

West Michigan Airport Authority

60 Geurink Boulevard, Holland, MI 49423
Comprising City of Zeeland, Park Township and City of Holland



West Michigan Airport Authority

Meeting Agenda

March 9, 2026 – 4:00 p.m.

60 Geurink Blvd. Holland, MI 49423

[Zoom Link](#)

Authority Members

City of Holland

Charles Murray
Devin Shea*
Nathan Bocks*

City of Zeeland

Heather Roden
Sally Gruppen*
(Vacant)

Park Township

Ken Brandsen
Joan Zeerip*
(Vacant)

Ex-officio

Whitney Ehresman
(Allegan)
Jacob Bonnema
(Ottawa)

*Denotes
Municipal Elected
Participant

1. Call to Order
2. Roll Call
3. Approval of Agenda: **Action Requested.**
4. Public Comment
*Public comment is limited to **3 minutes** per speaker on an Agenda item. The Public Comment period is established for public individuals to voice opinions to the Board. The Chair holds discretion on any interaction by the Board, otherwise Airport Authority Board Members or Airport Staff do not respond during this period.*
5. Approval of February 9, 2026, Meeting Minutes: **Action Requested.**
6. Consent Agenda
 - A. FBO Report
7. Unfinished Business
 - A. Building & Development Committee
 - i. Board Adoption of Airport Building Standards: **Action Requested**
 - B. Marketing & Public Relations Committee
 - i. Parade Vehicle Purchase: **Action Requested**
 - ii. Committee Strategy Recommendations: *No Action Requested*
 - C. TKP Letter of Intent: **Action Requested**
 - D. T-Hangar Rate Adjustment: **Action Requested**
8. New Business
 - A. Financial Reports: **Action Requested**
 - B. Strategic Planning Session: **Action Requested**
 - C. Congressionally Directed Spending Application: *No Action Requested*
 - D. Minimum Standard Update - Skydiving Operation: **Action Requested**
9. Communications from Airport Authority Manager
10. Updates from the Board
11. Adjourn: **Action Requested.**

Next Meeting will be held April 13, 2026, at 4:00 PM.

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

West Michigan Airport Authority

February 10, 2026

Draft Meeting Minutes

Call To Order: Chair Murray called the meeting to order at 4:04 P.M. Local Time.

Roll Call: The following members were present: Charles Murray, Devin Shea, Nathan Bocks, Heather Roden, Sally Gruppen, Elisa Hoekwater (left at 4:30), Ken Brandsen, Joan Zeerip (online-cannot vote) and Manager Matt Neyens. No Ex-Officio Members present.

Approval of Agenda: Member Bocks moved to approve the agenda, supported by Member Brandsen. No discussion was had. The motion passed unanimously with a voice vote. No one opposed, no one abstained.

Public Comment: Chair Murray asked for public comment. Mike Tarr, Director of Maintenance at Tulip City Air Repair sought recognition and discussed the need for better snow removal from the Airport at their facility ramp area. They are currently searching for someone to hire to plow around their airfield ramp area so it will not impede their workflow and operations. Mike is asking that the Airport pay for this additional expense as he believes that it is the Airports responsibility.

Approval of December Minutes: Member Shea moved to approve the January 12, 2026 Board Meeting Minutes as presented, seconded by Member Bocks. No discussion was had. The motion passed unanimously with a voice vote. No one opposed, no one abstained.

Consent Agenda: Member Shea made a motion that Snow Equipment Readiness (6B) on the consent agenda be moved to Unfinished Business 7A1. Seconded by Member Hoekwater. The motion passed unanimously with a voice vote. No one opposed, no one abstained.

Member Bocks then made a motion to accept the consent agenda recognizing the approved alteration, seconded by Member Shea. The motion passed unanimously with a voice vote. No one opposed, no one abstained.

- A. FBO Report
- B. Building & Development Committee

Unfinished Business:

A. Airport Manager Status Reports

- i Snow Equipment Readiness: Discussion was had on the failing equipment that AvFlight now has and working on a Short-Term solution as well as a long-term solution. At this current time, our FBO (AvFlight) seems unwilling to invest financially in upgrading their equipment. It was acknowledged that snow removal is normally performed primarily by the airport and not the FBO. Until today, Matt was not aware of any issues with the plowing/snow concerns with Tulip City Air and had not been contacted about such. Manager Neyens will put together a short-term plan to get us through the Winter months and work on a long-term plan for future snow removal development.
- ii Circling Approach, LLC Hangar Lease Status (Space Source): This lease has been fully completed, and we are in the due diligence phase which runs through May 22. If we do not hear any communication by the 22nd, then the lease will continue as it is. Currently we are working with Mead & Hunt (Jeff) on civil engineering which will make the design much easier, because the due diligence involves mainly civil engineering issues.
- iii Instrument Landing System Agreement: Rachel and Matt have been communicating with Jim, the individual who was awarded the Instrument Landing System Service Agreement. We are ironing out the finer details of the insurance requirements with him currently. We Should have an agreement in place soon.

- B. Millage Committee: Member Roden and the Millage committee met with Manager Neyens and Boileau and was told that they have a ton of things that they would love to be doing for the airport. They felt as if the board or prior management was not using them to their full ability and that many prior releases and work was shut down in the past. Much discussion was had, and Member Roden made a motion, seconded by Member Bocks, to change the name of Millage Committee to the "Marketing & Public Relations Committee." The motion passed unanimously with a voice vote. No one opposed, no one abstained.

New Business

- A. Financial Reports: Some discussions were held. Member Bocks then made a motion to accept the financial reports as presented, seconded by Member Roden. The motion passed unanimously with a voice vote. No one opposed, no one abstained.
- B. Mead & Hunt General Services Agreement: Some discussions were had. Member Bocks then made a motion to continue working with Mead & Hunt, seconded by Member Gruppen. The motion passed unanimously with a voice vote. No one opposed, no one abstained.
- C. TKP Letter of Intent: Matt explained that things were working out well with TKP. That the footprint had changed slightly and showed the board where exactly the larger footprint would be. After some modifications are made, we will be ready to move forward with this new entity. Member Bock made a motion to move forward on the signing of the contract with TKP taking in the additional small changes per the discussions suggest. This was seconded by Member Shea. Some discussion was had. Role call: Murray-**Yes**, Shea-**Yes**, Bocks-**Yes**, Roden-**Yes**, Gruppen-**Yes**, Brandsen-**Yes**. Hoekwater had left, and Zeerip was online and could not vote.

Communications from Airport Manager:

- A. We Want to have float in Tulip Time, would like to see the airport approve purchase of an electric golf cart for the parades.
 - 1 Addressing Snow operation concerns for the tenants.
 - 2 Meeting with MDOT later in the week to go over skydiving operations on the field.
 - 3 Meeting with Planning Commission for updates on what is happening at the airport.

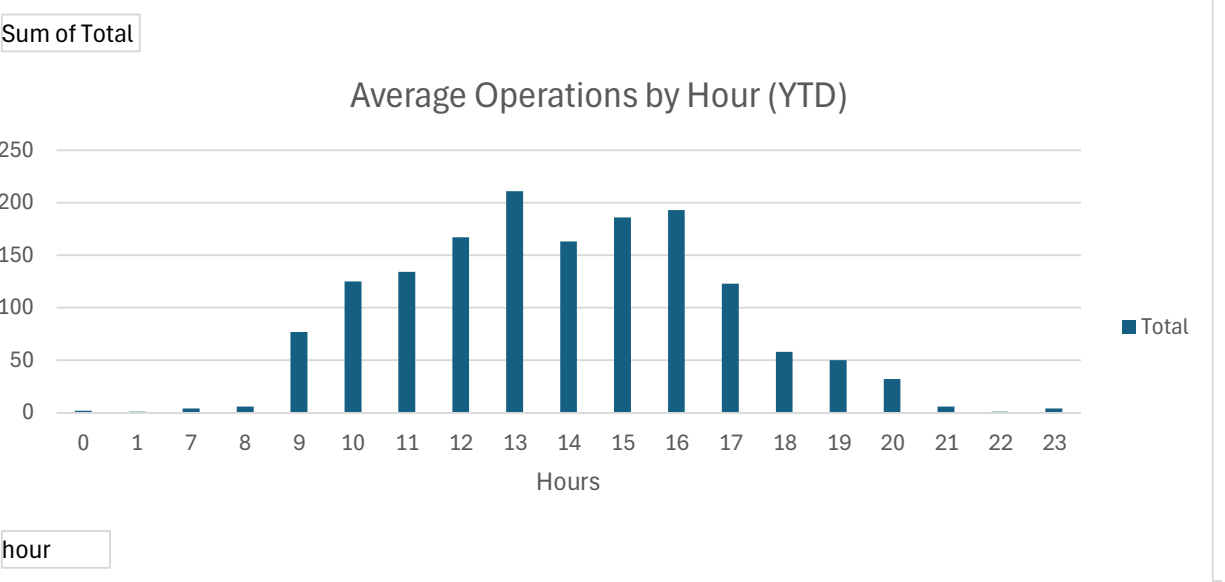
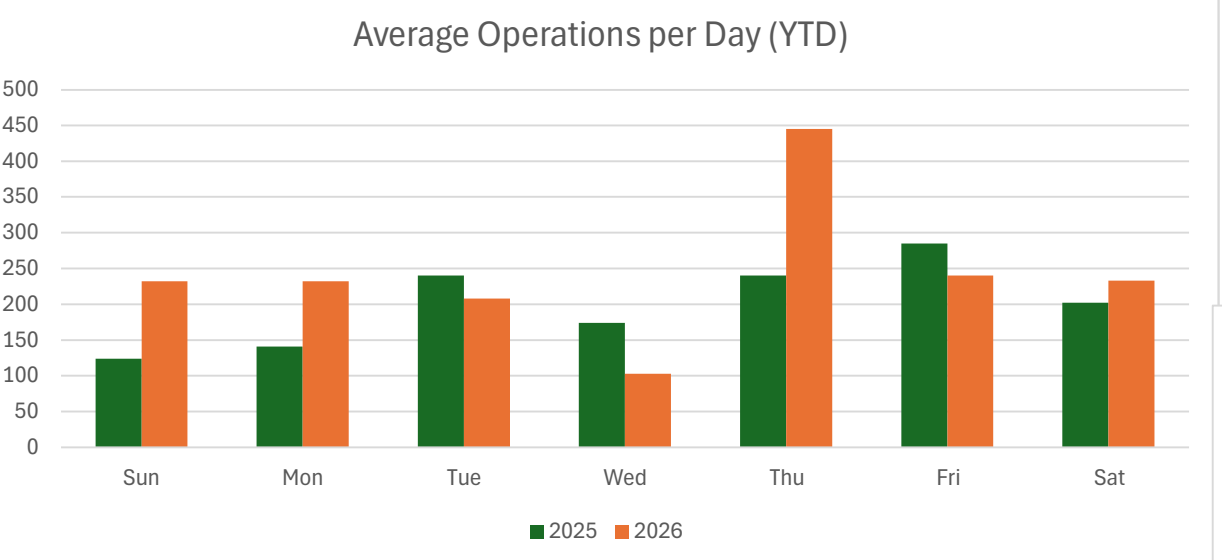
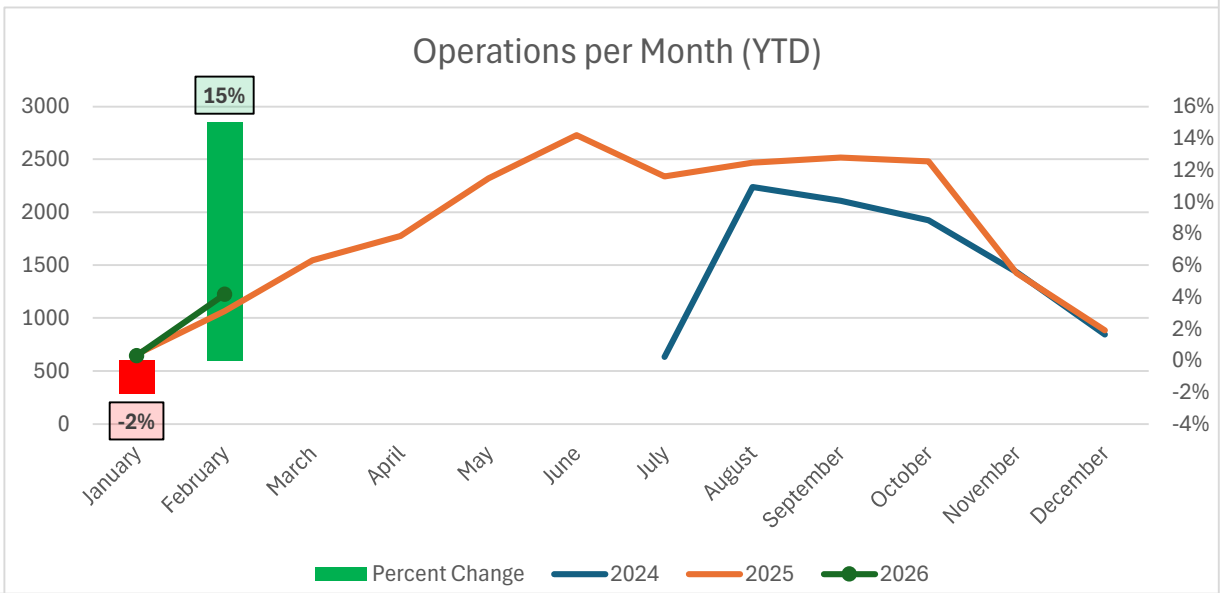
Updates from the Board:

Chair Murray would like to see work done on 3–5 year Strategic Plans?

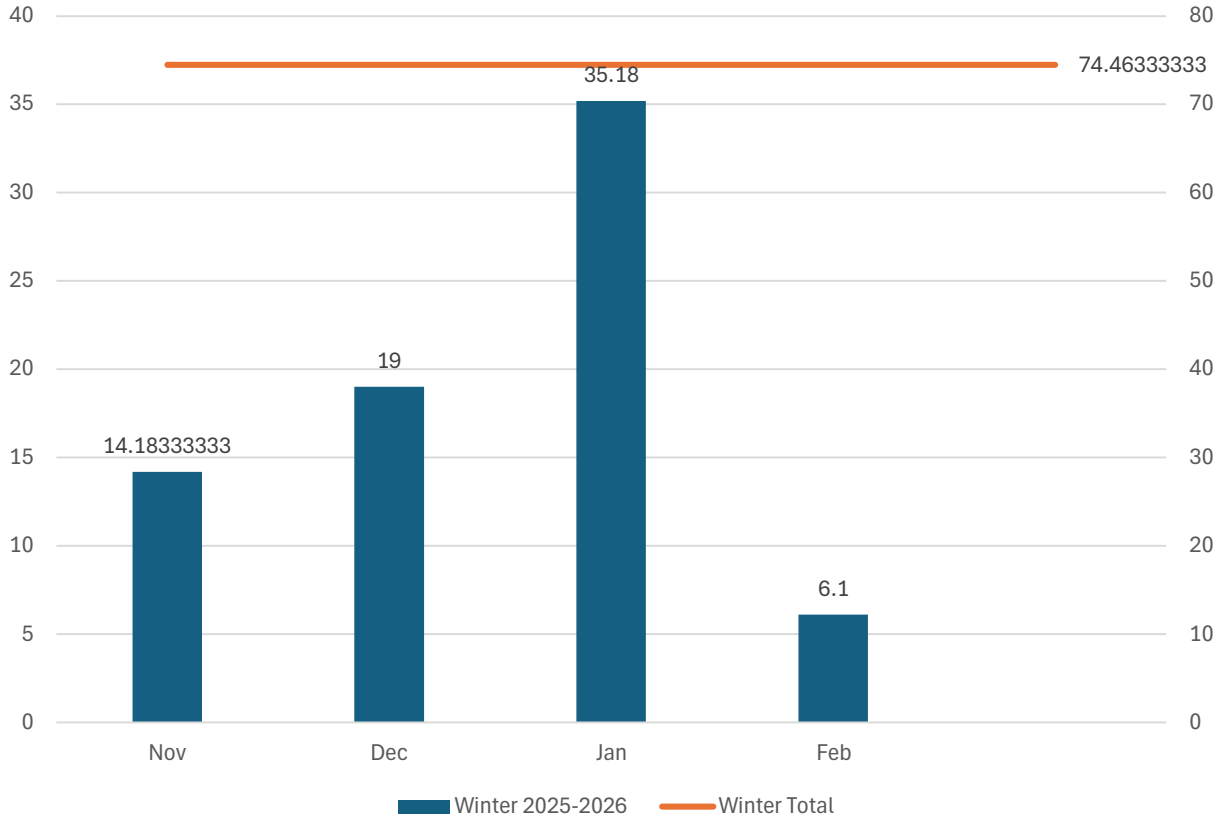
Chair Murray would like to see the Boards response to the General Public on Cross way landing strip. They brought a lot of people and issues up; we owe them a response.

