



Gerald R. Ford International Airport
2011 Profile





2010 was a year of ascent

Fueled by the addition of new carriers, more routes, and lower fares, our steep upward climb in passenger and cargo volume points to a valuable community resource on the rise. It's all part of a planned process that lifts Gerald R. Ford International Airport to higher standards every year.

You would scarcely recognize GFIA from even a few short years ago. Physical improvements have changed our footprint and skyline, as well as the way West Michigan looks at us. Building on the arrival of Allegiant Air in 2009, two additional discount carriers have since stepped on board. With AirTran Airways and Frontier Airlines, GFIA now has more nonstop flights to more destinations than ever. Our fares are at their lowest level in years. Passengers are moving through this facility at record rates. The past year has been quite a satisfying ride.

We also experienced two significant departures in 2010. After 36 years of service, John Van Laar retired from his position as chairman of the Kent County Aeronautics Board, as did nine-year board veteran Dean Agee. We wish both John and Dean the best as we also welcome Terri Lynn Land and Roger Morgan to the crew.

We've turned off the seat belt light, so settle back and get comfortable. You've got a first-class window seat for a look at the events and improvements that shaped this remarkable year.





Flights and Routes

Upward trajectory

Responding to the demands of West Michigan's rising growth, influence, and economic clout, Gerald R. Ford International Airport kept pace by adding two discount carriers in 2010. AirTran Airways and Frontier Airlines have fortified our hangar of airlines, providing even more flights and greater travel flexibility. The presence of these quality carriers increases competition as airlines vie for the business of increasingly price-savvy passengers.

Thanks to our growing fleet of airlines, GFIA added flights to Baltimore, Fort Myers, and Tampa, bringing our total to 25 nonstop North American destinations. From there, passengers can make additional connections to wherever their dreams and aspirations take them.

Nonstop Service

New Destinations:

- Fort Myers, FL
- Tampa, FL
- Baltimore, MD

Existing Destinations:

- Phoenix-Mesa, AZ
- Toronto-Pearson, CAN
- Denver, CO
- Washington, DC-Reagan

- Fort Lauderdale, FL
- Orlando, FL
- Punta Gorda, FL
- St. Petersburg-Clearwater, FL
- Atlanta, GA
- Chicago, IL-O'Hare
- Detroit, MI
- Minneapolis-St. Paul, MN
- Newark, NJ

- Las Vegas, NV
- New York, NY-LaGuardia
- Cincinnati, OH
- Cleveland, OH
- Myrtle Beach, SC
- Memphis, TN
- Dallas-Fort Worth, TX
- Houston, TX-Intercontinental
- Milwaukee, WI

GFIA Board of Directors

Board Changes for 2011

John Van Laar

After 36 years of service to GFIA, Board Chairman John Van Laar called it a career. John was instrumental in sculpting GFIA into the quality facility you see today.

Dean Agee

Dean served GFIA on the Aeronautics Board from 2001 to 2010, as both a citizen member and county commissioner. We extend our sincere gratitude for nine years of service to GFIA.

Joe Tomaselli

GFIA's newest board chairman, Joe takes over the post vacated by John Van Laar.

Terri Lynn Land

Michigan's former Secretary of State and former Kent County clerk will fill a citizen member board post. Appointed to a three-year term.

Roger Morgan

As former county commission chair, Roger will fill Dean Agee's post. Appointed to a three-year term.

