

MEMORANDUM

To: CalHFA Board of Directors

Date: May 20, 2021

Donald Cavier, Chief Deputy Director
From: CALIFORNIA HOUSING FINANCE AGENCY

Subject: Agenda Item: Proposed Strategic Business Plan & Operating Budget for Fiscal Year 2021-22

Background

Starting in December of 2020 and continuing through the first months of 2021, the Agency's senior leadership team holds a series of business planning sessions. These sessions allow senior leaders to review the organization's performance against the current year's business plan and use that discussion to develop the proposed business plan for the coming fiscal year. Once the goals and initiatives have been solidified in the business planning sessions, the Agency develops a budget that supports achieving the goals and strategic initiatives outlined in the Agency's proposed business plan. At the March 2021 Board meeting, Staff presented the mid-year business plan update, including the actual results through mid-year (December 31, 2020) and projections for the remainder of the current fiscal year. Additionally, Staff provided the Board with information regarding possible initiatives for the 2021-22 fiscal year.

Despite the ongoing effects of the COVID-19 pandemic on both the economy and business operations, fiscal year 2020-21 has been an incredibly challenging year for CalHFA. While the fiscal year 2020-21 will not be a record setting year, the performance of the Agency and its programs remain strong. Staff anticipates that production will exceed our Single Family Lending goal of \$2 billion by approximately \$580 million or 29% and serve roughly 8,000 first-time homebuyers. Similarly, lending fees for the program are expected to exceed the goal of \$23.5 million by \$43.5 million or 285% due primarily to investor pay-ups for CalHFA mortgage back securities. Additionally, the pandemic has not slowed our progress in refining the program's systems and processes to ensure speed of execution for our clients. Our down payment and closing cost assistance products are second-to-none in the first-time homebuyer space. It should be noted these successes are primarily due to the dedication and agility of our CalHFA staff.

Similar to our Single Family program's success, the Agency's Multifamily Lending program has already exceeded expectations by surpassing our fiscal year goal of \$1 billion in lending activity at the mid-year mark and is expected to exceed that lending goal by \$823 million or 78%.

Multifamily lending fees are also expected to exceed the goal of \$4.3 million by \$1.8 million or 43%. The 2020 Mixed-Income Program continued to be well received in the marketplace and was acknowledged with a national award for encouraging new construction of affordable rental housing. Looking to next year, we expect the Multifamily Lending program to continue to produce strong results given the popularity of our mixed income program, our efficient and competitive conduit issuance program and the expansion of our recycled bond program.

Other significant business plan highlights for the 2020-21 fiscal year are noted below. For a complete list of Agency activities and accomplishments, please refer to the materials provided in the March 2020 Board meeting:

- Initiated and scaled up CalHFA's bond recycling program: 1) increased the preservation of tax exempt bonding authority in the pay-down pipeline of CalHFA and local partners 2) scaled up the deployment of recycled bonds in new projects.
- 80% complete closing out CalHFA's role as Traditional Contract Administration (TCA)
- 70% complete with Phase 1 of the migration of multifamily asset management activities to a new system. Full implementation of the system is expected no later than 6/30/21.
- 95% complete in our efforts to eliminate CalHFA's variable rate bond portfolio.
- Moody's upgraded CalHFA's Issuer credit rating, from 'A1' to 'Aa3' with a stable outlook.
- Agency received the third consecutive award for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- Reviewed policy and regulatory agreements to ensure alignment with fair housing.
- Implemented tenant grievance, no net loss, and no displacement policies.
- Launched the housing counseling phase of the National Mortgage Settlement fund dollars, contracting with three HUD-approved Intermediaries who partner with 80 Housing Counseling Agencies including over 500 housing counselors across the State.

2021-22 Business Plan

In 2020 I shared my thoughts that the greatest asset CalHFA has, and what makes us successful, is our employees. For over a year, our Agency, State, Country, and the World have struggled with the impact of the COVID-19 pandemic. Yet, day in and out, the CalHFA staff and leadership have shown their commitment to finding innovative ways to ensure minimal disruption occurs to the services we provide Californians. In addition to our dedicated, mission-driven, and determined team members, our prior strategic decision-making has also helped in

our successful navigation of this crisis. Decisions such as eliminating our exposure to variable rate demand obligations and efforts to streamline and modernize our operations allowed the Agency to navigate various market shifts and stay-at-home orders successfully. Though the pandemic seems to be winding down with the recent developments of the COVID-19 Vaccines and the potential reopening of the State in June, CalHFA is taking the lessons learned from the past 18 months to help shape our business for whatever the future may bring. That said, we hold steadfast to our strategic goals for the CalHFA Business Plan:

1. *Promote statewide affordable housing production and opportunities for homeownership while maintaining financial independence and flexibility in the marketplace*
2. *Promote operational efficiencies through the use of technology and the implementation of best practices*
3. *Collaborate with other housing entities, lenders (both public and private), and stakeholders who complement CalHFA's lending objectives and policy priorities to deliver effective, inclusive, and innovative housing solutions*

With these goals serving as a compass, the Business Plan was formulated by comprehensive analysis of the Agency's mid-year performance and projections, internal analysis of operational requirements needed to advance business planning goals, and the changes in the political and financial markets. Additionally, resource projections are provided to demonstrate a complete picture of how the Agency funds its operations and to provide context around the nature and sustainability of the revenues used to support the cost of operations.

Highlights of the proposed fiscal year 2021-22 Business Plan (Attachment 5-B), which supports the three goals previously outlined, includes:

- Securitize \$3 billion in first mortgage loan purchases generating \$52.5 million in revenue for Single Family Lending
- Finance \$90 million in MyHome subordinate loans for down payment assistance generating \$4.5 million in administrative fees
- Finance \$67.5 million in Zero Interest Program (ZIP) subordinate loans for closing cost assistance
- Automate data transfer of Fannie Mae's upload process for Universal Residential Loan Application (Form 1003) to MAS
- Implement a program to incentivize statewide construction of Accessory Dwelling Units (ADUs)
- Implement Mortgage Assistance Program to distribute National Mortgage Settlement (NMS) and American Rescue Plan Act (ARPA) funds (until Sept 2025)

- Streamline the Loan Administration unit's scope of services to ensure the most efficient uses of CalHFA resources.
- Finance \$1.86 billion in Multifamily Lending activity including:
 - \$1.5 billion in conduit issuance
 - \$51 million permanent loan conversions
 - \$225 million permanent loan commitments
 - \$60 million mixed-income subsidy loans commitments
 - \$6.4 million in other subsidy loan conversions and commitments
 - \$20 million in Special Needs Housing Program (SNHP) lending
- Generate \$4.26 million in lending fee income from Multifamily Lending activity
- Monitor market acceptance of the Mixed-Income Program (MIP) and adjust program as needed to address current market environment while ensuring the efficient utilization of funds
- Monitor the status of future funding allocations for the MIP and develop strategies to expand or contract program as needed (i.e. continued disbursement of AB 101 funds, new allocations of state tax credits)
- Continue efforts to expand Conduit Issuance to communities that are underserved and lack capacity
- Continue orderly wind-down of the Special Needs Housing Program
- Close out Traditional Contract Administration (TCA) activities in coordination with HUD
- Create Preservation Program term sheet for targeted deals in collaboration with business partners and sister agencies to implement a preservation strategy
- Eliminate remaining variable rate bonds
- Prioritize filling key vacancies within divisions; promote succession planning; and reduce key employee dependencies
- Advocate for federal and state resources to stabilize California's affordable housing portfolio
- Establish a working group to explore new opportunities to enhance our product line to better address racial inequities.
- Through the Capitol Collaborative on Racial Equity (CCORE) cohort, develop a Racial Equity Action Plan

- Increase outreach to socially disadvantaged communities to raise awareness of CalHFA resources such as housing counseling and sustainable, affordable homeownership programs to help build generational wealth for families who have experienced government regulated discrimination.
- Explore ideas to incentivize sustainable and affordable homeownership in socially disadvantaged communities with financing solutions which can be delivered into the housing secondary market.

Looking back over the events that have occurred over the last year, I am proud to know that CalHFA has never wavered in its ability to provide services to Californians. Additionally, this year has proven that no matter the challenge thrust upon us, our team's agility and ability to remain mission focused will ensure the Agency's long-term sustainability in this arena. Now more than ever, Californians need the support and services of CalHFA, and we are ready, willing, and able to meet that task.

Budget Summary

The proposed budget for the fiscal year 2021-22 was developed with the needs of the above Business Plan in mind. The following charts summarize the estimated resources for the coming fiscal year and how those resources will be deployed. The Agency anticipates that operating revenues will exceed operating costs by approximately \$50.9 million and will be used to support future affordable housing lending activity and operational costs. To implement and deliver on the goals and activities outlined in the Agency's strategic business plan, Staff recommends adopting an operating budget of \$38.9 million, of which \$25.8 million will be used for personal services and \$13.1 million operating expenses and equipment.

