



**Airport Advisory Board
Regular Meeting
December 16, 2020, 7:30 AM
Airport Office
Conference Room 1**

AGENDA

A. VIRTUAL PARTICIPATION:

The Auburn Airport Advisory Board Meeting scheduled for Wednesday, December 16, 2020 at 7:30 a.m. will be held virtually and telephonically. To attend the meeting virtually please click the link or enter the meeting ID into the Zoom app or call into the meeting at the phone number listed below.

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

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

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

<https://zoom.us/j/91238370448>

Or join by phone:

253 215 8782
877 853 5257 (Toll Free)

Webinar ID: 912 3837 0448

B. CALL THE MEETING TO ORDER/ROLL CALL

C. PUBLIC COMMENT:

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

Please mail comments to:

City of Auburn

Attn: Angela Klein, Airport Administrative Assistant

2143 E St NE Suite

Auburn, WA 98002

Email comments to:

aklein@auburnwa.gov

D. APPROVAL OF MINUTES:

1. OCTOBER 21, 2020 REGULAR MEETING

E. PRESENTATIONS: NONE**E. BOARD ACTION ITEMS:**

1. 2021 BOARD CHAIR AND VICE CHAIR POSITIONS (10 MIN)
2. APPROVAL OF STRATEGIC PLAN (10 MIN)
3. 2021 MEETING SCHEDULE (10 MIN)

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

1. AIRPORT SURVEY RESULTS (10 MIN)
2. BOARD COMPOSITION DISCUSSION (5 MIN)
3. 2021 BOARD WORK PLAN DISCUSSION (15 MIN)
4. 2020 CAPITAL PROJECT STATUS (5 MIN)
5. TRACKING MATRIX (GENERAL BUSINESS)(5 MIN)

G. BOARD GUIDANCE AND INFORMATION ITEMS:

1. AIRPORT MANAGER REPORT & 2020 AIRPORT ACCOMPLISHMENTS (20 MIN)

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

2021 Regular Meeting Schedule:

TBD

Unless otherwise noted and advertised, all meetings will start at 7:30 a.m. and will take place at the Auburn Airport Office Conference Room 1 located at 2143 E St. NE, Auburn, WA 98002.

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

- I. **ADJOURNMENT OF MEETING**

AUBURN AIRPORT ADVISORY BOARD

MEETING MINUTES

MEETING DATE: October 21, 2020
MEETING TIME: 7:30 A.M.
MEETING LOCATION: Held via Zoom

Meeting Attendance Record:

Board Members:
Deanna Clark, Chairperson
Danielle Butsick, Vice Chair
Wayne Osborne, Board Member
Sean Morrow, Board Member
Joe Nessel, Board Member
Dennis Decoteau, Board Member
Andrea Prasse, Board Member
City Staff:
Ingrid Gaub, Public Works Director
Tim Mensonides, Auburn Airport Manager
Ryan Hubbard, Auburn Airport Operations Technician
Angela Klein, Auburn Airport Office Assistant
Shawn Campbell, City Clerk

AUBURN AIRPORT ADVISORY BOARD

MEETING MINUTES

A. CALL THE MEETING TO ORDER:

Chairperson Clark called the meeting to order and welcomed attendees and guests. Office Assistant Klein called roll. All members were present.

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

B. APPROVAL OF MINUTES: Boardmember Nessel moved and Boardmember Morrow seconded to approve the August 19, 2020 Auburn Airport Advisory Board Meeting Minutes.

MOTION CARRIED UNANIMOUSLY, 7-0

C. PRESENTATIONS: NONE

D. BOARD ACTION ITEMS: NONE

E. BOARD GUIDANCE, INFORMATION AND DISCUSSION ITEMS:

1. 2021 FEE SCHEDULE PROPOSAL

Manager Mensonides shared the proposed fee schedule for 2021 with the Board. The primary changes include no refunds for returned gate cards, additional annual wait list fees, and fuel fees that will impact Cascade Helicopter and other resale vendors of Jet A fuel. A discussion followed regarding the economic impacts of COVID and future airport decisions regarding fee increases. Boardmember Prasse moved and Boardmember Butsick seconded to recommend approval of the 2021 Fee Schedule to City Council.

