



**Airport Advisory Board
Regular Meeting
August 23, 2017, 7:30 AM
Airport Office
Conference Room 1**

AGENDA

- A. CALL THE MEETING TO ORDER/ROLL CALL**
- 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:** July 19, 2017
- D. PRESENTATIONS:**
 - 1. BUSINESS SPOTLIGHT – CASCADE HELICOPTER
- E. BOARD ACTION ITEMS:** Please note that Board action items are recommendations only to the City Council pursuant to the Board's adopted role as an advisory only body to the City Council.
 - 1. MOTION – PROVISION OF TEMPORARY JET A FUEL SERVICE AT THE AUBURN MUNICIPAL AIRPORT
- F. BOARD DISCUSSION ITEMS:** Please note that no action will be taken on Board discussion items.
 - 1. REQUEST FOR PROPOSAL FOR MARKET ANALYSIS AND RATE STUDY
 - 2. STATUS OF FACILITY CONDITION ASSESSMENT
 - 3. PROPOSED 2018 HANGER RENTS AND FEES
 - 4. AIRPORT ADVISORY BOARD – TRACKING MATRIX (GENERAL BUSINESS) AND 2017 ONLY STRATEGIC BUSINESS PLAN PRIORITY ACTIONS MATRIX
- G. BOARD GUIDANCE AND INFORMATION ITEMS:**
 - 1. AIRPORT MANAGER'S REPORT

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

September 20, 2017
October 18, 2017
November 15, 2017
December 20, 2017

Unless otherwise noted and advertised, all meetings will start at 7:30 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, July 19, 2017.

BOARD MEMBERS	City of Auburn Staff (COA)	Aviation Management Group
John Theisen (Chair Member)	Kevin Snyder (Comm. Dev. & Public Works Dir). (Excused)	Jamelle R. Garcia (AMG-CEO)
Gary Gustafson (Vice Chair Member)	Ingrid Gaub (City Engineer/Asst. Director of Engineering Services)	Kasey Maiorca (Manager)
Mark Kornei (Absent)		Guillermo Arevalo (AMG Staff)
Sparrow Tang		Tanya Rottkamp (AMG staff)
Deanna Clark		
		AOPA/ASN
		Guest
		Danielle Butsick (Tenant) Bill Peloza

MEETING DATE: July 19, 2017

TIME: 7:30 A.M.

PLACE: Auburn Municipal Airport, 2143 E ST NE Suite #1 Auburn WA 98001

INTRODUCTIONS:

Chairman John Theisen welcomed attendants.

APPROVAL OF MINUTES: A motion was made and seconded to Approved the Advisory Board minutes of June 21, 2017

PRESENTATIONS AND ROUTINE REPORTS: None

1. FOLLOW UP ON PUBLIC COMMENTS FROM PREVIOUS MEETING: None

BOARD ACTION ITEMS: Motion was tabled. Waiting for operation structure between AMG, Cascade. Mr. Garcia discussed proposed operations that would include a joint venture between Cascade and AMG to provide Jet Fuel to self-serve Cascade's needs and provide for entry into the retail availability to potential customers of Auburn Airport.

BOARD DISCUSSION ITEMS: Auburn Municipal Airport Vision and Mission Statement has been Approved. Additionally, the Board recommends to the City to adopt the Vision and Mission Statements as amended.

Ingrid Gaub reviewed the updated 2017 strategic business plan. Future AAB meetings will include specific items from the strategic plan as agenda items.

BOARD GUIDENCE AND INFORMATION ITEMS:

AIRPORT MANAGER'S REPORT: Reviewed Auburn Municipal Airport Survey, Occupancy Report, and Current Fuel Operations. Discussed AMG distributing a Quarterly Newsletter. The Newsletter will provide any scheduled maintenance or important communications for our Tenants.

REVIEW OF MATRIX: Matrix was reviewed.

ADJOURNMENT OF MEETING – 9:00 AM

Respectfully submitted,

Aviation Management Group, LLC

253-333-6821

On behalf of the City of Auburn

AUBURN AIRPORT ADVISORY BOARD BRIEFING - MARCH 15, 2017

Temporary Jet A Fuel Pilot Program – Auburn Municipal Airport Public/Private Partnership

Background:

Over the last few years, there has been discussion amongst City staff and current and past members of the Auburn Airport Advisory Board about the provision of Jet A aviation fuel at the Airport. Jet A and Jet A-1 are kerosene-type fuels. Turbine powered aircraft (including jets, turboprops, and many helicopters) use jet aviation fuel. Reciprocating aircraft engines use AVGAS (a type of gasoline) that is the most popular for aircraft piston engines.

Per the adopted 2015 Airport Master Plan, the Auburn Municipal Airport has 100-octane low lead (100LL) aviation gasoline (AVGAS) available for sale through Airport Management Group (AMG), the City's contracted airport management company. The Airport's fueling island is located on the western section of the center apron. The City of Auburn owns the fuel storage and dispensing system that includes one above ground double-wall 12,000-gallon tank and 2 pumps that offer 24 hours self-fueling service (credit card payment).

During 2016, the Board, City staff and airport management discussed the temporary provision of Jet A Fuel service as a pilot program to evaluate market demand, costs and business processes and determine if more permanent and higher cost investments were warranted at a future date.

Anticipated Service Start Date: July 1, 2017

Service Summary:

City will lease for a 12-month period a 3,000 gallon unbranded fuel truck from Eastern Aviation for the provision of Jet A Fuel service at the Airport¹. AMG will be responsible for purchasing and dispensing fuel.

Market Demand: Unknown (assumed to be low at start date)

Finance/Budget Implications²:

2017 Estimated Revenues (Monthly/Annual):	\$2,000/mo.	\$24,000.00
2017 Estimated Expenses (Monthly/Annual):	\$3,480/mo.	\$41,760.00
2017 Net Difference Revenues/Expense (Monthly/Annual):	(\$1,480/mo.)	(\$17,760.00)
2018 Estimated Revenues (Monthly/Annual):	\$4,000/mo.	\$48,000.00
2018 Estimated Expenses (Monthly/Annual):	\$4,800/mo.	(\$57,600.00)
2018 Net Difference Revenues/Expense (Monthly/Annual):	(\$800/mo.)	(\$9,600.00)

¹ Please note that Eastern Aviation has indicated that it will only guarantee a maximum of 12 months for this type of service (truck to truck transfer). Therefore, a new vendor or a new service option may be needed beyond the 12-month period.

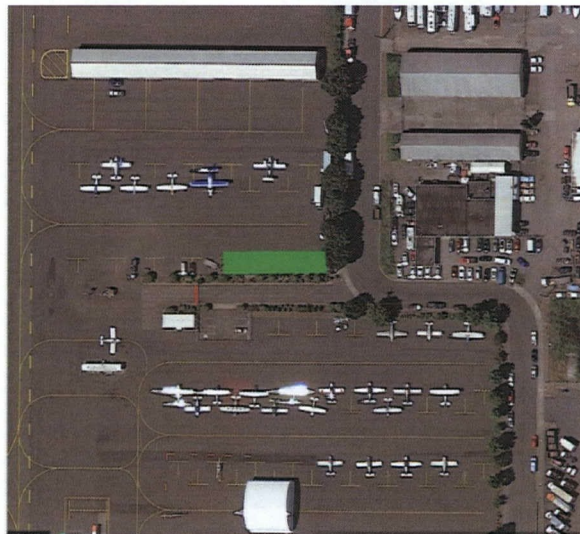
² Please note that for 2017 financial information will only be for the period July 1, 2017 to December 31, 2017.

Business Processes Overview:

AMG would provide the operational components of the fueling activity including vendor contracting and purchasing, labor to deliver fuel to customers and daily, monthly and annual inspection as required by fuel vendor. Additionally, since the jet fuel is “unbranded”, AMG will need to establish an alternative to credit card processing as fuel vendors would not provide that service. AMG would establish direct marketing campaign to over flights to market Auburn as an alternative to Boeing and Renton airports. Further, AMG would solicit turbine power aircraft to base at the Airport; however, one potential obstacle is hangar accommodations. These client types will not place their million plus dollar aircraft outside in the elements.

