

**Prospect:** Portage County (County)  
449 South Meridian Street  
Ravenna, Ohio 44266

**Contact:** JoAnn Townend, Director of Internal Services

**Location:** Portage County Regional Airport (Airport)

**Services:** Airport Assessment and Options Analysis  
Fixed Base Operator (FBO) Assessment and Options Analysis  
Airport Strategic Planning

**Scope:** Aviation Management Consulting Group (AMCG) proposed to provide the scope of services outlined in the following elements:

**Element 1:** AMCG proposes to conduct an *Airport Assessment and Options Analysis* focused on the governance, management, and operations of the Airport. The proposed work plan is provided in **Attachment A**.

**Element 2:** AMCG proposes to conduct an *FBO Assessment and Options Analysis* focused on the management and operations of the FBO. The proposed work plan is provided in **Attachment A**.

**Element 3:** AMCG proposes to facilitate and develop an *Airport Strategic Plan* for the Airport utilizing the work plan provided in **Attachment A**.

**Fees:** Based on the proposed scope of services, proposed work plans, and AMCG's experience with similar projects, the services can be provided for the following fees (by element). It is important to note the budget for **Element 1** and **Element 2** is based on completion of both Elements concurrently to account for the inherent synergies in the scope of work. The budget for **Element 3** is contingent on completion of **Element 1** and **Element 2**.

Elements	Budget
<b>Element 1:</b> Airport Assessment and Options Analysis	\$18,250
<b>Element 2:</b> FBO Assessment and Options Analysis	\$18,250
<b>Element 3:</b> Airport Strategic Planning	\$44,750
<b>Total</b>	<b>\$81,250</b>

**Optional Tasks:** At the sole option of the Portage County Board of Commissioners (Board), AMCG can conduct a financial analysis for any selected options identified in **Element 1** (Airport Options Analysis) or **Element 2** (FBO Options Analysis). Each financial analysis can be provided for a fixed fee of \$5,000.

**Optional Tasks:** At the sole option of the Board, AMCG can facilitate and develop objectives and action plans for the Airport in conjunction with **Element 3**, creating an *Airport Strategic Business Plan*. The business planning elements can be provided for a fixed fee of \$19,750.

**Expenses:** **Element 1** and **Element 2:** An expense allocation of \$1,750 is included in the Fees identified herein to cover the direct (project-related) expenses for the proposed scope of services and work plan. The expense allocation includes one site visit that will consist of two people for a maximum of one and one-half days on-site. Any direct (project-related) expenses incurred by AMCG in excess of the expense allocation would be reimbursed to AMCG (at cost without mark-up).

**Element 3:** An expense allocation of \$3,750 is included in the Fees identified herein to cover the direct (project-related) expenses for the proposed scope of services and work plan. The expense allocation includes two site visits that will consist of two people for a maximum of one and one-half days on site (first site visit) and two people for a maximum of one day on-site (second site visit). Any direct (project-related) expenses incurred by AMCG in excess of the expense allocation would be reimbursed to AMCG (at cost without mark-up).

*Direct (project-related) expenses include air and ground transportation, lodging, subsistence, and costs for outside services (e.g., overnight or courier service, copying, printing, and document production/duplication, etc.).*

**Schedule:** Notwithstanding circumstances beyond the AMCG team's control and based on the AMCG team's experience with similar projects, the proposed scope of services and work plans can be completed within 16 weeks from the first site visit (**Element 1** and **Element 2**) and within 6 months from the first site visit (**Element 3**).

**Other:** This proposal is valid through June 30, 2022 and is subject to change thereafter including, but not limited to, withdrawal in whole or in part. Fees and expenses (and completion of the project in accordance with the schedule) are dependent on the: (1) quality, composition, and timeliness of the information provided to/obtained by the AMCG team and (2) the time required by the Board, its representatives, or others to review draft work products and/or provide comments.

A signed Project Authorization Agreement will be required to commence work on the project.