MOTION CARRIED UNANIMOUSLY, 7 – 0

2. NEW WAIT LIST APPLICATION AND POLICY

Manager Mensonides discussed the new wait list application and policy document. Boardmember Morrow moved and Boardmember Decoteau seconded to approve the new application and policy.

MOTION CARRIED UNANIMOUSLY, 7 – 0

AUBURN AIRPORT ADVISORY BOARD

MEETING MINUTES

3. ANNUAL AIRPORT SURVEY QUESTIONS

Manager Mensonides provided the Board with the proposed annual airport survey questions. A discussion followed with additional suggestions for the survey.

4. STRATEGIC PLAN UPDATE

Director Gaub provided the Board an update for the revised 2021-2022 Strategic Business Plan update and the Key Results Areas and Goals. Changes and additions were discussed. Manager Mensonides and Director Gaub will revise and present the plan again at the December meeting for approval.

5. AIRPORT MANAGER UPDATE

Office Assistant Klein shared numbers to date on fuel purchased at the airport and current airport tenancy. Manager Mensonides provided the Board an update on complaints received since the last meeting, the purchase of game cameras to help track operations numbers and activity, WSDOT application to be considered as a beta test site for electronic aircraft, and the stormwater project that is improving storm efficiencies at the north end of the airport. He then updated the Board on the new agreement with Cascade Helicopter to resell Jet A fuel at the airport, the upcoming changes to airport locations for Spanaflight and Classic Helicopter, and hangar development and maintenance. Manager Mensonides reiterated that the demand is for enclosed hangars at the airport. Airport staff will execute ground leases for the new hangars and also manage the hangars for that lessee. Manager Mensonides hopes to recruit businesses to the newly developed hangars with preference being given to existing tenants. He also offered updates on garbage service for current city tenants, the gate card project and remotes, and the Fly Washington Passport Program food drive to run in October and November.

6. AIRPORT MAINTENANCE REPORT

Technician Hubbard reported on the updates to the maintenance and upkeep around the airport, including hangar repairs and upcoming project to replace lights in open T hangars, wildlife management and specifically hawk trapping, tracking and reporting of operations, and

AUBURN AIRPORT ADVISORY BOARD

MEETING MINUTES

installing message board pedestals at each drive-through gate. Special thanks was given to seasonal employee Jim McCartney for his help with maintenance and projects. Director Gaub complimented staff for their efforts during COVID.

F. SCHEDULE FOR UPCOMING APPROVED MEETINGS:

2020 Regular Meeting Schedule:

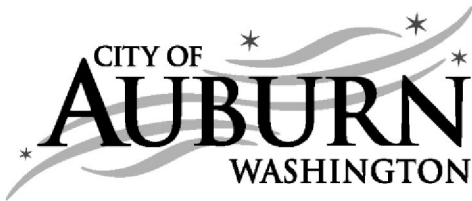
December 16, 2020

H. ADJOURNMENT OF MEETING:

There being no other business the Board Chairperson adjourned the meeting at 9:01 a.m.

APPROVED this 16th day of December, 2020

Angela Klein, Board Secretary



Memorandum

To: Airport Advisory Board

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

Date: December 2, 2020

Re: AGENDA ITEM E2 – Strategic Plan Update

As discussed at the Board's previous meeting, the Strategic Business Plan for 2021-2025 has been revised as follows:

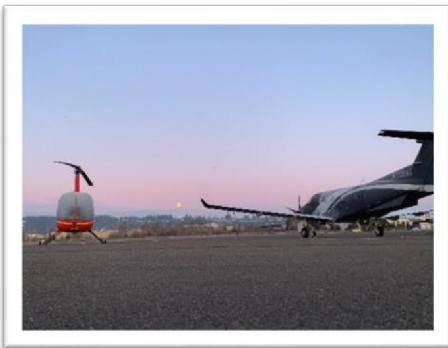
- The photos were updated
- A graphic was added to correlate those KRA's that are site specific on a map of the Airport
- The executive summary was revised to provide a brief summary of the goals within each KRA.

Attached is the final plan for the Board's recommendation for approval to the City Council. Once that recommendation is approved it will be scheduled for review with the City Council for adoption.



