



**Airport Advisory Board
Regular Meeting
August 19, 2020, 7:30 – 9:30AM
Virtual**

AGENDA

A. VIRTUAL PARTICIPATION:

The Auburn Airport Advisory Board Meeting scheduled for Wednesday, August 19, 2020 at 7:30 a.m. will be held virtually and telephonically. To attend the meeting virtually please click the link or enter the meeting ID into the Zoom app or call into the meeting at the phone number listed below.

Per the Governor's Emergency Proclamation 20-28, the City of Auburn is prohibited from holding an in-person meeting at this time.

City of Auburn Resolution No. 5533, designates City of Auburn meeting locations for all Council, Board and Commission meetings as virtual. All meetings will be held virtually and telephonically until King County enters into Phase 3 of Governor Inslee's Safe Start — Washington's Phased Reopening plan.

The link to the Virtual Meeting or phone number to listen to the Council Meeting is below. Join from a PC, Mac, iPad, iPhone or Android device.

<https://zoom.us/j/96891134326>

Or join by phone:

253 215 8782
888 475 4499 (Toll Free)

Webinar ID: 968 9113 4326

B. CALL THE MEETING TO ORDER/ROLL CALL

C. PUBLIC COMMENT:

Participants can submit written comments via mail, fax or email. All written comments must be received prior to 7:00 a.m. on the day of the scheduled meeting and must be 350 words or less.

Please mail comments to:

City of Auburn

Attn: Angela Klein, Airport Administrative Assistant

2143 E St NE Suite

Auburn, WA 98002

Email comments to:

aklein@auburnwa.gov

D. APPROVAL OF MINUTES:

1. FEBRUARY 19, 2020 REGULAR MEETING

E. PRESENTATIONS: NONE

E. BOARD ACTION ITEMS: NONE

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

1. OPEN PUBLIC MEETING ACTS ANNUAL TRAINING (10 MIN)
2. BUDGET UPDATE (10 MIN)
3. AIRPORT MANAGER REPORT (20 MINUTES)
4. AIRPORT ZONING (ALEXANDRIA TEAGUE) (20 MINUTES)
5. STRATEGIC PLAN UPDATE (45 MIN)
6. 2020 CAPITAL PROJECT STATUS (5 MIN)
7. TRACKING MATRIX (GENERAL BUSINESS)(5 MIN)

G. BOARD GUIDANCE AND INFORMATION ITEMS:

1. AIRPORT MAINTENANCE REPORT (5 MIN)

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

2020 Regular Meeting Schedule:

August 19, 2020

October 21, 2020

December 16, 2020

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 MINUTES

MEETING DATE: February 19th, 2019
MEETING TIME: 7:30 A.M.
MEETING LOCATION: Auburn Municipal Airport, 2143 E Street NE.
Auburn, WA 98002

Meeting Attendance Record:

Board Members:	
Deanna Clark, Chairperson	
Danielle Butsick, Vice Chair	
Wayne Osborne, Board Member	
Sean Morrow, Board Member	
Dennis Decoteau, Board Member	
Joe Nessel, Board Member	
Andrea Prasse, Board Member	
City Staff:	
Ingrid Gaub, Public Works Director	
Tim Mensonides, Auburn Airport Manager	
Ryan Hubbard, Auburn Airport Operations Technician	
Members of the Public:	
Rock Snodgrass AHOA	

AUBURN AIRPORT ADVISORY BOARD

MEETING MINUTES

A. CALL THE MEETING TO ORDER:

Chairperson Clark called the meeting to order and welcomed attendees and guests. A note was made of Tanya Koch's departure, airport office assistant, from the City of Auburn.

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 December 18th, 2019 meeting.

D. PRESENTATIONS: NONE

E. BOARD ACTION ITEMS: NONE

F. BOARD DISCUSSION ITEMS:

1. OPEN PUBLIC MEETING ACTS ANNUAL TRAINING-DOUG RUTH:

There were technical difficulties in getting the training video to play. A decision was made to review the training at the next AAB Meeting in April.

2. STRATEGIC PLAN UPDATE:

Ingrid Gaub explained each Key Results Area (KRA) of the 2021-24 Strategic Business Plan. Ingrid then opened the floor to further suggestions from the Board on additions or corrections to the Plan. Questions and concerns were brought up about fencing issues on the southern end of the airfield, the establishment of more amenities on the airfield, what type of FBO operation the airport is looking to attract and how, and increased community outreach efforts for the foreseeable future. Based off of the board's focused Key Results Areas, corrections were made to the ordering and numbering of the KRAs. Ingrid Gaub will review the updated KRA's with the Board at the next AAB meeting.

