

CITY OF SEATAC REQUEST FOR PROPOSAL

SeaTac Central Subarea Plan and Development Code Update – RFP



SeaTac Central Plan & Development Code Project

I. PURPOSE OF RFP

The City of SeaTac is requesting proposals from qualified consultants to help carry forward and complete a multi-year effort to reimagine and update the 22-year-old City Center Subarea Plan and related development standards. This work is deeply rooted in past planning and community conversations, including the City Center Plan Update Phase 1 Vision Report (2020) and technical analyses through early 2024. Since then, the City has advanced a broader vision for SeaTac's future through the Envision SeaTac 2044 Comprehensive Plan, which includes a dedicated Urban Center chapter outlining a framework for "urban villages". This updated framework sets the stage for a more focused subarea plan that centers equity, opportunity, and walkability in the heart of the city, and the central urban village, a place we're calling SeaTac Central.

SeaTac Central currently covers about 40% of SeaTac's designated Urban Center, making it a key component of both the City's and region's efforts to facilitate the creation of compact, walkable, equitable, transit-supportive urban neighborhoods. Phase 1 resulted in the 2020 Vision Report, which outlined a community-supported framework for future planning efforts. The new subarea plan will build upon the City Center Plan Update Phase 1 Vision Report (2020), and other foundational work, including baseline conditions analysis (2022) market feasibility studies, and transportation infrastructure assessments. It will also integrate the goals and policies adopted in the Envision 2044 Comprehensive Plan.

Successful proposals will demonstrate:

A clear understanding of the opportunity at hand: SeaTac Central is more than an international-airport-anchored transit hub. It's home to a global community, situated in one of the region's most dynamic and complex redevelopment environments. A successful proposal will reflect that awareness and articulate a compelling approach to planning for people, place, and long-term prosperity.

Specifically, a successful proposal will demonstrate the consultant's ability to deliver a project that results in:

- A clear-eyed, strategic analysis of the market, regulatory, economic realities, and physical conditions affecting redevelopment potential, including opportunities, constraints, and leverage points specific to SeaTac Central.
- A refined vision and planning framework that both reflects and builds upon the foundation laid by *Envision SeaTac 2044*, especially its Urban Center policies, and charts a realistic, actionable path forward.

- An updated subarea plan and development code that work hand-in-hand to support vibrant, transit-oriented mixed-use development, housing growth, and business investment in a way that's equitable and implementable.
- Implementation strategies that move beyond vision, with focused, prioritized actions around regulatory changes, infrastructure investments, capital planning, and funding tools.
- Responsive, accessible, and thoughtfully designed engagement support, including clear, compelling materials and deliverables that help the City tell the story of the plan in a way that reflects community priorities and supports equitable decision-making.
- Regional alignment with King County and Puget Sound Regional Council (PSRC) goals for Urban Centers, growth strategy, and transit-oriented development, with clear applicability to future grant and infrastructure funding.

The result will be a ready-to-use planning and implementation toolkit, a plan that becomes a daily reference for City staff, a signal to potential investors, a resource for community members, and a platform for long-term success.

II. PROJECT LOCATION & STUDY AREA

SeaTac Central spans roughly 350 acres of commercial and higher-density residential land along the bustling International Boulevard (SR-99) corridor directly adjacent to the Seattle-Tacoma International Airport. This area extends from South 188th Street to South 166th Street, enveloping the SeaTac/Airport light rail station and reaching about a half-mile north and south of this vital transit hub.

