

**Meeting:** Airport Roundtable Advisory Committee  
**Date:** April 14, 2025  
**Time:** 5 - 6:30 p.m.  
**Location:** Conference Room 110 Airport Terminal Building | Zoom Webinar

**Meeting objectives**

- Learn about current Airport construction, operations and community engagement projects.
- Provide thoughts and input on Airport’s current and planned work.

<b>Time</b>	<b>Topic</b>	<b>Lead</b>
5 p.m.	Welcome	Erik Utter
5:05 p.m.	Roll Call	Ayako Shapiro
5:10 p.m.	Public Comment	Erik Utter
5:15 p.m.	Housekeeping <ul style="list-style-type: none"> <li>• Financial disclosure forms</li> <li>• Open Public Meetings Act training verification</li> </ul>	Jenny Thacker
5:20 p.m.	Airport Updates <ul style="list-style-type: none"> <li>• Community engagement (Troy Chen) <ul style="list-style-type: none"> <li>○ March 20 Part 150 Study Open House</li> <li>○ Upcoming community events</li> </ul> </li> <li>• Hardy Street Fence Replacement (Matt Sykora)</li> <li>• FSS Lease (Matt Sykora)</li> <li>• Perimeter Road Closure near Vehicle Gate 3 (Matt Sykora)</li> <li>• Taxiway B Safety Improvements (InterVISTAS Consulting)</li> <li>• U.S. Customs and Border Protection Blue Lightning Initiative to Address Human Trafficking (Sean Moran)</li> </ul>	Matt Sykora
5:50 p.m.	Chair Updates <ul style="list-style-type: none"> <li>• Follow up on March 10 budget conversation</li> <li>• Follow up on draft Airport Strategic Plan</li> <li>• The Roundtable and Vision 2045 Airport Plan</li> </ul>	Erik Utter
6:20 p.m.	New Business	All
6:30 p.m.	Adjourn	Jenny Thacker

**Roundtable members**

<b>Name</b>	<b>Representing</b>
Erik Utter	Renton/ Kent/ South King County
Ali Lee	Magnolia/ North Seattle
Brian Algiers	Labor (SPEEA)
Dalan Angelo	Rainier Valley
Matt Hayes	At-large
Morgan Kaivo	Cargo (UPS)
Holly Krejci	Georgetown
Lisa Krober	Tukwila
Ed Lutgen	Labor (IAM District 751)
Mark McIntyre	Corporate Aviation
Ken Moninski	Off-site Business
Evan Nelson	Small General Aviation
Takashi Nelson	FAA (ex-officio)
Guido Perla	Unincorporated King County
Stephen Ratzlaff	Pilots' Association
Kelly Ronan-Hafner	West Seattle
Ryan Tomasich	Boeing Company
Velma Veloria	Beacon Hill
<i>Vacant</i>	South Park



Department of Executive Services -- Airport Division  
Roundtable Meeting Minutes for March 10, 2025

Meeting called to order by Erik Utter at 5 p.m.

1. Welcome (Erik Utter, Chair)
2. Roll Call (Ayako Shapiro, PRR)
3. Approval of February meeting minutes. We had a quorum; February meeting minutes were approved.
4. Public comment. There was no public comment.
5. Airport Updates:
  - i. March 20 Part 150 Study Open House (Matt Sykora, KCIA)
    - a. Matt Sykora (KCIA) previewed the planned March 20 Part 150 Study Open House and encouraged Roundtable members to attend and spread the word about the open house among the people they represent.
  - ii. Community Engagement Conversation (Ayako Shapiro)
    - a. Troy Chen introduced himself as the new Community Engagement Coordinator at the Airport. He has a long background in community engagement, most recently at the City of Seattle's Office of Police Accountability.
    - b. Ayako Shapiro (PRR) facilitated a conversation about how Roundtable members see their role in community engagement and what could help them engage the communities they represent more thoughtfully. Roundtable members agreed that they act as both a source of Airport-related information for the communities they represent, and a way to support the interests, concerns, and opinions of those communities to the Airport. Roundtable members expressed interest in collaborating with the Airport in communicating with communities and sharing information, as well as taking part in a workshop focused on community engagement around specific sticking points.
    - c. Velma Veloria (KCIA Community Coalition) asked the Airport to share information using less technical jargon and using more reader and listener friendly language.
    - d. Holly Krejci (Georgetown Community Council) shared that it would be helpful to understand what situations and topics the community can provide input on.
  - iii. Budget Update (John Parrot and Kristin Cline)
    - a. John Parrot (KCIA) invited Kristin Cline, KCIA Finance and Administration Services Manager, to share the 2025 budget as a starting point for conversation about the upcoming 2026/2027 budget. Kristin said that the Airport is prioritizing capital projects in the 2026/2027 budget, which does not leave a lot of discretionary budget left. Erik Utter (Renton/ Kent/ South King County) asked what opportunities the Roundtable has to influence the budget process. David Decoteau (KCIA) shared that the Airport would be at upcoming farmers markets and other events to talk to community members about Airport matters, including the budget process.

- b. Ken Moninski (Off-site Businesses) asked if the operating budget included inter-departmental transfers (yes, it does) and how those are calculated. Kristin shared that the Airport uses a direct billing model and a cost allocation model – both are approved methodologies that are consistent with what the Federal Aviation Administration allows.
- c. Velma Veloria expressed support for the Roundtable members being more active participants in the budget process.

6. Chair’s Report (Erik Utter)

- a. Roundtable retreat: Erik Utter and Jenny Thacker (PRR) gave a report on the March 4, 2025 Roundtable retreat. Ten Roundtable members attended, all in person. Jenny shared that the conversation was centered on how the Roundtable could be effective in its advisory role to the Airport and support two-way communication between the Airport and community.
  - i) Lisa Krober (Tukwila) advocated for more frequent in-person meetings, and an in-person workshop with Troy Chen focused on community engagement.
  - ii) Erik Utter would like to schedule one primarily in-person meeting a quarter. Erik said that the public would be invited to attend either in person or virtually, but Roundtable members would be strongly encouraged to attend in person. These meetings would be held during normal Roundtable meeting days/ times. Erik said he would pick quarterly dates and share them at the April meeting.
- b. King County email forwarding: Erik Utter shared that the Roundtable members were each given King County email addresses in 2024 so that they could conduct County business in a way that protected their privacy by not exposing their personal email to public record disclosure requests. Erik encouraged all Roundtable members to use their county email and to reach out to Matt Sykora if they were having difficulty accessing it.

7. New Business:

- a. Holly Krejci shared a list of things she would like the Airport to address in future meetings:
  - i) Georgetown has a new coalition that meets quarterly called the GT Community Coalition.
  - ii) Georgetown is forming a World Cup organizing committee and they would like to learn more about the Airport’s World Cup plans and how the community can partner with the Airport on the visitor experience. Velma Veloria is also interested in understanding how the Airport is going to protect the community from increased leaded fuel exposure, and how they will be planning for the potential of increased human trafficking.
  - iii) Holly would like regular updates on the Vision 2045 Airport Plan, including what is happening with the Fuel Farm and any tower move that is a part of Taxiway B Safety Improvements. Holly requested the Airport to consider how these projects will impact the community.
  - iv) Holly would like the Airport to reach out to the Georgetown Association about the Part 150 Study and the Vision 2045 Airport Plan.
- b. David Decoteau shared that the rates and charges for tiedowns and leases will be updated on the [KCIA website](#), with the appraisal information and methodology.

8. Motion to Adjourn was passed at 6:30 p.m.

**Roundtable members in attendance:** Erik Utter, Ali Lee, Brian Algiers, Matt Hayes, Morgan Kaivo, Holly Krejci, Lisa Krober, Ed Lutgen, Mark McIntyre, Ken Moninski, Evan Nelson, Takashi Nelson, Stephen Ratzlaff, Ryan Tomasich, Velma Veloria

**Absent members:** Dalan Angelo, Guido Perla, Kelly Ronan-Hafner

**KCIA staff in attendance:** John Parrott, Dave Decoteau, Matt Sykora, Troy Chen

**Facilitators:** Ayako Shapiro and Jenny Thacker (PRR)

This meeting was attended via Zoom and in person. This meeting was audio recorded.

## **Roundtable Retreat Summary**

The KCIA Roundtable retreat took place at the KCIA Flight Service Station (6526 Ellis Ave. S.), 5-7 p.m. on March 4, 2025. A virtual option was available for those who could not attend in person. Ten members attended the meeting, all in person.

### **Roundtable members in attendance:**

- Erik Utter
- Brian Algiers
- Holly Krejci
- Lisa Krober
- Mark McIntyre
- Matt Hayes
- Ken Moninski
- Stephen Ratzlaff
- Kelly Ronan-Hafner
- Velma Veloria

Ayako Shapiro (PRR) and Jenny Thacker (PRR) facilitated the retreat.

During the KCIA Roundtable retreat, the group engaged in relationship building and brainstorming priorities they wanted Roundtable members to do in 2025. Before diving in, the facilitators led the group through some level setting questions, encouraging members to share how to make meetings more engaging for more members, to think about what populations or communities they represent, and to share their initial impetus for joining the Roundtable.

Ayako and Jenny then organized Roundtable members into two groups to start brainstorming and naming priorities they want the Roundtable to focus on and discuss for this upcoming year.

### **The main themes that emerged from the discussion were:**

- **Community:**
  - Roundtable members stressed the importance of
    - Transparency and strong communication to communities they represent about what is happening at KCIA
    - Clarity about what decisions are potentially being made

- Clarity about how community can or cannot inform certain decisions
  - Roundtable members were clear about the need for plain-talking technical documents and providing information in easy-to-understand language.
- **Projects:**
  - Roundtable members would like
    - Consistent updates and awareness of Airport projects, including ones that may have stalled
    - Better explanation of why projects move ahead or do not
    - A general understanding (on a FYI basis) of projects that don't necessarily require the Roundtable's review
- **Increased understanding:**
  - Roundtable members would like more in-depth conversations
    - Around health impacts from pollution and noise generated by KCIA
    - About disparate impacts of the Airport on marginalized communities
    - On the future of electric power in aviation
  - Roundtable members would like to know more about
    - The Airport's vision for general aviation and the economics of general aviation
    - General financial picture of KCIA and how it fits into the economic development of the neighborhood/ county/ region
- **Metrics:**
  - Roundtable members would like to understand better how the Airport measures success, what the Airport is measuring, and how.
- **KCIA alignment with King County priorities:**
  - Roundtable members are interested in how KCIA is aligning with King County's stated priorities in community engagement, community health, environmental responsibility, economic development, etc.

Roundtable members shared their thoughts about how the Roundtable could be more effective, including:

- Roundtable members could work to better anticipate and learn about where and when there might be issues important to the communities they represent and where they can foster conversation and mitigate unhelpful discourse.
- Roundtable members can work to understand how decisions or actions of the Airport are aligned with King County priorities.
- Roundtable members can provide recommendations about which King County priorities the Airport should prioritize and take positions on priorities the Roundtable should support.
- The Roundtable can serve as a convener, facilitating discussions and inviting speakers to share their insights.

- Roundtable members can be more open to giving constructive criticism to KCIA staff in Roundtable meetings.

Roundtable members expressed support for holding this kind of meeting more often during the year, and some expressed interest in using a future meeting to learn more about effective community engagement.

Finally, Roundtable members agreed that if they had potential agenda items for future meetings, they would share them with Roundtable Co-Chairs Erik Utter and Ali Lee.

The meeting adjourned shortly after 7 p.m.





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## Statement of Financial and Other Interests

King County Board, Commission, Committees, and Other Multimember Bodies

### Filing Year 2025

Read all instructions carefully then fully complete each section.  
Incomplete forms cannot be filed

Name:

Board or Commissions:

I am filing within two weeks of initial nomination or appointment, reporting on the preceding 12 calendar months.

Nomination or appointment date:

I am filing an annual statement, reporting on calendar year 2024 (See Item No. 3, "Period of Reporting" in Filing Instructions.)

## Financial and Other Interests to Report

Note: Underlined terms are defined in the Filing Instructions and in the Code of Ethics

### A. Compensation, Gifts and Things of Value

During the reporting period, did you, or a member of your immediate family receive compensation, gifts, or things of value from any person engaged in any transaction with King County in which you participated or for which you had responsibility?

No

Yes

If yes, please answer the following additional questions:

1) Name of each person engaged in any transaction with King County from whom the compensation, gift, or thing of value was received.

2) Name of individual who received the compensation, gift, or thing of value and their relationship to you.

Describe the situation and provide any additional information regarding the compensation, gift or thing of value for the Ethics Program's consideration below.

### B. Financial Interests

During the reporting period, did you, or a member of your immediate family possess a financial interest in any person engaged in any transaction with King County in which you participated or for which you had responsibility?

No

Yes

If yes, please answer the following additional questions:

1) Name of each person engaged in any transaction with King County in whom a financial interest was possessed.

2) Name of individual who possessed the financial interest and their relationship to you.

Describe the situation and provide any additional information regarding this financial interest for the Ethics Program's consideration below.

### C. Positions

During the reporting period, did you, or a member of your immediate family hold a position in any person\* engaged in any transaction with King County in which you participated or for which you had responsibility?

*\* "Person" means any individual, partnership, association, corporation, firm, institution, or other entity, whether or not operated for profit. The term does not include governmental units within the United States unless so specified.*

<input style="border: 2px solid red; width: 40px; height: 20px;" type="checkbox"/>	No	<input style="border: 2px solid red; width: 40px; height: 20px;" type="checkbox"/>	Yes	<b>If yes, please answer the following additional questions:</b>
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1) Name of each person engaged in any transaction with King County with whom the position was held.

2) Name of individual who held the position and their relationship to you.

3) Title of the position held.

Describe the situation and provide any additional information regarding the position(s) for the Ethics Program's consideration below.

### D. Real Property

During the reporting period, did you, or a member of your immediate family possess a financial interest in any real property that was either involved in or the subject of a King County action? Property for which the only King county action was valuation or revaluation for tax purposes does not have to be reported, **except that employees of the Department of Assessments and Board of Appeals who are required to file this statement shall report property for which valuation or revaluation actions were taken by King County during the reporting period.**

<input style="border: 2px solid red; width: 40px; height: 20px;" type="checkbox"/>	No	<input style="border: 2px solid red; width: 40px; height: 20px;" type="checkbox"/>	Yes	<b>If yes, please answer the following additional questions:</b>
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1) Street address, parcel number, or legal description of real property involved in or subject of a King County action.

2) Name of individual who possessed the financial interest and their relationship to you.

3) Name of the King County department involved in the King County action.

**E. Declaration**

By filling out the information below, I affirm that I, , am signing this form and declaring under penalty of perjury under the laws of the State of Washington that the foregoing is true, complete, and correct as of the date submitted.

**Signature: S/**

at

**Date**

**City**

**State**

# CERTIFICATE OF TRAINING

[Name]

*Completed the following training:*

**Open Public Meetings Act Training** (RCW 42.30)

**Date Training Received:** [Date]

**Sponsor** King County International Airport

**Format:**

Online Training - *Lesson 3: Open Public Meetings Act Training Video*, available on YouTube at:  
<https://www.youtube.com/watch?v=8oWgEMG4dGo>

*I hereby certify that I received this training:* \_\_\_\_\_

*Signature & Position or Title*



# External Relations Team Monthly Report

## April 2025

### Meetings Attended:

1. Beacon Hill Council Meeting – March 8, 2025
2. DRCC Clean Air & Climate Justice Community Meeting – March 18th, 2025
3. Vision 2045 / Part 150 Project Open House #3 – March 20<sup>th</sup>, 2025

### Upcoming Community Meetings:

1. Beacon Hill Council Meeting - April 1<sup>st</sup>, 2025
2. South Park Neighborhood Association - April 8<sup>th</sup>, 2025
3. KCIACC Community and Press Gathering on Lead Pollution Meeting – April 11<sup>th</sup>,  
2025
4. King County Outreach and Networking Event - April 21<sup>st</sup>, 2025

### Resources:

[Vision 2045 / Part 150 Website](#)

[Projects - King County, Washington](#)

Number	Name	PM	YTD Actuals	\$ Annual Variance	% Annual Variance	Key Activities - Current Quarter	Key Activities - Next Quarter	Closely Monitored Issues and Key Risks
1028653	PAVEMENT REHABILITATION	Khalili	\$39,555		0%	Ongoing program. Quarterly Activities managed through sub projects	Ongoing program. Quarterly Activities managed at the annual basis through sub project	Ongoing program. Risks managed through sub projects
1028654	LOOP BLDG REMEDIATION	Cracknell	\$31,641		0%	Preparing for Hazmat abatement and demolition of building. Permits renewed to March, 2026. Consultant will provide 100% design and documents for bid support. Demolition will include Hazardous waste abatement, building demo and excavation of contaminated sites.	RFQ for demolition work is planned for Q2. Bids will be solicited for demo, Hazmat abatement and excavation for remedial action. Consultant will provide bid support and sampling of excavated sites. NEPA services is expected to be complete by Q2, and pen and ink change obtained by FAA to proceed with building demo.	Building is contaminated with asbestos and lead, sites planned for excavation are contaminated with petroleum hydrocarbons.
1028662	NORTH BOEING FIELD MTCA	Dumaliang	\$857		0%	Project - Agreed order	Project Agreed Order Work	Key risk is Ecology request for additional work as PLP. Current request is PFAS Investigation.
1119982	AIRPORT REDEVELOPMENT	Dumaliang	\$46,205		0%	Ongoing projects. Quarterly Activities managed through sub projects The ART Permitting continues. The FSS HVAC Repl & Solar is slated to complete this quarter.	Ongoing projects. Quarterly Activities managed through sub projects The ART Permitting continues. The FSS HVAC Repl & Solar is slated to complete this quarter.	Ongoing program. Risks managed through sub projects. For FSS, stakeholders have requested the design team to assess the feasibility of having the solar array feed the car chargers, the design team is currently reviewing this. This would cost the project additional funds and add additional days to the design schedule.
1120212	NBF GTSP REMEDIAL ACTION	Dumaliang	\$857		0%	RI Report to be completed. MTCA Grant reimbursements.	Completion of RI and start of FS.	The scope of this project is dependent on the north Boeing field remedial investigation and feasibility study. Cleanup operations to occur after in a separate order.
1120730	AIRPORT FACILITIES REPAIR	Khalili	-\$347,451	-\$9,989	0%	Ongoing program. Quarterly Activities managed at the annual basis through sub project	Ongoing program. Quarterly Activities managed at the annual basis through sub project	Ongoing program. Risk managed at the annual basis through sub project
1120731	AIRPORT FLEET	Bartley	\$25,856		0%	Ongoing program. Quarterly Activities managed through sub projects	Ongoing program. Scope, schedule, cost managed at the annual basis through sub project	Ongoing program. Risks managed through sub projects
1135085	RUNWAY 14L-32R REHAB	Miller	\$979,410		0%	Ensure all materials have been ordered and delivered, finalize construction schedule, hold preconstruction meeting, and commence construction by March 15th (with mobilization occurring in early March).	Continue work in Phase 1 of the project, begin preparing for transition to Phase 2.	FAA has not previously submitted timely reviews, if timely responses are not received this could further delay the project. Invoices from RS&H have been severely delayed, Ginny and I met with RS&H to clarify their responsibilities and chart out a path to get back on track. RS&H will be required to submit monthly invoices for each month to catch up.
1137242	AIRFIELD ELECTRICAL UPRDES	Dumaliang	\$48,065		0%	Ongoing program. Quarterly Activities managed through sub projects. Airfield Electrical Project Phase III is planning to complete work this quarter.	See Project details.	Ongoing program. Risks managed through sub projects. In December 2024, the project was to be ended early with ALCMS completion in 1Q/2Q 2025 and remaining scope cancelled.
1139512	TAXIWAY B RELOCATION	Miller	\$69,939		0%	Advertise the A&E contract, perform proposal evaluation and issue notice of intent to award to the selected consultant. Receive FAA approval on the Alternative Project Delivery method, and advertise the OA contract. Continue with Section 7 consultation, and the initial steps of the NEPA process.	Finalize negotiations with the selected consultant for the A&E contract and submit the approval package to the FAA for review and approval, if approved, we will proceed with contract execution. Perform contract evaluations, and issue notice of intent to award to the selected consultant for the OA contract. Finalize the environmental reports and draft the documented CATEX for the NEPA process, and continue the Section 7 consultation process.	Coordination with tenants for work on their leaseholds will require the project team to incorporate the tenants standards into the project. If the tenant is not willing to coordinate or does not provide timely feedback the project could be delayed.  This project will require very close coordination with the FAA which can cause delays if their reviews exceed the standard timeframes.
1139534	KCIA CLIMATE ACTION PLAN	Dumaliang	\$18,962		0%	Ongoing program. Quarterly Activities managed through sub projects.	Ongoing program. Quarterly Activities managed at the annual basis through sub project	Ongoing program. Risks managed through sub projects
1139536	AIRPORT STORMWATER PROGRAM	Dumaliang	\$42,776		0%	Ongoing program. Quarterly Activities managed through sub projects	Ongoing program. Quarterly Activities managed at the annual basis through sub project	Ongoing program. Risks managed through sub projects
1139545	AIRPORT SECURITY PROGRAM	Harris	\$0		0%	Executing construction work orders to update fences and support one future project  1. Loop building gate and fence  2. Budget for a future standalone contract.		Schedule could impact available budget as WO contract expires in May.
1139547	WATER AND SEWER MGT SYSTEM	Khalili	\$0		0%	Ongoing program. Quarterly Activities managed through sub projects	Ongoing program. Quarterly Activities managed at the annual basis through sub project	Ongoing program. Risks managed through sub projects
1141114	A11 CONNECTOR RECONST	Miller	\$45,086		0%	Finalize permit, advertise the construction contract, receive and evaluate the construction bids, issue notice of intent to award.	Award the construction contract, and issue NTP. Begin coordinating with the selected contractor on RFI, Submittal, and project mobilization.	Central Procurement was delayed in reviewing the documents, and if this pattern continues it will delay the project. King County Permitting also has not started their review and if this trend continues could delay the project.

