

Friends of Pacific City State Airport

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REQUEST FOR INFORMATION

Risk Mitigation and Future Operations of the Pacific City State Airport

Submitted by:

Friends of Pacific City State Airport (FPCSA)

*"Committed to Ensuring the Wise Management and Use of
Our State Owned Airport"*

16 October 2018

www.FriendsofPacificCityStateAirport.com

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Committed to the Wise Management and Use of Our State Owned Airport

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EXHIBITS

- Exhibit 1: FPCSA SWOT Analysis
- Exhibit 2: Goal Setting (April 7, 2018)
- Exhibit 3: Articles of Incorporation
- Exhibit 4: Airport Walk Notes (June 16, 2018)
- Exhibit 5: FPCSA Capital & Maintenance Suggestions (June 21, 2018)
- Exhibit 6: Work Party Debrief Notes
- Exhibit 7: Work Party Cost Analysis
- Exhibit 8: IRS Determination Letter
- Exhibit 9: Pacific City Transportation Plan (Airport)
- Exhibit 10: Pacific City Zoning Map
- Exhibit 11: Section 3.565: Pacific City Airport Construction Overlay Zone (PAO)

PHOTOS Work Party - 22 September 2018

SUPPORT LETTERS

Oregon Pilots Association
Aurora Aviation
Piper Club
EAA Chapter 105
EAA Chapter 837
Laura(Fisher)Krueger
Tillamook Pilots Association
PCNV Chamber of Commerce
Kelly Beerman, Founder, the Flying Initiative

APPLICANT AND SITE INFORMATION

APPLICANT

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Sally Rissel, President
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Web: www.FriendsOfPacificCityStateAirport.com
501(c)3 Nonprofit Corporation, EIN 83-0942472

PROPERTY OWNER

Oregon Department of Aviation
Attn: Matthew Maass, State Airport Manager
6040 25th Street S.E.
Salem, Oregon 97302-1125
Phone: (800) 874-0102
E-Mail: Matthew.D.Maass@Aviation.state.or.us

REQUEST:

Continued Operation and Ownership of the Pacific City State Airport by the Oregon Department of Aviation with the Assistance of the Friends of Pacific City State Airport

TAX LOT:

Tax Lot 600, Map No. 4S-10W-30

ZONING:

Air Park Zone

SIZE:

8.71 Acres

LOCATION:

Downtown unincorporated Pacific City, Oregon between Brooten Road and the Nestucca River, South of Pacific Avenue

INTRODUCTION

Pacific City State Airport (PCSA) is an important public asset. It's valued locally for its economic, emergency, and transportation impacts. It is a very popular Pacific Northwest coastal airport. Pilots and their passengers fly in and purchase meals, shop, and walk on the beach. Life Flight uses the airstrip to transport injured and ill individuals to medical facilities in metropolitan centers. The Coast Guard utilizes the airport for training procedures. Businessmen, doctors and second home owners commute weekly from the airport. PCSA is an important component of the Oregon Coastal Airport System.

Pacific City State Airport has historical significance. Back in the 1920's the first airplane flew into Pacific City, landing in a mowed cow pasture, which is the current site of the airstrip. In 1951, 22 individuals and Tillamook County donated 8+ acres to the State of Oregon, Department of Transportation's Board of Aeronautics for a public airstrip that would contribute to an important Oregon Coastal Airport System. The Pacific City Woods Chamber of Commerce sponsored fish fries at the airport to attract pilots and tourists to the area. More than 100 airplanes would fly in to these hugely successful events. Barn stormers would occasionally fly into the airstrip to offer people their first airplane ride.



Pacific City is an unincorporated community with governmental oversight by Tillamook County. Tillamook County includes the airport in its Comprehensive Plan and Transportation Plan. The Pacific City Citizens Advisory Committee (CAC), an advisory body to Tillamook County, recognizes the airport in its land use planning efforts and documents, recently making special effort to avoid any possible encroachment on the airport.

There are seven existing airplane hangars along the airport and land available for more to

be built. The airport and land along the west side of the airport east of Rueppell Avenue is zoned “Airpark” and the land west of Rueppell Avenue is zoned R2, Medium Family Residential.

The Airport Zone is subject to the provisions of “Section 3.565: Pacific City Airport Obstruction Overlay Zone (PAO)” of the Tillamook County Zoning Ordinance. Based on land zoning, current development and flood plain restrictions, it seems highly unlikely that an FBO could be established on site that could single-handedly support the airport. The opportunity for revenue generation at this time is limited to “Through the Fence” airport access fees that the ODA collects from adjacent property owners. The airport supports the local business community by bringing in pilots and their guests as well as providing recreation for pilots that pay aviation gas tax.

The support for the airport remaining State-owned has been demonstrated over and over again during public meetings and community events as well as through letters and emails written to ODA by pilots and community leaders. To organize and to give voice to the strong public support that was building, Friends of Pacific City State Airport was established to ensure the wise management and continued state operations for Pacific City State Airport.

Following, is the Friends of Pacific City State Airport’s response to the RFI issued by ODA on September 6, 2018 as stated below:

ODA REQUEST FOR INFORMATION

On 6 September 2018, the Oregon Department of Aviation sent out a Request for Information for “Risk mitigation and future operations of Pacific City State Airport.”

As stated in the motion by Aviation Board Member Mark Peters, the request is “*for information that seeks guidance on the future of Pacific City State Airport including how to mitigate existing risks and the future operations of the airport.*”

*“Respondent is requested to address the following
:*

- *Individual or organization name, address, phone, email, point of contact*
 - *If an organization, please include organization documentation (Secretary of State registration, for example) and background of the organization*
- *Narrative of plans or concepts relative to short term risk mitigation projects and/or programs*
- *Narrative of plans or concepts relative to long term plan for sustained future operations*
- *Elements to include (but not limited to):*
 - *Qualifications, knowledge and/or experience relative to airport maintenance and operations*
 - *Resources anticipated to implement concepts presented*
 - *Oversight framework for short term, long term, or both*
 - *Time frame anticipated*

- *Letters of support and/or partnership (please note that these letters are for information only and do not bind the signer to a contractual agreement)”*

ORGANIZATION - FRIENDS OF PACIFIC CITY STATE AIRPORT

Friends of Pacific City State Airport (FPCSA) was established as a grassroots organization in November 2017 when Pacific City State Airport stakeholders learned that the Oregon Department of Aviation Board had voted on October 19, 2017 to "proceed with a real estate transaction" with the intent to sell the State airport to a private individual.

Airport stakeholders mobilized to demonstrate their support for the airport remaining State-owned. They formed an organization for airport advocacy, education, volunteer recruitment and management for airport maintenance. Through monthly meetings and organizational development efforts - a SWOT analysis (Exhibit 1) and goal setting (Exhibit 2) - the group established the necessary framework to file as a nonprofit corporation with the State of Oregon on June 11, 2018 (Exhibit 3) and to receive IRS designation as a 501(c)3 tax deductible entity on September 28, 2018 (Exhibit 8).

Friends of PCSA walked the airport with the ODA State Airport Manager on June 16, 2018 to identify hazards and encroachments and to develop a list of items for immediate action as well as to brainstorm ideas for future improvements (Exhibits 4 and 5). The priorities for action for the 2018 SOAR \$60,000 grant to PCSA were discussed. Because of this productive meeting, ODA and FPCSA conducted a very successful airport work party as a public/private partnership. During the September 22, 2018 work party 52 volunteers worked 8 hours to remove several large trees, willows and canal waste equivalent to 11 large truck loads/96 cubic yards of debris. Work party debrief notes and work party cost analysis (Exhibits 6 and 7) provide a list of equipment donated and services provided, with a conservative estimate of \$54,820 given as the donation value made to the State of Oregon, Department of Aviation.

With significant deferred maintenance accomplished on September 22nd, the Friends of PCSA nonprofit organization is eager to make recommendations for short and long term maintenance and improvements, and to join as a trusted and committed partner with ODA to maintain the State-owned airport.

NARRATIVE OF PLANS OR CONCEPTS FOR SHORT TERM RISK PROJECTS

Mitigate: *Make less serious, severe or painful.*

The following list of improvements can be made quickly, at low cost, with modest work effort and would be a good start to a longer-term process of risk mitigation at the airport.

1. FPCSA and ODA to continue to monitor and remove as necessary trees and vegetation on the airport grounds and approaches that are encroaching into the airspace.

2. FPCSA to assist the ODA to investigate, establish priority and obtain funding to repair and/or replace aging markers on power lines and install additional markers as appropriate.
3. FPCSA to assist the ODA with the mowing of the grass on the airport grounds. Substantial mowing is already being performed by FPCSA. Mowing by private parties allows the ODA to allocate mowing expenses to be used for other safety and maintenance needs.
4. A new wind sock was provided by the ODA and was installed by a member of the FPCSA on the roof peak of the Jeff Schons hangar. It is requested that the Oregon Department of Aviation accept responsibility for the operation and maintenance of this wind sock. A second ODA windsock is located at the southeast corner of the airport and a third ODA wind sock exists midfield on the west side of the airport. This third wind sock is helpful as it gives pilots information on wind gusts mid field. FPCSA will cooperate with the ODA to determine the best option and location for this mid field wind sock.
5. FPCSA to assist the ODA with removal of debris from the runway after extreme flooding events. FPCSA will establish a volunteer list for debris removal to minimize ODA excursions to the airport. Members of FPCSA already have been removing debris from the runway surface. It is requested that this public-private partnership continue.
6. FPCSA to assist the ODA to facilitate the removal of trees in the approach path to runway 14 on private property across the street at the north end of the airport boundary. The property owner has already agreed to some tree removal. FPCSA will work with other adjoining property owners to arrange additional tree removals.
7. FPCSA to assist the ODA by removing weeds along the runway and ramp edges that result in pavement deterioration. A Work Party could be organized and supervised by the FPCSA.
8. FPCSA to assist the ODA by monitoring development applications in the Pacific City Airspace. Tillamook County has very specific zoning restrictions for the airport's airspace. It is difficult to enforce regulations due to lack of a local city government. Resources that the FPCSA can provide include:
 - Monitor zoning applications. The FPCSA includes full and part time residents that have extensive local knowledge and experience with Pacific City's planning and zoning codes and the land use approval process.
 - Provide technical opinions on zoning and land use applications. FPCSA board members have professional licenses and skills and technical experience with land use applications in Tillamook County.