Site Improvement Needs:

The City has \$10,000.00 currently budgeted in 2017 to complete necessary site improvements to serve the temporary Jet A Fuel truck. These site improvements mostly relate to compliance with regulations that require secondary containment. A containment system must be provided that could capture and hold the entire volume of the truck’s tank, should there be a spill. The containment method will be to park the vehicle at a designated location at the Airport and purchase a pre-fabricated secondary containment system that is currently estimated to cost between \$5,000 and \$10,000³. The following pictures identify the preferred location for the parking of the fueling vehicle and illustrate the identified containment system



Hard Surface Fueling Vehicle Parking Area

³ Please note pre-fabricated containment systems typically have a limited service life of about 5-years and are generally utilized for temporary solutions. The systems are constructed from synthetic materials such as high-density rubber and plastics. The systems have collapsible walls that are typically lowered but rise in height when a spill occurs. This option is best utilized where there is already a hard surface installed.



Pre-fabricated Containment @ Arlington Airport



One Type of Pre-fabricated Containment System

AUBURN AIRPORT ADVISORY BOARD BRIEFING FOR AUGUST 23, 2017

Temporary Jet A Fuel Pilot Program – Auburn Municipal Airport

Background:

Over the last few years, there has been discussion amongst City staff and current and past members of the Auburn Airport Advisory Board about the provision of Jet A aviation fuel at the Airport. Jet A and Jet A-1 are kerosene-type fuels. Turbine powered aircraft (including jets, turboprops, and many helicopters) use jet aviation fuel. Reciprocating aircraft engines use AVGAS (a type of gasoline) that is the most popular for aircraft piston engines.

Per the adopted 2015 Airport Master Plan, the Auburn Municipal Airport has 100-octane low lead (100LL) aviation gasoline (AVGAS) available for sale through Airport Management Group (AMG), the City's contracted airport management company. The Airport's fueling island is located on the western section of the center apron. The City of Auburn owns the fuel storage and dispensing system that includes one above ground double-wall 12,000-gallon tank and 2 pumps that offer 24 hours self-fueling service (credit card payment).

During 2017, the Board has been discussing options for the temporary provision of Jet A Fuel service as a pilot program to evaluate market demand, costs and business processes and determine if more permanent and higher cost investments were warranted at a future date.

There have been two models for this proposed:

- A. City & Private Partnership with AMG – See attached memo provided at the March 2017 Airport Advisory Board Meeting.
- B. Private Partnership described below.

Airport Advisory Board should consider the proposals provided and determine a recommendation for proceeding with Option A or B.

Things to consider in providing a recommendation to the City Council by the Airport Board are as follows:

- Competitive landscape for providing Jet-A Fuel
- Costs of a pilot program and impact on the Airport Budget
- Sustainability of a Jet A Fuel program for the long term

PRIVATE PARTNERSHIP PROPOSAL

AMG proposes a two (2) phase approach to implementation of Jet A Fuel at the Airport by a Private Entity as follows:

Phase One

- Enter into an Agreement between the City of Auburn and Cascade to allow Cascade to utilize their current truck (2,000 gallons) to provide their customers with Jet A fuel
 - This will require the determination of the location and any containment needed that would be provided by Cascade at their expense.
 - This allows for minimal investment to start providing Jet A for current customer needs at Cascade.
 - Terms of the Agreement would cover the responsibilities of Cascade and the City including such things as insurance, containment and spill response, flowage fees, and how and when fuel can be provided to others that are not Cascade's customers.
 - Completion by first quarter 2018

Phase Two

- At such time that the demand for Jet A exceeds what Cascade's existing truck can provide, Enter into an Agreement between the City of Auburn and AMG to provide a second larger truck (5,000 Gallons) at AMG's expense.
 - Efficiencies include volume fuel delivers for better pricing and availability. When reaching 40,000-gallon Jet A annual fuel sales, market need and demand will be established.
 - This allows minimal investment to begin providing Jet A for customers of the Airport and not just Cascade.
 - Terms of the Agreement would cover the responsibilities of AMG and the City including such things as insurance, containment and spill response, flowage fees, operating requirements and maintenance.
 - Anticipated to be implement after the Runway Enhancement is completed in 2019

Phase One and Two would establish the need for the Jet A fuel service without any financial risk on the part of the Airport.

Once needs are established that can support the installation of a City owned above ground tank of 15,000 gallons, the City would install the tank and enter into an Operating Agreement for the fueling service similar to the current AVGAS profit sharing agreement.

Respectively submitted and prepared by Aviation Management Group 2017

AIRCRAFT ACTIVITY REPORT

ARGUS RELEASES JUNE BUSINESS AIRCRAFT ACTIVITY

IMMEDIATE RELEASE // CINCINNATI, OH // July 8, 2017

JUNE FLIGHT ACTIVITY RISES WITH THE MERCURY, POSTING A 4.3% YEAR OVER YEAR INCREASE, LED BY A 8.9% INCREASE IN THE PART 135 MARKET SECTOR.

The tables below reflect business aircraft activity data for June 1-30, 2017 vs. June 1-30 (y/y), 2016 and June 1-30, 2017 vs. May 1-31, 2017 (m/m) respectively.

YEAR-OVER-YEAR FLIGHT ACTIVITY

Reviewing year over year flight activity (June 2017 vs. June 2016), TRAQPak data indicates that June 2017 posted another significant increase, up 4.3%. The results by operational category were all positive with Part 135 continuing with strong gains, up 8.9%, Fractional activity recorded a rise of 4.9% and Part 91 activity increased 1.2%. The aircraft categories were all positive with large & mid-size jets posting the largest gains, up 5.8% & 6.4% respectively. Light jets and turboprops saw increases of 1.8% & 3.8% respectively.

June 2017 vs. June 2016

	Part 91	Part 135	Fractional	ALL
Turbo Prop	1.1%	7.4%	5.9%	3.8%
Light Jet	-1.8%	4.8%	10.3%	1.8%
Mid-Size Jet	3.9%	12.6%	2.9%	6.4%
Large Jet	2.3%	14.3%	2.5%	5.8%
All Aircraft	1.2%	8.9%	4.9%	4.3%

MONTH-OVER-MONTH FLIGHT ACTIVITY

June business aviation flight activity posted an anticipated month over month lull to finish down 0.3% from May 2017. Results by operational category were mixed for the month, with Part 91 posting the only increase, up 0.5%. Part 135 & Fractional activity posted slight declines, down 1.3% & 0.8% respectively for the month over month period. Aircraft categories were also mixed with turboprops posting the only monthly gain, up 2.9% from May. Light jets followed with a decline of 0.2%, mid-size jets fell 2.3% and large jets recorded a loss of 3.7% month over month.

June 2017 vs. May 2016

	Part 91	Part 135	Fractional	ALL
Turbo Prop	2.4%	3.0%	7.9%	2.9%
Light Jet	0.3%	-2.4%	4.4%	-0.2%
Mid-Size Jet	-0.2%	-4.8%	-2.4%	-2.3%
Large Jet	-2.0%	-4.3%	-9.5%	-3.7%
All Aircraft	0.5%	-1.3%	-0.8%	-0.3%

ARGUS TRAQPak data is aircraft flight number specific arrival and departure information on all IFR flights in the US (including Alaska and Hawaii), the Caribbean and Canada.

Note: for purposes of this report, FAR Part 135 flight data represents all flight activity of aircraft on a Part 135 charter certificate regardless of individual flight mission (excluding cargo, scheduled Part 135, and fractional operators).

TRAQPak is the most sophisticated aircraft activity analysis and market intelligence reporting tool that integrates the intelligence of the world's largest business aviation databases, with aircraft movement data and aircraft owner/operator contact information, to help make better, more informed business planning decisions.

ARGUS International, Inc. (ARGUS) is a specialized aviation services company whose mission is to provide the aviation marketplace with data and information necessary to make informed decisions and manage risk. ARGUS provides world-class aviation software and business management solutions, including AVMOSES business management software, TRAQPak, CHEQ, and ARMOR SMS.

