



2017-2020

STRATEGIC BUSINESS PLAN



Auburn Municipal Airport

City of Auburn, Washington

Adopted via Resolution No. 5264 (December 19, 2016)

AUBURN
MUNICIPAL
AIRPORT
AUBURN, WASHINGTON



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TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	1
GUIDING PLAN PRINCIPLES	3
OVERVIEW OF AUBURN MUNICIPAL AIRPORT.....	4
KEY RESULT AREAS.....	9

EXECUTIVE SUMMARY

The Auburn Municipal Airport (S50) is a municipal airport owned and operated by the City of Auburn, Washington. Beginning in 1974 and continuing to the present, the Auburn Airport Advisory Board has provided advisory support to the Auburn City Council and the Mayor or Chief Administrative Officer for the City on Airport planning and operations. In Spring 2015, the City of Auburn completed an update of the Airport Master Plan that was previously updated in 2002. The 2002 Airport Master Plan provided the primary airport planning guidance for the Airport for over ten years. The recent Master Plan update was completed in cooperation with the Federal Aviation Administration to address the Airport's needs over a twenty (20) year planning period and provide specific guidance in making the improvements necessary to maintain a safe and efficient airport that is economically, environmentally, and socially sustainable.

The purpose of the Airport Master Plan is to define the current, short-term and long-term needs of the Airport through a comprehensive evaluation of facilities, conditions and FAA airport planning and design standards. The study will also address elements of local planning (land use, transportation, environmental, economic development, etc.) that have the potential of affecting the planning, development and operation of the airport.

In Spring 2016, the Airport Advisory Board completed a Strength, Weaknesses, Opportunities and Threats (SWOT) analysis to assess opportunities that the Airport is positioned now or in the future to exploit and to manage and/or eliminate threats that could limit current or future successes. The Board reviewed and identified strengths and weaknesses that were primarily internally oriented and opportunities and threats that were externally oriented. From this SWOT analysis, the Board identified the need for a Strategic Business Plan to help guide the Board, City Council, City Administration and City staff in strategic decision-making for current and future development and operations of the Airport.

The Auburn Municipal Airport is operated as an Enterprise Fund within the City of Auburn's governmental financial model. An enterprise fund is a type of proprietary fund in which the direct beneficiaries pay for all costs of the fund through fees and where a periodic determination of revenues and expenses is desired by management. The Strategic Business Plan covers a four (4) year period that aligns with the City of Auburn's biennial budget cycle. This alignment is purposeful and is intended to allow City Council, the Airport Advisory Board and City Administration and staff to address needed actions and desired expenditures within the framework of the adopted budget for the Airport Enterprise Fund.

The Strategic Business Plan is intended to be a "living document". While working within a four (4) planning horizon, it is anticipated and expected that all parties will have the opportunity to utilize, assess and modify the Plan as needed to ensure that it is providing valuable guidance on policies, strategies, actions and expenditures relating to the growth and operation of the Airport. To help in maximizing the Plan's contributions, the Airport Advisory Board should evaluate the Plan at the beginning of each year to determine what, if any, modifications are needed as well as to provide the City Council with any recommendations relating to changes in policy or financial operations. As needed, the Board may recommend modifications to the City Council for the Strategic Business Plan to ensure that the Plan remains timely and relevant and recognizes completed actions and needed new activities. A substantive planning effort to update the Plan should begin in the third year of the Plan to allow for adequate opportunity to engage key external stakeholders,

complete needed investigations and analyses, coordinate with City Administration, City Council and appropriate City Departments and prepare, review and finalize the Plan update. This substantive effort should be completed by no later than the mid-part of the fourth (4) year.

Within the Plan there are several Key Result Areas (KRAs). The KRAs are broad-based goals and are re-evaluated annually and incorporated within the four-year Strategic Business Plan. Each KRA has a mission statement that describes the intent of each area. Additionally, each KRA has various goals which describe in greater detail the elements of each KRA, including the responsible party, a narrative description, and estimated start and completion dates. The KRAs are organized by subject matter and the goals are not specified in a priority matter. It is expected that the Board and staff will utilize the goals specified in each of the KRAs for the development and implementation of annual work plans.

