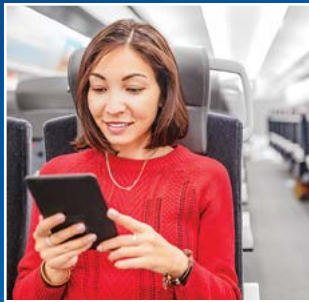


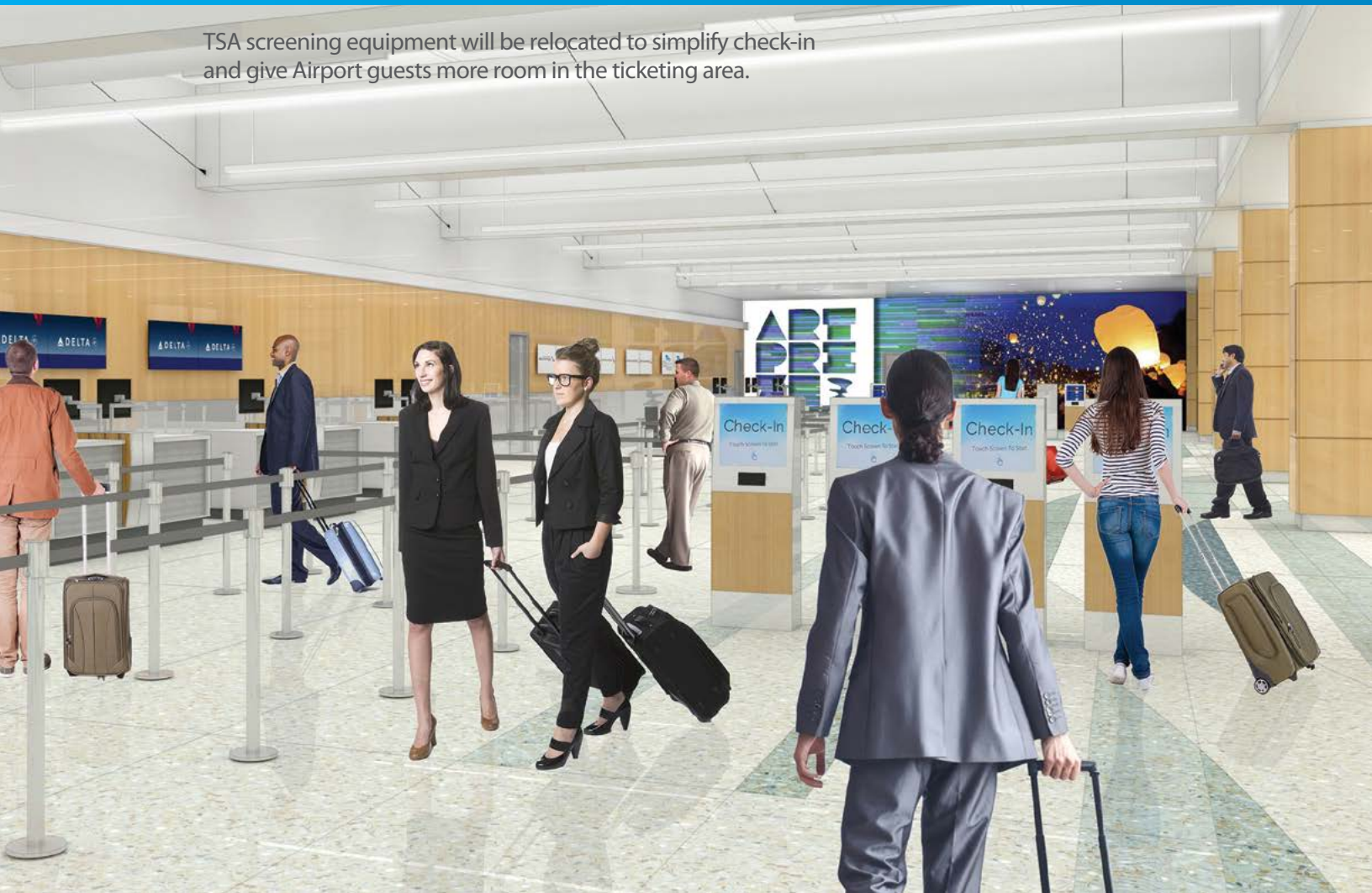
Soaring Higher

2019 REPORT TO THE COMMUNITY



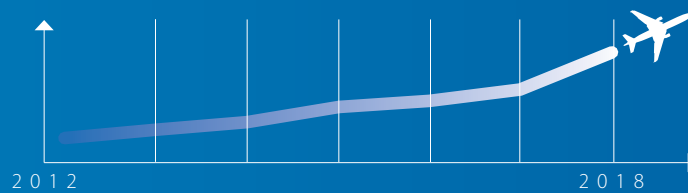
REACHING NEW HEIGHTS OF EXCELLENCE.