New Carriers

AirTran Airways

- Affordable business-class seating
- Wi-Fi, XM satellite radio
- EasyFit overhead bins
- A+ Rewards frequent flier program
- One of the world's youngest all-Boeing fleets

Frontier Airlines

- Affordable all-week fares
- Combinable one-way fares
- EarlyReturns® frequent flier program
- Flexible flight changes
- One of North America's youngest Airbus fleets

Existing Carriers

- Air Canada
- Allegiant Air
- American Airlines
- Continental Airlines
- Delta Air Lines
- United Airlines



Operations Growth

On the rise

Record increases in passenger volume. Cargo tonnage up again. Whatever the need, GFIA gets West Michigan off the ground. With an average of nearly 6,000 passengers coursing through our terminal every day, GFIA has become an indispensable community link to the rest of the world. Even during the challenging economic times of 2010, we saw our facility hum with productivity. Whether shipping the fruits of our collective labors to the doorsteps of others, or bringing the world's goods to ours, GFIA is how West Michigan does business. And pleasure.

Commercial air travel makes up about half of the Airport's arrivals and departures. On any given day, roughly 130 passenger flights take off or land on our runways. That's a lot of vacations. Piles of business deals. Thousands of homecomings and reunions.

Air cargo traffic at GFIA is served primarily through FedEx. For over 25 years, this international shipping icon has operated a hub here in Grand Rapids. With a newly upgraded fleet that flies a pair of Airbus A-310 cargo aircraft, FedEx ships goods of all shapes, sizes, and descriptions,

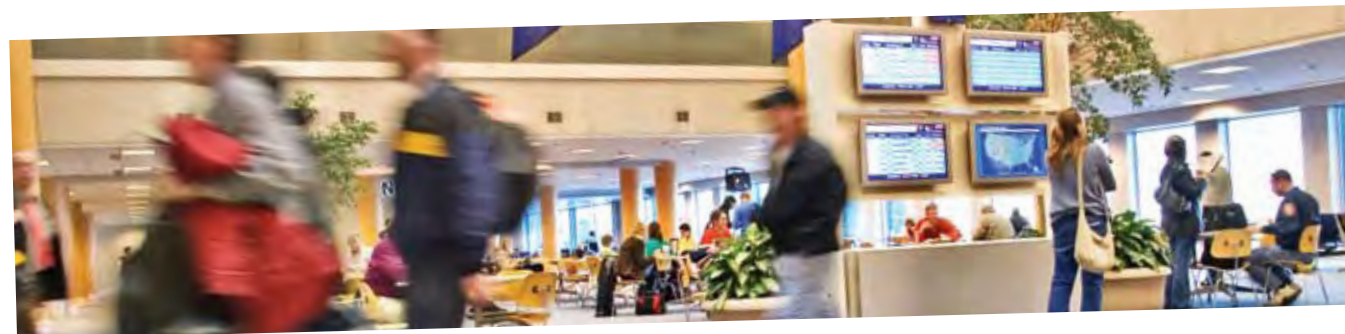
around the clock. Almost 40,000 tons last year. Whether it's fresh fish from Hawaii, orchids from South America, or relief supplies headed to Haiti and the Gulf Coast, if it comes or goes by air, FedEx does most of the heavy lifting.

Military aircraft are a common sight in the skies over Grand Rapids. Most of those large grey jets are part of the 128th Air Refueling Wing of the Wisconsin Air National Guard (ANG), or the 127th Wing of the Michigan ANG out of Selfridge Air Force Base in Harrison, MI. Most are engaging in "touch and go" or low-altitude fly-over practice runs. GFIA supported nearly 1,700 flights of this nature in 2010.

Private and corporate aviation are highly active components of total Airport traffic. Many corporate business jets, helicopters, sport planes, and vintage aircraft use GFIA as home base for their comings and goings. Amway and Steelcase, for example, are longtime tenants that value the Airport as a vital resource for their aviation needs.



+4% cargo volume
+23% passenger traffic



GFIA occasionally hosts landings by Air Force One. President Barack Obama visited West Michigan twice in 2010, using the Airport as a gateway to appearances in Kalamazoo and Holland.





Services and Amenities

Onward and upward

GFIA is a dynamic environment, constantly striving to improve in ways both great and small. Every year, features are added, facilities updated, and capacities enhanced. The change from just a few short years ago is nothing short of remarkable. But whether it's a safety-oriented upgrade or an expansion of retail vendors, it all comes down to making GFIA a better experience for our passengers and guests. We know travelers have choices. It's our charge to make sure GFIA stays at the top of their short list.

