

# **CITY OF SEATAC REQUEST FOR PROPOSAL** **HOUSING ACTION PLAN (HAP)**



The City of SeaTac is seeking a qualified Consultant to prepare a Housing Action Plan consistent with E2HSB 1923 (2019).

## **I. PURPOSE**

The City was awarded funding from the Department of Commerce under E2SHB 1923 “Increasing Residential Building Capacity,” codified as RCW 36.70A.600(2), to develop a Housing Action Plan. Per the grant requirements, the goal of this Housing Action Plan is to increase residential building capacity by encouraging construction of additional affordable and market-rate housing in a greater variety of housing types and at prices that are accessible to a greater variety of incomes, including strategies aimed at the for-profit single-family home market.

To be successful, SeaTac’s Housing Action Plan will:

- Meet Department of Commerce requirements for housing action plans,
- Update housing-related data in the Comprehensive Plan,
- Define housing needs and demand for SeaTac’s multiple communities,
- Identify community-supported strategies that promote increased residential building capacity, including updates to policies, regulations and programs, with a focus on:
  - Encouraging the development of more transit-supportive housing in SeaTac’s three station areas,
  - Exploring the potential for “missing middle” type housing in the City’s neighborhoods, and
  - Expanding affordable and market rate options for all housing types while addressing environmental, infrastructure and urban form issues specific to SeaTac as a suburban, airport city.

The Housing Action Plan must be largely completed by February 2021, in anticipation of local legislative action before the grant deadline of June 15, 2021.

## **II. BACKGROUND**

The City of SeaTac, population 29,180, encompasses 8,072 acres (12.6 square miles) with approximately 34% of this acreage occupied by the Sea-Tac International Airport. A majority of SeaTac’s residential units are single family homes (53%) which utilize 27% of the City’s acreage. Multi-family units make up around 41% of all residential units but are located on only 5% of the land. SeaTac also has two mobile home parks totaling over 400 residential units, with a third park in the closure process.

## **SeaTac's Growth & Development Vision**

Since the adoption of SeaTac's original Comprehensive Plan in 1994, the City's main growth strategy has been based on maximizing opportunities for development adjacent to high capacity transit hubs. The current Comprehensive Plan outlines a strategy that concentrates housing and jobs within three transit-supportive, walkable, equitable urban villages along the International Boulevard corridor, in areas adjacent to the three light rail stations that serve the city. Additionally important are current policies that seek to preserve and enhance the surrounding single family neighborhoods.

To implement this vision, the City adopted three sub-area/station area plans (which are reflected in the current zoning code) and has focused mainly on regulatory means to encourage development within these transit communities. This has included the use of limited rezones, the creation of special TOD zoning overlay districts, the adoption of townhouse standards, and an update to the multi-family standards. More recently, the City has taken action to become designated as a federal Opportunity Zone (most of SeaTac's census tracts received this designation), expand the multi-family tax exemption, and fund street and sidewalk improvements to better facilitate the envisioned growth and development.

## **Housing in SeaTac**

During the last ten years, residential development in SeaTac has primarily consisted of short-platting and the construction of some moderate density multi-family projects, most of which were built as greenfield development in southeast SeaTac. However, in the last four years, there has been an acceleration of interest in more urban-infill types of multi-family and townhouse development, primarily within or near the station areas. These include:

- **City Center Area** (central SeaTac, adjacent to airport, near SeaTac/Airport Station): 90-unit horizontal mixed use hotel/multi-family project & three story tri-plex (both projects in permitting)
- **S 154<sup>th</sup> St Station Area** (north SeaTac, near Tukwila International Blvd Station): 585-unit residential mixed use project, 117-residential mixed use project, 20-unit multi-family project & two townhouse projects (all in permitting), 3-unit townhouse project (under construction)
- **Angle Lake Station Area** (south SeaTac, near Angle Lake Station): 289-unit senior multi-family (constructed 2017), 300-unit mixed use residential, south of station area 170 senior multi-family project (all in permitting)

While recent residential development activities in some areas are encouraging in terms of implementing the City's housing goals, more housing units and housing types are needed to achieve SeaTac's growth objectives, and to better respond to the needs of current and future residents.

