

2009

# Annual Report 2008-2009: New Directions

California Housing Finance Agency

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## Recommended Citation

California Housing Finance Agency, "Annual Report 2008-2009: New Directions" (2009). *California Agencies*. Paper 54.  
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# NEW DIRECTIONS

CALIFORNIA HOUSING FINANCE AGENCY ANNUAL REPORT

MULTIFAMILY OPPORTUNITIES

MORTGAGE INSURANCE

NEW HOMEOWNERSHIP PROGRAMS



California Housing Finance Agency

**08/09**





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ADDITIONAL INFORMATION IS PROVIDED IN THE  
“AUDITED FINANCIAL STATEMENTS” (AVAILABLE ON CD BY REQUEST)  
AND “STATISTICAL SUPPLEMENT” TO THE CALIFORNIA HOUSING  
FINANCE AGENCY’S 2008-2009 ANNUAL REPORT

[www.calhfa.ca.gov](http://www.calhfa.ca.gov)

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# NEW DIRECTIONS





**T**his past year tested the California Housing Finance Agency like no other.

On the heels of a very difficult 2007-2008, the challenges facing the Agency grew even greater and led us to develop new directions for the Agency's future.

In this past year, the national real estate crisis grew, with record foreclosures, dramatic price declines and worsening unemployment all putting pressure on the real estate market.

The Californians we serve were even more adversely affected by these national trends as we sat at the epicenter of the real estate crisis, with our state's high unemployment, foreclosure and housing price declines exceeding those experienced nationally.

State housing finance agencies saw bond markets change dramatically, essentially upending our long-time access to tax-exempt financing to meet our key missions – financing loans for first-time homebuyers and offering affordable rental housing.

As the year progressed and fear of any real estate-related debt grew, investors became unwilling to accept interest rates that traditionally have allowed us to offer competitive or below-market mortgage rates to borrowers. At higher interest rates, we would attract investors – but not the borrowers we are here to serve.

A central focus of the year, as a result, was to prudently manage our finances and risks to ensure that we as an Agency can weather the housing storm in which we find ourselves.

We worked closely with our counterparty banks to ensure that CalHFA had appropriate liquidity. We shifted staff to devote more energy to working with borrowers who had difficulty meeting their mortgage payments and our portfolio management team faced a growing consequence in our state:

people walking away from homes where their mortgage debt far exceeded the home value.

Any one of these challenges would have made this past year difficult – together they presented the most extraordinary circumstances the Agency has seen in its nearly 35 years.

Yet, our mission remains unchanged: to serve and address the housing needs of Californians.

In spite of these tremendous challenges, we financed 1,655 mortgages for first-time homebuyers, provided more than \$34 million in down payment assistance, closed 17 loans for \$120.3 million, totaling 1,837 units of rental housing and committed the first 15 Mental Health Services Act loans totaling \$23.1 million.

Recognizing the changed financial and real estate markets, the CalHFA team also embarked on a comprehensive effort to remake how we as an Agency do business.

For potential first-time homebuyers, we created Cal30, a new 30-year mortgage that didn't rely on financing by tax-exempt bonds. For existing CalHFA borrowers, we developed a modification program allowing a longer term or a reduction in interest rate for California families who are facing a financial hardship. Our Multifamily division recreated many of its tax-exempt lending programs for today's environment, which will allow new opportunities for its clients in the near future.

As we look forward and embrace new directions, we understand fully that our success will be inextricably tied to our ability to adapt to changes in the market – many that may not even be visible to us today. With a talented team, we move forward, committed to our mission – and committed to making a difference for Californians.

Peter N. Carey  
Acting Board Chairman

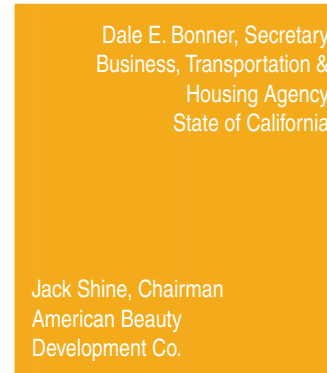
L. Steven Spears  
Acting Executive Director



Peter N. Carey  
Acting Board Chair  
President/CEO  
Self-Help Enterprises



L. Steven Spears\*  
Acting Executive Director  
California Housing Finance Agency  
State of California



Dale E. Bonner, Secretary  
Business, Transportation &  
Housing Agency  
State of California



Jack Shine, Chairman  
American Beauty  
Development Co.



