

**RIPPOWAM CORPORATION
REGULAR BOARD MEETING**

January 26, 2022

7:00 PM

Agenda

TO: Richard Ostuw
Ronice Latta
Bianca Shinn-Desras

- a. Call to Order
- b. Approval of Special Meeting Minutes for January 6, 2022
- c. 2021 Progress Report
- d. 2022 Proposed Goals
- e. Resolutions:
 - 22-03 Approval of Updated Allocation and Services Agreement Between Charter Oak Communities and Rippowam Corporation
 - 22-04 Approval of 2021 Discretionary Retirement Plan Contribution
 - 22-05 Authorize Selection of Architect for the Oak Park Revitalization
- f. Development Update
- g. Other Business
- h. Adjourn

Respectfully submitted by:
Jonathan Gottlieb, President

The undersigned, being all of the Directors of Rippowam Corporation, do hereby affirm and consent to each and every resolution duly adopted and action duly taken by the Directors of the Corporation at this Meeting.

Ronice Latta

Rich Ostuw

Bianca Shinn-Desras

THE ABOVE BEING ALL OF THE DIRECTORS
OF RIPPOWAM CORPORATION

RIPPOWAM CORPORATION PROGRESS TOWARD 2021 GOALS

DEVELOPMENT

Rippowam Manor

- Complete renovations - 5/21
Renovations complete, leasing of vacant units nearing completion
- Continue to assist residents with temporary relocation; minimize inconvenience of renovations
Relocation completed with minimal resident disruption and complaint
- Close out construction phase, close second permanent financing
Construction phase closed, higher post-rehab rents in place, second loan closing early 2022

Challenges and Variables

- Unanticipated conditions in building discovered during renovations, adding to costs
Significant extraordinary conditions encountered and successfully addressed
- Delays or expenses related to Covid-19, or other unforeseen external challenges
Covid related delays and expenses occurred and managed and all health and safety protocols were observed
- Greater challenges than anticipated with temporary relocation of residents
Relocation was not more complex than anticipated due to staff preparation

Glenbrook Manor

- Complete renovations – 11/21
Significant delays in materials delivery and poor contractor performance resulted in delays. Completion expected early 2022
- Continue to assist residents with temporary relocation; minimize inconvenience of renovations
Relocation nearing completion with only a few final moves to permanent units remaining
- Close out construction phase, convert to permanent financing
Leasing of vacant units under way, close out and conversion first half 2022

Challenges and Variables

- Unanticipated conditions in building discovered during renovations, adding to costs
Extraordinary conditions were encountered but contractor problems caused delays, as well
- Delays or expenses related to Covid-19
Start of renovation was delayed significantly due to Covid and reduced crew sizes for health reasons caused ongoing delays
- Greater challenges than anticipated with temporary relocation of residents
Relocation was as expected, managed well due to staff preparation and coordination

Lawnhill Terrace 3

- Complete renovations of residential buildings – 2/21
Renovations completed and units leased
- Complete addition to management office/community building
Addition and renovations complete and staff relocated to building
- Obtain certificates of occupancy, commence return of existing residents and lease-up of balance
All approvals in place, former residents returned, and other units leased to new tenants

Challenges and Variables

- Unanticipated site or building conditions
Typical change orders for unknown conditions, fewer than previous phases
- Delays in site utility completion by Eversource
Utility delays were encountered and exacerbated by Covid and weather conditions
- Delays in leasing of units to new tenants
Leasing went well, consistent with schedule

Oak Park

- Complete plans and specs for identified interim scope of work
Interim work plans complete, but on hold due to possible full redevelopment
- Initiate and complete procurement of contractors for interim repairs
Bid package prepared, but on hold as noted above
- Obtain CHFA approval of plans/specs and procurement
CHFA and DOH leadership have indicated support for full redevelopment
- Continue to seek additional funding for interim repairs and subsequent phased renovations
Fee-in-Lieu funds were awarded and changes in tax credit allocation policy increase the odds of a successful 9% tax credit application

Lawnhill Terrace 4 (final phase)

- Submit application for 4% tax credits and State capital funds
Applications submitted. State funds awarded, tax credits to be awarded January 2022 upon receipt of tax-exempt bond volume cap. Also obtained City tax abatement agreement
- Complete final renovation plans, specifications and cost estimates
Plans and specs complete
- Complete procurement of Construction Manager and refine plans and specs
Procured Viking Construction as CM, contract with fixed price ready to sign
- Commence renovations
Due to delay by State in issuance of tax-exempt bond volume cap, commencement expected late January 2022

Challenges and Variables

- Changes in financial markets affecting terms from lender and investor
Changes in financial terms such as interest rates as equity amounts, but accommodated
- Construction bids significantly in excess of estimates
Significant materials price increases due to supply chain disruptions, but accommodated
- Unforeseen existing conditions requiring additional cost to address (N/A)

Rental Assistance Demonstration (RAD) (combines development and asset management)

- Obtain final HUD approval for conversion of five federal public housing developments to project-based Section 8
Preliminary approval in place for all five sites. Final approval delayed due to problems with HUD electronic systems and changes in HUD requirements. Anticipated early 2022
- Create ownership/General Partner entities to own four sites being converted
Prepared and ready for transfer upon final HUD approval
- Close transfer of four sites to new ownership entities
To be completed upon final HUD approval
- Commence required repairs and improvements at all conversion sites
To be commenced upon final HUD approval and contractor procurement

Asset Management

Implement Formal Asset Management Program

Review and oversee current operations and long-term planning for all properties from the owner's perspective, complementing the property management and operations role played by COC and Stone Harbour. A Rippowam Corp. staff member will be assigned to each property and will coordinate with the operations team.

