

## **CHAPTER 9 RECOMMENDATIONS**

### **9.1 PURPOSE**

The purpose of this Chapter is to summarize the findings and conclusions of the previous Chapters and provide recommendations<sup>1</sup>—developed by the consultant team from the findings and conclusions presented in the preceding Chapters—that consider and balance the City’s broader goals and interests in establishing a Business Plan for the airport. These goals include:

- Compatibility with Renton’s Business Plan Goals;
- Minimizing impacts to the neighborhoods;
- Meeting tenant and user market demands and needs;
- Providing for sufficient airport infrastructure improvements and revenue; and
- Addressing FAA noise regulations and non-discrimination covenants.

### **9.2 SUMMARY OF FINDINGS AND CONCLUSIONS**

#### **9.2.1 Renton Airport and the Context in Which It Operates**

Renton Municipal Airport and the Will Rogers–Wiley Post Memorial Seaplane Base, which are operated jointly by the City as “airport sponsor”, each play a significant role in the regional aviation system. The airport is a general aviation “reliever” facility, providing an alternative to Sea-Tac International Airport for general aviation traffic. The seaplane base is the only public facility of this kind in the region.

The airport was deeded to the City in the late 1940s. The terms of that agreement, as well as of subsequent FAA airport grant agreements, commit the City to keeping the airport open in perpetuity. State law places a similar obligation on the City; it designates public general aviation airports as “Essential Public Facilities” under the Growth Management Act.

One major concern the City wishes to address is the noise impact of the airport on surrounding neighborhoods. However, FAA does not generally allow individual airports

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<sup>1</sup> Building on the most recent Airport Master Plan Recommendations which are shown as Appendix L.

to adopt noise-related activity restrictions because of concerns that this would create a national “patchwork quilt” of airport availability. FAA’s position is that the national system of airports needs to be available at all times to those who paid for its development, i.e. the flying public. Renton must accommodate all demands for space in a non-discriminatory fashion that, amongst other considerations, does not seek to screen out future tenants on the basis of the possible noise they may make.

**9.2.2 Airport Activity Mix and Vision Alternatives**

Both pilot licenses and aircraft ownership rates are much higher in the Pacific Northwest than the country as a whole, creating a higher level of demand for aviation facilities than elsewhere in the country. Renton Airport currently handles only a modest share of that demand and is projected to accommodate less than its share of regional aviation growth during the 20-year timeframe of this study. This is because of its very small acreage (168 acres over half of which is airfield facilities) which is almost built out, and the fact that over 50% of the leasable area is occupied by Boeing. While all aircraft currently based in the region can be accommodated, there is strong market demand for more hangar space for aircraft storage, both in the region and at Renton. The gap between the supply and demand for aircraft storage hangar space is expected to remain during the 20-year planning timeframe of this study.

In the process of reviewing an early draft of this Business Plan, the Renton Airport Advisory Committee evaluated eight possible future activity mix scenarios for the airport. The eight alternatives bracketed the full spectrum of possibilities.

In sum, the 8 options and Advisory Committee recommendations are as follows:

**Figure 9-1: Summary of RAAC Activity Mix Recommendations**

<b>Focus:</b>	<b>RAAC Recommendation:</b>
1. Total Recreational Emphasis	<ul style="list-style-type: none"> <li>Not feasible because of Sea-Tac/Boeing Field airspace restrictions.</li> </ul>
2. Residential Airpark Emphasis	<ul style="list-style-type: none"> <li>Rule out.</li> </ul>
3. Cargo Emphasis	<ul style="list-style-type: none"> <li>Rule out; the existing runway is short for cargo operations and there would be a significant noise impact in particular during the night.</li> </ul>
4. Commercial Service Emphasis	<ul style="list-style-type: none"> <li>Rule out.</li> </ul>
5. Same as Today: Mix n’ Match	<ul style="list-style-type: none"> <li>Consider, together with improved amenities and aesthetics as long as these do not unduly increase aviation traffic.</li> </ul>
6. Large Scale Aviation Manufacturing Emphasis	<ul style="list-style-type: none"> <li>Consider.</li> </ul>
7. Seaplane Base Emphasis	<ul style="list-style-type: none"> <li>Consider.</li> </ul>
8. Private Pilot Emphasis	<ul style="list-style-type: none"> <li>Consider.</li> </ul>

Source: Hanson Professional Services, Inc.

In the development of recommendations, the RAAC adopted an additional activity mix scenario, evolved from the above and discussed in Section 9.3 below.

### **9.2.3 Leasing Alternatives**

At airports, leasing of developable sites to the private sector is the norm. It allows for the provision of goods and services to the general aviation community in a manner that provides synergy between the public and private sectors. Everybody gains from this public-private partnership. While a few airports provide services and facilities directly, this is usually because the airport is too small for the private sector to be able to survive financially, or the airport sponsor wants “red carpet” services to be provided and invests accordingly. Some facilities, such as passenger terminals, are generally provided by the airport sponsor since they do not have a significant revenue base that would attract private investment. Some airports manage part of the system directly e.g. T-hangars or tiedowns. Such arrangements require specialized customer service, administrative and facility management expertise, and sufficient staff time outside of regular business hours.

Some airports have moved away from direct management and construction of facilities because it has required too much capital investment by the public sector that the private sector could make instead. Some airports have made this switch because of the impact on their bonding capabilities in having to find capital funds for airport projects. On the other hand, an airport may be able to make more money in the short run from requiring that expired leasehold premises revert to the airport sponsor and taking over the rental of the facilities directly. Some airports also receive a percentage of the gain from lucrative subleases.

There is no state of the art regarding reversion vs. lease extensions. However, in recent decades, as building codes have tightened and airport facilities often have a longer potential life than in the early days, the reversion vs. extension issue arises virtually everywhere. Some jurisdictions have developed flexible approaches focused on the condition of the premises and the amount of funds the tenants is willing to invest, as a basis for allowing a new or extended lease after the reversion date. In this manner, a good tenant can continue in business and the airport can use its capital funds for other needs. In states such as Washington where there is a constitutional prohibition on the “gift of public funds”, this *quid pro quo* of requiring a sizable tenant investment in exchange for their continued occupation of the site, has been used at other airports as a way of satisfying the constitution.

Airport sponsors need reversion clauses in tenant lease documents to be able to attract new tenants or re-acquire a site that is needed for other purposes. Within a flexible approach, the best solution for a given situation can be negotiated.

There is the potential for the City to use the years until the Boeing leases expire to determine whether a more direct leasing approach is a viable option for the City. If the City is interested in pursuing direct construction or management of facilities on the field, it has three current options for doing so; the first two allow for provision of new facilities

(e.g. hangars or a passenger terminal) and the third would be to apply the reversion clause to an existing facility and manage it with City staff. Parcels where this approach could be taken include:

- Apron C, which Boeing has relinquished, and which currently has Boeing utilities;
- The restaurant site, where the building was demolished in 2002; and
- The Cedar River Hangar leasehold; the lease for this expires in 2005.

