

Reporting in...





Mission Statement

Home Forward is creating a better community by providing housing stability through affordable housing development, housing choice expansion, services that support quality of life, and advocacy to improve local and national housing systems.

This report was written to cover the goings on from 2020 - early 2023 (mostly January/February) at Home Forward. Some events have occurred in 2023 since the information was compiled. This report is mostly meant to highlight and celebrate achievements, in the words of each department, and begin this sort of annual document again. It is not meant to replace our mandatory reporting such as our Financial Audit, Agency Budget, or Moving To Work report. Thank you for reading, and please enjoy.

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Thanks to our public funders and the hundreds of community partners we work with who make it possible for us to do our work to provide affordable housing and resources to the thousands of households who use our programs. We could not do this without you.



Louisa Flowers

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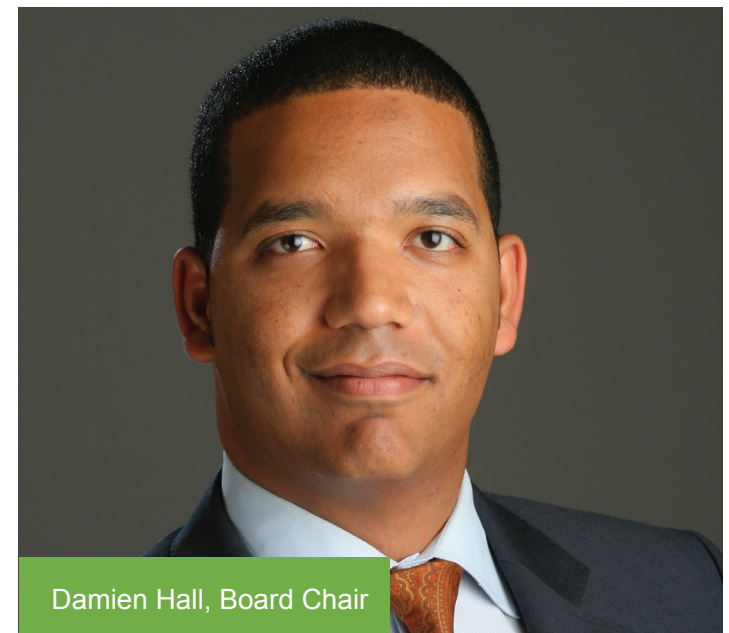
Dear Home Forward Community

It has been years since we have created an annual report or something similar. As we close our “One” strategic plan from 2013, begin a new strategic plan for the next three years, and usher in new organizational culture, it is time to rebuild the expectation of regular, informative, and celebratory reporting. We are experiencing massive change at Home Forward, some alongside the rest of the world, some ahead of it, and there are over 80 years of history we are learning from so that we can do better for the people we owe the most: the residents and program participants, past, present, and future, at Home Forward.

In 2020, chaos caused us to “lock down” and we had change thrust upon us. Making do with a moment led to overdue progress throughout our system. Despite and because of the overlapping tragedies we can't ignore - the global pandemic that cost millions of lives, a nationwide social justice uprising fueled by a reckoning with the country's legacy of racism, climate change that resulted in wildfire raging through the west coast and blanketing Portland in smoke, and a deadly heat dome which tragically impacted Home Forward residents - our entire services network came together to make improvements. We have been able to provide numerous resources to keep Oregonians safer, and we have all been hard at work on others.

In 2022, we said good bye to our Executive Director and welcomed our new CEO. We lost Commissioners to term limits and new careers. We mourned the passing of three former Commissioners, including Harriet Cormack, who we mention specifically for her generous gift to Home Forward Community Partnerships (HFCP) in her will, which provides a great future opportunity for our agency. And finally, we celebrate the nearly 400 employees who do the necessary work to fulfill the promises we make in our organizational values. Thank you, Home Forward staff, for your daily work to administer the resources we hold, that connect people to affordable housing and advance our mission.

Housing First!



General Agency Overview

- Ceased the harmful practice of imposing minimum rents on households after a certain amount of time receiving a subsidy.
- Dramatically reduced rent burden by increasing subsidies to households receiving rent assistance.
- Implemented an eviction moratorium during the pandemic which extended beyond state and local prohibitions.
- Administered various emergency rent assistance programs to improve housing stability.
- Began portfolio-wide eviction reform, for non-payment of rent, which included expanded notice requirements, linkages to emergency rent assistance resources, the establishment of a repayment agreement process, a right of redemption, and portfolio-wide education and outreach.

- Stopped collecting legal fees related to eviction proceedings, and late fees related to rent collection.
- Alleviated rent debt for every household in the full portfolio through July 2022, using internal and local funds.
- Paused and reformed the rent assistance termination process through an engaged community and resident-driven process.
- Reduced screening barriers for housing applicants with past involvement in the justice system.
- Doubled the size of an expungement clinic partnership that reduces barriers to households seeking housing in the private and regulated rental market.