Founded in 1995, ARGUS is headquartered in Cincinnati, Ohio, and actively engaged around the globe.



NEXT MONTH'S FORECAST

Looking ahead...TRAQPak analysts estimate there will be a 4.6% increase in overall flight activity year over year in July 2017.

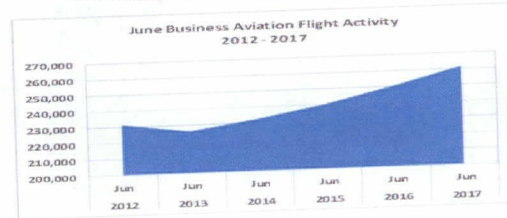


FLIGHTS BY DAY

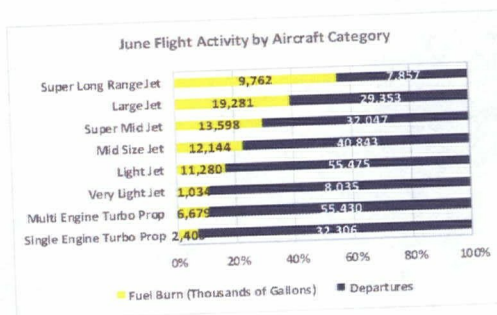
	2016	2017	% Change
Weekday	9,126	9,535	4.5%
Weekend	6,223	6,444	3.6%



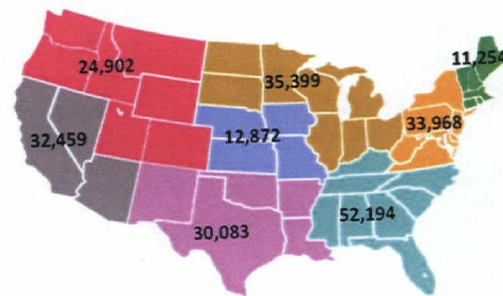
BUSINESS AVIATION FLIGHT ACTIVITY



FLIGHT ACTIVITY BY AIRCRAFT



REGIONAL BREAKDOWN (DEPARTURES)



TRAQPAK AIRCRAFT CATEGORIES

TURBO PROP

Single Engine Turboprop Aircraft and Multi-Engine Turboprop Aircraft

SMALL CABIN JET

Very Light Jets (VLJ) and Light Jets (LJ) - Jet aircraft with a maximum takeoff weight of less than 20,000 lbs.

MID-SIZE CABIN JET

Mid-size Jets (MJ) and Super Mid-size Jets (SMJ) - Jet aircraft with maximum takeoff weight of over 20,000 to 41,000 lbs.

LARGE CABIN JET

Large Jets, Ultra-Long Range and Heavy Jets - Jet aircraft with maximum takeoff weight of over 41,000 lbs. For weight over 41,000 lbs and Ultra-Long Range and Heavy Jets having an NBAA IFR Range above 6,000NM.

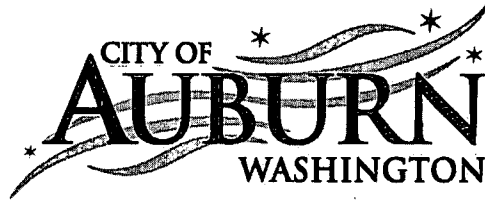
MEDIA CONTACT

Sally Feldmann, Director of Marketing // ARGUS International // +1 513.852.1021 // sally.feldmann@argus.aero

NOTICE OF DISCLAIMER

Readers are advised that this report is issued solely for informational purposes. ARGUS also makes no promise and/or warranty to maintain and/or update the published information. Suspension of this service may occur at any time at the discretion of the Institution. ARGUS shall not be liable for any errors or inaccuracies, regardless of cause, or the lack of timeliness of, or any delay or interruptions in, the transmission thereof to the users.

WORKING DRAFT ONLY – SUBJECT TO CHANGE



REQUEST FOR PROPOSAL

**Competitive Market Assessment
&
Long-Term Rate Study
for the
Auburn Municipal Airport**

City of Auburn
Community Development and Public Works Department
25 West Main Street
Auburn, WA 98001
253.931.3010
www.auburnwa.gov

Issue Date:	August 29, 2017
Deadline for Submission:	September 26, 2017
Place of Submission:	City Clerk, Auburn City Hall, 25 West Main Street, Auburn, WA 98001

Table of Contents

I.	PURPOSE OF REQUEST	<u>14</u>
II.	TIME SCHEDULE.....	<u>14</u>
III.	INSTRUCTIONS TO PROPOSERS	<u>14</u>
IV.	PRE-PROPOSAL CONFERENCE	<u>33</u>
V.	AIRPORT OVERVIEW	<u>33</u>
VI.	PREVIOUS AND RECENT HISTORY OF THE AIRPORT.....	<u>78</u>
VII.	SCOPE OF SERVICES.....	<u>99</u>
VIII.	MANDATORY SUBMITTAL REQUIREMENTS AND ASSOCIATED	<u>1414</u>
IX.	FINAL RANKING AND SELECTION.....	<u>1717</u>
X.	PRESENTATIONS.....	<u>1717</u>
XI.	DISCUSSIONS: BEST AND FINAL PROPOSER	<u>1817</u>
XII.	REJECTION OF PROPOSAL.....	<u>1818</u>
XIII.	EXECUTION AND EXTENSION OF CONTRACT.....	<u>1818</u>
IX.	RESPONSIBILITIES, DEFENSE, INDEMNIFICATION, HOLD HARMLESS AND INSURANCE REQUIREMENTS.....	<u>1818</u>
XV.	EQUAL OPPORTUNITY COMPLIANCE.....	<u>2121</u>

WORKING DRAFT ONLY – SUBJECT TO CHANGE

I. PURPOSE OF REQUEST

The City of Auburn, Washington is requesting proposals for a competitive market assessment and long-term rate study for the Auburn Municipal Airport, a City owned and operated municipal airport located within the current municipal limits of Auburn, Washington. The City's needs are outlined in the following Request for Proposal ("RFP").

Qualified individuals or firms or teams of firms experienced in the preparation of competitive market assessments and long-term rate studies for municipal airport facilities are encouraged to submit a written response to this RFP.

Documents submitted in response to this RFP will become the property of the City of Auburn and will be regarded as a public record under Washington Public Records Act under RCW 42.17., and subject to review or release to the public.

II. TIME SCHEDULE

The following time schedule is an approximate guide to the process and the accompanying dates, which should result in the implementation of contract for management services at the airport.

Issuance of Request for Proposal Solicitation:	August 29, 2017
Deadline for Proposed Submission:	September 26, 2017
Review of Submitted Proposals by RFP Review Committee:	Sept. 26 – October 13
Proposers selected for Interviews (if needed):	October 16, 2017
Notification to Selected Proposers for Interviews:	October 16, 2017
Interviews (if-needed) Conducted by RFP Review Committee:	Oct 23-27
Preliminary Selection of Firm:	October 30, 2017
Agreement Negotiations:	November 2017
Council Study Session for Agreement Review: [if required]	December 11, 2017 [if required]
Council Agreement Approval Date: [if required]	December 18, 2017 [if required]
Agreement Start Date:	January 2, 2018
Agreement End Date:	November 30, 2018

Please Note: All dates/times are subject to change at the City's discretion.

III. INSTRUCTIONS TO PROPOSERS

Upon release of this RFP, all communications should be directed in writing to the City of Auburn staff contact listed below. Any oral communications with other City employees, elected leadership or volunteers will be considered unofficial and non-binding on the City. Written requests for information must be received a minimum



WORKING DRAFT ONLY – SUBJECT TO CHANGE

of seven (7) calendar days prior to the submission deadline. Any requests received after this deadline will not be considered. All requests received prior to the deadline will be responded to, in writing, by the staff contact in the form of an addendum addressed to all prospective respondents who have previously contacted the staff contact for answers to questions or information.