Lynn L. Jacobs, Director  
Department of Housing &  
Community Development  
State of California



Ruben A. Smith, Partner  
Adorno Yoss Alvarado & Smith  
Professional Corporation



Cynthia Bryant\*, Director  
Office of Planning & Research  
State of California



Jonathan C. Hunter  
Managing Director, Region II  
Corporation for Supportive Housing



Michael A. Gunning  
Vice President  
Personal Insurance  
Federation of California



Not pictured: Bill Lockyer  
State Treasurer  
Office of the State Treasurer  
State of California  
\*Non-voting.

Michael Genest\*, Director  
Department of Finance  
State of California





# home ownership



**Gary Braunstein**  
Acting Director  
of Homeownership

**Despite the struggles in the housing markets, the Agency continued to foster its relationships with lenders and Realtors®, offering various training and outreach sessions.**



**CalHFA responded to the changing real estate market by changing its approach to Homeownership product development.**

CalHFA's **Homeownership** division provides low interest rate home financing to low and moderate income, first-time homebuyers in California, as well as down payment and closing cost assistance.

Faced with California's challenging economic climate and housing market, Homeownership focused its new direction on the development of new loan programs, while still offering safe, fixed rate mortgages for first-time homebuyers.

In Fiscal Year 2008-2009, the division worked to stimulate and stabilize communities hit hard by foreclosures by offering special financing options that allowed the dream of homeownership to come true for many California families.

During FY 2008-2009, CalHFA approved five new lenders and five lender acquisition/mergers and released 39 program bulletins. The Agency conducted 62 webinar and regional training sessions for mortgage lenders, drawing more than 1,500 attendees. Special broker and new lender trainings were also held; the 47 sessions had 1,625 attendees. Overall, the trainings over the last year reached more than 1,200 Realtors statewide, as well as 8,400 lenders, nonprofit employees, locality staffers and citizens.

Due to the need to cut costs and consolidate operations, the toll-free call center was moved in-house with a dedicated operator. The call center administered the Leads Program, which refers callers to CalHFA's 116 Preferred Loan Officers throughout the state. The call center generated more than 10,000 leads for our lending partners this past fiscal year.



## Accomplishments:

- Announced and expanded new and existing loan programs: the Community Stabilization Home Loan Program (CSHLP) to encourage purchases of homes in communities most dramatically impacted by foreclosures, the SMART Loan Program and the Cal30 Conventional Loan Program.
- Financed 1,655 first mortgage loans for \$379 million, with 52% of the mortgages going to low income borrowers.
- Securitized 93 loans totaling \$23 million as part of the Community Stabilization Home Loan Program and the Fannie Mae HomeChoice program, which assists low and moderate income borrowers who are disabled or have family members with disabilities living with them in purchasing their first home.
- Funded 191 first mortgages totaling \$48.7 million and 212 junior loans totaling \$2.6 million through the Extra Credit Teacher Home Purchase Program (ECTP), which offers down payment assistance along with a first mortgage at a reduced interest rate.
- Funded 3,222 loans, totaling \$22.2 million in California Homebuyer's Downpayment Assistance Program (CHDAP) loans.
- Additional subordinate down payment assistance funding for CalHFA borrowers totaled \$10.3 million to 1,219 borrowers.
- Issued 1,314 grants, which totaled \$6.7 million, under the School Facility Fee Down Payment Assistance (SFF) program, which provides grants for down payment and closing costs to buyers of newly constructed homes.
- Expanded the Affordable Housing Partnership Program (AHPP) to include 620 programs offered by 344 localities around California.
- Provided forward commitments for builders or developers to construct new single-family homes through the Builder-Lock Program. CalHFA received and approved 14 commitment requests totaling \$26 million, including 10 for nonprofit developers totaling \$14 million.

