



KING COUNTY INTERNATIONAL AIRPORT STRATEGIC PLAN



2025-2030

On May 6, 2025, the Airport Director approved this
Airport Strategic Plan for 2025 - 2030.

FROM OUR DIRECTOR



The new five-year *Airport Strategic Plan* for King County International Airport-Boeing Field (KCIA) establishes new strategic goals to help the Airport realize its mission and vision while ensuring continued operational safety and efficiency to meet future aviation demand in the region. By aligning with King County's True North and Values along with other County strategic initiatives, KCIA can fulfill its integral role within the County, within the region, and within the aviation industry. The thoughtful, inclusive, and collaborative process of creating King County International Airport-Boeing Field's *Airport Strategic Plan* is reflected in the mission and vision statements for KCIA and enshrined in our core values.

Our mission focuses on the highest standards not only within the aviation industry but as an organization committed to success in the community.

KCIA's mission is to operate and maintain the airport to the highest standards.

Our vision conveys a future for KCIA and instills the core values of the organization.

KCIA's vision is to be a world-class organization equitably serving customers and community.

KCIA has identified six goals – engage, ensure, invest, plan, promote, and support – which facilitate the objectives, strategies, and measures to ensure KCIA remains focused within the organizational core values and King County's other strategic initiatives.

This Airport Strategic Plan was created in partnership with the Airport Roundtable, Airport tenants, and community members. I, and the extraordinary team at KCIA, look forward to making this community inspired plan a reality as we fulfill our mission and accomplish these goals together.



John Parrott, A.A.E.
Airport Director

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SENIOR STAFF

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Lawrence Beck (1938 – 1994). Poktalartok,
1979. Stainless steel. King County International
Airport, Seattle, WA. King County Public Art
Collection. Photo: 4Culture



SUMMARY



MISSION

KCIA's mission is to operate and maintain the airport to the highest standards.

VISION

KCIA's vision is to be a world-class organization equitably serving customers and community.

VALUES

One team, solve problems, focus on the customer, drive for results, racially just, respect all people, lead the way, responsible stewards.

INPUT GROUPS



AIRPORT
LEADERSHIP



AIRPORT
ROUNDTABLE



TENANTS &
COMMUNITY

SUMMARY

GOALS

1 ENGAGE

Engage consistently with King County and KCIA customers and community

2 ENSURE

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

3 INVEST

Invest resources to prepare for future changes within the aviation industry

4 PLAN

Plan for resiliency and business efficiency

5 PROMOTE

Promote sustainable practices and equity

6 SUPPORT

Support economic vitality in the region

HOW WE GOT HERE

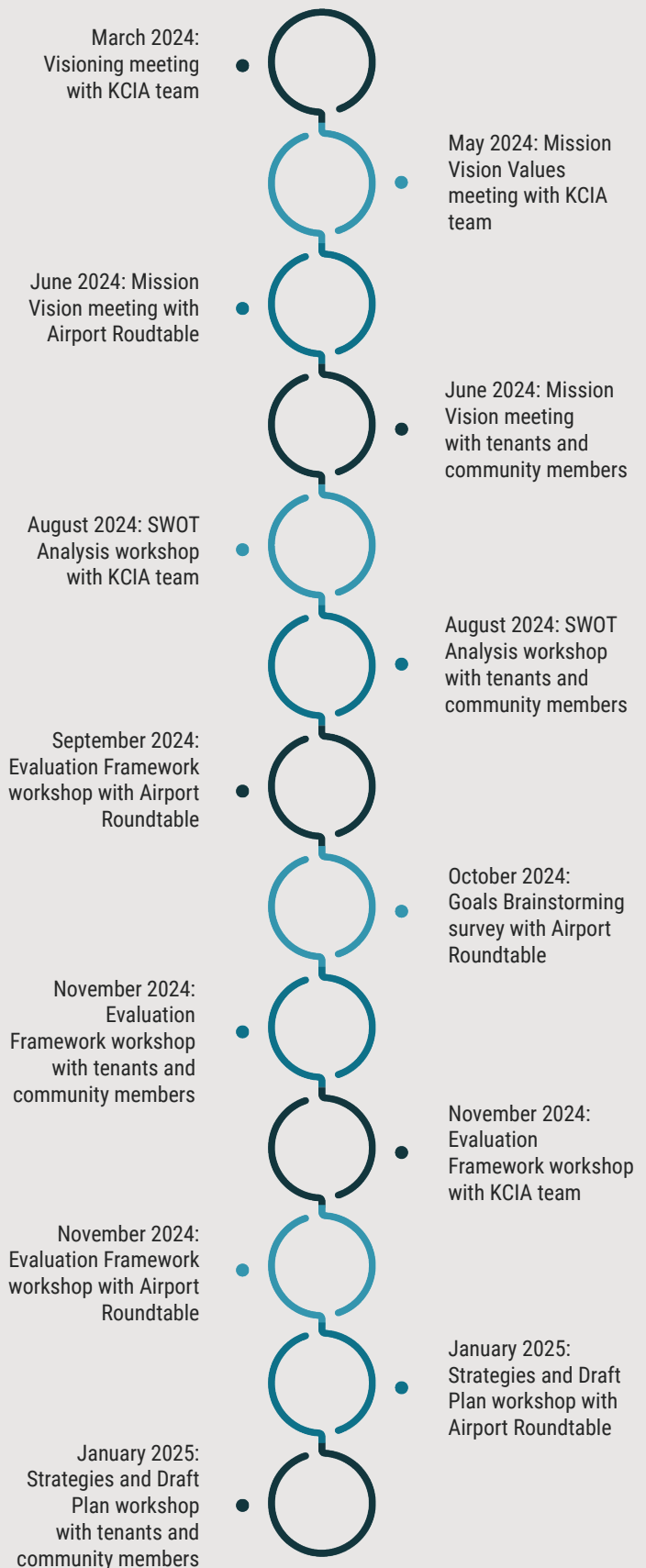
This Strategic Plan and process updates the *King County International Airport Strategic Plan 2014-2020* which has reached the end of its planned duration. The new Airport Strategic Plan Update is rooted in King County's *True North and Values*, and other strategic initiatives including but not limited to the

- 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,
- KCIA Community Participation Plan

The *Airport Strategic Plan Update* utilized County initiatives to update KCIA's mission and vision and to develop a KCIA-specific evaluation framework. This evaluation framework sets forth a building block approach creating measurable strategies for achieving objectives, ultimately accomplishing goals, and attaining the vision for the Airport.

