

Minutes
Connecticut Housing Finance Authority
Special Board of Directors' Meeting
June 3, 2020

Directors Present: Seila Mosquera-Bruno, Chairperson of CHFA and Commissioner of the Department of Housing
Heidi DeWyngaert, Vice Chairperson of CHFA
Jerrold Abrahams
Wendy Clarke
Anne Foley, Chairperson of Mortgage Committee, representing
Melissa McCaw, Secretary, State Office Policy and Management
Kiley Gosselin
Timothy Hodges
Catherine MacKinnon
Sarah Sanders, representing Shawn Wooden, State Treasurer
Jared Schmitt, Chairperson of the Finance/Audit Committee
Lisa Tepper Bates
Carla Weil

Directors Absent: Jorge Perez, State Banking Commissioner
Franklin Perry II
Glendowlyn Thames, representing David A. Lehman, Commissioner,
Department of Economic & Community Development

Others Present: Ted Carroll, Leadership Greater Hartford

By video conference due to the COVID-19 public health crisis and in accordance with Governor Lamont's Executive Order 7B, Ms. Mosquera-Bruno called the special meeting of the Connecticut Housing Finance Authority ("CHFA") to order at 1:10 p.m. She noted that the special meeting was being held to discuss CHFA's 2020 Strategic Plan.

Nandini Natarajan, Chief Executive Officer-Executive Director, gave an overview of the Strategic Planning process and introduced Mr. Carroll, President and CEO of Leadership Greater Hartford. Mr. Carroll summarized the Strategic Planning process, which included surveying over 1000 stakeholders, focus groups with key stakeholders, and interviews with senior staff and Board members. He outlined the key findings, both internal and external. Mr. Carroll asked for the Board's participation in a discussion of key strategic questions to help identify how to proceed with balancing competing interests.

Ms. Natarajan presented the critical questions for Board consideration. She outlined the differences between the single-family and multifamily programs, including the risks involved in each program and asked the Board to consider whether more focus should be placed on single family or multifamily programs. Ms. Natarajan asked the Board for input on what outcomes they would like to see over the next three years, including whether CHFA should service its single

family loans. She discussed the importance of partnering with the Department of Housing. A discussion ensued on whether CHFA's efforts and resources should be put towards revitalizing urban centers or non-urban areas of opportunity.

Ms. Natarajan next asked Board members to consider the level of risk tolerance in the management of CHFA's capital and the willingness to leverage CHFA's resources for its highest and best uses. She provided background on CHFA's financial strength, which is evidenced by its AAA bond rating. Ms. Natarajan asked if the Board would consider taking a higher level of risk to allow CHFA to be more flexible and create opportunities to explore other ways to invest capital to benefit stakeholders. She stated that CHFA is considering commissioning a study to understand and evaluate CHFA's financial strengths and ability to withstand risk of loss to safely deploy strategies that allow CHFA to expand its scope of activities. Before taking a poll, some Board members noted a willingness to consider more risk pending the results of the commissioned study. Polling results indicated a preference for CHFA to take a higher level of risk.

Ms. Natarajan discussed what role CHFA should play in redeveloping urban neighborhoods and non-urban opportunity areas. She summarized the proposed improvements to the current mapping tool that measures opportunity areas. A robust discussion ensued on whether CHFA should do more in urban versus non-urban areas. Polling results showed a near split on this issue, with a slight preference to continue investment in urban areas.

The final question was whether CHFA should be a change leader or continue in its traditional role as a finance agency. Polling results indicated a preference to expand CHFA's role to be more involved in public policy.

Mr. Carroll outlined the next steps in the Strategic Planning process which include providing a summary of today's meeting, conducting a survey of Board members to rank the order of importance of the strategic options and presenting the proposed goals and strategies to the Board at a special meeting to be held on June 11th.

The meeting was adjourned at 2:31 p.m.