



Multifamily for Tomorrow (MFT) **Overview and Update**

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PRE-DECISIONAL, PROPRIETARY AND CONFIDENTIAL

Multifamily for Tomorrow (*MFT*) has four components

**Transform
the way we
work**

1

Workload sharing

2

**Underwriter model and risk-based
processing in Production**

3

**Account Executive and Troubled
Specialist model in Asset Management**

**Streamline
our
structure**

4

**Streamlined organizational structures in
HQ and field**

MFH's historic field model had 17 "hubs" and 50+ offices



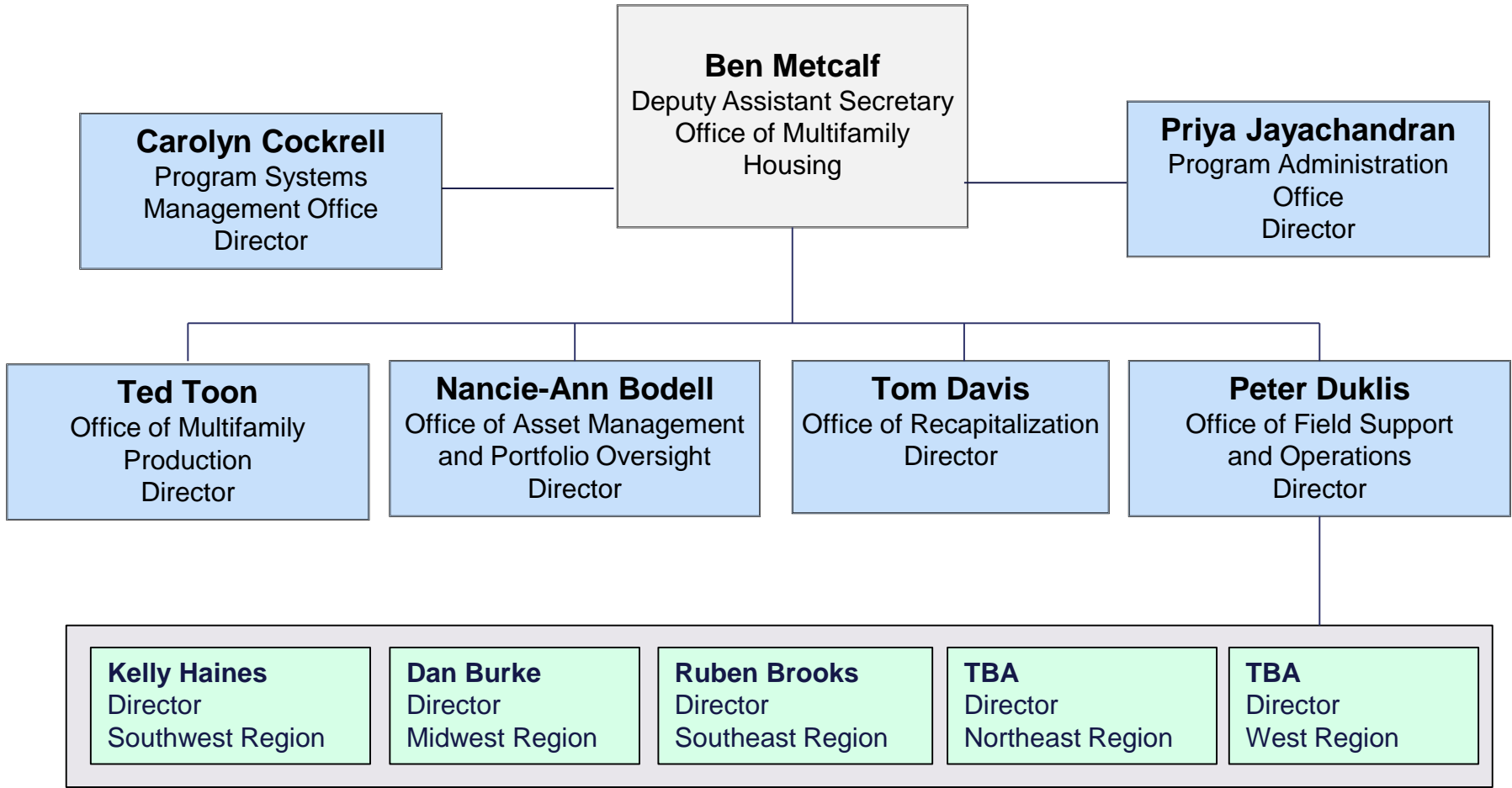
Through *MFT*, we are moving to 5 streamlined Regions


















































Each Region will have 1 Regional Center and 1 or 2 Satellite offices. Asset Management staff have the option to remain in existing locations