TSA screening equipment will be relocated to simplify check-in and give Airport guests more room in the ticketing area.

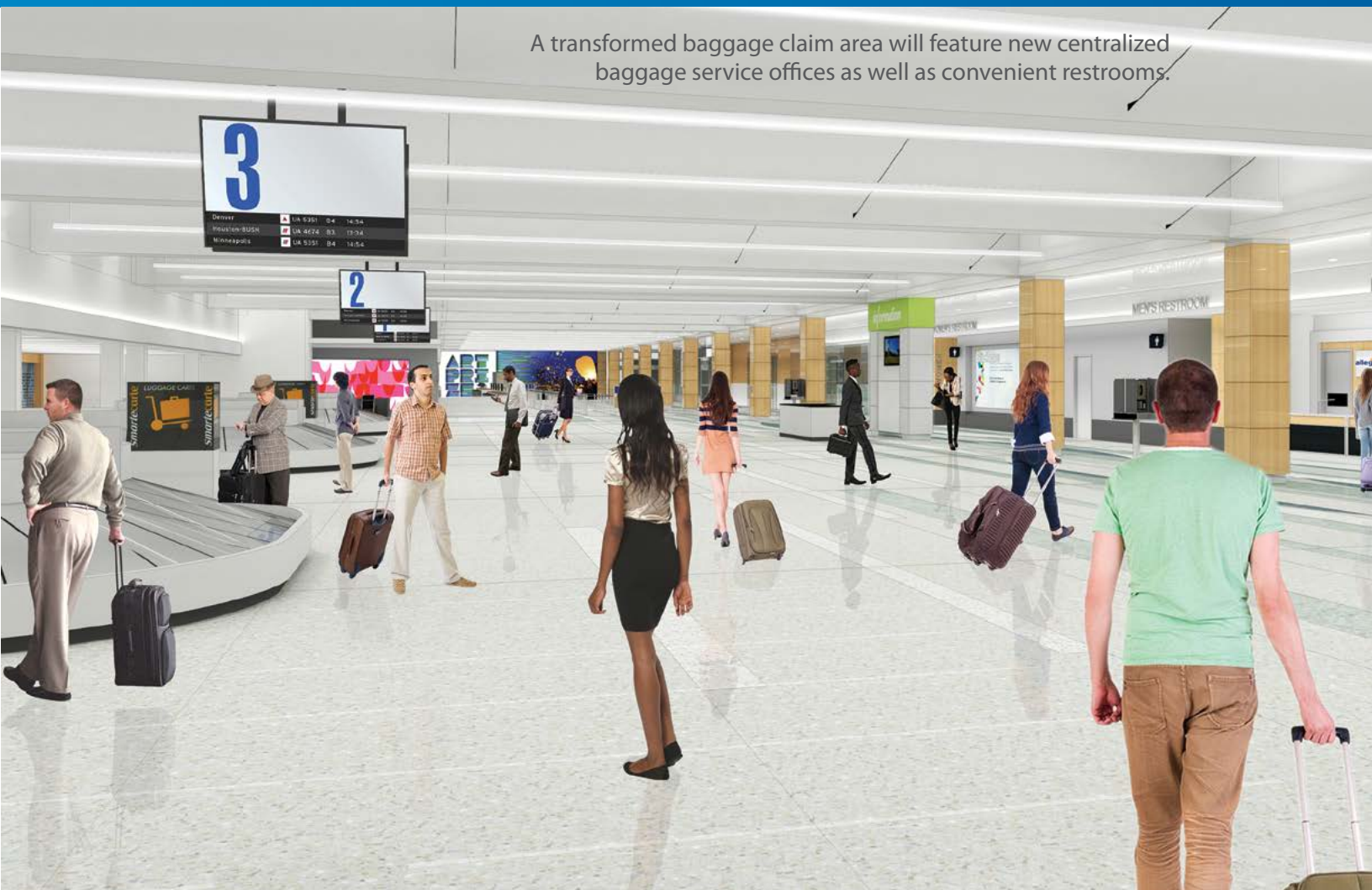


2018 was a milestone year for the Ford Airport. After a steady ascent, we flew past the 3-million-passenger mark with nearly a month to spare. One reason for our sixth straight year of growth is the completion of Phase One of the Gateway Transformation Project, which offers travelers a host of services and amenities along with a more efficient security screening process.

PASSENGER GROWTH



A transformed baggage claim area will feature new centralized baggage service offices as well as convenient restrooms.



Our growth also came as a result of having more nonstop flights to places people love. Phoenix and Miami rounded out our list of 26 direct flight destinations, and we've already added more this year. Airport guests also benefited from the launch of our new mobile app, a new pre-security restaurant option, and an expanded ArtPrize presence. Today, Phase Two of the Gateway Transformation Project is in high gear, promising an even more streamlined "front of house" experience for passengers. Looking ahead, we could be in for another record-setting year.

