



Continuum of Care Board Meeting

September 18, 2025



Meeting Agenda

Time	Agenda Item	Facilitator
10 min	Welcome & Settle In - Land & Labor Acknowledgement	All Members
10 min	Co-Chair/Staff Announcement	Laura and Alyssa
10 min	Federal Updates	Alyssa
1 hr	Equity and Inclusion: Organizational Wellbeing	Suzy Phillips
30 min	Focus Area Discussion (postponed from Aug)	All members

Land & Labor Acknowledgement

Credit to:
Dr. Aileen Duldulao &
Heather Heater,
Multnomah County

<https://native-land.ca/>

Ecotrust - Going
Beyond Land
Acknowledgements

Multnomah county rests on the stolen lands of the Multnomah, Kathlamet, and Clackamas Bands of Chinook Indian Nation; Tualatin Kalapuya; Molalla; and many others along the Columbia River.

This country is built on stolen Indigenous land and built by stolen African people. This land was not stolen and people were not enslaved by ambiguous entities and actors. The land was stolen by, and African peoples were enslaved by White settlers who had government support.

We also want to honor the members of over 400 tribal communities who live in Multnomah County. Many of these People and their cultures still survive and resist despite the intentional and ongoing attempts to destroy them.

Community Agreements (1/3)

- Account for power dynamics in the room and in the work. Make every effort to share power by actively listening to input from all members, particularly those who may be marginalized or underrepresented, and committing to following up on input provided or seeking further input from communities not in this space.
- Approach discussions with empathy and respect, allowing space for vulnerability.
- Assume best intentions while honoring impact. Acknowledge that intent does not override impact.
- Be accountable and transparent. Commit to acknowledging and working through harm caused.

Community Agreements (2/3)

- Be mindful of privilege, historical and current structures of oppression, specifically anti-blackness and Indigenous erasure. Approach the work with a shared goal to lead with a lens of equity, inclusion, diversity, and anti-racism.
- Strive for resolution, while also expecting and accepting non-closure.
- Honor the diversity in the room. Stay open to different perspectives and alternative approaches.
- Language matters. Use intentional, direct, compassionate language. Speak your truth in a way that respects all of our community agreements. Offer content warnings if appropriate.

Community Agreements (3/3)

- Make space, take space. Make space for those who are not speaking up as often, take space if you usually don't speak up.
- Maintain confidentiality. Share lessons learned while keeping names and identifiers confidential.
- Meet folks where they are. Do not assume knowledge on behalf of others. Be thorough, clear, patient, and transparent in our dialogue.
- Use people-first language and refrain from stigmatizing language.
- Listen to understand, don't listen to rebut.

Co-Chair & HSD Staff Announcements



Co-Chair & HSD Staff

Announcements

Alyssa will be going on leave starting October 31st-ish through ~mid-May. Other HSD staff will be assigned to support the work of the CoC Board during this time including Bill Boyd.

Laura has decided to step down from the Co-Chair position, but will continue to stay on as a general member of the CoC Board. We will now begin recruitment for a new CoC Co-Chair to hopefully begin at the November CoC Board meeting

Co-Chair Roles & Responsibilities

Co-Chair Responsibilities:

- The Co-Chairs of the CoC Board shall be responsible for conducting the regular operations and meetings of the Board including facilitating the monthly meetings
- Co-Chairs will sit on the Jurisdictional Committee and be charged with co-creating Board meeting agendas, coordinating with HSD Staff, and stewarding the CoC Board processes.

Expected Time Commitment:

- Attendance at monthly CoC Advisory Board meetings
- Preparation and planning with HSD staff, pre- and post-meetings (max 2 hrs/month)
- Attendance at bi-monthly Jurisdictional Committee meetings (1 hr/bi-month)

Co-Chair Selection Process Proposal

- **Step 1: Receive nominations** - CoC Board members will submit names to nominate for the Co-Chair position. Members may nominate themselves and/or other members. There is no limit to the number of names that can be submitted. Names will be sent to: hsdcommunityadvisory@multco.us by **October 7th**.
 - Self-nominations: Should include a short paragraph about why you are interested in the position and what you think you can bring to the board.
 - Nominations for others: Should include a short paragraph about why you are nominating this person and what you believe they will bring to the Board.
- **Step 2: Confirm nominations** - Members who were not self-nominated will be contacted to confirm they accept or decline the nomination by **October 9th**.
- **Step 3: Vote** - A list of confirmed nominations will be sent electronically to the full board membership. A vote will be held at the **October 16th** meeting.

