Fund: 410 WMAA (AIRPORT) CAPITAL PROJECTS						
Account Category: Revenues						
000.000						
410-000.000-538.000	FEDERAL GRANT-FEDERAL CAPITAL	0.00	0.00	0.00	0.00	(265,046.68)
410-000.000-579.000	STATE GRANT-MDOT CAPITAL	0.00	0.00	0.00	0.00	(2,064.00)
410-000.000-665.000	INVESTMENT INCOME	0.00	16,064.38	(16,064.38)	100.00	(8,038.19)
410-000.000-665.900	INVESTMENT INCOME-MARKET ADJUSTMENT	0.00	0.00	0.00	0.00	(8,229.59)
410-000.000-699.110	TRANSFER FROM WMAA GENERAL FUND	0.00	0.00	0.00	0.00	(579,698.00)
Total		0.00	16,064.38	(16,064.38)	100.00	(863,076.46)
Revenues		0.00	16,064.38	(16,064.38)	100.00	(863,076.46)
Account Category: Expenditures						
595.000						
410-595.000-807.000	CONTRACTUAL-ARCHITECT/ENGINEER	0.00	0.00	0.00	0.00	10,249.00
410-595.000-807.415	CONTRACTUAL-ARCHITECT/ENGINEER	15,000.00	0.00	15,000.00	0.00	0.00
410-595.000-974.000	LAND IMPROVEMENTS GENERAL	10,875.00	0.00	10,875.00	0.00	107,441.15
Total		25,875.00	0.00	25,875.00	0.00	117,690.15
Expenditures		25,875.00	0.00	25,875.00	0.00	117,690.15
Fund 410 - WMAA (AIRPORT) CAPITAL PROJECTS:						
TOTAL REVENUES		0.00	16,064.38	(16,064.38)	100.00	(863,076.46)
TOTAL EXPENDITURES		25,875.00	0.00	25,875.00	0.00	117,690.15
NET OF REVENUES & EXPENDITURES:		(25,875.00)	16,064.38	(41,939.38)		745,386.31

Holland MICHIGAN

Balance Sheet

Through 2/28/25
Detail Listing
Exclude Rollup Account

Account	Account Description	FY 2024 Actual	FY 2025 YTD
Fund Category	GOVERNMENTAL		
Fund Type	GENERAL FUND		
Fund	110 - WMAA (Airport) General Fund		
ASSETS			
110-000.000-001.675	Cash Due from Cash/Inv Pool	1,240,899	1,274,077
110-000.000-018.000	Accounts Receivable General	17,489	4,762
110-000.000-028	Prior Years Taxes Receivables	288	273
110-000.000-031.000	Allowance for Uncollectible Taxes	(117)	(117)
110-000.000-076.010	Due from Local Govt Units Due from Park Township		
110-000.000-071.010	Due from Local Govt Units Due from Zeeland City	10,482	
110-000.000-090.000	Accounts Receivable In/Out		
110-000.000-123.000	Prepaid Items General	1,170	
	ASSETS TOTALS	1,270,211	1,278,994
LIABILITIES AND FUND EQUITY			
LIABILITIES			
110-000.000-202.000	Accounts Payable General	59,541	
110-000.000-201.000	Contracts Payable		
110-000.000-257.000	Accrued Wages Payable General	7,306	
110-000.000-258.010	Accrued Fringes Payable FICA-Social Security/Medicare		
110-000.000-259.010	Accrued Fringes Payable Pension		
110-000.000-360.000	Deferred Revenue General	65,832	52,691
	LIABILITIES TOTALS	132,678	52,691
FUND EQUITY			
110-000.000-385.000	Fund Balance - Assigned (By Action) Business Center	125,000	125,000
110-000.000-390.000	Fund Balance-Unassigned	1,012,533	1,101,304
	FUND EQUITY TOTALS	1,137,533	1,226,304
	LIABILITIES AND FUND EQUITY	1,270,211	1,278,994

Fund Balance, Beginning	$1,226,304
Remaining Budget Revenues	$165,674
Remaining Budget Expenditures	($174,618)
Fund Balance, Estimated Ending	$1,217,359
Fund Balance % of Budgeted Expenditures	175%

