



CITY OF
PORTLAND, OREGON
PORTLAND HOUSING BUREAU

Dan Saltzman, Commissioner
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MEMORANDUM

DATE: October 25th, 2016

TO: Commissioner Dan Saltzman

FROM: Kurt Creager, Director, Portland Housing Bureau (PHB)

CC: Brendan Finn, Marc Jolin, Matthew Tschabold, Jennifer Chang, Javier Mena

RE: Oregon Harbor of Hope – Proposal for Terminal 1 Shelter Operations

The PHB is in receipt of Oregon Harbor of Hope (OHOH)'s proposal for shelter operations at the Terminal 1 site, submitted to the Commissioner's office on October 24th, 2016.

OHOH's proposal is not responsive to meeting the expectation set forth by the City to have an experienced shelter operator identified by October 24th, 2016, with demonstrated capacity to manage a low-barrier emergency shelter at Terminal 1.

OHOH proposes to have their Executive Director and a hired General Manager (GM) to operate the proposed shelter. An outline of the PHB's major concerns are provided below, which focus on the lack of prior experience and demonstrated capacity of OHOH and the proposed program leadership staff to meet minimum expectations to ensuring effective operations:

- OHOH proposes to be the shelter operator. OHOH does not have organizational capacity to effectively open and operate low-barrier shelter at up to the maximum proposed scale of up to 400 persons, including lack of experience in hiring, training and managing shelter staff, budgeting for operations and data collection & reporting, aligned with expectations for low-barrier shelter and system-wide standards.
- The proposed leadership have insufficient demonstrated capacity to oversee and manage day-to-day operations of an emergency shelter, including administrative functions, management and scheduling of shelter volunteer and staff, establishing and implementing low-barrier eligibility guidelines, policies and operations supporting low-barrier shelter in compliance with federal, state and local requirements and legal obligations.
- The proposed leadership have insufficient prior experience and demonstrated capacity to effectively develop and implement a community engagement plan related to opening emergency shelter for homeless persons, for the period prior to and for the duration of the shelter's existence; which would include ability to enter into a good neighbor agreement process and conducting ongoing communication with and attendance at appropriate neighborhood association(s) and other community groups.

We are deeply grateful for OHOH's commitment to gather support from the volunteer efforts of so many business leaders for the Harbor of Hope vision and for their resolve to improve the housing crisis in Portland. Based on the contents of the proposal, however, we must conclude the proposal is not responsive to meeting the City's expectation. With winter fast approaching, we must put the available public resources to increasing the supply of shelter beds to support vulnerable residents in our communities.