Airport Advisory Board
Regular Meeting
September 16, 2026 - 8:00 AM
Airport Office
Conference Room 1

AGENDA

CALL TO ORDER

PUBLIC PARTICIPATION

A. The Municipal Airport Advisory Board Meeting scheduled for Wednesday, September 16, 2026 at 8:00am will be held in person and virtually.

Virtual Participation Link:
To listen to the meeting by phone or Teams, please call the number below or follow the link:
Telephone: 1-509-530-1507
Conference ID: 560 342 632#
Teams Link: **Join the meeting now**
Meeting ID: 244 980 634 331 82
Passcode: hj6W2fN2

ROLL CALL

AGENDA MODIFICATIONS

PUBLIC COMMENT

This is the place on the agenda where the public is invited to speak to the Board on any issue.

A. Participants can provide comments in person or submit written comments in advance of the scheduled meeting. Participants can submit written comments via mail or email. All written comments must be received prior to 5:00 p.m. on the day before the scheduled meeting and must be 350 words or less.

Please mail comments to:
City of Auburn Attn: Angela Klein, Airport Administrative Specialist
2143 E St NE Suite 1
Auburn, WA 98002

Email comments to:
airport@auburnwa.gov

If an individual requires accommodation to allow for remote oral comment because of difficulty attending a meeting of the governing body, notice of the need for accommodation is needed by 5:00 p.m. on the day of the scheduled meeting. Participants can request accommodation to be able to provide remote oral comment by contacting the Airport Office in person, by phone (253) 333-6821, or email to airport@auburnwa.gov.

APPROVAL OF MINUTES

A. JUNE 3, 2026 SPECIAL MEETING

ANNOUNCEMENTS, REPORTS, AND PRESENTATIONS

ACTION ITEMS

A. AIRPORT STRATEGIC PLAN, 2026-2030

B. 2027 FEE SCHEDULE

DISCUSSION ITEMS

A. CAPITAL PROJECT STATUS AND BOARD TRACKING MATRIX (10 MIN)

B. AIRPORT CAPITAL IMPROVEMENT/BUDGET UPDATE (15 MIN)

GUIDANCE AND INFORMATION ITEMS

A. AIRPORT MANAGER REPORT (10 MIN)

B. AIRPORT ADMINISTRATION REPORT (5 MIN)

C. AIRPORT MAINTENANCE REPORT (5 MIN)

SCHEDULE FOR UPCOMING MEETINGS

A. 2026 REGULAR MEETING SCHEDULE:

NOVEMBER 18, 2026

Unless otherwise noted and advertised, all meetings will start at 8 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 notice the Board may elect to schedule additional special meetings beyond the meeting dates specified above.

ADJOURNMENT

Agendas and minutes are available to the public at the City Clerk's Office and on the City website (http://www.auburnwa.gov).

AGENDA BILL APPROVAL FORM

Agenda Subject:
JUNE 3, 2026 SPECIAL MEETING

Meeting Date:
September 16, 2026

Department:
Public Works

Attachments:
AAB_June 3 2026 Minutes

Budget Impact:

Administrative Recommendation:
Approve the minutes for the meeting on June 3rd, 2026.

Background for Motion:
Move to approve the minutes for the meeting on June 3rd, 2026.

Background Summary:
See attached.

Councilmember:

Staff: Tim Mensonides

Airport Advisory Board
Special Meeting
June 3, 2026 - 8:00 AM
Auburn Airport Office
Conference Room 1
2143 E Street NE
Auburn, WA 98002

MINUTES

CALL TO ORDER

PUBLIC PARTICIPATION

Chairperson Prasse called the meeting to order and welcomed attendees.

ROLL CALL

Present: Andrea Prasse, Wayne Osborne, Jay Miner, Lee Potter, Deanna Clark, Greg Ramig

Excused absence: Justin Heater

City Staff: Public Works Director Ingrid Gaub, Airport Manager Tim Mensonides, Airport Operations Specialist Ethan Kimes, Airport Administrative Specialist Angela Klein, Airport Part-time Staff Aaron Seerden

PUBLIC COMMENT

None.

APPROVAL OF MINUTES

It was moved by Board Vice-chair Clark, seconded by Board Member Osborne that the Board approve the Airport Advisory Board minutes for March 18, 2026. **Motion carried, 6-0.**

A. MARCH 18, 2026 REGULAR MEETING MINUTES

DISCUSSION ITEMS

A. AIRPORT STRATEGIC PLAN (40 MIN)

Manager Mensonides briefed the Board on the Airport's Stragetic Plan and discussed the 2019 SWOT analysis with suggested updates. Suggestions, questions and discussion followed.

B. CAPITAL PROJECT STATUS AND BOARD TRACKING MATRIX (5 MIN)

Manager Mensonides updated the Board on the status of current capital projects, including the E&F row hangar enclosure and AWOS, beacon, and emergency generator timeline.

GUIDANCE AND INFORMATION ITEMS

A. AIRPORT MANAGER REPORT (10 MIN)

Manager Mensonides updated the board on the emergency generator installation project, introduced the 2026 airport summer intern Danny Robertson, reported on the airport team's attendance at the annual WAMA conference held in Walla Walla, the upcoming July 3rd Emerald Downs fireworks show, and status of derelict airplanes.

