



Planning and Economic Development Committee Agenda REGULAR MEETING

March 23, 2023
4:00 pm–5:30 pm
Hybrid Meeting

This meeting will be conducted in a hybrid format with in-person and remote options for public participation. The meeting will be broadcast on SeaTV Government Access Comcast Channel 21 and live streamed on the City’s website <https://seatacwa.gov/seatvlive> and click the “live” channel 1 grey box.

A quorum of the Council may be present.

Committee Members: Councilmember Mohammed Egal, Chair
Councilmember Peter Kwon
Mayor Jake Simpson

Staff Coordinator: Evan Maxim, CED Director

ITEM	TOPIC	PROCESS	WHO	TIME
1	Call to Order		Chair	4:00
2	<p>PUBLIC COMMENTS: The committee will hear in-person public comments and is also providing remote oral and written public comment opportunities. All comments shall be respectful in tone and content. Providing written comments and registering for oral comments must be done by 2:00 pm the day of the meeting. Registration is required for remote comments and encouraged for in-person comments. Any requests to speak or provide written public comments which are not submitted following the instructions provided or by the deadline will not be included as part of the record.</p> <ul style="list-style-type: none"> • Instructions for registering to providing oral public comments are located at the following link: Registration for Oral Public Comments - Council Committees and Citizen Advisory Committees • Submit email/text public comments to pedpubliccomment@seatacwa.gov. The comment will be mentioned by name and subject and then placed in the committee handout packet posted to the website. 		Chair	4:00 (5 min)
3	Minutes of 2/23/2023 regular meeting	Review and approve	Committee	4:05 (2 min)
4	Comprehensive Plan 2044: Consultant Contract	Review and recommendation	Jenn Kester / Kate Kaehny	4:07 (20 min)
5	Multi Family Tax Exemption (MFTE): Code	Review and	Jenn Kester /	4:27

	Amendment Scoping	referral	Laura Stillwell	(58 min)
6	Adjourn		Chair	5:30



Planning & Economic Development Committee Minutes

Thursday February 23, 2023

4:00 PM – 5:30 PM

* Hybrid Meeting *

Members: Present: Commenced: 4:07 PM
Adjourned: 4:50 PM

Mohamed Egal, Chair	X
Jake Simpson, Mayor	X
Peter Kwon, Councilmember	X

Other Councilmembers:

Staff & Presenters: Evan Maxim, *CED Director*; Gwen Voepel, *Deputy City Manager*; Aleksandr Yeremeyev, *Economic Development Manager*; Barb Mailo, *Admin 3*

1. Call to Order	Chair Egal called the meeting to order at 4:07 pm.
2. Public Comments	Written public comments: None Public oral comments: None
3. Minutes of January 26, 2023, PED regular meeting	Review and approve The January 26, 2023, minutes will be amended to reflect the correct spelling of Councilmember Kwon's name in item 4.
4. SeaTac In-home Childcare Initiative	Informational Presented by Economic Development Manager Aleksandr Yeremeyev. Discussion commenced with Mayor Simpson, Economic Development Manager Aleksandr Yeremeyev, Councilmember Kwon, and Chair Egal.
5. CED Update	Presented by CED Director Evan Maxim <ul style="list-style-type: none"> • City center plan include engaging with community and outreach survey. • Comprehensive Plan mandated by state to start this year, includes affordable housing, human services, Economic Development, and transportation. Should hear more shortly as we get consultant on board.

	<ul style="list-style-type: none">• Upgrade Permit Software – LAMA - electronic permit review process, by this Summer• Large development projects -include Amelia Apartments, Secure Space storage, TIME project in Angle Lake• A&F Committee requesting new position Human Services Manager• Council Study Session– continuing review of the Human Services financial policy• TDDP –Council Study Session in April• Renters Protections Ordinance – set up for community event March 10, 2023, provide educational. March 14 Council Study session to seek guidance. Translating materials (multi-lingual access) to obtain input from everyone, flyers will be sent out.• Dropped agenda item – affordable housing numbers, briefing/discussion will occur closer to the comp plan update. <p>Discussion commenced with Mayor Simpson, Councilmember Kwon, Director Maxim, and Chair Egal.</p>
6. Adjourn	Chair Egal adjourned the meeting at 4:50 pm.



MEMORANDUM COMMUNITY & ECONOMIC DEVELOPMENT

Date: 3/15/2023
To: Planning & Economic Development (PED) Committee
From: Kate Kaehny
Subject: Consultant Contract Authorization: SeaTac 2044 Major Comprehensive Plan Update Project

Summary

Staff is seeking a recommendation from the PED Committee to authorize the City Manager to enter into a contract with Otak, Inc. for the completion of the SeaTac 2044 Major Comprehensive Plan Update project. Staff requests that the PED Committee make a recommendation to send the contract directly to the consent agenda of the April 11, 2023 council meeting.

Analysis

The state Growth Management Act (GMA) requires periodic review and updates to the Comprehensive Plan and its implementing development regulations on a ten-year cycle. The state's due date for this cycle is year-end 2024. The periodic update process is an opportunity to incorporate new City priorities and information within the Comprehensive Plan's policies and supporting technical data. Because the last update was completed in 2015, extensive updates are anticipated to reset the City's growth and development policies. Updates must also align with state and regional growth frameworks including the Puget Sound Regional Council's Vision 2050 documents and the King County Countywide Planning Policies (CPPs).

In order to increase the alignment and leveraging of City resources, the Major Comprehensive Plan Update process will be run in conjunction with the Transportation Master Plan Update project. While the projects will have different consultant teams, they will be highly coordinated and share the same community engagement process. The combined public engagement process will allow for robust and inclusive outreach that will facilitate multiple and varied opportunities for input from the City's diverse communities and stakeholders, including residents, historically underrepresented populations, business and property interests, outside agencies, and appointed and elected officials.

Overview of Anticipated Project Schedule

While a detailed project schedule is included within the attached consultant contract materials, key project milestones are listed below.

- **Step 1: Project Initiation**
 - Data collection.
 - Creation of Community Engagement Plan.
- **Step 2: Review/Audit Existing Comprehensive Plan & Supporting Codes**
 - Review current Comprehensive Plan and related regulations and assess gaps in alignment with City priorities and state and regional requirements.
- **Step 3: Evaluate Potential Changes to the Comprehensive Plan & Codes**
 - Utilize the community engagement and policy and code audit processes to identify and evaluate potential changes.

- **Step 4: Draft/Finalize Updates to Policies & Codes**
 - Develop proposed updates to policies and codes based on additional community engagement and review.
 - Undertake required state environmental review of proposed policies and codes.
 - Participate in required PSRC review of proposed policies and codes as part of PSRC certification process.
- **Step 5: Final Review & Adoption Process**
 - Undertake required state Department of Commerce review.
 - Planning Commission review and public hearing.
 - City Council review and adoption process.
- **Ongoing Throughout Project:** The community engagement process will run continuously throughout the project.

Budget Significance

In July 2022, City staff attended an A&F Committee meeting to initiate a request for a budget amendment for \$500,000 for the SeaTac 2044 Major Comprehensive Plan Update Project. The Committee forwarded the recommendation to the full City Council as follows:

- Budget expenditure amendment request: \$500,000
 - Revenue – State Grant for Periodic Updates: \$125,000
 - Net Project Cost to City: \$375,000.

At the September 13, 2022, Regular Council Meeting, the City Council approved the approved budget amendment.

Committee Review(s):

CSS: 6/14/2022, A&F: 7/14/2022, RCM: 9/13/2022

Planning Commission: 9/20/2022

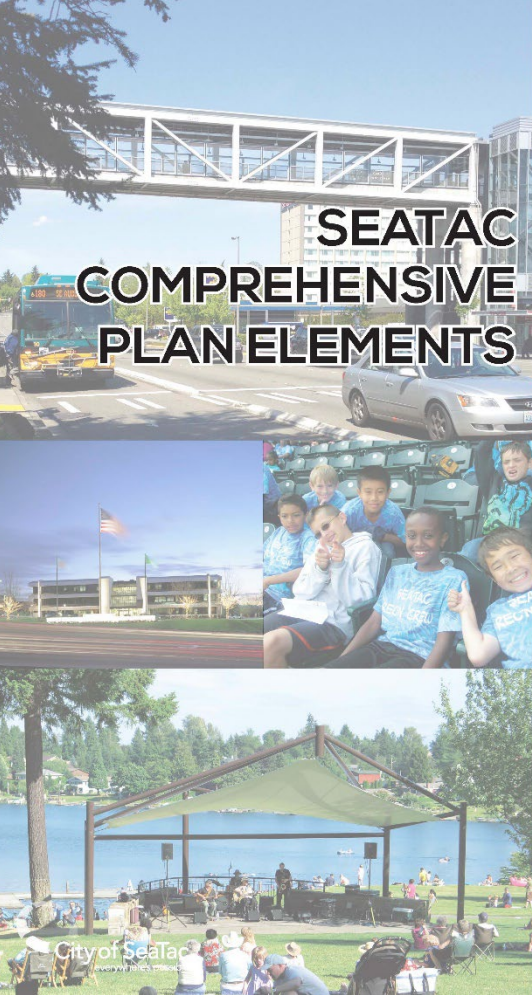
PED Committee Direction

Staff is requesting that the Committee recommend the City Council authorize the City Manager to enter into a contract with Otak, Inc. for the management of the SeaTac 2044 Major Comprehensive Plan Project and place on the consent agenda of the April 11, 2023 Regular Council Meeting.

Packet Materials

Packet materials include the following:

- This memo
- PowerPoint slides
- Proposed professional services contract with Otak, Inc.



**SEATAC
COMPREHENSIVE
PLAN ELEMENTS**

VOLUME
1



SeaTac 2044

Major Comprehensive Plan Update Project

Consultant Contract Authorization

Planning & Economic (PED) Committee
March 23, 2023



PRESENTATION OVERVIEW

PURPOSE OF PRESENTATION

- To obtain a recommendation from the Committee to the full City Council that would authorize the City Manager to enter into a contract with Otak, Inc. for the management of the SeaTac 2044 Major Comprehensive Plan Update project.

WHY IS THIS ISSUE IMPORTANT?

1. Project is required by State and needed to ensure alignment with recently revised regional growth plans.
2. Updates to the Comprehensive Plan are also needed to reflect current City priorities and new information.



COMMITTEE ACTION REQUESTED

ACTION REQUESTED

- Recommend the City Council authorize the City Manager to enter into a contract with Otak, Inc. to manage and complete the SeaTac 2044 Major Comprehensive Plan Update project and place of the consent agenda od the April 11, 2023 Regular Council Meeting

REVIEWS TO DATE

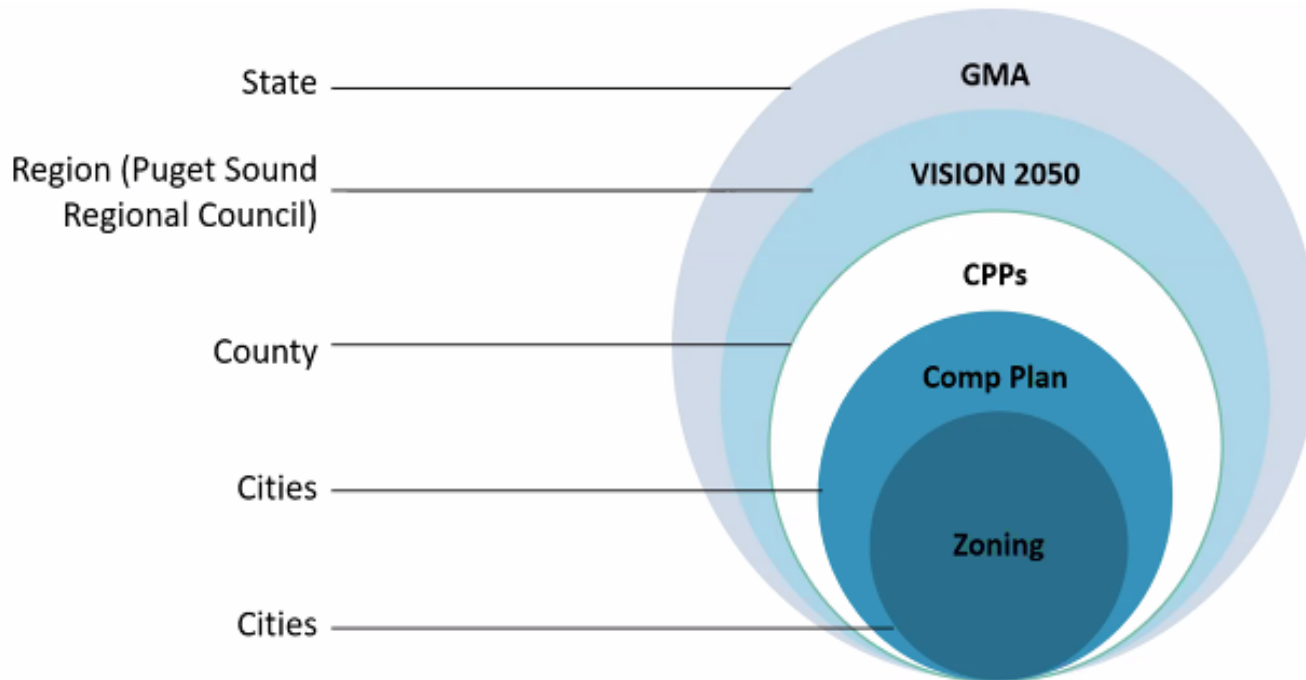
- Council Study Session: 6/14/2022
- A&F Committee: 7/14/2022
- Regular Council Meeting: 9/13/2022



BACKGROUND

GROWTH MANAGEMENT ACT (GMA) PERIODIC REVIEW

- Washington State GMA requires periodic reviews and updates to the Comprehensive Plan and implementing development regulations every ten years. (In this review cycle, updated plans due end of 2024.)
- Proposed SeaTac 2044 project will update City's twenty-year, 2015-2035, growth policies, to the 2024-2044 timeframe.



Comp Plans must be consistent with regional growth plans.

Consistency = Eligible for state & regional grants & loans

ANTICIPATED UPDATES

Most of Comprehensive Plan's ten chapters, and related background/data reports, are anticipated to be significantly updated to address:

- New information and City priorities, including strategies from the SeaTac Housing Action Plan
- New state and regional requirements,
- Input from the inclusive and robust community engagement process that will be undertaken as part of the project.

COMPREHENSIVE PLAN ELEMENTS

- Ch. 1 Introduction & Framework Policies
- Ch. 2 Land Use
- Ch. 3 Housing & Human Services
- Ch. 4 Transportation
- Ch. 5 Capital Facilities
- Ch. 6 Utilities
- Ch. 7 Community Design
- Ch. 8 Economic Vitality
- Ch. 9 Environment
- Ch. 10 Parks, Recreation & Open Space
- Background/Data Reports

SEATAC 2044: MAJOR COMPREHENSIVE PLAN UPDATE

PROPOSED KEY THEMES FOR COMMUNITY FEEDBACK

Themes represent categories of existing & potential policies that will be considered as part of Major Comprehensive Plan Update process.