The development of the KCIA Airport Strategic Plan Update provided an exciting opportunity to redefine the direction of the Airport for the next five years. This initiative, led by the KCIA leadership team, emphasized inclusivity and collaboration, engaging staff, the Airport Roundtable, tenants, and community members to create a mission and vision that resonates with the tenants and community.

A critical tool in this process was the *Airport Clarity Map*, which outlined the mission and vision for the Airport, aligning the values with King County's *True North and Values*. Using this as a basis and the input from the Airport Roundtable, tenants, and community members, the evaluation framework was developed through multiple, collaborative meetings to create resulting goals and objectives that are reflective of the collective input received.



ENGAGEMENT PROCESS

The Airport Strategic Plan Update process was intentionally designed to provide multiple engagement opportunities between the KCIA team, the Airport Roundtable, tenants, and community members. These engagement opportunities also allowed input from multiple industry groups (including The Boeing Company, the Society of Professional Engineering Employees in Aerospace - SPEEA, United Parcel Service - UPS etc.) and other Airport users. Through these engagement efforts, KCIA welcomed input and feedback to ensure the resulting goals and objectives are reflective of the collective input received to strengthen relationships with tenants, users, customers, and community members. Key strategies of the engagement process included engaging the local communities through public workshop (in-person and virtual), participating during regular Airport Roundtable meetings, and

providing clear communication with real-time updates and multilingual support. Additional efforts to drive participation were conducted through the monthly KCIA Plane Talk newsletter and hosting a dedicated project website with information, meeting recordings, and the ability to communicate directly with the project team.

The workshop provided an opportunity for participants to identify SWOT elements (strengths, weaknesses, opportunities, and threats), convey opinions pertinent to strategic goals, brainstorm objectives, and discuss strategies. Following completion of the evaluation framework, a 30-day review period was conducted to provide a final avenue for input from the Airport Roundtable, tenants, and community members.

For further information on the public outreach, please see the Appendix.





Original Field - Seattle, Wn



ORLAND HILTON AT THE MEADOWS SEATTLE
AUG 10, 12, 14, 1910

1928

Seattle's first municipal airport is dedicated July 26th, 1928 and named after William E. Boeing. King County voters approved a \$950,000 plan for construction of the region's first municipal airport. About 50,000 people attended the dedication.

1930

The terminal and administration buildings were completed.

1941

A paved, 5,825-foot-long runway opened.

1941

On December 6, one day before the attack on Pearl Harbor, the airport was closed to the public and taken over by the federal government because of its strategic location. During World War II, the airport was devoted to the production of thousands of B-17 and B-29 bombers.

The Airpark Hangars Complex was built to house 20 business-sized aircraft.

1981

The Museum of Flight was dedicated.

1987

The Airpark Hangars Complex was expanded by 16 bays.

1988

The northeast apron was constructed, creating 55 aircraft tie-downs.

1993





1946

Newly constructed Sea-Tac Airport completed is dedicated and most commercial air service relocates.

1954

Commercial aviation history was made as the Boeing 707 "Dash 80" prototype made its maiden flight from the Renton Boeing plant to Boeing Field.

1962

A new control tower was dedicated.

1971

Last scheduled air service ended.

The 6.8 magnitude Nisqually earthquake damages the airport requiring 6 weeks of intensive repairs before runway 13R/31L could be reopened.

2001

King County Executive Ron Sims announced Southwest Airlines wants to begin offering flights at Boeing Field. Fierce opposition from Port and others ended discussions.

2005

King County International Airport-Boeing Field is ranked the 35th busiest airport in the world

2007

KCIA becomes 1 of 147 airports globally that is part of the Airport Carbon Accreditation program