9. FPCSA to assist the ODA in implementing a program to fix all AFD-related references to the airport. Ensure that they are correct and reflect the current obstructions. FPCSA can assist the ODA by helping to prioritize the need to determine which improvements should be funded based on existing needs.
10. Pilot warning for night operations. FPCSA has a website and Facebook page on which safety information on use of Pacific City State Airport can be posted.
11. FPCSA can cooperate with and assist ODA to request and obtain funds and provide labor to maintain, repair or replace the restrooms.
12. If needed, FPCSA can cooperate with and assist with the repair the tide gate at the Southeast corner of the runway at the Nestucca River.
13. FPCSA can provide local support for repairing or replacing the west side drainage system. Drier, firmer ground may allow airplane parking on the grass, and a drier surface at the pavement edges lessens the chance of aircraft ground looping at runway edges.
14. FPCSA can provide real-time safety information to pilots in the form of one or more web cams at locations on the airport that would enable pilots and ODA personnel to assess the runway condition.
 - * Get internet access to the airport
 - * Provide local weather measures to the internet
 - * Provide a view for pilots and the ODA to see flood debris on the airportFPCSA can help locate cameras on private property if public locations do not work well. They can also disseminate links to the information on their web site. The web site address can be posted at the pilot check-in box.
15. FPCSA can work with the ODA to seek SOAR grants for the airport by working with the ODA on long term airport improvements, property acquisitions, and addressing safety issues.
16. FPCSA has relationships with local contractors that the ODA may call upon to correct such things as plumbing emergencies, electrical emergencies, flood debris on the runway, etc. This should reduce the frequency of times where the ODA must send State employees and contractors to the airport. FPCSA requests that the ODA continue the present working relationship with FPCSA to provide local volunteer labor.
17. FPCSA can work with ODA to provide a port-a-potty at the airport from March 1 through October 31, until permanent restroom facilities are available.
18. FPCSA can assist with the repair and maintenance of the aircraft tie down chains as well as keep ODA informed as to their condition and need for replacement.

NARRATIVE OF PLANS-CONCEPTS FOR LONG TERM SUSTAINED OPERATIONS

In developing long-term plans we are making recommendations that could make Pacific City State Airport the “**best airport possible**”. We realize that some of these suggestions require significant funds and possible land use actions that could be difficult and expensive to pursue. Nonetheless, implementing these items will positively affect the airport so, for completeness, we have included them for consideration.

1. FPCSA can assist and support ODA efforts to schedule and fund a program to continue seal coating the runway surface to protect the pavement from weathering.
2. FPCSA can assist and support ODA efforts to schedule and fund a program to restripe and repaint runway markings. Some markings could be painted by FPCSA volunteers under the existing ODA-FPCSA cooperative relationship.
3. FPCSA can assist and support ODA efforts to schedule and fund repaving the runway as required.
4. FPCSA can assist and support ODA efforts to obtain funding and labor to increase airplane parking. There are five usable spaces. At least ten spaces are recommended.
5. FPCSA can assist and support ODA efforts to schedule, obtain funding and provide labor to design, construct and build a facility with clean restrooms, a pilot's lounge, a local area attractions kiosk, and an area for loaner bicycles. A portion of the facility funding could be provided through County transient lodging tax funds if an information kiosk was built.
6. FPCSA can assist the ODA to provide real-time safety information to pilots
 - * Get internet access to the airport.
 - * Provide local weather measures to the internet.
 - * Provide a view for pilots and the ODA to see flooding and debris on the airport.
7. FPCSA can assist the ODA with property acquisition to eliminate and prevent obstructions
 - * Purchase the Goodman property northeast of the airport.
 - * Remove the Goodman building.
 - * Purchase the Sea View property north of the airport.
 - * Remove Sea View building and trees.
8. FPCSA can assist the ODA to inspect, repair, replace or add power line markers and building lights as well as keep ODA informed of their condition and need for replacement.

9. FPCSA can assist the ODA to repair or replace the westside drainage system. Drier, firmer ground may allow airplane parking on the grass, and a drier surface at the pavement edges lessens the chance of ground looping aircraft.
10. FPCSA can assist the ODA to determine the need to relocate the existing slatted chain link fence around the Pacific City Joint Water and Sanitary District building at the northwest corner of the runway.
11. FPCSA can assist the ODA to acquire public ramp access needed for emergency vehicles, airport guests, pedestrians, and vehicles loading aircraft. This will also mitigate inadvertent property damage and trespassing issues affecting adjoining property.
12. FPCSA can work with the ODA to investigate the value and cost of runway widening and lengthening.

ELEMENTS OF THE PLANS

Qualifications, Knowledge and/or Experience-Airport Maintenance and Operations

Friends of Pacific City State Airport is a nonprofit organization with many volunteers possessing highly technical and pertinent skills and talents to support the airport. FPCSA can bring in human resources as needed to identify, solve and resolve problems and needs. Volunteers for FPCSA include educators, writers, community leaders, construction experts, contractors, engineers, land surveyors, medical professionals, fundraisers, community relations experts, system analysts, economists, historians, private and commercial pilots, flight instructors, Pacific City residents, property owners and local business owners, etc.

Several of the volunteers have conducted airport maintenance for FPCSA for decades without formal recognition. They have mowed the grass, killed weeds growing up through the asphalt, cleared the runway of storm debris, cleaned and maintained the toilets, replaced torn wind socks, etc. Other members fly regularly into FPCSA and are familiar with issues and needs. FPCSA can be the eyes and ears at the airport on a daily basis. FPCSA has diverse expertise to offer free advice and services as needed. FPCSA can develop a Safety Committee to work with ODA to post information on the FPCSA website and Facebook page, and provide a link to the ODA website.

Resources Anticipated to Implement Concepts Presented

Financial Resources

Friends of PCSA will work with the ODA State Airport Manager to identify maintenance and improvement projects, to develop a long-term airport budget, to dedicate SOAR funding to complete the deferred maintenance projects and to seek additional State of

Oregon, Tillamook County, Tribal and nonprofit Foundation funding as needed to make improvements to the airport. State funding could be sought from the Oregon legislature, Oregon Department of Aviation, Oregon Tourism Commission, Economic Development and Transportation agencies. County funding could be sought from the Transient Lodging Tax (TLT) for both capital improvements and tourism marketing. Nonprofit funding could be sought from the Recreational Aviation Foundation (RAF) and other state and federal aviation organizations. The Grand Ronde Tribe could be invited to contribute to the improvement of the airport. Friends of PCSA could hold seasonal fund raising efforts to include fly-ins, educational sessions and workshops, etc.

Human Resources

Many residents along the airport, whether or not they own airplanes or fly, regularly provide maintenance services for operation of the airport. Also, Friends of FPCSA has a cadre of experts that can be brought in as needed for assessments, recommendations, and action.

Prominent among existing donated services is mowing the grass. There is a substantial savings to the Oregon Department of Aviation in time, labor and equipment costs when volunteers do the mowing. The substantial savings in travel time could better be used for physical airport improvements.

Maintenance, such as replacement of damaged, broken or missing tie down chains, and replacement of torn wind socks could be done by volunteers with materials supplied by the Oregon Department of Aviation, donated by local residents or purchased by the Friends of Pacific City State Airport.

The FPCSA has proven that it can mobilize dozens of volunteers for work parties where sizable deferred maintenance efforts must be done.

Oversight Framework for Short Term, Long Term, or Both

FPCSA is a 501(c)3 nonprofit corporation with legal authority to apply for, receive and manage government and foundation funds. It has a board of directors and officers, committees and volunteers that are committed to the mission of ensuring the wise management and use of the State-owned airport.

Since many members of the FPCSA are local or part time residents, FPCSA is in a position to make frequent site inspections and keep track of local land use applications that may affect the airport airspace.

Nonprofit leadership will work closely with the ODA State Airport Manager to develop an airport budget, work plans and a maintenance agreement to improve and maintain the airport condition and its safety. The Friends of PCSA board, working with its Maintenance Committee, will recruit volunteers to provide routine and as needed maintenance. The Maintenance Committee co-chairs will serve as liaisons to ODA and

will oversee any volunteer work done. We suggest these chairs meet with the ODA as needed including regular quarterly meetings with the ODA. A formalized agreement between ODA and FPCSA could be put in place, based off the current, successful relationship that ODA has with Aurora State Airport stakeholders.

An excellent example of the spirit of the current cooperation between the ODA and the FPCSA was evident with the September 22nd work party that removed all of the trees encroaching into the airport air space as well as a few trees on neighboring consenting properties.

Time Frame Anticipated

FPCSA will work with the ODA State Airport Manager to develop short term, sustaining and long term goals, budgets and project priorities. The time frames for action will coincide with ODA SOAR funding cycles, State agency, County government and Foundation budget and grant cycles.