The development of the Key Result Areas has been based in part of the application of the SMART model¹ for goal setting as described below:

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

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

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

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

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

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

GUIDING PLAN PRINCIPLES

The development and implementation of the Auburn Municipal Airport Strategic Business Plan is guided by the following City of Auburn principles pertaining to the governance and operation of the City of Auburn:

CITY VISION STATEMENT

Your Premier Community with Vibrant Opportunities

CITY MISSION STATEMENT

To provide a service-oriented government that meets the needs of our residents, citizens and business community.

CITY CORE VALUES

- ✍ Innovative
- ✍ Respectful
- ✍ Dedicated
- ✍ Hard-Working
- ✍ Ethical; Fair
- ✍ Environmentally Sensitive
- ✍ Trustworthy
- ✍ Financially Responsible
- ✍ Charitable
- ✍ Safe
- ✍ Transparent
- ✍ Engaged
- ✍ Responsive
- ✍ Supportive of the Arts
- ✍ Supportive of Life-Long Learning
- ✍ Embrace Diversity (Pluralistic)

OVERVIEW OF AUBURN MUNICIPAL AIRPORT

The City of Auburn is an incorporated city of approximately 77,000 persons located in southwest King County and a small area of northeastern Pierce County, approximately 26 miles south of Seattle and 13 miles northeast of Tacoma. Auburn is bordered by the cities of Kent, Federal Way, Pacific, Sumner and Algona, and unincorporated King and Pierce Counties. The Muckleshoot Indian Reservation is located near the southeastern corner of the Auburn city limits. Within the Puget Sound region, King County is bordered by Snohomish County (north) and Pierce County (south). Kitsap, Kittitas, and Chelan counties also border King County to the west and east.

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

The Community Development and Public Works Department is responsible for the administration of the Auburn Municipal Airport. The Auburn Municipal Airport is located on 110 acres in North Auburn, about 1-mile north of downtown Auburn, east of Highway 167 and U.S. Interstate 5, and north of Highway 18. Surface access to the airport is provided by local surface streets and Highway 167 and 18, which connect to U.S. Interstate 5 (I-5) and 405 (I-405). The Auburn Municipal Airport is bordered by major arterial roadways on its south and north ends (15th Street N.E. and 30th Street N.E.). Access to the developed east side of the airport is provided via D Street and E Street N.E., which connect to Auburn Way North via 22nd and 26th Street N.E. and to 15th Street N.E. The north hangar area is accessed directly from 30th Street N.E.

The Auburn Municipal Airport has been directly operated by the City as an Enterprise Fund since its inception in 1970. With the exception of a small bond issue for hangar construction, the Airport is debt free and fully financed from self-generated revenues and grants. Auburn Municipal Airport currently has several commercial tenants providing aircraft maintenance or other services. Auburn's current contracted airport management company provides on-site airport management and aircraft fueling.

According to recent airport management records, Auburn Municipal Airport currently has 274 based aircraft (February 2013) with 96,036 total annual operations. The Airport's current fleet mix includes single-engine piston aircraft, multi-engine piston aircraft, and helicopters.

Auburn Municipal Airport is categorized as an FAA Airport Reference Code (ARC) B-I (Small) with a future A-II reserve. The Airport has one runway (Runway 16/34) that is oriented in a north/south direction (160-340 degree magnetic heading). Runway 16/34 is 3,400 feet long and 75 feet wide with an asphalt surface. The published weight bearing capacity is 12,500 pounds for aircraft equipped with a single wheel landing gear configuration. The 2012 pavement inspection gave the runway a Pavement Condition Index (PCI) rating of 81 and 76 (based on two sections of runway pavement). The runway was most recently slurry sealed in 2014. The runway is equipped with

medium intensity runway lights (MIRL), runway end identifier lights (REIL), and visual approach slope indicator (VASI) lights. The runway has basic (visual) markings on both ends, consistent with current visual and non-precision instrument (circling) approach capabilities.

All existing landside development (hangars, aircraft parking, etc.) is located on the east side of the airport. An undeveloped area (approximately 23 acres) is located near the southwest corner of the airport. Please refer to Table 1 below for additional runway data.