- **Increase access to opportunity & wellbeing**
- **Strengthen neighborhoods** & create healthy, equitable, connected complete communities
- **Grow urban villages near light rail** with a variety of options for living, working, and recreating
- **Provide connected, efficient, multi-modal transportation networks**
- **Housing for all** - increase housing types and affordable options
- **Economic vitality** – increase economic opportunities that empower residents and support the business community
- **Enhance resiliency of the built and natural environments**



PROJECT BUDGETING

- **7/14/2022 A&F:** Committee recommended proposed budget amendment be approved and forwarded to the full Council for consideration.
- **9/13/2022 RCM:** City Council approved the proposed budget amendment to fully fund the project (same action funded Transportation Master Plan Update project.)

CONSULTANT ADVERTISING & SELECTION

- **Nov 2022:** RFP advertised SeaTac 2044 project. Two proposals evaluated and selected for further consideration.
- **Jan 2023:** Interviews held with Otak, Inc. and Houseal Lavigne.
 - Otak, Inc. continued based on interview scoring and staff consensus.
 - Positive references provided from a Community & Economic Development Director and Senior Planner at a city where Otak is currently managing a Major Comprehensive Plan update project (in conjunction with subarea plan project).
 - Otak is also currently managing SeaTac City Center/Airport District Subarea Plan project.
- The final decision to select Otak, Inc. was made jointly by the Planning Manager and interview staff (including the City Engineer).

SEATAC 2044: PROJECT OVERVIEW

ANTICIPATED TIMELINE

2023

- **Spring-Summer: Project Kick-Off**
 - Collect data, complete community engagement plan
 - Review existing policies & regulations
- **Summer-Fall: Evaluate Potential Policies & Codes**
 - Identify & evaluate potential changes
 - Analyze growth & development scenarios to assess where future jobs and housing units can be accommodated
 - Select preferred growth scenario
 - Draft policy & code updates

2024

- **Winter-Spring: Finalize Draft Policy & Code Updates**
 - Draft updated policies, implementation strategies, background/data reports
- **Summer-Fall: Final Review & Adoption**
 - Final review & adoption process (City & PSRC certification)

Community engagement throughout entire project

COMMITTEE ACTION REQUESTED

ACTION REQUESTED

- Recommend the City Council authorize the City Manager to enter into a contract with Otak, Inc. to manage and complete the SeaTac 2044 Major Comprehensive Plan Update project and place of the consent agenda od the April 11, 2023 Regular Council Meeting

REVIEWS TO DATE

- Council Study Session: 6/14/2022
- A&F Committee: 7/14/2022
- Regular Council Meeting: 9/13/2022



**CONSULTANT CONTRACT
BETWEEN THE CITY OF SEATAC AND OTAK, INC.**

THIS AGREEMENT is made and entered into on this ____ day of March, 2023, by and between the CITY OF SEATAC, a municipal corporation of the State of Washington, hereinafter referred to as “City”, and Otak, Inc. , hereinafter referred to as the “Consultant,” and hereinafter referred to collectively as the “Parties.” The City hereby agrees to retain the Consultant, as an independent contractor, and the Consultant hereby agrees to serve the City pursuant to this Agreement.

1. Scope of Services.

The Consultant agrees to perform in a good and professional manner the tasks described on Exhibit “A” attached hereto and incorporated herein by this reference. (The tasks described on Exhibit “A” shall be individually referred to as a “task,” and collectively referred to as the “services.”) The Consultant shall perform the services as an independent contractor and shall not be deemed, by virtue of this Agreement and the performance thereof, to have entered into any partnership, joint venture, employment or other relationship with the City.

2. Additional Services.

From time-to-time hereafter, the Parties hereto may agree to the performance (by the Consultant) of additional services with respect to related work or projects. Any such agreements shall be set forth in writing and shall be executed by the Parties prior to the Consultant’s performance of the services, except as may be provided to the contrary in Section 3 of this Agreement. Upon proper completion and execution of an amendment (Consultant Contract Amendment), such amendment shall be incorporated into this Contract and shall have the same force and effect as if the terms of such amendment were a part of this Contract as originally executed. The performance of services pursuant to an amendment shall be subject to the terms and conditions of this Contract except where the amendment provides to the contrary, in which case the terms and conditions of any such amendment shall control. In all other respects, any amendment shall supplement and be construed in accordance with the terms and conditions of this Agreement.

3. Performance of Additional Services Prior to Execution of an Amendment.

The Parties hereby agree that situations may arise in which services other than those described on Exhibit “A” are desired by the City and the time period for the completion of such services makes the execution of amendment impractical prior to the commencement of the Consultant’s performance of the requested services. The Consultant hereby agrees that it shall perform such services upon the oral request of an authorized representative of the City pending execution of an amendment, at a rate of compensation to be agreed upon by the Parties. The invoice procedure for any such additional services shall be described in Section 7 of this Agreement.

4. Consultant’s Representations.

The Consultant hereby represents and warrants that it has all necessary licenses and certifications to perform the services provided for herein and is qualified to perform such

services.

5. City's Responsibilities.

The City shall do the following in a timely manner so as not to delay the services of the Consultant:

- A. Designate in writing a person to act as the City's representative with respect to the services. The City's designee shall have complete authority to transmit instructions, receive information, interpret and define the City's policies and decisions with respect to the services.
- B. Furnish the Consultant with all information, criteria, objectives, schedules and standards for the project and the services provided for herein.
- C. Arrange for access to the property or facilities as required for the Consultant to perform the services provided for herein.
- D. Examine and evaluate all studies, reports, memoranda, plans, sketches, and other documents prepared by the Consultant and render decisions regarding such documents in a timely manner to prevent delay of performance of the services.

6. Acceptable Standards.

The Consultant shall be responsible to provide, in connection with the services contemplated in this Agreement, work product and services of a quality and professional standard acceptable to the City.

7. Compensation.

As compensation for the Consultant's performance of the services provided for herein, the City shall pay the Consultant the fees and costs specified on Exhibit "B" attached hereto and incorporated herein by this reference, or as specified in an addendum. The Consultant shall submit to the City an invoice or statement of time spent on tasks included in the scope of work provided herein, and the City shall process the invoice or statement in the next billing/claim cycle following receipt of the invoice or statement and shall remit payment to the Consultant thereafter in the normal course, subject to any conditions or provisions in this Agreement or addendum.

8. Time for Performance and Term of Contract.

The Consultant shall perform the services provided for herein in accordance with the direction and schedule provided on Exhibit "C" attached hereto and incorporated herein by this reference, unless otherwise agreed to in writing by the Parties. The Term of this Agreement shall commence on the date hereof, or, on the ____ day of March, 2023, and shall terminate upon completion of the performance of the scope of work provided herein, according to the schedule provided on Exhibit "C", unless otherwise agreed to in writing by the Parties.

9. Ownership and Use of Documents.

All documents, reports, memoranda, diagrams, sketches, plans, surveys, design calculations, working drawings and any other materials created or otherwise prepared by the Consultant as part of its performance of this Agreement ("Work Product") shall be owned by and become the property of the City, and may be used by the City for any purpose

beneficial to the City.

10. Records Inspection and Audit.

All compensation payments shall be subject to the adjustments for any amounts found upon audit or otherwise to have been improperly invoiced, and all records and books of accounts pertaining to any work performed under this Agreement shall be subject to inspection and audit by the City for a period of up to three (3) years from the final payment for work performed under this Agreement.

11. Public Records.

The Consultant acknowledges that the City is a public agency subject to the Public Records Act codified in Chapter 42.56 of the Revised Code of Washington and documents, notes, emails, and other records prepared or gathered by the Consultant in its performance of this Agreement may be subject to public review and disclosure, even if those records are not produced to or possessed by the City of SeaTac. Consultant agrees to cooperate fully in satisfying the City's duties and obligations under the Public Records Act.

12. Continuation of Performance.

In the event that any dispute or conflict arises between the Parties while this Agreement is in effect, the Consultant agrees that, notwithstanding such dispute or conflict, the Consultant shall continue to make a good faith effort to cooperate and continue work toward successful completion of assigned duties and responsibilities.

13. Administration of Contract.

This Agreement shall be administered by Mandi Roberts, Principal Planner and Senior Project Manager, Otak, Inc., on behalf of the Consultant, and by the Mayor of the City, or designee, on behalf of the City. Any written notices required by the terms of this Agreement shall be served on or mailed to the following addresses:

CITY OF SEATAC:

City of SeaTac
Attn.: Kate Kaehny, Senior Planner
4800 S. 188th Street
SeaTac, WA 98198
Telephone: (206) 973-4800
Email: kkaehny@seatacwa.gov

CONSULTANT:

Consultant
Attn.: Mandi Roberts, Principal Planner and
Senior Project Manager
Otak, Inc.
11241 Willows Road NE, Suite 200
Redmond, WA
Telephone: (425) 822-4446
Email: mandi.roberts@otak.com

14. Notices.

All notices or communications permitted or required to be given under this Agreement shall be in writing and shall be deemed to have been duly given if delivered in person or deposited in the United States mail, postage prepaid, for mailing by certified mail, return receipt requested, and addressed, if to a party of this Agreement, to the address for the party

set forth above, or if to a person not a party to this Agreement, to the address designated by a party to this Agreement in the foregoing manner.

Any party may change its address by giving notice in writing, stating its new address, to any other party, all pursuant to the procedure set forth in this Section of the Agreement.

15. Indemnification.

The Consultant shall indemnify and hold harmless the City and its elected and appointed officers, officials, employees, volunteers and agents, or any of them from any and all claims, actions, suits, liability, loss, costs, expenses, and damages of any nature whatsoever, by any reason of, or arising out of the negligent acts or omissions of the Consultant, its officers, employees, agents, or any of them relating to or arising out of the performance of this Agreement. If a final judgment is rendered against the City, its elected and appointed officers, officials, employees, volunteers, agents and/or any of them, or jointly against the City and the Consultant and their respective officers, employees, agents, or any of them, the Consultant shall satisfy the same to the extent that such judgment was due to the Consultant's negligent acts or omissions.

16. Insurance.

The Consultant shall be responsible for maintaining, during the term of this Agreement, and, at its sole cost and expense, the types of insurance coverages and in the amounts described below. The Consultant shall furnish evidence, satisfactory to the City, of all such policies. During the term hereof, the Contractor shall take out and maintain in full force and effect the following insurance policies:

The minimum insurance types and limits are as follows:

COMMERCIAL GENERAL LIABILITY-Comprehensive Form

\$1,000,000 per occurrence liability/\$2,000,000 annual aggregate, coverage to include Premise and Operations Liability
Blanket Contractual
OCP for Subcontractors Liability
Product and Completed Operations Liability
Stop Gap Liability - \$1,000,000/\$1,000,000/\$1,000,000

AUTOMOBILE LIABILITY

\$1,000,000 per accident bodily injury and property damage liability, including any owned, hired or non-owned automobile

ERRORS AND OMISSIONS

\$1,000,000 per occurrence liability

PROFESSIONAL LIABILITY, ERRORS & OMISSIONS

\$1,000,000 per occurrence, and in the aggregate

WORKER'S COMPENSATION

Employees of Consultant and subcontractors are to be insured under Washington State Industrial Insurance.

The above policy limits may be obtained through the use of excess liability (umbrella) insurance. Consultant must obtain a Certificate of Insurance that complies with the requirements above, which must be approved by the City's Risk Management division.

Failure of the Contractor to fully comply with the requirements regarding insurance will be considered a material breach of contract and shall be cause for immediate termination of this Agreement.

17. Assignment.

Neither party to this Agreement shall assign any right or obligation hereunder, in whole, or, in part, without the prior written consent of the other party hereto. No assignment or transfer of any interest under this Agreement shall be deemed to release the assignor from any liability or obligation under this Agreement, or to cause any such liability or obligation to be reduced to a secondary liability or obligation.

18. Amendment, Modification or Waiver.

No amendment, modification or waiver of any condition, provision or term of this Agreement shall be valid, or, of any effect, unless made in writing, signed by the party or Parties to be bound, or such party's or Parties' duly authorized representative(s) and specifying with particularity the nature and extent of such amendment, modification or waiver. Any waiver by any party of any default of the other party shall not affect or impair any right arising from any subsequent default.

Nothing herein shall limit the remedies or rights of the Parties hereto under and pursuant to this Agreement.

19. Termination and Suspension.

Either party may terminate this Agreement upon written notice to the other party if the other party fails substantially to perform in accordance with the terms of this Agreement through no fault of the party terminating the Agreement.

The City may terminate this Agreement not less than seven (7) days written notice to the Consultant, if the services provided for herein are no longer needed from the Consultant, and/or if the legislative body of the City does not appropriate funds in the City budget to pay for such services.

If this Agreement is terminated through no fault of the Consultant, the Consultant shall be compensated for services performed prior to termination in accordance with the rate of compensation provided in Exhibit "B" hereof.

20. Parties in Interest.

This Agreement shall be binding upon, and the benefits and obligations provided for herein

shall inure to and bind, the Parties hereto and their respective successors and assigns, provided that this Section shall not be deemed to permit any transfer or assignment otherwise prohibited by this Agreement. This Agreement is for the exclusive benefit of the Parties hereto and it does not create a contractual relationship with or exist for the benefit of any third-party, including contractors, subcontractors and their sureties.

21. Costs to Prevailing Party.

In the event of such litigation or other legal action, to enforce any rights, responsibilities or obligations under this Agreement, the prevailing Parties shall be entitled to receive its reasonable attorneys' fees and costs.

22. Applicable Law.

This Agreement and the rights of the Parties hereunder shall be governed by the interpreted in accordance with the laws of the State of Washington and venue for any action hereunder shall be in the county in Washington State in which the property or project is located, and, if not site specific, then in King County, Washington; provided, however, that it is agreed and understood that any applicable statute of limitation shall commence no later than the substantial completion of the services by the Consultant.

23. Captions, Headings and Titles.

All captions, headings or titles in the paragraphs or sections of this Agreement are inserted for convenience of reference only and shall not constitute a part of this Agreement or act as a limitation of the scope of the particular paragraphs or sections to which they apply. As used herein, where appropriate, the singular shall include the plural and vice versa and masculine, feminine and neutral expressions shall be interchangeable. Interpretation or construction of this Agreement shall not be affected by any determination as to who is the drafter of this Agreement, this Agreement having been drafted by mutual agreement of the Parties.

24. Severable Provisions.

Each provision of this Agreement is intended to be severable. If any provision hereof is deemed illegal or invalid for any reason whatsoever, such illegality or invalidity shall not affect the validity of the remainder of this Agreement.

25. Entire Contract.

This Agreement contains the entire understanding of the Parties hereto with respect to the transactions contemplated hereby and supersedes all prior agreements and understandings between the Parties with respect to such subject matter.

26. Counterparts.

This Contract may be executed in multiple counterparts, each of which shall be one and the same Contract and shall become effective when one or more counterparts have been signed by each of the Parties and delivered to the other party.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be executed effective the day and year first set forth above.