ENJOYING RECORD GRRowth.



For being our 3 millionth passenger, Sue Diehl received three \$300 travel vouchers, three free days of parking, a \$300 gift basket from Hudson News & Gifts, a Beer City Welcome Basket from Experience Grand Rapids, and more.

Flying past the 3 million mark. It became clear midway through the year that the Ford Airport was on a trajectory to achieve a monumental goal: 3 million passengers. Though we had flirted with the number in 2017 with 2,811,622 passengers, what made 2018 so remarkable is that we reached the milestone with nearly a month to spare. Our final total? 3,265,242 passengers.

Six straight years of growth. Reaching the 3-million-passenger mark didn't occur in a vacuum. It was part of a clear trend. With a 16 percent rise over the previous year, the Ford Airport has added to its passenger totals for six years running. It has been a remarkable period of growth, beginning with a 2013 total of 2,237,979. That number increased to 2,335,105 in 2014. In 2015, we had a total of 2,550,193, a record-setting 9.21 percent year-over-year increase. In 2016, we served 2,653,630 travelers, a number that climbed to 2,811,622 in 2017. In total, our Airport welcomed 15.7 million passengers from 2013 to 2018.

Additionally, we processed 91 million pounds of cargo last year, a 3 percent increase over 2017. In total, our Airport has moved 2.5 billion pounds since 1967.

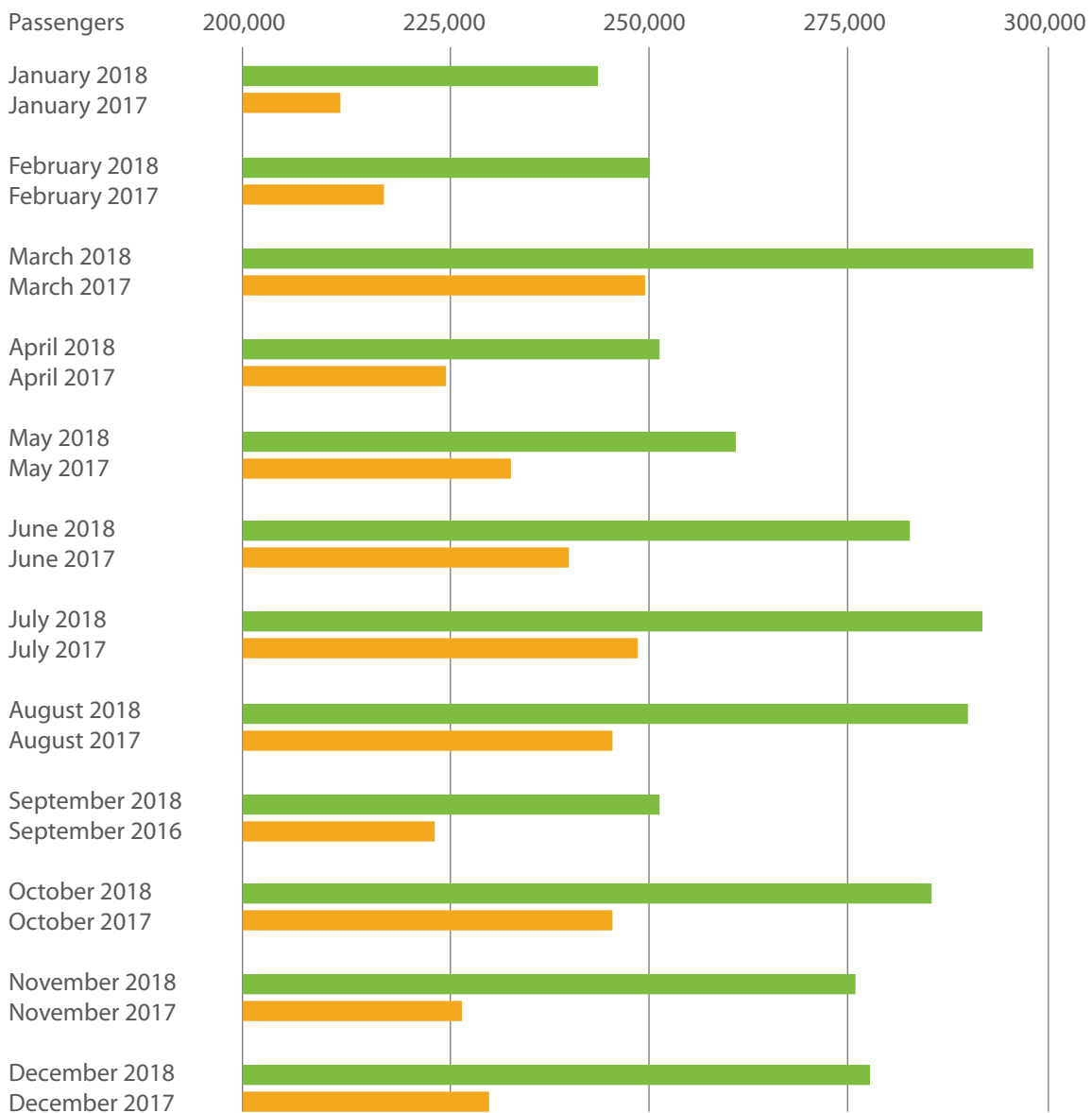


*It's the easiest airport I've ever traveled through.
It's quick, and it's simple.*

