NORTH DAKOTA HOUSING FINANCE AGENCY



STRATEGIC PLAN 2027-2032

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ABOUT THE AGENCY

North Dakota Housing Finance Agency (NDHFA) is a self-supporting and mission-driven state agency dedicated to making housing affordable for all North Dakotans. We manage the risks within our role in the housing finance system by leveraging tools and resources that align with our mission. Whether by enabling wealth creation through homeownership or facilitating the availability of safe and affordable rental housing, NDHFA ensures access to and continuity across the state's housing market.

VALUES

NDHFA's employee chosen values are integrated into the agency's threshold of standards for day-to-day operations and are the guidelines for making business decisions. These values unite NDHFA employees and our partners to better serve the residents of North Dakota.

Service

We are knowledgeable, passionate and committed to making continuous improvements to ensure we provide the best service to current and future clients.

Teamwork

We hold ourselves accountable as industry leaders and collaborate with our housing partners to enhance communication and innovation.

Integrity

We lead with truth and honesty and pledge to treat those we serve with respect and dignity.

Compassion

We appreciate the perspective of others and genuinely care about our clients, co-workers and partners in housing.

PRIORITIES, GOALS AND STRATEGIES

NDHFA's 2027-2032 Strategic Plan was built on four core priorities:

>> Preserve and Create

>> Provide Access

>> Enhance Partner and Participant Experience

>> Sustain Mission

The Plan will align future and on-going business decisions capitalizing on leadership and organizational strengths while also evaluating personnel and financial resources to manage expectations and desired outcomes.

Goals and strategies were developed through employee participation in addition to fact-finding sessions with agency partners and stakeholders, and client surveys to analyze internal and external environments that could impact housing affordability and stability. Each priority is supported by goals and strategies designed to be measurable, attainable, and realistic. Each strategy was measured against the agency's mission to ensure desirable outcomes.



>> PRIORITY 1: PRESERVE AND CREATE

NDHFA is charged with addressing the state's changing housing needs, including a shortage of housing for the state's workforce and low- to moderate-income households. The agency is committed to providing financing for affordable rental housing including preserving existing housing stock and helping North Dakotans to achieve successful homeownership with homebuyer education, down payment and closing cost assistance, and affordable mortgage loans.

Goal 1: Create and support access to affordable single-family housing and expand housing choices for low- and moderate-income individuals and families.

Strategies

1. Design federal and state funding allocation plans to support the production of new affordable housing units where the market deems needed.
2. Preserve existing multifamily housing stock in urban and rural communities.
3. Support rural communities by evaluating allocation plans for accessibility, recommending programmatic loan changes as needed, and engaging in community and economic development initiatives to understand local housing needs and promote agency programs and tools.
4. Work with elected officials and community partners to assess the value and cost-effectiveness of integrating additional state and federal funding programs into the agency’s portfolio and provide data that confirms the value of continued Housing Incentive Fund and North Dakota Homeless Grant funding.

Goal 2: Leverage strategic partnerships to increase investment in affordable homeownership housing statewide.

Strategies

1. Use market and demographic data to identify regions with the greatest need for affordable housing and target investments in those areas through community partnerships.
2. Explore opportunities to support the development and expansion of community land trusts to create and preserve long-term affordable homeownership opportunities, including assessing potential partnerships across the state.
3. Implement a “First Look” program that gives nonprofit organizations priority access to rehabilitate distressed foreclosed properties for sale to qualified first-time homebuyers before properties are offered to private investors.

Goal 3: Support community and economic development, ensuring feasibility and long-term success to address the needs of vulnerable populations.

Strategies

1. Partner with state agencies, community leaders and stakeholders to identify needs and action plans for housing and homeless solutions.
2. Assess the value and effectiveness of agency-funded grant programs and modify as needed based on utilization and feedback from communities and individuals.
3. Research innovative construction opportunities and funding.

>> PRIORITY 2: PROVIDE ACCESS

NDHFA is committed to expanding access for individuals and families who are seeking homeownership opportunities or those who face barriers to achieving housing stability. Through exploring assistance options and leveraging partnerships, we will help more low- and moderate-income households and vulnerable populations access safe, stable, and affordable homes.

Goal 1: Expand affordable homeownership opportunities across North Dakota by increasing access to affordable mortgage products, down payment assistance, and housing options for low-and moderate-income households.

Strategies

1. Evaluate homeownership program requirements against market conditions and ensure they remain responsive to the housing market.
2. Support the evaluation and development of innovative financing tools, including the loan guarantee program or FirstHome refinance program.
3. Optimize financing structures and liquidity management to support program sustainability and efficient loan delivery.
4. Expand participation in secondary market and partnership opportunities to improve loan pricing, enhance program competitiveness, and better serve underserved populations.



