



# **BOARD OF DIRECTORS**

Agenda Item 5

**Administrative Committee**

**Chairman Malcolm Young**

**August 14, 2013**

# Table of Contents

Agenda for August 14th Administrative Committee Meeting .....	AC.1
Minutes of July 10th Committee Meeting .....	AC.2.
Resolution for Louisiana Compliance Questionnaire .....	AC.6
Discussion of LHC Draft 2013 Strategic Plan .....	AC.20



# Louisiana Housing Corporation

August 7, 2013

## ADMINISTRATIVE COMMITTEE MEETING

### Agenda

Notice is hereby given of a regular meeting of the Administrative Committee to be held on **Wednesday, August 14, 2013 @ 9:00 A.M.**, Louisiana Housing Corporation Building, **Committee Room 1**, located at 2415 Quail Drive, Baton Rouge, Louisiana, by order of the Chairman.

1. Call to Order and Roll Call.
2. Approval of the **Minutes of the July 10, 2013 Committee Meeting.**
3. Resolution adopting the completed **Louisiana Compliance Questionnaire for Audit Engagements of Governmental Entities**, labeled as "Exhibit A"; and providing for other matters in connection therewith. Staff recommends approval.
4. Discussion regarding **LHC Draft 2013 Strategic Plan.**
5. Other Business.
6. Adjournment.

A handwritten signature in blue ink, appearing to read "Frederick Tombar, III".

**Frederick Tombar, III**  
Executive Director

**If you require special services or accommodations, please contact Board Coordinator and Secretary Barry E. Brooks at (225) 763 8773, or via email [bbrooks@lhc.la.gov](mailto:bbrooks@lhc.la.gov).**

Pursuant to the provisions of LSA-R.S. 42:16, upon two-thirds vote of the members present, the Board of Directors of the Louisiana Housing Corporation may choose to enter executive session, and by this notice, the Board reserves its right to go into executive session, as provided by law.

**Administrative Committee Meeting Minutes**  
**Wednesday, July 10, 2013**  
**2415 Quail Drive**  
**Committee Room 2**  
**Baton Rouge, LA 70808**  
**9:00 a.m.**

**Committee Members Present**

Chairman Malcolm Young  
Dr. Daryl Burckel  
Mayson H. Foster  
Ellen Lee

**Committee Members Absent**

Treasurer John Kennedy

**Board Members Present**

Michael Airhart  
Willie Spears  
Guy Williams

**Board Members Absent**

Larry Ferdinand  
Matthew Ritchie

**Staff Present**

Keith Cunningham  
Brenda Evans  
Nicole Sweazy  
Brad Sweazy  
Don Hutchinson  
Anita Tillman  
Jeff DeGraff  
Collette Mathis  
Rene' Landry  
Janel Young  
Selena Sims  
Danny Veals  
Frederick Tombar

### **Others Present**

Carliss Knesel, Whitney Bank

Erick Ranta, Whitney Bank

Wayne Neveu, Foley & Judell

### **Minutes**

**Call to Order and Roll Call.** The Administrative Committee Meeting was called to order by Chairman Malcolm Young at 9:02 a.m. The roll was called by Ms. Rebekah Ward and a quorum was established.

**Approval of Minutes.** On a motion by Mr. Mayson Foster which was seconded by Dr. Daryl Burckel, the minutes of the June 12, 2013 meeting were approved without correction.

### **Action Items.**

- *A resolution prohibiting the Louisiana Housing Corporation from video streaming meetings of the Louisiana Housing Corporation Board of Directors and further prohibiting purchase of equipment and technology for that purpose; and providing for other matters in connection therewith.*

Chairman Young introduced the resolution and called for a motion to recommend it to the Full Board. Mr. Keith Cunningham, Executive Counsel, clarified that the resolution was drafted at the request of the Board to determine the Board's decision on video streaming of board meetings. On a motion by Dr. Burckel, which was seconded by Mr. Willie Spears, the motion passed. Mr. Foster voted in opposition to the motion.

- *A resolution transitioning the total operation of the Permanent Supportive Housing (PSH) Project Based Voucher Program to the Louisiana Housing Corporation; and providing for other matters in connection therewith.*

Chairman Young introduced the resolution and called for a motion to recommend it to the Full Board. Mr. Cunningham explained the purpose of the resolution, deferring to Mrs. Nicole Sweazy, Director of Louisiana Housing Authority, for details on the program. Mr. Foster inquired about communications with Quadel concerning the negotiations of their contract, and requested that the recent correspondence be attached to the minutes of the July 10<sup>th</sup> Administrative Committee meeting (attached hereto as **Exhibit A**). There was brief discussion concerning the budget, staffing and longevity of the program. On a motion by Mr. Foster, which was seconded by Ms. Ellen Lee, the motion passed unanimously.

