



Portage County Board of Commissioners
Meeting Minutes

449 South Meridian Street
Ravenna, OH 44266
<http://www.co.portage.oh.us>

Amy Hutchinson, Clerk
330-297-3600

Tuesday, April 12, 2022

8:00 AM

Commissioners' Board Room

The following meeting minutes are summarized. Audio recordings and backup material are available in accordance with the Commissioners' Agenda and Audio Recording Retention Schedule.
Please contact the Commissioners' Office for specific details.

The Portage County Board of Commissioners' meeting came to order in the Commissioners' Boardroom located at 449 South Meridian Street, Ravenna, Ohio, with the following members present:

Attendee Name	Title	Status
Sabrina Christian-Bennett	President	Present
Anthony J. Badalamenti	Vice President	Present
Vicki A. Kline	Board Member	Present

Also attending throughout the day County Administrator Michelle Crombie, Ed Dean, Frank Voss, Brian Ames, Mike Tinlin, and Geraldine Nelson

PROCLAMATION PRESENTATION – SHERIFF'S OFFICE

Present: Deputy Joshua DeWitt

The Board presented a proclamation recognizing Sheriff Deputy Joshua DeWitt's dedication and impact on the citizen of Portage County and the State of Ohio.

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9:00 AM In accordance with the Ohio Rev. Code 121.22(G)(3), it was moved by Anthony J. Badalamenti, seconded by Vicki A. Kline to enter into an executive session to conferences with an attorney for the public body concerning disputes involving the public body that are the subject of pending court action. Also present: Attorney Chris Meduri, County Administrator Michelle Crombie, Attorney David Garnier, County Engineer Mickey Marozzi, Chief Deputy County Engineer Larry Jenkins, Office of Homeland Security and Emergency Management Director Ryan Shackelford and John Pinzone, Mazanec Raskin and Ryder (via telephone conference). Roll call vote: Anthony J. Badalamenti, Yea; Vicki A. Kline, Yea; Sabrina Christian-Bennett, Yea;

10:33 AM Upon conclusion of the above-referenced discussion, it was moved by Sabrina Christian-Bennett, seconded by Anthony J. Badalamenti that the Board of Commissioners moves out of the executive session. Roll call vote: Sabrina Christian-Bennett, Yea; Anthony J. Badalamenti, Yea; Vicki A. Kline, Absent;

After exiting executive session, the Board took no action.

AIRPORT CONSULTANT PRESENTATION – AVIATION MANAGEMENT CONSULTING GROUP (AMCG)

Present: Jeff Kohlman

Commissioner Badalamenti: The Board is looking for assistance with problems at the Regional Airport and its well aware of the deficiencies. How do you approach this type of situation?

Mr. Kohlman: Aviation Management brings a well-rounded aviation consulting firm focusing on general aviation issues and that's 100% of what our projects are - working on general aviation issues both for airport sponsors, as well as for aviation businesses.

Our team is made up of past airport managers, past FBO managers, we are all pilots, and we own an aircraft. We understand airports from all four quadrants of use and that really provides a huge advantage, especially in the areas that your project is focused on.

We just finished a project in the City of Madera, Oregon, where they had a very similar challenge, they were just finishing up a FBO airport management agreement with a private entity. They hired us to look at both the FBO options analysis and airport management options analysis, trying to determine what mix of structure would best serve that airport. We always look at each challenge and situation from different entities' perspective. We look at the clients that the airport sponsors, we look at it from your airport stakeholder's perspective, both your based and transit customers, and any businesses that are operating aviation service businesses at the airport, and then from that Aviation Services perspective. We try to take a well-rounded approach to all of our projects because we have experienced operating FBOs and operating airports, we are able to bring to the surface the issues that need to be addressed at your airport.

Commissioner Christian-Bennett: Talk about the exposure our county will have with operating an airport, are all small airports facing the same exposure and how would you mitigate that? What risk or liabilities from a County perspective are we taking on? We understand the liability we have with the current airport, but what other items would the County be exposed to or liable for that we are not thinking about that you see in a County Airport setting?

