5 Year Strategic Business Goals

FY 2022-2026
Goal:
Grow 5-year lending and servicing activity by 10% over the previous 5 years.

Measures:

$7.6 billion

$4 billion
multifamily

$3.6 billion
homeownership
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.)
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
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
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