**Discussion Regarding Employee Development Plan.** Chairman Young introduced the Employee Development Plan to the Committee, stating that action be taken to finalize the Plan after Mr. Frederick Tombar, III, Executive Director, has had an opportunity to provide his input. Mr. Tombar gave a brief overview of his goals to address challenges and find solutions regarding employee development. Mr. Foster inquired if other universities other than LSU were considered to assist in the development of the plan. Staff stated that they would be considered as Plan develops.

**Other Business.** Chairman Young stated that there are ongoing discussions regarding LHC's Human Resources Department moving to the Division of Administration and an update would be

provided at the August committee meeting. Chairman Young also stated that the Strategic Plan is continuing to be developed and will be presented to the Board for approval at the August committee meeting.

**Adjournment.** There being no further business to discuss, Chairman Young called for adjournment. On a motion presented by Ms. Lee, seconded by Mr. Foster, the meeting adjourned at 9:25 a.m.

---

Committee Secretary, Rebekah Ward



July 8, 2013

Ms. Nicole Sweazy  
Executive Director  
Louisiana Housing Authority  
2415 Quail Drive  
Baton Rouge, LA 70808

Subject: Transition of Project Based Voucher Program Permanent Supportive Housing  
Contract Subsidy Administrator Responsibilities

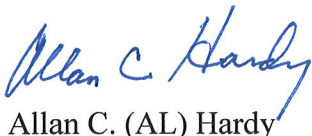
Dear Ms. Sweazy:

Following discussions with the Louisiana Housing Corporation (LHC) in April of 2013, Quadel Consulting Corporation (Quadel) notified LHC by letter on April 25, 2013 of our intent to terminate the contract between LHC and Quadel for the Project Based Voucher Program subsidy administrator responsibilities. The basis for Quadel's request to terminate was pursuant to Section IV of the contract and the substantial reduction in the HUD administrative fee proration for the LHC Project Based Voucher Program. The effective date for termination is November 30, 2013.

Effective December 1, 2013, LHC will assume full program and staffing responsibility for the subsidy administrator function that Quadel has been providing under the Contract. Quadel is working cooperatively with LHC to develop a transition plan in order that the State is prepared to take on this activity. The goal of both parties is to transfer subsidy administrator responsibilities on December 1st and minimize any impact on program operations and the Project Based Voucher Program Permanent Supportive Housing participants.

We will continue to work with LHC in the months ahead to finalize and implement the transition plan, close out our existing contract, and transfer all subsidy administrator responsibilities by December 1, 2013.

Sincerely,



Allan C. (AL) Hardy  
Vice President, Business Development

## **LOUISIANA HOUSING CORPORATION**

The following resolution was offered by \_\_\_\_\_ and seconded by Director \_\_\_\_\_:

### **RESOLUTION**

To adopt the completed Louisiana Compliance Questionnaire for Audit Engagements of Governmental Entities, attached as Exhibit A; and providing for other matters in connection therewith.

WHEREAS, La. R.S. §40:600.104.B. states, “The Legislative Auditor shall prepare an annual audit of the accounts and operations of the corporation”; and

WHEREAS, in accordance with La R.S. §24:513, the State Legislative Auditor has issued the Louisiana Compliance Questionnaire for Audit Engagements of Governmental Entities, attached as Exhibit A and hereinafter referred to as “the Questionnaire;” and

WHEREAS, the staff of the Corporation has completed the Questionnaire to the best of their belief and knowledge; and

WHEREAS, the State Legislative Auditor requires that the Questionnaire be presented to and adopted by the governing body of the Corporation by means of a formal resolution in an open meeting;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS:

SECTION 1. The completed Louisiana Compliance Questionnaire for Audit Engagements of Governmental Entities, attached as Exhibit “A”, is hereby adopted.

SECTION 2. The Corporation Staff is hereby authorized and directed to submit the Questionnaire appropriately as required by the State Legislative Auditor.

SECTION 3. The Corporation staff and counsel are authorized and directed to prepare any ancillary documents as may be necessary to implement the Board’s actions.

SECTION 4. The Chairman, Vice Chairman, Interim-Executive Director and/or Secretary of the Corporation be and they are hereby authorized, empowered and directed to execute any forms and/or documents required to be executed on behalf of and in the



name of the Corporation, the terms of which are to be consistent with the provisions of this resolution as approved by the Corporation's General Counsel.

This resolution having been submitted to a vote, the vote thereon was as follows:

YEAS:

NAYS:

ABSENT:

And the resolution was declared adopted on this, the 14th day of August, 2013.