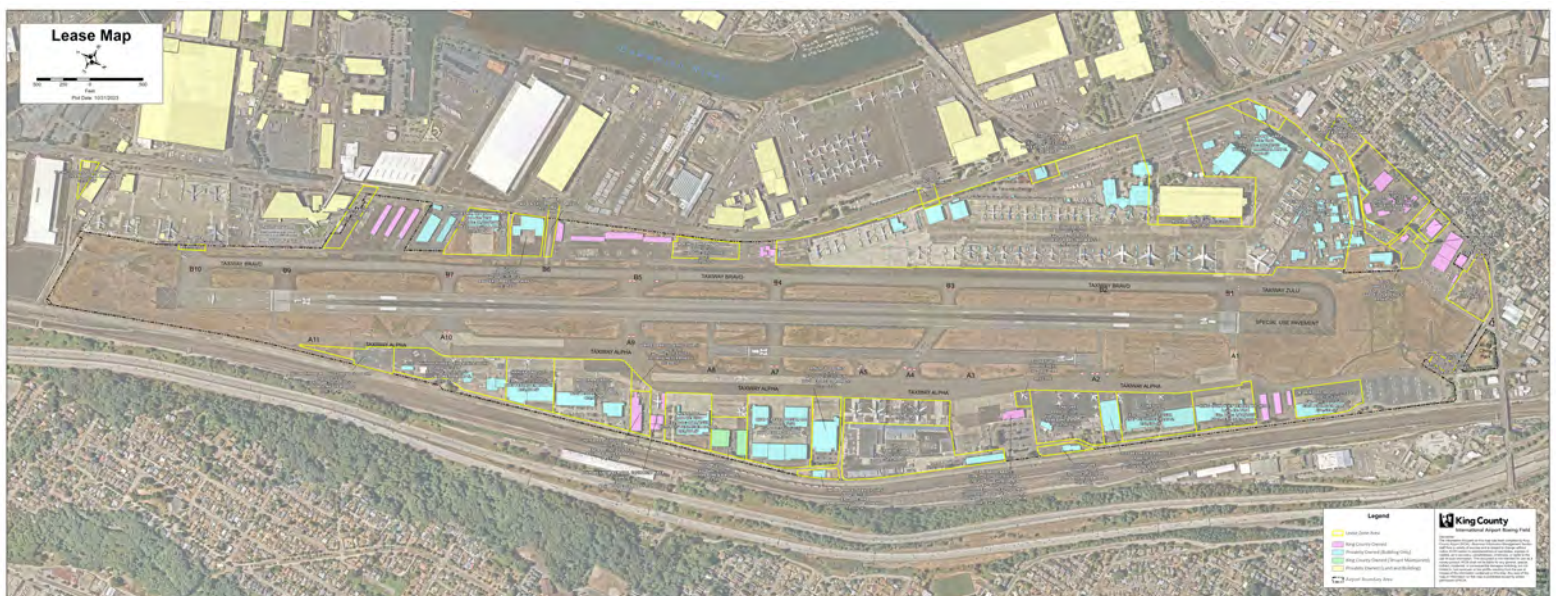
2021



AIRPORT MANAGEMENT

KCIA is a 634-acre, dynamic airport serving all aspects of aviation including general aviation (commercial and non-commercial), air carrier, air cargo, aircraft manufacturing, and military. At the heart of all this activity is the KCIA team, consisting of more than 90 personnel across eight divisions – business planning and external relations, innovation, maintenance, operations and compliance, engineering, finance, external relations, Aircraft Rescue Firefighting (ARFF), and human resources.

The KCIA team's key role is to ensure a compliant, safe operating environment to support the aeronautical and non-aeronautical activities occurring on the Airport while supporting through-the-fence operations, including The Boeing Company. In addition to operating and maintaining the 634-acre airport, the KCIA team is responsible for managing the property through the administration of more than 30 major aeronautical land and facility leases, multiple aeronautical facility leases to tenants and users (including tiedowns), multiple non-aeronautical facility leases for support services, and management of through-the-fence access points.



FEDERAL PLANNING & POLICY

Federal planning and policy has an undeniable impact on airports utilizing federal funds and grants. Acceptance of Grant Assurances carry the greatest burden on how an airport conducts business. The Grant Assurances are evaluated and modified or added to from time to time, in conjunction with the FAA reauthorization act. The 39 assurances have remained relatively unchanged for a period of time.

Federal planning in the aviation industry changes regularly regarding the type and scope of construction and planning projects. Safety standards are consistently updated requiring modifications of airport layouts to create the safest design possible for airports and the related operations.

KCIA has additional parameters that regulate the airport property, primarily found in the May 1948, Instrument of Transfer, which states, property “shall be used for public airport purposes for the use and benefit of the public”. These guiding policies assist the airport in understanding the framework of policy and regulation that keep KCIA functioning within these directives.



ECONOMIC IMPACT

KCIA has a long tradition of major economic impact on the Seattle region and continues to be an integral partner in the region through direct and indirect employment, sales activities, business and commercial opportunities, in addition to state and local taxes. Since the King County International Airport Strategic Plan 2014-2020 was completed, the economic impact of KCIA has continued to increase on a direct and indirect basis for the surrounding community. While economic impact is not the sole focus of KCIA, positively contributing to the local economy is an important strategic area for KCIA.

The economic impact changes since the Airport Strategic Plan 2014-2020 are conveyed below, which summarizes results from the King County International Airport Economic Impact Study 2013 (conducted by William B. Beyers) and the High-Level Economic Impact of King County International Airport-Boeing Field 2021 (conducted by RS&H). For the purposes of this summary, calendar year (CY) 2013 and CY 2020 (which includes the impacts of the COVID-19 pandemic) are compared.

- Total economic impact decreased by approximately \$400 million from 2013 to 2020.
- Total jobs from activity at KCIA decreased from 18,679 in 2013 to 16,151 in 2020 resulting in a decrease of 13.5%. Of these decreases, more than 6,100 jobs are directly supported by KCIA.
- Total supported labor income decreased from approximately \$1.29 billion in 2013 to approximately \$1.10 billion in 2020, a decrease of 190 million.

Impact Types	Jobs	Labor Income	Value Added	Business Revenues
On-Airport Activity*	6,127	\$643,417,000	\$858,276,000	\$1,496,484,000
Visitor Spending	711	\$29,134,000	\$38,428,000	\$57,025,000
Total Direct Effects	6,838	\$219,229,000	\$896,705,000	\$1,553,509,000
Supplier Sales	4,454	\$219,229,000	\$369,201,000	\$676,174,000
Re-Spending of Worker Income	4,859	\$212,773,000	\$457,397,000	\$810,136,000
Total Economic Impact	16,151	\$1,104,553,000	\$1,500,381,000	\$2,643,712,000

**RS&H Economic Impact of King County International Airport-Boeing Field 2021*

It is important to note the COVID-19 pandemic generated economic loss and reduction to the benefits generated by KCIA in all areas resulting in a 12% loss of total jobs and an 11% decrease in value added and business revenues from CY 2019 to CY 2020.

While the overall economic impact from CY 2013 to CY 2020 has decreased, KCIA has been intentional and aggressive in developing a six year Capital Improvement Plan (CY 2021-CY 2026) to counteract the impacts. As stated in the High-Level Economic Impact of King County International Airport-Boeing Field 2021 study, "the CIP for the next six years (2021-2026) is budgeted at approximately \$197.5 million which is anticipated to add approximately 2,000 new jobs and \$718 million in economic benefit to the State and local economy."

SWOT ANALYSIS

Based on multiple SWOT Analysis workshops (with KCIA team, Airport Roundtable, tenants, and community members), and an in-depth review and assessment of the information and input received, the SWOT elements (strengths, weaknesses, opportunities, and threats) are as follows:



OUR MISSION

KCIA's mission is to operate and maintain the airport to the highest standards.



OUR VISION

KCIA's vision is to be a world-class organization equitably serving customers and community.