B. AIRPORT ADMINISTRATION REPORT (5 MIN)

Administrative Specialist Klein reported on current fuel sales numbers, hangar and tie-down occupancy, Food Truck Fridays during the summer, and Young Eagles Day in July.

C. AIRPORT MAINTENANCE REPORT (5 MIN)

Operations Specialist Kimes reported on current maintenance projects at the airport including summer mowing, the new AWOS area, building maintenance, windsocks, cables, restriking, pavement patching, and noise complaints unrelated to the Auburn Airport. He also discussed wildlife activity and mitigation efforts.

SCHEDULE FOR UPCOMING MEETINGS

A. 2026 REGULAR MEETING SCHEDULE:

September 16, 2026
November 18, 2026

Unless otherwise noted and advertised, all meetings will start at 8 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 notice the Board may elect to schedule additional special meetings beyond the meeting dates specified above.

ADJOURNMENT

There being no further business to come before the Airport Advisory Board, it was moved by Board Member Osborne, seconded by Board Vice-chair Clark to adjourn the meeting. Motion carried unanimously. The meeting was adjourned at 9:10 a.m.

APPROVED this 16th day of September, 2026.

____
Angela Klein, Board Secretary

AGENDA BILL APPROVAL FORM

Agenda Subject:
AIRPORT STRATEGIC PLAN, 2026-2030

Meeting Date:
September 16, 2026

Department:
Public Works

Attachments:
Airport Strategic Business Plan 2026, SWOT

Budget Impact:

Administrative Recommendation:
For discussion only.

Background for Motion:

Background Summary:
See attached.

Councilmember:

Staff: Tim Mensonides

EXHIBIT A

2026-2030

STRATEGIC BUSINESS PLAN

Auburn Municipal Airport

City of Auburn, Washington

Adopted via Resolution No. XXXX (Date)

AUBURN
MUNICIPAL
AIRPORT
AUBURN, WASHINGTON

ACKNOWLEDGMENTS

Mayor:

Nancy Backus

City Council:

Cheryl Rakes

Kate Baldwin

Tracy Taylor-Turner

Brian Lott

Clinton Taylor

Lisa Stirgus

Hanan Amer

Airport Advisory Board:

Andrea Prasse

Deanna Clark

Wayne Osborne

Justin Heater

Jay Miner

Greg Ramig

Lee Potter

City of Auburn Staff:

Ingrid Gaub, Public Works Director

Tim Mensonides, Airport Manager

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EXECUTIVE SUMMARY

In 2016, the Airport Advisory Board completed its first Strategic Business Plan and recommended adoption to the City Council of Resolution 5264, which 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 2024. In 2026 the board performed an update to the plan for 2026-2030. This included a Strength, Weaknesses, Opportunities and Threats (SWOT) analysis to assess opportunities that the Airport is positioned now or in the future to capitalize on and to manage and/or eliminate threats that could limit current or future successes. From the SWOT analysis, the Board identified key result areas (KRA's) on which to focus the updated plan and developed the specific goals and priorities of that plan. The goals within each KRA are intended to be specific work projects or programs that can be implemented within the time frame of the Strategic Plan. This helps guide the Board, City Council and staff in strategic decision-making for current and future development and operations of the Airport.

The Key Result Area's (KRA's) for this plan are as follows:

1. **Facility and Infrastructure**
   The Facility and Infrastructure KRA is focused on maintaining and developing sustainable facility and infrastructure improvements that maintain and enhance airport operations, strengthen the airport's economic vitality and ensure fiscal stewardship. In addition, this area provides for a balancing of new construction with the ability to effectively maintain and operate current assets in a cost effective and safe manner. This includes goals such as continued hangar development, identifying potential emerging technologies, and development potential of the middle ramp.

2. **Economic/Community Development**
   The Economic/Community Development KRA is focused on planning for ongoing and enhanced sustainable economic development at the Auburn Municipal Airport through understanding the market needs and opportunities and how to maximize development of available space on the Airport. This includes goals such as completing the zoning regulation update, updating the marketing plan as needed, pursuing partnerships and preliminary work to expand the Airport and pursuing relationships with aviation educational programs.

3. **Operations Enhancement/Expansion**
   The Operations Enhancement/Expansion KRA is focused on planning for sustainable airport business operations through optimal and cost-effective airport management and development and implementation of airport marketing and branding plans. This includes goals such as changing the night restrictions, identifying a viable instrument approach, implementing on-Airport wayfinding, exploring broadband services, and continuing to pursue the next phase of the runway extension.

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 (1)
- Promote Aviation at the airport and within the community (2)
- Provide a high level of operational excellence (3)
- Be environmentally and economically responsible (4)
- Provide safe and secure aviation facilities (5)

*Note: the numbering provided above is not by order of priority but to provide a reference within the KRA goals to the Airport mission.

STRATEGIC PLAN ANALYSIS

This Strategic Business Plan is intended to be a “living document.” While working within a four (4)-year 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.

The Plan covers a four (4)-year period from 2026 to 2030 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 staff to address needed actions and desired expenditure within the framework of the adopted budget for the Airport Enterprise Fund. The Airport Enterprise Fund within the City of Auburn’s governmental financial model is a type of proprietary fund in which the direct beneficiaries pay for all costs of the fund through fees and leases. The Public Works Department, which is responsible for the management of the Airport, periodically reviews revenues and expenses and adjusts priorities to ensure that the Airport remains sustainable.