---

Chairman

---

Secretary

STATE OF LOUISIANA  
PARISH OF EAST BATON ROUGE

I, the undersigned Secretary of the Board of Directors of the Louisiana Housing Corporation (the "Corporation"), do hereby certify that the foregoing two (2) pages constitute a true and correct copy of a resolution adopted by said Board of Directors on August 14, 2013, "A resolution to adopt the completed Louisiana Compliance Questionnaire for Audit Engagements of Governmental Entities, attached as Exhibit A; and providing for other matters in connection therewith."

IN FAITH WHEREOF, witness my official signature and the impress of the official seal of the Corporation on this, the 14th day of August, 2013.

---

Secretary

(SEAL)

**LOUISIANA COMPLIANCE QUESTIONNAIRE  
(For Audit Engagements)**

Dear Chief Executive Officer:

Attached is the Louisiana Compliance Questionnaire that is to be completed by you or your staff. This questionnaire is a required part of a financial audit of Louisiana governmental units and quasi-public entities. The legal matters contained in the questionnaire parallel those matters contained in the *Laws Affecting Louisiana Government*, published by the Society of Louisiana Certified Public Accountants. Upon completion, the questionnaire must be presented to and adopted by the governing body, if any, of your organization by means of a formal resolution in an open meeting. Independently elected officials should sign the document, in lieu of such a resolution.

The completed questionnaire and a copy of the adoption instrument, if appropriate, must be given to the auditor at the beginning of the audit. The auditor will, during the course of his regular audit, test the accuracy of the responses in the questionnaire. It is not necessary to return the questionnaire to my office.

Certain portions of the questionnaire may not be applicable to your organization, especially those related to federal financial assistance, the requirements of the *Single Audit Act*, and OMB Circular A-133. In such cases, it is appropriate to mark the representation "not applicable." However, you must respond to each applicable representation. A 'yes' answer indicates that you have complied with the applicable law or regulation. A 'no' answer to any representation indicates a possible violation of law or regulation and, as such, should be fully explained. These matters will be reviewed by the auditor during the course of his examination. Please feel free to attach a further explanation of any representation.

Your cooperation in this matter will be greatly appreciated.

Sincerely,

Steve	J. Theriot, CPA
Legi	slative Auditor

Enclosure

**LOUISIANA COMPLIANCE QUESTIONNAIRE  
(For Audit Engagements of Government Entities)**

August 14, 2013 ( Date Transmitted)

Duplantier, Hrapmann, Hogan & Maher, LLP  
1340 Poydras Street, Suite 2000  
New Orleans, LA 70122-1223

In connection with your audit of our financial statements as of June 30, 2013 and for July 1, 2012 to June 30, 2013 (period of audit) for the purpose of expressing an opinion as to the fair presentation of our financial statements in accordance with accounting principles generally accepted in the United States of America, to assess our system of internal control as a part of your audit, and to review our compliance with applicable laws and regulations, we confirm, to the best of our knowledge and belief, the following representations. These representations are based on the information available to us as of August 14, 2013 (date completed/date of the representations).

**PART I. AGENCY PROFILE**

1. Name and address of the organization.

Louisiana Housing Corporation  
2415 Quail Drive  
Baton Rouge, LA 70808

2. List the population of the municipality or parish based upon the last official United States Census or most recent official census (municipalities and police juries only). Include the source of the information.

N/A

3. List names, addresses, and telephone numbers of entity officials. [Include elected/appointed members of the governing board, chief executive and fiscal officer, and legal counsel.

See Attachments A and B

4. Period of time covered by this questionnaire:

July 1, 2012 to June 30, 2013

5. The entity has been organized under the following provisions of the Louisiana Revised Statute (s) (LSA-RS) and, if applicable, local resolutions/ordinances.

Louisiana Housing Corporation Act, Chapter 3-G of Title 40

6. Briefly describe the public services provided:

Assist in the financing of safe, decent, and affordable housing for Louisiana residents.

7. Expiration date of current elected/appointed officials' terms.

Directors–Governor Appointees (6) with staggered terms for two in each of two, three, and four year terms; Senate President (2) & House Speaker (2) Appointees at the ir pleasure; State Treasurer– Ex-Officio

Executive Director – At the pleasure of the Board

Chairman and Vice-Chairman – annual selection by the board from its membership

Secretary – annual selection by the board

### **LEGAL COMPLIANCE**

#### **PART II. PUBLIC BID LAW**

8. The provisions of the public bid law, LSA-RS Title 38:2212, and, where applicable, the regulations of the Division of Administration, State Purchasing Office have been complied with.

A) All public works purchases exceeding \$100,000 have been publicly bid.

B) All material and supply purchases exceeding \$20,000 have been publicly bid.