# mortgage insurance

The **Mortgage Insurance** division supports the Agency's mission to finance the purchase of affordable homes by low and moderate income borrowers, providing ownership opportunities for their families. Borrowers benefit due to CalHFA Mortgage Insurance's ability to offer mortgage insurance coverage at below market rates. CalHFA Mortgage Insurance works to ensure that investors who provide funds for these mortgages are protected against losses when borrowers cannot meet the financial requirements of their mortgage.

CalHFA's underwriting policies and documentation requirements have helped keep delinquency and foreclosure rates lower than they otherwise might have been. This last year again saw rising delinquencies and foreclosure rates in California, and the Mortgage Insurance division responded by rapidly expanding the capacity of its Single Family Portfolio Management section, as well as by offering new loss mitigation programs and alternatives to foreclosure for families in need.

## Accomplishments:

- Insured loans totaling \$210 million.
- Increased insurance in force to \$3 billion and risk in force to \$1.1 billion.
- Strengthened underwriting standards and increased mortgage insurance premium rates to compensate for risk associated with declining economic conditions.
- Redirected five senior mortgage insurance staff members to assist in critical areas of Loss Mitigation and REO Management.
- Developed and implemented a Gap Claims Management Program.
- Paid 248 gap claims totaling \$10.3 million.
- Paid 456 primary claims totaling \$45.6 million (\$11.5 million net).
- Improved the efficiency of the Quality Assurance Unit by consolidating the Credit Underwriting Review and Post Closing Review units.
- Identified several cases of mortgage loan fraud resulting in either the repurchase of the loans by servicers or other resolutions.
- Implemented a comprehensive review of Post Purchase Quality Assurance findings over the past three fiscal years to identify key risk factors contributing to loan defaults.



Charles McManus  
Director  
of Mortgage Insurance







# mortgage insurance

## Single Family Portfolio Management

CalHFA's Portfolio Management works with outside Servicers of the Agency's portfolio and manages the maintenance, preparation for market and sale of all conventional loan foreclosed properties. The division's new Loan Modification Program works with Servicers to encourage loan modifications and develops solutions for borrowers who are facing financial challenges. Even when modifications are not possible, CalHFA Portfolio Management continues to support borrowers, while helping them seek the best path out of their home.

### Accomplishments:

- Sold 218 properties with a total sales price of \$30 million.
- Developed and implemented the CalHFA Loan Modification Program to address increasing delinquencies in the Agency's single family portfolio.
- Provided alternatives to foreclosure for families to help them keep their homes.
- Conducted seven site visits of loan servicers and audited 1,184 loan files.
- Reviewed 173 short sales and approved 110.





# multifamily



The **Multifamily** division's goal is to provide loans that facilitate the development, rehabilitation and preservation of affordable housing projects. The division prides itself on its collaborative approach to lending by partnering with localities as well as for-profit and nonprofit developers. The Multifamily division also leverages other funding sources, including funds from other state agencies, allocations from the California Debt Limit Allocation Committee (CDLAC) and tax credits. This integrated package approach extends to bond financing with a combination of CalHFA bond funds and the Agency's internal sources, such as Housing Assistance Trust (HAT) funds.

Throughout FY 2008-2009, the division continued to be committed to supporting unique programs for those with special needs, primarily by ensuring that thousands of Californians live in quality homes with rents they can afford.

**CalHFA continues to be committed to supporting unique programs for those with special needs.**

The past year's efforts focused on providing funding for the preservation of California's affordable rental housing stock, housing with supportive services for the developmentally disabled, as well as permanent housing and services for the chronically mentally ill homeless through the innovative public/private partnership of the Mental Health Services Act Housing Program.

### Accomplishments:

- Closed 17 loans for \$109.4 million, totaling 1,444 units of rental housing, which included MHSAs and Bay Area Housing Plan.
- Committed funding for \$152.8 million in new projects.
- Assisted the California Tax Credit Allocation Committee with the American Revenue Recovery Act Awards.
- Committed the first 15 Mental Health Services Act loans totaling \$23.1 million.