Equity

Though Equity work was already underway at the agency, in 2021, Home Forward hired its first Equity Director. Here are updates on the work:

- Organized 20 listening sessions across departments to rebuild trust and communication that had been severely damaged by previous HR leadership and upper management.
- Implemented a Racial Harm Hotline to make it easier for staff to report experiences of racialized harm outside of their chain of command or the HR department.
- Coordinated an agency-wide Equity Education Series, which included providing training to nearly 20 staff facilitators to support ongoing education efforts.
- Provided coaching and support for managers and directors to address conflict and racial harm more effectively.
- Centered the needs of Black and brown staff within an intersectional analysis in policy reform efforts, including the Racial Harm policy, the Equity Accountability Spectrum, the Equity Learning and Coaching Plan, and union negotiations.
- Designing and leading Equity Team Learning Cohort to build in-house facilitation, mediation, Restorative Justice, and Transformative Justice capacity.
- Creating and convening a Western Regional DEI Provider Network (with plans in the works to grow this to a national network) to network with equity officers from housing authorities around the region in sharing best practices, strategizing around shared challenges, supporting learning and developing support for more racially equitable housing authority policies and outcomes.

Public Relations

When Home Forward declared itself an anti-racist organization and focused on racial equity, which was new for us, we needed to build the organization and culture we were proud to promote, in every function. For PR, the implications go much deeper than an annual report section, and come down to the way we operate, the way we treat people, and the perception of both. It's important that we earn, build, and re-build trust not by defaulting to status-quo practices like spin or exploitative resident stories, but by making sure that, above all else, our greatest successes are the good work we do, communicated in alignment with our values, and demonstrated while allowing residents and program participants to live their lives without feeling an obligation to demonstrate gratitude or be put on display due to their Home Forward address. In this industry, that all takes some getting used to, and is only the scratching the surface.

Highlights from 2020-2023

- Created trainings to help staff and partners practice non-exploitative communications and ethical storytelling.
- Implemented a policy on responsible, fair, and non-exploitative use of people's images and photos.
- Launched a new website and updated branded materials.
- Undertook a long-term history project to discover and repair past harm to Black Portland.
- First acknowledgment of responsibility for Vanport tragedy.
- Worked with the Development department to commission a mural of Beatrice Morrow Cannady by Mauricio Ramirez at Schunk Riverview Tower. #PortlandBlackHistory
- Celebrated Black women in leadership.

Human Resources and Talent & Organizational Development

Between 2020 and 2023, the Human Resources and Talent and Organizational Development Departments at Home Forward, both together and separately:

- Led over 103 recruitments in 2022.
- In 2020, we raised the wage floor to \$20/hour, improving income for the agency's lowest wage earners.
- Conducted a compression study in 2022, and implemented sustainable wage practices.
- Introduced an uncommon benefit for public sector employees: a retirement match.
- Applied equity analysis to broaden the definition of family and revise the amount of paid time staff receive for bereavement.
- Partnered with the Equity department to draft a Racial Harm Policy.
- Designed and turned on an integrated on-boarding platform for new hires through ADP, which reduces manual entry and errors and improves the new hire experience.
- Despite cost increases, we were able to maintain employee benefits.
- Introduced elements of culture change including "Organizational Days of Rest" and new guidelines for how we hold meetings.
- Provided training design, contract support, and administrative oversight for 60 hours of de-escalation training.
- Created policy to protect trans and non-binary employees.

Policy and Planning

2020 started with excitement around beginning a new strategic planning process, only to have it interrupted by the pandemic. In 2022, we resumed the process and released a new Strategic Plan in 2023. In addition to numerous policy changes to address pandemic operations, we have multiple successes to celebrate in our policy reform work with staff, residents, and participants to develop and implement policies that address disparities, increase access to our programs, and the economic realities of those living in poverty. Some highlights include:

Criminal History Screening Policy

A new agency-wide criminal screening policy to reduce racial disparities in applicant denials due to engagement with the criminal justice system. We reduced the types of criminal convictions we will consider and how long we will consider prior convictions.

Rent Assistance Termination Policy

Through this policy, we reduced the reasons that participants could lose their voucher rental assistance.

Nonpayment of Rent Policy

This policy prioritizes residents' housing stability by reducing the number of residents who face eviction due to nonpayment of rent and allowing residents to enter into reasonable repayment agreements outside of eviction court.



Lovejoy Station

Integrated Facilities and Safety

A good portion of the work we want to highlight between March 2020 and January 2023 is our work in Emergency and Environmental Management. What a time for this to be your job! There was one notable week in this notable time, where it seemed like everything was out of our control: there was still a spreading pandemic, tear gas lingering in the air, ongoing civil rights protests, raging wildfires, and so much smoke it wasn't safe to be outdoors... and we have a responsibility to plan for safety at our properties. Here are some things we are proud of:

Emergency and Environmental Management:

- Delivered and coordinated installation of hundreds of dual AC/Heat pumps and cooling supply kits during heatwaves.
- Participated in a study through Portland Bureau of Emergency Management to install heat sensors in approximately 50 units at 3 properties, to test over 3 months.
- Obtained 5 high-capacity air cleaners for community rooms during smoke events.
- Operated 47 vaccination clinics.
- Completed Emergency Action Plans for 12 properties.
- Developed a "Resident Preparedness Guide" for emergencies and response protocols for winter weather, extreme heat, civil unrest, pandemic, wildfires and smoke, floods, legionella outbreak, and monkeypox.
- Tested 206 units across 23 properties for radon. In 87 units across 19 Properties, 0 units were found above the limit.
- Reduced gasoline consumption in our vehicle fleet by 2,109 average gallons per month to a current average use of 1,060 gallons per month.
- Trades Maintenance (Electricians, Painters, Pest Control, Truck Drivers) completed nearly 10,000 work orders between March 1, 2020 and January 1, 2023.

