



Louisiana Housing
Corporation

Board of Directors

Agenda Item #9

LHC Strategic Plan Update

Oct 2017 – Sept 2022

February 10, 2021

STRATEGIC PLAN

2017 - 2022 PROGRESS REPORT



Louisiana Housing
Corporation



GOALS



Meet affordable housing and community needs of Louisiana



Optimize organizational resources



Forge and strengthen partnerships with Louisiana communities

OBJECTIVES

1. Refine the ability to ensure property owners and developers build and maintain quality workmanship and comply with all regulatory compliance and financial obligations.
2. Expand cost effective housing opportunities.
3. Create a non-profit organization.
4. Develop and implement an electronic portfolio assessment tool.
5. Align department goals with strategic plan.
6. . Increase the use of technology to improve communications and operations internally and externally.
7. Ensure that all departments are staffed efficiently.
8. Invest in the professional development of employees.
9. Optimize facility resources, internally, externally, and electronically.
10. . Coordinate statewide comprehensive plan and housing strategy.
11. Foster relationships with entities that share similar missions to increase affordable housing opportunities.
12. Partner with municipalities and parish governments to identify community housing needs, with an emphasis on Smart Growth.
13. Strengthen alliances with educational institutions to expand training and educational opportunities.



ABOUT LHC

Vision

To be recognized as the statewide housing provider

Mission

To ensure that Louisiana residents have access to safe, affordable, energy-efficient housing and related services

Core Values

Accountability

Collaboration

Commitment

Customer Service

Integrity

Professionalism

Contact

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ACCOMPLISHMENTS

OBJECTIVE 1:

Refine the ability to ensure property owners and developers build and maintain quality workmanship and comply with all regulatory compliance and financial obligations.

- Enhanced the frequency in communication to property owners and developers to improve regulatory compliance and financial obligations.
- Enhanced all funding documents associated to regulator and financial agreements.
- Created comprehensive manuals and standard operations procedures.

OBJECTIVE 2:

Expand cost effective housing opportunities.

- Expanded the Mortgage Revenue Bond Program (MRB). The MRB was expanded by launching a second program in 2020 for over \$30 million.
- Increased homebuyer assistance from \$35,000 to \$55,000 in the Resilience Soft Seconds Program.
- Expanded housing opportunities through the HUD Counseling Programs by providing resources necessary for individuals to obtain homeownership such as financial literacy, predatory lending, fair housing and foreclosure workshops, and one-on-one counseling.
- Funded more than \$20 million in housing and services for people experiencing homelessness across Louisiana through the Continuum of Care (CoC) Program.
- Housed nearly 150 families, included youth-headed households and households fleeing domestic violence with \$1.6 million in new project funding.
- Partnered with Habitat for Humanity - Louisiana (Habitat) to create a continual stream of affordable single family housing in Baton Rouge for people experiencing homelessness. LHC funded 400,000 in HOME to Habitat to rehab single family homes and requires that they be rented to people experiencing homelessness for up to 15 years.

OBJECTIVE 3:

Create A Non-Profit (no activity)

OBJECTIVE 4:

Develop and implement an electronic portfolio assessment tool.

- Online project tracker for HOME, CDBG, and NHTF projects– the tracker is comprised of critical path dates of the HUD environmental review process for federally funded activities. The status of conditionally awarded projects can be searched to obtain progress updates enhancing the coordination of external commitments and scheduling.
- Transitioned to the HDS NextGen web-based system. This system is the electronic portfolio assessment tool through the implementation of the Multi-family and Asset Management related modules.

OBJECTIVE 5:

Align department goals with strategic plan.

- All departments have created their own mission, values, goals, and objectives to align with the LHC's overall strategic plan.

OBJECTIVE 6:

Increase the use of technology to improve communications and operations internally and externally.

- Remote access to LHC network for all agency staff allowed us to continue operations during national pandemic.
- Moved to full time remote work facilitated by critical software: Slack and Trello for communications and task tracking, Tableau for data visualization and reporting, SquareSpace for rapid web development and deployment.
- Upgraded staff work stations (pc's) and network infrastructure, increased internet bandwidth and network wireless access throughout the three sites to increase the agency's production and efficiency.

- CHDO workflow for RFPs and RFQs was created to improve communication between internal partners.
- Public Relations department that communicates the agency's internal and external accomplishments via consistent monthly newsletters. Internally, monthly issues started in January 2018 and have continued to expand content to improve employee readership.
- Completely rebranded the Corporation to create imagery and messages to better resonate with partners and the community, which included overhauling the website, establishing or enhancing social media channels, creating consistent digital and printed tools and resources, establishing a monthly blog, simplify public notices and event postings.
- Launched virtual homebuyer education series to expand participant accessibility statewide.
- Launched LHC's first comprehensive and targeted multi-media advertising campaign that incorporated traditional and digital media to increase brand awareness and lead to an increase in homeownership production. Mediums included radio, television, website, social media, pay-per-click, ad video and audio streaming.
- Created LHC's first commercial that aired on state and national television and radio stations statewide.
- Utilized cloud-based services to manage administrative aspects of the Louisiana Housing Conference to simplify processes, including registration, payment and refund processing, two-way communication, volunteer management, speaker and sponsor coordination, on-site production, and notifications.