OUR VALUES

King County's values are:
one team, solve problems, focus
on the customer, drive for results,
racially just, respect all people, lead
the way, responsible stewards



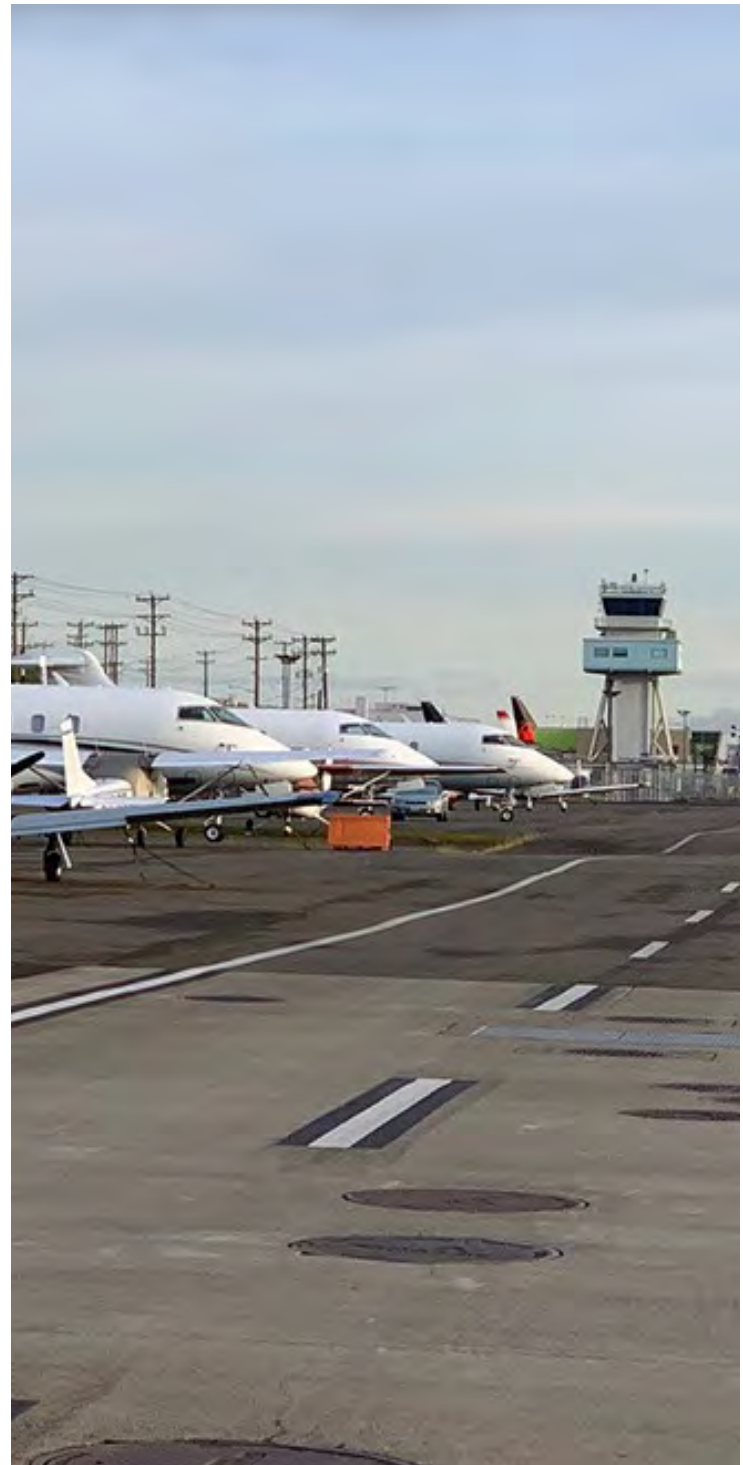
EVALUATION FRAMEWORK

Utilizing the mission and vision statements as guidance along with the parameters of the County's values, a concerted effort was conducted to develop a representative Evaluation Framework for KCIA over the planning horizon. In addition to the mission, vision, and values, this Evaluation Framework incorporated the SWOT findings and other strategic initiatives of the County as well as the situation assessment, KCIA initiatives, and Airport statistics (included following the Evaluation Framework). It was through this inclusive process that consolidated input from the KCIA team, Airport Roundtable, tenants and community members, industry groups, and other Airport users to inform the resulting evaluation framework. This evaluation framework consists of goals, objectives, strategies, and measures, defined as follows:

- **Goals:** statement of desired result or level of attainment to realize the mission and vision
- **Objectives:** significant steps towards achieving a goal
- **Strategies:** strategies and approaches to meet identified objectives
- **Measures:** measurable steps to accomplish identified objectives

This Evaluation Framework creates the building block approach creating measurable strategies for KCIA to achieve objectives, ultimately accomplishing the goals, and attaining the vision of the Airport.

The subsequent pages convey this Evaluation Framework, consisting of 6 goals – engage, ensure, invest, plan, promote, and support. Each goal is supported by multiple objectives, which are supported by multiple strategies and one singular measure. This ensures actionable strategies can be implemented across the KCIA division, moving the Airport towards attaining its vision.



ENGAGE - to involve, seek participation, and thoughtfully consider input while cultivating positive relationships through collaboration



GOAL 1

ENGAGE

Engage consistently with King County and KCIA customers and community

KCIA embraces being an integral part of the community and seeks to engage in a thoughtful and unifying manner. KCIA's intention is to consistently communicate through multiple accessible formats and provide pertinent, timely information while encouraging direct communication between with the community.

To align with regional policies on sustainability, land use, and public safety, KCIA will regularly engage with King County, the Airport's governing body. This relationship facilitates compliance with local regulations and fosters collaborative efforts on future infrastructure developments.

Engaging with customers—such as general aviation tenants, airlines, cargo companies, users, passengers and communities—allows KCIA to stay responsive to customer needs. This feedback informs service improvements, facility upgrades, and operational changes to enhance the user experience, build loyalty, and keep interested parties informed on current initiatives.

Deploying contemporary digital platforms provides KCIA the opportunity to collaborate with staff, tenants, customers, and community members to enhance future engagement. Continuing communication with interested parties that promotes operational efficiency and innovation, improves KCIA's ability to remain agile in the evolving aviation industry.

Engaging with the surrounding community is essential to maintain a positive relationship with community members. Addressing concerns about noise, traffic, and environmental impacts ensures that KCIA minimizes disruptions and builds goodwill, securing community support for future opportunities.

This goal supports KCIA's strategic objectives by fostering collaboration, aligning operations with local priorities, and ensuring a positive customer and community experience. It strengthens the Airport's role as a key regional hub and bolsters its continued success.