Letters of Support and/or Partnership

Friends of Pacific City State Airport conducted extensive local and pilot community outreach efforts to determine the level of support for the coastal State-owned airport. Through open and inclusive communication efforts which included public meetings, newspaper articles, the creation of a website and Facebook page, a mailing list of almost 200 people and a Facebook group with over 100 members have been established. FPCSA has provided with this document a few of the Letters of Support that have been written to state the importance of keeping FPCSA a State-owned public asset. Of significance are letters from the local Pilots Association, TPA, as well as the Oregon Pilots Association. With no city government in Pacific City, the local leaders and decision makers are the Chamber of Commerce and the Citizens Advisory Committee. Both of these groups have written letters to ask that the airport remain State owned.

The ODA staff has in 2018 participated in a few meetings in Pacific City and here's what the airport stakeholders have been saying:

January 2, 2018 - Pacific City-Nestucca Valley Chamber of Commerce monthly meeting. Panel discussion by ODA staff and local homeowner/airport advocate Robyn Holdman. Holdman suggested a consortium to work with the State to manage the airport. Potential buyer Kurt Bruun did not support a collective effort, preferring management by the private owner or ODA. Many chamber members expressed their preference for a State-owned airport. Later, at the April 2018 Chamber of Commerce meeting, the membership voted unanimously in support of the airport remaining State owned. A letter stating such was sent to ODA and area government officials.

January 6, 2018 - Tillamook Pilots Association monthly meeting. At the end of the meeting the TPA voted to publicly support the airport remaining in State ownership.

January 8, 2018 - Sen. Roblan & Rep. Gomberg Town Hall meeting. 100+ people in attendance. ODA Director said he'd heard the many concerns of the community about going the private sale route and they were willing to step back from pursuing the sale of the airport. He said that ODA planned to have public meetings and create a work group to make sure the airport's future was determined with the input of stakeholders.

March 9, 2018 - ODA public meeting on a Friday evening. 3 dozen people in attendance. Public comments permitted, but no dialogue with staff allowed during the meeting. State Airport manager stated that the airport would not be closed. All present were in support of keeping the airport in State ownership. Materials distributed by ODA indicated that they were continuing forward with the sale of the airport, which conflicted with what we'd been told at the January 8th town hall meeting. No assurance by ODA staff of any type of work group being formed. Stakeholders have still not been told why the airport must be sold.

March 19, 2018 - Friends of Pacific City State Airport formative meeting. Two dozen airport advocates, the ODA Director and 2 staff members participated. The ODA director stated that the agency had slowed the sale process down and would be sure to communicate with diverse airport stakeholders before any decision was made. The group conducted a SWOT (Strength, Weaknesses, Opportunities & Threats) analysis, began to create a mission statement and established committees: maintenance, communication, fundraising and executive. Friends of PCSA asked ODA to provide a list of specific airport concerns and of items that needed improvement. Friends of Pacific City State Airport pledged to work in partnership with ODA to improve the safety of the State-owned airport.

June 16, 2018 - Pacific City Woods Citizens Advisory Committee meeting. Oregon Department of Aviation's State airport manager was invited to speak with the group to explain why ODA is considering selling the airport to a private individual. He did mention that after hearing concerns and opposition to a sale from airport stakeholders and local government officials over the past 6 months, the agency is currently stepping back from declaring the airport as surplus. If the airport is declared surplus, the sale process would begin. A question and answer period followed, with a lengthy discussion about ODA's liability concerns. Following comments made by Friends of PCSA president Sally Rissel, the CAC board chair made a motion, "The Citizens Advisory Committee supports and encourages continued State ownership of our important, unique asset, Pacific City State Airport." The vote was 40 to 1 in support of the motion.

Support letters are included in the Exhibits.

CONCLUSION AND RECOMMENDATIONS

Oregon Department of Aviation should honor the intent of the 22 individuals who donated the land for a public airport in Pacific City. The State airport plays an important role for safety, emergency services and economic development for the unincorporated town of Pacific City. Local property owners and businesses, local government and safety officials, local and visiting pilots have overwhelmingly communicated that Pacific City State Airport plays an important role in Oregon's Coastal Airport System. Building upon the significant show of support for continuation of a State-owned airport, Friends of Pacific City State Airport has the following recommendations:

1. Continue State of Oregon ownership of Pacific City State Airport, with management of the public asset by the Oregon Department of Aviation.
2. Continue building the strong working relationship between Friends of Pacific City State Airport and ODA for airport maintenance and improvements, including the development of an arrangement similar to that between ODA and Aurora Airport stakeholders.
3. Work with FPCSA to monitor and comment on local land use planning applications that have the potential to impact the Pacific City State Airport airspace.
4. Partner with FPCSA, local residents, licensed professional consultants (contracted and volunteer) and aviation professionals for the maintenance, preservation, protection and enhancement of Pacific City State Airport.

STRENGTHS

- Community asset
- Community resource
- Good asphalt (lack of freeze & thaw)
- Volunteers do most of the work to maintain it – mow grass, kill weeds growing in asphalt, pick up flood debris, keep toilets working & filled with supplies, monitor pilot sign in sheet
- Life flight access & use
- Coast Guard training area
- Generates income to local businesses (restaurants, gift shops, motels)
- Adds to property values, especially along airstrip
- Good safety record
- Resilience of the people in Pacific City
- Earthquake preparedness
- Land was donated by private citizens, community members for a public airport (22 people + Tillamook County). Community commitment to its existence. Reversion clause in quitclaim deeds saying land must remain an airport or it returns to heirs of donors.
- Pride of locals in airport and its history
- Tourism opportunities – aviation tourism. Visitors from outside Oregon. Doesn't add to tourist auto traffic and congestion.
- Transportation asset – part of Oregon Coastal Airport System. Used by commuters.
- Emergency landing option. Other airports north and south often impacted by clouds/fog and KPFC has blue sky.
- Student pilot training asset. Sea level (low elevation) and good practice for short, narrow runway landing.
- Unique – beach and restaurants within 5-minute walk. Nothing else like it on PNW beaches.
- Draws people to community – airplane rides, fly-ins, skydiving event, future home ownership
- State aviation professionals manage airport for the people of Oregon

WEAKNESSES

- Winter flooding of airstrip
- Debris filled ditches on east and west side of airstrip worsen flooding
- Encroachment – buildings generally can't be moved. Trees & brush on airstrip can be removed.
- Trees on private property north of airport cause landing hazard
- Crosswind
- Animal hazards – deer and geese
- Toilets are old and ODA doesn't maintain them
- No AV gas at airport
- No public parking for airport (overdevelopment)
- Lack of lighting for airport for emergency landing/takeoff
- No room to build on State property
- Short length & narrow width
- Cost of maintenance (main cost is ODA staff time and travel costs)
- Little ability to generate income (through the fence fees charged by State are small)
- Airport doesn't meet federal standards, can't apply for federal funds
- Liability
- Perception by State authorities that it is a dangerous airport

- Perceived lack of interest in airport by County officials

OPPORTUNITIES

- Increased tourism – aviation tourism. No cars to add to traffic and parking congestion. May come back later with families to stay awhile
- Collaboration consortium – multiple parties pledge to support the airport through funding, services, volunteer time, etc.
- Short & narrow airstrip pilot training. Popular airport for nearby FBOs (Independence, Salem, etc.) Get their support.
- Proximity to beach – promote it more to pilots
- Half of transient lodging tax (TLT) is generated by South County. Try to get more of our share of what is contributed
- Pursue a greater role in disaster preparation
- Positive community awareness – get more stakeholders involved in supporting the airport
- Document our efforts and successes and share it with other small communities trying to save their airport
- Commercial activity potential at the airport
- Volunteers willing to help with maintenance
- Creation of Friends of Pacific City State Airport – shows stakeholder support, commitment and willingness to mobilize volunteers for maintenance, fundraising, education, communication, etc.

THREATS

- Oregon Dept. of Aviation – repeated efforts to close and now to sell airport. Efforts to sell weren't transparent. No or poor communication. Request for public comment is perceived as disingenuous.
- ODA not engage airport stakeholders to mitigate risks prior to beginning process to sell it
- Declared lack of State resources to effectively mitigate risks
- Intent of donors (23) for a public airport is not being honored
- If sold to private entity, loss of voice in the airport management and future by airport stakeholders and Oregon citizens
- Encroachment
- Liability
- Uncertainty with rights and acts of a private owner. Not bound by State laws or process. Possibility of discrimination for use.
- Decline in or lack of economic resources by private owner could impact airport maintenance
- Generational transfer with private owner
- Possible resale to other private individual or business entity
- Opposition groups form to stop or limit flights into airport when privately owned
- Legal threats to private owner could shut down airport
- What happens if airport reverts back to state (noncompliance by buyer, tragic accident, legal situation). Will State keep it or sell it once again?