2021-2025

STRATEGIC BUSINESS PLAN



Auburn Municipal Airport

City of Auburn, Washington

Adopted via Resolution No. XXXX (XXX XX, 2021)

AUBURN
MUNICIPAL
AIRPORT

AUBURN, WASHINGTON



ACKNOWLEDGMENTS

Mayor:

Nancy Backus

City Council:

Claude DaCorsi

Bob Baggett

Yolanda Trout-Manuel

Larry Brown

James Jeyaraj

Chris Stearns

Robyn Mulenga

Airport Advisory Board:

Deanna Clark

Danielle Butsick

Sean Marrow

Joe Nessel

Wayne Osborne

Andrea Prasse

Dennis Decoteau

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 2025. This included a Strength, Weaknesses, Opportunities and Threats (SWOT) analysis to assess opportunities that the Airport is positioned now or in the future to 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 2021 to 2025 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 expenditures 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 110 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. By the end of 2020, with the final payment of an interfund loan for a hangar enclosure, the Airport is debt-free and fully financed from self-generated revenues and grants. 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 annual revenue generated from fees for services and leases is approximately \$1.4 million. Annual operating expenditures are approximately \$1.0 million, though each year has some variation depending on maintenance needs. The remaining revenues are used for capital and major facility maintenance projects.

AUBURN MUNICIPAL AIRPORT: 2021-2025 STRATEGIC BUSINESS PLAN

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 140,000 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 two (2) 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 3,841 feet in 2020. It was last slurry sealed in 2014 and has a current Pavement Condition Index of 68 and 71 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. A rating of 68 and 71 indicates that the pavement is in need of rehabilitation work in the next few years to maintain operations.

The Airport has one instrument approach that allows pilots to descend to 920 feet by flying solely on reference to instruments inside their aircraft. The approach is currently not authorized at night due to 33 obstructions in the vicinity of the Airport. Once the obstructions are mitigated, the night restrictions will be removed. To increase access to the Airport in poor weather visibility conditions, an approach with the ability to descend to a lower altitude is needed. The FAA has determined a redesigned approach could allow aircraft to descend to 600 feet.

