



King County

International Airport

Boeing Field

KING COUNTY INTERNATIONAL AIRPORT STRATEGIC PLAN



2025-2030

On April __, 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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DRAFT

SENIOR STAFF

John Parrott, A.A.E.
Airport Director

David Decoteau, A.A.E., IAP, CAE
Deputy Director

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 KClA 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

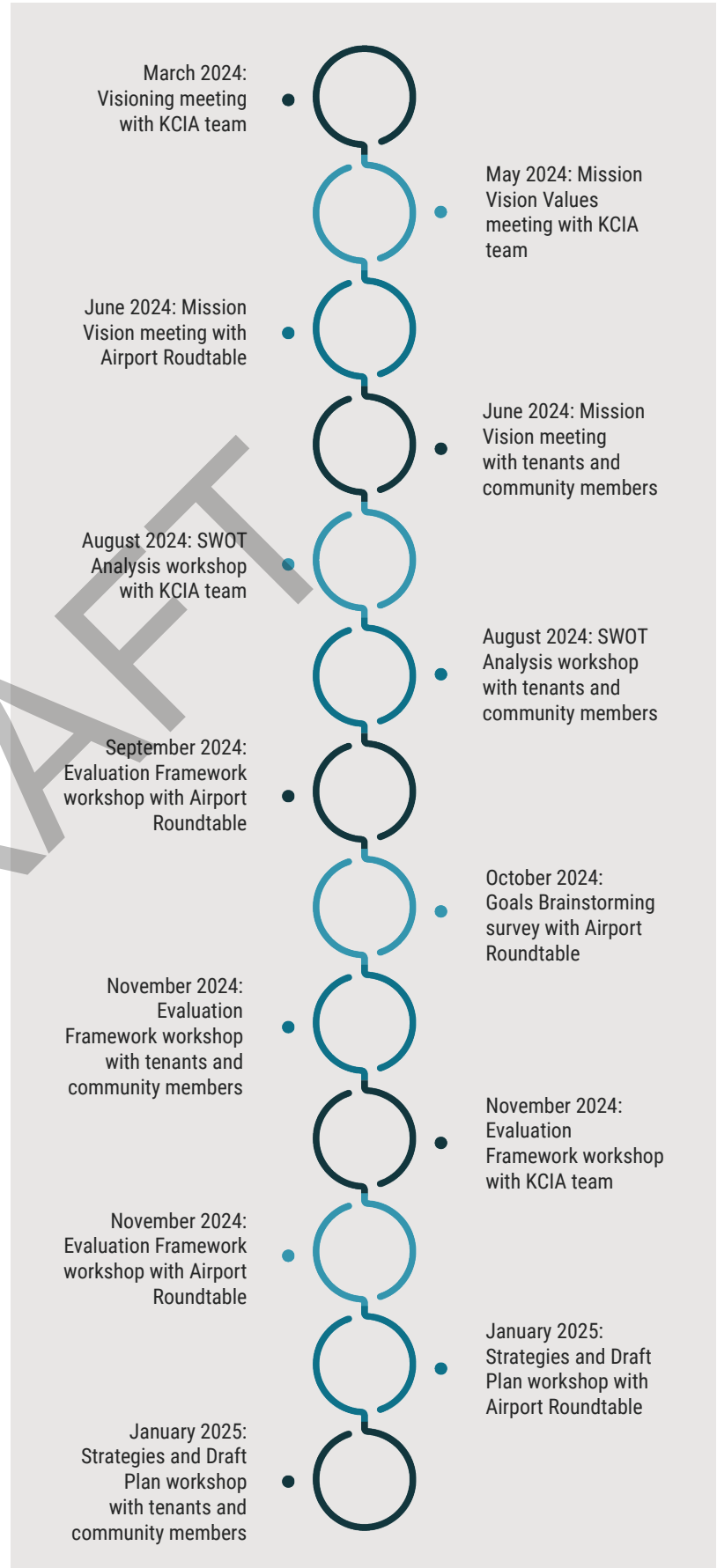
This Strategic Plan and process updates the *King County International Airport Strategic Plan 2014-2020* which has reached the end of its planned duration. The new Airport Strategic Plan Update is rooted in King County's *True North and Values*, and other strategic initiatives including but not limited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



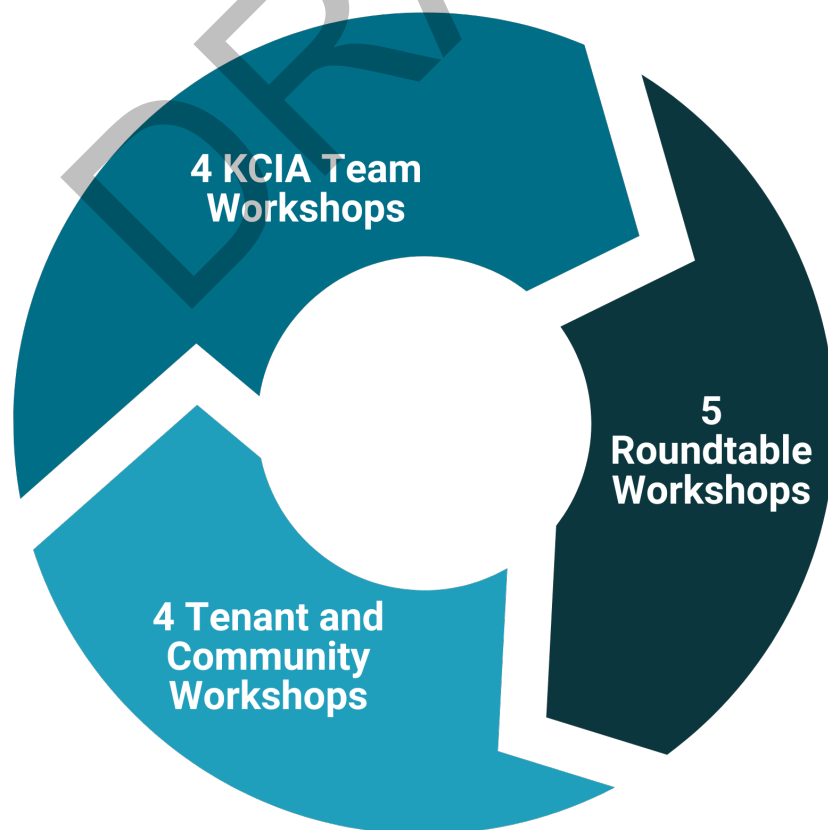
ENGAGEMENT PROCESS

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.