— Patrice B., Fairway, KS



Setting records every month. When adding up the number of guests we serve, a record-setting year is bound to have its share of record-setting months. It turns out every single month in 2018 was one for the history books. Here's how each month compared to our previous best.



GATEWAY TRANSFORMATION PROJECT: PHASE TWO.

In addition to new ticket counters, Phase Two will include terrazzo flooring, LED lighting fixtures, upgraded signage, and more.



Please excuse our dust. After the successful completion of Phase One, construction on Phase Two of the \$45 million Gateway Transformation Project officially commenced in November.

With a \$32 million budget, Phase One enhanced the travel experience by consolidating security to a central, highly efficient checkpoint. Airport guests were also treated to new retail locations, a craft brewpub, family restrooms, nursing rooms, kids' play areas, a military welcome center, 21st-century business centers, and a host of amenities and luxurious finishes. Featuring a dramatic view of the airfield, the initial phase added more than 59,000 square feet to the Airport Terminal and took just under two years to complete.

The overwhelmingly positive feedback from travelers generated even more excitement around Phase Two, which centers on front-of-the-house areas, including airline ticket counters and baggage claim. Plans call for TSA baggage screening equipment to be relocated from the airline queuing areas. The upgraded baggage claim area will include new baggage service offices, restrooms, and food and beverage options. In keeping with Phase One, the project will include new terrazzo flooring, LED lighting, upgraded signage, and more. Knowing what's in store, no one seems to mind the dust.

With a completion date set for summer 2020, the Gateway Transformation Project solidifies our commitment to first-class customer service, amenities, infrastructure, and technology while also honoring our local culture and history. The gateway to West Michigan will be more magnificent than ever.

“

What I appreciate most is all the upgrades that have been done—it's beautiful. It's more open, spacious, light, airy—it's just nice.

”

— Judy H., Hastings, MI

26 NONSTOP ROUTES... AND COUNTING.



Frontier Airlines to Phoenix. Frontier Airlines continued to serve West Michigan—and our community’s desire for warm-weather locations—by offering two new nonstop flights in 2018. In November, the carrier began service to Phoenix-Sky Harbor International, our 25th nonstop location. Frontier also added new seasonal direct flights to Tampa International.

American Airlines to Phoenix and Miami. Only weeks after Frontier Airlines began nonstop service to Phoenix-Sky Harbor International, American Airlines began direct service to the same location. The airline then added another key destination, Miami International, rounding out 2018 with 26 nonstop routes.

By year’s end, American offered once-daily nonstop service to Phoenix-Sky Harbor International, Miami International, Chicago-O’Hare, Dallas-Fort Worth, Charlotte, Philadelphia, and Washington D.C.-Reagan National.



HONORING OUR POWs AND MIAs.



A symbol of sacrifice. They appear in public places ranging from stadiums to city halls. Standing perpetually empty, they are symbols of honor, courage, and ultimate sacrifice. They are POW-MIA Chairs of Honor, and all of us at the Ford Airport were grateful to receive one last fall.

A gift from Rolling Thunder Michigan Chapter 4, the Chair of Honor remains empty at all times to signify that there will always be a place for those who sacrificed everything for our country. We can think of no better place for it than in front of our SpartanNash Military Welcome Center.

Opened in November 2017, the Center gives active duty service members, veterans, and their families their own dedicated space to relax when traveling. In addition to refreshments and snacks, the space includes an arrival/departure monitor, charging stations, veteran profile videos, and public television programming. Guests can also enjoy pinning where they've been stationed and/or deployed on an interactive map.

Members of Rolling Thunder and SpartanNash joined Airport board members and staff in the POW-MIA Chair of Honor dedication in September. For those who sacrificed so much for our country and our freedoms, it is a true honor.

“

The facilities are absolutely beautiful.

— Chris P., Saugatuck, MI

”

OPERATION HANDSHAKE BRINGS THE LOVE.



Season of gratitude. At a time of year when people are thankful, the Ford Airport wanted to give some special members of our community the gratitude they deserve. The day before Thanksgiving, one of the busiest travel days of the year, volunteers welcomed home current and veteran military members with a spirited show of support known as Operation Handshake. Dozens of volunteers, along with Blue and Gold Star Mothers, Boy Scouts and Girl Scouts, therapy dog teams, and the Patriot Guard Riders of West Michigan, were on hand throughout the day with flags, signs, smiles, handshakes, and high-fives. The scene, which has been taking place for over a decade, was heartwarming, inspiring, and deeply patriotic—what Thanksgiving is all about.

