



# Continuum of Care Board Special Meeting: CoC NOFO Preparation

November 5, 2025

# Special Meeting Agenda

Time	Agenda Item	Facilitator
11:30 - 11:35 (5 min)	Welcome & Review Community Agreements	Bill
11:35 - 11:45 (10 min)	Context Setting	Britni
11:45 - 11:55 (10 min)	Potential Strategies for Responding to the Anticipated CoC NOFO	Erin
11:55 - 12:25 (30 min)	Board Discussion	All members
12:25 - 1:00 (5 min)	Next Steps	Erin

# 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.

# Context Setting



# CoC Funding Application

## Continuum of Care (CoC) Program Notice of Funding Opportunity (NOFO)

- Each year, the U.S. Department of Housing and Urban Development (HUD) makes CoC Program funds available through a NOFO:
  - Funding for eligible housing and service projects
  - Funding for CoC planning
- Competition among ~450 CoCs nationally
- Collaborative Applicant submits CoC Consolidated Application as part of the competition
- HUD sets its priorities through the NOFO process



# Current CoC Program in Multnomah County

- Our CoC Annual Renewal Demand (ARD): \$36,160,187 - *this is the amount of renewal funding we are eligible to apply for in the upcoming CoC NOFO*
- 96% of these funds currently go to Permanent Housing - *not currently allowed to use CoC funds for shelter or transitional housing*
  - 31% Rapid Rehousing (RRH)
  - 65% Permanent Supportive Housing (PSH)
- 1,180 households (2,380 people) currently served in CoC-funded Permanent Housing
- Programs required to operate as Housing First



# Potential Changes Coming with CoC NOFO

Based on signaling from HUD and a HUD staff leak to reporters at Politico, we anticipate the following changes in the upcoming CoC NOFO:

- 30% Permanent Housing (PH) cap with required reallocation of remaining funds to Transitional Housing (TH)
  - Required reduction in PH / reallocation to TH: \$23,877,828
    - *If all RRH transitions to TH, required PSH reduction: \$12,772,951 (see slide 15 for info about this potential strategy)*
- Movement away from Housing First and towards work, service and recovery requirements
- Point deduction for organizations that previously used racial preferences or recognized transgender people (likely to be stricken down in court)

*It's important to note that this comes at the same time that state, regional and local funding is decreasing.*

# CoC NOFO Timing

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- NOFO can't come out until government reopens
- NOFO may be open for as few as 30 days
- Likely CoC award timeline of June or later → current grants will likely lapse
- Litigation may further delay timeline for new grants

# HUD CoC Transitional Housing

- 1-24 months of housing with supportive services for individuals and families experiencing homelessness
- Goal of helping participants achieve stability and move into permanent housing
- Participants must have signed lease, sublease or occupancy agreement
- Models include:
  - Site-based: in building owned or leased by service provider; may be a bed in a shared room with access to shared bathroom, recreation and kitchen facilities, or include a private room
  - Transition-in-place: scattered site apartments or homes leased on unit-by-unit basis to provide time-limited stable housing; lease may be in name of participant or service provider may sub-lease to participant

# ***Potential* Strategies for Responding to the Anticipated CoC NOFO**



# Values Guiding Our Thinking

- **Reduce Harm:** minimize harm to participants and providers
- **Keep People Housed:** prioritize maintaining housing access for people currently served by CoC programs and minimize returns to homelessness
- **Center Racial Equity:** protect culturally-specific programming and other programs that demonstrate success in serving BIPOC communities
- **Protect What Matters While Remaining Competitive for CoC Funds:** find opportunities to align HUD's new priorities with needed shelter and transitional housing programming within the local service continuum, while shifting other funding to protect low-barrier permanent housing programs
- **Pursue Multiple Strategies At Once:** pursue strategies outside of just a NOFO response, including national advocacy and litigation

# Strategy 1: Funding Swap

Identify current or planned shelter and Transitional Housing (TH) programs that are well aligned with HUD TH requirements to reallocate CoC funds to, and reallocate local funds to protect permanent housing programs.