3. 2020 CAPITAL PROJECT STATUS

Tim Mensonides re-introduced the Runway 16-34 extension project beginning this April. This will include a Pre-Construction meeting in March to go over the project's semantics such as the Pivetta Brothers

AUBURN AIRPORT ADVISORY BOARD

MEETING MINUTES

work schedule, Airport Service outages and other situations affecting operations of the airport during construction. Tenants will be made aware of any and all service interruptions via NOTAMS and GovDelivery Notifications. Gate Services and Technology will be beginning an airport wide vehicle access gate update in the coming weeks which will include new gate cards, new mechanical gate operators, etc. An Airport-wide camera system was originally going to be added to this project, but it was deemed to be too costly to add under its current configuration.

4. TRACKING MATRIX (GENERAL BUSINESS)

Tim Mensonides went through each line item project with a brief description and general overview of the respective project. No further questions were asked during this time.

G. BOARD GUIDANCE AND INFORMATION ITEMS:

1. **AIRPORT MANAGER'S REPORT:** Tim Mensonides explained that Tanya Koch has departed the City of Auburn due to work-commute issues. City Staff are already working to replace the Office Assistant position by mid-March. No noise complaints have been reported since November of 2019. Airport Staff will soon be hiring for both an Intern and Seasonal Positions within the next few months. Auburn Airport Staff will be attending the Northwest Aviation Conference and Trade show the weekend of the 22nd and 23rd of February. The last Airport User Group Meeting was a success, with Airport Staff hosting the next session on Tuesday, May 19th from 3 to 4:30 PM. Multiple parties are interested in future airport development, staff is hopeful additional news will be available for board members at the next meeting. Lastly, the Airport's South Hangar Roofing Project has been concluded, with the known damage being repaired.

H. SCHEDULE FOR UPCOMING APPROVED MEETINGS:

2020 Regular Meeting Schedule:

April 15, 2020
August 19, 2020
October 21, 2020
December 16, 2020

AUBURN AIRPORT ADVISORY BOARD

MEETING MINUTES

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.

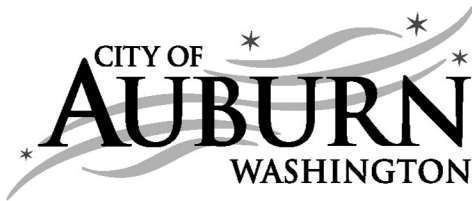
*Please note that subject to advanced public noticing the Board may elect to schedule additional special meetings beyond the meeting dates specified above.

I. ADJOURNMENT OF MEETING:

There being no other business the Board Vice Chair adjourned the meeting at 9:10 a.m.

Prepared by:

Ryan Hubbard on behalf of the City of Auburn.



Memorandum

To: Airport Advisory Board

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

Date: August 12, 2020

Re: AGENDA ITEM F5 – Strategic Plan Update

As discussed at the February 2020 Board Meeting, we continue to work on the update of the Board's Strategic Plan for 2021-2025. The Board previously completed a SWOT Analysis, developed the 3 Key Results Areas (KRAs), and determined the specific goals to include in each KRA in our previous discussions. These KRAs are as follows:

- #1 – Facility and Infrastructure
- #2 – Economic/Community Development
- #3 – Operation Enhancement/Expansion

The attached spreadsheets provide the goals for each KRA that the Board concurred with at the February meeting with notes indicating where changes were made. KRA #2 includes a marked up and a clean version due to the number of revisions that were made at the February meeting for ease of review. In addition, we have attached a draft of the complete Strategic Plan Update document for review by the Board. The goal of the August Board meeting will be to review the final proposal for each KRA, their Priority, and provide any comments on the complete draft plan.

You may recall from our previous discussions that staff proposed and the Board concurred with not including goals that are part of the Capital Programs developed in 2019, are on-going program(s) being managed by the Airport staff, or are a project already underway. An example of this would be the annual repair and replacement for Airport Facilities such as Hangars and Pavement Preservation which are both in the Capital Facilities Plan for the Airport on a yearly basis. Instead, the KRAs are focused on what we need to do and/or add to our programs in the future or are one time efforts to improve the Airport.