Mr. Kohlman: Airport sponsors come in a lot of different forms, state, county, city, and even private entities own and operate what are called federally obligated public-use airports. Federally obligated means you have been receiving FAA grants for improvements on your airport, and there are 39 airport-sponsored standards that you are obligating yourself to maintain compliance with. That is the first level of risk and exposure that any airport sponsor is open to. One of the things we will do in this type of project is identifying exposures you might have as it relates to those airport sponsor assurances. We are very well versed on this and we've been teaching an airport sponsor assurance class for the American Association of Airport Executives for the last 29 years. That's really the biggest risk any airport sponsor has. There are liabilities and risks associated with the actual operations of the airport, but airport sponsors tend to have less of those than they do compliance issues with the FAA and most of those, whether it's an accident or otherwise can be mitigated through 10 primary things that practice implementations, as well as liability insurance, to cover those risks and exposures.

Commissioner Kline: Please explain in more detail what it means to be in compliance with the FAA.

Mr. Kohlman: When you receive a grant from the FAA for a runway reconstruction, taxiway, redevelopment, or purchasing of land, attached to each grant are different terms in the industry that are used - airport sponsor assurances and grant assurances. You as the airport sponsor need to comply with 39 assurances. Some of the big ones that become compliance issues are exclusive use, unjust discrimination, not working towards financial self-sustainability, revenue diversion, not protecting your rights and powers and what you risk is a couple of different ways non-compliance is discovered. One is a third party will make a complaint to the FAA, either through a part 13 or part 16 complaint process and the FAA investigates and determined whether or not you are compliant. If you are found to be out of compliance, the first thing the FAA says is to get back into compliance. The FAA does not issue penalties on you at first, they just want to help you get back into compliance. If you can't get back in or you won't get back into compliance, the FAA has the potential of saying you owe us all our money back and that has happened but only a few times in the history of the Airport sponsor assurances. Most of the time, airport sponsors and the FAA work well together and find a path toward compliance with the assurances.

Commissioner Badalamenti: When you do the assessment, is part of that assessment saying 'Hey Portage County, we think you should have an airport manager or you should leave that FBO third party in place. Can you provide an idea of what would be the best structure for Portage County?

Mr. Kohlman: The process will determine the best structure for you and we look at it through several different lenses - from an auditing standpoint, a financial standpoint, and a risk standpoint.

From the operational standpoint, especially for smaller general aviation airports, there are synergies around a single entity providing both services (FBO and airport management), having people and equipment on the ground at the airport. There are financial synergies, much the same as having one entity do the same.

We analyze and figure out is whether there's enough justification to divide the airport management and FBO management functions. Can both operate financially in two different structures with their revenue streams either coming from the rents and fees collected at the airport, grants provided either through the FAA or the state, and decisions the county makes for additional funding. Many people understand that general aviation airports are typically not self-sustaining and require additional funding from the airport sponsor or other municipality. There are ways to be creative to find additional local support. We don't come in with a pre-conceived ideas or notions and we typically try to ask our clients not to tell us what they want, let us help you ask the right questions, and determine what the proper path is for Portage County.

It's similar when we do an FBO evaluation and we do a lot of FBO evaluation work and a lot of transaction work. When we get that first call and someone says we'd like you to value our FBO, the very first thing I say to them is, don't tell me what you think it's worth, I don't want to be biased by your opinion, I want to do a complete and thorough analysis and provide you my professional opinion of what that value is.

Commissioner Christian-Bennett: The purpose of the consultant is to establish the best form of governance for the airport under the direct control of the Commissioners in the county. That being said, when was the last time you dealt with 'through the fence' operations that are mixed in with airport own properties. Remember the Northside has as many aircraft if not more than on the south

side, and they are through the fence, but the airport owns the property and the buildings on the north side that use the taxiways. That being said, can you give us some examples of experience that you have with that?

Mr. Kohlman: To ensure we are all on the same page, through the fence is fee simple land that abuts County-owned airport land, where they have access to the airport infrastructure for aircraft. We are very well versed and experienced in. There's an organization called the **Airport Cooperative Research Program** that is funded by the FAA to the tune of \$10 million dollars a year. They hire research teams to research airport-oriented projects, to write guidebooks for airports on certain topics. We wrote the guidebook on through the fence operations on how to evaluate, manage, and enter into proper agreements.

