



**Airport Advisory Board
Regular Meeting
December 18, 2019, 7:00 AM
Airport Office
Conference Room 1**

AGENDA

A. CALL THE MEETING TO ORDER/ROLL CALL

- a. Introduction of New Board Member: Dennis Decoteau

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

C. APPROVAL OF MINUTES:

1. OCTOBER 16, 2019 REGULAR MEETING

D. PRESENTATIONS: NONE

E. BOARD ACTION ITEMS:

1. 2020 BOARD CHAIR AND VICE CHAIR POSITIONS (5 MIN)

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

1. STRATEGIC PLAN (50 MIN)
2. 2020 BOARD WORK PLAN DISCUSSION (15 MIN)
3. BOARD COMPOSITION DISCUSSION (5 MIN)
4. 2019 CAPITAL PROJECT STATUS (5 MIN)
5. TRACKING MATRIX (GENERAL BUSINESS)(5 MIN)

G. BOARD GUIDANCE AND INFORMATION ITEMS:

1. AIRPORT MANAGER REPORT 2019 AIRPORT ACCOMPLISHMENTS, MARKETING REPORT (25 MIN)
2. AIRPORT MAINTENANCE REPORT (5 MIN)

- H. **SCHEDULE FOR UPCOMING MEETINGS:** Board to discuss the regular meeting schedule for 2020 to determine frequency and time of the meetings. The Board rules require that the Board meet at least quarterly throughout the year. (5 MIN)

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

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

- I. **ADJOURNMENT OF MEETING**

AUBURN AIRPORT ADVISORY BOARD

MEETING MINUTES

MEETING DATE: October 16, 2019
MEETING TIME: 7:00 A.M.
MEETING LOCATION: Auburn Municipal Airport, 2143 E Street NE.
Auburn, WA 98002

Meeting Attendance Record:

Board Members:	
Deanna Clark, Chairperson	
Danielle Butsick, Vice Chair	
Wayne Osborne, Board Member	
Sean Morrow, Board Member	
Mark Kornei, Board Member (excused / resigned effective 10/15)	
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	
Tanya Rottkamp, Auburn Airport Office Assistant	
Members of the Public:	
Rock Snodgrass AHOA	
Dennis Decoteau	

AUBURN AIRPORT ADVISORY BOARD

MEETING MINUTES

A. CALL THE MEETING TO ORDER:

Chairperson Clark called the meeting to order and welcomed attendees and guests. Chairperson Clark noted Board Member Mark Kornei was excused for this meeting and has resigned his Board Member position to the City of Auburn on October 15th, 2019. Andrea Prasse was in attendance and introduced as the newest Board Member.

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 August 21, 2019 meeting.

D. PRESENTATIONS: NONE

E. BOARD ACTION ITEMS:

1. CAPITAL/FINANCIAL PLANNING NEXT STEPS:

Tim Mensonides discussed the 2020 Airport Fee Schedule.. A 2% increase was recommended on all fees but tie-downs. This increase is slightly below the current consumer price index for the area. The current hangar rates are comparable to airports in the area. Tie-Down rates were not recommended to be increased due to ample storage space available on the field.

A motion was made, seconded and unanimously passed recommending approval to the City Council.

F. BOARD DISCUSSION ITEMS:

1. CAPITAL/FINANCIAL PLANNING NEXT STEPS:

Ingrid Gaub mentioned that project schedules have now been adjusted to account for what projects the FAA will likely fund for a given year between 2020 and 2025. The rate model expands all the way out to year 2030. Joe Nessel made the suggestion of including a brief explanation of the board's reasoning behind the recommended decisions. Wayne Osborne emphasized the airport will potentially need assistance from the City of Auburn in purchasing property along the east side of the Field for future development. This plan will be

AUBURN AIRPORT ADVISORY BOARD

MEETING MINUTES

included with the update to the City Council planned for February of 2020.

2. TENANT SURVEY:

Tim Mensonides explained the highlights of the survey, including Helicopter Operational complaints. The Airport User group also went through the Survey data to extrapolate additional info. Follow up actions from the survey include additional helicopter operations awareness, 24/7 airport office access, and additional Airport Business Marketing.

3. KICKOFF STRATEGIC PLAN UPDATE

The board worked together in filling out a new Strengths, Weaknesses, Opportunities, and Threats Analysis to serve as future guidance material for the Board's Strategic Plan. The Board's next step will be to prioritize this list into something more manageable.

4. 2019 CAPITAL PROJECT STATUS

Tim Mensonides mentioned Federal Funds have been approved by the FAA for the Runway Project which is starting next Spring with a contractor having been selected. WSDOT informed the airport to re-apply for the State 5% project match just before the project begins to be reimbursed, otherwise the airport will have to fund that 5%. The Airspace obstructions project is still a work in progress with the technician at the FAA. The Security gate and camera project came in over-budget so a phased by priority approach must be taken to complete the project. KPG, our consultant, is putting together a Hangar Maintenance and New Construction Program with the southern Open-T Hangars now having an extended life expectancy.

G. BOARD GUIDANCE AND INFORMATION ITEMS:

1. **AIRPORT MANAGER'S REPORT:** Tim Mensonides reviewed the six new noise complaints we have received from residents within the Green River Valley. Tim attended a planning meeting for the Valley Regional Fire Authority to fill their team in on what emergency services the airport requires and will require in the future.. The Airport now has an official Airport Diagram to better outline airfield business locations. The Airport's User Group meeting was a success, with attendees providing useful information and requests that Airport Administration can and already has acted on. Auburn's Runway Lighting system had been experiencing

AUBURN AIRPORT ADVISORY BOARD

MEETING MINUTES

problems back in August and September with Airport staff successfully finding and eliminating the source of the problem.

