



# **BOARD OF DIRECTORS**

Agenda Item 8

**Administrative Committee**

**Chairman Malcolm Young**

**September 11, 2013**

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# Louisiana Housing Corporation

September 4, 2013

## ADMINISTRATIVE COMMITTEE MEETING

### Agenda

Notice is hereby given of a regular meeting of the Administrative Committee to be held on Wednesday, September 11, 2013 @ 10:00 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 August 14, 2013 Committee Meeting**.
3. **A resolution adopting the Louisiana Housing Corporation Strategic Plan for 2013-2016** (labeled as Exhibit A, entitled “Louisiana Housing Corporation 2013-2016 Strategic Plan”) and providing for other matters in connection therewith. Staff recommends approval.
4. Other Business.
5. 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, August 14, 2013  
2415 Quail Drive  
Committee Room 1  
Baton Rouge, LA 70808  
9:00 a.m.**

**Committee Members Present**

Chairman Malcolm Young  
Dr. Daryl Burckel  
Mayson H. Foster

**Committee Members Absent**

Treasurer John Kennedy  
Ellen Lee

**Board Members Present**

Michael Airhart  
Matthew Ritchie  
Willie Spears

**Board Members Absent**

Larry Ferdinand  
Guy Williams

**Staff Present**

Keith Cunningham  
Christine Bratkowski  
Terry Holden  
Brenda Evans  
Nicole Sweazy  
Brad Sweazy  
Anita Tillman  
Collette Mathis  
Rene' Landry  
Selena Sims  
Danny Veals  
Frederick Tombar, III

## **Others Present**

Carliss Knesel, Whitney Bank  
Wayne Neveu, Foley & Judell  
Larry Hoss, Our Plan B  
Randy Oliver, Our Plan B  
Angela Fyssas-Lear, Whitney Bank  
J. Kemp  
Marla Newman, Louisiana Housing Alliance  
Shaun Toups, Government Consultants  
Wendell Fredrick, Our Plan B  
Cindy C., Re Entry Solutions  
Andrea M., Re Entry Solutions  
Samuel Sanders, MERA

## **Minutes**

**Call to Order and Roll Call.** The Administrative Committee Meeting was called to order by Chairman Malcolm Young at 9:04 a.m. The roll was called by Ms. Rebekah Ward and a quorum was established.

**Approval of Minutes.** On a motion by Dr. Daryl Burckel which was seconded by Mr. Willie Spears, the minutes of the July 10, 2013 meeting were approved without correction.

## **Action Items.**

- *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.*

Chairman Young introduced the resolution, giving a brief explanation and called for a motion to recommend it to the Full Board. On a motion by Dr. Burckel, seconded by Mr. Spears, the motion passed unanimously.

**Discussion regarding LHC Draft Strategic Plan.** Chairman Young introduced the 2013-2016 Strategic Plan to the Committee, deferring to Mr. Frederick Tombar, III, Executive Director, for further explanation. Mr. Tombar gave an overview of the objectives in the Strategic Plan, highlighting priorities outlined in the Operational Plan. Directors requested that the plan be submitted to the Board for comment and review by Friday, August 23<sup>rd</sup>. Chairman Young stated that Board suggestions would be incorporated and a plan would be finalized and adopted through resolution at the September Board Meeting.

**Adjournment.** There being no further business to discuss, Chairman Young called for adjournment. On a motion by Mr. Spears, seconded by Mr. Mayson Foster, the meeting adjourned at 9:27 a.m.

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Committee Secretary, Rebekah Ward

## LOUISIANA HOUSING CORPORATION

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

### **RESOLUTION**

A resolution adopting the Louisiana Housing Corporation (the “LHC” or “Corporation”) Strategic Plan for 2013-2016 (attached as Exhibit A, entitled “Louisiana Housing Corporation 2013-2016 Strategic Plan”) and providing for other matters in connection therewith.