OUR FIRST MOBILE APP LAUNCHES ONTO DEVICES.



An app worthy of our Airport. Technology is one of the ways the Ford Airport is creating an unrivaled experience for travelers. Our first mobile app is the perfect example. Launched in September, the new app offers real-time flight departure and arrival information, parking availability, and security wait times.

For those wanting to take advantage of a growing list of Airport amenities, the app directs visitors to food and beverage locations, play areas, nursing rooms, the Military Welcome Center, and more. For added convenience, the app connects to a variety of Airport ground transportation options.

The goal is to give travelers easy access to the information they need. To ensure that we're making the travel experience better, passengers and guests are encouraged to offer feedback directly through the app or via the Airport's social media channels.

\$30M APRON RECONSTRUCTION PROJECT.



Paving the way to smoother travel. In March, work began on our \$30 million apron reconstruction project. The two-year project addresses the terminal apron where aircraft are parked, unloaded or loaded, and refueled. Once the existing aging pavement is removed, it will be replaced with 153,000 square yards of new concrete to support current aircraft activity and future Airport development. To put this number in perspective, the amount of concrete being replaced could pave a four-foot-wide, four-inch-thick sidewalk from the Airport all the way to the Mackinac Bridge.

The project also includes new energy-efficient LED lighting and upgrades to the stormwater drainage system and underground utilities for future development. For those who are curious, construction progress can be seen from the Airport Viewing Park, Indoor Observation Area, or Concourse hold rooms. Despite a few orange cones, there have been no resulting passenger delays.

FAA INSPECTION EARNS A PERFECT ZERO.



Safety without any discrepancies. It was no surprise to frequent travelers when the Ford Airport passed its annual FAA inspection with zero discrepancies last summer. The annual three-day comprehensive inspection reviewed airfield and pavement conditions, lighting, snow and ice control, aircraft rescue and firefighting, personnel training, and handling and storage of hazardous materials. Its strict standards were also applied to emergency planning and wildlife hazard management. The FAA applauded the Airport Authority on its procedures and noted its effectiveness on the condition of the airfield, the lighting, safe construction activity, and record keeping.

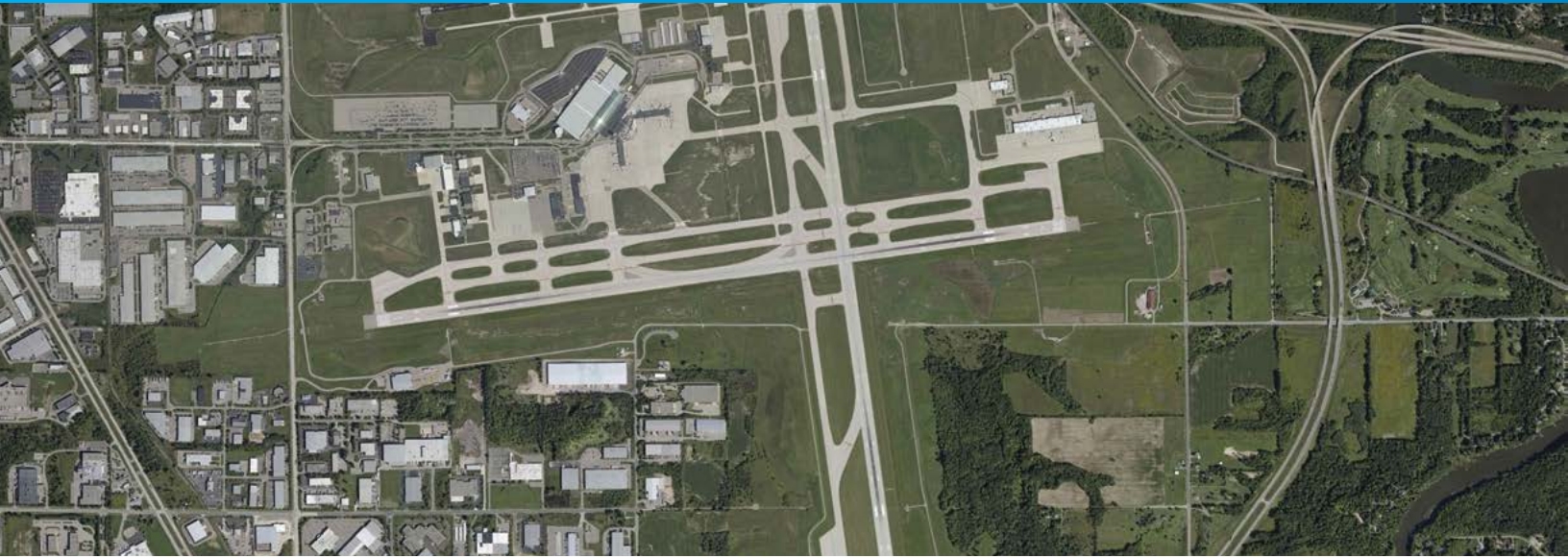
An FAA inspection with zero discrepancies is an incredible feat and a testament to the ongoing, year-round attention to detail Airport employees exhibit to ensure that our facilities are safe and secure for the traveling public. It is also a credit to the Airport's talented and efficient staff — some of the best in the country.