Federal Updates & CoC Updates



Executive Order on Grantmaking

On August 7th, the administration released an [executive order on grantmaking](#), intended to overhaul aspects of the federal government's discretionary/competitive grant-making process. Major changes include:

- **Increased Oversight, Accountability, and Alignment with Administration Priorities**
 - Designation of Senior Political Appointee at each Agency
 - Acts as gatekeeper to align all awards with agency priorities
 - Conduct an annual review to confirm continued alignment
 - Responsible for making final award decisions.
 - Prior to release, all Funding Opportunity Announcements (FOA) must undergo review and approval from one or more SME selected by the Senior leadership.

Executive Order on Grantmaking

- **New Contracting, Termination and Drawdown Processes**
 - Contracts for all newly awarded discretionary grants will allow termination 'for convenience'.
 - Future discretionary grant agreements must prohibit recipients from drawing down without agency's affirmation authorization. Grantees will be required to provide detailed written justification for each drawdown request, specify its purpose and need for funds.
 - OMB is directed to revise the Uniform Guidance and other federal policies to restrict the use of discretionary grant funds for facilities and administration expenses, impacting indirect rates.

Executive Order on Grantmaking

Potential Impacts to County and partners

- Slow down of grant releases: Effective immediately, agencies must halt release of new grant announcements until internal systems are aligned with the new requirements.
- Increased political gatekeeping: EO provides a tool for administration to limit discretionary/competitive awards to jurisdictions for political reasons.
 - Highly likely this will result in an overall reduction of discretionary grants awarded
- Increased compliance and administrative burden: more reporting, written justifications and longer contract negotiations are likely.

CoC Builds NOFO

HUD unexpectedly issued the FY2025 CoC Builds Notice of Funding Opportunity (NOFO) for a **third** time. Communities were given 7 days to respond.

The NOFO is problematic in a number of ways:

- Awards will be made in the order in which submissions are received by HUD — first come, first served — in which the applicant answers “Yes” to all the rating criteria.
- An applicant must currently provide and require participation in full-time and on-site supportive services. Further, the applicant does not and will not engage in any “harm reduction” approaches associated with substance use.

CoC Builds NOFO

The NOFO is problematic in a number of ways (continued):

- The city, county, and state in which the project will be located must -
 - Prohibit public illicit drug use
 - Prohibit public camping
 - Substantially implement and comply with SORNA, particularly in the case of registered sex offenders with no fixed address
 - Cooperate with federal immigration enforcement
- An applicant does not and will not promote 'racial preferences' or the 'sex binary in humans.'

CoC Builds NOFO

Our CoC applied for the first CoC Builds application, but funds were never awarded. We will not be applying as it was deemed in the second round of issuance that there were no suitable projects in our community that currently fit the criteria to apply. The new restrictions also make it so that our community would be ineligible for these funds.

Implications for Regular NOFO - The NAEH anticipates that the FY25 CoC NOFO will be unlike any that we've seen before i.e. it will include harmful provisions that would likely seek to undo the infrastructure of how communities respond to homelessness.

CoC Builds NOFO Lawsuit

The National Alliance to End Homelessness (NAEH) has sued HUD over the conditions present in the CoC Builds NOFO and was awarded a temporary restraining order preventing HUD from enacting these new criteria for funding distribution.

This means ANOTHER delay of the CoC Builds NOFO and likely more delays for the regular NOFO.

NAEH is encouraging individuals to reach out to members of Congress to make them aware of these significant concerns and the negative impacts to communities.



Equity & Inclusion: Foundations to Organizational Well Being

Common Ground & Purpose

- Understanding that systemic racism exists and is pervasive in our society, past & present
- We all have unconscious biases that we may inadvertently bring with us
- Equity work & mitigating our biases can be life long work



Discussion: Common Ground & Purpose

- What are the shared values, goals, & purpose of this group?



- Strive for “**Collective Accountability**” We are all responsible for other’s actions by tolerating and/or ignoring those actions. We all have responsibility toward mitigating harm caused in sharing space with one another, even if we did not individually cause the harm.