Goal 2: Cultivate strong, multi-sector partnerships to increase access to affordable housing for vulnerable populations.

Strategies

1. Work with the homeless continuum to streamline entry and access to homeless prevention and rapid rehousing services.
2. Strengthen partnerships with state agencies to align housing initiatives and support services, stabilize vulnerable populations across rural and urban communities, and maximize the use of state and federal resources.



>> PRIORITY 3: ENHANCE PARTNER AND PARTICIPANT EXPERIENCE

NDHFA is committed to implementing critical technology updates for participants and partners of our housing programs. Through defining data points and promoting sharing of information across state agencies, we work to foster a collaborative environment to aid in data-driven housing solutions as well as ease of use of agency programs and the infrastructure that powers our daily work.

Goal 1: Implement technology updates that improve program performance, accessibility and communication.

Strategies

1. Update and modernize software applications to improve efficiency, data accuracy, reporting capabilities, and service delivery for borrowers and partners.

2. Update the agency portal using borrower and partner feedback to expand online access to documents, provide secure document upload capabilities, and enhance self-education and informational resources.
3. Analyze and evaluate methods for communicating and interacting with borrowers and partners, including text messaging, chatbots, and other digital communication tools to improve engagement and responsiveness.

Goal 2: Define data points and establish a centralized data platform to support cross-department information sharing and informed decision-making.

Strategies

1. Identify and prioritize key data across departments and establish consistent standards for how it is defined, collected, maintained, and used.
2. Establish a centralized data platform to improve reporting, information sharing, and access to data across the agency.

Goal 3: Promote secure, non-personally identifiable information (PII) data sharing across state and federal agencies to enhance collaboration, inform policy and program decisions, and improve housing and community outcomes.

Strategy

1. Engage the legislature to encourage state and federal agencies to share non-PII data to support affordable housing initiatives and program planning.

>> PRIORITY 4: SUSTAIN MISSION

The success of the agency is rooted in our talented workforce and our commitment to operational excellence. Our greatest resource is the dedicated team that administers our programs and provides the operational support to make the agency run smoothly. By fostering a culture of inclusivity and continuous professional growth, we ensure that every employee recognizes their vital role in the housing system. This internal strength empowers us to support affordable housing initiatives across the state, maintain rigorous compliance with state and federal regulations to provide stability and reliability for both housing partners and participants.



Goal 1: Provide an environment which encourages and supports our workforce.

Strategies

1. Promote professional development utilizing state offered and external training opportunities.
2. Enhance the onboarding experience to integrate new employees into the agency's culture.
3. Implement career pathways and succession planning.
4. Encourage cross training within divisions to provide growth opportunities for newer team members, increase institutional knowledge and reduce burnout.
5. Explore compensation options that would include bonuses and incentives, while remaining compliant with the North Dakota Century Code and state agency guidelines.
6. Support flexible work arrangements and employee wellness initiatives.

Goal 2: Enhance the agency's technology infrastructure by improving data security, increasing system integration and collaboration, and evaluating and modernizing business systems to support effective and sustainable operations.

Strategies

1. Formalize security management practices to strengthen protection of critical business systems. This includes routine network penetration testing, vulnerability scanning, log review processes, and regular testing of the IT disaster recovery plan.
2. Operate with an agency-wide technology vision by evaluating, modernizing, consolidating, and integrating business systems to improve efficiency, collaboration, data sharing, and long-term sustainability.

Goal 3: Enhance organizational effectiveness by aligning finance management, technology systems, and compliance functions to support efficient operations, strong internal controls, and informed decision-making.

Strategies

1. Upgrade the financial and trust accounting systems to improve accuracy, efficiency, and timeliness of information to provide clear and consistent financial reporting to management.
2. Enhance grant management capacity by exploring grant management software.
3. Enhance acquisition and servicing department software through a system rewrite that improves efficiency and explores AI-driven automation to optimize workflows without increasing staff.
4. Use technology and automation to reduce repetitive staff work and improve operational efficiency.
5. Implement loan servicing software for non-homeowner programs.
6. Expand the compliance program to monitor portfolio compliance, track issues, implement corrective actions, and proactively address emerging risks.
7. Use data-driven performance monitoring and risk reporting to identify trends, detect potential issues early, and support informed management decisions.
8. Strengthen operational efficiency by implementing standardized processes, providing targeted staff training, and implementing effective technology solutions to improve consistency and workflows.
9. Maintain updated policies and procedures aligned with regulations and program updates, and foster accountability across staff, lenders, and vendors through training, clear documentation, and defined roles.
10. Develop a comprehensive training library to support staff skill-building and knowledge retention.