GOAL 1

ENGAGE

Objectives, Strategies & Measures

Objective 1.1

Redesign website to facilitate engagement and public notices pertinent to Airport initiatives and projects

Strategies

- Identify staff and consultants controlling County websites and host coordination meeting
- Develop a dedicated Airport web page that includes current KCIA initiatives
- Create initiatives calendar outlining future community and tenant meetings
- Standardize project web pages to convey purpose and opportunities for engagement

Measure

Website launch date and monthly review to ensure calendar is consistently current

Objective 1.2

Continue to work cross sectionally with other County departments to review proposed policies for impact to KCIA

Strategies

- Identify all County departments which may develop policies impacting KCIA
- Assign representatives to all impacting County departments to conduct regular meetings
- Review proposed policies from County departments, adjacent cities, the State, and Federal and provide appropriate feedback

Measure

Identification of all impacting County departments and assignment of KCIA representative to conduct monthly meetings with impacting County departments and review proposed policies

GOAL 1

ENGAGE

Objective 1.3

Ensure materials are available in an accessible format

Strategies

- Identify all materials to be translated into accessible format
- Translate materials consistent with the King County *Community Engagement Plan*

Measure

Consistent identification and translation of materials by KCIA staff for new website

Objective 1.4

Implement collaborative opportunities for KCIA management and staff, tenants, customers, and community members

Strategies

- Identify appropriate types of outreach events and networking opportunities
- Create outreach and networking milestones for identification on KCIA calendar
- Host or participate in recurring outreach events and networking opportunities

Measure

Number of annual collaborative opportunities and meetings

Objective 1.5

Ensure engagement through multiple outreach mediums

Strategies

- Identify appropriate engagement platform software
- Implement engagement platform correlating with new website

Measure

Platform launch date and Interaction with tenants, customers, and community members

ENSURE - to provide and make certain that obligations are met through planning and consistent performance



GOAL 2

ENSURE

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

Ensuring operational safety, efficiency, and financial security, in a compliant manner is an essential goal for KCIA. This goal formalizes KCIA's historical practices of focused operational safety while aligning the effort of KCIA staff with tenants and users of the Airport.

KCIA is a highly dynamic, public-use space accommodating a significant variety of aeronautical activities. Configuring the Airport's airside infrastructure to comply with current FAA standards is crucial for both operational safety and efficiency. Adhering to these standards will facilitate safe operations, minimize risk of safety incidents, and position the Airport to align with future needs.

Another key objective is identifying upcoming lease terminations and ensuring the processes surrounding these transitions are cohesive and compliant. By proactively managing lease agreements, KCIA can avoid operational disruptions while also optimizing space planning and tenant management.

Ensuring the Airport has a self-sustaining fee and rental structure provides financial stability into the future. Reducing reliance on external funding provides flexibility to handle day-to-day operations and reinvest in infrastructure improvements.

Financial independence supports long-term organizational resilience and ensures the Airport can withstand economic changes.

KCIA has identified that conveying operational information to users and tenants is a vital step in ensuring safe operations. Keeping customers and the community informed about policy changes, updates and new requirements will minimize confusion, fosters cooperation, and ensures all parties adhere to safety protocols. Clear communication helps improve operational efficiency and reduces the likelihood of disruptions.

Creating a culture of safety is paramount to KCIA's success. This can be achieved through developing staff training programs that will efficiently address emergencies and minimize safety incidents. Safety and compliance can be interpreted synonymously at airports and are codependent to create a culture of compliance. A culture of compliance minimizes organizational risk and helps align the synergy between safety and compliance.

These objectives support the broader goal of ensuring KCIA's operational safety, efficiency, financial security, and compliance with regulations; which contribute to the Airport's long-term success and sustainability.

GOAL 2

ENSURE

Objectives, Strategies & Measures

Objective 2.1

Configure airside infrastructure to comply with current FAA requirements

Strategies

- Complete necessary planning studies and update the *Airport Layout Plan* to reflect current FAA Airport design criteria
- Inform tenants and customers of planned reconfiguration, potential operational impacts, and associated timeline
- Develop mitigation strategies to reduce impacts
- Identify future reconfiguration projects on the *Airport Capital Improvement Plan* (ACIP) and submit to FAA

Measure

Updated *Airport Layout Plan*, receipt of FAA *Airport Improvement Plan* (AIP) funding, and completion of reconfiguration projects

Objective 2.2

Identify upcoming lease terminations and implement cohesive and compliant protocols

Strategies

- Utilize 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

Measure

Beneficial use of property management tool and implementation of new leasing policy

GOAL 2

ENSURE

Objective 2.3

Maintain a fee and rental structure to be as self-sustaining as possible

Strategies

- 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

Measure

Implementation of lease framework working group recommendations

Objective 2.4

Convey relevant operational information to interested and affected parties

Strategies

- Develop comprehensive list of documents required to operate and maintain the airport safely and efficiently
- 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

Measure

Creation of comprehensive list of documents and availability to tenants and users through established outreach efforts and protocols

Objective 2.5

Continue to ensure staff training programs focus on safety and foster a culture of compliance

Strategies

- Review and update (where appropriate) staff training programs and policies
- Regularly discuss and enhance culture of safety and compliance

Measure

Identify and track safety objectives (injuries and incidents), compliance inspections, and proactively address safety concerns

**INVEST - to allocate resources, both financial and personnel,
towards key initiatives instrumental to long-term success**



GOAL 3

INVEST

Invest resources to prepare for future changes within the aviation industry

KCIA will invest resources to prepare for future changes within the aviation industry. This focused approach ensures KCIA remains competitive, resilient, and ready to accomplish its long-term goals. Investing in infrastructure and sustainable technologies improves operational efficiency and safety and also aligns the Airport with evolving industry standards and environmental goals. This goal will position KCIA as an industry leader as dynamics change and as a growing emphasis is placed on the adoption of alternative fuels and sustainability.

As the aviation industry moves toward alternative fuels to reduce its carbon footprint, having the infrastructure in place to store and distribute these fuels, including electricity, ensures KCIA stays at the forefront of this transition. By supporting sustainable aviation fuel (SAF) and other alternative fuels (including unleaded aviation gasoline), KCIA can attract environmentally conscious operators and align itself with both industry trends and regulatory requirements aimed at reducing emissions.

Enhancing critical airfield electrical infrastructure is essential for KCIA's operational reliability and future growth. Upgrading electrical systems enables the Airport to handle increasing demand for power as electrical operations expand, while also improving energy efficiency and reducing the risk of power disruptions. Investing in infrastructure will support not only the growing needs of the Airport, but also the integration of sustainable technologies such as electric ground

support equipment or energy-efficient lighting systems. This strengthens the KCIA's ability to meet both current and future operational needs while minimizing energy consumption and costs.