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

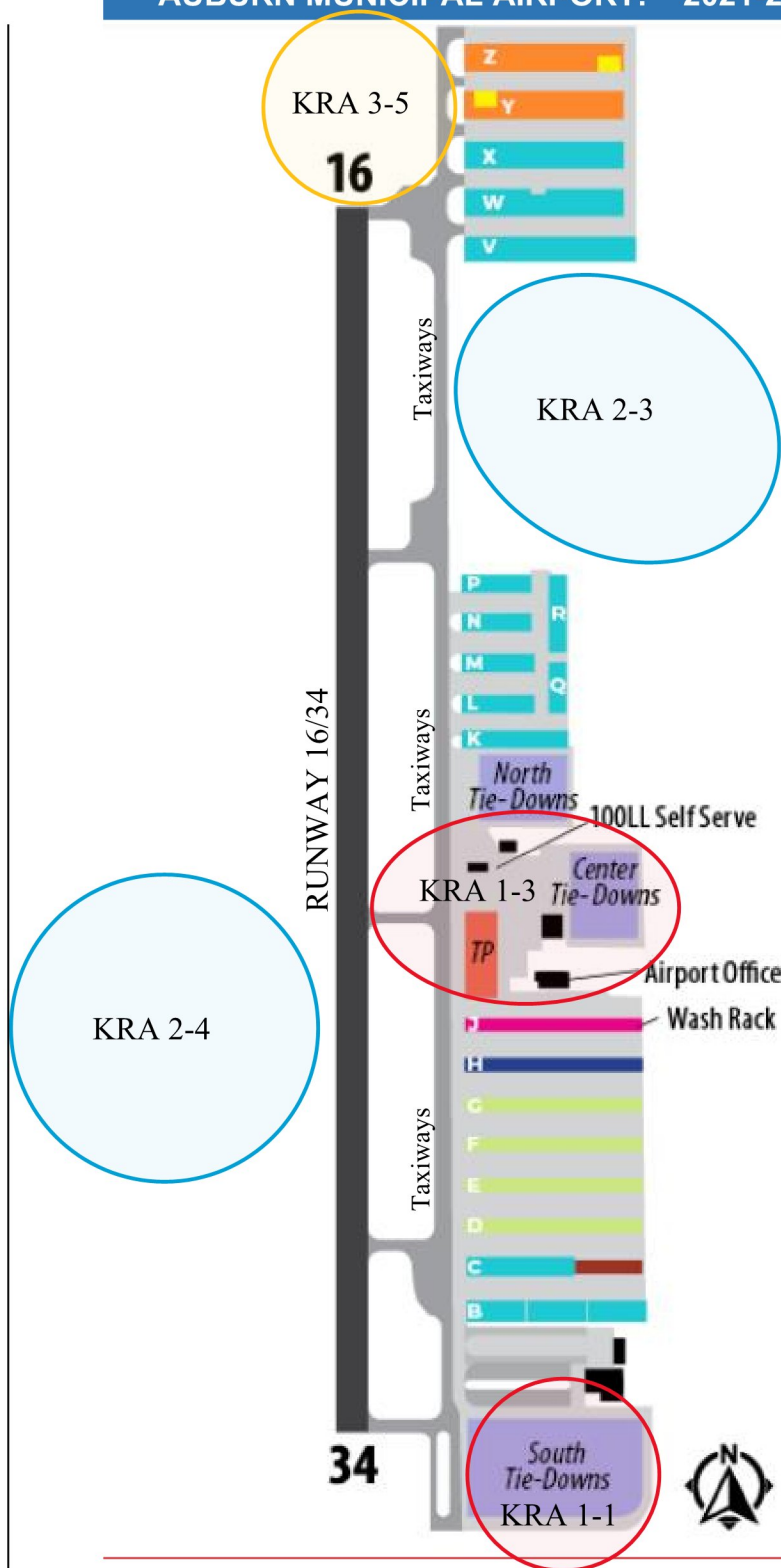
Auburn Municipal Airport accommodates a wide variety of aeronautical activity, including small single and multi-engine aircraft, civilian helicopters, and occasional business class turbine aircraft. Auburn Municipal Airport is classified as a Reliever airport in the National Plan of Integrated

AUBURN MUNICIPAL AIRPORT: 2021-2025 STRATEGIC BUSINESS PLAN

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 3,841 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, a substantive 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 substantive 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 beyond the hangars already under design in 2020 in order to address the continued high demand for hangar space and to meet the needs of our individual and business tenants.	1, 2, 5	2022	On-going
1-2	Emerging Technologies	As development of facilities occurs on the Airport, incorporate improvements where feasible and affordable to allow for potential new technologies being developed in the aviation industry.	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	2022	2026

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	Narrative Description	Airport Mission	Anticipated Start Date	Anticipated Completion Date
2-1	Airport Zoning Regulations Update	Coordinate with Community Dev. to assess and potentially implement new zoning regulations amendments to current City zoning standards for the Airport and surrounding properties to address operational needs or requirements and support current and future economic development efforts.	1, 2, 4	2020	2021
2-2	Airport Marketing Plan	Prepare an annual marketing plan that will act as a communication and implementation tool to achieve the goals established for the Airport each year and 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.	1, 2	On-going	On-going