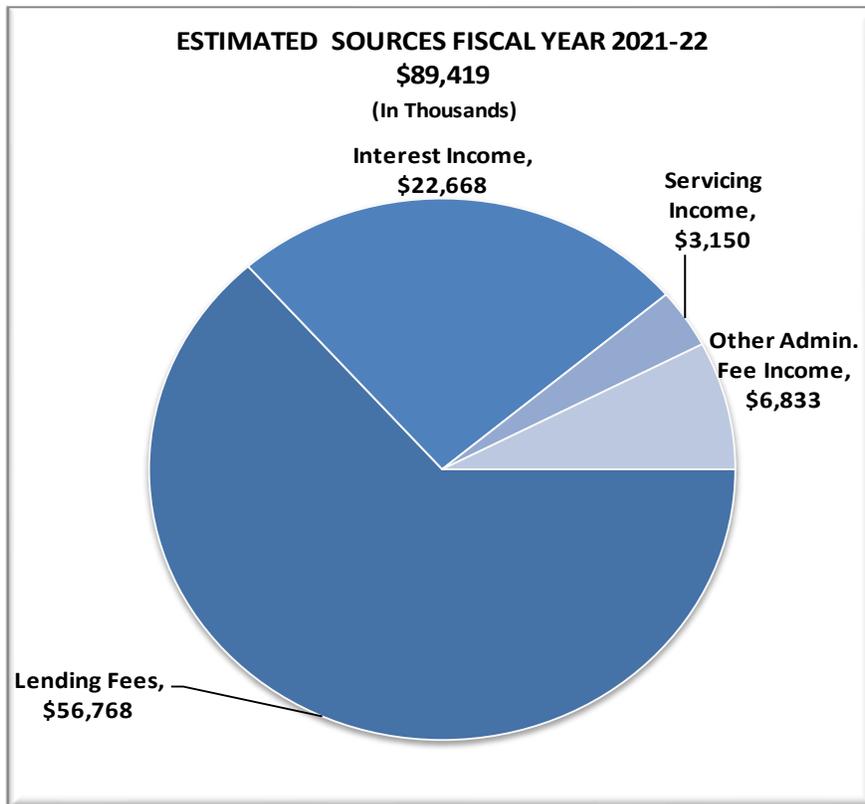
Revenues

Agency resources are primarily generated from lending fees, interest income from portfolio loans, loan servicing fees, and other administrative fees. Unlike the recent past, revenues generated from current year lending activities now cover the Agency's entire operating budget, and any surplus is used to support our affordable housing programs, retire outstanding debt obligations, improve our overall credit rating in the market, etc. Single Family Lending posted another strong year with a variety of product options to serve the first time homebuyer segment of the mortgage market and our service delivery is second to none in the space; accordingly, we are increasing the expected production estimates for next fiscal year given our historical performance and current year results.

Similarly, the Agency's Multifamily Lending program continues to deliver strong growth year over year with lending activity fueled by our competitive conduit issuance program and the very popular mixed income program (MIP). Both programs offer competitive financing options and our team of professionals have designed term sheets and processes that provide our clients with an efficient and reliable execution in a very competitive lending environment. Accordingly ,

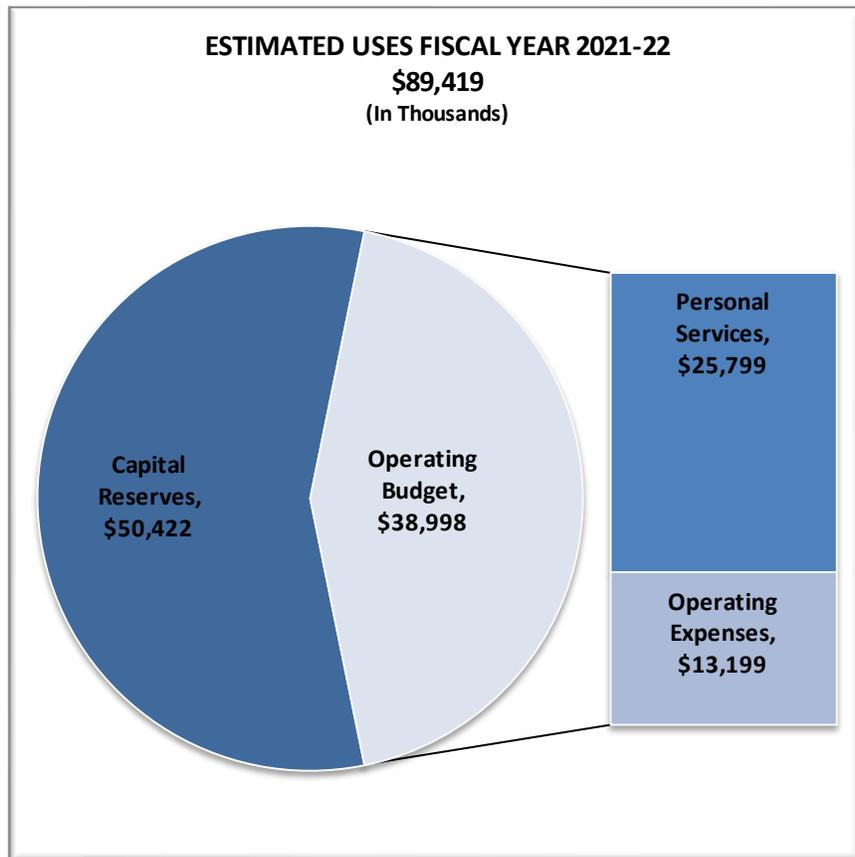
we expect fiscal year 2021-22 will generate a similar level of lending activity as we experienced in fiscal year 2020-21.

CALIFORNIA HOUSING FINANCE AGENCY	
Fiscal Year 2021-22 REVENUE BUDGET	
(IN THOUSANDS)	
<i>Single Family Lending:</i>	
Lending Fees	52,500
Interest Income	9,638
Servicing Income	1,845
Other Admin. Fee Income	4,500
TOTAL	68,483
<i>Multifamily Lending:</i>	
Lending Fees	4,268
Interest Income	13,030
Servicing Income	1,305
Other Admin. Fee Income	2,333
TOTAL	20,936
TOTAL EST. REVENUES	89,419



Operating Budget

The Agency proposes a balanced operating budget of \$38.9 million representing the appropriations required to support the operational initiatives for the fiscal year 2021-22 (Attachment 5-C). The proposed budget reflects a slight decrease in appropriations compared with the prior year. It is directly attributable to reductions in salaries and benefits stemming from anticipated vacancies and a more accurate refinement in the way employee benefit costs are budgeted. For the past six years, CalHFA Board and Leadership have made increasing operational efficiencies a top priority. Therefore, the Agency has embraced a management philosophy centered on accountability, fiscal responsibility, and seeking the most efficient and effective ways to further our mission. In concert with the streamlining of our operations, we have also seen an increase in our lending production to record-setting levels in both of our primary business units. As a result, CalHFA's commitment to leveraging efficiencies has resulted in better-controlled costs and a boost in overall production.



CALIFORNIA HOUSING FINANCE AGENCY

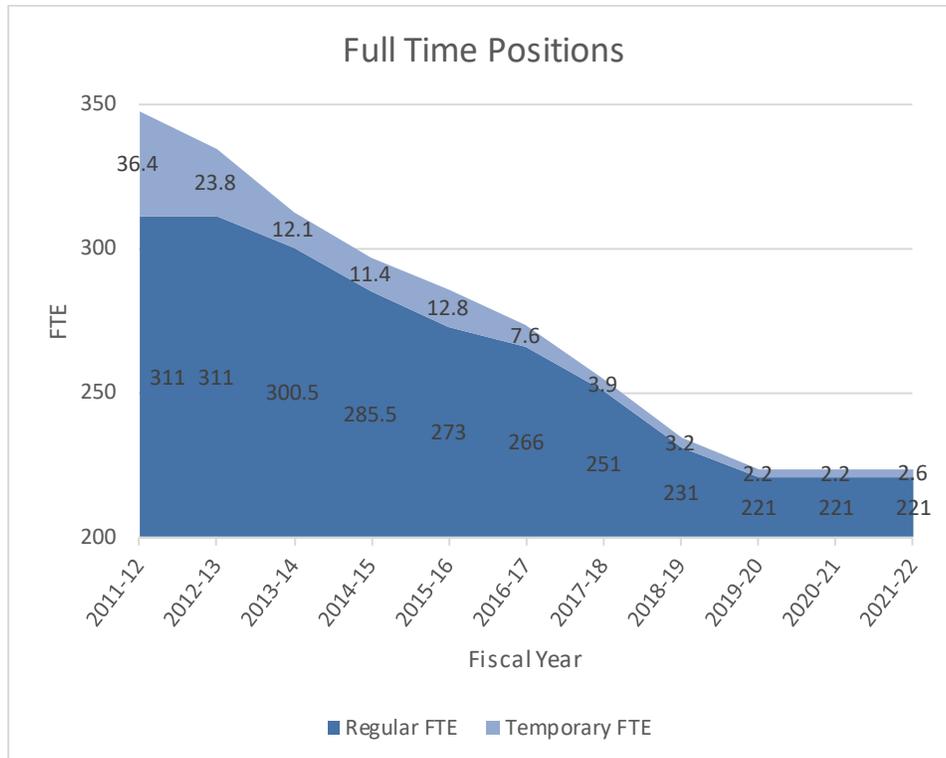
Fiscal Year 2021-22 OPERATING BUDGET

(IN THOUSANDS)

	Adopted Budget 2016-17	Adopted Budget 2017-18	Adopted Budget 2018-19	Adopted Budget 2019-20	Adopted Budget 2020-21	Proposed Budget 2021-22	Variance FY 20/21 to FY 21/22	
OPERATING EXPENSES								
Salaries and Benefits	29,683	29,131	28,642	28,806	25,565	25,601	36	0%
Benefits							-	
Reimbursements	(599)	(512)	(523)	(498)			-	
Temp Services/Other	526	291	230	175	177	198	21	11%
<i>Personal Services</i>	29,610	28,910	28,349	28,483	25,742	25,799	57	0%
General Expense	694	827	722	775	745	951	206	22%
Communications	414	440	417	407	429	384	(45)	-12%
Travel	480	553	597	638	498	363	(135)	-37%
Training	175	203	209	270	256	242	(14)	-6%
Facilities Operation	2,825	2,919	2,974	3,115	2,868	2,894	26	1%
Consulting & Professional Services	3,861	3,460	3,008	2,867	5,634	4,311	(1,323)	-31%
Central Administrative Services	2,624	2,254	2,317	2,699	1,860	2,083	223	11%
Information Technology	854	813	953	2,326	1,485	1,750	265	15%
Equipment	130	130	130	180	170	220	50	23%
<i>Operating Expenses</i>	12,057	11,599	11,327	13,276	13,945	13,199	(746)	-6%
TOTALS	\$ 41,667	\$ 40,509	\$ 39,676	\$ 41,759	\$ 39,687	\$ 38,998	\$ (689)	-2%

Staffing

For the fiscal year 2021-22, the Agency is proposing that authorized full-time equivalent positions of 223.2 FTEs (221 permanent positions and 2.6 temporary positions) represent a minimal increase of 0.4 FTEs in temporary positions. The following table illustrates the changes in the approved FTEs since the fiscal year 2011-12:



Staff respectfully submits the proposed 2021-22 Business Plan and Operating Budget for Board approval with this information in mind.

