



CITY OF SEATAC REQUEST FOR PROPOSAL

City Center Plan Update Project Phase 2:

City Center/Airport District Subarea Plan & Development Code Project

I. PURPOSE OF RFP

The City of SeaTac is requesting proposals from qualified consultants to assist in replacing the twenty-two year old City Center subarea plan, and related development standards, for the area immediately adjacent to the Sea-Tac International Airport and SeaTac/Airport light rail station (hereafter referred to as the “District”). The District’s current boundary encompasses around 40% of SeaTac’s designated Urban Center and as such is a key component of both the City’s and region’s efforts to facilitate the creation of compact, walkable, equitable, transit-supportive urban neighborhoods.

The subarea plan project will expand on the recently updated community vision and findings from the [City Center Plan Update Phase 1 Vision Report \(2020\)](#), and result in:

- A robust, inclusive public engagement process,
- Thorough consideration of opportunities and constraints related to the achievement of the District’s potential for community and economic development, and
- A well-supported subarea plan and code updates to guide the revitalization of the area into the envisioned urban, airport-serving business district and multi-family residential community.

***DISTRICT’S NEW VISION
(adopted 2020)***
“The global gateway to the Pacific Northwest, the (subarea) is an active hub providing residents, workers, and visitors alike with a diverse set of experiences in an enticing, contemporary, and walkable urban district.”

Because of the timing of the project, the subarea planning effort will also:

- Help facilitate the on-going recovery of the District’s business and residential communities from the impacts of the COVID pandemic,
- Support City efforts to strengthen policies that promote the creation of urban villages and complete communities adjacent to SeaTac’s light rail stations in coordination with the upcoming 2024 Major Comprehensive Plan Update Project, and
- Demonstrate consistency with recent regional growth plan updates and their goals for designated growth centers. (While PSRC and King County call these “centers” by different names, they will be referred to as “Regional Growth/Urban Centers” in this document.)

Ultimately, the subarea plan will serve as a statement of the City’s commitment to the District. It will provide a roadmap for what the area will look like, guide City investments, and be a resource for the community, property owners, potential investors and other public agencies.

II. PROJECT LOCATION & STUDY AREA

The District's boundary currently encompasses approximately 350 acres of commercial and higher density residential parcels along the International Boulevard (SR99) corridor, approximately ½ mile north and south of SeaTac/Airport Station, extending from S 188th Street to the south, to around S 166th Street to the north.

The area is the region's primary airport services and hospitality district, and includes multiple hotels and motels, park and fly operations (both surface lots and garages), the Seattle Southside Visitor Center, a high-rise office complex, and limited retail and restaurant services. Around 5,600 people live in the District's residential neighborhoods to the east of International Boulevard, within clusters of primarily older, medium density apartment complexes with surface parking (including the King County Housing Authority's Windsor Heights apartments). The residential community also includes two older condominium developments, the 55+ Bow Lake Mobile Home Park (with over 400 pads), and some single family housing (which can be rezoned to 4-story mixed use apartments, offices or townhouses).

The District is literally across the street from the airport, and despite providing direct access to the airport terminal and light rail station, the area's auto-oriented, mega-block configuration does not promote walkable, compact, transit-oriented development.

III. DEVELOPMENT CONTEXT

Development in SeaTac and the District is largely tied to airport growth. However, despite its immediate adjacency to the airport, the area has seen less new development than other parts of SeaTac's Urban Center. Before the pandemic, several new hotels were built along the International Boulevard corridor south of the District, and new multi-family projects have been constructed, or are planned, for areas in SeaTac near light rail stations to the north and south of the District's boundary. There is however, one new mixed use hotel/multi-family project planned within the boundary, that was initiated before the pandemic. This type of mixed hotel/multi-family combination has been discussed by other District property owners, but will be the first of its kind in the area and city.

City efforts to promote development in the District to date include the adoption of pedestrian-oriented standards (including a prohibition on surface commercial park-and-fly lots), limited reductions on parking requirements, and no height or density limits in most of the area's high intensity commercial and residential zones (except for Fire Code and the FAA). District projects are eligible for SeaTac's Multi-Family Tax Exemption (MFTE) program, and the area's Census tracts are designated as federal Opportunity Zones. The City has also recently funded a road safety study along International Boulevard, and a [project to construct significant pedestrian and urban design improvements](#) along three key streets near the SeaTac/Airport Station is currently underway. The subarea plan project is expected to be informed by and complement these projects.

IV. PLANNING CONTEXT

In 2017, the City recognized the need to replace the City Center Plan with a new subarea plan that could better optimize its locational advantages, garner more community and business/stakeholder support than the current plan, and increase alignment with City and regional growth and development goals. In early 2020, and after significant outreach efforts, a community-supported vision and high-level urban design framework were adopted within the [City Center Phase 1 Vision Report](#). The refreshed vision focuses on creating an airport business district and multi-family neighborhood, with S 176th Street providing opportunities as a main pedestrian thoroughfare and potential retail/services hub. This subarea plan project is intended to build on the work in the Vision Report while creating a plan that fully leverages current opportunities to the benefit of the District and SeaTac's greater community.

While the main focus of this project is to complete a well-supported, attainable subarea plan and code updates, the City has two additional objectives:

- To inform the upcoming 2024 Major Comprehensive Plan Update project efforts to clarify and strengthen urban village and complete communities policies by creating a clear development framework for the District as a “complete,” transit-supportive, urban village. (City goals for developing urban villages and complete communities are primarily included within SeaTac's [Land Use Element](#), and are specifically addressed in the recently adopted [Housing Action Plan's](#) objectives and strategies.)
- To ensure compliance with recently updated policies from PSRC's Vision 2050 regional growth strategy and the King County Countywide Planning Policies for Regional Growth/Urban Centers.

V. PROJECT GOALS

OVERARCHING PROJECT INTENT:

To complete a well-supported, attainable subarea plan, and development code updates, that will encourage the District's transition into a thriving, walkable, urban, transit-supportive, equitable, complete, airport business and multi-family residential community.

MAIN GOALS: A successful project will:

- **Expand on the community-supported vision and urban design framework identified in the [City Center Plan Update Project Phase 1 Vision Report](#) by adding more detail to its land use and development concepts.** Utilize the recommended actions in the report, and findings from its market and infrastructure studies, as a baseline to build upon throughout the subarea plan project.
- **Optimize the community and economic opportunities presented by adjacency to the airport, the SeaTac/Airport light rail station, and the City's and region's largest airport services and hospitality hub.** Identify strategies that will capture regional growth to help implement the District's development vision and encourage businesses, services, and amenities that address and leverage the needs of visitors, workers and residents. Incorporate support for the City's new visitor/tourism policies and upcoming tourism planning initiative.
- **Conduct meaningful, inclusive, equitable outreach** to businesses, community stakeholders, and the area's diverse residential populations.
- **Provide in-depth analysis of opportunities and barriers related to achieving the community-supported vision, and identify effective and attainable actions** the City can take to implement the vision.
- **Complete a subarea plan that identifies:**
 - **Attainable, market supported development strategies** that promote current businesses and attract new development that align with the vision.
 - **Housing strategies that encourage affordable options for all income levels** and address the potential for displacement.
 - **Strategies that promote multi-modal access and connectivity, and encourage the provision of open space and other infrastructure, services, and amenities** needed to support the higher density worker and residential populations anticipated in the District. Encourage access to opportunity for all and the development of the District as a complete community.
- **Use project to:**
 - Develop a community supported recommendation on how to address the current gap in park space in the District.
 - Work with Sound Transit and the community to identify a potential future use for the Kiss & Ride pick-up/drop-off area that currently serves the SeaTac/Airport Station, that is also identified as a future TOD project site.
 - Enhance the District's image, including confirmation of a new name. Address whether the current boundary is appropriate.

ADDITIONAL OBJECTIVES:

- **Support and coordinate with the City's 2024 Major Comprehensive Plan Update project goals** related to access to opportunity and the strengthening of policies that promote the creation of urban villages in station areas, and their development as complete communities.

- **Ensure consistency with recently updated regional policy guidance**, especially in regards to promoting equity and access to opportunity, and meeting growth targets and other criteria for PSRC’s and King County’s designated Regional Growth/Urban Centers.