Asset Management

Asset Management tends to work somewhat behind the scenes but had a large role for Home Forward during the pandemic. We assisted the companies we contract to manage some of our properties and Home Forward to secure \$6.9M of funding for COVID rent arrearages in 2020, 2021, and 2022. We also implemented portfolio-wide policies for rent repayment, and eliminating minimum rent and eviction fees. Along with our property management companies, we navigated operations including transitioning eleven properties from two management companies to one. Other successes and wins we saw included:

- Year 15 LIHTC exits for five properties: Bud Clark Commons, The Jeffrey, and New Columbia's Cecelia, Haven and Trouton.
- OHCS Preservation Funding of \$9.5M secured Gretchen Kafoury, Peter Paulson, Schiller Way, and Sequoia Square.
- Assisted closing on The Fairfield to transition from City of Portland to Home Forward to perform major renovation (underway by release of this report).
- Successful Below-Market-Rate dispositions of real estate to nonprofit, mission-based organizations: Chase House – sold to YWCA in 2021, and Progress House – sold to The Insight Alliance in 2022.
- Secured Portland Clean Energy Fund grants for HVAC systems at several properties.
- Assisted property management companies with fulfilling requests for air conditioners.
- Worked with Portland Opportunities Industrialization Center (POIC), Community Services, and IPM to develop an Innovative Learning Center at New Columbia.

Rent Assistance

Housing Choice Voucher Program

If our regular readers knew the process of entering and updating 50058 forms, then one of the biggest highlights of this department would be all of the 50058 updates we entered for the improvements we've made organizationally around payment standards and eliminating minimum rent for around 3,500 households...while understaffed. We have done extensive policy work, notably the Voucher Termination Policy and the Repayment Agreement Policy, as well as work on our Administrative Plan. Here are some other highlights since March 2020:

Brand New Buildings Leased up with Project Based Vouchers (PBV)

Partnered with Portland Housing Bureau (PHB), Joint Office of Homeless Services (JOHS), developers and community sponsors for projects like Starlight, Emmons Place, Las Adelitas, Aurora, and many more, with new leasing under way (or completed by the release of this report!)

Hayu Tilixam - 8 PSH units for households exiting homelessness
Breitung - 28 VASH units for veterans exiting homelessness
Findley Commons – 20 VASH units for veterans exiting homelessness

- Successfully transferred 45 tenants for extenuating circumstances
- Obtained Emergency Housing Vouchers for 10 PBV tenants
- Worked with Property Management, YWCA and other outside agencies to improve and expand our response to participants experiencing DV
- 730 new PBV intakes for vulnerable populations including DV survivors, veterans, homeless families, and individuals.
- Provided 20 vouchers to Fountain Place residents after renovation
- Completed preparations for "PBVpalooza" AKA 2022-2024 Housing Bond projects

Homeless Initiatives and Supportive Housing

- Worked with JOHS, and 19 different service agency partners to lease 489 households referred from Multnomah County's Coordinated Entry Systems through Emergency Housing (383) and Mainstream (106) voucher programs.
- Worked with Oregon DHS and partners in Multnomah County's Homeless Youth Continuum to lease 23 new youth experiencing homelessness through our Foster Youth to Independence (17) and Family Unification Program (6) voucher programs.
- Worked with VA to increase leasing in our Veterans Affairs Supportive Housing program by 90 veteran households.
- Implemented and expanded new Metro SHS funded Regional Long Term Rent Assistance program. Worked with JOHS and 12 different service agency partners to lease 320 new households into a combination of tenant and project-based supportive housing.
- In collaboration with jurisdictional partners and community partners, supported delivery of \$108+ million of emergency rent assistance.



Community Services

Home Forward's 2020-2023 Community Services Department was broken up via building type, location, population, and other demographic filtrations. The Community Services team are involved in so much of what we do, from helping operate vaccination clinics, expanding its reach within Permanent Supportive Housing, assisting hundreds of residents in completing applications for rental assistance, playing an integral role in the agency's response to climate change by helping residents get access to cooling supplies, assisting with filling out Reasonable Accommodation forms for air conditioners, doing welfare checks both in person and over the phone... The best way to recap their last few years is to hand over this to report to them and let them describe the highlights from all of their teams.

Highlights from the Team Serving High-rise Buildings

The High-rise team provided resident and community services at more than 23 multi-story buildings among Home Forward properties. We are proud of having assisted residents with life management activities like acquiring social security cards or license/ID replacements, applying for energy assistance and individual case management, home care, and outside services like medical and dental care. We secured grants and developed partnership contracts with vendors to provide regular on-site foot care clinics at several buildings.