The Airport Advisory Board completed a Strengths, Weaknesses, Opportunities and Threats analysis which identified many elements both positive and negative for the Airport’s future sustainability. Following this analysis, the Board refined the goals of the plan to determine the key areas that would provide the most potential benefit to the long-term success of the Airport balanced with the ability of the airport to resource and fund the needs identified. The Key Results Areas (KRAs) and goals identified in the next section are the result of this process. Each KRA was identified for a specific purpose to provide the Airport with the revenues to meet the service needs of the tenants and businesses located on the Airport while ensuring continued safe operations of the Airport in a sustainable way. An additional element included how to leverage the current market and changes in operations at other local airports that are affecting the general aviation industry in the Puget Sound area so that Auburn is positioned to benefit.

The Auburn Municipal Airport is advantageously located within the Puget Sound Region on 111 acres in North Auburn. The Airport is located one mile north of the downtown Auburn urban center, has easy access to Highway 167, U.S. Interstate 5, and Highway 18. It is bordered by major arterial roadways on its south and north ends (15th Street N.E. and 30th Street N.E.) and is surrounded by commercial and industrial developments. Some surrounding areas are currently underutilized and have the opportunity to redevelop in the future. The City has some ability to influence any redevelopment to enhance compatibility with the Airport.

The Auburn Municipal Airport has been directly operated by the City as an Enterprise Fund since its inception in 1969. The Airport is fully financed from self-generated revenues and grants with it’s only debt 2 low interest loans, with 10 year terms, for Hangar Enclosure Projects. The Airport currently has several commercial tenants providing aircraft maintenance or other services, and Airport Management staff provides on-site operations, facilities management and aircraft fueling.
.

The Airport’s 2 year average revenue generated from fees for services and leases is approximately $2.4 million with operating expenditures approximately $2.37 million. The remaining revenues are used for capital and major facility maintenance projects.

Capital projects are funded through a combination of Federal and/or State grants and Airport revenues or solely by the Airport revenues. The Federal Aviation Administration and the Washington State Department of Transportation Aviation Division provide grants typically for projects which support airport infrastructure that do not directly produce revenue; examples include runway/taxiways and airfield lighting. Grants through these programs are also very competitive as there is not enough funding to complete all projects requested by qualifying airports. Therefore, funding for facilities such as hangars, offices, security, parking and utilities are not eligible for grant funding and must be paid for solely by Airport revenues. This means that the Airport must have a financially sustainable plan for maintenance of its existing facilities and for how it develops opportunity areas to ensure that revenues collected continue to pay for operations and ongoing facility maintenance needs.

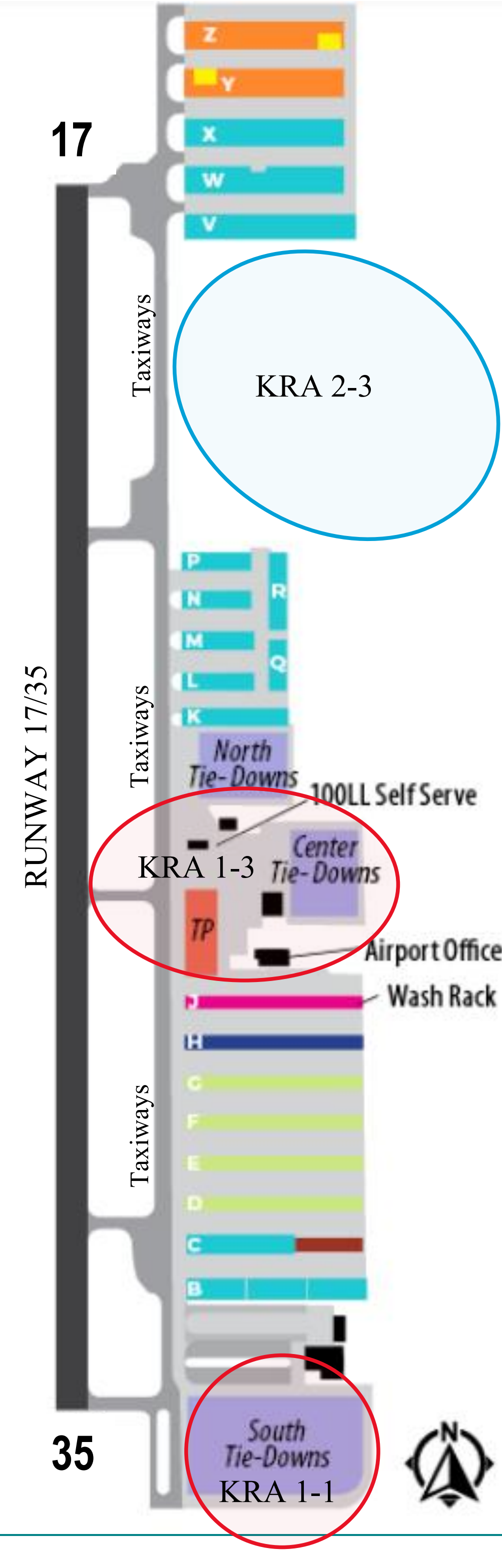
According to recent Airport Management records, the airport currently has 330 based aircraft with 105,000 total annual operations (takeoff or landing). The Airport's current fleet mix includes single-engine piston aircraft, multi-engine piston aircraft and helicopters. The Airport does not anticipate a significant change in the fleet mix in the near future and has seen an increased demand for hangar space due to regional shifts away from serving smaller and nonbusiness aircraft at airports such as Boeing Field and Renton. However, to maintain the Airport's sustainability, the Airport needs a healthy mix of airport-based businesses and general aviation tenants. Currently, the Airport's hangar spaces are fully occupied with a significant waitlist for new tenants that can take up to seven years for them to achieve a space at the Airport. This high demand has been in place for several years, and even during the 2020 pandemic the Airport has seen little reduction in this demand. This is a driving force behind the need to develop more hangar spaces to meet the growing demand. In addition, as the based aircraft numbers increase there will continue to be an increased demand for more aviation services to be located at the Airport to meet these needs.