Adjourn:

Member Bocks made a motion to adjourn, seconded by Member Gruppen. The motion passed unanimously with a voice vote. No one opposed, no one abstained.

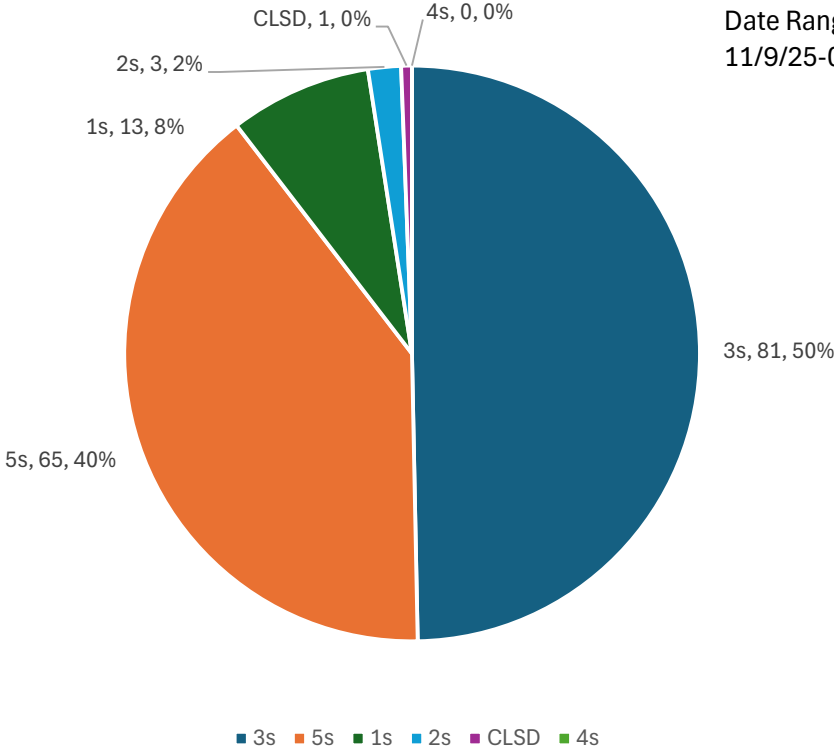


Average Snowfall (inches)



FICON

Date Range:
11/9/25-02/28/26



WMAA MONTHLY FBO REPORT

West Michigan Regional Airport FBO Report
 Avflight Holland
 February 2026

Total Fuel Gallons
 Delivered

	Current Month 02/26	One Year Ago 02/25	Current Year To Date 02/01/26-02/28/26	F/Y to Date Compared 02/01/25-02/28/25	
Avgas	1,085	1,272	1,630	2,051	
Jet Fuel	32,273	34,179	62,172	58,907	
Total Gallons Delivered	33,358	35,451	63,802	60,958	2844

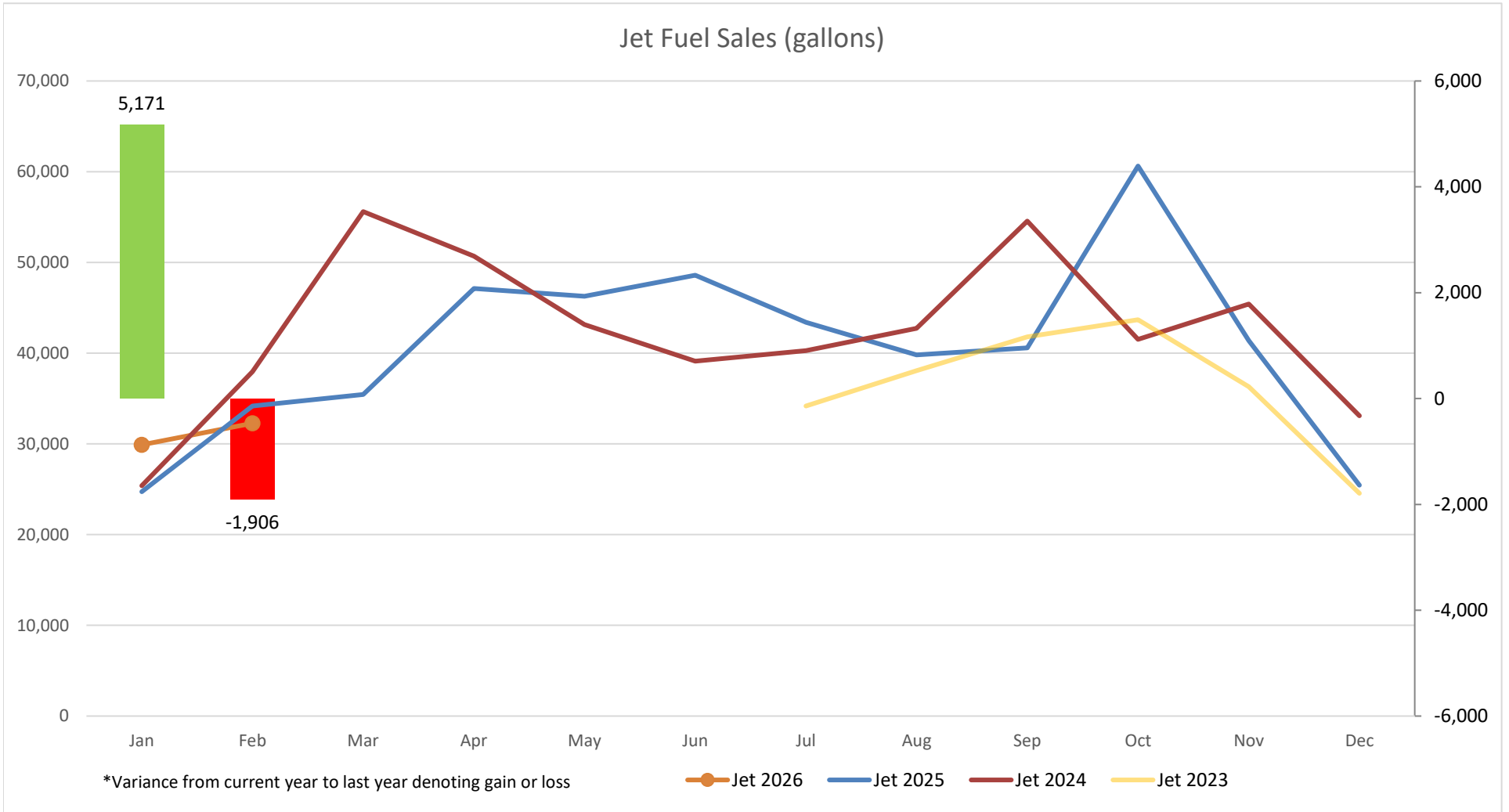
Landing Fees Collected

\$1,921

(85% to airport)=

\$1,632.85

WMAA MONTHLY FBO REPORT



West Michigan Airport Authority

Airport Building Standards

Revised: February, 2026



**WEST MICHIGAN™
REGIONAL AIRPORT**

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I. General

A. Definitions

"Airside" shall mean the portion of the premises that falls within the Airport Operations Area (AOA), commonly considered inside the airports' perimeter fence.

"Building line or lines" shall mean the minimum distance which office or commercial buildings and outbuilding or any structures of any type or kind located above ground shall be set back from the property or street lines, taxiways, or runways, and reference is hereby made to the specified demised premises in the lease which describes the real property hereby subjected to these covenants for the location of such building lines.

"Building Site" shall mean any section, or portion thereof, or two or more contiguous sections or portions thereof, or a parcel of land upon which structures, offices, or hangers may be erected on property described herein and in the lease as "demised premises".

"Demised premises" shall mean the described premises in the lease agreement between Lessor and Lessee.

"Hanger facility" shall mean any structure designed for principal use to house aircraft.

"Improvements" shall mean and include an office or commercial building or buildings, outbuildings, appurtenant thereto, parking areas, loading areas, fences, masonry walls, hedges, lawns, mass planting, aprons, taxiways, and any structures of any type or kind located above ground.

"Landside" Shall mean the portion of the premise that falls outside the Airport Operations Area (AOA), commonly considered outside the airport perimeter fence.

"Lessor" shall mean the West Michigan Airport Authority, or its successors, or assigns.

"Lessee" shall mean the tenant.

"Site building site lines" shall mean the boundary or property line dividing two adjoining building sites.

B. Permitted Uses.

1. Site for an airplane hangar or hangars and related aviation facilities.

2. Maintenance and servicing of aircraft owned, leased, managed, or operated by the Lessee, provided such activities are incidental to the Lessee's aviation use and do not constitute the provision of commercial aeronautical services to the general public unless approved by the Airport Authority.
 3. Other aeronautical or airport-related uses approved in writing by the Airport Authority, provided such uses comply with applicable federal, state, and local regulations and FAA grant assurances.
 4. Offices, storage areas, and support spaces customarily associated with aircraft operations, hangar use, and passenger or crew accommodations.
- C. Precluded Uses. The intent of this section is to identify aeronautical and non-aeronautical uses that are not permitted as a matter of right and may only be conducted with the specific written approval of the Airport Authority.
1. Commercial passenger service, air cargo service, or charter operations conducted under 14 CFR Parts 121 or 135 without the specific written approval of the Airport Authority.
 2. Engaging in the business of selling aircraft or aircraft accessories without approval by the Airport Authority.
 3. Engaging in the business of aviation instruction without approval by the Airport Authority.
 4. The sale of aviation fuels or petroleum products without approval by the Airport Authority or an approved agreement.
 5. The tie-down or parking of aircraft in any manner that hinders or obstructs the safe landing, taxiing, or takeoff of aircraft from public landing and taxi areas, interferes with the proper use of the airfield by others, or is otherwise determined by the Airport Authority to adversely affect airport operations.
 6. The storage of fuels or other hazardous materials except as required for approved operations and in compliance with applicable fire codes, environmental regulations, and Airport Authority policies.
 7. Any operation, activity, or use that is contrary to federal, state, or local law, statute, or ordinance.
 8. Any activity expressly reserved under an approved FBO agreement or other Airport Authority agreement, as applicable.

II. Approvals

A. Review Board

1. Definition: The Review Board shall be the Airport Building and Development Sub-Committee of the West Michigan Airport Authority.
2. Composition - The composition of the Review Board shall be the same as that of the Airport Building and Development Sub-Committee. At the discretion of the Committee Chairperson, additional individuals with relevant expertise may participate in the review process as needed.
3. Appeals - An applicant for leased land, or a lessee seeking approval for site development or improvement, may appeal an adverse decision of the Review Board to the full West Michigan Airport Authority.
4. Approval - Prior to application for a City of Holland building permit for the construction, alteration, or improvement of any building or other structure, the review process set forth herein shall be followed. No building, structure, or other improvement shall be constructed, altered, or placed upon the affected property until the location, design, plans, and specifications for such improvements, including landscaping, have been approved in writing.

Review and approval shall be conducted by the Review Board in accordance with the procedures and timelines established in these standards. Written approval by the Review Board or the Airport Authority Manager or designee shall be required prior to permit submittal or commencement of construction.

In the event the Review Board does not act within the designated time periods, or when administrative efficiency or project circumstances warrant, the Airport Authority Manager or designee is authorized to review and approve or deny the submittal in a manner consistent with these standards and in the best interest of the Airport.

All communication between the applicant and the Review Board shall be conducted through the Airport Authority Manager or designee.

5. Permits - Nothing in these standards is intended to supersede permits or approvals required by other agencies or the City of Holland. The lessee shall be responsible for obtaining all permits required for the approved development plan.

STEP I:

Initial meeting between the lessee and the Airport Authority Manager or designee to discuss general development concepts, site layout, and project objectives. During this step, the Airport Authority Manager or designee shall also coordinate and schedule the initial schematic design review meeting with the Review Board.

STEP II: Schematic Design Review

The lessee shall submit conceptual site and building plans for schematic design review. The submittal shall include sufficient information to illustrate general building layout, site circulation, apron and aircraft access, parking concepts, and utility considerations.

The Airport Authority Manager or designee shall coordinate review of the schematic plans by the Review Board. The Review Board shall be provided a reasonable review period, generally ten (10) business days, to provide comments and suggested modifications. Schematic design review is intended to provide early guidance and does not constitute final approval.

The FAA Form 7460 shall be filed at this stage, if required.

STEP III: Design Development Review

Following consideration of schematic design comments, the lessee shall submit design development plans and specifications for review. Plans shall be prepared by a registered professional architect or engineer, as applicable, and shall reflect the comments and guidance provided during the schematic design review.

The Review Board shall review the design development submittal and provide written comments, requested revisions, or approval within a reasonable review period, generally ten (10) business days. Design development approval shall be required prior to advancement to final permitting.

STEP IV: Recommendation to the Airport Authority

Upon completion of the design development review, the Review Board shall forward a recommendation to the West Michigan Airport Authority regarding the proposed development, including the site plan, building design, and any related lease considerations, as applicable.

STEP V:

The West Michigan Airport Authority takes action on the plans, specifications, and property lease.

III. Site Standards

A. Site Coverage

1. It is the intent of these standards to create an airport development that is of high quality yet provides the most efficient use of a limited land availability.
2. Site design shall incorporate landscaped or otherwise improved green areas that contribute to the visual quality of the development when

viewed from public rights of way or other public facing areas of the airport. The extent, location, and treatment of such green areas shall be approved by the Airport Authority as part of the site plan review.

A landscaped green area shall be provided along the public facing side of the development and shall be maintained by the lessee. The design of this area shall be appropriate to the aviation use, minimize non aviation land consumption, and support overall curb appeal of the airport.

3. Adequate automobile and aircraft parking areas shall be planned to reflect the use of the property by the lessee. Justification of the parking plan is required as a part of the approval process, and will be used to determine the lot size to be leased.
4. The Airport Authority reserves the right to deny or require modification of any private development proposal that, in the judgment of the Airport Authority, would interfere with the Airport Master Plan, planned or potential future airport development, or the efficient use of airport property.
5. Development proposals shall be designed to avoid restricting access to, extension of, or redevelopment of adjacent airport land, taxiways, taxilanes, aprons, utilities, or other infrastructure necessary for future airport growth. The Airport Authority may require adjustments to site layout, building placement, or lease area configuration to preserve future development opportunities.

B. Automobile Parking Provisions

1. Vehicle parking areas shall be located and designed to support efficient aircraft operations, apron access, and overall site circulation. Parking layout may be oriented based on aircraft parking locations and aviation infrastructure rather than traditional street frontage requirements
2. Parking surfaces shall be constructed of concrete or asphalt and shall be dust-free, with sub-grade preparation meeting accepted engineering standards.
3. Parking areas shall be landscaped or screened in a manner approved by the Airport Authority where visible from public-facing areas.
4. Only vehicles associated with the operation of the hangar(s) and related flight operations shall be kept in the parking areas.
5. Parking areas shall be of a transient nature only and shall not be used for vehicle storage, maintenance, or other non-operational purposes.

6. Vehicle parking areas shall be set back a minimum of ten (10) feet from property boundaries. Greater setbacks may be required as part of the site plan review to accommodate safe circulation, snow storage, drainage, maintenance access, or other operational considerations, as determined by the Airport Authority.
7. No vehicle parking shall be permitted on any street, roadway, driveway, or other area outside of approved parking areas.

C. Landscaping

1. Shall consist of seed, plants, shrubs, and trees.
2. All materials used will be of good quality and disease free provided by a licensed nursery.
3. All plant materials used will be indigenous to western Michigan to assure hardiness.
4. All trees will be selected and located to conform with the FAA height restrictions at full maturity.
5. Landscape design will be performed by a competent professional to enhance the building and visually soften other site improvement such as parking, utility entrances, etc.
6. All landscaping shall be maintained by the lessee in a neat, safe, and orderly condition. Diseased, dying, or dead plant materials shall be removed and replaced in a timely manner.
7. All open or disturbed areas not otherwise improved shall be dust-proofed, surfaced, landscaped, rockscaped, or devoted to lawn or approved ground cover. Such improvements shall be installed within sixty (60) days of occupancy or substantial completion of the building, whichever occurs first, weather permitting.

D. Signage

1. Freestanding sign – One freestanding sign may be permitted on the leased premises for the purpose of identifying the establishment or tenant located on the site.
 - a) The sign area shall not exceed thirty-two (32) square feet, unless otherwise approved by the Airport Authority.
 - b) The sign shall be located along the public or road-facing side of the leased premises, in a location approved as part of the site plan review.