All questions should be directed to:

Ingrid Gaub Assistant Director of Engineering/City Engineer
City of Auburn
Community Development and Public Works Department
25 W Main St
Auburn, WA 98001
igaub@auburnwa.gov

Inquiries should be sent via electronic mail message or in written format mailed to the above address. No phone inquiries are allowed.

Proposers are directed to read this RFP document carefully as the award will be given to the most "responsible and responsive" Proposer responding to this RFP. The City of Auburn reserves the right to accept or reject any or all proposals, to extend the period for accepting proposals, to advertise the RFP at any time and to waive any minor irregularities in any proposals.

Sealed Proposals will be received at the City of Auburn City Hall, 25 West Main Street, Auburn, WA 98001 until 5:00 pm Tuesday, September 26, 2017, Pacific Daylight Time (PDT). Proposals shall be delivered and addressed to, City of Auburn, Washington, Attn: City's Clerk's Office, 25 West Main Street, Auburn, WA 98001 and shall be delivered in one (1) sealed envelope. The envelopes shall be labeled as follows: "SEALED PROPOSAL FOR COMPETITIVE MARKET ASSESSMENT AND LONG-TERM RATE STUDY FOR THE AUBURN MUNICIPAL AIRPORT". No information submitted by facsimile or electronic mail will be accepted unless otherwise requested by the City during the proposal review process. Proposals received after 5:00 pm on Tuesday, September, 26, 2017 shall not be accepted with no exceptions.

Any Proposer who wishes his/her proposal to be considered is responsible for making certain that his/her proposal is received in the City by the proper time. No oral, telegraphic, electronic, facsimile, or telephonic proposals or modifications will be considered unless specified. Proposals received after the scheduled Proposal Submittal Deadline will not be accepted and will be returned unopened.

Please note that any and all costs borne by the Proposer for the preparation of any and all materials to be submitted in response to this Request for Proposal are the sole responsibility of the Proposer. The City of Auburn shall not be responsible for nor compensate in any manner for these costs.



WORKING DRAFT ONLY – SUBJECT TO CHANGE

Proposals should be prepared simply and economically, providing a straight forward concise description of provider capabilities to satisfy the requirements of the Request for Proposal. Special bindings, colored displays, promotional materials, etc. are not desired. Emphasis should be on completeness and clarity of content.

IV. PRE-PROPOSAL CONFERENCE

Proposers must submit one (1) identified original copy, ten (10) copies of the proposal and one (1) electronic copy of the proposal including any attachments. The proposal shall be accompanied by a cover letter signed by a representative who is authorized to contractually bind the Proposer.

VOLUNTARY PRE-PROPOSAL CONFERENCE

A voluntary pre-proposal conference is scheduled for **Tuesday, September 12, 2017 at 10:00 AM at LOCATION**. Attendance at the pre-proposal conference is encouraged. This information session presents an opportunity for the Proposers to clarify any concerns regarding the proposal requirements and visit the site location. Although the pre-proposal conference is optional, no modification or any changes will be allowed because of the failure of the Proposer to have visited the site or attend the conference or carefully review all available information.

V. AIRPORT OVERVIEW

Please Note: The following information is excerpted from the *Auburn Municipal Airport – Airport Master Plan*, May 2015. The Master Plan can be reviewed in its entirety at http://www.auburnwa.gov/services/auburn_airport.htm.

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 Algona, and unincorporated King and Pierce County. 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.



WORKING DRAFT ONLY – SUBJECT TO CHANGE

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 40 years ago. 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.

The City of Auburn currently contracts with Airport Management Group, LLC to provide airport management and operations services. The Auburn City Council recently approved a new contract for airport management and operations services with Airport Management Group, LLC that will run from June 1, 2017 to December 31, 2018.

The City of Auburn operates on a biennial budget cycle. The stated 2017 and 2019 objectives for the Airport Enterprise Fund are provided below:

- Evaluate the need for additional hangar retrofit to closed hangars.
- Promote Request for Proposal for aeronautical business development at the Airport.
- Apply to the FAA for replacement of obsolete Visual Approach Slope Indicator (VASI) with new
- FAA-approved Precision Approach Path Indicator (PAPI) Systems.
- Secure funding for and complete the design and Construction of the Runway Enhancement project.
- Continue efforts to support Jet A fuel sales at the Airport.
- Complete annual repairs and maintenance as needed.
- Maintain compliance with the Airport's Industrial Storm Water Permit requirements.

According to recent airport management records, Auburn Municipal Airport currently has 299 based aircraft and 142,000 annual operations (2016 WSDOT Aviation Division). The Airport's current fleet mix includes single-engine piston aircraft, multi-engine piston aircraft, and helicopters.

WORKING DRAFT ONLY – SUBJECT TO CHANGE

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 2015. 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



WORKING DRAFT ONLY – SUBJECT TO CHANGE

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 project environmental assessment was completed in early 2017. Project design is anticipated to be completed in early 2018 followed by project construction that is currently anticipated to be complete in 2019.

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.

WORKING DRAFT ONLY – SUBJECT TO CHANGE

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. Rainer). 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.

VI. PREVIOUS AND RECENT HISTORY OF THE AIRPORT

According to local records at the White River Museum located at the City owned and operated Les Gove Community Campus, the City of Auburn began investigating the feasibility of building an airport in 1962. Then Mayor Shaughnessy appointed a committee to investigate potential locations for the airport and potential funding options. Eleven different sites were evaluated over the next four

WORKING DRAFT ONLY – SUBJECT TO CHANGE

years (1962-1965). Eventually, the City authorized a full feasibility study for the airport to be located adjacent to the City's sewer treatment plant. The study concluded that "an airport in Auburn would contribute significantly to the local economy if it had modern facilities, such as a well-lit paved runway, covered hangars, and paved tie-down areas that would attract pilots to the airport." The Auburn City Council passed an ordinance in 1968 to raise \$450,000 through bonds, for site acquisition and development. Auburn Municipal Airport opened in 1969 with a 2,900' asphalt runway and adjacent paved taxiway. The Airport was renamed Auburn Municipal Airport – Dick Scobee Field in 1986 in honor of Dick Scobee, former Auburn resident and NASA Space Shuttle Commander.

Since its original construction, the City has continued to modernize every part of the Airport including the runway-taxiway system; aircraft parking aprons; airfield lighting; fixed base operator (FBO) facilities; aviation fuel storage and dispensing; security fencing; stormwater drainage; utilities, and aircraft hangars. Private investment on the Airport has also been substantial, in particular with hangar construction.

Planning for Auburn Municipal Airport has been updated on a regular basis since the Airport's initial construction in 1969. The last three FAA-funded airport master plan updates were completed in 2015, 2002 and 1993. The City's commitment to long-term planning is reflected in the condition, configuration, and functional capabilities of the Airport. Improvements completed since the last master plan include parallel taxiway and aircraft hold area upgrades, property acquisition and hangar construction on the east side of the runway. The primary areas of recent hangar development are north of the aircraft fueling area and tie-down area (between 23rd and 26th Streets NE), in the northeast corner of the airport, and near the southeast corner of the airport.

Auburn Municipal Airport is included in the City of Auburn's Innovation Partnership Zone (IPZ). In 2011, the City of Auburn received a State of Washington designated Innovation Partnership Zone (IPZ) for the City. Auburn's IPZ is one of only 15 statewide IPZs. Further, the City is one of only four cities in the State to receive the designation. The primary goal of the City's IPZ is to create a sustainable model through public and private partnerships for business and product development that will create living wage jobs for City residents and others in the region. The City's IPZ provides a unique marketing tool and focal point for economic development. IPZs are eligible for targeted State funding that can include infrastructure improvements and new product development. In addition, businesses in the City's IPZ can utilize partner relationships to assist in product development and raising of financial capital.

In Winter 2016, the Auburn City Council adopted a Ten-Year Economic Development Strategic Plan for the City that provides goals, strategies, and actions that will propel the City of Auburn forward towards its vision for 2025. The City's Ten-Year Economic Development Strategic Plan provides the foundation and lays



WORKING DRAFT ONLY – SUBJECT TO CHANGE

out the framework to coordinate the City's transformation into a unique and thriving hub in the Seattle-Tacoma region.