Boeing Field - Seattle, Wn



Captain Hamilton at the Meadows Seattle
March 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

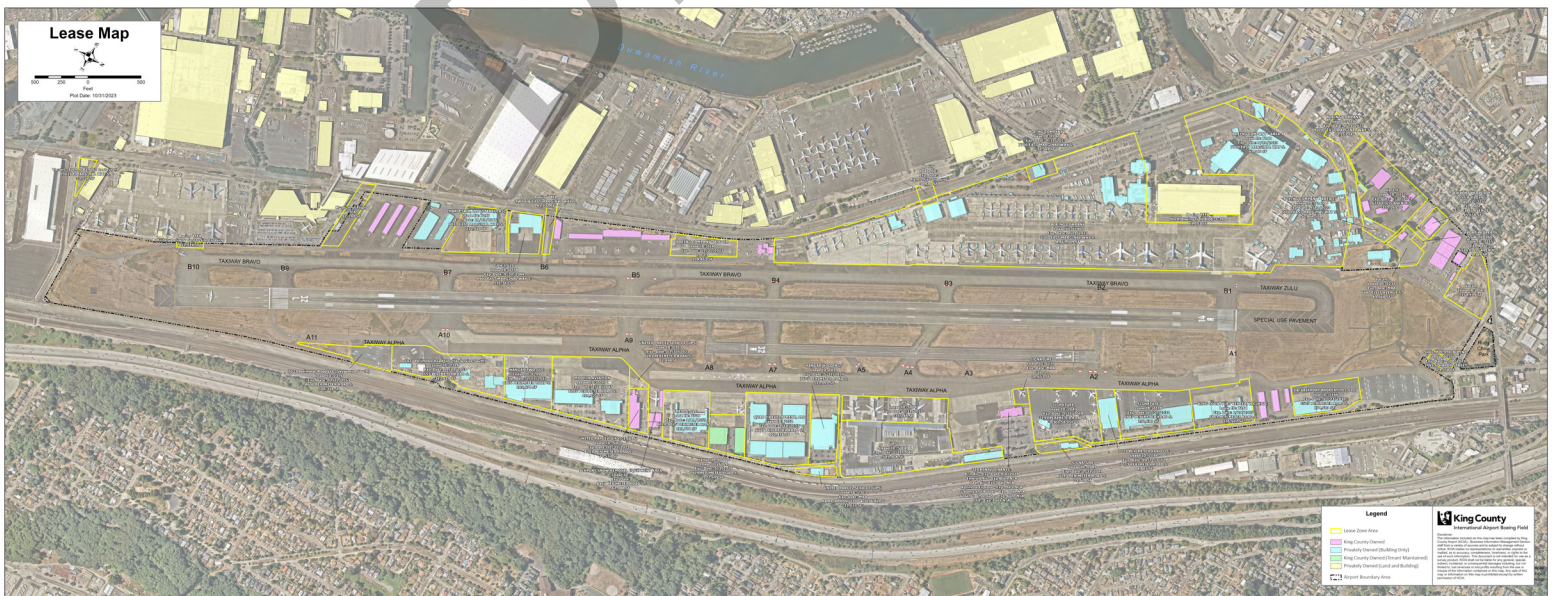
2021



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



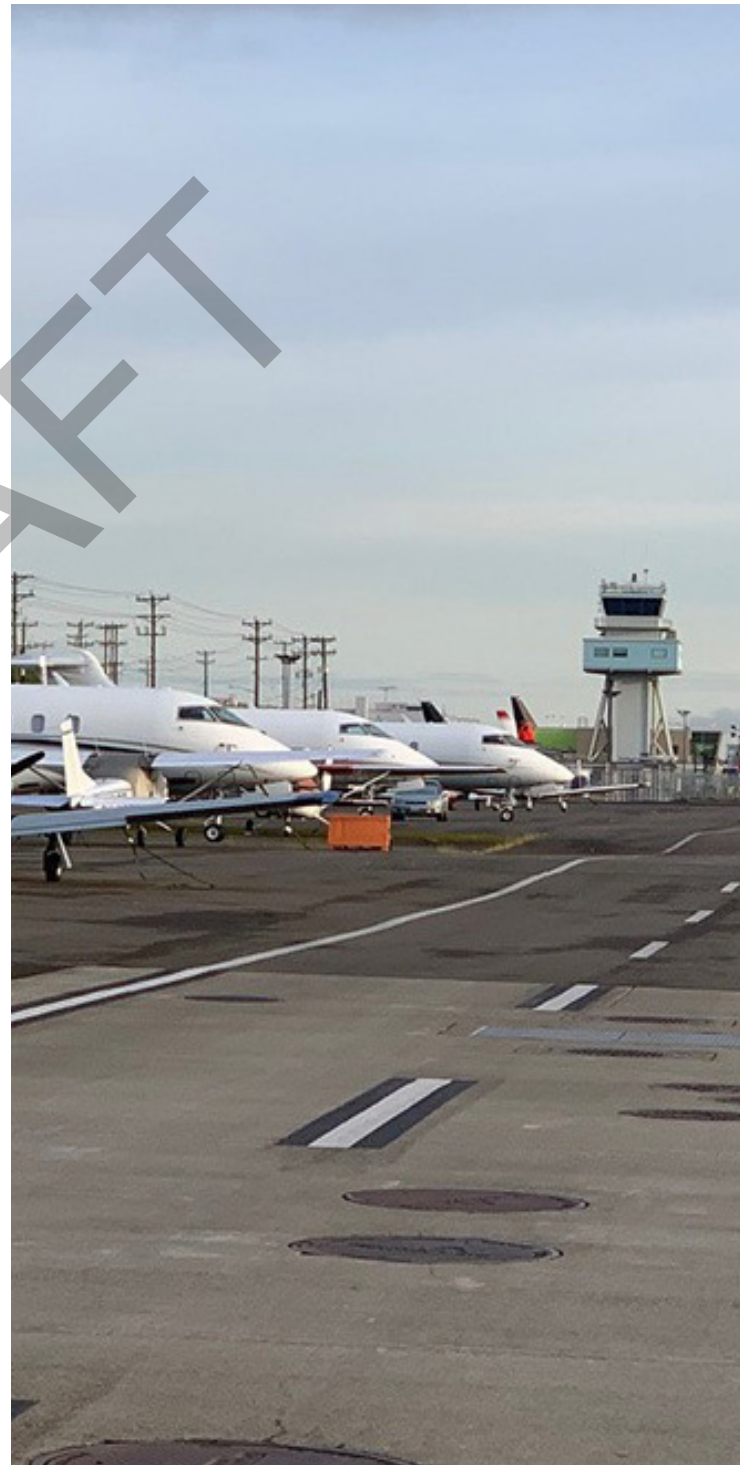
EVALUATION FRAMEWORK

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 it's 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, and passengers—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 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 contemporary digital outreach platforms

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

DRAFT

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 tenants and users

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

Strategies

- 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

Measure

Completion and implementation of 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. 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

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 Airport

Boeing Field

King County International - Boeing Field

7277 Perimeter Rd S

Seattle, WA 98108

DRY



Prepared by AMCG
Supported by PRR and RS&H

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DRAFT

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

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. .