The land uses here are diverse and reflect both the area's existing role as a gateway and its residential character:

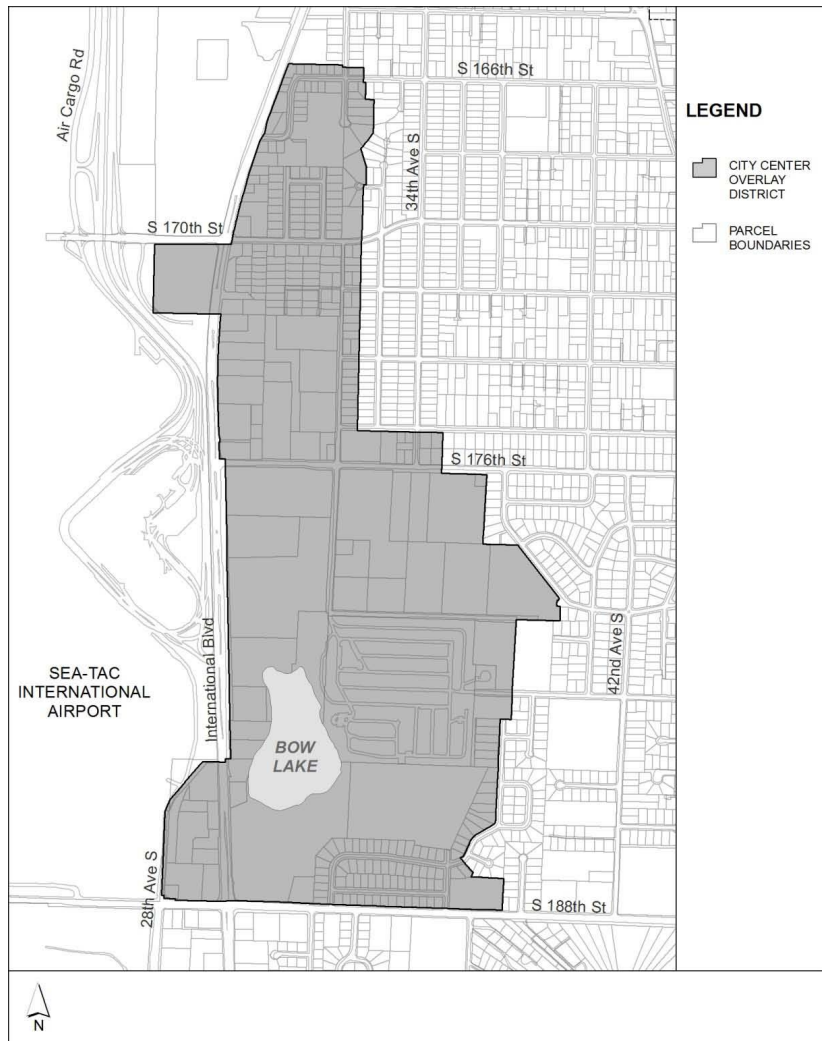
- A variety of hotels and motels, alongside structured and surface park-and-fly facilities, serving travelers from around the world.
- A notable "international Place" Class A office complex with diverse tenant mix
- The Seattle Southside Visitor Center and limited commercial services that cater to visitors and residents alike.
- A vibrant residential community of approximately 5,600 people, living primarily in older medium-density apartments, townhomes, and mobile home parks—such as Bow Lake Mobile Home Park and Windsor Heights Apartments.
- Pockets of low-density housing with zoning that invites opportunities for higher-intensity, mixed-use redevelopment.

Despite its prime location directly across from the airport and light rail station, SeaTac Central remains dominated by large, auto-oriented blocks and sprawling surface airport parking lots, many subject to long-term lease agreements. This existing development pattern limits walkability, constrains transit-supportive development, and holds back the district's potential to become a vibrant, people-centered urban place.

One of SeaTac Central’s truly distinctive qualities is its immediate adjacency to Sea-Tac International Airport. Visitors can step off a plane and walk directly into SeaTac Central, making it one of the rare urban areas in the country that functions as both a bustling residential and commercial neighborhood and the literal gateway to a major international airport. This station area borders an airport that supports more than 20,000 workers and sees nearly 150,000 travelers each day, effectively operating at the scale of a city. Thinking about the area through the lens of what supports a local neighborhood and also a global port is one of the exciting opportunities this subarea process brings.

This proximity creates a remarkable opportunity: SeaTac Central isn’t just a place on the map; it’s the region’s front door. The subarea shapes the very first experience many have of the greater Seattle metropolitan area, blending global connectivity with local community life. This challenges and inspires us to design a place that welcomes travelers, supports thousands of workers and residents, and drives forward-thinking economic growth all at once.

