

2006-2007 ANNUAL REPORT

THE ROAD TO QUALITY LENDING



CALIFORNIA HOUSING FINANCE AGENCY



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Additional Information is provided in the “Audited Financial Statements”
(Available on CD by request) and “Statistical Supplement” to the
California Housing Finance Agency’s 2006-2007 Annual Report

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According to Henry Ford, “Quality means doing it right—even when no one is looking.” And so—as in our past 32 years—the road to quality lending leads to CalHFA. This past fiscal year posed some new challenges to our affordable housing mission. In addition to the familiar obstacles of fluctuating interest rates and escalating home prices, the industry was marred by growing concerns of predatory lending in the sub-prime mortgage market. While CalHFA is not—nor ever has been—engaged in the sub-prime business, the industry as a whole was impacted by the beginnings of a tightening of credit

and a reduction of programs available to the credit-challenged borrower. For veterans of the industry, it is a troubling situation to witness, yet despite this looming cloud of uncertainty, CalHFA had another exceptional year by all measures.

How we managed to steer around these roadside hazards can be summed up in two words: “The people.” At CalHFA, we have a long-standing reputation as a responsible leader in the affordable housing industry. It’s the people refers to our employees, our board members, and our industry partners—all of whom are committed to the highest standards of quality and

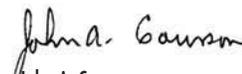
professionalism. This—as you know—is not our first road trip. It is a road we have traveled down many times as we fulfill our mission as the state’s affordable housing bank. It is our passion and our quest to ensure safe, decent and affordable housing for many Californians.

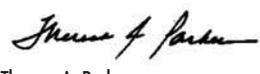
This past year, the Homeownership division surpassed its goal by setting an all-time record of \$1.72 billion of first mortgage loan volume. They did this by assessing the market, identifying customers’ needs, and then focusing its lending efforts where they would make the greatest impact. The 40-Year Fixed Rate Mortgage program, along with another recent product introduction—the *interest only PLUSSM* program—accounted for nearly 50% of all CalHFA originations. And, of all CalHFA loans made to first-time homebuyers, 43% were targeted to those with incomes at or below 80% of the area median income. The Agency is proud to be one of the few remaining reliable sources where a first-time homebuyer can get 100% financing and downpayment assistance to achieve their dream of homeownership.

The Mortgage Insurance division also enjoyed a stellar fiscal year, increasing the funding of insured loans from \$835 million to \$1 billion, or 23% above plan. And, because the Mortgage Insurance division only insures fully documented loans written to proven underwriting guidelines that do not put borrowers at risk, it was awarded a rating of A+/Stable by Standard and Poors. This acknowledgement of the underlying quality of CalHFA’s efforts not only results in lower capital costs for the Agency, it also speaks volumes about its reputation as a lender. In addition to these successes, one of the division’s most compelling programs—HomeOpeners®*, a Mortgage Protection Program—helped borrowers stay on track by providing the added comfort of knowing their mortgage payments would be covered for up to six months if they lost their job. CalHFA is not only dedicated to extending homeownership to first-time homebuyers, it wants to keep them there, too.

The Multifamily division gave another strong performance on the road by closing 42 multifamily loans for \$400 million, totaling 3,467 units of housing. The division directed a great deal of effort and interest to some of the people in our state who are most in need. The Bay Area Housing Plan—the first of its kind—provided an initial \$60 million in financing for affordable, community-based housing for people with developmental disabilities. The Agency also provided support for the Governor’s homelessness initiative and the Mental Health Services Act Housing Program which offers construction financing for those with mental illness who are also homeless or at risk of becoming homeless.

From the beginning to the last mile, CalHFA has met the challenges of this past fiscal year with the persistence and level-headedness required for a long journey. All along the way, we have been fortunate enough to have an exceptional staff to partner with some of the best minds in the business. Our accomplishments are a reflection of the collective talents and expertise of CalHFA’s staff, its board members, and housing partners. We embrace our mission of providing safe, decent, and affordable housing each and every day along the road to quality lending, and we are proud to share our results with you in this annual report.

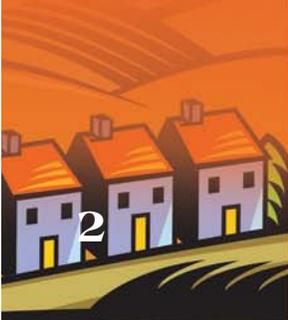

John A. Courson
Chairman


Theresa A. Parker
Executive Director

*HomeOpeners® is a registered trademark of Genworth Mortgage Holdings, LLP.



CHAIRMAN AND
EXECUTIVE
DIRECTOR'S MESSAGE



MEET THE MEMBERS OF THE BOARD



John G. Morris, President, John Morris, Inc.