- c) The design, materials, and overall appearance of the sign shall be subject to approval by the Airport Authority.
 - d) The sign may be illuminated, provided such illumination is steady and non-flashing, and does not create glare or interfere with airport operations.
 - e) The sign shall not exceed a height of six (6) feet, measured from the highest point of the sign to the finished grade directly beneath the sign, unless otherwise approved by the Airport Authority.
2. Wall Signs - One wall sign may be permitted to identify the business or businesses located on the leased premises.
- a) The sign area shall not exceed one (1) square foot of sign area per one (1) linear foot of building wall length on which the sign is installed, unless otherwise approved by the Airport Authority.
 - b) The sign may be illuminated, provided such illumination is steady and non-flashing and does not create glare or interfere with airport operations.
 - c) The design, materials, and placement of the sign shall be subject to approval by the Airport Authority.
3. Directional signs – may be permitted subject to the following provisions:
- a) Directional signs shall not exceed six (6) square feet in area and six (6) feet in height, unless otherwise approved by the Airport Authority.
 - b) Directional signs shall be limited to the identification of functions such as traffic control, loading areas, or other operational wayfinding purposes and shall not be used for advertising.

E. Utilities:

- 1. All utilities shall be installed underground unless otherwise approved by the Airport Authority due to site constraints or operational considerations. Future utility installations shall also be located underground unless expressly approved by the Airport Authority.

F. Lighting

- 1. Site lighting shall be subject to approval by the Airport Authority as part of the site plan review. Lighting shall be directed downward and designed to minimize glare and potential impacts to pilots and airfield operations.

2. Site lighting fixtures shall be generally consistent in appearance and performance with existing airport lighting standards, unless otherwise approved by the Airport Authority.

G. Security Fencing

1. Security fencing is encouraged where appropriate for operational or safety purposes. The style, height, location, and extent of fencing shall be indicated on the development plan and shall be subject to approval by the Airport Authority.
2. If a proposed development requires the relocation, modification, or extension of the airport's perimeter security fencing, such work shall be performed at the lessee's expense and shall be coordinated with and approved by the Airport Authority.
3. Any relocated, modified, or new perimeter fencing shall be consistent in type, appearance, and security function with existing airport perimeter fencing in the immediate vicinity, unless otherwise approved by the Airport Authority.

H. Private Fueling Facilities

1. Private fueling facilities may be permitted, subject to compliance with the West Michigan Regional Airport Fueling Rules and Regulations and approval by the Airport Authority.

I. Taxiway and Apron Standards

1. All taxiway, taxilane, and apron construction shall comply with applicable standards and regulations established by the Federal Aviation Administration and the Michigan Bureau of Aeronautics, as applicable.

J. Snow Removal

1. Snow removal operations and snow storage requirements shall be considered as part of the site design and layout for all development. Each development plan shall identify areas within the lessee's leased premises that may be used for snow storage during winter operations on the airside.
2. Snow storage areas shall be located and designed so that snow may be stockpiled for extended periods without adversely impacting aircraft operations, vehicle circulation, drainage, utilities, sight lines, or adjacent tenants. Snow storage shall not encroach onto neighboring leased areas or common airport operational areas unless specifically approved by the Airport Authority.
3. The location, size, and configuration of snow storage areas shall be

subject to approval by the Airport Authority as part of the site plan review and may be adjusted to account for operational needs, safety considerations, and long-term airport planning.

IV. Architectural Design

A. Intent - It is the intent of these standards to encourage functional, durable, and aviation-appropriate building designs while maintaining quality aesthetics that are consistent with the building's use and sensitive to the surrounding airport environment. Architectural review is intended to ensure compatibility, longevity, and visual coherence, not to mandate specific architectural styles.

B. Exterior Walls

1. Façade design shall be generally continuous on all building elevations visible from public areas, roadways, or airfield operations so as to avoid a distinct "front" and "back" appearance, unless otherwise approved by the Airport Authority.
2. Exterior wall materials shall be limited to a reasonable number of complementary materials appropriate for an aviation environment. Use of more than two (2) primary exterior wall materials may be approved by the Airport Authority as part of the design review.
3. Exterior color schemes shall be limited to a coordinated palette appropriate to the building type and airport setting. Up to three (3) exterior colors, such as two primary colors with a trim or accent color, may be permitted subject to approval by the Airport Authority.
4. Exposed exterior materials shall be durable and suitable for the local climate, with an expected service life of at least twenty (20) years under normal conditions without significant maintenance.

C. Roofs

Roof material will have a minimum life expectancy of twenty (20) years.

D. Roof Mounted Equipment:

1. Equipment mounted on the roof shall be architecturally screened and located in such a manner to minimize visibility from the street and surrounding buildings.
2. All equipment mounted on the roof shall adhere to height requirements established by the FAA, and be equipped with proper obstacle lighting.

E. Setbacks

1. Building setbacks shall be established in alignment with the Airport Layout Plan (ALP) and applicable FAA requirements, while also considering the specific development characteristics and constraints of each building site.
2. Property lines, site geometry, and adjacency to other airport development shall be considered in establishing appropriate setbacks to support efficient land use and future airport growth.
3. Building design and site layout shall comply with applicable local building code setback requirements, unless otherwise approved by the Airport Authority and where permitted by law.
4. Front, side, and rear building setbacks shall be determined as part of the site plan review and approved by the Airport Authority, based on operational needs, safety considerations, access, utilities, snow storage, and long-term airport planning objectives.

V. Construction

- A. Lessee shall file and comply with the requirements of FAA Form 7460 prior to construction.
- B. Time Frame - The lessee shall commit to a construction schedule acceptable to the Airport Authority, as set forth in the applicable lease agreement. Construction timing and milestones shall be subject to approval by the Airport Authority and may be enforced in accordance with the terms of the lease.

VI. Maintenance

- A. Any lessee shall be responsible for maintaining the leased premises, including all buildings, improvements, landscaping, paved areas, and appurtenances, in a well-maintained, safe, clean, and orderly condition at all times. Maintenance responsibilities may also be further defined in the applicable lease agreement.
 1. Removal and proper disposal of trash, debris, and refuse.
 2. Control and removal of weeds, noxious vegetation, and overgrowth.
 3. Pruning, trimming, or removal of trees and shrubs as necessary to comply with FAA height restrictions and safety requirements.
 4. Painting, repair, and general upkeep of buildings and structures to preserve structural integrity and appearance.

5. Compliance with applicable local zoning, building codes, and ordinances.
 6. Snow removal on leased premises, including both airside and landside paved areas, unless otherwise specified in the lease or approved by the Airport Authority.
- B. Should Lessee fail to properly maintain the demised premises as specified in part A above, Lessor may give Lessee notice of such fact, and Lessee must within 10 days undertake to remedy such deficiencies. If Lessee fails to act after such notice, Lessor shall have the right and power to perform such care and maintenance to restore the site, and Lessee shall be liable for the costs of such work.
- C. Should Lessee fail to reimburse Lessor for work done in restoring the demised premises, the cost shall be a lien against the property, and shall be assessed against the Lessee's City Tax liability.

VII. Easements -

Lessee shall grant the Lessor easements for the installation of water, gas, electrical, telephone, sanitary and storm sewers when necessary.

VIII. Taxes and Assessments -

All taxes and assessments against the demised premises, structures, and improvements shall be the responsibility of the Lessee.

IX. Enforcement -

- A. Restrictions contained in these building standards may be enforced at law or in equity by the Lessor. Lessor shall not have any liability at law or in equity to any person for failure to enforce any of the restriction contained in these Covenants.
- B. Lessor may from time to time at any reasonable hour or hours, enter and inspect any of the affected property to ascertain compliance with these Covenants.

X. Duration -

These building standards shall be in effect until altered, revised, revoked, or terminated by Lessor.

XI. Effect of Invalidation -

In the event that any portion of these building standards is held to be invalid by

any court, the invalidity of such provision shall not affect the remaining provisions of these building standards and they shall remain in full force and effect.

XII. Variances from Standards -

The West Michigan Airport Authority may approve variances from the Building Standards provided that the variance relates to unique circumstances applying to the subject property that do not apply to other leased properties at the airport.

XIII. Amendments to Plan

Any amendments to an approved development plan must follow the approval process described in Section II of these standards, unless another process is approved by the West Michigan Airport Authority specifically for a requested amendment.

Parade Vehicle Purchase

An opportunity recently came to my attention to purchase a unique vehicle that could significantly enhance the airport's presence at community events and parades. The vehicle is an EZ Go golf cart that has been customized with an aircraft style body. Based on my communication with the seller, the unit is in good condition and was fitted with new batteries in 2023. The vehicle has been listed for approximately 18 weeks with an asking price of \$7,500. Given the time it has been on the market, I believe there may be an opportunity to negotiate the purchase price lower.

This vehicle would provide the airport with a unique and recognizable parade vehicle that could be used at events throughout the region. The cart could be stored at the airport, potentially in Avflight's hangar, next to where the broom is, or with one of the corporate tenants, as it is compact, visually appealing, and would require minimal storage space.

The Marketing and Public Relations Committee has also discussed ways to incorporate the vehicle into broader airport outreach efforts. One idea is to wrap the vehicle so that it resembles a classic balsa wood toy airplane. Matching toy airplanes could then be handed out to children during parades and community events, creating a memorable connection between the airport and the community.

A professional vinyl wrap is estimated to cost approximately \$5,000 installed, by a local company. To help offset this cost, I have already secured \$3,000 in sponsorship commitments from airport tenants and consultants in exchange for placing their logos on the vehicle. I am also working to secure one or two additional sponsors to further reduce the airport's share of the cost.

Beyond parades, the vehicle could be used during airport events such as Aviation Day and other community gatherings. It could also be periodically displayed on the terminal ramp to create a unique visual feature for visitors arriving and departing at the airport.

Overall, this purchase would provide a distinctive and reusable marketing tool that can help increase the airport's visibility in the community while supporting our broader outreach and millage awareness efforts.

Below is a photo of the vehicle in its current state and possible renderings of what it could look like after we finish the nose cone and wrap the vehicle.

Current Vehicle



Rendering of complete vehicle option



Marketing and Public Relations Committee Recommendations:

Millage Renewal Messaging Recommendations

Background

The Marketing and Public Relations Committee met on February 19, 2026 to discuss long term strategy for renewal of the airport's current operating millage. The current millage provides approximately half of the airport's annual operating budget and is essential to maintaining safe and reliable operations at West Michigan Regional Airport.

The committee discussed the timing, structure, and messaging approach for a future renewal effort and is providing the following recommendations for Board consideration.

Millage Renewal Structure Recommendation

The committee recommends pursuing renewal of the current millage with the three existing supporting municipalities.

Proposed structure:

City of Holland
Park Township
City of Zeeland

The recommended renewal would be:

- 0.1 mill
- 10 year term
- Target is May of 2027

This structure maintains the current level of support from the communities that presently fund the airport's operations.

The committee also discussed the potential to pursue additional supporting districts in a future year. If additional communities choose to participate, the committee recommends structuring those millages at a 9 year term so future renewals align with the existing 10 year cycle.

Messaging Framework Recommendation

The committee recommends focusing messaging on two primary themes.

1. Maintaining Essential Airport Operations
 - a. The millage is critical to maintaining the airport's ability to safely operate and serve the region. The revenue supports the airport's operating budget and

allows the airport to remain open, safe, and functional for business, emergency services, and general aviation users.

2. Without this support, the airport would not have the resources required to maintain current operations.

a. Demonstrating Community Value

The renewal effort should focus on helping residents understand what the airport provides to the community and what their support enables.

Messaging should highlight:

- the role the airport plays in supporting local businesses and economic activity
- partnerships with community organizations and educational programs
- emergency and medical aviation access
- the airport as a long term community asset serving Holland, Zeeland, and Park Township

The committee emphasized that the messaging effort should be to clearly show residents what they support when they vote to maintain the millage.

Supporting Information

Additional materials, including the MDOT Economic Impact Study for the airport, may be provided to help illustrate the airport's economic and community value.

Next Steps

The committee seeks board input and direction on:

- the proposed renewal structure and timeline
- continued development of messaging and outreach strategy
- potential evaluation of additional communities that may participate in future millage cycles

TKP Holdings, LLC

1201 Industrial Ave
Holland, MI 49424

February 25, 2026

West Michigan Regional Airport
Attn: Matthew Neyens, Airport Manager
60 Geurink Blvd
Holland, MI 49423

Re: Letter of Intent to Ground Lease

Dear Matthew and Members of the Authority Board,

This Letter of Intent (“LOI”) amends and completely restates that LOI entered into between us on January 7, 2026. The parties intend for this LOI to be the only agreement between them at this time.

This LOI sets forth the preliminary, non-binding understanding of TKP Holdings, LLC, a Michigan limited liability company, (“Lessee”) with respect to entering into a Ground Lease Agreement with the West Michigan Airport Authority (“Lessor”) for a certain area of land located on the premises of the West Michigan Regional Airport in Holland, Michigan.

Following are general terms and conditions under which Lessee would be willing to enter into a Ground Lease for the subject area:

Premises:

The Premise shall consist of two separate areas, “Area A” and “Area B”, depicted in the **Exhibit A** attached hereto.

Area A shall consist of approximately 86,373 square feet and shall include the hangar development area, apron, and vehicle parking areas intended for Lessee’s aviation-related improvements.

Area B shall consist of approximately 11,357 square feet and shall include a taxiway area intended to be constructed by Lessee and ultimately conveyed back to the Lessor as shared airport infrastructure, subject to the Ground Lease terms.

Rent:

Annual rent shall be calculated at \$0.65 per square foot resulting in an annual amount for Area A of \$56,142 (subject to final survey). Annual rent for Area B will be \$.09 per square foot resulting in an annual amount for Area B of \$1022.13 (subject to final survey). Rent for Area B reflects its limited, temporary use solely for construction of airport infrastructure and not for private aeronautical operations. Rent shall commence on the Effective Date. If Lessee elects to terminate the Ground Lease during the Due Diligence/Inspection period due to unacceptable due diligence results, and provided no construction activities have commenced, the rent payment shall be refunded to the Lessee in accordance with the terms of the Ground Lease. If the due diligence period ends and no written notice is given, rent will be due on an annual basis.

Commencing on the first anniversary of the Effective Date, and on each anniversary thereafter, the annual rent shall be increased in accordance with the percentage change, if any, in the Consumer Price Index.

In lieu of any advance rent payments, Lessee's sole member, Brent A. Patterson, shall personally guarantee the first four (4) years of the Ground Lease.

Term:

The Ground Lease shall have an initial term of thirty (30) years, with three (3) additional options to renew, each for a term of ten (10) years. Each renewal option shall be subject to mutual agreement by the Lessor and the Lessee.

Intended Use:

Area A shall be used for aviation-related facilities including, but not limited to, hangars and associated improvements, consistent with FAA regulations and airport requirements.

Area B shall be used solely for the construction of airport infrastructure in the form of a taxiway/Taxilane connecting to the existing North Taxilane. Area B shall not be used for private aeronautical operations, revenue-generating activities, or exclusive operational purposes. The taxiway constructed within Area B is intended to become shared airport infrastructure upon acceptance by the Lessor.

Construction Commencement:

The first ½ of construction on Area A (the northern 140 x 100 foot hangar and northern portion of the aircraft apron) as well as construction of Area B, must commence within 24 months of the Effective Date of the Ground Lease. The second ½ of construction on Area A (the southern

140 x 100 foot hangar and aircraft apron) must commence within 36 months of the Effective Date of the Ground Lease.

Improvements:

All improvements shall be financed, constructed, and maintained by Lessee at its sole expense, subject to Lessor approval and applicable FAA and airport requirements. Lessee shall be responsible for maintaining all improvements during the term of the lease, including hangars, apron, and taxiway improvements, unless and until any such improvements are accepted by the Lessor, in its sole discretion, as shared airport infrastructure.

Area B – Transfer of Ownership:

Area B shall initially remain under Lessee's lease and responsibility. Upon acceptance of the taxiway by the Lessor, in its sole discretion, as shared airport infrastructure, maintenance responsibility for the taxiway shall transfer to the Lessor in accordance with the terms of the Ground Lease. Any applicable lease credits or reimbursement provisions related to the taxiway shall commence at that time.

The parties understand that, once the taxiway is accepted by the Lessor as shared airport infrastructure, the Ground Lease will remove Area B from the leasehold and address reimbursement of Lessee's documented taxiway construction costs. Reimbursement may be handled through lease credits and/or a direct payment, subject to Lessor approval and the availability of airport funds. The Lessor's intent is to make reasonable efforts to complete any reimbursement within a commercially reasonable period following acceptance, with the specific terms to be set forth in the Ground Lease.

Transfer of maintenance responsibility for the taxiway improvement shall not occur until the following conditions have been met:

1. The taxiway has been constructed in compliance with applicable FAA standards, as determined by the Lessor's consultant.
2. The taxiway serves more than one aeronautical user. This condition shall be satisfied upon construction of an additional hangar that utilizes the taxiway constructed within Area B.

Lease Execution:

Within sixty (60) days from the date this LOI is mutually signed, the Ground Lease will be prepared by the Lessor and presented to the Lessee. The Lessor and Lessee will make diligent efforts to execute said Ground Lease within sixty (60) days of receipt of the final draft of the Ground Lease, the terms of which having been reviewed and agreed to by both Lessor and Lessee. Upon the execution of the Ground Lease said date shall be considered the Effective Date.