An ambitious undertaking was our partnership with Community Vision to start a program for digital inclusion and equity. Resident volunteers trained other residents in their buildings to set up digital devices, access the web and create email accounts. They also helped with accessibility controls such as how to make font size and voice commands for those with vision limitations. The goal is to have Volunteer Trainers in each of our buildings.

Finally, after some relief from 2020 restrictions, we have been able to return to some degree of normalcy and hold 22 summertime community celebrations and 18 holiday community celebrations.



Medallion Apartments

Highlights from the Team Serving East County Family Sites

In 2020, our team worked with residents to decide the best way to re-purpose internal funds to better serve their communities. These funds were channeled into youth programming and community space improvements throughout Home Forward East County properties. This also increased opportunities to coordinate with Home Forward's Asset Management department on projects that might not have moved forward otherwise.

We did several large interior projects, including a big update of the Sequoia Square and Fairview Oaks community rooms. We also have new picnic tables, benches, pet waste stations, and bulletin boards at most of our East County properties.

We started a dance program called Dance for Success, where young people from Eastwood Court, Rockwood Station, and Rockwood Landing were invited to join dance classes and learn choreography. We have also had robust after school and summer programming with Day One Technology, engaging young residents in STEM activities.

Fairview Oaks received a \$4,500 Metro Grant to finish its garden project and completed 4 days of bulk waste clean-up events. Trash for Peace provided the dumpsters and Adopt a Block provided all other items needed to clean up the bio-swale and green space along the property. Trash For Peace continues to do wonderful work at our East County sites. They engage residents in sustainability education and activities, and create employment opportunities through the Environmental Promoter Program.

The Resident Community Services Coordinators on this team host activities throughout the year, especially community connection events in our updated community spaces.



Congregate Housing Services Program (CHSP) 2022 Highlights

CHSP Operates at Holgate House, Grace Peck Terrace, Dahlke Manor, Unthank Plaza, and Rosenbaum Plaza.

- Served 177 participants ranging from 22 to 94 years old
- Re-opened in-person dining after 2 ½ years of meal delivery, due to pandemic restrictions • 49 new participants
- Served over 35,000 meals
- Provided over 4,000 hours of case management

Highlights from the Team Serving Hope VI Properties

The HOPE VI team is made up of 7 awesome Resident Community Services Coordinators that work at the North, Northeast and Southwest Portland family properties. Our goal for 2022 was to reengage with residents and focus on their greatest areas of need. As a team, we decided to focus on Housing Stability, as we noticed that many families at our properties were facing financial hardships. The Covid Pandemic made us want to focus on Health Awareness. And our final focus was Youth Services. Though those were our focus areas, the team continued to work directly with residents in other areas to tackle specific challenges meet goals. We:

1 Assisted families in signing up for available rental resources to help prevent eviction.

2 Hosted weekly and monthly opportunities for residents to sign up for energy assistance and food boxes.

4 Coordinators collaborated with community partners like The Urban League, Care Oregon and The North by Northeast Health Center to provide regularly scheduled vaccine education events and clinics on-site.

5 The New Columbia Learning Center opened on December 1, 2022. The center is a place for community members to learn about access advanced technology, including laptops, tablets, desktops, 3D printers, an audio/video recording studio.

6 Partnerships with Portland Parks and Recreation, The Multnomah County Library and Black Parent initiative allow us to offer programs and events like an on-site Summer Lunch Program, Computer Literacy Workshops, and our community celebrations.

7 K-ching, which is a summer employment program for residents at Tamarack and New Columbia, between 12 and 18 years of age, had a terrific 2022. Partnering with the Summer Works program allowed the program to offer more work sites and payment. The program also received the Portland Parks & Recreation Teen Collaborative Grant, which allowed us to expand the program into a year-round opportunity. In Winter, 2023, we offered the first Winter K-Ching Virtual Learning opportunity.

Greater Opportunities to Advance, Learn, and Succeed (The GOALS Program)

In 2022, 32 families graduated from the GOALS program. The average Managed Savings Account funds disbursed at graduation was \$13,170 per family. Also in 2022, the GOALS program hosted its annual Resource Fair in person for the first time in 3 years, helping connect Home Forward participants with local community partners.