**Element 1 and Element 2: Airport and/or FBO Assessment and Options Analysis**

The work plan for **Element 1** (Airport Assessment and Options Analysis) is the same as **Element 2** (FBO Assessment and Options Analysis). For this reason, AMCG combined the work plan below. It is the sole option of the Board to select one or both elements to be performed by AMCG.

The Assessment will consist of a review and analysis of the governance, management, operations, planning, development, and finances of the Airport and/or FBO with a focus on the governance, management, and operation. AMCG's most significant findings and/or observations will be conveyed to the Board in a written summary report. The top 10 items that need to be improved and/or enhanced (in priority order) by the Board to take the Airport to the next level will be conveyed in the report along with AMCG's opinions and/or recommendations. It is important to note that AMCG will conduct a limited assessment focusing primarily on the governance, management, and operation and secondarily on planning, development, and finances.

The Airport Assessment will encompass the following areas:

- Airport Governance
- Airport Management
- Airport Planning, Management, and Compliance Documents
- Airport Operations
- Airport Airside Land and Infrastructure
- Aviation Products, Services, and Facilities
- Airport Facilities
- Airport Environment
- Community Environment
- General Environment
- Airport Financial Performance

The FBO Assessment will encompass the following areas:

- FBO Management
- FBO Operations (including aviation products, services, and facilities)
- FBO Planning
- FBO Development (including improvements)
- FBO Financial Performance

In conjunction with the Airport and/or FBO Assessment, AMCG will identify the potential options for (1) governance of the Airport and (2) future management, operation, and development of the Airport and/or FBO. AMCG anticipates the potential governance options will include County governance or Authority governance. AMCG anticipates the potential management, operation, and development options will include the following::

- Lease Agreement – a private entity would manage and operate the Airport and/or FBO under a lease agreement with the County and the entity's employees would manage and operate all aspects utilizing the entity's assets (i.e., facilities, vehicles, and equipment) and resources from the land and/or improvements leased from the County.
- Sponsor Operated – the County would manage and operate the Airport and/or FBO. The County owns the Airport and would own the FBO, and County employees would operate and manage all aspects of the Airport and/or FBO utilizing the County's assets (i.e., facilities, vehicles, and equipment) and resources.
- Management Contract – a private entity would manage and operate all aspects of the Airport and/or FBO under a management contract with the County using the County's assets (i.e., facilities, vehicles, and equipment).

AMCG will conduct a **managerial** and **operational** analysis from an airport sponsor and customer perspective.

- From the County’s perspective, the analysis will encompass (1) control and responsibility, (2) financial contribution, (3) capital requirements, (4) risk/liability (exposure), (5) administration, and (6) the potential opportunity for complementary products, services, and/or facilities to be provided at the Airport.
- From a customer perspective, the analysis will encompass (1) products, services, and facilities, (2) pricing, (3) vehicles, equipment, and facilities, (4) personnel, (5) customer service, and (6) the potential for competition.

At the sole option of the Board, AMCG will conduct a **financial** analysis for any selected option. To achieve this objective, AMCG will utilize the historical, current, and projected activity indicators (e.g., aircraft operations, based aircraft, and fuel volumes) for the Airport, historical operational information pertaining to the current FBO (if available), the Airport’s Primary Management Compliance Documents (as applicable), and the Airport’s Master Plan/Airport Layout Plan. Additionally, the observations made by AMCG during the site visit will be considered. Through this analysis and observation, AMCG will identify key correlations and formulate an opinion regarding the type, range, and level of Airport and/or FBO products, services, and facilities that will be required to meet the projected demand of tenants and customers at the Airport.

With consideration given to best practices, AMCG will project the revenues, costs, expenses, capital expenditures, and the financial performance under each selected option over the 5-year projection period.