**WHEREAS**, the Louisiana Housing Corporation (“LHC” or “Corporation”) was created by and pursuant to the Louisiana Housing Corporation Act contained in Chapter 3-G of the Louisiana Revised Statutes of 1950, as amended (R.S. 40:600.86 through R.S. 40:600.111); and

**WHEREAS**, the LHC, as authorized by the State of Louisiana pursuant to R.S. 40:600.91(A), shall have the powers necessary or convenient to carry out and effectuate the purpose and provisions of the LHC Act.

**BE IT RESOLVED** by the Board of Directors of the Louisiana Housing Corporation (the “Board”), acting as the governing authority of said Corporation:

**SECTION 1.** The Board hereby adopts the LHC Strategic Plan for 2013-2016 (attached as Exhibit A, entitled “Louisiana Housing Corporation 2013-2016 Strategic Plan”).

**SECTION 2.** The LHC staff and counsel are authorized and directed to prepare such documents and agreements as may be necessary to implement the LHC Strategic Plan for 2013-2016.

**SECTION 3.** The Chairman, Vice Chairman, and the Secretary of the Board as well as the Executive Director of the LHC 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 LHC the terms of which are to be consistent with the provisions of this resolution.

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

**YEAS:**

**ABSTAIN:**

**NAYS:**

**ABSENT:**

And the resolution was declared adopted on this, the 11th day of September, 2013.

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Chairman

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Secretary

**STATE OF LOUISIANA**

**PARISH OF EAST BATON ROUGE**

I, the undersigned Secretary of the Board of Directors of the Louisiana Housing Corporation (the “Board”), do hereby certify that the foregoing two (2) pages constitute a true and correct copy of a resolution adopted by said Board on September 11, 2013, entitled: “A resolution adopting the Louisiana Housing Corporation (the “LHC” or “Corporation”) Strategic Plan for 2013-2016 (attached as Exhibit A, entitled “Louisiana Housing Corporation 2013-2016 Strategic Plan”) 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 11<sup>th</sup> day of September 2013.

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Secretary

(SEAL)

