



FLY Smart.* FLY Ford.

Gerald R. Ford International Airport
2012 Report to the Community



DID YOU KNOW? THE FORD IS FINANCIALLY SELF-SUPPORTING. IT REQUIRES NO FUNDING FROM PROPERTY TAXES, GENERAL TAX FUNDS OR SPECIAL TAXES. AIRPORT OPERATIONS AND IMPROVEMENTS GENERATE LOCAL NET AIRPORT REVENUE, WITHOUT SPENDING YOUR VALUABLE TAX DOLLARS.



A smart year



Progress for people

THE FORD CONTINUED TO MAKE THINGS HAPPEN, WITH YOU IN MIND.

In 2011, the Ford showed what it is made of. As the Gerald R. Ford International Airport went about its business, it became clear that behind the modern structure of glass and steel, there was more at work. The Ford delivered value – in more nonstops and the lowest airfares in years – proving that this airport’s transformation was born of as much substance as style. Flying smart became synonymous with “flying Ford.”

To further raise the bar, the year also saw the Ford offer new destinations, improved efficiencies and enhancements in customer care – smart ways to show travelers there is no need to look further than the Ford for their next flights. Like never before, West Michigan travelers and businesses saved time and money by flying Ford.

Yes, it was a year of smart choices for people and for progress. Let’s take a look at the Ford report card of 2011 – to see what “smart” looks like when it flies.

Volumes and values rise

YOU KNOW YOU'RE DOING SOMETHING RIGHT WHEN THE NUMBERS KEEP GROWING.

And grow they did! The Ford set a new passenger record in 2011, serving 2,275,332 passengers. That record outperformed the previous all-time high (2010) by 4.1 percent. It seems the redesign and expansion of the Ford accomplished more than upgrading its curb appeal. While giving travelers an efficient, attractive hub, the improvements have also seemingly generated a new appreciation for progress. Leaders found – and delivered on – opportunities to enhance the customer experience within the airport at a level that rivaled its exterior panache: in value and convenience.

Clearly, more people saw the value in flying from Ford: 93,288 more passengers flew Ford in 2011 over 2010! Never underestimate the power of lower ticket prices – or high attention to customer care. It's great to report that the price for convenience is dropping. It's even better to see our customers enjoying the rewards – and relaxation – of flying Ford.

Destinations drive happiness

TAKING YOU TO ALL THE RIGHT PLACES.

As flyers showed renewed excitement about the hassle-free ease of flying Ford, they discovered that many top destinations offered everyone's favorite in air travel: nonstop flights. The Ford offered 21 nonstops to:

- | | | |
|-------------------|----------------------|------------------|
| Atlanta | Fort Lauderdale | New York |
| Baltimore | Fort Myers | Orlando |
| Chicago | Houston | Phoenix |
| Cincinnati | Las Vegas | St. Petersburg |
| Cleveland | Milwaukee | Tampa |
| Dallas/Fort Worth | Minneapolis/St. Paul | Toronto |
| Denver | Newark | Washington, D.C. |





Efficiency matters

You're next in line!

THE FORD PASSES THE "TEST OF TIME" WITH FLYING COLORS.

Growing pains are a healthy sign, but reducing them is essential when you are a business whose customers can go elsewhere. Record passenger numbers and stringent security posed a challenge. Who hasn't dreaded going through security check lines? Summer brought reason to cheer, as the Ford and Transportation Security Administration presented customers with expanded capacity for Concourse A, featuring a third lane to keep things – and people – moving during busy times.

Airport staff also upped efficiency by balancing passenger volumes between the two concourses. Airport partner Continental Airlines assisted in the enhancement by moving its operations to Concourse B. The results have been positive – a message that is helping the Ford continue to polish its image as a smart player in air travel.

Zero to security in 60 seconds!

FOR THE ULTIMATE EXPERIENCE, TRY VALET.

For business travelers or a family full of kids, few things can drive the satisfaction quotient like the Ford's valet parking service. More than 8,700 customers took advantage of the service in 2011, with reasonable rates of just \$18 per day. To try it, just drive your car to the east end of the main terminal. A friendly valet attendant will send you on your way and gently deliver your car into covered parking. Now that's flying smart!