### **Work Plan**

To accomplish the proposed scope for **Element 1** and **Element 2**, AMCG would complete the following tasks:

#### TASK 1: PROJECT INITIALIZATION MEETING

Conduct a working session (by telephone or web-based meeting software) to (1) initialize the project; (2) discuss the Work Plan; and (3) discuss information to be collected, reviewed, and analyzed during Task 2.

#### TASK 2: INFORMATION GATHERING

Collect, review, and analyze relevant information, data, and documentation on the community, market, Airport, aviation businesses, and non-commercial aeronautical entities located at the Airport. An information request will be provided to help facilitate the process.

#### TASK 3: SITE VISIT

Conduct a site visit to include: (1) meetings with representatives of the Board (as desired), (2) a tour of the Airport and/or the FBO, and (3) meetings with select stakeholders – budget and schedule permitting. AMCG will review and analyze additional information, data, and documentation obtained and conduct additional research.

#### TASK 4: ASSESSMENT AND OPTIONS ANALYSIS

AMCG will assess the management and operation of the Airport and/or FBO (primarily) and the planning, development, and finances of the Airport and/or FBO (secondarily). Additionally, AMCG will identify and analyze each option from a managerial and operational perspective.

**TASK 5: FIRST DRAFT – ASSESSMENT AND OPTIONS ANALYSIS**

AMCG will prepare the first draft of the written summary report conveying its findings, observations, opinions, and recommendations. AMCG will provide draft for the Board's review.

**TASK 6: SECOND WORKING SESSION – FIRST DRAFT**

AMCG will conduct a review session (by telephone or web-based meeting software) with the Board to review the draft report and provide comments, identify questions, and make recommendations.

**TASK 7: SECOND DRAFT – ASSESSMENT AND OPTIONS ANALYSIS**

AMCG will revise the Assessment and Options Analysis based on the comments, questions, and recommendations discussed during Task 6. At the Board's sole option, AMCG will conduct a financial analysis for any selected option and provide a revised draft for the Board's review.

**TASK 8: THIRD WORKING SESSION – SECOND DRAFT**

Conduct a working session (by telephone or web-based meeting software) with the Board to review the revised draft report and provide comments, identify questions, and make recommendations.

**TASK 9: THIRD DRAFT – ASSESSMENT AND OPTIONS ANALYSIS**

AMCG will revise the Assessment and Options Analysis based on the comments, questions, and recommendations discussed during Task 8 and provide a final draft to the Board.

**Element 3: Airport Strategic Planning**

The Airport Strategic Plan uses a logical and disciplined process to set out the Airport's goals to realize the mission and vision. The elements and deliverables of the Airport Strategic Plan process will include an Airport Market Overview; strengths, weaknesses, opportunities, and threats (SWOT) analysis; mission, vision, and values statements; and goals. An Airport Strategic Plan is an important planning tool, a critical management tool, and a vital communications tool.

As an important **planning** tool, the Airport Strategic Plan (1) articulates the mission, vision, and values for the Airport; (2) sets forth the goals to realize the mission and vision of the Airport; and (3) establishes the parameters for checking progress and the basis for making adjustments to realize the mission and vision of the Airport.

As a critical **management** tool, the Airport Strategic Plan helps keep policymakers, airport management and staff, and stakeholders focused on realizing the mission and vision of the Airport. The Airport Strategic Plan also provides a basis for building on strengths, addressing weaknesses, capitalizing on opportunities, and managing threats. Most important, the Airport Strategic Plan provides the framework for making informed, prudent, and defensible decisions concerning the future direction of the Airport.

As a vital **communications** tool, the strategic planning process provides the opportunity for policymakers, airport management and staff, and stakeholders to engage in discussions about the current and future direction of the Airport.

Once implemented, the Airport Strategic Plan provides the information needed to assist policymakers and airport management and staff in demonstrating the role and value of the Airport (or increasing awareness), justifying investment in the Airport (or building support), and explaining the Airport's financial performance and position (or fostering transparency).