The Foundations of Organizational Well Being

- Building internal capacity to develop new skills & competencies
- Creating an environment where people can productively talk about issues related to identity (race, gender, sexual orientation, etc)
- Developing equitable systems internally & externally



Building Internal Capacity for New Skills

- Self Development : Self Education, Self Awareness, Self Inquiry & Personal Change
- Skill building in responding to interpersonal & group dynamics (ie responding to biased comments, addressing inequitable group dynamics, & creation of creating culturally inclusive work environments)
- Creating capacity to create, critically analyze, implement, and/or advocate for equitable & inclusive organizational norms, policies, & practices

Self Development: Education, Awareness, Inquiry & Personal Change

- Awareness
 - How do I think of myself-who am I? (ie gender, ethnicity, occupation) & how do these identities influence my experience of the world?
 - Which identities are most important to me and why?
 - What cultural messages, practices, and norms have influenced my worldview?
 - In what ways do my identities afford me access, power, and privilege?

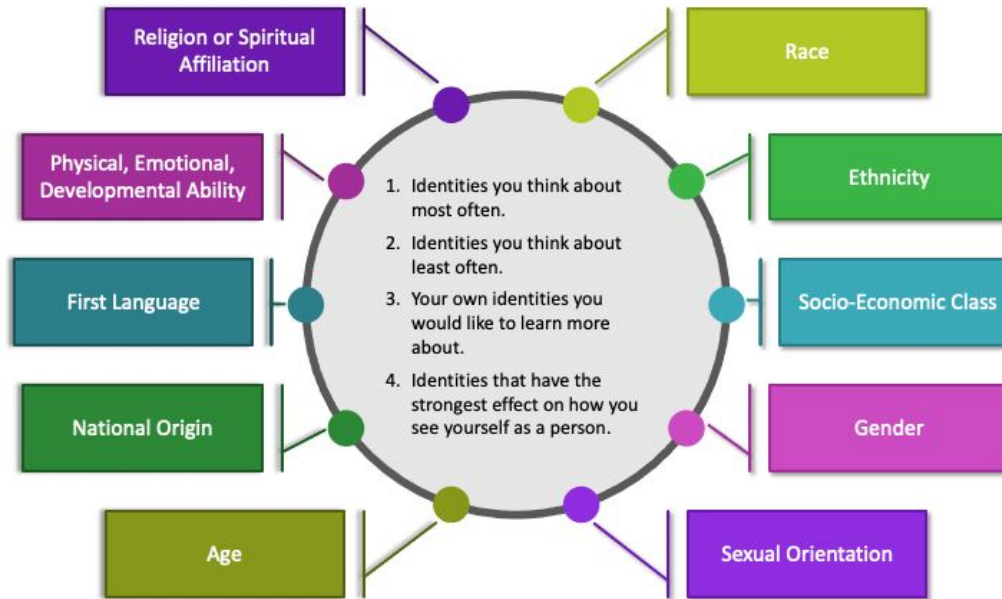
Self Development: Education, Awareness, Inquiry & Personal Change