KRA 2 (Continued): Economic/Community Development					
With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for 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.					
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
2-4	Airport West Side Environmental Analysis	Conduct an environmental analysis of the west side development area to confirm the location and extent of wetlands/ environmental resources, potential mitigation strategies and anticipated mitigation costs	4, 5	2020	2020
2-5	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
2-6	Recommendations - City's 10-Year Economic Development Strategic Plan	Working with the Board and City Administration, evaluate and implement recommendations of the City's 10-Year Economic Development Strategic Plan	1, 2, 3	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 <i>(Not in Priority Order)</i>	Narrative Description	Airport Mission	Anticipated Start Date	Anticipated Completion Date
3-1	Night Restrictions	Work with adjacent properties and the FAA to address obstructions and allow a change to the night restrictions that exist at the Airport.	3, 5	2019	2020
3-2	Viable Instrument Approach	Work with FAA to determine the steps and work necessary to create a viable instrument approach for the airport.	3, 5	2020	2024
3-3	On-Airport Wayfinding Improvements	Continue improvements to on-airport signage to improve information for airport users to find amenities and businesses on the airport	3, 5	2021	2021
3-4	Airport Municipal Broadband Service	Extend City's Municipal Broadband service to the Airport. Currently, the City's high-speed fiber optic network has been extended to the Airport. Building off of this network, wireless broad band services will be installed at the Airport for use by tenants, guests and visitors to provide a valuable user experience.	2, 3	2021	2021
3-5	Airport Runway Extension	Continue to pursue the necessary approvals from the FAA to extend the runway to the ultimate length as shown in the 2015 Airport Master Plan.	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 82,000 persons located in Southwest King County and a small area of Northeastern Pierce County, approximately 26 miles south of Seattle and 13 miles northeast of Tacoma. Auburn is bordered by the cities of Kent, Federal Way, Pacific, Sumner and Algonia, and unincorporated King and Pierce Counties. The Muckleshoot Indian Reservation is located near the southeastern corner of the Auburn city limits. Within the Puget Sound region, King County is bordered by Snohomish County (north) and Pierce County (south). Kitsap, Kittitas, and Chelan counties also border King County to the west and east.

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

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.

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.

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 model¹ for goal setting as described below:

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

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

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

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

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

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



To: Auburn Airport Board

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

CC:

Date: 11/23/2020

Re: 2021 AAB Meeting Schedule

Below is the proposed regular AAB meeting schedule for 2021. Meetings will be held the third Wednesday of every other month with the June meeting not being held to accommodate for airport events, projects and staff schedules. Meetings will be held via Zoom until COVID response parameters allow for in-person meetings. Meeting times will be from 7:30am-9am.

- February 17
- April 21
- August 18
- October 20
- December 15



2020 Airport Survey Questions:

55 total responses summarized below

To review all responses: <https://www.surveymonkey.com/results/SM-6WRXHS6P7/>

1. What airport improvements would you like to see?

AWOS, Lower Approach, Security Cameras, WiFi, Garbage, More Hangars

Airport Response: all planned improvements; garbage clarified in message to users in November

2. Are there ways in which the Auburn Airport facilities are not meeting your expectations? If so please provide further details

Majority satisfied, Run up area signs, Garbage

3. Why do you choose to use the Auburn Airport?

Location, Convenience, Cost, Hangars, Airport staff

4. What type of business and services would you like to see on or within ¼ mile of the airport?

Restaurant/Coffee, Pilot Supply Store

5. What recommendations do you have for airport staff to better serve you?

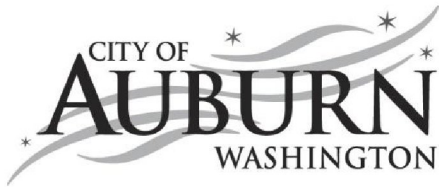
Keep it up, Majority Positive

6. How would you rate communications with airport staff? Are there any ways we can better communicate with you?

Majority Positive

7. General airport comments:

Majority Positive



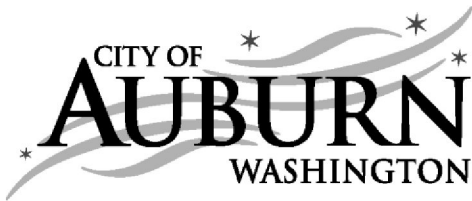
Memorandum Public Works Department

To: Airport Advisory Board Members
From: Tim Mensonides, Airport Manager
Date: October 28, 2020
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 Board's 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 2019, the Board reviewed and recommended no further changes.

As of December 31, 2020, 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 Board's composition.



Memorandum

To: Airport Advisory Board
From: Tim Mensonides, Airport Manager
Cc: Ingrid Gaub, Director of Public Works
Date: November 30, 2020
Re: AGENDA ITEM F3 – 2021 Annual Board Work Plan

Each year the Board develops an annual work plan for the upcoming year that is utilized 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 ensuring 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 2021.

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 Public Works Department.
- Board members' knowledge, interest, and expertise.

The 2021 Annual Board Work Plan approved by the Board will be presented to the Auburn City Council at a future City Council meeting by the Board chairperson accompanied by the Airport Manager.