OBJECTIVE 7:

Ensure that all departments are staffed efficiently.

- Increased the number of FTEs from 110 to 146. A 33% increase to ensure that programs are efficiently staffed.

OBJECTIVE 8:

Invest in the professional development of employees.

- Established and maintained standing Employee Activities Committee in 2018. New officers are elected annually. Responsible for all agency-wide social activities, such as Employee week activities and annual Awards ceremony. Employee activities have become more popular.
- Established and maintained a standing Leadership Committee composed of Department Heads or a representative for each department. New officers elected annually. Responsible for process

improvement, communication improvements, employee recognition, discussion of new and updated policies, developing standard operating procedures, reviewing and recommending improvements to resources.

- Established and maintained a standing Housing Conference Committee. Committee is led by the Director of Public Affairs. Responsible for planning, coordinating, executing, and evaluating the annual LHC Housing Conference.
- Established monthly team meetings for all departments. Responsible for transfer of information, discussion of new and updated policies, and discussion of departmental strategy, successes, and areas of improvement.

OBJECTIVE 9:

Optimize facility resources, internally, externally, and electronically.

- Facility management has created several electronic forms (MOVE, Building Maintenance, and Vehicle maintenance/request) to produce a more static and efficient response to service related request.
- Creation of an electronic budget process so that budget items could easily be tracked by internal parties. Providing up to date status reports instantaneously.
- Coordinated an office reconfigure to maximize office space, provide improved opportunities for team engagement and to boost employee morale.

OBJECTIVE 10:

Coordinate statewide comprehensive plan and housing strategy.

- Worked with the Department of Children and Family Services and the statewide Office of Community Development to respond to the COVID-19 pandemic by providing homelessness prevention, non-congregate shelter, and permanent housing to thousands of people experiencing homelessness.
- 2019 Housing Needs Assessment commissioned to help develop a statewide comprehensive plan and housing strategy.

OBJECTIVE 11:

Foster relationships with entities that share similar missions to increase affordable housing opportunities.

- Started a pilot program with Investar Bank to provide servicing to increase affordable housing opportunities for various residents.
- Launching the Habitat for Humanity's Program which targets very low-income families thus increasing affordable housing opportunities.
- Partnership with East Baton Rouge Parish Housing Authority for a homeownership program.
- Through the HUD Counseling Grant Program, LHC/ Single family is able to assist sub-grantees with similar goals and missions throughout the state. These sub-grantees provide services that allowed many to become educated regarding housing services, credit counseling and etc.
- Worked on the Legislative Research Committee to increase the age of young adults aging out of foster care with multiple other agencies and successfully implemented a program across various state agencies to implement the legislation resulting from the research committee.
- Built relationships that did not previously exist with Louisiana's Voluntary Organizations Active in Disasters (VOAD) community, its community action agencies, Habitat for Humanity - Louisiana, and new service providers in the Natchitoches/Sabine and Lake Charles Regions of the LA BOSCO.
- Continued to build and strengthen relationships with Community Action Agencies and Entities of Local Government for program improvements, efficiencies, and opportunities for expansion.
 - Quarterly Policy Advisory Council Meetings for Energy Solutions
 - Quarterly WAP Sub-grantee calls to address concerns and opportunities for networking
 - Partnerships with LWC to coordinate CSBG and LIHEAP similar activities
 - Partnerships with Jefferson Parish's Lead Program for Training
 - Partnerships with Utility Vendors such as Entergy and Atmos
- Developed a partnership with the Louisiana Realtor's Association to provide an ongoing series of educational opportunities designed to inform real estate agents about LHC's affordable mortgage programs and services.
- Partnered with the Louisiana Association of Broadcasters to air LHC's homebuyer commercial at a deeply discounted rate that guarantees a 4 to 1 return on investment, which is a service only available to government agencies.

OBJECTIVE 12:

Partner with municipalities and parish governments to identify community housing needs, with an emphasis on Smart Growth.

