



Seattle
Office of Housing

Request for Proposals

2025 Homeownership as Preservation Program Consultant

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Responses Due: September 15, 2025

City of Seattle
Bruce Harrell, Mayor

Office of Housing
Maiko Winkler-Chin, Director

I. Background

Everyone deserves a safe, healthy, and affordable home, but this is increasingly out of reach for Seattle-area residents. Growing income disparity doesn't just strain budgets and curtail the impact of past programmatic innovations; it perpetuates racial inequality, with Black, Indigenous, and People of Color (BIPOC) households bearing the brunt of housing insecurity that pushes them out of the city in search of less expensive housing and decreases the diversity, vibrancy, and resilience of our city.

Both the housing stock and low-income families living in rental and ownership housing are currently at risk in Seattle's high displacement neighborhoods. Without action, these homes will likely be lost to the market. But preserving these existing properties provides an opportunity for more secure and stable housing for low-income residents by supporting new homeownership of property they already own.

II. Objective

Seattle Office of Housing (OH) received a federal Pathways to Removing Obstacles to Housing (PRO Housing) grant to establish a pilot program to preserve smaller multifamily affordable housing units, while simultaneously creating opportunities for low-income families to become homeowners. The Homeownership as Preservation (HOP) program will educate, organize, and empower tenants to purchase the rental units in which they live.

OH is seeking responses from experienced consultants who are interested in guiding the design, development, and implementation of the pilot program. OH's vision is that the HOP program could be brought to scale, replicated, and sustained to increase permanently affordable homeownership opportunities, and to promote low-income households' stability and potential to build wealth.

III. Scope of Work

A qualified consultant will be selected to collaborate with OH staff in their efforts to design a program and to assist in early implementation. The scope of work will include, but may not be limited to the following:

1. Pinpoint building characteristics and criteria for identifying suitable buildings for conversion from rental to homeownership.
2. Create and/or review development proformas for conversion feasibility.
3. Identify and explore key policy questions related to asset and property management, repair and rehabilitation, funding, regulations, displacement analysis, and other key components related to the HOP initiative that will inform program design and process refinement.
4. Recommend best practices for engaging and empowering tenants.
5. Propose evaluation methodologies and metrics for assessing success of conversions and other program outcomes.

IV. Proposal Components

Interested consultants and consultant teams should submit the following information:

- Cover letter, including an explanation of why this work is of interest and why the consultant is well-positioned to carry out the scope of work.
- A narrative description of the consultant's proposed approach to fulfill the scope of work as described above. Please include billable hours for all team members and a total budget with number

of hours estimated for types of activities.

- Include descriptions of team and/or individual qualifications relative to the selection criteria listed below.
- Please attach resumes and relevant project experience for all proposed team members.

V. Proposal Submission

Proposals are due by 5:00 PM on September 12, 2025

Proposals should be submitted electronically to joyhunt2@seattle.gov.

VI. Selection Criteria

Consultant proposals will be evaluated on the following criteria:

Contextual expertise: Proposal demonstrates that the consultant or consultant team have a clear understanding of and experience with the affordable rental and for-sale ecosystem, understanding of and expertise surrounding the unique elements of permanently affordable/resale restricted homeownership, experience working with similar conversion programs, knowledge of similar programs starting up or operating in different markets around the country, and knowledge of the historic context surrounding inequitable access to homeownership.

Technical expertise: The consultant team possesses technical skills in real estate analysis, including quantitative and qualitative methods for comparative study of building capital needs and redevelopment alternatives, as well as relevant project and/or program design experience. Specific project/program citations, with indications of their relevance to this project, will strengthen a proposal's competitiveness.

Property conversion expertise: The consultant team demonstrates the ability to help define suitable program building criteria and analyze prospective properties for affordable homeownership conversion based on acquisition and rehabilitation costs, proforma feasibility review, tenant conversion potential, available funding, subsidies, and low-income financial assistance programs, to help create and prioritize a pipeline of properties for affordable homeownership conversion opportunities.

Development expertise: The consultant team possess an understanding of and experience with the processes of acquisition, rehabilitation, and development of affordable housing properties.

Tenant education & organization expertise: The consultant team has an understanding of the processes, programs, and resources needed to help renters purchase their homes through education of the responsibilities and financial components involved in the home purchase process, organization of tenants into limited equity cooperatives or condominium associations, and other areas of consideration related to becoming first time homeowners.

Tenant relocation expertise: The consultant team has knowledge of both national and local Seattle relocation ordinances, and the processes involved for supporting low-income tenants through relocation efforts.

Community insights: The described approach demonstrates strong sensitivity to the human dimensions of

repositioning a property and the consultant team has a demonstrated understanding of methods to achieve productive tenant and other stakeholder engagement, especially in the context of community-based work that will produce racially equitable outcomes.

Responsiveness and creativity: The consultant's proposed approach aligns well with the RFP's overall objectives and the work plan fully matches the scope of work requested. Proposals that demonstrate creativity in how to carry out the tasks will be especially competitive.

Consultant capacity to meet program timeline: The consultant has the availability to meet with program staff on a regular basis (weekly or bi-weekly) to inform and guide program design work. Additionally, they have time to conduct independent work (research, interviews, documentation, etc.) for a total average of 20 hours per month through the calendar year end 2026.

Cost: The consultants' billable rates are reasonable for the work being conducted. The proposed budget includes adequate time for regular and ad hoc meetings with OH staff as well as sufficient time for independent work to fulfil the scope.

Proposed engagement approach: The consultant has a thoughtful approach to service delivery, demonstrated experience, and capacity to address this type of engagement.

Term: will be negotiated and is likely to be through the end of the calendar year 2026. If program consulting is successful and ongoing support is deemed necessary, OH may extend the contract for additional ongoing consulting guidance.

VII. Eligible Costs

Eligible costs include:

Billable hours for time spent performing consulting guidance as defined in the scope of work and selection criteria. In-person meetings may be required at OH's request and reasonable travel expenses can be included as eligible contract costs.

VIII. Review and Selection Process

OH may follow up with some or all respondents to conduct interviews or seek additional information. OH will negotiate with respondent(s) on the final scope of work and contract. The Director will make the final consultant selection decision.

IX. Disclaimers and Disclosure

This RFP is not a commitment or contract of any kind. The Office of Housing reserves the right to pursue any and all ideas generated by this request. Costs for developing responses are entirely the responsibility of the respondent and shall not be reimbursed. The Office of Housing reserves the right to alter timelines, amend or retract the RFP, waive as informality any irregularities in submittals, and/or reject any and all submissions. The Office of Housing reserves the right to waive any requirements of this RFP when it determines that waiving a requirement is in the best interests of OH.

All proposals and related materials become the property of the City upon delivery to OH. State law, codified at RCW Ch. 42.17, provides that public records are subject to public inspection and copying unless specifically exempted. RCW Ch 42.17 enumerates limited exemptions to a public agency's obligation to disclose public records. If the applicant believes that portions of its proposal are exempt from disclosure to third parties, the applicant must clearly label the specific portions sought to be kept confidential and specify an exemption that the applicant is relying on. However, the acceptance of a proposal containing such designations by OH is not an agreement that such material is legally confidential, and OH cannot guarantee that such information will not be disclosed.