Attachments

- 5-A FY 2021-22 Proposed Business Plan Executive Summary
- 5-B FY 2021-22 Proposed Business Plan
- 5-C FY 2021-22 Proposed CalHFA Operating Budget:
 - 1. CalHFA Fund Operating Budget
 - 2. Summary of Personnel and Division Budgets
 - 3. 2245 CA Housing Finance Agency – Position/Salary Detail
 - 4. Out of State Travel
 - 5. Schedule of Contracts
- 5-D Strategic Business Plan Resolution 21-09
- 5-E Operating Budget Resolution 21-10

CalHFA Strategic Business Plan FY 2021-22

Mission: To create and finance progressive housing solutions so more Californians have a place to call home.

BUSINESS PLAN GOALS	KEY STRATEGIES	ACTION ITEMS	Initial Plan Year	Multi-Year Effort?	Expected Completion FY21/22	Expected Completion FY22/23	Expected Completion FY23/24
Promote state-wide affordable housing production and opportunities for homeownership while maintaining financial independence and flexibility in the marketplace	1 Promote inclusive and sustainable homeownership opportunities by expanding product offerings while serving a broad range of income and housing types	Finance \$3 billion in single family lending activity and serve approximately 9,375 homebuyers	Volume	Fee Income	Homeowners		
		A Securitization of 1st mortgage loans	\$ 3,000,000,000	\$ 52,500,000	9,375		
		B MyHOME subordinate loans for down payment assistance	\$ 90,000,000	\$ 4,500,000			
		C Zero Interest Program (ZIP) Subordinate loans for closing cost assistance	\$ 67,500,000				
			\$ 3,157,500,000	\$ 57,000,000	9,375		
		E Continue to monitor and implement Fannie Mae's Duty to Serve mandate	20/21	YES	Continuous	Continuous	Continuous
		F Automate data transfer of Fannie Mae's upload process for Universal Residential Loan Application (Form 1003) to MAS	20/21	YES	6/30/2022		
		G Implement program to incentivize statewide construction of ADUs	21/22	NO	12/31/2021		
		H Implement Mortgage Assistance Program to distribute National Mortgage Settlement and American Rescue Plan Act funds (until Sept 2025)	21/22	YES			
		I Streamline the Loan Administration unit's scope of services to ensure the most efficient uses of CalHFA resources.	21/22	NO	9/30/2021		
	2 Expand multifamily inclusive communities lending opportunities and unit production while addressing preservation needs	Finance \$1.86 billion in multifamily lending activity for approximately 5,726 units	Volume	Fee Income	Units		
		A Conduit Issuance	\$1,500,000,000	\$1,000,000	3249		
		B Permanent Loan Conversions*	\$51,000,000	\$333,000	0		
		C Permanent Loan Commitments**	\$225,000,000	\$1,286,000	120		
		D Subsidy Loan Perm Conversion	\$6,400,000	\$0	0		
		E Subsidy Loan Commitments	\$0	\$0	0		
		F Mixed-Income Program (MIP) Subsidy Loan Commitments	\$60,000,000	\$1,364,000	1628		
		G SNHP Permanent Loan Conversions	\$20,000,000	\$285,000	729		
			\$1,862,400,000	\$4,268,000	5726		
			<small>* Units counted in previous Fiscal year **Units for Perm. Loans tied to MIP subsidies are reported under the MIP subsidy Loan</small>				
			TOTAL				
		H Monitor market acceptance of Mixed Income Program (MIP) and adjust program as needed to address current market environment while ensuring the efficient utilization of funds	19/20	YES	Continuous	Continuous	Continuous
		I Monitor the status of future funding allocations for the MIP and develop strategies to expand or contract program as needed (i.e. continued disbursement of AB 101 funds, new allocations of state tax credits)	19/20	YES	Continuous	Continuous	Continuous
		J Continue portfolio preservation strategy to retain portfolio projects set to pay off in the next 5 years and to endeavor to extend regulatory agreement and preserve project affordability	19/20	YES	Continuous	Continuous	Continuous
		K Continue efforts to expand Conduit Issuance to communities that are underserved and lack capacity	19/20	YES	Continuous	Continuous	Continuous
		L Continue responsible wind-down of the Special Needs Housing Program (SNHP):					
		L1 Process remaining pipeline of SNHP projects	19/20	YES	6/30/2022		
		L2 Implement plan to transfer servicing & compliance activities to HCD	19/20	YES	6/30/2022		
	M Continue to close out Traditional Contract Administration (TCA) activities in coordination with HUD	20/21	YES			12/31/2023	
	N Create Preservation Program Term Sheet for targeted deals in collaboration with business partners and sister agencies to implement a preservation strategy.	21/22		12/31/2021			
	3 Strengthen Agency financial position by effectively managing liquidity while maximizing return on equity and investment	A Manage and invest balance sheet reserves to achieve an AA General Obligation rating, maintain a robust liquidity profile and generate future cashflow	19/20	YES		6/30/2022	
		B Establish strategic partnerships to expand financial executions that we can offer to developers	19/20	YES	Continuous	Continuous	Continuous
		C Expand bond recycling program to preserve up to \$100M of tax exempt volume cap	19/20	NO	12/31/2021		
D Eliminate all variable rate bonds		20/21	YES	6/30/2022			
E Migrating LIBOR to a new index for Agency's legacy swap instruments		21/22	NO	6/30/2022			

BUSINESS PLAN GOALS	KEY STRATEGIES	ACTION ITEMS		Initial Plan Year	Multi-Year Effort?	Expected Completion FY21/22	Expected Completion FY22/23	Expected Completion FY23/24
Promote operational efficiencies through the use of technology and the implementation of best practices	4 Promote operational efficiencies and improve agency management reporting	A	Complete the implementation of the OCR/AI integration into MAS and explore other opportunities to leverage the system to streamline the document review processes.	19/20	YES	Continuous	Continuous	Continuous
		B	Facilitate recruitment of position vacancies to reduce key employee dependencies and support succession planning.	17/18	YES	Continuous	Continuous	Continuous
		C	Expand use data visualization and mapping needs throughout Agency reports; internal and external using GIS and PowerBI	19/20	YES		12/31/2021	
		D	Agency-wide E-Signature Project (State Memo 20-07) (E-Taskforce)					
		D1	E-Signature policy development	21/22	6/1/2021			
		D2	E-Signatures in place for all State Forms	21/22		9/1/2021		
		D3	E-Signatures in place for all other Agency business use forms	21/22			1/1/2022	
		D4	Implement Electronic Signatures/Notary for Loan Administration	21/22			2/28/2022	
		E	Upgrade Microsoft Great Plains (GP) Software to streamline operational efficiencies across all divisions/modules with the program's most recently added functions.	21/22		1/1/2022		
		F	Research and support the Agency's digital transformation (i.e. expanding Cloud strategy; improve telework experience)	21/22	NO	3/31/2022		
		G	Implement an Information Technology Service Management (ITSM) to improve IT customer service	19/20	YES		9/30/2022	
	H	Transition Multifamily origination and asset management activities to a new single-system platform.	20/21		12/31/2021			
	I	Continue cross training, creating desk manuals, succession planning in multiple units (Finance, MF, OGC, Admin etc.)	18/19	YES	Continuous	Continuous	Continuous	
	5 Continuously monitor and employ long-term strategies to mitigate enterprise risk and improve agency management reporting	A	Work with division managers to identify risks associated with agency activities in compliance with the State Leadership Accountability Act (SLAA) report	18/19	YES	Continuous	Continuous	Continuous
		B	Monitor and respond to state and federal legislation that could impact CalHFA.	21/22	YES	Continuous	Continuous	Continuous
		D	Develop an internal control repository, including standardized cross-functional process maps to document internal controls for the enterprise-wide functions.	21/22	YES	6/30/2022	6/30/2023	06/30/2024
		E	Implement Security Information and Event Management (SIEM)	19/20	YES			1/1/2023
	Collaborate with other housing entities, lenders (both public and private), and stakeholders who complement CalHFA's lending objectives and policy priorities to deliver effective, inclusive and innovative housing solutions	6 Establish partnerships to increase opportunities for affordable housing production and preservation	A	Build and maintain relationships with State and Federal legislators and their staff to provide them with technical assistance; advocate for affordable housing in CA, including resources to stabilize housing portfolio during and post COVID-19 crisis	18/19	YES	Continuous	Continuous
7 Affirmatively Furthering Fair Housing		A	Establish a working group to explore new opportunities to enhance our product line to better address racial inequities.	20/21	YES	Continuous	Continuous	Continuous
		B	Through the Capitol Collaborative on Racial Equity (CCORE) cohort, develop a Racial Equity Action Plan	21/22	NO	6/30/2022		
		C	Increase outreach to socially disadvantaged communities to raise awareness of CalHFA resources such as housing counseling and sustainable, affordable homeownership programs to help build generational wealth for families who have experienced government regulated discrimination.	21/22	YES	Continuous	Continuous	Continuous
D	Explore ideas to incentivize sustainable and affordable homeownership in socially disadvantaged communities with financing solutions which can be delivered into the housing secondary market.	21/22	YES	Continuous	Continuous	Continuous		

May 10, 2021

CALIFORNIA HOUSING FINANCE AGENCY
2021-22
CALHFA FUND OPERATING BUDGET
(IN THOUSANDS)