**Developing and encouraging partnerships are the keys to success in CalHFA's Multifamily division.**

**Bob Deaner**  
Director  
of Multifamily





**Margaret Alvarez**  
Director  
of Asset Management



## Multifamily Asset Management

The Asset Management division is critical to the Agency's mission of building and maintaining affordable housing stock. The division manages the multifamily housing portfolio throughout the life of the loans – typically 30 to 40 years – and protects CalHFA's real estate assets from loss. Asset Management also works with building owners and managers to ensure that various types and sizes of properties are fiscally sound, well operated, clean, safe and affordable for tenants over the long term.

### Accomplishments:

- Began overseeing Capitalized Operating Subsidy funds for the first three Mental Health Services Act projects to house Californians.
- Implemented a plan to use recycled Rental Housing Construction Program funds to assist with the existing portfolio following legislative approval.
- Committed \$238,000 in Housing Assistance Trust funds and \$600,000 in Pre-80 Earned Surplus funds to portfolio projects for the rehabilitation of units.
- Closed eight new projects totaling 588 units and preserved two portfolio projects totaling 178 units. The division now manages a total of 38,000 units in 530 projects.



# financial services

The **Financing** division provides the capital to finance the Agency's affordable housing programs. On a regular basis, this division evaluates a variety of alternatives, balancing risk versus benefit, to generate low cost capital. CalHFA's tax-exempt issuance authority allows the Agency to serve the affordable housing needs of Californians in a way that the general market cannot.

### Accomplishments:

- Reassigned \$1.3 billion of bonds to remarketing agents to diversify the remarketing of bonds.
- Terminated \$482 million of swap notional with Lehman Brothers and successfully replaced \$339 million of former Lehman Brothers swaps with new counterparties.
- Totaled \$4.23 billion swap notional in FY 2008-2009, compared to \$4.66 billion the prior year.
- Terminated \$302.7 million, or 52%, of basis swaps.
- Lowered the amount of variable rate debt by \$570 million, or 62.3% of the total debt, using a variety of debt restructuring strategies.

- Redeemed \$75.9 million, or 38.6%, of troubled auction-rate securities.
- Issued \$300 million of fixed rate bonds.
- Stripped insurance on \$135 million of bonds, saving \$5 million annually.
- Changed variable rate demand obligations from weekly to daily mode, saving \$1.5 million annually.
- Ran single family and multifamily consolidated cash flows in-house for the first time, saving \$250,000 annually.
- Renewed 11 Standby Bond Purchase Agreements in the amount of \$650 million.

The **Fiscal Services** division safeguards the Agency's cash and investments, works with borrowers to service the Agency's loans and provides financial information to the executive team that is vital to the management of the Agency's products and programs. Each year, Fiscal Services works with an independent accounting firm to prepare the audit of the Agency's financial data.

### Accomplishments:

- Implemented new General Ledger Module and continued with Fiscal Services Re-platforming Project to reprogram accounting applications to meet current and future financial requirements.
- Funded \$379.6 million for 1,655 first-time homebuyers and an additional \$35.5 million for down payment assistance.
- Invested another \$23.7 million as part of the Bay Area Housing Program. Also, the division directly funded another 13 new Multifamily loans for \$34 million and funded seven Mental Health Services Act loans for \$2.9 million.
- Implemented and enrolled 78 Multifamily projects for CalHFA Multifamily Automatic Payment service, thus improving the payment-processing stream.
- Managed more than \$10 billion in Agency assets.
- Coordinated bond debt service and redemption payments totaling \$995 million and paid swap payments of \$100 million.
- CalHFA Loan Servicing acquired servicing of more than 12,000 first mortgage loans. The portfolio of subordinate loan servicing reached nearly 41,000 loans.
- Loan Servicing also automated its breach letter process, converted from microfiche to imaging and completed a HUD audit.
- The Loan Servicing division enrolled 225 borrowers to CalHFA Automated Mortgage Payment, which now totals 1,325.



**Bruce Gilbertson**  
Director  
of Financing





# support services



A number of **CalHFA's support teams** work together to further the business needs of the Agency.

The Administration division is responsible for the administrative functions of the Agency. This includes developing and maintaining the Agency's operating budget, establishing policies, maintaining facilities and procuring equipment, furniture, and supplies. The division also arranges and provides training and ensures equal employment opportunities, equal rights and that all employees have a safe and secure environment in the workplace.