TABLE OF CONTENTS FOR PROPOSED SCOPE OF WORK /ANTICIPATED LEVEL OF WORK BY TASK

The table below provides the list of tasks in the proposed scope of work on the following pages. The column to the right includes a high level summary of City staff’s current understanding of level of priority and expected amount of work hours/focus associated with each task. (Please note that task deliverables are intended to be leveraged and used as review tools and finalized as components of the subarea plan.)

Tasks in Proposed Project Scope of Work	City Priority Level/Anticipated Magnitude of Consultant Work Hours
TASK 1: PROJECT INITIATION AND MANAGEMENT	Lowest
TASK 2: BACKGROUND REVIEW OF PHASE 1 VISION REPORT & RELATED PLANS & PROJECTS	Lowest
TASK 3: COMMUNITY & STAKEHOLDER ENGAGEMENT PROCESS	Highest
TASK 4: MARKET POTENTIAL & DEVELOPMENT FEASIBILITY ASSESSMENT	Medium
TASK 5: DEFINE EXISTING CONDITIONS	Medium
TASK 6: INFRASTRUCTURE NEEDS ASSESSMENT/ OPPORTUNITIES & CONSTRAINTS ANALYSIS	Highest
TASK 7: PREFERRED LAND USE & DEVELOPMENT CONCEPT	Highest
TASK 8: COMPLETE SUBAREA PLAN	Highest
TASK 9: DEVELOPMENT CODE UPDATE REPORT	Highest
TASK 10: ENVIRONMENTAL REVIEW	Lowest

VI. CONSULTANT TASKS AND DELIVERABLES/SCOPE OF WORK

The following is a preliminary scope of work that will be refined during contract negotiations with the selected consultant. City-desired tasks are presented below, staff is open to RFP responses that identify alternative approaches to reach the project goals outlined in this document.

TASK 1: PROJECT INITIATION AND MANAGEMENT

1-1: Project Management

Consultant will be responsible for coordinating all aspects of the project with the City's project manager and the consultant team, producing high quality products, and meeting the agreed schedule and budget. The consultant project manager will work closely with the City's project manager and ensure that the City is included in all aspects of the project.

1-1A: Develop Detailed Work Plan: Consultant will work with City Staff to develop a detailed work plan of all project tasks which will include a timeline for major deliverables, and the integration of community engagement activities, internal briefings and reviews. Consultant will maintain this work plan, which will be updated as needed in consultation with City staff, to ensure clear and continuous communication and mutual understanding of project execution.

1-2: Project Kick-Off Meeting

To ensure a shared understanding of project goals and assumptions, Consultant will meet with City staff to kick-off the project. The kick-off meeting will be an opportunity to refine project understanding, confirm project components, clarify the internal review process for draft deliverables, identify priority issues, and reconfigure work plan items as necessary. Confirmation of the project understanding per tasks identified in Task 2 will be addressed at the kick-off.

1-3: Data Collection & GIS

Data collection and analysis are anticipated as part of completion of multiple tasks in this project. Related consultant activities include, but are not limited to, field visits, utilization of City of SeaTac GIS data, and consolidation of information from existing plans, studies and other applicable materials. Spatial data is an important component of land use planning, and it can require significant time to collect and prepare. The City GIS staff have developed data and templates for consultants to use, and standards to follow, in order to reduce costs and promote efficiency and consistency. See Appendix B, located at the end of this document, for the City's GIS Standards.

1-3A: Meeting with City GIS Staff: Consultant will meet with City GIS staff after kick-off meeting to review likely data inputs for each task, and data outputs Consultant anticipates on providing at end of project.

Task 1 Consultant Deliverables:

- *Organize and facilitate project-kick off meeting.*
- *Memo recording kick-off meeting outcomes and action items.*
- *Project Work Plan.*

TASK 2: BACKGROUND REVIEW OF PHASE 1 VISION REPORT & RELATED PLANS & PROJECTS

2-1: Confirm Project Understanding

Because of the complexity of the project, Consultant will work with City staff to confirm a shared understanding of how the project will address goals for completing the subarea plan, creating recommendations for updates to the development code, while also aligning with the City's 2024 Major Comprehensive Plan Update Project, and regional policy goals for Regional Growth/Urban Centers.

- Links to the Vision Report and other pertinent City policy guidance, plans, and projects, can be found as Appendix A to this document. (The [project website](#) also includes information about Phase 1 of this project.)

2-2: Consider Refinements to District's Boundary. An additional topic that will require a shared understanding and approach is the issue of potentially changing the District's boundary to remove Port-owned properties. City staff has initiated this discussion with PSRC because it would likely also entail a concurrent revision to the designated Regional Growth/Urban Center boundary. This topic will be discussed at the project kick-off meeting in Task 1.

2-3: Prepare Memo that Addresses Project Alignment with City & Regional Policy Goals

Shortly after the Kick-Off Meeting in Task 1, Consultant will prepare a memo that outlines how the project will address the following:

- **How to build on City Center Plan Update Phase 1 Vision Report.**
- **Alignment with 2024 Major Comprehensive Plan Update & Transportation Master Plan Update Projects.** Describe how the subarea plan project will be coordinated with, and inform, the upcoming 2024 Major Comprehensive Plan Update and Transportation Master Plan Update projects, both of which are also scheduled to start in 2022. The most significant tasks will be related to supporting and supplementing efforts to clarify and strengthen the City's "urban village" and "complete communities" policies as summarized in the recently adopted [SeaTac Housing Action Plan](#). (See also SeaTac Comprehensive Plan [Land Use Policy 2.1A](#), and "healthy, Equitable, Connected Communities" [Land Use Goal 2.2](#) and related policies.)
- **Alignment with Regional Growth/Urban Center Requirements:** The memo will address how the project will align with recently updated regional policy guidance, and specifically requirements from [PSRC's Vision Consistency Tool for Regional Growth Center Plans](#). The Consultant will work with City staff to determine how the subarea plan project will meet regional requirements, including the District's role in achieving population, housing and job targets for SeaTac's designated Regional Growth/Urban Center. It is likely that data for both the District and SeaTac's Regional Growth/Urban Center geographies will need to be developed to address these requirements. To demonstrate the plan's compliance with Regional Growth/Urban Center requirements, Consultant will fill in the PSRC consistency tool for the subarea plan at the end of the project.

Task 2 Consultant Deliverables:

- ***Memo on City & Regional Policy Alignment Report:*** *Soon after the Task 1 Project Kick-Off Meeting, Consultant will complete a memo that identifies how the project will expand on the Vision Report and align with related City policies and projects and regional policy goals.*
- ***Completed PSRC Vision Consistency Tool for Regional Growth Center Plans for Subarea Plan*** *due at end of project, and will be submitted to PSRC. (Document may be included as appendix to subarea plan.)*

TASK 3: COMMUNITY & STAKEHOLDER ENGAGEMENT PROCESS

The Consultant will develop and implement a community engagement process that will facilitate multiple and varied opportunities for public input from the District's diverse residential communities, including historically underrepresented populations, business and property stakeholders, and other stakeholders.

3-1: Create Community & Stakeholder Engagement Plan

The Consultant will work with City staff to create an inclusive and equitable community engagement plan. The Plan will leverage the City Center Phase 1 Vision Report outreach process, and other recent City engagement efforts, to ensure continuity while endeavoring to increase public participation in the project. The Plan will:

- Identify groups that should be included in the planning process, including business and property stakeholders, residential communities, and other community stakeholders. This includes engagement with other agencies such as the Port and Sound Transit.
- Ensure equitable outreach is undertaken in order to elicit input from representative populations including hard-to-reach and historically underrepresented households such as those who live in apartments, are non-English speakers, seniors, those who are parents with children, and others.
- Address how to involve the City Council, the Planning & Economic Development (PED) Council Committee and Planning Commission.

While the engagement plan will need to integrate the potential for socially distanced outreach to meet pandemic-related protocols, it is hoped that in-person activities will play a significant role in engagement activities.

3-2: Key Issues to Be Addressed through Community Engagement Process

The project will be used to refresh the community and stakeholder understanding of the adopted vision while inviting input and gaining support for final versions of the completed subarea plan and updated code recommendations.