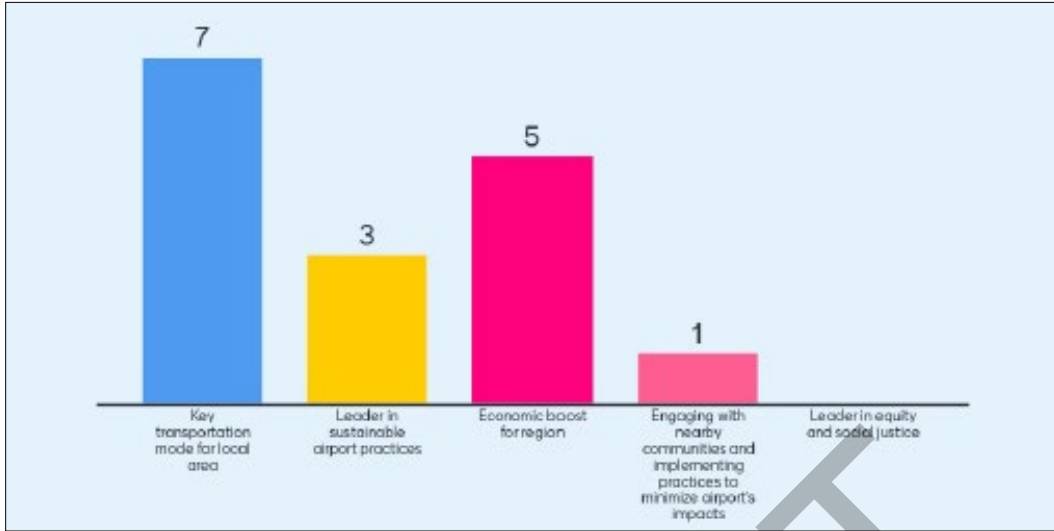
	Airport Mission	Airport Vision
Airport Strategic Plan 2014-2020	Provide safe and continuous aviation services that support scheduled commercial, charter, and air cargo airlines as well as general aviation and corporate operators as part of the national air transportation system, while fulfilling the 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.
Airport Clarity Map	To operate and maintain the airport to the highest standards.	To be a world-class organization equitably serving customers and community.

Mentimeter survey activity

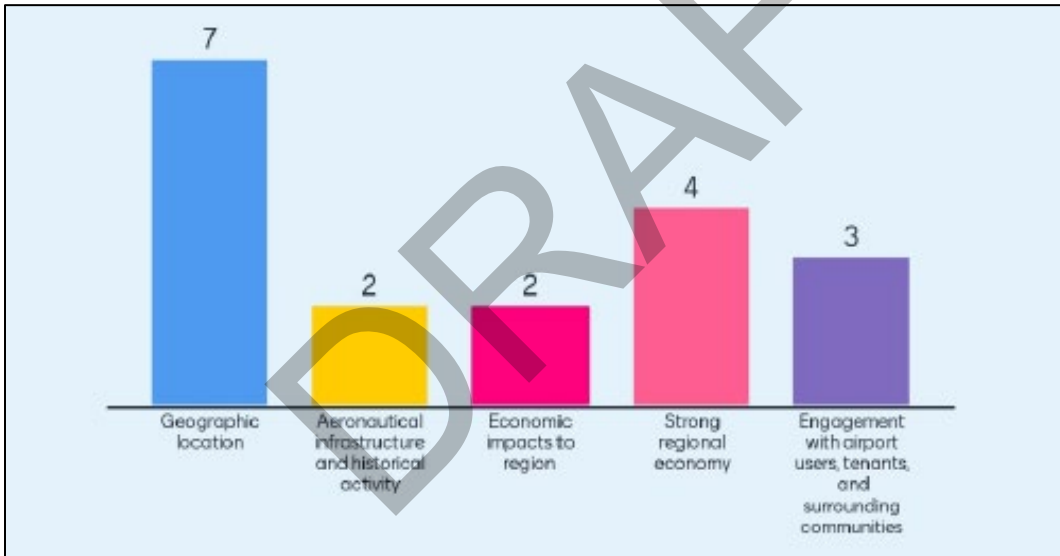
The Mentimeter survey activity gave an opportunity for the Airport Roundtable to provide feedback by responding to guided questions in real time. Participants were asked to respond to a survey prompt and their data was collected in real time. Below are the results from each question.

Mission statement

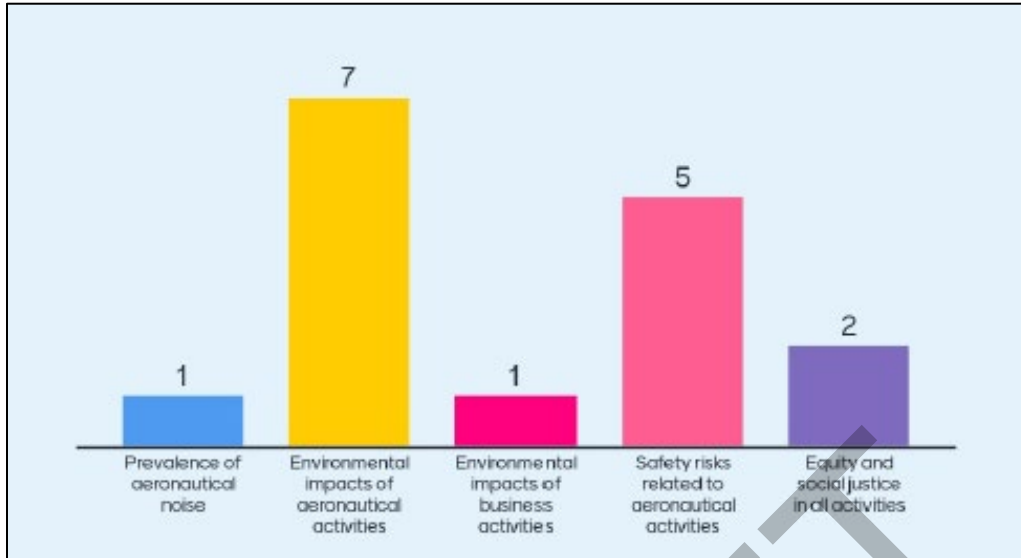
Question #1: In addition to safety and efficiency, what are KCIA's key purposes? (Pick 2)



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

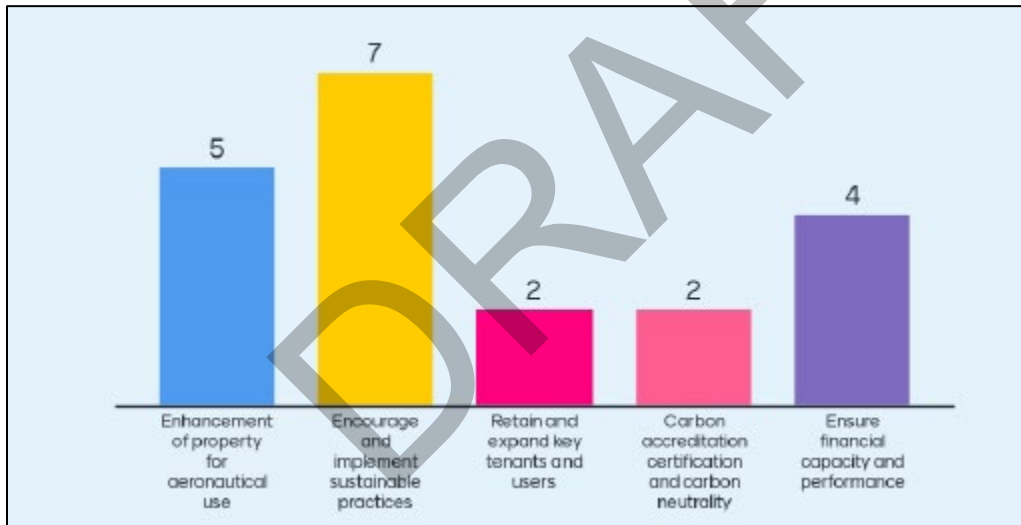


Question #3: Which issues expressed should KCIA prioritize? (Pick 2)

