



# King County

1200 King County  
Courthouse  
516 Third Avenue  
Seattle, WA 98104

## Meeting Agenda Government Accountability and Oversight Committee

*Councilmembers:*  
*Pete von Reichbauer, Chair;*  
*Reagan Dunn, Vice Chair;*  
*Teresa Mosqueda, Sarah Perry*

*Lead Staff: Melissa Bailey (206-263-0114)*  
*Co-Lead Staff: Gene Paul (206-477-9378)*  
*Committee Clerk: Blake Wells (206-263-1617)*

9:30 AM

Tuesday, July 8, 2025

Hybrid Meeting

Hybrid Meetings: Attend the King County Council committee meetings in person in Council Chambers (Room 1001), 516 3rd Avenue in Seattle, or through remote access. Details on how to attend and/or to provide comment remotely are listed below.

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

**HOW TO PROVIDE PUBLIC COMMENT:** The Government Accountability and Oversight Committee values community input and looks forward to hearing from you on agenda items.

There are three ways to provide public comment:

1. In person: You may attend the meeting and provide comment in the Council Chambers.
2. By email: You may comment in writing on current agenda items by submitting your email comments to [kcccomitt@kingcounty.gov](mailto:kcccomitt@kingcounty.gov). If your email is received by 8:00 a.m. on the day of the meeting, your email comments will be distributed to the committee members and appropriate staff prior to the meeting.
3. Remote attendance at the meeting by phone or computer (see "Connecting to the Webinar" below).

You may provide oral comment on current agenda items during the meeting's public comment period.



Sign language and interpreter services can be arranged given sufficient notice (206-848-0355).  
TTY Number - TTY 711.  
Council Chambers is equipped with a hearing loop, which provides a wireless signal that is picked up by a hearing aid when it is set to 'T' (Telecoil) setting.



You are not required to sign up in advance. Comments are limited to current agenda items.

You have the right to language access services at no cost to you. To request these services, please contact Language Access Coordinator, Tera Chea at 206 477 9259 or email [tera.chea2@kingcounty.gov](mailto:tera.chea2@kingcounty.gov) by 8:00 a.m. three business days prior to the meeting.

**CONNECTING TO THE WEBINAR:**

Webinar ID: 837 8133 8556

By computer using the Zoom application at <https://zoom.us/join> and the webinar ID above.

Via phone by calling 1 253 215 8782 and using the webinar ID above.

**HOW TO WATCH/LISTEN TO THE MEETING REMOTELY:** There are several ways to watch or listen in to the meeting:

- 1) Stream online via this link: <http://www.kingcounty.gov/kctv>, or input the link web address into your web browser.
- 2) Watch King County TV on Comcast Channel 22 and 322(HD) and Astound Broadband Channels 22 and 711(HD)
- 3) Listen to the meeting by telephone – See “Connecting to the Webinar” above.

To help us manage the meeting, if you do not wish to be called upon for public comment please use the Livestream or King County TV options listed above, if possible, to watch or listen to the meeting.

1. **Call to Order**

To show a PDF of the written materials for an agenda item, click on the agenda item below.

2. **Roll Call**

3. **Approval of Minutes** p. 4

*June 10, 2025 meeting minutes*

4. **Public Comment**



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## Discussion and Possible Action

5. [Proposed Motion No. 2025-0148](#) p. 9

A MOTION confirming the executive's appointment of Marsha Matsumoto, who resides in council district four, to the King County board of ethics.

**Sponsors:** Barón

*Olivia Brey, Council staff*

*Contingent upon referral to the Government Accountability and Oversight Committee*

## Briefing

6. [Briefing No. 2025-B0107](#) p. 15

King County International Airport Real Estate Management Briefing

*John Parrott, Director, King County International Airport*

*David Decoteau, Deputy Director, King County International Airport*

*Drew Zimmerman, Interim Director, Facilities Management Division*

*Julie Ockerman, Real Estate Section Manager, Facilities Management Division*

## Other Business

## Adjournment



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# King County

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## Meeting Minutes Government Accountability and Oversight Committee

### *Councilmembers:*

*Pete von Reichbauer, Chair;  
Reagan Dunn, Vice Chair;  
Teresa Mosqueda, Sarah Perry*