Wave/ Region:	1 Southwest	2 Midwest	3 Southeast	4 Northeast	5 West
Regional Center:	▪ Fort Worth	▪ Chicago	▪ Atlanta	▪ New York	▪ San Francisco
Satellite Office(s):	▪ Kansas City	▪ Minneapolis ▪ Detroit	▪ Jacksonville	▪ Boston ▪ Baltimore	▪ Denver
Asset Management:	<ul style="list-style-type: none"> ▪ Albuquerque ▪ Des Moines ▪ Houston ▪ Little Rock ▪ New Orleans ▪ Oklahoma City ▪ Omaha ▪ San Antonio ▪ St. Louis ▪ Tulsa 	<ul style="list-style-type: none"> ▪ Cleveland ▪ Columbus ▪ Indianapolis ▪ Milwaukee 	<ul style="list-style-type: none"> ▪ Birmingham ▪ Columbia ▪ Greensboro ▪ Jackson ▪ Knoxville ▪ Louisville ▪ Miami ▪ Nashville ▪ San Juan 	<ul style="list-style-type: none"> ▪ Buffalo ▪ Charleston ▪ Hartford ▪ Manchester ▪ Newark ▪ New York ▪ Philadelphia ▪ Pittsburgh ▪ Providence ▪ Richmond ▪ Washington 	<ul style="list-style-type: none"> ▪ Anchorage ▪ Boise ▪ Honolulu ▪ Las Vegas ▪ Los Angeles ▪ Phoenix ▪ Seattle ▪ Portland

Organization chart for Multifamily's streamlined HQ model



MFT Rollout Progress

Milestone	Southwest Region (Wave 1)	Midwest Region (Wave 2)	Southeast Region (Wave 3)	Northeast Region (Wave 4)	West Region (Wave 5)
Regional kickoff townhall	May 15, 2014 	July 29, 2015 	November 11, 2014 	April 22, 2015 	August 18, 2015 
Housing leadership visits with impacted offices	May 30, 2014 	July 20, 2015 	December 15, 2014 	June 11, 2015 	September 1, 2015 
Job exchange	June 17, 2014 	August 1, 2014 	January 12, 2015 	June 22, 2015 	October 26, 2015 
Buyout invitations sent	June 30, 2014 	August 18, 2014 	March 2, 2015 	July 20, 2015 	January 6, 2016 
Reassignment letters sent	June 30, 2014 	October 17, 2014 	March 2, 2015 	October 19, 2015 	February 16, 2016 
Supervisors report to duty	September 8, 2014 	January 26, 2015 	June 1, 2015 	February 8, 2016 	May 16, 2016 
Supervisor training begins	September 8, 2014 	February 2, 2015 	July 7, 2015 	February 16, 2016 	May 23, 2016 
Frontline employees report to duty	October 6, 2014 	February 23, 2015 	July 13, 2015 	March 7, 2016 	June 13, 2016 
Frontline training begins	October 20, 2014 	March 2, 2015 	July 20, 2015 	March 14, 2016 	June 20, 2016 
Training period ends / Region returns to full workload capacity	January 20, 2015 	June 1, 2015 	October 19, 2015 	June 12, 2016 	September 18, 2016 

Multifamily is making swift progress with MFT

- The new business model has been fully implemented in HQ, the Southwest Region, and the Midwest Region.

- Wave 3 is underway in the Southeast Region.
 - Southeast Region staff reported to duty in their new locations and positions on July 13th, 2015.
 - Classroom training for staff in the Southeast Region is underway and will be completed in August of 2015.

- Wave 4 is also underway in MFH's Northeast Region. Employees in the Northeast will report to duty in February, 2016.

- As MFT progresses with each wave, HUD is evaluating the impact of the changes for stakeholders and staff and making adjustments as needed to ensure that the objectives of MFT are being met