The Airport has one runway that was extended to 3,842 feet in 2020. It was overlayed in 2024 and has a current Pavement Condition Index of 99 (excellent) out of 100. The PCI is a rating that determines what type of preservation work may be needed to keep the runway functioning sufficiently for safe aircraft operations. The Airport has one instrument approach that allows pilots to descend to 459 feet by flying solely on reference to instruments inside their aircraft. As of 2026, the Airport has official weather with an automated weather observation system located on the airport.

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. 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.

The existing and future design aircraft identified in the Airport Master Plan is a multi-engine aircraft. In addition to the typical range of general aviation activity, the potential exists for Auburn Municipal Airport to accommodate small cargo aircraft. 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 10 or more seats at the Auburn Municipal Airport. The Master Plan currently identifies a potential runway extension to 4,118 feet from the current 3,842 feet; however, 30th Street NE is located within what would be the Runway Safety Area for the fully extended runway, and more coordination with the FAA on how to accomplish this future extension is needed to determine its true viability.

Moving forward, the planning effort to update the Strategic Business 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 effort should be completed by no later than the end of the fourth (4) year.



Note: KRA's not depicted here are considered Airport wide goals and are not specific to an individual location on the 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	Airport Mission	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 in order to address the continued high demand for hangar space and to meet the needs of our individual and business tenants.	1, 2, 5	On-going	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.	3, 4, 5	On-going	On-going
1-3	Middle Ramp Development	This project would be the development or redevelopment 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.	1, 2, 3, 5	2029	2035
1-4	Airport Master Plan Update	Update of the existing plan. Current plan was conducted in 2015. Many of the projects within the plan are complete.	1, 2, 3, 4, 5	2029	2034

KRA 2: Economic/Community Development

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for ongoing 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	Key Result Area/Goals	Airport Mission	Anticipated Start Date	Anticipated Completion Date
2-1	Build Relationships with Education Programs in the Puget Sound Region	Strengthen and Develop Opportunities with aviation programs at Green River College, Auburn School District and possibly Federal Way or Kent School Districts for use of Auburn Airport in their programs.	1, 2	On-going	On-going
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 be 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 expansion of aircraft and avionics and restaurant opportunities.	1, 2	On-going	On-going
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.	1, 2, 5	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, development and implementation of Airport marketing and branding plans.

Goal #	Key Result Area/Goals *(Not in Priority Order)*	Narrative Description	Airport Mission	Anticipated Start Date	Anticipated Completion Date
3-1	Aircraft Maintenance	Increase aircraft maintenance services to better serve airport users.	2, 3	On-going	On-going
3-2	Educational opportunities	Partner with flight schools and Certified Flight Instructors to host seminars, training courses and distribute publications to increase pilot education and operation safety.	2, 3, 5	On-going	On-going
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	3, 5	2021	On-going
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.	2, 3	2021	On-going
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.	1, 2, 3, 4, 5	On-going	On-going

APPENDIX A – BACKGROUND INFORMATION

City of Auburn Information:

The City of Auburn is an incorporated city of approximately 86,000 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.

Auburn Municipal Airport Background:

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.

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, the majority of this area is delineated as a wetland and is also the automated weather observation station's clear area.

As described in the 2015 Airport Master Plan Update, the Airport's current mix of based aircraft is projected to become more diverse reflecting growth in turbine aircraft (turboprop, very light jet, business jet), helicopters, and light sport aircraft. It is recognized that runway length limits the larger aircraft that can be accommodated at the Airport on a regular basis.

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. A new master planning process is scheduled to begin in 2029.

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.

Key Result Area Background:

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 model[1] 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

AIRPORT ADVISORY BOARD SWOT ANALYSIS (June 3, 2026)

Facilities and Infrastructure, Economic/Community Development, Operations Enhancement/Expansion

STRENGTHS (+)	WEAKNESSES (-)
• Great location for training (airspace) • Council Support • Central Setting (close to downtown) • High Regional demand for hangar space (no vacancy) • Financially sound • Safety • Well Run Airport • Regional Asset: GA Reliever • Tenant Base: Strong Supportive community • Community Support: minimal noise complaints • Connectivity to transportation • New instrument approach, runway pavement, official weather • Communication • Young Eagle Day • Fly Washington Passport Program • Continue interface with Green River College	• Aging infrastructure • Visual perception: surrounding area appearance • Lack of available land for Airport Development • Airport is not part of the identity of surrounding businesses • Lack of hangar space • Lack of amenities – airport restaurant etc… • Lack of capital funding • Lack of aircraft maintenance • Busy pattern with training aircraft
OPPORTUNITIES (+)	**THREATS (-)**
• Partner with City events – include Airport • Additional Hangars • Open to future opportunities for emerging technology Electric Aircraft • Middle Ramp possibilities/future plans/airport partnership • Business Aviation – alternate revenue source-projected to increase • Aviation business opportunities • Fill GA niche in region • Urban Air Mobility • SE Ramp Development • Continued marketing	• Obstructions/encroachment • Economic Downturn • Future of 100LL • GA long term Decline • Public Safety concerns in surrounding area • Limited land available: wetland/environmental issues • Political Climate-local, state, national • Aviation mechanic shortage • Federal Regulations /FAA • Noise Abatement • Land acquisition process • External Investment for new development

AGENDA BILL APPROVAL FORM

Agenda Subject:
2027 FEE SCHEDULE

Meeting Date:
September 16, 2026

Department:
Public Works

Attachments:
2027 Hangar Rents and Airport fees

Budget Impact:

Administrative Recommendation:
For discussion only.