It's interesting when I started that project several years ago, I came in with my own bias that through the fence is bad, and probably in a lot of situations it is, but through the research, I learned there are a lot of situations and opportunities when properly looked at and evaluated, so it can be a positive for an airport. Through the research we did, we set up a very detailed structure and I'm happy at the end of this to send you a link to that guidebook, which provides some insight to the way we think about through the fence, how we evaluate whether or not a through the fence opportunity is good or bad for the airport sponsor and the airport, more specifically.

Commissioner Christian-Bennett: What was the last project you did with a county owned FBO, what challenges did they face and what was the outcome of your studies? I noticed your qualification referrals are all based on much larger airports, so I'm interested to see what you've experienced with a smaller airport.

Mr. Kohlman: Even though we are focused on general aviation, we work with all sized airports - a lot of small city and county-operated airports to larger ones. Most of our work is with the smaller city and county-owned operations. In fact, I'm in Longmont Colorado today as my last day as the interim airport manager for the city of Longmont, which is a small general aviation airport up here. Just prior to that we finished Boulder Municipal Airport, a small city-owned airport, as well. We do work all over the United States, but our main headquarters is in Colorado. The project manager that would actually work on this project, David Benner, is located in Missouri and then we have another gentleman in Florida, but his experience is in Indiana and he has both FBO management experience and airport management experience and that's really one of those unique talents that we bring to the table.

Commissioner Christian-Bennett: Recently, there's been an article in the paper about a proposed hub in Portage County. How do you see a proposed hub? I don't have a lot of information and I'll know more tonight from our state rep who co-signed on this bill, but it was never discussed with the Board, knowing we are looking at our current County Airport. How do you see that either helping us or hurting us with what we are looking at doing?

Mr. Kohlman: I assume when you say proposed, it's centered around the airport?

Commissioner Christian-Bennett: We have no idea. We read about it in the paper and heard about it on the news. I had all kinds of people irate over it calling me and I had no clue. So, it's a hub it wouldn't just be for cargo, it would actually be transporting folks.

Mr. Kohlman: Whether it's at the airport, or within close proximity to the airport, the word hub, obviously, connotes transportation and that's exactly what an airport is. An airport is a transportation hub, people think myopically sometimes and they say, well, an airport is a destination, but when I traveled somewhere, even though I guess as a consultant, the airport is a destination, but most people when they travel to an airport, it is to get somewhere else. We call it the last mile and you need many different forms of transportation, whether you are transporting a person or cargo. Having a hub whether on or in close proximity to an airport is always going to be a benefit and with benefits come costs. It's important to evaluate, whether the costs outweigh the benefits or do the benefits outweigh the costs in what is being perceived. Obviously, we don't quite know what it is yet and that's what would have to be evaluated to really answer your question.

Commissioner Christian-Bennett: The state rep that I spoke to said, Oh no, people misunderstand it. We are putting together a commission to do a hub, but I said it's a potential right here in our county and none of the county officials have any knowledge of this. So, I will be meeting with her tonight and looking into it because maybe we'll have a contact depending on which consultant is being used. It definitely will have an impact on what we're doing.

Mr. Kohlman: Every state has a **State Aviation Agency** and we worked with a lot of those through the **National Association of State Aviation** organizations and we're actually doing their strategic plan for them. I would encourage you to reach out to your **Ohio State Aviation Agency**, because being at the state level, if it has some kind of airport-centric focus for impact, hopefully, they have additional information.

Commissioner Christian-Bennett: We've been bombarded with calls and emails on this and we have no idea and when I asked the state rep originally, she said, it's a commission to look at getting one, but still you would have thought they would have spoken to us, especially knowing what we're trying to do with our airport - either how we can enhance our airport or how we can work together.

Commissioner Christian-Bennett: I have one last question - would your work be in-person, remote, or a combination?

Mr. Kohlman: It would be a combination. You cannot do a project like this without getting boots on the ground. With David Benner being the project manager in Missouri, he could fly, drive, or take the train to interview all of the key stakeholders to gain insight into your airport and your FBO. Then, we would go back to our office to process that information, usually with a lot of follow-up calls, emails and virtual meetings, but definitely, we will be working with you here in person.