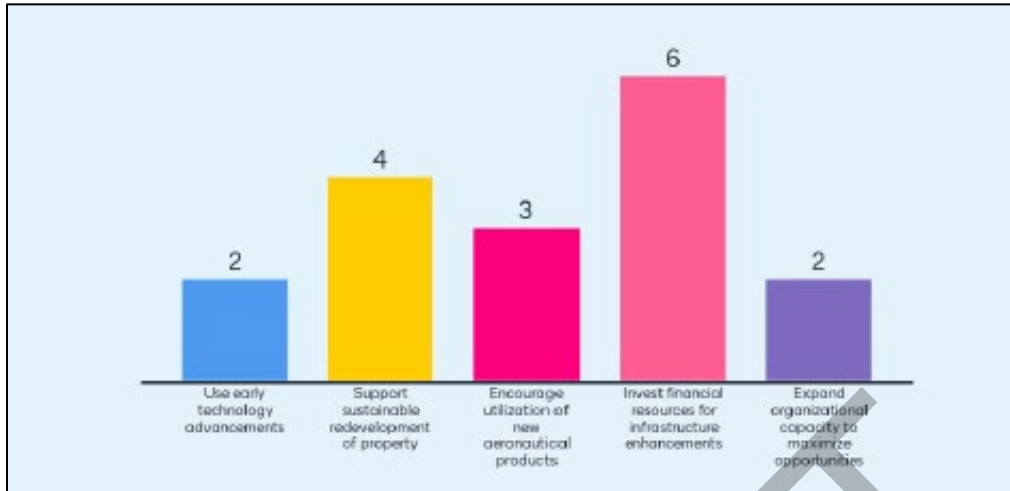


Vision statement

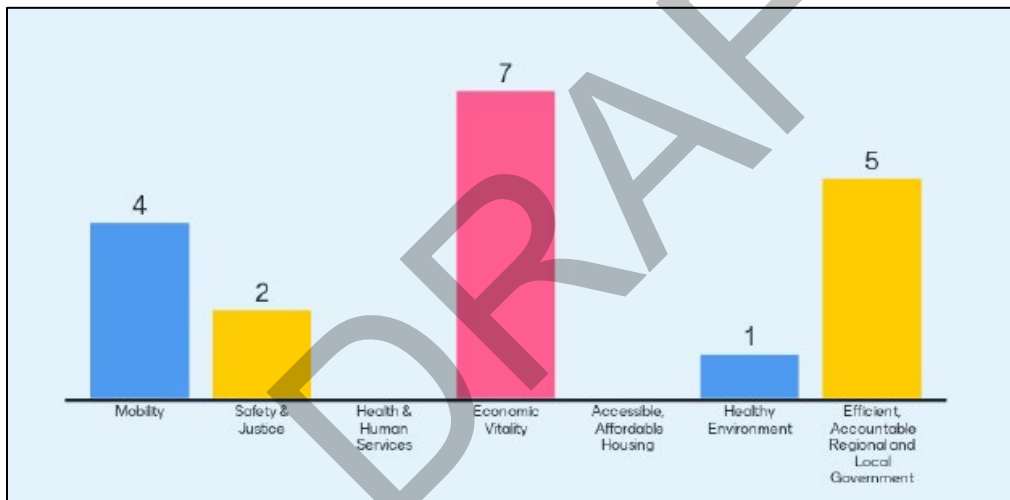
Question #1: Which long-term goals should KCIA pursue? (Pick 2)



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.

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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

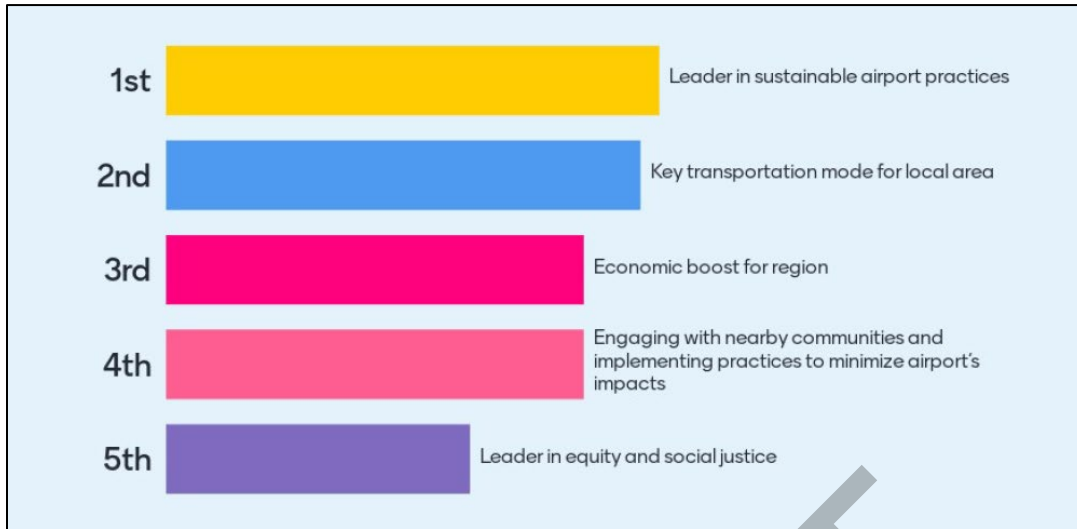
- Bradley Falcetti, Airport Duty Manager (KCIA)
- Brian Bartley, Project Representative (KCIA)
- David Benner, Project Team Leader (AMCG)
- David Decoteau, Airport Deputy Director (KCIA)
- Emma Browning, Community Engagement Consultant support (PRR)
- John Parrott, Airport Director (KCIA)
- Laurence 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

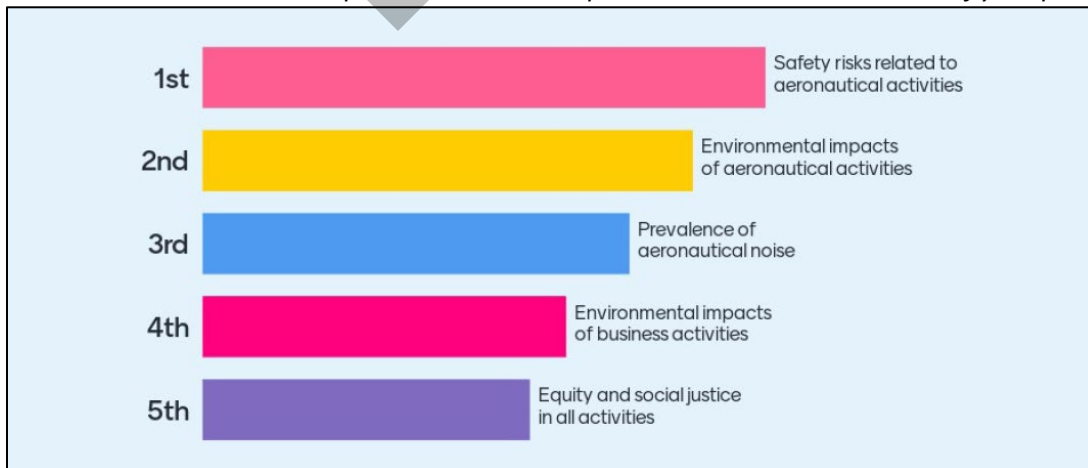
Question #1: In addition to safety and efficiency, what are KCIA's key purposes? Rank them in terms of your priority.