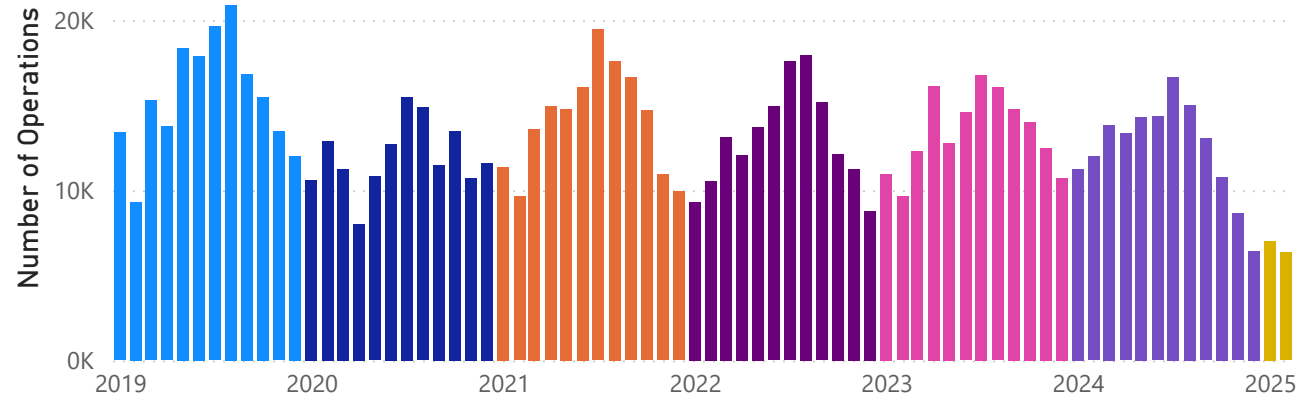
1141122	STRMWTR PIPE REPLCMT PH III	Dumaliang	-\$19,034		0%	Resume progress meetings on March 2025 prior to start of work. Tentative schedule to sequence Work areas starting in April 7, 2025.	Construction to be completed. Start of closeout procedures with asbuilts, warranty and O&M delivery. Closeout to be completed by the 4th Q.	Waiting for FAA 7460 to be approve before resuming work. Construction contract extension by mid March. FAA 7460 to be received by first week of April and construction may resume after. Contractor is amenable with the schedule.
1141128	AIRPORT WAY STORMWATR INPUT	Dumaliang	\$1,226		0%	Implement design with 30 and 60% Design	Implement design with 30, 60% and 90% Design	Permitting reviews may delay approvals. Planning to submit to permitting at 60% and work with the ART team on expediting reviews.
1141139	AIRPORT IT COMP PLAN	Harris	\$0			Apply previous discovery to outline to begin document.  Capture the current state of applications and the operations associated with them.		Delays in reviews of scope causing schedule impacts and thus impacting CIP budget timelines for next biennium  On old contract, ends sep. must have all invoices paid within 6 months  We decided that the "Phased" contracting mechanism will not be continued and this project was put on hold for now.  Work order is terminated.  New work will be performed in house.
1141154	CARBON ACCREDITATN STUDIES	Dumaliang	\$17,193		0%	Complete carbon data request, and tenant sessions. Procure and execute third party contractor for certification.	Start third party verification process and corrections.	Schedule for third party verification is monitored to ensure completion by end of work order in June 2025.
1141157	CLIMATE PREPARDNSS STUDIES	Dumaliang	\$66		0%	USGS monitoring of Airport groundwater levels.	USGS Quarterly Monitoring	None.
1141164	AIRFD ELEC SYS UPGDE PH III	Dumaliang	\$48,065		0%	Work has resumed with the ALCMS work but will be completed in June/July with commissioning to be performed with the 14L project. Bravo 1 to start in end of 2Q 2025. Construction expected to end by 3Q 2025 with closeout in 4Q 2025.	Start of Bravo 1 and ALCMS commissioning work at end of quarter.	FAA weekly reports to be submitted weekly.
1141346	KCIA AIR MONITORING PLAN	Cracknell	\$1,703			Project is complete.	NA	None
1142941	ART PERMITTING	Khalili	\$160		0%	Ongoings support for existing projects during the permitting stage. If any permitting agencies require additional fees or support, this will be handled exclusively for the existing projects still under the ART team's responsibility.	NA	N/A
1143915	RUNWAY 14R-32L REHAB	Miller	\$93,817		0%	Finalize the NEPA and planning phase documents. Finalize negotiations for the Phase 2 Design contract and submit to the FAA for approval.	Proceed with design services for the recommended alternative, and execute Phase 2 of the design contract.	FAA ADO review is required at various points throughout the project, which can sometimes take months, which would delay the project. Timely responses from the FAA ADO are required. Timely responses and review from the King County Department of Permitting are also required, or the project will face delays.
1143917	WANG SITE REHAB	Sanchez Yubero	\$4,115		0%	Procurement for the Seismic Assessment (201 Building). FMD-GLY	Seismic Assessment for 201 Building.	This project was originally planned for the 2026-27 budget and we need to appropriate additional funds to start the work now.  The current plan is for FMD to take over project management and delivery. Managing this relationship will be key to the projects success  We are currently performing a soil liquefaction analysis, pending the results of the analysis the project will move forward or the project will need to be modified to fix the issues.
1143931	AIRPORT INFO MGT PROGRAM	Harris	\$0			Create digital asset standards for publishing continued	Create digital asset standards for publishing continued	Budget has caused a search for new consultant services.
1143948	VISION 2045/PART 150 STUDY	Bartley	\$408,970		0%	Finalize Facilites Requirements Draft Alternatives Develop NCP	Finalize Alternatives Draft Financial Components Draft NCP	Community and Tennent Engagement will be a major focus of this project. There will be high visibility with the Executive's Office and Council on this project. Will need to work closely with the FAA ADO on the aviation forecast and ALP approval to stick on schedule.
1143950	AIRPORT PLANNING/SUPPORT	Bartley	\$137,639		0%	NA	NA	Most of the budget is contingency for "pop-up" projects so project spend is unknown.

1143954	KCIA CLIMATE VULNERABILITY	Dumaliang	\$0		0%	Start work.	Continue work.	None
1146188	FSS HVAC SYS REPL & SOLAR	Sanchez Yubero	\$46,045		0%	Procurement process (ESPC) - Phase 1: Solar Array - Phase 2: HVAC System Replacement	Solar Array Implementation (Phase 1) HVAC System Replacement: Tentative Implementation Q1 (2026)	Stakeholders have requested the design team to assess the feasibility of having the solar array feed the car chargers, the design team is currently reviewing this. This would cost the project additional funds and add additional days to the design schedule.
1146512	PAVEMENT REHAB 2023 2024	Sanchez Yubero	\$1,478		0%	Implementation of the following WOs: 1. Area 12: VSR (next to Taxiway A2). 2. Main Terminal Parking Lot.	Implementation: 3. LAP East WO	Lack of bidders - central procurement recommended the time and materials approach to attract more bidders the next time  Procurement delays - because this is a similar scope and tech specifications to the last time we hope to minimize procurement delays due to reviews.
1146794	AIRPORT STRATEGIC PLAN	Bartley	\$136,675		0%	Review and revise draft document.	Annual report Community engagement Website/Dashboard	Tight schedule to meet all requirements and be delivered in close coordination with Vision 2045. There will be a lot of overlapping community engagement for both these projects at the same time.
1146797	2024 FLEET VEHICLE PRCHS	Fotheringill	\$0		0%	Q1 2025 Take delivery of the Oshkosh Volterra Striker Hybrid Fire Truck Take Delivery of 5 Chevy Silverados for ARFF Monitor Purchase of Dump Truck Swap Loader		Estimated timelines for vehicle delivery from manufacturer and in service dates Estimated costs for upfitting versus actuals Run time reports for vehicles monthly
1146953	FAC SPU BACKFLOW	Khalili	-\$355,411		0%	Closeout phase.	na	N/A
1147071	SENSUS WATER METER INSTALL	Khalili	\$0		0%	We plan to replace additional meters as materials and the third-party contractor become available.	continue the work	The risks associated with this project include the availability of the third-party installer, lead time for obtaining additional meters, and potential shipping delays during the winter season, which could be critical to the project timeline.
1147373	DIGITAL ASSET STANDARDS	Harris				Execute Work order and proceed with requirements gathering. Complete first draft of standards and templates  Incorporate corrections for standards document and templates. Deliver final product and close.		Delivery of standards Lack of budget is creating issue with consultant selection.
1148966	KENMORE HANGAR DEMO	Bartley	\$0		0%	Start and complete NEPA Continue Negotiations for Demo Start demo (if weather permits)	Start demo	Unknown



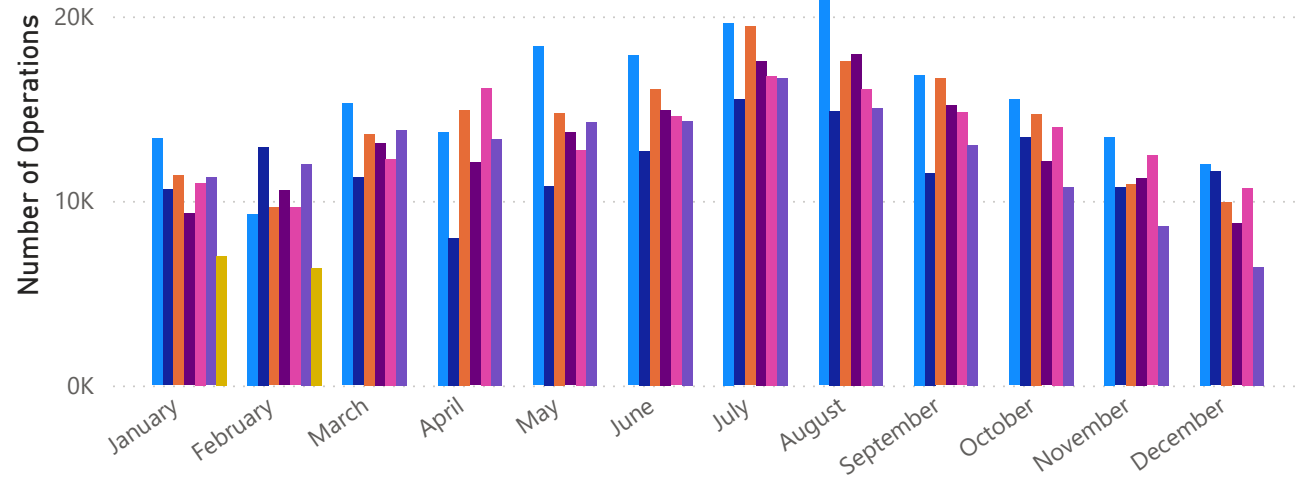
## Total Flight Operations 2019 - Present

● 2019 Total ... ● 2020 Total ... ● 2021 Total ... ● 2022 Total ... ● 2023 Total ... ● 2024 Tot... ● 2025 Tot...



## Total Flight Operations Comparison

● 2019 Total ... ● 2020 Total ... ● 2021 Total ... ● 2022 Total ... ● 2023 Total ... ● 2024 Tot... ● 2025 Tot...



## Total Flight Operations 2019 - Present

Month	2019 Total Operations	2020 Total Operations	2021 Total Operations	2022 Total Operations	2023 Total Operations	2024 Total Operations	2025 Total Operations
January	13,382	10,614	11,362	9,309	10,971	11,262	6,995
February	9,287	12,908	9,635	10,556	9,634	11,981	6,344
March	15,280	11,254	13,612	13,142	12,268	13,846	
April	13,740	7,996	14,925	12,067	16,106	13,334	
May	18,365	10,797	14,774	13,700	12,760	14,283	
June	17,876	12,715	16,072	14,919	14,562	14,338	
July	19,629	15,497	19,449	17,567	16,763	16,657	
August	20,903	14,869	17,575	17,955	16,045	15,017	
September	16,830	11,489	16,625	15,160	14,780	13,029	
October	15,486	13,467	14,686	12,126	14,003	10,763	
November	13,445	10,729	10,925	11,251	12,463	8,625	
December	12,005	11,581	9,929	8,770	10,698	6,424	
<b>Total</b>	<b>186,228</b>	<b>143,916</b>	<b>169,569</b>	<b>156,522</b>	<b>161,053</b>	<b>149,559</b>	<b>13,339</b>

Year

All

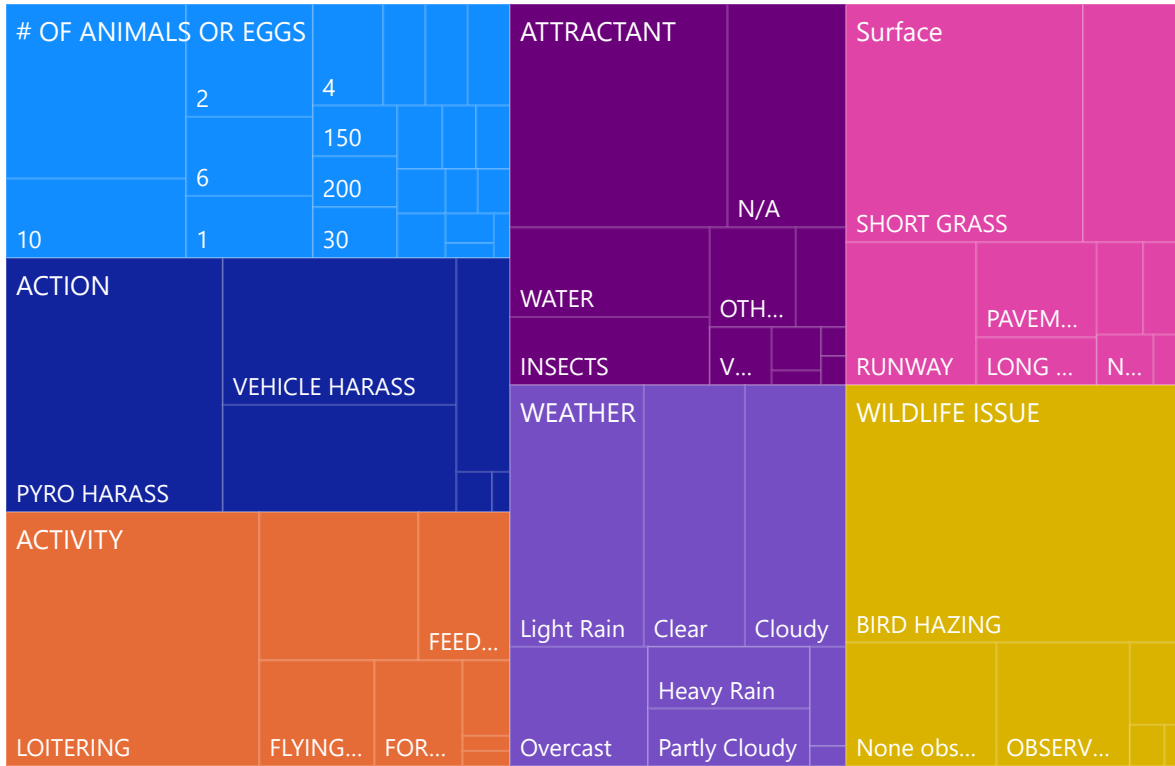
Quarter

All

Month

All

# Count of REQUESTID by CUSTFIELDNAME and CUSTFIELDVALUE



INITIATEDBY  CATEGORY  CUSTFIELDNAME

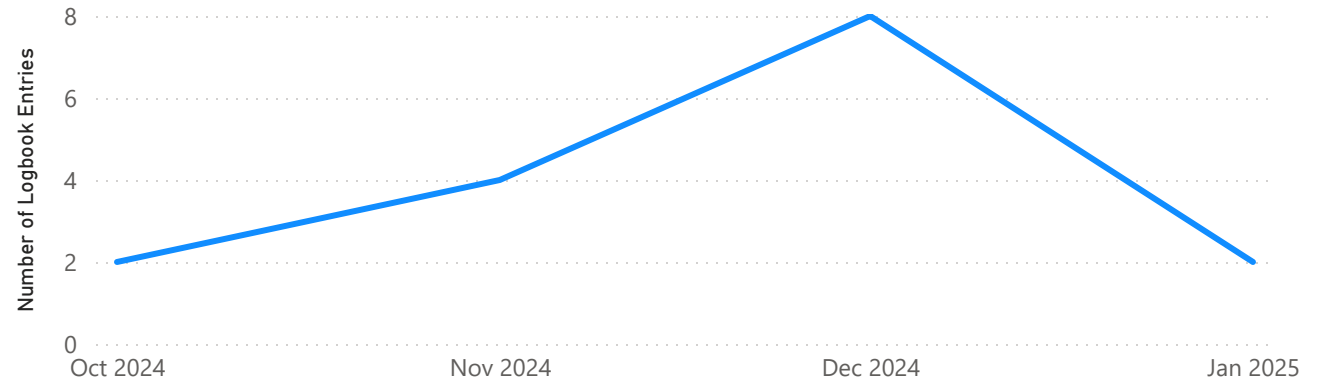
DATETIMEINIT

📅 10/1/2024 - 3/31/2025

# 179

Count of REQUESTID

## Number of Logbook Entries Created Over Time



REQUESTID	# OF ANIMALS OR EGGS	ACTION	ACTIVITY	ATTRACTANT	Surface	WEATHER	WILDLIFE ISSUE
13794	6	VEHICLE HARASS	LOITERING	N/A	SHORT GRASS	Light Rain	BIRD HAZING
13781	12	OBSERVED	LOITERING		SHORT GRASS	Overcast	OBSERVED
13780	2	VEHICLE HARASS	LOITERING		RUNWAY	Overcast	BIRD HAZING
13776						Light Rain	None observed
13773	12	PYRO HARASS	LOITERING	N/A	SHORT GRASS	Light Rain	BIRD HAZING
13764	10	PYRO HARASS	LOITERING	N/A	RUNWAY	Heavy Rain	BIRD HAZING
13762						Clear	None observed
13751	2	VEHICLE HARASS	LOITERING	N/A	TAXIWAY	Light Rain	BIRD HAZING
13747						Light Rain	None observed
13746						Cloudy	BIRD HAZING

## Inspection Types by Month as a Percentage

Inspection Type ● Construction Inspection ● Part 139 Continuous ● Part 139 Day ● Part 139 Night ● Part 139 Special



INITIATEDDATE

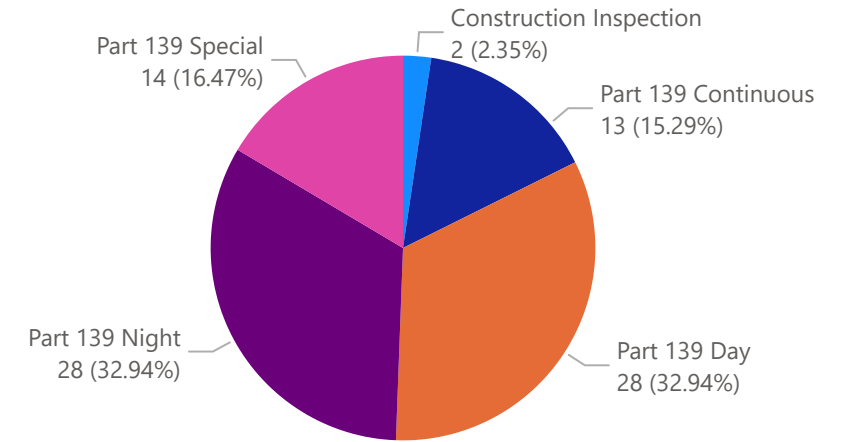
Last  Months

3/1/2025 - 3/31/2025

85

INSPECTIONID

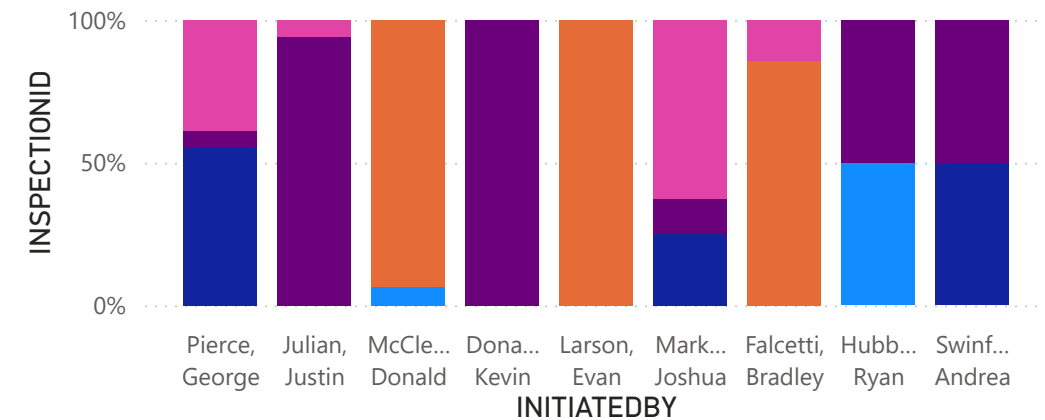
## Part 139 Inspections by Type



INSPECTIONID	INITIATEDDATE	INSPTEMPLATENAME	INITIATEDBY	INSPECTEDBY	CLOSEDBY	STA
<a href="#">7548</a>	03/31/2025	Part 139 Day	McClendon, Donald	McClendon, Donald	McClendon, Donald	CLO
<a href="#">7547</a>	03/31/2025	Part 139 Continuous	Pierce, George	Pierce, George	Pierce, George	CLO
<a href="#">7546</a>	03/30/2025	Part 139 Night	Donahue, Kevin	Donahue, Kevin	Donahue, Kevin	CLO
<a href="#">7545</a>	03/30/2025	Part 139 Day	McClendon, Donald	McClendon, Donald		OPE
<a href="#">7544</a>	03/29/2025	Part 139 Night	Julian, Justin	Julian, Justin	Julian, Justin	CLO
<a href="#">7543</a>	03/29/2025	Part 139 Special	Falcetti, Bradley	Falcetti, Bradley	Falcetti, Bradley	CLO
<a href="#">7542</a>	03/29/2025	Part 139 Day	Falcetti, Bradley	Falcetti, Bradley		OPE
<a href="#">7541</a>	03/29/2025	Part 139 Special	Markovich, Joshua	Markovich, Joshua		OPE
<a href="#">7540</a>	03/28/2025	Part 139 Night	Julian, Justin	Julian, Justin	Julian, Justin	CLO
<b>Total</b>						

## Inspection Types by Employee as a Percentage

Inspection Type ● Construc... ● Part 139 ... ● Part 139 ... ● Part 139 ... ● Part 139...



# All Logbook Entries

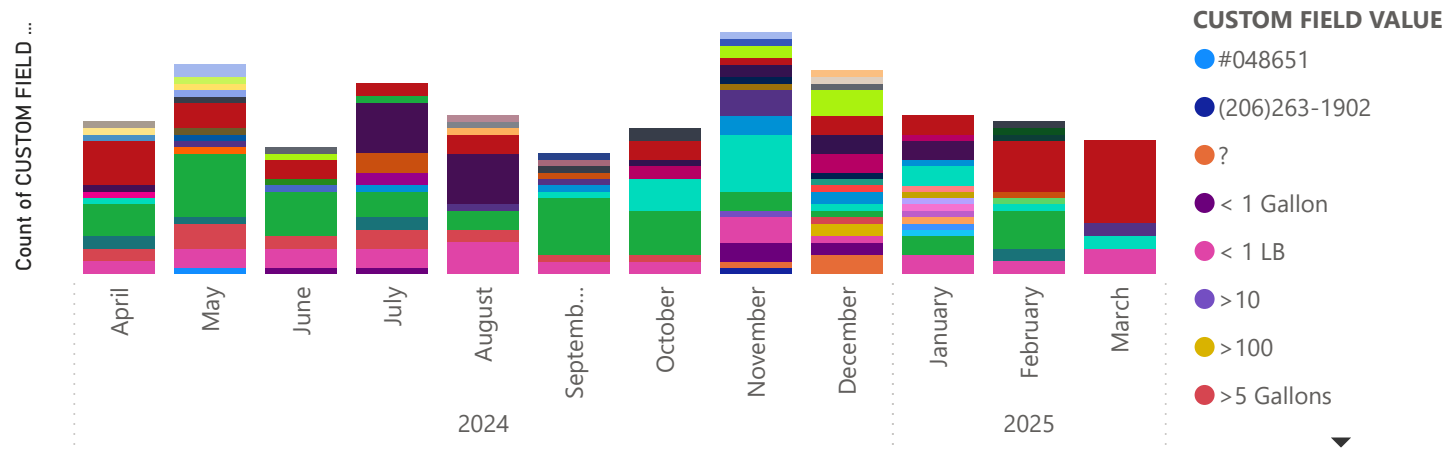


## How To Use This Report:

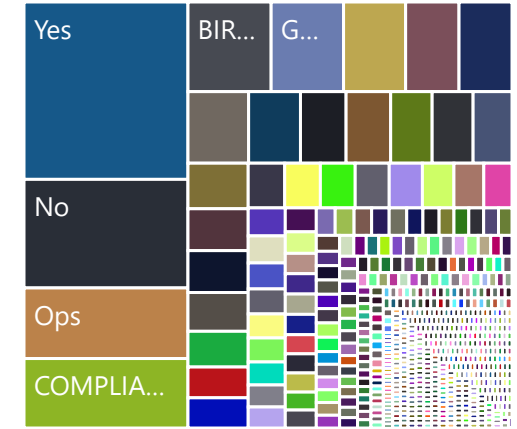
1. Set the Date Range Below.
2. Use the Logbook Drill Down arrows ( V ) to refine the visuals.
3. Use Ctrl+ to select multiple values.
4. Click on the 'Reset Slicers' button above to clear all filters.