Friends of Pacific City State Airport
April 7, 2018 Meeting * Kiwanda Community Center
Meeting Notes

1. **Introductions** – 19 participants (see participant list).
2. **Review of SWOT Analysis** – group revisited Strength, Weaknesses, Opportunities & Threats identified during the March 19, 2018 formative meeting at the Community Center. Document was used to create Mission Statement.
3. **Mission Statement** – group voted to adopt a Mission Statement:
Friends of Pacific City State Airport is committed to ensuring the wise management and use of our State-owned airport.
4. **Goal Setting**
The group began identifying goals and action items. Significant progress cannot be made until ODA responds to requests for information. With ODA information in hand, more goals, action items, project leaders and timelines will be established.
 - a. **Understand ODA concerns; issues and improvements that need to be addressed to mitigate risk**
 - i. **Action** – seek written response to questions submitted to ODA Airport Manager on March 23 and 26. Acquire from ODA all files on KPFC to include the financial, accident and complaint records and reports. Use this information to continue goal setting. **Lead:** Robyn
 - ii. **Action** – work with Oregon Pilots Association (OPA) leader who is a systems analyst to assess situation and recommend action to mitigate risk. **Lead:** Robyn
 - iii. **Action** – work with insurance broker to understand liability concerns and insurance options. **Lead:**
 - b. **Increase Friends of Pacific City State Airport membership**
 - i. **Action** – current members recruit others to join the group via email, letters and personal invitation. Ask people to sign up on the “contact us” page of Friends of KPFC website or via email. Get people to visit the Facebook page
 - ii. **Action** - use airport sign-in box as a way to communicate with visiting pilots. Paint the box a bright color, modify sign-in sheet to gather more info, place flyers and business cards in box. **Lead:** Don
 - iii. **Action** – invite local businesses to join Friends of KPFC and support the airport via Chamber of Commerce partnership. **Lead:** Susan
 - iv. **Action** – provide membership information to coastal and Willamette airports, flying clubs, and aviation associations. **Lead:**
 - v. **Action** – use social media to create awareness and recruit members. Twitter and Instagram. **Lead:** Emily & Matt

c. Develop a communication, promotion & public relations strategy

- i. **Action** – use social media to create awareness, build support and share important information. Website and Facebook pages are developed. Need to establish Twitter and Instagram accounts. **Lead:** Robyn. Team: Jack, Matt & Emily.
- ii. **Action** – nurture relationships with media for interviews and guest articles: Pacific City Sun, Tillamook Herald and Lincoln City newspapers. Contact Oregonian newspaper and TV stations. **Lead:** Sally. Team: Robyn, Don.
- iii. **Action** – post yard signs along airport and in strategic, highly visible locations around the area. **Lead:** Sally. Team: Don, Jeoff & Patt.
- iv. **Action** – encourage people to contact government officials to convey desire to keep airport state-owned. Government leader list is on “News & Facts” page of website. **Lead:**
- v. **Action** – develop a resolution statement/call to action piece that can be carried throughout the community for signature. Develop an electronic version that is available to sign via the website. **Lead:** Robyn. Team: Jack, Jeoff & Patt.
- vi. **Action** – partner with Dorymen’s Association. Airport and dory boats are historical and unique icons for the town. Participate in Dory Days parade. **Lead:** Communication Committee

d. Build alliances with airport users and local decisionmakers. Encourage collaboration.

- i. **Action** – Reach out, establish relationship and seek written statement of support
 - 1. Aviation Associations – AOPA, OPA, RAF
 - 2. Emergency & Safety officials - Coast Guard, Sheriff’s office, Fire District
 - 3. Health providers – hospitals, medical clinics and providers
 - 4. Government officials – national and state legislators, county commissioners, county staff, State agencies, Port of Tillamook**Lead:** Executive Committee

e. Secure funding to help with airport maintenance, improvement and risk mitigation

- i. **Action** – create and implement a Development Plan
 - 1. Tillamook Pilots Association (TPA) will serve as fiscal sponsor with 501(c)3 nonprofit status
 - 2. Government grant funding
 - a. Tillamook County TLT tax funding for capital improvements

- b. ODA av gas/jet fuel tax funds via the SOAR program - \$60,000 committed for 2018 improvement work
- c. Support av gas/jet fuel tax increase if more funds can be committed to small, State-owned airports that don't meet FAA standards.

3. Foundation Grant Funding

- a. Local tribal grants
- b. Aviation Foundation grants

4. Special Events

- a. Partner with TPA for fly-in fundraiser at Tillamook Airport
- b. Fish Fry events
- c. Events sponsored by local businesses
- d. Dinners hosted in private homes
- e. Sale of logo items – shirts, sweatshirt, caps

5. Individual Donations

- a. Website appeal
- b. Face to face request
- c. Written appeal to visiting and regular use pilots
- d. Presentation to FBOs, flying clubs and associations

Lead: Fundraising Committee

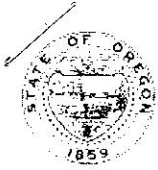
f. Create a consortium to partner with ODA to ensure the wise management and use of KPFC

- i. **Action** – Develop a team of stakeholders to provide input, human and financial resources as partners with ODA to proactively maintain the State-owned airport in perpetuity. Potential members could represent:

- 1. Chamber of Commerce
- 2. Port of Tillamook
- 3. Pilots
- 4. Dorymen
- 5. Tillamook County Commissioner & staff
- 6. Emergency & Safety officials
- 7. Local Representative & Senator
- 8. Airport Neighbors
- 9. Citizens Advisory Council
- 10. Aviation Associations – TPA, OPA, RAF, EAA, WA Pilots Assoc., IAA

Lead: Executive Committee

- ii. **Action** – Research process to create IRS designated nonprofit organization. **Lead:** Executive Committee.



Corporation Division
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E-FILED

Jun 11, 2018

OREGON SECRETARY OF STATE**REGISTRY NUMBER**

144864394

TYPE

DOMESTIC NONPROFIT CORPORATION

1. ENTITY NAME

FRIENDS OF PACIFIC CITY STATE AIRPORT

2. MAILING ADDRESS

PO BOX 399
PACIFIC CITY OR 97135 USA

3. NAME & ADDRESS OF REGISTERED AGENT

RILEY MAKIN

1606 SE GLENWOOD ST
PORTLAND OR 97202 USA

4. INCORPORATORS

ROBYN HOLDMAN

PO BOX 1958
SISTERS OR 97759 USA

5. TYPE OF NONPROFIT CORPORATION

Public Benefit

6. MEMBERS?

No



7. DISTRIBUTION OF ASSETS

Said corporation is organized exclusively for charitable, religious, educational, and scientific purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in the purpose clause hereof. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or (b) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

Upon the dissolution of the corporation, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a Court of Competent Jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine, which are organized and operated exclusively for such purposes.

8. OPTIONAL PROVISIONS

The corporation elects to indemnify its directors, officers, employees, agents for liability and related expenses under ORS 65.387 to 65.414.

I declare as an authorized signer, that this filing has been examined by me and is, to the best of my knowledge and belief, true, correct, and complete. Making false statements in this document is against the law and may be penalized by fines, imprisonment, or both.

By typing my name in the electronic signature field, I am agreeing to conduct business electronically with the State of Oregon. I understand that transactions and/or signatures in records may not be denied legal effect solely because they are conducted, executed, or prepared in electronic form and that if a law requires a record or signature to be in writing, an electronic record or signature satisfies that requirement.

ELECTRONIC SIGNATURE

NAME

RILEY MAKIN

TITLE

ATTORNEY

DATE SIGNED

06-11-2018

EXHIBIT 4

Friends of Pacific City State Airport (KPFC)
Meeting with Matt Maass, ODA
June 16, 2018 * Pacific City State Airport/Bistro

Airport Safety Issues

- Encroachment by buildings & structures
 - PCJWSA pump station and fence
 - Goodman property – proposed car wash
- Encroachment by trees and bushes from private landowners
- Overgrowth of trees and bushes on State land
- Broken flood gate
- Debris filled drainage ditches
- Water pooling issues
- Airport proximity to busy road

Proposed Mitigation

- PCJWSA pump station & fence
 - Lead – Friends of KPFC
 - Action – facility cannot be moved. Leadership of FKPFC will meet with Tony Owens, PCJWSA manager, to request movement of the facility fence westward.
- Goodman property along NE corner of airport
 - Lead – ODA
 - Action – ODA should remain engaged in County process and vigilant in stating that facility would encroach
- Private landowner encroachment with trees & bushes
 - Lead – Friends of KPFC
 - Action
 - ODA to pay for professional survey to determine land boundaries
 - FKPFC to contact private land owners to seek removal of trees & bushes. Volunteer assistance could be offered.
 - Seaview Vacation Rental – 2 trees in final approach landing path
 - Goodman property – trees and bushes
 - Properties on East side of airstrip
 - Properties on West side of airstrip
- Airport public land tree and bush overgrowth
 - Lead – ODA
 - Action
 - ODA will communicate with their engineering contractor, Precision Approach, to determine potential cost for State to clear and remove overgrowth from public land
 - ODA will research potential liability for volunteer assistance. What can volunteers do? What tasks must be done by specialized contractors?
 - ODA will identify date for work party for airport volunteers who can help clear overgrowth on public land

- Friends of KPFC will recruit volunteers to help remove overgrowth and haul it away and will distribute volunteer liability forms
- Broken flood gate
 - Lead – ODA
 - Action
 - ODA will contact Army Corps of Engineers to determine what they will require to fix or replace the flood gate, or if they will allow work to be done
 - Friends of KPFC will contact Nestucca Valley Watershed Council to request an assessment of the flood gate and to determine if State funds could be dedicated for its repair
- Debris in drainage ditches
 - Lead - ODA
 - Action
 - ODA will communicate with their engineering contractor, Precision Approach, to determine potential cost for State to remove debris from drainage ditches and to clean underdrain in west drainage system
 - ODA will research potential liability for volunteer assistance. What can volunteers do? What tasks must be done by specialized contractors?
 - ODA will identify date for work party for airport volunteers who can help clean airport drainage ditches
 - Friends of KPFC will recruit volunteers to help clean debris from ditches and haul it away and distribute volunteer liability forms
- Water pooling issues
 - Lead – ODA
 - Action
 - Repair flood gate
 - Clean drainage ditches
 - Add gravel to wet grassy areas where drainage is poor
- Airport proximity to busy road on north end of airstrip
 - Lead – Friends of KPFC
 - Action
 - Contact Tillamook County to discuss warning light
 - Research pilot-controlled warning lighting system
 - Improve and add additional warning and no parking signage

Proposed Improvements

- Improve warning signage along airport to keep pedestrians from walking on it and cars from driving onto it
- ODA purchase Goodman land on NE corner of airport for airport turnaround and parking, or auto parking and public access to airstrip. Possible seating area for pilots and public.