In Winter 2016, the Auburn City Council approved Resolution No. 5264 adopting the first Strategic Business Plan for the Auburn Municipal Airport. The Plan covers the period from 2017 through 2020 and utilizes a Key Results Area (KRA) approach. The completion of a competitive market assessment and long-term rate study were identified as priority actions in the Plan.

In Fall 2017, the City began the process of completing a Facility Assessment to evaluate the physical condition and identify system improvements for its facilities at the Auburn Municipal Airport. Facilities to be included in the assessment are City owned hangar buildings, office building, fuel station, pavements, aircraft tie down areas, general lighting, fencing/gates, and signage. It is anticipated that this assessment will be completed by the end of the first quarter in 2018 and will be provided to the selected consultant for inclusion in the long term rate study.

VII. SCOPE OF SERVICES

The City of Auburn is soliciting proposals from qualified private individuals, firms or teams with demonstrated experience in competitive market assessments and long-term rate studies for municipal airports. In order to be seriously considered for potential work with the City of Auburn, proposers shall demonstrate at least the following minimum qualifications:

- Competitive market analysis and assessment for on-airport and off-airport development and uses
- Regional and national market positioning analysis
- Reverse site selection and market perception analysis
- Demonstrable knowledge of business issues involving all airport contractual segments concession agreements, FBO agreements, third party development, advertising and parking agreements in small and non-hub commercial airports.
- Thorough understanding of the economic model alternatives for rate making methodologies for a variety of airport business applications.
- Strong knowledge of airport operations, space use, capital planning and sources and uses of funding.
- Experience in rate development for non-aeronautical sources of revenue.

The selected proposer, upon successful completion of contract negotiations and execution, will conduct all work specified in the agreed upon scope of services within the agreed upon timeframe for work completion. After being selected, the successful proposer will negotiate and execute an agreement with the City, in the essential form as described below, to provide services to fulfill the following Scope of Services:



WORKING DRAFT ONLY – SUBJECT TO CHANGE

A. Project Tune and Tone Meeting

Prepare for and facilitate one (1) maximum two (2) hour meeting to be attended by the Mayor of Auburn, Auburn City Council, Auburn Airport Advisory Board, City staff and airport management staff. The purpose of this meeting will be to review and discuss the project scope and deliverables, solicit general and specific feedback on project scope and deliverables and brainstorm key project ideas, opportunities and constraints. Prepare detailed concise meeting summary for distribution and use by attendees.

B. Competitive Market Development Study

Task 1: Existing Conditions / Situation Assessment

Develop a baseline understanding of the Airport's overall business model; assess and document basic economic metrics for the Auburn area economy, South Puget Sound sub-region and the Puget Sound region.

- a. Work with City staff, contracted airport management staff and the Airport Advisory Board to develop an understanding of the Airport's current business model, real estate assets, economic context, and broader economic development goals.
- b. Assess and document regional economic conditions and baseline economic indicators such as major employment sectors, industry clusters, and relevant economic trends applicable and germane to the Airport.
- c. Identify/document high-level market trends that will influence the type and feasibility of development at the Airport. Include market trends specific to the aviation and aerospace industries.
- d. Gather baseline real estate metrics, including local / regional demand for specific market sectors that are Airport-compatible (e.g. light industrial, office, etc.). Identify comparable airport land lease rates, land costs in the local area, and lease rates for neighboring fee-simple properties with similar uses (e.g., light industrial, flex-office, others). Specifically consider aviation-related uses.
- e. Provide a general understanding of the potential development and value for land owned by the Airport and located contiguous to Airport property, with a focus on employment opportunities and business development. Analysis will include assessment of current conditions and trends, economic and demographic drivers, and strengths in order to create a land utilization matrix identifying and ranking the land areas by type and amount of supportable development for the following possible uses: industrial, office, retail, hotel, multi-family residential, and single family residential.

WORKING DRAFT ONLY – SUBJECT TO CHANGE

- f. Conduct a reverse site selection process to:
- i. Inventory available buildings and land;
 - ii. Rate quality of commercial/office stock versus needs of relocating businesses in target industries;
 - iii. Review business costs compared to benchmark airport communities;
 - iv. Assess quality/availability of incentives;
 - v. Assess infrastructure/utilities including:
 1. Transportation networks (road, rail, air)
 2. Water, wastewater, electricity, telecommunications
 3. Utility rates
 - vi. Review entitlement process and permitting;
 - vii. Review labor quality and availability;
 - viii. Review marketing, promotional, and public relations efforts to target corporate site selectors, executives in target business sectors, and other targeted audiences; and,
 - ix. Review of website, collateral, electronic newsletters, advertising campaigns and other vehicles employed to reach the target audience.
- g. Conduct a market perception survey via in-person or telephone interviews with selected developers, brokers, business owners and airport influencers (i.e. Port of Seattle) in the sub-region and region to gather insights and perspectives on: (a) the City's and Airport's assets and barriers for airport business attraction and expansion; (b) market awareness and appreciation for the Airport; and c) suggestions for target airport related industries and businesses.

Task 2: Regional & Global Market Positioning

Provide an understanding of the regional and global market position of the Airport including quantitative and qualitative benchmarks on the current state. Consultant will meet with selected developers, land owners, local businesses and community groups to gather data and relevant input to assist in the analysis. Identify and analyze market brands of peer and best-in-class airports.

Task 3: Best Practices/Benchmarks

Identify and analyze three case studies from peer airports that provide the best practices applicable to the Airport. Identify and compare successful strategies and benchmarks in a range of areas including:

- a. Range, scale and types of land uses;
- b. Development/marketing strategy and implementation / management structure;
- c. Sustainability strategy and practices.

Task 4: Feasibility Assessment

Assess feasibility of a range of development types; summarize the Airport's competitive position in terms of its real estate offerings.

WORKING DRAFT ONLY – SUBJECT TO CHANGE

- a. Based on the work performed in Tasks 1-3, conduct basic pro-forma feasibility assessments for a range of general uses both on- and off-airport, including but not limited to light industrial, office/flex, hangar/aircraft storage, as well as certain specific uses, such as restaurant. The feasibility assessment should take into consideration development costs, lease rates, land lease terms of up to 50 years, demand for suitable tenants, and the competitive landscape for similar uses (both on and off-airport).
- b. Quantify approximate demand in terms of Airport land area required for a range of development types
- c. Estimate development potential of Airport land over several timeframes (e.g., 10, 20, and 30 years) and growth scenarios; quantify net present value, taking into consideration required Airport capital expenditures, such as infrastructure investment.

Task 5: Competitive Market Assessment Final Report

Develop Airport-specific market development feasibility analysis including pro-forma development scenarios

- a. Document and discuss key findings and conclusions from work conducted for Tasks 1-4.
- b. Recommend specific target industries and use types for location on airport land, based on development feasibility and compatibility with Airport needs and requirements
- c. Recommend successful strategies to enhance the Airport's position including measurable processes and outcomes for continuous evaluation and improvement.
- d. Working with City staff, airport management staff and the Airport Advisory Board identify feasible / appropriate locations for general use types on Airport land or on proximate privately-owned land based on anticipated demand.
- e. Create a final report summarizing all information included in the scope of work, including recommendations for how the Airport may maximize the potential of its real estate assets while working within certain constraints (e.g., restrictions on non-compatible and non-aviation land uses). Include a summary of prioritized recommendations for target markets / industries.

