



**KALAMAZOO | BATTLE CREEK  
INTERNATIONAL AIRPORT**

Kalamazoo | Battle Creek International Airport

# **Strategic Plan 2025 - 2029**

FINAL DRAFT APRIL 10, 2025



**Dams** & Associates, Inc.  
*Experience the power of planning*

## Introduction

Five years ago, the Airport embarked on an ambitious strategic plan. We did so with a new Airport Director and during an uncertain period of time. We created this strategic plan without any real knowledge of how the world would exit the pandemic, but the Board took bold steps to create the plan. It provided us a “True North” in a turbulent period.

That plan, unbeknownst to everyone at the time, would lay the foundation and road map for the Airport to achieve many successes that will set the stage for success for many years to come. Many of the achievements were inward focused – financial forecasting, a comprehensive review and update/creation of core airport documents, airport leasing policy, staff development and organizational changes . . . to name a few.

Now, five years later, it’s time for another look at the Airport, the Strategic Plan, and our goals and objectives to keep the Airport moving on the right path. The Plan, created by the Board in conjunction with Airport staff under the helpful hand of Peter Dams of Dams & Associates, will be our new roadmap.

This update of the plan is ambitious and, as such, will be a little more difficult to achieve the goals. Elements of the plan are dependent upon the successful completion of other objectives. It will take the resolve of the Board and a focused Airport Team to ensure that we continue moving forward to accomplish our goals.

Importantly, the plan updates our Core Values. Taking the input of the entire Airport Team, we introduce Safety as a core value in this edition of the Strategic Plan. Our Core Values guide the Airport’s mission and vision in a way that will provide direction for the development of the airport and drive administrative decisions.

Copying the pathway of success from the first edition, the Staff and Board will use it to structure Board and staff goals, staff performance, growth and development and financial planning. The Airport leadership team will be responsible for the day-to-day execution of the plan and to report progress as we work toward our goals.

We appreciate all of the work of our predecessors to date to bring the Airport to where it is today and we look forward to achieving success as a Team with all of us headed in the same direction pursuing the same vision.

**Craig Williams A.A.E.**  
Airport Director

**Greg Hamelink**  
Chairperson, Board of Trustees

# Our Guiding Principles

## Our Mission

We complement economic growth and quality of life by safely, conveniently, and efficiently fulfilling the air travel and transportation needs of Southwest Michigan.

## Our Vision

We will be the Airport of Choice for Southwest Michigan.

## Our Core Values

Core values guide our behavior in everything we do through interactions with one another and the people and communities we serve.

They are the foundation on which we build our internal culture and overall model of service.

They tell others what is most important to us and what they can expect from our organization.

## Clear & Open Engagement

*We foster trust and collaboration through proactive communication, transparency, and the open exchange of information and perspectives.*

## Leading with Safety

*Our commitment to safety drives every decision, ensuring a secure environment through teamwork and open communication.*

## Serving Our Region

*With a community mindset, we partner with our stakeholders to create a thriving airport experience.*

## Customer Focus

*We make decisions based on the needs of our customers so we can provide reliable services to those who depend on us.*

## Financial Stewardship

*We take pride that we are financially self-sustaining and make decisions that maximize revenues and operate efficiently.*

# Strategic Accomplishments 2020-2024

## Goal 1: The Airport Maintains Financial Stability and Drives Operational Excellence

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- Created a financial forecast that is reviewed semi-annually
- Completed research into the creation of an independent Airport Authority
- Created a financial dashboard
- Reviewed core airport documents
- Updated Airport Rules and Regulations
- Created Airport Minimum Standards
- Created an Airport Ground Transportation Ordinance
- Changed parking provider...realized nearly \$200,000 in savings.
- Created a Customer Facility Charge for Rental Cars
- Created a General Aviation Landing Fee
- Rolled out Cost Center Accounting

## Goal 2: Grow Number of Annual Passengers to 350,000

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- Created communication channel for airline network planners
- Created an annually updated targets list
- Attracted (and lost) a ULCC
- Received a federal SCASD grant and an MDOT Air Service Grant
- Created a new airline incentive program

## Goal 3: Airport Property is Fully Utilized

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- Started the process to release land from federal requirements
- Researched the viability of extending RW 9/27
- Studied the viability of air cargo development
- Created an airport leasing policy document.
- Created an Aeronautics Board Property Committee

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#### Goal 4: Modern Facilities Meet Current and Emerging Customer Needs

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- Used CARES Dollars to Invest in Airport future:
- Paved entrance road and constructed to current standards
- Built a new maintenance facility
- Updated ARFF Station and purchased new vehicle
- Build a ramp to spur growth to the south side property
- Created a detailed capital asset inventory and CIP that's updated regularly
- Developed a fleet plan
- Updated job descriptions and developed a mechanism for career growth in maintenance and operations.
- Expanded the size of the airport maintenance department.
- Created a hangar/building maintenance plan.

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#### Goal 5: The Public Has a Positive Perception of the Airport

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- Created "When A Community Has an Airport" Campaign
- Met early Net Promoter Score goal.
- Hosted an Airport Air Service Community meeting (as well as on TV – Public Media Network)



# Our Strategic Framework

## Our Mission

We complement economic growth and quality of life by safely, conveniently, and efficiently fulfilling the air travel and transportation needs of Southwest Michigan.

## Our Goals

1. The airport maintains financial stability and operational excellence
2. Grow annual number of passengers to 300,000
3. Airport property is fully utilized
4. Modern facilities meet current and emerging customer needs
5. The public has a positive perception of the Airport

## Our Vision

We will be the Airport of Choice for Southwest Michigan.

Clear & Open Engagement | Leading with Safety | Serving Our Region | Customer Focus | Financial Stewardship

## Our Core Values