- Warning lights on north end of airstrip for pedestrians and automobile traffic
- Replace existing bathrooms with prefab bathroom unit and permit volunteers to add decorative siding, pilot seating area, and local business promotional kiosk
- Add more airplane parking area by adding additional gravel to poorly draining area just south of the paved airplane parking area. Pave the area if possible.
- ODA or Friends of KPFC buy the lot south of Matt Williams and clear it for an airport access area and pilot use
- Lengthen the runway to the south through fill and paving. Army Corps of Engineer approval would be needed

To Do List (developed during sit down meeting following the walking tour of the airport)

- ODA
 - Contact Precision Approach and ask them to conduct property boundary survey and to determine their suggested items for maintenance/mitigation and costs
 - Provide to Friends of KPFC the names of people who have submitted volunteer forms
 - Learn from DOJ and Executive Department what airport maintenance and improvement tasks must be done by a professional contractor (example – engineer, surveyor) and what can be done by volunteers
 - File NOTAM for work party
- Friends of KPFC
 - Contact Nestucca Valley Watershed Council for assessment of flood gate and to inquire about State funding for repair work (Robyn & Leonard)
 - Contact private property owners along airport to seek their cooperation to remove encroaching trees and bushes

Making a Better Pacific City State Airport

Maintenance

We need to make clear what tasks the State agrees to do and those tasks suitable for volunteers. What tasks are sensible for volunteers to do in the long term? Will the State allow volunteers to do them? Here are some ideas:

- Windsock(s) condition reporting, perhaps even replacement.
- Brush maintenance: north end willows, south end, east side and center windsock. Center windsock currently registers winds poorly due to nearby brush.
- Mowing: there are large areas suitable for tractor work and small areas not currently being cared for. Mowing must occur ASAP when grass reaches a specific height – what height? We need a contractor to mow with the proper equipment. Wide tires will allow earlier mowings, limit damage to turf taxiways, and discourage wildlife congregation.
- Friends, if they assume the role of airport inspector, will need a sure-fire way to insure the inspections are accomplished.
- Create an inspection schedule and checklist. Perhaps an agreed-upon set of points from which to take photos would allow volunteers to submit useful data to ODA.
- Debris removal: from ditches, flood debris on runway or ramp, and other.
- Provide a list of volunteers on-call to handle maintenance problems reported to the State. For example, a log floats on to the runway during a flood and is reported to the State and a volunteer could be called to save the State a drive to the airport.
- Provide a volunteer airport manager.
- Flood gate repair. There are two broken.
- Drain pipe grate repairs. Check both east and west.

Capital Improvements

Here are ideas of projects requiring capital. They are categorized, but otherwise do not appear in any particular order:

Date (fixed) DMI

- Property
 - ◆ Purchase legitimate access for cars to the ramp. The State does not seem to own a driveway to the ramp. Perhaps a lot near the center windsock would provide this access?
 - ◆ Purchase the real-estate office north of runway.
 - ◆ Buy the 'car wash' property to avoid further obstructions. Perhaps endear the airport to the community with a place to view the aircraft.
- Pavement
 - ◆ Good condition except shoulders that appear soft. What is required to firm them or extend them? This improves safety should landing aircraft stray from the runway.
 - ◆ Extend the ramp 15ft eastward then relocate parking from the west side to the east. This will make access to hangars better and allow taxiing past parked aircraft without leaving the ramp.
 - ◆ Add small parking for transient parking. Should the ramp be extended, perhaps there will be a few spaces for transient car parking?
 - ◆ Add legitimate access, a driveway, for cars to the ramp.
 - ◆ Extend the runway 500' south. Move displaced threshold 200' south. This buys 10' more clearance on the approach from north to south. It should also improve distance to lateral obstructions, though it is unclear that the FAA measures lateral obstructions perpendicular to the runway beginning at the displaced threshold. This makes the runway greater than 2000' long which may meet safety standards.
- Drainage
 - ◆ Grading, subsoiling, or tiling to better direct runoff toward ditches. Consider something beside grass upon wetter parts of the strip, say *Cornus Siberica*? Engineering study may be required.
- Construction
 - ◆ Restrooms with sturdy locks for pilots, easy to maintain, Unisex? Porta-potty?
 - ◆ Kiosk to get out of the rain; by the mailbox area? Paid or unpaid advertising in the Kiosk. Info on ground transportation.

- Safety
 - ◆ Lighting: taxiing safety, security, restrooms, kiosk. What exists now?
 - ◆ Segmented circle around windsock?
 - ◆ Is signage adequate? Do any signs need lighting?
 - ◆ Traffic stop light at north end activated by means similar to pilot controlled lighting.
 - ◆ Pump house (north end) has a fence. If it can be moved westward it would benefit safety.
 - ◆ Can we make the north end safer any other way?
 - ◆ Is there adequate signage to keep walkers off the runway. Other signage?

To Do Items for Friends of Pacific City State Airport

- Make a package: 1) Capital improvements we ask the State to fund, ranked by need – a study may be required 2) Proposed operating 5 year budget.
- Web site: activities in Pacific City, how to get shuttled by local businesses, safety (wildlife, debris, etc.)
- Need Friends to attend meeting of airport managers put on by ODA. Become a member. Get into the COAR and SOAR budgets. When is the next meeting? (Gary Judd is airport manager at Bend. Kim knows him and can find out.)
- Create inspection schedule if Friends are to become airport inspection volunteers. Including: brush encroachment; drainage ditch condition; flood gate condition; restrooms; kiosk; tie downs; lighting; sign-in box; debris on runway, ramp or other. Is it possible that we use a State form, modify it for our purposes, and use it as a template for each inspection?
- Verify the Airport Facility Directory and other publications reflect reality at the airport. Items we might check: method to report debris, deer on the strip, birds, a designated manager and contact information.

Date (fixed) DMI

EXHIBIT 6

Friends of Pacific City State Airport Work Party Debriefing Meeting Sept. 23, 2018 * Rissel Residence

Attendance: John Dunlap, Robyn Holdman, David Inman, Kathi Moiseve, Bob Rissel, Sally Rissel

Work Party human resources: 45+ volunteers plus 4 State-paid workers (2 – ODA and 2- tree cutting service).

Group reviewed the cost analysis prepared that day by work party volunteer, and economist, Jim Inkster. Group added to the list of work accomplished. Dave to confirm work rates with John Wilson, Phillip Rissel and Butch the “cutter.” An estimated 96 cubic yards of debris was removed from the airport via dump trucks.

A list of equipment that was on site:

- Dump truck with small tractor that included wood chipper attachment, run by 2 people (Eubanks)
- Dump truck, operator, front loader
- Chipper with crew of 2 (Flying H Construction)
- Brush hog
- Mini excavator
- Articulating loader
- 8 chain saws
- 3 weed eaters
- Donated use of plane hangar
- Loan of USFS vests, safety glasses and ear plugs
- Loan of ODA vests

Food contributed for event (fed 50+ people)

- Coffee (Grateful Bread)
- Breakfast snacks (Grateful Bread & Megpies)
- Sandwiches (purchased from Grateful Bread by Chamber of Commerce)
- Hot Dogs, Brats and buns, bags of chips (donated by Jeff & Mary Schonz)
- Salads (donated by Chamber of Commerce via Grateful Bread)
- 10 cases of bottled water (donated by Chamber, Rissel's and Holdman)

Sally Rissel had logo thank you cards made up and will send out thank you notes.

Despite the removal of a lot of West side mid field tree limbs, the mid-field windsock still isn't working correctly. Dave will speak with ODA staff to request permission to relocate the current sock, which is in good condition, to the top of the Schonz hangar. There is already a sock there but it is older.

Dave agreed to prepare a work party report for submittal to ODA, OPA Propwash, General Aviation News, RAF, AOPA, EAA, etc. The news of a very successful work party needs to get out to the aviation community.

Dave offered to contact Jim Milar of Aurora Airport to ask about the longtime MOA between that State airport and ODA. A MOA is being proposed by the ODA board for a formalized relationship between ODA and Friends of KPFC.

Critical Next Steps:

- Dave will review and update deferred maintenance list for submittal with RFI that's due to ODA on Oct. 16th. The updated list will indicate work done on Sept. 22nd.
- Dave will talk with State Airport manager Matt Maass and builder Kurt Bruun about possible expansion of the Western Central grassy area parking with the addition of compacted sand. Bruun offered to bring in a crew to roll the sand if the sand is provided via purchase or donation.
- Airport Improvements
 - Dave will update the airport improvements wish list to include ODA acquisition of land adjacent to the airport to ensure emergency and public access to the airstrip, and to provide a parking lot for cars
 - Group will explore setting up internet and a camera at the airport so that it can be monitored by ODA and members of Friends of KPFC board.
- RFI Team will prepare materials and response to RFI. The following team will be recruited to work on the RFI response – Kim, Leonard, David.

Next Meeting: Sunday, Oct. 14th, 1pm, Rissel residence.