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

AUBURN MUNICIPAL AIRPORT: 2021-2024 STRATEGIC BUSINESS PLAN					
Key Results Area #1: Facility and Infrastructure					
Goal #	Title	Description	Anticipated Start Date	Anticipated Completion Date	Notes from Previous AAB Discussion
1-1	Continued Hangar Development	This program will continue to seek out and develop additional opportunities for New Hangar Development beyond the Hangar's already under design in 2020 in order to address the continued high demand for hangar space and to meet the needs of our individual and business tenants.	2022	On-going	2/12/20 - Requested that a "why" statement be added to the Description. See bolded text added.
1-2	Emerging Technologies	As development of facilities occurs on the Airport, incorporate improvements where feasible and affordable to allow for potential new technologies being developed in the aviation industry.	On-Going	On-going	
1-3	Middle Ramp Development	This project would be the development or re-development of the middle ramp area of the Airport to accommodate Airport Offices, improved access and parking. There are additional opportunities to seek partnerships with those seeking to develop spaces for business or restaurant uses.	2022	2026	2/12/20 - Re-order to from Priority 2 to 3

AUBURN MUNICIPAL AIRPORT: 2021-2024 STRATEGIC BUSINESS PLAN					
Key Results Area #2: Economic/Community Development					
Goal #	Title	Description	Anticipated Start Date	Anticipated Completion Date	Notes from Previous AAB Discussion
2-1	Airport Zoning Regulations Update	Coordinate with Community Dev. to assess and potentially implement new zoning regulations amendments to current City zoning standards for the Airport and surrounding properties to address operational needs or requirements and support current and future economic development efforts	2020	2021	2/12/20 - Re-Order priority from 5 to 1
2-2	Airport Marketing Plan	Prepare an annual marketing plan that will act as a communication and implementation tool to achieve the goals established for the Airport each year and is responsive to changing market conditions and needs. With a focus on marketing and leasing the two on-airport development sites approved in the approved Airport Master Plan to prospective tenants and developers. Other areas of focus are emerging technologies, alternative fuels, recruitment of On-Airport Businesses, and better incorporation of the Airport into other City events. Current focus for on-airport business development includes expanded flight training, permanent maintenance facility, expansion of avionics, and restaurant opportunities.	On-Going	On-Going	12/19/19- Recommended carrying this into the update and revising to reflect the on-going nature of the work. Include an annual discussion of the marketing focus for each year. 2/12/20 - Re-order the priority from 1 to 2 and add 8 and 10 to the description
2-3	Airport Expansion Areas	Pursue opportunities for physical growth of the Airport consistent with the approved Airport Master Plan including opportunities for Partnerships for both on-airport and adjacent property development.	On-going	On-Going	12/19/19 - Modified title to Expansion and modified language to focus on partnerships. 2/12/20 - Re-order priority from 7 to 3
2-4	Airport West Side Environmental Analysis	Conduct an environmental analysis of the west side development area to confirm the location and extent of wetlands/ environmental resources, potential mitigation strategies and anticipated mitigation costs	2020	2020	2/12/20 - Re-order priority from 6 to 4
2-5	Build Relationship with Education Programs in the Puget Sound Region	Strengthen and Develop Opportunities with Aviation programs with Green River College, Auburn School District and possibly Federal Way or Kent School Districts for use of Auburn Airport in their programs.	On-Going	On-Going	2/12/20 - re-order priority from 9 to 5. Add language regarding GRC and ASD/Others to the description.
2-6	Recommendations - City's 10-Year Economic Development Strategic Plan	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	2/12/20 - Re-Order priority from 4 to 6. Add language to call for an annual update from Ec. Dev. staff

