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King County International Airport/Boeing Field Vision 2045 – Goals and Objectives





King County International Airport/Boeing Field

Vision 2045 Goals and Objectives

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1 Introduction

The King County International Airport/Boeing Field (Airport or KCIA) Vision 2045 Airport Plan provides Airport management, King County, tenants, and surrounding communities with a strategy for the Airport to adapt and evolve to meet changing aviation demand.

The Vision 2045 Airport Plan is funded by the Airport but will be prepared following airport long term planning guidance provided by The Federal Aviation Administration (FAA) in their Advisory Circular 5070-6B, *Airport Master Plans*. FAA AC 5070-6B defines an airport plan as “*a comprehensive study of an airport and usually describes the short-, medium-, and long-term development plans to meet future aviation demand.*” Understanding the FAA’s definition of an airport plan is important because the study’s goals and objectives, the subject of this chapter, help keep the process focused on its core purpose. The airport plan is comprehensive in that it considers all functional areas of the airport. The airport plan is future focused and considers near-, mid-, and long-term needs of the National Airspace System (NAS). Lastly, the airport plan will document facility needs related to aviation demand including airplane operations, passengers, air cargo, and general aviation.

The purpose of this document is to detail project goals and objectives. Project goals are broad statements about what the Airport hopes to achieve through the Vision 2045 Airport Plan process. Objectives are more detailed statements associated with the goals. The objectives provide a framework for evaluating the Vision 2045 Airport Plan process and help determine if the project goals are met. The goals and objectives will be used to evaluate alternative actions for meeting the primary purpose of the Vision 2045 Airport Plan: to establish the best course of action for the Airport to evolve and adapt to accommodate future aviation activity.

2 Vision 2045 Airport Plan Goals

Project goals clarify what Airport staff and leadership hope to achieve by preparing the Vision 2045 Airport Plan. Goals are the primary drivers of an airport plan. The analyses, evaluations, discussions, and decisions made during the project can be evaluated against the project's goals.

The following goals were identified at the project's outset in a staff and Airport leadership workshop and are evolved from the prior airport plan. The project goals may be refined based on feedback from Airport staff, tenants, users, and members of the public during the Vision 2045 Airport Plan process.

Safety	Maintain or enhance the safe operation of the Airport.
Efficiency	Maintain or enhance the efficient operation of the Airport.
Environmental Stewardship	Minimize the impact of Airport adaptation and evolution through environmental stewardship.
Fiscal Sustainability	Maintain the long-term fiscal sustainability of the Airport.
Land Management	Facilitate long-term adaptation and evolution of the Airport through strategic land management and planning.
Communication	Engage community members through open dialogue.
Resilience	Minimize impact of operational interruptions and disruptions.

The term "sustainability" is frequently used in goal setting for long range airport planning. Sustainability is a broad term and there is disagreement on its precise definition. For the purposes of the Vision 2045 Airport Plan, sustainability pertains to the ongoing success of the Airport's operation. Overall operational sustainability is essential to the Airport's long-term viability, and sustainability is incorporated into the Vision 2045 Airport Plan. The aviation industry has adopted the "EONS" approach to airport sustainability:

Economic Viability	Addressed through the fiscal sustainability and efficiency goals
Operational Excellence	Addressed through the safety, efficiency, and land management goals
Natural Resource Conservation	Addressed through the environmental stewardship, resilience, and efficiency goals
Social Responsibility	Addressed through the communication, and environmental stewardship goals

Sustainability themes are incorporated into the Vision 2045 Airport Plan process and are foundational to the Vision 2045 Airport Plan purpose: to establish the best course of action for the Airport to evolve and adapt to meet future aviation activity.

2.1 Safety

Safety is the core principle that guides all development in aviation, from the airport level to the FAA level and beyond. An airport cannot operate without prioritizing safety, and the FAA motivates this perspective through design standards and funding eligibility for airport projects. From the Vision 2045 Airport Plan perspective, safety is incorporated through airfield geometry and design standards, facilities, and operational considerations.