IDENTITY WHEEL

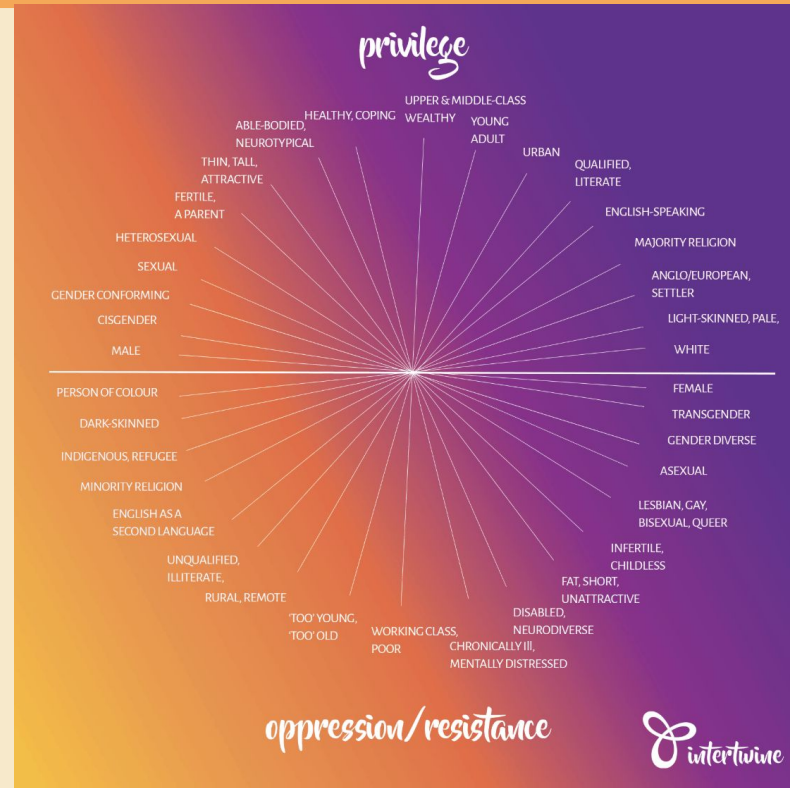


Self Development: Education, Awareness, Inquiry & Personal Change

IDENTITY WHEEL



Self Development: Education, Awareness, Inquiry & Personal Change



Video: Recognizing Privilege: Power to the People (Ted Talk)



Creating an environment where people can productively talk about identity



Psychological
Safety



Manage
Interruptions



Set Community
Agreements &
Expectations



Provide varied ways
for people to
contribute

Creating an environment where people can productively talk about identity



Creating an environment where people can productively talk about identity

Four Quadrants of Psychological Safety

Learner Safety

It's safe to:

- Discover
- Ask questions
- Experiment
- Learn from mistakes
- Look for new opportunities

Challenger Safety

It's safe to:

- Challenge the status quo
- Speak up
- Express ideas
- Identify changes
- Expose problems



Collaborator Safety

It's safe to:

- Engage in an unconstrained way
- Interact with colleagues
- Have mutual access
- Maintain open dialogue
- Foster constructive debate

Inclusion Safety

It's safe to:

- Know that you are valued
- Treat all people fairly
- Feel your experience, and ideas matter
- Include others regardless of title/position
- Openly contribute

Community Agreements

- Process > Product
 - Cocreated
 - Needs, Supports, Commitments
 - Offers collective safety
- Agreements v Norms v Rules
- Critical conversations can be emotional, painful, & uncomfortable

Skill Building and Responding to Interpersonal Dynamics

- **Active listening**
 - Communicates engagement
 - Verbal & Nonverbal Cues
 - Ask clarifying questions
- **Empathy**
 - Acknowledge & Validate others
 - Seek to understand and share feelings and perspectives
- **Communicate Clear & Concise**
 - Accessibility
 - Avoid jargon & acronyms
- **Emotional Regulation**
 - Notice your behavioral patterns
 - Take breaks
 - Identify coping strategies that work for you
- **Assertive Communication**
 - Use “I” statements
 - Seek solutions
 - Share boundaries respectfully

Nonviolent Communication: Marshall B. Rosenberg, Ph.D.



Purpose:

- Connect in a reciprocal way that supports understanding and relationship building
- Gain tools toward more inclusive conversations

What is violent communication?

- Judging others
- Bullying
- Having racial bias
- Blaming
- Finger pointing
- Discriminating
- Speaking w/o listening
- Criticizing ourselves/others
- Name-Calling
- Reacting with anger

What is nonviolent communication (NVC)?

The integration of 4 Concepts:

- Consciousness
- Language
- Communication Skills
- Means of Influence

NVC supports:

- Increase our ability to live with choice, meaning, and connection
- Connect empathetically w/self and others
- Sharing of resources so everyone is able to benefit

Transforming Conflict with NVC

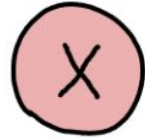
- Develop Your Emotional Vocabulary
- Stay Connected to Your Feelings & Needs
- Break Negative, Habitual Patterns
- Hear the Needs Behind All Behavior
- Get to the Heart of the Conflict Quickly



The Basics

- **1. Observations**
When I (see, hear)...
- **2. Feelings**
I feel...
- **3. Needs**
The root of the feelings
- **4. Requests**
Asking for actions that might
fulfill the needs