The Information Technology division implements and maintains systems and information technology infrastructure to improve service to our partners and borrowers and keeps CalHFA on the competitive edge of the mortgage industry.

The Office of General Counsel manages the legal affairs of CalHFA by providing legal advice for the day-to-day operations and the Agency's strategic initiatives. The office also provides support to all of CalHFA's lending and insurance programs.

The Legislative division works with a wide range of state and federal legislative, housing, business and other interest groups to identify and maximize opportunities to meet the housing needs of low and moderate income families in California, and to further the long-term business objectives of the Agency.

The Marketing division uses its creative and comprehensive web site, along with advertising, promotion and public relations to increase knowledge of, and accessibility to, the Agency's products among lenders, real estate agents, builders, developers, localities and homebuyers.

## Administration Accomplishments:

- Managed hiring, transferring and reclassification of CalHFA employees.
- Began partnering with HR Modernization on five continuous filing examinations.
- Initiated development of a Leadership Training Program for managers and supervisors.
- Instituted new budget development process.
- Completed construction and expansion project for Culver City office.

## Information Technology Accomplishments:

- Developed a procurement best practices process for the acquisition of software and services in support of the Agency's strategic projects.
- Procured contracts for the development and implementation of new software and validation and verification services for the Homeownership Loan Origination project.
- Installed a Financial System software suite and implemented the General Ledger module in support of the Agency's accounting operations.
- Converted all Single Family Note records into electronic images.
- Developed and implemented a process to convert new Note records upon receipt.
- Revised and updated the Agency's Operational Recovery Plan in accordance with new guidelines issued by the Office of Information Security and Privacy Protection.
- Implemented project management processes to address the short- and long-term operational needs of Loan Servicing.
- Procured a new Multifamily Loan Origination System to track and report on deals and loans from origination through permanent closure.
- Supported legacy application systems to be responsive to business operations and new initiatives like the Cal30 Loan program.
- Provided technical and programming support for the implementation of a Debt Management System.
- Maintained and upgraded the Agency's technical infrastructure including:
  - new server virtualization technology and high performance servers.
  - new e-mail server with the latest version of Microsoft Exchange.
  - new high-speed Internet connection that increased our bandwidth 13-fold in Sacramento and three-fold in Culver City.
  - new web filtering system that increases our ability to accurately filter malicious or irrelevant web sites.
  - new e-mail archiving system to aid in meeting compliance requirements.



**Howard Iwata**  
Director of  
Administration and  
Acting Director of  
Fiscal Services

**Mike Howland**  
Chief Information Officer







**Thomas Hughes**  
General Counsel



**Diane Richardson**  
Director of Legislation



**Kenneth Giebel**  
Director of Marketing



## General Counsel Accomplishments:

- Assisted Financing staff in negotiating collateral posting agreements with major swap counterparties as part of a strategy to maintain Agency liquidity.
- Developed legal strategies to preserve Agency liquidity and capital reserves.
- Implemented programs to provide alternate sources of income.
- Assisted Single Family Loss Mitigation and disposition of the REO program.
- Helped develop the Cal30, CSHLP and SMART programs.
- Supported the Agency's major strategic projects.

## Legislation Accomplishments:

- Worked to secure legislative authority to subordinate California Homebuyer's Downpayment Assistance Program loans when borrowers are in financial distress and subordination is needed to avoid foreclosure.
- Helped secure funding for a second round of federal foreclosure counseling dollars.
- Secured legislation authorizing \$878 million in special bond cap allocation.
- Interacted with legislature on issues impacting CalHFA and its portfolio.

## Marketing Accomplishments:

- Secured media placements worth \$208,000, reaching more than 13 million Californians.
- Won a Summit Creative Award for the 2007-2008 Annual Report.
- Transferred Leads Program Call Center from Citi Mortgage to CalHFA, a volume of 34,000 incoming toll-free calls.
- Redesigned and launched the CalHFA internal web site, Insider.
- Coordinated the communication launch of the Community Stabilization Home Loan Program.
- Coordinated the communication launch of the Cal30 Loan Program.
- Expanded in-house graphic design and printing capabilities.
- Provided the communication support for the Loan Modification Program.