## 2013-2016 Strategic Plan

Strategic Priority	Address Affordable Housing Needs	Address Communities' Housing Needs	Increase Organizational Capacity
Goals	<p><b>GOAL 1</b> - Increase and Preserve Affordable Housing Opportunities for:</p> <ul style="list-style-type: none"> <li>• Low- and Moderate- Income Households</li> <li>• Underserved Minority Households</li> <li>• Vulnerable Households</li> </ul>	<p><b>GOAL 2</b> – Work with communities to use affordable housing to Support Strong, Viable Communities through:</p> <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>	<p><b>GOAL 3</b> – Sustain and Strengthen LHC through:</p> <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>1. <u>Expand and maintain the supply of housing stock</u> <ol style="list-style-type: none"> <li>A. Promote the development of affordable housing in areas previously underserved by the LHC</li> <li>B. Preserve existing homes</li> <li>C. Provide homeownership education</li> </ol> </li> <li>2. <u>Improve the Quality of Life</u> <ol style="list-style-type: none"> <li>A. Create and promote healthy and supportive living environments</li> <li>B. Link households to supportive services tailored to improving education, economic growth and employment opportunities</li> </ol> </li> </ol> <p><b>Underserved Households</b></p> <ol style="list-style-type: none"> <li>3. <u>Target resources to serve underserved populations</u> <ol style="list-style-type: none"> <li>A. Increase underserved households' awareness of LHC and our available products</li> <li>B. Create education, job training programs, employment and career opportunities targeted at underserved populations</li> </ol> </li> </ol> <p><b>Vulnerable Households</b></p> <ol style="list-style-type: none"> <li>4. <u>Increase Supportive Housing</u> <ol style="list-style-type: none"> <li>A. Increase the number of Permanent Supportive Housing (PSH) Units</li> <li>B. Decrease wait time for placement into PSH units</li> <li>C. Increase the amount of homeless prevention and rapid re-housing opportunities offered</li> </ol> </li> </ol>	<p><b>Effective State Housing Policy</b></p> <ol style="list-style-type: none"> <li>1. <u>Leverage, Integrate and Enhance Funding Resources</u> <ol style="list-style-type: none"> <li>A. Reduce foreclosures and evictions</li> <li>B. Maintain an adequate supply of affordable housing</li> <li>C. Identify and address blight</li> </ol> </li> <li>2. <u>Synchronize Local, Regional, and State Efforts to Address Homelessness</u> <ol style="list-style-type: none"> <li>A. Reduce chronic homelessness</li> <li>B. Align the available resources to maximize the number of people assisted</li> <li>C. Raise awareness of available resources and issues faced by people who are homeless</li> <li>D. Serve as the state clearinghouse for information on services, housing, and transportation options for the homeless</li> <li>E. Activate the Housing and Transportation Planning and Coordinating Commission (HTPCC)</li> </ol> </li> </ol> <p><b>Housing Needs</b></p> <ol style="list-style-type: none"> <li>3. <u>Assess Current and Future Housing Needs</u> <ol style="list-style-type: none"> <li>A. Review housing and related needs of state, regional, and local communities</li> <li>B. Report and analyze specific housing issues, opportunities, and impediments that include regional and local summaries</li> <li>C. Identify areas of significant economic growth and industrial investment zones in an effort to spur development of workforce housing</li> <li>D. Identify opportunities to address housing challenges specifically related to transportation</li> <li>E. Maintain a housing disaster recovery toolkit and lead response and coordination efforts</li> </ol> </li> </ol> <p><b>Fair Housing Initiatives</b></p> <ol style="list-style-type: none"> <li>4. <u>Affirmatively Further Fair Housing</u> <ol style="list-style-type: none"> <li>A. Provide outreach and assistance to ensure compliance with state and federal fair housing laws</li> <li>B. Eliminate impediments to fair housing</li> </ol> </li> </ol>	<p><b>Raising and Leveraging Capital</b></p> <ol style="list-style-type: none"> <li>1. <u>Increase Capital Capacity</u> <ol style="list-style-type: none"> <li>A. Maintain Aaa and A1 issuer credit ratings by Moody's</li> <li>B. Leverage and increase capital alternatives to ensure adequate support for LHC's lending programs</li> <li>C. Develop a Strategic Financial Plan</li> </ol> </li> </ol> <p><b>Managing Risk</b></p> <ol style="list-style-type: none"> <li>2. <u>Mitigate Losses</u> <ol style="list-style-type: none"> <li>A. Assess delinquencies, bankruptcies, and foreclosures and implement reduction strategies</li> <li>B. Monitor properties to ensure fiduciary responsibility, financial stability and viability</li> <li>C. Improve and maintain physical condition of property</li> <li>D. Retain assets aging out of compliance in LHC portfolio</li> <li>E. Determine if additional underwriting and policy changes are required to mitigate emerging risks</li> </ol> </li> </ol> <p><b>Expanding Compliance Responsibilities</b></p> <ol style="list-style-type: none"> <li>3. <u>Expand Compliance Responsibilities</u> <ol style="list-style-type: none"> <li>A. 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>B. Implement new Compliance Monitoring departmental strategies and technology to improve efficiency and project management</li> </ol> </li> </ol> <p><b>Improving Operations</b></p> <ol style="list-style-type: none"> <li>4. <u>Increase Capabilities and Efficiencies</u> <ol style="list-style-type: none"> <li>A. Identify and implement process improvement initiatives</li> <li>B. Develop and refine eBusiness strategies and systems</li> <li>C. Evaluate the feasibility of an internal loan servicing system</li> <li>D. Develop a multi-rater feedback tool to assess partners' needs and expectations</li> <li>E. Manage all funding sources via enterprise systems of record</li> <li>F. Continually identify opportunities to develop in-house expertise</li> </ol> </li> </ol> <p><b>Cultivating Human Capital</b></p> <ol style="list-style-type: none"> <li>5. <u>Cultivate Human Capital</u> <ol style="list-style-type: none"> <li>A. Define core values and align organizational culture</li> <li>B. Improve employee morale</li> <li>C. Implement LHC workforce planning</li> </ol> </li> </ol>