

MFH Realignment | Overview

The new MFH organizational model integrated all staff into a virtual model. The model builds on the Four Pillars model as well as the MFH Guaranteed Loan and Preservation pilots.

Former Program Context

- **State Office Administration:** Multi-Family Housing programs were administered by 47 State Offices
- **Variation Across the Country:** State Offices often differed in structure, policy interpretations, and turnaround times
- **Staff Roles:** Staff had multiple roles in delivering the programs and are not specialized in any one function

Former Program Challenges

- **Inadequate Program Structure:** Antiquated structure means MFH was unable to meet affordable housing demands in rural areas
- **Inconsistent Customer Service:** Customers faced inconsistent guidelines and processing times across states
- **Lack of Program Risk Ranking:** Properties were not evaluated based on risk, making it difficult to prioritize resource allocation

MFH Integration Benefits

Enable the Four Pillar Model: Continue to align our work with industry standards to allow for increased consistency and specialization, ultimately improving the way we serve our customers

Streamline Business Processes: Provide the opportunity for a much needed refresh to our business processes, allowing MFH programs to operate more efficiently

Elevate the Employee Experience: Invest in our people, with tools and resources to support ongoing development and career progression, as well as allowing staff to specialize to help manage workload and improve program delivery

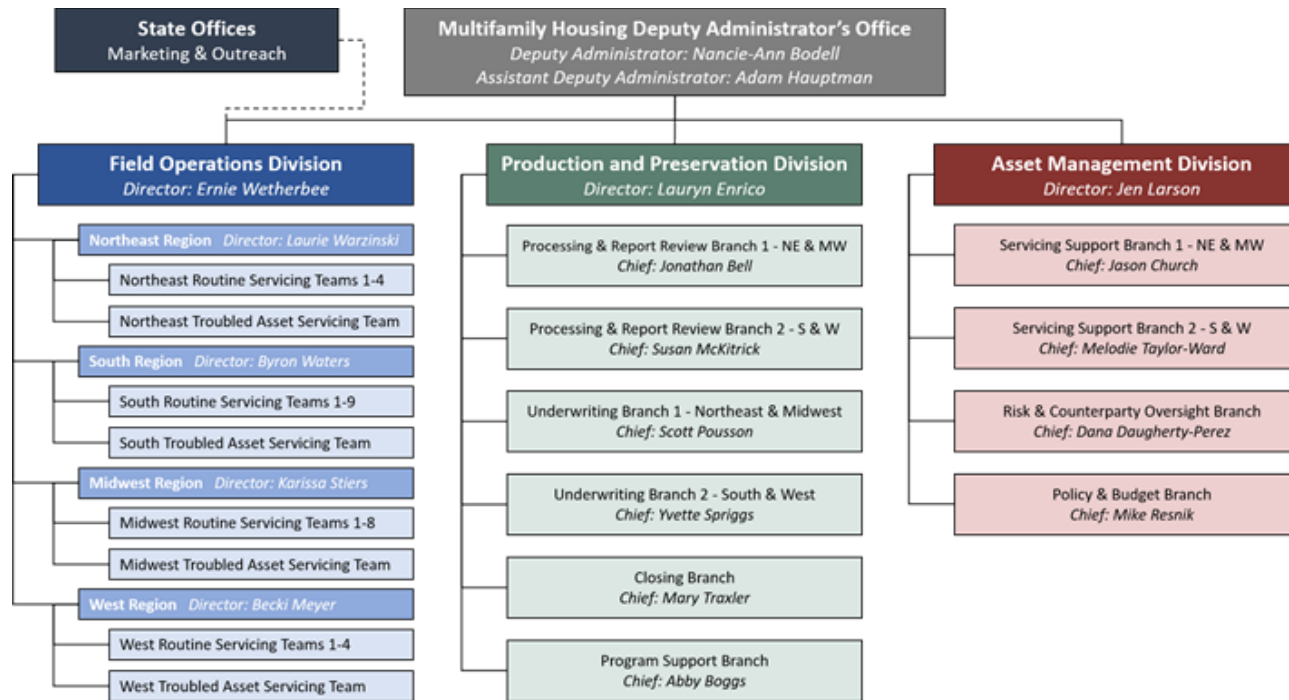
Continue Exceptional Customer Experience: Manage important local relationships with lenders, property managers, and tenants throughout the lifecycle of an asset and focus on marketing and outreach (Pillar 1) in State Offices

Realignment

- **Virtual Teams:** Three divisions (Field Operations, Production and Preservation, and Asset Management) integrate oversight and delivery of MFH activities
- **Local Servicing:** Regional Servicing teams, led by four regional directors, maintain local presence for servicing and provide support for marketing and outreach for State Offices
- **Increased Focus/Expertise:** New structure promotes specialization among MFH staff to lessen workloads and allow for more focused training and staff development

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As of November 18, 2020

Field Operations

- Organized regionally with teams delivering Routine Servicing and Troubled Asset Servicing
- Report through a regional structure up to divisional leaders
- Coordinate with State Offices on Marketing & Outreach Function

Production and Preservation

- Process, underwrite, and close all multi-family direct, preservation, and guaranteed loan transactions
- Branches support 515, 538, Multi-Family Preservation and Revitalization (MPR) prepayments, and preservation efforts

Asset Management

- Oversee portfolio risk and overall portfolio health
- Provides support, guidance, and oversight to the Field Operations servicing teams
- Administers rental assistance, vouchers, and counterparty oversight