Current Operations

As the owner or owner's representative, asset managers will monitor and focus on:

- Occupancy levels, rent collection, delinquency, legal issues, write-offs. In order to meet lender/investor requirements and follow industry standards, final approval of write-offs, based on recommendations from the COC Executive Director and the Stone Harbour President
Implemented
- Marketing process, lease-up time (turnover), admissions and applicant screening
In coordination with COC, significant effort has been made to reduce leasing time, improve wait list management and the intake and leasing process, in general. Still a work in progress
- Maintenance activity and cost, physical condition of site, including appearance. Procurement of contractors and vendors
Process monitored throughout year, physical assessments of certain sites completed
- Energy consumption and efficiency
Monitored and reviewed, also during annual budget development
- Compliance with applicable legal and funder requirements (tax credits, HUD, CHFA, DOH, private lender, City of Stamford)
Compliance monitored, third party reports reviewed, follow-up with property management as appropriate
- Development and on-going monitoring of annual operating budgets
Participation in annual budget development process
- Review annual audits and interact with auditors as appropriate
All audits reviewed, interact with auditors

Long Term Planning

- Trends in demand for various unit types and sizes, and building/development types and locations
- Trends in resident income levels at various sites
- Trends in delinquency and arrearage levels
- Trends in operating expenses at each site
- Trends in utility consumption that may indicate failing building systems
- Trends in sources of demand (COC website, MLS, other media, resident referral, etc.)
- Trends in the Stamford area real estate market

All categories listed above are monitored, coordination with property managers and COC and Stone Harbour senior staff

Portfolio Wide Considerations

- How best to deploy resources (human and capital) across the portfolio for maximum benefit
- Do we have too much or too little housing of a certain type (examples: elderly, market rate)
- Is property management/maintenance staff allocated appropriately across multiple sites
- Allocation of available capital between development/acquisition of new or existing properties and maintenance/improvement of existing portfolio

All listed categories monitored on an ongoing basis. Consideration of redevelopment of Oak Park vs. previously planned renovation is an example.

Covid-19 Response

- Participate in modification and implementation of COC internal rent relief program
Significant role in development and implementation of COC program
- Monitor and provide updates and guidance on federal and State eviction moratoria and financial assistance programs
Provided regular updates on State executive orders and eligibility criteria for State rent relief program and proposed changes to State program leaders
- Coordinate with COC in preparation of applications for financial assistance including debt forgiveness, debt service forbearance, cash assistance, and regulatory waivers
Prepared three applications for FEMA reimbursement for Scofield Manor Covid expenses, obtained temporary debt service forbearance for several developments
- Participate in overall efforts to reduce tenant accounts receivable and increase tenant access to federal and State benefits and relief programs
Active role in connecting tenants with assistance and overall A/R reduction effort

Marketing and Leasing

- Coordinate with COC on development and implementation of new marketing effort targeting 50% and 60% AMI households for affordable units without rental subsidy
- Coordinate with property management and leasing agent on use of Multiple Listing Service to market 50% and 60% AMI units and increase size of waiting lists
- Coordinate with COC and property management in reducing affordable unit turnover time

New marketing approaches have been implemented, both in the COC admissions process and through utilization of a private leasing agent with access to the MLS and other marketing venues.

Taylor Street

- Assist condo owners with sale and/or refinancing in compliance with program rules
Assisted with the first two closings by original occupants and with buyer approval for a third
- Initiate discussion of Year 15 partnership dissolution with Limited Partner
Began discussions, then delayed due to sale of limited partnership interest to another firm. Discussions scheduled for January 2022
- Continue legal action against condo owners living elsewhere
One case resolved with fines paid to the condominium association. One case remains open

Quintard Manor

- Complete preparation for marketing of units without Section 8 subsidy
Implemented revised COC marketing plan and added marketing by private leasing agent
- Commence unsubsidized marketing if turnover reaches transition point
Commenced marketing to unsubsidized tenants in late 2021

Summer Place

- Coordinate with Inspirica on modification of supportive services reserve disbursements
Agreement reached on disbursements of excess supportive services reserves to Inspirica
- Coordinate with Inspirica on transition to new supportive services site staff
Successful transition after significant turnover among Inspirica staff

Mixed-Income Developments

- Resolve final issues in tax appeal settlement documents or resume negotiations/legal action
Tax appeal was settled prior to litigation with favorable results for all properties
- Review and approve all applications for market rate units
Applications reviewed throughout year for all mixed-income units

Park 215

- Attempt to lease remaining commercial space not yet under lease
Actively marketed remaining space. Three potential tenants expressed significant interest and two remain in the mix. Covid-19 has delayed many firms' relocation and expansion plans

Scattered Site Disposition

- Obtain HUD approval for sale of remaining property (1-3 Oscar Street)
HUD approval received
- Close sale of 1-3 Oscar Street
Sale closed at price above asking. Total revenue from the three sales in excess of \$1.8 million

QAP Revision and State Policies for Funding Prioritization

- Continue to seek revision in the CHFA Qualified Action Plan and DOH funding priorities. Work with leadership at CHFA and DOH to seek approval of proposed policy changes
One of our most important successes. After several years of lobbying, CHFA revised the QAP to create a level playing field for renovation efforts and urban projects in general, allowing the realistic consideration of a 9% tax credit application for Oak Park.

HOPE VI Homeownership Program

- Assist homeowners with sale and refinancing in compliance with program rules
Assisted with several sales and refinancings throughout the year, including repayment calculation, preparation of mortgage releases and assisting buyer and seller counsel

Financial

- Increase number and value of assets on balance sheet
Value of assets increased from \$33.6 to \$34.4 million
- Operate within administrative budget projections; limit administrative expenses
Administrative expenses were under budget for the year
- Provide direct financial support to COC
Direct financial support provided to COC was \$1.2 million for the year

Organizational Development

- Continue staff capacity development and increase in responsibilities as appropriate
Continued shift to team approach to development projects with good results. Ensures detailed project knowledge among all staff, ensuring continuity, and allows team members to focus on areas of strength
- Continue leadership development for incumbent personnel
Continued to add and increase responsibilities for team members, as appropriate
- Assist with on-boarding of new Board members
Participated in orientation efforts for new Board members and provided program descriptions and resource materials
- Provide program and property descriptions for Board members
Prepared and distributed detailed program and property descriptions

Miscellaneous

- Issue RFP for architects to increase size of pre-qualified pool
RFP Issued, with subsequent addenda
- Assist COC in revision/update of Agency Plan and ACOP
Prepared real estate development section for Agency Plan and provided input for ACOP
- Seek opportunities for new development and/or acquisition, including possible Year 15 tax credit acquisition and fee for service projects
Initiated discussions regarding the developments closest to year 15 and worked with the Finance Dept. and outside accountants to estimate costs of limited partner exit

Items Not Anticipated in 2021 Goals

Clinton Manor: Discovered that the stucco exterior on two full sides of the building was failing. Obtained plans, specs and cost estimates for repair, and secured approval to refinance the property to fund the repair cost with no increase in debt service costs.

Summer Place: Exterior cladding of neighboring building detached and fell into our parking lot. Worked with owner to seek building permit. Negotiated use of owner's parking for Summer Place residents

Quintard Manor: Initiated planning for improvements to common areas to enhance marketing effort for unsubsidized applicants. Initiated plans to add a second elevator and upgrade existing elevator.