* Theresa A. Parker, Executive Director, California Housing Finance Agency, State of California

Peter N. Carey, President/CEO, Self-Help Enterprises

Edward M. Czuker, President, E.M.C. Financial Corporation

Carla I. Javits, President, REDF (formerly The Roberts Enterprise Development Fund)

John A. Courson, CalHFA Board Chair, President, Central Pacific Mortgage

Dale E. Bonner, Secretary, Business, Transportation & Housing Agency, State of California

Carol Galante, President, BRIDGE Housing Corporation

* Cynthia Bryant, Director, Office of Planning & Research, State of California

Jack Shine, Chairman, American Beauty Development Co.

Lynn L. Jacobs, Director, Dept. of Housing & Community Development, State of California

* Michael Genest, Director, Department of Finance, State of California

Not Shown: Bill Lockyer, State Treasurer, Office of the State Treasurer, State of California

* Non-voting (Members listed from left to right)



**"As the senior staff of homeownership,
we are proud of the programs we offer."**

Gerald Smart - Chief, Homeownership Programs
Douglas Smoot - Housing Finance Chief

HOMEOWNERSHIP: The Road Home

In FY 2006-2007, the Homeownership division managed the increasing challenges of escalating home prices, fluctuating interest rates, and the overall tightening of credit standards imposed by the industry. Despite these mounting obstacles, the Agency enjoyed the most productive year in its history and—for the eighth consecutive year—met and exceeded its goals. This year's success was due in part to a "flight to quality" as lenders and borrowers alike sought out CalHFA's quality loan products and a partner they could trust. The Homeownership division's efforts this year have resulted in an all-time record of first mortgage loan volume for the Agency.

ACCOMPLISHMENTS FOR 2006-2007:

- The Homeownership division purchased \$1.72 billion in first mortgages, exceeding the previous year by 22%; 6,436 first mortgages were purchased with an average loan amount of \$266,849; and 10,364 subordinate loans were funded totaling \$96.4 million. Together, 16,800, homeownership related loans with a combined total volume of \$1.82 billion were provided.
- Achieved continued success with 35-year conventional *interest only* PLUSSM first mortgage: \$714,276,106 in loan purchases, a 23% increase from the prior year. Generated nearly \$96 million in 40-year conventional loans this fiscal year—the program's first full year—representing 6% of total loan production.

- The Affordable Housing Partnership Program (AHPP) partnered with over 306 cities, counties, redevelopment agencies, housing authorities and nonprofit housing organizations. During FY 2006-2007, AHPP generated a record 691 first mortgage loans totaling \$134 million.
- Proposition 46 funded 5,363 California Homebuyer's Downpayment Assistance Program (CHDAP) junior mortgages totaling \$49 million, offering down payment and closing cost assistance to over 83% of all borrowers financed by CalHFA.
- The CalHFA Housing Assistance Program (CHAP) provided 971 junior mortgages totaling \$7 million in down payment assistance for borrowers securing CalHFA first mortgages insured by FHA.
- The High Cost Area Home Purchase Assistance Program (HiCAP) offers down payment assistance to first-time homebuyers in the highest-cost counties. During FY 2006-2007, 2,409 second mortgages were funded totaling \$27 million.
- The Extra Credit Teacher Home Purchase Program (ECTP), designed to attract and retain teaching professionals in high priority schools, offers \$7,500 to \$15,000—not to exceed 3% of purchase price—in down



payment assistance. During FY 2006-2007, the Agency funded 385 first mortgages for \$118 million and 363 junior mortgages for \$4.6 million.

- The School Facility Fee Down Payment Assistance Program (SFF) continued to provide grants for down payment and closing costs to buyers of newly constructed homes. During FY 2006-2007, CalHFA issued 1,127 grants totaling \$4.6 million.
- The Homeownership In Revitalization Areas Program (HIRAP) offered low income first-time homebuyers in designated revitalization areas a deferred payment junior mortgage to be used for down payment assistance and closing costs. During FY 2006-2007, 131 junior mortgages were purchased totaling \$2.4 million.
- The HomeChoice Program offered a deeply discounted first mortgage combined with a junior loan to 72 disabled first-time homebuyers for a total of \$553,711.
- The Self-Help Builder Assistance Program (SHBAP) provided financing for site development, construction and permanent financing to borrowers with limited resources who contribute "sweat equity" in lieu of a cash down payment. During FY 2006-2007, 80 first mortgages purchased totaling \$14.4 million and \$51.9 million in SHBAP forward commitments were outstanding at the end of the fiscal year.