2. **AIRPORT MARKETING REPORT:** Staff has now formally changed the lease language and placed all leases onto the same MAI appraisal schedule. The Airport's new Maintenance Mechanic on the field, Normandy Aircraft, has already been presented to City Council with expected approval at their November meeting. The 2020 Land Appraisal will be presented to City Council to tier the recommended rate of \$.825 to a \$.715 increase for year one with the \$.825 increase the following year. CPI adjustments will take place the years following such increases. Staff felt the 36% rate increase was too significant for tenants to take on in a single year. Budget planning for the Airport has taken this tiered implementation into account.
3. **AIRPORT MAINTENANCE REPORT:** Ryan Hubbard discussed the success of the User Group meeting, along with project recommendations. An increase in USDA presence on the airfield is to be expected to handle some seasonal wildlife problems. The two big projects Ryan will be focusing on for the next few months will be Hangar Preventative Maintenance on City Hangars and the Wildlife Netting Project for the Open-T Hangars.

H. SCHEDULE FOR UPCOMING APPROVED MEETINGS:

2019 Regular Meeting Schedule:

December 18, 2019

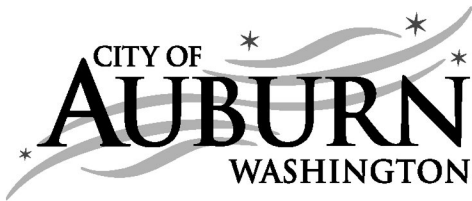
Ingrid mentioned that the next meeting should focus on the Board's SWOT Analysis, open 2020 Board Positions, and a new 2020 Board Meeting Schedule.

I. ADJOURNMENT OF MEETING:

There being no other business the Board Vice Chair adjourned the meeting at 9:06 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: December 3, 2019

Re: AGENDA ITEM F1 – Strategic Plan Update Kickoff

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

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

In addition, the board membership has changed and increased since the adoption of the Strategic Plan in 2016.

At the October 16, 2019 Advisory Board meeting, the Board completed a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, the results of which are attached. At December's meeting, the Board will be discussing the priorities of the SWOT Analysis and to develop 3 to 4 broad goals to be used in the development of the Airport's Strategic Plan.

In addition, at the meeting, Board members requested that staff provide information regarding the status of the key result areas identified in the 2017-2020 Strategic Business Plan. A matrix of these and the status of each item is attached.

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.

AIRPORT ADVISORY BOARD SWOT ANALYSIS (October 18, 2019)

STRENGTHS (+) • Great location for training (airspace) • Council Support • Central Setting (close to downtown) • High Regional demand for hangar space (no vacancy) • Runway length extending to 3800 feet in 2020 • Financially sound • Safety • Well Run Airport • Regional Asset: GA Reliever • Tenant Base: Strong Supportive community • Community Support: minimal noise complaints	WEAKNESSES (-) • Aging infrastructure • Not a viable instrument approach • No Fixed Base Operator • Visual Perception - derelict aircraft, surrounding area appearance • Lack of available land for Airport Development • Airport is not part of the identity of surrounding businesses • No training facility/flight school • Lack of hangar space • Lack of amenities – airport restaurant etc... • Lack of promotion • City planning - airport plays a factor in planning and surrounding development • Lack of capital funding
OPPORTUNITIES (+) • Runway Extension – ability to lengthen to 4100 • Space Available on existing site to develop • Partner with City events – include Airport • FATPNW-growing aviation community in the region • Additional Hangars • Open to future opportunities for emerging technology • Middle Ramp possibilities/future plans • Interface with Green River College • Business Aviation – alternate revenue source-projected to increase • Aviation business opportunities • Fill GA niche in region • Airport Loaner transportation	THREATS (-) • Obstructions/encroachment • Economic Downturn • Future of 100LL • GA long term Decline • Condition of facility • Connectivity to transportation • Public Safety concerns in surrounding area • Limited land available: wetland/environmental issues • Political Climate-local, state, national • Aviation Mechanic shortage • Federal Regulations /FAA

AUBURN MUNICIPAL AIRPORT: 2017-2020 STRATEGIC BUSINESS PLAN

KRA 1: Airport Capital Improvement Program (Continued)

Goal #	Key Result Area/Goals	Lead	Narrative Description	Start Date	Completion Date	Status and Comments as of December 2019
3	Conduct a comprehensive structural assessment of Airport buildings and structures	Community Development & Public Works Director/City Engineer	Conduct a structural assessment to confirm structural integrity and any structural deficiency issues for all public buildings and structures. Report should specify potential costs and needed timeframe to address structural issues, if any. Review with Board to determine next steps for potential planning and budgeting	2 nd Quarter 2019	4 th Quarter 2019	This work effort has been completed. Recommend removal.
4	Conduct a comprehensive assessment of airport fencing and gates	Community Development & Public Works Director/City Engineer	Conduct an assessment of the overall condition and integrity of perimeter airport security fencing and access control gates. Create a replacement program in terms of priority need and timeframe for needed action as well as estimated costs for repairs and/or replacement. Review with Board to determine next steps for potential planning and budgeting	2 nd Quarter 2019	4 th Quarter 2019	This work effort has been completed internally and as part of the Facility Condition Assessment. Upgrades and improvements are planned. Recommend removal.
5	Develop and implement a Jet-A-Fuel temporary pilot program	Community Development & Public Works Director/City Engineer	Develop a plan for implementation of Jet A	1 st Quarter 2017	2 nd Quarter 2017	The Board has reviewed several options and considered this during the recent capital planning. A short term interim plan was implemented with Cascade for the immediate on field needs and a long term plan has been identified relaying on future development and/or FBO services to provide Jet A. Recommend Removal