CITY OF SEATAC:

CONTRACTOR:

By: _____
Printed Name: Carl C. Cole
Its: City Manager
Date: _____

By: _____
Printed Name: Mandi Roberts
Its: Vice President, Principal Planner and
Senior PM, Otak, Inc.
Date: _____

APPROVED AS TO FORM:

APPROVED AS TO FORM:

By: _____
Printed Name: _____
Its: _____

By: _____
Printed Name: _____
Its: _____

Exhibit A

Scope of Services

I. Introduction and Project Understanding

For the SeaTac 2044 Comprehensive Plan Update and Code Amendments project, we will work closely with city staff on all aspects of the work, continuing. We understand that the project will update the community's vision for SeaTac over the next 20 years, describe the city's identity, enhance community well-being, and plan for anticipated growth and change. Key growth strategies to explore include optimizing the city's three light rail stations and other significant infrastructure to increase access to opportunity for SeaTac's multiple residential and business communities.

Our team provides exceptional technical, public engagement, and project management skills to support the plan update and complete code amendments. Specifically, we will provide land use planning and zoning, equity planning, visioning and community engagement, development scenario analysis, community design, economic/ feasibility analysis, policy and code development, GIS mapping, capital facilities planning, and environmental/SEPA analysis. We understand that we will coordinate closely and leverage two separate, concurrent, and inter-connected projects: the Transportation Element/Transportation Master Plan (TE/TMP) and the City Center/Airport District Plan (which Otak and LCG are already working on).

The completed Comprehensive Plan will provide elected and appointed officials, city staff, residents, and the business and development communities, with a comprehensive, consistent, easy to use, and culturally relevant plan to guide the city's decision-making and development over the next 20 years, to the year 2044. We envision that the branding and design for this document will be complementary to the TE/TMP and City Center/Airport District Plan so that these concurrent plans appear to be within the same era of coordinated planning guidance.

SeaTac is one of the most racially diverse and multi-ethnic municipalities in King County, with a significant immigrant community. Approximately 66 percent of the city's 32,000 residents are from the Black, Indigenous, and People of Color (BIPOC) communities. Seattle-Tacoma International Airport is the city's primary job center and business generator, and it supports the large majority of the city's approximately 37,000 jobs.

Since the adoption of the city's first Comprehensive Plan in 1994, the vision for creating urban village type development along the International Boulevard corridor has been prominent. With development of light rail, existing and planned transit stations have enhanced the livability and multi-modal mobility options for these urban villages. In addition to coordination with the concurrent TE/TMP project, other important planning documents that will inter-relate to the Comprehensive Plan update include the City Center/Airport District Plan (underway by our team), South 154th Station Area Plan, and Angle Lake Station Area Plan, addressing the vision for village-centered TOD and complete communities along the transit corridor.

The 2015 periodic update reinforced the focus of growth within the subarea/station areas, as part of the growth strategy for the city's large and linear designated urban center, which is 885 acres

and includes most of the city's high intensity commercial and residential zoning. The 2015 update also identified *complete communities* goals for access to housing, transportation, services, and other infrastructure for neighborhoods citywide. Additional plans and studies completed since 2015 that have refined the city's growth strategies include the Housing Action Plan (2021), which will be another key plan guiding the 2024 Comprehensive Plan update, clarifying and strengthening the city's urban center/urban village strategy and complete communities development policies. Various other city plans and documents (such as work in process on the Tourism Destination Development Plan and other projects), as well as the regional plan (VISION 2050) and guidance from King County Countywide Planning Policies, PSRC, and the Department of Commerce (DOC) will be referenced by our team on an ongoing basis for this project.

KEY THEMES FOR ENGAGEMENT AND POLICY DEVELOPMENT—FOUNDATIONAL PRINCIPLES FOR THE PLANNING PROCESS

- » Access to Opportunity
- » Urban Villages
- » Complete Communities
- » Multi-Modal Transportation
- » Housing for All
- » Economic Vitality
- » Resilient Environment

KEY PROJECT GOALS—THESE PROVIDE DETAIL AND ADDITIONAL CONTEXT TO PRIORITY COMPONENTS OF THE PLAN

- » Refine and Build on Current Policy Framework
- » Ensure Continuous, Equitable Community Engagement
- » Integrate Social Equity Planning, Promote Community Wellbeing and Enhance Community Identity
- » Leverage and Coordinate with Other City Projects
- » Analyze Potential Growth and Development Scenarios
- » Update Implementation Strategies, Including Supporting Regulations
- » Ensure Compliance with State and Regional Requirements

Our team has thoroughly reviewed the key themes for engagement and policy development, as well as project goals provided in the RFP (see box at right). The key themes represent categories of existing and potential policies that will be considered through the SeaTac 2044 project and will be addressed in the community engagement and policy development processes. These themes were developed by City staff and reviewed by City Council as part of the RFP preparation process.

- **Access to Opportunity:** Increase access to opportunity and wellbeing.
- **Urban Villages:** Focus new growth in the Urban Center and grow urban villages near light rail with a variety of options for living, working, and recreating.
- **Complete Communities:** Strengthen neighborhoods and create healthy, equitable, connected, complete communities.
- **Multi-Modal Transportation:** Provide connected, efficient, multi-modal transportation networks.
- **Housing for All:** Increase housing types and affordable options.
- **Economic Vitality:** Increase economic opportunities that empower residents and support the business community.
- **Resilient Environment:** Enhance resiliency of the built and natural environments.

Be assured of our understanding and commitment to these extremely important priorities and foundational principles for the plan update. **Clarifying, strengthening, and better integrating the**

City's growth and development policies throughout the entire Comprehensive Plan document will be a significant focus of our work.

II. Scope of Work

The City's scope of work presented in the Request for Proposal (RFP) is provided below and is supplemented by additional descriptions related to our detailed approach, tasks to be completed and deliverables (as presented in our proposal). We concur with the City's scope of work, and we do not request any changes to the scope or schedule. A project schedule is provided in Exhibit C.

Internal Project Team Coordination and Management

We will constantly monitor progress on projects and alignment with scope, schedule, and budget. We will work diligently to steer away from scope creep and issues that may arise during a long-term planning project that could affect scope, schedule, and/or budget, and if we foresee potential issues, we will immediately inform the City's project manager and discuss options to address these in line with the City's objectives.

Our project teams pride themselves on being highly collaborative with our clients and with each other. We are accustomed to collaborating across geographies and use tools such as file sharing platforms, web meetings, and online interactive presentations to share perspectives and work products. We hold regular team coordination meetings with all key team members to ensure projects stay on course with scope, schedule, and budget expectations.

We will prepare a detailed project management plan/work plan that clearly defines team member responsibilities, which will be shared at the start of the project and become a guide for all team members as work progresses.

Quality Assurance (QA) and Quality Control (QC) Processes

Otak has created a culture that recognizes the importance of quality in the work that we produce. It's a culture founded on the philosophy that every professional is responsible for the quality of the work produced by them individually and by project teams. We pride ourselves on creating high quality plans, public engagement materials, presentations, visualization renderings, and other products that are clear, concise, illustrative, and easy to read. We have our own graphic design staff in-house and our urban designers and landscape architects have exceptional 3D modeling and visualization skills.

Otak has established quality assurance policies and guidelines to ensure consistent work products and efficient processes. Our quality program includes:

- » The project work plan/project management plan that includes a quality management component.
- » A Quality Assurance reviewer is assigned to every project and deliverable.
- » Quality expectations are communicated to the entire project team at the kick-off meeting and reiterated at regular team meetings.
- » No work products are sent to the client without a thorough quality review.
- » Subconsultants are included in the QA/QC process and their work is reviewed prior to being sent to the client.

Tracking Systems to Monitor Project Budget and Scope

Otak has a proven track record of strong project management to ensure that work is completed efficiently and cost effectively. We maintain several tools for monitoring staff resources and for successfully managing multiple projects concurrently. In addition to the project work plan/project management plan discussed above, additional tools and methods include:

- » **Project Specific Schedule.** An important component of every Project Work Plan, the project schedule and status are reviewed on a regular basis, with upcoming stages of work and deliverable deadlines proactively communicated to team members.
- » **Deltak Vantagepoint.** A highly sophisticated accounting platform that enables our project managers to track every project, project phase, and staff person working on a project day to day. Data is always current and updated weekly. Project managers always know exactly who is working on their project and how much time is recorded to ensure the level of effort is consistent with project needs.
- » **Weekly Team Meetings.** This includes meetings across interdisciplinary teams at Otak as well as assigned project teams. We meet to review staffing resources to ensure assignments are clear and deliverable deadlines are being met, and to adjust levels as necessary to meet delivery schedules.
- » **Resource Management Scheduling.** A schedule that monitors all active projects in the office and presents workload projections for assigned team members to ensure capacity needs are met.

Important Dates for the Community Engagement Process and Project Management Plan/Project Work Plan/Community

For this project the project work plan/project management plan will be a key guiding document for all work efforts. Not only will it include the protocols for management and communication, summarized above, but it also will describe the proposed community engagement process, which will occur concurrently and in a highly coordinated process with the TE/TMP update, as well as the process for completing the City Center/Airport District Plan.

1. The project work plan/project management plan also will provide the DOC Checklist and describe in detail the requirements associated with the Periodic Grant Update and specifically list grant deliverables and deadlines, as follows:
2. Completed DOC Checklist/CAO Checklist related to Policy/ Code Audit Status Report (Due June 30, 2023)
3. Community Engagement Plan and Activities Status Report (Due June 30, 2023)
4. Potential Changes to Comprehensive Plan and Regulations Report (Due December 31, 2023)
5. Draft Revisions to the Comprehensive Plan Document and Regulations (Due June 30, 2024)
6. Draft Community Engagement Report (Due June 30, 2024)

Equity

The project work plan/project management plan will address how the project will integrate the topic of equity in the engagement process and policy development, including how we will develop the equity index tool for analysis, as well as the equity framework of strategies and solutions to address access to opportunity throughout the community. This approach will ensure social equity issues are adequately addressed within the community engagement and policy review and development processes as well as within the plan update document.

Tasks, Subtasks, and Deliverables

The following tasks, subtasks, and deliverables provide the working framework for our team. These are set into the proposed schedule, in Exhibit C. The following tasks will occur as part of this project to update the City's Comprehensive Plan (SeaTac 2044).

Task 1: Project Initiation & Management

Task 2: Community Engagement for SeaTac 2044 & TE/TMP Update Projects

Task 3: Review/Audit Comprehensive Plan & Supporting Regulations

Task 4: Evaluate Potential Changes to Comprehensive Plan & Supporting Regulations

Task 5: Draft Updates to Policies, Implementation Strategies & Background Reports

Task 6: Draft Updates to Regulations

Task 7: Review Critical Areas Ordinance

Task 8: Finalize Comprehensive Plan & Regulatory Changes

Task 9: Environmental Review

Task 10: Final Review & Adoption Process

Task 1: Project Initiation and Management

The Consultant will be responsible for coordinating all aspects of the project with the City's project manager and 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 the City is included in all aspects of the project.

1-1: 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 City goals for completing the Comprehensive Plan update, coordinating with and leveraging the TE/TMP update and City Center subarea plan projects, and aligning with other City objectives for this periodic update process.

1-1A: Address How Project will Integrate Topic of Equity in Engagement Process & Policy

Development: The City currently lacks a holistic policy and programmatic approach to understanding and addressing local and regional goals around integrating social equity principles within the Comprehensive Plan and other City work products. The City also does not have formal processes established for staff, City Council, or advisory committees to consider these issues. Consultant will work with city staff to recommend and implement an approach for defining and integrating social equity principles within the project in alignment with local and regional goals.

Near the start of the project, a workshop will be facilitated with city staff specifically organized around this topic and facilitated by Otak's Bruce Smith, PhD, early in 2023, and supported by Nathen Lamb, Cristina Haworth, and Mandi Roberts.

Key considerations include:

- Should equity principles be integrated within each element, or should there be a separate chapter, or should both be utilized?
- Should a "Comprehensive Plan Update Equity Tool" be developed to ensure social equity issues are adequately addressed within the community engagement, and policy review and development processes, and to demonstrate compliance with PSRC's Vision consistency tools?

This work will be informed by the on-going City Center/Airport District subarea plan process and will help inform the TE/TMP update project activities.

1-1B: Confirm Project Coordination Process for SeaTac 2044 & TE/TMP Update Projects: The SeaTac 2044 and TE/TMP update projects will be highly coordinated and leveraged. The City anticipates the following:

- **Highly Coordinated, Collaborative Process:** The SeaTac 2044 consultant will work with city staff and the TE/TMP consultant (anticipated to be hired shortly after SeaTac 2044 consultant) to confirm roles and responsibilities for all parties in developing policies and completing deliverables.
- **SeaTac 2044 Engagement Process to be Used for TE/TMP Update:** The SeaTac 2044 project's community engagement process will be fully utilized to update the Transportation Element and TMP. The TE/TMP project will contribute staff time and materials to activities related to the Transportation Element and TMP updates.
- **SeaTac 2044 Consultant Responsible for All Noted Deliverables EXCEPT Items Related to the Transportation Element.** All Transportation Element items will be completed by TE/TMP consultant and incorporated into deliverables as appropriate. (TMP also to be completed by TE/TMP consultant.) A high level of coordination between consultants will be required to ensure the timely completion of deliverables that are compatible with related SeaTac 2044 work product.

1-1C: Ensure Department of Commerce Periodic Grant Deliverables Incorporated into Project:

Because a portion of the project is funded through a Department of Commerce grant, multiple project deliverables will be used to meet grant requirements. Commerce deliverables and due dates provided below have been integrated into project tasks and are specifically identified within the list of proposed deliverables at the end of each task. Close coordination with the TE/TMP project consultant will be needed to ensure the Transportation Element policy work is integrated within grant deliverables, and again, these key dates are:

1. Completed Commerce Checklist (including CAO Checklist) & Policy/Code Audit Status Report, due 6/30/2023
2. Community Engagement Plan & Activities Status Report, due 6/30/2023
3. Potential Changes to Comprehensive Plan & Regulations Report, due 12/31/2023
4. Draft revisions to Comprehensive Plan document and regulations, due 6/30/2024

5. Draft Community Engagement Report, due 6/30/2024

1-1D: Confirm City Staff Review & Finalization Process for Deliverables: Consultant will work with city staff to confirm a review and finalization process for all deliverables as part of the work plan/project management plan development process.

1-2: Project Kick-Off Meeting

Consultant will facilitate a meeting with city staff to kick-off the project. The kick-off meeting will include key members of the consultant team and be an opportunity to refine the project understanding, confirm project components, clarify the internal review process for draft deliverables, identify priority issues, and refine project management plan items as necessary. To enhance consultant understanding, consultant team will tour the City of SeaTac with city staff. (This activity can be undertaken as part of the kick-off meeting or at another time, and staff will assist with tour logistics.)

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 Exhibit D for the City's GIS Standards.

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

1-4: Develop the Project Work Plan/Project Management Plan

Consultant will work with city staff to develop a detailed project management plan that confirms a holistic project approach and identifies how the consultant intends to complete project tasks, coordinate with other City projects, and manage all aspects of this major update project, including tasks identified above. The project management plan will be updated as needed throughout the project.