Commissioner Kline: Jeff, you're saying all the right things, I have to tell you that, but as far as this hub goes, I had that down for one of my questions, but I wasn't going to bring it up because I felt I didn't know enough, none of us know anything about it. I think you answered it very well, you can't really give us an answer as to whether it will benefit us, but you said most of the time it does and you gave us someone to contact. I thank you for that. When you said you don't want us to tell you what we want, I get that because we know a lot of things we want, but we don't know if that's the right thing to want, because none of us know how to run an airport. You indicated very seldom is an airport self-sustaining, we use that word a lot, self-sustaining. So, you're saying that no matter what we do, you don't think our airport will ever be self-sustaining?

Mr. Kohlman: That might be the case, but I don't have enough information to conclude that. When I looked at the 2022 budget, you don't have a lot of revenues and you probably have things that aren't being paid that probably need to be. Most general aviation airports are not self-sustaining so that may be the case for your airport, but again, I haven't done the work so I don't want to box you into a corner or force negative or positive expectations. One of your airport sponsor assurances with the FBO is to have a goal of self-sustainability so you always need to be working towards that goal by setting the proper rent and fees so that you are collecting what you're owed for the use of your airport by based and transit customers.

One of the things that we always encourage airport sponsors to look and a lot of the state aviation agencies do what's called **airport economic impact studies**. That really is what I encourage airport sponsors to factor into the cost-benefit analysis of your airport. Many airports that are not financially self-sustaining, just by an income statement, produce millions of dollars of economic impact to the benefit of the community.

Commissioner Christian-Bennett: That's a very good point because anytime anyone applies for grant, a lot of times they ask them whether the county has an airport and they get points if it does, whether they use it or not just for the mere fact that we do have one here. So, we have a lot of national and international based companies headquartered right here in Portage County that are flying people into Akron, Canton, Youngstown, Cleveland and we do have room to extend the runway if we need to.

We received a letter today from Geis who is putting a multi-billion dollar complex for storage and manufacturing within two miles of the airport and they sent a letter of support stating they keep their planes there and they see it as a huge asset and would utilize it more.

When this got turned back to an airport board, it's a volunteer board with a multimillion-dollar asset that cannot be operated on a shoestring budget and that's what we've asked. There are a lot of missed opportunities that were given away long before this board.

We talked about through the fence agreements, they leased land 50 to 100 years, longer than any of us will ever see come to fruition and at the end of the lease, the hanger gets turned back over. They're not receiving any monetary value or benefit from it right now.

Then we have the fuel farm that they outsource. The airport's responsible for the fuel farm because we had a crack in the concrete around the tank and the airport was responsible to fix it, but yet they get very little revenue off of that fuel farm.

Then we have the hangers that they can't really afford to maintain as they should so then they get less rents compared to people they've leased, building really nice hangers and receiving almost double and triple rent of what we're getting because of the product we have. So, there are a lot of missed opportunities that I think that we could make that airport at nothing else break even. There are also sites where we could build additional hangars. They get calls all the time from people looking for hangar space, which could generate revenue because a lot of the other airports have closed down. The airport impact study hasn't been done for several years and one of the things they noted when the state did the impact study regarding our airport was that it was very underutilized for its potential and that's why we're here. You can't operate a multimillion-dollar asset on a little over \$100,000 budget.

Mr. Kohlman thanked the Board for meeting with him today and noted he will forward the Guide Book.

Recessed: 10:41 AM

Reconvened: 11:37 AM

AIRPORT CONSULTANT PRESENTATION – STEVE BALDWIN ASSOCIATES

Present: Steve Baldwin, President/CEO and Spencer Gillette, Project Manager

Commissioner Christian-Bennett: Since the Board knows little about airport ownership and management, how will you take your large airport experience and dumb it down to apply to an airport with one runway that is 3,400 feet long, very little infrastructure, and save the right of way and lighting system?

Mr. Baldwin: My first actual assignment was to create the Master Plan update for a Cincinnati, Ohio airport and it's comparable to Portage County in the fact that it had a single runway 3,500 feet long, and 1 FBO operator. People were questioning whether it's an optimum situation and should the County be operating the FBO themselves or running the FBO and also manage the airport. Our team is well structured with the current management and we'll look at which potential transitions might help you optimize and provide recommendations on staffing. I don't think in this instance you'll be looking at the creation of an airport authority or a new line of governance, but it comes down to those things I've stated.

