



**Airport Advisory Board  
Regular Meeting  
October 16, 2019, 7:00 AM  
Airport Office  
Conference Room 1**

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**AGENDA**

**A. CALL THE MEETING TO ORDER/ROLL CALL**

- a. Introduction of New Board Member: Andrea Prasse

**B. PUBLIC COMMENT:** Members of the public may make comments at this time on any items not appearing on the agenda that are of interest to the public and are within the jurisdiction of the Board. Comments relating to items on today's agenda are to be taken at the time the item is heard. The Board Chair determines time allotted to each speaker.

**C. APPROVAL OF MINUTES:**

- 1. AUGUST 21, 2019 REGULAR MEETING

**D. PRESENTATIONS: NONE**

**E. BOARD ACTION ITEMS: NONE**

- 1. 2020 FEE SCHEDULE ADJUSTMENTS (10 MIN)

**F. BOARD DISCUSSION ITEMS:** Please note that no action will be taken on Board discussion items.

- 1. CAPITAL/FINANCIAL PLANNING NEXT STEPS (5 MINUTES)
- 2. TENANT SURVEY (15 MIN)
- 3. KICKOFF STRATEGIC PLAN UPDATE (35 MIN)
- 4. 2019 CAPITAL PROJECT STATUS (10 MIN)
- 5. AIRPORT ADVISORY BOARD – TRACKING MATRIX (GENERAL BUSINESS)(5 MIN)

**G. BOARD GUIDANCE AND INFORMATION ITEMS:**

- 1. AIRPORT MANAGER'S REPORT (10 MIN)
- 2. AIRPORT MARKETING REPORT-UPDATED LEASE LANGUAGE, NORMANDY AIRCRAFT, CLASSIC HELICOPTER, MARKET STUDY ACTION ITEMS, 2020-2025 LAND APPRAISAL (15 MIN)
- 3. AIRPORT MAINTENANCE REPORT (5 MIN)

- H. **SCHEDULE FOR UPCOMING MEETINGS:** Scheduled meetings of the Auburn Advisory Board are as follows\*:

**2019 Regular Meeting Schedule:**

December 18, 2019

Unless otherwise noted and advertised, all meetings will start at 7:00 a.m. and will take place at the Auburn Airport Office Conference Room 1 located at 2143 E St. NE, Auburn, WA 98002.

\*Please note that subject to advanced public noticing the Board may elect to schedule additional special meetings beyond the meeting dates specified above.

- I. **ADJOURNMENT OF MEETING**

# AUBURN AIRPORT ADVISORY BOARD

## MEETING MINUTES

**MEETING DATE:** August 21, 2019  
**MEETING TIME:** 7:00 A.M.  
**MEETING LOCATION:** Auburn Municipal Airport, 2143 E Street NE.  
Auburn, WA 98002

### Meeting Attendance Record:

| Board Members:                                     |  |
|----------------------------------------------------|--|
| Deanna Clark, Chairperson (10 Min. Tardy)          |  |
| Danielle Butsick, Vice Chair                       |  |
| Wayne Osborne, Board Member                        |  |
| Sean Morrow, Board Member                          |  |
| Mark Kornei, Board Member (unexcused)              |  |
| Joe Nessel, Board Member                           |  |
| City Staff:                                        |  |
| Ingrid Gaub, Public Works Director                 |  |
| Tim Mensonides, Auburn Airport Manager             |  |
| Ryan Hubbard, Auburn Airport Operations Technician |  |
| Tanya Rottkamp, Auburn Airport Office Assistant    |  |
| Maxwell Manley, Airport Intern                     |  |
| Josh Arndt, COA Property/Real Estate Analyst       |  |
| Members of the Public:                             |  |
| Gary Miller                                        |  |
| Andrea Prasse                                      |  |
| Calvin Hutsinker                                   |  |
|                                                    |  |

# AUBURN AIRPORT ADVISORY BOARD

## MEETING MINUTES

### A. CALL THE MEETING TO ORDER:

Vice Chair Danielle Butsick called the meeting to order and welcomed attendees and guests as Chairperson Deanna Clark was late to the meeting. Vice Chair Butsick noted Mark Kornei's absence.

**B. PUBLIC COMMENTS:** There were no public comments for this meeting.

**C. APPROVAL OF MINUTES:** A motion was made, seconded and unanimously passed to approve the Auburn Airport Advisory Board Meeting Minutes of the June 19<sup>th</sup>, 2019 meeting.

**D. PRESENTATIONS: NONE**

**E. BOARD ACTION ITEMS: NONE**

### F. BOARD DISCUSSION ITEMS:

#### 1. CAPITAL/FINANCIAL PLANNING DISCUSSION

Mrs. Gaub mentioned that the Planning Baseline now includes the new PAPI, AWOS and the Preliminary West-side alternatives. The Capital Financial Planning also now goes out past 2024, per the Board's request. Scenario 1 from the Projects list has now been incorporated into Scenario 4, with 4 now splitting into subsections based off of ownership styles (PPP 50/50) for whatever construction option is pursued.

Joe Nessel made the suggestion that Scenario 4B be left in for future planning and funds acquisition. The Board concurred, with Danielle Butsick making a motion to recommend the pursuit of Scenario 4B, which was successfully seconded and passed with no objections from the Board.

#### 2. 2019 CAPITAL PROJECT STATUS

##### A. RUNWAY ENHANCEMENT PROJECT UPDATE

Mr. Mensonides discussed that the low bid for the project came in approximately \$300,000 higher than the estimate. Staff is now waiting to see if the FAA can fund the increase. The low bid did include the ability to remove the open storm water pond on the south end of the airport. WSDOT was unable to provide funding for the project in 2019 but



# **AUBURN AIRPORT ADVISORY BOARD**

## **MEETING MINUTES**

encouraged the airport to reapply for their grants in Spring 2020.

### **B. TREE REMOVAL**

The Tree Removal project is underway and is scheduled to be completed by the end of the week, with it immediately benefitting the airport's Wildlife Mitigation efforts.

### **C. OBSTRUCTIONS**

Airport staff has a meeting with the FAA on August 26th to discuss the outstanding Obstructions that need to be addressed around the airport.

### **D. HANGAR ANALYSIS**

A complete Airport-wide Hangar analysis is underway, which will look at future development needs for the airside of the airport. Results will be shared at the next AAB Meeting.

### **3. AIRPORT ADVISORY BOARD-TRACKING MATRIX**

The matrix was reviewed with the Board.

### **4. TENANT SURVEY**

Mr. Mensonides asked the board if a Survey is still needed given the implementation of a new Airport User's Group. The board still recommends a once per year survey with additional questions pertaining to JET A and amenities surrounding the Airport. The Board requested an option to leave personal comments at the conclusion of the survey.

## **G. BOARD GUIDANCE AND INFORMATION ITEMS:**

1. **AIRPORT MANAGER'S REPORT:** Mr. Mensonides began his report by summarizing the two Noise complaints we have received this year so far (one for Sheriff Operations over Emerald Downs, the other for Appreciation Day Operations). The Passport Program is still operating normally, with one tenant already having acquired enough stamps for the jacket. Per Vice Chair Butsick's request Mr. Mensonides had a discussion with WSDOT Aviation regarding the future of hybrid electric aircraft and urban air mobility at the airport.. The Airport has experienced two separate fuel issues, both pertaining to EPIC, the Fuel Provider. Their contract is up in January of 2020, with other suppliers now being looked at. The single bid that was submitted to repair Pavement Damage sustained from the April Aircraft accident was too high according to the

# **AUBURN AIRPORT ADVISORY BOARD**

## **MEETING MINUTES**

insurance company funding the repairs. This has lead to core samples being pulled from the runway on 8/28/2019 to determine if fuel has penetrated the full depth of the pavement.

2. **AIRPORT MARKETING REPORT:** Mr. Arndt discussed the need to differentiate between what are the Airport's future needs as compared to the immediate needs. This meaning that Arndt needs guidance from the board on reachable and identifiable goals for the City to focus in on. Chairperson Clark identified the next meeting as a re-convening time to identify what outstanding items Arndt is requesting.
3. **AIRPORT MAINTENANCE REPORT:** Mr. Hubbard discussed the remaining Summer Schedule. Vegetation upkeep is still burdensome but any leftover maintenance time is being dedicated towards summertime projects such as repainting the wind circle, fuel tank maintenance and more. Mr. Hubbard also recapped Max Manley's Internship and all of the hard work he has put in around the airport. Thanks to his efforts, Airport staff are able to schedule in additional projects to be completed in the fall such as our hangar re-netting project and more.
4. **AIRPORT APPRECIATION DAY REPORT:** Tanya Rottkamp and Tim Mensonides both recapped the event. Close to 80 kids were introduced to General Aviation along with Seattle Heli Tours flying close to 100 people throughout the day. Work is already underway to improve the quality of next year's event.

### **H. SCHEDULE FOR UPCOMING APPROVED MEETINGS:**

#### **2019 Regular Meeting Schedule:**

October 16, 2019  
December 18, 2019

The additional Special Meeting for September 18, 2019 was cancelled by the Board.

### **I. ADJOURNMENT OF MEETING:**

There being no other business the Board Vice Chairperson adjourned the meeting at 9:05 a.m.

#### **Prepared by:**

Ryan Hubbard on behalf of the City of Auburn.

# Review of Airport Rates Proposal of 2018 Rates

| Space Type                                   | Basic Rent |      | 2020      | Security | Total Rev | Fee to Tenant | Month Rate | # of  |
|----------------------------------------------|------------|------|-----------|----------|-----------|---------------|------------|-------|
|                                              | 2019       |      | Rate      | Fee      | to City   | Incl SLHT*    | Change     | Units |
| Open Hangar (D,E,F,G)                        | \$ 217.00  | 2.0% | \$ 221.00 | \$ 10.00 | \$ 231.00 | \$ 260.66     | \$ 4.00    | 68    |
| Open Hangar (C)                              | \$ 258.00  | 2.0% | \$ 263.00 | \$ 10.00 | \$ 273.00 | \$ 308.05     | \$ 5.00    | 6     |
| Enclosed Hangar (J)                          | \$ 389.00  | 2.0% | \$ 397.00 | \$ 10.00 | \$ 407.00 | \$ 459.26     | \$ 8.00    | 14    |
| Enclosed Hangar (H)                          | \$ 414.00  | 2.0% | \$ 422.00 | \$ 10.00 | \$ 432.00 | \$ 487.47     | \$ 8.00    | 17    |
| Enclosed Hangar (Y,Z)                        | \$ 480.00  | 2.0% | \$ 490.00 | \$ 10.00 | \$ 500.00 | \$ 564.20     | \$ 10.00   | 38    |
| Enclosed Hangar (Y,Z w/storage)              | \$ 618.00  | 2.0% | \$ 630.00 | \$ 10.00 | \$ 640.00 | \$ 722.18     | \$ 12.00   | 2     |
| Tie down                                     | \$ 83.00   |      | \$ 83.00  | \$ 10.00 | \$ 93.00  | \$ 104.94     | \$ -       | 54    |
| Storage Unit<br>(418,618,40,50,60,70,80,300) | \$ 139.00  | 2.0% | \$ 142.00 | \$ 10.00 | \$ 152.00 | \$ 171.52     | \$ 3.00    | 8     |
| Storage Unit (Z west)                        | \$ 123.00  | 2.0% | \$ 125.00 | \$ 10.00 | \$ 135.00 | \$ 152.33     | \$ 2.00    | 1     |
| Storage Unit (Z east)                        | \$ 149.00  | 2.0% | \$ 152.00 | \$ 10.00 | \$ 162.00 | \$ 182.80     | \$ 3.00    | 1     |
| Storage Unit (Z/Y west)                      | \$ 188.00  | 2.0% | \$ 192.00 | \$ 10.00 | \$ 202.00 | \$ 227.94     | \$ 4.00    | 2     |
| Vehicle Parking                              | \$ 63.00   | 2.0% | \$ 64.00  | \$ 10.00 | \$ 74.00  | \$ 83.50      | \$ 1.00    |       |
|                                              |            |      |           |          |           |               |            | Total |

\*SLHT (State Leasehold Tax) = 12.84%

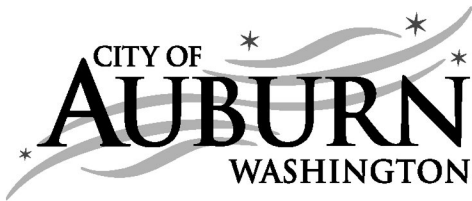
## Closed Hangar Rates in the Region (SLHT included)

|          |                       |
|----------|-----------------------|
| Auburn   | \$459-\$564* proposed |
| Paine    | \$321-\$525           |
| Renton   | \$462                 |
| Crest    | \$245                 |
| Boeing   | \$981                 |
| Tacoma   | \$379-\$426           |
| Puyallup | \$224                 |

# Review of Airport Rates

## Proposal of 2018 Rates

| <i>Annualized</i>   |           |
|---------------------|-----------|
| <i>Increase Rev</i> |           |
| \$                  | 3,264.00  |
| \$                  | 360.00    |
| \$                  | 1,344.00  |
| \$                  | 1,632.00  |
| \$                  | 4,560.00  |
| \$                  | 288.00    |
| \$                  | -         |
| \$                  | 288.00    |
| \$                  | 24.00     |
| \$                  | 36.00     |
| \$                  | 96.00     |
|                     |           |
| \$                  | 11,892.00 |



## Memorandum

**To:** Airport Advisory Board

**From:** Ingrid Gaub, Director of Public Works  
Tim Mensonides, Airport Manager

**Date:** October 7, 2019

**Re:** AGENDA ITEM F1 – Capital/Financial Planning

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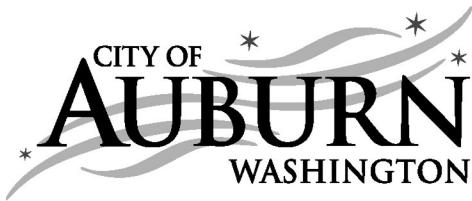
At the August 21, 2019 meeting, the Board recommended the final funding scenario of Option 4B.