AUBURN MUNICIPAL AIRPORT: 2017-2020 STRATEGIC BUSINESS PLAN

KRA 1: Airport Capital Improvement Program (Continued)

Goal #	Key Result Area/Goals	Lead	Narrative Description	Start Date	Completion Date	Status and Comments as of December 2019
6	Wildlife Hazard Management Plan Implementation	Community Development & Public Works Director/City Engineer	Per the 2015 Wildlife Hazard Management Plan, obtain a scope of work and budget, modify Capital Facilities Plan, obtain required permits and approvals and conduct recommended tree removal activities	2 nd Quarter 2017	4 th Quarter 2018	Tree Removal was completed in 2019. The other elements of this plan have been implemented along with contracting with USDA to provide wildlife management services. Recommend Removal

AUBURN MUNICIPAL AIRPORT: 2017-2020 STRATEGIC BUSINESS PLAN

KRA 2: Airport Operations

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

Goal #	Key Result Area/Goals	Lead	Narrative Description	Start Date	Completion Date	Status and Comments as of December 2019
1	Airport Vision/Mission/Values	Airport Advisory Board	Develop Airport specific vision statement, mission statement and values	1 st quarter 2017	2 nd quarter 2017	This was completed in 2017. Recommend review of the current Vision/Mission as part of the Update and remove as a KRA
2	Annual Tenant Survey	Airport Management	Prepare, transmit and analyze with the Board an annual tenant survey. The questions will be developed in consultation with the Board and tenant feedback will be shared with the Board for potential immediate action, if appropriate or incorporation into the Strategic Business Plan	Annually	Annually	This has been done annually and per discussion with the Board will continue annually. Recommend moving to an annual task list.

AUBURN MUNICIPAL AIRPORT: 2017-2020 STRATEGIC BUSINESS PLAN

KRA 2: Airport Operations (Continued)

Goal #	Key Result Area/Goals	Lead	Narrative Description	Start Date	Completion Date	Status and Comments as of December 2019
3	Long-Term Rate Study	Airport Management	Rates charged to tenants/users are the primary funding source for the airport, excluding grants for capital development. To assure that the Fund remains self-sustaining into the future, current and future rate structures must be evaluated balancing market competitiveness with short and long-term operational needs	2 nd Quarter 2017	4 th Quarter 2017	This effort has been completed. Recommend Removal.
4	Updated Airport Documents and Forms	Airport Management	Conduct an update of all airport related documents and forms to ensure that they are legally compliant, easy to use and are available for fill in and download on all appropriate websites	1 st Quarter 2017	3 rd Quarter 2017	This effort has been completed. Recommend Removal.
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	This has been done annually. Recommend move to the annual task list.

AUBURN MUNICIPAL AIRPORT: 2017-2020 STRATEGIC BUSINESS PLAN

KRA 2: Airport Operations (Continued)

Goal #	Key Result Area/Goals	Lead	Narrative Description	Start Date	Completion Date	Status and Comments as of December 2019
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 staff and development of policy/ budget recommendations	Annually	Annually	This has been done annually. Recommend move to the annual task list.
7	Annual Airport Management Work Plan	Community Development & Public Works Director/City Engineer/Airport Management	Prepare for each calendar year a focused work plan for airport management plan subject to approval by City management to utilize in workload focus and resource priorities	Annually	Annually	With the transition to in-house management of the Airport, this plan is no longer relevant. Recommend Removal.
8	Long-Term Airport Management strategy	Community Development & Public Works Director	Evaluate with Board, City Council, City Administration and appropriate stakeholders a long-term airport management strategy	1 st quarter 2017	4 th quarter 2017	This effort was completed with the transition to in-house management. Recommend Removal.
9	Airport Marketing Plan	Community Development & Public Works Director	Prepare a comprehensive marketing plan that will act as a communication and implementation tool that can be used to achieve the goals established for the Airport. The Plan will utilize the Five Ps (Product, Price, Placement, Promotion, and People) that focus on the points of view of the Airport's target audiences	3 rd Quarter 2017	2 nd Quarter 2018	This is an on-going effort with the City's Economic Development staff. The focus of our marketing changes as situations and conditions change. Recommend 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.