We don't know you well yet as a client, but we are familiar with the character of the airport. It comes down to how the FBO is managed and whether it could be better operated, how could you increase revenue, how you make better utilization of the property in and around the pure aviation airport environment. So, we're very tuned into those things and we could help you with that.

Mr. Gillette: We have some recent experience with several general aviation airports, I would say maybe a little larger than yours, but in the grand scheme of airports they are still fairly small. Large or small, every airport is very similar in a sense to the FBO and every airport had similar challenges, whether big or small and there are a lot of things that can go into what we did with our large airports, but we scale it back and down a little bit.

The key areas Steve pointed out include what's been the efficiency and effectiveness of that FBO and how it's managed today? What do the finances look like, what are the rates and charges and what are the needs of your stakeholders specific to your airport?

When we come into an airport, we look at what your airport is and what it's trying to achieve and that's how we build the process.

Mr. Baldwin: With the regulatory backup from an airport regardless of the size, is pretty consistent. The FAA regulations and criteria for receiving grants and money and how that's applied, we're intimately familiar with it and we have large airport clients like Minneapolis, St. Paul International Airport that also has General Aviation Reliever airports, most people don't know that. There's a large general aviation airport system that's attached to their big airports and last year, we went and performed individual assessments of each and every one of those small airports for that client.

Commissioner Christian-Bennett: Our current airport is working on a master plan right now with Chi Consulting.

Mr. Baldwin: The FAA wants projects that are grant-eligible and they won't provide funding for airfield infrastructure off the par, so this is one of the problems in the industry because they will put you through the paces of doing an airport master plan update and at the end of the day they may say you need to replace the pavement on the taxiway or you need to update your lighting or there are obstructions off the end of the runway. I'm sure you all already know that they are going to require you to provide updates just so you have a planning document on the books so they can use it to rationalize the grants.

Commissioner Christian-Bennett: That's actually a good thing that they're working on that simultaneously as we're trying to figure out the best form of governance for the airport, under the control of the commissioners.

Mr. Gillette: To piggyback a little bit on the master plan about the governance itself is very high level and very important in the overall management of it because it's looking at every single aspect of how an airport operates. The master plan is just one piece of that as far as capital improvements go and it's needed, but the governance and management are overarching.

Commissioner Kline: Would you go through a synopsis of your process kind of articulated for us, I mean, as you come in, what's the first step and where do you go from there?

Mr. Gillette: The first step will be building out the project which means we typically meet with the team at the county and develop a scope of work. We can tell some of that from the RFQ, but we would like to sit down and hash out more details. In the general sense, our normal process is to go there, develop the scope of work, identify the problems and form an analysis which includes a financial analysis to understand the finances of the airport and the FBO and any aspect of finances can be key to this. Understanding the politics in the area and the stakeholders' needs for the community itself needs to be part of it, as well.

For those in the stakeholder perspective, we are gathering information and looking at the feasible options within the state of Ohio so we can get into the details of advantages and disadvantages regarding those options to eventually come to some sort of conclusion on what's going to be passed to the airport going into the future.

Commissioner Kline: How long of a process is this normally?

Mr. Gillette: The process can vary and ultimately it depends a little bit on how quickly and how often we're able to meet with the stakeholders and decision-makers regarding the airport. I think we also need to tell you a better schedule and we need to look at the current agreements in place to find out what challenges might be there to adjust any form of management.

Mr. Baldwin: It could be done within 90-180 days, as you want to do your due diligence especially when implementing changes because everybody needs to have an opportunity to have a presence in any study, the draft before it's finalized, and comment on the timeline.

Then there are some particulars, for example, if we asked you this question - what the economic impact to the region is from this airport?

Commissioner Christian-Bennett: We do not have a definitive answer on that, nor am I sure that it's been studied, but I can tell you, if we look at the airport impact studies that the state does, although it hasn't been done for a long time in Ohio, but one of the things that always stood out for our airport was the fact that it was underutilized for its potential and its geographic location.