At a minimum, the engagement process will include opportunities for input into the following tasks:

- Task 4: Market Potential & Development Feasibility
- Task 6: Infrastructure Needs Assessment/Opportunities & Constraints Analysis
- Task 7: Preferred Land Use & Development Concept
- Task 8: Complete Subarea Plan
- Task 9: Development Code Update Report

Specific issues to address in engagement plan, and through outreach, include but are not limited to:

- Developing community support to address the gap in community/neighborhood park space as identified in PROS Plan.
- Input on the criteria for access to opportunity/complete communities.
- Working with Sound Transit and the community on a long-term vision for the Kiss & Ride/TOD site adjacent to the SeaTac/Airport Station.
- How the engagement process will be used to confirm a new image and name for the area in line with the Vision Report's recommendations related to Urban Design Objective #1 "Enhance image and aesthetics of district."

3-3: Internal Stakeholder/Technical Staff Review Meetings

The Consultant will facilitate at least three interactive meetings with internal City staff from multiple departments to raise awareness and ensure technical input regarding project tasks. To ensure the accuracy of data, these internal staff meetings are anticipated to be held in advance of engagement activities associated with the Opportunities & Constraints analysis, review of preferred alternatives, and review of proposed final draft of subarea plan. (Anticipated City staff review process for developing code recommendations are presented in Task 9: Development Code Update.)

3-4: Implementation of Community & Stakeholder Engagement Process

Consultant will act as the lead in implementing a robust, inclusive and innovative outreach process that includes a broad range of techniques to access the District's multiple stakeholders and communities, including hard-to-reach and traditionally underrepresented populations. It is anticipated that City staff will participate in most aspects of the community engagement process.

3-5: Engagement Process, Techniques & Materials

The subarea plan project will need to carefully design and budget for an intensive and equitable engagement process that accommodates the needs of multiple audiences and users ranging from business and property stakeholders, to hard-to-reach populations in-language and in culturally appropriate ways. Translation and interpretation services, culturally-tailored outreach, and a variety of engagement methods are anticipated to be utilized to ensure significant and representative input from the District's diverse interests and populations.

- **Previous Outreach in District:** The City Center Phase 1 Vision Report outreach effort was conducted before the pandemic and focused on relationship building with business and property owners through individual interviews and a workshop/charrette. Residential outreach included large public meetings, citywide online surveys, and targeted activities aimed at engaging harder to reach population including interviews and focus groups. The subarea plan engagement process should re-engage and expand on outreach to these business stakeholders and community members.
- **Potential & Innovative Outreach Techniques:** SeaTac lacks formal social organizations such as community councils and PTAs, and has little experience with community advisory committees. While community liaison/trusted advisor outreach techniques were not used in the Phase 1 Vision Report project, liaisons have been successfully deployed in past projects, especially to access traditionally under-represented and hard-to-reach communities. Innovative techniques and materials are desired to conduct successful outreach to support the tasks while staying within the project budget.
- **Materials:** Consultant will be responsible for preparation of outreach materials such as graphics, maps, renderings, displays, information handouts, and presentation documents as needed to support the project.
- **Translation/Interpretation Services:** Because of the diverse cultural communities within the District, many project materials will likely need to be translated into multiple languages, which generally include Spanish, Somali and Amharic. The need for translation and interpretation services will be assessed when creating the Community Engagement Plan.
- **Website/Social Media/Mailings:** While the City currently hosts a [project website](#), the Consultant will work with City staff to provide background and meeting information on the website in multiple languages. The Consultant will also work with City staff, including the City's social media coordinator, on a multi-media messaging strategy using the City's official blog, Facebook page, and other technology. It is also anticipated that one or more large project mailings will be used as part of outreach strategies.

Task 3 Consultant Deliverables:

- *Community & Stakeholder Engagement Plan & summary of results.*
- *Production of outreach and engagement materials.*
- *Minimum of three internal stakeholder/technical review meetings.*

TASK 4: MARKET POTENTIAL & DEVELOPMENT FEASIBILITY ASSESSMENT

The Consultant will undertake market assessment tasks needed to ensure there is future market potential to support the subarea plan's development strategies and alignment with regional requirements for jobs and housing for designated Regional Growth/Urban Centers.

4-1: Evaluate City Center Plan Update Phase 1 Vision Report Market Opportunities Assessment

Consultant will review the [Appendix A: Market Opportunities Assessment](#), which was completed to support the City Center Phase 1 Vision Report, and evaluate the extent to which the data can be utilized to support the subarea planning project. Because of the impacts of the pandemic on the airport business district and residential community, there may be a need to update some of its assumptions.

4-2: Prepare Market Potential Study

After reviewing the Phase 1 Market Opportunities Assessment, Consultant will work with City staff to confirm the framework for leveraging and updating its assumptions while creating a Market Study that supports the community's vision for the District and the subarea plan's development strategies. The Market Study should also demonstrate the District's market potential for accommodating future anticipated population and job growth. In addition to data from the Phase 1 market assessment, the Study will be based on input from business and residential stakeholder engagement, and the most recent market data available. Consultant will discuss and confirm data sources to be used in the study with City staff. At a minimum, the study will include the components identified in the following subtasks.

4-2A: Business Sector and Residential Analysis/Opportunities & Constraints Assessment. This sub-task and its components should be carefully coordinated with, and leverage work from, the Task 6: Infrastructure Needs Assessment opportunities and constraints analysis, and Task 9: Development Code Update parking study. This assessment will include:

- **Sector Analysis:** Describe key economic sectors and industry clusters in the District. Assess the potential for hospitality, airport services, office, and retail development, and consider the potential for employment in each of these uses. Barriers to development and redevelopment should also be addressed.
 - **Airport & Airport Service Uses:** Due to the District's immediate proximity to the airport, and its current airport-focused commercial base, there should be special consideration of the airport and airport service uses, including hospitality, park & fly businesses, retail/services, and other existing or potential visitor-related uses. Analysis should consider impacts of potential airport growth scenarios on District businesses. Consideration should be given to how to understand and leverage potential economic benefits of airport workers, and airport/District visitors. This sub-task should be coordinated with the City's tourism planning effort, which is also anticipated to start in 2022.
- **Residential Analysis:** Complete residential analysis that assesses the future potential for housing of various types, at increased densities, and at all levels of affordability, and consider the likelihood of transit-oriented residential development in District. Barriers to

development and redevelopment should also be addressed. Address the potential for residential displacement in coordination with the displacement land use analysis in sub-task 6-1B.

- **Commercial Displacement Analysis:** Assess risk of commercial displacement and potential anti-displacement tools. This assessment will inform the development of commercial anti-displacement strategies for the subarea plan in Task 8.

4-2B: Development Feasibility/Proforma Analysis.

The Consultant will prepare development feasibility analysis of product types anticipated to be constructed to meet the subarea plan’s development vision. The analysis will consider current and future likely development types, including those with on-site structured parking. Analysis will take into consideration local construction costs and local market lease/rental rates or sale prices, as they relate specifically to SeaTac. Work will be coordinated with Task 9: Development Code Update parking study. Consultant will work with City staff to refine the goals and deliverables associated with this sub-task.

4-2C: Identification of Opportunity/Catalyst Sites.

As part of setting the current economic context for the area, the Study will identify the District’s key market drivers and assets. This includes the identification of opportunity/catalyst sites that could boost development and revitalization of the area. Consideration should be given to the future use of the Sound Transit passenger pick-up/drop-off area adjacent to the SeaTac/Airport light rail station (sometimes called the “kiss-and-ride” site), which Sound Transit also identifies as a potential future TOD site.

4-2D: Identification of Potential Short & Long Term Redevelopment Incentives/Techniques.

Because most new development will require redevelopment of existing commercial or residential uses, Market Study will identify potential techniques that encourage short- and long-term redevelopment that align with District’s vision, and that are tailored to the unique circumstances of the airport business district. This includes, but is not limited to recommendations related to the following potential techniques:

- Potential regulatory changes that should be considered as part of the Task 9: Development Code Update.
- Potential infrastructure and amenity improvements that should be considered in subsequent tasks when assessing opportunities and constraints, developing project strategies, and identifying implementation actions.
- Development incentives that can be utilized in conjunction with the City’s current Multi-Family Tax Exemption (MFTE) program, and District’s existing designation as a federal Opportunity Zone.
- Pilot projects and other innovative techniques that can incentivize development including short term actions that can accommodate business interruptions and interim business operations. (Examples: Current parcels with park-and-fly operations or businesses with surface parking lots)

Task 4 Consultant Deliverables:

- *Market Potential Study.*

TASK 5: DEFINE EXISTING CONDITIONS

Consultant will undertake data collection and analysis activities to create a baseline of existing demographic and physical conditions in the District that will inform the Task 6: Infrastructure Needs, Opportunities & Constraints Assessment, and other project tasks. Consultant will review City and regional policy goals for infrastructure, amenities, and services in the District, and inventory the existing land uses, property ownership, development pattern, community assets, transportation network (all modes), parks and recreation facilities, public/civic facilities, utility infrastructure and other information as needed.