*Lead Staff: Melissa Bailey (206-263-0114)*

*Co-Lead Staff: Gene Paul (206-477-9378)*

*Committee Clerk: Blake Wells (206-263-1617)*

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9:30 AM

Tuesday, June 10, 2025

Hybrid Meeting

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### DRAFT MINUTES

1. **Call to Order**

*Chair von Reichbauer called the meeting to order at 9:30 a.m.*

2. **Roll Call**

*Councilmember Dembowski was also in attendance.*

**Present:** 4 - von Reichbauer, Dunn, Mosqueda and Perry

3. **Approval of Minutes**

*Councilmember Perry moved approval of the May 13, 2025 meeting minutes. Seeing no objections, the minutes were approved.*

4. **Public Comment**

*There was no one present to provide public comment.*

## Discussion and Possible Action

5. [Proposed Motion No. 2025-0102](#)

A MOTION confirming the executive's appointment of Crystal Goodwin, who resides in council district seven, to the King County Library System board of trustees.

*Gene Paul, Council staff, briefed the committee. Crystal Goodwin, appointee to the King County Library System Board of Trustees, provided comments and answered questions from the members. Heidi Daniel, Executive Director, King County Library System, provided remarks.*

**A motion was made by Councilmember Perry that this Motion be Recommended Do Pass Consent. The motion carried by the following vote:**

**Yes:** 4 - von Reichbauer, Dunn, Mosqueda and Perry

6. [Proposed Ordinance No. 2025-0085](#)

AN ORDINANCE relating to the personnel system; amending Ordinance 9088, Section 1, and K.C.C. 3.12.005, Ordinance 12014, Section 5, as amended, and K.C.C. 3.12.010, Ordinance 12014, Section 6, and K.C.C. 3.12.020, Ordinance 12014, Section 7, as amended, and K.C.C. 3.12.040, Ordinance 12014, Section 8, as amended, and K.C.C. 3.12.042, Ordinance 12014, Section 9, as amended, and K.C.C. 3.12.044, Ordinance 12014, Section 10, and K.C.C. 3.12.050, Ordinance 12014, Section 11, as amended, and K.C.C. 3.12.060, Ordinance 4324, Section 14, and K.C.C. 3.12.080, Ordinance 12014, Section 12, and K.C.C. 3.12.090, Ordinance 12014, Section 13, as amended, and K.C.C. 3.12.100, Ordinance 12014, Section 14, as amended, and K.C.C. 3.12.110, Ordinance 12014, Section 15, as amended, and K.C.C. 3.12.120, Ordinance 12014, Section 34, as amended, and K.C.C. 3.12.123, Ordinance 12077, Section 3, as amended, and K.C.C. 3.12.125, Ordinance 4324, Section 38, and K.C.C. 3.12.140, Ordinance 12014, Section 18, as amended, and K.C.C. 3.12.180, Ordinance 18572, Section 1, as amended, and K.C.C. 3.12.184, Ordinance 12014, Section 36, as amended, and K.C.C. 3.12.188, Ordinance 12014, Section 19, as amended, and K.C.C. 3.12.190, Ordinance 12052, Section 1, as amended, and K.C.C. 3.12.210, Ordinance 12014, Section 20, as amended, and K.C.C. 3.12.215, Ordinance 18408, Section 2, as amended, and K.C.C. 3.12.219, Ordinance 12014, Section 21, as amended, and K.C.C. 3.12.220, Ordinance 18191, Section 4, and K.C.C. 3.12.221, Ordinance 15558, Section 2, as amended, and K.C.C. 3.12.222, Ordinance 12014, Section 22, as amended, and K.C.C. 3.12.223, Ordinance 13743, Section 1, as amended, and K.C.C. 3.12.224, Ordinance 7956, Section 6, as amended, and K.C.C. 3.12.225, Ordinance 19563, Section 7, as amended, and K.C.C. 3.12.227, Ordinance 12014, Section 23, as amended, and K.C.C. 3.12.230, Ordinance 12077, Section 5, as amended, and K.C.C. 3.12.240, Ordinance 12014, Section 25, as amended, and K.C.C. 3.12.250, Ordinance 12014, Section 26, as amended, and K.C.C. 3.12.260, Ordinance 9967, Section 2, as amended, and K.C.C. 3.12.262, Ordinance 12014, Section 27, as amended, and K.C.C. 3.12.270, Ordinance 12014, Section 28, and K.C.C. 3.12.280, Ordinance 12014, Section 29, as amended, and K.C.C. 3.12.290, Ordinance 12014, Section 30, as amended, and K.C.C. 3.12.300, Ordinance 4324, Section 9, and K.C.C. 3.12.310, Ordinance 12014, Section 31, as amended, and K.C.C. 3.12.330, Ordinance 12498, Sections 1, 4-7, and K.C.C. 3.12.335, Ordinance 12014, Section 32, as amended, and K.C.C. 3.12.350, Ordinance 12014, Section 33, and K.C.C. 3.12.360, Ordinance 16640, Section 3, as amended, and K.C.C. 3.12.400, Ordinance 12943, Section 13, and K.C.C. 3.12A.010, Ordinance 12943, Section 14, as amended, and K.C.C. 3.12A.020, Ordinance 12943, Section 15, and K.C.C. 3.12A.030, Ordinance 12943, Section 16, and K.C.C. 3.12A.040, Ordinance 12943, Section 17, as amended, and K.C.C. 3.12A.050, Ordinance 12943, Section 18, and K.C.C. 3.12A.060, Ordinance 18696, Section 2, and K.C.C. 3.12S.010, Ordinance 12014, Section 46, as amended, and K.C.C. 3.14.010, Ordinance 8179, Section 2, and K.C.C. 3.14.020, Ordinance 12014, Section 47, as amended, and K.C.C. 3.14.030,