Task 1 Consultant Deliverables:

- *Organize and facilitate project-kick off meeting.*
- *Meeting with GIS staff and document and transfer files. All GIS work will be completed in alignment with City of SeaTac GIS standards, see Exhibit D.*
- *Memorandum that confirms project understanding and records kick-off meeting outcomes and action items.*
- *Project Work Plan/Project Management Plan (with Community Engagement Plan that ultimately will become the Community Engagement Process Summary—draft and final.*
- *Other meeting agendas and notes to file for check-in meetings with the City team.*
- *Community Equity Workshop materials and facilitation; documented outcomes and notes.*

- *Catalog of data documents, and resources available to the team and set up of shared online files system.*
- *Monthly project status reports and accompanying invoices.*

Task 2: Community Engagement for SeaTac 2044 & TE/TMP Update Projects

Consultant will develop and implement an inclusive, equitable, and robust community engagement process for the update of the Comprehensive Plan, related code updates, and also for the TE/TMP update project. The process will facilitate multiple and varied opportunities for public input from the City's diverse communities and stakeholders, including residents, historically underrepresented populations, business and property interests, outside agencies, elected officials and other decision-makers, City staff, and others.

Our team understands that the comprehensive planning process is dependent on the efficacy of engagement of the full SeaTac community including the public, residents, employees, traditionally underrepresented members—everyone. To achieve this effectiveness, we will develop, facilitate, and document a robust, thorough engagement process that considers equity integrally to our approach. We will develop a thorough and thoughtful engagement plan, establish connections with community partners, and use any of a wide variety of tools we have developed over the years to support meaningful input. The outcomes from the Community Equity workshop discussed under Task 1 will directly feed into our plan for community engagement in SeaTac. We will document participation as engagement proceeds to monitor and ensure an equitable process.

The overarching public participation and engagement plan will guide the community involvement component of the project, but also can be dynamic and flexible as the project goes along—documenting effectiveness and outcomes and making changes in approaches as needed to ensure we are making all the connections needed to inform the plan update. We anticipate that this process will include virtual and in-person activities for residents and stakeholders as well as meetings with commissions and councils. Engagement of the full community and diverse interests will be critical to this process, and our team will work closely with city staff to select appropriate activities to garner the broadest participation.

The engagement plan will be flexible to respond to changing needs and identify key milestones. Our team executes engagement plans like these through accessible, creative, and stimulating outreach tools. A range of these tools can be right sized to fit the City's constituency and budget. Some of our favorites include:

- ***Branding, Graphic Standards, and Document Templates and Styles.*** Creating a unique identity for the Comprehensive Plan and for use in high quality public outreach materials will help the community recognize materials prepared throughout the planning process. Otak will gather input from city staff and leadership to develop a graphic identity, along with templates and styles for the plan document, presentations, newsletters, and other materials. Creating these templates will support development of the final Comprehensive Plan document, making it easier to complete and populate.
- ***Community Liaisons/Representatives from Community Based Organizations.*** We will work closely with the City to continue the work with Community Liaisons started as part of the City Center/Airport District Plan, or work with City staff on equivalent outreach strategies that

facilitate inclusive and representative citywide input.

- **Community Surveys or Polls.** We have in-house capabilities to conduct citywide surveys or more informal online polls throughout the planning process that will inform goals, policies, and priorities consistent with the community's vision. We also have experience working with translators to prepare multilingual surveys, if needed.
- **Advisory Committees/Advisory Groups:** We will support a process that involves an appointed Advisory Committee/Group by the City. For more on this, refer to Task 4.
- **Project Website and Social Media.** Developing a project-specific website or webpages to function as the primary information clearinghouse, including a schedule of events, links for surveys and other strategies, integration with social media, newsletters/news blasts and news media feeds, and posting summaries/findings or documents created during the project. A website is a great tool to provide seamless continuity between project phases. Developing a project hashtag for submitting social media posts is a great way to collect quotes and photos to document events and activities. Try using the hashtag in combination with events like a photo booth or scavenger hunt! Or encourage exploration of community resources and reflection on the things that make SeaTac a great place to live and work.
- **Interactive Workshops, In-Person and Online.** Otak has developed a successful approach to interactive workshops that we call the Community Design Dialogue. This process involves meeting with residents and stakeholders in a series of small group sessions at a meaningful stage of the planning process and allows us to interact with a broader spectrum of community interests to shape strong planning and design concepts and alternatives, to educate participants and their specific interests, and to build support for eventual outcomes and recommendations. Our project team has extensive experience coordinating and facilitating this interactive workshop process, which can include in-person and online/virtual sessions.
- **Integration of Digital and Analog Methods.** Not everyone is comfortable with technology and creating parallel non-digital alternatives is important. Offering paper surveys, in-person options for reviewing information, and mail-in comment letters is important to ensure no one is left out.
- **Incentives.** Use of incentives or prizes can increase engagement. We recommend exploring if local businesses can provide gift cards or other prizes to contribute to the process, which can show a strong sense of community and help promote local businesses. Raffles/drawings can be held toward the end of events (and can include in-person and online entries) to distribute the prizes.
- **Other Casual Approaches.** People are busy, so we create activities and opportunities to meet people where they are— attend scheduled events and pop-ups at community venues or frequent destinations (grocery stores, parks, etc.). The casual approach can support reaching a broader cross-section of the community, including members of underserved or underrepresented groups. Meeting people where they are is a guiding principle in all our outreach and we look for opportunities to partner with community organizations, events hosted by public, private, or nonprofit organizations, and ad-hoc or pop-up efforts.
- **Formal City Processes.** Project updates/briefings and activities could be presented at regular Planning Commission and/or City Council meetings. These meetings also provide a venue for public comments as the planning work progresses.

This Consultant team is practiced in developing complete and extensive engagement plans, connecting

with community stakeholders, and using the tools listed above (and more) to solicit vital input from residents, workers, and visitors. We look forward to working with the City to execute this approach. Key tasks under engagement are described on the following pages.

2-1: Coordination with TE/TMP Update Project

While the SeaTac 2044 project's community engagement process will be fully utilized to update the Transportation Element and TMP, the TE/TMP project will contribute staff time and materials to activities related to the Transportation Element and TMP. The SeaTac 2044 consultant will work with city staff and the TE/TMP consultant to define consultant team participation in the engagement process and consultant roles and responsibilities will be documented in the Community Engagement Plan.

2-2: Community Engagement Plan

Consultant will work with city staff and the TE/TMP consultant to create a community engagement plan that ensures meaningful and continuous public participation in all aspects of the Comprehensive Plan, TMP, and code update processes. The project will leverage the City Center/Airport District subarea plan outreach process and other recent City engagement efforts. The engagement plan will: Identify groups that should be included in the planning process, including residents (renters and homeowners), business and property interests, community organizations, neighboring cities, agencies such as the Port and Sound Transit, and others as appropriate.

Consultant will ensure equitable engagement and outreach are implemented to gather input from representative populations including hard-to-reach and historically underrepresented households such as those who live in apartments, are non-English speakers, seniors, families with children, and others. Ensure opportunities for city staff education and project reviews.

Consultant will address how to involve the City Council, the Planning & Economic Development (PED) Council Committee, and Planning Commission. (The Planning Commission will likely be used as a main "sounding board"/advisory group for the project.) Also identify when consultant will provide materials for and present at meetings.

Consultant will comply with state and regional requirements for equitable community engagement.

2-3: Key Issues to Address through Community Engagement Process

Consultant will work with city staff to confirm priority City issues and ensure they are addressed through the community engagement process. This includes incorporating the "Key Themes for Engagement & Policy Development" identified in Section I, Introduction (of this document), and others as they arise.

2-3A: Vision Statement Update. The current Comprehensive Plan's Vision Statement is difficult to find (it's buried in [Ch. 1: Introduction & Framework Goals](#)), includes high level, value statements, lacks specificity in terms of describing where and how the City will grow in the next twenty years, and does not articulate a community identity to aspire to. It is also unclear how the Vision Statement relates to the City's "foundational" growth management policies (see Attachment 1). Consultant will ensure that the vision update process addresses these and other

relevant issues. Consultant will also integrate the growth scenario analysis process (see Task 4-2) and other pertinent tasks into the community visioning process.

2-3B: Use Community Engagement Process to Promote Opportunities to Enhance

Neighborhood Identity & Inform Content of New Neighborhoods Element: Consultant will work with city staff on incorporating a geographically-based approach into engagement activities designed to enhance neighborhood identity and assist in complete communities and other policy development. This includes consideration of sector-based outreach focused on north-end, central, and south-end neighborhoods, that can expand on work from the recently adopted Housing Action Plan which included confirmation the City's first official neighborhood map ([HAP, Appendix A, p. 8](#)).

2-4: Internal/Technical Staff Review Meetings

Consultant will facilitate multiple interactive meetings with internal city staff from various departments to raise awareness of and ensure technical input into project tasks. In general, internal staff review meetings should be undertaken in advance of public review of project findings. At least three of these staff review meetings should take the form of charrettes/workshops.

2-5: Implementation of Community 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 city's multiple stakeholders and communities, including hard-to-reach, non-English speaking, and traditionally underrepresented populations. It is anticipated that city staff will participate in most aspects of the community engagement process. **Techniques & Materials:** Consultant will need to design and budget for an intensive engagement process that accommodates the needs of multiple audiences. 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 city's diverse interests and populations. To the extent possible, the City Center/Airport District subarea plan project outreach should inform SeaTac 2044 efforts, including that project's anticipated use of community liaisons, targeted outreach, "pop-ups," and other techniques.

GIS Mapping. Consultant will be responsible for preparation of all outreach materials including but not limited to graphics, GIS/map products, renderings, displays, information handouts, and presentation documents. Materials should be high quality, graphically appealing, and easy to understand. All GIS work will be completed in compliance with City of SeaTac GIS standards, see Exhibit C

Communications & Multi-Media Strategy. Consultant will work with city staff on a multi-media communications strategy, including use of the project webpage, the City's official blog, Facebook page, and other technology. The City's social media staff, including videographer, may be able to provide some assistance. It is also anticipated that one or more large project mailings will be used as part of engagement and outreach strategies.

Task 2 Consultant Deliverables:

- *Coordination meetings with TE/TMP update project.*
- *Coordination of internal/technical staff review meetings.*

- *Full Community Engagement Plan (draft and final).*
- *Production of outreach and engagement materials.*
- *Community engagement process/activities implementation.*
- *Department of Commerce grant deliverables #2 & #5:*
- *Community engagement plan & activities status report (due 6/30/2023).*
- *Community engagement report on activities to date (updated at key milestones and end of the process—summary of the results (due 6/30/2024)).*

Task 3: Review/Audit Comprehensive Plan & Related Development Codes

SeaTac's Comprehensive Plan document includes:

Volume 1 (the elements), contains goals, policies, and implementation strategies, and

Volume 2, contains background reports for each element.

Consultant will review and assess both volumes of the Comprehensive Plan (including implementation strategies located at the end of each element), and relevant plans and regulations, to help determine revisions needed to implement project goals. Although the TE/TMP consultant will complete all deliverables related to the Transportation Element and TMP, the SeaTac 2044 consultant will review the current TE and TMP (the TMP serves as background report for Transportation Element) and will complete the tasks described below.

The TE/TMP consultant will complete deliverables associated with the Transportation Element and TMP updates and assist in work as determined through the collaborative process established at the beginning of the project. (See Task 1-1B.)

3-1: Comprehensive Plan Audit. Review the [Comprehensive Plan](#) (all of Volumes 1 & 2, the [S 154th](#) and [Angle Lake](#) station area plans, and [City Center Phase 1 Vision Report](#)) and assess gaps based on new state and regional guidance (including those identified within the Department of Commerce Periodic Update Checklist, PSRC Vision 2050, PSRC comprehensive plan and regional growth center consistency tools, and the King County Countywide Planning Policies). Also consider City priorities, best practice, and new information, and assess completion of implementation strategies located at the end of each element.

3-1A: Create Comprehensive Plan Update Tracking Tool/Matrix: Work with city staff to develop a Comprehensive Plan update tracking tool/matrix for each element (including implementation strategies) and background report and use it to record findings from the Comprehensive Plan audit. (Tracking tool/matrices are not required for TMP, PROS Plan, or station area/subarea plans. TE/TMP consultant will maintain TE tracking tool.) Tracking tool/matrices will be used throughout the project to record proposed changes. (As time and resources allow, city staff may be able to assist in tracking tool/matrix creation and policy and code audits.) Tracking tool will be used to fulfill Department of Commerce grant requirements and will be used internally to track progress and record all revisions to Comprehensive Plan document by the end of the project.

3-2: Code Audit. Review development regulations, using the Commerce and Ecology periodic update checklists (see Task 8 for more information on critical areas ordinance review), and assess gaps based on new state and regional guidance, and City priorities. Regulations should also be assessed based on

code amendments proposed in [Housing Action Plan strategies 7-12](#), which will be completed as part of code update tasks.

3-2A: Code Amendment Tracking Tool: Work with city staff to develop a code amendment tracking tool/matrix, and record code audit findings. Tracking tool will be used to identify and record revisions throughout the project.

3-3 Assist City Staff with Completion of Department of Commerce Periodic Update Checklist.

Consultant will assist city staff in completing [Commerce's Periodic Update Checklist](#), per requirements from City's GMA Update Grant from the state. (Staff may need significant assistance.)

Task 3 Consultant Deliverables*:

- Comprehensive Plan update audit matrix/tracking tool filled in with findings from audit (including results of assessment of policy gaps related to regional guidance and local policy goals, and status of implementation strategies listed at end of each element); draft and final
- Code amendment/development regulations audit matrix/tracking tool filled in with findings from audit (including assessment of regional/local policy gaps)
- Plan and regulations review summary and recommendations memorandum
- City staff workshop materials
- Department of Commerce grant deliverable report #1 (due 6/30/2023): Report on Policy/Code Audit Status, including information on policy and code gaps related to regional guidance and local policy goals
- Completed Commerce Review Checklist

*Note: SeaTac 2044 consultant responsible for noted deliverables EXCEPT items related to the Transportation Element. All TE items to be completed by TE/TMP consultant and will be incorporated into deliverables as appropriate. (Coordination between consultants will be required to ensure the timely completion of deliverables that are compatible with related SeaTac 2044 work product.)

Task 4: Evaluate Potential Changes to Comprehensive Plan & Supporting Regulations

Task 4 will begin where Task 3 leaves off, using the findings and recommendations to inform potential changes to the Comprehensive Plan and supporting regulations. Consultant will identify potential changes to the Comprehensive Plan and background reports to close gaps, become consistent with State and regional guidelines and requirements, best practices, and community involvement.

Growth and Development Scenarios: Using State and regional guidance and the community vision, Otak will prepare up to two growth and development scenarios. The scenarios will consider growth allocations, market conditions, infrastructure availability, and the results of public engagement. The scenarios will further SeaTac's urban village strategies and incorporate complete communities principles to ensure equitable access to opportunities of all kinds. The scenarios will include visualizations to effectively communicate what change could look like and what amenities could be included as a result of growth; we recommend a 3D model in TwinMotion, created to show views of specific locations of change. Our partner, LCG, will ensure scenarios rely on market-tested options for housing and job growth. Land uses will include neighborhood services and a consideration of all housing types.