# CalHFA Staff Listing

ABE TSADIK  
ALICIA McDONALD  
ALYSSA NORRIS  
AMY BIGGAR  
AMY GOLONKA  
ANA ESPINOZA  
ANDREA FULTON  
ANDREW LEE  
ANGELA DARE  
ANGELA ELLISON  
ANGELA SAGARAL  
ANGELIQUE CASTILLO-PILOTIS  
ANNA NGUYEN  
BAHIYAH HILLARY  
BARBARA LAROA  
BARRY MEIDINGER  
BECKY ANDERSON  
BEN LUNETTA  
BENIGNO (BEN) VIADO  
BILL LEE  
BOBBIE ANGULO  
BRANDON DOBSON  
BRANDY KOLLENBORN  
BRIAN ANDERSON  
BRONWYN MEDNICK  
BRUCE GILBERTSON  
BRYCE ANDREWS  
CAROLE ADAMS  
CARR KUNZE  
CARRIE WYLIE  
CASTALIA ROMAN  
CATHERINE DOLPH  
CATHERINE TILLEY  
CECILIA PORTER  
CELESTE HOCK  
CHALENA NANTHAVETH  
CHARLOTTE MOORE  
CHERISSA LEE  
CHRIS CALDWELL  
CHRIS HEALY  
CHRIS JOHNSON  
CHRIS PENNY  
CHRISTINA BECK  
CHRISTINA GARCIA  
CHRISTINA MEZA  
CHUCK McMANUS  
CINDI MAHONEY  
CLAIRE CROWSON  
CLEO WILLIAMS  
CORA BROOKS  
CORINNA WAREHIME  
DAI THAI  
DAKOTA NEAL  
DAVID ST. CYR  
DEBBIE DENHAM  
DEBBIE ROMANO  
DEBRA STARBUCK  
DENISE CABELERA  
DENISE CLARK  
DERRICK (CHARLES) MOORE  
DIANA NGUYEN  
DIANE HAMEL  
DIANE RICHARDSON  
DONNA ALLISON  
DOUGLAS KINCAIDE  
ED BELTEJAR  
EDEN SALDANA  
ELAINE BROWN  
ELISA NIEVES  
ENOCH YEUNG  
ERIC BALL

ERIC JOHNSON  
ERICA GUERRA  
ERIKA HEDGLIN  
EVAN GERBERDING  
EVELIA FRANCO  
EXER TONEY  
EZZARD FLEMING  
GAIL TATEYAMA  
GARY BRAUNSTEIN  
GILBERT MAR  
GINA SALDIVAR  
GREGORY CARTER  
GREGORY RICARD  
GREGORY SKUBAL  
GUY MOTTER  
HEATHER ESPINOZA  
HELEN VILLAGOMEZ  
HENRY SHARP  
HILDA LEDEZMA-VASQUEZ  
HOWARD IWATA  
ISABELLE BELLET  
JANET LOUIE  
JASON WEAVER  
JEFF SLATON  
JENNE BROWN  
JENNIFER GIRON  
JENNIFER MURRAY-BEARDWOOD  
JENNIFER REEVES  
JENNIFER SILVA  
JIM FOLEY  
JIM LISKA  
JIM MORGAN  
JIM POILE  
JIM RENGSTORFF  
JOANN ARTIAGA  
JOE LENIHAN  
JOHN HERMAN  
JOHN LANGSTON  
JOHN MAIO  
JOHN MATHENY, JR.  
JOHN OTTINGER  
JOHN TUMMINELLI  
JOJO OJIMA  
JON DEMAREE  
JOSEPH MORONI  
JOSIE HERNANDEZ  
JUAN RIGGINS  
JUDY FONG  
JULIE FUSSNER  
JULIE THORNTON  
KANDY WEMKEN  
KAREN MARQUEZ  
KAREN MORRIS-COLE  
KATHLEEN COOK  
KATHLEEN LEAVITT  
KATHY PHILLIPS  
KATHY WEREMIUK  
KATIE MINER  
KC CAMPBELL  
KELLI ALTEN  
KELLY JORDAN  
KELLY SACCO  
KELVIN KING  
KENNETH GIEBEL  
KEVIN BROWN  
KIMBERLY JOHNSON  
KIMBERLY OGG  
KRISTINE O'DALY  
KRISTY MORROW  
LARRY MILLER  
LATASHA SMITH