## Housing Action Plan (HAP) Foundational Documents

More information on the City's housing policies and issues can be found in the following:

- **[Comprehensive Plan Documents](#)**: See the preceding link to access the SeaTac Comprehensive Plan and the City's three sub-area/station area plans including: the South 154<sup>th</sup> Street Station Area Action Plan, Angle Lake District Station Area Plan and the City Center Plan.\* (\*Note: The City recently completed Phase 1 of a 2-phase process to update the twenty year old City Center Plan. The Phase 1 Vision Report can be accessed here: [City Center Plan Update Project Phase 1 Vision Report](#).)
- **City's Grant Application**: For additional detail on the City's approach to the HAP project, a copy of the City's grant application can be requested from Senior Planner Kate Kaehny at [kkaehny@seatacwa.gov](mailto:kkaehny@seatacwa.gov).

### III. PROJECT GOALS

The City's main goal for the Housing Action Plan is to create a holistic, community supported, and easy to use tool that clarifies and prioritizes SeaTac's housing objectives, strategies and future actions. Additionally, the HAP should:

- **Establish a Common Understanding of Housing Issues & Priorities**: The HAP and its planning process should establish a baseline understanding of local housing issues and identify community supported strategies and City priorities. Both City Council and the Planning Commission initiated housing related projects last year that were not completed because of a lack of time and staff resources. The HAP process should provide City Council, the Planning Commission, and the greater SeaTac community the opportunity to learn more about existing housing needs, and strategies to increase and enhance housing options for the city's residents.
- **Be Product of Meaningful Public Involvement**: A successful process will ensure that SeaTac's multiple and diverse populations and voices are represented in the development of the plan. Additionally, in light of the potential for a prolonged period of social distancing because of the COVID-19 pandemic, creative outreach methods will be needed to ensure the process will satisfy the GMA standard of early and continuous participation in the planning process. Challenges to address include how to reach those without internet access or who are unfamiliar with these technologies.
- **Promote Transit-Supportive Housing**: The HAP should identify strategies to better promote higher density residential development in SeaTac's station areas and greater transit communities (areas within ½ mile of high capacity transit) while mitigating displacement risks for existing residents. The HAP should also specifically inform housing recommendations that should be considered as part of the soon to be underway City Center Sub-Area Plan Phase 2 Update project. Strategies should consider options for increasing both affordable and market rate housing units.

- **Explore Missing Middle Opportunities:** The HAP should facilitate a community conversation on the lack of “missing middle” housing in SeaTac. It should also identify opportunities for increasing the allowance of these low and medium density uses for diverse populations, including in single family neighborhoods. Again, strategies should consider options for increasing both affordable and market rate housing.
- **Identify Key Policy & Code Amendments & Other SeaTac-Specific Strategies:** While SeaTac currently has substantial housing policies, the HAP should identify policy and regulatory changes, and the use of infrastructure and financial development incentives that can promote new, dense, and diverse housing in appropriate locations throughout the city. While City staff have identified potential code amendments to add flexibility and streamline requirements for “missing middle” and other residential uses (including changes to ADU, townhouse, and high density single family overlay zone requirements), the HAP should specifically inform and expedite these and other potential code amendments.
- **Consideration of Regional Housing Efforts:** The HAP process should be informed by regional planning efforts underway such as PSRC’s Vision 2050, and the development of the King County Countywide Planning Policies. Consideration should also be given to HAP efforts in neighboring cities, especially the South King County Subregional Housing Action Plan Framework, which is a joint project of the cities of Auburn, Burien, Federal Way, Kent, Renton and Tukwila.

#### IV. PROJECT SCOPE OF WORK & SCHEDULE

##### A. Scope of Work

Except for items in italicized text, the following project scope tasks and schedule are requirements from the City’s grant contract with the Department of Commerce. The italicized text identifies activities and products the City anticipates will be developed to complete the mandated grant deliverables. Alternatives to items identified by City as “Anticipated Activities/Products” may be suggested.

<b>Action: The goal is to encourage construction of additional affordable and market rate housing in a greater variety of housing types and at prices that are accessible to a greater variety of incomes, including strategies aimed at the for-profit single-family home market. [RCW 36.70A.600(2)]</b>			
<b>Steps/ Deliverables</b>	<b>Description</b>	<b>Start Date</b>	<b>End Date</b>
<b>Action 1</b>	<b>Existing conditions review</b>	<b>July 2020</b>	<b>October 2020</b>
Step 1.1	Analyze population and employment trends, with documentation of projections.	July 2020	October 2020
Step 1.2	Quantify existing and projected housing needs for all income levels, including extremely low-income households, with documentation of housing and household characteristics, and cost-burdened households.	July 2020	October 2020