Due Diligence/Inspection:

Lessee shall have one hundred and twenty (120) days from the Effective Date to conduct due diligence, including but not limited to title review, geotechnical and environmental assessments, stormwater management plans, utility availability, FAA/airport approvals, and any other investigations deemed necessary by Lessee. This list is illustrative only and not all-encompassing. Lessee may terminate at its sole discretion within this period. All inspections and/or studies conducted during the Due Diligence/Inspection period shall be at the sole expense of the Lessee. Lessor shall provide Lessee access to the property for the purpose of inspections.

Assignment / Subleasing:

Lessee may assign or sublease, all or portions of the Premises, subject to FAA and airport requirements and notice to Lessor.


Binding Effect:

This LOI is nonbinding. Upon execution of this Letter of Intent it is understood that time is of the essence and it is the responsibility of the Lessor to prepare the Ground Lease per the terms set forth in this LOI. Lessor agrees not to negotiate with any other parties during the term of the LOI unless the parties agree that the Ground Lease contemplated herein will not be executed at which time, this letter of intent shall expire.

We believe these terms provide a strong foundation for a mutually beneficial relationship and look forward to working together.

Respectfully,

TKP Holdings, LLC



Brent Patterson, Sole Member

Accepted to and Agreed:

West Michigan Airport Authority

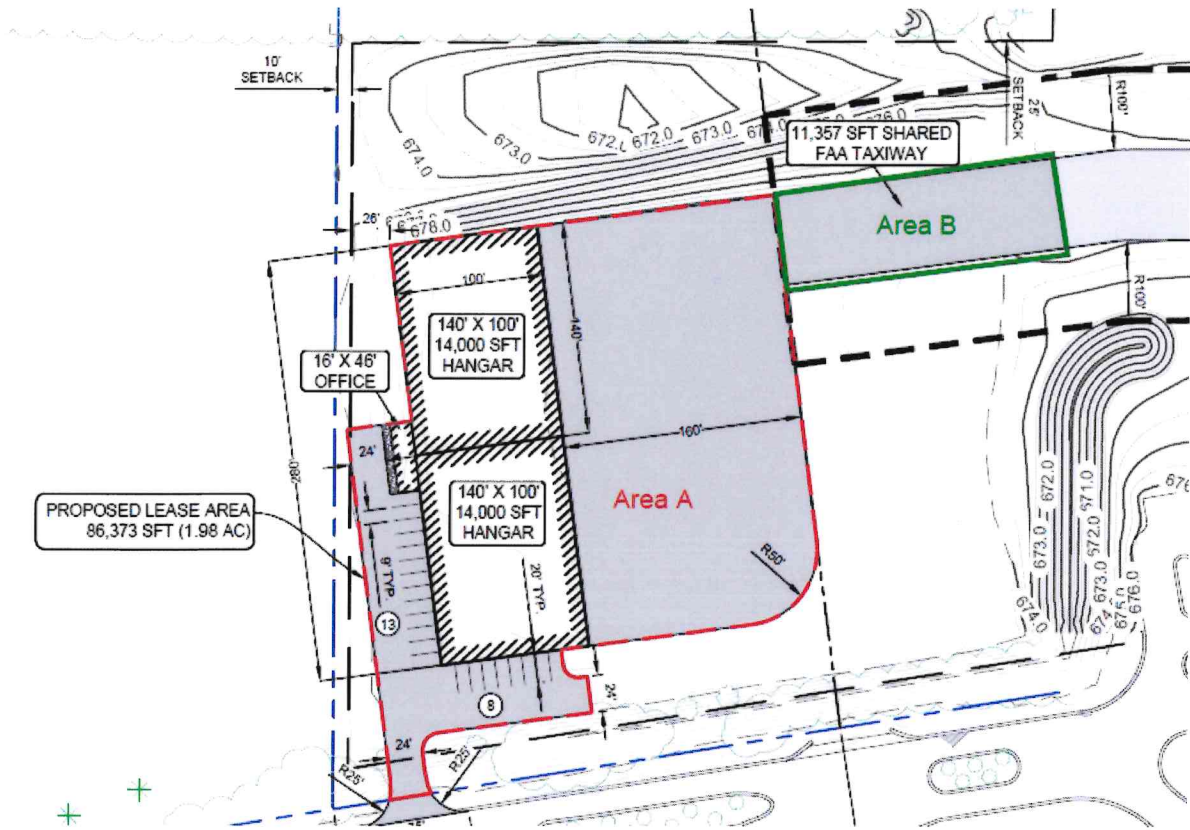
By: _____

Name: _____

Title: _____

Date: _____

Exhibit A



T-Hangar Rate Adjustment:

Background

Lease payments for the airport's T-Hangars have remained at \$200 per month for more than ten years, likely closer to twelve, although exact records are difficult to confirm. During that time no CPI or other escalation mechanism was included in the leases.

Had the rate been adjusted annually using CPI during that period, the current rate would be approximately \$280 per month today.

Because the rate has remained unchanged for such an extended period, we conducted a comparison with several airports with similar facilities and operating environments.

Market Comparison

Multiple airports including Traverse City, Pontiac, Kalamazoo, and South Haven were reviewed looking at current T-Hangar lease rates for hangars of similar size and condition.

The airport's hangars measure approximately 41 feet wide by 33 feet deep with an 11-foot door height and are unheated and uninsulated.

Among the airports surveyed:

- The lowest comparable rate identified was \$223 per month for a significantly older hangar in poorer condition.
- Comparable hangars of similar size at Traverse City were reported in the range of \$299 to \$339 per month.
- Pontiac reported similar hangars renting for \$355 per month.

These comparisons indicate that the airport's current rate of \$200 per month is well below the prevailing market rate for comparable facilities.

The airport also currently maintains a waiting list of 34 individuals seeking T-Hangar space, demonstrating continued strong demand for these units.

Director Recommendation

Based on the market analysis, the extended period without any rate adjustment, and the continued demand for hangar space, I recommend establishing a new T-Hangar lease rate of \$300 per month effective July 1, 2026, the start of the new fiscal year.

This rate places the airport at the lower end of the prevailing market range for comparable facilities while still bringing the hangar rates closer to current market conditions. I believe this represents a reasonable balance between aligning with comparable airports and recognizing that this will be a significant increase for existing tenants.

Hangar lease rates can continue to be reviewed periodically by the Board as part of the annual budgeting process to ensure they remain consistent with market conditions.

West Michigan Airport Authority

Meeting Date: March 9, 2026

Agenda Item:

Subject: Financial Reports for 02/28/2026-Unaudited

Prepared By: Devon Bialik, City Finance

Recommendation: Accept Financial Reports as information

The West Michigan Airport Authority is eight months into fiscal year 2026. Attached are Budget Performance Reports and the Balance Sheets for the eight months ended February 28, 2026 (66.67% of the year).

GENERAL FUND

Revenues

Operating revenues for the first eight months totaled \$628,159.55, or 81.58% 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 include monthly 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 invoices through February 2026 have been paid.

Expenses

Operating expenses for the first eight months totaled \$363,300.47, or 45.22% of budget. February operating expenses are composed of regular monthly expenses and appear to be in line with expectations.

CAPITAL FUND

Revenues/Expenses

Capital revenues and expenses include funding for the portion of the project that is local only. The funding information for the remaining part of the project will be obtained from MDOT at fiscal year-end and the related transactions will be recorded then.

BALANCE SHEET/COMBINED FUND EQUITY

The West Michigan Airport Authority began FY 2026 with a combined fund balance of \$2,572,197.

General Fund Assets totaled \$1,374,555.90 at February 28th, comprised mostly of cash. General Fund Liabilities totaled \$24,502.69 at February 28th, and represents unearned revenue (prepaid lease). The ending fund balance at February 28th is \$1,350,053.21.

The combined General and Capital funds cash balance at February 28th is \$2,552,606.26.

The preliminary estimate for a transfer from the General Fund to the Capital Fund indicates a potential transfer of \$10,514.



West Michigan Airport Authority Budget Performance Report

Balance As Of 02/28/2026

	25-26 Amended Budget	YTD Balance 02/28/2026	Available Balance 02/28/2026	% Bdg Used	End Balance 06/30/2025	
Fund: 110 WMAA (AIRPORT) GENERAL FUND						
Account Category: Revenues						
000.000						
110-000.000-573.000	SMALL TAXPAYER PPT LOSS REIMBURSEMEN	22,800.00	13,873.26	8,926.74	60.85	(47,325.51)
110-000.000-581.100	CONTRIB FROM OTHER GOVTS-CITY OF HOL	148,800.00	146,232.03	2,567.97	98.27	(140,859.90)
110-000.000-581.110	CONTRIB FROM OTHER GOVTSCITY OF ZEEL	87,500.00	70,175.92	17,324.08	80.20	(80,669.55)
110-000.000-581.210	CONTRIB FROM OTHER GOVTS-PARK TOWNSH	145,000.00	92,404.86	52,595.14	63.73	(144,302.23)
110-000.000-615.810	FRANCHISE FEES-FBO FRANCHISE	29,800.00	19,020.41	10,779.59	63.83	(28,947.01)
110-000.000-615.815	FRANCHISE FEES-FLIGHT SCHOOL	5,000.00	6,339.86	(1,339.86)	126.80	(12,060.31)
110-000.000-615.820	FRANCHISE FEES-FUEL FLOWAGE FEE	60,000.00	40,517.56	19,482.44	67.53	(73,128.57)
110-000.000-615.830	FRANCHISE FEES-LANDING FEES	27,000.00	19,693.65	7,306.35	72.94	(31,147.40)
110-000.000-665.000	INVESTMENT INCOME	30,000.00	13,859.64	16,140.36	46.20	(37,107.83)
110-000.000-665.900	INVESTMENT INCOME-MARKET ADJUSTMENT	0.00	0.00	0.00	0.00	(18,795.55)
110-000.000-665.905	RENTAL-AGRICULTURAL LAND LEASE	13,100.00	26,475.51	(13,375.51)	202.10	(12,738.74)
110-000.000-665.910	RENTAL-HANGAR LAND LEASE	133,200.00	129,365.43	3,834.57	97.12	(139,225.47)
110-000.000-665.915	RENTAL-T-HANGARS	57,600.00	43,520.00	14,080.00	75.56	(57,454.19)
110-000.000-665.920	RENTAL-AIRPORT BUSINESS CENTER	10,200.00	6,681.42	3,518.58	65.50	(9,900.25)
Total		770,000.00	628,159.55	141,840.45	81.58	(833,662.51)
Revenues		770,000.00	628,159.55	141,840.45	81.58	(833,662.51)
Account Category: Expenditures						
595.000						
110-595.000-723.000	EMPLOYER FICA/MEDICARE CONTRIBUTION	0.00	0.00	0.00	0.00	306.00
Total		0.00	0.00	0.00	0.00	306.00
595.100						
110-595.100-701.000	PAYROLL-REGULAR	95,500.00	54,953.96	40,546.04	57.54	49,883.63
110-595.100-702.000	PAYROLL-TEMPORARY HELP	26,000.00	5,410.00	20,590.00	20.81	0.00
110-595.100-703.100	SPECIAL PAY ONE TIME PAYMENT	0.00	0.00	0.00	0.00	24,432.50
110-595.100-710.000	PAYROLL-VACATION/PTO GENERAL	0.00	2,266.95	(2,266.95)	100.00	8,344.67
110-595.100-712.000	PAYROLL-HOLIDAYS	0.00	2,801.88	(2,801.88)	100.00	1,698.92
110-595.100-716.000	PAYROLL - MISCELLANEOUS	0.00	0.00	0.00	0.00	4,000.00
110-595.100-720.005	INSURANCE HEALTH	13,400.00	217.97	13,182.03	1.63	2,910.38
110-595.100-720.006	INSURANCE-HEALTH OPT OUT	0.00	1,969.82	(1,969.82)	100.00	80.18
110-595.100-720.007	INSURANCE - EMPLOYER HSA CONTRIBUTIO	0.00	0.00	0.00	0.00	350.00
110-595.100-720.010	INSURANCE DENTAL	700.00	17.58	682.42	2.51	10.55
110-595.100-720.030	INSURANCE-INCOME PROTECT (STD)	600.00	0.00	600.00	0.00	263.22
110-595.100-720.031	INSURANCE-LONG TERM DISABILITY	0.00	157.12	(157.12)	100.00	0.00
110-595.100-721.005	RETIREMENT CONTRIBUTION MERS DC	7,700.00	4,801.83	2,898.17	62.36	4,568.09
110-595.100-723.000	EMPLOYER FICA/MEDICARE CONTRIBUTION	9,300.00	5,156.31	4,143.69	55.44	6,665.10
110-595.100-723.200	UNEMPLOYMENT COMP INSURANCE	0.00	0.00	0.00	0.00	3.20
110-595.100-723.500	WORKERS COMP INSURANCE	300.00	2.85	297.15	0.95	0.00
110-595.100-730.000	POSTAGE	100.00	0.00	100.00	0.00	14.55
110-595.100-740.000	OPERATING SUPPLIES GENERAL	2,000.00	116.54	1,883.46	5.83	2,975.66
110-595.100-741.000	OPERATING SUPPLIES-CONTROLLED CAPITA	3,000.00	1,125.16	1,874.84	37.51	0.00
110-595.100-801.000	CONTRACTUAL-LEGAL	28,000.00	30,684.50	(2,684.50)	109.59	39,550.00
110-595.100-802.005	CONTRACTUAL-AUDIT SERVICES	8,700.00	8,700.00	0.00	100.00	8,500.00
110-595.100-802.200	CONTRACTUAL-FISCAL AGENT SERVICES	30,800.00	22,132.00	8,668.00	71.86	37,863.00
110-595.100-802.250	CONTRACTUAL-BANK & CREDIT CARD FEES	0.00	18.05	(18.05)	100.00	0.00
110-595.100-803.000	CONTR-HUMAN RESOURCES	0.00	0.00	0.00	0.00	1,565.00
110-595.100-806.000	CONTRACTUAL-TECHNOLOGY	5,000.00	4,999.00	1.00	99.98	5,000.00



West Michigan Airport Authority Budget Performance Report
Balance As of 02/28/2026