We have made a couple minor revisions on the final scenario to address recent discussions with the FAA. This includes a combination of several projects into single items but does not include a change in scope. The combined larger projects will allow us to add the pavement rehabilitation which is not currently within the FAA's 5 year funding plan. Further discussion on this proposal will occur in November 2019 with FAA with a final decision from the FAA anticipated in February of 2020.

In addition, the MAI appraisal for land lease rates for 2020 has been completed and the updated rates have been included for those ground leases that are affected.

The City Council will begin the 2021/2022 budget process in March of 2020; therefore, staff proposes a discussion with the City Council following the FAA Capital Improvement Plan letter anticipated in February 2020. This will allow us to align the capital plan as we have discussed with FAA funding plans and the City's Capital Facility Plan.

Attached is the draft report to the City Council outlining the process that the Board used in its consideration, the various options considered and the recommendation from the Board. This includes the final scenario project list and financial summary from the rate model.



## Memorandum

**To:** Auburn City Council

**From:** Airport Advisory Board  
Ingrid Gaub, Director of Public Works  
Tim Mensonides, Airport Manager

**Date:** (Date)

**Re:** Proposed Capital Planning for the Auburn Municipal Airport

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**DRAFT**

During 2019, the Auburn Airport Board took on the task of using the various reports and studies that have been completed in recent years to develop a capital plan and identify priorities for investment of the Airport's limited funds.

In recent years, the City has completed the Strategic Business Plan, the 2015 Master Plan, the Facilities Assessment, a Marketing Analysis, and Pavement Condition Assessment. From these various plans and reports, the Board and staff identified a list of approximately 28 projects to be completed between 2019 and 2025. Anticipated costs and potential timing was assigned to these projects and the Board discussed the benefits to the Airport and implications if projects were not completed.

Part of the recently completed Market Assessment include the development of a Rate Model for use by City staff to evaluate the options and impacts of the capital projects over time, the rates for leasing and rents, and the operational costs.

The Board developed several "Scenarios" for the staff to input in the rate model to understand the potential need for financing of improvements, what the impact on the Airport budget would be long term and to help identify those projects that were of the highest priority.

The Following List of Scenarios were evaluated:

**Baseline: Bare Minimum Efforts –**

This scenario included a minimal amount of capital projects and was focused on keeping the Airport open. It also included projects already planned/funded such as the Runway Enhancement.

The following Scenarios all included the Baseline with modifications as identified below:

**Scenario 1: More Jet Traffic**

This scenario provided additional improvements focused on serving more Jet traffic at the Airport

Scenario 1B: More Jet Traffic (w/Partnership)

During the evaluation of Scenario 1, it was determined that the Airport could not fund the scenario without some form of public/private partnership.

Scenario 2: Maintain Current Operations

This scenario focused on maintaining the current facilities only and did not include expansion beyond the Runway Enhancement

Scenario 2B: Maintain Current Operations (w/out Property Purchases)

During the evaluation of Scenario 2, it was determined that significant property purchases would not be fundable by the Airport.

Scenario 3: West Side Focus

This scenario focused development efforts on building out the master plan for the undeveloped west side of the runway.

Scenario 4A: Priority Focus for 2019-2024

This Scenario was identified by staff with a focus on maintaining facilities and providing for some development of new facilities at the Airport.

Scenario 4B: Priority Focus for 2019-2024 – Jet A (50/50)

Same as Scenario 4A but including Jet A Fuel facilities at a 50/50 Partnership

Scenario 4C: Priority Focus for 2019-2024 – Jet A (35/65)

Same as Scenario 4A but including Jet A Fuel facilities at a 35/65 Partnership

After extensive review and discussion of the various Scenarios, the Board, at their August 21, 2019 meeting, recommended Scenario 4B.

Attached is a table providing specific information on the projects identified by the Board as a priority for 2020 through 2025 including a project description, estimated costs and timing of the recommended projects. In addition, the financial summary from the rate model is attached. This indicates that to complete the recommended projects, the Airport will need to provide for financing of several of the improvements in the coming years and long with the identified private partnerships on specific projects. The scenario proposed provides sufficient revenue to support the financing identified.

On February X, 2020, the City received the Capital Improvement Plan letter supporting the projects anticipated to be funded by FAA funds in the future for 2020-2025.

This proposed capital program will be incorporated into the upcoming budget process and capital facilities planning.



| Capital and Financial Planning for Airport Development |                                                       |                                                          |                                                                                                                                                           |                      |             |                   |              |              |              |            |            |              |                 |                           |                                                                                                                                                                                        |
|--------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------|-------------------|--------------|--------------|--------------|------------|------------|--------------|-----------------|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number                                                 | Staff Priority<br>(1= High,<br>2 = Medium,<br>3= Low) | Project Name                                             | Project Description                                                                                                                                       | Facility Maintenance | Development | Safety/Regulatory | 2020         | 2021         | 2022         | 2023       | 2024       | 2025         | Completion Year | Funding Sources/% Airport | Constraints and Considerations                                                                                                                                                         |
| 1                                                      | 1                                                     | Annual Repair and Maintenance for the Airport Facilities | This is an annual program for the replacement of facilities and the completion of deferred maintenance needs on all existing Airport Building Facilities. | X                    |             | X                 | \$ 100,000   | \$ 100,000   | \$ 150,000   | \$ 500,000 | \$ 100,000 | \$ 200,000   | Annual          | 100% Airport              |                                                                                                                                                                                        |
| 2                                                      | 1                                                     | Retrofit and Upgrade of the Open T-hangars               | Complete improvements to the Open T-Hangars as identified in the Facility Condition Assessment                                                            | X                    |             |                   |              |              | \$ 1,060,900 |            |            |              | 2022            | 100% Airport              |                                                                                                                                                                                        |
| 3                                                      | 1                                                     | Runway Enhancement/Extension                             | Complete the extension of the runway to 3841 feet.                                                                                                        |                      | X           | X                 | \$ 3,124,900 |              |              |            |            |              | 2020            | 5% Airport/95% Grants     | FAA Funded and to begin construction in late 2019/early 2020                                                                                                                           |
| 4                                                      | 1                                                     | Runway/Taxiway, RSA Grading, and PAPI Project            | Design and Construction of Overlay of Runway 16-34 and magvar change to Runway 17-35; Taxiway A fog seal; PAPI construction; and Runway 34 RSA Grading.   | X                    | X           | X                 |              | \$ 444,444   | \$ 3,055,555 |            |            |              | 2022            | 5% Airport/95% Grants     | After discussion with FAA combined into one project, several items.                                                                                                                    |
| 5                                                      | 1                                                     | AWOS & Beacon & Emergency Generator                      | Siting Study to determine the ultimate location of the AWOS and Beacon. Environmental, Design and Construction of AWOS, Beacon, and emergency Generator.  | X                    | X           | X                 |              |              |              | \$ 100,000 | \$ 50,000  | \$ 1,050,000 | 2025            | 5% Airport/95% Grants     | After discussion with FAA combined into one project, several items.                                                                                                                    |
| 6                                                      | 1                                                     | Annual Pavement Maintenance                              | This project is to complete necessary preventative maintenance to prolong the life of the runway and taxiways                                             | X                    |             | X                 | \$ 25,000    | \$ 25,000    | \$ -         | \$ 50,000  | \$ 50,000  | \$ 50,000    | Annual          | 100% Airport              |                                                                                                                                                                                        |
| 7                                                      | 1                                                     | Hangar Facility Construction                             | Construction of a new Hangar facility including upto 17 new Hangars.                                                                                      | X                    | X           |                   | \$ 50,000    | \$ 2,750,000 |              |            |            |              | 2021            | 100% Airport              | Once in place would generate annual revenue                                                                                                                                            |
| 8                                                      | 1                                                     | Armstrong Property - Through the Fence Agreement         | Enter into a through the fence agreement for someone else to develop Armstrong (or other adjacent property) and access the airport                        |                      | X           |                   |              |              |              |            |            | \$ 50,000    | 2025            | 100% Airport              | Once in place would generate annual revenue                                                                                                                                            |
| 9                                                      | 2                                                     | Airport Security Camera & Gate Access Upgrades           | Complete the replacement of the operators for the gates and install additional security cameras at the Airport.                                           |                      |             | X                 | \$ 70,000    |              |              |            |            |              | 2020            | 100% Airport              |                                                                                                                                                                                        |
| 10                                                     | 2                                                     | Precision Instrument Approach                            | Approval process with FAA to allow Instrument approach                                                                                                    |                      | X           | X                 |              |              | \$ 25,000    | \$ 25,000  |            |              | 2023            | 100% Airport              | Could depend on PAPI installation (14), obstruction removal, AWOS installation (13) and update of runway markings (6)                                                                  |
| 11                                                     | 2                                                     | West Side Preliminary Environmental Permitting           | Initial effort to identify environmental issues and develop a process to achieve permitting to allow development of the west side of the Airport          |                      | X           |                   | \$ 50,000    |              |              |            |            |              | 2020            | 100% Airport              |                                                                                                                                                                                        |
| 12                                                     | 2                                                     | Airport Office/Middle Ramp Reconfiguration               | Re-configuration of the Airport office and parking lot area to allow for additional development of an FBO/Restaurant                                      |                      | X           |                   |              |              |              | \$ 75,000  | \$ 75,000  | \$ 5,750,000 | 2024            | 10% Airport/90% Other     | Partnership and land lease                                                                                                                                                             |
| 13                                                     | 3                                                     | Jet A Fueling Facility                                   | Complete the implementation of Jet A Fueling at the Airport                                                                                               |                      | X           |                   |              |              | \$ 50,000    | \$ 350,000 |            |              | 2023            | 50% Airport/50% Other     | Dependent on the completion of the Runway Extension (3) and on Customer Demand. Significant costs to begin and to operate as current staffing is not 24/7. Assumes a 50/50 partnership |

