

TAC Annual Report

Reporting Period: June 2025 – May 2026

Prepared for: Board of Commissioners, Home Forward Senior Leadership Staff

Since being reformed in June 2025 after a two-year hiatus, the Tenant Advisory Council (TAC) has transitioned from foundational development into a policy-driven advisory body focused on systemic improvements across Home Forward programs.

Currently the TAC is made up of 14 tenants, with 8 residents who reside in Home Forward-managed or Third-Party managed buildings and 6 participants living in privately owned/managed communities. All TAC members were selected from a robust and equitable evaluation process following an open application to all Home Forward assisted tenants. The TAC meets in required monthly meetings and optional monthly work sessions between meetings. All meetings are open to the public and public attendees typically include Home Forward assisted tenants interested in staying connected to the current focus of the TAC and occasionally providing public comments about the concerns they have in their own communities.

Over 1,200 applications were received from individuals who were interested in joining the TAC. Individuals who were ultimately not selected for the TAC were invited to join a group of Community Advocates, who receive communication updates via email about future opportunities to engage in advocacy, community-building and tenant-leadership roles.

Our 2025-2026 Summary:

- Established a **policy framework** to organize the identified problems and proposed solutions for our work.
- Combined this framework with existing identified policy work within Home Forward, and solidified **core policy priority areas** and corresponding subcommittees to center these discussions.
- Subcommittees are advancing their policy projects and working with Home Forward staff and evaluating existing practices to develop policy improvements and recommendations for review and implementation.

Throughout this year, we developed group agreements to guide discussions, participated in advocacy and Fair Housing trainings, engaged with community partners to better understand available resources, and worked with Home Forward staff to strengthen accountability, collaboration, and provide ongoing feedback for various tenant-focused projects.

The TAC's work increasingly reflects our intended role:

Moving from discussion → to structured input → to actionable policy influence

1. Policy Framework Established
 - a. Adoption of the DELTA Framework for policy development
 - i. *Determine* → *Explore* → *Level* → *Transform* → *Assess*
2. Priority Policy Areas Identified and Corresponding Subcommittees
 - a. Derived from resident testimony, system gaps, and staff engagement:
 - i. Resident Safety & Emergency Preparedness (HF Buildings)
 1. Developed Emergency Readiness Sheets distilled from the existing Emergency Readiness Booklet into a concise, accessible format.

2. Advancing further community and tenant safety resources, including a toolkit, safety trainings and onsite pilot project support.
- ii. Third-Party Property Management Oversight
 1. Created a flyer for Third Party Managed buildings to support tenants in understanding who to contact for support.
 2. Reviewing and strengthening HF asset management policies and resident supported resources, including identifying process gaps, updating policies, and improving access to key services and information.
- iii. Voucher Holder Support & Staff Accountability
 1. Outlined needed improvements to Home Forward's Customer Services processes – highlighting accountability and responsiveness as key issues for accessing staff supports needed to maintain their housing.
 2. Continuing to review customer service and inspection processes to identify policy improvements and enhance voucher-holder access to community resources and support services
3. Policies in Development
 - a. Community Safety Toolkit Policies
 - b. Improved accountability models for third-party property management
 - c. Tenant Communication Policy & Procedure Updates

TAC Trainings & Capacity Building

TAC members strengthened our understanding of policy development, ethical governance, and resident advocacy at the local and state levels, while reinforcing our role as active policy contributors rather than just participants.

Provided Trainings:

- Conflict of Interest Training (Required by Home Forward)
- Two Group Agreements & Collaborative Governance Trainings
- Voices for Housing Justice Training (Provided by Welcome Home Coalition)
- Residents Organizing for Change Advocacy Basics (Provided by Neighborhood Partnerships)
- Fair Housing Basics (Provided by Fair Housing Council of Oregon)

Tenant-Driven System Insights

A major TAC contribution has been elevating recurring systemic issues to appropriate Home Forward staff during TAC meetings and tenant-engagement meetings, including:

- Communication issues between tenants, external management and internal Home Forward staff
- Inconsistent property management performance
- Barriers to reasonable accommodations
- Delays in inspections, transfers, and issue resolution
- Uneven emergency preparedness across housing types

External Advocacy & Legislative Awareness

TAC expanded our role into external policy awareness and advocacy, including:

- Engagement with state-level housing legislation
 - TAC members learned about SB 1523 (Digital Divide) and HB 4123 (Landlord Confidentiality) and how to provide public comment and testimony from Neighborhood Partnerships staff.
- Participation opportunities for testimony, public comment and engaging more
 - TAC received opportunities via email to advocate for state and local issues especially related to local housing funding and rental assistance, as well as information on current scope and classes with NLIHC and information on upcoming events to connect with state and federal legislators at Town Halls or local events.
- Awareness of federal and HUD-related policy changes
 - TAC members were provided information around HUD's proposed rule of Housing and Community Development Act of 1980: Verification of Eligible Status and how this may affect their communities and housing opportunities. Members were provided resources to complete and submit public comment individually, and a comment representing the TAC at Home Forward was submitted as well.

Looking Ahead

1. Advance Emergency Readiness tools in all HF and 3PM buildings
2. Advance 3PM Tenant communication flyer in 3PM buildings
3. Prepare for onsite Executive Director events
4. Strengthen pathways of tenant engagement in addition to the TAC through implementation of the Community Engagement Spectrum for continued policy and program improvement and updates
5. Continue development of formal policy recommendations

The TAC has evolved into a critical bridge between tenants and organization decision-makers. Our work reflects not only the lived experiences of Home Forward tenants, but also a growing capacity to translate those experiences into structured, actionable policy direction.