Following the Washington Legislature's direction, scenarios may need to consider increased density in single-family zones.

Evaluation criteria to select a preferred scenario will be developed alongside City staff; we recommend using an objective tool to determine how effective each scenario is at incorporating growth targets and aligning with City policies and community preferences. The tool would rely on GIS data related to land use, housing, utilities, etc., and public input on the visualizations.

Complete Communities Policies, Infrastructure, and Assets, and Complete Communities Criteria:

Consultant will support the development of citywide complete communities criteria through our work on the City Center/Airport District Plan. We bring decades of experience in designing successful communities and public spaces, and we will leverage our expertise to recommend policies to be implemented in SeaTac. Recommendations will include urban design, multimodal transportation, climate change, equity, and barrier-free accessibility criteria, among others. Complete communities policies will be illustrated to communicate how the application of the policies will result in healthy and successful neighborhoods in SeaTac.

GIS Assessment Tool for Complete Communities:

The Consultant's GIS analysts will create a customized tool to evaluate SeaTac neighborhoods for compliance with the complete communities criteria. The GIS tool will consider each criterion, including infrastructure, services, and amenities, and present a summary score to inform policy and investment priorities. We will leverage our work on the City Center/Airport District Plan to support this subtask.

Timing of Growth Scenario Analysis and Selection and Transportation Master Plan Project:

We will work closely with the consultant selected to update the Transportation element and the Transportation Master Plan; collaboration will support the preparation of growth scenarios, creating complete communities policies, and the development of the complete communities assessment tool. We will ensure the transportation work is effectively integrated into each subtask as appropriate, with guidance from City staff.

Selection of Preferred Growth Scenario:

The Otak team will work with City staff to develop an objective evaluation process to select a preferred growth scenario. The evaluation will incorporate findings from the growth scenario analysis, complete communities evaluation, and community engagement processes. The City may choose to involve the Planning Commission in an advisory role for the Comprehensive Plan (similar to how they will function for the City Center/Airport District Plan). Then, either the Planning Commission, or a separate advisory committee if appointed, could help support selection of the preferred growth scenario.

Policy and code evaluation will include the following tasks and others as deemed pertinent to the project. Consultant will confirm approach to implementing evaluation tasks with city staff before starting them.

The TE/TMP consultant will complete deliverables associated with the Transportation Element and TMP updates and assist in work as determined through the collaborative process established at the

beginning of the project. (See Task 1-1B.)

4-1: Evaluation and Identification of Potential Changes

Consultant will identify potential changes to Comprehensive Plan policies, background reports, and supporting regulations based on policy and code audits, development scenario and other analyses, best practice review, new information, and community input. Changes to implementation strategies (which are located at the end of each element) will be proposed in Task 5, after the drafting of policy updates.

4-2: Analyze Growth and Development Scenarios

To help inform the vision update and policy development process, consultant will develop and analyze land use scenarios that take into consideration growth allocations, market conditions, infrastructure availability, community input, and City development goals, including those related to implementing the urban village strategy and complete communities/access to opportunity. Potential changes to the Comprehensive Plan Map and land use designations should also be addressed. Consultant will identify multiple potential scenarios including an analysis that reflects current “baseline” growth policies (i.e., current goals for focusing most growth in three urban village/station areas in the Urban Center and “complete communities” citywide), and at least two additional scenarios. Analysis should leverage the TMP update project’s analytical work.

Key Issues for Scenario Analysis Include:

- Considering market-tested options that can inform the development of housing and job targets for the Urban Center, per PSRC requirements. (The Urban Center currently does not have established targets.) Housing and job target “ranges” for the three subarea/station area/urban villages located within the Urban Center will also be addressed. This work will need to coordinate with/be informed by the City Center/Airport District subarea plan project which is also assessing city center and Urban Center growth targets.
- Exploring the creation of new “neighborhood center villages” outside of the Urban Center in locations where there are gaps in neighborhood services and housing diversity, and/or the potential expansion of existing neighborhood business/commercial nodes.
- Evaluating potential impacts from possible state legislation that may mandate increased residential density in single family zones.
- Identifying gaps in “complete communities” and other infrastructure as needed to support the preferred growth scenario (see tasks 4-3 and 4-4), including but not limited to access to transportation, parks, services, and utilities.

Confirmation of Analysis & Products: Consultant will work with city staff to identify appropriate criteria and analytical tools to utilize in scenario analysis. City staff is interested in understanding the potential for GIS tools, 3D renderings, or other techniques to be utilized. Products will include graphically rich representations of potential scenario buildouts that can be used for the public engagement process.

4-3: Evaluate Complete Communities Policies/Infrastructure/Assets & Recommend Complete Communities Criteria (within & outside of Urban Center)

To assist with clarifying and strengthening complete communities policies for the entire city,

consultant will leverage City Center plan project work related to developing complete communities policies specific to the Urban Center to assess and recommend potential policy refinements for complete communities criteria within and outside of the Urban Center. Criteria will be used in the creation of the complete communities assessment tools described in task 4-4, and will be finalized in Task 5. Considerations include:

- Evaluating policies/criteria/characteristics for determining appropriate “complete community” components, including consideration of walking distance as a key criterion in line with active transportation, climate change-related, and other local and regional policy goals.
- Exploring how complete communities policies can be used to help meet regional goals for prioritizing services and access to opportunity for local communities, including people of color, people with low incomes, and historically underserved communities.

4-4: Create GIS Assessment Tool for Complete Communities/Access to Opportunity

As part of the policy assessment process, consultant will create a GIS tool/analysis process that helps determine gaps in complete communities infrastructure, services, and amenities for neighborhoods citywide that utilizes the criteria developed in task 4-3 above for locations within and outside of the Urban Center. (Possibly like a walking score or “15” community” metric.) Consultant will leverage the City Center project’s efforts to create a similar tool specific to areas within the Urban Center. While refining and developing these GIS tools, consideration should be given to how they can be utilized to inform regulatory updates and capital project prioritization while also helping to assess equity and access to opportunity in line with local and regional goals.

Consultant should leverage existing SeaTac GIS pedestrian network analysis but use refined criteria developed through this project to create the complete communities GIS tool/analysis process for areas within and outside of the Urban Center.

4-5: Timing of Growth Scenario Analysis & Selection & TMP Project Schedule: Consultant will work with city staff and the TE/TMP consultant to ensure the growth scenario analysis and selection processes are compatible with the TMP project activities and schedule, especially in terms of the integration of potential analytical work associated with the TMP’s work on travel demand modelling.

4-6: Selection of Preferred Growth Scenario: Consultant will work with city staff to identify a process for selecting a preferred growth scenario based on findings from the growth scenario analysis, complete communities evaluation tasks, and community engagement process. The preferred growth scenario will be used to inform updates to the vision statement and policies throughout the Comprehensive Plan.

Task 4 Consultant Deliverables*:

- Memorandum identifying potential changes to policies, background reports, and regulations, including findings from growth scenario and complete communities analyses.
- Comprehensive Plan update tracking tool with record of findings from Task 4.
- Code amendment tracking tool with record of findings from Task 4.
- Growth scenario visualizations.
- Complete Communities Criteria (draft and final) and Complete Communities Assessment GIS Tool/Results (to be used to assess gaps in infrastructure and as an Equity access to opportunity

tool).

- Planning Commission and Advisory Committee workshop/meeting materials.
- Department of Commerce grant deliverable #4: Report on Potential Changes to Comprehensive Plan & Regulations that identifies potential changes to policies, background reports, and regulations (due 6/30/2023).

*Note: SeaTac 2044 consultant responsible for noted deliverables EXCEPT items related to the Transportation Element. All TE items to be completed by TE/TMP consultant and will be incorporated into deliverables as appropriate. (Coordination between consultants will be required to ensure the timely completion of deliverables that are compatible with related SeaTac 2044 work product.)

Task 5: Draft Updates to Policies, Implementation Strategies & Background Reports

Using the findings from Tasks 3 and 4, the Consultant will prepare draft updates to each element of the Comprehensive Plan for review by City staff, and will integrate work from the TE/TMP consultant. Our work will address the key updates identified herein, including the integration of new information, refinement of policies, integration of equity, alignment with regional policies, and other updates specific to each element. We will also prepare new Urban Center and Neighborhoods Elements that document the urban center village strategy, complete communities goals and policies, and encourage a stronger identity in SeaTac's unique neighborhoods. Updates will ensure goals and policies are consistent with the GMA, PSRC's Vision 2050, King County's Countywide Planning Policies, and the community's vision and values. Where additional guidance is needed, our team will meet with City staff and/or the advisory committee.

Consultant will prepare elements individually for review by City staff, and we will facilitate review workshops as necessary to go over the updates, discuss comments, and resolve any outstanding questions. The Transportation element will be prepared by a separate consultant. All comments will be incorporated into a final draft of each element. Where appropriate, new or updated background reports will be prepared for inclusion as appendices.

Following updates to goals and policies within each element, Consultant will prepare implementation strategies and actions needed to achieve them that will move SeaTac towards its vision. The implementation strategies located within each element will present near-term, mid-term, and long-term actions necessary to inform City work plans and budget efforts.

Once all the elements and background reports are completed we will compile them into a final review draft of the Comprehensive Plan for Planning Commission and the public.

Consultant will identify updates to policies, implementation strategies, and background reports based on findings from the community engagement process, policy evaluation, and other project tasks. Updates will be internally consistent with other adopted plans, demonstrate external consistency with state and regional goals, and help to streamline the Comprehensive Plan and make it a more user-friendly document.

The TE/TMP consultant will complete deliverables associated with the Transportation Element and TMP updates and assist in work as determined through the collaborative process established at the

beginning of the project. (See Task 1-1B.)

5-1: Comprehensive Plan Document: Key Updates & Tasks

Consultant will address the following key updates and others as they emerge during the project.

Element/ Background Report	Key Updates
All Elements	<p>Integrate New Information: Integrate community input, new data, and City priorities, including those identified in recent studies and plans such as the Housing Action Plan. Consider how to integrate “Key Project Themes” (see section I, regarding project approach).</p> <p>Refine Key Growth & Development Policies: Clarify and strengthen City’s foundational growth policies, specifically, the Urban Center/urban village strategy, complete communities goals, and others.</p> <p>Enhance Community Identity: Use the policy development process to expand on and refine SeaTac's identity throughout all elements as possible and appropriate. Address community identity through strategies that contribute to a sense of place and enhance community wellbeing.</p> <p>Integrate Social Equity Principles: Ensure social equity is addressed throughout the Comprehensive Plan in line with local and regional goals (See Task 1-1A).</p> <p>Address Possibility of Increased Density in Single Family Neighborhoods: Consider the integration of policies that could help prepare the City for potential impacts from possible state legislation that may mandate increased residential density in single family zones.</p> <p>Ensure Regional Alignment: Demonstrate compliance with state and regional requirements, including those related to access to opportunity, equity, addressing historically underserved communities, climate change, affordable housing, and others as established in state legislation (including HB1220), PSRC Vision 2050, and the King County Countywide Planning Policies.</p> <p>Include Actionable Implementation Strategies: Ensure strategies are actionable and provide clear guidance to the community and City regarding regulations, infrastructure, services, and other actions needed to implement the Comprehensive Plan. Address new state and regional policy implementation tracking and monitoring requirements.</p> <p>Clarify and Streamline Comprehensive Plan: Make plan document a more understandable and usable tool for all users, with clear, easy-to-understand graphics, data, and writing (target Flesch-Kincaid Grade Level of 8). Ensure each chapter addresses how it supports the City’s growth vision and complies with the state/regional planning framework. Ensure policy basis for all City programs is addressed in Comprehensive Plan in line with recent City budgeting process goals.</p>

Ch. 1 Introduction & Framework	Update Vision Statement: Update 2015 Vision Statement, located within this chapter, through the inclusive, robust community engagement process, and as supported through development scenario analysis, and other policy work.
Ch. 1 Bkgd Report	Revise as necessary to support Ch 1 Element.
Ch. 2 Land Use	<p>Clarify and Refine Growth & Development Strategies: Update growth policies in line with project findings from other tasks, including updates that clarify and strengthen the Urban Center/urban village strategy, complete communities policies, and others.</p> <p>Identify Holistic Policy Approach to Airport: Clarify and add detail to current policies related to the Port of Seattle and Sea-Tac-International Airport.</p> <p>Explore Updates to Comprehensive Plan Map & Land Use Designations: Depending on findings from other project tasks, consider updates to the Comprehensive Plan Map, definitions of land use designations, and other policy changes needed to support updated growth vision.</p> <p>Address Compliance with State and Regional Requirements: Identify where and how new growth targets will be accommodated and demonstrate compliance with all other state and regional requirements.</p>
Ch. 2 Bkgd Report	Revise as necessary to support Ch. 2 Element, including updates to population and employment data and forecasts, the incorporation of data from City’s recent Buildable Lands/Urban Growth Capacity analysis, and other updates as required to comply with state and regional requirements.
NEW Chapter Urban Center	<p>Create New Urban Center Element: Create new chapter that demonstrates compliance with PSRC and King County CPP requirements for regional growth centers (RGCs), including the identification of Urban Center housing and job targets. Develop a policy framework for City’s entire designated Urban Center that aligns with City goals and complies with PSRC’s RGC requirements and consistency tool. PSRC staff has indicated that SeaTac’s certification process will rely on a review of holistic “framework policies” that apply to the entire Urban Center, which will not include a review of the subarea/station area plans, even though the three districts are located within the Urban Center.</p> <p>Strengthen Urban Center Village Strategy: Address how to incorporate the three station area/subarea plans within the new chapter, and identify potential updates for the S 154th and Angle Lake station area plans as needed to increase consistency with City’s new Urban Center “framework policies.” Coordinate with City Center/Airport District subarea plan consultant to facilitate consistency between both projects’ efforts to identify Urban Center policies that comply with PSRC’s RGC framework. (SeaTac 2044 project will finalize those policies.)</p> <p>Clarify & Strengthen Complete Communities Goals for Urban Center: Identify policies in line with complete communities goals for access to diverse housing, infrastructure, services and amenities (and equity/access to opportunity) within the Urban Center, and finalize Urban Center “complete</p>