The challenge and opportunity are clear: to transform SeaTac Central into a dynamic, accessible, and mixed-use district that supports the needs of residents, businesses, and travelers alike while capitalizing on its unparalleled connectivity and regional importance.



III. DEVELOPMENT CONTEXT

While airport activity heavily influences development in SeaTac, SeaTac Central has seen less new investment than other parts of the Urban Center. Recent hotel and multifamily growth has occurred in adjacent areas.

Past and current City efforts to encourage redevelopment include:

- Pedestrian-oriented design standards (e.g., prohibition of new surface park-and-fly lots)
- No density or height limits in most zones (except for Fire Code/FAA restrictions)
- Development incentives such as the Multi-Family Tax Exemption (MFTE) program and federal Opportunity Zone designation
- Ongoing infrastructure improvements, including a road safety study and pedestrian upgrades near the light rail station

These efforts set the stage for a more comprehensive and strategic subarea plan that guides growth, supports business vitality, and delivers community benefits.

IV. PLANNING CONTEXT

In 2017, the City initiated efforts to replace the outdated City Center Plan. This resulted in the 2020 City Center Phase 1 Vision Report, which outlined a community-supported vision for a transit-oriented business district and multifamily neighborhood, anchored by a retail/services hub along S 176th Street.

Work on the subarea plan resumed in 2022 in conjunction with the 2024 Major Comprehensive Plan Update, and included:

- Background research and community engagement
- Market and development feasibility analysis
- A preliminary land use and development concept

The subarea planning process was paused to align with the policy framework of the Envision SeaTac 2044 Comprehensive Plan, adopted in December 2024. Key updates from the Land Use and Urban Center elements will directly inform the subarea plan.

This subarea plan project aims to:

- Translate and implement the updated 2024 Comprehensive Plan goals, especially around urban villages and complete communities, into a clear development framework for SeaTac Central
- Ensure consistency with PSRC's Vision 2050 and King County's Countywide Planning Policies for Regional Growth/Urban Centers

These efforts will support SeaTac's goal of transforming SeaTac Central into a thriving, inclusive, and well-connected mixed-use center, while also ensuring state and regional compliance.

V. PROJECT GOALS

Overarching Project Intent

To complete a well-supported and actionable subarea plan, along with associated development code updates, that will guide SeaTac Central's transformation into a thriving, walkable, transit-supportive, equitable, and complete airport-oriented business and residential community.

Main Goals

A successful project will:

- Refine and expand upon the vision and urban design framework outlined in the City Center Plan Update Phase 1 Vision Report as well as work completed since then under Phase 2: SeaTac City Center/Airport District Subarea Plan and Envision SeaTac 2044.
- Leverage proximity to the airport and light rail station to optimize community and economic opportunities. Develop strategies to:
 - Capture regional growth
 - Attract compatible development
 - Promote businesses, services, and amenities that support residents, workers, and visitors
 - Integrate the City's visitor and tourism goals, including future tourism initiatives described in the SeaTac Tourism Destination Development Plan.
- Conduct inclusive and equitable outreach to businesses, community partners, and SeaTac Central's diverse residential population to ensure broad participation.
- Analyze opportunities and constraints related to implementing the vision. Recommend realistic, attainable actions the City can take in response.
- Develop a subarea plan that includes:
 - Market-supported development strategies to support existing businesses and attract new investment
 - Housing strategies that support affordability at all income levels and address displacement risks
 - Multi-modal access and connectivity strategies
 - Recommendations for parks, open space, services, and infrastructure to support higher-density development
 - Builds upon completed Envision 2044 work related to equity.
- Use the planning process to:
 - Propose a community-supported solution to the existing park space gap in SeaTac Central.
 - Collaborate with Sound Transit and community partners to reimagine the Kiss & Ride site as a potential TOD opportunity
 - Work collaboratively with the Port of Seattle.
 - Continue engagement with residents and property owners of Bow Lake Manufactured Home Park to study the site's current zoning and land use and explore future land use designation and zoning.