AUBURN MUNICIPAL AIRPORT: 2017-2020 STRATEGIC BUSINESS PLAN

KRA 2: Airport Operations (Continued)

Goal #	Key Result Area/Goals	Lead	Narrative Description	Start Date	Completion Date	Status and Comments as of December 2019
10	Wildlife Hazard Management Plan Implementation	Community Development & Public Works Director/City Engineer	Implement management strategies specified in 2015 Wildlife Hazard Management Plan	On-going	On-going	This is an on-going effort but is administrative work. Recommend Removal.
11	Airport Multi-Tenant Sign	Community Development & Public Works Director	Design, construction and installation of an internally illuminated multi-tenant sign to replace the existing airport sign on E Street	2 nd quarter 2019	4 th quarter 2019	Signage was replaced and will be updated as tenant's change. This is an administrative task. Recommend Removal.
12	Airport Wayfinding Signage	Community Development & Public Works Director	Design, fabrication and installation of new and additional airport way-finding signs on key City transportation corridors	2 nd quarter 2017	3 rd quarter 2017	This effort has been completed. Recommend Removal.
13	Aviation Day	Community Development & Public Works Director/Airport Management	Develop a plan for establishment of a free 1-day Aviation Day that is open to the public and will provide up-close viewing of aircraft, aviation exhibits, Kids Zone, food trucks, and more. Pursue sponsors to cover 100 percent of event cost	Annually (first event in 2018)	Annually (first event in 2018)	This program was begun in 2017 and is part of the annual work effort of the Airport staff. Recommend Removal.
14	Fair Market Value Appraisal – Land Lease Rates	Real Property – Mayor's Office	Complete a fair market value appraisal conducted by a qualified and MAI designated professional appraiser of appropriate land lease rates	2 nd quarter 2019	4 th quarter of 2019	This effort was completed and the next one will be completed in 2024. Recommend include in the update for 2024.

AUBURN MUNICIPAL AIRPORT: 2017-2020 STRATEGIC BUSINESS PLAN

KRA 2: Airport Operations (Continued)

Goal #	Key Result Area/Goals	Lead	Narrative Description	Start Date	Completion Date	Status and Comments as of December 2019
15	Annual Lease Rates Survey & Analysis	Real Property – Mayor's Office/Airport Management	Conduct comparison survey and valuation analysis for rates for Hangars & Tie-Downs	Annually	Annually	This is done as part of the annual rate review process. Recommend add to the earlier item and move to the annual task list.
16	Airport Municipal Broadband Service	Innovation & Technology	Extend City's Municipal Broadband service to the Airport. Currently, the City's high speed fiber optic network has been extended to the Airport. Building off of this network, wireless broad band services will be installed at the Airport for use by tenants, guests and visitors to provide a valuable user experience	3 rd quarter 2017	4 th quarter 2017	This has been evaluated and was deemed cost prohibitive at this time. Recommend Removal until we can identify a specific need and cost effective way of doing this. (Perhaps include with new hangar construction)
17	Enhanced Phone System	Innovation & Technology Department	Implement a more robust phone system for features like call tree, integration with Outlook. This could be accomplished by extending the City's IP Phone system to the Airport thereby implementing unified communications including 4 digit dialing and voice mail	1 st quarter 2018	3 rd quarter 2018	This has been completed with the transition to in-house management. Recommend Removal.
18	Unmanned Aerial Vehicle (UAV) Training Area	Innovation & Technology Department/Airport Management	Investigate the potential establishment of a UAV training area at the Airport for use by City staff for required UAV flight training subject to FAA approval	4 th quarter 2017	2 nd quarter 2018	This was determined to not be necessary. Recommend Removal.

AUBURN MUNICIPAL AIRPORT: 2017-2020 STRATEGIC BUSINESS PLAN

KRA 3: Airport Economic Development

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

Goal #	Key Result Area/Goals	Lead	Narrative Description	Start Date	Completion Date	Status and Comments as of December 2019
1	Competitive Market Assessment Study	Community Development & Public Works Director	Engage with a qualified professional with experience in airport market analysis to assess the Airport's current and future subregional and regional market positions and identify strategies for maintaining and enhancing these positions ¹	2 nd quarter 2017	4 th quarter 2017	This effort was completed. Recommend Removal.
2	Recommendations - City's 10-Year Economic Development Strategic Plan	Community Development & Public Works Director	Working with the Board and City Administration, evaluate and implement recommendations of the City's 10-Year Economic Development Strategic Plan	On-going	On-going	This is an on-going effort with the City's Economic Development staff. Recommend carrying into the update.

¹ This Goal anticipates the hiring of a qualified professional to conduct the specified work that is anticipated to cost between \$30,000 to \$50,000 depending on the to be determined scope of work. The hiring of this qualified professional is not identified in the 2017-2018 Biennial Budget. As such, Council authorization through a future budget amendment may be needed to address this specific funding need.

AUBURN MUNICIPAL AIRPORT: 2017-2020 STRATEGIC BUSINESS PLAN

KRA 3: Airport Economic Development (Continued)

Goal #	Key Result Area/Goals	Lead	Narrative Description	Start Date	Completion Date	Status and Comments as of December 2019
3	Airport Zoning Regulations Update	Community Development & Public Works Director	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	1 st quarter 2018	1 st quarter 2019	This is work yet to be done and is a 2020 planned effort. Recommend continue into plan update.
4	Airport West Side Environmental Analysis	Community Development & Public Works Director	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	2 nd quarter 2019	1 st quarter 2020	This is planned in the Airport CFP. Recommend continue into plan update.
5	Current Development Sites Marketing	Community Development & Public Works Director/City Real Estate Analyst/Airport Management	Market and lease the two on-airport development sites approved in the approved Airport Master Plan to prospective tenants and developers ²	1 st quarter 2017	4 th quarter 2017	This is an on-going effort. Recommend continue into plan update.

² Please note that the timeframes shown for this Goal are aspirational. The ability to achieve them in the timeframes stated are influenced by market factors beyond the City's direct control. As such, this Goal may not be achieved in the specified timeframe, however, the City will pursue all reasonable and appropriate actions to do so.