Date   Years

## Count of Custom Field Name and Custom Field Values Over Time



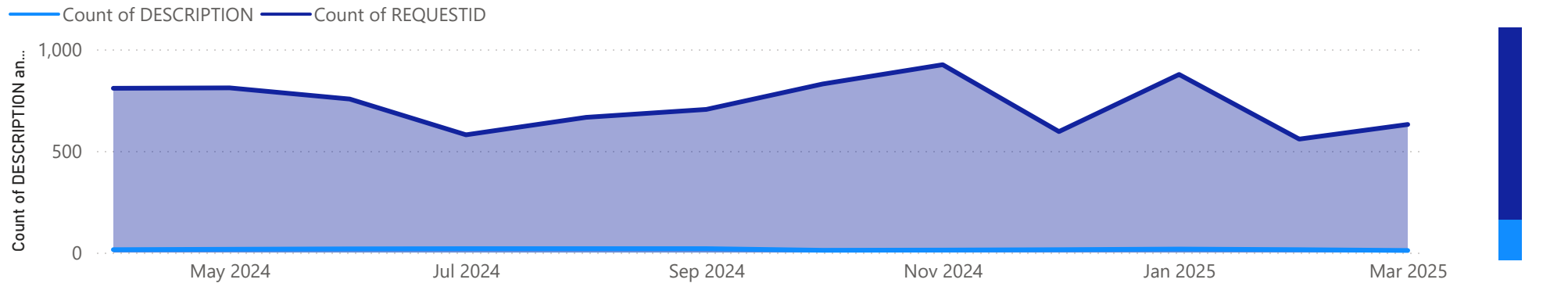
## Count of Custom Field Value and Logbook Entry



## Logbook Drill Down Slicer

- Aircraft Alert
- Aircraft Incident / Accident / D...
- Communications
- Engine Run-Up
- Escort
- Fire Alarm - Airside
- Fire Alarm - Landside
- FOD
- Fuel Spill
- Hazardous Material Spill

## Count of Logbook Description and Logbook Entries Over Time



## Logbook 'Custom Fields' Details

(only Logbook Entries with Custom Fields values will show here)

Count of Logbook Entries with CF values: **1018**

REQUESTID	# Birds Seen	# Birds Struck	# OF ANIMALS OR EGGS	# of Crew	# of Crew (archived)
13794			6		
13793					
13792					
13791					
13790					

## General Details Based on 'Description'

(this table will not update based on 'Custom Field' selections)

Count of Logbook Entries based on Description: **1098**

REQUESTID	DATETIMEINIT	DESCRIPTION	STATUS	DETAILS
13794	03/31/2025	Wildlife Issue	OPEN	
13793	03/31/2025	Security Inspection	OPEN	Patrolled and inspected all airport gates. Nothing found.
13792	03/31/2025	Landside Inspection	OPEN	Patrolled. Nothing found.
<b>Total</b>				











IN LOVING MEMORY

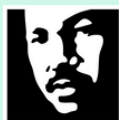


# MIKE COLMANT

April 17, 2025 1:30 pm

Please join us as we dedicate the Mike Colmant Memorial  
Bike Rack at the King County International Airport.

King County International Airport Terminal  
7277 Perimeter Rd S, Seattle, WA 98108



**King County**  
**International Airport**  
Boeing Field



**King County**  
International Airport  
Boeing Field

**Join A Community**

# Clean-Up!

King County International Airport is hosting a Roadside Cleanup in partnership with the Adopt-A-Street program from Seattle Public Utilities. Cleanup supplies will be provided.



Wednesday May 14, 2025

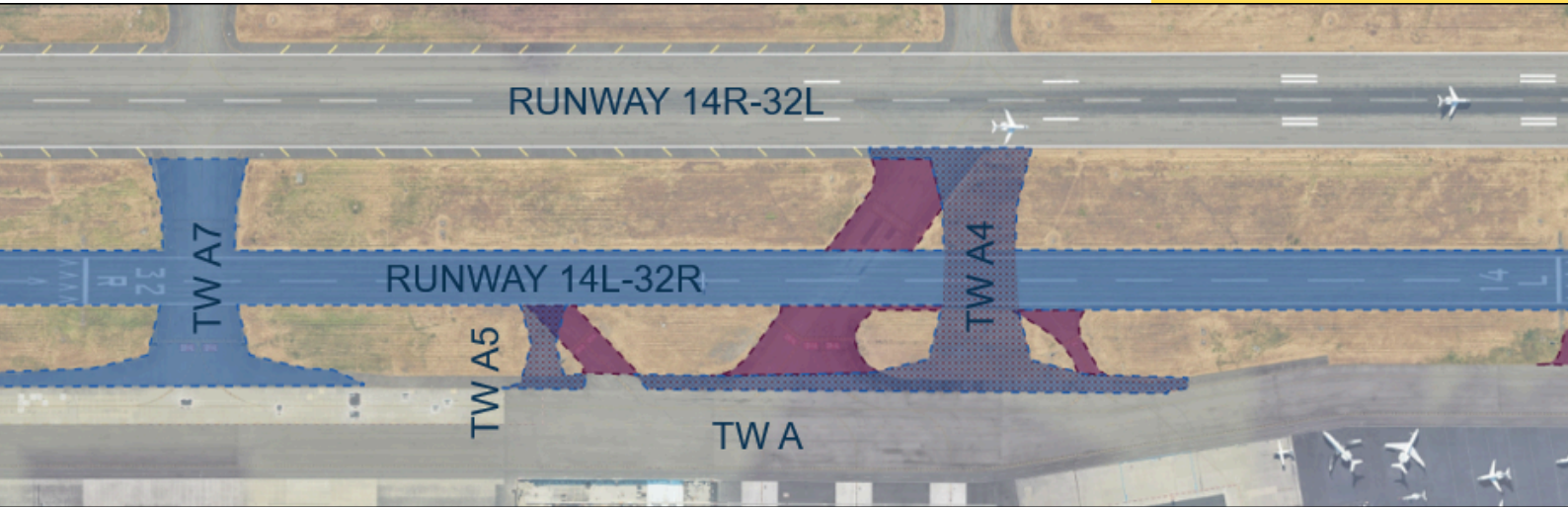


1pm - 3pm

7277 Perimeter Rd S, Seattle, WA 98108



# Small Runway Rehabilitation Project



## Project Overview

The pavement on Runway 14L/32R at King County International Airport-Boeing Field (KBFI) has reached the end of its useful life. Without rehabilitation, it will continue to deteriorate until it is unsafe for aircraft operations. This project is intended to extend the runway's useful life, which is especially vital for small general aviation aircraft.

The airport plans to rehabilitate Runway 14L/32R (the small/secondary runway) in 2025. Taxiway modifications will also be made. This project will completely **close the small runway from mid-March to early October 2025**. During this period, all traffic will be directed to the main runway (Runway 14R/32L). Additionally, overnight closures of the main runway will occur.

For more information and to stay up to date on the status of this project, email [KCIACommunityOutreach@kingcounty.gov](mailto:KCIACommunityOutreach@kingcounty.gov).

## Project Schedule (Subject to change)

**Construction Mobilization:** March 17, 2025  
**Phase 1 Substantial Completion:** July 9, 2025  
**Phase 2 Begins:** July 14, 2025  
**Phase 2 Substantial Completion:** October 8, 2025

## Runway 14R/32L Overnight Closures (Pacific Time)

**Mondays - Thursdays:** 8:15 p.m. - 3:45 a.m.  
**Fridays:** 8:00 p.m. - 5:15 a.m.  
**Saturdays:** 9:15 p.m. - 3:30 a.m.  
**Sundays:** 8:15 p.m. - 5:15 a.m.



**King County**  
**International Airport**  
Boeing Field

KING COUNTY INTERNATIONAL AIRPORT/BOEING FIELD  
7277 PERIMETER RD S, SUITE 200 SEATTLE, WA 98108  
(206) 296-7334  
[KCIACOMMUNITYOUTREACH@KINGCOUNTY.GOV](mailto:KCIACOMMUNITYOUTREACH@KINGCOUNTY.GOV)



## INDICATORS OF HUMAN TRAFFICKING >>

**Recognizing human trafficking** is the first step in combating this heinous crime. Learning the indicators and reporting tips helps law enforcement identify victims and connect them with the care and services they need.

The indicators listed below may help you recognize human trafficking, but any one indicator is not necessarily proof of human trafficking.

### PHYSICAL:

#### Does the person...

- Show signs of physical and/or sexual abuse, physical restraint, confinement, or torture?
- Appear to be deprived of food, water, sleep, medical care, or other necessities?
- Lack personal possessions?

### SOCIAL:

#### Does the person...

- Work excessively long and/or unusual hours?
- Show sudden or dramatic changes in behavior?
- Act fearful, anxious, depressed, submissive, tense, or nervous/paranoid?
- Defer to another person to speak for him or her?
- Appear to be coached on what to say?
- Appear disconnected from family, friends, community organizations, or place of worship?
- Not have the ability to freely leave where they live?

## CONTACT THE BLUE CAMPAIGN



[BlueCampaign@hsi.dhs.gov](mailto:BlueCampaign@hsi.dhs.gov)



[facebook.com/dhsbluecampaign](https://facebook.com/dhsbluecampaign)



[dhs.gov/bluecampaign](https://dhs.gov/bluecampaign)



**ONE VOICE.  
ONE MISSION.  
End Human Trafficking.**



## WHAT IS HUMAN TRAFFICKING? >>

Human trafficking involves the use of force, fraud, or coercion to obtain labor or commercial sex. Victims can be any age, race, ethnicity, gender, sex, or nationality, and they can come from any socioeconomic background. Human trafficking happens everywhere – across our communities in cities, suburbs, and rural areas.

Any minor (under the age of 18) engaged in commercial sex is a victim of human trafficking according to federal law, regardless of whether there is force, fraud, or coercion.



## DHS WORKS TO END HUMAN TRAFFICKING

- U.S. Immigration and Customs Enforcement (ICE) Homeland Security Investigations (HSI) investigates human trafficking cases and supports victim-witnesses.
- U.S. Citizenship and Immigration Services (USCIS) provides short- and long-term immigration relief to qualifying victims of trafficking.
- U.S. Customs and Border Protection (CBP), Transportation Security Administration (TSA), and U.S. Coast Guard (USCG) screen for suspected human trafficking at our borders and ports of entry.
- Federal Emergency Management Agency (FEMA) trains its disaster relief work force and supports the DHS Office of Health Affairs to educate first responders to identify and report suspected trafficking.
- Federal Law Enforcement Training Centers (FLETC) and HSI train federal, state, local, tribal, territorial, and international law enforcement officials.

## WHAT DOES THE BLUE CAMPAIGN DO?

- Serves as the unified voice for DHS's efforts to combat human trafficking.
- Educates the public through awareness resources including public service announcements, posters, brochures, and infographics.
- Partners with state, local, and tribal governments, federal agencies, and non-governmental and private organizations to provide training and resources on recognizing and reporting suspected human trafficking.
- Uses social media to communicate with stakeholders and the general public about DHS efforts, how to recognize and report human trafficking, and how to get involved.

## HOW TO GET INVOLVED

As an individual or organization there are many actions you can take to help raise awareness of human trafficking and work to combat this heinous crime. Visit [dhs.gov/bluecampaign](https://dhs.gov/bluecampaign) to:

- Educate yourself by viewing our free educational awareness products and videos.
- Learn more about how to recognize and report suspected human trafficking.
- Download and share our free resources in your community and online.

## HOW TO REPORT HUMAN TRAFFICKING TIPS

Do not confront a suspected trafficker or alert a victim to your suspicions.

### HOMELAND SECURITY INVESTIGATIONS

To report suspected human trafficking, call the U.S. Department of Homeland Security (DHS) tip line:

**1-866-347-2423**

If you think you are being trafficked and need help, call the National Human Trafficking Hotline

**1-888-373-7888**

(not a law enforcement or immigration authority)

## Human Smuggling vs. Human Trafficking

Human smuggling and human trafficking are different crimes.

Human smuggling is the illegal movement of someone across a border. Human trafficking is the illegal exploitation of a person.



# KING COUNTY INTERNATIONAL AIRPORT

## MISSION

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The King County International Airport's mission is to develop, operate and maintain a safe, compliant airport, anticipating and fulfilling customer needs while setting the standard for environmental stewardship and supporting responsible economic development to provide opportunities for King County residents.

## OVERVIEW

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King County International Airport (KCIA) is classified by the Federal Aviation Administration (FAA) as a Class IV, Primary, Commercial Service, non-Hub Reliever Airport. This translates to the Airport handling limited commercial passenger traffic, with a designation from the FAA to relieve congestion from SeaTac and provide improved general aviation access to the overall community. While the Airport provides the aviation facilities, the FAA regulates the airspace and aircraft operations. KCIA, in partnership with the FAA, provides the resources to meet forecasted aviation demand by providing for the development and maintenance of the runway and taxiway systems.

KCIA works diligently to provision an open-access airport with facilities, including runways and taxiways, that are in a state of good repair and maintained to the highest standard. Airport services are valued as a strong element in support of regional economic vitality. These activities are executed by a well-trained workforce that promotes a culture of excellence in customer service, community engagement, equity, and diversity.

KCIA supports and serves six product families: aerospace manufacturing, air cargo, fixed base operators, corporate flight departments, recreational general aviation, and passenger terminal services. Through the efforts of approximately 60 employees the airport facilitates another 18,000 local jobs, most of which are represented family wage jobs.

**2025 Executive Proposed Operating Budget  
AIRPORT (EN\_A71000)**

<b>Operating Budget Summary</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>2023-2024 Revised Budget</b>	<b>54,765,355</b>	<b>71,767,020</b>	<b>70.0</b>	<b>0.0</b>
<b>2024 Revised Budget Annualized</b>	<b>29,003,068</b>	<b>35,883,510</b>	<b>70.0</b>	<b>0.0</b>
Base Budget Adjustments	915,089	0	0.0	0.0
Decision Package Adjustments	2,687,899	2,734,857	1.0	1.0
<b>2025 Executive Proposed Budget</b>	<b>32,606,056</b>	<b>38,618,367</b>	<b>71.0</b>	<b>1.0</b>
<b>2025 Executive Proposed Ordinance</b>	<b>32,607,000</b>	<b>38,619,000</b>	<b>71.0</b>	<b>1.0</b>

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>Direct Service Changes</b>				
DS_001 Consultant Services Provide funding for consultant contracts for planning and IT systems support. This includes airport layout plans, tenant projects, compliance, and integration and upgrades for existing applications and systems (CityWorks, GoApron, Everbridge, and others).	250,000	0	0.0	0.0
DS_002 Facilities Maintenance and Repair Provide funding for building lifecycle replacements at airport facilities, including roofing repairs and maintenance for buildings that were recently acquired.	420,000	0	0.0	0.0
DS_003 Temporary Equipment Operators Provide funding for four Short-Term Temporary (STT) positions in the Maintenance section for the winter season. These positions are necessary to meet the FAA's updated and more stringent safety requirements for snow and ice control.	208,000	0	0.0	0.0
DS_004 Community Outreach and Event Sponsorship Provide funding to support community outreach and event sponsorship efforts. The airport has expanded community involvement to help inform the surrounding communities about the work happening at the airport.	25,000	0	0.0	0.0
DS_005 Safety and Operations Provide funding for safety and operation enhancements across the airport.	90,000	0	0.0	0.0
DS_006 Technology Improvements Provide funding to continue improving and maintaining the airport's technology systems. This includes the flight information display system, property management software expansion, the safety management system, and CAD as-built drawings.	410,000	0	0.0	0.0
DS_120 Climate Cost Share Increase the climate cost share allocation to support Climate Office actions to advance the Strategic Climate Action Plan. The allocation methodology is based on operational greenhouse gas emissions of contributing agencies.	10,305	0	0.0	0.0

**2025 Executive Proposed Operating Budget  
AIRPORT (EN\_A71000)**

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>Administrative Service Changes</b>				
AC_001 National Pollutant Discharge Elimination System (NPDES) Compliance Move funding for NPDES permit compliance from the capital budget to the operating budget.	400,000	0	0.0	0.0
AC_002 Contract Specialist Add a contract specialist to assist with increased contracting workload.	152,229	0	1.0	0.0
AC_003 Business Analyst Extend the term of an existing TLT business analyst in the Innovation Section as additional capacity is still needed for the team.	174,685	0	0.0	1.0
AC_005 Temporary Utility Workers Hire three Short Term Temporary (STT) utility workers for seasonal landscaping services and project support. These STT workers will be required to be certified as they will on the airfield and must follow FAA compliance.	150,000	0	0.0	0.0
<b>Technical Adjustments</b>				
TA_001 ARFF Personnel Contingency Provide supplemental funding for contracted Sheriff personnel costs.	300,000	0	0.0	0.0
TA_002 Inflationary Increases Add inflationary increases to cover operating cost increases across all airport organizations.	1,385,000	0	0.0	0.0
TA_050 Revenue Adjustment Revenue Adjustments	0	2,734,857	0.0	0.0
TA_110 Net Zero Adjustment Align budget account lines to actual activity.	1	0	0.0	0.0
TA_112 Temporary Account Adjustment Adjust Temporary account for GWI and FICA.	17,463	0	0.0	0.0
TA_113 Vacancy Rate Adjustment Capture salary savings from employee turnover, without reducing the FTE authority, to increase the accuracy of labor budgeting for this appropriation unit and provide greater transparency.	(147,000)	0	0.0	0.0
<b>Central Rate Adjustments</b>	<b>(1,157,784)</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Decision Package Adjustments</b>	<b>2,687,899</b>	<b>2,734,857</b>	<b>1.0</b>	<b>1.0</b>



**2025 Executive Proposed Operating Budget  
AIRPORT CONSTRUCTION TRANSFER (EN\_A71600)**

<b>Operating Budget Summary</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>2023-2024 Revised Budget</b>	<b>31,418,499</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
<b>2024 Revised Budget Annualized</b>	<b>17,535,369</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
Base Budget Adjustments	0	0	0.0	0.0
Decision Package Adjustments	2,065,809	0	0.0	0.0
<b>2025 Executive Proposed Budget</b>	<b>19,601,178</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
<b>2025 Executive Proposed Ordinance</b>	<b>19,602,000</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>

<b>Decision Package Adjustment Detail</b>	<b>Expenditures</b>	<b>Revenues</b>	<b>Reg FTE</b>	<b>TLT</b>
<b>Administrative Service Changes</b>				
AC_004 Airport Construction Transfer Provide authority for a construction transfer from operating to capital for the 2025 proposed CIP Program.	2,065,809	0	0.0	0.0
<b>Total Decision Package Adjustments</b>	<b>2,065,809</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>

**2025 Proposed Financial Plan**  
**Airport / F4290**

Category	2023-2024 Estimated	2025 Proposed	2026-2027 Projected	2028-2029 Projected
<b>Beginning Fund Balance</b>	<b>47,465,521</b>	<b>39,026,475</b>	<b>25,437,608</b>	<b>23,758,423</b>
<b>Revenues</b>				
Landing Fees	2,537,368	1,200,000	2,400,000	2,400,000
Fuel Flowage	3,626,960	1,910,207	3,806,000	3,806,000
Lease Payments	61,789,207	31,283,000	64,931,000	68,218,000
Utility Reimbursements	1,941,654	1,700,000	3,834,000	4,390,000
Aircraft Parking	2,928,381	1,200,000	2,550,000	2,550,000
Transient Parking	29,001	25,000	50,000	50,000
Preferential Ramp Use	398,878	-	-	-
Other rents & charges	2,129	6,000	12,000	12,000
Misc Operating Revenue	519,228	302,260	537,190	537,190
Investments Interest	2,526,242	1,000,000	2,000,000	2,000,000
Cash Mgmt Svces Fee	(37,894)	(3,600)	(7,200)	(7,200)
Invest Svc Pool Fee	(10,456)	(4,500)	(9,000)	(9,000)
Other Misc	50,354	-		
<b>Total Revenues</b>	<b>\$ 76,301,052</b>	<b>\$ 38,618,367</b>	<b>\$ 80,103,990</b>	<b>\$ 83,946,990</b>
<b>Expenditures</b>				
Personnel (salaries & benefits)	17,604,700	11,997,297	25,074,351	26,403,291
Supplies	2,487,024	1,664,515	3,522,114	3,708,786
Services	11,897,988	8,582,336	18,091,564	19,104,692
Intragovernmental (central rates)	20,532,961	9,263,010	20,897,351	23,363,238
Contingency & other	798,926	1,098,898	2,197,796	2,197,796
Transfer to Airport CIP (EN_A71600)	31,418,499	19,601,178	12,000,000	10,000,000
<b>Total Expenditures</b>	<b>\$ 84,740,098</b>	<b>\$ 52,207,234</b>	<b>\$ 81,783,175</b>	<b>\$ 84,777,803</b>
<b>Estimated Underexpenditures</b>				
<b>Other Fund Transactions</b>				
<b>Total Other Fund Transactions</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Fund Balance</b>	<b>\$ 39,026,475</b>	<b>\$ 25,437,608</b>	<b>\$ 23,758,423</b>	<b>\$ 22,927,610</b>
<b>Reserves</b>				
Expenditure Reserve (s)				
<b>Total Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Reserve Shortfall	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	<b>\$ 39,026,475</b>	<b>\$ 25,437,608</b>	<b>\$ 23,758,423</b>	<b>\$ 22,927,610</b>

**Financial Plan Notes**

All financial plans have the following assumptions, unless otherwise noted in below rows.

2025 Proposed Budget ties to PBCS.

Outyear **projections columns** : revenue and expenditure inflation assumptions are consistent with figures provided by PSB's BFPA guidance.

Revenue Notes: Airport revenues are not captured in PSB's BFPA projections and are based on historical analysis, trending and leased space projections for current airport leased properties. Outyear assumptions maintain those assumptions with increases consistent with lease terms.

Expenditure Notes: Expenditures for 2025 match PBCS Executive Proposed, outyears are consistent with PSB's BFPA.

Reserve Notes:

Last Updated 9.3.24 by Justin Grover by using data from PBCS and BFPA assumptions.