Background for Motion:

Background Summary:
See attached.

Councilmember:

Staff: Tim Mensonides

Proposed 2027 Airport Fees

Space Type	Basic Rent 2026		2027 Rate	Security Fee	Total Rev to City	Fee to Tenant Incl SLHT*	Month Rate Change	# of Units	Annualized Increase Rev
Open Hangar (D,E,F)	$ 275.00	3.8%	$ 285.00	$ 10.00	$ 295.00	$ 332.88	$ 10.00	51	$ 6,120.00
Open Hangar (C)	$ 328.00	3.8%	$ 340.00	$ 10.00	$ 350.00	$ 394.94	$ 12.00	6	$ 864.00
Enclosed Hangar (G,H,J)	$ 527.00	3.8%	$ 547.00	$ 10.00	$ 557.00	$ 628.52	$ 20.00	48	$ 11,520.00
Enclosed Hangar (Y,Z)	$ 613.00	3.8%	$ 636.00	$ 10.00	$ 646.00	$ 728.95	$ 23.00	37	$ 10,212.00
Enclosed Hangar (Y,Z w/storage)	$ 788.00	3.8%	$ 818.00	$ 10.00	$ 828.00	$ 934.32	$ 30.00	3	$ 1,080.00
Tie down	$ 131.00	0.0%	$ 131.00	$ 10.00	$ 141.00	$ 159.10	$ -	54	$ -
Storage Unit (East D,E,F,G,H; West E,G)	$ 177.00	3.8%	$ 184.00	$ 10.00	$ 194.00	$ 218.91	$ 7.00	7	$ 588.00
Storage Unit (Z/Y west)	$ 240.00	3.8%	$ 249.00	$ 10.00	$ 259.00	$ 292.26	$ 9.00	2	$ 216.00
Vehicle Parking	$ 80.00	3.8%	$ 83.00	$ 10.00	$ 93.00	$ 104.94	$ 3.00		
								Total	$ 30,600.00

*SLHT (State Leasehold Tax) = 12.84%

Annual Increases

2019 - 3.3%
2020 - 2%
2021 - 0% (COVID)
2022 - 5%
2023 - 7%
2024 - 4.5%
2025 - 3.6%
2026 - 2.7%
2027 - 3.8%

Closed Hangar Rates in the Region (SLHT included)

	Enclosed	Open	Tie Down
Auburn Proposed	$628-934	$332-394	$159
Paine	$554		$115
Renton	$580		$185
Boeing	$1,178-1,419		$149
Tacoma	$459-526		$73-99
Puyallup	$368		$73-99
Olympia	$377-546	$294	$74-120
Harvey	$453-575	$266	$77

*2027 Budget planned a 0% increase
*June 2026 CPI 3.8%

* Auburn waitlist for closed hangars is nearly 50 people=10+ year expected wait
* Approx 60% of Airport revenue comes from hangars and tie-downs

CITY OF AUBURN WASHINGTON

AGENDA BILL APPROVAL FORM

Agenda Subject:
CAPITAL PROJECT STATUS AND BOARD TRACKING MATRIX (10 MIN)

Meeting Date:
September 16, 2026

Department:
Public Works

Attachments:
Capital Project Status, Board Tracking Matrix

Budget Impact:

Administrative Recommendation:
For discussion only.

Background for Motion:

Background Summary:
See attached.

Councilmember:

Staff: Tim Mensonides

Capital Projects

Capital Project Status

LEAD	PROJECT DESCRIPTION	CURRENT STATUS	WHAT'S NEXT	STAFF	START DATE	EST. COMPL. DATE	EST. COST
City/CW	F Hangar Row Upgrades	Airport budget allowed for addition of E Hangar enclosure. Contruction Schedule to start in September.	Construction through May 2027	Moyer/ Mensonides	Nov-25	May-27	$ 2,400,000
City/CW	AWOS, Beacon, Emergency Generator	Phase 2: AWOS and Beacon have installed	Installation emergency generator, punch list items	Wickstrom/ Mensonides	Nov-23	Dec-26	$ 1,111,110 (95/5)
City	Annual Pavement Maintenance	Patching completed	Planning 2027 Projects	Mensonides	May-26	Nov-26	$ 150,000
City	Annual Maintenance and Repair of Facilities	Completed electrical upgrades of all E row hangar units	Planning 2027 Projects	Mensonides	Jan-26	Dec-26	$ 100,000
City/CW	Airport Master Plan	Planning & Securing FAA funding	Scoping	Mensonides	Jan-30	Jan-32	$ 5,000,000 (90/10)