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

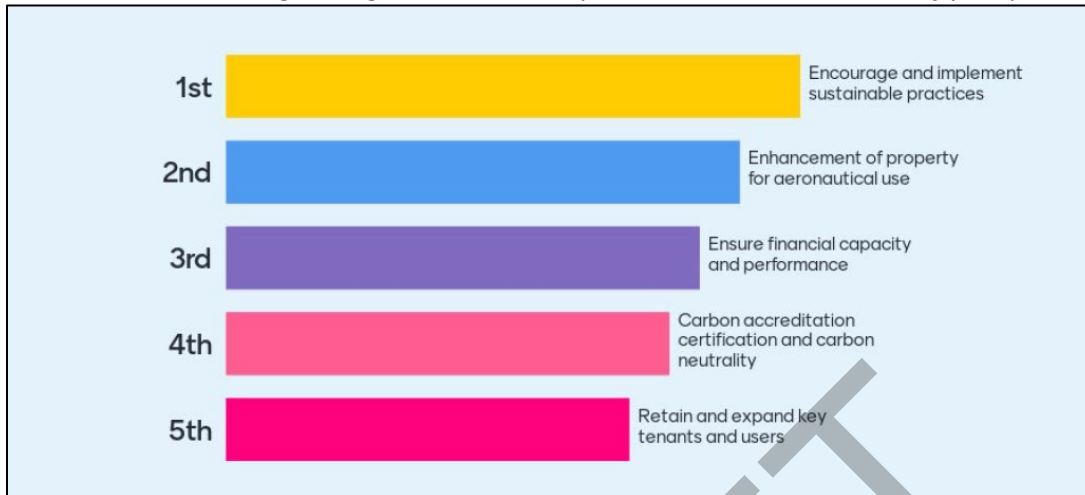


Question #3: Which issues expressed should KCIA prioritize? Rank them in terms of your priority.

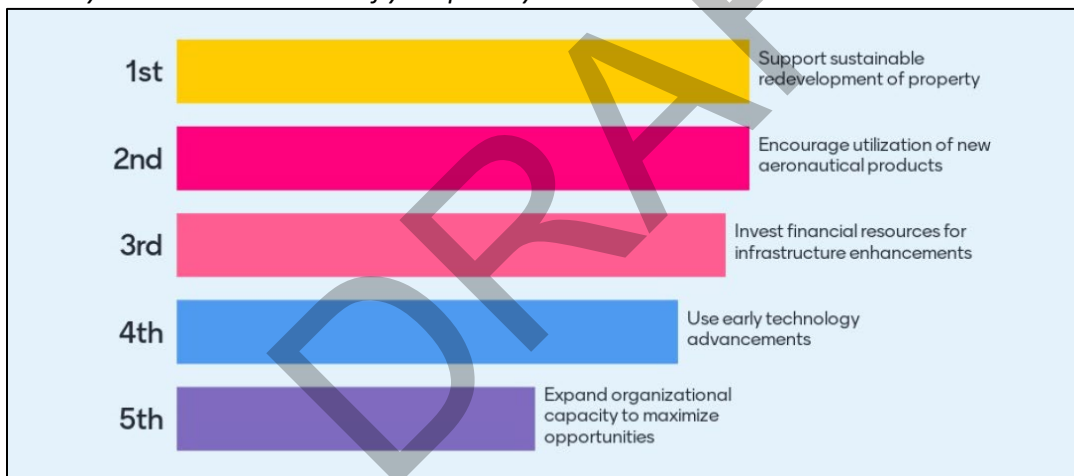


Vision statement

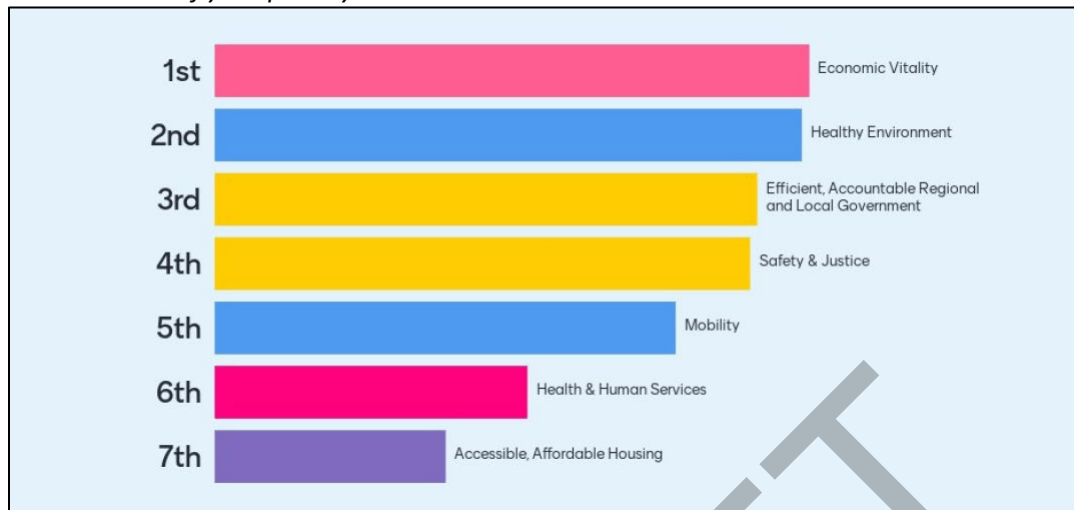
Question #1: Which long-term goals should KCIA pursue? Rank them in terms of your priority.



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

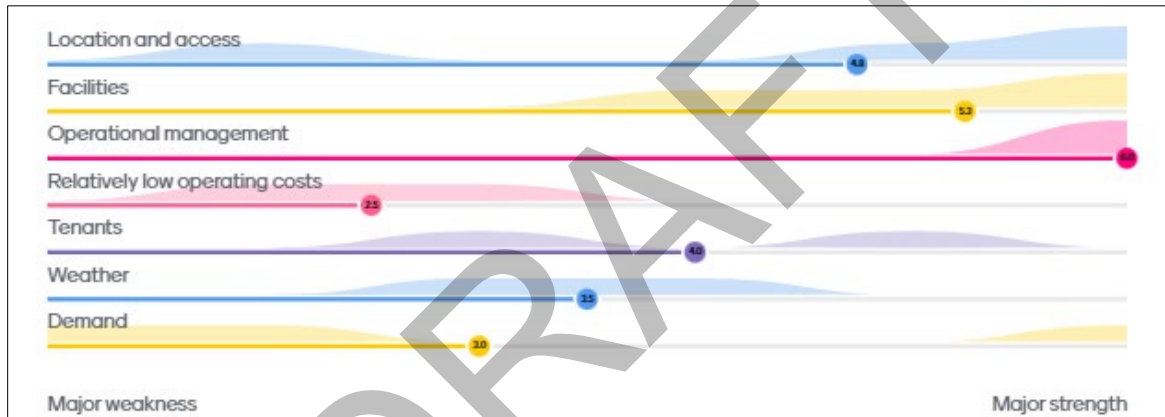
David Benner (AMCG) presented slides and Laurence Idos (PRR) assisted in leading an engagement activity to discuss strengths and weaknesses as well as opportunities and threats. The project team used Mentimeter, an online tool, to gather feedback from participants on the 2014-2020 SWOT analysis. The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