Additional Objectives

- Advance Envision SeaTac 2044 goals, with a focus on equitable access to opportunity and the development of urban villages and complete communities in light rail station areas.
- Ensure alignment with regional planning frameworks, including:
 - PSRC's *Vision 2050*
 - King County Countywide Planning Policies for Regional Growth/Urban Centers
 - Regional criteria related to equity, opportunity, and growth targets.

VI. CONSULTANT TASKS AND DELIVERABLES/SCOPE OF WORK

Overview

This Scope of Work (SOW) outlines key objectives, expectations, and roles for consultant services to support the SeaTac Central Subarea Plan. The consultant is invited to propose a tailored work plan, schedule, and methods for meeting the outlined goals and suggested deliverables. The City will be an active partner in project implementation, and clarity of roles is essential throughout.

At-a-Glance Task Summary

This table summarizes each task's focus, suggested key deliverables, and division of responsibilities between City staff and the consultant.

<i>Task</i>	<i>Task Title</i>	<i>Key Deliverables</i>	<i>City Role</i>	<i>Consultant Role</i>
Task 1	Project Initiation & Management	Kick-off meeting facilitation and summary memo, project work plan, GIS coordination summary	Provide GIS data and coordination; participate in meetings	Lead project planning, communication structure, and coordination; deliver kick-off and work plan materials
Task 2	Background Review & Alignment	Alignment and incorporation strategy, gap analysis summary	Provide background materials and context	Conduct review and analysis; identify gaps and risks
Task 3	Community Engagement	Input on Community Engagement Plan, outreach graphics and visuals, final versions of translated materials	Lead relationship building and outreach planning; provide translation services	Support with visuals and materials; provide talking points and presentation support
Task 4	Preferred Land Use & Development Concept	Alternative concept plans (minimum two), preferred concept plan, public presentation visuals	Provide plan references and policy context	Lead scenario development and renderings; integrate market, equity, and

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				infrastructure considerations
Task 5	Subarea Plan Development	Draft Subarea Plan, final Subarea Plan, memo summarizing changes between versions	Lead internal review coordination and provide feedback	Draft plan content and layout; incorporate implementation tools and visuals
Task 6	Development Code Update Report	Draft Code Update Report, final Code Update Report with sample language and graphics	Provide zoning and code context; lead drafting of final ordinance language	Recommend zoning and policy framework; deliver sample language and supporting graphics
Task 7	Environmental Review (SEPA)	SEPA recommendation memo, completed SEPA checklist (if required)	Provide past SEPA documents; complete checklist if required	Conduct review of prior SEPA documentation and recommend review path

General Proposal Requirements:

- Outline approach to each task area
- Identify proposed team roles and structure
- Describe innovations or unique methods used in similar planning efforts
- Include a proposed timeline aligned with the City's project milestones
- Detail assumptions about City responsibilities and requested resources

TASK 1: Project Initiation & Management

Objective:

Establish a clear and collaborative project foundation with well-defined timelines, communication protocols, and alignment on goals.

Consultant Expectations:

- Lead development and maintenance of a project work plan and timeline.
- Propose a meeting structure and communication protocol.
- Facilitate a project kick-off meeting.
- Coordinate early with GIS staff to align on data needs and templates.

Key Deliverables:

- Work Plan (living document)
- Kick-off meeting facilitation and summary memo
- GIS coordination summary and data integration plan

TASK 2: Background Review & Alignment

Objective:

Evaluate existing materials from prior planning efforts to determine their applicability and alignment with current project goals.

Consultant Expectations:

- Conduct a comprehensive review of prior consultants and City-generated materials.
- Identify how materials can be reused, need refinement, or do not align.
- Flag any gaps that may require new analysis or out-of-scope work.

Key Deliverables:

- Alignment and incorporation strategy
- Gap analysis summary

TASK 3: Community Engagement

Objective:

Support a creative, equitable, and responsive engagement process rooted in trust and inclusive practices, led by the City. The City will lead community relationship-building and engagement design, while the consultant will provide visual and technical support.