Year-End Transfer to Capital	
FY 2024 Ending Fund Balance (Unassigned)	1,136,362.00
2025 Budgeted Expenditures	695,534.00
Fund Balance % of Budgeted Expenditures	163%
Proposed Transfer of amount > 125% max range	266,944.50

Balance Sheet

Through 2/28/25
Detail Listing
Exclude Rollup Account

Account	Account Description	Prior Year Total Actual	Current YTD Balance
Fund Category	**GOVERNMENTAL**		
Fund Type	**CAPITAL PROJECT FUNDS**		
Fund	**410 - WMAA (Airport) Capital Projects**		
	ASSETS		
410-000.000-001.675	Cash Due from Cash/Inv Pool	1,322,655	1,328,470
410-000.000-078.000	Due from State of Michigan Due from State-Aeronautics	99	99
	ASSETS TOTALS	1,322,754	1,328,570
	LIABILITIES AND FUND EQUITY		
	LIABILITIES		
410-000.000-202.000	Accounts Payable General	10,249	
	LIABILITIES TOTALS	10,249	
	FUND EQUITY		
410-000.000-390.000	Fund Balance-Unassigned	1,312,505	1,328,570
	FUND EQUITY TOTALS	1,312,505	1,328,570
	LIABILITIES AND FUND EQUITY TOTALS	1,322,754	1,328,570

CASH DISBURSEMENT REPORT WMAA FOR CITY OF HOLLAND

EXP CHECK RUN DATES 02/01/2025 - 02/28/2025
POSTED
PAID

Invoice Number	Date Paid	Approval Department	Paid By Check Number	Vendor Name	Description	Inv Amt
681227	02/13/2025	AIR	13840	123.NET-ACH	AIRPORT PHONE	620.00
JANUARY 2025	02/13/2025	AIR	13843	AVFLIGHT HOLLAND CORPORTATION - ACH	SERVICES AT AIRPORT	55,320.36
413421	02/13/2025	AIR	13879	WEST MICHIGAN UNIFORM - ACH	JANUARY 2025 AIRPORT	215.80
3053113	02/13/2025	AIR	89503	ARROWASTE INC.	2/1/25 BILL FOR AIRPORT	72.30
ACCT 287349516	02/13/2025	AIR	89504	AT&T MOBILITY	AIRPORT CELL FOR JIM	49.07
26571	02/13/2025	AIR	89505	BOILEAU & CO.	JANUARY 2025 AIRPORT	3,513.75
354126	02/13/2025	AIR	89506	CUNNINGHAM DALMAN P.C.	LEGAL FOR AIRPORT	171.00
354127	02/13/2025	AIR	89506	CUNNINGHAM DALMAN P.C.	LEGAL FOR AIRPORT	475.00
11299654	02/13/2025	AIR	89507	EGLE CASHIERS OFFICE	BASE CHARGE WRD-SWPF AIRPORT	260.00
1549	02/13/2025	AIR	89508	JOSE S MARROQUIN MELENDDEZ	12/20/24-1/20/25 AIRPORT	720.00
INV-22418-S0R3	02/13/2025	AIR	89509	SUMMIT FIRE PROTECTION	AIRPORT INV 2023-07-26	81.80
02357	02/19/2025	AIR	89597	MAAE	2025 MI AIRPORT CONF 2/19-2/20/25	275.00
38749893	02/20/2025	AIR	13889	CANON FINANCIAL SERVICES INC. - ACH	COPIER SERVICES FOR AIRPORT	431.96
REIMBURSEMENT	02/20/2025	AIR	13893	JAMES M STOREY - ACH	MONITOR FOR AIRPORT FLIGHT DISPLAY	286.19
863	02/20/2025	AIR	89598	HARRIS AIRPORT SYSTEMS	1ST QTR 2025 MAINTENANCE	4,000.00
2025-02-25	02/27/2025	AIR	13917	JAMES M STOREY - ACH	INTERIM DIRECTOR 1/6/25-1/17/25	3,624.00
112-0998022-42	02/27/2025	AIR	13947	PCARD - AMAZON PURCHASES	AIRPORT OFFICE SUPPLIES	66.18
112-5363570-11	02/27/2025	AIR	13947	PCARD - AMAZON PURCHASES	AIRPORT OFFICE SUPPLIES	64.31
E0800UUBE7	02/27/2025	AIR	13947	PCARD - MICROSOFT PURCHASES	ONLINE SERVICES 12/2/24 - 1/1/25	1,181.91
S-081609	02/27/2025	AIR	13947	PCARD - OFFICE SUPPLIES	AIRPORT ENCLOSED BULLETIN BOARD ALLEN DISPLAY	319.70
112-2550075-12	02/27/2025	AIR	13947	PCARD - AMAZON PURCHASES	AIRPORT OFFICE SUPPLIES	15.99
5634802	02/27/2025	AIR	13947	PCARD - OFFICE SUPPLIES	AIRPORT OFFICE SUPPLIES EASYKEYS	100.38
2025-02-27	02/27/2025	AIR	13956	SEMCO ENERGY GAS COMPANY - ACH	WMRAA GAS UTILITY	1,014.77
DUE 2025-03-01	02/27/2025	AIR	89666	AT&T MOBILITY	INV 287349516528X02142025 AIRPORT	50.27
356612-356618	02/27/2025	AIR	89667	CUNNINGHAM DALMAN P.C.	AIRPORT LEGAL SERVICES	10,418.00
10727	02/27/2025	AIR	89668	EDGEWATER LANDSCAPE LLC	SALTING AND SHOVELING FOR WMRAA	2,695.00
2025-02-27	02/27/2025	AIR	89669	HOLLAND BOARD OF PUBLIC WORKS	AIRPORT UTILITIES DUE 3/8/25	3,142.82
Report Total:						89,185.56