AUBURN MUNICIPAL AIRPORT: 2021-2024 STRATEGIC BUSINESS PLAN					
Key Results Area #2: Economic/Community Development					
Goal #	Title	Description	Anticipated Start Date	Anticipated Completion Date	Notes from Previous AAB Discussion
2-15	Airport Zoning Regulations Update	Coordinate with Community Dev. to assess and potentially implement new zoning regulations amendments to current City zoning standards for the Airport and surrounding properties to address operational needs or requirements and support current and future economic development efforts	2020	2021	2/12/20 - Re-Order priority from 5 to 1
2-21	Airport Marketing Plan	Prepare an annual marketing plan that will act as a communication and implementation tool to achieve the goals established for the Airport each year and is responsive to changing market conditions and needs. With a focus on marketing and leasing the two on-airport development sites approved in the approved Airport Master Plan to prospective tenants and developers. Other areas of focus are emerging technologies, alternative fuels, recruitment of On-Airport Businesses, and better incorporation of the Airport into other City events. Current focus for on-airport business development includes expanded flight training, permanent maintenance facility, expansion of avionics, and restaurant opportunities.	On-Going	On-Going	12/19/19- Recommended carrying this into the update and revising to reflect the on-going nature of the work. Include an annual discussion of the marketing focus for each year. 2/12/20 - Re-order the priority from 1 to 2 and add 8 and 10 to the description
2-37	Airport Expansion Areas	Pursue opportunities for physical growth of the Airport consistent with the approved Airport Master Plan including opportunities for Partnerships for both on-airport and adjacent property development.	On-going	On-Going	12/19/19 - Modified title to Expansion and modified language to focus on partnerships. 2/12/20 - Re-order priority from 7 to 3
2-46	Airport West Side Environmental Analysis	Conduct an environmental analysis of the west side development area to confirm the location and extent of wetlands/ environmental resources, potential mitigation strategies and anticipated mitigation costs	2020	2020	2/12/20 - Re-order priority from 6 to 4
2-59	Build Relationship with Education Programs in the Puget Sound Region Green River College	Strengthen and Develop Opportunities with the College's Aviation programs with Green River College, Auburn School District and possibly Federal Way or Kent School Districts for use of Auburn Airport in their programs.	On-Going	On-Going	2/12/20 - re-order priority from 9 to 5. Add language regarding GRC and ASD/Others to the description.
2-64	Recommendations - City's 10-Year Economic Development Strategic Plan	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	2/12/20 - Re-Order priority from 4 to 6. Add language to call for an annual update from Ec. Dev. staff
2-2	Fair Market Value Appraisal – Land-Lease Rates	Complete a fair market value appraisal conducted by a qualified and MAI designated professional appraiser of appropriate land lease rates.	2nd Qtr 2024	4th Qtr 2024	2/12/20 - Recommend removing this item
2-3	Competitive Market Assessment Study	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.	2023	2023	12/19/19 - Board discussion was to keep this in the plan with an update to be done the year prior to the next Strategic Plan Update 2/12/20 - Recommend Removing this item
2-8	Recruitment of On-Airport Businesses				12/19/19 - The Description on this is left blank for a discussion of what should the focus over the next 4 years here be given the current tenant mis on the Airport. See the Attached list of Airport businesses and services. 2/12/20 - incorporate into New priority 2
2-10	Better Incorporation into City Events				12/19/19 - The Airport staff plan and host 3 events per year. Additional events may be a staffing and resource impact. So we need to better define what the intent is for this item. 2/12/20 - Incorporate into New priority 2.

AUBURN MUNICIPAL AIRPORT: 2021-2024 STRATEGIC BUSINESS PLAN					
Key Results Area #3: Operation Enhancement/Expansion					
Goal #	Title	Description	Anticipated Start Date	Anticipated Completion Date	Notes from Previous AAB Discussion
3-1	Night Restrictions	Work with adjacent properties and the FAA to address obstructions and allow a change to the night restrictions that exist at the Airport.	2019	2020	12/19/19 - note - that some of these changes will need the RSA Grading project to be completed that is planned for 2021 2/12/20 - Re-order priority from 4 to 1
3-2	Viable Instrument Approach	Work with FAA to determine the steps and work necessary to create a viable instrument approach for the airport.	2020	2024	2/12/20 - Re-order priority from 5 to 2
3-3	On-Airport Wayfinding Improvements	Continue improvements to on-airport signage to improve information for airport users to find amenities and businesses on the airport	2021	2021	2/12/20 - Re-order priority from 2 to 3
3-4	Airport Municipal Broadband Service	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	2021	2021	12/19/19 - Discussion with Board was to keep this and revisit this issue after completion of the runway 2/12/20 - Re-order priority from 3 to 4
3-5	Airport Runway Extension	Continue to pursue the necessary approvals from the FAA to extend the runway to the ultimate length as shown in the 2015 Airport Master Plan	On-going	On-going	2/12/20 - Re-order priority from 1 to 5

DRAFT



2021-2025

STRATEGIC BUSINESS PLAN



Auburn Municipal Airport

City of Auburn, Washington

Adopted via Resolution No. XXXX (XXX XX, 2020)

AUBURN
MUNICIPAL
AIRPORT

AUBURN, WASHINGTON



ACKNOWLEDGMENTS

Mayor:

Nancy Backus

City Council:

Claude DaCorsi

Bob Baggett

Yolanda Trout-Manuel

Larry Brown

James Jeyaraj

Chris Stearns

Robyn Mulenga

Airport Advisory Board:

Deanna Clark

Danielle Butsick

Sean Marrow

Joe Nessel

Wayne Osborne

Andrea Prasse

Dennis Decoteau

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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 2016, the Airport Advisory Board completed its first Strategic Business Plan and recommended adoption to the City Council. Resolution 5264, approving the plan was adopted on December 19, 2016. The original plan was for a 4 year period from 2017 to 2020. In 2019, the Board began working on an update of the plan for the next 4 year period of 2021 to 2025. This included 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 areas to focus the updated plan on and developed the specific goals and priorities of that plan. The plan is intended to help guide the Board, City Council and 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 priority, a narrative description, and estimated start and completion dates. The KRAs are organized by subject matter and are listed in the order of priority. 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 model¹ 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.

¹ 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)

AIRPORT VISION STATEMENT

Provide our community superior aviation facilities, custom solutions, and continued and sustainable economic development as judged by our customers and community.

AIRPORT MISSION STATEMENT

Our Mission is to:

- Be a gateway to Auburn and the Puget Sound Region
- Promote Aviation at the airport and within the community
- Provide a high level of operational excellence
- Be environmentally and economically responsible
- Provide safe and secure aviation facilities

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 Algona, 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 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 1969. By the end of 2020, with the final payment of an interfund loan for a hangar enclosure, 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 airport management staff provides on-site airport management and aircraft fueling.

According to recent airport management records, Auburn Municipal Airport currently has 330 based aircraft with 140,000 total annual operations (take off or landing). 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 3,841 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 2018 pavement inspection gave the runway a Pavement Condition Index (PCI) rating of 68 and 71 (based on two sections of runway pavement). The runway was most recently slurry sealed in 2014 and extended in 2020. The

runway is equipped with LED 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	3,841'
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	63' 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: 2021-2025 STRATEGIC BUSINESS PLAN

Right Traffic Pattern	Runway 16
Traffic Pattern Altitude	1000' MSL

The Airport has one full-length east parallel taxiway (Taxiway A), which is 25 feet wide and equipped with medium intensity taxiway lights (MITL) and a runway-taxiway separation of 240 feet. There are five 90-degree runway connector taxiways (Taxiways A1, A2, A3, A4 and A5). The taxiway system provides access to all existing landside development on the east side of the airport. The 2018 pavement inspection rated the parallel taxiway with a PCI of 93.

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 facility is the Seattle VORTAC located 8 miles northwest of the airport.

Auburn Municipal Airport does not have an automated weather observation system located on the airport, one is planned to be installed in 2025. 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. The airport does have an unofficial “SayWeather” system which provides altimeter setting, wind data, temperature, dew point and density altitude.

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 432 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 3,841 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.

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 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: Facility and Infrastructure

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for sustainable facility and 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	Narrative Description	Anticipated Start Date	Anticipated Completion Date
1-1	Continued Hangar Development	This program will continue to seek out and develop additional opportunities for New Hangar Development beyond the Hangar's already under design in 2020 in order to address the continued high demand for hangar space and to meet the needs of our individual and business tenants.	2022	On-going
1-2	Emerging Technologies	As development of facilities occurs on the Airport, incorporate improvements where feasible and affordable to allow for potential new technologies being developed in the aviation industry.	On-Going	On-going
1-3	Middle Ramp Development	This project would be the development or re-development of the middle ramp area of the Airport to accommodate Airport Offices, improved access and parking. There are additional opportunities to seek partnerships with those seeking to develop spaces for business or restaurant uses.	2022	2026

KRA 2: Economic/Community 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	Narrative Description	Anticipated Start Date	Anticipated Completion Date
2-1	Airport Zoning Regulations Update	Coordinate with Community Dev. to assess and potentially implement new zoning regulations amendments to current City zoning standards for the Airport and surrounding properties to address operational needs or requirements and support current and future economic development efforts.	2020	2021
2-2	Airport Marketing Plan	Prepare an annual marketing plan that will act as a communication and implementation tool to achieve the goals established for the Airport each year and is responsive to changing market conditions and needs. With a focus on marketing and leasing the two on-airport development sites approved in the approved Airport Master Plan to prospective tenants and developers. Other areas of focus are emerging technologies, alternative fuels, recruitment of On-Airport Businesses, and better incorporation of the Airport into other City events. Current focus for on-airport business development includes expanded flight training, permanent maintenance facility, expansion of avionics, and restaurant opportunities.	On-Going	On-Going

KRA 2 (Continued): Economic/Community 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.