TRUE LIFESAVERS.

Safety in action. Last August, Kent County EMS presented Ford Airport firefighters Dan Haight and Captain Tony Gutierrez with LifeSaver Awards. The two were recognized for their heroic efforts in helping to save an Airport guest undergoing cardiac arrest. Did you know? All of our Airport firefighters are certified EMTs and are trained to use AED equipment.

MASTER PLAN UPDATE OFFICIALLY PRESENTED.



Strategy for success. As the number of travelers we serve continues to grow, it is imperative that every facet of the Ford Airport keeps up with the demand. To get there, our planning and engineering team officially unveiled a 20-year Master Plan. In June, the 2018 Master Plan Update was presented to the Authority Board, with a recommendation to submit the plan for review and approval to the Federal Aviation Administration (FAA).

Serving as a strategic tool, the Master Plan provides an assessment of facility requirements and future demand. Culminating in an implementation program, the plan seeks to maximize operational efficiency and business effectiveness.

Highlights from the latest Master Plan include airside renovations, such as the relocation of the air traffic control tower and taxiway realignment. Landside improvements include more covered parking options, access road improvements, terminal curb expansion, an expanded cell phone lot, and mobile-app-based rideshare lots.

Terminal building plans include concourse widening and expansion, a new concourse, expanded baggage claim areas, and the addition of a Federal Inspection Station (FIS) to accommodate commercial international travel.

The Master Plan was last updated in 2004. In keeping with the FAA's requirement of periodic updates to reflect community growth, facilities expansion, and changes in federal standards, the Airport has since implemented projects such as terminal expansion; construction of the parking garage, including the canopy between the terminal and garage; and relocation of the rental car service centers to create additional parking areas.

With the Airport increasingly serving as a catalyst for local enterprise, the Master Plan also includes a strategy for generating revenue not only within the terminal, but also around the entire Airport property. Local businesses can plan on big opportunities in the years to come.

SPRING BREAK PASSENGER APPRECIATION DAYS.



#SpringBreakGRR



GERALD R.
FORD International
Airport

Our way of saying thanks. March is always busier than usual at the Ford Airport. To reduce the stress of added Spring Break traffic, the Airport treats passengers to a bit of fun as they wait to board their flights. In keeping with a nearly two-decade-long tradition, passengers enjoy free refreshments, food, giveaways, games, contests, and more. Spring Break travelers who return year after year know how much fun they can have prior to boarding. It's our way of saying thanks to our community.

“

When you come, there's always someone with a smile.

— Shirley H., Alma, MI

”

A NEW CELL PHONE & RIDESHARE LOT.



Coming and going just got easier. How do you make a record number of Airport guests feel as welcome as ever? One way is by making the pickup process more efficient. The new Cell Phone & Rideshare Lot is designed to make it easy for people to enter and exit quickly when picking up passengers. It's the ideal place to temporarily park and receive calls when waiting for arriving guests.

Located off Patterson Avenue, the lot offers 30 spaces for those awaiting passenger arrivals. Another 30 spaces serve as staging for rideshare providers. To keep things running smoothly, directional signage makes it easy for those who have never used the lot.

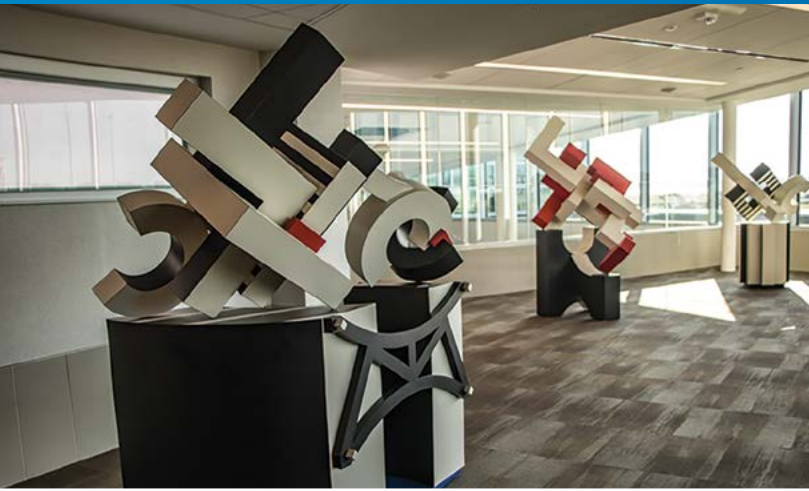
CONSUMERS ENERGY EFFICIENCY CHECK PRESENTED TO AIRPORT.