#### **9.2.4 Relationship of Leasing Alternatives to Activity Mix**

The potential leasing situation and the direction that the City chooses to adopt with regard to leases, [direct construction and operation of airport facilities, and reversion or continuation of tenancies], all have little or no impact on the airport activity level. Under any chosen vision for the airport's long-term activity mix, any set of leasing policies could be utilized.

### **9.3 RECOMMENDATIONS AND THEIR IMPACTS ON CITY GOALS**

Business Plan recommendations were adopted by the Renton Airport Advisory Committee (RAAC) at its meetings of October 8 and October 15, 2001. Some of the areas touched on there relate to topics including noise and airport administration that are beyond the scope of the Business Plan and have thus been addressed in other documents<sup>2</sup>.

#### **9.3.1 Airport Vision and Activity Mix**

##### **9.3.1.1 Airport Activity Mix Recommendations**

This topic was the subject of extensive discussion within the Airport Advisory Committee. Members recognized that there is not a great deal of flexibility to focus the airport on only certain types of users, since FAA grant assurance requirements mean that the City must offer the airport in a non-discriminatory fashion to all potential users.

However, flying in and out of Renton as a customer based elsewhere is not the same as becoming a tenant. With the limited land area available, and only one vacant site currently open for new development, Renton can prioritize how its space is used to meet primary goals. The City could, for example, issue a Request for Proposals (RFP) for an available site that specified it was seeking, for example, more hangars. The basis for this would be the regional market need and the Renton market need. At the same time, it

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<sup>2</sup> Noise White Paper, Hanson Professional Services, November 16, 2001, contained in Appendix B; and Memorandum to City Administration and Council, Hanson Professional Services, November 16, 2001, contained in Appendix M.

would support the committee's adopted recommendation to focus on accommodation of light aircraft.

Some other considerations that led to the recommended position are worthy of discussion. The RAAC recommendations were adopted only a month after the 9/11/01 terrorist attacks on the World Trade Center towers, and there was still at that time a major limitation on general aviation flying in Class B airspace. These restrictions have been gradually but not completely lifted. The airport's tenants, like most others nationwide, have been hurt financially by the curtailment in their activity. At the same time, many companies are considering more thoroughly the merits of acquiring corporate business aircraft or expanding existing fleets, since airline travel has now become extremely slow due to more screening and advance check-in requirements. For example, Boeing has reported a major increase in business jet sales. In the long run, these events could change the activity mix and demand for storage space for certain types of aircraft at Renton and other airports like it; in the short run the committee felt that it was not possible to revise forecasts in light of this new operating context, and the consultant concurs.

The Committee also recognized in its deliberations, the key role that Boeing plays at Renton. Not only does the leasehold income from Boeing, at about 50% of all such revenue, mean that the airport is able to be run without City General Fund contributions; but also, since Boeing generates so few flights per day despite using over 50% of the leasehold space, its presence is in fact limiting aircraft noise related to the operation of the airport. The same leasehold, utilized by operators similar to those elsewhere on the field, would increase flight operations and thus, in all likelihood, noise. Based on the corporate changes Boeing has made in 2001 and those that are likely to occur in the future, the Committee became more concerned about a potential loss of Boeing as a tenant than it had been at the beginning of the analysis process.

Nevertheless, the RAAC selected activity mix for the future indicates a Preferred Alternative that maintains today's mix as is, and focuses new growth on serving light aircraft. The committee discussed at some length whether the focus should be *general aviation* or *light aircraft* (as a subset of GA). The latter won the vote by a narrow margin since it was recognized by the community members of the RAAC that GA encompasses a broad spectrum of activity, some of which could generate considerable noise at undesired times. The committee recognized the City's limited ability to actually limit who accesses the airport, which is why the activity mix language uses "focus" rather than a more definitive term.

The RAAC did a good deal of work on developing an Airport Vision Statement in the form of a proposed City Council resolution. This was not finalized by the committee; a suggested draft that encompasses its concerns is shown in Appendix N.

Figure 9-2 below outlines the recommendations for the future or vision of the airport and the preferred activity mix.

**Figure 9-2: Recommendations for the Future Airport Activity Mix**

<b>Subject Area</b>	<b>Consultant Recommendations</b>	<b>Suggested Implementation Tool</b>	<b>RAAC Position</b>	<b>Administration Position</b>
<b>Vision</b>	<ul style="list-style-type: none"> <li>Develop a clear vision for the future of the airport: Monitor implications of terrorism and its effect on GA traffic; revise airport forecasts as necessary; revise preferred airport future as necessary; evaluate environmental and financial implications of Preferred Future; adopt most realistic Preferred Future.</li> </ul>	Council Resolution	No further RAAC work; consultant will prepare suggested final	None provided
	<ul style="list-style-type: none"> <li>Revise the Activity Mix Preferred Alternative if necessary to reflect the results of terrorism and its effects on general aviation and Boeing production.</li> </ul>	RAAC action	No decision	None provided
<b>Activity Mix</b>	<ul style="list-style-type: none"> <li>The Renton Municipal Airport should continue its current mix of activity and focus new growth on meeting the needs of the Puget Sound region’s light aircraft activity.</li> </ul>	Council Resolution, fold into vision statement	Approved 5-4, 10/15 <sup>3</sup>	Support

Source: Hanson Professional Services Inc.

<sup>3</sup> One dissenter suggested a need to examine the State and PSRC forecasts to see if this vote presents any conflict [the PSRC forecasts were the starting point for the Business Plan forecast in any case

### **9.3.1.2 Impacts of the Activity Mix Recommendations on City Goals**

This section evaluates the likely impacts of the activity mix alternatives summarized above on the City's goals for the Renton Airport Business Plan.

#### **9.3.1.2.1 Compatibility with Renton's [Citywide] Business Plan Goals**

The City's Business Plan goals related to the Airport Business Plan are discussed in Figure 9-3 below.

#### **9.3.1.2.2 Compatibility With Renton's Goals for the Airport Business Plan**

Other City goals are addressed in Figure 9-4 below.

### **9.3.2 Leasing Recommendations and Impacts**

#### **9.3.2.1 Leasing Recommendations**

The overall leasing alternatives are:

- No change in current policy; all leased premises revert to City at termination;
- Continue reversion policies in leases but use flexible approach in their application; and
- As above PLUS, test some City-managed new premises on vacant or reverted sites.