Mr. Baldwin: When we come in and sit down with you, we are going to ask you these questions and if there is some data and information, you're interested in obtaining, we can provide that so you can speak intelligently about the policy decisions you're making and what they mean.

Commissioner Christian-Bennett: The airport does equate to dollars because a lot of times when people are applying for grants, one of the questions is - do you have a county airport, and when they answered yes, they are given points for that, whether they utilize it or not. There are values and numbers you can put to it on a dashboard, but there are also the values that are not necessarily measurable or the untold stories of why a business moves to a certain location.

Mr. Baldwin: We need to understand where you are with your rates and charges, really just a comparative analysis with four or five other airports in the region. First, we will work with you with professional memos and zoom meetings and we would present more airports than you need to make a valid data set. We might use 7 or 8 airport suggestions and you as a group pick 5 of them before we even present any data out of those airports.

Once we agree to that data test report, as a group, then we will combine the data and analyze it and then you'll know in an unbiased manner where you stand. The problem with knowing the data before you approach the airport is that at the end of the study, somebody is very likely to come back at you and say you shouldn't include that airport, that was an outlier, it wasn't legitimate that you put them in the mix. So, by doing it through demographic and operational items, nobody can argue that you've purposely selected somebody that was here today to include them in your data. So that's what we do. That's going to be in the survey, do you want to look at rates and charges, if the answer's yes, then that's how we are going to do it, if the answer's no, then we're saving you the money because we won't be doing it. There are ways to measure the valuation of the FBO and we might suggest that you perform a financial analysis on the performance of the FBO before you try to value it because we can determine that and then through transactions of comparable FBOs in the industry, we can find what the multiplier would be on a valuation basis and provide some advice.

It's going to take 90 to 180 days to do this properly, but the range of that depends on how much you want to include in our work.

Commissioner Badalamenti: Typically, when you come into a small county airport, are there set things you look at because we know that we've got a bunch of issues with the information we have. Listening to what you just said, there are a couple of things that I would think of right off the bat: how the FBO operates and what the economic evaluation is. I believe I heard you say that it's like a menu and if we don't check the box, you don't go there.

Mr. Baldwin: That is correct. You have items on your plate that you're concerned with, we're not going to suggest studying and going into deep analysis on items that at the end of the day aren't going to matter. We will come in and work with you and we won't waste your money.

Commissioner Christian-Bennett: One of the things you mentioned was the messaging because it's one thing to educate us on the airport because it's to establish the best governance for the airport under our direct control. We have people saying, hey, just shut that thing down, that truly don't understand the potential use of it and the economic advantage that we have by having an airport. So, you would help us in that arena and could craft our messaging so that it's consistent once we have all the information from your study?

Mr. Baldwin: We're going to Texas right now, we just kicked off the governance review. They are a small airport, a former military area and they only have two commuter flights today, almost all of the time, it's very important for them to know what the economic impact of the airport is to the region and then how that economic impact is distributed. Within St. Cloud, Minnesota, two years ago, this is interesting, because it was actually the mayor of St. Cloud, that didn't want to do anything with the airport, it was just a piece of infrastructure that needed to sit out there and be maintained and not developed and not cared about until the results of the impact reports came in. He found out \$45 million dollars a year was coming into the community with 700-800 jobs depending on that airport. Additionally, the payroll taxes for those jobs trickle back into the city, so it is an educational aspect and it's hard for people that are airport opponents to understand what it really means. The second part of that is sure you take a combination of state and federal grants every single year for airports. The county has entered into assurances where you promised that you were going to rework the airport for alternate use, you have to pay all the grant funding back for the last 20 years to the federal government with the condition of making a change.

Commissioner Christian-Bennett: The last time we checked; we're looking to the tune of about \$9 to \$10 million dollars.

Commissioner Christian-Bennett: Would your work be in-person and remote as well?

Mr. Baldwin: We would march to your drum on that. We do get a lot accomplished as we are right now and via phone calls and we like to try to hold the budget down as efficiently as we can and put the resources into the actual work as opposed to travel. I think for projects like this, it would probably be 1 onsite visit to take a tour of the airport, maybe even to meet with a few of the stakeholders individually, so they can speak freely to us about what's on their minds as we go back and take that thought process and narrow it down to a piece of paper and return it to you in the form of a scope of work. Then depending on how big the audience is going to be is whether we would be available on site for a tenant meeting or to inform the users and take questions and answers. After that initial study, we will be able to come in and do an executive briefing and report out and communicate, either remotely or if people feel they want to sit down and make a half-day session out of it. I'm thinking 3 trips max, maybe 2. I don't want to do this on the Project Manager without asking.