	25-26 Amended Budget	YTD Balance 02/28/2026	Available Balance 02/28/2026	% Bdgdt Used	End Balance 06/30/2025	
Fund: 110 WMAA (AIRPORT) GENERAL FUND						
Account Category: Expenditures						
595.100						
110-595.100-807.000	CONTRACTUAL-ARCHITECT/ENGINEER	10,000.00	2,737.00	7,263.00	27.37	1,600.00
110-595.100-807.415	CONTRACTUAL-ARCHITECT/ENGINEER	0.00	0.00	0.00	0.00	(48.95)
110-595.100-808.000	CONTR-BLDGS&GRNDS	14,200.00	6,808.37	7,391.63	47.95	988.38
110-595.100-808.002	CONTR-BLDGS&GRNDS SOLID WASTE DISPOS	1,000.00	259.00	741.00	25.90	977.57
110-595.100-808.801	CONTR-BLDGS&GRNDS MAINTENANCE GENERA	7,000.00	852.87	6,147.13	12.18	23,587.21
110-595.100-808.802	CONTR-BLDGS&GRNDS SNOWPLOWING	8,000.00	0.00	8,000.00	0.00	6,007.40
110-595.100-809.001	CONTRACTUAL-MISC CONSULTING	30,000.00	8,589.00	21,411.00	28.63	58,798.44
110-595.100-809.005	CONTRACTUAL-MISC AIRPORT FBO	0.00	0.00	0.00	0.00	1,406.79
110-595.100-812.100	CONTR-FBO MGMT SVCS	20,000.00	243.87	19,756.13	1.22	16,694.64
110-595.100-812.110	CONTR-FBO MOWING	91,100.00	17,872.06	73,227.94	19.62	71,264.72
110-595.100-812.115	CONTR-FBO SNOWPLOWING	115,000.00	50,230.14	64,769.86	43.68	113,668.00
110-595.100-812.120	CONTR-FBO GEN MAINTENANCE	19,000.00	4,870.63	14,129.37	25.63	18,415.60
110-595.100-812.125	FBO-DIESEL FUEL	0.00	434.80	(434.80)	100.00	0.00
110-595.100-816.000	CONTRACTUAL-SOFTWARE SUBSCRIPTIONS	5,000.00	3,136.90	1,863.10	62.74	6,041.39
110-595.100-851.000	COMMUNICATIONS CELLULAR REIMBURSEMEN	700.00	0.00	700.00	0.00	610.63
110-595.100-851.050	COMMUNICATIONS-CELLULAR DIRECT BILLE	0.00	0.00	0.00	0.00	307.66
110-595.100-901.000	PRINTING	2,000.00	48.38	1,951.62	2.42	8.56
110-595.100-902.000	PRINTING PUBLISHING-NEWS MEDIA	0.00	0.00	0.00	0.00	226.72
110-595.100-903.000	PRINTING ADVERTISING/PROMOTIONAL	15,000.00	1,050.00	13,950.00	7.00	43,412.63
110-595.100-903.005	CONTR-ADVERTISING/MARKETING	50,000.00	22,066.86	27,933.14	44.13	0.00
110-595.100-920.805	PUBLIC UTILITIES-FENCE GATES	600.00	311.90	288.10	51.98	517.58
110-595.100-920.810	PUBLIC UTILITIES-LANDING LIGHTS/SYST	4,500.00	2,346.52	2,153.48	52.14	4,171.69
110-595.100-920.815	PUBLIC UTILITIES-PARKING LOT LIGHTS	700.00	358.12	341.88	51.16	457.95
110-595.100-920.820	PUBLIC UTILITIES-RUNWAY LIGHTS	6,000.00	3,020.93	2,979.07	50.35	5,146.90
110-595.100-920.825	PUBLIC UTILITIES-T HANGARS	5,800.00	3,557.08	2,242.92	61.33	5,200.05
110-595.100-933.000	EQUIPMENT MAINTENANCE-GENERAL	0.00	786.00	(786.00)	100.00	1,344.16
110-595.100-933.015	EQUIPMENT MAINTENANCE-ILS LANDING	28,000.00	10,000.00	18,000.00	35.71	16,000.00
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	15,000.00	0.00	15,000.00	0.00	44,150.00
110-595.100-955.000	MISC. GENERAL	3,000.00	805.80	2,194.20	26.86	1,365.43
110-595.100-960.000	EDUCATION, TRAINING, CONF REGISTRATI	3,000.00	995.00	2,005.00	33.17	375.00
110-595.100-961.000	TRAVEL, MEALS, MILEAGE	3,000.00	1,691.30	1,308.70	56.38	1,578.05
110-595.100-961.100	EMPLOYEE RECRUITMENT	0.00	0.00	0.00	0.00	7,238.79
110-595.100-962.000	INSURANCE PREMIUMS	41,500.00	38,089.00	3,411.00	91.78	36,098.00
110-595.100-964.001	REFUNDS-PRIOR YEAR PROPERTY TAX	0.00	72.01	(72.01)	100.00	75.92
110-595.100-965.000	DUES & SUBSCRIPTIONS	4,000.00	71.19	3,928.81	1.78	488.51
110-595.100-969.200	WRITE-OFFS UNCOLL PROPERTY TAXES	0.00	0.00	0.00	0.00	294.09
110-595.100-977.000	MACHINERY & EQUIPMENT GENERAL	0.00	0.00	0.00	0.00	1,186.31
Total		735,200.00	327,836.25	407,363.75	44.59	689,334.47
595.200						
110-595.200-808.001	CONTR-BLDGS&GRNDS JANITORIAL	12,500.00	6,575.97	5,924.03	52.61	9,385.88
110-595.200-850.000	COMMUNICATIONS TELEPHONE	7,800.00	4,340.00	3,460.00	55.64	8,125.38
110-595.200-901.000	PRINTING	1,700.00	24.86	1,675.14	1.46	764.15
110-595.200-920.005	PUBLIC UTILITIES-HBPW	19,500.00	11,785.01	7,714.99	60.44	18,768.81
110-595.200-921.010	PUBLIC UTILITIES-NATURAL GAS	5,500.00	3,044.39	2,455.61	55.35	4,986.25
110-595.200-931.000	BLDG & GRNDS MAINT GENERAL	8,000.00	5,130.57	2,869.43	64.13	5,087.84
110-595.200-933.000	EQUIPMENT MAINTENANCE-GENERAL	10,000.00	2,498.50	7,501.50	24.99	12,624.73



West Michigan Airport Authority Budget Performance Report
Balance As of 02/28/2026

	25-26 Amended Budget	YTD Balance 02/28/2026	Available Balance 02/28/2026	% Bdgt Used	End Balance 06/30/2025
Fund: 110 WMAA (AIRPORT) GENERAL FUND					
Account Category: Expenditures					
595.200					
110-595.200-946.000 OFFICE EQUIP RENTAL/LEASE	3,200.00	2,064.92	1,135.08	64.53	(201.94)
110-595.200-991.500 PRINCIPAL PMT-LEASE	0.00	0.00	0.00	0.00	2,452.00
110-595.200-993.500 INTEREST-LEASE	0.00	0.00	0.00	0.00	368.00
Total	68,200.00	35,464.22	32,735.78	52.00	62,361.10
965.000					
110-965.000-995.410 TRANSFER TO WMAA CAPITAL FUND	0.00	0.00	0.00	0.00	134,000.00
Total	0.00	0.00	0.00	0.00	134,000.00
Expenditures	803,400.00	363,300.47	440,099.53	45.22	886,001.57
Fund 110 - WMAA (AIRPORT) GENERAL FUND:					
TOTAL REVENUES	770,000.00	628,159.55	141,840.45	81.58	(833,662.51)
TOTAL EXPENDITURES	803,400.00	363,300.47	440,099.53	45.22	886,001.57
NET OF REVENUES & EXPENDITURES:	(33,400.00)	264,859.08	(298,259.08)		(52,339.06)



West Michigan Airport Authority Budget Performance Report

Balance As of 02/28/2026

	25-26 Amended Budget	YTD Balance 02/28/2026	Available Balance 02/28/2026	% Bdgt Used	End Balance 06/30/2025	
Fund: 410 WMAA (AIRPORT) CAPITAL PROJECTS						
Account Category: Revenues						
000.000						
410-000.000-538.000	FEDERAL GRANT-FEDERAL CAPITAL	1,520,500.00	13,170.71	1,507,329.29	0.87	(27,044.59)
410-000.000-579.000	STATE GRANT-MDOT CAPITAL	84,300.00	7,424.35	76,875.65	8.81	(6,656.09)
410-000.000-665.000	INVESTMENT INCOME	30,000.00	15,976.46	14,023.54	53.25	(30,795.35)
410-000.000-665.900	INVESTMENT INCOME-MARKET ADJUSTMENT	0.00	0.00	0.00	0.00	(20,343.35)
410-000.000-683.000	MISCELLANEOUS REVENUE	0.00	0.00	0.00	0.00	(917.95)
410-000.000-699.110	TRANSFER FROM WMAA GENERAL FUND	69,000.00	0.00	69,000.00	0.00	(134,000.00)
Total		1,703,800.00	36,571.52	1,667,228.48	2.15	(219,757.33)
Revenues		1,703,800.00	36,571.52	1,667,228.48	2.15	(219,757.33)
Account Category: Expenditures						
000.000						
410-000.000-802.250	CONTRACTUAL-BANK & CREDIT CARD FEES	0.00	18.82	(18.82)	100.00	0.00
Total		0.00	18.82	(18.82)	100.00	0.00
595.000						
410-595.000-807.000	CONTRACTUAL-ARCHITECT/ENGINEER	0.00	0.00	0.00	0.00	10,600.55
410-595.000-807.415	CONTRACTUAL-ARCHITECT/ENGINEER	15,000.00	19,555.35	(4,555.35)	130.37	0.00
410-595.000-974.000	LAND IMPROVEMENTS GENERAL	1,952,000.00	248,148.32	1,703,851.68	12.71	34,659.28
410-595.000-977.000	MACHINERY & EQUIPMENT GENERAL	65,000.00	63,284.75	1,715.25	97.36	0.00
Total		2,032,000.00	330,988.42	1,701,011.58	16.29	45,259.83
Expenditures		2,032,000.00	331,007.24	1,700,992.76	16.29	45,259.83
Fund 410 - WMAA (AIRPORT) CAPITAL PROJECTS:						
TOTAL REVENUES		1,703,800.00	36,571.52	1,667,228.48	2.15	(219,757.33)
TOTAL EXPENDITURES		2,032,000.00	331,007.24	1,700,992.76	16.29	45,259.83
NET OF REVENUES & EXPENDITURES:		(328,200.00)	(294,435.72)	(33,764.28)		174,497.50



Balance Sheet

Through 02/28/26

Detail Listing

Exclude Rollup Account

Account	Account Description	FY 2025 Actual	FY 2026 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	1,203,132.84	1,358,536.26
110-000.000-018.000	Accounts Receivable General	10,476.82	16,061.52
110-000.000-028	Prior Years Taxes Receivables	294.92	253.04
110-000.000-031.000	Allowance for Uncollectible Taxes	(294.92)	(294.92)
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	16.00	-
110-000.000-090.000	Accounts Receivable In/Out	-	-
110-000.000-123.000	Prepaid Items General	-	-
	ASSETS TOTALS	<u>1,213,625.66</u>	<u>1,374,555.90</u>
LIABILITIES AND FUND EQUITY			
LIABILITIES			
110-000.000-202.000	Accounts Payable General	57,159.39	-
110-000.000-201.000	Contracts Payable	-	-
110-000.000-257.000	Accrued Wages Payable General	8,996.70	-
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	62,275.44	24,502.69
	LIABILITIES TOTALS	<u>128,431.53</u>	<u>24,502.69</u>
FUND EQUITY			
110-000.000-385.000	Fund Balance - Assigned (By Action) Business Center	125,000.00	125,000.00
110-000.000-390.000	Fund Balance-Unassigned	960,194.13	1,225,053.21
	FUND EQUITY TOTALS	<u>1,085,194.13</u>	<u>1,350,053.21</u>
	LIABILITIES AND FUND EQUITY	<u>1,213,625.66</u>	<u>1,374,555.90</u>
	Fund Balance, Beginning		1,350,053.21
	Remaining Budget Revenues		141,840.45
	Remaining Budget Expenditures		(440,099.53)
	Fund Balance, Estimated Ending		<u>1,051,794.13</u>
	Fund Balance % of Budgeted Expenditures		<u>133%</u>
	<u>Year-End Transfer to Capital</u>		
	FY 2025 Ending Fund Balance (Unassigned)		960,194.13
	2026 Budgeted Expenditures		791,400.00
	Fund Balance % of Budgeted Expenditures		121%
	Proposed Transfer of amount > 120% max range		<u>10,514.13</u>



Balance Sheet

Through 02/28/26

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	1,490,810	1,194,070
410-000.000-078.000	Due from State of Michigan Due from State-Aeronautics	-	-
ASSETS TOTALS		1,490,810	1,194,070
LIABILITIES AND FUND EQUITY			
LIABILITIES			
410-000.000-202.000	Accounts Payable General	2,305	-
410-000.000-228.410	Due To State of Michigan	1,503	1,503
LIABILITIES TOTALS		3,807	1,503
FUND EQUITY			
410-000.000-390.000	Fund Balance-Unassigned	1,487,003	1,192,567
FUND EQUITY TOTALS		1,487,003	1,192,567
LIABILITIES AND FUND EQUITY TOTALS		1,490,810	1,194,070

CASH DISBURSEMENT REPORT WMAA FOR CITY OF HOLLAND

EXP CHECK RUN DATES 02/01/2026 - 02/28/2026

POSTED
PAID

Invoice Number	Date Paid	Approval Department	Paid By Check Number	Vendor Name	Description	Inv Amt
733311	02/05/2026	AIR	16133	123.NET-ACH	MONTHLY PHONE BILL AIRPORT	620.00
EVES (IN-17703	02/19/2026	AIR	16202	24/7 LOCK AND KEY LLC - ACH	LOCK FIXED AT AIRPORT/IT-ROOM	349.98
DECEMBER 2025	02/05/2026	AIR	94112	ALLEGAN COUNTY TREASURER	DUE FROM AUTHORITY - AIRPORT	2.55
3306832	02/05/2026	AIR	94113	ARROWASTE INC.	MONTHLY REFUSE BILL AIRPORT	51.30
5978052	02/05/2026	AIR	16134	ARTHUR J GALLAGHER RISK MGMT SVCS INC - ACH	ADDITION OF OSHKOSH SWEEPSTER TO LIABILITY COVERAG	133.00
2026 JAN BILLI	02/12/2026	AIR	16160	AVFLIGHT HOLLAND CORPORTATION - ACH	CHARGES FROM AVFLIGHT JAN 2026	23,237.82
BIV26-010875	02/12/2026	AIR	16160	AVFLIGHT HOLLAND CORPORTATION - ACH	DIESEL FUEL PUT INTO WRAA SWEEPER - AIRPORT	434.80
57466	02/19/2026	AIR	16203	AVFLIGHT HOLLAND CORPORTATION - ACH	REINBURSEMENT TO AVFLIGHT, KLEYN MOBILE REPAIR ON	724.75
27357	02/12/2026	AIR	94206	BOILEAU & CO.	JANUARY 2025 COMMUNICATION SERVICES	3,000.00
42697947	02/19/2026	AIR	16204	CANON FINANCIAL SERVICES INC. - ACH	MONTHLY CANON FINANCIAL CHARGES - AIRPORT	279.79
380852	02/26/2026	AIR	94366	CUNNINGHAM DALMAN P.C.	AIRPORT-ATTORNEY FEES FOR JAN 2026	604.50
380851	02/26/2026	AIR	94366	CUNNINGHAM DALMAN P.C.	AIRPORT - ATTORNEY FEES JAN 2026	2,008.50
380854	02/26/2026	AIR	94366	CUNNINGHAM DALMAN P.C.	AIRPORT - ATTORNEY FEES JAN 2026	58.50
380853	02/26/2026	AIR	94366	CUNNINGHAM DALMAN P.C.	AIRPORT - ATTORNEY FEES JAN 2026	78.00
380855	02/26/2026	AIR	94366	CUNNINGHAM DALMAN P.C.	AIRPORT - ATTORNEY FEES JAN 2026	136.50
380856	02/26/2026	AIR	94366	CUNNINGHAM DALMAN P.C.	AIRPORT - ATTORNEY FEES JAN 2026	1,599.00
380857	02/26/2026	AIR	94366	CUNNINGHAM DALMAN P.C.	AIRPORT - ATTORNEY FEES JAN 2026	682.50
11388906	02/12/2026	AIR	94207	EGLE CASHIERS OFFICE	STORM WATER DISCHARGE ANNUAL PERMIT FEE AIRPORT	260.00
OSHKOSH SWEEPS	02/19/2026	AIR	16210	GERALD R FORD INTERNATIONAL AIRPORT AUTHORITY	OSHKOSH SWEEPSTER AIRPORT - VIN 10TBFAP105S084355	60,000.00
01/08/260- 02/	02/26/2026	AIR	94367	HOLLAND BOARD OF PUBLIC WORKS	AIRPORT UTILITIY CHARGES FOR THE MONTH OF JAN 2026	3,247.27
011326	02/05/2026	AIR	94114	JEFFREY D HEITHOFF	REHABILITATE TAXIWAY A - AIRPORT	2,730.00
1729	02/26/2026	AIR	94368	JOSE S MARROQUIN MELENDDEZ	AIRPORT CLEANING SERVICES FOR 01/20/26 - 02/20/26	720.00
02753	02/26/2026	AIR	16274	MAAE	2026 LANSING CONFERENCE	225.00
MARCH 2026	02/26/2026	PAY	16253	MADISON NATIONAL LIFE CO, INC - ACH	ACCT # 102906800000000	5,954.68
Q4-2025	02/05/2026	AIR	94115	MATTHEW NEYENS	MILEAGE REIMBURSMET	309.40
395095	02/05/2026	AIR	16141	MEAD & HUNT INC - ACH	09/01/25 - 09/30/25 SERVICES AIRPORT	1,000.00
1/6/2026	02/26/2026	AIR	16274	MICHIGAN WEST COAST CHAMBER OF COMMERCE	WAKE UP WEST COAST	15.00
5952231216	02/12/2026	AIR	94208	O'REILLY AUTO PARTS	TRANSMISSION OIL	231.99
5952231216 PCA	02/26/2026	AIR	16274	O'REILLY AUTO PARTS	AIRPORT TRANSMISSION OIL	231.99
3333940932	02/26/2026	AIR	16274	PCARD - ADOBE PURCHASES	ACROBAT PRO	21.19
E0800YDBKW	02/26/2026	AIR	16274	PCARD - MICROSOFT PURCHASES	ONLINE SERVICES	19.74
1/9/2026_1/14/	02/26/2026	AIR	16274	PCARD - MISC	PARTS FOR BROOM	200.00
BIV-65674	02/26/2026	AIR	16274	PCARD - MISC	PAPI BULBS	96.87
91089672	02/26/2026	AIR	94369	QUALITY AIR HEATING & COOLING INC	AIRPORT - EMERGENCY HEATING REPAIRS FEB 2026	1,273.00
607	02/26/2026	AIR	16262	RILEY LANDACRE - ACH	AIRPORT - WELDING DONE ON THE BROOM	810.00
2026-02-02 AIR	02/05/2026	AIR	16158	SEMCO ENERGY GAS COMPANY - ACH	SEMCO NATURAL GAS	1,279.38
AIRPORT 2026-0	02/26/2026	AIR	16299	SEMCO ENERGY GAS COMPANY - ACH	NATURAL GAS UTILITY	1,296.33
1060035179	02/05/2026	AIR	16150	WEST MICHIGAN UNIFORM - ACH	SUPPLIES FOR AIRPORT	57.82
1060038552	02/19/2026	AIR	16227	WEST MICHIGAN UNIFORM - ACH	MONTHLY SUPPLIES AIRPORT	57.82

Report Total:

114,038.97

Strategic Planning Proposal

Created for West Michigan Regional Airport, February 2026

Goals

Thank you for the opportunity to quote on this important work! It's our understanding that WMRA is looking to:

1. Refresh and revise the strategic plan taking into account new mega trends and development funds.
2. Set vision for the 1 year, 3 year and 10 year futures of the airport.
3. Establish priorities for as the airport starts communicating for the millage renewal.