C. Long-Term Rate Study

Prepare and submit a long-term rate study that evaluates: 1) airport rental rates and service fees over a 3-year/5-year/7-year timeframe, 2) land lease rate

WORKING DRAFT ONLY – SUBJECT TO CHANGE

strategies and 3) allowable non-aeronautical revenue opportunities. The study should draw from and support the findings and conclusions of the competitive market assessment as described in Section B of the Scope of Services and incorporate the findings of the Facility Assessment described in Section VI above. Develop recommendations pertaining to these areas of interest that include methods to maximize profitability for the Airport Enterprise Fund while considering the financial feasibility for prospective tenants/investors and compliance with FAA grant assurances. The study shall at a minimum address the following:

1. Provide recommendations for adjustments to land lease rates and/or terms, including variable rates for general use types (e.g. hangar, office, light industrial).
2. Analyze the Airport's current rate and fees structure and provide comparables with competitive regional and national airports.
3. Evaluate and recommend best business practices of Airport Lease Policies (raw land and facilities) to support business development and financial solvency of the airport enterprise.
4. Evaluate rental rates for market suitability and relevancy to comparable airport infrastructure support needs.
5. Propose a revised lease policy and rental rate structure that incorporates market and cost recovery elements specific to the sub-region and region.
6. Review current agreements with various tenants. Analyze each provision and outline options that have been developed in other similar situations that offer more contemporary approaches and recommend new business terms where issues are not addressed.
7. Develop strategies to increase non-airline and non-aeronautical revenue opportunities.
8. Provide assistance in the creation of a rate model and negotiation of lease, use and concession agreements that will position the Airport to increase and enhance the Airport Enterprise Fund's self-sustaining financial position.
9. Identify non-aeronautical sources of revenue (parking, rental cars, advertising, etc.) and identify areas where new or modified contracts might generate additional net revenue and provide recommendations on future contracts where more revenue or more favorable terms could be achieved.
10. Provide advice and support for airport development of RFQs/RFPs including, but not limited to, non-aeronautical development, rental cars, parking lot management, concessions and advertising.

WORKING DRAFT ONLY – SUBJECT TO CHANGE

D. Client and Public Engagement

Specify client and public engagement strategies that, in their professional determination, best support the task work described in Sections A, B and C of the Scope of Services. For purposes of this RFP, client engagement shall include meetings and other communications with City staff and airport management staff, meetings with the Airport Advisory Board and meetings with the Mayor of Auburn and Auburn City Council. For purposes of this RFP, public engagement shall include external engagements with airport tenants and the general public.

E. Project Management

Specify a project management strategy that is focused on consistent client communications and awareness. Client (City) should be provided with adequate levels of information to understand budget status, task work status and resolution of problems or concerns.

Respondents to this RFP are required to submit detailed proposals as described throughout this RFP. Proposals that do not follow these submission requirements may be deemed non-responsive and not considered for selection. All proposals must include the following information:

Applicants must present their services and applicable features in a clear and concise manner in the same sequence as the RFP document stipulates. The proposed products, services and applicable features must meet the Mandatory Submittal Requirements established by the City and presented below. Proposers must provide explanations of how their services and features meet the Mandatory Criteria. Simply stating that the applicant understands the requirements and that they comply will not be acceptable and will disqualify the proposal.

Firms interested in providing the above described scope of services to the City of Auburn must submit a Proposal that addresses the following Mandatory Submittal Requirements listed below.

VIII. MANDATORY SUBMITTAL REQUIREMENTS AND ASSOCIATED SCORING POINTS

Each proposal will be screened to ensure it meets the mandatory requirements and goals as set forth in this solicitation. Failure to comply with a mandatory submittal requirement will disqualify a vendor's proposal. Minor irregularities in proposals that are immaterial or inconsequential in nature may be cured or waived whenever it is determined by the City to be in the best interest of the City.

WORKING DRAFT ONLY – SUBJECT TO CHANGE

The City's intent is to choose the most qualified firm/team based upon approach, methods, qualifications and experience, availability, and general cost estimate. Once a firm is selected, a detailed scope of services will be finalized for the awarded Professional Services Agreement.

Submittals are to be limited to 10 double-sided pages or fewer, exclusive of document cover, work product samples and resumes.

All respondents are required to include the following information in the submittal as a minimum. Respondents are to number and name each section as follows:

1. **Cover Letter:** Include an introductory cover letter signed by a duly authorized representative of the firm.
2. **Firm Information:** Include basic information about the firm, including name, location, number of employees, number of years in business, and key areas of specialty.
3. **Approach:** Describe your recommended approach to addressing the tasks in the Scope of Work and tasks described above. Please note that the Scope of Work provided above is intended to illustrate the anticipated approach and desired outcomes of this project. Respondents may provide alternative approaches, but are encouraged to meet the overall intent provided by the Scope of Work above. Respondents shall include the following in their response:
 - a. An approach outline that includes key phases, tasks and subtasks, general timeframe (e.g., month).
 - b. An approach narrative that describes the tasks in more detail, in order to provide insight into the intent of the approach.
4. **Qualifications and Experience:** Provide relevant project information demonstrating previous experience related to developing similar target market analyses. Previous experience with airports of similar size and function is highly desired. Project examples to include:
 - a. Client organization name and location
 - b. Service provided and date(s) of service
 - c. A narrative description of the project goals and overall scope
 - d. Project outcome

Additional project samples of work products for similar projects may be included by reference if desired – electronic only via PDF or web link (no hard copies).



WORKING DRAFT ONLY – SUBJECT TO CHANGE

5. Project Personnel: Provide the following:

- a. An organizational chart showing the proposed project team, including names, titles, and role. Identify primary project contact and approximate % allocation of project hours to each team member.
- b. A résumé for each member of the proposed team, including partners and/or sub-consultants. The résumés shall clearly identify relevant project experience from previous assignments.

6. Schedule of Rates and Project Budget:

- a. Provide a schedule of hourly rates for each project team member.
- b. Provide a budget that corresponds to the phases, tasks, and sub-tasks described above under **Scope of Services**, and your estimate of the total fee, expenses, and hours required to complete the project. The budget should specify this information for the prime contractor and all subcontractors.

7. Project Timeline:

Provide a detailed project timeline for completion of all work products and internal and external engagements. Include key milestone dates including but not limited to delivery of draft and final deliverables.

8. References:

Provide three (3) references of previous projects for which you have provided similar services within the past five (5) years.

9. Statement of Availability:

Provide sufficient information to demonstrate availability of proposed staff for the duration of the project (e.g., % of total billable time available over the course of the project).

As part of your proposal response, please indicate your availability for an on-site interview at the Airport to take place the week of October 23rd, 2017, in the event you are invited for an oral interview.

10. Consultant's History of Successful Contracts:

Provide a detailed written response to the following questions:

- a. Have you ever failed to complete any work awarded to you?
 - i. If so, where and why?
- b. Have you ever defaulted on a contract?
 - i. If so, where and why?



WORKING DRAFT ONLY – SUBJECT TO CHANGE

IX. FINAL RANKING AND SELECTION

An RFP Review Committee will be assembled and will make a recommendation to the Mayor and City Council for the award of the contract to the person or persons whose proposal is determined to be the most suitable for the City, considering all the criteria as set forth in this Request for Proposal.

All RFP respondents will be evaluated and rated in accordance with the following criteria and the indicated weighted value of the criteria:

Weighted Value:

1. Company profile, experience and qualifications = 45%
2. Consultant's ability to meet obligations = 25%
3. References = 25%
4. Consultant's history of successful contracts = 5%

TOTAL 100%

Persons with disabilities may request this information be prepared and supplied in alternative forms by calling 253-931-3010.

The Recipient, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-assisted programs of the Department of Transportation issued pursuant to such Act, hereby notifies all bidders that it will affirmatively ensure that in any contract entered into pursuant to this advertisement, disadvantaged business enterprises as defined at 49 CFR Part 26 will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, national origin, or sex in consideration for an award. The City of Auburn does not discriminate on the grounds of race, color, religion, national origin, sex, sexual orientation, age or handicap in consideration for a project award.

X. PRESENTATIONS

The City retains the right to request proposers who meet the mandatory criteria to present its proposal to the RFP Review Committee. Each presentation will be evaluated on the clarity, comprehensiveness, and ease of identifying pertinent information and suitability of the product and services.

WORKING DRAFT ONLY – SUBJECT TO CHANGE

The City reserves the right to elect to NOT conduct interviews if one Proposer is clearly the highest scoring Proposer. If the City elects to NOT conduct interviews, the negotiation process will begin as soon as a clear high scoring Proposer is identified.