Mr. Gillette: I agree with this type of project, it's important to be there first and three trips would probably work well. We can adjust that too if needed.

Commissioner Christian-Bennett: When was the last project you did that incorporated a through the fence operation?

Mr. Gillette: The last project was located in Traverse City, Michigan and they had multiple through the fence operations. New Haven, Connecticut had through the fence operations, we are working with Champaign, Illinois, and Chicago right now, too so we have pretty broad experience with that.

The Board thanked both Mr. Gillette and Mr. Baldwin for attending.

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After the calls, Commissioner Kline noted the one thing that was really different between the two was AMCG didn't want us to tell him what we want and I thought that was good, but Steve Baldwin Associates said we have to tell him what we want. So, I think we kind of know what we want, but we need guidance.

Commissioner Badalamenti stated when AMCG said don't tell me what you want, tell me to come in and evaluate your airport, and then we'll go from there. With Steve Baldwin Associates, we have to figure out what we want to tell them because we don't actually know what we don't know and I find it very difficult. I liked the first group because his objective was more focused on the smaller airport and letting us come in and do an assessment and we can tell you what we see and then go from there. These guys said tell us what you want before and I don't know if either, you know, but I don't know anything about the airport, except that it's not doing well, and needs serious help. So, I wouldn't be able to guide them on what I want to know.

When you spoke about Geis a little while ago, we've got all this economic stuff and the first guys said, yep, we got it, that's what we're going to do, we're going to be looking at it and this is off the menu for the second guys, unless we put it on.

Commissioner Christian-Bennett mentioned the second firm had an almost ala carte menu where you pick what you want. You liked the first one because you felt like they took more control and Commissioner Badalamenti responded yes, we're going to come in we're going to assess every part of this place and go from there. There may be points we may want to assess - new radio, we spoke about Geis, Chris Gilmore, we already know there are companies wanting our economic impact that could bring airplanes in and out of here, but we really don't know how to do that and the first group, to me said, this is what we're going to do, I'll tell you this is what you got, and this is how you need to go. The second guy is more of a tell us what you want type of approach and we're confused.

Director Townsend thought the first gentleman was pretty dynamic in the way he wanted to approach the project; he gave it to you pretty straightforward whereas the second guy meant the same but wasn't as direct. So, I don't think you would lose choosing either one, but right off the bat, it seems the first presenter was more dynamic and more structured as to what he feels like has to happen in each step. That's why I gained from it.

Administrator Crombie noted AMCG also provided a task-oriented plan, which I thought was really good.

Commissioner Christian-Bennett about the next step, do we agree on which one we want and then you go back and they will get us pricing and Director Townend replied they will want to negotiate a cost for the service and that's the next step. Whoever you choose, you negotiate with them and if that falls through, you can go to your second choice. Most of the time you'll be able to come to some kind of decision.

Commissioner Christian-Bennett asked what is needed from the Board today and Director Townend stated if you've made your mind up on who you want to negotiate with, we move it forward.

Commissioner Badalamenti asked for a resolution Thursday with AMCG and Director Townend will prepare a resolution for consideration.

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Director Townend presented colors for the subway tiled walls on the first in front of the Board of Elections and the Board chose to use the same trim paint color – City Scape.

Motion: by Commissioner Christian-Bennett, seconded by Commissioner Kline that the Board adjourns the **Special Meeting of April 12, 2022, at 12:13 PM.**

All in Favor: Commissioner Christian-Bennett, Yea; Commissioner Kline, Yea; Commissioner Badalamenti, Yea;

Motion Carries

We do hereby certify that the foregoing is a true and correct record of the Portage County Board of Commissioners' meeting of April 12, 2022


Sabrina Christian-Bennett, President


Anthony J. Badalamenti, Vice President


Vicki A. Kline, Board Member


Amy Hutchinson, Clerk