5-2: Develop Data Profile for District

Consultant will develop data points needed to assess the District's compliance with criteria for designated Regional Growth/Urban Centers. This sub-task should be coordinated with the Task 4 Market Study and other related tasks. Data points include but are not limited to:

- Zoning development capacity. City staff will provide Buildable Lands/Urban Growth Capacity report findings to assist with this activity.
- Current population, jobs, and housing units, and "activity units per acre" as defined by PSRC (Per PSRC, SeaTac's Regional Growth/Urban Center should plan for densities of at least 45 activity units per acre).
- Projected population, jobs, and housing needed to help accommodate SeaTac's adopted growth targets.
- Housing units and types, including a breakdown by type, affordability (including subsidized housing), and special housing needs.

Data will be integrated within sub-task 5-3 Existing Conditions Report and used elsewhere in the project as appropriate.

5-3: Prepare Existing Conditions Report

Consultant will work with City staff to confirm the appropriate content and level of detail within the Existing Conditions Report. Staff is open to combining this report with the Task 6 Infrastructure Assessment Report deliverable if it increases project efficiencies. The report will summarize existing City policies and goals for providing infrastructure, services, and amenities, and describe current conditions for physical infrastructure and community assets in the District.

Items to address include, but are not limited to, the following:

5-3A: Current Policies & Goals: Define current policy guidance and projects related to the provision of infrastructure, services, and amenities in the District. At a minimum include the following:

- **City policies and goals:** Summarize City guidance on housing, transportation, parks & recreation facilities and utilities, including capital facility level of service standards. Address policies related to the development of the designated Urban Center, and guidance on urban village/station areas and complete communities. Include current and planned City projects and programs within and adjacent to District, including the Airport Pedestrian Improvement Project, Permit Parking Program, and others.
- **Regional policy goals:** Summarize requirements for Regional Growth/Urban Centers.

5-3B: Land Use/Development Pattern/Urban Form

- **Land use:** Information from the sub-task 5-2 data profile should be utilized for this section as appropriate.

- Provide current population, housing units and jobs estimates for District. Include estimated number of hotel rooms.
- Describe and map the mix, distribution, and location of existing land uses (such as residential, commercial, civic, public, etc.), and property ownership.
- **Airport, airport service uses & users:** Include information on the airport’s role in the District, including airport workers, and the current airport service “ecosystem” of uses and users (i.e., hotels, hotel guests, park & fly businesses, and visitors). Also address the role and impact of TNCs (transportation network companies) like Uber and Lyft on the District.
- **Housing.** Incorporate information from data profile from sub-task 5-2 and other tasks as appropriate, including housing units and types, a breakdown by type, affordability (including subsidized housing), and special housing needs.
- **Development pattern/urban form:** Describe existing development pattern and urban form in District, including the street pattern, sidewalk network and current block sizes. Address current and potential allowed densities, current building design/types, and street level activation.

5-3C: Transportation/Access/Connectivity

- **Transportation systems:** Identify current system networks and conditions for all modes (vehicle, pedestrian, bicycle, transit), traffic congestion, pedestrian safety, parking conditions and other information as appropriate.
- **Demand generators:** Identify existing demand generators for all modes.
- **Street design:** Describe current street design by type. Also provide cross-section and streetscape design guidance from City’s on-going Airport Pedestrian Improvement Project, which is intended to be used as a baseline for the creation of streetscape design guidelines for all District streets as part of Task 8: Complete Subarea Plan. (Cross-section and urban design guidance to be provided by City staff.)

5-3D: Public Services & Complete Community Assets:

- **Parks & open space:** Describe existing public and private open space amenities and facilities.
- **Complete communities assets:** Describe complete community assets in District based on current City policy guidance and industry best practice for complete communities criteria. (Consider including information on 15-minute cities and other frameworks.)
- **Utility infrastructure:** Describe the seven utility providers, and utility systems in the District, including the two sewer districts.

5-3E: Natural Environment & Climate Change

- **Natural environment.** Identify significant environmental features in or near the District, including steep slopes, Bow Lake and others.
- **Climate change:** Describe the role of land use, development, and transportation on greenhouse gas emissions in the District.

Task 5 Consultant Deliverables:

- *Existing Conditions Report (may be combined with Task 6 Infrastructure Assessment Report).*

TASK 6: INFRASTRUCTURE NEEDS ASSESSMENT/OPPORTUNITIES & CONSTRAINTS ANALYSIS

Consultant will use findings from the City Center Phase 1 Vision Report (including the Appendix B: Infrastructure Opportunities Assessment), the Task 4 Market Study, and the Task 5 Existing Conditions Report, as a baseline for conducting an analysis of the opportunities and constraints that may positively or negatively impact the project's goals. Input from the community and stakeholder engagement process will also be considered. A main focus of the assessment is to understand current gaps in the infrastructure, amenities, and services needed to support the development of a walkable, transit-supportive, equitable, complete, airport business and residential community in the District.

6-1: Prepare Infrastructure Needs Assessment/Opportunities & Constraints Report

The Consultant will work with City staff to confirm the framework of the infrastructure needs assessment. The report will be a succinct, graphically rich tool that will inform the creation of development concept alternatives and other tasks. As noted previously, the report may be combined with the Task 5 Existing Conditions Report deliverable if it improves project efficiencies.

The assessment should include, but not be limited to, the following.

6-1A: Policy gaps. While the main focus of Task 6.1 is to assess physical infrastructure and services, understanding key policy gaps will help inform this evaluation and subsequent tasks. The policy assessment should utilize the policy summary from Existing Conditions sub-task 5-3A. It should identify how key City and regional goals for the provision of infrastructure, services, and amenities in the District are not currently being met, and whether new or revised policies to support the District vision may be appropriate.

6-1B: Land use, development pattern and urban form

- **Land use.** Using findings from the Task 4 market study, and other project tasks, assess potential opportunities and barriers to achieving higher intensity, walkable, airport business district and multi-family neighborhood uses.
 - Assess how regional goals for achieving population, housing, and job growth in District can be met, including District's role in achieving these goals as part of SeaTac's designated Regional Growth/Urban Center.
- **Airport services uses & users:** Evaluate gaps and opportunities in regards to the District's physical infrastructure, amenities and services that support current airport-related businesses and users, and assess how enhanced infrastructure and services can facilitate the transition, and redevelopment of hotels, park & fly businesses in line with the District vision, and other City goals for transit communities. Consider short and longer term timeframes. Assess potential impacts of rideshare/TNCs on District functionality, and explore curb management and other techniques to address them.
- **Housing.** Assess future housing need and opportunities and analyze how currently affordable housing units may be impacted by the subarea plan build out. Leverage data from the [SeaTac Housing Action Plan](#) (including the HAP's Appendix A: Housing Inventory & Assessment Report) and other sources as appropriate.
- **Residential Displacement:** Consider the residential displacement risk within District, and address how housing in or near District may be impacted by subarea plan buildout. Utilize the Displacement Risk appendix from the SeaTac Housing Action Plan and other information sources as appropriate, and coordinate work with Task 4 market potential housing and displacement analysis.

- **Development pattern/urban form:** Assess gaps in the existing development pattern and urban form that detract from achievement of higher intensity, pedestrian-oriented development in the District. Also address opportunities associated with currently under-utilized zoning capacity, and the potential for development of mixed use projects in the short and long term. Evaluation should be closely coordinated with the Task 4 market study, Task 9 work on the development code update, and the following transportation, public service and complete communities infrastructure assessments.

6-1C: Transportation, Access, Connectivity (all modes). Include the following considerations.