AUBURN MUNICIPAL AIRPORT: 2017-2020 STRATEGIC BUSINESS PLAN

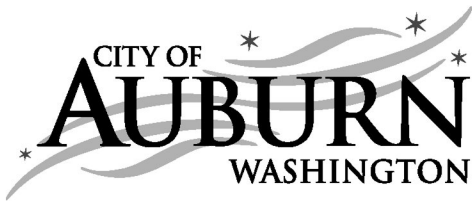
KRA 3: Airport Economic Development (Continued)						
Goal #	Key Result Area/Goals	Lead	Narrative Description	Start Date	Completion Date	Status and Comments as of December 2019
6	Airport Growth Areas	Community Development & Public Works Director/City Real Estate Analyst/	Pursue opportunities for physical growth of the Airport consistent with the approved Airport Master Plan including but not limited to acquisition of first rights of refusal on potential future acquisition properties ³	1 st quarter 2017	4 th quarter 2017	This is an on-going effort but was also determined to be financially infeasible for the Airport in light of the other planned and needed improvements. Recommend continue into plan update.

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

Proposed 2020 Board Work Plan

Title	Description	Start Period	Completion Period
Annual Board Work Plan	For each calendar year, the Board will prepare an annual work plan for the Board to utilize in agenda setting, coordination with City staff, and development of policy and fiduciary recommendations to the City Council.	4Q 2019	1Q 2020
Airport Board Composition Review	Each year, the Board will review the composition of the Airport Advisory Board and provide recommendations for any code changes to the City council for consideration. Areas of interest could include, but are not limited to, the current number of board members and specific board focus.	4Q 2020	4Q 2020
Economic Development Annual Update	The City will provide at least annually an update to the Board of the economic development actions taken by the City to implement any recommendations from the City's 10-year Economic Development Strategic Plan, pursue opportunities for physical growth of the Airport consistent with the Airport Master Plan, and efforts to market and lease the developable areas within the Airport. Remove and combine with Airport Marketing Plan?	2Q 2019	2Q 2019
Airport Marketing Plan	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. This is an on-going effort with the City's Economic Development staff. The focus of our marketing changes as situations and conditions change. Recommend carrying this into the update strategic plan and revising to reflect the on-going nature of the work. Include an annual discussion of the marketing focus for each year.	3Q 2017 Ongoing	3Q 2019 Ongoing
Airport Zoning Regulations Update	Coordinate with the City's Community Development staff to assess and potentially implement new zoning regulation amendments to the City's zoning code 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 2020	4Q 2020

Title	Description	Start Period	Completion Period
Long Term Capital and Financial Planning for Airport Development Remove: Completed Fall of 2019	The City completed several efforts in 2019 including the Competitive Market Assessment, the development of a Rate Model, and the Facilities Condition Assessment. Using this information, City staff will work with the Board to determine options for the future development and/or re-development of Airport Facilities and property to address the growing needs of the Airport with a recommendation to the City Council on a preferred option.	1Q 2019	4Q 2019
Fixed Base Operator (FBO) Recruitment Remove: Normandy on site 1/1/20	Identify the challenges for an FBO to provide needed services at the Airport and develop an implementation plan to address these challenges.	1Q 2019	4Q 2019
Annual Tenant Survey	Prepare, transmit and analyze with the Board an annual tenant survey. The questions will be developed in consultation with the Board and tenant feedback will be shared with the Board for potential immediate action, if appropriate or incorporation into the Strategic Business Plan	2Q 2020	4Q 2020
Annual Fee Schedule Update	Update of Airport Hangar, Tie Down and associated fee structure	3Q 2020	4Q 2020
Review of Airport Budget and FAA 5 Year Capital Improvement Plan	Review the annual 5 year FAA CIP prepared by staff. Review and provide input to airport's biannual budget.	1Q 2020	3Q 2020
Update Airport Rules and Regulations	Update the Airport Rules and Regulations to be in compliance with the FAA aeronautical use policy and industry standards	4Q 2019	3Q 2020
Board Strategic Plan Update	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	3Q 2020



Memorandum

To: Airport Advisory Board
From: Tim Mensonides, Airport Manager
Cc: Ingrid Gaub, Director of Public Works
Date: December 11, 2019
Re: AGENDA ITEM F2 – 2020 Annual Board Work Plan

Goal #6 of KRA No. 2 of the adopted Airport Strategic Business Plan directs that the Board should annually develop a work plan for the upcoming calendar. Specifically, this Goal states:

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.

Work plans serve two important key functions for an advisory body such as the Airport Advisory Board. First, a work plan will assist the Board in insuring that it is efficient in the conduct of its work. As a volunteer body, the Board should maximize its time together and with staff to satisfy its advisory responsibilities as specified in Chapter 2.33 of the Auburn City Code. Second, a work plan is an important communication tool to the City Council, staff and interested parties about the focuses of the Board during the upcoming calendar year.

Work plans should present enough information to provide clear guidance as to what the Board would like to work on. In addition, the number of work tasks should not be excessive and should be reasonably tied back to the Board and City staff's overall availability and ability to complete the tasks identified for 2020.

