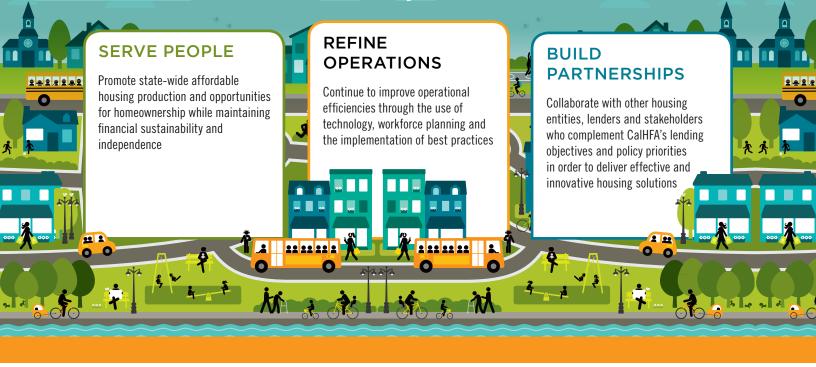


CALHFA FY2019-20 BUSINESS PLAN

Executive Summary



SERVE PEOPLE



- Help 7,140 homebuyers
- \$2 billion in 1st mortgage loans to generate \$20 million in revenue*
- \$110 million in subordinate loans for down payment assistance and closing costs, generating \$3.5 million in fees
- Launch Fannie Mae HomeStyle Renovation, HUD 184 Indian Home Loan Guarantee and USDA programs
- Pursue funding for permanent source of down payment assistance and a new construction lending program



- Produce and preserve more than 3,000 units of affordable housing
- \$120 million in 1st lien lending, \$320.7 million in conduit issuance and \$20 million in Special Needs Housing Program (SNHP) lending
- \$40 million in Mixed Income Program lending
- \$23 million in present value revenue generation for all Multifamily programs*
- Expand Conduit Issuance Program to underserved communities
- Implement aggressive Portfolio Preservation program
- * Revenues support operating expenses and are reinvested into affordable housing programs

REFINE OPERATIONS



- Monetize first lien small loans and subordinate loans to create additional subsidy funds for targeted projects
- Establish strategic partnerships that diversify revenue streams and expand the types of multifamily executions offered by CalHFA
- Manage balance sheet capital reserves to achieve an AA General Obligation rating

Risk Mitigation

- Establish a Risk Management Oversight Committee to review Risk Operating Events
- Implement systems security enhancements to safeguard CaIHFA systems and data



- Continue improvements to Mortgage Access System
- Expand use of Geographic Information Systems and data mapping internally and externally
- Assess, streamline and automate multifamily loan servicing and accounting
- Implement IT Governance and Strategic Project Advisory Groups to ensure that technology projects are aligned with Business Plan initiatives and properly monitored
- Transition residual KYHC activities to Loan Administration, Fiscal Services and IT

BUILD PARTNERSHIPS



- Develop framework for partnerships with those who support our lending objectives and have appropriate business models
- Continue collaboration with DGS and HCD regarding State Surplus Property
- Establish disaster strategy for partnerships in communities recovering from natural disasters