Pacific City State Airport Work Party, 9/22/18

Cost Resource Analysis

EXHIBIT 7

RESOURCE DESCRIPTION	Quantity	Hours	Total Hours	Rate	Total
Management / Planning / Project Management	6	24	144	75	\$ 10,800.00
Field Job Site Supervisor	2	10	20	75	\$ 1,500.00
Safety Officer	1	8	8	75	\$ 600.00
Medical Doctor	1	8	8	250	\$ 2,000.00
First Aid Station Nurse	1	8	8	100	\$ 800.00
Volunteer Coordinator	1	16	16	75	\$ 1,200.00
General Field Laborers	50	8	400	55	\$ 22,000.00
On-site Set-up crew	6	2	12	55	\$ 660.00
Sawyer / Tree Specialist	1	8	8	75	\$ 600.00
Certified Sawyer Crew	1	8	8	55	\$ 440.00
Other Sawyer Operators	8	8	64	55	\$ 3,520.00
2 chipper crew & chipper & 12 yd truck	1	8	8	350	\$ 2,800.00
Dump Truck & Operator	1	12	12	250	\$ 3,000.00
Front Loader & Operator	1	12	12	175	\$ 2,100.00
Mini Excavator Operator	1	8	8	175	\$ 1,400.00
Kubota Tractor & Brush Hog	1	8	8	175	\$ 1,400.00
Private Total			744		\$ 54,820.00
State Resources					
2 chipper crew & chipper & 12 yd truck	2	8			
ODA Airport Specialist (John Wilson)	1	10			
Operator for Kubota Tractor & Brush Hog	1	8			
State Airport Manager Time (Matt Moss)	1	2			

Work Accomplished

45+ volunteers & 4 with State paid work crew

Trees / Chipper Material / Garbage Removed 96 cu yards

Cleared airport to its boundaries

Improved visibility at each runway end

Removed weeds on runway & parking areas

Removed obstructions to reduce turbulence

Improved line of site

Mowed entire airport property, expanding parking area

Removed 10 large trees in airport protection zone

Removed hazardous materials from State land (chemicals)

Identified & marked drainage system

Contacted private landowners to notify them of land survey by ODA

Helped private landowners clear some of their overgrowth

Provided an opportunity for stakeholder contribution in support of State airport

EXHIBIT 8

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **SEP 28 2018**

FRIENDS OF PACIFIC CITY STATE
AIRPORT
PO BOX 1101
PACIFIC CITY, OR 97135-0000

Employer Identification Number:
83-0942472
DLN:
26053668001778
Contact Person:
CUSTOMER SERVICE ID# 31954
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
December 31
Public Charity Status:
509(a)(2)
Form 990/990-EZ/990-N Required:
Yes
Effective Date of Exemption:
June 11, 2018
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

FRIENDS OF PACIFIC CITY STATE

Sincerely,

Stephen A. Martin

Director, Exempt Organizations
Rulings and Agreements

PACIFIC CITY/WOODS TRANSPORTATION PLAN

1998-1999



Existing Bicycle System

Pacific City/Woods appears to have a significant number of residents that bicycle. In addition, there is substantial bicycle traffic in the summer months traveling through the community from the north on Cape Kiwanda Drive, across the river and south on Brooten Road.

Currently, there are limited designated bicycle facilities on portions of Cape Kiwanda Drive (at the north end), Pacific Avenue, and on south Brooten Road from Pacific Avenue to Highway 101 (west/south side only). Other bicycle traffic shares the roadway system with vehicles. Aside from south Brooten Road and Cape Kiwanda Drive, there appears to be existing bicycle traffic that traverses a “loop” along north Brooten Road-Ferry Street in Woods-Sandlake Road-Cape Kiwanda Drive-Pacific Avenue. Bicycle traffic also exists on Resort Drive and Old Woods Road.

Existing Pedestrian System

A significant number of people appear to walk in Pacific City/Woods. This includes both recreational and destination walks. Recreational walks include people walking or running for leisure and/or exercise, i.e. from residence to the beach, downtown, or a “loop” system around/through the community. Destination walks include people walking to activity centers, i.e. from residence to the post office or market. Currently, designated pedestrian facilities are limited and do not provide connections throughout the community. Designated pedestrian facilities, i.e. sidewalks and pathways are primarily limited to:

- Some areas of downtown near the four-way stop (Brooten Road/Pacific Avenue intersection);
- Beachy Bridge (south side);
- Limited places along Cape Kiwanda Drive, i.e. fronting Shorepine Village and at the Cape;
- Nestucca Ridge, a residential development, which has paved pedestrian trails that connect the development to Cape Kiwanda Drive and the river. These pathways are for recreational use and connect to streets within the development. They are located along the edge of wetland areas. These pathways, although privately owned, are available for use by the public. The pathways are also used by some bicyclists;



Cape Kiwanda Drive Pathway & Turn-Lane

- Shorepine Village, which has paved pedestrian trails and a boardwalk that connect the development to Cape Kiwanda Drive and the beach. The pathways connect to streets within the development and are also used by bicyclists (excluding the boardwalk to the beach). These pathways, although privately owned, are available for use by the public.

Pacific City Airport

The airport is located in the central part of the community, south of Pacific Avenue between Brooten Road and the Nestucca River. This State of Oregon airport is used for small private aircraft only. The airstrip is fairly small, being approximately 1,800 feet long and 30 feet wide. The airport appears to be a highly utilized facility during good weather and is considered to be a unique and special amenity for the community.

Streets, Flooding & Storm Drainage

Several places along Pacific City streets have standing water during rainy periods. This is primarily due to the high water table, close proximity and similar elevations to the river and ocean, and lack of a community-wide storm drainage system. Storm drainage solutions need to be incorporated into street improvements and street design standards. Flooding is particularly noticeable on north Brooten Road, Resort Drive, and the airport; and standing water at two locations on the east side of Cape Kiwanda Drive.

PRESERVING PUBLIC LAND THAT PROVIDES ACCESS

Policy 14. Preserve public land and access to amenities and where better connectivity can occur.

Project/Strategy

14A. Prohibit Specific Street Vacations

Deny street vacation requests where accessing natural amenities, i.e. river, beach, sand dunes, open space; and where better pedestrian, bicycle, and vehicular connectivity may occur.

PUBLIC TRANSIT

Policy 15. Improve public transportation to Tillamook, Lincoln City, Portland, and Salem.

Project/Strategy

15A. Increase Public Transit

Increase public bus system trips between Pacific City and Tillamook/Lincoln City. Maintain and increase public transit between Pacific City and Portland/Salem.

Policy 16. Establish a community shuttle to transport people and goods throughout Pacific City/Woods.

Project/Strategy

16A. Intra-Community Shuttle System

Encourage the establishment of a shuttle system that will provide public transportation throughout Pacific City/Woods; and provide delivery services.

AIRPORT MAINTENANCE AND IMPROVEMENTS

Policy 17. An airport in Pacific City is a unique asset that needs to be preserved.

Project/Strategy

17A. Airport Maintenance and Improvements

The airport is a unique feature and an integral part of Pacific City. Ensure that the airport is maintained and preserved.

TSUNAMI PLAN

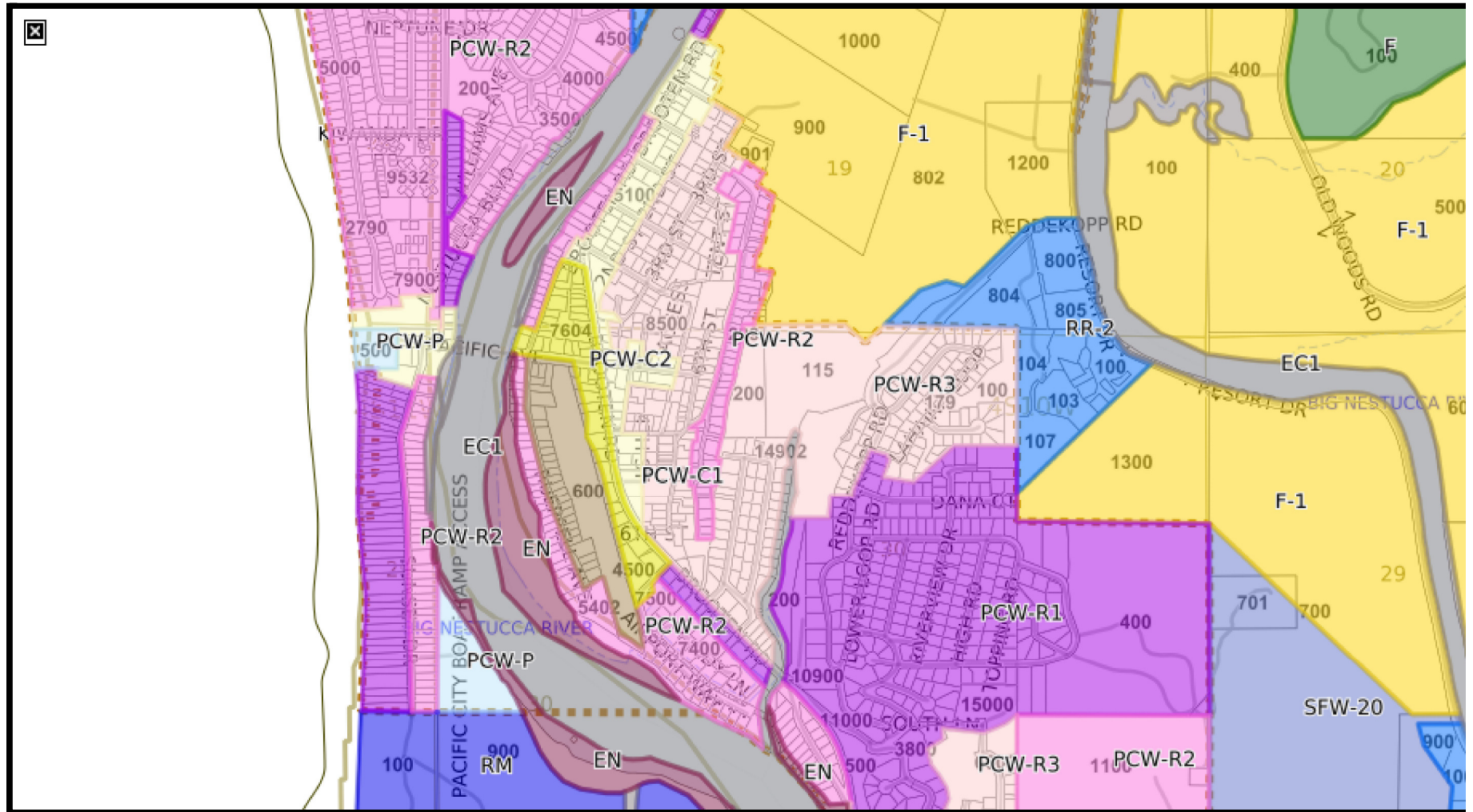
Policy 18. Establish, post, and distribute a tsunami warning system, routing, and awareness plan.