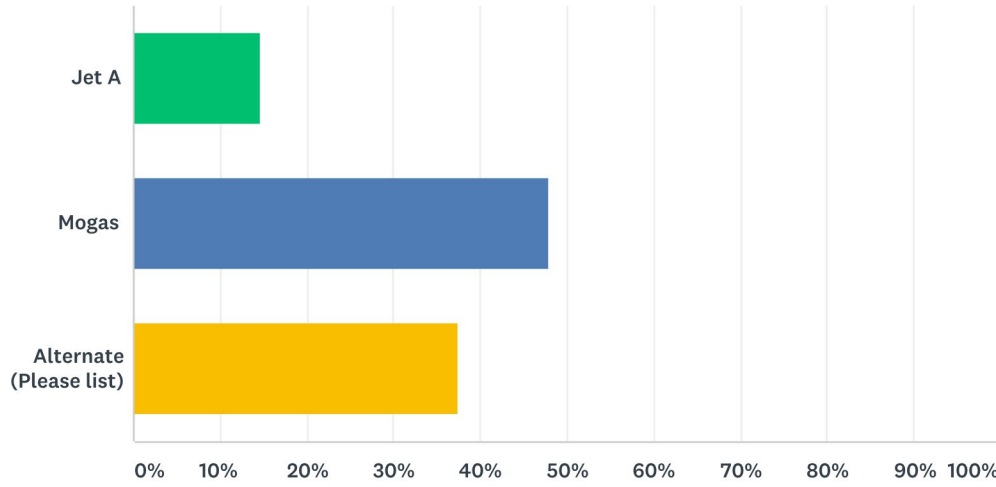


FINAL SCENARIO 4B - Priority Focus for 2019 to 2024 (Jet Fuel through partnership at 50/50)

|                                         | Actual      | Thru BA#1    |              |              |                |              |              |              |              |              |              |              |              |  |
|-----------------------------------------|-------------|--------------|--------------|--------------|----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--|
| Forecast                                | 2018        | 2019         | 2020         | 2021         | 2022           | 2023         | 2024         | 2025         | 2026         | 2027         | 2028         | 2029         | 2030         |  |
| Working Capital Beginning of Year       | \$ 683,580  | \$ 802,799   | \$ 548,237   | \$ 547,872   | \$ 1,868,601   | \$ 558,404   | \$ 1,277,929 | \$ 738,490   | \$ 625,164   | \$ 589,609   | \$ 549,765   | \$ 718,379   | \$ 481,801   |  |
| Cashflow Forecast                       |             |              |              |              |                |              |              |              |              |              |              |              |              |  |
| Operating Revenues                      | \$ 970,114  | \$ 1,301,716 | \$ 1,436,082 | \$ 1,496,294 | \$ 1,693,936   | \$ 1,902,126 | \$ 1,454,175 | \$ 1,596,522 | \$ 1,635,350 | \$ 1,675,505 | \$ 1,717,073 | \$ 1,761,792 | \$ 1,802,890 |  |
| Operating Expenditures                  | (562,328)   | (1,069,193)  | (972,851)    | (1,025,587)  | (1,082,369)    | (1,143,564)  | (842,077)    | (875,348)    | (910,557)    | (947,838)    | (987,333)    | (1,029,196)  | (1,073,594)  |  |
| Existing Debt Service                   | (235,236)   | (232,300)    | (12,300)     | -            | -              | -            | -            | -            | -            | -            | -            | -            | -            |  |
| New Debt Service                        | -           | -            | -            | (329,200)    | (329,200)      | (421,537)    | (421,537)    | (421,537)    | (421,537)    | (421,537)    | (477,742)    | (477,742)    | (477,742)    |  |
| Net Cashflow before Capital             | \$ 172,550  | \$ 223       | \$ 450,931   | \$ 141,507   | \$ 282,367     | \$ 337,026   | \$ 190,561   | \$ 299,637   | \$ 303,256   | \$ 306,131   | \$ 251,999   | \$ 254,854   | \$ 251,554   |  |
| Capital Funding Summary                 |             |              |              |              |                |              |              |              |              |              |              |              |              |  |
| Net Debt Issues                         | \$ -        | \$ -         | \$ -         | \$ 4,100,000 | \$ -           | \$ 1,150,000 | \$ -         | \$ -         | \$ -         | \$ -         | \$ 700,000   | \$ -         | \$ -         |  |
| Grants/Partnerships                     | 70,658      | 821,110      | 2,968,604    | 412,000      | 3,009,974      | 332,500      | 5,220,000    | 945,000      | -            | -            | 1,350,000    | -            | -            |  |
| Capital Projects                        | (123,990)   | (1,075,895)  | (3,419,900)  | (3,332,777)  | (4,602,538)    | (1,100,000)  | (5,950,000)  | (1,357,964)  | (338,810)    | (345,975)    | (2,133,385)  | (491,432)    | (503,175)    |  |
| Net Cashflow from Capital               | \$ (53,331) | \$ (254,785) | \$ (451,296) | \$ 1,179,222 | \$ (1,592,564) | \$ 382,500   | \$ (730,000) | \$ (412,964) | \$ (338,810) | \$ (345,975) | \$ (83,385)  | \$ (491,432) | \$ (503,175) |  |
| Net Change in Working Capital           | \$ 119,219  | \$ (254,561) | \$ (365)     | \$ 1,320,729 | \$ (1,310,197) | \$ 719,526   | \$ (539,439) | \$ (113,327) | \$ (35,555)  | \$ (39,844)  | \$ 168,614   | \$ (236,578) | \$ (251,621) |  |
| Working Capital End of Year             | \$ 802,799  | \$ 548,237   | \$ 547,872   | \$ 1,868,601 | \$ 558,404     | \$ 1,277,929 | \$ 738,490   | \$ 625,164   | \$ 589,609   | \$ 549,765   | \$ 718,379   | \$ 481,801   | \$ 230,180   |  |
| Minimum Target                          | \$ 56,233   | \$ 106,919   | \$ 97,285    | \$ 102,559   | \$ 108,237     | \$ 114,356   | \$ 84,208    | \$ 194,521   | \$ 197,415   | \$ 200,479   | \$ 203,726   | \$ 207,166   | \$ 210,816   |  |
| Target based on (10% of Operating Cost) |             |              |              |              |                |              |              |              |              |              |              |              |              |  |

## Q1 If it was available on the airport what fuel would you purchase:

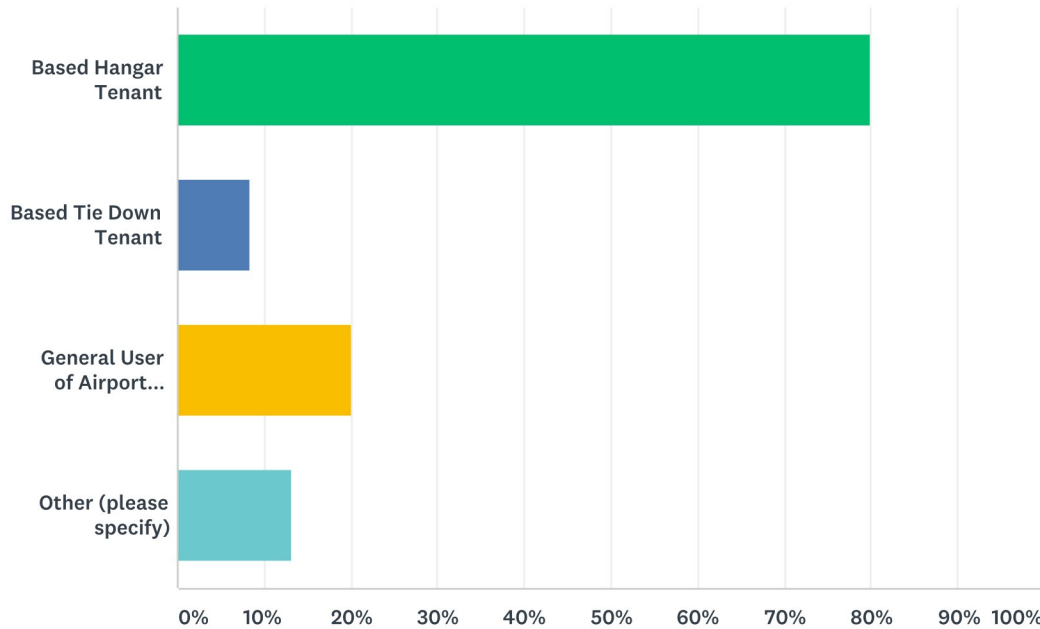
Answered: 96 Skipped: 48



| ANSWER CHOICES          | RESPONSES |    |
|-------------------------|-----------|----|
| Jet A                   | 14.58%    | 14 |
| Mogas                   | 47.92%    | 46 |
| Alternate (Please list) | 37.50%    | 36 |
| TOTAL                   |           | 96 |

## Q4 Please indicate which of the follow best describes you (selectall that apply)

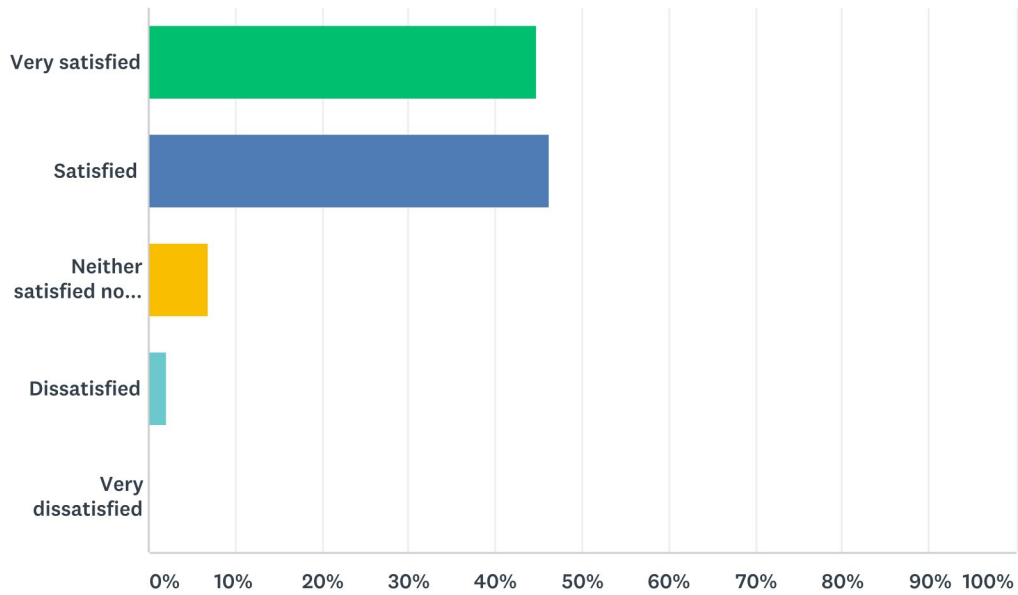
Answered: 144 Skipped: 0



| ANSWER CHOICES                                   | RESPONSES |     |
|--------------------------------------------------|-----------|-----|
| Based Hangar Tenant                              | 79.86%    | 115 |
| Based Tie Down Tenant                            | 8.33%     | 12  |
| General User of Airport Facilitates and Services | 20.14%    | 29  |
| Other (please specify)                           | 13.19%    | 19  |
| Total Respondents: 144                           |           |     |

## Q5 How would you rate the overall services you receive?

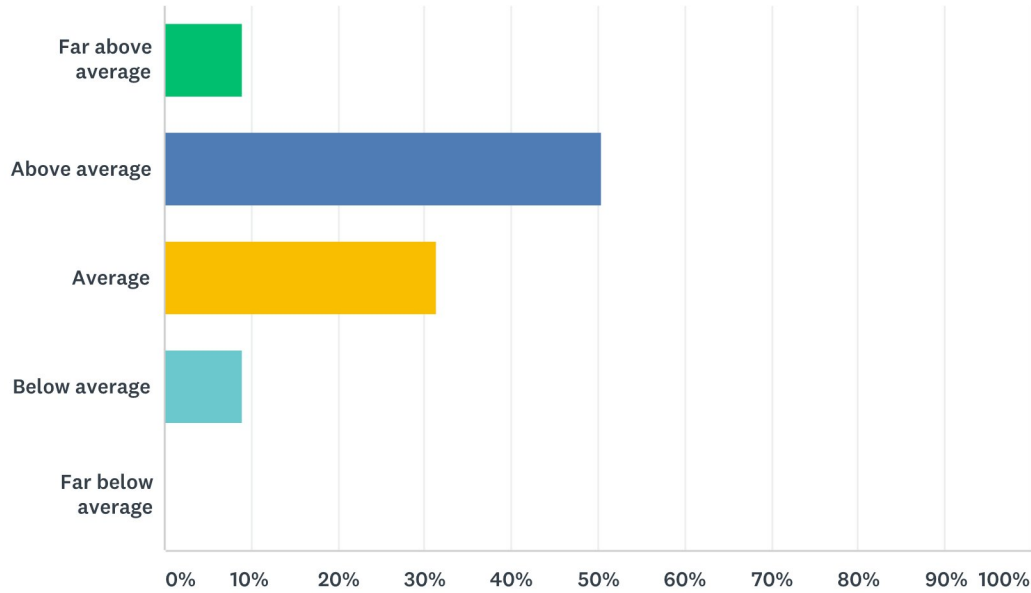
Answered: 143 Skipped: 1



| ANSWER CHOICES                     | RESPONSES |     |
|------------------------------------|-----------|-----|
| Very satisfied                     | 44.76%    | 64  |
| Satisfied                          | 46.15%    | 66  |
| Neither satisfied nor dissatisfied | 6.99%     | 10  |
| Dissatisfied                       | 2.10%     | 3   |
| Very dissatisfied                  | 0.00%     | 0   |
| TOTAL                              |           | 143 |