The leasing issue is one of the main topics of this study, and is addressed in depth in Chapters 5, 6 and 7. The leasing recommendations that follow in Figure 9-5 were developed by a subgroup of the RAAC based on extensive consultant research and recommendations, and then unanimously affirmed by the full committee. The consultant team developed a leasing policy that encapsulated the recommendations developed for the plan. Most leasing recommendations were adopted by the City Council in December 2002 as a Leasing Policy Ordinance. The airport rules and Minimum Standards should also be revised. In summary the following leasing recommendations were made:

- Maintain flexibility in all leases to either take up the reversion option and manage the facility directly, or to set in motion a new tenancy arrangement; determine which course of action to follow by establishing a set of steps/criteria and following them consistently for all tenants;

**Figure 9-3: Evaluation of the City’s Business Plan Goals against Airport Activity Mix Alternatives**

<b>Alternative</b> <b>City Business Plan Goal</b>	<b>Same as Today: Mix n’ Match</b>	<b>Large Scale Aviation Manufacturing Emphasis</b>	<b>Seaplane Base Emphasis</b>	<b>Private Pilot Emphasis</b>	<b>Light Aircraft Emphasis for Growth</b>
<b>Economic Development:</b> <ul style="list-style-type: none"> <li>Aggressive downtown development</li> </ul>	Residential development downtown could risk creating noise exposure for new residents	Same	Same	Same	Same
<ul style="list-style-type: none"> <li>Quality development of waterfront land</li> </ul>	Development of waterfront close to the airport could risk creating noise exposure for new residents and businesses	Development of waterfront close to the airport could risk creating noise exposure for new residents and businesses	Opportunity to create a gateway for in-state and international seaplane traffic	Development of waterfront close to the airport could risk creating noise exposure for new residents and businesses	Development of waterfront close to the airport could risk creating noise exposure for new residents and businesses
<ul style="list-style-type: none"> <li>Diversify employment base</li> </ul>	New airport jobs at Fixed Base Operators	Possibly more jobs at Fixed Base Operators	Possibly more jobs at Fixed Base Operators	Fewer new jobs if just aircraft storage	Possibly more jobs at Fixed Base Operators
<b>Neighborhood Revitalization</b>	If the number of residents increases, noise exposure will increase	Low noise impact on neighborhoods	Noise impacts unlikely to affect existing neighborhoods	If the number of residents increases, noise exposure will increase	Probably least noise impact
<b>City Image</b>	All alternatives can improve City image through better visual effect		Gateway can enhance image		Needs continued attention through RAAC
<b>Livability</b>	All alternatives enhance level of service for business and recreation aviation				Best case – trades off aviation business needs and community needs
<b>Regional Impacts</b>	All alternatives allow Renton to continue playing its role in regional air market				

Source: Hanson Professional Services, Inc.

**Figure 9-4: Evaluation of Airport Activity Mix Alternatives against the City’s Airport Business Plan Goals**

<b>Alternative</b>	<b>Same as Today: Mix n’ Match</b>	<b>Large Scale Aviation Manufacturing Emphasis</b>	<b>Seaplane Base Emphasis</b>	<b>Private Pilot Emphasis</b>	<b>Same as Today for Current; Light Aircraft Emphasis for Growth</b>
<b>Airport Business Plan Goal</b>					
<b>Minimizing Neighborhood Impacts</b>	Touch-and-gos and increased jet traffic each have neighborhood impacts, being mitigated through noise abatement voluntary procedures	Boeing uses over half the land and contributes only 3% or less to operations, so this use is neighborhood-friendly	Seaplanes are noisy; however, they take off and land over the water and do not circle the hilly residential areas or practice touch-and-gos. Affected neighborhoods tend not to be in Renton	Touch-and-gos noise emissions are being managed by Renton operators; more work is needed to communicate Renton’s noise abatement procedures to visiting pilots	A focus on light aircraft growth will help focus the use of the available leaseholds; noise can be minimized through voluntary abatement procedures
<b>Meeting Tenant and User Market Demand and Needs</b>	Fair	Poor for most general aviation, half of leasehold space taken by one tenant	Good to excellent; strong need in region	Fair – leaves out business needs	Good --includes both private pilots and light business aircraft needs, but does not address small business jet needs
<b>Providing for Sufficient Airport Infrastructure Improvements and Revenue</b>	Airport breaks even today.	Best. Without Boeing as prime tenant, major funds will be needed for revenue replacement and for replacement of Boeing utilities.	Good; facility needs safety and operating upgrades	More hangars needed; could be provided by public or private sectors	Good.
<b>Addressing FAA Noise Regulations and Non-discrimination Covenants</b>	All alternatives will be enhanced by more consistent Leasing Policy and new written approach to both leasing and Minimum Standards / Airport Rules and Regulations.				

Source: Hanson Professional Services, Inc.

- Consider experimenting with a city-built facility on one or more of the currently available sites. This could be a terminal facility with Customs accommodation, or a hangar facility, or both. By testing this approach now, the City will be better placed to decide how it wants to proceed with a much larger potential site, the Boeing leasehold, if and when Boeing decides to depart when its lease expires in 2010. If the City becomes a building operator and after a few years decides this is not a desirable tack to take, then at that point it can put the building out for private tenancy through a competitive process. Building new hangars would generate the most long-term revenue for the city as well as addressing market needs.
- Codify all lease policy and procedures recommended here, into a Leasing Policy Ordinance which will provide the framework for tenants and prospective tenants. Apply it universally. These steps will diminish the City's risk of complaints of discrimination.

In the review process, the Administration, represented on the RAAC, provided some feedback on three of the leasing recommendations. Each is discussed below:

*“Under lease duration, the Administration opposes revisions of current leases to introduce lease extensions to tenants who make substantial investments in their premises. New lease provisions should be agreed upon in the context of new lease agreements rather than rewriting existing leases.”*

The consultant concurs with this assessment: writing a brand new lease is cleaner than seeking to fold new requirements [e.g. up to date environmental requirements] into an old lease format.

*“Leasehold reversion. The Administration strongly opposes introducing a provision to revoke the leasehold reversion in existing leases. The Administration believes this could constitute an undue lending of City credit, and would be surrendering a significant lease provision that is to the advantage of the City.”*

The Consultant recommendation is also to maintain reversion clauses in all leases but to allow flexibility if it is in the City's interests to provide the existing tenant with a new lease rather than take the premises over. However the consultant believes the concern about undue lending of credit has been addressed by recommending the City follow the lead of the King County Prosecutor's Office in this matter, that is, by requiring a substantive *quid pro quo* for continued tenancies, in the form of tenant investments in the premises.

*“Subleasing Policy. The RAAC recommendations do not include a proposal for the City to become more involved in subleasing either in terms of selection of subleases or in collecting sublease revenues. The Administration feels that this means of further City involvement in airport management should be evaluated by the Transportation / Aviation Committee.”*

Both issues were researched and are addressed in Chapter 7 and under Minimum Standards in Chapter 8. The recommendations contain provisions for handling subleases that tighten the process currently used for commercial tenants. The consultant analysis indicates that more direct City involvement in the selection of sublessees at the airport is a delicate subject due to federal non-discrimination requirements, and the consultant recommendations take this into consideration. The consultant analysis further indicates that there are a number of issues related to revenue sharing arrangements that make it difficult to recommend this option at this point.

The following chart, Figure 9-5 summarizes the leasing recommendations.