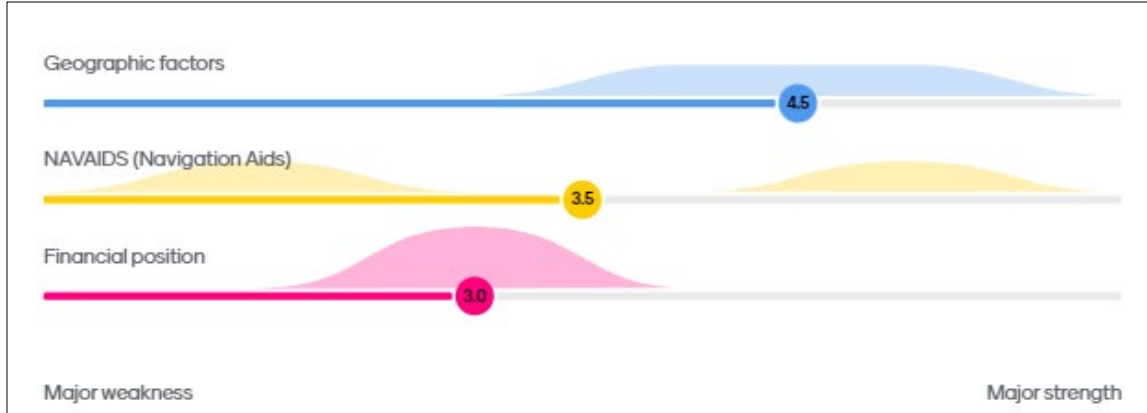


63% of participants responded to this exercise.

- ‘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.”

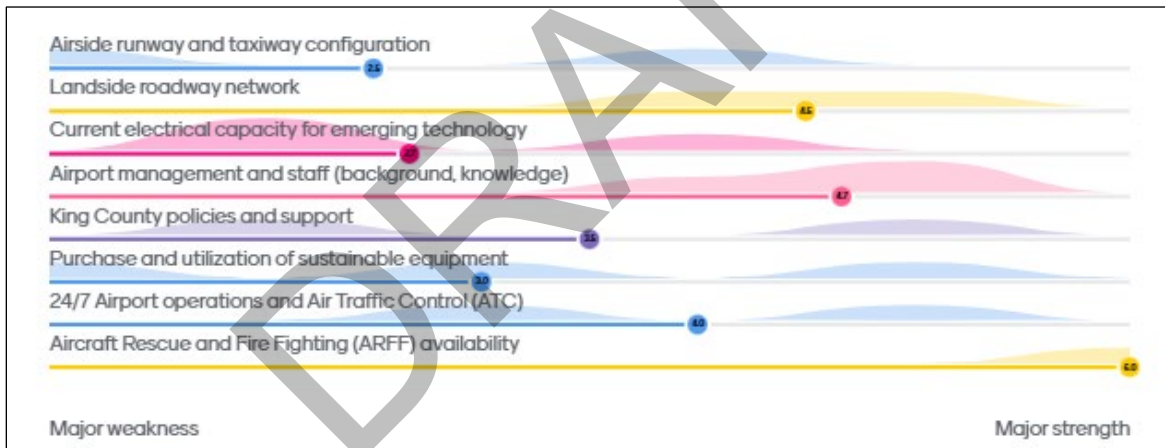
Prompt 2: Classify previously identified weaknesses in terms of relevance today.



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.

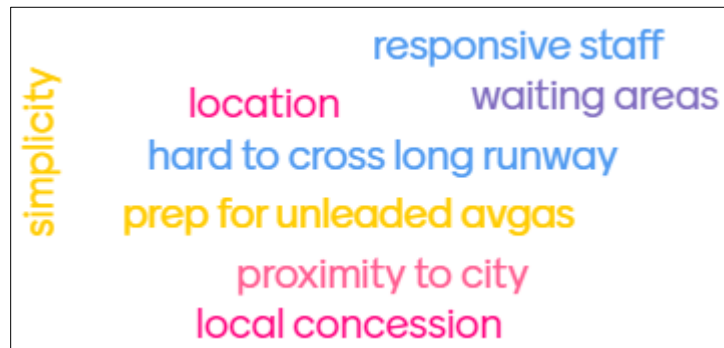


50% of participants responded to this exercise.

- ‘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.



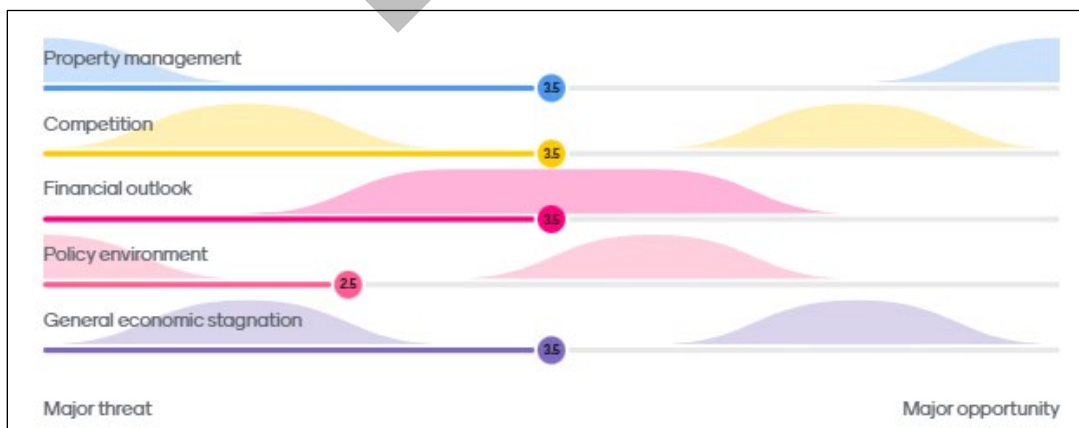
Prompt 5: What are additional weaknesses that have not been listed?



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)

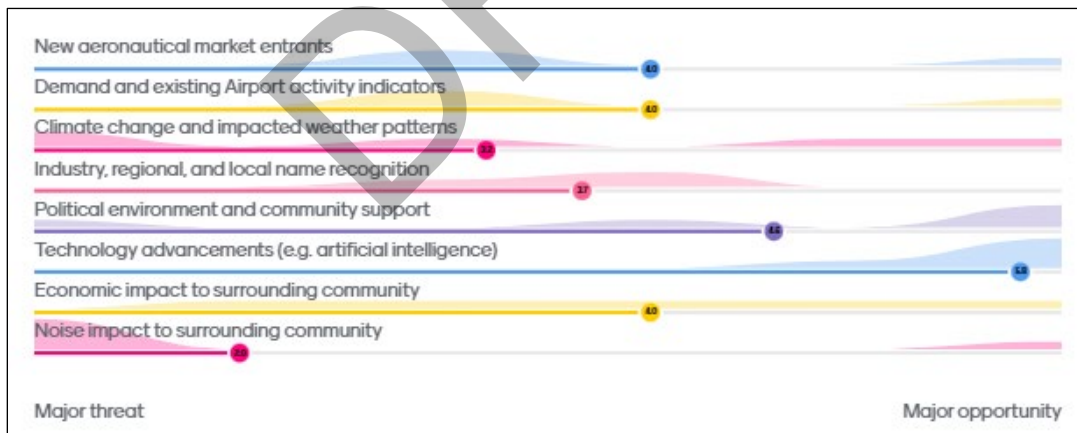
Prompt 7: Classify previously identified threats in terms of relevance today.