The Vision 2045 Airport Plan will evaluate Airport conformance with current design standards and evaluate an effective development plan to resolve non-standard conditions where feasible.

2.2 Efficiency

Airport efficiency impacts the user experience, safety, and financial performance. The airport plan should evaluate how facilities including the airfield, buildings, and roadways meet the needs of airport users. Efficiency is usually described as the level of service that users can expect during both typical operations and during busier periods.

The Vision 2045 Airport Plan will evaluate efficiency by assessing how the Airport accommodates passengers, cargo, and operations while limiting congestion.

2.3 Environmental Stewardship

The Vision 2045 Airport Plan will include an environmental overview that documents the existing natural and human environment, including sensitive areas, on and near the Airport. Projects that result from the plan are also subject to environmental entitlement prior to implementation under both Federal and State law.

The National Environmental Policy Act (NEPA) is a federal law that would require the projects that result from the plan to also undergo a separate NEPA environmental review as their individual design begins, such as a Categorical Exclusion (CATEX), Environmental Assessment (EA), or Environmental Impact Statement (EIS) as appropriate. These entitlement processes meet regulatory requirements under NEPA, which was established in 1970, to “foster and promote the general welfare, to create and maintain conditions under which [people] and nature can exist in productive harmony, and fulfill the social, economic, and other requirements of present and future generations of Americans.”

The State of Washington requires that airport projects also undergo entitlement processes based on the State Environmental Policy Act (SEPA) of 1971. SEPA provides additional, state-specific guidance in addition to NEPA and was adopted by lawmakers with the following four purposes:

1. "To declare a state policy which will encourage productive and enjoyable harmony between people and their environment."
2. "To promote efforts which will prevent or eliminate damage to the environment and biosphere."
3. "Stimulate public health and welfare."
4. "Enrich the understanding of the ecological systems and natural resources important to Washington and the nation."

The Vision 2045 Airport Plan will consider potential environmental impacts that could result from the Airport Plan. These potential impacts will be documented and considered in the evaluation of airside and landside alternatives. The environmental stewardship goal seeks to achieve balance between the built and natural environment and through minimizing unavoidable environmental impacts and conformance to FAA guidance.

2.4 Fiscal Sustainability

The Vision 2045 Airport Plan will consider cost-effective adaptation and evolution to maintain the Airport's appeal to aviation businesses and users. This approach requires balancing enhancements and investment with cost and debt.

The Vision 2045 Airport Plan will evaluate fiscal sustainability through development of high-level cost estimates for alternative plans while considering the operational benefits or savings that could result from the proposed plan.

2.5 Land Management

The Airport area is constrained, and the available Airport property must be thoughtfully managed to enable the Airport to accommodate changes in aviation demand through and beyond the Vision 2045 Airport Plan horizon.

The Vision 2045 Airport Plan will identify near- and long-term needs and identify land that must be protected from incompatible uses both on and off Airport.

2.6 Communication

Airport users and community members include Airport staff, tenants, users, nearby residents, and members of the public. Airport users and community members care about and are

impacted by the operation, evolution, and effects of the Airport. Effective and proactive communication with community members during the Vision 2045 Airport Plan process helps align the Airport's future evolution to address both Airport user and community objectives. The Vision 2045 Airport Plan includes a Public Involvement Program to inform Airport users and community members and collect feedback related to facility requirements and impacts that may result from Airport evolution and adaptation.

The Vision 2045 Airport Plan will engage in dialog with interested and affected parties to inform decisions regarding the airport's evolution and adaptation.

2.7 Resilience

Airports are vital community transportation and economic assets. Airports provide people with access to the world and also support the movement of goods and services. Disruptions can have a ripple effect throughout the aviation system resulting in substantial costs to users and organizations relying on the services provided by the Airport.