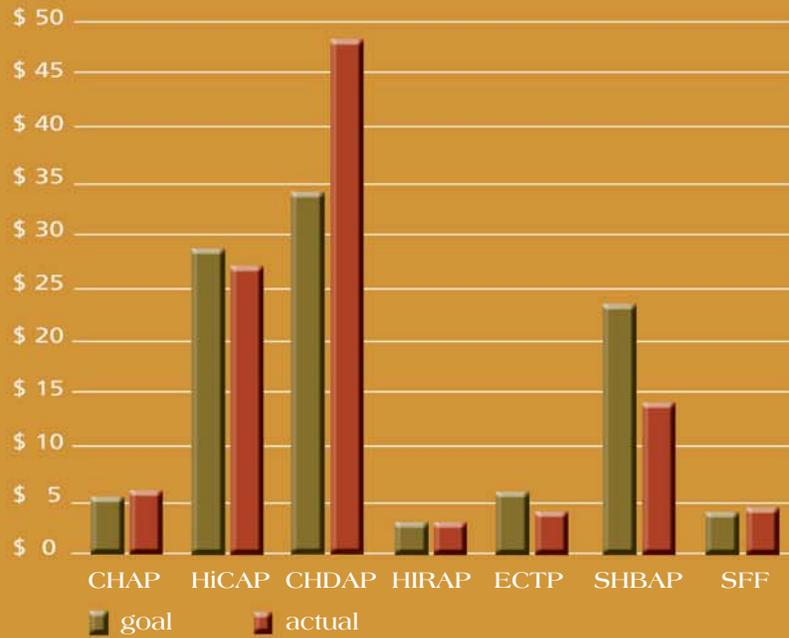
CalHFA Homeownership First Mortgage Production vs. Annual Goal, Last Three Fiscal Years

(in billions)



As in years past, one of the Agency's secrets to success has been its dedicated training and outreach efforts. In FY 2006-2007, CalHFA conducted 126 regional lender training sessions with over 3,200 registrants. Special lender training was also conducted at 66 lender locations with nearly 1,400 in attendance and 23 broker training sessions were conducted with over 700 attendees. This external communication increases loan officer awareness of our loan products and services and builds a strong team in the field that is committed to our mission. In addition, Agency outreach efforts included the launch of a lead generation program designed to assist participating loan officers in writing quality CalHFA loans. This program resulted in 3,800 inquiries and 3,300 leads being referred to participating loan officers throughout the state in the first six months. The Agency also participated in numerous outreach events such as Realtor® seminars, housing fairs, and tradeshow during the fiscal year.

Down Payment Assistance Programs (in millions)
FY 2006-2007



THE ROAD MAP FOR 2007-2008:

The five-year business plan for the Homeownership division calls for \$7.5 billion in funding for low and moderate income first-time homebuyers with \$1.5 billion targeted for FY 2007-2008. This volume will take the form of both whole loan purchases and the purchase of Fannie Mae-guaranteed Mortgage-Backed Securities (MBS) secured by CalHFA *interest only* PLUSSM first mortgages. Exploration of other opportunities to participate with Government Sponsored Enterprises is also expected to continue in the coming year.

Also underway is a major effort to improve Homeownership's loan origination computer system with an automated business solution. When completed, the system will support whole loan purchases and facilitate the MBS program and secondary market sales. All aspects of loan originations from reservation to purchase will be integrated into one system with the ultimate goal to eventually achieve paperless loan purchase transactions, resulting in better service, faster processing and enhanced data access for our mortgage partners.



SPECIAL LENDING:

Providing a Jump-Start for Housing Partners

CalHFA continues to leverage our ability to offer financing opportunities for first-time homebuyers by partnering with local housing agencies. This year, the Agency helped a number of housing agencies jump-start their affordable housing projects by providing the necessary funding to get their programs underway.

ACCOMPLISHMENTS FOR 2006-2007:

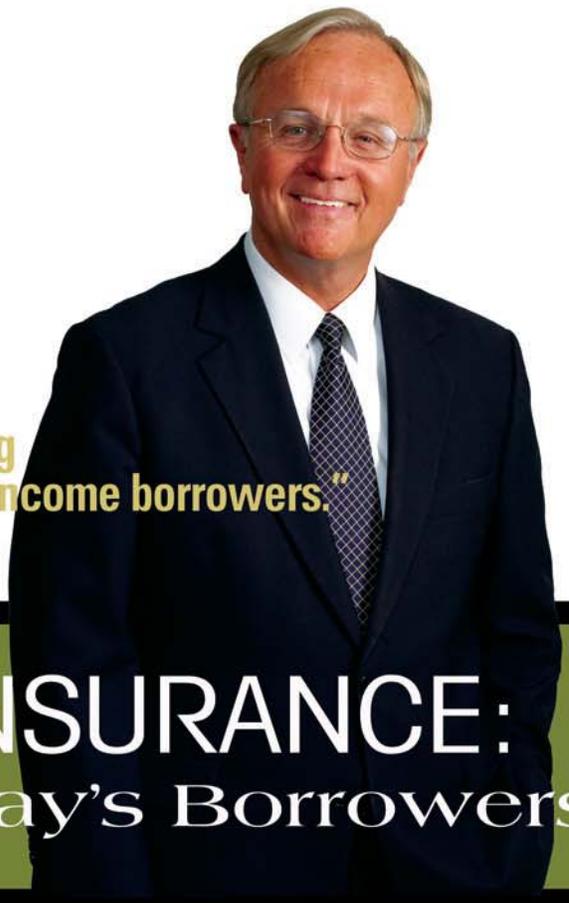
- The Housing Enabled by Local Partnerships (HELP) Program awarded 14 loan commitments—totaling \$15 million—for the production of 1,371 units. Since the program's inception, 165 active commitments have been awarded to 107 localities. Over the 10-year life of these deferred, low-interest rate loans, over 21,000 units for both homeownership and multifamily development will be produced. Funds from the HELP program can be used for all phases of multifamily rental development and rehabilitation, single-family rehabilitation programs, and subordinate loan financing.
- The Residential Development Loan Program (RDLP)—in its second year—awarded six loan commitments totaling \$19.4 million for the production of 295 homeownership units. Since inception, the program has awarded nine commitments for over \$30 million for the development of 487 housing units. The RDLP manages to surmount one of the toughest affordable housing barriers—pre-development funding—to enable local government entities to offer ownership housing in urban infill areas.



- The Small Business Development Loan Program (SBD) lent funds to small developers for pre-development expenses and fills a critical gap in facilitating due diligence and preliminary architectural and engineering costs required to initiate projects. During the fiscal year, the Agency closed one SBD loan for \$300,000 representing 22 new construction homeownership units (Trinity Housing Group, Brotherton Square, Escondido, CA).
- In its second year, the Habitat for Humanity Loan Purchase Program (HFH) committed \$2.7 million for six California Habitat for Humanity affiliates in the East Bay, Golden Empire, Orange, San Diego, Shasta-Cascade and Silicon Valley communities, representing 36 loans. In addition, the Agency purchased \$1 million from two affiliates, representing nine loans in the East Bay and Shasta-Cascade areas. This growing partnership provides Habitat for Humanity with increased capital to build even more quality, affordable homes for Californians.

THE ROAD MAP FOR 2007-2008:

- Continue to collaborate with affordable housing partners to identify and leverage unique opportunities that will benefit low and moderate income families.
- Purchase another \$5 million in commitments from Habitat for Humanity affiliates throughout California; this will provide capital for the affiliates to reinvest in the development of additional affordable housing units.



“We strive to offer safe financing for low and moderate income borrowers.”

Charles McManus - Director of Mortgage Insurance

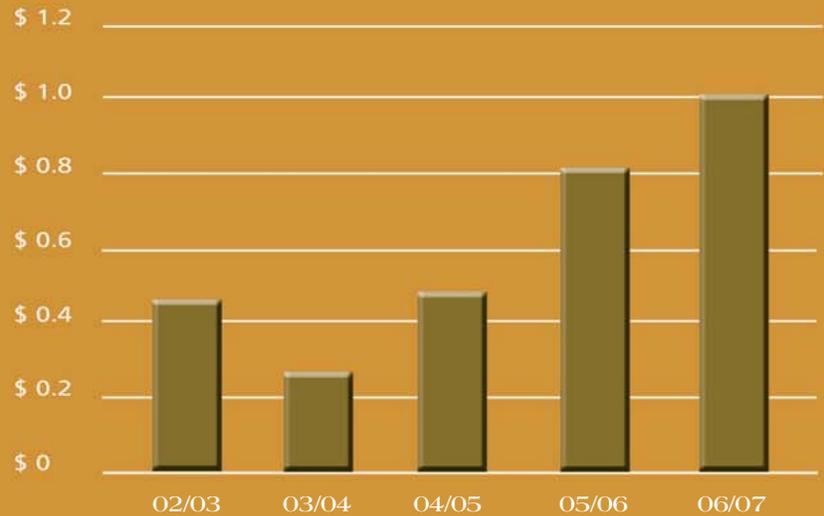
MORTGAGE INSURANCE: Helping Today’s Borrowers

The Mortgage Insurance division supports the Agency’s mission to finance the purchases of affordable homes by low and moderate income borrowers. This is accomplished by guaranteeing that investors who provide funds for these mortgages are protected against losses due to foreclosures. Because of sound underwriting policies and documentation requirements, delinquency and foreclosure rates are below industry averages. This consistent focus on quality lending earned the division an A+/Stable rating by Standard and Poor’s, which further enhanced CalHFA’s ability to provide affordable financing terms to its customers by acquiring capital at favorable rates.