RIGHT-ON RENTALS.

The Ford cuts to the chase for its customers.

Business travelers welcome the opportunity to fly Ford for many reasons, not the least of which is the rare luxury of finding a rental car just steps away from the main terminal. Ford car rental companies operate on the first level of the parking ramp, offering fast, effortless access to cars from your choice of vendors. Ask anyone accustomed to cumbersome rental shuttles where they'd rather land. The answer is, conveniently, Ford.

RAMPED UP PARKING.

It's a fact: 567,000 vehicles parked at the Ford in 2011.

The four-level ramp houses 4,700 vehicles and puts you just steps away from your flight, so you spend your time traveling instead of parking.



DID YOU KNOW? THE FORD WAS ONE OF THE NATION'S AIRPORTS TO JOIN THE TRANSPORTATION SECURITY ADMINISTRATION AND SEVEN "PILOT" AIRLINES IN DEBUTING PAPERLESS BOARDING PASSES. PARTICIPATING CARRIERS ASSIGN A QR CODE THAT IS SENT VIA EMAIL WITH YOUR AIRLINE TICKET CONFIRMATION. TICKET AGENTS SCAN THE CODE FROM YOUR SMART PHONE WHEN IT'S TIME TO BOARD. FLY FORD!



You first



GOT INTERNET? FREE WI-FI AT THE FORD IS ALL YOURS. FLY SMART. FLY FORD.

GOT WORK? THE FORD'S BUSINESS CENTERS OFFER A QUIET CONVENIENCE FOR TRAVELERS WHO'D LIKE TO TURN A WAIT INTO A WORKPLACE.

GOT KIDS? THE FORD'S FREE KIDS PORT, LOCATED IN THE GRAND HALL, OFFERS TOYS AND A SPACE TO PLAY AWAY FROM THE CROWDS.

You've heard it all

A FORD INDUSTRY FIRST IS MUSIC TO YOUR EARS.

In 2008, the Ford became the first airport in the U.S. to offer a telecoil-equipped, or "T-coil," hearing loop system. The service allows travelers who use hearing aids to clearly hear broadcast PA announcements through the T-coil receptor in their hearing devices at the flip of a tiny switch found on most models.

In 2011, the Ford revisited its commitment to industry-leading customer care by expanding T-coil service to the Grand Hall and concession areas. The system enhancement enabled hearing-impaired visitors to hear more announcements in more areas of the Ford. Great idea? Yes! But the expansion posed a challenge: T-coil technology is not compatible with the 30-foot ceiling heights in the Grand Hall. What's a smart airport to do? Aim high, go low.

With a plan slated to replace flooring throughout the Grand Hall, was there another way? The T-coil service provider was able to cut a small channel in the concrete floor to accommodate the hearing loop cable. The year ended on a high, well-heard note as the project wrapped up and the Grand Hall debuted crystal-clear T-coil sound. Fly Ford, hear better.



AND OTHER HIGH NOTES.

Do you think of the Ford as all work and no play? We humbly protest.

Fly "Full." There is no doubt about it: Travel snacks taste better! At the Ford, what started as a single coffee shop in 1963 has grown to include consumer noshing favorites Pizza Hut Express®, Cinnabon®, Starbucks®, Quiznos® and more, with the Home Turf bar and grill, as well as vending and snack kiosks available throughout the terminal.

Fly Happy. The Ford, together with its airlines and retailers, hosted its popular annual tradition: Passenger Appreciation Days. The three-day fest thanked smart flyers with tropical décor, beach music and games, refreshments, prizes and more. Some attendees may have been tempted to miss their flights for all the fun.

Fly Festive. This Ford tradition transformed the Grand Hall for the 17th year in December, hosting 13 area student choral groups. Young singers filled the Ford with holiday choruses, to the delight of travelers coming and going. Said one annual holiday flyer, "I have traveled out of the airport [at this time] for the past six years, and I always enjoy arriving a bit earlier to listen to the kids as they perform."