XI. DISCUSSIONS: BEST AND FINAL PROPOSER

The RFP Review Committee reserves the right to recommend an award to a proposer based upon the written proposal, without further discussions. The Committee may determine that further discussions in the form of interviews with selected Proposers would be in the best interest of the City. If so determine, the Committee shall establish procedures and schedules for conducting interviews and will notify qualified Proposers of the available dates and times, if applicable, when such interviews will be conducted. This solicitation for Consultant Services does not obligate the City of Auburn to pay any costs incurred by respondents in the preparation and submission of a Proposal. This solicitation does not obligate the City of Auburn to accept or contract for any expressed or implied services. Furthermore, the City of Auburn reserves the right to award the contract to the next most qualified Consultant if the selected Consultant does not execute a contract within thirty (30) days after the award of the proposal.

XII. REJECTION OF PROPOSAL

The City of Auburn reserves the right to reject any and/or all proposals, and waive any irregularities or informalities in submitted proposals as determined to be in the best interest of the City.

XIII. EXECUTION AND EXTENSION OF CONTRACT

A professional services agreement shall be executed by the Mayor of Auburn and countersigned by an authorized representative of the successful proposer. If the agreement value exceeds \$50,000.00, the Auburn City Council must approve the agreement at a regularly scheduled or special Council meeting following proper public notification pursuant to the City's current procurement policies. Contracts resulting from this Request for Proposal may be subject to extensions by mutual agreement, as may be approved by the Mayor of Auburn and/or the Auburn City Council, per the terms and conditions resulting from this Proposal.

IX. RESPONSIBILITIES, DEFENSE, INDEMNIFICATION, HOLD HARMLESS AND INSURANCE REQUIREMENTS

Please Note: The following information is provided to make prospective Proposers aware of the City of Auburn's requirements to assure that each Proposer can appropriately determine its capabilities to meet said requirements.

Indemnification/Hold Harmless. The selected Contractor shall defend, indemnify and hold the CITY, its officers, officials, employees and volunteers harmless from



WORKING DRAFT ONLY – SUBJECT TO CHANGE

any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the negligent acts, errors or omissions of the selected Contractor in performance of work, except for injuries and damages caused by the sole negligence of the City. The City shall defend, indemnify and hold the selected Contractor its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the negligent acts, errors or omissions of the City in performance of work, except for injuries and damages caused by the sole negligence of the selected Contractor. In the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the selected Contractor and the City, its officers, officials, employees, and volunteers, (collectively the "Parties") the Parties' liability shall be only to the extent of each Party's negligence. It is further specifically and expressly understood that the indemnification provided will constitute the Parties waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. The waiver will be mutually negotiated by the Parties and the provisions of agreed to indemnification and hold harmless provisions shall survive the expiration or termination of any executed Agreement.

Ownership of Documents. All documents, including, but not limited to, correspondence, estimates, notes, recommendations, analyses, reports and studies that are prepared in the performance of a contract between the Contractor and the City based on a qualified response to this Request for Proposal shall be and remain the property of the City.

Professional Responsibility. The Contractor shall warrant that it is qualified to assume the responsibilities and render the services specified in the Request for Proposal and has all requisite corporate authority and professional licenses in good standing, required by law.

Compliance with the Law. It is contemplated that the work and services to be performed by the Contractor shall be done in compliance with applicable laws, ordinances, rules and regulations that are in effect on the date of execution of the contract between the Contractor and the City based on a qualified response to this Request for Proposal.

Insurance. The Contractor shall procure and maintain, for the duration of any executed Agreement, insurance as specified by the City Attorney's Office and the City's Risk Manager against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the Contractor, his/her agents, representatives, employees, or subcontractors. The cost of such insurance shall be paid by the Contractor. Insurance shall meet or exceed the following unless otherwise approved by the City Attorney and the City's Risk Manager:

1. Automobile Liability insurance covering all non-owned and hired vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or



WORKING DRAFT ONLY – SUBJECT TO CHANGE

a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.

2. Commercial General Liability insurance shall be written on ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, independent contractors and personal injury and advertising injury. The City shall be named as an additional insured under the Contractor's Commercial General Liability insurance policy with respect to the work performed for the CITY under this Agreement.
3. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington, unless the Contractor has no employees while the Agreement is in effect.
4. Professional Liability insurance appropriate to the Contractor's profession.
5. Minimum Amounts of Insurance: The Contractor shall maintain the following insurance limits:
 - a. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.
 - b. Commercial General Liability insurance shall be written with limits no less than \$1,000,000 each occurrence, \$2,000,000 general aggregate.
 - c. Professional Liability insurance shall be written with limits no less than \$1,000,000 per claim and \$1,000,000 policy aggregate limit.
6. Other Insurance Provisions: The insurance policies are to contain, or be endorsed to contain, the following provisions for Automobile Liability and Commercial General Liability insurance:
 - a. The Contractor's insurance coverage shall be primary insurance as respect to the City. Any insurance, self-insurance, or insurance pool coverage maintained by the City shall be in excess of the Contractor's insurance and shall not contribute with it.
 - b. The Contractor's insurance shall be endorsed to state that coverage shall not be cancelled by either party, except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the CITY.
7. Acceptability of Insurers: Insurance is to be placed with insurers with a current A.M. Best rating of not less than A: VII.
8. Verification of Coverage: The Contractor shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not

WORKING DRAFT ONLY – SUBJECT TO CHANGE

necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Contractor before commencement of the work.

The Contractor shall procure and maintain the minimum insurance coverages listed herein. Such coverages shall be procured and maintained with forms and insurers acceptable to the City, acceptable of which shall not be unreasonably withheld. All coverages shall be continuously maintained to cover all liability, claims, demands and other obligations assumed by the Contractor pursuant to an executed contract. In the case of any claims made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage.

A Certificate of Insurance shall be completed by the Contractor's insurance agent(s) as evidence that policies providing the required coverages, conditions and minimum limits are in full force and effect, and shall be subject to review and approval by the City. The Certificate shall identify this contract and shall provide that the coverages afforded under the policies shall not be canceled, terminated or limits reduced until at least thirty (30) calendar days prior written notice has been given to CITY. The City shall be named as an additional insured. The completed Certificate of Insurance shall be sent to the City of Auburn, Attn: City Clerk, 25 West Main Street, Auburn, WA 98001.

Failure on the part of the Contractor to procure or maintain policies providing the required coverages, conditions and minimum limits shall constitute a Material Breach of Contract upon which the City may immediately terminate this contract or, at its discretion, the City may procure or renew any such policy or any extended reporting period thereto and may pay any and all premiums in connection therewith, and all monies so paid by the City shall be repaid by the Contractor to the City upon demand, or the City may offset the cost of the premiums against any monies due to the Contractor from the City.

The City reserves the right to request and receive a certified copy of any policy and any pertinent endorsement thereto. The Contractor shall agree to execute any and all documents necessary to allow Auburn access to any and all insurance policies and endorsements pertaining to this particular job.

XV. EQUAL OPPORTUNITY COMPLIANCE

The City is an equal opportunity employer and requires all Proposers to comply with policies and regulations concerning equal opportunity. The Proposer, in the performance of a contract for services, shall agree not to discriminate in its employment because of the employee's or applicant's race, religion, national origin, ancestry, sex, sexual orientation, age, or physical handicap.