Scope & Deliverables

To help you meet these goals, Boileau & Co. will:

1. Meet with the Airport Manager and each board member prior to the sessions to establish priorities. Each meeting should take 30-45 minutes to review priorities of each board member.
2. Plan and facilitate two - 1.5 hour strategic sessions with your board.
3. Guide the board to define the vision for WMRA through engaging activities and exercises.
4. Use the findings to work with the airport manager to develop a concise plan that will guide strategic initiatives in a simple, clear way.

The strategic session and resulting plan will uncover:

1. Confirming WMRA's Core Values & Sandbox
2. Review Aviation Megatrends and their impact on WMRA
3. P.E.S.T.E.L SWOT Analysis
4. Key Competitors Analysis
5. Establish a 1 year, 3 year and 10 year strategy document that establishes the shared vision of the staff and board.

Boileau & Co

Estimated Investment

\$6,000*

**Estimate does not include changes to project scope.*

Getting Started

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

A handwritten signature in black ink that reads "Leanne Schaeffer". The signature is written in a cursive, flowing style.

Leanne Schaeffer, Partner
Boileau & Co.

September 17, 2025

Mr. Matt Neyens
Manager
West Michigan Regional Airport

SUBJECT: Strategic Planning Scope of Work

Dear Matt:

Thank you for your interest in exploring a strategic planning process for West Michigan Regional Airport. This scope of work reflects our typical approach to strategic planning and gives you an idea of the services we provide. We will be happy to adjust the scope to meet your and West Michigan Airport Authority board members' expectations. Larry and I would welcome the opportunity to work with you and the WMAA board.

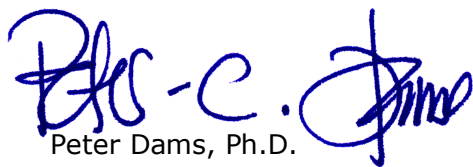
As the aviation industry rapidly evolves through innovations such as electric aircraft, autonomous systems, and advanced air mobility (AAM) technologies like vertical take-off and landing (VTOL) aircraft, it is increasingly important for airports to adopt strategic plans with a focused four-to-five-year horizon.

This time frame allows airports to remain agile while still planning for meaningful infrastructure, regulatory, and stakeholder changes. A near-term strategic plan ensures that airports are prepared to evaluate and integrate emerging technologies, identify potential partnerships, secure grant funding, and adapt their facilities and services to align with shifting industry expectations. By anticipating change rather than reacting to it, airports can maintain operational relevance, attract innovative aviation services, and position themselves as forward-thinking transportation hubs.

Respectfully submitted,

Dams & Associates, Inc.

OHM Advisors


Peter Dams, Ph.D.
President



Larry Bowron
Aviation Practice Leader

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A. Consultant Qualifications



Dr. Peter Dams is a facilitator and strategic planner with over twenty years' experience leading a wide range of strategic planning processes.

Clients include arts and culture organizations, human service agencies, nonprofit organizations, small to mid-size businesses, global corporate functions, state and international associations, municipalities, as well as state universities.

Peter received his Ph.D. in Psychology from Western Michigan University with an emphasis on the science of behavior analysis and organizational systems.

In 2005, Peter founded Dams & Associates and since then has authored strategic plans for over 90 organizations in Michigan and around the nation (Exhibit 1). He is also a frequent presenter at regional and international conferences (Exhibit 2).



Larry Bowron has a broad aviation background and has led or played an integral part of numerous complex airport projects. His experience ranges from capital improvements, maintenance projects, operations, administration, and regulatory issues.

Larry continually looks for unique and cost-effective solutions to problems and stays informed on the latest technology available. He applies his in-depth knowledge to find innovative solutions to project needs and as a trusted advisor, leads our strong team of professional teammates to support your goals.

After thirty-one years of public service in airport operations and administration as well as transportation, Larry joined OHM Advisors to offer value added aviation services. Larry enjoys strategizing to solve complex issues that require both strong leadership skills and the ability to develop and maintain positive relationships with others.

Larry is a strong believer in the strategic planning process and believes it's a tool that every airport should have in its toolbox.

B. Strategic Planning Projects for Government Organizations

Peter's work with various governmental and institutional organizations includes the following clients:

- City of Battle Creek
- City of Elgin (IL)
- City of Portage
- Ferris State University
- Kalamazoo Central County Transportation Authority
- Kalamazoo County Government
- Kalamazoo Township
- Kalamazoo Valley Community College
- Kalamazoo/Battle Creek International Airport (2020 and 2025)
- Michigan State Historic Preservation Office
- NASA
- Regional Prosperity Initiative - Southwest Prosperity Region
- Saginaw Valley State University
- Shawnee State University
- Township of Kalamazoo Police Department
- Village of Lawrence
- Village of Vicksburg
- Washtenaw County Criminal Justice Collaborative Council
- Washtenaw County Government
- Western Michigan University

C. Scope of Work

The scope of work describes our approach to strategic planning that will provide the WMAA board and leadership staff with a long-term vision and a comprehensive roadmap for the next four to five years with clear goals and actionable objectives. Our team will also work with the board and airport leadership to develop new mission and vision statements as well as core values, if desired.

D. Planning Phases

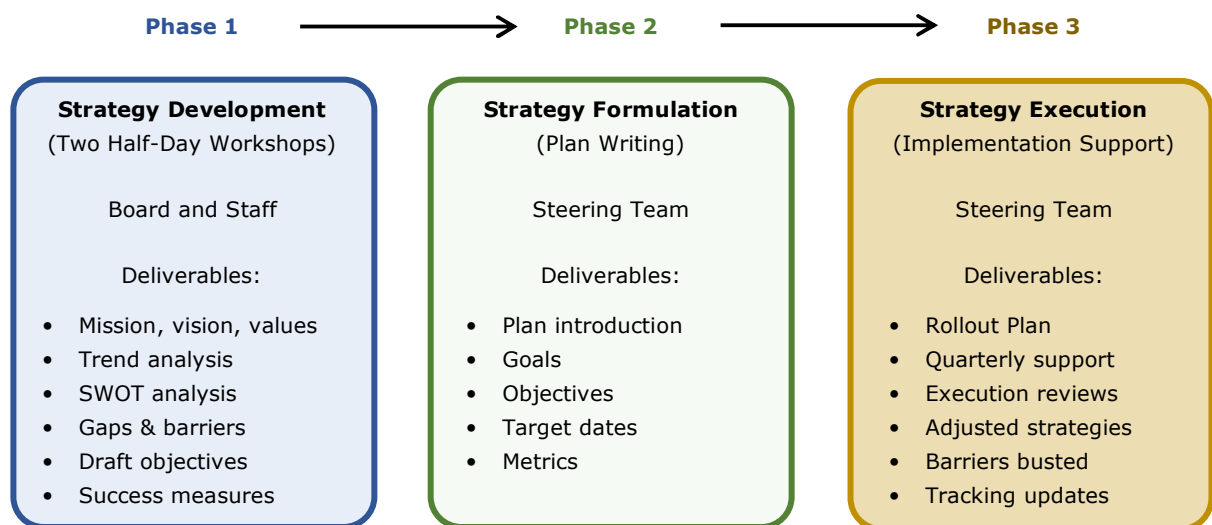
Staff and commissioners lead busy lives. We propose a proven planning process that allows everyone to participate fully in strategy development while being considerate of their time.

The project consists of the following three phases:

Phase 1: Two half-day strategic planning workshops with board and staff.¹

Phase 2: Three work sessions with a smaller Steering Team to write the final strategic plan.

Phase 3: Rollout and execution support with quarterly strategy reviews.



¹ The workshops may be conducted on two consecutive days or a week or two apart.

E. Leadership Involvement

It is our goal to provide an effective and stimulating strategic planning experience while being considerate of commissioners' and staff's busy schedules.

We accomplish this by dedicating the planning workshops as the forum for the high-level conversations needed to develop the foundation for your strategic plan while working with a smaller Steering Team on details of logistics and writing the plan.

Board and Staff Workshops

We will conduct two planning workshops in which all commissioners and leadership staff will participate.

Steering Team

To allow as much dialogue as possible during each workshop, we will work with a Steering Team consisting of you and other members of the board and staff.

The Steering Team will meet remotely for a kickoff meeting before the first workshop to discuss the proposed planning process and logistics. We will review the workshop agendas and a sample strategic plan to determine whether the format meets your expectations. The goal of the kickoff is to ensure that everyone is comfortable moving forward.

After the workshops, the Steering Team will meet for three 2.5-hour work sessions to write the final plan document and discuss best practices for rollout and implementation. This ensures that the goals and objectives reflect the language and culture of West Michigan Regional Airport. The writing sessions will be conducted via Zoom.

F. Proposed Strategic Planning Process

The two workshops allow participants to experience a comprehensive planning process that will consist of the following four steps:

1. Workshop 1

- The state of aviation in Michigan (Larry Bowron)
- Draft compelling mission and vision statements and core values.
- Identify external trends in four environments (Social and Demographic; Economic; Regulatory; and Technology) and assess their impact on WMRA's operations and customer value.

2. The Steering Team creates working drafts of the mission, vision, and core values.

3. Workshop 2

- Finalize the mission, vision, and core value.
- Conduct a SWOT analysis (strengths, weaknesses, opportunities, threats) based on the results of the trend analysis.
- Conduct a gaps and barriers analysis.
- Brainstorm potential goal areas and strategies
- Identify measures of success (key performance indicators).

4. The Steering Team writes the strategic plan. Your plan may be completed in three months from the initial kickoff meeting, depending on Steering Team availability.

The advantage of two workshops is that participants will be able to finalize the mission, vision, and core values at the second workshop before developing goal areas and strategic objectives. This greatly enhances the precision for brainstorming goals and objectives.

Strategic Planning Facilitation

The process of creating your strategic plan is just as important as the final plan itself; our facilitation style, therefore, is highly interactive. All participants will have many opportunities to contribute and provide input. Planning exercises are designed to involve quieter participants and draw them into the discussion.

We create a safe and open environment conducive to high levels of engagement. For example, during some activities, participants jot down their thoughts on individual worksheets before sharing their ideas with the full group. Research has shown that this method, called "brainwriting," yields higher-level creative thinking than traditional brainstorming.

G. Benefits of the Proposed Planning Process

Working with governmental organizations in Michigan and across the US has provided Peter with an appreciation of the environment in which WMRA operates and will yield many important benefits to your planning process, such as:

- An unbiased facilitation team with experience leading diverse groups with multiple stakeholders who will create a safe space and help participants focus on important and at times possibly uncomfortable conversations.
- A proven and efficient strategic planning process that is respectful of everyone's time.
- Highly participatory workshops ensure that all voices are heard and that the issues that matter end up in your final plan.
- A clearly defined roadmap that consists of milestones that all can agree on and support with confidence and motivation.

H. Making Strategic Plans Easier to Execute

As the strategic planning literature points out, many strategic plans fail during execution. While there are a number of reasons for this, one is worth mentioning: Some strategic plans contain vague objectives that do not state clearly what has to be accomplished. In addition, some strategic plans do not include deadlines or have staff assigned to specific strategies.

We tackle this execution problem not only by providing strategy execution support (Section H). In addition, we help our clients write strategic plans that are *easier to execute*. By stating strategic objectives as tangible accomplishments or work outputs, it is clear what has to be accomplished. During the plan-writing phase, I will work with the Steering Team to create an accomplishment-based strategic plan.

I. Deliverables: Designed for Execution

Your strategic plan will be designed with execution in mind. Together with the Steering Team, we will work out the following details necessary to support a smooth implementation and allow you to monitor progress toward plan achievement:

- Ensure strategic objectives are written as *countable accomplishments* or *work outputs*.
- Assign *target completion dates* to each strategic objective. This supports allocation of resources and establishes deadlines designed to increase the probability that the desired outcomes will be achieved by that date.

- Determine *leads* for each strategic objective. Leads will guide the implementation of their assigned objectives. They may work with a team or committee to complete an objective.

In short, the strategic plan will provide you with the information necessary to give direction to staff and board committees. This allows the board to maintain large-picture oversight and guidance.

Additional Deliverables

- Agendas for all workshops and Steering Team sessions.
- A detailed record of all planning activities.
- A strategic plan summary for posting on your website.
- A worksheet for tracking strategy implementation on a regular basis.

J. Strategy Execution Support: Enhancing Your Investment

To make the most of your investment in time and cost, we offer optional strategy execution support via strategy review meetings, beginning about three months after plan completion. Support sessions may be conducted quarterly to semi-annually.

You may extend or cancel the execution support at any time.

Objectives

- Maintain the focus and momentum generated during strategy development.
- Provide opportunities for accountability.
- Ensure strategy execution stays on track.

Throughout the review period, we will:

- Be available to answer your questions via email or telephone.
- Review updated strategy documents provided by you.

During each review meeting, we will:

- Review progress on rollout and strategy implementation.
- Review and adjust target completion dates and metrics as needed.
- Add or adjust strategies as needed.
- Identify barriers to execution and discuss options for overcoming them.

K. Investment

We propose the following costs for the strategic plan development and execution support. Please indicate the desired level of service by checking the corresponding option(s).

Strategic Plan Development

- Back-to-back workshops \$14,500
- Workshops a week or two apart \$16,000

These not-to-exceed fees include planning preparations, review of background material, travel, and setting up the workshop location.

Strategy Execution Support

- Strategy support and review meeting \$2,000

Strategy execution support will be invoiced following each support meeting.

**Accepted for
West Michigan Regional Airport**

**Accepted for
Dams & Associates, Inc.**

By: _____

By:  _____

Printed Name: _____

Printed Name: Peter Dams, Ph.D.

Title: _____


Title: President

Date: _____

Date: September 17, 2025

We would welcome the opportunity to be of service!

L. Letter of Reference



**KALAMAZOO | BATTLE CREEK
INTERNATIONAL AIRPORT**

20 July 2021

Peter Dams, PhD
President
Dams & Associates, Inc.
Plainwell, MI 49080

Dear Mr. Dams:


It is my pleasure as the Airport Director for the Kalamazoo/Battle Creek International Airport to offer a letter of recommendation for your company. What I would tell anyone that asks is that the airport enjoys a great relationship with the company and our success stems from having a great strategic plan in place.

Your well-run planning process gave our Airport valuable time to pause and reflect on what's important. The focused conversations during our strategic planning development process resulted in clear priorities for the Airport that will guide our work for years to come. My Board of Directors and leadership team are both energized about the direction we're headed. Importantly, the staff is embracing their role in strategy execution with enthusiasm, drive, and initiative.

Beyond the strategic plan effort I also appreciate the quarterly assessments with our leadership team. Importantly, these meetings keep me focused on the strategic efforts and I appreciate your thoughtful guidance and look forward to continued engagement as we put the plan into action.

Please feel free to share this recommendation with anyone that is looking for one and feel free to share my contact information with them as well.