Project/Strategy

18A. Tsunami Plan

Establish, post, and distribute a tsunami warning system, routing and awareness plan.

Projects/Strategies	Estimated Costs	Implementation Mechanisms
6D. Sunset Drive Street Design Standards		Tillamook County
8A. Cape Kiwanda County Parking Lot		Tillamook County, Adjacent Property Owners Developers
8B. Turn-Around County Parking Lot		Tillamook County
8C. Bob Straub State Park Pedestrian Beach Access		Oregon Parks Dept.
8D. Vehicle Beach Access		Pacific City/Woods Citizen Planning Advisory Committee Oregon Parks Dept., Tillamook Co.
9A. Downtown Parking		Property Owners Tillamook County
9B. Downtown Access Management/Driveways		Property Owners Tillamook County
9C. Downtown Pedestrian Facilities		Property Owners Tillamook County
10A. North Brooten Boat Launch Improvements		Property Owners Tillamook County
10B. Guard Rail Boat Launch Improvements		Tillamook County
11A. North Pacific City Gateway Traffic Calming (McPhillips Drive/Cape Kiwanda Drive)		Tillamook County Volunteerism/Donations
11B. South Pacific City Gateway Traffic Calming (Brooten Road)		Tillamook County Volunteerism/Donations
11C. North Woods Gateway Traffic Calming (Sandlake Road/Ferry Street).		Tillamook County Volunteerism/Donations
12A. Volunteer/County Street Maintenance		Tillamook County Volunteerism/Donations
13A. Improve Sight Distance on McPhillips Drive Near Pine Road		Tillamook County
14A. Prohibit Specific Street Vacations		Pacific City/Woods Citizen Planning Advisory Committee Tillamook County
15A. Increase Public Transit		Tillamook County, Private Providers, Matching Public Funds
16A. Intra-Community Shuttle System		Private Provider
17A. Airport Maintenance and Improvements		State of Oregon
18A. Tsunami Plan		Pacific City/Woods Citizen Planning Advisory Committee Tillamook County
19A. Street and Pathway Amenities		Pacific City/Woods Citizen Planning Advisory Committee Tillamook County
20A. Future Development - Street System		Tillamook County, Land Developers
20B. Future Development - Bicycle/Pedestrian System		Tillamook County, Land Developers, Pacific City/Woods Citizen Planning Advisory Committee
21A. Storm Drainage Master Plan		State and federal grants
22A. Underground Utilities		



SECTION 3.500 OVERLAY ZONES

An Overlay Zone is a supplementary zoning designation placing special restrictions or allowing special uses of land beyond those required or allowed in the Base Zone. The Tillamook County Land Use Ordinance contains the following Overlay Zones.

- 3.505 Utilities Facility Overlay (UFO)
- 3.510 Flood Hazard Overlay (FH)
- 3.515 Scenic Waterway Overlay (SWO)
- 3.520 Planned Development Overlay (PD)
- 3.525 Coast Resort Overlay (CR)
- 3.530 Beach and Dune Overlay (BD)
- 3.545 Shoreland Overlay (SH)
- 3.550 Freshwater Wetlands Overlay (FW)
- 3.555 Mineral and Aggregate Resources Overlay Zone (MA)
- 3.560 Tillamook Airport Obstruction (TAO)
- 3.565 Pacific City Airport Obstruction Overlay Zone (PAO)
- 3.570 Neskowin Coastal Hazards Overlay Zone (Nesk-CH)
- 3.575 Netarts Planned Residential Development Overlay Zone (NT-PRD)

The boundaries of these overlay zones are generally indicated on the Tillamook County Zoning Map. Further information about the exact boundaries can be found within each overlay zone chapter.

Properties within overlay zones are subject to the provisions and standards of both the overlay zone and base zone. Where the standards of the base zone and overlay zone conflict, the more restrictive provisions shall apply unless otherwise stated.

SECTION 3.505: UTILITIES FACILITIES OVERLAY ZONE (UFO)

- (1) **PURPOSE:** The purpose of the UFO zone is to accommodate the facilities necessary to supply the foreseeable utility needs of the County. The UFO zone is applied as an overlay upon existing zones in order to permit the installation of utility facilities in appropriate locations. Sites included in this zone should be of sufficient size and quality to provide the needed service, minimize off-site impacts, and preserve resource values in the area.
- (2) **USES PERMITTED OUTRIGHT:** In the UFO zone, in addition to the uses permitted outright in the underlying zone, the following uses and their accessory uses are permitted outright, subject to all applicable supplementary regulations contained in this Ordinance.
 - (a) Electrical substations and switching facilities.
 - (b) Electrical transmission lines and line support structures.

require the owner to permit the airport owner at its own expense, to install, operate and maintain the necessary markings and lights.

- (8) JURISDICTION: within the boundaries of the property comprising the Port of Tillamook Bay Airport and Industrial Park, the provisions of this Section shall be administered directly by the Port of Tillamook Bay.

SECTION 3.565: PACIFIC CITY AIRPORT OBSTRUCTION OVERLAY ZONE (PAO)

- (1) PURPOSE: It is hereby found that an obstruction has the potential for endangering the lives and property of users of Pacific City Airport, and property or occupants of land in its vicinity; that increasing obstructions may affect the continued use of the Pacific City State Airport; and that an obstruction may reduce the size of areas available for the landing, take off, and maneuvering of aircraft, thus tending to destroy or impair the utility of Pacific City State Airport and the public investment therein. Accordingly, it is declared that:

- (a) The creation or establishment of an obstruction has the potential of being a public nuisance and may injure the region served by the Pacific City State Airport.
- (b) It is necessary in the interest of the public health, public safety, and general welfare that the creation or establishment of obstructions that are a hazard to air navigation be prevented.

It is further declared that the prevention of the creation or establishment of hazards to air navigation, the elimination, removal, alteration or mitigation of hazards to air navigation, or the marking and lighting of obstructions are public purposes for which a political subdivision may raise and expend public funds and acquire land or interests in land.

- (2) DEFINITIONS:

- (a) AIRPORT: The Pacific City State Airport.
- (b) AIRPORT CENTERLINE: The center of the existing paved Pacific City State Airport runway surface.
- (c) AIRPORT ELEVATION: The highest point of an airport's usable landing area measured in feet from sea level. This is six (6) feet above mean sea level for Pacific City State Airport.
- (d) AIRPORT HAZARD: Any structure, tree or use of land which exceeds height limits established by the Airport Imaginary Surfaces.
- (e) AIRPORT IMAGINARY SURFACES: The imaginary areas in space which are defined by the Approach Surfaces, Transitional Surfaces, Special Height Surface, Horizontal Surface, and

Conical Surface and in which any object extending above these imaginary surfaces is an obstruction.

- (f) **APPROACH SURFACE:** A surface longitudinally centered on the extended runway centerline and extending upward from the end of the Primary Surface on the South and the displaced threshold on the North. The inner edge of the approach surface is the same width as the primary surface and extends to a width of seven hundred (700) feet. The airport approach surface extends for a horizontal distance of 5,000 feet at a slope of twenty (20) feet outward for each foot upward (20.1).
- (g) **APPROACH ZONE:** All the land lying beneath the Approach Surface.
- (h) **CONICAL SURFACE:** Begins at the edge of the Horizontal Surface (5,000 feet from the south end of the Primary Surface and 5,000 feet from the center of the displaced threshold on the north at one hundred fifty (150) feet above the airport elevation) and extends twenty (20) feet outward for each foot upward (20.1) for 4,000 feet extending to a height of three hundred fifty (350) feet above the airport elevation.
- (i) **CONICAL ZONE:** All the land lying beneath the Conical Surface.
- (j) **DISPLACED THRESHOLD;** A displaced threshold is a threshold located at a point on the runway other than at the runway end (which point is 300 feet south of the North property line for Pacific City State Airport) and reduces the length of runway available for landing airplanes. The runway behind the displaced threshold is available for completing landing rollouts in the opposite direction and takeoff in either direction.
- (k) **HORIZONTAL SURFACE:** A horizontal plane one hundred fifty (150) feet above the established airport elevation, the perimeter of which is constructed by swinging arcs of 5,000 feet from the center of the south end of the Primary Surface and the center of the displaced threshold to the north and connecting the adjacent arcs by lines tangent to those arcs.
- (l) **HORIZONTAL ZONE:** All the land lying beneath the Horizontal Surface.
- (m) **MEAN SEA LEVEL:** Equivalent to National Geodetic Vertical Datum (NGVD) for the purposes of this Ordinance.
- (n) **OBSTRUCTION:** Any structure, growth, or other object, including a mobile object, which exceeds a limiting height set forth in Section 3.565 (3).
- (o) **PRIMARY SURFACE:** A surface longitudinally centered on a runway. The width of the Primary Surface is one hundred (100) feet on each side of the Airport Centerline, for a total width of two hundred (200) feet for the Pacific City State Airport. This surface begins at the northern property boundary, remains south of Pacific Avenue and extends to the south the full length of the paved

runway (1850 feet) plus 100 feet beyond. The elevation of any point on the Primary Surface is six (6) feet above mean sea level for the Pacific City State Airport.