This year, despite rising delinquency and foreclosure rates in California, the Mortgage Insurance division was able to continue to insure low and no down payment loans up to 100% Loan-To-Value (LTV). Insuring high LTV loans is one of the Agency’s significant product offerings that help homebuyers get into their first home without waiting years to save enough for a down payment. And once they are in a home, CalHFA Mortgage Insurance provides the added assistance to keep them there with HomeOpeners®*, a Mortgage Protection Program, which pays as much as \$2,500 per month toward mortgage payments for a period of up to six months for qualifying borrowers if they should become involuntarily unemployed. CalHFA stands by its first-time homebuyers through good times and bad, and over every bump in the road. That’s our mission.

*HomeOpeners® is a registered trademark of Genworth Mortgage Holdings, LLP.

New Mortgage Insurance Written (in billions)



ACCOMPLISHMENTS FOR 2006-2007:

- Increased the number and value of insured loans from 2,889 and \$835 million to 3,504 and \$1 billion, respectively, exceeding the annual mortgage insurance volume plan by 24%.
- Provided HomeOpeners®, a Mortgage Protection Program, on 3,504 loans, for a total of 7,400, an increase of 21% over the prior year.
- Increased the number of 100% LTV insured loans from 1,627 in FY 2005-2006 to 1,913 in FY 2006-2007, thus eliminating the need for a cash down payment for low to moderate income, first-time homebuyers.
- Increased earnings by 107.9% from \$2.5 million in 2005 to \$5.2 million in 2006.
- Implemented a comprehensive quality assurance program for all conventional mortgages purchased by CalHFA.
- Revised credit underwriting guidelines to ensure long-term affordability for CalHFA borrowers.
- Improved underwriting turnaround time through increased staff, upgraded management information systems and databases, and initiated professional certification training for all underwriting and quality assurance staff.

THE ROAD MAP FOR 2007-2008:

- Provide excellent borrower and lender service by streamlining internal business processes through use of technology and enhanced infrastructure.
- Generate mortgage insurance activity of \$675 million or more for FY 2007-08.



“Our Multifamily Programs realize the need to create quality housing for the disabled.”

Laura Whittall-Scherfee - Chief, Multifamily Programs
Edwin Gipson - Chief, Multifamily Programs

MULTIFAMILY: Support for Those in Need

Paving the road for affordable housing projects is the goal of the Multifamily division. Day in and day out, this division ensures that thousands of California families live in a quality home with reasonable rent. This is accomplished primarily by lending to affordable housing sponsors for new construction, acquisition or rehabilitation projects. This year’s efforts focused on paving the way for new programs to support the housing needs of the developmentally disabled and the chronically mentally ill homeless, as well as the overall preservation of California’s affordable rental housing stock. With a firm sense of responsibility to help those with the greatest needs, the division experienced another solid year with the introduction of new programs and enhancements.

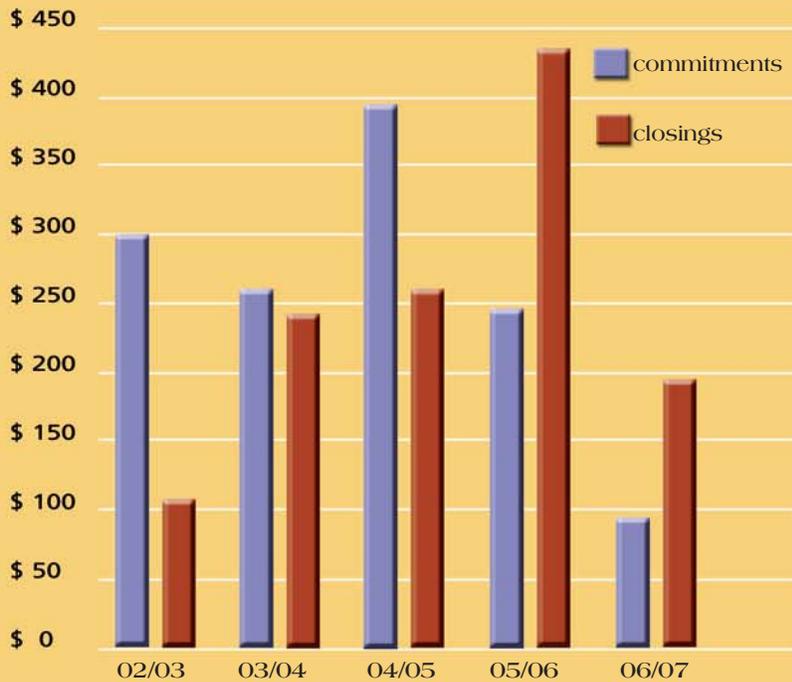


ACCOMPLISHMENTS FOR 2006-2007:

- Closed 32 Multifamily loans for approximately \$195 million, representing 2,779 units of housing.
- Issued commitments for 10 affordable housing projects for \$99 million, helping families, seniors and those with special needs.
- Coordinated support for the Governor's homelessness initiative, the Mental Health Services Act Housing Program (MHSA). Under this initiative, CalHFA provides construction financing for projects serving individuals with mental illness who are homeless or at risk of being homeless.
- Provided \$60 million in additional bridge financing for the Bay Area Housing Plan Program for housing the developmentally disabled residents of the Agnews Developmental Center.
- Provided \$6.72 million in lending for the construction of 25 units under the Construction Lending Program.
- Committed financing for four special needs projects, providing 50 units in permanent supportive housing. Total financing committed to these projects is \$8.9 million.
- Collaborated with Asset Management to establish and implement an acquisition/rehabilitation loan program to facilitate the sale of older portfolio loans.
- Working with focus group research findings, revised the Architectural Review process which streamlined requirements, established priorities and dramatically improved technical assistance to developers of affordable housing.

Multifamily Program Activity by Fiscal Year

(in millions)

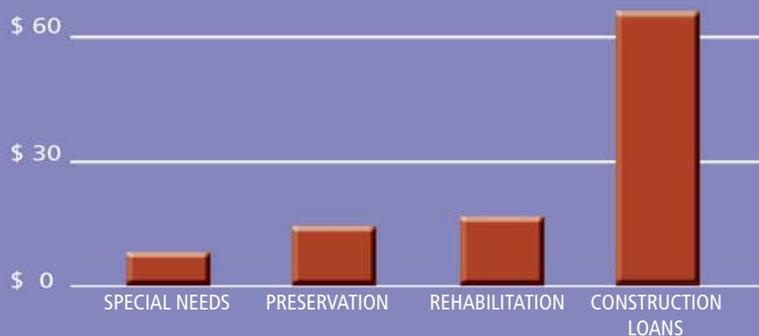


THE ROAD MAP FOR 2007-2008:

The Multifamily division's five-year plan calls for over \$1 billion in financing. As part of that goal for the next fiscal year, the division will:

- Forge new partnerships and increase outreach communication efforts.
- Continue to support and encourage lending activity such as the Bay Area Housing Plan and the Mental Health Services Act Housing Program, with an initial commitment of \$400 million by Department of Mental Health and Counties using Proposition 63 funds.
- Focus on innovative and realistic solutions to address CalHFA's aging portfolio of multifamily properties.
- Launch a new loan origination system to improve customer service, cut processing time and promote access to Agency/client information.

Loan Commitments by Program (in millions)





“Our goal is to maintain affordable housing stock to help maintain the Agency’s mission.”

Margaret Alvarez -
Director of Asset Management



MULTIFAMILY ASSET MANAGEMENT:

The Asset Management division is critical to the Agency’s mission of building and maintaining affordable housing stock. In addition to managing the multifamily housing portfolio of approximately 427 projects, the division assures affordability over the life of the loan and protects CalHFA’s real estate assets from loss. The division also works with building owners and managers to ensure that various types and sizes of properties are fiscally sound, well-operated, clean and safe for tenants over the long term.

ACCOMPLISHMENTS FOR 2006-2007:

- Sold five agency-owned (REO) properties for nearly \$40 million. Proceeds from these sales can be directly reinvested to rehabilitate and extend affordability to existing properties.
- Increased portfolio by closing 22 new permanent loans for a total of 1,870 units and monitored 427 properties with 33,163 units worth \$1.4 billion.
- Continued to provide successful low-interest loans for project rehabilitation.

THE ROAD MAP FOR 2007-2008:

- During the next five years, many of the Agency’s original Section 8 loans will reach maturity. The Agency will continue to work with owners to offer programs that extend affordability and maintain low income housing. At the same time, the Agency will explore ways to fulfill the additional monitoring requirements of a contract administrator as required by HUD.
- The original tax credit properties are beginning to reach the end of their initial compliance period and will require opportunities for recapitalization.
- Manage a funding program to operate the MSHA Housing Program for up to eighteen to twenty years of affordability.



"We challenge ourselves to seek new, innovative ways to serve the affordable housing community."

Bruce Gilbertson - Director of Financing
Dennis Meidinger - Comptroller

FINANCIAL SERVICES:

Mapping Out a Safe Route

The Financing Division provides the capital, which is the fuel of CalHFA, to finance the Agency's affordable housing programs. On a regular basis, this division evaluates a variety of alternatives, balancing risk versus benefit to generate low-cost capital. CalHFA's tax-exempt issuance authority allows the Agency to serve the affordable housing community in a way that the general market cannot. This advantage is passed on to borrowers in the form of low, fixed interest rates and 100% financing. This year, the division took a detour to take advantage of attractive fixed rate bond market conditions which served to minimize the Agency's overall risk exposure by locking in low-cost financing for the life of the bond.