# CAP Summary by Fund

Budget: 2025 Annual Budget, Scenario: Executive Proposed, Agency: All, Fund: 3380 AIRPORT CAPITAL, Cap Status: Approved, Is IT Proj? Both Yes and No

## 2025 Annual Budget - Executive Proposed

3380 AIRPORT CAPITAL - Airport Division				
Project Number	Project Name Class Code	Tech Adj	FY25	Narratives
1120730	<b>Airport Facilities Repair</b> AD AIRPORT FACILITIES REPAIR		\$1,650,000	<p><b>Scope:</b> Facilities preservation is a fiduciary responsibility that keeps assets available for best and highest use including revenue production, preservation and repair avoids costs for downtime, excess maintenance, major repair, inefficient operations, and ultimately demolition and replacement costs.</p> <p><b>Description of Budget Request:</b> KCIA is proposing an investment package of \$1,650,000 for facility projects. The plan for 2025 includes four key projects: ARFF Power Upgrades with Hybrid Charging, Elevator Upgrades, Terminal Parking Lot Lighting, and Air Traffic Control Tower Upgrades.</p>
1120731	<b>Airport Fleet Program</b> PROGRAMMATIC		\$1,500,000	<p><b>Scope:</b> The Airport Fleet program funds equipment replacement as well as special projects such as alternative fuels and systems to achieve vehicle related reductions in emissions.</p> <p><b>Description of Budget Request:</b> KCIA is requesting a budget allocation of \$1,500,000 for annual fleet vehicle purchases in 2025. This budget is based on the Airport Fleet Manager’s lifecycle Equipment Replacement Plan schedule. The primary purpose of this allocation is to replace aging vehicles and heavy equipment that have reached the end of their useful life.</p>
1121024	<b>CIP Oversight</b> ADMIN		\$3,611	<p><b>Scope:</b> Capital Improvement Program Oversight covers the cost of CIP oversight services provided to the Airport Division's capital projects by the King County Auditor's Office.</p> <p><b>Description of Budget Request:</b> The \$15,000 requested appropriation will cover the perpetual and mandatory cost of CIP oversight services provided to the Airport Division's capital projects by the King County Auditor's Office.</p>
1121432	<b>Temp Equipment Storage</b> STANDALONE	✓	(\$500,000)	<p><b>Scope:</b> This project will relocate the material storage ecology blocks to another location at the airport. This project is an enabling project that needs to be completed before construction of the Steam Plant Access Road can be started. This project assumes the existing footprint of the material storage area will be used to establish the size of the new material storage area. The project will also install approximately 600 linear feet of new fence line and one 30 foot wide rolling gate. The fence will be designed to FAA specification, which is eight feet tall with three strands of barbed wire. The future site for ecology bins and temporary equipment storage will include a wash rack and high mast lighting. The project cost estimate assumes a 1,000 linear feet of potable water, stormwater, and electrical lines will be needed. Additional work items for this project include, site preparation, asphalt paving, and high mast lighting.</p> <p><b>Description of Budget Request:</b> KCIA requests budget dis-appropriation for this cancelled project.</p>

# CAP Summary by Fund

Budget: 2025 Annual Budget, Scenario: Executive Proposed, Agency: All, Fund: 3380 AIRPORT CAPITAL, Cap Status: Approved, Is IT Proj? Both Yes and No

## 2025 Annual Budget - Executive Proposed

1129953	<b>Airport Emergent Needs</b> STANDALONE		\$7,000,000	<p><b>Scope:</b> Airport Emergent Needs provides budget authority and contingent funds for emergent needs that may arise during the biennium. King County Code 4A.100.080 allows agencies to establish an Emergent Need Contingency Project in their capital funds. The emergency need contingency account can be transferred to other funds without council approval to address unanticipated project costs.</p> <p><b>Description of Budget Request:</b> Contingent funds are essential for addressing emergent needs that may arise during the annual budget year. These funds will allow the Airport to swiftly address overages, inflation, and emerging projects.</p>
1130061	<b>AD AIRPORT GRANT CONTINGENCY</b> STANDALONE		\$200,000,000	<p><b>Scope:</b> Airport Grant Contingency provides budget Authority for the eventuality that KCIA is awarded a grant for which it had not budgeted in advance.</p> <p><b>Description of Budget Request:</b> KCIA is seeking a \$200,000,000 grant contingency. This request is driven by the opportunity to partner with the FAA on a substantial \$200-300 million capital investment rectifying a non-standard safety condition on the airfield. This appropriation will provide the airport with the necessary budget authority to accept the FAA's grant funding under a formalized agreement.</p>
1130186	<b>CityWorks Additional Modules</b> STANDALONE	✓	(\$382,381)	<p><b>Scope:</b> This is a follow-on project to the IT implementation initiated in 2015 to convert from Maximo to Cityworks. KCIA is engaged with an outside consultant to license, install, and integrate additional modules for the increased efficiency and effectiveness to be gained from the collection and use of airport data.</p> <p><b>Description of Budget Request:</b> KCIA requests dis-appropriation of remaining budget for this completed project.</p>
1134750	<b>Fence and Gates Upgrade Ph2 &amp; Ph3 &amp; Perimeter Lighting</b> STANDALONE	✓	(\$266,549)	<p><b>Scope:</b> This project will repair security fences and gates. The improvements range in scope from gate motor replacement, fence damage caused by vehicles, and pedestrian gate replacement. Specific locations and work items under this project are not yet identified.</p> <p><b>Description of Budget Request:</b> KCIA requests dis-appropriation of remaining budget for this completed project.</p>

# CAP Summary by Fund

Budget: 2025 Annual Budget, Scenario: Executive Proposed, Agency: All, Fund: 3380 AIRPORT CAPITAL, Cap Status: Approved, Is IT Proj? Both Yes and No

## 2025 Annual Budget - Executive Proposed

1135085	<b>Runway 14L-32R Rehabilitation</b> STANDALONE		\$6,000,000	<p><b>Scope:</b> This project will rehabilitate Runway 14L-32R. The project will be completed in two phases, the first phase being planning and the second phase being construction. The project includes a geotechnical investigation using destructive and nondestructive testing for the entire airport. The second phase will rehabilitate approximately 250,000 square yards of asphalt pavement on Runway 14L- 32R and its connecting taxiways. The project assumes 7” of the existing asphalt will be milled and replaced. It is assumed that 15% of the project area will require sub-base reconstruction if necessary. The project assumes 150 runway edge light fixtures will be removed and replaced with LED technology. Additionally, approximately 3,000 cubic yards of asphalt concrete will be removed at Taxiway A4. Taxiway A4 will be realigned between the primary and secondary runways and constructed at an area of 3,000 square yards composed of 17-inch AC, 6-inch PCC and 6inch aggregate. Approximately four airfield sign fixtures and panels along with 1,000 linear feet of electrical cabling and PVC conduit will be installed. The existing four box Precision Approach Path Indicator (PAPI) system will be retrofitted with LED technology and placed on a separate circuit. The project assumes 7,000 linear feet of electrical cabling and conduits will be purchased and installed. Additional work items include, barricades, purchase and installation of an Approach Lighting System with Flashing lights (ALSF)-2 approach lighting system, excavation, grooving, conduit replacement, a supplemental lighted wind cone and an assumed 100 feet of electrical line and PVC conduit, trenching and backfill, 100,000 square feet of white and 12,000 square feet of yellow airfield paint markings and seeding.</p> <p><b>Description of Budget Request:</b> The project requires additional budget allocation due to delays, necessitating a project re-bid. During the construction bid process, three bids were received, none of which could progress to contract execution. Two were non-responsive, and one exceeded the project's budget. These unexpected circumstances led to the cancellation of the initial procurement and the start of a new bidding process. This delayed the project by roughly two months and necessitated further design changes to accommodate the project's new phasing. The project's phasing had to be adjusted as the remaining construction season is insufficient to complete it within 2024. The cost change is attributed to the rebidding process, the anticipated construction winter shutdown, and cost escalation.</p>
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# CAP Summary by Fund

Budget: 2025 Annual Budget, Scenario: Executive Proposed, Agency: All, Fund: 3380 AIRPORT CAPITAL, Cap Status: Approved, Is IT Proj? Both Yes and No

## 2025 Annual Budget - Executive Proposed

1139545	<b>Airport Security Program</b> PROGRAMMATIC		\$1,500,000	<p><b>Scope:</b> This program maintains the Airport's security posture through infrastructure investments and updating work plans/standards to help the Airport address redundancy, connectivity, and security gaps. It also includes security infrastructure and equipment, such as access controls and security cameras. This program will also include subsequent projects identified from those plans and a small contingency for emergent security projects.</p> <p><b>Description of Budget Request:</b> The proposed budget will be allocated toward implementing a new emergency alert system, with any remaining funds earmarked for emergent needs throughout 2025. A crash phone is a required safety alert system for Airport Rescue and Fire Fighting (ARFF), and the current system vendor announced the retirement of the crash phone system currently in use. The goal is to implement and support a new emergency alert system that aligns with KCIA's commitment to safety while meeting the emergency response needs of both KCIA and AARF.</p>
1139599	<b>Environmental Assessments Master Plan Update (MPU) Projects</b> STANDALONE	✓	(\$64,891)	<p><b>Scope:</b> The purpose of this contract is to provide NEPA services to KCIA for planned federal action projects scheduled for 2021-2023. The Consultant will provide NEPA environmental services that include categorical exclusion process and FAA consultation/review. The Consultant will report to the project representative in accordance with the terms and conditions.</p> <p><b>Description of Budget Request:</b> KCIA requests dis-appropriation of remaining budget for this completed project.</p>
1143915	<b>Runway 14R-32L Rehabilitation &amp; Taxiway Modifications</b> STANDALONE		\$2,500,000	<p><b>Scope:</b> This project will rehabilitate Runway 14R-32L and modify connecting taxiways at A2, A4, B2, and B10. The project will include a geotechnical assessment, pavement evaluation and alternative analysis/conceptual design, engineering design, and construction. The project will mill approximately 7" of existing asphalt along the entire runway surface and replace it with a grooved asphalt surface to promote drainage.</p> <p><b>Description of Budget Request:</b> The Main Runway Rehabilitation (14R-32L) project is progressing. KCIA is requesting an appropriation of \$2,500,000 to continue the design and environmental work. These Airport funds will be used as match for a potential FAA grant in the future.</p>
1143940	<b>Possibly Fuel Farm Environmental Process and CM Services</b> STANDALONE	✓	(\$500,000)	<p><b>Scope:</b> This project may be performed by the proposed tenant chosen through the RFI process. The work includes environmental assessments and remediation as needed at the new fuel farm location.</p> <p><b>Description of Budget Request:</b> KCIA requests budget dis-appropriation for this postponed project.</p>
1143950	<b>Airport Planning and Support</b> PROGRAMMATIC		\$500,000	<p><b>Scope:</b> This program establishes a budget to undertake miscellaneous airport planning and planning-related projects on an as-needed basis. The specific sub project scopes and budgets are estimates at this time and will be refined as the program develops.</p> <p><b>Description of Budget Request:</b> KCIA is requesting a \$400,000 appropriation to continue supporting the Carbon Neutral Accreditation in 2025. This project performs the assessments, inventories, calculations and outreach needed to start and obtain a Carbon Neutral certification through the Airports Council International (ACI), which aligns with advancing the initiatives of the Strategic Climate Action Plan (SCAP). The remaining appropriation will support emergent projects as the need arises.</p>

# CAP Summary by Fund

Budget: 2025 Annual Budget, Scenario: Executive Proposed, Agency: All, Fund: 3380 AIRPORT CAPITAL, Cap Status: Approved, Is IT Proj? Both Yes and No

## 2025 Annual Budget - Executive Proposed

1148167	<b>AD UTILITIES PROGRAM</b> PROGRAMMATIC		\$650,000	<p><b>Scope:</b> Utilities preservation is a fiduciary responsibility that keeps assets available for best and highest use, including revenue production, preservation and repair avoids costs for downtime, excess maintenance, major repair, inefficient operations, and ultimately demolition and replacement costs.</p> <p><b>Description of Budget Request:</b> KCIA is taking steps to upgrade its utilities infrastructure. The plan is to establish a new Utilities Program in the 2025 budget to support the proposed Main Terminal Power Upgrades project. The additional power requirements are a response to the increased demand from tenant and the parking lot lights. Additionally, the Airport is planning a strategic move to bring together the existing the Stormwater, Water and Sewer and Airfield Electrical program into the Utilities Program in the 2026-2027 biennial budget. The consolidation is intended to streamline operations and maintenance potentially leading to improved efficiency and cost savings.</p>
<b>3380 - AIRPORT CAPITAL</b>		<b>Total</b>	<b>\$219,589,790</b>	
<b>Grand Total</b>			<b>\$219,589,790</b>	

**2025 Proposed Financial Plan  
Airport Capital / F3380**

**Capital Improvement Program (CIP) Budget**

	2023-2024 Ending Balance (Year End ITD Balance)	2025 Proposed	2025 Total (Balance + Budget)	2026-2027 Projected	2028-2029 Projected
<b>Capital Budget Revenue Sources:</b>					
Revenue Backing from Fund Balance	35,384,080	-	35,384,080	-	-
Grant Funds	3,452,268	200,000,000	203,452,268	8,000,000	8,000,000
Transfer from Operating	-	19,589,790	19,589,790	12,000,000	10,000,000
<b>Total Capital Revenue</b>	\$ <b>38,836,348</b>	\$ <b>219,589,790</b>	\$ <b>258,426,138</b>	\$ <b>20,000,000</b>	\$ <b>18,000,000</b>
<b>Capital Appropriation:</b>					
Administrative	-	3,611	3,611	15,000	15,000
Airfield & Infrastructure	21,991,487	9,150,000	31,141,487	7,985,000	5,985,000
Contingency	-	207,000,000	207,000,000	8,000,000	8,000,000
Environmental	5,894,685	(564,891)	5,329,794	-	-
Facilities & Properties	3,454,826	1,150,000	4,604,826	1,000,000	1,000,000
Planning	3,575,647	117,619	3,693,266	500,000	500,000
Safety, Security, & Info Mgmt	2,195,259	1,233,451	3,428,710	500,000	500,000
Fleet, Equipment and Miscellaneous	1,724,444	1,500,000	3,224,444	2,000,000	2,000,000
<b>Total Capital Appropriation</b>	\$ <b>38,836,348</b>	\$ <b>219,589,790</b>	\$ <b>258,426,138</b>	\$ <b>20,000,000</b>	\$ <b>18,000,000</b>

**CIP Fund Financial Position**

	2023-2024 Biennial-to-Date- Actuals	2023-2024 Estimated	2025 Budget-to-Date Actuals	2025 Estimated	2026-2027 Projected	2028-2029 Projected
<b>Beginning Fund Balance</b>	\$ <b>27,655,526</b>	\$ <b>27,655,526</b>		\$ <b>34,311,432</b>	\$ <b>47,101,541</b>	\$ <b>31,172,109</b>
<b>Capital Funding Sources</b>						
Grant Funds	6,410,994	\$ 6,410,994		25,155,000	93,729,888	18,057,100
Transfer from Operating	17,536,500	31,419,239		19,589,790	12,000,000	10,000,000
Interest Earnings	2,464,396	2,494,396				
<b>Total Capital Revenue</b>	\$ <b>26,411,890</b>	\$ <b>40,324,629</b>	\$ -	\$ <b>44,744,790</b>	\$ <b>105,729,888</b>	\$ <b>28,057,100</b>
<b>Capital Expenditures</b>						
Administrative	12,130	\$ 12,130		3,611	15,000	15,000
Airfield & Infrastructure	3,857,511	\$ 8,675,372		27,950,000	104,144,320	25,795,857
Contingency	-			-	14,000,000	14,000,000
Environmental	3,187,714	\$ 7,621,133		-	-	-
Facilities & Properties	616,926	\$ 2,720,751		1,150,000	500,000	1,000,000
Planning	352,105	\$ 2,570,623		117,619	500,000	500,000
Safety, Security, & Info Mgmt	1,343,810	\$ 998,473		1,233,451	500,000	500,000
Fleet, Equipment and Miscellaneous	9,313,140	11,070,241		1,500,000	2,000,000	2,000,000
<b>Total Capital Expenditures</b>	\$ <b>18,683,336</b>	\$ <b>33,668,723</b>	\$ -	\$ <b>31,954,681</b>	\$ <b>121,659,320</b>	\$ <b>43,810,857</b>
<b>Other Fund Transactions</b>						
<b>Total Other Fund Transactions</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>	\$ <b>35,384,080</b>	\$ <b>34,311,432</b>	\$ -	\$ <b>47,101,541</b>	\$ <b>31,172,109</b>	\$ <b>15,418,351</b>
<b>Ending Fund Balance designated to current projects*</b>	\$ <b>35,384,080</b>	\$ <b>34,311,432</b>		\$ <b>47,101,541</b>	\$ <b>31,172,109</b>	\$ <b>15,418,351</b>
<b>Reserves</b>						
<b>Total Reserves</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Projected Shortfall	-	-	-	-	-	-
<b>Ending Undesignated Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Financial Plan Notes**

**CIP Budget:**

All financial plans have the following assumptions, unless otherwise noted in below rows.

2023-2024 Estimated Ending Balance (Year End ITD Balance) column reflects the best estimate of the inception to date budget balances and actual balances after 2023 is closed.

2025 Proposed Budget is consistent with PIC.

2025 Total (Balance + Budget) column sums the 2023 + 2024 Ending Balance (Year End ITD Balance) column and the 2025 Proposed column.

Outyear projections should be consistent with PIC.

**Revenue Notes:**

Revenues shown are equal to the budgeted expenditure. Revenues include new revenue and fund balance designated to projects.

**Appropriation Notes:**

**CIP Fund Financial Position:**

All financial plans have the following assumptions, unless otherwise noted in below rows.

Budget to Date (BTD) Actuals (expenditures and revenue) reflect EBS totals for budgetary accounts as of July 2024.

2023-2024 Biennial to Date Actuals column reflect amounts in EBS.

2023-2024 Estimated column reflects the best estimate for the biennium based on actuals and should be informed by the fund's spending plan.

Outyear revenue projections and expenditure estimates are based on the most recent projections and reflect current project plans. Outyear allocations for projects not requesting budget in this cycle are included in the financial plan.

**Revenues Notes:**

Revenue estimates for grants in the outyears as estimated based on current best known information. As our FAA CIP project is developed these estimates will be refined.

**Expenditure Notes:**

Outyear expenditures are estimated with the best known information. As the future CIP is developed with the FAA these estimated will be refined.

**Reserve Notes:**

Ending Fund balance designated to current projects row is for projects that are already appropriated. This fund balance cannot be used for other projects without disappropriating projects or creating a shortfall in the fund.

Last Updated 9.4.24 by Justin Grover using data from PIC, PRISM, and BI Insights.



## **Draft Airport Strategic Plan Now Available**

The King County International Airport (KCIA) has been working on updating the 2014-2020 Airport Strategic Plan. The updated plan develops a clear strategic focus for what KCIA should do to advance its vision over the next six years and to identify appropriate goals and implement actions that realize this vision. This update is an opportunity to evaluate the Airport's role on a local level and in the regional economy. There has been significant engagement throughout the planning process with KCIA tenants, community members, airport staff and Airport Roundtable members. And we are happy to present our draft 2025-2030 Strategic Plan for review and comment!

**A copy of the Strategic Plan can be found on the project website: [KCIA Airport Strategic Plan - PublicInput](#). Physical Copies are also available at KCIA's front desk.**

**All comments will need to be submitted by 5 PM Pacific Standard Time on April 18<sup>th</sup>, 2025**

**Comments can be submitted in three ways:**

- **Project Website:** [KCIA Airport Strategic Plan - PublicInput](#)
- **Emailed to:** [kciacommunityoutreach@kingcounty.gov](mailto:kciacommunityoutreach@kingcounty.gov)
- **Mailed to:** King County International Airport

**Attn: Matthew Sykora  
7277 Perimeter Road South Suite 200  
Seattle, WA 98108**



**King County International - Boeing Field**  
**7277 Perimeter Rd S**  
**Seattle, WA 98108**



**Prepared by AMCG**  
**Supported by PRR and RS&H**

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## Mission and Vision Workshops Summary

### KCIA Airport Strategic Plan

King County International Airport (KCIA) held mission and vision workshops virtually for the Airport Roundtable members, community, tenants, and other interested parties.

#### Airport Roundtable workshop

On June 10, 2024, the project team met with the Airport Roundtable to gather input on the airport's current mission and vision. The Airport Roundtable is an advisory board that makes recommendations to the airport's administrators, the King County Executive, and the King County Council. Its membership includes representatives of aviation-related businesses and communities interested in airport issues.

#### Workshop purpose

- Share perspectives of the Airport to inform updates to the existing mission and vision
- Gather feedback on community priorities
- Determine the best implementation of business strategies for the airport

#### Attendees

##### Airport Roundtable

- Ali Lee, Vice Chair, Magnolia/North Seattle
- Brian Algiers, Labor (SPEEA)
- Ed Lutgen, Labor (IAM District 751)
- Ellen Knowlen, KCIA Exec. Asst.
- Erik Utter, Chair, Renton/Kent/ South King County
- Evan Nelson, Small General Aviation
- Gil White, KC Commercial Real Estate Specialist
- Guido Perla, unincorporated King County
- Jonathan Youngblood, Facilities Supervisor, Highline Public Schools
- Kelly Ronan-Hafner, West Seattle
- Ken Moninski, offsite business
- Lisa Krober, Tukwila
- Lorraine Patterson-Harris, KC Administrative Officer
- Matt Hayes, at-large
- Mark McIntyre, Corporate aviation
- Ryan Tomasich, Boeing Company
- Takashi Nelson, FAA (ex-officio)

- Vanessa Chin, KCIA Innovative Section Manager

##### Project team

- Bradley Falcetti, Airport Duty Manager (KCIA)
- David Benner, Project Team Leader (AMCG)
- David Decoteau, Airport Deputy Director (KCIA)
- Emma Browning, Community Engagement Consultant support (PRR)
- Laurence Idos, Community Engagement Consultant (PRR)
- Lorenzo Clara, Community Engagement Coordinator (KCIA)
- Matt Sykora,
- Robert Trimborn, Aviation Management Consultant (AMCG)

### Welcome and introductions

David Benner (AMCG) introduced the KCIA Airport Strategic Plan project team and provided an overview of the agenda.

### Background and overview

David shared that KCIA is updating the Airport Strategic Plan 2014-2020 to respond to changes that have happened in the last 10 years from a county and industry perspective. He shared the overall process of updating the plan and noted that the project team is in the beginning stages of external engagement starting with gathering feedback to update the mission and vision statements.

He described that an Airport Strategic Plan uses a logical and disciplined structure to set out the strategic goals to realize the mission and vision of the airport.

### Discussion framework

David acknowledged there are several planning projects happening at KCIA. He highlighted two planning projects: the Vision 2045 Airport Plan and the Airport Strategic Plan. He explained that the Vision 2045 Airport Plan identifies airport projects KCIA would implement to continue operating safely and efficiently while meeting changing aviation needs, while the Airport Strategic Plan details how KCIA will implement Vision 2045 by outlining key strategic goals to realize KCIA’s mission and vision.

He shared the key parameters that the project team is operating in to update the plan.

- Parameter 1: Property “shall be used for public airport purposes for the use and benefit of the public” – Instrument of Transfer (dated May 26, 1948)
- Parameter 2: Federally obligated airport required to maintain compliance with 39 FAA Assurances. – FAA Assurance Airport Sponsors (dated May 2022)

Looking at the two parameters, there are similarities between them.

Instrument of Transfer	FAA Grant Assurances
<ul style="list-style-type: none"> <li>→ Requirements run with land</li> <li>→ Benefit of the public on reasonable terms without unjust discrimination</li> <li>→ Cannot grant an exclusive right</li> <li>→ Maintained in good and serviceable condition</li> <li>→ Available to the United States of America (Government) for non-exclusive use of Airport</li> </ul>	<ul style="list-style-type: none"> <li>→ Requirements run with land</li> <li>→ Preserving rights and powers</li> <li>→ Consideration of local input</li> <li>→ Safe and serviceable condition</li> <li>→ Available to all types, kinds, and classes of aeronautical activities</li> <li>→ Cannot grant an exclusive right</li> <li>→ Airport revenues will be expended for capital and operating costs of airport</li> <li>→ Available for use by Government aircraft</li> <li>→ No person subject to discrimination in any program/activity</li> </ul>

David shared key reference materials that the project team reviewed to inform the workshop questions used to update the mission, vision, and values statement.

- King County True North and Values
- Airport Clarity Map
- King County Strategic Plan

- King County Metro Strategic Plan
- King County Office of Equity and Social Justice Strategic Plan
- King County Strategic Climate Action Plan

Matt Hayes (Airport Roundtable) asked how the project team would guide the conversation around airport uses through the different lenses of general aviation, corporate, or government. Matt also asked how the project team would guide the conversation around Airport Strategic Plan versus other King County plans.

- David Benner (AMCG) responded that the updating process is meant to be collaborative. The project team use guiding questions to inform the decision-making process for the plan update.
- Robert Trimborn (AMCG) added that this meeting is the beginning of the process. There are multiple opportunities for all interested parties to interact and provide input starting with the mission and vision statements.

David shared KCIA statements used in the 2014-2020 Airport Strategic plan. The project team will ask the Airport Roundtable, tenants and community members to review previous statements and provide feedback on whether or not they are still relevant. .

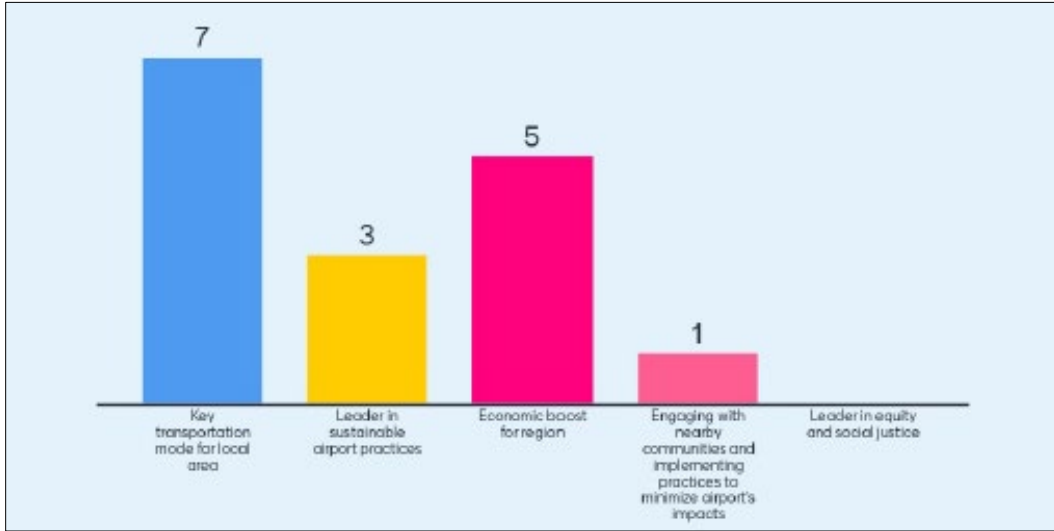
	<b>Airport Mission</b>	<b>Airport Vision</b>
<b>Airport Strategic Plan 2014-2020</b>	Provide safe and continuous aviation services that support scheduled commercial, charter, and air cargo airlines as well as general aviation and corporate operators as part of the national air transportation system, while fulfilling the needs of the county and state businesses and residents for quality airport transportation services and facilities.	Invest in facilities and services that will actively support economic vitality for the region and generate a financial rate of return on the public's assets at Boeing Field by providing world-class facilities and outstanding customer service; productively engaging with the community and the aviation industry; ensuring that development and operations integrate environmentally-sensitive practices; and, fostering a supportive and collaborative culture that values, recognizes, and builds the capacity of its workforce.
<b>Airport Clarity Map</b>	To operate and maintain the airport to the highest standards.	To be a world-class organization equitably serving customers and community.