Airport resilience is a relatively new focus of airport planning that helps identify actions that airports can take to minimize disruptions caused by sudden, acute shocks (e.g., severe weather events, earthquakes, etc.) and persistent stressors (e.g., climate change, aging infrastructure) that may impact Airport infrastructure and operations. Resilience is also becoming a focus for the FAA as they begin to address adverse effects of climate change and work to improve aviation system sustainability.

The Vision 2045 Airport Plan will include a determination of Airport assets vulnerable to acute shocks and chronic stressors and identify mechanisms for the Airport to maintain operations after a sudden event or over long-term environmental changes.

3 Community Member and Airport Considerations

Community member participation is the process used to collect, understand, and incorporate meaningful community member input so that project decisions reflect both technical requirements and public concerns. Community members include interested and affected parties such as Airport staff, FAA, Airport tenants and users, community councils, Washington businesses, nearby residents, and members of the public. It includes groups and individuals with an interest in the Vision 2045 Airport Plan process or those who may be affected by the process and its outcome.

The Airport is sensitive to the interests and values of the public and other interested and affected parties. The Vision 2045 Airport Plan team will be collecting and documenting information from identified parties throughout the Vision 2045 Airport Plan process. Goals and objectives may be refined during the process to reflect new information and feedback from Airport users and community members.

An airport plan update usually cannot address all issues that are collected and documented nor is it the best process to address every community member's individual issue. However, the Vision 2045 Airport Plan can be a place where issues are documented and, where feasible, potentially addressed through other planning efforts, studies, or agencies. Some issues may relate to policy or operational procedures that are not addressed in an airport plan update. The Vision 2045 Airport Plan focuses on the determination of what future facilities, infrastructure, and land use is required to accommodate evolving aviation demand. The Vision 2045 Airport Plan team will attempt to identify an alternative team or agency to address other issues when feasible.

The following is a list of initial considerations identified by Airport staff, advisory committee members, and the community. The initial Project Advisory Committee Meeting (PAC) was held on March 28, 2024 and the initial Public Meeting and Open House was held on June 20, 2024. The Airport has accepted and documented community member considerations received before, during, and after the meetings. Additional issues and objectives may be added and documented as interested and affected members of the public participate in the process and share their concerns. Considerations are grouped into Airport Considerations, Community Member Considerations, and Shared Considerations to help document the source of the objective.

3.1 Safety

3.1.1 Airport Considerations

- Address nonstandard taxiway geometry/nomenclature to meet current FAA standards
- Address Hot Spots
 - Hot Spot 1 (at the intersection of Taxiway Z and Taxiway B1)
 - Hot Spot 2 (at the intersection of Taxiway A and Taxiway A9)
 - Hot Spot 3 (at the intersection of Taxiway B and Taxiway B5)
- Evaluate pavement markings and signs for concurrence with FAA standards
- Confirm standards of the Prior Permission Required Pavement (PPRP) with the FAA to reduce/eliminate confusion experienced by Airport users
- Identify potential aircraft run-up locations

3.1.2 Community Considerations

- Airport users and tenants expressed support to enhance the Airport's safe operation
- Road safety on the east side of the Airport is a community concern

3.1.3 Shared Considerations

- Evaluate overall airfield geometry relative to current standards and best practices for airfield geometry
- Conduct annual reviews of properties on the Airport to inspect for maintenance issues and upgrades as needed

3.2 Efficiency

3.2.1 Airport Considerations

- Charters and services other than commercial passenger service strain the facilities
- Additional aircraft parking is needed during special events (e.g., major sporting or other regional events)
- Reduce diversions from KCIA due to poor weather and high approach minimums by decreasing approach minimums
- Rework approaches with the FAA to increase efficiency and reduce emissions
- Balancing lifecycle and large Capital Improvement Plan (CIP) maintenance items with growth, innovation, and new opportunities
- Use asset management software that compliments a fiscal system to maximize financial performance

3.2.2 Community Considerations

- Additional aircraft parking is needed for Fixed-Base Operators (FBOs)

3.2.3 Shared Considerations

- Increase public transportation to the Airport (e.g., bus and light rail service)
- Encourage discussion with other agencies on how to make roadways around the Airport more efficient to decrease truck traffic congestion and improve safety in accident prone areas
- Increase accessibility for emergency services