Evaluations vs Observations



EVALUATIONS

THOUGHTS

STRATEGIES

DEMANDS



OBSERVATIONS

EMOTIONS

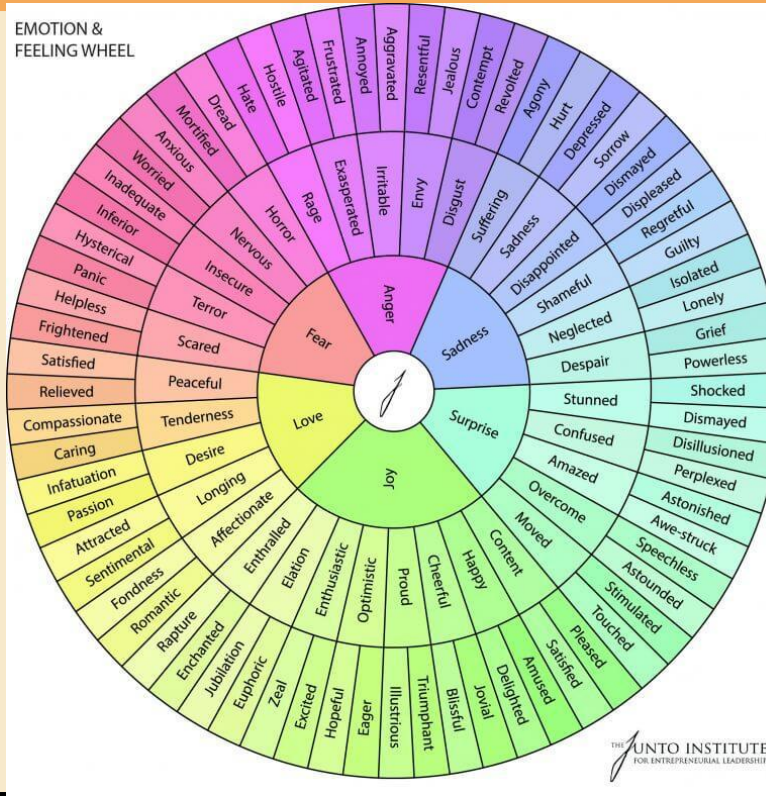
UNIVERSAL NEEDS

REQUESTS

Evaluation vs Observation Examples

- Evaluation: 'You are lazy.' (a character attack)
- Observation: 'You said that you'd send the document last week and I haven't received it.'
- Evaluation: 'Your work is sloppy.' (a criticism)
- Observation: 'Three of the numbers in the report were inaccurate.'
- Evaluation: 'You're always late.' (a generalisation)
- Observation: 'You arrived ten minutes late to the meeting this morning.'
- Evaluation: 'You ignored me.' (implied intent)
- Observation: 'I sent you two emails and I haven't received a response.'

Emotion & Feelings Wheel



Universal Human Needs

Needs Literacy

Acceptance
Empathy
Reassurance
Appreciation
Exercise
Recognition
Attention
Harmony
Respect

Autonomy
Humour
Safety
Clarity
Inclusion
Security
Community
Independence
Solitude

Connection
Inspiration
Sleep
Consideration
Integrity
Space
Consistency
Learning
Support

Feelings Vs Evaluations (Masquerading as Feelings)

Evaluative Word	Feeling(s)	Need(s)
attacked	scared, angry	safety
blamed	angry, scared, confused, bewildered, hurt	accountability, causality, fairness, justice
harassed	angry, frustrated, pressured, frightened	respect, space, consideration, peace
insulted	angry, embarrassed	respect, consideration, acknowledgement, recognition

Request Best Practices



Make it specific



Say what you want
(not what you don't want)



Stay curious if you hear 'no'

Nonviolent Communication Steps

1. Observation

Tell the other what I observe (see, hear, remember) that does or does not contribute to my well-being. Use facts.