**Figure 9-5: Leasing Recommendations**

<b>Subject Area</b>	<b>Consultant Recommendations: Leasing</b>	<b>Suggested Implementation Tool</b>	<b>RAAC Position</b>	<b>Administration Position</b>
<b>Direct Leasing</b>	Retain the current approach of encouraging tenants to develop and maintain improvements on the airport and tighten/better enforce requirements for their maintenance and appearance. <sup>4</sup>	Staff develop; Council Ordinance	Concur 10/9, 10/15 as amended	Support.
<b>Lease Duration</b>	<ul style="list-style-type: none"> <li>• Develop and implement a graduated scale of lease terms that ties the duration of the land lease to the level of investment made (Note: The scale could be developed by the RAAC Leasing Task Force.)</li> <li>• Provide tenants who make substantial investments in their premises during their lease with lease extensions that are based on the time during the lease when the improvement occurred and the level of investment, similar to the approach used by Alaska.</li> </ul>	Staff develop; Council Ordinance	Concur 10/9, 10/15 as amended	Cost of new leases should be based on market value. Oppose guaranteed lease extensions. However, new leases could be issued of a suitable duration to amortize the investment over the life of the lease. Provisions to be developed by City, not by RAAC Leasing Task Force.

<sup>4</sup> A Leasing Policy Ordinance, provided in draft form in Appendix H, should be the document that codifies all leasing recommendations.

Subject Area	Consultant Recommendations: Leasing	Suggested Implementation Tool	RAAC Position	Administration Position
<b>Lease Rate Adjustments</b>	<ul style="list-style-type: none"> <li>Revise the boilerplate for leases and lease extensions to include a five-yearly review of the base rate for leases and annual adjustments based on the CPI to ensure that the city is receiving fair market value, in line with other similar airports in the region, for its property.</li> </ul>	Staff develop; Council Ordinance	Concur 10/9, 10/15 as amended	Support annual lease adjustments based on CPI and five-year review. These provisions should not be in boilerplate language of lease – vital part of lease.
<b>Leasehold Reversion</b>	<ul style="list-style-type: none"> <li>Retain a clause for potential reversion in the lease boilerplate for the airport but provide tenants with the opportunity to get a new lease if certain criteria are met through an administrative process. Through coordination with tenants, develop a set of criteria for determining when the reversion clause will be invoked and under what conditions a new lease might be granted and apply them consistently to all tenants requesting new leases.</li> <li>Permit “grandfathering” of the new approach in existing leases where affected parties [tenant and City] agree to appropriate conditions.</li> </ul>	Staff develop; Council Ordinance	Concur 10/9, 10/15 as amended	Oppose lease provision allowing reversion of facilities to leaseholder. Strongly oppose grandfathering of reversion of facilities to holders of existing leases. Instead of reversion of facilities to lease holders, negotiate new lease of a duration that allows investment to be amortized over life of lease.

Subject Area	Consultant Recommendations: Leasing	Suggested Implementation Tool	RAAC Position	Administration Position
<b>Leasehold Reversion Continued</b>	<ul style="list-style-type: none"> <li>• Criteria for making that decision should include:               <ul style="list-style-type: none"> <li>· Effect on the ability of the airport to implement the current and any future Master Plans and related Airport Layout Plans.</li> <li>· Best and highest use of the land.</li> <li>· Interest of potential new (commercial) tenants in the land (avoiding unjust discrimination is the main issue here).</li> <li>· Interest of the existing tenant in making new investments in existing and/or new improvements.</li> <li>· Performance of existing tenant, conformity to existing and future airport rules and regulations and minimum standards.</li> <li>· Condition of existing improvements at the time the lease expires (e.g. if the building constitutes a hazard and cannot be rehabilitated with reasonable investment, the tenant should be required to remove the building).</li> </ul> </li> </ul>			
<b>Subleasing Policy</b>	<ul style="list-style-type: none"> <li>• Continue to require city written permission for subleases for aeronautical facilities that are used for commercial purposes.</li> </ul>	Council Ordinance	Concur 10/9, 10/15	Support
	<ul style="list-style-type: none"> <li>• Do not allow private tenants of the city T-hangar to sublease their hangar other than for a short period of time under clearly defined extenuating circumstances.</li> <li>• Allow any potential tenants who develop hangars for aircraft storage to rent hangar space without requiring additional written notification to the city.<sup>5</sup></li> </ul>	Council Ordinance	Concur 10/9, 10/15	Support
		Council Ordinance	Concur 10/9, 10/15	Support only if rental of space does not result in change to nature or character of lease.

<sup>5</sup> This assumes that the Airport Rules and Regulations will continue to preclude business activities such as commercial repairs in private hangars.

Subject Area	Consultant Recommendations: Leasing	Suggested Implementation Tool	RAAC Position	Administration Position
<b>Leasing New Sites</b>	Provide a forum that includes the neighborhoods, for open, non-discriminatory competition for any sites that may become available (currently only the restaurant site is open for redevelopment).	Council Ordinance	Concur 10/9, 10/15	Opposed to decisions on leases being made by such forum. Such forum would only be advisory.
	<ul style="list-style-type: none"> <li>• Develop and implement a system of priorities for allocation of available leaseholds. The factors to be considered include:                             <ul style="list-style-type: none"> <li>· Conformity with FAA guidelines regarding non-discrimination.</li> <li>· Demand for aeronautical land for aeronautical use (If there is demand, it must be made available to aeronautical use).</li> <li>· Existing or future Master Plan or Airport Layout Plan direction for specific types of development in that area of the airport.</li> <li>· Clearly identified need for specific aeronautical services (this can be specified in an RFP for development of the leasehold).</li> <li>· If multiple areas become available, priority can be given to adjacent tenants in order to keep leaseholds contiguous.</li> <li>· Avoiding creation of a monopoly on any type of services provided whenever possible.</li> </ul> </li> </ul>	Council Ordinance	Concur 10/9, 10/15	Oppose allocation of available leaseholds. Allow market to determine applicants for lease space. City decisions on use will be based upon consideration of benefits and impacts of proposals.
<b>Lease Adjustments</b>	<ul style="list-style-type: none"> <li>• Conduct a periodic survey of the airport to verify leasehold boundaries.</li> </ul>	Staff scoping; Council budget action	Concur 10/15 as amended	Support
	<ul style="list-style-type: none"> <li>• Conduct a lease /boundary survey to ascertain accurately the dimensions of each lease.<sup>6</sup></li> </ul>	Staff develop; Council approve	Concur 10/15	Support-possibly use GPS.

<sup>6</sup> A survey would continue to be the norm if leasehold changes hands. The recommendation is for a one-time clarification of current lease boundaries.