## Q7 How would you rate the overall safety at the airport?

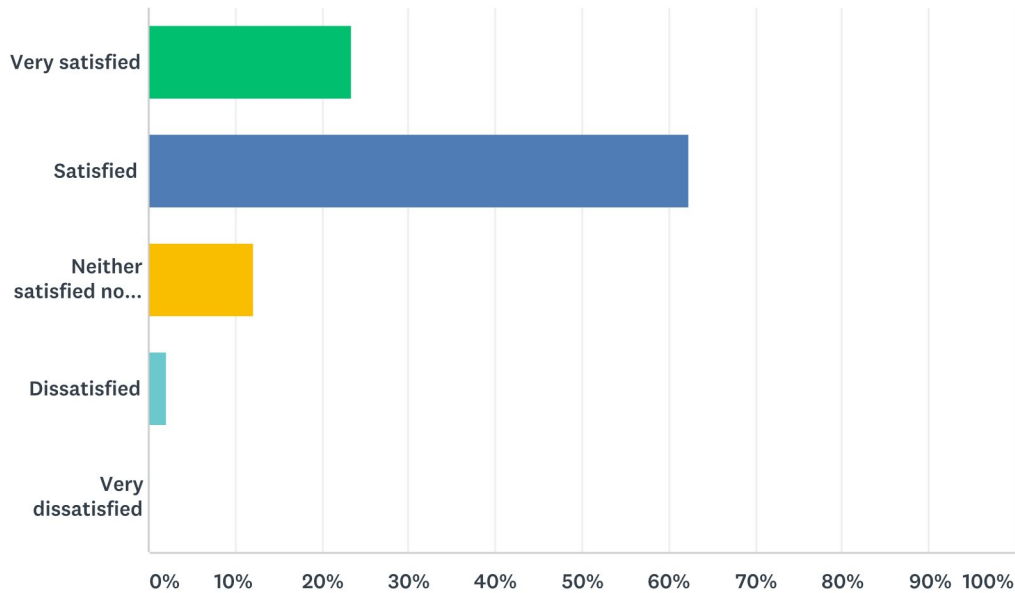
Answered: 143 Skipped: 1



| ANSWER CHOICES    | RESPONSES |     |
|-------------------|-----------|-----|
| Far above average | 9.09%     | 13  |
| Above average     | 50.35%    | 72  |
| Average           | 31.47%    | 45  |
| Below average     | 9.09%     | 13  |
| Far below average | 0.00%     | 0   |
| TOTAL             |           | 143 |

## Q9 How would you rate the overall security at the airport?

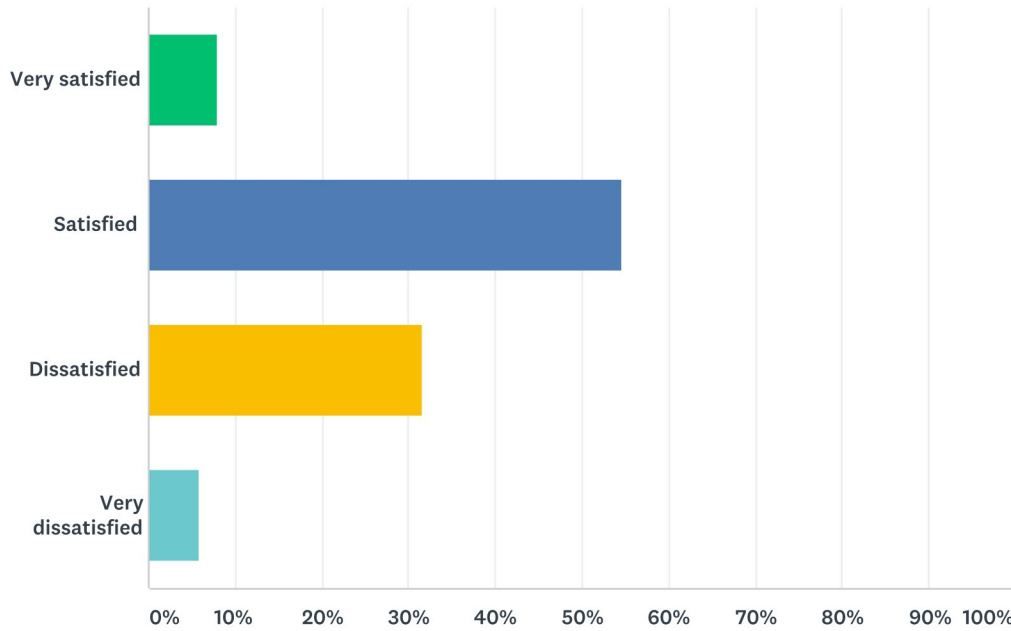
Answered: 141 Skipped: 3



| ANSWER CHOICES                     | RESPONSES |     |
|------------------------------------|-----------|-----|
| Very satisfied                     | 23.40%    | 33  |
| Satisfied                          | 62.41%    | 88  |
| Neither satisfied nor dissatisfied | 12.06%    | 17  |
| Dissatisfied                       | 2.13%     | 3   |
| Very dissatisfied                  | 0.00%     | 0   |
| TOTAL                              |           | 141 |

## Q11 How would you rate the availability of aircraft services (e.g.maintenance, avionics, parts, etc)

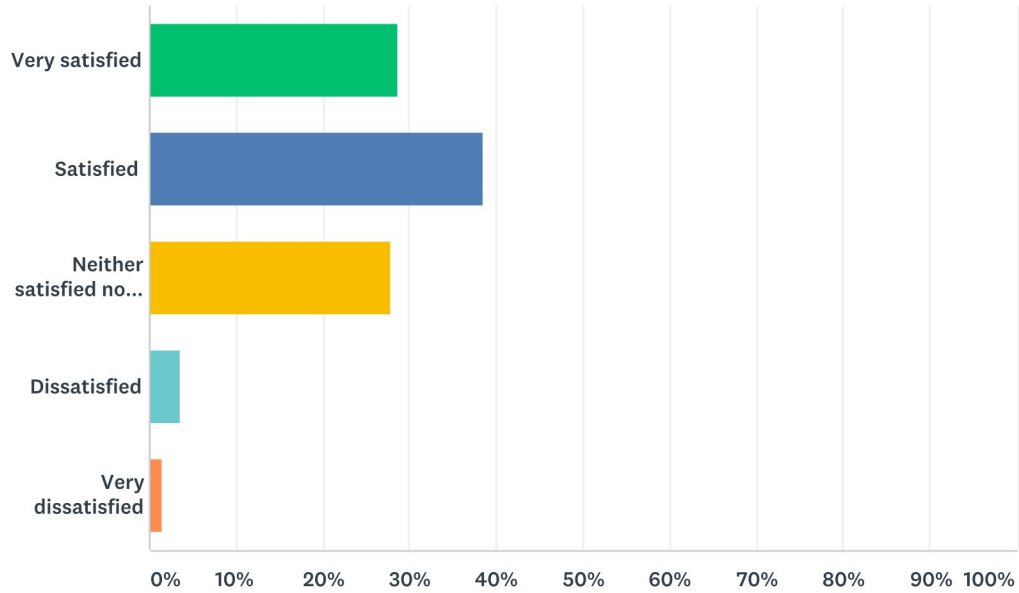
Answered: 139 Skipped: 5



| ANSWER CHOICES    | RESPONSES |     |
|-------------------|-----------|-----|
| Very satisfied    | 7.91%     | 11  |
| Satisfied         | 54.68%    | 76  |
| Dissatisfied      | 31.65%    | 44  |
| Very dissatisfied | 5.76%     | 8   |
| TOTAL             |           | 139 |

## Q13 How would you rate the aircraft washing facilities?

Answered: 140 Skipped: 4

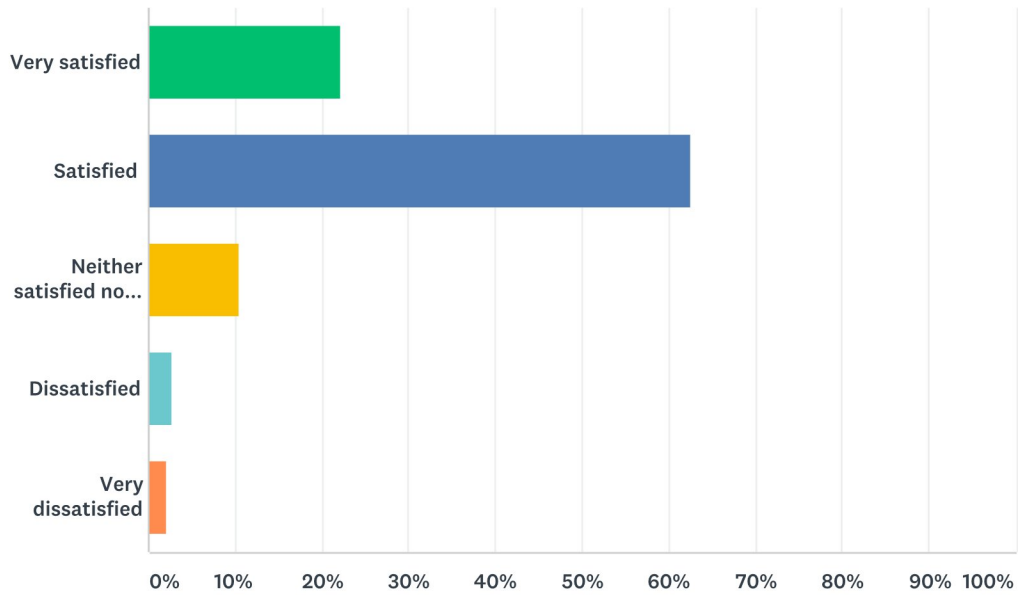


| ANSWER CHOICES                     | RESPONSES |     |
|------------------------------------|-----------|-----|
| Very satisfied                     | 28.57%    | 40  |
| Satisfied                          | 38.57%    | 54  |
| Neither satisfied nor dissatisfied | 27.86%    | 39  |
| Dissatisfied                       | 3.57%     | 5   |
| Very dissatisfied                  | 1.43%     | 2   |
| TOTAL                              |           | 140 |



## Q15 How would you rate the condition of the fuel facilities?

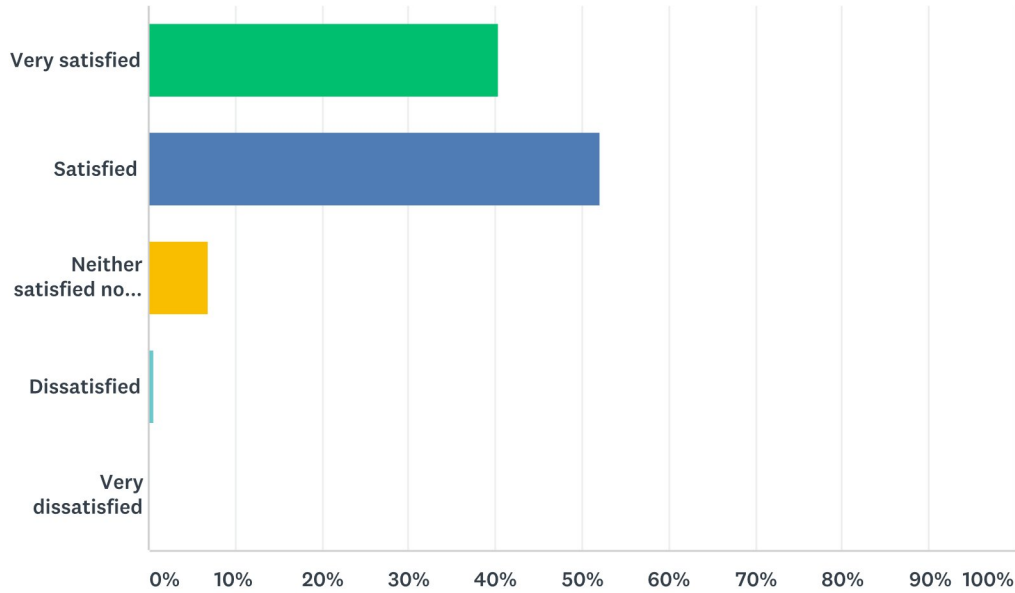
Answered: 144 Skipped: 0



| ANSWER CHOICES                     | RESPONSES |     |
|------------------------------------|-----------|-----|
| Very satisfied                     | 22.22%    | 32  |
| Satisfied                          | 62.50%    | 90  |
| Neither satisfied nor dissatisfied | 10.42%    | 15  |
| Dissatisfied                       | 2.78%     | 4   |
| Very dissatisfied                  | 2.08%     | 3   |
| TOTAL                              |           | 144 |

