

# CALHFA FY2021-22 BUSINESS PLAN

## Executive Summary

### SERVE PEOPLE

Promote state-wide, inclusive affordable housing production and opportunities for homeownership while maintaining financial sustainability and independence

### REFINE OPERATIONS

Continue to improve operational efficiencies through the use of technology, workforce planning and the implementation of best practices

### BUILD PARTNERSHIPS

Collaborate with other housing entities, lenders and stakeholders who complement CalHFA's lending objectives and policy priorities in order to deliver effective and innovative housing solutions

## SERVE PEOPLE



### Single Family Lending

- Help 9,375 homebuyers purchase their first home
- Secure \$3 billion in 1st mortgage loans to generate \$52.5 million in revenue
- Finance \$157.5 million in subordinate loans for down payment assistance and closing costs, generating \$4.5 million in fees
- Implement Mortgage Assistance Program to distribute National Mortgage Settlement and American Rescue Plan Act funds
- Implement program to incentivize statewide construction of ADUs



### Multifamily Lending

- Produce and preserve more than 5,726 units of affordable housing
- Finance \$1.86 billion in multifamily lending with \$1.5 billion in conduit issuance, \$51 million in permanent loan conversions and commitments, \$60 million in Mixed-Income Program (MIP) lending, and \$20 million in Special Needs Housing Program (SNHP) lending, and \$6.4 million in other subsidy loan conversions and commitments
- Monitor market acceptance and status of future funding allocations for MIP
- Create Preservation Program for targeted deals in collaboration with business partners and sister agencies to implement a preservation strategy

## REFINE OPERATIONS

### Financial Position

- Manage balance sheet capital reserves to achieve an AA General Obligation rating
- Expand bond recycling program to preserve tax exempt volume cap
- Eliminate all variable rate bonds

### Operational Efficiencies

- Complete implementation of Optical Character Recognition (OCR) into MAS to streamline loan processing
- Expand use of Geographic Information Systems and Microsoft PowerBI for data visualization and mapping internally and externally
- Transition Multifamily origination and asset management activities to a new single-system platform
- Develop agency-wide e-signature project and e-taskforce
- Implement an Information Technology Service Management (ITSM) to improve IT customer service

### Risk Mitigation

- Identify risks associated with agency activities in compliance with the State Leadership Accountability Act report
- Implement Security Information and Event Management (SIEM)

## BUILD PARTNERSHIPS

### Partnerships for CA Housing Needs

- Build and maintain relationships with state and federal legislators by providing technical assistance, advocacy for affordable housing in CA, and resources to stabilize housing portfolio during and post COVID-19 crisis

### Affirmatively Furthering Fair Housing

- Establish a working group to explore new opportunities to enhance our product line to better address racial inequities.
- Develop Racial Equity Action Plan through the CCORE
- Increase outreach to socially disadvantaged communities to raise awareness of CalHFA resources and help families build generational wealth
- Explore ideas to incentivize sustainable and affordable homeownership in socially disadvantaged communities with financing solutions which can be delivered into the housing secondary market

