



**Seattle**  
Office of Housing

## **Request for Qualifications (RFQ) for Portfolio Preservation Planning for the City-Funded Affordable Housing Portfolio**

**Published:** April 17, 2026

**Responses Due:** May 29, 2026

City of Seattle  
**Katie B. Wilson, Mayor**

Office of Housing  
**Andréa Akita, Interim Director**

## Background

The Office of Housing (OH) is seeking qualifications from consultants to develop preservation plans for its affordable rental housing portfolio. OH has investments in more than 19,000 regulated affordable rental homes across nearly 350 buildings. More than half of residents of these homes earn below 30% of the area median income (2024 WBARS data). OH is committed to ensuring the City's affordable homes remain physically and financially viable for Seattle's lowest income residents for years to come.

Seattle's nonprofit housing providers have faced significant operating pressure in recent years as rising costs outpace revenue. These are sector-wide and nationwide challenges, not unique to any single housing provider. At the same time, affordable housing properties face long term, foreseeable preservation needs, including aging infrastructure requiring reinvestment, balloon payment refinancing, and the re-syndication of housing tax credits. OH has [previously considered long-term preservation strategies](#), before these more recent operating conditions intensified preservation needs. In recent years, OH has made substantial investments in operating stabilization, including \$40.4 million in operating stabilization in 2024 and 2025, as well as 2025 NOFA funding of \$58 million for stabilization through debt restructuring and \$33 million for preservation.

To further address these challenges and ensure the long-term viability of OH's assets, OH is seeking consultants with technical expertise to provide preservation planning for a subsection of its portfolio that includes up to 12 housing organizations. Through this RFQ, OH will develop a roster of consultants who will then be matched with housing organizations. OH is dedicating approximately \$1.7 million in Payroll Expense Tax funds for these consulting services across multiple contracts. A share of these funds will also cover the cost of housing organizations' staff time dedicated to this initiative.

## Goals

Preservation is the process of improving an affordable housing property's performance to extend its useful life and ensure it continues to serve low-income residents for years to come. OH is initiating this preservation planning process to identify performance issues across a cross section of OH's affordable housing portfolio, establish a timeline and strategy for addressing identified preservation needs, and advise OH on anticipated future public investment that may be needed. The provided preservation plans will help OH more deeply understand the needs of and provide support to affordable housing organizations by addressing potential challenges early and with deliberate planning over the next 5- to 20-years, preventing crisis situations where affordable housing inventory is lost. Stabilizing the City's affordable housing stock will

also generate downstream savings for future projects because stabilized organizations are better able to secure competitive deal terms and pricing for new development projects.

## Scope of Work

The preservation plans will assess the physical, operational, and financial condition of a selection of the Office of Housing's portfolio in order to evaluate the performance of the properties, the steps needed to improve operations and whether future public investment may be needed.

Preservation Plans for each organization should include:

### 1. Physical, operational, and financial assessment:

Each plan must include an assessment of the physical condition, operations, and financial outlook, including compliance with debt obligations and regulatory agreements, for the designated properties within the respective housing provider's portfolio.

Pertaining to operations, assessments must also include:

- An assessment of any operational deficiencies that remain after [Urgent Operating Support Funding](#) has been spent, including a breakdown of one-time gaps versus structural gaps that will need ongoing funding. Possible operating deficiencies may include any of the following:
  - Rent and utility arrears.
  - Security (contracted security services and/or infrastructure, CPTED enhancements, etc.).
  - Maintenance, janitorial, and cleaning expenses.
  - Facility repairs, property damage, and remediation.
  - Deferred maintenance.
  - Capital needs.
  - Deferred replacement reserve deposits.
  - Insurance costs.
- Identification and quantification of the ongoing needs related to providing security at buildings, including any necessary or recommended security infrastructure upgrades.
- An assessment of how vacancy rates are impacting operating stabilization needs.

It may not be feasible to evaluate every property in a housing provider's portfolio, given time and funding constraints. The number of properties to be evaluated by the assigned consultant will be finalized during the contract negotiation phase.

**2. Recommendations and prioritization:**

Based on findings of the assessment, each plan should set forth all recommendations to improve the housing provider's organizational operations and performance of their affordable housing properties. These recommendations should also consider the following options in each instances:

- Restructuring: Some properties may be identified as needing financial restructuring through refinancing, re-syndicating housing tax credits, or securing additional public funding.
- Disposition: Some properties may be identified for disposition through sale, transfer, or demolition and redevelopment.

The preservation plans should prioritize recommendations that prevent disposition where possible.

**3. Implementation Plan:**

Create a plan to implement the recommendations. This plan should be actionable for the respective organization's staff to implement and should include benchmarks and timelines for both the near and long-term (5, 10, 15, and 20-year outlooks), as appropriate.

## Housing Organizations

The challenges facing Seattle's affordable housing properties are not unique to any single housing organization. Given limited resources, it is not possible at this time to fund preservation plans for all organizations within OH's portfolio. As such, OH has identified a cross-section of the portfolio reflecting different housing types serving diverse communities to be included in this initiative. The lessons learned will be broadly applicable to the City's portfolio.

Collaboration between housing providers and consultants is critical to the success of this initiative. OH will facilitate matching consultants identified through this RFQ with housing providers for the best fit. Once matched, OH will work with the consultants to finalize a detailed scope of work and budget.

OH is currently seeking preservation plans for up to 12 selected organizations operating 150 buildings with nearly 9,000 apartments in the City of Seattle. The housing organizations selected for this work range in portfolio size from approximately 200 to nearly 2,000 units with OH

investment. The list of housing organizations will be provided separately to applicants upon request.