Step 1.3	Collect data on type, size, cost, and age of housing in the city. Collect data on rental properties (e.g. type, size, cost, and age) and percentage of housing stock. Specific Considerations: <ul style="list-style-type: none"> <li>Collect data on potential environmental impacts related to adjacency to freeways and airport related noise and emissions</li> <li>Collect data on gaps in utility and transportation infrastructure that might impact residential development</li> </ul>	July 2020	October 2020
Step 1.4	Review and evaluate the current housing element and other policies regarding housing, including an evaluation of success in attaining planned housing types and units, achievement of goals and policies, and implementation of the schedule of programs and actions.	July 2020	October 2020
Step 1.5	Review land capacity analysis and review ability of existing zoning to provide for housing needs.	July 2020	October 2020
Step 1.6	Review the effectiveness of current programs, development regulations and permitting processes related to housing development.	July 2020	October 2020
Deliverable 1	<b>Existing Conditions and Needs Analysis Report:</b>		October 2020
	<i>Anticipated Activities/Products:</i> <b>Data Requirements:</b> <ul style="list-style-type: none"> <li>Complete data sets used in the analysis with source citations and links to or copies of all data sources.</li> <li>Charts and graphs to be provided in an editable format to allow for future updating.</li> </ul> <b>Report/Document Requirements:</b> <ul style="list-style-type: none"> <li>Stand-alone "Housing Needs Assessment" document, consistent with grant requirements and Department of Commerce guidance materials.</li> <li>Clear, succinct, graphically rich document.</li> <li>Identification of updates to data and assumptions in Comprehensive Plan including Housing Element, Land Use Background Report and Housing Background Report.</li> </ul> <b>City Review Requirements:</b> <ul style="list-style-type: none"> <li>Consultant and City staff shall create a review process to ensure City understanding of the Housing Needs Assessment process and findings. This will include City staff review of draft Report and potentially meetings to discuss questions and changes.</li> </ul>		
<b>Action 2</b>	<b>Provide for participation and input from community members, community groups, local builders, local realtors, nonprofit housing advocates, and local religious groups.</b>	<b>July 2020</b>	<b>February 2021</b>
Step 2.1	Identify groups that should be included in outreach.	July 2020	September 2020
Step 2.2	Conduct public outreach to develop goals and objectives.	September 2020	February 2021

Step 2.3	Conduct community survey to identify demand for housing types among current population.	September 2020	February 2021
Step 2.4	Develop stakeholder groups to gather input from housing advocates, housing providers and social service organizations. Stakeholders may include residents, developers, neighborhood associations, tenants, and religious organizations.	September 2020	February 2021
Step 2.5	<p>Planning Commission &amp; City Council Committee “Early Learning” Sessions.  Anticipated Schedule:</p> <ul style="list-style-type: none"> <li>Fall 2020: Action 2, existing conditions and needs analysis.</li> <li>Winter 2021: Action 3, evaluation of policies and tools.</li> </ul>	Fall 2020	February 2021
Deliverable 2	<b>Public Engagement Plan and Summary</b>		February 15, 2021
	<p><u>Anticipated Activities/Products:</u>  <b>Engagement Process:</b></p> <ul style="list-style-type: none"> <li>Robust, inclusive and innovative outreach process shall be undertaken, that includes techniques that can successfully address potential extended social distancing related to the COVID-19 pandemic.</li> </ul> <p><b>Outreach Materials &amp; Methods:</b></p> <ul style="list-style-type: none"> <li>Creation of visual aids to communicate the purpose of the project and explain different tools and policy options through easy-to-understand diagrams, photographs, infographics and fact sheets.</li> <li>Must accommodate needs of multiple audiences and users ranging from elected officials to hard-to-reach populations, in-language and in culturally appropriate ways.</li> <li>Materials and methods need to be flexible enough to address the potential for extensive social distancing and the use of electronic or other means of delivery.</li> </ul> <p><b>Public Engagement Plan &amp; Summary Document</b></p> <ul style="list-style-type: none"> <li>Documents are succinct and easy to use tools that meet all needs of the grant and these scope tasks.</li> </ul> <p><b>Presentations:</b></p> <ul style="list-style-type: none"> <li>Consultant will present project summaries at Planning Commission, City Council or other meetings.</li> <li>Presentations will be undertaken at key stages of project including during “Early Learning” meetings with the Planning Commission and PED Council Committee, and at the draft and final stages of the Housing Action Plan.</li> <li>Project summaries and presentation materials will be created by consultant.</li> </ul> <p><b>City Review Requirements:</b></p> <ul style="list-style-type: none"> <li>Public Engagement Plan shall be developed in consultation with City staff.</li> </ul>		