- (p) **RUNWAY:** A defined rectangular area on an airport prepared for the landing and takeoff of aircraft along its length. For Pacific City State Airport, the paved runway begins at the north property line and extends one thousand eight hundred fifty (1850) feet to the south.
- (q) **SPECIAL HEIGHT SURFACE:** A surface elevated thirty-three (33) and thirty-seven (37) feet above mean sea level which is located over the Special Height Zone. The surface will be slightly irregular where it has been pierced by development prior to the adoption of this Section, in which case the surface lies so as to average the heights of the immediately adjacent neighboring structures or the height of the special height zone, whichever is higher.
- (r) **SPECIAL HEIGHT ZONE:** This area borders the Primary Surface and the Approach Zone on its inside edges. The outside edge of the zone is formed where the 37 foot MSL height intersects the Transition Zone each side of and perpendicular to the Primary Surface on the south and the Primary Surface and Displaced Threshold on the north (three hundred seventeen (317) feet from the Runway Centerline) and then angles to intersect the Approach Surfaces at points located six hundred twenty (620) feet beyond the end of the Primary Surface to the south, six hundred twenty (620) feet beyond the Displaced Threshold to the north and one hundred thirty-one (131) feet perpendicular to each side of the extended Runway Centerline at the six hundred twenty (620) foot locations. This zone could also be described as all the land lying beneath the Transitional Surface from the Primary Surface to a point where the Transitional Surface reaches thirty-seven (37) feet above mean sea level. The Special Height Zone is now divided into two zones. Zone A runs between one hundred (100) and one hundred twenty (120) feet from the runway centerline within the Special Height Zone, and allows structures to be thirty-three (33) feet above mean sea level. Zone B runs between one hundred twenty (120) feet and three hundred seventeen (317) feet from the Runway Centerline within the Special Height Zone and allows structures to be thirty-seven (37) feet above mean sea level.
- (s) **STRUCTURE:** An object, including a mobile object, constructed or installed by man, including but without limitation, buildings, towers, cranes, smokestacks, earth formation and overhead transmission lines.
- (t) **TRANSITIONAL SURFACE:** A surface which extends one (1) foot upward for each seven (7) feet outward (7:1) from the sides of the Primary Surface south of the Displaced Threshold at a height of six (6) feet above mean sea level, and from the sides of the Approach Surfaces thence extending 1 foot upward for each seven (7) feet outward (7:1) to a height of one hundred fifty (150) feet above the airport elevation to where they intersect the horizontal surfaces.
- (u) **TRANSITIONAL ZONE:** All the land lying beneath the transitional surface, except the area within the Special Height Zone.

- (v) TREE: Any object of natural growth.
 - (w) UTILITY RUNWAY: A runway that is constructed for and intended to be used by propeller-driven aircraft of 12,500 pounds maximum gross weight and less.
 - (x) VISUAL RUNWAY: A runway intended solely for the operation of aircraft using visual approach procedure.
- (4) USE RESTRICTIONS: Notwithstanding any other provisions of this Ordinance, no use may be made of land or water within any zone established by this Section in such a manner as to create electrical interference with aviation radio communications, result in glare in the eyes of pilots using the airport, impair the visibility in the vicinity of the airport, create bird strike hazards, or otherwise in any way endanger or interfere with the landing, takeoff, or maneuvering of aircraft intending to use the airport.
- (a) ALLOWABLE USES IN APPROACH ZONE EAST OF NESTUCCA RIVER: Uses permitted are those which do not congregate more than one person per 100 square feet of ground floor at one time. Examples of permitted uses include, but are not limited to, single family dwellings; barbers; tailors; printers; cleaners; shoe repair; tennis and racquetball courts; fire and ambulance stations; car wash; utility substations; warehousing, including ministorage; light industry; wholesale sales establishments not open to the general public; sales and service with large outdoor storage space, including the sale and repair of cars, trucks, farm equipment, heavy machinery, and marine craft; the storage of construction, plumbing, heating, paving, electrical, and painting materials; and parking for trucks as part of a construction or shipping operation. Business and professional offices are permitted if it can be demonstrated that they will not congregate more than one person per one hundred (100) square feet of ground floor space at any one time. Examples of uses not permitted include, but are not limited to, public or private schools or day care centers; churches; mobile home or RV parks; motels or hotels; group cottages; multi-family dwellings; hospitals; medical or other health care clinics; sanitarium, rest home or nursing home; animal hospital; retail sales establishments, including grocery stores, convenience stores, dining and drinking establishments, and shopping malls; private and public meeting facilities such as lodges or community centers; libraries; and commercial amusement and entertainment establishments.
 - (b) No use shall occur within the area defined by the Primary surface which will present an obstruction to aircraft except parking as allowed under (3) (e) above, or as approved through the variance procedure described in Section 3.565(6).
- (5) EXISTING USES:
- (a) REGULATIONS NOT RETROACTIVE: The regulations prescribed by this Section shall not be construed to require the removal, lowering or other change or alteration of any structure or tree not conforming to this Section as of the effective date of this Ordinance, or otherwise interfere with the continuance of an existing use. Nothing contained herein shall require any change in the

construction, alteration or intended use of any structure, the construction or alteration of which was begun prior to the effective date of this Ordinance, and which shows signs of progress toward completion every six months.

No permit shall be granted that would allow the establishment or creation of an obstruction or permit an existing use, structure or tree to become a greater hazard to air navigation than it was on the effective date of this Ordinance or any amendments thereto.

- (b) **EXISTING USES DESTROYED:** In the Approach Zone existing structures as of the date of the adoption of this Ordinance may be reconstructed in the event they are destroyed, so long as the new structure has the same height, floor area and location as the old structure or as long as they comply with existing uses and restrictions then applicable whichever is more lenient. Existing uses in the Approach Zone as of the date of adoption of this Ordinance will be allowed to continue and be re-established on the same lot.
- (c) **MARKING AND LIGHTING:** The owner of any existing structure or tree not in compliance with this Section is hereby required to permit the installation operation and maintenance thereon of such markers and lights as shall be deemed necessary by the airport owner to indicate to the airport the presence of such airport obstruction. Such markers and lights shall be installed, operated and maintained at the expense of the airport owner.

- (6) **VARIANCES:** Any person desiring to erect or increase the height of any structure, or permit the growth of any tree, or use property, not in accordance with the regulations prescribed in this Section, may apply to the Planning Commission for a variance from such regulations. The application for variance shall be accompanied by a determination from the Federal Aviation Administration as to the effect of the proposal on the operation of air navigation facilities and the safe, efficient use of navigable airspace. To obtain a determination, an FAA form 7460-1 must be filed in advance with the FAA and the Oregon State Aeronautics Division. Such variance shall be allowed where it is duly found that a literal application or enforcement of the regulations will result in unnecessary hardship and, if relief is granted, will not be contrary to the public interest, will not create a hazard to air navigation, will do substantial justice, and will be in accordance with the spirit of this Ordinance. If the airport owner and the FAA do not respond to the request within forty-five (45) days after receipt, the Planning Commission may act to grant or deny said application without such advice.

NOTE: OBSTRUCTION MARKING AND LIGHTING: Any variance granted may be so conditioned as to require the owner of the structure or tree in question to install, operate and maintain at the owner's expense, such markings and lights as may be necessary.

- (7) **NOTICE OF PENDING APPLICATIONS:** In addition to the Requirements of the Oregon Administrative Rule 738-100 and Oregon Revised Statute 215.223, the Oregon State Aeronautics Division shall be notified of all applications including building permits within the Approach Zone east of the Nestucca River and shall be given fourteen (14) days to comment before action is taken on the application.

- KNOW ALL PERSONS BY THESE PRESENTS, that the undersigned, hereinafter referred to as Grantors (whether singular or plural), hereby covenant and agree that Grantors shall not, by reason of their ownership or occupation of the following described real property, protest or bring a suit or action in any court or administrative forum against Tillamook County or its officers, employees or agents, or the State of Oregon, Department of Transportation and Aeronautics Division, or its officers, employees or agents, for aviation related noise, property damage or personal injury based on the fact that the State of Oregon, Department of Transportation, and Aeronautics Division own and operate the Pacific City State Airport and that Tillamook County granted building and development permits to grantor to develop the following described real property. The Grantors acknowledge that the Pacific City State Airport does not conform to Federal Aviation Administration Standards and that development of the Grantor's real property also will not conform to Federal Aviation Administration Standards.

(Insert Legal Description and Appropriate Map)

DATED this _____ day of _____, _____.

STATE OF OREGON)
)
) ss. _____
)
 County of _____