Westwood and Palmer Square Refinancing: Sought interest rate reductions for mortgages due to lower prevailing interest rates. Lower rates have been locked with closings expected early 2022,

Affordable Housing Task Force (AHTF): Participated in third party development of a housing needs study for the City of Stamford which includes recommendations for deployment of City housing funds and developer contributions in lieu of creating affordable units

Fairgate Section 8 Rent Increase: Coordinated application and HUD approval of third party rent comparability study, required every five years, resulting in increased Section 8 subsidy

Market Rate Rent Increases: Successfully implemented larger than typical increases in rents for market rate units, both for lease renewals and new tenants

Insurance Coverage Reductions to Reduce Premiums: Obtained permission from lenders and investors to reduce certain insurance coverage levels to partially offset significant premium increases

Rippowam Park Lease Payoff: Working with bond counsel, obtained payoff of remaining balance due after refinance of Rippowam Park, a former COC property

Board Support: Provided development finance training package for Board members

Strategic Planning: Participate in COC strategic planning process and prepared related documents

Section 8 Fair Market Rent Appeal: Assisted COC in preparing appeal of reduced HUD-issued FMRs.

Section 8 Preference for Very-Low Income: Worked with Section 8 to create preference for Project-Based Section 8 units at Lawnhill Terrace and other redevelopment sites for very-low-income households

Congressional Earmark Funds: Applied for special congressional earmark funds for Lawnhill Terrace renovations. Application selected by Congressman Himes

Avoid City Property Tax Increase: Worked with City Director of Administration to support historic and existing Shelter Rent calculations and avoid significant increase in retroactive and future payments

RIPPOWAM CORPORATION

2022 GOALS

DEVELOPMENT

Rippowam Manor

- Obtain final City sign-off and Certificate of Occupancy – 4/22
- Complete lease-up of vacant units – 3/22
- Close second loan – 4/22

Challenges and Variables

- Unanticipated delays in unit leasing or City sign-off

Glenbrook Manor

- Complete renovations – 4/22
- Continue to assist residents with temporary relocation; minimize inconvenience of renovations
- Close out construction phase, convert to permanent financing – 5/22

Challenges and Variables

- Unanticipated conditions in building discovered during renovations, adding to costs
- Delays in delivery of materials
- Subcontractor personnel shortages

Lawnhill Terrace 3

- Complete leasing of vacant units – 2/22
- Convert to permanent financing – 4/22
- Complete formal close-out process – 5/22

Challenges and Variables

- None anticipated

Lawnhill Terrace 4 (final phase)

- Complete financial closing – 1/22
- Commence renovations – 2/22
- Continue renovations – throughout year

Challenges and Variables

- Unforeseen existing conditions requiring additional cost to address
- Materials delivery delays and/or subcontractor personnel shortages
- Materials cost increases due to supply chain issues

Oak Park

- Select design team – 1/22
- Finalize building location plan and begin design process (based on Redniss & Mead study) – 2/22

- Determine scope of emergency repairs – 3/22
- Continue design and engineering plans and initiate land use approval process and resident consultation – 4/22
- Procure contractor for emergency repairs and commence work – 5/22
- Procure Construction Manager – 6/22
- Complete planning and resident consultation process – 10/23
- Prepare and submit 9% tax credit and DOH funding applications – 1/23
- Continue search for funding – throughout year

Rental Assistance Demonstration (RAD) (combines development and asset management)

- Obtain final HUD approval for conversion of five federal public housing developments to project-based Section 8 – 4/22
- Create ownership/General Partner entities to own four sites being converted – 4/22
- Close transfer of four sites to new ownership entities 4/22
- Procure contractor(s) to perform required renovations 6/22
- Commence required repairs and improvements – 7/22
- Commence RAD application for Stamford Manor and public housing units at Palmer Square, Greenfield, and Park 215 – 8/22
- Submit RAD application – 10/22

Asset Management

Clinton Manor Exterior Cladding Replacement

- Close refinancing of existing loan and new second loan – 3/22
- Procure contractor to replace siding on two sides of building – 5/22
- Commence siding replacement – 7/22
- Complete siding replacement

Challenges and Variables

- Increasing interest rates resulting in higher debt service costs
- Construction bids in excess of estimates
- Unforeseen existing conditions requiring additional cost to address

Quintard Manor Second Elevator and Improvements

- Implement common area refurbishing to enhance marketability – 3/22
- Commence planning for relocation of existing stairwell and design of elevator – 1/22
- Obtain preliminary cost estimate for stairwell and elevator – 3/22
- Complete design and engineering for stairwell and elevator
- Obtain second mortgage from existing lender (CHFA) to fund improvements
- Procure contractor to relocate stairwell and prepare for elevator installation
- Procure elevator installation contractor
- Commence stairwell and elevator work

Challenges and Variables

- Increasing interest rates resulting in higher debt service costs
- Construction bids in excess of estimates
- Unforeseen existing conditions requiring additional cost to address

Clinton Manor and Quintard Manor Unsubsidized Unit Leasing

- Coordinate efforts of COC and private leasing agent to market and lease units with no operating subsidy now that limits on conversion to Project-Based Section 8 have been reached
- Obtain rents as close to tax credit maximums as possible for unsubsidized units
- Challenges and Variables
Potential revenue loss if unassisted rents are below previous subsidized rents

Taylor Street

- Assist condo owners with sale and/or refinancing in compliance with program rules
- Initiate discussion of Year 15 partnership dissolution with Limited Partner (Blackstone) – 2/22
- Issue RFP for property manager – 2/22
- Select new property manager or retain COC – 4/22
- Challenges and Variables
- Blackstone may wish to remain in partnership or may require significant payment to exit
- Continuing difficult relationship with certain condo unit owners

Summer Place

- Monitor efforts of abutting property owner to repair siding using access to Summer Place. Ensure quality of work is acceptable

Mixed-Income Developments

- Review and approve all application for market rate units

Park 215

- Attempt to lease remaining commercial space not yet under lease

HOPE VI Homeownership Program

- Assist homeowners with sale and refinancing in compliance with program rules

Marketing and Leasing

- Coordinate with COC and leasing agent on development and implementation of new marketing efforts targeting 50% and 60% AMI households for affordable units without rental subsidy
- Coordinate with property management and leasing agent on use of Multiple Listing Service to market 50% and 60% AMI units and increase size of waiting lists
- Coordinate with COC and property management in reducing affordable unit turnover time
- Coordinate with COC and leasing agent to improve wait list management and maintain contact with households on waiting lists.