- **Transportation System Functionality:** Analyze and assess limitations in the transportation system's functionality such as turn restrictions, mega block development, congested corridors, lack of multi-modal facilities and their potential impact on redevelopment of the District.
- **Access & Connectivity:** Analyze and map the existing street pattern and determine what links (private and public), and facility types (all modes) may be necessary to improve connectivity to support higher intensity development and prevent negative impacts to the existing transportation system. (Utilize street grid assessments like intersection per square mile, block lengths and/or other methods as appropriate).
 - **Analyze Potential Options for New Access/System Improvements:** Undertake sufficient data analysis to identify where new vehicle and/or pedestrian/non-motorized access may be beneficial. Include analysis of large and multi-parcel redevelopment scenarios.
- **Vehicle System:** In addition to the system functionality assessment above, consider the effectiveness of the vehicle system for airport and District workers and visitors. Assess the need for and options to accommodate public parking. Also consider rideshare/TNC users and options for efficient curbside management.
- **Pedestrian System:** Evaluate existing and planned facilities in current pedestrian system plan. Consider District's walkability in terms of sidewalk completeness, pedestrian comfort and safety, connectivity, and destinations/community assets within walking distance. Coordinate this assessment with complete communities infrastructure analysis in subtask 6-1D.
- **Bicycle System:** Evaluate existing and planned facilities in current bicycle system plan. Consider how to build on City's [Airport Pedestrian Improvement Project's](#) use of cycle track, bike lanes, and sharrow facilities in the District.
- **Transit System:** Evaluate existing and planned transit facilities in District, including current available routes and hours of service. Assess potential benefits of expansion of Sound Transit Link light rail system throughout region, and outline how SeaTac's current three-station local light rail system can expand access to amenities and services.
- **Travel-Mode Split:** Assess the current and anticipated future travel mode-split and strategies to achieve a mode-split goal that would advance a mix of auto, transit, and non-motorized trips.
- **Street Design:** Evaluate how to leverage cross-section and streetscape design guidance from the Airport Pedestrian Improvement Project, which is currently underway, and will result in the construction of road, sidewalk and streetscape design features along three street segments within the District, adjacent to the light rail station, to inform the subarea planning project.

6-1D: Public Services & Complete Community Assets

- **Parks, recreation & open space.** Assess current gaps in public and private parks and open space in the District. Include an assessment of the lack of neighborhood/community park space in and near the District (per the City’s Parks, Recreation & Open Space (PROS) Plan guidance), and how to address other priorities from the PROS Plan such as improving access to Bow Lake.
- **Complete communities infrastructure and assets.**
 - Evaluate how to prioritize services and access to opportunity for the SeaTac community, including people of color, people with low incomes, and historically underserved communities.
 - Using regional guidance and current City land use policy goals for “Healthy, Equitable, and Connected Communities,” SeaTac PROS and transportation level of service standards, guidance from the Housing Action Plan, and other applicable sources, identify baseline indicators/criteria for determining “complete community” components for the District. As part of Task 8: Complete Subarea Plan, these indicators will be utilized to create a “complete communities” assessment tool that can help identify the appropriate type and level of infrastructure, services and amenities needed to support higher intensity development in the District, while increasing equitable access to opportunity for residents.
- **Utility infrastructure.** Assess potential gaps in the existing utility infrastructure in the District in terms of addressing the increased service needs of higher density development over time. Consider findings from the Vision Report’s Appendix B: Infrastructure Opportunity Assessment.
- **Capital facility level of service.** Review and assess potential gaps in meeting capital facility level of service standards for transportation, parks/recreation/open space facilities, and utility infrastructure as the District redevelops.

6-1E: Natural Environment & Climate Change: Consider the role of land use, development, and transportation on greenhouse gas emissions.

Task 6 Consultant Deliverables:

- *Infrastructure Needs Assessment/Opportunities & Constraints Report (may be combined with Task 5 Existing Conditions Report)*
- *Including draft criteria to determine “complete community” components in the District.*

TASK 7: PREFERRED LAND USE & DEVELOPMENT CONCEPT

Using the Phase 1 Vision Report’s community vision and urban design framework as a baseline, public input, and information from other project tasks, the Consultant will create land use and development concept alternatives, and identify a preferred alternative. The scenarios will support the transition of the District into a walkable, transit-supportive, equitable, complete, airport business and residential community.

7-1: Prepare Land Use & Development Concept Alternatives Report

After working with City staff to confirm content and framework, the Consultant shall create a report that identifies at least two concept alternatives that will be presented in primarily diagrammatic and/or map formats, with some narrative.

Concept alternatives should address:

7-1A: Refinement of Key Concept Elements for Airport Business and Residential District

- The addition of detail to the Phase 1 Vision Report’s urban design framework, including further consideration of the desired characteristics of the proposed airport business district and multi-family residential community, and concepts related to the retail services hubs, and special focus areas for District access. Consultant will also address the potential utility of addressing the District through smaller, more walkable “sub-districts” within the project.

7-1B: Land Use, Development Pattern & Urban Form

- **Land Use:** Mix of uses and densities that support key concept elements for the Airport Business and Neighborhood District.
 - Achievement of Regional Growth/Urban Center requirements for job, population and housing growth targets.
 - Variety of housing and business space options accessible to diverse populations.
 - Integration of airport-serving uses that support higher intensity long term vision of District.
 - Options for future use of Sound Transit kiss & ride/potential TOD site.
- **Development Pattern & Urban Form:** Potential development patterns that support higher intensity, walkable new development, address current mega-block configuration, and focus on attainable and innovative methods to facilitate the transition of an auto-focused area to a transit-supportive District.

7-1C: Transportation, Access, Connectivity

- **Functional & Attainable Multi-Modal Transportation Network:** Motor vehicle, transit, bicycle, and pedestrian circulation systems that support higher intensity development, address gaps in access, improve system functionality, and support mode-split goals that promote non-motorized transportation. Special attention should be paid to promoting non-motorized access in the District.
 - **Transportation/Connectivity Analysis:** Detailed transportation analysis of all modes shall be prepared for each alternative to ensure the provision of data essential to understanding the potential need and/or benefits of new or enhanced vehicle, pedestrian or bicycle access to support District vision. (This analysis should leverage work from the 6-1C transportation infrastructure assessment.)
- **Street Design:** Roadway design alternatives to support retail, commercial and residential uses, including sidewalk width, public amenities and on-street parking. Road and urban design work from the Airport Station Area Pedestrian Improvement Project, which is currently underway, will be used as a baseline to inform design of all of the District’s transportation facilities.
- **On-Street/Public Parking, Transportation Network Companies & Innovative Curbside Management:** Concept alternatives should address innovative techniques to facilitate public parking options and curbside management issues raised by rideshare/TNC users, autonomous vehicles, and others.

7-1D: Public Services & Complete Community Infrastructure: Alternatives should promote connected, walkable business and residential areas within the District that enhance opportunities for residents, workers, and visitors to easily and equitably access amenities and services throughout the District and beyond its boundary. Options should meet draft criteria for complete community infrastructure, amenities and services developed in Task 6-1D infrastructure assessment. This includes, but is not limited to:

- Locations of potential private and public open space amenities and park facilities that enhance the built environment.
- Options for how to address the gap in the provision of neighborhood/community park space within and/or near the District.
- Design features that promote public safety and utilization of Crime Prevention through Environmental Design (CPTED) standards.
- Options for regional and daily-need type services, and access to civic and other uses.

7-1E: Natural Environment: Concept alternatives should leverage natural features such as Bow Lake, while addressing steep slope and other issues related to the natural environment.

7-2: Identify Preferred Alternative

Based on input received on the concept alternatives, the Consultant shall create a preferred development concept, that is supported by public and internal engagement processes, that will serve as the basis for the subarea plan.

Task 7 Consultant Deliverables:

- *Land Use & Development Concept Alternatives Report, which includes at least two concept alternatives.*
- *Preferred concept alternative.*

TASK 8: COMPLETE SUBAREA PLAN

Using the information from previous tasks and feedback from the community and stakeholders, the Consultant will prepare a subarea plan that includes attainable strategies that facilitate the transformation of the District into a walkable, transit-supportive, equitable, complete airport business district and residential community. The Plan shall support the City's goals for strengthening urban village/station areas and complete communities, and meet regional requirements for designated Regional Growth/Urban Centers. The subarea plan will serve as the City's manual for guiding development through regulatory, capital projects, and programmatic actions to implement the District's vision.

8-1: Organization & Format

The Consultant will work with City staff to confirm a format that will produce a clear, concise and user-friendly document that can be used like an instruction manual to inform and guide City actions that support the redevelopment of the District.