## Strengths:

- Align HUD's new priorities with needed shelter and TH programming within local continuum
- Preserve low-barrier permanent housing programming

## Liabilities:

- Shelters and TH programs may need to impose new work, service or recovery requirements
- It may be difficult to quickly identify shelter and TH programs and operators who can take this on

## Next step:

- Work across County Departments and with the City to identify shelter and TH programs for a potential funding swap

# Strategy 2: Convert Rapid Rehousing Projects to Transitional Housing

With Technical Assistance from Homebase, support all or most CoC Rapid Rehousing (RRH) programs to convert to transition-in-place Transitional Housing (TH) programs.

## Strengths:

- TH and RRH have similar program durations, objectives, and populations served
- Maintains funding for current CoC providers

## Liabilities:

- RRH programs may need to impose new work, service or recovery requirements
- CoC RRH providers may not be willing or have the capacity to make this shift

## Next step:

- Convene CoC RRH programs to socialize strategy and get feedback



# Strategy 3: Convert Permanent Supportive Housing to Transitional Housing

With Technical Assistance from Homebase, explore the possibility of converting a small number of site-based CoC Permanent Supportive Housing (PSH) programs to Transitional Housing (TH) based on building, operator and population served.

## Strengths:

- PSH providers are uplifting that a subset of households being referred to PSH through Coordinated Access would be better served in a TH model with more intensive on-site services

## Liabilities:

- PSH and TH have significantly different program durations, service models, and populations served - *we do not expect this to make sense for the large majority of PSH programs*

## Next step:

- Outreach to site-based CoC PSH projects that could be a fit for this

# Strategy 4: Reallocate Funds From Underutilized CoC Permanent Supportive Housing Programs

Reallocate funding from Permanent Supportive Housing (PSH) programs that are not operating at capacity at a level that will not impact current participants.

## Strengths:

- Maintains housing access for people currently housed through CoC PSH programs

## Liabilities:

- Lose PSH units and progress towards goal to expand PSH programming

## Next steps:

- Outreach to underutilized PSH projects to confirm utilization data and communicate that we may consider reducing the size of their program in the CoC NOFO process
- Offer programs the option to pause Coordinated Access referrals

# Strategy 5: Outreach to Transitional Housing Operators

Outreach to experienced shelter and Transitional Housing (TH) operators to let them know about anticipated CoC NOFO so that they are as prepared as possible to respond quickly to a local solicitation. We expect the CoC NOFO timeline to be as short as 30 days and anticipate needing to put forward applications for up to \$24 Million in TH funding. This outreach has already begun.

## Strengths:

- Helps HSD and TH operators prepare for a very quick turnaround

## Liabilities:

- There is only one *current* operator of TH in our community with experience operating CoC-funded TH. The complexity and administrative burden of being a CoC grantee is significant.

## Next steps:

- Meet with City of Portland and other County Departments to identify shelter and TH operators for outreach
- Continue outreach to providers

# Strategy 6: Multnomah County Is Applicant for Transitional Housing CoC Grant

Have Multnomah County apply as the main Transitional Housing (TH) provider in the CoC NOFO competition and then run a subsequent allocation process to subgrant funds to TH providers.

## Strengths:

- Reduce burden on providers to have to quickly respond to local solicitation and navigate becoming a direct HUD grantee
- Extend local timeline to select TH providers and allow for a more intentional process than the CoC NOFO will likely allow
- Maximize ability to effectively swap funding

## Liabilities\*:

- CoC NOFO requires a local competition for new grants
- A more generic TH application from Multnomah County could be less competitive

*\*HSD and Homebase staff have ideas about how to address these issues*

# Multi-Prong Approach

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The CoC NOFO may also include new direction and policy that we are not anticipating. Once the CoC NOFO comes out, we need to be prepared to quickly assess and decide which strategies to pursue.

We anticipate needing to pursue multiple strategies and perhaps a combination of all six strategies outlined here in our CoC NOFO response.

## ***Board Discussion***

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Breakout into small groups. Identify a note taker and someone to report back to the larger group.

Discussion questions:

- What considerations come up for you in weighing these potential strategies? What additional strengths and liabilities come to mind?
- What strategies are most promising?
- What concerns do you have about these strategies?
- Are there missing strategies that we should consider?
- What additional information do you need?

# Next Steps

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- Send small group breakout notes to Britni at [britni.eseller@multco.us](mailto:britni.eseller@multco.us)
- Reconvene the CoC Board for more discussion?





## Homeless Services Department

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