



Homeless Services Department

To: Multnomah County HSD qualified emergency shelter suppliers

From: Multnomah County HSD Family System of Care

Date: July 1, 2025

RE: Soliciting applications to operate a 50-room motel-based shelter for families experiencing homelessness

Greetings,

As a supplier who is eligible to contract with the County for emergency shelter services (see Attachment A), the Multnomah County Department of Homeless Services (HSD) would like to invite you to submit a proposal to operate an approximately 50-room motel-based emergency shelter for **families experiencing homelessness** in East Multnomah County.

Background

In the fall of 2023, Multnomah County convened a group of stakeholders to develop a two-year strategy to reduce unsheltered homelessness. Within this strategy is a set of goals specific to shelter, both working towards an increase in shelter availability overall and in an improvement of service provision within shelter services. The Community Sheltering Strategy is a component of the larger [Homeless Response Action Plan](#) established by Multnomah County and the City of Portland.

Within the Family System of Care, we are looking to increase private room (e.g. motel based) shelter programming for families. Families are defined as households experiencing homelessness with at least one minor child under the age of 18 in their care, or pregnant and in the third trimester.

The motel site for this program will be located in East County near transit lines and other amenities. The motel will be leased by Multnomah County, and operated under a services contract by a qualified emergency shelter supplier. Suppliers will work with Multnomah County to support larger facilities needs, and will be responsible for providing housekeeping and maintenance services. We hope to lease a motel site that will include approximately 50 guest rooms with bathrooms. Motel shelters also typically include shared community space with kitchen/prep area, laundry (both commercial and for guest use), front desk and staff apartment (that can be purposed as staff-only workspace), ample parking and security cameras. We will accept proposals that repurpose up to three rooms for other uses, including but not limited to staff/guest meeting space and storage.

In order to be considered for an award under this solicitation, you must certify on the questionnaire and checklist required in the application materials that your organization has provided emergency shelter services for people experiencing homelessness in the last 5 years. Organizations that don't meet this criteria may not be reviewed or considered for an award.

Scope of Work

Emergency Shelter provides families with a safe and stable place to call home during periods of homelessness. It is meant to be short in duration and offer connection to housing navigation and resources to regain housing stability as quickly as possible. Families are enrolled in site-based programming with private rooms where families remain together, and are designed to accommodate a range of family sizes. Proposals should reflect 24/7 service provision for at least 50 families at any given time.

Facility standards

At minimum, family shelter must provide guests with basic health and safety supports, including but not limited to a private room with locking doors, as well as access to restrooms, laundry, clean facilities, climate control, adequate lighting, ADA accessibility, and support staffing. Access to food should be made available on-site. Shelter operators are responsible for maintaining up to date health and

safety policies, and will work with Multnomah County to ensure janitorial service to maintain the health and safety of guests. On-site operations staffing should provide a ratio of at least 1 staff to 25 individuals at peak hours, with no single staffed shifts.

Shelter access and service delivery standards

Access to shelter should be simple and clear. All referral and placement into family shelter programs is managed through a coordinated system within the Homeless Family System of Care. All contractors are expected to work within this system to prioritize timely referral and placement of families from the shelter waitlist.

Families should be treated in accordance with the principles of [Assertive Engagement](#) and not be expected to participate in faith-based activities as a condition of their stay. All shelter services must utilize trauma informed and culturally responsive service models. Programs should maintain an accessible and accepting environment for all guests, including providing accommodations for people with a range of needs, allowing residents to access on-site services 24-hours a day as appropriate, and allowing families with pets in alignment with program policies.

Support services

Families should be assessed for immediate health and safety, housing and other needs, and matched to programming as available and appropriate. Shelters should facilitate connection for families to housing placement, behavioral health services, and other support services either as a direct component of the shelter program itself or in coordinated partnership with another organization. Ideally, housing placement services are provided on-site and available to all families. A complete array of the services that Multnomah County would see as components of an ideal shelter service array can be found in the [Multnomah County Community Sheltering Strategy](#). Participation in [HMIS](#) is required for any programs that will be funded through this solicitation.

Proposal Guidelines:

A completed application will include the following materials and should be submitted via email to mandy.kubisch@multco.us and neisha.saxena@multco.us by no later than 5:00 PM on Monday, July 14, 2025:

1. Completed HSFC Shelter Solicitation Questionnaire and Checklist
(Attachment B)
2. Include a narrative program description and plan for service provision that responds to the criteria below **(2 pages) - 5 possible points**
 - Please include a brief description of your organization's experience in operating emergency shelter services for families. If you have not delivered emergency shelter in the past, please provide a description of the knowledge and skills your organization has to deliver these services.
 - Please include the estimated number of individuals that the program aims to serve at any one time (total of both room and individual guest capacity).
 - Please describe the staffing model needed to support shelter operations (must meet minimum 1:25 staff to individual guest ratio, and no single staffed shifts). Delineate between day, swing and graveyard shifts.
 - Please include a description of the services that would be provided on site and detail any partnerships with other organizations that might facilitate those services.
 - Please include any information on any population priorities that may be a part of your proposal. If you are including any specific subpopulation prioritization, please include details on how your organization is equipped to meet the needs of those individuals.
 - Provide an estimate of the time needed to ramp up services, given a facility may already be identified.
3. Completed HSD Budget Template (Attachment C) to include annualized operational budget, including information on any leveraged funding to support this work **(1 page) - 5 possible points**
 - Assume there is no expense associated with space rent or maintenance that your organization will need to budget for, as the County intends to lease this space.