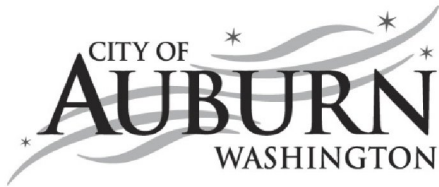
In developing its work plan, the Board should consider the following:

- City Council established or adopted goals and priorities, including the City's Comprehensive Plan, annual Council goals, master plans, budget, and so on.
- Resource availability - budget, staff support, committee member time.
- Departmental work priorities of the Community Development and Public Works Department (department responsible for overseeing the airport).
- Board members' knowledge, interest, and expertise.

The 2020 Annual Work Plan approved by the Board will be presented to the Auburn City Council at a future City Council meeting for potential Council adoption. During this presentation, the Board chairperson accompanied by the Airport Manager should inform the Council of 1) the past year accomplishments of the Board and 2) the Board's reasons for the proposed work task items.

During its review, the City Council may change or modify the Board's proposed work plan so that it reflects Council priorities, available resources, and emerging issues. Once adopted by City Council, the work plan serves as the basis for the Board's focus and effort during the year, although the Council may, from time-to-time, refer other issues to the board during the course of a year.

To assist the Board in thinking about potential 2020 Annual Work Plan items, we have provided the items from the 2019 Work Plan that will continue into 2020 and some items from the Strategic Plan for the Board to consider potentially adding, in an attached table.



Memorandum Public Works Department

To: Airport Advisory Board Members
From: Tim Mensonides, Airport Manager
Date: December 11, 2019
Re: Airport Board Composition

The Annual Work Plan for the Board includes a task for the Board to discuss if there is a desire for any changes to the Boards composition each year. The Board previously considered changes to this in November of 2017 and recommended that the number of Board Members be increased from 5 to 7. These changes were adopted by the City Council in early 2018. In December 2018, the Board reviewed and recommended no further changes.

As of December 31, 2019, the Board has 7 of the 7 positions filled.

This is the opportunity for the Board to discuss if they would like to make any additional recommendations to the City Council on changes to the Boards composition.

AIRPORT BOARD - TRACKING MATRIX

Capital Project Status							
LEAD	PROJECT DESCRIPTION	CURRENT STATUS	WHAT'S NEXT	STAFF	START DATE	EST. COMPL. DATE	EST. COST
City	Runway Enhancement Project – Property Acquisition	Delivered offer to King County and currently in negotiations.	Complete negotiations with King County. Complete short plat to create new parcel. Complete purchase of new parcel from King County.	Wickstrom/Mensonides	Jan-18	Mar-19	\$ 500,000 (90/10)
City/CW	Runway Enhancement Project – Construction	Notice-to-Proceed issued to Contractor. Construction Contract put into suspension until April 2020. Contractor working on ordering long lead-time materials. Executed contract with airport engineer for Construction Management Services.	Order long lead-time materials. Resume Construction Contract and begin construction in April 2020. Reapply for WSDOT grant in 2020.	Wickstrom/Mensonides	Sep-19	Jul-20	\$ 3,925,000 (90/10)
City	Night Restrictions	Discussion with FAA is on-going on the steps necessary to remove the Instrument Approach Night Restrictions. FAA has identified several obstructions that must be addressed prior to the restrictions being removed. Airport Staff meeting with the FAA on August 26th	Work with property owners to remove trees and light obstructions that are penetrating the surface per the AGIS study and provide documentation to FAA.	Mensonides	Aug-18	Mar-20	\$ 50,000
City	Annual Maintenance and Repair	This project will begin necessary maintenance and repair work as identified in the 2018 Facility Condition Assessment. KPG conducted a hangar condition study. The study determined roof and structural repairs were needed on C-J hangars.	A contract is being executed for the roof repair work. The structural repair will be planned in the next 2 years.	Mensonides	Mar-19	Dec-19	\$ 150,000
City	Airport Security Camera and Gate Access Upgrade	This project will install security cameras and replace obsolete gate operator access control units. Staff is working with city IT services on the scope of the project.	The estimate for the work came in high and is cost prohibitive for the airport to do in one project. The contractor is working on an itemized list of cost so a prioritized list of projects can be made	Mensonides	May-19	Jan-20	\$ 70,000
City/Consultant	West Side Preliminary Environmental Permitting	This project will conduct an analysis of the expected environmental permitting requirements associated with potential development of the west side of the Airport.	Project scoping.	TBD	Mar-19	Dec-19	\$ 50,000
City	Hangar Replacement Program	This program will replace hangar facilities as they reach their end of service life. The study KPG performed determined the airport should maintain existing hangars and build additional hangars.	Work with KPG on Marketing materials of new hangars and 30% design. Work with potential contractors on development and leasing options.	Mensonides	Aug-19	Dec-20	\$ 50,000

Airport Accomplishments and 2019 Year in review

Projects:

- Swing gate to south hangars completely redone: gate, controller, pavement loops
- Mid Field Main gate and Spanaflight Man gate fixed
- Ryan addressed the damaged airport infrastructure from the Wind Storm on January 5th
- Converted from AMG to City Staff as the airport's management structure- a significant undertaking: accounting, phone system, network, fuel contract, computers, vehicles, supplies, equipment and much more needed to be established and purchased as part of the transition
- Installation of new WSDOT/Airport Camera
- New door installation at Classic Helicopters
- Updated Airport Manager's office
- Converted all gates and doors to one key system to improve airport staff access and after hour response
- Installed hangar signage off of E street, also updated and replaced additional signage around the airport
- Surplused airport equipment
- Worked and planned with Veg Control from the city to clean up and spray areas of the airport
- Local Boy Scout Hunter Danz completed an airport informational Kiosk as his Eagle Scout Project
- Cleaned up the westside – expanded mowing area and removed blackberry bushes
- Upgraded the airport windsock lighting
- Cleaned out and removed debris from the one of the airport storm ponds
- Removed multiple trees from airport property which were aircraft obstructions
- Addressed runway lighting issues
- Deep cleaned the office
- Placed vending machines in the office to provide snacks for airport users.
- The University of Washington prepared an Airport Disaster Response report for S50
- Operations Technician replaced the water heater in the airport office
- Rolled Runway safety areas
- Installed a security camera in the office
- Runway extension project executed: design completed, bidding, construction contract executed, FAA grant award approved. Project scheduled to start Spring 2020. Will include extension, new runway lights, airfield signs, runway 34 REILS and removal of one storm pond.

Airport Staff Training:

- Fuel Training provided by EPIC
- Airfield Lighting training provided by Airside Solutions
- EPIC Website
- Mental Health First Aid (3 year certification)
- 2 manager retreats
- WAMA Conference
- Personality (Colors) Assessment
- Active Shooter

Staff Accomplishments:

- Fly Washington Passport Program: Since the program was kicked off on April 1st 7 participants have flow to over 90% of the 100 participating airports. 2 of the 7 are based at S50.
- WAMA President
- Established an email communication system to keep Airport users of current events taking place around the airport
- Fixed chart supplement issues
- Started wildlife reporting, contracted with USD and increased mitigation: which has reduced wildlife hazards at the airport

- 2 snow events: Plowed airport and removed snow from aircraft
- Updated fuel spill prevented measures
- Fixed the emergency generator for airfield lighting
- HVAC quarterly maintenance now being completed on the airport office building
- Updated the airport lobby and conference rooms with décor and furniture
- Hosted a booth for the NW Aviation Tradeshow and launched the Fly Washington Passport Program – handed out 160 passports
- Started an active FOD program which proactively removes FOD on a regular schedule
- Submitted DOR tax document
- Worked with local contractors on crane requirements and NOTAMS around the airport
- Removed Hazmat products from the airport
- Updated the city's vertical structure policy
- Met with Jim Armstrong and discussed future of the airport
- Started Airport Intern Program-Max Manley started on 6/17/19
 - Obtained a scholarship from WAMA and NWAAAE for internship – total amount of \$2,000
- Looked into frequency change possibilities and issues, met with other airport managers
- Worked with legislators to support Aviation bills
- Addressed Say Weather Issues – reconnected to the internet and received new box
- Staff was interviewed on Shelton Radio Station for Passport Program
- Obtained and upgraded a donated walk behind sweeper to clean small areas of pavement
- Updated the airport facility to be in compliance with City safety requirements
- Removed last month's deposit for Tie Down leases, this make it more in line with other airports and streamlines the process for tenants and staff
- Staff participated in the PSRC aviation baseline study
- Tanya obtained her notary
- Met with FAA's Airport District Office on runway extension-storm water topics
- Upgraded and installed new grounding units for the fuel facility
- Formed an Airport User Group to discuss airport topics and issues. Successfully conducted 2 productive meetings
- Created an Airport 101 Presentation that educates interested parties on the basics of the Auburn Airport. Presented to the Finance department, New AAB members and Rotary
- Cleared additional areas around the airport to discourage wildlife habitat that pose a risk to aircraft operations
- Started a new way to send out AAB packets which allows viewers to utilize links
- Published an FAA Diagram for the airport-which will also highlight transient parking for visitors, making it easier for non-based aircraft operations
- Completed a hangar study with KPG on addressing aging hangar structures and building new hangars
- Met with users and fuel suppliers on the airport's options for bringing Jet A to the field
- Conducted and airport tenant survey to provide feedback to staff and the AAB
- Worked with Multimedia staff in overhauling the airport's website
- Held multiple meetings with the an FAA airspace specialist regarding existing approach limitations and options for obtaining a lower straight in approach in the future
- Overhauled the Airport's 5 year FAA CIP with the major change adding a needed rehab to the airport's runway
- Provided more amenities to airport users: 24/7 access to the airport office which gives users a place to flight plan, get out of the weather and take a break if needed, placed 2 vending machines in the office, upgraded coffee maker, published an airport amenities map.
- Executed a fuel contract with a new provider. This provider will supply the airport on a lower cost for fuel and more reliable delivery schedule.
- Completed 5 year MAI Fair Market Value Appraisal. Appraisal was recommended 36% increase. Staff worked with tenants and tiered the increase over multiple years. 2 presentations to city council were required: to amend the leases to put them on the same appraisal schedule and to approve the tiered increase
- Started an Airport Facebook Page
- Submitted an RFI to PSE for Solar Power on the airport

- Submitted an application for possible property purchase as part of the new CARB program
- Submitted a grant application to WSDOT for the runway extension; turned down due to lack of funding
- Participated in the City's Giving Campaign and raised over 43K for local charities
- Conducted preventative maintenance on all city owned hangars – first time this had been accomplished in several years

New Tenants:

-**Normandy Aircraft** (an aircraft mechanic-which fills a major need at the airport). Normandy is currently based at Norman Grier airport with 3-5 employees. At S50 Normandy will be leasing ramp space and most of the office space currently occupied by Classic Helicopter. Until Normandy can move into a permanent structure they will be conducting their maintenance out of the white temporary hangar on the airport's middle ramp. As part of their lease Normandy will be providing the airport the following services: opening and staffing the airport office on weekends, assisting airport staff with planning and hosting annual events at the airport, provide twenty-four hour aircraft incident response and recovery services, provide specialty maintenance to airport management, and provide facilities for other airport tenants to dispose of their waste aircraft oil.

