

# CITY OF TUMWATER REQUEST FOR PROPOSAL

## I. PURPOSE OF REQUEST

The City of Tumwater (the “City”) is requesting proposals from qualified consultants to provide professional services for the preparation of an **Emergency, Transitional, and Permanent Supportive Housing Feasibility and Implementation Plan**.

In the recently adopted 2025 Comprehensive Plan Housing Element, Tumwater identified a projected 20-year need for 184 emergency housing beds and 723 units of permanent supportive housing serving households at or below 30 percent of Area Median Income. These housing types are anticipated to be developed and operated primarily by nonprofit partners.

With the Comprehensive Plan now adopted, Tumwater is moving from long-range policy direction to implementation planning. At the same time, limited service provider capacity and uncertainty in long-term state and federal funding require a clear understanding of what roles Tumwater can realistically play, under what circumstances, and in what sequence, to incrementally advance these housing goals over time.

The purpose of this study is to provide clear, decision-ready information to support City Council consideration of feasible, incremental actions related to emergency, transitional, and permanent supportive housing, with a greater emphasis on transitional and permanent supportive housing. Emergency shelters are expressly excluded from the scope of this study.

The study is intended to:

- Translate adopted Housing Element policies into implementable actions.
- Identify a limited number of participation models that align with Tumwater’s size, role, and organizational capacity.
- Identify actions Tumwater could realistically initiate within the next five years, and how those actions could be expanded and layered over a 20-year horizon.
- Evaluate feasibility at a policy, organizational, and fiscal level, considering current funding conditions, provider capacity, and the broader regional system.
- Clarify what implementation would require, including staffing, governance, partnerships, funding pathways, and timing considerations.
- Present options, prerequisites, risks, and tradeoffs in a format that supports City Council decision-making.

- Consider what actions could be undertaken using Tumwater’s organizational capacity and locally controlled resources, recognizing that state and federal funding may be uncertain or unavailable.

The study shall not include:

- Identification or evaluation of specific sites or parcels.
- Detailed architectural, engineering, or site feasibility analysis.
- Commitments by Tumwater related to funding, operations, or site selection.

The City encourages consultant teams that combine expertise in housing policy analysis and implementation with experience in affordable housing development and finance.

## II. CORE FRAMING QUESTIONS

This study is intended to support City Council decision-making by answering a focused set of implementation and governance questions. These questions are intended to guide the Consultant’s analysis, shape the structure of the deliverables, and ensure the final product presents clear implementation choices rather than broad policy discussion.

1. **City Role.** What roles can the City of Tumwater realistically play in advancing transitional and permanent supportive housing, given its size, organizational capacity, and funding structure, without directly operating housing or services?
2. **Feasible Participation Models.** Under current and reasonably foreseeable conditions (including provider capacity and funding uncertainty), what participation and implementation models are most feasible for Tumwater to consider?
3. **Near-Term Actions (0-5 Years).** What actions could Tumwater realistically undertake in the next 0-5 years using existing staff capacity and locally controlled resources?
4. **Prerequisites and Conditions.** What policy, governance, partnerships, staffing, or funding conditions would need to be in place for those near term actions to move forward?
5. **Sequencing.** How could near-term actions be sequenced, repeated, expanded, or layered over time to contribute meaningfully to Tumwater’s 20-year housing goals, recognizing that progress will depend on funding, timing, and partner readiness?
6. **Risks, Tradeoffs, and Decision Points.** What are the key risks and tradeoffs associated with each participation model or action pathway? Under what circumstances should Tumwater advance, pause, modify, or decline a

particular approach?

### **III. Definitions (Tumwater Municipal Code Title 18.04)**

These definitions from Tumwater Municipal Code 18.04 *Definitions* are provided for clarity and shall govern interpretation of housing types for purposes of this RFP:

“Emergency housing” means temporary indoor accommodations for individuals or families who are homeless or at imminent risk of becoming homeless that are intended to address the basic health, food, clothing, and personal hygiene needs of individuals or families. Emergency housing may provide individual rooms for sleeping and may have communal bathrooms and kitchen and dining areas. Emergency housing may or may not require occupants to enter into a lease or an occupancy agreement.

“Emergency shelter” means a facility that provides a temporary indoor shelter for individuals or families who are currently homeless. Emergency shelter may provide a mixture of individual rooms and common areas for sleeping and may have communal bathrooms and kitchen and dining areas. Emergency shelter may not require occupants to enter into a lease or an occupancy agreement. Emergency shelter facilities may include day cooling and warming centers that do not provide overnight accommodations.