- We established and participated in a number of CRA Meetings with banks and others; we continued our Housing Counseling grants and partnering with the City of New Orleans for the Iberville Program and Providence Community Housing for Lafitte. The HUD Counseling grant allows LHC/Single Family to have multiple insights on community's needs. Based off those giving services and those receiving services. We continue to receive input from our HUD point of contacts, those employed by HUD approved agencies, those that have received services and those that inquiry about services. That input has been utilized in informing those with a need to know and providing a course for action.
- Launched Community Connections, a community-based initiative led by LHC housing experts designed to share best practices for leveraging state and federal resources to create more affordable housing opportunities. These events included the Housing Roundtable (2017), city of Grambling and City of Franklin (2018), and Choice Neighborhood Initiative with PHA's and Blight Remediation Roundtable (2019).

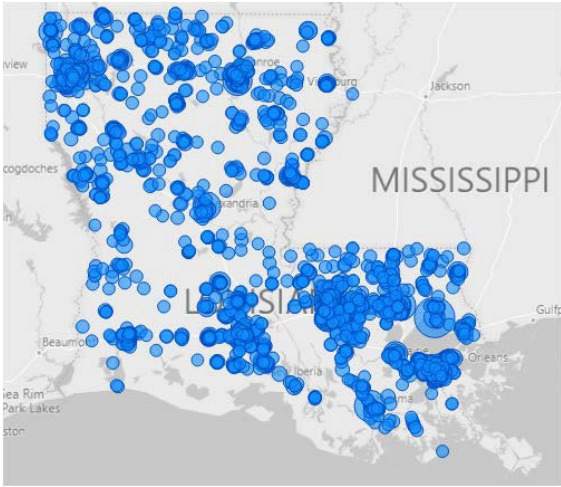
OBJECTIVE 13:

Strengthen alliances with educational institutions to expand training and educational opportunities.

- Partnership/internship with area high schools expand training and educational opportunities.
- Developed a partnership with the Louisiana State University (LSU) School of Social Work to comprehensively assess and report on the LA BOSCO's diversion case management outcomes in Baton Rouge.
- Working on a partnership with LWC to expand the Lead Contractor network for the HUD Lead Based Hazards Control Program through training.
- Partnership with LSU's Department of Public Administration to create the Housing Needs Assessment and in the process of reviewing the feasibility of creating an Office of Housing Research.
- Launched LHC's first continuing education (CE) course for real estate agents entitled, "Closing the Affordability Gap: What Every Real Estate Agent Should Know." This in-person course provides a comprehensive review of LHC's mortgage products and services. It was approved and certified by the Louisiana Real Estate Commission and provides two hours CE credits.

COMMUNITY IMPACT

Low-Income Housing Energy Assistance Program (LIHEAP)



The Low-Income Home Energy Assistance Program (LIHEAP) helps keep families safe and healthy through initiatives that assist families with energy costs.



60,573

Households
Assisted



64

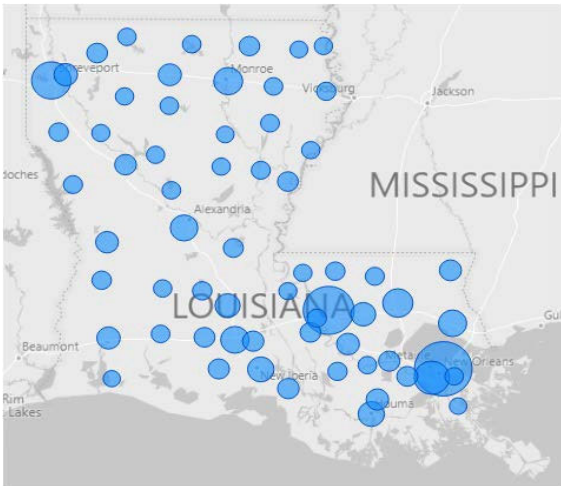
Parishes
Reached



\$108 M

Assistance
Provided

Weatherization Assistance Program



The Weatherization Assistance Program provides energy efficiency improvements that aim to reduce utility costs and lower high housing cost burdens for working families, seniors and people with disabilities.



1,937

Households
Assisted



63

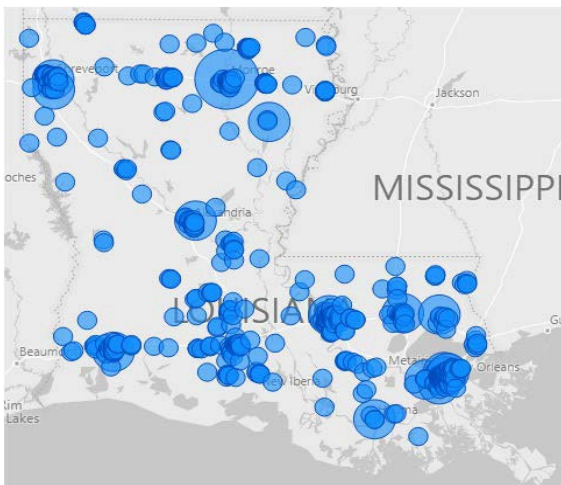
Parishes
Reached



\$13 M

Assistance
Provided

Low-Income Housing Tax Credit (LIHTC) Program



Provides tax-based incentives to developers for creation and preservation of affordable rental properties that primarily benefit working families, seniors, veterans, and people living with disabilities.