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.

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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;">Strengths</p> <p style="text-align: center;">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"> • Airport management and staff • Commitment to tenant/community engagement • Financial position and revenue potential • Location and access • Operational attributes (ARFF, ATC, Airport Operations) • Support for technology and sustainability efforts
<p style="text-align: center;">Weaknesses</p> <p style="text-align: center;">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"> • County policies impact to operation and workflows • Ensuring updated information across departments • Facility availability for customers • Financial practices and spending protocols • Space availability • Utilities constraints on future demand

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






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DRAFT SWOT ANALYSIS UPDATE Opportunities and Threats (External Perspective)

<p style="text-align: center;">Opportunities</p> <p style="text-align: center;">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"> • Economic outlook and current demand • New market entrants • Political environment and community support • Reversion of and transition from land leases • Transition to SAF and unleaded aviation gasoline • Technology advancements through adoption
<p style="text-align: center;">Threats</p> <p style="text-align: center;">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"> • County policies impacting airport • Impact of climate change • Levels of noise, air pollution, and safety concerns • Proliferation of artificial intelligence • Utility and electrification infrastructure

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






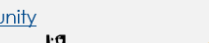



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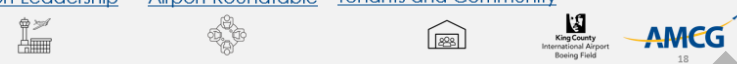
Evaluation Framework

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

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

- 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		Input Group
Objective 1:	<ul style="list-style-type: none"> Configure airside infrastructure to comply with current FAA requirements 	
Objective 2:	<ul style="list-style-type: none"> Identify upcoming lease terminations and implement cohesive and compliant protocols 	
Objective 3:	<ul style="list-style-type: none"> Maintain a fee and rental structure to be as self-sustaining as possible 	
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		Input Group
Objective 1:	<ul style="list-style-type: none"> Prepare infrastructure to accommodate storage of alternative aviation fuels 	
Objective 2:	<ul style="list-style-type: none"> Enhance critical airfield infrastructure 	
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
Objective 1: <ul style="list-style-type: none"> ▪ Create succession plan to ensure effective business continuity for all Airport leadership positions 	
Objective 2: <ul style="list-style-type: none"> ▪ Identify technology options to streamline business processes and workflows 	 
Objective 3:	
Objective 4:	
Objective 5:	

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

- 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.

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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;">Strengths</p> <p style="text-align: center;">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"> • Airport management and staff • Commitment to tenant/community engagement • Financial position and revenue potential • Location and access • Operational attributes (ARFF, ATC, Airport Operations) • Support for technology and sustainability efforts
<p style="text-align: center;">Weaknesses</p> <p style="text-align: center;">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"> • County policies impact to operation and workflows • Ensuring updated information across departments • Facility availability for customers • Financial practices and spending protocols • Space availability • Utilities constraints on future demand

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






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DRAFT SWOT ANALYSIS UPDATE Opportunities and Threats (External Perspective)

<p style="text-align: center;">Opportunities</p> <p style="text-align: center;">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"> • Economic outlook and current demand • New market entrants • Political environment and community support • Reversion of land and transition from land leases • Transition to SAF and unleaded aviation gasoline • Technology advancements through adoption
<p style="text-align: center;">Threats</p> <p style="text-align: center;">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"> • County policies impacting airport • Impact of climate change • Levels of noise, air pollution, and safety concerns • Proliferation of artificial intelligence • Utility and electrification infrastructure

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

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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.

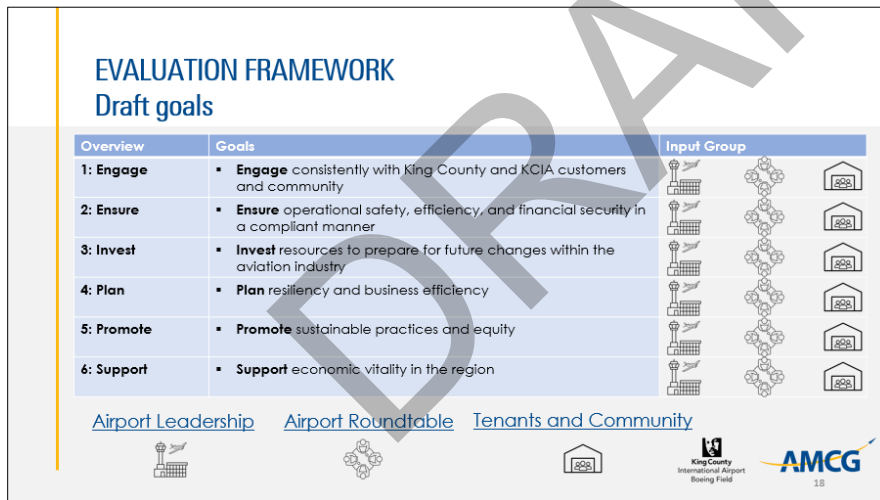
Mark McIntyre, Corporate aviation, asked KCIA leadership if they could share how KCIA compares to other similar airports if this was part of the SWOT analysis. David Benner (AMCG) shared that part of the initial process is to review strategic plans of similar airports. David Decoteau, Airport Deputy 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
1: Engage	<ul style="list-style-type: none"> Engage consistently with King County and KCIA customers and community 	  
2: Ensure	<ul style="list-style-type: none"> Ensure operational safety, efficiency, and financial security in a compliant manner 	  
3: Invest	<ul style="list-style-type: none"> Invest resources to prepare for future changes within the aviation industry 	  
4: Plan	<ul style="list-style-type: none"> Plan resiliency and business efficiency 	  
5: Promote	<ul style="list-style-type: none"> Promote sustainable practices and equity 	  
6: Support	<ul style="list-style-type: none"> Support economic vitality in the region 	  

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

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

- 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.