To assist the Board in thinking about potential 2021 Annual Board Work Plan items, we have provided the following list that includes the 2021 items from the draft Strategic Plan

Update and additional policy and guidance items that staff would like to review with the Board in 2021.

- **Updating City Code** – *Anticipated Completion 4th Qtr 2021*
There are several sections of outdated code that are related to the Airport that staff proposes to update in 2021.
- **KRA 2-1 – Airport Zoning Regulation Update** – *Anticipated Completion 1st Qtr 2021*
Completion of the effort begun in 2020 to revise the zoning code related to the Airport to provide better coordination with uses surrounding the Airport
- **Specific Board Procedures & Standards** – *Anticipated Completion 2nd Qtr 2021*
Develop specific board procedures around the operation of the board and the management of meetings. (The Board currently does not have any specific procedures in place, and this is required for a public board)
- **KRA 2-2 - Annual review of the 2021 Airport Marketing Focus** – *Anticipated Completion 1st Qtr 2021*
- **KRA 3-3 - Developing Wayfinding improvements** - *Anticipated Completion 3rd Qtr 2021*
- **KRA 3-4 – Airport Broadband Service** – *Anticipated Completion 4th Qtr 2021*
Developing potential option(s) for Broadband improvements to the Airport for service to Airport users. This will include the estimated cost to implement.
- **Airport Rules & Regulations** – *Anticipated Completion 2nd Qtr 2021*
Complete the revisions to the Airport Rules and Regulations for adoption.
- **Airport Minimum Standards** – *Anticipated Completion 4th Qtr 2021*
Complete revisions to the Airport Minimum Standards for adoption.
- Other routine items for review with the Board in 2022 include:
 - Annual Fee Update
 - Annual Survey Questions and Results
 - Annual Capital Improvement Plan Update
 - Airport Board Composition Review
 - Airport Board Annual Work Plan Update for 2022

AIRPORT BOARD - TRACKING MATRIX

Capital Project Status							
LEAD	PROJECT DESCRIPTION	CURRENT STATUS	WHAT'S NEXT	STAFF	START DATE	EST. COMPL. DATE	EST. COST
City	Runway Enhancement Project – Property Acquisition	Delivered offer to King County and currently in negotiations. The County has accepted the City's appraisal. Draft short plat documents being finalized.	Complete negotiations with King County. Complete short plat to create new parcel. Complete purchase of new parcel from King County.	Wickstrom/Mensonides	Jan-18	Jun-21	\$ 500,000 (90/10)
City/CW	Runway Enhancement Project – Construction	Final payment sent to Contractor on October 20th. Construction contract closeout underway.	Complete AGIS survey. Close out FAA and WSDOT grants.	Wickstrom/Mensonides	Sep-19	Jul-20	\$ 3,842,269 (90/10)
City	Night Restrictions	16 of 33 obstructions mitigated. Purchasing obstruction lights to mitigate the structures in January.	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-21	\$ 50,000
City	Annual Maintenance and Repair	KPG has completed a 30% design of replacing the roll-up doors on J Hangar, the construction estimate came in higher than the airport budget may be able to sustain. Staff met with the roll-up door manufacturer and are looking into additional door options.	If budget allows, finalize design of new doors on J hangar or look into other methods on replacing doors.	Mensonides	Mar-19	Mar-21	\$ 150,000
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	May-21	Dec-21	\$ 50,000
City	Hangar Replacement Program	KPG produced conceptual drawings and construction estimates and had discussions with potential tenants at the NW Aviation Tradeshow. The construction estimates were determined to be high for the airport budget to sustain, even with bonding.	Land lease the south ramp for hangar development and construct hangars in 2021.	Mensonides	Aug-19	Dec-22	\$ 50,000