3.3 Environmental Stewardship

3.3.1 Airport Considerations

- Incorporate the eight [King County Values](#) into every project
 1. We are one team
 2. We solve problems
 3. We focus on the customer
 4. We drive for results
 5. We are racially just
 6. We respect all people
 7. We lead the way
 8. We are responsible stewards
- All future projects should consider the King County Strategic Climate Action Plan for community resilience, carbon reduction, and energy savings
- Continue the Airport Carbon Accreditation Program (ACAP) through the final level
- Enhance Stormwater Pollution Prevention (SWPP) methods

3.3.2 Community Considerations

- Address air quality, heat, and noise by initiating air monitoring for lead, improving existing noise monitors, and heat dome/island investigations and mitigations
- Review and report on emissions based on the University of Washington aircraft emissions study
- Explore the use and implementation of Sustainable Aviation Fuel (SAF) and unleaded aviation gasoline (avgas)
- Transition to electric/hybrid electric response vehicles
- Switch to environmentally safe firefighting agents (e.g. Aqueous Fire Fighting Foam or AFFF)
- Reduce over-response to an incident to reduce emissions and increase response equipment and personnel available for potential simultaneous incidents
- Improve landscaping aesthetics and develop a landscape management plan which includes wildlife management, carbon sequestrations, and xeriscaping
- Solicit community involvement in planning and implementation of landscape improvement projects

- Improve/update Airport approved product lists and prohibitions
- Improve Environmental Management Systems
- Look for additional opportunities to exceed standards and collaboration with the community

3.3.3 Shared Considerations

- Reduce the carbon footprint of the Airport operated buildings and facilities (e.g., improving HVAC systems, consider zero waste technologies)

3.4 Fiscal Sustainability

3.4.1 Airport Considerations

- Increase non-aeronautical revenue
- Retain tenants

3.4.2 Community Considerations

- Audit T-Hangar leases annually to ensure aircraft occupying space are airworthy

3.4.3 Shared Considerations

- Maintain an updated rate/fee structure

3.5 Land Management

3.5.1 Airport Considerations

- Manage Airport land so that it is being used to its greatest and best potential for the Airport and the region
- Collaborate with external governmental agencies around the Airport for areas of land that are outside the King County zoning authority
- Design Airport perimeter aesthetics on north side of the Airport facing Georgetown that includes a viewshed to reduce visual blight
- Remain in compliance with the FAA land use policy
- Protect airspace and approaches
- Review Airport leasing plan and policy
- Collaborate with surrounding jurisdictions on non-compatible land use
- Implement Property Management System for land management
- Survey all new lease lines

3.5.2 Community Considerations

- Don't grow the size of or expand the Airport's footprint

3.5.3 Shared Considerations

- Mitigate aircraft noise over surrounding communities to the extent feasible
- Explore opportunities for private capital to develop facilities

3.6 Communication

3.6.1 Airport Considerations

- Maintain lines of communication and rapport with the public during the Vision 2045 Airport Plan process
- Coordinate with Seattle Tacoma International Airport (SeaTac) and its projects (SEA Sustainable Airport Master Plan (SAMP) EIS and Part 150)
- Cultivate Synergy across all Airport projects (Vision 2045 Airport Plan, Voluntary Noise Study, Airport Strategic Plan, Rules and Regulations, and Airport Minimum Standards) while maintaining regular and organized communication
- Continue long-term relationship with Airport users and community members

3.6.2 Community Considerations

- Open Airport viewing / plane-spotting area

3.6.3 Shared Considerations

- Create documents that align with the KCIA Strategic Plan and King County Equity and Social Justice Strategic Plan
 - Documents/updates/changes from all projects should be in eight formats and languages