	Adopted Budget	Actual	Adopted Budget	Projected Actual	Proposed Budget
<u>EXPENDITURE ITEM</u>	<u>2019-20</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-22</u>
PERSONAL SERVICES					
Salaries and Wages	\$19,636	\$15,519	\$19,428	\$14,900	\$19,659
Benefits	11,288	8,558	10,198	8,100	9,160
Estimated Savings (Vacancies)	(2,118)	0	(4,061)	0	(3,212)
Anticipated Salaries and Wages and Benefits	<u>28,806</u>	<u>24,077</u>	<u>25,565</u>	<u>23,000</u>	<u>25,607</u>
Temporary Help	127	113	145	210	198
Students/Retired Annuitants	127	113	145	204	166
Contract	0	0	0	0	0
Overtime	48	21	32	6	32
Reimbursements	(498)	0	0	0	0
KYHC (Outside Funding)	(\$498)	\$0	\$0	\$0	\$0
HCD	\$0	\$0	\$0	\$0	\$0
Caltrans	\$0	\$0	\$0	\$0	\$0
TOTALS, Personal Services	<u>\$28,483</u>	<u>\$24,211</u>	<u>\$25,742</u>	<u>\$23,210</u>	<u>\$25,805</u>
OPERATING EXPENSES AND EQUIPMENT					
General Expense	775	595	745	550	951
Communications	407	339	429	225	384
Travel	638	265	498	15	363
Training	270	134	256	85	242
Facilities Operation	3,115	3,417	2,868	2,800	2,894
Consulting & Professional Services	2,867	1,876	5,634	5,600	4,311
Central Admin. Serv.*	2,699	2,654	1,860	1,860	2,083
Information Technology	2,326	2,179	1,485	1,485	1,750
Equipment	180	122	170	100	220
TOTALS, Operating Expenses and Equipment	<u>\$13,276</u>	<u>\$11,581</u>	<u>\$13,945</u>	<u>\$12,720</u>	<u>\$13,198</u>
TOTALS, EXPENDITURES	<u>\$41,759</u>	<u>\$35,791</u>	<u>\$39,687</u>	<u>\$35,930</u>	<u>\$39,004</u>

*Represents CalHFA's allocated share of the State's central administrative costs.

May 7, 2021

CALIFORNIA HOUSING FINANCE AGENCY
2021-22

SUMMARY
PERSONNEL YEARS AND DIVISION BUDGETS

DIVISION	PERSONNEL YEARS			DIVISION BUDGET AMOUNTS		
	Actual 2019-20	Adopted Budget 2020-21	Proposed Budget 2021-22	Actual 2019-20	Adopted Budget 2020-21	Proposed Budget 2021-22
BOARD MEMBERS	0.0	0.0	0.0	\$25,243	\$61,250	\$ 51,250
EXECUTIVE OFFICE	4.0	6.0	9.0	\$1,367,354	\$1,964,848	\$2,427,740
ERM & C	0.0	0.0	0.0	\$541,876	\$0	\$ -
ADMINISTRATION	16.8	20.0	20.0	\$2,873,776	\$3,072,570	\$ 2,784,493
FINANCING	6.8	11.0	10.0	\$986,896	\$1,787,180	\$ 1,411,259
FISCAL SERVICES	30.8	34.0	33.0	\$4,998,173	\$5,262,423	\$ 5,251,275
GENERAL COUNSEL	11.9	12.0	13.0	\$2,591,376	\$3,107,252	\$ 3,018,612
MARKETING	7.9	9.0	9.0	\$1,674,077	\$1,972,505	\$ 2,523,712
I.T.	17.6	22.0	24.0	\$5,666,707	\$6,094,027	\$ 6,374,537
SINGLE FAMILY LENDING	46.0	52.0	54.0	\$6,975,260	\$10,095,667	\$ 8,648,119
MULTIFAMILY / ASSET MGMT	17.4	26.0	49.0	\$3,506,057	\$4,118,228	\$ 7,659,992
ASSET MANAGEMENT	21.7	29.0	0.0	\$3,875,513	\$4,426,251	\$ -
INDIRECT COST POOL/TEMPS	0.0	0.0	0.0	\$708,364	\$1,784,900	\$ 2,065,450
TOTAL PYS AND BUDGET AMOUNTS	180.9	221.0	221.0	\$35,790,671	\$39,686,547	\$ 39,004,203

2240 CALIFORNIA HOUSING FINANCE AGENCY

ORGANIZATIONAL UNIT Classification	POSITIONS			EXPENDITURES		
	Filled 2019-20	Authorized 2020-21	Proposed 2021-22	Actual 2019-20 (Salary Range)	Budgeted 2020-21	Proposed 2021-22
California Housing Finance Agency - Operations						
Executive Office						
Executive Office:						
Board Members	-	-	-	\$100/day	\$5,000	\$5,000
Executive Director	1.0	1.0	1.0	14,333-21,500	258,000	258,000
Chief Deputy Director	1.0	1.0	1.0	12,667-19,000	228,000	228,000
Director of Business & Governmental Affairs	-	1.0	-	8,333-12,500	102,496	-
Director of Bus Dev & Stakeholder Relations	-	-	1.0	8,333-12,501	-	99,996
Associate Govtl Prog Analyst	1.0	1.0	1.0	5,149-6,446	74,452	76,274
Enterprise Risk Management:						
Director of Enterprise Risk Mgt & Compliance	-	-	1.0	10,667-16,000	-	134,400
Staff Services Manager I	-	-	1.0	6,124-7,608	-	73,488
Associate Govtl Prog Analyst	-	1.0	1.0	5,149-6,446	63,333	61,788
Legislative Office:						
Director of Legislation	1.0	1.0	1.0	8,333-12,500	150,000	150,000
Information Officer I (Spec)	-	-	1.0	5,149-6,447	-	61,788
Totals, Executive Office	4.0	6.0	9.0	\$689,431	\$881,281	\$1,148,734
Administrative Division						
Director of Administration, C.E.A. A	1.0	1.0	1.0	7,442-10,696	131,561	127,320
HR/Contracts						
Staff Services Mgr II	1.0	1.0	-	7,442-8,453	103,972	-
Staff Services Mgr I	-	-	1.0	6,124-7,608	-	73,488
Associate Govtl Prog Analyst	0.5	-	-	5,149-6,446	-	-
Assoc Pers Analyst	1.0	2.0	-	5,149-6,446	134,033	-
Staff Services Analyst	0.4	1.0	2.0	3,298-5,360	53,751	93,327
Business Services:						
Staff Services Mgr I	1.0	1.0	1.0	6,124-7,608	93,578	91,296
Assoc Govtl Prog Analyst	2.0	3.0	3.0	5,149-6,446	221,177	216,492
Business Service Assistant-Spec	1.0	1.0	1.0	2,921-4,469	54,969	53,628
Mgt Services Techn	1.0	1.0	1.0	2,921-4,132	50,824	49,584
Central Scan Facility:						
Office Tech-G	1.4	3.0	2.0	3,144-3,935	123,698	81,637
Mgt Services Techn	1.0	1.0	1.0	2,921-4,132	50,824	49,584
Office Asst-G	1.6	1.0	2.0	2,509-3,407	32,816	62,400
Human Resources:						
Staff Services Mgr II	1.0	1.0	1.0	7,442-8,453	103,109	101,436
Staff Services Mgr I	0.9	1.0	1.0	6,124-7,608	93,578	83,515
Assoc Govtl Prog Analyst	-	-	2.0	5,149-6,446	-	133,344
Assoc Pers Analyst	-	-	1.0	5,149-6,446	-	61,788
Sr Pers Spec	1.0	1.0	-	4,387-5,495	68,427	-
Staff Services Analyst	1.0	1.0	-	3,298-5,360	57,986	-
Totals, Administrative Division	16.8	20.0	20.0	\$1,158,523	\$1,374,303	\$1,278,839
Financing Division						
Director	0.1	1.0	1.0	11,667-17,500	150,679	140,004
Director of Enterprise Risk Mgt & Compliance	-	1.0	-	10,667-16,000	137,764	-
Risk Manager	0.3	1.0	1.0	9,333-14,000	120,536	111,996
Financing Ofcr	2.5	4.0	4.0	7,370-9,177	394,994	363,672
Housing Finance Officer	0.4	-	-	7,370-9,177	-	-
Housing Finance Spec	0.6	-	-	5,656-7,080	-	-
Research Data Analyst II	-	-	2.0	5,406-6,771	-	129,744
Associate Govtl Prog Analyst	0.3	-	-	5,149-6,446	-	-
Research Data Analyst I	2.3	4.0	2.0	3,635-5,629	227,517	112,032
Mgt Services Techn	0.3	-	-	2,921-4,132	-	-
Totals, Financing Division	6.8	11.0	10.0	\$675,152	\$1,031,490	\$857,448