AIRPORT BOARD - TRACKING MATRIX

KRA Reference [1]	Key Result Area/Goals *(Not in Priority Order)*	Lead	Narrative Description	Start Date	Completion Date
1-1	Continued Hangar Development	Public Works Director/Airport Manager	Develop new hangars on the SE corner of the airport with multiple businesses placed in larger box style hangars. Seek opportunities for additional hangar development on the airport to address the high demand for hangar space within the region.	1Q 2020	On going
1-3	Middle Ramp Development	Airport Manager/Public Works Director	Redevelopment of the middle ramp area to accommodate the Airport Office, improve access and parking. Seek partnerships for development of space for additional business use.	3Q 2022	On going
2-2	Airport Marketing Focus	Public Works Director/Airport Manager/ Airport Advisory Board/Economic Development	Annual review of the Airport Marketing Focus to be 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.	1Q 2026	March 2026
2-3	Airport Expansion Areas	Airport Manager/Public Works Director	Pursue opportunities for physical growth of the Airport consistent with the approved Airport Master Plan including a runway extension and opportunities for partnerships for both on-airport and adjacent property development.	1Q 2023	On going
N/A	N/A	Airport Manager/Public Works Director	Review of current Airport strategic plan	2Q 2026	2Q 2026
N/A	N/A	Airport Manager	Development of Airport Emergency Plan and Exercise	1Q 2026	1Q 2027
N/A	Annual Tasks	Public Works Director/Airport Staff/Airport Advisory Board	1. Annual Fee Update 2. Capital Improvement Plan Update 3. Board Composition Review 4. Board Work Plan Update for 2027		*Anticipated:* September *Anticipated: September* *Anticipated:* November *Anticipated* : November

[1] KRA 1 = Facility & Infrastructure; KRA 2 = Economic/Community Development; KRA 3 = Operation Enhancement/Expansion

AGENDA BILL APPROVAL FORM

Agenda Subject:
AIRPORT CAPITAL IMPROVEMENT/BUDGET UPDATE (15 MIN)

Meeting Date:
September 16, 2026

Department:
Public Works

Attachments:
CFP Requests, Airport Fund Financials

Budget Impact:

Administrative Recommendation:
For discussion only.

Background for Motion:

Background Summary:
See attached.

Councilmember:

Staff: Tim Mensonides

AIRPORT

Narrative Summary

Current Facilities

The City of Auburn operates the Auburn Municipal Airport, providing hangar and tie-down facilities/leasing space for aircraft-related businesses. As of 2025, there were approximately 105,000 take-offs and landings (aircraft operations) at the airport annually. The Airport Master Plan was completed in May 2015 for the period 2012 through 2032.

Level of Service (LOS)

The Auburn Municipal Airport Master Plan provides a maximum runway capacity (LOS standard) of 231,000 aircraft operations annually; one take-off or landing equals one aircraft operation. This LOS is recognized by the Federal Aviation Administration (FAA). The FAA requires the airport to have the capital facilities capacity (i.e., runways, taxiways, holding areas, terminal, hangars, water/sewer system, etc.) necessary to accommodate 100% of aircraft operations during any one year. By 2027, the Airport Master Plan forecasts the number of operations to be 214,374 well below the capacity of the airport runway.

Capital Facilities Projects and Financing

The City's Airport facilities include seven non-capacity projects totaling $7,951,555, of which $5,495,000 is unsecured. These include Fuel Tank Replacement, open T-hangar upgrades, and Airport Taxilane and Ramp Rehab. Project. Projects completed in prior cycles have debt service of $1,352,616, bringing the total expenditures to $9,304,171. Table A-1 shows the proposed financing plan. Individual worksheets showing the project detail are available in Appendix I, Individual Project Worksheets.

Impact on Future Operating Budgets

As Table A-1 shows, the airport is anticipated to increase operating revenues net of expenses by approximately $569,000 during the six years 2027–2032.