Fly Generous. With safety as Ford's top priority and a stellar 48-year record, our dedicated Aircraft Rescue Firefighters (ARFF) keep busy and alert 24/7. Maintaining readiness and watchfulness, however, doesn't prevent them from extending their assistance in other ways, such as the annual Toys for Tots campaign. At Ford, "safety first" is a rule and "generosity always" is a choice.

Deliver me

* DID YOU KNOW? TOTAL CARGO SHIPMENTS THROUGH THE FORD IN 2011 AVERAGED ALMOST A QUARTER MILLION POUNDS A DAY. LIFT FROM THE KNEES, PLEASE!



From contracts to cargo, it all adds up WHERE PACKAGES PREDICT PRODUCTIVITY.

One way to gauge a region's economy is the volume of cargo that passes through its airport. Applying that theory to the year 2011 gave the West Michigan region – and the Ford – an “A” for effort. It takes smart practices to accurately manage more than 80 million pounds of freight

in a year. But that's exactly what the Ford did – with cargo shipments posting yet another annual increase. All in all, a good sign for the area's economy, and proof positive of an airport with a lot on the move.



Premier services in private aviation EXPERIENCING THE ULTIMATE IN PERSONAL DELIVERY.

Oftentimes, the business traveler or corporate team will seek custom accommodations not available through commercial carriers – and the ability to more closely tailor flight schedules to travel needs. Enter a world of convenience only a private charter can provide. The Ford has a long history of accommodating the discerning flyer through long-term relationships with two on-site charter operators: Northern Air and Grand Rapids Air Center.

With both companies offering comfortable charter aircraft and top-notch crews for hire, the sky's the limit to where you can go – and when. Now, that's what we call flying business smart.

When you – or your plane – need a lift FORD PRIVATE AVIATION PARTNERS CAN HELP.

Our private aviation operators, Northern Air and Grand Rapids Air Center, offer charter customers and aircraft owners a variety of services, including:

- Heated hangar space
- Office space
- Fractional ownership
- Aircraft servicing and fueling
- Expert, experienced and courteous staff

Aviation meets agriculture

THE FORD SAW A UNIQUE OPPORTUNITY CROP UP.

The Ford is constantly evaluating ways to improve our environmental stewardship and discovering smart ways to use our existing resources. As part of that commitment and initiative, it's rewarding to see new opportunities rise up.

One of those opportunities came our way in 2011, as the Ford joined in a one-year agricultural partnership with Michigan State University. Under the agreement, MSU leased a three-acre parcel of Ford property (outside security-fenced areas) to plant and harvest biofuel-producing crops of pennycress, oriental mustard and canola. Even better, the crops were then converted to biofuel for use in Kent County Department of Aeronautics vehicles. As a participant in the project, the KCDA tracked and reported vehicle performance while using the MSU biofuel.

Conservation, in the concourses and beyond

THE FORD CONTINUES TO EXPLORE OPPORTUNITIES TO SAVE ENERGY.

Providing comfortable illumination for customers and operations is an important consideration at the Ford. Through the use of newer technology and building maintenance practices, the airport also applies energy efficiency wherever possible.

Past programs have included the use of motion sensors to control lighting, and the installation of more efficient and longer-lasting lighting. The building management system monitors temperature controls on a room-by-room basis. Recently, high-efficiency LED fixtures, with motion sensors, were installed in the Aircraft Rescue Fire Fighting facility. If projected energy savings are realized, it is anticipated this program will be expanded to other airport facilities. All part of a bright future for the Ford and our flyers.



Seeing green



DID YOU KNOW?
BIOFUEL CAN REDUCE GREENHOUSE GAS EMISSIONS BY UP TO 90 PERCENT AND OFFERS UP TO 30 PERCENT GREATER FUEL EFFICIENCY.



DID YOU KNOW? DURING AN "AVERAGE" MICHIGAN WINTER, THE FORD REMOVES ENOUGH SNOW TO FILL 20,000 OLYMPIC-SIZED SWIMMING POOLS.



