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**Means and Strategies for Strategic Objective 2.3**

1. Publish the monthly and quarterly FHFA Foreclosure Prevention and Refinance Report, which monitors the Enterprises’ foreclosure prevention and refinance activities;
2. Publish demographic data related to the Enterprises’ fair lending and housing goals activities to provide insights into the racial, ethnic, and geographic composition of single-family loans acquired by the Enterprises;
3. Establish and publish annual Confirming Loan Limits (CLL) values for the subsequent year;
4. Perform an annual review of production and validation procedures for FHFA House Price Index<sup>®</sup> (HPI) data and CLL values;
5. Conduct quarterly National Survey of Mortgage Originations (NSMO);
6. Promote machine readability, data accountability, and responsible use of FHFA statistical data products;
7. Enhance FHFA’s profile within the housing finance sector by publishing research and data relevant to the general public, experts, and legislators, and by providing an arena for exchange of ideas related to housing finance; and
8. Improve the discoverability and usability of FHFA’s public data products.

**D. Strategic Objective 2.4: Facilitate greater availability of affordable housing supply, including affordable rental housing**

During FY 2025, FHFA will use the following measures and means and strategies to accomplish Strategic Objective 2.4:

Measure		Target	Lead
2.4.1	Determine that the Enterprises have met the mission-driven requirements in Appendix A of the Conservatorship Scorecard	By Q2 FY 2025, determine that each Enterprise’s mission-driven business in calendar year 2024, meets or exceeds 50 percent of total multifamily business.	Deputy Director, Division of Housing Mission and Goals



Measure		Target	Lead
2.4.2	Ensure that the Enterprises’ Low-Income Housing Tax Credit (LIHTC) investments support hard-to-fund projects <sup>13</sup>	Investments made after an Enterprise’s annual LIHTC portfolio reaches \$500 million must fund projects that have difficulty attracting investors. <sup>14</sup>	Deputy Director, Division of Housing Mission and Goals

**Data Validation and Verification for Strategic Objective 2.4**

**Measure 2.4.1** — FHFA reaches this measure when the Agency determines that the Enterprises met the 50 percent benchmark for mission-driven business by the required date. The status of the measure is tracked monthly through reporting submitted by the Enterprises. Reports are stored electronically.

**Measure 2.4.2** — FHFA reaches this measure when the Agency determines that the Enterprises met the requirements for investing in hard-to-fund LIHTC transactions in calendar year 2024. The status of the measure is tracked quarterly through reporting submitted by the Enterprises. Reports are stored electronically.

**Means and Strategies for Strategic Objective 2.4**

1. Monitor the Enterprises’ acquisitions relative to FHFA’s mission-driven requirements for the Enterprises;
2. Monitor the Enterprises’ LIHTC equity investments, particularly the volume of transactions that have difficulty attracting investors;
3. Assess opportunities to increase the supply and financing of manufactured housing; and
4. Assess strategies for the FHLBanks to remain well-positioned to meet the needs of their members and the communities they serve.

<sup>13</sup> These investments must support housing in Duty to Serve-designated rural areas, preserve affordable housing, support mixed-income housing, provide supportive housing, or meet other affordable housing objectives.

<sup>14</sup> The total LIHTC portfolio for each Enterprise is capped at \$1 billion.



**E. Strategic Objective 2.5: Support leveraging of technology and data to further promote efficiency and cost savings in mortgage processes**

During FY 2025, FHFA will use the following measures and means and strategies to accomplish Strategic Objective 2.5:

Measure		Target	Lead
2.5.1	Hold a TechSprint focused on responsible innovation and financial technology (fintech) solutions in housing finance	Q4 FY2025	Deputy Director, Division of Conservatorship Oversight and Readiness

**Data Validation and Verification for Strategic Objective 2.5**

**Measure 2.5.1** — FHFA will hold a TechSprint in FY25 and maintain records of the TechSprint, including agendas, panel discussions, attendees, problem statements, descriptions of the participating teams and their solutions, and those solutions recognized by the TechSprint judges. Following this event, FHFA will publish a summary of the TechSprint on its website, focusing on key themes and lessons learned.

**Means and Strategies for Strategic Objective 2.5**

1. Continue to oversee safe and sound modernization of single-family collateral valuation practices that improve efficiency of the mortgage production process;
2. Prioritize TechSprints as a tool to encourage development of responsible innovation solutions to address housing finance challenges;
3. Publish summaries of FHFA TechSprints to raise awareness of these events, the proposed solutions, and themes; and
4. Engage with external stakeholders to discuss mortgage fintech developments or concerns.



**III. Strategic Goal 3: Responsibly steward FHFA’s infrastructure**

FHFA is dedicated to fostering a high-performing culture that exemplifies the Agency’s values and supports its work through effective and efficient management of its resources and infrastructure. FHFA’s human capital and other infrastructure is inclusive of the people, tools, resources, and programs that support its mission.

Achieving the Agency’s mission requires empowered and supported staff and prudent business practices. Responsive, secure, resilient, and efficient information technology (IT) capabilities are also essential to FHFA’s ability to accomplish its mission. FHFA utilizes internal controls and performance information to ensure that resources are managed responsibly. In addition, the Agency emphasizes diversity, equity, inclusion, and accessibility (DEIA) in all employment, management, and business activities at FHFA.

**A. Strategic Objective 3.1: Cultivate a high-performing, diverse, accountable, and engaged workforce**

During FY 2025, FHFA will use the following measures and means and strategies to accomplish Strategic Objective 3.1:

Measure		Target	Lead
3.1.1	Increase positive ratings on the Federal Employee Viewpoint Survey’s Employee Engagement Index	70 percent positive	Chief Operating Officer
3.1.2	Reduce the Average Time-to-Hire	80 calendar days <sup>15</sup>	Chief Operating Officer

**Data Validation and Verification for Strategic Objective 3.1**

**Measure 3.1.1** — FHFA will compare the Agency’s Employee Engagement Index in the FEVS report against the results for the entire federal government. The Engagement Index score is provided shortly after the annual release of the FEVS. Results are typically available by mid-September. FHFA will store the results electronically.

<sup>15</sup> The average time-to-hire for FY24 Q3 was 94 days. The average onboarding time for FY24 Q3 was 142 days.



**Measure 3.1.2** — FHFA will report average Time-to-Hire from when a manager submits a hiring request to when the candidate accepts the tentative offer. Time-to-Hire will be tracked monthly through the staffing plan. Quarterly reporting will be maintained electronically.<sup>16</sup>

## Means and Strategies for Strategic Objective 3.1

1. Implement data-driven, targeted recruitment and hiring strategies to attract diverse candidates with the requisite skills and competencies to strengthen FHFA’s workforce and succession planning;
2. Identify and remove potential barriers and/or biases in FHFA’s recruitment and hiring processes to attract diverse, highly qualified candidates;
3. Continue to implement the Values-Based Culture Initiative Culture Plan;
4. Facilitate workforce agility by establishing career paths for occupational groups and tailoring career development training;
5. Develop management reporting on workforce characteristics and trends;
6. Improve employee recognition and development by encouraging supervisors to use available monetary and non-monetary awards, detail assignments, and training opportunities;
7. Advance the Employee Engagement Ambassador program and Federal Employee Viewpoint Survey (FEVS) initiatives, including the Agency and division-level FEVS Action Plans;
8. Develop and implement annual operating plans for FHFA’s People Plan; and
9. Build out a workplace alternative dispute resolution program inclusive of, but broader than, equal employment opportunity (EEO) conflicts and disputes.

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<sup>16</sup> FHFA also tracks time-to-hire from when a manager submits a hiring request until entrance on duty.