	<p>communities” criteria based on evaluation activities in task 4.</p> <p>Review Urban Center Boundary: Assess current Urban Center boundary, and address whether portions of the airport/Port of Seattle property should remain within the Urban Center despite being governed through the City and Port’s Interlocal Agreement, and other considerations.</p> <p>Address Inter-Agency Coordination: Consider new or revised policies that address roles of City, Port of Seattle, and Sound Transit in facilitating desired growth within SeaTac’s Urban Center.</p>
<p>*NEW* Urban Ctr Chapter Bkgd Report</p>	<p>Create new background report that demonstrates compliance with PSRC Vision Regional Growth Center Consistency Tool, and King County CPPs. Will include significant data collection and analysis to assess existing conditions and gaps in infrastructure within 885 acre area to support new population, housing, and job targets specific to the Urban Center. Coordination with the City Center/Airport District subarea plan project will be necessary.</p>
<p>*NEW* Chapter Neighborhoo ds (Outside of Urban Center)</p>	<p>Create New Neighborhoods Element: Develop new policy framework to support the long-term development of SeaTac’s neighborhoods outside of the Urban Center.</p> <p>Clarify & Strengthen Complete Communities Goals Outside of Urban Center: Identify policies in line with complete communities goals for access to diverse housing, infrastructure, services and amenities (and equity/access to opportunity), and finalize “complete communities” criteria based on evaluation activities in task 4. Consider strategies that identify new “neighborhood center villages” to better meet gaps in complete communities goals.</p> <p>Clarify & Strengthen Neighborhood Identity: Consider organizing element to address neighborhoods within geographic sectors that focus on north end, central, and south end neighborhood groupings. Expand on community engagement findings from Task 2-2C to help develop policies that enhance neighborhood identity.</p> <p>Refine Neighborhoods Map: Update the locations of neighborhoods based on community input and other project tasks. (See map in Housing Action Plan, Appendix A, p. 8.)</p> <p>Support Potential Future Neighborhood-Specific Subarea Plans: Propose policies that support the creation of future neighborhood-specific subarea plans that can be incorporated into this element.</p>
<p>*NEW* Neighbs Ch. Bkgd Report</p>	<p>Create new background report that includes data and information to support new Neighborhoods Element. Consider incorporating findings from Complete Communities GIS Tool analysis.</p>
<p>Ch. 3 Housing & Human Services</p>	<p>Incorporate Housing Action Plan Findings: Integrate guidance from the SeaTac Housing Action Plan, including its housing needs assessment called the Housing Inventory & Assessment Report (HIAR). Update data and findings through SeaTac 2044 community engagement and policy development process as appropriate.</p> <p>State & Regional Compliance: Address how City can comply with and</p>

	<p>leverage state and regional housing requirements, especially HB 1220, codified as RCW 36.70A.070(2), including:</p> <ul style="list-style-type: none"> ---The preservation, improvement, and expansion of the housing stock to provide a range of affordable, accessible, housing choices to every resident. --- Addressing racially disparate impacts, displacement, and exclusion in housing. ---Housing need allocations and other requirements from the Department of Commerce and King County CPP amendment processes. <p>Human Services Policy Updates: Work with City’s Human Services staff on potential changes to human services policies.</p>
Ch. 3 Bkgd Report	<p>Integrate findings from Housing Action Plan, including Housing Inventory & Assessment Report (HIAR), and new data as available.</p> <p>Address new reporting requirements from the King County CPPs.</p> <p>Organization and content of background report may need to be significantly updated.</p>
Ch. 4 Transportation	<p>Work with city staff and TE/TMP Update Project consultant on TE and TMP alignment with the SeaTac 2044 Major Comprehensive Plan Update project goals, including those identified for “All Elements” in the top row of this chart, and those listed below. (See Task 1-1B for more information.)</p> <p>Review and refine existing transportation policies for all modes, based on changes in physical conditions, new data, City priorities, and community input.</p> <p>Clarify and strengthen transportation policies to ensure support of City’s long-term growth and development goals for:</p> <ul style="list-style-type: none"> ---Access, mobility and connectivity in higher intensity urban village/station areas and throughout the Urban Center, ---Creating complete communities within and outside of the Urban Center that promote multi-modal, healthy, equitable, connected neighborhoods with access to parks, neighborhood-oriented retail, and other services. ---Provide policy support for streetscape design that is consistent with Land Use and other policy goals, and ---Address freight mobility, and the multi-modal needs of commercial and industry clusters throughout the city. <p>Inform TMP project prioritization criteria to support and align with updated City vision and policies and to ensure compliance with state and regional requirements.</p>
Ch. 4 Bkgd Report	<p>TMP serves as the background report to the Transportation Element.</p> <p>Consultant will work with city staff and TMP Update project consultant as appropriate to ensure TMP aligns with goals of Comprehensive Plan Update.</p>
Ch. 5 Capital Facilities Element	<p>Streamline Capital Facilities Element: Clarify capital facilities policies, the capital facilities plan update (CFP) process, and CFP monitoring.</p> <p>Revise policies to allow for the monitoring of the CFP through the biennial budget and Capital Improvement Program (CIP) process, rather than through</p>

	<p>the separate, biennial Comprehensive Plan Amendment process, as is current practice.</p> <p>Review current level of service (LOS) metrics, and consider adding an LOS , and potentially an impact fee for school facilities, and/or better integrating the Highline School District’s Capital Facilities Plan.</p> <p>Ensure proposed changes to CFP update policies meet state requirements and are developed with input from city staff from all relevant departments.</p>
Ch. 5 Bkgd Report	Clarify and streamline approach to updating and monitoring the Capital Facilities Plan (CFP), which serves as the background report to this element.
Ch. 6 Utilities Element	<p>Incorporate New Information: Review and refine existing utilities policies to better support updated growth vision. Base changes on new data, findings from the growth scenario analysis (see Task 4-2) and updates to other elements or utility system plans. Because the City only owns and operates one utility system, the surface water (stormwater) utility, the Utilities Element update will involve data gathering and coordination with multiple utility districts or systems. (SeaTac works with two electric utilities providers, four sewer districts, five water utilities, and multiple telecommunications providers.)</p> <p>Work with city staff to consider the creation of level of services metrics for facilities and potential impact fees. (SeaTac’s only impact fee is a transportation impact fee.)</p> <p>Engage with utility providers as appropriate to ensure alignment between utility plans and the City’s long-term growth and development plan.</p>
Ch. 6 Bkgd Report	Update facility maps and related information on utility systems serving SeaTac as needed, including those not operated by the City.
Ch. 7 Community Design Element	Remove Element: Consider eliminating this element and re-locating policies to other elements as appropriate in order to make policies easier to find.
Ch. 7 Bkgd Report	Consider eliminating background report and re-locating content to other background reports as appropriate.
Ch. 8 Economic Vitality Element	<p>Refine Economic Vitality Policies: Work with Economic Development staff on update goals for this element and coordinate with tourism destination development plan (underway).</p> <p>Identify updates that better align this element with City’s key growth strategies, and regional requirements.</p> <p>Develop implementation strategies, where needed, for workforce development, business retention / expansion, and business attraction.</p> <p>Clarify locations and roles of city’s industry and job clusters in local economy through the creation of maps or other information.</p>
Ch. 8 Bkgd Report	Because there is currently no report for this element, a new Economic Vitality background report will be created that provides data needed to support the Ch. 8.
Ch. 9	Incorporate New Information: Ensure compliance with state and regional

Environment	requirements, especially those related to climate change.
Ch. 9 Bkgd Report	Revise as necessary to support Ch. 9 Element.
Ch. 10 Parks, Recreation & Open Space (PROS) Element	Limited Updates May be Needed: Work with Parks Department staff to determine extent of updates to this element, given that the PROS Plan is anticipated to be updated in 2026, per its regular cycle. At a minimum, revisions will be needed to address key updates identified for all elements.
Ch. 10 Bkgd Report	The PROS Plan serves as Ch. 10 background report and is not anticipated to be revised as part of the SeaTac 2044 project, but in 2026, per its regular six-year update cycle, and to maintain eligibility for state recreation grants.

Task 5 Consultant Deliverables*:

- Proposed updates to all elements and background reports as presented in Comprehensive Plan update tracking tool, or in format to be agreed upon by consultant and city staff.
 - Draft implementation strategies located within each element.
- Facilitation and documentation of City review of full first draft of Comprehensive Plan.
- Advisory Committee and Planning Commission meeting materials.
- Updates to Comprehensive Plan audit matrix/tracking tool with record of findings from Task 5.

*Note: SeaTac 2044 consultant responsible for noted deliverables EXCEPT items related to the Transportation Element. All TE items to be completed by TE/TMP consultant and will be incorporated into deliverables as appropriate. (Coordination between consultants will be required to ensure the timely completion of deliverables that are compatible with related SeaTac 2044 work product.)

Task 6: Draft Updates to Regulations

Following concurrence on updates to draft elements in Task 5 and using the Audit Matrix and recommendations memo prepared in Task 3, Consultant will prepare draft code amendments to update the Comprehensive Plan’s implementing regulations. Code amendments will revise regulations as needed to align with the updated Comprehensive Plan vision, goals, and policies; implement the preferred growth scenario; ensure compliance with State and regional requirements and guidance; and incorporate recommendations identified in SeaTac’s Housing Action Plan as outlined in the RFP and documented in Task 3.

Review Process: Consultant will prepare code amendments based on work completed prior to Task 6 and confirm our approach with City staff prior to initiating work. The amendments, once written, will be reviewed in detail by appropriate City staff to verify that amendments accomplish the intended purpose and are easy to apply and implement. We will facilitate at least two staff review workshops, depending on the extent of updates needed. After incorporating staff comments, we will prepare a full review draft of the proposed code amendments for Planning Commission review. Planning Commission comments will be incorporated into the draft amendments for a recommendation.

Code updates will be based on findings from the Task 3 and 4 code review and evaluation processes, draft policy updates, and other project tasks. Proposed code changes will support and ensure

consistency with the updated Comprehensive Plan, ensure compliance with state and regional requirements, and address priority amendments identified in the SeaTac Housing Action Plan, as noted below. Other potential amendments may arise over the course of the project.

6-1: Comprehensive Plan Consistency Updates

Consultant will draft code revisions as needed to increase regulatory support of, and alignment with, the updated vision and policies. Additional Comprehensive Plan consistency tasks include:
The creation and facilitation of a process that allows the City to successfully undertake a City-initiated rezone of all over- and under-zoned properties so they match their potential zones/future land use designations.

Depending on the updated vision and growth strategies, changes should be considered to the zoning map, zone descriptions, and potentially to zone densities.

6-2: State & Regional Compliance Updates

Based on the code review and evaluation tasks, policy updates, and other relevant information, propose code amendments that ensure City regulations comply with state and regional requirements.

6-3: [Housing Action Plan](#) Code Amendments

Consultant will implement Housing Action Plan code amendments as part of project, specifically Strategies 7-12 (see Housing Action Plan document for more information):

- #7. Add flexibility to Small Lot Single-family requirements.
- #8. Consider allowing cottage housing in Urban Low zones.
- #9. Partner with residential property owners in rezoning properties to maximize their housing potential.
- #10. Consider decreasing minimum lot size in the Urban Low (UL) 7,200 single-family zone.
- #11. Clarify condominium provisions to make them easier to use.
- #12. Review and clarify code requirements for live/work units to encourage opportunities for small business owners.

6-4: Internal Code Review Process

Consultant will work with city staff to identify a code review process with the Planning Division to ensure sufficient opportunities for input and review of proposed code changes, including at least two meetings with Planning staff.

Task 6 Consultant Deliverables:

- Proposed updates to regulations will be presented in Code amendment tracking tool, or in format to be agreed upon by consultant and city staff.
- Updated development regulations/Code amendment tracking tool with record of findings from Task 6; amendments also will be presented in Word track changes (initial draft, up to three revisions, and final draft)
- City Staff Review Workshop Materials (at least two staff review workshops)

Task 7: Review Critical Areas Ordinance

Consultant's environmental scientists and water resources specialists will complete this task, and if

needed, we may also consult with geotechnical experts. Consultant will review the CAO, using the [Department of Commerce Critical Areas Checklist](#), and identify recommended and required changes that are consistent with updated policies, and state guidance.

Consultant will provide a cost estimate for recommended updates needed for compliance with state requirements to be completed after (and outside of) the SeaTac 2044 project.

Task 7 Consultant Deliverables:

- Completed Department of Commerce Critical Areas Checklist (not part of Commerce grant, but still state requirement)
- Critical Areas Regulations Review Memorandum
- Preliminary scope of work and cost estimate for updating CAO.

Task 8: Finalize Comprehensive Plan and Regulatory Changes

This task includes consolidating work from Tasks 3, 4, 5, and 6 and the separate Transportation Element/Transportation Master Plan Update work. Following City staff review of deliverables prepared prior to beginning this task, Consultant will compile a preliminary review draft of the Comprehensive Plan. The initial draft will be a text-only review draft for City staff, with annotations to explain where images and graphic elements will go and outlining any further questions for discussion with City staff.

At this time, the draft Housing and Human Services Element will be sent to King County for review. Following city staff review, Consultant will prepare a graphically formatted public review draft of the plan to use for the environmental review and Planning Commission processes. Up to two rounds of revision are anticipated to incorporate comments from staff, the public, and the Planning Commission. After the public hearing, Otak will address any further comments at City staff's direction and prepare a City Council review draft.

Proposed Finalization Process for Regulations: To ensure code amendments are adopted concurrently with the updated Comprehensive Plan, Consultant will prepare a detailed schedule outlining the necessary review timeframes and identifying likely dates for Planning Commission meetings, the public hearing, and City Council meetings. This schedule will be reviewed at project management meetings to ensure work is performed on pace. Adequate buffer in case Planning Commission or City Council desire further review will be provided.

A substantial amount of the code update work is anticipated to be completed in Task 6. Further updates as needed to respond to comments made during the public review process will be made in this task. Once final code amendments have been prepared, Otak will write the ordinance necessary for City Council action.

Enhanced Usability of Comprehensive Plan and Regulations: We have done extensive research on Comprehensive Planning Best Practices that improve the clarity and utility of the Plan for City staff, leadership, and members of the public. Many of our recommendations will be incorporated into the updated plan elements in Task 5. We will prepare recommendations for any additional measures that can improve the use of the document (such as bookmarking or hyperlinking, digital publishing, and translations).

With the exception of the Transportation Element and background report, consultant will undertake the primary responsibility for drafting and editing all revisions to the Comprehensive Plan and regulations based on findings from all other tasks. City staff is interested in a robust review and revision process to finalize the Comprehensive Plan document and changes to regulations. Consultant will work with city staff to refine the finalization processes proposed below.

The TE/TMP consultant will complete deliverables associated with the Transportation Element and TMP updates and assist in work as determined through the collaborative process established at the beginning of the project. (See Task 1-1B.)

Subtasks for Task 8 will include the following.

8-1: Proposed Finalization Process for Comprehensive Plan Document

While consultant will confirm the exact process with city staff, it is anticipated that at least three complete documents (including all elements and background reports) will be drafted as described below. Close alignment with TE/TMP update project consultant will be necessary to accomplish this task.

- **Preliminary Draft:** Consultant develops preliminary draft (or drafts) of Comprehensive Plan document based on input from city staff, the public, and the Planning Commission, into updates to policies and background reports proposed in Task 5.
- **Public Review Draft:** Consultant creates public review draft based on additional input from city staff, the public, and the Planning Commission. This draft is intended to be used for the official public hearing.
- **Council Review Draft:** Consultant creates Council review draft based on comments from the public and Planning Commission after the public hearing.

8-1A: Complete Draft of Housing & Human Services Element for King County Review:

Consultant will prepare draft of Housing & Human Services Element that demonstrates compliance with the CPP housing-related amendments that will likely be adopted in 2023, and assist City with documentation as needed for its submittal to King County.