### **Mentimeter survey activity**

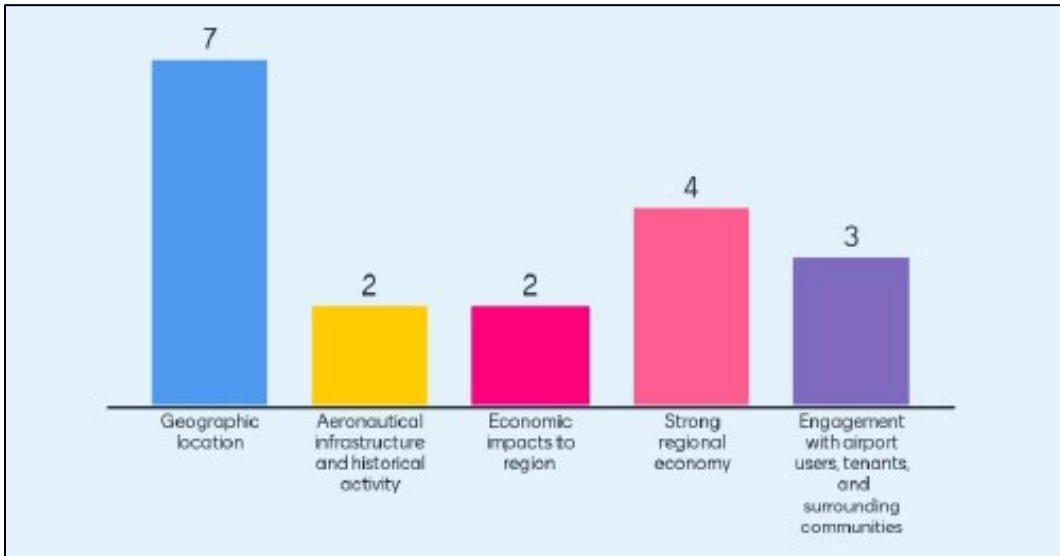
The Mentimeter survey activity gave an opportunity for the Airport Roundtable to provide feedback by responding to guided questions in real time. Participants were asked to respond to a survey prompt and their data was collected in real time. Below are the results from each question.

### Mission statement

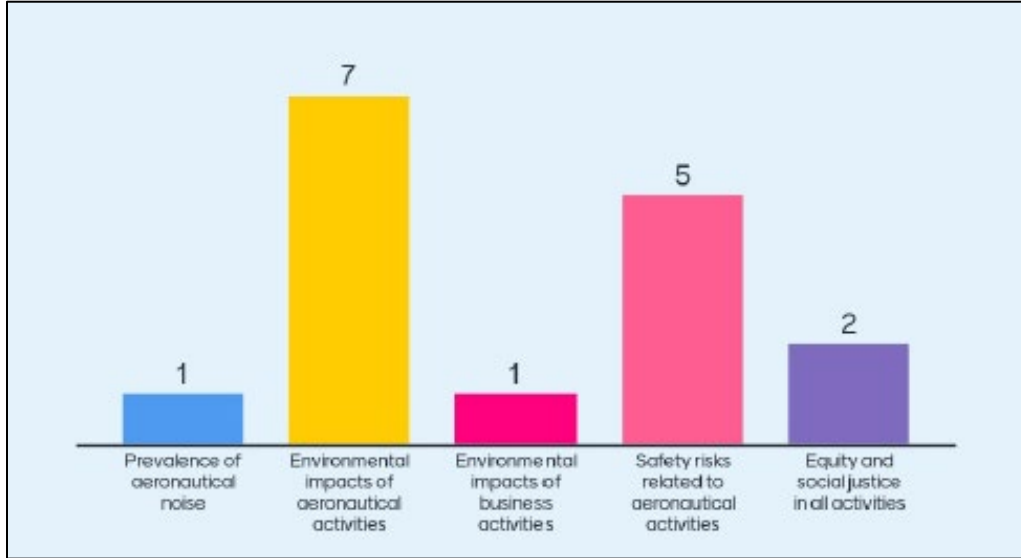
Question #1: In addition to safety and efficiency, what are KCIA's key purposes? (Pick 2)



Question #2: What are KCIA's competitive advantages? (Pick 2)

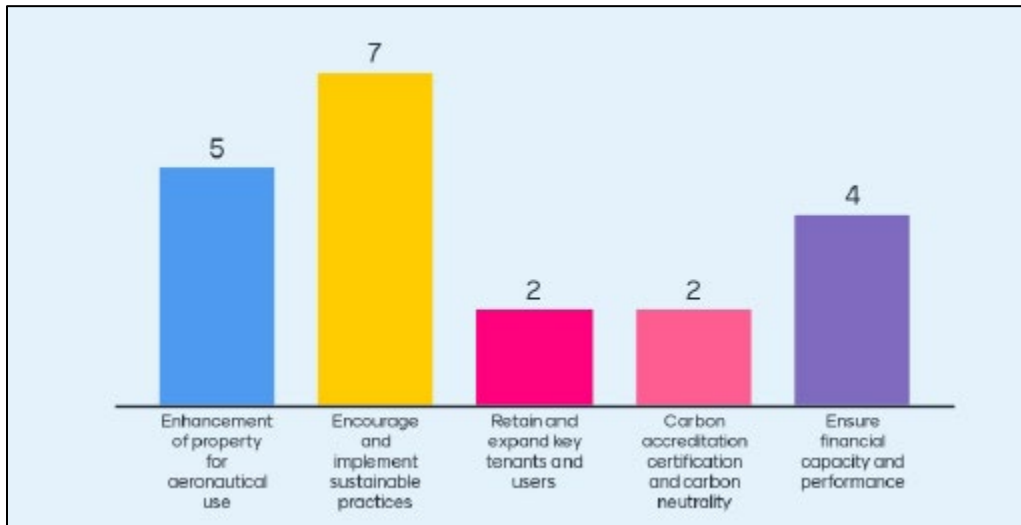


Question #3: Which issues expressed should KCIA prioritize? (Pick 2)



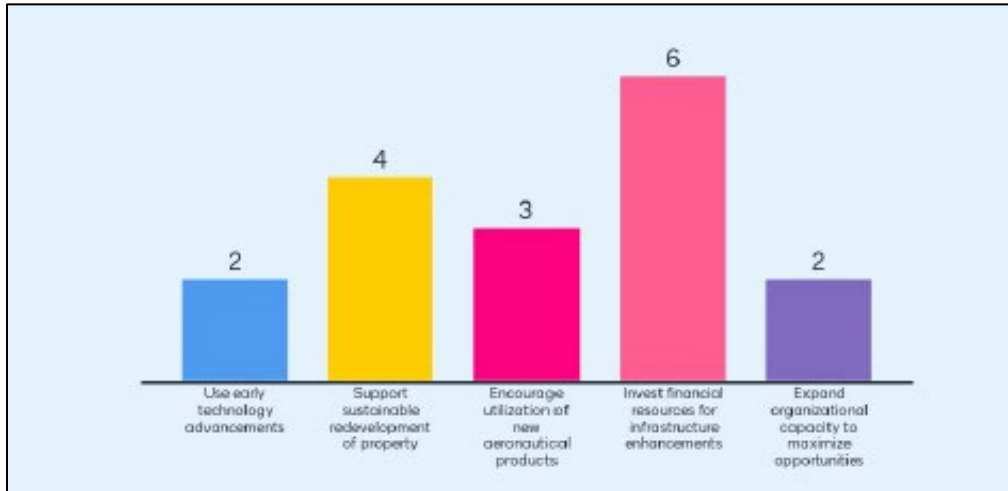
Vision statement

Question #1: Which long-term goals should KCIA pursue? (Pick 2)

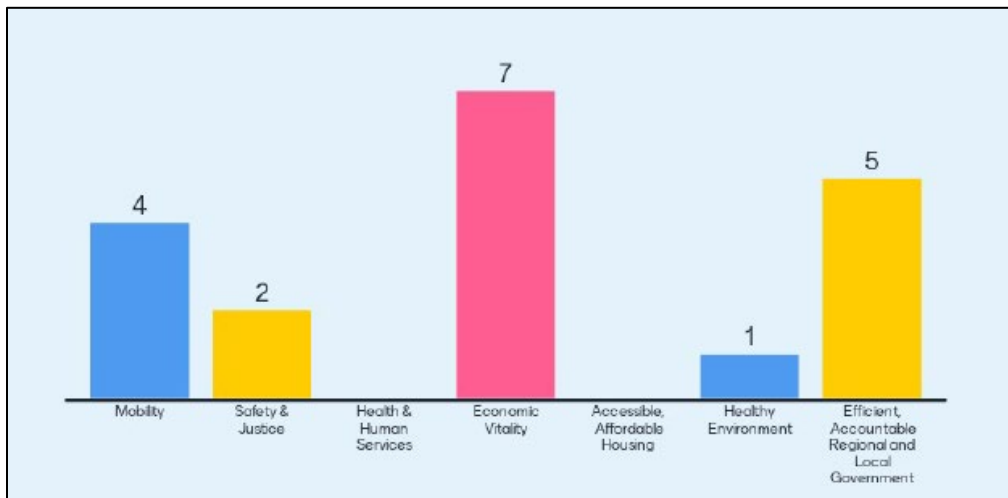




Question #2: Which strategies should KCIA implement to adapt to a constantly changing aviation industry? (Pick 2)



Question #3: Which King County initiatives should take priority during the decision-making process? (Pick 2)



### Questions and answers

David Benner closed the activity by thanking the Airport Roundtable for their time and shared the other ways the Airport Roundtable can provide their input outside of the meeting. He then opened the space for a question-and-answer period. Members of the Airport Roundtable asked the project team questions around the Airport Strategic Plan.

Erik Utter asked how long AMCG has been involved in working with this strategic plan?

- David Benner (AMCG) responded that King County signed an agreement with AMCG in February 2024.

Erik Utter asked how the Airport Roundtable could be helpful in this process aside from the input provided tonight?

- The input from the Airport Roundtable is important and especially with the mission and vision being a key component of the Airport Strategic Plan. Throughout this process, AMCG will be coming back to the Airport Roundtable and offering opportunities to review and provide feedback.

Erik Utter asked what other stakeholders KCIA is engaging with in this process.

- David Benner shared that there is a workshop on Mission and Vision scheduled with community members and tenants for June 11, 2024. KCIA needs feedback from all interested parties, including community members, users, tenants, Airport Roundtable, management and other interested parties.

Erik Utter asked how the other community members and tenants have been notified of the process.

- David Decoteau shared that KCIA sent notifications to community members and tenants. The workshop is designed to be a kickoff meeting, with the goal of keeping them engaged in future workshops.

Erik Utter asked who is involved in the Strengths, Weaknesses, Opportunities, and Threats Analysis Workshop.

- David Benner shared that the SWOT analysis will include the same group—airport leadership and staff, the Airport Roundtable, community and tenants, and other interested parties. The SWOT Analysis Workshop will be a second opportunity for key engagement with the Airport Strategic Plan. After all the input is gathered and a draft is created, the Airport Roundtable will have another chance to provide feedback.

Kelly Ronan-Hafner asked how KCIA balances and prioritizes input from the different groups?

- David Benner answered that developing the Airport Strategic Plan is a collaborative process. Input will be considered from all interested parties, and the parameters will help guide the project team to prioritize which input fits into the Airport Strategic Plan. David Decoteau added that KCIA refers to other King County plans that have been successful.

Ali Lee asked if the team is doing the same presentation for the community and tenant workshop. She recommended changing the questions to ranking instead of making multiple choice. She also recommended for the questions to be translated without using Google translate.

- David Benner confirmed. He is open to changing the questions for community members and tenants. He thanked Ali for the recommendation and shared that AMCG will coordinate with PRR on these recommendations.

Ken Moninski asked how long the process is to get from now to completion of the strategic plan? How is it formally accepted?

- David Benner outlined the process of the Airport Strategic Plan which will wrap up by the end of 2024.

- David Decoteau (KCIA) added that the plan needs staff-level approval. The Airport Roundtable will have an opportunity to share input before it is finalized.

Mark McIntyre asked what provisions there are for amending the plan every two or three years if there's a new technology or new community priority?

- David Decoteau responded that it will be an internal decision and can be amended when necessary.

## Airport tenants and community workshop

On June 11, 2024, the project team met with KCIA tenants and community members to gather input on the KCIA's current vision, mission, and values. The presentation followed the same format as the Airport Roundtable workshop June 10, 2024. A total of 22 tenants and community members participated in the workshop.

### Purpose

- Share perspectives of the Airport to inform updates to the existing mission and vision
- Gather feedback on community priorities
- Determine the best implementation of business strategies for the airport

### Project team attendees

- Bradley Falcetti, Airport Duty Manager (KCIA)
- Brian Bartley, Project Representative (KCIA)
- David Benner, Project Team Leader (AMCG)
- David Decoteau, Airport Deputy Director (KCIA)
- Emma Browning, Community Engagement Consultant support (PRR)
- John Parrott, Airport Director (KCIA)
- Laurence Idos, Community Engagement Consultant (PRR)
- Lorenzo Clara, Community Engagement Coordinator (KCIA)
- Matt Sykora, Airport Business Manager (KCIA)
- Sean Moran, Airport Operations Manager (KCIA)

### Mentimeter survey activity

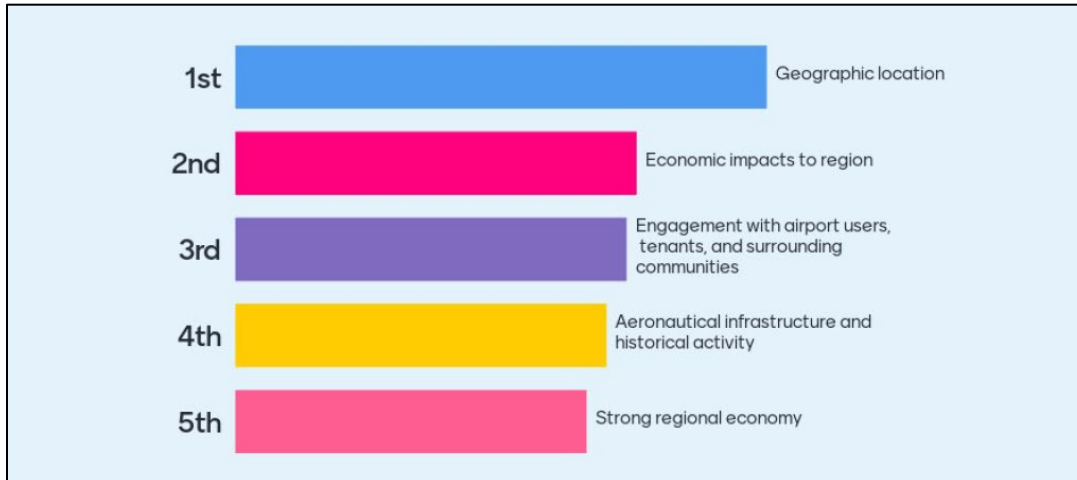
The Mentimeter survey activity gave an opportunity for the airport tenants and community members to provide feedback by responding to guided questions in real time. Participants were asked to respond to a survey prompt and their data was collected in real time. Below are the results from each question.

#### Mission statement

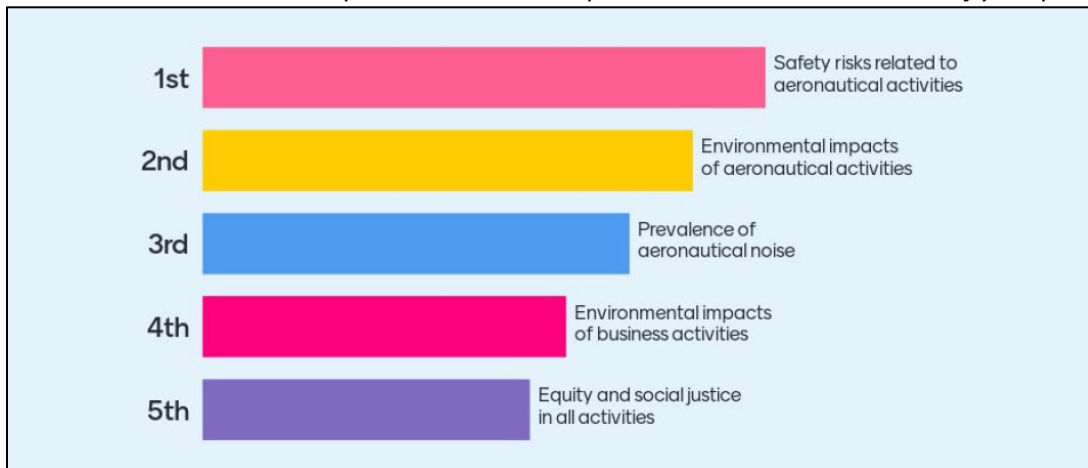
*Question #1: In addition to safety and efficiency, what are KCIA's key purposes? Rank them in terms of your priority.*



*Question #2: What are KCIA's competitive advantages? Rank them in terms of your priority.*

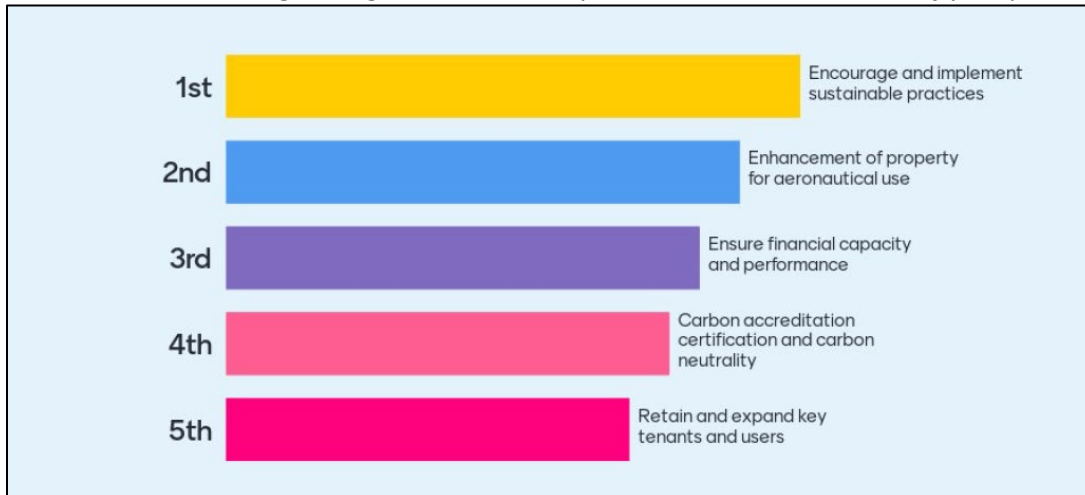


*Question #3: Which issues expressed should KCIA prioritize? Rank them in terms of your priority.*

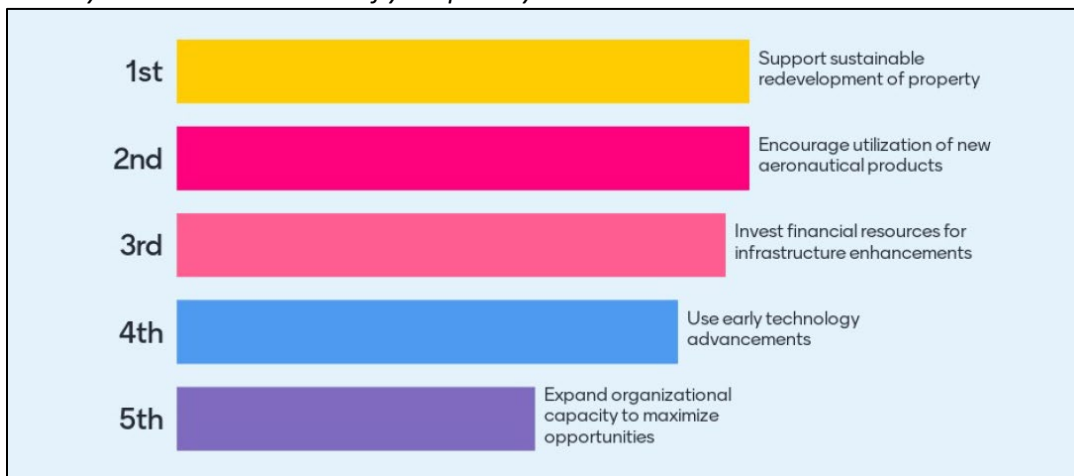


Vision statement

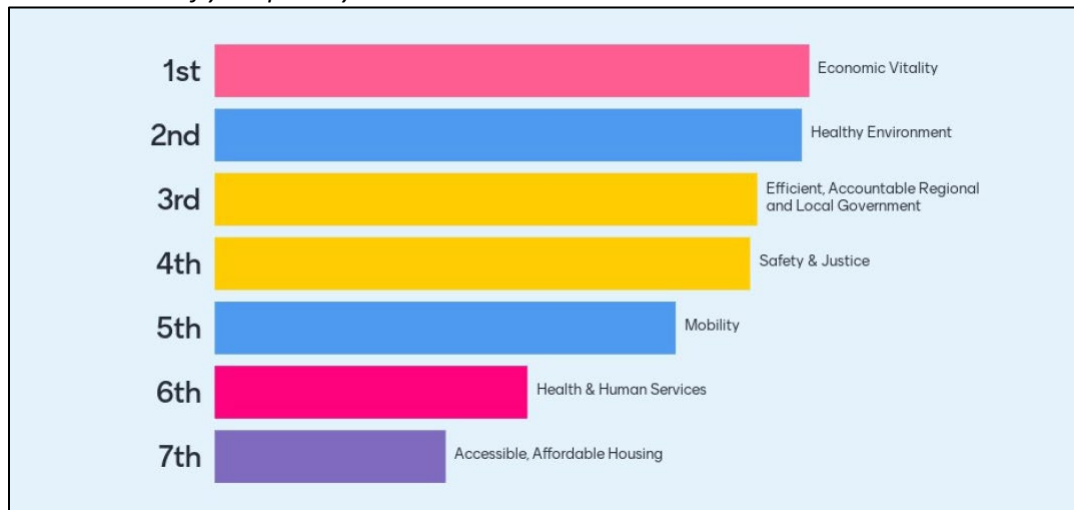
*Question #1: Which long-term goals should KCIA pursue? Rank them in terms of your priority.*



*Question #2: Which strategies should KCIA implement to adapt to a constantly changing aviation industry? Rank them in terms of your priority.*



*Question #3: Which King County initiatives should take priority during the decision-making process? Rank them in terms of your priority.*



### Questions and answers

David Benner (AMCG) closed the activity by thanking the tenants and community members for their time and sharing the other ways they can provide their input outside of the meeting. David opened the space for a question-and-answer period (see appendix A for a full list of questions). Tenants and community members asked the project team questions around the Airport Strategic Plan.

Most of the questions were answered live, but two questions were answered in the chat.

Comment in the chat: Given what you are sharing here about the county's equity and social justice plan, how are those values aligned with the decision to continue to allow ICE to use our local airport to deport our community members, neighbors, family and friends (often without important safety protocols in place)?

- Answered in chat: KCIA is following the Executive Order to ensure transparency around federal deportation flights in accordance with federal regulations and the court order.

Comment in the chat: I have not seen anything in this exercise that touches on how the airport will prioritize types of tenants and activities (e.g., Boeing, UPS, and large tenants vs. general aviation, flight training, and so forth). Will that be addressed at all in the strategic plan?

- Answered in chat: It's important to keep providing community input. This question is something to be mindful of and will be addressed throughout the process.

Can you tell us what will be shared at the open house?

- Answered live: The Vision 2045 Airport Plan and Part 150 Study Public Meeting and Open House is focused on Vision 2045 and Part 150 plans. This work is around the Airport Strategic Plan that is more focused on the day-to-day operations at the Airport.

Is there a plan to expand tie-down and hangar space for small aircraft? (Does not need to be at the centerline! We will taxi a bit for economic storage options.)

- Answered live: The project team answered that this comment is more relevant to Vision 2045 and Part 150. It will be passed along to the project team

Please address the shortage of small GA hangars and covered parking. There is a huge shortage of hangar space nationwide, and especially in the Seattle area. BFI has a 7+ year waitlist for hangars currently for example. The only construction I have seen at the airport is building new private hangars for FBOs and corporate jets, are there any plans to build more hangars for small GA planes?