Consultant Expectations:

- Review and provide feedback on the City's Community Engagement Plan.
- Propose outreach strategies that are creative, culturally responsive, written in plain language, and easy to translate.
- Create graphics and outreach materials, and support analysis of community input.
- Help City staff prepare clear and accessible presentation materials for public meetings.

Key Deliverables:

- Input on Community Engagement Plan
- Outreach materials and graphics
- Summary graphics and visuals for presentations
- Presentation support materials (slides, talking points)

TASK 4: Preferred Land Use & Development Concept

Objective:

Develop a feasible, equitable, and community-supported land use concept with clear visuals and policy implications.

Consultant Expectations:

- Develop two alternatives and recommend a preferred option.
- Integrate market realities, infrastructure, equity, and displacement considerations.
- Provide visuals for public engagement and policy decision-making.

Key Deliverables:

- Preferred and alternative concept plans
- Visual summaries/renderings for each scenario

TASK 5: Subarea Plan Development

Objective:

Deliver an actionable and accessible subarea plan reflecting prior phases, community input, and

strategic implementation.

Consultant Expectations:

- Prepare a draft plan based on all prior work.
- Revise to produce a final plan based on feedback.
- Incorporate clear implementation tools with prioritization and visuals.

Key Deliverables:

- Draft Subarea Plan
- Final Subarea Plan
- Memo summarizing changes between versions

TASK 6: Development Code Update Report

Objective:

Recommend zoning, incentives, and design standards to support the subarea plan without drafting final ordinance language.

Consultant Expectations:

- Assess current code and development standards.
- Identify changes to align with the subarea plan.
- Incorporate visuals and sample language for staff use.

Key Deliverables:

- Draft Code Update Report
- Final Code Update Report with sample language and graphics

TASK 7: Environmental Review (SEPA)

Objective:

Assess prior SEPA documents and recommend the appropriate path for environmental review of the subarea plan.

Consultant Expectations:

- Review 1999 Supplemental EIS and updates.
- Recommend SEPA path for the selected alternative.

Key Deliverables:

- SEPA recommendation memo
- Completed SEPA checklist (if required)

VII. BUDGET

The total budget for this project is not to exceed \$135,000. Proposals must include a cost estimate not to exceed \$135,000 and provide a task-level budget breakdown for a successful delivery-based contract. Estimated hours, materials and assumptions going into the proposed price per delivery should be documented.

VIII. SCHEDULE

The following is a preliminary project schedule. The City recognizes that the final schedule may be refined in collaboration with the selected consultant during contract negotiations.

Milestone	Estimated Date
RFP Issued	June 2025
Proposals Due	August 2025
Consultant Selection / Contract Execution	August 2025
Project Kickoff	September 2025
Existing Conditions Summary	September–December 2025
Community Engagement Launch	January 2026
Draft Land Use & Development Concepts	February–March 2026
Preferred Alternative + Infrastructure/Policy Framework	April–May 2026
Draft Subarea Plan + Code Concepts	June–August 2026
Final Draft Plan, Code, & SEPA Checklist	September–October 2026
Public Hearings & Final Revisions	October–November 2026
Code Recommendations Finalized	December 2026
Council Adoption Deadline (Plan Only)	December 2026

Note: Consultant should propose a detailed schedule in their response, including public engagement milestones, review cycles, and coordination with environmental review.

IX. CONSULTANT QUALIFICATIONS

Responding firms or teams should demonstrate the following qualifications:

- Experience preparing subarea plans or specific plans for urban centers, transit station areas, or similar mixed-use districts
- Demonstrated expertise in equitable transit-oriented development (TOD), housing affordability, and anti-displacement strategies
- Familiarity with the Puget Sound Regional Council’s Vision 2050, King County’s Countywide Planning Policies, and requirements for Urban Centers designation
- Proven ability to lead inclusive public engagement, particularly in communities with diverse linguistic and cultural populations
- Track record of successful zoning and development regulation updates aligned with subarea planning efforts
- Experience preparing planning documents that are graphically engaging, user-friendly, and implementation-focused
- Strong team with skills in urban planning, urban design, transportation planning, land use economics, and infrastructure