GFIA's Business Centers attract both business and leisure travel passengers as a comfortable place to drop a briefcase, boot up a laptop, or make a few phone calls. In 2010, our Business Centers received fresh carpeting, some new paint, and updated furniture provided by Steelcase.

As mandated by the Transportation Security Administration (TSA), Advanced Imaging Technology (AIT) came to GFIA last year. TSA installed hundreds of these enhanced security units across the nation in 2010. After gaining significant attention at their introduction, most passengers have come to accept them as necessary to the freedom of safe travel.

GFIA's vendor base has steadily ramped up to meet the rising needs and expectations of travelers. We provide essential services, but also the opportunity to spend time in productive and pleasant ways. We've expanded the range of food offerings, newsstand publications, and sundries available post-security. Observation areas offer unobstructed views of arriving and departing aircraft. The entire Airport is bright, airy, and inviting. Each year, we refine our foundation of services in ways that impact our customers' GFIA experience.

- 
Eateries
- 
T-Coil System
- 
Animal Relief Area
- 
Massage Chairs
- 
Valet Parking
- 
Business Centers
- 
Taxi/Shuttles
- 
Covered Parking
- 
News & Gifts
- 
Info Desk
- 
Wi-Fi
- 
ATMs



Private Aviation

Catching the updraft

The planes are smaller and perhaps not as attention-getting, but private aviation is a vital, robust part of Airport operations. GFIA hosts two Fixed Based Operators (FBOs) on site: Northern Air and Grand Rapids Air Center. Both companies specialize in business and private travel, with sister companies that handle management, fractional jet ownership, maintenance, hangar space, line services, and flight training.

Last year, private aviation at GFIA accounted for almost as many total arrivals and departures as its commercial passenger flight counterparts.

Northern Air Flies Escort for the Muskegon Air Show

Just where did those Muskegon Air Show planes hang out last summer when they weren't in flight?

For a pair of A-10 Thunderbolts (also known as Warthogs) and an F-16 Fighting Falcon, that place was Northern Air.

To take part in the Muskegon Summer Celebration Air Show, these military aircraft needed a place to call home for a few days. Northern Air provided ramp space, fuel, and ground support for the aircraft, pilots, and mechanical crews.

Two A-10s flew in from Barksdale Air Force Base (AFB) in Louisiana, as did one F-16 from Hill AFB in Utah. GFIA visitors and area residents were treated to their own private air show as all three planes made several rounds of practice maneuvers in and around the GFIA airspace. Then they were off to the skies over Muskegon Lake to wow festivalgoers with demonstrations of airborne prowess.



Grand Rapids Air Center Flies Relief to Haiti

When a 7.0 magnitude earthquake rocked the impoverished island nation of Haiti on January 12, 2010, a humanitarian crisis of epic proportions loomed. On February 3, Grand Rapids Air Center GM of Flight Operations Captain Doug VanDyken took to the skies with a shipment of medicines, bound for Port-au-Prince.

Captain VanDyken flew a Piaggio Avanti turboprop aircraft loaded with several hundred pounds of over-the-counter medicines donated by Perrigo Corporation. VanDyken first flew to Miami, to refuel and stage for the next leg of his trip. After clearing outbound customs, he was off to Toussaint Louverture International Airport in Port-au-Prince, navigating some 700 miles over largely open ocean.

The skies over Haiti were crowded, but orderly. Once safely on the ground, Captain VanDyken personally hand-delivered his shipment to a Haitian doctor, who was particularly pleased to see children's acetaminophen on the manifest.

Grand Rapids Air Center donated all fuel, pilot time, and the use of their aircraft to this critical relief mission.