- Answered live: KCIA answered that this is more geared towards the content presented at the Public Meeting and Open House for Vision 2045 Airport Plan and Part 150 Study. This comment will be passed along to the project team and will be documented.

How about including our nation's commitment to international GHG aviation reduction goals?

- Answered live: KCIA acknowledged that this is a good suggestion, and the input is appreciated. This suggestion will be recorded and brought to the Vision 2045 Airport Plan and Part 150 Study project team.

Asked live: How much does the airport want to grow and massively expand the aviation activity? Does the airport want to recruit major tenants to fly many more businesses in/out of the airport? It is difficult for community members who live under the flight paths or dealing with the noise and air pollution from Airport. How do you balance that?

- Answered live: From an Airport Strategic Plan perspective, some of these pieces are responsibilities of the airport. From a business plan for the KCIA, this is what is being considered and looked at while creating the mission and vision statements. This is still the beginning phase of the Vision 2045 Airport Plan, and this question will be more relevant to that project.

Comment in the chat: I don't know where this fits. KCIA as a community partner became a climate resiliency hub at the old building that was vacated. Like KCIA being a good neighbor to the community.

- Answered live: KCIA shared that there are no plans to expand the Airport. The comment about the old building that was vacated has been written down and the feedback is appreciated.

When will you have multilingual sessions?

- Answered live: The project team shared that for future sessions, interpretation as well as translation is something that can be accommodated if notified ahead of time. The project website will be translated into different languages as well.

Can you say more about what the "Support sustainable redevelopment of property" option might look like?

- Answered live: The project team answered that sustainability can take many different forms. This could be the different technology that is being used or the sustainable practices strictly from an aeronautical perspective. There are also different certifications facilities can go through. From a



high level, these examples are what are being referred to as “sustainable redevelopment of property.”

I'd like to see proposals on how Boeing can maximize utilization of the area. I look around and see many hangars that are significantly under-utilized (one plane in a large space). There are also many ramp areas in front of private hangars that are empty. This is a very large land area. It would be great to increase density for the benefit of all tenants. The proverbial, "ADU-like" density increases that are increasing housing density; but applied to aviation.

- KCIA shared that this is more of a utilization perspective targeted towards Vision 2045 Airport Plan. The comment will be passed onto that team.

Alternative fuel sources are still largely in a developmental stage, but what infrastructure plans does the airport have for further integration of things like SAF, but also eventually things like electric power? Also how does the airport plan to upgrade its fuel handling and storage infrastructure to meet the demands of the next 10-20 years?

- KCIA is looking into the fuel mixture and doing a full electrical study to get an understanding of the power in the airport. In the long-range plan, hydrogen storage fuel facilities and facilities of all sorts will be investigated. In the next 10-20 years, it will most likely be investigated at a high level and will be part of the Vision 2045 program.

### **Closing**

The project team thanked the participants once again and invited them to share additional input by contacting KCIA through email.

# SWOT Analysis Workshops Summary

## KCIA Airport Strategic Plan

King County International Airport (KCIA) held SWOT analysis workshops virtually for the community, tenants, and other interested parties.

### Airport tenant and community workshop

#### **Format and purpose**

On August 15, 2024, the project team hosted an online workshop meeting with KCIA tenants and community members to gather input to help inform the Airport Strategic Plan. The engagement activity helped to shape the questions and prompts used in this workshop with KCIA tenants and community members.

Attendees were invited to:

- Hear project updates.
- Participate in a SWOT analysis and provide feedback.
- Sign up to KCIA’s email listserv to receive future information.

#### **Attendees**

Project team members (KCIA):

- Brian Bartley, Project Representative
- David Decoteau, Airport Deputy Director
- John Parrott, Airport Director
- Lorenzo Clara, Community Engagement Coordinator
- Matt Sykora, Airport Business Manager

Consultant team:

- David Benner, Project Team Leader (AMCG)
- Colleen Gants, Lead Facilitator (PRR)
- Emma Browning, Community Engagement (PRR)
- Laurence Idos, Community Engagement (PRR)

See the full list of participants in Appendix B.

### **Mentimeter online engagement activity**

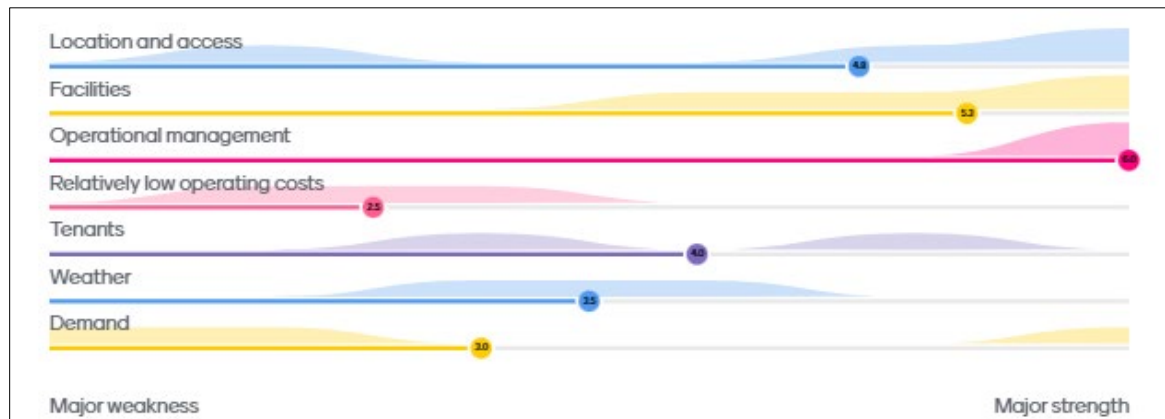
David Benner (AMCG) presented slides and Laurence Idos (PRR) assisted in leading an engagement activity to discuss strengths and weaknesses as well as opportunities and threats. The project team used Mentimeter, an online tool, to gather feedback from participants on the 2014-2020 SWOT analysis. The online tool created a collective word cloud to illustrate new areas to highlight in the SWOT analysis.

### **Mentimeter results**

Eight out of thirteen people shared feedback in the workshop. Below are the results, grouped by strengths and weaknesses, then opportunities and threats:

#### Strengths and weaknesses

Prompt 1: Classify previously identified strengths in terms of relevance today.

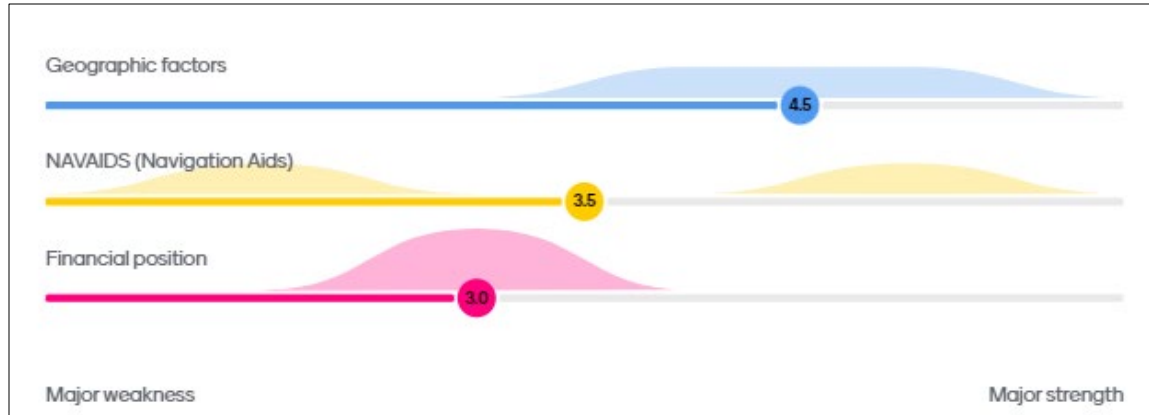


63% of participants responded to this exercise.

- ‘Operational management’ ranked as a major strength of KCIA (6.0)
- ‘Facilities’ ranked second highest strength of KCIA (5.3 of 6)
- ‘Location and access’ ranked third highest strength of KCIA (4.8 of 6)
- ‘Tenants’ ranked sixth highest (4 of 6)
- ‘Weather’ ranked fifth highest strength of KCIA (3.5 of 6)
- ‘Demand’ ranked closer to the middle (3 of 6)
- ‘Relatively low operating costs’ ranked lowest strength of KCIA (2.5 of 6)

A comment in the chat: “I point out that high demand could be regarded as a strength if you're running a business but a weakness if you're competing for access to runways with lot of other planes.”

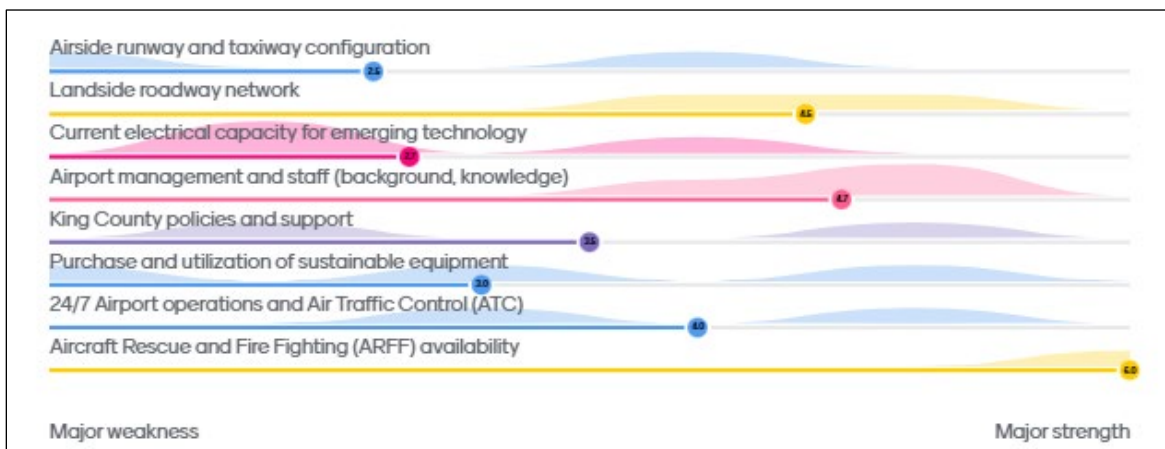
Prompt 2: Classify previously identified weaknesses in terms of relevance today.



63% of participants responded to this exercise.

- ‘Geographic factors’ ranked as a major strength of KCIA (4.5 of 6)
- ‘NAVAIDS’ ranked second highest strength of KCIA (3.5 of 6)
- ‘Financial position’ ranked third highest strength of KCIA (3 of 6)

Prompt 3: Classify potential strengths and weaknesses in terms of applicability.

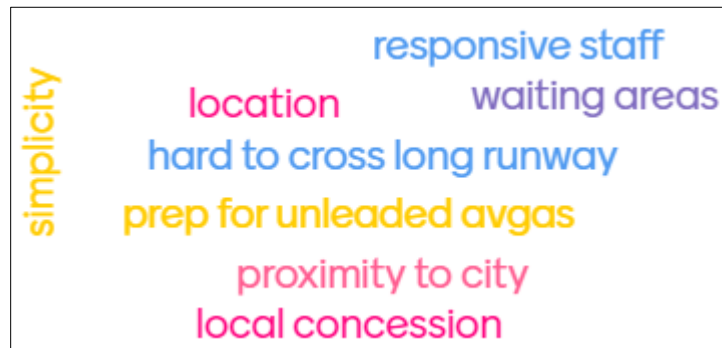


50% of participants responded to this exercise.

- ‘Aircraft Rescue and Fire Fighting availability’ ranked as a major strength of KCIA (6.0)
- ‘Airport management and staff’ ranked second highest strength of KCIA (4.7 of 6)
- ‘Landside roadway network’ ranked third highest strength of KCIA (4.5 of 6)
- ‘Airport operations and Air Traffic Control’ ranked fourth highest (4 of 6)
- ‘King County policies and support’ ranked fifth highest strength of KCIA (3.5 of 6)
- ‘Purchase and utilization of sustainable equipment’ ranked sixth highest strength (3 of 6)
- ‘Current electrical capacity for emerging technology’ ranked seventh highest strength (2.7 of 6)
- ‘Airside runway and taxiway configuration’ ranked lowest strength of KCIA (2.5 of 6)

Prompt 4: What are additional strengths that have not been listed?

38% of participants responded to this question. There are a total of 8 responses, with no duplicated responses.



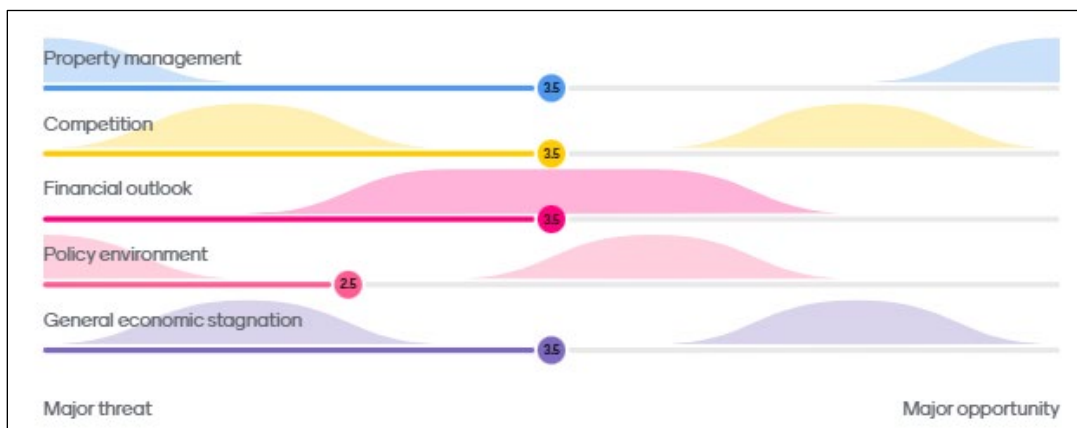
Prompt 5: What are additional weaknesses that have not been listed?



34% of participants responded to this question. There are a total of 12 responses, with no duplicated responses.

Opportunities and threats

Prompt 6: Classify previously identified opportunities in terms of relevance today.



50% of participants responded to this exercise.

- ‘Property management’ ‘Competition’ ‘Financial outlook’ and ‘General economic stagnation’ all ranked as a major opportunity of KCIA (3.5 of 6)
- ‘Policy environment’ ranked lower than the other opportunities (2.5 of 6)

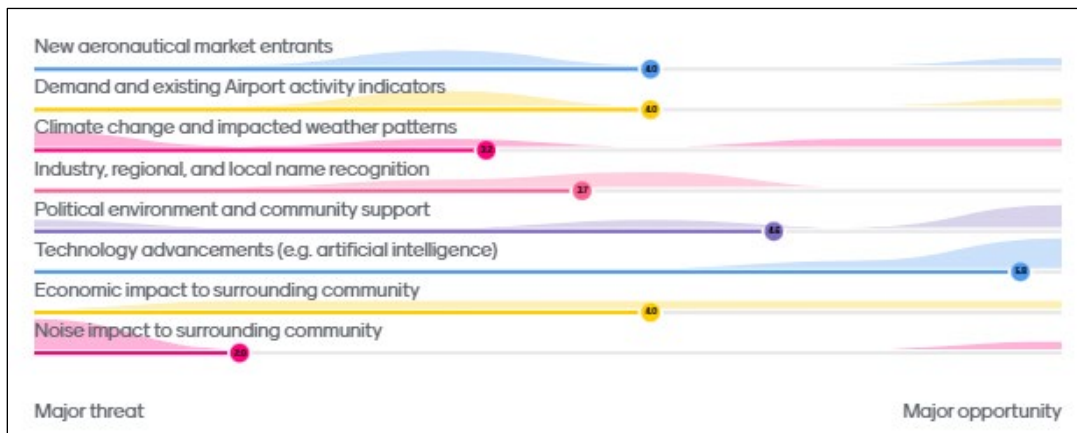
Prompt 7: Classify previously identified threats in terms of relevance today.



50% of participants responded to this exercise.

- ‘NEXTGEN technology’ ranked as a major opportunity of KCIA (6 of 6)
- ‘New partnerships’ ranked second highest opportunity of KCIA (5.3 of 6)
- ‘Governance’ ranked third highest opportunity of KCIA (4.7 of 6)
- ‘Value pricing for property and services’ ranked fourth highest opportunity of KCIA (5.3 of 6)
- ‘Expiring leases and on-airport site redevelopment’ ranked lowest opportunity of KCIA (2.3 of 6)

Prompt 8: Classify potential opportunities and threats in terms of applicability.



75% of participants responded to this exercise.

- ‘Technology advancements’ ranked as a major opportunity of KCIA (5.8 of 6)
- ‘Political environment and community support’ ranked second highest opportunity of KCIA (5.3 of 6)

- ‘New aeronautical market entrants’ ‘Demand and existing Airport activity indicators’ and ‘Economic impact to surrounding community’ all ranked third highest opportunity of KCIA (4 of 6)
- ‘Industry, regional, and local name recognition’ ranked fourth highest opportunity of KCIA (3.7 of 6)
- ‘Climate change and impacted weather patterns’ ranked fifth highest opportunity of KCIA (3.2 of 6)
- ‘Noise impact to surrounding community’ ranked lowest opportunity of KCIA (2 of 6)

Prompt 9: What are additional opportunities that have not been listed?



50% of participants responded to this question. There are a total of 12 responses, with no duplicated responses.

Prompt 10: What are additional threats that have not been listed?



63% of participants responded to this question. There are a total of 11 responses, with 1 duplicated response. Two participants wrote “traditional approaches”.

A comment from the chat: “I would like to see if someone has a disability or special needs people have specific help during their check in process. Would really be helpful for that person and their family”.

### **Closing**

The project team thanked the participants for their feedback and invited additional comments and questions to be emailed to the team at: [KCIACommunityOutreach@kingcounty.gov](mailto:KCIACommunityOutreach@kingcounty.gov).



# Evaluation Framework Workshops Summary

## KCIA Airport Strategic Plan

King County International Airport (KCIA) held evaluation framework workshops virtually for the Airport Roundtable members, community, tenants, and other interested parties.

### Airport tenants and community workshop

#### Purpose

On November 7, 2024, King County International Airport (KCIA) held a virtual workshop in Zoom for airport tenants, community members, and other interested parties. This workshop focused on the Airport Strategic Plan Evaluation Framework process. The project team also provided updates on Airport Strategic Plan Mission and Vision statements and input received from the Strengths, Weaknesses, Opportunities, and Threats (SWOT) workshops held in May and August 2024.

#### Attendees

Twenty-four people registered for the workshop. Out of the twenty-four registrants, six participants attended. See the full list of meeting registrants in Appendix C.

#### Project team

- Brian Bartley, Project Representative (KCIA)
- David Benner, Project Team Leader (AMCG)
- David Decoteau, Airport Deputy Director (KCIA)
- Emma Browning, Community Engagement Consultant (PRR)
- John Parrott, Airport Director (KCIA)
- Lauren Wheeler, Community Engagement Consultant (PRR)
- Laurence Idos, Community Engagement Consultant (PRR)
- Lorenzo Clara, Community Engagement Coordinator (KCIA)
- Matt Sykora, Airport Business Manager (KCIA)
- Robert Trimborn, Aviation Management Consultant (AMCG)

#### Welcome and introductions

Laurence Idos (PRR) welcomed the attendees, introduced the KCIA Airport Strategic project team, and provided an overview of the agenda. The outreach team led a quick Zoom poll activity before David Benner (AMCG) presented the overview process of the Airport Strategic Plan, a recap of the previous workshops, and explained the Evaluation Framework process.

#### Poll question 1: Who has participated in the previous workshops?

- This is my first workshop. (50%)
- I attended one workshop (either Mission and Vision or SWOT Analysis). (0%)
- I attended both workshops (Mission and Vision and SWOT Analysis). (25%)
- I attended workshops for either KCIA projects. (25%)

#### Background and overview

David Benner (AMCG) shared that KCIA is updating the Airport Strategic Plan 2014-2020 to respond to changes that have happened in the last 10 years from a county and industry perspective. He shared the overall process of updating the plan and noted that the project team is in the Evaluation Framework stage. He described that an Airport Strategic Plan uses a logical and disciplined structure to set out the strategic goals to realize the mission and vision of the airport. David then shared input collected from the Mission and Vision and SWOT analysis workshops held in May and August 2024.



### Mission and Vision workshop

David Benner (AMCG) summarized the Mission and Vision workshop and presented the draft mission and vision statements.

- Draft mission statement: KCIA's mission is to operate and maintain the airport to the highest standard.
- Draft vision statement: KCIA's vision is to be a world-class organization, equitably serving customers and community.



### SWOT Analysis workshop

David Benner (AMCG) summarized the results from the SWOT analysis workshop and read through the identified strengths, weaknesses, opportunities, and threats. He gave space for additional comments by inviting the participants to go off mute or comment using the chat feature and did not hear additional input from attendees.

### DRAFT SWOT ANALYSIS UPDATE Strengths and Weaknesses (Internal Perspective)

<p style="text-align: center;"><b>Strengths</b></p> <p>Items accomplished particularly well or unique assets (in comparison to comparable/competitive airports)</p> <p style="text-align: center;"><i>Need to be preserved and leveraged</i></p>	<ul style="list-style-type: none"> <li>• Airport management and staff</li> <li>• Commitment to tenant/community engagement</li> <li>• Financial position and revenue potential</li> <li>• Location and access</li> <li>• Operational attributes (ARFF, ATC, Airport Operations)</li> <li>• Support for technology and sustainability efforts</li> </ul>
<p style="text-align: center;"><b>Weaknesses</b></p> <p>Items not accomplished particularly well, that hinder or prevent desired performance, or are lacking or needed</p> <p style="text-align: center;"><i>Need to be addressed and remedied</i></p>	<ul style="list-style-type: none"> <li>• County policies impact to operation and workflows</li> <li>• Ensuring updated information across departments</li> <li>• Facility availability for customers</li> <li>• Financial practices and spending protocols</li> <li>• Space availability</li> <li>• Utilities constraints on future demand</li> </ul>



• What strengths and weaknesses can KCIA use to prepare for future opportunities and threats?

### DRAFT SWOT ANALYSIS UPDATE Opportunities and Threats (External Perspective)

<p style="text-align: center;"><b>Opportunities</b></p> <p>Items (beyond KCIA's control) that could positively affect or impact achievement of mission and/or vision</p> <p style="text-align: center;"><i>Need to be seized and capitalized on</i></p>	<ul style="list-style-type: none"> <li>• Economic outlook and current demand</li> <li>• New market entrants</li> <li>• Political environment and community support</li> <li>• Reversion of and transition from land leases</li> <li>• Transition to SAF and unleaded aviation gasoline</li> <li>• Technology advancements through adoption</li> </ul>
<p style="text-align: center;"><b>Threats</b></p> <p>Items (beyond KCIA's control) that could negatively affect or impact achievement of mission and/or vision</p> <p style="text-align: center;"><i>Need to be managed and/or eliminated</i></p>	<ul style="list-style-type: none"> <li>• County policies impacting airport</li> <li>• Impact of climate change</li> <li>• Levels of noise, air pollution, and safety concerns</li> <li>• Proliferation of artificial intelligence</li> <li>• Utility and electrification infrastructure</li> </ul>

• What opportunities and challenges should guide KCIA's focus on future success?

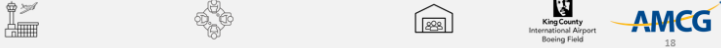
## Evaluation Framework

David Benner (AMCG) gave an overview of the Evaluation Framework-- a process used to help KCIA realize its mission and vision through the development of goals, objectives, strategies, and outcomes. He explained how input from the Airport Roundtable, airport tenants and community members helped to shape six draft goals shown below.

### EVALUATION FRAMEWORK Draft goals

Overview	Goals	Input Group
<b>1: Engage</b>	<ul style="list-style-type: none"> <li>Engage consistently with King County and KCIA customers and community</li> </ul>	
<b>2: Ensure</b>	<ul style="list-style-type: none"> <li>Ensure operational safety, efficiency, and financial security in a compliant manner</li> </ul>	
<b>3: Invest</b>	<ul style="list-style-type: none"> <li>Invest resources to prepare for future changes within the aviation industry</li> </ul>	
<b>4: Plan</b>	<ul style="list-style-type: none"> <li>Plan resiliency and business efficiency</li> </ul>	
<b>5: Promote</b>	<ul style="list-style-type: none"> <li>Promote sustainable practices and equity</li> </ul>	
<b>6: Support</b>	<ul style="list-style-type: none"> <li>Support economic vitality in the region</li> </ul>	

[Airport Leadership](#)   [Airport Roundtable](#)   [Tenants and Community](#)



The outreach team led the following poll after David Benner (AMCG) explained the Evaluation Framework process.