Allocating funding to sustainable technologies or initiatives reinforces KCIA's commitment to environmental stewardship. By investing in technologies that reduce energy consumption, enhance operational efficiency, or promote sustainability (such as electric vehicle infrastructure or renewable energy systems), KCIA is positioning itself as a forward-thinking leader in the aviation sector. These investments can generate long-term cost savings, reduce the Airport's carbon footprint, and help attract tenants and users who value sustainability. Moreover, aligning with sustainability goals may offer access to potential grants, incentives, or government funding which further enhance financial security.

The Invest goal is a key driver for KCIA's long-term success, enabling the Airport to remain competitive, environmentally responsible, and prepared for future challenges. The objectives that support this goal—investing in alternative fuel storage infrastructure, enhancing electrical systems, and allocating funding to sustainable initiatives—are all critical to ensuring KCIA's growth, operational efficiency, and alignment with global sustainability efforts.

GOAL 3

INVEST

Objectives, Strategies & Measures

Objective 3.1

Prepare infrastructure to accommodate storage of alternative aviation fuels (jet fuel, sustainable aviation fuel (SAF), avgas, and unleaded aviation gasoline)

Strategies

- 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

Measure

Development of comprehensive plan and implementation of fuel storage facility reconfiguration and/or redevelopment

Objective 3.2

Enhance critical electrical airfield infrastructure

Strategies

- Conduct a comprehensive review and analysis of the 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 electrical infrastructure and acquisition of battery powered vehicles and equipment

Measure

Implementation of the plan to enhance the airfield electrical infrastructure and the acquisition of battery powered vehicles and equipment

GOAL 3

INVEST

Objective 3.3

Allocate funding to sustainable technologies or initiatives

Strategies

- Identify and establish a budgeting mechanism to allocate required funding
- Identify potential technologies and initiatives for implementation and estimated costs
- Acquire technologies and allocation training protocols
- Develop an implementation plan to identify and prioritize projects and initiatives

Measure

Implementation and use of new sustainable technologies and initiatives

Brad Miller. *30,000 Feet*, 2003. Rulers, neon, and color photographs. King County International Airport, Seattle, WA. King County Public Art Collection. Photo: joefreemanjunior.com



PLAN - to formulate an intentional strategy designed to resolve future challenges



GOAL 4

PLAN

Plan for resiliency and business efficiency

KCIA's emphasis on foresight, preparedness, and operational efficiency are crucial to the Airport's long-term success and the ability to plan. Planning for resiliency, both internally and externally, enables KCIA to effectively respond to future opportunities and challenges.

Succession planning allows KCIA to effectively plan for business continuity in all Airport leadership roles and is essential to maintain stable and smooth operations. Having a clear plan during staff transitions helps avoid gaps in leadership knowledge and responsibilities while maintaining Airport functionality. This preserves critical knowledge and understanding, maintains KCIA's mission, vision, and values and upholds the Airport's operational standards.

Identifying the latest technology options to streamline business processes and workflows will allow for better allocation of resources and more responsive decision-making. This allows KCIA to meet both current and future demands in a timely manner. Technology adoption also supports the broader goal of enhancing operational efficiency, reducing costs, and improving overall performance.

Creating a disaster recovery plan to address natural disasters, power outages, and cyber-attacks are

important elements of disaster recovery plans. By preparing for emergencies, KCIA can minimize downtime and disruptions to operations. A well-developed disaster recovery plan protects critical systems and data and the Airport can quickly return to full functionality in the event of an emergency.

Planning for predictive maintenance and smart infrastructure will reduce downtime, extend the life of County-owned assets, and improve safety for customers and the community. Predictive maintenance will anticipate future equipment failures, reducing costly repairs and disruptions. Smart infrastructure, on the other hand, can optimize energy use, improve security, and enhance operational efficiency.

Enhancing efficiency can be accomplished by leveraging artificial intelligence (AI) technologies to support innovation and operational improvements. AI can improve decision-making, enhance the tenant and user experience, optimize resource management, and predict maintenance needs, all of which contribute to more efficient and responsive operations.

Planning will prepare KCIA for the future by focusing on leadership continuity, technological advancements, disaster recovery, maintenance optimization, and digital transformation.

GOAL 4

PLAN

Objectives, Strategies & Measures

Objective 4.1

Create succession plan to ensure effective business continuity for all Airport leadership positions

Strategies

- 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 current
- Implement training protocols where necessary to ensure availability of internal personnel for critical roles

Measure

Identification of necessary leadership positions and implementation of internal training protocols to ensure continuity

Objective 4.2

Identify technology options to streamline business processes and workflows

Strategies

- 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

Measure

Implement appropriate technologies to streamline business process/workflows and eliminate redundant and unnecessary processes

GOAL 4

PLAN

Objective 4.3

Create an Airport disaster recovery plan to address natural disasters, power outages, and cyber attacks

Strategies

- Develop a comprehensive Airport 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

Measure

Completion and implementation of an Airport disaster recovery plan

Objective 4.4

Plan for predictive maintenance and smart infrastructure

Strategies

- Develop asset replacement/rehabilitation plan based on historical life or industry best practices
- Monitor existing County-owned infrastructure for planned maintenance and replacement

Measure

Creation of asset replacement/rehabilitation plan and implementation of proactive maintenance protocols

Objective 4.5

Enhance digital transformation leveraging artificial technologies

Strategies

- Support initiatives that leverage artificial intelligence
- Utilize data analysis tools that leverage artificial intelligence
- Regulate and consider ethical bias of all algorithmic results

Measure

Implement steps to utilize artificial intelligence to enhance processes and data analytics

PROMOTE - to advance progress through responsible practices and protocols supporting a sustainable future



GOAL 5

PROMOTE

Promote sustainable practices and equity

KCIA understands that promoting sustainable practices and equity in the aviation industry will establish the Airport as a leader amongst its peers. Promoting sustainable practices and equity will ensure the Airport positively contributes to the community. Further, these practices can attract sustainability-minded tenants and positions KCIA as a forward-thinking leader that stays aligned with regulations and meets evolving expectations.

Encouraging the utilization of sustainable aviation fuel (SAF) and unleaded aviation gasoline, upon market availability, is a key objective. As the aviation industry moves toward cleaner fuel alternatives, KCIA can reduce its carbon footprint and support the mitigation of climate change. Promoting SAF and unleaded aviation gasoline aligns KCIA as a leader in sustainability, attracting operators committed to reducing their environmental impact.