8-2: Proposed Finalization Process for Regulations

Consultant will work on confirming the process for finalizing regulations with city staff, taking into consideration the steps outlined in Task 8-1, the need to adopt regulatory changes concurrently with the adoption of the updated Comprehensive Plan, and other issues specific to drafting and revising regulations.

8-3: Enhance Usability of Comprehensive Plan & Regulations

Consultant will work with city staff to identify changes that will enhance the clarity, cohesion, and utility of the Comprehensive Plan document and code language. Consideration should be given to the following:

- **Comprehensive Plan Document:** The overall layout and organization of the Comprehensive Plan document is anticipated to remain generally the same. Updates will be needed that enhance images, graphics, wayfinding, and the overall usability of the document, perhaps by

adding executive summaries at the beginning of each element, and other improvements. Consultant will work with city staff on the potential for producing translated version(s) of the document, or document summaries.

- **Code Amendments:** Code writing should follow the current organization of the zoning code, though staff is open to alternatives.

Task 8 Consultant Deliverables*:

- Updates to Comprehensive Plan and Development Regulations Matrices, Recording Work from Task 8; Updated Project Tracking Tools:
 - Comprehensive Plan update tracking tool with record of findings from Task 8.
 - Code amendment tracking tool with record of findings from Task 8
- Department of Commerce Grant Deliverable/Report #6: Draft revisions to Comprehensive Plan document and draft of revisions for all regulations (due 6/30/2024).
- Draft Housing & Human Services Element for new King County review process.
- Comprehensive Plan Document: At least three draft versions of the complete document. »
 - » Preliminary Review Draft Comprehensive Plan (1 draft, text-only)
 - » Public Review Draft Comprehensive Plan (1 draft, graphically formatted, and 2 rounds edits)
 - » City Council Review Draft Comprehensive Plan (1 draft)
- Regulatory Changes/Code Amendments: At least three draft versions of regulatory changes.
- Planning Commission Briefing and Hearing Materials
- City Council Briefing, Study Session, and Hearing Materials

*Note: SeaTac 2044 consultant responsible for noted deliverables EXCEPT items related to the Transportation Element. All TE items to be completed by TE/TMP consultant and will be incorporated into deliverables as appropriate. (Coordination between consultants will be required to ensure the timely completion of deliverables that are compatible with related SeaTac 2044 work product.)

Task 9: Environmental Review

Once we understand the scope of Comprehensive Plan updates and code amendments, Consultant will make a recommendation on the appropriate SEPA review process to address potential impacts resulting from the accommodation of new growth. We will take the lead in completing the SEPA checklist and any other environmental work for City staff review. Our recommendation will consider prior and concurrent environmental work, such as that completed for the City Center/Airport District Plan and the Transportation Master Plan. We understand the strong desire to create SEPA tools that will incentivize development and will ensure our recommendation considers all potential options.

In addition to supporting the recommendation of the type of environmental review process that is appropriate for the project, Consultant will evaluate how to leverage environmental work required as part of the Transportation Master Plan update project, and work to be completed through the City Center subarea plan update project.

Considerations will include the potential need for a Supplemental EIS or other work based on the scale of policy changes or if changes will result in new significant adverse impacts. Consultant will take the lead in completing the SEPA checklist for the project, and if necessary, the Supplemental EIS (or other environmental work determined to be necessary). Consideration should be given to maximizing SEPA

work for the project to create SEPA tools that could help incentivize projects that implement the updated Comprehensive Plan vision, such as potential revisions to the City's current infill exemptions.

The TE/TMP consultant will complete deliverables associated with the Transportation Element and TMP updates and assist in work as determined through the collaborative process established at the beginning of the project. (See Task 1-1B.)

Task 9 Consultant Deliverables*:

- Memorandum of Recommendation on appropriate environmental review process for project
- Completion of SEPA checklist and/or other SEPA work deemed necessary to ensure compliance with state environmental review requirements.

*Note: SeaTac 2044 consultant responsible for noted deliverables EXCEPT items related to the Transportation Element. All TE items to be completed by TE/TMP consultant and will be incorporated into deliverables as appropriate. (Coordination between consultants will be required to ensure the timely completion of deliverables that are compatible with related SeaTac 2044 work product.)

Task 10: Final Review and Adoption Process

Consultant will assist City staff with the final review and adoption process for the updated Comprehensive Plan and regulations, including incorporating the work of the TE/TMP consultant. Consultant will prepare the necessary documentation for the Commerce 60-Day Review, anticipated to include the public review drafts of the Comprehensive Plan and proposed code amendments.

Consultant will also finalize the City Council review draft Comprehensive Plan to create the final adopted document. We will complete the necessary PSRC Vision 2050 consistency tools. Finally, Consultant will assist with the PSRC and Commerce certification processes.

Consultant will assist city staff with the final review and adoption process for the updated Comprehensive Plan and regulations as follows.

- The TE/TMP consultant will complete deliverables associated with the Transportation Element and TMP updates and assist in work as determined through the collaborative process established at the beginning of the project. (See Task 1-1B.)

Review & Adoption Tasks:

- Department of Commerce 60-Day Review Process: Consultant will assist staff in preparing documentation for mandatory 60-day review of draft Comprehensive Plan document.
- Council Review & Adoption Process: Consultant will assist staff in preparing documentation and presentation materials for City Council review and adoption process. (The extent of consultant activities will be identified in Community Engagement Plan.)
- Potential Finalization of Adopted Comprehensive Plan Document: As part of the Council review and adoption process, consultant may have to complete additional edits to the document.
- Complete PSRC Vision Consistency Tools: Consultant will complete PSRC Vision consistency tools for Local Comprehensive Plans and Regional Growth Center Plans and assist with PSRC plan review/certification process.
- Complete Comprehensive Plan & Code Amendment Tracking Tools: To ensure a permanent

record of changes to policies and codes, consultant will complete a final version of the tracking tools/matrices.

Task 10 Deliverables*:

- Final version of adopted Comprehensive Plan Document
- Final version of adopted regulations
- Completed [PSRC Vision Consistency Tool for Local Comprehensive Plans](#)
- Completed [PSRC Vision Consistency Tool for Regional Growth Center Plans](#)
- Final version of complete communities GIS assessment tool (for within and outside Urban Center)
- Documentation on variables that are refined for the complete communities analysis Process/tool
- Documentation on any additional spatial analysis developed for this project
- Completed project tracking tools/matrices:
- Comprehensive Plan update tracking tool with complete record of changes.
- Code amendment tracking tool with complete record of changes.

*Note: SeaTac 2044 consultant responsible for noted deliverables EXCEPT items related to the Transportation Element. All TE items to be completed by TE/TMP consultant and will be incorporated into deliverables as appropriate. (Coordination between consultants will be required to ensure the timely completion of deliverables that are compatible with related SeaTac 2044 work product.)

III. Detailed Work Schedule

The attached detailed project schedule shows the timeline for each task and major milestones and key delivery dates, including noted dates for DOC grant required deliverables. We believe the proposed schedule will allow for a comfortable and effective process with close collaboration with City staff and timely opportunities for meaningful public engagement. The schedule also provides ample time for public review, Planning Commission and City Council initial reviews, DOC review, City Council adoption, and finalization and delivery of the Comprehensive Plan and amended regulations by November 2024, ahead of the December 31, 2024 deadline.

**Exhibit B
 Compensation: Consultant’s Fees and Costs**

The City shall pay to the Consultant compensation and expenses not to exceed \$500,000, which shall be invoiced on the basis of percentage of progress complete of the estimated budgets of major tasks shown in the budget table below. The total lump sum of \$500,000 will be the maximum not-to-exceed budget unless the City authorizes additional services through addendum/addenda to this agreement.

The Consultant will manage work efforts to the maximum budget of \$500,000 (unless amended in the future), and will coordinate regularly with the City’s project manager. As such, there will be flexibility to shift budget between tasks as may be needed, given that the budgets per task below are estimates, as long as the total maximum budget is not exceeded.

Task No.	Task Name	Estimated Max. Cost per Task
1.0	Project Management and Initiation	\$61,200
2.0	Community Engagement for SeaTac 2044 and TE/TMP Update Projects	\$92,000
3.0	Review/Audit Comprehensive Plan and Related Development Codes	\$22,000
4.0	Evaluate Potential Changes to Comprehensive Plan and Supporting Regulations/Develop and Analyze Scenarios	\$64,400
5.0	Draft Updates to Policies, Implementation Strategies & Background Reports	\$117,600
6.0	Draft Updates to Regulations	\$60,300
7.0	Review Critical Areas Ordinance	\$14,800
8.0	Finalize Comprehensive Plan and Regulatory Changes	\$33,800
9.0	Environmental Review	\$23,300
10.0	Final Review and Adoption Process	\$10,600
	Total Maximum Not to Exceed* for this Contract:	\$500,000

TASK		ESTIMATED HOURS BY STAFF CATEGORY		ESTIMATED LABOR BUDGET BY FIRM			DIRECT COSTS	TOTAL COSTS
		Technical	Support	Otak	Framework	LCG		
1.0	Project Management and Initiation	227	97	\$36,000	\$12,000	\$12,000	\$1,200	\$61,200
2.0	Community Engagement for SeaTac 2044 and TE/TMP Update Projects	222	54	\$32,500	\$12,000	\$2,500	\$45,000	\$92,000
3.0	Review/Audit Comprehensive Plan and Related Development Codes	102	24	\$12,750	\$7,250	\$1,800	\$200	\$22,000
4.0	Evaluate Potential Changes to Comprehensive Plan and Supporting Regulations/Develop and Analyze Scenarios	336	40	\$45,500	\$3,200	\$14,500	\$1,200	\$64,400
5.0	Draft Updates to Policies, Implementation Strategies & Background Reports	545	136	\$74,800	\$12,500	\$28,500	\$1,800	\$117,600
6.0	Draft Updates to Regulations	280	70	\$9,800	\$48,500	\$1,200	\$800	\$60,300
7.0	Review Critical Areas Ordinance	68	16	\$14,550			\$200	\$14,750
8.0	Finalize Comprehensive Plan and Regulatory Changes	160	40	\$22,500	\$10,500		\$800	\$33,800
9.0	Environmental Review	108	24	\$22,500			\$800	\$23,300
10.0	Final Review and Adoption Process	56	12	\$8,800	\$800	\$800	\$200	\$10,600
Total Budget Estimate								\$499,950

**Unless increased through separate addendum/addendum to this agreement.*

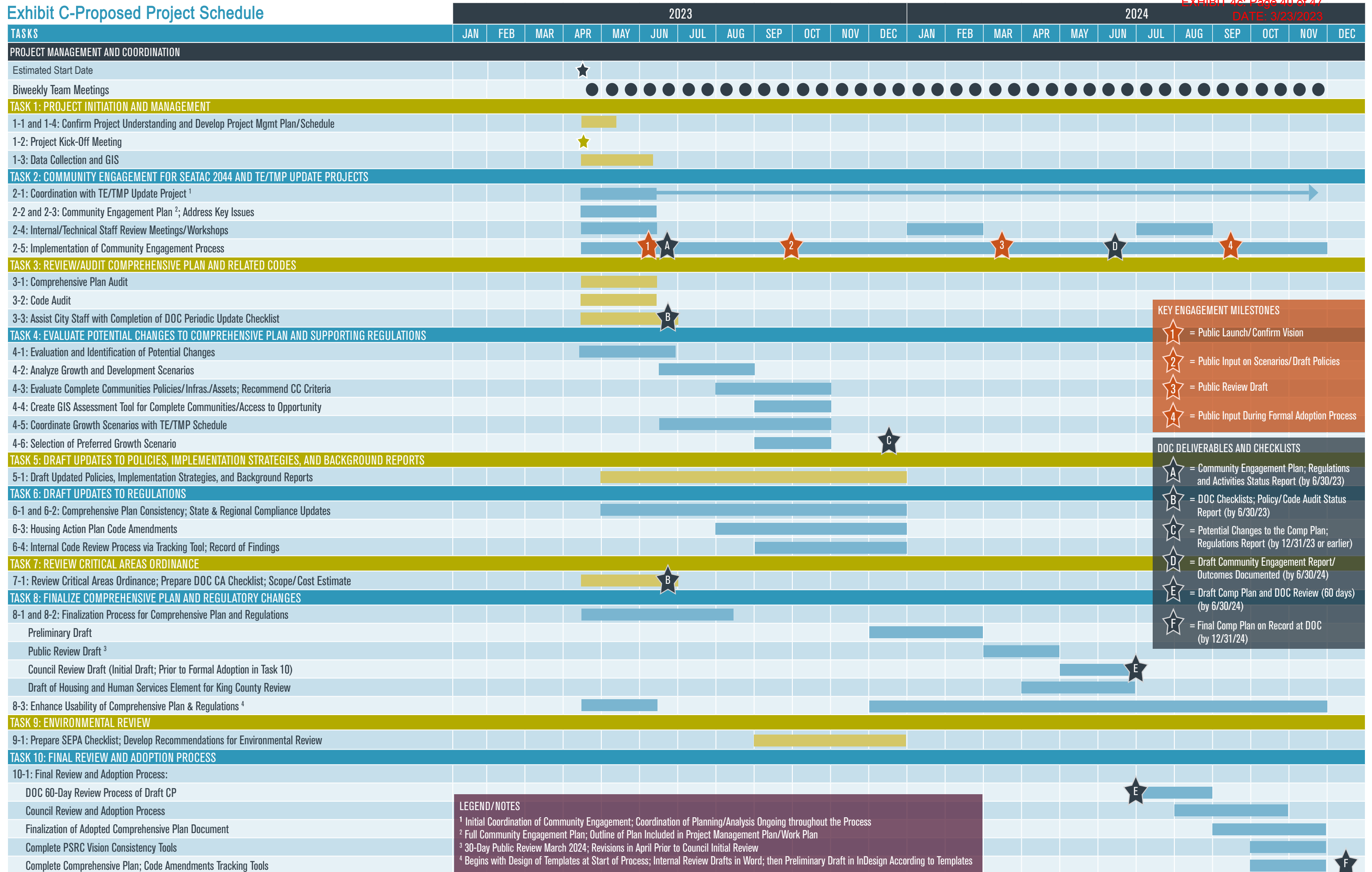
Exhibit C
Schedule: Time for Performance and Term of Contract

All work shall be completed by December 31, 2023, in general alignment with the schedule provided within this exhibit.

Dates for engagement activities will be finalized with development of the Community Engagement Plan.

Any revisions to this schedule during the course of the project will be jointly agreed upon by the City's and the Consultant's representatives.