**Work Plan**

To accomplish the proposed scope for **Element 3**, AMCG would complete the following tasks:

**TASK 1: PROJECT INITIALIZATION MEETING**

Conduct a working session (by telephone or web-based meeting software) to (1) initialize the project; (2) discuss the Work Plan; (3) discuss any additional information to be collected, reviewed, and analyzed during Task 2; and (4) consult with the Board on the internal and external interviews and the formulation of the Airport Strategic Plan Steering Committee (Committee).

**TASK 2: INFORMATION COLLECTION**

Collect, review, and analyze additional information, data, and documentation on the community, market, Airport, aviation businesses, and non-commercial aeronautical entities located at the Airport. An information request will be provided to help facilitate the process.

**TASK 3: DRAFT AIRPORT MARKET OVERVIEW**

One of the most crucial steps in the strategic planning process is to know where the Airport is today and how the Airport got there. This requires a historical review and present-day assessment of the Airport. Therefore, an Airport Market Overview of the industry, market (including competition), community, and Airport will be developed and provided to the Board for review.

The purpose of the Airport Market Overview is to understand the demand in the market and the capacity at the Airport (for aviation products, services, and facilities) and identify any deficiencies that may exist. If the Airport Market Overview indicates that demand exceeds capacity, goals should be developed to address the deficiency.

**TASK 4: SECOND WORKING SESSION – DRAFT AIRPORT MARKET OVERVIEW**

Conduct a working session (by telephone or web-based meeting software) with the Board to review the draft Airport Market Overview and provide comments, identify questions, and make recommendations.

**TASK 5: SITE VISIT**

Conduct a site visit to include: (1) a tour of the Airport, commercial aeronautical operators, and non-commercial leased premises, (2) interviews with stakeholders (i.e., representatives of the commercial aeronautical operators and/or non-commercial entities) – as determined by the Board working in collaboration with AMCG and based on available time and budget, (3) a meeting with the Committee, and (4) an open forum that can be attended by the larger community of Airport users, stakeholders, and other interested parties. AMCG will review and analyze additional information, data, and documentation provided/obtained and conduct additional research.

***The purpose of the site visit will be to gain a better understanding of: (1) the current management and operating environment at the Airport, (2) the past and present goals that have been established by the Board for the Airport (in general) and with respect to strategic planning (in particular), (3) the key challenges, opportunities, and constraints facing the Airport and relating to development and implementation of an Plan, and (4) the strengths, weaknesses, opportunities, and threats for the Airport (as further discussed in Task 8).***

**TASK 6: FINAL AIRPORT MARKET OVERVIEW**

Revise and finalize the Airport Market Overview based on the comments provided, questions identified, and recommendations made by Board during Task 4; input received during Task 5; and additional research conducted by AMCG following the site visit.

**TASK 7: THIRD WORKING SESSION – FINAL AIRPORT MARKET OVERVIEW**

Conduct a working session (by telephone or web-based meeting software) with the Board to review final Airport Market Overview and provide comments, identify questions, and make recommendations. The final Airport Market Overview will be distributed to the Board and Committee.

**TASK 8: SWOT ANALYSIS**

Based on the Airport Market Overview, the Board and Committee will complete a SWOT analysis utilizing a web-based questionnaire developed and provided by AMCG. AMCG will compile and provide the results for review by the Board and Committee.

The purpose of a SWOT analysis is to isolate and properly categorize actual and perceived strengths and weaknesses of the Airport (and its organization) from an internal perspective and opportunities and threats from an external perspective. The results of the SWOT analysis serve to document the understanding of the Airport and provide the framework for establishing mission, vision, and goals. The four components of the SWOT analysis are:

- **Strengths** – internal items accomplished particularly well or unique assets of the Airport, especially in comparison to competitive and comparable airports.
  - *Strengths need to be preserved, built on, and leveraged.*
- **Weaknesses** – internal items that are not accomplished particularly well, hinder, or prevent desired performance, or are acutely lacking or needs improvement.
  - *Weaknesses need to be addressed and remedied.*
- **Opportunities** – external items that could help realize the mission and vision for the Airport. Opportunities may be identified by studying changes or trends within the industry, the marketplace, or the community.
  - *Opportunities need to be seized or capitalized on.*
- **Threats** – external items that could threaten the realization of the Airport's mission and vision. As with opportunities, threats are typically identified by studying changes or trends within the industry and the local marketplace.
  - *Threats need to be managed, or if possible, eliminated.*

**TASK 9: SITE VISIT – SWOT ANALYSIS AND MISSION, VISION, AND VALUE STATEMENTS**

Conduct a site visit to include a meeting with the Board and Committee to finalize the SWOT analysis based on the information gathered during Task 5, the results of Task 6 and the SWOT determinations of Task 8 and prepare draft mission and vision statements. In addition, AMCG will meet with the Board to prepare draft value statements. Based on the site visit, AMCG will compile and provide the results of the SWOT analysis and the draft mission, vision, and value statements for review by the Board and Committee.

- The **mission statement** conveys the reason for the Airport's existence and may identify the core competencies as well. The direction provided in the mission statement helps guide decision making, dictate conduct, and shape performance on a day-to-day basis. As such, it is essential that all aspects of the management and operation of the Airport be linked to its mission statement.
- The **vision statement** articulates the aspirations for the Airport; it is a picture of success.
- The **values statement** outlines the collective beliefs held throughout the Airport organization. Values are enduring and will not be compromised or abandoned by the Airport organization.

TASK 10: FOURTH WORKING SESSION – DRAFT MISSION, VISION, AND VALUE STATEMENTS

Conduct a working session (by telephone or web-based meeting software) with the Board and Committee to finalize the draft mission, vision, and value statements.

TASK 11: FINAL DRAFT MISSION, VISION, AND VALUE STATEMENTS

Revise and finalize the draft mission, vision, and value statement based on the comments provided, questions identified, and recommendations made by the Board and Committee during Task 10. Provide final draft mission, vision, and value statements to the Board for review and concurrence.

TASK 12: DRAFT GOALS

Based on the findings of Task 8 and the mission, vision, and value statements concurred by the Board, AMCG will develop and distribute a goals web-based questionnaire to the Board, Airport management and staff, and the Committee to identify relevant goals for the Airport. AMCG will compile and provide the results to the Board and Committee review prior to Task 13.

- A **goal** is a statement of a desired result, outcome, or level of attainment that needs to be reached to realize the mission and vision of the Airport. Each goal should be **SMART** (**S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**ime-Based), should utilize a five-year planning horizon, and be prioritized (both in importance and timeline).

TASK 13: FIFTH WORKING SESSION – DRAFT GOALS

Conduct a working session (by telephone or web-based meeting software) with the Board and Committee to finalize and prioritize the draft goals. AMCG will compile and provide the results of the draft goals for review by the Board and Committee.

TASK 14: SIXTH WORKING SESSION – FINAL DRAFT GOALS

Conduct a working session (by telephone or web-based meeting software) with the Board and Committee to finalize, organize, and prioritize the draft goals. Based on the working session, the Board will provide the final draft goals to the Airport's governing body for review and concurrence.

TASK 15: DRAFT AIRPORT STRATEGIC PLAN

Based on the Airport Market Overview, SWOT analysis, mission statement, vision statement, values statement, and goals finalized in prior tasks, a draft Airport Strategic Plan will be developed and provided for review.

TASK 16: SEVENTH WORKING SESSION – DRAFT AIRPORT STRATEGIC PLAN

Conduct a working session (by telephone or web-based meeting software) with the Board to review the draft Airport Strategic Plan and provide comments, identify questions, and make recommendations.

TASK 17: FINAL AIRPORT STRATEGIC PLAN

Revise draft Airport Strategic Plan based on the comments provided, questions identified, and recommendations made during the seventh working session and develop and provide final Airport Strategic Plan for review and approval.