West Michigan Regional Airport
Advertisement Request for Qualifications (RFQ)

The West Michigan Regional Airport Authority (WMAA) intends to select a consultant to assist in airport development projects. Interested consulting firms are requested to submit a Statement of Qualifications (SOQ) in triplicate to the West Michigan Airport Authority, Attn. Airport Manager, 60 Geurink Blvd., Holland, MI 49423 no later than April 21, 2025, by 5:00 pm (1700) EDT. The SOQ should demonstrate the consultant's interest in providing airport planning, architectural/engineering design, and construction administration services focused on WMAA's current Five-Year Airport Capital Improvement Plan (ACIP). Services will include general consulting and advisement on airport development issues including assistance with the following projects:

- Rehabilitate Taxiway-A-Design (2026)
- Install Rway Vert/Visual Guide System-Runway 8-26 PAPis-Design (2026)
- Install Rway Vert/Visual Guide System -Runway 8-26 Papis-Construction (2027)
- Reconstruct Apron-West Overflow Apron-Design (2028)
- Rehabilitate Taxiway-A-Construction (2028)
- Reconstruct Apron-West Overflow Apron-Construction (2029)
- Extend Taxiway (Capacity) – South Taxiway-Design (2030)
- Extend Taxiway (Capacity) – South Taxiway -Construction (2031)

From time-to-time projects develop as a result of airport inspections, letters of correction and/or emergency circumstances. The selected consultant may be asked to perform said additional work as part of this procurement action.

This is a Quality Based Selection process, and services for each project will be negotiated independently. SOQ submittals shall exclude fees or costs. Not all of the services or development items listed in this advertisement may be contracted nor eventually required. The Sponsor reserves the right to initiate additional procurement action for any services included in this procurement, but not under contract.

Firms will be ranked in areas such as: familiarity and understanding of airport needs; corporate history and background in aviation consulting; demonstrated experience with similar projects; key personnel professional qualifications; firms ability to provide contact person with demonstrated aviation experience and overall project coordination; knowledge/familiarity with FAA and State regulations, policies and procedures; and success of recent projects. Awards or special recognition achieved by the firm should be highlighted.

Firms should demonstrate their reputation with other airports, by providing at least three airport references within the State of Michigan. Additional information may be requested from the top selected firm or firms. Interviews may be conducted at the discretion of the Sponsor.

Projects are anticipated to be initiated between 2026-2031 (5-year period). Projects are expected to be completed over several years and funded in full or in part with funds and/or multiple grants from the Federal Aviation Administration, State of Michigan, and/or local sources. The selected firm will be subject to all state and federal requirements.

Questions may be directed to: Airport Authority Interim Manager James Storey, (P) 616-848-9767; j.storey@wmraa.org.