## Q17 How would you rate the runway/taxiways?

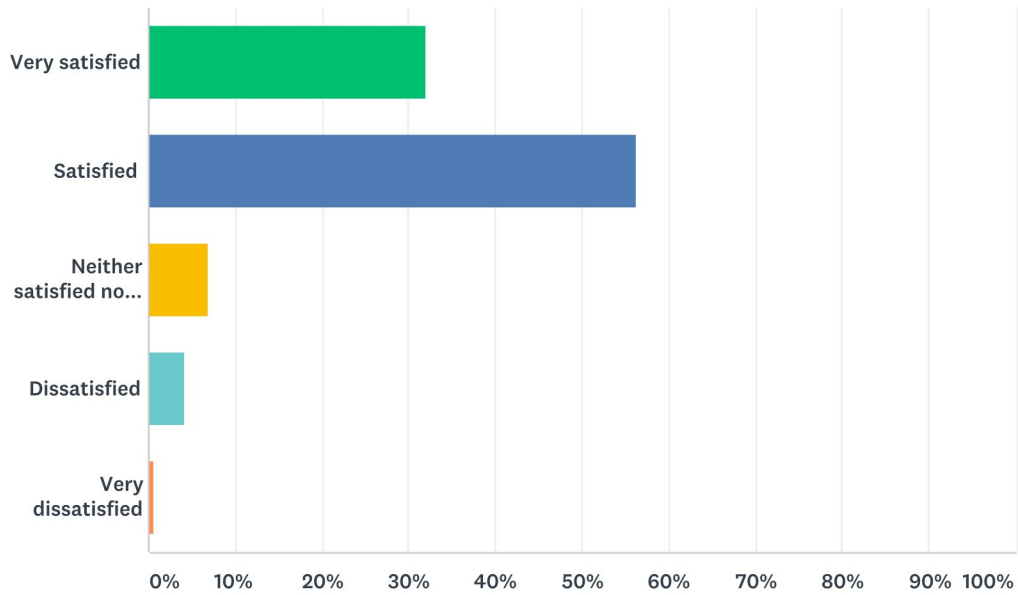
Answered: 144 Skipped: 0



| ANSWER CHOICES                     | RESPONSES |     |
|------------------------------------|-----------|-----|
| Very satisfied                     | 40.28%    | 58  |
| Satisfied                          | 52.08%    | 75  |
| Neither satisfied nor dissatisfied | 6.94%     | 10  |
| Dissatisfied                       | 0.69%     | 1   |
| Very dissatisfied                  | 0.00%     | 0   |
| TOTAL                              |           | 144 |

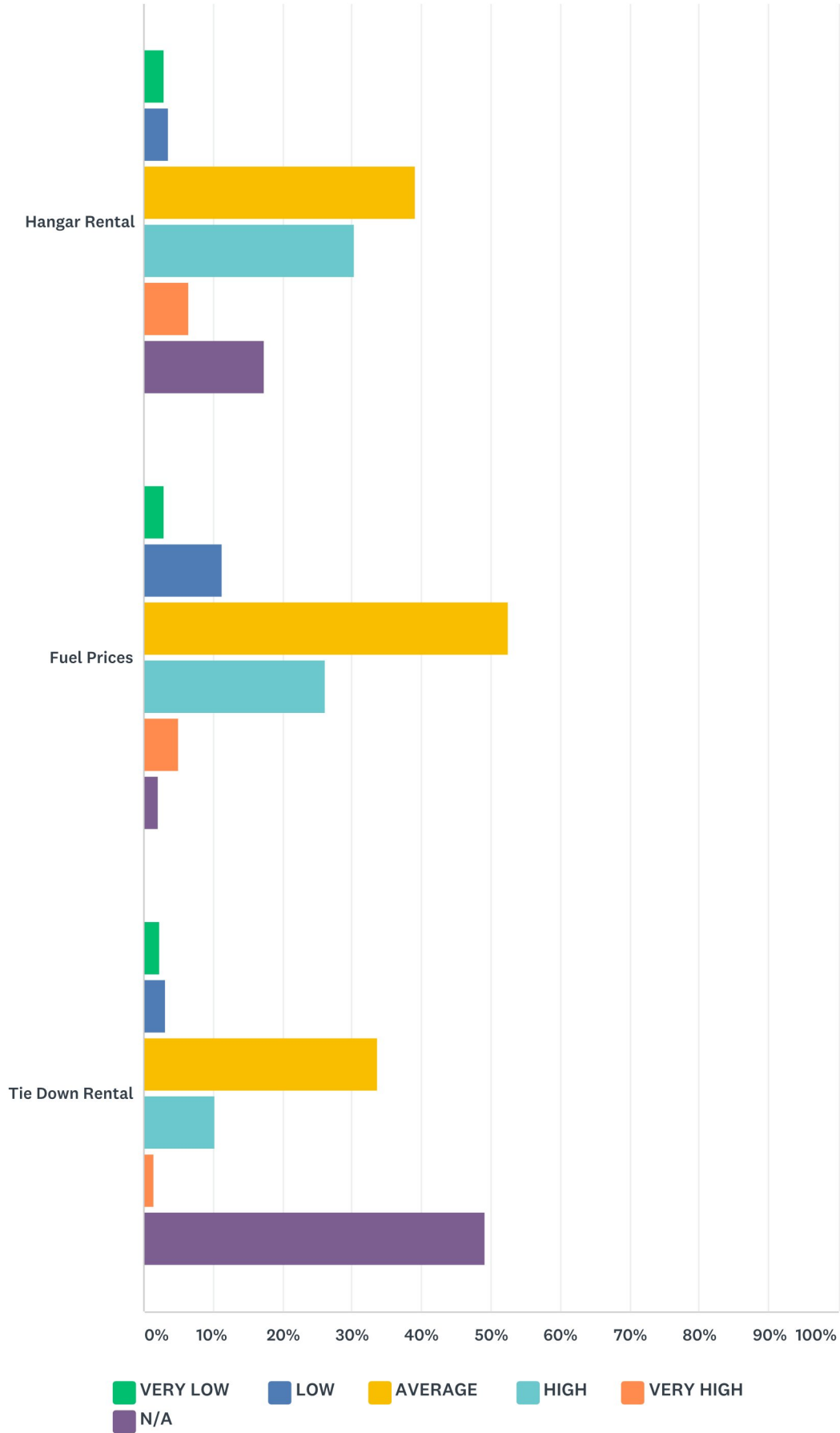
## Q19 How would you rate the lighting/marketing/airfield guidancesystems?

Answered: 144 Skipped: 0



| ANSWER CHOICES                     | RESPONSES |     |
|------------------------------------|-----------|-----|
| Very satisfied                     | 31.94%    | 46  |
| Satisfied                          | 56.25%    | 81  |
| Neither satisfied nor dissatisfied | 6.94%     | 10  |
| Dissatisfied                       | 4.17%     | 6   |
| Very dissatisfied                  | 0.69%     | 1   |
| TOTAL                              |           | 144 |

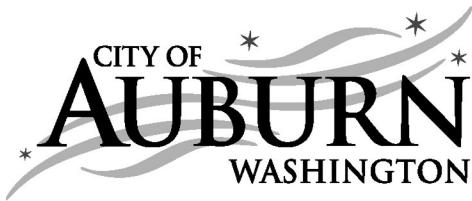
# 2019 Auburn Municipal Airport (S50) Airport Tenant Survey



| VERY LOW | LOW | AVERAGE | HIGH | VERY HIGH | N/A | TOTAL | WEIGHTED AVERAGE |
|----------|-----|---------|------|-----------|-----|-------|------------------|
|----------|-----|---------|------|-----------|-----|-------|------------------|

# 2019 Auburn Municipal Airport (S50) Airport Tenant Survey

|                 |            |              |              |              |            |              |     |      |
|-----------------|------------|--------------|--------------|--------------|------------|--------------|-----|------|
| Hangar Rental   | 2.90%<br>4 | 3.62%<br>5   | 39.13%<br>54 | 30.43%<br>42 | 6.52%<br>9 | 17.39%<br>24 | 138 | 3.41 |
| Fuel Prices     | 2.84%<br>4 | 11.35%<br>16 | 52.48%<br>74 | 26.24%<br>37 | 4.96%<br>7 | 2.13%<br>3   | 141 | 3.20 |
| Tie Down Rental | 2.34%<br>3 | 3.13%<br>4   | 33.59%<br>43 | 10.16%<br>13 | 1.56%<br>2 | 49.22%<br>63 | 128 | 3.11 |



## Memorandum

**To:** Airport Advisory Board

**From:** Ingrid Gaub, Director of Public Works  
Tim Mensonides, Airport Manager

**Date:** October 7, 2019

**Re:** AGENDA ITEM F3 – Strategic Plan Update Kickoff

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On December 19, 2016, the City Council, upon recommendation of the Airport Advisory Board, adopted the 2017-2020 Strategic Business Plan for the Airport. Many of the items identified within the plan have been completed or are in process and it is appropriate to update the plan for the years of 2021-2025. There have been several changes since the development of the first strategic plan which include, but are not limited to, the following:

- Funding and beginning of construction of the Runway Enhancement to a length of 3841ft.
- Completion of the Facility Condition Assessment
- Marketing Assessment and Rate Model
- Transition to In-House Management of the Airport

In addition, the board membership has changed and increased since the adoption of the Strategic Plan in 2016. Therefore, staff recommends starting the strategic plan update with a Strengths, Weaknesses, Opportunities and Threats (SWOT) discussion regarding the Airport. Please come prepared to discuss your thoughts on these elements which will help form further discussions on the goals and objectives of the updated strategic plan.

This effort is scheduled for discussion and plan development in 2020 with a Board recommendation for adoption of an updated plan to the City Council by December of 2020, or sooner.

To assist in the discussion, we have also attached the existing strategic plan for reference.



**2017-2020**

# **STRATEGIC BUSINESS PLAN**



## **Auburn Municipal Airport**

**City of Auburn, Washington**

*Adopted via Resolution No. 5264 (December 19, 2016)*

**AUBURN**  
**MUNICIPAL**  
**AIRPORT**

AUBURN, WASHINGTON





## **ACKNOWLEDGMENTS**

### **Mayor:**

Nancy Backus

### **City Council:**

Bob Baggett

Claude DaCorsi

John Holman

Bill Peloza

Yolanda Trout-Manuel

Rich Wagner

Largo Wales

### **Airport Advisory Board:**

Mark Babcock

Gary Gustafson

Don Peters

Sparrow Tang

John Theisen

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## **EXECUTIVE SUMMARY**

The Auburn Municipal Airport (S50) is a municipal airport owned and operated by the City of Auburn, Washington. Beginning in 1974 and continuing to the present, the Auburn Airport Advisory Board has provided advisory support to the Auburn City Council and the Mayor or Chief Administrative Officer for the City on Airport planning and operations. In Spring 2015, the City of Auburn completed an update of the Airport Master Plan that was previously updated in 2002. The 2002 Airport Master Plan provided the primary airport planning guidance for the Airport for over ten years. The recent Master Plan update was completed in cooperation with the Federal Aviation Administration to address the Airport's needs over a twenty (20) year planning period and provide specific guidance in making the improvements necessary to maintain a safe and efficient airport that is economically, environmentally, and socially sustainable.