Sincerely,



Craig Williams, AAE
Airport Director
Kalamazoo/Battle Creek International Airport

Mr. Williams' Contact Information
269.388.3668
cawill@kalcounty.com

Client Portfolio – Dams & Associates

Government Organizations

Allegan County CMH	Michigan Works!
Calhoun County Board of Health	Michigan Universities Self-Insurance Corporation
City of Battle Creek	NASA
City of Elgin (IL)	Network180 (Kent County CMH)
City of Portage	Regional Prosperity Initiative - Southwest Prosperity Region
Community Mental Health & Substance Abuse Services of St. Joseph County	Riverwood Center (Berrien County Mental Health Authority)
Kalamazoo/Battle Creek International Airport	Township of Kalamazoo Police Department
Kalamazoo Central County Transportation Authority	Village of Lawrence
Kalamazoo Community Mental Health and Substance Abuse Services (KCMHSAS)	Village of Vicksburg
Kalamazoo County Government	Washtenaw County Government
Kalamazoo County Transportation Authority	Washtenaw County Criminal Justice Collaborative Council
Kalamazoo Township	
Michigan Department of Human Services	
Michigan State Historic Preservation Office	

State and International Associations

Association of Professional Behavior Analysts	California Society for the Advancement of Behavior Analysis
Association for Positive Behavior Support	Council of Autism Service Providers
Behavior Analyst Certification Board	Florida Association of Behavior Analysis
Behavioral Health Center of Excellence	Massachusetts Association of Behavior Analysis
California Association for Behavior Analysis	

Behavioral Health and Autism

Alpine Learning Group (NJ)	Melmark, Inc. (MA, PA, NC/SC)
Behavior Interventions, Inc. (PA)	Milestones Behavioral Services (CT)
Braintrust Behavioral Health (MI)	MRC Industries (MI)
Collaborative Autism Resources & Education (TX)	REED Autism Services (NJ)
Community Living Options (MI)	Residential Opportunities Incorporated (MI)
Great Lakes Center for Autism Treatment and Research (MI)	The Arc of Calhoun County (MI)
HGA Support Services (MI)	Therapeutic Pathways & The Kendall Centers (CA)
Kalamazoo Autism Center	Trading Spaces ABA (CT)
Kids Overcoming Inc. (CA)	

Client Portfolio—Continued

Not for Profit / Community Initiatives

AccessVision	Kalamazoo Infant Mortality Community Action Initiative (with YWCA Kalamazoo)
Advocacy Services for Kids (ASK)	Kalamazoo Loaves & Fishes
Adler Aphasia Center	Kalamazoo Neighborhood Housing Services
Allegan Bible Church	Leila Arboretum Society
Allegan County United Way	Michigan Nonprofit Association
Alternatives Care Center	Neonatal Abstinence Syndrome Prevention and Treatment Project, Kalamazoo County
Boys & Girls Club of Greater Kalamazoo	Potawatomi Resource Conservation and Development Council
Catholic Family Services (now Catholic Charities)	Poverty Reduction Initiative
Cellblock to Classroom (C2C)	Pretty Lake Camp Adventure Center Farm
Child Care Resources	Public Media Network
CityLinC Ministries	The Arc of Calhoun County
GFM The Synergy Center	United Way of Greater Battle Creek
Grace Health Family Health Center	United Way of Greater Kalamazoo
Gryphon Place	Wings of Hope Hospice
Humane Society of South Central Michigan	YMCA of Greater Kalamazoo
Interfaith Strategy for Advocacy & Action in the Community (ISAAC)	
Kalamazoo Center for Youth and Community	

Corporate

Celink	Pfizer Global Manufacturing
Gordon Food Service	Southwest Michigan Behavioral Health
Kalsec, Inc.	Southwest Michigan First
Kushner & Company	Stryker Instruments
Meijer, Inc.	Stryker Medical
Midwest Fastener Corporation	The Studio
MPI Research	Western Michigan Aviation

Education: Universities and Colleges

Ferris State University
Kalamazoo Valley Community College
Saginaw Valley State University
Shawnee State University
Western Michigan University
Western Michigan University Alumni Association

Education: Primary and Secondary

Great Start Collaborative
Greta Berman Arbetter Kazoo School
Kalamazoo Area Homeschool Association
Learning Network of Greater Kalamazoo
The Montessori School
Woodlawn Preschool

Arts and Culture

Battle Creek Junior Theatre	Kalamazoo Junior Symphony
Battle Creek Youth Orchestra	Stulberg International String Competition
Fontana Chamber Arts	Michigan Festival of Sacred Music
Glass Art Kalamazoo	Vicksburg Arts
Kalamazoo Civic Theatre	

Strategic Planning Presentations – Dr. Peter Dams

Developing Your True North: Strategic Planning for Airport Business Success

Presented at the annual conference of the Michigan Association of Airport Executives, Bellaire, MI, September 9, 2025. This session was co-authored and co-presented with Craig Williams, AAE, Director, Kalamazoo/Battle Creek International Airport, and Larry Bowron, Aviation Practice Leader, OHM Advisors.

Encore with Dr. Peter Dams: What I've learned about Accomplishment-Based Strategic Planning

[Webinar hosted by Dr. Carl Binder, The Performance Thinking Network. April 23, 2025.](#)

Strategic Planning: A Top-level Systems Intervention

Invited presentation, Organizational Performance Improvement Conference, April 12, 2025, Western Michigan University.

Rebooting Your Company Culture: Establishing and Maintaining Culture Using a Strategic Planning Framework

Invited presentation, Michigan Autism Conference, Kalamazoo, MI, October 11, 2024.

Seven Things Leaders Should Know About Strategic Planning

Invited presentation, Association for Professional Behavior Analysts (APBA) Leadership Conference, September 14, 2024.

Strategic Planning 101: An Introduction to Strategic Planning

Invited presentation, Michigan Autism Conference, Kalamazoo, MI, October 12, 2023.

Strategic Planning for Non-Profit Board Members.

Moderator and panelist. The Boston Club. March 21, 2023

Making Strategic Plans More Executable with Performance Thinking[®]

[Webinar with Dr. Carl Binder, Performance Thinking Network \(2022\)](#)

10 Things Every Business Leader Should Know About Strategic Planning

Strategy Execution: Tips for Making Strategic Plans More Executable

Invited presentations, Michigan Autism Conference, Kalamazoo, MI, October 8-9, 2022.

Strategic Planning: What it is and how to get the most out of it

Invited breakout session, Council of Autism Service Providers (CASP) Annual Conference, Portland, OR, May 2, 2022.

7 Tips for Making Strategic Plans More Executable

Webinar, Behavior Analysis Leadership Council, May 16, 2022.

Making Strategic Plans More Executable.

Webinar with Dr. Carl Binder; The Performance Thinking[®] Network, February 16, 2022.

A Power Tool for the Leader's Toolbox: The Total Performance System. Academic Leadership Academy, Western Michigan University, 2013 – 2022.

More Power Tools for the Leader's Toolbox: Compelling Missions and Clear Goal Statements. Academic Leadership Academy, Western Michigan University, 2014 - 2023.

Strategic Planning: Creating a Solid Foundation for New Autism Service Providers

Strategic Planning: Critical Investment in Long-term Client Outcomes and Business Health

Invited presentations, Michigan Autism Conference, Kalamazoo, MI, October 8-9, 2020.

The Rapid Recovery Roadmap: A Virtual Planning Process for Getting Your Business Back on Track after COVID-19

Webinar, California Association for Behavior Analysis, May 8, 2020.

Webinar, Behavior Analysis Leadership Council, Leadership Forum for New Business Leaders, 4th Annual Conference, April 25, 2020.

Out of the Crisis: Developing a Rapid Recovery Roadmap to Help You Get Back on Track After COVID-19

Webinar, Behavioral Health Center of Excellence, Virtual Academy, April 21, 2020.

The TPS on a Napkin: A Practical OBM Job Aid for ABA Practitioners

Association for Behavior Analysis International (ABAI) 45th Annual Convention, Chicago, IL, May 2019.

Strategic Planning for ABA Service Agencies (3-hour workshop)

Association of Professional Behavior Analysts (APBA) 9th Annual Convention, Atlanta, GA, April 11-13, 2019.

Strategic Planning Part 1: The Basics

Strategic Planning Part 2: Advice and Tools for DIYers

Council of Autism Service Providers (CASP) Annual Conference, Scottsdale, AZ, January 14-15, 2019.

Expanding Your Reach: Preparing Your Organization for Growth with Strategic Planning

Behavior Analyst Leadership Council (BALC) Second Annual Conference, New Haven, CT. March 16, 2018.

Using Behavioral Systems Analysis to Improve the Performance of Organizations, Processes, and People. Business Leadership Forum, Behavior Analyst Leadership Council (BALC) Second Annual Conference, New Haven, CT. March 15, 2018.

Applying Behavioral Systems Analysis to Strategic Planning

Annual Convention of the Association for Behavior Analysis International, May 2014, Chicago, IL.

Strategic Planning for Busy Organizations. Encore presentation, Day Conference of the Kalamazoo Human Resource Management Association (KHRMA), Kalamazoo, MI, May 2008.

Strategic Planning for Busy Organizations. Annual conference of the Michigan Council of the Society for Human Resource Management (MISHRM), Kalamazoo, MI, September 2007.

Congressionally Directed Spending Project Proposal:

Background

Gary Peters' office reached out soliciting project ideas for Congressionally Directed Spending (CDS). I reviewed the CDS Handbook and spoke with one of his representatives about types of projects that are successful. I came to the conclusion that a safety-focused project is the most likely to get awarded. Which is how I came up with the what I am calling the West Apron Rehabilitation and Winter Resiliency Project.

Project Purpose

Rehabilitate deteriorated west apron pavement and improve winter operational readiness to enhance aircraft safety and year-round reliability at West Michigan Regional Airport.

Project Details

The West Apron Rehabilitation and Winter Resiliency Project will address a long-standing airfield pavement safety deficiency while improving winter operational reliability at West Michigan Regional Airport, a non-primary general aviation airport serving West Michigan's business, medical, and general aviation users.

The west apron area has not undergone rehabilitation in more than twenty years and has experienced continued pavement deterioration. While aircraft activity levels in this portion of the airfield declined following relocation of the terminal, the remaining apron pavement continues to present safety concerns related to surface condition and long-term maintenance liability. Full reconstruction of the original apron footprint has been deferred in prior years due to higher-priority expansion and safety initiatives elsewhere on the airfield. However, rehabilitation of this pavement is necessary to address increasing surface degradation and preserve the operational usability of this area.

Although the west apron is utilized less frequently than other portions of the airfield, it remains essential during peak operations and larger airport events. During these periods, the airport experiences increased aircraft traffic and welcomes visitors who may be unfamiliar with the facility. The pavement in this area has continued to deteriorate and now needs rehabilitation to maintain safe operations.

This project proposes to rehabilitate the deteriorated west apron pavement while right-sizing the apron footprint to better reflect current and anticipated operational needs. Excess pavement area will be identified and removed, reducing long-term maintenance costs and minimizing unnecessary impervious surface. The reconfigured apron layout will

maintain adequate aircraft maneuvering space while improving pavement integrity, operational safety, and long-term asset management.

As part of this reconfiguration and right sizing of the west apron, a limited-purpose snow removal equipment storage shelter will be constructed within a portion of the former apron footprint. The shelter may exceed 1,600 square feet; however, any area beyond FAA eligibility thresholds will be funded locally. The structure will be dedicated solely to the protected storage of airport snow removal equipment used to maintain the runway, taxiways, and ramp areas during winter weather events to ensure safe airfield operations. The shelter will support the airport's long-term plan to strengthen its snow removal fleet, including future acquisition of FAA-eligible equipment. The building will not include office space or unrelated functions and will serve strictly to protect airfield equipment assets and support winter operation readiness.

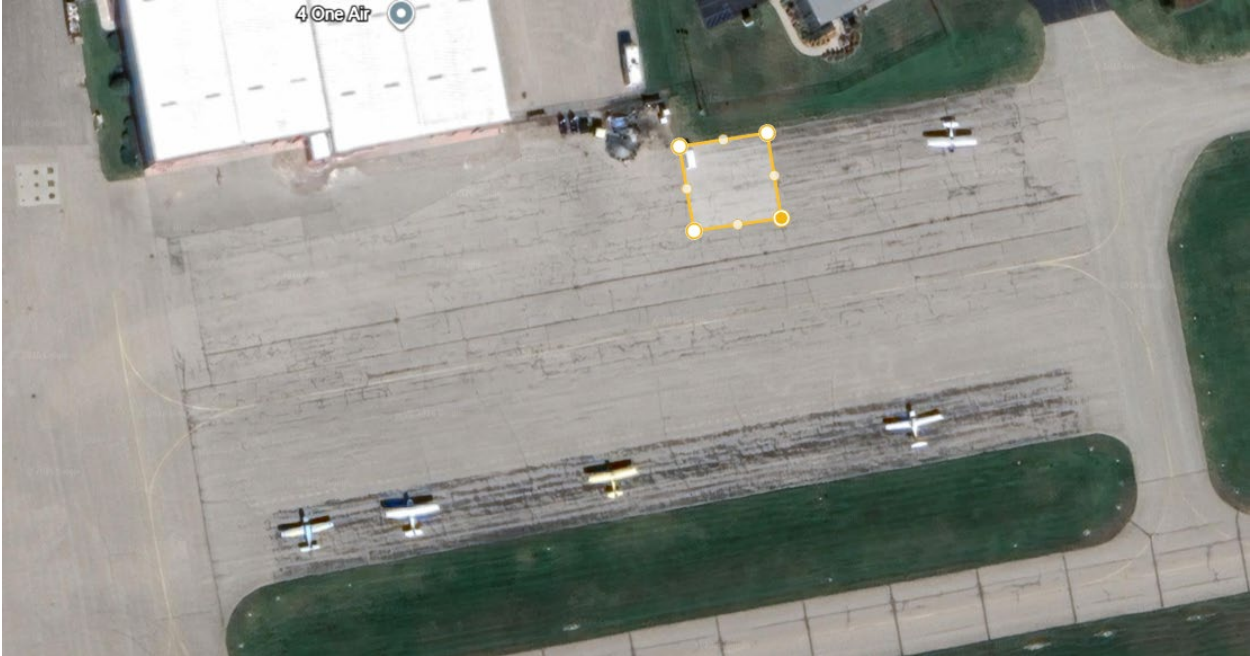
Reliable snow removal is critical to maintaining safe and continuous airport operations in Michigan's winter climate. Over the past two winter seasons, equipment reliability challenges have underscored the importance of ensuring consistent, airport-controlled winter response capability. Recently, the airport acquired a used snow removal vehicle from a commercial service airport in Michigan, significantly improving winter operational stability. However, long-term resiliency requires appropriate protected storage to preserve equipment life, maintain readiness, and ensure compliance with federal standards.

The West Apron reconstruction project is included in the Airport Capital Improvement Program, with approximately \$135,000 allocated for design and \$1.7 million allocated for construction related to pavement rehabilitation. The snow removal storage shelter represents a complementary safety enhancement aligned with tenant feedback and operational experience over recent winter seasons and would be constructed within the existing apron footprint, helping right-size the apron area while maintaining adequate aircraft maneuvering space.

Environmental impacts are expected to be minimal, as the project will occur entirely within a previously disturbed and fully impervious area. The project is anticipated to qualify for a categorical exclusion. The Airport's consultant, Mead & Hunt, is starting the process of environmental impact assessment and expects to have it ready for our final submission to help further strengthen this projects support.

By integrating apron rehabilitation with winter operations resiliency improvements, the airport will correct a documented pavement safety concern, reduce excess infrastructure, and strengthen year-round operational reliability in a fiscally responsible manner. This project delivers tangible safety benefits from multiple angles by improving pavement

condition immediately while supporting sustainable, well-managed winter operations for the long term. It will help ensure safe, dependable access for general aviation users and the regional businesses and communities that rely on the airport year-round.



ENGINEERING COST ESTIMATE

PROJECT: Construct SRE & Reconstruct West Overflow Apron
 LOCATION: West Michigan Regional Airport
 CITY: Holland, Michigan
 DATE: 03/09/2026
 PREPARED BY: JET
 REVIEWED BY: JET

FINAL DESIGN
 PROJECT PROGRAMMING
 FEASIBILITY STUDY
 STATE PLANNING
 BASED ON FY 2026 DOLLARS

WORK DESCRIPTION: Construct new 40' x 40' SRE Building with Drive-thru lane. Building to be heated storage only (no bathrooms, offices, maintenance bays, or communication needs). Reconstruct and reconfigure Overflow Apron.