Ordinance 12014, Section 48, as amended, and K.C.C. 3.14.040, Ordinance 1282, Section 6, as amended, and K.C.C. 3.15.060, Ordinance 12014, Section 50, as amended, and K.C.C. 3.15.020, Ordinance 12014, Section 54, and K.C.C. 3.15.110, Ordinance 12014, Section 51, as amended, and K.C.C. 3.15.025, Ordinance 14233, Section 5, as amended, and K.C.C. 3.15.120, Ordinance 12014, Section 52, as amended, and K.C.C. 3.15.030, Ordinance 14233, Section 6, as amended, and K.C.C. 3.15.130, Ordinance 14233, Section 7, as amended, and K.C.C. 3.15.140, Ordinance 1780, Section 3, as amended, and K.C.C. 3.15.050, Ordinance 197, Section 1, as amended, and K.C.C. 3.16.010, Ordinance 11480, Section 5, and K.C.C. 3.16.012, Ordinance 10631, Section 2, as amended, and K.C.C. 3.16.015, Ordinance 197, Section 2, as amended, and K.C.C. 3.16.020, Ordinance 11480, Section 7, as amended, and K.C.C. 3.16.025, Ordinance 8658, Section 1, as amended, and K.C.C. 3.16.040, Ordinance 12014, Section 55, as amended, and K.C.C. 3.16.050, Ordinance 14287, Section 5, as amended, and K.C.C. 3.16.055, Ordinance 13000, Section 2, as amended, and K.C.C. 3.16.060, Ordinance 1902, Section 1, as amended, and K.C.C. 3.28.010, Ordinance 12077, Section 12, as amended, and K.C.C. 3.30.010, Ordinance 11183, Section 1, and K.C.C. 3.30.020, Ordinance 10930, Sections 3-4, as amended, and K.C.C. 3.30.030, Ordinance 12077, Section 14, as amended, and K.C.C. 3.30.050, Ordinance 12077, Section 15, as amended, and K.C.C. 3.30.060, Ordinance 10930, Section 11, as amended, and K.C.C. 3.30.070, Ordinance 8575, Section 1, as amended, and K.C.C. 3.36.010, Ordinance 8575, Section 2, as amended, and K.C.C. 3.36.020, Ordinance 8575, Section 3, as amended, and K.C.C. 3.36.030, Ordinance 17332, Section 4, and K.C.C. 3.36.035, Ordinance 16035, Section 5, as amended, and K.C.C. 3.36.045, Ordinance 16035, Section 6, as amended, and K.C.C. 3.36.055, Ordinance 16035, Section 7, as amended, and K.C.C. 3.36.065, Ordinance 16035, Section 8, as amended, and K.C.C. 3.36.075, adding new sections to K.C.C. chapter 3.15, adding a new section to K.C.C. chapter 3.30, recodifying K.C.C. 3.15.060, K.C.C. 3.15.110, K.C.C. 3.15.120, K.C.C. 3.15.130, K.C.C. 3.15.140, K.C.C. 3.15.145, and K.C.C. 3.15.135, repealing Ordinance 4324, Section 7, as amended, and K.C.C. 3.12.030, Ordinance 12014, Section 16, and K.C.C. 3.12.130, Ordinance 4324, Section 37, and K.C.C. 3.12.150, Ordinance 4324, Section 34, and K.C.C. 3.12.160, Ordinance 12014, Section 17, as amended, and K.C.C. 3.12.170, Ordinance 11149, Sections 1-4, as amended, and K.C.C. 3.12.187, Ordinance 14591, Section 2, as amended, and K.C.C. 3.12.218, Ordinance 12014, Section 24, as amended, and K.C.C. 3.12.247, Ordinance 4324, Section 33, as amended, and K.C.C. 3.12.320, Ordinance 4324, Section 4, and K.C.C. 3.12.340, Ordinance 9498, Section 14, and K.C.C. 3.12.365, Ordinance 1282, Section 5, as amended, and K.C.C. 3.15.040, Ordinance 1282, Section 7, as amended, and K.C.C. 3.15.070, Ordinance 8299, Section 1, and K.C.C. 3.15.080, Ordinance 12014, Section 53, as amended, and K.C.C. 3.15.100, Ordinance 16818, Section 1, and K.C.C. 3.15.150, Ordinance 16818, Section 2, as amended, and K.C.C. 3.15.160, Ordinance 16818, Section 3, and K.C.C. 3.15.170, and Ordinance 16818, Section 4, as amended, and K.C.C. 3.15.180, and establishing an expiration date.