The purpose of the Airport Master Plan is to define the current, short-term and long-term needs of the Airport through a comprehensive evaluation of facilities, conditions and FAA airport planning and design standards. The study will also address elements of local planning (land use, transportation, environmental, economic development, etc.) that have the potential of affecting the planning, development and operation of the airport.

In Spring 2016, the Airport Advisory Board completed a Strength, Weaknesses, Opportunities and Threats (SWOT) analysis to assess opportunities that the Airport is positioned now or in the future to exploit and to manage and/or eliminate threats that could limit current or future successes. The Board reviewed and identified strengths and weaknesses that were primarily internally oriented and opportunities and threats that were externally oriented. From this SWOT analysis, the Board identified the need for a Strategic Business Plan to help guide the Board, City Council, City Administration and City staff in strategic decision-making for current and future development and operations of the Airport.

The Auburn Municipal Airport is operated as an Enterprise Fund within the City of Auburn's governmental financial model. An enterprise fund is a type of proprietary fund in which the direct beneficiaries pay for all costs of the fund through fees and where a periodic determination of revenues and expenses is desired by management. The Strategic Business Plan covers a four (4) year period that aligns with the City of Auburn's biennial budget cycle. This alignment is purposeful and is intended to allow City Council, the Airport Advisory Board and City Administration and staff to address needed actions and desired expenditures within the framework of the adopted budget for the Airport Enterprise Fund.

The Strategic Business Plan is intended to be a "living document". While working within a four (4) planning horizon, it is anticipated and expected that all parties will have the opportunity to utilize, assess and modify the Plan as needed to ensure that it is providing valuable guidance on policies, strategies, actions and expenditures relating to the growth and operation of the Airport. To help in maximizing the Plan's contributions, the Airport Advisory Board should evaluate the Plan at the beginning of each year to determine what, if any, modifications are needed as well as to provide the City Council with any recommendations relating to changes in policy or financial operations. As needed, the Board may recommend modifications to the City Council for the Strategic Business Plan to ensure that the Plan remains timely and relevant and recognizes completed actions and needed new activities. A substantive planning effort to update the Plan should begin in the third year of the Plan to allow for adequate opportunity to engage key external stakeholders,

complete needed investigations and analyses, coordinate with City Administration, City Council and appropriate City Departments and prepare, review and finalize the Plan update. This substantive effort should be completed by no later than the mid-part of the fourth (4) year.

Within the Plan there are several Key Result Areas (KRAs). The KRAs are broad-based goals and are re-evaluated annually and incorporated within the four-year Strategic Business Plan. Each KRA has a mission statement that describes the intent of each area. Additionally, each KRA has various goals which describe in greater detail the elements of each KRA, including the responsible party, a narrative description, and estimated start and completion dates. The KRAs are organized by subject matter and the goals are not specified in a priority matter. It is expected that the Board and staff will utilize the goals specified in each of the KRAs for the development and implementation of annual work plans.

The development of the Key Result Areas has been based in part of the application of the SMART model<sup>1</sup> for goal setting as described below:

**Specific**—simple, straightforward, compelling (without specificity, a goal can never truly be reached).

**Measurable**—tangible, able to be tracked (an effective goal requires a statement of the tangible evidence that the goal has been reached).

**Attainable**—possible, yet challenging enough to be motivating. If a goal requires an organization to reach beyond its true self, the goal will become burdensome and ultimately detrimental to the process. However, the goal should be challenging enough to cause the airport's policymakers, management, and staff to "rise up" to achieve it.

**Relevant**—important to stakeholders and connected to the organization's values. Goals that are explicitly connected to values are motivational and, generally, easier to achieve as a result.

**Time Bound**—includes a beginning and ending point. Identifying start and end dates provides the "race-track" needed to keep the organization on course with a clear finish line to pursue.

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<sup>1</sup> Source: Airport Cooperative Research Program (ACRP), ACRP Report 77, *Guidebook for Developing General Aviation Business Plan*, 2012

## **GUIDING PLAN PRINCIPLES**

The development and implementation of the Auburn Municipal Airport Strategic Business Plan is guided by the following City of Auburn principles pertaining to the governance and operation of the City of Auburn:

### **CITY VISION STATEMENT**

Your Premier Community with Vibrant Opportunities

### **CITY MISSION STATEMENT**

To provide a service-oriented government that meets the needs of our residents, citizens and business community.

### **CITY CORE VALUES**

- ✍ Innovative
- ✍ Respectful
- ✍ Dedicated
- ✍ Hard-Working
- ✍ Ethical; Fair
- ✍ Environmentally Sensitive
- ✍ Trustworthy
- ✍ Financially Responsible
- ✍ Charitable
- ✍ Safe
- ✍ Transparent
- ✍ Engaged
- ✍ Responsive
- ✍ Supportive of the Arts
- ✍ Supportive of Life-Long Learning
- ✍ Embrace Diversity (Pluralistic)



## OVERVIEW OF AUBURN MUNICIPAL AIRPORT

The City of Auburn is an incorporated city of approximately 77,000 persons located in southwest King County and a small area of northeastern Pierce County, approximately 26 miles south of Seattle and 13 miles northeast of Tacoma. Auburn is bordered by the cities of Kent, Federal Way, Pacific, Sumner and Algonia, and unincorporated King and Pierce Counties. The Muckleshoot Indian Reservation is located near the southeastern corner of the Auburn city limits. Within the Puget Sound region, King County is bordered by Snohomish County (north) and Pierce County (south). Kitsap, Kittitas, and Chelan counties also border King County to the west and east.

The City of Auburn was incorporated in 1891. The City is organized as a non-charter code city retaining the council-mayor plan of government under which the city is presently operating, as provided in RCW 35A.02.030 of the Optional Municipal Code for the State of Washington. The Mayor is the Chief Administrative Officer for the City. There are currently seven (7) major Departments of the City comprised of Administrative Services, Community Development and Public Works, Finance, Innovation and Technology, Human Resources/Risk Management, Legal, Parks, Arts and Recreation and Police.

The Community Development and Public Works Department is responsible for the administration of the Auburn Municipal Airport. The Auburn Municipal Airport is located on 110 acres in North Auburn, about 1-mile north of downtown Auburn, east of Highway 167 and U.S. Interstate 5, and north of Highway 18. Surface access to the airport is provided by local surface streets and Highway 167 and 18, which connect to U.S. Interstate 5 (I-5) and 405 (I-405). The Auburn Municipal Airport is bordered by major arterial roadways on its south and north ends (15th Street N.E. and 30th Street N.E.). Access to the developed east side of the airport is provided via D Street and E Street N.E., which connect to Auburn Way North via 22nd and 26th Street N.E. and to 15th Street N.E. The north hangar area is accessed directly from 30th Street N.E.

The Auburn Municipal Airport has been directly operated by the City as an Enterprise Fund since its inception in 1970. With the exception of a small bond issue for hangar construction, the Airport is debt free and fully financed from self-generated revenues and grants. Auburn Municipal Airport currently has several commercial tenants providing aircraft maintenance or other services. Auburn's current contracted airport management company provides on-site airport management and aircraft fueling.

According to recent airport management records, Auburn Municipal Airport currently has 274 based aircraft (February 2013) with 96,036 total annual operations. The Airport's current fleet mix includes single-engine piston aircraft, multi-engine piston aircraft, and helicopters.

Auburn Municipal Airport is categorized as an FAA Airport Reference Code (ARC) B-I (Small) with a future A-II reserve. The Airport has one runway (Runway 16/34) that is oriented in a north/south direction (160-340 degree magnetic heading). Runway 16/34 is 3,400 feet long and 75 feet wide with an asphalt surface. The published weight bearing capacity is 12,500 pounds for aircraft equipped with a single wheel landing gear configuration. The 2012 pavement inspection gave the runway a Pavement Condition Index (PCI) rating of 81 and 76 (based on two sections of runway pavement). The runway was most recently slurry sealed in 2014. The runway is equipped with

medium intensity runway lights (MIRL), runway end identifier lights (REIL), and visual approach slope indicator (VASI) lights. The runway has basic (visual) markings on both ends, consistent with current visual and non-precision instrument (circling) approach capabilities.

All existing landside development (hangars, aircraft parking, etc.) is located on the east side of the airport. An undeveloped area (approximately 23 acres) is located near the southwest corner of the airport. Please refer to Table 1 below for additional runway data.

**Table 1: Runway Data**

|                            |                               |
|----------------------------|-------------------------------|
| Length                     | 3,400'                        |
| Width                      | 75'                           |
| Pavement Strength          | 12,500 lbs. Single wheel axle |
| Surface                    | Asphalt                       |
| Approach Surface           | 20:01                         |
| Navigation Aids            | VASIs and REILs – both ends   |
| Runway Markings            | Basic                         |
| Runway Lights              | MIRLs                         |
| Taxiway Lights             | MITL                          |
| SUPER - UNICOM             | 122.8                         |
| Elevation                  | 57' MSL                       |
| Latitude                   | 47° 19' 41.36 N               |
| Longitude                  | 122° 13' 35.43 W              |
| Instrument Navigation Aids | None                          |
| Left Traffic Pattern       | Runway 34                     |

## AUBURN MUNICIPAL AIRPORT: 2017-2020 STRATEGIC BUSINESS PLAN

|                          |           |
|--------------------------|-----------|
| Right Traffic Pattern    | Runway 16 |
| Traffic Pattern Altitude | 1000' MSL |

In late 2015, the City began work on a capital project that would extend Runway 16/34 to a total length of 4,118 feet. This capital project will extend the Runway 16 end by 477 feet long and Runway 34 end by 241 feet long. This extension will improve aircraft safety and the ability to accommodate the current and forecast fleet of multiengine piston aircraft for both takeoff and accelerate-stop distances. The City anticipates the project environmental assessment to be completed in 2016 followed by project design in 2017 and project construction in 2018.

The Airport has one full-length east parallel taxiway (Taxiway A), which is 25 feet wide and equipped with medium intensity taxiway lights (MITL). There are five 90-degree runway exit taxiways (Taxiways C, D, E, F and G) that vary from 30 feet to 42 feet wide with a runway-taxiway separation of 240 feet. The taxiway system provides access to all existing landside development on the east side of the airport. The 2012 pavement inspection rated the parallel taxiway with a PCI of 100. The runway exit taxiways have current PCI ratings of 100, 60, and 61.

Auburn Municipal Airport is located in an area of Class G airspace that begins at the ground surface and extends to 700 feet MSL. Between 700 feet and 3,000 feet above Auburn Municipal is Class E airspace. At 3,000 feet MSL the second layer of Seattle Tacoma International Airport (SEATAC) Class B airspace begins and extends upward to 10,000 feet MSL. The Airport is located within the 30-nautical mile veil of Mode C transponder airspace that surrounds Seattle-Tacoma International Airport. The Mode C airspace extends from the surface upward to 10,000 feet MSL.

There are no ground based navigational aids located on the airport. However, numerous ground based navigation aids are located within 30 nautical miles (nm) of the airport. The nearest facilities include the Seattle VORTAC4 located 8 miles northwest of the airport and the Renton non-directional beacon (NDB), located 10 nautical miles north.

Auburn Municipal Airport does not have an automated weather observation system located on the airport. The nearest weather observations are located at SEATAC (8 miles northwest), Renton Municipal Airport (10 miles north), Pierce County Airport – Thun Field (14 miles south), and Tacoma Narrows Airport (15 miles west). The RNAV GPS-A instrument approach for Auburn utilizes the SEATAC altimeter setting. The SEATAC Automatic Terminal Information Service (ATIS) provides altimeter setting, wind data, temperature, dew point, density altitude, visibility, precipitation and cloud/ceiling data.

Auburn Municipal Airport is located in a low-lying valley floor, 63 feet above mean sea level (MSL). Nearby Seattle-Tacoma International Airport (8.1 miles northwest) sits on an elevated plain at 433 feet MSL. Moderate mountainous terrain along the east side of the Green River Valley begins about 15 miles from the airport and extends into the Cascade Range. Maximum elevation figures (MEF) depicted on the Seattle VFR Terminal Area Chart (TAC) indicates the highest terrain elevations are found within 25 miles at 6,500 feet MSL, to the south and east (north of Mt. Rainier).



Areas to the immediate south, north and west have low-lying terrain surrounding Puget Sound ranging from 2,400 to 4,500 feet MSL.