Yes ☒ No ☐

#### **PART III. CODE OF ETHICS LAW FOR PUBLIC OFFICIALS AND PUBLIC EMPLOYEES**

9. It is true that no employees or officials have accepted anything of value, whether in the form of a service, loan, or promise, from anyone that would constitute a violation of LSA-RS 42:1101-1124.

Yes ☒ No ☐

10. It is true that no member of the immediate family of any member of the governing authority, or the chief executive of the governmental entity, has been employed by the governmental entity after April 1, 1980, under circumstances that would constitute a violation of LSA-RS 42:1119.

Yes ☒ No ☐

#### **PART IV. LAWS AFFECTING BUDGETING**

11. We have complied with the budgeting requirements of the Local Government Budget Act (LSA-RS 39:1301-15) or the budget requirements of LSA-RS 39:33.

A. Local Budget Act

1. We have adopted a budget for the General Fund and all special revenue funds (LSA-RS 39:1305).

2. The chief executive officer, or equivalent, has prepared a proposed budget that included a budget message, a proposed budget for the General Fund and each special revenue fund, and a budget adoption instrument that specified the chief executive's authority to make budgetary amendments without approval of the governing authority. Furthermore, the proposed expenditures did not exceed estimated funds to be available during the period (LSA-RS 39:1305).

3. The proposed budget was submitted to the governing authority and made available for public inspection at least 15 days prior to the beginning of the budget year (LSA-RS 39:1306).

4. To the extent that proposed expenditures were greater than \$500,000, we have made the budget available for public inspection and have advertised its availability in our official journal. The advertisement included the date, time, and place of the public hearing on the budget. Notice

has also been published certifying that all actions required by the Local Government Budget Act have been completed (LSA-RS 39:1307).

5. The proposed budget was made available for public inspection at the location required by LSA-RS 39:1308.

6. All action necessary to adopt and finalize the budget was completed prior to the date required by state law. The adopted budget contained the same information as that required for the proposed budget [LSA-RS 39:1306.

7. After adoption, a certified copy of the budget has been retained by the chief executive officer or equivalent officer (LSA-RS 39:1309).

8. To the extent that proposed expenditures were greater than \$500,000, the chief executive officer or equivalent notified in writing the governing authority during the year when actual receipts plus projected revenue collections for the year failed to meet budgeted revenues by five percent or more, or when actual expenditures plus projected expenditures to year end exceeded budgeted expenditures by five percent or more (LSA-RS 39:1311). (Note, state law exempts from the amendment requirements special revenue funds with anticipated expenditures of \$250,000 or less and exempts special revenue funds whose expenditures drive revenue recognition-primarily federal funds-from the requirement to amend revenues.)

9. The governing authority has amended its budget when notified, as provided by LSA-RS 39:1311.

N/A Yes [ ] No [ ]

#### B. State Budget Requirements

1. The state agency has complied with the budgetary requirements of LSA-RS 39:33.

N/A Yes [ ] No [ ]

#### C. Licensing Boards

1. The licensing board has complied with the budgetary requirements of R. S. 39:1331-1342.

N/A Yes [ ] No [ ]

### PART V. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING LAWS

12. We have maintained our accounting records in such a manner as to provide evidence of legal compliance and the preparation of annual financial statements to comply with LSA-RS 24:514, 24:515, and/or 33:463.

Yes [ x ] No [ ]

13. All non-exempt governmental records are available as a public record and have been retained for at least three years, as required by LSA-RS 44:1, 44:7, 44:31, and 44:36.

Yes [ x ] No [ ]

14. We have filed our annual financial statements in accordance with LSA-RS 24:514, and 33:463 where applicable.

Yes [ x ] No [ ]

15. We have had our financial statements audited in a timely manner in accordance with LSA-RS 24:513.

Yes [ x ] No [ ]

**PART VI. ASSET MANAGEMENT LAWS**

16. We have maintained records of our fixed assets and movable property records, as required by LSA-RS 24:515 and/or 39:321-332, as applicable.

Yes ☒ No ☐

**PART VII. FISCAL AGENCY AND CASH MANAGEMENT LAWS**

17. We have complied with the fiscal agency and cash management requirements of LSA-RS 39:1211-45 and 49:301-327, as applicable.

Yes ☒ No ☐

**PART VIII. DEBT RESTRICTION LAWS**

18. It is true we have not incurred any long-term indebtedness without the approval of the State Bond Commission, as provided by Article VII, Section 8 of the 1974 Louisiana Constitution, Article VI, Section 33 of the 1974 Louisiana Constitution, and LSA-RS 39:1410.60-1410.65.