“Permanent supportive housing” means subsidized, leased housing with no limit on length of stay that prioritizes people who need comprehensive support services to retain tenancy and utilizes admissions practices designed to use lower barriers to entry than would be typical for other subsidized or unsubsidized rental housing, especially related to rental history, criminal history, and personal behaviors. Permanent supportive housing is paired with on-site or off-site voluntary services designed to support a person living with a complex and disabling behavioral health or physical health condition who was experiencing homelessness or was at imminent risk of homelessness prior to moving into housing to retain their housing and be a successful tenant in a housing arrangement, improve the resident’s health status, and connect the resident of the housing with community-based health care, treatment, or employment services. Permanent supportive housing is subject to all of the rights and responsibilities defined in Chapter [59.18](#) RCW, Residential Landlord-Tenant Act.

“Transitional housing” means housing providing stability for residents for a limited time period, usually two weeks to twenty-four months, to allow them to recover from a crisis such as homelessness or domestic violence before transitioning into permanent housing. Transitional housing often offers supportive services, which enable a person to transition to an independent living situation.

#### **IV. BACKGROUND – REGIONAL HOUSING CONTEXT**

Tumwater participates in the Regional Housing Council through an Interlocal Agreement with Thurston County and neighboring jurisdictions. The Regional Housing Council’s primary purpose is to coordinate policies, funding, and partnerships in order to expand equitable access to safe and affordable housing across the region.

Through the Regional Housing Council, Thurston County and participating jurisdictions coordinate funding and implementation of the regional response to homelessness and permanent supportive housing. This includes revenue sources such as RCW 36.22.179 (ESSHB 2163), RCW 36.22.178 (SHB 2060), the HOME Investment Partnerships Program (HOME), Consolidated Homeless Grant (CHG), Housing and Essential Needs (HEN), RCW 82.14.540 (SHB 1406), and other related funding tools. These resources support emergency, transitional, and permanent supportive housing development throughout Thurston County.

In addition, Tumwater participates in the Community Development Block Grant (CDBG) program administered by Thurston County, which Tumwater has primarily used to support affordable housing-related projects.

While participation in the Regional Housing Council provides an important regional framework, it does not, by itself, address Tumwater’s identified 20-year emergency, transitional, and permanent supportive housing needs. This study is intended to clarify how Tumwater’s local actions, funding tools, and participation models could align with and build upon the existing regional structure and available state and local programs, while remaining realistic given provider capacity and funding uncertainty.

#### **V. TIME SCHEDULE**

Tumwater will follow the following timetable:

Issue RFP	April 7, 2026
Deadline for Submittal of Proposals	April 20, 2026
Interview Dates	April 27, 2026
Notify Firm Chosen	May 1, 2026

#### **VI. INSTRUCTIONS TO PROPOSERS.**

A. All Proposals must be submitted electronically, via email, using the following subject line:

**“Emergency, Transitional, and Permanent Supportive Housing Feasibility Study – Formal Submittal”**

B. All Proposals shall be submitted electronically to the following email

address(es):

Sharon Lumbantobing, Deputy Community Development Director

[Slumbantobing@ci.tumwater.wa.us](mailto:Slumbantobing@ci.tumwater.wa.us)

- C. No other method of delivering proposals will be accepted.
- D. All proposals must be received by April 20, 2026, at 5 p.m.
- E. A response email will be provided for each submittal verifying that proposals have been received by the City.
- F. Proposals should be prepared simply and economically, providing a straightforward, concise description of provider capabilities to satisfy the requirements of the request.
- G. To be responsive, the following items must be included in your submittal:
  - The names of individuals who will be assigned to the project, their areas of responsibility, and their specific experience relevant to the proposed scope of work.
  - A detailed outline of tasks and deliverables that directly corresponds to the Scope of Work in this RFP, including a proposed project schedule and estimated hours by task and by staff role.
  - A proposed budget that is clearly tied to Scope of Work in this RFP, showing costs by task, and demonstrating how the total proposed fee is allocated across the project scope. Budgets not clearly linked to the proposed tasks may be deemed non-responsive.
  - References.
- H. The following general proposal document requirements also apply to submittals:
  - Special color displays, promotional materials, etc., are not desired.
  - Emphasis should be on completeness and clarity of content; brevity is strongly encouraged.
  - No more than ten (10) pages including cover page and letter of interest.
  - Resumes are not included in the ten (10) page count and will be attached as part of the overall Proposal. All resumes will be no more than one (1) page in length.
  - Font shall be 12 point with the exception of section headings, etc.
  - Text may be single spaced.
  - A minimum of one inch margins on all sides for all pages. Does not apply to spreadsheets and worksheets.