Major machines

Learning takes off with "The Simulator"

HIGH-TECH TOOL IS COOL FOR SCHOOL.

West Michigan Aviation Academy has earned its wings and then some. Launched in 2010, the charter school opened with 80 students attending at its campus on the Ford Airport grounds. By year-end, word was out that Western Michigan University, WMAA's prestigious partner in aviation education, planned to donate a flight simulator to the Academy in 2011.

Anticipation became reality in February, when the flight simulator was unveiled at its new home, ushering in a new level of advanced learning for aviation students at the Academy. The gift is part of a continued partnership

between Western Michigan University's top college-level aviation program and the quickly growing public charter school.

Prior to receiving the Cirrus XR-20 aircraft simulator, the Academy relied on a very basic model simulator to introduce instrumentation and operation fundamentals. The new equipment features "real" instruments and controls to deliver an experiential level of training. The Ford applauds important partnerships like these to enhance the training of the next generation of pilots and aviation engineers.



Let it snow

NEW MONSTER MOVER CAN BLOW A BLIZZARD AWAY.

With miles of runways and more than a million and a half yards of total airfield pavement, snow removal at the Ford is a pretty big deal.

With our award-winning airfield maintenance division and a fleet of high-tech, specialized equipment, snow removal crews make managing Michigan winters look easy. The newest member of the fleet is an all-wheel drive, heavy-duty, high-speed blower. This impressive addition, with dual engines and an 8-1/2-foot-wide blower unit, removes snow at the rate of 5,000 tons an hour, and can throw snow up to 200 feet – safely beyond runway and taxiway lights and signs.

Fond farewells



21 years of transformation

JIM KOSLOSKY LEAVES A LEGACY OF VISION, LOYALTY AND WORK ETHIC.

During his 21 years in the pilot's seat of the Ford, Jim Koslosky administered nearly \$400 million in improvements. There is no argument that, thanks to his talent and leadership, the Ford is well prepared for decades ahead – in facilities, planning and infrastructure.

When asked which memories stand out, Koslosky cited the Ford's precedent-setting U.S. Supreme Court victory over the airlines' aggressive bid to control the airport's rates and charges. The Ford successfully defended its proprietary rights. After losing their bid in federal district court, the airlines appealed. Ultimately, the Supreme Court supported the Ford position that the airlines could not impose or force their will upon the airport. That decision continues to positively impact all airports today.

His other top experience? "Success in development of the Ford staff. Bar none, we have some of the finest talent in the industry. I tried to hire the best and the brightest, and then turn them loose to do their jobs. I view the traditional organizational chart as inverted. I put myself at the bottom, with my job being to support all that's happening. The day-to-day people are the ones who make it happen."

As he departed in December 2011, Koslosky anticipated a year of travel with his wife, with as-yet-unknown new horizons to follow. Safe travels, many thanks and congratulations, Jim!

"The more people who fly Ford, the more we will, over time, be able to offer increased flights and lower fares. You cannot get more seats or more competition at your hometown airport if you go elsewhere. It's a business investment to fly locally."

93 years of courage for change

THE FORD FACILITATES THE CLOSE OF A CELEBRATORY CHAPTER OF OUR COMMUNITY'S HERITAGE.

The distinction of being home to a United States President made Gerald R. Ford a natural namesake for our airport. Bringing home to rest the remains of his wife, former First Lady Betty Ford, on July 13, 2011, was a subdued honor for both the Ford and our community. The plane arrived at the airport, bringing with it her family members, for Mrs. Ford's interment alongside her husband at the Ford

Museum in downtown Grand Rapids. A motorcade escorted the casket and the Ford family from the airport to her final resting place.

As a public voice spoken from her battle with breast cancer while in the White House and later her courageous outreach for addiction recovery, Betty Ford's impact on the lives of others is a permanent example of caring in action.