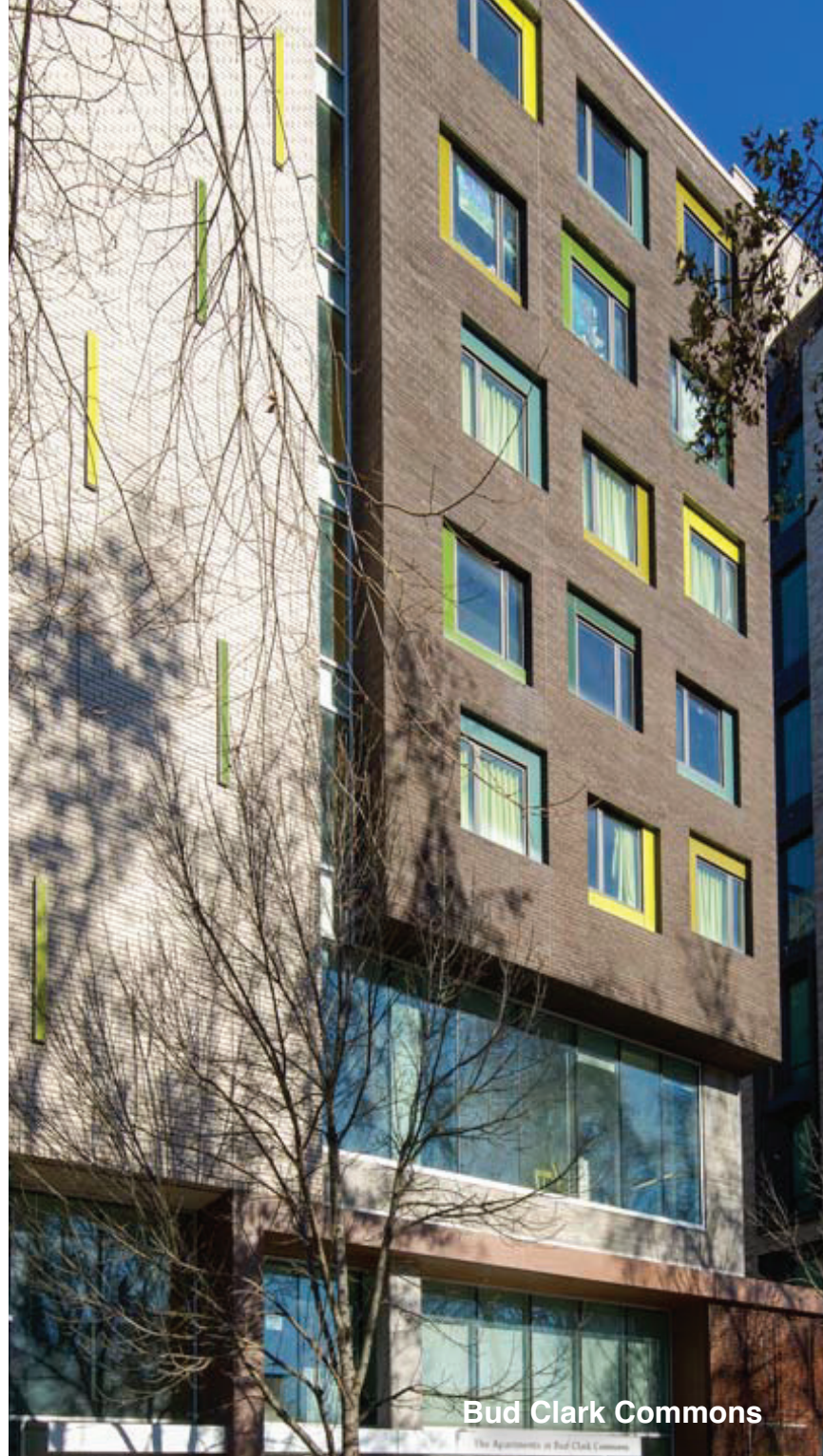
Permanent Supportive Housing

Highlights from the Bud Clark Commons Team

One big initiative at the Bud Clark Commons is increasing access to harm reduction services. We cultivated a partnership with Outside In to provide Harm reduction services at the Bud Clark Commons which includes access to nasal naloxone, clean needles, HIV/Hep C testing, and more. During these harm reduction services, Portland Street Medicine will provide wound care education beginning in 2023. Additionally, because we've known access to nasal naloxone is vital, we secured about 500 doses of nasal naloxone to distribute. This partnership with Multnomah County has allowed us to be more intentional with the resources and truly re-imagine what harm reduction looks like at the Bud Clark Commons.

Coming out of a pandemic, we've had renewed energy to host community events, build in more structure, and provide more proactive services. Summer, 2022 brought back one of the most attended community events – our Summer Block Party. In years past, residents have been able to get together, play games, sign up for resources and much more! At this event we had the library, Portland People's Outreach Project to provide harm reduction services, Metropolitan Defenders for legal services and other resources for the residents to access in a “no pressure” environment. Not only did this provide an opportunity for the residents to come together, but also engagement with and for staff. Throughout the pandemic, this event and most others were on hold for safety building. 2022 brought change and brought the community together. These events are so important not only to combat social isolation but for housing retention.

Social isolation hit this community hard and so having more staff on site and providing outreach has helped to combat this. We've also had time to plan for 2023 and how we can continue this momentum into the new year. Not only have we been able to bring back services that we had in the past, but we were able to increase services in the plan for 2023.



Highlights from the Tukwila Springs Team

2022 saw the expansion of Community Service's Permanent Supportive Housing (PSH) focused resident services with completion of a new PSH project in Gladstone, Oregon. This project is owned by the Housing Authority of Clackamas County and Home Forward provides resident services, property management, and holds subcontracts for PSH services. Tukwila Springs serves seniors, 55 years and older, who have experienced one year or more of homelessness. Tukwila Springs also gives preference to people who were or are homeless in the city of Gladstone or are Native American/Indigenous.

1

Our department partnered with Native American Rehabilitation Association (NARA) to provide culturally specific PSH case management services on site, and added new internal positions including a new Resident Community Services Coordinator position, 3 Resident Specialist positions, and a new Program Supervisor position that is focused on PSH.