*Gene Paul, Council staff, briefed the committee and answered questions from the members. Jay Osborne, Director, Department of Human Resources, provided comments.*

**A motion was made by Councilmember Perry that this Ordinance be Recommended Do Pass. The motion carried by the following vote:**

**Yes:** 4 - von Reichbauer, Dunn, Mosqueda and Perry

7. [Proposed Ordinance No. 2025-0090](#)

AN ORDINANCE relating to privacy rights, limiting the collection of gender information; and amending Ordinance 12550, Section 3, as amended, and K.C.C. 2.14.030.

*Councilmember Dembowski provided remarks. Gene Paul, Council staff, briefed the committee. Monisha Harrell, Director, Office of Equity, Racial and Social Justice, provided comments and answered questions from the members. Jay Osborne, Director, Department of Human Resources, also provided comments.*

**A motion was made by Councilmember Mosqueda that this Ordinance be Recommended Do Pass Consent. The motion carried by the following vote:**

**Yes:** 4 - von Reichbauer, Dunn, Mosqueda and Perry

## Briefing

8. [Briefing No. 2025-B0088](#)

Audit Report: Jail Health Services

*Brooke Leary, Audit Director, King County Auditor's Office, briefed the committee. Basil Hariri, Auditor II, King County Auditor's Office, and Mia Neidhardt, Supervising Auditor, King County Auditor's Office, briefed the committee via a PowerPoint presentation and answered questions from the members. Danotra McBride, Jail Health Services Deputy Division Director, Public Health - Seattle & King County, provided comments and answered questions from the members.*

**This matter was Presented**

9. [Briefing No. 2025-B0089](#)

Audit Report: King County's Cybersecurity Program

*The Chair recessed the meeting at 10:33 a.m. into Executive Session under RCW 42.30.110(1)(a)(ii), regarding information related to systems security and/or vulnerabilities and other information that if made public may increase the risk to the confidentiality, integrity, or availability of agency security or to information technology infrastructure or assets.*