- Capacity to coordinate effectively with municipal staff, elected officials, and agency partners (e.g., Sound Transit and Port of Seattle)
- Experience preparing plans that center historically underrepresented communities and reflect community priorities through measurable outcomes

X. EVALUATION CRITERIA

Proposals will be reviewed and evaluated based on the following criteria:

Criteria	Weight
Project Understanding and Approach	35%
Qualifications and Experience of Firm/Team	35%
Proposed Schedule and Project Management	15%
Clarity and Quality of Proposal	10%
Cost Competitiveness and Value	5%

The City reserves the right to schedule interviews with selected finalists and to consider additional factors such as innovation, local knowledge, or potential for long-term partnership.

Final selection will be based on the best overall value to the City, not necessarily the lowest bid.

XI. APPENDICES

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

- Appendix A: Links to Foundation Documents & Projects for City Center/Airport District Subarea Plan

RFP SUBMITTAL REQUIREMENTS

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

Proposal Format

Executive Summary

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

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

- Overall description of the firm or team;

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

Detailed Scope of Work

- Description of overall approach to the project;
- Detailed response to each element contained in the RFP's Scope of Work;
- Identification and rationale for proposed changes to the RFP's Scope of Work and schedule, if any; and
- List of all work products to be provided by the respondent to the City.

Detailed Work Schedule

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

Project Budget and Cost Breakdowns

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

References (One page for each reference to be provided in Appendix)

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

Samples of Work (Provide in Appendix.)

Samples of work similar to that requested in this RFP.

Insurance

If selected, the consultant will need to be able to furnish evidence of an insurance policy that demonstrates these minimum insurance types and limits:

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.

Optional

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

General Proposal Information and Requirements

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

Questions for Project Manager

All questions pertaining to this RFP shall be directed in writing to the project manager, Kaelene Nobis, Principal Planner, at knobis@seatacwa.gov. Questions must be submitted no later than July 15, 2025, at 5:00 PM. While questions may be answered as they are received, a consolidated question-and-answer log will be compiled and posted/shared with all interested parties no later than July 18, 2025, at 5:00 PM.

Proposal Submission Logistics

Proposals must be received electronically via *box.com* **no later than July 31, 2025, 4:00 pm, Pacific Time.** (No hard copy proposals will be accepted.)

How to submit through *box.com*:

- Attach your documents as a PDF to an email to the following address:
SeaTacC.lxlgl17r6k06skm1@u.box.com

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- Name your RFP Proposals as follows: Your Company Name-SeaTacCentralPlan” (for example: SeaTacLLC-SeaTacCentralPlan).
- Your email service may have message size limits (*box.com* does not). Should you have size limitations, send your submittal files through a series of messages. (This email address only retains attachments and does not save the message of the email.)

Upon receipt of your documents, the City will send a confirmation email. If you do not receive an email within a business day noting confirmation, please email Kaelene Nobis at knobis@seatacwa.gov to confirm receipt.

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

SCHEDULE OF EVENTS

Milestone	Ideal Date
RFP Issued	June 27, 2025 (Fri)
Consultant Questions Due	July 15, 2025 (Tues)
Answers to Questions Posted	July 18, 2025 (Fri)
RFP Submittal Due Date	July 31, 2025 (Thurs)
Internal Review & Shortlisting	Aug 1–20, 2025
Interviews Conducted	Aug 28-29, 2025
Consultant Selection / Award	Sept 5, 2025 (Fri)

Appendix A:

- Foundation Documents:
 - [City Center Plan Update Phase 1 Vision Report](#)
 - [Phase 2: SeaTac City Center/Airport District Subarea Plan](#)
 - [Chapter 15.300 SMC: City Center Overlay District](#)
 - [Envision SeaTac 2044](#)
 - [City Demographics](#)
 - [PROS Plan](#)
 - [SeaTac Housing Action Plan](#)
 - [Language Access and Non Discrimination Resources | City of SeaTac](#)
 - [SeaTac CC Market Analysis 2024](#)
- [Staff draft engagement plan](#)