Covid-19 Response

- Prepare final application for FEMA funds for Scofield Manor – 3/22
- Follow-up to ensure FEMA application approval and issuance of payment
- Monitor and provide updates and guidance on federal and State eviction moratoria and financial assistance programs
- Coordinate with COC in preparation of applications for financial assistance including debt forgiveness, debt service forbearance, cash assistance, and regulatory waivers
- Participate in overall efforts to reduce tenant accounts receivable and increase tenant access to federal and State benefits and relief programs

Security and Fire Safety Practices and Record Maintenance Review

- Initiate review of health and safety measures at all sites, including fire protection and personal safety and security items.
- Review of security guard deployment and number of shifts
- Recommend improvements as applicable

Operating Budget Preparation

- Participate with operations team in development of annual operating budgets for each site
- Monitor expenditures throughout year

Capital Budgeting and Reserve Analysis

- Participate with operations team in obtaining or updating physical needs assessments for site without current assessments
- Participate with operations team in evaluating replacement reserve levels at each site and determine if annual deposits to reserves are sufficient.

Implement Formal Asset Management Program

Review and oversee current operations and long-term planning for all properties from the owner's perspective, complementing the property management and operations role played by COC and Stone Harbour. Focus includes the following items:

Current Operations

As the owner or owner's representative, asset managers will monitor and focus on:

- Occupancy levels, rent collection, delinquency, legal issues, write-offs. In order to meet lender/investor requirements and follow industry standards, final approval of write-offs, based on recommendations from the COC Executive Director and the Stone Harbour President
- Marketing process, lease-up time (turnover), admissions and applicant screening
- Maintenance activity and cost, physical condition of site, including appearance. Procurement of contractors and vendors
- Energy consumption and efficiency
- Compliance with applicable legal and funder requirements (tax credits, HUD, CHFA, DOH, private lender, City of Stamford)
- Development and on-going monitoring of annual operating budgets

- Review annual audits and interact with auditors as appropriate

Long Term Planning

- Trends in demand for various unit types and sizes, and building/development types and locations
- Trends in resident income levels at various sites
- Trends in delinquency and arrearage levels
- Trends in operating expenses at each site
- Trends in utility consumption that may indicate failing building systems
- Trends in sources of demand (COC website, MLS, other media, resident referral, etc.)
- Trends in the Stamford area real estate market

Portfolio Wide Considerations

- How best to deploy resources (human and capital) across the portfolio for maximum benefit
- Do we have too much or too little housing of a certain type (examples: elderly, market rate)
- Is property management/maintenance staff allocated appropriately across multiple sites
- Allocation of available capital between development/acquisition of new or existing properties and maintenance/improvement of existing portfolio

Financial

- Increase number and value of assets on balance sheet
- Operate within administrative budget projections; limit administrative expenses
- Provide direct financial support to COC

Organizational Development

- Continue staff capacity development and increase in responsibilities as appropriate
- Continue leadership development for incumbent personnel
- Assist with on-boarding of new Board members
- Provide program and property descriptions for Board members

Miscellaneous

- Recommend additional architects to increase size of pre-qualified pool – 2/22
- Assist COC in revision/update of Agency Plan and ACOP
- Seek opportunities for new development and/or acquisition, including possible Year 15 tax credit acquisition and fee for service projects

RIPPOWAM CORPORATION

40 Clinton Avenue
Stamford, Connecticut 06901

Board Meeting Date: January 22, 2022

Resolution Number: 22-03

RESOLUTION

Subject: Approval of Updated Allocation and Services Agreement Between Charter Oak Communities and Rippowam Corporation

Background: See attached Agreement.

Resolution: **BE IT RESOLVED BY THE DIRECTORS OF RIPPOWAM CORPORATION THAT THE ALLOCATION AND SERVICES AGREEMENT BETWEEN CHARTER OAK COMMUNITIES AND RIPPOWAM CORPORATION BE APPROVED AND THAT THE PRESIDENT OF RIPPOWAM CORPORATION BE AUTHORIZED TO EXECUTE AND IMPLEMENT THE AGREEMENT.**

Jonathan Gottlieb
Staff Member Submitting Report

Allocation and Services Agreement

Revised 12-2021

This Revised Allocation and Services Agreement (the "Agreement") is entered into as of this 26th day of January 2022 by and between the Housing Authority of the City of Stamford, a body corporate and politic organized pursuant to the Connecticut Housing Authorities Law (the "Enabling Act"), d/b/a Charter Oak Communities (COC), and the Rippowam Corporation ("Rippowam"), a Connecticut non-profit corporation (collectively, the "Parties"). This Agreement shall be effective for the period commencing on February 1, 2022, and ending on January 31, 2026, and renewable thereafter subject to any applicable restrictions under regulation or statute.

Recitals

WHEREAS the mission of COC is to provide safe, decent and sanitary housing for persons of low and very low income in accordance with the Enabling Act and the Housing Act of 1937, as amended, and to engage in a variety of community development and community building activities; and

WHEREAS Rippowam is a Connecticut non-profit corporation created by COC to provide development and operational services relating to the COC Portfolio and Rippowam Portfolio, and other development efforts, and to provide asset management and related services and operational support to the COC and Rippowam portfolios; and

WHEREAS Rippowam and COC each performs services which benefit the other;

WHEREAS Rippowam will be providing development services to implement the various development and redevelopment efforts of interest to COC, including acting, through multiple wholly owned for-profit subsidiaries, as the general partner in owner entities created to eventually own all the residential developments in the COC portfolio as well as the Rippowam portfolio, and will be providing asset management and related services and operational support to COC; and

WHEREAS this Agreement is intended to set forth the understanding between COC and Rippowam concerning their respective duties regarding these various efforts and to identify those services for which compensation may be required;

NOW, THEREFORE, in consideration of their respective promises, and for other good and valuable consideration, Rippowam and COC agree as follows:

I. Division of Duties as Between COC and Rippowam

1.1 Administration. Rippowam shall have primary responsibility for the project administration of funds received for development projects. COC shall be responsible for the financial administration of funds received for development projects. COC shall be

responsible for administrative functions that are required to be performed only by a public housing authority. COC's additional duties hereunder are further described in Exhibit A of this Agreement, which is deemed incorporated into this Agreement as if fully set forth herein.

1.2 Rippowam Responsible for Phase-Specific Development Activities. Pursuant to this Agreement, Rippowam is responsible for carrying out both off-site and on-site development activities and related development efforts, and for providing asset management and related services and providing occasional operational support to COC. COC hereby assigns to Rippowam COC's right to perform the development services described in any Master Development Agreement between COC and any external funding source. It is COC's intention that Rippowam, through wholly owned for-profit subsidiaries, shall act as the general partner or managing member in owner entities created for development efforts. Rippowam's duties hereunder are further described in Exhibit B of this Agreement, which is deemed incorporated into this Agreement as if fully set forth herein. COC and Rippowam agree that Rippowam will receive all development fees described as due to the Authority pursuant to any Master Development Agreement or approved development budget as payment for its development services and for asset management services. Rippowam shall also receive limited surplus cash from the operations of certain development projects in the Rippowam portfolio after payment of all project expenses including loan repayments. Such fees shall be used by Rippowam for purposes consistent with any applicable use restrictions.