The Fiscal Services division safeguards the Agency's cash and investments, works with our borrowers to service the Agency's loans and provides financial information to the executive team that is vital to the management of products and programs at CalHFA. Each year, Fiscal Services works with an independent accounting firm to complete the audit of all Agency financial data. Without Fiscal Services, the executive team would be driving blindly down the road.

ACCOMPLISHMENTS FOR 2006-2007: Financing

- Financing issued \$1.5 billion of bonds during the fiscal year to provide the necessary capital to purchase homeownership and multifamily newly originated loans. An improving municipal housing bond market led to the issuance of \$1.3 billion of fixed rate bonds and marked a significant change in debt issuance patterns from previous periods when nearly all debt was issued with variable rates.
- Recycled \$426 million of homeownership loan prepayments into new loans during the fiscal year, saving approximately \$2 million in transaction costs.
- Increased our quantitative, analytical and risk management competencies, allowing us to prepare cash flow projections for our largest multifamily bond indenture.
- Negotiated lower fees on remarketing and liquidity services with financial institutions that are expected to produce annual savings of several hundred thousand dollars.
- Restructured the Agency's portfolio of auction rate securities by changing auction terms and adding additional broker dealers to increase their performance and lower borrowing costs.

ACCOMPLISHMENTS FOR 2006-2007 – FISCAL SERVICES:

- Used more than \$1.7 billion of non-taxpayer funds to help more than 6,400 California families purchase their first home.
- Fiscal Services continues to define the departmental and technical needs for the replacement of the current computer system with an application that meets CalHFA's current and future requirements, including the ability to interface with new applications being developed in other CalHFA departments.
- Managed over \$9.4 billion in Agency assets, an increase over the prior year.
- Coordinated bond debt service and bond redemption payments of \$1.6 billion and paid SWAP payments of \$32 million.
- CalHFA Loan Servicing acquired servicing of over 2,700 new single family loans, bringing the portfolio to over 10,000 loans. The portfolio of subordinate loan servicing reached over 31,000 loans. Loan Servicing's average annual delinquency was 2.23%, as compared to a statewide average for all lenders and all loans of 3.84%.
- Received a Tier I ranking from HUD and an affirmative result on a HUD audit.
- Financial Reporting received recognition from the State Controller's office for achieving excellence in financial reporting.
- Implemented and enrolled over 500 borrowers in ACH processing for CalHFA's Automated Mortgage Payment (CAMP) service, thus improving the payment processing stream.

THE ROAD MAP FOR 2007-2008:

- The five-year business plan calls for lending activity of \$1.85 billion in FY 2007-08 and \$9.1 billion over the life of the plan. CalHFA's Financing division will issue bonds and continue to seek innovative and competitive ways to utilize other Agency funds to create more first-time homeownership opportunities for more low and moderate income Californians.
- During the coming year, the Agency plans to open the Residential Mortgage Revenue Bond Indenture and issue bonds to finance the purchase of mortgage-backed securities, consisting of first mortgage loans delivered through our network of approved lenders. The expectation is that this new indenture will benefit first-time homebuyers with lower monthly payments and result in enhanced credit quality for the Agency.



“Each department works together to support the needs of each Agency Division.”

SUPPORT SERVICES: The Pit Crew

CalHFA consists of a number of divisions that work as the “pit crew” to support the business needs of each Agency division.

The **Administrative division** supports the operational and infrastructure needs of the Agency including staffing, training, security, facilities and equipment to support those on the front lines of the Agency’s mission.

The **Information Technology division** implements and maintains systems and IT infrastructure to improve service to our partners and borrowers and keep CalHFA on the competitive edge of the mortgage industry.

The **Office of General Counsel** manages the legal affairs of CalHFA by providing legal advice for day-to-day operations and the Agency’s strategic initiatives. The office also provides support to all of CalHFA’s lending and insurance programs.

The **Legislative division** ensures that legislation which fosters CalHFA’s primary purpose of providing financing to meet the housing needs of low and moderate income families in California is monitored, analyzed and enacted into law. Additionally, the Agency continuously reviews existing statutes to determine what changes, if any, will be required to meet its long-term business plan objectives.

The **Marketing division** uses its creative, comprehensive web site, along with advertising, promotion and public relations to raise awareness of and build support for the Agency’s products among lenders, real estate agents, builders, developers, localities and homebuyers.