Auburn Municipal Airport does not have an air traffic control tower and is classified as a non-towered airport. At non-towered airports, pilots are responsible for proper communication and aircraft operation, including maintaining adequate separation from other aircraft in flight or on the runway-taxiway system. The airport has common traffic advisory frequency (CTAF)/Unicom for communications on the ground and in the vicinity of the airport.

The published airfield elevation is 63 feet above mean sea level (MSL). The traffic patterns for both runway ends are located on the west side of the runway and pilots are advised to avoid noise sensitive areas east of the airport and hospital facilities located 1-mile south of the runway. The traffic pattern for Runway 34 is standard left traffic (left hand turns within the pattern), while Runway 16 has a right traffic pattern (right turns within the pattern). Wind conditions typically dictate which runway end is in use and the direction of flight in the traffic pattern. The traffic pattern altitude for fixed wing aircraft is 1,000 feet above ground level (1,063 feet MSL); the traffic pattern altitude for helicopters is 500 feet above ground level (563 feet MSL).

Auburn Municipal Airport accommodates a wide variety of aeronautical activity, including small single and multi-engine aircraft, civilian helicopters, and occasional business class turbine aircraft. The current runway length of 3,400 feet is the primary determinant in fixed-wing aircraft usage, particularly limiting multi-engine turboprop and business jet aircraft. Auburn Municipal Airport is classified as a Reliever airport in the National Plan of Integrated Airport Systems (NPIAS) defined by the Federal Aviation Administration (FAA). Reliever airports are intended to provide additional general aviation capacity to nearby commercial service airports. Four of the five Reliever airports in Washington are located in the Puget Sound region (Auburn, Renton, Paine Field, and Harvey Field); Felts Field in Spokane is also designated a Reliever airport by FAA.

The City of Auburn initiated the required environmental assessment with the Federal Aviation Administration (FAA) for the extension of the airport runway in late 2015 with design anticipated in 2017 and construction in 2018. As currently planned, the City will extend Runway 16/34 to a total length of 4,118 feet and will extend the Runway 16 end by 477 feet and extend the Runway 34 end by 241 feet. These extensions will improve aircraft safety and the ability to accommodate the current and forecast fleet of multi-engine piston aircraft for both takeoff and accelerate-stop distances.

As described in the 2015 Airport Master Plan Update, the airport's current mix of based aircraft is projected to become more diverse during the current planning period reflecting growth in turbine aircraft (turboprop, very light jet, business jet), helicopters, and light sport aircraft. Auburn Municipal Airport accommodates limited Airplane Design Group II (ADG II) activity and this activity is expected to grow during the current planning period. It is recognized that runway length limits the type of ADG II aircraft that can be accommodated at the airport on a regular basis.

The existing and future design aircraft identified in the updated aviation activity forecasts (2015 Airport Master Plan) is a multi-engine piston aircraft. The majority of these aircraft are included in Aircraft Approach Category B and Airplane Design Group I (ADG I). In addition to the typical range of general aviation activity, the potential exists for Auburn Municipal Airport to accommodate small cargo aircraft, including a variety of ADG I and II turboprops. Several of these aircraft fall into the FAA defined category of "small airplanes with 10 or more seats." The FAA runway length model

indicates that 4,060 feet is required to accommodate small airplanes with ten (10) or more seats at the Auburn Municipal Airport.

## KEY RESULT AREAS

### KRA 1: Airport Capital Improvement Program

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for sustainable infrastructure improvements that maintain and enhance airport operations, strengthen the airport's economic vitality and ensure fiscal stewardship of the Airport Enterprise Fund balancing new construction with the ability to effectively maintain and operate current assets in a cost effective and safe manner.

| Goal # | Key Result Area/Goals<br><i>(Not in Priority Order)</i>  | Lead                   | Narrative Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Start Date                | Completion Date           |
|--------|----------------------------------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------|
| 1      | Annual Capital Improvement Program Review                | Airport Advisory Board | The City is required by the Federal Aviation Administration (FAA) and the Washington State Department of Transportation-Aviation Division (WSDOT-Aviation) to annually submit an updated Capital Improvement Program (CIP). The CIP forms the basis for potential state and federal funding for airport capital improvements. In coordination with City staff, the Board will annually review and advise on the required update to the Capital Improvement Program required prior to its submittal | Annually                  | Annually                  |
| 2      | Airport Portion of City Six-Year Capital Facilities Plan | Airport Advisory Board | Based on input from the Board drawing from the currently approved Master Plan and identified needs through other documentation, City staff will prepare updates to the Airport Element of the City's Six-Year Capital Facilities Plan for consideration and action by the City Council as part of the biennial budget process                                                                                                                                                                      | Year 2 of Biennial Budget | Year 2 of Biennial Budget |

**KRA 1: Airport Capital Improvement Program (Continued)**

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for sustainable infrastructure improvements that maintain and enhance airport operations, strengthen the airport's economic vitality and ensure fiscal stewardship of the Airport Enterprise Fund balancing new construction with the ability to effectively maintain and operate current assets in a cost effective and safe manner.

| Goal # | Key Result Area/Goals<br>(Not in Priority Order)                                  | Lead                                                        | Narrative Description                                                                                                                                                                                                                                                                                                                                                                                                | Start Date                   | Completion Date              |
|--------|-----------------------------------------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------|
| 3      | Conduct a comprehensive structural assessment of Airport buildings and structures | Community Development & Public Works Director/City Engineer | Engage with a qualified professional to conduct a structural assessment to confirm structural integrity and any structural deficiency issues for all public buildings and structures at the City. Report should specify potential costs and needed timeframe to address structural issues, if any. Review with Board to determine next steps for potential planning and budgeting                                    | 2 <sup>nd</sup> Quarter 2019 | 4 <sup>th</sup> Quarter 2019 |
| 4      | Conduct a comprehensive assessment of airport fencing and gates                   | Community Development & Public Works Director/City Engineer | Engage with a qualified professional to conduct an assessment of the overall condition and integrity of perimeter airport security fencing and access control gates. Report should specify a replacement program in terms of priority need and timeframe for needed action as well as estimated costs for repairs and/or replacement. Review with Board to determine next steps for potential planning and budgeting | 2 <sup>nd</sup> Quarter 2019 | 4 <sup>th</sup> Quarter 2019 |



**KRA 1: Airport Capital Improvement Program (Continued)**

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for sustainable infrastructure improvements that maintain and enhance airport operations, strengthen the airport's economic vitality and ensure fiscal stewardship of the Airport Enterprise Fund balancing new construction with the ability to effectively maintain and operate current assets in a cost effective and safe manner.

| Goal # | Key Result Area/Goals<br>(Not in Priority Order)           | Lead                                                        | Narrative Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Start Date                   | Completion Date              |
|--------|------------------------------------------------------------|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------|
| 5      | Develop and implement a Jet-A-Fuel temporary pilot program | Community Development & Public Works Director/City Engineer | Based on interest from the Board and other interested parties, the currently adopted Capital Facilities Plan had proposed the permanent installation of Jet-A-Fuel fuel service. However, because of 1) uncertain market need and response to warrant investment; and 2) higher than anticipated costs, permanent installation cannot be achieved in the near-term. Funding for the temporary pilot program has been included in the proposed 2017-2022 City Capital Facilities Plan | 1 <sup>st</sup> Quarter 2017 | 2 <sup>nd</sup> Quarter 2017 |
| 6      | Wildlife Hazard Management Plan Implementation             | Community Development & Public Works Director/City Engineer | Per the 2015 Wildlife Hazard Management Plan, obtain a scope of work and budget, modify Capital Facilities Plan, obtain required permits and approvals and conduct recommended tree removal activities                                                                                                                                                                                                                                                                               | 2 <sup>nd</sup> Quarter 2017 | 4 <sup>th</sup> Quarter 2018 |

## **KRA 2: Airport Operations**

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for sustainable airport business operations through optimal and cost effective airport management, focused work efforts for the Board and airport management and development and implementation of airport marketing and branding plans.

| <b>Goal #</b> | <b>Key Result Area/Goals</b><br><i>(Not in Priority Order)</i> | <b>Lead</b>            | <b>Narrative Description</b>                                                                                                                                                                                                                                                            | <b>Start Date</b>            | <b>Completion Date</b>       |
|---------------|----------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------|
| 1             | Airport Vision/Mission/Values                                  | Airport Advisory Board | Develop Airport specific vision statement, mission statement and values                                                                                                                                                                                                                 | 1 <sup>st</sup> quarter 2017 | 2 <sup>nd</sup> quarter 2017 |
| 2             | Annual Tenant Survey                                           | Airport Management     | Prepare, transmit and analyze with the Board an annual tenant survey. The questions will be developed in consultation with the Board and tenant feedback will be shared with the Board for potential immediate action, if appropriate or incorporation into the Strategic Business Plan | Annually                     | Annually                     |

### KRA 2: Airport Operations (Continued)

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for sustainable airport business operations through optimal and cost effective airport management, focused work efforts for the Board and airport management and development and implementation of airport marketing and branding plans.

| Goal # | Key Result Area/Goals<br>(Not in Priority Order) | Lead               | Narrative Description                                                                                                                                                                                                                                                                                                                                                       | Start Date                   | Completion Date              |
|--------|--------------------------------------------------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------|
| 3      | Long-Term Rate Study                             | Airport Management | Rates charged to tenants and users of the airport are the primary funding source for the airport, excluding grants for capital development. To assure that the Airport Enterprise Fund remains self-sustaining into the future, current and future rate structures must be evaluated balancing market competitiveness with short-term and long-term airport operation needs | 2 <sup>nd</sup> Quarter 2017 | 4 <sup>th</sup> Quarter 2017 |
| 4      | Updated Airport Documents and Forms              | Airport Management | Conduct an update of all airport related documents and forms to ensure that they are legally compliant, easy to use and are available for fill in and download on all appropriate websites                                                                                                                                                                                  | 1 <sup>st</sup> Quarter 2017 | 3 <sup>rd</sup> Quarter 2017 |



## KRA 2: Airport Operations (Continued)

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for sustainable airport business operations through optimal and cost effective airport management, focused work efforts for the Board and airport management and development and implementation of airport marketing and branding plans.

| Goal # | Key Result Area/Goals<br>(Not in Priority Order) | Lead                                                                           | Narrative Description                                                                                                                                                                                                                                                   | Start Date | Completion Date |
|--------|--------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|
| 5      | Board Composition Review                         | Airport Advisory Board                                                         | Conduct a review of the current composition and focuses of the Airport Advisory Board to determine potential for recommended code changes. Areas of interest could include but are not limited to current number of authorized board members and specific Board focuses | Annually   | Annually        |
| 6      | Annual Board Work Plan                           | Airport Advisory Board                                                         | Prepare for each calendar year a focused work plan for the Board to utilize in agenda setting, coordination with City staff and development of policy and fiduciary recommendations to City Council                                                                     | Annually   | Annually        |
| 7      | Annual Airport Management Work Plan              | Community Development & Public Works Director/City Engineer/Airport Management | Prepare for each calendar year a focused work plan for airport management plan subject to approval by City management to utilize in workload focus and resource prioritization                                                                                          | Annually   | Annually        |

## KRA 2: Airport Operations (Continued)

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for sustainable airport business operations through optimal and cost effective airport management, focused work efforts for the Board and airport management and development and implementation of airport marketing and branding plans.

| Goal # | Key Result Area/Goals<br>(Not in Priority Order) | Lead                                                        | Narrative Description                                                                                                                                                                                                                                                                                                      | Start Date                   | Completion Date              |
|--------|--------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------|
| 8      | Long-Term Airport Management strategy            | Community Development & Public Works Director               | Evaluate with Board, City Council, City Administration and appropriate stakeholders a long-term airport management strategy                                                                                                                                                                                                | 1 <sup>st</sup> quarter 2017 | 4 <sup>th</sup> quarter 2017 |
| 9      | Airport Marketing Plan                           | Community Development & Public Works Director               | Prepare a comprehensive marketing plan that will act as a communication and implementation tool that can be used to achieve the goals established for the Airport. The Plan will utilize the Five Ps (Product, Price, Placement, Promotion, and People) that focus on the points of view of the Airport's target audiences | 3 <sup>rd</sup> Quarter 2017 | 2 <sup>nd</sup> Quarter 2018 |
| 10     | Wildlife Hazard Management Plan Implementation   | Community Development & Public Works Director/City Engineer | Implement management strategies specified in 2015 Wildlife Hazard Management Plan                                                                                                                                                                                                                                          | On-going                     | On-going                     |