Acquiring environmentally friendly products, vehicles, and equipment when replacing or procuring new items enhances the Airport's sustainability efforts. KCIA's maintenance fleet already includes Ford F-150 Lightnings, a Ford E-Transit van, a Global Electric Sweeper, and utility GEM vehicles, with additional Lightnings on order. Landscaping operations also use electric pole saws and hedgers.

Continuing the transition to electric vehicles, energy-efficient equipment, and sustainable building materials reduces emissions, waste, and resource consumption. This will help the Airport lower its environmental footprint and promote long-term operational efficiency.

Promoting environmental stewardship provides mutual benefits to KCIA, its customers, and the community. Reducing energy consumption, minimizing waste, and incorporating green building practices in airport facilities, will enhance KCIA's standing within the community and aviation industry.

Supporting local businesses, and ensuring fair access to opportunities fosters diversity, inclusion, and local economic development. This strengthens KCIA's relationship with the surrounding community and ensures that the Airport's growth benefits the local community, small businesses, and organizations.

Promoting sustainable practices and equity helps KCIA lead the industry in a socially responsible way while supporting the local community.

GOAL 5

PROMOTE

Objectives, Strategies & Measures

Objective 5.1

Update policies to encourage utilization of sustainable aviation fuel and unleaded aviation gasoline

Strategies

- Revise rates and charges to incentivize utilization of sustainable aviation fuel (SAF)
- Implement *Minimum Standards* requiring transition to certified unleaded aviation gasoline

Measure

Implementation of *Minimum Standards* and utilization of sustainable aviation fuel (SAF)

Objective 5.2

Procure environmentally friendly products, vehicles, and equipment

Strategies

- Based on asset replacement plan, acquire environmentally friendly replacements
- Identify available alternative products, vehicles, and equipment
- Utilize financially sustainable funding mechanisms for future acquisitions

Measure

Number of newly acquired environmentally friendly products, vehicles, and equipment

- The airport has purchased electric or hybrid vehicles including an ARFF truck, street sweeper, and landscaping vehicles.

Objective 5.3

Promote environmental stewardship in County-owned facilities

Strategies

- Identify sustainability enhancements of County-owned facilities
- Create asset replacement program conveying future enhancements
- Implement environmentally conscious operational practices

Measure

Reduction of utility usage for each County-owned facility

GOAL 5

PROMOTE

Objective 5.4

Enhance equitable practices through local entities

Strategies

- Promote economic opportunities for local and small businesses
- Enhance partnerships with local organizations

Measure

Promotion of local and small business interactions and number of local partnering organizations

Tommy Segundo and Toka Valu.
Return on Investments (detail), 2024.
Powder coated aluminum. King County
International Airport, Seattle, WA. King
County Public Art Collection.
Photo: joefreemanjunior.com



SUPPORT - to foster opportunities, both internal and external, by stimulating positive and sustainable growth



GOAL 6

SUPPORT

Support economic vitality in the region

Supporting economic vitality in the region strengthens local economic ties between KCIA and the community and creates a thriving local workforce. Furthermore, supporting economic vitality positively expands the Airport's community impact. KCIA can enhance its operational efficiency, and secure its future through strategic growth.

Supporting a thriving, safety-conscious workforce is fundamental to the success of KCIA. A highly trained, motivated, and safety-focused workforce ensures operations run smoothly and the Airport maintains the highest standards for safety. Building a culture of safety reduces the risk of accidents and incidents, which is crucial for KCIA's operational integrity and reputation. Investing in staff training and well-being attracts and retains skilled employees committed to maintaining a safe and productive environment.

Expanding economic opportunities for local businesses strengthens KCIA's connection to the surrounding community. By establishing partnerships with local

businesses, KCIA can create jobs, stimulate economic growth, and ensure the benefits of its operations are felt throughout the community. Creating collaborative opportunities with small businesses, such as contracts for services or supplies, builds a more resilient regional economy and supports small business growth. This strengthens KCIA's position as a key economic driver in the area, benefiting both the aviation industry and the community.

Thoughtfully managing the Airport's physical footprint enables KCIA to maintain compatible land uses surrounding the Airport and maintain appropriate safety areas. By securing additional contiguous land and facilities, KCIA has the necessary flexibility to respond to future industry demand.

Supporting economic vitality is instrumental to the long-term success of KCIA. Supporting a safety-conscious workforce, local businesses, and exploring acquisition opportunities all contribute to the Airport's resilience and ability to meet future challenges.

GOAL 6

SUPPORT

Objectives, Strategies & Measures

Objective 6.1

Support a thriving, safety-conscious workforce

Strategies

- Provide appropriate training, stress management, and personal wellness opportunities
- Create workforce development programs to support local employment

Measure

Implement anonymous employee feedback program and annual career day

Objective 6.2

Support local businesses through expanded economic opportunities

Strategies

- 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

Measure

Inclusion of opportunities for local and small business interaction web page and launch of new regional travel services (if available)

Objective 6.3

Explore opportunities to purchase additional contiguous land facilities

Strategies

- Identify potential land acquisition areas and financial wherewithal for purchase
- Conduct FAA-compliant appraisal process to identify market value for acquisition

Measure

Acquisition of appropriate new parcels to ensure compatible land uses around the Airport

SITUATION ASSESSMENT

Air Cargo

Air cargo is key sector for KCIA. The development of new infrastructure to facilitate cargo operations has enhanced the efficiency and safety of cargo operations at KCIA. Major carriers like UPS utilize the cargo facilities, providing critical logistical support for nearby businesses and adding value to cargo operations at KCIA.

Aircraft Manufacturing

KCIA is closely tied to aircraft manufacturing through the proximity and use of the Airport by The Boeing Company. As the Airport's largest employer, Boeing's presence drives demand for other aerospace manufacturing businesses, and KCIA's continued investment in infrastructure supports their continuing commitment to safety and providing the best facilities possible while remaining a key part of Boeing's regional operation.