3.7 Resilience

3.7.1 Airport Considerations

- Not Applicable

3.7.2 Community Considerations

- Fix sump at the West Mid-Field so drain line does not impede vehicle traffic

3.7.3 Shared Considerations

- Plan facilities to be resilient to interruptions like loss of power – microgrid, solar, wind, hydro, non-fossil fuel alternatives
- Plan future adaptations of the Airport with consideration of potential sea level rise

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- Update stormwater model for climate change impacts for future planning, design, and implementation of capital improvements
- Integrate stormwater capacity improvements to prevent flooding of onsite and offsite areas

4 Vision 2045 Airport Plan Objectives

Objectives support the goals of the Vision 2045 Airport Plan with more detailed criteria that, ideally, can be measured. Individual objectives will be grouped under each goal and attempt to address the issues identified by Airport staff, community members, and the Vision 2045 Airport Plan consultant team.

Objectives are developed in consideration of community member input and refined as necessary throughout the planning process. The objectives are used to develop performance measures against which the Vision 2045 Airport Plan alternatives for future Airport adaptations and evolutions are evaluated. Overall, the objectives help the Vision 2045 Airport Plan team stay on a set planning course.

The objectives below are a list of initial objectives identified by Airport staff. The list of objectives will be modified and refined as the engagement process continues and interested and affected members of the public have an opportunity to contribute their concerns.

4.1 Safety

Goal: *Maintain or enhance the safe operation of the Airport*

The Vision 2045 Airport Plan will prioritize and consider safety in every aspect of facility planning. The Airport operates safely today, and the Vision 2045 Airport Plan will seek to ensure the Airport's safe operation is maintained or enhanced with any recommended adaptation and evolution. The following specific objectives help ensure that the overall goal of maintaining or enhancing safety is achieved:

- Plan and adapt airfield facilities including taxiways and runways that meet or exceed established design and operational standards and best industry practices relating to airfield safety
- Plan and adapt terminal and landside facilities that meet current safety and security standards
- Plan to provide safe, secure access to the Air Operations Area (AOA) for Airport users

4.2 Efficiency

Goal: *Maintain or enhance the efficient operation of the Airport*

The purpose of an airport plan, as prescribed by FAA, is to plan future adaptation and evolution to ensure the Airport can meet future aviation demand. Future demand may include changes in

airplane types and/or passengers and can also result in changes in aircraft operations and passenger behavior. Examples of these changes range from aircraft retiring, aircraft being introduced, new flight modes such as Electric Vertical Takeoff and Landing (eVTOL) aircraft, and new aircraft powerplants (electric, hydrogen, etc.). The Vision 2045 Airport Plan must consider how these changes will impact the Airport and identify adaptations and evolutions that will enable the Airport to continue operating with minimal delays or inconveniences for Airport users. Efficiency is a goal under which the following objectives pertain:

- Plan Airport facilities that accommodate aircraft operational demand and aircraft fleet mix changes anticipated during the planning period and consider long-term demand beyond the planning horizon
- Plan Airport facilities to maintain and improve instrument approach capabilities and promote lower instrument approach minimums
- Balance CIP maintenance items with growth, innovation, and new opportunities
- Plan Airport facilities that accommodate new modes of flight such as Electric Vertical Takeoff and Landing (eVTOL) aircraft, and new powerplants such as electric and hydrogen
- Plan Airport facilities that accommodate existing and future uses of the facility
- Consider Airport roadway capacity, design, and signage for users, travelers, and employees accessing the Airport
- Airport parking should meet demand and be easy to find
- Public transportation access including city buses, charter buses, taxis, light rail, and other shared ride services should be accommodated conveniently
- Access for pedestrians and cyclists should be feasible and meet best practices for pedestrian and bicycle safety

4.3 Environmental Stewardship

Goal: *Minimize the impact of Airport adaptation and evolution through environmental stewardship.*

The Vision 2045 Airport Plan outlines the Airport's role and responsibilities regarding addressing federal, state, and local environmental regulations. An environmental inventory, as well as high-level analysis of potential environmental impacts of the Airport's current and future operation and facilities are undertaken to address this goal. Environmental stewardship is a goal under which the following objectives pertain:

- Prepare an environmental overview that documents the Airport's environmental setting
- Seek opportunities to minimize the Airport's unavoidable environmental impacts

- Consider noise levels in and around the Airport and manage Airport adaptation and evolution in a manner that minimizes aircraft noise impacts
- Coordinate with other public agencies and the public during planning to assess environmental mitigation opportunities
- Document opportunities to support introduction of energy efficient equipment, such as electric ground service vehicles and charging equipment

4.4 Fiscal Sustainability

Goal: *Maintain the long-term fiscal sustainability of the Airport.*

Fiscal sustainability promotes planning of Airport improvements that allow the Airport to meet future demand affordably. The Vision 2045 Airport Plan includes assessment of the Airport's financial capacity and will prioritize planned projects based on need and anticipated funding opportunities. Fiscal sustainability is a goal under which the following objectives pertain:

- Continue optimizing business potential and effectiveness of the Airport through evaluation of revenue generation opportunities
- Consider the cost of planned projects against potential savings (e.g., benefit-cost analysis)
- Evaluation of planned improvements should consider both cost and potential savings if a proposed project improves Airport operational performance
- Land use planning should enhance the Airport's ability to generate income from lease revenue and supported Airport operations
- Diversify Airport revenue streams by exploring additional revenue alternatives

4.5 Land Management

Goal: *Facilitate long-term evolution and adaptation of the Airport through strategic land management planning.*

Strategic land management is a process to evaluate the Airport's existing land and assess the highest and best use for limited land resources. In some cases, the result identifies land assets for targeted enhancements. In other cases, the result identifies land assets for preservation to enable the Airport's future evolution. Land management is a goal under which the following objectives pertain:

- Prioritize land uses that accommodate aviation activity to realize maximum revenue generation (e.g., a tenant that leases land and generates aviation activity also provides landing fee revenue)
- Ensure safe and compliant land use such as runway protection zones (RPZs)
- Remain consistent with the Strategic Plan to promote the highest and best use of Airport property with sensitivity to the Airport's proximity to residential areas by being mindful of Airport's existing land uses by type and duration

4.6 Communication

Goal: *Engage tenants and community members through open communication.*

The Airport is a vital transportation and economic asset for the Puget Sound Region and its continued operation is essential. The Vision 2045 Airport Plan must document and communicate the Airport's importance and why it must continue to evolve and adapt. Likewise, the Vision 2045 Airport Plan is an opportunity for a wide range of community members to participate in the planning process to communicate how they are impacted, both positively and negatively, by the Airport and its operation. This goal helps the Vision 2045 Airport Plan promote effective dialogue between the Airport and community members. Communication is a goal under which the following objectives pertain:

- Build Airport user and community member trust through regular, open communication and collaboration
- Provide opportunities for Airport users and community members to engage, and document and address feedback
- Document how feedback is considered in the creation and evaluation of development alternatives, and when the Airport Plan cannot address a concern, explain why
- Educate and inform the public and tenants regarding the Airport's decision-making authority and ability given the Airport's relationship with the FAA, King County, and the State of Washington

4.7 Resilience

Goal: *Minimize impact of operational interruptions and disruptions.*

Airports can be impacted by both acute and chronic events such as severe weather, volcanic eruptions, security breaches, sea level rise, and aging infrastructure. An Airport plan should consider how existing facilities can be enhanced to enable operational recovery that minimizes disruptions and allows the facility to reach appropriate capacities within desired timelines. The

plan should also consider how new facilities can be planned to address future changes and potential challenges to ensure its overall resilience in the long term. Resilience is a goal under which the following objectives pertain:

- Enable Airport to maintain / quickly re-open during potential disruptions and enable Airport operations to maintain operational readiness
- Evaluate existing and future facilities relative to future climate scenarios (e.g., increased temperatures, sea level rise, etc.)
- Plan facilities with Airport user needs in mind (i.e., consider how people may be protected from weather in the event of any facility evacuation)