*The Chair extended Executive Session for 10 minutes, until 10:53 a.m.  
The Chair extended Executive Session for 10 minutes, until 11:03 a.m.  
The Chair reconvened the meeting at 11:03 a.m.*

**This matter was Presented**

## Other Business

*There was no other business to come before the committee.*

## Adjournment

*The meeting was adjourned at 11:04 a.m.*

Approved this \_\_\_\_\_ day of \_\_\_\_\_

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Clerk's Signature





## King County

# Metropolitan King County Council Government Accountability and Oversight Committee

### STAFF REPORT

<b>Agenda Item:</b>	5	<b>Name:</b>	Olivia Brey
<b>Proposed No.:</b>	2025-0148	<b>Date:</b>	July 8, 2025

### SUBJECT

Proposed Motion 2025-0148 would confirm the Executive's appointment of Marsha Matsumoto to the King County Board of Ethics for a partial term expiring on July 31, 2026. Ms. Matsumoto would be filling a Board-nominated position.

### BACKGROUND

The King County Board of Ethics was created by Ordinance 1321 in 1972 “to ensure proper implementation of the code of ethics and to investigate and report on conflicts of interest.”<sup>1</sup> The Board of Ethics provides advisory opinions on questions of ethics whenever requested or when deemed necessary in the public interest.<sup>2</sup>

The Board consists of five members: two to be appointed by the County Executive, two to be appointed by the County Executive from a list of nominees submitted by the County Council, and a fifth member, who serves as chair and is appointed by the County Executive from a list of nominees submitted by the other four members. Each member serves a term of three years. King County Code is silent on the number of terms a Board member may serve. All appointments to the Board are subject to confirmation by the Council.<sup>3</sup>

In 2023, Ordinance 1966<sup>4</sup> made a change to the Board of Ethics to include requirements that members of the Board have demonstrated experience applicable to carrying out the Board's responsibilities. The code also specifies that members should have a “strong commitment to an accountable, transparent, and well-managed board of ethics.”<sup>5</sup>

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<sup>1</sup> [K.C.C. 3.04.090](#)

<sup>2</sup> [K.C.C. 3.04.100](#)

<sup>3</sup> [K.C.C. 3.04.080.A.](#)

<sup>4</sup> [King County – File #:2024-0180](#)

<sup>5</sup> [K.C.C. 3.04.080.B.](#)

## **APPOINTEE INFORMATION**

Marsha Matsumoto is a resident of Council District Four and is a retired disciplinary counsel for the Washington State Bar Association. In this role, Ms. Matsumoto investigated and prosecuted allegations of unethical conduct against lawyers in Washington and established an ethics school for lawyers who participated in diversion as a way to resolve a grievance filed against them. During her career, Ms. Matsumoto also worked as an Assistant Ombudsman for King County, investigating ethics, whistleblower, and citizen complaints. In her application materials, Ms. Matsumoto expressed her commitment to public service.

## **ANALYSIS**

If confirmed by the Council, Marsha Matsumoto would be appointed as a Board-nominated member. The proposed Board Profile, including the appointee, is shown in Table 1.

**Table 1. Proposed Board Profile**

<b>Pos. #</b>	<b>Name</b>	<b>K.C.C. District</b>	<b>Background and/or Representing</b>	<b>Date Appointed</b>	<b>Term Expires</b>	<b># of Appointed Terms</b>
1	Michael Blake	1	Council-nominated	3/8/23	7/31/26	1 Partial / 2 Full
2	Marsha Matsumoto (pending nomination)	4	Board-nominated	To be determined	7/31/26	1 Partial, subject to Council confirmation
3	Laura Crandall	2	Executive-nominated	11/20/24	7/31/27	1 Partial / 1 Full
4	Bruce Davis	8	Executive-nominated	11/20/24	7/31/27	1 Partial / 1 Full
5	Amy Calderwood	4	Council-nominated	12/4/24	7/31/26	1 Partial

Staff has not identified any issues with the proposed appointment. It appears to be consistent with the requirements of the King County Code.