Our resourcefulness pays off. The Ford Airport continues to invest in long-term, energy-efficient solutions. Last winter, Consumers Energy took notice—with one big check. As part of its energy efficiency program, Consumers Energy offered the Airport \$151,631 in recognition of six energy efficiency upgrade projects. The improvements led to 2,140,991 kWh in annual savings, enough energy to power nearly 300 Michigan homes for a year.

Included in the improvements were the completion of Phase One of the Gateway Transformation Project, the enhanced parking garage lighting, and upgrades in the field maintenance and Airport rescue firefighting facilities. The Airport is always looking for areas that can be improved and ways to be more resourceful. It's good for the planet and also lowers energy bills, which ultimately benefits Michigan's economy and environment.

ABOUNDING WITH ARTPRIZE EXPRESSION.



More ways to celebrate art. Grand Rapids hosted its 10th ArtPrize competition this year, and the Ford Airport was pleased to play an integral role. As one of 165 venues exhibiting art around the city, the Ford Airport displayed work from a diverse variety of local and nationally recognized artists during the 19-day event.

Whether along the mezzanine, on the indoor observation deck, or at the east end of the terminal, guests could check out 14 exhibits as a part of their overall Airport experience. Though the Ford Airport has been a longtime ArtPrize sponsor and welcoming point for artists and visitors, our increased role was a natural step given our emphasis on arts and culture.



*We could have flown out of Chicago or Detroit,
but we decided to fly through Grand Rapids because
it relieves so much stress.*



— Hillary and Tom W., Rockford, MI

FOR GRReat CHANGE.



A convenient way to give back. Now passengers have something to look forward to when they approach security: supporting a worthy cause. This past fall, the Ford Airport rolled out an initiative to allow passengers in line for security screening a chance to give back to those in need.

Donation boxes are now available at all screening locations, where travelers can empty their pockets of loose change. Every penny goes directly to Mel Trotter Ministries, a Christian charity offering rescue and restoration to West Michigan's hungry and homeless.

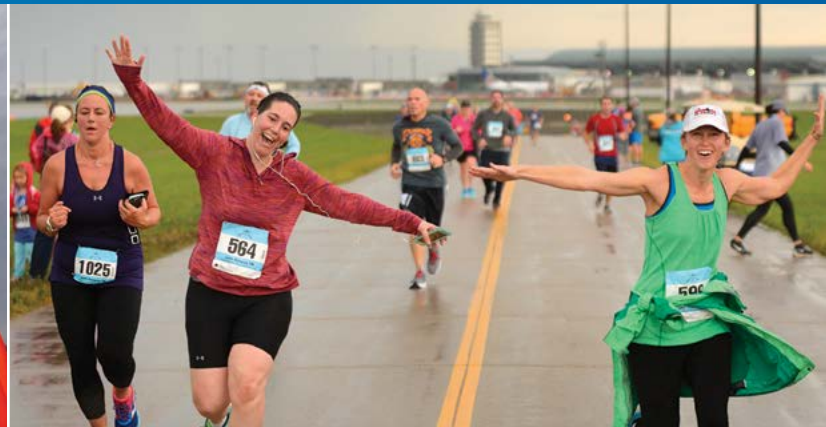
To add to the cause, Lake Michigan Credit Union matches the proceeds, dollar for dollar. And it couldn't have come at a better moment—a time when the Airport was welcoming a record number of passengers, the weather was turning brisk, and people were in need of some holiday spirit.



AIRPORT ARCHITECTURAL PROJECT OF THE YEAR.

Earning praise in high places. The experts have weighed in on Phase One of our Gateway Transformation Project. It was the Airport Architectural Project of the Year, according to the Great Lakes Chapter of the American Association of Airport Executives. The prestigious award is based on several criteria, including having a unique solution to a common problem, cost-effectiveness, and being environmentally sound. Judges noted the ecologically advanced vegetated green roof, the 15-foot solar glass roof overhang to help minimize solar gain and glare, and the fact that furnishings were sourced locally to minimize shipping cost and energy consumption.

RUNWAY 5K RETURNS TO THE AIRFIELD.



A fun way to fulfill dreams. No amount of rain could dampen the spirits of the more than 1,000 runners and walkers who turned out for a great cause. Much as the name implies, the GRR Runway 5K took over one of the Airport's runways, giving participants a uniquely firsthand Airport experience.

Beginning near the cargo facilities and snaking under a runway tunnel, around the fire station, and out onto the Airport's general aviation runway, the race offered an up-close-and-personal look at the aviation experience. To add to the fun, the other two commercial runways were operational during the race, with planes taking off and landing throughout.