**Poll question 2:** How is your level of understanding for the Evaluation Framework?

- Great – I fully understand the direction and next steps. (50%)
- Pretty good, but I still have questions. (33%).
- I have questions about the Evaluation Framework process (17%).

David Benner (AMCG) facilitated a discussion around draft goals and draft objectives. David asked attendees to share feedback on draft goals and provide 1-2 additional objectives that the project team should consider to help the airport achieve the goals. Attendees shared feedback in Zoom chat.

Draft goal 1: Engage with King County and KCIA customers and community


David Benner (AMCG) asked attendees questions to solicit additional objectives the project team should consider for draft goal 1. Comments received:

- Make sure that the project calendar showing key meetings and comment opportunities is prominently available on the website.
- Engage community members through transparent and accessible communication.

### EVALUATION FRAMEWORK Draft goal 1: Engage

Engage with King County and KCIA customers and community		Input Group
<b>Objective 1:</b>	<ul style="list-style-type: none"> <li>Redesign website to facilitate engagement and public notices pertinent to Airport initiatives and projects</li> </ul>	
<b>Objective 2:</b>	<ul style="list-style-type: none"> <li>Continue to work cross-sectionally with other County departments to review proposed policies for impacts</li> </ul>	
<b>Objective 3:</b>	<ul style="list-style-type: none"> <li>Ensure materials are available in an accessible format</li> </ul>	
<b>Objective 4:</b>		
<b>Objective 5:</b>		

- How can KCIA engage and build connections with customers and the community?
- Identify additional **Engage** objectives.



Draft goal 2: Ensure operational safety, efficiency, and financial security in a compliant manner.

David Benner (AMCG) asked attendees questions to solicit additional objectives the project team should consider for draft goal 2. Comments received:

- Partner with PSCAA and/or Ecology to make sure that resources are available to install and operate air monitoring instrumentation near KCIA to be able to access changes in air pollution with fuel type changes. This comment was “liked” by another attendee.













### EVALUATION FRAMEWORK

#### Draft goal 2: Ensure



**Ensure operational safety, efficiency, and financial security in a compliant manner**

Objective	Details
Objective 1:	<ul style="list-style-type: none"> <li>Configure airside infrastructure to comply with current FAA requirements</li> </ul>
Objective 2:	<ul style="list-style-type: none"> <li>Identify upcoming lease terminations and implement cohesive and compliant protocols</li> </ul>
Objective 3:	<ul style="list-style-type: none"> <li>Maintain a fee and rental structure to be as self-sustaining as possible</li> </ul>
Objective 4:	
Objective 5:	

**Input Group**

Objective 1:	   
Objective 2:	   
Objective 3:	   
Objective 4:	
Objective 5:	

- What enhancements can be made to support increased safety and efficiency of operations?
- Identify additional **Ensure** objectives.

Draft goal 3: Invest resources to prepare for future changes within aviation industry.

David Benner (AMCG) asked attendees questions to solicit additional objectives the project team should consider for draft goal 3. Comments received:

- Provide green buffers/tree canopy around the airport to provide a buffer from particulate matter for residents and communities. This comment was “liked” by another attendee.









### EVALUATION FRAMEWORK

#### Draft goal 3: Invest



**Invest resources to prepare for future changes within aviation industry**

Objective	Details
Objective 1:	<ul style="list-style-type: none"> <li>Prepare infrastructure to accommodate storage of alternative aviation fuels</li> </ul>
Objective 2:	<ul style="list-style-type: none"> <li>Enhance critical airfield infrastructure</li> </ul>
Objective 3:	
Objective 4:	
Objective 5:	

**Input Group**

Objective 1:	   
Objective 2:	   
Objective 3:	
Objective 4:	
Objective 5:	

- What investments can be made to support KCIA in the future?
- Identify additional **Invest** objectives.







Draft goal 4: Plan resiliency and business efficiency

David Benner (AMCG) asked attendees questions to solicit additional objectives the project team should consider for draft goal 4. Comments received:


- Integrated planning with Port of Seattle to find ways to better use regional aviation facilities; consider greater use of air cargo with SAF planes to reduce capacity constraints at Sea-Tac, region-wide approach instead of silo processes at each management entity. This comment was “liked” by one more participant.
- The same participant clarified, “Port of Seattle separate from King County and KCIA – break down these silos”.

**EVALUATION FRAMEWORK**  
**Draft goal 4: Plan**



Plan resiliency and business efficiency		Input Group
<b>Objective 1:</b>	<ul style="list-style-type: none"> <li>▪ Create succession plan to ensure effective business continuity for all Airport leadership positions</li> </ul>	
<b>Objective 2:</b>	<ul style="list-style-type: none"> <li>▪ Identify technology options to streamline business processes and workflows</li> </ul>	
<b>Objective 3:</b>		
<b>Objective 4:</b>		
<b>Objective 5:</b>		

- What additional plans can be established to prepare for future challenges?
- Identify additional **Plan** objectives.







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**Draft goal 5: Promote sustainable practices and equity**


David Benner (AMCG) asked attendees questions to solicit additional objectives the project team should consider for draft goal 5. The project team did not receive comments on this draft goal.

**EVALUATION FRAMEWORK**  
**Draft goal 5: Promote**



Promote sustainable practices and equity		Input Group
<b>Objective 1:</b>	<ul style="list-style-type: none"> <li>▪ Update policies to encourage utilization of sustainable aviation fuel and unleaded aviation gasoline</li> </ul>	
<b>Objective 2:</b>	<ul style="list-style-type: none"> <li>▪ Procure environmentally friendly products, vehicles, and equipment upon replacement or acquiring new</li> </ul>	
<b>Objective 3:</b>	<ul style="list-style-type: none"> <li>▪ Promote environmental stewardship in County-owned facilities</li> </ul>	
<b>Objective 4:</b>		
<b>Objective 5:</b>		

- What sustainable and equitable practices can KCIA promote or lead?
- Identify additional **Promote** objectives.




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**Draft goal 6: Support economic vitality in the region.**

David Benner (AMCG) asked attendees questions to solicit additional objectives the project team should consider for draft goal 6. The project team did not receive comments on this draft goal.


### EVALUATION FRAMEWORK

#### Draft goal 6: Support



Support economic vitality in the region	Input Group
Objective 1:	
Objective 2:	
Objective 3:	
Objective 4:	
Objective 5:	

- What strategies can KCIA use to support economic vitality in the region?
- Identify additional **Support** objectives.



### Closing

David Benner (AMCG) thanked attendees for their feedback on draft goals and objectives. He outlined the next steps the project team will take to create the Airport Strategic Plan. He invited the participants to share additional questions and comments, which attendees had none. He provided contact information for those who wanted to reach out to the project team after the workshop.

## Airport Roundtable workshop

### Purpose

On November 18, 2024, the Airport Strategic Plan project team joined the monthly Airport Roundtable meeting to share about the Airport Strategic Plan Evaluation Framework process. The project team also provided updates on Airport Strategic Plan Mission and Vision statements and input received from the Strengths, Weaknesses, Opportunities, and Threats (SWOT) workshops held in May and August 2024.

### Attendees

#### Airport Roundtable

- Ali Lee, Vice Chair, Magnolia/North Seattle
- Brian Algiers, Labor (SPEEA)
- Dalan Angelo, Rainier Valley
- Ed Lutgen, Labor (IAM District 751)
- Ellen Knowlen, KCIA Executive Assistant
- Erik Utter, Chair, Renton/Kent/South King County
- Evan Nelson, Small Generation Aviation
- Kelly Ronan-Hafner, West Seattle
- Ken Moninski, offsite business
- Lisa Krober, Tukwila
- Matt Hayes, at-large
- Mark McIntyre, Corporate aviation
- Ryan Tomasich, Boeing Company
- Stephen Ratzlaff, Pilots' Association
- Takashi Nelson, FAA (ex-officio)
- Velma Veloria, King County International Airport Community Coalition (KCIACC)

#### Project team

- Brian Bartley, Project Representative (KCIA)
- David Benner, Project Team Leader (AMCG)
- David Decoteau, Airport Deputy Director (KCIA)
- John Parrott, Airport Director (KCIA)
- Lauren Wheeler, Community Engagement Consultant (PRR)
- Laurence Idos, Community Engagement Consultant (PRR)
- Lorenzo Clara, Community Engagement Coordinator (KCIA)
- Matt Sykora, Airport Business Manager (KCIA)
- Robert Trimborn, Aviation Management Consultant (AMCG)



## Welcome and introductions

David Benner (AMCG) presented the Airport Strategic Plan overview process, a recap of the previous workshops, and explained the Evaluation Framework process.

## Background and overview

David Benner (AMCG) shared the overall process of updating the plan and noted that the project team is in the Evaluation Framework stage. David then shared input collected from the Mission and Vision and SWOT analysis workshops held in May and August 2024.



Mark McIntyre, Corporate aviation, asked if KCIA’s Community Participation Plan is one of the key reference materials the project team used. David Benner (AMCG) confirmed that the project team reviewed it and will get added to the list of reference materials to avoid confusion.

## Mission and Vision workshop

David Benner (AMCG) summarized the Mission and Vision workshop and presented the draft mission and vision statements.

- Draft mission statement: KCIA’s mission is to operate and maintain the airport to the highest standard.
- Draft vision statement: KCIA’s vision is to be a world-class organization, equitably serving customers and community.



## SWOT Analysis workshop

David Benner (AMCG) summarized the results from the SWOT analysis workshop and read the identified strengths, weaknesses, opportunities, and threats. He gave space for additional comments by inviting the participants to go off mute or comment using the chat feature and did not hear additional input from attendees.

### DRAFT SWOT ANALYSIS UPDATE Strengths and Weaknesses (Internal Perspective)

<p style="text-align: center;"><b>Strengths</b></p> <p>Items accomplished particularly well or unique assets (in comparison to comparable/competitive airports)</p> <p style="text-align: center;"><i>Need to be preserved and leveraged</i></p>	<ul style="list-style-type: none"> <li>• Airport management and staff</li> <li>• Commitment to tenant/community engagement</li> <li>• Financial position and revenue potential</li> <li>• Location and access</li> <li>• Operational attributes (ARFF, ATC, Airport Operations)</li> <li>• Support for technology and sustainability efforts</li> </ul>
<p style="text-align: center;"><b>Weaknesses</b></p> <p>Items not accomplished particularly well, that hinder or prevent desired performance, or are lacking or needed</p> <p style="text-align: center;"><i>Need to be addressed and remedied</i></p>	<ul style="list-style-type: none"> <li>• County policies impact to operation and workflows</li> <li>• Ensuring updated information across departments</li> <li>• Facility availability for customers</li> <li>• Financial practices and spending protocols</li> <li>• Space availability</li> <li>• Utilities constraints on future demand</li> </ul>



• What strengths and weaknesses can KCIA use to prepare for future opportunities and threats?

### DRAFT SWOT ANALYSIS UPDATE Opportunities and Threats (External Perspective)

<p style="text-align: center;"><b>Opportunities</b></p> <p>Items (beyond KCIA's control) that could positively affect or impact achievement of mission and/or vision</p> <p style="text-align: center;"><i>Need to be seized and capitalized on</i></p>	<ul style="list-style-type: none"> <li>• Economic outlook and current demand</li> <li>• New market entrants</li> <li>• Political environment and community support</li> <li>• Reversion of and transition from land leases</li> <li>• Transition to SAF and unleaded aviation gasoline</li> <li>• Technology advancements through adoption</li> </ul>
<p style="text-align: center;"><b>Threats</b></p> <p>Items (beyond KCIA's control) that could negatively affect or impact achievement of mission and/or vision</p> <p style="text-align: center;"><i>Need to be managed and/or eliminated</i></p>	<ul style="list-style-type: none"> <li>• County policies impacting airport</li> <li>• Impact of climate change</li> <li>• Levels of noise, air pollution, and safety concerns</li> <li>• Proliferation of artificial intelligence</li> <li>• Utility and electrification infrastructure</li> </ul>

• What opportunities and challenges should guide KCIA's focus on future success?

Erik Utter, Chair, asked where the list of strengths and weaknesses came from. David Benner (AMCG) answered that airport leadership and staff, Airport Roundtable, airport tenants, community members, and other interested parties all informed the list.

Kelly Ronan-Haffner, West Seattle, asked how KCIA could address King County policies that impact operation and workflows under “weaknesses.” David Benner (AMCG) responded that by naming it in SWOT analysis, the airport can remove the barrier for a better performance. He added that KCIA can potentially work better with other county departments, and it would help inform the draft goal and draft objectives.

Kelly Ronan-Haffner also asked about the fourth bullet point under weaknesses, financial practices, and spending protocols. She shared that with her understanding, airports often have consistent budgeting and expenditures. She asked to what extent they are set by the county versus the airport and for the project team to provide more context as to why it is a weakness. David Benner (AMCG) will check in with the airport leadership to gather more information and will follow up with Kelly.



















Mark McIntyre, Corporate aviation, asked KCIA leadership if they could share how KCIA compares to other similar airports if this was part of the SWOT analysis. David Benner (AMCG) shared that part of the initial process is to review strategic plans of similar airports. David Decoteau, Airport Deputy Director, shared that part of the initial research is also learning about what the airports have done in their strategic plans and that information was passed onto the consultant team.

Erik Utter, Chair, asked if there were key differences in how each group who participated in the SWOT analysis viewed the airport. David Benner (AMCG) indicated that while there was a different approach to the method of submitting answers, the project team found consolidation between the topics, instead of finding major differences from each group.

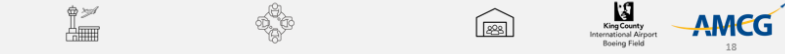
Erik Utter, Chair, asked for a clarification on the fifth bullet under threats, utility, and electrification infrastructure. David Benner (AMCG) further explained that this could include electrification of ground support equipment (GSE) or aircraft fleets. It is a challenge for airports in general, including KCIA.

### Evaluation Framework

David Benner (AMCG) gave an overview of the Evaluation Framework-- a process used to help KCIA realize its mission and vision through the development of goals, objectives, strategies, and outcomes. He explained how input from the airport leadership and staff, Airport Roundtable, airport tenants and community members helped to shape six draft goals shown below.

EVALUATION FRAMEWORK		Draft goals		
Overview	Goals	Input Group		
<b>1: Engage</b>	<ul style="list-style-type: none"> <li>Engage consistently with King County and KCIA customers and community</li> </ul>			
<b>2: Ensure</b>	<ul style="list-style-type: none"> <li>Ensure operational safety, efficiency, and financial security in a compliant manner</li> </ul>			
<b>3: Invest</b>	<ul style="list-style-type: none"> <li>Invest resources to prepare for future changes within the aviation industry</li> </ul>			
<b>4: Plan</b>	<ul style="list-style-type: none"> <li>Plan resiliency and business efficiency</li> </ul>			
<b>5: Promote</b>	<ul style="list-style-type: none"> <li>Promote sustainable practices and equity</li> </ul>			
<b>6: Support</b>	<ul style="list-style-type: none"> <li>Support economic vitality in the region</li> </ul>			

[Airport Leadership](#)   [Airport Roundtable](#)   [Tenants and Community](#)










David Benner (AMCG) facilitated a discussion around draft goals and draft objectives. David asked the Roundtable members to share feedback on draft goals and provide 1-2 additional objectives that the project team should consider to help the airport achieve the goals. Attendees shared feedback in Zoom chat and by sharing verbally.

#### Draft goal 1: Engage with King County and KCIA customers and community



David Benner (AMCG) asked attendees questions to solicit additional objectives the project team should consider for draft goal 1.

### EVALUATION FRAMEWORK

#### Draft goal 1: Engage

Engage with King County and KCIA customers and community		Input Group
<b>Objective 1:</b>	<ul style="list-style-type: none"> <li>Redesign website to facilitate engagement and public notices pertinent to Airport initiatives and projects</li> </ul>	  
<b>Objective 2:</b>	<ul style="list-style-type: none"> <li>Continue to work cross-sectionally with other County departments to review proposed policies for impacts</li> </ul>	 
<b>Objective 3:</b>	<ul style="list-style-type: none"> <li>Ensure materials are available in an accessible format</li> </ul>	 
<b>Objective 4:</b>		
<b>Objective 5:</b>		

- How can KCIA engage and build connections with customers and the community?
- Identify additional **Engage** objectives.

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Mark McIntyre, Corporate aviation, shared ideas for an objective including meeting community where they are and being more proactive on getting out to the community. David Benner (AMCG) thanked Mark for the input.

Matt Hayes, at-large, shared that KCIA do an excellent job hiring interns from the community, showing up at tabling events, presenting at schools. He emphasized that there are strategies that work effectively and try to avoid creating new things. David Benner (AMCG) thanked Matt for the input.







Erik Utter, Chair, asked if the first objective is for large capital improvements or projects. He suggested that KCIA engage more often with tenants and community at every level, and not just for larger projects. David Benner (AMCG) thanked Erik for the comment.

Draft goal 2: Ensure operational safety, efficiency, and financial security in a compliant manner.



David Benner (AMCG) asked attendees questions to solicit additional objectives the project team should consider for draft goal 2.

### EVALUATION FRAMEWORK

#### Draft goal 2: Ensure

Ensure operational safety, efficiency, and financial security in a compliant manner		Input Group
<b>Objective 1:</b>	<ul style="list-style-type: none"> <li>Configure outside infrastructure to comply with current FAA requirements</li> </ul>	 
<b>Objective 2:</b>	<ul style="list-style-type: none"> <li>Identify upcoming lease terminations and implement cohesive and compliant protocols</li> </ul>	 
<b>Objective 3:</b>	<ul style="list-style-type: none"> <li>Maintain a fee and rental structure to be as self-sustaining as possible</li> </ul>	 
<b>Objective 4:</b>		
<b>Objective 5:</b>		

- What enhancements can be made to support increased safety and efficiency of operations?
- Identify additional **Ensure** objectives.

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Erik Utter, Chair, added accessibility of the airport for users of the airport.

Stephen Ratzlaff, Pilots' Association, added a related comment that light general aviation users may be disappearing as the airport grows. He cautioned the airport to avoid isolating groups.

Kelly asked a question on the third objective wondering if there are regulations in place that impact what kind of fee and rental structure that impacts the airport. She also suggested rephrasing the objective to say “maintain a fee and rental structure to be self-sustaining and keep the airport accessible to all types of customers” as opposed to creating a separate objective focused on airport customers. Matt Sykora, Airport Business Manager, confirmed that there is currently a county code where all airport fees are in.

Mark McIntyre, Corporate aviation, asked KCIA if the airport served as an economic engine and made money for the county, because the third objective counters the idea. David Decoteau, Airport Deputy Director, confirmed that KCIA is self-sustaining which includes annual capital cost. Mark clarified if the third objective means that the airport is self-sustaining while also providing additional value such as job offerings, taxes it pays, services it provides, and businesses that surround the airport. David Decoteau confirmed that is a correct assumption.

Brian Algiers, SPEEA, asked if the project team have settled on a definition for “customer.” David Benner (AMCG) shared that the team received additional feedback from the survey and the definition will be incorporated into the final plan.

Draft goal 3: Invest resources to prepare for future changes within aviation industry.



David Benner (AMCG) asked attendees questions to solicit additional objectives the project team should consider for draft goal 3.

### EVALUATION FRAMEWORK

#### Draft goal 3: Invest

Invest resources to prepare for future changes within aviation industry	Input Group
Objective 1:	<ul style="list-style-type: none"> <li>▪ Prepare infrastructure to accommodate storage of alternative aviation fuels</li> </ul>
Objective 2:	<ul style="list-style-type: none"> <li>▪ Enhance critical airfield infrastructure</li> </ul>
Objective 3:	
Objective 4:	
Objective 5:	

- What investments can be made to support KCIA in the future?
- Identify additional **Invest** objectives.

Erik Utter, Chair, would like to add an objective where the airport Invest in things for a wider group of customers and users. He gave examples such as public viewing areas, added tie downs, hangars, and enhancing the general airport to attract new customers.

Mark McIntyre, Corporate aviation, suggested that KCIA can invest in Automatic Dependent Surveillance-Broadcast (ADS-B) that similar airports are installing.

Ali Lee, Vice Chair, Emergency Resiliency HUB that would then be a public - private benefit to the community.

Erik Utter, Chair, suggested that the project team incorporate land use considerations and explore related opportunities.

Draft goal 4: Plan resiliency and business efficiency

David Benner (AMCG) asked attendees questions to solicit additional objectives the project team should consider for draft goal 4.


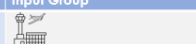

### EVALUATION FRAMEWORK

#### Draft goal 4: Plan



**Plan resiliency and business efficiency**

Objective	Description
Objective 1:	<ul style="list-style-type: none"> <li>▪ Create succession plan to ensure effective business continuity for all Airport leadership positions</li> </ul>
Objective 2:	<ul style="list-style-type: none"> <li>▪ Identify technology options to streamline business processes and workflows</li> </ul>
Objective 3:	
Objective 4:	
Objective 5:	

**Input Group**

- What additional plans can be established to prepare for future challenges?
- Identify additional **Plan** objectives.

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Erik Utter, Chair, suggested adding an objective for disaster response and preparedness.

Draft goal 5: Promote sustainable practices and equity

David Benner (AMCG) asked attendees questions to solicit additional objectives the project team should consider for draft goal 5. The project team did not receive comments on this draft goal.



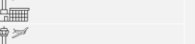
### EVALUATION FRAMEWORK

#### Draft goal 5: Promote



**Promote sustainable practices and equity**

Objective	Description
Objective 1:	<ul style="list-style-type: none"> <li>▪ Update policies to encourage utilization of sustainable aviation fuel and unleaded aviation gasoline</li> </ul>
Objective 2:	<ul style="list-style-type: none"> <li>▪ Procure environmentally friendly products, vehicles, and equipment upon replacement or acquiring new</li> </ul>
Objective 3:	<ul style="list-style-type: none"> <li>▪ Promote environmental stewardship in County-owned facilities</li> </ul>
Objective 4:	
Objective 5:	

**Input Group**

- What sustainable and equitable practices can KCIA promote or lead?
- Identify additional **Promote** objectives.





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Draft goal 6: Support economic vitality in the region.


David Benner (AMCG) asked attendees questions to solicit additional objectives the project team should consider for draft goal 6. The project team did not receive comments on this draft goal.

**EVALUATION FRAMEWORK**  
**Draft goal 6: Support**



Support economic vitality in the region	Input Group
Objective 1:	
Objective 2:	
Objective 3:	
Objective 4:	
Objective 5:	

- What strategies can KCIA use to support economic vitality in the region?
- Identify additional **Support** objectives.



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Erik Utter, Chair, remarked that the objectives for this draft goal focus on the economic impact of the airport on the region. He suggested that this is a significant topic, warranting a separate brainstorming meeting by the Roundtable specifically for this goal.

Brian Algiers, SPEEA, suggested adding increasing airport overall usage, increasing the number of people trained at KCIA, and increase in flow through.

Lisa Krober, Tukwila, asked in the chat to define economic vitality in the region. David Benner (AMCG) responded that it is the financial and well-being of the region. He added that he will follow up with a more detailed definition if needed.

Ken Moninski, offsite business, proposed that KCIA could address service gaps left by SEA, such as medical transport. He also expressed a desire for KCIA to restore previously discontinued air service connections.

Velma Veloria, KCIACC, inquired whether the project team is considering businesses in the areas surrounding the airport, such as Georgetown. She also recommended addressing the challenge of identifying and fostering the next generation of pilots and engineers. Matt Hayes, an at-large member, noted that the Museum of Flight would partner with KCIA to support those initiatives. He added that they focus on outreach in south King County schools such as Highline, Renton, and Tukwila.

### Closing

David Benner (AMCG) thanked attendees for their feedback on draft goals and objectives. He outlined the next steps the project team will take to create the Airport Strategic Plan. The project team will finalize the Mission and Vision statements, SWOT analysis, and the draft goals and draft objectives.

He invited the participants to share additional questions and comments by project email or website by the end of November. He provided contact information for those who wanted to reach out to the project team after the workshop.