Subject Area	Consultant Recommendations: Leasing	Suggested Implementation Tool	RAAC Position	Administration Position
<b>Lease Adjustments Continued</b>	<ul style="list-style-type: none"> <li>Amend all leases to remove public areas such as taxiways from leased sites and from payments; ensure that each tenant is paying for all the space they use; bring these “housekeeping” lease amendments all to City Council at same time.</li> </ul>	Staff develop; Council approve	Concur 10/15	Support
	<ul style="list-style-type: none"> <li>Follow FAA guidance on building setbacks.</li> </ul>	Staff develop; Council approve	Concur 10/15	Support for new construction.
	<ul style="list-style-type: none"> <li>Consider revising setback standards and making them consistent so that leased space is at least one aircraft-depth wide in front of premises in all cases.</li> </ul>	Staff develop; Council approve	Drop <sup>7</sup>	Drop
<b>Lease Administration</b>	<ul style="list-style-type: none"> <li>Adopt a Leasing Policy ordinance that sets forth all policy guidelines for tenants and prospective tenants on how leaseholds at the airport will be managed.</li> </ul>	Council Ordinance		Support
	<ul style="list-style-type: none"> <li>Revise the Airport Rules and Minimum Standards (1989); initiate a process to revise the Airport Minimum Standards to make them more complete and adopt formally.</li> </ul>	Council budget action; staff scoping. Ultimately, ordinance	Concur 10/8	Support, but must not violate federal rules.
<b>Environmental Provisions</b>	<ul style="list-style-type: none"> <li>Include a clause in all lease contracts that makes tenants responsible for ensuring compliance with all local, state, and federal environmental laws, including those related to hazardous materials, on their leasehold and on the airport’s public areas.</li> </ul>	Staff develop; Ordinance	Concur 10/15	Support

<sup>7</sup> There is only one building for which the property line is at the edge of the taxiway. There could be an issue with FAA if publicly funded ramps in front of hangars were changed to private ownership.

<b>Subject Area</b>	<b>Consultant Recommendations: Leasing</b>	<b>Suggested Implementation Tool</b>	<b>RAAC Position</b>	<b>Administration Position</b>
<b>Environmental Provisions Continued</b>	<ul style="list-style-type: none"> <li>• Include a clause in all lease contracts that requires tenants to provide assurance of compliance with all environmental laws at the (reasonable) request of the City. The assurance is to be in a form acceptable to the City and may include an environmental audit or assessment from a source that is acceptable to the City at the tenant’s expense. Require tenants to provide notice and pay for analysis by acceptable experts before taking actions whose impacts would trigger SEPA in a case where the actor (or permitter) is a public agency.</li> </ul>	Staff develop; Ordinance	Hanson will work with tenant members of RAAC to clarify and develop recommendation.	Support, however this item is not in scope of Hanson contract

Source: Hanson Professional Services, Inc.

### **9.3.2.2 Impact of Leasing Recommendations on City Goals**

The leasing recommendations outlined above do not have a significant direct effect on the City's Business Plan goals. However, they help provide a stable, predictable business climate at the airport that supports the City's goal of further diversifying the City's employment base. It will also improve Renton's image in the aviation business community and may attract other business to the City because the airport provides easy access to the nation's air transportation system. The recommendations addressing the look and aesthetics of the airport can also help improve Renton's image.

The recommendations for a new approach to leasing support most of the City's goals for the Business Plan:

- They help meet tenant and user market demands and needs by providing a stable business environment on the airport and using a needs-based approach to leasing parcels that become available for redevelopment;
- By providing for a healthy business climate on the airport, and potentially, opening new revenue sources for the City, they help provide the revenue required to support needed infrastructure investments at the airport; and
- They support compliance with FAA noise regulations and non-discrimination covenants.

## **9.4 Implementation Status**

This version of the Business Plan was produced in December 2002 when the Plan was formally adopted by the Renton City Council. During 2002, City staff worked on implementing the Plan. Figure 9-6, on the following pages, provides a status report. This document also contains a new, refined version of the Draft Leasing Policy (see Appendix H-1) tailored to Renton's needs. Renton's Leasing Policy document (see Appendix H-2) was developed by City staff from the draft document. The policy was adopted by the City Council on December 9, 2002 and will apply to all future leases on the airport.

**Figure 9-6: Implementation Status**

	<b>Subject Area</b>	<b>Consultant Recommendations: Leasing</b>	<b>Suggested Implementation Tool</b>	<b>RAAC Position</b>	<b>Administration Position</b>	<b>Status as of 12/5/02</b>
#1	<b>Vision</b>	<ul style="list-style-type: none"> <li>Develop a clear vision for the future of the airport: Monitor implications of terrorism and its effect on GA traffic; revise airport forecasts as necessary; revise preferred airport future as necessary; evaluate environmental and financial implication of Preferred Future; adopt most realistic Preferred Future</li> </ul>	Council Resolution	No further RAAC work; consultant will prepare suggested final	<i>None Provided</i>	
#2		<ul style="list-style-type: none"> <li>Revise the Activity Mix Preferred Alternative if necessary to reflect the results of terrorism and its effects on general aviation and Boeing production</li> </ul>	RAAC	No decision	<i>None Provided</i>	
#3	<b>Activity Mix</b>	<ul style="list-style-type: none"> <li>The Renton Municipal Airport should continue its current mix of activities and focus new growth on meeting the needs of the Puget Sound region’s light aircraft activity.</li> </ul>	Council Resolution, fold into vision statement	Approved 5-4. 10/15*	<i>Support</i>	
#4	<b>Direct Leasing</b>	<ul style="list-style-type: none"> <li>Retain the current approach of encouraging tenants to develop and maintain improvements on the airport and tighten/better enforce requirements for their maintenance and appearance.<sup>1</sup></li> </ul>	Staff develop; Council Ordinance	Concur 10/9, 10/15 as amended	<i>Support</i>	

\* One dissenter suggested a need to examine the State and PSRC forecasts to see if this vote represents any conflict (the PSRC forecasts were the starting point for the starting point for the Business Plan forecast in any case)

<sup>1</sup> A Leasing Policy Ordinance, provided in draft in the Business Plan as Appendix G, should be the document that codifies all the leasing recommendations.

	<b>Subject Area</b>	<b>Consultant Recommendations: Leasing</b>	<b>Suggested Implementation Tool</b>	<b>RAAC Position</b>	<b>Administration Position</b>	<b>Status as of 12/5/02</b>
#5	<b>Lease Duration</b>	<ul style="list-style-type: none"> <li>Develop and implement a graduated scale of lease terms that ties the duration of the land lease to the level of investment made (Note: The scale could be developed by the RAAC Leasing Task Force.)</li> </ul>	Staff develop; Council Ordinance	Concur 10/9, 10/15 as amended	<i>Cost of new leases should be based on market value. Oppose guaranteed lease extensions. However, new leases could be issued of a suitable duration to amortize the investment over the life of the lease. Provisions to be developed by City, not by RAAC Leasing Task Force.</i>	
#6		<ul style="list-style-type: none"> <li>Provide tenants who make substantial investments in their premises during their lease with lease extensions that are based on the time during the lease when the improvement occurred and the level of investment, similar to the approach used by Alaska.</li> </ul>				
#7	<b>Lease Rate Adjustments</b>	<ul style="list-style-type: none"> <li>Revise the boilerplate for leases and lease extensions to include a five-yearly review of the base rate for leases and annual adjustments based on the CPI to ensure that the city is receiving fair market value, in line with other similar airports in the region, for its property.</li> </ul>	Staff develop; Council Ordinance	Concur 10/9, 10/15 as amended	<i>Support annual lease adjustments based on CPI and five-year review. These provisions should not be in boilerplate language of lease – vital part of lease.</i>	