ITEM DESCRIPTION	UNIT	QTY	UNIT PRICE	ITEM COST
Mobilization (Eligible)	LS	1	\$ 181,000.00	\$ 181,000
Mobilization (Ineligible)	LS	1	\$ 4,535.00	\$ 4,535
Safety and Security (Eligible)	LS	1	\$ 135,750.00	\$ 135,750
Safety and Security (Ineligible)	LS	1	\$ 3,400.00	\$ 3,400
Contractor Quality Control Plan (Eligible)	LS	1	\$ 90,500.00	\$ 90,500
Contractor Quality Control Plan (Ineligible)	LS	1	\$ 2,265.00	\$ 2,265
Pulverize Pavement (Eligible)	SYD	15,670	\$ 3.00	\$ 47,010
Pulverize Pavement (Ineligible)	SYD	930	\$ 3.00	\$ 2,790
Remove Pavement (Eligible)	SYD	550	\$ 5.00	\$ 2,750
Salvage Pulverized Material (Eligible)	CYD	2,200	\$ 10.00	\$ 22,000
Salvage Pulverized Material (Ineligible)	CYD	150	\$ 10.00	\$ 1,500
Fine Grade and Compact FDR Base (Eligible)	SYD	15,670	\$ 3.50	\$ 54,845
Fine Grade and Compact FDR Base (ineligible)	SYD	930	\$ 3.50	\$ 3,255
Bituminous Surface (4") (Eligible)	TON	4,000	\$ 115.00	\$ 460,000
Bituminous Surface (4") (Ineligible)	TON	240	\$ 115.00	\$ 27,600
Drainage Improvements (Eligible)	LS	1	\$ 150,000.00	\$ 150,000
Pavement Marking (Eligible)	LS	1	\$ 10,000.00	\$ 10,000
Restoration (Eligible)	LS	1	\$ 15,000.00	\$ 15,000
SRE Building (40' x 40') (Eligible)	SFT	1,600	\$ 400.00	\$ 640,000



CONSTRUCTION TOTAL =	\$ 1,854,200
CONSTRUCTION CONTINGENCIES (15%) =	\$ 278,130
ENGINEERING DESIGN (9%) =	\$ 191,910
CONSTRUCTION ADMINISTRATION (10%) =	\$ 213,233
PROJECT TOTAL =	\$ 2,537,473
ELIGIBLE CONSTRUCTION TOTAL =	\$ 1,808,855
ELIGIBLE CONSTRUCTION CONTINGENCIES (15%) =	\$ 271,328
ELIGIBLE ENGINEERING DESIGN (9%) =	\$ 187,216
ELIGIBLE CONSTRUCTION ADMINISTRATION (10%) =	\$ 208,018
ELIGIBLE PROJECT TOTAL =	\$ 2,475,418
INELIGIBLE (LOCAL ONLY) CONSTRUCTION TOTAL =	\$ 45,345
INELIGIBLE (LOCAL ONLY) CONSTRUCTION CONTINGENCIES (15%) =	\$ 6,802
INELIGIBLE (LOCAL ONLY) ENGINEERING DESIGN (9%) =	\$ 4,693
INELIGIBLE (LOCAL ONLY) CONSTRUCTION ADMINISTRATION (10%) =	\$ 5,215
INELIGIBLE (LOCAL ONLY) PROJECT TOTAL =	\$ 62,055

Assumptions:

1. Existing Apron is HMA over Agg Base, suitable for FDR
2. Ineligible portions include pavement with 50' of hangars along the north edge and areas with SRE, fuel trucks and misc. storage in aerial
3. Drainage Improvements include new UD grid and minimal mainline upgrades
4. Building costs assume utility work, including only power and gas
5. Snow Removal Equipment (SRE) not included
6. SRE Building includes "drive-thru" lane with 2 overhead doors

LOCAL SHARE OF ELIGIBLE WORK (10%)=	\$ 247,542
INELIGIBLE WORK =	\$ 62,055
TOTAL LOCAL COST =	\$ 309,596

2026/2027 BUDGET ESTIMATE = \$ 2,538,000

Note: These costs were developed without the benefit of field surveys or soils investigation. A final cost estimate will be dependent upon development of these items and further design.

ENGINEERING COST ESTIMATE

PROJECT: Construct SRE & Reconstruct West Overflow Apron
 LOCATION: West Michigan Regional Airport
 CITY: Holland, Michigan
 DATE: 03/09/2026
 PREPARED BY: JET
 REVIEWED BY: JET

FINAL DESIGN
 PROJECT PROGRAMMING
 FEASIBILITY STUDY
 STATE PLANNING
 BASED ON FY 2026 DOLLARS

WORK DESCRIPTION: Reconstruct and reconfigure Overflow Apron.

ITEM DESCRIPTION	UNIT	QTY	UNIT PRICE	ITEM COST
Mobilization (Eligible)	LS	1	\$ 98,300.00	\$ 98,300
Mobilization (Ineligible)	LS	1	\$ 4,535.00	\$ 4,535
Safety and Security (Eligible)	LS	1	\$ 73,700.00	\$ 73,700
Safety and Security (Ineligible)	LS	1	\$ 3,400.00	\$ 3,400
Contractor Quality Control Plan (Eligible)	LS	1	\$ 49,100.00	\$ 49,100
Contractor Quality Control Plan (Ineligible)	LS	1	\$ 2,265.00	\$ 2,265
Pulverize Pavement (Eligible)	SYD	15,670	\$ 3.00	\$ 47,010
Pulverize Pavement (Ineligible)	SYD	930	\$ 3.00	\$ 2,790
Remove Pavement (Eligible)	SYD	550	\$ 5.00	\$ 2,750
Salvage Pulverized Material (Eligible)	CYD	2,200	\$ 10.00	\$ 22,000
Salvage Pulverized Material (Ineligible)	CYD	150	\$ 10.00	\$ 1,500
Fine Grade and Compact FDR Base (Eligible)	SYD	15,670	\$ 3.50	\$ 54,845
Fine Grade and Compact FDR Base (ineligible)	SYD	930	\$ 3.50	\$ 3,255
Bituminous Surface (4") (Eligible)	TON	4,000	\$ 115.00	\$ 460,000
Bituminous Surface (4") (Ineligible)	TON	240	\$ 115.00	\$ 27,600
Drainage Improvements (Eligible)	LS	1	\$ 150,000.00	\$ 150,000
Pavement Marking (Eligible)	LS	1	\$ 10,000.00	\$ 10,000
Restoration (Eligible)	LS	1	\$ 15,000.00	\$ 15,000



CONSTRUCTION TOTAL =	\$ 1,028,050
CONSTRUCTION CONTINGENCIES (15%) =	\$ 154,208
ENGINEERING DESIGN (9%) =	\$ 106,403
CONSTRUCTION ADMINISTRATION (10%) =	\$ 118,226
PROJECT TOTAL =	\$ 1,406,886
ELIGIBLE CONSTRUCTION TOTAL =	\$ 982,705
ELIGIBLE CONSTRUCTION CONTINGENCIES (15%) =	\$ 147,406
ELIGIBLE ENGINEERING DESIGN (9%) =	\$ 101,710
ELIGIBLE CONSTRUCTION ADMINISTRATION (10%) =	\$ 113,011
ELIGIBLE PROJECT TOTAL =	\$ 1,344,832
INELIGIBLE (LOCAL ONLY) CONSTRUCTION TOTAL =	\$ 45,345
INELIGIBLE (LOCAL ONLY) CONSTRUCTION CONTINGENCIES (15%) =	\$ 6,802
INELIGIBLE (LOCAL ONLY) ENGINEERING DESIGN (9%) =	\$ 4,693
INELIGIBLE (LOCAL ONLY) CONSTRUCTION ADMINISTRATION (10%) =	\$ 5,215
INELIGIBLE (LOCAL ONLY) PROJECT TOTAL =	\$ 62,055

Assumptions:

1. Existing Apron is HMA over Agg Base, suitable for FDR
2. Ineligible portions include pavement with 50' of hangars along the north edge and areas with SRE, fuel trucks and misc. storage in aerial
3. Drainage Improvements include new UD grid and minimal mainline upgrades
4. Costs reflect completing under the same project as the SRE Building

LOCAL SHARE OF ELIGIBLE WORK (10%)=	\$ 134,483
INELIGIBLE WORK =	\$ 62,055
TOTAL LOCAL COST =	\$ 196,538

2026/2027 BUDGET ESTIMATE = \$ 1,407,000


Note: These costs were developed without the benefit of field surveys or soils investigation. A final cost estimate will be dependent upon development of these items and further design.

ENGINEERING COST ESTIMATE

PROJECT: Construct SRE & Reconstruct West Overflow Apron
 LOCATION: West Michigan Regional Airport
 CITY: Holland, Michigan
 DATE: 03/09/2026
 PREPARED BY: JET
 REVIEWED BY: JET

FINAL DESIGN
 PROJECT PROGRAMMING
 FEASIBILITY STUDY
 STATE PLANNING
 BASED ON FY 2026 DOLLARS

WORK DESCRIPTION: Construct new 40' x 40' SRE Building with Drive-thru lane. Building to be heated storage only (no bathrooms, offices, maintenance bays, or communication needs).

ITEM DESCRIPTION	UNIT	QTY	UNIT PRICE	ITEM COST																																																			
Mobilization (Eligible)	LS	1	\$ 82,700.00	\$ 82,700																																																			
Safety and Security (Eligible)	LS	1	\$ 62,050.00	\$ 62,050																																																			
Contractor Quality Control Plan (Eligible)	LS	1	\$ 41,400.00	\$ 41,400																																																			
SRE Building (40' x 40') (Eligible)	SFT	1,600	\$ 400.00	\$ 640,000																																																			
<div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="width: 30%;">  </div> <div style="width: 65%;"> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;">CONSTRUCTION TOTAL =</td> <td style="text-align: right;">\$</td> <td style="text-align: right;">826,150</td> </tr> <tr> <td style="text-align: right;">CONSTRUCTION CONTINGENCIES (15%) =</td> <td style="text-align: right;">\$</td> <td style="text-align: right;">123,923</td> </tr> <tr> <td style="text-align: right;">ENGINEERING DESIGN (9%) =</td> <td style="text-align: right;">\$</td> <td style="text-align: right;">85,507</td> </tr> <tr> <td style="text-align: right;">CONSTRUCTION ADMINISTRATION (10%) =</td> <td style="text-align: right;">\$</td> <td style="text-align: right;">95,007</td> </tr> <tr> <td style="text-align: right;">PROJECT TOTAL =</td> <td style="text-align: right;">\$</td> <td style="text-align: right;">1,130,586</td> </tr> <tr> <td colspan="3"> </td> </tr> <tr> <td style="text-align: right;">ELIGIBLE CONSTRUCTION TOTAL =</td> <td style="text-align: right;">\$</td> <td style="text-align: right;">826,150</td> </tr> <tr> <td style="text-align: right;">ELIGIBLE CONSTRUCTION CONTINGENCIES (15%) =</td> <td style="text-align: right;">\$</td> <td style="text-align: right;">123,923</td> </tr> <tr> <td style="text-align: right;">ELIGIBLE ENGINEERING DESIGN (9%) =</td> <td style="text-align: right;">\$</td> <td style="text-align: right;">85,507</td> </tr> <tr> <td style="text-align: right;">ELIGIBLE CONSTRUCTION ADMINISTRATION (10%) =</td> <td style="text-align: right;">\$</td> <td style="text-align: right;">95,007</td> </tr> <tr> <td style="text-align: right;">ELIGIBLE PROJECT TOTAL =</td> <td style="text-align: right;">\$</td> <td style="text-align: right;">1,130,586</td> </tr> <tr> <td colspan="3"> </td> </tr> <tr> <td style="text-align: right;">INELIGIBLE (LOCAL ONLY) CONSTRUCTION TOTAL =</td> <td style="text-align: right;">\$</td> <td style="text-align: right;">-</td> </tr> <tr> <td style="text-align: right;">INELIGIBLE (LOCAL ONLY) CONSTRUCTION CONTINGENCIES (15%) =</td> <td style="text-align: right;">\$</td> <td style="text-align: right;">-</td> </tr> <tr> <td style="text-align: right;">INELIGIBLE (LOCAL ONLY) ENGINEERING DESIGN (9%) =</td> <td style="text-align: right;">\$</td> <td style="text-align: right;">-</td> </tr> <tr> <td style="text-align: right;">INELIGIBLE (LOCAL ONLY) CONSTRUCTION ADMINISTRATION (10%) =</td> <td style="text-align: right;">\$</td> <td style="text-align: right;">-</td> </tr> <tr> <td style="text-align: right;">INELIGIBLE (LOCAL ONLY) PROJECT TOTAL =</td> <td style="text-align: right;">\$</td> <td style="text-align: right;">-</td> </tr> </table> </div> </div>					CONSTRUCTION TOTAL =	\$	826,150	CONSTRUCTION CONTINGENCIES (15%) =	\$	123,923	ENGINEERING DESIGN (9%) =	\$	85,507	CONSTRUCTION ADMINISTRATION (10%) =	\$	95,007	PROJECT TOTAL =	\$	1,130,586				ELIGIBLE CONSTRUCTION TOTAL =	\$	826,150	ELIGIBLE CONSTRUCTION CONTINGENCIES (15%) =	\$	123,923	ELIGIBLE ENGINEERING DESIGN (9%) =	\$	85,507	ELIGIBLE CONSTRUCTION ADMINISTRATION (10%) =	\$	95,007	ELIGIBLE PROJECT TOTAL =	\$	1,130,586				INELIGIBLE (LOCAL ONLY) CONSTRUCTION TOTAL =	\$	-	INELIGIBLE (LOCAL ONLY) CONSTRUCTION CONTINGENCIES (15%) =	\$	-	INELIGIBLE (LOCAL ONLY) ENGINEERING DESIGN (9%) =	\$	-	INELIGIBLE (LOCAL ONLY) CONSTRUCTION ADMINISTRATION (10%) =	\$	-	INELIGIBLE (LOCAL ONLY) PROJECT TOTAL =	\$	-
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ELIGIBLE CONSTRUCTION CONTINGENCIES (15%) =	\$	123,923																																																					
ELIGIBLE ENGINEERING DESIGN (9%) =	\$	85,507																																																					
ELIGIBLE CONSTRUCTION ADMINISTRATION (10%) =	\$	95,007																																																					
ELIGIBLE PROJECT TOTAL =	\$	1,130,586																																																					
INELIGIBLE (LOCAL ONLY) CONSTRUCTION TOTAL =	\$	-																																																					
INELIGIBLE (LOCAL ONLY) CONSTRUCTION CONTINGENCIES (15%) =	\$	-																																																					
INELIGIBLE (LOCAL ONLY) ENGINEERING DESIGN (9%) =	\$	-																																																					
INELIGIBLE (LOCAL ONLY) CONSTRUCTION ADMINISTRATION (10%) =	\$	-																																																					
INELIGIBLE (LOCAL ONLY) PROJECT TOTAL =	\$	-																																																					
Assumptions: 4. Building costs assume utility work, including only power and gas 5. Snow Removal Equipment (SRE) not included 6. SRE Building includes "drive-thru" lane with 2 overhead doors 7. Costs reflect completing under the same project as the Reconstruction of the Apron																																																							
				LOCAL SHARE OF ELIGIBLE WORK (10%) = \$ 113,059 INELIGIBLE WORK = \$ - TOTAL LOCAL COST = \$ 113,059																																																			
				2026/2027 BUDGET ESTIMATE = \$ 1,131,000																																																			

Note: These costs were developed without the benefit of field surveys or soils investigation. A final cost estimate will be dependent upon development of these items and further design.

Addition of Parachute Operations to Minimum Operating Standards

The Airport Authority has received interest from a commercial skydiving operator seeking to operate at West Michigan Regional Airport. The Authority's current Minimum Operating Standards do not explicitly address parachute or skydiving operations.

I am recommending the addition of a new section titled "Parachute Operations / Skydiving" to the Minimum Operating Standards. This proposed section does not create new requirements for operators, but rather clarifies that parachute operations are subject to the same facility, operational, and insurance requirements that already apply to other commercial aeronautical activities at the airport.

The intent of this amendment is to ensure consistency, transparency, and non-discriminatory application of the Airport Authority's Minimum Operating Standards. No other sections of the Minimum Operating Standards are proposed to be modified at this time.

While a broader update to the Minimum Operating Standards may be appropriate in the future, I recommend limiting changes at this time to the addition of this clarifying section to avoid unnecessary disruption or misinterpretation.

SECTION 2.6 (I) PARACHUTE OPERATIONS / SKYDIVING

1. An Operator who engages in parachute operations, skydiving, or related aerial parachuting activities for compensation or hire shall obtain an annual Parachute Operations Permit from the Airport Authority Board prior to conducting such activities at the Airport.
2. The Operator shall submit an application for the permit to the Airport Authority Board which shall include, at a minimum:
 - a. Description of proposed operations.
 - b. Aircraft to be used for parachute operations.
 - c. Pilot qualifications and certifications.
 - d. Proof of insurance coverage meeting the requirements established by the Airport Authority.
 - e. Proposed location of parachute landing areas.
3. The Parachute Operations Permit shall be valid for a period of one (1) year and must be renewed annually subject to review and approval by the Airport Authority Board.
4. The Airport Authority Board reserves the right to establish an annual permit fee and such additional operational requirements as deemed necessary to ensure safe and efficient airport operations.

5. All parachute operations shall be conducted in accordance with all applicable Federal Aviation Regulations including but not limited to 14 CFR Part 105.
6. The Operator shall coordinate all parachute operations procedures with the Airport Manager including jump run procedures, communication procedures, and designated landing areas.
7. Parachute operations shall be conducted in a manner that does not create a safety hazard to aircraft operations, airport users, or persons and property on the ground.
8. Parachute operations shall not interfere with established traffic patterns, instrument procedures, or other aeronautical activities conducted at the Airport.
9. The Airport Authority reserves the right to suspend or revoke the Parachute Operations Permit if operations are conducted in violation of these Minimum Standards, the Airport Rules and Regulations, or if such operations create a safety concern.
10. Operator will maintain insurance coverage in accordance with requirements of the Airport Authority.