-Skyline Leasing LLC: aircraft leasing and DPE services

Purchases:

- Mower
- Pressure Washer
- Golf Cart
- External Fuel Tank
- Airport Printer
- External Water tank
- Blower
- Trucks (outfitted for incident response)
- Purchased a FOD Boss for 1/50th of the cost from the Anacortes Airport
- Plow to mount on airport truck for snow operations

Events:

- 6 AAB Meetings
- Attended 4 Aviation Caucus meetings in Olympia–group of legislators supporting aviation
- Toured the Arlington Airport and networked with airport operators
- Met with Paine Field staff and discussed similar airport projects
- Met with Chehalis and Boeing Field staff for airport networking and discuss airport operations
- Attended Renton Airport Disaster Exercise on April 2nd. Auburn Airport staff participated as examiners of the event
- Ryan promoted airport internship and presented at CWU
- Aircraft Incident on 4/30 – returned runway to service in 2.5 hours
- May 4th airport hosted a well-attended Pancake Breakfast put on by the WPA.
- Ryan hosted a running start student who shadowed him as part of a school project
- Hosted and conducted an airport tour for Gibson Ek High School students
- Attended WAMA Conference in Walla Walla: participated in airport tour, wildlife training, seminars – Tim ran the conference as president of the organization
- Reached out to AirPac, a cargo operator to gauge their interest in operation at S50
- Reached out to FBO's to recruit them to come to S50
- Met with NBAA on making our airport more attractive to business aviation
- Met with Kenmore Aero an FBO on BFI and discussed FBO management, took an airport tour and discussed topics like airport sustainability and FBO recruitment to the Auburn Airport
- Successful Airport Appreciation Day on July 6th: 700 to 800 people throughout the day overall. With 170 people flying in some capacity:
 - 48 Young Eagle Flights with 70 kids being introduced to aviation

- 9 introductory flight lessons given
- 24 helicopter rides with 91 passengers

- July 3rd Emerald Downs firework show – tenant parties and runway closure
- King County Sherriff's helicopter long line exercise on September 12
- Ryan attended Grant County/Moses Lake Airport Tour and networked with other airport execs
- The airport hosted the FATPNW Photo Safari on September 14
- AMA Line control event on the south ramp on 1 weekend in June and September
- Airport Presented at Auburn Civics Academy on September 26
- AAB chair and vice chair met with the Mayor, Ingrid and Airport Manager to discuss the airport topics on September 24
- Hosted an airport facility tour for Renton Airport Staff October 1st
- Hosted an airport Tour for students from Truman High School on October 15th
- October 14th toured 7 airports in the region with City Property Manager to see utilization of hangar space for business purposes. Spoke with flight departments and received leads on potential future tenants at the airport.
- Welcomed Joseph Nessel, Andrea Prasse and Dennis Decoteau to the Airport Advisory Board.
- December 13th hosted a Holiday Airport Open House

- Market Assessment **Action Items**
 - Case Studies of Regional Airports: **Updating website and hangar map**
 - Limited Runway: **Being increased 400 feet in 2020**
 - Anticipated increased fuel costs: **New fuel supplier with lower costs**
 - Studies suggest future hangar development of 60'x65' w/ 18/ft high doors to accommodate larger aircraft and business operations
 - **The airport is currently in planning and design stages with KPG for 7 65x60 hangars and a row of "high end" nested T Hangars**
 - **Cost analysis being conducted on what the airport budget can sustain**
 - **Discussions with interested developers**
 - **What type of partnership to participate in**
 - **Renderings designed for further aviation recruitment**
 - **Took tour of surrounding airports with similar development**
 - Infrastructure Deteriorating: **Planned projects - Runway rehab, new lights and signs, pavement maintenance, hangar roof repairs, hangar structural repairs, adding doors to open hangars, replacing roll up doors.**
 - Inadequate Amenities: **Normandy's arrival, Jet A discussions with new development, promoting flight schools through new map, airport events and website update, new hangars will accommodate new aircraft, website update focuses on promoting amenities on and off airport**
 - Wetland and access development along the west side: **Environmental analysis planned**
- Website revamp
 - Easier navigation
 - Improved promotion of airport amenities and tenants
 - Future video planned
 - Creating a "For Pilots" and "About" pages
- Revamp and/or creation of print marketing materials
 - Airport diagram
 - Airport available development map
 - Fact Sheet
 - On/Off site amenities
- Aircraft Maintenance and Repair Shop
 - Aircraft Maintenance & Repair shop was identified by FCS Group and recent Airport user survey as a top priority service needed at the Auburn Airport
 - Normandy Aircraft will be relocating their Airport Maintenance and Service business from Norman Grier Airfield to Auburn Municipal Airport January 1, 2020
 - **Signing a 5 year lease**
 - **Provide additional services including:**
 - **Staffing Airport Office on Weekends**
 - **Providing 24hr incident response and recovery**
 - **Facilities for airport tenants to dispose of used airplane oil**
 - **Along with Companion Agreement where they agree to develop long term space on airport or relocate into developed long term space.**