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## 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>

## Strategic Priority I: Address Affordable Housing Needs

### Goal 1: Increase and Preserve Affordable Housing Opportunities for Low- to Moderate Income Households

#### Objective 1A:

Expand and Maintain the Supply of Housing Stock by Promoting the Development of Affordable Housing in Areas Previously Underserved by the LHC

Staff Assigned	<u>Objective Leader:</u> Brenda Evans	
Performance Measure		Time and Tracking
1. 70% of parishes (20 additional parishes) actively participating in the homeownership program		August 2014
2. 100% of parishes actively participating in the homeownership program		August 2015
3. 90% participation by current state certified CHDOs - affecting at least 40% of the parishes within 2 years		December 2015 Quarterly reporting
Resources	<ul style="list-style-type: none"> <li>• Funding Sources</li> <li>• Initiatives Housing Needs Assessment</li> <li>• Marketing/Outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Community Partners/Stakeholders</li> <li>• Support Departments</li> </ul>

## Strategic Priority II: Address Communities' Housing Needs

**Goal 2: Work with communities to use affordable housing to Support Strong, Viable Communities through Identifying Housing Needs**

### Objective 3A:

**Assess Current and Future Housing Needs by Reviewing Housing and Related Needs of State, Regional, and Local Communities**

<b>Staff Assigned</b>	<u>Objective Leader</u> : Anita Tillman	
Performance Measure		Time and Tracking
1. Complete the statewide Housing Needs Assessment		March 2014
2. 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		September 2014
3. Develop regional plans that are used to guide funding allocation decisions and influence policy		December 2014
<b>Resources</b>	<ul style="list-style-type: none"> <li>• HTPCC</li> <li>• General funds</li> <li>• CDBG Planning Funds</li> <li>• HOME Funds</li> </ul>	<ul style="list-style-type: none"> <li>• HTPCC public meetings (as required by law)</li> <li>• Contract Support</li> </ul>

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**Objective 3B:**  
**Assess Current and Future Housing Needs by Reporting and Analyzing**  
**Specific Housing Issues, Opportunities, and Impediments that Include Regional and Local Summaries**

<b>Staff Assigned</b>	<u>Objective Leader:</u> Anita Tillman	
Performance Measure		Time and Tracking
1. Identify key stakeholders, develop an agenda, and initial engagement of regional and local leaders		December 2013
2. Develop an interactive reporting tool to provide community level data on LHC investments		December 2013
3. Launch a data and reporting repository on the LHC website		February 2014
4. Validate the current Analysis of Impediments (AI) against the Housing Needs Assessment (HNA) within three months of completion of the HNA		July 2014 (tentatively)
<b>Resources</b>	<ul style="list-style-type: none"> <li>• HTPCC</li> <li>• Housing needs assessment</li> <li>• LMA</li> <li>• Advocacy Orgs</li> <li>• I/T Team</li> </ul>	<ul style="list-style-type: none"> <li>• HTPCC public meetings (as required by law)</li> <li>• Integrated enterprise-wide database</li> </ul>

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**Objective 3C:**

**Assess Current and Future Housing Needs by Identifying Areas of Significant Economic Growth and Industrial Investment Zones in an Effort to Spur Development of Workforce Housing**

<b>Staff Assigned</b>	<u>Objective Leader</u> : Don Hutchinson	
<b>Performance Measure</b>		<b>Time and Tracking</b>
1. Identify geographic areas of economic investment in partnership with LED		September 2013 Quarterly reporting
2. Partner with LED Regional Directors to develop a network of statewide partners at the local levels		December 2013
3. Develop a plan that links workforce housing opportunities to LED's economic investments		March 2014
<b>Resources</b>	<ul style="list-style-type: none"> <li>• HTPCC</li> <li>• Housing needs assessment</li> <li>• Economic Development Partners List</li> </ul>	<ul style="list-style-type: none"> <li>• HTPCC public meetings (as required by law)</li> <li>• LED "Investments List"</li> </ul>