- All pages shall be 8 ½” x 11”.

I. The Deputy Community Development Director, Sharon Lumbantobing, or representative, will notify the firm selected by approximately April 15, 2026.

**VII. SELECTION CRITERIA.**

<u>Factors</u>	<u>Weight Given</u>
1. Understanding of project purpose, scope, and consultant’s proposed approach	30%
2. Qualifications and relevant experience of the firm and proposed project team, including experience with similar projects	35%
3. Demonstrated ability to translate analysis into feasible implementation strategies, including housing development and financing	20%
4. Price	15%
<b>Total Criteria Weight</b>	<b>100%</b>

Each proposal will be independently evaluated on factors 1 through 4. Proposals will be evaluated using the criteria and weights identified above, and scores will be combined to determine the final ranking.

**VIII. TERMS AND CONDITIONS.**

- A. The City reserves the right to reject any and all proposals, and to waive minor irregularities in any proposal.
- B. The City reserves the right to request clarification of information submitted, and to request additional information from any proposer.
- C. The City reserves the right to award any contract to the next most qualified contractor, if the successful contractor does not execute a contract within thirty (30) days after the award of the proposal.
- D. Any proposal may be withdrawn up until the date and time set above for opening of the proposals. Any proposal not so timely withdrawn shall constitute an irrevocable offer, for a period of ninety (90) days to sell to the City, the services described in the attached specifications, or until one or more of the proposals have been approved by the City administration, whichever occurs first.

- E. The contract resulting from acceptance of a proposal by the city shall be in a form supplied or approved by the City and shall reflect the specifications in this RFP. A copy of the contract is available for review. The City reserves the right to reject any proposed agreement or contract that does not conform to the specifications contained in this RFP, and which is not approved by the City Attorney's office.
- F. The City shall not be responsible for any costs incurred by the firm in preparing, submitting, or presenting its response to the RFP.

## **IX. SCOPE OF SERVICES**

### **Task 1 – Project Administration and Coordination**

The Consultant shall:

- a. Attend a project kickoff meeting with City staff.
- b. Prepare and maintain a clear, streamlined project schedule tied to deliverables.
- c. Participate in monthly coordination meetings with City staff (total 8) to review progress, assumptions, and emerging findings. All meetings can be hybrid (in-person meetings not required).

### **Task 2 – Context and Lessons Relevant to Tumwater's Role**

The Consultant shall prepare a concise synthesis of information needed to inform Tumwater's role and options. This should include:

- A high-level overview of the regional emergency housing, transitional housing, and permanent supportive housing landscape within Thurston County, including key actors and how responsibilities are distributed.
- A review of adopted plans and strategies that directly affect Tumwater's decision space.
- A focused review of no more than five (5) comparable jurisdictions, focusing specifically on:
  - The roles cities assumed without directly operating housing or services.
  - Governance and partnership structures used.
  - Implementation challenges, risks, and lessons that may be transferable to Tumwater.

This task is intended to establish context and practical guardrails. It is not intended to be a comprehensive system inventory.

### **Task 3 – Participation Models and Feasibility Assessment**

1. The Consultant shall identify and evaluate a limited number of realistic participation and implementation models Tumwater could consider. These may include:
  - a. Policy or regulatory support roles.
  - b. Coordination or convening roles.
  - c. Land participation models.
  - d. Capital participation or limited financial support.
  - e. Interlocal or partnership-based approaches.
2. For each model, the Consultant shall assess:
  - Feasibility under current and foreseeable conditions.
  - Required City staffing, governance, and administrative involvement.
  - Funding and fiscal implications, distinguishing between capital participation and any ongoing obligations.
  - Key risks, constraints, and prerequisites, including legal, financial, operational, and partnership considerations.
3. Evaluate how Tumwater’s current development regulations and fee structure affect the feasibility of emergency housing, transitional housing, and permanent supportive housing, including but not limited to zoning standards (TMC Title 18), impact fees (TMC Title 16), and utility and permitting fees.
4. Identify specific amendments to Tumwater Municipal Code and/or fee schedules that would reduce barriers or create incentives for private and nonprofit development of permanent supportive housing, including potential adjustments to development standards, fee reductions or waivers, and other regulatory incentives. Recommendations should be clearly tied to feasibility and implementation.
5. Assess non-financial and market barriers affecting the feasibility and delivery of emergency housing, transitional housing, and permanent supportive housing, particularly for nonprofit providers. This should include, at a minimum, insurance availability and cost, provider capacity, financing and underwriting constraints, operating funding limitations, and other factors that may limit project delivery.
6. Identify which barriers are within the City’s influence and provide targeted, actionable strategies to reduce or mitigate those barriers, including potential City actions, partnerships, or policy changes.