AIRPORT BOARD - TRACKING MATRIX

AAB Priority Ranking	KRA Reference [1]	Goal #	Key Result Area/Goals <i>(Not in Priority Order)</i>	Lead	Narrative Description	Start Date [2]	Completion Date
1	2	6	Annual Board Work Plan	Airport Advisory Board	Prepare for each calendar year a focused work plan for the Board to utilize in agenda setting, coordination with City staff and development of policy and fiduciary recommendations to City Council	Annually	Annually 12/16/2020
3	2	5	Board Composition Review	Airport Advisory Board	Conduct a review of the current composition and focuses of the Airport Advisory Board to determine potential for recommended code changes. Areas of interest could include but are not limited to current number of authorized board members and specific Board focuses.	Annually	Annually 12/16/2020
2	2	9	Airport Marketing Plan	Public Works Director/Airport Manager/ Ec. Dev Staff	Prepare a comprehensive marketing plan that will act as a communication and implementation tool that can be used to achieve the goals established for the Airport. The Plan will utilize the Five Ps (Product, Price, Placement, Promotion, and People) that focus on the points of view of the Airport's target audiences. As an alternate it has been proposed for the AAB to have an annual discussion with staff on target areas they would like to market to in order to address current airport needs.	3Q 2017	1Q 2021
2	3	3	Airport Zoning Regulations Update	Airport Manager/Long Range Planner	Coordinate with City's Community Development Service Area to assess and potentially implement new zoning regulations amendments to current City of Auburn zoning standards for the Airport and surrounding properties to address operational needs or requirements and support current and future economic development efforts. This will require an approval process through the City's Planning Commission.	1Q 2019	1Q 2021
1	N/A	N/A	Board Strategic Plan Update	Public Works Director/Airport Manager/Airport Advisory Board	The previous 4-year Strategic Plan for 2017-2020 will reach the end of its planning cycle. The Board will review the current plan and update, amend, and/or add goals based on the information gathered in 2017, 2018 and 2019 efforts related Airport facilities, Capital planning, financial planning, and marketing/economic development efforts to create a new 4-year plan for 2021-2024.	3Q 2019	4Q 2020

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

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



Airport Accomplishments and 2020 Year in Review

Projects:

- Extended the airport's runway 441 feet, installed new LED runway lights and signs and undergrounded a detention pond (making the airport safer by removing a wildlife attractant). This project is a significant upgrade to the airport. It took over six years of planning and negotiating with the FAA to accomplish.
- Ryan Hubbard upgraded the vanity in the men's restroom at the airport office.
- New HVAC unit installed in airport office building
- Ryan Hubbard inventoried and cleaned all airport occupied storage units.
- Installed WiFi to the airport's transient ramp
- Installed new airport drive-through gates and card reader systems; distributed new gate cards to over 500 airport users
- Installed additional fuel meter readers at the self-serve pumps, which are much easier to read and an upgrade of the current system
- Installed a reader board sign next to the taxiway to communicate current events, fuel prices and airport events with users
- Repaired roofing on hangars C-H; addressed damage on G row hangar
- Cleared and cleaned out three (3) storm water ponds
- Upgraded the transient tie-down area with new striping, improved "T" locations, and installation of new tie-downs and rope
- Ryan Hubbard cleaned and pressure washed the fuel tank and improved the aesthetics around it.
- Installed additional exterior lighting on J and H hangar rows, on the fuel ramp, outside the airport office and in the parking lot
- Ryan Hubbard created a way to track airport operations using two (2) game cameras, which is difficult to do at an airport with no control tower. This will give the airport improved data on actual operation numbers.
- Met with the company from Ohio that installed the roll-up doors 50 years ago, which are original to the airport. Looking at refurbishing current roll-up doors and installing more. They installed one door on a hangar as an example.
- Ryan Hubbard repainted the parking lot striping and curbing around the airport.
- Seasonal Maintenance Worker Jim McCartney upgraded the airport information kiosk: drywall, flooring, painted interior.
- Angela Klein organized the airport's electronic files, updated the airport website and forms, and rented 25 hangars to tenants between May and November.