Yes ☒ No ☐

19. We have complied with the debt limitation requirements of state law (LSA-RS 39:562).

Yes ☒ No ☐

20. We have complied with the reporting requirements relating to the Fiscal Review Committee of the State Bond Commission (LSA-RS 39:1351).

Yes ☒ No ☐

**PART IX. REVENUE AND EXPENDITURE RESTRICTION LAWS**

21. We have restricted the collections and expenditures of revenues to those amounts authorized by Louisiana statutes, tax propositions, and budget ordinances.

Yes ☒ No ☐

22. It is true we have not advanced wages or salaries to employees or paid bonuses in violation of Article VII, Section 14 of the 1974 Louisiana Constitution, LSA-RS 14:138, and AG opinion 79-729.

Yes ☒ No ☐

23. It is true that no property or things of value have been loaned, pledged, or granted to anyone in violation of Article VII, Section 14 of the 1974 Louisiana Constitution.

Yes ☒ No ☐

**PART X. QUESTIONS FOR SPECIFIC GOVERNMENTAL UNITS**

Police Juries

24. We have adopted a system of road administration that provides as follows:

- A. Approval of the governing authority of all expenditures, LSA-RS 48:755(A).
- B. Development of a capital improvement program on a selective basis, LSA-RS 48:755.
- C. Centralized purchasing of equipment and supplies, LSA-RS 48:755.
- D. Centralized accounting, LSA-RS 48:755.
- E. A construction program based on engineering plans and inspections, LSA-RS 48:755.
- F. Selective maintenance program, LSA-RS 48:755.
- G. Annual certification of compliance to the legislative auditor, LSA-RS 48:758.

N/A

Yes

☐ No ☐

## School Boards

25. We have complied with the general statutory, constitutional, and regulatory provisions of the Louisiana Department of Education, LSA-RS 17:51-401.

N/A

Yes [ ] No [ ]

]]

26. We have complied with the regulatory circulars issued by the Louisiana Department of Education that govern the Minimum Foundation Program.

N/A

Yes

[ ] No [ ]

27. We have, to the best of our knowledge, accurately compiled the performance measurement data contained in the following schedules and recognize that your agreed upon procedures will be applied to such schedules and performance measurement data:

Parish school boards are required to report as part of their annual financial statements measures of performance. These performance indicators are found in the supplemental schedules:

- Schedule 1, General Fund Instructional and Support Expenditures and Certain Local Revenues Sources
- Schedule 2, Education Levels of Public School Staff
- Schedule 3, Number and Type of Public Schools
- Schedule 4, Experience of Public Teachers and Full-time Classroom Teachers
- Schedule 5, Public School Staff Data
- Schedule 6, Class Size Characteristics
- Schedule 7, Louisiana Educational Assessment Program
- Schedule 8, The Graduate Exit Exam
- Schedule 9, The IOWA Tests

N/A

Yes

[ ] No [ ]

## Tax Collectors

28. We have complied with the general statutory requirements of LSA-RS 47, Chapter 4.

N/A

Yes

[ ] No [ ]

## Sheriffs

29. We have complied with the state supplemental pay regulations of LSA-RS 33:2218.8.

N/A

Yes

[ ] No [ ]

30. We have complied with LSA-RS 33:1432 relating to the feeding and keeping of prisoners.

N/A

Yes

[ ] No [ ]

## District Attorneys

31. We have complied with the regulations of the Louisiana Department of Social Services that relate to the Title IV-D Program.

N/A

Yes

[ ] No [ ]

## Assessors

32. We have complied with the regulatory requirements found in Title 47 of the Louisiana Revised Statutes.

N/A

Yes

[ ] No [ ]

33. We have complied with the regulations of the Louisiana Tax Commission relating to the reassessment of property.

N/A

Yes

[ ] No [ ]

## Clerks of Court

34. We have complied with LSA-RS 13:751-960.

N/A

Yes

[ ] No [ ]





47. We have certified to the legislative auditor, on an annual basis, that we have expended project funds in accordance with the standards established by law (LSA-RS 34:3461).

N/A

Yes

[ ] No [ ]

#### Sewerage Districts

48. We have complied with the statutory requirements of LSA-RS 33:3881-4160.

N/A

Yes

[ ] No [ ]

#### Waterworks Districts

49. We have complied with the statutory requirements of LSA-RS 33:3811-3837.

N/A

Yes

[ ] No [ ]

#### Utility Districts

50. We have complied with the statutory requirements of LSA-RS 33:4161-4548.

N/A

Yes

[ ] No [ ]

#### Drainage and Irrigation Districts

51. We have complied with the statutory requirements of LSA-RS 38:1601-1707 (Drainage Districts); LSA-RS 38:1751-1921 (Gravity Drainage Districts); LSA-RS 38:1991-2048 (Levee and Drainage Districts); or LSA-RS 38:2101-2123 (Irrigation Districts), as appropriate.