Table 1: Runway Data

Length	3,400'
Width	75'
Pavement Strength	12,500 lbs. Single wheel axle
Surface	Asphalt
Approach Surface	20:01
Navigation Aids	VASIs and REILs – both ends
Runway Markings	Basic
Runway Lights	MIRLs
Taxiway Lights	MITL
SUPER - UNICOM	122.8
Elevation	57' MSL
Latitude	47° 19' 41.36 N
Longitude	122° 13' 35.43 W
Instrument Navigation Aids	None
Left Traffic Pattern	Runway 34

Right Traffic Pattern	Runway 16
Traffic Pattern Altitude	1000' MSL

In late 2015, the City began work on a capital project that would extend Runway 16/34 to a total length of 4,118 feet. This capital project will extend the Runway 16 end by 477 feet long and Runway 34 end by 241 feet long. This extension will improve aircraft safety and the ability to accommodate the current and forecast fleet of multiengine piston aircraft for both takeoff and accelerate-stop distances. The City anticipates the project environmental assessment to be completed in 2016 followed by project design in 2017 and project construction in 2018.

The Airport has one full-length east parallel taxiway (Taxiway A), which is 25 feet wide and equipped with medium intensity taxiway lights (MITL). There are five 90-degree runway exit taxiways (Taxiways C, D, E, F and G) that vary from 30 feet to 42 feet wide with a runway-taxiway separation of 240 feet. The taxiway system provides access to all existing landside development on the east side of the airport. The 2012 pavement inspection rated the parallel taxiway with a PCI of 100. The runway exit taxiways have current PCI ratings of 100, 60, and 61.

Auburn Municipal Airport is located in an area of Class G airspace that begins at the ground surface and extends to 700 feet MSL. Between 700 feet and 3,000 feet above Auburn Municipal is Class E airspace. At 3,000 feet MSL the second layer of Seattle Tacoma International Airport (SEATAC) Class B airspace begins and extends upward to 10,000 feet MSL. The Airport is located within the 30-nautical mile veil of Mode C transponder airspace that surrounds Seattle-Tacoma International Airport. The Mode C airspace extends from the surface upward to 10,000 feet MSL.

There are no ground based navigational aids located on the airport. However, numerous ground based navigation aids are located within 30 nautical miles (nm) of the airport. The nearest facilities include the Seattle VORTAC4 located 8 miles northwest of the airport and the Renton non-directional beacon (NDB), located 10 nautical miles north.

Auburn Municipal Airport does not have an automated weather observation system located on the airport. The nearest weather observations are located at SEATAC (8 miles northwest), Renton Municipal Airport (10 miles north), Pierce County Airport – Thun Field (14 miles south), and Tacoma Narrows Airport (15 miles west). The RNAV GPS-A instrument approach for Auburn utilizes the SEATAC altimeter setting. The SEATAC Automatic Terminal Information Service (ATIS) provides altimeter setting, wind data, temperature, dew point, density altitude, visibility, precipitation and cloud/ceiling data.

Auburn Municipal Airport is located in a low-lying valley floor, 63 feet above mean sea level (MSL). Nearby Seattle-Tacoma International Airport (8.1 miles northwest) sits on an elevated plain at 433 feet MSL. Moderate mountainous terrain along the east side of the Green River Valley begins about 15 miles from the airport and extends into the Cascade Range. Maximum elevation figures (MEF) depicted on the Seattle VFR Terminal Area Chart (TAC) indicates the highest terrain elevations are found within 25 miles at 6,500 feet MSL, to the south and east (north of Mt. Rainier).

Areas to the immediate south, north and west have low-lying terrain surrounding Puget Sound ranging from 2,400 to 4,500 feet MSL.

Auburn Municipal Airport does not have an air traffic control tower and is classified as a non-towered airport. At non-towered airports, pilots are responsible for proper communication and aircraft operation, including maintaining adequate separation from other aircraft in flight or on the runway-taxiway system. The airport has common traffic advisory frequency (CTAF)/Unicom for communications on the ground and in the vicinity of the airport.