Community Involvement

Lifting West Michigan

As an aviation hub, GFIA is in the business of creating lift. As a member of the West Michigan community, we are also contributors to the area's well-being. Revenues are generated, as well as paychecks and benefits for the roughly 1,500 people who work here. We never forget that those we serve are ultimately responsible for our livelihoods. We consider giving back to the West Michigan community an obligation born of both gratitude and respect. In 2010, GFIA continued its long-standing commitment to community betterment with a number of programs and events.

West Michigan Aviation Academy Cleared for Takeoff

In fall of 2010, the only aviation-based public charter high school in the country opened its classroom doors for the first time, right here on the grounds of GFIA. With a freshman class of 80 students, West Michigan Aviation Academy (WMAA) is already soaring.

Because charter schools are public schools, tuition is free. Though WMAA's aviation focus makes it unique, it's not just for

aspiring pilots. WMAA is for any student wishing to earn his or her high school diploma in a decidedly high-altitude learning environment.

With an aggressive construction schedule, WMAA put nearly \$1 million into play for the West Michigan economy, with even more to come when Phase II construction follows in 2011.

Founded by Dick and Betsy DeVos, the Academy started with 12 full- and part-time faculty and staff positions.

WMAA is housed in a dedicated building near the new parking structure, and students have their choice of three academic tracks: Aviation Flight, Aviation Business, and Aviation Mechanics. Graduates will also complete all of the courses required of traditional high school students. When students finish their high school years at WMAA, they will indeed be ready to soar.

Learn more at WMAA's website, www.westmichiganaviation.org.

Dreams and Wings Flies Above and Beyond

For 13 years, kids with disabilities have taken to the air with Captain Jack Lewis and company at the annual Dreams and Wings Fly Day event at GFIA. Held in September and graciously hosted by Northern Air and Mary Free Bed Rehabilitation Hospital, this event allowed kids to fly "right seat" on a small personal aircraft and be taken aloft for a 20-minute flight.

Like many of the kids he takes airborne, Captain Jack also gets around in a wheelchair, as do several other

Dreams and Wings pilot volunteers. Cruising at 1,500 feet, special needs kids (and a family member or friend) gain lifelong memories in short order. Also included in this event is a brief ground school presentation that explains how planes fly. Participants get a Dreams and Wings T-shirt, a set of gold aviator wings, and a flight certificate commemorating their experience. Dreams and Wings Fly Day is an event run by volunteer pilots who generously donate their time, aircraft, fuel, and expertise. This event is free to all participants.

WMU Helps WMAA Get Off the Ground

Western Michigan University's College of Aviation generously donated a flight simulator to the West Michigan Aviation Academy. This generous gift gives students the opportunity to learn flight strategies and techniques behind the exact instrumentation of a Cirrus XR-20 single-engine aircraft.