II. Allocation & Reimbursement Methodology

Exhibit C, which is deemed incorporated as if fully stated herein, contains the allocation and reimbursement plan ("Allocation and Reimbursement Plan") agreed to by the Parties.

III. Default

COC has assigned the right to perform certain development services and COC's interest in its share of the development fees as described in any applicable Master Development Agreement or financing plan based on Rippowam's promise to use a portion of such development fees or other revenue to reimburse COC for the costs described at Section II of this Agreement and to enable Rippowam to carry out housing and community development activities in furtherance of the Parties' mutual mission to expand and preserve low income housing and improve the quality of life in the City of Stamford. If Rippowam does not utilize funds provided herein for such purposes, it shall be deemed in default hereunder and the funds shall be returned to COC.

[Signature page to follow]

IN WITNESS WHEREOF, this Agreement has been duly executed as of the day and year first written above.

**HOUSING AUTHORITY OF THE CITY
OF STAMFORD d/b/a Charter Oak
Communities**

By: _____
Name: Vincent J. Tufo
Title: Chief Executive Officer

RIPPOWAM CORPORATION

By: _____
Name: Jonathan Gottlieb
Title: President

Exhibit A

List of COC Duties

- 1. Corporate Service Group (MAE) Support:** Provide RC with all standard administrative support for Human Resources, Finance, Information Technology, Risk Management and Administration. These include basic activities like payroll, benefits administration, accounts payable, treasury/investments, technology support, employee training and activities, RC Board agendas/minutes, etc. Expanded Financial and Accounting Activities are provided separately through a Memorandum of Understanding (MOU) between the MAE and RC.

Exhibit B

List of Rippowam's Duties

1. **Program Planning:** In consultation with the COC, residents and the broader community, develop, and obtain approval for, Revitalization Plans (RP's) which address COC's goals and objectives, result in viable and sustainable communities and attract households with a broad range of incomes to new or rehabbed developments. Program planning will encompass social services, community services, economic development, resident self-sufficiency, vocational development, and other components of approved RP's
2. **Schedules:** Prepare and maintain all schedules and budgets for each phase and component of all projects. Update schedules as frequently as necessary and advise COC on matters of performance by the various service providers relative to approved schedules.
3. **Financial Structuring:** Create, update, and obtain approval as needed, for comprehensive, feasible development and operating budgets. Monitor projects from pre-development through close-out to ensure compliance with approved development budgets and provide asset management services during operations to ensure sustainable availability of housing resources. Prepare and submit reports and updates to funding sources, COC, and others as required
4. **Coordination and Reporting:** Coordinate all development activities with COC. Submit to the Rippowam Board of Directors monthly project status and implementation activity reports. Ensure consistency of reporting regarding any developments managed by COC or to which COC personnel are assigned
5. **Asset Management and Operational Support:** Provide asset management services for the COC and Rippowam portfolios of properties, evaluate prospective development opportunities, and provide operational support to COC as requested.
6. **Community and Supportive Services:** Within applicable budget limitations, develop and implement a successful community and supportive services program.
7. **Resident and Stakeholder Participation:** Work with COC, residents, and stakeholders including the City of Stamford, to foster their connection with, and support for, the various development efforts. Facilitate and foster the involvement of resident representatives and the larger Stamford community in the development, refinement, and implementation of RP's. COC and Rippowam are committed to the significant and meaningful involvement of residents in all aspects of community revitalization.
8. **Neighborhood Reinvestment:** Work closely with the city and private interests to accomplish necessary collateral revitalization activities including infrastructure

changes, civic facilities improvements, commercial revitalization, economic development, and private residential investment.

9. **Relocation:** Prepare and implement any relocation plans that may be required in connection with the various development efforts, in compliance with any applicable federal, State, or local requirements

10. **Special Projects:** From time to time the Rippowam will assist COC in the performance of special projects and tasks as may be required in the interest of the planning and implementation of the various development and community revitalization efforts or provide other benefit to COC. Upon advance mutual agreement, RC staff costs associated with special projects that provide direct value to COC, may be reimbursed in accordance with the policy.

Exhibit C

Allocation and Reimbursement Plan

A. ALLOCATION OF OVERHEAD EXPENSES TO BE PAID TO COC BY RIPPOWAM

Salaries and Benefits

Rippowam will fund the total cost of Rippowam staff salaries and benefits, directly from Rippowam funds. Rippowam will also directly pay its office space rent and any invoices for indirect expenses that are attributable to Rippowam. Costs for direct expenses utilized exclusively by Rippowam but provided through, or invoiced to, COC, such as office equipment and supplies, software usage (allocated), copiers, and telephone will be charged to Rippowam. No separate mark-up shall be applied to such charges.

Ongoing, Occasional or Variable Support Services

Costs for Corporate (MAE) support services provided to Rippowam by COC on an ongoing or as-needed basis are included as part of the shared service agreement, and no additional cost for these services shall be charged to Rippowam Corporation. However, expanded financial and accounting activities that are outlined in the MOU between COC and RC shall be billed to RC and paid to COC on a quarterly basis. If a COC employee provides additional services above and beyond those identified as shared services, then the total hourly cost (salaries and benefits) of the COC employee(s) providing services shall be billed by COC and paid by RC. Whenever possible, advance agreements for these added services shall be agreed upon between COC and RC before services are performed. Billing backup shall include a description of the services performed, estimated costs of the services benefitting Rippowam. For services performed by third parties but provided through, and/or invoiced to, COC, the cost shall be the portion of the services attributable to Rippowam in accordance with standard proration formulas which may be based on number of employees, number of units, or another methodology).

B. ALLOCATION OF EXPENSES FOR SERVICES PROVIDED TO COC BY RIPPOWAM

Section I of this agreement describes sources of payment to Rippowam from developer fees and project operations. COC and/or the developments may compensate Rippowam for asset management activities or for performing functions beneficial to COC not directly related to Rippowam development projects (i.e., specialized services). Such compensation will be provided at the sole discretion of COC and is to be based on COC's assessment of the value of the provided services. Any additional asset management fees charged to developments will be approved as part of the Budget process and charged quarterly.

C. SCHEDULE AND METHOD FOR REIMBURSEMENT

COC will invoice Rippowam within thirty days after the close of each fiscal quarter in which costs were incurred. Upon approval, Rippowam will reimburse COC via a Journal Entry for all invoiced charges within thirty days after receipt of a quarterly invoice, unless one or more charges is in dispute.