	<b>Subject Area</b>	<b>Consultant Recommendations: Leasing</b>	<b>Suggested Implementation Tool</b>	<b>RAAC Position</b>	<b>Administration Position</b>	<b>Status as of 12/5/02</b>
#8	<b>Leasehold Reversion</b>	<ul style="list-style-type: none"> <li>• Retain a clause for potential reversion in the lease boilerplate for the airport but provide tenants with the opportunity to get a new lease if certain criteria are met through an administrative process. Through coordination with tenants, develop a set of criteria for determining when the reversion clause will be invoked and under what conditions a new lease might be granted and apply them consistently to all tenants requesting new leases.</li> <li>• Permit “grandfathering” of the new approach in existing leases where affected parties [tenant and City] agree to appropriate conditions.</li> <li>• Criteria for making that decision should include:                             <ul style="list-style-type: none"> <li>– Effect on the ability of the airport to implement the current and any future Master Plans and related Airport Layout Plans.</li> <li>– Best and highest use of the land.</li> <li>– Interest of potential new (commercial) tenants in the land (avoiding unjust discrimination is the main issue here).</li> <li>– Interest of the existing tenant in making new investments in existing and/or new improvements.</li> <li>– Performance of existing tenant, conformity to existing and future airport rules and regulations and minimum standards.</li> </ul> </li> </ul>	Staff develop; Council Ordinance	Concur 10/9, 10/15 as amended	<i>Oppose lease provision allowing reversion of facilities to leaseholder. Strongly oppose grandfathering of reversion of facilities to holders of existing leases. Instead of reversion of facilities to lease holders, negotiate new lease of a duration that allows investment to be amortized over life of lease.</i>	Leasing Policy stays Reversion clause if tenant is willing to make improvements to the building/ facility that increase the value of the building/ facility
#9						

	Subject Area	Consultant Recommendations: Leasing	Suggested Implementation Tool	RAAC Position	Administration Position	Status as of 12/5/02
	<b>Leasehold Reversion (continued)</b>	<ul style="list-style-type: none"> <li>– Condition of existing improvements at the time the lease expires (e.g. if the building constitutes a hazard and cannot be rehabilitated with reasonable investment, the tenant should be required to remove the building).</li> </ul>				
<b>#10</b>	<b>Subleasing Policy</b>	<ul style="list-style-type: none"> <li>• Continue to require city written permission for subleases for aeronautical facilities that are used for commercial purposes.</li> </ul>	Council Ordinance	Concur 10/9, 10/15	<i>Support</i>	Included in Leasing Policy
<b>#11</b>		<ul style="list-style-type: none"> <li>• Do not allow private tenants of the city T-hangar to sublease their hangar other than for a short period of time under clearly defined extenuating circumstances.</li> </ul>	Council Ordinance	Concur 10/9, 10/15	<i>Support</i>	Included in Leasing Policy
<b>#12</b>		<ul style="list-style-type: none"> <li>• Allow any potential tenants who develop hangars for aircraft storage to rent hangar space without requiring additional written notification to the city.<sup>2</sup></li> </ul>	Council Ordinance	Concur 10/9, 10/15	<i>Support only if rental of space does not result in change to nature or character of lease.</i>	Included in Leasing Policy
<b>#13</b>	<b>Leasing New Sites</b>	<ul style="list-style-type: none"> <li>• Provide a forum that includes the neighborhoods, for open, non-discriminatory competition for any sites that may become available (currently only the restaurant site is open for redevelopment).</li> </ul>	Council Ordinance	Concur 10/9, 10/15	<i>Opposed to decisions on leases being made by such forum. Such forum would only be advisory.</i>	

<sup>2</sup> This assumes that the Airport Rules and Regulations will continue to preclude business activities such as commercial repairs in private hangars.

	<b>Subject Area</b>	<b>Consultant Recommendations: Leasing</b>	<b>Suggested Implementation Tool</b>	<b>RAAC Position</b>	<b>Administration Position</b>	<b>Status as of 12/5/02</b>
<b>#14</b>	<b>Leasing New Sites (continued)</b>	<ul style="list-style-type: none"> <li>• Develop and implement a system of priorities for allocation of available leaseholds. The factors to be considered include:                             <ul style="list-style-type: none"> <li>– Conformity with FAA guidelines regarding non-discrimination.</li> <li>– Demand for aeronautical land for aeronautical use (If there is demand, it must be made available to aeronautical use).</li> <li>– Existing or future Master Plan or Airport Layout Plan direction for specific types of development in that area of the airport.</li> <li>– Clearly identified need for specific aeronautical services (this can be specified in an RFP for development of the leasehold).</li> <li>– If multiple areas become available, priority can be given to adjacent tenants in order to keep leaseholds contiguous.</li> <li>– Avoiding creation of a monopoly on any type of services provided whenever possible.</li> </ul> </li> </ul>	Council Ordinance	Concur 10/9, 10/15	<i>Oppose allocation of available leaseholds. Allow market to determine applicants for lease space. City decisions on use will be based upon consideration of benefits and impacts of proposals.</i>	
<b>#15</b>	<b>Lease Adjustments</b>	<ul style="list-style-type: none"> <li>• Conduct a periodic survey of the airport to verify leasehold boundaries.</li> </ul>	Staff scoping; Council budget action	Concur 10/15 as amended	<i>Support</i>	
<b>#16</b>		<ul style="list-style-type: none"> <li>• Conduct a lease /boundary survey to ascertain accurately the dimensions of each lease.<sup>3</sup></li> </ul>	Staff develop; Council approve	Concur 10/15	<i>Support – possibly use GPS</i>	
<b>#17</b>		<ul style="list-style-type: none"> <li>• Amend all leases to remove public areas such as taxiways from leased sites and from payments; ensure that each tenant is paying for all the space they use; bring these “housekeeping” lease amendments all to City Council at same time.</li> </ul>	Staff develop; Council approve	Concur 10/15	<i>Support</i>	Discussed project with surveyor

<sup>3</sup> A survey would continue to be the norm if leasehold changes hands. The recommendation is for a one-time clarification of current lease boundaries.