LAURA LAN  
LAURA WHITTALL-SCHERFEE  
LAURIE ANDRADE  
LEAH PEARS  
LEANNE WALKER  
LEILA FEINSTEIN  
LESLI FAULK  
LIANE MORGAN  
LILLY VORAVONGSA  
LINDA MELLOR  
LINN WARREN  
LIZ HOGAN  
LORETTA McGRATH  
LORI HAMAHASHI  
LUNA TAYLOR  
LUCILLE STANKO  
LYNDA STOVALL  
LYNN RINGOR  
MARC VICTOR  
MARGARET ALVAREZ  
MARIA JIMENEZ  
MARIA NORBECK  
MARIAN GRANT  
MARIANNE COOPER  
MARIAR WONG  
MARILYN ALVARADO  
MARISA FOGAL  
MARITES ANTONIO  
MARTHA POZDYN  
MARTIN ESPINOZA  
MARY (FRANKIE) HARPER  
MARY OLLER  
MEAGAN HARRIS  
MEIHONG GUAN  
MELISSA FLORES  
MICHELE ARNOUX  
MICHELLE LEE  
MICHELLE NOVOA-CASTILLO  
MIGUEL MEJIA  
MIKE HOWLAND  
MIKKI MAULDIN  
MING LEE  
MISTY MILLER  
MOLLY CHARLES  
MOLLY ELLIS  
NANCY SANTUCCI  
NANETTE GUEVARA  
NICK KUFASIMES  
NICOLE DALE  
NICOLE GALIANO  
NICOLE SLATON  
NICOLE TEMPLE  
OKSANA GLUSHCHENKO  
ORYSIA RIESEN  
PAM WILSON  
PAMELLA ELLIS  
PAMELA EVANS  
PAMELA RUSSELL  
PAMELA VINSON  
PAUL LAROA  
PAUL STEINKE  
PAULINE YU  
PETER BUCK  
RAE PARDA  
RALPH PALMER  
RANGEELA DHARAN  
REBECCA FOREST-BUFORD  
REGGIE WONG  
RENE INGRAM  
RENIE ALARCON  
RHONDA BARROW  
RICHARD DEWEY

RICHARD WALLINE  
RICK OKIKAWA  
ROBERT BASTIEN  
ROBERT DEANER  
ROBIN MONK  
ROGER KOLLIAS  
RON CARTER  
ROSALINDA RAFANAN  
RUSSEL HOWELL  
RUTH VAKILI  
SABRINA SAXTON  
SALLY OMDAHL  
SANDRA GALLAGHER  
SANDY CASEY-HEROLD  
SANDY HUANG  
SANGCHOL THOMPSON  
SARA BAXTER  
SCOTT SEQUIRA  
SELISA CASTELLARI  
SHARYL SILVA  
SHEILA FELDER  
SHELBY BANKS  
SHERRI KERTH  
SHERYL ANGST  
SMYRA BAILEY  
STANLEY SHOWERS  
STEPHEN BECKMAN  
STEPHENIE ALSTROM  
STEVE ADAMS  
STEVE POGOWELSKI  
STEVE SPEARS  
SUE DIURNI  
SUMMER KALWANI  
SUSAN CORTVRIENT  
SUSAN MURTISHAW  
SUSAN WAGNER  
SUZANNE LEDESMA  
SUZANNE UPPINGHOUSE  
TAMARA MORENO  
TAMMY GAUTHIER  
TAMMY YU  
TANISHA HODGE  
TAUNA BRADELL  
TERESA CREAMER  
TERESA GLENN  
THELMA MCINTOSH  
THERESE VOLK  
THOMAS DENNIS  
THOMAS FREEBURGER  
THOMAS HUGHES  
THOMAS NANN  
TIM HSU  
TOM ARMSTRONG  
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