Community Involvement

Elevating our community

PAWS With A Cause Goes Airborne

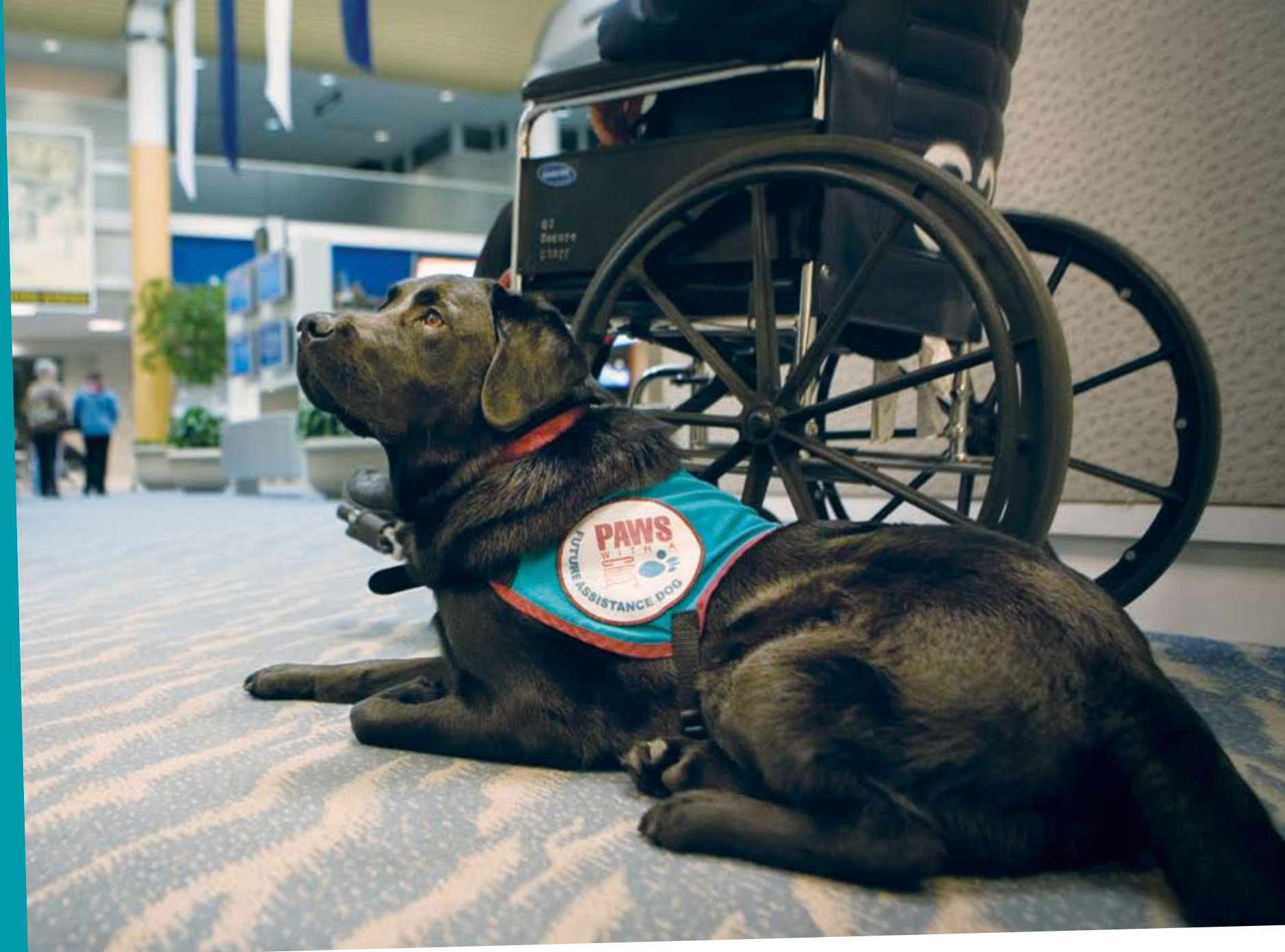
GFIA is a busy place. It's an ideal location to help prepare assistance dogs for the sights and sounds of real life. These extraordinary animals provide support and companionship to people with disabilities, and GFIA is pleased to provide an environment for training and socialization. Assistance dogs in training may be spotted throughout the Airport to help them acclimate to crowded, unfamiliar conditions. You help just by being here.

Wings of Mercy Takes Flight Again in 2010

In 1991, retired Holland businessman Peter VandenBosch enlisted the help of fellow pilots to create Wings of Mercy. He wanted to help those of limited financial means afford air transportation for medical procedures to be performed at distant health care centers. Wings of Mercy now operates in West Michigan, Minnesota, and Eastern Michigan. In 2010, Mr. VandenBosch's GFIA-based pilots flew 67 no-cost flights for patients in need.