## **INVITED**

- Marsha Matsumoto, Appointee, King County Board of Ethics
- Thomas Barrington, Staff Liaison, King County Board of Ethics

## **ATTACHMENTS**

1. Proposed Motion 2025-0148
2. Transmittal Letter

**KING COUNTY**

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

**Signature Report****Motion****Proposed No. 2025-0148.1****Sponsors Barón**

- 1                   A MOTION confirming the executive's appointment of
- 2                   Marsha Matsumoto, who resides in council district four, to
- 3                   the King County board of ethics.
- 4           BE IT MOVED by the Council of King County:
- 5           The county executive's appointment of Marsha Matsumoto, who resides in
- 6   council district four, to the King County board of ethics, for a partial term to expire on

7 July 31, 2026, is hereby confirmed.

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

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Girmay Zahilay, Chair

ATTEST:

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Melani Hay, Clerk of the Council

APPROVED this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_.

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Shannon Braddock, County Executive

**Attachments:** None



## King County

**Shannon Braddock**

King County Executive

401 Fifth Avenue, Suite 800

Seattle, WA 98104

**206-477-3306** Fax 206-296-0194

TTY Relay: 711

[www.kingcounty.gov](http://www.kingcounty.gov)

May 19, 2025

The Honorable Girmay Zahilay  
Chair, King County Council  
Room 1200  
C O U R T H O U S E

Dear Councilmember Zahilay:

This letter transmits a proposed Motion confirming the appointment of Marsha Matsumoto, who resides in council district four, to the King County Board of Ethics, for a partial term expiring July 31, 2026.

Ms. Matsumoto's application, financial disclosure, board profile, and appointment letter, are enclosed to serve as supporting and background information to assist the Council in considering confirmation.

Thank you for your consideration of the proposed legislation. If you have any questions about this appointment, please have your staff call Tala Mahmoud, External Affairs Coordinator, at (206) 477-3306.

Sincerely,

Shannon Braddock  
King County Executive

Enclosures

cc: King County Councilmembers  
    ATTN: Stephanie Cirkovich, Chief of Staff, King County Council  
            Melani Hay, Clerk of the Council  
Karan Gill, Deputy Executive, Chief of Staff, Office of the Executive  
Stephanie Pure, Council Relations Director, Office of the Executive

The Honorable Girmay Zahilay

May 19, 2025

Page 2

Tala Mahmoud, External Affairs Coordinator, Office of the Executive  
Thomas Barrington, Staff Liaison  
Marsha Matsumoto



**King County**

International Airport  
Boeing Field

## KCIA Real Estate

**July 8, 2025**

John Parrott, AAE  
David Decoteau, AAE



# HANGAR OCCUPANCY

- 100% of airport-owned and operated hangars are currently leased.
  - KCIA operates 11 small Executive Hangars and 61 T-Hangars (T-Hangars fit small single-engine aircraft).
- Three fixed based operators (FBOs) and one commercial hangar operator sublease and manage their hangar space under master lease agreements. Vacancy data is unavailable because these tenants are not required to report occupancy under the lease terms.



# RESPONSIBILITY FOR EXECUTING RENTAL AGREEMENTS

- King County Code 4.56.060 authorizes Facilities Management Division (FMD) to oversee all King County International Airport (KCIA ) real estate transactions and lease administration for KCIA properties & facilities.
- FMD manages all real estate transactions in accordance with King County Code.
  - **KCC 4.56.010:** Leases must charge fair market rent to protect public assets.
  - **KCC 4.56.150:** Defines who has the authority to lease county property and ensures all leases are properly approved.
  - **KCC 4.56.160:** FMD follows public notice and competitive selection to ensure fair lease awards.
  - **KCC 4.56.180:** Lease terms must meet code rules for length, use, and renewals.

# LEASING AND REAL ESTATE PROCESS

- **T-Hangars:** Managed through a waitlist system; awarded based on seniority and affirmative response, per the 2016 [Leasing Framework Working Group Report guidelines](#).
- **Larger Hangars/Ground Leases:** FMD on behalf of KCIA follows established King County Code and policy guidelines for all tenant lease and real estate transactions to ensure transparency, fairness, and alignment with public interest.