Exhibit C-Proposed Project Schedule



KEY ENGAGEMENT MILESTONES

- 1 = Public Launch/Confirm Vision
- 2 = Public Input on Scenarios/Draft Policies
- 3 = Public Review Draft
- 4 = Public Input During Formal Adoption Process

DOC DELIVERABLES AND CHECKLISTS

- A = Community Engagement Plan; Regulations and Activities Status Report (by 6/30/23)
- B = DOC Checklists; Policy/Code Audit Status Report (by 6/30/23)
- C = Potential Changes to the Comp Plan; Regulations Report (by 12/31/23 or earlier)
- D = Draft Community Engagement Report/Outcomes Documented (by 6/30/24)
- E = Draft Comp Plan and DOC Review (60 days) (by 6/30/24)
- F = Final Comp Plan on Record at DOC (by 12/31/24)

LEGEND/NOTES

- ¹ Initial Coordination of Community Engagement; Coordination of Planning/Analysis Ongoing throughout the Process
- ² Full Community Engagement Plan; Outline of Plan Included in Project Management Plan/Work Plan
- ³ 30-Day Public Review March 2024; Revisions in April Prior to Council Initial Review
- ⁴ Begins with Design of Templates at Start of Process; Internal Review Drafts in Word; then Preliminary Draft in InDesign According to Templates

Exhibit D GIS Product Standards

GIS work should utilize the City’s GIS standards as described in the GIS Product Standards technical specifications document as follows.

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_YYYYMMDD.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.



MEMORANDUM COMMUNITY & ECONOMIC DEVELOPMENT

Date: 3/23/2023
To: Planning and Economic Development (PED)
From: Laura Stilwell, Associate Planner
Subject: Multi-Family Housing Property Tax Exemption (MFTE) Program

Purpose:

Staff will provide an overview of the State-allowed Multi-Family Property Tax Exemption (MFTE) program and how the city is implementing the program. Staff requests the PED refer this item to the Planning Commission and provide direction on topics the Planning Commission should consider as they review amendment to the City's MFTE program.

MFTE Summary

The State of Washington Multi-Family Housing Property Tax Exemption (MFTE) program is designed to help communities meet their housing goals under the Growth Management Act (GMA) by providing a property tax exemption in exchange for rehabilitating or constructing housing units. Under local MFTE programs in cities and counties, all property taxes on residential improvements are exempted. This includes taxes that go to the state, school districts, special districts, etc. However, non-residential improvements do not qualify for the program, and for rehabilitation projects, only new improvement value is exempted. In addition the land value is always taxed.

Communities may only apply MFTE in designated "Residential Targeted Areas" (RTAs). These areas must adhere to certain requirements under RCW 84.14.040:

- Must be within an "urban center" as determined by Council, which means that "urban residents may obtain a variety of products and services" in that center.
- Must lack "sufficient available, desirable, and convenient residential housing, including affordable housing".
- Additional housing in this area will help meet local goals.
- Additional requirements for counties (e.g. anti-displacement).

State-Allowed MFTE Programs:

MFTE programs offer variable lengths of tax exemption, each with different minimum requirements for housing affordability:

- Eight (8) years: no minimum affordability requirements
- Twelve (12) years: affordability requirements
- Twenty (20) years: affordability requirements with additional provisions

The 8-year program exemptions have no additional requirements under RCW 84.14.020. Residential units that are priced at 100% market-rate, can be exempted from property taxes. Therefore, this program is ideal for areas where affordability of individual units is not the primary concern, but rather, the need for more housing overall.

However, the 12-year tax exemption program requires that at least 20% of the residential units must be affordable to households earning up to low- and moderate-income households, at 80-115% of Area Median Income (AMI). At the end of the exemption, the residential units may be rented or sold at market rate. In some situations, the 12-year exemption may be extended for an additional 12-years. For rental residential units, at the end of 12-years, the property owner must provide the occupants of affordable units one month's rent for relocation assistance.

For the 20-year program, rental housing requires inclusionary zoning that assures a 99-year covenant for income-restricted housing. Of note, the inclusionary zoning districts must have been created in 2021, which is a big limitation for communities exploring this option now. Furthermore, at least 20% of the units must be allocated to households making up to 80% of AMI or lower in perpetuity. If owner-occupied housing is participating in the 20-year program, at least 25% of the units must be controlled by a qualified non-profit or local government agency (ex: Habitat for Humanity). These agencies ensure that when the properties are sold, they are kept at affordable rates in the long-term.

MFTE Customization and Flexibility

Communities utilizing MFTE programs have broad flexibility to customize them in ways that fit their needs. One way they can do this is to mandate additional affordability requirements, including 8-year requirements. They can also mandate that a project must provide other public benefits, such as increasing the number of affordable units. However, these benefits must be commensurate with the development incentives that are provided under the program, and must provide enough benefit to cover the cost the developers would have to include the amenities in their projects.

MFTE in SeaTac

The City of SeaTac adopted MFTE regulations in 2008. Originally, it designated the South 154th Street Station Area as its RTA, and was intended to stimulate new construction of multi-family housing there. In 2019, regulations were modified to designate the entire Urban Center as the RTA. This occurred because the Urban Center includes three light rail station areas, as well as most of the International Boulevard corridor and the RapidRide bus service. The City Council intended to encourage the development of multi-family housing throughout the City's Urban Center, which is consistent with the housing policies in the Comprehensive Plan, as well as the Housing Action Plan. Overall, the City wishes to achieve development densities that enhance the use of the community's mass transit opportunities and to promote community development in the Station Area Plans.

The City currently has two program types:

- 8-year exemption: No household income limit (i.e. market rate)
- 12-year exemption: At least 20% of the residential units must be for low (under 80% AMI) and moderate-income (80%-115% AMI) households.

Since 2019, approximately 1070 residential units have been approved by Council through the City's MFTE program. Of those units, 35% are designated as low-income, 11% as moderate income, and 54% as market

rate. CED staff have been tracking developments that are interested in participating in the City's MFTE program, and it is estimated that there are 1200-1400 units that could qualify.

Planning and Economic Development Committee Direction

Staff recommends the PED refer this item to the Planning Commission and provide direction on topics the Planning Commission should consider as they review amendment to the City's MFTE program.

Packet Materials

Presentation

Multi-Family Housing Property Tax Exemption (MFTE)

Planning and Economic Development

March 23, 2023

EXHIBIT 5b: Page 1 of 11

DATE: 3/23/2023



PRESENTATION OVERVIEW

EXHIBIT 5b: Page 2 of 11

DATE: 3/23/2023

PURPOSE OF PRESENTATION

- To discuss potential options and strategies for City of SeaTac's MFTE program.
- To refer to the Planning Commission to work on amendments

WHY IS THIS ISSUE IMPORTANT?

1. Need to discuss current program, and what options we can utilize to change it.
2. City code requires the review of the MFTE program by the end of 2024.



POTENTIAL COMMITTEE ACTION

EXHIBIT 5b: Page 3 of 11
DATE: 3/23/2023

COMMITTEE ACTION REQUESTED

- Refer this item to the Planning Commission and provide direction on topics the Planning Commission should consider as they review amendment to the City's MFTE program.

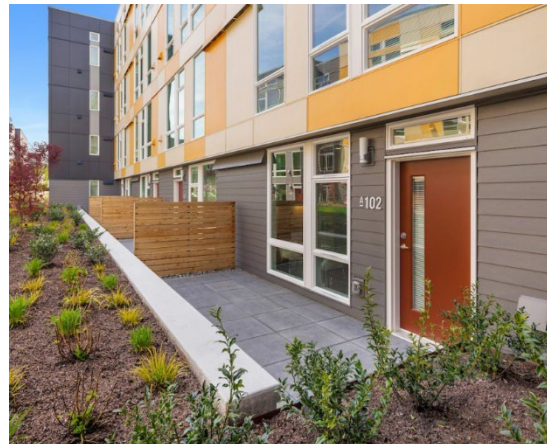
REVIEWS TO DATE

PED 3/23/2023



What is MFTE?

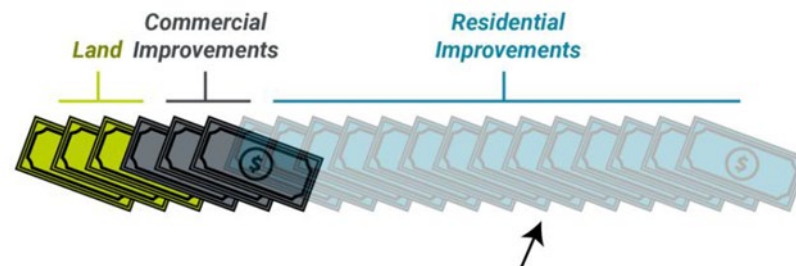
- Program designed to help communities meet their housing goals under the GMA
- Provides a property tax exemption in exchange for rehabilitating or constructing housing units
- Applicable to both rental and owner-occupied housing units



What ISN'T MFTE?

- A full solution for a community's housing needs
- A way to meet the needs of those with very-to-extremely low incomes

- Chapter 84.14 RCW, “to stimulate new or enhanced residential opportunities within urban centers through a tax incentive.”
- Tax exemption applies to **residential portion of new multi-family construction**
- Exemption does not apply to underlying value of land or non-housing improvements.
- Developments must be located within urban center boundaries

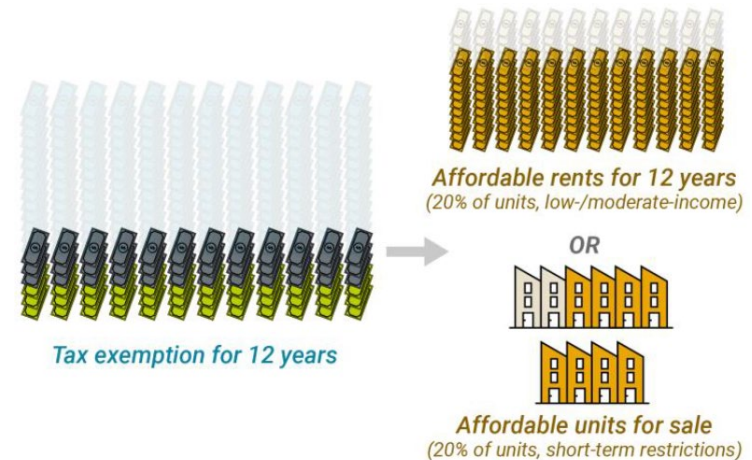
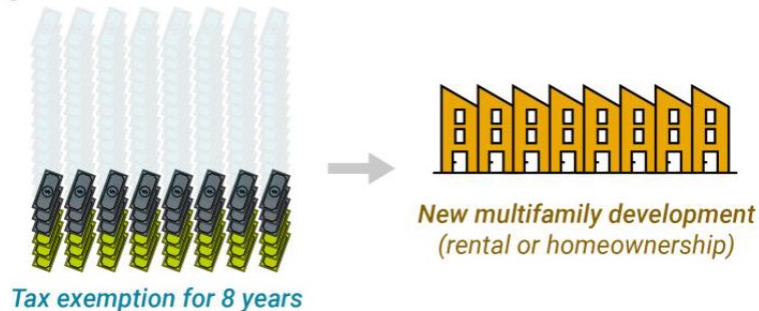


...an exemption under MFTE removes the residential portion of property value from taxation for an eight- to 20-year period.

MFTE PROGRAMS

- MFTE programs offer variable lengths of tax exemption, each with different minimum requirements for housing affordability:
 - Eight (8) years: no minimum affordability requirements
 - Twelve (12) years: affordability requirements
 - Twenty (20) years: affordability requirements with additional provisions

For an 8-year MFTE... tax exemptions are provided as a general incentive for new residential investment.



MFTE CUSTOMIZATION

EXHIBIT 5b: Page 7 of 11
DATE: 3/23/2023

- MFTE offers broad flexibility for communities to customize their programs, including additional affordability requirements and other public benefit provisions.
 - Benefits must be commensurate with development incentives provided by program
 - Must provide enough benefit to cover developers' costs to include these benefits



MFTE IN SEATAC

EXHIBIT 5b: Page 8 of 11

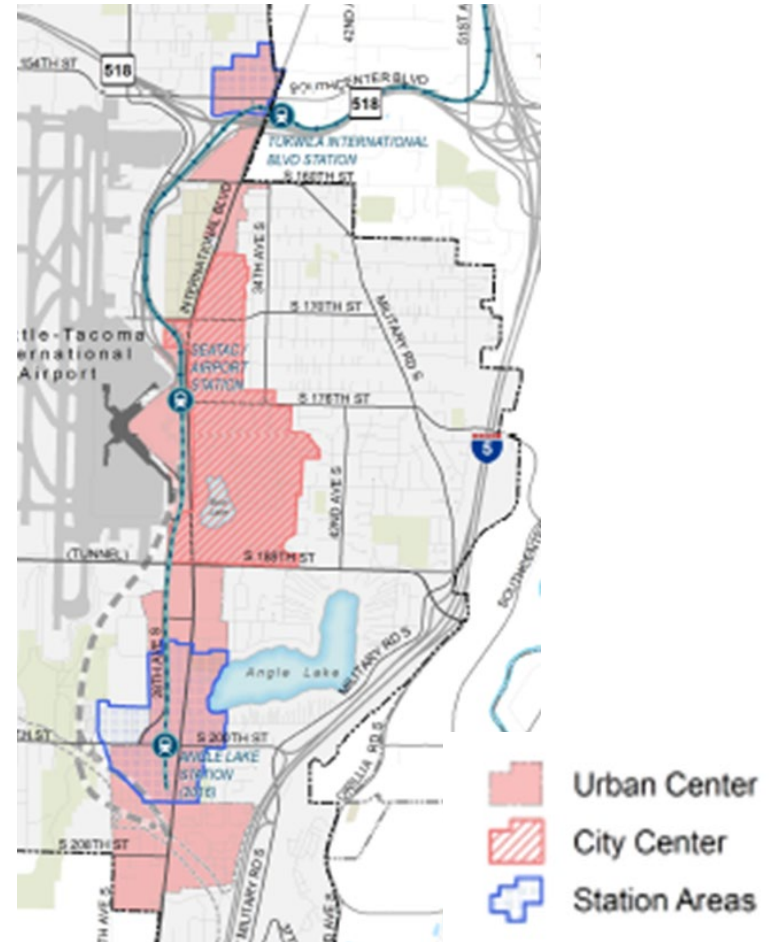
DATE: 3/23/2023

BACKGROUND

- SeaTac's MFTE regulations adopted in 2008.
- Originally intended to stimulate new construction of multi-family housing in the South 154th Street Station Area.
- Regulations modified in 2019 to entire Urban Center.

USE OF MFTE IN SEATAC:

- Since 2019, approx. 1070 residential units have been approved by Council through the MFTE program.
- 35% of those units are low-income; 11% moderate income; 54% market rate



Tax Incentives:

Multi-Family Tax Exemption (SMC 3.85)

- **8-Year Exemption:** On improvements (not land); no minimum affordability requirements
- **12-Year Exemption:** On improvements (not land) & requires a minimum 20% of affordable housing units
 - 20% of units affordable to low- or moderate-income households (or moderate-income households if owner-occupied)



FOR PED CONSIDERATION

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- What topics do you want the Planning Commission to consider as they review amendments to the City's code?
- What are SeaTac's overall housing needs?
- What are the Comprehensive Plan goals?
- Are there particular housing types the city should promote (i.e. single-family or rentals)?
- Potential displacement risks with program implementation



POTENTIAL COMMITTEE ACTION

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COMMITTEE ACTION REQUESTED

- Refer this item to the Planning Commission and provide direction on topics the Planning Commission should consider as they review amendment to the City's MFTE program.

REVIEWS TO DATE

PED 3/23/2023