8-2: Draft Subarea Plan Elements

The Consultant will work with staff to finalize the contents of the subarea plan. Strategies will be responsive to the project goals and leverage opportunities identified in previous tasks. While Plan elements and types of strategies are suggested in the sub-tasks below, they will need to be significantly expanded on during the project to meet City goals for this project.

8.2A: Record of Community Engagement & Planning Process: Describe or reference how equitable community engagement shaped the plan’s goals, policies, and strategies.

- Address how racial equity was considered in the planning process and how it is addressed in the plan.

8.2B: Vision & Development Concept

- **Vision Statement:** Include a vision statement that promotes accommodating growth through compact, pedestrian- and transit-oriented development.
 - Include a new name for the District, and describe its image/characteristics, and boundary.
- **Land Use & Development Concept:** Provide graphic and narrative description of preferred land use and development concept.

8.2C: District-Specific Policies: Include new or revised policies as needed to strengthen or clarify subarea plan development concept or strategies.

8.2D: Land Use/Development Pattern Strategies: Describe and clearly support feasibility of proposed land use and development pattern strategies and how they promote the realization of the District’s vision.

- Establish population, job, and housing growth targets that support the achievement of targets in SeaTac’s designated Urban Center.
- Provide community-supported options for future use of Sound Transit kiss & ride/potential TOD site.

8.2E: Housing Strategies: Describe how to provide existing and future District residents with a range of housing options for households at all income levels.

- Identify anti-displacement strategies, including leveraging growth opportunities to provide new affordable units and preserving existing affordable housing.

8.2F: Economic/Market Strategies: Describe economic sectors, redevelopment potential, strategies to optimize current uses and encourage new development, and reduce commercial displacement. Specifically address how to leverage current and future airport-services and their users.

8.2G: Healthy, Equitable, Connected, and Complete Communities Strategies: Identify final criteria for “complete community” for the District. Criteria will identify the appropriate type of and access to infrastructure, services and amenities needed to support higher intensity development in the District, while increasing equitable access to opportunity for residents. Criteria should be used to inform other subarea plan strategies.

- **Complete Communities Tool:** Work with City staff to create a GIS tool that helps to measure District progress toward meeting complete communities criteria. This tool will be utilized to inform the creation of other subarea plan strategies, especially those related to transportation and parks/open space. The tool will also inform the 2024 Major Comprehensive Plan and Transportation Master Plan update projects.

8.2H: Transportation, Access & Connectivity Strategies

- Motor vehicle, bicycle, and pedestrian circulation systems that address gaps in access, improve system functionality, and promote non-motorized transportation. Address public and private access.
- Guidance on where, when, and how new motorized and/or non-motorized access should be provided to support new development, that is based on findings from transportation and other analysis from previous tasks. This strategy should inform and be leveraged by outcomes of Task 9 code update.
- Strategies to achieve a mode-split goal that would advance a mix of auto, transit, and non-motorized trips.
- Curb management strategies that address public parking and rideshare/TNC users.
- Streetscape design guidelines for entire District that leverage design work from Airport Station Area Pedestrian Improvement Project, including guidance on cross-sections and urban design features.

8.2I: Parks, Recreation & Open Space Strategies

- Public and private open space strategy for entire District.
- Options for how to address the gap in the provision of neighborhood/community park space within and near the District, access to Bow Lake, and other related PROS Plan priorities.

8.2J: Natural Environment & Climate Change Strategies: Recognize the role of land use, development, and transportation on greenhouse gas emissions and identify ways to help achieve state and regional greenhouse gas emissions goals.

8.2K: Public Service & Utility Infrastructure Strategies: Include information about services and infrastructure needed to support future growth in District while maintaining level of service standards.

8.2L: Implementation Strategies: Work with City staff to identify attainable implementation strategies that will facilitate enhancements to and the redevelopment of the District in line with the vision and development concept. Address short- and long-term strategies.

Task 8 Consultant Deliverables:

- *Draft Subarea Plan. It is anticipated that there will be at least two rounds of City staff reviews of drafts of the subarea plan.*
- *Complete Subarea Plan.*

TASK 9: DEVELOPMENT CODE UPDATE REPORT

The current zoning standards that regulate development within the District were created to implement the urban design concept promoted by the 1999 City Center Plan, and therefore will likely need to be significantly updated to support the new subarea plan. This task will result in a Report that identifies a comprehensive and effective set of code update recommendations the City can implement to encourage the land uses, building design, circulation, and amenities needed to support the realization of the subarea plan's vision in the short- and long-term. City staff is not requesting that an updated ordinance is provided in the Report, but rather that code changes are identified, including recommended language options and supportive graphics, that will be fairly easy for staff to codify at a later date. Staff would like to confirm the format of the code recommendations with the Consultant at the beginning of the project to ensure sufficient budget is provided to complete the needed code updates.

9-1: Development Regulation & Incentives Assessment

Consultant will assess the effectiveness of current and potential development regulations, zones (allowed density/development capacity), and incentives in supporting future development that implements the subarea plan. Assessment will include, but is not limited to, the following sub-tasks.

9-1A: Evaluate Development Code, Zones & Incentives. Assess current regulations and development incentives, such as:

- **SMC Title 15 Zoning Code**, especially SMC 15.300 City Center Overlay District, and applicable requirements for parking, landscaping, open space, and other related provisions. Include consideration of current zones in terms of appropriateness of allowed densities, building heights and other dimensional standards.
- **Potential Areas of Focus (to be expanded on as appropriate):**
 - Code applicability requirements, especially for major redevelopment, and departure criteria and language.
 - Non-conformance standards and consideration of language addressing the short- and longer-term transition of non-conforming uses.
 - Land uses, including current and potential requirements for mixed use and street level uses.
 - Site development and circulation, especially criteria and standards that address when new connections should be required and/or encouraged for all modes. Requirements for street improvements and ROW dedication should also be addressed. This evaluation should be informed by transportation and connectivity assessments and other applicable subarea plan tasks. City staff has a significant interest in understanding the type of code mechanisms that are appropriate for ensuring appropriate multi-modal circulation systems are implemented to support the redevelopment of the District over time.
 - Minimum parking space requirements (see parking study in Task 9-2).
 - Open space, landscaping and building design standards that incentivize development and support higher density, walkable, urban, transit-supportive communities.
 - Mixed use and multi-family development standards that better incentivize new uses and development.
 - Format/organization of existing code provisions (not as important as changes to code provisions unless changes would significantly enhance usability of code).
- **Current and potential incentives** including current parking reduction provisions, zoning incentives, SeaTac's Multi-Family Tax Exemption Program (MFTE) and Opportunity Zone designation.

- **Findings from City Center Phase 1 Vision Report.**
- **Local and regional best practice for regulatory approaches in airport-adjacent and transit-oriented Districts.**

9-2: Conduct Parking Study

Consultant will evaluate parking space requirements in the District for all uses to assist with the identification of potential updates to parking standards that could better support higher intensity development without significantly impacting adjacent neighborhoods. (Some residential streets in and near District are currently covered by City-run permit parking program.) This task should be informed by the proforma analysis to be undertaken as part of the Task 4 Market Potential & Development Feasibility Assessment. Analysis will also include an assessment of how to integrate recent state legislation limiting parking requirements adjacent to frequent transit (RCW 36.70A.620) into the development code.

9-3: Internal Code Review Meetings

Consultant will meet with City staff at least two times to:

- Confirm understanding of current requirements for new development in the District, and identify priority areas to be updated based on internal knowledge and feedback from the development community.
- Consultant will hold at least one additional meeting to present and receive feedback on proposed changes to the code.

9-4: Complete Development Code Update Report

Based on input from the community engagement process, assessments, and feedback from City staff, Consultant will complete a Report that recommends a holistic set of potential changes to the development code that will promote new uses and construction in line with the vision of the subarea plan.

Task 9 Consultant Deliverables:

- *Draft Reports. It is anticipated that at least two drafts of the Development Code Report will be provided to City staff for review and comment.*
- *Final Development Code Update Report, which may be included as an appendix to the subarea plan.*

TASK 10: ENVIRONMENTAL REVIEW

Consultants will review the original SeaTac City Center Plan Supplemental Programmatic EIS, issued in April 1999, and subsequent related environmental work, to determine SEPA consistency with the proposed Plan and address any associated mitigations. The Consultant shall provide a recommendation on the need for a Supplemental EIS, depending on scope of changes or if changes will result in new significant adverse impacts. Consultant will take the lead in completing the SEPA checklist for the sub area plan.