Participation and good faith engagement in this preservation planning initiative is a required prerequisite for housing organizations to be considered for future funding commitments from the Office of Housing. OH will dedicate a share of this RFQ funding for housing organizations' engagement (e.g., staff time).

## RFQ Timeline

- **RFQ Released:** April 17, 2026
- **Consultant applicants may request organization list:** April 17, 2026 – May 20, 2026
- **Questions about the RFQ due:** May 18, 2026
- **RFQ Submission Due:** May 29, 2026
- **Consultant roster selected:** No later than June 30, 2026\*
- **Matching of consultants and housing organizations:** July 2026 – September 2026
- **Preservation planning contracting:** September 2026 – October 2026
- **Preservation planning work begins:** October 2026 – December 2026
- **Preservation plans complete:** December 2027

\*OH anticipates selecting consultants by this date, barring any unforeseen delays. Should RFQ selection notification be delayed, OH will contact applicants to let them know.

## RFQ Submission

RFQ submissions must include the following materials in the following order.

1. Cover letter.
2. [Consultant questionnaire](#).
3. Team bios and resumes.
4. Summary of related project experience.
5. Comparable work sample.
6. Fee estimate that includes an hourly rate and cost estimate to prepare a single preservation plan for a housing organization as described in the Scope of Work above.
7. Recommendation letter from past client.
8. List of 3 client references.
9. [WMBE Inclusion Plan](#).
10. Short answer questions.

Please download the Consultant Questionnaire and WMBE Inclusion Plan templates from the links above. If you have any trouble accessing these forms, please contact Maria Dewees at [maria.dewees@seattle.gov](mailto:maria.dewees@seattle.gov) for copies.

All of the materials listed above must be included for a submission to be considered complete.

**Deadline:** The RFQ submission with all required documents must be submitted by 5:00 p.m. PT on May 29, 2026, to [maria.dewees@seattle.gov](mailto:maria.dewees@seattle.gov). Late submissions will not be accepted.

## Minimum Qualifications

- Staff with expertise in asset management, development, and affordable housing preservation.
- Experience preparing at least 3 preservation plans in the past 7 years for affordable housing organizations.
- Demonstrated familiarity with Low Income Housing Tax Credits (LIHTC), or HUD-regulated properties and other federal/state subsidy programs.

Familiarity with the Seattle and King County housing markets is a plus but not required.

## Women and Minority Business Inclusion

The City encourages women and minority owned business enterprises (WBME) to apply for this RFQ opportunity. Seattle Municipal Code defines a WMBE firm to be at least 51% women and/or minority owners. All consultants must complete and submit the WMBE Inclusion Plan with their application materials.

## Evaluation

The Office of Housing will evaluate qualifications based on the following criteria:

**Consultant experience:** OH is seeking consultants with deep expertise in asset management, development, and affordable housing preservation. Consultants should demonstrate their ability to collaborate, think creatively and be adaptable when working with clients in the affordable housing industry.

**Consultant capacity:** Consultants must demonstrate their capacity to perform this work. Capacity will be considered when matching consultants with housing organizations.

**Cost efficiency:** Consultants should provide an estimated hourly rate and an estimate of the time needed to complete a single preservation plan for a housing organization as described in the Scope of Work section of this RFQ. OH recognizes that the time and resources required will vary depending on many factors such as the size of the housing organization and the capacity of the housing organization partnering with the consultant on this work. OH will work with the

selected consultants to finalize budgets and scopes of work once a housing provider and consultant have been matched.

**References:** Consultants should submit verifiable references for comparable work. OH may contact references as part of the RFQ evaluation process.

**WMBE Inclusion strategy:** The WMBE Inclusion Plan must reflect responsible good faith efforts for successful inclusion of WMBE firms.

## Questions

Questions about the RFQ can be directed to Maria Dewees at [maria.deweese@seattle.gov](mailto:maria.deweese@seattle.gov). All questions must be submitted by May 18, 2026 to allow time for OH to respond to all prospective RFQ applicants in writing.

## Disclaimers

This RFQ is non-binding and does not guarantee any award of funding. All costs of preparation of responses and all related expenses are at the sole cost and risk of the applicant. No applicant shall have any claim against the City, including for any costs incurred in responding to the RFQ. OH reserves the right to waive immaterial defects, to amend the RFQ process and requirements, to establish additional award criteria, and to cancel the RFQ and initiate a new solicitation as may be needed to meet OH's objectives, all as determined by OH in its sole discretion. Applicants understand that under the State of Washington's Public Records Act (RCW Chapter 42.56), all materials received by the City of Seattle are considered public records and subject to disclosure. Any award of funding will be subject to OH's contracting and funding requirements.

## Short Answer Responses

Please limit responses to each question to 500 words.

1. How many preservation plans could your firm complete between Q4 2026 and Q4 2027? Please describe the variables that will impact the number of plans.
2. List your firm's existing project commitments during this time period (Q4 2026 – Q4 2027), including project type and expected completion dates.
3. Identify the staff who would be assigned to preservation plans, their roles, and their estimated availability (% FTE or hours per week).
4. How would your firm navigate imperfect data or capacity limitations of the housing organizations to participate in this RFQ?
5. If awarded a contract, how do you plan to integrate feedback from the housing organizations you work with? What is your approach to seeking alignment?
6. What does a successful consultant-client partnership look like to you?