2

Our staff has been able connect residents atTukwila to primary medical care, phones and phone service, peer support, food, clothing, bedding, household items, and community support in areas such as religion, spirituality, mental wellness and more.

3

Tukwila Springs staff are also working to bring in even more services and supports and will soon have a representative from DHS Self-Sufficiency Office keeping regular hours on-site to help residents sign up for benefits, student nurses through Clackamas Community College to do preventative care and health education based on the information residents have asked to have in the building, such as blood pressure checks, fall risk assessments, and nutrition classes.

4

Partnerships that have all come together to meet the needs of the people living at Tukwila Springs include NARA, Central City Concern, Cascadia Behavioral Health Care, Friends of Gladstone, Gladstone Senior Center, Clackamas Community College, Unfold Yoga Studios, the Department of Human Services, Gladstone High School Food Bank, and some local churches.



Tukwila Springs

Property Management

This department teamed with Policy and Accounting/Finance to allocate \$1M of rent support during the pandemic! We communicated information about resources with residents, answering questions, and spent time reviewing/making adjustments to ledgers. We also implemented a new policy to support residents who were unable to pay their rent. These were huge moves and will have positive impacts into the future. Our department also made headway in other areas:

Climate Change

Over the entire Home Forward Property Management portfolio, we verified applications, picked up equipment, and installed over 500 air conditioners in a 45 day period.

Property Management Partnerships

In Home Forward's first foray into managing properties for other companies, we started Managing Tukwila Springs for Clackamas County Housing Authority. We leased up ahead of schedule and now are providing property management to a thriving permanent supportive housing community.

Waitlist Opening

In an epic first-time online waitlist opening through the new Home Forward portal, we took in over 10,000 applications! It was ton of work on the part of the Compliance Team, IT, and site staff. This was also the first time we used multiple outreach and webinar training sessions with community partners to support people submitting applications.

2020-2023 were tough years, but they didn't stop Property Management at Home Forward!



Dahlke Manor



Hattie Redmond Apartments

Hattie Redmond Apartments is a project of Home Forward and the Urban League of Portland as co-developers. The 60-unit permanent supportive housing (PSH) building is in the Kenton neighborhood of North Portland. PSH is meant for people exiting chronic homelessness with a disabling condition, and includes a home, permanent rent assistance and on-site supportive services to help keep people stably housed. This community was additionally designed for people who request culturally specific PSH services within the Black community. One of the goals of this building is to reconnect Black residents to Albina, an historically Black neighborhood of Portland. We broke ground October 15, 2021 and held our Grand Opening April 4, 2023.

The Importance of Culturally Specific Permanent Supportive Housing at Hattie Redmond

PSH combines deeply affordable housing with supportive services to address the complex challenges from experiencing chronic homelessness. Black Portlanders, who make up 8% of the population, but account for 13% of the chronically homeless population here, are especially in need of PSH, so many of Portland's Housing Bond-funded projects advance racial equity by including culturally specific PSH. The teams for Bond projects all include culturally specific partners who have long reputations for serving Portland's diverse communities. The Urban League is the ideal partner for this project, which provides culturally specific supportive services within the Black community.



Grand opening April 4, 2023

Partners

Construction

Bremik Construction
SERA Architects

Supportive Housing and Resident Services

The Urban League of Portland

Financial

Oregon Housing and Community Services (OHCS)
Portland Metro Bond
US Bank
PGE Renewal Development Fund
Energy Trust of Oregon



Development

Highlights from 2020-2023 include:

- 1 In 2022, we had 736 units under construction, 897 units under development, 3 projects for near future development, and 283 new or rehabbed units ready for people to move into.
- 2 Not only did we break ground, we also opened Hattie Redmond Apartments! (see center layout).
- 3 Design continued in Troutdale, and thanks to former Governor Brown's Climate-Friendly and Equitable Communities rule making, we will have an attractive project with plenty of play space, landscaping, and parking.
- 4 We began construction on the renovation at The Fairfield and Grace Peck Terrace.
- 5 Group 7 renovations as well as renovations and leaseup at Fountain Place completed.
- 6 IRCO became the service partner for the 3000 SE Powell and Peaceful Villa developments.
- 7 Successfully completed \$110M of rehab on 20 properties with 874 rent-assisted homes.
- 8 Awarded Civic Station site and Metro GO Bonds from Gresham to develop co-located affordable housing and early learning.
- 9 Construction continues at Powell and Dekum Court, which both are nearing their own groundbreaking celebrations.