ORGANIZATIONAL UNIT Classification	POSITIONS			EXPENDITURES		
	Filled 2019-20	Authorized 2020-21	Proposed 2021-22	Actual 2019-20 (Salary Range)	Budgeted 2020-21	Proposed 2021-22
Fiscal Services Division						
Comptroller, C.E.A. B	1.0	1.0	1.0	10,360-12,341	151,794	148,092
Deputy Comptroller, C.E.A. A	1.0	1.0	1.0	7,442-10,696	124,870	121,824
Financial Reporting & Bond Administration:						
Financial Acct II	1.0	1.0	1.0	7,394-9,188	113,012	77,148
Financial Acct I	-	-	1.0	6,429-7,987	-	89,208
Acctg Administrator I-Spec	3.9	3.0	2.0	5,656-7,080	261,252	169,920
Assoc Acctg Analyst	2.0	3.0	3.0	5,406-6,771	250,001	246,760
Fiscal Systems:						
Financial Acct II	-	-	1.0	7,394-9,188	-	105,228
Information Technology Specialist II	-	1.0	-	7,014-9,399	104,832	-
Sr Adm Analyst-Acctg Sys	1.0	-	-	6,722-8,352	-	-
Financial Acct I	-	-	1.0	6,429-7,987	-	84,564
Assoc Adm Analyst-Acctg Sys	1.0	-	-	5,406-6,771	-	-
Information Technology Specialist I	-	1.0	-	5,297-8,570	87,447	-
Single Family:						
Acctg Administrator I - Supvr	0.9	1.0	1.0	6,124-7,608	81,363	82,604
Sr Acctg Officer-Spec	1.4	3.0	3.0	5,149-6,446	205,951	215,130
Acctg Officer-Spec	5.0	6.0	4.0	4,496-5,629	400,648	263,518
Accountant Trainee	0.9	-	-	3,793-4,523	-	-
Multifamily:						
Acctg Administrator II-Supvr	-	1.0	1.0	6,722-8,352	82,681	80,664
Acctg Administrator I-Supvr	0.7	1.0	1.0	6,124-7,608	75,325	73,488
Acctg Administrator I-Spec	2.0	2.0	2.0	5,656-7,080	174,168	169,920
Assoc Acctg Analyst	1.0	1.0	1.0	5,406-6,771	83,283	81,252
Sr Acctg Officer-Spec	1.0	2.0	1.0	5,149-6,446	146,650	71,544
Acctg Officer-Spec	2.0	1.0	2.0	4,496-5,629	69,237	130,893
Operating/Budgets/Insurance:						
Acctg Administrator II	1.0	1.0	1.0	6,722-8,352	98,674	104,751
Sr Acctg Officer-Spec	1.0	1.0	1.0	5,149-6,446	79,286	76,668
Associate Govtl Prog Analyst	1.0	1.0	1.0	5,149-6,446	68,446	69,493
Acctg Officer-Spec	1.0	1.0	3.0	4,496-5,629	69,237	168,968
Accountant Trainee	-	1.0	-	3,793-4,523	47,070	-
Accountant I Spec	1.0	-	-	3,359-4,205	-	-
Totals, Fiscal Services	30.8	34.0	33.0	\$2,415,798	\$2,775,227	\$2,631,638
General Counsel Division						
Asst Chief Counsel	1.0	1.0	1.0	12,651-14,797	182,003	177,564
General Counsel	1.0	1.0	1.0	11,667-17,500	197,190	187,800
Legal Analyst	-	-	1.0	4,496-5,629	-	55,700
Single Family:						
Attorney IV	1.0	1.0	1.0	10,453-13,421	164,628	160,612
Attorney I	1.0	1.0	1.0	5,756-8,735	110,916	108,211
Housing Finance Spec	1.0	1.0	1.0	5,656-7,080	82,948	84,960
Multifamily/Asset Management:						
Attorney IV	1.0	1.0	1.0	10,453-13,421	170,586	166,425
Attorney I	1.0	1.0	1.0	5,756-8,735	103,437	100,915
Housing Finance Spec	2.0	2.0	2.0	5,656-7,080	170,032	169,920
Assoc Govtl Prog Analyst	1.0	1.0	1.0	5,149-6,446	75,520	77,352
Staff Services Analyst	1.9	2.0	2.0	3,298-5,360	117,208	118,731
Totals, General Counsel Division	11.9	12.0	13.0	\$1,313,698	\$1,374,466	\$1,408,190
Marketing Division						
C.E.A. A	1.0	1.0	1.0	7,442-10,696	131,561	128,352
Information Officer II	3.0	3.0	3.0	6,404-7,957	275,741	269,016
Research Data Specialist I	-	1.0	1.0	5,656-7,080	69,569	67,872
Information Technology Specialist I	-	1.0	1.0	5,297-8,570	91,800	92,914

ORGANIZATIONAL UNIT Classification	POSITIONS			EXPENDITURES		
	Filled 2019-20	Authorized 2020-21	Proposed 2021-22	Actual 2019-20 (Salary Range)	Budgeted 2020-21	Proposed 2021-22
Associate Govtl Prog Analyst	-	1.0	1.0	5,149-6,446	63,336	65,050
Information Technology Associate	1.9	1.0	1.0	4,214-7,463	73,320	72,426
Staff Services Analyst	1.9	1.0	1.0	3,298-5,360	53,370	52,068
Office Techn-Typing	0.1	-	-	3,144-3,935	-	-
Totals, Marketing Division	7.9	9.0	9.0	\$657,809	\$758,697	\$747,699
Information Technology Division						
Chief Information Officer	1.0	1.0	1.0	9,333-14,000	136,937	135,720
Information Technology Manager II	-	-	1.0	9,725-11,821	-	118,645
Information Technology Manager I	0.8	1.0	-	7,634-10,230	97,419	-
Information Security & Exchange:						
Information Technology Specialist II	1.0	1.0	1.0	7,014-9,399	110,129	118,428
Application Systems Development & Support:						
Information Technology Manager I	-	-	1.0	7,634-10,230	-	125,294
Information Technology Specialist II	1.7	2.0	1.0	7,014-9,399	229,524	121,882
Information Technology Supervisor I	-	1.0	-	6,291-8,430	77,379	-
Information Technology Specialist I	1.7	4.0	5.0	5,297-8,570	342,584	394,047
Information Technology Associate	1.6	-	-	4,214-7,463	-	-
Information Technology Technician	-	-	1.0	3,362-5,377	-	46,881
Project Mgmt, Procurement & Budgets:						
Information Technology Specialist I	0.5	1.0	1.0	5,297-8,570	75,150	73,320
Information Technology Associate	1.5	1.0	1.0	4,214-7,463	83,276	80,880
Technical Support Services:						
Information Technology Manager I	-	-	1.0	7,634-10,230	-	93,513
Information Technology Specialist II	0.8	1.0	1.0	7,014-9,399	86,272	113,388
Information Technology Specialist I	5.0	5.0	4.0	5,297-8,570	480,666	345,804
Information Technology Associate	1.0	1.0	2.0	4,214-7,463	66,762	127,748
Information Technology Technician	1.0	3.0	3.0	3,362-5,377	137,821	136,281
Totals, CalHFA Info Tech Div	17.6	22.0	24.0	\$1,539,743	\$1,923,919	\$2,031,831
Temporary Help	1.8	2.2	2.6	\$112,721	145,000	166,000
Overtime	-	-	-	\$5,856	14,000	31,700
Totals, CalHFA Operations	97.6	116.2	120.6	8,568,731	10,278,381	10,302,077
PROGRAMS						
Single Family						
Director of Homeownership	1.0	1.0	1.0	11,667-17,500	210,000	210,000
Compliance and Loan Administration						
Housing Finance Chief	1.0	1.0	1.0	8,985-10,230	125,497	122,436
Housing Finance Ofcr	2.7	2.0	1.0	7,370-9,177	225,754	110,124
Staff Services Manager I	0.4	1.0	1.0	6,124-7,608	92,962	89,877
Housing Finance Spec	3.5	5.0	3.0	5,656-7,080	415,301	247,860
Housing Finance Assoc	5.0	6.0	3.0	5,149-6,446	443,809	230,040
Housing Finance Assistant	-	-	2.0	4,281-5,360	-	111,600
Housing Finance Trainee	2.0	2.0	-	3,298-4,469	109,937	-
Staff Services Analyst	-	-	1.0	3,298-5,360	-	51,313
Mgt Services Techn	1.8	2.0	5.0	2,921-4,132	101,647	217,747
Loan Production						
Housing Finance Chief	1.0	1.0	1.0	8,985-10,230	125,497	122,436
Housing Finance Ofcr	0.2	2.0	3.0	7,370-9,177	193,110	292,584
Staff Services Mgr I	1.0	2.0	1.0	6,124-7,608	188,446	90,480
Housing Finance Spec	2.5	3.0	3.0	5,656-7,080	239,600	231,876
Housing Finance Assoc	7.9	8.0	7.0	5,149-6,446	630,520	536,760
Office Techn-Typing	1.0	-	-	3,144-3,935	-	-
Mgt Services Techn	1.0	2.0	2.0	2,921-4,132	101,635	99,168
Secondary Marketing and Systems Support						
Housing Finance Chief	1.0	1.0	1.0	8,985-10,230	125,497	122,436
Housing Finance Ofcr	1.0	1.0	1.0	7,370-9,177	112,877	109,140
Staff Services Manager I	1.1	1.0	1.0	6,124-7,608	92,962	89,877
Housing Finance Spec	7.9	9.0	3.0	5,656-7,080	757,552	262,080
Associate Govtl Prog Analyst	-	-	1.0	5,149-6,446	-	61,788

ORGANIZATIONAL UNIT Classification	POSITIONS			EXPENDITURES		
	Filled 2019-20	Authorized 2020-21	Proposed 2021-22	Actual 2019-20 (Salary Range)	Budgeted 2020-21	Proposed 2021-22
Housing Finance Assoc	2.0	1.0	4.0	5,149-6,446	79,286	262,716
Housing Finance Assistant	-	-	1.0	4,281-5,360	-	51,600
Information Technology Associate	-	-	7.0	4,214-7,463	-	572,239
Housing Finance Trainee	0.5	1.0	-	3,298-4,469	48,179	-
Office Techn-Typing	0.5	-	-	3,144-3,935	-	-
Totals, Single Family	46.0	52.0	54.0	\$3,870,889	\$4,420,067	\$4,296,177
Multifamily Programs						
Director of Multifamily Programs	1.0	1.0	1.0	11,667-17,500	195,615	193,884
Deputy Director of Multifamily Programs	0.8	1.0	1.0	10,360-12,341	131,204	133,200
Housing Finance Chief	-	1.0	1.0	8,985-10,230	110,520	111,758
Asst Deputy Program Director, CEA A	-	-	1.0	7,442-10,696	-	89,304
Credit Officer, C.E.A. A	0.8	1.0	1.0	7,442-10,696	121,204	121,896
Staff Services Mgr II	1.0	-	-	7,442-8,453	-	-
Housing Finance Ofcr	3.1	5.0	5.0	7,370-9,177	503,066	463,884
Housing Finance Spec	4.9	7.0	7.0	5,656-7,080	563,080	552,976
Housing Finance Assoc	2.2	4.0	3.0	5,149-6,446	269,650	192,945
Housing Finance Asst	1.8	1.0	1.0	4,281-5,360	62,796	60,408
Staff Services Analyst	0.8	2.0	2.0	3,298-5,360	106,629	94,682
Office Techn-Typing	-	1.0	1.0	3,144-3,935	38,671	37,728
Construction Services:						
Sr Housing Constrn Insp	1.0	1.0	1.0	9,757-12,211	150,195	146,532
Housing Constrn Insp	-	1.0	1.0	8,985-11,248	110,516	107,820
Totals, Multifamily	17.4	26.0	26.0	\$1,743,930	\$2,363,147	\$2,307,017
Asset Management:						
Housing Finance Chief	0.2	2.0	1.0	8,985-10,230	236,012	107,820
Housing Maint Insp	2.5	4.0	2.0	8,294-10,376	440,053	226,528
Housing Finance Ofcr	3.9	4.0	5.0	7,370-9,177	413,806	516,204
Staff Services Mgr I	0.9	1.0	-	6,124-7,608	93,578	-
Housing Finance Spec	7.2	12.0	8.0	5,656-7,080	964,892	646,704
Housing Finance Assoc	3.4	4.0	3.0	5,149-6,446	279,376	215,722
Housing Finance Asst	1.3	-	1.0	4,281-5,360	-	61,038
Information Technology Associate	-	-	1.0	4,214-7,463	-	82,508
Housing Finance Trainee	0.3	-	-	3,298-4,469	-	-
Office Techn-Typing	1.0	1.0	1.0	3,144-3,935	46,451	46,451
Mgt Services Techn	1.0	1.0	1.0	2,921-4,132	50,824	49,140
Totals, Asset Management	21.7	29.0	23.0	\$1,997,402	\$2,524,992	\$1,952,115
Temporary Help	1.8	2.2	-	-	0	0
Overtime	-	-	-	15,385	18,000	0
Totals, Programs	85.1	107.0	103.0	\$7,627,606	\$9,326,206	\$8,555,309
Totals Regular/Ongoing Positions before Salary Savings	182.7	223.2	223.6	\$16,196,337	\$19,427,587	\$18,857,386
CalHFA Salary Savings	-	-	-	\$0	(\$4,060,553)	(\$3,212,234)
TOTALS, CalHFA AUTHORIZED POSITIONS	182.7	223.2	223.6	\$16,196,337	\$15,544,034	\$15,645,152
<i>Regular/Ongoing Positions (CalHFA)</i>	<i>180.9</i>	<i>221.0</i>	<i>221.0</i>	<i>16,062,375</i>	<i>15,367,034</i>	<i>15,447,452</i>
<i>Temporary Help (CalHFA)</i>	<i>1.8</i>	<i>2.2</i>	<i>2.6</i>	<i>112,721</i>	<i>145,000</i>	<i>166,000</i>
<i>Overtime (CalHFA)</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>21,241</i>	<i>32,000</i>	<i>31,700</i>

