

5 Year Strategic Business Goals

FY 2022-2026

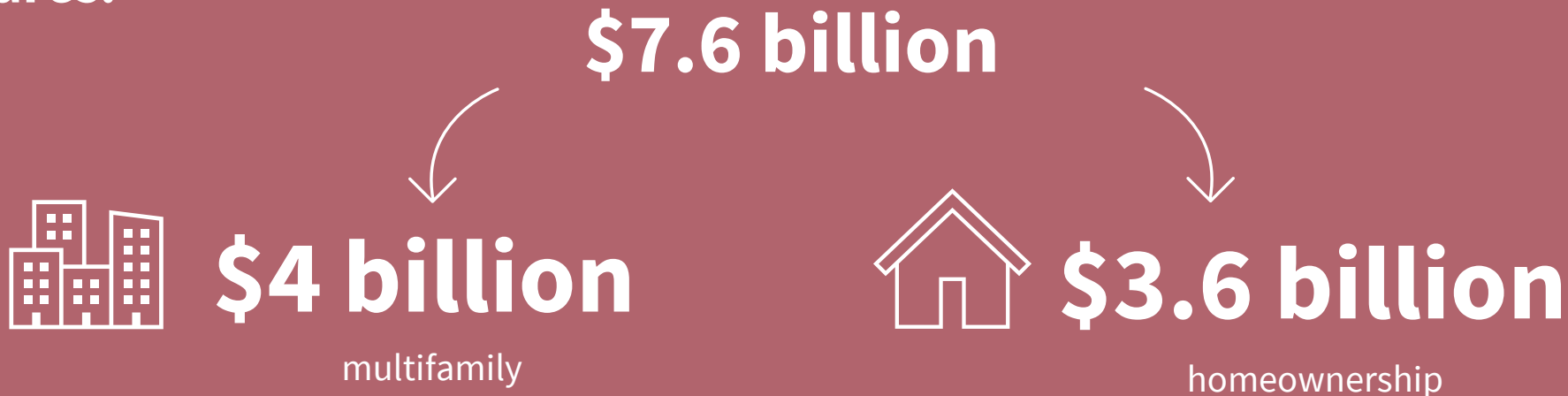


Lending Activity FY 2022-2026

Goal:

Grow 5-year lending and servicing activity by **10%** over the previous 5 years.

Measures:



Working Capital FY 2022-2026

Goal:

Generate at least **\$150 million** of excess revenue in the Operating Working Capital Fund (after transfers).

Measures:



\$100 million

in Opportunity Fund



25%

funds from other sources
(e.g., interest, grants, etc.)

Future of Work FY 2022-2026

Goal:

Transition to an effective and efficient **Hybrid Work Model** while maintaining and promoting MassHousing's mission and values.

Measures:



30%
footprint reduction



100%
automated info collection
from customers and vendors



100%
data & business apps in the
cloud and accessible remotely



3
employee surveys in years 1, 3
and 5 measuring engagement

Diversity and Inclusion FY 2022-2026

Goal:

Affirm MassHousing's longstanding commitment to **diversity and inclusion**.

Measures:



50%

loans to people of color



10%/5%

multifamily projects/portfolio balances to minority-owned or senior principal borrowers



75%

of bonds under ESG



25%

of management level (D+ band) reflects diversity of the Commonwealth



15%

Agency expenditures to M/WBEs, at least 6% MBEs

Staff Excellence FY 2022-2026

Goal:

Invest in **staff excellence** and transparent staff transitions.

Measures:



#1

Boston Globe's Top Places to Work



D65 Band+

formal succession plan



+25%

of staff below D65 have mentors within the Agency