104

Developments
Funded



3,218

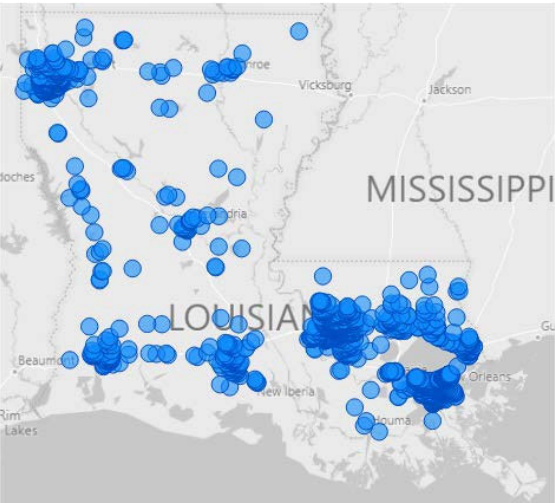
Units
Created



\$9 M

Credits
Awarded

Homeownership Programs



The Single-Family Homeownership provides down payment and closing cost assistance, homebuyer tax credits, mortgage loans with competitive rates, and homebuyer counseling.



1,625

Households
Assisted



50

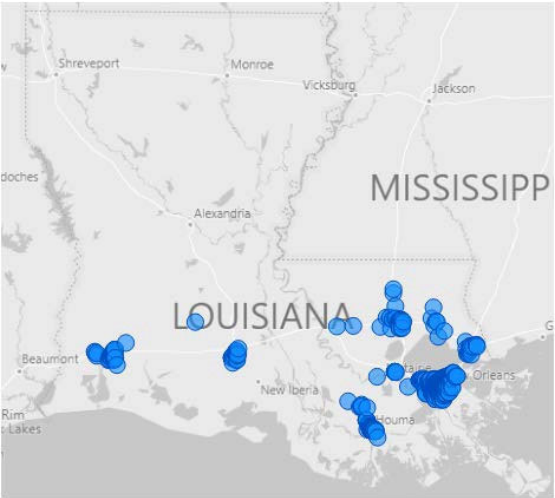
Parishes
Reached



\$240 M

Loans
Closed

Homeless Prevention & Solutions



Supportive housing solutions to prevent homelessness and help homeless individuals and their families



1,532

Households
Assisted



13

Parishes
Reached



\$26 M

Assistance
Provided

HOME Investments Partnership Program & The National Housing Trust Fund

The HOME Program provides funding for affordable rental and homeownership housing productions rehabilitation. The HTF provides funding for a range of activities including direct assistance to renters and prospective homebuyers.

CHDO Assistance



\$1.3 M

Rental
Housing



\$24 M

1,929 Units

TBRA



\$890,416

442 Tenants

Housing Development



\$5 M

52 Homes

LOOKING AHEAD

2022-2027 STRATEGIC PLANNING ROADMAP

For the remainder of the strategic planning period LHC will be engaging in a robust strategic evaluation in preparation of the 2022-2027 strategic plan. In addition to LHC staff and board members, community stakeholders and tenants across the state will be engaged to assess the unique housing needs of each region.

KEY COMPONENTS

- Program Research & Evaluation
- Tenant Surveys & Focus Groups
- Strategic Planning Committee
- Periodic Board Feedback

EVALUATION QUESTIONS

- What are our current programs/initiatives, and their eligible activities & funding uses?
- What funding sources are being used for each program and or initiative?
- Which populations do they Serve as indicated in previous program documents & funding announcements?
- Which Geographical Areas do they Serve as indicated in previous program documents & funding announcements?
- How well have our programs or initiatives performed over the past 3 -5 years?
- Are There any gaps in service either geographically or to target populations and subpopulations?
- What program/policy changes need to be implemented or created to improve outcomes for target populations and areas?
- How will these changes or developments be funded?

TIMELINE

- Outreach & Evaluation - 12 months
 - Conduct statewide community engagement via focus groups, tenant surveys, and listening sessions.
 - Evaluate program policies to Identify trends in funding, target populations, geographic areas etc.
- Assessment - 3 months
 - Analyze and summarize findings for presentation to strategic planning committee
 - Analysis to Include strengths and weaknesses
- Collaboration - 2 Months
 - Engage strategic planning committee and leadership to assess opportunities for Improvement.
- Priority Setting - 2 Months
 - Identify priorities, objectives, and performance metrics.
- Draft Plan & Approval - 3 Months
 - Develop and Revise draft as needed
 - Submit for Approval