## Airport tenants and community workshop

Airport tenants and community workshop (in-person and virtual)

In-person workshop: 1-2 p.m. at Flight Services Station (6526 Ellis Avenue South)

Virtual option: 5-6 p.m. on Zoom

### **Purpose**

On January 15, 2025, King County International Airport (KCIA) held a virtual and in-person workshop for airport tenants, community members, and other interested parties. This focused on sharing the final draft Evaluation Framework and draft of the Airport Strategic Plan. Attendees also had the opportunity to ask questions and provide input during the workshops.

### **Attendees**

Nine people attended the in-person workshop at the Flight Services Station. Out of twenty-two people that registered for the virtual workshop, seven people attended. See Appendix D for the full registration list.

### **Project team**

- Brian Bartley, Project Representative (KCIA)
- David Benner, Project Team Leader (AMCG)
- David Decoteau, Airport Deputy Director (KCIA)
- Emma Browning, Community Engagement Consultant (PRR)
- John Parrott, Airport Director (KCIA)
- Colleen Gants, Community Engagement Consultant (PRR)
- Laurence Idos, Community Engagement Consultant (PRR)
- Matt Sykora, Airport Business Manager (KCIA)
- Robert Trimborn, Senior Consultant (AMCG)

### **Welcome and introductions**

The outreach team welcomed the participants to the final workshop. They facilitated a quick poll activity before the presentation to see who has participated in the previous workshops, then introduced the project team, and the agenda.

**Poll question:** Who has participated in the previous workshops?

In-person workshop:

- This is my first workshop. (22%)
- I attended one to two workshops (Mission and Vision, SWOT Analysis, and Evaluation Framework). (22%)
- I attended all three workshops (Mission and Vision, SWOT Analysis, and Evaluation Framework). (11%)
- I attended workshops for other KCIA projects. (0%)



Virtual workshop:

- This is my first workshop. (14%)
- I attended one to two workshops (Mission and Vision, SWOT Analysis, and Evaluation Framework). (29%)
- I attended all three workshops (Mission and Vision, SWOT Analysis, and Evaluation Framework). (0%)
- I attended workshops for other KCIA projects. (14%)

**Background and overview**

Robert Trimborn (AMCG) shared that KCIA is updating the Airport Strategic Plan 2014-2020 to respond to changes in the last 10 years from a county and industry perspective. He shared the overall process for this update and noted that currently, the team is gathering findings to draft the plan. He described that an Airport Strategic Plan uses a logical and disciplined structure to set strategic goals.



**Mission and Vision workshop**

Robert Trimborn (AMCG) summarized the Mission and Vision workshop and presented the draft mission and vision statements.



- Draft mission statement: KCIA’s mission is to operate and maintain the airport to the highest standard.
- Draft vision statement: KCIA’s vision is to be a world-class organization, equitably serving customers and community.

### SWOT Analysis workshop

Robert Trimborn (AMCG) summarized the results from the SWOT analysis workshop and read through the identified strengths, weaknesses, opportunities, and threats.



#### DRAFT SWOT ANALYSIS UPDATE Strengths and Weaknesses (Internal Perspective)

<div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;"><b>Strengths</b></div> <div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;">Items accomplished particularly well or unique assets (in comparison to comparable/competitive airports)</div> <div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;"><i>Need to be preserved and leveraged</i></div>	<ul style="list-style-type: none"> <li>Airport management and staff</li> <li>Commitment to tenant/community engagement</li> <li>Financial position and revenue potential</li> <li>Location and access</li> <li>Operational attributes (ARFF, ATC, Airport Operations)</li> <li>Support for technology and sustainability efforts</li> </ul>
<div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;"><b>Weaknesses</b></div> <div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;">Items not accomplished particularly well, that hinder or prevent desired performance, or are lacking or needed</div> <div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;"><i>Need to be addressed and remedied</i></div>	<ul style="list-style-type: none"> <li>County policies impact to operation and workflows</li> <li>Ensuring updated information across departments</li> <li>Facility availability for customers</li> <li>Financial practices and spending protocols</li> <li>Space availability</li> <li>Utilities constraints on future demand</li> </ul>

#### DRAFT SWOT ANALYSIS UPDATE Opportunities and Threats (External Perspective)

<div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;"><b>Opportunities</b></div> <div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;">Items (beyond KCIA's control) that could positively affect or impact achievement of mission and/or vision</div> <div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;"><i>Need to be seized and capitalized on</i></div>	<ul style="list-style-type: none"> <li>Economic outlook and current demand</li> <li>New market entrants</li> <li>Political environment and community support</li> <li>Reversion of and transition from land leases</li> <li>Transition to SAF and unleaded aviation gasoline</li> <li>Technology advancements through adoption</li> </ul>
<div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;"><b>Threats</b></div> <div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;">Items (beyond KCIA's control) that could negatively affect or impact achievement of mission and/or vision</div> <div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;"><i>Need to be managed and/or eliminated</i></div>	<ul style="list-style-type: none"> <li>County policies impacting airport</li> <li>Impact of climate change</li> <li>Levels of noise, air pollution, and safety concerns</li> <li>Proliferation of artificial intelligence</li> <li>Utility and electrification infrastructure</li> </ul>

### Evaluation Framework workshop

Robert Trimborn (AMCG) gave an overview of the Evaluation Framework process (a process used to help KCIA realize its mission and vision through the development of goals, objectives, strategies, and outcomes) and the connection to mission and vision statements. He presented the draft goals, based on input received from Airport tenants, community members, the Airport Roundtable, and the Airport leadership team. This feedback came from the Evaluation Framework workshop in November 2024. There are six draft goals (engage, ensure, invest, plan, promote, and support) and each include draft objectives that support the mission and vision statements.

### Evaluation Framework- Strategies

Using different methods of participation including Mentimeter, live comments, an in-person comment forms (see Appendix E for submitted comment form), and a website text box, David Benner (AMCG) facilitated a discussion around draft goals and draft objectives. David asked attendees to share feedback on draft objectives and provide 1-2 additional strategies that the project team should consider helping the airport achieve the draft goals.

He noted that the green boxes represent changes that were made from the previous workshop to reflect the input and feedback throughout this process.

Comments received:


- A participant asked about the environmental impact on the air quality of communities who live in SeaTac and Des Moines. David addressed the question and shared that as the project team go deeper into the Evaluation Framework, there are goals and objectives that address environmental impacts.

#### Draft goal 1: Engage with King County and KCIA customers and community.

David Benner (AMCG) asked attendees to identify implementation strategies for the Engage objectives.



**DRAFT GOAL 1: ENGAGE**  
Engage with King County and KCIA customers and community

Mentimeter  
Code:  
**2336 6470**



Draft Objectives	Draft Strategies
<p><b>1.1: Redesign website to facilitate engagement and public notices pertinent to Airport initiatives and projects</b></p>	<p>Identify staff and consultants controlling County websites and host coordination meeting</p> <p>Develop a dedicated Airport webpage that includes current KCIA initiatives</p> <p>Create initiatives calendar outlining future community and tenant meetings</p> <p>Standardize project webpages to convey purpose and opportunities for engagement</p>
<p><b>1.2: Continue to work cross sectionally with other County departments to review proposed policies for impact</b></p>	<p>Identify all County departments which may develop policies impacting KCIA</p> <p>Assign representatives to all impacting County departments to conduct regular meetings</p> <p>Review proposed policies from County departments and provide appropriate feedback</p>


- Identify implementation strategies for **Engage** objectives.

### DRAFT GOAL 1: ENGAGE



Engage with King County and KCIA customers and community

Mentimeter  
Code:  
**2336 6470**



Draft Objectives	Draft Strategies
1.3: Ensure materials are available in an accessible format	Identify all materials to be translated into accessible format
	Translate materials consistent with the King County Community Engagement Plan
1.4: Implement collaborative opportunities for KCIA management and staff, tenants, customers, and community members	Identify appropriate types of outreach events and networking opportunities
	Create outreach and networking milestones for identification on KCIA calendar
	Host recurring outreach events and networking opportunities
1.5: Enhance engagement through contemporary digital outreach platforms	Identify appropriate engagement platform software
	Implement engagement platform correlating with new website

- Identify [implementation strategies](#) for **Engage** objectives.

Comments received:

- A participant asked if comments and recommendations from the county auditor had been considered in the community engagement. The project team will look into in further detail.


Draft goal 2: Ensure operational safety, efficiency, and financial security in a compliant manner.

David Benner (AMCG) asked attendees to identify implementation strategies for the Ensure objectives.

### DRAFT GOAL 2: ENSURE



Ensure operational safety, efficiency, and financial security in a compliant manner

Mentimeter  
Code:  
**2336 6470**




Draft Objectives	Draft Strategies
2.1: Configure airside infrastructure to comply with current FAA requirements	Complete necessary planning studies and update the Airport Layout Plan to reflect current FAA airport design criteria
	Inform tenants and customers of planned reconfiguration(s), potential operational impacts, and associated timeline(s)
	Develop mitigation strategies to reduce impacts
	Identify future reconfiguration projects on the Airport Capital Improvement Plan (ACIP) and submit to FAA
2.2: Identify upcoming lease terminations and implement cohesive and compliant protocols	Develop property management tool tracking termination dates of all existing lease agreements
	Create policy establishing compliant lease negotiation strategies and options
	Implement updated fee and rental structure for all new lease agreements
	Ensure all new lease agreements convey compliant lease terms and conditions

- Identify [implementation strategies](#) for **Ensure** objectives.



Mentimeter  
Code:  
2336 6470



**DRAFT GOAL 2: ENSURE**  
Ensure operational safety, efficiency, and financial security in a compliant manner


Draft Objectives	Draft Strategies
2.3: Maintain a fee and rental structure to be as self-sustaining as possible	Create policy to ensure a continuously updated and compliant fee and rental structure for aeronautical and non-aeronautical premises
	Engage professional services (as necessary) to conduct appropriate studies
	Update and inform impacted parties of new fee and rental structure
2.4: Convey relevant operational information to tenants and users	Develop comprehensive list of documents required to operate and maintain the airport
	Identify appropriateness of existing documents and update as necessary
	Identify additional documents necessary to ensure operational safety and efficiency
	Ensure appropriate documentation is available through the website and at other locations in compliance with established County policies
	Host appropriate meetings with tenants and users to convey new operational information

- Identify [implementation strategies](#) for **Ensure** objectives.

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Mentimeter  
Code:  
2336 6470



**DRAFT GOAL 2: ENSURE**  
Ensure operational safety, efficiency, and financial security in a compliant manner

Draft Objectives	Draft Strategies
2.5: Continue to ensure staff training programs focus on safety and foster a culture of compliance	Review and update (where appropriate) staff training programs and policies
	Regularly discuss and enhance culture of safety and compliance

- Identify [implementation strategies](#) for **Ensure** objectives.

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Comments received:

- (Mentimeter) Any increase in fees should be justified by hard economic numbers rather than just being raised because another airport raised theirs.
- A participant asked if the airport keeps its revenue. The airport staff responded that the funds stay with the airport.
- A participant asked if draft objective 2.2 implies that some existing leases are not compliant with their terms. David Benner clarified that it's for any future lease negotiations to be in compliance.

Draft goal 3: Invest resources to prepare for future changes within aviation industry.

David Benner (AMCG) asked attendees to identify implementation strategies for the Invest objectives.

Mentimeter  
Code:  
2336 6470





### DRAFT GOAL 3: INVEST


Invest resources to prepare for future changes within the aviation industry

Draft Objectives	Draft Strategies
<b>3.1: Prepare infrastructure to accommodate storage of alternative aviation fuels (jet fuel, sustainable aviation fuel (SAF), avgas, and unleaded aviation gasoline)</b>	Determine future fuel storage facility requirements based on demand projections
	Identify fuel storage facility alternatives for reconfiguration
	Implement selected alternative to accommodate alternative aviation fuels
	Participate in industry events and working groups to ensure preparation for industry changes
	Develop an outreach program to alert users of the availability of alternative aviation fuels

• Identify [implementation strategies](#) for **Invest** objectives.

Mentimeter  
Code:  
2336 6470





### DRAFT GOAL 3: INVEST

Invest resources to prepare for future changes within the aviation industry

Draft Objectives	Draft Strategies
<b>3.2: Enhance critical electrical airfield infrastructure</b>	Conduct a comprehensive review and analysis of the Airport's electrical infrastructure
	Identify enhancements to support battery powered aircraft, GSE, and vehicles
	Determine funding options for airfield electrical infrastructure improvements and equipment acquisitions
	Develop a comprehensive plan to improve the airport's electrical infrastructure and acquisition of battery powered vehicles and equipment
<b>3.3: Allocate funding to sustainable technologies or initiatives</b>	Identify and establish a budgeting mechanism to allocate required funding
	Identify potential technologies and initiatives for implementation and estimated costs
	Acquire technologies and allocation appropriate training protocols
	Develop an implementation plan to identify and prioritize projects and initiatives

• Identify [implementation strategies](#) for **Invest** objectives.


Comments received:

- (Mentimeter) 3.2: Enhance critical electrical airfield infrastructure is really important. Example of SeaTac cyber-attack late Aug 2024 impacted operations for over 5 months.

Draft goal 4: Plan resiliency and business efficiency

David Benner (AMCG) asked attendees to identify implementation strategies for the Plan objectives. No comments received.


Mentimeter  
Code:  
**2336 6470**



### DRAFT GOAL 4: PLAN


Plan resiliency and business efficiency

Draft Objectives	Draft Strategies
4.1: Create succession plan to ensure effective business continuity for all Airport leadership positions	Identify leadership positions necessary to maintain continuity and operational safety Conduct internal talent assessment to ensure identified staff are trained and capable of fulfilling a future role within the organization Ensure job descriptions, roles, responsibilities, and tasks of leadership positions are properly documented and up to date Implement training protocols where necessary to ensure availability of internal personnel for critical roles

King County International Airport Boeing Field


- Identify [implementation strategies](#) for **Plan** objectives.


Mentimeter  
Code:  
**2336 6470**



### DRAFT GOAL 4: PLAN


Plan resiliency and business efficiency

Draft Objectives	Draft Strategies
4.2: Identify technology options to streamline business processes and workflows	Interview management staff to identify workflow impediments and determine potential enhancements Identify technology options or workflow modifications to streamline processes Integrate (or eliminate) County personnel (when necessary) to alleviate and/or reduce redundant and non-productive processes Develop a plan to implement identified technologies and procedures to streamline business processes and workflows
4.3: Create disaster recovery plan to address natural disasters, power outages, and cyber attacks	Develop a comprehensive disaster recovery plan Participate in industry events and panels to ensure preparation for future disasters Conduct periodic tabletop exercises and simulations with staff and outside agencies to validate the effectiveness of the plan and identify and correct deficiencies

King County International Airport Boeing Field


- Identify [implementation strategies](#) for **Plan** objectives.


Mentimeter  
Code:  
**2336 6470**



### DRAFT GOAL 4: PLAN

Plan resiliency and business efficiency


Draft Objectives	Draft Strategies
4.4: Plan for predictive maintenance and smart infrastructure	Develop asset replacement/ rehabilitation plan based on historical life or industry best practices Monitor existing County-owned infrastructure for planned maintenance and replacement
4.5: Enhance digital transformation leveraging artificial technologies	Support initiatives that leverage artificial intelligence Utilize data analysis tools that leverage artificial intelligence Regulate and consider ethical bias of all algorithmic results

King County International Airport Boeing Field


- Identify [implementation strategies](#) for **Plan** objectives.

Draft goal 5: Promote sustainable practices and equity.

David Benner (AMCG) asked attendees to identify implementation strategies for the Promote objectives.



Mentimeter  
Code:  
**2336 6470**



### DRAFT GOAL 5: PROMOTE

Promote sustainable practices and equity

Draft Objectives	Draft Strategies
<b>5.1: Update policies to encourage utilization of sustainable aviation fuel and unleaded aviation gasoline</b>	Revise rates and charges to incentivize utilization of sustainable aviation fuel (SAF) Implement Minimum Standards requiring transition to certified unleaded aviation gasoline
<b>5.2: Procure environmentally friendly products, vehicles, and equipment upon replacement or acquiring new</b>	Based on asset replacement plan, acquire environmentally friendly replacements Identify available alternative products, vehicles, and equipment Utilize financially sustainable funding mechanisms for future acquisitions

• Identify [implementation strategies](#) for **Promote** objectives.



Mentimeter  
Code:  
**2336 6470**


### DRAFT GOAL 5: PROMOTE

Promote sustainable practices and equity

Draft Objectives	Draft Strategies
<b>5.3: Promote environmental stewardship in County-owned facilities</b>	Identify sustainability enhancements of County-owned facilities Create asset replacement program conveying future enhancements Implement environmentally conscious operational practices
<b>5.4: Enhance equitable practices through local entities</b>	Promote economic opportunities for local and small businesses Enhance partnerships with local organizations

• Identify [implementation strategies](#) for **Promote** objectives.

Comments received:

- (Mentimeter) Ensure new fuels are ready and does not have negative consequences for aircraft. Example, KRHV stopped pumping 100UL.
- A participant asked how the airport is promoted in the general community and how it is more accessible. The airport staff shared that this is done through outreach to community members, through education, participating in networking opportunities and tabling events.




Draft goal 6: Support economic vitality in the region.

David Benner (AMCG) asked attendees to identify implementation strategies for the Support objectives.



**DRAFT GOAL 6: SUPPORT**  
Support economic vitality in the region

Mentimeter  
Code:  
**2336 6470**



Draft Objectives	Draft Strategies
<b>6.1: Support a thriving, safety-conscious workforce</b>	Provide appropriate training, stress management, and personal wellness opportunities Create workforce development programs to support local employment (e.g., career day)
<b>6.2: Support local businesses through expanded economic opportunities</b>	Identify leasing opportunities and future support services opportunities Develop relationships with new market entrants within the region Strengthen regional travel services by expanding connectivity to the airport
<b>6.3: Explore opportunities to purchase additional contiguous land and facilities</b>	Identify potential land acquisition areas and financial wherewithal for purchase Conduct FAA-compliant appraisal process to identify market value for acquisition

- Identify implementation strategies for **Support** objectives.

Comments received:

- (Mentimeter) 6.1: Support a thriving, safety-conscious workforce. Reasonable requirements that are conducive to aviation’s safety, independent instructors/mechanics and through the fence operators.
- (Mentimeter) 6.2: Support local businesses through expanded economic opportunities. I applaud the idea of encouraging local business to operate at the airport. Barriers to entry must be lowered for this to occur.
- A participant asked how realistic it is to acquire land, given that most are already developed. The project team shared that there is land north of Museum of Flight and behind Boeing.
- A participant asked what the relationship between KCIA and SEA airports is. The airport staff shared that both airports are in monthly coordination calls to update each other on projects and community engagement.
- A participant shared a concern that Port of Seattle will intrude on KCIA due to the size of the airport. The airport staff affirmed that they are not a threat, and the airports are in a good relationship. The operations also differ from each other.

**Draft Airport Strategic Plan**

David Benner (AMCG) shared how the information shared in the workshop will be laid out in a document when finalized.

**DRAFT STRATEGIC PLAN**



King County International Airport Boeing Field  
AMCG

**DRAFT STRATEGIC PLAN**



King County International Airport Boeing Field  
AMCG

David outlined the next steps in the process. The project team will draft the Airport Strategic Plan in January/February incorporating the feedback from the workshop. Then, a draft plan will be posted online between February and March for airport tenants and community members to review. The project team will then incorporate feedback and finalize the plan by April 2025.

**Closing**

David Benner (AMCG) thanked attendees for their feedback on draft goals and objectives. He outlined the next steps the project team will take to create the Airport Strategic Plan. He invited the participants to share additional questions and comments, which attendees had none. He provided contact information for those who wanted to reach out to the project team after the workshop.

Comments received:

- A participant shared a concern that they have noticed planes flying lower in Des Moines area and asked for a baseline altitude requirement for planes. The airport staff explained that they can't do anything since it is flying into a different airport, however, they shared more information on SEA's Part 150 Noise Study.

## Appendix A: Q&A Report

Number	Question
1	Given what you're sharing here about the county's equity and social justice plan, how are those values aligned with the decision to continue to allow ICE to use our local airport to deport our community members, neighbors, family and friends? Often without important safety protocols in place?
2	when do we get to choose?
3	I haven't seen anything in this exercise that touches on how the airport will prioritize types of tenants and activities (e.g., Boeing, UPS, and large tenants vs. general aviation, flight training, and so forth). Will that be addressed at all in the strategic plan?
4	Can you tell us what will be shared at the open house?
5	I did. Thank you, David!
6	I did. Thank you, David!
7	Is there a plan to expand tie-down and hangar space for small aircraft? (Does not need to be at the centerline! We'll taxi a bit for economic storage options.)
8	Please address the shortage of small GA hangars and covered parking. There is a huge shortage of hangar space nationwide, and especially in the Seattle area. BFI has a 7+ year waitlist for hangars currently for example. The only construction I've seen at the airport is building new private hangars for FBOs and corporate jets, are there any plans to build more hangars for small GA planes?
9	How about including our nation's commitment to international GHG aviation reduction goals?
10	I don't know where this fits - KCIA as a community partner become a climate resiliency hub at the old building that was vacated -
11	(continued sentence) Like KCIA be a good neighbor to the community.
12	Thanks, David and team!
13	Thank you. When will you have multilingual session?
14	Another question (if time allows): can you say more about what the "Support sustainable redevelopment of property" option might look like?
15	I'd like to see proposals on how Boeing can maximize utilization of the area. I look around and see many hangars that are significantly under-utilized (one plane in a large space).
16	there are also many ramp areas in front of private hangars that are empty. this is a very large land area. Would be great to increase density for the benefit of all tenants
17	The proverbial, "ADU-like" density increases that are increasing housing density; but applied to aviation
18	Alternative fuel sources are still largely in a developmental stage, but what infrastructure plans does the airport have for further integration of things like SAF, but also eventually things like electric power? Also how does the airport plan to upgrade its fuel handling and storage infrastructure to meet the demands of the next 10-20 years?

## Appendix B: Airport tenant and community member participant list

- Anne Kroeker
- Barbara Ramey
- Brian Bartley
- Cody Crawford
- Colleen Gants
- David Benner
- David Decoteau
- Emma Browning
- Holly Krejci
- John Birnel
- John Parrott
- John Sandvig
- Kristen Fowle
- Kym Anton
- Laurence Idos
- Lorenzo Clara
- Matt Sykor
- Matthew Webb
- Meghavi Patel
- Mia Ayala-Marshall
- Priti Soni

## Appendix C: Airport tenants and community members registrant list

This list does not include any emails or contact information.

<b>First Name</b>	<b>Last Name</b>
Laurence	Idos
Tony	Eayrs
Ken	Moninski
Zach	Dugovich
Maddie	DuBray
Mia	Ayala-Marshall
Frank	Raymond
Emiliano	Ciarletti
Ryan	DiRaimo
Takashi	Nelson
Brandon	Bowersox-Johnson
Kyle	Danielson
Robert	Braunstein
Evan	Nelson
Velma	Veloria
Rachel	Manning
marva	semet
Glenn	Allen
Brian	Saull
Tim	Gould
Wes	Stewart
Stephen	Shull
Loy Anne	Leiblie
Hattie	Steward
Brad	Falcetti

## Appendix D: Zoom registration list

Brian Nkala

Evan Nelson

Maddie DuBray

Ray Ryan

Esau Spicer

Frank Raymond

Kyle Danielson

Lynda Wong

Velma Veloria

Scott Cutshall

Hattie Steward

Mia Ayala-Marshall

Kassie McKnight-Xi

Tony Mason

Brandon Bowersox-Johnson

Cody Crawford

Lucas B

Henry Thomas

Isaac Alexander

Steve Lannen

Rodney Baladad

Bruce McCaw

# Appendix E: Comment form

## Comments

*THANKS for your presentation!*

*My interest is to keep KBFI a general aviation airport - from the smallest aircraft to the largest. This is quite a challenge.*

*Thanks again for your info.*

### If you wish to receive project updates, please provide your contact information.

First and Last name: *DAVE TENNENSEN (TENANT NE-10)*

Address: \_\_\_\_\_

Email address: *NLTMT@yahoo.com*

Where do you live in relation to the King County International Airport? (circle one):

- North  South  East  West  Outside of King County  Other:
- FREMONT!*



“Thank you for your presentation! My interest is to keep KBFI a general aviation airport – from the smallest aircraft to the largest. This is quite a challenge. Thank you again for your info.”