- Consultant will advise whether undertaking a planned action would be beneficial at a later date.

Task 10 Consultant Deliverables:

- *Recommendation on appropriate environmental review process for project.*
- *Completed SEPA checklist.*
-

VII. BUDGET

The total budget for this project is not to exceed \$300,000.

- City staff is considering proposing a budget amendment to City Council to add funding to the community engagement and/or parking study tasks within the subarea plan project. If Council were to approve additional funding, it is anticipated that a separate negotiation with the Consultant would take place to define the appropriate scope and fee to accomplish any new or expanded tasks as part of this subarea plan/code update project.

VIII. SCHEDULE

This project is anticipated to be completed by Summer, 2023. It is intended to align with and support the City's 2024 Major Comprehensive Plan Update Project, which will also start in 2022, and other related City projects.

IX. APPENDICES

The appendices to the proposed scope of work, which are listed below, can be found at the end of this document.

- Appendix A: Foundation Documents & Projects for City Center/Airport District Subarea Plan
- Appendix B: City of SeaTac GIS Product Standards

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.

Pre-Submittal Meeting (Virtual)

There will be a virtual pre-submittal meeting for firms interested in submitting a proposal on **Thursday, March 3, 2022, from 3:00 pm to 4:30 pm** (Pacific Time). To get the virtual meeting link, please contact Senior Planner Kate Kaehny at kkaehny@seatacwa.gov. At this meeting, City staff will make a brief presentation on the project's background, objectives, work tasks and products, and answer questions about the project.

All questions and answers from this session, and those received through Friday, March 4, 5:00pm, will be recorded and responded to by email. Replies will be distributed to all companies registering attendance at the pre-proposal meeting or otherwise expressing a desire to be kept informed. Although this meeting is not mandatory, attendance is strongly suggested.

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. Questions must be received in writing no later than **Friday, March 4, 5:00pm**. Questions will be answered via email and at the pre-proposal meeting.

Proposal Submission Logistics

Proposals must be received electronically via *box.com* **no later than April 4, 4:00 pm, Pacific 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:
CityCen.xuafcpxv2nu05ab4@u.box.com
- Name your RFP Proposals as follows: Your Company Name- CityCenterSubareaPlanProject” (for example: SeaTacLLC- CityCenterSubareaPlanProject).
- 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, 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 EVENTS

All times noted are in Pacific Time

RFP Issued	Thurs, February 17
Pre-Submittal Meeting (Virtual)	Thurs, March 3, 3-4pm (PT) - To request a meeting link, contact kkaehny@seatacwa.gov .
Consultant Questions Due	Fri, March 4, 5pm (PT)
RFP Submittal Due Date	Mon, April 4, 4pm (PT)
Interviews (approximately)	Week of April 18
Award Date (approximately)	Week of April 25

APPENDIX A: FOUNDATION DOCUMENTS & PROJECTS FOR CITY CENTER/AIPIORT DISTRICT SUBAREA PLAN

This list of documents and projects is not all-inclusive.

KEY POLICY GUIDANCE

[City Center Plan Update Phase 1 Vision Report](#)

[SeaTac Comprehensive Plan](#)

- [Land Use policies](#) related to complete communities: Land Use Policy 2.1A, and Healthy, Equitable, and Connected Communities Goal 2.2 and others.

[SeaTac Parks, Recreation & Open Space \(PROS\) Plan](#)

[Growing Transit Communities Compact Resolution](#)

[SeaTac Housing Action Plan](#)

[PSRC Vision 2050](#)

[PSRC VISION Consistency Tool for Regional Growth Center Plans](#)

[King County Countywide Planning Policies](#)

PROJECTS IN & NEAR DISTRICT

[Airport Station Area Pedestrian Improvement Project](#)

S 180th Flood Reduction & Path Project

[International Boulevard Corridor Safety Study/LRSP](#)

[34th Avenue South Project](#)

[Permit Parking Program](#)

Sound Transit's SeaTac/Airport Station Elevator Repair Project

APPENDIX B: GIS PRODUCT STANDARDS

TECHNICAL SPECIFICATIONS DOCUMENT

LAST UPDATED: FEBRUARY 4, 2022

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1. INTRODUCTION

Spatial data is vital for city operations and planning, and it can require significant time to collect and prepare. The City of SeaTac GIS has developed data and templates for contractors to use, and standards to follow, to reduce costs and promote efficiency and consistency.

This GIS Product Standards document contains standards and specifications for the delivery of GIS data and products to the City of SeaTac. (These standards are based on the U.S. Fish and Wildlife Services' Data Delivery Standards and Specifications template¹, subsequently referred to as the Source Document.) The GIS Product Standards were developed with the intent to improve the quality of data and documentation delivered to the city through contracts, agreements, and other collaborative activities. These standards were developed to meet the City's specific needs and are updated as needed to conform to current industry workflows. The GIS Product Standards document begins with recommendations for GIS project milestones and ends with a section which is customized with additional details specific to each project.

¹ U.S. Fish and Wildlife Service. 2012. Data Delivery Standards and Specifications Template. USFWS, Pacific Southwest Region. Sacramento, Calif. 92 pp. including appendices.

Available at the following link: <https://nctc.fws.gov/courses/references/tutorials/geospatial/arcgis-explorer/Data-Deliver-Template.pdf>

2. GIS PROJECT MILESTONES

Data is the foundation for analysis and decisions, so it is important that the most relevant and current data is being used in a project. The City of SeaTac GIS develops and maintains GIS data to support city operations and may already have the data needed to meet project goals. By eliminating the redundant collection or development of data or other GIS products, we can reduce the level of effort and cost on a project and promote more efficient use of public funds. To achieve these efficiencies the City GIS Coordinator should be involved in the following project steps:

1. Initial Project Scoping
2. Project Kick-Off Meeting
3. A GIS Data Inputs, Gaps, and Outputs Meeting
4. Review of Draft GIS Product Deliverables (multiple meetings or reviews if needed)
5. Review of Final GIS Product Deliverables

The remainder of this document describes the standards for GIS product deliverables.

3. RECORDS MANAGEMENT

3.1 FILE NAMING

The options below are examples of acceptable standards for naming electronic files including: Geographic Information Systems (GIS), Computer-Aided Design (CAD) and Global Positioning System (GPS) data, tabular data, digital images, reports, and reference material.

The naming standard shall follow the general rules:

- File name shall be succinct and descriptive (Note: long file and path names of more than 128 characters may not allow backup onto CDs or external hard drives).
- When applicable, standard geographic location acronyms or abbreviations shall be used (e.g. state/program/park acronym). When acronyms and abbreviations are used they should be included in Controlled Vocabulary list.
- Avoid using uppercase characters except to concatenate words together or to distinguish program/place acronyms. Use CamelCase, capitalizing the first letter of each word and lowercase for the rest.
- Do not use spaces in file or directory names.
- Do not use special characters in file and folder names (e.g. -% () # @ . , * & [] / \).
- Use the date for document version control. Embed the version date at the end of the file name. Date shall be in yyyyymmdd format at the end of the file name preceded by an underscore (e.g. FileName_yyyyymmdd.pdf)
- For GIS data, if file names of different feature types are identical, use a suffix for point (point), line (line), polygon (poly), and separate the suffix with an underscore. (e.g. park_point.shp and park_poly.shp)
- File names must be unique, complete, and interpretable outside of the file structure.

4. DATA SHARING

4.1 DATA DELIVERABLES - GENERAL DATA SUBMISSION

The contractor shall provide a final transmittal to the City of SeaTac that includes the following:

1. Report of the information and processes used during for the project. Please include the following:
 - a. Name of the project.
 - b. List of files delivered.
 - c. Include a short description of the datasets and any information relevant for querying or displaying the data for the project analysis.
 - d. Version and date of the data.
 - e. Information on sensitive data issues (if any exist or as appropriate).
 - f. Contact information for those responsible for creating the data and who have the responsibility for maintaining the master version of the data.
2. Finalized ArcPro.aprx map files(s).
3. Final Data (all final data should have complete metadata - see Section 7).
4. PDFs of all Final Maps.