	<b>Subject Area</b>	<b>Consultant Recommendations: Leasing</b>	<b>Suggested Implementation Tool</b>	<b>RAAC Position</b>	<b>Administration Position</b>	<b>Status as of 12/5/02</b>
#18	<b>Lease Adjustments (continued)</b>	<ul style="list-style-type: none"> <li>Follow FAA guidance on building setbacks.</li> </ul>	Staff develop; Council approve	<ul style="list-style-type: none"> <li>Concur 10/15</li> </ul>	<i>Support for new construction.</i>	
		<ul style="list-style-type: none"> <li>Consider revising setback standards and making them consistent so that leased space is at least one aircraft-depth wide in front of premises in all cases.</li> </ul>	Staff develop; Council approve	Drop <sup>4</sup>	<i>Drop</i>	
#19	<b>Lease Administration</b>	<ul style="list-style-type: none"> <li>Adopt a Leasing Policy ordinance that sets forth all policy guidelines for tenants and prospective tenants on how leaseholds at the airport will be managed.</li> </ul>	Council Ordinance		<i>Support</i>	Adopted Leasing Policy
#20		<ul style="list-style-type: none"> <li>Revise the Airport Rules and Minimum Standards (1989); initiate a process to revise the Airport Minimum Standards to make them more complete and adopt formally.</li> </ul>	Council budget action; staff scoping Ultimately, ordinance	Concur 10/8	<i>Support, but must not violate federal rules.</i>	
#21	<b>Environmental Provisions</b>	<ul style="list-style-type: none"> <li>Include a clause in all lease contracts that makes tenants responsible for ensuring compliance with all local, state, and federal environmental laws, including those related to hazardous materials, on their leasehold and on the airport's public areas.</li> </ul>	Staff develop; Ordinance	Concur 10/15	<i>Support</i>	Included in Leasing Policy and Lease

<sup>4</sup> There is only one building for which the property line is at the edge of the taxiway. There could be an issue with FAA if publicly funded ramps in front of hangars were changed to private ownership.

	<b>Subject Area</b>	<b>Consultant Recommendations: Leasing</b>	<b>Suggested Implementation Tool</b>	<b>RAAC Position</b>	<b>Administration Position</b>	<b>Status as of 12/5/02</b>
#22	<b>Environmental Provisions (continued)</b>	<ul style="list-style-type: none"> <li>Include a clause in all lease contracts that requires tenants to provide assurance of compliance with all environmental laws at the (reasonable) request of the City. The assurance is to be in a form acceptable to the City and may include an environmental audit or assessment from a source that is acceptable to the City at the tenant's expense. Require tenants to provide notice and pay for analysis by acceptable experts before taking actions whose impacts would trigger SEPA in a case where the actor (or permitter) is a public agency.</li> </ul>	Staff develop; Ordinance	Hanson will work with tenant members of RAAC to clarify and develop recommendation.	<i>Support, however this item is not in scope of Hanson contract.</i>	
#23	<b>Airport Noise</b>	<ul style="list-style-type: none"> <li>Working with tenants, continue to proactively publicize Renton's voluntary noise abatement procedures, coordinate with noise officers and flight schools at other nearby airports and with FAA, and support the RAAC.</li> </ul>	Council budget action (ordinance)	Concur 10/15	<i>Support</i>	Ongoing
#24		<ul style="list-style-type: none"> <li>Use specialized assistance to undertake an ongoing series of noise readings in the neighborhoods to address volume, intensity, duration, frequency and sources of noise.</li> </ul>	Council budget action (ordinance)	Concur 10/15	<i>Support</i>	
#25		<ul style="list-style-type: none"> <li>Create a tracking system for noise and other airport complaints.</li> </ul>	Airport manager action	Concur 10/15	<i>Support</i>	Ongoing
#26		<ul style="list-style-type: none"> <li>Create a physical model of the airport area and its airspace to facilitate understanding of the system.</li> </ul>	Staff action, possible Council budget action	[New Oct. 8.]	<i>Oppose, value does not justify cost.</i>	

	<b>Subject Area</b>	<b>Consultant Recommendations: Leasing</b>	<b>Suggested Implementation Tool</b>	<b>RAAC Position</b>	<b>Administration Position</b>	<b>Status as of 12/5/02</b>
#27 #28 #29	<b>Airport Noise (continued)</b>	<ul style="list-style-type: none"> <li>• Continue the RAAC with staff/consulting support, publish and publicize voluntary noise abatement measures; and</li> <li>– Create a RAAC work plan for 2002 that continues to address noise issues; and</li> <li>– Empower the RAAC to specifically address aircraft safety over the neighborhoods.</li> </ul>	Airport Manager action  Council Transportation Committee Directive	Concur 10/15  Concur 10/8	<i>Support publicizing voluntary noise abatement measures. If RAAC is continued, should be supported by airport manager and city staff, not by consultant. Oppose use of consultant for development of a RAAC workplan for 2002. RAAC addressing safety is not feasible.</i>	Placed signage on all vehicles gate reminding pilots of the Voluntary Noise Procedures  2003 RAAC Work program identified which includes ongoing noise discussions
#30		<ul style="list-style-type: none"> <li>• Undertake a Part 150 study to:                             <ul style="list-style-type: none"> <li>– Identify the current and future contours in relation to the Business Plan’s final forecasts; and</li> <li>– Identify operations and land use mitigation actions to be implemented in the near term (1-3 years) as well as beyond.</li> </ul> </li> </ul>	Council budget action	No action. See text for discussion.	<i>Strongly Oppose</i>	
#31	<b>Security and Safety</b>	<ul style="list-style-type: none"> <li>• Continue the current high level Foreign Object Debris (FOD) patrol.</li> </ul>	Council budget action (ordinance)	Concur 10/8	<i>Support</i>	Continuing
#32		<ul style="list-style-type: none"> <li>• Continue bird control through a variety of approaches.</li> </ul>	Council budget action (ordinance)	Concur as edited 10/8	<i>Support</i>	Bird hazing occurs now from 6:45 AM to 10:00 PM
#33		<ul style="list-style-type: none"> <li>• Empower the Renton Airport Advisory Committee to specifically address aircraft safety over the neighborhoods.</li> </ul>	Direction from Council Transportation Committee	New Oct. 15, 2001	<i>Oppose, not feasible. FAA issue.</i>	

	<b>Subject Area</b>	<b>Consultant Recommendations: Leasing</b>	<b>Suggested Implementation Tool</b>	<b>RAAC Position</b>	<b>Administration Position</b>	<b>Status as of 12/5/02</b>
<b>#34</b>	<b>Security and Safety (continued)</b>	<ul style="list-style-type: none"> <li>Improve airport security throughout the field, balancing the accelerated need for more protection against the need for continued access for customers and non-Boeing tenants.</li> </ul>	Council budget action (ordinance)	Concur as edited 10/8	<i>City is taking aggressive actions in this area. Tenants must also participate. Investigate Homeland Security funding for security improvements.</i>	Airside/Landside Separation and Security Plan will be completed by June 15, 2002. Vehicle, pedestrian and fencing projects under construction
<b>#35</b>		<ul style="list-style-type: none"> <li>Undertake more proactive land use controls and zoning around airport including adoption of WSDOT Aviation guidelines in order to protect the airport's chosen future.</li> </ul>	Council action through 2002 update of Comprehensive Plan	Concur 10/15	<i>Strongly oppose.</i>	
<b>#36</b>		<ul style="list-style-type: none"> <li>Revise the kayak company lease to require higher aviation safety and awareness for boat renters.</li> </ul>	Council lease revision action (ordinance)	Concur as amended 10/8	<i>Just communicate instead of lease revision.</i>	
<b>#37</b>		<ul style="list-style-type: none"> <li>Publicize the need among lake users for avoidance of all types of aircraft as they land and take off.</li> </ul>	Staff	New, October 2001	<i>Support measured approach.</i>	