Multifamily is making swift progress with MFT

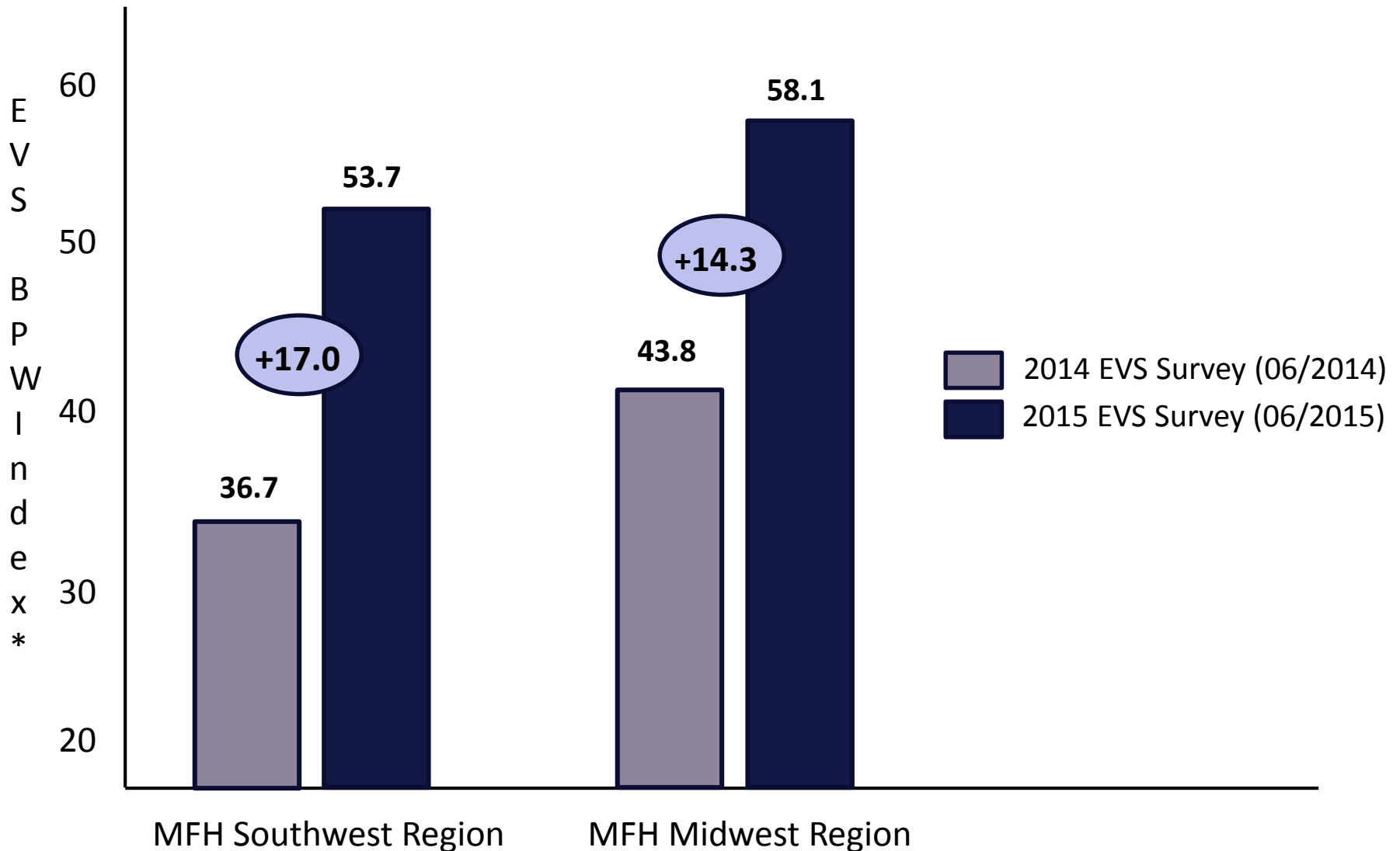
- Employees in the Southwest, Midwest, and Southeast Regions are adjusting to the new business model, and are working through adaptations adapts to new operating procedures and information systems.

- A national standardization process is being put in place in the new regions to foster increased national consistency.

- MFH is implementing a new tool called AMPS (Asset Managers Processing System) which will provide unprecedented levels of accountability for workload tracking.

- In Production, the Southwest Region appears to be meeting or exceeding expected performance benchmarks despite continued post-MFT adjustments

EVS “Best Places to Work” Index scores are higher in MFH offices that have completed the *Multifamily for Tomorrow* transformation

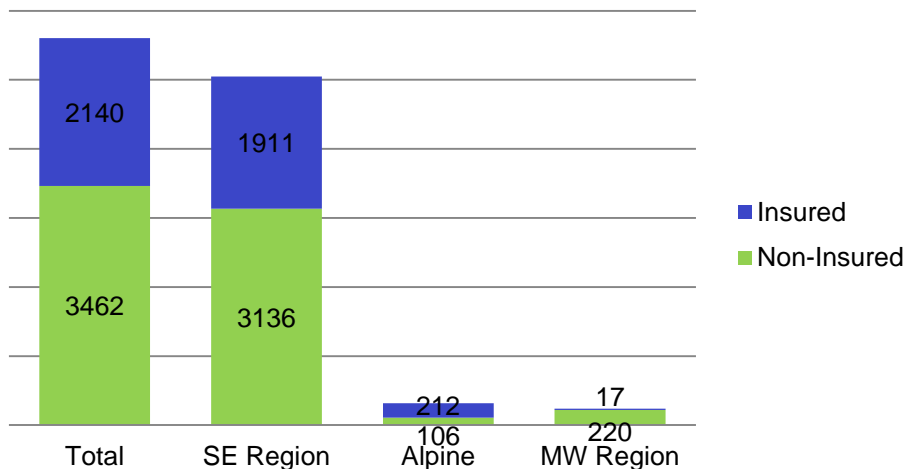


*The Best Places to Work Index is based on the results of three EVS questions (40, 69, and 71).