D. EMPLOYEES PROVIDING REGULAR SERVICES TO BOTH COC AND RIPPOWAM

If an employee of either COC or RC spends a consistent portion of their work time on activities that directly benefit the other party, COC and RC may agree to share in the compensation of such employee. A quarterly Journal Entry shall be prepared to record this transfer between entities. The CEO (a RC employee) provides regular services and oversight to each entity and the CEO's salary and benefit costs are shared equally between COC and RC. As of 1/1/2022, 25% of all labor costs for the President of Rippowam Corporation, shall be charged to COC to reflect the on-going contributions and activities performed on behalf of COC.

RIPPOWAM CORPORATION
40 Clinton Avenue, Suite 101
Stamford, Connecticut 06901

Board Meeting Date: January 26, 2022

Resolution Number: 22-04

RESOLUTION

Subject: Approval of 2021 Discretionary Retirement Plan Contribution

Background: The Board of Directors of Rippowam Corporation approved the creation of a 401(k) plan in October 2009. The initial annual employer contribution approved by the Board at the time of the Plan's creation was 8% of employee base salary. The Plan was established following Board approval and has been in operation since January 2010. The initial resolution also empowered the Board to authorize, at its discretion, an additional employer contribution at the end of each year, following compilation and evaluation of the corporation's operations. Given the strong operational and financial results of Rippowam's activities in 2021, staff recommends that an additional contribution, in the amount of 7% of employee compensation during 2021, be made. The total contribution – in the amount of 15% of employee base salary – reflects the significant level of effort required of Rippowam Corporation employees to meet aggressive development schedules involving multiple projects, perform a variety of asset management functions while achieving positive financial results consistent with goals established for the year.

Resolution: **BE IT RESOLVED BY THE DIRECTORS OF RIPPOWAM CORPORATION THAT THE EMPLOYER'S DISCRETIONARY CONTRIBUTION FOR CALENDAR 2021 TO THE 401(k) RETIREMENT PLAN SHALL BE AS FOLLOWS: A DISCRETIONARY CONTRIBUTION OF 7% OF THE TOTAL COMPENSATION OF EACH EMPLOYEE DURING CALENDAR 2021. THE PRESIDENT OR VICE PRESIDENT OF RIPPOWAM CORPORATION IS AUTHORIZED TO EXECUTE SUCH DOCUMENTS AS NECESSARY TO IMPLEMENT THE APPROVED CONTRIBUTIONS TO THE RETIREMENT PLAN.**

Jonathan Gottlieb
Staff Member Submitting Report

RIPPOWAM CORPORATION
40 Clinton Avenue, Suite 101
Stamford, Connecticut 06901

Board Meeting Date: **January 26, 2022**

Resolution Number: **22 - 05**

RESOLUTION

Subject: **Authorize an Agreement between Rippowam Corporation and _____ Architects for architectural design and engineering services for the redevelopment of Oak Park, Ursula Place, Stamford, CT.**

Background: This resolution is to authorize the execution of an agreement for design and engineering services for the redevelopment of the existing Oak Park development, including land use approvals for the entire redevelopment plan for the full site, planning and design of the first phase of new construction estimated at 56 units, demolition plans for the first phase, and construction administration for Phase 1.

Rippowam Corporation invited the two architecture firms previously pre-qualified and with whom we have completed multiple projects. The two firms invited to submit proposals are Kenneth Boroson Architects (KBA) and Quisenberry, Arcari & Malik (QAM). While both proposals were well prepared and both firms qualified, the proposal submitted by _____ was deemed by the evaluation committee to offer the best combination of relevant knowledge and experience, design creativity, capacity to meet a tight design and approvals schedule, and competitive price. A composite scoring grid reflecting the individual scoring of the evaluation committee members is attached.

NOW, THEREFORE, BE IT RESOLVED, that:

- 1. The Board of Directors of Rippowam Corporation hereby approves the selection of _____ Architects to provide architectural and engineering services in connection with the redevelopment of Oak Park, located at Ursula Place, Stamford, CT.**

- 2. The President and Vice President are hereby authorized, empowered and directed to negotiate and execute an agreement and to execute additional documents and take such further actions as may be necessary and proper to contract with _____ Architects to**

provide architectural and engineering services in connection with the redevelopment of Oak Park, located at Ursula Place, Stamford, CT.

- 3. This Resolution shall take effect immediately.**

Jonathan Gottlieb
Staff Person Submitting Resolution

RIPPOWAM CORP. DEVELOPMENT UPDATE
JANUARY 2022

Corona Virus Actions: We are coordinating closely with COC and aligning actions taken at the sites managed by Stone Harbour with those policies and practices implemented by COC. We provide updates on changes in State and federal policies and actions and assist operations staff in resolving issues with UniteCT applications.

The State prohibition on initiation of evictions for non-payment and all but the most severe lease violations expired on July 20, and the federal CDC moratorium expired on July 31, but the Governor has extended certain eviction prevention provisions until February 15, 2022. These primarily include additional time before evictions can be effective and seem intended to encourage tenants to apply to the State rent relief program, UniteCT. We continue to assist operations staff in seeking funds through UniteCT and negotiated an agreement with DOH to accept a letter we prepared as proof of project ownership, and to direct related questions to one senior DOH official. While we continue to assist with processing issues as they arise, problems are fewer and overall response times have improved,

IN CONSTRUCTION

Lawnhill Terrace 3: All 52 residential units have been approved for occupancy, and residents have begun moving into the completed units from the Lawnhill 4 area and from the list of applicants new to Lawnhill Terrace. The management office/community building is complete and has received final City sign-off, which will trigger issuance of a final certificate of occupancy for the entire development. Our focus is on completing the leasing and project close-out processes. We have leased all but one unit, which exceeds the occupancy level required for conversion to permanent financing. If we maintain this level through March close out and financing conversion can occur in April.

Rippowam Manor: Renovations are complete, with only final City sign off still outstanding. Four units remain unoccupied, with full occupancy anticipated in four to six weeks. We have a large wait list, and prospective tenants have been identified for each open unit. Final City sign-off on the completed work remains delayed due to staff shortages in the Building and Engineering Departments. Closeout of the construction loan and closing of the supplemental loan is expected in two months. The supplemental loan was previously estimated at \$4.2 million but will likely be reduced significantly due to rising interest rates. The proceeds of that loan will be divided 80% to the investor partner and 20% to COC.