All Agency FY 2021-22 Out of State Travel Requests

Mission Critical Travel	Division	Date of event (if known)	Destination	# of Exempt Employees Attending	# Board Members Attending *	# of Non-Exempt Employees Attending (Excluded and Represented Employees)	Projected Cost (including airfare, rental car, meals, etc.)	Justification (i.e. Mission Critical; List benefits to the Dept.; Auditing; Litigation Related; Function required by statute, contract, or executive directive; NCSHA Sponsored Meetings; Meetings with Rating Agencies, GSE's; Lender Trainings)	Impact if Denied
2021 NCSHA Annual Conference (September 25-28, 2021)	Agency Wide	September 25-28, 2021	Detroit, MI	9	1	2	\$ 24,000.00	Mission critical annual meeting with national HFAs regarding professional development in various housing related program areas including communications, finance, governance, legal, human relations, information technology, management, homeownership, rental and special needs housing. The training sessions offered are multi-disciplinary and sending only one representative to attend multiple sessions is not possible. Job-required training necessary to maintain licensure or similar standards required for holding a position as no comparable training can be obtained in California or a different state not subject to the travel prohibition.	Loss of cost savings and efficiencies for not meeting business partners in one location, resulting in the inability to collaborate and strengthen lending products for affordable housing initiatives with HFAs across the country.
2022 NCSHA HFA Institute (Est. Jan 10-15, 2022)	Agency Wide	January 2022	Washington, DC	5	1	2	\$ 14,000.00	Mission critical event designed to strengthen understanding of program fundamentals and explore advanced techniques for administering various housing programs and initiatives. The training sessions offered are multi-disciplinary and sending only one representative to attend multiple sessions is not possible. Job-required training necessary to maintain licensure or similar standards required for holding a position as no comparable training can be obtained in California or a different state not subject to the travel prohibition.	Loss of opportunity to obtain in-depth instruction on essential HFA programs.
2022 NCSHA Legislative Conference (Est. March 22-24, 2022)	Agency Wide	March 2022	Washington, DC	5	2	1	\$ 20,000.00	To receive mission critical current updates on legislative and regulatory activities and priorities, industry perspectives, and the solutions to the latest issues and challenges, and to collaborate with experienced HFA practitioners, Congressional and Federal staff, and noted industry leaders through events and roundtable sessions. The training sessions offered are multi-disciplinary and sending only one representative to attend multiple sessions is not possible. Job-required training necessary to maintain licensure or similar standards required for holding a position as no comparable training can be obtained in California or a different state not subject to the travel prohibition.	Loss of cost savings and efficiencies for not meeting business partners in one location, resulting in the inability to strengthen understanding in common and shared affordable housing initiatives with HFAs and key Federal and Congressional leaders.

All Agency FY 2021-22 Out of State Travel Requests

Mission Critical Travel	Division	Date of event (If known)	Destination	# of Exempt Employees Attending	# Board Members Attending *	# of Non-Exempt Employees Attending (Excluded and Represented Employees)	Projected Cost (including airfare, rental car, meals, etc.)	Justification (i.e. Mission Critical; List benefits to the Dept.; Auditing; Litigation Related; Function required by statute, contract, or executive directive; NCSHA Sponsored Meetings; Meetings with Rating Agencies, GSE's; Lender Trainings)	Impact if Denied
NCSHA Executive Development Seminar	Agency Wide	October 24-29, 2021	Indiana University Bloomington, Indiana	1	0	1	\$ 1,500.00	Annual executive development program. Topics covered in the seminar include mission critical transformational strategies and identifying growth opportunities, change management, improved decision making, negotiation and conflict management, building high performance teams and situational leadership. Job-required training necessary to maintain licensure or similar standards required for holding a position as no comparable training can be obtained in California or a different state not subject to the travel prohibition.	Failure to provide executive management with high level training regarding organizational transformation, change management and organizational performance.
NCSHA Housing Credit Connect	Exec, Financing, Multifamily	June 2022	TBD	3	1	2	\$ 9,000.00	Mission critical annual meeting with national HFAs regarding low income housing tax credits, including legislative updates, industry expert meetings, IRS regulation changes, and policy discussions. The training sessions offered are multi-disciplinary and sending only one representative to attend multiple sessions is not possible. This event is a function required by statute, contract, or executive directive.	Failure to obtain critical information on changes to Multifamily low income housing tax credits, including any legislative core related financing methods.
NCSHA Executive Directors Workshop	Executive	July 18-21, 2021	Portsmouth, NH	1	0	0	\$ 1,750.00	Mission critical annual meeting with national HFA Executive Directors regarding low income housing tax credits, including legislative updates, industry expert meetings, IRS regulation changes, and policy discussions. Job-required training necessary to maintain licensure or similar standards required for holding a position as no comparable training can be obtained in California or a different state not subject to the travel prohibition.	Failure to obtain critical information on changes to Multifamily low income housing tax credits, including any legislative core related financing methods.
NCSHA Special Board of Director's Meeting	Executive	December 12-14, 2021	Washington, DC	1	0	0	\$ 1,750.00	Provide mission critical guidance as a member of the Board of Directors to NCSHA member HFA's on ways to better serve low and moderate income neighborhoods and residents across the country. This event is a function required by statute, contract, or executive directive.	Loss of cost savings and efficiencies for not meeting business partners in one location, resulting in the inability to collaborate and strengthen lending products for affordable housing initiatives.
NCSHA Board Member Training	Board	TBD	TBD	0	2	0	\$ 3,500.00	Mission critical annual meeting with HFA Board Members across the Country regarding the responsibilities as Board Members, role of HFAs in the housing finance space and policy and legislative updates from industry experts. The training sessions offered are multi-disciplinary and sending only one representative to attend multiple sessions is not possible. This event is a function required by statute, contract, or executive directive.	Participation in the training will ensure that the Board Members understand their role and responsibilities as Board Members and will help avoid potential issues during their service on the Board.

All Agency FY 2021-22 Out of State Travel Requests

Mission Critical Travel	Division	Date of event (If known)	Destination	# of Exempt Employees Attending	# Board Members Attending *	# of Non-Exempt Employees Attending (Excluded and Represented Employees)	Projected Cost (including airfare, rental car, meals, etc.)	Justification (i.e. Mission Critical; List benefits to the Dept.; Auditing; Litigation Related; Function required by statute, contract, or executive directive; NCSHA Sponsored Meetings; Meetings with Rating Agencies, GSE's; Lender Trainings)	Impact if Denied
Western States HFA Summit	Single Family, Executive	TBD	TBD	5	0	3	\$ 10,000.00	Annual mission critical meeting with Western States HFA's. This training event is designed to strengthen the understanding of regional issues in various housing related program areas which are common to our region. Work on regional issues / solutions by partnering with sister HFA in cost sharing ventures. This event is a function required by statute, contract, or executive directive.	Loss of cost savings and efficiencies for not meeting business partners in one location, resulting in the inability to collaborate and strengthen lending products for affordable housing initiatives with HFAs across the country.
West Coast HFA Meet Up	Executive, General Counsel	TBD	TBD	2	0	3	\$ 6,250.00	Annual mission critical meeting with Western States HFA's. This training event is designed to strengthen the understanding of regional issues in various housing related program areas which are common to our region. Work on regional issues / solutions by partnering with sister HFA in cost sharing ventures. This event is a function required by statute, contract, or executive directive.	Loss of cost savings and efficiencies for not meeting business partners in one location, resulting in the inability to collaborate and strengthen lending products for affordable housing initiatives with HFAs across the country.
Fannie Mae's HFA Institute	General Counsel, Single Family	September 2020	Washington, DC	1	0	1	\$ 3,500.00	Required by federal partners. To obtain mission critical information on Fannie Mae's HFA Preferred Program (A NCSHA sponsored HFA Conference). Requests by the federal government to appear before committees.	Not attending could jeopardize CalHFA's participation in Fannie Mae's HFA Preferred Program.
2021 Western HUD Lender's Conference	Executive, Multifamily, Asset Management	September 2021	Washington, DC	2	0	1	\$ 5,000.00	Mission critical and required by federal partners. HUD 811 program provides "convening" of states that have been awarded funds. California was the first state to have an executed Rental Assistance Contract with an owner. CalHFA has been asked to discuss the new HUD system that handles the PRA subsidy payments as well as to discuss our experience with the payment process so far. Meetings or training required by a grant or to maintain grant funding.	Failure to obtain information on program changes as well as provide important feedback on the Agency's experience with the 811 program so far.