<b>Action 3</b>	<b>Evaluation of policies and tools for increasing housing diversity</b>	<b>October 2020</b>	<b>February 2021</b>
Step 3.1	Develop strategies to increase the supply of housing, and variety of housing types, needed to serve the housing needs identified above. Specific Considerations: <ul style="list-style-type: none"> <li>• Consider potential environmental impacts of adjacency to freeways and noise and airport related noise and emissions</li> <li>• Consider gaps in utility, transportation and open space infrastructure that might impact residential development</li> <li>• Consider how the constraints associated with SeaTac's physical geography as a suburban, airport city might impact residential development (including its large lot, mega-block urban form, and airport-related issues such as high traffic, high land costs and visitor parking demand)</li> <li>• Identify potential policy and regulatory changes that could encourage more and diverse housing options</li> </ul>	October 2020	February 2021
Step 3.2	Consider strategies to minimize displacement of low-income residents resulting from redevelopment.	October 2020	February 2021
Step 3.3	Develop a schedule of programs and actions to implement the recommendations of the housing action plan.	October 2021	February 2021
Deliverable 3	<b>Draft Housing Action Plan</b>		February 15, 2021
<p><i>Anticipated Activities/Products:</i></p> <p><b>Document Requirements:</b></p> <ul style="list-style-type: none"> <li>• <i>Draft Plan is consistent with grant requirements and Department of Commerce guidance materials.</i></li> <li>• <i>Clear, succinct, graphically rich, easy to use document.</i></li> </ul> <p><b>Recommended Strategies/Actions:</b></p> <ul style="list-style-type: none"> <li>• <i>Responsive to City project goals including:</i> <ul style="list-style-type: none"> <li>- <i>Identify a community-supported, baseline understanding of housing conditions, needs and strategies.</i></li> <li>- <i>Include strategies and actions that focus on promoting transit-supportive housing, mitigating displacement, exploring missing middle housing types, increasing affordable and market rate options and address environmental, urban form and other SeaTac-specific issues.</i></li> </ul> </li> <li>• <i>Propose a holistic and cohesive set of actions including code amendments, regulatory changes, incentives, partnerships and policy updates tailored to SeaTac's specific needs and conditions.</i></li> <li>• <i>Include a timeline for accomplishing these changes and budget implications for any consultant support, environmental review, waived fees or staffing necessary for the work.</i></li> </ul>			

	<p><b>City Review Requirements:</b></p> <ul style="list-style-type: none"> <li>• <i>Consultant and City shall create a review process to ensure City understanding and support of Draft Housing Action Plan process and findings. This will include City staff review of Draft Plan and potentially meetings to discuss questions and the incorporation of changes.</i></li> </ul> <p><b>Non-Project SEPA analysis</b>  <i>Consultant will draft a SEPA checklist for the draft plan, distribute it and respond to comments.</i></p>		
<b>Action 4</b>	<b>Project adoption</b>	<b>February 2021</b>	<b>June 2021</b>
Step 4.1	Public Review. (Staff reports, compile outreach summaries and supporting data.) Primary public review through Planning Commission and City Council Committee meetings.	February 2021	April 2021
Step 4.2	Make changes to amendments per Planning Commission and City Council recommendations.	February 2021	April 2021
Step 4.3	Prepare resolution for Council adoption	April 2021	May 2021
Deliverable 4	<b>Adopted Housing Action Plan.</b> Goal for adoption date is May 25, 2021, with last possibility before grant deadline, June 8, 2021, per SeaTac City Council meeting schedule.		June 15, 2021
	<p><u>Anticipated Activities/Products</u></p> <p><b>Public Review Housing Action Plan</b></p> <ul style="list-style-type: none"> <li>• <i>Incorporate City and public comments into easy-to-understand visually compelling document for public review.</i></li> </ul> <p><b>Final Housing Action Plan</b></p> <ul style="list-style-type: none"> <li>• <i>Incorporate Planning Commission and Council recommendations in a final document for adoption.</i></li> </ul> <p><b>City Review Process</b></p> <ul style="list-style-type: none"> <li>• <i>Consultant and City staff shall create a review process to ensure City staff confirmation of final draft of Housing Action Plan.</i></li> </ul>		



## V. BUDGET

The budget shall conform to the grant required funding for tasks as identified in following table.