2. Feelings

How I feel (emotions or sensations, not thoughts) in relation to what I observe

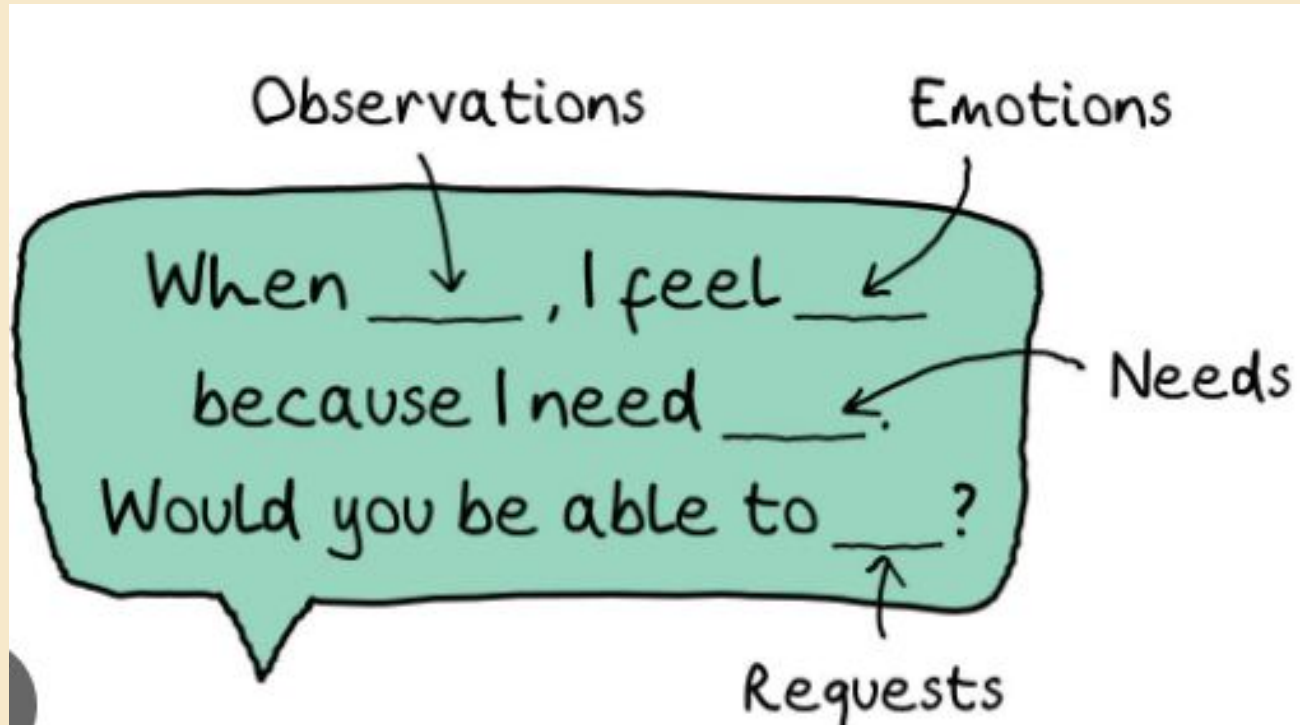
3. Needs

What I need or value (not prefer or specific action) that causes my feelings

4. Requests

Clearly request what would enrich my life without demanding. Concrete actions

Nonviolent Communication a Method by Marshall Rosenberg



Resources

<https://psychsafety.com/the-four-stages-of-psychological-safety/>

https://ssir.org/articles/entry/equity_and_inclusion_the_roots_of_organizational_well_being#