Construction at 3000 SE Powell

IT

In March, 2020, like many organizations, Home Forward sent its staff home for what we thought would be a few weeks but many anticipated would be the rest of the year. Our IT department had the chance to step into the spotlight and really come through in a moment where they were able to troubleshoot our operations to the point of first being current, and as time went on, they helped us modernize. IT, from making sure everyone had a laptop, to pushing out zoom updates, and launching portals to keep people from having to bring paperwork to an office, were pandemic superheroes, and rarely get enough praise. Here are some of their accomplishments, straight from them:

- In early 2020, we had 90 laptops across the agency – beginning in the 3rd week in March 2020, we helped convert the agency with little notice to a work from environment, which included initially refreshing 120 laptops in 3 days bringing our total to 210...We issued them in 1 week. We provided remote support and onsite support during the pandemic at sites and staff members' homes. We now have 359 laptops in circulation.
- We finally finished the Yardi Voyager 7s (primary agency software) conversion from self-hosted to cloud-hosted with purge of 17 years of data.
- We launched multiple portals: Housing Provider Portal, Document Library, Rudman Scholarship Application, Waitlist Position and more!
- We created Internal Web Resources, including SMS mass message delivery, E-Records modernization, digitization of forms, and department specific supports to optimize program functioning.
- Found additional equipment for staff to work from home, as needed with very limited resources because of supply/demand issues related to the pandemic.
- Remodeled the IT office at our primary agency headquarters downtown.

Procurement

Highlights from 2020-2023 Include:

- A resolution to update Public Contracting Rules to prohibit contractors from engaging in or supporting the use of prison labor.
- An electronic portal (B2G) for contractors to record Underutilized Business Enterprise (UBE) participation in real time numbers.
- Updated Home Forward's Economic Equity Policy to increase the UBE goal from 20% to 28% and added Disability-Owned Business Enterprise (DOBE), LGBT-Owned Business Enterprise (LGBTBE) and Veteran-Owned Business Enterprise (VBE).
- Began meeting with Constructing Hope, Portland Youth Builders, Oregon Tradeswomen, and POIC, to highlight our upcoming construction projects so that pre-apprenticeship students can get ready for apprentice training, to later be hired.



Finance and Accounting

These highlighted items for 2020-2023 were all processed by our small and mighty Finance and Accounting team. Those in the know, understand that this is a team of superstars and now readers will too!

1. **Landlord Compensation Fund - 23,619 households served**
2. **COVID-Specific Short Term Rent Assistance Programs - 15,697 households served**
3. **Oregon Emergency Rent Assistance Programs - 4,654 households served**

In addition to processing payments, our staff fully administered two statewide programs: **The Affordable Housing Stabilization Fund** (4,097 households served) and **The Landlord Guarantee Program** (783 households served).

Our Development Accounting staff were part of the team for 343 completed preservation and new construction units, and 993 preservation and new construction units for our "Development Pipeline". The analyst team had another successful on time budget with a 20% staff vacancy and a new manager, making five years and counting of clean audits with no findings.

Risk Management

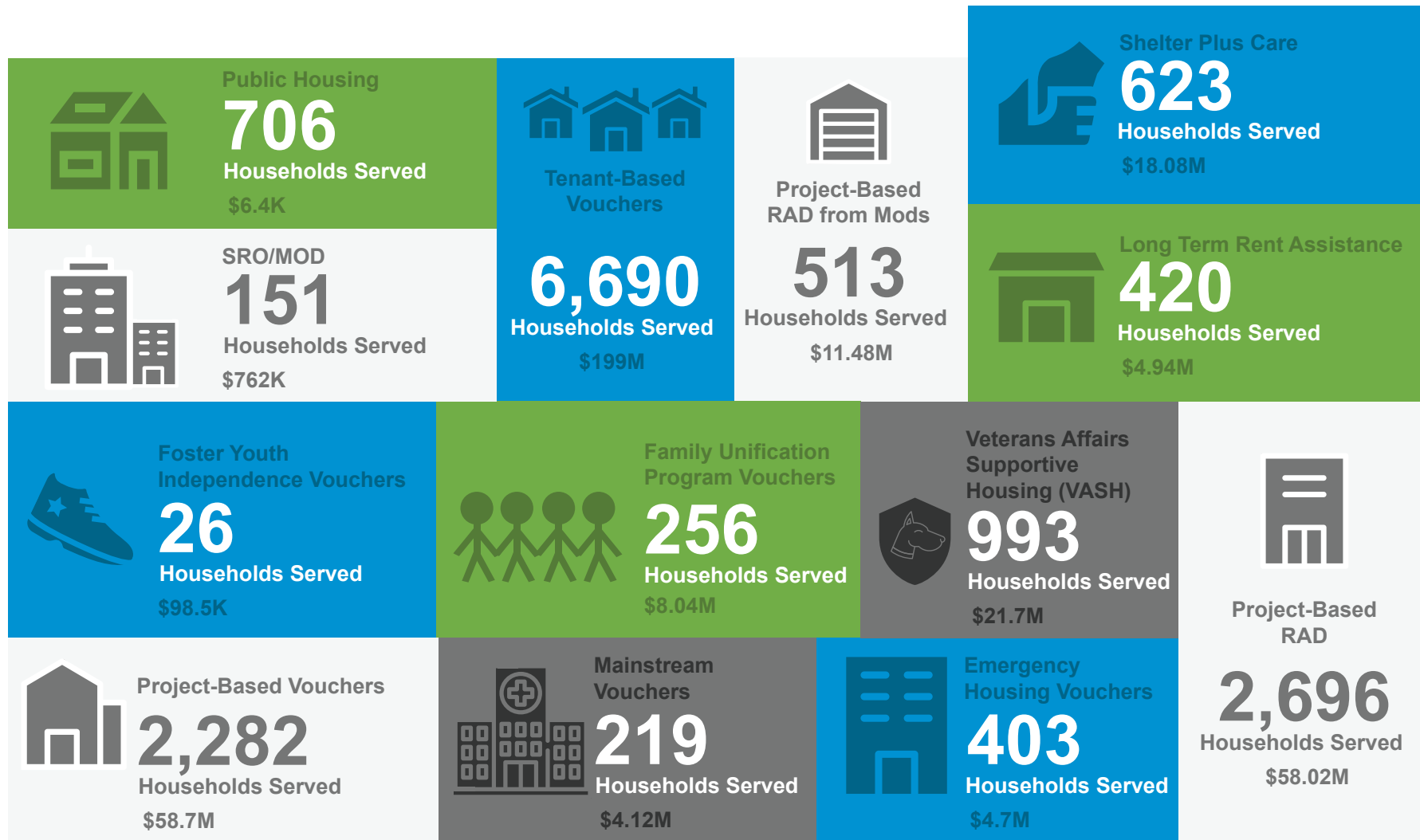
In 2021, Home Forward launched HF Insurance Group, LLC (HFIG) as a single-member insurance captive with Home Forward as the single member. The first line of insurance that we issued in 2021 was property insurance for all of our physical assets. This helped us reduce our dependency on other insurance carriers for basic property insurance and our exposure in the insurance market in general, reduce our costs for property insurance overall, send less of our money to external business partners, reduce the amount of coverage we require from an external insurance carrier, and reduce our insurance premium costs. Net profit in 2021 was \$697K and unrestricted cash on hand at the end of 2021 was \$1.4Million, so that first year of operations was very successful.