- Assume de minimis indirect rate of 15% unless your organization has another rate currently approved with the HSD.
- 4. Include responses to the evaluation questions below. Please number the responses to the questions. **(3 pages maximum) - 25 possible points**
 - **(1)** Describe your approach to and experience providing trauma informed and person-centered support to families in a shelter environment. Please specify if possible what this looks like with supporting people with significant behavioral health needs as well.
 - **(2)** Describe how you would ensure that communities of color that are overrepresented in unsheltered homelessness are at least as successful in the shelter environment as non-Hispanic white participants. Please attach your organizational equity plan if you have one. (note: the attachment of your organizational equity plan does not count towards your page limits)
 - **(3)** Describe your experience contracting with public agencies to provide human services and what support you would need from HSD to be a successful contractor for services?
 - **(4)** Describe your organization's experience with providing sheltering services to families experiencing homelessness. If your organization does not have this experience, please describe how you might partner with other organizations and/or train your teams to provide this service.
 - **(5)** Describe your organization's partnerships with other service providers and how this helps to ensure that families have access to services within your existing programs. Please describe how this could be extended to any new or expanding shelter programs.

The HSD will consider joint proposals from new and existing providers assuming that at least one provider who would be the primary respondent is pre-qualified (see Attachment A). If any such arrangement is proposed, a written memorandum of understanding between the parties must be submitted with the proposal setting forth the business and service delivery agreements between the parties. The lead proposer will be responsible for submitting the proposal and will be the representative for contracting/payment purposes if awarded a contract.

If submitting a collaborative proposal, please use one (1) additional page to detail the role that each partner is playing in the proposed project. Please include information regarding the power dynamics between partnered providers and how the collaboration will manage those relationship dynamics. Include details of how each organization will be funded through the partnership with an explanation of the role and benefit to any non-funded partners in the project. Please attach any letters of support or endorsement for the project of any listed partner provider.

Evaluation Process:

Responses will be scored on a scale of zero to five (0-5) points each for a complete program narrative, complete budget (Attachment B), and per evaluative question for a total of 35 possible points. All proposal components must be included to be considered. Priority will be given to proposals that can accomplish the work detailed in the scope of work in a timely manner. Priority will also be given to culturally specific programs.

Considerations Beyond Individual Scores:

While organizations' individual cumulative and factor-specific scores will be relevant to the selection of operators, the allocation committee will also take into account:

- (1) The HSD's capacity to fully support the mix of providers that scored highest - this may impact the number of providers selected, or how many providers the HSD awards funding to that will need a significant amount of organizational development or other technical assistance.
- (2) The mix of services offered across this program type given the providers that scored highest. Given that many shelters will have somewhat similar program components, the diversity of the experiences and needs of people experiencing homelessness on the streets of Multnomah County means that there is value in having a diversity of speciality areas represented in the providers of this service, e.g. culturally specific providers, providers with expertise and integration into recovery and behavioral health systems, etc.

(3) Whether applicants who fail to meet minimum point levels on each of the questions that have minimum point totals established will have an opportunity to address the limitations in their answers through additional questions or process will depend upon how many of their answers are deficient in this way and the mix of applicants whose answers all met the minimum thresholds.

(4) Proposals that best align with the [MSHS Local Implementation Plan](#) and the [Multnomah County Homeless Response Action Plan](#) may be prioritized regardless of score.

Contracting Standards:

Multnomah County intends to apply its contracting standards to any potential awardees from this application. Applicants should review the provided sample contract (Attachment D) for more details. Some important standards include but are not limited to:

- Fiscal, administrative and audit requirements
- Cost reimbursement payment terms
- Use of Homeless Management Information System (HMIS) data collection and program reporting requirements
- Client file and records retention standards

Schedule:

Contract Allocation Process Announcement Release Date	Monday, June 30, 2025
Questions regarding this Contract Allocation Process are due to mandy.kubisch@multco.us and neisha.saxena@multco.us	July 9, 2025 at 11:59 p.m.
Proposal Deadline - Proposals due to mandy.kubisch@multco.us and	Monday, July 21 at 5:00 p.m.

neisha.saxena@multco.us	
Operator Selection Date	August 15, 2025

Note: Translation services can be made available if needed. Please contact us for support with this.

Contacts:

Mandy Kubisch, Homeless Family System of Care Program Specialist Sr.

mandy.kubisch@multco.us

Neisha Saxena, Homeless Family System of Care Program Manager

neisha.saxena@multco.us

Attachments:

Family Shelter Contract Allocation Process- Attachment A - Eligible Supplier List

Family Shelter Contract Allocation Process- Attachment B - HFSC Shelter

Solicitation Questionnaire and Checklist

Family Shelter Contract Allocation Process- Attachment C - HSD Budget Template

Family Shelter Contract Allocation Process- Attachment D - Sample HSD Contract

What is a Contract Allocation Process? Your organization has been qualified to perform work for the county based on a previous Request For Programmatic Qualifications / Request for Intermediate Programmatic Qualifications (RFPQ/RIPQ). The Contract Allocation Process follows this qualification, and is a method by which the county evaluates qualified Supplier's ability to meet current programmatic needs. This process is outlined in this solicitation.