TO: General Government Committee

FROM: Sharon Lumbantobing, Deputy Community Development Director

DATE: February 17, 2026

SUBJECT: Emergency, Transitional, and Permanent Supportive Housing Feasibility Study: Council Direction on RFP Scope, Objectives, and Framing Questions

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1) Recommended Action

Provide direction on the scope, objectives, and key framing questions to be included in a consultant Request for Proposal (RFP) for an emergency and transitional housing feasibility study focused on identifying realistic near-term actions Tumwater may consider.

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2) Background

Tumwater plays a role in the regional emergency, transitional, and permanent supportive housing system through land use policy, infrastructure planning, funding decisions, and coordination with partner agencies.

Through the recently adopted 2025 Comprehensive Plan Housing Element, Tumwater identified a projected need for approximately 184 emergency housing beds over the next 20 years. These beds, along with approximately 723 units of permanent supportive housing serving households at or below 30 percent of Area Median Income, are anticipated to be developed and operated primarily by nonprofit partners, with funding largely from state and federal sources.

With the Comprehensive Plan now adopted, Tumwater is positioned to move from policy direction to implementation planning. At the same time, limited service provider capacity and uncertainty in long-term state and federal funding have made it increasingly important to understand what actions are realistically achievable, and under what conditions.

The intent of the feasibility study is to provide Council with clear, decision-ready information focused specifically on emergency, transitional, and permanent supportive housing implementation. The study would be designed to:

- Translate adopted Housing Element policies into implementable actions.
- Identify a limited number of participation models appropriate to Tumwater.
- Evaluate feasibility within current funding, provider capacity, and regional conditions.
- Clarify what would be required for implementation, including:
  - Staffing capacity
  - Governance structures
  - Partnerships
  - Funding pathways
  - Timing considerations
- Identify actions Tumwater could realistically pursue within the next three to five years.

The study is not intended to commit the City to a specific project, facility, or funding decision. It is not expected to include parcel-level site analysis, detailed project financial modeling, or

architectural or program design. Rather, it is intended to provide strategic, program-level feasibility analysis and to clarify options, prerequisites, risks, funding strategies, and tradeoffs so future decisions can be made with a clear understanding of implications.

Depending on Council direction, the consultant scope of work could include:

- Overview of the regional emergency, transitional, and supportive housing system.
- Evaluation of participation models used by comparable jurisdictions.
- Identification of near-term implementation scenarios applicable to Tumwater.
- High-level discussion of facility types or scale ranges across emergency, transitional, and permanent supportive housing.
- Assessment of available funding pathways and associated risks.
- Development of an implementation roadmap outlining:
    - Required steps
    - Estimated timelines
    - Key dependencies
    - Decision points
    - Risks and mitigation strategies

1. Framing Questions for an Action-Oriented Study

Council direction is requested regarding which of the following questions should guide the consultant RFP.

A. Near-Term Actions

- What emergency, transitional, and permanent supportive housing actions could Tumwater realistically pursue within the next three to five years?
- Which actions most directly support the City's projected need for 184 emergency housing beds and 723 units of permanent supportive housing?

B. Implementation Readiness

- What prerequisites must be in place before emergency, transitional, or permanent supportive housing actions could move forward?
- What staffing, governance, and administrative capacity would be required?
- What partnerships would be necessary for implementation?

C. Facilities and Siting

- What types and sizes (such as number of beds or units) of emergency, transitional, and permanent supportive housing facilities are realistic and sustainable for Tumwater to support?
- What siting criteria could guide future decisions without identifying specific properties?
- What zoning designations, geographic areas, and affordable housing incentives could support or encourage emergency, transitional, and permanent supportive housing?
- What physical, regulatory, or infrastructure constraints most affect feasibility?

D. Funding and Risk

- What funding pathways are realistically available in the near term?
- How could multiple funding sources (city/state/federal) be combined to support emergency and transitional housing projects?

- What level of ongoing financial commitment would be required?
- What risks or liabilities would the City assume under various emergency or transitional housing scenarios?
- What equity considerations should be evaluated when siting facilities, including the potential for disproportionate impacts or neighborhood displacement?

E. Decision Framework

- What decision points should Tumwater establish before moving from study to implementation?
- What conditions would indicate that an approach should be adjusted, paused, or discontinued?
- What performance measures could be used to evaluate outcomes?

2. Expected Outcomes

The feasibility study would conclude with:

- A limited set of feasible emergency, transitional, and permanent supportive housing implementation scenarios.
- A clear comparison of costs, risks, benefits, and resource requirements.
- Identification of prerequisites and decision points.
- A recommended sequence of near-term actions for Council consideration.

3. Next Steps

Council direction on desired outcomes, scope emphasis, and framing questions will allow staff to prepare a consultant RFP that focuses on emergency and transitional housing implementation, emphasizes realistic near-term actions, and provides decision-ready analysis to support future Council deliberations.

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3) Policy Support:

Comprehensive Plan Housing Goal H-1.8: Support housing opportunities for those at risk of homelessness.

Comprehensive Plan Housing Goal H-1.9.2: Support actions to secure grants and loans tied to the provision of special needs housing by agencies, private developers, and nonprofit organizations.

Comprehensive Plan Housing Goal H-2: Expand the supply of permanent, income-restricted affordable housing.

Comprehensive Plan Housing Policy H-2.1: Support permanent, income-restricted affordable housing in variety of locations, types, and designs that is safe, and near jobs and daily activities.

Comprehensive Plan Housing Policy H-2.2: Support permanent, income-restricted affordable housing through budgeting and funding decisions.

Comprehensive Plan Housing Policy H-2.2.4: Coordinate with social service organizations

in their efforts to seek funds for construction and operation of emergency, transitional, and permanent supportive housing.

Comprehensive Plan Housing Policy H-6.1.1: Develop a comprehensive funding strategy for affordable housing that addresses both the sources of funding and how the funds should be spent.

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4) Alternatives:

- None.

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5) Fiscal Notes:

Internally funded long range planning work program item.

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6) Attachments:

A. Presentation