END OF PROPOSAL

DRAFT



Review of Airport Rates Proposal of 2018 Rates

Space Type	Basic Rent		2018	Security	Total Revenue	Fee to Tenant	Month Rate	# of	Annualized
	2017		Rate	Fee	to City	Incl SLHT*	Change	Units	Increase Revenue
Open Hangar 1	\$ 200.00	5%	\$ 210.00	\$ 10.00	\$ 220.00	\$ 248.25	\$ 10.00	68	\$ 8,160.00
Open Hangar 2	\$ 234.00	7%	\$ 250.00	\$ 10.00	\$ 260.00	\$ 293.38	\$ 16.00	6	\$ 1,152.00
Enclosed Hangar 1	\$ 335.00	11%	\$ 372.00	\$ 10.00	\$ 382.00	\$ 431.05	\$ 37.00	14	\$ 6,216.00
Enclosed Hangar 3	\$ 375.00	7%	\$ 401.00	\$ 10.00	\$ 411.00	\$ 463.77	\$ 26.00	17	\$ 5,304.00
Enclosed Hangar 2	\$ 435.00	7%	\$ 465.00	\$ 10.00	\$ 475.00	\$ 535.99	\$ 30.00	38	\$ 13,680.00
Enclosed Hangar 4	\$ 560.00	7%	\$ 599.00	\$ 10.00	\$ 609.00	\$ 687.20	\$ 39.00	2	\$ 936.00
Tie down	\$ 75.00	7%	\$ 80.00	\$ 10.00	\$ 90.00	\$ 101.56	\$ 5.00	54	\$ 3,240.00
Storage Unit 1	\$ 126.00	7%	\$ 135.00	\$ 10.00	\$ 145.00	\$ 163.62	\$ 9.00		
Storage Unit 5	\$ 111.00	7%	\$ 119.00	\$ 10.00	\$ 129.00	\$ 145.56	\$ 8.00		
Storage Unit 3	\$ 135.00	7%	\$ 144.00	\$ 10.00	\$ 154.00	\$ 173.77	\$ 9.00		
Storage Unit 4	\$ 170.00	7%	\$ 182.00	\$ 10.00	\$ 192.00	\$ 216.65	\$ 12.00		
Vehicle Parking	\$ 57.00	7%	\$ 61.00	\$ 10.00	\$ 71.00	\$ 80.12	\$ 4.00		
								Total	\$ 38,688.00

*SLHT (State Leasehold Tax) = 12.84%

AIRPORT ADVISORY BOARD – TRACKING MATRIX

LEAD	PROJECT DESCRIPTION	CURRENT STATUS	WHAT'S NEXT	START DATE	EST. COMPL. DATE	EST. COST
GENERAL AIRPORT BUSINESS						
City	Airport Beam Replacement Project	Beam replacement is complete. Re-painting of the 16 existing beams is complete. Repairs to loose ceiling boards in various hangers is complete.	Project close out and City Council acceptance of the work as complete on 8/21/2017.	01/2017	08/2017	\$275,000
City	Strategic Business Plan	Board reviewed and discussed 2017 only priority matrix action items at March 15, 2017, April 19, 2017, May 17, 2017, June 21, 2017, and July 19, 2017 meetings.	Board to continue to review and discuss 2017 only action items.	On-going	On-going	Action costs will be identified for each action at time of Board effort
City	Airport Enterprise Fund	City Council passed 2017-2018 Biennial Budget and 2017-2022 Capital Improvement Program	Finance Director Coleman provided City Council an update on the 2 nd Quarter 2017 Financials on August 14, 2017; staff provided airport related information to the Board from this update.	On-going	On-going	N/A
City/CW	Runway Enhancement Project – Environmental Review	Federal environmental review effort complete. FAA issued a Finding of No significant Impact and Record of Decision (FONSI/ROD) on January 20, 2017 and the public informational review period ended on February 6, 2017	Federal grant closeout underway. FAA is currently reviewing the closeout documents.	03/2015	07/2017	\$248,308 (90/5/5)
City/CW	Runway Enhancement Project – Design	Scoping for consultant design work underway. Working with FAA on their grant process. Submitted grant application on May 12, 2017 for 5% State funding match. FAA has indicated that it may require that property acquisition occurs with project construction.	Obligating the Federal grant funds is in process with FAA. Executing consultant design agreement so design work may begin. Completed the 2017 DBE Program and the 2018-2020 DBE Program plans and goals which were approved by FAA.	06/2017	06/2018	\$333,333 (90/5/5)
City/CW	Runway Enhancement Project – Construction	Scheduled to begin this phase in 2018 following the completion of the Design Phase.	Design phase approval and applying for and obligating State and Federal Grant funding.	06/2018	06/2019	\$1,833,333 (90/5/5)
City	Facility Condition Assessment	Consultant Selection is in process with an RFP to be published in Mid- August.	Selecting a consultant and completing the scope of work for the Assessment.	07/2017	12/2017	\$50,000
City	On-going Business Development	Continue to pursue right-of-first refusals on ALP identified acquisition parcels	Work with Economic Development staff on targeted marketing efforts	On-going	On-going	TBD
WSDOT/PSRC/FAA	AGIS Study	Project work completed in December 2016.	Carter Timmerman, WSDOT has notified AMG that the final report is done and will be provided to City at a later date when the FAA has completed its review which is underway.	08/2015	10/2017	FAA/WSDOT 100%

AIRPORT ADVISORY BOARD – TRACKING MATRIX

STRATEGIC BUSINESS PLAN – 2017 ONLY ACTION ITEMS							
AAB Priority Ranking	KRA Reference ¹	Goal #	Key Result Area/Goals (Not in Priority Order)	Lead	Narrative Description	Start Date ²	Completion Date
1	1	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 st Quarter 2017	4 th Quarter 2017
1	2	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
1 – Should be part of market study effort	2	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 nd Quarter 2017	4 th Quarter 2017
1	3	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 sub-regional and regional market positions and identify strategies for maintaining and enhancing these positions ³	2 st quarter 2017	4 rd quarter 2017
1	3	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

¹ KRA 1 = Airport Capital Improvement Program; KRA-2 = Airport Operations; KRA-3 = Economic Development

² Please note that actions that start in 2017 and extend into 2018 are listed.

³ 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.

AIRPORT ADVISORY BOARD – TRACKING MATRIX

STRATEGIC BUSINESS PLAN – 2017 ONLY ACTION ITEMS							
AAB Priority Ranking	KRA Reference ⁴	Goal #	Key Result Area/Goals (Not in Priority Order)	Lead	Narrative Description	Start Date ⁵	Completion Date
1	3	5	Current Development Sites Marketing	Community Development & Public Works 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 ⁶	1 st quarter 2017	4 th quarter 2017
1	3	6	Airport Growth Areas	Community Development & Public Works 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 ⁷	1 st quarter 2017	4 th quarter 2017
2	2	1	Airport Vision/Mission/Values	Airport Advisory Board	Develop Airport specific vision statement, mission statement and values	1 st quarter 2017	July 19, 2017
2	2	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 July 19, 2017
2	2	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 st quarter 2017	4 th Quarter 2017
2	2	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 rd Quarter 2017	2 nd Quarter 2018

⁴ KRA 1 = Airport Capital Improvement Program; KRA-2 = Airport Operations; KRA-3 = Economic Development

⁵ Please note that actions that start in 2017 and extend into 2018 are listed.

⁶ 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.

⁷ 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 ADVISORY BOARD – TRACKING MATRIX

STRATEGIC BUSINESS PLAN – 2017 ONLY ACTION ITEMS							
AAB Priority Ranking	KRA Reference	Goal #	Key Result Area/Goals (Not in Priority Order)	Lead	Narrative Description	Start Date	Completion Date
3	1	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 nd Quarter 2017	4 th Quarter 2018
3	2	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
Purposely left blank – being done or to be done	1	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
Purposely left blank – being done or to be done	2	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 st Quarter 2017	3 rd Quarter 2017
Purposely left blank – being done or to be done	2	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 th quarter 2017	2 nd quarter 2018
Purposely left blank – being done or to be done	2	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 nd quarter 2017	3 rd quarter 2017

AIRPORT ADVISORY BOARD – TRACKING MATRIX

STRATEGIC BUSINESS PLAN – 2017 ONLY ACTION ITEMS							
AAB Priority Ranking	KRA Reference	Goal #	Key Result Area/Goals (Not in Priority Order)	Lead	Narrative Description	Start Date	Completion Date
Purposely left blank – being done or to be done	2	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
Purposely left blank – being done or to be done	2	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 rd quarter 2017	4 th quarter 2017