The event raised \$13,256 for Make-A-Wish Michigan®. With so many children and their loved ones utilizing the Airport to fulfill their dreams, the Ford Airport has always had a soft spot for this important cause. And for the second straight year, we have had a race to help fund it.

“

This is our first time at the airport, and it has been a very convenient experience for all of us.

— Krishelle M., Omaha, NE

”

DEAR FORD AIRPORT FRIENDS AND SUPPORTERS,



It would be easy to get caught up in the numbers. After all, reaching the 3-million-passenger mark is a significant achievement. When you look beyond the numbers, however, what stands out is how we got here. The Ford Airport is deeply committed to giving guests a better travel experience. A record number of travelers is a sign that it's working.

From easy parking and streamlined security to our growing array of food and beverage options, business centers, and amenities, we've created an unrivaled travel experience. No matter who you are—veteran or active duty, a history buff, an art enthusiast, or someone who enjoys craft beer—the Ford Airport has something for everyone.

We're also working diligently to make travel safer. One example is the 153,000 square yards of fresh concrete needed to create a new aircraft parking, loading, and fueling area. We're proud that our safety and security efforts culminated in a perfect FAA inspection score.

With Phase Two of our Gateway Transformation Project underway, we will soon be unveiling updated ticketing, baggage screening, and baggage claim areas. Until then, we will continue to embrace the leadership and growth occurring across West Michigan. As your airport partner, we will never stop striving for new heights of excellence.

Sincerely,

A handwritten signature in black ink that reads "Daniel M. Koorndyk".

Dan Koorndyk
Chairman, Gerald R. Ford International
Airport Authority Board

A handwritten signature in black ink that reads "Brian Picardat".

Brian Picardat
Interim CEO, VP & CFO
Gerald R. Ford International
Airport Authority

EXECUTIVE STAFF

GFIA is managed and operated by an executive staff consisting of the interim CEO, Vice President and CFO, the Vice President and COO, management team representatives from the Airport's primary functional areas, and a 100-member Gerald R. Ford International Airport Authority staff.

Brian Picardat, A.A.E.
Interim CEO, VP & CFO

Alex Peric, A.A.E.
Vice President & COO

Lisa M. Carr, C.M., P.E.M.
*Public Safety &
Operations Director*

Casey Ries, P.E.
Engineering & Planning Director

Tara Hernandez
*Marketing &
Communications Director*

BOARD

Policy and general oversight of GFIA are the responsibility of the Gerald R. Ford International Airport Authority Board, a seven-member body appointed by the Kent County Board of Commissioners.

Dan Koorndyk
Chairman

Floyd Wilson Jr.
*Vice Chairman, Operations &
Marketing Committee Chair*

Theodore Vonk*
*Finance & Legislative
Committee Chair*

Steve Heacock

Birgit Klohs

Roger Morgan*

David Slikkers

* Denotes Kent County Commissioner

FINANCIAL HIGHLIGHTS

	2018*	2017	2016
OPERATING REVENUE			
Ground Transportation	\$26,174,791	\$21,567,640	\$20,598,334
Airline Payments	14,741,958	13,005,828	12,200,937
Air Cargo	2,606,076	2,525,442	2,544,733
General Aviation	1,782,545	1,651,674	1,483,770
Concessions	2,105,971	1,765,274	1,607,694
Other	1,366,605	1,315,458	1,282,225
Total Operating Revenue	\$48,777,946	\$41,831,316	\$39,717,693
OPERATING EXPENSES			
Personnel Costs	\$10,538,786	\$10,348,617	\$10,766,302
Supplies	1,212,091	1,022,374	640,374
Contractual	13,983,182	12,421,445	12,754,370
Total Cash Expenses	\$25,734,059	\$23,792,436	\$24,161,046
Operating Income	\$23,043,887	\$18,038,880	\$15,556,647
Depreciation**	(\$19,608,256)	(\$18,906,755)	(\$18,288,122)
Pension Adjustment***		\$758,045	\$5,036,799
Net Operating Income (Loss)	\$3,435,631	(\$109,830)	\$2,305,324

* Unaudited Figures. A comprehensive Annual Financial Report, including audited figures for 2018, will be available from the Gerald R. Ford International Airport Authority as of June 2019.

** Depreciation is a non-cash item.

*** Based on the annual actuarial report of the Authority's Pension Plan, a non-cash entry is made to adjust the book value that is carried on the Authority's balance sheet—the offset is an adjustment to Pension Expense. While it is normal to have an adjustment entry each year, the 2016 entry was significant because of the Authority's split from Kent County.



Getting there is better here.

Gerald R. Ford International Airport | 5500 44th St. SE, Grand Rapids, MI 49512
616.233.6000 | flyford.org



@FlyGRFord