Airport Staff Training:

- Hawk trapping training
- ECOSS Stormwater prevention plan and sampling training
- Ryan Hubbard attended AAAE Certified Member training
- CPR/1st aid certification

Accomplishments:

- Completion of WSDOT Aviation Economic Impact Study revealed the Auburn Municipal Airport creates:
 - 232 jobs
 - \$14.2 million labor income



\$24 million value added

\$43.1 million business revenues

- New fuel provider on the airport, Phillips 66
- Updated and took over the airport's storm water permit from the city. Airport staff will be maintaining the permit.
- Made Airport Challenge coins
- Executed an MOU with Cascade Helicopters for them to install fiber to two (2) hangars
- Hired a new airport office assistant: Angela Klein
- Hired an airport seasonal position: Jim McCartney
- Started an electronic process of tracking and mapping operational and noise complaints
- Started ENOTAMS, an ability to issue our own Notices to Airman electronically
- Updated Foreflight data, both airport info (improved exposure) and tenant info. This had not been updated in at least 5 years.
- Ryan Hubbard installed enhanced taxiway markings.
- Improved airfield grass maintenance. Hiring Jim McCartney allowed him to focus exclusively on mowing the airfield which led to a decrease in wildlife hazards at the airport, improved aesthetics and helped eliminate FOD and dead grass found on the airport in past years.
- Upgraded airport invoices so viewers see their total balance
- Awarded the first seven (7) jackets to Fly Washington passport participants at the NW Aviation Tradeshow. Since then, 13 more people have been validated and earned jackets.
- Updated the Airport Storage Agreement to address FAA hangar policy, subleasing and hangar turnover
- Tim Mensonides obtained Instrument rating.
- Removed the dirt berm obstruction on the west side of the runway
- Updated the city's vertical structure policy, which protects the airport. Corrected and upgraded the corresponding map.
- Airport, along with Community Development staff, started the process to improve and update zoning around the airport. An Airport Influence Map was created with safety zones. Code updates will follow. The zoning will be more compatible with the airport and allow for greater airport protection.
- Made a tie-down map for the airport to improve tracking of accounts
- Staff started working with owners to remove derelict aircraft.
- Removed trailers and converted area back to aircraft parking, increasing revenue for an area that was not previously generating money
- Staff worked with city hangar tenants to ensure aeronautical use in the hangars.
- Ryan Hubbard arranged for the airport UNICOM to be on "Live ATC" so people can listen to the airport's frequency online.
- Executed an agreement with Cascade Helicopters to resale Jet A fuel on the airport
- Department of Ecology inspection
- 5010 Airport Inspection Completed
- Vacuum swept the entire airport, adding this to airport's FOD program. Very effective in removing loose slurry seal. The plan will be to do this three times each year.
- For added convenience, airport users now have the ability to purchase pre-programmed gate remotes.
- Over 15 large birds, a hazard to aircraft safety, were captured and relocated to friendlier environments.
- Angela Klein updated the airport waitlist policy.
- Ryan Hubbard installed new door pins in H row hangars to improve security.



-Fly Washington Passport Program: In 2020, 13 participants flew to over 90% of the over 100 participating airports.

- Tim Mensonides was elected to the Washington Airport Managers Association board of directors.
- Seasonal Maintenance Worker Jim McCartney constructed a sled to respond to aircraft gear-up incidents. The sled will allow an aircraft to be removed quickly from a paved surface with minimal damage to the aircraft and surface.
- Staff produced an Airport Snow Response Plan on how to respond to snow events at the airport.
- Installed a layer around the airport in the city permitting process that notifies reviewers to be aware of height restrictions and to contact the airport

New Tenants:

- Rainier View Airways: Designated Pilot Examiner, Seaplane Instruction
- Spanaflight & Classic Helicopters swapped spaces at the airport, and each business leased more area than previous occupancy.

Purchases:

- HVAC unit for airport office

Events:

- NW Aviation Tradeshow Feb. 22-23
- COVID-19 ☹

August 3rd VRFA and Airlift Northwest training

- Presentation on the airport to the local Lions club on November 10
- Staff attended a tour of the Pullman Airport. Incredible project of removing and realigning their runway
- Professional filming for a pilot retiring from Alaska Airlines. Filmed by ALPA: Airline Pilots' Association
- Airport presented at the City of Auburn's Civics Academy.
- One (1) aircraft incident on 8/23
- Two (2) wildlife strikes
- Staff attended local WPA Green River chapter meeting and plan to present on the airport at a future meeting.
- Staff collaborated with Bremerton airport staff on multiple issues.
- Held four (4) AAB Meetings
- In conjunction with the Passport Program participated in a food drive with 214 pounds collected and donated to the Auburn Food Bank