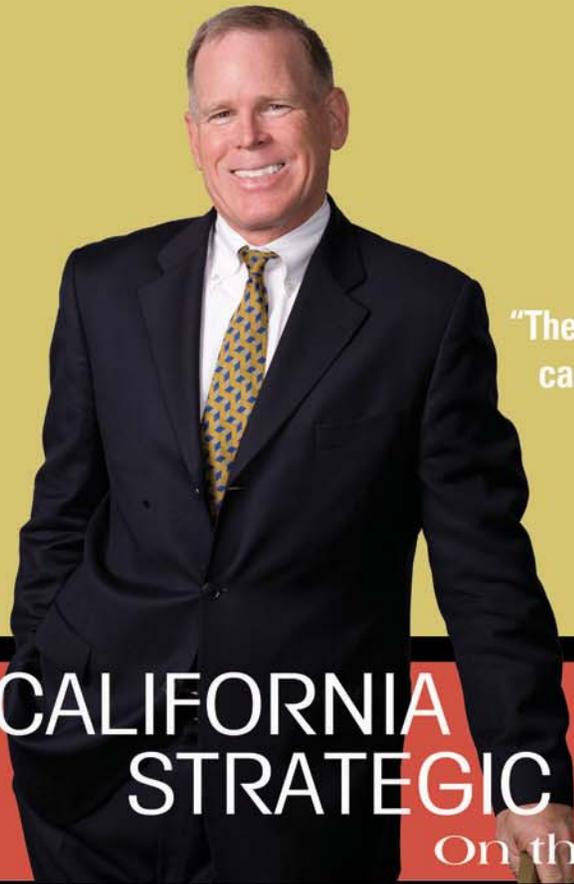


Jacklynn Riley - Director of Administration, Mike Howland - Chief Information Officer,
Diane Richardson - Director of Legislation, Kenneth Giebel - Director of Marketing,
Thomas Hughes - General Counsel (listed left to right)



ACCOMPLISHMENTS FOR 2006-2007:

- The Administrative division managed the hiring and ongoing human resource needs of the Agency.
- The IT division created a governance structure to effectively manage the Agency's strategic initiatives. It also improved critical portions of the technical infrastructure and initiated projects to upgrade the business processes for many of the divisions.
- The Office of General Counsel was instrumental in closing the construction and permanent financing commitment for the Bay Area Housing Plan. It also successfully managed the public records act tracking system.
- The Legislative division was successful in securing passage of legislation to increase the amount of debt the Agency can have outstanding by an additional \$2 billion and to clarify the Agency's authority to finance special needs housing.
- By focusing on the Agency's recent product and program introductions, Marketing expanded awareness for the Agency, and secured over \$500 thousand in incremental media value, reaching 14.1 million Californians. In addition, CalHFA's collateral materials and public service television spots were recognized by the National Council for State Housing Agencies (NCSHA) and Summit Creative Awards as "outstanding."



“The driving force behind CalHFA’s success can be summed up in two words: The People.”

Steven Spears - Chief Deputy Director

CALIFORNIA STRATEGIC INITIATIVES: On the Path to Best Practices

The Path

The Agency has identified a number of strategic initiatives that—when implemented over the next few years—will put CalHFA on the leading edge of the industry’s best practices. Automated systems, better financial processes and new facilities will all work to improve service to our borrowers and lenders, enhance borrower privacy and provide a safer and more productive work environment for CalHFA’s staff.

The Process

These initiatives represent a substantial investment of staff time and financial resources. To effectively manage this investment, the Agency has established a collaborative project management structure and adopted best practices that place ownership of each project with a senior executive sponsor. The Strategic Projects Governance Committee, made up of all executive sponsors and chaired by the Chief Deputy Director, provides oversight and resource allocation guidance.

The People

The Agency believes that “The People”—CalHFA staff—are one of the prime reasons why CalHFA has enjoyed year after year of success in meeting the needs of Californians searching for affordable housing solutions. CalHFA is dedicated to recruiting, developing, and retaining the best talent to support its mission and five-year business plan. This year, the Agency began work on improvements that will provide a more secure and productive workplace. The emergency response and operational recovery plans are being updated and a business continuity management plan will enable staff to recover vital business processes and restore business services, even under the greatest crisis.



CalHFA Staff

ADMINISTRATION

Aaron Davidson
Barry Meidinger
Carol LiVecchi
Christina Beck
Christina Winchester
Cleo Williams
Guy Motter
Jackie Riley
John Maio
Karen Valentine
Kelly Sacco
Linn Warren
Nicole Galiano
Pam Vinson
Rich Walline
Suzanne Pratt
Trudy Robles

ASSET MANAGEMENT

Abe Tsadik
Ammer Singh
Bill Kavrik
Carol Armour
Cecilia Porter
Chris Johnson
Chris Penny
Christina Meza
Cora Brooks
Deborah Arbry
Donna Allison
Mary Harper
Greg Ricard
Helen Villagomez
Henry Sharp
Janet Louie
Joseph Moroni
Larry Miller
Latasha Smith
Margaret Alvarez
Miguel Mejia
Rene Ingram
Richard Dewey
Ron Carter
Smyra Bailey
Sue Diurni
Tammy Gauthier
Tauna Bradell
Thelma McIntosh
Tom Armstrong

DIRECTOR'S OFFICE

Di Richardson
Jane Broadway
Kelli Alten
Steve Spears
Theresa Parker

FINANCING

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