## KRA 2: Airport Operations (Continued)

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for sustainable airport business operations through optimal and cost effective airport management, focused work efforts for the Board and airport management and development and implementation of airport marketing and branding plans.

| Goal # | Key Result Area/Goals<br>(Not in Priority Order) | Lead                                                             | Narrative Description                                                                                                                                                                                                                           | Start Date                     | Completion Date                |
|--------|--------------------------------------------------|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------|
| 11     | Airport Multi-Tenant Sign                        | Community Development & Public Works Director                    | Design, construction and installation of an internally illuminated multi-tenant sign to replace the existing airport sign on E Street                                                                                                           | 2 <sup>nd</sup> quarter 2019   | 4 <sup>th</sup> quarter 2019   |
| 12     | Airport Wayfinding Signage                       | Community Development & Public Works Director                    | Design, fabrication and installation of new and additional airport way-finding signs on key City transportation corridors                                                                                                                       | 2 <sup>nd</sup> quarter 2017   | 3 <sup>rd</sup> quarter 2017   |
| 13     | Aviation Day                                     | Community Development & Public Works Director/Airport Management | Develop a plan for establishment of a free 1-day Aviation Day that is open to the public and will provide up-close viewing of aircraft, aviation exhibits, Kids Zone, food trucks, and more. Pursue sponsors to cover 100 percent of event cost | Annually (first event in 2018) | Annually (first event in 2018) |

## KRA 2: Airport Operations (Continued)

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for sustainable airport business operations through optimal and cost effective airport management, focused work efforts for the Board and airport management and development and implementation of airport marketing and branding plans.

| Goal # | Key Result Area/Goals<br>(Not in Priority Order) | Lead                                              | Narrative Description                                                                                                                                                                                                                                                                                                      | Start Date                   | Completion Date                 |
|--------|--------------------------------------------------|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------------------------|
| 14     | Fair Market Value Appraisal – Land Lease Rates   | Real Property – Mayor's Office                    | Complete a fair market value appraisal conducted by a qualified and MAI designated professional appraiser of appropriate land lease rates                                                                                                                                                                                  | 2 <sup>nd</sup> quarter 2019 | 4 <sup>th</sup> quarter of 2019 |
| 15     | Annual Lease Rates Survey & Analysis             | Real Property – Mayor's Office/Airport Management | Conduct comparison survey and valuation analysis for rates for Open T and Closed Hangars, Tie-Downs                                                                                                                                                                                                                        | Annually                     | Annually                        |
| 16     | Airport Municipal Broadband Service              | Innovation & Technology                           | Extend City's Municipal Broadband service to the Airport. Currently, the City's high speed fiber optic network has been extended to the Airport. Building off of this network, wireless broad band services will be installed at the Airport for use by tenants, guests and visitors to provide a valuable user experience | 3 <sup>rd</sup> quarter 2017 | 4 <sup>th</sup> quarter 2017    |

## KRA 2: Airport Operations (Continued)

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for sustainable airport business operations through optimal and cost effective airport management, focused work efforts for the Board and airport management and development and implementation of airport marketing and branding plans.

| Goal # | Key Result Area/Goals<br>(Not in Priority Order) | Lead                                                  | Narrative Description                                                                                                                                                                                                                                              | Start Date                   | Completion Date              |
|--------|--------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------|
| 17     | Enhanced Phone System                            | Innovation & Technology Department                    | Implement a more robust phone system for features like call tree, integration with Outlook. This could be accomplished by extending the City's IP Phone system to the Airport thereby implementing unified communications including 4 digit dialing and voice mail | 1 <sup>st</sup> quarter 2018 | 3 <sup>rd</sup> quarter 2018 |
| 18     | Unmanned Aerial Vehicle (UAV) Training Area      | Innovation & Technology Department/Airport Management | Investigate the potential establishment of a UAV training area at the Airport for use by City staff for required UAV flight training subject to FAA approval                                                                                                       | 4 <sup>th</sup> quarter 2017 | 2 <sup>nd</sup> quarter 2018 |



### KRA 3: Airport Economic Development

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for on-going and enhanced sustainable economic development at the Auburn Municipal Airport through: a) a comprehensive understanding of the Airport's market niche and growth opportunities; b) implementing short-term and long-term strategic airport economic development actions; c) positioning of existing development sites to maximize future return on investment potential; and d) gaining understanding of opportunities and limitations for future on-airport growth. These efforts will maintain and enhance airport operations, strengthen the airport's economic vitality and ensure fiscal stewardship of the Airport Enterprise Fund.

| Goal # | Key Result Area/Goals<br>(Not in Priority Order)                     | Lead                                          | Narrative Description                                                                                                                                                                                                                                   | Start Date                   | Completion Date              |
|--------|----------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------|
| 1      | Competitive Market Assessment Study                                  | Community Development & Public Works Director | Engage with a qualified professional with experience in airport market analysis to assess the Airport's current and future subregional and regional market positions and identify strategies for maintaining and enhancing these positions <sup>2</sup> | 2 <sup>st</sup> quarter 2017 | 4 <sup>rd</sup> quarter 2017 |
| 2      | Recommendations - City's 10-Year Economic Development Strategic Plan | Community Development & Public Works Director | Working with the Board and City Administration, evaluate and implement recommendations of the City's 10-Year Economic Development Strategic Plan                                                                                                        | On-going                     | On-going                     |

<sup>2</sup> This Goal anticipates the hiring of a qualified professional to conduct the specified work that is anticipated to cost between \$30,000 to \$50,000 depending on the to be determined scope of work. The hiring of this qualified professional is not identified in the 2017-2018 Biennial Budget. As such, Council authorization through a future budget amendment may be needed to address this specific funding need.

### KRA 3: Airport Economic Development (Continued)

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for on-going and enhanced sustainable economic development at the Auburn Municipal Airport through: a) a comprehensive understanding of the Airport's market niche and growth opportunities; b) implementing short-term and long-term strategic airport economic development actions; c) positioning of existing development sites to maximize future return on investment potential; and d) gaining understanding of opportunities and limitations for future on-airport growth. These efforts will maintain and enhance airport operations, strengthen the airport's economic vitality and ensure fiscal stewardship of the Airport Enterprise Fund.

| Goal # | Key Result Area/Goals<br>(Not in Priority Order) | Lead                                          | Narrative Description                                                                                                                                                                                                                                                                                                          | Start Date                   | Completion Date              |
|--------|--------------------------------------------------|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------|
| 3      | Airport Zoning Regulations Update                | Community Development & Public Works Director | Coordinate with City's Community Development Service Area to assess and potentially implement new zoning regulations amendments to current City of Auburn zoning standards for the Airport and surrounding properties to address operational needs or requirements and support current and future economic development efforts | 1 <sup>st</sup> quarter 2018 | 1 <sup>st</sup> quarter 2019 |
| 4      | Airport West Side Environmental Analysis         | Community Development & Public Works Director | Conduct a comprehensive environmental analysis of the west side development area of the Airport to confirm the location and extent of wetlands and other environmental resources, potential mitigation strategies and anticipated mitigation costs                                                                             | 2 <sup>nd</sup> quarter 2019 | 1 <sup>st</sup> quarter 2020 |



### KRA 3: Airport Economic Development (Continued)

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for on-going and enhanced sustainable economic development at the Auburn Municipal Airport through: a) a comprehensive understanding of the Airport's market niche and growth opportunities; b) implementing short-term and long-term strategic airport economic development actions; c) positioning of existing development sites to maximize future return on investment potential; and d) gaining understanding of opportunities and limitations for future on-airport growth. These efforts will maintain and enhance airport operations, strengthen the airport's economic vitality and ensure fiscal stewardship of the Airport Enterprise Fund.

| Goal # | Key Result Area/Goals<br>(Not in Priority Order) | Lead                                                                                         | Narrative Description                                                                                                                                                                                                                | Start Date                   | Completion Date              |
|--------|--------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------|
| 5      | Current Development Sites Marketing              | Community Development & Public Works<br>Director/City Real Estate Analyst/Airport Management | Market and lease the two on-airport development sites approved in the approved Airport Master Plan to prospective tenants and developers <sup>3</sup>                                                                                | 1 <sup>st</sup> quarter 2017 | 4 <sup>th</sup> quarter 2017 |
| 6      | Airport Growth Areas                             | Community Development & Public Works<br>Director/City Real Estate Analyst/                   | Pursue opportunities for physical growth of the Airport consistent with the approved Airport Master Plan including but not limited to acquisition of first rights of refusal on potential future acquisition properties <sup>4</sup> | 1 <sup>st</sup> quarter 2017 | 4 <sup>th</sup> quarter 2017 |

<sup>3</sup> Please note that the timeframes shown for this Goal are aspirational. The ability to achieve them in the timeframes stated are influenced by market factors beyond the City's direct control. As such, this Goal may not be achieved in the specified timeframe, however, the City will pursue all reasonable and appropriate actions to do so.

<sup>4</sup> Please note that the timeframes shown for this Goal are aspirational. The ability to achieve them in the timeframes stated are influenced by market factors beyond the City's direct control. As such, this Goal may not be achieved in the specified timeframe, however, the City will pursue all reasonable and appropriate actions to do so.

## AIRPORT BOARD - TRACKING MATRIX

| Capital Project Status |                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                              |                      |            |                  |                          |
|------------------------|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------|------------------|--------------------------|
| LEAD                   | PROJECT DESCRIPTION                               | CURRENT STATUS                                                                                                                                                                                                                                                         | WHAT'S NEXT                                                                                                                                                                                                                                                  | STAFF                | START DATE | EST. COMPL. DATE | EST. COST                |
| City                   | Runway Enhancement Project – Property Acquisition | Delivered offer to King County and currently in negotiations.                                                                                                                                                                                                          | Complete negotiations with King County. Complete short plat to create new parcel. Complete purchase of new parcel from King County.                                                                                                                          | Wickstrom/Mensonides | Jan-18     | Dec-19           | \$ 500,000<br>(90/10)    |
| City/CW                | Runway Enhancement Project – Construction         | FAA grant secured. Construction contract scheduled to be awarded by City Council on 10/7/19.                                                                                                                                                                           | Execute construction contract with the contractor. Execute contract with airport engineer for Construction Management Services. Order long lead-time materials. Place construction contract in suspension until April 2020. Reapply for WSDOT grant in 2020. | Wickstrom/Mensonides | Sep-19     | Jul-20           | \$ 3,925,000<br>(90/5/5) |
| City                   | Night Restrictions                                | Discussion with FAA is on-going on the steps necessary to remove the Instrument Approach Night Restrictions. FAA has identified several obstructions that must be addressed prior to the restrictions being removed. Airport Staff meeting with the FAA on August 26th | Work with property owners to remove trees and light obstructions that are penetrating the surface per the AGIS study and provide documentation to FAA.                                                                                                       | Mensonides           | Aug-18     | Jan-19           | \$ 50,000                |
| City                   | Annual Maintenance and Repair                     | This project will begin necessary maintenance and repair work as identified in the 2018 Facility Condition Assessment. KPG currently conducting hangar condition study.                                                                                                | Once KPG provides recommendations decide what projects the airport has sufficient funds to execute.                                                                                                                                                          | TBD                  | Mar-19     | Dec-19           | \$ 100,000               |
| City                   | Airport Security Camera and Gate Access Upgrade   | This project will install security cameras and replace obsolete gate operator access control units. Staff is working with city IT services on the scope of the project.                                                                                                | The estimate for the work came in high and is cost prohibitive for the airport to do in one project. The contractor is working on an itemized list of cost so a prioritized list of projects can be made                                                     | TBD                  | May-19     | Jan-20           | \$ 70,000                |
| City/Consultant        | West Side Preliminary Environmental Permitting    | This project will conduct an analysis of the expected environmental permitting requirements associated with potential development of the west side of the Airport.                                                                                                     | Project scoping.                                                                                                                                                                                                                                             | TBD                  | Mar-19     | Dec-19           | \$ 50,000                |
| City                   | Hangar Replacement Program                        | This program will replace hangar facilities as they reach their end of service life. Funding in 2019 is intended to begin the design process which will continue through 2020. Scoping with KPG is currently underway.                                                 | Once KPG provides recommendations decide what projects the airport has sufficient funds to execute.                                                                                                                                                          | TBD                  | Aug-19     | Dec-20           | \$ 50,000                |