N/A

Yes

[ ] No [ ]

#### Fire Protection Districts

52. We have complied with the statutory requirements of LSA-RS 40:1491-1509.

N/A

Yes

[ ] No [ ]

#### Other Special Districts

53. We have complied with those specific statutory requirements of state law applicable to our district.

N/A

Yes

[ ] No [ ]

The previous responses have been made to the best of our belief and knowledge.

_____	Secretary_____	Date
_____	Treasurer_____	Date
_____	Executive Director_____	Date

**BOBBY JINDAL**  
GOVERNOR



**FREDERICK TOMBAR, III**  
EXECUTIVE DIRECTOR

## Louisiana Housing Corporation

# LHC BOARD OF DIRECTORS 2012 - 2013

### LHC Board Chairman

#### **Mr. Michael L. Airhart**

President, Louisiana Mortgage Lenders, LLC  
982 Louisiana Avenue  
Baton Rouge, LA 70802  
(225) 767-7275  
(225) 767-7650 (Fax)  
(225) 266-2880 (Cell)  
[MIKE@LMLENDERS.COM](mailto:MIKE@LMLENDERS.COM)

### LHC Board Vice-Chairman

#### **Mr. Mayson H. Foster**

Mayor, City of Hammond  
310 East Charles Street  
Post Office Box 2788  
Hammond, LA 70404  
(985) 277-5605  
(985) 277-5602 (Fax)  
(985) 974-6002 (Cell)  
[FOSTER\\_MH@HAMMOND.ORG](mailto:FOSTER_MH@HAMMOND.ORG)  
(there is an underscore between the r & m)  
[MAYOR@HAMMOND.ORG](mailto:MAYOR@HAMMOND.ORG)

### **Treasurer John N. Kennedy**

Louisiana State Treasurer  
Post Office Box 44154 (70804)  
900 North Third St., 3rd floor  
Baton Rouge, LA 70802  
(225) 342-0010  
(225) 342-0046 (Fax)  
(225) 229-1869 (Cell)  
(225) 342-0431 – \*Alice Washington office #  
(225) 939-7148 – Alice Washington cell #  
\*Ms. Washington is Treasurer Kennedy's  
Confidential Assistant and also his official  
Designee to attend Board in his absence with all  
privileges thereof.  
[AWASHINGTON@TREASURY.STATE.LA.US](mailto:AWASHINGTON@TREASURY.STATE.LA.US)  
[JKENNEDY@TREASURY.STATE.LA.US](mailto:JKENNEDY@TREASURY.STATE.LA.US)

### **Dr. Daryl Burckel, CPA, CVA**

Professor of Accounting  
McNeese State University College of Business  
Burton Business Center, Room 130  
Post Office Box 91415  
Lake Charles, LA 70609  
3287 Gleneagle Drive (home/mailling address)  
Lake Charles, LA 70605  
(337) 475-5521 or 5522  
(337) 478-0126 (Fax)  
(337) 794-0108 (Cell)  
[BURCKEL@BELLSOUTH.NET](mailto:BURCKEL@BELLSOUTH.NET)

**Ms. Ellen M. Lee**

Senior VP, Programs  
Community Revitalization Program Director  
Greater New Orleans Foundation  
K&B Plaza, Suite #100  
1055 Saint Charles Avenue  
New Orleans, LA 70130  
(504) 598 4663  
(504) 598-4676 (Fax)  
(504) 292-5647 (Cell)  
[ELLEN@GNOF.ORG](mailto:ELLEN@GNOF.ORG)

**Mr. Matthew P. Ritchie, CCIM**

President, Ritchie Real Estate  
1268 Dorchester Drive  
Alexandria, LA 71303  
(318) 449-8919  
(318) 449-5605 (Fax)  
(318) 709-6288 (Cell)  
[MATTRITCHIE@CCIM.NET](mailto:MATTRITCHIE@CCIM.NET)

**Mr. Willie Spears**

Sr. Vice President, CRA Officer  
Red River Bank  
333 Lawrence Boulevard  
Pineville, LA 71360  
(318) 473 9262 (Home)  
(318) 664 1466 (Cell)  
[SPEARS.WILLIE@ATT.NET](mailto:SPEARS.WILLIE@ATT.NET)

**Mr. Malcolm Young, CEO**

Louisiana Realtors Association  
4639 Bennington Avenue  
Baton Rouge, LA 70808  
(225) 923-2210  
(225) 926-5922 (Fax)  
(225) 907 7374 (Cell)  
[MALCOLM@LAREALTORS.ORG](mailto:MALCOLM@LAREALTORS.ORG)