<https://www.sketchbubble.com/en/presentation-identity-wheel.html>

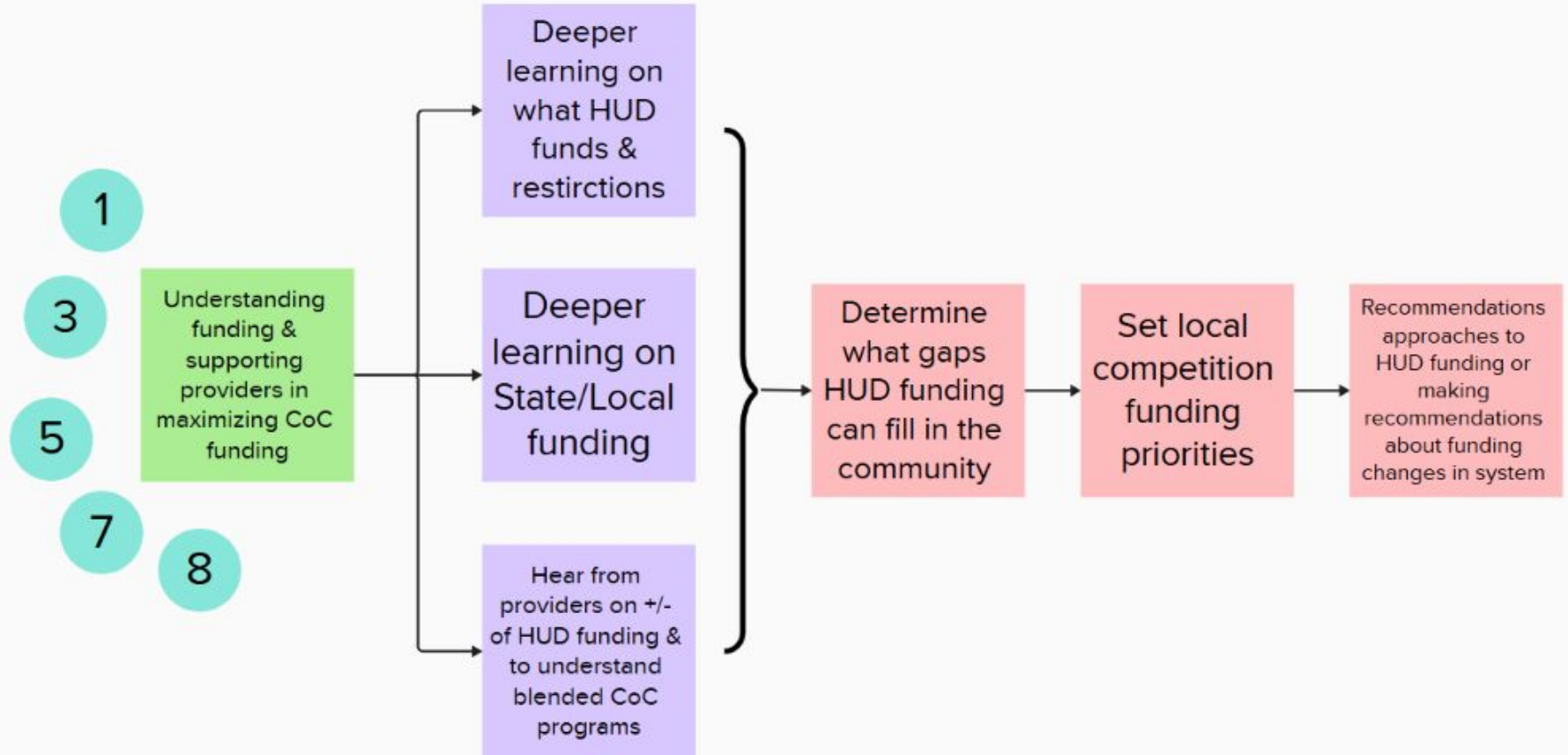
<https://management30.com/blog/psychological-safety-stages/>

Clark TR. *The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation*. Oakland, CA: Berrett-Koehler Publishing; 2020.

Focus Area Discussion: Understanding Funding Streams



CoC Board Focus Area: Option C



HUD Funding in Multco Currently

2024 CoC Award by Program Type



- 20 PSH projects - \$23,621,007
- 9 RRH project - \$11,104,878
- 1 TH project - \$111,335
- 1 Joint TH-RRH - \$900,283
- 2 Coordinated Access projects - \$158,650 (adult & DV)
- 1 HMIS project - \$264,034
- 1 Planning Grant - \$1,500,000
- *not included in the graph is the Special NOFO Award - PSH project funded at \$8.3m over 3 years

HUD Funding

Currently HUD funds the following: Permanent Supportive Housing (long-term assistance), Rapid Rehousing (max. 2 year assistance), Transitional Housing (only legacy projects), Coordinated Access Projects, HMIS, and Planning Grant

Within those project types HUD funds:

- Rental Assistance or Leasing
- Supportive Services
- Operating Costs (for site-based projects)
- Project Administrative costs

HUD Funding

Supportive Services is a broad yet limited category of funding. Eligible Supportive services are:

- Annual Assessment of Services
- Moving costs
- Case management
- Childcare
- Education services
- Employment assistance & job training
- Food
- Housing search & counseling services
- Legal services
- Life skills training
- Mental health services
- Outpatient health services
- Outreach services
- Substance abuse treatment services
- Transportation
- Utility deposits

HUD Funding Restrictions

HUD Funding has A LOT of restrictions on what money CANNOT be spent on. Some common funding restrictions that prove to be barriers for projects and participants include:

- Requirement for rent reasonable units
- No purchase of furniture, household necessities, or hygiene items
- No purchase of cell phones for participants
- Limits on culturally specific items (e.g. Black hair products, food for events, Indigenous welcome blankets, gender affirming clothing)
- No ADA unit modifications and limit on damage coverage
- Limit of 10% of grant for administrative costs

There are many other restrictions, which Alyssa & CoC providers can speak to further

Focus Area Planning Questions

What other information does the Board need to have in order to understand the full picture of homeless services funding in our community?

Who else would it be beneficial to hear from?

What does the board ultimately want to do with the information/knowledge gained?



Homeless Services Department

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