5. Final GIS Tool(s)
6. All raw data, derived data products, and other supporting materials created or gathered in the course of work for the projects

Data can be submitted via the following:

1. Zipped file attached to an email (for small file sizes).
2. Uploaded to an FTP or file sharing site.

Contractor will be responsible for the quality, completeness, metadata, and associated products prior to submitting to the City of SeaTac.

5. DATA COLLECTION

5.1 PROJECTIONS, COORDINATE SYSTEMS AND DATUMS

All deliverable spatial data shall be referenced to the following projection:

NAD_1983_HARN_StatePlane_Washington_North_FIPS_4601_Feet

Additional resources related to this projection can be found at Spatial Reference .org:

http://spatialreference.org/ref/sr-org/nad_1983_harn_stateplane_washington_north_fips_4601_feet/

In other words:

Geographic Coordinate System: GCS_North_American_1983_HARN
WKID: 2926 Authority: EPSG
Washington State Plane Coordinates (North Zone)
North American Datum of 1983 HARN
Spheroid GRS 1980. Vertical datum is NAVD88.
Linear units are U.S. Survey Feet*. FIPS 4601 (*1 foot equals 0.3048006096 meters)
Angular Unit: Degree (0.0174532925199433)
Prime Meridian: Greenwich (0.0)
Spheroid: GRS_1980
Semimajor Axis: 6378137.0
Semiminor Axis: 6356752.314140356
Inverse Flattening: 298.257222101

5.2 HORIZONTAL AND VERTICAL MAP ACCURACY

Data collection and processing methods will be selected so that the final printed maps shall meet or exceed the National Map Accuracy Standards (NMAS) for the appropriate scale.

Refer to Section 3 in the Source Document, for best practices on data collection with Global Positioning Systems, Resource Management Surveying, Control Surveying, and Topographic Surveying.

5.3. DIGITAL IMAGES / PROJECT PHOTOS

Photos taken as part of the data collection protocol for a project constitute data and should be organized, documented with metadata, and preserved in conjunction with all other project data. Metadata may be embedded in *.tiff* and *.jpg* files by making use of a camera's settings. It is recommended that date and location - capturing features be enabled on cameras. Alternatively, descriptive metadata may be submitted as *.xml*, or a *.doc* or *.txt* document that will describe:

- Subject of the image
- Place name where the image was taken
- Keyword(s)
- Date Created
- Constraints (explanation of restrictions or copyrights for use of the image)

If images are taken using ArcGIS Field Maps, or similar application, they can be attached to the appropriate feature in GIS and submitted as part of the GIS feature class.

6. SPATIAL DATA AND DATABASE

6.1 GIS DATA

Data should be delivered in a format that is compatible with Esri ArcGIS Pro version 2.8 or later. If agreed upon prior to the commencement of a study, ArcMap version 10.8 or later may be used. All data delivered should be in file geodatabase format unless otherwise agreed upon.

VECTOR DATA

When digitizing features from imagery:

- Spatial data shall be mapped at a scale appropriate to the source data.
- Spatial data created should be topologically correct as appropriate for the study.
- Polylines must not have pseudonodes (remove needless nodes and merge lines together).

RASTER DATA

Raster data shall be delivered as individual files and, if appropriate, be included within a raster mosaic for easier display.

LAYER FILES

Layer files compatible with ArcGIS Pro (.lyrx) should be included and associated with individual data that were created and used for a project maps or cartographic products. (ArcMap compatible layer files (.lyr) may be used instead if agreed upon prior to the commencement of the study.)

MAP FILES

Any maps created for the final deliverable should be included as ArcGIS Pro project (.aprx) files, and all data displayed in these files need to have been included as part of the deliverable.

Refer to Section 5.1 of the Source Document for best practices when creating and documenting general databases, database code, tables, spreadsheets and CAD data.

7. SPATIAL DATA AND DATABASE DOCUMENTATION

Spatial databases need to contain minimum metadata and this metadata needs to be attached to the data delivered (visible in ArcCatalog metadata tab for each feature class). Metadata shall be provided for all data used in, and created for, the project deliverables.

The federal Geographic Data Committee (FGDC) has a series of endorsed standards which can be found at: <https://www.fgdc.gov/metadata/csdgm-standard>

The Content Standard for Digital Geospatial Metadata (CSDGM) can be used inside the ArcCatalog environment.

At a minimum, the following core metadata elements shall be included for each reference:

- Tags: Keywords.
- Summary: Summary of the purpose of the dataset.
- Description: Description of the contents of the dataset and how it was created.
- Credits: The source/author of the data.
- Extent: Bounding area.
- Scale Range: Appropriate maximum and minimum scale for the data.
- Field description: Short description of the contents of each field, which should include definition of units, abbreviations used, or description of nuances.
- If domains, types, or subtypes are used please include documentation explaining the values.

8. ANALYSES

The entire workflow for data creation shall be documented, noting the input variables, environment settings, and the data products created at each step. Depending on the nature of the project, workflow may be a computer script (e.g. python) or it may be notes in an XML or TXT file documenting the process used (i.e. process metadata). If a process will need to be run periodically, after delivery, it shall be delivered as an ESRI ModelBuilder tool with parameterized inputs and outputs, embedded user help, and, if needed, a concise user-guide.

9. REPORTING

9.1 MAPS/CARTOGRAPHY

Electronic copies of all paper maps provided in the report deliverable shall be included as PDFs. Deliverables shall include map files (ArcGIS Pro projects, or ArcMap mxds) with functioning pointers to all mapped layers. Existing cartographic standards for the City of SeaTac shall be incorporated into all mapping deliverables.

CITY OF SEATAC MAP TEMPLATE

The contractor shall use a City map template for all maps created as deliverables, unless otherwise agreed to by the City. The City GIS will provide the map template to the contractor, along with any requested data, after the Data Inputs, Gaps, and Outputs Meeting.

9.2 WEB GIS

Projects that will ultimately result in a web based final product, either externally hosted on ArcGIS Online or through the City's internal portal, will be setup by the City of SeaTac to ensure our internal workflow patterns are maintained, design standards are met, and user experience remains consistent. Demonstration versions of these applications may be setup by the contractor, within their own environment, as proof-of-concept prior to delivery of components. These demonstration versions will be reviewed by City staff prior to delivery to ensure the product meets the needs of the City as defined in the contract. The demonstration version, along with documentation, will also be used as a visual guide by GIS staff during setup of internal resources. The length of time the contractor's demonstration content is to remain active should be agreed upon in advance.

Contractors delivering products that will be presented in web-based interfaces should provide the City with Esri ArcPro project or layer files that include the layers to be published, symbology that is appropriate and publishable, pop-ups fully defined, zoom thresholds set as appropriate, definition queries to filter data, and metadata attached. Online products, such as web apps that will have specific functionality to meet project needs, should be fully documented and include steps required to implement them. Additionally, deliveries should include JSON files for each hosted layer, web map, web and app used in the demonstration.

10. ETHICS

Contractors and agency collaborators have an ethical obligation to government agencies and ultimately the public which fund research and development of data products. It is a moral obligation to: be truthful about data representation, provide confidentiality of sensitive data, and to document data process thoroughly. Resources granted to the contractor for execution of the study will only be used to complete the agreed upon work and should not be used for any other purpose. For example, if SeaTac shares a software license with the contractor it should only be used when working on our project.

11. PROJECT SPECIFIC TECHNICAL INSTRUCTIONS

Additional instructions for the City Center Sub Area Plan resulting from review of the Draft Scope from 1/18/2022:

1. Items to discuss during the GIS Data Inputs, Gaps, and Outputs Meeting:
 - a. The contractor can provide a list of data inputs they need for the project (ideally flagging which ones are used for each task).
 - b. The GIS Coordinator will prepare a draft list of data inputs that might be useful for the project.
 - c. New spatial areas defined through the project, and how they should be used after the project.
 - d. Maps created for the project, and how they will be used after the project.
 - e. What map templates are needed for the project.
 - f. Will there be a web map component? If so, where will it be hosted? For how long?
2. Please provide drafts of new data, spatial analysis, and maps to the GIS Coordinator at the same time as the information is provided to the City Planning so GIS can conduct the review of the GIS components.
3. Please provide a final draft of the data and map documents (.aprx) to the GIS Coordinator at the same time as the final draft of a document is provided to the City Planning so GIS can review metadata and completeness.
4. Ideally by the time the final deliverables are sent to the City, all the GIS Products should have already been reviewed by the GIS Coordinator.