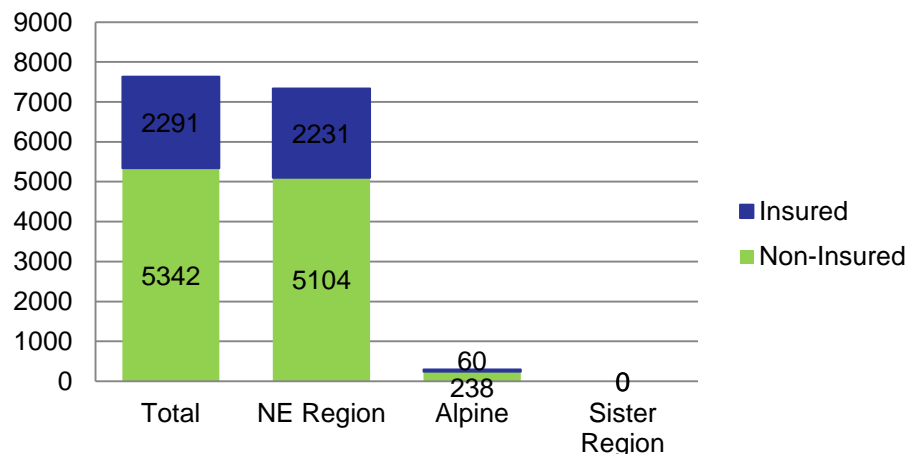
Workload Sharing Milestones: Asset Management

✔ = Complete Y = At risk
G = On track R = Off track

Southeast Asset Distribution



Northeast Asset Distribution



Milestone	Timing	Status
1 Transfer Assets from Seattle to Alpine	October 28	Y
2 Transfer Assets from Pittsburgh to Alpine	October 28	Y
3 Send Letters to Affected Property Owners	October 30	G
4 Transfer Additional Assets from NE Region to Alpine	November 11	G
5 Send Letters to Affected Property Owners	November 13	G
6 Finalize Transfer of Assets back to Southeast	November 18	G
7 NE Buy-out Related Asset Transfer	November 25	G
8 Send Letters to Affected Property Owners	November 30	G

Notes

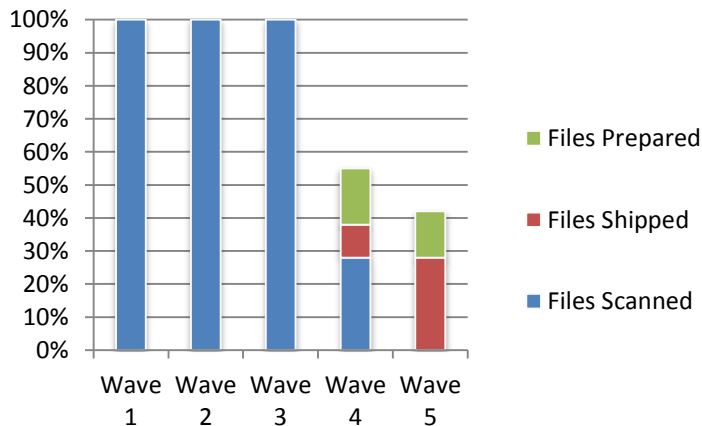
- 665 assets transferring to Alpine next week
- November transfers should total nearly 1000 assets to Alpine

Document Imaging Initiative Overview

Overall Progress Summary

Total Assets	28,209
Assets Imaged	18,419
Percent Complete	65%

Scanning Progress



Project Turnaround

- After difficulties with Wave 1, Multifamily leadership brought in a new team and contractor to run the initiative.
- Since turnaround, the document imaging initiative has become a major success and Multifamily is creating one of the most advanced and efficient systems in HUD.

Progress of the Initiative

- To date, over 11 million pages of paper have been removed (through scanning and archiving, just archiving, and disposal due to redundancy).
 - End to end, this would cover over 2,000 miles, spanning the entire United States.
- 65% of the portfolio has files in the imaged archive.
- Multifamily's imaging process system is one of the most advanced in the entire Department, allowing full text searching, mass document uploading, and document previewing capabilities.

Project Results

- Improved processing time and better work product for field staff through full text searching.
- Increased office space due to removal of file cabinets.
- Improved teleworking conditions due to real-time access of documents.
- Better customer service for projects when staff is on leave.
- Work Load Sharing support, allowing staff to manage assets anywhere in the country.