TABLE A-1

CAPITAL FACILITIES PLAN PROJECTS AND FINANCING
AIRPORT

Page	Non-Capacity Projects:	2027	2028	2029	2030	2031	2032	Total
60 *ap9001*	**Airport Runway and Taxiway Reseal Project**							
	Capital Expenditures	-	-	-	-	1,555,555	-	1,555,555
	Secured Funding:							
	Fund Balance Airport (435)	-	-	-	-	155,555	-	155,555
	Unsecured Funding:							
	Grants (Federal)	-	-	-	-	1,400,000	-	1,400,000
61 *ap9002*	**Airport Master Plan**							
	Capital Expenditures	-	-	50,000	400,000	50,000	-	500,000
	Secured Funding:							
	Fund Balance Airport (435)	-	-	5,000	40,000	5,000	-	50,000
	Unsecured Funding:							
	Grants (Federal)	-	-	45,000	360,000	45,000	-	450,000
62 *ap9003*	**Airport Fuel Tank Replacement**							
	Capital Expenditures	-	-	-	700,000	-	-	700,000
	Secured Funding:							
	Fund Balance Airport (435)	-	-	-	700,000	-	-	700,000
63 *ap9004*	**Airport Taxilane and Ramp Rehab**							
	Capital Expenditures	-	-	400,000	3,500,000	-	-	3,900,000
	Secured Funding:							
	Fund Balance Airport (435)	-	-	40,000	350,000	-	-	390,000
	Unsecured Funding:							
	Grants (Federal)	-	-	360,000	3,150,000	-	-	3,510,000
64 *ap9005*	**Airport Office/Middle Ramp Reconfiguration**							
	Capital Expenditures	-	-	-	-	-	150,000	150,000
	Secured Funding:							
	Fund Balance Airport (435)	-	-	-	-	-	15,000	15,000
	Unsecured Funding:							
	Developer Contribution	-	-	-	-	-	135,000	135,000
65 *apbd05*	**Annual Repair and Maintenance of Airport Facilities**							
	Capital Expenditures	146,000	100,000	100,000	100,000	100,000	100,000	646,000
	Secured Funding:							
	Fund Balance Airport (435)	146,000	100,000	100,000	100,000	100,000	100,000	646,000
66 *apbd12*	**Annual Airport Pavement Maintenance**							
	Capital Expenditures	100,000	100,000	50,000	50,000	100,000	100,000	500,000
	Secured Funding:							
	Fund Balance Airport (435)	100,000	100,000	50,000	50,000	100,000	100,000	500,000
81 *cp2201*	**Open T- Hangar Upgrades Row G & J - Debt Service**							
	Capital Expenditures	91,844	91,844	91,844	91,844	91,844	91,844	551,064
	Secured Funding:							
	Fund Balance Airport (435)	91,844	91,844	91,844	91,844	91,844	91,844	551,064
92 *cp2518*	**Open T- Hangar Upgrades Row F - Debt Service**							
	Capital Expenditures	133,592	133,592	133,592	133,592	133,592	133,592	801,552
	Secured Funding:							
	Fund Balance Airport (435)	133,592	133,592	133,592	133,592	133,592	133,592	801,552
	Subtotal, Non-Capacity Projects:							
	Secured Funding:	**471,436**	**425,436**	**420,436**	**1,465,436**	**585,991**	**440,436**	**3,809,171**
	Unsecured Funding:	**-**	**-**	**405,000**	**3,510,000**	**1,445,000**	**135,000**	**5,495,000**
	Total Funding:	**471,436**	**425,436**	**825,436**	**4,975,436**	**2,030,991**	**575,436**	**9,304,171**

TABLE A-1

CAPITAL FACILITIES PLAN PROJECTS AND FINANCING
AIRPORT

	2027	2028	2029	2030	2031	2032	Total
FUND SUMMARY:							
CAPITAL COSTS:							
Non-Capacity	471,436	425,436	420,436	1,465,436	585,991	440,436	3,809,171
Capital Costs (Secured)	**471,436**	**425,436**	**420,436**	**1,465,436**	**585,991**	**440,436**	**3,809,171**
Unsecured Capital Costs	**-**	**-**	**405,000**	**3,510,000**	**1,445,000**	**135,000**	**5,495,000**
TOTAL EXPENDITURES	**471,436**	**425,436**	**825,436**	**4,975,436**	**2,030,991**	**575,436**	**9,304,171**
FUNDING SOURCES:							
Fund Balance Airport (435)	471,436	425,436	420,436	1,465,436	585,991	440,436	3,809,171
Funding Sources (Secured)	**471,436**	**425,436**	**420,436**	**1,465,436**	**585,991**	**440,436**	**3,809,171**
Developer Contribution	-	-	-	-	-	135,000	135,000
Grants (Federal)	-	-	405,000	3,510,000	1,445,000	-	5,360,000
Funding Sources (Unsecured	**-**	**-**	**405,000**	**3,510,000**	**1,445,000**	**135,000**	**5,495,000**
TOTAL FUNDING SOURCES	**471,436**	**425,436**	**825,436**	**4,975,436**	**2,030,991**	**575,436**	**9,304,171**

TABLE A-2

Impact on Future Operating Budgets

Airport

Projects		2027	2028	2029	2030	2031	2032	Total
AP9005	Airport Office/Middle Ramp Reconfiguration	$ -	$ -	$ -	$ -	$ -	$ 1,000	$ 1,000
CP2201	Open T- Hangar Upgrades Row G & J - Debt Service	(47,000)	(47,000)	(47,000)	(47,000)	(47,000)	(47,000)	(282,000)
CP2518	Open T- Hangar Upgrades Row F - Debt Service	(48,000)	(48,000)	(48,000)	(48,000)	(48,000)	(48,000)	(288,000)
Total		**$ (95,000)**	**$ (95,000)**	**$ (95,000)**	**$ (95,000)**	**$ (95,000)**	**$ (94,000)**	**$(569,000)**

Positive numbers are an increase to expenses, negative are a decrease to expenses.

2026 Airport Fund (F435) - Through May 2026

Airport Revenues	Actual Jan-26	Actual Feb-26	Actual Mar-26	Actual Apr-26	Actual May-26	2026 YTD Total - May	Budget 2026 Total Budget	Budget Variance to Budget - $'s	Budget Percent of Budget	YTD Budget Comparison YTD Budget	YTD Budget Comparison YTD Variance to Budget
Airport Security Service/Tie Down & Hangar Rent	81,027	83,259	83,081	84,258	82,558	414,182	863,700	(449,518)	48%	359,875	54,307
Aviation Fuel Sales	69,120	58,366	85,610	106,216	117,145	436,458	1,229,200	(792,742)	36%	512,167	(75,709)
Property Lease	40,652	40,652	40,702	40,652	38,797	201,455	405,100	(203,645)	50%	168,792	32,663
State Grants	-	-	-	-	(1,308)	(1,308)	19,774	(21,082)	-7%	8,239	(9,547)
FAA Direct Federal Grant	-	-	-	-	(23,543)	(23,543)	747,098	(770,641)	-3%	311,291	(334,833)
Total Charges for Services	**$190,798**	**$182,277**	**$209,393**	**$231,126**	**$213,649**	**$1,027,244**	**$3,264,872**	**$ (2,237,628)**	**31%**	**$ 1,360,363**	**$ (333,119)**