**Mr. Guy T. Williams, Jr.**

President and CEO  
Gulf Coast Bank and Trust Company  
200 Saint Charles Avenue  
New Orleans, LA 70130-2997  
(504) 581 4561  
(504) 581 3583 (Fax)  
(504) 289-1850 (Cell)  
[GUYWILLIAMS@GULFBANK.COM](mailto:GUYWILLIAMS@GULFBANK.COM)

**Mr. Larry Ferdinand**

President and CEO  
Larry Ferdinand and Associates  
3436 Galaxy Lane  
Shreveport, LA 71119  
(318) 670-9715  
(318) 670-7609 (Fax)  
(318) 773-3782 (Cell)  
[KINGFERDINANDSR@EARTHLINK.NET](mailto:KINGFERDINANDSR@EARTHLINK.NET)

**Mr. Frederick Tombar, III**

**LHC Executive Director**  
Louisiana Housing Corporation  
2415 Quail Drive  
Baton Rouge, LA 70808  
(225) 763-8773  
(225) 763-8749 (Fax)  
(225) 405-1125 (Cell)  
[FTOMBAR@LHC.LA.GOV](mailto:FTOMBAR@LHC.LA.GOV)

**Mr. Barry E. Brooks**

**LHC Board Secretary/Coordinator**  
Louisiana Housing Corporation  
2415 Quail Drive  
Baton Rouge, LA 70808  
(225) 763-8773  
(225) 763-8749 (Fax)  
(225) 636-8834 (Cell)  
(225) 284-4047 (Home)  
[BBROOKS@LHC.LA.GOV](mailto:BBROOKS@LHC.LA.GOV)

7/3/2013 8:11 AM (BEB)

**LHC STAFF**  
**2415 QUAIL DRIVE, BATON ROUGE, LA 70808**  
**FISCAL 2013**

**Executive Director**

Frederick Tombar, III  
[ftombar@lhc.la.gov](mailto:ftombar@lhc.la.gov)

**Chief Operating Officer**

Bradley Sweazy  
[bsweazy@lhc.la.gov](mailto:bsweazy@lhc.la.gov)

**Executive Counsel**

Keith Cunningham  
[kcunningham@lhc.la.gov](mailto:kcunningham@lhc.la.gov)

**Board Secretary**

Barry Brooks  
[bbrooks@lhc.la.gov](mailto:bbrooks@lhc.la.gov)

**Chief Fiscal Officer**

Rene Landry  
[rlandry@lhc.la.gov](mailto:rlandry@lhc.la.gov)

**Assistant Chief Fiscal Officer**

Jatis Harrington  
[jharrington@lhc.la.gov](mailto:jharrington@lhc.la.gov)