Glenbrook Manor: The roof replacement is complete. Renovations to first floor units (the final section) are 70% complete, and work in the basement is 85% complete. Portions of the remaining work in the units remains incomplete due to delays in shipments of materials, including countertops and appliances. The contractor is experiencing sub-contractor crew shortages, which has resulted in delays. Completion of first floor units is expected in late February, with the exception of one unit in which tenant relocation was delayed. Overall completion of the project is expected in Spring 2022. Leasing of vacant units has commenced.

IN PLANNING STAGE

Vidal Court Replacement – Phase V: Under an existing HUD grant, master planning and schematic design for a possible fifth phase of the Vidal Court revitalization on Stillwater Avenue was performed. A preliminary cost estimate for the development has been completed, but further action on this phase is not scheduled for the near term.

Lawnhill Terrace 4: The Zoning Board has awarded an additional \$1.3 million in Fee-in-Lieu funds bringing the total allocated to Lawnhill 4 to over \$2.1 million. We have received a special allocation of State DOH funds to complete the funding sources and the team is preparing the DOH and tax credit applications and finalizing terms with the lender and investor. Thirteen Project-Based Vouchers will be assigned to Lawnhill 4, which will generate additional revenue and support a larger permanent mortgage. We are targeting a financial closing the week of January 24th and commencement of renovations February 1. We are working closely with the lender, investor, CHFA and DOH to finalize and execute all documents, contracts, and exhibits. Closing in January is necessary to avoid additional cost increases in materials.

Oak Park: CHFA has issued a new Qualified Allocation Plan (QAP) which will guide the award of 9% tax credits for 2022 and 2023. The new QAP incorporates important changes we have recommended for several years, including a set-aside of 25% of available credits for projects that preserve existing affordable housing. We have commenced a comprehensive planning and design process with the goal of submitting a 9% tax credit application in January 2023. In the interim, we will implement a program of emergency repairs focused on the electrical system, roof repair, and certain structural problems in a few locations.

The second phase of the Redniss & Mead drainage assessment study was discussed at the December meeting. The plan was shared with the two architecture firms we asked to submit proposals for the Oak Park redevelopment. Those proposals were evaluated and interviews conducted, leading to the recommended selection to be presented at the January Board meeting.

Clinton Manor: During a recent high wind event, a portion of the exterior building siding detached and fell to the ground. After examination by an architect, engineer, and siding consultant, it has been determined that the siding on the two sides of the building that was not replaced during major renovations several years ago should now be replaced. The architect and consultants are preparing repair plans and a bid package for the siding replacement. Our current lender, Bankwell has approved our refinancing application, and work will proceed following the procurement of a contractor through a formal procurement process. The tax credit investor, Boston Financial, has approved the repair plans and specs. Because of the current unavailability of building materials and the onset of colder weather, we now plan to perform the repairs in the spring of next year. Preparations are under way to prepare new tax-exempt bond documents and close the refinancing in early 2022 and delay release of the additional \$1.5 million for disbursement when repairs commence.

Stamford Manor: Because of the recurring sizeable operating deficit at Stamford Manor, COC has asked that we investigate possible alternative funding approaches to the conventional low-income public housing program under which Stamford Manor has always operated. The deficit is primarily attributable to very large security expenditures and to the resident services provided through Family Centers. The

amount of HUD operating subsidy is based on an internal calculation performed by HUD for all regions of the country, with no consideration of the actual costs of any given development. The HUD formula is unable to recognize the special security needs or the importance of supportive services to the particular population at Stamford Manor.

We have determined that it is not possible to increase the amount of public housing operating subsidy. We have also investigated other potential options for addressing the recurring deficits at Stamford Manor. All would maintain the level of affordability at Stamford Manor that currently exists, would not result in any change in resident rent payments, and would not require relocation of any residents. This topic is addressed in greater detail under Asset Management.

ASSET MANAGEMENT

Park 215, (Phase IV Vidal Court Revitalization): Over half of the commercial space is leased and medical offices there are in operation. A non-profit service provider has recently expressed strong interest in the remaining commercial space. We have worked closely with this organization to show the space, provide operational details, and offered terms for either a sale or long-term lease of the space. We are investigating the possibility installing an electronic gate at the entrance to the residential parking area due to non-residents using the lot. We would offset the cost by charging market rate residents a small monthly parking fee, and also charging those residents with second cars in the lot.

Summer Place – Siding Repair of Adjacent Building: The two buildings on either side of Summer Place are built on the lot lines and are built out to the street frontage. Summer Place is set back from the street with its parking area in front. A significant amount of the exterior siding on one of the adjacent buildings (1010 Summer Street) has detached and fallen into our parking area. No injuries resulted but one resident's vehicle was damaged. Half of our lot remains roped off for safety and unavailable. The owner of 1010 has offered free parking to our residents in their parking area, beneath the building. The owner has been fighting with his insurance carrier, which most recently blamed the siding detachment on vibrations from heavy equipment used in the recent repaving of Summer Street. The owner has made a claim against the City, and we have notified the owner that the repairs must be made immediately, while any claims are pursued. We provided the 1010 owner with a temporary license and indemnity agreement, allowing workers to access our property to make the required repairs while protecting us from liability. A building permit application was submitted to the City in November and repair work is expected to commence upon issuance of the permit.

Conversion of COC Public Housing Portfolio: Applications for Rental Assistance Demonstration (RAD) conversion of Ursula Park Townhouses, Sheridan Mews, Lawn Avenue, and CT Avenue, and for the 33 public housing units at Fairgate to Section 8 project-based vouchers have received preliminary approval. Physical needs assessments have been completed for all five RAD sites. Data from the assessments has been uploaded to the HUD e-Tool platform. We have completed a detailed review of the assessments and the architect has completed the upload of the revised reports in the HUD electronic system. A new environmental and energy conservation electronic assessment has also been completed and uploaded. The next step will be a "concept call" with HUD, followed by submission of the formal financing plan. Repairs which the assessments call for in the first five years following RAD conversion must be done shortly after conversion. We estimate the cost of those repairs at approximately \$1.5

million for the four COC developments, which will be funded from either the proceeds of scattered site property sales or existing public housing reserves. Repairs at Fairgate will be funded from existing project reserves.

For the remaining 249 units, which includes Stamford Manor (215 units), and the public housing units within Post House, Taylor Street, Palmer Square, Greenfield, and Park 215, we suggest conversion to Section 8 under the Streamlined Conversion program, which is available for portfolios under 250 units. The simpler streamlined process has two significant advantages: Full Section 8 rental assistance is provided for every resident household, and HUD does not require a specific program of repairs. The revenue increase would be quite large, allowing reserves to be built up and providing an ability to fund repairs and improvements over time. HUD has directed us to combine the five physical needs assessments for the current applications into three. This contradicts previous guidance but is under way. As a result, we anticipate a delay in closing the current conversions until the first quarter of 2022.