The published airfield elevation is 63 feet above mean sea level (MSL). The traffic patterns for both runway ends are located on the west side of the runway and pilots are advised to avoid noise sensitive areas east of the airport and hospital facilities located 1-mile south of the runway. The traffic pattern for Runway 34 is standard left traffic (left hand turns within the pattern), while Runway 16 has a right traffic pattern (right turns within the pattern). Wind conditions typically dictate which runway end is in use and the direction of flight in the traffic pattern. The traffic pattern altitude for fixed wing aircraft is 1,000 feet above ground level (1,063 feet MSL); the traffic pattern altitude for helicopters is 500 feet above ground level (563 feet MSL).

Auburn Municipal Airport accommodates a wide variety of aeronautical activity, including small single and multi-engine aircraft, civilian helicopters, and occasional business class turbine aircraft. The current runway length of 3,400 feet is the primary determinant in fixed-wing aircraft usage, particularly limiting multi-engine turboprop and business jet aircraft. Auburn Municipal Airport is classified as a Reliever airport in the National Plan of Integrated Airport Systems (NPIAS) defined by the Federal Aviation Administration (FAA). Reliever airports are intended to provide additional general aviation capacity to nearby commercial service airports. Four of the five Reliever airports in Washington are located in the Puget Sound region (Auburn, Renton, Paine Field, and Harvey Field); Felts Field in Spokane is also designated a Reliever airport by FAA.

The City of Auburn initiated the required environmental assessment with the Federal Aviation Administration (FAA) for the extension of the airport runway in late 2015 with design anticipated in 2017 and construction in 2018. As currently planned, the City will extend Runway 16/34 to a total length of 4,118 feet and will extend the Runway 16 end by 477 feet and extend the Runway 34 end by 241 feet. These extensions will improve aircraft safety and the ability to accommodate the current and forecast fleet of multi-engine piston aircraft for both takeoff and accelerate-stop distances.

As described in the 2015 Airport Master Plan Update, the airport's current mix of based aircraft is projected to become more diverse during the current planning period reflecting growth in turbine aircraft (turboprop, very light jet, business jet), helicopters, and light sport aircraft. Auburn Municipal Airport accommodates limited Airplane Design Group II (ADG II) activity and this activity is expected to grow during the current planning period. It is recognized that runway length limits the type of ADG II aircraft that can be accommodated at the airport on a regular basis.

The existing and future design aircraft identified in the updated aviation activity forecasts (2015 Airport Master Plan) is a multi-engine piston aircraft. The majority of these aircraft are included in Aircraft Approach Category B and Airplane Design Group I (ADG I). In addition to the typical range of general aviation activity, the potential exists for Auburn Municipal Airport to accommodate small cargo aircraft, including a variety of ADG I and II turboprops. Several of these aircraft fall into the FAA defined category of "small airplanes with 10 or more seats." The FAA runway length model

indicates that 4,060 feet is required to accommodate small airplanes with ten (10) or more seats at the Auburn Municipal Airport.

KEY RESULT AREAS

KRA 1: Airport Capital Improvement Program

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for sustainable 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 <i>(Not in Priority Order)</i>	Lead	Narrative Description	Start Date	Completion Date
1	Annual Capital Improvement Program Review	Airport Advisory Board	The City is required by the Federal Aviation Administration (FAA) and the Washington State Department of Transportation-Aviation Division (WSDOT-Aviation) to annually submit an updated Capital Improvement Program (CIP). The CIP forms the basis for potential state and federal funding for airport capital improvements. In coordination with City staff, the Board will annually review and advise on the required update to the Capital Improvement Program required prior to its submittal	Annually	Annually
2	Airport Portion of City Six-Year Capital Facilities Plan	Airport Advisory Board	Based on input from the Board drawing from the currently approved Master Plan and identified needs through other documentation, City staff will prepare updates to the Airport Element of the City's Six-Year Capital Facilities Plan for consideration and action by the City Council as part of the biennial budget process	Year 2 of Biennial Budget	Year 2 of Biennial Budget

KRA 1: Airport Capital Improvement Program (Continued)

