



CONNECTICUT
HOUSING FINANCE
AUTHORITY

2017 STRATEGIC PLAN



CHFA will...

IMPACT

- Broad ideas of what CHFA's efforts will accomplish externally
 - Metrics will include longer-term societal changes and external measurements of CHFA
- Therefore we see that...

OUTCOME

- CHFA needs to be seen as...
 - Metrics will define success from the point of view of customers and stakeholders and are short or medium-term
- To get there we will focus on strategies that...

STRATEGY

STRATEGY

STRATEGY

Internal plans

CHFA will...

Be a leader for change

- ... which means increased awareness, improved reputation, improved efficiencies, increase in number of partners
- Therefore we see that...

CHFA is a responsive and adaptive lender

- ... which means greater efficiency, increased workforce capacity, agile lender
- To get there we will focus on strategies that...

Improve organizational capacity

Forge critical partnerships

Provide critical data that informs housing policy

CHFA will...

Change lives

- ... which means improved quality of life, upward mobility, fewer foreclosures
- Therefore we see that...

CHFA is responsive to demographic changes

- ... which means increase in housing choices, decreased need for affordable housing, increase in housing for key demographics
- To get there we will focus on strategies that...

Provide financing for a spectrum of housing choices

CHFA supports quality affordable housing

- ... which means an increase in housing connected to key services, increase in transit-oriented housing development, increase in jobs associated with construction of new housing, lower operating costs, higher quality of housing, more stable financing
- To get there we will focus on strategies that...

Support housing connected to community, transportation and jobs

Support housing that is sustainable

CHFA will...

Transform the state for the better

- ... which means an increase in first-time homebuyers, increase in availability of affordable housing
- Therefore we see that...

CHFA has a positive impact on the community

- ... which means an increase in private investment in CT, increase in jobs resulting from affordable housing development, improved communities, increased or stabilized property values, decrease in foreclosed properties
- To get there we will focus on strategies that...

Target multifamily development

Provide responsible lending that meets the needs of the community

Preserve existing affordable housing

CHFA is a good steward of funds

- ... which means reduction of expenses, reduction in defaults, reduction in workouts
- To get there we will focus on strategies that...

Maximize revenue in balance with mission

Minimize expenses and risks to the extent possible