**8/7/2013 4:07 PM**

## 2013-2016 Strategic Plan

Strategic Intent	Address Affordable Housing Needs	Address Communities' Housing Needs	Increase Organizational Capacity
Goal Statements	<b>GOAL 1 - Increase and Preserve Affordable Housing Opportunities for:</b> <ul style="list-style-type: none"> <li>• Low- and Moderate- Income Households</li> <li>• Underserved Minority Households</li> <li>• Vulnerable Households</li> </ul>	<b>GOAL 2 – Work with communities to use affordable housing to Support Strong, Viable Communities through:</b> <ul style="list-style-type: none"> <li>• Implementing Effective State Housing Policy</li> <li>• Identifying Housing Needs</li> <li>• Affirmatively Furthering Fair Housing</li> </ul>	<b>GOAL 3 – Sustain and Strengthen LHC through:</b> <ul style="list-style-type: none"> <li>• Raising and Leveraging Capital</li> <li>• Managing Risk</li> <li>• Improving Operations</li> </ul>
Objectives	<p><b>Low- to Moderate- Income Households</b></p> <ol style="list-style-type: none"> <li><u>Expand and maintain the supply of housing stock</u> <ul style="list-style-type: none"> <li>➤ Promote the development of affordable housing in areas previously underserved by the LHC</li> <li>➤ Preserve existing homes</li> <li>➤ Dedicate resources to educate households to attain and maintain homeownership</li> </ul> </li> <li><u>Improve the Quality of Life</u> <ul style="list-style-type: none"> <li>➤ Create and promote healthy and supportive living environments</li> <li>➤ Link households to supportive services tailored to improving education, economic growth and employment opportunities</li> </ul> </li> </ol> <p><b>Underserved Minority Populations</b></p> <ol style="list-style-type: none"> <li><u>Target resources to serve minority populations</u> <ul style="list-style-type: none"> <li>➤ Increase the number of minority households served</li> <li>➤ Increase awareness of LHC and our available products</li> <li>➤ Create education, job training programs, employment and career opportunities targeted at minority populations</li> </ul> </li> </ol> <p><b>Vulnerable Households</b></p> <ol style="list-style-type: none"> <li><u>Increase Supportive Housing</u> <ul style="list-style-type: none"> <li>➤ Increase the number of Permanent Supportive Housing (PSH) Units</li> <li>➤ Decrease wait time for placement into PSH units</li> </ul> </li> </ol>	<p><b>Effective State Housing Policy</b></p> <ol style="list-style-type: none"> <li><u>Integrate and Enhance Funding Resources</u> <ul style="list-style-type: none"> <li>➤ Leverage resources</li> <li>➤ Encourage use of private funds</li> <li>➤ Prevent foreclosures and evictions</li> <li>➤ Develop partnerships</li> <li>➤ Promote smart growth</li> <li>➤ Mitigate the loss of housing stock</li> <li>➤ Provide equal opportunity housing</li> </ul> </li> <li><u>Activate the Housing and Transportation Planning and Coordinating Commission (HTPCC)</u> <ul style="list-style-type: none"> <li>➤ Facilitate the needs of the HTPCC to achieve its stated goals</li> <li>➤ Serve as Louisiana's state interagency council on homelessness</li> <li>➤ Create Louisiana's Ten Year Plan to End Homelessness</li> <li>➤ Serve as the state clearinghouse for information on services, housing, and transportation options for the homeless</li> <li>➤ Align programs and priorities to achieve goals that will be outlined in LA's Ten Year Plan to End Homelessness</li> </ul> </li> </ol> <p><b>Housing Needs</b></p> <ol style="list-style-type: none"> <li><u>Assess Current and Future Housing Needs</u> <ul style="list-style-type: none"> <li>➤ Review housing and related needs of state, regional, and local communities</li> <li>➤ Report and analyze specific housing issues, opportunities, and impediments that include regional and local summaries</li> <li>➤ Identify areas of significant economic growth and industrial investment zones in an effort to spur development of workforce housing</li> <li>➤ Develop a 10-, 20-, 30-Year Housing Strategy using demographic projections for population growth; minority, elderly, disabled, and other vulnerable populations; workforce housing, transportation, and smart growth</li> </ul> </li> </ol> <p><b>Fair Housing Initiatives</b></p> <ol style="list-style-type: none"> <li><u>Affirmatively Further Fair Housing</u> <ul style="list-style-type: none"> <li>➤ Provide outreach and assistance to ensure compliance with state and federal fair housing laws</li> <li>➤ Eliminate impediments to fair housing</li> </ul> </li> </ol>	<p><b>Raising and Leveraging Capital</b></p> <ol style="list-style-type: none"> <li><u>Increase Capital Capacity</u> <ul style="list-style-type: none"> <li>➤ Maintain Aaa and A1 issuer credit ratings by Moody's</li> <li>➤ Leverage and increase capital alternatives to ensure adequate support for LHC's lending programs</li> <li>➤ Develop a Strategic Financial Plan</li> </ul> </li> </ol> <p><b>Managing Risk</b></p> <ol style="list-style-type: none"> <li><u>Mitigate Losses</u> <ul style="list-style-type: none"> <li>➤ Assess delinquencies, bankruptcies, and foreclosures and implement reduction strategies</li> <li>➤ Monitor properties to ensure fiduciary responsibility, financial stability and viability</li> <li>➤ Maintain safe, sanitary, and decent physical condition of property</li> <li>➤ Retain assets aging out of compliance in LHC portfolio</li> <li>➤ Determine if additional underwriting and policy changes are required to mitigate emerging risks</li> </ul> </li> <li><u>Expand Compliance Responsibilities</u> <ul style="list-style-type: none"> <li>➤ Monitor the significant ongoing changes in its regulatory environment, and continue to enhance LHC's regulatory compliance systems to keep fully abreast of new industry and program requirements</li> <li>➤ Implement new Compliance Monitoring departmental strategies and technology to improve efficiency and project management</li> </ul> </li> </ol> <p><b>Improving Operations</b></p> <ol style="list-style-type: none"> <li><u>Increase Capabilities and Efficiencies</u> <ul style="list-style-type: none"> <li>➤ Identify and implement process improvement initiatives</li> <li>➤ Develop and refine eBusiness strategies and systems</li> <li>➤ Evaluate the feasibility of an internal loan servicing system</li> <li>➤ Develop a multi-rater feedback tool to assess partners' needs and expectations</li> </ul> </li> <li><u>Cultivate Human Capital</u> <ul style="list-style-type: none"> <li>➤ Define core values and align organizational culture</li> <li>➤ Improve employee morale</li> <li>➤ Plan for succession</li> <li>➤ Implement workforce planning</li> </ul> </li> </ol>