Action / Deliverables	Grant Funds
<b>Deliverable 1.</b> Existing Conditions and Needs Analysis Report	\$25,000
<b>Deliverable 2.</b> Public Engagement Plan and Results	\$15,000
<b>Deliverable 3.</b> Draft Housing Action Plan	\$30,000
<b>Deliverable 4.</b> Adopted Housing Action Plan (Adopted item must be 30% of total)	\$30,000
Total:	\$100,000

## RFP SUBMITTAL REQUIREMENTS

Proposals shall be submitted electronically through *box.com* as described below. (No hard copy proposals will be accepted.) Proposals may be a maximum of 20 pages, excluding appendices. Appendices shall be no greater than 20 pages.

### Proposal Format

#### 1. Executive Summary

An executive summary should include the key elements of the respondent's RFP and an overview of the consultant team. Indicate the address and telephone number of the respondent's office located nearest to SeaTac, Washington, and office from which the project will be managed.

#### 2. Description of the Firm(s), and Project Team, including

- Overall description of the firm or team;
- Detailed list and description of similar projects (including contract amount, project coordinator, current status, changes to contract and reasons for such changes, and client contact person);
- Resumes for all project staff members - excluding support staff (*Provide in Appendix*);
- A diagram depicting the relationships between the different firms on the project team (the project manager must be designated); and
- Description of the firm or teams current workloads and the ability of the firm or team to accomplish this project within the defined timeframe.

#### 3. Detailed Scope of Services

- Description of overall approach to the project;
- Detailed response to each element contained in the RFP's Scope of Work;

- Identification and rationale for proposed changes to the RFP's Scope of Work and schedule, if any; and
- List of all work products to be provided by the respondent to the City.

#### **4. Detailed Work Schedule**

- Written description and flow chart of overall project work schedule, broken down by task;
- Identification of major milestones; and
- Listing of product delivery dates.

#### **5. Project Budget and Cost Breakdowns**

- Total project cost;
- Project cost, broken down by task, firm, billable hours (to be listed by professional staff, support and clerical staff), and other direct & indirect costs (including materials);
- List of hourly rates for each firm by employee type (*Provide in Appendix*); and
- List of rates for all other direct and indirect services. (*Provide in Appendix.*)

#### **6. References** (*One page for each reference to be provided in Appendix*)

- Minimum of five references including telephone number and name of contact person and a brief description of the job referenced; and
- Include client name, address, telephone number, contact person, general project description, and project cost.

#### **7. Samples of Work** (*Provide in Appendix.*)

Samples of work similar to that requested in this RFP.

#### **8. Optional**

Any other materials to be added to the proposal (optional).

### **General Proposal Information and Requirements**

After review of the proposals, short-listed firms will be invited to interview with the City's interview team. The City of SeaTac reserves the right to reject any or all proposals, and will base its decision on several criteria including cost.

### **Questions for Project Manager**

All questions pertaining to this RFP shall be directed to the project manager, Kate Kaehny, Senior Planner, at [kkaehny@seatacwa.gov](mailto:kkaehny@seatacwa.gov). Questions must be received in writing no later than 5:00 p.m., Pacific Standard Time, Monday, May 18, 2020. Questions will be answered via email.

### **Proposal Submission Logistics**

Proposals must be received electronically via *box.com* **no later than Thursday, May 28<sup>th</sup> 3:00 p.m., Pacific Standard Time.** (No hard copy proposals will be accepted.)

How to submit through *box.com*:

- Attach your documents as a PDF to an email to the following address:  
[Housing.b4thfqdgzaw7okio@u.box.com](mailto:Housing.b4thfqdgzaw7okio@u.box.com).
- Name your RFP Proposals as follows: Your Company Name- HousingActionPlanRFP” (for example: SeaTacLLC-HousingActionPlanRFP).
- Your email service may have message size limits (*box.com* does not). Should you have size limitations, send your submittal files through a series of messages. (This email address only retains attachments and does not save the message of the email.)

Upon receipt of your documents, the City will send a confirmation email. Questions about the electronic submittal process can be directed to Kate Kaehny, Senior Planner, [kkaehny@seatacwa.gov](mailto:kkaehny@seatacwa.gov), or (206) 973-4834.

The City assumes no obligation of any kind for expenses incurred by any firm responding to the RFP. The City’s fair labor practices and non-discrimination policies shall apply. The City reserves the right to reject all bids and to accept or reject minor informalities.

**SCHEDULE OF ACTIVITIES**

*All times noted are in Pacific Standard Time*

RFP Issued	Thurs, May 7
Consultant Questions Due	Mon, May 18, 5:00 pm
<b>RFP Submittal Due Date</b>	<b>Thurs, May 28, 3:00 pm</b>
Interviews (approximately) <i>Interviews will likely be virtual.</i>	Week of June 8
Award Date (approximately)	Week of June 15