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for sustainable 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 <i>(Not in Priority Order)</i>	Lead	Narrative Description	Start Date	Completion Date
3	Conduct a comprehensive structural assessment of Airport buildings and structures	Community Development & Public Works Director/City Engineer	Engage with a qualified professional to conduct a structural assessment to confirm structural integrity and any structural deficiency issues for all public buildings and structures at the City. 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
4	Conduct a comprehensive assessment of airport fencing and gates	Community Development & Public Works Director/City Engineer	Engage with a qualified professional to conduct an assessment of the overall condition and integrity of perimeter airport security fencing and access control gates. Report should specify 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

KRA 1: Airport Capital Improvement Program (Continued)

With input from the Airport Advisory Board, City Council and community stakeholders, Auburn will plan for sustainable 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 <i>(Not in Priority Order)</i>	Lead	Narrative Description	Start Date	Completion Date
5	Develop and implement a Jet-A-Fuel temporary pilot program	Community Development & Public Works Director/City Engineer	Based on interest from the Board and other interested parties, the currently adopted Capital Facilities Plan had proposed the permanent installation of Jet-A-Fuel fuel service. However, because of 1) uncertain market need and response to warrant investment; and 2) higher than anticipated costs, permanent installation cannot be achieved in the near-term. Funding for the temporary pilot program has been included in the proposed 2017-2022 City Capital Facilities Plan	1 st Quarter 2017	2 nd Quarter 2017
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

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 <i>(Not in Priority Order)</i>	Lead	Narrative Description	Start Date	Completion Date
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
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

KRA 2: Airport Operations (Continued)

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

Goal #	Key Result Area/Goals <i>(Not in Priority Order)</i>	Lead	Narrative Description	Start Date	Completion Date
3	Long-Term Rate Study	Airport Management	Rates charged to tenants and users of the airport are the primary funding source for the airport, excluding grants for capital development. To assure that the Airport Enterprise Fund remains self-sustaining into the future, current and future rate structures must be evaluated balancing market competitiveness with short-term and long-term airport operation needs	2 nd Quarter 2017	4 th Quarter 2017
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

KRA 2: Airport Operations (Continued)

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

Goal #	Key Result Area/Goals <i>(Not in Priority Order)</i>	Lead	Narrative Description	Start Date	Completion Date
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
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
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 prioritization	Annually	Annually

KRA 2: Airport Operations (Continued)

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

Goal #	Key Result Area/Goals <i>(Not in Priority Order)</i>	Lead	Narrative Description	Start Date	Completion Date
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
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
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

KRA 2: Airport Operations (Continued)

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

Goal #	Key Result Area/Goals <i>(Not in Priority Order)</i>	Lead	Narrative Description	Start Date	Completion Date
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
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
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)

KRA 2: Airport Operations (Continued)

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

Goal #	Key Result Area/Goals <i>(Not in Priority Order)</i>	Lead	Narrative Description	Start Date	Completion Date
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
15	Annual Lease Rates Survey & Analysis	Real Property – Mayor’s Office/Airport Management	Conduct comparison survey and valuation analysis for rates for Open T and Closed Hangars, Tie-Downs	Annually	Annually
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

KRA 2: Airport Operations (Continued)

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

Goal #	Key Result Area/Goals <i>(Not in Priority Order)</i>	Lead	Narrative Description	Start Date	Completion Date
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
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

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 <i>(Not in Priority Order)</i>	Lead	Narrative Description	Start Date	Completion Date
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 ²	2 st quarter 2017	4 rd quarter 2017
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

² 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.

KRA 3: Airport Economic Development (Continued)

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 <i>(Not in Priority Order)</i>	Lead	Narrative Description	Start Date	Completion Date
3	Airport Zoning Regulations Update	Community Development & Public Works Director	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	1 st quarter 2018	1 st quarter 2019
4	Airport West Side Environmental Analysis	Community Development & Public Works Director	Conduct a comprehensive environmental analysis of the west side development area of the Airport to confirm the location and extent of wetlands and other environmental resources, potential mitigation strategies and anticipated mitigation costs	2 nd quarter 2019	1 st quarter 2020

KRA 3: Airport Economic Development (Continued)

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 <i>(Not in Priority Order)</i>	Lead	Narrative Description	Start Date	Completion Date
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 ³	1 st quarter 2017	4 th quarter 2017
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 ⁴	1 st quarter 2017	4 th quarter 2017

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.

⁴ 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.