2-3	Airport Expansion Areas	Pursue opportunities for physical growth of the Airport consistent with the approved Airport Master Plan including opportunities for Partnerships for both on-airport and adjacent property development.	On-going	On-Going
2-4	Airport West Side Environmental Analysis	Conduct an environmental analysis of the west side development area to confirm the location and extent of wetlands/ environmental resources, potential mitigation strategies and anticipated mitigation costs	2020	2020
2-5	Build Relationship with Education Programs in the Puget Sound Region	Strengthen and Develop Opportunities with Aviation programs with Green River College, Auburn School District and possibly Federal Way or Kent School Districts for use of Auburn Airport in their programs.	On-Going	On-Going
2-6	Recommendations - City's 10-Year Economic Development Strategic Plan	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

KRA 3: Operation Enhancement/Expansion

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 <i>(Not in Priority Order)</i>	Narrative Description	Anticipated Start Date	Anticipated Completion Date
3-1	Night Restrictions	Work with adjacent properties and the FAA to address obstructions and allow a change to the night restrictions that exist at the Airport.	2019	2020
3-2	Viable Instrument Approach	Work with FAA to determine the steps and work necessary to create a viable instrument approach for the airport.	2020	2024
3-3	On-Airport Wayfinding Improvements	Continue improvements to on-airport signage to improve information for airport users to find amenities and businesses on the airport	2021	2021
3-4	Airport Municipal Broadband Service	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	2021	2021
3-5	Airport Runway Extension	Continue to pursue the necessary approvals from the FAA to extend the runway to the ultimate length as shown in the 2015 Airport Master Plan	On-going	On-going

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. The County has accepted the City's appraisal. Draft short plat documents in development.	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-20	\$ 500,000 (90/10)
City/CW	Runway Enhancement Project – Construction	Construction complete on July 29, 2020. WSDOT grant awarded for \$52,000.	Complete Final Pay Estimate to contractor. Complete AGIS survey. Close out FAA and WSDOT grants.	Wickstrom/Mensonides	Sep-19	Jul-20	\$ 3,889,326 (90/10)
City	Night Restrictions	Airport Staff has gone out, taken pictures and notes on each obstruction. Currently in the process of identifying land owners and mitigation process.	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	Dec-20	\$ 50,000
City	Annual Maintenance and Repair	Roof Repair work is completed on hangars C-J. KPG has completed a 30% design of replacing the roll up doors on J Hangar, the construction estimate came in higher than the airport budget may be able to sustain.	If budget allows finalize design of new doors on J hangar.	Mensonides	Mar-19	Dec-20	\$ 150,000
City	Airport Security Camera and Gate Access Upgrade	New gates, card readers and motors have been installed. Over the last month new gate cards have been distributed to tenants.	Project Closeout	Mensonides	May-19	Sep-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-20	\$ 50,000
City	Hangar Replacement Program	KPG produced conceptual drawings and construction estimates and had discussions with potential tenants at the NW Aviation Tradeshow. The construction estimates were determined to be high for the airport budget to sustain, even with bonding.	Land lease the south ramp for hangar development and construct hangars in 2021.	Mensonides	Aug-19	Dec-22	\$ 50,000

AIRPORT BOARD - TRACKING MATRIX

AAB Priority Ranking	KRA Reference [1]	Goal #	Key Result Area/Goals <i>(Not in Priority Order)</i>	Lead	Narrative Description	Start Date [2]	Completion Date
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 12/18/2019
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 12/18/2019
2	2	9	Airport Marketing Plan	Public Works Director/Airport Manager/ Ec. Dev Staff	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. As an alternate it has been proposed for the AAB to have an annual discussion with staff on target areas they would like to market to in order to addres current airport needs.	3Q 2017	1Q 2021
2	3	3	Airport Zoning Regulations Update	Airport Manager/Long Range Planner	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. This will require an approval process through the City's Planning Commission.	1Q 2019	4Q 2020
1	N/A	N/A	Board Strategic Plan Update	Public Works Director/Airport Manager/Airport Advisory Board	The previous 4-year Strategic Plan for 2017-2020 will reach the end of its planning cycle. The Board will review the current plan and update, amend, and/or add goals based on the information gathered in 2017, 2018 and 2019 efforts related Airport facilities, Capital planning, financial planning, and marketing/economic development efforts to create a new 4-year plan for 2021-2024.	3Q 2019	4Q 2020

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

[2] Please note that actions that start in 2017 or 2018 and extend into 2019 are listed.