#### **Guardrails**

To ensure recommendations are grounded in current conditions:

- For each model, identify the type of provider or partner that would be needed and assess the practicality of that partnership locally.
- Clearly distinguish between capital funding and ongoing operating funding, and describe the stability and risk of each assumed funding source.

- Where projections or examples are used, clearly state the assumptions regarding funding availability, timing, and provider capacity.

#### **Task 4 – Phased Action Plan and 20-Year Implementation Pathway**

The Consultant shall prepare a clear, decision-ready implementation framework describing how Tumwater could incrementally advance its transitional and permanent supportive housing goals over a 20-year horizon.

The framework shall be organized around a limited number of near-term (0–5 year) action pathways (approximately four to five). Each pathway shall represent a realistic set of actions the City could initiate within existing organizational capacity and illustrate how those actions, if repeated, expanded, or layered over time, could contribute to longer-term housing outcomes.

For each near-term pathway, the Consultant shall:

- Clearly describe Tumwater’s role and level of involvement.
- Identify the circumstances under which the pathway would be appropriate to pursue.
- Outline prerequisites and dependencies, including:
  - Policy or regulatory actions
  - Governance or interlocal agreements
  - Staffing or administrative capacity
  - External funding availability and timing
  - Partner or provider readiness
- Distinguish between capital participation and any ongoing financial or operational commitments.
- Provide a logical 0-5-year sequencing framework showing major steps and decision points.
- Identify City Council decision points, including circumstances under which actions should move forward, pause, be modified, or not proceed.
- Summarize key risks and tradeoffs, including financial exposure, reliance on external funding, and long-term obligations.

When illustrative projections of beds or units are included, underlying assumptions should be clearly stated, particularly with respect to provider capacity, funding timing, and funding stability.

This task is intended to present structured implementation choices. It is not intended to include site-specific plans, detailed cost estimating, negotiated commitments, or operational program design.

## **X. REPORTING AND DELIVERABLES**

At a minimum, the Consultant shall provide:

### **a. Project Work Plan and Schedule**

A clear work plan and schedule tied to major deliverables, submitted after the kickoff meeting and updated as needed.

### **b. Coordination Meetings**

Participation in one kickoff meeting and approximately eight monthly coordination meetings with City staff, consistent with Task 1. Meetings may be conducted in hybrid format and will be used to review progress, assumptions, and key findings.

### **c. Draft Reports**

Two draft reports reflecting major phases of the work for City review and comment.

### **d. Final Report**

One consolidated final report incorporating City feedback and presenting decision-ready participation models and implementation pathways.

### **e. City Council Materials and Presentations**

Presentation materials suitable for City Council, along with concise summary tables appropriate for inclusion in a Council agenda packet. The Consultant shall attend and present at up to three (3) City Council work sessions.

Attendance may be virtual. Materials shall clearly summarize near-term actions, prerequisites, staffing implications, funding considerations (capital and operating), risks, and decision points.

All deliverables shall be provided in editable electronic format.

## **XI. ANTICIPATED PROJECT SCHEDULE**

The City anticipates that the work described in this Request for Proposals can be completed within an approximately eight (8) month timeframe.

Proposers shall submit a proposed schedule that:

- Reflects a phased approach to work;
- Includes interim deliverables and City review milestones; and
- Allows sufficient time for City feedback prior to final deliverables and preparation of City Council materials.

## **XII. COMPENSATION.**

- A. Please present detailed information on the firm's proposed fee schedule for the specifications proposed and for any variation for non-routine services, inclusive of Washington state sales tax and any other applicable governmental charges. Please provide specifics as to definitions of routine versus non-routines tasks, what is fixed as opposed to variable, and how costs are adjusted according to that classification.
- B. Payment by the City for the services will only be made after the services have been performed, an itemized billing statement is submitted in the form specified by the City and approved by the appropriate City representative, which shall specifically set forth the services performed, the name of the person performing such services, and the hourly labor charge rate for such person. Payment shall be made on a monthly basis, thirty (30) days after receipt of such billing statement.