Michigan Blood Drives Take Supplies Higher

Thirty pints of blood were collected this past year in two separate annual donation drives at GFIA, bringing our grand total to 801 pints. Working with Michigan Blood, these drives provide the gift of life to patients in the immediate West Michigan area. The need for donated blood never stops, and demand nearly always outpaces supply. Should you spot a Michigan Blood drive under way at GFIA this year, please consider taking 45 minutes to roll up your sleeve and lend an arm.



Passenger Appreciation Days Elevate Spring Break

In April of 2010, tropical decorations and surf music transformed GFIA's Grand Hall into a beachy oasis of summertime fun for our annual Passenger Appreciation Days celebration. Paper airplanes were everywhere. Passengers, families, and guests were treated to refreshments, games, drawings, giveaways, and contests, and greeted by Kent County Department of Aeronautics (KCDA) staff. This year's festivities were generously supported by U.S. Customs & Border Protection, Delta Air Lines, L-3 Communications, Metro Cab, and HMS Host.

Holiday Choirs Raise Voices and Spirits

If you traveled with us during the busy holiday season at GFIA, you were likely treated to a pleasant earful of joyful voices raised to the season. Our annual Holiday Music Festival features the talents of area high school and middle school choral groups. We know that traveling during the holidays produces its own set of stressors. What is more soothing to the harried spirit than beautiful voices lifted in song?

Toys for Tots Lifts Us All

Every Christmas season for the past 14 years, we have thrown our support behind the Toys for Tots program. Each year, we are amazed (but never surprised) at the level of generosity. In 2010, gifts again overloaded our collection boxes. Within GFIA's own ranks is a pair of anonymous donors who annually contribute two new bikes (with helmets) to the cause. Helping local children who otherwise might not get a present on Christmas Day, this is one program that always lifts the spirits of everyone it touches.





Service and Safety Operations

Raising the bar

GFIA is very much a city within a city. Operating behind the scenes is a complex network of dedicated people and specialized equipment that helps everything else perform as it should. Many services go unnoticed until an immediate need forces the spotlight on their efforts. Others couldn't be more obvious.

Aircraft Rescue and Fire Fighting (ARFF)

This unit is a highly trained and experienced team, standing ready 24/7/365. Its primary charge is airfield safety. Fully equipped to respond to any emergency, ARFF's rescue and firefighting capabilities exceed federal requirements for an airport of GFIA's size.

One chief, three captains, and 12 firefighters form the personnel backbone of ARFF. Headquartered in a 22,000-square-foot facility just east of the passenger terminal building, this unit operates three firefighting vehicles, each carrying up to 2,500 gallons of water and 400 gallons of fire-extinguishing foam. The ARFF unit also operates a combination quick response/EMS/command vehicle. All equipment is kept in peak operating condition by a comprehensive series of inspections and maintenance checks, performed daily.

Fire calls actually make up a rather small portion of ARFF's typical daily workload. Of the roughly 140 calls that come in every year, about two-thirds are generated by medical emergencies, both

minor and major, in the passenger terminal and on airport grounds. Everything from twisted ankles to heart attacks. ARFF also provides first aid, CPR training, and fire extinguisher training for airport employees.

Each ARFF professional participates in a rigorous training curriculum that includes classroom sessions, computer-aided training, videos, and hands-on instruction. They've all earned certifications from the Michigan Fire Fighting Training Council and the American Association of Airport Executives, and are also licensed as Emergency Medical Technicians. Now that's a safety net.



Airport Police

As in any community, our police officers have a wide range of responsibilities. First and foremost, they are responsible for the physical security of the airport and airfield. Police officers provide law enforcement support to passenger screening checkpoints, enforce state laws on public roadways, and oversee airport rules and regulations. The Airport Police Office performs a variety of customer service functions, such as vehicle lock-out assistance, and provides a Lost and Found.

The Airport Police Department consists of one chief, five sergeants, 14 officers, and one clerk. The department is staffed to serve and protect around the clock, providing a safe environment for all who visit or work at GFIA.