	<b>Subject Area</b>	<b>Consultant Recommendations: Leasing</b>	<b>Suggested Implementation Tool</b>	<b>RAAC Position</b>	<b>Administration Position</b>	<b>Status as of 12/5/02</b>
<b>#38</b>	<b>Facilities</b>	<ul style="list-style-type: none"> <li>Complete the development of the existing airport and enhance the public amenities, e.g. improved jet and avgas fuel times of operation, bathrooms on the airside, aircraft wash pad, and compass rose (to reduce low-level flights to other nearby airports to use such facilities).</li> </ul>	Staff action; Council budget action to approve use of Airport Fund	Concur 10/8	<i>Administration position is that the market should determine need for public amenity improvements at airport. Tenants, particularly FBO's should provide improvements to public amenities if this will promote business. Any public amenity improvements provided by City should be paid for by rental rate increases. Opposed to city-maintained public restrooms.</i>	
<b>#39</b>		<ul style="list-style-type: none"> <li>Explore the provision of portable toilet facilities as an interim measure to meet the needs of the flying public especially as security makes it more difficult to access other facilities.</li> </ul>	Council budget action	[New Oct. 8]	<i>Strongly oppose. Would add to visual blight.</i>	Council Action Item. Complete
<b>#40</b>		<ul style="list-style-type: none"> <li>Explore the merits of siting car rental facilities on the field.</li> </ul>	Staff action		<i>This could be FBO/tenant rather than city- provided service</i>	
<b>#41</b>		<ul style="list-style-type: none"> <li>Develop a new design code for the airport, working with the RAAC and the tenants, and incorporate code compliance requirements with each lease change.</li> </ul>	Staff action, Council Ordinance	Concur 10/8	<i>Oppose, the city rather than the RAAC and tenants is responsible for this.</i>	

	<b>Subject Area</b>	<b>Consultant Recommendations: Leasing</b>	<b>Suggested Implementation Tool</b>	<b>RAAC Position</b>	<b>Administration Position</b>	<b>Status as of 12/5/02</b>
#42	<b>Facilities (continued)</b>	<ul style="list-style-type: none"> <li>Enforce the existing airport rules and regulations regarding aesthetic aspects of properties and enhance the airport aesthetics by adopting stronger standards.</li> </ul>	Staff action, Council Ordinance	Concur 10/8	<i>Support. Minimum facility maintenance standards should be part of new leases.</i>	Included in Leasing Policy
#43		<ul style="list-style-type: none"> <li>Explore provision of more fueling options.<sup>5</sup></li> </ul>	Staff action	“Parking Lot” 10/8	<i>Market driven.</i>	
#44		<ul style="list-style-type: none"> <li>Meet with tenants to confirm, update and clarify their business expansion interests; review how such plans mesh or conflict with the Master Plan and community interests.</li> </ul>	Staff action	Concur as amended 10/8	<i>Appropriate ongoing activity</i>	Ongoing weekly activity
#45		<ul style="list-style-type: none"> <li>Develop appropriate space to meet the needs of US Customs.</li> </ul>	Staff action, Council Resolution	Concur as amended 10/8	<i>City is working with Customs on accommodating their needs</i>	Council Action Item – Office for US Customs Service was completed June 15 <sup>th</sup> , 2002
#46		<ul style="list-style-type: none"> <li>Improve the main entrance of the airport through better layout, improved safety of autos on the taxiway, and aesthetics.</li> </ul>	Staff action, Council Resolution	Concur 10/8	<i>Support with participation by tenants.</i>	Airside/landside Separation and Security Plan recommendations will improve the main entrance of the airport through better layout, improved safety of autos on the taxiway, and aesthetics. Tenant building at main gate was painted. Landscaping to be improved in 2003.

<sup>5</sup> Comment was made that fuel volume is so small that it would be unprofitable to provide as a separate activity.

	<b>Subject Area</b>	<b>Consultant Recommendations: Leasing</b>	<b>Suggested Implementation Tool</b>	<b>RAAC Position</b>	<b>Administration Position</b>	<b>Status as of 12/5/02</b>
#47	<b>Longer-Term Issues</b>	<ul style="list-style-type: none"> <li>Once all framework documents are in place for the running of the airport, develop a comprehensive strategy for its operation.</li> </ul>	Staff analysis, Council action	Concur 10/8 as amended <sup>6</sup>	<i>Support</i>	
#48		<ul style="list-style-type: none"> <li>Add a maintenance staffer in order to keep the airport in better visual condition.</li> </ul>	Council budget action	Not agreed 10/8	<i>Done.</i>	Completed in 2002 budget
#49		<ul style="list-style-type: none"> <li>Perform a detailed infrastructure study of the airport – conditions, needs and costs if Boeing leaves.</li> </ul>	Staff scoping; Council budget action	Concur 10/8	<i>Separate investigation to be headed by Economic Development Dept. in the event Boeing leaves.</i>	
#50		<ul style="list-style-type: none"> <li>Conduct a comprehensive long-range security study of the airport.</li> </ul>			<i>Administration is pursuing.</i>	Airside/landside Separation and Security Plan to be completed on June 15, 2002.
#51		<ul style="list-style-type: none"> <li>Develop a cohesive citywide policy for any departure of Boeing from Renton including the future of the taxiway bridges and Boeing’s current “through the fence” operations. Develop an action plan for providing Crash, Fire and Rescue (CFR) services to the airport if Boeing leaves as this service is currently provided by Boeing using the taxiway bridges for access.<sup>7</sup></li> </ul>	Council policy directive or Resolution	Not felt to be a RAAC issue directly but consultants may recommend.	<i>Strongly oppose use of taxiway bridges for other than commercial airplane manufacture. Rest of this is outside scope of study.</i>	See Leasing Policy 5.12.2

<sup>6</sup> The RAAC was strongly unanimous in agreeing that the airport should stay under City of Renton management and ownership.

<sup>7</sup> Comment was made that lack of water services at many sites to meet the Renton Fire Code tends to preclude hangar development since Boeing is currently providing water to the sites.

	<b>Subject Area</b>	<b>Consultant Recommendations: Leasing</b>	<b>Suggested Implementation Tool</b>	<b>RAAC Position</b>	<b>Administration Position</b>	<b>Status as of 12/5/02</b>
#52	<b>Longer-Term Issues (continued)</b>	<ul style="list-style-type: none"> <li>Send City Council [at least Transportation committee members], Mayor and senior staff to AAAE training for new airport commissioners, along with a neighborhood liaison person OR arrange for periodic workshops by the AAAE trainers on site in Renton for this purpose.<sup>8</sup></li> </ul>	Council budget action	Concur 10/8	<i>Possibly support sending the Airport Manager and one or two others.</i>	

<sup>8</sup> Council Transportation Committee on 10/16 suggested this can be done by inviting other airports in the region to join Renton and share the costs.