Taylor Street: Investigation by an independent party has determined that two of the eight owner-occupants were living elsewhere and renting their units, in violation of their deed covenants. One has sold their unit and paid \$26,000 in fines. The other owner has moved back in and the legal case remains open in pursuit of the fines, although that owner has now admitted to being absent for an extended period. A unit that was listed for sale has been sold. We continue to assist prospective buyers and sellers by providing the maximum sale price calculation and buyer income limits. A unit that had been in contract to sell for some time has now closed. We are working with COC to assist the new owner in becoming with all operating procedures. Taylor Street is approaching the end of its fifteen-year tax credit compliance period (12/2022). We anticipate beginning discussions with Blackstone, which became purchased AIG's limited partnership interest effective January 1, regarding Year 15 issues. We will be issuing an RFP for property manager shortly. The RFP was presented to the condominium association for review and comment, Procurement has not been done since occupancy began in 2008. We have also revised and updated the Management Agreement.

Refinance of Existing Mortgage Loans: The Westwood rate modification has been closed, and the Palmer Square rate has been locked, with closing anticipated soon.

Leasing of Higher End Affordable Units: Eligibility under the Low-Income Housing Tax Credit Program (LIHTC) extends through households earning up to 60% of the area median income (AMI). In Stamford, the maximum income for a family of four is currently over \$91,000. While there is almost always significant demand for LIHTC units in the separate category for households under 25% of AMI, there are fewer applications submitted by households at the higher end of the 26% - 50% AMI category, and within the 51% - 60% AMI category.

Additional efforts and procedural changes have been implemented by COC to improve marketing efforts and to maintain better contact with households on the waiting lists. We also use a private broker, Newbridge Realty, to generate applicants for higher priced affordable units at Lawnhill Terrace and the mixed-income developments. We have recently added Quintard Manor to the NewBridge list because we have reached the limit of the number of units that can be converted to Project-Based Section 8 upon vacancy (50%). The remaining units will not have operating subsidy as new tenants move in, but rents

will remain capped at tax credit levels. We continue to work with COC to improve the overall intake and leasing effort.

Year 15 Tax Credit Project Planning: As tax credit projects approach their fifteenth year of operations, it is necessary to prepare for the exit of the investor limited partner, which typically exits between years thirteen and fifteen of operations. Taylor Street and Post House are the two oldest tax credit developments in our portfolio, and we are focusing on these two sites initially. Discussions are being initiated with the investor limited partners, with the goal of transfer of their interest to the General Partner, which in each case would be an entity owned by Rippowam Corporation. Debt remaining at Taylor Street will be approximately \$400,000 at the time of partnership dissolution, and approximately \$2 million at Post House. Both developments can be refinanced for amounts sufficient to pay off the existing loans and fund any needed capital items, including energy efficiency improvements.

Miscellaneous: We have prepared a Request for Qualifications for architectural services in order to expand the list of pre-qualified design firms from which we can request proposals for specific projects. This will allow project-specific procurement to focus on the suitability of the pre-approved firms for the project under consideration and reduce the length of the procurement period. Six submissions were received, including four from firms we have not worked with previously. Proposed selections will be presented to the Board at the February meeting.

UPCOMING TRANSACTIONS AND TASKS

COVID-19: Address higher than anticipated rent delinquency levels. Implement rent relief program. Assist residents in applying for the State and local rent relief programs, and for unemployment compensation and other benefits. A FEMA funding application for first quarter of 2021 is being prepared. The application for the second quarter of 2020 has been funded, and the Q3 and Q4 2020 applications have been approved for funding. Monitor any new or modified federal and state rent relief programs and assist COC in implementation.

992 Summer Street: Monitor repair work at the adjacent 1010 Summer Street. Continue to facilitate communication and coordination between COC property managers and Inspirica service provider team. Determine appropriate use for space previously planned for medical clinic for residents. Work with Inspirica to utilize the growing balance in the supportive services reserve. Monitor the repair of exterior siding on adjacent building.

Park 215: Continue marketing effort to obtain tenants for remaining available commercial space. Coordinate commercial tenant fit-out process. Continue discussions with a prospective tenant interested in all of the remaining commercial space. Consider installing a gate to limit unauthorized parking and charging a monthly parking fee to market rate residents.

Rippowam Manor: Lease remaining vacant units as quickly as possible. Coordinate close-out of renovations, City sign-off, implement post-rehab rents, and close supplemental loan supported by post-rehab rents.

Glenbrook Manor: Coordinate temporary relocation of residents during renovations. Coordinate renovations and oversee project during development period.

Lawnhill Terrace 3: Coordinate re-occupancy with property management team and private leasing agent, complete project close-out.

Lawnhill Terrace 4: Respond to any questions or information requests from CHFA and DOH, lender, investor, bond counsel, etc., close construction financing, commence renovations.

Oak Park: Select design team and commence resident consultation and design effort to develop 9% tax credit comprehensive plan. Implement selected emergency repairs.

Westwood and Palmer Square: Complete Palmer Square closing of interest rate modification.

Wait List Management Improvement: Working with COC, develop improvements in marketing and recruitment of applicants, in evaluating applicant eligibility, and in keeping applicants eligible and interested while on the waiting lists. Coordinate use of private real estate agents.

Year 15 Preparation: Hold discussion with investor limited partners for Taylor Street regarding the investor's exit from the limited partnership.

PORTFOLIO PERFORMANCE

Market rate occupancy levels continue strong, with larger than usual increases for new tenants and lease renewals. A significant amount of unpaid rent resulting from the Covid pandemic has been recaptured through the COC and State rent relief programs. The 2022 Section 8 rent limits have recently been issued, with increases averaging 12% across all unit sizes. This will boost operating results at all properties with significant numbers of Project-Based Voucher units. Demand and occupancy continues strong at the fully affordable developments in the Rippowam Corp. portfolio: Post House, Taylor Street, Clinton Manor, Quintard Manor, Summer Place, Rippowam Manor, Glenbrook Manor, and Lawnhill Terrace 1 and 2, although unpaid rent remains significant at some sites, especially Lawnhill Terrace 2 and Oak Park. Rippowam staff work very closely with property managers from COC and Stone Harbour Management, and with Family Centers, which provides supportive services for all sites in our portfolio. We are closely monitoring rent delinquencies due to tenant income loss during the Covid 19 emergency and taking steps to offset those losses.

EXTERNAL COMMUNICATIONS AND ISSUES

We continue to work with the City on the housing needs study and the implementation of the Affordable Housing Trust Fund. We participate with other affordable housing developers in providing input to CHFA and DOH regarding potential program improvements.