The successful 2021 helped us reduce insurance costs for 2022 and beyond. By harvesting a \$600K dividend from HFIG in 2022, Home Forward was able to pass that along to our properties in the form of insurance premium cost reduction. Along with the successful property insurance line of coverage, we added auto liability, general liability, and directors & officers liability insurance. Adding this coverage had a similar effect as having added the property line of coverage in 2021; we reduced the amount of money we sent outside our agency to insurance carriers and held more of our own money to harvest as dividends for our properties and our agency as premium cost reduction.

The foresight to add of these three lines of insurance in 2022 also positioned us to reduce our insurance premium paid in 2023 for the same lines within HFIG. In a market where annual double-digit percentage increases are normal, a reduction in premium costs for the same coverage is noteworthy, and a win for our agency.

Households and Subsidy January 2020-March 2023

This graphic shows the number of households served as well as the total dollar amount of subsidy paid. The household counts aren't duplicated across categories so it's possible to add any group(s) together and get functional totals (for example: Project-Based + Tenant-Based to get MTW HCV). The household counts might exceed our authorized, due to turnover, since each household is counted during the time they were assisted to capture the total amount of subsidy paid.



Ivory's First Year

Scrap Book | 2022-2023

When I joined Home Forward in March of 2022, I had just been awarded the Mary Kathryn Nenno Advocacy Award from NAHRO for my work in my previous role. Housing advocacy work is my passion, so it was no surprise that I would want to bring that work to Home Forward and keep it up. In my capacity as Co-Chair for the National NAHRO Legislative Advocacy Network, in 2023 we had a record breaking August Advocacy campaign, where almost 2,500 individuals sent over 45,000 letters to Congress and to the White House.

While this scrapbook is meant to be a bit of fun with my first year at Home Forward around my new colleagues and peers, a lot of the photos are of time I spent with advocacy partners and friends, new and familiar, working right alongside me doing this affordable housing thing. When I say "Housing First" you know I mean it!



“Housing advocacy work is my passion.”

Ivory Mathews, Home Forward CEO



Portland housing executive on why 'we can't build fast enough'
 By [Name] on [Date]
 [Text]

New Leader in Housing Crisis

Ivory Mathews takes helm at Home Forward

The Portland Oregonian
 Ivory Mathews, the first Black woman to lead public housing authority Home Forward, has been named as the new CEO of the organization. Mathews, who has worked for the city for over 15 years, will take over the role on January 1, 2024. She will be responsible for leading the organization's efforts to address the housing crisis in Portland, Oregon.



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Portland housing authority Home Forward names first Black female executive director



Home Forward, Portland's housing authority, announced Ivory Mathews as its new executive director on Friday, making her the first Black woman to lead the organization in its 50-year history.

See: Ron Wyden (D-OR) Chairman, Senate Committee on Finance



See: Ron Wyden (D-OR) Chairman, Senate Committee on Finance

Special Annual Report Dedication

Stephanie Box

Bud Clark Commons
Resident Specialist

Winner of 2022 Julie Sterling Award

This report is dedicated to the memory of our departed colleague, Stephanie Box. We are thankful for her years of service to the Home Forward community.



Board Members Who Passed Away, 2020-2023



Lee Moore

03/11/1946 - 02/27/2021



Howard Shapiro

04/14/1931 - 06/16/2021



Harriet Cormack

01/24/1942 - 06/09/2022



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October 2023 | Monica Foucher