All Agency FY 2021-22 Out of State Travel Requests

Mission Critical Travel	Division	Date of event (If known)	Destination	# of Exempt Employees Attending	# Board Members Attending *	# of Non-Exempt Employees Attending (Excluded and Represented Employees)	Projected Cost (including airfare, rental car, meals, etc.)	Justification (i.e. Mission Critical; List benefits to the Dept.; Auditing; Litigation Related; Function required by statute, contract, or executive directive; NCSHA Sponsored Meetings; Meetings with Rating Agencies, GSE's; Lender Trainings)	Impact if Denied
HUD Introduction Meeting	Executive, Single Family, Financing	TBD	Washington, DC	2	0	1	\$ 4,500.00	As the new presidential administration takes shape, it is mission critical to introduce CalHFA and its business lines to HUD. The ongoing programs we have with HUD (Section 8 TCA, Section 811 PRA, FHA Risk-Share, etc.) are critical to the success of CalHFA's mission. Meetings or training required by a grant or to maintain grant funding.	HUD may eliminate or alter programs without CalHFA's full input. Some of these changes may negatively alter CalHFA's role in affordable housing.
Rating Agency Visit	Executive	TBD	New York, NY	1	0	0	\$ 1,750.00	Mission critical required annual management review with Moody's. This event is a function required by statute, contract, or executive directive.	Potential negative comments on Agency management. Failure to educate rating agencies regarding specific business risks that influence our ratings on debt issuance.
Federal Financing Bank HUD Risk-Share Program Meeting	Executive	TBD	Washington, DC	2	0	0	\$ 3,500.00	Mission critical meeting with HUD, US Treasury, and the Federal Financing Bank on the Agency's major primary housing program, the FFB Risk-Share loan program. Requests by the federal government to appear before committees.	Failure to meet with CalHFA's partners in this unique HFA financing tool could result in lowered lending production at higher financing rates
MBA National Technology in Mortgage Banking Conference	I.T., Single Family	TBD	TBD	2	0	3	\$ 10,000.00	Mission critical training on all of the emerging technologies, the impact of new regulations, vendor solutions, and to connect with vendors and industry experts related to mortgage lending. Job-required training necessary to maintain licensure or similar standards required for holding a position, if comparable training cannot be obtained in California or a different state not subject to the travel prohibition. A function required by statute, contract, or executive directive.	Loss of cost savings and efficiencies for not meeting needs of single family IT business needs, resulting in the inability to collaborate and strengthen lending products for affordable housing initiatives. Failure to obtain in depth instructions on essential system and regulatory changes in the industry.
Freddie Mac	Executive	TBD	Washington, DC	1	0	0	\$ 1,750.00	Mission critical meeting with Freddie Mac to discuss new partnerships and capital raising opportunities for Multifamily Programs. Requests by the federal government to appear before committees.	Loss of opportunity to obtain in-depth instruction on essential HFA programs.
GSE's	Executive, Multifamily	TBD		1	0	0	\$ 1,500.00	Mission critical meeting with GSE's to discuss new partnerships and capital raising opportunities for Multifamily Programs. Requests by the federal government to appear before committees.	Loss of opportunity to obtain in-depth instruction on essential HFA programs.

All Agency FY 2021-22 Out of State Travel Requests

Mission Critical Travel	Division	Date of event (If known)	Destination	# of Exempt Employees Attending	# Board Members Attending *	# of Non-Exempt Employees Attending (Excluded and Represented Employees)	Projected Cost (including airfare, rental car, meals, etc.)	Justification (i.e. Mission Critical; List benefits to the Dept.; Auditing; Litigation Related; Function required by statute, contract, or executive directive; NCSHA Sponsored Meetings; Meetings with Rating Agencies, GSE's; Lender Trainings)	Impact if Denied
CIO Leadership Forum 2021	Executive, Information Technology	TBD		2	0	1	\$ 6,000.00	Mission critical event for training for building the culture and digital dexterity to support innovation. This leadership forum dissects the challenges and opportunities of digital business among select peers that drove competitive advantages for attending organizations. A function required by statute, contract, or executive directive.	Missed opportunity to explore strategic trends and technologies that could assist in reshaping the future of IT and CalHFA.
Smiths Research & Grading Conference	Executive	TBD		1	0	0	\$ 1,000.00	Mission critical event designed to explore new ways to improve organizations with products that attract homeowners such as down-payment assistance. Develop and promote sustainable lending practices in order to minimize institutional risks, build stronger stakeholder and consumer relationships. Implement key financial strategies to maintain and improve the Agency's credit ratings. Job-required training necessary to maintain licensure or similar standards required for holding a position as no comparable training can be obtained in California or a different state not subject to the travel prohibition.	Failure to obtain the most current and critical information regarding research and analysis for institutional investors.
CDFA National Development Finance Summit	Executive	TBD		1	0	0	\$ 1,750.00	A mission critical summit built to learn about all types of development finance tools and programs from industry experts. Job-required training necessary to maintain licensure or similar standards required for holding a position as no comparable training can be obtained in California or a different state not subject to the travel prohibition.	Failure to obtain the most current ant critical information regarding finance approaches and solutions.
National Housing Conference Home Ownership Taskforce	Executive	TBD		1	0	0	\$ 2,000.00	Mission critical event designed to educate participants on how to provide housing and community development assistance, and to make sure everyone has access to "Fair and Equal Housing", by increasing safe and affordable rental housing, reducing homelessness, and fighting housing discrimination. Requested to serve as a member of the National Taskforce.	Loss of opportunity to obtain in-depth instruction on essential HFA programs, as well as State and Federal affordable housing initiatives.
Fannie Mae Rural Duty to Serve	Exec	TBD		1	0	0	\$ 2,000.00	Mission critical meeting with secondary marketing purchaser of single family and multifamily loans. To further explore the ability to influence and provide input of issues related to helping homeowners and communities located in some of our nations most challenging markets. Attendance is required as member of the Board and serves as mission critical to CalHFA. Requests by the federal government to appear before committees.	Loss of cost savings and efficiencies for not meeting lending partners in one location, resulting in the inability to collaborate as strengthen leading products for affordable housing initiatives.

All Agency FY 2021-22 Out of State Travel Requests

Mission Critical Travel	Division	Date of event (If known)	Destination	# of Exempt Employees Attending	# Board Members Attending *	# of Non-Exempt Employees Attending (Excluded and Represented Employees)	Projected Cost (including airfare, rental car, meals, etc.)	Justification (i.e. Mission Critical; List benefits to the Dept.; Auditing; Litigation Related; Function required by statute, contract, or executive directive; NCSHA Sponsored Meetings; Meetings with Rating Agencies, GSE's; Lender Trainings)	Impact if Denied
Novogradac Conference	General Counsel	TBD		2	0	1	\$ 6,000.00	Mission critical conference to bring together hundreds of professionals to explore ways to overcome structuring and other challenges with the primary goal to help build America's low income neighborhoods. Job-required training necessary to maintain licensure or similar standards required for holding a position as no comparable training can be obtained in California or a different state not subject to the travel prohibition.	Loss of opportunity to strengthen knowledge of CA issues and trends.
CLA Real Property Symposium	General Counsel	TBD		1	0	0	\$ 2,000.00	Mission critical symposium to discuss latest trends and developments in commercial real estate as well as the future of commercial real estate. High priority topics include tax benefits in investing in opportunity zones, discussion on impact on landlord-tenant relationships and latest developments in real property law. Job-required training necessary to maintain licensure or similar standards required for holding a position as no comparable training can be obtained in California or a different state not subject to the travel prohibition.	Loss of opportunity to strengthen knowledge of industry housing issues and trends.
Gartner IT Symposium/Xpo 2021	Information Technology	TBD		1	0	3	\$ 7,000.00	Mission critical IT Symposium/XPO 2021 is the place to hone leadership skills, refine IT strategies, and find the innovative technologies that help to power digital transformation. Job-required training necessary to maintain licensure or similar standards required for holding a position as no comparable training can be obtained in California or a different state not subject to the travel prohibition.	Missed opportunity to explore strategic trends and technologies that could assist in reshaping the future of IT and CalHFA.
National Housing Conference Solutions for Housing Communications	Marketing	TBD		1	0	1	\$ 4,000.00	A mission critical national convening designed especially for housing communicators that focuses on communications strategies and tactics for expanding awareness of the benefits of affordable housing and building support for affordable housing policies and development. Workshops address communications tools and trends needed as a housing communicator. National experts provide helpful tips and strategies on how housing organizations communicate with policymakers, the media, stakeholders and its constituents. Job-required training necessary to maintain licensure or similar standards required for holding a position as no comparable training can be obtained in California or a different state not subject to the travel prohibition	Lack of preparedness on the latest's strategies and tactics for communicating, building support for and defending efforts surrounding affordable housing. Without keeping apprised of the communication efforts around the nation, we risk being ineffective in our efforts here in California where the housing crisis is substantially worse than many other states.