# SKY HARBOUR LLC'S ROLE AND REVENUE IMPACT

- **Type of Operator:**

Sky Harbour LLC (SKYH) is a commercial hangar operator currently under a 12-month lease term with King County.

- **Operational Model:**

Under this agreement, SKYH is responsible for operating, maintaining, and sub-leasing the hangar facilities. This reduces direct management responsibilities for the County.

- **Revenue Sharing:**

The revenue is split 50/50 between King County and SKYH, based on the rental income SKYH collects from its subtenants.

# LEASING STRATEGY

## Lease Framework Working Group Recommendations

- **Optimize Highest & Best Use:** Use a portfolio-based evaluation of all airport parcels to ensure land is allocated to its most strategic, revenue-generating aviation or non-aviation uses
- **Reduce Vacancy & Boost Utilization:** Implement dynamic leasing strategies—like competitive bidding, direct negotiations, and public advertising—to fill hangars and long-term leases efficiently

# LEASING STRATEGY CONTINUED

- **Maximize Revenue via Fair Market Appraisals:** Tie monthly hangar and long-term lease rates to updated 3-year appraisals to reflect true market value—ensuring financial stability and aligning with FAA Grant Assurances
- **Ensure Fair Market Value (FMV) Compliance:** Maintain FMV-aligned rent for both short-term and long-term leases, per King County Code and FAA requirements
- **Diversify Tenant Operations & Services:** Attract a wider range of operators and services to strengthen airport offerings.

# LEASING STRATEGY CONTINUED

- **Support Job Creation & Economic Growth:** Use lease terms to encourage tenant investment that boost jobs and the local economy.
- **Leverage Long-Term Lease Incentives:** Offer long-term leases to support tenant investments while protecting airport interests.
- **Enhance Strategic Award & Appraisal Practices:** Set clear, strategic, and fair criteria for awarding leases.

# COMPARATIVE LEASING STRATEGIES

- **Paine Field:** Offers direct leasing, condo-style hangars, and subleasing via brokers like CBRE. Similar to KCIA, but with more vacancies and active condo associations.
- **Renton Airport:** Primarily leases directly through the airport; FBOs also manage hangar leasing.
- **Van Nuys Airport:** Uses a leasing model comparable to BFI and Paine Field.
- **Note:** Leasing models vary slightly between airports based on governance, available inventory, and market conditions.

# COMPETITIVE AND COMPARABLE AIRPORTS

- KCIA uniquely blends general aviation, cargo, corporate aviation, and Boeing manufacturing alongside prime Seattle commercial land, making true airport comparisons difficult.
- The following table highlights different airports as examples of varied leasing and management approaches.



# COMPETITIVE AND COMPARABLE AIRPORTS

Comparable Airports	Fuel Flowage Fees	Transient Aircraft Fees	Landing/Departure Fees	Based Aircraft Fee	Transient Parking Fees	Percentage of Gross Receipts	Aeronautical Permit Fees
Addison Airport	Yes	No	No	No	No	No	No
Centennial Airport	Yes	No	No	No	Yes	No	Yes
Dekalb-Peachtree Airport	Yes	N/A	N/A	N/A	Yes	N/A	N/A
Fort Worth-Meacham International Airport	Yes	No	No	No	Yes	No	No
Laurence G Hanscom Field Airport	Yes	Yes	Yes (Landing)	No	No	No	No
Long Beach Airport	Yes	N/A	Yes (Landing)	N/A	Yes*	N/A	N/A
McClellan-Palomar Airport	Yes	Yes	Yes (Landing)	N/A	Yes*	N/A	N/A
Portland-Hillsboro Airport	Yes	No	Yes (Landing)	No	No	No	Yes
Republic Airport	Yes	No	Yes (Landing)	No	No	No	N/A
Sarasota/Bradenton International Airport	Yes	N/A	N/A	N/A	N/A	N/A	Yes
Scottsdale Airport	Yes	N/A	Yes (Landing)	No	Yes*	No	Yes
Westchester County Airport	Yes	No	Yes (Landing)	No	No	N/A	N/A
Van Nuys Airport	Yes	N/A	N/A	N/A	N/A	N/A	N/A

\* Monthly Rate only

N/A indicates relevant and usable information was not available



# QUESTIONS?