Commercial Aeronautical Activities

Fixed-based operators (FBOs) are commercial entities providing a variety of aeronautical services including aviation fuel sales (including aviation gasoline, jet fuel, and sustainable aviation jet fuel). Specialized Aviation Service Operators (SASOs) provide one of more aeronautical services at the Airport but do not engage in aviation fuel sales. Services range from aircraft parking (hangar and tiedown), aircraft maintenance (major airframe and power plant repairs), avionics and instrument maintenance, aircraft rental and flight training, aircraft charter, and aircraft management, air ambulance, aerial survey, and aircraft sales. FBOs and SASOs are an important part of KCIA's ecosystem. KCIA has 3 FBOs and many more SASOs that provide numerous services to Airport customers, but also provide local employment, job training, educational opportunities, and economic development activity.

Non-Commercial General Aviation

Non-commercial general aviation is and has been a significant part of operations at KCIA. With 384 based aircraft, non-commercial general aviation is responsible for a significant portion of flight operations. This portion of the industry has experienced segment-wide challenges including a lack of hangar space, cost-prohibitive construction costs, and rising prices. Corporate and larger non-commercial general aviation aircraft have grown and remain a valuable resource to KCIA.

Passenger Service

KCIA has limited passenger services, with Seattle-Tacoma International Airport handling most of the region's scheduled flights. KCIA has a vital role in sustaining regional services, currently provided by Kenmore Air. The Airport's geographic location has made it a convenient option for regional services, providing better passenger experience. KCIA has the capacity to work with new market entrants that may provide quieter, more direct services in the EVTOL market.

KCIA INITIATIVES

KCIA undertakes a number of capital projects each year. The projects are intended to improve or maintain the Airport and associated facilities.

RULES AND REGULATIONS AND MINIMUM STANDARDS UPDATE

KCIA is updating the Airport Rules and Regulations and Airport Minimum Standards documents. Airport Rules and Regulations apply to all persons using the airport while the Minimum Standards need to be met by airport users conducting commercial aeronautical activities at the airport.

SECONDARY RUNWAY REHABILITATION

The pavement on the secondary (Runway 14L/32R) at KCIA is at 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 useful life of the runway, which is especially key to small general aviation aircraft operating in and out of KCIA. Planning is underway to rehabilitate Runway 14L/32R, also known as the secondary runway, in 2024. This work will be funded by a FAA Airport Improvement Program (AIP) grant. The project includes planning, alternatives analysis, design, and construction. The second phase will incorporate design and bidding services, and the third phase being construction administration services.

TAXIWAY B SAFETY IMPROVEMENTS

KCIA is working with the Federal Aviation Administration (FAA) to address a long-standing safety issue that will improve the runway-to-taxiway separation between Runway 14R/32L and Taxiway B.

VISION 2045 (FAA MASTER PLAN UPDATE)

KCIA is working with the community on Vision 2045 (FAA Master Plan Update), a long-range plan that will help KCIA become a world-class airport. The completed plan will include a noise study and will convey which construction projects, infrastructure, and other updates to prioritize and fund in the coming decades.

TAXIWAY A11 REHABILITATION

The Taxiway A11 repaving project will replace the current pavement in this area that is failing and replace it with new pavement, meeting the current design standards for the aircraft that use the A11 interstation. The project will also install in-pavement runway guard lights. This will increase safety during dark and low visibility conditions.

PART 150 NOISE STUDY

The Part 150 Noise Study will create noise exposure maps (NEMs) which identify existing and future noise exposure at KCIA. This will assist in determining compatible and incompatible land uses near the airport based on the level of noise exposure received from aircraft operations. Noise exposure is a measure of how much noise, using a Day-Night Average Sound Level (DNL) measure required by the FAA, is experienced on the ground surrounding the Airport.

KCIA INITIATIVES

AIRPORT CARBON ACCREDITATION PROGRAM - LEVEL 3

KCIA is committed to achieving carbon neutral status by 2030 in accordance with the County's *Strategic Climate Action Plan*.

The Airport Carbon Accreditation Program (ACAP) is an internationally recognized carbon management program with more than 550 participating airports. With seven levels of accreditation maintained through annual independent audits, ACAP provides participating airports a systematic path towards achieving their carbon reduction goals.

KCIA has already achieved ACAP Level 2, and in 2025 will be working to progress to Level 3 certification. Level 3 requires KCIA to create a fuller picture of its carbon footprint by including emissions from other sources, such as flights, aircraft ground movements, vendor vehicles, and more.

CERTIFICATE of ACCREDITATION

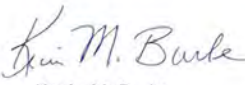
Valid until September 20, 2024

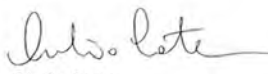
This is to certify that **Airport Carbon Accreditation**, under the administration of WSP, confirms that the carbon management processes at

King County International Airport

have earned the accreditation level of **REDUCTION**, in recognition of the airport's actions to map and reduce its CO₂ emissions, as part of the Global airport industry's response to the challenge of Climate Change.




Kevin M. Burke
President & CEO
ACI-NORTH AMERICA


Giulio Corte
Programme Director
WSP

AIRPORT STATISTICS

AIRPORT OPERATIONS	CALENDAR YEAR	
	2013	2023
ITINERANT		
Air Carrier	9,200	7,117
Air Taxi	33,058	34,670
General Aviation	91,819	65,587
Military	568	845
LOCAL		
Civil	46,998	45,735
Military	298	110
Total Operations	181,941	157,064

AIRFIELD DATA		
Acreage	634	
RUNWAY 14L/32R		
Length	3,709 feet	
Width	100 feet	
RUNWAY 14R/32L		
Length	10,007 feet	
Width	200 feet	
TERMINAL	25,000 square feet	
Ground Transportation	Taxi, Rideshare, Limousine, Rental Car, Public Transit	

BASED AIRCRAFT	CALENDAR YEAR	
	2013	2023
Total	407	344

CARGO (OPERATIONS)	CALENDAR YEAR	
	2013	2023
UPS	2,914	3,604
Other Carriers	8,181	998
Total	11,095	4,602

AIRPORT STATISTICS

ENPLANEMENTS

CALENDAR YEAR

	2013	2023
Scheduled	2,996	12,390
Non-Scheduled	10,012	15,029
Total	13,008	27,419

FINANCIAL SUMMARY

FISCAL YEAR

	2013	2023
Revenues	\$17.1M	\$35.9M
Expenses	\$13.8M	\$26.8M
Net Operating Income	\$3.3M	\$9.1M
Capital Expenditures	\$16.4M	\$14.4M





King County International - Boeing Field
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