All Agency FY 2021-22 Out of State Travel Requests

Mission Critical Travel	Division	Date of event (If known)	Destination	# of Exempt Employees Attending	# Board Members Attending *	# of Non-Exempt Employees Attending (Excluded and Represented Employees)	Projected Cost (including airfare, rental car, meals, etc.)	Justification (i.e. Mission Critical; List benefits to the Dept.; Auditing; Litigation Related; Function required by statute, contract, or executive directive; NCSHA Sponsored Meetings; Meetings with Rating Agencies, GSE's; Lender Trainings)	Impact if Denied
Ross Training	Asset Management	TBD		1	0	0	\$ 1,500.00	Mission critical training with RBD, and industry expert that works directly with HUD Headquarters on policy decisions. RBD is also facilitator for HUD headquarters as it relates to TRACS and MORS. Job-required training necessary to maintain licensure or similar standards required for holding a position as no comparable training can be obtained in California or a different state not subject to the travel prohibition.	Failure to obtain critical training will result in loss of the most up to date industry knowledge and key information on HUD TRACS
Advanced Learning Institute - HR Internal Communications	Admin	TBD	TBD	1	0	0	\$ 2,000.00	Mission critical training to maximize employee communications & create a culture that drives results need to align HR & internal communication strategies.	Loss of opportunity to strengthen internal communication consistent with creating a culture to attract & retain high-level employees for workforce and succession planning purposes
Totals				57	7	26	\$ 158,500.00		

*Agency will reimburse out of state travel expenses for Board Members eligible for per diem pursuant to Health & Safety Code Section 50909

May 7, 2021

CalHFA Contracts for FY 2021/22

DIVISION CONTRACTS	Consulting and Professional Services Proposed 2021/22	Remarks
REGULAR ONGOING CONTRACTS		
AGENCY WIDE		
Sound and Secure Innovations	600	Alarm/Panic Button
TOTALS	600	
EXECUTIVE		
BCSH	150,000	Interagency Agreement Potential expansion of organizational assessment
Management Consulting Services Towers Watson Delaware, Inc.	300,000 50,000	Executive Evaluation/Compensation
TOTALS	500,000	
ADMINISTRATION		
State Controller's Office	5,000	Leave Accounting Attorney services for workplace investigations, mediation, and expert witness work as necessary
HR Legal Services (Shaw) Heidrick	100,000 100,000	HR Consulting Services Attorney services for workplace investigations, mediation, and expert witness work as necessary
CalHR Attorney Services TPI	10,000 25,000	Professional Advice
TOTALS	240,000	
INFORMATION TECHNOLOGY		
QBIX	13,000	General Ledger Report Upgrades
BGI Support	15,000	Programming Support for Fiscal Services
Public Consulting Group	180,000	Programming Support
Providence Technology Group (Sharepo Macroview, Inc.	20,000 1,000	Sharepoint Technical Support Technical Support
Gartner Consultation	188,000	Technical Support
RedCar Consultation	250,000	Technical Support
American River Technologies	93,500	CalHFA portion
Baygrape	36,000	CalHFA portion
Eplus Technology	25,000	RSA/PAM Intergration technical expertise
Enterprise Networking Solutions	5,000	Server Upgrades
Enterasys (EYEP)	10,000	Ongoing Switch Maintenance
TOTALS	836,500	
FINANCING		
TOTALS	0	
BOARD MEMBERS		
3Play Media	4,000	Close Captioning Services
TOTALS	4,000	

FISCAL SERVICES

Audits		
CliftonLarsonAllen	179,500	Housing Finance Fund Financial Audit
Other		
TBD - New Program	80,000	Multifamily Loan Servicing ASP - Ongoing
Ominicap	2,500	Tax Compliance Calculations
TOTALS	262,000	

GENERAL COUNSEL

Litigation related		
Cal Attorney General	50,000	Homeowner loan and routine litigation
Non-litigation related/Other		
Greenberg Trauig	75,000	Tax Advice
Orrick	250,000	Hourly bond & finance advice
Other		
Hawkins Delafield & Wood LLP	1,000	Bond counsel
Kronick	150,000	Transactional Support
TOTALS	526,000	

MARKETING

Marketing/Digital Marketing/PR	850,000	Agency Promotion and Printing
Fuze Digital Solutions, LLC	6,000	Web Enhancements
Lazzarone Photography	10,000	Photographer for Annual Report
Design Forge	5,000	Consultant for Annual Report
		Media monitoring tool and housing data collection
Critical Mention	6,000	
EMRL	6,000	Website Maintenance
TOTALS	883,000	

SINGLE FAMILY LENDING

McBride Edwards LLP	30,000	Servicing Auditor
		Quarterly enhancements to the CalHFA
All Regs	6,500	Servicer Guide
		Online homebuyer counseling classes for
Community Ventures dba eHome Ameri	107,000	CalHFA borrowers
Utopian	400,000	Loan Admin. Servicing and Fees
Zieve Brodnax & Steele	50,000	Legal Representation
Zieve KYHC	10,000	Legal Representation
First American Title	60,000	Title Searches and Loan Modifications
Equifax	200	Credit Reports
		Appraisals, property data information
American Data Tree	25,000	system
TOTALS	688,700	

MULTIFAMILY

TCAM	300,000	MF Underwriting Services
EPS	40,000	TRACS Expertise
Colliers International	30,000	Appraisal Services
TOTALS	370,000	

GRAND TOTAL**4,310,800**

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BOARD OF DIRECTORS
OF THE CALIFORNIA HOUSING FINANCE AGENCY

RESOLUTION NO. 21-09

RESOLUTION AUTHORIZING THE AGENCY BUSINESS PLAN
FOR FISCAL YEAR 2021/2022

WHEREAS, pursuant to the Zenovich-Moscone-Chacon Housing and Home Finance Act (“Act”), the California Housing Finance Agency (“Agency”) has the authority to engage in activities to reduce the cost of mortgage financing for home purchase and rental housing development, including the issuance of bonds;

WHEREAS, the Agency’s statutory objectives include, among others, increasing the range of housing choices for California residents, meeting the housing needs of persons and families of low or moderate income, maximizing the impact of financing activities on employment and local economic activity, and implementing the objectives of the California Statewide Housing Plan;

WHEREAS, the COVID-19 virus has impacted every facet of daily life, including the California economy and real estate markets, and will present financial challenges within changing credit and capital markets into the foreseeable future;

WHEREAS, the Agency must responsibly manage real estate related risk and liquidity for operating expenses and financial obligations;

WHEREAS, the Agency has presented to the Board of Directors a Business Plan, for fiscal year 2021/22, with its goals, key strategies and action items designed to assist the Agency in meeting its financial obligations, its statutory objectives, support the housing needs of the people of California and to provide the Agency with the necessary road map to respond to the current COVID-19 crisis and continue as a leading affordable housing lender providing bond financing and mortgage financing well into the future;

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Agency as follows:

1. The 2021/22 Business Plan, as presented by the written presentation attached hereto and made a part hereof, and any additional presentations made at the meeting, is hereby fully endorsed and adopted.

1 2. In implementing the Business Plan, the Agency shall strive to satisfy all
2 the capital adequacy, liquidity reserve, credit and other reserve and any other
3 requirements necessary to maintain the Agency's general obligation credit ratings
4 and the current credit ratings on its debt obligations, to comply with the
5 requirements of the Agency's providers of credit enhancement, liquidity, and
6 interest rate swaps and to satisfy any other requirements of the Agency's bond and
7 insurance programs.

8
9 3. The updated Business Plan is necessarily based on various economic,
10 fiscal and legal assumptions. Therefore, for the Agency to respond to changing
11 circumstances, and subject to the provisions of Resolution 11-06, the Executive
12 Director shall have the authority to adjust both the Agency's day-to-day activities
13 to reflect actual economic, fiscal and legal circumstances, and budget
14 appropriations among cost categories to attain goals and objectives consistent with
15 the intent of the updated Business Plan.

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18 Attachment
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1 SECRETARY'S CERTIFICATE

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3 I, Claire Tauriainen, the undersigned, do hereby certify that I am the duly
4 authorized Secretary of the Board of Directors of the California Housing Finance
5 Agency, and hereby further certify that the foregoing is a full, true, and correct
6 copy of Resolution No. 21-09 duly adopted at a regular meeting of the Board of
7 Directors of the California Housing Finance Agency duly called and held on the
8 20th day of May, 2021, at which meeting all said directors had due notice, a quorum
9 was present and that at said meeting said resolution was adopted by the following
10 vote:

11
12 AYES:

13
14 NOES:

15
16 ABSTENTIONS:

17
18 ABSENT:

19
20 IN WITNESS WHEREOF, I have executed this certificate hereto this
21 20th day of May 2021.

22
23
24 ATTEST:

25 _____
26 Claire Tauriainen
27 Secretary of the Board of Directors of the
28 California Housing Finance Agency
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1 BOARD OF DIRECTORS
2 OF THE CALIFORNIA HOUSING FINANCE AGENCY

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4 RESOLUTION NO. 21-10

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6 RESOLUTION AUTHORIZING THE AGENCY OPERATING BUDGET FOR FISCAL
7 YEAR 2021/2022

8
9 WHEREAS, the Board of Directors of the California Housing Finance Agency has
10 reviewed its proposed operating budget for the 2021/2022 fiscal year;

11
12 NOW, THEREFORE, BE IT RESOLVED as follows:

13
14 1. The operating budget attached hereto is hereby approved for operations of
15 the California Housing Finance Agency Fund for fiscal year 2021/2022. Additionally, the
16 Executive Director shall have the authority to adjust budget appropriations between cost
17 categories and divisions to attain goals and objectives consistent with the intent of adopted
18 Business Plan.

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22 Attachment
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1 SECRETARY'S CERTIFICATE

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3 I, Claire Tauriainen, the undersigned, do hereby certify that I am the duly authorized
4 Secretary of the Board of Directors of the California Housing Finance Agency, and hereby
5 further certify that the foregoing is a full, true, and correct copy of Resolution No. 20-10 duly
6 adopted at a regular meeting of the Board of Directors of the California Housing Finance Agency
7 duly called and held on the 20th day of May 2021, at which meeting all said directors had due
8 notice, a quorum was present and that at said meeting said resolution was adopted by the
9 following vote:

10
11 AYES:

12
13 NOES:

14
15 ABSTENTIONS:

16
17 ABSENT:

18
19 IN WITNESS WHEREOF, I have executed this certificate hereto this 20th day of
20 May 2021.

21
22
23 ATTEST:

24 _____
25 CLAIRE TAURIAINEN
26 Secretary of the Board of Directors of the
27 California Housing Finance Agency
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