Greetings to our community

As we look back on a year marked by productivity and continued momentum at the Ford, we are renewed in our commitment to serve West Michigan with more: more options, more amenities and more to look forward to. As the Ford once again posted positive outcomes, including a new high in passenger volume, we are pleased to see the results of many people working together. But we do not rest there.

We started a new advertising campaign, reaching out to those of you who may have gone elsewhere in years past. Why? Because with the increased value and ease we can offer right here at home, we want to invite new passengers and cheer on our current travelers for flying smart – and flying Ford.

We also embraced change. It was difficult to say goodbye to our recently retired Executive Director and friend, James Koslosky. But as a cohesive team that has shared many years of collaborative planning and implementation, the airport Board and staff look forward to pursuing our well-established strategy with full confidence and enthusiasm.

All the initiatives and outcomes that have been highlighted in this report to you, the community, speak to our growth and direction as a service industry. They also speak to our role as an integral part of the stability and growth of our region. We could not be more proud of the exhilarating privilege it is to be part of the social and economic fabric of West Michigan.

Our goal remains unchanged: serving our region’s air travel needs with excellence, and remaining the airport of choice for West Michigan businesses and residents. Because at the heart of what we do, it is all about each singular story, unique to each individual traveler. At the Ford, we are dedicated to finding new ways to show you there is no reason to look any further than Ford, whether traveling with young ones in tow, in need of a last-minute business flight, or embarking on a life milestone trip for a new job, a new baby or an old friend. Thank you for your interest in what the airport is doing and how it can help you in your endeavors. We look forward to seeing you soon, and, of course, we invite you to Fly Smart. Fly Ford.

Sincerely,



Joseph Tomaselli
Chairman
Gerald R. Ford
International Airport Board



Phillip Johnson
Acting Executive Director
Kent County
Department of Aeronautics

On-time arrivals

A STEADY COURSE GUIDES WINDS OF CHANGE.

In 2011, the Kent County Aeronautics Board became the Gerald R. Ford International Airport Board. Board leadership is an integral part of the Ford’s growth and regional influence. The appointment of Joseph Tomaselli as Board Chairman and Kent County commissioner Richard Vander Molen as Board Vice Chairman carries on a legacy of successful leadership for the Ford.

- GERALD R. FORD INTERNATIONAL AIRPORT BOARD
- Joseph Tomaselli, Chairman
 - Richard Vander Molen, Vice Chairman*
 - Terri Lynn Land
 - Roger Morgan*
 - Theodore Vonk*
 - Floyd Wilson, Jr.

*Kent County commissioner

DEPARTMENT OF AERONAUTICS MANAGEMENT STAFF

Phillip Johnson, A.A.E.
Acting Executive Director

Brian Picardat, A.A.E.
Finance and Administration Director

Robert Benstein, A.A.E.
Public Safety and Operations Director

Thomas Ecklund, P.E.
Facilities Director

Bruce Schedlbauer, APR
Marketing and Communications Manager

Fiscal smarts

VISION LEADS TO VALUE AT THE FORD.

	2011*	2010	2009
Operating Revenue			
Airline Payments	\$ 10,282,507	\$11,298,424	\$10,254,216
General Aviation	1,394,950	1,406,163	1,608,033
Concessions	854,963	859,066	705,666
Air Cargo	2,420,444	2,522,451	2,446,231
Ground Transportation	15,535,232	15,045,539	10,155,425
Other	1,151,615	850,439	853,872
Total Operating Revenue	\$31,639,711	\$31,982,082	\$26,023,443
Operating Expenses			
Personnel Costs	\$8,262,514	\$8,925,316	\$8,587,435
Supplies	748,358	645,700	800,283
Contractual	7,940,696	8,502,177	8,249,918
Depreciation	15,802,140	16,008,562	11,555,407
Total Operating Expenses	\$ 32,753,708	\$34,081,755	\$29,193,043
Net Income from Operations	(\$1,113,997)	(\$2,099,673)	(\$3,169,600)

* Unaudited figures. A comprehensive Annual Financial Report, including audited figures for 2011, will be available from the Kent County Department of Aeronautics as of June 2012.

FlySmart.*FlyFord.2012

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