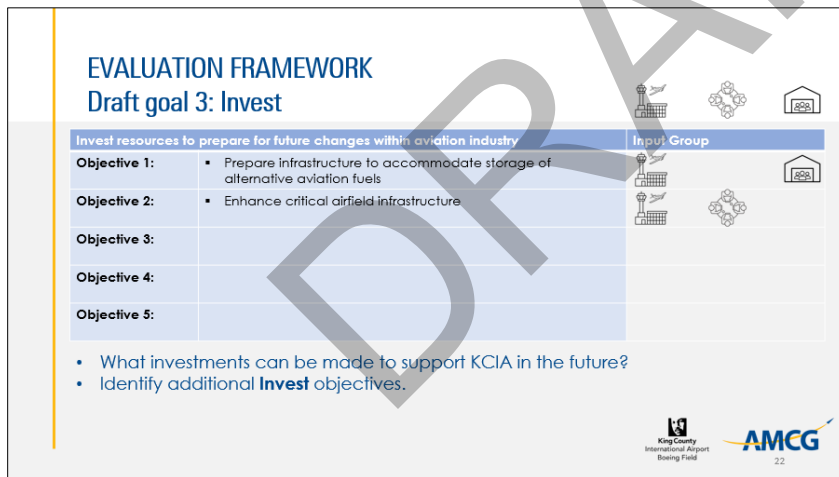
Kelly asked a question on the third objective wondering if there are regulations in place that impact what kind of fee and rental structure that impacts the airport. She also suggested rephrasing the objective to say “maintain a fee and rental structure to be self-sustaining and keep the airport accessible 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.

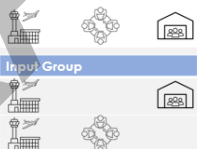

Brian Algiers, SPEEA, asked if the project team have settled on a definition for “customer.” David Benner (AMCG) shared that the team received additional feedback from the survey and the definition will be incorporated into the final plan.

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

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

King County International Airport Boeing Field | AMCG | 22

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

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










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


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

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:

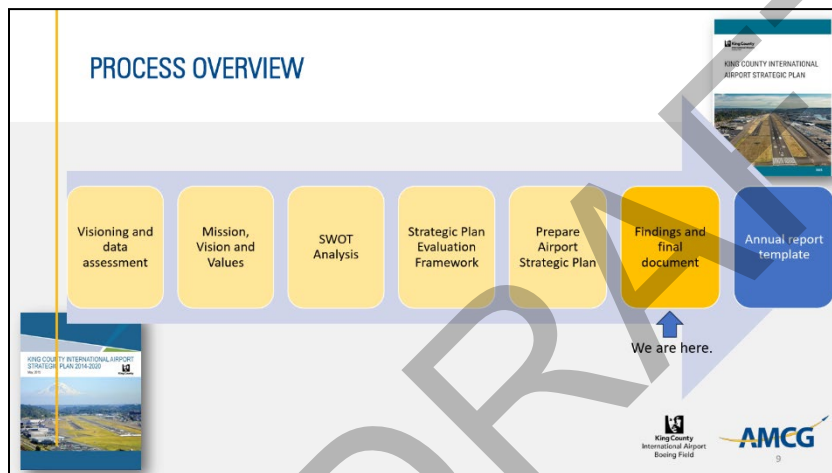
- This is my first workshop. (22%)
- I attended one to two workshops (Mission and Vision, SWOT Analysis, and Evaluation Framework). (22%)
- I attended all three workshops (Mission and Vision, SWOT Analysis, and Evaluation Framework). (11%)
- I attended workshops for other KCIA projects. (0%)

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)

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

DRAFT SWOT ANALYSIS UPDATE
Opportunities and Threats (External Perspective)

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

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
1.1: Redesign website to facilitate engagement and public notices pertinent to Airport initiatives and projects	Identify staff and consultants controlling County websites and host coordination meeting Develop a dedicated Airport webpage that includes current KCIA initiatives Create initiatives calendar outlining future community and tenant meetings Standardize project webpages to convey purpose and opportunities for engagement
1.2: Continue to work cross sectionally with other County departments to review proposed policies for impact	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 and provide appropriate feedback

- 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
3.1: Prepare infrastructure to accommodate storage of alternative aviation fuels (jet fuel, sustainable aviation fuel (SAF), avgas, and unleaded aviation gasoline)	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
3.2: Enhance critical electrical airfield infrastructure	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
3.3: Allocate funding to sustainable technologies or initiatives	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

• 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

• 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


• 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
5.1: Update policies to encourage utilization of sustainable aviation fuel and unleaded aviation gasoline	Revise rates and charges to incentivize utilization of sustainable aviation fuel (SAF) Implement <i>Minimum Standards</i> requiring transition to certified unleaded aviation gasoline
5.2: Procure environmentally friendly products, vehicles, and equipment upon replacement or acquiring new	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
5.3: Promote environmental stewardship in County-owned facilities	Identify sustainability enhancements of County-owned facilities Create asset replacement program conveying future enhancements Implement environmentally conscious operational practices
5.4: Enhance equitable practices through local entities	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
6.1: Support a thriving, safety-conscious workforce	Provide appropriate training, stress management, and personal wellness opportunities Create workforce development programs to support local employment (e.g., career day)
6.2: Support local businesses through expanded economic opportunities	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
6.3: Explore opportunities to purchase additional contiguous land and facilities	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 STRATEGIC PLAN

2025-2035

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.




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DRAFT STRATEGIC PLAN

SWOT ANALYSIS

Based on multiple SWOT analyses conducted during KICIA management and staff and board's community meetings, as well as stakeholder and community input, the SWOT analysis, strengths, weaknesses, opportunities, and threats are as follows:

Strengths

- Strong community support
- Proven track record
- Experienced leadership
- Strong financial performance

Weaknesses

- Limited marketing budget
- Limited staff resources
- Limited community engagement
- Limited data collection

Opportunities

- Growing regional population
- Increasing demand for air travel
- Expanding cargo and logistics services
- Growing interest in sustainable aviation

Threats

- Increasing competition from other airports
- Changing regulatory environment
- Fluctuating fuel prices
- Changing economic conditions

GOAL 1 ENGAGE

Engage consistently with King County and customers, and community

KICIA has achieved being an integral part of the community and needs to engage its community as a strategic, consistent priority. This goal further KICIA's mission to consistently communicate through multiple channels, identify and provide pertinent data information, and, accordingly, the community, in a consistent manner.

First, regular engagement with King County, KICIA's parent organization, is essential. KICIA aligns with regional partners to consistently lead and guide safety. This relationship also facilitates compliance with local, state, and federal regulations. Additionally, KICIA will continue to engage with stakeholders such as general aviation, business, regional, and national, and passenger. KICIA will continue to partner with the local business service organizations, facility operators and community experience to regularly be open to a two-way dialogue and receive feedback on their operations.

Defining community digital platform priorities will be important to being consistently engaged. Strategic engagement and alignment with regional partners, including airport, business, and passenger, will be essential to ensure a positive customer and community experience in response to airport goals as the regional hub and transit destination.

GOAL 1 ENGAGE

Objective, Strategies & Measures

Objective 1.1

Establish a digital platform to consistently engage with the community and stakeholders.

Strategies

- Develop a digital platform strategy
- Implement a digital platform
- Engage with stakeholders

Measure

Establish a digital platform to consistently engage with the community and stakeholders.

Strategies

- Develop a digital platform strategy
- Implement a digital platform
- Engage with stakeholders

Objective 1.2

Establish a digital platform to consistently engage with the community and stakeholders.

Strategies

- Develop a digital platform strategy
- Implement a digital platform
- Engage with stakeholders

Measure

Establish a digital platform to consistently engage with the community and stakeholders.




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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

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Appendix C: Airport tenants and community members registrant list

This list does not include any emails or contact information.

First Name	Last Name
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

DRAFT

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.”