Operating Expenditures	Actual Jan-26	Actual Feb-26	Actual Mar-26	Actual Apr-26	Actual May-26	2026 YTD Total - May	Budget 2026 Total Budget	Budget Variance to Budget - $'s	Budget Percent of Budget	YTD Budget	YTD Variance to Budget
Salaries & Wages	29,746	29,839	30,230	29,374	29,773	148,962	339,474	190,512	44%	141,448	(7,514)
Benefits	16,413	10,035	12,817	12,991	13,035	65,291	177,511	112,220	37%	73,963	8,671
Other Wages	2,940	4,446	5,161	6,459	7,847	26,853	80,000	53,147	34%	33,333	6,480
Office & Operating Supplies	915	830	915	875	-	3,534	12,000	8,466	29%	5,000	1,466
Fuel Consumed	-	117	126	290	-	533	2,500	1,967	21%	1,042	508
Fuel Purchased for Resale	56,741	45,984	63,060	71,470	83,727	320,982	1,044,800	723,818	31%	435,333	114,351
Small Tools and Equipment	-	-	-	871	-	871	3,000	2,129	29%	1,250	379
Professional Services	3,360	3,750	6,673	9,448	16,964	40,195	98,100	57,905	41%	40,875	680
Communication	-	-	132	-	-	132	-	(132)		-	(132)
Travel	-	-	6	-	-	6	4,000	3,995	0%	1,667	1,661
Advertising	-	-	-	-	-	-	2,500	2,500	0%	1,042	1,042
Insurance	8,704	-	-	-	-	8,704	-	(8,704)		-	(8,704)
Public Utility Service	-	14,337	14,240	13,508	12,413	54,499	111,600	57,101	49%	46,500	(7,999)
Repairs and Maintenance	3,649	4,659	1,588	3,514	1,486	14,896	100,000	85,104	15%	41,667	26,771
Miscellaneous	376	362	2,290	3,374	-	6,403	23,200	16,797	28%	9,667	3,264
Construction Projects	-	-	-	-	-	-	3,465,741	3,465,741	0%	1,444,059	1,444,059
Interfund Charges	21,950	77,231	21,950	21,950	21,950	165,031	345,196	180,165	48%	143,832	(21,199)
Total Operating Expenditures	**$ 144,794**	**$ 191,590**	**$ 159,188**	**$ 174,125**	**$ 187,195**	**$ 856,892**	**$5,809,622**	**$4,952,730**	**15%**	**$2,420,676**	**$1,563,784**

Other Revenues	Actual Jan-26	Actual Feb-26	Actual Mar-26	Actual Apr-26	Actual May-26	2026 YTD Total - May	2026 Total Budget	Variance to Budget - $'s	Percent of Budget	YTD Budget	YTD Variance to Budget
Interest Revenue	5,394	4,597	13,144	5,083	4,835	33,053	10,400	22,653	318%	4,333	28,719
Miscellaneous Revenue	1,673	1,699	(300)	495	740	4,307	4,000	307	108%	1,667	2,640
Gifts, Pledges, Grants - Private Sources	-	-	-	-	-	-	-	-		-	-
Intergovernmental Loan	-	-	-	-	-	-	1,200,000	(1,200,000)	0%	500,000	(500,000)
Increase in Restricted Deposits	-	-	-	-	-	-	-	-		-	-
Increase in Deferred Credits	-	-	-	-	-	-	-	-		-	-
Total Non Operating Revenues	**$ 7,067**	**$ 6,295**	**$ 12,844**	**$ 5,578**	**$ 5,575**	**$ 37,359**	**$ 1,214,400**	**$ (1,177,041)**	**3%**	**$506,000**	**($468,641)**

Other Expenditures	Actual Jan-26	Actual Feb-26	Actual Mar-26	Actual Apr-26	Actual May-26	2026 YTD Total - May	2026 Total Budget	Variance to Budget - $'s	Percent of Budget	YTD Budget	YTD Variance to Budget
Net Change in Restricted Net Assets	-	-	-	-	-	-	-	-		-	-
Operating Transfer Out	-	-	-	-	-	-	-	-		-	-
Debt Service Interest Expense	-	-	-	-	14,957	14,957	14,993	36	100%	14,993	36
Intergovernmental Loan Payment	-	-	-	-	-	-	-	0		-	0
Debt Service Principal	-	-	-	-	-	-	76,851	76,851	0%	76,851	76,851
Total Other Expenditures	**$ -**	**$ -**	**$ -**	**$ -**	**$ 14,957**	**$ 14,957**	**$91,844**	**$76,887**	**16%**	**$91,844**	**$76,887**

NET Change in Working Capital	**$53,072**	**($3,018)**	**$63,050**	**$62,579**	**$17,072**	**$192,755**	**($1,422,194)**

Budgeted Beginning W/C: Jan 1, 2026	**$2,656,713**
Ending Working Capital, YTD 2026	**$2,849,468**