GFIA Airfield Maintenance

During the fair-weather months, this critical department might not get much notice. Mowing acres of grass or performing routine maintenance isn't likely to attract much attention. Wintertime is when this group really turns heads.

A tremendous amount of pre-planning goes into snow-readiness at GFIA. Airfield Maintenance coordinates its efforts with Public Safety & Operations to prepare for winter's onslaught. Some types of snow events are best handled by pre-

treating surfaces to prevent snow and ice from bonding with the pavement. For others, there is no substitute for the big tools.

Make no mistake, this is major league snow-busting equipment. Plows are 24 feet wide. Brooms check in at 20 feet wide. Snow blowers hurl snow up to 150 feet. When hundreds of acres of pavement are involved, it pays to come in with overwhelming force.

In a typical winter, the GFIA Airfield Maintenance unit clears over 80 million cubic feet of the white stuff. The goal is to keep runways and

taxiways clear and safe for aircraft operation. All of this happens with an Operations staff of six and an Airfield Maintenance staff of 24. Particularly heavy snow events, especially those that produce blowing and drifting, can mean round after round of plowing. It is only after passing a close safety inspection that a closed runway will be allowed to reopen.

So, no more complaining when you have to brush three inches of lake effect from your car, okay?



Soaring daily

The size and scope of operations at GFIA require the daily efforts of many dedicated people. Sound leadership, vision, and commitment are essential.

GFIA is guided in its mission by the Kent County Aeronautics Board. This six-member body is appointed by the Kent County Board of Commissioners, charged with

setting policy and providing general oversight of Gerald R. Ford International Airport.

The Aeronautics Board is made up of three Kent County commissioners and three citizen members, each serving staggered three-year terms. The Aeronautics Board maintains two standing committees: Aeronautical, Facilities, and Marketing;

and Finance, Administration, and Public Relations.

The Airport is managed and operated by the executive director, deputy executive director, a four-person management team heading the Airport's four primary functional areas, and a 100-member Department of Aeronautics staff.

Aeronautics Board

Joe A. Tomaselli
Chairman

Richard A. Vander Molen
Vice Chairman

Terri Lynn Land

Roger C. Morgan

Theodore J. Vonk

Floyd Wilson

Aeronautics Department Management Staff

James A. Koslosky, A.A.E.
Executive Director

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

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

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

Thomas R. Ecklund, P.E.
Facilities Director

Bruce L. Schedlbauer, APR
Marketing and Communications Manager



Rising to the Challenge

Vision: To be the leading commercial service airport serving the West Michigan region.

Values: Safe, secure, customer friendly, with continuous improvement.

Mission: To provide safe, efficient, environmentally sensitive, and economically self-sustaining air transportation facilities that are responsive to regional needs.

Gerald R. Ford International Airport is a 100% financially self-supporting public enterprise. It receives no general tax revenues for day-to-day operations or capital development.

	2010*	2009	2008
Operating Revenue			
Airline Payments	\$10,305,333	\$10,254,216	\$10,908,082
General Aviation	1,406,163	1,608,033	1,504,128
Concessions	859,066	705,666	773,295
Air Cargo	2,522,451	2,446,231	2,559,502
Ground Transportation	15,045,721	10,155,425	11,173,318
Other	850,439	853,872	820,669
Total Operating Revenue	\$30,989,173	\$26,023,443	\$27,738,994
Operating Expenses			
Personnel Costs	\$8,834,293	\$8,587,435	\$8,840,426
Supplies	645,700	800,283	1,082,072
Contractual	8,106,788	8,249,918	8,042,926
Depreciation	15,866,940	11,555,407	10,948,005
Total Operating Expenses	\$33,453,721	\$29,193,043	\$28,913,429
Net Income from Operations	(\$2,464,548)	(\$3,169,600)	(\$1,174,435)

* Unaudited figures. A comprehensive Annual Financial Report, including audited figures for 2010, will be available from the Kent County Department of Aeronautics as of June 2011.





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